

T42 Strategy Framework Guide

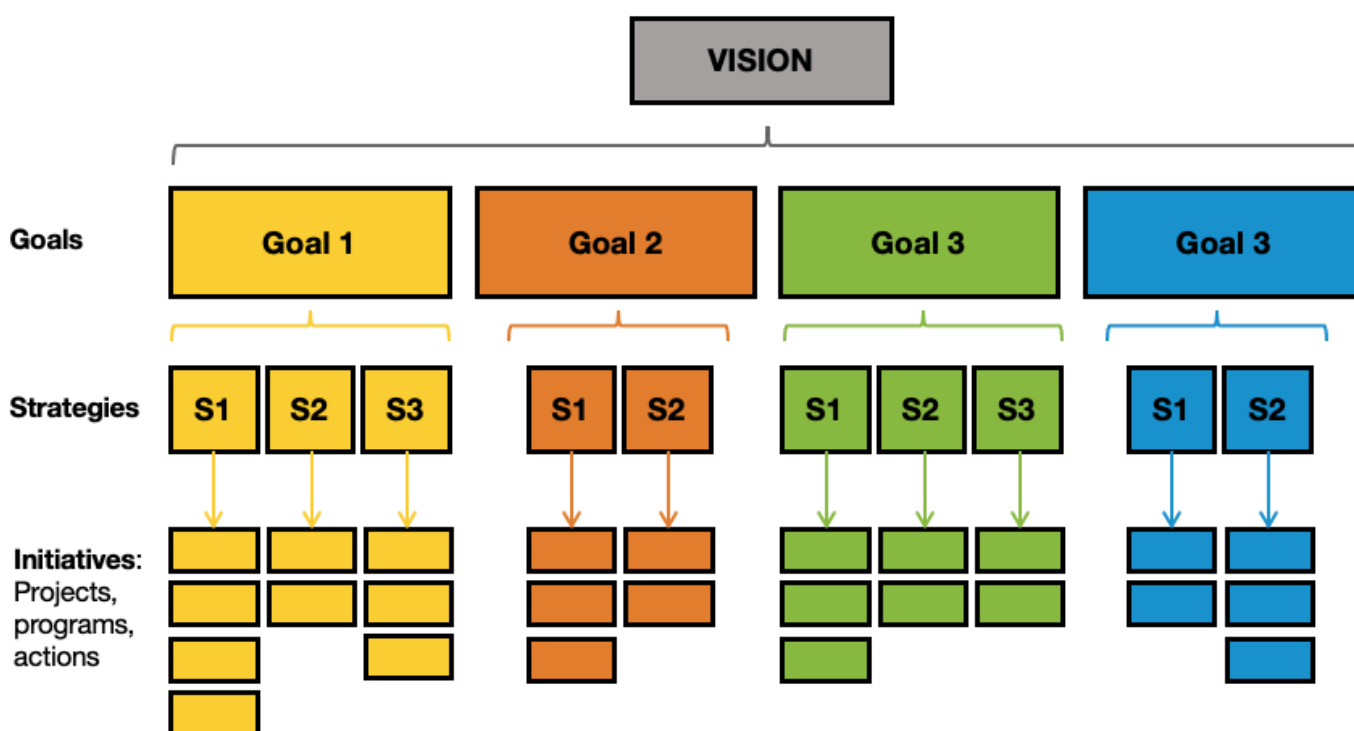
Description

This tool guides the structure to develop the framework for the strategies, lines of action, targets and actions linked to the goals of the plan that are set in the vision.

Participants

This activity is carried out by the technical team and must be validated by the advisory committee, the steering committee and other key stakeholders.

Instructions



The previous diagram represents the proposed structure of the framework that comprises the Vision, Goals, Strategies and Initiatives.

1. Review the results and inputs gathered from the **Strategic Visioning Workshop (Activity 17)** and **Spatialisation of the Strategic Vision (Activity 19)**.
2. Review and adjust the goals of the plan. They can be aligned to relevant themes from the diagnosis and other current documents and agendas.

Examples from [Ciudad Juarez City Vision](#):

T42 Strategy Framework Guide

Objectives



3. Develop strategies for each of the goals. Strategies should be guidelines from which the goals are achieved. These build upon the previous activities, discussions, and participatory activities.

Tip: Strategies can be organised according to each goal, but it is recommended to consider the following sectoral dimensions: socio-cultural, environmental, urban-rural, economic and political-institutional as well as the 6Ps from the 2030 Agenda: People, Planet, Partnerships, Prosperity, Peace, Planning. Strategies should be comprehensive and respond to the challenges and needs identified, as well as be congruent with the municipality's capacity to act.

Sometimes, strategies can be formulated as specific targets, with a defined time frame that corresponds to the plan.

Example:

Example of Goal and Targets	
Goal	Green and resilient city: facilitate the sustainable management of natural resources in the municipality in order to protect and optimise the urban ecosystem. This goal promotes, among other issues, the creation of a system of quality public spaces (open, safe, inclusive, accessible and green) for multiple purposes to increase the city's resilience to climate change and natural disasters.
Targets	- By 2030, transform grey infrastructures to integrate the blue-green ecosystems of the municipality, through nature-based solutions, in pursuit of environmental urban balance, climate change adaptation and mitigation. - By 2030, consolidate the network of public spaces, creating new public spaces in deficient areas, as well as interconnections and urban transects between existing public spaces. - By 2030, strengthen environmental governance and awareness, coordination and stakeholder engagement to foster resilience to natural hazards, risk reduction, health crises and protection of natural areas.

T42 Strategy Framework Guide

4. Building on the results of the previous activities, define a series of initiatives with a narrower scope and purpose for each of the strategies/targets. These may have different characteristics: plans, programs, projects - e.g. updating or changing the regulatory framework, establishing management instruments, developing linked programmes or specific strategic projects, etc.

During Phase 3, a clear target will be identified for each of the initiatives, as well as if they are ongoing or planned activities, what are the linked initiatives, responsibilities, etc. According to the scope needed, capacities, time, etc., more specific actions could be detailed within each initiative.

Tip: To determine the initiatives, review the inputs and outputs from previous participatory activities, where ideas were gathered on possible actions, projects and interventions to achieve the stated vision.

5. Consolidate the framework of vision, goals, strategies/targets and initiatives according to the structure presented at the beginning of the tool.

Example Ciudad Juarez City Vision:



Objective 1: Sustainable and resilient city

This objective addresses the environmental issues from an integrated approach that aims to articulate the urban and rural spheres. The objective brings together actions focused on facilitating the sustainable management of natural resources in the municipality in order to protect and optimise the ecosystem, reduce risks related to climate change and consolidate the environmental resilience of Ciudad Juarez.

Themes	Municipal Strategy Alignment	SDG alignment
Environment, climate change, public space, storm drainage, agricultural production.	AXIS 3: Economics for Well-being AXIS 4: Spatial and Urban Planning	    

Strategy 1: Transform Juarez into a sustainable and environmentally responsible city.

T42 Strategy Framework Guide

Initiative		Dead-line	Responsible Actor	Collaborating Actors
1.1.1	Strengthen municipal environmental agencies to promote the creation, updating, monitoring and enforcement of environmental strategies, standards, regulations, and laws.	Medium	Council Secretariat, City Council of Ciudad Juarez	Municipal Government
1.1.2	Consolidate tree planting and landscape architecture development projects. Through a programme that encourages the appropriate cultivation of endemic species and promotes the development of municipal nurseries.	Short	Directorate-General for Public Services	Municipal Government, Academy
1.1.3	Increase the number of air quality monitoring stations, mainly PM 10 and PM 2.5 particles.	Medium	Directorate of Ecology	Municipal Government, State Government, Federal Government
1.1.4	Implement an adequate waste management programme in the city, including domestic and industrial waste, including recycling, tyre management and reuse of resources.	Short	Directorate-General for Public Services	Municipal Government, Business Chambers
1.1.5	Promote the use of sustainable energy generated in the municipality for domestic, industrial, or public facilities.	Medium	Resilience Coordination	Municipal Government, Business Chambers

Example Master Plan for the Nichupté Bridge, Cancún, Mexico, which includes a similar structure, including the targets:

Goal: Prosperous and diversified city		
Strategy 1	Transforming the Nichupté Bridge's polygon of action, as well as its area of influence, into a new centrality for Cancún.	
Sub-strategy	Target	Initiatives
a) Encourage the construction of new housing, complementing existing commercial, services and urban equipment.	By 2040, an appropriate balance of land uses in the action polygon will be achieved through the construction of 2,500 housing units on currently vacant or underutilised land.	I) Establish and operate regulatory mechanisms to increase housing density in the area. II) Introduce fiscal schemes for vacant land, such as progressive property tax rates and fees for vacant land. III) Reduce parking requirements to make architectural projects more flexible and produce lower-cost buildings.
b) Promote the neighbourhood scale in the polygon of action by encouraging mixed uses through the provision of active ground floors in buildings and adequate pedestrian infrastructure.	By 2040, at least 75% of built developments will have active ground floors for retail, services or facilities.	I) Develop urban standards/guidelines that favour the integration of the public and private spheres, in particular by regulating parking arrangements. II) Encourage small retail outlets to boost local commercial uses. III) Promote pedestrian permeability through large blocks.