



Exploratory **Scenario Planning**

**For equitable
housing SD-TJ**

General condition of Housing in San Diego - Tijuana

San Diego

- Severe affordability crisis; historically high prices and rents.
- Structural housing deficit, especially among middle and low-income households.
- High regulatory pressure, high land and construction costs.
- Increased densification policies (ADUs, upzoning), with a gradual impact.

Tijuana

- Rapid population growth and peripheral expansion.
- Sustained price increases, driven by cross-border demand and nearshoring.
- Production focused on middle-income and residential housing; lag in social housing.
- Urban infrastructure and services are under pressure.

Binational region

- Functionally integrated but institutionally fragmented market.
- Binational mobility influences prices, location patterns, and speculation.
- Growing territorial inequality and metropolitan coordination challenges.



* General objective

Channel the capacity of the San Diego–Tijuana region to anticipate and respond to uncertain futures in housing, through an Exploratory Scenario Planning process that promotes equity, collective learning, and strategic action



Exploratory
**Scenario
Planning**

**for Equitable
Housing in the
SD-TJ**

* Specific objectives

- Collectively identify the barriers and critical factors that limit access to equitable housing in the cross-border region.
- Build a shared vision and adaptive strategies, capable of responding to different future housing and equity scenarios.
- Generate a replicable XSP model, applicable to other challenges in other binational contexts.



* Guiding question

What driving forces could change access to housing in San Diego, Tijuana, and the binational region?

| What is **XSP**?

A planning approach that helps organizations and communities prepare for uncertain futures by exploring multiple possible scenarios, rather than trying to predict a single outcome.

It allows us to imagine contrasting futures, based on uncertainty, and to develop flexible and robust strategies.

It fosters dialogue among diverse actors, strengthens informed decision-making, and increases the collective capacity to adapt to complex and changing contexts.

Who executes **XSP SD-TJ?**

Planning Team

- **Dinorah González, El Colef**
- **Marcel Sánchez, USD**
- **Paloma Giottonini, CSUN**
- **Sergio Peña, El Colef**

Planning Facilitators

- **Mariana Guadalupe Martínez**
- **Wendy Violeta Rocha**
- **Luis Guillermo Pereira**

Who executes **XSP SD-TJ?**

Administrator

·Urban Land Institute, San Diego-Tijuana



**San Diego/
Tijuana**

Advisor

·Lincoln Institute of Land Policy



**LINCOLN INSTITUTE
OF LAND POLICY**



Colaborators



**El Colegio
de la Frontera
Norte**

CSUN®

URBAN STUDIES
AND PLANNING



TAAE
ATEA

UC San Diego

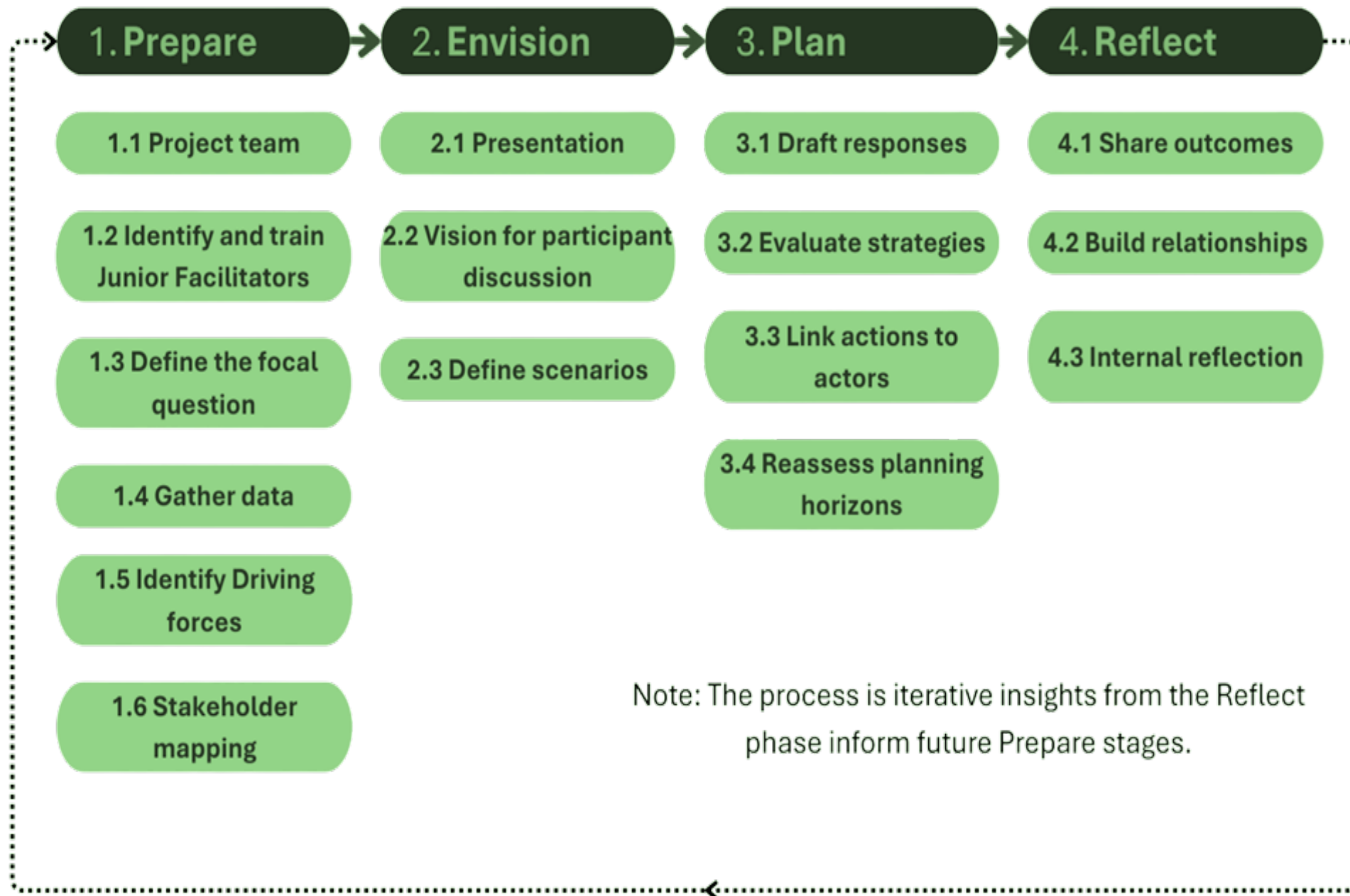
THE DESIGN LAB

**Tijuana
Design
Week**

SDSU

San Diego State
University

Phases



How to start

Critical condition

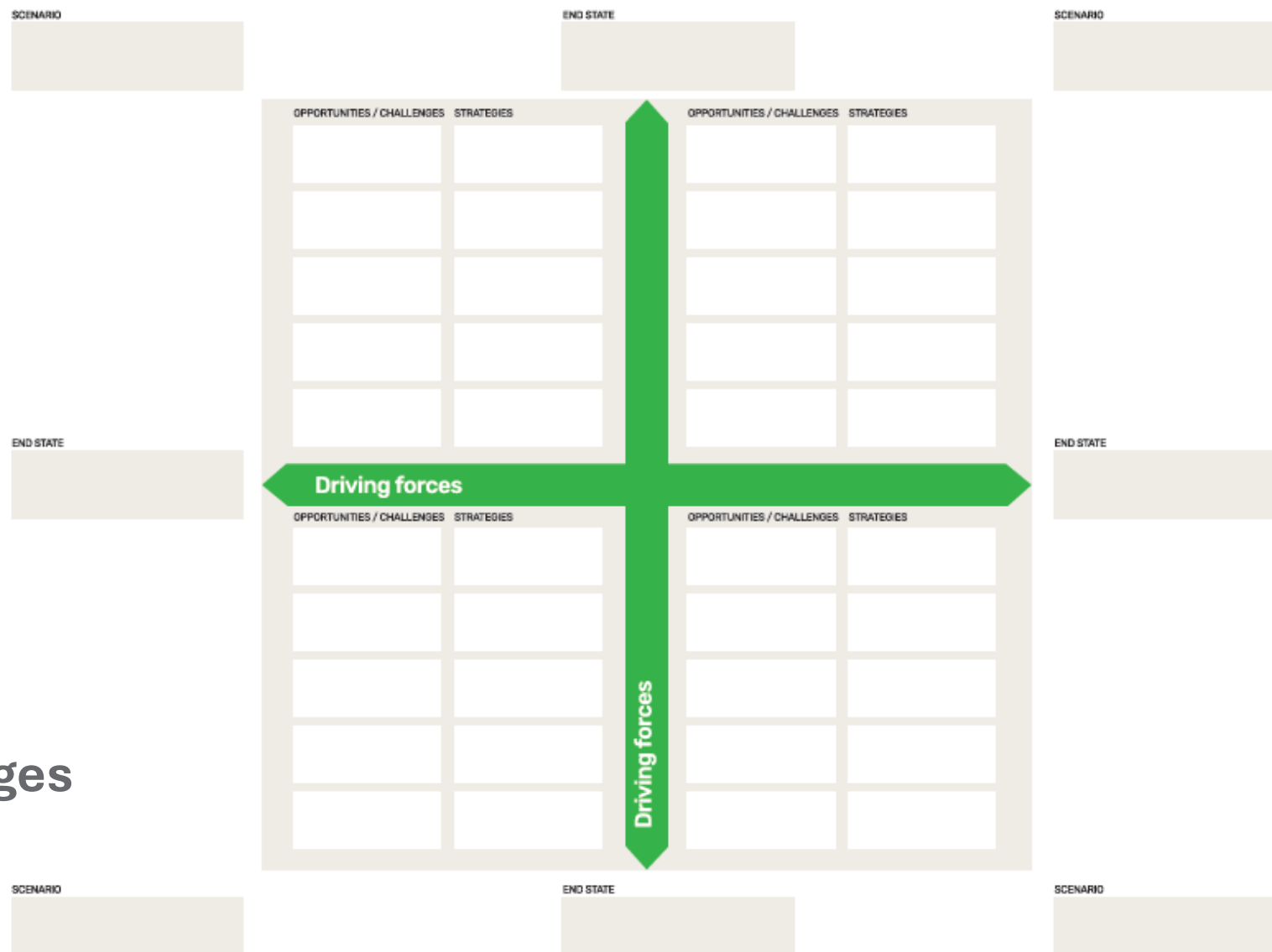
Ice cream is one of the most in-demand desserts in society, and its consumption is associated with levels of satisfaction.

* Triggering question

What will the future of ice cream shops in your neighborhood look like, and how might you, your family, or your community adapt in response?

Matrix components

- **Driving forces**
- **Final states**
- **Scenarios**
- **Opportunities & Challenges**
- **Strategies**

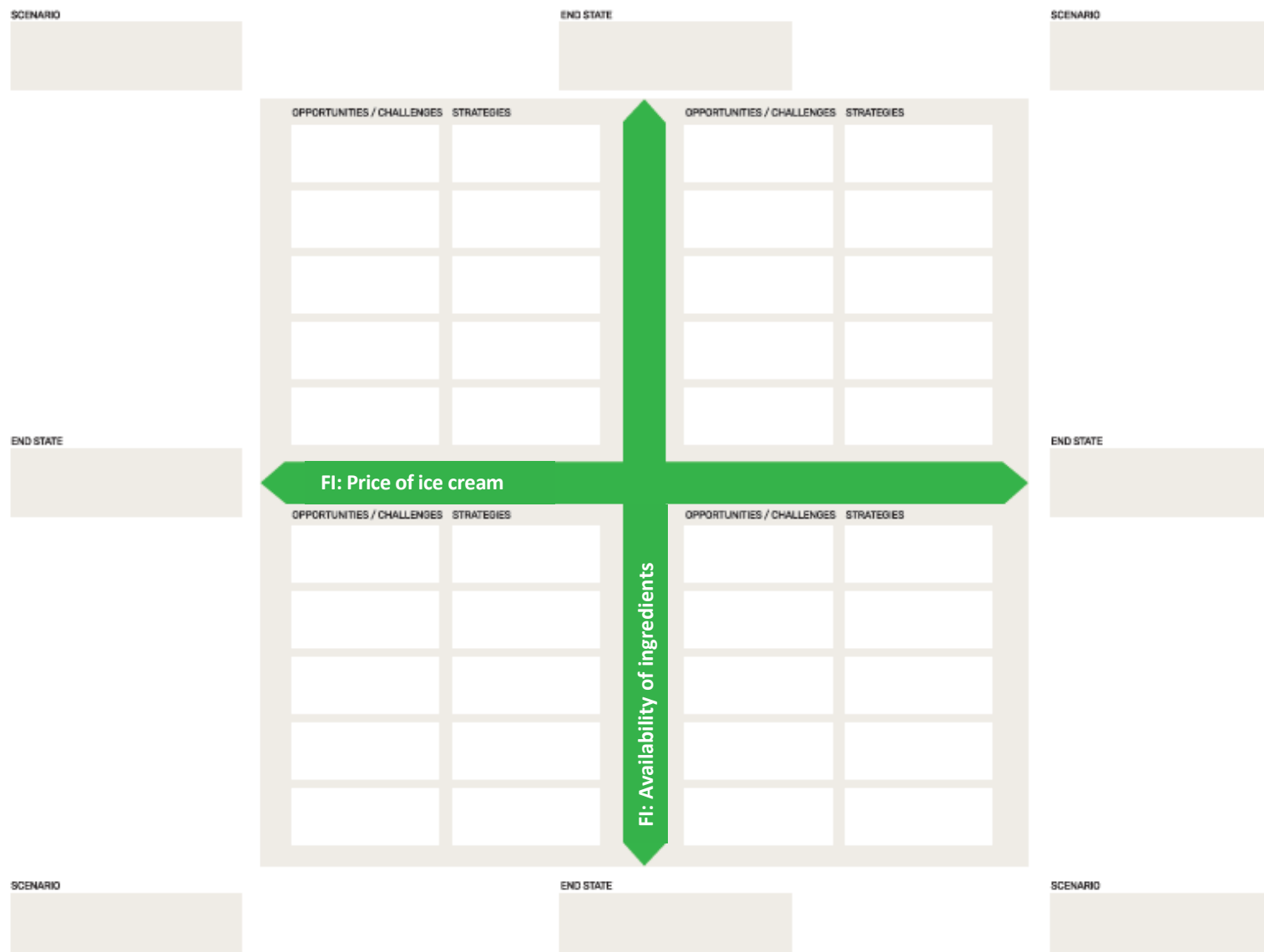


Parts of the matrix

- **Driving forces**
- Final states
- Scenarios
- Opportunities & Challenges
- Strategies

Other forces that have an impact:

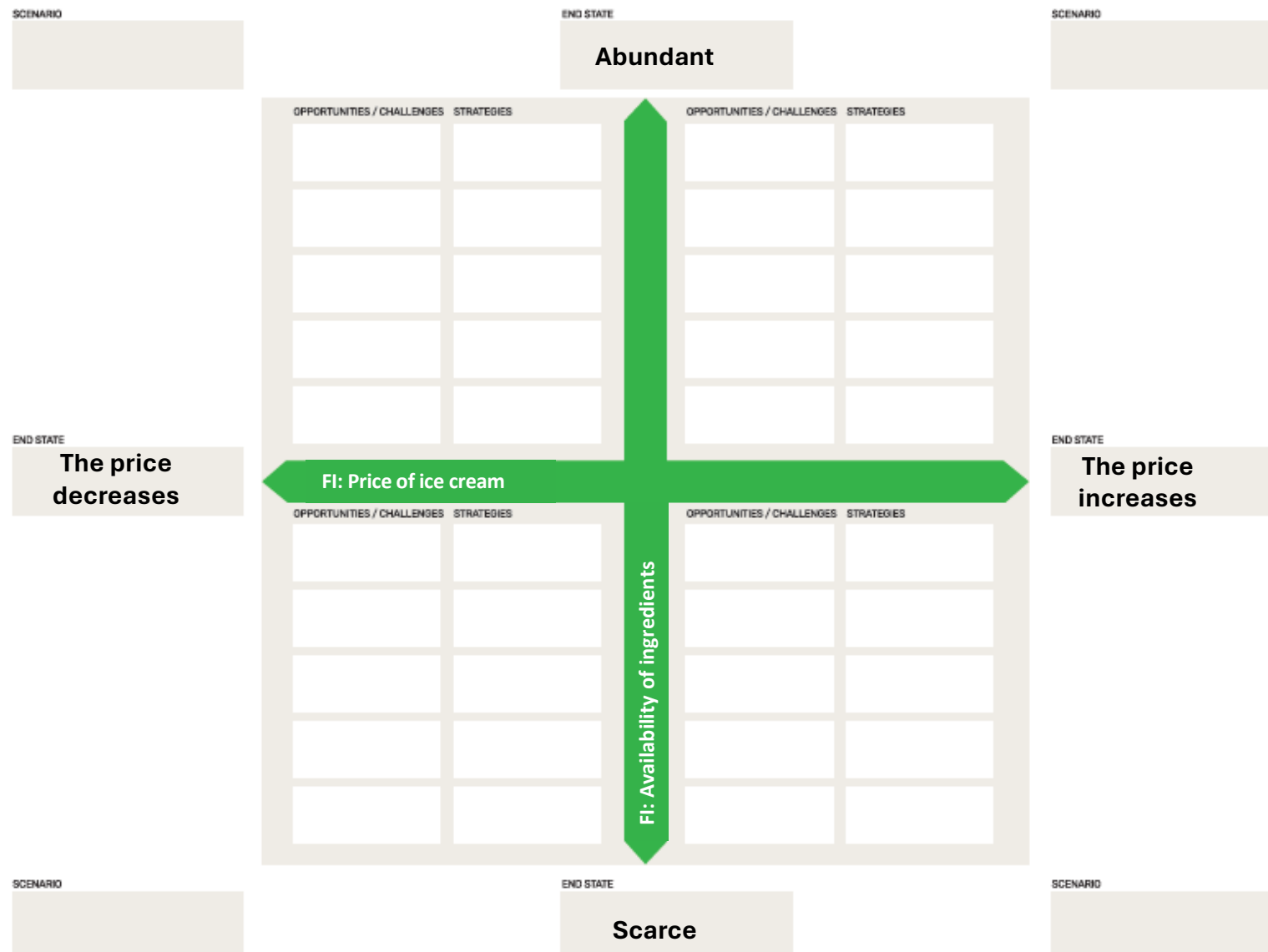
- Price of ice cream
- Availability of ingredients
- Retail environment
- Variety of flavors
- State of the dairy industry



Parts of the matrix

- Driving forces
- **Final states**
- Scenarios
- Opportunities & Challenges
- Strategies

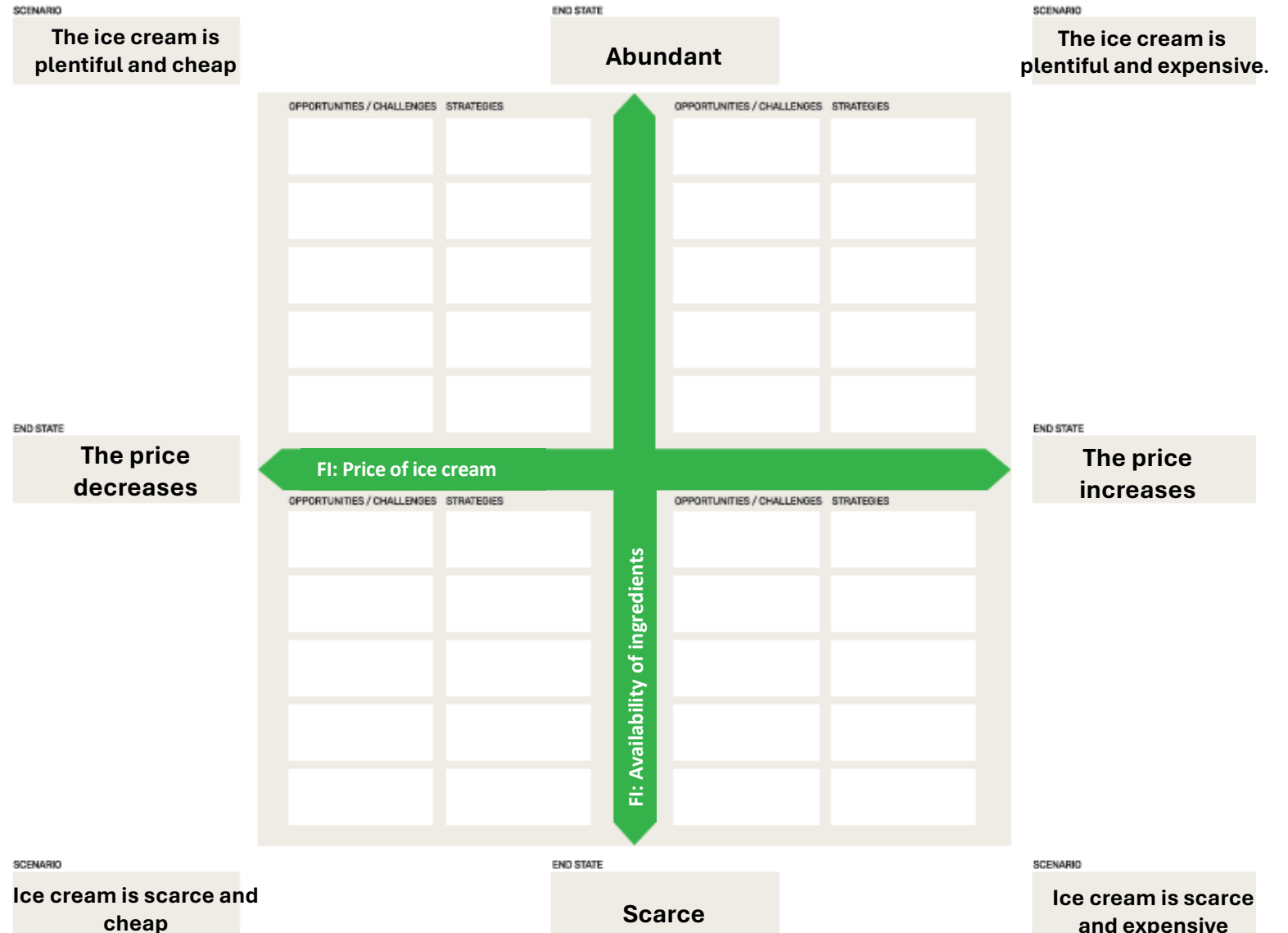
**Conditions at
the extremes of
the driving
forces**

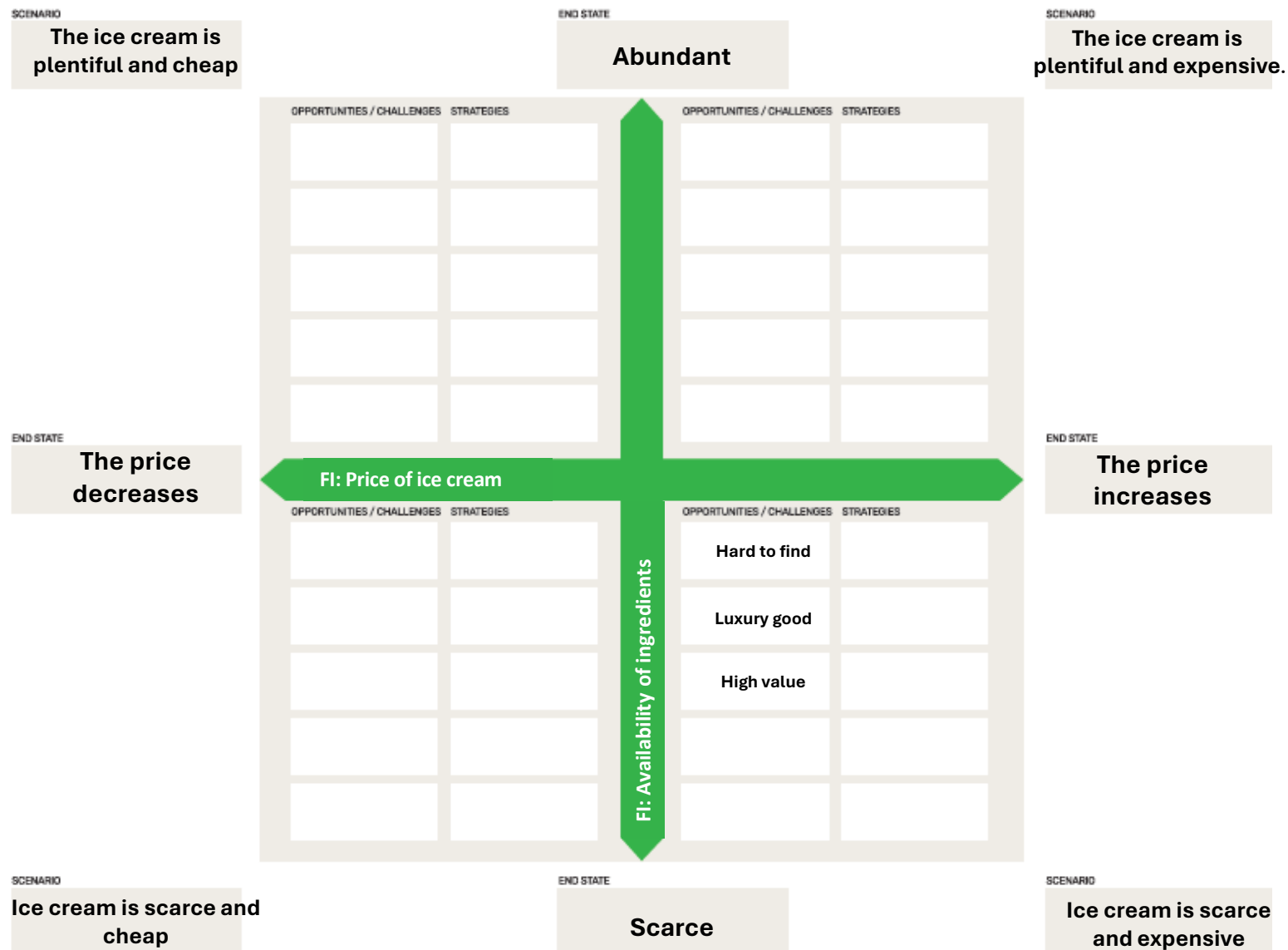


Parts of the matrix

- Driving forces
- Final states
- **Scenarios**
- Opportunities & Challenges
- Strategies

The combination of two final states in each quadrant of the matrix creates a scenario



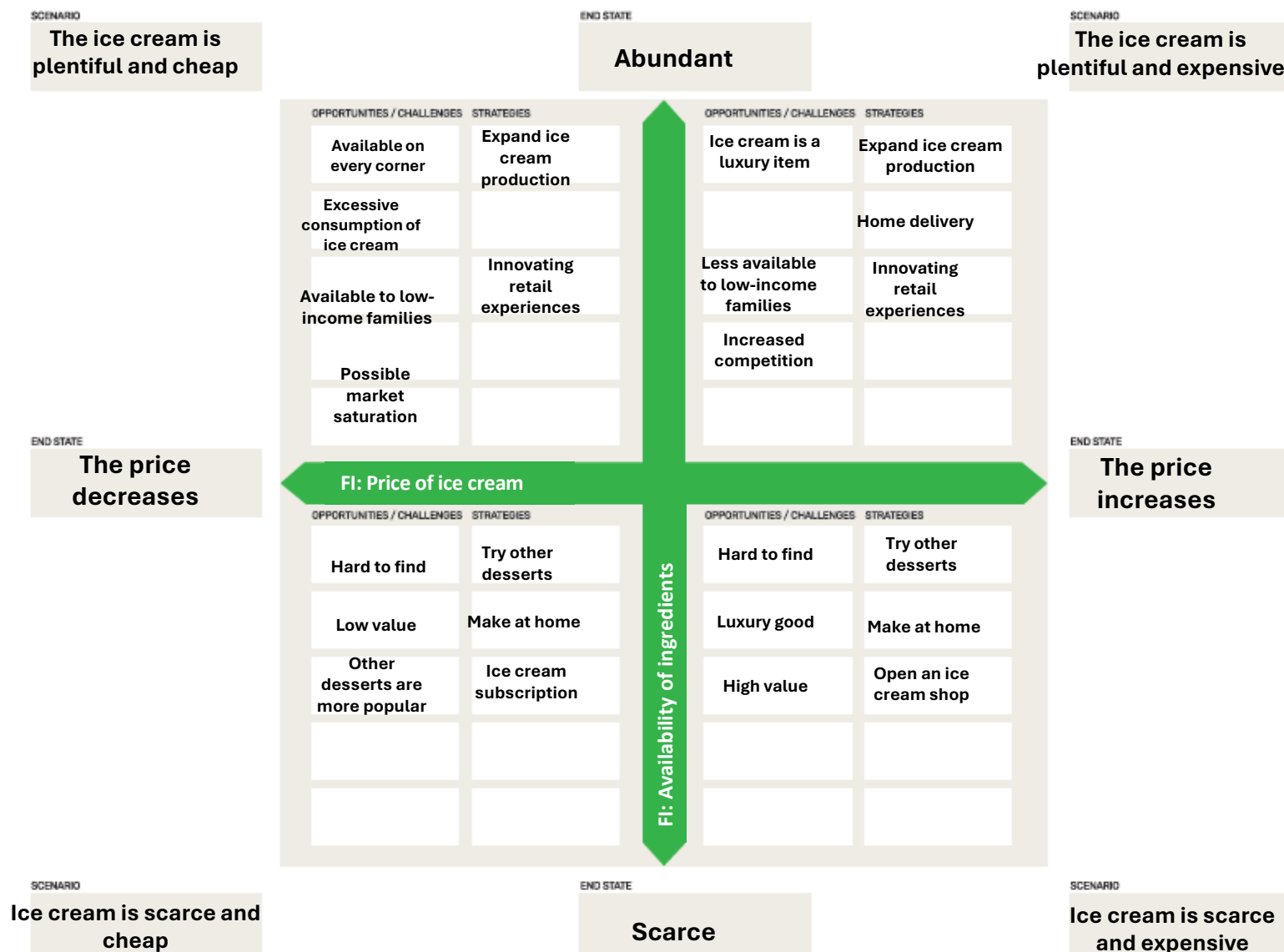


Parts of the matrix

- Driving forces
- Final states
- Scenarios
- Opportunities & Challenges

- **Strategies**

What could you, your neighborhood, your city, or your region do in response to the opportunities and challenges presented by each scenario?



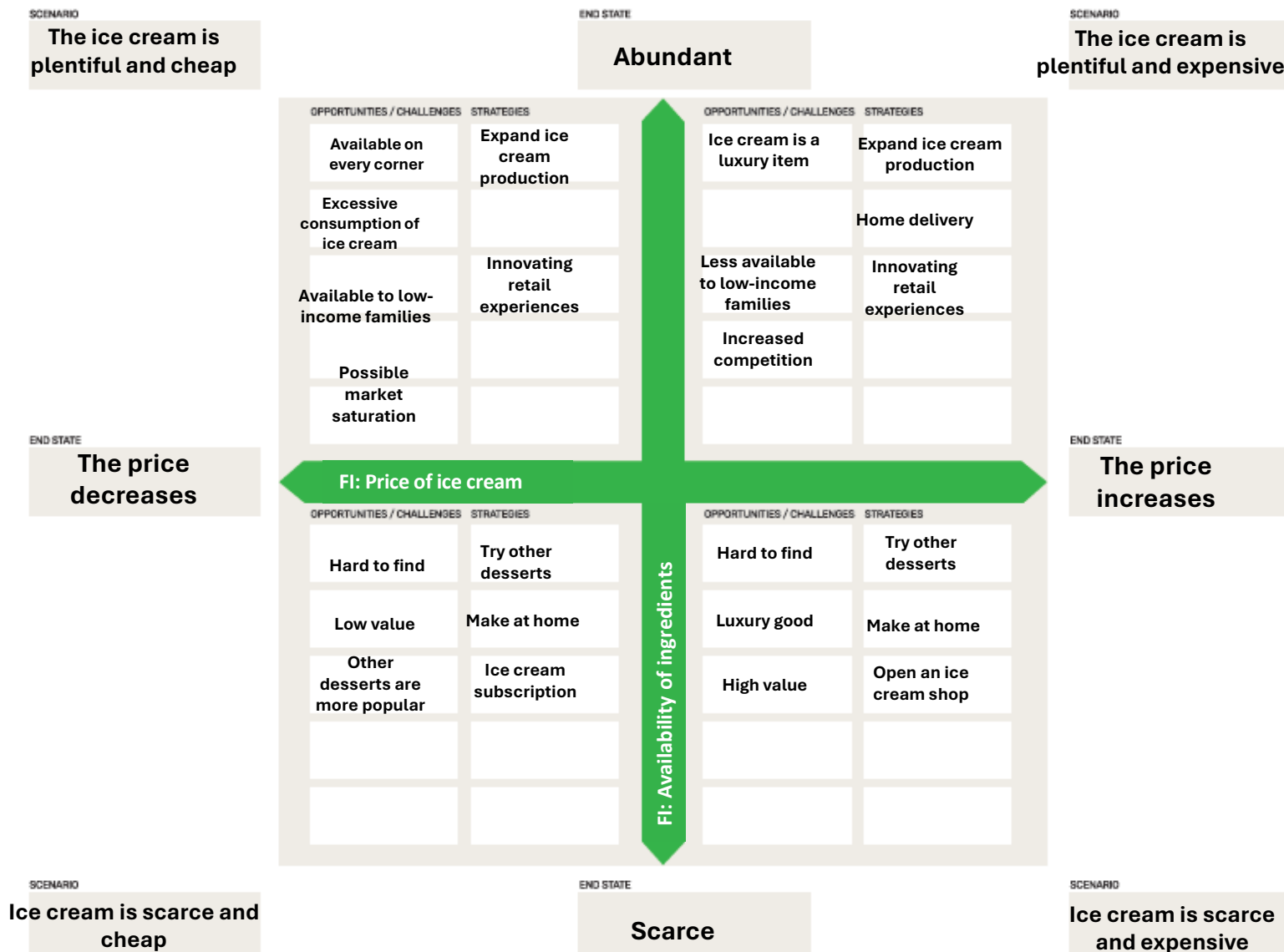


Exploratory
**Scenario
Planning**

**Evaluate
Strategies**

Strategy is an action to achieve a long-term goal. Strategies arise in response to the opportunities and challenges identified in the previous stage.

1. Expand ice cream production
2. Innovating sales experiences
3. Home delivery
4. Try other desserts
5. Make at home
6. Open an ice cream shop
7. Ice cream subscription



Choosing the most relevant strategies

CLASSIFICATION: HIGH - MEDIUM - LOW

Strategies	Applicability	Impact	Urgency	Vote
1. Expand ice cream production				
2. Innovating sales experiences				
3. Ice cream subscription				