

# Resilient Medellín

A Strategy for our future



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100

RESILIENT CITIES



Alcaldía de Medellín  
**Cuenta con vos**

# A CO-CREATION EXERCISE TO STRATEGICALLY ADDRESS THE FUTURE OF MEDELLÍN

Produced with support from:



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100 RESILIENT CITIES



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## A CITY THAT TRANSFORMS ITSELF FOR ITS PEOPLE



Federico Gutiérrez Zuluaga  
MAYOR OF MEDELLÍN

"Resilient" is perhaps the most beautiful and complete adjective that we can use to describe Medellín, because everything else derives from it. Medellín is an innovative, inclusive and forward-thinking city. However, all this has only been possible because of our capacity to overcome the obstacles that we have faced over time.

"Medellín" is set in a valley surrounded by steep mountains, so settling there was and continues to be a fairly complicated task. After it was founded, here was a long period of violence, and we lived in fear. However, even in the darkest days, we never stopped believing in our city. It was thanks to the communities' commitment that we managed to progress. The citizens embraced Medellín and transformed it.

Now we know that we have come a long way, but that there is still a lot to do. We want a safe, equitable and sustainable city, and to achieve this, we are working on a public management model based on citizen trust. If we can trust in others, in society and in the State, we can say that Medellín works, because everyone does their part and receives what they deserve.

To build the city that we dream of and that we believe in, we have always worked as a team with companies, universities, and other organizations who all contribute to the task. One of our great partners has undoubtedly been the Resilience Office. With the support of this great network of 100 Resilient Cities Pioneered by the Rockefeller Foundation, we have included the concept of resilience in our development plan as an innovative approach that views the city's exposure to risks and vulnerabilities and transforms them into opportunities that will be the driving force of new progress.

Just like life, the city is built by looking to the future. We may fall, but we always have to get back up again. When we doubt whether it is worth it, we need to look back for a moment, which will give us the confidence that if we have come this far, we can go much further.

FEDERICO GUTIÉRREZ Z.

## MEDELLÍN A GREAT EXAMPLE OF RESILIENCE

100 Resilient Cities is extremely pleased to continue our partnership with Medellín, a city leading the way in urban transformation and resilience for Latin America and the world. As we celebrate the release of the city's Resilience Strategy, Medellín steps forward once again. This strategy exemplifies the holistic and award-winning thinking that Medellín has become known for globally.

This strategy would not have been possible without the support and leadership of Mayor Gutiérrez, who has embraced the resilience agenda. Mayor Gutierrez and his team have shown a commitment to the far-reaching efforts of this strategy to bring resilience to every corner of Medellín. We must extend additional thanks to the city's Chief Resilience Officer, Santiago Uribe, and his team, including Laura Acevedo, Knowledge Manager, and Oscar Cardona, Manager of Communications, who helped to lay the foundation for this inspiring Resilience Strategy.

Medellin has gone through a remarkable transformation, but remains dedicated to learning from and exchanging with the world as the city continues to innovate at home – neighborhood by neighborhood. This strategy is a testament to that dedication. The Medellín resilience team, the Mayor's office, the City Council, and the *comunas* themselves have contributed to a highly integrated resilience strategy that is also reflective of the larger changes in the city. That includes a set of initiatives that have influenced the newly released city's development plan (2016-2019) and vice versa, creating a dynamic set of strategic actions that reinforce one another to build holistic resilience throughout Medellín.

This Resilience Strategy's four goals and related initiatives represent the resilience agenda in all its breadth and depth– from youth participation in science, technology, and innovation at a neighborhood level to developing a comprehensive risk reduction and public education plan for disaster; from strengthening the livelihoods and lifestyles of women and girls to revitalizing the river through economic, cultural, environmental, and social means. As such, this strategy strengthens the overall resilience of the city to withstand the shocks and stresses that will likely still occur. Medellín has enhanced its ability to plan, prevent, respond and prosper, built on a foundation two years' in the making – through research and stakeholder engagement across the city and region.

But the release of this strategy does not represent the finish line. It is another important step for the city of Medellín, and Colombia as a whole, to pivot to a new, vibrant, and peaceful future.

We were pleased to be on hand when Medellín was honored at the 2016 World Cities Summit in Singapore with the Lee Kuan Yew World City Prize – a true acknowledgement of the innovation this city has spurred in the past few decades. We look forward to the many successes and innovations ahead in Medellín, building upon the work recognized by this prestigious award and contained within the city's Resilience Strategy.

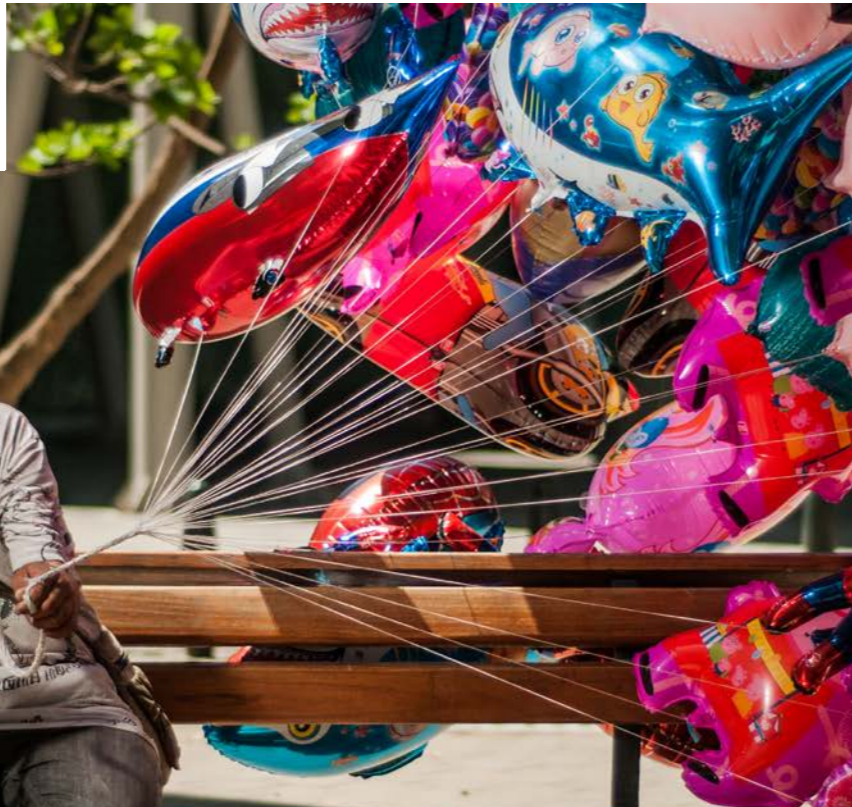
Sincerely,



Michael Berkowitz  
PRESIDENT, 100 RESILIENT CITIES



“ THE WORLD  
BREAKS EVERYONE,



AND AFTERWARD  
MANY ARE STRONG  
AT THE BROKEN PLACES. ”

Ernest Hemingway

Photography: Oscar Cardona Álvarez

## EXECUTIVE SUMMARY

Often known for its dark and stormy past, Medellín has risen like a phoenix from its own ashes to become a global example of urban and social transformation today.

Almost three decades ago, no one would have thought that Medellín would have managed to leave behind its violent past to become a city where innovation and people's dreams flourish, thanks to the collective work of its citizens, leaders, and public and private institutions.

However, our city's present and future face enormous challenges. Unfortunately, the inequality, social conflict, insecurity, intolerance, inadequate land management, and new environmental challenges related to climate change endanger what we have worked so hard to achieve.

Recognizing the importance of building on existing models and visions of the city, in coordination with 100 Resilient Cities – Pioneered by The Rockefeller Foundation, and with the support of strategic partners, the Resilience Office has brought together the knowledge and experience of multiple strategic planning exercises and efforts carried out in the city in recent decades. These exercises have compiled the different voices of citizens committed to their city; experts passionate about awareness of the city's problems; leaders who dream of a better future; and relentless workers who have made and continue to make Medellín a true expression of resilience.

Resilient Medellín resulted from a collaborative process and strategic thinking about the city's future from a modern and innovative perspective. Collectively we have sought to understand the interrelations between the

shocks and stresses facing the city to convert these risks into challenges, and a driving force for change.

Our strategy's approach is structured around four ambitious goals supported by actions that will achieve our vision of a Resilient Medellín:

### Equitable Medellín

To achieve the dream of an equitable city, we need to strengthen and create new strategies for educating citizens that will facilitate access to new opportunities tailored to the needs of different city contexts.

The actions in this document start by recognizing diversity and inclusion, so that people are part of the transformation of the city.

We establish the goal of an Equitable Medellín with the intention of creating educational and training projects, to develop and improve citizens' life skills, and their psychosocial and emotional capacity, especially of the city's young people.

The creation of new jobs and enterprises, will be nurtured through the promotion of culture, recreation and sports, and through art, science and technology education, creating a more resilient people.

### Safe and Peaceful Medellín

To achieve the dream of a safe and peaceful city, we will focus on preventing crime, creating strategies that permit access to justice, comprehensive care of victims, and remembrance.

To transform the city and achieve a safe and peaceful Medellín, we also need to raise people's awareness of what transpired in the past to prevent the cycle of violence and insecurity repeating in the future. Knowing fully the history of what happened will help people understand how not to repeat the events that led to acts of violence.

### Sustainable and Risk-Prepared Medellín

We need to find the best way to mitigate economic losses and adverse effects caused by natural and human made disasters. We can achieve this through strategies that incorporate restrictions on land use control to address the threats and comply with city planning restrictions.

Medellín needs to identify the barriers that exist in the implementation of land management regulations, strengthen community participation in disaster risk management, and promote the revision, update and implementation of the building codes, primarily in schools, health centers and housing.

We also consider it a priority to promote accessibility, circulation, integration and coordination of the city's public transportation systems to ensure the safe movement of people and goods over land.

### Well-informed and Engaged Medellín

Through using data based decision-making practices, we can identify coordinated, holistic solutions to priority issues. It will be important to have a system or an agency that is responsible for data integration to allow the city to respond to problems more efficiently and with greater benefits for the population.

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*These goals form a plan of convergent actions that bring together a large number of projects (existing and new) The plan provides a shared understanding of the meaning and value of resilience, such as strengthening human and social ability to overcome adversity. Our city has developed the capacity to think, reinvent itself, and find original ways of living in the world. Medellín is a city that resists shocks, trauma, pain and loss, which has allowed it to find different ways of overcoming difficulties, disasters, tragedies and abuses. We are a valley, a mountain, a river, a hillside, a people. We are a resilient city.*

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Photography: Archivo Departamento Administrativo de Planeación  
– Alcaldía de Medellín





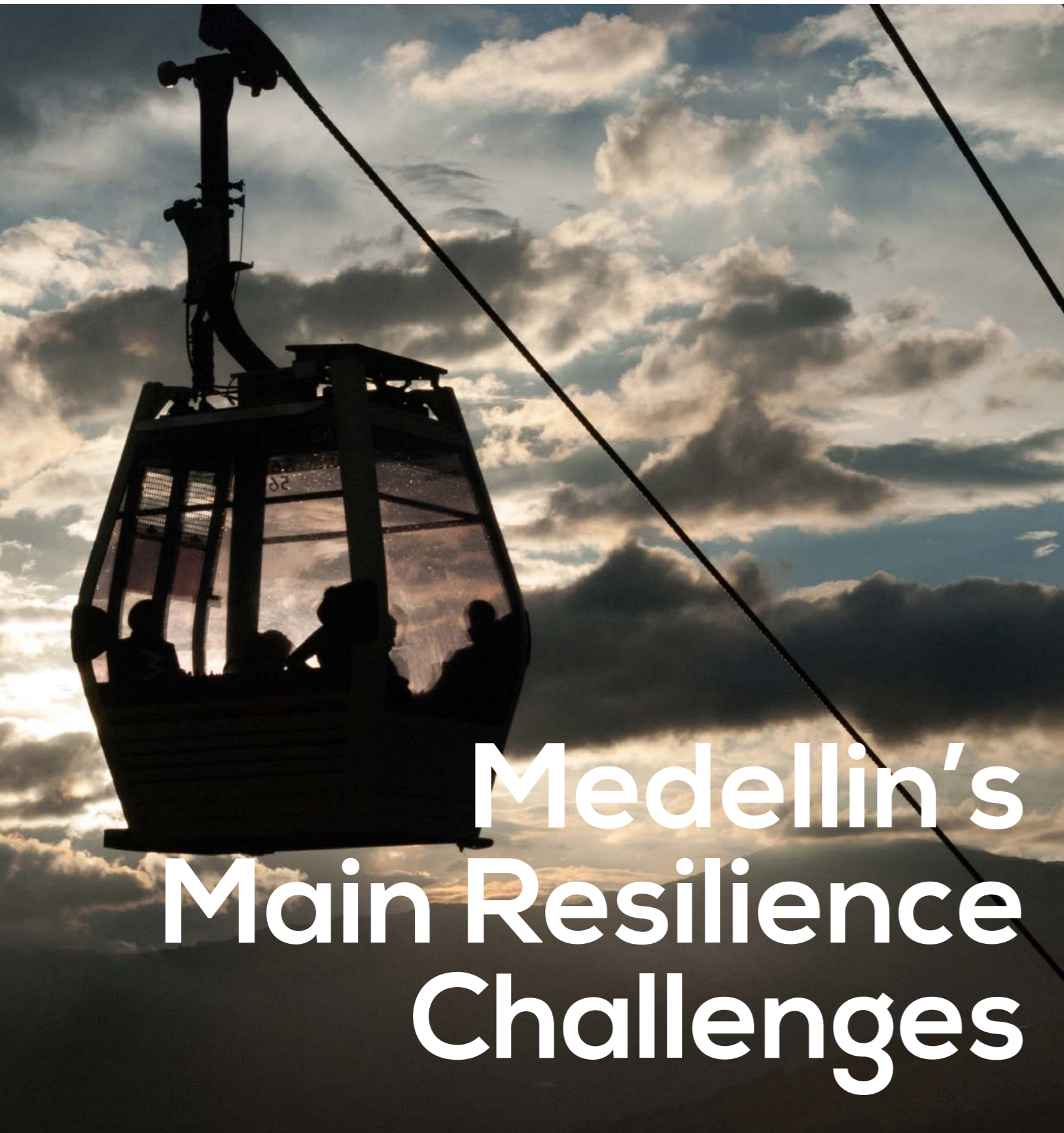


# Resilient Medellín

A STRATEGY FOR OUR FUTURE

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# Medellin's Main Resilience Challenges

Photography: Oscar Cardona Álvarez

For most people, resilience is a new and foreign word that is even difficult to pronounce, which few of us associate with the history of the city, its institutions or its people. However, since the recognition by the Rockefeller Foundation including Medellín as a member of 100 Resilient Cities, the word resilience is frequently used when talking about the city's urban and social transformation.

For Medellín, "resilience is part of the capacity that the city (as an urban, social and political system) and its inhabitants have developed to resist, overcome and learn from the causes and effects of national violence. This has been on-going for more than 60 years, particularly urban violence, which was most extreme in the nineties, intensified by the drug trafficking business, and since then, it has transformed into multiple expressions of violence."

The city was chosen to join the 100 Resilient City program because of the innovative way it chooses to identify the main risks to which its people and institutions are exposed. More than just an award or acknowledgment, it provides a great opportunity to recognize our problems and difficulties to help overcome them.

This was the first challenge that the recently created Medellín Resilience Office assumed – to prepare a preliminary resilience assessment (PRA). The PRA facilitated the identification of the priority areas on which we should work together to promote the wellbeing and development of our city, and to improve its resilience capacity. It is a tool for strategic planning to reduce the impact of the shocks and stresses that afflict us the most.

This self-assessment exercise was carried out with the support of countless institutions and work groups, including the High Commissioner for Peace, Reconciliation and Life, the Victims' Care Unit, Casa de la Memoria Museum, Proantioquia, Urbam, and Parque Explora. As part of the PRA, priority stresses were identified and interdependencies between them were highlighted related to the phenomena of violence and conflict, such as: inequality; illegality; access to justice for citizens; access to good quality education, especially higher education, which particularly generates opportunities for the young population; and better land and risk management.

This self-assessment exercise provided basic information to the Resilience Office to develop the resilience strategy, which we hope will allow us to nurture relationships with local and international strategic partners, and to better understand the city's problems while proposing solutions for them.



Santiago Uribe Rocha  
CHIEF RESILIENCE OFFICER,  
MEDELLÍN

## Medellin's Main Resilience Challenges

We are a proud and profound expression of resilience. Medellín is a diverse, dynamic and expanding city that is constantly reinventing itself amidst social and economic difficulties. We have always embraced adversity as opportunity. Today, we continue to face a set of interrelated challenges of inequity, violence, illegality and extreme poverty that are exacerbated by our complex topography of steep slopes and narrow valleys.

Our biggest challenges are to overcome problems associated with **inequity**, such as widespread rural-to-urban migration, poverty, social exclusion, unemployment, limited access to higher education and economic opportunity, which have been intensified by a culture of illegality inherited from many years of violence.

The deterioration of **public safety** reinforced by social marginalization, organized crime, illegality, and conflicts between citizens due to a culture of intolerance, destabilize and endanger the positive achievements implemented during Medellín's transformation over the last decades. Our city must overcome these obstacles to continue our social development agenda and ensure respect for the human rights of all its citizens.

Continued threats related to the **management of the land and natural resources** reduce Medellín's ability to operate and provide basic services to people, leading to health problems, loss of life, and damage to infrastructure and the environment, particularly affecting the most vulnerable population. Such threats are perpetuated by both natural and man-made shocks and stresses preventing us from achieving the sustainability goals.

Decision-making without **reliable information and data** limits the city's ability to respond in a strategic and coordinated manner to shocks and stresses. Although Medellín has several information systems, it lacks a unified structure to identify vulnerabilities, lessening the ability to reduce risk and monitor response and recovery. We strive to inform our citizens with the most reliable information in seamlessly integrated, easily accessible sources for each citizen.

## Medellin's Resilience Vision

We **envision** a city where resilience is ubiquitous in our strategic planning processes as the driving force of urban transformation and social innovation, where we continue to promote equity and a culture of legality, improve urban land management, and reduce violence and extreme poverty.

**100 Resilient Cities – Pioneered by The Rockefeller Foundation defines resilience as** "the capacity of individuals, communities and systems to withstand shocks while still maintaining their essential functions. Resilience also refers to the ability to recover quickly and effectively from catastrophes and the capability to endure greater stress.

Building resilience is about making people, communities and systems better prepared to withstand catastrophic events – both natural and manmade – and able to bounce back more quickly and emerge stronger from these shocks and stresses. Humans are not born with resilience – we learn it, adapt it, and improve upon it. The same is true for organizations, systems, and societies."

As part of the Resilient Medellín Challenge, we propose developing specific actions contained in the following **goals**:



### Equitable Medellín

Develop a more equitable and inclusive city and region with access to opportunities for all our citizens.



### Safe and Peaceful Medellín

Strengthen a more peaceful and socially cohesive society by promoting crime and violence prevention strategies and a **culture of legality**.

### **Resilience Dividends**

Through our goals and initiatives, we seek to generate multiple benefits through "resilience dividends". "Resilience dividends" are about minimizing the effects of long-term shocks and stresses on individuals, families and communities, as well as maximizing the multiple benefits accrued from investment in resilient people, structures and systems within communities for the future. Throughout the Resilient Medellín Strategy, there will be co-benefits that spread across initiatives and goals to make a safer, stronger and more equitable Medellín. We highlight the "resilience dividends" in our four flagship initiatives, one per resilience strategy goal, as examples of the multiplier effect that investing in resilience generates for cities.

*"We are building more than a network – we are building a movement. Cities learning from cities. Sectors innovating with other sectors."*

**Dr. Judith Rodin**  
**President, The Rockefeller Foundation**



### Sustainable and Risk-Prepared Medellín

Create a sustainable and risk-prepared city through greater management of land and infrastructure, sustainable transportation, environmental planning and adequate management of the natural resources and quality of life for its citizens.



### Well-Informed and Engaged Medellín

Foster a well-informed city through improved access to information and data management that facilitates the analysis and transfer of knowledge for strategic planning of the city and effective governance.





**2.464.322**  
HABITANTES



1.304.563



1.159.759

DANE 2015

## WE ARE A CITY WITH OUR OWN HISTORY

We have grown together in a changing world.  
We were attracted by its valley and its river,  
but we populated its slopes.  
Only now are we learning to live in them.  
We are a city that awakened from the darkness.  
We are a diverse, dynamic and growing city.  
We are a city that has started to recognize its problems, and  
this has led to us rethinking, discovering ourselves,  
and setting new challenges.  
We are a city that transforms itself, that constantly  
reinvents itself, and that fights to overcome its greatest  
difficulties and vulnerabilities.  
Inequality, violence, conflict, illegality and extreme poverty  
are our greatest challenges to overcome.  
We must work within a network to design strategies and find  
solutions to progress and act efficiently, and consider life as  
having supreme value.  
We are a city called Medellín.  
A profound expression of resilience.

# Background of M E D E L L I N

# MEDELLÍN IN THE WORLD



## COLOMBIA

Year founded	1810
Population	48'747.632*
Urban population	37'333.495*
Rural population	11'414.137*
Victims	More than 8 million registered by May 2016

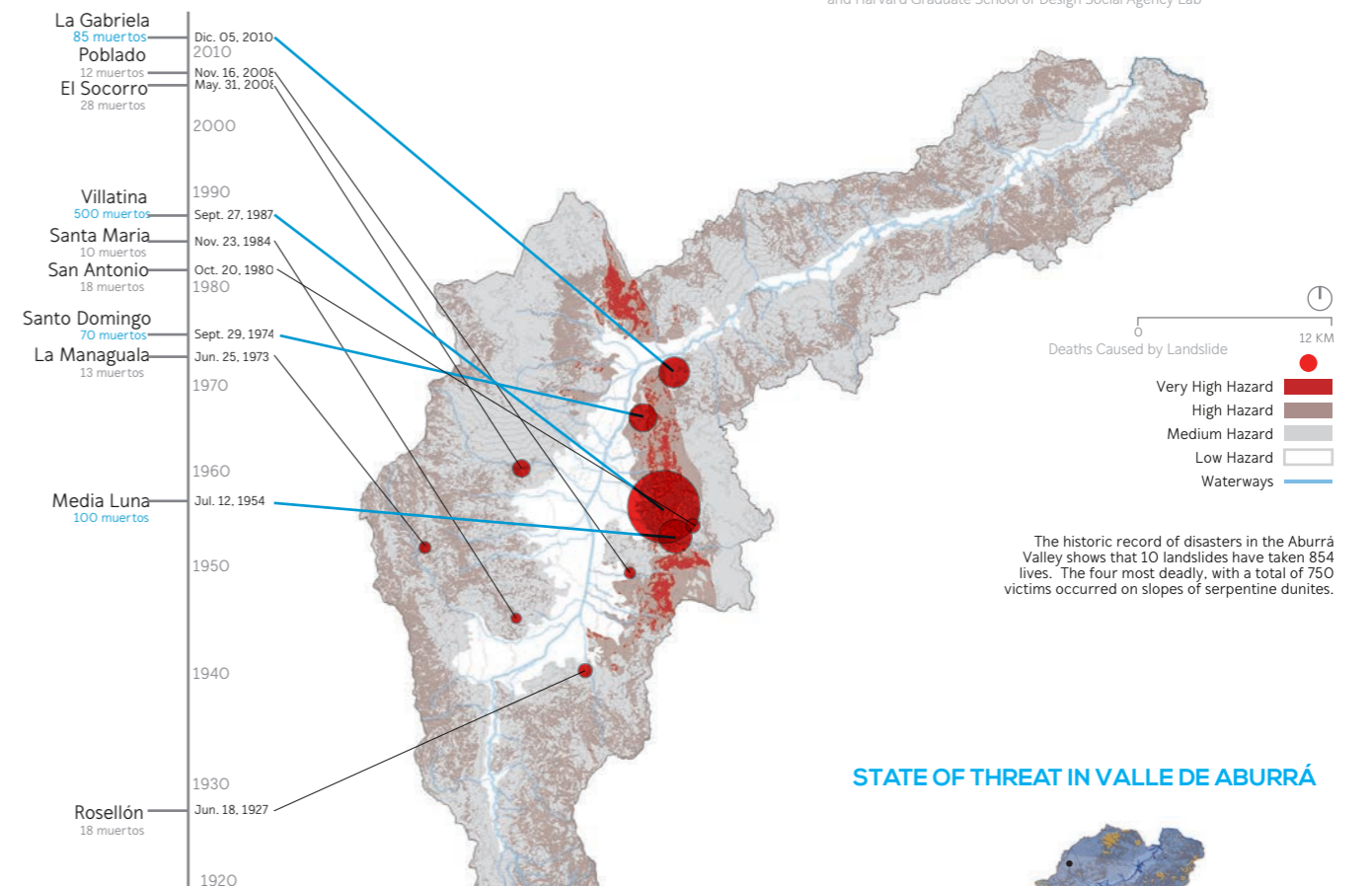
## MEDELLÍN

Year founded	1616
Population	2'486.723*
Urban population	2'457.680*
Rural population	29'043*
Victims	575.000**

\*Forecast of the National Department of Statistics (Departamento Nacional de Estadística, DANE) as at 2016  
 \*\* Recorded as at December 2015 in the Victims' Unit

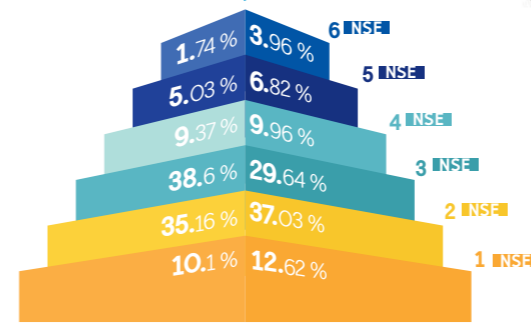
## MAIN LANDSLIDE DISASTERS

### LANDSLIDES WITH MORE THAN TEN DEATHS

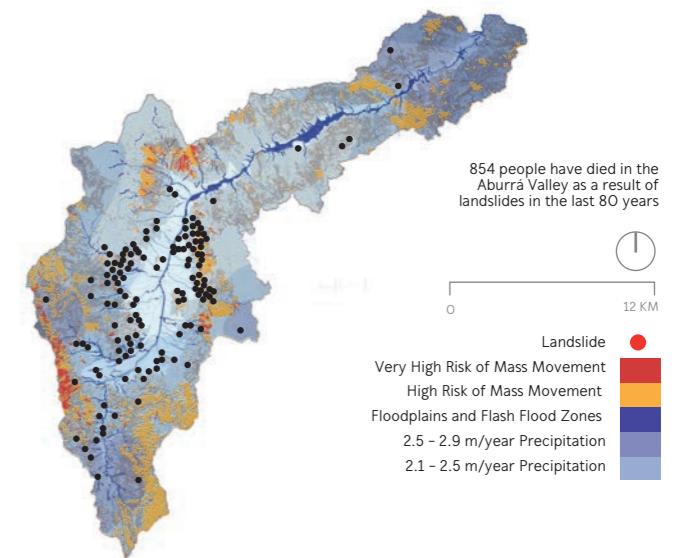


### STATE OF THREAT IN VALLE DE ABURRÁ

## COLOMBIA | MEDELLÍN



Socioeconomic Level (SEL) Pyramid



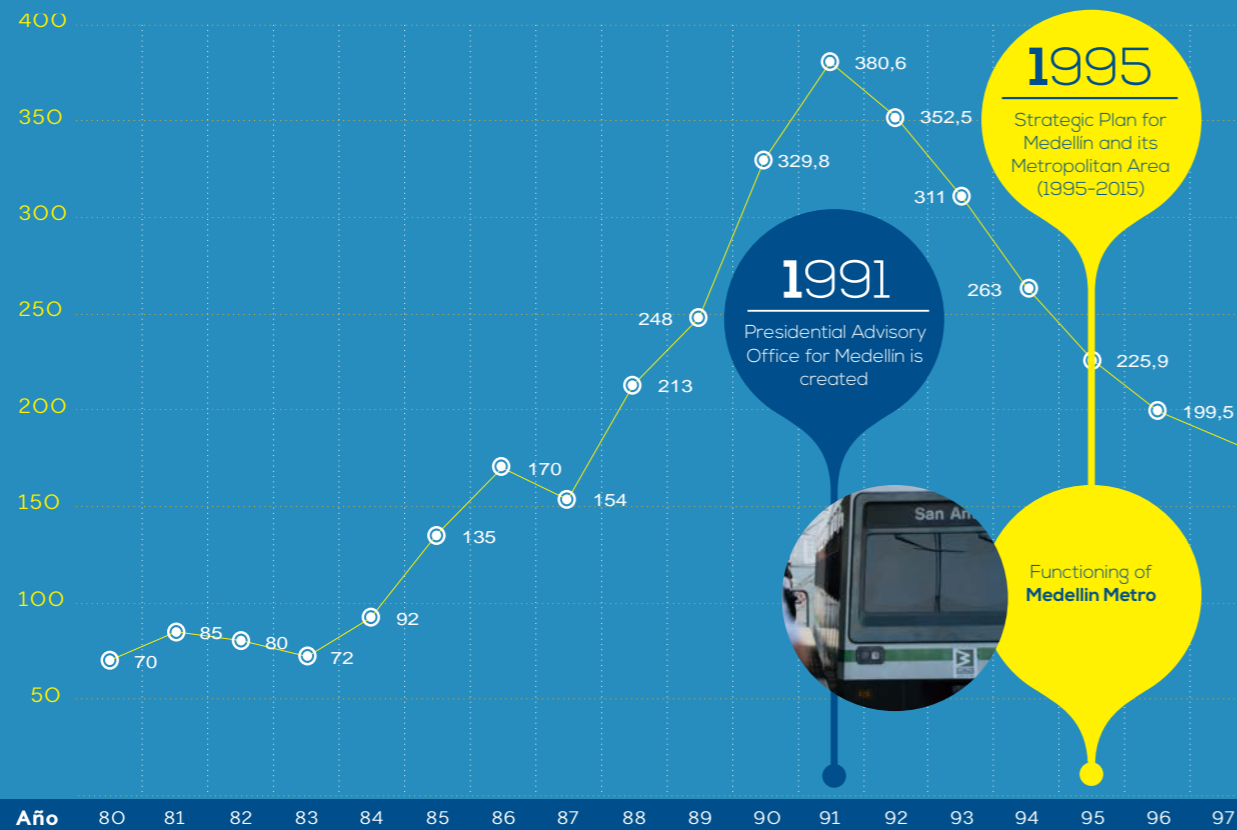
Medellín's population is comprised of approximately 2,500,000 people out of which, approximately 600,000 are victims.



"We aren't located in a very geostrategic place. We do not have access to ports and we do not have easy access to the world economy. We have a very demanding and very complicated geography, which means that we live amidst challenges, but this has led us to be a society that has the capacity to develop its potential in order to transform its difficulties into opportunities."

Jorge Pérez Jaramillo – Former Planning Secretary of Medellín.

# MEDELLÍN OVER TIME



## Evolution of the Homicide Rate in Medellín



**2000**  
Armed struggle for control of the land

**2013**  
Selection to 100RC



**2011**  
Decrease in poverty from 7.9% to 4.0%

**2015**  
Creation of the Land Management Plan (POT for the Spanish acronym) for the next 15 years



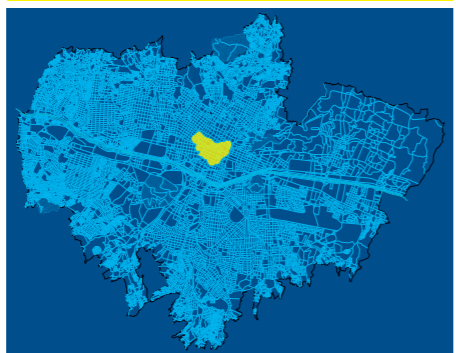
Functioning of Medellín Metro

**1991**  
Presidential Advisory Office for Medellín is created

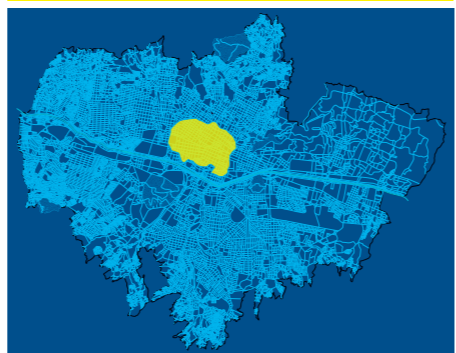
**1995**  
Strategic Plan for Medellín and its Metropolitan Area (1995-2015)

**1616**  
Medellín is founded

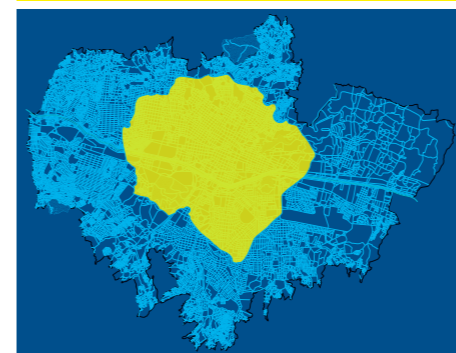
**1920** 91.450 aprox.



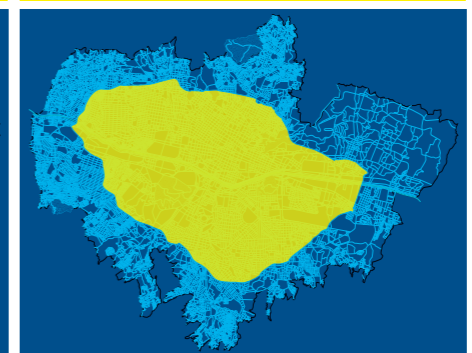
**1950** 270.534 aprox.



**1980** 1.337.406 aprox.



**1990** 2.368.282 aprox.



**2016**  
Launch of the Medellín Resilience Strategy



### Gini Coefficient for Medellín and Medellín Metropolitan Area / 2008-2015



Source: National Administrative Department of Statistics (Departamento Nacional de Estadística, DANE) based on the Gran Encuesta Integrada de Hogares (Great Integrated Home Survey, GEIH).  
Note: The Metropolitan Area includes the municipalities of Barbosa, Bello, Caldas, Copacabana, Itagüí, La Estrella, Sabaneta and Medellín.



# Purpose and Implementation of the Resilience Strategy

Photography: Oscar Cardona Álvarez

**T**he city has contemplated its resilience capacity in order to improve its citizens' quality of life, reduce threats, create a safer place for living, and improve its economic development.

The Resilience Strategy is focused on a group of flagship initiatives that must be collectively developed by the city's different organizations to mitigate the impact of the threats and to build a sustainable and resilient city.

To create this document, the knowledge, ideas and experience of national and international, public, private and civil organizations were collected, gradually establishing actions for Medellín to improve its resilience capacity.

"Medellín has undergone loss of people and of confidence in the State, and it has experienced situations where many young people end up involved in all kinds of illegal activities. I think that resilience has a very important role, as it is necessary to find strength in the people of Medellín that allows us to deal with painful

transitions, and understand that this is a city of opportunities; one that we have to build together. It is a city that is capable and that has already rebuilt itself several times from the ashes. I think that there is a resilience capacity in Medellín, in its people, and in its authorities."

**Luz Patricia Correa Madrigal**  
DIRECTOR OF THE MUNICIPAL VICTIMS' CARE UNIT OF MEDELLÍN CITY HALL.

Furthermore, the chronic stresses and critical shocks of the city were researched through the review of documents, workshops, interviews and meetings with diverse organizations and people interested in knowing how the city has overcome its adversities, and the lessons that it has learned to create new strategies and empower existing ones, which gives the city greater sustainability.

The actions described below in each goal are the result of the arduous work and effort of public and private institutions, and of the many people who dream of a resilient Medellín.

# DESIGN AND CREATION OF

# THE RESILIENCE STRATEGY

## Creation of the Resilience Committee

- Mayor of Medellín
- Government Secretary
- Private Secretary of the Mayor
- President of Medellín Council
- City Councilman
- Administrative Department of Disaster Risk Management (Departamento Administrativo de Gestión de Riesgo de Desastres, DAGRD)
- Agencia de Cooperación e Inversión (ACI)
- Casa de la Memoria Museum
- Proantioquia
- Urbam – Universidad EAFIT
- Beatriz Restrepo Gallego, expert philosopher of the city
- Medellín Metro
- Municipal Victims' Care and Reparations Unit
- Parque Explora: Science and Technology Museum
- Sustainability Department of Grupo Bancolombia

## Identification of goals and flagship initiatives

- Disaster Risk Management/Land Management
- Data Integration and Management
- Sustainable Mobility
- Coexistence and Culture of Peace
- Education, Culture, Recreation and Sport *recreación y deporte*

## MEDELLÍN

Preliminary Resilience Assessment (PRA).

## Launch of the Communications Strategy of the Resilience Office



## Launch of the Medellín Resilience Strategy



Incorporation of the resilience topic into the development plan as one of the lines of emphasis.

Selection to 100RC

2013  
October

2014  
May

2014  
July  
December

2015  
August

2015  
October  
December

2016  
March  
May

2016  
July

2014  
April

Opening of the Medellín Resilience Office and appointment of the Chief Resilience Officer



2014  
June

Incorporation of strategic partners of the city



2015  
January  
July

Identification of flagship initiatives

### EQUITABLE MEDELLÍN

- Colaboratorios
- Popular Sport Schools (Escuelas Populares del Deporte, EPD)
- Expanded Territory
- STEAM
- Teacher Innovation Center (Centro de Innovación de los Maestros, MOVA)

### SAFE AND PEACEFUL MEDELLÍN

- Guarantees of non-repetition
- Safe cities for women
- Strengthening of the Victims' Unit
- "Resilient Women" – Talented Young Women

### SUSTAINABLE AND RISK-PREPARED MEDELLÍN

- Integrated Transportation System of Valle de Aburrá (SITVA for the Spanish acronym) study
- SITVA Qualitative Research Laboratory
- Resettlement of the hillside – Urbam
- UN Habitat documentaries – Discovery
- Risk transfer
- Urban planning think tank
- Local risk management committees
- Early-Warning System (SIATA for the Spanish acronym) – Explora

### WELL-INFORMED AND ENGAGED MEDELLÍN

- Agency for the management and integration of information

2015  
September

Rio de Janeiro and Porto Alegre exchange



2016  
January  
February

Presentation of the Resilience Strategy to the Mayor



2016  
2019

Medellín Development Plan



PIONEERED BY THE ROCKEFELLER FOUNDATION

100 RESILIENT CITIES



100 Resilient Cities – Pioneered by The Rockefeller Foundation, is dedicated to helping cities around the world become more resilient to the physical, social, and economic challenges that are a growing part of the 21st century. 10ORC supports the adoption and incorporation of a view of resilience that includes not only the shocks – earthquakes, floods, outbreaks of disease, etc. – but also the stresses that weaken a city’s structure on a day to day or cyclical basis. Examples of these stresses include high unemployment; an overtaxed or inefficient public transportation system; endemic violence; or chronic food and water shortages. By addressing both the shocks and the stresses, a city becomes more able to respond to adverse events, and is overall better able to deliver basic functions in both good times and bad, to all populations.

[...] 10ORC aims not only to help individual cities become more resilient, but will facilitate the building of a global practice of resilience...



(About 100 Resilient Cities)

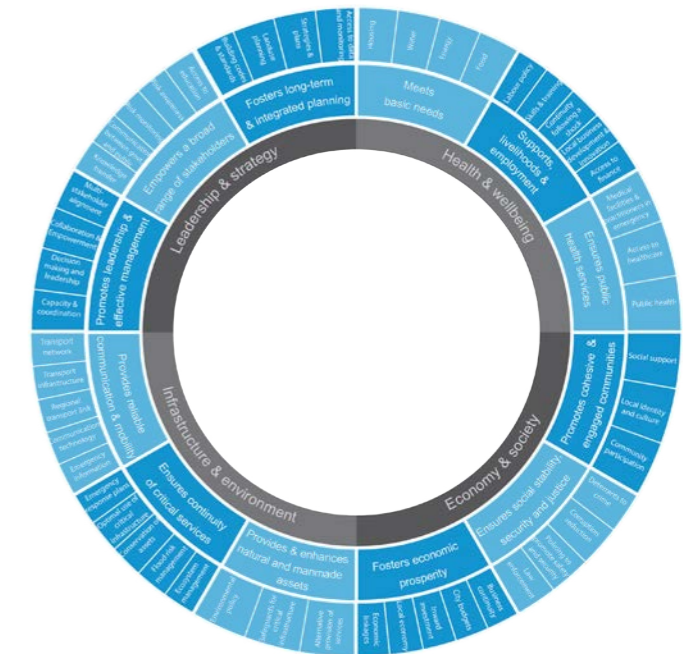


Photography files 10ORC

Medellín was one of the first cities to be selected to form part of the 100 Resilient Cities Challenge. Unlike others that focused their attention on the capacity to overcome natural disasters or the value of disaster risk management, Medellín focused its proposal on assuming resilience, such as:

“the capacity that the city (as an urban, social and political system) and its inhabitants have developed to resist, overcome and learn from the causes and effects of national violence. This has been experienced for more than 60 years, particularly urban violence, which underwent its most difficult times in the nineties, intensified by the drug trafficking business, and since then, it has transformed into multiple expressions of violence.”

(City’s application nomination form)



One of our main guiding principles for the design of the Resilience Strategy has been the Resilience Framework developed by Arup with the support of the Rockefeller Foundation for the 100 Resilient Cities Challenge. With this tool, we identified the most critical areas of Medellín, where actions need to be implemented to strengthen the city’s resilience capacity.

In the process of identifying resilient actions, the resilience qualities also designed by ARUP were taken into account, which allow cities as urban systems to support, respond to and adapt to the shocks and stresses as quickly as possible. Therefore, projects were sought that were:

REFLECTIVE	RESOURCEFUL	ROBUST	EXTRA CAPACITY	FLEXIBILITY	INCLUSIVE	INTEGRATED
Individuals and institutions that are reflective use past experience to inform future decisions, and will modify standards and behaviors accordingly.	People and institutions are able to recognize alternative ways to use resources at times of crisis in order to meet their needs or achieve their goals.	Well-conceived, constructed and managed systems. This includes making the provision to ensure that failure is predictable, safe, and not disproportionate to the cause.	Refers to spare capacity intentionally created to accommodate disruption due to extreme pressures, surges in demand or an external event. It includes diversity where there are multiple ways to achieve a given need.	Refers to the willingness and capacity to adopt alternative strategies in response to changing circumstances or sudden crises. Systems can be made more flexible by introducing new technologies or knowledge, including recognizing traditional practices.	Prioritizes the need for broad consultation and ‘many seats at the table’ to create a sense of shared ownership in decision-making.	Processes that bring together a wide range of different systems and institutions, and that can catalyze additional benefits as resources are shared, and participants are enabled to work together to achieve greater aims.
The capacity to learn from the past and act in times of crisis.	Are qualities that help to conceive systems and assets that can withstand shocks and stresses, as well as the willingness to use alternative strategies to facilitate rapid recovery.	Relate to the processes of good governance and effective leadership that ensure investments and actions are appropriate, address the needs of the most vulnerable, and collectively create a resilient city – for everyone.				

By prioritizing the initiatives using the resilience qualities, the city will be able to identify strategies that intervene in multiple shocks and stresses in a more focused manner, preventing the development of other crises and intervening in existent ones. This improves the city's recovery capacity, saves financial and human resources, and contributes to the construction of a more equitable and sustainable city.

"Resilience is Medellín. I believe that we are a very beautiful and profound expression of resilience, because I understand that resilience is what makes a society able to confront its difficulties and its challenges, its infeasibilities and its conflicts, its insecurities, and in general, all its difficult situations with collective capacity and energy to transform this into a strength. This is a city that has lived through so many disgraces and so many pains, but that every day dreams of a better world and works to overcome them. This land is ours and we don't doubt for a second that it is our responsibility to make it better."

Jorge Pérez Jaramillo – FORMER PLANNING SECRETARY OF MEDELLÍN.



Photography: Oscar Cardona Álvarez

### Platform Partners

By being part of The 100 Resilient Cities – Pioneered by The Rockefeller Foundation, the city has access to an innovative platform of partners that offers a series of services to support the Resilience Strategy in its development and implementation.

The platform partners are from the private and public sectors and from civil society, and they offer tools in areas such as financial innovation, technology, infrastructure, land use, and social and community resilience.

Together with the city's public and private institutions, the Medellín Resilience Office is working with some platform partners on specific actions to be developed as part of the actions that are described as part of each goal of the Resilience Strategy. The platform partners we are working with are:



We are also exploring the possibility of working with other strategic platform partners that are also part of the 100 Resilient Cities Program, such as:



### COORDINATION OF THE RESILIENCE OFFICE WITH THE CITY'S DEVELOPMENT PLAN

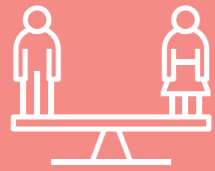
In its 2016–2019 Development Plan, Medellín has established the cross-cutting resilience approach in its seven guiding principals with which it intends to recover citizen coexistence and safety; develop a new model of social equality; implement high quality educational programs for development and competitiveness; work for sustainable mobility; comprehensively intervene in the land and recover the center as an area for living; implement environmental conservation programs; and work on citizen culture.

Under the leadership of the Resilience Office and with the support of the 100 Resilient Cities Program, the city defined and assumed resilience in its 2016–2019 Development Plan as the "capacity for strategic planning that permits the identification and design of comprehensive solutions from multiple aspects, such as security and coexistence, social cohesion, citizen culture, sustainable mobility, education, risk management, land management, information management, and sustainability". This assumes the challenge to increase the capacity of the city to overcome difficulties and maintain the actions directed at improving the environment and people's quality of life.

The Medellín Resilience Office is one of the main offices in the city responsible for embedding resilience in for the programs and projects of the Development Plan.

The role of the Chief Resilience Officer and his team of professionals is to work with public, private and social organizations to identify the city's vulnerabilities, establish proposals that permit the reduction of risks, and monitor their delivery with coordinated, shared and reliable information. The office has established itself as having the capacity for coordination, assistance, follow-up and assessment of the selected projects, actions, plans and programs of institutions and civil society to empower Medellín's capacity for strategic planning. It helps the city to generate other social innovations and urban transformations, strengthening equality, a culture of legality, land management, reduction of violence and extreme poverty.

# EQUITABLE MEDELLÍN



GOAL 1

GOAL 2



# SAFE AND PEACEFUL MEDELLÍN

A number of these projects have already been underway in the city for some time, while others were designed with the support of the Medellin Resilience Office to form part of the strategy.

# SUSTAINABLE AND RISK- PREPARED MEDELLÍN



GOAL 3

GOAL 4

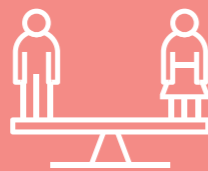


# WELL- INFORMED AND ENGAGED MEDELLÍN





# EQUITABLE MEDELLÍN



Develop a more equitable and inclusive city and region with access to opportunities for all our citizens.

Photography: Oscar Cardona Álvarez

“

There are many definitions of equality, perhaps the most successful one is that by Amartya Sen, who links equality with the opportunities that allow human beings to develop their potential and access the benefits of development in order to achieve a dignified life. It is known that worldwide, inequality is currently the greatest political problem (it generates instability and weakens the State's institutions), social problem (a society in which there are great economic, political and social differences is divided, and frequently in conflict), and moral problem (as inequality obstructs visibility and the exercise of human dignity based on the moral subject). And it is not just a problem of poor nations; rich nations have also seen inequality grow given the enormous concentration of wealth in the hands of few people.

Inequality can be seen in the exclusion of large sectors of the population because of their lack of capacity to play a productive role in society. Exclusive societies, meaning those that do not promote or permit the participation of their whole population in political circles (full participation in citizens' rights), economic life (production, access to and enjoyment of the available wealth) and social circles (access to services that make good quality of life possible: education, health, housing, recreation, and art), are unequal societies in which the shortages and inequalities not only have material consequences, but also, and perhaps most importantly, psychological consequences (insecurity, pessimism and fear) and moral problems (distrust, despair and humiliation).

In light of this very negative outlook for human dignity, and the suffering as a result of exclusion and inequality, the possibility is considered of human beings overcoming their circumstances and conditions, to readjust their psyche and recover their moral strength. This is thanks to resilience, which is a condition of human beings that helps them to overcome their limitations and obstacles

produced by social disorder and face their psychological, economic, social and moral situation with possibilities of success. Children and young people have the greatest resilience capacity, but all human beings can awaken it and make it into an effective medium to progress toward their development if they receive support. It is practically impossible to escape from a situation of severe marginality if there are not certain conditions that facilitate it. This is very important.

Contributing to the recovery process of human beings subjected to conditions of extreme vulnerability and suffering is not an easy task and it must be overcome with a dual approach. Materially, because in the event of extreme shortages, there is a need to resort to benefits, and psychologically, because the lost trust needs to be reignited in others, and above all, in oneself. Here is where practices of equality arise as a first breath that awakens resilience, and shows whether there are the people and resources to achieve it with, whether it is possible to progress on their own feet and whether rehumanization of their existence is achievable.

In response to complete or almost complete deprivation, many human beings have the wonderful capacity to reinvent themselves, recompose themselves, and even to survive, and they can do it all by themselves. The capacity is there, but it needs to be awakened and supported. Equality and one of its most important categories, positive discrimination, is the magic word that will awaken it. Affection and assistance (which are determining factors in children to trigger these processes), and material support are necessary. The supported resilience of social, political and moral practices of equality will allow a large number of human beings that are currently marginalized to become the authors of their own inclusion in society, which they currently see from the margins of poverty and abandonment.

”

Beatriz Restrepo

Philosopher - Expert on the City and Member  
of the Resilience Committee

Over the last two years, the Medellín Resilience Office reviewed and studied different initiatives and projects that were being implemented in the city, and other new ones that had been proposed. After this review process, we consider that the **actions proposed to achieve an equitable Medellín** are the ones described below.

### Flagship Initiative

## 1.A Colaboratorios – Public Experimentation Workshop

A Colaboratorio is a citizens' meeting place to "hang out", share knowledge and learn, which is coordinated in four topic areas: Be, Do, Tell and Think.

It is a project open to all in the city but focused on young people, it is equipped with tools and areas for research, experimentation and co-creation in different fields of knowledge such as robotics, astronomy and biodiversity.

In the future, it will be designed to be a physical place in a building with a friendly, flexible and diverse environment.

### Overall objective

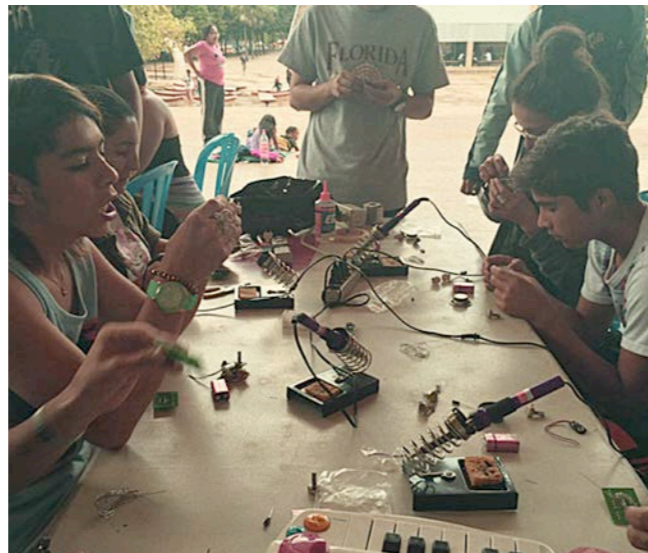
Foster the development of educational activities to gain young people's interest, starting with their appropriation of science, technology and innovation.

### Specific objectives

- Generate a space that facilitates the acceptance of young people's knowledge.
- Strengthen young people's creative skills.
- Empower the exchange of knowledge and social innovation.

### Relation to the development plan

This project intends to reduce inequality in the population. It has been implemented in the city through a public-private partnership.



Photography: Meeting "Colaboratorio". Public Workshop of experimentation "Parque Explora" and the "Alcaldía de Medellín", a community project open, under construction, scheduled to open in September 2016.

### Parties responsible for its implementation

Parque Explora (Science and Technology Museum)

### Platform partners

To strengthen this initiative of the Medellín Resilience Office together with the city's public and private institutions, we are working in partnership with: Fundación Mario Santo Domingo (FMSD), and Pacífico.

We are also exploring the possibility of working with Save the Children.

### Term

Short-term – one year.

### Resilience Dividends

In line with the "resilience dividend", this flagship initiative highlights the potential for co-benefits to result from its main objective of strengthening the education of young people in science, technology and innovation. By implementing this flagship initiative, we will support additional co-benefits in areas such as: social cohesion, economic sustenance, disaster preparation and prevention, empowerment of a wide range of stakeholders, promotion of leadership and effective management. Specifically in the initiatives: Popular Sport Schools (EPD); Expanded Territory; Teacher Innovation Center (MOVA); Coordinated Life Units (Unidades de Vida Articulada, UVA); Peace University –University Citadel of Peace and Non-Violence– (Universidad de la Paz –Ciudadela Universitaria de la Paz y la No Violencia–); Community Sport (Sport and Coexistence Program of Medellín Sports and Recreation Institute); Improving Healthy Physical Activity; School Research through the STEAM (science, technology, engineering, arts and math) Methodology; and Science, Technology and Innovation Fairs.

### Acute shocks and chronic stresses addressed:

- Inequality and lack of opportunities
- Crime and insecurity
- Poor quality education

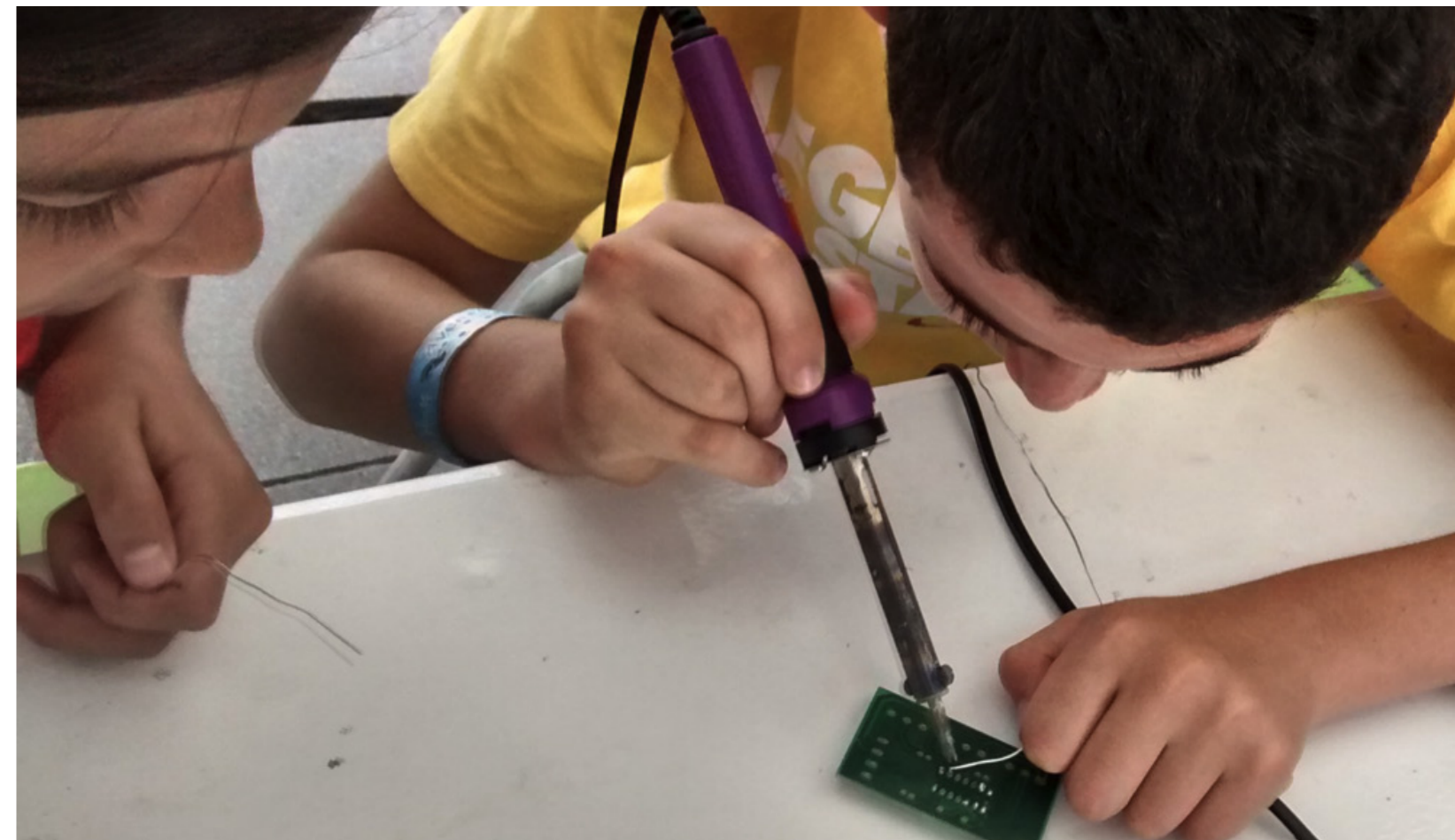
### Indicators

- Promote cohesive and committed communities: Community participation, and connectivity.
- Empower a wide range of stakeholders: Transfer of knowledge and education.
- Children, young people and adults with access to research and development groups.
- Children, young people and adults who increase their social participation.
- Build creation laboratories in the city.
- Provide equipment for research and development.

### Monitoring activities of the Resilience Office

- Visits to workshops (one per month)
- Focus groups with the professional team in charge of the project (one per month)

Photography: Meeting "Colaboratorio". Public Workshop of experimentation "Parque Explora" and the "Alcaldía de Medellín", a community project open, under construction, scheduled to open in September 2016.



## Other initiatives that support the goal.

### 1.B Popular Sport Schools (EPD)

This is a program for providing citizens with skills through sport, aiming to contribute to all-round development, strengthening socialization and learning of principles such as peaceful coexistence, citizen culture and non-violence through sport.

This program has been in place since 2001, and is aimed at men and women aged between 6 and 50 years, each age group completing a specific process.

#### Objective

Promote sports through training processes that also contribute to social development and citizen coexistence in Medellín's children, young people and adults.

#### Relation to the development plan

This action is part of the "We Believe in Citizen Culture" dimension, of the "Medellín Culture" challenge, and of the "Culture of Care for a Healthy Medellín" and "D Culture" programs, as part of the proposal of the projects: "Improving Healthy Physical Activity", "Implementing Training, Integration and Citizen Knowledge Processes through Physical Activity, Recreation and Sport", and "Improving Community Sport for Social Integration".

#### Parties responsible for its implementation

Medellín Sports and Recreation Institute (Instituto de Deportes y Recreación de Medellín, INDER).

#### Platform partners

Together with the city's public and private institutions, the Medellín Resilience Office is working on the identification of strategic platform partners that are part of the 100 Resilient Cities Program to strengthen this initiative.

#### Term

Long term – four years or more.

### 1.C Expanded Territory

Expanded Territory provides workshops focused on generating other ways of living, as an opportunity for continuous learning. The methodology is based on collaborative work, on do it yourself (DIY) and do it with others (DIWO) ideas, on learning by doing, and on learning with others, decentralizing the formal concept of a school. This project has in place for two years.

#### Objective

Encourage young people meeting for "maker" type educational practices to develop soft skills through the construction of (innovative and social) projects and prototypes borne out of community interests.

#### Relation to the development plan

This action is designed to strengthen the city's educational processes. It has previously been implemented through a public-private partnership.

#### Parties responsible for its implementation

Parque Explora (Science and Technology Museum)

#### Platform partners

Together with the city's public and private institutions, the Medellín Resilience Office is working on the identification of strategic platform partners that are part of the 100 Resilient Cities Program to strengthen this initiative.

#### Term

Short term – one year.

### 1.D Teacher Innovation Center (MOVA)

MOVA is a physical space for the meeting, training, and professional and personal growth of the city's teachers. It is a place to foster, promote and integrate the teachers' dimensions of being, knowing and creating, generating diverse and contextualized educational practices.

This place has training classrooms, dance laboratories, a reading area, a kitchen, and rooms for audiovisual creation, research, life sciences, DIY and creative arts. There, the teachers strengthen their personal, vocational and professional skills through human development, situated learning, methodological reflection and educational research. Their three principles are: exist to talk, know how to create and create to innovate.

#### Objective

Recognize the city's teachers as people with educational knowledge, which involves thinking beyond the classroom.

#### Relation to the development plan

This action is part of the "Good Quality Education for Development and Competitiveness" dimension, of the "Medellín, Path to Excellency and Quality" challenge, and of the "Teachers, People of Knowledge" program, as part of the proposal for the project: "Teacher Training System".

#### Parties responsible for its implementation

Education Office of Medellín City Hall, Universidad Pontificia Bolivariana (UPB), and Parque Explora (Science and Technology Museum).

#### Platform partners

To strengthen this initiative of the Medellín Resilience Office together with the city's public and private institutions, we are exploring the possibility of working with the UC Berkeley Center for Catastrophic Risk Management (CCRM).

#### Term

Long term – four years or more.

### 1.E Coordinated Life Units (UVA)

These are physical areas developed according to the principle: "everything under the sky is an opportunity to learn". They are being built in collaboration between government institutions and local residents. The UVAs are designed with community input, and are converted into physical structures by architects. There are two types: Type A, which converts a water tank into public place for the community with centers for recreation, education and culture.

Type B leverages the topography and optimizes an existing sport area for use by the public. Facilities include a multipurpose coliseum, (for sport and culture), covered and open-air gymnasiums, a playground, a synthetic soccer field, technology rooms, and other sports and culture areas that were prioritized by the community according to its needs and interests (dance studios, music recording studios, cinemas, television control room, etc.).

#### Objective

Optimize the use of already existing areas to coordinate culture, innovation, sport, coexistence and social transformation.

#### Relation to the development plan

This action is part of the "Comprehensive Intervention in the Land and Recovery of the Center" dimension, of the "Suitable Habitat for Medellín" challenge, and of the "Comprehensive Improvement of Neighborhoods" program, as part of the proposal of the project: "Construction, Improvement and Maintenance of Sports and Recreational Facilities".

#### Parties responsible for its implementation

Medellín Sports and Recreation Institute (Instituto de Deportes y Recreación de Medellín, INDER) and Empresas Públicas de Medellín (EPM).

#### Platform partners

Together with the city's public and private institutions, the Medellín Resilience Office is working on the identification of strategic platform partners that are part of the 100 Resilient Cities Program to strengthen this initiative.

#### Term

Long term – four years or more.

### 1.F Peace University (University Citadel of Peace and Non-Violence)

The project will consist of a 55,000 square meter new university building within in the old women's prison: El Buen Pastor. The University Citadel will provide 20,000 new places for students for the educational institutions: Instituto Tecnológico Metropolitano (ITM), Pascual Bravo and Colegio Mayor de Antioquia.

This educational project is part of the largest and most significant social investment being made by the municipality of Medellín, as a means of social transformation, where different organizations can collaborate to create a new culture for citizens.

The city plans to start construction in 2016.

#### Objective

Create places for training and academic, cultural, sport and social meetings, for citizens in general, and particularly for the areas of greatest need, Comuna 12 La América and Comuna 13 San Javier.

#### Relation to the development plan

This action is part of the "Good Quality Education for Development and Competitiveness" dimension, of the "Medellín, Path to Excellency and Quality" challenge, and of the "Infrastructure for Good Quality Education" program, as part of the proposal of the projects: "Infrastructure and Equipment for Scientific Research and Technological Development in Higher Education" and "Sustainable University Cities".

#### Parties responsible for its implementation

Medellín Agency for Higher Education (SAPIENCIA), and the Education Office of Medellín City Hall.

#### Platform partners

To strengthen this initiative of the Medellín Resilience Office together with the city's public and private institutions, we are exploring the possibility of working with the UC Berkeley Center for Catastrophic Risk Management (CCRM).

#### Term

Medium term – from two to three years.

### 1.G Community Sport – Sport and Coexistence Program of INDER

This is a social project that develops recreational/ educational workshops with children, adolescents, young people, parents and teachers in vulnerable socioeconomic contexts in educational institutions with violence-related problems. Sport is used as a reflective lens through which to work on aspects such as: life plans, social skills, respect for differences and identity, emotional control, winning and losing, assuming victories and defeats, cooperation, assertive communication, rules, regulations and respect.

Since 2015, as part of a memorandum of understanding signed with the organization Fight for Peace International, the Sport and Coexistence Program started a special project with juvenile delinquents imprisoned in La Pola (prison for minors), where boxing is used together with educational and personal development programs, empowering the all-round development of these young people and generating positive changes in their behavior and life goals.

#### Objective

Foster areas for all-round development through sports to raise the awareness of the people involved, such as athletes, trainers, journalists, guardians and other spectators in Medellín to contribute directly and indirectly to peaceful coexistence and forming a new citizen culture.

#### Relation to the development plan

This action is part of the "We Believe in Citizen Culture" dimension, of the "Medellín Culture" challenge, and of the "Culture of Care for a Healthy Medellín" and "D Culture" programs, as part of the proposal of the projects: "Improving Healthy Physical Activity", "Implementing Training, Integration and Citizen Knowledge Processes through Physical Activity, Recreation and Sport", and "Improving Community Sport for Social Integration".

#### Parties responsible for its implementation

Medellín Sports and Recreation Institute (Instituto de Deportes y Recreación de Medellín, INDER).

#### Platform partners

To strengthen this initiative of the Medellín Resilience Office together with the city's public and private institutions, we are exploring the possibility of working with Save the Children.

#### Term

Long term – four years or more.

### 1.H Improving Healthy Physical Activity

This is a city investment to promote healthy lifestyles through sport, applying the recommendations of the World Health Organization (WHO). It also incorporates additional activities and a teaching component for the population ranging from children to senior citizens.

#### Objective

Promote physical activity and the adoption of healthy lifestyles through novel and attractive alternatives.

#### Relation to the development plan

This action is part of the "We Believe in Citizen Culture" dimension, of the "Medellín Culture" challenge, and of the "Culture of Care for a Healthy Medellín" program, as part of the proposal of the project: "Improving Healthy Physical Activity".

#### Parties responsible for its implementation

Medellín Sports and Recreation Institute (Instituto de Deportes y Recreación de Medellín, INDER).

#### Platform partners

Together with the city's public and private institutions, the Medellín Resilience Office is working on the identification of strategic platform partners that are part of the 100 Resilient Cities Program to strengthen this initiative.

#### Term

Medium term – from two to three years.

Photography: Oscar Cardona Álvarez



### 1.I School Research through the STEAM (Science, Technology, Engineering, Art and Math) Methodology

This methodology is an interdisciplinary educational process based on science, technology, engineering, art and math, in which theory, action and real world applications are combined to create citizens for the 21st Century and its knowledge economy., all coordinated in a fabric of skills, abilities and values of 21st Century society and economies of knowledge. The STEAM experiments should be understood as meeting places for the empirical search for new forms of teaching – learning based on the coordination of theory + action + real context, with interdisciplinary teaching content in collaborative work and considering a select set of skills and abilities for creating of citizens of the 21st century and knowledge economies.

A pilot project has already been carried out with teachers of a public school in the city.

**Objective**

Design, develop and execute pilot projects on new educational and innovative methods that can be transferred to Medellín's educational system.

**Relation to the development plan**

This action is part of the "Good Quality Education for Development and Competitiveness" dimension, of the "Medellín, Path to Excellency and Quality" challenge, and of the programs: "Teachers, People of Knowledge" and "Promotion of citizens' capacity and talent, as part of the proposal of the projects: "Teacher Training Systems", and "Complementary Education for Strengthening Human Capacity".

**Parties responsible for its implementation**

Parque Explora (Science and Technology Museum), Ruta N, and the Education Office of Medellín City Hall.

**Platform partners**

To strengthen this initiative of the Medellín Resilience Office together with the city's public and private institutions, we are exploring the possibility of working with the UC Berkeley Center for Catastrophic Risk Management (CCRM) and Save the Children.

**Term**

Medium term – from two to three years.



Photography: Oscar Cardona Álvarez

### 1.J Science, Technology and Innovation Fairs

This is an institutional and municipal program created according to Municipal Agreement O85 of 2009, to establish Science, Technology and Innovation Fairs in Medellín. Under this agreement, Parque Explora creates science, technology and innovation fairs to support developing educational processes in science, technology and innovation. The fairs provide an opportunity for young people to interact with scientists and for participants to present their projects.

**Objective**

Contribute to the creation of a culture that has science, technology and innovation as fundamental components of social development, through the participation of elementary and middle school students.

**Relation to the development plan**

This action is part of the "Good Quality Education for Development and Competitiveness" dimension, of the challenges: "Medellín, Path to Excellency and Quality" and "Innovative Medellín", and of the programs: "Educational Community as a Place for Development" and "Science, Innovation and Technology for Society", as part of the proposal of the projects: "Open School" and "Medellín Science, Technology and Innovation Plan".

**Parties responsible for its implementation**

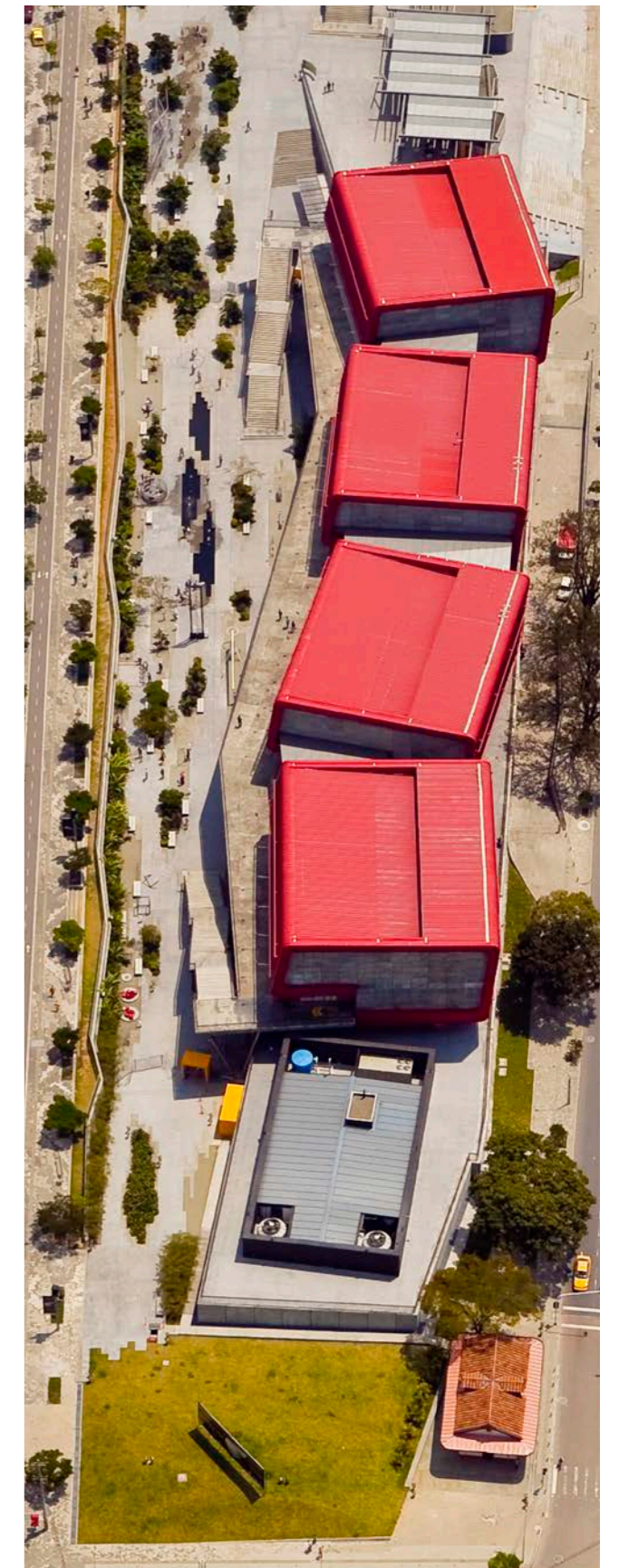
Parque Explora (Science and Technology Museum), Ruta N, and the Education Office of Medellín City Hall.

**Platform partners**

To strengthen this initiative of the Medellín Resilience Office together with the city's public and private institutions, we are exploring the possibility of working with Save the Children.

**Term**

Medium term – from two to three years.



Photography: Archivo Departamento Administrativo de Planeación – Alcaldía de Medellín



# SAFE AND PEACEFUL MEDELLÍN



Strengthen a more peaceful and socially cohesive society by promoting crime and violence prevention strategies and a culture of legality.

Photography: Oscar Cardona Álvarez



Medellín is a resilient city, seeking transformation through leveraging the triad of security, coexistence and peace building. It is a process that we aim to consolidate with our new development plan “Medellín Is Counting on You”: a roadmap that we will follow this year and the next three years.

The municipality’s Security and Coexistence Public Policy was approved in September 2015. It aims to “increase the capacity of the citizens and institutions to govern phenomena that affect security and coexistence”<sup>1</sup>. During its preparation, the concept of security for the city was redefined. This concept observes that “security and coexistence are not exclusive matters to crime and criminality (...), they are phenomena in which there are very complex underlying relations of cause, which require comprehensive interventions that implement measures conceived in a wide spectrum from early prevention of violence to reestablishment of rights”<sup>2</sup>. The extension of this definition is not to be underestimated, because it allowed us to integrate strategic guidelines that as well as having an impact on security, seek social transformations for building peace in the region, key to the idea of making this a resilient city.

Therefore, and as part of the Development Plan and Security and Coexistence Policy, we aim to build peace in our region, investing in training citizens to take on peaceful coexistence as part of daily living. In addition,

we aim to defend the role of democratic institutions as a tool for resolving conflicts, to avoid resorting to violence or intermediation of illegal powers. We aim to recover the legitimacy of government institutions responsible for ensuring security in the city and will work to build peace through clear access to justice, especially in the most vulnerable areas, and through the prevention of violence.

We will consolidate and invest in existing successful political initiatives such as the integration of former fighters into civil life, aiming to break the vicious cycle of illegal activities, as well as work on the reparation of the victims of the armed conflict who live in vulnerable and isolated conditions. The government has also been leading an exercise to rebuild a historical memory to help create the cultural transformations that the city needs. Finally, and as shown on the following pages, Medellín is a resilient city, because we are focusing our efforts on achieving equal rights for most socially vulnerable groups, such as young people and women.

To summarize, we understand that to be a resilient city, security is a right. In the current situation, this means the creation and strengthening of political actions to build sustainable peace in our region based on coexistence, recovery of the legitimacy of the government institutions, promotion of local democracies, access to justice, integration of former fighters, support for victims, and reconstruction of remembrance.



1. Medellín Council. Municipal Agreement # 021 / 2015, through which the Security and Coexistence Public Policy of the municipality of Medellín is approved. Medellín, September 4, 2015.

2. Medellín City Hall. United Nations Office on Drugs and Crime. Security and Coexistence Public Policy of the municipality of Medellín. Medellín, 2016. p. 9.

Luz Patricia Correa Madrigal  
Director of the Municipal Victims’ Care and Reparations Unit

After an exhaustive review of the different initiatives and projects that have been implemented in the city, the Medellín Resilience Office proposes the following **actions to achieve a safe and peaceful Medellín**.

### Flagship Initiative

## 2.A Strategy of Guarantees of Non-Repetition of Violence (GNR)

This project is developed as a strategic guideline of the Security and Coexistence Public Policy of Medellín, and it is one of the legal instruments to determine what should be done so that violent acts are not repeated, aiming to generate strategies locally, regionally and nationally to ensure victims' rights and to strengthen the political culture. The project aims to prevent violence, and provide reparation for victims. This will allow the population to participate in the development of agreements that contribute to a long-lasting culture of peace.

### Objective

Promote respect for life, and social and cultural transformation through that facilitates the peaceful resolution of conflicts.

### Specific objectives

- Identify the causes of the violence that has occurred as part of the armed conflict in Medellín, and what needs to be done so that this does not happen again.
- Conduct state of the art academic research as well as an inventory of local art projects that have sought to deal with the armed conflict.

### Relation to the development plan

This action is part of the "Recovering Security and Citizen Coexistence" dimension, of the "Medellín Is Counting on You to Build Peace in the Region" challenge, and of the "Promotion of Human Rights" program, as part of the proposal of the project: "Comprehensive Care for Victims and/or Witnesses of Crimes with High Social Impact".



Photography: Oscar Cardona Álvarez

### Parties responsible for its implementation

Peace and Post-conflict Committee of Medellín, Medellín City Hall.

### Platform partners

Together with the city's public and private institutions, the Medellín Resilience Office is working on the identification of strategic platform partners that are part of the 100 Resilient Cities Program to strengthen this initiative.

### Term

Long term – four years or more.

### Resilience Dividends

In line with the "resilience dividend", this flagship initiative highlights the potential for co-benefits to result from its main objective of encouraging respect for life and sociocultural transformation through peaceful resolution of conflicts. By implementing this flagship initiative, we will support additional co-benefits in areas such as: social stability, security and justice; promotion of cohesive and committed communities; effective leadership and management; and empowerment of an extensive range of stakeholders. Specifically in the initiatives: Coexistence and Youth Citizen Culture; Young Women's Talent Contest; Safe Cities for Women; International Forum: Peace; Women's Voice; Management of the Municipal System of Human Rights and International Humanitarian Law (IHL); and Memory and Participation for Peace Building.

The co-benefits that emanate from this flagship initiative further strengthen the overall resilience agenda for Medellín and exhibit the movement envisioned by the entire 100 Resilient Cities network.

### Acute shocks and chronic stresses addressed:

- Violence and conflict
- Crime and insecurity
- Limited access to justice
- Lack of better information management

### Indicators

- Ensure social stability, security and justice: Measures that prevent crime.
- Promote cohesive and committed communities: Community participation, journalism and connectivity.
- Manage measures that promote a culture of peace and sociocultural transformation through guarantees of non-repetition.
- Access to programs that ensure citizen security.
- Development of methodologies that guarantee non-repetition of violence.
- Strengthening of the human rights programs

### Monitoring activities of the Resilience Office

Meetings with the professional team in charge of the project (one per month)

Photography: Oscar Cardona Álvarez



## Other initiatives that support the goal: Safe and Peaceful Medellín

### 2.B Youth Citizen Culture and Coexistence

This initiative executes, manages, coordinates and supports the city's projects and programs focused on young people. The initiative will work toward generating projects for young people that encourage trust, coexistence and regional peace. This will strengthen participation in projects such as: Youth Week, Youth Communication Seminar, and Outstanding Young People, to enrich the personal and collective life of the youth population.

#### Objective

Generate and support strategies that promote, and help guarantee young people's rights and freedoms, and at the same time strengthen their positive development in coexistence with others and their environment.

#### Relation to the development plan

This action is part of the "We Believe in Citizen Culture" dimension, of the "Medellín Culture" challenge, and of the "Citizen Training" program, as part of the proposal of the project: "Youth Citizen Culture and Coexistence".

#### Parties responsible for its implementation

Youth Office – Medellín City Hall.

#### Platform partners

To strengthen this initiative of the Medellín Resilience Office together with the city's public and private institutions, we are exploring the possibility of working with Save the Children.

#### Term

Medium term – from two to three years.

### 2.C Young Women's Talent Contest

This is a contest designed to award women aged between 16 and 25 for their intellectual, scientific, social, sport and artistic skills. It is carried out according to Decree 2013000870 of May 14, 2013, as a mechanism for integration, support and praise of the young women of Medellín.

It is comprised of six categories:

1. Leadership and Organization;
2. Physical Culture;
3. Art;
4. Science and Technology;
5. Business Enterprise;
- and 6. Environment.

#### Objective

Recognize and empower the intellectual, artistic, enterprise, social, sport, academic and research skills of the young women of Medellín.

#### Relation to the development plan

This action is part of the "Recovering Security and Citizen Coexistence" dimension, of the "Safe Medellín" challenge, and of the "Safe Medellín for Women and Girls" program, as part of the proposal of the project: "Public Communication for the Positive Empowerment of Women's Rights".

#### Parties responsible for its implementation

Women's Office – Medellín City Hall.

#### Platform partners

Together with the city's public and private institutions, the Medellín Resilience Office is working on the identification of strategic platform partners that are part of the 100 Resilient Cities Program to strengthen this initiative.

#### Term

Short term – less than one year.

### 2.D Safe Cities for Women

This initiative develops, implements and evaluates comprehensive tools, policies and approaches for the prevention of and response to sexual harassment and other forms of sexual violence against women and girls in different environments. Since June 2015, Medellín has been part of the group of 22 cities that form the Safe Cities Global Initiative of UN Women.

This initiative, which started in 2010, is the first global program to prevent and respond to sexual assault against women in public places.



Photography "Alcaldía de Medellín"

#### Objective

Develop, test and publicize models of action to prevent and reduce sexual assault and violence against women and girls in urban public places.

#### Relation to the development plan

This action is part of the "Recovering Security and Citizen Coexistence" dimension, of the "Safe Medellín" challenge, and of the "Safe Medellín for Women and Girls" program, as part of the proposal of the project: "Safe Places for Women and Girls".

#### Parties responsible for its implementation

Women's Office, Security Office, and Government Office.

#### Platform partners

Together with the city's public and private institutions, the Medellín Resilience Office is working on the identification of strategic platform partners that are part of the 100 Resilient Cities Program to strengthen this initiative.

#### Term

Medium term – from two to three years.

### 2.E International Forum: Peace and Women's Voice as Part of the Agenda of Women for Peace (Agenda de las Mujeres por la Paz)

This initiative provides master talks, panels and conferences open to all, focusing on educational strategies and actions that can transform the language of war into narratives of peace and coexistence to resolve conflict.

The forum is a coordinated effort between several entities focusing on the role of Colombian women in peace building.

The Agenda of Women for Peace was formulated in 2014 by the Departmental Government of Antioquia and Medellín City Hall, which completes an interactive process with different women from each of the nine regions of Antioquia and from the 16 comunas and 5 districts of Medellín. It aimed to "transform words into actions in the fabric of life and peace", as a highly symbolic example for women.



**Objective**

Create an area to reflect on the sense and meaning of peace for women.

**Relation to the development plan**

This project has previously been implemented in the city through a public-private partnership.

**Parties responsible for its implementation**

Office of Gender Equality for Women of the Departmental Government of Antioquia and the Women's Office of Medellín City Hall.

**Platform partners**

Together with the city's public and private institutions, the Medellín Resilience Office is working on the identification of strategic platform partners that are part of the 100 Resilient Cities Program to strengthen this initiative.

**Term**

Short term – less than one year.

**2.F Promotion and Training to Strengthen Citizen Skills for Coexistence**

This action aims to implement context specific strategies designed to improve management of coexistence and security, to address the problems resulting from the violent resolution of conflict.

**Objective**

Encourage citizen coexistence through the communication of the principles of coexistence in the 16 comunas and five districts of Medellín. Promote self-regulation and joint responsibility of the citizens through fostering reflection and action around coexistence.

**Relation to the development plan**

This action is part of the "Recovering Security and Citizen Coexistence" dimension, of the "In Medellín We All Live Together" challenge, and of the "Promotion of Coexistence" program, as part of the project: "Promotion and Training to Strengthen Citizen Skills for Coexistence".

**Parties responsible for its implementation**

Security and Coexistence Office – Medellín City Hall.

**Platform partners**

Together with the city's public and private institutions, the Medellín Resilience Office is working on the identification of strategic platform partners that are part of the 100 Resilient Cities Program to strengthen this initiative.

**Term**

Long term – four years or more.

**2.G Management of the Municipal System of Human Rights and International Humanitarian Law (IHL)**

This project aims to promote the effective enjoyment of rights and the prompt protection of those rights by the State. The Municipal System of Human Rights and International Humanitarian Law (IHL) is a coordinating and organizational strategy of all matters related to human rights and IHL. It organizes regulations, policies, entities and regional actors by the following central themes: citizenship; culture and education in human, civil and political rights; IHL and armed conflict; economic, social, cultural and environmental rights; justice and fight against impunity; equality; no discrimination; and respect for identity.

**Objective**

Coordinate the protection, promotion and guarantee of citizens' human rights with the national and international authority.

**Relation to the development plan**

This action is part of the "Recovering Security and Citizen Coexistence" dimension, of the "Medellín Is Counting on You to Build Peace in the Region" challenge, and of the "Promotion of Human Rights" program, as part of the project: "Management of the Municipal System of Human Rights and International Humanitarian Law".



Photography: Oscar Cardona Álvarez

**Parties responsible for its implementation**

Office of Social Inclusion, Family and Human Rights – Medellín City Hall.

**Platform partners**

Together with the city's public and private institutions, the Medellín Resilience Office is working on the identification of strategic platform partners that are part of the 100 Resilient Cities Program to strengthen this initiative.

**Term**

Medium term – from two to three years.

**2.H Memory and Participation for Peace Building**

This action is aimed at establishing direct talks between communities and actors in conflict to strengthen scenarios of peace and to be able to progress in the true reconciliation of society. This project considers the voices of the victims, State agents and people in the process of integration, who experienced different aspects of the conflict, and where often the roles of victim and victimizer were confused. Gender will also be considered to differentiate between the experiences of men and women, which may contribute to breaking the cycle of conflict.

**Objective**

Develop interactive exercises to reconstruct and remember the city's conflict and work with citizens on post-conflict solutions.

**Relation to the development plan**

This action is part of the "Recovering Security and Citizen Coexistence" dimension, of the "Medellín Is Counting on You to Build Peace in the Region" challenge, and of the "Memory and Participation for Peace Building" program, as part of the projects: "Interactive Construction of Regional Memories", "Active Citizenship for the Post-Conflict", "Women Peace Builders", and "Education in Medellín Invests in Peace and Coexistence".

**Parties responsible for its implementation**

Casa de la Memoria Museum, Women's Office, and Education Office.

**Platform partners**

Together with the city's public and private institutions, the Medellín Resilience Office is working on the identification of strategic platform partners that are part of the 100 Resilient Cities Program to strengthen this initiative.

**Term**

Medium term – from two to three years.

# MEDELLÍN

## Río de Janeiro

### RIO OPERATIONS CENTER

"It is a new form of governance. Our work is to know the limitations and capacities of our partners to promote quicker and more effective actions." Pedro Junqueira, CRO of Rio de Janeiro

The Rio Operations Center has been operating since December 2010, with more than 900 cameras and 500 employees. Through three daily operational meetings data driven decisions can be made.

Through an agreement with Waze, the Rio Operations Center has information about congestion hot spots. Additionally, the location of security personnel is monitored through their cellphones, for quick deployment around the city.

In areas where there is a high-risk of landslides, sirens have been installed to alert the population.

Additionally, there is a series of rain gauges located in strategic points around the city to measure rainfall and identify areas potentially at risk from flooding. Community leaders can then be notified, so that they can appropriately prepare.

Political will is the most important thing needed to achieve such an integrated information system.

Photography Oscar Cardona Alvarez

# IS INSPIRED

from 100 Resilient Cities Network

Since its creation, 100 Resilient Cities Network has facilitated the learning/sharing across cities.

## New Orleans

### DEVELOP KNOWLEDGE AND CAPACITY OF EMERGING ENVIRONMENTAL STEWARDS

This initiative proposes educating young people so that they actively facilitate connections that prioritize development and care of the environment. Additionally, it proposes being prepared to respond to possible disasters. The city's different organizations, such as museums and information centers, are provided as places of experiential learning for young people, where they can study and be informed about the environment.

This project tries to go beyond geography that is studied in classrooms. Using New Orleans as a city laboratory. This allows people to learn about their environment through experiential techniques.

Together with the project's different partners, such as teachers, designers, experts on water issues, and city organizations, the students participate in design challenges under national scientific standards. The involvement of young people in planning the city's future is essential to ensure resilience, because it is their future, and they will need good examples to follow, to make sure the world is a sustainable place for human life.

Photography Taken Resilience Strategy New Orleans

Photography Oscar Cardona Alvarez



# SUSTAINABLE AND RISK-PREPARED MEDELLÍN



Create a sustainable and risk-prepared city through greater management of land and infrastructure, sustainable transportation, environmental planning and adequate management of the natural resources and quality of life for its citizens.

Photography: Oscar Cardona Álvarez



“ Talking about risk management undoubtedly means talking about social regions, more humane regions, resilient regions and everyone’s struggle to recover from and overcome difficulties. The challenge is to create safe areas, and environmentally sustainable and safe cities, as established by Law 1523 of 2012, in paragraph 1 of Article 1: Risk management is an essential development policy to ensure sustainability; regional security; collective interests and rights; and improvement of the quality of life of populations and communities at risk. Therefore, it is intrinsically related to the planning of safe development, and to sustainable environmental management of the land, at all levels of governance and with the effective participation of the population.

When it is understood that risk management is a comprehensive social process where community and collective work comes before individual and private work, opportunities can be developed to strengthen the resilience capacity of the people and the whole society. However, if risk management is not tied to community participation as a central theme of the risk reduction policies, it cannot solely be the tool or the path to prepare the communities to face the historical challenge of populating the land.

Returning to look at the basis of society, preparing the communities to be the agents of their own development,

empowering them and making them active must be the ultimate goal of all the resilience-centered risk management policies. Providing all the tools so that the communities know how to identify their risks is another way of making them more resilient in order to ensure the continuity of the services and benefits that become available their urban areas.

Therefore, making Medellín a sustainable, balanced city in harmony with everything that surrounds it is a task that despite being difficult has not been neglected. Currently, Medellín is working on building a comprehensive perspective of risk management based on the population’s leaderships, and focused on great community participation to reduce the social, economic and environmental vulnerabilities.

Given that risk management is a responsibility of all the authorities and residents of the region (Article 21 of Law 1523), the sum of all these actions helps the inhabitants on their land to identify the risks and strengthen their skills, generating work in a network that, coordinated with institutional action, achieves a real cultural transformation that fosters new ways for us to understand and interpret reality, and makes us increasingly more adaptive to the challenges that our environmental and urban surroundings pose each day.



Camilo Zapata Wills  
Director of the DAGRD

The Medellín Resilience Office has reviewed different initiatives and projects that are being implemented in the city, and others that are planned for the future. According to this process, we consider that the **actions to achieve a sustainable and risk-prepared Medellín** are as follows.

### Flagship Initiative

## 3.A Strengthening of Community Risk Management

This is a pilot project that aims to train a group selected from the 102 local risk management committees located in the neighborhoods of Medellín. These committees are responsible for identifying and alerting the communities about the possible natural risks that may occur, so they can take preventative measures to save lives.

The main topics are focused on disaster prevention, and the mitigation strategies during an event, requiring community risk management, early-warning social networks, social mapping of risk, and disaster management strategies.

### Overall objective

Strengthen community risk management through the local committees and the construction sector, such as master builders, in order to generate greater use of risk prevention technologies and techniques and of the Early-Warning System to promote their role in their communities as leaders of risk management.

### Specific objectives

- Train ten local risk management committees on prevention and response (what to do before and after an event).
- Training builders, city officials, and private stakeholders, in seismic evaluation and retrofit design and construction on existing informal houses, to mitigate seismic risk. Including research, development of technical resources, evaluation of existing homes, design and construction of mitigation solutions (structural and architectural retrofits). This, leveraging the Medellín's existing home improvement and structural upgrade subsidy.
- Train a group of informal builders on regulations and appropriate foundations for construction.
- Install early-warning communication networks.
- Prepare social maps of risk, resilience and disaster management.
- Coordinate information between the neighborhood risk



Photography: Oscar Cardona Álvarez

management committees.

- Generate strategies for prompt communication of information.
- Improve the information of the Early-Warning System.

### Relation to the development plan

This action is part of the "A City Investment in Care of the Environment" dimension, of the "Medellín Manages Risk" challenge, and of the "Risk Reduction and Mitigation" program, as part of the project: "Strengthening of the DAGRD".

### Parties responsible for its implementation

Medellín Resilience Office, and the Administrative Department of Disaster Risk Management (Departamento Administrativo de Gestión del Riesgo de Desastres, DAGRD).

### Platform partners

To strengthen this initiative of the Medellín Resilience Office together with the city's public and private institutions, we are working in partnership with: Build Change and Escuela Latinoamericana de Desarrollo Local Sostenible y Resiliente (ELADES).

### Term:

Short term – less than one year.

### Resilience Dividends

In line with the "resilience dividend", this flagship initiative highlights the potential for co-benefits to result from its main objective of strengthening community risk management through the local committees and the building agents, such as master builders, in order to generate greater appropriation of the technical components of risk prevention and of the Early-Warning System to promote their participation in the communities as leaders in risk management. By implementing this flagship initiative, we will support additional co-benefits such as: essential services, natural and man-made assets, social cohesion, promotion of integrated and long-term planning, effective management and leadership, and empowerment of a wide range of stakeholders. Specifically in the initiatives: Comprehensive Project to Rehabilitate the Hillside –Anticipating Illegal Growth on the Hillsides of Medellín–; Risk Awareness and Reduction Program (CRRP for the Spanish acronym); Resilience Laboratory; Risk Assurance and Transfer for Resilient Cities; Strengthening of the Early-Warning System; Pilot Project for Preventative Resettlement of Land at Immitigable Risk; and Our River.

### Acute shocks and chronic stresses addressed:

- Violence and conflict
- Landslides
- Structural deterioration
- Illegal settlement
- Displacement
- Poor quality urban planning
- Earthquakes

### Indicators

- Ensure the continuity of essential services: Emergency plans for essential services.
- Maintain, create and improve natural and man-made assets: Environmental policies.
- Promote cohesive and committed communities
- Community participation, journalism and connectivity.
- Encourage integrated and long-term planning: Monitoring and data management, strategies and plans.
- Promote leadership and effective management: Emergency coordination and capacity, alignment of the government.
- Empower a wide range of stakeholders: Understanding of the risks.
- Social Offices of the DAGRD prepared and trained on risk management.

### Monitoring activities of the Resilience Office

- Build and develop the workshops to carry out with the local risk management committees.
- Find the experts to train the committees on issues of local risk management.
- Focus groups with the professional team of the DAGRD.

Photography: Oscar Cardona Álvarez



## Other initiatives that support the goal: Sustainable and Risk Prepared Medellín

### 3.B Comprehensive Project to Resettle the Hillside –Anticipating Illegal Settlement on the Hillsides of Medellín–

Through the implementation of green infrastructure and the consolidation of a productive landscape, the aim is to mitigate risk and prepare for housing settlement in high-risk areas of the city.

The project needs to be implemented through collaborative self-management such that the community is a central agent in the co-creation and implementation of the processes. This is essential to ensure future sustainability of the interventions, and the communities' empowerment in controlling and governing the land.

#### **Objective**

Define strategies and processes for the collaborative construction of a sustainable habitat on the high parts of the city's hillsides through the implementation of control actions and anticipation of the settlement of the illegal urban boundaries of the city to prevent new disasters from occurring.

#### **Relation to the development plan**

This project was designed by a private institute of the city focused on urban and environmental studies and had the support of the DAGRD, and the Administrative Department of Planning of Medellín.

#### **Parties responsible for its implementation**

Center for Urban and Environmental Studies (URBAM), and the Administrative Department of Planning of Medellín.

#### **Platform partners**

Together with the city's public and private institutions, the Medellín Resilience Office is working on the identification of strategic platform partners that are part of the 100 Resilient Cities Program to strengthen this initiative.

#### **Term**

Medium term – from two to three years.

### 3.C Risk Knowledge and Reduction Program (CRRP)

This program focuses on the community's active participation in planning processes to reduce the risk of disasters. It will identify and prioritize risk scenarios to reduce the risk of failure of infrastructure, and to ensure economic recovery of the market systems existing in the neighborhoods. The program will focus on populations in the peripheral areas of Medellín as needing the most support in disaster reduction.

The areas of work are as follows: 1. Policy and planning in disaster risk management; 2. Housing and settlements, my house as a safe place; and 3. Economic recovery and market systems.

#### **Objective**

Reduce the social and economic impact of disasters in highly vulnerable populations of Medellín.

#### **Relation to the development plan**

This project has been implemented in the city since 2015 with international funding and the support of the DAGRD.

#### **Parties responsible for its implementation**

Universidad Pontificia Bolivariana (UPB), and the Administrative Department of Disaster Risk Management (Departamento Administrativo de Gestión del Riesgo de Desastres, DAGRD).

#### **Platform partners**

Together with the city's public and private institutions, the Medellín Resilience Office is working on the identification of strategic platform partners that are part of the 100 Resilient Cities Program to strengthen this initiative.

#### **Term**

Medium term – from two to three years.



Photography: Oscar Cardona Álvarez

### 3.D Resilience Laboratory

This is a proposal to bring together a committee of high-level strategic planning advisors of to identify urban development strategies. These strategies will be delivered to the appropriate authorities to create projects that can influence the region and progress the city's sustainability.

#### **Objective**

Create a permanent committee that reflects on the city's planning processes and that develops strategic plans relating to the urban and social development to the city.

#### **Relation to the development plan**

This action is part of the "Good Quality Education for Development and Competitiveness" dimension, of the "Innovative Medellín" challenge, and of the "Science, Technology and Innovation for Society" program, as part of the project: "Creation Laboratories".

#### **Parties responsible for its implementation**

Medellín Resilience Office, and the Administrative Department of Planning of Medellín.

#### **Platform partners**

To strengthen this initiative of the Medellín Resilience Office together with the city's public and private institutions, we are working in partnership with: Fundación Mario Santo Domingo (FMSD), and Pacífico.

#### **Term**

Long term – four years or more.

### 3.E Risk Assurance and Transfer for Resilient Cities

This is a study to design risk transfer solutions for natural disasters through insurance strategies and companies. To achieve this, disaster risk is assessed and quantified, to define and measure the resulting liabilities. Using this information, the aim is to design a comprehensive financing strategy, taking into account the frequency and severity of the events, which improves the city's capacity to respond after disasters without compromising the sustainability of public finances.

**Objective**

Together with cities that have decided to transfer their risk with insurance companies, create a comprehensive strategy for the management of catastrophic risks in Medellín.

**Relation to the development plan**

This action is part of the "A City Investment in Care of the Environment" dimension, of the "Medellín Manages Risk" challenge, and of the "Risk Reduction and Mitigation" program, as part of the project: "Risk Assurance and Transfer".

**Parties responsible for its implementation**

Administrative Department of Disaster Risk Management (Departamento Administrativo de Gestión del Riesgo de Desastres, DAGRD).

**Platform partners**

To strengthen this initiative of the Medellín Resilience Office together with the city's public and private institutions, we are working in partnership with the World Bank Treasury. We are also exploring the possibility of working with other platform partners, such as: Risk Management Solutions (RMS) and SwissRe.

**Term**

Long term - four years or more.

### 3.F Strengthening of the Early-Warning Environmental System - SIATA

Through the Early-Warning Environmental System (SIATA) of the municipality of Medellín, a prognostic atmospheric model and a hydrological response model will be implemented in the basin of Valle de Aburrá River to develop an appropriate forecast model for the Medellín's topography. The operation and maintenance of the networks form part of the SIATA - Accelerograph Network of Medellín (RAM for the Spanish acronym) and the Hydrometeorological Network.... Through the regular collection and processing of the information stored in each accelerograph, we will obtain useful tools for the analysis and design of earthquake-resistant structures. Additionally, the information will be publicized through the internet and printed material for distribution with biannual editions for a technical audience and additionally, the maintenance, update and/or replacement of prioritization and quantification equipment.

**Objective**

Collect information from the accelerometer, the rain gauges and the hydrometeorological network to deliver it to the responsible authorities and the general public so that they are aware of the risks and can take measures in time.

**Relation to the development plan**

This action is part of the "A City Investment in Care of the Environment" dimension, of the "Medellín Manages Risk" challenge, and of the "Risk Awareness" program, as part of the project: "Strengthening of the SIATA and Innovation for Risk Management".

**Parties responsible for its implementation**

Administrative Department of Disaster Risk Management (Departamento Administrativo de Gestión del Riesgo de Desastres, DAGRD).

**Platform partners**

To strengthen this initiative of the Medellín Resilience Office together with the city's public and private institutions, we are working in partnership with Pacífico. We are also exploring the possibility of working with the American Geophysical Union (AGU).

**Term**

Long term - four years or more.

### 3.G Pilot Project for Preventative Resettlement of Land with Unmitigable Risk

This project consists of solutions for resettling populations located in areas where the risk cannot be mitigated (because of movements of land or risk of flooding) to sustainable areas more suitable for living.

**Objective**

Progressively reduce conditions of threat or risk, improve living conditions and intervene in one of the regions prioritized in the Land Management Plan, developing a comprehensive methodology that includes criteria to protect inhabitants and promote sustainability.

**Relation to the development plan**

This action is part of the "Comprehensive Intervention in the Land and Recovery of the Center" dimension, of the "Suitable Habitat for Medellín" challenge, and of the "Comprehensive Resettlement of the Population" program, as part of the project: "Pilot Project for Preventative Resettlement of Land at Immitigable Risk".

**Parties responsible for its implementation**

Medellín Social, Housing and Habitat Institute (Instituto Social de Vivienda y Hábitat de Medellín, ISVIMED).

**Platform partners**

To strengthen this initiative of the Medellín Resilience Office together with the city's public and private institutions, we are working in partnership with Build Challenge, Risk Management Solutions (RMS), and World Bank Treasury. We are also exploring the possibility of working with SwissRe.

**Term**

Medium term - from two to three years.

### 3.H Our River

This project intends to repair the stream channels through the coordination between different regional bodies facilitating the generation of comprehensive sanitation through: 1. Resettlement of housing that is not respecting the withdrawal areas; 2. Implementation of non-conventional drainage systems to prevent the direct discharge of wastewater into the streams; 3. Recovery of flora and fauna; 4. Implementation of paths alongside the streams; 5. Silviculture processes related to the banks that foster and encourage water recovery; 6. Prevention of floods or landslides that compromise the lives of citizens on the banks or surrounding areas;

7. Fostering ecological corridors, civil interventions for hydraulic works that minimize the risk or threats that in turn, improve the physical and chemical conditions of the water supply; and 8. Environmental education and social appropriation with the surrounding communities of the withdrawal areas for the protection of the streams associated with the Sponsorship Plan.

**Objective**

Social and ecological recovery of the basin of the Aburrá River through restoration strategies that increase the ecosystem services for the city.

**Relation to the development plan**

This action is part of the "A City Investment in Care of the Environment" dimension, of the "Medellín, a Green and Sustainable City" challenge, and of the "Our River and its Streams" program, as part of the project: "Our River".

**Parties responsible for its implementation**

Environment Office.

**Platform partners**

To strengthen this initiative of the Medellín Resilience Office together with the city's public and private institutions, we are exploring the possibility of working with: The Latin American Water Funds Partnership: The Nature Conservancy (TNC) and Inter-American Development Bank (IDB).

**Term**

Long term - four years or more.

Photography: Oscar Cardona Álvarez





WELL-  
INFORMED  
AND ENGAGED  
MEDELLÍN



Foster a well-informed city through improved access to information and data management that facilitates the analysis and transfer of knowledge for strategic planning of the city and effective governance.

THE ROLE OF INFORMATION MANAGEMENT TO COLLECTIVELY BUILD RESILIENT CITIES



Medellín is a city that generates data on a daily basis that is useful for more than creating indicators. The data must be used to analyze the city's situations, problems and challenges through integration in to qualitative processes to make more informed decisions and development plans. These activities will ensure the sustainability and quality of life for citizens.

We must take advantage of technological progress and the development of collaborative platforms that provide government and citizens with an equal understanding of the current state of the city. This will help to identify successful solutions to problems and challenges on a sustained basis

Open data generates trust between the public sector and the citizenry. It forms the basis for jointly creating proposals for the city in a collaborative and transparent manner that integrates and involves all actors of society in the process, giving them the power of knowledge to think, analyze and build a better city.

In the future, this dynamic will be essential to plan and develop resilient cities based on knowledge, dissemination and reuse of data in an open format.



Paola Pollmeier

Coordinator Open Innovation - Ruta N

For approximately two years, the Medellín Resilience Office reviewed different initiatives and projects that were being implemented in the city, and other new ones that have been proposed. After this review process, we consider that the main **actions proposed to achieve a well-informed Medellín** are as follows.

### Flagship Initiative

## 4.A Agency for the Management and Integration of Information

This project will create a neutral agency to integrate and coordinate the city's information. Public and private entities will be able to obtain reliable and up-to-date information from the agency.

### Overall objective

Integrate and coordinate the city's information in a single system that public and private entities and the communities can access as they need.

### Specific objectives

- Build a visual and physical platform that integrates the information.
- Generate a decision-making culture among citizens based on up-to-date and reliable information.

### Relation to the development plan

This action is part of the "We Believe in Citizen Culture" dimension, of the "Medellín Culture" challenge, and of the "Public Innovation - Governance Laboratory" program, as part of the proposal of the project: "Integration and Strategic Management of Information - Think Tank".



Photography: Oscar Cardona Álvarez

### Parties responsible for its implementation

Medellín Resilience Office, and Medellín City Hall.

### Platform partners

Together with the city's public and private institutions, the Medellín Resilience Office is working on the identification of strategic platform partners that are part of the 100 Resilient Cities Program to strengthen this initiative.

### Term

Short term - one year.

### Resilience Dividends

In line with the "resilience dividend", this flagship initiative highlights the potential for co-benefits to result from its main objective of integrating and coordinating the city's information in a single system, which the public and private entities and the communities can access as they need. By implementing this flagship initiative, we will support additional co-benefits in areas such as: social cohesion, integrated and long-term planning, effective management and leadership, and empowerment of a wide range of stakeholders. Specifically in the initiatives: Communication Strategy - Medellín Told through the Transformation of the Region-, Think Tank for the Construction of Indicators - Think Tank, My Medellín: Online strategy for citizen participation, and the network of observatories for tracking social impact.

### Acute shocks and chronic stresses addressed:

- Lack of better information management
- Limited communication in the community

### Indicators

- Promote cohesive and committed communities: social communication and connectivity.
- Encourage integrated and long-term planning: Monitoring and data management.
- Promote leadership and effective management: Alignment of the stakeholders. Coordination and capacity in emergencies.
- Empower a wide range of stakeholders: Communication between the government and the public.
- Access to open data.
- Construction of an information integration methodology.

### Monitoring activities of the Resilience Office

Focus groups with different actors of the city that build and manage the information of the different areas and offices of the city (one per month).

Photography: Oscar Cardona Álvarez





## Other initiatives that support the goal: Well-Informed and Engaged Medellín

### 4.B Communication Strategy – Medellín’s Story Told Through the Transformation of the Region

This action consists of producing a mini documentary series with five chapters and a summary, which will tell Medellín’s story of demographic transformation. The narrative will be based on direct interviews to give a voice to the people who have participated in the city’s urban and social transformation. The recommended chapters for the documentary are urban transformation, mobility, education, culture, innovation, security and coexistence. It also aims to design a communications strategy that facilitates the spreading and distribution of the documentary.

#### **Objective**

Rebuild and document the multiple stories of the people that describe the urban and social transformation of Medellín generated by the planning processes.

#### **Relation to the development plan**

It is a project conceived and designed by the Medellín Resilience Office to seek partnerships in the public and private sector that facilitate its development.

#### **Parties responsible for its implementation**

Medellín Resilience Office, and the Planning Office of Medellín City Hall.

#### **Platform partners**

Together with the city’s public and private institutions, the Medellín Resilience Office is working on the identification of strategic platform partners that are part of the 100 Resilient Cities Program to strengthen this initiative.

#### **Term**

Short term – one year.

### 4.C Think Tank for Creating Indicators

Alongside the Office of Resilience this Think Tank will create objective indicators to assess the city’s initiatives supporting the resilience strategy. This action arises from the need to assess the impact of the social processes on the people and the region.

#### **Objective**

Support the creation of objective indicators for qualitative and quantitative assessment of the programs and projects that the city’s public and private entities implement.

#### **Relation to the development plan**

It is a project conceived and designed by the Medellín Resilience Office to seek partnerships in the public and private sector that facilitate its development.

#### **Parties responsible for its implementation**

Medellín Resilience Office.

#### **Platform partners**

To strengthen this initiative, the Medellín Resilience Office together with the city’s public and private institutions is working in partnership with Fundación Mario Santo Domingo (FMSD).

#### **Term**

Long term – four years or more.

### 4.D My Medellín: Digital Strategy for Citizen Participation

Maintain the online participation of people over the four years, to use it as a channel for listening, through which the city’s public administration can keep receiving ideas for the development of Medellín.

#### **Objective**

Increase the community’s participation in the city’s planning processes through digital technology.

#### **Relation to the development plan**

This action is part of the “We Believe in Citizen Culture” dimension, of the “Medellín Culture” challenge, and of the “Public Innovation – Governance Laboratory” program, as part of the proposal of the project: “Digital Participation Strategy for Public Administration”.

#### **Parties responsible for its implementation**

Ruta N, and Medellín City Hall.

#### **Platform partners**

Together with the city’s public and private institutions, the Medellín Resilience Office is working on the identification of strategic platform partners that are part of the 100 Resilient Cities Program to strengthen this initiative.

#### **Term**

Medium term – from two to three years.

### 4.E Network of Social Observatories for Tracking Social Impact

The public policy assessment and observatory unit will be improved to empower the city’s research capacity in terms of social intervention, social impact, and efficiency of public investment. Therefore, partnerships will be coordinated with the city’s different public and private research centers, think tanks, and study centers.

It will also invest in the different tools for the production of good quality, timely and reliable statistical information that supports decision-making and research that account for Medellín’s situation in the different dimensions of development.

#### **Objective**

Promote the exchange of information and facilitate the analysis of the city’s main problems.

#### **Relation to the development plan**

This action is part of the “We Believe in Citizen Culture” dimension, of the “Medellín Culture” challenge, and of the “Public Innovation – Governance Laboratory” program, as part of the proposal of the project: “Network of Social Observatories for Tracking Social Impact”.

#### **Parties responsible for its implementation**

Ruta N, and Medellín City Hall.

#### **Platform partners**

Together with the city’s public and private institutions, the Medellín Resilience Office is working on the identification of strategic platform partners that are part of the 100 Resilient Cities Program to strengthen this initiative.

#### **Term**

Medium term – from two to three years.

Photography: Oscar Cardona Álvarez



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Medellín Metropolitan Area  
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Parque Explora (Science and Technology Museum)  
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