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Medellín Charter

Medellín and the cities for life

Medellín has been recognized in various international settings for diverse reasons, such as art, and unfortunately because of those who made the city famous against its will. For years now, thanks to a joint effort by civil society and public and private institutions, our city's name has become synonymous with strength and innovation.

For these reasons, it is relevant to understand the position from which the city of Medellín speaks to the world, underlain by its language, its understanding and, most certainly its constraints. Becoming a reason to discuss life in cities is due to profound questions and solutions about violence, inequity and illegality. This history of resistance has made innovation, resilience and urban design, among other factors, into solutions for our continuing challenge as a city. The different international recognitions that the city of Medellín has received recently include: The Most Innovative City in the World, in 2013; Resilient City – 13th place, among the world's 100 most outstanding cities, in 2013; and the International Design and Architecture Prize in 2013, reveal precisely the attributes that the world now sees in Medellín and make it a laboratory to study cities.

The factors in the city's renaissance are diverse, rooted in society's innovative, resistant capacity. They include collective work among public institutions, the private sector, scholars, the media and the social sector, which have long been engaged in exercising their citizenship and

governance, planning and fostering dialogue among different fields of knowledge, in the quest for solutions to the city's greatest problems: violence and inequity; and finding continuity in the government's social, educational, economic and habitat policies for the city.

Use of successful platforms as agents dynamically driving the city's development has been significant in Medellín's recent history. Social and pedagogical urban design, education as a city ecosystem, developing integrated mass transit systems, social innovations at all levels, culture as a driver of development by networking and summoning artistic creation, and developing programs for inclusion and to fight poverty, among others, are the combination that – added to integrated security policy and focused on strengthening institutions and the justice system – have made it possible, amidst adversity, in the struggle against illegality, to mutate from a conflict engendering micro-markets of law-breaking and the deep gaps furrowing the city, to set a pathway of continuing transformation, a true metamorphosis making Medellín a city for life.

Transformations

• **The Medellín of education and research** is found in universities and companies that have created laboratories and think tanks. Scientific and academic cooperation with specialists — centers of excellence and world-class institutions – involves work in nearly



Alcaldía de Medellín

200 countries. In 2012, basic and secondary-school education enrollment numbered 395,000 students, with another 210,693 in the universities, in over 200 institutions, over 40 universities and university institutions, both public and private, and over ten research centers in the city. The municipal government directly subsidizes a joint effort by institutions of higher learning, with over thirty thousand students — Metropolitan Technological Institute, Major College of Antioquia and Pascual Bravo University Institution — and funds access to education regionally, which is unique for all of Colombia. There are looming challenges to improve educational quality, especially elementary and secondary schooling, but the policy continues to promote education as a public asset of strategic interest, understanding it as a city ecosystem. Continuing programs to build early childhood competencies (0-5 years), the Good Start, to improve basic and high-school educational quality, led by a policy of high-impact higher education, geared toward coverage and quality, are driving human development.

• **The Medellín of entrepreneurship.**

Many of Medellín's local companies have become multi-Latin, national and multinational, consolidating a policy of "Scientific and Technological Innovation Routes" and offering new energy for the "Social Innovation Routes" through institutions created by the public and private sector — Route N. Industrial Medellín has consolidated its economy in the 20th century in industry and manufacturing; and is now developing clusters like TIC's, tourism, energy, health, construction and textile chain, clothing and fashion, led by such institutions as the Medellín Chamber of Commerce for Antioquia, present worldwide by consolidating multi-Latin companies that have gone from national leaders to International leaders — the Antioquia Business Group is active in finance, foods, insurance and cement. The city underpins its development with the Public Enterprises of Medellín, a world-class company modeling how public entities, by applying good practices, can benefit their owner – the city and its inhabitants – by providing public utilities, information and cleaning services. Additionally, the city's entrepreneurial vocation is manifested in the creation of federations from the different sectors, which have subsequently consolidated nationally: ANDI, Fenalco and Camacol, and the Inter-Federation Committee of

Antioquia dialogue directly between the public and private sectors.

• **The Medellín of art and culture** has been decisive in internationally positioning several programs of singular value, which have opened doors and continue offering invaluable benefits: the Festival of Books and Culture, gathering the continent's best writers; the International Poetry Festival, held since 1991, the alternative Nobel Peace Prize; the Fair of Flowers, with over fifty years' history, one of the country's most important events, which pays a tribute to the people of Antioquia, their territory and the splendor of their biodiversity. Further, there is a network of museums: headed by the Museum of Antioquia, home of the special collection of painter and sculptor Fernando Botero and headquarters of Antioquia's artistic heritage in the diverse stages of local art; the Museum of Modern Art, with its Débora Arango collection, the Pedro Nel Gómez Museum and newly created Home of Memory Museum, a landmark in the recognition of historical memory, a pillar in the cultural development of any city and country where there has been conflict, and reconciliation is a pending task.

In 1952, by an agreement between the United Nations Education, Science and Culture Organization (UNESCO) and the Government of Colombia, the first UNESCO public international library in Latin America was founded: the Public Pilot Library of Medellín for Latin America, which opened up a dialogue with other cultures and civilizations; and which marked the city's last sixty years of striving to become more cultured, educated and open to the world. The BPP is currently the heart of a network of libraries, comprising nine library parks, two of them operated in partnership with the city's compensation funds – Comfama and Comfenalco— and eight libraries nearby. The Municipal Reading Plan has over twelve programs to encourage reading, and its photographic archive is distinguished by UNESCO as one of humankind's most valuable. Writers, poets, artists, musicians and philosophers of Medellín, some internationally renowned, have made their contribution to humanization and progress in this Library.

• **The Medellín of urban planning** has had many milestones. Since early 20th century, the So-

ciety of Public Improvements has laid the foundations for a relative tradition of urban planning. Some fundamental events have been: the founding of the School of Medicine at the University of Antioquia since the 19th century; later, in the 1870s, creation of the National School of Mines, fostering understanding of applied engineering developed to consolidate the city. Later came the creation of the Society of Architects of Medellín in 1916; development of the Pilot Regulatory Plan in 1950, by José Lluís Sert and Paul L. Wiener; and creation of the Planning Office, among other milestones.

Other experiences related with urban design in this city are the Habitat School in the Department of Architecture, National University (1947); the Architecture and Urban Planning Laboratory Research (LAUR) at the Department of Architecture and Urban Design of the Pontifical Bolivarian University (1942); and the Urban and Environmental Studies Center (Urbam) at Eafit University (2008), as well as other developments in social sciences and engineering.

Understanding Medellín entails assessing and integrating the huge conceptual and technical wealth earned in over seventy years' continued, innovative work by a rich team of universities and institutions including the Departments of Architecture at two very respectable universities, coinciding with the new city dynamics in the 1940s. From the outset, they had a broad outlook on society and urban affairs, understanding urban planning as an over-arching, integrating concept, a concept that must reflect political, social, theoretical and academic demands from many disciplines.

A glance at urban planning reveals the impact of such projects as the Medellín Metro and its system of cables that bear quality of life and equity to zones of the city that are relegated from urban development.

Within this concept, the social construct of habitat has increasingly become a singular value providing the opportunity to create models of intervention and tools of great value. A case in point is the so-called *social urbanism* with its background in such projects as the Citizen Life Nuclei developed in neighborhoods by the Presidential Advisors in the early 1990s – leading to the Integrated Urban

Projects — and the Metro and its civic aims. Later, between 1998 and 2003, public space works and cultural equipment such as Botero City, with the Plaza of Sculptures and renewal of the Museum of Antioquia, Barefoot Park, Wishes Park, the EPM Library, Cisneros Plaza, the Main Plaza and the Metrocable of Santo Domingo, among many others, which reflect the city's explorations of urban design.

The last ten years have emphasized Integrated Urban Projects (PUIs) in the northeastern, central eastern, thirteen and northwestern communities, with fundamental thrusts in developing new central areas, some housing projects, such as integrated improvement of the Nuevo Sol de Oriente (“Juan Bobo”) neighborhood; others with integrated cultural, educational and social equipment; and yet others determined by mobilization axes, through the system of cables, such as in the western area and the electrical escalators of community thirteen. These PUIs originated in the Integrated Improvement Program for Substandard Neighborhoods of Medellín (Primed), implemented by the Corporation of Housing and Social Development (Corvide), led by the Presidential Advisors for Medellín in the 1980s and 90s, which UNESCO declared an international pilot experience, because it went from planning to program implementation to title issue, legalization and improvement of housing.

The urban concept of housing also results in housing developments, implemented by the private and public sectors. Early in the past century, owners of industries, mainly textiles, developed the concept of the *worker neighborhood*, where the people lived who worked in such companies as Vicuña, Coltejer or Fabricato. This later gave rise to cooperatives of workers, employees and professionals, which developed such neighborhoods as Laureles, San Joaquín, Fátima and San Javier; and blossomed in the Medellín Housing Cooperative.

National public institutions such as the Central Mortgage Bank and the Territorial Credit Institute played a leading role, developing multi-family urban developments, in response to the lack of land for expansion, such as Carlos E. Restrepo, the Towers of Marco Fidel Suárez, the Tricentenario and Altamira. For low-income housing, the Alliance for Progress Program was also present in Medellín, developing such neighbor-



hoods as Pedregal and Las Playas. Alongside this public sector work, the private sector developed major companies promoting and building housing for all sectors of the population.

Nevertheless, in the 1980s and 90s, Medellín did not miss out on the phenomenon of illegal urban spread, with large squatter settlements beyond municipal control, where Corvide, as a municipal institution, led programs to assist and improve housing. The 1991 Constitution consolidated municipal autonomy in urban planning. So, the national body began financing public housing policies implemented by the Municipality, concentrating on integrated neighborhood improvement and resettlement of substandard neighborhoods that could not be legalized, such as in the first decade of the 21st century in the “Juan Bobo” and La Herrera projects, as in Moravia, where nearly two thousand families lived in the former municipal garbage dump. This experience consolidated the housing and habitat policy in the Strategic Housing Plan of Medellín (PEHMED 2020), implemented principally by the Social Housing and Habitat Institute of Medellín (Isvimed).

Major urban projects, such as in the Northern Zone, which enabled the renovation of the Joaquín Antonio Uribe Botanical Garden, laid the foundations for the current District of Innovation containing, among others, the Explora Park and the Route N building, and the intervention in Moravia, which became an integrated urban planning experience returning public spaces, dignity and aesthetic appropriation to citizens and inhabitants of that territory.

Mobility has improved thanks to expansion of the roadway grid, the aqueduct and sewerage, the automotive fleet, public and private transport service, the Metro, the Metrocable and the Metroplús.

• **The Medellín of collective planning** explains how, in the early 1990s, amidst an un-precedented crisis including difficult economic, political and social conditions expressed critically in violence, illegality and urban conflicts, society made an immense collective

effort, expressing renewed solidarity and upwelling of collective awareness, with the assistance of the Presidential Advisors for Medellín. The work also began to reconstruct the social and urban fabric of communities and neighborhoods that had once been the living expression of an urban social debt that built up for decades, and jeopardized the very life of society.

Subsequently, the Strategic Plan for Medellín and 1995 Metropolitan Area forged a synthesis and a long-term vision, which became the collective agreement orienting much of urban development. At this stage, the diverse sectors of the city integrated extraordinarily as a plural, diverse institutional and social combination, making and consolidating agreements about fundamental issues that have enabled us to progress to this day. A determining social fabric promoted by the organizational capacity of NGOs and federations such as Proantioquia — created in 1975 by several Antioquia private sector companies to provide an early response to the need to discuss, analyze, assess and support regional and national public policies: the Federation of NGOs, created in 1988 and comprising over 105 organizations; the Inter-Federation Group of Antioquia, comprising 39 federations or entities from the different sectors of the economy; the Medellín Chamber of Commerce for Antioquia, and active work by the regional media, such as *El Colombiano* (1912) and *El Mundo* (1979). Countless community and alternative media also took a sustained ethical position, not only informing but also taking part in projects of reflection, education and encouraging reading for the city, defending communication as another space for constructing public life. A current example of scenarios of analysis and debate is the Program to Monitor Integrated Development Indicators, called “Medellín, how are we doing?”. Begun in 2006, by Proantioquia, *El Colombiano*, Eafit University, the Medellín Chamber of Commerce for Antioquia, Comfama and Comfenalco, it aims to evaluate, through the citizenry, the city’s changes in quality of life.

Another example of collective planning for a shared city goal is work with the Comfama and Comfenalco compensation funds, which have maintained meaningful leadership in promoting reading and cultural education, by consolidating a network of libraries and scenarios for an agenda covering both the city and the entire nation. In recent years, both entities’ participation in education and health has been vital to backstop the social equity project that has become so imperative in Colombia.

• **The Medellín of inclusion and well-being.** Health infrastructure has made the city internationally famous, for its specialized centers including the Hospital San Vicente Foundation (previously the San Vicente de Paúl University Hospital), with 101 uninterrupted years of service, in a teaching and assistance agreement with the University of Antioquia since 1948. 2013 was the 50th anniversary of the National Department of Public Health at the University of Antioquia, a pioneer in Latin America in care for endemic diseases such as tuberculosis, gastroenteritis, typhus and tropical diseases. Medellín's hospital infrastructure and capacity to provide care for different aspects of health have made it a prestigious center in Colombia, because of its coverage and quality in highly complex health problems. Patients come here from many countries of the Americas and the Caribbean.

Another effort for equity is the Solidary Medellín Social Program, which enables the city's neediest families to access benefits and services to improve their quality of life. This Program assists forty-five thousand families living in extreme poverty, reaching them with 118 public and private programs in coordination to make them available for these households to achieve comprehensive human development. The multiple benefits received by families under Solidary Medellín include the water supply estimated to be enough to meet each person's basic needs.

• **The Medellín of responsible public governance.** The Public Enterprises of Medellín are an example of the way public affairs have been managed in this city. This home utility company has a story to tell, with the figures and facts, of social and environmental responsibility that reflect its origin, development and business strategy. In its first stage, EPM served only the inhabitants of Medellín, where it began activities in 1955. Since then, it has developed to a high standard that places it at the lead of the public service sector in Colombia. Organized as a "State-owned industrial and commercial company", owned by the Municipality of Medellín, EPM applies the highest international standards of quality to the services it provides: electrical energy, gas by a network, water and sanitation. Experience, financial strength, transparency and technical capacity are the main features identifying this organization, and its focus on social and environmental responsibility.

EPM now reaches 123 municipalities in Antioquia. In Medellín and the Metropolitan Area of Aburrá Valley, it serves 3.6 million inhabitants. The quest for sustainability is the foundation of EPM's actions. For this reason, it has been a protagonist in Medellín's social development and in the other cities of Colombia where its services are present. These dynamics include such programs as Prepaid Energy, which enables thousands of families with economic difficulties to have electricity, by purchasing what they can afford beforehand; and Antioquia Illumined, which connects the remotest rural sectors in the region.

This very capacity to work with the people and maintain its efficiency has sent it out to the world to tell its story and build many more dreams. The EPM Group is now seeking to consolidate with companies in Colombia, Central America, the Caribbean, South America, Mexico, United States and Spain, providing electrical energy, natural gas, water supply, basic sanitation, garbage collection, utilization and disposal, and information and communication technologies, improving the quality of life for over 13.5 million persons.

This Group recently merged with Compañías Varias of Medellín, founded in 1964, an industrial and commercial State-owned company providing the city with street-cleaning services, with outstanding levels of efficiency, modernization and timely service provision. Since 1986, when mayors were first elected rather than appointed, the preceding decade when municipal development plans were implemented, with continuity in the local policies of the last three mayors, in addition to the Medellín Antioquia Alliance, formed to further develop the department and the city jointly by implementing programs under the Mayor of Medellín and the Governor of Antioquia (the only such joint program in Colombia) have enabled good public practices to permeate throughout the city's governance. Political oversight by the Municipal Council and supervision by the relevant public entities (Comptrollership and Personería) have ensured that the public resources have been managed free of untoward actions, to improve inhabitants' quality of life.

This city of Medellín, viewed by the world as an expanding city undergoing continual transformation, is



also a city with problems as yet unresolved, which faces a horizon of challenges not unlike those of every city in the world: the gap between the great triumph of generating wealth and the great failure of deepening territorial and human inequities. Now Medellín comes before the world with a question about cities for life, because it finds no other way to determine a pathway forward that brings together solutions for its two main and constantly inter-related problems: violence and inequity.

The current challenge and horizon

In 1913, painter Francisco Antonio Cano presented a famous painting entitled *Horizons*, which is seen as an emblem susceptible to multiple interpretations over the decades, regarding the identity and history of people in Antioquia. In those years, it was an ode to the pioneering spirit; now it invites us to reflect profoundly on the impact that economic and social development has had on the value assigned to life.

At this time, Medellín will offer a viewpoint, an interpretation, with universal aims though born locally, determined by the horizon rather than the past. That horizon is to “be a city for life”. This means a more human city, freer, fairer and happier, touched by genuine cultural transformation which results in equity. That city is now oriented by four principles: participation, transparency, non-violence and innovation; precepts underpinning governance of the territory and orienting development of five sectors or directions of sustainability for a city inhabited by life: education and culture; institutional development and justice; sustainable habitat; inclusion and well-being; and economic development with equity.

That model sets the horizon for Medellín, its present and its future, grounded in the maturity of the processes pursued, their successes and their failures; i.e., its lessons learned, which will be easier to understand in the second part of the *Medellín Charter*, which contains the city’s current strategic vision. This will show how education and culture become the route for human development and citizen education, viewing the school-city as an educational ecosystem overa-

ll, and aesthetics as a proposal for ethics and work toward a culture of legality; of institutions and justice to govern an integrated policy on security, to mitigate the risks threatening life, and promote citizens’ free development in their territory; of sustainable habitat, using urban planning as a tool for balance and pedagogy for the city, and viewing the river and suburbs as a system in harmony with new central features; of inclusion and well-being as a policy for population and human equity through strategies of protection and affirmative, inclusive actions for the most vulnerable people; and, finally, of economic equity, solidarity, corporate social responsibility development with equity to be achieved by promoting greater social innovation, generating employment opportunities and economic systems integrated into development of the city’s vocations.

This input for the international community at the 7th World Urban Forum, on the vision of “Cities for Life with Equity”, is the city’s commitment to transcend the arena of argument and extend and enrich it in time, to continue encouraging and gathering the best urban ideas, proposals and practices, to construct the new World Urban Agenda in 2016.

The *Medellín Charter* text and the Multimedia Platform of *Urban Solutions* on which it is shared are an invitation to reflect, and will also be at the service of the new international cooperation and exchange space that Habitat will officially launch during that event in this city. The Charter is called upon to be one of the international instruments contributing to constructing the Urban Agenda for 2016-2036, *Habitat III*.

Policies, facts and progress observed in cities on the different continents show that the new directions toward “Cities for life”, in the international sense expressed in this document, are multiplying and expanding strongly. Work to date by the United Nations and its agencies and specialized programs, including Habitat, as well as other institutions of international, national and regional origin, has been fundamental to build awareness of the urgency of a global turnaround in the way the world and, in particular, cities and urban affairs are conducted.

Much remains to be done in this direction, but what stands out at this time is the legitimate interest in uni-

ting and reuniting multiple efforts and resources at all levels of action, to gain experience and knowledge contributing to accelerate consensus-based transformations progressively in each country and city. The 7th World Urban Forum in Medellín is a clear demonstration of these results and agreements. By 2016, when Habitat III is held, this Platform of construction and discussion, of cities committed to life and to good living, will be sharing its consolidation as an international proposal with the international community, framing their action between 2016 and 2036, under the New World Urban Agenda that Habitat III will approve. Starting now, it is at the service of cities,

networks, institutions, diverse organizations, companies, associations, academics, and research and innovation centers, with whom we hope to consolidate bonds of cooperation and exchange.

The city of Medellín is at the service of this undertaking, which will decide the future of humankind in the decades to come; and thanks the international community for the trust bestowed. Medellín will always strive to be equal to the challenge it is undertaking, under the premise of genuine co-responsibility by all those who are witnessing the birth of this opportunity.

Medellín, a city for living. The current strategic vision

Collective dialogue for social cohesion

With the firm will to find a new direction, in the 1980s Medellín renewed their vision of the city to consolidate an innovative model, based on the capacity for social mobilization to cope with the fundamental problems of that time: drug traffic, internal conflict, organized crime, urban displacement, unemployment, under-nutrition, and deficiencies in education and housing. This led to strategic policies and programs fostering the city's main transformations and developments for the last fifteen years, which we would like to show to the international community for their advice and opinions to help us clarify whether we are going the right direction to make our city a place for peaceful good living.

These landmarks during the 1980s and 1990s, the Strategic Plan of Medellín and the Metropolitan Area for 2015, the Presidential Counsellorship for Medellín and Future Alternatives for Medellín, among others, addressed the reality the city and metropolis were facing, through dialogue, agreements and planning processes.

Medellín's Strategic Plan generated a broad, plural effort of continuity and coherence, constructing participatory citizenship and a high political and democratic direction; and inclusive public policies that have made it progressively possible to achieve well-being and quality of life for all citizens. Their emphases have been oriented along five lines for Medellín and the Metropolitan Area: 1) an educational city basing its development on upgrading human talent; 2) the epicenter of social and cultural policies; 3) decentralized and participatory; 4) a logistical center providing advanced services in the Andean Region, as the basis for a new industrial dynamic; and 5) a sustainable, accessible, welcoming, integrated metropolitan city.

The context of city planning within these dynamics has achieved consensus in the public and private sectors; this context has logged the consolidation of institutional action, within renewed social consensus and first-rate interest in public opinion.

From 1998 to 2000, under the development plan *For a more humane Medellín*, participation is implemented to priority-rank public investment and take advantage of major urban areas that have de-



teriorated, to turn them into meeting-places, such as Botero City, San Antonio Park and Barefoot Park. Significantly, they are formulating the first Physical Planning.

From 2001 to 2003, under the *Competitive Medellín* development plan, structured on the basis of three strategic lines: Citizen culture revolution, Competitive Medellín, and First the Public Spaces. Projects included the Park of Desires, the Park of Lights, and the Metrocable.

The 2004-2007 development plan, *Medellín, a commitment for the entire citizenry*, proposes that the essence of holistic human development lies in fundamental rights and serving a range of basic needs, which entails working from the Administration in the perspective of solving social problems and favoring social inclusion and replication of opportunities for the most vulnerable population groups. Integrated Ur-

ban Projects (IUPs), social urban design, partial plans, establishment of education as a top-rate public asset, with the slogan of *Medellín is the best educated*, Quality Schools, the Network of Library Parks and the Western Metrocable, are among the most outstanding projects.

From 2008 to 2011, the *Medellín is solidary and competitive* development plan strengthens the drive for holistic human development, with an array of coordinated actions, under an approach of continual effort to expand people's opportunities and capacities, recognizing their differentiated needs and interests through targeted affirmative action. Outstanding projects such as the Solidary Medellín Program, the sports scenarios for the South American Youth Games, the escalators in Community 13 (as the path to development, equity and quality of life in a neighborhood located on the hillside) and the Good Start Program with its network of children's centers.

The vision of the city. Medellín, a city for living

The Up-to-Date City – Think about Medellín as a City for Life project takes a city that has moved from fear to hope and is now advancing toward consolidation of the social fabric of a more humane, freer, happier and fairer community. This project is based on the fundamental and true cultural transformation that is required: the revolution of equity. There are four guiding principles for this exercise in government and citizenship: transparency, participation, non-violence and innovation.

Transparency, from the most profound perspective of all, overcoming the notion of good governance, to become the foundation of the culture of legality in the territory. So, Medellín proposes that all cities must have an ethical perspective to exist and to educate itself, because transparency is the essential agent governing the way of governing, and the ways that government deals with the community. This criterion determines the quest for ways to reinforce public tenders, transparency fairs for contracts, exercises in accountability, oversight mechanisms and systems to monitor indicators of quality of life in the city.

Participation, understood as an exercise in active co-responsibility for collective construction. A future project for the city is a long-term, strategic, participatory, consensus-based vision with leadership. This is a political and technical effort by all sectors of society, thinking collectively about how their city should be and what should be done to achieve their agreed goals. Citizen leadership with strong political and civic criteria and participation in urban projects, leads to qualified deliberation under citizen training programs such as Medellín Speaks Up, developing local planning and the participatory budget; and exercising agreements with the citizenry for strategic city projects with programs such as Workdays for Life.

Non-violence is the pillar recognizing the value of citizen manifestations promoting memory as a tool for resistance and construction. As an effective counterweight against violence, peaceful conflict resolution is a tool for daily use. Resilience is the defining factor; it is continual learning and development of cultural citizenship that transforms the city on the basis of respect for life, recognition of the



other, and essentially love as a way to construct the city. Citizen initiatives for life are a meeting-point, for proposals and responses between civil society and the State. Social and artistic manifestations are signs of life and non-violence to express a vital challenge, through new spaces of integration and learning environments based on recognition rather than exclusion.

Innovation, because new times entail new challenges and the same challenges as yesterday require new solutions today. Generate spaces and processes in which innovation, more than a strategy, becomes a philosophy and a way of transformation making a positive, plural impact on the different spheres of society. Establish policies of incentives and support for research, inclusive urban design, openness, globalization and constant exchange.

These principles are the platform supporting the strategic vision of the city and opening the way to a sectoral view of human development and equity. Therefore, a city for life weaves these principles on five sectoral dimensions directly impacting integrated development for a Medellín for Living: education and culture; institutional development and justice; sustainable habitat; inclusion and well-being; and economic development with equity.

Education and culture. A city-school

Understanding the city as an educational ecosystem overcomes the vision of a classroom or school, to intentionally make the city the universal arena for



learning and exercising citizenship. Education, culture and aesthetics are tools to achieve equity and human development; and, fundamentally are the foundation for an ethical approach to the city.

This way, interdependent systems act as pedagogical networks, including public libraries, first by promoting the reading plan; the network of museums, all with preferential entry for communities: MAMM, Museum of Antioquia and Museum of the Pedro Nel Gómez House, among others; the science and technology district in the Northern Zone, comprising the Explora Park, the Botanical Garden, the Planetarium, the North Park, and to include the Teacher's Innovation Center; the Route N Innovation District, the network of cultural agents and city equipment, configure a large setting for learning, duly coordinated and operating to serve education and culture. This scenario complements the city's whole formal educational system, which has determined two fundamental strategies ("push & pull") to unleash pressing processes in the educational cycle, with a policy of caring for small children, a policy that sets a good example nationwide, through the Good Start Program; and at the end of the cycle with higher education, consolidated with the first Agency of Higher Education, Sapiencia of Medellín.

This systemic approach is reinforced by other programs such as the Complementary Workday, unique in the country, which opens the doors of schools by extending the school schedule, but with an integrative perspective, where the citizens' cultural, environmental, scientific, sports and participatory system, offering complementary ways to educate children and youth through a basic principle: the processes of education and creation, coordinated together, to offer children time and space with quality to creatively use their free time and awaken their talents.

Similarly, the 20 Coordinated Life Units (UVAs), a project to generate culture and social development in the neighborhood; a new urban typology promoted by the Municipality of Medellín and EPM. UVAs are designed as cultural, sports and community centers, by activating sustainable public spaces; and qualified equipment for musical, artistic, youth, community, sports and recreational activities.

Institutional development and justice

A dynamic, integrated insight into conditions determining security in the city is mediated by the relationship between legality and exercising justice.

The Integrated Security and Conviviality Plan (PISC) is the essential pillar of a route complemented by each dimension of development, and concentrating efforts on five lines of work: 1) dismantling criminal structures and reducing criminal violence (illegal revenues, murder, reinforcing sustainability); 2) activities to prevent the use of boy and girl children and young men and women by criminal groups to commit crimes; 3) dealing with daily violence (domestic violence, interpersonal violence, murders); 4) reducing theft from persons and automotive robbery; and 5) public communication to disseminate actions and strategies to improve city security. Further, developing programs and projects to confront the direct causes and consequences of conflict: the Victim Protection Program, the Human Rights and Conviviality Unit, the work for reconciliation, and memory and resilience.

Regarding institutions and justice, public governance makes sense in protection, care, promotion and recovery of life, in a setting expanding the possibilities for life to be happy and free. The work must be complemented to lessen risks, for the continuing purpose of increasing institutional capacity so the State can ensure justice, to improve society's trust in their authorities; and so the feeling of insecurity does not drive new, worse violence, and return to the blood-soaked pain that the country has already experienced so grievously.

Thanks to these approaches and new ways of working, Medellín now has ten times fewer murders per hundred thousand inhabitants than during the difficult times before. In 1991 that rate was 380 murders per 100,000 inhabitants, and in 2013 the rate was 38. The city has made this progress thanks to collective construction and co-responsible work to build institutional capacity, addressing diverse aspects, including governability and governance that lays the society's founda-

tions. The commitment made by the public sector to its citizens, regarding their well-being and quality of life for all, is the basis for the city's decision-making system. The challenge in the present and the future is immense, Medellín continues with high crime rates, and the presence of criminal organizations require a continuous and persistent institutional exercise, fully, for their weakening and dismantling.

This collective project's coherence lies in its combination of public ethics, developing good governance, transparency, citizen participation and consistency to reinforce governance, which all underlie the strategies to reverse the critical factors jeopardizing life and equity through illegality. This is also the result of a number of good governments, one after the other, continuing in this same direction.

Pedagogical urban design



Unidad de Vida Articulada —UVA— Moscú. Foto: Felix Velásquez

Works of architecture and urban design represent the culmination of a social and political process, and show how the city's social fabric must be woven by public policies, social construction and citizenry, and managing urban development. Constructing collective transport infrastructure, public spaces and social equipment have contributed to progressively overcoming the most critical problems. Although they have acquired new facets over time, creative, innovative public administration has strengthened and consolidated. That construction entails multiple processes of dialogue, social entrepreneurship and State institution-building, especially by security and

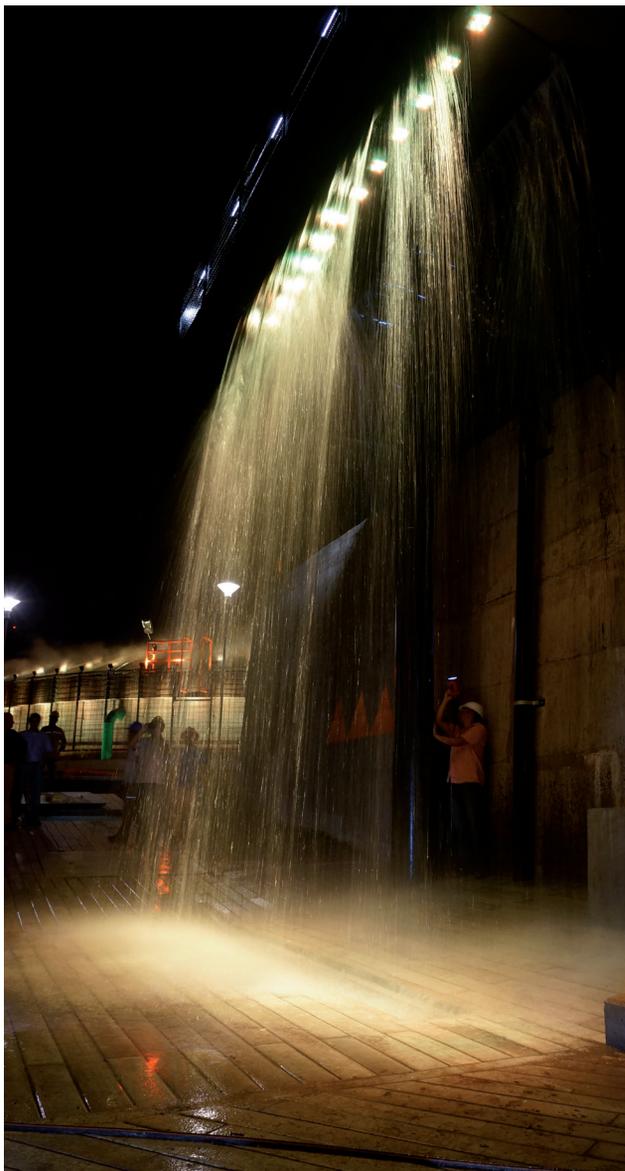
justice authorities, and efforts to find new scenarios for economic development.

A sustainable, orderly, equitable, inclusive territory contains major projects, from the expansion of efficient, clean means of urban mobility such as the lines of Metroplús, the tram, the metrocable to new zones and, especially, the project to include the Medellín River Park into the vital urban area, to make this integrated development site generate public spaces for all to enjoy. And the Bypass Garden of Medellín urban project, which is the heart of the Metropolitan Green Beltway, was conceived as a ma-





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cro project for social and economic inclusion of the grassroots sectors of the city's hillsides. It also addresses such goals as preserving environmental wealth, linking and enabling transit between urban and rural areas, and creating new public spaces of quality.

Each of these city projects exercises social construction of the habitat and pedagogical urban design, based on the conditions and characteristics of the community living in the territory. By encouraging citizen participation to collectively construct dreams, all projects that come to the territory arrive whole, coordinated, relevant and pedagogical. Citizens are guided to learn, participate, transform, sustain, care for, enjoy, and protect life in harmony with their environment.

The social construction of habitat — expressed mainly in the Workdays for Life and Equity, Local Planning and Participatory Budget — is based on the principle of participation as the setting for constructing an equitable society: economically distributive, socially inclusive, politically democratic and environmentally sustainable. In this process, the State is an instrument given to society to lead, coordinate, foster and facilitate, by which the community acquires the capacities and competencies to define its priorities and construct the habitat of which it dreams.



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Further, all integrated habitat improvement projects involve housing. For this reason, the Municipal Administration proposes to enable access for thousands of families to integrated, dignified habitat, with all due guarantees and, especially and particularly, safe housing. The goal is to construct over one hundred thousand housing solutions in the city, including improvements, title clearance, new

programs and the return plan for displaced families due to the armed conflict to their places of origin. Although the keystone is the shelter plan, the fundamental task is to combine housing, urban design and equity.

Further, consolidating sustainable habitat regionally, pursuant to the law and the territory's potential





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and occupancy dynamics, must go along with coordinated urban and rural planning. So, the Physical Planning (POT), review and adjustment must include consolidating environmental conservation and protection systems, mobility and transport, public spaces, equipment and public services, definition of the urban-rural interface and the river as the city's backbone, according to a system for integrated risk management and suitable land management with such instruments as partial plans, property regularization and legalization, urban renewal, property integration and macro projects, among others.

Inclusion and well-being

All *cities for life* must accompany their inhabitants to help develop their potential, to form a vital social fabric enabling such progress as inclusion and general well-being. The city must be constructed on the basis of two fundamental criteria: territorial equity and human equity. Regarding territorial equity, Medellín must stop being a city divided by the growth-exclusion relationship; it must develop more points of agreement and public dialogue, for-

ging the network of inhabitants and greater mechanisms of affirmative action to develop new central features in interaction with peripheral areas. As for human equity — population- and age-related, and others — this must work with health and other policies to include youth, women, the LGTBI community and Afro-descendant people, as well as programs for people living in vulnerability and extreme poverty. In other words, plans for inclusion and well-being must be developed in the territory.

Regarding health, the greatest challenge is to offer citizens access to a service of quality to protect their lives with respect, by strengthening the system of efficient care and coordinating institutions in a network. With a regional criterion, making progress in coverage and in guaranteed basic health care with high levels of quality, with the creation of *Salvia Health*, a joint effort with the Governor's office and *Comfama*, which serves over 1.7 million members, of whom 670,000 are inhabitants of Medellín.

Especially, we highlight the Medellín City Council Children's Hospital, the country's most modern and one of the most complete in Latin America, which confirms the commitment to integrated care for small children; and the *Park of Life*, an innovative

project in Colombia as a model of health promotion and preventive health care, to encourage healthful living habits. Health in the Home is another of the programs with high social impact, serving 20,000 households, visiting 150 schools and seeing 128,000 students in public schools. As for health-care services, infrastructure is advancing, consolidating the network of health centers, constructing new hospital units and the Northeastern Hospital.

To address vulnerability, the Solidary Medellín Program has gotten the most vulnerable families out of extreme poverty, with a coverage of fifty thousand households, nearly 100% of families who were in that situation. The goal is for each family to improve and progress in achieving the higher goal of an equitable city, with zero families living in extreme poverty conditions. And Youth for Life, a flagship program, is coordinating the efforts of several secretariats to contribute to holistic development of the youth population, guarantee their rights, channel and provide opportunities for the city's young people; while solving the drug addiction problem that causes many of our society's problems.

Economic development with equity

By generating progress, innovation, competitiveness and decent work, the city-region's economic development is reinforced by building its capacities and productive structure; however, it must be done without losing sight of the working always for equity and territorial and population balance.

In the quest for this city for life, the territory's economic project must define criteria to address a reduction of gaps, especially the digital divide. For this reason, making Medellín an intelligent city through technological platforms, with access to solutions for the city for all, will not only make it even more competitive but also more inclusive with programs such as MyMedellín (a program for open innovation to solve the city's problems), HuecosMedellín (Web reporting app for road chuckholes) and Security on Line, among others.

The District of Innovation (Medellinnovation), driven by Route N to develop enterprises and new businesses based on knowledge, seeks to position the city internationally as a destination for businesses, and has attracted such companies as Holcim, HP, Procter & Gamble, Kimberly and Contax, among others. This complements Medellín's globalization strategy, as a city of great events.

Inserting Medellín into international networks will help generate employment and new opportunities for the entire population.

Promoting equity and life as universal purposes and, especially, Latin American goals. The EPM Private Capital Fund was created for that purpose, for entrepreneurial developments in ICTs, the first Public Employment Center in partnership with the Ministry of Labor, and the implementation of the Green Pavilion at the Main Square. This strategy has met the challenge of lowering the unemployment rate to a single digit. At year-end 2013, the rate of 9.6% was the lowest in the last 18 years in Medellín, one of the greatest achievements, alongside the lower homicide rate. To maintain this, the Municipal Administration must continue contributing through both public investment and by generating conditions to appeal to companies, and by improving security, mobility, access to new technologies and formation of human capital.

In globalization, the system comprising the Cooperation and Investment Agency (ACI), the Main Square Convention Center and the Bureau network to increase investment and the economic dynamics in the city; and to actively and proactively insert it on global markets.

This is the city that Medellín is proposing: a territory for life and equity that complements this multi-dimensional viewpoint by active territorial management and is always ready for discussion, for cohesive dialogue and public deliberation.

As a city, Medellín has learned to construct from three perspectives that have been repeatedly listed in this publication: 1) a collective vantage point, coordinating public and private work; and, additionally, reinforced by the social fabric, and the community and social organizations working in and from the territories; 2) the strength of a series of



good governments working along the same lines, coherently with planned, social and pedagogical urban development; and 3) modernization of public management and handling of government affairs, from a transparent position tapping the historic

strengths in management such as the Public Enterprises of Medellín and the Medellín Metro; but also considering a new multiple, coordinated vision of governance: moving from functional or project management to a sectoral and territorial policy.

Hand in hand

This world summit in Medellín, working hand in hand with UN Habitat, represents the immense capacity to respond and face with courage, commitments and energy the fundamental challenges of our time, which increasingly unite us fraternally.

We remain faithful to the quest for happiness and the sustainable well-being of everyone on Earth: in each territory, city and corner where we come together.

We recognize that this time in humankind's history is full of opportunities and great scientific, technological, and management capacities to venture in diverse, unexplored directions. We are essentially mastering the daily happenings of our lives and places, so that, by the year 2050, we can complete a tremendous qualitative leap forward.

We agree that the greatest concerns for everyone are: re-humanizing the Earth and our lives; taking a firm step toward genuine recognition of other, of every citizen on the planet; and respecting all civilizations and cultures, all healthy expressions of life.

We understand thoroughly that universal peace is urgent and indispensable for sustainable human progress. In these last decades, many more men and women died in hundreds of violent conflicts than all those who died in the last century's Second World War.

We agree that an educational and ethical dimension will always be at the heart of all global or local, city or rural gathering to work for better life, suited to the demands of the world's sustainability.

We reaffirm that the greatness of our collective actions is grounded in the spirit of fraternity, solidarity and cooperation, which must always be enlightened and enhanced by the enormous desire by each of us to share, grow and be, in a world where serenity and optimism flow more often because beauty inspires us, goodness invites us, and fraternity makes ongoing peace possible.

Welcome to the shared work for a good, pleasant future that we will forge together, preparing meticulously for the coming new generations.

We will continue our dialogue and exchanges, grounded in the *Platform of Urban Solutions* that we are proposing at the WUF7, as a Website, and which we hope UN Habitat will carry on with, actively involving many of the stakeholders and institutions present here.

Today, Medellín is a city that is revealing its decisions to the world, and awaits the timely advice from solidary voices.

We wish you a safe return to your homes, for those of you who have honored us with your presence at this gathering.

You are reading the last two chapters of the Medellín Charter, which has emerged from the central administration of Medellín, led by the 7th World Urban Forum (WUF7) Local Academic Committee, and prepared with the contributions of different national and international authors and institutions.

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To download the complete Medellín Charter book go to: www.solucionesurbanas.org

