



MASTER PLAN 2023–2030

Areas of Intervention
Strategic Axes and Lines

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Words from the Mayor

I am Rossana Chahla, I was born in Tucumán. I am a wife and mother of three children. Doctor, teacher, and researcher with 33 years of experience in public administration. My last role was as National Deputy for Tucumán.

You might know me from managing the Ministry of Health of the Province when we faced the difficult times of the pandemic together. However, my vocation for service awakened many years ago. That vocation led me to lead the Maternity Hospital, where I had the opportunity to daily feel the gratitude for my tireless work for every woman from Tucumán.

Today, I face a new challenge as Mayor of San Miguel de Tucumán, the historic city where the Independence of our country was declared 207 years ago, and which holds invaluable architectural, urban, and cultural heritage.

In this role, I am convinced that together we can build a new city we will be proud to live and work in. Here, I want to present my plan to achieve this.

This **Master Plan 2023–2030** arises from the contributions of residents and the daily needs we experience in our city. I know, and have listened with great commitment, to the daily realities of the men and women of San Miguel de Tucumán. In addition, we have the valuable contributions of numerous experts and references after analyzing needs and proposals.

My first goal is to turn around the management of our historic city in 180 days and begin medium- and long-term fundamental transformations as soon as possible.

I am going to work hard for the new city that you and I want for our families.

A NEW CITY IS BORN



Dr. Rossana Chahla
Mayor of San Miguel de Tucumán



Presentation

This document, the result of collective work with numerous references and experts, incorporates good management practices from other municipalities on different topics and exposes the current situation of the city of San Miguel de Tucumán, the challenges, and the areas of intervention underpinning the management plan for the coming years.

Its purpose is to provide an overview of the political decisions and strategies that will be implemented from day one to start building a city that improves the quality of life for the residents of San Miguel de Tucumán.

The Master Plan is based on managing a city with specific problem resolutions in 180 days, the implementation of medium-term public policies, and a vision for the future of the city that all “tucumanos” want to build.

Transversal Axes



Good Practices

It is based on the adaptation of knowledge and experiences that, when organized and shared, will be used productively. It will allow us to learn from what has previously worked and use it as strategic tools to refine processes to achieve better results.

Citizen Participation

It aims to involve citizens in different levels of management through their demands and experiences, to provide solutions and improve the quality of public policies.

Innovation

The incorporation of computer and telecommunications technology to optimize the management and resolution of public problems in a collaborative manner, with an increasingly leading role for citizens.

Transparency

The analysis of management information, the use of resources and the criteria adopted in decision-making will be made available to citizens.

Communication

It promotes effective interaction as a key aspect of management, with the aim of keeping the public informed, providing easy access to information.

Objectives of City Administration



Objectives

- 1.** Transform the current management model into an innovative, efficient, and quality administration.
- 2.** Manage economic resources and assets efficiently, responsibly, and transparently.
- 3.** Promote citizen participation as a continuous management strategy.
- 4.** Integrate the gender perspective into municipal policy and action.
- 5.** Consolidate a close, accessible, and receptive relationship with our residents.
- 6.** Achieve user satisfaction, understanding the municipality as a service provider for the residents.
- 7.** Achieve more efficient, equitable, and less bureaucratic tax management.
- 8.** Promote the training of municipal workers to optimize services for citizens.
- 9.** Encourage a culture of respect for our environment.
- 10.** Strengthen peer relationships, recovering spaces for support and civic coexistence.

Values



Citizen-Oriented Management

Provide the population of San Miguel de Tucumán with the best management based on successful experiences, research, ethical content, citizen participation, and advice from specialized organizations, experts, and universities.

Hierarchy of Municipal Workers

Promote a development environment that recognizes and promotes the work, commitment, and sense of belonging of municipal workers.

Responsibility

Take responsibility for government actions, understanding that functions should be reflected in results and the improvement of citizens' quality of life.

Transparency

Conduct government actions with transparency, clear information, and truthful and timely communication of all decisions and programs implemented.

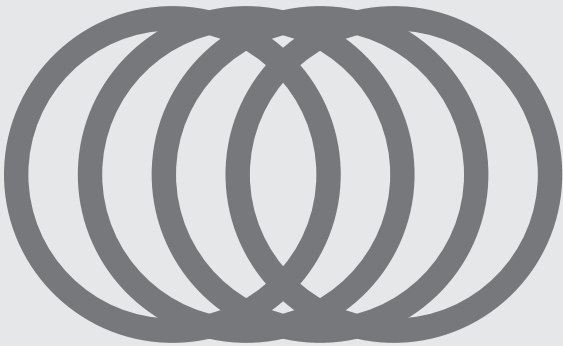
Teamwork

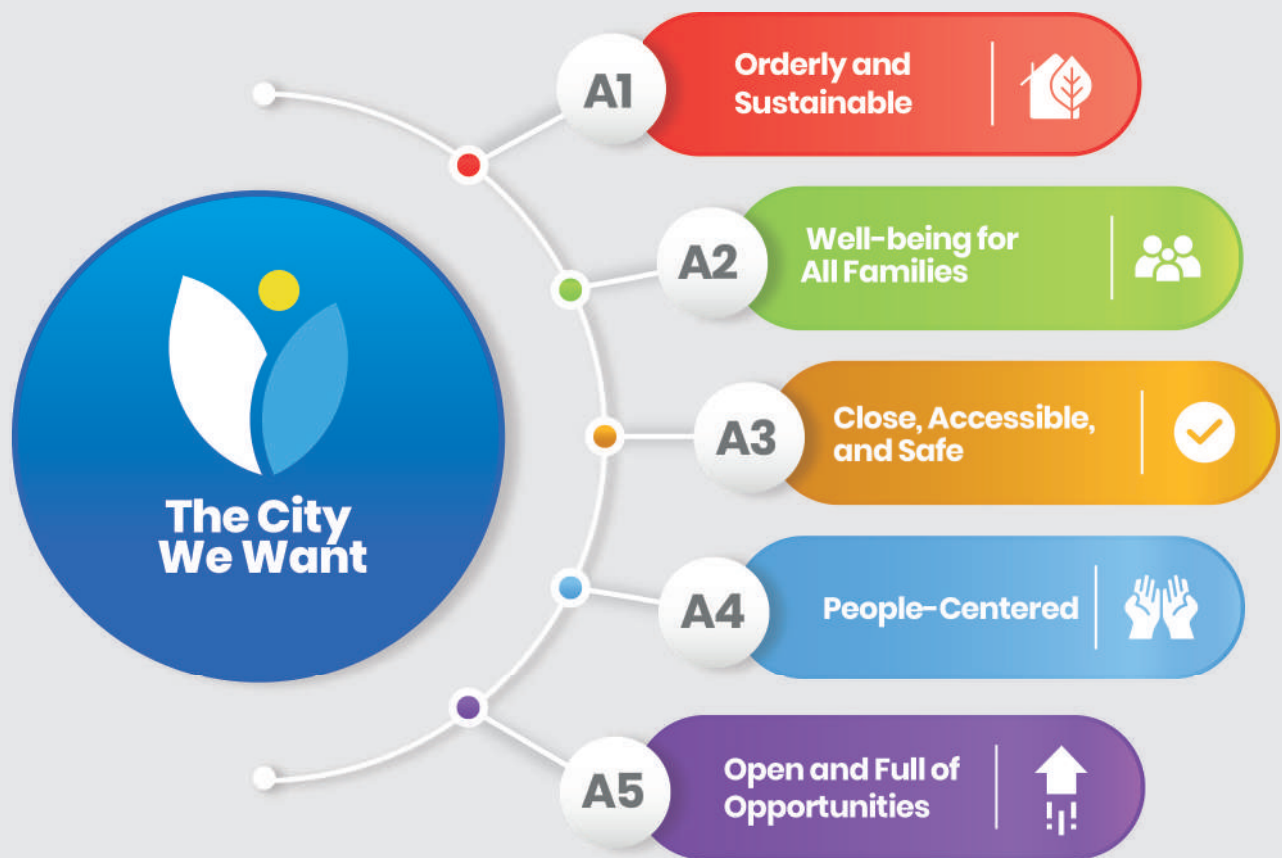
Strengthen teamwork, promote interdisciplinary and multidisciplinary approaches, prioritize results by team processes, and foster healthy work environments.

Focus on Results

Manage based on the Master Plan that defines areas of intervention, objectives, and strategic lines, driving development and ensuring quality and efficiency in administration.

Areas of Intervention







A1

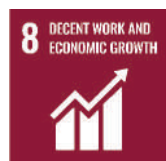
The City We Want: Orderly and Sustainable



STRATEGIC AXIS 1

Urban Restructuring

Strategic Objective, consolidate an inclusive, orderly, safe, sustainable city, from the periphery to the center, guaranteeing the right to the city.



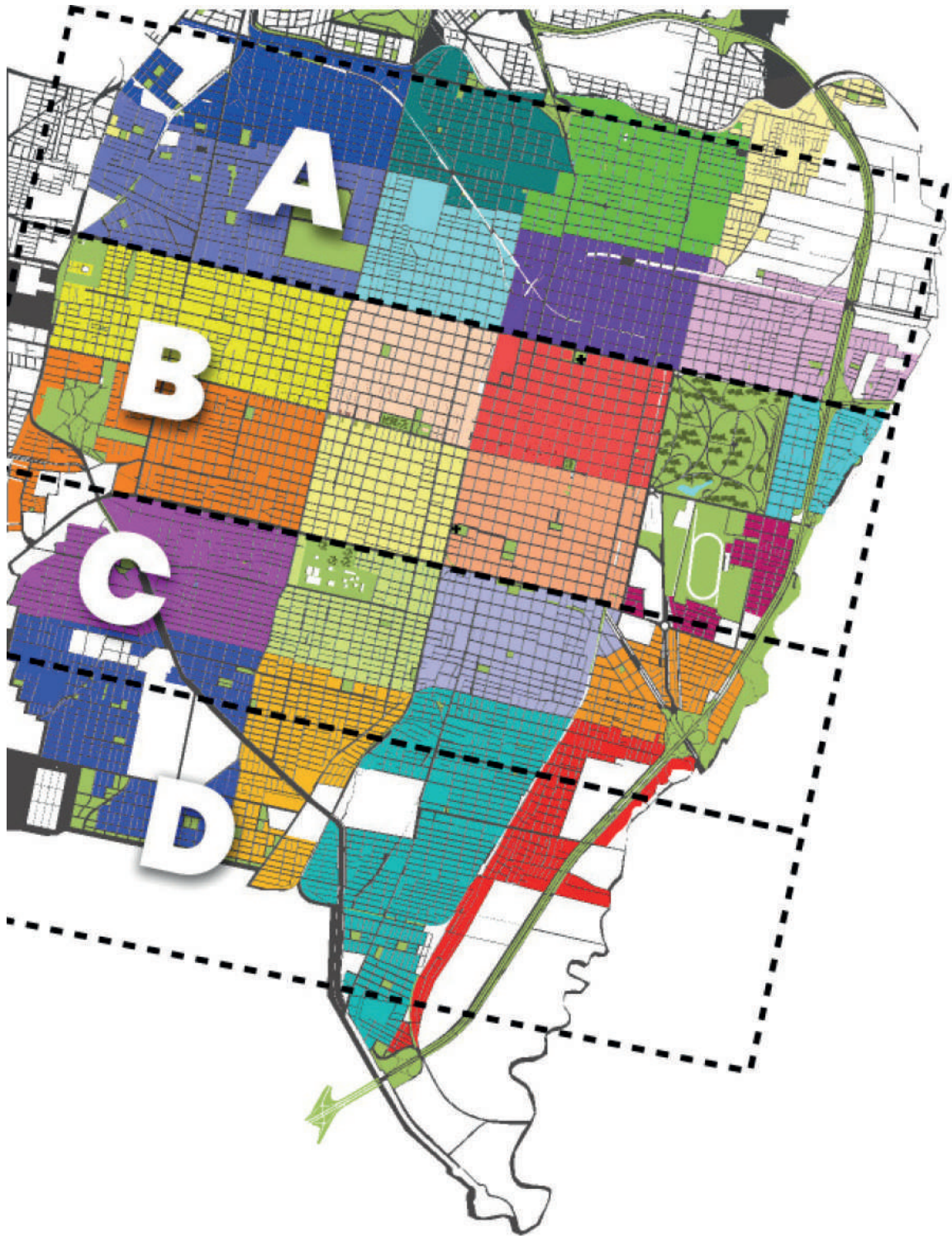
Strategic Lines

- **Humanized city:** Reformulation of the development of the city “from the bottom up”, with, by and for the people. The purpose is to build a collective intelligence generated by the integration of technical knowledge with the daily knowledge of citizens and to obtain solutions to recover public space and maximize its value in society, all in an innovative and experimental way.
- Creation of **Citizen Access Points (PACs):** In the Community Integration Centers (CICs), through which the procedures managed by different municipal departments will be decentralized. This model seeks greater efficiency and transparency in the management of procedures that currently operate in different departments and at different scales, under a single Integrated Citizen Information System, in one physical space, digitized, and in one instance of concurrence.





- Division of the City Map into **Zones of Municipal Influence** adapting the scale of existing neighborhoods to the growth of the city and thus responding to the needs of a new urban scale.



STRATEGIC AXIS 2

Planned and Strategic Repaving

Strategic Objective: implement a work plan that includes paving and repaving, eradication of dirt roads, new works, and expansions, to improve the quality of life of every neighbor.



Strategic Lines

- Preparation of an **exhaustive diagnosis of the current state of the municipality's streets**, distinguishing between the main arteries, the highest traffic in the city, and those with less congestion, but which contribute to the safety of each neighborhood.
- Implementation of the **Comprehensive Street Recovery and Pothole Repair Plan**, through an orderly and sustainable planning scheme for the city, with citizen participation where neighbors can report via designated communication channels. Priority work will occur at night to avoid city congestion.
- Development of a **Damage Prevention Plan**. This will include instructions and recommendations that the municipality will provide on excavation and soil movement tasks on public roads, to avoid breakage of gas and water pipes, fiber optic lines, during the execution of works.

STRATEGIC AXIS 3

Building Refurbishment

Strategic Objective: To guarantee, through restoration and/or repurposing, the preservation of the integrity and identity of the city of San Miguel de Tucumán.



Strategic Lines

- **Recover disused and highly depressed spaces** with high development potential to repurpose them and meet specific neighborhood needs within the capital.
- Recovery of **emblematic works** that are part of the identity of all the neighbors, such as The Palace of Sports, The North Market, the Public Assistance, among others.



We need to recover historical, social, urban, and environmental spaces.



A2

The City We Want: Well-being for All Families



STRATEGIC AXIS 4

Environmental Culture, Green Spaces, and Protected Areas

Strategic Objectives:

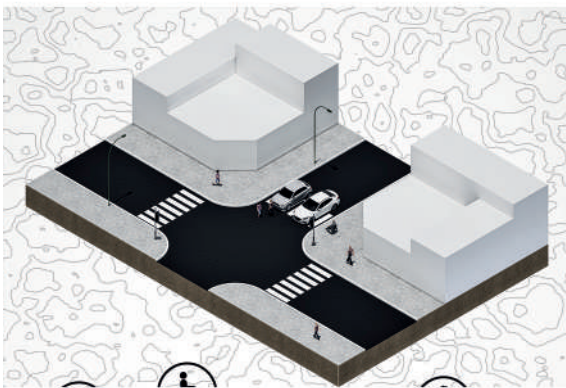
4.1: Plan and execute actions to preserve the environment and comply with environmental regulations.

4.2: Improve the quality of life and conserve biodiversity through proper maintenance and recovery of green spaces.



Strategic Lines

- **Cleaning and sanitation of garbage dumps** and promotion of waste separation to prevent diseases and ensure health conditions for the entire population.
- Reduction of pollution levels in the Municipality of San Miguel de Tucumán through the **Urban Solid Waste Management Plan (GIRSU)**.
- Implementation of a **Tree Planting and Green Spaces Plan** based on a strategy that considers the native tree species indicated for each area, the creation of new green spaces and the correct maintenance of the current ones.
- Strengthening the connection between local actors, civil society organizations, the State, and companies to generate greater citizen participation in sustainable development.



STRATEGIC AXIS 5

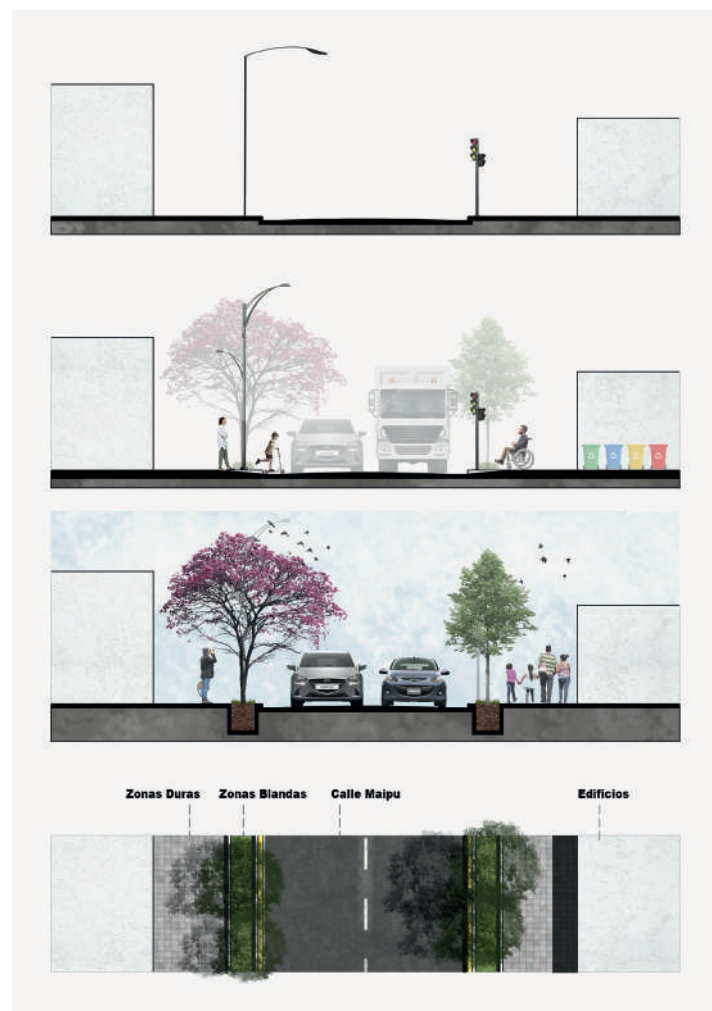
Education and Environmental Sustainability

Strategic Objectives: Promote pedagogical activities aimed at environmental protection, as part of building an active and committed citizenship.



Strategic Lines

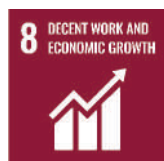
- Promotion of **Comprehensive Environmental Education** through the implementation of programs and policies that foster environmental awareness and responsibility in the community.
- Creation of education programs on **climate change**, promotion of sustainable practices in the city and collaboration with local environmental organizations.
- Promotion of practices and policies that affirm the sustainable use of natural resources in the city of San Miguel de Tucumán.



STRATEGIC AXIS 6

Green Employment

Strategic Objectives: Promote sustainable labor practices that favor employment, care and restoration of natural resources, the environment and biodiversity.



Strategic Objectives

- Establishment of the first **Recycling Plant in the Municipality of San Miguel de Tucumán**.
- Implementation of **Ecopoints** and the “**SE-PA-RÁ Program**” in the city with the participation of different actors of society (recyclers, civil society organizations, companies, the State, among others).
- Coordination with companies and industries for the **optimization of production processes**, waste reduction, efficient use of natural resources and implementation of renewable energies.
- Implementation of strategies that favor **responsible consumption**, prioritizing sustainable and environmentally friendly products and services.
- Implementation of the “**CONTROLÁ Program**” through the Environmental Monitoring Center (CMA) installed at the COMM facilities to monitor with GPS, the route of the household collection trucks, the differentiated collection trucks of the “SE-PA-RÁ Program”, and vehicles performing mechanical sweeping.

STRATEGIC AXIS 7

Care for Companion Animals

Strategic Objectives: Promote actions aimed at the care and respect of pets and other animals, to prevent abuse, exploitation, and abandonment.



Strategic Lines

- Implementation of the **Stray Animal Population Control Program**, including sterilization and responsible adoption of dogs and cats. These programs help reduce animal suffering and public health issues associated with the growing number of abandoned animals.
- Implementation of a comprehensive **companion animal health management system**, through proper and regular veterinary care, vaccinations, preventive treatments, and identification and registration.



A3

The City We Want: Close, Accessible, and Safe



STRATEGIC AXIS 8

Accessible, Ecological, and Sustainable Urban Mobility

Strategic Objectives:

Design and implement a new urban mobility model through an inclusive and quality public transport network and improve travel conditions.



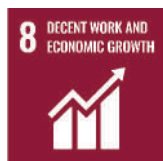
Strategic Lines

- Development of a **new public transport scheme** in coordination with service providers, installing an entry and exit model for the downtown area.
- Promotion of sustainable mobility through **alternatives to motorized transport**, such as bicycles and electric scooters, while promoting a culture of respect for pedestrians.
- Implementation and refurbishment of **bike lanes** to provide a safe and exclusive space for bicycles movement in the city.
- Promotion of **inclusive mobility** policies.

STRATEGIC AXIS 9

Traffic Light System

Strategic Objectives: Implement an Intelligent Traffic Light Plan, including the maintenance and strategic synchronization of existing ones and incorporation in high-traffic areas.



Strategic Lines

- Division of the city into high traffic flow zones and remote control of the green wave.



STRATEGIC AXIS 10

Smart City

Strategic Objectives: Develop a Smart City project focusing on implementing technological innovations to improve citizen experience and optimize municipal services, emphasizing efficient resource distribution and population quality of life through technological applications and intelligent solutions.



Strategic Lines

- Implementation of the **Digital Transformation Plan “TRA-DI”**, which promotes the adoption of digital tools in different instances and processes of municipal management to improve the levels of efficiency, effectiveness, transparency, and quality of public services offered to citizens.
- Incorporation of information technology and telecommunications to optimize management and resolve public issues collaboratively with greater citizen involvement.
- Comprehensive approach to narrow the digital divide, through promotion and training in the use of available digital resources.
- Projection of collective solutions to recover public spaces and increase their value to society, reimagining the city with a people-centered approach.



A4

The City We Want

People-Centered



STRATEGIC AXIS II

Health

Strategic Objectives: Address health from a comprehensive point of view: physical, mental, and social well-being and emphasize the accessibility, equity, comprehensiveness, efficiency, quality, and continuity of municipal health services, in coordination with the Provincial Health System.



Strategic Lines

- **Refurbishment of municipal Public Assistance**, providing quality and excellent services in the primary field of Health.
- **Refurbishment and strengthening of the 15 Community Care Centers**, prioritizing the promotion and prevention of non-communicable chronic diseases, healthy lifestyle habits and environmental care in high social risk areas.
el medio ambiente, en sectores de mayor riesgo social.
- Progressive implementation of 24-hour **dental emergency services**.
- Reinforcement of primary health care through the **Human Development Trailer** in high social vulnerability areas.
- Implementation of the **Mental Health Network** in coordination with the provincial system to address cases of problematic substance use.
- Strengthening of the Municipal Interdisciplinary Center for the treatment of Autism Spectrum Disorder, **CIMTEA**.

STRATEGIC AXIS 12

Education

Strategic Objectives: In coordination with the Provincial Ministry of Education, promote development within the school context, contributing to quality education with equity and inclusion services.



Strategic Lines

- Optimization of the **infrastructure of municipal schools** and increase of resources available for teachers and students.
- Development of the **Program to Strengthen Computer Science** within the framework of the Knowledge Economy for municipal secondary schools.
- Strengthening the **Psycho Pedagogical Office** as a fundamental pillar for inclusive and quality education.
- Incorporation of **foreign languages and extension activities** in municipal educational establishments.

STRATEGIC AXIS 13

Human and Citizen Security

Strategic Objectives: Undertake actions to guarantee tranquility, peace, and protection of the physical and moral integrity of the population, through surveillance, crime prevention, and citizen guidance.



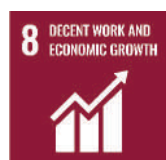
Strategic Lines

- Implementation of a multisector approach for the development of a **Comprehensive, Systematized and Technological Citizen Security System** that generates reliable information and enhances the current Monitoring System, strengthening local knowledge about conflict and violence. This will enable coordination with devices, authorities, and police forces for greater immediacy.
- Promotion of intermediate instances for managing urban problems, through a **Community Mediation Program** to facilitate dialogue and agreements between neighbors, relieving conflict and generating social cohesion.
- Implementation of the **Road Accident Prevention Program** that generates reliable data, information campaigns, increased controls and regulation of supplier loading and unloading schedules, and incorporation of speed reducers.

STRATEGIC AXIS 14

Tourism

Strategic Objectives: Promote the tourism approach based on economic, social, cultural and environmental sustainability, maintaining cultural authenticity and ensuring a higher quality experience for visitors.



Strategic Lines

- **Promotion of Travel Routes** with free and low-cost transportation services for tourists and citizens of the province, promoting inclusive and diverse tourism without limits by area or neighborhood.
- Development of the **My Municipality** application as a tool that allows you to know all the hotel, gastronomic and service offerings of the city.



STRATEGIC AXIS 15

Culture

Strategic Objectives: Guarantee access to cultural rights for all citizens in a comprehensive, inclusive, and egalitarian manner, promoting free access to cultural assets.



Strategic Lines

- Development of **cultural projects in neighborhoods** through the intervention of managers who promote art, music, theater, and other activities.
- Implementation of the **Cultural Pass** for young people between 15 and 25 years old, students at public schools and universities, to equalize access to cultural consumption through a network of affiliated spaces.
- Promotion of **innovative and technologically interactive museums** that reflect the multiplicity of artistic expressions in Tucumán.
- Restructuring and Revaluation Plan for **Municipal Libraries.**



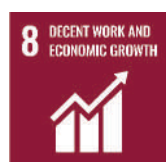
A5

The City We Want Open and Full of Opportunities



STRATEGIC AXIS 16**Childhood, Youth,
Women, and Elderly**

Strategic Objectives: Guarantee healthy growth, full development of children and adolescents and care and respect for the elderly, understanding the family as the core and fundamental emotional space of individuals.



Strategic Lines

- **Coordination program with neighborhood clubs** to promote sports among children and adolescents.
- Creation of the **Children's Circuit**. Exclusive space for boys and girls with interactive games and the latest technology.
- Development of the **Elderly Promenade**, where older people can enjoy and share experiences with their peers and an interdisciplinary team of professionals.
- Implementation of the **Young City Expo of SMT** to promote the vocation and employability of young people.
- Implementation and management of the **Participatory Budget** to give residents the opportunity to debate and choose the next improvements in the neighborhoods.



Work of Esteban Koukas. Year 2018

- Implementation of the **Future Orientation Programme** for young people aged 16 and over who will be able to meet the growing needs of the labour market and the profiles required in the field of the knowledge industry.
- Development of the **LGBTQ+ exclusive technical assistance program** for the development of programs and projects.
- Creation of the **Municipal Gender Violence Observatory**, in coordination with the Provincial Women's Secretariat, with the aim of providing social, psychological and legal advice and implementing strategies to address cases of gender-based violence.

STRATEGIC AXIS 17

Entrepreneurship and Employment Promotion

Strategic Objectives:

17.1: Facilitate actions aimed at the formation of human capital, access to financing, strengthening and support for entrepreneurs and consolidation of the entrepreneurial community.

17.2: Transform the productive matrix of the Municipality towards a clean, sustainable development model that considers environmental care, gender equity, the world of work, and the integration of vulnerable sectors of society.



Strategic Lines

- Promotion of **entrepreneurship** through workshops that provide technical and professional support.
- Promotion of the **development of ventures and SMEs** that incorporate circular economy principles into their production processes.
- Generation of projects that improve the **employability** of urban recyclers and workers dedicated to recycling.
- Implementation of the **Fiscal Digest**, to evaluate the current tax burden of the municipality and advance the creation of a tax system that encourages and promotes the activity of SMEs and commerce.
- Implementation of **digital enablement** for businesses through the My Municipality App.



Final Reflections

We all experience the increasing difficulties that come with living and/or working in San Miguel de Tucumán. The purpose of developing a strategic plan is to provide a clear vision and direction to address the challenges and opportunities that arise every day in local government.

In addition, a strategic plan allows us, both administrators and neighbors, to measure progress and be accountable for actions and decisions. It is a key tool to ensure effective and responsible government. It is equally important to have a certain margin of flexibility and adaptability to be able to face unforeseen events or new ideas that arise when listening to our neighbors, and that improve the final plan and better adapt to the day-to-day reality.

Governing a municipality is a challenge that requires a combination of technical skills, financial knowledge, urban planning, security, cleanliness, culture, sports, negotiation, and people management. Well-executed projects have a significant impact on the lives of neighbors, so it is important to work closely with them to ensure that their needs are reflected in the plans and are sustainable in the long term.

People are the cornerstone. Our mission is to observe, listen, and act daily so that the inhabitants of San Miguel de Tucumán can enjoy quality public services, have their needs met, and enjoy their city with their families.

Our purpose is to work hard so that **the new city is born, orderly and sustainable, with well-being for all families, responsible, close, accessible, and safe, centered on people, supportive and inclusive, full of opportunities**; where no one is left behind, and each one, from their own responsibility, can contribute to the common goals.

This is the great challenge we have, and we embrace it with the utmost enthusiasm.

