

-SUMMARY-

Medellín Lab 2018 - Urban Regeneration, Mobility and Financing

Background and context of urban development

1. INTRODUCTION

Medellín is a Colombian city which has stood out in terms of innovation in mobility, strengthening of the public, social urbanization, financing of social projects and inclusion. It is the second largest city in the country. Its expansion has led it to constitute a metropolitan area that groups several municipalities of the Aburrá Valley.

It concentrates an important number of industrial companies of very diverse branches: foods, iron and steel, textiles, construction, vehicles and motorcycles, computer science and construction, to mention the most outstanding. To this is added an important commercial sector and a strong financial node.

After having been, at the end of the last century, one of the most dangerous cities in the world due to drug trafficking, Medellín has managed to transform itself drastically and become an active, creative and proactive city. One of the factors that have made this transformation possible has been the solid model of intersectoral articulation that works transparently in the management of the public.

The different plans of the city, designed over the years, demonstrate its capacity to articulate diverse actors and show the authentic interest that exists in all sectors and in the citizenship in materializing proposals of sustainability that guarantee a better quality of life of all the inhabitants.

The city is today a benchmark for Latin America and the world, demonstrating that it is possible to give priority to citizen participation in the complex process of building a city.



This document offers a quick review of the main actors in their development processes, some of the main historical milestones, particularly those related to their urban development, and a recount of the main territorial planning exercises.

2. RELEVANT ACTORS

An important characteristic of the city is the diversity of organizations and people who have played a leadership role at different times and aspects of the development of it. In this section, the main actors are mentioned who, through their joint efforts, build the second largest city in Colombia every day.

Government entities

The Society of Public Improvements: arises in 1899 as a result of coalitions between members of the liberal and conservative political parties. Its objective was to lead the modern urban planning of Medellín. It was constituted by the citizens, businessmen and the State.

Mayor of Medellín: through the actions of its different constituent parts, such as the Administrative Department of Planning, it aims to build trust in State institutions and build bonds among citizens.

Public companies of Medellín (EPM): was created in 1955 and in 1997 it was transformed into an industrial and commercial company of the State of municipal order.

Metropolitan Area of the Aburrá Valley: it is a political administrative unit that brings together ten municipalities of the Aburrá Valley sub region of the department of Antioquia and its nucleus is Medellín. It has aimed to achieve a high level of articulation and coordination for sustainable and sustainable development, human and territorial equity, coexistence and peace in the metropolitan territory.

Presidential Counseling for Medellín (national): was established in the nineties. He led a very important process of state presence in the most difficult period in the history of the city.



Private sector and civil society

Industry and Trade: s or partnership has been instrumental in the transformation of the city. An example is the Grupo Empresarial Antioqueño [Business Group of Antioquia], created in 1978.

Movements and groups: various forms of organization that have been developed and mobilized around a wide range of causes, environmental, artistic, sports, mobility, etcetera.

Pirates Developers illegal builders that did not meet the requirements in terms of service delivery networks and finish the tracks. Its actions led to the development of different settlements that later required special attention to try to mitigate the lack of planning, green spaces, access roads, among other problems.

Educational sector: different educational entities, most of them at the university level, have made a valuable contribution to the processes of thinking about the city, generating change actions and investigating and understanding urban phenomena and problems. In this sector we can highlight institutions such as the School of Mines, the National universities, of Antioquia, the Pontifical Bolivariana and EAFIT, to name a few.

Business NGOs: various companies have created their own foundation as an instrument to materialize their social and environmental responsibility actions.

Guilds: the guild of the big industries (ANDI) and that of the commerce sector (Fenalco) have concurred in very diverse processes. ANDI has played a leading role not only in the local context but also in the national one.

Bands and gangs: organizations outside the law that are financed through the trafficking of illicit substances, extortion and weapons and other goods. Not only have they caused much pain and loss, but their presence has also hampered government action in some territories.



3. HISTORICAL MILESTONES

Throughout the history of the city you can identify moments of significant importance that allow you to understand its expansion process. A first impulse in terms of mobility was the animal traction tram. Later, other means were added. Subsequently, the Municipal Bus Company of Urban Public Transport was created and the construction of the metro and the integrated transportation system was carried out, of which the use of the Metrocable to connect hard-to-reach areas stands out. It is also necessary to mention the most recent initiatives that are a benchmark for environmental sustainability, such as the Ayacucho tram and public bicycle systems (SBP).

As for urbanization, it is important to note that, during the industrialization process, there was a large migration of peasants who settled on illegal land promoted by pirate developers. In this way, a poverty belt was created in the periphery, which was constantly invisible in the institutional urban plans. This, together with the high turnover of mayors and the numerous institutional changes, generated the increase in the social debt year after year.

The situation of marginalization was accentuated in the eighties, when the drug business, led by Pablo Escobar, prevented traffic between neighborhoods generating invisible borders and the fragmentation of the city.

With the new Constitution of Colombia, created in 1991, and after the death of the drug trafficker leader in 1993, a Presidential Council for Medellín was created. This entity was aimed at reversing the violence trends in the city and allocate resources to address the social debt.

In the recent history of Medellín, a transformation and a strong institutional commitment to urban innovation and environmental sustainability can be seen. All the above, together with the collective efforts to manage the public with integrity and transparency, promote investor confidence and augur a promising future.



In this section the decisive moments, the challenges, the successful experiences and the factors that defined the construction of the city and its projections are mentioned.

1887: the first technological innovation of Medellín was the traction of animal traction or "of blood" pulled by mules and horses.

1900: this year the process of industrialization and opening to the national and international market becomes evident. For this time, the city had 60,000 inhabitants.

1913: To strengthen its transportation systems, the first private bus company in Medellín was founded.

1914: the railroad first came to the Valley of Aburrá in 1914. The works of the Antioquia railway took more than thirty years due to contractual issues, engineering, permanent reconstructions, civil wars and scarce resources.

1921: a new electric tram replaced diesel buses. With 120,000 inhabitants, Medellín had doubled its population in twenty years.

1926: due to the great migration of peasants towards illegal lands, a poverty belt was generated in the periphery.

1929: after the completion of the railway, the results are not as expected. As a consequence of the Great Depression, the debt of this project is multiplied by 600%.

1940: and it established the Municipal Bus urban public transport, while the tram slowly disappeared. Auto transport was increasing.

1950: for this year there were 358,000 inhabitants in the city.

1955: with the creation of the Empresas Públicas de Medellín (EPM), the city's managers influenced the decision to restructure their public services and guarantee a relatively "apolitical" and technical management of the basic services of electricity, aqueduct, sewerage and telephony.

1973: the city completed one million inhabitants. Peripheral poverty belts spread encouraged by pirate developers.

1978: Grupo Empresarial Antioqueño was formed; a strategy to counteract capital investment. The group became an axis of articulation with actors from the public, private, academic and citizens sectors.



1948 - 1987: between these years there was a great rotation of mayors. Medellín was governed by 49 mayors in 40 years, which generated a lack of continuity in the technical teams.

1980: during the 1980s the drug business organized and led by Pablo Escobar prevented mobility between neighborhoods, creating invisible borders and the fragmentation of the city.

1982: the subway works are approved by the national government.

1988: before starting the subway works, citizenship, love, care, respect for others and solidarity were promoted. What is now known as "Metro Culture", which can be translated into encounter, inclusion and proximity.

1991: the new Political Constitution of Colombia was approved. The national government created the Presidential Counseling for Medellín to meet the social debt. Also conducted seminars Future Alternatives Medellín, which promoted the reinvention of participatory democracy. As a result of these seminars, the Comprehensive Neighborhood Improvement Program was created.

1997: the Universidad Pontificia Bolivariana (UPB) created the Urbanism and Architecture Laboratory Group (LAUR), which aims to interpret social issues with quality studies. Later, the Strategic Plan of Medellín and the Metropolitan Area (PEMAM) was developed, a long-term plan generated around a creative consensus among forty entities, but it was underutilized and did not generate a greater impact.

1993-2001: The Comprehensive Substandard Neighborhood Improvement Program in Medellín (PRIMED) proposed housing improvement and de-marginalization in the face of eradication and relocation policies. It was not institutionalized.

2004: The Administrative Department of Planning implemented a georeferencing plan for quality of life indexes and human development indices. This represented a new model of social urbanism in which it was evident that violence is one of the factors of urgent intervention. As a response to this diagnosis, the "imaginary workshops" were designed with a methodology of active citizen participation, which made possible and increased confidence in the institutions of the State. In addition, it guarantees that it or an effective implementation of the principles of governance. This signal of better transparency or the risk rating of the city before international rating agencies.



2010: The opening of the first line of the Metrocable: Arví-East-Arví is a regional ecotourism park in the heights of the city that, in addition to embellishing the city, demonstrates the commitment to respect the environment.

2011: during this year the operation of the Metroplus (articulated buses) and the SBP (Public Bicycle System) began. A sample of sustainable mobility that complements the Integrated Transportation System of the Aburrá Valley (SITVA).

2012: Despite having the aforementioned transport systems, there is a high motorization of mobility, this is a disproportionate increase in the vehicle fleet. Between 2005 and 2014 private cars increased by 67% and motorcycles by 27%.

2015: The Public Conglomerate of the Municipality of Medellín was consolidated, the second in size after the Colombian Petroleum Company - Ecopetrol. Three of its companies are among the 500 largest in the country. It covers eleven strategic sectors and has 84,000 direct and indirect employees.

Because for a long time the planning approaches that privileged private motorized transport over public and non-motorized transport, traffic is slow and hinders mobility. For a little more than a decade this trend has changed. Nowadays, the Mayor's Office of Medellín has the purpose of investing the mobility pyramid, in which pedestrian traffic is given priority, followed by bicycles, public transport and finally private transportation, that is, private vehicles and motorcycles.

One of the factors that hinders the achievement of these purposes is that there is still a lack of road infrastructure for transportation.

2016: the Ayacucho tram began its commercial operation. For its part, this year the Metro System already served in six municipalities: Bello, Medellín, Itagui, Envigado, Sabaneta and La Estrella. In addition, there were other integrated routes to other municipalities.

On the other hand, it was identified that the TPC System (Collective Public Transport) was the most used, but it had flaws in efficiency, security, accessibility, sustainability and citizen culture.

2017: financing instruments were implemented as "APP Hacienda Med", which strengthens and brings closer the transactional products addressed to the taxpayer; in this way, evasion rates decrease.



2018: it was established that electric cars are exempt from the *Pico y Placa* (vehicle mobility restriction) measure, besides, they have parking areas with preferential rates. A pilot project of electric taxis is also proposed.

4. URBAN PLANS

For a long time, in the city, planning of the territory has been promoted as a fundamental tool to direct the efforts of public and private actors. Different schools have influenced this process that has been, in general, focused on one or several of the city's universities. Here is a brief overview of the various plans that have guided the development of Medellín ago.

1913: *Plan Medellín Futuro* [Future Medellín Plan]. It was considered as cosmopolitan and as a sign of rational planning; however, its update was very slow.

1931 - 1932: New Urban Plan. An important feature to highlight in this new plan is that the poverty belt in the periphery becomes invisible.

1948 - 1951: *Pilot Plan and Regulatory Plan*. Its update took a long time, causing a gap between what was raised and what was executed. This was a constant problem during the following urban plans and projects for the rest of the century.

1969: *Road Plan of the city*. At the end of 1969, this plan represented the first revision of *the Pilot Plan and Regulatory Plan*.

1969-1971: *Arterial System in the Main Urban Nucleus*. It was the result of *the Basic Study for the Vital Plan of Medellín*. Metropolitan connections and the implementation of the metro were planned.

1991: *Comprehensive Neighborhood Improvement Program*. This program aimed to achieve the integral demarginalization of territories. Framed in the opinions of the new Political Constitution, the principles aimed towards administrative decentralization through a public and participatory planning. The decentralization process assigned a leading role to the municipalities, more concrete and local. In addition, it provided new tools for territorial management.

1994: first development plan considering the new regulations.



1997: creation of *the Land Management Plan - POT*. Fundamental tool for urban planning and redirection of the city.

2004: new model of social urbanism. Policy with an integral and ambitious vision that implied a physical and social repair. An effective implementation of the principles of public management was achieved, generating, in turn, a signal of transparency and favoring investor confidence in the city.

Local Planning and Participatory Budget Program. Its goal is "social sustainability", giving significant importance to social participation through, for example, citizens' pacts.

2011: the escalators will be inaugurated in the Commune 13. With this simple but effective innovation is a solution of public transport in an area of difficult access was created. Its operation contributes to reduce unsafe conditions and to promote various urban embellishment and entrepreneurship actions.

2012 - 2015: *Articulated Living Units Program (UVA)*. These units are sports, recreational and cultural scenarios in which Life is extolled as the supreme value. They are designed from integral concepts such as "full citizenship," and little by little they are consolidated as references for citizens and visitors.

2015: TPM Project (Public Transport of Medellín) To restructure the system. It incorporates six plans as pillars of success for the inclusion and sustainability of mobility: (1) *Integral Plan for Metropolitan Development, 2008-2020*; (2) *2016-2030 Mobility Master Plan, of the Metropolitan Area*; (3) *Bio Director Plan, 2030*; (4) *Land Management Plan, POT*; (5) *Metropolitan Bicycle Master Plan, 2030*; and (6) *Plan for Safe Mobility of Medellín, 2014-2030*.

2016 (current government): *Intervention Master Plan of the City Center*. Its goal is to reassess the urban and the environmental under three components: mobility, public space and security. To do this, it aims to ensure efficient accessibility for daily work, leisure, entertainment and tourism.

5. FINAL COMMENTARIES

The diversity and plurality of actors has been a feature of the development processes of the city. It is common to find experiences and organizations that combine the public and the private and that put the collective interest ahead.



The different plans have served as road maps to guide different processes. His analysis shows c or how priorities have changed. For example, the invisibility of the belts of poverty in other times or the privilege of mobility in private vehicles in the plans of the last century. Nowadays, social policies and public transport systems occupy a main place in public policies.

An important dose of creativity and innovation has contributed to generate solutions of wide impact in very diverse sectors. The permanent search for effective, high-impact and low-cost solutions has led to solutions such as the use of the cable car or escalators to meet public transport needs.

