

2020 - 2023

Development Plan: I am Barranquilla

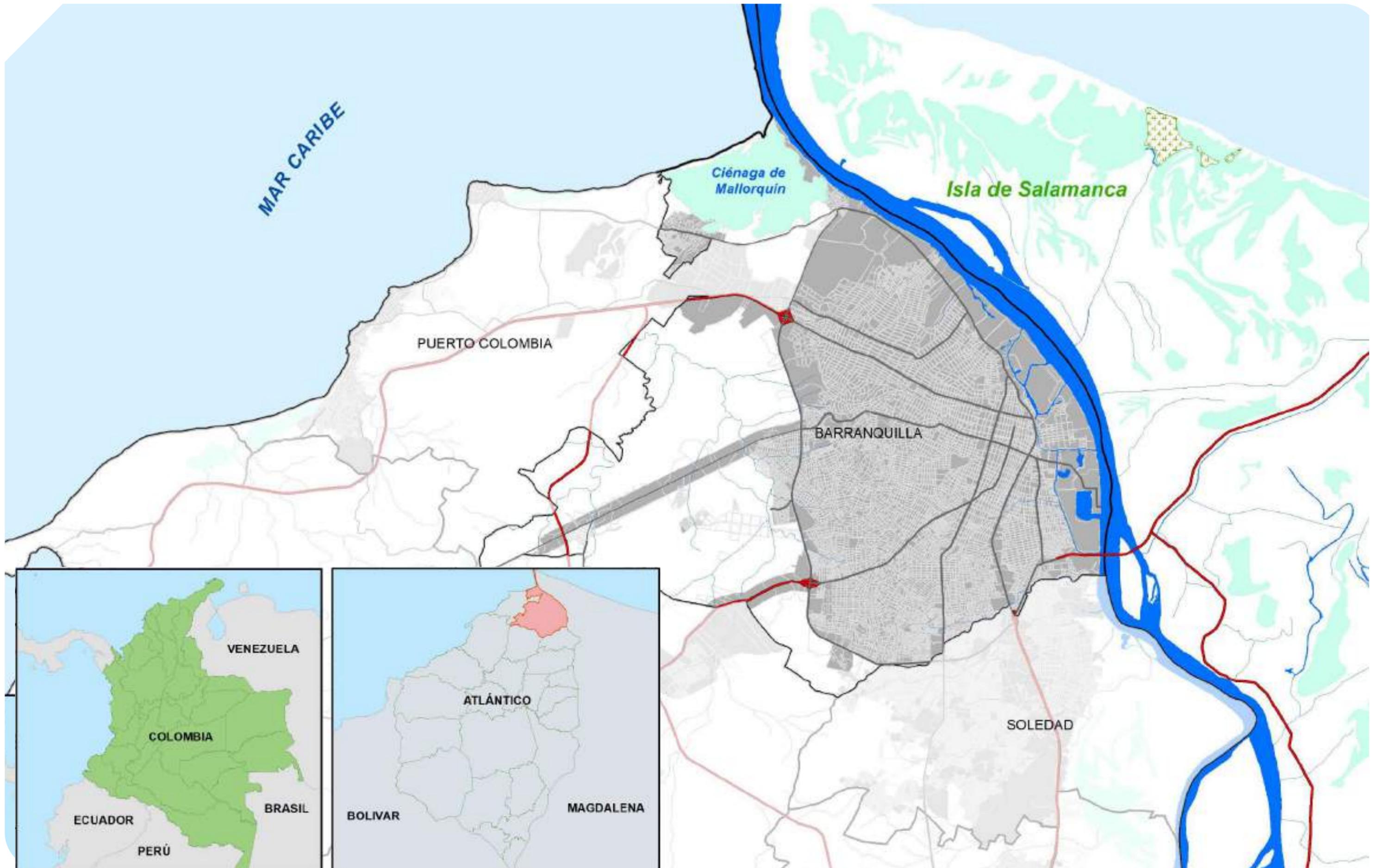
Soy **BARRANQUILLA**



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WORDS FROM THE MAYOR

Barranquilla has undergone a positive transformation for the last 12 years, achieving great progress that provide a solid city foundation to continue working for the well-being and quality of life of its residents. Now, we must continue along this path of hard work, so that the city continues growing, overcoming great challenges such as environmental sustainability, export of goods and services, physical and virtual connection facilities, generation of new and improved public spaces and, of course, closing social gaps every day to be a more equitable city.

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In that sense, we have prepared this Development Plan together with the citizens, which will constitute the public administration's roadmap from 2020 to 2023, and with which we will promote the city's growth and reactivate our productive apparatus. For this Administration, social investment is key and will be this time the highest in city's history, favoring the most vulnerable, where health, education, security, housing, public services, and social inclusion will be the biggest beneficiaries.

The value of this document is priceless because we built it with the contributions of hundreds of Barranquilleros who joined us in the preparation phase. We listened to more than 5,000 citizens in person in the 5 city's five bureaus. Likewise, virtual participation was well received through social networks, email, online prioritization surveys, and other interactive spaces that were fostered to achieve massive participation. Our citizens made it clear that their greatest wish is to have a more equitable and connec-

ted city, where education investment is the most important, including basic, secondary, and higher education, giving high importance to bilingualism. Likewise, they also want to have more opportunities to access decent housing and live in a safer city. Of course, public health, a priority sector for this Administration, occupies a primary place among citizens' interests. Therefore, we will have as a fundamental pillar preserving the life of each inhabitant of our territory.

The higher desire wish for social inclusion, the public space recovery, the parks program, the roads paving, stormwater sewerage, culture, and citizen participation, public transport efficiency, sports and recreation and sports, culture and heritage, quality employment, job opportunities for young people, entrepreneurship and support for small business owners, tree planting throughout the city, responsible consumption and recycling, the city's fauna and flora protection and the recovery of water bodies, were recurring and widely addressed topics in more than 60 participation tables with different groups and sectors of the city.

Our commitment is to materialize the proposals we agreed with the citizens, not only in the preparation phase of the Development Plan but also during my campaign as a candidate for Mayor's Office. This way, we will move forward with new goals and great challenges, which will allow us to continue with the transformation achieved in the last decade. We will be a benchmark for social, economic, and urban transformation in the Caribbean region, with the firm

purpose of continuing to prepare and achieve an even greater projection.

The Barranquilla Mayor's Office will be an articulating agent between citizens, businessmen, and all those agents related to or interested in the consolidation of Barranquilla's next growth phase. With this, we will achieve the next decade's goals, considering the efficient and technical formulation of policies, programs, and interventions included in this Development Plan. Today we have many reasons to be proud of Barranquilla, and say: "Yes, we can" and assure that "We are going for more". These are our collective dreams as a city. We have shown Colombia and the world how to work for the people and how realities are changed.

This document, intended as an easy-to-consult guide, will be our guide for the next four years. We will come back to it again and again to remember our north, where we are aiming, and how to fulfill all the goals that, as a city, we have set for ourselves.

We will continue being connected with our citizens, having a permanent and open dialogue between the district public administration and the Barranquilleros, so that they feel part of the city's construction where we all have our shirts on and that is why we say **"I am Barranquilla."**

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Sincerely,

**Jaime
Pumarejo
Heins**

Mayor of Barranquilla

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Introduction

Barranquilla, located on the Colombia's north coast and Magdalena River's west bank, is a city with 207 years of history recognized for its accelerated growth and projection in the Caribbean region, the country and the world.

In terms of connectivity, Barranquilla is 100 kilometers from Cartagena and Santa Marta by car (the most tourist cities on of the coast), and 90 minutes away by airplane from the country's capital.

It is an attractive city for locals and visitors due to its sea and river. These two factors have allowed it throughout its history to facilitate exports and imports and to open up to the world, witnessing unique events such as being the first sea and river port in the 19th century.

Its population of 1,274,250 inhabitants makes it the fourth most populated city in the country with an economy that currently represents 18% of the added value produced in the Caribbean region, being the main city in the Colombian Caribbean.

Since the 1940s, Barranquilla has been known as Colombia's Golden Gate, a name that was attributed to it for several decades due to its state-of-the-art reputation and for having a railway that connected it with the Sabanilla port and with Puerto Colombia's seaport. In addition, it was a national pioneer in providing aqueduct service (1880) and telephone service (1885).

Without a doubt, the city lived through a golden age. In 1919, it started the air mail service and with it the Colombo German Air Transport Society (SCADTA for its acronym in Spanish), today known as Avianca. The El Prado neighborhood was the first Colombian modern urbanization, today declared a National Cultural Interest Site; In 1928 the radio industry was born in Colombia through La Voz de Barranquilla radio station and in 1964 the first Industrial Free Trade Zone was inaugurated.

However, the city also went through stagnation and decay for nearly three decades, hitting its infrastructure, development, growth and the people's morale, who saw no hope of progress. Health and education services were very deteriorated, there were no equitable opportunities, the social gap was widening every day and the citizens' quality of life was decreasing considerably.

Twelve years ago, the political will of new administrations and public resources administrators have made it possible for Barranquilla to regain hope through a transformative management that has changed the city's look, both in terms of urban planning and its people.

In the last decade, Barranquilla has invested a large part of its resources to improve education-quality and have an efficient health service, giving priority to citizens' basic and fundamental needs to reduce the social gap and improve its habitants' quality of life.

One of the main difficulties that the city had to face were the flash floods that formed along its streets during the rainy season, paralyzing traffic and causing repeatedly fatalities dragged by strong currents. Today the city has built stormwater sewerage to channel a large part of these streams. As a result, the rain stopped paralyzing the city.

In the last 12 years, Barranquilla has refurbished its parks by improving public space quality, has built new sports venues in various disciplines to promote sports culture in its citizens, has worked on land use planning to enable expansion and land renovation for new urban developments and housing projects, has paved hundreds of streets kilometers in the neediest neighborhoods and has implemented a tree plan with the planting of thousands of trees to improve the thermal sensation of its climate. All these developments have positioned Barranquilla as one of the three cities with the lowest unemployment rates in Colombia and, most importantly, to continue working on this



transformation path.

In this sense and considering that the Development Plan is the planning instrument that guides the actions of department, district and municipal administrations during a term period, the 2020 - 2023 Development Plan is presented as follows: Soy Barranquilla – I am Barranquilla. This Plan determines the vision, policies, programs, projects and development goals associated with public resources that will be executed during the next four years. This planning instrument consists of: diagnosis, strategic actions and the investment plan.

This Plan is the city's roadmap for the next four-year period and its fundamental purpose is to continue the progress path and meet the different proposed challenges focusing on an equitable, connected, biodiversity, attractive and prosperous city.

The 2020 – 2023 Development Plan: Soy Barranquilla is based on Mayor Jaime Pumarejo Heins government proposal during his candidacy. His proposals were the input for participatory work groups with the community during



three months to listen to their needs and prioritize them in this Plan. It also includes the opinion of guilds, public and private organizations. In addition, it includes the needs evidenced by the crisis that the city suffered when facing the health emergency due to COVID-19.

Regarding the pandemic and the prolonged mandatory confinement effects, some of the planned priorities were modified. Although there is no unanimous opinion on the possible effects and their magnitude, analysts agree that a contraction in the country's economic growth is expected with strong consequences on the business fabric, employment and household income.

In this sense, within this new scenario, the social, economic and health effects were considered in public policies, generating adjustments in the Plan's strategy such as the inclusion of an economic reactivation plan that mitigates the impacts caused by the crisis and avoids them becoming deeper.

The Development Plan presented below shows the challenges of Colombian Caribbean cities, specifically Barranquilla's:

- Continue improving access and quality of public utilities and services
- Be an equitable city for basic, middle and higher education opportunities, not only in terms of coverage, but also quality.
- Keep health coverage and continue improving quality provision of this basic and fundamental service for society.
- Consolidate opportunities for women, youth and people with disabilities.
- Generate new and better job opportunities. Improve citizens' mobility.
- Provide new high quality public spaces.
- Be responsible with the environment and prepare for the evident climate change.

Besides, the District's impact indicators aim at a reduction in the monetary poverty incidence to less than 20%, reducing extreme poverty to 1.6%, reduce GINI coefficient from 0.443 to 0.430, and other indicators presented in the following table

Impact indicators

Indicator	Base Line	2023 Goal
Incidence of monetary poverty *	21.1% (2018)	Less than 20%
Incidence of extreme poverty *	2.2% (2018)	Less than 1.6%
GINI coefficient *	0.443% (2018)	Less than 0.430
Ratio of per capita income of Barranquilla's spending unit over Bogotá's	0.64 (2018)	Greater than 0.70
Average growth of exports (FOB) in USD or companies located in Barranquilla	USD \$1.237 millions (2017)	Average annual growth of 4%

Source: Barranquilla Mayor's office.

With this Development Plan, Barranquilla aims to be an inclusive greener territory, guardian of its ecosystems, with more public space, greater security, equity, better education and health quality services, with better investment and employment opportunities. This is how these aspirations are translated into the four city challenges that seek to convert and consolidate Barranquilla as an equitable, connected, biodivercity, attractive and prosperous city where everyone wants to live, visit and invest.

² The Gini Coefficient is an inequality indicator that measures the concentration of wealth in a given geographic area. The Gini Coefficient measures the distance between the Lorenz curve and the equidistributional line. Depending on the distance between them, the Gini Coefficient may take values between zero and one, where zero represents absolute equality, and one absolute inequality.

Achievements in the past 12 years

During the last 12 years, public administrations have worked for improving Barranquilla's residents' quality of life. Continuity in public policy guidelines and institutional processes have made it possible to capitalize on the learned lessons and consolidate greater trust in citizens, allowing progress in all fields to a greater extent, going from quantitative leaps to qualitative progress in administration results. Leadership and governance, management continuity, work aligned to a city vision and well-managed public finances have been translated into the social, urban and economic progress that I have presented to you up to this point.

Barranquilla is considered the most important city in the Colombian Caribbean region, considering the number of inhabitants, contribution to goods and services production, where it gathers 2 million people in its economic area, and contributes 4.3% of the country's production of goods and services.

Due to its surrounding economic zone, which consists of the economic and social interaction between Barranquilla and the 17 neighboring municipalities in the Atlántico and Magdalena departments, Barranquilla contributes about 68% of the added value (GDP before taxes). According to the indicator of municipal importance, the city's GDP represents 66.41% of Atlántico Department's GDP (38.9 trillion pesos in 2019). According to the 2019 Cities Competitiveness Index, the Barranquilla Metropolitan Area ranked as the fifth most competitive city (out of 23) in the country.



The Department of Atlántico's exports behavior in the previous 2011-2019 period shows that the best performance was achieved in 2016 (1.98 billion dollars), except for 2011. On average, export growth was at 2% per year in the last four years (2016- 2019).

As a result of investment and district public policy, and its effort to expand and improve social goods and services, the city has managed to reduce its monetary poverty by

half, thanks also to its quality education management, infrastructure improvement, a decent health system and opportunities for all.

In terms of public finances, between 2008 and 2019, the District complied with the liability restructuring agreement, cleaned up its finances and managed to increase multiple income sources. This allowed greater resource centralization, thus improving the spending governance. Also, greater efficiency and investment targeting towards the generation of services and public goods with important benefits for citizens is highlighted.

The District's income has increased significantly since 2008, from a \$0.612 billion budget in 2007 to \$3.4 trillion in 2019. Income increase is driven by good management of recent years that includes tax reform, fiscal sovereignty recovery, staff professionalization, among others. This resources increase was reflected in investment sector diversification, going from concentration on sectors dependent on the nation's transfers, to including a greater participation in urban facilities and development promotion.

With this financial reinforcement, it was possible to promote investments in large social and infrastructure projects, which are reflected in the improvement of social and economic indicators during the last twelve years, positioning Barranquilla as one of the cities with the greatest dynamics at the country's economic and social levels.

The city's economic growth represented greater employment opportunities for citizens. In Barranquilla, the accelerated and positive labor market performance between 2014 and 2017 was represented by the absorption of 102,500 new workers in formal jobs, which is clearly favorable for consumption and sales.

The increase in the number of employed persons led to an increase in household average income per person, according to measurements by DANE.

Between 2010 and 2018, household income in Barranquilla grew at an annual average rate of 7.2% in nominal terms, leading to a 1.74 increase in income between 2010 and 2018. These additional incomes have also reduced poverty in the city. Currently, Barranquilla's household income represents 64% of Bogotá's household, but in 2010 it represented only 51%.

Recent growth dynamics have made it possible to close the gaps. According to Gini's coefficient, interpreted as a number between 0 and 1, where 0 corresponds to perfect equality and 1 corresponds to perfect inequality, Barranquilla is the second city among the main ones, with less inequality at the national level: 0.463 versus 0.526 for the national index.

One of the main causes for this is the labor market access of young people and women, which allowed more people within the same family nucleus to receive income.

The number of employed women multiplied 1.6 times in the city between 2007 and 2019, going from 255,000 to 400,000 employed women in the period, which meant going from an employment rate of 38.6% in 2007 to 50.1% in 2019. The unemployment rate for women decreased from 14.5% to 10.8% in the same period. In addition, young people increased their employment number by 1.3 times between 2007 and 2019, from 171,000 to 221,000, increasing the employment rate from 36.9% to 45% in the same period according to DANE's figures.

This has been reflected with the fact that Barranquilla has stood out for being one of the cities with the lowest unemployment rate in the country (the lowest among main Colombian cities) since 2008, always below the national average and at one-di-

² The GDP represents the final result of the productive activity of production units residing in the city, as well as the monetary value of the set of goods and services produced in a region for a given period.

³ Value of constant prices in 2015.



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git level since 2009, decreasing 3.1 percentage points in the last 11 years, representing 280,995 new jobs between 2008 and 2019.

In 2008, the city couldn't receive a credit risk rating and in just 10 years, it achieved a AAA rating. In order to achieve this, recent public administrations renegotiated the debt with better terms, it was possible to recover tax collection through greater economic confidence, and a governance and administration system was implemented with practices inherited from the private sector.

Moreover, the financial sector has supported in a sustained manner the District's great development bets. This confidence is reflected in the improvement of investment grade ratings

issued by international risk rating firms such as BRC Investors Services and Fitch Ratings Colombia, going from AA to AAA between 2015 and 2019, respectively. This rating is the highest that a public body can receive in Colombia, and it also delivered an international rating, where it places Barranquilla at the same level as the country risk rating to foreign financial entities.

Good District finance management has allowed investment development projects in the city and large infrastructure works. Thus, in the last 12 years, according to figures compiled by ProBarranquilla, the city's economic area has supported 744 development investment and reinvestment projects. These have represented 5 billion dollars (59% investment - 41% reinvestment) and 34,565 direct jobs, where out

of the identified investments, 62% were of national origin and 38% foreign.

The Gran Malecón del Río, for example, was a great leap in infrastructure terms and its importance lies not only at the urban planning level, as the city's opening to the Magdalena River, through which all Barranquilleros will have access to see its main reference icon, but also because a new public space was created in a city that needed new recreation areas. Its construction began in 2016, and it is a recreational and cultural space that has an extension of 5 linear kilometers which contain pedestrian and bike paths, linear gardens, parks, squares, sport fields, cultural spaces and a parallel four lane two-way avenue.

With an investment of \$390 billion pesos, the Gran Malecón was designed through connection nodes that connected the city's commercial, economic and urban dynamics with the Gran Malecón. Until the end of 2019, the Gran Malecón received more than 11 million visitors since its opening and 543 cultural and sport events, among others, were held to date. Within the Gran Malecón, one of the most important tourist attractions is the Caimán del Río, inaugurated in October, 2018 as a 2,200 m² gastronomy market where 25 local and international food restaurants, bars, among others, operate.

Another great achievement that we had as a city was the construction and inauguration of Puerta de Oro, the Caribbean Events Center, opening its doors to host large exhibitions and events, starting a new account in the town's economy. Puerta de Oro, the Caribbean Events Center, was born as an initiative led by Barranquilla Mayor's Office and accompanied by the Atlántico Government, the Barranquilla Chamber of Commerce and the National Government.

This Events Center was designed by an Argentine firm through an international architecture competition. Construction started in 2013 on an 8.5-hectare site. It contains a 34,500 m² fairground, with a 7,830 m² exhibition pavilion, a 14-meter-high column-free area and a cocktail format capacity of 15,660 people. It is operated by Corferias, and to this date, there have been 64 congresses, fairs, concerts, exhibitions, institutional, sports and cultural events, among others. The venue has received more than 680 thousand visitors. In addition, it includes an area of 1.4 hectares for real estate development led by a private firm.

One of the city's historical scourges were flash floods. During rainy season, much of the city was paralyzed with flash floods reaching

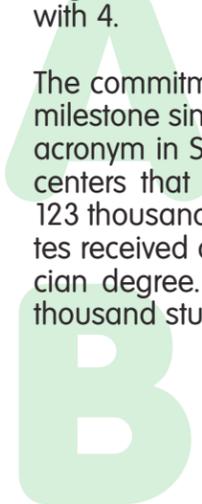
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between 30 to 100 cubic meters per second. However, at the end of 2019, 66 kilometers of stormwater sewerage have been built, which correspond to the most dangerous street streams in the city, helping citizens not to be affected during the rainy season.

In the education sector, the city, after having more than 60,000 children out of the school system, implemented an unprecedented strategy with a plan to improve educational infrastructure, meals program and school transportation, among others. In the last 12 years, the District Mayor's Office has worked to increase school age children's coverage rates, reaching 210 thousand students in 2019 in the official sector (including official contracted enrollment), which translated into gross coverage rates for transition, primary and secondary school over 100% and for secondary education by 97.06%.

Significant improvements were obtained thanks to the implementation of personalized school reinforcement plans for each institution, book delivery to students, among many other campaigns to improve educational quality in public institutions. By 2019, 27 official institutions were at a higher performance category than there were in 2015, according to the national government's student evaluation. Of these, 23 district education institutions were ranked in the three highest categories (A+, A and B), making Barranquilla the city where there are more high-quality public schools in the country, coming from 3 official institutions obtaining the highest rating (A+) in 2015 to 11 in 2019, becoming a national benchmark compared to major cities such as Bogotá D.C. which has 9 institutions, Medellín with 6 and Cali with 4.

The commitment to educational infrastructure has also been a milestone since 2008. 154 Education District Institutes (IED for its acronym in Spanish) were created, for a total of 210 education centers that attended approximately 200 thousand students, 123 thousand meal deliveries, and where 100% of their graduates received a high school diploma and a Skilled Labor Technician degree. At the end of 2019, there were more than 266 thousand students enrolled in the District of Barranquilla.



2015



2019



27 official institutions WERE RANKED IN A HIGHER CATEGORY

according to the evaluations applied to students by the national government

23 were classified in the three highest categories



making Barranquilla

the city with the most high-quality public schools in the country

3

Institutions

2015

11

Institutions

2019

becoming a national reference to major cities such as Bogotá DC which has 9, Medellín with 6 and Cali with 4.

Twelve new SENA nodes were also created, with 96 specialized workshops (16 of ITs), specialized in: financial services, administrative services, hotels and tourism, health, logistics and transportation, construction and infrastructure, marketing, IT, creative industries, electricity and energy, refrigeration and multilingualism.

On the other hand, the District's health care changed from 2008 with a plan to improve the Primary Health Care System that aimed to increase services accessibility and quality. The improvement consisted in the implementation of a preventive model supported by the Pro-Hospital tax, from which the District was able to improve the infrastructure and provide a better service in the areas where its main affiliates live, which are those belonging to the subsidized health regime. According to figures from the Barranquilla Mayor's Office, accessibility to the health system for people belonging to the subsidized health regime is 15 times higher in 2019, compared to what it was in 2007.

In the past 12 years, Barranquilla became a model at the national level in primary health care with a prevention approach, improving health service provisions and bringing services closer to citizens. In the new model, lower-income Barranquilleros are regularly visited by people called Caminantes de la Salud (Health Walkers), who identify risk factors at homes and neighborhoods. If they have a health problem, they have access to a low complexity care health center (called PASOS) of excellent quality within 10 minutes walking distance on average, and to a medium and high complexity center approximately 20 minutes by car from their home (called CAMINOS).

By the end of 2019, Barranquilla had 33 PASOS, 10 CAMINOS and 750,000 visits per year made

by the Caminantes de la Salud. In 2007, only 4% of people had high accessibility, while in 2018 this figure was 63%, a 16 times fold increase. Coverage rate also increased from 77% in 2007 to 100% at the end of 2019.

In relation to public utilities, the city has reached a city's coverage in power supply of 99.6%, aqueduct 99%, sewerage 97.8%, natural gas 95%, waste collection 98.5% and internet access 58.9%, according to 2018 Census figures. Regarding security and citizen coexistence, it is highlighted that homicide has shown a 36% reduction during the last four years, reaching the lowest homicide rate in the last 15 years. Based on the National Virtual Complaint System strategy named "Let's Report!". Implemented since July 2017, there was a significant increase in theft reports for its different modalities, allowing the authorities to articulate better prevention, control and punishment strategies for thefts.

Barranquilla also established itself as the second city with the lowest homicide rate among the main cities, after Bogotá. In 2019 the city had a rate of 22 homicides below the national rate (24.89), situation that had not been registered in recent years. The year ended with a rate of 22 homicides per one hundred thousand inhabitants, almost 13 points below that presented in 2015, with a reduction of 35% in the 2015-2019 comparison.

Regarding the citizens' integral development, the city has a Cultural District System (SDCu for its acronym in Spanish), which is one of the most solid in the country, with a mapping and census carried out on this platform. Of this, a total of 3,056 registered natural persons and 372 legal persons were identified as of December 2019, belonging to the different subsectors of art, heritage, cultural and creative industries. The institutional capacity and trust that Barran-



quilla has generated in different sectors at the national and now international level, have allowed the city to acquire the capacity to host and organize large international events that will generate significant international recognition, which is where we believe we should strengthen ourselves.

The Juegos Internacionales became an opportunity for the city's promotion, renewal or creation of an image or ideal of a city that we want to promote. Hosting these games implies being recognized by inhabitants from other countries. It becomes an important showcase to be at the "top of mind" in those countries. Barranquilla is not only the home of Colombia's National Football Team, but also due to the 2018 Central American and Caribbean Games, it built a world-class sports infrastructure, which allowed

the city to be positioned as an ideal venue for all kinds of sporting events at international level.

These large-sporting events are an important city branding element, that is, the process of building a positive city international image that also boosts its productive sectors related to leisure, congresses, information technologies and communication. In the case of Barranquilla, hosting the Central American and Caribbean Games was an opportunity to plan adequately the city's urban life, generate a sense of belonging for its citizens, giving way to the recovery and improvement of 13 sports venues and their surroundings and left 100,000 square meters of recovered public space for the Barranquilleros.

⁵ The high accessibility to health means that the installed capacity of the health centers allows users to access, to at least, 2 annual control appointments within a radius of 750 meters from their home. This was calculated using the 2SFCa model (Two- Step Floating Catchment Area).

These sports venue have not only been used for the aforementioned games, but have also allowed Barranquilla to strengthen its sports culture, hosting events such as the U-23 Baseball World Cup, the ATP World Tour, having professional clubs participating in national leagues (baseball, basketball, futsal, among others) and even aspire to host the 2027 Pan-American Games.

Barranquilla is becoming the country's sports capital, where its citizens have the infrastructure and the necessary programs to dedicate themselves to professional sports, and at the same time, enjoy high-level sports evenings. In recent years, local and national events such as the High School Games Supérate were held with more than 10,000 participating athletes. In addition, the National Sports System has been strengthened through the accompaniment and advice to sports clubs in the city through the constitution of 204 new clubs and the renewal of 318 existing ones. And of course, we highlight the 2018 Central American and Caribbean Games, which opened the door for us to aspire for the Pan-American Games.



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The 2019 Barranquilla Carnival mobilized \$384 billion Colombian pesos distributed in the additional expenditure amount made by Barranquilla residents and national and international visitors; the investment made by the local public sector; managed sponsorships and the organizers additional expense. It was estimated that more than 900 thousand people attended at least one event of the 2019 Carnival, of which 66% were local, while 34% corresponded to people from other municipalities and international visitors.

Additionally, Barranquilla has an approximate installed capacity of 7,056 rooms and 14,000 beds. The average hotel occupancy during those days raised up to 78.7%, while digital accommodation platforms reached an occupancy of 72%. During the 2019 Barranquilla Carnival season, 29 operator organizations participated, more than 66 thousand people participating as organizers, and more than 300 public and private events were organized.

Barranquilla is the only city in the country with two neighborhoods declared as Cultural Interest Assets from the National Government, such as the Historic Center (declared by the Ministry of Culture per Resolution 1614 of 1999) and the one declared for the neighborhoods of El Prado, Bellavista and parts of Altos del Prado (declared

by the Ministry of Culture per Resolution 087 of 2005). This makes Barranquilla the city with the largest extension of urban land declared as cultural heritage in the Colombian territory with 471 hectares. Likewise, it has 139 cultural houses, 2,805 students enrolled in the District Arts School and 145 identified tourists properties.

Simultaneously, the District has committed to being a transparent and efficient public administration, for which it has complied with the Integrated Planning and Management Model (MIPG for its acronym in Spanish), which promotes a transparency policy, government's close relationship with its citizens and a visible public administration.

The Barranquilla Mayor's Office has made great

efforts in recent years to keep its stakeholders informed about its achievements, results, progress and programs to enhance the community's right to exercise social control over public administration management. It is essential to allow people to connect with each other and with the whole world.

Regarding mobility, although the vehicle fleet increased, the number of reported traffic accidents presented a 14% reduction, as well as fatalities in traffic accidents with a 29% reduction. These figures demonstrated that management concentrated its efforts on operational control, traffic calming interventions and civic education on roadway safe behavior.

Considering streets in the Barrios a la Obra

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program, which consists of paving streets between public administration and community assistance, in the last decade, 1,884 roadway sections were recovered, equivalent to paving 315 linear kilometers. Beyond the numbers, this intervention allowed many low-income households to connect with the city, and to have access without mobility limitations to the goods and services that Barranquilla offers them.

Public transportation also experienced a fundamental progress. Currently, there are in the District 25 public service transportation companies and a total of 131 bus routes that connect citizens with residential areas, service and employment centers.

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About 88% of the District territory has an accessibility between 100 and 200 meters to a public transportation route that complements the Integrated Mass Transit System, Transmetro, which in turn has 260 buses, 3 trunk routes, 24 feeding routes, 4 reinforcement routes and 3 express routes. Finally, we could not consider the progress made in recent years without considering environmental care. Barranquilla has ecosystems considered strategic due to their high environmental value and the ecosystem services they offer, such as the dry tropical forest, which is considered strategic for conserving biodiversity.

As part of the comprehensive air quality management, the preparation of the Integral Plan for Air Quality Management and the Plan for the Atmospheric Pollution Reduction began in Barranquilla, in asso-

ciation with the Clean Air Institute, which will aim to create and implement a policy that allows reducing emissions in the medium and long term that contribute to meeting the objectives of the World Health Organization (WHO).

Through the "Todos al Parque" program, 206 parks were refurbished throughout the city, which provide communities with the necessary infrastructure for children with disabilities and pet friendly parks areas. The renovated parks had as their main pillar people's healthy recreation, the practice of different sports such as skating, tennis, micro-football among others, and the environment beautification with larger green areas and pedestrian paths. The foregoing has been key to improving citizens' life quality, since it provides safe spaces for recreation and increases citizens confidence in local administration, since this program has reached all levels of Barranquilla's society.

As a general result, the geographic availability of parks in Barranquilla shows how half of the city blocks are less than 300 meters away in linear distance, 75% of the blocks are less than 500 meters and 91% are less than 800 meters. Of the 185 areas and neighborhoods considered for availability analysis, 51% of the neighborhoods (96 neighborhoods or residential areas of the city) have a geographic availability of more than 50% of the blocks that comprise them.

Additionally, as a complement to the park recovery program, "Siembra Barranquilla"

206 parks were recovered



was implemented with the goal of recovering and rehabilitating existing public spaces and creating new public spaces with larger green areas and new trees that would help turn the District into an aesthetically attractive and environmentally sustainable city. As of December 2019, the program had planted a total of 101,285 trees

This program also has a 53-hectare plant nursery for tree production, which contains a 260 thousand cubic meter deep well water reservoir and automated irrigation by micro-sprinklers, loading areas, drainage channels and access roads. In addition, the plant/tree nursery has an inventory in process of 80,000 trees with a harvest capacity of 320 trees per day, which reach an estimated height between 2.5 and 3 meters.

22

Barranquilla has transformed in recent years and has become an attractive city to live in, with recovered parks, a large riverwalk in front of the majestic Magdalena River, a city that is greener every day with more trees and energy responsible use. Additionally, it has a cultural agenda that consists of approximately 90 monthly activities, most of them free. In addition, Barranquilla has also the Caribbean Museum, the Romantic Museum, the Modern Art Museum under construction, and a strategic geographic location that allows one to enjoy our neighbor tourist cities Cartagena and Santa Marta, just within one hour driving distance.

Development Plan Construction

Additionally, Barranquilla has an approximate installed capacity of 7,056 rooms and 14,000 beds. The average hotel occupancy during those days raised up to 78.7%, while digital accommodation platforms reached an occupancy of 72%. During the 2019 Barranquilla Carnival season, 29 operator organizations participated, more than 66 thousand people participating as organizers, and more than 300 public and private events were organized.

23

Barranquilla is the only city in the country with two neighborhoods declared as Cultural Interest Assets from the National Government, such as the Historic Center (declared by the Ministry of Culture per Resolution 1614 of 1999) and the one declared for the neighborhoods of El Prado, Bellavista and parts of Altos del Prado (declared by the Ministry of Culture per Resolution 087 of 2005). This makes Barranquilla the city with the largest extension of urban land declared as cultural heritage in the Colombian territory with 471 hectares. Likewise, it has 139 cultural houses, 2,805 students enrolled in the District Arts School and 145 identified tourists properties.

Simultaneously, the District has committed to being a transparent and efficient public administration, for which it has complied with the Integrated Planning and Management Model (MIPG for its acronym in Spanish), which promotes a transparency policy, government's close relationship with its citizens and a visible public administration.

The Barranquilla Mayor's Office has made great efforts in recent years to keep its stakeholders informed about its achievements, results, progress and programs to enhance

the community's right to exercise social control over public administration management. It is essential to allow people to connect with each other and with the whole world.

Regarding mobility, although the vehicle fleet increased, the number of reported traffic accidents presented a 14% reduction, as well as fatalities in traffic accidents with a 29% reduction.

These figures demonstrated that management concentrated its efforts on operational control, traffic calming interventions and civic education on roadway safe behavior.

Considering streets in the Barrios a la Obra program, which consists of paving streets between public administration and community assistance, in the last decade, 1,884 roadway



Regarding participation tables



sections were recovered, equivalent to paving 315 linear kilometers. Beyond the numbers, this intervention allowed many low-income households to connect with the city, and to have access without mobility limitations to the goods and services that Barranquilla offers them.

Public transportation also experienced a fundamental progress. Currently, there are in the District 25 public service transportation companies and a total of 131 bus routes that connect citizens with residential areas, service and employment centers.

About 88% of the District territory has an accessibility between 100 and 200 meters to a public transportation route that complements the Integrated Mass Transit System, Transmetro, which in turn has 260 buses, 3 trunk routes, 24 feeding routes, 4 reinforcement routes and 3 express routes.

Finally, we could not consider the progress made in recent years without considering environmental care. Barranquilla has ecosystems considered strategic due to their high environmental value and the ecosystem services they offer, such as the dry tropical forest, which is considered strategic for conserving biodiversity. As part of the comprehensive air quality management, the preparation of the Integral Plan for Air Quality Management and the Plan for the Atmospheric Pollution Reduction began in Barranquilla, in association with the Clean Air Institute, which will aim to create and implement a policy that allows reducing emissions in the medium and long term that contribute to meeting the objectives of the World Health Organization (WHO).

Through the "Todos al Parque" program, 206 parks were refurbished throughout the city, which provide communities with the necessary

infrastructure for children with disabilities and pet friendly parks areas. The renovated parks had as their main pillar people's healthy recreation, the practice of different sports such as skating, tennis, micro-football among others, and the environment beautification with larger green areas and pedestrian paths. The foregoing has been key to improving citizens' life quality, since it provides safe spaces for recreation and increases citizens confidence in local administration, since this program has reached all levels of Barranquilla's society.

As a general result, the geographic availability of parks in Barranquilla shows how half of the city blocks are less than 300 meters away in linear distance, 75% of the blocks are less than 500 meters and 91% are less than 800 meters. Of the 185 areas and neighborhoods considered for availability analysis, 51% of the neighborhoods (96 neighborhoods or residential areas of the city) have a geographic availability of more than 50% of the blocks that comprise them. Additionally, as a complement to the park recovery program, "Siembra Barranquilla" was implemented with the goal of recovering and rehabilitating existing public spaces and creating new public spaces with larger green areas and new trees that would help turn the District into an aesthetically attractive and environmentally sustainable city. As of December 2019, the program had planted a total of 101,285 trees.

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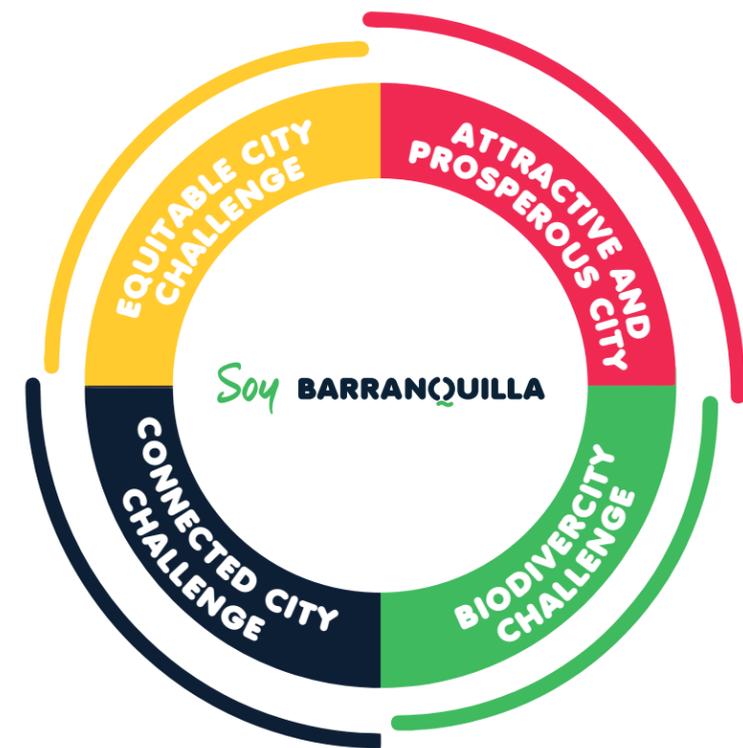


Challenges to overcome

Thanks to the detailed diagnosis in the previous chapter and aligned with the Sustainable Development Goals, the National Development Plan, the United Nations New Urban Agenda, among others, the Barranquilla Development Plan is structured around four main challenges to achieve: First, to accomplish a more **EQUITABLE** city, which includes the task of maintaining the rapid social progress observed during the last decade and continuing to improve income, poverty reduction, life quality improvement, among others. Second, an **ATTRACTIVE AND PROSPEROUS** city that tends to increase the companies' opportunities and prosperity of all Barranquilla residents. Third, the integrating challenge is

the need to consolidate a **CONNECTED** city, which aims to keep the city connected to the academy sector, international circuits for value generation, maintain people and information mobility, and consolidate the communication between citizens and their administration. Fourth, it seeks to have an environmental sustainable city; that is, a **BIODIVERCITY** in which all discussions about the environment, sustainability and conservation are integrated.

In accordance with the above, and thanks to the joint work with the community, experts and public officials, the four challenges that structure the Development Plan were defined and are illustrated in the following image:



Source: Barranquilla District Mayor's Office

Equitable City Challenge

A more equitable city implies the social agenda continuation and expansion that aims to expand social, economic and political opportunities for Barranquilla residents, with special attention to the city's vulnerable population. This will be accomplished through the reduction of social, economic and spatial barriers; considering the vulnerable groups situation and particularities; and considering the structural factors that must be overcome to accelerate social progress.

We aim at a city where early childhood, young people, elderly, women, LGBTIQ community and population with disabilities are an active city segment, where access to public utilities and opportunities are assured to achieve their goals and consolidate their future. Likewise, an equitable city is one that offers greater security and citizen peace construction, improves access, quality and relevance of comprehensive basic, middle and higher education; provides timely, quality and preventive

health care; offers safer and more adaptable environments for citizen interaction. In addition, it improves access to housing and public utilities for households. In short, an inclusive city, where everyone can enjoy, requires effective public policies that contain programs aimed at the most vulnerable population regardless of where they live in the city.

Through this challenge, the education quality received by children and young people in Official Education Institutions will continue to be improved, strengthening their capacities so that more children and young people with special educational needs can be taken care of, encouraging our young people to continue their studies once they finish high school. The challenge also involves becoming a city that offers efficient residential public utilities and decent housing options for its inhabitants. All this translates into improving the citizens' life quality not only in public space, but also at home.



The main objectives of the Equitable City Challenge are the following:

- ✓ Progress in the quality and relevance of the public and social services provision, particularly for the city's vulnerable groups.
- ✓ Improve the households' habitability and security conditions of less privileged Barranquilleros.
- ✓ Expand quality public goods, supply, accessibility and facilities throughout the city.
- ✓ Consolidate prevention as a strategy to achieve a safe and friendly city for Barranquilla residents and visitors.

5
policies

33
programs

143
projects

High-Standard Education Policy



This policy objective is to complete the children's, adolescents and young people school education, in order for them to contribute positively to society. For this, education processes must be strengthened and the bases must be ready to continue improving towards this purpose. Finally, the cycle should be closed and the students should be

encouraged to continue higher education stages, both at a technical and professional level, thus ensuring that they have the best tools to achieve a future of opportunities and overcome the traps of poverty.

In order to achieve the above, the Development Plan proposed the following outcome indicators, set out in the following table:

Indicator	2019 Baseline	2023 Goal
Total net education coverage rate	102,41%	Maintain net coverage in Education
Net coverage rate in Transition	70,97%	Increase to 72% net coverage in transition
Net coverage rate in Basic Education	102,73%	Maintain net coverage in Basic Education
Net coverage rate in Middle School	57,24%	Increase to 60% the average net coverage rate
Percentage of IEDs classified in categories B, A or A+	46,7%	Increase to 55% the FDI classified in categories B, A or A +
Global index of education institutions	51%	Increase to 53% of IED that improved their global index of education institutions
Dropout rate *	1,54 (2017)	Reduce the dropout rate to 1.3

Source: District Mayor's office of Barranquilla. *Contained in the Sustainable Development Goals

PROGRAM: High-Standard Students

It considers the operation of the District's 154 Education Institutions at its 210 facilities, to serve the more than 200,000 enrolled students. Additionally, to avoid school dropouts, this program includes projects where 9,000 places are granted for children school transport for those students who do not have an IED near their home and approximately 120,000 daily meals are delivered. Within this, school meals will be provided, to contribute to the access and retention of children and adolescents at school age, who are registered in the official District registration, through the provision of a food supplement, promoting habits and healthy lifestyles and improving their ability to learn. This project aims to increase the number of students benefiting from school meals to 120,000 by 2023.

PROGRAM:
High Quality Schools

It aims at a better education quality in the public sector for skill development, well-being and coexistence between students and teachers, as well as for facilities operation and their physical infrastructure through public-private partnerships. Within this program, the project "Implementation of the Bilingual Plan in Public Schools" is highlighted, which will allow students from the public sector to have a greater command of English as a second language and become global citizens, so that they continue to develop their skills and access greater knowledge by increasing the possibilities of accessing and understanding more information.



- **Flagship project:** The construction or refurbishing of 865 classrooms in district education institutions.
- **Flagship project:** Implement bilingualism in all the District education institutions, allowing students from the public sector to have a greater command of the English language

PROGRAM:
Student Life Project

Encourage higher education in young people based on the competencies developed through secondary education, highlighting that 100% of the District Education Institution students graduate with high school and technical skills degrees, allowing them to continue technical studies starting mid-career or entering the labor market with additional preparation.

- **Flagship Project:** Universidad al Barrio seeks that young people who did not continue their studies once they finished high school return to the education system and continue their higher education. This project targets to reach 2,400 young people in four years, of which at least 400 are members of the Afro-Colombian population.

Healthy City Policy



Provide the city with the best public health system in the country, articulating the different actors to implement an Integral Health Risk Management Model at the individual and collective level together with the assurance of the entire population, which generates an improvement in the family, work and civic environments. It is also intended to implement integral planning and mana-

gement guidelines in health, within the framework of the 2012-2021 Ten-Year Public Health Plan (PDSP for its acronym in Spanish), and the methodological, technical and operational guidelines of the PASE strategy (population, environment, social, economic) to health equity, established in resolution 1536 of 2015 from the Ministry of Health and Social Protection.

Outcome Indicator	Baseline 2019	Goal 2023
Insurance Coverage	100%	Maintain 100% insurance coverage
Infant Mortality Rate (<1 year) per thousand *	12,4	Decrease the mortality rate to 11
Child Mortality rate (<5 years) per thousand *	13,9	Reduce the child mortality rate in (<5 years) to 12
Maternal Mortality Ratio per 100,000 live births *	45,92	Reduce the maternal mortality ratio to 44.5
Adjusted Breast Cancer Mortality Rate per 100,000	20,6	Decrease the adjusted death rate for breast cancer to 19
Adjusted Prostate Cancer Mortality Rate per 100,000	24,06	Decrease the adjusted death rate for prostate cancer to 23
Adjusted Mortality Rate for Ischemic Heart Disease per 100,000	105	Decrease the Adjusted Mortality Rate for Ischemic Heart Disease to 90
HIV death rate per 100,000	9,6	Reduce the HIV death rate to 9
Health service user satisfaction rate	69%	Achieve 85% in user satisfaction
Specific fertility rate of 15 - 19 years per 100,000	84	Reduce to 80 the specific fertility rate of 15 - 19 years
Dengue fatality rate per 100,000	0	Keep the Dengue Fatality Rate below 2

Source: District Mayor office of Barranquilla. * Contained in the Sustainable Development Goals.

PROGRAM:
Quality assurance for all

Maintain the entire population health assurance by ensuring continuous and timely accessibility to health services, focusing on specific projects for the potential beneficiary population such as people with low income, who don't have a formal job or migrant population within a system with monitoring, surveillance and control of the Benefit Plan Administrators.

PROGRAM:
Integral management for health risk intervention

Intervene in health risk factors through a Management Model where the population is characterized and thus define specific individual and family intervention plans. Cross-sector actions are also proposed in prioritized environmental and health aspects as a post-COVID-19 pandemic socioeconomic reactivation strategy to promote healthy environments and disease prevention.

- **Flagship Project:** Promotion of sexual and reproductive health in the Barranquilla District with a human rights approach, which promotes sexual education in young people towards responsible sexuality, achieving pregnancy reduction in adolescents, prevention and attention to Sexually Transmitted Infections, HIV and AIDS and the detection and care of domestic and sexual violence. This project targets to create eight youth networks for the promotion of sexual and reproductive rights, working in 100% of the District Education Institutions.

PROGRAM:
Health with quality

Cover services, infrastructure and health provision to guarantee the users well-being under equal conditions, implementing different care routes with a differential and inclusive approach for citizen care, emergency regulations, medical emergencies and the ability to react immediately to external events that threaten public health. This program seeks to modernize six health centers, ensure that 100% of the providers report quality indicators and 100% of the questions or complaints are answered in a timely manner.

Decent housing policy for all



Foster the conditions so that citizens can access decent and quality housing, with adequate spaces, amenities, and public utilities, to increase the well-being feeling at home and improve life quality of family members. Besides, continue with property entitlement, mainly to benefit households affected by poverty and social vulnerability, acknowledging

the savings and investment they have made in the properties they occupy. We will prioritize the conditions for the development of priority and social interest housing units in the city's strategic sectors, which represents in the future a greater impact on family income, food security and equality.

Indicator	Baseline	2023 Goal
Housing deficit *	25.3	Reduce the housing deficit in the city to 23
Satisfaction with the quality of the water in the city *	81%	Raise the level of satisfaction with water quality to 90%
Percentage of occupied houses with people present who have access to the aqueduct service *	99%	Raise to 99.5% the occupied houses with people present who have access to the aqueduct service
Percentage of occupied houses with people present who have access to the sewerage service *	97.9%	Increase to 98.5% occupied house with people present who have access to the sewage service

Source: District Mayor's office of Barranquilla. * Contained in the Sustainable Development Goals.

PROGRAM: More Houses

Deploy an inter-institutional collaboration for land management and housing development, articulating with different Development Plan projects where housing development can be promoted in: urban areas with VIS and VIP, housing relocation, and social and residential orientation in the Historic Center. This project aims to make viable at least 1,000 low-income homes and serve 88,000 people within the real estate scope to promote housing projects in the District, thus boosting the sector.

PROGRAM: Better Houses

Work will be done to improve citizens' living conditions from property formalization and accompaniment to improve housing physical conditions in vulnerable sectors.

- **Flagship Project:** Land Entitlements where the Mayor's Office will deliver property titles to properties in which at least 4,000 families have lived for decades.
- **Flagship Project:** House improvements, where the Mayor's Office targets to reduce the qualitative housing deficit through subsidies to achieve improvements in those house physical conditions that need it. During the next four years the goal is to reach at least 6,000 houses.

PROGRAM:
**Land Use
Planning**

Promote orderly occupation and sustainable territory land use, through the application, review and update of the District's Comprehensive Land Use Plan, achieving a sustainable development that foresees existing potentialities and limitations due to environmental, economic, socio-cultural and institutional criteria. The foregoing to maintain and improve the population's life quality, promote the territory's social integration and seek sustainable use of the city's natural and cultural resources. Among them, the comprehensive improvement plan for the city's subnormal neighborhoods will be adopted with their respective intervention actions, considering their needs and the strategic administration projects.



Improve the coverage and continuity of home public utilities in consolidated, subnormal or urban expansion areas with existing network expansion, increase in capacity or standardization in service provision, according to the study area conditions.

- **Flagship Project:** Expansion of the northern regional aqueduct and watershed sanitation, increase the consumption capacity of already connected families and avoid as much as possible the eventual expenses for water supply through purchases from tanker trucks in an insufficiency event due to the overflow of current system supply capacity. Treatment plant construction for sewage disposal is also expected to have positive impacts on water bodies biodiversity and their closest surroundings, in addition to improving air quality.

Social Inclusion Promotion Policy



This policy was designed to improve fundamental social conditions and services, boosting human capital and peace construction through transversal interventions aimed at improving coexistence in a citizenry whose social fabric allows autonomous problem solving. This, as a result of actions in accordance with the National Strategy for Human Rights Assurance, according to the provisions of

Art. 2 of Law 1955 of 2019, within the framework of the Legality Deal.

This is perhaps one of the most important Development Plan policies since it works for social inclusion of the different social groups that make up a city, enacting their rights and actively integrating everyone into society.

PROGRAM:
**Better home
public utilities**

Indicator	Baseline	2023 Goal
Child labor*	5%	Reduce child labor by 25%
Youth unemployment rate	15,3%	Reduce the youth unemployment rate to 13.3%
Number of reported cases of violence against women	1.134 cases**	Reduce the number of reported annual cases against women to 900.
Women Employment rate in Barranquilla*	50,1%	Increase the women employment rate to 54%

Source: Districts Mayor Office of Barranquilla. *Contained in the Sustainable Development Goals. ** Projected according to Legal Medicine.

PROGRAM:
Early Childhood

Serve the population from 0 to 5 years old and expectant mothers for education and child development in the District's Child Development Centers (CDI for its acronym in Spanish), within the framework of public policy implementation for early childhood. Within the CDIs, there will be more than 50 thousand seats for minors, ensuring a space for education, a place for their safe development, while including adequate feeding and their first contact with English as a second language. This program also includes the construction of two new CDIs.

PROGRAM:
Children and teenagers

Continue with the accompaniment throughout youth's life cycle with their rights promotion and protection, their free time good use and their free development that allows them a better relationship with their environment. Also, using public facilities such as the Recreational House where 300 boys, girls and adolescents are cared for, in addition to the 100 spots in the boarding school, it is possible to provide spaces for participation in public policy construction and implementation for children and teenagers. Likewise, the District will serve the population victim of child labor in Barranquilla District, through approaches to avoid children and teenagers' recruitment in child labor conditions, and through meetings with police precincts and childhood police, parents training, care sessions and specific topic workshops.



PROGRAM:
Youth

Protect the social-organizational fabric of youth (14-28 years) and their adequate training process as citizens, encouraging them to achieve their further development in care and recreation spaces where leaders are also formed in their communities, away from crime and other negative behaviors for themselves and their environment. This program also pursues that young people continue their high education studies for which 12,000 social transportation incentives will be delivered

PROGRAM:
Elderly

Guarantee the elderly fundamental rights for their active and inclusive aging, raising their living standard for this vulnerable community with the operation and care provided to 8,000 elderlies in Life Centers, which are spaces to spend the day with people of their age and where they receive all the necessary care, and 260 in Wellness Centers that are places where they can live if they don't have a place of their own. However, this program also includes coordination with the National Government for national and district subsidies delivery to the elderly, the latter being a complement to the former, and reaching up to 25,000 beneficiaries.

PROGRAM:
Homeless

Recover and reintegrate socially at least 2,000 homeless people by ensuring their rights, health services, psychosocial support and self-care. The above goes along with projects for awareness, attention and active contact strategies, communication actions, for which sport activities and workshops focused on building up skills for labor inclusion are added. The District will continue to monitor the Public Policy implementation and thus develop actions in prevention and care for the rights and social inclusion restoration of this population.

PROGRAM:
National public policy for family support and strengthening and poverty overcoming

Intervene those problems that affect family dynamics and structures in compliance with Law 1361 of 2009, the District must keep the vulnerable population diagnosis updated as a basis for supporting the economy and provide services such as funeral support to families with major deprivation. Likewise, actions to manage the families' rights in accordance with the national government, targeting the population that most requires, based on the information available from households and communities so that they receive priority attention from the sectors that provide goods and services with the greatest deprivations, through the project supporting the Red Unidos Program.

PROGRAM:
City that takes care of women lives and LGTBI population

Guarantee women and LGBTI population rights, strategies aimed at raising awareness, promoting gender equality and preventing violence are proposed. The attention contemplated in this program includes all women in their diversity and the actions and strategies will be implemented considering the differential gender approach in psychosocial, legal and access to their rights issues in a prioritized manner as a post-pandemic socioeconomic recovery strategy.

PROGRAM:
A city with an equal perspective

Develop processes that empower women and LGBTI population, providing tools for their productive and competitive reinforcement in the economic, political and social spheres as a social equity mechanism, and for their productivity and competitive strengthening to eradicate all discrimination forms. As an example of this, inclusion and gender equity in the workplace will be promoted, as well as providing tools to women and LGBTI population for their productive and competitive reinforcement, with projects such as strategies for the productive and competitive

PROGRAM:
Population with disabilities

Provide accompaniment and follow-up to requirements from population with a disability for the effective fulfillment of their rights and their special abilities. The foregoing includes the implementation of a District Disability Committee, delivery of aid and this population involvement in the Mayor's Office administrative processes. A support example provided from this program will be the Mayor's Office call center that will allow community approach and will be operated by people with disabilities, family members or caregivers, thus facilitating their employment relationship.

PROGRAM:
Inclusion of indigenous population

Ensure compliance with fundamental rights and raise the indigenous populations living standard through care with a differential approach and rights in education, citizen participation and inter-cultural relation between their customs and the rest of Barranquilla's population, through the different social programs offered by the District and with the philosophy of making them participate in the society development. Within this, the ancestral Indigenous culture and customs recovery will be promoted to promote their integration within Barranquilla's population customs and culture.

PROGRAM:
Inclusion of Black, Afro-Colombians, Raizal and Palenquera Communities

Improve the life quality and inclusion of the black, Afro-Colombian, Raizal and Palenquera city communities, we promote social pedagogy actions for cultural and organizational recovery through comprehensive care with a differential approach that ensures the development of their ancestral ethnic practices. Under this program, it is proposed to carry out 12 organizational strengthening actions, continue implementing the population's public policy and support 20 culture and ancestral customs recovery projects. The District administration will encourage the organizational expressions development to strengthen the uses, manners and customs of the Afro-descendant, Raizal and Palenquera population in Barranquilla, which allows maintaining and replicating their ancestral and cultural legacy in an inclusive society construction.

PROGRAM:
Migrants Care

In local the Center for Migrant Population, assist returning Colombians and foreigners in vulnerable situations aiming at guaranteeing access to the District's services offer and other complementary services such as those related to International Humanitarian Law and training opportunities that can be articulated with national level entities, with offices in Barranquilla such as SENA, Ministry of Foreign Affairs, Ministry of Labor and the international cooperators of the Interagency Group of Mixed Migratory Flows (IFMM for its acronym in Spanish). The District will generate complementary training options for migrants, returnees, refugees and host communities to strengthen their knowledge by facilitating their job placement.



Safe city and human rights promotion policy

This policy pursues new ways of generating social cohesion, identifying organized groups with collective action capacity for conflict and crime prevention based on the differential institutional offer that improves collective view and therefore citizens' life.

For this, it has integral actions that seek to protect effectively people from behaviors that affect their physical, psychological and material integrity. In this sense, security and justice District entities and national level institutions with a territory presence will be articulated by working together

The outcome indicators for this policy are:

Outcome Indicator	Baseline 2019	Meta 2023
Homicide rate per 100,000 inhabitants *	22	17
People theft rate per 100,000 inhabitants	867,9	715,3
Number house burglaries	789	631
Number of motorcycle theft	777	622
Number of Vehicle theft	214	171
Criminal victimization rate*	0,15	0,1
Rate of interpersonal violence per 100,000 inhabitants	324,5	267,5

Source: MEBAR National Police, "Barranquilla cómo Vamos", National Institute of Legal Medicine
 *Contained in the Sustainable Development Goals.

PROGRAM:
Strengthening inter-institutional infrastructure specialized in security and citizen coexistence

This program includes projects that aim to achieve an inter-institutional physical infrastructure strengthening with the construction and/or remodeling of security and justice facilities located at strategic city points. In addition, its technological endowment focused on surveillance, aiming at improving the response time to citizens for a higher coordination level, technical specialization and contribution to security perception. This program aims to increase the number of surveillance cameras from 841 to 1,093 by the end of 2023, while 93 new vehicles will be delivered to the public force.

PROGRAM:
Security, citizen coexistence in the street with the community

This program includes projects for prevention and peaceful conflict resolution with the promotion of social, cultural and pedagogical practices, through the design of location and civic dynamics in city public spaces, understanding that violent conflict resolution is also the result of social exclusion processes in vulnerable sectors that require psychosocial and legal support.

For this reason, the articulated action of communities and authorities together is required for its implementation, in such a way that the inter-institutional action framework that consolidates and activates new participation scenarios in daily citizens' life allows the achievement of these objectives, some prioritized as a post-COVID-19 pandemic socioeconomic recovery strategy.

PROGRAM:
Strategic communication and information for planning of security and citizen coexistence institutional management

Focused on inter-institutional communication strategies and with citizens to disclose information on security management, as well as massive campaigns that allude to community participation in the reflection on a safer city. At the same time, the information measurement and processing are contemplated as technical support in inputs for institutional decision-making on issues of security, citizen coexistence and justice. Inter-institutional dialogue implies having coordinated and methodologically prepared spaces to stimulate actions around security, coexistence and justice, which allow peaceful resolution through coordinated actions and institutional synergies. For this, articulation will be carried out between Justice and Security bodies and the District Administration.

PROGRAM:
Prison dignity

On one hand, the program aims to strengthen criminal and penitentiary policy with human rights protection of persons deprived from liberty, promoting their re-socialization through agreements with educational institutions, SENA, religious, private companies, according to total prison population.

While at the physical level, prison infrastructure improvement is projected to safeguard the inmates and administrative personnel integrity through actions that allow structuring and executing agreements aimed at decongesting Atlántico and District prisons.

PROGRAM:
More efficient justice and conciliation mechanisms that are closer to the citizen

To improve quality, proximity, and access to alternative conciliation and justice mechanisms of the judicial system, allowing the decentralization of the institutional supply and improving the security and coexistence in the city with social facilities like the houses of justice, also ensuring the supply of institutional services.

PROGRAM:
Police precincts

Development of initiatives aimed at improving coexistence, reconciliation and the children's and teenager's rights defense and protection, as well as human rights. It looks to promote peaceful city coexistence, preventing and resolving conflicts through programs such as officer training for Police Precincts and Family Offices, in matters related to their functions and competence performance, having as a reference regulation and institutional requirements, in order to provide community services in an efficient and timely manner.

PROGRAM:
"Quilla Goles por la Paz"

This program was formulated to promote a healthy environment among football fanatics, inside and outside sport venues, considering these constitute a representative and heterogeneous city segment. Based on these groups' information and characterization, and their members inside and outside sport venues, whose actions will be carried out within the framework of the National Sports System or "Sports Law" to promote integration between the different groups with the possibility and support to generate entrepreneurship projects around sports.

PROGRAM:
Peacebuilding, victims care and reconciliation with a rights perspective

In order to support social fabric reconstruction with peacebuilding from the territory, the program aims to care and support victims and vulnerable populations in terms of psychosocial support in the communities for the integration and self-management of this population and its culture.

Also, catalyzing the armed conflict victims attention public policy, as a transversal axis, from the Transitional Justice Territorial Committee, with its service centers, committees and working groups that guarantee victim population rights and institutional strengthening for the implementation of Law 1448 of 2011, local development and institutional supply in prioritized District communities supported by multiplying leaders of psychosocial actions, forced recruitment prevention and the historic memory recovery for non-repetition.

PROGRAM:
Reintegration, re-entry and normalization

Support implementation processes led by the Agency for re-entry, reconciliation and normalization subscribed to Colombia's Presidency Office for the transition to civil life and institutional offer for those who belonged to different outlaw armed groups, aimed at the peace culture with legal agreements implementation. Among these, the District administration will carry out symbolic reconciliation actions within the framework of memorial and commemoration day of armed conflict victims, as part of the community reintegration or reconciliation initiatives.

PROGRAM:
Safety Equipment

For the management and strengthening of equipment and institutions of Barranquilla Firefighters official body in terms of trucks, brigades and personal protective equipment provision, thus increasing the response capacity in terms of confined spaces and anticipating the new city infrastructure project needs, as a necessary step to have a District Firefighters School. Likewise, within this program, corrective and preventive maintenance will be carried out on the motor vehicle fleet and motorcycles of the official Barranquilla's District Fire Department, for the timely operation and response to emergencies presented, as part of the operational capacity maintenance of the fire department.

PROGRAM:
Barranquilla protective environment for human rights

Planned to execute and promote the monitoring of the integral Human Rights and International Humanitarian Law public policy, as well as to promote a cultural consolidation of these. For which, it must strengthen the inter sectoral bodies for institutional management and the obligations of Human Rights and IHL in the territory with initiatives to raise awareness and promote values in the communities. The District administration will promote the District's Human Rights Committee development to stimulate the strategies of dissemination, promotion and defense of Human Rights in the city, carrying out 12 human rights committees as a 2023 goal.

Attractive and Prosperous City

One factor for city development is the local actors' fluid articulation: Public and private sectors, and civil society, with companies being the main source of employment, income and productivity. In this sense, the District administration focuses on promoting the city's economic development through an adequate environment so that the industry, companies and entrepreneurs can be productive, innovative and therefore competitive, generating more jobs and better income for its citizens.

One of the administration main objectives is to make Barranquilla a city that has the capacity to attract national and international private investment, which promotes the creation of a regional ecosystem based on competitiveness, productivity, innovation and entrepreneurship, which has a city brand that positions it internationally. A city that has also a public administration that encourages economic growth and efficiency in its processes. A city that will generate prosperity for its citizens. Along the

same lines, a city that has quality public spaces for recreation and good use of free time, supports creativity, cultural expressions and defends its tangible and intangible heritage, while at the same time it encourages high performance sport practice. A city that guarantees its citizens a high quality of life.

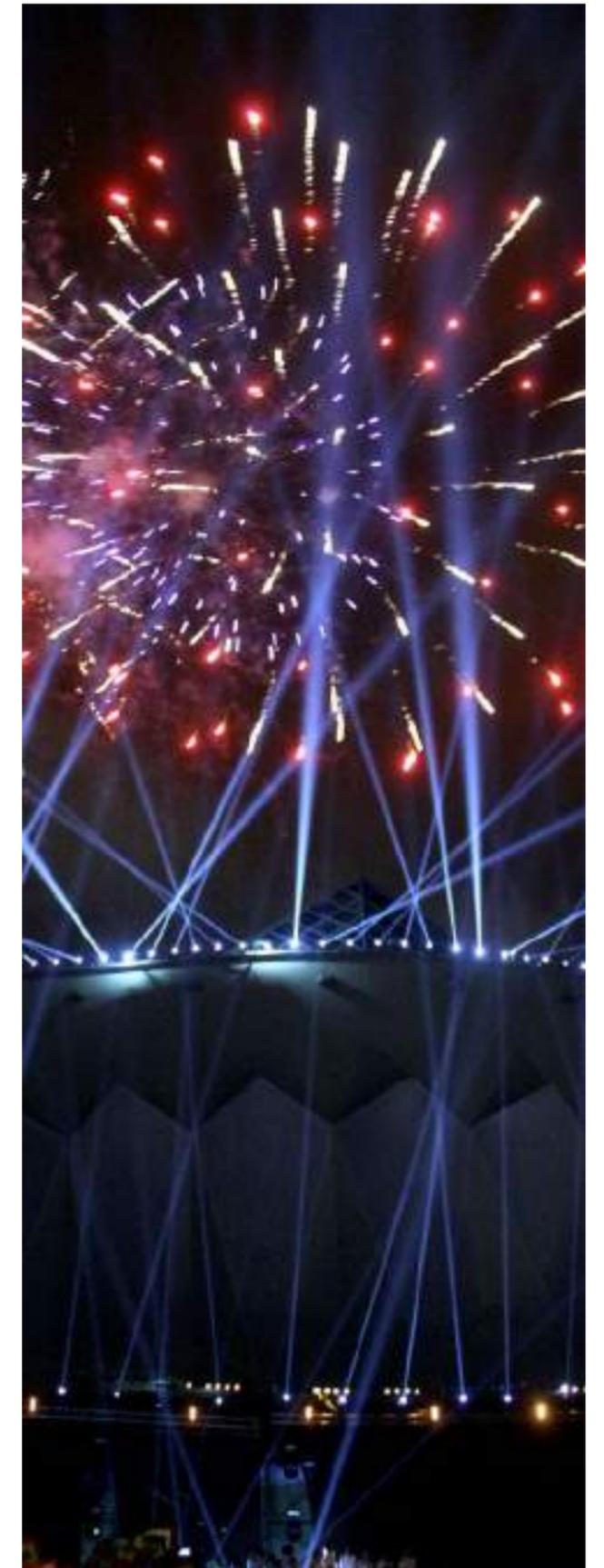
That is why within the challenge "Attractive and Prosperous" we will look to connect the city with the world through a city brand that positions it as the ideal destination for investment, national and international tourism; strengthen the productive sector as a key ally for international cooperation actors; support innovation, entrepreneurship with trained local human talent, creating opportunities in a differential manner; support spaces where culture, creative industries and heritage are strengthened and are in greater harmony with citizens, promote sports events and the good use of citizens' free time; recovery of public spaces and commitment to large urban projects. In addition, within

this challenge, District administration strategies will aim at being a more efficient and reliable government in its management.

The policy addresses the following objectives:

- **Promote entrepreneurship, competitiveness, productivity and innovation as catalysts for economic development.**
- **Position the tradable sector as an engine for growth and productive inclusion.**
- **Convert the city into an attractive center for human talent, knowledge and capital.**
- **Promote public governance as basis of collective action for economic development.**

In order to accomplish this, the socioeconomic development strategy uses public resources in an 'intelligent' way, investing in those projects that have a greater return on Barranquilla residents well-being and life quality. This is how the following policies were formulated to address the different city challenges: Entrepreneur and Worker; Competitive and Innovative; Global City; Cultural and Vibrant City; Protection, Safeguarding and Sustainability of Cultural Heritage; Recreation and Sports; Efficient Public Administration; and Quality Public Spaces.



Entrepreneurship and Worker Policy

Generate a better job quality at a general level in the city. This policy promotes talent training and management, alongside with the support to leverage companies, enterprises and productive units and gradually close gaps in terms of employment.

The outcome indicators for this policy are:

Indicator	Baseline	2023 Goal
Unemployment rate*	7,8% (2019)	Keep the unemployment rate below the national average
Employed rate*	59,5% (2019)	Achieve an occupancy rate of 62.2%
Informal labor rat *	55,3% (2019)	Decrease the informality rate

Source: District Mayor's Office of Barranquilla. * Found in the Sustainable Development Goals.

PROGRAM:
Prosperous business

This program consists of technical support projects to traditional sectors and those located "at the base of the pyramid" that require businesses reinforcement, through programs, workshops for business consolidation or reversion of informal productive units, addressed and classified with a differential focus. Within this program, it is highlighted that 600 businesses will be supported to increase their productivity and more than 2,000 people trained in business skills, as well as support for the generation and strengthening of more than 2,000 productive units.

PROGRAM:
Quality Employment

Facilitate the relationship between labor supply and demand in an inclusive way, we will implement public services with employment information for citizen use and strategic employment searches, as well as training projects according to market needs such as English knowledge. This program targets to guide more than 17,000 people in their effective search for employment, as well as certify 9,500 additional people in job skills.

- **Flagship Project:** Train 1,500 people in the English language for companies where proficiency of this language is essential.

Global City Policy

This policy aims to connect Barranquilla with the national and international capital flows through local market connection with the world, investment attraction, international cooperation and Barranquilla's positioning worldwide through a City Brand.



Indicator	Baseline	2023 Goal
Amount invested in established and expanded companies	USD 290.026.667	Increase the investment amount by 5% per year
Amount of resources attracted internationally	ND	\$2 million USD
Non-resident foreign visitors staying in Barranquilla	94.486 (2019)	Increase by 5% the number of non-resident foreign visitors staying in Barranquilla

Source: District Mayor's Office of Barranquilla

PROGRAM:
New markets connection

In order to promote company internationalization, the projects aim to guide potential export companies located through the river that at the same time allow economic activation of the communities surrounding the logistics infrastructure formulated in the Port Master Plan project that would also articulate actors of the offshore energy industry value chain. Within this project, the support to 100 companies to start the export process stands out.

PROGRAM:
City Promotion

By generating a significant and attractive city brand, the door is opened to greater national and foreign investment in the city, with the companies' deployment through projects that guarantee an optimal business climate for at least 750 companies.

The city brand, as a competitive tool in which differentiating attributes are developed, will also imply designing an organizational structure of the District's international cooperation program for the management of financial, technical and in-kind resources for different projects.

PROGRAM:
Tourism Promotion

Consolidation projects for tourist products and destinations, companies' reinforcement and value chains associated with this sector are part of this program. It is also included the training of personnel and promotion of Barranquilla as a tourist destination within the city brand implementation, in which it pursues to attract large events such as the Inter-American Development Bank Assembly, contemplated as a specific project of this program.



Competitive and Innovative Policy

This policy aims to create a favorable environment for high-impact entrepreneurship and strengthening of city's SMEs through assessment and mentoring processes, especially those initiatives with a technologic base, creative industries and SMEs with export potential. Additionally,

establishing communication bridges between the productive and scientific sectors to generate synergies towards modernization of the local productive apparatus.

The outcome indicators for this policy are:

Indicator	Baseline 2019	2023 Goal
Position in the national Doing Business measurement	15 (2017)	Improve the general positioning in the ranking
Innovation and business dynamics sub-pillar score (ICC)	3,46 (2019)	Increase score to 3.7

Source: District Mayor's Office of Barranquilla

PROGRAM:
Productivity and innovation ecosystems

By intensifying the relations between the private sector, civil society and academia, it helps for science and innovation to become social and economic development engines, thanks to the collective appropriation of these by incorporating them into the productive sphere and thus ensure the project's success to support at least 100 initiatives of small and medium-sized companies based on technology, academia and / or research. In order to convert scientific development into a tradable product that later encourages the creation of an Innovation Center for the exchange and implementation of innovative ideas that would be integrated into databases as input for future public policies and for private sector support mechanisms.

PROGRAM:
Barranquilla
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Projecting the city in the long term requires urban and socioeconomic planning projects. This program includes important city development projects such as the preparation of Barranquilla 2100 Master Plan and the guidelines for local economy sustained growth with the Economic Development District Policy.

Cultural and vibrant City Policy



This policy aims for free and equitable access to services and cultural experiences, through different actions for the valuation, protection and sustainability of

cultural manifestations in a participatory, decentralized and intercultural manner with a differential approach.

The outcome indicators for this policy are:

Indicator	Baseline	Goal 2023
Rate of people benefited from the artistic and cultural supply of the District	66%	Increase to 75% the percentage of people who benefit from the cultural offer of the District.
Average number of books read per person in the population benefiting from the public library service.	4,3 Año 2017	Increase to 6 the average number of books read per person benefiting from the public library service.
Index of participation of Cultural Agents in the process of formulation and execution of the cultural policies	1.9%	Increase the participation rate to 2.4%

Source: District Mayor's Office of Barranquilla.

PROGRAM:
Reinforcement
cultural
institutions
and citizen
participation

In order to consolidate the culture vision as part of the social fabric and long-term human development, cultural goods, services and facilities planning is required. For this, in this program the Formulation and Implementation of the Strategic Culture Plan is projected in a participatory and concerted way to respond to these challenges, as well as building up the District Culture and Heritage System in favor of participation spaces, support in different instances and governance, also from the correct management of cultural information with the optimization of the Cultural Management Information System (SIIGC for its acronym in Spanish) for better decision-making.

PROGRAM:
Democratic
and civic
culture

The correct cultural management in the district requires developing different attitudes and skills in its different actors. For this reason, the artistic and cultural training through the District School of Arts, Cultural Houses, and other physical spaces are so important to maintain the infrastructure condition, its endowment elements and personnel training.

- **Flagship Project:** The Culture Houses and the District School of Arts (EDA for its acronym in Spanish) aims to benefit more than 150,000 people with artistic training, creation and cultural industries training services. Currently, the EDA has six (6) city locations serving an average of 2,500 students annually, while Cultural Houses reach a total of 150 locations serving more than 30,000

PROGRAM:
**Promotion and
 Access Support
 to cultural
 Goods and
 Services**

To design and implement policies and programs to visualize, strengthen and project cultural practices in their different areas, through a Stimuli System, along with a Concertation System for artistic and cultural projects, complemented by the support to community initiatives, especially to those focused on young people. Also, contemplating Social Security Service that seeks to benefit creators and cultural agents as part of the formalization of their occupations.

- **Emblematic project:** The District's Stimuli System seeks to benefit 1,400 artistic and cultural projects through differentiated actions related to the sectors of creation, research, training, and management of artistic disciplines, such as: theater, music, literature, plastic arts and dance, among others. It also seeks to offer support to organizations willing to disseminate, research and operate activities related to the Carnival of Barranquilla, and organizations related to the safeguarding of the customs of ethnic communities.

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PROGRAM:
**The city's
 cultural
 infrastructure**

The creation and strengthening of cultural infrastructure require projects to acquire new buildings, adapt and equip existing ones, as well as new facility construction in accordance with the provisions within the formulation of the Master Plan for Cultural Infrastructure.

PROGRAM:
**Cultural, creative
 and orange
 economy
 industries**

In order to promote undertakings with artistic, creative and technological bases within the framework of the 2020 – 2032 Strategic Cultural Plan, this program contains projects for institutional and multilateral management for a Cultural Fabric model, complemented with sustainable strategic policies and positioning actions, articulation of public and private offers for space creation as cultural service centers in tourist interest areas within the new project formulation of the DNA Orange Development Area.



Cultural heritage protection, safeguarding and sustainability policy



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This policy pursues the city's sustainability of tangible and intangible Cultural Heritage, which builds up Barranquilla residents' identity through actions for the recovery, conservation and safeguarding

processes. The previously mentioned objective will be met with the participation of citizens, academia, public and private institutions, under an institutional coordination principle.

Indicator	Baseline	2023 Goal
Cultural Interest Assets (BIC) registered in the District area	0	Register 20 BIC Cultural Interest Assets in the District area
Special Management and Protection Plans PEMP managed and adopted by MINCULTURA	1	Manage the adoption of 2 Special Management and Protection Plans PEMP by MINCULTURE
Manifestations registered in the List of Representatives of Intangible Cultural Heritage	1	Register 3 manifestations in the List of Representatives of Intangible Cultural Heritage

Source: District Mayor's office of Barranquilla.

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PROGRAM:
Knowledge, valuation, training and promotion of cultural heritage

Heritage management and protection begins from its knowledge and identification. Therefore, the program projects consist of the identification and inventory of these cultural manifestations that influence the individual and collective identities of Barranquilla residents. Following this comes the implementation and reinforcement of the pertinent administrative acts that support previously identified cultural manifestations, or those identified at risk of disappearing over time. And finally, the cultural heritage collective appropriation through the promotion, training and community connection to these processes.

PROGRAM:
Heritage conservation, safeguarding, protection, recovery and sustainability

Among the actions to achieve a comprehensive and sustainable heritage management, there is the provision to both citizens and territorial entities of protection tools for their cultural identity and incorporate them collectively into economic and social development through Management Plans, PEMP for material and architectural heritage and PES for intangible cultural manifestations.

Likewise, in terms of movable and immovable properties, projects are defined for risk management and prevention before external factors, alongside project progress to intervene emblematic buildings in sectors of interest and allocate them to cultural or institutional activities.

Recreation and Sports Policy



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As a promoter of a healthier lifestyle and better use of free time at different ages, this policy looks to consolidate Barranquilla as the epicenter of national and international sports, and thus lead through physical activity to greater develop-

ment and social integration, together with a general improvement in citizens' life quality.

The outcome indicators for this policy are:

Outcome Indicator	Baseline 2019	2023 Goal
Number of high performance athletes participating in national and international events.	53	Support 240 high performance athletes participating in national and international events
Percentage of the population participating in sports or recreational and physical activities	11,6%	12%
General satisfaction of people with the recreational and sports offer in the city	84%	Increase to 90% satisfaction with the recreational and sports offer in the city

Source: District Mayor's office of Barranquilla.

PROGRAM:
Sports to Neighborhood

In order to promote sports as complementary training from an early age and contribute to citizens' personal development, both for teachers and students, this program contemplates offering free training to children and teenagers in different disciplines with a differential approach in different boroughs, also as a project to promote citizen and intercollegiate coexistence.

- **Flagship Project:** The Sport Training Schools look to serve 18,000 children and young people in the four-year period through the teaching of sports disciplines such as soccer, baseball, futsal, handball, volleyball, karate, basketball, boxing, among others, to promote local talent and encourage good sports, recreational and health practices in this population.

PROGRAM:
Barranquilla active and recreational

To promote spaces to take advantage of free time, spaces for physical and mental recreation, increase the offer of these activities and the number of participants in activities such as bike paths and camps.

PROGRAM:
In-clusive Sports

To improve living conditions of people with disabilities, according to the 2015-2023 Public Policy on Disability with a Human Rights and Inclusion approach of the Special, Industrial and Port District of Barranquilla.

PROGRAM:
Barranquilla to the World

In order to achieve a world-class sports city, projects aimed at infrastructure, athletes and event management are required. Therefore, this program focuses on the maintenance and optimization of the scenarios that the city already has. Additionally, increase athletes support and thus their competitiveness in different Olympic and Paralympic disciplines. At the same time, promote Barranquilla as the events venue of different scales, also supporting in a technical, logistical and operational way events organized by clubs and organizations in the city of a local, national and international character.

Efficient public administration policy



To promote a transparent management model, and an improvement in spending quality and public investment that guide public servant actions based on ethical principles, in the provision and access of public information that increases citizens' credibility and trust. A policy in which public management is also optimized

towards objectives achievement in harmony with environmental sustainability, continuing with the discipline and fiscal responsibility that has been maintained in the last decade.

The outcome indicators for this policy are:

Outcome Indicator	Baseline 2019	2023 Goal
Municipal Performance Rate	76.01 (2018)	Increase the municipal performance index to 77
Fiscal Performance Rate *	76 (2018)	Keep the fiscal performance index at 76
Institutional Performance Rate (FURAG)	76.02 (2018)	Increase the institutional performance index (FURAG) to 81.02

Source: District Mayor's Office of Barranquilla.*Found in the Sustainable Development Goals

PROGRAM:
Improve Public Investment

A public administration is efficient when the selection of investment alternatives is aimed at generating the greatest possible citizens benefit. For this reason, new alternatives will be explored for capturing values through different financing instruments and a system will be implemented to monitor the investment achievements with public resources. In addition to optimization of tax system projects, with which collection and portfolio recovery rates increase.

On the other hand, there is the District's financial sustainability to obtain resources and guarantee compliance with the obligations which consolidate national government and financial sector trust, together with a better management of cadastral and geographic information that facilitate social and economic territory planning.

PROGRAM:
Performance and efficiency strengthening

The adequate management of human talent is required throughout the entity's life cycle for processes optimization and to achieve a public administration oriented to public service that maintains relevance in legal, administrative and regulatory decisions, as well as the custody and access of institutional information with archival tools within suitable physical spaces and an updated general management of demographic information, as a basis for decisions regarding public spending.

The foregoing also requires maintaining existing ISO certifications along with the substitution or product introduction with environmental sustainability criteria, as well as management systems reinforcement, migration of city's mayor office services and its dependencies to online modalities and information integration in institutional platforms for greater effectiveness in intervention of public issues, urban planning and supplier management. The objective is to achieve five observatories functioning and working in a network that allow information and knowledge management.



Vibrant Public Spaces Policy



This policy aims to potentiate the city's existing public space system through two main strategies: maintenance or improvement of existing areas with their urban services and coverage increase with strategic interventions in low accessible urban areas through access roads, which at the same time are harmonized with the natural environment. This encompasses the different areas that by definition constitute the public space that articulates the territory and its inhabitants, for whom it generates tangible and intangible benefits as a proof State governance.

For this, the policy starts from existing infrastructure and programs that resulted from

previous administrations, as successful cases for the District's public spaces and natural environment recuperation and monitoring, which also generated greater public awareness regarding their physical environment, as a result of co-creative processes.

This policy will also pursue the intervention of key areas for the transformation and improvement of the urban environment, as well as community's connection to new processes, and instrument creation for common goods management.

Indicator	Baseline	2023 Goal
Rate of people satisfaction with parks and urban green spaces*	61%	Increase to 70% the level of satisfaction with parks and public green areas

PROGRAM:
Quality Public Spaces

For an integral improvement of the city’s public spaces, urban environment intervention and transformation in different city areas are projected. This with the segregation and improvement of pedestrian use areas with respect to vehicular ones, and provide them with constituent elements for its use and enjoyment without schedule or physical restrictions.

- **Flagship Project:** “Todos al Parque” for the recovery, construction and activation of parks, boulevards, squares and green areas articulated with current comprehensive plan for these spaces’ sustainability with control, monitoring and maintenance actions. The goal is to recover by 2023 100% of Barranquilla’s parks (138 Parks, squares and green areas recovered and 10 new parks built).



- **Flagship Project:** “Barrios a la Obra”, which looks to increase access to infrastructure and urban provision through road paving together with the community’s support to guarantee citizen life quality with dignity, highlighting that Barranquilla will have 100% of its roads paved at the end of this administration and after 16 years of this project’s term.



PROGRAM:
Historic center and markets recovery

With projects aimed at the recovery of 30,000 m2 of public space in the Historic Center to revitalize tourist and economic activity, in addition to the rehabilitation of its patrimonial and commercial value. The previously mentioned objective, prioritized as a post-COVID-19 pandemic socioeconomic recovery strategy, begins with the management and dignity of vendors’ workspace within the Public Markets Master Plan, seeking the renewal of two public markets and the benefit for almost 1,000 informal vendors.

Public Space Interventions Project to improve conditions and accessibility in this sector to strengthen spaces for citizen interaction and urban harmony that will subsequently lead to projects to adapt and reuse strategic buildings for which technical studies will be carried out.



Connected City

Connected City Challenge

The connection between territorial actors is not only a unidirectional physical or virtual relation, but a process that implies a two-way communication, in which the public administration, the citizens and the private sector can communicate effectively to maximize the scope of government decisions, as well as knowing the achieved progress and results. Barranquilla will be a city that promotes dialogue, permanent interaction and recognizes that the interrelation between knowledge and ideas are the bases for an open, effec-

tive public administration, bringing results to achieve a city designed and built from the collective. A connected city looks that citizens and companies are related to the circulation of knowledge, people, goods, national and international capital. This is possible by improving the physical and virtual infrastructure for transportation and communication, which together with civic culture, make possible a higher level of relationships, business, cooperation and coexistence.

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The main objectives of a connected city

- Improve mobility speed and quality, citizens' connectivity and communication with their peers, citizens' relationship with the city's administration, and city's connection with the rest of the world.
- Increase civic culture as a basis for coexistence, civic spirit, participation, collective action and citizenship exercise.



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In this sense, the objectives will possibly improve city's development figures (identified as challenges in the diagnosis section). Considering permanent citizen participation, efficient public policies were designed aimed at culture and citizen participation, which contain the different programs to be implemented in this period.

with an adequate and safe roadway network for all different street users, proper traffic management, and a multimodal logistics system that facilitates merchandise supply and transport, meeting spaces that facilitate innovation, entrepreneurship and collaboration among all.

On the other hand, the "I am Connected" challenge seeks for a more connected city, both physically and digitally, with the national and global environment in a competitive and efficient way that facilitates the flow of people, goods, services and ideas through a system of integrated urban public transport. The city goal is to be agile and friendly with the environment,



City of connected people Policy



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This policy focuses on enabling the necessary channels for communication between citizens and district administration, both for coverage of basic needs and citizen participation and empowerment for public spending management, which in turn translates into a greater sense of belonging. This will be done remotely through digital channels to

solve procedures in line with the provision and increase of ICT infrastructure. At the same time, it is considered the improvement of face-to-face management capacity with the strengthening of borough city halls, which in turn rely on projects to promote community organizations in favor of better institutional management.

Indicator	Baseline	Goal 2023
Municipal Transparency Index	74.9 (2016)	Increase the municipal transparency index to 78
Open Government Index	79.6 (2016)	Increase the open government index to 82
Level of citizen satisfaction with the services of the Mayor's Office of Barranquilla	4,3	Maintain the level of citizen satisfaction with the services of the Mayor of Barranquilla at 4.3
Fiscal Performance Index*	81 (2017)	85

*Contained in the Sustainable Development Goals.

**PROGRAM:
Government connected with its citizens**

On one hand to maintain a two-way communication, citizens' attention and response through local offices with trained personnel. On the other hand, to maintain the promotion of interesting material, campaigns, processes and administration achievements that encourage participation along with fulfillment of citizen duties. The objective is to achieve an Integral Citizen Service System with a greater number of channels enabled for PQRSD filing. Likewise, and as a goal for 2023, a paying tax culture will be encouraged from the execution of four awareness campaigns on the importance of paying taxes and its contribution to city's growth.

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**PROGRAM:
Digital Barranquilla**

To develop ICT infrastructure for constitutional rights coverage through an increase in existing services and the generation of different channels that also provide access to new digital services, in compliance with Law 1341 of 2009 and 1753 of 2015. This through institutional and spatial information digitalization that allows online management for remote and guided citizen consultation. The objective is to increase the number of online procedures and services from 42 to 76.

Within this program, the Spatial Data Infrastructure project will be carried out to integrate a spatial data information system that allows Barranquilla's citizens to consult data generated at Barranquilla Mayor's offices related to city's land ownership. By 2023, the district administration aims to consolidate databases of three units structured and integrated by land registry, preserving the data value in a clear and easy accessible way.

- **Flagship Project:** Spatial Data Infrastructure- Integrate a spatial data information system that allows Barranquilla's citizens to consult data generated in Barranquilla's Mayor offices regarding city's land ownership. Additionally, process centralization and consolidation is key for city's efficient management. A management center will be designed and implemented to increase the District's connectivity capacity, seeking to develop a virtual instrument for statistics and information access to city's sector indicators, transforming us into a C5 management center that allows us to be an open, transparent and efficient government in decision-making.

**PROGRAM:
Promotion of
Participatory
and Co-responsible
citizenship**

The program objective is to promote citizen participation in topics related to investments at the district and local levels and in zonal planning units, based on local needs. This will be accomplished through virtual tools to involve the community in alternatives selection, public corporation strengthening and inclusion of around 150 social organizations through training processes so that they can participate in physical interventions together with public space management, all on a neighborhood scale. Moreover, a citizens participation Public Policy will be developed to improve articulation and participation levels of different Districts actors, institutional entities, social and community organizations.

**PROGRAM:
Citizen
Culture**

It consists of structuring an intersectoral and participatory city strategy that promotes culture development and social capital in the future for population, business, civil and academic groups. This is based on participatory and applied research in the citizen behavior study center, collective reflection, and the execution of joint strategic actions, aligned with Barranquilla's development goals, in favor of wellbeing, coexistence and civil society integration, while appropriating city's environments. The district administration will promote an agreement and dialogue between citizens, universities, government, civil organizations and companies so that they commit to action implementation for improving citizen culture. Additionally, it will include community and non-profit organizations that wish to be part of the project to generate a city civic culture, all this framed within the Great City Deal for Citizen Culture.



Smart and Safe Mobility Policy



Since the commuting quality is a sum of physical infrastructure and collective behaviors, programs and projects are built to improve District transportation infrastructure and traffic regulation,

public awareness regarding mobility on public roads; improvement and integration of transportation modes and mobility infrastructure management beyond the city.

Indicator	Baseline 2019	2023 Goal
Deaths in traffic accidents per 100 thousand inhabitants	3.1	Reduce to 2.9 the number of deaths in traffic accidents per 100 thousand inhabitants
% Accessibility to district territories less than 500 meters away, via BRT	NA	Achieve a 60% of accessibility to the district's territories within a distance of 500 meters, via BRT

PROGRAM: Fast, efficient and safe connection

It consists of scheduled interventions and micro-interventions for pedestrian and vehicular lanes (about 67 km), together with technical studies for works and endowments planning in Barranquilla's roadway network, maintaining compliance with traffic operational control and progress in the Mobility Master Plan.

It also entails the implementation of security elements, parking regulation on public roads, and technology use to collect real time information in monitoring centers; improving traffic control to reduce accident rates through 20 new street micro-interventions, 30 new intersections with traffic light, 50,000 linear meters of roadway marking maintenance and implementation, 5 Km of new signposted bicycle lanes, 4 Km of preferential lanes, among others.

- **agship Project:** Parking lots and parking authority: Manage an administration and control system for city's lots and available spaces to increase parking capacity offer to the public.

PROGRAM: Roadway Awareness

Aimed at improving human behavior while commuting, with projects to raise awareness and train users of public roads. Besides, encouraging entities with policies that contribute to safe commute and promoting the use of non-motorized vehicles for Barranquilleros commuting. The District administration will promote strategies that aim to promote bicycle use as transportation mode and an exemplary culture generation for proper roadway use and safety elements required when mobilizing in non-motorized transportation modes.

PROGRAM: More efficient transit and mobility

Its objective is to integrate collective, individual and mass transportation in the District and its Metropolitan Area, in terms of the different information and operation systems that give way to better route articulation, together with fleet renewal. Also, support the management of Trasnmetro's second phase, in addition to studies for new transport alternatives that cover different boroughs.



- **Flagship Project:** RITMO: Accompany the Metropolitan Area in the development and implementation of intelligent systems that allow integration of different mass and bus transportation information systems. This could be achieved through the maintenance, expansion, provision and construction of required infrastructure that facilitates accessibility, modal change, allowing the articulation of inter-municipal routes, SITP routes and other public transport systems, thus improving inner- and outer-municipal

connectivity. The foregoing will be promoted under SITP education and culture that guides citizens for the system's proper use and care, creating a sense of belonging. Additionally, with a unified fare collection system, fleet control and information for public transportation users, cash handling will be discouraged. It is highlighted that the project seeks to have a more environmental friendly fleet.

PROGRAM:
Regional Connections

For outer-municipal project management and national infrastructure improvement, it is proposed the development of new regional transportation modes, entity creation to manage interventions and projects on the Magdalena River that enable transportation and tourism offer in the territory. Likewise, the progress required for the maritime port area project as an infrastructure for global connectivity.

- **Flagship Project:** Connectivity Via Parque Isla Salamanca: Build piers on the park banks to promote ecotourism in strategic water bodies and ecosystems.

Biodiversity

Biodiversity

The Biodiversity aims to guarantee connectivity between urban and rural areas, involving citizens in the city's ecosystem conservation and sustainable development. Barranquilla is a privileged city at an ecological level, since it is located in the Caribbean basin, it has high biological value ecosystems made up of mangroves, swamps and wetlands that promote adaptability to climate change. Additionally, biodiversity conservation stands out, represented by dry tropical forest, water regulation, vegetation and marine-coastal ecosystems, beaches, cliffs and soft bottoms, among others.

Barranquilla spatial structures correspond to the ones labeled in green, blue and grey colors, being the ones in charge of the territory's articulation and structuring. The green structure represents ecosystems located on the land; the blue structure represents those located on water or those directly related to water resources; and the grey structure consists of mobility and public utilities

infrastructure. Thus, while the green and blue ones maintain or look up to generate continuity and allow matter and energy exchange between the city's strategic ecosystems and urban development, the gray structure seeks to close social gaps and connect population with itself and nature. In this way, an interrelated structure network is formed in the District that, according to their management, will allow urban development and growth in harmony with ecosystem conservation and services, leading to territorial sustainability.





GREEN STRUCTURE

- Área priorizada para recuperación de bosque seco
- Bosque Seco

BLUE STRUCTURE

- Ciénagas y cuerpos de agua
- Manglares
- Abastecimiento y regulación hídrica**
- Bosque de galería y/o ripario
- Área priorizada de recuperación de bosque de galería y vegetación ribereña

Marino - Costeros

- Playas
- Fondos Blandos

Before this idea, sustainable development consolidation through the biodiversity challenge is proposed as a strategy. Consequently, a model of urban-regional, economic and social growth will be established based on Barranquilla's strategic ecosystems, their conservation, connectivity between them and national protected areas of environmental importance, such as the Parque Vía Isla Salamanca.

Therefore, urban development will be determined by the green, blue and gray structures. This represents a challenge for Barranquilla in the next decade, where it will seek to promote a city interested in scientific research and development through new technology innovation and implementation, as a tool to understand biological wealth and thus propose solutions to environmental problems, ecosystems monitoring, natural environment and environmental education reinforcement focused on ecosystems importance and offered services.

The Biodiversity challenge is made of three policies: Sustainable City, Urban-Environmental Care, and a Resilient and Sustainability policy against Risk. These policies have the following main objectives:

- **Strategic ecosystems recuperation for later ecosystem corridor formation.**
- **Blue structure recovery and qualification for adequate water resources management, in harmony with the urban growth model.**
- **Conversion towards an urban and economic low-carbon pattern, with low solid and liquid waste generation.**
- **Increased the city's resilience against climate change and environmental risks.**

Sustainable City Policy



A sustainable city aims to be a green and water city, through ecosystem service rehabilitation, biodiversity protection, water resources recovery and conservation such as the dry tropical forest, mangroves, channel recuperation, among others. With projects such as the Miramar Urban Forest and the Tree Planting program for a greener city, among other key projects to improve carbon capture, reduce the city's heat island and connect ecologic corridors.

Likewise, the regeneration of the integral channel system, streams and water bodies, and the Ciénaga de Mallorquín recovery will allow water rounds rehabilitation in the context of strategic ecosystems for water regulation, through linear parks and revegetation processes which, together with the swamp recovery, will allow to connect a large key ecosystem related to water bodies.

Indicator	Baseline	Goal 2023
Hectares of mangrove and dry forest ecosystems recovered	5.53 ha	Recover 30 ha * of mangrove and dry forest ecosystems
M2 of green areas recovered	560.000 m ²	Recover 480,000 m ² of green areas
Improve water quality index	NA	Achieve a good water quality index
Satisfaction with air quality **	NA	Greater than 80%

PROGRAM: Green City

The city's rehabilitation and maintenance of its green structure brings together the projects assigned for managing ecosystem services and protect the city's biodiversity, articulating urban and peri-urban areas. This program includes, for example, the planting of 150,000 new trees in the city, generation of a large urban forest, city's beach recuperation called "Puerto Mocho" and the recovery of one of our main water bodies, the Ciénaga de Mallorquín.



- **Flagship Project:** Ciénaga de Mallorquín's integral recuperation aims to enhance this marsh and its surroundings through the ecosystems, implementing water quality recovery actions, urban development, mangroves, parks, trails and infrastructure that allow the populations enjoyment, sustainable use and ecotourism reinforcement in this area. This includes infrastructure, transport and public space works. In the same way, we will look for the ecosystem services recuperation, construction of 39,000 m² ecotourism trails, beach rehabilitation and environmental sanitation of the marsh waters, thus generating an attractive space for tourism while recovering and ensuring the protection of this important city natural resource.

- **Flagship Project:** Urban forests aim to generate microclimates that favor thermal comfort and carbon capture, through strategic ecosystems such as the dry tropical forest, the generation and preservation of 280,000 m² of urban forests and the planting or replanting of 15,000 trees. These interventions are projected as ecosystem corridors of a future network, not only public space for the citizens' enjoyment, but also habitat for local and foreign biodiversity. From this project, it stands out that it is a metropolitan size project and that it allows us to consolidate a large city, being beneficial not only for Barranquilla, but also for its entire metropolitan area.

**PROGRAM:
Water city**

Water city contemplates large-scale projects such as the integral recovery of waterway banks, streams and water bodies, aimed at recovering and conserving the water system, strategic ecosystems for water regulation and supply, in conjunction with linear parks in water rounds, complemented with a culture generation of co-responsibility for the special care of canals, waterways, rounds and the river and its ecosystems, to have an environmentally friendly urban environment.

- **Flagship Project:** Integral recuperation of waterways, streams and water bodies which consists of 2.4 hectares linear parks construction around the water bodies that have reforestation processes.
- **Flagship Project:** Effective rain drainage: Through canalization, rain water will be captured and discharged in a responsible manner. For this, a Master Plan for Stream Channeling will be formulated in line with a sewerage system and 9,000 meters of storm water sewerage.



Policy for Urban Environmental Care

In order to promote urban-environmental care, complementary strategies will be implemented to protect and recover ecosystems that allow consolidating the environmental sustainability of Barranquilla's urban environment.

Indicator	Baseline 2019	Goal 2023
Urban quality index	21,7	Increase the urban quality index to 50
Alternative renewable energy sources in use	0	1 alternative energy source in use

*Taken from PND.

**PROGRAM:
Renewable Energy Sources**

It contemplates project execution such as the generation and use of renewable and clean energy sources, which will be reflected with the constitution of a public service company that regulates and encourages solar energy and solar panel installations in public institutions.

- **Flagship Project:** Generation and use of renewable and clean energy sources: with the aim of reducing emissions and diversifying the city's energy matrix, a district-level public utility company for the generation of solar energy will be created.

**PROGRAM:
Air Quality**

Actions will be implemented to monitor and improve the city's air quality. The air quality surveillance network project aims to increase the number of monitoring stations present in the city up to five. In the same way, education campaigns will be carried out annually for air care.

**PROGRAM:
Solid Waste Responsible Management**

Among the important projects is the updating of a solid waste management plan. It is intended to reach a clean Barranquilla with a recycling culture. In the same way, campaigns will be promoted to generate awareness, belonging and care for the public and private surroundings.

**PROGRAM:
Domestic
and Wild
Fauna**

The urban-environmental care considers domestic and wild fauna. For this reason, projects that provide well-being and domestic fauna health recovery in abandonment or abuse condition will be executed. Among other actions, it is planned to increase to nine the number of animal immediate reaction patrols, the construction of an animal welfare center and launching the attention center for wild animals.

Risk Resilience and Sustainability Policy

This policy aims to comply with legal provisions embedded in Law 1523 of 2012, a missionary state commitment at its different government levels, from national to local, where Risk Management social processes are established with the purpose of contributing to the safety, well-being, life quality, sustainable development and city's resilience.



Indicator	Baseline 2019	2023 Goal
Maintain or decrease the risk adjusted ratio	35.04	Maintain the capabilities-adjusted risk ratio at 35.04
Percentage of Barranquilleros informed in Disaster Risk Management	11.9%	Increase to 15% the inhabitants of the city informed in Disaster Risk Management.

⁷ "By which the National Disaster and Risk Management Policy is adopted, and the National Disaster and Risk System is established, and other provisions are issued."

**PROGRAM:
Risk Awareness**

In search for a resilient and sustainable city facing risk, projects are aimed at developing and promoting risk knowledge from risk scenario identification, analysis and evaluation, monitoring and follow-up of structural and non-structural measures for risk mitigation and control; it also includes communication to promote greater risk awareness in communities, as well as inter-institutional reinforcement and articulation. From another point of view, the projects focus on risk reduction, consisting of existing risk corrective interventions, prospective new risk interventions and financial protection, in order to avoid or minimize damages and losses in the event of physical dangerous events.

**PROGRAM:
Disaster
Preparedness
and
Management**

Projects such as humanitarian assistance and strengthening of local risk management councils are developed, which allow the progress, planning and promotion of disaster management process, consisting of preparation for emergency response, post-disaster recuperation, response execution with its respective recuperation process, this is rehabilitation and recovery, with the purpose of contributing to the District inhabitants' safety, well-being and life quality.



Multi-year Investment Plan

The financial plan that supports the Soy Barranquilla Development Plan during the next four years is presented below. As established in article 7, Decree 111 of 1996 that compiles the laws that make up the Budget Organic Statute, this instrument will be the financial planning instrument, both for income and expenses, considering the development plan strategic goals, the city's provisions for the 2020-2029 Medium-Term Fiscal Framework (MFMP for its acronym in Spanish) for financial obligations and commitments fulfillment, and the new macroeconomic perspectives during the current situation due to the Covid-19 pandemic. This will allow that the budget annual execution guarantees financial sustainability and the leverage of each investment challenge proposed in the development plan.

It is important to note that, as soon as the health emergency was declared, the Secretary of Finance, together with the Economic Development, Planning and General Secretaries created an advisory committee to model possible scenarios, considering the pandemic effects on the behavior of city's economy and its tax implications.

The amount required for the implementation of the Soy Barranquilla 2020-2023 Development Plan was estimated at \$18.7 billion Colombian pesos, from which \$ 13.6 billion Colombian pesos correspond to both social and infrastructure projects, \$1.7 billion Colombian pesos for programmed debt payment, and \$1.6 billion Colombian pesos for the District operational expenses such as payroll, public services, cleaning, surveillance, among others. Finally, the resources coming from public-private resources, that is resources for projects outside the Mayor's Office revenues that could be a national co-financing or from a private source, reach \$1.6 billion Colombian pesos.



In order to comply with this, a budget is projected based on own funding sources for \$ 5.9 billion, direct resources from the Nation for \$ 6.1 billion, revenues managed by the District (capital income) of \$ 4.9 billion and public - private and other resources at \$1.6 billion Colombian pesos.

Uses and sources of the Soy Barranquilla 2020-2023 Development Plan.

Data in millions of dollars.

Expenses and Investment	Budget	Participation	Rents	Budget	Participation
Operation	1.687	9,01%	Own resources	5.978	31,92%
Investment with District resources and transfers	13.625	72,75%	Transfers	6.159	32,88%
Debt Service	1.789	9,55%	Capital Incomes	4.964	26,51%
Public-Private Financing and others	1.627	8,69%	Public-Private Financing and others	1.627	8,69%
TOTAL DEVELOPMENT PLAN	18.728	100,00%	TOTAL DEVELOPMENT PLAN	18.728	100,00%

The total District investment, which corresponds to all the projects and programs carried out by the Mayor's Office to improve people's living conditions, will be allocated to the four challenges identified in the Development Plan, with the Equitable Challenge being the one with the highest investment with \$ 8.5 billion, followed by the Connected Challenge with \$ 2.7 billion, the Attractive and Prosperous Challenge with \$ 1.4 billion and finally the Biodiversity Challenge with \$0.969 billion. Resources itemization at the policy level is explained in the following table:



Annual investment plan for the Soy Barranquilla Development Plan policies

Challenge	Policies	2020	2021	2022	2023	Total 2020 - 2023
Connected City	City of connected people	51.870	53.484	53.475	53.519	212.348
	Smart and Safe Mobility	266.493	558.672	996.180	685.215	2.506.560
Equitable City	High Standard Education Policy	704.277	712.498	707.969	802.423	2.927.167
	Healthy City	814.461	801.060	854.260	915.096	3.384.877
	Decent housing for all	422.653	326.619	319.669	325.227	1.394.168
	Social Inclusion Promotion	133.965	139.591	133.546	136.607	543.709
	Safe City and Human Rights promotion	62.196	63.390	70.637	74.037	270.260
Attractive and Prosperous City	Entrepreneur and Work	4.860	12.500	13.890	13.047	44.296
	Competitive and Innovative	1.015	2.382	2.397	1.038	6.832
	Global City Policy	3.165	2.669	2.917	4.078	12.828
	Cultural and Vibrant City	32.579	23.874	46.056	28.559	131.068
	Cultural Heritage protection, safeguarding and sustainability policy	9.200	4.134	4.673	4.823	22.830
	Recreation and Sports	21.746	17.265	11.253	11.995	62.259
	Efficient Public Administration	80.244	81.135	28.568	29.491	219.438
Vibrant Public Spaces	243.258	161.967	250.217	261.674	917.117	
Biodiversity	Sustainable City	127.916	269.622	202.355	157.655	757.549
	Urban Environment Care	39.049	42.616	41.227	41.933	164.826
	Risk Resilience and Sustainability	35.245	3.648	3.794	3.945	46.631
Total		3.054.189	3.277.127	3.743.082	3.550.364	13.624.762

*Figures in millions of pesos.

Thanks to these projected income, it will be possible to comply with all the development plan projects, in each of its 71 programs, 18 policies and 4 challenges, which continues Barranquilla's development, consolidating with poverty reduction, for a more equitable city, which is more attractive and prosperous every day, where all its citizens are connected in the best way while the city cares for its biodiversity every day.



The Development Plan "Soy Barranquilla 2020 - 2023" with all the projects and indicators is available for consultation at the following link:

<https://www.barranquilla.gov.co/documento/plan-de-desarrollo-soy-barranquilla-2020-2023/?version=1>

In the mail atencionalciudadano@barranquilla.gov.co

or by scanning the following QR code



Main Emblematic projects



Implementation of the Bilingual Plan in Public Schools

This project will allow students in the official sector to have a greater command of the English language and become global citizens, to continue to develop their skills and gain access to more knowledge by increasing the possibilities of understanding more information.

Barrios a la Obra

With the Barrios a la Obra project, the Mayor's Office of Barranquilla will increase access to infrastructure and urban provision with the paving of roads in support of the community to guarantee the quality of life with dignity for citizens, highlighting that in the end of this administration and after 16 years of this project, Barranquilla will have 100% of its roads paved.

Transformation of the urban environment TUE

Intervene the public space in different areas of the city by segregating pedestrian and vehicular use areas, improving platforms, regulated parking areas, intervening with public lighting and modern and inclusive urban furniture; with the purpose of offering equal opportunities for personal development and enjoying the different spaces of the city.



Recovery of the city center

Public Space Intervention Project to improve conditions and accessibility in the sector to strengthen opportunities for citizen interaction and urban harmony, that will subsequently lead to projects to adapt and reuse strategic buildings for which technical studies will be carried out. With the recovery of around 30,000m2 of public space in the Historic Center, the city aims to revitalize the tourist and economic activity in addition to the recovery of its patrimonial and commercial value.



Renewal of public markets

With this project, the city aims to adapt workspaces for vendors in public markets to dignify their work, optimize their working conditions and improve their socio-economic conditions. This project will benefit 1,000 informal vendors in the city and adapt an area that serves as a satellite market in the city, while renovating 2 public markets in Barranquilla.



Ciénaga de Mallorquín



The full recovery of the Ciénaga of Mallorquín seeks to potentiate the swamp and its environment through the full recovery of its ecosystems, implementing actions to recover water quality, urban development, mangos, parks, trails and infrastructure that allows the enjoyment and sustainable use by the population and the strengthening of ecotourism in this area. This includes infrastructure, transport, and public

space works. Similarly, the recovery of ecosystem services will be sought, the construction of 39,000 m2 of ecotourism trails, the recovery of the beach and the environmental sanitation of the waters of the swamp, thus generating an attractive space for tourism while recovering, and ensuring the protection of this important natural resource of the city.

Urban Woods

The full recovery of the Ciénaga of Mallorquín seeks to potentiate the swamp and its environment through the full recovery of its ecosystems, implementing actions to recover water quality, urban development, mangos, parks, trails and infrastructure that allows the enjoyment and sustainable use by the population and the strengthening of ecotourism in this area. This includes infrastructure, transport, and public space works. Similarly, the recovery of ecosystem services will be sought, the construction of 39,000 m2 of ecotourism trails, the recovery of

the beach and the environmental sanitation of the waters of the swamp, thus generating an attractive space for tourism while recovering, and ensuring the protection of this important natural resource of the city.

Full recovery of rounds of sewers, floods, and water bodies



Intervening in the water rounds will allow the recovery of strategic ecosystems for the regulation of water through the construction of linear parks that have processes of reforestation and revegetalization of rounds, which will guarantee ecological connectivity and the conservation of water sources, through a sustainable urban design

RITMO



The city will implement an integrated transport system that unifies the collective and the mass, where with a single card and paying a single ticket, citizens can mobilize by all available

means throughout the territory. However, this is not the only benefit of the project, the bus fleet will also be renewed for a more environmentally friendly one.