

Juárez Strategic Plan

A proposal toward the Juárez we envision





Juárez Strategic Plan: *A proposal toward the Juárez we envision**

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*/ This document is an extract of the English translation of the third edition (September 2005) of *La Propuesta: trabajando por el Juárez que queremos*, a published summary of the full-length unabridged version of the Juárez Strategic Plan (unpublished).

Open Letter from the Juárez Strategic Plan Steering Committee to All Juarenses

A commitment to the Juárez we envision

The cities of today are taking on a renewed prominence. In an increasingly changing and more global world, the city is evermore a hub of ideas and wealth whose most important asset is its people and their capacity for change and adaptation to new circumstances. Within this framework, **Juárez found itself with the need to initiate an extensive process of strategic thinking** that would include all the economic and social forces and would conclude with a new strategy for the city—a clear, well defined strategy that would be, first and foremost, shared by all. To this end, the **Juárez Strategic Plan** was created.

In 2002, the actual work to draw up the Plan was started. The first step of this phase was the **formation of the Steering Committee that would serve as the Plan's highest representative before the community. The committee is comprised of individuals from varying walks of life and professional endeavors and it has been our responsibility to guide the entire process, from its initial postulations to its final approval.**

The formulation stage of the Juárez Strategic Plan extended from September 2002 to September 2004 and was divided into four broad phases: Project Organization and Pre-assessment, Diagnosis, Strategic Framework and Definition of Strategic Projects. The result of these four phases (in essence: where we're starting from, our shared vision and which strategic projects to pursue) is what we are presenting, in an abridged form, in this document. A second stage of work of the Plan—its implementation—will begin from this point forward: advancing from proposal to execution.

The strategic planning process has been a long one and has always sought, as a basic premise, to attain the fullest participation from our citizenry, uniting efforts and bringing together the different sensibilities. In this manner, through the varied analysis and visioning activities of the Strategic Plan, the participation of over 14,000 citizens has been achieved. The Plan would not have been possible without the disinterested participation of all these individuals. We offer them our most sincere gratitude and congratulations for their invaluable work and commitment.

In the following pages we will present the results of all this work. This **document attempts to summarize and integrate the viewpoints of actors from the various sectors of Juárez society to define and articulate a proposal for the Juárez of 2015.** Certainly, a document such as this is not intended to include each and every contribution—whether from individuals, groups or institutions—that was tendered throughout the strategic planning process. Nevertheless, all inputs from the community have been gathered and documented and comprise invaluable material that formed the basis in drafting the Plan's diagnosis, strategic framework and overall strategy.

From this point forward, **the Steering Committee extends an invitation to the citizenry to take ownership of the Plan.** Once the strategic projects have been identified, prioritized and defined, it will be up to society (public, private, social, educational sectors and many others) to bring them to fruition. For our part, **the members of the Steering Committee, each working from our own individual fields of endeavor, will continue collaborating with the Plan and reasserting, on an ongoing basis, our commitment to the Juárez we envision.**

September 2004

Steering Committee Members

Name	Institution	Sector
María Teresa Almada	Casa Promoción Juvenil, S.C.	Social
Roberto Avendaño	Comunidad Cristiana Amigos de Cristo, A.C.	Social
José Reyes Baeza T.	Chihuahua State Governor	Public
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Maria Socorro Tabuenca	El Colegio de la Frontera Norte	Cultural

Steering Committee members participated as citizens in the development stage of the Juárez Strategic Plan (September 2002—September 2004).

Introduction

This document—**Juárez Strategic Plan: A proposal for the Juárez we envision**—contains three main sections.

The first section presents the shared **vision or city model—the Juárez we envision**. It also explains the **four strategic directions** and their corresponding **sub-strategies**, as well as the **three transversal across-the-board policies** that are necessary elements for any of the strategic directions to move forward.

The second section covers the **strategic projects or engines of change** that will trigger the transformation of the city toward the Juárez we envision. The strategic projects are presented as project groups or clusters. Each project group is composed of **priority projects** and **complementary projects**. The document includes a description of the priority projects and only mentions (without describing) the complementary projects that accompany the priority projects^{1/}.

The third main section describes the Juárez that we can expect in 10 or 15 years—**Juárez 2015**—if all or most of the strategic projects are implemented.

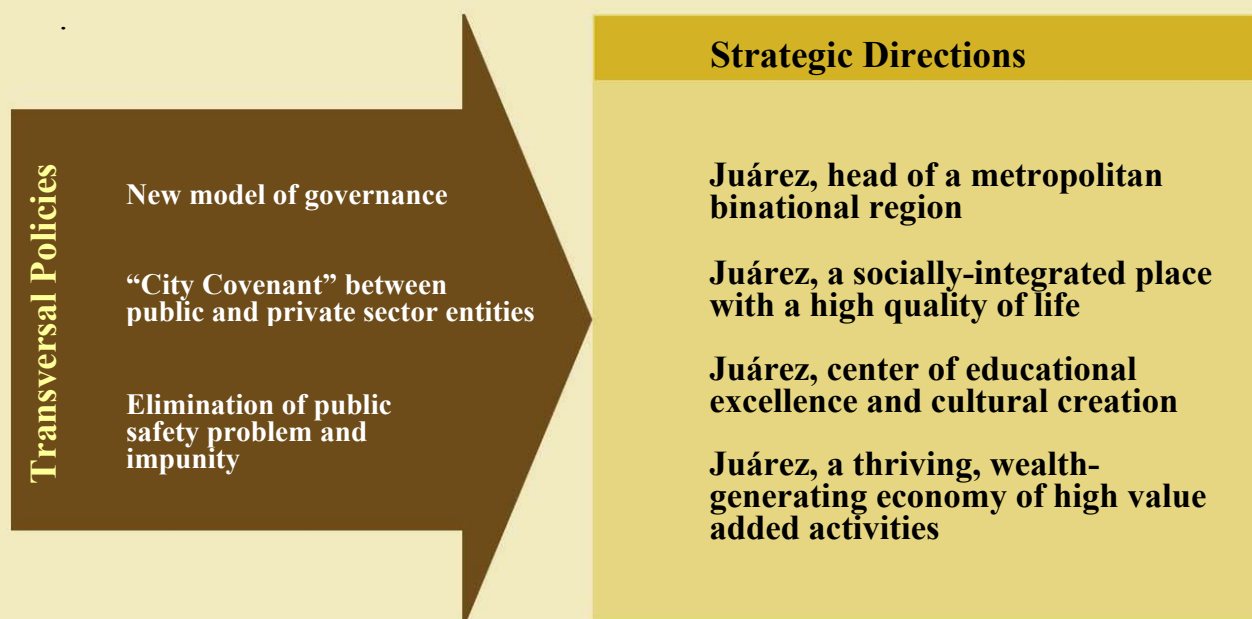
The document ends with a section of appendices that describe the methodology behind the development and implementation of the Juárez Strategic Plan (Plan Juárez) and the Juárez Strategic Plan Association.

^{1/} A detailed description of both the priority and complementary projects of the Juárez Strategic Plan is available in Spanish in *La Propuesta: trabajando por el Juárez que queremos*. *La Propuesta* includes in an appendix section a list of the Plan's projects categorized by strategic direction and the relevant sub-strategy within the strategic direction where the project applies. *La Propuesta* also shows, in the main body of the document, the strategic directions and transversal policies that each project group impacts. *La Propuesta* is available at: www.planjuarez.org/documentosgenerados

I. The Juárez We Envision¹

Vision / City Model:

Juárez is the head of a binational metropolitan region, a socially-integrated place with a high quality of life, a center of educational excellence and cultural creation with a thriving economy highly capable of generating quality employment and wealth among its citizens.



Transversal Policies

For each one of the strategic directions to be successful, it is necessary to develop three bases that are critical to any transformation process in Juárez. In essence, these are **three transversal** or **across-the-board policies** that impact the four strategic directions equally:

- ❖ Awareness of the **need for a new model of governance** that assumes a qualitative "leap" in the areas of urban, social and economic development, with new formulas for citizen participation, greater institutional commitment for the city's strategic projects, more cooperation with the U.S. side of the border and the introduction of policies that are sustainable and socially and environmentally responsible.
- ❖ A commitment to a **citywide covenant among the different agents and institutions from the public and private sectors** that allows the city to overcome individual and short-term interests to give way to consensual decisions and actions with a far-reaching impact on the city. This covenant is necessary at different levels and for different areas that affect the future of the city: between non-profit organizations, public-sector entities and private enterprises; between the real estate sector and the different levels of government; and between the local business organizations and institutions.
- ❖ The third element that is a necessary condition for the success of any urban, social or economic development strategy is the **need to radically reduce crime levels and eradicate impunity**. Any strategy aimed at the city's transformation—whether in the urban, social or economic sphere—requires a safe and stable environment that is not currently offered in Juárez.

¹ This section is an English summary of the publication in Spanish *El Juárez que queremos* (The Juárez we envision) which is available at: www.planjuarez.org/documentosgenerados

Strategic Direction 1: Juárez, head of a metropolitan binational region

Juárez wants to be...

...at the head of a binational metropolitan region of more than two million individuals who have strong interrelationships on both sides of the U.S.-Mexico border. Its role as a production center is reinforced and strengthened by the development of a larger base of high value added industry and with more and improved communication infrastructure to markets north and south. In the local sphere, Juárez develops new urban centers with a metropolitan appeal in which culture, services and leisure and entertainment activities play a major role. A wealthier and more developed Juárez allows for more stable, solid and balanced relations at the metropolitan and regional levels.

Improved infrastructure, greater regional cooperation and a commitment to Juárez's strengths are the key elements in this strategic direction that envisions the city as a true binational metropolis.

Transforming Juárez into the head of a binational metropolitan region implies action under the following **seven sub-strategies**:

- ❖ **Defining Juárez's role in the binational metropolis.** The city defines its vocation and its role in the binational metropolis as a bridge between cultures and as a high-value-added production center.
- ❖ **Rationalizing and stimulating the creation of infrastructure.** Initiatives and efforts should unite to establish medium- and long-term guidelines for building the regional infrastructure needed in all areas and to improve border crossings.
- ❖ **Developing new metropolitan centers.** Promotion of new focal points of metropolitan centrality that can recover the city's historical heritage. It is necessary to provide the citizenry with a framework of new spaces and meeting places that foster social integration.
- ❖ **A commitment to the distinct identity and culture of the border.** Reverse the city's internal and external image so that the citizens' desire for change is reflected. A new image of Juárez is envisioned as a binational metropolis, sociological laboratory, a mosaic of cultures and a space for artistic creation.
- ❖ **New forms of metropolitan governance.** Endow the city with new forms of governance that, by taking advantage of the formal and informal relationships between the public and private sectors (locally and across the border), will allow us to advance in the professionalization of our public administration as well as overcome the barriers that the border imposes.
- ❖ **Ensuring an appropriate framework of relations with state and federal entities.** Coordination of federal, state and municipal programs with the objective of combining efforts and improving the efficiency of public-sector actions.
- ❖ **Juárez, bilingual city.** A clear commitment to have Juárez become a bilingual city in which the command of English as a second language will prevail while strengthening the Spanish language; a multicultural city with the ensuing educational, cultural and economic opportunities.

Strategic Direction 2:

Juárez, a socially-integrated place with a high quality of life

Juárez wants to be...

...a city with a high quality of life and high degree of social integration and civic interaction among its citizens. Juárez offers top quality health, education, housing and urban infrastructure services to all its residents in a friendly and safe environment where lawfulness and respect prevail. Juárez embraces the thousands of people that continue arriving each year who are drawn to the city by its border condition. The city offers neighborhoods with a high quality of life where housing complies with appropriate guidelines of space, infrastructure and quality in the urban, social and environmental landscape.

Juárez as a space of peaceful coexistence with a high degree of social integration and a high quality of life translates into a more humane and friendlier city from all perspectives—social, urban and environmental.

Achieving a more socially-integrated Juárez with a high quality of life implies action under the following **seven sub-strategies**:

- ❖ **Space of coexistence with high social integration.** The need to stimulate the social development of Juárez while promoting the civic values that promote the coexistence among all the residents of Juárez.
- ❖ **Fight against public safety problems, violence and impunity.** Juárez as a space of coexistence cannot be contemplated until problems of public safety and impunity which assail the city are addressed. This is a pre-requisite and necessary condition to move forward as a city.
- ❖ **City of rights.** Promote the rights of individuals—children, teenagers, women, immigrants, ethnic minorities, senior citizens, etc.—in every sense (civic responsibility, lawfulness, services, urban spaces, the environment, among others).
- ❖ **Higher quality housing and neighborhoods.** Comprehensive development project for all neighborhoods that addresses the full set of challenges (social, urban and economic) in order to achieve higher quality living conditions.
- ❖ **Ensure universal access to quality basic services.** A city with quality of life implies that all its population (keeping in mind the needs of specific groups: children, women, senior citizens, indigenous populations, etc.) has its basic needs in health, education and housing covered.
- ❖ **Sustainable mobility and public transportation.** The improvement in quality of life requires a profound transformation of the mobility and transportation systems for the population through a new system that is efficient, comprehensive and all-inclusive.
- ❖ **Social contract for sustainable development.** Coexistence must also be contemplated at an intergenerational level. The development model should be sustainable environmentally, socially and economically. It must call for a rational utilization of resources, with a special focus on water conservation issues and the future costs of short-sighted present-day actions.

Strategic Direction 3:

Juárez, center of educational excellence and cultural creation

Juárez wants to be...

...a center of educational excellence and a space for artistic creation and cultural initiatives. Juárez, melting pot of Mexican cultures and bridge between México and the United States, is a laboratory for artistic and cultural initiatives of all kinds geared to a public both local and from abroad. In the new Juárez, culture is one of the key elements of social cohesion among the citizenry. In the educational arena, there is a commitment from all relevant actors to endow Juárez with an educational system of top-ranking indicators in schooling and quality education, with a pioneer system of higher-learning institutions that capitalizes on binationalism as an element of distinction and differentiation relative to other higher-learning systems in the country.

Juárez, center of educational excellence and cultural creation places individuals as the most valuable asset for the transformation of the city with education and culture as the main drivers for more balanced development with greater social cohesion.

For Juárez to become a center of excellence and cultural creation, action is required in the following **five sub-strategies**:

- ❖ **Quality education.** Involve all institutions and civil society organizations in providing the city with a quality education system that covers wide segments of the population.
- ❖ **Professional education reinforcement.** Strengthen and continue improving the system of professional education as the link between the education system and society (business sector, not-for-profit organizations, public sector).
- ❖ **Positioning Juárez as a regional reference of higher education and research along Mexico's northern border.** Involves taking advantage of the city's assets in higher education and its specific nature as a binational metropolis to turn Juárez into a center of research, experimentation and higher education.
- ❖ **Cultural mosaic and platform for artistic creation.** The city's new "richness" must be reflected in a renewed cultural energy with more artistic creators, more cultural consumption and greater external projection.
- ❖ **Program to stimulate and improve cultural facilities.** Combine urban reform and the recovery of this city's historical heritage by launching a powerful network of cultural facilities.

Strategic Direction 4: Juárez, a thriving, high-value-added and wealth-generating economy

Juárez wants to be...

...an economic powerhouse with a production structure that is dynamic, diversified and technologically advanced, and which is capable of sustaining the new Juárez metropolis. The city, with its long tradition in manufacturing and strategically located, capitalizes on its competitive advantages to transform itself into a high value added industrial center that propitiates new economic opportunities in the area of services. Juárez's economic dynamics result in increased per capita income of its citizens thereby allowing for greater internal consumption in sectors such as commerce, culture and entertainment and services in general.

The social and urban transformation of the city must necessarily be accompanied by a change in the economic model that gives content and financial support to the proposed changes. Only by mobilizing the dynamics of the internal economic forces can the transformation process be initiated.

For the Juárez economy to move forward into higher levels of wealth generation, action must be taken in the following **six sub-strategies**:

- ❖ **Positioning Juárez as an attractive location for high value added investments.** Attract high value added investments that generate quality employment and serve to catalyze the local economy.
- ❖ **New economic centralities.** Diversification of the economic base within the new urbanism of the city requires the development of new economic centralities in services, commerce, logistics and new technologies.
- ❖ **Positioning health services as a key industry.** Identify those market niches in the service sector in which Juárez can be competitive and which can therefore lead to new investments. A key example in this regard is the health industry.
- ❖ **Comprehensive strategy for tourism, entertainment and culture.** Tourism can be, along with culture and entertainment, the city's new source of growth and would at the same time foster economic diversification and raise the image and projection of the city.
- ❖ **Favorable framework for local entrepreneurial initiatives.** The basis of an authentic transformation of the city can only be attained with the dedicated participation of the local base of companies and enterprises.
- ❖ **Securing more resources and ensuring the optimal application of funds.** New frameworks of coordination among the three levels of government to secure the resources required by the city, thus reversing the current situation of insufficient funds and lack of coordination.

II. Strategic projects, engines of change

Attaining the vision or city model—**The Juárez we envision**—will depend on the ability to implement the four identified strategic directions with their corresponding sub-strategies and projects. The **great interrelatedness between the four strategic directions**, with clear links to social, economic and urban factors, denotes their strong complementarity and interdependence.

During the process of strategic thinking, numerous projects were proposed. Specifically, more than **260 proposals, ideas and suggestions were put forth by the citizens throughout the strategic thinking process**. These were grouped together and organized into **80 projects** which were evaluated and prioritized by the citizenry. **There were some 30 projects that stood out above the others.**¹ These are the Plan's **priority projects**—those around which actions will be defined that should lead to the city's transformation.

It's important to keep in mind that excellence in everything should not be aspired or expected. Rather, it's **necessary to prioritize and focus efforts and scarce resources on those projects that could be the engine or stimulus for Juárez to change toward the Juárez we envision**.

Also, it must be remembered that **many of these projects have a clearly transversal nature**, impacting more than one of the strategic directions. Moreover, the different projects have a high degree of interaction among them.

In essence, **the projects form a map or structure** through which the Juárez of the future can be sketched. Although all the projects are important, some of them are distinguished by the high impact they would have on the city, while others are more complementary in nature.

The interactions between the priority and complementary projects that have been identified yield a total of **18 project groups which form the basis for the transformational strategy for the city**. These are the **strategic projects of the Plan**.

It's not an issue of exhaustively enumerating projects and actions to be implemented throughout the coming years, but rather to depict, in an interlocking approach, **those project groups that due to their impact and importance could be the ones to determine the city's progress toward the Juárez we envision**. Of particular interest are those projects that could have a significant impact, are capable of transforming the city's current conditions, and are viable, if we hope to have a Plan that is not a mere list of good intentions.

The **18 strategic project groups** are presented next. In each case, the nucleus is formed by one or two base projects, around which we find those complementary projects within the same strategic direction, as well as projects that, although they belong to other strategic directions, are greatly linked to the success of the base project(s) at hand.

¹ During the Project Forums (March, 2004), more than 300 persons representing different spheres and sectors of the community evaluated and prioritized the projects from two points of view: The **importance/impact** of the project on the strategic direction to which it corresponds, and **viability/feasability** of the project in the medium term, taking into account this city's current and future resources. Although all the proposals were assessed as being very important and of high impact for the city, with an average score of 8 out of 10, there were 30 projects that scored the highest.



Strategic Projects

- ❖ **Promotion of metropolitan infrastructure development**
- ❖ **Comprehensive neighborhood development**
- ❖ **Civic interaction**
- ❖ **Pact for education**
- ❖ **Pact for culture**
- ❖ **Recovery of the city's historical heritage**
- ❖ **Juárez, city of exhibitions and conventions**
- ❖ **Promotion and recruitment of high value added investments**
- ❖ **Juárez, automotive production center**
- ❖ **Promotion of local entrepreneurial activities**
- ❖ **Governance and binational cooperation**
- ❖ **Pact for a sustainable mobility**
- ❖ **Sustainable development for the new Juárez**
- ❖ **New financing models for Juárez**
- ❖ **Health industry development and promotion**
- ❖ **Juárez, bilingual city**
- ❖ **Juárez, safe city**
- ❖ **A new image for Juárez**

Promotion of metropolitan infrastructure development

Priority Projects:

Metropolitan Master Plan for Infrastructure. It involves creating an action framework over a 10-year period which identifies and prioritizes the infrastructural needs at a metropolitan level: roads, bridges, railroads, airport, telecommunications, power plants and networks, and the environment. The objective is to plan and schedule the establishment of metropolitan infrastructure facilities and, to this end, seek the involvement of all the pertinent authorities that have to do with the development of regional infrastructure.

Border crossing program. The objective is to increase and improve the crossings points on both sides of the border through the introduction of new technologies that match security with convenience, as well as through opening new bridges and/or improving existing ones, while expanding the degree of cooperation with U.S. immigration and security authorities. An example of a possible action would be creating segregated crossings for pedestrians and/or public transportation vis-à-vis private vehicles.

Complementary Projects:

Undertaking the priority projects would expedite and increase the feasibility of other projects such as: the **Transfer of the railroad tracks**, the **Definition of the airport-related strategy for the metropolis**, promoting a **Binational mass transit system**, finalizing the **Network of hubs for roads and beltways** and endowing the metropolis with **Metropolitan telecommunication infrastructure**. Promoting a permanent binational border conference could be a first step in such a direction.



Comprehensive neighborhood development

Priority Projects:

Comprehensive neighborhood development program. Comprehensive planning and intervention process designed to address urban poverty through all fronts: from the physical dimension (housing, infrastructure, maintenance, facilities, environment, etc.) and from the side of social dynamics (at-risk groups, delinquency, drug addiction, school dropouts, unemployment, etc.)

The objective is to reverse the process of the physical and social impoverishment of the neighborhoods through the identification, qualification and prioritization of the needs regarding neighborhood infrastructure and facilities. Starting with some minimum urban-related standards and taking into account the various initiatives already under way as well as citizen participation, the task is to promote an enterprising, coordinated program of action that will endure over time and that requires the collaboration of the municipal, state and federal governments; institutions such as the Municipal Research and Planning Institute [Instituto Municipal de Investigación y Planeación], the business sector, as well as a strong participation on the part of not-for-profit and civil society organizations that are already working in this field.

Complementary Projects:

This project, with a clear impact on both the social and urban planning areas, is the catalyst to activate a considerable number of actions: **Paving program, Recovery plan for irrigation ditches (acequias) and arroyos, Commercial sub-center to the south of the city, Bill of Urban Rights [Carta de derechos urbanos], Promotion of social land use and housing, Home financing, Good health for all [Salud para todos y todas], Comprehensive youth program and Neighborhood facilities plan.**



Civic interaction

Priority Projects:

Juárez, city with values. A program to promote civic values that supports high standards of civic interaction and coexistence among individuals and involving all social spheres starting with children, the family, the workplace and society as a whole. It's necessary to increase and improve the coexistence among individuals, establishing citizen rights and responsibilities, promoting the commitment of juarenses with their city, fostering honesty and solidarity and extending and strengthening democracy and dialogue as a basic form of coexistence. To have a city with values is a task for all: municipal government, not-for-profit associations, educational institutions and teacher organizations, parent associations, religious groups, the media and the business and cultural sectors.

The Juárez we envision requires changes in the attitudes and values of its own inhabitants under a strong **Urban educational action program**.

Complementary Projects:

Among the associated projects linked more directly to the priority projects are: **Juárez as a civic-minded city [Juárez, ciudad cívica]**; **Juárez as a unified city [Juárez, ciudad solidaria]**, **Comprehensive youth program** and **Sports promotion** as an element of social integration.



Pact for education

Priority Projects:

Pact for education. Schools and formal and informal education as the principal element of social transformation in the medium- and long-term. More resources, clear support for teachers, better facilities, unified efforts to have quality schools with a special reinforcement of basic education, attention to education that is all-inclusive, with equal opportunities, that reinforces values and the overall cultural development of individuals. The objective is to promote comprehensive development for individuals that includes educational measures within as well outside the school. Additionally, the highest level of schooling must be achieved with special focus on early childhood and basic education with the aim of eliminating the high school drop-out rate. Other priority objectives are equal educational opportunities, placing a high value on the teaching professions and involvement of the whole of society, especially families, in the educational process. It calls for the involvement of all social agents, institutions and government levels, in addition to families, student-teacher organizations, cultural associations, religious groups, higher education institutions, the media, public assistance boards and the business sector.

Urban educational action program. Juárez must become an educating city through the implementation of educational and cultural activities by its own community members in order to foster a change in attitude among its residents regarding education and culture.

It's also important that the collective will in favor of education be visualized in an emblematic project such as the **Binational laboratory for sustainable border development**.

Complementary Projects:

The priority projects must trigger other projects linked to education, culture, coexistence and a new socioeconomic model: **Educational excellence program, Cooperation networks among regional universities, Department of patents, Juárez sociological laboratory, Juárez as a civic-minded city [Juárez, ciudad cívica]** and a **Plan for the promotion of innovation** as a source of economic and social development (knowledge economy).



Pact for culture

Priority Projects:

Pact for culture. This project offers alternatives for cultural consumption designed to educate and develop cultured citizens and citizens with a taste for culture. Cultural consumption here has a diverse meaning that takes into account the various ethnic and regional groups of the country, is directed to all the social spheres and strata, and supports local cultural initiatives of all kinds: music, theatre, literature, dance and the arts in all its manifestations. Two key objectives of this project are to increase the cultural level of the citizenry and to develop multicultural citizens. Others objectives are: culture as an element of social cohesion; promoting the new local artists; promoting a taste for culture; opening opportunities for personal development in the arts and culture-related fields; supporting the development and attractiveness of the city and incorporating it in regional, national and international cultural circuits.

The pact for culture is a catalyst for a “new era” in the cultural sector of Juárez and will serve to launch emblematic projects such as the **Macro-library** and the **Science and Technology Museum**. Additionally, the development of the cultural sector can help in the revitalization of the city’s **Downtown Historic District** and to diversify the economy through tourism and the associated infrastructure and facilities (**Pronaf Expo Center**).

Complementary Projects:

Other projects that would be strengthened around this great social contract are: the **Series of Mexican culture festivals**, the **Casa de la Cultura**, the **Theater-Auditorium**, **Juárez as a cinema hub**, **Juárez as a live-concert music hub**, **Sports promotion**, **Urban Museum [Museo Urbano]**, **Border and Immigration Museum [Museo de la Frontera y de la Inmigración]** and **Promotion program for local cultural initiatives**.



Recovery of the city's historical heritage

Priority Projects:

Historic Downtown, the historical memory of the metropolis. This is a program of the revitalization, renewal and improvement of the Downtown Historic District to convert it into a quality gathering site for all the residents of Juárez and attractive to all the inhabitants of the metropolis. In addition, Downtown should become a quality commercial and tourist centrality. The revitalization program for the Historic Downtown District seeks to reverse the process of physical and social deterioration that downtown currently experiences and turn this space into a gathering and entertainment location for families, enable it to be a unique tourist attraction within the metropolis, recover the city's historical memory of Juárez and rescue the historical and symbolic value of the emblematic spaces and buildings in the area. To this end, it is also necessary to organize traffic, improve the mobility for individuals and design a program of cultural and entertainment activities.

This a comprehensive project that requires the cooperation of the social and institutional agents of the city as well as the support of the state and federal governments. Moreover, it is related with other important projects such as the development of "**Juárez**" **tourist products**, the **Expo Center** and the **Science and Technology Museum**.

Complementary Projects:

The recovery of the Historic Downtown must give rise to a series of projects with social, urban-territorial and economic impact: **Border and Immigration Museum [Museo de la Frontera y de la Inmigración]**, the **Urban Museum [Museo Urbano]**, the **promotion of history-related commerce**, and the **Theater-Auditorium**.



Juárez, city of exhibitions and conventions

Priority Projects:

“Pronaf” Metropolitan Center: exhibitions, entertainment and culture. This is an initiative to recover the Pronaf Zone by incorporating into this zone an offering of metropolitan cultural facilities, exhibition and convention spaces, and developing a program of activities at a metropolitan level. The recovery of the space that Pronaf currently occupies, despite past failed attempts, continues to be necessary if we want a Juárez that is balanced from an urban planning viewpoint and coordinated with the rest of the metropolis. This is a project that is closely linked to the **Metropolitan Master Plan for Infrastructure** and to the **Pro-active policy for investment promotion and recruitment**.

Exhibition “Expo” Center. This contemplates a space for first-class exhibitions that includes a program of activities of international scope. It is necessary to involve the public and private sectors, higher education institutions, among other community actors. A good exhibitions center with quality activities has a considerable economic multiplier effect (hotels, restaurants and commerce) and will energize the service sector, overall tourism (**“Juárez” tourist products**) and business-related tourism in particular.

Complementary Projects:

This is a project that highly complements, in conjunction with others, the recovery of the **Historic Downtown District** and the **Program for the promotion of services to companies and industries**.



Promotion and recruitment of high value added investments

Priority Projects:

Pro-active policy for investment promotion and recruitment. This calls for a pro-active policy for the promotion and recruitment of companies in high value added activities. It also contemplates the development of suppliers and the promotion of Juárez as a binational production center. The objective is to stimulate industrial development of an international scope, promoting an image of Juárez as a binational production city with advantages for industry and advanced services by highlighting its strategic location and its competitive advantages (proximity to the U.S., biculturalism, qualified workforce, human capital, etc.). The aim is to consolidate existing economic activities while launching new ones and to create the appropriate conditions to attract national and international high-valued-added investments.

A new investment policy requires the participation of all the economic agents from the entire region and not just from Juárez. Thus, aside from the local business sector and the municipal, state and federal governments, the different trade groups within the Business Coordinating Council [Consejo Coordinador Empresarial] and other business group, it is necessary to involve the Chambers of Commerce of El Paso and Las Cruces, the media, higher education institutions and the region's financial institutions.

Complementary Projects:

Recruiting new investments requires, first of all, knowing which sectors to target and, in this sense, this project can be helped by the work of the **Economic and Business Watch [Observatorio económico y empresarial]**. Other complementary projects are: **"frontera emprende" incentive program for entrepreneurs, Program for the promotion of services to companies and industries and Pro-active land-use policy for economic activities** (e.g., technological parks).



Juárez, automotive production center

Priority Projects:

Development of the automotive industry. Make good use of the competitive advantages that Juárez has (geographic location, fast and safe access to the U.S. market, manufacturing tradition, skilled workforce and experience in specific supply areas) for the development of an automotive cluster that includes suppliers and production plants of the entire vehicle. This is a comprehensive project that will surely require additional initiatives to be feasible. One of the main advantages that Juárez has as an automotive production center is its direct access to the U.S. market, but this is not a true advantage if the city's geographic proximity does not translate into a convenient and secure connection.

Complementary Projects:

Turning Juárez into a **Logistics Center** and the **Transfer of railroad tracks** are complementary projects with the establishment of any automotive plant. It will be necessary to make use of the **transfer of railroad tracks** to the outskirts of the city to, first of all, improve and expand the railway transportation infrastructure given the current limitations in the railroad crossing schedules and, secondarily, to provide the opportunity of generating a new logistics center that combines railways, highway transportation, customs zone, duty-free zone, industrial area and transportation and warehousing services. This assumes the proper planning and an adequate **pro-active land policy** that prevents urban and operational dysfunctions.



Promotion of local entrepreneurial activities

Priority Projects:

Pymes [Pequeñas y medianas empresas: small- and medium-sized businesses enterprises] **financing.** This project calls for creating specific border financial instruments for small and medium-sized local businesses. Stimulating local entrepreneurial activity is a key factor for the city's sustained growth. The greater the wealth generated by Juárez itself, the greater the resources and the transformational possibilities for the city.

Complementary Projects:

Other activities to energize the local entrepreneurial fabric are: the **Center for new entrepreneurs**, **Innovative ideas contest**, **One-stop business assistance office**, **Internship program**, **New professions and careers watch**, and the **Program for the promotion of services to companies and industries**.

Governance and binational cooperation

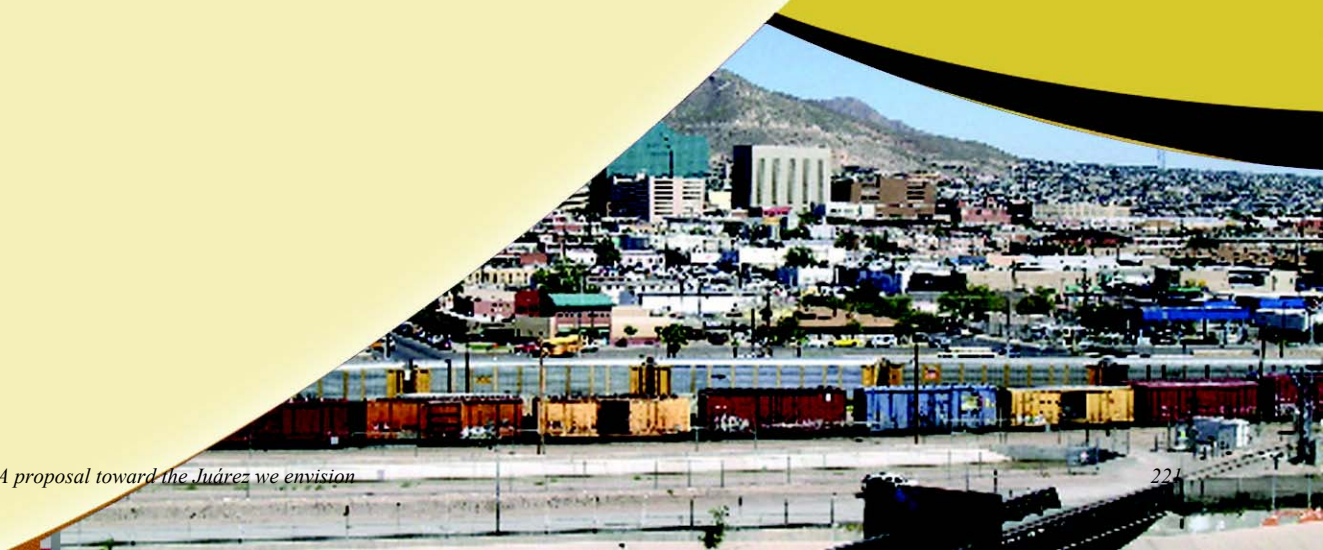
Priority Projects:

Public administration modernization. A more competitive and efficient Juárez requires a more modern, competent and transparent public administration. Thus, the modernization of the city's public administration includes more professional employees, more efficiency, more resources, more investment, more follow-up, more responsibilities and, naturally, more accountability from public officials.

Metropolitan Strategic Plan. The objective is to define shared strategies among the regional municipalities (Juárez, El Paso, Doña Ana) in the urban, social and economic spheres. It calls for an open debate between both sides of the border that allows the channeling of resources and coming together to solve structural problems prior to their irreversibility: the environment, water, economic attractiveness of the region, border crossing bottlenecks, border security, among others.

Complementary Projects:

A new public administration implies other forms of governance, with more participation and new ways to cooperate with the U.S. side: **Binational cooperation watch** and **Border Business Leaders Forum**.



Pact for a sustainable mobility

Priority Projects:

Mobility Plan. Promote a system of transportation and roadways that responds in a sustainable and responsible manner to the mobility needs of the population, providing Juárez with efficient routes for public transportation that are comfortable and safe, better sidewalks and pedestrian zones, network of bicycle lanes and routes and an organized network of paved roadways.

Entity responsible for the management/administration of public transportation: One of the first steps is to endow the city with a **municipal authority** (eventually, **metropolitan authority**) that will assume the responsibility for the development of a **public transportation system that operates at a local and binational level**, that facilitates the communication between people on both sides of the border, that helps to create a framework of sustainability for urban mobility and that will be a quality-of-life factor for the binational metropolitan region. The transportation system must be efficient (fast and safe transit), reliable (schedules), comfortable, accessible, affordable and ecological. Additionally, this system should integrate, or at the very least coordinate, itself with the other passenger transportation lines in the city.

Complementary Projects:

Some complementary projects are to **Strengthen the traffic department**, continue the **Program for bicycle lanes** combined with a **Program for bicycle routes** and to finish the **Metropolitan network of roads and beltways**.



Sustainable development for the new Juárez

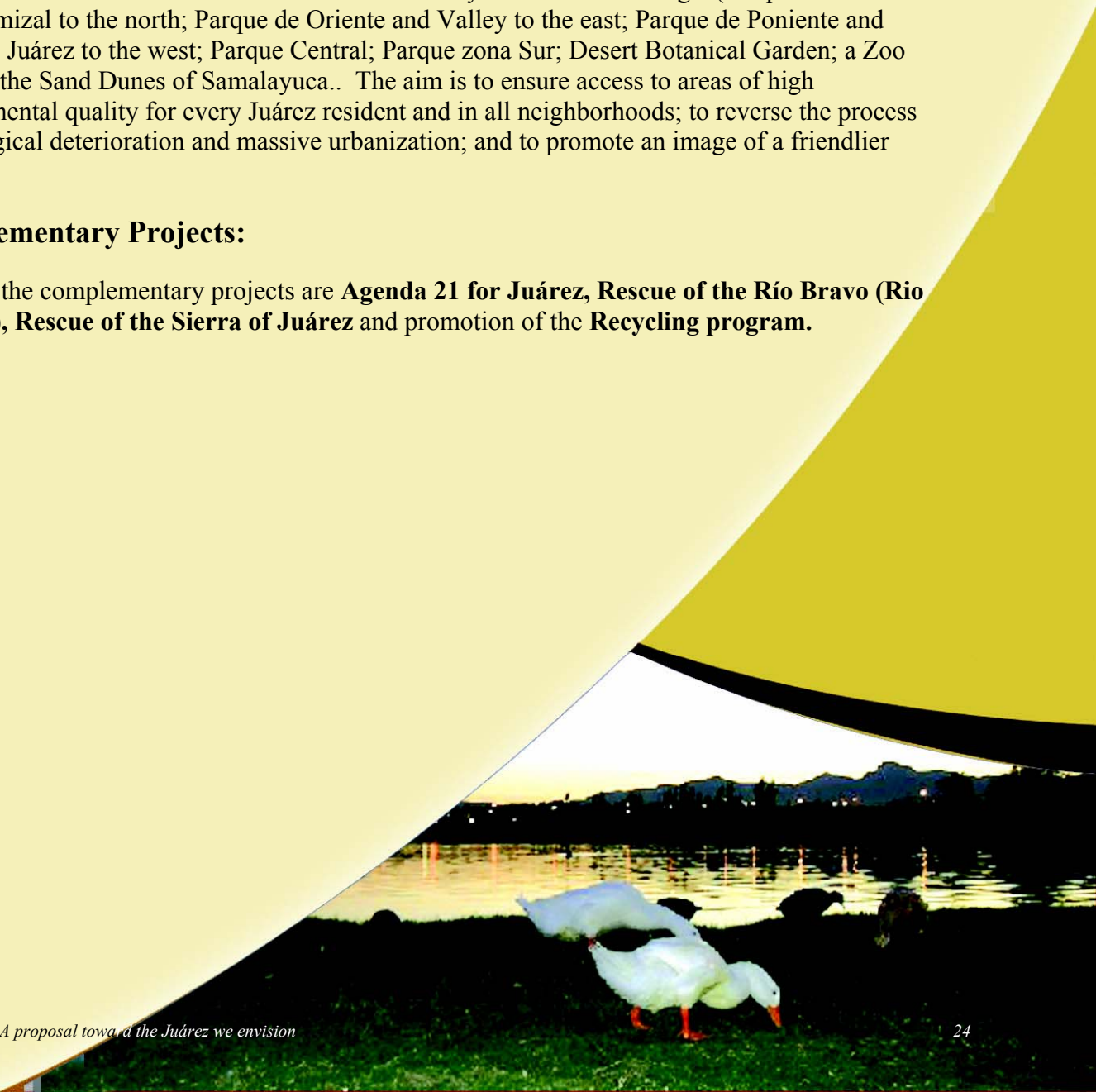
Priority Projects:

Sustainable management of water. The project attempts to promote a rational and sustainable use of water in its various forms of usage (residential, industrial, agricultural and commercial), ensuring the affordable access to water for all the residents and fostering a new water-usage education and culture. Long-term guidelines must be established for water purification infrastructure, distribution and treatment facilities with specific procedures and financing and management formulas. Another key objective is to reinforce and strengthen the linkage with institutions in the United States for research and development, collaborative work and technology transfer.

Green and Ecological Network. Program of recreational hubs and centralities of high environmental quality. It calls for spaces of cultural value and for social interaction that serve as meeting points and gathering places while affording contact with nature and natural habitats for the residents of Juárez in the different areas of the city and its surroundings: (Parque Río Bravo and Chamizal to the north; Parque de Oriente and Valley to the east; Parque de Poniente and Sierra de Juárez to the west; Parque Central; Parque zona Sur; Desert Botanical Garden; a Zoo and also the Sand Dunes of Samalayuca.. The aim is to ensure access to areas of high environmental quality for every Juárez resident and in all neighborhoods; to reverse the process of ecological deterioration and massive urbanization; and to promote an image of a friendlier city.

Complementary Projects:

Some of the complementary projects are **Agenda 21 for Juárez**, **Rescue of the Río Bravo (Río Grande)**, **Rescue of the Sierra of Juárez** and promotion of the **Recycling program**.



New financing model for Juárez

Priority projects:

Inter-institutional agreement to increase resources. New fiscal structure based on three components: An institutional agreement, with increased contributions from the state and federal governments; a real estate agreement with special but affordable tax rates of urban growth in new urban centers that are being developed (with the objective of having the new infrastructures not only financed by the public but also the private sectors); and a “socio-business” agreement designed to focus and coordinate the many modes of assistance provided by the private business sector to any number of causes and organizations, thus increasing the effectiveness of these funds.

New framework for relations with the State and the Federation. This project is very closely linked to the one above. Juárez must initiate a new framework for relations with the state and federal governments with the purpose of increasing funding from these sources, especially for strategic projects, while also coordinating efforts between all three levels of government in undertaking such projects. The aim is to attain special treatment as a border city that receives migrants from the interior, a condition that generates an additional cost and burden to the city. The “border lobby” (other cities along the northern border could be added) has to sell to the central government the strategic importance of the border as a space for development, commercial exchange and socio-cultural relationships and the needs, challenges and opportunities that this implies.

Complementary projects:

Special attention must be given to the housing problem and to a balanced urban development. Juárez must avail itself of a **Home financing system** that will channel funds for home financing. An objective could be the convergence of the home financing rates offered by each side of the border in order to make the Juárez mortgage market more competitive.

In this sense, it is also important to bring together the private sector initiatives on both sides of the border through the **Border Business Leaders Forum**, which would also support areas of common needs and interests before the authorities from both Mexico and the United States (**Binational border lobby**).



Health industry development and promotion

Priority projects:

Development of the health services industry. Take advantage of the geographic and cultural proximity to the United States to attract more customers and help in the development of the health services sector. To that end, it is essential to develop a network that will link higher education institutions with medical centers and doctor residency programs in the area, as well as with private-sector initiatives in the health industry.

Good health for all. This project is closely tied to a comprehensive health strategy to provide Juárez with quality services that adequately cover the total population through health care for the various specific groups (women, children, the elderly, the handicap, etc.). The project includes large medical facilities, mobile health units in neighborhoods currently underserved, and a coordination plan with hospitals in El Paso. In reference to senior citizens, the construction of senior care centers is required.

Complementary projects:

The health industry is a new opportunity, not only economically, but also to improve the quality of life in the region, which requires a coordination of efforts and resources in order to offer better services to the residents of Juárez and its metropolitan area.



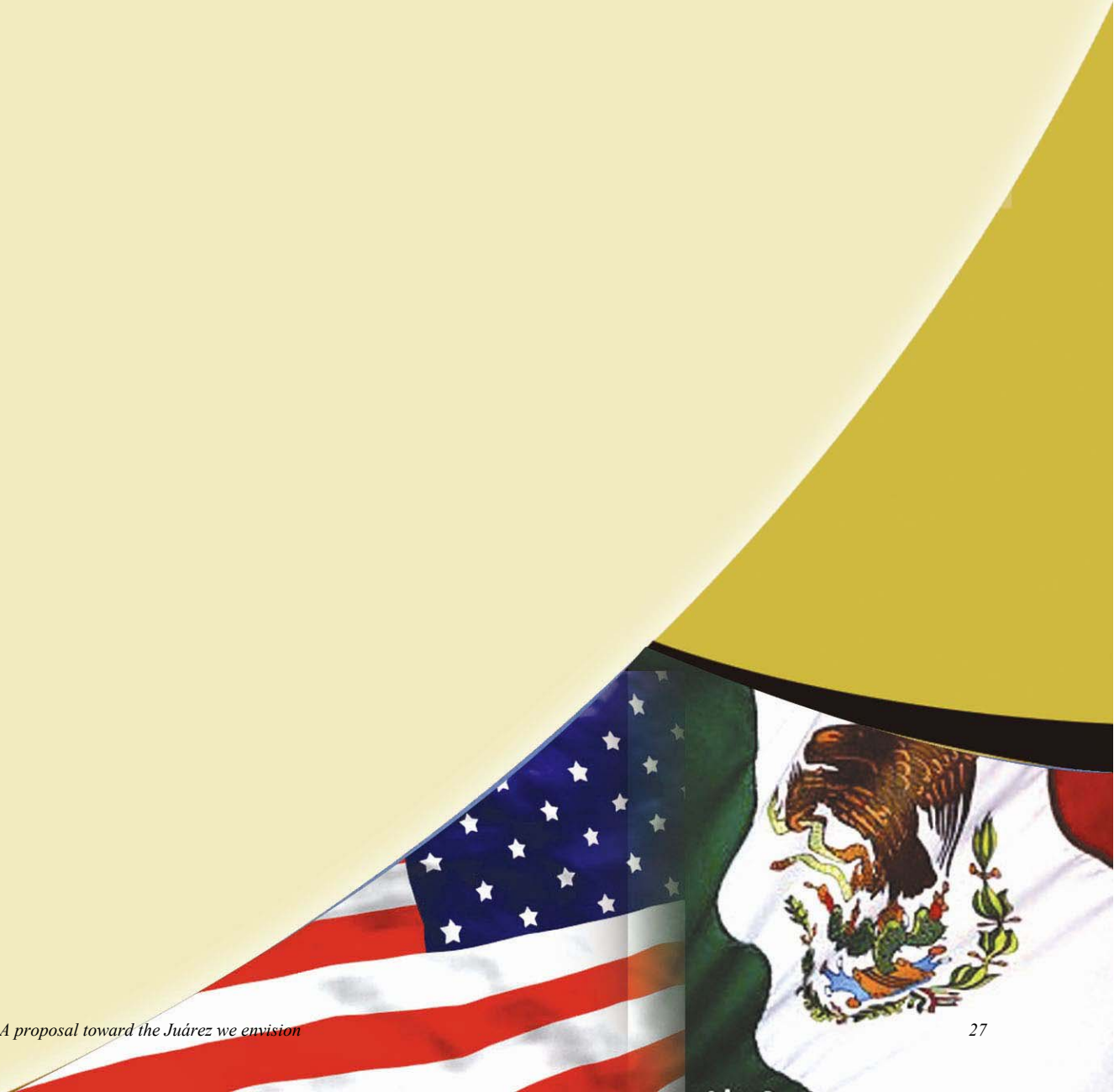
Juárez, bilingual city

Priority projects:

Bilingual city. A program to promote the learning and command of the English language in the different areas: education system, business sector, the cultural scene, and the media. The objective is that all Juárez residents, from school-age individuals to workers, professionals and business leaders, become fully bilingual by reinforcing Spanish while securing a command of English which will enable the development of many productive activities and various high value-added services that target the U.S. market and beyond. The program of a bilingual Juárez would be complemented with a plan to promote Spanish on both sides of the border.

Complementary projects:

The command of English as a second language on the part of the majority of the population generates new opportunities in the economic, educational, cultural and social fields.



Juárez, safe city

Priority Projects:

Peaceful Coexistence Plan. The objectives are many: promote programs that foster lawfulness; generate anti-crime strategies that involve all institutions; encourage citizen participation; change laws to improve safety and security; centralize crime statistics; carry out ongoing research related to the incidence of crime in the city; analyze case studies that can serve as benchmarks for the city; and promote the use of technology, communication mechanisms and informational transparency.

Public Safety Master Plan. This project tries to establish and carry out more concrete medium- and long-term safety strategies and programs that allow for citizen participation and helps in the professionalization of institutions, incorporates follow-up procedures and establishes a culture of accountability. The priority objectives are to eradicate gender-related violence, put an end to impunity, to promote the rule of law as well as accountability from the relevant police and judicial authorities.

Complementary projects:

A safe environment is a key element for the development of any strategy, program or action toward the transformation of the city. Without a safe environment, it will be difficult to implement projects designed to foster social development, promote cultural and entertainment activities, and enhance the city's economic competitiveness and potential.



A new image for Juárez

Priority projects:

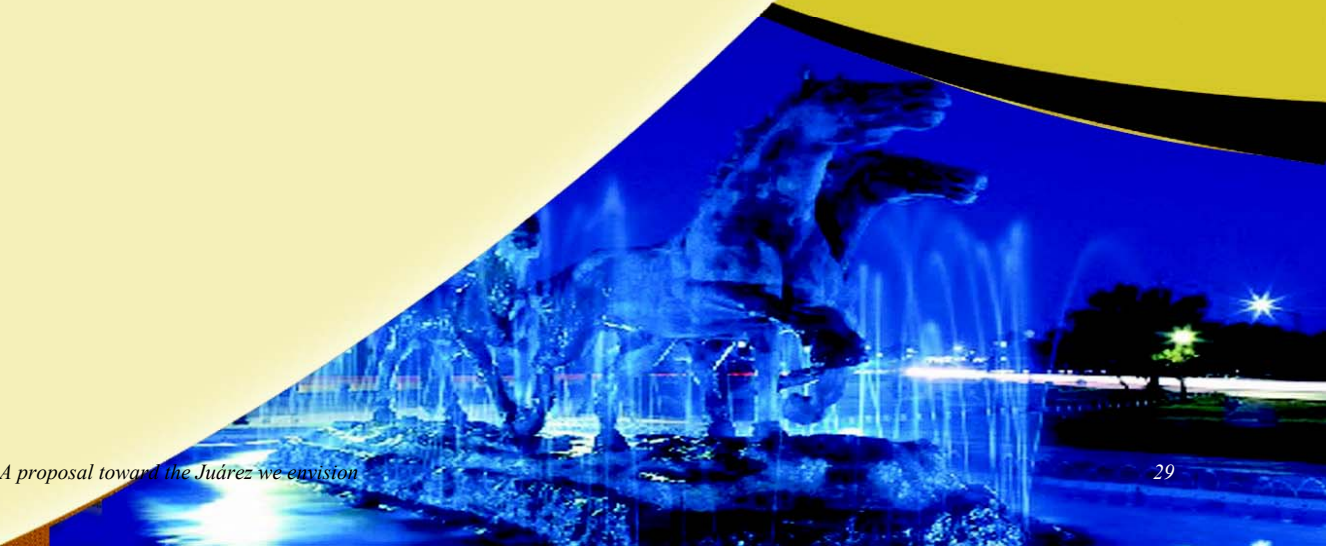
Marketing Plan and City image. A Juárez image campaign at a national and international level to reflect the changes taking place in the city and to transform the image of ongoing conflict into one of an ongoing process of improvement.

The purpose is to change the image and perception of the city, but also to support the economic diversification of the city as well as securing Juárez as an industrial center in the international arena. It is essential to involve all of society and particularly the media.

Among the activities to include would be the identification of target markets (national and international media, companies, people in the southern U.S., among others) and the participation of Juárez in networks of cities, in international fairs and forums, etc.

Complementary projects:

This is a project that impacts any initiative proposed within each one of the four strategic directions. However, it will be difficult to propose a new image of the city without having a process of real transformation taking place in the city.



III. Juárez 2015

The objective outlined by the Juárez Strategic Plan is ambitious and difficult to achieve. Its purpose is to transform the city and, in particular, to **change the attitudes** of the actors involved in the execution of this plan. Only through a **collective effort** and **cooperation** of everyone involved will a transformation of the current reality be achieved as dynamics are changed and a commitment ensues for a **common good: the quality of life of all juarenses**.

We conclude this document by looking into the future. We recreate and expand **The Juárez we envision** into **The imaginary Juárez of the year 2015**, a Juárez in which a great part of the programs contemplated in each of the four strategic directions have been successfully implemented.

In 2015, Juárez is part of a binational metropolis that is innovative on a global-scale in its ways of governance, management and cooperation (Metropolitan Strategic Plan, Border cooperation watch and other binational institutions), with a shared leadership in which Juárez, El Paso and neighboring communities in New Mexico share objectives, resources and responsibilities but in which each one specializes in its areas of excellence.

The rationalization of infrastructure (Metropolitan Infrastructure Master Plan, airport, railroads and border crossings, among others) allows for the optimal use of the resources and efforts available in the metropolis and to jointly solve the problems that impact both sides of the border.

Mobility has been transformed into a high quality public transportation system (urban, metropolitan and binational) that efficiently links the metropolis from north to south and east to west.

The city is a space of high social integration and civic interaction through the successful implementation of public safety strategies (Peaceful Coexistence Plan, Public Safety Master Plan) and is an international benchmark on the management of issues associated with the border and the fight against crime, impunity and the defense of individual and human rights.

Through the Comprehensive program for neighborhood development and other social and urban-planning projects (Green and Ecological Network, the Historic Downtown Revitalization Program), the city has become a more humane environment with decent housing and neighborhoods, green areas, parks, cultural facilities and spaces where citizens can convene and interact socially, all under standards of high urban quality and based on sustainable-development criteria so that the future of the next generations is ensured regarding water, air quality, land use, and the preservation of natural habitats.

The Pact for Education and the Pact for Culture have been the principal instruments that have transformed the region into a reference of educational excellence and cultural creation along Mexico's northern border and one that capitalizes on its uniqueness as a crossing point between countries and cultures which combines the array of facilities and infrastructures of both sides of the border. Juárez is recognized as a place of socio-cultural creation and innovation and as a leader in education and cultural-consumption indicators, that enjoys first-class facilities (Science and Technology Museum, Theatre-Auditorium, Casa de la Cultura, and Binational Laboratory for Sustainable Border Development). Juárez is a city proud of its border identity and as a meeting place for cultures.

The success of the Pro-active Policy of Investment Promotion and Recruitment results in the consolidation of a high value added industrial base and a diversified economy through the development of new productive centralities (Automotive Industry, Logistical Center, Development of the Service sector, Health Industry Development and Promotion, Technological Parks) thus raising the per capita income of workers while stimulating new investment dynamics for international as well as local capital which capitalize on the new mechanisms that promote entrepreneurs.

The page features a large, abstract geometric design on the right side. It consists of several overlapping shapes: a large yellow triangle pointing upwards, a brown triangle pointing downwards, and a black curved shape that separates them. The background is a light cream color.

APPENDICES

Plan Juárez

Methodology

PRINCIPAL PHASES AND TASKS OF PLAN JUÁREZ



Plan Juárez

Implementation

The second stage of the planning process of Plan Juárez is the implementation, and it begins at the conclusion of the first stage—the development of the Plan.

Among the first activities of the implementation stage, the Juárez Strategic Plan Association will promote the formation of **task forces** to support the **strategic projects** that have been identified. These task forces are groups characterized by their operational nature and composed of those individuals, institutions, businesses, and not-for-profit organizations that play an important and concrete role in launching a specific project. These will be actors that due to their areas of competence and/or interest, their leadership and/or decision-making powers, their executive and/or financial capabilities, are essential to carry out the project.

The basic functions of the task forces are: to ensure that all the key actors are on board to launch the project; work on establishing the scope of the project, advancing from general ideas to a more concrete definition of the project; disseminate, communicate and present the project to the community at large; seek the necessary support and funding from both the public and private sectors; and undertake the necessary research of the project's technical and financial feasibility.

The task forces should also: identify the project leader or the person who will be charged, working with other task force members and society as a whole, with the role of ensuring that the project is carried out; elaborate the technical documentation that describes the project; support, if necessary, the pursuit of the specific legal and administrative structures the project may need for its successful execution.

Finally, once the project reaches its implementation, the task force is to monitor the development and evolution of the project.

Juárez Strategic Plan Association

Plan Estratégico de Juárez, A.C.—Juárez Strategic Plan Association—is a not-for-profit organization whose main objective is to promote the organization of the community such that public, private and social institutions can jointly develop and implement a Strategic Plan for Juárez with the aim of substantially improving the quality of life in Juárez.

Driving Force Group (*Socios Impulsores*)

The **Driving Force Group** is composed of those public-sector actors—the state governor and city mayor— of prime influence on the city’s development. Other members of this group from the public and private sectors are those entities which, given their weight and importance in the community, are able to provide significant economic and/or human resources to the Juárez Strategic Plan initiative.

Public Sector

Governor of the State of Chihuahua
Juárez Mayor

José Reyes Baeza Terrazas
Héctor Murguía Lardizábal

Private Sector

The following companies contribute to the Association a sum of US\$20,000 a year to support the Juárez Strategic Plan initiative:

Proyectos Inmobiliarios Condac, S. de R.L. de C.V.

David Arelle Sergeant

Servicios Integrales Assael S. de R.L. de C.V.

Roberto Assael Pontremoli

Parque Industrial Antonio J. Bermúdez , S.A. de C.V.

Jaime Bermúdez Cuarón

Intermex Parques Industriales, S.A. de C.V.

Jaime Creel Sisniega

Almacenes Distribuidores de la Frontera, S.A. de C.V.

Federico de la Vega Matthews

Pulte México División Norte S. de R.L. de C.V.

Juan Carlos Díaz Arelle

Lechería Escobar, S.A. de C.V.

Rómulo Escobar Valdez

Sistema Axis, S.A. de C.V.

Luis R. Fernández Iturriza

Corporación ARCA Oeste, S.A. de C.V.

Miguel A. Fernández Iturriza

Elaisa Internacional, S.A. de C.V.

Valentín Fuentes Varela

Constructora Yva, S.A. de C.V.

Luis Eduardo Ibarra Molina

American Industries de Chihuahua, S.A. de C.V.

Luis Lara Armendáriz

Administradora y Desarrolladora de Inmuebles, S.A. de C.V.

Armando Licón Figueroa

Grupo Roma de Juárez, S.A. de C.V.

Rodolfo Martínez Montes

Obras y Desarrollos URBI, S.A. de C.V.

Carlos Acosta Valles

Operadora de Cd. Juárez, S.A. de C.V.

Octavio Muñoz Corral

Promociones Delta Juárez, S.A. de C.V.

Alfonso Murguía Valdez

Prestadores de Servicios de Juárez, S.C.

Manuel Quevedo Reyes

Inmobiliaria Ruba, S.A. de C.V.

Enrique Terrazas Torres

GCC Cemento, S.A. de C.V.

Federico Terrazas Torres

Grupo Corporativo Cever, S.A. de C.V.

César Verdes Sánchez

Corporación Atlas S.A. de C.V.

Miguel Zaragoza Fuentes

Industrias Zaragoza, Div. Productos Metálicos, S.A. de C.V.

Tomás Zaragoza Fuentes

Education Sector

President, Universidad Autónoma de Ciudad Juárez

Felipe Fornelli Lafón

Promoters (*Grupo Promotor*)

There are **20 key public and private sector institutions** in the Juárez community that have continuously supported the Juárez Strategic Plan—they are the Plan's promoters. These institutions played an important role in the Plan's development and are active participants in the Plan's implementation.

The Promoters of the Plan are:

Higher-Education Institutions:

- El Colegio de la Frontera Norte (COLEF)
- Instituto Tecnológico de Ciudad. Juárez (ITCJ)
- Instituto Tecnológico y de Estudios Superiores de Monterrey (ITESM), Campus Juárez
- Universidad Autónoma de Ciudad Juárez (UACJ)

Public-Sector Entities

- Dirección de Promoción Financiera y Fomento Económico del Municipio de Juárez
- Instituto Municipal de Investigación y Planeación (IMIP)
- Junta Municipal de Aguas y Saneamiento (JMAS)
- Secretaría de Educación y Cultura del Gobierno del Estado de Chihuahua

Private-Sector Entities:

- Asociación de Maquiladoras de Cd. Juárez (AMAC)
- Asociación de Transportistas de Juárez
- Cámara Mexicana de la Industria de la Construcción (CMIC)
- Cámara Nacional de Comercio, Servicios y Turismo de Ciudad. Juárez (CANACO)
- Cámara Nacional de la Industria de la Transformación (CANACINTRA)
- Cámara Nacional de la Industria Restaurantera y Alimentos Condimentados (CANIRAC)
- Confederación Patronal de la República Mexicana (COPARMEX)
- Desarrollo Económico de Ciudad. Juárez, A.C.
- Southwestern Maquiladora Association
- Fundación del Empresariado Chihuahuense, A.C. (FECHAC)

International Organizations:

- International Water and Boundary Commission (IWBC)
- Border Environment Cooperation Commission (BECC)

Juárez Strategic Plan Office

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Miguel Ángel Argomedo

Magdalena Cedillos

Luis Mario Dena

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Rómulo Escobar

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