



Technical Assistance Panel Report: June 2018

CROSS BORDER VISIONING

AN EXPLORATION OF A UNITED CROSS-BORDER EXPERIENCE



**Urban Land
Institute**

San Diego/Tijuana

Prepared for:
San Ysidro Chamber of Commerce &
Border Fusion Group

June 6 - 8, 2018

PREPARED FOR



CONTRIBUTIONS SPONSORS



Border Village Shopping Center

J&M International

The Urban Land Institute San Diego - Tijuana
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SAN YSIDRO PORT OF ENTRY

ONE REGION, ONE CROSS-BORDER EXPERIENCE

The San Diego-Tijuana Ports of Entry resembles many other international border-crossing with security, guards and customs agents, But it's a maze of confusion that causes anxiety rather than joy as nearly 50 million pedestrians and motorists cross annually, the largest such movement of people worldwide.

The clash of languages, transportation routes, cultural differences is both exhilarating and exasperating. Crossers south encounter lines of vendors and food carts, meandering foot paths and a multitude of signs that don't help them get from place to place. Crossers north can get lost looking for transportation connections. Retail choices are limited and unexciting. The street scene suffers from visual clutter and architectural ugliness.

But the immediate border crossing does not have to remain this way. It could instead transform into a celebration of complementary ways of life, a welcome center for people headed north or south.

There should be smiles on the millions of faces as they cross from one country to another, either for the first time or the umpteenth time. Imagine an international park spilling over both sides of the border, with monumental public art prompting selfie moments.

ULI EXPERTISE

URBAN PLANNING & DESIGN |
CONSTRUCTION | PUBLIC PRIVATE
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| PLACEMAKING | BUSINESS
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| REAL ESTATE DEVELOPMENT
| JOURNALISM | BORDER
RELATIONS | TRANSIT & MOBILITY
| ENTREPRENEURSHIP | CAPITAL
MARKET | ECONOMICS



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ABOUT THE URBAN LAND INSTITUTE

ULI, the Urban Land Institute, is a 501(c) (3) nonprofit research and education organization supported by its members. The mission of the Urban Land Institute is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. Founded in 1936, the Institute now has almost 40,000 members worldwide, representing the entire spectrum of land use and real estate development disciplines working in private enterprise and public service. A multidisciplinary real estate forum, ULI facilitates an open exchange of ideas, information, and experience among industry leaders and policy makers dedicated to creating better places.

ABOUT ULI SAN DIEGO TIJUANA

ULI San Diego - Tijuana is a community of 700+ people from across the region. As a nonpartisan organization, we have long been recognized as one of America's most respected and widely quoted sources of objective information on urban planning, growth and development. The local program of work includes 50+ educational forums, convenings, and technical assistance panels annually. The education and outreach is focused on four core areas including; housing affordability, transit, community engagement, and leadership. ULI San Diego - Tijuana is the only binational District Council in the ULI network.

ABOUT TECHNICAL ASSISTANCE PANELS

In keeping with the ULI mission, Technical Assistance Panels are convened to provide pro-bono planning and development assistance to public officials and local stakeholders of communities and nonprofit organizations who have requested assistance in addressing their land use challenges. A group of diverse professionals representing the full spectrum of land use and real estate disciplines typically spend one to two days visiting and analyzing the built environments, identifying specific planning and development issues, and formulating realistic and actionable recommendations to move initiatives forward in a fashion consistent with the applicant's goals and objectives.



Panel members and sponsors enjoy sweeping views of Tijuana and San Diego at Club de Empresarios, a binational business club.

ABOUT THE SAN YSIDRO CHAMBER OF COMMERCE

The San Ysidro Chamber of Commerce is an 850 business-member organization with a mission “to Enrich, Lead and Foster the San Ysidro Business Community and our Bi-National Region.” The chamber runs the area’s business improvement district, as well as serves as one of the region’s foremost advocates for cross-border infrastructure, services, commerce, sharing and collaboration.

ABOUT BORDER FUSION GROUP

The Border Fusion Group is a dynamic alliance of private, public and academic sector professionals with extensive experience and “inside” perspective operating in the Cali-Baja Mega Region. BFG advocates for systematic and strategic public-private sector planning linked to Land Ports of Entry which incorporates local stakeholder expertise, includes innovation and research and supports bold sustainable solutions and projects, border-wide.

ABOUT NORTH AMERICAN RESEARCH PARTNERSHIP

The North American Research Partnership is an independent, 501(c)(3) non-profit think-tank that conducts applied research and outreach on how regions and communities in the United States, Mexico and Canada can better position themselves for success. The Partnership works on a broad range of interrelated international policy topics with an emphasis on cross-border trade, economic development and environmental sustainability.

THE PANEL PROCESS

The Process	Description	Timeline
Define the problem	In September 2017, the BFG and ULI organized a “smart growth” presentation in New City Tijuana Club Empresarios. BFG invited a select group of sponsors for the first ever bi-national technical assistance panel. A collaboration and memorandum of understanding between SYCC, BFG, NARP, and ULI was entered into in December 2017. The process of defining the problem and gaining approval from the Chamber Board and outside investors took several months. ULI made presentations to a large groups of stakeholders and had several smaller meetings with key leadership and decision-makers.	September 2017 - June 2018
Assemble the team	Based on the problem statement, ULI assembled an 11- person team with expertise in land planning, architecture, placemaking, transit oriented development, mixed-use development, construction, land use economics, public private partnerships, and border relations.	March - April 2018
Build the briefing book	Working together, ULI, SYCC and BFG assembled a briefing package that included updates to the San Ysidro Community Plan, plans for the realignment of I-5, maps of the study area, land use studies for high priority investment areas in Tijuana, and retail market studies. These materials were used by the panelists in advance of the TAP to familiarize the team with the study area. They focused on an urban environment that could offer a more comfortable walkable environment leading up to and across the international boundary from the north and south.	March - May 2018
Stakeholder Interviews	ULI staff, panel members, representatives from SYCC, BFG, NARP, and other interested stakeholders convened for private meetings to gain additional insight to develop recommendations and a path forward. The panel conducted more than 30 interviews lasting almost 40 hours in duration.	June 6 - 8, 2018

The Process	Description	Timeline
Site Tour	On the first day, members of the SYCC Board and BFG, toured the ULI panel along the boulevard. The panel then crossed over the border into Tijuana at PedEast. We toured Pueblo Amigo and New City. On the second day, the panel walked from the Chamber to Las Americas and crossed at PedWest. The panel walked through the neighborhood Colonia Federal and heard from infill developers who are investing in mixed-use projects, public art, and neighborhood improvement districts located within the ULI study area map.	June 6 - 7, 2018
Panel Deliberations	The panel deliberations began at dinner on Wednesday, June 6. The panelists had an opportunity to share first impressions, ask questions of the sponsor, and start to frame the discussions. At the conclusion of the stakeholder interviews on June 8, the panel engaged in several hours of closed-door deliberations and focused the discussion on initial findings and a clear set of recommendations.	June 6 - 8, 2017
Presentation and Final Report	At the conclusion of the deliberations, the panel presented recommendations to SYCC, BFG and interested stakeholders. The presentation was hosted at Las Americas. It was attended by two board members from the SYCC and two board members from BFG. This report will be disseminated more widely among investors and stakeholders.	June 8, 2017



ULI panel members tour the study area on both sides of the border with the sponsors and property owners

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CALI BAJA: BINATIONAL MEGA REGION

FREE TRADE BOOSTS JOBS AND STRENGTHENS NORTH AMERICA'S ECONOMY

Nearly \$3.6 billion in trade occurs daily between the U.S., Canada, and Mexico, and 14 million jobs in the U.S. are supported by North American trade.

WE DEPEND ON EACH OTHER

Mexico is California's largest export market, with annual exports totaling \$26.8 billion. Today, trade with Mexico supports more than 566,000 jobs in California.

WE MAKE THINGS TOGETHER

The Cali Baja mega-region is globally competitive because of the complementary nature of our economies. In fact, the mega-region's co-producing manufacturing supply chain accounts for \$2.5 billion in trade.

WE SPECIALIZE IN HIGH-VALUE GOODS AND SERVICES

Globally recognized as a leader in advanced manufacturing, Cali Baja produces commodities including medical devices, semiconductors, aerospace parts, and audio and video equipment. Together, the mega-region's manufacturing sector directly employs 418,300 workers.

HIGH-VALUE SERVICES ARE THE FUTURE OF TRADE IN NORTH AMERICA

Today, more than 51 percent of total trade within the Cali Baja mega-region is in the service sector. Establishing a robust framework for IP protections, data transfer, and privacy will be essential in ensuring that North America remains competitive in the global economy.

The Cali Baja mega-region includes San Diego County, Imperial County, and the State of Baja California. It is a globally unique binational region that offers one of the world's most competitive and innovative business environments by leveraging complementary resources and capabilities. Statistics provided by the San Diego Chamber of Commerce.

EXECUTIVE SUMMARY



Image used with permission from The San Diego Union-Tribune

It is an exciting time to be a resident of the California-Baja Mega-Region. The region boasts a shared economy of \$230 billion and growing, a shared workforce of 3.8 million and a combined population of 7.1 million people. The region includes San Diego and Imperial Counties in the U.S. and the Mexican cities of Tijuana, Tecate, and Mexicali. The region is connected by a robust network of six pedestrian and vehicular border crossings, the intersection of five freeways, five international airports, two specialized maritime port facilities and rail links. The region has embraced collaborative cross-border transportation and infrastructure planning initiatives and investments.

Cali-Baja represents 40 percent of the entire U.S. and Mexico border population. Nowhere else in the world is there an international border crossing with two major cities on both sides. The San Ysidro - Tijuana Port of Entry is the busiest land border crossing in the world with more than 50,000 vehicles and 25,000 pedestrians crossing every day. The magnitude of cross-border travel presents significant local challenges, in providing safe and efficient mobility. The border communities of San Ysidro and Tijuana are the most profoundly affected by traffic caused by extended wait times, elevated carbon levels, and insufficient public amenities. A \$750 million renovation

of the Port of Entry is underway. Currently, there are 25 northbound lanes with eight more to follow in 2019 for a total of 32 northbound vehicular lanes. The realignment to connect U.S. Interstate 5 with El Chaparral, the addition of more than 60 double-stacked vehicular inspection booths, a new multi-modal transit center, and additional bi-directional pedestrian border crossings represent great investment in cross-border infrastructure. New federal office buildings, state of the art technology, and sustainable design were the General Services Administration's guiding principles to give Customs and Border Protection enhanced ability to deliver their mission for a port of entry for the future.

Pedestrians can cross north and southbound at PedWest and PedEast. In 2016, PedWest and the Virginia Avenue transit center opened. PedWest added 14 new northbound pedestrian lanes. The goal was to reduce pedestrian wait times from several hours to 15 – 30 minutes. The new pedestrian border crossing is adjacent to Las Americas Premium Outlets and the Virginia Avenue Transit Center. Pedestrians can use a pedestrian bridge from Las Americas to the primary San Ysidro transit center to catch the trolley to downtown. In July 2017, PedWest opened to southbound pedestrians. In 2017, 4 million of the 8.3 million pedestrians crossing the border crossed at



Northbound traffic at the San Ysidro Port of Entry can take up to 4-hours during peak travel times. There are no public bathrooms, areas for drivers to take refuge or signage to indicate how long the wait is. For those traveling with small children and elderly, the wait times can be dangerous.

PedWest. The grand reopening PedEast in August 2018 added 22 lanes and has created a well-defined pedestrian loop between PedEast and PedWest. These investments are major steps in the direction of a more sustainable border infrastructure.

The investment from the private sector along the border has also exploded in the past few years. Additional discount retail has opened adjacent to Las Americas. In 2015, the Cross-Border Exchange created a physical link between the U.S. and the Tijuana airport, the first ever bi-national airport drawing more people to the border from all over Southern California. The Mexican real estate community is also making significant investments in residential, commercial, and medical projects that will change the economic complexion of the city. High-end mixed-used commercial, residential, and medical projects such as New City, will be thriving urban campuses of innovation, creativity, and talent. This will likely catalyze a shift in the demographic of the visitors coming into Mexico’s port of entry communities seeking medical treatment and luxury condos.

PROJECT SCOPE AND KEY QUESTIONS

Despite investments from the public and the private sectors, the neighborhoods and communities immediately adjacent to the border crossing struggle, notably the historic retail core of San Ysidro on the U.S. side and the El Pueblo Amigo and Viva Tijuana on the Mexican side. San Ysidro Boulevard is characterized by strip center development with large surface parking lots, wide feeder roads, and narrow sidewalks. The primary retail uses include money exchanges, fast food restaurants, and mobile phone stores and booths. Many of the sites are under-utilized and the public infrastructure is deteriorated and in need of replacement. El Pueblo Amigo and Viva Tijuana are public plazas surrounded by vacant mixed-use development. They are within 100 - 200 yards of the New City development under construction and only 1,000 yards from the U.S.

The unification of PedEast and PedWest through a clearly articulated and safe pedestrian loop presents tremendous opportunities for the cross-border communities. Communities on both sides of the border are uniquely positioned to capitalize on the pedestrian activity that will redefine the local economy and community character. The legacy of traditional storefronts along San Ysidro Boulevard are uniquely suited to small and sole-proprietor businesses that will attract entrepreneurs and private sector investment. Parks and open space could invigorate the community and provide a place to celebrate the intersection of two countries and a cross-border culture. San Ysidro is one of the most significant international gateways in the world. The community character, land use, and aesthetic should reflect that.

The sponsors have asked the ULI panel to provide recommendations for people-focused urban development strategies to catalyze economic development and binational urban planning:

1. What are the placemaking strategies that can be incorporated within the study area to accelerate economic development and create a unique sense of place that attracts people, while fostering healthy, culturally rich, and thriving pedestrian micro-economic zones.
2. How can the business community along San Ysidro Boulevard leverage the private sector development taking place in Tijuana to rebrand and reposition themselves to capture some of the new traffic coming to the border for medical tourism and the residents of the luxury condos?
3. What are some tools to catalyze a productive dialogue with public officials and private sector partners who seek to use limited public resources to enhance the pedestrian experience that celebrates culture, inclusion, and innovation representative of the existing dynamic between San Diego and Tijuana?
4. What are some financial incentives that can catalyze the development of a high-quality pedestrian-oriented border crossing? What are the funding sources and partnerships that need to be leveraged to align the enhancement border crossing in both the U.S. and Mexico?
5. There are several example of cross-border collaboration and balanced development such as CBX and coordinated transportation planning? What potential barriers exist to achieving a balanced cross-border approach to development focused on the pedestrian experience? How might we overcome the perceived barriers? Who are the key stakeholders and partners?
6. What are the priorities for focusing subsequent efforts of consultants, leaders, funding sources, and partners?

EXISTING CONDITIONS

Navigating the San Ysidro border on foot

BY BETO ALVAREZ & SANDRA DIBBLE U-T

Starting today at noon, those crossing the border on foot from Tijuana to San Ysidro will have a choice of two 24-hour entrances at the San Ysidro Port of Entry. The new PedWest facility is located on the port's western side. On the eastern side, a provisional facility will continue processing pedestrians, but with reduced capacity. U.S. officials expect to operate 14 pedestrian lanes at peak crossing periods — six on the east side, eight on the west side.

PedWest
A new 24-hour pedestrian entrance into the United States from Mexico, with 12 northbound lanes and two reversible lanes. Authorities expect to operate up to eight times at peak travel periods. The U.S. facility is handicapped accessible, but the temporary access from Mexico is not.

Virginia Avenue Transit Center
Connects to buses, jitneys, taxis, as well as private passenger pickup and drop-off areas.

Trolley access
About half the pedestrians who cross from Mexico board the Blue Line of the San Diego Trolley.

Bus route 907
goes to San Ysidro Transit center in about five minutes.

Existing facility to be demolished
Southbound pedestrian access

Eastern San Ysidro entrance
The existing 14-lane pedestrian entrance is being demolished to make way for a new expanded facility set to open in 2019. In the meantime, pedestrians will be able to keep crossing through a provisional six-lane facility.



Navigating the border by foot is confusing. It is not amenable for elderly, young children or handicap pedestrians. Images used with permission from The San Diego Union-Tribune.



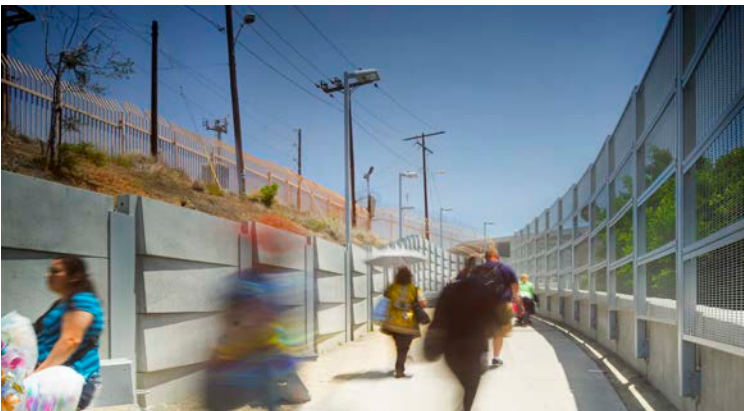
San Ysidro Boulevard. is characterized with strip center development and surface parking. The east side San Ysidro intermodal transit center is congested and pushed right up to the border. It is not easy for pedestrians to bypass this major intermodal transit center stop to access East San Ysidro Boulevard.



Pueblo Amigo and Viva Tijuana are easily accessible from the border and offer tremendous redevelopment / mixed-use opportunities for office, residential, entertainment, retail and community gathering space. The large open plazas may come to symbolize the identity of the border with public art, amenities, performances, and more.

RENDERINGS OF THE PROPOSED IMPROVEMENTS AT THE BORDER

Courtesy of The Miller Hull Partnership and Photos by Nic Lehoux



The Miller Hull Partnership worked closely with Customs and Border Protection to develop new ways to process cars, buses and pedestrians in order to expedite processing of visitors while improving security, which is the main point of the facility. By being able to process visitors more quickly, the facility will also reduce tail pipe emissions from the cars as they sit in line idling. Designed also to be an impressive and uplifting space, the new complex will boast greatly improved aesthetics.

Cars from 34 lanes will enter the new facility through a 725-foot “pillow” canopy of ETFE that covers the inspection areas. This canopy provides shade to the officers and cars during inspection and the masts holding the canopy will include security cameras and lighting and will also pump in fresh air. The second inspection area will also be covered in ETFE, protecting those below from the sun and rain, but still allowing a lot of natural daylight in.



The three-phase redevelopment project also includes plans for the construction of new offices, holding areas, processing facilities, walkways, and parking areas. Rainwater will be collected in a 700,000-gallon system that incorporates filtration and infiltration, and the landscaping will use native and drought-tolerant plants. Low-energy lighting will be installed throughout, while photovoltaic panels and a closed-loop, ground-coupled geosystem will offset the facility’s energy use.

Bridget Meinhold, Inhabit.com

RENDERINGS OF NewCITY DEVELOPMENT

Currently under construction



Developers of NewCity Tijuana envision a Live-Work Hub. The vision, for the property just 1,000 south of the San Ysidro Port of Entry, strives to connect Tijuana and San Diego more than ever by becoming a hub where people from both sides of the border can live, work, and play.



RENDERINGS OF SIMNSA MEDICAL COMPLEX

Currently under construction



In September 2017, NewCity Medical Plaza was recognized at the Global Awards in London as the Best Medical Tourism Project in the World. The complex is catalyzing the renaissance and evolution of the medical tourism industry in Tijuana. Strategic investments are expected to position the area as a world class destination for medical services. The SIMNSA Medical Complex is at 50% completion and adjacent to NewCity Tijuana.



Founded by Frank Carrillo, in 2000, SIMNSA became the Mexican organization to attain regulatory approval in the state of California, with the issuance of its Knox-Keene license as an HMO. In 2007, it had about 19,000 direct enrollees. Today, the figure is nearly 50,000, thanks to its dealings with more than 500 employers. (The company is not allowed to offer policies directly to individuals.) SIMNSA alliances with big insurers — Anthem Blue Cross, Aetna and Health Net — have added roughly another 50,000 enrollees. Today it serves over 2,000 patients daily in its eight-story medical center.



In 2016 SIMNSA announced the construction of a full-service regional hospital, including 120 hospital rooms and intensive care units, emergency services, surgery, cardiology, obstetrics, pediatrics, and state of the art labs and imaging technology.



“The border between the United States and Mexico is in the news every day, in ongoing debates about immigration and spending on security initiatives. But what is it like to visit destinations along the border? “

Sarah Khan, New York Times, 02/06/2018

CROSS-BORDER VISIONING

THE PEDESTRIAN EXPERIENCE

The region as a whole is autocentric. The study area is rife with congestion and elevated carbon levels. Wide travel lanes along San Ysidro Boulevard are designed to move people quickly away from the border. In Tijuana, the lack of sidewalks make it difficult and unsafe to walk.

ULI's Building Healthy Places toolkit outlines opportunities to enhance health through changes in approaches to buildings and projects. Developers, owners, property managers, designers, investors, and others involved in real estate decision making can use these strategies and tactics to create places that contribute to healthier people and communities and to enhance and preserve value. Some of the key strategies highlighted in the report that apply to the study area include:

- **Provide sidewalks and enticing, pedestrian oriented streetscapes:** Include street trees, benches, bike racks, lighting, and public art to enhance the pedestrian experience.
- **Provide high quality spaces for multi-generational play and recreation:** Create adaptable, multiuse spaces for community gathering, play, and social activity for all ages.
- **Accommodate a grocery store and healthy food retail:** Develop flexible spaces such as public plazas that can be used for farmers markets. The most desirable sites are highly visible and accessible, have significant existing foot traffic, and can accommodate parking for farmers' trucks.
- **Facilitate Social Activity:** Develop a calendar of regular programming to keep community spaces activated and vibrant.
- Prior to entering crossing the border (in both directions), pedestrians will be greeted by destination oriented visitor centers. It will be a place where tours and reservations can be booked. For those heading south, the visitor center can be integrated into a Grand Central style transit center. Food halls on both sides will feature local cuisine, beer, and wine.
- Intermodal transit centers on both side of the border will mitigate the need for a personal vehicle and will offer efficient transit options to major employment centers, downtown San Diego and Tijuana. They will support active transportation, public transit and ride sharing.
- Well marked pedestrian routes that include wide tree-lined sidewalks, bilingual signage, public art and pocket parks will make pedestrian activity safer, more hospitable, and encourage people to get out of their cars to walk.
- Binational cultural festivals, like the Night Market in the Conoy District, will feature live entertainment and award winning food, beer, and wine from across the region. The festivals can activate under-utilized parcels along San Ysidro Boulevard on the U.S. side and Pueblo Amigo and Viva Tijuana on the Mexican side. The festivals will draw people from across the region to spend money and experience the energy and of the border.
- Bilingual signs direct visitors to NewCity residential towers and medical offices and hospitals that serve the growing "medical tourism" trade. Shuttles are also ready for pickup, steps from the border at a well organized waiting queue.

TIJUANA'S MOST VALUABLE RESOURCE IS THE PEOPLE

Manufacturing know-how and world-class production systems, brought to the region over the last 50 years by hundred of companies, make Tijuana's workforce flexible, world-class and comprised mainly of immigrants. The workforce can produce anything from consumer electronics to sophisticated medical devices while achieving operational excellence that exceeds global standards.

According to Mexico's Social Security Institute (Known as IMSS), manufacturing activity accounts for 51% of formal employment in Tijuana.

Tijuana is the most populous city of Baja California with an estimated 1.6 million inhabitants in 2014. With a growth rate of 5.2% per year, it is the fastest growing city in the state. (Source CONAPO, 2014)

Tijuana's population is diverse, comprised mainly of immigrants with a strong willingness to succeed. That willingness has allowed the immigrant community to successfully adapt and embrace change in a dynamic manufacturing environment.

The State of Baja California invests more in education than any other state in Mexico, building an educated, bilingual and multicultural talent pool. In 2017, more than 18,600 students received undergraduate degrees in the state.

Tijuana has more than 35 public and private universities and 186 technical and high schools that offer accredited programs in engineering, sciences, IT, business and many other areas.

source: Tijuana Economic Development Corporation

ECONOMIC DEVELOPMENT & BUSINESS

The TAP study area has the potential to become a center of high value economic activity through binational workforce collaboration and development. The Value Integration Model, that has evolved successfully in the manufacturing sector over the past 50 years, can be applied to creative industries such as digital media, film, design, urban planning, architecture and software development. A growing number of professional services including engineering, law, and medicine are entering the workforce in Tijuana making the Tijuana-based workforce very skilled across a spectrum of industries and professional expertise. Sometimes referred to as the Orange Economy or the Creative Class. The TAP study area could be perfect for facilitating a North American Orange Economy, that could have global impact. A few of the way this could be achieved include:

- Hubs for commercial office users to conduct bi-national business.
- Tijuana-based developers, entrepreneurs, and the business community can set up small offices along San Ysidro Boulevard with more information about medical tourism, real estate projects, and information about doing business in Tijuana.
- News media center houses bureaus for newspaper, magazine, radio, TV and online outlets the public could tour a visitor center and watch events unfold on the

screen and attend panel discussions or listen in to briefings and news conferences.

- Real estate offices could promote local listings and provide a place for negotiations. Developers from both sides of the border display plans for buildings and projects in a permanent expo of things to come.
- A shared bi-national research center for academics — from UC San Diego, SDSU, and USD along side Tijuana's CETYs, UABC, and COLEF among other higher-education institutions — could make for convenient collaboration on joint research projects. A public library and resource center serves scholars and students.
- One or more hotels, motels, hostels and house-sharing options could be sited within easy walking distance. At least one hotel includes plentiful conference and ballroom space for large gatherings, from weddings to conventions.
- The historic Customs House could become a state-of-the-art museum of border history and culture and education center, a must-see for all visitors.

THE NEW GEOGRAPHY OF URBAN NEIGHBORHOODS

A STUDY BY THE URBAN LAND INSTITUTE AND RCLCO

In 2016, ULI's Terwilliger Center for Housing partnered with RCLCO to develop a new analytical framework for classifying different types of housing markets. Originally focused on the suburbs, this framework examined the development character and economic makeup of different communities to differentiate among neighborhoods. The resulting report, *Housing in the Evolving American Suburb*, outlined five separate suburban paradigms, each of which offers unique opportunities and challenges for real estate. The objective of this research was to move beyond a framework of "us versus them" or "urban versus suburban," and to consider suburban places on their own merits.

A year later, the ULI Terwilliger Center for Housing partnered with RCLCO once again, with the goal of expanding its original methodology to offer the same level of detail for urban places. Similar to suburban places, urban neighborhoods are remarkably diverse. Although there are many different types of places that people consider "urban," these places are, in fact, attracting very different types of people, jobs, and development. The analytical approach used in this study highlights the demographic and economic trends that are occurring within each type of urban neighborhood, as well as how those trends are shaping new development. Based on feedback following the original suburbs work, RCLCO also reclassified several urbanizing suburbs so they are now included in an urban category that reflects their transitional nature.

To differentiate among urban places, RCLCO used a variety of variables, including population density, employment density, housing type, home values, rent levels, vacancy rates, employment rates, and the amount of new apartment development. Based on this analysis,

RCLCO identified six urban paradigms, each of which experiences unique development patterns, demographic trends, economic forces, and supply and demand dynamics.

The first three categories contain urban places that offer traditional "downtown" environments:

» **Economic Center:** These locations offer significant concentrations of employment and are often the historic urban cores of the cities in which they are located. While office buildings currently outnumber residential buildings in most Economic Centers, new development is bringing a mix of uses to many of these formerly 9-to-5 neighborhoods. Examples include the central business districts of most major cities, as well as established suburban office cores like Bethesda, Maryland, and Jersey City, New Jersey.

» **Emerging Economic Center:** Once characterized by single-family residential or low-density commercial land uses, these locations are rapidly emerging as new urban cores. These places are generally well-located but underutilized, and they tend to offer more opportunities for ground-up (re)development than other, more established urban locations. These areas include former industrial neighborhoods, such as South Lake Union in Seattle, Washington, as well as urbanizing suburbs like Sandy Springs, Georgia, and King of Prussia, Pennsylvania.

» **Mixed-Use District:** Similar to neighborhoods like Back Bay in Boston, Massachusetts, or Over-the-Rhine in Cincinnati, Ohio, these areas offer vibrant mixed-use environments, typically with high-density housing and upscale retail. In many metropolitan areas, these neighborhoods are situated near major employment

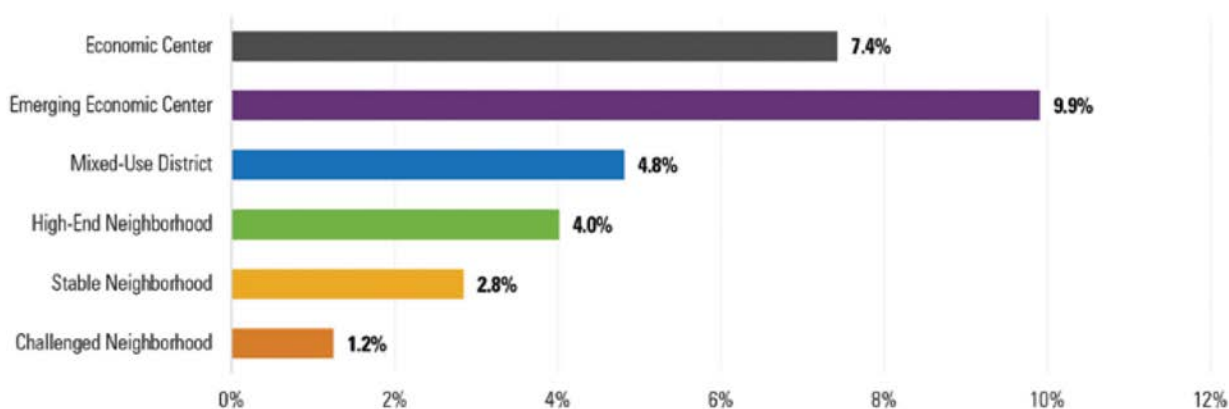
cores but tend to be more residentially focused. While these places once attracted a large share of new development, construction has moderated in recent years as land availability has declined. The final three categories include predominantly lower-density neighborhoods, often located near the historic urban core or along major transportation corridors:

» **High-End Neighborhood:** These areas generally comprise in-town residential locations with high home values and apartment rents, as well as convenient access to shops and restaurants. Often characterized by the prevalence of single-family housing, these neighborhoods are typically lower density and more historic than other urban places, but more walkable and mixed-use than their upscale suburban counterparts. In many regions, these locations include original streetcar suburbs, such as Virginia-Highland in Atlanta, Georgia, or Hyde Park in Austin, Texas.

» **Stable Neighborhood:** Similar to places like East Nashville in Nashville, Tennessee, or Little Havana in Miami, Florida, these historically working-class

neighborhoods feature diverse housing types that are attainable to a broad range of households. These neighborhoods tend to be attractive to households looking for a price alternative to more expensive or established urban locations, given their older and often more affordable housing inventories. In many regions, these areas are therefore beginning to confront issues of gentrification.

» **Challenged Neighborhood:** These locations have significantly lower home values and apartment rents than other urban neighborhoods, along with aging infrastructure and minimal new development. As a result, these areas tend to be less attractive to households that can afford to live elsewhere, resulting in very high vacancy and unemployment rates. Examples of these areas include many of the blighted residential neighborhoods that border the historic central business districts of former industrial or manufacturing cities, such as Detroit, Michigan, or Hartford, Connecticut.



Population Growth Rate by Type of Neighborhood, 2010 - 2015; Top MSAs

Using this methodology, Tijuana could be recognized as emerging economic center. With that, the city can anticipate continued growth as they mature to a mixed-use neighborhood or economic center. According to the Tijuana Regional Profile Report produced by the San Diego Regional EDC in 2015, employment in global companies has grown steadily, with many workers engaged in STEM and R&D-intensive industries. The city has become a powerhouse in industries such as semiconductors, medical devices, aerospace, electrical equipment, and audiovisual and communications equipment. Quality universities and an attractive cost of doing business have supported the development of these high-growth industries, attracting more than \$5.6 billion of foreign direct investment to the region since 2012. In addition, the city is on the world's radar as one of the top destinations for food, culture, sports, and wine. The vibrant cultural scene enhances the quality of life for both tourists and residents.

Developers are leveraging the growth of industry and tourism, with a focus on the border zones. Vacant parcels are being developed and existing building stock is being reused to create places for residents and visitors. The zones immediately adjacent to the border are exploding with well-designed new construction that is changing the perception of the city. High density residential, AirBnB, medical office, coworking, and hospitality will generate more foot traffic. The border area is on the path to become a dynamic and exciting environment that will continue to attract investment, support the local businesses, and emerge as a walkable neighborhood where people live, work, and play. The need for a high quality public realm and efficient pedestrian border crossings is imminent.

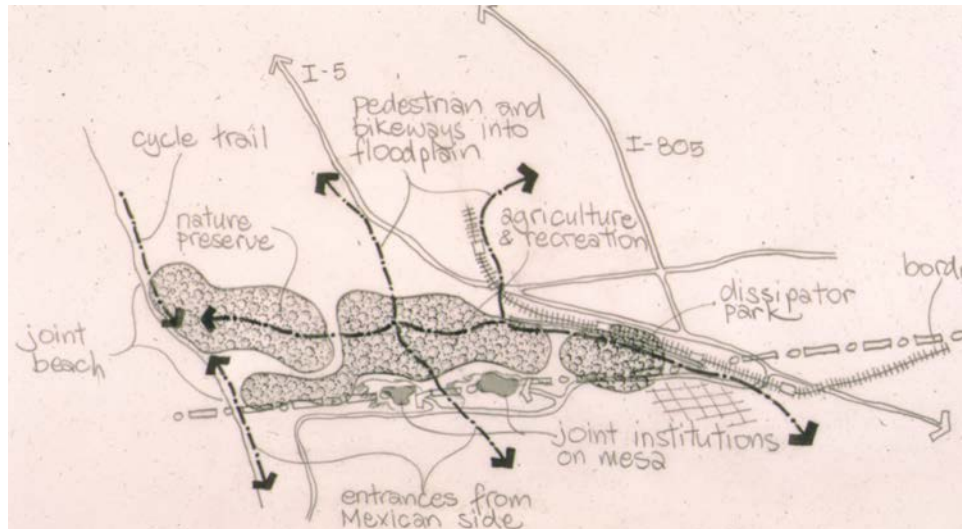
With the reputation as America's Finest City, San Diego is a world-class city. Using the methodology of ULI's Geography of Urban Neighborhoods, San Diego would likely be classified as an economic center. San Diego is

known for its well-established life science, biotech, medical devices, and telecom industries. Tourists from all over the world come to San Diego for the beautiful beaches, craft beer, cultural centers, world-class convention center, and Tijuana / Baja food and wine. More than 5 million people cross the border annually. The majority are leisure visitors. Every single one of these visitors pass through San Ysidro.

The confluence of people coming to shop at Las Americas, passing through on their way to downtown San Diego or Tijuana, and the intersection of state highways and the historic 101 make San Ysidro one of the most dynamic, unique, and visible communities in the country. However, with relatively low residential density, aging infrastructure, and minimal new investment dollars, San Ysidro might be characterized as a stable or challenged neighborhood. The cohesion of the community is fragmented by the trolley system, and Interstates 5 and 805, and as a result commercial activity along the historic San Ysidro Boulevard has suffered.

With the development happening along the border in Tijuana and the opening of the new PedEast pedestrian crossing in the summer of 2018, there are tremendous short and long-term opportunities for developers and investors who are committed to revitalizing the historic core of the community. The strength of downtown San Diego and the growth of Tijuana lower the risk of investments along San Ysidro Boulevard. The boulevard should be a celebrated gateway of the U.S. and a destination for people on both sides of the border.

Both sides of the border are important portals and frames for and pedestrians and drivers. These zones are incredibly special and should be designed as such. They should be activated with elements that create a sense of place and become some of the city's most important assets.



Temporary Paradise: A planning document authored in 1974 by MIT's Kevin Lynch and UC Berkeley's Donald Appleyard looks at the special landscape of the San Diego region. Lynch and Appleyard wrote, *"It is Tijuana that makes San Diego truly unique among the great U.S. cities. Vitality comes from the interchange between two cultures when they communicate with each other. The cultural liveliness of Montreal, the meeting of French and English tradition, is an example of this."*

COMMUNITY VISION & WHAT WE HEARD



The permeability of the U.S. Mexico border is at the center of nation-wide debate in the U.S. While most of the length of the border is void of any large cities, the San Ysidro border crossing is a binational metropolis. As Tijuana and San Diego have grown up together, several common planning problems emerged. Together the cities have collaborated on environmental, infrastructure, and transportation planning. With a shared workforce and booming bi-national tourism economy, the idea of the border has become fluid. For those who do not live here, it is a challenging concept to understand.

Following the interviews with community leaders and walking tours on both sides of the border, the panel developed a vision statement and outlined some of the challenges and opportunities for revitalizing San Ysidro Boulevard and enhancing the pedestrian experience, the concept of an international gateway, and economic revitalization strategies through placemaking.

VISION

San Ysidro, San Diego, Colonia Federal and NewCity are the heart of the cross-border community. As key international gateways, they should be designed to incorporate themes and elements of the shared history, culture, and expectation of prosperous binational growth. The region should also serve as a window inside the inextricable broader relationship in the Cali-Baja mega region.



ULI TAP Panelists Bruce Appleyard, Miguel Marshall, and Gary London tour Viva Tijuana as they gather data to inform their recommendations.

Port of entry communities should be both gateways and a strategic hub at the same time. They can be designed and programmed to allow community gathering space for a range of activities including events and programs that celebrate both cultures and community interests. It should be safe and comfortable throughout the year. It should promote mobility and environmental sustainability with multi-modal transportation and strengthen the bond between the two cities.

CHALLENGES

Achieving the vision will require addressing numerous challenges on both sides of the border. Currently, the border area lacks an identity on both sides. The Mexican flag and the arch marking Zona Centro in Tijuana are visible monuments welcoming visitors to Tijuana. However, there is nothing central or distinctive on either side that makes the passage from one country to another memorable or compelling. The area is auto-centric and congested with traffic causing noise and air pollution. The border suffers from a safety perception problem. This perception can have a direct impact on surrounding residential, office, retail, and hospitality development.

The port of entry communities also suffer from poor maintenance. The sidewalks along San Ysidro Boulevard are narrow. The width of the road and center median make it a challenge to cross the street. Sidewalks in Tijuana are sporadic forcing the pedestrian into the street. The sidewalk paving on both sides is unattractive and needs to be replaced. Landscape materials and plantings are trampled. The street trees are few and provide little shade.

In addition, there are numerous entities operating along the border, - federal, state, and city governments, freight rail, MTS, Las Americas, private land owners among others - resulting in the need for considerable coordination, a difficult task without a unified vision. The cities of Tijuana and San Diego have different land use policies. San Diego zoning is restrictive and time-intensive.

The activity within these regions is program rich but system poor. Las Americas is the nexus of commercial activity while the independent local businesses suffer. Pedestrians and vehicles move quickly away from the border area in both directions. The San Ysidro Chamber of Commerce and the Border Fusion Group can act as champions to spearhead collaborative efforts across public and private institutions. The border region would benefit from an entity dedicated to the successful design, programming, and management on both sides that establish San Ysidro and Colonia Federal as strong positive influences on the community and celebrated international destinations.

OPPORTUNITIES

There is an incredible amount of energy and focus on the border at the local, city and state levels of government from both countries. Tijuana is responding quickly and is development ready. The city is agile. Tijuana does not have the same development constraints, fees, and policy as San Ysidro. The development and design communities are pushing the envelope with design. Tijuana is a living laboratory of urban agility, and the transformation of the physical city is happening quickly.

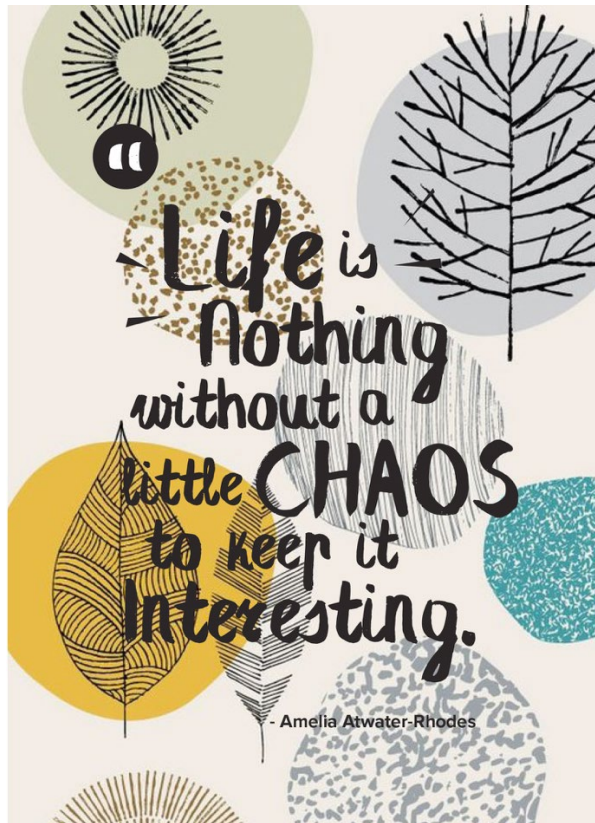
The revitalization of Avienda Revolucion in Tijuana's historic downtown has catalyzed new development throughout the city, notably near the port of entry. The revitalization strategies have been enormously successful. The Zona Central is a thriving urban center with new residential, office, retail, and restaurants. The area that once catered to American tourists is now focused on Tijuana's rising middle class. New construction along the border is introducing new product types to the market. New residential development is attracting more Americans to live south of the border. NewCity, Estacion Federal and all the development within Colonia Federal is a game changer for life along the border

The San Ysidro Community Plan was most recently adopted in November of 2016. The plan calls for new open space and connections to existing trails and bike lanes in San Diego and Tijuana. It calls for new gathering spaces and improving the aesthetic of the U.S. Mexican border, improved transit infrastructure and taking advantage of the views of Tijuana. To achieve greater economic prosperity, the community plan suggests expanding the mix of uses to make San Ysidro more convenient and establishes the community as a regional destination. The guiding principles articulate the fundamental goals against which all decisions can be measured. The community plan can be used to solicit grant funding for public improvements.

As noted, Las Americas Outlets is a regional destination for low cost brand name shopping. However, the mall lacks distinctive restaurant options and public gathering space. We learned that every Sunday groups of cyclists gather outside the Starbucks at Las Americas before and after their ride. Studies have shown that parks and active recreation support small businesses and are an economic development engine. The businesses and land owners along San Ysidro Boulevard can leverage the active recreation and attract new businesses to the area. The new connections to bike paths outlined in the community plan can be used as a guide.



Public art, high density residential, adaptive reuse, and coworking space in Tijuana are within walking distance of the border. Currently, 1,000 people live in the two towers that make up the eight-acre New City Development. Construction is underway on two new residential towers that will add 380 new luxury condos to the market. Approximately, 70% of the condos under construction have been sold. Tijuana is seizing opportunities with lower cost alternatives for luxury housing attracting many San Diegans.



The border should be a place to be, to savor the cross-border culture in all its positive, uplifting, celebratory potential. The goal is not to sanitize the border zone but to keep it unique while making it a clean, safe and enjoyable place to be through the use of best-practice standards of marketing, design and placemaking.

COMMON THEMES AND ISSUES

Communities on both sides of the border linked to the U.S. Mexico port of entry can either ignore one another or collaborate in a spirit of synergy.

- Both sides of the border could use more pleasant parks, plazas and open space to improve image and international sense of place.
- Crisis often prompts action and the cross-border zone has not reached the crisis stage. Tijuana seems to be focused on seizing the moment, despite its many security and funding challenges, and trying new initiatives. San Ysidro needs to follow suit.
- The historic difference between the U.S. and Mexico in governance, financing and regulation makes cooperation and coordination problematic. San Diego and Tijuana elected officials have to chart their own course, irrespective of their counterparts at the state and federal level.

A 2001 study by the London Group investigated many of the same issues in San Ysidro and some of its call to action bears repeating today:

- Ignite leadership and nurture partnerships
- Anticipate the evolution of conditions by taking short-, medium- and long-term steps.
- Tailor citywide regulations to local conditions in San Ysidro.
- “Pulse” development by focusing on key intersections along San Ysidro Boulevard and give them a unique character so that pedestrian interest is sustained throughout.
- Eradicate ugliness and tame traffic

San Ysidro and Tijuana both need to engage experts to map out a specific plan of action. They need experts in urban design, marketing, development, leasing and lobbying. They also need to engage the general public in a continuing outreach to residents, business and employees including pedestrian loop stakeholders.

International District: Tourist oriented Mexican shopping district targeting and catering to American tourists and cross-border pedestrians.

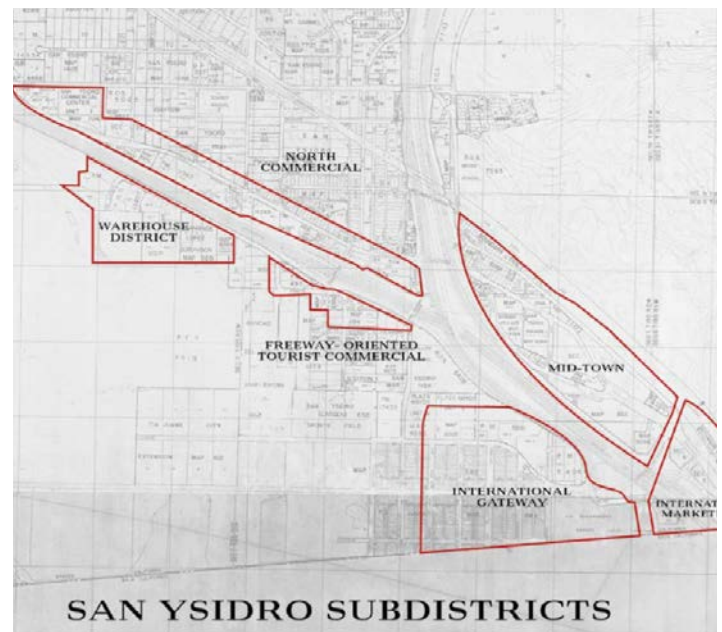
International Gateway: Different retail experience and not competitive with other retail in San Ysidro. Must create a linkage so there is a partnership with other districts in San Ysidro.

Mid-Town: A more intensive commercial district on San Ysidro Boulevard. coupled with new increased density housing along the trolley right of way.

Freeway Oriented Tourist Commercial: An attractor for tourists heading to Mexico or just entering the U.S. (insurance, money exchange)

North Commercial: To better serve the existing SY residents and businesses, including mixed-use development along the north side of west SY Boulevard.

Warehouse District: Enhance existing retail and add another southbound exit at the northern boundary. To relieve traffic congestion.



A 2001 study by the London Group examined economic revitalization for San Ysidro Border Village. Las Americas brings in almost \$2 billion retail dollars annually. The report suggests the small businesses should capitalize on this development through revitalization and redevelopment.

RECOMMENDATIONS AND IMPLEMENTATION

STRATEGIC COLLABORATION & COORDINATION

To successfully bring about positive change at the border, the panel first recommends that the San Ysidro Chamber of Commerce and Border Fusion Group reach out to a variety of key partners and develop a collaboration strategy. The collective interest of both sides of the border could produce a stronger binational community through stronger relationships and better communication, and alignment and prioritization of goals.

The panel recommends the San Ysidro Chamber and Border Fusion group create committees and subcommittees with the following groups:

- City of San Diego
- City of Tijuana
- South County Economic Development Corporation
- Tijuana Economic Development Corporations
- San Diego Regional Economic Development Corporation
- Tourism bureaus
- Transit organizations
- Casa Familiar
- UCSD, SDSU, and USD
- Tijuana Innovadora
- Cali-Baja Association
- Smart Border Coalition
- Private land owners

PLACEMAKING

- **Parks:** Both sides of the border are park-poor. In many cases Tijuana residents cross the border to celebrate birthdays at San Ysidro and other San Diego County parks and playgrounds. Imagine a cross-border park where residents from both sides can meet, free from border controls and passport checks.
- **Beautification:** San Ysidro Boulevard presents a cacophony of signs, unattractive facades and

undistinguished architecture. The street itself is too wide, the sidewalks too narrow and the pedestrian experience lacks style and engagement. Landscaping, sidewalks and street furniture all need a complete refresh, similar to Tijuana's Avenida Revolución. A pilot block could demonstrate what's possible, just as Phase 1 of the North Embarcadero Visionary Plan on the downtown San Diego waterfront showed how a pedestrian promenade can be carved out of an absent traffic artery.

- **Wayfinding:** Directional signs are inconsistent, confusing or lacking. Tourists do not necessarily have access south of the border to their smart phones to access maps and online visitor websites. North of the border, bridges, streets and routes are poorly marked between PedEast and PedWest. Motorists heading to or from Mexico can easily get lost. A rethought circulation signage system on both sides of the border would greatly aid visitors and reduce anxiety when they cross north or south. Boston's "Green Necklace" network of parks and "Freedom Trail" of historic sites offer examples of how to navigate between points of interest.

DEVELOPMENT

- **Housing:** While Tijuana is seeing a rise in condo development, San Ysidro could welcome its own housing boom on the theory that doctors, nurses and factory managers might prefer to live on the U.S. side. A visionary developer could build a mixed-use development that includes apartments where such workers might like to live, close to their cross-border work places. Americans, priced out of San Diego real estate, represent a new for-sale market for Mexican developers.
- **Office space:** San Ysidro has not historically been a

major office zone. But with growing binational business, a certain proportion of work arguably could be carried out on the U.S. side. To test the market, a commercial developer could open a coworking office space for startups and satellite office users.

- **Hotels:** San Ysidro has a handful of motels. A major conference hotel with plentiful space for conferences, weddings and other convention-style business would fill a niche.

Attractions

- **“A Selfie-Worthy Moment”:** When crossing the border at PedEast there is nothing on either side of the border that celebrates the crossing; it’s largely a negative rather than a positive experience for many. What’s missing is a “Kodak Moment,” where travelers would snap selfies, meet, congregate and feel like they’ve arrived at a special place, ready for a new adventure. This applies to both sides of the border. There’s no major “Welcome to America” or “Bienvenidos a Mexico” banner, sign or piece of public art to speak of. The one public art piece at PedWest, “TJTQ,” (“Tijuana te quiero” -- “Tijuana, I love you”) oversized letters in a circular plaza, is not accessible to passersby. It should be a fun experience to enter a foreign country. At the San Ysidro/Tijuana border, it’s not.
- **Food and beverage:** San Diego’s explosive beer scene is complemented by a similar interest in Tijuana — not to mention viticulture, spirits and high-end restaurants on both sides of the border. Taken together this food and beverage scene represents a new opportunity for tourism, business and binational collaboration and healthy competition.
- **Eataly:** One panelist mentioned that the developer of Eataly restaurants is thinking of launching a Mexican version. Tijuana should leap at such an opportunity or its entrepreneurs should investigate the idea on their own. Call it “Comerico” —comer+rico.
- **Historic U.S. customs house:** The 1933 colonial-style building is one of very few historic sites along the western U.S./Mexican border. It could be transformed into a museum of Mexican-American history and a cultural center where matters of interest to both nations could be discussed and studied and performing arts events scheduled.
- **“Welcome to Mexico”:** A parking lot could be transformed into a welcome center offering the best of Tijuana, Baja California and all of Mexico. Tourists wary of crossing the border could visit this center for a taste

of Mexico and then next time try the real thing. Tours could be booked for breweries, distilleries, wineries and folk art factories. Restaurant reservations could be made and transportation arranged from this location. General information would be disseminated for attractions in Tijuana and beyond. Food trucks, vendors and pop-up tents and booths, along with entertainment, would enliven the space. Shipping containers, a dog park, child’s playground and other features along the lines of downtown San Diego’s Quartyard temporary park offer one approach.

Initiatives

- **Community center:** The San Ysidro Chamber of Commerce occupies a nondescript building with limited visual appeal. Its services along with city of San Diego departments could be much better served and capitalized on in a new and bigger, multipurpose structure on the same property.
- **Higher education:** Every San Diego college and university expresses an interest in the binational region but none maintains at presence at the border itself. A “multiversity” facility financed by a consortium of institutions from both sides of the border would serve their individual research and teaching purposes. Such

an outpost could be paired with companies exploring opportunities in Mexico and the U.S. It also could include a cultural element with art, music, dance and drama elements. UC San Diego Urban, now under construction in downtown San Diego, offers one model for such a center.

- **Transportation:** The state of transportation to and through the border continues to be a mess of confusing traffic lanes, unclear pedestrian routes and complicated public and private transit options. A major multimodal transportation center would simplify matters for many visitors. If Mexico builds its own mass transit system from Tijuana south, it would logically connect at this center. Relocating the tracks eastward up the hill would free up the land at the immediate border crossing gates and make possible a major redevelopment complex adjacent to the new PedEast facility. A SANDAG 2014 study recommends a new center, but not until 2035 for the first phase and 2050 for the second. A 2011 estimate placed the cost at \$50 million, a figure that obviously would be much higher by mid-century. The next Regional Transportation Plan is due for adoption in 2019 and San Ysidro business and property interests would be well advised to lobby for advancing the priority for this project. While most cross-border traffic currently is by car, the advent of autonomous vehicles and growing popularity of ride share implications for traffic management, parking and mass transit.
- **Express trolley line:** Tijuana residents headed to work in downtown San Diego waste precious time on the Blue Line trolley which takes about 45 minutes to traverse the 18-mile route between San Ysidro and downtown. A few express, nonstop trains at rush hour would surely cut the time substantially.

PROGRAMMING

Programming of events and activities is essential for improving the perception of the border as a destination as well as raising awareness about efforts to improve the cross-border experience. Key programming goals should engage the residents of San Ysidro and Tijuana, celebrate the unique nature of the binational metropolis and preserve the cultural identity of the border. More and better programming can improve the profile and identity of surrounding communities, create business opportunities along San Ysidro Blvd., and establish an identity for the border zones.

- **Community Engagement:** Strategic community-based programming to showcase culture through art, food, and dance.
- **Access:** Improve access to San Ysidro Boulevard from PedWest, PedEast and the light rail transit center.
- **Recreation:** Improve recreational offerings to draw a new demographic to the border who can support the local businesses and encourage alternative transit opportunities.
- **Walking Tour:** Add “places” to see and visit along both sides of the border to be experienced sequentially and draw pedestrians across the border at one pedestrian crossing, along the border to the other pedestrian crossing and cross again. This experiential trail could draw pedestrians up San Ysidro Boulevard into Pueblo Amigo and Viva Tijuana.
- **Landscape and Street Trees:** Add shade trees and landscaping in key areas to provide respite from the sun and a more environmentally sustainable landscape.
- **Wayfinding signage and lighting.** This will improve access, mitigate safety concerns, create a sense of place, and recognize cultural landmarks.

CATALYTIC DEVELOPMENT

PEDEast Catalyst Projects

- Mobility corridor from the border to New City and SIMSA Medical Campus
- Redevelopment and adaptive reuse of Pueblo Amigo
- Linear park and bridge masterplan that gets you from PedEast to PedWest to the Arch
- Dirt parking area immediately after border crossing should be activated to symabolize a Friendship Park 'Meeting of the Soles'
- Beer University

PedWest Catalyst Projects

- Redevelopment of Viva Tijuana
- Use temporary activation and events to draw crowds
- Involve Tijuana Innovadora creative sectors

San Ysidro Boulevard Catalyst Projects

- RFP for the redevelopment of the Chamber site
- Beer garden / brewery placemaking activation
- Friendship Park at plaza at PedEast
- Taste of Mexico food hall
- Bridge Deck Park

The tectonic plates are shifting. Across the nation, cities and metros are taking control of their own destinies, becoming deliberate about their economic growth. Power is devolving [from federal and state governments] to the places and people who are closest to the ground and oriented toward collaborative action.

Bruce Katz and Jennifer Bradley, *The Metropolitan Revolution: How Cities and Metros Are Fixing Our Broken Politics and Fragile Economy*
Washington, DC: Brookings Institution

FUNDING RECOMMENDATIONS

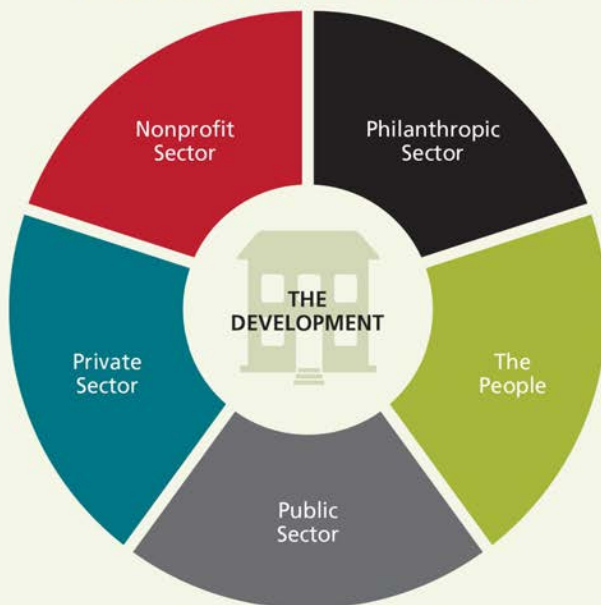
WHY P5s MATTER

CALVIN GLADNEY, MOSAIC URBAN PARTNERS

The public/private partnership—often called a PPP or P3, is a beloved tool in the United States and abroad. However, as I work with cities and nonprofits on urban regeneration projects around the country, I see a more complex tool emerging—one I call the P5.

BEHOLD . . . THE P5

The five Ps: Not just an evolved version of P3s



As you can see from the diagram, the P5 adds three critical players to the equation:

1. The philanthropic sector;
2. The nonprofit sector; and
3. The people.

So . . . why should you care about the emergence of the P5? If you are fighting in the war to regenerate our neighborhoods, towns, and cities, you care because: (1) The players in a P5 world speak a different language (Do you speak Philanthropic?); (2) they use different financing tools and structures (e.g., Program-Related Investments (PRIs) or New Market Tax Credits Equity); and (3) these partners' goals are different (longer term and more specifically mission-driven than even the public sector).

All of these factors not only make working in a P5 partnership more challenging, but also make P5s an incredibly powerful resource to create more equitable real estate and economic development outcomes in our neighborhoods.

Public / private partnerships are considered creative alliances formed between a government entity and private developers to achieve a common purpose. Other actors have joined such partnerships - including nongovernmental institutions, such as health care providers, and educational institutions; nonprofit associations such as community-based organizations and intermediary groups, such as business improvement districts. Citizens and neighborhood groups also have a stake in the process.

ULI's Ten Principles of Public Private Partnerships

Sourcing the capital to implement and finance the panel's recommendations will be a challenge. It will require collaborative and creative efforts on both sides of the border. It might make sense to hire a development director who represents interests on both sides to negotiate with the funding sources, identify grant opportunities, and ensure the shared vision is executed. This individual will work to establish the trust of the neighborhoods, municipalities, and the private sector property owners.

Border Fusion Group and San Ysidro Chamber of Commerce might consider hosting a funders event that is a celebration of the binational vision. The event could seek grant funding, corporate sponsorship, in-kind support from universities, and donations from individual donors.

Social impact funds are also a potential funding source.. Social impact funds generally seek to invest in projects with a greater social and environmental impact along with the financial return. Impact funds raise capital from institutional and individual investors. More than \$25 billion dollars are invested annually in impact funds.

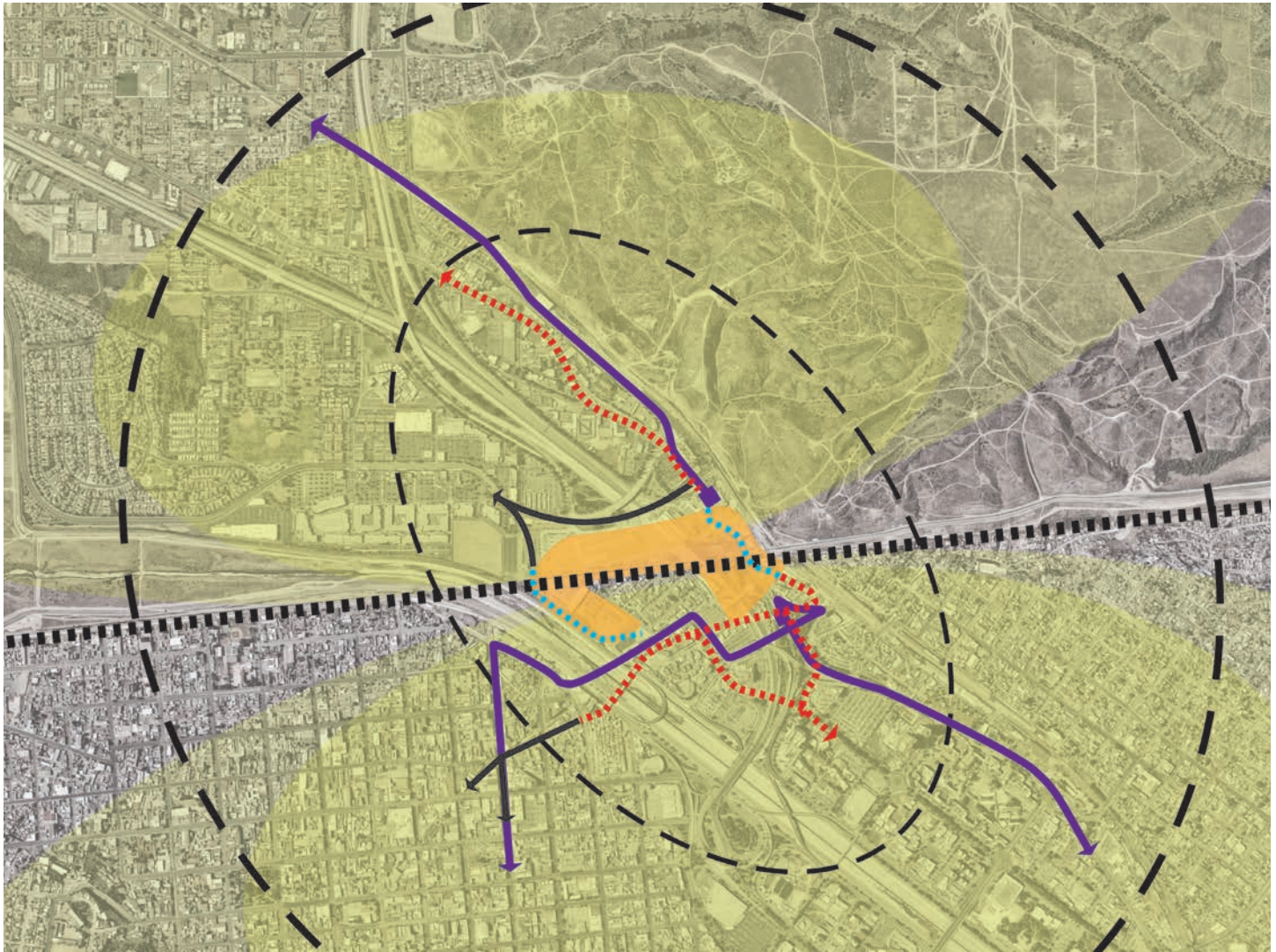
Border Fusion Group and the Chamber should consider a community fundraising effort. They can set up an online campaign that allow individuals to donate. In return the donors would be recognized on benches, the sidewalks, and walls within the study area.










More traditional funding sources in the U.S. include:

- Tax Increment Financing
- Business Improvement Districts
- Landscape Improvements Districts
- Development Impact Fees
- Bank Financing (North American Development Bank)

DESIGN RECOMMENDATIONS

Circulation Diagram



-  BORDER CROSSING
-  CITY CONTEXTS
-  NATIONAL CONTEXTS
-  LOCAL CONTEXTS
-  REGIONAL CONTEXTS
-  PUBLIC TRANSPORTATION
-  PEDESTRIAN BORDER CROSSING
-  IDENTIFIED PEDESTRIAN IMPROVEMENTS
-  EXISTING STRONG PEDESTRIAN PATHS

Inspiration Images



ICONIC BRIDGES - Rio Manzanares, Madrid



MARKETS - Liberty Public Market, San Diego



HOUSING: One Santa Fe, Michael Matzlan Architects



PLAZAS - Ensenada, Mexico



Embrace Movement and Transportation



Admire Edges and Highlight Gateways



Gather and Share Experiences

M.W. STEELE GROUP
ARCHITECTURE | PLANNING

July 2018



CONCLUSION AND CLOSING THOUGHTS

The ULI panel believes businesses, governments and nonprofit organizations on both sides of the border could produce major physical improvements such as safe streets and sidewalks, pleasant parks and plazas, cultural and historic centers and sites, and attractive and effective signage, lighting and landscaping. Simultaneously, a more diverse range of retailers, office builders, hoteliers and services for business and visitors would grow the local job base.

To accomplish these ambitious goals, the panel hopes interests on both sides of the border strengthen their own planning and marketing efforts and then coordinate projects and initiatives with each other, both within their community and with their counterparts across the border. Not only do business and government executives need to work together but citizens on both sides of the border need places where they can meet and exchange ideas and enjoy life together. If the San Ysidro and Tijuana border residents and businesses want to build a unique binational, interdependent community, they need to create and support institutions and relationships that demonstrate this commitment.

San Diego-Tijuana may represent a unique geographic construct in the world, but if they succeed in working together and improving their respective sides of the border and connections across the border, they could offer this as a model for other binational border areas elsewhere.

ABOUT THE PANEL

Alex Alemany, Development Partner, Hub & Spoke Communities



Alexander is a seasoned entrepreneur with over 12 years of experience in the commercial real estate industry. His first job out of college was working for Marcus & Millichap Capital Corporation where he served as financial analyst and responsible for underwriting over \$150 million in

commercial real estate debt transactions during his tenure.

Leveraging his experience in the corporate world, he later began building his own real estate portfolio focusing on the repositioning of several urban infill properties within the city of San Diego. Furthermore, Alexander received his MBA from University of San Diego and his Bachelor of Science in Business Administration from University of Southern California.

Dr. Bruce Appleyard, Associate Professor of Planning / Urban Design, San Diego State University



Dr. Appleyard is an Associate Professor of City Planning/ Urban Design at San Diego State University (SDSU), where he helps people and agencies make more informed decisions about how we live, work and thrive. He is humanist/futurist working at the intersection of

transportation, urban design, and behavioral economics. Dr. Appleyard is one of the lead authors of the American Planning Association's textbook on The Transportation/ Land Use Connection, as well as TRB's new Handbook for Building Livable Transit Corridors and Livability Calculator. He is also an Associate Director of SDSU's Center for the Study of Human Dynamics in our Mobile Age and Active Transportation Research Center. Dr. Appleyard combines Geographic Information Systems (GIS) and

data with a variety of visualization tools and methods to better engage members of the public in scenario planning, pedestrian and bicycle planning and design, and regional/ local transportation & land use governance and policy integration. For the past three years, he has led his team of student researchers in support of SDSU's Climate Action Plans by conducting comprehensive surveys of campus commute patterns, calculating annual carbon footprints, and developing policy options. He has also recently developed this online Smart Growth/Livability Calculator to help the people of California. He was a recipient of the Robert Wood Johnson Foundation's Top Ten Living Heroes Awards. He is also a member of the Mineta Transportation Institute's (MTI) research team. Dr. Appleyard holds a Doctorate (as well as a Masters and Bachelors) from the University of California, in the town of Berkeley where he grew up.

Beryl Forman, Marketing Director, El Cajon Boulevard Improvement Association



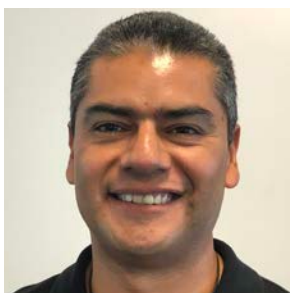
Upon moving to San Diego 14 years ago, Beryl Forman became immediately interested in the amount of new development, and had a strong desire to stay and watch the city redevelop. She decided to pursue a Professional Certificate in Urban Planning and

Development at UCSD, following a Masters Degree in City Planning at SDSU. Before long, Beryl began working for the El Cajon Boulevard Business Improvement Association, and was given the title 'Ms. Boulevard' by the North Park News.

Beryl thoroughly enjoys the work she does to revitalize and promote El Cajon Boulevard. She believes it is an honor to work with such a well established organization, and it has steered her interest towards revitalizing historic

and ethnically diverse urban neighborhoods. The BIA has allowed her the opportunity to work on significant collaborative projects which include the development of a culturally designated Little Saigon District, public art and placemaking initiatives including Take Back the Alley and Fair@44, along with strategizing and implementing economic development efforts for the Boulevard. Beryl has found that by embracing projects that involve the collaboration of multiple partners, more can be accomplished and more people benefit. As Mahatma Gandhi said, "Be the Change that you want to see in the world". Beryl strongly believes that City Planning is a tool to create that change, which is why she geared her graduate thesis on the San Diego, Tijuana Cross-border Region, titled 'Bi-National Placemaking and Implementation', and is now teaching placemaking practices at Escuela Libre de Arquitectura in Tijuana.

CESAR LEAL, PARTNER, SEICA



Cesar Leal is one of the partners at SEICA, a nationwide construction company with its headquarters in Tijuana. He is born and raised in Tijuana and grew up being a great aficionado of the city of San Diego. He is one of the developers of VIA CORPORATIVO a high-end

office building which was the first LEED Gold certified

construction in northern Mexico. Cesar also developed the condominium project ARBOLEDA RESIDENCIAL which is in process of becoming one of the first LEED certified residential projects in Mexico. He is also a partner at restaurant MISION 19 which has been highly recommended by the late Anthony Bourdain.

GARY LONDON, SENIOR PRINCIPAL, LONDON - MOEDER ADVISORS



Gary London is widely regarded as one of the nation's foremost real estate advisors to many of the nation's largest developers, investors, lenders and real estate asset managers and owners, Mr. London has been at the forefront in understanding and describing the many demographic,

technological and societal changes which are transforming our cities and regions.

In practice as an analyst and strategic advisor for six decades, he has a reputation as a prescient, forward thinker who translates opportunities (or problems) into profits.

Mr. London is a Partner of London Moeder Advisors, a diversified real estate strategic advisory, development management, investment, capital access and analysis firm whose clients include investors, developers, lenders and public agencies. He is also considered to be one of the most experienced and effective expert witnesses in real estate litigation involving issues about valuation, damages, best practices and market analysis.

Mr. London is an Instructor at The Burnham-Moores Center for Real Estate, University of San Diego. He formerly was a Professor at Arizona State University's graduate program

in real estate development (MRED). He had taught at the University of California, San Diego Extension for 24 years. Previously, he was West Region Director of Real Estate Consulting for Price Waterhouse and Executive Director of The Goodkin Group. He is a graduate of U.C. Berkeley and received his Master's degree from San Diego State University.

A "Distinguished Toastmaster" in Toastmasters International, Mr. London speaks regularly to industry and business organizations, frequently writes and is often quoted in the national and Southern California media, and is a columnist for the San Diego Business Journal. He is also featured in the San Diego Union Tribune's weekly "EconoMeter" sharing his views on the great economic issues of our time.

He was featured on CBS Evening News "Eye On America" for his commentary on the real estate market, and has also testified before the House of Representatives Committee on Banking, Finance and Urban Affairs. In 1995 he was featured in the San Diego Business Journal's "Who's Who In San Diego"; and was honored as "Member Of The Year" in 1996 from the San Diego Land Economics Society (Lambda Alpha International). In 2016 he was honored as one of the top 100 Most Influential persons San Diego by the San Diego Daily Transcript.

JEFFERY TROUTMAN, ARCHITECT, MILLER HULL PARTNERSHIP



Jeff Troutman has over 13 years of experience in the architecture and construction industry. Jeff values a collaborative design process that carefully considers programmatic, environmental, and constructability aspects of a project. Delicately balancing these elements in each design,

he constantly strives to evoke a resolved, poetic, and innovative composition that enriches and fits within its surroundings. Joining Miller Hull in 2014, Jeff's portfolio is representative of a wide variety of project types and scales. These projects range from design-build residential and

commercial tenant improvements to large scale hospitality, government, and community buildings.

Jeff has continued his architectural education through formal classes and professional organizations to better understand how architecture fits within a larger context. He has an Intensive Business Certificate from the University of Colorado Boulder and a Real Estate Finance, Investments, and Development Certificate from the University of San Diego. Jeff is a member of the Young Leaders Group in Urban Land Institute San Diego/Tijuana Chapter and has served as an adjunct professor at the University of Colorado and New School of Architecture & Design San Diego.

MIGUEL MARSHALL, FOUNDER, CENTRO VENTURES



Miguel is the CEO of Centro Ventures, a company focused on developing mixed-use spaces for emerging neighborhoods in Tijuana. Some of his real-estate projects have been: HUB Station, Estacion Federal, Edificio Emilia, Commuter.

Miguel is a Global Shaper by the World Economic Forum. He has worked as a consultant in

firms like KPMG and Deloitte. He launched Endeavor in Tijuana, a business accelerator for growth companies, and was a Director for Angel Ventures Mexico. He holds a bachelor degree in accounting from CETYS Universidad and in Business from City University of Seattle. He is also a Riordan MBA Fellow from UCLA Anderson and a Kauffman Fellow.

ROGER SHOWLEY, FREELANCE, TECHNICAL WRITER



Roger Showley was a staff writer at The San Diego Union-Tribune before retiring in March 2018. In recent years he covered growth and development in the business section and previously wrote in the Home section, covering a wide range of subjects, including historic preservation, urban

design, downtown redevelopment, housing and commercial construction. He has won numerous awards for his journalistic work, including from the Urban Land Institute. He is a third-generation San Diego and graduate in history at UC San Diego. He has written three books on local history and is working on several others. Since retiring, he has joined several boards and committees dealing with Balboa Park, architecture, planning and history. He lives with his wife, Carol, in Scripps Ranch and they have two grown children.

DIEGO VELASCO, PRINCIPAL, M.W. STEELE



Diego Velasco is a Principal at M.W. Steele Group with more than 17 years of experience. Trained as both an urban planner and architect, he 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. Integral to this work, Diego often organizes and conducts workshops, charrettes and presentations with community stakeholders across San Diego and California. At the same time, Diego leads the affordable housing projects of the firm, engaging in design, documentation and construction of several multi-family residential

buildings in the City of San Diego. Diego holds a Bachelor of Arts degree in Architecture and City Planning from the University of California, Berkeley, and a Master of Urban Planning from the University of Washington. He has worked in both the private and public sectors, and over the years, has been involved in his community at several levels. He was an elected member of the Centre City Advisory Committee from 2009 to 2010, a panel member of the Move San Diego Alliance and a speaker at San Diego APA events. He is also Adjunct Faculty at the University of San Diego and at the NewSchool of Architecture and Design, where he teaches graduate and undergraduate urban design studio courses focused on critical planning areas in the City of San Diego. Diego was the Past President of Citizens Coordinate

FRANK WOLDEN, PRINCIPAL, AVR P SKYPORT STUDIO



Frank Wolden's creative view of cities has led to his reputation as a design leader and urban theorist. Trained as an artist, his design process seeks ideas that provide a conceptual framework for projects that creatively engage architecture and public space in the making of new urban

experiences. Mr. Wolden has led the design of major urban projects in the United States and abroad. He is the founder of Skyport Studio and a principal in the newly formed AVR P Skyport collaborative.

Prior to forming Skyport Studio, he served for 16 years as

Design Principal for Carrier Johnson Architects. Early in his career he founded the firm City Design, specializing in urban retail

concepts, held key positions in a number of public and private organizations, including the City of San Diego, CCDC, and the Jerde Partnership in Los Angeles, and received his bachelor of arts and master of fine arts from San Diego State University. As an award winning design leader for San Diego, Mr. Wolden is a passionate member of local design organizations, frequent lecturer, and adjunct professor at NewSchool of Architecture + Design.



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