Land Conference: Addressing new land governance ‘s challenges
GOVERNANCE SCHEMES FOR URBAN REGENERATION PROJECTS IN
COLOMBIA, LATIN AMERICA

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COLOMBIA URBAN CONTEXT

MAIN ASPECTS
- 75% of total 50 M country population is located in urban areas. 85% of total population will be expected by 2050.
- Colombia has 1100 municipalities, only 31 main cities concentrate 65% of total population.
- Bogota (Capital city) and Medellin (second strategic city) concentrates the 25% of total country population.

POT | PBOT | EOT
---|---|---
56 Municípios | 158 Municípios | 888 Municípios
56,3% | 19,6% | 24%
**BOGOTA AND MEDELLIN URBAN CONTEXT**

**MAIN CITIES IN COLOMBIA PRESENTS: SCARCITY OF URBAN LAND, INTEGRATED URBAN TRANSPORT SYSTEM DEMAND, MULTIPLES STAKE HOLDERS AND MIXED URBAN ACTIVITIES, FORMAL ACTIVITIES IN CDB’S AREAS AND INFROMAL SETTLEMENTS IN PHERIPHERY**

### MEDELLIN
- Approximately 15% of the total urban land of Medellin is vacant
- Approximately 45% of public facilities and public space is located in central areas
- Multiple public and private stakeholders are located in CDB, including housing middle income population

### BOGOTA
- Only 5% of the total urban land of Bogota is vacant
- Central area CDB represents the 35% of Bogota PIB
- 40% of public facilities, public space and mixed land use is located in the CDB
- Multiple public and private stakeholders are located in CDB
Approaching to the issue complexity around regeneration and mainly actor’s interaction might build strong routes for successful outcomes or hazardous dynamics that undermine them.

Building up on complexity...
Complexity around regeneration and mainly actor’s interaction might build strong routes for successful outcomes or hazardous dynamics that undermine them.

Catalyzing physical transformation...
Solving urban problems to bring out lasting improvements for inhabitant’s economic and social conditions.

Opening perspectives on governance...
Governance as self-organizing organizational network supported by stronger trust bonds between actors.

Regarding on stakeholder 'strength...
Sound legal framework and regulatory powers + private sector and community engagement = project’s sustainability.

Scope for the project
Land management processes
Institutional schemes
Stakeholder’s participation

Funding ideas
GOVERNANCE SCHEME APPROACH
Double side approach on regeneration

Management Path

Partial plans

Planning tool

Regulate the **transformation of large areas of land**—generally with multiple lots and owners—to guarantee an equitable distribution of the costs and benefits of urban development among local property owners, promoters, and local authorities.

Delimitation of the area

Building standards and indexes, public space conditions, land uses

Conditions of stakeholder’s participation

Distribution of benefits (buildability) and burdens (public local works)

Scope for the project

Land management processes

Institutional schemes

Stakeholder’s participation

Institutional schemes

Partial Plans approved usually focuses on detailed conditions for physical transformation and distribution of burdens, underestimating the importance of building a strong institutional scheme and stakeholder’s participation.

**Two cases are making a difference:**

- **Triàngulo de Fenicia (BOG)**
- **Partial Plan Sevilla (MED)**
MEDELLIN INNOVATION DISTRICT

SCOPE OF THE PROJECT

PROJECT DESCRIPTION
Completion Date 2025 – 3-phase plan
$2 billion of total investments
172 hectares – 4 PP - 10,000 Inhabitants
1.5 of mix use development
96,000 m² of retail space
600,000 m² of office space
200,000 m² of services, 10,000 residencies
6.4 hectares of open spaces and civic areas

Source: EDU, 2016
MEDELLIN INNOVATION DISTRICT

LAND MANAGEMENT

PARTIAL PLANS

URBAN PLANNING UNITS

UNITS DELIMITATION: UAU/UR/AR


Source: Ruta N 2016
MEDELLIN INNOVATION DISTRICT

STAKE HOLDERS PARTICIPATION

MAIN ASPECTS:
- Corporation Development EDU offers sell preference rights to original land owners
- Ruta N defines a participation mechanism in the real estate project for original land owners.

PROMOCIÓN MERCADOS PRIORIZADOS

FIDELIZACIÓN DE EMPRESAS ASENTADAS EN EL DISTRITO

INCLUSIÓN ECONÓMICA DE LA POBLACIÓN /LIVING LAB/ NEGOCIOS LOCALES

URBANO

SOCIAL

PARTICIPACIÓN DE LA COMUNIDAD Y ACTORES /PROTECCIÓN A MORADORES

PLANEACIÓN TERRITORIAL /ADOPCIÓN

NEGOCIOS
MEDELLIN INNOVATION DISTRICT

INSTITUTIONAL AGREEMENT

- Identification of the existing institutional and land management conditions for the innovation district's execution
- Characterization of strategic processes associated to innovation district's execution
- Analysis of possible administrative modalities and institutional arrangements
- Definition of main elements of the proposed institutional arrangement

Participatory Workshops
VEHICLE FOR IMPLEMENTATION OF MEDELLIN INNOVATION DISTRICT

Institutional vehicle
- Ruta N
- EDU
- Municipal administration

Interadministrative agreement.

Strategic direction committee.

Guidelines on strategic processes and resource prioritization
- Technical teams of each entity
- Technical coordination bureau
- Coordination board

Execution and coordination of activities/Budget execution
- Information office

Reception of request and assistance to the community
- Assistance to the community
- One stop shop

**Existing conditions**

- Approximately 460 families.
- 54% of the land corresponds to housing.
- 20% to surface-parking lots.
- 12% percent to commerce.
- 14% is dedicated to institutional and industrial use.

**Objectives**

- 900 housing units will be built:
  - 20% will be social housing (108 units).
  - 400 will be replacement housing for the original owners.
  - 500 units will be new housing.
  - 71 Commerce units (approximately).
  - 4,785 m2 of communal areas (approximately).

**Scope of the project**

Urban renewal project promoted by Los Andes University located in the center of the city of Bogotá within an area of 8.8 hectares.

Seeks to revitalize the area through a double way process:
- urban transformation (commercial areas + public spaces + connection to public transport)
- social inclusion of residents and new inhabitants.

**Disruptive project’s scope: Urban transformation for social inclusion**
Land management

Land management Tool: Unidades de Actuacion Urbanistica

Urbanized or built as a planning unit in order to PROMOTE the rational use of land, GUARANTEE COMPLIANCE with the city-planning rules and FACILITATE THE ENDOWMENT charged to the owners, of the infrastructure for transport, domiciliary public services and public facilities.

<table>
<thead>
<tr>
<th>Property type</th>
<th>Real Estate Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>Condominium</td>
<td>269</td>
</tr>
<tr>
<td>Non-condominium</td>
<td>235</td>
</tr>
<tr>
<td>Total</td>
<td>504</td>
</tr>
</tbody>
</table>

Main issues of a regeneration processes would be defined:

- Compulsory associated management among owners.
- Possibility of using expropriation against reluctant owners.
- Guarantee of equitable distribution of benefits and burden.
- Land readjustment through exchange rate
- Reconfiguration of property

Lower scale of interaction between actors (institutional schemes)
Institutional arrangement as transversal support for project’s execution (physical process + social inclusion + sources management.

Conditions for each unit execution must be defined by landowners of each of them (Bases para la actuación)

Bodies represent groups of landowners and present before the trust scheme the fulfillment of the requirements and the affairs of the landowner’s contributions, and supervise units’ readjustment development.

Developer, landowners, investors and a public body (Empresa de Renovación Urbana-ERU) participate on the trust scheme.
Stakeholder`s participation

Participatory process as the backbone for project`s formulation and feasible execution.

Strengths of Fenicia’s participatory experience:
- The Developer is compromised with an inclusionary approach to advance participatory processes.
- There was possible to reach agreements between the community and the developer.
- Technical and legal documents were publicly published and explained.

Land mangement for resident’s permanence:

<table>
<thead>
<tr>
<th>Current property type</th>
<th>Exchange criteria</th>
<th>Exchange ratio</th>
<th>New unit type (use)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land management for resident’s permanence:</td>
<td></td>
<td></td>
<td>1 square meter new constructed area /1 square meter of current constructed area.</td>
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</table>
## LESSONS LEARNED PARTIAL PLAN FENICIA

<table>
<thead>
<tr>
<th>Scope of the project</th>
<th>Land management process</th>
<th>Institutional Scheme</th>
<th>Stakeholder’s Participation</th>
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</table>
| Regeneration projects could advance not only a physical transformation, but a social revitalization of traditional area in historic zones, allowing new commercial and industrial uses, but guaranteeing residents permanence at the same time | Land readjustment process could be as understood not as a compulsory land acquisition but as a matter of coordination, cooperation and trust building among diverse and sometimes antagonist stakeholders. | Institutional arrangements must solve crucial aspects for regeneration projects:  
- Funding system.  
- Land management.  
- Landowners’ and developer means of interaction during project’s execution. | During the formulation process were created spaces and workshops even when the legal procedure did not require to, in order to engage with community concerns and needs and to keep on track public administration interventions. |
| Urban design proposal could follow landowners and resident’s expectations and also developer’s needs.                                                                                                                | Land readjustment criteria was built to guarantee residents permanence by defining an exchange ratio for each kind of property.                                                                                           | Institutional scheme defines interaction spaces between public and private actors, under common rules and agreements | Schemes for decisions making were design by the landowners in order to engage them to the project and guarantee its outcomes would be seen as their own achievements. |


<table>
<thead>
<tr>
<th>Component</th>
<th>Recommendation for Governance Schemes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Scope of the project</strong></td>
<td><em>Embrace regeneration consequences over physical transformation:</em></td>
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<tr>
<td></td>
<td>GS for regeneration projects might be understood as transversal support for all project formulation and</td>
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<td></td>
<td>execution as the actor’s network would be rooted on a closed or broad scope, that from the very</td>
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<tr>
<td></td>
<td>beginning would need to embrace all consequences around regeneration, beyond physical</td>
</tr>
<tr>
<td></td>
<td>transformations.</td>
</tr>
<tr>
<td><strong>Land management</strong></td>
<td><em>Lower level decisions as project’s engines:</em></td>
</tr>
<tr>
<td>processes</td>
<td>GS should use land management mechanisms that define units of execution as a way to strategically</td>
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<tr>
<td></td>
<td>split urban interventions and approach it’s execution to the actor’s directly involved.</td>
</tr>
<tr>
<td><strong>Institutional Scheme</strong></td>
<td><em>Overcome “traditional” procedures:</em></td>
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<tr>
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<td>GS must be structured under legal procedures but must build innovative and flexible mechanisms and</td>
</tr>
<tr>
<td></td>
<td>means of interaction that involve actor’s engagement.</td>
</tr>
<tr>
<td><strong>Stakeholder’s participation</strong></td>
<td><em>Components are closely related:</em></td>
</tr>
<tr>
<td></td>
<td>GS must defined institutional arrangements flexible enough to guarantee all actor’s participation, under</td>
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<td></td>
<td>feasible mechanisms to enable projects execution and sources management.</td>
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THANK YOU