





# CIUDAD CREATIVA DIGITAL

Ciudad Creativa Digital (CCD) is an exciting new project that will create a hub for the digital media industry within Mexico – from TV, cinema, and advertising to videogames, digital animation, interactive multimedia and e-learning. CCD will be located in Guadalajara, the country's second largest city and the home to Mexico's 'Silicon Valley'.

CCD aims to attract Mexican and overseas creative minds to develop new digital media content. It will advance Mexico's natural position as a global creative leader while pushing the boundaries of sustainable urban development. In short, a new model to be replicated across the country and Latin America.

## INDEX

01 The digital creative growth story	4
02 The Mexico opportunity	6
03 Why develop a city dedicated to the digital creative?	8
04 Why Guadalajara?	10
05 The uniqueness of Parque Morelos	12
06 Parque Morelos tomorrow	14
07 A new global lifestyle	16
08 Living lab	18
09 Becoming part of the legacy	22



# The digital creative growth story

Media and entertainment industries around the world have yearly sales in excess of \$1.5 trillion US\$ (Media and Entertainment Outlook 2009-2013, Price Waterhouse Cooper). These industries not only generate attractive revenues, but create high value jobs, contribute to the development and transfer of cutting edge technologies and help propel the culture and image of entire countries.

Media and entertainment industries are also very dynamic, where the transition to digital production is removing traditional barriers between cinema, videogames, interactive multimedia and animations. Over the last decade we have witnessed a rapid shift in their production, distribution and consumption models.

Digital media is one of the few economic sectors that have shown impressive growth worldwide even in the midst of the global financial crisis. As an example, Price Waterhouse Cooper predicts that video games will be the fastest-growing media sector over the next few years, with global sales rising to an estimated 82 billion US\$ by 2015.

In recent years media companies have experienced escalating production costs using traditional methods, driven by growing expectations of consumers and increased competition, hence they are increasingly looking for new cost effective alternatives. Easier and cheaper production technologies as well as new channels of content distribution are opening up the industry to new players.

The transition to digital technologies is generating new opportunities for value creation in the media sector. Today a higher demand for local and regional content across the whole media spectrum is presenting a unique window of opportunity to further develop Spanish content for the Latin American market.

**“Digital media is one of the few industrial sectors that have shown impressive growth worldwide even in the midst of the global financial crisis.”**



Ian McKinnell / Photographer's Choice / Getty Images

## 02

## The Mexico opportunity

Mexico is rapidly emerging as a global leader in the creative industries, producing content that is watched by over one billion people spread across more than 100 countries around the world.

As global companies look to secure a foothold in the rapidly expanding Latin American consumer market, Mexico is becoming an obvious destination for content creation.

**1.** Mexico is the premier Spanish-speaking digital media consumer market within Latin America (Price Waterhouse Cooper, 2011).

**2.** Mexico is a near shore destination to the United States, the world's largest media market and home to most global media industries.

**3.** Mexico is a production centre with ample supply of talent. It generates more IT graduates than the United States and accounts for over 50% of the total creative exports of the region (Creative Economy Report, UN, 2010).

**4.** Mexico offers favorable economic conditions, through a low cost of labor and generous government incentives. Mexico offers support to investment projects, equipment licenses, R&D, training and media production.

Finally, Mexico is more than a strong business case; it is a unique place to live and work. A place of fun and creativity, a cultural crossroad, where multiple historic influences promote an atmosphere of entrepreneurship and innovation.



“Mexico is more than a strong business case; it is a unique place to live and work. A place of fun and creativity, a cultural-crossroad, where multiple historic influences promote an atmosphere of entrepreneurship and innovation.”



## 03

## Why develop a city dedicated to the digital creative?

“The changes in the media industry require a revolutionary response in the physical environment.”

The changes in the media industry require a revolutionary response in the physical environment. CCD will provide the framework in which to develop and test these transformations.

CCD will provide a magnet for a key driver in the media industries - talent. Creative people who live and work in CCD will benefit from multiple disciplines working in close proximity. They will be able to partner and share ideas with others, generating the critical mass needed to sustain a thriving creative milieu.

Clustering of local creative industry leads to a number of advantages both for the companies involved and the entire region: increased competitiveness and productivity, as well as job creation for a high skills labor force. This process can already be seen in action in cities such as Los Angeles, New York and London. As a result of economic development policies, creative clusters are also thriving in many other parts of the world, such as Singapore, Seoul and Manchester.

By providing infrastructure, business acumen and a magnet for talent, Guadalajara will accelerate the organic creation of a digital media city. This process has to be phased in order to meet the window of greatest opportunity. With the rapid changes currently occurring in the industry, that time is now.



New Road, Brighton by Gehl Architects et.al.



## Why Guadalajara?

Guadalajara was chosen in a national competition as the site for the CCD. Through a multi-month process, supported by leading academics at MIT, a dozen cities were assessed across multiple characteristics - including macro-economic picture, quality of environment, industrial base, and potential for growth. The assessment of the four finalist cities (over a dozen sites) captured the full range of physical, institutional, and implementational issues that could confront the success of the project.

CCD will be located in the heart of Guadalajara, Mexico's second largest urban center, within over 200 hectares of sustainable urban environment (DUIS) that will revitalize one of Latin America's most important historical districts. Among Guadalajara assets are the following.

- Guadalajara is extremely well connected to the whole of Mexico and the United States (most airports there are within 3 to 5 hour flights).
- The city is home to over twenty universities, providing professional courses in many areas of study, including Engineering, Applied Sciences and the Arts.
- Home to a vibrant high-tech community, Guadalajara has been dubbed Mexico's Silicon Valley. It is the capital of Jalisco, a national leader in IT, with more than 600 companies forming the largest tech cluster in the country.

- Guadalajara has a history of supporting start-ups and is the home to one of the country's most successful software incubation facilities.
- Two of the most important cultural events in Latin America are hosted in Guadalajara (the Guadalajara International Book Fair and the Guadalajara International Film Festival), as well as the recently finished Centro Cultural Universitario Auditorium.
- The city is the home of mariachi music, a very typical representation of Mexico's culture; the State of Jalisco is the birthplace of world-renowned tequila.
- Guadalajara is well served by hotels and condos for rental and it hosts important tournaments of golf, tennis, and soccer. All sports and recreational activity play an important role in the city.
- Thanks to the legacy of the Pan American Games 2011, Guadalajara has a newly built world-class infrastructure.
- Furthermore, Guadalajara is considered a great place to live with pleasant climate, top caliber schooling, leading healthcare, adequate safety, hospitality and services.
- Nearby Lake Chapala is home to over 25,000 expats, and is already a magnet for the media industry.





## 05

## The uniqueness of Parque Morelos

Downtown Guadalajara, where Parque Morelos is located, is one of the most historic and memorable city centers in Mexico. A collection of architectural monuments interspersed with public squares, it not only has a powerful built image, but it is also a great place to live and work.

The area thrives with shops, theatres, museums and restaurants. A newly-built pedestrian space links the Cathedral with the Hospicio Cabañas, a Unesco World Heritage Site.

CCD will build on the assets of the historic area, and proposing a new type of development that weaves together traditional buildings with 21st century technology and activities.

The Hospicio Cabañas, as well as many courtyard buildings in the center of Guadalajara, are superbly adapted to the local climate. Not only wonderful places to be, these structures are also extremely flexible and have accommodated many uses over time. They are the organizing principle of CCD, integrating living, working and leisure in a human-scaled urban environment that can be changed, added to, and adapted over time.

In many cases, the courtyards are open to the public, providing more intimate spaces for outdoor dining, art shows, performances, or work. In other cases they serve more private functions for businesses or local residents.

Not limited to the ground, these courts could be created on upper levels as well providing spaces for social gatherings or collaborative work, bars, or other activities overlooking the street and courtyards below. As a result, a new kind of three-dimensional, 'permeable' realm, blending public and private, will emerge.

In short, CCD draws on the strengths of the site - its talent, historic fabric and connections - and enhances them to achieve a new social and environmental sustainability.

**“A collection of architectural monuments interspersed with public squares, it not only has a powerful built image, but it is also a great place to live and work.”**







The Plan illustrates both the intended urban structure of CCD as well as its potential patterns of land uses and activities. The Plan should not be considered a finished design; it simply aims to illustrate a strategic direction for the site as it could evolve over the next decade or more. All aspects of the Plan were developed together with participants from the Secretary of Economy, the City of Guadalajara, State of Jalisco, ProMéxico and Canieti.

## 06

# Parque Morelos tomorrow

CCD aims to be a 21st century place of creative work and culture that will build upon the unique qualities of downtown Guadalajara - transforming the city into one of the world's leading centers of digital creation.

The Plan (see above) for CCD envisions the incremental development of the area surrounding Parque Morelos and adjacent to the pedestrian axis connecting the city's Cathedral with Hospicio Cabañas. A variety of uses are planned, combining spaces for media-related industries with housing, recreational areas, educational and cultural institutions, retail, restaurants and hotels. The aim is to create a high-quality, socially-integrated urban environment providing an attractive place for the creative classes.

Developing over time, the project would begin with (1) private development for creative industries on parcels already owned

by the city and state governments, (2) critical infrastructure improvements, such as pedestrian bridges and pedestrian oriented streets, (3) investment in new public facilities such as educational and cultural institutions. These should be sufficient to create a critical mass to change the image of the district and attract further investment.

All existing buildings of historic value will be preserved and reused. The Plan envisions the redevelopment of a beautiful collection of public buildings west of Parque Morelos into spaces for education, professional training, and incubation to build the skills and human capital needed by the creative industries.

CCD will start by developing core digital media content (animation, gaming, video post production, etc.). Over time, an increase in the adjacent and supporting sectors (advertising, music, media law etc.) is planned, in order to create a full media ecosystem.

CCD will be physically located within the DUIS region (Integrated Sustainable Urban Developments), a major project by the Mexican federal government focused on achieving the highest level of sustainability and social inclusion. CCD will act as a pilot project for the larger DUIS region.



## A new global lifestyle

The CCD courtyards, new places of work, rest and peace, immersed in Guadalajara's year-round pleasant climate, will encourage a unique outdoor working lifestyle – a new magnet for the world's creative talent. CCD will be focused on ensuring a quality of life that is equal to or better than that enjoyed in existing creative clusters around the world.

A strong connection between Guadalajara's historic district and the CCD will be created by developing a unified, high quality pedestrian street experience. The area close to the theatre and other cultural attractions offers the opportunity for shops, restaurants, clubs and entertainment. Hotels facing on to the park could also provide accommodation for the cluster of industries and institutions in CCD.

The development of CCD will be supported by new educational and cultural institutions orientated to residents, local industries, and visitors to Guadalajara: a digital creative institute to train young people for tomorrow's media industries, a new incubator for start up companies, an experimental middle school with programs in the visual arts, and lastly, the proposed Mexican Media Museum and marketing center (MMMM) devoted to public engagement, education, and promotion of digital media and original Latin content.

Parque Morelos is the backdrop to CDD, a place where social interaction and culture nurture talent, innovation and creativity. The park will be a major amenity for those who live, work, and study in this area of Guadalajara - redesigned with the highest

levels of safety and convenience to include new facilities such as:

- Restaurants, food and covered working places in a new pavilion on the western edge of the park, and smaller pavilions and kiosks to support outdoor work and recreational activities.
- An outdoor theater-in-the-park for concerts and productions.
- A number of pools and digitally-controlled fountains, providing increased outdoor comfort through evaporative cooling.
- Children's playgrounds and open sport and recreational facilities.

In addition, world class hospitals, international schools, shops, renowned restaurants and cosmopolitan cultural events make Guadalajara a metropolitan area perfectly suited to the needs of the world's creative class.

**“The CCD courtyards, new places of work, rest and peace, immersed in Guadalajara's year round pleasant climate, generate a unique outdoor working lifestyle.”**





## Living lab

CCD will be a place to work in leading-edge digital creative services, but also a physical smart city with a highly interactive, sustainable built environment. A range of digital technologies will be embedded in the urban fabric, offering citizens and businesses differentiated live/work experiences and helping foster the growth of future media enterprises.

CCD in Guadalajara will become a place where digital technology allows increased efficiency, helping to save energy and better manage precious resources, such as water. The same technologies will also improve productivity at work by bringing people together in the virtual and physical space.

CCD will be open to all residents of Guadalajara, who will have access to all of its cutting edge infrastructure, promoting a new model for social digital inclusion.

CCD provides the opportunity to create a new urban regeneration model for emerging markets, especially in the Latin American context. It will be one of the largest developments of its kind in the region - effectively a living lab to develop new, sustainable technologies that could be scaled globally.

**“CCD will be a physical smart city with a highly interactive, sustainable built environment”**





"Imagine combining Silicon Valley entrepreneurship with Mexico's unique culture and traditions. Digital media creativity with outdoor working environments of unparalleled lifestyle. The new magnet for the global creative class; that's what Guadalajara is set to become through the Ciudad Creativa Digital."

Carlo Ratti, Director  
MIT Senseable City Lab





## Becoming part of the legacy

### Investing In Digital Media Production

The CCD presents a unique opportunity for a broad range of companies and organizations:

- Creative industry multi-nationals can establish a critical foothold in the fast-growing Latin American market. Taking office space within CCD will allow them to benefit from a unique place. A place where their cost of production is lower, they enjoy unique access to talent, incentives and proximity to their clients.
- SMEs and start-ups coming to CCD will enjoy a unique sense of place where creativity flourishes. They will have access to unprecedented incubation facilities and business support services.
- Educational institutions within CCD will have the opportunity to create world-class digital curricula and enjoy close proximity to small businesses, where their students can accelerate learning and have excellent job opportunities.
- The gravitational pull of the CCD will provide great business opportunities for a range of ancillary service providers such as legal and investor services.

### Investing In Digital Urban Solutions

- CCD will provide a new model of sustainable urban development.
- CCD's tech-savvy population and highly-digitized infrastructure will provide a unique global test-bed for future urban solutions.
- Tech companies will have opportunities



to pilot technologies such as intelligent infrastructure solutions: water, waste and energy solutions, mobility, public safety & buildings and intelligent community services: such as digital healthcare, education, retail and hospitality

### Investing In Real Estate

- CCD will provide fantastic real estate developer opportunities. The gentrification of the city centre will be a blend of public sector and private sector investment.
- Developers will have exciting opportunities to purchase and develop land parcels in line with the city's overarching strategy.

### Investing In The Citizens Of Guadalajara

- CCD's success is the success of Guadalajara's citizens. The project will create new employment and housing opportunities for all – it will drive improvements in the quality of citizen services. Shaping the vision of CCD's strategy with Guadalajara's existing residents will be fundamental.

To learn more about becoming part of the CCD legacy, visit our website [www.ccd-guadalajara.com](http://www.ccd-guadalajara.com) or contact one of our 31 ProMéxico offices around the world.

### KEY FACTS AND FIGURES:

- CCD will be an ambitious and exciting project and the home to a population of approx 50,000 people.
- The average annual temperature in Guadalajara is 26 °C, 78 °F (The Weather Channel).
- Size of development: CCD site - 40+ hectares, DUIS development - 234 hectares.
- At its maturity CCD will employ an estimated 10,000 digital creative professionals.
- The city will be built over the next decade with a mix of public (federal and local) and private investment.





[www.promexico.gob.mx](http://www.promexico.gob.mx)  
[www.ccd-guadalajara.com](http://www.ccd-guadalajara.com)



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with

**PLIIT** senseable city lab ::::

**MIC** <sup>mobility in chain</sup> **accenture**

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