

Who is Juárez?*

First Assessment of the City's Conditions Summary

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As a result of demographic and **life style** changes, the forces of globalization and, indeed, any number of factors that affect the entire American continent, our city is faced with many challenges. At the same time, Juárez has become one of Mexico's most attractive investment destinations, occupying a privileged position with regard to the United States and Canadian markets.

Juárez must take advantage of its personality and its image as an enterprising and dynamic city to consolidate its position as a world class industrial and export center. Juárez must also create conditions to become a more socially integrated and balanced city with a higher quality of life for its citizens.

The Juarez Strategic Plan is a tool to encourage the city's many social and economic agents to come together and communicate with each other; it provides a mechanism for articulating cooperation between the public and private sectors. The Plan's premise is for the community to unite and work toward achieving a shared vision of the Juárez of the future. The Plan is not so much about having specialists and experts design strategies and projects from the drawing board as it is about molding and promoting a collective thinking process and arriving at strategic proposals so that the city's opportunities can become concrete realities. For this process to succeed and meet its goals the participation of all segments of society is essential.

Miguel A. Fernández I.
President
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Throughout the past thirty years, Juárez has undergone major urban, economic and social transformations. The arrival of thousands of people attracted by the growth of the maquiladora industry has been the main engine behind this change. High growth in the city has also brought about some social, urban and environmental problems that need to be addressed.

However, alongside these problems related to the past, it is the trends of the future and the challenges they pose the key reason why action

strategies should be proposed in order to maximize potential benefits.

The Juarez Strategic Plan represents a way for Juárez to exploit the opportunities offered by its environment so that juarenses are ensured a city with a high quality of life, economic opportunities, innovation and social unity.

There is a broad consensus among members of our community and its most representative institutions that Juárez needs to change its course, breaking free of the inertia of the past so that we can begin to build the Juárez of the future.

Therefore, it is a great satisfaction to participate in this process of strategic thinking, examination and analysis, which will lead us to identify the city's position and subsequently set the goals to be attained and the strategies to be implemented.

This document is a first reflection on the central problems affecting Juárez and the challenges that must be met in this strategic planning process.

A handwritten signature in black ink, appearing to read 'Rómulo Escobar V.' with a stylized flourish at the end.

Rómulo Escobar V.
Chair of the Plan's Steering Committee

Who is Juárez?

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1. Introduction

1.1. Walking and Building the Future

Juárez needs to change its direction. Juárez citizens have trust in their city but they are aware that without a common vision and purpose it will be hard to overcome the inertia of the past in order to build a city where citizens feel comfortable, a city where people want to live and prosper. The Juárez Strategic Plan starts with the idea of defining a model for the city and setting a course.

Juárez is one of Mexico's most important cities. Every year it attracts thousands of people looking for a better life. Juárez can be portrayed metaphorically as an oasis in the middle of the desert: an oasis of opportunities to work and build a future, a melting pot of the cultural diversity and richness of Mexico, a city, in short, with creative, vital, dynamic and happy people.

The city's rapid growth has given rise to serious problems, which become more and more evident due to the current economic crisis. The border and the close relationships it fosters (economic and commercial, but also personal) between people on both sides of the international boundary have not been sufficiently capitalized. Therefore, the challenge is still to build an authentic transborder, binational region, where everyone can take advantage of synergies and collaborative possibilities for their mutual benefit.

In economic terms, the maquiladora industry has been and continues to be a key factor in the growth of the city. However, this production model has certain limitations that we must strive to overcome. In the first place, the experience and knowledge accumulated over the years through the maquiladora industry must help develop higher value added manufacturing activities which also have a greater linkage with the local economy. Secondly, activities such as commerce, tourism, business services and other services required by the growth of Juárez as an urban center (such as personal services and construction activities) should be the starting point for greater diversification of Juárez's economic base.

But it is in the social arena that the city's actors and decisionmakers most urgently need to reach consensus. Juárez has become a polarized society: the poverty, family disintegration and social segregation prevalent in many poor

outlying areas are clear evidence of social failure. The questions here are: How can we turn this situation around? How can we change into a society with fewer disparities, with greater equity and equality? We must find the way to include in our model the individual and collective needs of everyone who is looking for connections with their deepest cultural roots (values, beliefs and feelings) as Mexicans. It is imperative and urgent to weave diverse elements into a social fabric with private and public institutions working together to forge the city's future.

At the same time, we must be able to modify the design of the city's physical space so as to minimize rather than perpetuate differences, providing the residents with services and infrastructure that encourage a sense of identity and bonding with their city. To accomplish this, it is necessary to place a higher value on the greater good than on personal interests and agendas.

One urgent priority is housing. Many of Juárez's citizens, who contribute their efforts and work to building the city, lack access to decent housing and must live in shoddy dwellings and illegal settlements in areas with problems of every sort. Juárez must exert a major effort to build neighborhoods offering adequate housing and services so that people can live with dignity and develop as individuals.



Weakness in the housing market is not manifested solely in the inability to address the needs of low income people. It is also hard for many professionals, small business owners and merchants to own a house of reasonable quality with competitive financing terms. This group of individuals may then opt to live in El Paso which offers quality housing and better financing terms. In the long run, this particular trend has to be reversed since it represents an important drain of human resources for the city.

The lack of public safety is seen as one of the main problems affecting Juárez residents. What is causing this problem? Many and varied factors, to be sure, but there are two that stand out above the others: poverty and social polarization on the one hand, and on the other, drug trafficking, which affects Juárez as well as other border cities and urban areas. This quandary is compounded by a lack of confidence on the part of the people in the ability of institutions to solve the problem. Therefore, in addition to increasing resources to provide greater levels of safety and reduce crime, it is necessary to implement policies to stop this problem at its source, by directing efforts toward prevention, binational cooperation, combating corruption and impunity and to improving people's social and economic status. Yet, none of these policies makes sense if we are incapable of instilling, particularly in children, the values of respect for others, solidarity and civic-minded coexistence.

The education of youth and children is the most important driving force behind social change. This challenge holds promise, since it is about the future of our children. The objective is to create a comprehensive educational system (starting from pre-kindergarten through elementary, high school and professional education) that offers quality and universal coverage, which curtails the dropout rate and

convinces families and society in general that education is not a cost but a worthwhile investment and an opportunity for change.

The university system of Juárez is a key asset of this city. We must take advantage of the important human capital base that higher-learning institutions provide in order to make the most of the relationship between the university and the city, not only regarding the issue of diversifying the city's economic base, but also in the social and cultural arena by way of confronting what is challenging and worrying the city's residents and by way of developing educated and cultured individuals.

Many are the challenges that our city is going to face in the coming years. The Juárez Strategic Plan recognizes this fact and, although its analysis is grounded in realism, it will not permit pessimism. This city can change and it will change, and this is the message that the Plan wishes to send to the city, so that we may all take up the challenge and build a vision and a model of a city in which public and private action combine to launch the programs, projects and initiatives that Juárez needs.

The challenges are:

- **Crime**
- **Infrastructure**
- **Housing**
- **Education**
- **Poverty**
- **The environment**

1.2 Contents of this Document

This document is a summary of the document entitled “Who Is Juárez? A First Assessment of the City’s Conditions,” produced between October and December, 2002. It is the result of interviews with members of the Strategic Plan’s Steering Committee, as well as other important individuals and institutions in the city. Various informational and reference sources were also consulted.

This is not an exhaustive analysis of Juárez but rather some first thoughts on the city’s most important problems, divided into five areas. It paves the way for conducting an in-depth analysis to be accomplished during the next phase in the development of the Plan-the Diagnosis Phase-allowing us to define the areas where priority action will be centered.



2. Juárez, a magnet city in a border environment

Juárez has been and continues to be a magnet for thousands of people from throughout Mexico. High population growth rates, which in previous decades reached as high as 8% per year, have posed a challenge to the infrastructure (both urban and social) of the city in properly adapting to this growth. Thousands continue to arrive every year in search of new opportunities and a better way of life.

In the medium term, it is widely believed that Juárez **will continue to grow** to an estimated level of between 2.5 and 3 million people. Therefore, it is important to be aware of this trend and to find a way to face the new demands on multiple fronts (social, economic, urban, environmental, among others) resulting from this high growth.

Juárez's border location makes it an attractive area. The maquiladora industry, which thrived here as it took advantage of the close proximity to the United States, has been an engine of growth. However, Juárez's border condition has also made it a pass-through point for thousands of people each year whose aim is to locate in the United States,

The border is a physical and economic barrier, especially from south to north, limiting the development of some areas of the Juárez economy. It is critical that the movement of both people and merchandise becomes more expeditious in order to stimulate certain activities on the Mexican side such as tourism and leisure-related services as well as retail trade.

Despite the potential synergies between Juárez and El Paso, the ability right now of the U.S. side to attract the lion's share of higher value added trade and service activities **seems to make El Paso the clear "winner" in this situation.** Yet, the Juárez-El Paso urban mass of more than two million people, where Juárez represents more than two-thirds of the total, offers important untapped opportunities for both cities.

Problems related to Juárez's border location (environment, illegal trafficking, crime) make **greater binational cooperation** an imperative. Strategies in those areas that favor the border region as a whole need to be developed: trade and communications, for example.

Juárez's image has

deteriorated greatly

as a result of increased crime and violence levels associated with the city and border areas. High levels of crime and violence impede the development of some projects and discourage new and more promising investments. In addition to facing these problems, some of which do not correspond to the realm of authority of the Municipal or State governments, but to the Federal level, Juárez must launch an image campaign focused on the positive values and opportunities that exist in the city. In this sense, the media must be more responsible in the transmission of news and information to contribute in creating among the citizenry more hope in the future by presenting possibilities of city improvements as well as any progress that is being achieved.



How can we respond to the social, economic and urban demands that city growth places on us?

3. Towards a New Model for Generating Wealth in Juárez

The maquiladora industry is the major driving force behind the Juárez economy. Even with last year's crisis, the maquiladora industry, with half of the city's permanent jobs, is still the main source of employment and wealth in the city.

Despite its central role, the maquiladora model has several limitations, among which is its **scarce integration with local producers**. This, in turn, restricts a positive multiplier impact in other economic areas.

Currently, only 2% of the industry's raw materials are sourced in Mexico. One important reason that explains this situation is the limited capability of Mexican suppliers in general to meet the maquiladora industry's input specifications of quality, cost, service and on-time delivery.

The city's **overreliance on just one production sector** brings with it an additional risk in the event of an economic crisis. For example, between 2000 and 2002, the deceleration in the U.S. economy, along with developments of intensified competition in the global economy, had an immediate impact on Juárez's maquiladora sector, which resulted in high job losses for the city.

The Juárez maquiladora sector has been increasingly characterized by its **technical know-how and sophisticated production processes**. This development applies to the industry as a whole but moreso to the automotive subsector. It is worth noting also that in Juárez research and development centers of the world's most important companies are now found which engage in ongoing technological innovation. The most salient example of this is the Delphi Mexico Technical Center.

Another development that is observed in the maquiladora industry in Juárez is the **growing base of skilled labor** which is another contributing factor in the creation of new processes and innovations in the industry. In the medium term, the city's economic strategy should identify the key subsectors in which supply chain development is possible in order to promote the location of suppliers and research and development centers in those subsectors.

Among the most important impacts of the maquiladora industry is the **creation of a valuable human capital base in the city**. This is the result of collaborative efforts with training facilities and also reflects the valuable accumulated experience of the many executives, technicians and professionals who work in the maquiladora industry itself or for entities that have a link with maquiladoras.

However, there is widespread belief among the city's economic agents of the need to **diversify the economy** given the excessive dependence on the maquiladora industry. Thus, even though tourism has become an activity of a mere testimonial nature, there is a shared endorsement of Juárez's potential in tourism and leisure-related activities given its border location.

The city's strong character as a maquiladora industrial center and its status as a port of entry to U.S. markets create at the same time new opportunities in the development of Juárez as a logistical zone. At the same time, the city's sheer size offers the "critical mass" required to stimulate growth in certain economic activities such as retail trade, business and other services and construction.

Finally, *weakness in the city's communications infrastructure* (physical and informational) is one of the major barriers in the development and diversification of the economy beyond the maquiladora-exporting sector.



4. A Shared Vision and Coordination of Efforts, Keys to Improving Urban Life

The industrial boom experienced by Juárez in recent decades generated urban and residential development needs in the city that were addressed according to political and business interests of the moment.

Because of their own individual interests in real estate and the control of the road system, **public and private agents were not motivated to work together on a shared vision** that would direct city's growth.

Today, Juárez is suffering the consequences of the lack of a proper model: **the development of residential areas in tow of industrial development** has created a **diffuse and unbalanced urban structure** that implies **high costs** particularly in the areas of transportation, infrastructure and basic services such as road pavement (according to Instituto Municipal de Investigación y Planeación, 50% of the city's roads are unpaved), electrical wiring, potable water and sewage.

Juárez's growth trend in the medium term point to a worsening of the current situation, especially if the **city's poor capacity to respond** to this reality is considered: the low level of decentralization of jurisdiction and financing of local authorities under the Mexican federal model impedes the development of municipal strategies that can confront the challenge that the city's growth poses.

However, **the current crisis has prompted a conscious thinking on the part of local businessmen about the need to leave behind the notions of the past**, where private and group interests, recognizing the weakness of the municipal government, took precedence over the community's well being. **The Strategic Plan emerges as an instrument that joins the efforts** of the private and public sectors as a response to shared problems about the future of Juárez.

This need for cooperation will be key regarding the need to develop **housing and public spaces** in the city's outlying and rural parts, and in **addressing the low urban density due to the widespread presence of vacant lots** in the

city's downtown and other central areas, which negatively affect the adequate use of public space and the promotion of social integration.

At the same time, there are also important **deficiencies in the public transportation** system that must be addressed with the purpose of guaranteeing greater mobility of the city's most deprived population: better transfer connections, coverage of greater areas, comfort and frequency of stops, among others.

Responding to the increasing demand of minimally acceptable housing is the main challenge that Juárez will be facing in the coming years. The housing deficit (70,000 to 80,000 according to some sources) is made worse by the growing number of dwellings with less than minimal standards. The **lack of access to basic housing** is one of the main causes of the proliferation of illegal settlements.

In this regard, the severe housing deficit can only be stopped by **coordination between the private sector and public sector institutions beyond the municipal level**. In addition, **greater coordination is in order between social and non-governmental organizations** now in operation.



5. The Challenge of Social Integration and the Improvement of Quality of Life

The border, along with the maquiladora boom of previous decades, has contributed in creating the idea of **Juárez as a city that offers a job to everyone**. The social fabric of Juárez, a **mosaic of different Mexican cultures**, has promoted the development of an open society that embraces everyone. This is a source of **strength of the city** for its future development.

However, Juárez society is characterized by a **high polarization and a social and economic duality** as well as a **disintegration of the various social strata and sectors**.

From an economic standpoint, this **duality has tended to increase with time**, not only in the population at large but also in terms of the economic differences between groups.

From a social perspective, the industrial development of the past carries **severe problems of family disintegration as a result of the preponderant role of female and young workers in the maquila industry**. Economic necessity many times has forced mothers as heads of families to take jobs that place special demands on them (in terms of shift schedules, travel distance to the job, etc.). This then creates a situation of relegating family responsibility below job priorities which often results in **leaving children unattended**.

These dualities can also be noticed in a purely urban landscape sense: the poorest populations are concentrated in certain areas of the city (**Anapra, West Juárez**) which **lack basic infrastructure, educational and sanitary facilities, and social services**. These are **high-risk zones** with housing infrastructure and urban spaces very sensitive to adverse environmental conditions, where the main concern is to survive.

Social disintegration can also be seen in **different cultural and education patterns, life styles, and very differentiated use of this city across social classes**. This

hinders the development of a sense of belonging or collective identity. The relative **lack of urban centralities or city landmarks** (squares, parks, etc.) that would convey a certain city image with which all identify, independent of their economic or social status, makes this situation worse.

In spite of this, a **concern for Mexican cultural traditions and an increasing interest in practicing sports** represent key elements in finding solutions to developing a more integrated society.

Finally, an improvement in the quality of life necessarily should not underestimate the need to **improve security and safety, as much a perceived as well as real problem in the community**. **Drug trafficking on the border along with the so-**

cial and economic polarization already mentioned, have a negative effect on the development of human values and cause an increase in all forms of delinquency and violence. This translates into a general sense of lack of security and safety which **affects the physical and mental health of individuals, families and society in general**.



6. The Need to Commit to Education

Education is the key factor for the present and future development of the community. However, in Juárez there are serious deficits in educational infrastructure for each of the mandated school-age groups. In general, most schools do not have enough equipment and also have problems of deficiencies in the quality of education offered..

One of the most serious problems is the **lack of space and access in the kindergarten** level since, according to some sources, there are only 6,000 available spots for a total of 50,000 children.

In addition to the problem of inadequate coverage at the K-12 level, the **economic need** of the working class, which is most of the population of Juárez, impedes the access to basic educational services, not only because of the **cost of these services** but also because of the **mismatch between the existing supply with the needs of those who require these services**. In many cases the organization required of a family regarding the education of a child cannot be managed by a population that revolves its day around their work schedule. This is **one of the main causes of the low education rates in the population**.

Also, a **change in values can be seen related to employment** among youth (some as young as 12 years old) which is reflected in the **high rates of school absenteeism and in dropout rates**. Aware that the main source of employment in Juárez is the maquila, young people stop considering school as an alternative for a better life style in terms of personal and employment issues. As a result, young people decide to enter the labor force at a very early age, go into the informal economy or, in the worst case, turn to delinquency.

This change in values is not exclusive of those in the lowest rung of the socioeconomic ladder. In the case of young people of the middle and upper classes, **the main motivation to study is the attraction to cross the border in search of better personal and professional opportunities** since Juárez does not offer enough interesting employment options to the better educated.

In view of these problems, Juárez must confront the educational needs of all its young people by encouraging

informal education if necessary, viewing it as a way to bring people together and build civic values. Also, a more **proactive stance on the part of the university** is necessary since it is currently not sufficiently linked to the community and its economy and is used only as a springboard by students as they search for better opportunities elsewhere in the country. Such a stance would ensure that the important human capital that is being developed by the university is retained for the **benefit of the community**.

In this regard, it is important to recall the **active role the maquila plays as a training ground** by funding specific training programs as well as through the on-the-job experience its workers at all levels acquire.

As far as the educational system and its inner organization is concerned, it is necessary to **improve the public system** since its quality is highly criticized. Moreover, there is a need to promote different forms of public-private cooperation in educational matters and to seek the **involvement of civic organizations in augmenting the variety of educational services and formats** (non-formal education and complementary educational opportunities).

All of these problems point to the **need to design a strategy that defines the role and sets responsibilities for the entire community**: from the schools themselves to the family, businesses and the university. This strategy should also contemplate the participation of government and nongovernmental institutions as well as civic organizations.



7. The Ten Tenets of Change

1 DEFINE A MODEL OF SUSTAINABLE GROWTH

Juárez needs a new model of growth that takes into account the city's limited natural resources, promotes a balanced use of the land and encourages a sustainable approach to the city's overall development.

2 CREATE A TRULY TRANSNATIONAL REGION

Juárez and El Paso together represent a transnational metropolis that requires shared strategies in many areas. The immediate challenge is to transform the border into an authentic point of communication between the United States and Mexico, surmounting the barrier that the border now represents, particularly from south to north.

3 STIMULATE THE DEVELOPMENT OF A NEW PRODUCTIVE MODEL

Juárez concentrates an important base of know-how as an industrial and exporting center. Based on this key asset, and its strategic location between North America and the rest of Mexico, Juárez must assert itself as a top ranking manufacturing, logistical and commercial center.

Moreover, the knowledge and experience gained throughout the past thirty years offer a magnificent starting point to stimulate the diversification of Juárez's production system, encouraging the integration of local enterprises.

4 INVOLVE ALL THE PEOPLE OF JUÁREZ IN THE DEVELOPMENT AND WELFARE OF THE CITY, BUILDING A FAIRER AND MORE EQUITABLE CITY.

It is necessary to strengthen the relationship between existing social and economic actors from both the government and nongovernmental sectors in order to remedy the city's social ills, to promote education in civic values as a mechanism to achieve social integration and to promote the involvement of young people in the process of creating a more equitable Juárez.

The promotion of art, music and Mexican gas-

tronomy, as well as events for large-scale audiences, such as sports, could serve as catalysts in this effort.

5 WORK TOWARD THE DENSIFICATION OF THE URBAN LANDSCAPE, THE DIGNIFICATION OF HOUSING AND THE DEVELOPMENT OF CITY LANDMARKS AND OF AN IMPROVED CITY IMAGE

It is essential to address the problems of speculation with urban real estate and the vacant lots in the city's central areas by encouraging their development as residential or service areas, thereby contributing to the densification of the urban landscape. It is also imperative to develop a policy aimed at decent housing, the relocation of squatter settlements and the end to current construction practices which often use very poor quality standards.

The real potential of the downtown and other central areas must be studied and, if necessary, new centralities must be promoted to give the city a new image that improve the social integration of its citizens and contribute to the development of a sense of identity and of pride in being a Juárez resident.

6 IMPROVE THE QUALITY OF LIFE IN THE CITY WITH SPECIAL ATTENTION TO THE CITY'S MOST NEGLECTED AND UNDERDEVELOPED AREAS

It is imperative to improve the quality of life in the poorest areas of the city by upgrading basic infrastructure (paved roads, water, electricity, etc.) and public services affecting people (social and recreational) and by providing greater accessibility to such services.

There is also a need for a long-term strategy that can solve the health problems of a large number of the population. Economic and social polarization, poor housing conditions and increasing overcrowding, a lack of opportunities for personal and professional development, and the feeling of being uprooted are all factors that discourage positive values and affect the physical and mental health of Juárez residents, particularly those who live in the poorest areas.

7 ENSURE A SAFER CITY

An effective policy to prevent crime in the short, medium and long term and a committed fight against corruption and criminal activity can be implemented through an improvement in the system of internal security by coordinating Mexican law enforcement organizations represented in the tion

8 DEVELOP A COMPREHENSIVE LONG-TERM STRATEGY FOR EDUCATION

Developing a comprehensive educational strategy is a key priority, whereby children can be better educated in the K-12 levels and through which the quality of education and of school facilities can be enhanced, leading to solutions to the problem of high school dropout rates (improvement of socioeconomic conditions, schools for parents, etc.). High school, professional and university-level education must conform to the needs of private enterprise and the city at large and respond, also, to the needs of youth and their changing values regarding work.

9 IMPROVE ACCESSIBILITY AND MOBILITY WITHIN THE CITY.

Improvement in public transportation is critical. This necessarily hinges on breaking the current system, in which public transportation lines radiate outward from downtown. This model must be replaced by one based more on a grid system, allowing the central area to be skirted, thereby reducing congestion in the downtown area and promoting its development as a business area and place where people can come together.

10 TRANSFORM THE NATURE OF RELATIONSHIP BETWEEN THE PUBLIC AND PRIVATE SECTORS.

A shared vision of the Juárez of the future must be developed and accepted by all public, private and social actors, taking advantage of the opportunities offered by the process behind the Strategic Plan, promoting more decentralized public services at the municipal level (transportation, sanitation, etc.) through appropriate state and federal negotiation. Ethics in business, the discouragement of corrupt practices, and the separation of the decision-making process from political interests must be the driving forces and the objectives of such a transformation.

Offices at all levels must cooperate in the fight against the key problems of crime and drug trafficking, so that confidence can be regained in institutions, breaking the cycle of impunity before the law.

8. Individuals, institutions and references consulted in the preparation of this document¹

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¹ The Juárez Strategic Plan Association expresses its gratitude for the disinterested effort and commitment of those persons interviewed since without their participation this document would not have been possible. The opinions, thoughts and ideas expressed here are not, in any way, their responsibility, but stem from the reflection and analysis of the Plan's technical team, with content approval by the Plan's Steering Committee.

9. Organizational and Procedural Structure of the Juárez Strategic Plan.

Juárez has in place an organizational and procedural structure responsible for guiding, elaborating and approving the different phases of the Plan.

At the level of citizens and institutions, the **Citizens' Forum** is the top representative body. All institutions and entities willing to participate in the process meet here at least three times throughout the development stage of the Plan. These gatherings or public presentation coincide with the completion of each phase. The Forum is not an assembly mechanism but is intended to formalize and to confer solemnity to important decisions from the stance of the Plan's structure. It should be recalled that a good number of persons and entities in the Citizens' Forum are, simultaneously, members of other participatory groups.

The **Steering Committee** is the highest decision-making organ of the Plan. Its functions are to thoroughly debate the issues submitted for approval. The varied origin and the social and institutional stratum of its members (busi-

ness, public administration, civic organizations and key actors responsible for large infrastructure projects) enhance the significance of the activities of the Plan.

The **Office of the Juárez Strategic Plan Association** is responsible for the Plan's procedural and "day by day" activities. It is also charged with defining the methodological content of each phase of the Plan as well as with their technical approval. Finally, **SOCINTEC** advises the Office of the Plan and assists in the overall strategic planning process. **SOCINTEC** is a consulting company specializing in innovation as an engine of social and economic development and has participated in strategic plans of cities in Spain and Brazil.

The **System of Citizen Participation** is conducted in different ways:

- In-depth interviews during each phase of the Plan
- Public opinion polls
- Diagnosis and project forums



Steering Committee Members

The following individuals have agreed, on a personal level, to serve as members of the Juárez Strategic Plan's Steering Committee.

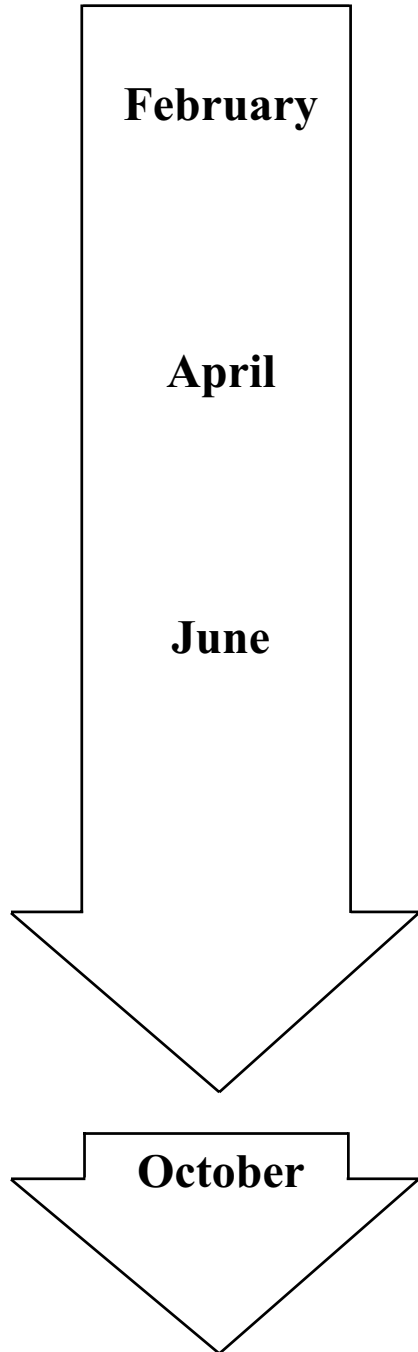
Name	Institution	Sector
María Teresa Almada	Casa Promoción Juvenil, A.C.	Social
Jorge Contreras Fornelli	Sofamaster, S.A. de C.V.	Business
Gustavo de la Rosa Hickerson	Despacho Obrero	Social/Labor
Jesús Alfredo Delgado Muñoz	Presidencia Municipal	Public
Rómulo Escobar Valdez	Lechería Escobar, S.A. de C.V.	Business
José Luis Escobedo Salgado	Autoelectrónica de Juárez, S.A. de C.V.	Business
Miguel A. Fernández Iturriza	Embotelladora Arca/Coca Cola	Business
Nicolás Fernández Muñoz	Gestión Escolar Zona Norte, Gob. Edo.	Education/Public
Antonio Flores Schroeder	Norte de Ciudad Juárez	Media/Culture
Angélica Fuentes Téllez	Grupo Imperial, S. A. de C.V.	Business
César Fuentes Flores	El Colegio de la Frontera Norte	Education
Alfredo Hernández Ramos "Pillo"	Avanti Creatividad Publicitaria	Culture
Francisco Javier Llera Pacheco	Universidad Autónoma de Ciudad Juárez	Education
Patricio Martínez García	Gobierno del Estado	Public
Nazario Martínez Luján	Preparatoria El Chamizal	Education
Eduardo Milán Montenegro	Eléctrica Milec, S. A. de C.V.	Business
Alfonso Murguía Valdez	Promociones Delta Juárez, S.A. de C.V.	Business
Juana María Orozco	Educación en Valores	Education
Carolina Prado Alcalá	Universidad Autónoma de Ciudad Juárez	Culture
Enrique Suárez y Toriello	Salud y Desarrollo Comunitario de Ciudad Juárez, A. C. - Federación Mexicana de Asociaciones Privadas (SADEC-FEMAP)	Social

Juárez Strategic Plan Association:

The office of the Juárez Strategic Plan Association is responsible for the Plan's procedure and operation. It organizes and supervises all Plan activities and is charged with the methodological and technical approval of the Plan.

Director	Lucinda Vargas
Technical Support	Karla Espinoza Edgar Lara
Administrative Assistant	Norma Mayorga

Phases of the Strategic Plan

Month	Phase	Main Tasks
	Project organization and definition	■ Analysis of preliminary information and interviews ■ Preliminary assessment
	Diagnosis	■ Surveys and interviews ■ Analysis of available data ■ Diagnosis Forums ■ Diagnosis
	Strategic Framework	■ Analysis of Scenarios ■ Vision
	Definition of Strategies	■ First list of actions and projects ■ Strategies and projects forums ■ Integration of available data ■ Drafting the plan: Strategies, actions and projects ■ Plan approval
October	Implementation and Follow Up	■ Follow-up procedures ■ Follow-up groups ■ Project leaders and catalyst groups

10. Juárez Strategic Plan Association

Plan Estratégico de Juárez, A.C.-Juárez Strategic Plan Association-is a non organization whose main purpose is to promote the organization of the community so that public, private and social institutions can jointly develop a Strategic Plan for Juarez with the aim of substantially improving the quality of life in our city.

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 public and private sector members of this group are those entities which, given their weight and importance in the community, are able to provide significant economic and/or human resources to the Juarez Strategic Plan initiative.

Public Sector

Chihuahua State Governor
Mayor of the City of Juárez

Patricio Martínez García
Jesús Alfredo Delgado Muñoz

Private Sector

The following companies make annual contributions to the Association in support of the Juárez Strategic Plan initiative:

Condak Pulte, S. de R.L. de C.V.	David Arelle Sergent
Servicios Integrales Assael S. de R.L. de C.V.	Roberto Assael Pontremoli
Corporación Lintel, S.A. de C.V.	Federico Barrio Terrazas
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
Lechería Escobar, S.A. de C.V.	Rómulo Escobar Valdéz
Sistema Axis, S.A. de C.V.	Luis R. Fernández Iturriza
Embotelladora Arca / Coca Cola	Miguel A. Fernández Iturriza
Elaisa Internacional, S.A. de C.V.	Valentín Fuentes Varela
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
Corporación Chihuahua, S.A. de C.V.	Eloy Vallina Lagüera
Corporación Atlas S.A. de C.V.	Miguel Zaragoza Fuentes
Lechería Zaragoza, S.A. de C.V.	Pedro Zaragoza Fuentes
Ind. Zaragoza, Div. Productos Metálicos S.A. de C.V.	Tomás Zaragoza Fuentes

Education Sector

President, Universidad Autónoma de Cd. Juárez

Felipe Fornelli Lafón

Promoters

The Promoter Group is comprised of 20 private and public institutions which support the Juárez Strategic Plan. These institutions are key players in the community. They are participating in the Plan's development and will have an active role in its implementation.

Higher Education Institutions

El Colegio de la Frontera Norte (COLEF)

Dra. Socorro Tabuenca

Dr. César M. Fuentes

Ing. Sergio Peña

Ing. Gustavo Córdova

Instituto Tecnológico de Ciudad Juárez (ITCJ)

Dr. Jaime Sánchez Leal

Lic. Samuel Velarde

Lic. Víctor Romero Torres

Instituto Tecnológico y de Estudios Superiores de Monterrey Campus Ciudad Juárez (ITESM)

Ing. José Alberto Araujo Saavedra

Lic. Rafael Gutiérrez Alardo

Ing. Sergio Madrid Madrid

Universidad Autónoma de Ciudad Juárez (UACJ)

Dr. Felipe Fornelli Lafón

Dr. Francisco Javier Llera Pacheco

Mtra: María Ángeles López Nores

M.C. Manuel Loera de la Rosa

Lic. Eduardo Tribaldos

Public-Sector Entities and International Organizations

Dirección de Promoción Financiera y Fomento Económico del Municipio

Lic. María Antonieta Venzor

Instituto Municipal de Investigación y Planeación (IMIP)

Arq. Luis Felipe Siqueiros

Arq. Pedro Cital

Arq. Luis Felipe Siqueiros

Arq. Pedro Cital

Municipio Municipal de Agua y Saneamiento (JMAS)

Ing. Sergio Acosta del Val

Secretaría de Educación y Cultura del Gobierno del Estado

Ing. José Alfredo Aguirre Carrete

Comisión Internacional de Límites y Aguas (CILA)

Ing. Arturo Herrera Solís

Ing. Luis Antonio Rascón

Comisión de Cooperación Ecológica Fronteriza (COCEF)

Lic. Javier Cabrera Bravo

Ing. María Elena Giner

Private-Sector Organizations

Asociación de Maquiladoras de Ciudad Juárez (AMAC)

Lic. Rubén Parga Terrazas

Lic. Mario Mora

Asociación de Transportistas de Juárez

Lic. Manuel Sotelo

Cámara Mexicana de la Industria de la Construcción (CMIC)

Arq. Roberto Mora Palacios

Arq. José Clarke Bujanda

Lic. Miguel Torres

Cámara Nacional de Comercio, Servicios y Turismo de Ciudad Juárez (CANACO)

Lic. José Jaime Hernández Rodríguez

Cámara Nacional de la Industria de la Transformación (CANACINTRA)

Ing. Oscar Legarreta Ito

Lic. Miguel Ángel Calderón

Cámara Nacional de la Industria Restaurantera y Alimentos Condimentados de Ciudad Juárez (CANIRAC)

Ing. Ricardo Ramírez

Lic. Luis Merino

Confederación Patronal de la República Mexicana (COPARMEX)

Sra. María Asunción Gutiérrez de Anda

Desarrollo Económico de Ciudad Juárez, A.C.

C.P. Carlos Riquelme

Ing. Silvino Rodríguez

Fundación del Empresariado Chihuahuense, A.C.

Lic. Pablo Cuarón

Lic. María del Carmen Casavantes

Southwestern Maquiladora Association

Ing. José Luis Escobedo

Associate Members (*Socios Numerarios*)

Associate members are all those persons, businesses or institutions interested in joining the Association and which participate with an annual contribution.

Lic. Jesús Abrego López	Orienta Asesoría Financiera Independiente
Ing. Eusebio Martín Alonso Cisneros	Hotel Villa del Sol, S.A. de C.V.
Ing. Federico Alvarez Medrano	Alvarez y Asociados
Lic. Jaime E. Alvelais Reza	Aluminio, Ventanas y Puertas, S. de R.L. M.I.
Ing. José Luis Anguiano Ochoa	Constructora Anglo, S.A. de C.V.
Sr. Oscar E. Arruñada Barraza	Espectáculos y Promociones BOL ARR, S.A. de C.V.
Ing. Jorge A. Barrio García Promociones	Mayab, S. de R.L. de C.V.
Ing. Julio César Barrón Solís	Constructora Cavamex, S.A. de C.V.
Lic. Sergio Benjamín Bustamante Acuña	López Molinar, Gayou, Bustamante, Gutiérrez y Salvatori S.C.
Ing. Mario Carmona O'Reilly	Lexmark Internacional S.A. de C.V.
Ing. Gilberto Contreras Alvarez	Cía. Constructora Fronteriza, S.A. de C.V.
Ing. Jorge Luis Contreras Fornelli	Sofamaster, S.A. de C.V.
C.P. Tomás de León Baylón	AXIS Corporativo, S.A. de C.V.
Ing. Jesús Domínguez González	DYM Servicios Administrativos S.A. de C.V.
Ing. Daniel Domínguez Lucero	Fluidos y Tecnología, S. de R.L. de C.V.
Ing. Gustavo Gómez Alvarez	Fletes México Chihuahua, S.A. de C.V.
Lic. Sergio Gómez Ramírez	Mantenimiento Profesional de Interiores, S.A. de C.V.
L.C. Mario Alberto Hernández C.	KPMG Cárdenas Dosal, S.C.
C.P. Salvador Hernández Islas	Mancera, S.C.
Ing. Luis Eduardo Ibarra Molina	Constructora YVA, S.A. de C.V.
Ing. Armando Licón Figueroa	Administradora y Desarrolladora de Inmuebles S.A. de C.V.
Sr. Miguel Angel Maldonado Hermosa	Corporación Arca Oeste S.A. de C.V.
Lic. Aarón Márquez Bustillos	Abogados del Norte de México, S.C.
Sr. Carlos Marroquín Cortés	Multi Impresos Sanders S.A.
Sr. Walter Marroquín Cortés	Multi Impresos Sanders S.A.
Ing. Ramón Eduardo Martínez S.	AXIS Corporativo, S.A. de C.V.
Ing. José Eduardo Milán Montenegro	Eléctrica Milec, S.A. de C.V.
Sr. Luis G. Monroy Madrigal	Circulo Dorado, S.A. de C.V.
Lic. César Ignacio Ochoa Reyes	Enríquez, González, Aguirre y Ochoa, S.C.
Lic. Jesús Miguel Otero Armendáriz	Grupo Inmobiliario Ixtla, S.A. de C.V.
Lic. Juana María Orozco	Educación en Valores
Ing. Francisco J. Pacheco Covarrubias	FOCUS Planeación y Organización Empresarial
Ing. Juan Carlos Sapién de Anda	Corporativo Mexicano de Inversionistas, S.C.
Dr. Manuel Portillo Serrano	Consultorios MIG, Farmacia La Misión
Lic. Gabriela Quirarte Gómez	D.M. Distillery Co., S.A.
C.P. Héctor Rábago Saldívar	Price Waterhouse Coopers, S.C.
Lic. Jorge Luis Ruiz Martínez	Baker & McKenzie Abogados, S.C.
Sr. José Mario Sánchez Gómez	Madera y sus Productos, S.A.
C.P. Francisco Solís Payán	Consultores Tributarios de Negocios, S.C.
Lic. Francisco Yépiz Reyna	AXIS Corporativo, S.A. de C.V.

“¿Quiés es Juárez? Elementos de Reflexión”

Síntesis was prepared by SOCINTEC
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