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RE-IMAGINING GUGA S'THEBE AND LANGA MUSEUM (Langa Cultural Precinct/District)

Arts and Culture Department

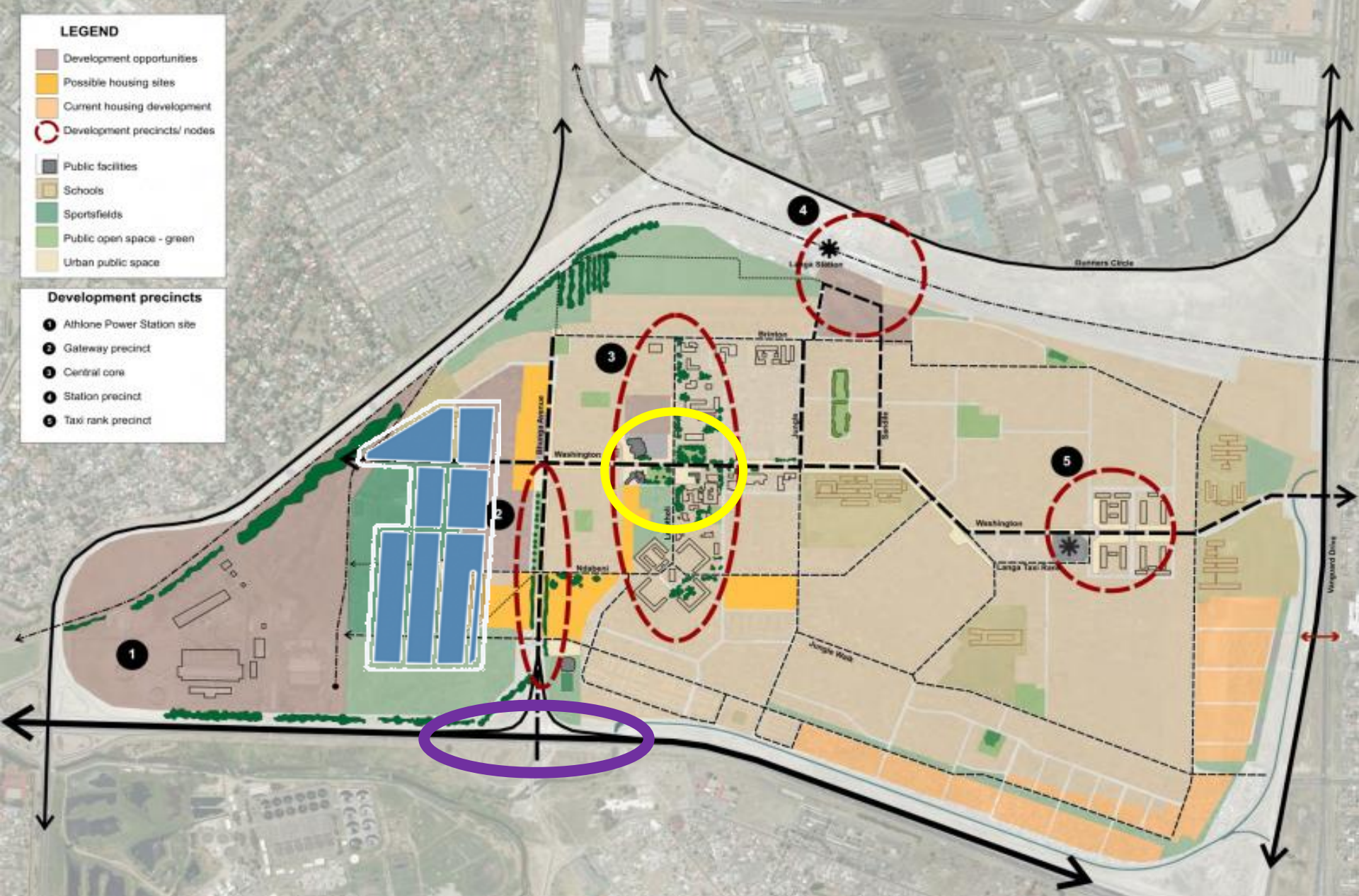
Making progress possible. **Together.**

LEGEND

- Development opportunities
- Possible housing sites
- Current housing development
- Development precincts/ nodes
- Public facilities
- Schools
- Sportsfields
- Public open space - green
- Urban public space

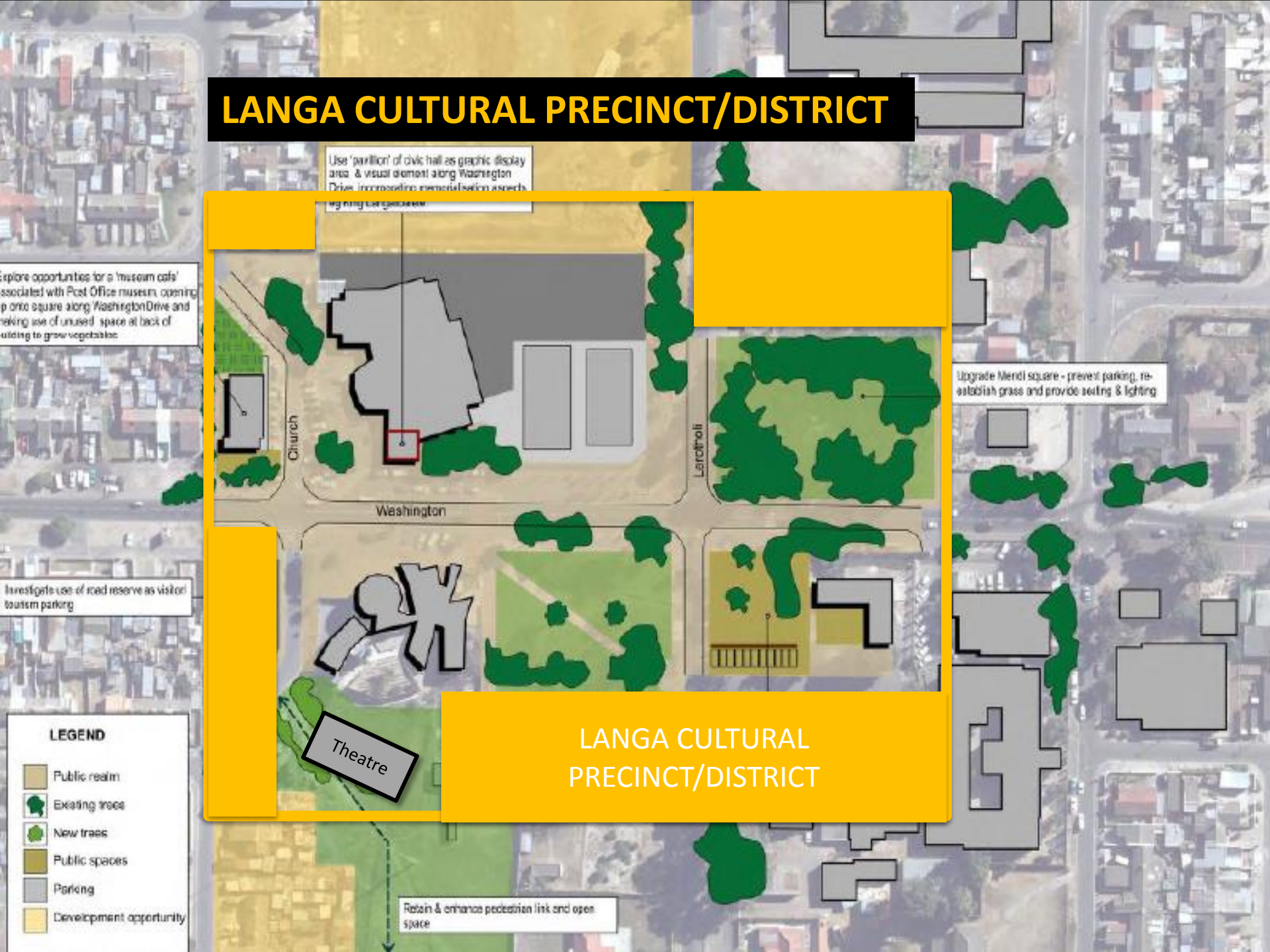
Development precincts

- 1 Athlone Power Station site
- 2 Gateway precinct
- 3 Central core
- 4 Station precinct
- 5 Taxi rank precinct



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LANGA CULTURAL PRECINCT/DISTRICT



LANGA CULTURAL PRECINCT/DISTRICT



A cultural district model

A possible definition is...

A cultural district can be loosely defined as a consortium of organizations working together for socio-economic benefit to form a larger cultural identity in a given neighborhood, city or region



History of establishment of Guga Sthebe and Langa Museum

- Guga Sthebe was initiated by the community on a large piece of City owned land in the late 1990s and was built through a partnership with all three spheres of government.
- Langa Museum is a community driven project by the Langa Heritage Foundation. Initially it had planned to use both the Pass Office and the Post Office. It is a decentralised museum concept using many of the heritage spaces in the area

Why this project

- Guga S'thebe has since 2007 (since the collapse of the old board) been without direction. However no body was apparent in Langa by late 2014 to play a more active role in the project. Became a tourist space (not original vision) and tenants started functioning as autonomous businesses (concerns in community)
- The Langa Pass office and Post office were not functioning effectively in 2012 and there was a need for the Post office to be made more active. Moreover the organisation cannot take the lease yet as it does not have the relevant documents needed by government. The City had to take back the PO.

Why is it important

- Cultural centres are important spaces for people to develop their arts, celebrate their heritage and culture, experience other peoples arts and culture, and create a space to showcase their areas
- Cultural centres also bring in money from outside to their area from locals and international visitors
- The City of Cape Town is committed to developing Cultural Centres – Arts, Culture and Creative Industries Policy 2014 and has established the Cultural spaces programme and a unit under A&C

Why not just Guga S'thebe?

- Because:
 - The museum is the big attractor for tourism (regular income generation)
 - The GST centre is the key developmental component
 - The GST centre can attract lots of regular local foot traffic for events, exhibitions, shop and cafe
 - Its cheaper and more efficient to reduce costs and staff by working closely together with some shared resources under one working umbrella
 - The non profit end is more important than the means
 - The public space can be enhanced and managed better (clean and secure)
 - Other facilities such as Langa Civic can handle “spill over” as well as provides needed parking space

The Langa Museum

- Langa Museum as a decentralised museum
- What does a Decentralised Museum mean?
- Tours, signage, maps and material about history connected to this institution
- Challenge of tour guides, income generation and keeping a clear coherent story
- To get a provincial cultural affairs local museum status
- Connected institutionally to Guga Sthebe



Studies Done to Date

- Oral History project of Langa
- Urban Design Plan for tourism aspects of Langa (incl identification of future public art)
- Cultural Mapping of 11 Neighbourhoods (incl Langa) – 2012-13
- World Design Capital – Design Thinking process to reimagine the LCP – AHCO (Various Session Reports)
- Buyolo Studies
 - Strategy Framework for a re-activated Guga Sthebe Arts and Cultural Centre
 - The development of business model options for the future economic sustainability of the Langa Cultural Precinct

About Langa



RICH HISTORY incl ARTS

DYNAMIC NEIGHBORHOOD



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CENTRALLY LOCATED



**Many opportunities for
economic, social,
environmental and cultural
development – bottom up**

**The City of CT and partners
have many projects and
resources in the area.**

Cultural Spaces Programme of the ACD

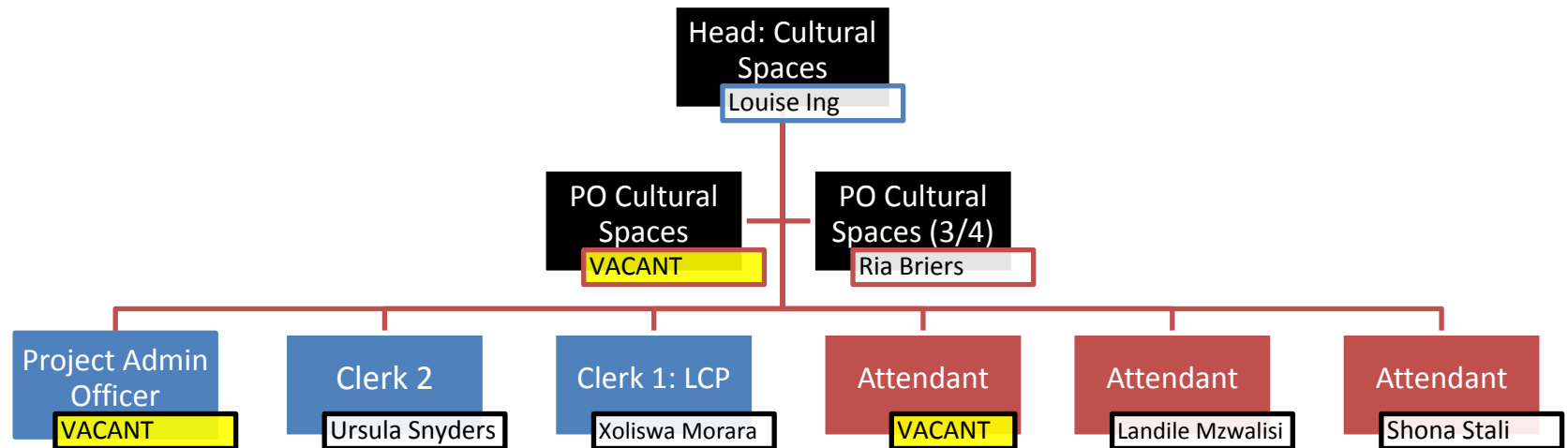
What does the policy say: Recipients

- The Arts and Culture Department can make City properties it has reserved and can maintain (must have a repairs and maintenance budget) available for communities to use as cultural facilities :
Cultural Spaces Programme
- Buildings are offered for short or long leases (depending on proven delivery of the organisation) to the widest grouping as possible (not just for the neighbourhood) – the organisation must be able to produce:
 - Tax Clearance Certificate
 - Audited financial statements for three years
 - Pass due diligence tests
 - A long term plan incl
 - A sustainability plan
 - An inclusivity plan
 - Prove it can raise funds to run programmes and enhance the building inside

What does the policy say: Department

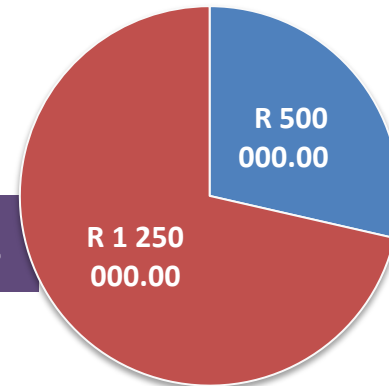
- The Department will maintain the exterior of building and roof and provide a security system.
- The Department is not obliged to provide a budget to operate the centre
- The Department is not obliged to will pay for staffing
- Currently the department also provides EPWP workers (not a long term commitment)
- The Department will ensure the centres are marketed together (but not the individual programme marketing)
- The Department expects monthly reports and monthly meetings as well as recognition as a key donor
- The Department manages a number of centres along these lines
 - Artb, Bellville Arts Centre, Rus En Vrede, Rhodes Cottage
 - Hugo Lamprecht, The Lab, Goodwood Museum, Oude Welgemoed, Delft Rent Office

Cultural Spaces UNIT (1 July onwards)



+ EPWP Staff

12 Spaces



Where are we in Langa ...



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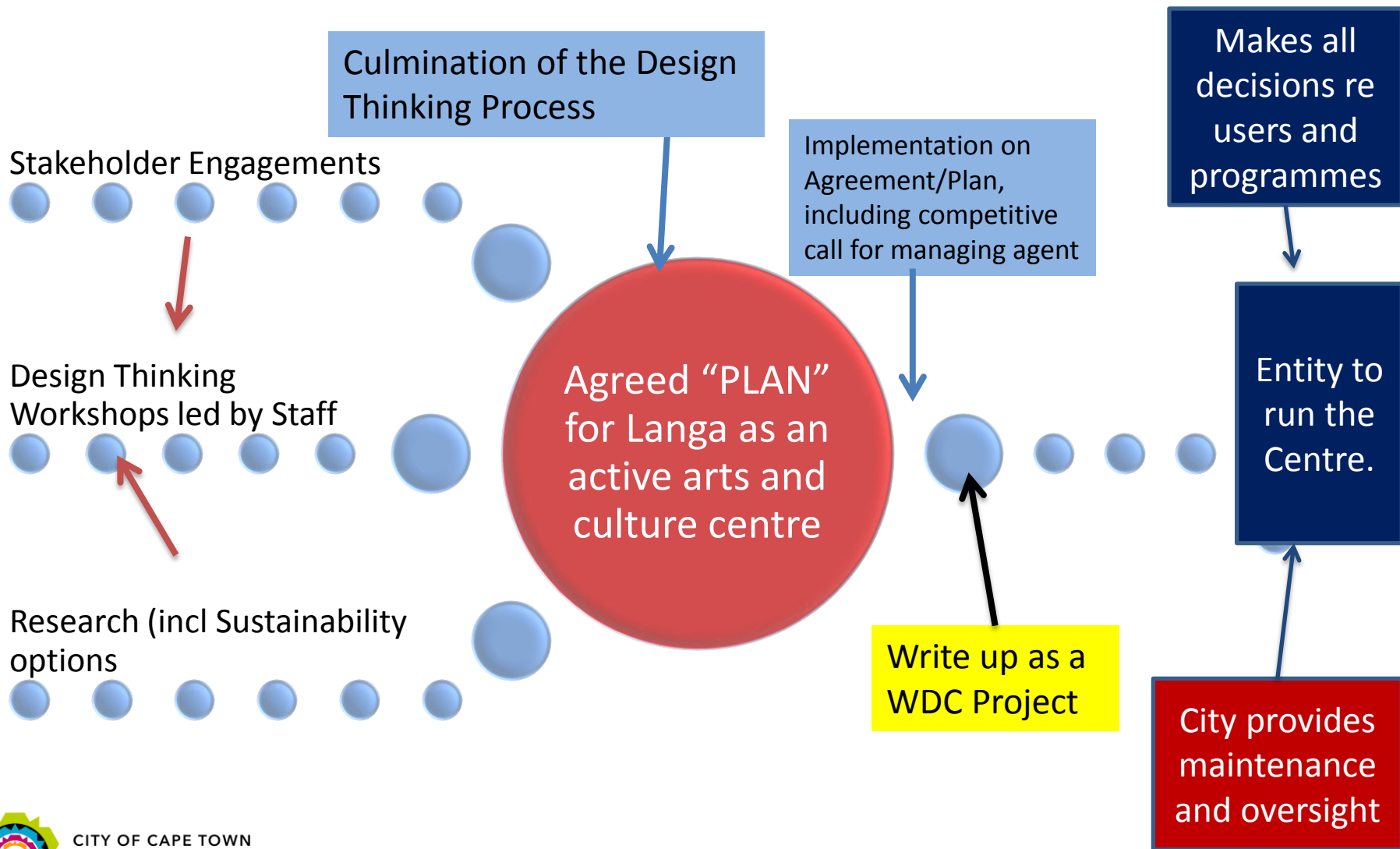
What did we do to change the centre

- Opportunity to build the theatre (no space to monetize cultural products)
- Capital Budget (2015-2016) to complete above
- Free Internet provided
- Two exhibitions to keep interest of visitors
- Public Art (as part of subcouncil project) – see next section
- Cultural Mapping phase 1

Focus on process not product

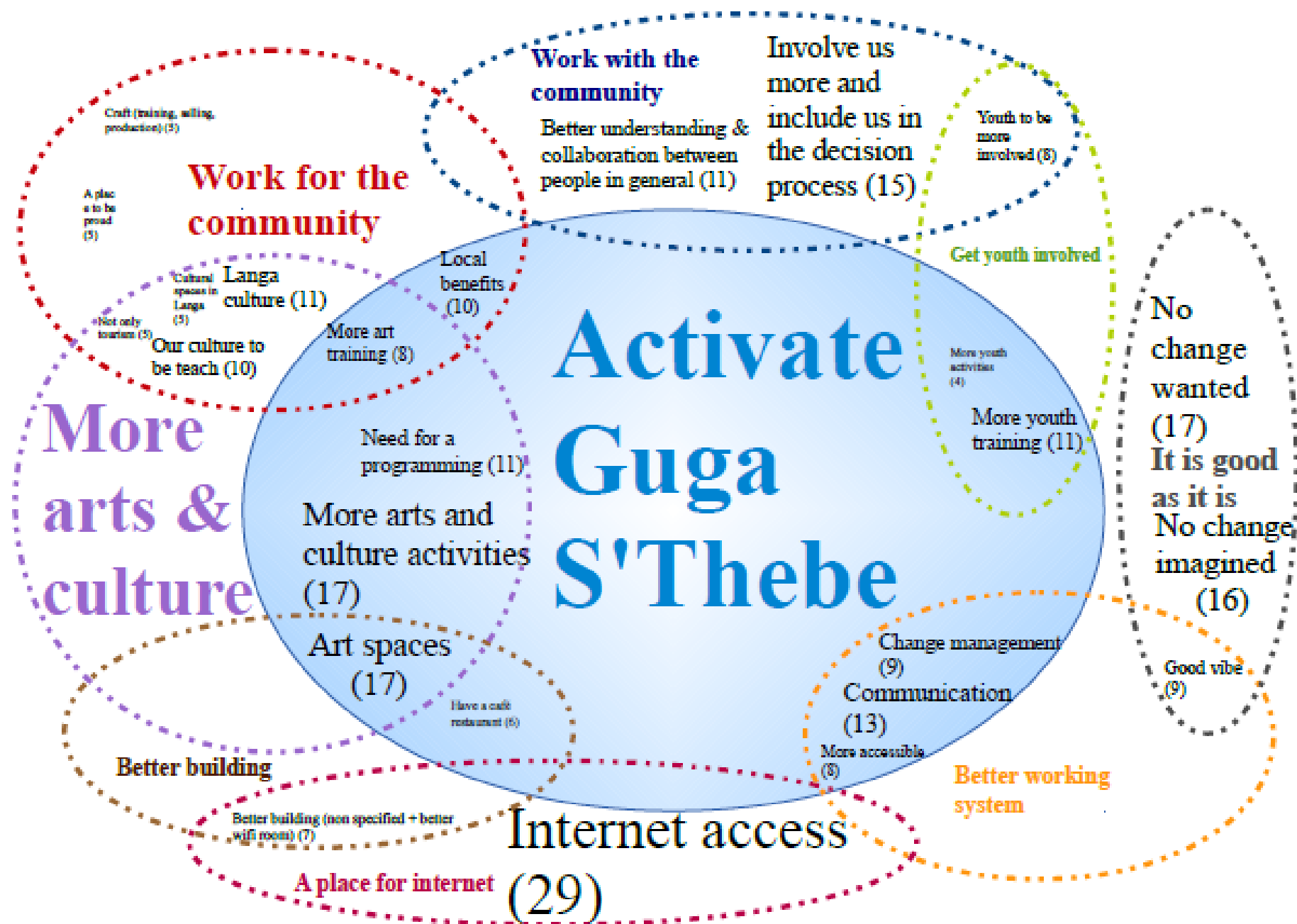
- Changes to systems and some tenants (advice office)
- Detailed person to person / group to group consultation
- Research into centre and its functioning to improve it
- Project Room set up
- Marketing the change process
- Design Thinking process via WDC 2014

Initial Process of change model



The Community and City Vision

- Primary: A vibrant arts and culture centre supporting local artists and developing the heritage of Langa within the City, with programmes to develop the youth in arts and culture.
- Open to all people in Cape Town to enjoy and perform/exhibit/engage in.
- A space where tourism activity can add to the liveliness of the centre and to bring economic development and jobs into the area, **but for the space to be led by culture and cultural development and not tourism.**



Biggest Challenge

- NO **COMPLIANT** ORGANISATIONS
ABLE TO TAKE OVER THE PRECINCT
OR SPACES IN LANGA
- The past makes no difference unless its
in line with the law (national legislation)
and council policies
- Community dynamics in Langa
- Trust all around

Which is most viable and in line with requests

- The City cant enable the community to take over now with key challenges in place
- The community will loose out if taken to market
- Trade off between having control NOW and building capacity for later through involvement

Therefore agreed that

- City runs it for three years but empowers the two visible groupings to take over properly in 2019 (latest)

keeping open to possible new contenders (noting legal constraint)

Two Organisations

- **Langa Heritage Foundation:**
 - Museum Concept development
 - Business Plan Development
 - Set up as a provincial supported local museum (option) or set up as a viable FUNCTIONING NPO
 - Capacitate a staff body (volunteer/part time/long term)
- **Langa Arts Association**
 - Centre Concept development
 - Business Plan Development
 - Set up as a viable FUNCTIONING NPO
 - Capacitate a staff body (volunteer/part time/long term)

Process Forward 2015 - 2019

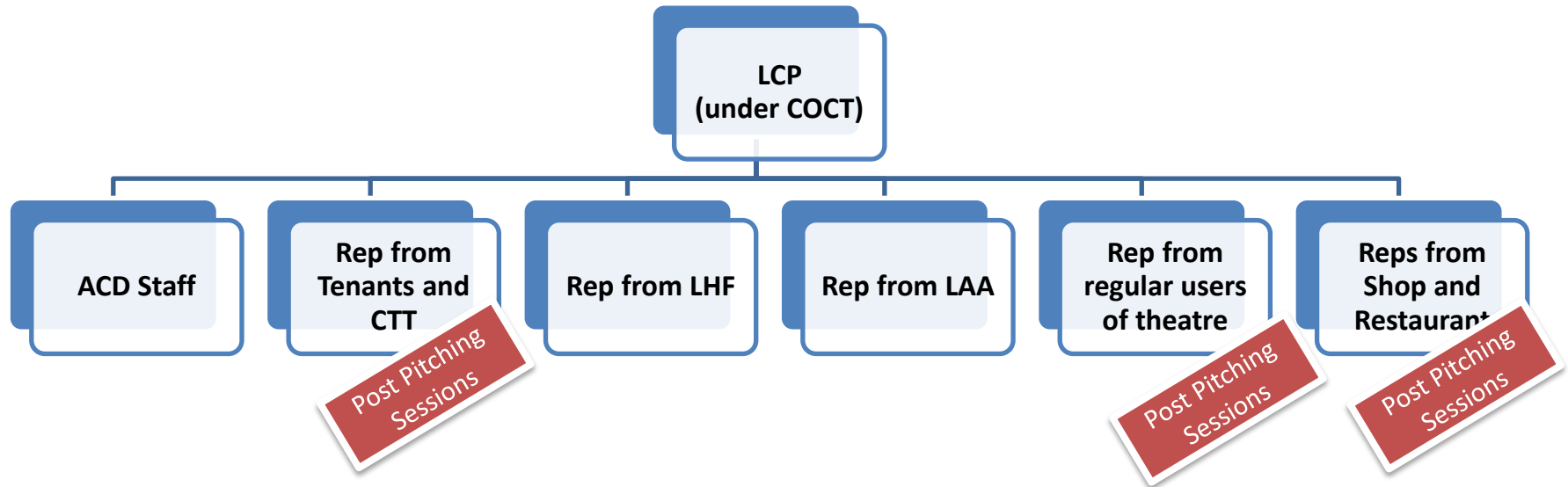
2015-16 Start of City's 3 year management of Centre with a succession plan.
Cultural Planning process.
Change of tenant mix process.
Complete theatre and lobby refurbish.
Plans for Langa Museum developed.

2016-17 New tenants incl Shop and Café) in place
Confirm Cultural Plan for Langa
Implement Langa Museum Concept Phase 1
Complete all construction

2017-18 Call, Adjudication, Award to a body/bodies
Museum Structure with WCG incl board put in place
Public Art
Development of entrance piece

2018-19 Handover of centre
Complete Langa Museum
Concept Phase 1
Call for new tenants for 2019 - 2020

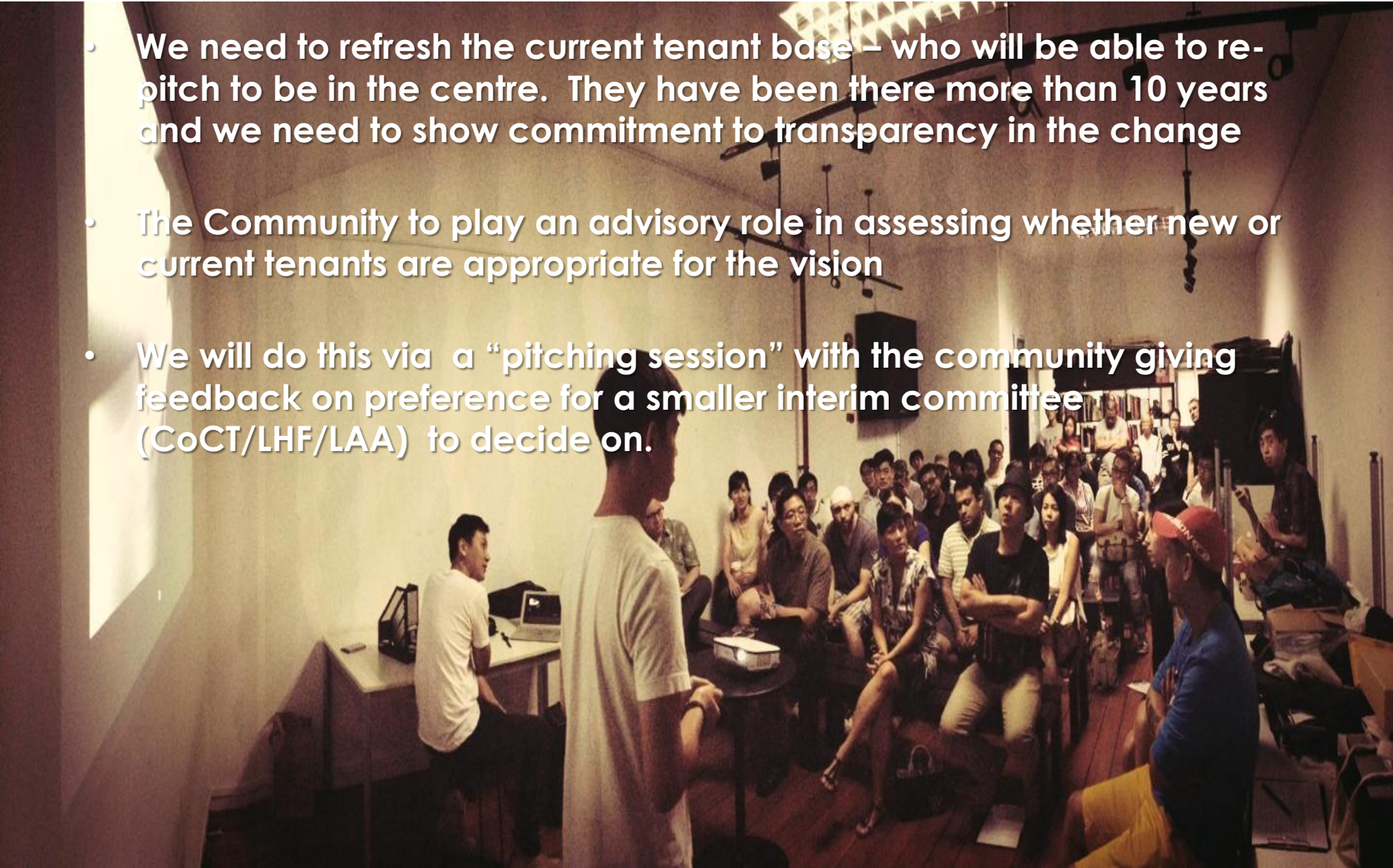
Interim Management Structure (till 2019)



Note “PPP” model proposed in the Buyolo Report:
The development of business model options for the future economic sustainability of the Langa Cultural Precinct

Community role

- We need to refresh the current tenant base – who will be able to re-pitch to be in the centre. They have been there more than 10 years and we need to show commitment to transparency in the change
- The Community to play an advisory role in assessing whether new or current tenants are appropriate for the vision
- We will do this via a “pitching session” with the community giving feedback on preference for a smaller interim committee (CoCT/LHF/LAA) to decide on.



Possible Revenue as of 2016/17

Alternative Revenue Model for Langa Cultural Precinct				
	Cost	Unit	Annually	Notes
Rental of large Studios	400	5	R 24 000.00	Cost per month
Rental of small Studios	200	1	R 2 400.00	Cost per month
Music Studio	300	10	R 36 000.00	10 days booked a month
Amphitheatre	800	3	R 28 800.00	36 events a year
Theatre	20	1000	R 240 000.00	(percentage of profits)
Resturant	20	1000	R 240 000.00	(percentage of profit)
Dome	500	6	R 36 000.00	(6 events a month)
Langa Museum	50	1000	R 600 000.00	(entrance ticket)
Tour Guides	50	1000	R 600 000.00	(R200 a person - 50 to museum)
Merchandising	20	500	R 120 000.00	500 units sold a month
Shop	30	1000	R 360 000.00	(percentage of profits)
Sponsorships	50000	5		(5 @ R50 000)
Fundraising				Total raised annually
Total Potential Revenue			R 2 287 200.00	

Possible Operating Budget

Marketing (33% of the total)			R 754 776.00
Staffing			
Co-ordination and Marketing (basic) *	20000	13	R 260 000.00
Curator	18000	13	R 234 000.00
Admin	10000	13	R 130 000.00
Shop Staff (X2)	12000	13	R 156 000.00
Ticket Collection / Attendants (X2)	10000	13	R 130 000.00
Technical Staff Member (theatre/sound/lights)	12000	13	R 156 000.00
Financial Management	15000	13	R 195 000.00
Total			R 2 015 776.00
Money into Reserve/Projects			R 217 424.00

Note that the basic costs of day to day cleaning, security staff as well as some staff are covered for up to 6 years by June 2021, whereupon these costs (excluding repairs and maintenance, rates and taxes and electricity and water – will be the costs that accrue to the tenant.

*Basic connected to a fundraising percentage bonus (2%)

It looks good?

- Yes there is great fundraising opportunities also
- And remember this is an OPTIMISTIC budget in the early stages
- But will the tourist numbers remain the same or drop?
- What happens if there is a drop?
- What is the difference between a Capetonian visitor and those from outside the city or country?
- Just remember that the costs of running the building itself – security and staff etc is around R1m a year (from 2021 onwards)
- Cash Flow is important over a long term period – have to budget for low months
- Important not to have too many full time staff – difficult to manage and esp difficult on cash flow
- Better to rely on contract staff (eg exhibition design related)
- Education and Development, as well as running productions or exhibitions should always be directly linked to funding received. No Funding – don't do it, or do it smart
- Decision must be made where to start with staff and when.
- Important to start small and put money away in an investment account (endowment fund) and to live off the interest rather than to use all the money that comes in.

What do funders look for

- Vision
- Stability and good management
- Good governance
- Financials in a very good shape – regular reporting
- Sustainable organisation – add value rather than fund in totality

What is needed

- Confirmation of key principles governing the development of the project.
- Develop a clear model for the Langa Museum concept.
- Engagement with current tour guides for buy in.
- Development of an appropriate business model for all aspects of the LCP
- Commercialisation model that is also developmental for the restaurant and shop.
- Developing appropriate systems for financial management and booking.
- Developing an appropriate model for oversight – strengthen the board for its oversight role.
- Set up a relevant legal body to oversee all programming and financing with the involvement of the City.
- Set up a reporting system to assess numbers, finances and impacts
- Development of a volunteer programming team.
- Staff development and training (current and future).
- Development of relevant JDs for staff and appointment of key staff.
- Develop the Langa Museum exhibition.
- Develop a clear programming and/or commissioning model
- Develop relevant educational programming for youth.
- Marketing plan to increase audience base.
- Monitoring and Evaluation Model in place
- Confirm the names of the district/precinct and to develop appropriate signage
- Fundraising

What else is happening in Langa by ACD and its immediate partners

Arts and Culture Department Projects (2015-16)

- Public Art initiatives – see later....
- The Langa Cultural Planning project – resulting in a bottom up cultural plan for the area
- Exhibition at the Post Office to enable the mapping work to be engaged with and as a space for developing the cultural mapping project
- Langa Museum concept development study – to assess what the model will be, how it can be phased and what it would cost to implement (2015-16)
- Calls for tenants as well as “Pitching Sessions” – community process to elicit interest in the types of potential tenants who could be in the space from 1 July 2016
- Capital upgrade to the centre and to theatre (two years)
- Radio adverts to publicise the change project
- Capacity Building Project with the two arts and culture groupings (and others) after the Redbull Amaphiko Project
- Restoration of Langa March mural and mosaics
- Engagement with key facilities in the area – Langa Civic (Sports and Rec) and the two green spaces
- Use of the Centre for The Open Design Festival and the CT Fringe Festival

Other Partners

EXTERNAL

- Langa Quarter project – iLanga Le Khaya - ongoing
- Amaphiko Project (Red Bull – Social Entrepreneurship Academy) – 30 Oct – 10 November)
- Open Streets Langa (8 November)
- Bridges for Music - Music centre in the Tsogha Centre (in development)
- Prasa upgrade of the Langa Station

INTERNAL - CITY COUNCIL

- Tourism Department – spatial plan
- Environment and Heritage
- Spatial Planning – Station area upgrade
- Economic Development
- Sports and Recreation
- Human Settlements

Capital Development Project

- From July 2015 – June 2017, there will be capital works done on the Guga Sthebe Theatre.
- The work is to complete
 - theatre
 - Building and the landscaping around it (first year)
 - equip the theatre with relevant lighting and seating (second year)
 - Improve the flow into the main building, including
 - reinserting a café as well as an improved shopping experience, and improving the entrances (part work in 2015-16)
 - Completion of above in 2016-17 with chairs and additional joinery
- Most of the construction related will take place from
1 February to 1 August 2016
thereafter minor works will take place such as joinery or related and equipment 1 July 2017.
- Potential for capital funds to do urban design work during 2016-17 with a plan

FROM 1 JULY 2017 the precinct will be up and running and should be doing so well.

Partnership with the Tourism Department and CT Tourism

What	Details
Urban Design Framework	Extension of plan from existing to include the precinct (and include the link to Langa Quarter) – it's the heart of Langa and the main facilities the directorate owns for promoting culture
Langa Museum	Connect the routes, tour guides and future heritage buildings to support a key institution to promote the heritage and culture and to build its capacity - same page. Think Hector Peterson in Soweto and imagine a new entrance space in the area
Maps and signage	Ensure a coherent visual language that connects to urban design, infographics, and iconic spaces in Langa Cultural Precinct. Maps also connected to the Cultural Precinct (esp the Langa Museum concept)
Visitor Information Centre	Redesign the visitor centre so that it provides a more appropriate vehicle for visitors than it currently does.
Shop	Assist with the development of a more appropriate shop selling local products engaging with current lessees of shop

Amaphiko Redbull Social Entrepreneurship Project

- Leaving behind three key legacies
 - **Social Entrepreneurial Training** and potential to work with the LCP partners including some story telling (marketing and/or fundraising)
 - **Furniture** and items that could remain (for example the Wifi Room) and possible improvements to wifi and/or to landscaping
 - **Skills transfer** to improve skills in the area in respect to furniture and related
 - **Moment in time** – marketing focus on Langa via the project (media interest) and via the **Open Streets (8 Nov)**

30 Oct – 10 Nov

Important as a deadline
– helps focus energies



Future Issues



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Other Heritage Buildings and Routes

BUILDINGS

- Two Hostel Rooms
 - Beer Hall
 - Etc
-
- What are the plans. can these be reserved? What implications are they on the budget? How can they be used effectively

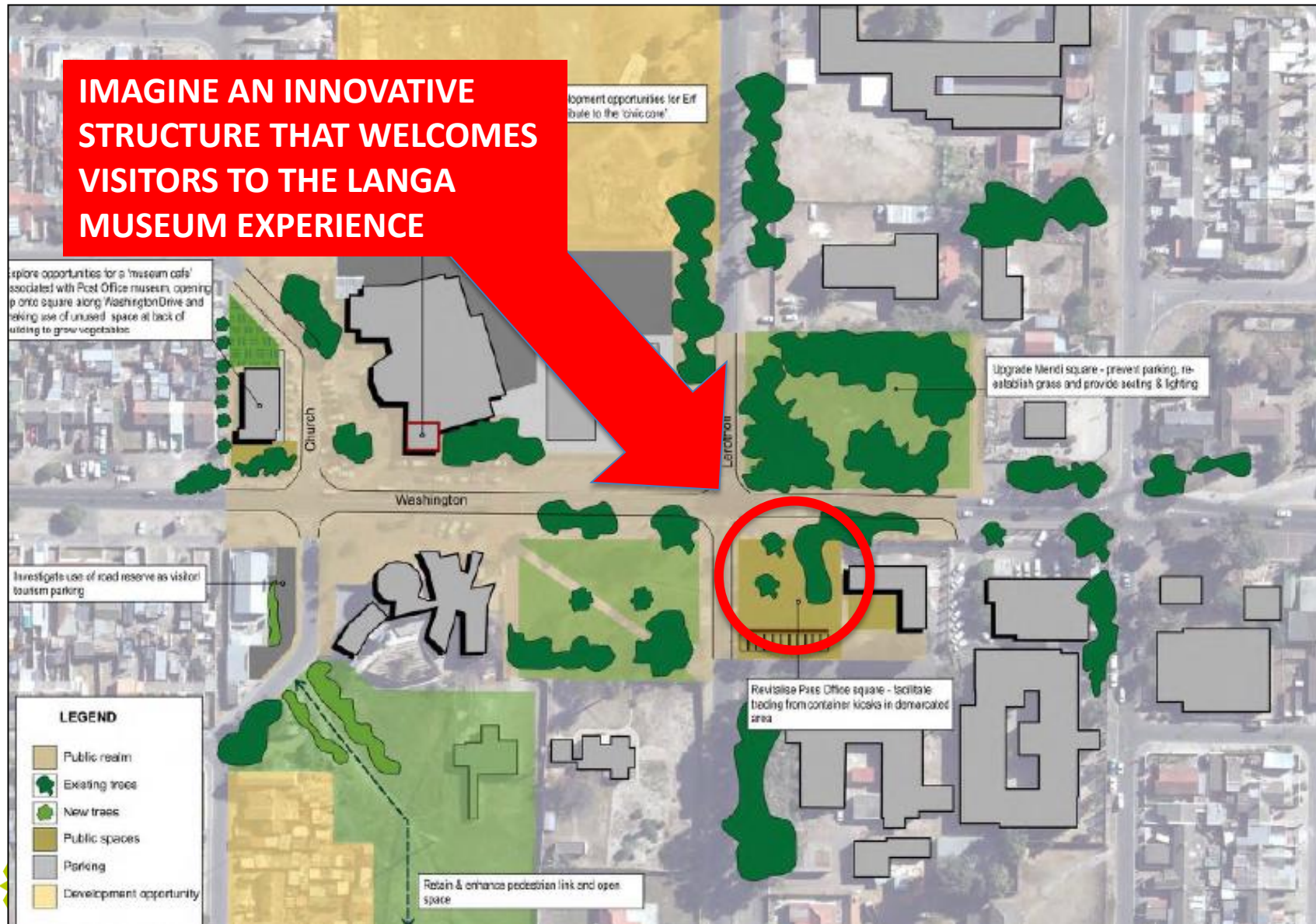
ROUTES

There are various heritage markers throughout the area developed by the environment and heritage department

Many are in a poor state and are not used as people do not do self guided tours

Additional work will have to be done to ensure that future route markers are appropriate and fit into a general design aesthetic

Potential Future Development

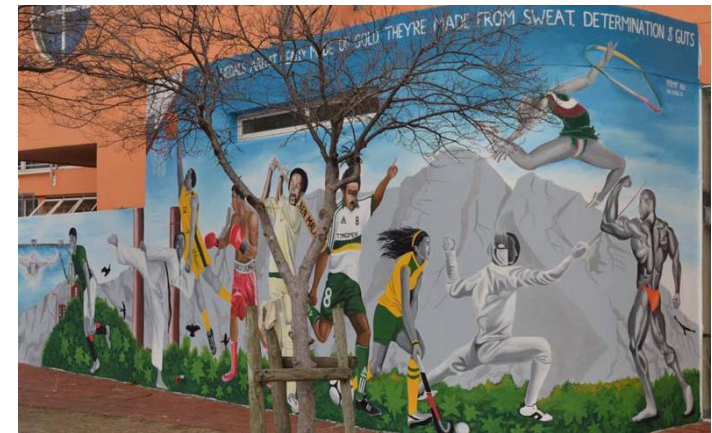


Public Art Projects

Why is this project important?

- Creates an aesthetic language which can be pulled throughout the area and be the guide for signage, brochures etc
- The infographic research can help inform the work of the Langa Museum

Icons of Langa Mural Project



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Langa Logo Mural, Bhunga Avenue



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Research - infographics

Necklace



Bead of a Beaded Stone Necklace

Many beaded necklaces are made from glass or stone beads. Some are made from wood, bone, or metal. Beaded necklaces are often worn as a form of jewelry, but they can also be used as a form of identification. For example, some people wear beaded necklaces to show their tribal affiliation.

Headband



Beaded Headband

Many beaded headbands are made from glass or stone beads. Some are made from wood, bone, or metal. Beaded headbands are often worn as a form of jewelry, but they can also be used as a form of identification. For example, some people wear beaded headbands to show their tribal affiliation.

Sea shells



Sea shells

Many beaded necklaces are made from glass or stone beads. Some are made from wood, bone, or metal. Beaded necklaces are often worn as a form of jewelry, but they can also be used as a form of identification. For example, some people wear beaded necklaces to show their tribal affiliation.

Ugqaphu



Morabaraba



Dibeke



Traditional Foods

umfino / spinach



The spinach is part of the vegetable family. It is a leafy green vegetable that is often used in soups and stews.

Potjelo



The potjelo is a traditional cooking pot that is used to cook stews and soups.

umqombothi



inkomo / cow



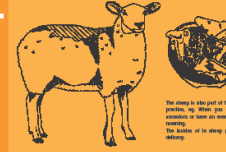
The cow is a traditional animal that is often used for milk and meat.

ibokwe / goat



A goat is a traditional animal that is often used for milk and meat.

ibokwe / sheep



The sheep is a traditional animal that is often used for milk and meat.

inkuku / chicken



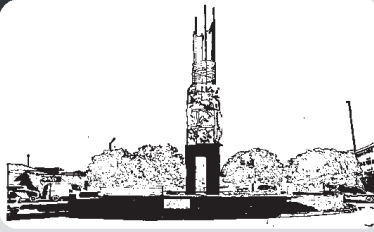
The chicken is a traditional animal that is often used for meat.

Décor Cutlery



Cutlery that are used as Décor that can be hung in the kitchen. Some wealthy people have their whole cutlery set customized to look like this.

Langa Township Timeline



Accessories



Fashion accessories:

- > Wristbands
- > Anklets
- > Headbands
- > Ties
- > Handbags



abaXhosa Traditions and Customs



abaXhosa



The Xhosa people are known for their traditional attire, which includes a beaded headband and a beaded necklace.

imbeleko ritual info to go here



Young Xhosa men begin their traditional initiation process at the age of 16.



Girls are initiated at the age of 16.



The young Xhosa women are initiated at the age of 16.



Young Xhosa men begin their traditional initiation process at the age of 16.



The Xhosa people are known for their traditional attire, which includes a beaded headband and a beaded necklace.



A young Xhosa woman is initiated at the age of 16.



The young Xhosa women are initiated at the age of 16.



An old Xhosa woman is initiated at the age of 16.

1980

Siyabulela Primary School



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Mosaic Benches, Bhunga Avenue



Front & Back View of Bench: 80mm thick and 450mm seating height



Side View of Bench:
400mm wide and 450mm
seating height



Top View of Bench:
1800mm long, 400mm wide, centre main piece



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Mosaic Benches, Bhunga Avenue



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Thank You

Making progress possible. Together.