

# Urban Land Institute

## ULI San Diego/Tijuana



## Downtown Tijuana, B.C., Mexico Revitalization Concept Plan

ULI Technical Assistance Panel

June 2013



## A Message from the ULI Technical Assistance Panel Chairman

In March of 2013, a group of dedicated volunteers from the Urban Land Institute (ULI) San Diego-Tijuana District Council and Mexico City were given the opportunity to participate in a Technical Assistance Panel (TAP) to provide advice and recommendations for the redevelopment and revitalization of downtown Tijuana, Baja California, Mexico. The group participated in a 2-day, intensive charette within the proposed Study Area. The experience was enlightening, educational and exhilarating. The TAP members included experts in architecture, urban redevelopment, transportation planning, urban and regional planning, landscape architecture, urban economics, smart growth, real estate development, business improvement district formation and operation and real estate project management. These highly professional, experienced and brilliant members of the TAP took on the assignment of evaluating and generating ideas for the revitalization of downtown Tijuana with enthusiasm and a tremendous camaraderie. Through their dedication ingenuity and collaboration, the TAP was able to produce the ideas for this report in a mere 28 hours of concentrated problem solving. 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 revitalization effort. Many individuals contributed to the success of the TAP. The support from our sponsors in Mexico including Consejo de Desarrollo Economico de Tijuana (CDT), Instituto Metropolitano de Planeacion de Tijuana (IMPLAN) and the Secretaria de Desarrollo Economico de Tijuana (SEDETI) provided an invaluable foundation for our work and was 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 Gabriel Garzo, Paul Marra and Alejandra Zazueta of the Binational Committee and Mary Lydon, our superb Executive Director. 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 downtown Tijuana.

**Greg Shannon, *Chairman***

Downtown Tijuana Technical Assistance Panel

April 2013

# Downtown Tijuana, B.C., Mexico Revitalization Concept Plan

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## 1. Context

Tijuana, Baja California Norte is a city unlike any other city in either Mexico or the United States. Tijuana's initial growth came as the naughty playground for Southern California during Prohibition. Tijuana is currently the fifth largest city in Mexico and boasts the second largest manufacturing sector in Mexico. Yet Tijuana is geographically isolated from Mexico City and for years has had the Mexican nickname of "el trampoline," or "the trampoline" because in Mexico it was the city one visited simply so you could go to California, U.S.A. Today, Tijuana's beautiful tree-lined Paseo de los Heroes in the main commercial district of the Zona Rio is punctuated by enormous traffic circles featuring monumental bronze statues. One of the statues is of Cuautemoc, the warrior chief of the Aztec civilization destroyed by colonial Spain, but the foundation of an independent Mexico. Another statue is of Abraham Lincoln holding broken chains. Two great leaders from two great civilizations, both from thousands of miles away from Tijuana.



Study Area Map

This study covers approximately 27 blocks within Zona Centro in downtown Tijuana, BC, Mexico. Figure 5 shows the boundary of the Study Area and the location of two Focus Blocks within the Study Area. The Study Area has suffered from a lack of reinvestment since 2001 when U.S. tourism declined dramatically. Along Avenida Revolucion, many businesses have left and empty storefronts are common. Efforts are underway to improve the area with a focus on accommodating a large share of Tijuana's predicted residential and commercial growth and making the once-bustling commercial district safe and attractive to both locals and tourists seeking a unique urban experience.

Tijuana's various government entities at the local, state and federal level are working together to plan and implement economic development programs to spur tourism and private investment through a number of public and private ventures located near the border zone. Concepts that are currently being evaluated for spurring reinvestment include:

- a new international quality auditorium seating up to 5,000
- a new mixed use commercial center with office, hotel, shopping and a 1,950 space parking garage
- a specialty medical hospital with 200 beds and 2,200 parking spaces
- a Mexican cultural center with 435 stalls and shops and an outdoor Exposition area

In November of 2012, business and property owners and government leaders created the Fideicomiso del Centro, the "Ficentro," to promote economic growth within downtown, advocate for downtown improvements and promote downtown as an important neighborhood and tourist destination within the Tijuana metropolitan area and the larger cross border region. and form an assessment district. Currently, property taxes alone are not sufficient to fund the upkeep of downtown improvements. The Ficentro is envisioned as a public/private partnership funded by both property owners and the City of Tijuana to

provide the leadership and resources required to improve downtown and make the Zona Centro clean and safe.

The Instituto Metropolitano de Planeacion de Tijuana (IMPLAN), Tijuana's municipal planning agency, is in the process of updating their current development regulations. Current regulations allow up to 8 stories in Zona Centro with a 1.9 Floor to Area Ratio (FAR). However the regulations only allow 80 dwelling units per block and only 150 inhabitants per hectare. Further, the minimum residential lot size is 130 square meters with a minimum unit size of 60 square meters. An urban impact study is required to go above these limits. Future amended plans and programs are anticipated to make way for a more densely populated urban core.

## 2. 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. However, planning for the region has usually been left to one side or the other leaving a broad gulf in between. The finer details are difficult to see from Mexico City and Washington, DC.

Historically, like the shared air and water, people moved freely throughout the region sharing family ties, culture and a common heritage. However, since September 11, 2001, and the advent of 3 hour border crossing times, only those that need to cross into the United States are making the journey. In the past, U.S. visitors to Tijuana could reasonably plan to be across the border (by foot or by car) and return to the U.S. in under an hour. Those days are long gone. As a result, Tijuana's historic entertainment district centered on Avenida Revolucion has suffered a dramatic decline in tourism. The number of local visitors to the downtown has also declined as a result of an exodus to the suburban shopping districts and a perceived threat of crime and drug cartel violence. While the drug cartel violence is no longer a significant security issue, crossing the border to re-enter the U.S. is a significant problem and the TAP must seek ideas for the redevelopment of downtown Tijuana that either make re-entry to the U.S. less of an issue or do not rely on U.S. tourists. In addition, the city has grown in a south and easterly direction with the maquiladora industries expanding east along the border. Housing has followed as expected but reliable and fast public transportation has lagged behind.

The TAP Study Area is within the Zona Centro area of Tijuana. The Zona Centro's land use is comprised of 70% commercial, 26% residential, 4% Government and institutional and no industrial. The Study Area is similar to the Zona Centro, but has more commercial, office, surface parking and under-utilized space than the Zona Centro as a whole, and less residential.

## Projections

Projections for growth of the region have been studied since 1987 by Softec, a Mexico City-based economic, demographic and real estate research and feasibility firm. Softec has developed a proprietary economic development model based on demography, income and market conditions to estimate the demand for housing and workspace production. 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 Tijuana are the highest in Mexico driving migration northward. According to Softec, Tijuana’s projected growth during the 2013 to 2025 time period:

- Population is expected to grow from 1.8 million to 2.7 million
- Income is expected to rise 79%
- 300,000 new homes will be needed to meet demand
- Workspace is expected to expand by 20.5 million square meters a (220.6 million square feet). 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 Tijuana economy starts to evolve
- The City’s economy is expected to triple in the next 15 years
- The area is expected to bring in approximately US\$48 Billion in new investment

Figure 1 projects Tijuana’s growth through 2025. The drivers over the next 12 years are increasing population (52%) and rising incomes (79%) due to more and better jobs (120%). Figures 2-4 further illustrate those projections.

### Tijuana Demand 2010-2025

Units/Density	Units	60/Ha	250/ha
Homes	298,000 homes	5,000Ha	1,200Ha
	Units	80 m2 shops	
Retail	2,200,000m2	26,000	
	Units	10,000m2 Bldgs	
Office	300,000 m2	30 Bldgs.	
	Units	5,000 Bldgs	
Industrial	18,600,000m2	3,700 Bldgs.	

Figure 1 - SOFTEC Tijuana 2025 Projection

### Population and Income Distribution 2010-2025

		2010		2025	Variation	
Population		1,751,000		2,657,000	906,000	
A/B >	\$80,000/mo	9%	162,843	12%	318,840	3%
C+	\$40-80,000/mo	17%	292,417	20%	531,400	3%
C	\$12-\$40,000/mo	29%	504,288	35%	929,950	6%
D+	\$8-\$12,000/mo	26%	462,264	20%	531,400	-6%
D	\$3-\$8,000/mo	16%	285,413	11%	292,270	-5%
E <	\$3,000 /mo	3%	43,775	2%	53,140	-1%
Median Income USD/yr.		\$14,000		\$25,000	79%	

Figure 2 - Population and Income Growth

## Housing 2010-2025

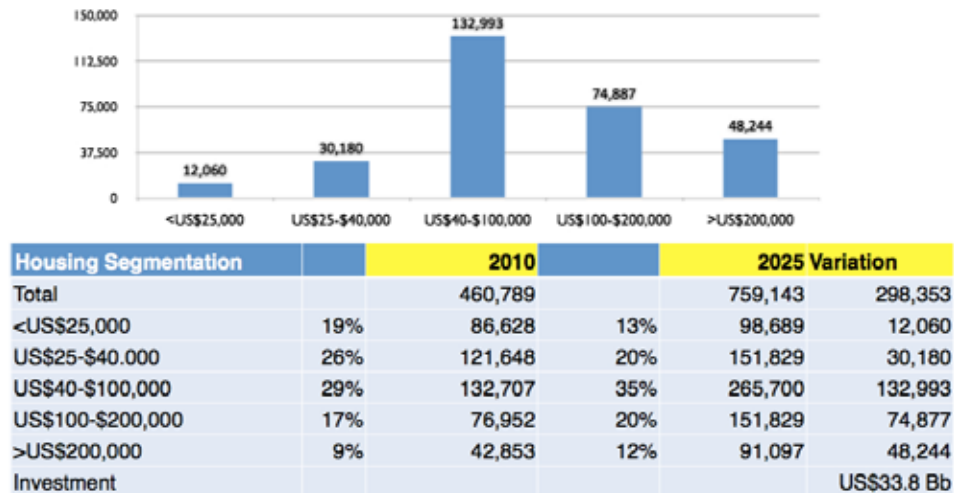


Figure 3 - Housing Growth

## Workplace and employment 2010-2025

	2010	2025 Variation	
Total Jobs (est)	691,184	1,518,286	827,102
Ratio of self-employed/total	51%	85%	
Formal jobs	352,504	1,290,543	938,039
Self-employed	338,680	227,743	-110,937
Ave. Workspace m2 /Person	15 m2	20 m2	
Workspace m2	5,287,559	25,810,857	20,523,298
Retail m2	921,579	3,036,571	2,114,992
Self-employed retail m2	921,579	759,143	-162,436
Corporate Offices m2	150,000	450,000	300,000
Factories and warehouses m2	3,294,401	21,565,143	18,570,742
Ave. Workers per Company	14	14	
Hotel Rooms	4,800	9,600	4,800
Companies	25,179	92,182	67,003
Investment			US\$14.5 Bb

Figure 4 - Employment Growth

Based on the information above, Softec projects that Tijuana will continue to be one of the most dynamic real estate markets in Mexico. In order for the 27-block Study Area to accommodate its share of predicted growth by 2025, it would need about 10,000 new dwelling units or an average of approximately 370 new homes per block and approximately 1.5 million square meters (approximately 16.146 million square feet) of new commercial (retail and office) space with an average density of approximately 55,555 square meters (approximately 598,000 square feet) of new commercial construction per block (3.25 FAR). It should be noted that much of the Study Area is already developed, so the projected new growth presents a significant redevelopment challenge.

Homeownership in Tijuana is much like most of Mexico in that new homes are usually purchased with a high equity contribution and a mortgage from the Mexican government, through Infonavit, the government mortgage lender. During the last few decades most mortgages backed by the government were used

on suburban housing types, primarily attached single family housing, averaging approximately \_\_\_square meters (m2) per unit, on the periphery of metropolitan areas. Generally, the large Mexican homebuilders would prequalify their subdivisions with the government, so that the mortgages can be offered by the homebuilders to buyers of homes. This required the Mexican government to in effect direct mortgages toward suburban housing. The Mexican government recently announced that it would redirect its mortgage lending and subsidized housing program more towards the construction of apartment-block urban accommodations and away from the single family, sprawling developments that the country's leading home builders have implemented in the last few decades.

### 3. Existing Conditions

The scope of the study incorporates an area approximately 3 blocks wide by 9 blocks long (see map, Figure 1) which is approximately 42 hectares or 105 acres. Each standard block is approximately 130 meters square (182,000 square feet, or 3 downtown San Diego blocks). Six smaller blocks (approximately 130m by 100m) are located between Calles 4 and 6 and Avenidas Constitucion and Negrete. Nearly half of the 27 blocks in the Study Area have pasajes dividing them into smaller parcels. These alleys or pedestrian passages make for interesting urban spaces. Many of the pasajes once had small businesses and shops that flourished during the heyday of Tijuana tourism, before September 11, 2001 (9/11). Currently, the area is characterized by retail and commercial uses to the west, becoming more industrial oriented to the east. Many buildings have office and some residential above the ground or second floor.



Typical Commercial Retail Area

#### Streets and Circulation

Three main roads run north and south in the Study Area. Av. Constitucion functions as a main retail and commercial core for local residents and transit riders to find their daily staples. The downtown mercado is located on Constitucion. Avenida Revolucion forms the historic downtown entertainment district. This once booming (literally and figuratively) area was hardest hit by the loss of American tourism following 9/11 and the drug cartel violence. Av. Negrete forms the eastern boundary of the Study Area. It is characterized by construction materials, wholesale goods distribution and auto maintenance related uses and its elevation is an average of 5 to 10 meters below Av. Revolucion.



Stainless Steel Millennium Arch

Four of the east west streets form couplets that move traffic in and through the downtown district. To the north, Calles 2 and 3 moves people to and from the border crossing and the Playas area and are the main



arterials for mass transit east and west. This area is bustling with crowded sidewalks, a surplus of street vendors and commerce. In effect this area is a Transit Oriented District as buses and taxis stop regularly for cross city travel. There is an approximately 20 minute wait between connecting buses. This wait gives bus riders an opportunity to shop in the area and local businesses thrive as a result. Calles 9 and 10 in the south of the Study Area connect the downtown to the Zona Rio. The intermediate blocks between Calles 3 and 9 may be well suited to traffic calming and residential uses.

The northern portion of the Study Area between Coahuila and Calle 3 has numerous buildings, alleys, pasajes and mercados within the original development pattern and style of the city. While vehicle traffic flows through the Study Area in a relatively uniform grid of streets, there is a series of pedestrian only diagonals through the blocks in this area that radiate from the intersection of Avenida Revolucion and Calle 1. A stainless steel arch approximately 60 meters tall rises above this intersection and was erected in 2000 in commemoration of the new millennium. One of the pedestrian routes that cut diagonally through the blocks connects the intersection of Avenida Revolucion and Calle 1 with a pedestrian bridge over the Tijuana river to the border crossing area on the north side of the river. Unfortunately, the path for pedestrians from the northern landing of the bridge to the actual pedestrian border crossing is unmarked, circuitous, long and mostly unused by anyone that crosses the border as a pedestrian. Border Crossers usually must take a taxi, bus or auto to get from the border crossing to the Study Area. This is despite the fact that the northern end of Avenida Revolucion is only about one block to the new pedestrian border crossing planned on the northern side of the Tijuana River at Virginia Street (on the US side).

## Downtown Highlights

The diagonal pedestrian "streets" that radiate through the blocks in this northern portion of the Study Area have resulted in a fine grained development and building pattern with relatively few large buildings. This, combined with the transit oriented nature of the Calles 2 and 3 couplet and the high volume of Tijuanaese that embark and disembark from transit in the area has created high demand for convenient street level shopping. Proximity to this transit activity has extended the economic lives of many smaller, older buildings that might otherwise not have much economic value.



Inside the Jai Alai Palace

The northern area between Coahuila and Calle 3 has a highly urban, bustling pedestrian/transit and historic character unique within Tijuana. There are a number of historic buildings (not designated) within the Study Area. They date back to the 1920's when Prohibition was in effect in the U.S. The site of a new Multimodal Bus Rapid Transit terminal at the north end of the Study Area is planned and ready for construction.

The southern end of the Study Area is anchored by the Jai Alai Palace, Sanborns and Las Pulgas nightclub buildings at the intersection of Avenida Revolucion and Calle 8. The Jai Alai Palace no longer hosts Jai Alai as that sport has lost popularity and players. It is now used periodically for concerts and special events. The architecture, entry interiors and volume of the building are spectacular and unmatched within the Study Area

or Tijuana. Unfortunately the building is in desperate need of conversion to other uses to extend its economic life. Adaptive reuse of the Jai Al building and the block between Avenida Revolucion, Ave Madero, and Calles 8 and 9 should be a key component of revitalizing the Study Area.

The Sanborns building at the southeast corner of Avenida Revolucion and Calle 8 is home to the first Sanborns department store in Tijuana. Sanborns is a low-key, elegant building with a restaurant fronting on Avenida Revolucion that has a beautiful outdoor terrace with potted plants, umbrellas and restaurant seating.

The Las Pulgas nightclub sits just northwest of the intersection of Avenida Revolucion and Calle 8 and its street frontage hides the vitality of one of Tijuana's most popular dance and music clubs. Las Pulgas was opened after the dramatic decrease in US tourism and draws primarily Tijuana residents seeking traditional Mexican Norteno and Nortec music and dancing. Las Pulgas reportedly sells more beer than any other single bar or club in the entire country of Mexico. Las Pulgas has been so successful that the owners developed a 700 space, 8- story parking garage that stretches across the entire block just north of the Las Pulgas entrance. While the parking garage is out of scale and unattractive on its Avenida Revolucion frontage, it provides a valuable parking resource that is much needed within the Study Area. The 87-room Hotel Ticuan was also developed by the Las Pulgas ownership adjacent to the rear of the Las Pulgas club on the north side of Calle 8. Developed in 2010, the Ticuan is the highest quality and most expensive hotel within the Study Area.

### Property Value

In general, the highest land values within the Study Area are along Avenida Revolucion at the southern and northern activity nodes described above. Land values approximating \$1,000/square meter are typical in both the northern and southern activity nodes. Land values drop significantly the further east or west from Avenida Revolucion and between the two northern and southern activity nodes. Buildings all along Avenida Revolucion



Parking Structure Adjacent to Las Pulgas



The Sorianas Building



The Sanborns Building

are plagued by closed businesses, boarded up facades, vacant shops and buildings in disrepair. This neglect and blight is most prevalent in the middle of the Study Area and is reflected in its relatively lower rents and land values approximating \$450/square meter.

### Historic Entertainment District and Pasajes

There are numerous beautiful and historic buildings throughout the Study Area with the largest concentrations along Avenida Revolucion and in the southern portion of the Study Area below Calle 3. There are also many older buildings that appear to have unique and historic characteristics hidden behind more recent stucco facades or signage. Notable historic structures include the HSBC and Sorianas buildings at the intersection of Revolucion and Calle 2, the Jai Alai Palace, Sanborns, Caesar's Hotel, home of the Caesar salad, the Mexicoach Building, the Cinco de Mayo buildings and a number of the pasajes that snake through the blocks. The Pasaje Gomez and Pasaje Rodriguez on opposite sides of Avenida Revolucion between Calles 3 and 4 are two of the largest and most significant pasajes within the Study Area.

Most of the pasajes were built to get pedestrians off the main street to explore the center of the large square blocks. Ironically, they are very poorly marked and quite easy to miss entirely. They are approximately 7 meters wide with high ceilings that offer a sense of volume and airiness. The roofs vary, but are often a patchwork of opaque corrugated materials in different colors and are generally in poor repair. Paving is also a patchwork consisting of tile, concrete and stone. They once housed small vendors in a traditional Mexican retailing format still used for food and many goods in the northern portion of the Study Area. The most popular pasaje spaces are small stalls between 5 and 15 square meters that typically rented for \$1,000/month in the pre-9/11 heyday of US tourism. The pasaje spaces were so popular that the tenant had to buy a "contract" for \$5,000 to \$20,000 in order to rent the space in addition to the monthly rent. Pasaje vacancies are now quite high, estimated at 50% to 75%, and rents approximate \$100 to \$200/month depending on size and location. A vendor no longer has to purchase a rental contract.



The HSBC Building



A Typical Pasaje Interior



A Typical Pasaje Interior



Along Calle 6, east of Revolucion, there exist a number of old Tijuana's oldest and most revered bars. They call to mind the old days and have stood the test of time. Two of the most famous include the Dandy del Sur and Mike's Bar, where Carlos Santana started his music career.

### Resurgence of Art

Recently, the Pasajes have seen a number of local artists move in and re-invigorate the spaces because of the low cost, unique environment and location in the historic heart of Tijuana. Unfortunately, most of the artists' shops have inconsistent hours and are not open for long periods of time during the day or night. The artists host an event on the first Friday night of every month where almost all of the artist spaces in all of the pasajes are open to the public and there are significant live performances, sculptural, print, painting and popular graphic arts displays and events going on throughout the evening. The artists' spaces have also attracted the attention of US art institutions and customers and have the potential to play an important role in the revitalization of the Study Area.

Throughout the Study Area and particularly in the middle section between Calles 3 and 9 east of Revolucion, street artists have found an untapped supply of walls upon which to ply their wares. Once blank walls have become large canvases for all kinds of artistic expression. In many cases, the works stay in place for long periods of time because they beautify otherwise empty facades and decaying buildings.

### Medical Tourism

Many small medical and dental offices populate the portion of the Study Area west of Avenida Revolucion and continue west of Avenida Constitucion. Similar to many Mexican border towns, Tijuana has a well established medical tourism sector that treats uninsured or underinsured U.S. residents that seek lower cost or nontraditional medical or dental procedures. Medical tourism is supported by the City of Tijuana that issues express lane passes to customers that are crossing back into the U.S. after receiving medical treatments. These Medical Services passes can reduce auto wait times in the queue to cross the border to as little as 15 minutes.



Street Art



Street Art



Street Art

## 4. Opportunities and Constraints

The following analysis represents the collective thinking of the Technical Assistance Panel (TAP) over the course of the 2-day charette. It highlights the best attributes of the Study Area and calls out major obstacles to redevelopment.

### Strengths:

- The Zona Centro is the geographic center of a dynamic, binational region of 5.9 million people and is the gateway to and from the US and Mexico.
- The walkable street layout, particularly in the more pedestrian friendly northern portion of the Study Area, and varying topography make the Study Area ideal for future high density development, especially residential development.
- Zona Centro is served by a far reaching transit system centered at the north end of the Study Area ensuring an active street life.
- The commercial street wall is intact which adds energy and vibrancy to the pedestrian realm.
- The Study Area was the first area to develop in Tijuana and is the historic heart of Tijuana. It has a rich heritage of entertainment and a large stock of historic buildings that is not found elsewhere in Tijuana.
- Large block pasajes.
- Emerging art and restaurants.
- Medical tourism.
- Opportunity to make a place good for tourists and residents.



ULI TAP Team

### Weaknesses:

- Limited potential to attract U.S. visitors due to long border waits upon return.
- Many of the goods and services marketed to tourists along Ave Revolucion are of a poor quality and relatively high price, providing very little value to tourists.
- There are few, if any cultural institutions or opportunities for tourists or residents of Tijuana to do anything except spend money. This limits the duration of a tourists stay and the breadth of the tourism market.
- Multiple ownerships on each block and no condemnation powers make property assembly difficult for larger projects.
- The 3 year City political cycle does not lend itself well to the kind of long term planning needed to carry out the revitalization of an area of this scale.
- The streets and infrastructure are in poor repair, there are very few street trees or landscaping and many streets are wider than they need to be which makes walking less attractive.
- There is no public open space for relaxation or recreation in which to take a break from the hustle and bustle of downtown. Lack of landscaping.
- Housing is not compatible with the historic way that entertainment uses have operated along Ave. Revolucion, posing challenges to the re-use potential of the neighborhood structures.
- Way finding is difficult and urban furnishings are in poor repair or nonexistent.
- Disabled access is lacking.



- Impromptu commercial uses and street food vendors block sidewalks.
- Bus stops are disorganized and poorly marked.
- A perception of crime and presence of street people that panhandle and offer unneeded services such as parking direction and “protection”.
- Lack of parking.
- Numerous abandoned buildings, buildings in disrepair or with extensive deferred maintenance.
- Proliferation of building code violations and illegal business operations.
- Blighted and abandoned buildings.



### Opportunities:

- The Study Area has the potential to capture a significant portion of the substantial economic, population, income and household growth projected for Tijuana.
- The Study Area has the potential to capture a significant amount of new housing demand projected for Tijuana through the development of high density housing within the Study Area.
- Reuse large underutilized blocks to attract residents and businesses back the historic core of the city.
- Create a new, individual identity for Tijuana by capitalizing on the unique heritage and history of the Study Area.
- Provide a unique environment for the “creative” class to create new businesses, art galleries, and performance venues, loft style housing using adaptively reused older buildings, restaurants, cafes and craft brewing.
- Intensify the core by adding mixed use buildings, green space and increasing the number of households in downtown.
- Create space for new retailing on Avenida Revolucion.



Needed Street Repairs and Wayfinding Updates

### Constraints:

- Long waits for United States residents to re-enter the US at the border crossing discourage to the point of preventing, cross border commerce and tourism.
- Perception of drug cartel violence.
- Too many automobiles and too much traffic make auto circulation difficult and bicycle use dangerous.

- Large blocks do not promote walkability and are dead in the center.
- The border and the concrete lined Tijuana River channel create a northern edge that is unattractive.
- Migrants from all of Latin America, many of whom were recently deported from the United States, congregate along the border and Tijuana river channel.
- The centers of large blocks are frequently “dead” space with low economic value.

## 5. Study Area Vision and TAP Assignment

The Consejo de Desarrollo Economico de Tijuana (CDT) provided the TAP with five Vision principles for the Study Area to guide the TAP work:

- Convert the center of Tijuana to an orderly place with a focus on urban restructuring aimed at economic recovery, densification, urban image enhancement and security for inhabitants of the area;
- Promote improvement and road mobility schemes with a focus on pedestrian transit;
- Encourage productive activity raising competitiveness with a metropolitan approach, focusing on tourism, trade and service sectors;
- Recover and increase interest in visiting Tijuana from local and national tourists as a major economic activity by building trust and preference of the potential tourism that resides and travels to California, causing interest in visiting Tijuana;
- Manage resources and financial support for the Ficentro trust of the downtown area, for the sustainable management of projects related to the conservation, restoration, maintenance and remodeling of the economic recovery program.

### Questions Asked of the TAP

1. What are the TAP recommendations for design theme, potential densities, open space elements, required parking and height limits within the TAP Study Area?
2. What are the TAP's recommendations for circulation/site planning and parking? How do we lay out a successful site plan that accommodates existing and proposed activity, allowing pedestrian, bicycle, transit and vehicular movements to function effectively throughout short and long-term development?
3. Does the TAP recommend adaptive reuse of existing buildings? If so for what uses. What is the recommended use for the Jai Lai building and block in particular?
4. What is the best location within the Downtown TAP boundaries to develop major catalyst project(s)?
5. What type of activities and events can the “Fideicomiso del Centro” (equivalent of a BID) undertake to enhance the attractiveness of the TAP Study Area to attract additional visitors, residents, businesses and investment?
6. Based on the ULI-TAP experience what suggestions can we undertake for the change in regulations in order to secure a feasible implementation?

Questions 1, 2, 3, 5 and 6 pertain to the overall Study Area and will be taken together.

## 6. Recommendations

The scope of the TAP includes three components:

1. Evaluate the overall Study Area, address the specific questions provided by CDT that are stated above, and produce a general analysis and overview of redevelopment recommendations for a new and improved Historic Entertainment District.
2. Utilizing the Study Area analysis and recommendations, create a site plan for a “Catalyst Project” that will serve to catalyze or spur redevelopment through-out the Study Area. This “Catalyst Block” is actually a block and a half piece of property chosen specifically to showcase what the public and private sector can do to address deficiencies and inspire property owners to reinvest on their blocks and allow the City to achieve its vision.
3. Demonstrate how a single block, the “Demonstration Block” can be redeveloped with specific recommendations and a conceptual site plan for a private redevelopment project. The project would be a test case for revised Government Regulations that would serve as both a catalyst and a prototype for redevelopment that can be replicated on other blocks in the Study Area and throughout the Zona Centro.



Study Area Map

### The Historic Heart of Tijuana District Vision

The TAP Study Area is envisioned as a high density, walkable core for the Zona Centro that has a mix of land uses and activities that promote a self-sustaining community where Tijuana residents and visitors all find excellent and varied opportunities to live, work, and play. The Study Area has the potential to be an excellent example of “Smart Growth” principles that focus development on existing urban centers and take advantage of existing infrastructure and re-use opportunities. 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 through-out the world, and in San Diego, California is that if a city is a wonderful place for its residents, it will attract tourists that are interested in enjoying the unique experiences afforded the residents.



Avenida Revolucion



In short, if you want Tijuana to attract tourists on a sustainable basis, make it good for the residents.

The historic entertainment district centered on Avenida Revolucion needs to form the backbone of a new vibrant urban district that informs a Tijuana identity based on a high density, mixed use neighborhood with a predominance of residential land uses and featuring a cutting edge culinary scene, working artists, craft brewing, Mexican spirits, tequilas, mescals and wines, small boutiques, cafes and goods unique to Mexico and produced in Mexico at prices lower than can be found in the U.S. Applying historic district formula to Avenida Revolucion also means developing a street hierarchy with smaller scale, landscaped streets, pedestrian friendly sidewalks, street lighting and furnishings that call to mind Tijuana's Prohibition era past.

The TAP team determined that this vision for the evolution of Revolucion depends upon many, but not all, of the existing entertainment uses slowly fading away making room for a more eclectic, upscale, urban clientele. While the zonkeys remain, the trinket shops and over-the-top dance bars that catered to school kids and U.S. military service personnel become a novelty side show, not the main event, and the true heritage of downtown Tijuana is preserved and enhanced in the Jai Alai Palace, the Mexicocoach building, and the many bazaars, pasajes and retail buildings that have suffered from a lack of reinvestment.

The Study Area should be recast as the "Historic Heart of Tijuana". This concept is a tried and tested planning formula for revitalizing aging urban cores. San Diego's Gaslamp Quarter used its bawdy "Stingaree" past as an asset in drawing visitors looking for an authentic urban experience while enjoying a fine meal or beverage. A key factor in the successful redevelopment of the Gaslamp Quarter was the introduction of thousands of new housing units that supplied residential demand for the goods and services offered in the Gaslamp Quarter shops and restaurants. The Gaslamp achieved limited initial success catering to conventioners and tourists, but its current success and stability was powered primarily by attracting San Diego residents and providing goods and services that they enjoy. In this fashion, the Historic Heart of Tijuana can address the needs of residents, commercial workers and tourists during the day and night. With multiple sources of demand, and not relying solely on the volatile tourism sector, the Study Area can achieve better and more sustainable economic prosperity.



Historic Mexicocoach Bus Terminal



Cinco de Mayo Building



Historic Jai Alai Palace

A key component for implementing the recommended Historic Heart of Tijuana concept is the preservation and adaptive re-use of historic buildings. The preservation and adaptive re-use of historic buildings, whether beautiful structures or not, serves to preserve the past, and communicate the City's rich heritage to both tourists and residents alike. Historic buildings enhance the ambiance of a thriving, vibrant core where locals and tourists alike come to stroll, shop, eat and drink. Upper story commercial spaces can contain office spaces or are converted to eclectic live/work lofts for artists and edgy urban "hipsters". A symbiotic relationship grows between the historical entertainment district and new higher density housing on the surrounding blocks as the street becomes attractive to Tijuana's emerging young middle class. Before additional historic buildings are demolished, the City should conduct a comprehensive survey of historic and architecturally significant buildings which must be preserved for posterity, but can be modified to allow for their continued economic life. The City should adopt guidelines for the modifications that would be allowed and methods of determining which elements of a building should be preserved and remained in place. Great value can be produced in historic buildings and they should be viewed as an opportunity, not a liability.



Caesar's

The Jai Alai Palace located on the east side of Revolucion between Calles 7 and 8 represent a challenge for adaptive reuse and a critical component of breathing life into the District and to establish the concept of the Historic Heart of Tijuana. The building is the ideal candidate to provide the necessary nostalgic link to a bygone era when Revolucion was a playground for the rich and famous. Any reuse of the structure needs to highlight its glamorous jai alai past recalling how the building was one of few places in the world where one could bet on the highly skilled athletes competing below the gallery. The Jai Alai Palace is a unique building and may need substantial modification to successfully host a new land use. The TAP believes that a hotel may be the most economically viable use that also maintains the greatest amount of the building and its heritage. The existing courtyard off of Revolucion could serve as a dramatic *Porte coshe* for the hotel entrance. The Jai Alai lobby could be remodeled as an impressive hotel lobby with a bar and concierge. The bulk of the Jai Alai arena area could be made into multiple floors of meeting rooms, fitness center and a unique theatre of up to 2,000 people for concerts, meetings and special events. A parking structure and hotel room tower could be attached at the east side of the Jai Alai building with an outdoor pool area on the roof of the existing building or incorporated into the new room addition. Other uses that may be feasible include a medical office building or civic building of some type. Most uses other than the hotel use discussed above would likely require significantly more windows to be punched into the Jai Alai building, which may alter its outward appearance beyond acceptable limits.

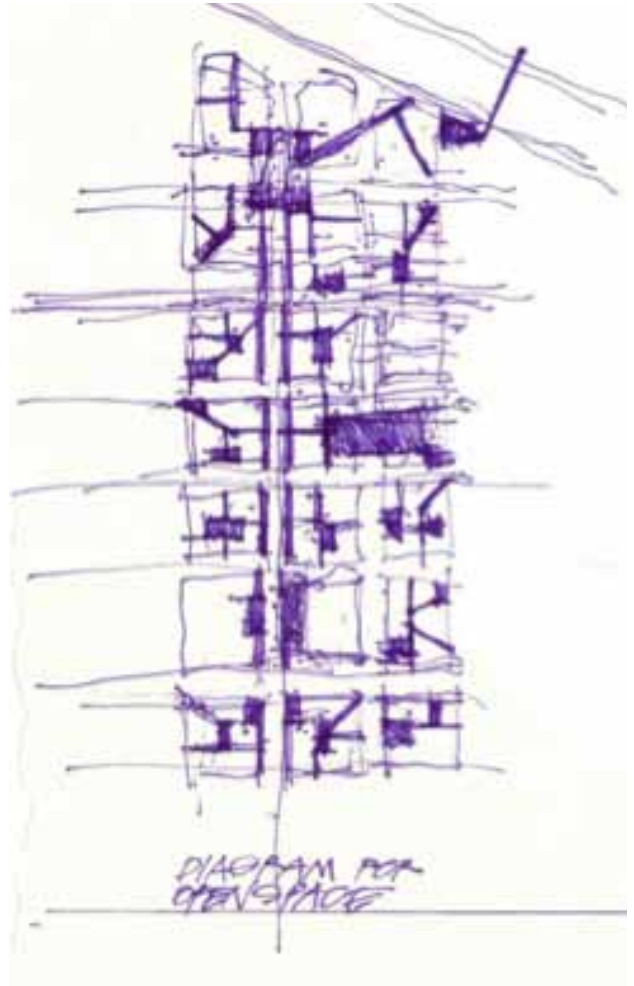
The entire Study Area should be redeveloped as a more pedestrian oriented and interesting public place than what currently exists. The very large blocks within the Study Area are well suited for having internal passages and smaller public spaces that give character to the area and create unique opportunities for pedestrian encounters and adding value to adjacent buildings. The sketch to the right, by one of the TAP members, illustrates an abstract, conceptual development pattern for the Study Area that uses small open space passages plazas and landscaped roads to form and interconnected system of buildings and public space. This is essentially an extension of the existing development pattern north of 3rd Street, within the



Study Area where diagonal walkways and pasajes for small plazas and create shortcuts through blocks. Breaking down the size of the blocks in this way still allows for the larger higher density buildings needed to intensify the city and accommodate future demand, but most importantly, these smaller pedestrian passages create 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. The Study Area needs to create a 27 block experience that people want to live, work and play in the Historic Heart of Tijuana.

The TAP Team recommends that additional measures should be implemented that would enhance the look and feel of the district. They include:

- Promoting sustainability by developing a dense urban neighborhood using LEED Standards for water and energy conservation, heating and cooling and design
- Catering to young professionals by supporting street artists, artisans, boutiques, cafes and easy access to high technology communications methods.
- Promoting the art scene by converting unused upper stories of commercial buildings to live/work spaces along Constitucion and Revolucion
- Making the entire Study Area a free WIFI hub
- Promoting urban farming on rooftops to support the culinary scene
- Implementing the Ciclovía Plan with all planned bike lanes and bike share stations
- Narrowing Calles 4, 5 and 6, along with Madero, and Negrete
- Building bike and jogging paths and improving access to the Tijuana River as an easily accessed urban open space
- Partially dechannelizing the Tijuana River thereby improving water quality (similar to Los Angeles)
- Running a people mover up and down Revolucion to connect to the BRT Station and mitigate auto traffic
- Improving the pedestrian experience with uniform lighting, street trees and landscaping, wayfinding signs, banners and clearly marked urban trails leading to significant sites and interesting galleries



Dark spaces represent a variety of open space plaza, parks and pasajes.



Avenida Revolucion

- Creating a brand identity and promotional campaign that addresses negative perceptions of safety and crime.
- Create a Tourism Fast Pass that is similar to the Medical Services pass in that it would entitle the holder to expedited border crossing into the U.S. The Tourism Fast Pass would be given to any tourist that spends at least one night and at an additional \$200 or more within the Study Area.
- Allow “craft breweries” known as brew pubs only in the Study Area with City issued alcohol permits.

## Regulation Changes

To bring about desired change, 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 urban image guidelines that lay out the vision desired. Next, a form-based land development code should describe a building envelope for the Study Area blocks. 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. Zoning criteria and other use regulations must be loose enough to preserve the interesting and eclectic mix that is a hallmark of downtown Tijuana. Full block monolithic developments should be discouraged and there should be incentives to retain, upgrade or create a pasaje, either indoor or outdoor.

To incentivize property owners to build and improve their land, allowable densities should be increased. However, a portion of the additional land value resulting from such up zoning should be captured in building permit fees and put back into the Study Area in the form of pedestrian amenities and public improvements.

The TAP Team suggested the following in response to questions 1 and 6:

1. Theme – Prohibition Era Historic Heart of Tijuana - Conduct a comprehensive survey of historic buildings within the Study Area and establish development regulations for designated buildings that may include transfer of development rights for owners of historic properties. Restore older buildings to a Prohibition era architecture and character.
2. Change zoning densities and land uses to adopt and implement the TAP recommendations.
  - a. Density – Floor Area Ratio (FAR) of 6
  - b. Open Space within the block – 30%
  - c. Required Parking – 1 space per dwelling unit, none for commercial (use Ficentro assessments to build shared parking facilities off of Revolucion with parking meter revenue). Developers may want to build more parking than required in order to attract the target market for offices and residential units, this should be allowed.
  - d. Height – up to 20 stories with higher towers allowed at the block bounded by Revolucion, 8th, 9th and Constitucion
  - e. Stress pedestrian experience.



*Papel Picado - Gateway*

Wayfinding/Banner Sketch

- f. Encourage mixed use.
  - g. Establish form based code guidelines.
  - h. Encourage but disperse street vendors throughout downtown.
3. Implement a way finding system, both within the Study Area and to the Study Area from other points in the City and/to from the border develop a district wide wayfinding and signage system. The goal is to remove existing signs, implement a new functional and integrated system which markets Tijuana and communicates that the City is safe, unique, friendly and organized through helping visitors and residents more easily find their way to intended and discovered destinations. The analysis should include the understanding and inventorying of the existing wayfinding sign system. In many cases a confusing mix of unrelated signs have been installed over decades with the emphasis on individual needs rather than the development of a comprehensive system with a consistent theme or message. A new wayfinding system should combine and remove signs and not add to the visual clutter that an urban environment can accumulate over time. An important part of the way finding system and creation of the Historic Heart of Tijuana is to develop entry signs or monuments that mark the entrance into the district at important road intersections and pedestrian pathways. The stainless steel arch at Revolucion and 1st Street is an example of such a District monument "sign." Figure 15 illustrates another type of entry sign that could be constructed over Ave Revolucion just north of 9th Street. This "Papel Picado" gateway would be an excellent counterpoint for the arch at the northern gateway to the district.
  4. Adopt streetscape design guidelines and develop a proposed "Complete Street" plan section across Revolucion that incorporates pedestrian, street trees and parkways, bicycle, parking and drop-off/valet areas and one lane of traffic in each direction. Require that all buildings fronting on Ave Revolucion cannot exceed 4 stories or 50 feet in height.
  5. Undertake a bicycle circulation and street vendor location study for the entire Study Area.
  6. Connect Zona Centro to new BRT/Multimodal Terminal

### Ficentro (Question 5)

Providing the infrastructure and maintenance for a walkable downtown should be the responsibility of the Fideicomiso del Centro or "Ficentro". Everything in the pedestrian realm from vendors to signage to lighting and public safety should be addressed. This includes theme and branding as well as fostering a new arts and culture district. For the Ficentro to work, it needs complete transparency. It must demonstrate noticeable progress in the assessment area. A marketing and communications program needs to let members know their funds are being used wisely and in concert with their goals.



Safety Officers

The TAP Team addressed the role of the Ficentro and had the following recommendations:

- Implement strong and meaningful wayfinding to direct visitors
- Commence a Clean and Safe Program with bilingual safety and way-finding ambassadors, similar to the downtown San Diego program.
- Develop a binational public awareness campaign announcing the new cleaner and safer entertainment district
- Undertake a PR program to promote US visits to TJ and dispel negative perceptions of TJ.
- Create a tourism border crossing pass similar to the Medical Services pass. Give it only to tourists that;
  1. Stay at least one night
  2. Spend at least \$200 on goods and services other than lodging, food and beverage
- Identify walls that can be painted by street artists and include an artist on the Ficentro Board
- Provide enhanced services to keep properties clean including power washing sidewalks, street sweeping, trash pickup, landscape maintenance
- Advocate for additional resources at the local, state and federal level
- Working collaboratively with the City, create a set of Design Guidelines and implement those Design Guidelines through a Design Review Board (DRB). The Design Guidelines would be focus on two issues: 1) The pedestrian public areas such as the streets, passages internal to the blocks, open spaces, parks and plazas that need to be created and maintained in order to make the Study Area an attractive place to live, work and play, and 2) Preservation and restoration of buildings that represent or contribute to the character of the Study Area as the Historic Heart of Tijuana. The DRB would be members of the Ficentro that are appointed by the Tijuana councilperson from the District that includes the Study Area. The DRB would be tasked with reviewing all building and development applications for buildings within the Study Area and applying the DG to those projects. If a project meets the DG 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 DG.
- Organize, market and produce special events such as musical and food festivals or celebrate holidays with parades down a closed Ave Revolucion for Mardi Gras/Carnival at the beginning of Lent, Day of the Dead, St Patrick's Day, Chinese New Year, New Year's Eve, Independence Day, Cinco de Mayo etc. These events should involve a large part of the Study Area businesses and work to draw both Tijuana residents and tourists from both the US and other parts of Mexico.
- Create well located resevoir of public parking.

## Funding

Creating and maintaining a safe, clean and interesting pedestrian realm requires ongoing resources. The Ficentro needs to establish an equitable funding mechanism for both capital projects and maintenance. For example, the City of Tijuana would fund 75% of capital projects and Landowners would fund 25%,. In a like manner, landowners would fund 75% of maintenance and operations while the City would fund 25%. The Ficentro may be able to augment their budget with parking meter revenue collected within the district to fund big ticket items like parking structures. Additional funding should come from both assessment of businesses and property owner members of the Ficentro, either through additional property taxes that flow solely to the Ficentro and City contributions for large capital projects, such as the catalyst block implementation discussed below.

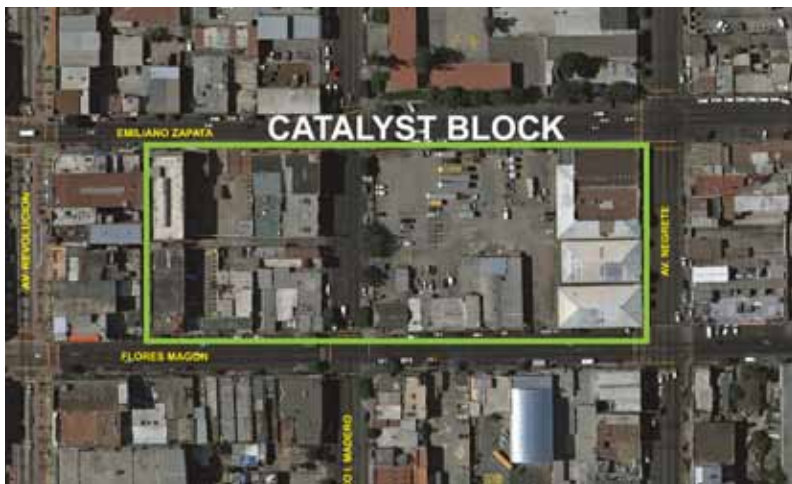


## 7. Project Development Scenarios

The TAP evaluated 2 specific sites within the Study Area as illustrated in Figure 16. The two blocks are identified as the “Catalyst Block” and the “Demonstration Block.”

The purpose of the Catalyst Block was for the TAP to create a land use that would serve to catalyze or encourage development within the Study Area. This catalyst land use would be a capital project, as discussed above and would be developed on the block through funds from the City and Ficentro. After construction the Ficentro would be responsible for maintenance with funding as discussed above.

The Demonstration Block is to be a model or prototype for how private landowners and developers could redevelop any block within the Study Area to both meet the objectives of the Study Area revitalization and realize a greater economic return than what they are currently experiencing. Ideally, the City and Ficentro would create the Design Guidelines (discussed above) that would encourage the type of development desired and the Design Review Board of the Ficentro would review and approve all projects that meet the DG. In this way, the Demonstration Block is a private initiative, with revised government regulations reviewed by the Ficentro and backed by the City government.



### Catalyst Block

Question 4 states “What is the best location within the Downtown TAP boundaries to develop major catalyst project(s)?” While this seems like a straight forward question, it is actually a two-fold question: 1) where would a catalyst project be located within the Study Area, and 2) what would be a good project to catalyze, or generate, the greatest amount of redevelopment activity within the Study Area? Drawing from analysis of similar catalyst projects in similar redevelopment areas, the TAP panel recommended creating a project that would serve to attract additional private investment and to place that project in an area where private reinvestment is needed the most and the catalyst project can serve as an amenity and draw for future private investment in redevelopment.



The northern and southern areas of the Study Area have the highest land values and the greatest amount of existing activity. The middle portion of the Study area from Calles 4 to 7 has the lowest property values and the greatest amount of vacant space and buildings in disrepair. Ave Constitucion is a vibrant commercial street providing goods and services for local residents. West of Ave Revolucion are many doctor offices and establishments that cater to medical tourism. Therefore, the TAP recommends that the best place for an appropriate catalyst project that would help achieve the redevelopment objectives of the Study Area is in the middle of the Study Area, east of Ave Revolucion. Figure 16 identifies the best location for the Catalyst project. The location of the Catalyst Project is proposed for one entire block bounded by Avenidas Madero and Negrete and Calles 5 and 6 combined with the eastern two-thirds of the block bounded by Revolucion and Madero and Calles 5 and 6. Collectively, these areas are referred to as the "Catalyst Block." The reuse and revitalization of this block is intended to be a catalyst for the blocks around it in much the same way as the Horton Plaza shopping center was used in downtown San Diego in 1985 and the Padres' Ballpark and Park in the Park was used in downtown San Diego's East Village in 2004. It would create an amenity upon which to build a mixed-use residential neighborhood.



Calle 5

Key to defining the Catalyst Block project is what is needed to achieve the vision of the CDT for the Study Area. When evaluating the CDT Vision for tourism creation, the TAP strongly believes that if Tijuana wants to create a downtown community that attracts tourists, it should build a downtown that is embraced by Tijuana residents and has a large and strong residential base to support the vibrant, varied and authentic activities of a truly mixed use district. The Study Area has no playgrounds, parks or athletic fields. The closest park is located 4 blocks west of Avenida Constitucion between Calles 3 and 4. Parque Teniente Guerrero is a beautiful, formal urban park but it does not provide large open spaces for recreation and athletics. The TAP Team identified the lack of open space as a limiting factor in the future development of the Study Area. Additionally, the primary school adjacent to the Catalyst block has no play field or green space. The design team proposes an approximately 60mx100m park space in the Catalyst block that would become the hub of positive activity around which to build a neighborhood.

The Catalyst Block incorporates a traditional recreational park, an urban plaza with mixed use and community buildings to attract both residents and tourists and a neighborhood gathering place with enough integral activities to catalyze change in the low-lying blocks east of Revolucion. The Study Area is not currently an attractive place for Tijuaneuse to live because it lacks the required infrastructure and amenities to attract homes. The three most important things when trying to promote or catalyze housing development is the presence of usable open space, good schools and urban amenities such as restaurants, cultural and entertainment venues. The City should work to upgrade the schools that serve the Study Area and there are many existing restaurants, entertainment and cultural venues within the Study Area, and many more to come. However, there is a great need for open space for recreation and visual relief. In addition, urban open spaces need ongoing activation by complementary uses to deter antisocial behavior and foster community. These complimentary uses are proposed to include restaurants, a possible public library, street vendors and pasajes that feature quality Mexican goods such as the wines of the Guadalupe Valley, craft beers, food, leather goods, art and sculpture. These uses would also attract tourists and would be located around both the urban plaza and the grass recreational area.

The Catalyst Block grass field in Figure 17 could be used in the morning and weekdays by the adjacent school as well as neighbors. In the afternoon and evening it could be available for community recreation and athletics and on weekends use by families with children and local residents for picnics, birthday and holiday celebrations or passive recreation and people watching. To the west of the park, Av. Madero would be repaved and occasionally closed to traffic in order to expand and connect the two portions of the Catalyst Block into a huge public gathering area for the celebration of important City wide events such as the Xolos winning a championship. Sidewalks around the green would be wide enough to make room for street vendors and taco stands. The Green could be elevated a half meter to clearly delineate the park from the vendors and provide seating for enjoying the day, eating or people watching. A parking garage below the Green would accommodate park activities, new residential towers and provide a reservoir of parking spaces for adjacent commercial uses as well as visitors. A rate structure for parking should be established that helps to fund the construction costs but does not deter the use of the structure and frustrate the catalytic effect of the park and parking garage.

The eastern quarter of the block would be planned for a mixed use, 20-story residential tower overlooking the park. The ground floor would have retail uses addressing the park or along Av. Negrete (or both). The tower placement preserves important sun access at the Green and creates a sense of enclosure. Residents of the tower would be in good position to keep an eye on activities below. The southern side of the block would be reserved for food stalls that would complement the existing palapa-style Corriente restaurant at the southwest corner. This side of the block would also be the collection point for site drainage forming a natural, tree-lined swale in the southeast corner, south of the residential tower. It could also be used for grey water capture and re-use. The northern sidewalk would be reserved for street vendors that would serve the people in the park and neighboring homes and businesses while adding a unique Tijuana presence to be enjoyed by tourists. It is recommended that the existing vendors be increased with vendors to be relocated from congested areas in the Study Area where the vendors negatively impact businesses and pedestrian movement.

To the west of the park portion of the Catalyst Project is a more urban plaza framed by buildings and featuring a large video board and stage as the focal point of the plaza. It is recommended, but not essential, that some of the existing buildings around the perimeter of the proposed plaza remain to give the block a feel of organic development that is a mix of the past, present and future of the district. The recommended plan preserves buildings that contribute to the overall plan due to their location, but would raze those that are not fully utilized to make way for denser mixed use development that provides residents and office workers for the new commercial establishments to create a 24 hour activity zone. The proposal calls for a high technology office building that floats above a series of pasajes. The intent is to contrast the older, traditional retailing buildings and technics of Tijuana, the Study Area's foundation, with the emerging high technology businesses that represent the future of Tijuana, the Study Area's aspiration. The "floating" office floors are designed to have the large floor plates preferred by large high technology software and research and development companies that seek to employ the highly educated engineers and business people of the "creative class" that would most likely be attracted to the Study Area neighborhood. Beneath the deck level, on Calle 6, access to the existing pasajes would be maintained and improved with space for cafes, working artist, shops and galleries. This type of activity and commerce space would also be extended into and through the existing alley that forms the eastern boundary of the Catalyst Block. In the alley, the TAP recommends that a series of small cafes with shared seating similar to Tokyo's Yakitori Alley, be created. These small eateries could feature cuisines that are not native to Tijuana, such as Chinese, Thai, Japanese, French, Italian or American street foods.

The plaza would incorporate a large video monitor on the ground floor for community viewing of films, sports or other graphic arts. View 5 below illustrates how the plaza and video board might look during an important Xolos playoff game. Outdoor café seating with tables and umbrellas and trees would line the edges of the plaza and a linear water feature with fountains would provide relief and interest for people watching and enjoying the excellent Tijuana climate. Mexican TV novellas and Xolos games could be shown at lunchtime and in the evenings to entertain office workers residents and tourists enjoying the plaza. A stage below the video screen could be used for public speaking or presenting amateur plays created by local writers. One potential community event could be a long running novella that features local business people, shop owners and residents in a sort of live "novella" performance. This type of activity has been very well received in other redeveloping communities and could be a cornerstone for community gathering and participation in the arts. The buildings to the east of the video screen would shade the screen from the afternoon sun. The urban plaza has the potential to be Tijuana's Times Square and primary public gathering spot for everything from school plays to New Year's Eve celebrations.

On the north side of the plaza, new buildings would be constructed for any type of use. With commerce on the ground floor to activate the plaza and the Calle 5 street front, residential, office or civic uses could be developed above the ground floor. One intriguing use that the TAP encourages the City to explore is to develop a community public library featuring a large computer lab and state of the art computer access for the residents. Libraries have proven to be wonderful community centers and if properly designed and equipped with both an extensive book collection and numerous computers, the library would be an important attraction for surrounding residential development as well as a resource for emerging neighboring businesses.

Partial funding for land acquisition and improvements for the Catalyst Block project could come from the sale of the City owned parcel on the Demonstration Block discussed below and reinvestment of the proceeds of that sale into the Catalyst Block project. The City should conduct a combined bidding and design competition to sell the City owned parcel at Constitucion and Calle 8 for uses recommended in our Demonstration Block and use the funds to buy the land for the Catalyst Block project. The City should undertake advanced planning, design and create a funding plan for the Catalyst Block as soon as possible so that the redevelopment opportunities within the Study Area can be realized in the short term and additional tax revenues can flow to the City to help off-set the costs of the Catalyst Block. Grants and additional funding should be sought from other government entities where possible and corporate sponsorship for the video board and other components of the Catalyst Block should be explored. For example, the San Diego Padres used to have a program where the Padres would create a "Little Padres Park." If a city would provide the land, the Padres would pay for the improvements required to construct a Little League baseball field with backstops, bases, dugouts, scoreboard and equipment. Perhaps the Padres and Xolos would be willing to contribute funds to pay for the recreational fields to have both a Football pitch and a Little League baseball field. Similarly, corporate sponsors or tenants should be contacted and persuaded to either relocate to the urban plaza's high tech office space or contribute to the plaza construction effort. Perhaps Samsung would be willing to donate or discount the cost of the video screen in exchange for naming rights to the screen. The TAP believes that the Catalyst Block is an essential project for the Study Area and that it is less expensive and will have a greater positive impact than any other catalyst project proposed to date.

A summary of the proposed uses and the area of the uses within the Catalyst Block is included on the following page. The following pages are illustrations of how the Catalyst Block might look to give the reader a better idea of the excitement and possibilities of this multi-use catalyst for redevelopment.

## CATALYST BLOCKS STATISTICAL SUMMARY DOWNTOWN TIJUANA, B.C. MEXICO REVITALIZATION

### **PARK BLOCK** (Block 55)

Block size approximately **85 M x 130 M** = **11,050 M<sup>2</sup>** **118,898 Ft<sup>2</sup>**  
 The site is the full block and is bounded by Avenida Francisco Madero on the western edge, Calle Emiliano Zapata (5th) on the north and Calle Flores Magon (6th) on the south, and Avenida Negrete on the eastern edge

#### **Parking Garage**

Parking under the entire site x 3 levels			<b>33,150 M<sup>2</sup></b>	<b>356,694 Ft<sup>2</sup></b>
Total Parking Spaces	1050		31.6 M <sup>2</sup> /space	340 Ft <sup>2</sup> /space
Allocation of Spaces				
Residential Garage @ 2 per Dwelling	400			
Commercial Garage	650			

#### **High Rise Residential Building**

Ground Level - Lobby, Concierge, Security, Amenities - Cafes, Restaurants Fronting on Park	400 M <sup>2</sup> 700 M <sup>2</sup>	4,304 Ft <sup>2</sup> 7,532 Ft <sup>2</sup>	400 M <sup>2</sup> 700 M <sup>2</sup>	4,304 M <sup>2</sup> 7,532 Ft <sup>2</sup>
Levels 2 through 7 - Residential Units	1100 M <sup>2</sup> /level	11,836 Ft <sup>2</sup> /level	6,600 M <sup>2</sup>	71,016 Ft <sup>2</sup>
Level 8 - Pool Deck and Community Lounge	800 M <sup>2</sup>	8,608 Ft <sup>2</sup>	800 M <sup>2</sup>	8,608 Ft <sup>2</sup>
Levels 9 through 24 - Residential Units	600 M <sup>2</sup> /level	6,456 Ft <sup>2</sup> /level	9,000 M <sup>2</sup>	96,840 Ft <sup>2</sup>
Levels 25 through 30 - Residential Units	400 M <sup>2</sup> /level	4,304 Ft <sup>2</sup> /level	2,000 M <sup>2</sup>	21,520 Ft <sup>2</sup>
<b>TOTAL FLOOR AREA ALL LEVELS</b>			<b>19,500 M<sup>2</sup></b>	<b>209,820 Ft<sup>2</sup></b>
Estimated Density 200 Residential Units				

#### **Public Park (on top of Parking garage)**

Multi Use Playing Fields			4500 M <sup>2</sup>	48,420 Ft <sup>2</sup>
Children's Playground			450 M <sup>2</sup>	4,842 Ft <sup>2</sup>
Family Picnic Tree Grove (along 6th between Corriente Restaurant and Playground)			500 M <sup>2</sup>	5,380 Ft <sup>2</sup>
Sidewalk Vendor Area Along 5th      approximately 24 ea. (3M x 3M stalls)			216 M <sup>2</sup>	2,324 Ft <sup>2</sup>
Corriente Restarurant with expanded terrace			500 M <sup>2</sup>	5,380 Ft <sup>2</sup>
Tree Shaded Alle with tables and chairs (along 5th adjacent playing field)			480 M <sup>2</sup>	5,165 Ft <sup>2</sup>
Storm Water Retention Garden at corner of 6th and			450 M <sup>2</sup>	4,842 Ft <sup>2</sup>
Parking Entrances (Residential Access on 5th & Public Access on 6th)			464 M <sup>2</sup>	4,993 Ft <sup>2</sup>
			<b>7560 M<sup>2</sup></b>	<b>81,346 Ft<sup>2</sup></b>

### **PLAZA BLOCK** (Block 54 Partial)

The site is approximately 65% of the full block and is bounded by Avenida Francisco Madero on the eastern edge, Calle Emiliano Zapata (5th) on the north and Calle Flores Magon (6th) on the south **7,183 M<sup>2</sup>** **77,284 Ft<sup>2</sup>**

#### **Public Plaza with Digital Screen**

Includes Performance Stage, water feature, and casual seating	2,800 M <sup>2</sup>	30,128 Ft <sup>2</sup>	2,800 M <sup>2</sup>	30,128 Ft <sup>2</sup>
Outdoor cafes on the south edge of the Plaza	150 M <sup>2</sup>	1,614 Ft <sup>2</sup>	150 M <sup>2</sup>	1,614 Ft <sup>2</sup>
Regional Craft Vendors and Artist Boutiques	250 M <sup>2</sup>	2,690 Ft <sup>2</sup>	250 M <sup>2</sup>	2,690 Ft <sup>2</sup>
Community Resource Center/Library	350 M <sup>2</sup>	3,766 Ft <sup>2</sup>	350 M <sup>2</sup>	3,766 Ft <sup>2</sup>
			<b>3,550 M<sup>2</sup></b>	<b>38,198 Ft<sup>2</sup></b>

#### **Start-up Tech Center**

A five-level high-tech hub for startups	2000 M <sup>2</sup> /level	21,520 Ft <sup>2</sup> /level	6,600 M <sup>2</sup>	71,016 Ft <sup>2</sup>
Floats above the smaller structures				
Ground Level Lobby and Gallery of New Products and Sponsor Displays			450 M <sup>2</sup>	4,842 Ft <sup>2</sup>

#### **Pasajes**

Mini-Restaurants modeled on Tokyo's Yakitori Alley in the Shinjuku neighborhood			800 M <sup>2</sup>	8,608 Ft <sup>2</sup>
Artist Displays			1000 M <sup>2</sup>	10,760 Ft <sup>2</sup>
New small structures under Tech Center to house larger craft and art vendors	1,200 M <sup>2</sup>	12,912 Ft <sup>2</sup>	1,200 M <sup>2</sup>	12,912 Ft <sup>2</sup>

#### **Mid-Rise Mixed-Use Building**

Ground Level - Lobby, Retail and Cafés, Concierge, Security, Amenities	600 M <sup>2</sup>	6,456 Ft <sup>2</sup>	600 M <sup>2</sup>	6,456 Ft <sup>2</sup>
Levels 2 through 9 - Medical Offices	800 M <sup>2</sup> /level	8,608 Ft <sup>2</sup> /level	6,400 M <sup>2</sup>	68,864 Ft <sup>2</sup>
<b>TOTAL FLOOR AREA ALL LEVELS</b>			<b>7,000 M<sup>2</sup></b>	<b>75,320 Ft<sup>2</sup></b>





AVE. NEGRETE

5TA EMILIANO ZAPATA

AVE. FRANCISCO I. MADERO

USO MIXTO/  
MEDICAL OFFICE BUILDING  
PLAZA PARA LIBRERÍA Y RESTAURANTE  
STREET LEVEL RETAIL AND RESTAURANCE  
STREET LEVEL MEDICAL OFFICE

BIBLIOTECA  
LIBRARY

AVE. REVOLUCION

COMERCIO AMBULANTE/ STREET VENDORS

USO RESIDENCIAL  
RESIDENTIAL  
PLAZA PARA COMERCIO Y RESTAURANTE  
STREET LEVEL RETAIL AND RESTAURANCE

USO RECREACIONAL/  
RECREATIONAL FIELD

AREA INFANTIL AREA DE PIZCUT  
PLAYGROUND & PIZCUT AREA

ESTANQUE DE TORMENTAS/  
RETENTION BASIN

6TA FLORES MAGON

PLAZA MULTIMEDIA  
MULTIMEDIA PLAZA  
COMERCIO PARA LA INDUSTRIA TECNOLÓGICA  
TECHNOLOGY DIGITAL, SOFTWARE, ETC.

HIGH TECH BUILDING & USO MIXTO/  
HIGH TECH BUILDING & MIXED USE  
PLAZA PARA COMERCIO Y RESTAURANTE  
STREET LEVEL RETAIL AND RESTAURANCE  
PLAZA PARA COMERCIO Y RESTAURANTE  
STREET LEVEL RETAIL AND RESTAURANCE

EDIFICIOS EXISTENTES/  
EXISTING BUILDINGS

RESTAURANTE EXISTENTE/  
EXISTING RESTAURANT

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DOWNTOWN TIJUANA, B.C., MEXICO REVITALIZATION  
MANZANA CATALUNDA - URBANIST BLOCK

USOS DEL SUELO/ LAND USE MAP

UrbanHecht  
URBAN PLANNING

SERRA PACIFIC



SECCION MANZANA CATALIZADORA - CATALYST BLOCK SECTION

SEBORG + FALCETTI ARCHITECTS

Sanover Health  
ARCHITECTURE

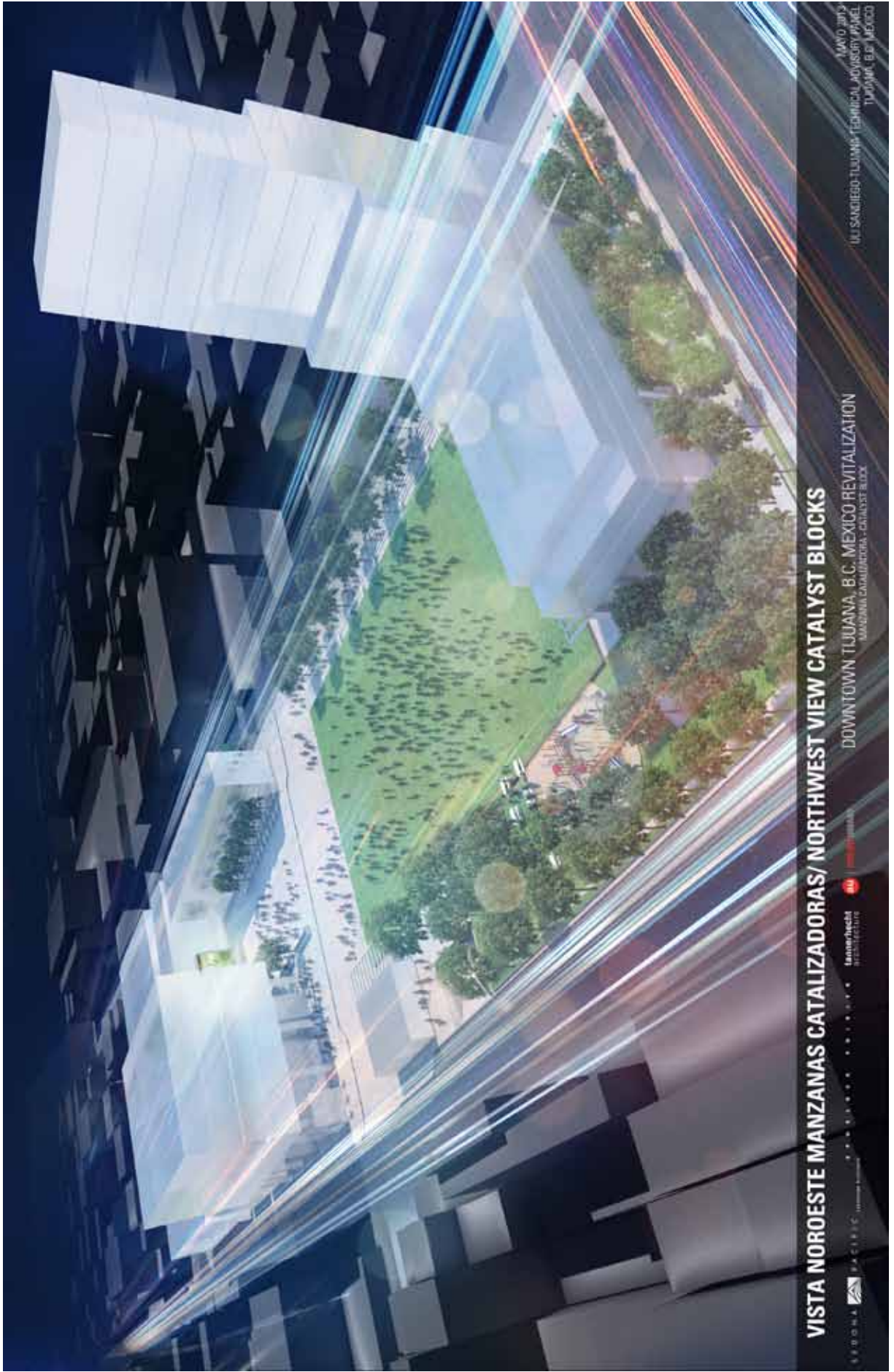


ATLAS ISSUES

DOWNTOWN TIJUANA, B.C. MEXICO REVITALIZATION  
MANZANA CATALIZADORA - CATALYST BLOCK

MAYO 2013  
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TIJUANA, B.C. MEXICO





# VISTA NOROESTE MANZANAS CATALIZADORAS/ NORTHWEST VIEW CATALYST BLOCKS

DOWNTOWN TIJUANA, B.C. MEXICO REVITALIZATION  
MANZANAS CATALIZADORAS - CATALYST BLOCK

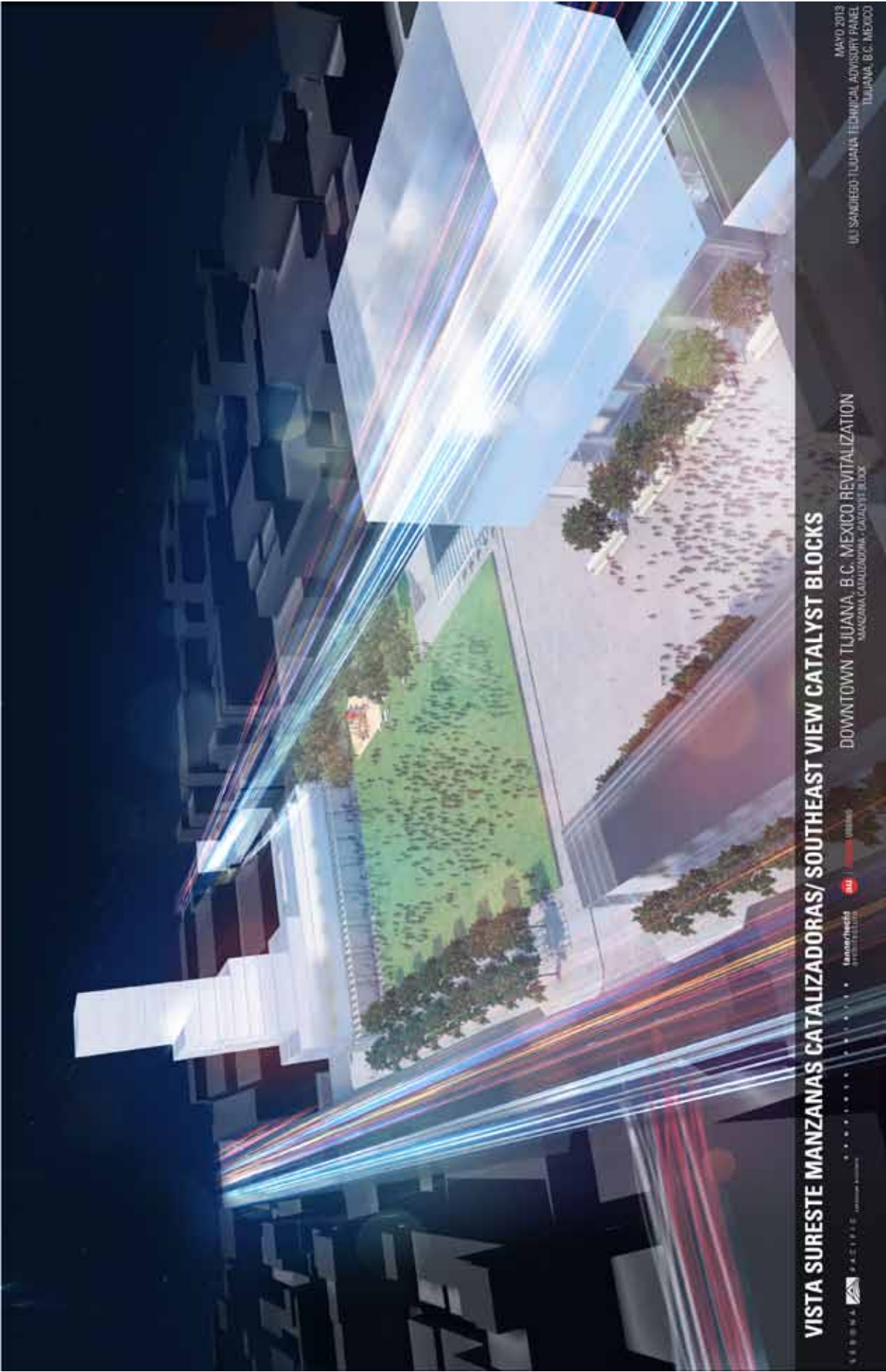
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architecture



MANO 2013

VERONA PACIFIC



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**VISTA SURESTE MANZANAS CATALIZADORAS/ SOUTHEAST VIEW CATALYST BLOCKS**  
DOWNTOWN TIJUANA, B.C. MEXICO REVITALIZATION  
MANZANA CATALIZADORA - CATALYST BLOCK

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ARCHITECTURE



ULI

URBAN

DESIGN

LABORATORY

TIJUANA

MEXICO

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MANIZABA CATALIZADORA - CATALYST BLOCK

ARUP | [www.arup.com](http://www.arup.com)

LEONARDO PACIFIC | [www.leonardopacific.com](http://www.leonardopacific.com)

# PLAZA MULTIMEDIA/ MULTIMEDIA PLAZA

leonardopacific  
architecture





**AREA RECREATIVA-COMERCIOS AMBULANTES / RECREATIONAL FIELD-STREET VENDORS**

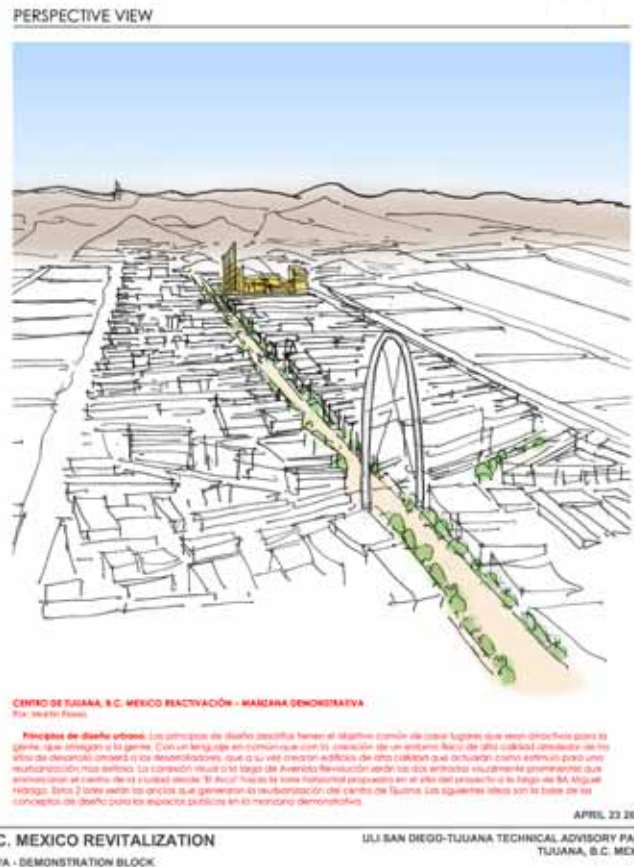
DOWNTOWN TIJUANA, B.C. MEXICO REVITALIZATION  
MAGAZINA CANADADUJANA, CALABAZA BLUCC

MAYO 2013  
DR. SANDRIBO LLANUKA, ARCHITECTURA, ADMINISTRACION  
TIJUANA, B.C., MEXICO

LABORA PASTIC  
SINERGENCIA  
CON  
MAYOR  
TIJUANA

## Demonstration Block

The Demonstration block bounded by Avenidas Constitucion and Revolucion and Calles 8 and 9 would be a model for private redevelopment in the Study Area. Using urban design and development criteria described in the discussion of the Study Area recommendations of this report, the design team came up with a prototypical high density project that would function both as a southern gateway into the Study Area and as a redevelopment model whose concepts can be replicated on other blocks in the Study Area to achieve the objectives for redevelopment of the Study Area.



### Demonstration Block

The Demonstration Block guiding principle is to create a place that is attractive to people, that draws them in and creates a high quality physical environment that will entice developers and landowners to create high-quality buildings and environments. This will produce greater economic value and will act as a stimulus for further successful redevelopment throughout the Study Area. Because of the Demonstration Block’s location at the southern terminus of the Study Area, it is appropriate for it to be a welcoming entry to the Historic Heart of Tijuana and to feature a tower element as a counterpoint to the stainless steel arch at the southern end of Revolucion. This tower is an element unique to this location and should not be encouraged, allowed, or duplicated on any other blocks within the Study Area. Other than the tower, all of the other elements of the Demonstration Block site plan illustrated and discussed below are prototypes and examples for how virtually any block within the Study Area could be redeveloped to achieve the redevelopment and revitalization objectives of the Study Area.



The most critical organizing element for the redevelopment of the large Study Area blocks is the introduction of open space to serve both as an amenity to bring residents and tourists back to downtown and as an organizing element for the buildings and activities on the block. Just as the golf course serves as an amenity for development in the Caliente neighborhood, open spaces within the Study Area can serve as an amenity for residents, employees and tourists to use buildings within the Study Area. The spaces between buildings are rooms that act as the framework for the development. By creating a well thought-out pedestrian streetscape and passage system linking the buildings to the public spaces, the design allows them to become a part of the daily circulation of employees and residents within the development and as a larger link to downtown. In addition, in a Mediterranean climate such as Tijuana, the tree canopy and fountains not only greens and enlivens the outdoor spaces, but they also play a critical role in sheltering and cooling people as they walk between the indoor and outdoor spaces.



Existing space between buildings in the Demonstration Block



Street Front of the Demonstration Block

The streets, art, paseos, buildings and plazas each play a different role in creating the framework of the spaces between buildings. Streets are the primary movement arteries, taking people to their destination most directly. Adding medians or roundabouts to slow traffic or to add sculptures, landscaping or gateway features enliven the public space on the street. Enhancing the art along Avenida Revolution extends the history and vitality of the emerging art movement of the place. It is also envisioned that the Jai-Alai court could be part of the public realm that engages and informs the Demonstration Block development by extending the fountain and plaza across the street. Paseos offer opportunities to take shortcuts. They are a smaller-scale, pedestrian-only, quieter alternative to streets. Businesses that line the paseos can be destinations in themselves or provide convenient goods and services for people passing by. Plazas are places to rest, watch entertainment, follow the life of the city, and meet people. Plazas are places where residents can reconnect with the community.

In establishing the design principles for the Demonstration Block, the idea of human-scale elements is critical. With the exception of the tower at the corner of Revolucion and Calle 8, all the buildings on Revolucion should be scaled to reflect the typical street front scale of 3-5 story buildings with commercial uses on the ground floor. Structures such as the new parking garage on Revolucion between Calle 8 and 7 should not be allowed as they do not activate the street, are of a poor quality of design and are not in scale with the pedestrian experience. Strategies such as matching building and paving score lines, having a consistency of materials between the street plane and the building up to a certain height, and using fine-grained materials all help make the tall buildings downtown feel more human. In addition, the scale of street furniture, lighting, street trees and signage should respond to the sizes of the spaces they inhabit and the way people will feel around them. The rhythm of the ground plane is set to be recognizable by a pedestrian in Tijuana.

Specific Design Criteria used for the Demonstration Block, and generally applicable to the redevelopment of any block in the Study Area, include:

- Preserve and enhance existing pedestrian patterns and auto circulation
- 12 to 15 floors in towers.
- Commercial on the street level.
- Allow and encourage the development of mixed uses, both horizontally and vertically within the blocks. A block having a mix of office, shopping, restaurants, medical office, cultural and/or housing will be a much more active place, and also more secure.
- Parking at 1 space per unit, or greater, if desired to meet market demand.
- Vary the height and the type of buildings and uses on the block.
- Encourage the use of multiple architects and developers to develop reasonably sized parcels. This will create variety and interest that cannot be achieved when a full block is developed by one developer and one architect.
- Promote a variety of housing types, townhomes, flats, small units and family units, low income and very high income buildings and units mixed through-out.
- Provide both block-wide (open space, parking and ground floor commercial) and individual building amenities (pools, fitness centers, etc.).
- 20 to 25 stories at Northeast corner (Calle 8 and Revolucion), for the Demonstration Block location only. Use this tower as a focal point of the entire Study Area and use it to create drama by fronting the tower on the street at the most important intersection in the southern portion of the Study Area.
- Formalize the space within the large block.
- Give it a look through with strategically placed open passages, but with security and controlled access when necessary.
- Encourage mid-block crossings with small access ways.
- Keep some the existing buildings that contribute to the character of the Study Area as the Historic Heart of Tijuana and implement the development objectives and urban design criteria for block redevelopment. Within the Demonstration Block, the TAP identified one building that reflects the historic heritage of the Study Area and beautifully implements the concept of open space and public passages through the block. The photo below is of a portion of the interior courtyard of a building fronting on Revolucion, approximately half-way between Calles 8 and 9.



Walkway in the Demonstration Block

SOUTHERN DOWNTOWN GATEWAY - OPTION A



**Spaces Between Buildings.** The outdoor space will give people a sense of where they are in a way that indoor space can't. In the case of Manzana Block, it creates a new environment for urban living. The spaces between buildings are rooms that act as the framework for the development. By creating a well thought-out pedestrian streetscape system linking the buildings to the public spaces, the design allows them to become a part of the daily circulation of employees and residents within the development and as a larger link to downtown. In addition, in a Mediterranean climate such as Tijuana, the tree canopy and fountains not only greens and enliven the outdoor spaces, but they also play a critical role in sheltering and cooling people as they walk between the indoor and outdoor spaces.

SOUTHERN DOWNTOWN GATEWAY - OPTION B



**Los espacios entre los edificios.** Los espacios al aire libre ayudan a dar un sentido de dónde se encuentran las personas que al respecto interior no pueden. En el caso de la Manzana, se crea un nuevo entorno para la vida urbana. Los espacios entre los edificios son los lugares que actúan como marco para el desarrollo. Mediante la creación de un sistema bien pensado de pasillos y áreas públicas que conectan una manera cuidadosa los edificios de los espacios públicos, el diseño permite que se conviertan en una parte de la circulación diaria de los empleados y los residentes en el desarrollo y como un vínculo más grande del centro. Además, en un clima mediterráneo, como Tijuana, la copa de los árboles y las fuentes no sólo le dan vida a los espacios al aire libre, sino que también desempeñan un papel crítico en el refugio y el alivio sombra a las personas mientras caminan entre los espacios interiores y exteriores.



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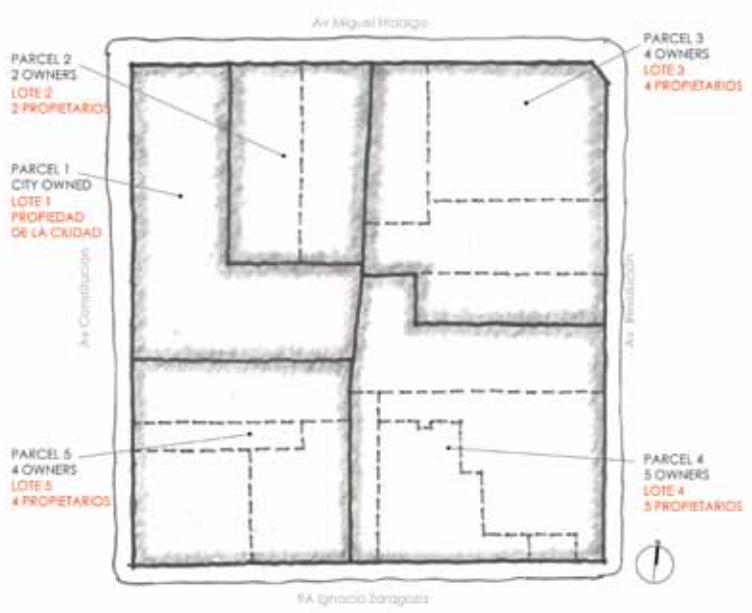
SARDIE HABIBES ARCHITECTS

RICK

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ULI SAN DIEGO-TIJUANA TECHNICAL ADVISORY PANEL

MANZANA DEMONSTRATIVA - DEMONSTRATION BLOCK



**PARCELS/ LOTES**  
EXISTING PARCELS ARE COMBINED TO CREATE 5 LARGER PARCELS TO ALLOW THAT TO BECOME THE BASIS OF AN URBAN AREA. THE CITY OWNED PARCEL PROVIDES THE CATALYST FOR THE DEVELOPMENT OF THE OTHER 4 PARCELS.

THE DESIGN CONCEPT (IDEA) STARTS WITH AN INTERNAL PARK AND AN URBAN WALK.  
EL CONCEPTO DEL DISEÑO COMIENZA CON UN PARQUE INTERIOR Y UN PASEO URBANO.

SE COMBINAN LOTES EXISTENTES PARA CREAR 5 LOTES GRANDES, QUE PERMITEN CONVERTIRSE EN LA BASE DE UNA ZONA URBANA. EL LOTE QUE PERTENECE A LA CIUDAD, OFRECE EL CATALIZADOR PARA EL DESARROLLO DE LOS OTROS 4 LOTES.

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SARDIE HABIBES ARCHITECTS

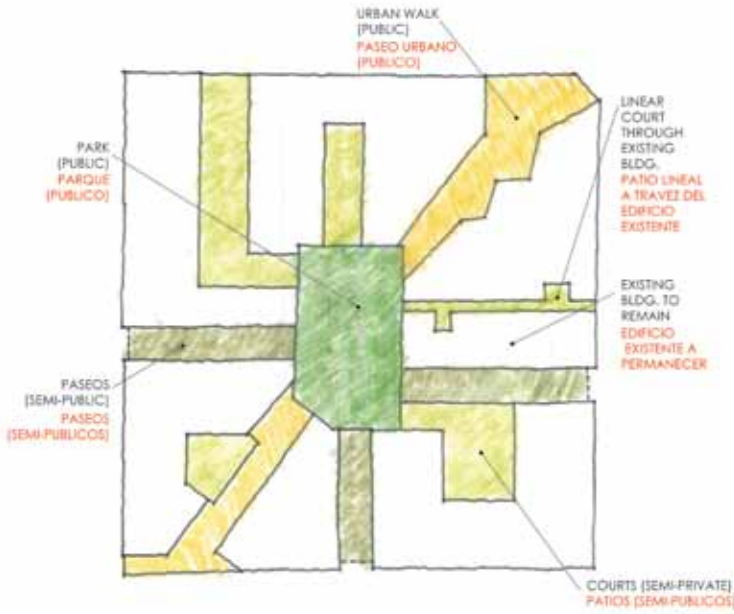
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DOWNTOWN TIJUANA, B.C. MEXICO REVITALIZATION

ULI SAN DIEGO-TIJUANA TECHNICAL ADVISORY PANEL

MANZANA DEMONSTRATIVA - DEMONSTRATION BLOCK





THE PARK BECOMES THE SOCIAL CENTER OF A SYSTEM OF PASEOS AND COURTYARDS.  
 EL PARQUE SE CONVIERTE EN EL CENTRO SOCIAL DE UN SISTEMA DE PASEOS Y PATIOS.



BUILDINGS INFILL THE OPEN SPACE SYSTEM, FORMING A NETWORK OF OUTDOOR PUBLIC AREAS.

LOS EDIFICIOS RELLENAN EL SISTEMA DE ESPACIOS ABIERTOS, FORMANDO UNA RED DE ESPACIOS PUBLICOS EXTERIORES.

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STREET LEVEL / NIVEL DE LA CALLE

RETAIL, CIVIC AND COMMERCIAL USES FACE ADJACENT STREETS AND THE URBAN WALK AND PARK. HOUSING LINES PASEOS AND COURTS CREATE A RESIDENTIAL EXPERIENCE. PARKING ENTRIES SERVE SEMI-SUBTERRANEAN AND BELOW GRADE LEVELS.

LOS USOS CIVICOS Y COMERCIALES SE UBICAN FRENTE A LAS CALLES ADYACENTES Y A LOS PASEOS URBANOS Y PARQUES. LAS VIVIENDAS EN LINEA, LOS PASEOS Y LOS PATIOS COMUNALES CREAND UNA EXPERIENCIA RESIDENCIAL. LAS ENTRADAS AL ESTACIONAMIENTO SIRVEN A LOS NIVELES SEMI-SUBTERRANEOS Y SUBTERRANEOS.



TYPICAL UPPER LEVEL / NIVEL SUPERIOR TIPICO

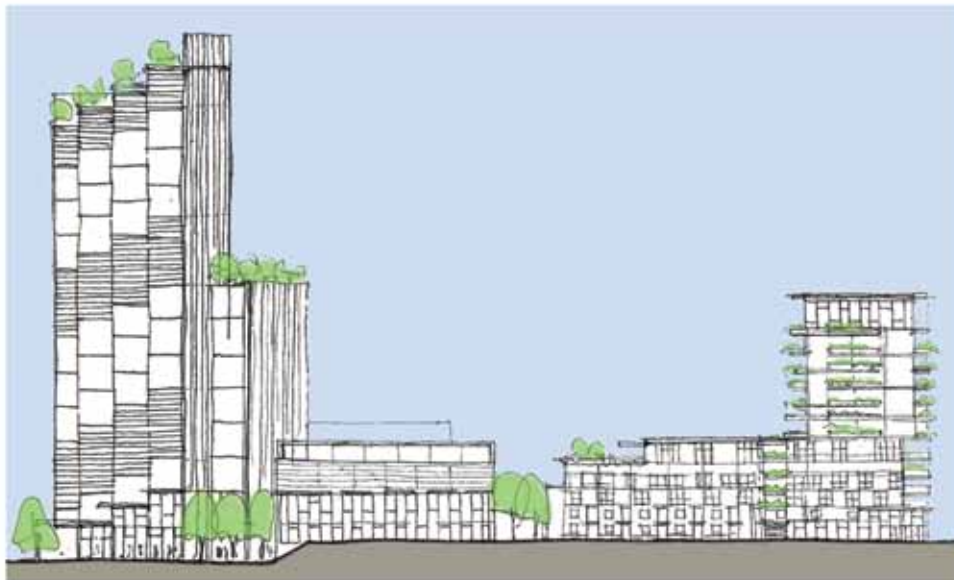
A VARIETY OF HOUSING TYPES, CIVIC AND COMMERCIAL USES EXTEND THE MIXED CONCEPT TO UPPER LEVELS.

DIFERENTE VARIEDAD DE TIPO DE VIVENDA, USOS COMERCIALES Y CIVICO EXTIENDEN EL CONCEPTO DE USO MIXTO A NIVELES SUPERIORES.

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① ELEVATION 1 - IGNACIO ZARAGOZA - SA



② ELEVATION 2 - MIGUEL HIDALGO SA



③ ELEVATION 3 - AVENIDA CONSTITUCION



④ SECTION 1





**BUILDINGS 4A & B**

- 146 PARKING SPACES (BELOW GRADE)
- 4A - 76 UNITS
- 4B - 10 UNITS

**EDIFICIOS 4A & B**

- 146 LUGARES DE ESTACIONAMIENTO (SUBTERRANEO)
- 4A - 76 UNIDADES
- 4B - 10 UNIDADES

**BUILDINGS 5A & B**

- 150 PARKING SPACES (BELOW GRADE)
- 5A - 55 UNITS
- 5B - 30 UNITS

**EDIFICIOS 5A & B**

- 150 LUGARES DE ESTACIONAMIENTO (SUBTERRANEO)
- 5A - 55 UNIDADES
- 5B - 30 UNIDADES

**BUILDING 1 (CITY OWNED)**

- 190 PARKING SPACES (BELOW GRADE)
- 109 RESIDENTIAL UNITS

**EDIFICIO 1 (PROPIEDAD DE LA CIUDAD)**

- 190 LUGARES DE ESTACIONAMIENTO (SUBTERRANEO)
- 109 UNIDADES DE VIVIENDA

**BUILDING 2**

- 45 PARKING SPACES (BELOW GRADE)
- 36 RESIDENTIAL UNITS

**EDIFICIO 2**

- 45 LUGARES DE ESTACIONAMIENTO (SUBTERRANEO)
- 36 UNIDADES DE VIVIENDA

**BUILDINGS 3A, B & C**

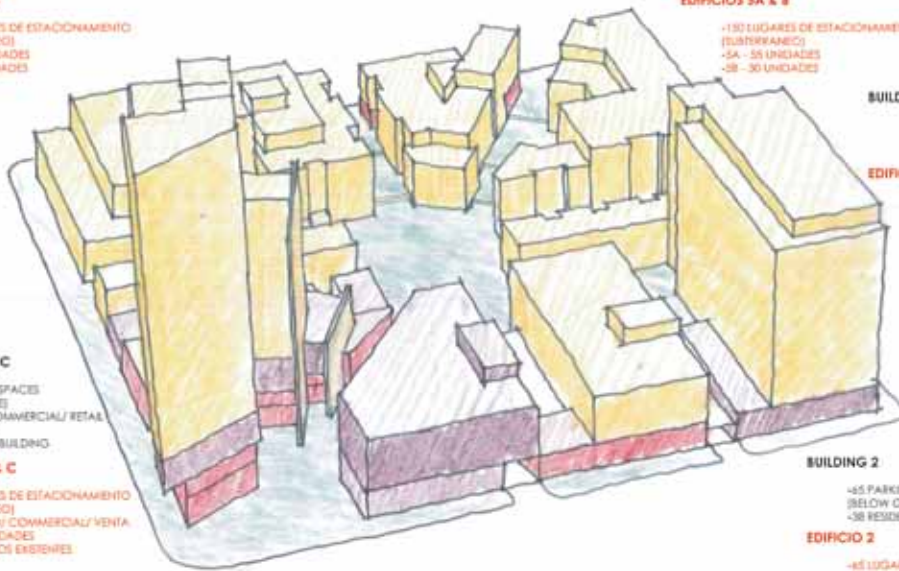
- 270 PARKING SPACES (BELOW GRADE)
- 3A - CIVIC/COMMERCIAL/RETAIL
- 3B - 147 UNITS
- 3C - EXISTING BUILDING

**EDIFICIOS 3A, B & C**

- 270 LUGARES DE ESTACIONAMIENTO (SUBTERRANEO)
- 3A - CIVICO/COMERCIAL/VENTA
- 3B - 147 UNIDADES
- 3C - EDIFICIOS EXISTENTES

**LEGEND - LEGENDA**

- RESIDENTIAL - VIVIENDA
- CIVIC/COMMERCIAL - CIVICO/COMERCIAL
- RETAIL - VENTA



**Humanizing Scale Elements, High-Quality Materials, and Detail Design.** In establishing the design principles for the Manzana Block, the idea of human-scale elements is critical. Strategies such as matching building and paving scales, having a consistency of materials between the street plane and the building up to a certain height, and using fine-grained materials all help make the tall buildings downtown feel more human. In addition, the scale of street furniture, lighting, street trees and signage should respond to the scale of the spaces they inhabit and the way people will feel around them. The rhythm of the ground plane is set to be recognizable by a pedestrian in Tijuana.

**Elementos de Escala humana, materiales de alta calidad y buen detalle.** En el establecimiento de los principios de diseño para la Manzana Demostrativa, lo clave de sus elementos a escala humana es fundamental. Estrategias como la equiparación de la construcción y pavimentación de áreas de tránsito, que haya una consistencia de materiales entre el nivel de la calle y el de las edificaciones hasta una cierta altura, y el uso de materiales de grano fino, todo esto ayuda a que los edificios calzen mejor con el entorno a una escala más humana. Además, la escala de mobiliario urbano, el alumbrado, los árboles en la calle y la señalización deben responder a la forma de los espacios que habitan y de la manera como se sentirá al estar en su alrededor. El ritmo del nivel de la calle se fija para ser reconocible por un peatón en Tijuana.



**Framework of Streets, Art, Plazas and Parks.** Each of these elements play a different role in the spaces between buildings. Streets are the primary movement arteries, taking people to their destination most directly. Adding medians or roundabouts to slow traffic or to add sculptures, landscaping, or gateway features enliven the public space. Enhancing the art along Avenida Revolución extends the history and vitality of the emerging art movement of the place. It is also envisioned that the Jalisco court is part of the public realm that engages and informs the Arizona development by extending the fountain and plaza across the street. Plazas offer opportunities to take shortcuts. They are a smaller-scale, pedestrian-only, quieter alternative to streets. Businesses that line the plazas can be destinations in themselves or provide convenient goods and services for people passing by. Plazas are places to rest, watch entertainment, and follow the life of the city, and meet people. Places where residents can reconnect with the community.

**Enmarcado de calles, arte, plazas y parques.** Cada uno de estos elementos juegan un papel diferente en los espacios entre los edificios. Las calles son las arterias principales del movimiento, llevando a la gente a su destino de manera más directa. La adición de carriles y rotondas para reducir la velocidad del tráfico o el agregar esculturas y jardines activan el espacio público. Mejorar el arte a lo largo de la Avenida Revolución se refiere a su historia y la vitalidad del movimiento de arte emergente del lugar. También se prevé que el tribunal de Jalisco se quite de la esfera pública que compromete e informa al desarrollo. Así lo marcamos ampliando la fuente y la plaza de enfrente. Los plazas ofrecen oportunidades para tomar atajos. Son un lugar más pequeño y tranquilo, solo para peatones, una alternativa más silenciosa a las calles. Los negocios que rodean las plazas pueden ser destinos en sí mismos o proporcionar los bienes y servicios de calidad para los peatones que pasan por. Las plazas son lugares para descansar, ver entretenimiento y seguir la vida de la ciudad y conocer a gente. Lugares donde los residentes pueden volver a conectarse con la comunidad.

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**DOWNTOWN TIJUANA, B.C. MEXICO REVITALIZATION**  
 MANZANA DEMONSTRATIVA - DEMONSTRATION BLOCK

**ULI SAN DIEGO-TIJUANA TECHNICAL ADVISORY PANEL**  
 TIJUANA, B.C. MEXICO

The Demonstration Block has been divided into development parcels that may require some landowners to cooperate with other landowners or acquire a neighbor's land. It should be noted that the TAP was not given information as to which landowners were working together. The City of Tijuana does control a large parcel at along Constitucion that includes the southeast corner of Constitiucion and Calle 8. This parcel is shown as a separate development opportunity and a project has been designed into the Demonstration Block that would allow the City or a developer to proceed with the redevelopment of the City owned parcel without having to acquire any other land. As discussed in the section on the Catalyst Block, the TAP recommends that the City stage a design and price competition for developers to create a project that is in keeping with the design shown above, stimulates redevelopment and provides the greatest price to the City for selling the land. The City should then use these sales proceeds to purchase land for the Catalyst Block and begin design and planning studies for the Catalyst Block.



## 8. TAP Member Profiles



### **Greg Shannon, President, Sedona Pacific – Tijuana TAP Chair**

Sedona Pacific provides niche development opportunities and consulting to corporations, government agencies and landowners on real estate and facility development. Some of the more notable projects that Mr. Shannon has completed include the San Diego Ballpark District, where he was responsible for creating the master plan and securing the necessary entitlements for Petco Park and the 60 block redevelopment project around the ballpark, One America Plaza, the redevelopment of the 21 acre Upper and Middle School campus for Francis Parker School, the 25 acre Reserve of La Jolla, the Coggan Family Pool and Science building at La Jolla High School and the Mercado Del Barrio mixed-use project. In addition, he has completed a broad range of real estate projects including transit-oriented development, adaptive reuse, entertainment, endangered species habitat mitigation, and public facility development. In all of his projects financial analysis and an understanding of the design, environmental and political opportunities and constraints play a key role in determining the most viable development solutions.

### **Enrique Betancourt, Co-founder and Executive Director, MESH**

MESH is an organization that develops tools for bridging the gap between urban policy design and successful implementation. He is an expert on urban policy and crime and violence prevention and recently served as Executive Director of the National Center for Crime Prevention and Citizen Participation. Previously he was Deputy General Director of Social Policy for the Presidency of the Republic of Mexico. Enrique holds a BArch from Universidad de las Américas in Puebla, Mexico, a Masters in Urban Design from Harvard University and has been named a 2013 Yale World Fellow.

### **Laura Burnett, FASLA, LEED AP, Principal, Burnett Land & Water**

For nearly 30 years Ms. Burnett has worked as a landscape architect in the planning and design of urban communities, parks, campuses, transit-oriented facilities, and regional open space networks where infrastructure, buildings, and landscape work as a coordinated whole. She brings to her projects a strong commitment to the principles of sustainability and the cultural, functional, and aesthetic interface of human activity and natural systems.

### **Carlos de la Mora, AECOM**

Carlos is a Paris-born, Mexico City architect who has been actively involved in promotion and development in Mexico for the past 17 years. After obtaining a graduate degree from the Southern California Institute of Architecture (SCI-Arc, Los Angeles), Carlos lived in Ensenada, New York City, and San Diego. He directed business development efforts in Mexico for Nolte Associates and was a board member of the ULI San Diego/Tijuana Executive Committee as co-chair of their Cross-Border Committee. He also served as advisor for Fundación Metrópoli, an international investigation institution based in Madrid, Spain. In 2009, Carlos joins the Design + Planning team at AECOM, returning to Mexico City with the responsibility of leading business development efforts in Mexico. In 2010, Carlos joins ULI Mexico's Management Committee as chair of Strategic Development to later become Chair for Mission Advancement. Carlos currently works as Director for AECOM in Mexico.

### **Martin S. Flores, PLA, ASLA, APA**

Martin S. Flores is the Director of Urban Design and Planning at the San Diego corporate office of Rick Engineering Company in San Diego, California. The Company founded in 1955, provides services throughout California and Arizona as a multi-disciplined firm engaged in providing planning, landscape architecture and engineering services. The company operates in seven locations throughout California and Arizona. Serving as the Director of Urban Design and Planning Mr. Flores is in charge of all Urban Design and Planning efforts within all of the five offices in California. Martin and his staff designs, coordinates, and manages an array of large and small-scale developments; securing entitlements; preparing comprehensive master plans; infill redevelopment, streetscapes; directional and gateway wayfinding signage; river and urban park projects in and around San Diego, and throughout California, Arizona and most recently in Mexico. In addition, his team has extensive experience in public outreach and participatory design support, especially with public realm improvements, civic buildings, and community centers and park developments. Mr. Flores is a graduate of California Polytechnic State University at San Luis Obispo in Landscape Architecture.

### **Carolina Gregor, Senior Regional Planner, San Diego Association of Governments**

Carolina earned her Bachelor's Degree in Sociology from UCLA in 1993 and her Master's Degree in City Planning from San Diego State University in 1996. She has worked at SANDAG for almost 20 years. One of her top projects at SANDAG included managing the preparation of the Regional Comprehensive Plan for the San Diego region and coordination and preparation of the "Smart Growth Concept Map," a map that shows almost 200 smart growth opportunity areas in the San Diego region.

### **Paul C. Marra, Senior Principal, Keyser Marston**

Paul has over 25 years of experience in real estate market and financial evaluation, fiscal and economic impact assessments, and public/private partnerships. He provides advisory services to public agencies, private clients, and institutional landowners. His areas of concentration include: Assessment of development potential and revitalization strategies; Feasibility analyses for market-rate and affordable housing; Developer solicitation and negotiations; and Affordable housing policy and transactions.



### **Martin Poirier, FASLA, Spurlock Poirier Landscape Architects**

For over 35 years, Marty has combined his insatiable curiosity with a love of community life to practice landscape architecture fused with urbanity, social purpose, and aesthetics. His designs strive to shape expressive places that people really “connect with” and his career has been filled with challenging and varied design assignments – bolstered by the fact that he has lived and worked in the downtown centers of Detroit, Chicago, Los Angeles, San Francisco, Cambridge, New York, and now San Diego. Poirier’s work has focused on places of dense human interaction – be it a park, college campus, or city center – where the rigorous analysis of the site and a disciplined program for space are masterfully transformed into remarkable landscapes. In 1988, he joined friend and colleague, Andrew Spurlock, in founding SPURLOCK POIRIER Landscape Architects.

### **Gregory L. Strangman, Founder/CEO, L.W.P. Group, Inc./San Diego**

Greg founded San Diego-based L.W.P. Group, Inc. in 1993. The company acquires, renovates and manages existing residential and commercial properties in the urban core of San Diego, targeting communities ripe for long-term growth and stability. L.W.P.’s portfolio is enriched by several properties with historical significance that highlights the company’s commitment to responsible preservation, restoration, intelligent architecture and design. With L.W.P.’s founding principle of “breathing new life into older buildings” it maintains its focus on adaptive re-use of existing buildings.

### **Jim Tanner, AIA, NCARB, Founding Partner, TannerHecht Architecture**

Recognizing that the challenges of dense, urban infill developments are best addressed collaboratively, Jim has forged a practice that emphasizes collective investigation, community involvement and a deep commitment to design excellence. Working closely with the client, the design team, and governmental agencies, he has helped realize award-winning developments on sites that others have deemed unfeasible. In the process, by demonstrating that the seemingly impossible is possible, his projects have served as a catalyst for further development and expanded the degree to which infill development can contribute towards a more sustainable and livable future for cities. TannerHecht Architecture is a California practice with offices in San Diego and San Francisco which provides a full range of architectural services and professional expertise. The firm is currently engaged in a broad range of urban infill and adaptive reuse commissions for private and public clients.

### **Gene Towle, Managing Partner, Softec**

Responsible for Softec’s day to day operation. The company engages in Real Estate market research, design of mortgage origination and servicing systems, Real Estate information databases and specialized publications. Softec has conducted surveys on 6 million homes and evaluated more than 29,000 Real Estate projects nationwide since 1989. Softec has helped in the design of the national mortgage systems and affordable housing programs for Mexico. Softec has business relationships and conducts research for most international investors, banks mortgage and development companies in Mexico.

### **Ricardo Rabines, Principal, Safdie Rabines**

Ricardo Rabines is a registered architect in Lima, Peru. Before coming to the United States, he practiced under Juvenal Baracco, one of Peru's most prominent contemporary architects. He received his Master of Architecture from the University of Pennsylvania and worked for several internationally recognized firms before starting his own practice with his wife, Taal Safdie. The firm's portfolio has grown from single-family residences to include a variety of civic and institutional commissions, bridge and infrastructure projects, and large urban master plans. Ricardo is devoted to producing site-specific architecture that is socially responsible, environmentally sustainable, and responsive to user needs. He has 30 years of professional experience.

### **Frank Wolden, Principal, Skyport Studios**

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, Executive Director, Urban Land Institute San Diego-Tijuana**

ULI is a nonprofit, multi-disciplinary educational and research institute focused on developing leaders in the responsible use of land and in promoting the creation of sustainable thriving communities worldwide. There are 30,000 members globally and 500 in San Diego/Tijuana. Mary has over 20 years of experience in the land use arena with specialties in community development, economic development, government relations and strategic communications. She is a former City of San Diego Planning Commissioner and serves on the Steering Committee for the University of California San Diego Urban Policy and Planning Department. Mary holds a Bachelor of Science degree from the University of Wisconsin, Madison and an Executive Leadership Program certificate from the Harvard Kennedy School.

### **Gabriel Garzo, Grupo Loponti**

Gabriel is currently a principal and stockholder in Grupo Loponti S. de R.L. de C.V., the entity responsible for the commercialization and development of Rancho Ontiveros. In 2012, he founded New Vision International LLC, a bi-national business development and management consulting company whose objectives are to: 1) support small to medium sized development companies from Southern California seeking opportunities in Baja California; and 2) provide analysis and implementation of new processes for small businesses to increase daily efficiencies, reduce costs, and develop standard operating procedures. In 2003, he became involved in the day-to-day management and development of a 7,500 acre property located in Tijuana, Baja California, Mexico known as Rancho Ontiveros. Until 2011, he served as a consultant to the property owners of Rancho Ontiveros, dealing with a broad range of real estate development and management issues, including general administration, project finance, and organizational development. Gabriel has been an active member of the San Diego-Tijuana Chapter of the Urban Land Institute (ULI) since 2005, currently serving as Co-Chair of the Bi-national Initiatives Committee, as well as serving on the Program Committee and Management Committee of the local District Council.

### **Alejandra Zazueta, Atelier Urbano**

Alejandra (M.A. Urban Development/B.A. Political Science), is Co-founder and Principal at Atelier Urbano, an Architecture and Urban Planning Firm in Tijuana, Mexico; dedicated towards building and planning new strategic and sustainable communities, cities and regions for this century. For Alejandra, her personal life as well as her professional development is a series of international experiences. Having worked in the fellowship program in Fundacion Metropoli (Madrid, Spain), a Research Analyst for The London Group (San Diego, CA), Urban Planner for Grupo Lagza (Rosarito, Mexico), and an inter for the Mexican Consulate (Paris, France). Alejandra is currently a ULI active member and the Co-Chair for the Binational Committee in San Diego/Tijuana.

### **Paul McNeil, Planning and Urban Affairs Consultant**

Paul has over 20 years of experience in the fields of municipal planning, redevelopment project management and community relations. While working as a Project Manager at Centre City Development Corporation, he successfully implemented the Corporation's affordable housing program and was responsible for 3 loft conversions. As an Associate Planner for the City of San Diego, he was intimately involved with the regulated side of the planning and land use entitlement process for projects that included mixed-use residential, commercial, industrial and sand and gravel extraction facilities. Paul's experience draws upon the entire planning process; from project conception through permitting.

## **9. 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 39,000 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 500 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.