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This magazine was made possible thanks to the support provided by the Bogota Mayor's Office.

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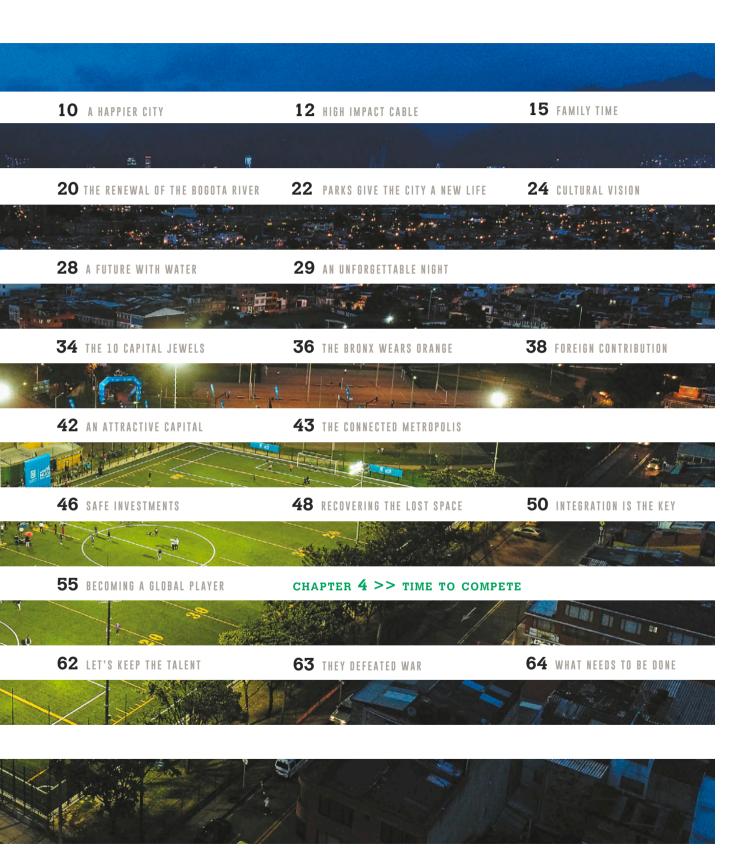
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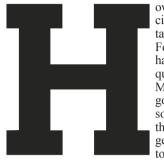


A 21st Century City

The next few years will mark a before and after for Bogota. That is the promise behind the works that are already underway and those that will begin to be executed in 2019. Its impact transcends the improvement of the quality of life for the people of Bogota: it seeks to turn the city into a metropolis at the same level of the largest in the world.







ow to organize a city that is constantly growing? For decades, that has been the great question that the Mayors of Bogota have had to solve. Evidently. the main challenges of a city have to do with how

it responds to the needs of millions of people.

Cities compete with each other. They want to be the first in everything; particularly, they want citizens to want to live their lives and grow old there. Therefore, in order to stand out, it's important to be at the forefront, to transform at the speed the world demands and to plan for the future.

The current local administration proposed the transformation of Bogota into a 21st century city: one that would have its citizens as its central axis, so they can enjoy a high quality of life and fully develop their potential.

Among the more than 7 million people living in Bogotá, there are more than 240,000 Venezuelan citizens and 349,000 victims of armed conflict who came in search of opportunities. In addition, Bogotá is Colombia's top tourist destination. According to the District, between January and September 2018, 9,340,794 people visited the city and the projection for December 2018 is to reach almost 12 million tourists, who should get the best impression of Bogotá so that they become its promoters. The capital of the Republic houses not only people; it hosts millions of dreams and lives.

Getting Down to Work

The road map towards an inclusive city where people are happier contains a set of more than 2,400 infrastructure works in different fronts: mobility, health, education, quality of life, and environment, among others.

Since 2016, the implementation of strategic projects for the city has been underway: new TransMilenio trunk lines, more avenues and bike paths, the first Metro line, the construction, reconstruction and improvement of schools, the maintenance of aqueduct and sewage networks, the plan to clean the Bogotá River, new hospitals, parks, gardens, Happiness Centers, cultural and sports venues. Many of these are what can be called mega projects: complex long-term projects to finance and execute, but which will be a reality and pay a historical debt with the capital.

In order to work towards this purpose, the Mayor's Office imposed yet another challenge: to implement the first transparency policy that aims to modernize and strengthen institutions to prevent corrupt practices in the public and private sectors, as well as among citizens. This allows entities to act under world-class technical and managerial standards and capacities, which facilitates the execution of the works.

Beyond figures and statistics, streets are where the results of the administrations are evident. It is behind life stories of the daily life of the people of Bogota where the city's successes, challenges and opportunities are revealed and it's possible to assess the real state of the capital.

Therefore, this edition seeks to look at what happens beyond the numbers. How are citizens affected by the implementation of TransMiCable, the start of the SuperCade Manitas construction in Ciudad Bolivar, the renovation of the playgrounds. the 100 synthetic courts delivered, the new Cinemateca Distrital, the extension of North Highway and the decontamination of the Bogota River, among other projects. Once, these were nothing but drafts. Today, they left the blueprint behind and are facts that can be experienced.

"Bogota has the potential to be a global city." This is how George Fertitta, executive director of Bloomberg Associates, a firm belonging to the former mayor of New York Michael Bloomberg and dedicated to consulting cities, including the capital of Colombia, explains the situation.

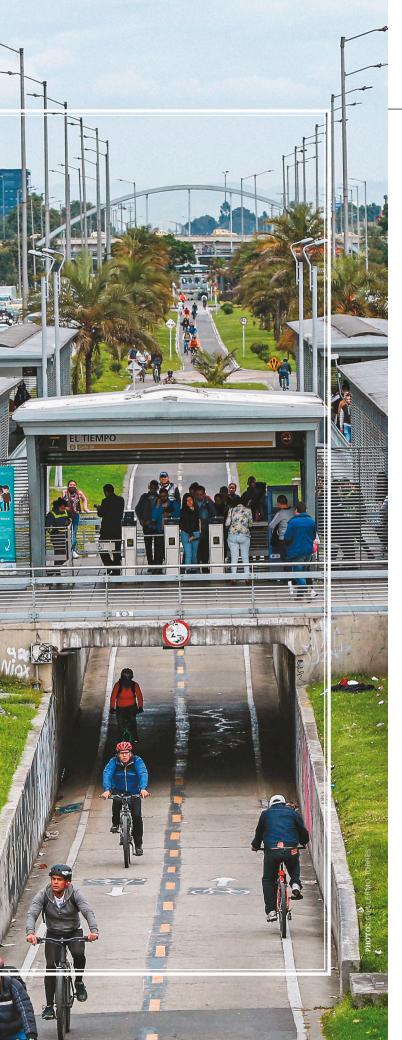
And even though Bogota is already attractive for foreign investment, with the infrastructure revolution that has been set in motion, more attention from locals and foreigners will be focused on the city, not only as an investment destination, but also as a dream place to live.*

COP 48

TRILLION IS THE AMOUNT **INVESTED FOR THE** DISTRICT'S LARGE **INFRASTRUCTURE**

PROJECTS.





he revolution of the infrastructure work has ensured that citizens, particularly those living in the most derived areas of the city, can access healthcare services-a fundamental right-, quality transportation and spaces for recreation among others.

This is evidenced in the creation of the new Priority Healthcare Centers (Caps, for its Spanish acronyms), which have reduced the congestion

in the hospital emergency rooms, the new TransMiCable -which benefits 750,000 people in Ciudad Bolivar- and is planning new complementary work such as the ninth SuperCADE that is under construction in the Manitas station.

More than 500 parks have undergone renovation and 100 synthetic fields have been built, not only to practice soccer but other sports such as ultimate and rugby. Having high quality facilities at their disposal has also improved the residents' outlook on the city. According to the survey made by the Bogotá Cómo Vamos Observatory, six out of every ten citizens state they are satisfied with the sporting and recreation facilities the city offers.

Last year the National Government recognized Bogota as the territorial entity with the best education administration and highlighted the School Nutrition program. According to the city administration, by December 2018 the city had attained 83% of the goals set. Bogota is now a city with less inequality and lower poverty levels.*

75%

OF THE INVESTMENTS **MADE BY THIS**

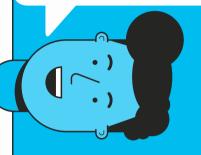
ADMINISTRATION HAVE FOCUSED ON THE 10 POOREST AREAS IN THE CITY. The Multipurpose Survey 2017, which collected socioeconomic information from **Bogota** and its metropolitan area. revealed that the people of Bogota are happy. The reason is that improvements in health, education, public space and equality, among others. have increased their satisfaction in regard to the quality of life and their perception of happiness.

A Happier City

Source: District Planning Department.The Multipurpose Survey EM 2017 collected data from 19 localities in the city, 70 Zonal Planning Units (UPZ), the rural area of the capital and 37 municipalities of Cundinamarca. In total, information from 320,000 people in 77,000 homes n Bogota and another 32,000 in Cundinamarca. Information on more than 1,500 characteristics of families, houses and people, covering 13 areas such as education, health, mobility, public service coverage, deficit of housing units, recreation and well-being perception.

HAPPINESS LEVEL

The purpose of the Bogota District Development Plan 2016-2020 is to increase the happiness of citizens through a better quality of life and socioeconomic conditions. A closer look on how people live in the capital of the Republic.

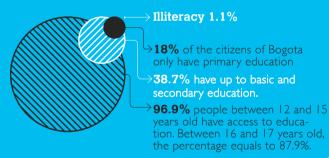


Less than 1% of the people of Bogota feel dissatisfied.

54% live very happily.

40% say they feel happy.

BOGOTA IS EDUCATED



According to Horacio Álvarez, a specialist in the Education Division of the Inter-American Development Bank (IDB) in Latin America, "Bogota is on the right track in education: it has expanded its coverage, it has an infrastructure that stands out from the rest of the country, and is now committed to its rural areas. These efforts must be maintained to improve the quality of life of the communities."

ACCESS TO HEALTH IS ONE OF THE TOPICS THAT CONTRIBUTES THE MOST TO THE SATISFACTION OF BOGOTA CITIZENS

90%

of Bogota citizens have access to the social security system. 91%

of people located in the rural area of the country's capital have some type of affiliation to the social security health system. 38% of these people are part of the contributory regime.

According to a survey carried out by the National

Consulting Center during the first semester of 2018, 8 out of 10 patients who are treated in the public assistance centers of Bogota feel confident with the level of care they receive.

HOW DO PEOPLE LIVE IN BOGOTA?









of families in the rural area of Bogota live in their own homes.



live at home



of the houses located in the rural 97% area of Bogota are house-type.



is the percentage of households with urban housing deficit. In rural households the deficit is 36%.



of families have a female head.

POVERTY

4.85%

of households in the city have multidimensional poverty levels (deficiencies of people and families in terms of health, education and quality of life).

Teusaquillo 2 0.61%

Chapinero 1

PUBLIC SERVICES

99.8% of households in Bogota claim to have aqueduct coverage.

99.9% has sewerage.

99.7% has garbage collection services.

99.9% has electricity service.

74.1% of homes in Bogota have Internet service (fixed or mobile) according to the 2018 Census.

NEW DATA

For the first time, EM 2017 carried out a study of the rural area of Bogota (populated and scattered rural center) of the localities of Usaquén, Chapinero, Santafé, San Cristobal, Usme, Ciudad Bolivar and Suba, as well as the rural town of Sumapaz. These were the main findings:

- 22.5% live on rent, sublease or leasing.
- 44.8% have four or more inhabitants.
- 14.0% was the percentage of single-person households in the rural area of Bogota.
- · 26.4% have a female head.
- 13.0% of rural households in the country's capital have Internet connection.

9.4% increase in the number of citizens visiting the parks of the city.

TRANSPORTATION

47 minutes is the general average of citizens' displacement time to their place of work.

31 minutes is the average travel time to get to an educational institution.

→ of Bogota citizens use TransMilenio to go to work.

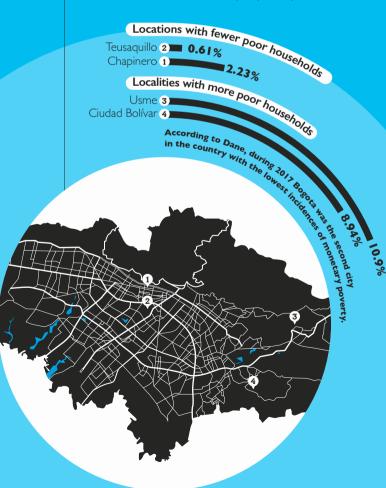
 $23.7\% \longrightarrow$ of citizens use SITP to travel.

14.3% — of the population of the capital uses a private car for their journeys, despite the fact that 28% of the households surveyed have cars.

→ was the increase in the rate of people who use bicycles to work. This figure went from 5.4% in 2014 to 6.3% in 2017.

 $9\% \longrightarrow$ was the increase in the use of bikeways in the city.

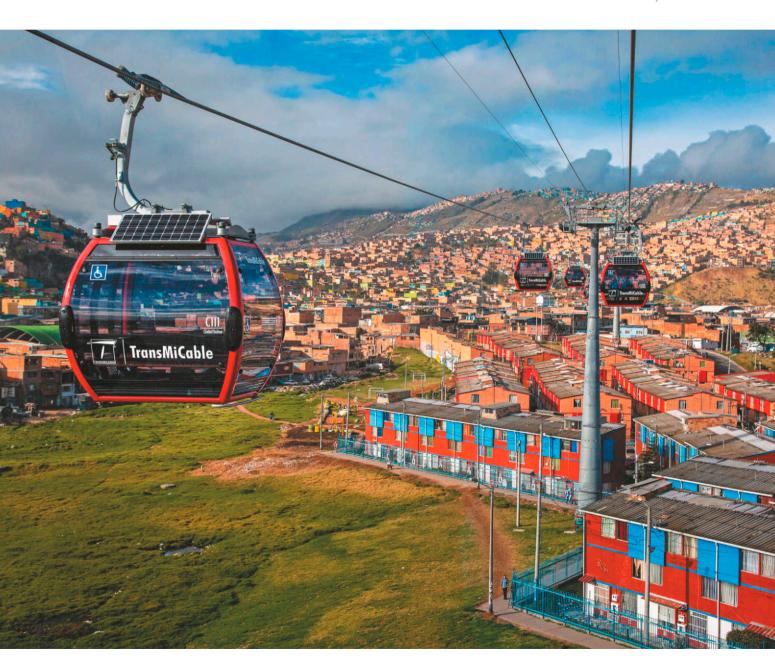
The Survey of Citizen Perception 2018 highlights that TransMilenio is the most used means of transport in the city with 35%.



High Impact Cable

The start of TransMiCable heralds in a **new era for Bogota and, especially, for Ciudad Bolivar.** The total investment has been COP 240 billion.

The current Capital District administration built the entire TransMiCable system. Work began in June 2016.



The citizens of Ciudad Bolivar have seen a transformation in their quality of life since Trans-MiCable began operations, following an investment of COP 240 billion.

One of the beneficiaries is Fabio Rincón. who has witnessed many changes in mobility. He remembers that in the past he had to carry water to his home on his back, or on a donkey. "After that, 'yipaos' [jeeps] arrived; then came a water supply system and gradually the streets were paved, so that a formal public transportation service could be provided, but this didn't cover all parts of the area", recalls Fabio, who is a social leader in his locality.

He also remembers the problems he had in getting down from where he lives, in Mirador del Paraíso, to the El Tunal bus terminal. "When the traffic was normal, it used to take me around an hour, or a bit longer if I had to wait for the feeder bus (20 minutes, on average). Once I was at the terminal, I boarded a Transmilenio and, depending on where I was going to work, in the center or in the north of Bogota, it could easily take me more than four hours every day to get from home to where I was working", he says.

But today the story is different. On December 27, 2018, Bogota's Mayor, Enrique Peñalosa, handed over to the city TransMiCable. Now Fabio and his neighbors can get from Mirador del Paraíso to the El Tunal bus terminal in just 13 minutes, thanks to an aerial cableway system consisting of 163 cabins, the most modern in the country, that travels a distance of 3.34 kilometers and has four stations, at El Tunal, Juan Pablo II, Manitas and Mirador del Paraíso. The current Capital District administration adapted the design of these cabins to make them larger: each one can carry ten seated passengers, and they are even big enough for strollers, wheelchairs and bicycles. When the system is operating at capacity, it can carry 7,200 passengers per hour in both directions, at a line speed of 20 kph.

More than mobility

In addition to better mobility, the residents of this area will benefit from the comprehensive public works model proposed by Enrique Peñalosa and City Hall for the TransMiCable area of influence. New spaces will be established, around not just the supporting towers but also the whole system, with green zones, public areas and other urban facilities, the aim being to directly transform and improve quality of life for 750,000 people, which will translate into greater security and a real connection with the rest of Bogota.

The goal of the Capital District is for the cableway to make Ciudad Bolivar an urban and tourism development hub. This implies having the necessary personnel and providing services ranging from social gardens, parks, small squares and the Manitas SuperCADE to a museum and sports facilities. The Capital

7.200

the maximum number of passengers carried per hour in both directions on TransMiCable.

163

the number of cabins in the TransMiCable system, each with capacity for 10 people.

75%

OF PEOPLE WHO **WORK ON THE TRANSMICABLE OPERATION** LIVE IN CIUDAD BOLIVAR.



TransMiCable

reduces traveling times from and to the highest parts of Ciudad Bolivar from 50 minutes to 13.

THE CAPITAL DISTRICT IS COMMITTED TO MAKING CIUDAD BOLIVAR AN URBAN AND TOURISM DEVELOPMENT HUB.

District administration, together with the entities attached to it, Sena, 15 recognized chefs and the Austrian Embassy, has therefore introduced a community training strategy with emphasis on cuisine, aimed at boosting the area's tourism potential. The target is to improve products available in the local area by training informal vendors, entrepreneurs and businesses as part of the project.

One of the actions carried out in the first phase was in Mirador del Paraíso, where the Capital District identified 15 production units and 43 informal vendors in the food sector and invited them to take part in these business improvement processes. The goal is to organize the informal economy, to which end City Hall is engaged in a process of strategically locating vendors in kiosks and semi-fixed premises. They will be required to adhere to regulations governing the use of public spaces, which include such things as organization conditions,

uniforms, and technical assistance. City Hall is thus making the local economy more dynamic and creating new jobs in the area.

One example of this is Cable Móvil, the operator, which has made three separate invitations for people to apply for jobs. The first was to hire staff for education activities with the community, while the second was for surveillance, security and general services personnel; the third included the first two, but with the addition of collection, shipment and user care staff.

The operator hired 80 people in total, 75 per cent of whom live in Ciudad Bolivar. Yojana, Elkin, Yeison and Rubén were in this first batch of personnel hired by Transmilenio, and their duties consist of creating awareness of what TransMiCable means. They agree that "the system has succeeded in having an impact on our quality of life, one that, if it is to be effective and sustainable, we must take on board, care for, and love".

Citizen culture

TransMiCable has created a strategy that brings together the work of the Capital District, the private sector, and the local population. It consists of implementing a social administration and citizen culture model that seeks to arouse interest and instill pride in the new transportation system. Activities carried out include projects relating to such things as culture, education, entrepreneurship, public space, embellishing fronts of buildings and formalization.

Areas have also been set aside where inhabitants can express themselves artistically, the aim being to create a sense of belonging where they value what building the system has meant. The result has been murals and paintings on the roofs of houses that can be seen from the cableway cabins.

It was also vitally important to listen to the community, so as to create real expectations and set in motion a project appropriation and participation process. With the long-term sustainability of the system in mind, City Hall even held workshops with children in local schools in order to listen to their proposals, which were duly taken on board. The local inhabitants have thus welcomed the new system, which is transforming their lives and the city.*

TransMiCable has four stations on its 3.34-kilometer journey. Cabins travel at a line speed of 20 kph.



Family Time

More than two million people will be able to benefit from the seven Happiness Centers that are to be built in Bogota in order to generate wellbeing among the local citizens.

What makes people happy? This was the question the current Bogota administration asked itself, and the analysis it carried out in order to answer the query revealed that people are much happier when they take part in leisure and entertainment activities with their family.

This need for areas where the people of Bogota can be happier encouraged City Hall to provide Happiness Centers, which will be built in different parts of the capital and will become new architectural icons in the city.

These centers will be located in El Tunal parks, in the Tunjuelito area; Las Cometas and Fontanar del Rio. in Suba: San Cristobal, in the area of the same name; San Bernardo, in Santa Fe district; Gibraltar, in Kennedy; and El Retiro, in Chapinero neighborhood.

The idea was conceived with the idea of providing people with areas where they can enjoy their free time in the company of their family and where they have access to quality facilities for leisure, culture and sport, to help them develop their skills. These facilities will be comparable to private ones, since each center will have swimming pools, sports centers, auditoriums, classrooms, games areas, a library, restaurant, and even a cinema.

The basic designs for most of the centers have already been approved by the Colombian Architectural Society, which selected the most suitable candidates from a variety of options and also the places where they will be built. The total investment is in excess of COP 507,000 million. (See box).

Doctor and psychiatrist Ricardo de la Espriella stressed that these centers will help improve children's social relations, development, skill-learning and psychomotricity. "These areas for relating with other people are a very important part of personal development", he said.

The current administration will hand over the completed Fontanar del Rio, San Cristobal and El Tunal centers, and by the time its period comes to an end, work will be in progress on the remaining four, namely El Retiro, San Bernardo, Gibraltar and Las Cometas.*

This is what Las Cometas Happiness Center in Suba, will look like, Work is scheduled to begin in April this year.



THESE ARE THE INVESTMENTS

Building work on all Happiness Centers will be financed from Capital District funds, except for the El Retiro one, on 11th Avenue with 82nd Street, monies for which will come from the valorization approved last year by Bogota Council. Investment figures are as follows.

- Fontanar del Rio: over COP 61,667 million
- San Cristobal: over COP 63,875 million
- El Tunal: over COP 71,366 million
- Las Cometas: COP 70,000 million*
- San Bernardo: COP 70.000 million*
- El Retiro: COP 80,000 million*
- Gibraltar:COP 90,000 million*

*The public call for bids for these four centers will be issued in 2019. Estimated figures.



The SuperCADE of our Dreams

The people of Ciudad Bolivar are seeing how the SuperCADE that they once imagined is now a reality.



26 years ago, Luis Alfonso Mateus and his wife, Marta Milena Quitian, made one of the most difficult—vet most convenient-decisions of their lives. They left their native municipality of La Belleza, located in the department of Santander, to go to the capital of Colombia and start from scratch. They were displaced by violence and ran away from the hostility they were experiencing.

In La Belleza, Luis Alfonso worked as a 'raspachín' (a coca collector) and even as a coca base processor. Now he tells this story to make clear that this past did not leave him anything good and that he came to the city empty-handed but with great dreams for him and his wife. The first sector he settled in was El Paraíso, where he lived for six years. Then, he bought his own house in the Manitas neighborhood in Ciudad Bolivar. Since he arrived, he has devoted his life to two things: working hard preparing and selling wrapped corn tamales, and fighting for the development of his community.

Luis Alfonso has been successful in both tasks. "Now I have my three-story house thanks to the money I get from the wrapped corn," he says. In terms of leadership initiatives for its community, he is responsible for one of the great achievements that this neighborhood has had: the TransMiCable, and now the SuperCADE that will be located less than 50 meters from his home. The Mayor's Office of Bogota helped to make a dream that was conceived by the same community come true.

The construction will have 3,500 square meters and it will physically

transform the environment: the neighborhood will be renewed and modernized, making it safer, and turning it into a development axis for the city. "It's nice to see people excited to open restaurants, stores and coffee shops for tourists from Colombia and from the rest of the world who will come to visit us," says Luis Alfonso.

The SuperCADE is coming

The TransMiCable system was recognized by the Inter-American Development Bank (IDB) as an international benchmark for an integral model of public works because it develops 17,749 square meters of public space, including the construction of a library, five parks and the SuperCADE Manitas. For the SuperCADE construction, the District opened a contest in which several architects sent a design proposal. 54 initiatives were presented and the winning firm was Arquitectura en Estudio SAS, which managed to integrate the SuperCADE with the environment in a harmonious

THE WORK WAS ALLOCATED IN 2018 AND THE CONSTRUCTION OF THE 3,500 SQUARE METERS HAS ALREADY STARTED. IT WILL BE COMPLETED IN 2019.





SuperCADE Manitas will be the most modern in the city and will be integrated into the TransMiCable system, which is why the IDB recognized it as an international reference for an integral model of public works.

way, creating public space and generating new meeting areas for citizens.

Currently, the people of the sector must travel to the SuperCADE located at Carrera 30 and Calle 26, but when SuperCADE Manitas is inaugurated. they will have the city's most modern CADE near their home.

The work was awarded to the firm Conconcreto in 2018 and the preparation of the lot and construction materials is currently taking place. Heavy machinery has already entered the jobsite to start drilling work. Meanwhile, the contractor has met with the local residents to hire them as workers in the project. This is a legal requirement stipulated in the contract signed with the District. According to the established schedule, Bogota's Mayor Enrique Peñalosa would be able to cut the ribbon just before the end of his term.

Truth is that this type of project gives value to one of the areas of the city that requires the most attention. Once the contractor announced that he would need a house to operate near the site, the leases of the sector went up. And they will continue on the rise if we take into account that thousands of people will arrive every day to use the TransMiCable and to run their errands at the SuperCADE. There are at least 750,000 people in Ciudad Bolivar who will be able to carry out 250 procedures with at least 35 entities.

And that's not the last of Manitas neighborhood projects. The Mayor's Office included this location as part of the facade embellishment program, in which neighborhoods of vulnerable areas paint the front of their houses to make a large mural that can be seen from afar. The goal is to generate a sense of ownership in its inhabitants and improve the safety of the sector. This is how the residents of Ciudad Bolivar are seeing how the works they once dreamed about are now a reality.*



IMPACT IN NUMBERS

750

thousand people benefited with the SuperCADE Manitas.



COP15

billion will be invested and the project will be delivered at the end of 2019.

250

procedures can be carried out with at least 35 entities of district and national order.



SuperCADES will be

complete when these new facilities come into operation.

architectural design proposals were submitted for the contest.





By using strategies to improve healthcare such as the new call center, the City's Administration sent the long lines to get an appointment to the history books.

Giving Life it's All

In Bogota, healthcare took a turn for the better by bringing users closer to services, enabling a call center to ask **for medical appointments over the phone and improving the hospital infrastructure.** This is how the sector has progressed.

María del Pilar Martínez Díaz felt a strong stomach ache and how her stomach ballooned. She went to the Priority Care Center (Caps, for its Spanish acronyms) in the Chapinero borough and the doctor ordered an urgent ultrasound. She attended to the doctor's orders. She remembers having gone to the first appointment on a Monday and by Wednesday she already had the results of her test. She looked for the doctor again, but she was told that the system would not allow her to get immediate medical care.

The doctor intervened, making sure that she got her next appointment no matter what. He looked at her test and realized that there was something wrong with her ovaries. María del Pilar was told to go to her EPS and ask to be transferred to the Simón Bolívar Hospital. Two months later and after running more tests, she had surgery, and was diagnosed with cancer. Dealing with the disease is by no means easy, but María del Pilar

says the subsidized regime that she is covered by has been efficient. She is among the 1.1 million city residents covered by Capital Salud, the city's EPS. Her experience has given María del Pilar positive outlook on the public healthcare service, which has been

THE HEALTHCARE CENTERS PROVIDE MEDICAL CARE TO PATIENTS WHO DO NOT NECESSARILY REQUIRE EMERGENCY MEDICAL CARE.



million people received

medical care in the Priority Healthcare Centers from July 2016 to December 2018.

thousand appointments have been scheduled since the call center started

operating in February 2018.

COP 1,5

TRILLION WERE **GUARANTEED SO**

BOGOTA CAN ENSURE MORE THAN **30 CONSTRUCTION** WORKS. INCLUDING THE USME AND SAN IUAN DE DIOS HOSPITALS.

working hard to improve its services on many fronts. One of them is to focus the response to medical conditions that are not necessarily a medical emergency in the Priority Healthcare centers.

These centers seek to provide particularly the most vulnerable citizens with general medical services, priority appointments, lab tests and more than 30 specialties including pediatrics, internal medicine, gynecology and obstetrics, neurosurgery, dermatology and ophthalmology. The centers reported having provided medical care to 2 million people from July 2016 to December 2018. This has relieved the congestion on the emergency services. Overcrowding in the public hospital network reached 250% by January 2016, and then dropped to 91.7% by December 2018. The city now has 30 of these centers.

Although the centers provide mostly general medical care, other basic specialized consultations are made in areas such as internal medicine, pediatrics, gynecology and obstetrics, followed by supra-specialized consultations such as neurology, cardiology and urology.

New Call Center

Starting in February 2018, the Bogota administration began operating the new district hot line to request medical appointments in the public hospital network, thus reducing previous barriers to access medical

care, including long lines in the early morning hours to ask for an appointment. These long lines are now history. With the new call center, patients don't need to go to healthcare facilities to ask for an appointment; they can get their appointment over the phone or through an online chat, which avoids transportation expenses, saves time and improves the quality of their life. The call center takes calls to assign, create, reprogram and cancel medical appointments, and has personnel specifically trained in medical care and user services. which helps relieve the pressure on the system. It takes an average of 10,000 calls a day and is operating after an investment of more than COP 10 billion. Approximately 600,000 appointments have been scheduled since the call center began operating.

New Hospitals

Additionally, the city administration started a program to modernize the public hospital infrastructure. The program has been allocated resources for more than COP 1.5 billion that will be used in over 30 works, including the San Juan de Dios and Usme Hospitals (for more information, see page 20).

Bogota's city council approved the resources for the first project, by using authorized future funds in an amount of COP 432 billion, which will benefit more than 360,000 people.

This sum will be invested in building the new Santa Clara Hospital and a new Caps, which will be located at the San Juan de Dios Hospital Complex. The district's administration will open a public bid during the second semester of the year and is scheduled to begin construction in 2020 and to open in 2022. The Hospital will have an area of 84 thousand square meters for 46 offices in 27 specialties, 7 surgery rooms and 312 beds.

Pediatric Emergency Service in Suba

The city's healthcare improvement plan also includes the new pediatric emergency services in Suba, which will benefit 2 million people from that and other boroughs such as Usaquen and Engativa. The unit has an area of 515 square meters and is exclusively dedicated to providing emergency medical care to children.

The healthcare sector has further progressed by implementing the Bogota Digital Healthcare Platform, which is being tested and received a COP 14 billion investment. The platform is designed to unify the patient's medical history in the public hospital network, assign medical appointments and process medical formulas.

The healthcare system model in Bogota is thus making it easier for users to access the healthcare service and improving these services by investing in infrastructure.*



Ptar Salitre treats the

wastewater produced by the inhabitants located between Calle 26 and Calle 119 in the capital.

The Renewal of the Bogota River

In the year 2025, **the city's main river will be entirety clean** after more than COP 6.5 trillion invested. Its recovery process can be seen easily.

September 2018 was an important date for the recovery of the Bogota River. A family of striped owls was sighted in one of its neighboring wetlands. It was an adult couple that had raised two chicks. The four birds were in excellent physical condition in their natural habitat. This story could have been nothing but a fantasy until a few years ago, because the images and perceptions that the people of Bogota and neighboring municipalities have of the river are related to garbage, bad smells, illegal dumps of domestic and industrial wastewater and, if there was talk of animals, perhaps the only ones

that were seen were rodents and flies.

Therefore, the owl chicks and their parents are not only good news; they are starting to become the rule and not the exception at the Bogota River and its area of influence. This comes as a result of the plan carried out by the district administration for the sanitation and recovery of the main tributary of the capital, which aims to clean the

river and recover its biodiversity. This plan is already showing results and this is evident in the protection of the river's ecosystems, as well as in the conservation of its wild fauna and flora.

The main precedent is a ruling issued in the first instance by the Superior Court of Cundinamarca in 2014, which was ratified by the State Council. According to this ruling, 45 State entities were ordered to develop a real decontamination and basic sanitation policy that would facilitate the recovery of the river.

The district administration took the first step by launching the expansion of the Ptar Salitre, one of the flagship projects of the entire sanitation and recovery plan for the Bogota River. This plant is currently responsible for the treatment of wastewater produced by Bogota residents living between Calle 26 and Calle 119. With the expansion, the plant will treat the wastewater that is produced up to Calle 220. The CAR structured the project together with

COP 1,3

TRILLION IS
THE TOTAL
INVESTMENT IN
THE EXPANSION
AND OPTIMIZATION
OF THE SALITRE
WASTEWATER
TREATMENT PLANT.

the World Bank (WB)—the financing entity—with a loan of COP 1.3 trillion.

"The city requires two wastewater treatment plants (Ptar, for its Spanish acronyms), since the one that is operating,

the Ptar Salitre, only performs primary treatment (elimination of suspended solids present in the water), at a rate of 4 cubic meters per second. This is why it was decided to enhance its capacity so that it treats 7.1 cubic meters per second and it also takes care of secondary treatment, eliminating the dissolved organic matter," explains Néstor Franco, director of the CAR.

In addition, he comments that three work fronts were identified. The first is to make sure the tributary receives more water. "For that to happen you had to remove all the sediment and clean it. We already did that in 78 kilometers, from Soacha to Cota, and soon we will begin the second phase," he mentions.

The second front is to prevent domestic wastewater from reaching the river. For this task the Ptar Salitre will be extended, the Ptar Canoas will be built and the sanitation programs of the 46 municipalities of the river basin will be strengthened and developed.

This work carried out in the neighboring municipalities is fundamental for the recovery to be comprehensive, since, as the professor of the Universidad de los Andes Luis Alejandro Camacho said at the Río Bogota Forum: Challenges, Planning Bets and New City Imaginaries of 2017, "Recovery must include the decontamination of the upper basin (upstream). Its diffuse pollution is due to agriculture, mining, industrial discharges and because there are erroneous connections in which rainwater and sewage have been collected."

For the reasons explained by Professor Camacho and in order for the recovery plan of the Bogota River to be truly comprehensive, in 2019 the construction of the Ptar Canoas will begin. It will be responsible for the treatment of the wastewater produced in the center and south of the city (70% of the city total), as well as 100% of Soacha's wastewater. This will guarantee the treatment of 100% of wastewater from the country's capital.

Canoas will be an exact replica of Ptar Salitre in terms of technology and design, but it will be much larger. The first phase will be operational in 2023 and the second in 2025. The project will have an investment of COP 4.5 trillion; these resources will be provided by Bogota, CAR and Cundinamarca, and are already insured, since the city government achieved the financial closure that

guarantees the construction contract for this year. Canoas will be the largest Ptar in the country, the third in Latin America and the eleventh in the world. It will treat 16 cubic meters of water per second. Not only will it benefit more than 14 municipalities, from Soacha to Girardot, but it will also allow the creation of 1,850 direct and 740 indirect jobs, once the work is awarded. In addition, when operations start, it will improve the quality of life of the inhabitants of the capital and neighboring municipalities, and will be one of the emblems of Bogota, as a planned and organized city,

with a higher quality of public services and a cleaner environment.

Finally, the third front of work is to implement pedagogical strategies that change habits and attitudes of communities, given that a large part of the problem is also due to citizen behavior. According to the director of the CAR, citizens generate 80% of the pollution of the river. Pedagogy programs include guided tours of the river and treatment systems, recycling guides and correct adequate disposal of waste, as well as awareness of the damage caused by deforestation, among others.*

ACROSS THE RIVER

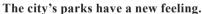
Ciudad Río linear park, in which more than COP 20 billion will be invested, is one of the flagship projects of the Bogota City Hall. It will have 60 kilometers of embankments along the river, cycle and pedestrian paths, schools, hospitals, libraries and cultural infrastructure such as theaters and museums. 1.2 million people are expected to live, work and study with the Bogota River as their largest neighbor. Also, the aim is that its residents become its best protectors and that they can also preserve the wetlands and neighboring ecosystems.

Once the linear park is ready in June 2019, Ptar Salitre enters into full operation in 2020, and Ptar Canoas in 2025, the Bogota River will be recovered and domestic sewage will be a thing of the past.



Parks Give the City a New Life

In the past three years, **more than 500 parks have been renovated**, expanded and improved, thus changing the life of Bogota's residents.



They have become more colorful and children and adults smile more often. Children, youths and parents enjoy and take advantage of these new areas, which were reclaimed and built with several purposes: to provide recreation areas, provide the city's residents with sporting facilities, regain public space and narrow down the operational belt for criminal organizations previously controlling the area.

The city's administration has made transforming parks a priority. In the past three years, more than 500 parks have been renovated, expanded and improved. According to the data provided by the city administration, a park is intervened every three days, and a sports court every 12 days. Additionally playing areas are worked on every seven days and a gym area has work done every ten days.

The city administration's plan is among other things, to modernize outdoor gyms and children's playgrounds, which will be covered with colorful rubber flooring to prevent injuries in case the children fall; the playgrounds will include skill, ability and coordination games. Lighting and cameras are

also being installed in these areas to improve user safety.

The administration is also working on holding workshops and learning activities in order to teach local residents to care for the park and to be responsible with picking up after their pets.

By undertaking these actions, the district's administration expects to implement a 360 degree strategy addressed at improving the lifestyle of Bogota's residents.

More Sports

Addicted to drugs by the time he was 13 years old, Jeison Piñeros gives his testimony of how parks are creating an impact on the life of the city's residents. For years, Jeison succumbed to addiction and kept close to the area formerly known as the Bronx. After "hitting rock bottom" and losing his best friend and girlfriend to street violence, he says it was his love for his family and soccer that pulled him out of the gutter.

Nowadays he is a candidate to play professional soccer. Jeison insists that had it not been for the renovation of the soccer fields at El Tunal in the Tunjuelito area where he lives with his



Children's playgrounds include skills, ability and coordination games. Lighting allows users to enjoy the parks also at night.

parents, he would never have gotten on the path to a new lifestyle.

He is proud to narrate how he met coach Óscar Martínez, who uses the sports fields built by the district's administration to direct a soccer academy. This –additionally- would not be possible without the city's cross policy to motivate users into using the infrastructure.

900 children from low income families attend every day, 21 of which received scholarships for the talent they have shown playing soccer.

"The coach teaches us things that help us with our lives; not to give up and work hard for our dreams. I am 20 years old and haven't given up; I still want to be a soccer player, it's never too late. I want to follow Carlos Bacca's example. He became a professional player at my age", Jeison says excitedly.

These policies have spread to all the boroughs of the country's capital city. As part of the strategy implemented by the district administration, two of the leading programs, called





Escuelas de Mi Barrio (Schools in my Neighborhood) and Tiempo Escolar Complementario (TEC) (Complementary School Time) combine sports and recreation activities with tending to the needs of 80,000 public school children.

Wilson Martín, the operational coordinator in the Escuelas de Mi Barrio program, states that families and children have come back since the parks were renovated. The park located at La Igualdad –in the Kennedy borough– is a clear example he says. It had been abandoned for years and was recovered a year ago.

Although soccer continues to be the dominating sport, Wilson said, athletes that practice other sports have begun to come since the fields and courts have been improved. These include rugby, American football, skateboarding, volleyball, basketball and ultimate.

The number of youths practicing two of these sports in the city's new parks has grown exponentially. The first is skateboarding, which consists of doing tricks on a skateboard; the second is ultimate, in which two teams compete in throwing a Frisbee until reaching the opponent's field.



COP 500

BILLION HAVE BEEN INVESTED BY THE DISTRICT ADMINISTRATION TO RENOVATE AND BUILD CITY PARKS.

While skateboarding dates back more than 25 in Bogota, the first inter-club tournament was held in 2004.

Javier Yáñez, one of the pioneers which brought ultimate to the city, said that for years the only available scenario to practice in was El Country park.

Vanessa Rodríguez Sanabria, a member of the Katrinas Ultimate Club, assured us that the sport has grown in her area since the Villas de Granada park was renovated in the north-eastern part of the city. "It's ideal for practicing this sport", she says.

After the park was renovated, the process to create a team began; because the sport is for the most part unknown, the city still lacks enough areas in which to practice it.

Youths from schools in the Villas de Granada area who didn't have anywhere else to go and practice sports or to recreate have started coming to the new parks, Vanessa stresses.*

Cultural Vision

If 2018 was the year of the Movistar Arena, 2019 will be the year of the new Cinemateca Distrital, which will become a large visual arts research laboratory.

In a few months, the Centro Cultural de las Artes Audiovisuales (Nueva Cinemateca de Bogota) will open its doors and the wait for film enthusiasts will end. This will be a space for the preservation of audiovisual heritage, the creation and circulation of visual arts and new technologies. It is one of the largest cultural infrastructure works in Bogota and is part of the District's plan to renovate the city center.

The good news is that the vision of the new scenarios is not limited to contemplating the local audience as a mere spectator: they seek his or her interactive participation with the visual and plastic arts.

The project for the new Cinemateca became more ambitious in the current administration. Today, it's emerging as an 8,500 square-meter cultural and research center for audiovisual arts, distributed on three levels and basement parking.

The construction of the building has already been completed and the work of specialized staffing and acoustic and technological adequacy is currently underway. The Cinemateca is expected to open before the end of the first semester of 2019.

What's New

The complex consists of spaces for laboratories and audiovisual creation workshops, an exhibition room, film conservation spaces and a library that will serve as an area for consultation and audiovisual research.

It will also have a space for experimentation specialized in early childhood, and on the last level there will be three cinema halls: the main one for 277 people and two for 75. Another room will be destined to expand the audiovisual arts by mixing different disciplines such as dance, dramatic art and music.

The total approximate capacity is of 500 spectators in all three halls, 100 people in workshops and 30 more in the library.

The new Cinemateca faces two great challenges. The first is to increase the interest in the audiovisual arts in all its dimensions, not only by playing movies, but also by generating spaces for creation, research and exploration. The second challenge is to move

from having a specialized audience that loves independent cinema, to impacting all citizens.

Of course, the District works hard to offer citizens a rich and varied schedule of activities.

The city government has invested more than COP 54 billion in infrastructure works, lots, and endowment. The resources come mainly from the Mayor's Office. the Public Entertainment Act and other sector actors.

A City of Many Stages

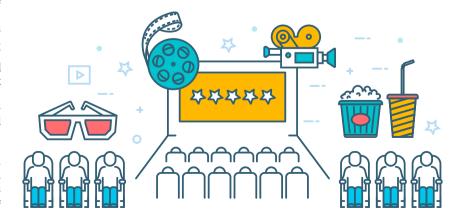
Although the Cinemateca is the city's largest project, other public stages are also being improved. Galería Santa Fe, for example, will be a point of reference for the plastic arts in Bogota. It will be inaugu-

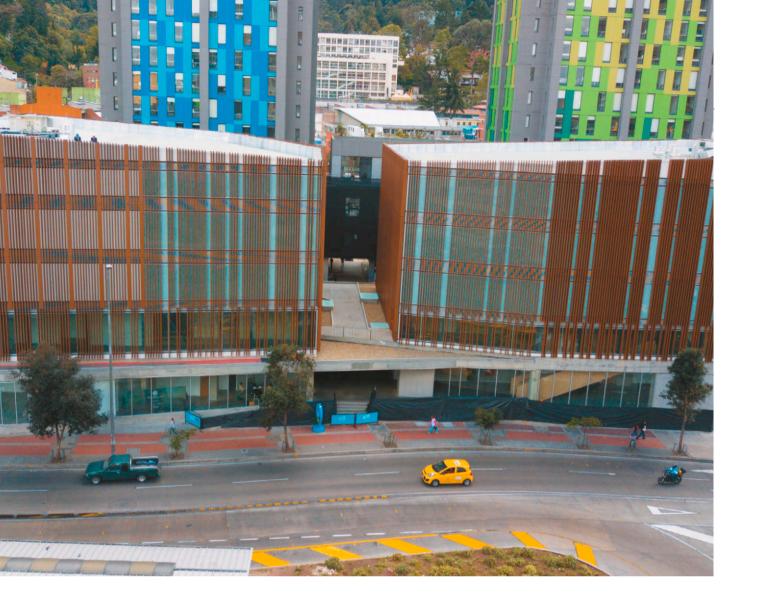
COP 100

BILLIONS IS HOW MUCH THE DISTRICT SPENDS IN SCENARIOS FOR THE PERFORMING ARTS.



of the Cinemateca Distrital there are three cinemas that add up to a capacity for 425 spectators.





rated in the second semester of 2019 at Plaza de La Concordia, considered a cultural node where gastronomy and art come together.

Among the city's great spaces, the Jorge Eliécer Gaitán Theater stands out as the one with the largest capacity in Bogota. It can host up to 1,695 spectators and was recently renovated with new seats and access for wheelchair users. The new program aims to encourage the public to rescue the tradition of going to the theater in downtown Bogota.

There's also Teatro El Ensueño, which will be inaugurated in 2019. With a capacity for 874 spectators, the place will be a cultural stage within a public mega-school in Ciudad Bolivar. Furthermore, the Media Torta, with a capacity for 3,500 people, and Teatro El Parque, located in the Carrera 5 with Calle 36 at Parque Nacional and with a capacity of 170 spectators also stand out.

Management & Budget

The current administration has invested around COP 100 billion in construction and reforms in scenarios of the performing arts, such as music, dance, theater, magic and circus without animals. This includes theaters, the Cinemateca and the equipment that will be on the TransMiCable pylons.

More than **5,500,000** people benefited from the city's cultural events in 2018.

Between 2016 and 2018, the investment in the culture and arts sector doubled to reach over COP 26.110 million. Between 2013 and 2015 it was only COP 13.250 million. This figure does not include the Movistar Arena, which was the result of a public-private partnership.

By 2019, a budget close to COP 26 billion is expected to be invested in different scenarios.*

A Sports Revolution

In 2018, the Mayor's Office built one-hundred artificial turf pitches. The majority are located in the **Suba**, **Kennedy**, **Bosa**, **and Ciudad Bolivar areas**.

Ten children between 10 and 12 go onto the pitch smiling. The ball comes out and the oldest boy splits the group into two. The timer starts; the first team want to score a goal. The ball enters the goal and time stands still. The celebration follows: the laughter, the high-fives, and the slaps on the back. This is a familiar scene: children and adults both go to the Primavera pitches in Kennedy that were built by the Mayor of Bogota. These sports grounds are admired for the way they look and also because they are environmentally friendly as they are built using recycled rubber granules. Also, unlike real grass pitches, they do not need to be watered and they have a drainage system. The majority have fences and an impact net. The objective of these pitches is to improve the quality of citizen's lives and to provide an alternative for young people instead of drugs and delinquency. Teenagers who once went to the Bronx, for example, now go to the artificial turf pitches in the El Tunal park where they can redirect their lives by using sport.

The city is now going through a sporting revolution. To date the District has built one hundred artificial turf pitches with an investment of COP 88 billion. The goal is to have built 150 by the end of the Mayor's four-year administration. The Suba district has the most artificial turf pitches – a total of twelve that are already in use, Kennedy has eight, Bosa has seven, and Ciudad Bolivar has six. More than four million people live in these four districts. Javier Palacios is a forty-year-old economist from the Choco department who has lived in Bogota for the past twenty

11,000

RECYCLED
TIRES ARE
USED TO BUILD
ONE 11-A-SIDE
ARTIFICIAL
TURF PITCH.

years. When I grew up, I left Quibdo to move to the "city of opportunities" as he calls it. He currently lives in the Villa Luz neighborhood, which is located in the Engativa district. "As a community, we feel very proud of the Villa Luz pitch. The old pitch was completely uneven and when you were trying to score a goal there was a lot of dust and you couldn't see the goal well" says Palacios. Just like him, other adults, young people, and children who live in mid to low socioeconomic level neighborhoods are benefitting from these new sports grounds in every district.*

According to the District, each one of these pitches has between 77,000 and 80,000 users a year.





Rebuilding Memory

The Voto Nacional church is one of the cultural heritage assets that is receiving support.

Restorers in Bogota have the task of completing the restauration of 250 commemorative monuments and art works in public spaces.

The current Mayor directly intervened in the former Bronx in Bogota. which was once one of the country's biggest drug dens. As well as overshadowing many lives, it also obscured the statues and cultural assets that can be found around the area. But the area's history is changing thanks to a plan that the District put into action to restore its different architectural works, particularly the Iglesia del Voto Nacional. The architect and restorer Max Ojeda Gómez is a member of a team that works to restore Bogota's historical and cultural memory. This improves the urban environment, promotes a better quality of life, generates ownership, and attracts tourism. Ojeda believes that the importance of restoring these cultural assets lies in having a respect for history. "To value the present, we cannot forget the past: our architecture, our customs, and our habits, which are all contained in our monuments", he affirms.

This expert and his team are working on the Iglesia del Voto Nacional: one of the most important symbols of the end of the War of a Thousand Days. "Restoring is not only a question of physical recovery, but it is the reconstruction of elements that need to be immersed in historic context and in the fabric of the building", the architect explains. He stresses that restoration generates consciousness about the value and importance of recovering these cultural assets. As well as the restauration of the Iglesia del Voto Nacional, the city government are also assuming leadership and completing the restauration of the Bullfighting Ring, the Concordia Market, the façade of the Liévano Palace, and the construction of Santafé Gallery. It is also working on a project to restore monuments located in public spaces. By December 2018, close to 150 statues had been restored (75% were highly deteriorated). The city now has a plan to take more action using the District's budget as well as

special agreements or the 'Adopt a Monument' program – for which care and maintenance of monuments is shared with public companies, public entities, and universities.*

COP 17

BILLION HAS BEEN PROVIDED BY THE CITY TO RESTORE THE VOTO NACIONAL CHURCH.



A Future with Water

Some of **Bogota's water supply and sewerage networks** are more than 50 years old. The District initiated a program to guarantee the supply of the liquid until 2032.

5% of Bogota's aqueduct and sewerage networks have more than 50 years of useful life, while another 25% up to 30 years. For this reason, the Mayor's Office initiated a plan to renovate them, improve aqueduct, sewerage, basic sanitation and rainwater services of the city and expand the coverage to more than 800,000 inhabitants, overcoming this way the infrastructure lag.

To fulfill this purpose, commitments have been made for COP 2.4 trillion from 2016 to 2018 for modernizing and expanding the networks, as well as optimizing the treatment plants. Last year alone, resources were allocated for COP 769,3 billion, an amount that doubles the COP 347,3 billion invested in 2015. In total, 6 million people will benefit from the new networks.

The Water Supply and Sewerage Company of Bogota estimates that modernization works of the aqueduct network will allow, among other things, to increase the supply capacity of potable water, increase the level of water pressure, avoid landslides and guarantee supply to the city's future urban developments.

On the other hand, the rehabilitation of the sewage network will reduce the

risk of floods and will contribute to clean up the Bogota River. This initiative reaches the neighborhoods of Usaquén, Chapinero, Barrios Unidos, Engativa, Puente Aranda, Ciudad Bolivar, Fontibon, Rafael Uribe and San Cristobal.

For Camilo Sánchez, President of the National Association of Public Utility and Communication Companies (Andesco for its acronym in Spanish), "this program will improve the quality of the services provided in Bogota".

The plan also guarantees water supply for Bogota's residents until 2032. For this purpose, the Mayor's Office is executing four works which total resources of COP 134.9 billion: Concrete rehabilitation for El Dorado and Laguna plants (COP 7.9 billion); optimization of Piedra Herrada-La Fiscala System, which is part of El Dorado (COP 16 billion); expansion of the Codito aqueduct (COP 13 billion); concrete lining and reinforcement of Chingaza tunnels (COP 98 billion). For 2019, investments of more than COP 400 billion were planned to modernize the Tibitoc Treatment Plant and the rehabilitation of the Tibitoc-Casablanca Line.

According to former Vice Minister of Water, Jorge Carrillo Cardoso, Bogota is one of the few cities in the world that is certain about the current state of its networks and long-term construction works will increase the amount of liquid that can be distributed without the need for large investments in water production.*

COP 2,4

TRILLION HAVE BEEN EARMARKED SINCE 2016 TO MODERNIZE THE AQUEDUCT AND SEWERAGE NETWORKS.

An Unforgettable Night

Having had the honor of making the first concert at the Movistar Arena is priceless, even more so when the old El Campín Coliseum was where I attended a concert for the first time in my life. I was about 10 or 11 years old and my dad took me and a friend to see the Spanish band *Hombres G* and the band *Los Prisioneros* from Chile, two of my favorite bands during those school days.

I also had the chance to play a couple of times during some of the tours we have done in Colombia at the Coliseum, which unfortunately was in precarious conditions at the time.

But being there to open a new chapter for this place, which is, without doubt, one of the most important scenarios in Latin America, was a privilege for me, as I was born in the city. It was one of those nights that will be forever in my heart.

I have always been calm before concerts, but I have to accept that, at that time, I was more anxious than usual because I wanted it to be an unforgettable night for all those attending the opening.

That's why we decided with the team to prepare a completely new show. It had a new assembly of lights, new screens, new repertoire and new arrangements. That night was the start of the 'Simples Corazones Tour'.

There were several days of rehearsals so that everything was perfect. Choosing the repertoire and reviewing the song list was the first step. From there, we synchronized each of the songs with images, which were created specifically for each theme together with a tremendous audiovisual team.

Screen design was essential to achieve the impact we were looking for, and the programming of lights finally gave shape to our show.

I am very lucky because I have a tremendous musical, technical and management team. We were all very excited to be part of that milestone.

I went to live abroad almost seven years ago, but my children love Colombia and adore Bogota. The concert was going to take place right in the middle of their school year, but given the importance of the event I brought them with me. I know that they will not forget this experience either.

The day of the concert arrived and so did the anxiety and the need to sing. The night before we stayed until eleven o'clock at night reviewing everything. That day we arrived at noon to be able to rehearse and sort out the last details. We were ready to go. We went through the official ceremonies and we cut the ribbon with President Duque and Mayor Peñalosa. Officially, the Arena had been inaugurated. The place was completely packed with people wanting to sing, dance and especially celebrate.

We opened with *Simples corazones* and, once we were on the stage, a night that I will never forget began. I sang with my dear friend and

great Argentine singer Nahuel Pennisi the song *Porque nadie sabe*. The audience sang and danced each song with us. We played the most important songs of my career. We performed for two hours. I would have been happy to play two more! I really enjoyed that moment. I never imagined I could be that exited. The memories, the privilege and the desire to freeze every bit of it still overtake me. Long live well-kept memories and those who never want to stop sharing them.

We have had the opportunity to play in many parts of the world and in all kinds of scenarios. But to see how we already have a place with the conditions of the Movistar Arena in Colombia is an enormous pride. This is a stage that can easily be paired with the best in the world. There will be many concerts and many events that will happen in this great place. I also know that those who were there that night on September 28th, 2018 will never forget what we lived there. Welcome to Colombia and to Bogota, Movistar Arena!*

"THE MOVISTAR ARENA IS A SCENARIO THAT CAN EASILY BE PAIRED WITH THE BEST IN THE WORLD."



JUAN FERNANDO FONSECA Bogota singer-songwriter





he dynamic nature of the infrastructure projects that are already being carried out in Bogota, coupled to those on the horizon for this year, is something not seen since the last century. Unemployment figures for the city have remained stable and in single digits over the last two years, according to Dane statistics. Experts nevertheless point out that when mega-works like the

first line of the Metro or the extension of TransMilenio along Seventh Avenue get under way, the demand for manpower will be high, and a favorable movement in this indicator is therefore expected. The Capital District administration calculates that the works will have a positive impact on job creation in the city, with 450,000 new vacancies. Juan Gabriel Pérez, Executive Director of Invest in Bogota, points out that these dynamics have caught the attention of foreign companies and that more than 200 of them have the necessary funds ready for taking part in at least 40 infrastructure projects in the city.

In addition to highway works like access roads to the city, and the building of schools, hospitals, Happiness Centers and environmental parks, notable other projects include the one in the Bronx, which will become Colombia's first creative district. It will be a meeting point for the orange economy where artists, designers, jewelers, culture and gastronomy entrepreneurs and musicians, among others, will concentrate their operations and revitalize the area, as has happened in big cities around the world. The prospects for the city of open doors are therefore very promising.*

450.000

THE NUMBER OF JOBS IT IS ESTIMATED WILL BE CREATED WHEN

THE INFRASTRUCTURE WORKS THAT WILL BE CARRIED OUT IN THE CAPITAL ARE BEING EXECUTED.



Bogota Under COP 48 Construction

The city aims to modernize and leave the infrastructure backlog behind. At present, the District has more than 2,400 different types of construction works, executed or underway.

TRILLION ARE THE **INVESTMENTS FROM** THE DISTRICT'S **AMBITIOUS GROUP** OF INFRASTRUCTURE PROJECTS.

In addition to building the first Metro

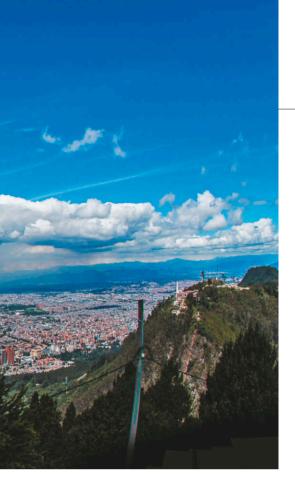
line, expanding the number of Trans-Milenio lines, improving hospitals and renovating the strategic areas of Bogota, the District Administration works on the development of more than 2,400 different types of infrastructure projects that improve the quality of life of the capital's citizens.

Mobility, which has been the headache of Bogota's people for many years, today it occupies a privileged place in

the agenda of the authorities, both at the local and national levels. In this sense, the Metro's first line began to become a reality, after ensuring its financing with multilateral organizations and national future funds. "This is the biggest investment in the country's history, which will generate a very important impact on employment and economic activity." says Fedesarrollo's Executive Director, Luis Fernando Mejía, who speaks properly about the subject, thanks to his

experience at the National Planning Department, responsible for the project's structuring on behalf of the Nation.

The initial construction of 20 kilometers of the Metro line is part of the most ambitious investment package of new infrastructure works which total \$ 48 trillion: The addition of approximately 50 kilometers to TransMilenio's network (Carrera Séptima, Avenida 68, Caracas Sur and Avenida Ciudad de Cali), the improvement of the city's



access to the north, south and west, the development of environmental parks, urban renewal and the construction of schools and hospitals are some of them.

And although the benefits will be more visible in the medium and long term, from now on Bogota is living a transformation that will hardly go back. Let the economy say it, whose impact according to the experts, could begin to be noticed from this year, when the hands will be busy working on the main projects.

Collective benefit

While it has remained at a single digit in recent years, Bogota's unemployment rate is stable despite the slowdown that the country has suffered. Therefore, the materialization of the projects is presented as a golden opportunity to generate jobs – around 450,000 direct and indirect - if the District Administration's expectations are met.

"Bogota is an urban center of production and service provider. The improvement of its infrastructure would not only help traffic reduction, but would also bring economic and environmental benefits and improve the quality of life of its inhabitants. On the one hand, it would help to reduce the high levels of pollution and on the other, it would reduce mobilization times," says Paula Garda, OECD economist for Colombia.

Construction will be the focus. According to DANE, in 2018's August - October quarter, this productive sector generated 10,000 jobs in Bogota. For Luis Fernando Mejía, "that figure could be two or three times larger when construction works start up, especially transportation infrastructure, because they are sectors that have a very large link with the industry and generate high demand for work force.'

And job creation is a natural response to the needs of the industry responsible for executing the works. Although the bulk of funding will be made from public resources, private capital is always welcome. According to Juan Gabriel Pérez, Executive Director of Invest in Bogota, more than 200 foreign companies already have resources ready to participate in at least 40 infrastructure projects in the city.

Citizen eves

Structuring and materializing a project is a task that has many corners. For this reason, during the last three years, a large part of the ten priority projects has gone through the most difficult stages, ranging from planning to the attainment of resources. The goal of the Mayor's Office is to leave them at

work or at least tendered by the end of 2019.

But as they say that the important thing is not to arrive but to stay, the role of society - as observers of the execution of the construction works that are hired – becomes very important. Only this way, it will be possible to guarantee that the impact on the economy and employment will be as expected and will occur in the foreseen times.

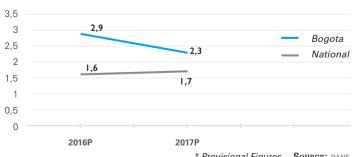
For Fedesarrollo, "the role played by society in terms of demanding from the new government a continuity of the construction works is fundamental. The fact that citizens' organizations allow to carry out the debates for the projects, thinking in the medium and long term, forces the future administrations to give a continuity to this type of programs.'

As concluded by Robin Kemper, President of the American Society of Civil Engineers (ASCE), present in more than 170 countries: "As the citizens quality of life improves, they will have more opportunities for personal growth. So, it's not only a benefit for the Nation, but also for individuals." Bogota is determined to overcome all obstacles for that to happen.*

ECONOMIC ENGINE

Although Bogota's economy moves at a rate very similar to the national one, Dane's figures show that the growth of its Gross Domestic Product (GDP) has been greater. Only in 2017, the rebound in the Republic's capital was 2.3% compared to 1.7% in the country; and in 2016 the figure had been 2.9% and 1.6%, respectively. Fedesarrollo estimates that in 2019, the large infrastructure works, especially mobility, could contribute up to 0.3 additional points to the capital's economic growth, a very significant proportion for a city that represents a quarter of all that the country produces.

Bogota GDP growth versus National GDP



The 10 Capital Jewels

A series of strategic projects, cataloged by the Mayor's Office of Bogota as priorities, are being executed in the city. **2019 is a key year.**



• EMBLEMATIC ROUTES

Construction Works: TransMilenio's Seventh Avenue and Caracas Avenue corridors

Investment: COP 2.8 trillion

Project Progress: The TransMilenio project along the Seventh Avenue Corridor is in the bidding stage, while the extension between Molinos and Usme along the Caracas Avenue Corridor is being designed

Impact: 60 to 10 minute savings **Benefitted Population:** 224,000 citizens

POSSIBLE MISSION

Construction Works: Metro's first line and its trunks

Investment: COP 12.9 trillion

Project Progress: While the prequalification process of the concessionaires is being carried out, the Inter-American Development Bank reviews the terms of reference and the project pilot tests are carried out **Impact:** Savings of 268 million hours per year **Benefitted Population:** 2.9 million inhabitants

3 GUARANTEED CITY ENTRANCE

Construction Works: South ALO, Northern Access and Centennial Trunk Investment: COP 4.8 trillion

Project Progress: Bidding pre-orders.

Impact: Improve mobility to access the capital **Benefitted Population:** Bogota residents and visitors

4 A CLEANER AIR

Construction Works: Environmental parks. It includes the fittings of San Rafael Ecological Park, Las Mariposas Trail, as well as the environmental wetland corridors Jaboque, Juan Amarillo and Córdoba, rivers Fucha, Arzobispo and Tunjuelo I and II, Bogota River promenade and the Teusacá and Tominé parks

Investment: COP 1.6 trillion

Progress: Large part of the environmental trails is under



study and design. Others components advance bid opening **Impact:** Generation of recreation and sport areas

Benefitted Population: Bogota residents and visitors

5 HAPPY CITIZENS

Construction Works: Happiness Facilities: San Bernardo, El Tunal, Fontanar del Río, San Cristobal, Cometas, Gibraltar and El Retiro

Investment: COP 566 billion **Progress:** 3 allocated facilities. The rest will be allocated this year

Impact: Generation of recreation and sports areas **Benefitted Population:** 2 million people

ORANGE ECONOMY

Construction Works: Recovery of public space in the areas of The Bronx, San Bernardo,



According to the District

Administration, the first line of Bogota's Metro will benefit Close to 2.9 million people.



COP 12.9

TRILLION IS THE **INVESTMENT THAT**

WILL BE MADE FOR **BOGOTA'S FIRST** ELEVATED METRO LINE.

San Victorino and Voto Nacional Investment: COP 406 billion

Project Progress: Structuring phase

Impact: Reactivation of a depressed area of the city.

O GREEN CITIES

Construction Works: Tunjuelo Lakes,

River City and Torca Lakes

Investment: Private. To be defined Project Progress: Structuring phase Impact: 242,000 new houses Benefitted Population: More than

700,000 future inhabitants

8 RENEWED EDUCATION

Construction Works: Construction of 30 new

schools and reconstruction of 32 more.

Investment: COP 1.1 trillion

Project Progress: 5 new schools delivered and 15 rebuilt **Impact:** Respond to the educational infrastructure deficit. Benefitted Population: More than 79,000 students

HEALTH FIRST

Construction Works: Usme, Bosa and Santa Clara (former San Juan de Dios) hospitals

Investment: COP 2 trillion

Project Progress: 3 structured projects. Bidding process is expected to open at the end of 2019's second quarter.

Impact: Improves the quality and opportunity in health care for the poorest and most vulnerable population of the city.

Benefitted Population: more than 1 million people

ONE SPACE FOR ALL

Construction Works: Construction and reconstruction of gardens, centers for the elderly and centers for people with disabilities

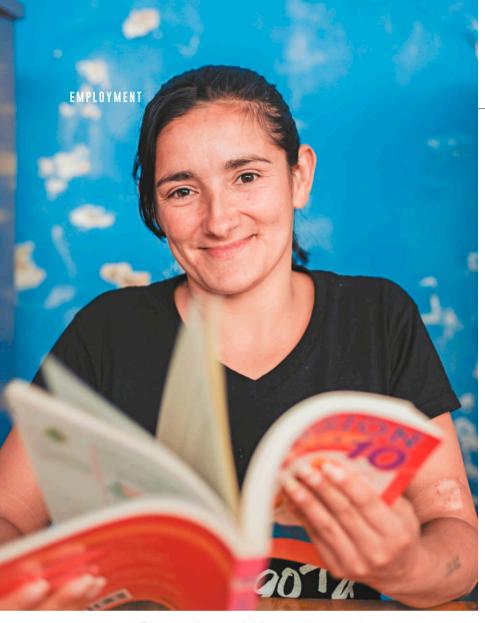
Investment: COP 150 billion

Project Progress: Delivery of 1 new garden, 6 reinforced, 5 refurbished modular gardens, 1 new day center for the elderly and 5 others with adjustments, 1 protection center for the elderly and 4 adjusted centers for people with disabilities.

Impact: New and rehabilitated spaces

to improve their life quality.

Benefitted Population: More than 7,700 people



Tatiana is undergoing rehabilitation and is determined not to go back to the streets, but to go to the new Bronx.

The Bronx Wears Orange

One of the most poverty stricken areas in the city is now history; a woman's testimony as one of the area's former inhabitants reveals the meaning of its renovation.

32,500

SQUARE METERS IS THE AREA **PROYECTED** FOR THE NEW **BRONX CREATIVE** DISTRICT. THE SHOPS WILL TAKE SOME 12,500 SOUARE METERS.

Tatiana gets nervous, very nervous just by hearing the words "El Bronx." Her eyes gaze towards the horizon as if asking for divine help of some sort; she tightens her lips, knits her fingers and drops her sentence in prayer mode, "that was sheer Hell."

Tatiana, the name Maribel Tatiana Carvajal likes people to call her, knows Hell well. She experienced the Bronx for several years, every time she went to the area in Downtown Bogota, between ninth and tenth streets and 15th and 15A avenues to look for crack, 'coke' and chamberlain (a combination of rubbing alcohol and a soft drink). She used them in 'all-nighters,' which sometimes lasted for as much as three days and that she financed by selling her body.

"You could see everything that's bad in the world. There has been and there won't ever be anything scarier in Bogota than the former Bronx. I felt horrified at the idea of going there, but once you were "stoned" and you wanted to look for more "vice" you would go there to buy and consume", says Tatiana, 34 years old and who was out in the streets since she was 13; out in the downtown area, the habitat in which she got her drugs and into prostitution.

Just getting there, Tatiana recalls, was terrifying. In addition to the buildings and houses in ruins you could see from a distance, there was the intimidating presence of all sorts

of characters; the selling of drugs, weapons and stolen objects; prostitution; the renting of rooms to consume drugs, jails for people who had been kidnapped, murders, rapes...

The worst part. Tatiana insists. was inside. "Almost every time the cold dark streets were covered in mud and garbage, the building facades and walls were scratched and covered in a butter of mud and who knows what else: it stank. The sidewalks and roads had small joints where you could buy second hand clothes, shoes, and the clothes from the dead; where food gone foul was served in a newspaper. The people were like zombies; 6 or 7 year old kids already hooked on drugs, women holding their babies in their arms, stoned, luxury cars driving by, coming to buy", she says.

But the worst, Tatiana says, is what went on behind closed doors. People who walked inside and were never seen again, especially girls like her who went inside to buy crack or "coke." "I never saw—she warns hastily—but they say the girls got raped and sometimes if they got "gutty" they killed them. Really, believe me, the Bronx was the worst."

Tatiana takes a deep breath of the cold noon air that blankets the El Camino life community as she closes her eyes, trying to erase the dark memories that come to her mind and apologetically smiles and says it's all in the past.

She is now in rehab and is determined for the sake of her 17 year old daughter and her other whom she met recently, not to go back to the streets, but to go to the new Bronx.

"I went by not long ago, saw it from a distance and saw that the pots were gone, that the area had been closed off like when there is a new construction underway. I was told that the Mayor's Office is starting a project, that area is going to be really pretty. That's how I want to see it," says Tatiana.

She is talking about the project the District began first by intervening the social issues and by regaining control of the area in May 2016, eliminating the biggest criminal hub in Bogota; then, for the past year, starting what is known as the "Bronx, creative district" and which will be the cradle in the city and in the country of the so called orange economy.

An urban and social renovation project, the new Bronx includes remodeling the inside of a building known

as 'La Flauta' and the army recruitment headquarters; adapting 15th avenue between ninth and tenth streets, known as the "Mile." That's how the Bronx will renovate. The project is expected to cost approximately COP 178 billion and is expected to start operating in 2021.

The idea is for artists, designers, jewelers, cultural and gastronomic entrepreneurs, musicians and other actors in the creative industry to focus their operations in the area so it can become the first creative district in the country, like other deprived areas of the world have done to revitalize the urban, social and economic spheres in neighborhoods and cities.

In this sense, the administration made a call last October for those in-

terested to present and inform the space they need and to participate in a selection and assignment process. More than 1,115 people had registered by December 2018, requesting more than 66,400 square meters of room, five times as much as the areas projected.

That's where, after hearing what the "Bronx creative district" is about, Tatiana wants to be. She doesn't want only to see it; she wants to work in an orange window of opportunities for people who, like her, lived the darkness and their own hell. More than the 2,000 people from the Bronx are under rehabilitation through programs sponsored by the Mayor's Office, which ensures that the place will have a brighter future.*

THE CHANGE HAS BEGUN

30 events were held in the Bronx in 2018 with 27,000 people including Festival Centro, Detonante, Festival 'Bronx está de moda' (the Bronx is "in"), Festival Iberoamericano de Teatro, Bomm Bogotá, Singularity Summit, Semana del Cine Colombiano, among others. Some 15 additional events are scheduled for 2019.

The city is getting ready for what will be a new cultural activities hub. The area will also have a new *Sena* branch that will offer 32 technical and technological education programs, focused on orange economy and including recreation service management, stage building and setting, music performing, digital audio and circus production among others. According to the information published in the *Sena* web site, the building will have 13,000 square meters, 95 conventional classrooms, an auditorium, 16 specialized environments and tow food workshops. The total investment is close to COP 40.1 billion and will benefit more than 70,000 apprentices per year from the Martires, Antonio Nariño, Puente Aranda, Santa Fe, San Cristobal and Rafael Uribe areas.



Foreign Contribution

In Bogota, international companies contribute to employment generation and **they put their quality stamp on the city's offer.**

The arrival of foreign

firms in the capital revitalizes and boosts the local economy.



María Lucero Usma is 44 years old and suffers from a chronic kidney disease that forced her to dialysis treatments every two days. At first, she thought that her life expectancy would be short, for the quality and access to this type of treatment for the health subsidized regime. However, she indicates that "thanks to the preparation received and the human quality of provided service, it has been a bearable treatment".

She is one of the users of Las Americas Renal Care Center, located in the southwest of Bogota. The German company B.Braun invested in its expansion and renovation, which included the installation of a water treatment plant and new hemodialysis equipment to complement the existing ones. There they attend about 400 patients with the same disease as María Lucero, who need to go through this treatment.

"We work with an interdisciplinary and articulated team: specialists, general practitioners, psychologists, nutritionists, etc., but the main purpose is to work with the health provider companies (EPS for its acronym in Spanish)", says the B. Braun medical director, Konniev Rodriguez.

For the Executive Director of Invest in Bogota, Juan Gabriel Pérez, this type of proposal value, supported by experience, research, innovation

and development, breaks the schemes in goods and services supply, which generates good practices.

"Foreign firms give a different dynamic to each of the sectors, because they compete with a differentiated proposal to which local companies have to adjust", Pérez emphasizes.

Boosting employment

The arrival of foreign capital means more employment. According to estimates of Invest in Bogota, the city was the capital of Latin America that generated most employment derived from new foreign investment in 2017. The figure rises to 14,082 jobs

created by 155 non-extractive projects mainly in the software and IT services sectors (39%); consumer products (14%); processed foods (12%), and communications (10%). The investment promotion agency also highlights that for 2017, Bogota's labor force was 4.6 million people, higher than Santiago de Chile and Quito, with 3.6 million and 0.9 million, respectively.

Aggregated value

Another aspect highlighted by the Director of Invest in Bogota is that the experience of the foreign firms in the capital modernizes services provision and leverages the industries. "For example, HBO that had the initial goal of doing postproduction in Colombia (dubbing or finishing audiovisual products), is now doing productions in Bogota, which generates a greater added value", says Pérez.

WeWork is also an example. They arrived in Bogota in 2017 and it only took them two years to impose its collaborative workspace offering model, which initially seemed ideal for startups or SMEs and now large companies also use it.

"Since we arrived in Bogota, we have been concerned about providing an ecosystem in which people feel as comfortable as in their homes. That is the focus of WeWork, for people to grow while their companies do the same", explains the Affairs Audiences Manager for WeWork Colombia, Mauricio Ucrós.

Exporting purpose

According to the estimates of Invest in Bogota, foreign investment in the capital in 2018 is near to US \$ 2.2 billion which means an approximate growth of 10% compared to the previous year. It highlights the entry of Amazon, which has already managed the hiring of 600 people to start the operation of global services from the city.

Pérez argues that of the more than 300 projects that the entity is currently leading, nearly a quarter has an export purpose. "Some companies export 100% of its production: call centers, information technologies and others are highly exporters: cosmetics, pharmaceuticals, medical devices, etcetera. That has an important factor that is translated into the generation of foreign exchange for the country and a greater economic dynamic" he says.



WeWork arrived in Colombia in October 2017 and imposed its model of collaborative spaces in its six buildings, located in Bogota.

Likewise, he highlights favorable expectations for 2019 due to the movements that infrastructure works will generate, which add about US \$ 13 billion in megaprojects that will be developed this year.

In this context, the District Administration and Invest in Bogota are building a city agenda towards the future. For the alignment of both the public and private sectors, there is a regional competitiveness commission that is attended by the city's key players in economic affairs such as Invest in Bogota, Mayor's Office, Bogota Chamber of Commerce,

ProBogota, Connect Bogota, universities, among others. The purpose is to build a strategic plan where the matrix is the city's intelligence specialization.

"There is an agenda with a clearer path and thinking about strategic sectors which is intended to be developed by all sectors, including foreign investment, to provide contributions and strengthen them, and also thinking about the city's future", concludes Juan Gabriel Pérez.*

14.082

jobs were generated in 2017 from new foreign investments in Bogota.

billion are the estimates of foreign investment in the capital in 2018.

300

FOREIGN INVESTMENT PROJECTS ARE MANAGED BY **INVEST IN** BOGOTA.

"There is a Philosophy Behind Investments"

Enrique Peñalosa Londoño, Bogota's Mayor, **reassuringly states that behind his projects there is a city and society vision** that aims for happier and more competitive citizens. He talks about the legacy he will leave to the capital.

With investments exceeding COP 48 trillion, unprecedented in its 480-year history, Bogota has reconstructed its city model under the management of the current administration. Megaprojects in sectors including transport, housing, environment, education and health, currently being carried out and that are projected for the coming years, will change this metropolis, according to the mayor of the city, into a "happier more equal and more competitive place".

D: Bogota City Council approved the highest budget in history: COP 25.6 trillion. How do you read this decision?

The importance is not only the amount of money. Beyond the investments, we are constructing based on a philosophy and a city and society vision; these investments are strengthening this vision. The most important thing that we are doing by far today in Colombia is reforming our cities because they will allow us to live happier lives and be more competitive. Making the right cities means designing a way of living: a city that allows people to walk,

"OUR ADMINISTRATION WILL LEAVE

CONTRACTED PROJECTS
WITH A VALUE OF
COP 48 TRILLION. THAT IS
DOUBLE THE INVESTMENT
FOR ALL THE CITIES IN
COLOMBIA COMBINED."

ENRIQUE PEÑALOSA, MAYOR OF BOGOTA

to cycle, to use public transport, to go out to parks and to the mountains.

D: How are all these projects going to be financed?

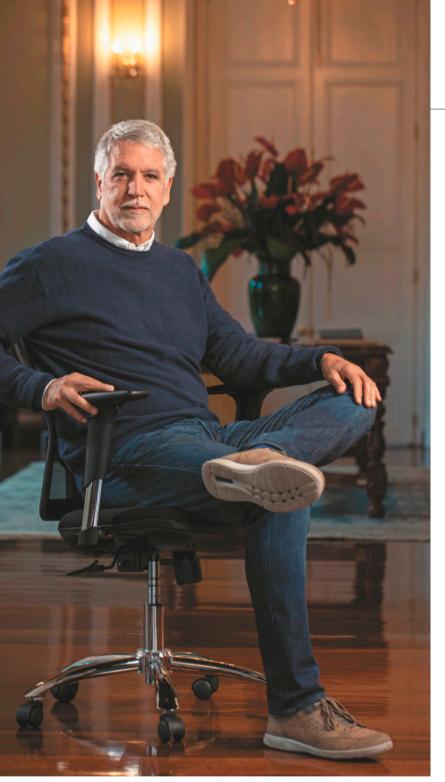
We have made a big effort to strengthen the city's finances. When we first entered office, we had a huge problem, since there were no resources for anything. We managed to increase resources in every way by putting a serious effort into collection. Additionally, we now have an important improved debt quota and we have made sure that the ability to pay the debt is both sustainable and responsible. We managed to procure resources by selling some shares in the Grupo de Energía de Bogota and by getting the valorization approved. We also finalized the Metro project with funding from the national government as well as our own with around COP19 trillion. We also secured the financial closure of the Bogota River Treatment Plant for around COP 4.5 trillion, which will increase to COP 6 trillion with complementary projects. In addition, if we add the resources from the CAR and the city, there are more than COP 7 trillion in treatment plants and complementary projects. Our administration will leave contracted projects with a value of COP 48 trillion. That is double the investment for all the cities in Colombia combined

D: What will be the return for the city from the investments done in infrastructure?

We have calculated that the projects we have contracted have created 450,000 jobs. This will have an impact on the national economy, not just the economy in Bogota. When they are completed, they will improve the city's competitiveness; it will be more efficient, less time will be lost, and more energy will be saved.

D:For which of your administration's projects do you want to be remembered?

Maybe the most powerful project we have is Ciudad Norte, Lagos de Torca, and Lagos de Tunjuelo. This is a revolution, like the TransMillenio, which had a great impact on the world as it was copied by three-hundred cities. Cuidad Norte will be the same: 450,000 homes are being built, which is more than the



population of Barranquilla. It is a different way to build a city, and the planning structure we employ has never been used before. Why? Lagos de Torca, for example is ten times bigger than Ciudad Salitre. The difference is that there are more than one-thousand owners, but the Town Hall is implementing the planning strategy. It is not the project owner deciding about the road system or where the park will be located. They must all give their land to a fiduciary, and if they do not then it will be expropriated. Lagos de Torca will have 128,000 homes; it is one of the four large blocks in the north, and it has already gained momentum.

D: Which megaprojects will be contracted during your government?

More than COP 1 trillion will be contracted: la Tintal Avenue, the Séptima highway, the 68, 100, and the Ciudad de Cali Avenue southbound highways: the Metro, Bogotá River Treatment Plant, three hospitals: Usme, Bosa, Santa Clara-San Juan de Dios; the widening of the Autopista Norte and the Séptima Avenue, Lagos de Torca, the construction of the Ninth Avenue from 170th Street until 192nd Street; the Séptima Highway will extend until 200th Street and from there to La Caro where it will be part of the Autopista Norte-Séptima Public Private Partnerships licensing agreement, the south ALO from Soacha, Mosquera from the 13th Street; the South Caracas Highway, and the highway from the 13th Street from the river until, at least the 50th Street, and maybe the 50th Street to the Americas until the NOS.

D: What will still need to be done?

There are things that will need to be done in the future that we did not have time for. First, building many roads and many valorizations that are in the public interest. It will be necessary in the future to construct large roads. For example, there is a need to build an eastern perimeter road that connects the Circunvalar with the Llanos and a tunnel that goes from the 100th Street to La Calera. The second important issue that will be critical in the future is looking after the elderly. The number of senior citizens will increase greatly over the next fifty years in the country, and the city needs to provide many resources. The third point is that more and more resources will have to be spent on early childhood. These three issues require more investment.

D: What is the greatest challenge for your administration's final year?

The biggest challenge is to continue working at full speed until the last day to fulfil all the objectives outlined in the District Development Plan.

D: Which one of your two administrations was the most difficult?

Both.

D: Are you satisfied?

Yes of course, but there are obviously many things left to do.

D: What is the message for the next mayor who will take office after you?

I do what I do for the city because I am passionate about it. All my life I have studied, contemplated and looked at what there is in the rest of the world, and everything we do is what I believe it is necessary to do to create a happier society and city that is more equal and competitive. I would tell the next mayor to do the same. We are clearer today about what Bogota should be, and in the city we share a vision.*



An attractive capital

Bogota is the Colombian city that receives the biggest amount of foreign direct investment. In 2018, it was more than US\$2,1 billions. Find out what makes the city interesting for investors.

The capital of Colombia is the engine that drives the national economy. It contributes 26% to Colombia's GDP and is home to close to 50% of the country's biggest companies. What makes it an interesting place is its strategic location and the size of its market (7.1 million people live in Bogota according to the preliminary data from the National Department of Statistics). However, there are also other factors; the city stands out for its availability, quality, and cost of labor, and for having the country's main airport: El Dorado is the largest cargo airport in Latin America and the third largest in terms of passengers; there were 14,894,854 reported in 2018.

For the previous reasons, foreign investors' eyes are on the capital. This has been demonstrated by the 1,000 investment projects between 2007 and the first half of 2018, half of which come from the U.S., Spain, and France. According to Juan Gabriel Pérez, director of Invest in Bogota, during this period the city received more than US\$ 21,200 million in new and expanded foreign direct investment, which is equivalent to close to 40% of the total that entered the

country. The result of this investment was the creation of more than 120,000 jobs. The most dynamic sectors during the period were corporate and business services (15%), software and IT (14%), communications (8%), financial services (7%), and consumption (7%).

According to Invest in Bogota, the most attractive sectors are life sciences (cosmetics, health services, pharmaceuticals, and medical devices), technology services (IT technology and outsourcing services), light manufacturing, creative industry and infrastructure, which are all part of the city's Intelligent Specialization Strategy (for more information see page 54).

Other sectors

The Chilean company Smartsolar has already developed six projects to use photovoltaic solar energy in Bogota. Daniel Higueras, a Chilean national and managing director of the company states that one of the most attractive factors about Bogota is its connectivity. "The vast majority of flights stopover in the capital, which makes it very strategic. It is also an international business hub in Latin

120,000

NEW JOBS HAVE BEEN CREATED BY 1,000 INVESTMENT PROJECTS IN THE PAST 10 YEARS.

America that is growing and has a lot of purchasing power", explains the director.

Just like him, other business people decide to do business in the capital as its GDP is higher than Ecuador, Paraguay, and the Dominican Republic. In addition, the capital has a work force of more than 4.6 million people and more than 175,000 students graduate from higher education each year, which allows companies to contract highly qualified professionals.*

The Connected Metropolis

I recently had the opportunity to join the mayor, Enrique Peñalosa, in a short flight over the Autopista Norte to inspect how the works to widen the motorway were advancing. From what I saw in the air, the work was well advanced, and it also seemed like a vision of a better-connected city with better mobility. From a height, it can be seen that, in a short time, the people who have to travel outside the capital will be able to do so in a shorter time. This means more equity for people.

When I considered these infrastructure projects in the Autonorte after the toll and the parallel railroad, I thought about the big investment, in bridges, paving, concrete, bricks, but in even more than that, in the impact that it will have on the lives of the people who travel daily to the sabana in the north. It is for these people who travel from their homes to work and vice versa that there is a strong commitment from the national government in finishing the projects currently underway in the country. By making a commitment to these people, we are giving them better living conditions and wellbeing. Being able to travel in a shorter time is allowing them to spend more time with their families. For this reason, for Bogota and its surrounding areas, finishing the projects is a priority and a responsibility that should not be taken lightly.

Projects in the capital are worth more than COP 22 trillion. These projects include plans for the Metro, the 68 Avenue and the Ciudad Cali Avenue highways, the Regiotram —which will connect municipalities in the Sabana Occidente—, the Accesos Norte project, and the investments being made in the surrounding areas such as the Bogota — Villavicencio project, the third Bogota — Girardot lane, and the eastern perimeter road. The vision is that all this infrastructure will change people's lives.

Bogota is not only its people, but it is also a big logistical center that connects cargo in

Colombia. According to a recent logistics survey, the city annually transports more than 6 million tons of cargo by road between Bogota and Villavicencio as well as between Bogota and Tunja. However, vehicle congestion in the urban areas restricts the traffic flow, which results in restrictions in economic growth and competitiveness. The capital should be at the forefront of what has been happening in the region. To achieve this, the nation is seeking to finish important projects such as the Accesos Norte project with investments of more than COP 1.4 trillion.

But better infrastructure is not the only solution in which they need to work together with the national government. The Multi-Modal Transpor-

tation Plan recommends solutions that are focused on regionally integrated public transportation and high-occupancy networks that disincentivize private vehicle use in metropolitan areas. This is yet another reason that makes the Metro project as well as its subsidiary lines indispensable, and it represents more than COP 9 trillion worth of investment.

I could continue to list more examples of what I thought during my short flight, but I am running out of space. My reflec-

tion is that it is indispensable to continue and complete the different projects as proper connectivity promotes equality, and this happens when campesinos are allowed to take their crops from the country to the cities, when children can get to their schools, when businesspeople export their products to the world, and when people living in Bogota spend less time getting from one place to another for their leisure or philanthropic pursuits. This means there being better wellbeing and quality of life.*

"COMPLETING
THE PROJECTS IS
A PRIORITY AND
RESPONSIBILITY
THAT CANNOT BE
TAKEN LIGHTLY."



ÁNGELA MARÍA OROZCO Minister of Transport





ncreasing productivity is one of the challenges facing Bogota. The reason for this is that while a growing population means the demand for goods and services is rising all the time, the vision of the future for the city also requires it to play a bigger role in the global economy. This will imply bigger investments, more foreign tourists visiting the city, and more companies exporting.

The capital is thus preparing by embarking on numerous mega-works that will modernize its infrastructure and help improve productivity. A package of 16 works, mainly roads and public space, will be financed from valorization funds. These projects set a precedent, since

it is the first time that the designs for all the works that will be paid for through valorization have been contracted.

Also of note is the strategic alliance between Bogotá City Hall and the National Guarantees Fund (NGF) to favor productivity in the entrepreneur sector. This agreement enables small and medium-sized companies to obtain financing by granting guarantees. Bogota's entrepreneurs can thus grow their businesses, increase capital, improve infrastructure and purchase machinery, among other things.

Finally, economic analysts view the large numbers of Venezuelan migrants who have congregated in the capital as an opportunity for Bogota to increase its productivity, since many of these people from the neighboring country are highly-qualified professionals and entrepreneurs who can have a positive impact on the city's economy. The challenge lies in materializing this.*

16 THE NUMBER OF **WORKS TO BE** FINANCED BY VALORIZATION. THE DESIGNS FOR THE PROJECTS HAVE ALREADY BEEN CONTRACTED.

Safe Investments

The resources allocated to the security of Bogota citizens rise to COP 1.4 trillion, **a historic figure for the city.** These are the advances.

After six years of paralysis in infrastructure works, the District allocated the construction of the new Metropolitan Police command, which seeks to improve the capabilities of this force to be much more effective and efficient.

The news is particularly interesting because since the project was allocated in 2010, it has suffered a series of contractual and physical problems, that makes it today part of the black list of 'white elephants' in Colombia. However, aware that this is a vital initiative for the safety of Bogota citizens, the current District Administration has unblocked the processes and will finish the construction at a cost of COP 127 billion.

The infrastructure work, located in the Ciudad Salitre sector, will be delivered in 2020 and will immediately begin to operate. The command and administrative areas of the Metropolitan Police will operate in those 39,000 square meters, as well as the Operational Command of Citizen Security, accommodation, polygraph rooms, workshops areas, technical rooms and the Criminal Investigation Section (SIJIN, among others.)

The project is part of the District's efforts to give Bogota inhabitants more security, which will result in a better quality of life and a friendly city for its inhabitants and visitors.

Priority

The security issue is one of the priorities of the current capital city's government. In fact, during Enrique Peñalosa's administration, investments

raise to COP 1.4 trillion (see chart), a historical figure for the city if we take into account that between 2012 and 2015 the average injection of resources was COP 134 billion.

Articulation between the authorities and the commissioning of an entity dedicated to developing public security policies, coexistence and justice have allowed obtaining significant results.

According to the Statistical, Criminal, Contravention and Operational Information System of the National Police (Siedco for its acronym in Spanish), the actions developed by the District have served to reduce one of the crimes with the greatest citizen impact, such as homicide, which currently has a rate of 14 cases per 100,000 inhabitants, a fact that had not been registered since 1973 (see box).

For the Mayor's Office, this is one of their greatest management achievements in security affairs, which is due to actions such as operations to dismantle criminal bands dedicated to micro-trafficking – strongly tied to homicide in the city –; in 2018 alone, 200 organizations of this type were neutralized.

But also, sources of the District Administration emphasize the strong investment made in the security sector, which translates, among others, in the strengthening of the operational capacities through the modernization of the Police and Army automotive park with the delivery of 1,956 motorcycles, 144 automobiles, 238 vans, 220 bicycles, 18 trucks and 53 buses (COP 94.3 billion); the injection,



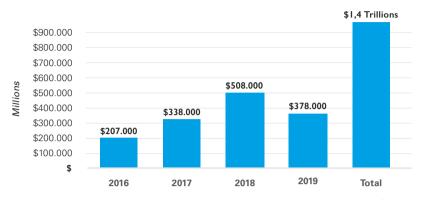
HOMICIDE REDUCTION

2015	1.372 cases
2016	1.302 cases
2017	1.150 cases
2018	1.050 cases

In the last four years, the decrease is 23.5%

23,5%

RESOURCES ALLOCATED PER YEAR



SOURCE: BOGOTA MAYOR'S OFFICE

since 2016, of COP 161.6 billion for a video surveillance system that today has more than 2.700 cameras; the purchase of two Command and Air Control Units (COP 2 billion) controlled remotely (one with two drones and the other with three) that will be managed by the Metropolitan Police of Bogota; and the execution of infrastructure works such as the Usaquén Police Station - in which COP 7.3 billion were invested - and five Immediate Attention Commands (CAI) in the neighborhoods of Santa Fe, Bosa, Usme, Ciudad Bolivar and Kennedy.

Another progress to reduce homicide figures and other crimes and offenses in the city, District sources indicate, has been to bring peaceful conflict resolution

Resources have been earmarked to strengthen the Police and Army operational capacities



to citizens through 15 Houses of Justice -two of them mobile-, who have taken conciliation to each neighborhood in Bogota.

The figures show that seven out of ten homicides in the city are generated by a fight, but through this mechanism, people have better resolved their differences. The Houses of Justice have served 284,240 people between 2017 and 2018.

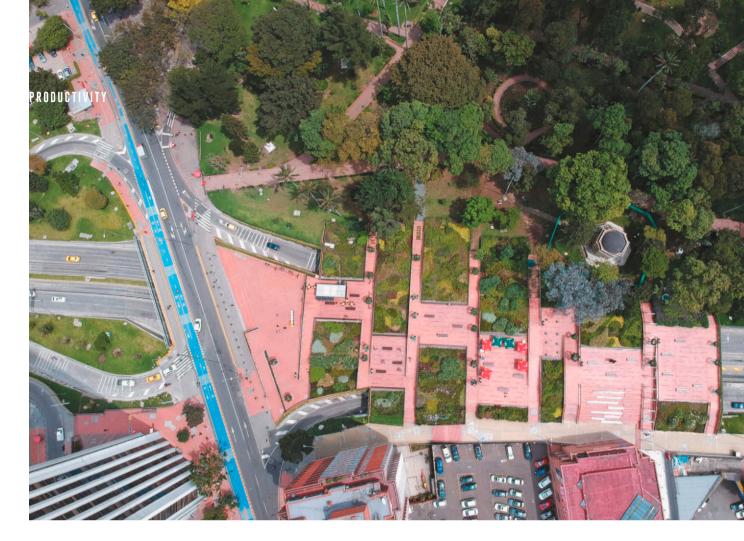
Additionally, the administration has subscribed alliances with the private sector to improve the city's security.

An example of this is the progress in the video surveillance system, where 42 shopping malls and eight entities such as Corabastos, Asosandiego, San Victorino and Parque de la 93 have linked their cameras to the District's system.

This public-private partnership has established itself as the First Shopping Mall Security Local Front, which began to take shape in 2018.*

BOGOTA REINFORCED ITS SECURITY WITH THE PURCHASE OF DRONES THAT WILL BE MANAGED BY THE

CITY'S POLICE.



Recovering the Lost Space

The Bicentenary Park is the setting for an average of seven cultural events per month.

Bogota will implement a model similar to the one used in Manhattan to recover run-down public spaces. The city has restored a linear distance of 59 kilometers since 2019.

The Bicentenary Park, which is located on the 26th Street between the Seventh and Fifth Avenues next to the District Planetarium and the Santamaría Bullfighting Ring, is an example of how public space has been recovered. It is now the setting for cultural, creative, and musical events including photographic exhibitions, film projections, and concerts. This recovery of public space has been possible through a Contract for Economic Use of Public Space (CAMEP for its acronym

in Spanish): the district gave the San Diego Association (Asosandiego: a thirty-year old neighborhood group) a license for the "administration, maintenance, and economic use" of this park.

According to Hilda María Henao, president of Asosandiego, the next step is to sign a model called the Special District for Sectoral Management and Organization (DEMOS for its acronym in Spanish) with the district. This is a private-initiative instrument that

promotes actions that are complementary to the interventions and proceedings the Capital District is working on in delimited areas of the city. Its purpose is to improve, maintain, administer, and preserve the urban, environmental, and socioeconomic conditions in public spaces.

The model that Bogota wants to implement is similar to a successful program carried out in New York to recover several neighborhoods in Manhattan in the 1970s.



The center of Bogota is one of the areas of the city where there have been interventions to recover public space.

More space

Between 2016 and 2018, and based on the Land Use Plan for Bogota and the Public Space Master Plan, the Mayor's Office restored a linear distance of 59 kilometers of public space after more than thirty operations to return the citizens of Bogota their sidewalks after years of informal salespeople and cars taking over these spaces.

One of the milestones for the recovery of public spaces was an action undertaken in the Suba district in the land surrounding the Plaza Imperial Shopping Center in the northeast of the Colombian capital.

For many years in this area, 250 tents belonging to informal sellers forced more than 15,000 citizens into the cycle lanes and risking their lives by walking in the roads. 70,000 square meters were recovered in this area and 70,000 people who use the Suba Trans-Milenio station benefitted.

Sustainable agreements

The district, together with neighborhood associations in different areas of the city, have signed sustainability agreements the purpose of which is to recover public space belonging to the community, guarantee public safety, strengthen formal businesses, and improve mobility. The purpose of these initiatives is so inhabitants who live around the parks, neighborhoods, and common areas take ownership of their environment and, in turn, the behavior of citizens, urban culture, and the environment improves. As part of these agreements, recognition should be given to the actions undertaken in parks in areas such as Salitre Oriental, 12 de Octubre, 100th Street, the Zona Rosa, Santa Clara: areas in which around 250,000 people have benefitted.

In the last area mentioned above (which can be defined as existing from the Seventh Avenue until the Fourteenth Avenue and from the 92nd Street to the 100th Street), there were interventions in four parks (Gran Vía Park, the Eighth Avenue Park, 97th Street Park, and Carlos Gardel Park) by contracting specialists in garden maintenance as well as placing sculptures that had been donated and controlling informal sellers.

According to Jaime Duarte, president of the Santa Clara Neighborhood Association (Asosantaclara), the policies and improvements are made

WALK THE CITY

In October 2018, Bogota hosted Walk21, a global conference that promotes walking. The slogan for the event hosted in the capital was 'Bogota - A walkable city' in which pedestrians were recognized as active agents in public space. Some highlights from the activities undertaken were: tours along the Seventh Avenue, conferences, and workshops with high-level experts such as urbanists, academics, and international organizers. A total of 21,963 people attended both virtually and in person, and there were 141 international experts, 24 national experts, and 29 from the district.

in coordination with the Mayor's Office while some projects are financed through contributions made by inhabitants who live around the parks and local roads.*

Integration is the key

The migration of Venezuelans arriving to the Republic's capital could become an **enhancer of the city's economy and productivity**.

For decades, Colombia was a country of migrants. Hundreds of thousands of people left in search of a better future in other latitudes and one of the preferred destinations was Venezuela.

Today, the situation turned over and Colombia has opened its doors to Venezuelan citizens who cross the border with the intention of finding opportunities for their own development.

According to a report from Migración Colombia, Bogota is the city with the highest concentration of Venezuelan migrants (25.3% of the total).

25,3%

OF VENEZUELAN MIGRANTS
ARRIVING TO COLOMBIA CONCENTRATE IN BOGOTA.

This phenomenon raises the need to adopt policies towards migrants management and achieve their integration into society. Reaching this goal is complex, but achieving this could mean an injection to the country's economy and productivity and, of course, its cities.

The World Bank recently presented a report that highlights migration benefits in the medium term. "The preliminary results of this model show that in the case of an immigration of 0.5 million people of working age (assuming the arrival of 150,000 in 2016 and 350,000 in 2017), equivalent to a total migration of 819,672 people, the economic growth would accelerate 0.2 percentage points. This would be explained mainly by a 0.3 percentage points increase in consumption", the report indicates.

The migration benefits are proven, as indicated by Mauricio Reina, associate researcher at Fedesarrollo. "Several prosperous countries have had immigration as a valuable resource for their development. 28% of Australian population is immigrant, 22% in Canada and 13% in the United States. In fact, 40% of the Fortune 500 companies were founded by first or second generation immigrants". However, in order to materialize these figures, a multidisciplinary work is needed to allow the migrants integration to the economic flow. "The challenge is to transform immigration into a development



The insertion of migrants in the local economy could increase productivity.

opportunity. The first step is to regulate their immigration status and then plan the insertion of these contingents into the labor market, as employees or hopefully as entrepreneurs, depending on the skills of each person," says Venezuelan Pedro Carmona Estanga, director of the Hydrocarbons, Mines and Energy Institute at the Univesidad Sergio Arboleda.

In that order of ideas, is necessary to understand that the migratory mass is not uniform. "It's a priority to undertake a plan that allows immigrant to be known in a comprehensive manner, that is, their profession, occupation or work experience, and thus avoid human resources with the capacity of contributing to the Nation, being wasted in marginal activities. And additionally, ensure that humanitarian aid to the most vulnerable groups is not only welfare-oriented,



but also supports their insertion into the Colombian environment in a holistic way", explains Carmona, who before arriving to Colombia was president of Fedecámaras, Venezuela's counterpart of ANDI.

In this regard, the Mayor's Office created the Migrant Management program in 2018, in order to provide integral assistance to Venezuelan migrants in Bogota. The capital became the first city in Colombia to implement this policy, which includes a Social SuperCADE and a Migrant Assistance Center.

City Benefits

The Venezuelan economist Asdrúbal Oliveros, director of the firm Ecoanalítica, indicates that the migrant population with high levels of preparation could have a positive impact on Bogota's economy, "insofar as they could be integrated in a favorable way to the economy, not only because they will contribute from the point of

"MIGRANT POPULATION WITH A HIGH LEVEL OF PREPARATION COULD HAVE

A POSITIVE IMPACT ON BOGOTA'S ECONOMY", ASDRÚBAL OLIVEROS.

view of improving productivity, but additionally they are potential consumers and will pay taxes".

Reina, at the same time, lists three ways in which Venezuelan migration could benefit Bogota's economy: First, they are on average younger than Bogota's population, which would allow the city to prolong the demographic bonus if it incorporates them properly to the labor market; second, the immigrant tends to have a greater entrepreneurial spirit than local population, as shown by international

empirical evidence, an advantage that could be capitalized by the city's economy; and third, once incorporated into the labor force, immigrants increase the size of the market and the growth possibilities for local businesses.

To sum up, the key for obtaining these benefits lies in the integration of migrant workers who are arriving to Bogota, a task that is not free of obstacles and difficulties, but that is not impossible, for which it is key an articulated work with the national government.*

The Growth Challenge

The Supporting Business Development **program.** an initiative of the Mayor's Office, will help local entrepreneurs to access loans and to enhance their skills.

Carmen Rosa Molina managed to achieve her dream of growing her small arts and crafts business called Manualidades Rosita when she was given a loan that allowed her to improve her work facilities, contract more people, and buy raw materials. This was a big achievement for Carmen Rosa, who was able to break down the barriers that permitted her accessing credit thanks to the strategic alliance between the Mayor of Bogota and the National Credit Guarantee Fund. The owners of Promimet EU, a company that specializes in electrostatic coatloan because it made the process with

ing, also received loans with guarantees. As Adriana Ruiz, the company's manager, highlights, it was critical that the Mayor's Office guaranteed the the bank easier and they were also awarded the full amount they needed.

The Mayor of Bogota's strategic alliance with the National Credit Guarantee Fund has benefitted many other businesspeople as under the framework of its first contract it supported 714 guarantees that backed COP 5,4 billion worth of loans, which boosted the businesses' growth. The Mayor of Bogota guaranteed the loans through the Supporting Business Development program, which promotes several productive sectors by working in coordination with the Regional Competitiveness Program. The District helped 1,107 ventures in 2018 and strengthened 4,449 productive units. In terms of strengthening businesses, the city government also worked so that more productive units extended their scope to new markets, which led to 128 companies adjusting their exportable supply between 2016 and 2018.

The Mayor's special support of entrepreneurship has allowed a specialization strategy to be developed for the city to work in fifteen strategic sectors including: arts and crafts, furniture, graphic industries, creative industries, pharmaceuticals, and motorbikes. Juan David Castaño, vice-president of Business Strengthening, at the Bogota Chamber of Commerce, claims that boosting entrepreneurship brings crucial issues such as financing and strengthening businesses into focus; it is for this very reason that he considers the support from the Mayor's Office to be critical. For Castaño, organizations should work together so that, in addition to providing loans, entrepreneurs are given the tools they need to innovate and incorporate technology into their ventures.*

Carmen Rosa Molina was given a loan that allowed her to expand her enterprise.



COP 5,4

BILLION WORTH OF LOANS WERE

BACKED BY GUARANTEES IN 2017.



Digital Approach

Bogota moves on in the supply of **intelligent products and services** à la carte, and in the creation of a Science and Innovation Business Park.



Economy 4.0 refers to products and services related to technologies such as virtual reality, robotics. and internet of things and data intelligence.

assumes companies transform. Now there are new models where product manufacturing is not mass oriented,

The fourth industrial revolution

but tailored made to consumer needs. Economy 4.0 products and services include technologies such as robotics, virtual reality, the internet of things and

data intelligence.

Marco Antonio Llinás, Vice President of Competitiveness at the Bogota Chamber of Commerce, explains that encouraging the creation of companies that are part of Economy 4.0 is part of Bogota's competitiveness agenda. Therefore, there is a Commission composed of ProBogotá. Fenalco, the Mayor's Office, Invest in Bogota, among others, which since 2016 has been working on an intelligent

specialization strategy that has five areas for productivity: 'Bogota Creativa', where the Orange Economy is included: Biopolo – which includes life sciences such as pharmaceuticals, health and cosmetics-; business services; advanced knowledge; and sustainability. Today, there are 58 projects in process, totaling COP 1.1 trillion.

One of them is the Scientific, Technological and Innovation Park (PCTI for its acronym in Spanish), which aims for Bogota based-technology companies to be located in the same area, in order to improve their productivity and work more side by side. The initiative is based on the National Development Plan, Law 1753 of 2015, Law 1739 of 2014 and the District Development

PROMOTING THE **CREATION OF**

BUSINESSES THAT ARE PART OF ECONOMY 4.0 IS PART OF BOGOTA'S AGENDA.

Plan 2016-2020. Companies that invest in these types of projects can enjoy an income deduction benefit of 175%. Today the project is in the business definition, financing and management model phase, as well as the identification of lots where it would be located.

Training

The city has three programs to boost the digital economy. The first is bogotaaprendetic.gov.co, a platform that provides free training to entrepreneurs on digital topics. Nearly 7,000 citizens have already been certified. The second is the Innovation, Technology and Creative Industries Fund, which allocated COP 11 billion in 2018 for business counseling and in 2019 it aims to benefit 178 companies with a budget of COP 10 billion from the fund, COP 2 billion more from cooperating entities and another COP 1.6 billion from private companies. And the third program is the preparation for a 4.0 technology scenario. In the Territorial Ordinance Plan (POT for its acronym in Spanish) an item for connectivity and infrastructure has already been established, which ensures that the city is prepared to multiply the number of mobile lines. *

Becoming a Global Player

In the 2018 Departmental Competitivity Index, Bogota reinforced its position as the most competitive region in the country, which reflects the good work that has been undertaken by the district administration. However, this is not enough. In today's world, cities compete against each other for investment and human capital, so this is why we need to project the Bogota region as the most competitive region in Latin America by 2030 and for it to be a truly global city.

In ProBogotá Región's point of view, we are convinced that we should work towards this goal on five fronts. The first is related to the long-term transport and logistics master plan. The economic cost and time for mobility must stop being an obstacle for competitivity. A second front is associated with security. Despite the fact the figures show that security has improved, public perception has not. Only 15% of citizens feel safe in the city (the 2018 Perception Survey). This perception is an obstacle to attracting capital to the city.

The third front should address the urbanregional planning issue focusing on the longterm and sustainability. There are two topics in this area that are of the utmost importance for ProBogotá Región: waste collection and water. Bogotá sends close to 80% of its solid domestic waste to the Doña Juana land fill, only 19.5% is reincorporated into the productive cycle. If this trend continues, the region will face a health emergency in 2030.

These three fronts assure us that ProBogotá Región should be betting on turning the city into a smart city. Smart city's applications help to improve some key quality of life indicators by between 30% and 10%. But the reality of the city is that we are a long way from that happening. Other Latin American, Indian, and African cities are less developed, but the bi-

ggest worry is that, within the region, Bogota is fourth in the least developed cities index (McKinsey 2018).

The reality of the digital transformation we are facing allows us to propose the last, and perhaps most important, of the fronts we must address as a region to be competitive: How do we train today's workers to be tomorrow's employees? Evidence from around the world shows that the demand for skilled and averagewage jobs is decreasing as a result of automation. Robotization and technological change also offer work opportunities – even more so for our region that is characterized as being a service provider.

The Fourth Industrial Revolution is already here, but we need to be prepared. As Nicholas

Davis from the World Economic Forum posited in our recent conference, our children now need to learn different languages such as Python (a programing language). This does not mean that they are going to be programmers, but they need to have the ability to understand technology. For this reason, implementing the Science, Technology, Engineering, and Mathematics (STEAM) education system should be an alternative. We should also strengthen our soft skills (leadership, resilien-

ce, empathy). Only in this way will the effect on the productivity of technology, suggested by professor Acemoglu from MIT, be greater than the effect of the displacement of the work force. If we move forward with a long-term vision, and under the understanding that we are part of a global competition, Bogota will have the opportunities to guarantee a better quality of life for its inhabitants and at the same time be competitive.*

"PROBOGOTÁ
REGIÓN SHOULD
BE BETTING ON
TURNING THE
CITY INTO A
SMART CITY."



JUAN CARLOS PINZÓN BUENO Economist and President of ProBogotá Región.



After executing investments worth billions of pesos, Bogota will be **capable of competing on international markets** to attract travelers and investors and to offer its citizens the **wellbeing they deserve**.





he long-term effect of having a well-equipped city is to ultimately be competitive. A domino effect of this is that if a city is competitive, it is because it is also productive and, in turn, if both these characteristics are achieved, there are jobs. And where there are good jobs, quality of life is high.

Bogota is the most competitive city in Colombia, according to the Private

Competitiveness Council. And the commitment is to go on being the most competitive in the future, because that is how the city can be a player on the world stage, with more investments, tourists and talented personnel.

There is still a long way to go before the city can be more competitive, and one of the challenges it faces is to succeed in retaining its manpower with the highest qualifications and, with that, the knowledge that is "the contemporary source of wealth creation in our society", to quote city Mayor, Enrique Peñalosa. The task is being worked on, and public schools in the city are being built and improved.

Another challenge facing the city relates to digital transformation and achieving an "Economy 4.0" through technology such as robotics, virtual reality, the internet of things and smart data. Bogota is moving in this field: a Commission has been set up to progress these matters, and a Science and Innovation Business Park will be built.

The city is undeniably progressing, and many things bear testimony to this. But it has to keep pace, and there can be no going back.*

COP 1,1

TRILLION: THE AMOUNT ALLOCATED BY BOGOTA CITY HALL TO BUILDING 62 QUALITY SCHOOLS.

Examples to follow

The capital of Colombia has shown itself to be a global leader with iconic urban projects such as Lagos de Torca, digital initiatives such as Sexperto and Bogotá Abierta as well as a plan that incentivizes the use of the Integrated Public Transport System and the bicycle.

A city within a city

This is what Lagos de Torca promises to be; the 1,800-hectare urbanistic megaproject is the capital's most important. The Zonal del Norte Lagos de Torca Plan is based on an urban development model, the focus of which is sustainable as it unties social, environmental, and economic urbanism. It plans to build: a total of 128,000 homes, of which 66,000 will be subsidized; roads from the Boyacá Avenue to the Guaymaral Avenue as well as from the El Polo Avenue and the Guaymaral Avenue; the TransMilenio on the Séptima Avenue; five university campuses belonging to the Rosario, Pedagógica, Santo Tomás, the Engineering School, and the UDCA; a metropolitan park that will be larger than Simón Bolívar Park; 140 km of new cycle lanes; and 600 hectares of public pedestrian space. In terms of the environment, the Torca-Guaymaral wetlands will be restored and increased from an area of 34 to 75 hectares, and they will be connected with nine streams that run down from the Eastern Mountain Range.

Informed and responsible sex

The mission of Sexperto (sexperto.co) is to simply answer questions about sexual health with quality information. This digital platform is an initiative from the Mayor of Bogotá and the Fundación Santa Fe that allows young people to have free and anonymous access to information on sex. Queries are answered by an interdisciplinary group of psychologists, nurses, social workers, and experts in sexual health. Moreover, Capital Health users (the district's health service provider) can use this platform to arrange appointments on sexual and reproductive health. Since it was implemented in 2017, more than 800,000 young people and adolescents from 94 countries have consulted the digital platform. This initiative, together with other strategies implemented by the district, reduced pregnancies in adolescent females by 12.9% in Bogotá between 2016 and 2017. For this reason, in September 2018. the Massachusetts Institute of Technology recognized Sexperto (from among 1,053 participants) as one of the eight global most innovative social initiatives.



The bicycle capital of the world

Bogota pedals full speed ahead. Proof of this is that the Inter-American Development Bank has catalogued the city as a leader in Latin America for bike use as a method of transport. The figures support this: 800,000 journeys are made every day in the capital, 6 out of every 100 citizens travel on their bicycles daily on a network of 523 kilometers of cycle lanes, which means the city has the most extensive network in Latin America. It has 56 different cycle routes, and, every Sunday and bank holiday, more than 1.5 million people use the ciclovía (many roads are closed between 7am and 2pm for exclusive use by cyclists and joggers). In May 2018, Bogota opened the Centro de la Bici, which is a space dedicated to training bike mechanics that opens up prospects for jobs and entrepreneurship to encourage those who take the course. In 2019, in the Bosa area, the technical school for bike mechanics was opened: the first in both Colombia and Latin America. Bikes are revolutionizing mobility in the city: so much so that the



523

KILOMETERS OF **CYCLE LANES**

GIVE BOGOTA THE MOST EXTENSIVE CYCLE NETWORK IN LATIN AMERICA.





district administration named Bogota the 'bicycle capital of the world'. When his tenure ends, Enrique Peñalosa hopes to have finished 700 km of cycle lanes, including the maintenance and upkeep of more than 100 kilometers of old cycle lanes.

Everyone having their say

In February 2016, it was clear what needed to be done: all citizens needed to contribute to the District Development Plan. To do so, the Bogotá Abierta (bogotaabierta.co) platform was created, which is a digital government project that has strengthened citizen participation as it channels the ideas of the city's inhabitants, the solutions for different problems, and contributes to defining government plans and public policies. The virtual platform has received more than 50,000 proposals in areas such as mobility, civic culture, and security. In April 2017, Bogotá Abierta was awarded a prize from the Inter-American Association of Telecommunications Companies (ASIET

for its acronym in Spanish) for being the most successful digital government initiative, and in June 2018, the OECD highlighted it as a good digital government practice.

A mobility icon

The first TransMilenio bus began transporting passengers in 2000. This Bus Rapid Transit system has turned into not only a benchmark for other cities in the country but also the world. Many cities now use the system including: Lima, Peru; Santiago de Chile, Chile, Guayaquil, Ecuador; and Buenos Aires, Argentina. Also, several state capital cities in Mexico, Boston, Los Angeles, and other cities in China and India use the TransMilenio as a point of references to improve public transport for their passengers. Different organizations and transport consultants carry out international consultancies and project management to implement the TransMilenio system, and Colombian operators even work in transport systems in Peru, Chile, and Panama.*





Investment for the Future

The Santa Librada School, located in the Usme district, is one of the education institutes that has been refurbished by the district.

Education in Bogota has the biggest ever projected investment for the 2016-2020 period with approximately COP 15 trillion. This figure is the highest ever recorded in the history of the city.

Plan has prioritized education and approximately COP 15 trillion was assigned to address the following needs: quality, provision of services, ensuring that it is free, standardizing the length of the school day, school meals, and infrastructure. There has been clear progress made. The number of students studying during a standard-length day has tripled – from 4% to 14% between 2016 and 2018, and the dropout rate is 1.6%: the lowest it has been in the past 20 years. In 2015 the figure was

3.6%. The School Meals Program is noteworthy to

mention as it was awarded the best rating among

The current district administration's Government

all the programs in the country (98 points out of a possible 100). It is the largest program in Colombia as it provides 900,000 servings every school day to 100% of students. Also, the Safe School Environments project commenced in association with the Children and Adolescents Police and the Colombian Institute for Family Wellbeing, which has implemented security, surveillance, and monitoring measures to avoid micro-trafficking, prostitution, and violence. As well as the previous, the "most ambitious education infrastructure plan in history", according to the District, has begun, which will have a COP 1.1 trillion investment to build 62

quality schools: 30 on new plots of land, 32 on existing plots (see box on page 75), as well as to improve 300 educational institutions.

The purpose of this is to maximize the talents, abilities, and interests of thousands of girls, boys, and young people throughout the city and provide them all with the same opportunities to develop so that they can be competitive in the future.

This infrastructure plan seeks to generate new school spaces that will accommodate more than 62,000 students. These new schools will not only be an answer to the deficit in educational infrastructure in the districts, the plan will also convert them into inspiring learning environments that promote participation, happiness for the individual, and the idea of an 'educator city' as Bogota is known today.

New schools

These have been built on new plots of land that were bought by the District, and they seek to increase the infrastructure and the number of places in the following areas: Bosa, Ciudad Bolivar, Usme, Kennedy, Engativa, Suba, Fontibon, and San Cristobal. Five new schools have been built since 2016 in Suba, Fontibon, Bosa, and Ciudad Bolivar, and more than 5,500 students have benefitted studying during a standard-length day.

Rebuilt schools

These projects are built on existing plots of land and seek to address the highly deteriorated, structurally outdated buildings and renovate and improve spaces such as laboratories, dining halls, recreation areas, and libraries. Fifteen schools have been refurbished

Fifteen schools were rebuilt

between 2016 and 2018, which benefitted more than 27,458 students.

since 2016 in the following areas: Suba, Bosa, San Cristobal, Usme, Kennedy, Engativa, Fontibon, Rafael Uribe. 27,458 students have benefitted.

Improvements

These are projects that include the corrective maintenance of spaces, education infrastructure projects for early childhood, improvements in electric and hydro-sanitary facilities, rooves, and outdoor areas. They also relate to other areas such as emergency responses and school dining hall projects. Between 2016 and 2018, the District has improved 308 official education institutes that will benefit girls, boys, and young people by providing dignified and safe learning environments.*

The Nueva Constitución School, located in the Engativa district, was refurbished by the Mayor's Office.

UNDER CONSTRUCTION

The District Development Plan has the goal of building thirty completely new schools. They will all have a standard-length day. There will be ten in Bosa, five in Ciudad Bolivar, two in Engativa, two in Fontibón, four in Kennedy, one in San Cristobal, three in Suba, and three in Usme. 32 schools were also renovated as they were spaces that were either damaged, were structurally outdated, or lacked facilities such as laboratories, dining halls, recreation areas, and libraries. The following schools were renovated: one in Antonio Nariño, three in Bosa, one in La Candelaria, five in Engativá, one in Fontibón, eight in Kennedy, two in Puente Aranda, four in Rafael Uribe, two in San Cristóbal, one in Santa Fe, two in Suba, one in Tunjuelito, and one in Usme.



Let's Keep the Talent!

The goal of Bogota's administration is **to make the city so attractive for professionals** that they will prefer to stay in it and support its development.



According to the Ministry of Education, Bogota is where 43 per cent of Ph.D. holders and 29 per cent of technicians/technologists in Colombia are based.

"Knowledge is the contemporary source of wealth creation in our society", maintains Bogota Mayor, Enrique Peñalosa. This statement explains why the city needs to capture and retain talent and, hence, the knowledge of those professionals. To achieve this, the Mayor has a vision of a city where people can fully develop their potential. The target his administration has set is therefore to build a modern city where quality of life is high and people are happy.

The possibility of getting a better job has traditionally been the reason why highly-qualified professionals from all parts of the country have come to Bogota. Alejandro Paz, Executive Director of Adecco, stresses

that one of Bogota's big attractions is the wide variety of job opportunities. "Although the city has large numbers of people from all over the country, job possibilities exist on different levels, and its multicultural nature means that profiles can be optimized". The capital's job market is also growing constantly, as international companies open premises in the city. In recent years, companies offering highly-qualified employment have set up in business in Bogota, such as Medtronic, the second-biggest medical devices company in the world, Convergys, a provider of BPO services, or Endava, a British software development firm.

But the advantages go way beyond being able to earn a higher salary and enjoy employment growth opportunities in multinationals. The city also has numerous other attractions, including the widest range of education opportunities in the country with around 120 further education establishments and over 2,000 research groups, and a variety of entertainment and cultural options, such as the new Capital District Film Archive, for example.

Carlos López, founding partner of Latin American Human Resources (LHR), explains that "the city where a company is located has a big influence, because everyone wants not only a good job and salary but also a good environment in which to live. The most competitive cities in terms of quality of life have a big advantage over ones where these types of benefits don't exist".

City Hall has thus been making a big effort to improve inhabitants' quality of life by opening 523 kilometers of cycleways, refurbishing parks and building new ones, and also building Happiness Centers (read more about these on page 26), among other things.*

ACCORDING TO INVEST IN BOGOTA, COMPANIES OFFERING HIGHLY-

QUALIFIED EMPLOYMENT HAVE SET UP IN BUSINESS IN BOGOTA, SUCH AS MEDTRONIC, CONVERGYS AND ENDAVA.



The city invested a total of COP 2.4 billion in Sena's Entrepreneurship Fund enabling the support of 31 production initiatives that by December 31, 2018, had created 155 employments.

They Defeated War

Starting an entrepreneurship is hard enough, but the challenge **is even more complex for vulnerable communities**. However, all obstacles can be overcome with talent and support from the city's administration.

Katherine Rojas never owned a doll when she was 12 years old, playing instead with her two favorite toys: Mateo, a small rag man who—like her—miraculously survived the abuse of war and an old sewing machine whose owner had already sentenced it to oblivion.

Katherine had made it to Bogota three years before after the guerrilla attacked her native Pitalito, a town in the Huila department and forced her to leave her home with her mother, sisters, 'Mateo' and but a few changes of clothes. It was the obsolete

sewing machine however, that helped her discover that her real talent was in fashion and create what years later became her own maternity clothes sewing shop.

"My mission and my company's mission isn't to generate resources for me alone. I want to be part of the change for people who have gone what I have gone through," Katherine says. Today, she employs ten people who were also victims of the armed conflict.

Katherine and Fernando Silva, a 49 year old father who started a business

1.200

HOMES LOCATED
IN BOSA WERE
DELIVERED TO
VICTIMS OF THE
ARMED CONFLICT
BY THE CITY
ADMINISTRATION.

making empanadas, have something in common: they made the most of the one thing that violence couldn't take from them. The drive to overcome their own story.

'The Warrior' as Fernando is known, fled Paime, Cundinamarca 20 years ago when common criminals threatened him. "I served in the Army and I lost 79% of my working capacity after I being in combat against armed groups."

They got to Bogota and, with the help of the district's administration, Katherine and Fernando became small entrepreneurs. Rather than provide a welfare model, the administration has set out implement one that "teaches to fish." It helps the victims of the armed conflict to rebuild their lives and uses different strategies to help them gain socio economic stability. One of them is an agreement signed with Icetex and the Ministry of Education that has allowed 233 people to benefit from the Superior Education Fund to go to college. It has also held five PAZiempre fairs with 170 production units owned by victims of the armed conflict and has opened more than 172 spaces where they can show their businesses.

Further action was taken to provide assistance to the victims. Additionally, 26,491 immediate humanitarian aid packages were delivered by December 31, 2018, including lodging, food, sanitation and health.

The administration also supported the embera indigenous group in its effort to return home. In 2018, 1,015 members returned to the Risaralda and Choco departments. More than COP 1.120 million were invested in this return process.*

What Needs to be Done

Continuing to strengthen the city's infrastructure is one of the fundamental issues for Bogota. This is a 'check list' of key topics for the city's next government.

The Institutional History of the Mayor's Office states that the first of January 2020 with be the 210th anniversary of José Miguel Pey y Andrade becoming the mayor of Bogota after the first popular vote. This day will be also be the inauguration ceremony of mayor number 260 in the history of the city whose administration will face key issues which must be dealt with.

This is the position of Fedesarrollo, which is one of the most important think tanks in the country. Based on the current administration's forecast that COP 48

85

POSSIBLE 100: THE SCORE BOGOTA WAS AWARDED IN THE OPEN GOVERNMENT INDEX, WHICH WAS ORGANIZED BY THE OFFICE OF THE GENERAL PROCURACY.

POINTS OUT OF A

Trillion worth of contracted projects will be left for completion in the transport, housing, recreation, education, and health sectors, the institution hopes that the next administration will "build on what has been built".

Luis Fernando Mejía, director of Fedesarrollo believes that the next mayor of the capital should successfully manage the projects that the current administration will leave standing and finish them as well as having a long-term vision to improve the wellbeing of the people of Bogota.

In his opinion, the central issues that should be prioritized in the next mayor's government plan should include: infrastructure, paying particular importance to the first Metro line and the Regiotram, as well as other projects that should continue to strengthen the city's transport; education; successful implementation of the sustainable development plan with measures that improve the air quality and continue to foster the use of healthy forms of transport; and the reduction of extreme poverty.

José Stalin Rojas, Director of the Mobility Observatory at the Universidad Nacional de Colombia, believes that there are five "indispensable or serious issues" that should be continued and strengthened in the in the next administration's four-year tenure. The expert explains that these are, "Financial stability and integrating the transport system, the metro, road safety, and building infrastructure, which includes cycle lanes and pedestrianization".

In order to continue improving mobility, as the academic explains, the



68 Avenue and the Cali South, which are main highways still being tendered, "are important and should be on the mayor's program. But it is also necessary to make improvements in the smaller neighborhood streets".

Fighting against Corruption

To strengthen the institutional framework, avoid harmful practices that affect the correct functioning of public management, and guarantee the effective development of district projects, the Office of the Mayor has established the first Transparency Policy, which contemplates different



Mobility is one of the topics that should be prioritized in the next district government.

measures such as the Code of Integrity (based on recommendations from the OECD) and a new Integrated Planning and Management Model that seeks to modernize management and make it more efficient.

In the Open Government Index, organized by the Office of the General Procuracy regarding the country's departmental capitals, the capital of Colombia was awarded 85 out of a possible 100.*

IN THE PUBLIC AGENDA

There are ten cardinal issues that, regardless of who is the next mayor, are critical for the future of Colombia's capital.

1. Keep the finances sound

Bogota is an example of one of the country's capital cities that has managed its public finances well. Keeping them sound and sustaining a level of investment from international credit rating agencies should be a priority.

2. Finishing what has been started

Infrastructure megaprojects are modernizing the city and their construction should be finished including Lagos de Torca and Tunjuelo as well as access to the city.

3. Constructing the first Metro line and subsidiary routes

The city is owed this historic debt. Beginning load testing of the pilings that will support it is a strong step towards beginning construction.

4. Implement the Land Use Plan

Regulation that will govern land use and urban development in Bogota during the next few years will be complete in the second half of 2019.

5. Continue decontaminating the Bogota River

If in other cities around the world such as London, dead rivers have been brought back to life, Bogota cannot be the exception. The Salitre and Canoas Sewage Treatment Plants, already under construction, should be continued to help decontaminate the river.

6. Continue strengthening the health model

Reorganizing Bogota's hospital network has improved the healthcare services. The Priority Care Centers and hospital projects are fundamental to continue this strengthening.

7. Continue with the education revolution

There has been historic education in investment. Strengthening and improving school infrastructure in Bogota is the correct way forward.

8. Continue with the Food Program

The Food Program in Bogota is categorized as the best in the country. It serves 780,000 people of all ages in 385 schools around the city.

9. Progress with implement-

ing the Transparency Policy
Bogota has implemented the
first transparency policy in the
country and in Latin America.
Continuing with its implementation
means combatting corruption.

10. Pride in Bogota

Incentivizing a sense of belonging and civic culture is key to breaking polarization and is a route towards the city's development.



By far the Most Competitive

The most recent version of the Provincial Competitiveness Index (PCI), produced by the Private Competitiveness Council and El Rosario University, shows that **Bogota** is still the most competitive region in Colombia, followed by Antioquia and Santander, which occupy second and third places, respectively. The capital is number one in seven of the ten cornerstones evaluated by the index, based on the World Economic Forum's Global Competitiveness Index methodology, which analyzes 94 variables.

The capital's strength is undeniable. It comes first in infrastructure, market size, health, further education and training, sophistication and diversification, market efficiency, and business dynamics and innovation. In the last two of these, moreover, it is first by a wide margin, with the other provinces studied trailing well behind. In terms of market efficiency, for example, the difference between Bogotá and Antioquia is more than three points, where ten is the maximum a province can obtain, while for business dynamics and innovation, Bogota is almost four points ahead of Antioquia, in second place.

On the other hand, despite its leading position, Bogota does not do so well when it comes to institutions, basic and high school education, and environmental stability. In fact, the capital's general score here fell from 8.4 out of 10 in 2017 to 8.2.

In terms of institutions, Cundinamarca, Risaralda and Antioquia occupy the first three places, with Bogota fourth. Similarly, the city is in fifth place for basic and high school education, behind Santander, Boyacá, Casanare and Cundinamarca. The challenges here lie in indicators relating to education coverage and number of students per classroom, with Bogota in last place in the general ranking for this latter variable. As far as environmental stability is concerned, although the city is two places higher than it was in 2017, it obtained scores of less than 2 out of 10 for the proportion of its surface covered by woodland and companies with ISO 14001 certification for good environmental management practices.

Meanwhile, in a further exercise performed by the Private Competitiveness Council and El Rosario University, the Cities Competitiveness Index (CCI), which evaluates 15 major cities, seven metropolitan areas and the city of Bogota plus Soacha, Bogota comes out as the most competitive. The Bogota-Soacha region is first in six of the ten dimensions analyzed, the same ones as in the PCI except for further education and training, where it is in sixth place.

Because of its size and the presence of national government bodies, accredited universities and other similar entities, Bogota is by far the most competitive region of Colombia. It nevertheless needs to continue to progress, not only to be the most competitive in the country but also so that it can be on a par with the most competitive cities in the world. It needs to draw up a challenging agenda in terms of worldwide indicators, one that will enable it to head internal regional competitiveness indices and compete successfully abroad.

And there is still a long way to go on this front. As a starting point, Bogota should prioritize certain international indicators, such as the World Bank's sub-national Doing Business indicator, which establishes comparable measurements for cities in Latin America on how easy it is to do business. If Bogota concentrates on these indicators, it will be a double winner: in addition to maintaining its first place in the PCI, it could become one of the best cities in the world.*

"IN TERMS OF BUSINESS DYNAMICS AND INNOVATION. **BOGOTA IS** FIRST BY A WIDE MARGIN."







