



**Urban Land
Institute**

San Diego/Tijuana

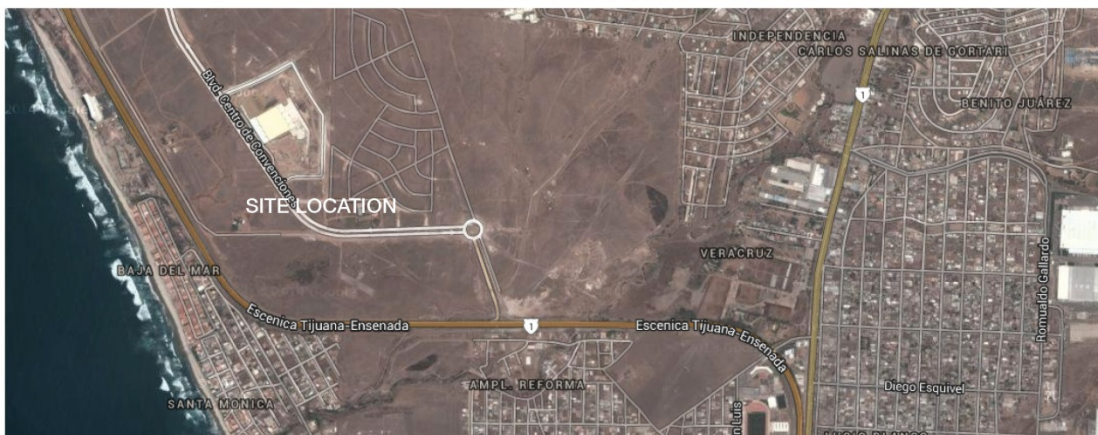
May 2014

Land Use and Amenity Concept Plan



Baja California Center • Rosarito Beach, B.C., Mexico

ULI Technical Assistance Panel



A Message from the ULI Technical Assistance Panel Chairman

In March of 2014, a group of dedicated volunteers from the Urban Land Institute (ULI) San Diego-Tijuana District Council were given the opportunity to participate in a Technical Assistance Panel (TAP) to provide advice and land use recommendations for the 298-hectare parcel surrounding the new Baja California Center (BCC) in Rosarito Beach, Baja California, Mexico. The group participated in a 2-day, intensive charette at the BCC and the Rosarito Beach Hotel. The experience was enlightening, educational and exhilarating. The TAP members included experts in architecture, urban design, transportation planning, convention and resort planning, landscape architecture, land use economics, smart growth, real estate development, hotel management and operation and port real estate management. These highly professional, experienced members of the TAP took on the assignment of evaluating and generating ideas to develop the area around the BCC with enthusiasm and a tremendous camaraderie. I was fortunate to work with such a distinguished group and pleased to have participated in such an important effort. My appreciation and admiration for their valuable time and insightful contributions is boundless.

ULI is committed to making a positive difference in the quality of life throughout our entire cross-border region. Coming together with land use professionals from both sides of the border allowed a unique forum for looking at problems and potential solutions. The TAP members brought passion, knowledge and commitment to the experience. The results are a series of recommendations to provide civic and business leaders, and land owners, with direction and guidance for the initiation of a comprehensive planning and development effort. Many individuals contributed to the success of the TAP. The support from our sponsors in Mexico including Consejo de Desarrollo Economico de Tijuana and Playas de Rosarito (CDT and CCDEP), Instituto Metropolitano de Planeacion de Playas de Rosarito, Tijuana and Tecate (IMPLAN), the Secretaria de Desarrollo Economico de Tijuana (SEDETI), Secretaria de Infraestructura y Desarrollo Urbano del Estado (SIDUE), Centro Metropolitano de Convenciones (BCC) and the members of Ejido Mazatlan provided an invaluable foundation for our work and were integral to the recommendations contained in this report.

Our work could not have been completed without the careful planning and determination of the ULI San Diego-Tijuana District Council and particularly Alejandra Zazueta of the Binational Initiatives Committee and our inspiring leader, Executive Director, Mary Lydon. This report represents the countless combined hours of the TAP. I hope you find the contents informative and I look forward to the future transformation of the Ejido Mazatlan property and the BCC.

Paul C. Marra
Chairman, BCC Technical Assistance Panel

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1. Assignment

In March of 2014, ULI's Technical Assistance Panel was assigned the task of coming up with an implementation strategy for developing a mixed-use district on the Ejido Mazatlan's 298 hectares surrounding the Baja California Center (BCC) in Rosarito Beach, Baja California, Mexico. The BCC is a 9,300 square meter conference facility with 14 meeting rooms and kitchen facilities. Opened in 2013, it has hosted 60 events including conventions, business meetings and concerts. The center was built to be a regional center for the Tijuana/Rosarito Beach/Tecate area and the business plan is to market the facility to local, national (Mexico) and international uses. Future phases are planned that will include a 4,000 square meter ballroom. The ideal development plan would support the successful operation and expansion of the BCC, chart a course for appropriate land uses and increase the wealth of the Ejido. In the plan, the BCC would form the center of a mixed-use district that showcases the economy, culture and natural environment of Baja California. It would offer a synergistic mix of public and private uses that would enliven the greater community day and night and ensure long-term sustainability.

2. Questions Asked of the TAP

The region's various government entities at the local, state and federal level are working together to plan and implement economic development programs to spur growth, tourism and private investment through a number of public and private ventures located in greater northern Baja. The Mexican government has spent a significant amount of money to build a regional convention/conference/event center in the middle of the Ejido's property and the TAP's vision and recommendations are aimed at maximizing that investment, taking advantage of the opportunities it presents to create a mix of land uses that transform the Study Area into "more than a convention center". Such a plan would help ensure its success and also take advantage of its seaside coastal setting bordered by two major roads at and the entrance to Rosarito Beach. So far, two master plans have been completed for the Ejido's lands, but they fail to define an overall vision for this district. The TAP's charge is to come up with just such a vision and recommend a mix of land uses that would support that vision. More specifically, the TAP was asked to respond to three questions:

1. What are the TAP's recommendations for the optimal mix of land uses in the District to support for the BCC's operations and future expansion?
2. What important catalyst/anchor uses or amenities does the TAP recommend for the District?
3. What strategy does the TAP recommend for implementing the optimal land uses, including organization(s) to lead the development effort?

In finding answers to these questions, the TAP reviewed (and was encouraged to build upon) previous planning efforts with the understanding that the existing plans are general in nature and are meant to be flexible enough to allow some deviation.

3. TAP Vision and Recommendations

The TAP Study Area is envisioned as a walkable, planned urban center with varying density that has a mix of land uses and activities that promote a self-sustaining community where local residents and visitors find excellent and varied opportunities to live, work, learn, play and restore their well-being. The Study Area's location across the toll road from the beach has the potential to be an excellent example of "Healthy Growth" where a culture of health and wellness lies at the core of its creation. To be successful, the effort must be measured by achieving a "triple bottom line" of positively addressing environmental, social and economic issues at the same time. The experience of many cities throughout the world is that if a city is a wonderful place for its residents, it will attract visitors that are interested in enjoying the unique experiences afforded the residents.

The TAP strongly believes that if the Ejido wants to create a new community surrounding the BCC, it should stick to a vision that incorporates a large and strong residential base to support the vibrant, varied and authentic activities of a truly mixed-use district. The BCC is a great starting point to attract both local and national visitors to exhibits and conventions, but it needs to be part of a sustainable community where people want to spend time. The BCC and its adjacent outdoor spaces should be used to highlight and provide event space for a growing food/wine culture in Tijuana and the Valle de Guadalupe region which could help reposition the Rosarito Beach community to a more sophisticated tourism scene, including health tourism, wellness, food, wine and regional agriculture. The following recommendations are intended to be a guide to making the vision a reality.

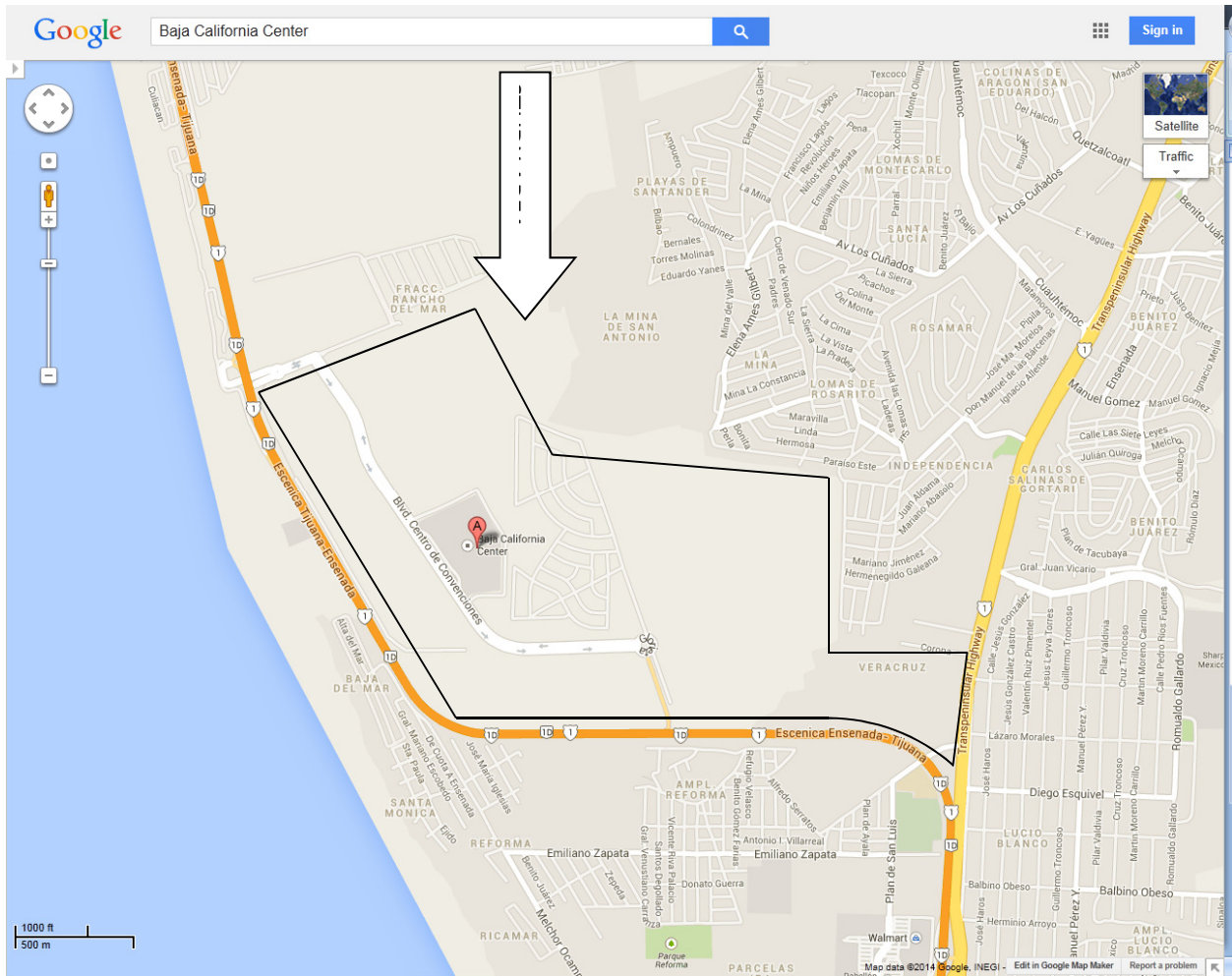


Figure 1 - Location Map

RECOMMENDATION NO. 1 – IT’S MORE THAN A CONVENTION CENTER

The TAP recommends the 298-hectare Study Area depicted in Figure 1 be developed under a common, holistic vision that functions as more than a convention center. In that vein, the panel suggests creating a culture of health and well-being, or *bienestar*, be at the root of all land use and planning decisions related to the overall site development. If done properly, the whole would be much more valuable than the sum of its parts. Because the BCC is already in place, it should function as the skeleton upon which to build a new, healthy body with integral parts functioning as a whole. The Ejido needs to form a governance structure that ensures that every land transaction is in concert with the holistic plan. Faithful adherence to the final plan, whatever it may be, will be key to increasing value across the entire development. Generally speaking, vibrant mixed-use districts like downtown San Diego generate higher rents than strip commercial sites because they offer a more interesting experience. The synergy among complementary uses produces a memorable experience worthy of returning to again and again.



RECOMMENDATION NO. 2 – CONNECT THE BCC TO THE LAND AND WATER

With all the vacant land surrounding it, the BCC is not grounded in its current location. However, building out the existing and future street network would begin to define potential planning areas and make a good starting point for defining four “cluster” districts that would serve to anchor it to the land. The TAP recommends themed districts where residents and visitors alike can Live, Work, Learn and Play in a healthy, planned, seaside urban center. Together, these theme areas bring energy to the overall development and provide support for the BCC.

The BCC should be anchored to the Pacific Ocean as well. To accomplish this, the TAP recommends developing an esplanade running from the front of the building westward bridging over the toll road and on to the beach. Initially, it may take the form of a wide path that terminates at the toll road. However, over time it would begin to define the districts and form a spine on which to develop the rest of the planning areas. Building new roads and the esplanade would define smaller public spaces and give character to the area creating unique opportunities for pedestrian encounters and adding value to adjacent land.

Figure 2 illustrates a conceptual development plan for the esplanade and connecting streets and plazas that would ultimately form an interconnected system of buildings and public space. Breaking down the size of the Study Area in this way allows the creation of a sense of place and pedestrian scale that acts as an amenity to create value and demand for living, working and playing in the Study Area. An important factor in the success of this approach is the introduction of heavy landscaping as an integral part of the pedestrian experience.

Street trees, fountains, bushes, flowers, small pocket parks and plazas alive with vendors and places to sit and people watch are the details that make the big ideas successful.

Convention Center Esplanade

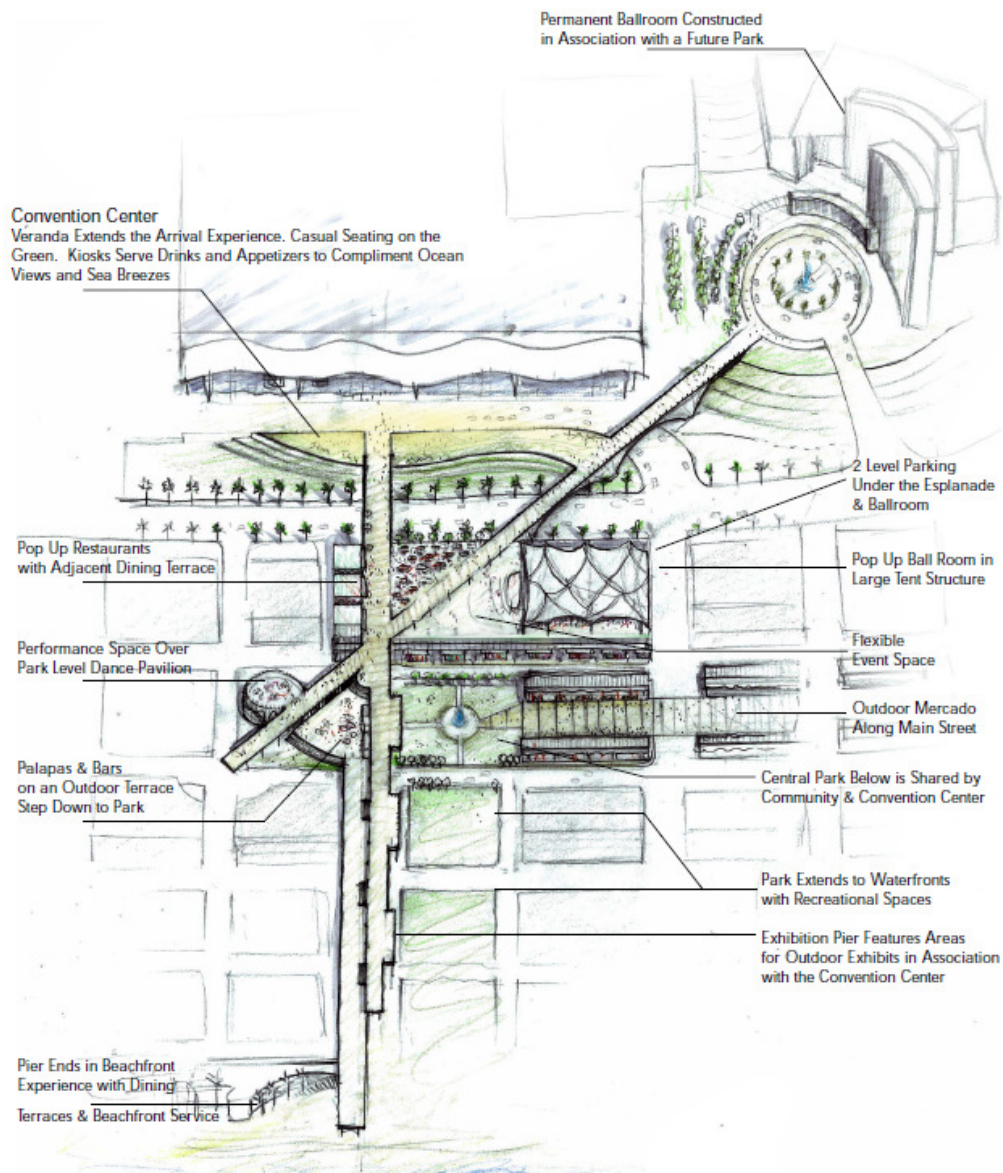


Figure 2 - Esplanade Conceptual Plan

The esplanade is needed to form the backbone of a new vibrant urban district. Anchored by both the BCC and a new convention hotel to the south, the esplanade informs a neighborhood identity based on a dense, mixed-use urban center with a predominance of

residential land uses mixed with boutique hotels and a cutting edge culinary scene. It might also feature working artists, craft brewing, Mexican spirits and wines, small boutiques, cafes and goods unique to Mexico and produced in Mexico. This district is intended to be developed at a pedestrian scale with a clear street hierarchy including smaller scale, landscaped streets, pedestrian friendly sidewalks, street lighting and furnishings that call to mind a lively beach town. Finally, the esplanade needs to terminate at the water in the form of a pedestrian bridge connecting to a short pier similar to the one recently constructed in Puerto Vallarta. Additionally, the TAP recommends that the Ejido and State explore options



to acquire the beachfront (either through ownership or concession) and remove the incomplete structural framing that mars the view of the Pacific Ocean. The remaining vacant multi-story residential buildings would be put to productive use as condo hotels that serve the BCC.



RECOMMENDATION NO. 3 – CONNECTIVITY MATTERS

Figure 3 illustrates the TAP's recommendation for a connected street and open space network which further breaks the site into smaller, more manageable areas for individualized thematic districts. While some of the roads were planned and built with the BCC, the remainder are essential elements of a walkable, bikeable community connected with the intent of moving one from one experience to another. The grid of small streets to the west and south of the BCC would serve as a starting point development of a thriving, medium density, vibrant beach town where locals and tourists alike come to stroll, shop, eat and drink. The larger roadways surrounding the BCC would serve to connect it to the larger communities of Rosarito Beach to the south and Tijuana to the northeast. Gradually, a street hierarchy would be achieved with primary arterials taking most of the auto traffic, leaving the smaller, interior streets to become attractive for slower paced, human activity. Within the larger roads, ample right of way exists to allow for a bicycling circuit upon which to train and or enjoy a sunset ride around the BCC. Promoting walking and biking lends to the image of a healthy place to live, work, play and heal. This kind of placemaking builds value for the Ejido and improves the livability of the community in the long run.

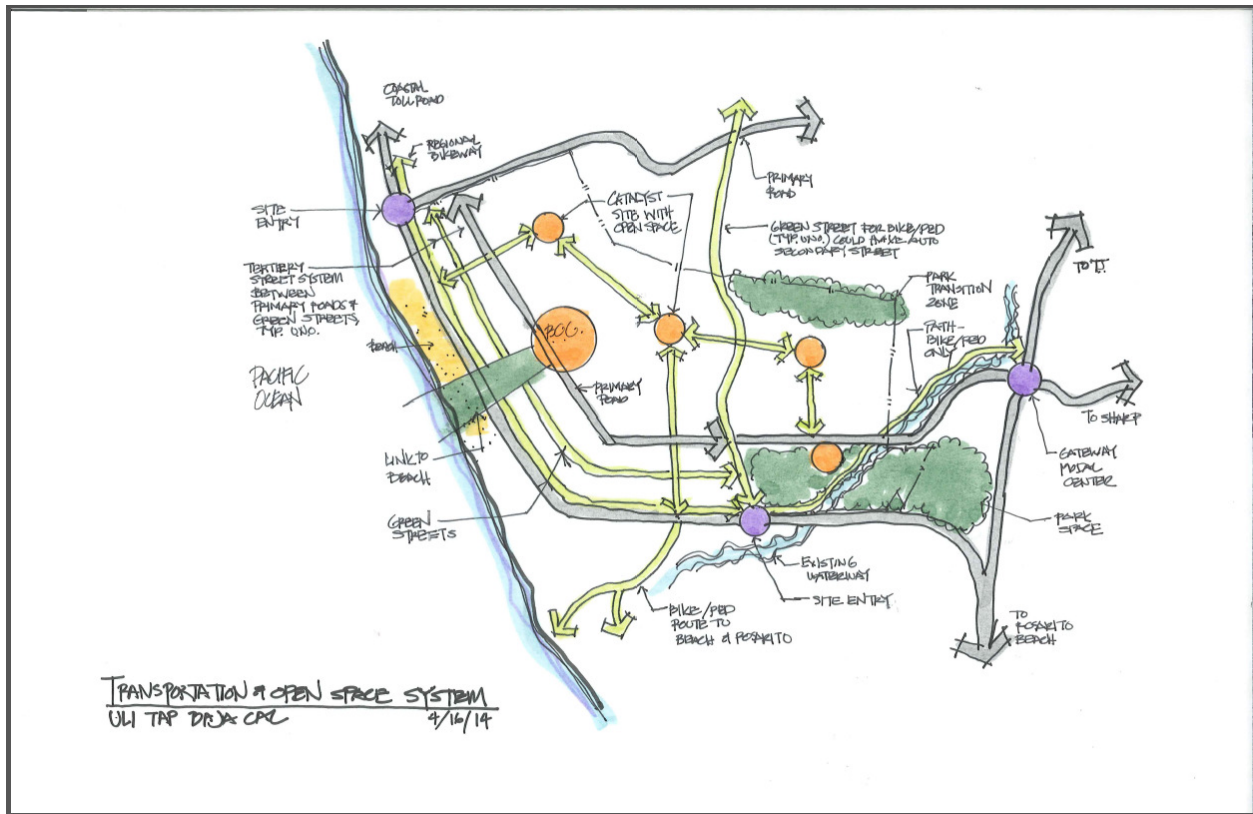


Figure 3 - Transportation and Open Space

RECOMMENDATION NO. 4 – START WITH AN OPEN SPACE NETWORK

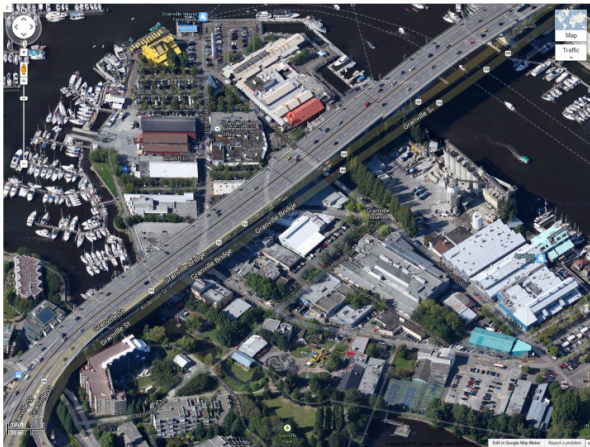
While it may seem counterintuitive, great value can be produced in the Study Area’s natural amenities and they should be viewed as an opportunity, not a liability. Figure 3 shows a green belt running along the southern third of the site centered on a creek bed that runs westward from the hills above. Planned green spaces provide a break from the bustle of the city and create an amenity upon which development can add value. The green spaces also serve as a link between the Study Area and the park-deficient surrounding neighborhoods and could function as an adjunct to the existing sports fields on the south side of the toll road. Other than the beach, there are very few places for families to recreate in the Rosarito Beach area. The TAP felt strongly that the plan should incorporate an open space framework that represents the urban design essence of the Study Area. It would provide relief from the orderly grid and connections among mixed uses.

RECOMMENDATION NO. 5 – CREATE AN INTERIM PLAN TO GROW THE BCC

The TAP Team recommends that the BCC work in concert with the Ejido to increase the utilization of the Center and thereby increase the per capita expenditure of all attendees. Understanding that it takes time to build convention business, there are things that can be done in the near term to draw people to the center and keep them there longer. The TAP suggests “fishing where the fish are” by bringing in locals and using Boulevard Centro de Convenciones as well as the lawn/garden area as a temporary plaza space for outdoor shows and events. The events can be “pop-up”, meaning no permanent buildings are

required to host them. Tents and vehicles can be assembled to house activities and catering. Events could include:

- ✓ Local garden and art shows, horse shows, craft fairs
- ✓ Farmers market/organic foods
- ✓ Local consumer products – wine, beer, leather goods, jewelry, pottery, sculpture
- ✓ Open space – play fields, picnic areas and bike paths
- ✓ Cooking classes as an extension of Culinary Art School
- ✓ Craft beer making classes
- ✓ Wine and tequila tasting
- ✓ Fundraisers for schools



These “pop-up” style events would allow more utilization of the infrastructure that is already in place and give convention attendees something else to do besides attend meetings and go back to their hotel. Once the BCC establishes itself as *more than a convention center* by hosting multiple community events, it takes on the role of a civic center as well. Over time, as the popularity of pop-up events grows, the Study Area could evolve into something on the order of a Granville Island in Vancouver which grew organically from an industrial manufacturing area into a major center for arts, entertainment and tourism.

This kind of placemaking is a proven formula for increasing interest and value.

To illustrate their ideas, the TAP created an infographic depicting a phased growth plan for the BCC. The inner “Regional” ring represents where the BCC is today. It recommends using the Center for regional and consumer events and making more use of the grounds and infrastructure in place. The “National” ring identifies uses that would normally accompany a national convention center including hotels, shopping, dining, entertainment and connectivity to a transportation system. Fortunately, there is ample land surrounding the BCC to plan for these necessary improvements but with the understanding that it will take time. The “International” ring identifies key components of an international convention center. These would include connectivity with airports in Tijuana and San Diego. Loosely construed, the infographic is a roadmap to success for the BCC over the long term.

Baja California Center

Strategies for Regional, National & International Development Around the Baja California Center



FEHR PEERS

Figure 4 BCC Infograph

RECOMMENDATION NO. 6 – FORM ESSENTIAL PARTNERSHIPS TO BUILD THE PLAN

To bring about the desired plan, a whole new tool kit for development must be created. The first step would be to draft regulations that incentivize the private sector to do and build the right thing and clearly describe *what NOT to do*. Zoning criteria and other use regulations must be loose enough to allow creativity in individual building design but stringent enough to ensure that the overall vision is maintained throughout the development. The second step would be to form a Joint Powers Authority involving the Ejido, the BCC and City and State governments with seats reserved for future tenants. The JPA would oversee all development and maintenance and would be charged with finding funds to keep the project going. Finally, the JPA would need to identify short and long term financing. Employing a combination of sources including public funds, private equity and developer advances would get the project started and rents and assessments from buildings would provide an operating income.

4. Development Program

The TAP evaluated the site and broke into two design groups. Each group prepared a rough land use plan and evaluated the strengths and weaknesses of each. The plans are identified as Option1 and Option 2 illustrated in Figures 5 and 6. Though the plans were developed independently, they are strikingly similar. Appendix 1 details the TAP's process in making their recommendations and lists all their suggestions.



Land Use & Amenity Concept Plan: Option 1
 ULI TAP: Baja California Center Site Master Plan

Date: May 2014



Figure 5 - Option 1

Option 1

Because the Study Area is largely vacant, the TAP's first task was to identify a land use that would serve to catalyze or encourage development. This initial catalyst would need to be developed quickly at a low cost to maximize its efficacy. It would also need to somehow link the BCC to the ocean. Option 1 (Figure 5) suggests that an esplanade linking the front door of the BCC with the toll road would be an ideal starting point. From the esplanade, a gridded circulation system would take shape and form the basis for dividing up the lower portion or "Beach Town" of the site into buildable lots for mixed-use development. In this way, the Ejido could begin to attract private developers within the Study Area to both meet

the objectives of the Study Area development plan and realize a greater economic return than what they could expect selling off disparate parts of the site.

To the northeast of the Beach Town and the BCC, a health and wellness campus would be planned. This district would cater to people young and old, visitors and locals alike, offering personalized health services including everything from traditional medicine to acupuncture, chiropractic, massage and any other healing practice. Access to this focus area would be provided via the toll road as well as new roads to the east connecting to Tijuana. The hillside location would take advantage of the cooling ocean breezes and sunset views.

East of the Health and Wellness focus area, Option 1 proposes a Live/Work district with entry level housing for health practitioners, students and factory employees (from the nearby Sharp electronics factory) all mixed into a vibrant multi-family neighborhood. This district is situated next to and below existing housing so the TAP suggests a community park on the northern border of the site to ease the transition from old to new and provide a needed recreational amenity.

To the south, the TAP team working on Option 1 suggested creating a place to relax and unwind. This district would become the lungs of the Study Area, featuring a large green space planted with fruit trees, community gardens and even a small farm producing local organic fruits and vegetables. The natural creek bed would be cleaned up and reclaimed as a waterway with walking trails and picnic areas. Its mild topography, cooling ocean breezes and southwestern exposure make it ideal for being outside. Taller trees could be planted along the two adjoining busy roadways to dampen noise and soften views to the Pemex plant to the south.

Option 1 depends upon connectivity on all levels. This plan connects the various districts with walking paths, bikeways, small streets, major boulevards and finally a multimodal transit center located at Sharp Boulevard and the free road to Tijuana. Providing for frequent and accessible modes of transport ensures that all potential residents, workers, conventioners and customers can conveniently and safely get to their desired destination and enjoy the amenities being created around the BCC.



Land Use & Amenity Concept Plan: Option 2
 ULI TAP: Baja California Center Master Plan

NORTH
 Date: May 2014



Figure 6 - Option 2

Option 2

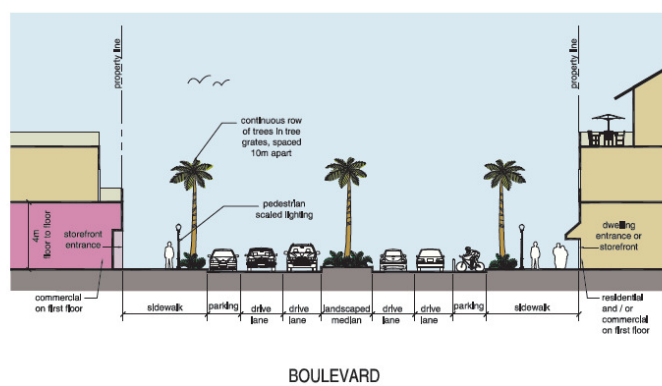
Options 1 and 2 share many similarities in terms of theme and overall neighborhood organization. Where they diverge is the use of the south and east sides of the site. The TAP team working on Option 2 divided the site into two general use areas. They proposed local uses to the south and east and visitor-serving uses to the west and north. The idea was to complement the existing neighborhood to the east by adding services that would provide a transition to the larger western side of the Study Area.

The second team began by identifying an open space network consisting of a large park and play district to the east bordering the existing neighborhood above the site. The Play District would serve as a transition zone and a needed amenity for old and new development. The image below is the new County of San Diego Waterfront Park that was built over a parking lot.

Below the park, an educational campus is planned to accommodate learning in the technology fields as well as growing craft businesses that have begun to sprout up around northern Baja. The Learn District might include a design school for working artists and designers combined with a technology center focused on manufacturing or telecommunications. Classes in craft brewing, wine making, cheese making and organic farming may also take place.

The Learn district would be bordered on the south by a commercial node located west of the junction of the free and toll roads where the dairy farm is currently located. This Work District would complement the Wal-Mart shopping center to the south and would provide employment to new residents and graduates of the learning centers in the Study Area. Suggested uses may include medical office, specialty retail, corporate offices or vocational training served by a multimodal transit center.

To the west and surrounding the BCC, Option 2 illustrates a large, moderate to high density mixed-use residential district. This Live/Play district is linked to the larger open space network and makes up the visitor emphasis portion of the plan. Next to the BCC, where a standalone ballroom is currently slated, the TAP envisions a major convention hotel. It would supply the necessary ballroom space but would be built by the private sector. This synergistic relationship would save scarce State funds for development of the esplanade described below. Representative photos have been chosen that depict the desired feel and character of the Live/Play district. The images all share one thing in common – they depict buildings that were developed on a pedestrian scale with a consistent street wall. Most display a high degree of pedestrian amenity as well.



Street Sections
 ULI TAP: Baja California Center Master Plan

Figure 7 - Street Sections

The BCC occupies the middle ground within the Live/Play District. West of the BCC, Option 2 also strongly suggests the creation of an esplanade connecting the BCC to the water. The esplanade's success depends upon obtaining site control of the beach west of the BCC. When it can be demonstrated that there is unfettered beach access from the Study Area, true value creation will have begun for the Ejido. The esplanade can then become the amenity needed to spawn mixed-use residential development, hotels, and related restaurants and shopping for conventioners and residents alike. The image below is the new County of San Diego Waterfront Park that was built over a parking lot.



In the hills above and around the BCC, the TAP suggested that villa-style homes might serve as an amenity for those seeking health and wellness in a bucolic, hillside location overlooking the sea. It could also attract condo-hotel developers who would like to rent larger homes to both convention goers and holiday makers when the BCC is not booked. The lots would lend themselves to phased development and could be sold off individually to raise revenue to build the esplanade and secure control of beachfront property.

5. Key Features and Suggested Catalysts

Common themes among Options 1 and 2 are: multimodal connectivity, a pedestrian-scale street grid, an open space network and loosely “themed” sub-areas. While simple in concept, these are very important organizing elements that optimize land value and create a strong sense of place as the development plan comes to fruition. Ultimately, these elements will combine to make the Study Area a very interesting and lively place to visit. Two of the world’s leading convention destinations, Orlando and Las Vegas, started with a clean slate. They have become phenomenal successes by planning and managing the places convention goers see and visit. Likewise, the San Diego Convention Center has been able to capture the number 5 spot among North American convention centers partly because it promotes its beach town reputation. The BCC may also be able to cash in on its location by developing an attractive beach town around itself.

The most critical organizing element for the development of the large Study Area is the introduction of open space to serve both as an amenity to bring residents, workers, and visitors to the site as well as an organizing element for the buildings and activities planned in the future. Just as a golf course serves as an amenity for suburban residential development, open spaces within the Study Area can serve as an amenity to enjoy as the larger site begins to take shape. It is critical to set the land aside before development takes place. These open spaces must form a connection between the cluster areas and, on a smaller scale, must form the basis of a well thought-out pedestrian streetscape system linking the buildings to the public spaces. Designing around the open spaces allows them to become a part of the daily circulation of employees and residents within the development and as a larger link to the BCC.



In establishing the design principles for the Study Area, the idea of human-scale elements is critical. Criteria generally applicable to the development of any parcel in the Study Area include:

- Preserve and enhance existing pedestrian patterns and auto circulation.
- Promote some type of commercial use on the street level except in the purely residential areas.
- Allow and encourage the development of mixed uses, both horizontally and vertically within the parcels. A development having a mix of office, hotel, shopping, restaurants, medical office, cultural and/or housing will be a much more active and secure place.
- Vary the height and the type of buildings and uses within the cluster areas.
- Encourage the use of multiple architects and developers to develop reasonably sized parcels to create variety and interest.
- Promote a variety of housing types -- townhomes, flats, small units and family units, entry level and very high income buildings and units -- mixed throughout.
- Provide both public and private community amenities (pools, fitness centers, athletic fields/courts, picnic areas, etc.).
- Encourage mid-block pedestrian crossings.

BCC Esplanade Catalyst Options

Development of the Esplanade can be phased over time but the general layout should be established. Its first phase might take the form of a traditional recreational park with ball fields, picnic areas and space for community events. Over time, it would become more of an urban plaza lined with boutique hotels, mixed-use retail and residential and community buildings to attract both residents and visitors. It needs to become a neighborhood gathering place with enough integral activities to catalyze development in the mixed-use/residential Beach Town sector west of the BCC.

As vacant land, the Study Area is not currently an attractive place for people because it lacks the required infrastructure and amenities to attract homes. It is important to remember that the three most important things when trying to promote or catalyze housing development are the presence of usable open space, good schools and urban amenities such as restaurants, cultural and entertainment venues. In addition, urban open spaces need ongoing activation by complementary uses to deter anti-social behavior and foster community. These synergistic uses are proposed to include pop-up events, restaurants, street vendors and temporary stores that feature quality Mexican goods. These uses would benefit nearby residents and tourists alike.

The Esplanade's grass fields in Figure 6 could be used in the morning and weekdays by the BCC for event space. On weekends, they could be available for community recreation and athletics or use by families with children and local residents for picnics, birthday and holiday celebrations, or passive recreation and people watching.

Health and Wellness Catalyst Options

The TAP's vision for the Health and Wellness Catalyst would include a branch of a university with study devoted to health careers and medical technology. It fits with the

employment needs that exist in the area and those that could be developed for the region, particularly as it relates to the health and wellness uses of the site.

Medical technology research and development could be compatible with the UABC's technology emphasis and would support new treatments and technologies associated with medical tourism and an aging population. It might even encourage cross-border links with San Diego's bio-tech industry. Such a med tech emphasis could provide a marketing niche for the convention center if the site became a hub of not just medical tourism but also emerging medical technology development. Medical conventions are a primary market for the San Diego Convention Center. Having a technology emphasis and a university site also brings younger professionals to live in the area who could be attracted to creative new urban housing models not currently available in Tijuana or along the Tijuana/Rosarito corridor.

Ideally, the Health and Wellness uses would include a version of a continuing care retirement community where people could live independently pursuing healthy lifestyles and also find extended care as needed without leaving their community. A significant immediate need in the area (for both expatriates and Mexican nationals) is for assisted living facilities and dementia care. There is an unmet need in the Tijuana/Rosarito area for a continuum of retirement living options that go from unassisted living to hospice care.

The TAP had additional suggestions for catalysts in the Health and Wellness District:

- ✓ Destination spa
- ✓ Upscale rehabilitation clinic
- ✓ Exercise facilities
- ✓ Nutritional counseling linked to the proposed farm

Live/Work Catalyst Options

While the existing BCC and new esplanade would be the primary catalysts for a new Live/Work district, the TAP suggested other, mini-catalysts that would promote community within mixed-use residential blocks. Events like farmers markets and neighborhood carnivals lend texture to a neighborhood and make it memorable. Small, boutique hotels with as few as four rooms could be added within primarily residential blocks along with neighborhood grocery stores and salons. Finally, small day spas would complement the health and wellness theme and be a nice amenity for residents and visitors alike. The image below is Tower 23, a boutique hotel in San Diego.



On the Move Transit Center Catalyst Options

Implementing the plan for a multimodal transit center at Sharp Boulevard and the free road would spawn additional transit-dependent development. Ideally the transit center would link to the BRT/Multimodal Terminal in Tijuana. Throughout the world, office towers are built where people can conveniently get to and from work. Retailers want to be in close proximity to places where commuters are waiting so they can supply life's little necessities on the trip to and from home. Finally, transit centers support high-density residential development. In Los Angeles, new Metro stations in Hollywood have been the impetus for a spate of new mixed-use residential towers.

Farm/Relax Catalyst Options

To preserve the farming heritage of the Ejido Mazatlan, the TAP suggested that a farm be maintained within the Study Area. Agriculture tourism is becoming more popular and demand for organic foods is increasing steadily. Possible catalyst options include:

- ✓ Farm with organic produce and goats tended for cheese
- ✓ Community gardens
- ✓ Orchards
- ✓ Vendors who sell organic and gourmet products specific to the northern Baja region including cheese, wine, beer and tequila

- ✓ Farm to table restaurants
- ✓ Professional culinary school with visitors/kids cooking

Beach Town Catalyst Options

Warm weather tends to drive inland residents to seek refuge at the nearest beach or lake. However, the sand and sea are not the only draw. Successful beach towns offer an array of activities and amenities that keep people occupied and businesses happy. The TAP suggests that the Study Area's Beach Town include:

- ✓ Boutique hotels located near shopping, restaurants and retail
- ✓ Interpretive nature center
- ✓ Beach cabanas
- ✓ Greek style amphitheater with outdoor performance space below and west of the BCC
- ✓ Public pool
- ✓ Small galleries

6. Implementation and Financing

To bring about the desired plan, a whole new tool kit for development must be created. Regulations should incentivize the private sector to do and build the right thing and clearly describe *what NOT to do*. This can be accomplished using a combination of straightforward image guidelines that lay out the vision described above. Next, a form-based land development plan should describe a building envelope for the Study Area thematic areas. The form-based approach allows leeway in design while prescribing important criteria like a uniform street wall and preserving sun access by stepping buildings back and retaining views. Zoning criteria and other use regulations must be loose enough to allow creativity in individual building design but stringent enough to ensure that the overall vision is maintained throughout the development.

Create a Plan

The TAP Team suggested the following be included in any plan:

1. Adopt streetscape design guidelines and develop a proposed "Complete Street" plan section across major thoroughfares that incorporate pedestrian amenities, such as street trees and parkways, bicycle lanes, parking and street furnishings (See Figure 7).
2. Include a bicycle circulation and street vendor location map for the entire Study Area.
3. Connect the BCC to the new BRT/Multimodal Terminal at Sharp Boulevard.

Form a Joint Powers Authority

Providing the infrastructure and maintenance for a new neighborhood should be the responsibility of a Joint Powers Authority (JPA) composed of the Ejido, the BCC, and the City and State governments with seats reserved for future tenants within the district. Each member would be assessed additional property taxes to provide for upkeep and marketing. The group would be involved with operating and maintaining everything in the public realm from vendors to signage to lighting and public safety. This includes theme and branding as

well as fostering a new arts, culture and education district. The group would be charged with providing enhanced services to keep properties clean including power washing sidewalks, street sweeping, trash pickup, and landscape maintenance. They would advocate for additional resources at the local, state and federal level. Most importantly they would sit on a Design Review Board (DRB). The DRB would be tasked with reviewing all building and development applications for buildings within the Study Area and applying guidelines to those projects. If a project meets the design guidelines as interpreted by the DRB, then that project can move on to the City to secure the normal permits for construction. If it is not approved by the DRB, then that project cannot be built until it is modified to comply with the guidelines.

Partnerships and Financing

Creating and maintaining a safe, clean and interesting community realm requires ongoing resources. The JPA needs to establish an equitable funding mechanism for both capital projects and maintenance. A very successful model exists at the Downtown San Diego Partnership in San Diego (www.downtownsandiego.org). The Partnership is funded by a combination of dues from its members, a property based assessment, a business based assessment and by special events. The JPA may be able to augment their budget with funding from the state or federal government, or may tap developer advances for selling off portions of the site for development. Additionally, they may wish to bargain for a portion of the tax revenue generated in the Study Area as it develops much like how redevelopment once was funded in California (US).

An alternative, and possibly complementary approach, would involve a public/private partnership between the JPA and a master developer. The JPA would issue a Request for Qualifications/Proposals (RFQ/P) to developers and institutional investors for a substantial first development phase of the Study Area. The RFQ/P would include the guiding principles and recommendations of this TAP report to the extent that they are embraced and adopted by the Ejido, BCC, and IMPLAN de Playas de Rosarito. The RFQ/P could be distributed on a regional, national, and even international basis, with emphases on developers/investors with track records consistent with the hospitality and meeting industry, large-scale mixed-use development and particularly the sub-district themes identified in this TAP study. A key feature of the business relationship between the selected master developer and the JPA would be the requirement that the master developer advance the necessary funding for predevelopment technical studies and land use entitlement costs, backbone infrastructure, and key amenities essential to the Phase I development. The master developer would be reimbursed for these funding advances as the initial lots are developed with revenue-generating uses. This public/private partnership structure with a master developer has been used many times in California, with notable examples including the development of the San Diego Padres Ballpark District in Downtown's East Village (a partnership between the Padres and the City of San Diego) and the transformation of the former Naval Training Center in Point Loma to the mixed-use neighborhood known as Liberty Station (a partnership between the Corky McMillin Companies and the City, rendering below). The success of a public/private partnership depends greatly on each party clearly identifying its

goals and objectives, and measuring the acceptable risks and rewards to achieve the desired outcomes. Renderings of the Ballpark District and Liberty Station are included for reference below.



Finally, it should be noted that a number of the recommendations contained in this TAP report blur the lines between the BCC and the Ejido. The TAP acknowledges that the BCC and Ejido land ownerships constitute legally separate properties. Neither party is under any obligation to partner with the other in developing the public realm, supporting infrastructure, private development, and related amenities within the Study Area. However, it was the TAP's strong consensus that the whole would be more than sum of the parts only if the two property owners combined forces to meet shared objectives. The success or failure of the convention center directly impacts the mix, value, and timing of private development opportunity on the Ejido's property. Similarly, the neighborhood surrounding the convention center — specifically, the quality of public amenities and private uses developed on the Ejido property — will largely come to define the convention center more than the physical characteristics of the facility itself.

7. Context and Background

The Mexico/United States border between Tijuana and San Diego is the most crossed international land boundary in the world. Over 40 million people cross each year. The binational region is home to nearly 5.3 million people. Baja California is a region unlike any other in either Mexico or the United States. Once considered a stop along the way to the border crossing with the United States, the region has come into its own boasting a growing industrial economy, well paying jobs, low unemployment and miles of beautiful beaches attracting locals and visitors alike.

Recent projections show significant job growth through 2025 with existing multinational companies hiring more workers and new companies arriving consistently to take advantage of improved access to the US market granted under the North American Free Trade Agreement. In anticipation of increased growth, the State Government has invested in a major new convention and exhibition space known as the Baja California Center (BCC). Completed in 2013, the BCC sits at the crossroads between two growing regions of Baja California, Tijuana and Rosarito Beach. The following table details the BCC's existing and planned meeting space.

Table 1
BCC Meeting Spaces

	Square Meters	Spaces
Exposition Area	9,300	1-4
Meeting Rooms	3,039	14
Public Areas	4,430	2
Parking		773
Planned Ballroom	4,000	

In 2013, the BCC hosted 60 events and had a total of 80,000 visitors. That number is expected to grow to 65 events and 90,000 visitors in 2014. A 4,000-square-meter ballroom is in the planning stages and will be built on the south parking lot.

Projected Growth

Projections for growth of the northern Baja California region (including Tijuana, Tecate and Rosarito Beach) have been studied since 1987 by Softec, a Mexico City-based economic, demographic and real estate research and feasibility firm. They note that manufacturing growth on the mesa east of Tijuana is growing at an all-time high increasing the need for office, retail and housing in the region. Additionally, per capita incomes in the northern Baja region are the highest in Mexico, driving migration northward. Softec projects the northern Baja region's growth during the 2014 to 2025 time period will be as follows:

- Population is expected to grow from 1.9 million to 2.7 million
- Incomes are expected to rise 79%
- 300,000 new homes will be needed to meet demand from population growth
- Workspace will need to expand by 20.5 million square meters. Most of this will be warehousing and manufacturing space, but there will also be a substantial increase in the amount of office and research and development space as the BCN economy evolves
- The region's economy is expected to triple in size in the next 15 years

However, in Rosarito Beach, many residents and businesses have left and empty storefronts are common. Efforts are underway to improve the city with a focus on accommodating a large share of the region's predicted residential and commercial growth and making the once-bustling beach town safe and attractive to both locals and visitors seeking a restful beachside experience.

8. Existing Conditions

The scope of the TAP study incorporates an area approximately 298 hectares or about 700 acres (see Appendix 2, Metric Conversion Table). The site is located about 3 kilometers north of Rosarito Beach and sits at the junction of the toll road to the west and south and the free road to the east. Figure 1 shows the boundary of the Study Area and the location of the existing BCC.

The site currently shares ingress and egress with the Rancho Del Mar subdivision to the north. Two major roadways provide access from the toll road to the BCC which sits at the western portion of the site but is about half a kilometer from the toll road. The roadway network is unconnected to the east but a 4-lane loop road has been built around the BCC to service the site and provide access to parking. The roadway has become a training ground for bicyclists in search of a safe, well paved area in which to ride. Ultimately, the roads will connect with an interchange to the south and one to the free road to the east.



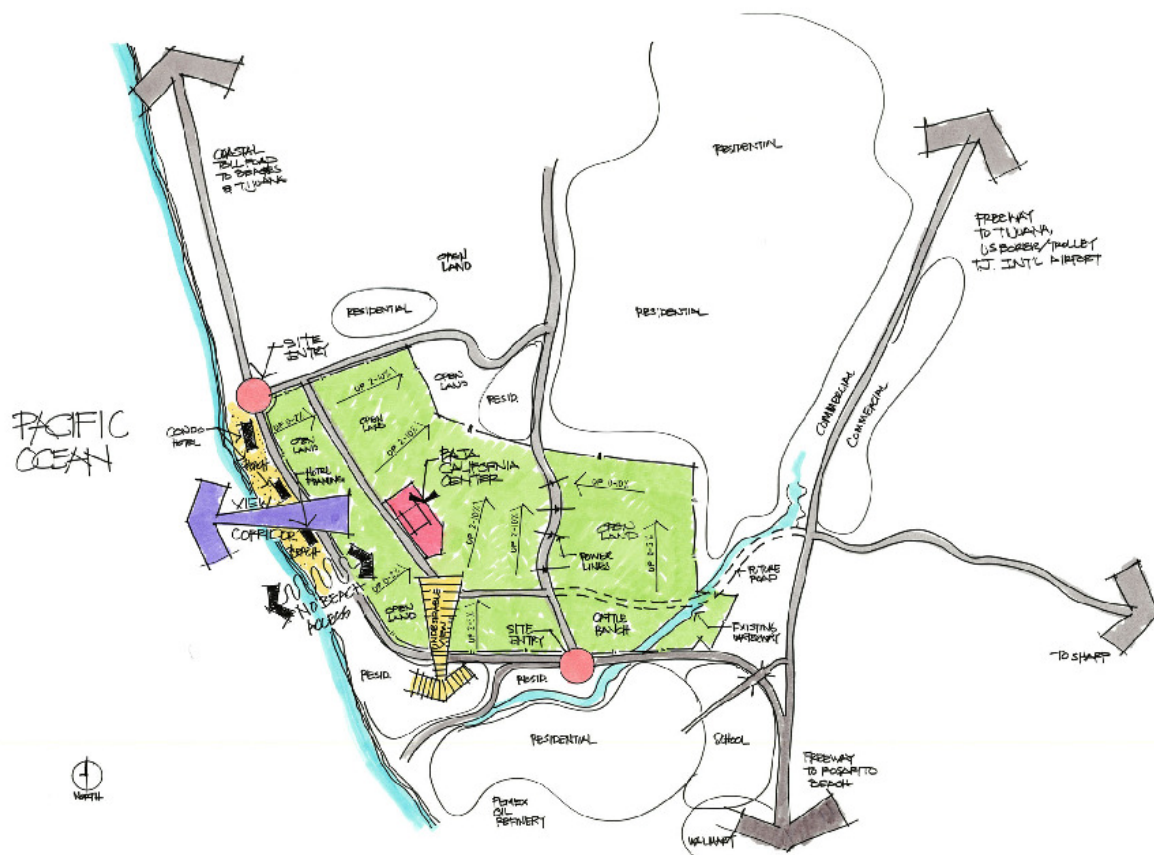
Currently, the Study Area is largely vacant and is entirely within the Ejido Mazatlan ownership (other than the BCC's 10 hectares owned by the State). Three small farmhouses and a dairy farm share the site with the BCC. The lower portion of the site slopes gently to the west and south. At about the BCC level, elevation rises steeply from about 30 meters to as much as 120 meters at the northeast corner of the Study Area where it meets the residential neighborhood above. The site has been used for agriculture in the past and some dirt roads exist on site.

9. Opportunities and Constraints

The following analysis represents the collective thinking of the Technical Assistance Panel (TAP) over the course of the 2-day charrette. It highlights the best attributes of the Study Area and calls out major obstacles to development. Figure 8 illustrates the following list:

Strengths/Opportunities:

- The BCC is a first class, regional meeting facility already functioning near the center of a dynamic, binational region of 5.3 million people.
- The BCC enjoys a 180 degree view of the Pacific Ocean.
- The topography is mild to moderate in most of the Study Area which limits grading and facilitates development.
- The Study Area slopes tend south and west toward the sun and preserve views to the ocean.
- One land owner, Ejido Mazatlan, controls the entire 298-hectare site and effectively has a clean slate to develop the property in conjunction with IMPLAN and the State government.
- The Study Area is attractive to leisure visitors as well as major employers needing convention and exhibit space.
- The surrounding region plays host to a number of growing job sectors including aerospace, automotive, electronics, medical products, medical tourism, construction and logistics.
- The Study Area enjoys easy access from both the toll road and the free road from Tijuana and Rosarito Beach.
- The vacant residential/condo towers on the beach west of the Study Area could be used as condo hotels for major conventions.



Opportunities & Constraints Diagram

ULI TAP: Baja California Center Master Plan

Date: May 2014



Figure 8 - Opportunities and Constraints

Weaknesses/Constraints:

- There is limited connectivity with Tijuana and Rosarito Beach via walking or transit.
- There are no cultural institutions or shopping opportunities for tourists or conventioners to spend money within walking distance. This limits the duration of a tourists stay and the breadth of the tourism market.
- There is limited potential to attract U.S. visitors due to long border waits upon return.
- There are multiple ownerships within the Ejido and the necessity to gather signatures from all Ejido owners in order to sell land makes property assembly difficult and increases development risk for larger projects.
- The Ejido does not control the beach and the Study Area has no dedicated beach access.
- The toll road is a barrier to beach access and limits entry and exit points to the west and south.

- There are no hotels within walking distance of the BCC.
- The Study Area is mostly vacant with very limited infrastructure.
- There is no big vision of what will be here in 20 years. The central idea is lacking.

Overall, the Study Area has the potential to capture a significant amount of convention business in the growing region and with it, create hotels and new housing demand for beachside living through the development of low, medium and high density housing. Developing the Study Area has the potential to turn underutilized land into a new, vibrant gateway into Rosarito beach and to lure some of Tijuana's emerging "creative" class businesses, such as art galleries, performance venues, restaurants, cafes and craft brewers toward the beach. The Study Area is large enough to allow significant development while leaving room for green space and a bikeway on the internal circulation system.

10. TAP Member Profiles



Paul C. Marra, Managing Principal, Keyser Marston Associates, Inc. – TAP Chair

Mr. Marra has served KMA clients for nearly 25 years, providing market and feasibility analyses for complex urban in-fill and community revitalization developments and plans. He has been extensively involved in the firm's work in public/private partnerships throughout San Diego, Riverside, Orange, and Imperial counties, including financial analyses for office, hotel, retail, and mixed-use developments. He graduated Phi Beta Kappa from Johns Hopkins University with a Bachelor of Arts degree in Sociology. He is fluent in Spanish and serves as Co-Chair of the ULI San Diego/Tijuana District Council's Binational Initiatives Committee.

Shahriar Afshar, Special Projects Manager, Port of San Diego

Shahriar is a public affairs professional with over 20 years of public service experience with the Port & City of San Diego. He specializes in civic project management, land use policy, community engagement and international business development. He is currently a Special Projects Manager responsible for development projects with significant land use, policy and stakeholder impacts such as the \$520 million, one million square feet, San

Diego Convention Center Expansion Project. Shahriar has a Bachelors in Business Administration and a Master of Public Administration from San Diego State University.

Kathy Breedlove, JD, Director of Planning, KSL Resorts

Ms. Breedlove managed the entitlement process for the Hotel del Coronado Amended Master Plan for future development at the resort to include a new Conference Center and 144 new hotel rooms. She has been involved in all phases of resort real estate development for KSL from feasibility analysis to marketing and sales, most recently for a project at the Grove Park Inn in Asheville, NC. Kathy is on the board of Circulate San Diego and served as Chair of the Move Alliance, providing endorsements for transit-oriented development projects.

Peter F. Dennehy, Senior Vice President, Meyers Research, LLC

Peter has 25 years of experience analyzing real estate developments for developers, financial institutions and public agencies throughout the United States. He has directed consulting engagements for hundreds of clients, covering a wide array of product types and real estate asset classes, with a particular focus in recent years on rental and for-sale residential projects, mixed-use urban infill developments, master planned communities and portfolio analysis. Peter Dennehy holds a J.D. from University of San Diego's School of Law and a B.A. in Government/Public Policy from Pomona College.

J. Arturo Echánove Beltrán, MODULO 7, taller de arquitectura

Sr. Echánove Graduated from Baja California State University (UABC) School of Architecture in 1986 and founded his own design firm "Modulo Sie7e, taller de arquitectura" in 1993. He has worked for the last 16 years as an external consultant for building, design and development for the Baja California State Government as well as the Cities of Tijuana, Rosarito Beach and Ensenada.

Gabriel Garzo, New Vision International LLC

Gabriel has served as Co-Chair of the ULI Binational Initiatives Committee, and is involved in the day-to-day management and development of a 7,500 acre property located in Tijuana, Baja California, known as Rancho Ontiveros. In 2012, he founded New Vision International LLC, a binational business development and management consulting company. He is currently a Masters in Real Estate Development Candidate 2014 at the University of Southern California.

Steven B. Johnson, Vice President of Public Affairs, San Diego Convention Center Corporation

Mr. Johnson oversees corporate communications, marketing, government and public relations. Mr. Johnson has been involved in the effort to expand the current facility since 2006 and served as staff to the Mayor's Citizens Task Force on the Convention Center Project in 2009. He has over 20 years of professional leadership experience in marketing

and public affairs in both for-profit and not-for-profit organizations. Steven received his B.A. in Marketing from the University of Oregon, Eugene and his Master's in Public Administration from San Diego State University.

Ignacio López de Maturana, Principal, Atelier Urbano, Tijuana, BC

Sr. Lopez has extensive international experience, working as a Project Coordinator for Fundacion Metropoli, collaborating in projects in Europe, Spain, Morocco and Mexico. In 2011, he founded ATELIER URBANO, a unique and forward thinking architecture and Urban Planning firm that explores and finds solutions to the challenges of the 21st Century City. He studied architecture and obtained a PHD Cum Laude from Universidad Europea de Madrid.

Juan Carlos Cornejo Muñoz, Architekton, SC, Bureau of Architecture, Design and Valuation

Sr. Muñoz has had professional experience in banking and real estate development companies nationwide in Mexico. In 2000 he founded his office, Architekton, SC where he has continued to promote and support the real estate industry with projects, presentations, concepts and work in different areas. He is also a real estate appraiser and understands the business of architecture. He graduated from the University of Guanajuato in 1992.

Doris Payne-Camp, Consultant, Real Estate Focus

Doris Payne-Camp is an independent market research consultant specializing in the “over 50” market. She assists clients on both sides of the border in better understanding consumer preferences for rental housing, retirement living, and active adult communities. She is retired from the San Diego Housing Federation and also served as the Executive Director of the San Diego County Apartment Association. She’s done market research throughout the U.S. for homebuilders, master planned community developers, and financial services companies. She is a founder of a Foundation focusing on retirement living in Mexico (AMAR Friends Foundation). She resides in both San Diego and Mexico.

Sohrab Rashid, Principal Traffic Engineer, Fehr & Peers

Sohrab is a registered Traffic Engineer in California with over 25 years of experience in transportation planning and traffic engineering, and 19 years with Fehr & Peers. He has served as Principal-in-Charge or Project Manager for numerous high-profile projects throughout California and Hawaii, as well as several in China and Singapore. He has made a conscious effort to work on a variety of studies to provide a balanced approach to mobility. His experience includes studies of transit area planning and station access, campus master plans, freeway and arterial operations, bicycle and pedestrian facilities, parking operations, traffic calming, and transportation sustainability. He is the firm’s San Diego Office Leader and coordinates the firm’s work in Hawaii and around the Pacific Rim.

Daniel Reeves, VP Economic Development and Public Policy, Downtown San Diego

Partnership

Prior to joining the Partnership, Daniel worked as a project manager at Civic San Diego specializing in alternative financing mechanisms and the development of tools that create opportunities for economic revitalization. Daniel lead Civic San Diego's New Markets Tax Credit program and working on the development of various investment funds aimed at incentivizing development in San Diego's most underserved communities. Daniel holds a Master of Business Administration (MBA) degree and a Master of Science in Real Estate (MSRE) degree from the University of San Diego. He is a full-member of ULI, and is actively involved in the Young Leader Partnership Forum program.

Cate Thero, Managing Principal, Resort Consulting Associates, LLC

Ms. Thero specializes in strategic planning and marketing strategies for public-private tourism entities, integrated destination resorts, and leisure attractions. Cate has worked on over 80 consulting engagements throughout North America, Europe, Asia, the Caribbean and South Pacific and supports her consulting expertise with twelve years of hands-on resort and tourism management.. Her unique well-rounded background allows her to approach complex situations and develop strategies and tactics for unlocking hidden value via insightful analytics, creative marketing and tourism strategies, and operational enhancements. Cate started her career as a Financial Analyst with J.P. Morgan in New York and earned a Bachelor degree in Finance from Georgetown University and an MBA from Harvard Business School. Cate is a Vice Chair of the Urban Land Institute Recreation Development Council.

Diego Velasco, AICP, LEED AP, Principal, M.W. Steele Group Architecture and Planning

With 15 years of experience in both urban planning and architecture, Diego maintains a comprehensive and interdisciplinary approach to design that makes him versatile and diverse in his skills. His planning work at Steele Group ranges in scale and scope from Master Planned Communities to General Plans, Community Plans, Streetscape Design, Design Guidelines and Community Outreach. His work in architecture focuses on urban, infill housing and mixed-use. Diego has a Master of Urban Planning degree from the University of Washington and a Bachelor of Arts with a major in architecture from the University of California, Berkeley.

Laura Warner, President, Warner Architecture+Design

Ms. Warner has committed herself to improving the quality of life in the city and county of San Diego through her professional endeavors to create well-designed architecture and urban plans as well as through her volunteer efforts and professional affiliations. Her firm's focus is to provide client's and their communities with quality physical and policy planning for urban environments that is integrated with effective community involvement, communications and governmental relations services. She holds a Bachelor of Arts in Architecture from UC Berkeley.

Frank Wolden, Principal, Skyport Studios, LLC

Frank is a Designer with a passion for cities. Early in his career he held key positions in both public and private organizations including the Center City Development Corporation. In 1986 he formed his own firm City Design, specializing in creative retail and urban design. For the past 16 years he has served as design principal for Carrier Johnson Architects, leading the design of high profile projects from San Diego to China and the Middle East. Frank is an adjunct professor at the New School of Architecture and is extensively involved in the community representing a broad range of organizations from the Urban Land Institute, the AIA Urban Design committee to the Council of Design Professions

ULI Support Team

Mary Lydon, Urban Land Institute San Diego-Tijuana

Alejandra Zazueta, Atelier Urbano

Gabriel Camarena Salinas, Director General, Baja California Center

Raul Aragon Castro, Director General, IMPLAN Playas de Rosarito

Paul McNeil, Technical Writer

11. ULI and TAP

Urban Land Institute Overview

The Urban Land Institute is an international organization that provides leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. For more than 75 years the Urban Land Institute, now with an international membership of 33,000 strong, has been widely recognized as the top advocate for encouraging and fostering high standards of land use planning and real estate development. The ULI San Diego-Tijuana District Council was established in 1997 and has 600 members that represent a wide spectrum of real estate disciplines. They include architects, engineers, developers, builders, planners, lenders, brokers, accountants, attorneys, academics and students. As the "go to" land use organization for real estate issues in our region, the ULI San Diego-Tijuana District Council facilitates the open exchange of ideas among industry leaders, practitioners and policy makers. The District Council sponsors several monthly educational forums focused on land use issues, policies, people and projects.

ULI Technical Assistance Panel (TAP) Overview

The ULI Technical Assistance Panel (TAP) program brings the finest expertise in the real estate, planning and development fields together to collaborate on complex land use and development projects. Public agencies and nonprofit organizations facing a difficult land use or real estate issue in the greater San Diego-Tijuana region can get expert and objective advice with the help of a TAP offered by the ULI San Diego-Tijuana District Council. Members may include investors, brokers, designers, planners, engineers and financial analysts.



12. Additional Resources and Bibliography

This report is primarily the result of an intensive 2 day charette and the hard work of the TAP members presenting their best ideas for creating a new urban center around the BCC. The following documents were consulted in preparation of this Plan:

1. *Programa Parcial de Mejoramiento Urbano de la Zona del “Centro Metropolitano de Convenciones” de Playas de Rosarito, B.C.*
2. *Programa de Desarrollo Urbano del Centro de Población de Playas de Rosarito 2007-2020.*
3. *Programa de Ordenamiento Zona Metropolitana de Tijuana, Tecate, Playas de Rosarito y Ensenada.* March 2012.
4. *Plan Estrategico Metropolitano, Tijuana, Tecate, Playas de Rosarito.* February 2012.
5. *Actualización del Programa Regional de Desarrollo del Corredor Costero Tijuana-Rosarito-Ensenada (COCOTREN).* August 2010.

Appendix 1 - TAP Process

On March 20, 2014, a group of dedicated volunteers from the Urban Land Institute (ULI) San Diego-Tijuana District Council were given the opportunity to participate in a Technical Assistance Panel (TAP) to provide advice and land use recommendations for the 298-hectare parcel surrounding the new Baja California Center (BCC) in Rosarito Beach, Baja California, Mexico. The TAP members were divided into three groups based on their expertise. The first group focused on convention operations and devised a plan to help make the BCC profitable in 10 years. They also had suggestions for improving the visitor experience from start to finish. While most of their best ideas are summarized in the body of the report, the following list details every idea captured on a flip chart over the course of the 2-day meeting:

- ✓ Think about how to increase the utilization of the space and how to increase expenditure of the users.
- ✓ Devise an Interim Plan focused on creating community that will get locals onto the property. Ideas include:
 - Smaller local garden and art shows, horse shows and craft fairs similar to programming at the Del Mar Fairgrounds in San Diego.
 - Use the parking lot or Boulevard to provide a space for a Farmers Market featuring organic local foods.
 - Combine shows for local consumer products – wine, beer, leather goods, jewelry, pottery, sculpture.
 - Devote some of the site to open space – play fields, picnic areas and bike paths.
 - Consider offering cooking classes as extension of Culinary Art School in the BCC kitchen.
 - Offer craft beer making classes in a temporary structure.
 - Promote wine and tequila tasting events in the garden.
- ✓ Erect tent structures for function space in the short term in front of the building that feature food trucks or catered events with the BCC Director General overseeing providers.
- ✓ Begin to develop a mix of amenities to keep people on site and spending money.
- ✓ Provide activities, spaces and events for children.
- ✓ Use shuttles to carry visitors to a varied list of attractions within the entire region including trips to Ensenada and Guadalupe Valley. Let people know what the amenities are be it whale watching weight loss clinics, etc.
- ✓ Provide more signage from the airport to the BCC and along major roadways including the Toll Road. Banners were suggested for larger users.
- ✓ Manage the view to and from the BCC like Disney would.
- ✓ Welcome guests at the Tijuana Airport with banners and video monitors.

The second group focused on land use, infrastructure and circulation to fulfill the mandate of the TAP and begin to find answers to the questions asked. Their main points are summarized in the body of the report; however, a complete list of ideas follows:

- ✓ Site should be planned around traffic and transit with a multimodal approach.
- ✓ Connect the BCC's front door to the ocean visually and physically.
- ✓ Plan the Study Area as a new gateway into Rosarito Beach.
- ✓ Connect planned and existing roadways as soon as possible.
- ✓ Purchase and remove the steel framed construction site and negotiate a concession for a stretch of beach in front of the BCC to preserve views and offer a recreation amenity.
- ✓ Provide greenways and connections to adjacent existing land uses.
- ✓ Complete planned connections to the Toll Road sooner than later.
- ✓ Develop a street hierarchy with each type having its own character. Small streets should be vibrant with multiple users including vendors, cafes, pedestrians, bicycles and even cars.
- ✓ Worry about cars last.
- ✓ Create a safe and attractive fitness circuit for bikes, walkers and runners around the BCC and consider adding "par course" exercise stations.
- ✓ Establish a grid pattern in the Beach Town district with blocks similar to downtown San Diego in the range of 65 by 100 meters.
- ✓ Create a ceremonial street lined with more dense uses and include a large triangular promenade with an active park for views/sunsets.
- ✓ Promote business uses along the 50 meter power line right of way to the east.
- ✓ Link green spaces to form a loop through the Study Area.
- ✓ Feature the dry creek as part of the open space plan.
- ✓ Replace the dairy farm with play fields and a park with a meadow across from the school south of the toll road.
- ✓ Consider new ways to generate value on vacant land including provision of an airstrip for civil aviation.
- ✓ Consider a celebrity rehabilitation clinic in the Study Area to promote the health and wellness theme.

The third group focused on urban design and most of their suggestions concern the look and feel of the Study Area 20 years from now. In developing Option 2, they envisioned the BCC as more than a convention center. With proper planning, it would become the catalyst for rich and varied mixed-use community that is rooted in and is a part of Northern Baja California. The complete list of their ideas follows:

- ✓ Promote synergistic uses so that together they bring energy to the development and create 4 "cluster" areas. Areas might be called Live, Work, Play, and Learn. Intersperse cluster areas with an open space network.
- ✓ Brand the Study Area for health and wellness making walkability a key component.
- ✓ Support and encourage medical tourism.
- ✓ Use existing and planned roads to define overlay areas.
- ✓ Determine vision and direction for each area of development.

- ✓ Divide the site conceptually into 2 nodes. One geared to all “visitors” to the north and west of the BCC and one more local to the south and east.
- ✓ Move the dairy farm or make it more part of a learning “agriexperience” for convention goers.
- ✓ Locate commerce and schools at junction of the toll road and free road.
- ✓ Subdivide the southeast quadrant for entry level housing above with a park forming a buffer between old and new being thoughtful about how this quadrant connects to existing neighborhoods to the east and south.
- ✓ Build districts for walking then accommodate cars.
- ✓ Create a Beach Town with a small (alley-like) main street in center. Fill the lots with multi-family, multi-use buildings including little hotels, spas, galleries and family run shops.
- ✓ Subdivide the area above and to the north of the BCC with larger lots to accommodate hillside villas.
- ✓ Determine infrastructure investment BEFORE development Spend the time and money to put the infrastructure in first, then sell lots to infill.
- ✓ Construct an Amphitheater and open air market in front and below the BCC.

Appendix 2 – Unit Translation Table

BAJA CALIFORNIA CENTER TAP

URBAN LAND INSTITUTE

1.0	Foot	=	0.30	Meters
1.0	Meter	=	3.28	Feet
1.0	Square Feet	=	0.09	Square Meters
1.0	Square Meter	=	10.76	Square Feet
1.0	Miles	=	1.61	Kilometers
1.0	Kilometer	=	0.62	Miles
1.0	Acre	=	0.40	Hectares
1.0	Hectare	=	2.47	Acres
1.0	Dollar	=	13.32	Pesos
1.0	Peso	=	0.08	Dollars
45.0	Units/Hectare	=	18.2	Units/Acre
88.0	Units/Hectare	=	35.6	Units/Acre
25.0	Units/Acre	=	61.8	Units/Hectare
50.0	Units/Acre	=	123.6	Units/Hectare
75.0	Units/Acre	=	185.3	Units/Hectare