

GRANTON WATERFRONT

A Culture Strategy for Granton Waterfront



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**Annex 1 Granton Waterfront – Outline Proposal:
Potential Scope for Embedded Artist**

1.0

This Strategy was prepared before the COVID-19 crisis. It has been published in the context of the early months of the Crisis (June 2020). Of course, the Strategy will be progressed within on-going restrictions and Scottish Government Health Guidelines and with short to medium term development horizons in the first instance.

The clear focus is to work with residents to deliver tailored benefits for them through the Strategy and the impacts of the Crisis on our partners, colleagues and communities will be treated with respect and sensitivity.

This document has been prepared in response to the ambition to deliver culture led regeneration at Granton Waterfront. It has been developed by Scottish Futures Trust (SFT) in partnership with City of Edinburgh Council (CEC's) housing, culture and lifelong learning teams and in consultation with North Edinburgh Arts, Creative Scotland and Creative Carbon Scotland.

The Cultural Strategy for Granton Waterfront sits alongside the new Development Framework prepared for CEC by Collective Architecture and the Learning Strategy for Granton Waterfront, prepared by Scottish Futures Trust and Architecture & Design Scotland.

All actions that arise from this strategy will be brought into the Programme Delivery Plan for Granton Waterfront and will form part of the overall programme of activity that will take place at Granton Waterfront in the next 15 years as the area is transformed into a new waterfront district for Edinburgh.

2.0 Strategic Context

National Culture Strategy

In February 2020, the Scottish Government published A Culture Strategy for Scotland. It sets out the following vision and guiding principles, which are relevant to this strategy.

Scotland is a place where culture is valued, protected and nurtured. Culture is woven through everyday life, shapes and is shaped by society, and its transformative potential is experienced by everyone. Scotland's rich cultural heritage and creativity of today is inspired by people and place, enlivens every community and is celebrated around the world.

National Culture Strategy - Guiding Principles
Culture in Scotland is valued in and of itself.
Culture is free to be inspiring and to challenge
Culture is central to the future wellbeing and prosperity of Scotland – cultural, social, economic and environmental
We celebrate the diversity and excellence of cultures in Scotland and the value of open exchange with the wider world.
Everyone has the right to participate freely in the cultural life of the community, to enjoy the arts and to share in scientific advancement and its benefits (Article 27, Universal Declaration of Human Rights).
Place – community, landscape, language and geography –is important and reflects the creativity of the past and provides inspiration for cultural expression today.

In its submission to the Scottish Government on the emerging Culture Strategy, City of Edinburgh Council highlighted the need to create an environment on the ground where creativity can flourish supported by planning and place-making priorities. In particular, the Council highlighted how place-making and the role of culture and creativity must be a priority for Scotland given the clear evidence in other countries that this approach produces good results (e.g. Canada, Scandinavia and Europe) and recognised that the new national strategy represented a key moment and opportunity for national policies to positively support and influence how we planned for housing and place-making in existing and new neighbourhoods.

This approach aligns with the [National Performance Framework for Scotland](#). In relation to Culture, this states that:



The accompanying Vision states:

We take pride in being a vibrant and creative country. We see our culture, humour and heritage as essential to who we are and to our appeal as a place to live and visit. We recognise that the arts and culture bring us pleasure as well as other social and economic benefits. We cherish and protect our history, traditional and rural cultures, and embrace those from elsewhere. Everyone is encouraged to enjoy culture in all its forms and we support our creative sectors and those working in them.

The Place Principle

In 2019, both COSLA and the Scottish Government signed up to the [Place Principle](#). This principle and the process of placemaking, is at the heart of emerging Scottish Government policy.

Developing and implementing a Culture Strategy is a critical aspect of delivering a placemaking approach at Granton Waterfront and working in accordance with the Place Principle.

A placemaking approach is one that puts people and their needs at the heart of the process of urban planning. It aims to focus on communities and their experiences of day to day living. Placemaking requires multi-faceted thinking about the social and functional importance of public spaces and how people will use them as well as consideration of how spaces look. In doing so, the reasoning goes, better and more successful places will be created as they will be loved and used by their communities.

Culture is critical to successful placemaking. Understanding an area's local culture and reflecting this in developments is a way to knit together the new and the old and make sure there is a sense of identity, meaning and purpose built into newly created spaces.

This understanding of a local culture can only be developed by working collaboratively with communities and other partners who are responsible for assets and services in an area. This process of collaboration and gaining understanding is an essential step in good placemaking and is key to the implementation of the Place Principle at Granton Waterfront.

2.0 Strategic Context

Culture & Granton Waterfront Objectives

In addition to this overarching policy context, there is a desire, set out within the city's Economic Strategy, to create a "world class waterfront development" at Granton Waterfront. The Strategic Partners' Forum¹ has signed an MOU setting out their Vision for the Granton Waterfront. This highlights the importance of the creative sector in delivering this world class destination. The MOU also includes a series of objectives the partners seek to realise through redeveloping Granton Waterfront.

¹ The Strategic Partners Forum comprises City of Edinburgh Council, the Scottish Government, Edinburgh College, the National Galleries of Scotland, National Museums Scotland and Scottish Futures Trust.

Table 1, overleaf, contains these objectives and highlights those that have a specific connection with cultural activity.

Seven of the 11 objectives have a strong cultural element to them from enhancing health & wellbeing and developing space for creative industries to centring the area's rich cultural heritage within the development. Cultural content and activity should be a significant component of both the process of regeneration and the future identity of Granton Waterfront.

In order to deliver this, and to deliver on the Place Principle, the emerging National Culture Strategy, the outcomes envisaged within the National Performance Framework and the city's Economic Strategy, a Culture Strategy is required to sit alongside the Development Framework.

This Culture strategy must be a transmission mechanism for the national and city-wide objectives as well as those developed specifically for the Granton Waterfront project. The strategy must take these aspirations and set out a means and a pathway for ambitious cultural content to be delivered.

Table 1 Granton Waterfront Objectives	Connec-tion with Culture
To reduce inequalities by enhancing access to services; maxi-mising collaboration and co-location; building neighbourhoods around existing amenities; and delivering affordable homes for low to medium income households.	Medium
To support social inclusion by creating enhanced access to life-long activity and learning, enabling access to public buildings, parks and green spaces and supporting community gardens and growing areas.	Medium
To increase entrepreneurial and social innovation capacities and strengthen lifelong learning opportunities by support growth sectors including tech and creative industries; deliver a suitable mix of modern workspaces; build a sustainable cultural programme and building a brand for the area.	High
To encourage innovation and ensure new development re-spects the waterfront location, creates a network of parks and green spaces and maximises the opportunity that this presents in terms of enriched cultural, leisure and community life.	High
To create an environment which promotes the health and well-being of its residents and visitors by encouraging active travel, discouraging car use, increasing access to sport and leisure facilities, creating a new greenspace stretching from Cramond to Granton and a promenade from Cramond to Joppa.	High
To create high quality public realm which utilises placemaking techniques to promote civic pride, identity and create safe and comfortable public spaces.	High
To create a place which utilises and protects its rich cultural and natural heritage. Granton’s unique natural and historic assets will be cherished so that the local identity will be sus-tained for now and for future generations.	High
To create a place of importance both locally, nationally and internationally where visitors and residents can enjoy the char-acter of the waterfront city quarter.	High
To create a balanced density where residential, cultural and work environments flourish to create vibrancy and vitality.	High
To build structures that have low life cycle costs, are cheap to heat, have a low carbon impact, utilise renewable sources of energy, are built from sustainable materials and protect natural ecology.	Low
To create a well-connected new city quarter through an inte-grated solution for urban mobility, promoting priority access by foot, bike and public transport.	Low

Table 1: Granton Waterfront Objectives

3.0 Rationale for Culture Led Regeneration at Granton Waterfront

Drawing on Edinburgh's Strengths

There are examples of good and successful practice of culture led regeneration around the world but also within Scotland. For example, Scottish cities and towns such as Dundee, Paisley and Glasgow actively use culture and creativity as a regenerative tool.

Edinburgh hosts the largest arts festival in the world and actively uses its rich cultural history to [promote itself](#). It has a world-wide reputation as a cultural and creative city and it regularly wins [awards](#) as one of the best, most liveable, most attractive or most creative city in the UK or Europe.

Given that arts and culture provide a principal pillar of Edinburgh's success in attracting investment, residents and visitors, there is an ambition to use the highly developed cultural baseline in the city to the benefit of less prosperous neighbourhoods around the city's periphery.

The City of Edinburgh Council's [Culture Plan](#), published in 2015, aims to ensure that everyone has access to world class cultural provision in the city. The Plan also undertakes to develop and support the infrastructure that sustains Edinburgh's cultural and creative sectors while supporting and sustaining the local artistic community.

Increasing the level of cultural activity in deprived neighbourhoods in the north of the city is in line with the city's strategy.

This approach is also in line with the objective to deepen and widen engagement with the Edinburgh festivals, as set out in [Thundering Hooves 2.0](#) in 2015. It also reflects the priorities of the Place (Platforms for Creative Excellence) Programme. This was launched in 2018 and is a five-year commitment on behalf of a three-way partnership between the Scottish Government (through Creative Scotland), the City of Edinburgh Council and the Edinburgh Festivals. It is intended to provide £15m over the next five years for a range of projects based on three strands:

- Driving transformation and creative innovation through long-term programming;
- Increasing career and skills development capacity for creatives and young people; and
- Building new and lasting relationships with less engaged communities.

A key aspiration of [PLACE](#) is to improve lives for citizens and communities through cultural engagement.

The Granton Waterfront is the city's biggest opportunity to leverage the city's cultural expertise into culture led regeneration. There is also scope to explore how Granton Waterfront can help support and sustain the city's cultural sector in return.

Culture, Social Capital and Health & Wellbeing

The communities surrounding the Granton Waterfront site, in Granton, Pilton and Muirhouse, are some of the most deprived in Scotland and experience the poor physical and mental health that typically accompanies poverty.

Maps derived from the Scottish Index of Multiple Deprivation below show how datazones (neighbourhoods of approximately 200 homes) around the Granton Waterfront site (highlighted) are among Scotland's poorest, with many datazones comprising the most deprived 20%, 10% and 5% datazones, where the highest level of deprivation is shown in dark red and most prosperous are shown in blue. Deprivation here is measured in terms of income, employment, health, education and skills, housing, access to services and crime.



Figure 1: Baseline SIMD



Figure 2: 20% most deprived



Figure 3: 10% most deprived



Figure 4: 5% most deprived

Engagement with culture and the arts have been shown to have positive impacts on people's physical and mental health and emotional wellbeing. Academic studies have demonstrated that cultural activity and engagement promotes community resilience, creates social capital – which is simply connections and relationships among people that results in supportive networks around individuals - and leads to better health maintenance and health promotion.

3.0 Rationale for Culture Led Regeneration at Granton Waterfront

In 2019, the World Health Organisation published a synthesis report that drew together over 3000 studies in order to establish what the evidence was on the role of the arts in improving health and wellbeing in Europe. It concluded that there was a wide range of evidence that the arts:

- contributed to core determinants of health;
- played a critical role in health promotion;
- helped to prevent the onset of mental illness and age-related physical decline;
- supported the treatment or management of mental illness, noncommunicable diseases and neurological disorders; and
- assisted in acute and end-of-life care.

It also found that although some countries have made progress in developing policies that make use of the arts to support health and well-being, many have not yet addressed the opportunities that exist for using the arts to support health, and for others policy activities have been time limited.

Developing a strong foundation of cultural activity that will bring people together and generate social capital has measurable benefits for those living in deprived areas. If Granton Waterfront is to create an exemplar new district for Edinburgh but also be the catalyst for wider regeneration, it makes sense to ensure that cultural activity and participation is rooted within the regeneration process in order to realise as wide a range of outcomes as possible.

Value of Arts & Culture in Place Making

A recent report on the [Value of Arts and Culture in Place Shaping](#), commissioned by the Arts Council in England, found that art and culture positively impacts places in the following ways:

- **Promoting wellbeing** – 65% of people think that arts and culture are good for wellbeing, and 36% think arts and culture are “essential to life”.
- **Attracting a variety of people to live and work in an area** – 44% of people who remained in an area, and 43% who moved to an area, cited arts and culture as an important factor in their decision – equal to the numbers of people citing schools.
- **Helping build communities** – 49% of people think attending arts and cultural events helps them feel part of a community, with 68% thinking these events are very important for fostering community feeling.

- **Supporting high streets** – Arts and cultural organisations are helping to fill the gap left as retail moves away from high streets. By offering unique experiences, these organisations are helping to attract visitors and increase footfall, promoting high streets as attractive places to live, work and visit.

Foregrounding culture and creative content in the new waterfront district for Edinburgh makes practical sense when viewed from this perspective. Not only is it “good” for a place and for people, it has a practical impact in terms of supporting and sustaining the economic viability of a place.

Relevance to Granton Waterfront’s Culture Strategy

Having acknowledged that there is a strong and supportive strategic context for a Culture Strategy at the heart of the redevelopment at Granton Waterfront, there are additional push and pull factors.

Firstly, Edinburgh is a world renowned centre of cultural activity and has a high level of skills and resources in its creative sector that has resulted from this activity.

Secondly, there is a specific need for greater levels of cultural activity and participation in these neighbourhoods of the North East of the city to drive benefits in health and wellbeing and the creation of social capital that will benefit all.

And finally, culture will help to make Granton Waterfront a successful place that will attract investment and support the city’s economy.

A culture strategy for the Granton Waterfront is an outstanding opportunity to bring the city’s expertise and the needs of its more marginalised residents and its economy together.

4.0 Granton's Culture Sector

The wider Granton Waterfront area benefits from the presence of some significant cultural institutions. This is largely due to the presence of the National Museums Scotland (NMS) National Collection Centre in Granton since the early 1990's. A small element of the National Galleries of Scotland's (NGS) collection is also housed in that facility.

These collections are not open to public access due to security restrictions. Any access to the collections in Granton is restricted to organised groups. While the NGS and NMS collections are not open to the public at this location, both organisations are keen to explore ways in which they can be more present within the community that accommodates their collections.

Furthermore, NGS is to develop a new facility within Granton, which is to be called 'The Art Works'(TAW), that will be housed in a building that will encourage public access and interactions, (Note: The Art Works was formerly known as the National Collection Facility). Therefore, there is scope for a significant change in how NGS engages with the local community in Granton around its collection and NGS have stated their ambition to strengthen their connection with the communities around the proposed TAW. The NMS also have medium term plans to develop enhanced visitor facilities on their site that would allow a greater level of access.

In addition to the above collections, the wider Granton area houses:

- North Edinburgh Arts (NEA), a well-regarded community arts centre with a long history of successfully engaging with the local community around the arts and the creative industries and which has ambitions to expand.
- Granton: hub, an arts and community hub based at Maldevic House that offers a range of arts and culture based workshops and classes, with a community garden and rooms and exhibition space for hire.
- Screen Education Edinburgh, which provides opportunities for study and production of film by young people, adult learners, communities and independent filmmakers in Edinburgh and South East Scotland.
- Performing Arts Studio Scotland, which offers a wide range of courses including drama and dance and is based in Edinburgh College.
- Creative Industries Faculty of Edinburgh College.
- Arts and Design faculty of Craigmoynton Community High School.
- Community organisations such as Friends of Granton Castle Garden, which tend the medieval walled garden on the site of where Granton Castle once stood.
- Artist studios in the former Co-op store within Muirhouse Shopping Centre. This opened in August 2019 and is operated by Interview Room 11 (IR11.1). Eight studios are currently in place with more planned.



Images courtesy of:

1. Friends of Granton Castle Walled Garden
2. <http://www.ir11.org.uk/The-Building-studios>
3. <https://grantonhub.org/>

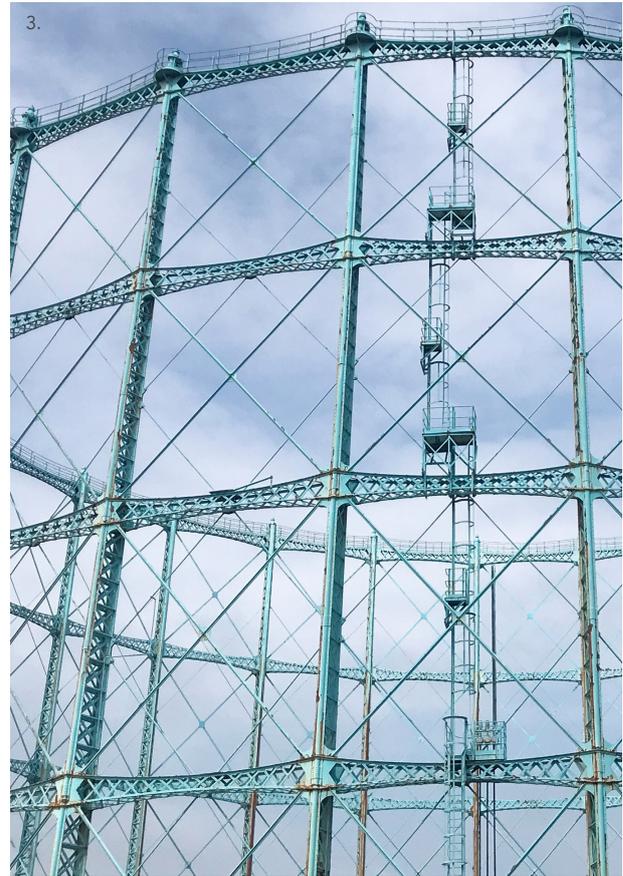
The neighbourhoods around Granton Waterfront have interesting and diverse organisations that offer skills, expertise and engaged audiences and participants that can be further built upon by a Cultural Strategy that seeks to support and grow local organisations.

4.0 Granton's Culture Sector

The site itself, Granton Waterfront, also contains some important cultural and heritage assets which will help define the Culture Strategy. These include:

- **Granton Railway Station:** an attractive building, now vacant, which previously served as the railway station for the Granton gasworks. Funding has recently been attracted for the refurbishment of this building and a business case is being developed that would see it developed as a hub for enterprise and creative industries.
- **Former Maldevic Car Factory:** Derelict and fire damaged former home of the Maldevic car factory. The building dates from 1898 and is said to be the oldest purpose built electric car factory in the UK.
- **Granton Gasometer:** B listed structure at the heart of the site which is to be retained and developed as a focal point for the new community.

The local heritage bound up in these buildings and their potential re-integration into the development of the Granton Waterfront must form a key element of the strategy.



1. Granton Railway Station
2. Former Maldevic Car Factory
3. Granton Gasometer

Pennywell and Muirhouse Town Centre, which is close to the Granton Waterfront site, is currently being redeveloped by Robertson Partnership Homes (RPH) as part of a larger programme of investment in the local area by the City of Edinburgh Council's (CEC) housing and regeneration service.

This development comprises:

- 13 new retail units
- New library
- New Early Years Centre
- Public realm improvement, including the creation of a new public square; and
- 148 homes.

This development is due to complete in 2022/23, which is the year that Granton Waterfront is scheduled to begin on site.

CEC are currently developing a programme of events and engagement with the local community around the redevelopment of Pennywell Town Centre. Given the timing of the activities that are currently being planned, there should be continuity between the Pennywell and Muirhouse activities and those that start to develop around the Granton Waterfront project.

Continuous local engagement and participation will be developed between the two phases of development – given the overlap in the communities affected by both developments - the ambition is to ensure mutual benefit going forward.

6.0 Granton's Culture Strategy

Based on discussions to date within City of Edinburgh Council and strategic partners, a vision for a Culture Strategy for Granton Waterfront is below:

Granton Waterfront has a vibrant, inclusive and empowering cultural scene that is embedded in the existing and new communities and is expressed within and around the Waterfront, supporting jobs, social capital and health and wellbeing while also attracting visitors and new residents to the area.

The vision for Granton Waterfront's Culture Strategy recognises both the role of culture in making it an attractive and successful development and the importance of cultural activity for the city's economy and its residents.

The different facets of the culture strategy are detailed further in the seven key objectives of the Culture Strategy. These objectives aim to provide a clear framework for the delivery cultural projects and activities in the area.

These key objectives for the Culture Strategy have been designed to align with and assist in the delivery of the wider set of 11 objectives for the Granton Waterfront project, described earlier.

The vision and objectives should be the key point of reference for any person or organisation developing a project (be it a capital project or cultural project) in the area. The key objectives are set out in Table 2: Granton Waterfront Culture Strategy: Objectives, overleaf.

Any projects developed under this cultural strategy should be assessed against these objectives and deliver outcomes at the local, city region or national level.

1. **Local:** Actions targeting local outcomes should incorporate locally resonant stories, names and images within the development that contribute to the quality of placemaking within the new urban district, ensuring it is welcoming, distinct and inclusive.
2. **City Region:** Actions targeting outcomes at the City Region level should ensure that a strong and distinct cultural offering emerges that will help attract residents and visitors to Granton Waterfront, supporting commercial investment in the area.
3. **National:** Actions targeting national outcomes should support a new cultural space or venue, that demonstrates City of Edinburgh Council's ambition for the area, attract further commercial investment whilst enhancing drivers for investment in public transport infrastructure in particular. This will contribute to the success of Granton Waterfront.

1	Artistic practice must be placed at the heart of Granton Waterfront in an innovative and comprehensive way that is regarded as an exemplar nationally and internationally.
2	Granton Waterfront should accommodate a visitor destination that draws international tourists and visitors from across the City into Granton.
3	A vibrant creative culture should be developed in the Granton Waterfront area that results in positive and measurable health and well-being outcomes in the area and for the city overall.
4	Affordable creative and maker space is to be created within the Granton Waterfront development to support innovation and enterprise and support inclusive economic growth.
5	A strong partnership of national and local organisations and residents should be developed to further inform, develop and implement projects arising from this Culture Strategy.
6	The level of participation of local residents studying or working in the creative industries should be increased.
7	Local participation and co-creation is to be prioritised in cultural activity at Granton Waterfront.

Table 2: Granton Waterfront Culture Strategy Objectives

7.0 Implementing Granton Culture Strategy

In order to take the Culture Strategy forward, a series of initial actions have been developed with partners, with an indicative timescale and an identified lead. These actions will develop further as the Granton Waterfront project moves forward and new and different opportunities arise. The ability to realise these actions will be subject to available resources and the capacity of services to help deliver these.

If this Culture Strategy is to be realised, appropriate resources will need to be identified to support its delivery both within CEC and among partners.

This Strategy was prepared pre-COVID-19 crisis. It has been published in the context of the early months of the crisis (June 2020). The Strategy and its actions will be progressed within ongoing restrictions and Scottish Government Health Guidelines. The Actions set out on the following pages may need to be adapted or their timescales amended due to the ongoing need to maintain social distancing measures and respect the impacts of the crisis on our partners, colleagues and communities.

Stage 1	Early Wins			
Action	Narrative	Timescale	Link to Objectives	Lead
Action 1 – Establish a Culture Strategy Steering Group with membership derived from local and national cultural bodies and the local community.	The Steering Group will be a key means of drawing the various cultural partners within Granton together to drive forward both this strategy but also to support each other's work and embed a place based approach that will realise benefits in terms of health and wellbeing.	Year 1 – 2020	Objective 5	Lead: CEC Culture
Action 2 – Establish Culture & Wellbeing Sub-group	A culture and wellbeing sub-group, that includes cultural organisations as well as NHS Lothian representatives (and possible inclusion of University of Edinburgh Data Driven Innovation team) is required to establish baseline of Key Performance Indicators that relate to health & wellbeing for monitoring/measuring. Also to establish programme of activity that specifically link culture with health and wellbeing, e.g. Culture Clinics ¹ based at child and maternity clinics that advise on how to integrate cultural activity into everyday home life with children.	Year 1 – 2020	Objectives 3 and 5.	Lead: CEC Culture / Steering Group
Action 3 – Promotion of Granton Waterfront as Culture Development Project Location	The Steering Group should identify partners / stakeholders who may have cultural infrastructure requirements and take forward discussions with them that highlights Granton as an area where development projects should be directed, in line with realising the objectives of the Culture Strategy.	Year 1 - 2020	Objectives 1, 2 and 5.	Lead: Steering Group

Action 4 – Develop programme of meanwhile uses throughout area – that builds on work at Pennywell & Muirhouse Town Centre	There is a wide variety of planned activities to activate the new public square at Pennywell Town Centre. This should be extended to a programme of meanwhile uses across the area – both on and around the proposed development site – to maintain interest and excitement in the proposals and make changes visible in the shorter term.	Year 1 - 2020	Objectives 3 and 7	Lead: CEC Housing & Regeneration
Action 5 - Illuminating Gasholder	There are longer term goals for the listed Granton Gasworks, No 1 Gasholder being developed. In the short term, there is an opportunity to progress the illumination of the gasholder, utilising skills within Edinburgh College. The aim of this would be to highlight this important structure as a landmark within the city and create a positive and visible indicator of change. CEC Culture and CEC Housing & Regeneration are working on how this could be realised.	Year 1 - 2020	Objectives 1, 2 and 5	Lead: CEC Housing & Regeneration / CEC Culture
Action 6 – Apply for funding for embedded artist to accompany community through process of change (2 years with possible extension).	The Embedded Artist (see Annex 1) will contribute across all areas of the regeneration work, joining the Steering Group, attending meetings, contributing to decision-making and planning, helping to solve problems and bridge gaps, with a focus on responding and adapting to climate change. Position may or may not result in the production of artistic objects or works. Their contribution will consist of the process, not particular artworks. It is envisaged they could work with the community pre-development and alongside appointed developers during the build out of Granton Waterfront.	Year 1- 2020	Objectives 1, 3 and 7	Lead: Creative Carbon Scotland / Steering Group
Action 7 - Learning, Work and Culture Lead	City of Edinburgh Council is seeking to secure a resource to fund a role that will assist in the delivery of the elements of the Culture Strategy that correspond to culture, community and enterprise. It would support the delivery of specific actions, develop partnerships and build local capacity, potentially working alongside the embedded artist.	Year 1 – 2020	Objectives 5 and 7	Lead: CEC Place
Action 8 – Expand local participation in creative studies	Edinburgh College to work with local partners (including local schools and cultural organisations) to develop stronger links between Creative Industries faculty and use of local assets (linked to Granton Learning Strategy). This should include delivering College course modules in school as well as local inspiration activity and active engagement and participation in cultural programme arising from this strategy.	Year 1 - 2020	Objective 6	Lead: Steering Group / Edinburgh College / Learning Strategy Steering Group

7.0 Implementing Granton Culture Strategy

Stage 2	Embedding Longer Term Projects			
Action 9 – Creative Enterprise Hub at Granton Railway Station	It is planned (per the Granton Waterfront Development Framework) to develop an enterprise hub (with focus on creative industries) at in partnership with the Business Gateway and potentially Edinburgh College. It is envisaged this could provide shared working space with support of Business Gateway in situ. It could also have a focus on maker space, with a specific creative and manufacturing focus, linking to aspirations for the proposed Construction Centre for Excellence for Edinburgh College.	Year 2 - 2021	Objectives 4, 5 and 6.	Lead: CEC Housing & Regeneration / Business Gateway
Action 10 - Secure long term commercial use of Gasometer that creates visitor destination within Granton Waterfront.	It is paramount to the success of the wider development that the Gasholder does not remain derelict. Beyond the immediate economic impact of investment in the site, the restoration and long term reuse of the listed structure is a priority due to its inherent value as a link with the areas history and the contribution it makes to Granton's sense of place. A strategy is to be developed that will allow the structure to be restored and for its long term use to be determined and delivered.	Year 2 - 2021 onwards	Objective 1 and 2	Lead: CEC Estates with input from Housing & Regeneration / Culture
Action 11 – Put in place Procurement Strategy to secure delivery of Community Benefits for culture.	A procurement strategy should be agreed between the Steering Group and the Housing and Regeneration team to establish value of Community Benefits achievable through contracts for Granton Waterfront and direct some of this value towards delivery of Culture Strategy objectives. This could include securing affordable creative space within developments. The Steering Group can provide link between organisations holding and dispensing funding from Community Benefits (e.g. developers) and management of relevant contracts.	Year 2 - 2021	Objective 2, 7 & 8	Lead: CEC Housing & Regeneration
Action 12 - Explore establishment of dedicated letting agency for commercial space within Granton Waterfront.	Over 3000sqm of commercial space will be created by the developers of Granton Waterfront on the ground floors of residential buildings. Developers often find these difficult to let as they are not commercial landlords and these units sometimes revert back to housing. To maximise the opportunity this space presents, the option of setting up a dedicated letting agency/mechanism for these spaces should be explored. This would ensure that affordable and flexible terms can be offered with a specific focus on letting space for creative/maker space.	Year 2 - 2021	Objectives 4, 5 and 6.	Lead: CEC Housing & Regeneration / w input from Culture and Estates

Stage 3	Actions over duration of Programme			
<i>Action 13 – Ensure alignment of the proposal for the Art Works by National Galleries of Scotland with Culture Strategy</i>	Proposals for the Art Works are progressing within the Granton Waterfront site. This development should align with and seek to support the objectives of the emerging Culture Strategy.	Year onwards	1 Objective 5	Lead: CEC Housing & Regeneration
<i>Action 14 – Ensure alignment of Culture Strategy with Development Framework</i>	Actions 14 and 15 require those implementing the culture strategy to ensure that any actions that arise from it are in alignment with the Granton Waterfront Development Framework and, where relevant, the Granton Waterfront Learning Strategy.	Year onwards	1 Objective 5	Lead: Steering Group / Project Leads
<i>Action 15 – Ensure alignment of Culture Strategy with Learning Strategy for Granton area</i>	There will be specific projects, such as the creation of the enterprise hub, that will help to realise both the culture and learning strategies. Where that is the case, it is incumbent for project leads to liaise with each other and to report to both Culture and Learning Steering Groups to ensure both have oversight of shared projects.	Year onwards	1 Objective 5	

8.0 Means of Delivery

A governance structure is required to lead the implementation of the Cultural Strategy and provide oversight to ensure its objectives are met across the Granton Waterfront redevelopment. This structure should include community input and participation from local groups and individuals, including local artists.

The Steering Group is envisaged to have the following remit:

1. Have ownership of the Cultural Strategy and its development and delivery.
2. Explore further opportunities to deliver projects with appropriate partners that align with the Strategy, for example around health and wellbeing.
3. Support those individuals within the wider project team, for example project managers and stakeholder managers, that are working to deliver projects that support the Strategy's objectives.
4. Contribute to and approve a Community Benefits package and provide an ongoing approval mechanism on the dispensation of funds associated with this for the delivery of the Cultural Strategy.
5. Lead the commissioning of projects that contribute directly to the delivery of the Cultural Strategy.
6. Ensure delivery of specified projects and the measurement of their impact.
7. Report to the overarching programme board for Granton Waterfront through agreed channels.

The Steering Group should comprise a mix of partners, including NMS and NGS, as well as CEC and community partners. This mix can change to reflect circumstances at Granton Waterfront (e.g. if a developer is appointed, a representative should join the steering group).

If an organisation wishes to deliver elements of the Strategy, e.g. North Edinburgh Arts, to ensure no conflicts of interest arise, individuals from such organisations should not sit on the Steering Group.

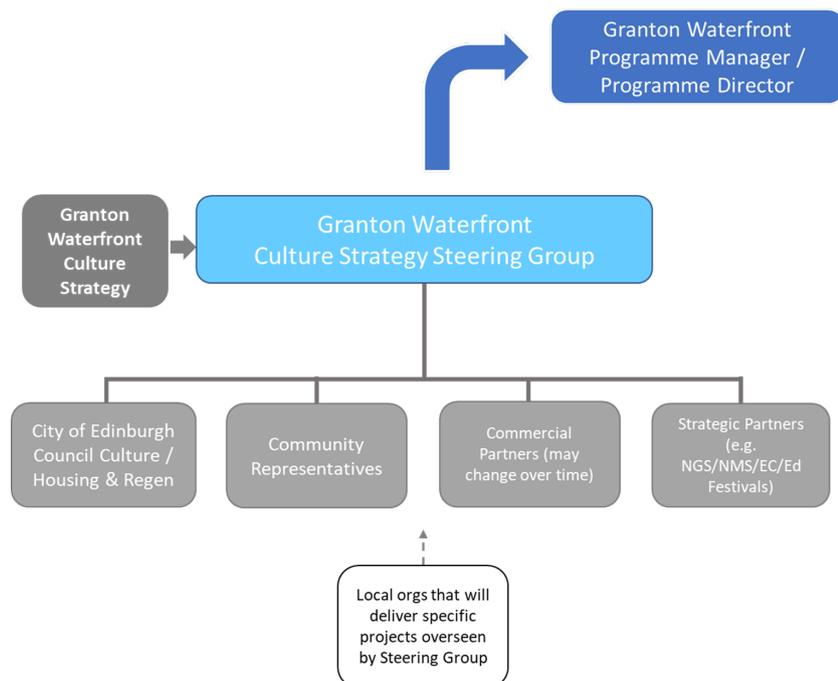
The Steering Group will need to report through appropriate channels. Again, this may change as the development progresses and new governance structure are put in place.

The administration of the Steering Group should be facilitated initially by CEC Culture. There will be an overall Stakeholder Manager for the Granton Waterfront development, however it is proposed that there are specific individuals tasked with actions arising from the Learning Strategy and the Culture Strategy. It will be incumbent on those individuals to ensure this work is aligned, with oversight of the relevant Steering Groups.

The role of the strategy leads will be to:

- Support the relevant Steering Groups on Learning and Culture.
- Support the delivery of actions arising from both strategies, where those actions are to be led by teams within City of Edinburgh Council or outwith that organisation. The way in which this support can be provided should be kept loosely defined to allow the Strategy Lead to support delivery in the best way possible.
- Work with local organisations, linking them to the delivery of actions where appropriate and enabling them to respond to the opportunities presented in the strategy. This support may entail assisting with funding applications and the development of businesses cases that will allow them to expand their activities.
- Link with the local communities so that where community engagement is required in the delivery of actions arising from both strategies, the community is aware, events or opportunities are well signposted and opportunities for community engagement are fully taken advantage of.

The possible structure of the Steering Group is below:



There is a **strongly supportive strategic context** for developing and implementing a Culture Strategy for Granton Waterfront.

To deliver on the Place Principle, the emerging National Culture Strategy (and principles of the National Performance Framework), the city's Economic Strategy as well as the Vision and Objectives for Granton Waterfront, a Culture Strategy is required to sit alongside the Development Framework to provide a transmission mechanism for many of the aspirations of those documents. This strategy aims to take these aspirations and set out a pathway by which they can be delivered to create a new city district on the waterfront where people will want to come and work, live and visit.

There are additional **push and pull factors** that also highlight the need for a Cultural Strategy. Firstly, Edinburgh is a world renowned centre of cultural activity and has a high level of skills and resources in its creative sector that has resulted from this activity. Secondly, there is a specific need for greater levels of cultural activity and participation in these neighbourhoods of the North East of the city to drive benefits in health and wellbeing and the creation of social capital that will benefit all. And finally, culture will help to make Granton Waterfront a successful place that will attract investment and support the city's economy. A Culture Strategy for the Granton Waterfront is an outstanding opportunity to bring the city's expertise and the needs of its more marginalised residents and its economy together.

There is a **platform** on which to base a Culture Strategy in the area around the Granton Waterfront, where a small but diverse range of organisations operate. In addition, the site itself contains assets that can make an important contribution to the creation of an environment where creativity can flourish. The local heritage bound up in these buildings and their potential re-integration into the development of the Granton Waterfront must form a key element of the strategy.

The **vision** for Granton Waterfront's Culture Strategy recognises both the role of culture in making it an attractive and successful development and the importance of cultural activity for the city's economy and its residents.

Granton Waterfront has a vibrant, inclusive and empowering cultural scene that is embedded in the existing and new communities and is expressed within and around the Waterfront, supporting jobs, social capital and health and wellbeing while also attracting visitors and new residents to the area.

Nested beneath this vision are seven key objectives that contain the core of the Culture Strategy for the Granton Waterfront. These are:

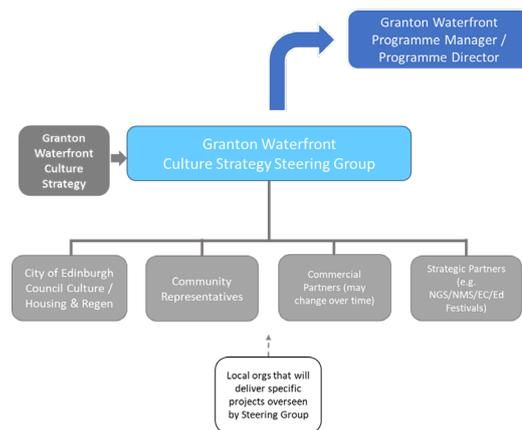
1. Artistic practice must be placed at the heart of Granton Waterfront in an innovative and comprehensive way that is regarded as an exemplar nationally and internationally.
2. Granton Waterfront should accommodate a visitor destination that draws international tourists and visitors from across the City into Granton.

3. A vibrant creative culture should be developed in the Granton Waterfront area that results in positive and measurable health and wellbeing outcomes in the area and for the city overall.
4. Affordable creative and maker space is to be created within the Granton Waterfront development to support innovation and enterprise and support inclusive economic growth.
5. A strong partnership of national and local organisations and residents should be developed to further inform, develop and implement projects arising from this Culture Strategy.
6. The level of participation of local residents studying or working in the creative industries should be increased.
7. Local participation and co-creation is to be prioritised in cultural activity at Granton Waterfront.

The vision and objectives should be the key point of reference for any person or organisation developing a project (be it a capital project or cultural project) in the area.

The Culture Strategy then sets out a series of actions, including early wins, that aims to provide a pathway to implementation. This is not seeking to be a final or definitive list. The Culture Strategy should take on a life of its own as the plans for Granton Waterfront progress and there is an opportunity for stakeholders to come together and collaborate and exchange new or emerging ideas.

Finally, the Culture Strategy sets out a possible governance structure that will oversee this implementation, with a broadly based Steering Group sitting at the heart of this, below.



Potential Governance Structure – Granton Waterfront Culture Steering Group

This structure will be necessary if this strategy is to obtain the widely based support and visible profile which are key factors to its delivery.

The presence of cultural activity, as highlighted in recent research, can be a determining factor in whether someone moves to an area. Culture brings vibrancy and value to a place and enriches it. Creative activity has economic and health benefits for local residents. The Culture Strategy is a critical element if Granton Waterfront is to deliver on its potential and if the opportunity to regenerate the north east of the city is to be realised.

ANNEX 1 - Granton Waterfront – Outline Proposal: Potential Scope for Embedded Artist

"...in many fields an unorthodox approach opens doors and offers usable solutions that would not have been recognized in conventional modes of thinking, such as those of science, social work or ecology."

[WochenKlausur Artist Collective](#)

Introduction

Creative Carbon Scotland is pleased to offer this outline proposal for the engagement of an embedded artist within the Granton Waterfront Development. Following discussions with colleagues within the City of Edinburgh Council and the Scottish Futures Trust, as well as North Edinburgh Arts and the National Galleries of Scotland, we foresee that such a role could make a significant contribution to ensuring that this town-sized development is integrated with existing communities and contributes fully to Scotland's commitment to the UN's Sustainable Development Goals, bringing a focus on the cultural shift required towards a net-zero carbon, climate adapted and socially just society. In the first instance we are seeking support for a two-year role for an artist embedded in the Granton Waterfront Development which would enable an initial engagement phase with board members, planners, communities and other relevant stakeholders and the delivery of initial activities, leading towards a longer-term programme of work over the duration of the development.

The Embedded Artist

Based on the work of the '[Civic Artist' Frances Whitehead in the USA](#), and following in the footsteps of earlier Scottish examples such as [David Harding's role as Town Artist in the development of Glenrothes](#), an Embedded Artist works within non-arts institutions to bring different ways of thinking and working to bear on challenging projects such as large-scale regeneration of post-industrial sites. They highlight an integrated approach, ensuring that environmental and social sustainability are considered alongside economic sustainability. They facilitate wider public participation and can break down professional, departmental and disciplinary boundaries. The Embedded Artist is comfortable with handling complexity and contradiction, combining research and innovation with implementation, thinking laterally, and inspiring a wide range of audiences, from city officials to local citizens and businesses. The ambitious proposal is that the Waterfront artist would be embedded for an initial period of two years but with an even longer term in mind.

Developing the brief

Building on our experience from our [Cultural Adaptations](#) and [culture/SHIFT](#) programmes which embed artists within non-arts contexts including [Climate Ready Clyde](#), as well as a range of low carbon and adaptation focused initiatives, Creative Carbon Scotland would lead

ANNEX 1 - Granton Waterfront – Outline Proposal: Potential Scope for Embedded Artist

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the development of the artistic brief and recruitment for the initial 2-year phase. In doing this we would hold meetings with colleagues across City of Edinburgh Council, Scottish Futures Trust, National Galleries of Scotland and North Edinburgh Arts to build a brief which is reflective of the different partners' aims and interests and therefore the skills and experience we would be seeking from the embedded artist. The brief would also highlight the sustainability dimensions pertinent to the Waterfront Development and provide an outline of the project activity, whilst remaining open to being shaped and developed further once an artist has been recruited.

Two key aspects which have been identified in early stage discussions include:

- Framing of Edinburgh's zero carbon and adaptation elements
- Someone coming in who's 'totally neutral' - supported by but not appointed by NEA – bringing a fresh pair of eyes

Funding

We propose seeking funding via the Creative Scotland Open Fund of £100,000 for the initial 2-year phase which would cover artist salary and budget, and management fees for Creative Carbon Scotland.

Outline of activity 2020 – 2021

Year 1:

- Artist focuses on the broader neighbourhood areas of Granton, Pennywell, Muirhouse and Pilton – having time to get to know different challenges and opportunities facing communities in these areas, and building relationships with local groups
- Artist attends/becomes a member of the Granton Waterfront Steering Group to build relationships and bring their own different perspective to this group and acting as a bridge with communities
- Artist builds relationships with other relevant organisations engaged in the Waterfront Development – e.g. transport and infrastructure providers
- Artist develops programme of activity for year 2

Year 2 (to be developed further with Steering Group and Board):

- Build on results of year 1
- Identifies plans for longer term engagement