

Welcome to a fascinating city!

After having walked around Medellín for years, I am convinced that the best office for a leader is in the streets: there we find the challenges and at the same time the solutions. In that sense, the concept of the city is transformed into a living laboratory to explore problems, acknowledge successes and live experiences.

In Medellín, talking about urbanism and mobility is to talk about a transformed city. This is a several-years process which has made us aware about the importance of building alongside the citizens, understanding their needs and promoting meeting spaces to provide quality solutions with comprehensive and inclusive proposals and generate trust in the institutions with sustainable and efficient financing models.

Through the Medellín Lab, we will participate in a knowledge exchange exercise between cities, to review our work and contribute to the construction of social urbanism, mobility and financing in other cities with challenges similar to ours.

During these days we will analyze the road we have traveled and the challenges that lie ahead for us and, at the same time, thinking about the improvement of the quality of life of our inhabitants and being responsible with the environment.

Thank you for being part of this **Medellín Lab 2018** and for sharing your knowledge with us to make better cities and connect us. This definitely is and always will be a two-ways learning space, in which walking in the streets, understanding reality and listening to people are part of the formula we will develop in this great laboratory.

I hope you enjoy this experience! Medellín is your home.

FEDERICO GUTIÉRREZ ZULUAGA
Mayor of Medellín



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 Medellin?

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 Medellín 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

Medellín'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.

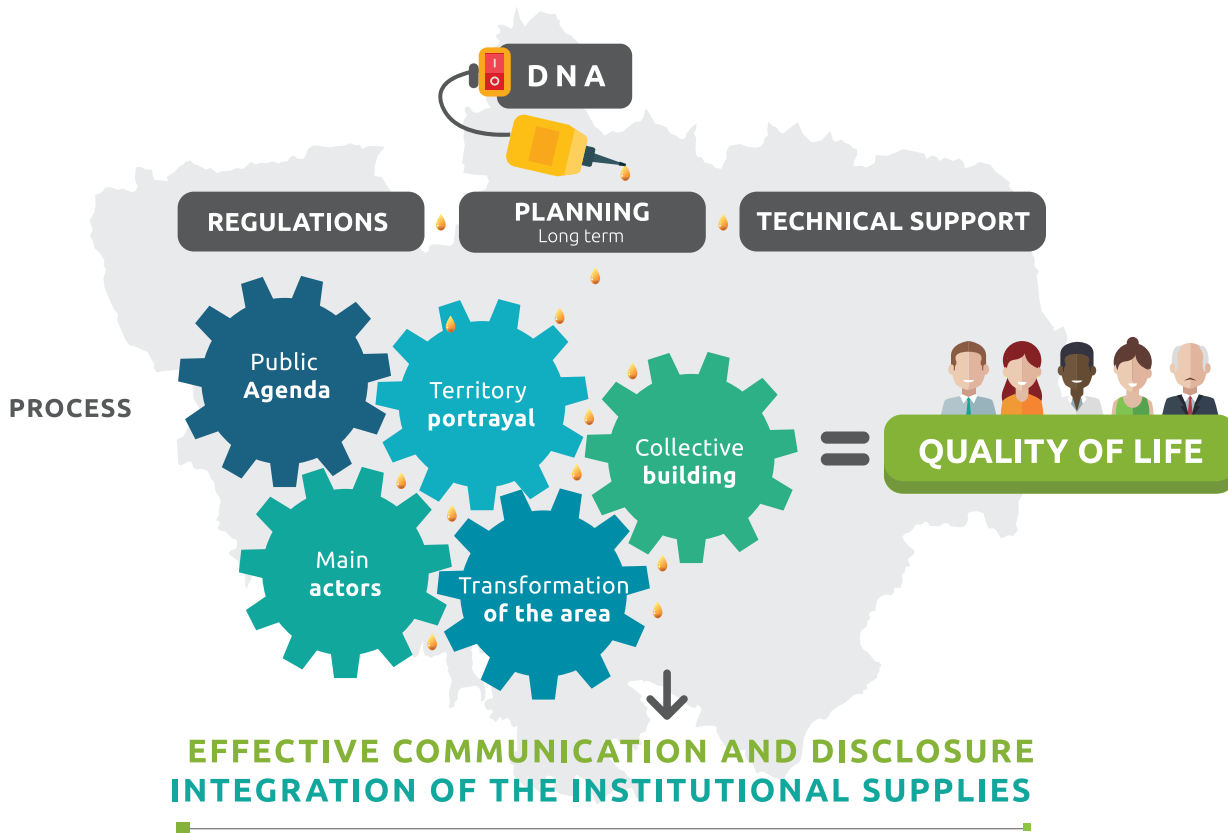
A Closing Circle is a structured reflection and feedback process that elicits participant's main individual takeaways and expected follow up actions.

15:20 - 15:50, Closing and Farewell



Planning and Urban development model of Medellín

After a learning process that took Medellín years, its planning process and urban development model is consolidated in the following scheme. It contains the relevant and characteristic elements of the city's DNA.



Actors:

- Citizenship and civil society.
- Private Sector.
- Government (Local, Metropolitan, Regional and National).
- Academy.

Purpose: Medellín's differentiating value in its model of governance for mobility issues lies in the dynamics between actors in the territory. They, under a synchronized relationship, achieve

a balance between planning and execution of programs and projects seeking a better quality of life of citizens.

Explanation: The urban development model of Medellín, understood as a process with inputs and outputs, responds to multiple strategies and circumstances of the context in which the city has evolved. In the first instance, the entries of the model stand out and are understood within the framework of international consensus, but at the same time, they carry Medellín's DNA on them.

Three factors have led to important achievements in terms of urban development:

- 1-** Long-term planning, which allows the generation of large-scale city plans and projects. This planning exercise, leaded by the Municipal Administration as articulator of the different actors, has played a fundamental role.
- 2-** The technical support in the conception of projects which serves as a guarantee of operation. Thus, ensuring the investment made and its permanence in the long term, especially when it is a physical structure.
- 3-** The proactive management of regulatory conditions. Like other local governments in Colombia, Medellín is ruled by national regulations. The city has made a great progress in potentializing this issue towards the formulation and implementation of city projects. In this regard, Medellín has also been renowned as a leader in the search for legal viability in the local, regional and national spheres. This has allowed it to consolidate infrastructure megaprojects to improve the quality of life of its citizens.

The adequate use of the above-mentioned factors has been decisive for Medellín to generate innovative solutions to the challenges it faces.

A key factor of the territorial intervention is that Medellín understands and recognizes the territories and the actors which interact in them. For that purpose, it has carried out a complete process of local characterization containing inventories of urban works, physical structures and local actors. Thanks to this exercise, the programs and projects have been oriented towards the consolidation of effective solutions and getting its citizens committed on structuring them. The collective construction has been one of Medellín's key strategy. Through imaginary workshops, the communities get involved in dreaming about the city they want. Therefore, the materialization and appropriation of the projects is achieved through the active management of resources for their financing.

Medellín's urban development prioritizes the transformation and improvement of spaces focused on providing comprehensive solutions to improve the quality of life of its citizens. For instance, the intervention carried out in the Nuevo Occidente. It includes housing solutions, leisure and culture spaces (Articulated Life Units - UVA), access to the integrated transport system and solutions for early childhood such as the Buen Comienzo kindergartens, among others. These works constitute the Comprehensive Urban Projects [PUI in Spanish]. Initiatives like this were possible thanks to the

empowerment of citizens. They, in turn, assertively demand for the local government to meet its commitments, avoiding the risks these types of solutions face with the government changes and guaranteeing their sustainability over time.

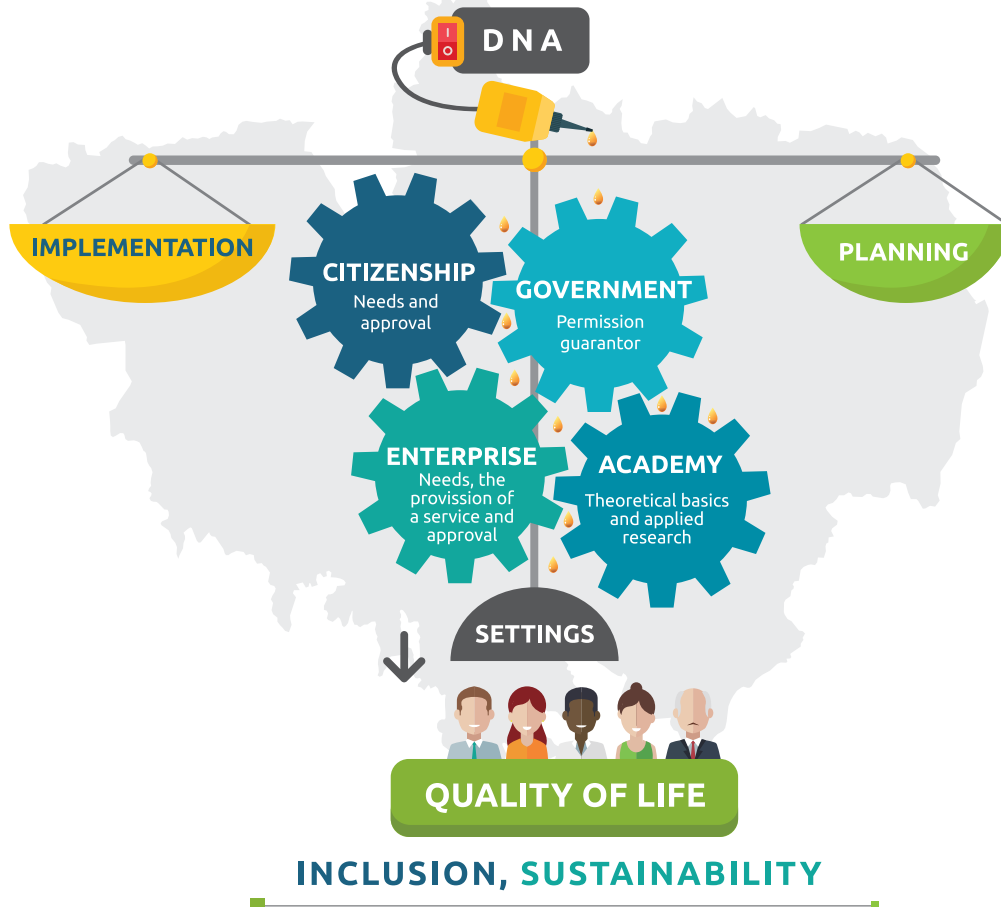
Transverse elements of the model:

- 1- Assertive communication with the different stakeholders as a tool for transparency and the generation of trust.
- 2- The institutional offer that stimulates spaces and reassures the presence and commitment of the State to generate social welfare.

In conclusion, the model of urbanism developed by Medellín has undergone multiple changes that denote the evolution of a constantly-growing city and which faces and overcomes new challenges every day.



Model: Mobility in Medellín



Actors:

- Citizenship.
- Private Sector.
- Government (Local, Metropolitan, Regional and National).
- Academy.

Purpose: Medellín's differentiating value in its model of governance for mobility issues lies in the dynamics between actors in the territory. They, under a synchronized relationship, achieve a balance between planning and execution of programs and projects seeking a better quality of life of citizens.

Explanation: Unlike other issues, mobility arises from a need for displacement determined and conditioned by issues unrelated to the citizen, such as geography, economic dynamics, among others; and modifiable issues such as lifestyles and cultural perceptions.

This need, demands minimum service attributes such as security, comfort, environmental & financial sustainability, accessibility, affordability and intermodality for the citizen.

The State, as provider and guarantor of the balance between private and common interests, listens to these needs and proposes programs, projects and public policies to satisfy the requirements and modify perceptions and habits for the general welfare. A framework is established that prioritizes the pedestrian and discourages the use of private vehicles and behaviors of excessive consumption.

The University contributes with its research line and developing new technologies. Thus, printing an academic support to the mobility programs of the city.

Finally, the private sector as a service provider, contributes to the modification of behaviors by linking innovative mobility projects and initiatives.

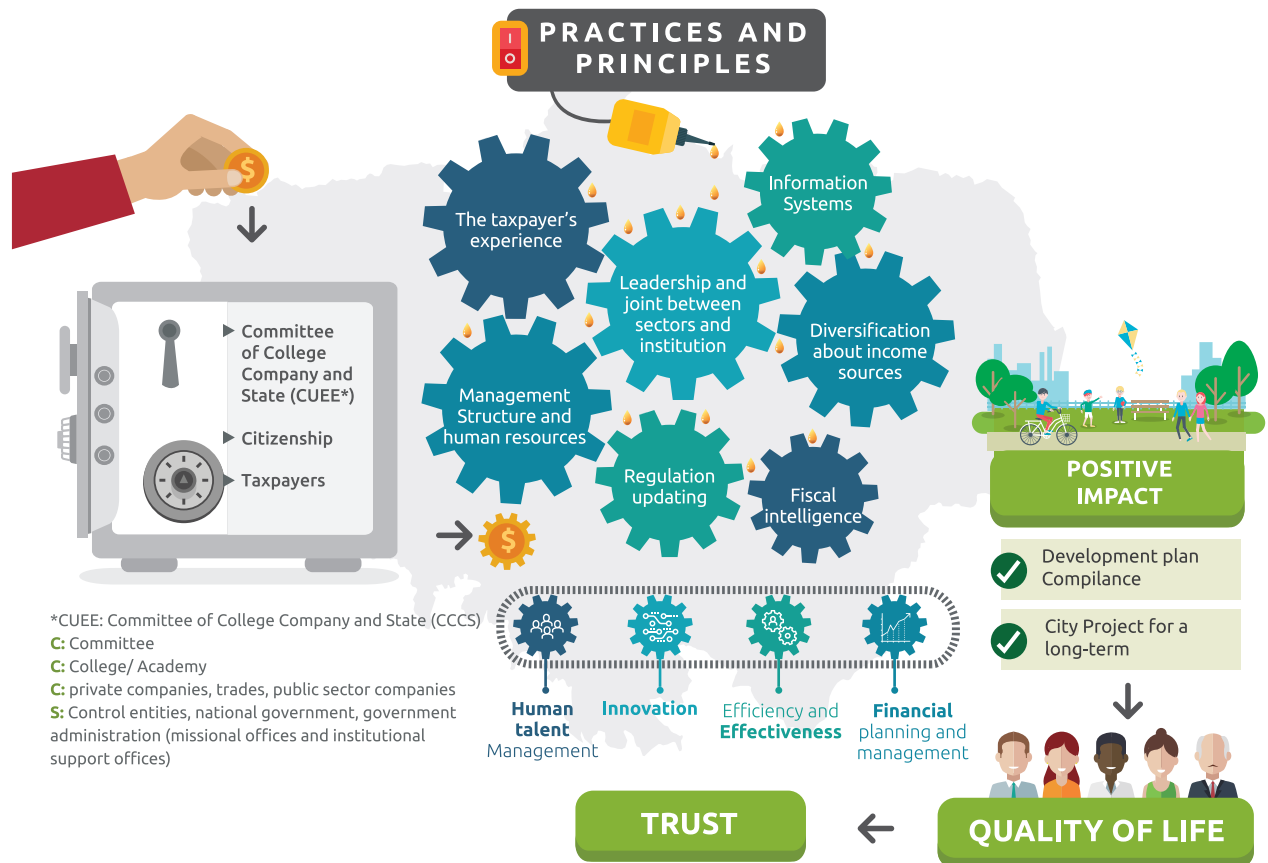
After the relationship between the different actors, the team carries out an evaluation of what was established in the plan and the implementation made by the public administration to set forth a progress and identify the potential programs and projects that should be carried out in the future. Nowadays, for instance, in addition to the actions carried out by the Medellín Mayor's Office for the massive transport system, there is a strong commitment from the private sector to developing electric mobility initiatives.

This synchrony is facilitated by the strong cultural environment. Our culture is based on habits, behavior patterns and promotes the continuity of success factors (DNA) such as resilience, leadership, public-private articulation, sense of the public, creativity, innovation and capacity to take risks, joint work, sense of belonging, tradition of planning.

This DNA also makes it possible for Medellín to transcend the concept of transport to mobility, offering sustainable, inclusive and comprehensive solutions. This sets transport as an instrument for planning the territory and the massive system as a creator of culture, an element of citizen pedagogy.



Model: Secretariat of Finance of Medellín



DNA of the Local Public Treasury:

- Planning tradition.
- Sense of public management.
- Continuity of programs, projects and policies along the different governments and local administrations.
- Sense of belonging towards the city by its inhabitants.

Explanation of the main components of the Medellín Public Finance Model

The Secretariat of Finance oversees developing the fiscal policy of the Municipal Government. It ensures the budget to fund plans, programs and public investment projects contained in the Development Plan of Medellín, the Land Management Plan and the authorized expenditures for the regular functioning of the Mayor's Office and the payment of the municipal public debt.

A strategic plan has been developed which includes the following fundamental pillars, and based on them, the different tactics developed are summarized:

- **People:** The exercise of the public is focused on people. In this sense, welfare is the goal of all actions and the basis for the design and formulation of public policies whose technical implementation is understood as an instrument at the service of citizens.
- **Efficiency:** Improving processes to ensure optimal use of resources.
- **Fiscal management:** Monitoring and control to ensure public resources are being well managed and with transparency.
- **Innovation:** Designing new ways of doing things to offer a better service.

To project an open-door Secretariat, different actors of society have been linked, such as:

- **Secretariats and mission agencies:** They are in charge of executing and ensuring the adequate compliance of investment plans, programs and projects defined in the Municipal Development Plan and the Land Management Plan.
- **Conglomerate:** It is a strategic alliance to strengthen municipal finances and generate greater efficiency in the revenues administration.
- **Individuals:** Especially with guilds and academia, it seeks a joint construction of a fiscal policy which includes different perspectives to answer the economic and social dynamics of the city.
- **Control entities:** They shield, make transparent and legitimize the administration of public resources process.

The good results of the Secretariat of Finance have been the product of best practices summarized in the following pillars:

Taxpayer experience: The first pillar and the fundamental basis of building trust is the transformation of the Secretariat of Finance into an open-door Secretariat, focused on seeking the welfare for citizens and taxpayers through good administration of Public finances. Therefore, different alternatives have been developed:

- New service channels: Public-Private Partnerships, web.
- Improvements to physical attention points. Analysis of the "peak" moments and preparation for contingencies.
- Taxpayer experience center.
- Training in being and doing.
- Support to taxpayers in delicate processes (formal Local Business Tax declaration). Tax benefit impacting more than 12,000 taxpayers.
- Payment culture: in 2017 it was 84% for property and 82% for Local Business Tax. These two rents are the main revenues of the Municipality. Together, they represent \$ 1.3 billion, about 21% of the total revenues which, in 2017, were close to \$ 6.1 billion.

Regulatory update: The Reform to the Tax Statute approved unanimously by the City Council is considered as the trust generating tool for investment which promotes social, urban and economic development in the city. In other words, a strengthening of the following dimensions is sought by issuing decrees and resolutions which complete the Tax Statute:

- Urban renewal and sustainable construction.
- Sustainable mobility.
- Fiscal intelligence.
- Digital economy and orange economy.
- Social and economic development.
- Business formalization.
- Environmental sustainability.

Diversification in sources of income: Today there is a collection of more than USD 100,000 per month equivalent to more than 300,000 transactions made through the following channels:

- 2 financial cooperatives.
- 13 banking entities.
- Other electronic channels (web, app, ATM tellers, Redeban, banking correspondents).
- Additionally, the Secretariat of Finance leads the structuring of financing mechanisms for future taxes with the support of the World Bank: TIF (Financing for future taxes or Tax Increment Financing, for its acronym in English); instrument that allows to mobilize and facilitate urban renewal processes and that is intended to be applied initially in a zone of renovation of Medellín.

TIF is a public financial instrument which allows the public entity acting as sponsor of the urban development or infrastructure project to obtain resources in advance to fund it. When a TIF district is created, the base amount is established (the current properties in the area where TIF is to be applied). The growth in the amount of property taxes within the TIF district, compared to the base, generates funding by future taxes. This surplus is collected in a special fund to be used by the public entity responsible for investments within the district.

Financial strength: Medellín is the first territorial entity constituted as a Public Conglomerate, the second largest in the country after Ecopetrol. Representative info.:

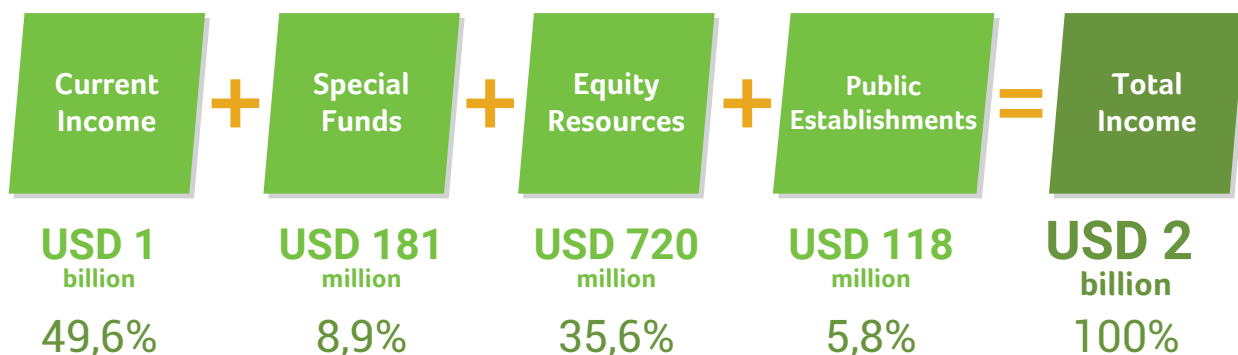
- USD 26 billion in assets.
- USD 13 billion in equity.
- 36 entities.
- 11 strategic economic sectors (education, infrastructure, culture, recreation and sports, among others).
- First in its kind at territorial level.
- 3 entities are part of the 500 largest companies in the country.
- More than 84,000 direct and indirect jobs.

In recent years, there has been a sustained growth of the surplus, reaching 37% by 2017 totaling \$312 billion. Basically, due to the over execution of the own revenues of the Municipality.

There is another aspect which should be highlighted, EMP's results and its profit growth which generates an increase in surpluses for the Municipality and a greater social investment.

Likewise, the Municipal Council for Fiscal Policy [COMFIS - Spanish for Consejo Municipal de Política Fiscal] was established. It is a technical entity responsible for fiscal policy at the municipal level and for coordinating the budget system (Financial Plan, contained in the Medium-term Fiscal Framework "Annual Operating Plan for Investment and Budget") and the Efficiency Committee composed of the Subcommittee on Income and Expenses.

Revenue structure 2017:



Income control and management: Fulfilling the basic municipal function, more than 21 Local Business Tax Inspection programs and plans have been developed for 3,500 taxpayers. This has generated the collection of more than USD 1.2 million in penalties, representing a growth of 95% compared to the previous year.

Visits as a means of territorial presence making more than 10,000 follow-up visits, control and accompaniment to taxpayers.

Model of fiscal intelligence and strategy. It articulates the study of the local economy dynamics, the georeferencing of the productive sectors, the exogenous and endogenous information and the Big Data model.

Interinstitutional articulation: It generates strategic synergies with different actors, as follows:

- Implementation of technical work teams with the Secretaries of Finance of the Metropolitan Area of the Aburra Valley and San Nicolas Valley.

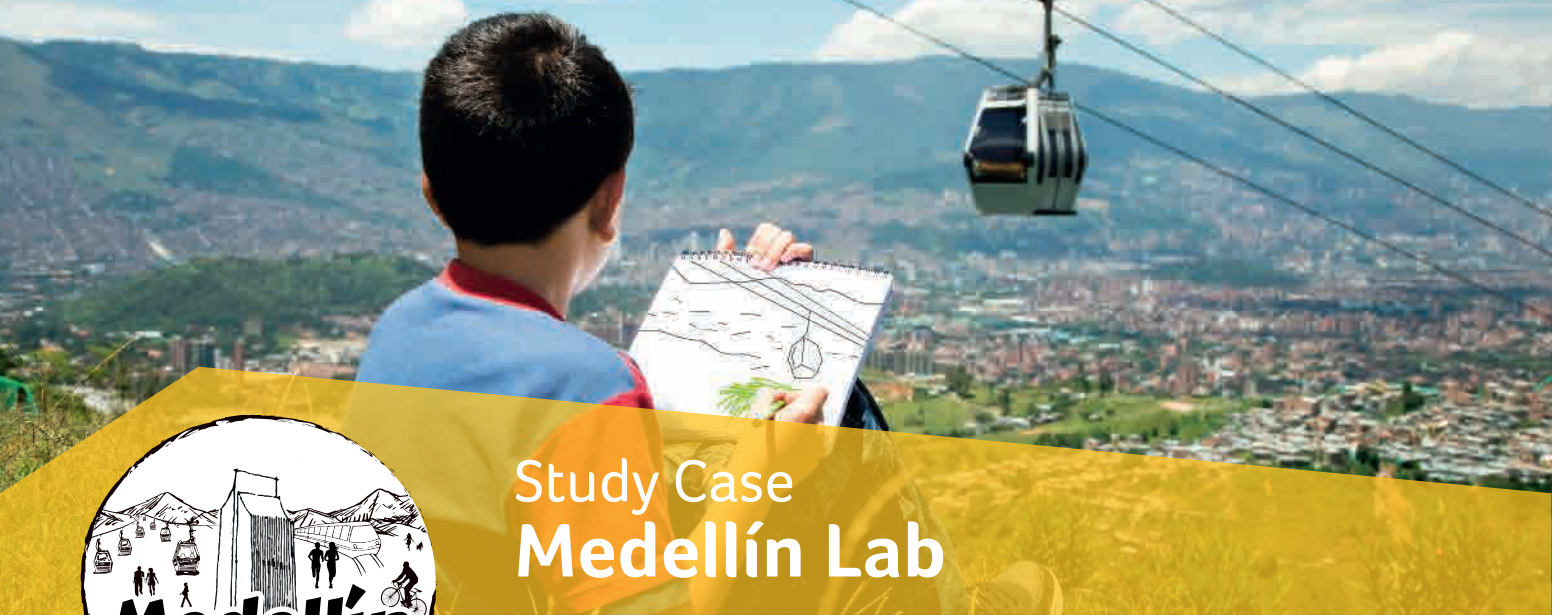
- Creation of strategic alliances with DIAN, Antioquia Governor's Office, Chamber of Commerce (32% increase in Taxpayer Information Registry), Asocapitales, among others.

Leadership in initiatives at the central level: From the Secretariat of Finance of Medellín, alternatives have been sought within the legal framework that allows municipal governments to have a higher level of access to public credit resources which generate an increase in the rate of social reinvestment.

Thus, through a joint analysis with the Secretariat of Finance, a reevaluation of the exchange rate risk which reduced the borrowing capacity of the municipalities due to the high percentage of risk coverage that it implied.

Professionalization of the exercise of the public: Empower human talent as the most valuable of the Secretariat and deliver excellent service to citizens. This seeks to harmonize the principles of effectiveness, efficiency, merit, equality and impartiality, to achieve the full democratization of Public Administration.









Study Case Medellín Lab

General Information

Institution: Agency for Cooperation and Investment of Medellín and the Metropolitan Area - ACI Medellín

Starting year:
2002

Website:
www.acimedellin.org

 @acimedellin
 @aci.medellin
 acimedellin
 @acimedellin

Context

The story of Medellín, Colombia, is one of extraordinary resilience. Beset by urban violence in the 1980s and 90s, the capital of the state of Antioquia has shed its past of drug violence and crime to become an example of urban transformation. Over the past 20 years, sound political leadership, a committed public sector, and smart policies have greatly reduced crime and homicides. Investments in infrastructure have brought architecturally innovative libraries, parks, and transportation to poorer neighborhoods. Various elements of this transformation have been documented in a manual of best practices titled the Medellín Lab.

Municipal authorities from Colombia and abroad, increasingly look to Medellín to learn about its most successful policies, including its approach to citizen security, social inclusion, education, urbanism, and groundbreaking investments in public transportation infrastructure,

particularly its world-renowned integrated public transport system.

Since 2009, eager to respond to this demand, the Agency for Cooperation and Investment of Medellín and the Metropolitan Area - ACI Medellín - incorporated a new strategy and team to share its local development lessons with the world. In the past decade, the agency has played an important role in strengthening the implementation of Medellín's Development Plan through international alliances to an extent that even this plan made internationalization and knowledge sharing a key goal for the city. The ACI Medellín is responsible for managing international cooperation initiatives and increasing business and investment flows. To date, more than 850 visiting delegations were hosted and more than two billion USD in foreign direct investment and more than US\$90 million in international cooperation were brought into the region according to ACI.

"The methodology of the Medellín Lab has consolidated itself as the model to share best practices of Medellín. It has allowed not only for other cities to come and learn from us, but also for us to learn from different practices established around the world. At the same time, with this exercise we have been able to promote in the city a capacity to design and share knowledge in a different way."

Carolina Bernal, Knowledge Management Director, ACI Medellín.



"The Medellín Lab is an initiative to exchange experiences between cities, which places the city as a 'living laboratory'. It is also a methodology that integrates activities such as visits in the territory, academic sessions and exercises to materialize cooperation activities that allow other cities to understand the solutions Medellín has found to its problems; identify meeting points for their potential replicability and a two-way knowledge and best practices transfer that respond to the challenges we face as a territory."

Catalina Restrepo, Executive Director, ACI Medellín.

Challenge

While ACI had experience from facilitating and coordinating over 850 visit requests per year, they faced the challenge of how to go beyond just offering best practices. They wanted to transform into an active and creative knowledge broker. Moreover, the reliance on a range of city departments to deliver the best local knowledge made it logistically difficult to coordinate study tours, long-term technical cooperation agreements, and presentations from local policy implementers. Accordingly, ACI management recognized the need to further strengthen its institutional capacity as a center of excellence, particularly in the area of knowledge exchange. It sought to move from a somewhat ad hoc approach to handling visiting delegations in a more systematic and strategic program of study visits and knowledge-sharing events.

Solution

Taking advantage of its strong enabling environment, ACI wanted to improve its institutional and operational capacities to share knowledge within the organization and with local partners in order to better deliver on its mandate. It identified gaps on how it captured lessons from local government partners and from the Medellín and metropolitan governments as a whole. After participating in the Second High-Level Meeting on Knowledge Hubs in Seoul, Korea, in 2015, it reached out to the World Bank to receive support through the Organizational Knowledge Sharing

(OKS) program. In 2016, a technical assistance engagement was agreed upon and organized jointly by the Leadership, Learning, and Innovation Unit in the Equitable Growth, Finance and Institutions vice-presidency and the Social, Urban, Rural and Resilience Global Practice.

Results

As part of the technical assistance provided by the World Bank Organizational Knowledge Sharing team, ACI was able to significantly enhance its capacity to share Medellín's experiences with other cities. ACI has systematically incorporated the knowledge sharing methodology and tools to position knowledge at the center of their work as a cooperation and investment promotion agency. By reorganizing internal teams and processes to promote better collaboration, knowledge management roles are now clearly assigned and executed.

ACI has created a tracking database for exchanges to better analyze demand, measure follow up impact and plan future cooperation activities. ACI has also streamlined their international cooperation and study visit request mechanism through redesigning an online portal. In tandem, ACI begun the development of a cooperation calendar to aggregate demand for frequently requested topics.

A truly collaborative and sustained effort by all key actors brokered by ACI ensured the successful design and delivery of the Medellín Lab in 2017. The Living Lab was a pilot on Urban Crime and Violence Prevention in partnership with the World Bank, USAID, and 100 Resilient Cities. This marked an important achievement in the direction of transforming and reinforcing ACI's role as a knowledge broker.

In 2018, in recognition of the experience and expertise of Medellín in terms of urban transformation, human mobility and financing instruments, the World Bank and ACI Medellín organized the Medellín Lab 2018, a knowledge exchange program involving Medellín and ten cities from Africa, East Asia, Middle East, and South Asia.



Study case Integrated Transportation System of Aburra Valley - SITVA

General Information

Institution: Metro de
Medellín

Starting year:
1995

Website:
www.metrodemedellin.gov.co

 @metrodemedellin

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 Metro de Medellín

 @metrodemedellin

Context

“The Integrated System Transportation of Aburra Valley-SITVA is a multi-modal system that currently has two metro lines, four Metrocable lines, one Tram line, two BRT lines and a free bicycle system. For the past 22 years, Metro de Medellín has been the torch bearer lighting the way to new paths for this city of 2.5 million inhabitants, which used to be synonymous with danger. SITVA as the Medellín’s public transport network, which today boasts a metro system, Metrocable, tram, buses and bicycles, and is accessible through a single-ticket system, has managed to unite the city’s districts and pull its people out of the ghettos. It has also helped reduce traffic congestion and noise and pollution levels. What is more, it has become an exemplary urban transport system thanks to the participation of citizens.”*

SITVA has allowed us to provide greater transportation coverage with the same fare, obtaining savings and a better quality in the transport service. In 2017, SITVA users -around 92% belong to middle and lower class population- saved approximately 11 million dollars.

At the same time, travel times have reduced. For 2013, it was estimated to be at 52 million hours and an environmental benefit represented by a reduction of emissions of 483 thousand tons of CO₂ for the same year. In addition to the transformation, adaptation and improvement of public space in the areas of influence of SITVA corridors.

“Metro Culture is effectively an educational and cultural initiative of Metro de Medellín which can be defined as the building of a civic-culture based on respect for oneself, respect for others and respect for the public and calls for peaceful coexistence, good behavior, solidarity and compliance with the basic rules of use of the system and the city’s spaces.”

Tomás Elejalde-General Manager of Metro de Medellín.

**ITransporte magazine. Transport engineering & consultancy. (No. 62 feb-may 18)
“Innovation Next-generation transport”.*



"The Metro means saving time and costs. It is a means of transport in which I feel safe and I can reach my destination on time. When people come from my birthplace, I am happy giving tours of the system. The metro makes me proud."

Esperanza Naucil, beneficiary of the System.

Challenges

- Efficiently guarantee the mobility of the population, promoting a sustainable city and improving the quality of life of all its inhabitants.
- Increase the use of mass transport, non-motorized vehicles and energy-friendly sources of energy, reducing the emission of greenhouse gases and criteria pollutants produced by mobile sources, improving the air quality of the territory.

Solution

Through the Integrated Transportation System of the Aburrá Valley -SITVA-, Medellín has managed to provide a mass transportation service accessible to citizens who, in addition to contributing to the care of the environment, is an important part of the transformation of the city.

The SITVA has been included in the urban plans and is the articulator of this system that connects the Metropolitan Area. The Metroplús, the Metrocable and the buses and feeder buses are integrated to the system.

Results

- Reduced travel times.
- Travel time through SITVA has low costs and health benefits, particularly for cycling (En Cicla).
- Decrease in the accidents rate.
- Reduction in air pollution and noise.
- More competitiveness and productivity for the territory.
- Increasing in life quality levels of the inhabitants.
- Integration of the metropolitan means of transportation.

Lessons Learned

- Metro Culture.
The Metro Culture is a model of relationships with oneself, with others and with the environment, which manifests itself in areas such as caring for the environment, the integral management of projects, the management of relations with citizens, the generation and management of knowledge and the service model.
- The Civica Card.
The implementation of the Civica card for the collection and entry into the Metro System began in 2007, due to its economic, operational and environmental benefits over the paper ticket. This contactless smart card allows the users to store money to pay for trips in the Metro, the Metrocables, the buses of Lines 1 and 2, the feeder routes of basins 3, 6 and 7, and the tram.



Study case Tactical Urbanism - Human Mobility Management

General Information

Institution: Secretaría de
Movilidad

Starting year:
2015

Website:
[www.medellin.gov.co/
movilidad](http://www.medellin.gov.co/movilidad)

 @sttmed

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 SecTransitoMedellin

 @sttmed

Context

As any other city with a large demographic growth, Medellín has stood out by the fast increase of the private vehicle fleet, the motorcycles proliferation, the high peaks of environmental pollution and public health problems such as mortality due to traffic accidents.

Around certain places, its topography and its distribution (high risk hillsides and informal neighborhoods) make more difficult a fluid and safe transition of pedestrians and other low impact means of transport.

In 2015, the Medellín Mayor's Office updated the Land Management Plan (POT), an instrument that will lead the

city planning for the next 20 years. In addition, under the scope of the Sustainable Urban Mobility Policy registered in the POT, the Human Mobility Management was created to promote clean transport alternatives and generate a citizen culture around mobility.

This public policy places the pedestrian at the top of the mobility pyramid and classifies tactical urbanism as the perfect strategy to carry out the goals set for achieving a safe mobility.

"Tactical urbanism is an economical and practical methodology which allows us to build works that impact on infrastructure and road safety. Also, it promotes walking safe areas and the integration of non-motorized people, having faster results than a traditional work."

Juan Camilo Gómez, Human Mobility Manager.



"I believe that tactical urbanism is wonderful because it educates, not only with the word, but also through symbols. It is up to us to make this a lesson for the community to avoid accidents and even deaths. Color attracts, gives life and it says 'here we are,' it drives the attention of those who walk around there."

Ángela Montoya, president of the Communal Action Board of the Lorena neighborhood.

Challenge

Reducing private motorized traffic, encouraging the use of other means of transport such as public transport, bicycle and walking and increase road safety and protection for pedestrians.

Solution

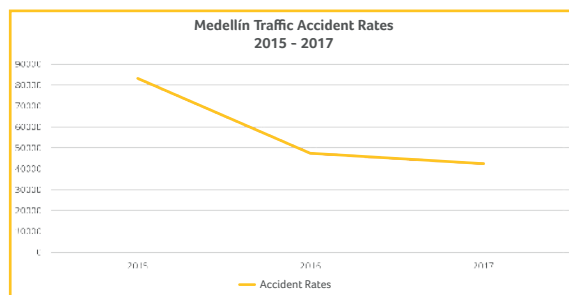
The solution was tactical urbanism as a physical intervention which facilitates the circulation of people in crosswalks or places with high vehicle influx, contributing to road safety and safe mobilization.

These reversible interventions at small scale, take between 1 and 3 months to execute and cost between 5 to 50 million Colombian pesos, (around USD 1,700 - 17,000, approximately).

The decrease in the mortality of pedestrians, motorcyclists and drivers is achieved through signaling works (crosswalks, stop signs and speed information), reduction of the roads width, incorporation of urban and tree furniture, artistic works on the ground and furniture and the reorganization of the traffic lights network giving importance to pedestrians.

Results

The mortality of pedestrians and motorcyclists has drastically reduced thanks to tactical urbanism interventions. For example, in the Consolata zone, in Laureles neighborhood, there were at least 11 monthly road incidents recorded. Today, there are no accidents at all.



Lessons Learned

- Short intervention periods make it possible to generate quick results.
- Human Mobility Management requires a team with the ability to work transversally with each service and each member of the city.
- The civil society's mobilization capability for the implementation of urban projects is provided by the awareness of the execution of the works. The artistic value for the paintings, environmental value with the plants sowing and the safety of the walkers, have increased the sense of belonging among citizens.



Study case PUI Commune 13

General Information

Institution: Empresa de
Desarrollo Urbano

Starting year:
2006

Website:
www.edu.gov.co

 @edumedellin

 @empresadedesarrollo
urbanoEDU

 VIDEOSEDU2011

Context

Comprehensive Urban Projects (PUI in Spanish).

PUI is an urban intervention instrument which covers the physical, social and institutional dimensions and seeks to solve specific problems on a defined territory through them. To this, the Project counts on all these dimensions, at the same time, depending on the area of intervention.

PUI Commune 13.

The Commune 13, San Javier, has an important and historical context for the public intervention, since it underwent an unplanned consolidation process of neighborhoods and

experienced a very strong phase of violence.

In 2002, a military operation of the National Government took place in the Commune 13 to recover the territory which, at the time, was dominated by illegal armed groups. This process left very strong consequences in its population.

Hence the priority given by the Mayor's Office not just to regain the territory in a physical aspect but building trust with the community which would allow the Municipal Administration to enter in the neighborhoods and rebuild the social fabric.

"Through the PUI methodology, we have granted more than public space with greater value, we have also cooperated with the communities in designing projects. This has resulted in the recovery of the social fabric. Works such as the outdoor escalators and the Hillside viaduct are a clear example of this, provided that citizens, their dreams and needs are reflected in the designs and functional projects."

*Jaime Bermúdez, Manager of the Urban
Development Company (EDU).*



"Before the construction of the outdoor escalators, a social work was carried out with young people. "We realized we could transform not only a territory, but also a city as a community. We also realized we were worth and that our voice was powerful, then we empowered ourselves in our territory."

Estefany Jiménez, inhabitant of Independencias neighborhood.

Challenge

Recover the communities' trust in the State, especially in neighborhoods where historically there was not much attendance of the Municipal Administration or institutional offer, provide the territory with quality public spaces, improve the quality of life of the inhabitants, rebuild the social fabric and reconnect the neighborhoods with difficulties or physical, spatial, social and cultural barriers.

Solution

PUI Commune 13 strengthens community participation and shows the integrality of the interventions. It contributes to the territory transformation through the provision of equipment, public space and housing, with interventions that improve environmental conditions and mobility in the field of hillside. In this way, this initiative is part of the improvement of living conditions, contributing to a higher urban and architectural quality, a safer and friendlier city environment for all its citizens.

The Urban Development Company (EDU), a decentralized entity of the Mayor's Office of Medellín, was in charge of executing this integral urban project, through a methodology of social management and communications that allowed the participation of people before, during and after the works.

Results

- More than 20 infrastructures and a social methodology that allowed the connection between different neighborhoods and sectors isolated by topography and violence.
- Appropriation and care of people towards the projects, resulting in little deterioration of the physical infrastructure.
- Sense of belonging of the populations for their territories.
- Dynamization of the local economy with the start-up emergencies by young people linked to urban art and processes of transformation of the territory.

Lessons Learned

- Recover the trust about the public.
- The city is made by people.
- Plan not to improvise - cities with memory.
- We do not execute projects, we perform transformations.
- Culture and Training - citizens who know and build their city.
- Urban development with human development, a city for people.



General Information

Institution: Instituto Social de Vivienda y Hábitat de Medellín - ISVIMED

Starting year: 2013

Website: www.isvimed.gov.co

 @isvimed

 @Isvimed

 ISVIMED Medellín

 @Isvimed

Study Case Project: Ciudadela Atardeceres

Context

The Partial Plan of the Pajarito neighborhood, is an expansion floor defined in the first Land Management Plan of Medellín by Agreement 62 of 1999, it states the intention to build 20,000 homes during the year 2000.

In this expansion area, the free claim and attention to the population affiliated to the compensation saving banks, the National Free Housing Program and the access to new housing have been goals during the last three municipal administrations, attending different issues such as resettlement due to landslide risk or forced displacement.

The development of this housing projects has been linked to many management prototypes: land plots

owned by the Municipality, which construction is executed with economical resources from the municipality and with designs from the Urban Development Company (EDU); or land plots contributed by the Municipality to a private call, which design and execution process is carried out by a developer or investor partner seeking a profitability on the land.

Housing development has taken place along with the construction of infrastructure and equipment as an urban duty for housing projects, addressing not only the needs, but also the demand for coverage in education and health services.

"ISVIMED works to transform the life of people through the construction of places where they live their dreams. We not only deliver homes, we contribute to the social transformation through habitat and the empowerment of our beneficiaries, developing self-sustainable projects according to the territory."

Manuela García Gil, Director of ISVIMED.



"Medellín has been a very welcoming city. It has been my home and the support of ISVIMED was one of the greatest aids we have received. Having a house for my family was a great economic support; It made us feel like we actually had a home in this region."

Wilmer Sotelo, beneficiary of the housing subsidy.

Challenge

Solving the problem of the quantitative housing deficit in our city. To that end, the development of this project within the Free Housing Program was carried out, considering it as a definitive solution for the population victim of forced displacement.

Solution

A solution was provided to 400 families victims of forced displacement, guaranteeing them permanent housing under the National Free Housing Program. It sought to reach the most vulnerable population with difficulties to access to banking entities, credit or financial closure to providing them with a solution.

Families are the main actors accessing this program under the social premise of accompanying to co-ownership. A social work of induction to the project and to the housing is initiated. Then, during the delivery of the house, people are trained to live in community. After its delivery, people are trained again so that the same inhabitants create community councils and manage the urbanization assignments.

Results

This project belongs to the Free Housing Program – [Vivienda Nueva Gratuita-VNG] of the National Government and its objective is to provide a definitive solution to families that have been victims of forced displacement and armed conflict appearing in the lists of the National Department of Prosperity Social and the National Victims Unit. Bearing in mind that the Municipality contributes with 10 out of the 70 minimum wage salaries each house costs and the National Government, through the Ministry of Housing, contributes with 60 legal minimum monthly salaries for the project.

Lessons Learned

Among the lessons learned, it was evident the need that families contribute with at least one salary, even if it is minimal, so that there is greater ownership of the project. The programs to attend to the most vulnerable population in displacement situation are good, but a reengineering of the way in which the housing is accessed must be done to avoid the gratuity and the welfare condition of the Municipality.

A great social work has been achieved with families, they have been taught to live in community and this has allowed them to lead the management of the residential complex as a model of social intervention that guarantees the social fabric of the communities.

We have learned from Pajarito's Partial Plan: first, to urbanize the territories and ensure the public function of urbanism in order to provide these territories with the necessary infrastructure; second, to reach the community and not vice versa, as it was carried out in the first projects of the Citadel.



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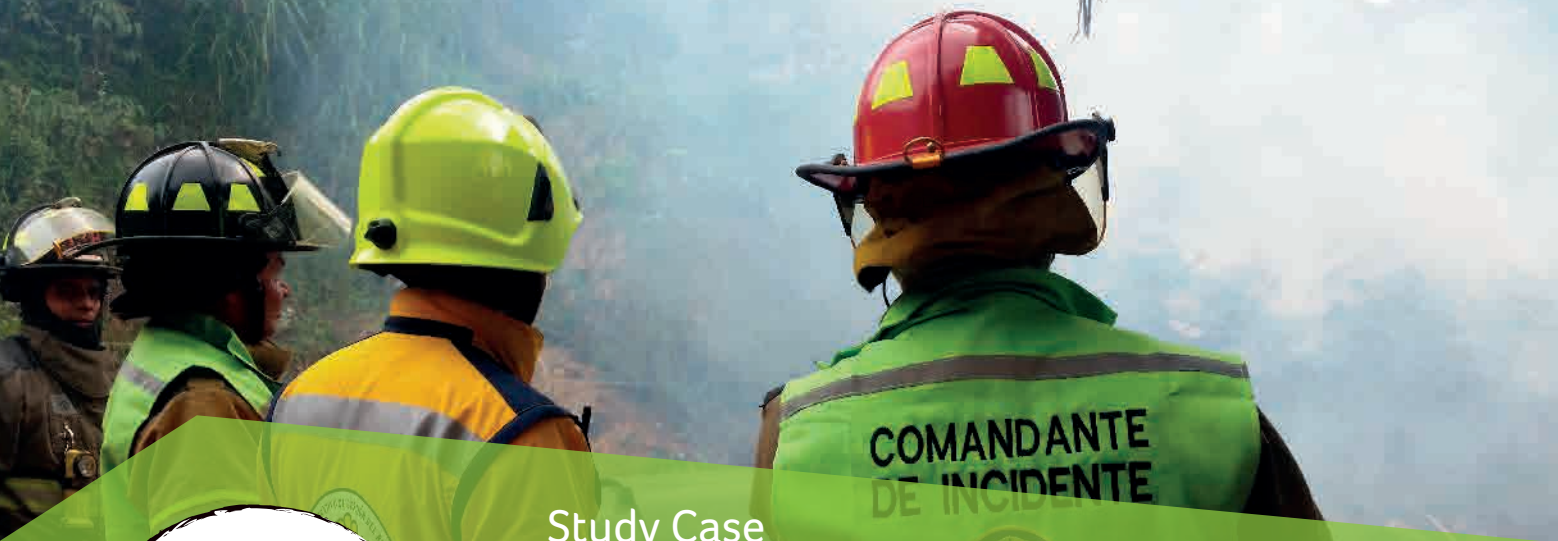


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Study Case Municipal Disaster Risk Management Plan of Medellín (PMGRD in Spanish)

General Information

Institution: DAGRD
Administrative Office for
Disaster Risk Management

Starting year:
2015

Website:
www.medellin.gov.com/dagr

 @dagrdmedellin

 @DAGRD Medellín

 DAGRD Medellín

 @DAGRDMedellin

Context

Medellín has undergone a historical occurrence of disasters like no other city in Colombia due to the geographic characteristics of the Aburra Valley plus the socioeconomic inequalities and the irregular accelerated urbanization process especially on the high slope hillsides.

Due to climate change and the increase of vulnerable population, there are more risks to which the two and a half million inhabitants of the city are exposed. For this reason, the Mayor's Office and the Administrative Office of Disaster Risk Management - DAGRD, have been working for 10 years with strate-

gies and methodologies aimed at reducing the identified risk factors and achieve a safe coexistence with risk, which allows the permanence of the inhabitants in the territory, with a decrease of the affectations and of human and material losses.

"When we understand that disaster risk management is a social and integral process, in which the community and the collective are more important than the individual interests, some spaces are created to strengthen people's resilience abilities and increase the creativity the city faces its risks with, making Medellín a sustainable city, in balance and in harmony with what surrounds us."

Camilo Zapata Wylls, Director of DAGRD.



"The community today is called to be co-responsible around the actions of disaster risk management in the city. The knowledge and preparation will help us to be less vulnerable every day. We are the transforming agents in the territories, we are communitarian work."

**Jorge Arango. Leader of the Community Committee on Disaster Risk Management.
Santa Margarita Neighborhood,
Commune 7 - Robledo.**

Challenges

The comprehensive solutions to the risks that the city faces require a commitment from everyone and this is one of the main goals of disaster risk management.

The private sector and the entities that are part of the Municipal Disaster Risk Management System have an irreplaceable role in the implementation of public policy on risk management required by the city.

We must achieve a true citizen transformation that leads us all to change our attitude and to make concrete decisions to work together towards the reduction of risk factors.

Solution

The PMGRD is an instrument through which the municipality, with the other municipal planning instruments, prioritizes, formulates, schedules and follows the execution of risk awareness and reduction processes and actions.

The formulation of the PMGRD has two goals, to guarantee the enjoyment of the rights of the population, such as life and safety; and, in a complementary way, contribute to the development of the municipality in a comprehensive perspective.

Results

Thanks to the PMGRD, the six most important threats have been identified and prioritized by recurrence and impact for the period 2015-2030: floods and flash flooding, mass movements, forest fires, earthquakes, technological threat related to the industrial activity and massive crowds due to the high influx of people. These phenomena have allowed us to characterize the risk scenarios of the city around the 16 communes and 5 townships that make up the urban and rural area of the city. Also, it serves as a base for the development of the programmatic component of the PMGRD, in which the projects that reduce the risk conditions are described.

Lessons Learned

"Every dollar invested in risk awareness, saves us seven in disaster relief," UNISDR.

Focusing in the society base, preparing the communities to be agents in their own development, empowering them and mobilizing them as the ultimate goal of all risk management policies focused on resilience, have provided us many tools for communities to know how to identify their risks and make them more resilient. All this, in order to guarantee the continuity of the services and the benefits that reach their urban spaces.

There is no more effective way: than working around the construction of a comprehensive perspective of disaster risk management, based on the leaderships of the population.






Study Case City Center's Urban Intervention

General Information

Institution: Medellín
Mayor's Office

Starting year:
2016

Website:
www.medellin.gov.com

 @alcaldiademed
 @Alcaldía de Medellín
 Alcaldía de Medellín
 @AlcadiadeMed

Context

A lot of citizens are becoming aware of the concept of public space as those city areas intended for the use and benefit of citizens, such as corridors, parks, public squares and walks where all of us have a place to pleasantly and safely enjoy ourselves. As a response to this right, the Medellín Mayor's Office carries out urban, environmental and socio-cultural initiatives aiming to give pedestrians priority, not only in their mobility, but also in their free access to these spaces, with cultural and pedagogical activities that have come to inhabit these iconic places of the city.

For instance, La Playa avenue, a structural corridor from the City Center and recognized as a cultural and artistic promenade of the city, has been the laboratory for an exercise about tactical urbanism. Thanks to the involvement of its inhabitants and user community, the project took off space of the motorized vehicles to give it to

pedestrians. This was before the urban intervention that later took place for the total use and benefit of public space, an action that was reflected in a positive perception of 66.66 percent.

Restoring the pedestrian connectivity around the City Center intends not only to build more public space through interventions such as the Bolívar walk or the extension of sidewalks, which are made simultaneously with the related works in the modernization of the aqueduct and sewerage networks Centro Parrilla, but also the greening of the corridors where the treatment of existing species begins. There, new trees are being sown which will provide the city with better air quality. Plus other benefits for the community, such as the improvement of wider safe sidewalks, the safety signage for the blind people and the urban landscape beautification from the visual decontamination of commercial premises and residences.

"The Management of the City Center promotes this area so that more residents arrive every day."

Pilar Velilla, City Center Manager.



"I miss the old Junín passage, so that's why it gives me joy when I see the job is being done in this place."

Jaime Alirio Vargas, owner of Mi Viejo Pueblo handcraft center.

Challenge

The main challenge is to make the citizen feel empowered over the City Center, being encouraged to come back to it and recognize its relevance through the recovery of public and cultural spaces.

The main purpose of the City Center's Urban Intervention is to turn it into a city place which demonstrates Medellín's inhabitants dream; the principles, guidelines and projects that will make that dream a reality and which, at the same time, pose challenges to a society. It is the reconstruction of the main ideas expressed in projects of urban, environmental and mobility intervention, which are committed to generate a City Center with a better quality of life, a public space for the use and benefit for all and a mobility that privileges the pedestrian.

Solution

- The deterioration of public space is diminished by the an adequate use by citizens, attracting new inhabitants who usually do not visit the city center.
- To increase attendance to traditional events and new academic and artistic initiatives due to perception of security in the city center.
- To increase knowledge and sustainable practices of air care by encouraging pedestrian practices and the use non-motorized vehicles to attend events.
- The acknowledgement of the historical and representative value of the public spaces used for city events.
- The actions of the Medellín Mayor's Office through the management of new entities with cultural, economic and social offer for the Center.

Results

More than 35,000 visitors filled the Center with life in different educational and cultural activities in public-private partnership, with events such as Semana de la Juventud (week for youth), Caminá pa'l Centro (Let's go to the City Center), City to the City Center, Botanical Baptisms, awake night, Gospel Churches, Park Culture, among others; in such a way that public spaces and patrimonial and historical places were activated for the appropriation of the citizenship from the resignification and the recovery of cultural practices.

53 physical works based on guiding principles of quality of life, public space, education, culture and mobility are managed, designed and executed today at the City Center.

The economical resources that currently finance the intervention are 100% percent public.

Lessons Learned

- A strong commitment of the Municipal Administration for the renovation of the city center: Bolívar Urban Walk, La Playa, green corridors, revitalization of cultural heritage, installation of furniture, recovery of the urban landscape, among others, in a mixture of modernity and tradition.
- Institutional articulation materialized in projects which integrate different dimensions of urban, environmental, cultural and mobility development.
- Within the urban intervention of the city center, the goal set was to build new houses as a way of rehabilitation. Although it has been managed with the construction guild the beginning of projects, it requires a stronger effort to make investment in the Center attractive.



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Study Case Innovation District

General Information

Institution: Ruta N
Medellín Corporation

Starting year:
2012

Website:
www.districtmedellin.org

 @rutan_med

 @RutaNMed

 RutaNVideo

 @Ruta_N

Context

After Medellín's industrial boom between 1930 and 1974, the city committed to reconfiguring its economic model by giving answer to the needs and new dynamics of economic development of cities around the world. After analyzing Medellín's dynamics, the most important regional economic guilds, together with the public administration, have decided to start a project to meet the needs of knowledge generation, the provision of services and the development of new science, technology and innovation. Therefore, in 2009, Ruta N Co. was created and, at the same time, the projection of the Innovation District.

This project arises from the need to face the transformation dynamics

according to the economy of the city. Changing the perspective from an industrial structure to an innovation system. Located at the north of Medellín, the Mayor's Office promotes the establishment of knowledge-based companies by implementing economic, urban and social attraction strategies on the District's surroundings. From an inclusive and socially innovative perspective, the Innovation District is planned in a comprehensive way, generating a correlation between the institutions involved in the project and the inhabitants of the neighborhoods located in the district. The latter, will be greatly benefited after the implementation of the District.

The Innovation District is not just an space for innovation, but a catalyst for the promotion of projects and relationships to create extraordinary value, that which could not occur or that would occur in a lesser extent. (Strategic Plan for Innovation District)



"Friends, there are things you cannot include in your management reports, but, if it helps, we can summarize 'Open Kitchen' [Cocina abierta] as a renewal for our family business. It's some sort of awakening which comes with all the issues related to a company."

Bela Vegetarian Restaurant, Local Economy Strengthening Program.

Challenge

The main objective of this project is to create a platform for the leverage of the economic development in Medellín during the next 50 years. It uses the attraction of global companies, the local businesses strengthening, empowerment of the new generation of entrepreneurs and the participation of institutions related to the construction and operation of the District. The goal is to transform challenges into opportunities while projecting 4.0 Industry, without pushing aside the current purposes of the city: a creative and resilient society which constantly reinvents itself and goes beyond any obstacle.

Solution

The innovation district was created as a strategy to articulate communities and the institutions to find new solutions related to innovation and the development of new businesses. The development of creative processes will be the result of a good job in the District's surroundings and advised by experts and the partner institutions. These processes aim to establish researching partnerships with the help of Ruta N Co.; the development of ICT skills with the help of UNE/EPM; and the optimal coverage in health services with the help of San Vicente and León XIII hospitals.

Results

Joining institutional efforts and developing new initiatives related to innovation, science and technology, will make the Innovation District a favorable area for the recognition of suitable skills that will account for creativity, innovation and the ability to accomplish challenges. In addition, it highlights the resilience and reinvention ability of the city and its inhabitants, taking into account that the District's main objective is the promotion of a knowledge management culture, networking (community, business and institutional) and set the opening and accessibility of the entrepreneurship and innovation market.

Lessons Learned

After the formulation process and since this is a project on its initial implementation phase, the following lessons have been identified:

- The planning process of the Innovation District is based on a long-term results model through the settlement of companies with lease agreements. Many projects related to urban planning are based on the acquisition of properties with short-term profits, therefore, this could be considered as a learning process for future urban planning projects.
- The prompt execution of the project results in a new panorama which fits the international economy dynamics.