

Medellín Lab on Integrated Urban Transformation

October 28 to November 2, 2018

Medellín, Colombia

ACI Medellín

Overview

The Medellín Lab on Integrated Urban Transformation is organized by the Agency for Cooperation and Investment of Medellín and the Metropolitan Area (ACI Medellín) in collaboration with the World Bank Social, Urban, Rural and Resilience Global Practice.

The Medellín Lab provides a platform for knowledge and learning exchange with the city of Medellín; providing a "living laboratory" of successful experiences and solutions. Through site visits, workshop sessions and co-creation exercises, other cities will have an opportunity to examine the solutions Medellín has utilized to address its challenges, and to assess replicability within their own contexts. The key topics to be covered include:

1. Redevelopment of at-risk neighborhoods.
2. Integrated transport corridor management.
3. Sustainable financing of urban transformation.

Background

The Medellín Lab is being organized to help participating cities to further develop or adapt their existing urban development plans to include, where applicable, (i) measures of integrated planning for the redevelopment of at-risk neighborhoods, (ii) full integration of transport systems to support socio-economic inclusion and violence prevention, and (iii) business models and associated institutional structures that allow for sustainable funding of urban infrastructure upgrading.

Why Medellín?

Medellín offers a compelling story of a city which has transformed itself from a notoriously violent city to one that is being held up as a model for urban innovation. Uncontrolled urban expansion had resulted in large expanses of informal settlements occupying the hills along the periphery of the urbanized zone.

Over a sustained period, a succession of leaders demonstrated the willingness to recognize and take on deep-rooted problems, providing the much-needed continuity for efforts to

rehabilitate neighborhoods and improve living conditions in the informal settlements. Working with limited resources, the city also devised alternative means of generating funds and implemented catalytic projects in strategic areas where they can bring about the greatest impact; creating non-conventional solutions that include the world's first cable car mass transport system and urban escalators that greatly improved mobility in hilly neighborhoods.

Medellín has also put the needs of its citizens at the forefront of planning and policies and inculcated a culture of open dialogue and cooperation between government, private entities and communities. For example, Proantioquia, a non-profit organization of private businesses in the Antioquia region, actively serves as a platform for government and private companies to work together to formulate policies and execute initiatives, based upon the principles of social responsibility and fairness. By leveraging on co-creation and the collective inputs of its citizens, the city has managed to create meaningful interventions that are acutely sensitive to specific context, resulting in solutions that incisively address the most pressing needs of each area.”¹

Format

The program integrates workshops, fields visits, peer-peer knowledge sharing and action planning activities. Delegates to the Medellín Lab will benefit from:

- Cutting-edge policy thinking and technical knowledge delivered through engaging learning sessions.
- Increased capacity to assess policy and regulatory frameworks across several sectors.
- Peer learning and networking through experience exchange sessions.
- Experimental knowledge exchanges through site visits.
- Opportunity to engage directly with Medellín authorities, private sector, and citizens to learn innovative solutions and to identify areas of further collaboration and knowledge exchange.

¹ 2016. Medellín, Building trust. Lee Kuan Yew World Prize. p. 7-8.

DAY 1

Sunday, October 28th, 2018

8:00 - 9:15, Opening Session

- Welcome remarks by Carolina Bernal, Knowledge Management Director ACI Medellín & Phil Karp, Lead Management Specialist World Bank.
- Icebreaker – Cultural Bingo by Carolina Franco Bano, Knowledge Management Senior Professional ACI Medellín.

9:15 - 10:15, Bus ride to Discovery Medellín venue

10:15 - 14:15, Discovery Medellín

Participants will be introduced to Medellín through a “scavenger hunt”- inspired experience during which they will be accompanied by local citizens who are eager to share their stories and experiences.

Touring the mass transportation system, participants will learn about the “cultura metro”, explore the city, and interact with the community.

The Sustainable transportation system in Medellín relies on several factors such as a vision for the future, social management and inclusion, territorial interconnectedness and integration, road maintenance and safety, urban transportation, environmental and financial sustainability.

- Format: Scavenger Hunt.
- Facilitators: ACI Medellin staff and Citizens.

14:15 - 16:15, Lunch



DAY 1

Sunday, October 28th, 2018

16:15 - 17:15, Tactical urbanism

Tactical urbanism is methodology which allows Medellín to work in infrastructure and road safety initiatives with less resources and time. It promotes walkability and the insertion of non-motorized modes with faster results.

- Format: Demonstration.
- Facilitator: Mobility Secretary. Medellín Mayor Office.

17:15 - 18:15, Bus ride to Hotel



DAY 2

Monday, October 29th, 2018

7:00 - 7:45, Breakfast at Hotel

8:00 - 9:00, Cities share their experience: Part I

- Format: Shift & Share.
- Facilitator: Phil Karp, World Bank.

Shift & Share replaces long large-group presentations with several concise presentations made simultaneously to multiple small groups.

Note: City delegations will be notified on Sunday as to the Shift and Share session to which they are assigned.

9:00 - 9:30, Coffee Break

9:30 - 10:30 Welcome remarks

- Catalina Restrepo Carvajal, Director ACI Medellín.
- Anna Wellenstein, Strategy and Operations Director, Social, Urban, Rural and Resilience Global Practice World Bank.
- Federico Gutiérrez Zuluaga, Mayor of Medellín. (TBC)

10:30 - 11:00, Coffee Break

11:00 - 11:30, Introduction to Medellín Lab

- Phil Karp, Lead Knowledge Management Specialist World Bank.

11:30 - 12:30, Framing discussion: Urban Integrated Transformation. Part I

- Format: Presentation followed by discussion.
- Moderator: Phil Karp, World Bank.

DAY 2

Monday, October 29th, 2018

- **Redevelopment of at-risk neighborhoods:**

- ❖ Ana Cathalina Ochoa, Administrative Planning Director. Medellín Mayor Office. (TBC)
- ❖ Peter Ellis, Global Lead, City Infrastructure and Services, World Bank.

- **Sustainable funding models:**

- ❖ Orlando Uribe Villa, Treasury Secretary. Medellín Mayor Office. (TBC)
- ❖ Ivonne Moreno, Senior Land Administration Specialist World Bank.
- ❖ Vanessa Velasco Bernal, Urban Specialist World Bank.

12:30 - 14:30, Lunch

14:30 - 15:30, Framing discussion: Urban Integrated Transformation. Part II

- **Integrated transport corridor management:**

- ❖ Humberto Iglesias, Mobility Secretary. Medellín Mayor Office. (TBC)
- ❖ Franck Taillandier, Senior Transport Specialist World Bank.

15:30 - 16:00, Coffee Break

16:00 - 17:15, Cities share their experience: Part II

17:15 - 17:30, Introduction to Action Plan

Explanation of Action Planning process and expected outputs from each delegation, for presentation on Day 6.

17:30 - 17:45, Day 3 program review

18:00 - 20:00, Networking reception

DAY 3

Tuesday, October 30th, 2018

7:00 - 7:45, Breakfast at Hotel

8:00 - 9:00, Bus ride to Site visit venue

9:00 - 13:00, Site Visit: Integrated Urban Project Commune 13 and Stadium District

“Medellin’s Integrated Urban Projects (PIUs) seek to provide effective solutions to the particular challenges of a given community, based on the problems and proposed interventions identified through intensive community consultations.

PIU’s are structured through three components:

- ❖ **Physical:** Transformation and construction of public spaces, and the implementation of strategies for environmental protection and/or restoration.
 - ❖ **Social:** Based on two fundamental aspects; the development of participatory planning processes and improvement of the living conditions of the residents.
 - ❖ **Institutional:** Integral activities that involve (among other aspects) knowledge of the territory, strong ties with the community, responsible management of financial resources, careful planning and management to ensure continuity.
- Format: Field visit.
 - Facilitator: ACI Medellín Staff.



13:00 - 14:00, Bus ride to Hotel

14:00 - 16:00, Lunch

16:00 - 18:00, Reflections Day 1 & 2

- Format: Group Discussion.
- Moderator: Phil Karp, and Steffen Janus, World Bank.

18:00 - 18:15, Day 4 Program Review

DAY 4

Wednesday, October 31th, 2018

7:00 - 7:45, Breakfast at Hotel

8:00 - 9:00, Bus ride to Site visit venue

9:00 - 12:00, Site Visit: Medellin City Center



Medellin's City Center, home to the city's cultural and historical heritage, is undergoing an unprecedented transformation. Planning and citizen participation were used in concert to determine how to revitalize and reestablish the downtown as a municipal and metropolitan public space.

Although this area is home to only 6% of the population, 48% of the population travels through it daily. Coordinated actions between social, academic, public and private stakeholders are being brought to bear to implement the activities, resources and services needed to dignify and reappropriate the City Center. The "Center Management Office" articulates and promotes this mission.

- Format: Field visit.
- Facilitator: ACI Medellín Staff.

12:00 - 13:00, Bus ride to Hotel

13:00 - 15:00, Lunch

15:00 - 17:00, Reflections Day 3

17:00 - 17:15, Day 5 Program Review

DAY 5

Thursday, November 1st, 2018

7:00 - 7:45, Breakfast at Hotel

8:00 - 9:00, Bus ride to session venue

9:00 - 12:00, DNA Medellín

Medellin's success stems not only from technical, technological and political factors, but also from a unique blend of other factors that constitute the city's "DNA"

This session will explore Medellín's unique DNA, through engagement with private sector and other non-governmental stakeholders to explain the city special character and its ability to successfully develop and implement transformative interventions.

- Format: Knowledge Café.
- Facilitator, Camilo Villa, World Bank.

A Knowledge Café provides multiple perspective on a topic utilizing facilitated- conversations to surface collective knowledge, share ideas and encourage collaborative dialogue in a relaxed café type environment.

12:00 - 13:00, Bus ride to Hotel

13:00 - 15:00, Lunch

15:00 - 15:20, Consulting's presentations

- Nicolás Rivillas, Deputy Manager of Design and Innovation of the Urban Development Enterprise EDU.
- Carlos Ortiz, Associate Business Director of Metro de Medellín.

15:20 - 16:00, Discussion with local authorities

- Format: Group Discussion.
- Facilitators: Phil Karp and Peter Ellis, World Bank.

16:00 - 18:00, Reflections Day 4

18:00 - 18:15, Day 6 Program Review

DAY 6

Friday, November 2nd, 2018

7:00 - 7:45, Breakfast at Hotel

8:00 - 9:00, Cities finalize their action plans

- Format: Team Discussions.
- Moderator: Phil Karp and Steffen Janus, World Bank.

9:00 - 9:15, Coffee Break

9:15 - 10:30, Action Plan Presentations. Session 1

- Format: Presentation followed by Panel Feedback.
- Moderator: Steffen Janus, World Bank.

10:30 - 10:45, Coffee Break

10:45 - 12:20, Action Plan Presentations. Session 2

12:20 - 14:20, Lunch

14:20 - 15:20, Final Reflections

- Format: Closing Circle.
- Moderator: Phil Karp, World Bank.

A Closing Circle is a structured reflection and feedback process that elicits participant's main individual takeaways and expected follow up actions.

15:20 - 15:50, Closing and Farewell