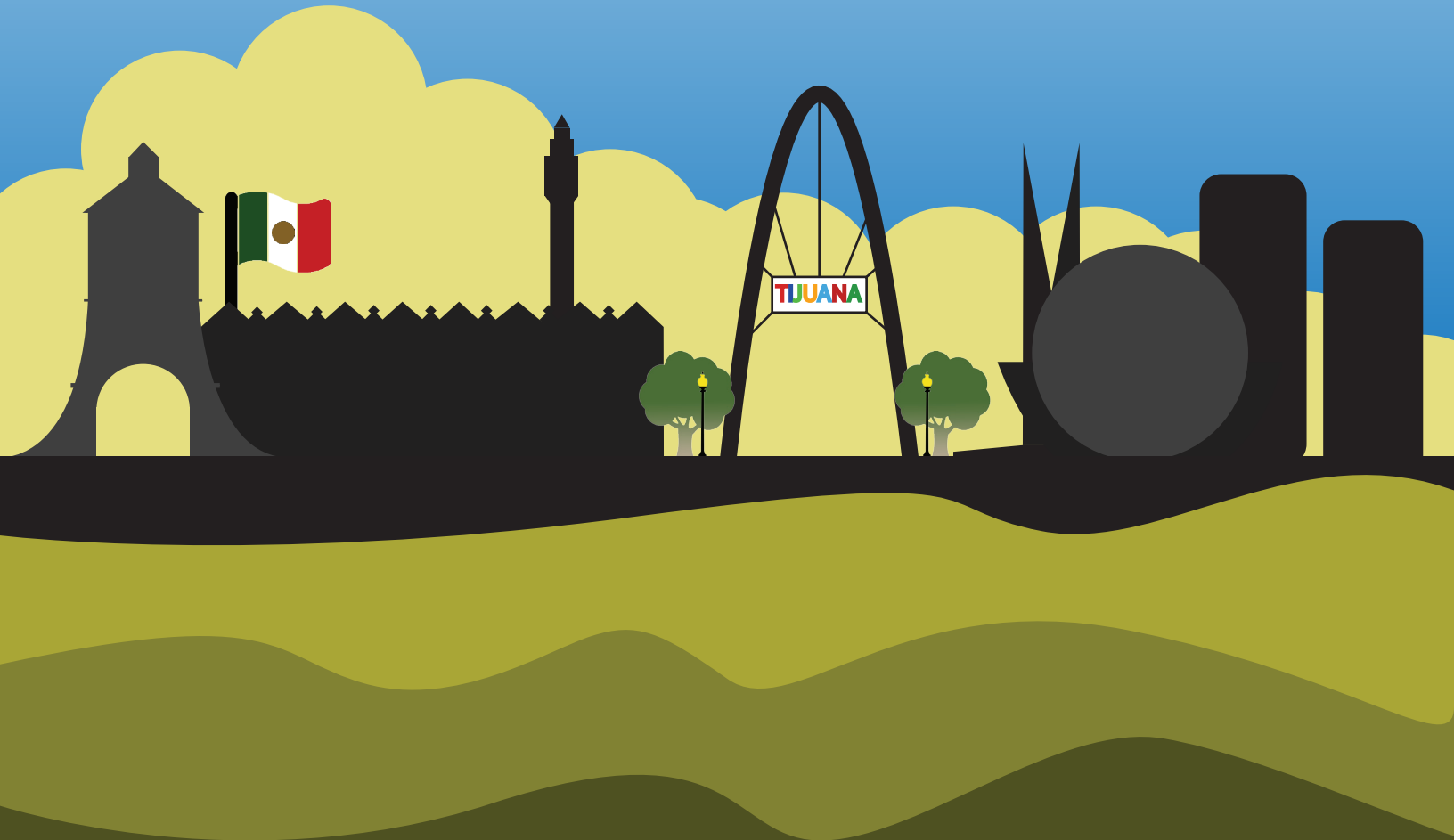


# Downtown Tijuana Revitalization Urban Design Vision for Avenida Revolución

June 2015



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## APPROVAL PAGE

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# CHAPTER 1

# INTRODUCTION



Street sign at Avenida Revolución

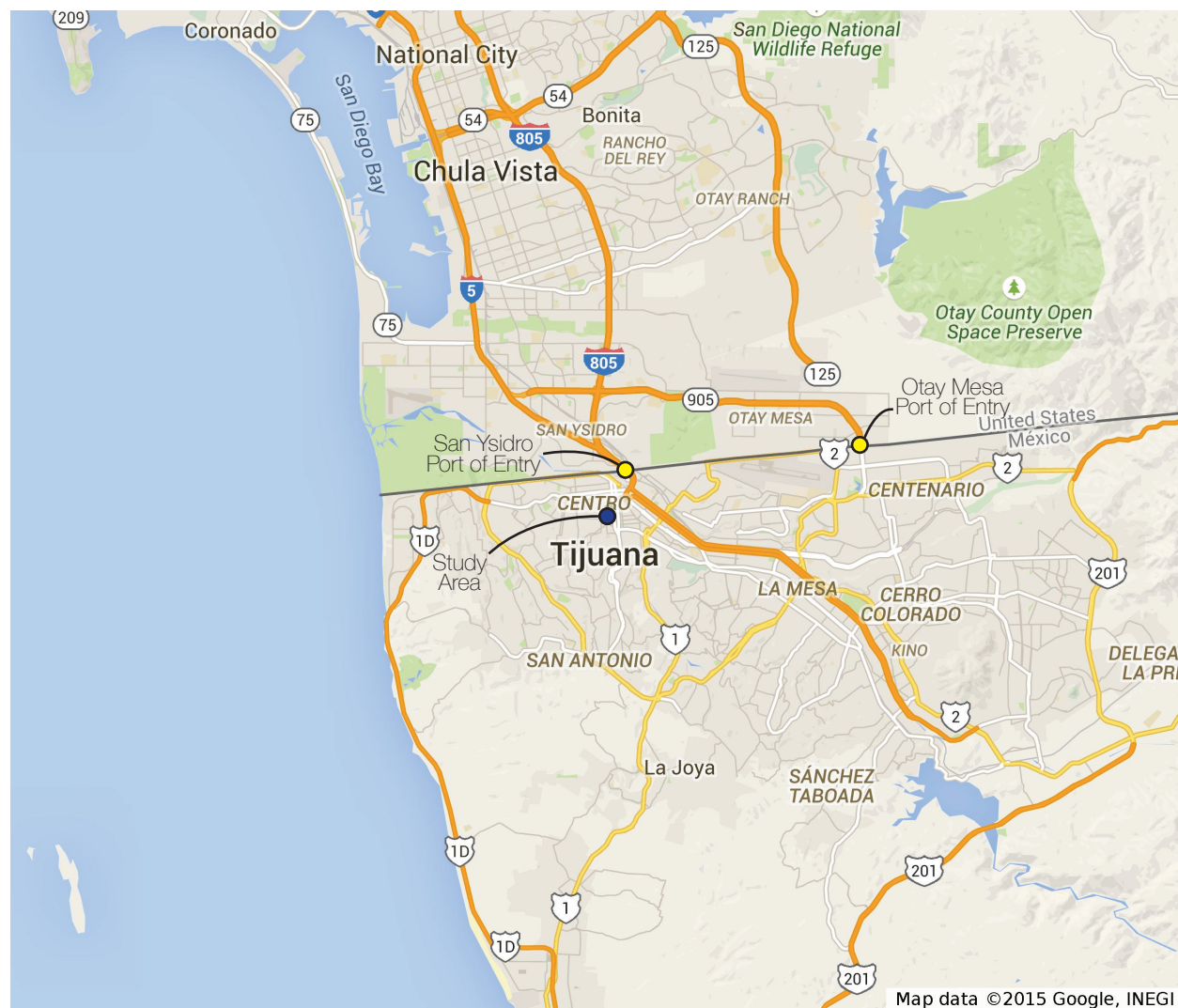




## 1.1 GATEWAY TO MEXICO

Tijuana, the “Gateway to Mexico” and the place where the fatherland begins, is a city unlike any other. Its unique location, along the U.S.-Mexico border, has created a restless and festive city that is worldwide known for its food, art, and nightlife. Tijuana began as the playground for Southern California during the Prohibition Era in the United States, giving it a dark reputation that still lingers. Despite this, Tijuana has become one of the largest urban areas in Mexico and one of its main manufacturing centers. Geographically separated from the rest of the country, Tijuana has created a unique culture that blends elements from both Mexico and the U.S.

Urban development in Tijuana has been fast, unplanned, and unorganized, resulting in squatter areas adjacent to business and higher end developments. The downtown area, once the financial, social, and political center, has fallen into a state of disrepair and has been replaced by modern Zona Río. However, the local government has started working on implementing economic development programs that could potentially spur tourism and private investment in downtown.



Map showing the pilot study area's location within the larger regional context in the Tijuana-San Diego area.

Avenida Revolución, downtown Tijuana's main tourist corridor, had numerous restaurants and bars that catered to American tourists. Unfortunately, the increased crime activity and the long wait times at the international border reduced tourist activity to a minimum, forcing various local establishments to shut down. Due to the site's proximity to the international border and many other local amenities, six blocks along Avenida Revolución were chosen as the pilot study area for an urban revitalization proposal. This urban design vision will include mixed-use development with residential and commercial components, adaptive reuse of older structures, and pedestrian-friendly features that are meant to incentivize economic and tourist activities.

## GOALS

The final proposal increases space for additional retail activities and office space, and adds a residential component to the site. Streets are more pedestrian-friendly with wider sidewalks, outdoor seating and dining areas, plazas and pocket parks, marked crossing, and consistent landscaping that promote walkability. The revitalization efforts will give Avenida Revolución a facelift, turning it into a destination and making downtown Tijuana viable once again.

## ORGANIZATION OF THE REPORT

This report is divided into three major sections, each of which includes many subtopics: The first part of the first section focuses on the importance of downtown and main street revitalization, as well as the urban design qualities used as overall design principles (Chapter 2). The second part provides examples of urban renewal projects that have been done in urban areas, both domestically and internationally, including the incorporation of the above-mentioned urban design principles as tools for revitalization (Chapter 3). The second section is intended to provide context and background information for the City of Tijuana and Avenida Revolución, where the study area is located (Chapter 4). Additionally, an assessment and site analysis for the pilot study area are provided to determine the sites feasibility and possible improvements (Chapter 5). The report concludes with a design proposal for the pilot study area, where a conceptual zoning map and site plan were created, as well as illustrative renders of potential future development (Chapter 6).

# CHAPTER 2

## THE IMPORTANCE OF REVITALIZATION





Reloj Monumental de Tijuana



## 2.1 WHY REVITALIZE DOWNTOWNS?

Downtowns will usually create the image that people have of a city because in most cases it is a “powerful symbol of the city’s vitality or lack of it.” A city’s downtown is also the center of its history, culture, and heritage. The same factors that give a downtown its sense of place, also enables it to become a central business district (CBD), making it an effective place to conduct business. Because of the resulting commercial and social activities, downtowns tend to be the transportation hub in most urban regions, with access to in-city airports as well to all parts of the metropolitan area. The mix of uses, including office, commercial, and entertainment all within walking distance support the central city as a business address (McBee, 1992).

Revitalized downtowns are good for the city as a whole. According to the ULI’s Downtown Development Book, downtown development increases the city’s tax base and creates jobs, and even low-paying, unskilled jobs as office and hotel housekeepers, restaurant cooks, and retail workers. Due to this, additional impetus should be given to encourage rehabilitation of and development in the central city.

### STEPS TO DOWNTOWN REVITALIZATION

The appeal of traditional downtowns is largely based on their walkability. Ever since humans started creating cities, they have only wanted to walk 1500 feet (Leinberger, 2005). This maintained most cities dense and compact, providing walkable, vibrant places where everyone lived and worked. After alternative modes of transportation started to emerge, including horses, trolleys, or cars, this distance went up to about 160 acres (Leinberger).

Compact and walkable city layouts will not be enough to encourage activity. People will walk this average 1500 feet distance (or more) if there is something interesting to them.



*Calle Francisco I. Madero in Mexico City, a historically pedestrian street at the historic city center*

Having an appealing and safe streetscape, a mixture of activities, and even other people to watch along the way can make pedestrians enjoy walking down a street. Inciting people to walk, rather than drive, creates a sustainable and environmentally friendly practice. In addition, it allows pedestrians to have a pleasant exercise activity that will lead to healthier communities and cities (International Society of Sustainability Professionals, 2008).

One of the keys to the revival of downtowns is walkable urbanity. In order to achieve it, an adequate mixture of commercial, residential, and recreational uses is required. “A critical mass of these pedestrian-scale uses must be established as quickly as possible, before the initial revitalization efforts stall for lack support” In other words, it is important to ensure that people visiting the downtown area have enough appealing activities to do in 4 to 6 hours (Leinberger, 2005).

Part of the appeal of having pedestrian-oriented places is that they embrace human scale over vehicular convenience, while still being able to handle traffic and parking (Schmitz & Scully, 2006). In order to make such places walkable, urban designers will ideally maintain smaller blocks that are manageable for the average pedestrian. In addition to this, having a mix of uses will make destinations closer to each other, reducing walking distances.

While the density of a downtown allows it to be walkable, limited space can result in constraints for future downtown development. Building costs in these areas are higher because it involves working on building sites with pedestrians walking at close proximity. However, if new projects are built within walking distance from each other, enough excitement can be generated to increase surrounding property values. As a result, a downtown asset means better financial returns than similar developments located in suburban areas. An example is the company Accenture PLC that moved its headquarters from Reston Town Center in Virginia to a transit-accessible office in Arlington, Virginia, much closer to downtown Washington, D.C. Other cities like San Francisco have become a hub for small, young internet companies, including Trulia, Twitter, Yelp, Zynga, Craigslist, Airbnb, Dropbox, and more (United States Environmental Protection Agency, 2014).

According The Brookings Institution’s Twelve Steps to Revitalization, developing a strategic plan is a key component of the process. Downtowns tend to be the largest mix-use developments in most metropolitan areas, so strategy and management plans are necessary. Unfortunately, most cities do not have plans for their downtowns, making their management a complicated task. There are several strategies that can be used to create a walkable urban center, starting by defining the area’s character. This can be done by delineating the downtown’s boundaries, establishing its density and establishing how it relates to the surrounding neighborhoods. Additionally, higher densities should be kept in the downtown area, while maintaining the suburban nature of the surrounding communities.



*An example of mixed-use development with commercial on bottom and residential on top. Credit: BMI (Brook McIlroy Planning & Urban Design).*

Cultural activities can be a great asset of a downtown because they are capable of generating interest in residents and visitors alike, increasing the pedestrian activity. Because of this, it is important to define the types of cultural activities that take place in a downtown area and the existing facilities that are capable of strengthening them. Generally, spaces such as museums, galleries, and performing art centers perform better downtown. Lively streets are an important element in successful place making. Both planned and unplanned activities can be excellent means of enhancing street life and attracting visitors to a place (Schmitz & Scully, 2006).

One of the most important aspects of downtown revitalization is public infrastructure. Having adequate water and sewer, transit, sidewalks, parking, and intersections do not only promote a safer pedestrian experience, but it ensures the functionality and vitality of a downtown. Providing proper parks and recreational spaces will also serve as a way to attract visitors to the area, while promoting a healthier lifestyle for people that reside or work in the area. Adequate infrastructure will enhance the security and cleanliness of downtown, among others.

## 2.2 WHY MAIN STREETS MATTER

For many towns and cities, main streets are the traditional center for their social, cultural, and economic activities. They represent the core of the community. Main streets can tell us “who we are and who we were, and how the past has shaped us.” Because of their prominence, main streets are the places of shared memories (National Main Street



Center, n.d.). Whether they are named Main Street, Market Street, or Broadway, these thoroughfares can bring a community together to live, work, and play.

Before World War II, main streets were a town's main commercial hub. Buildings in the downtown area were usually mixed-use, with retail on the ground floor and apartments and offices on the upper stories. Together, these tenants provided enough rent for property owners to maintain buildings in good conditions. The mixture of uses along main streets provided a steady flow of people in downtown. This made main streets not only centers of the city's economic activity, but also an important part of social life. People would go to these streets to shop, eat or just walk (National Main Street Center, n.d.).

After the creation of the interstate highway system in the United States, people began moving out of city centers and into suburban communities, forever changing the way Americans live. Unfortunately, this also resulted in negative impacts for downtown and main streets. As people stopped visiting downtowns, neglected buildings, vacant spaces, and dirty streets reinforced the public's perception that nothing was happening in Main Street (National Main Street Center, n.d.).

Many communities are now revitalizing their main streets to return to traditional mercantile environment or creating hybrids of traditional and contemporary commercial centers. "Main streets flourish because they provide a variety of goods and services, a pleasant community environment and efficiency for those who frequent them. When people do their shopping at a main street, they simply accomplish more with less travel, and many find the experience more entertaining." (Institute of Transportation Engineers, n.d.). According to the National Trust for Historic Preservation, mass and discount centers cannot take the place of traditional commercial districts. Traditional districts and main streets are still important because they are still prominent employment centers. In the same way, they still reflect a community's image, pride, prosperity, and level of investment.

While main streets may vary from city to city, there are several factors for a successful main street. These main streets are usually short segments of arterial or collector streets, and are often a few blocks in length. They are within a grid system of local streets serving commercial center of town. Blocks are short and walkable, and have minimal driveway and are often served by alleys. Land uses along main streets are usually made of a mixture of uses, including retail, entertainment, commercial and residential. (Institute of Transportation Engineers, n.d.).

Revitalized main streets include wide sidewalks that allow activities such as street cafes, social interactions, strolling, and window-shopping. They are also pedestrian-friendly by design, with fewer traffic lanes, on-street parking and bike lanes. The Institute of Transportation Engineers identifies the following key ingredients for a successful main street:

- The architecture of buildings, unified urban design features, the appearance of street frontage, and the provision of public spaces.
- The types and mix of uses, particularly those that generate pedestrian activity and create an active day and evening place.



- The design of the street to accommodate all users such as vehicular traffic, pedestrians, bicyclists, etc.
- A public parking strategy that encourages walking.

Together these features contribute to successful main streets, regaining their status as commercial and social destinations within cities.

## CREATING THE PEDESTRIAN EXPERIENCE

In order to generate more pedestrian activity in commercial cores, the area must be able to address the needs of both retailers and shoppers. Wide streets and sidewalks, as well as building heights, distance between buildings, and the curb radii all contribute to a street's character and whether is appealing to visitors or not. Additionally, the perception of safety plays a major role. Lively public spaces and healthy street life cannot exist unless visitors, workers, and residents feel safe, which is not only a matter of actual crime or traffic levels, but the way people perceive the area (Schmitz & Scully, 2006).

Great streets result from a combination of specific urban design qualities. However, these qualities alone may not provide a street with the desired level of appeal. Social and economic activities are responsible for attracting people to places. Without them, even the most beautiful streets would be desolated. In order to ensure these types of activities, Jacob Allan has identified specific physical qualities that encourage them, including accessibility, bringing people together, publicness, safety, comfort, participation, and responsibility.

Nowadays, urban designers are paying closer attention to the importance of streets and their design in place making. Because of this, additional consideration is given to the creation of attractive streetscapes, traffic calming measures and complete streets, which means that a street can accommodate different types of users (Jerke & Porter, 2008). This results in equal access for pedestrians, cyclists, drivers, and transit riders. Also, green landscaping can stimulate people to walk around and socialize, creating a lively



*The appeal of great boulevards and streets has to do with the provision of ample sidewalks, trees, and other pedestrian amenities such as benches and shelters.*

street scene. Therefore, the street becomes more sustainable and economic value is added to the neighborhood. This accessibility makes the journey comfortable for drivers and pedestrians, enlightening their experience of the city and creating a place for people to walk with some leisure (Jacobs, 1993).

Prosperous streets do not require lavish materials or fancy streetlights and furniture to make them comfortable and attractive to walk. The appeal of great boulevards and streets has to do with the provision of ample sidewalks and trees, as well as the presence of buildings and other structures oriented towards these sidewalks, forming a consistent street wall. These elements create a sense of enclosure and human scale, reminiscent of great plazas and squares. Even in historic streets that are relatively wide in relation with the buildings, an unbroken canopy of trees can be added to introduce a more human scale (Bohl, 2002). In most cases is never about the quality of materials, but the way they are used that can improve (or affect) the streetscape. Appropriate materials and care are at issue in the making of the best streets, and certainly within the public realm those should be the standard (Jacobs, 1993).

Successful pedestrian-oriented streets provide a safe and pleasant environment where pedestrians feel conformable and neighbors can interact. Controlled traffic patterns, for example, benefit pedestrians because they provide greater safety and connectivity between uses. There are several practices that can be used to manage automobiles, such as redesigning streets to incorporate landscaped medians, bike paths, and on-street parking on both sides. Parking on the street reduces the need for large surface parking lots. According to pedestrian planning expert Dan Burden, having roads that can handle traffic loads at slower speeds can actually decrease travel times. When vehicles travel at higher speeds “the distances between cars increase, which decreases the volume of cars on a stretch of roadway while creating pockets of stop-and-go traffic.” (Schmitz & Scully, 2006).

Almost as important as the street itself, alleyways side streets, and walkaways that provide connections to and from the main street, play a major role. Most of these passageways enable pedestrians to access the main thoroughfare without having to walk around large blocks or across other major roads (Bohl, 2002).

The sidewalk is regarded as the most important public open space and the focal point of community life. In retail districts for example, the sidewalk is the generator of commerce. On the other hand, streets become the social connector in residential neighborhoods. Because of this, designers must ensure that sidewalks at commercial districts are wide enough to accommodate café-style seating and still allow pedestrians to walk side comfortably. Also, it is of vital importance to ensure universal access so that all public spaces are completely wheelchair accessible. This includes providing them with the ability to take the shortest routes from parking to all public spaces and commercial facilities at all times (Schmitz & Scully, 2006).

Given the budget limitations of many cities to improve certain streets, trees have proven to be a useful streetscape beautification tool. Trees provide the most effective expenditure of funds to improve streets, since they can transform them more easily than any other type of improvement. Not only do trees make a street greener, which is a psychologically restful color, but also they effectively separate pedestrians from vehicles and vice versa. When placed together, trees create a canopy of branches and leaves to walk under, providing shade and creating an inviting environment for people to walk along (Jacobs, 1993).

According to Charles Bohl, a research and associate professor at the University of Miami's School of Architecture, buildings establish the design vocabulary of places and the visual rhythm of streetscapes. Some of the architectural elements that contribute to the sense of place include:

- Height (of both buildings and individual floors);
- Scale and massing;
- The extent to which buildings are attached or detached from one another;
- The spacing between buildings and the street;
- The proportions of windows, bays, doorways, porches, and other features;
- Architectural style;
- Materials, finishes, and textures;
- A number of other elements, including shadow patterns, landscaping, the location and treatment of entryways, and the response of buildings to climate and topography.

One of the key challenges for today's main street projects is to emulate the balance between harmony and diversity that occurred naturally in the past.

## 2.3 URBAN DESIGN QUALITIES

The purpose of urban design is to integrate a broad range of activities that contribute vitality to urban environments. In addition to providing spaces to conduct business and commercial activities, vital places encourage social interaction. Because of this, users are willing to participate in urban life where they know that they will be able to find different activities and visual experiences. They like living at close proximity to destinations that are significant in their everyday lives (Zyscovich & Porter, 2008).

Good design is difficult to define and in most cases is in the eye of the beholder. As stated in *Urban Design and the Bottom Lines* (Jerke & Porter, 2008), good design encompasses more than a place's physical form. Good design has to be able to respond to the characteristics of the site and its surroundings, including market demands, available technologies and several other factors, many of which are not obvious to the beholder.

Higher densities in neighborhoods create activity centers with social and economic value. Most of these compact places attract people because they offer easy access to a variety of service, shopping, and cultural options that traditional suburban areas do not.



Creating attractive grouping of structures and lively streetscapes can transform urban environments into a destination for living, work, and leisure. Merging historic and contemporary styles can “create maginal opportunities for establishing a more enjoyable environment” (Zyscovich & Porter, 2008).

According to Responsive Environments (Bentley, 1985), there are seven design attributes that should be taken into consideration for the future transformation of Avenida Revolución into a destination for locals and visitors alike. These attributes are as follows: permeability, variety, legibility, robustness, visual appropriateness, richness, and personalization.

### Permeability

Permeability is defined as the capacity to provide a certain amount of access to a space. This quality can determine the number of access points, through routes, or sense of welcome space. Permeability can be achieved with small blocks that provide pedestrians with a variety of short and direct routes to their destination.

### Variety

Variety is the ability to hold many activities in one place, which in return will attract a wide range of users over certain amount of time (usually a day). An example of this urban design quality would be a mixed-use development, where commercial and residential uses can be found. This allows residents to work and play in the same place, reducing the need to commute from one place to another and encouraging denser development.

### Legibility

Legibility refers to the space’s capacity to be understood. A user can easily conceptual-



*Permeability: The many streets and small blocks in Madrid provide great amount of permeability.*



*Variety: Mixed-use developments offer many activities in one place.*



*Legibility: The State Capitol in Sacramento can be used as a reference point to navigate the city's downtown area.*

ize legible places in a short amount of time, which makes them navigable. Users can use reference points to move through the area comfortably.

### Robustness

Robustness allows the same place to be used for various purposes, giving users more choices than other locations that have a design that limits them to a single fixed use. This design quality enables people to maximize the utility of a space and flexibility of a space.

### Visual Appropriateness

A space that is visually appropriate allows users and viewers to feel comfortable. In other words, visual appropriateness refers to how a space or location advertises its intended functions.

### Richness

Richness applies to spaces that can give visitors multiple experiences through the different senses, making them discoverable. This urban design quality does not only pertain to visuals, as richness can also be achieved through smell, hearing, motion, and touch.



*Robustness: Mexico City's Zócalo is used in a variety of ways during the year, including concerts, meetings, protests, military parades, etc.*



*Visual appropriateness: Making buildings attractive and responsive to their basic functions.*



*Richness: This street in Guanajuato offers visitors different experiences through different colors and textures.*



*Personalization: Encourage identification and personal expression through decorative elements such as plants.*



## Personalization

The more a space is personalized, the more private the space is. Personalization divides private space from public space, and may indicate the user's emotional connection to it. In addition to the above-mentioned urban design qualities, a 2013 literature review conducted by a panel of experts yielded a list of 51 perceptual qualities of the urban environment. According to the article *Urban Design Qualities* (Ewing & Bartholomew, 2013), this panel defined urban design qualities of streetscapes and rated different scenes with respect to those qualities, while providing qualitative insights into the physical features that influence their ratings. Of the 51, eight were selected due to their impact and influence on the walking experience: imageability, enclosure, human scale, transparency, complexity, coherence, and linkage.

## Imageability

Imageability is the quality of a place that makes it distinct, recognizable and memorable. This urban design quality can best be described as neighborhoods or part of a city that are instantly recognizable to anyone who visits or lives there. Landmarks play an important role in an area's imageability, since they act as orientation points.

## Enclosure

The degree to which building, walls, trees, and other vertical elements visually define streets and other public spaces is defined by the quality of enclosure. Outdoor spaces are positive when they have a definite shape, just like a room. In urban scenarios, lining the street or plaza with unbroken building fronts of roughly equal height forms enclosure. On-street parking, planted medians, and even traffic itself contribute to visual enclosure.

## Human Scale

A size, texture, and articulation of physical elements that match the size and proportions of humans are known as human scale. This also applies to the speed at which humans walk, as well as other elements like building details, pavement texture, trees, and even urban furniture. The structural or architectural components of size and proportions have to relate to the human form. For pedestrians, for example, small signs that are perpen-



*Imageability: Landmarks are a component of imageability because they act as visual termination points.*



*Enclosure: Trees along sidewalks help form a sense of enclosure.*



*Human scale: Smaller signs are much more comfortable and easy to read, which makes them more effective.*



*Transparency: Large windows allow pedestrians to perceive the activity that occurs beyond the street.*

dicular to buildings are more comfortable and more effective. Trees are another way of achieving human scale, because they can moderate the scale of tall buildings and wide streets.

### **Transparency**

Transparency refers to the degree to which people can see or perceive what lies beyond the edge of a street or other public space, especially human activity. Display windows at shopping streets are an example of transparency because they invite pedestrians to look in and then go into the shop. Outdoor dining and merchandising are the ultimate example of transparency, since they allow internal activities to be externalized by bringing them out to the sidewalk. Physical elements, such as wall, windows, doors and fences, landscaping, and opening have a direct effect on transparency.

### **Complexity**

The complexity of a place has to do with its visual richness. It also depends on the variety of the of the physical environment, specifically the number and kinds of buildings, architecture, landscaping and other elements. This urban design quality is related to the number of noticeable differences to which viewers are exposed per unit of time. Usually, too much information can be uncomfortable, while too little may result in sensory deprivation. Pedestrians tend to prefer streets with higher levels in complexity because this will provide them with interesting things to do and see, such as varying building shapes, colors, materials, ornamentation, and even other people.

### **Coherence**

The sense of visual order is referred to as coherence, which is influenced by the consistency and complementarity in the scale, character, and arrangement of building, landscaping, street furniture, and other physical elements. According the Allan Jacobs, the buildings on the best streets complement each other. A balance between the different



buildings' design and heights can accomplish coherence. Older neighborhoods, for example, achieved coherence through the use of common materials, details, and reflections of human use.

## Linkage

Linkage refers to the physical and visual connections between building to street, building-to-building, space-to-space, street to streets, etc. Linkage is important because it allows to unify otherwise separate elements. Tree lining and marked crossing along a street are ways to create linkage. This design quality promotes the interconnectedness of different places allowing access between them and promoting ease of movement in an area. Grid street patterns are good examples of the quality of linkage.

For this project's purposes, the urban design qualities by Ewing and Bartholomew will be used as a overall design principles. These qualities focus specifically on the quality of streetscapes and a combination of them has proven to be successful in creating meaningful and attractive streets for residents and visitors of cities around the world.



*Complexity: Varying building shapes, sizes, materials, colors, architecture, and ornamentation add complexity to a place.*



*Linkage: Marked crossings and traffic lanes create linkage.*



*Coherence: Complexity of architecture of earlier eras was given coherence by common materials, handcrafted details, and reflections of human use.*



# CHAPTER 3

## REVITALIZING URBAN MAIN STREETS



El Foro (Antiguo Palacio Jai Alai)





## 3.1 REVITALIZING URBAN MAIN STREETS

The integration of economic development and physical planning is essential to revitalize urban commercial districts. This section intends to explore the planning tools used to understand and assess urban main streets from both physical design and economic development perspectives. The following case studies show how urban design can be used to create an inviting atmosphere, through façade, streetscape and other design improvements as well as ongoing maintenance of downtown areas. The urban design qualities described by Ewing and Bartholomew will be applied in each case study to explain why they have become great streets.

### AVENIDA PRESIDENTE MASARYK, MEXICO CITY

Avenida Presidente Masaryk is Mexico City's Rodeo Drive, and has become the City's "hottest luxury shopping strip." Presidente Masaryk's history goes back to the 1920s, a time when the Polanco district was becoming home to Mexico City's wealthy population. During this time, rich business owners decided to move out from Mexico City's historic center and into Polanco, a newer area that soon became known for its luxury and family-oriented atmosphere. The area's rich cultural diversity included communities of Jewish, Spanish, and Lebanese origin, adding to Presidente Masaryk's cosmopolitan ambiance (Explorando México, n.d.).

The recent economic downturn and the uncertainty over the election of the current president have impacted retail sales in the area. "Rents have fallen and consumers put brakes on spending amid a period of economic uncertainty" (Whelan, 2013). In fact, local landlords and business owners recall Avenida Presidente Masaryk as a much less happening place than the past decade.

In order to boost the avenue's image and reinforce its status as the ultimate shopping destination, Mexico City's government implemented an urban rehabilitation plan. This plan includes a "series of innovations... that will give the Polanco district a new face." The project will have a total cost of 480 million pesos (approximately \$32 million USD) and it will be financed by a public-private partnership. The purpose of the project is not only to increase the land value in the area, but also to transform Avenida Presidente Masaryk into a completely walkable street. In order to achieve this, 69,000 square meters of sidewalks will be fixed, prioritizing the needs of pedestrians over vehicles (Agencia de Gestión Urbana de la Ciudad de México, 2014).



*Av. Presidente Masaryk location in Polanco, Mexico City*

Recovering Presidente Masaryk's pedestrian-friendly character is key when competing against other more "traditional mall" concepts. The City government intends to bring back visitors and consumers by increasing the street's imageability, making it a distinct and memorable place in Mexico City. This is achieved by changing the avenue's image, while improving use and security conditions by identifying the relationship between the existing conditions.

According to Daniela Cruz from ArchDaily México, bdg Arquitectura, the firm in charge of redesigning the streetscape, has given special emphasis to several concepts that will ensure Presidente Masaryk's longevity. One of the firm's main objectives is to prioritize pedestrians by giving them areas where they can circulate without obstacles along the avenue, such as parked cars, restaurant tables, or even inadequate urban furniture. It was important to maintain the area's human scale, so trees were used to moderate the height of taller structures and small readable signage was installed at intersections. Additionally, the consistent tree lining, buildings and planted medians create a sense of enclosure that makes it comfortable to walk.

In order to keep the coherence in the area, the developers regulated all materials and ensured that the streets and sidewalks were leveled so that easy access can be guaranteed to all pedestrians, including wheelchair users and people with visual impairments. Despite this, Masaryk's complexity was not sacrificed. A variety of materials were used to pave the new sidewalks, as well as interesting modern-looking urban furniture was used to replace older deteriorated benches. A combination of new and old architecture, landmarks and public art increase the street's visual richness, keeping pedestrians interested while they walk along the sidewalk.



*Avenida Presidente Masaryk before improvements.*





*Renders showing proposed enhancements and pedestrian-friendly features for Avenida Presidente Masaryk. The street trees and poles create a sense of enclosure for pedestrians, while the complexity in materials and architectural styles make the area visually rich and interesting.*



The installation of underground utilities to eliminate the presence of cables that are not aesthetically pleasant and the placement of adequate efficient streetlights was another major accomplishment. Storefronts with large windows, outdoor cafes and restaurants, and small public plazas along the street have increased the transparency of the area. Pedestrians can easily appreciate the types of activities going on in certain places without having to physically go in, making it a much more interesting place to go and walk around.

The neighborhood's grid street pattern makes it really easy to navigate. The consistent tree lining, the multiple pedestrian crossings and bulb-outs, roundabouts, and smaller commercial passages come together to unify the area, proving great linkage between otherwise separate buildings and spaces. Additionally, its proximity to the metro and BRT systems connect Masaryk with other parts of the urban area.

Other concepts were also used the regeneration of Avenida Presidente Masaryk include:

- Placement of urban furniture, such as benches, trashcans, bike racks, streetlights, and stoplights.
- Regeneration of green spaces using native plants that require less maintenance.
- Provide adequate lighting by installing efficient streetlights.
- Installation security cameras to help identify problems or possible felonies in the area to eliminate, or reduce, crime activity on the avenue.



*Proposed enhancements for existing roundabout at the intersection with Calle Arquimedes and Isaac Newton that acts as reference point, making it important for the area's imageability.*



*Some of the improvements include new urban furniture, signage and traffic lights, which preserve Avenida Presidente Masaryk's human scale and promotes walkability.*

Once Avenida Presidente Masaryk is fully rehabilitated, the City will ensure that the area's image and activities do not alter the space's atmosphere by implementing a Management Plan, or Plan de Manejo. This plan, which will be created by the Public Space Authority (AEP) and the Miguel Hidalgo Borough, will establish rules and guidelines that businesses and residents will have to follow regarding the street's use as a public space (Montes, 2014).

According to Mexico City's Urban Management Agency, the Management Plan has to be produced following the community's vision for the area, but always prioritizing pedestrian activity. This plan for example, will set up guidelines for the types and sizes of tents or awnings that some businesses may place in order to ensure that the sidewalks have enough space to allow adequate pedestrian circulation. Additionally, it is also expected to have regulations on the activities that will take place in the street, as they will contribute to the area's overall image and appeal.

If executed properly, Avenida Presidente Masaryk's rehabilitation program will reactive the area's economic and social activity lost during the recent economic downturn. Masaryk is still considered the standard for shopping in Mexico City, and its pedestrianization will transform it into a destination for everyone, not only high-end shoppers.



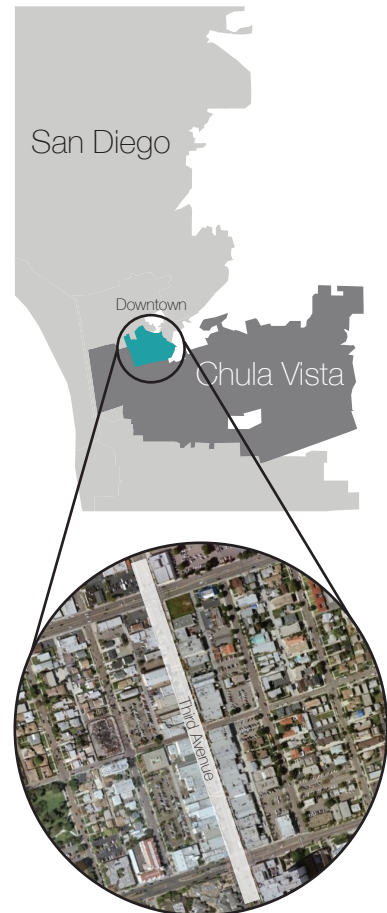
## THIRD AVENUE, CHULA VISTA, CALIFORNIA

The City of Chula Vista is the second largest city in San Diego County and continues to be one of the fastest growing areas in the region. Current development has been to the east, but recent changes in the demographics are bringing additional population growth to the existing west side of town (City of Chula Vista, 2007). The City of Chula Vista decided to implement a specific plan to revitalize its downtown area. The Urban Core Specific Plan, adopted in 2007, follows the City's General Plan and aims to create a detailed vision for the future development and improvement of the downtown area. This document addresses a wide array of issues, such as mixture of uses, land use and sustainable design, and improved circulation and transportation systems. In order to achieve this vision, the urban Core Specific Plan provides design guidelines, plan implementation strategies, and community benefits program.

Third Avenue is the heart of Chula Vista's historic downtown and has always been an important part of the area's imageability. Shops, restaurants, business services, and other establishments are located along the avenue, making it a distinctive place within the urban core (City of Chula Vista, n.d.). The traditional downtown area along Third Avenue, as well as the Chula Vista Center and other retail facilities along H Street, have been regional shopping attractions for decades. For years, this was a destination for both locals and visitors from Tijuana, who cross the border for shopping and entertainment activities. However, growth in other parts of the City and County have led to a decline in the Urban Core's market share of consumers (City of Chula Vista, 2007).

In hopes of revitalizing the downtown area and recapturing Third Avenue's status as a destination, the City of Chula Vista has adopted the above-mentioned Urban Core Specific Plan, as well as implemented other downtown development plans. One of the first steps towards renewing the downtown core was the building of a 300,000-square-foot office retail complex near the South County Government Office. This project, which consists of ground-floor retail space, offices, courtyards and a 1,014-car parking structure had a cost of \$57 million and is now known as the Gateway Chula Vista Complex (Graves, 2000).

The Gateway project was the most significant new development in the area since the early 1980s, and City staff members believe that it played a "critical role in downtown revitalization, as well as helped position Chula Vista as a participant in the corporate office



*Third Avenue location in downtown Chula Vista, California*





*Third Avenue before and after improvements. The trees and poles create a sense of enclosure for pedestrians. The various materials and colors make the area complex and interesting.*

market.” This project provided 1,000 new jobs to downtown and it has become a link between the Third Avenue downtown shopping district, the South County Government Center and the Chula Vista Shopping Center (Graves, 2000).

In order to fulfill the City’s vision for a vibrant city center bustling with sidewalk cafes, shops, condominiums and nightlife venues, the downtown area had to undergo a “face-lift”. Externalizing some of the commercial activities that before were taking place indoors increases the street’s transparency, attracting people to the area and increasing the street life.

According to then-mayor Steve Padilla, “if it’s done well, it can be a road map to the future.” (Mannes, 2006). Laying a new framework for land uses will allow residents to see the downtown that they want to see. As a result, Chula Vista implemented the Third Avenue Streetscape Improvements project, which intends to increase the area’s complexity and imageability to “enhance the look of downtown, make it more inviting and bring back the bustling economy” (Poythress, 2012). Streetscape improvements, such as paving materials, landscape plans, and infrastructure facilities have provided Third Avenue a coherent visual richness that far more appealing to pedestrians and drivers than the past street configuration. Also, a new civic



*New street signage at Third Avenue. These smaller signs are visually interesting and easy to read, keeping the streets human scale.*

square in the heart of Third Avenue at Veterans Park is planned to become a new landmark for all of downtown.

The Third Avenue Streetscape Improvements began in 2012 and it was divided into two phases. The first phase was a \$5 million project that renovated Third Avenue from H to Madrona Streets. The new enhancements on Third Avenue include traffic calming measures for better pedestrian access, new median landscaping, trees, lighting, furnishings and community gateway features that added to the street's human scale. Additionally, expanded bicycle parking, relocated transit stops and new transit shelters were built. This phase was funded in part with TransNet Smart Growth Incentive Program from SANDAG, while additional funds came from the City's Capital Improvement Program and the Third Avenue Village Association (City of Chula Vista, n.d.).

The second phase of the improvement project will begin in April 2015 with completion planned for December 2015. The nearly 3 million project will extend improvements along Third Avenue from Madrona Street to F Street (City of Chula Vista, n.d.).

The project has opened up the existing sidewalks for more activity in what is now the enhanced section. Some of the newer features, including the consistent tree lining, benches, and renovated street median have given Third Street a sense of enclosure that allows for all these outdoor activities to take place. Business owners want to use this opportunity to expand their patio dining or use the sidewalk for other outdoor amenities because they now that people are now comfortable doing it. City Manager Jim Sandoval has stated that it has been a long-term for the City to revitalize Third Avenue, and this will jump start the project. Downtown Chula Vista and Third Avenue have been historic places and most people see them as the heart of the city, which a reason to encourage more commercial and social activity there (Poythress, 2012).

Because of its central location in downtown Chula Vista, Third Avenue has a high degree of linkage. The grid street layout and the newly added bulb-outs and pedestrian crossing make it easy to walk, promoting ease of movement within the whole area. There are several bus stops that link downtown Chula Vista with the whole area as well.



*Before and after images. The four lane segment was narrowed to provide a consistent two lane travel way which freed up space for other uses, such as, widened sidewalks, bike lanes and medians increasing the street's imageability and linkage.*





*Streetscape improvements, such as paving materials, landscape plans, and infrastructure facilities were master planned to create a new civic square in the heart of Third Avenue at Veterans Park.*



## BIRCH STREET, BREA, CALIFORNIA

The City of Brea, located at the northern tip of Orange County in California, was established in 1911 for oil workers and their families on a plateau next to the foothills. The city is situated approximately 30 miles southeast of Los Angeles, and it became incorporated on February 23, 1917, with a population of 752. The word “brea” means tar in Spanish (City of Brea, n.d.).

Brea’s oil boom lasted until the 1940s, but as this oil production declined, the next three decades brought new housing developments and business to Brea. In the late 1970s, the city’s downtown retail sales dropped, after the Brea Mall was built along Orange Freeway, two miles east of downtown. Merchants attempted to rejuvenate business by creating a western-themed street along Brea Boulevard, but the efforts were unsuccessful (Isaacs, 2000). The decline of downtown along Brea Boulevard and nearby residential areas continued through the 1980s until City officials decided to intervene and organized a charrette in 1989. The charrette facilitated public participation, which minimized opposition and supported high-quality development (City of Brea, n.d.).



*Birch Street location in downtown Brea, California*

In order to rebuild the new city center, the Brea Redevelopment Agency, a former city department, began purchasing property in the 1980s. By 1989, the City had acquired 70 acres of residential, retail, and commercial land, and they were ready to plan a new downtown. The redevelopment agency produced a document calling for a design to preserve Brea’s small town feel and historic feel, while incorporating the input of the residents. The ultimate proposal included a modern mixture of pedestrian-friendly attractions and amenities (Isaacs, 2000). This new plan would give once again downtown Brea its former imageability. The design intends to provide the area with a quality of a place, making it a recognizable destination for anyone that visits or lives there.

The new downtown is centered on Birch Street Promenade, a pedestrian-friendly main street that runs parallel to Brea Boulevard. Construction in the new downtown began in 1998, including the Gateway Shopping Center, the Ash Street Cottages and the Birch Street Promenade, and three super blocks in the area east of Brea Boulevard from Imperial Highway to the railroad tracks (Mora, 2001). The promenade was at the heart of the ambitious \$100 million project, containing 90,000 square feet of retail, office and restaurant space, and 30 loft-style apartments (Register, 1998).

Due to the size and magnitude of the project, the revitalization efforts took place in three different phases that required the work of multiple architects and developers. During the

first phase, which was completed in 1995, developers built a 25-acre community shopping center directly adjacent to downtown that would act as the destination and anchor for the future development. By 1996, the second phase was completed and included the construction a total of 96 single-family homes adjacent to downtown.

During the third and final phase, the project's main feature was developed. The redevelopment agency and Baltimore-based RTKL architects created a master plan for Birch Street Promenade, which included a 750-foot stretch of retail stores, entertainment venues, restaurants, loft apartments, and offices near the heart of downtown. A key component of the development plan was complexity; Birch Street Promenade was built with a variety of architectural styles and streetscapes that create an interesting scene for the pedestrians and drivers, while giving this stretch of the street a distinctive downtown flavor.

Designers were very cautious to give the new promenade a sense of visual order and coherence. Styles and materials used were consistent and complementary all along Birch Street Promenade. The buildings at the promenade were designed with a mixture of modern, art deco and classical styles. These buildings were completed by 2000, and a variety of materials and heights were incorporated, adding to the street's richness and giving the impression that the street had evolved over a longer period of time (Isaacs, 2000). Most of the retail establishments and restaurants were design with large windows and outdoor seating areas that increased the street's transparency, incrementing the activity and making businesses look more inviting to potential consumers.



*The mixture of modern pedestrian-friendly amenities and uses increased Birch Street's imageability, making a destination for visitors and residents of Brea.*



The streetscape was designed by Los Angeles-based firm Meléndrez, and they focused on enhancing the pedestrian-friendly nature of the development and keeping its human scale. Various amenities were incorporated to improve the pedestrian experience, including benches, decorative trash and ash urns, banner poles and historic light fixtures. The size and location of street signage was designed in proportion to pedestrians, making easy to spot and read. Trees aligned the sidewalk moderate the scale of the taller building in the background. Additionally, old bricks from demolished buildings in downtown were saved and recycled as paving for courtyard, and flowering trees line the roadway. According to city planner David Crabtree, “the landscape design created a sense of enclosure using urban rooms and plaza areas in the downtown... giving the feeling of a place you want to be even if you don’t need to shop for anything. Birch Street is Brea’s urban living room” (Isaacs, 2000).



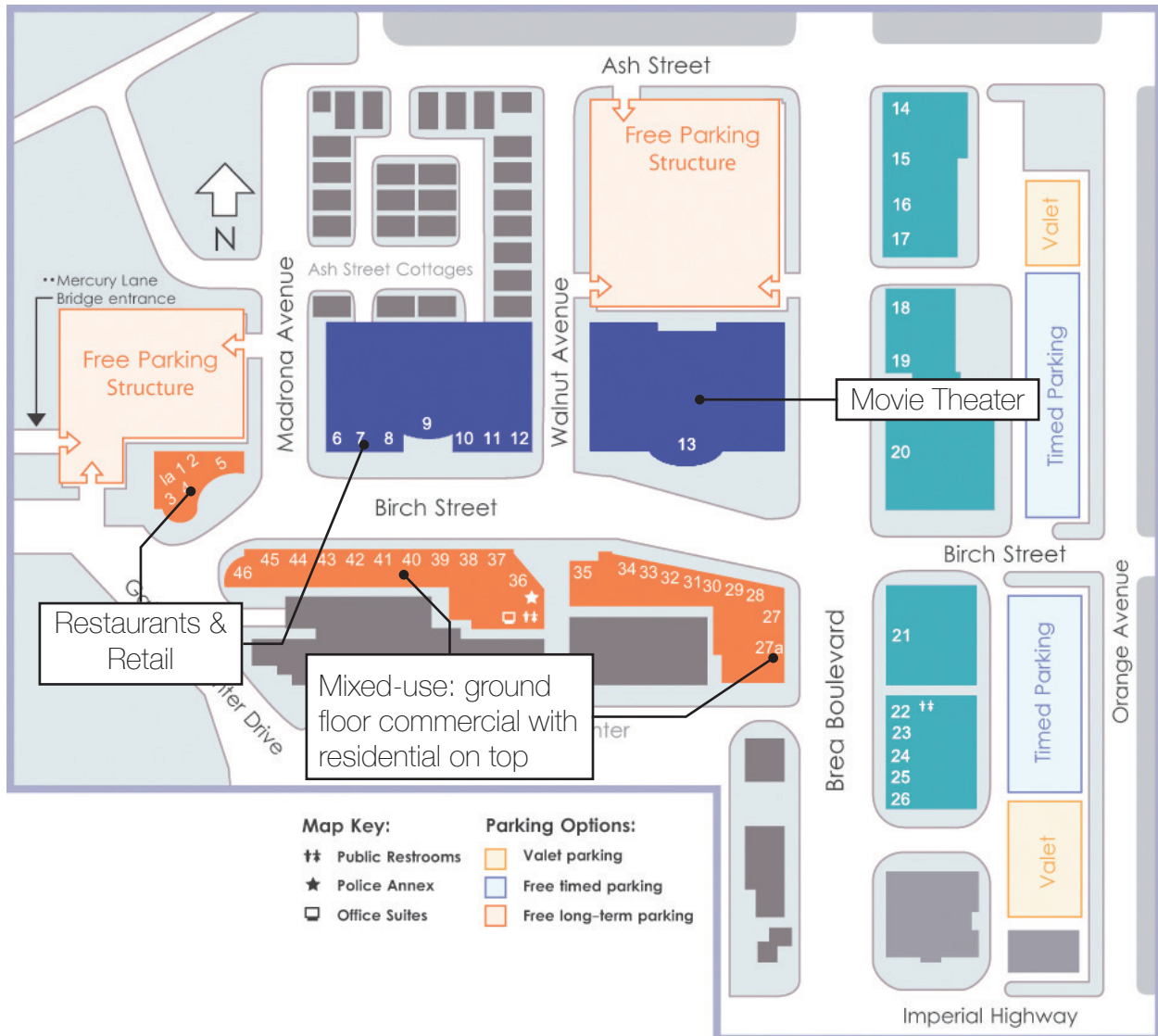
*The wide sidewalks, trees, and public art help preserve the development’s human scale, while the clearly marked pedestrian and vehicular crossings increase its linkage.*





*The different architectural styles compliment each other, making the street coherent to visitors. At the same time, the shopping carts and parked cars along the sidewalk provide a sense of enclosure.*

The final result was a street that accommodates cars, but caters to the pedestrian. The area's narrow streets provide just enough space for parallel on-street parking. Many traffic-calming measures were included in the project, such as mid-block crossings and bulb out that help keep vehicles moving slowly and makes it safer for people to cross the street and improving the area's linkage. Ultimately, the City of Brea has been able to keep attracting high-quality retail development that is consistent with good urban design (City of Brea, n.d.).



*Birch Street Promenade Map. The above site plan shows the current distribution of uses that can be found around Birch Street, including retail and commercial, restaurants, movie theaters, parking garages, and residential lofts.*

## CONCLUSION

Each case study provided valuable evidence where urban design qualities were successfully used as tools to create an attractive environment. Each example resulted in pedestrian-friendly main streets that encourage social, recreational and economic activities, which is crucial when revitalizing neighborhoods. Lessons learned from include:

- incorporating a mix of uses;
- prioritizing pedestrian over vehicles;
- creating an exciting experience to attract visitors.

Walkable streets within urban environments were proven to be successful. Therefore, in regards to Avenida Revolución, the urban design qualities will be used as overall design principles to convert the street into a destination.

# CHAPTER 4

## CITY & REGIONAL CONTEXT





Street sign at the international border

## 4.1 THE TRANSBORDER METROPOLIS

The Tijuana-San Diego metropolitan region functions as a transborder metropolis. Both cities, each at the center of their own metropolitan areas, form the largest binational conurbation along the U.S.-Mexico border. By the mid-1980s, Tijuana and San Diego had become a single functional urban region. San Diego was a sprawling decentralized metropolis with a population of 2 million. Tijuana, on the other hand, had a population of a million concentrated within eight miles of the city center. Likewise, San Diego's urban growth was relatively orderly, while Tijuana's expansion was chaotic and dense (Leclerc & Dear, 1999).

### TIJUANA

In less than 20 years Tijuana has become one of the leading cities and manufacturing centers in all of Mexico. Much of this exponential growth has to do with its unique location, the northwestern U.S.-Mexico border. Tijuana lies just south of one of California's biggest and most important cities, San Diego, and the two have developed a strong economic and cultural bond (Kopinak, 2003). While this particular feature has made Tijuana appealing for many migrants wanting to cross to the U.S. for years, after the North American Free Trade Agreement (NAFTA) was signed in 1994 the city began to experience a building frenzy. In 1980, Tijuana had a population of 461,257, growing by 62% to reach a population of 747,381 in 1990. By 2000, it had grown by 70.5% to reach a total of 1,274,240 people (Christine Bae, 2003).

The North American Free Trade Agreement allowed for many multinational companies to establish their manufacturing centers, known in Spanish as “maquiladoras”, along the border and specifically in large cities there. This created a large job supply in the city that started attracting people from other parts of the country (Kopinak, 2003).

Tijuana is one of the fastest growing metropolitan areas in Mexico, as many of the cities that lay along the U.S.-Mexico Border. The city has become one of the largest manufacturing centers in the country and is now considered to be the medical device manufacturing capital of North America. For a long time, Tijuana has also been known as the T.V. capital of the world, because chances are that the televisions that we have here in California were made in Tijuana. As a result of this economic activity, Tijuana has one of the largest middle class populations in Mexico because it attracts many professionals from other parts of the country who are looking for better wages. Approximately 56% of the workers here earn two to five times the minimum wage, which makes a huge difference when compared the low wages that people make in the southern states (Ongay, 2010).

When we talk about Tijuana we can't forget San Diego. Both cities are part of the same region, which is comprised of the San Diego County and the municipality of Tijuana. Together they form the largest binational conurbation between the U.S. and Mexico border with a total population of over 5 million. There is also a heavy flow of people going north





*Zona Río, Tijuana's modern and prosperous business district.*

and south of the border everyday, which has made the San Ysidro Port of Entry the busiest land-crossing border in the world. Northbound traffic consists of 41.4 million people, 15 million automobiles and 110,000 buses per year (Bae, 2003).

To this day, the economy of Tijuana is stronger than most Mexican cities and the quality of life and income are also higher. However, while foreign companies provided jobs, they also damaged the surrounding environment and population, as they do not follow the proper environmental regulations (Christine Bae, 2003). Globalization has definitely shaped the way Tijuana has grown, and much of its strengths, such as jobs and diversity, are a result of this process. On the other hand, it has also created problems due to the lack of growth management, urban planning, environmental controls and corruption.

A problem that Tijuana has had for much of its history is its bad image. This can be traced to the city's origins, which in fact originated the city's so-called "Dark Legend" (Ongay, 2010). It was during the prohibition in the U.S. when Tijuana absorbed the demand for the entertainment that was not provided on this side of the border. This brought economic benefit to the city and began its transformation from a small village south of San Diego, to an actual city. At the same time it created a stereotype that to this day harms the city's image to the rest of the world.

The "maquiladoras", a type of factory that specializes in importing raw materials and equipment for assembly and manufacturing and then exporting the final processed products, is typical of border cities. They started in the 1960s, and boomed in the 1980s, but once the NAFTA came into action, the city experience a building frenzy. To this day, Tijuana has more maquiladoras than any other city in Mexico. Maquiladoras tend to be

great businesses for foreign companies because they combine first world quality with third world wages. In fact, a worker in Tijuana earns the same in a whole day's work as even a undocumented worker earns in an hour, just a few miles north (Bacon, 2004).

Maquiladoras represent a lot of economic advantages for cities like Tijuana, but they come with a cost because these companies don't usually comply with the environmental regulations. While the NAFTA allowed cross-border industrialization to boom, it didn't create multinational environmental regulations. Soon, pollution cases started to emerge all over the border (Christine Bae, 2003).

Globalization has not only affected the way the city function and looks, but it has also created a unique society. Tijuana is closer to San Diego and California in many ways than to Mexico City. The whole region is somehow detached from the rest of the country, and many of its traditions and costumes are more similar to the American ones. In addition to this, people who are native to Tijuana have a very particular vision about the city. Some claim that there are three Tijuana within the same city: the maquiladora Tijuana, the tourist Tijuana, and the "real" Tijuana (Ongay, 2010). The better-educated natives who have better jobs, salaries and who can cross the border easily compose this last one. They have created a large cultural scene that has made Tijuana known for. The city is also experimenting a gastronomic "revival", where young chefs are opening new restaurants that aim to satisfy the more refined taste of this part of the population. Some of these places have even been featured in the New Yorker and Anthony Bourdain's T.V. show.

In recent years, Tijuana has been trying to erase the bad image that it has had for so such a long time. Every year, large cultural events take place all around the city. An example of this cultural renaissance is Avenida Revolución and downtown Tijuana, which have been slowly "retaken" by the locals. According to Teddy Cruz, an architect and professor from University of California, San Diego, "there's a kind of a vibrancy that is really unique in recent times. There's something about the city taking back its spaces." El Pasaje Gómez, a collection of colorful buildings covered with tiles and topped with plastic roof, is one of these successes. Since its opening 4 years ago, approximately 60 spaces have been rented to various tenants that include artists, bookstores, and coffee shops. Pasaje Gómez even hosts and art walk, a packed affair that proofs that downtown Tijuana can still be a center for cultural and shopping activities (Lubell, 2012).



*Maquiladoras are an important part of the city's economy. Tijuana has more maquiladoras than any other city in Mexico.*

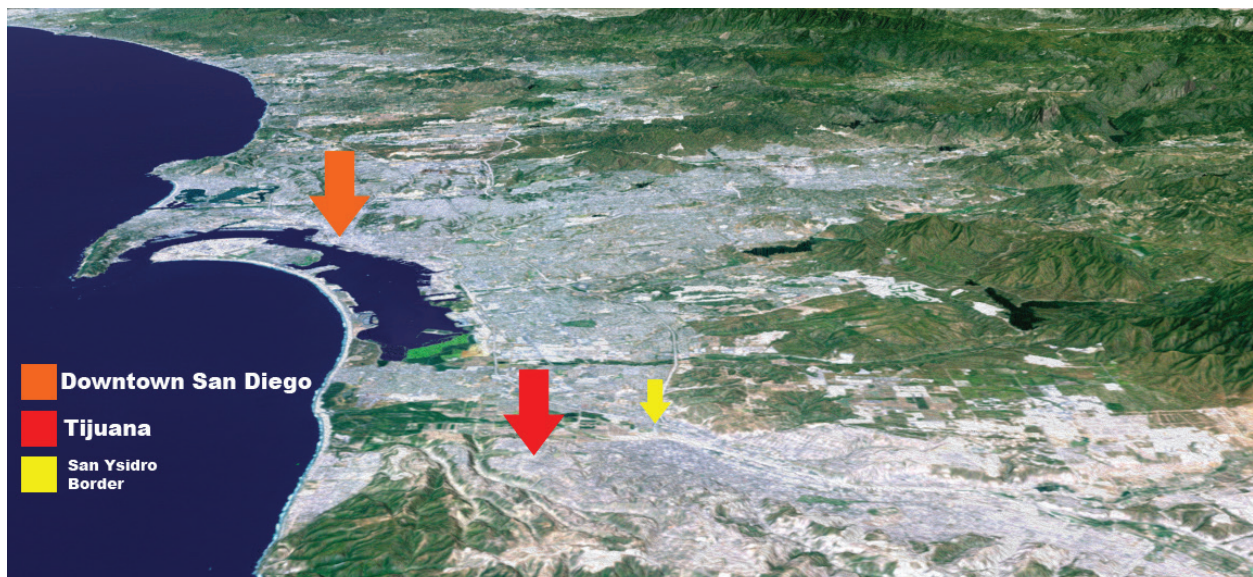


## TIJUANA-SAN DIEGO BORDER REGION

The binational region formed by Tijuana and San Diego concentrates approximately 40% of the total population living in the U.S.-Mexico border. The intense urban development and continuous flow of people and products have transformed communities in a unique region. The different social and economic interactions between the two of them have had an impact on the physical and social development of the area (Vargas-Hernández & Noruzi, 2010).

In contrast with other border cities, the income differentials between Tijuana and San Diego is extreme. Both cities have responded to globalization trends in different ways. San Diego focuses on information technology sectors and Tijuana has become a manufacturing center. One of the key elements of this international urban area is the porous border. Transmigrant workers move north across the border in large numbers for daily work, many of them illegally (Christine Bae, 2003). When they cross the border, they can move around by driving their own vehicles, or use the various modes of transportation, such as the bus and trolley systems. This degree of transmigration is critical for the interaction between Tijuana and San Diego. Here, most of the transmigrants live in Tijuana and work in San Diego County.

Social visits are the largest category moving south, accounting for approximately 40% of the trips. Typically, Mexicans and Mexican-Americans living in California return to Tijuana to visit family and friends. San Diego and Tijuana are inextricably tied through inter-personal and family ties with a growing number of San Diegans now living south of the border due to the high cost of housing in San Diego County (Kiy & Kada, 2004). In addition, tourism remains as the second largest category with 20% of total number of trips heading southbound. Visitors usually use the San Diego Trolley, which takes them all the way to the border where they can change to a “blue bus” or a taxi. This is very important for the tourist trade to Avenida Revolución, although is possible to walk from the border.



*Tijuana-San Diego metropolitan area.*



*San Ysidro Port of Entry, the largest land border crossing between San Diego and Tijuana, and the busiest land border crossing in the world.*

The ties that bind this binational sister city region in the areas of cross-border trade, commerce, and tourism are indisputable, and their combined comparative advantages have contributed to job creation and both economic and social opportunities on both sides of the border. In recent years, the binational metropolitan area conformed my Tijuana and San Diego has become interdependent in more than one way. Health, human services, education, the environment, and arts and culture are part of this rich and complex exchange. In order to maintain and enhance this bilateral relationship, it is necessary to have pro-active binational solutions, greater investment by the private, public, and non-profit sectors (Kiy & Kada, 2004).

One of the most important yet overlooked regional assets in the San Diego-Tijuana region is the “vibrant arts and culture scene emerging in Tijuana recognized by Newsweek as one of the top eight creative cities in the world” (Kiy & Kada, 2004). The region has various arts and culture-oriented nonprofits that have demonstrated how arts and cultural events can promote community beautification and empowerment. Such events include, “Entijuanarte”, an art expo, and “Ópera en la Calle”, which takes place on streets and plazas. Two years ago, the city started organizing and even called Tijuana Innovadora, in order to promote the City’s positive aspects. They want to show the entire world the positive side of Tijuana, the importance of its role as a manufacturing and center, and the impact that it has at a global scale. They do not only showcase products made in Tijuana, but they also invite important people to speak about technology such as Steve Wozniac, the co-founder of Apple, Inc.

The region’s rich cultural binational culture heritage is starting to become well-known in





*Urban development adjacent to U.S.-Mexico border.*

other parts of the world. Tijuana is earning a reputation as an arts and culture center. Tijuana's visual arts are being found in exhibitions in places as far as Europe. Due to the city's location across the border from San Diego, the art and cultural exchanges that take place are unique to area, making it "one of the hottest interfaces between first and third worlds" (Kiy & Kada, 2004).

## AVENIDA REVOLUCIÓN

One of the most important thoroughfares in the City of Tijuana is Avenida Revolución, also known as "La Revu" by locals. This avenue has played a major role in the City's development and growth since its very be-

ginnings, which was originally called Avenue "A" and later remained Avenida Olvera. Part of its initial success was due to its strategic location within the downtown area. The "Revu" begins at the intersection with Avenida Internacional, which runs across the Mexico-United States border, and ends in the Torre de Tijuana where the street intersects with Boulevard Fundadores and the name changes to Boulevard Agua Caliente running east for many kilometers through a higher-end business district.

Tourism has always been an important economic activity in Tijuana, and Avenida Revolución soon became one of its main attractions. Avenida Revolución became so popular among tourists that for many of them this was Tijuana. In 1897, this street had one meat market, a bar, and some stores to serve a population of roughly 50 people (Proffitt, 1994).

It was not until the 1920's and 1930's, when the Prohibition in the United States brought heavy tourism to the area. The ban on sale and production of alcoholic beverages in the U.S. was seen as an opportunity in Tijuana. Soon, the city offered American tourists bar services, giving Avenida Revolución its unique urban character. At this point, all of the government, economic, and social activities took place at Avenida Constitución, located a block to the west. Meanwhile, Avenida Revolución remained the City's main tourist and unlimited entertainment area (Muñoz, Velázquez, & Montero, 2011).



*Urban development along Avenida Revolución during the 1940's.*



*During the 1920's and 1930's, the Prohibition in the United States brought heavy tourism to the area, making Avenida Revolución Tijuana's main tourist area.*

After President Lázaro Cárdenas banned gambling activities in Mexico, the Tijuana Chamber of Commerce decided to attract tourism to the area by placing curio shops on Revolución. This idea was successful and by 1983 many of the older wooden shops were replaced by larger block and plaster buildings. As a result, the town prosperity increased and second stories were added to these buildings in 1985.

Avenida Revolución is located south of the Tijuana River channel, approximately a mile from the border. While the distance to Revolución is short, the broad concrete channel forms a barrier that discourages visitors from walking. Instead, tourists would usually take one of the many taxicabs that congregate at the border. In order to solve this problem, a new shopping center called Plaza Viva Tijuana was built in the late 1980s. This new mall, located 500 feet from the border gate, is a sprawling, open-air complex containing more than 800 parking spaces and with a capacity of over 200 stores. The project's design is reminiscent of San Diego's Horton Plaza, which is reassuring to tourists, even if it is out of context (Arreola & Curtis, 1993).

The high crime rates and aggressive drug activity, which had their peak in 2008, tarnished the image of the City of Tijuana. Illegal activities, such as drug dealing and kidnapping, forced various local establishments to shut down, while many family-oriented activities left the area. Avenida Revolución, among other districts, started to observe minimum



levels of activity during weekdays, affecting not only the income of local families, but damaging the city and state economy as a whole.

Nowadays, Avenida Revolución is still one of Tijuana's tourist attractions (Muñoz, Velázquez, & Montero, 2011). Restaurants, bars, and souvenir shops continue to do business in this area, but at a lesser extent. Most of the new urban development takes place at Zona Río, Tijuana's modern and prosperous business district. Zona Río concentrates most of the City's financial, commercial, and civic activities. Because of this, numerous hotels, restaurants, coffee shops, movie theaters and a large shopping center are located there. In addition to this, both the Tijuana Cultural Center (Cecut) and city hall moved from the downtown area to Zona Río. This has diminished downtown Tijuana's prominence, having a negative impact on local businesses, including Avenida Revolución.

While the local government has tried to transform Avenida Revolución into a family-oriented tourist area, they have not been able to successfully improve this historic thoroughfare. Avenida Revolución's future remains uncertain now that Tijuana is trying to reinvent itself into a family and cultural destination, leaving behind its reputation as a sin city (Muñoz, Velázquez, & Montero, 2011).

Despite the various constrains, residents want to see the area improved. "I envision a new Revolución with quality offerings... I see locals and tourists wanting to come to El Centro [downtown] to have a good time, eat at quality restaurants, admire some art, and drink... wine from Baja," Jaime Brambila says. He is a local restaurant entrepreneur who wants to inspire more people to believe in La Revu. Brambila, along with five associates, recently opened a contemporary gastro bar called "La Justina", which offers locally sourced foods (Deal, 2014).



*The broad Tijuana River concrete channel forms a barrier that discourages visitors from walking to the downtown area despite the short distance from the U.S.-Mexico border.*

# CHAPTER 5

## PILOT STUDY AREA ASSESSMENT





Street Art along Avenida Revolución

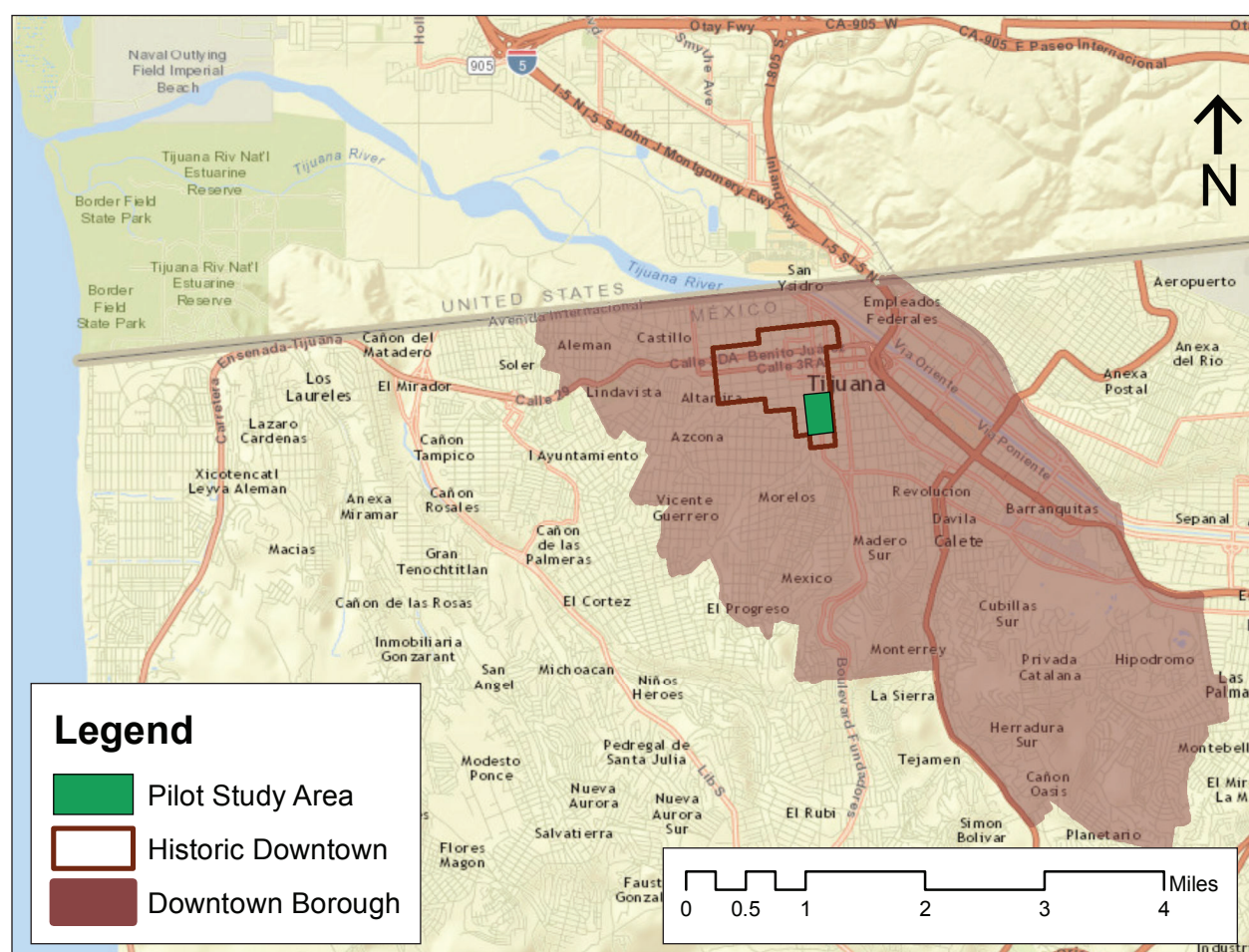


## 5.1 DESCRIPTION OF PILOT STUDY AREA

The pilot study area will cover six blocks within Zona Centro in downtown Tijuana, Mexico. These blocks are located along Avenida Revolución, downtown Tijuana's main tourist and commercial corridor. Many of the local businesses and restaurants have left the area and empty storefronts are common along Revolución. There are, however, efforts to revitalize the area by accommodating Tijuana's predicted residential and commercial growth in the area, making downtown an attractive destination for both locals and visitors.

According to a revitalization concept plan done by the Urban Land Institute (ULI) in 2013, Tijuana's various government entities at the local, state, and federal levels are collaborating to develop programs to promote tourism and private investment through a number of public and private ventures located near the border zone. Some of the possible options include:

- A new international quality auditorium
- A new mixed-use commercial center with office, hotel, shopping and parking garage
- A specialty medical hospital
- A Mexican cultural center with shops and outdoor exposition area





## 5.2 PILOT STUDY AREA CONTEXT

The pilot study area incorporates an area of two blocks wide by three blocks long, which is approximately 14 hectares or 35 acres. Each block is approximately 130 meters long (427 feet), with an approximate area of 18,500 meters square (199,132 square feet). The project area is located along Avenida Revolución, while Calle Flores Magón borders it to the north, Calle Novena to the south, Avenida Constitución to the east, and Avenida Ignacio I. Madero to the west. Currently, a mixture of retail, dining, and vacant establishments characterizes this area. In addition to this, there is a recently renovated concert venue and a former dilapidated bus station.



*San Ysidro Port of Entry*  
Distance: 1 mile



*Reloj Monumental (Landmark)*  
Distance: 0.4 miles



*Zona Río (CBD)*  
Distance: 0.3 miles



*Mexican Federal Highway 1*  
Distance: 0.75 miles

*Site Context*

## ENVIRONMENTAL CONDITIONS

According to the Servicio Meteorológico Nacional, Mexico's national weather organization, the City of Tijuana has the following environmental conditions:

### Weather and Precipitation

Tijuana has a semi-arid, temperate, Mediterranean climate with average temperatures that range from 15°C (59°F) in winter to 36°C (97°F) during the summer season. The annual precipitation in the area is 196.2 mm (7.7 inches).

### Prevailing Winds

Prevailing winds blow predominantly in a southwest-northeast direction during most part of the year. During the winter season, winds blow in a northwest-southeast direction. In addition to this, the entire region experiences Santa Ana winds, which are strong, dry, and dusty winds that blow in an east-northwest direction (from the desert across the coastal areas).

The Santa Ana winds usually take place between October and February, and they are most common during December. The average wind speed goes from 11 km/h (7 mph) to 65 km/h (40 mph) and the stronger winds are experienced at night or morning times, when there is no sea breeze.

### Sunshine

The City of Tijuana is located on the northern hemisphere, near the Tropic of Cancer. Sunrise usually takes place at approximately at 6:00 am and sunset is at approximately at 6:00 pm. Winters are mild and wet, while summers are warm and dry. Due to this location, the City experiences more direct sunlight during summer. Also, days are longer during summer with the summer solstice being the longest day of the year. In winter the sun's path is more horizontally than in summer, resulting in less sunshine and shorter days.

### Topography

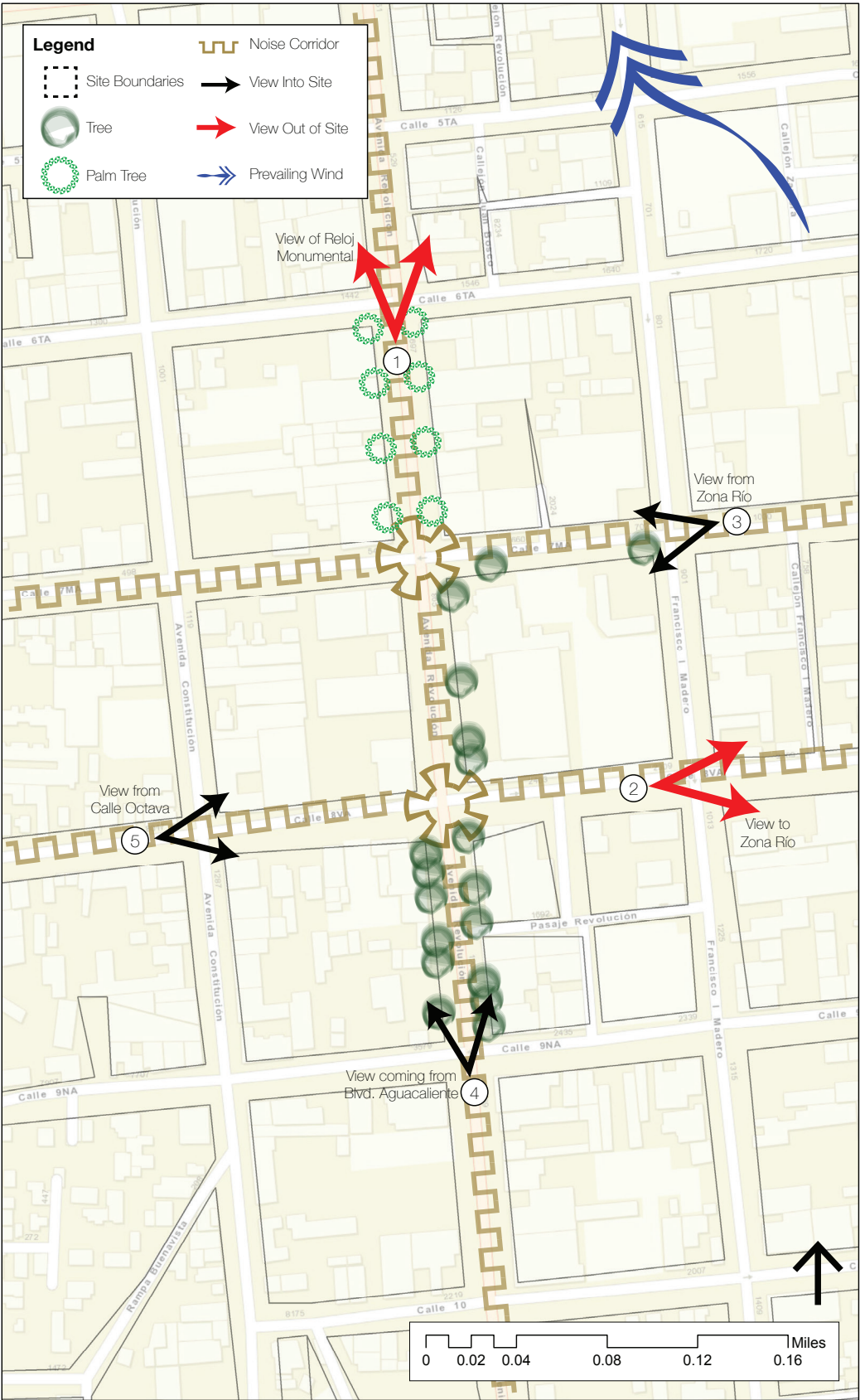
The site is located in a relatively flat area with no significant hills. However, there is a slight change in elevation towards the pilot study area's eastern border, along Calle Francisco I. Madero, which is at a lower elevation when compared to Avenida Revolución. The downtown area is susceptible to the effects of earthquakes. While there are no active fault lines in downtown Tijuana, the area's high density increases the risk of loss in case of seismic activity.

### Hydrology

Tijuana is located among hills, canyons, and gullies. The central part of the city lies in a valley through which flows the channeled Tijuana River and that then empties into the ocean in an estuary on the southern edge of San Diego. The Tijuana River is controlled by the Abelardo L. Rodríguez dam, located on the southwest edge of the City, and with a storage capacity of 137 million meters cubed. Downtown Tijuana has been characterized by considerable waterlogging during the rainy season. Rain puddles form due to faulty drainage system in the city.



Environmental Conditions Map



## Views In and Out of Site

1	Looking north out of the project area, towards the Reloj Monumental	
2	Looking east out of the project area, towards Zona Río central business district	
3	Looking west into the project area, coming from Zona Río central business district	
4	Looking north into the project area, coming from Boulevard Aguacaliente	
5	Looking east into project area, towards coming from Calle Octava	



## BUILT ENVIRONMENT

The pilot study area is located in Tijuana's downtown commercial and tourist area. Existing uses in the site include retail, services, restaurants, bars, hotels, and small casino. A large concert venue, restaurant/department store, and a well-known nightclub serve as anchors for the area. Uses around the site are similar as well. Several restaurants, bars, pharmacies, and a large grocery store can be found along Avenida Constitución. A Pemex gas station is located at the corner of Avenida Constitución and Calle Galeana, in one of the blocks that conform the study area.

In order to establish a clear entryway to the city, a large metal arch was built at the intersection of Avenida Revolución and Calle Artículo 123 on November 2001, five blocks north of the study area. The arch, which also contains a clock, was meant to symbolize Tijuana's prosperity. Unfortunately, the clock stopped working and was left unrepaired for many years. On December 2014, the useless "clock" hanging from the arch was replaced with a new high-tech screen, which was sponsored by Samsung. Government officials believe that this project represents an effective strategy for Tijuana's tourist revitalization (Romero, 2015).



*HSBC Bank building with arch monument (Reloj Monumental) in the background.*



*Mexicocoach Bus Station*



*Las Pulgas night club*



*El Foro concert venue*



*Residential development*



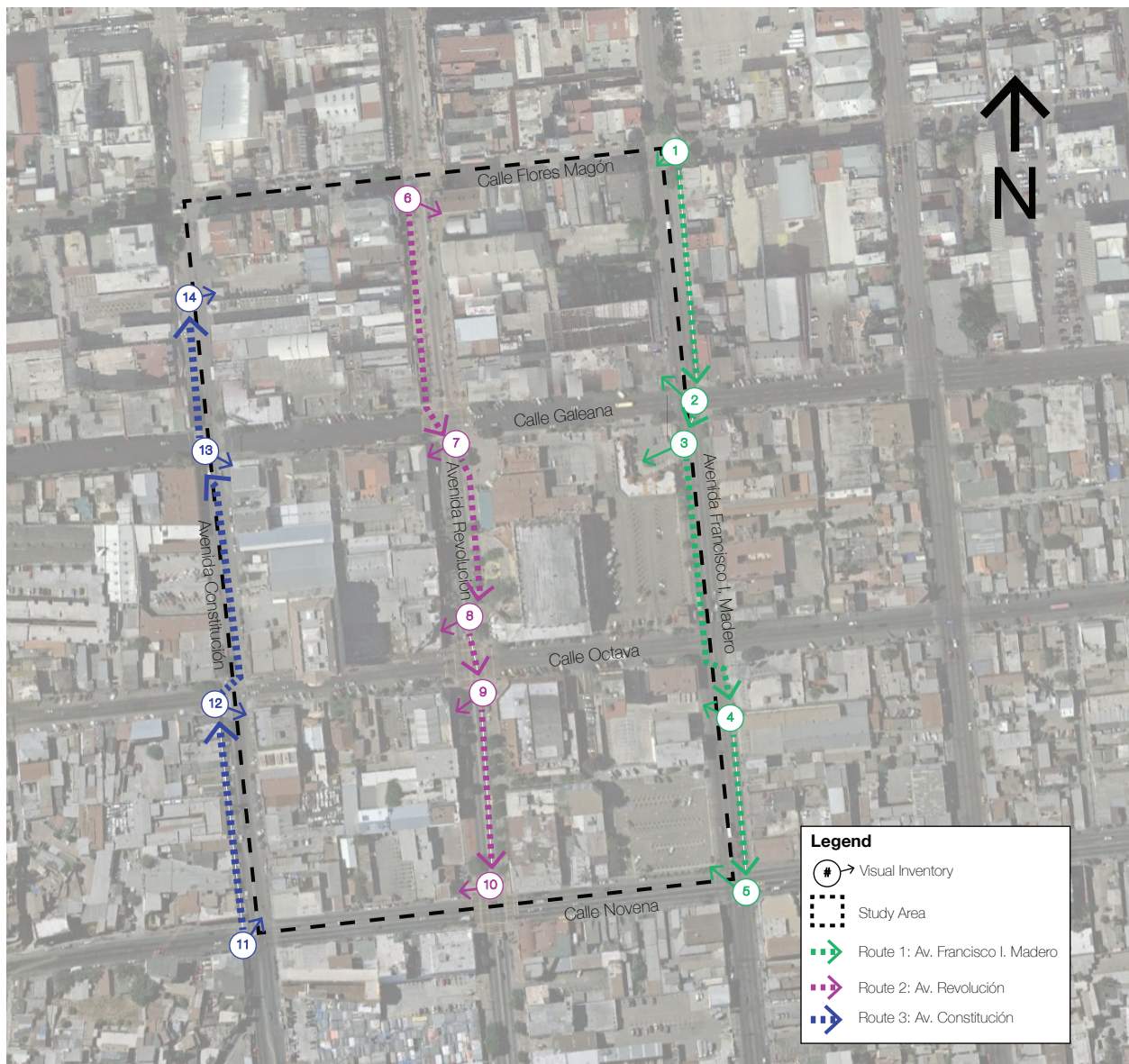
*Sanborns department store*



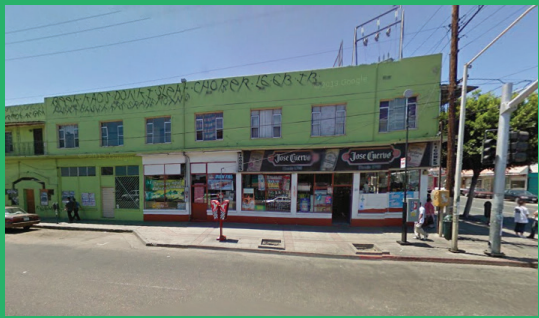


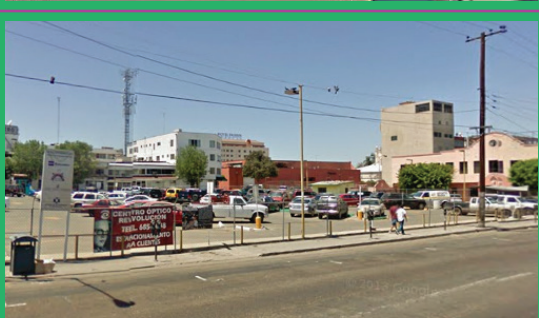
## 5.3 VISUAL INVENTORY

The following visual inventory displays some of the uses currently found in and around the pilot study area. The inventory shows that most uses adjacent to the study area are commercial and retail establishments that include restaurants, bars, a convenience store, and a park lot. The purpose of this inventory and to provide a better understanding of the area's activities that will allow compatibility with new land uses that will be suggested as part of the revitalization efforts.

The map below displays the three routes that were used to do the visual inventory: Avenida Constitución, Avenida Revolución, and Avenida Francisco I. Madero. These routes were selected based on the amount of commercial activity found in each street, and the pictures were taken while walking through and around the site.



## Avenida Francisco I. Madero

1	Avenida Francisco I. Madero at Calle Flores Magón	
2	Looking northwest at Avenida Francisco I. Madero and Calle Galeana	
3	Looking southwest at Avenida Francisco I. Madero and Calle Galeana	
4	Avenida Francisco I. Madero at Calle Octava	
5	Avenida Francisco I. Madero at Calle Novena	



## Avenida Revolución

6	Avenida Revolución at Calle Flores Magón	
7	Avenida Revolución at Calle Galeana	
8	Vacant commercial building along Avenida Revolución, across El Foro concert venue	
9	Looking southwest at Avenida Revolución and Calle Octava	
10	Avenida Revolución at Calle Novena	

## Avenida Constitución

11	Avenida Constitución at Calle Novena	
12	Avenida Constitución at Calle Octava	
13	Avenida Constitución at Calle Galeana	
14	Parking lot at Avenida Constitución and Calle Flores Magón	

## CONCLUSION

According to the visual inventory, most of the uses around and within the pilot study are commercial and retail. There are several restaurants, bars, and stores in the site, as well as small commercial plazas and open parking lots. There is currently no residential use designation within the pilot study area; however, some residential development can be found just outside the study area at the corner of Calle Novena and Avenida Constitución.



## REGULATORY FRAMEWORK

According to the City of Tijuana's Carta Urbana (zoning map) the project site is located in area zoned as Comercio y Servicios, or Trade and Services. The Trade and Services designation includes a set of urban land devoted to commercial uses and services and expressly shopping areas that can be projected on planned urban development. Commercial and service areas in Tijuana have different classification depending on their location. The downtown commercial district has been classified as Comercio y Servicios Central, Central Trade and Services, which is defined as the areas where most of the commercial activities and services are concentrated to serve a large part of the population, generating urban and suburban centers or urban corridors (City of Tijuana, 2010).

Establishments and businesses in the Trade and Services zone will have to will meet several conditions as established in Article 160 of Tijuana's zoning regulations:

- The compatibility matrixes and urban development programs shall be followed, including all of the conditions contained within these documents.
- Negative impacts on adjacent properties shall be controlled and mitigated either by adapting structures or operations in a way that it does not interfere with pedestrian and vehicular traffic.
- The area's building typology shall be maintained (at least façades).
- The roadway's level of service and pedestrian infrastructure shall not be altered and negative impacts shall be minimized.

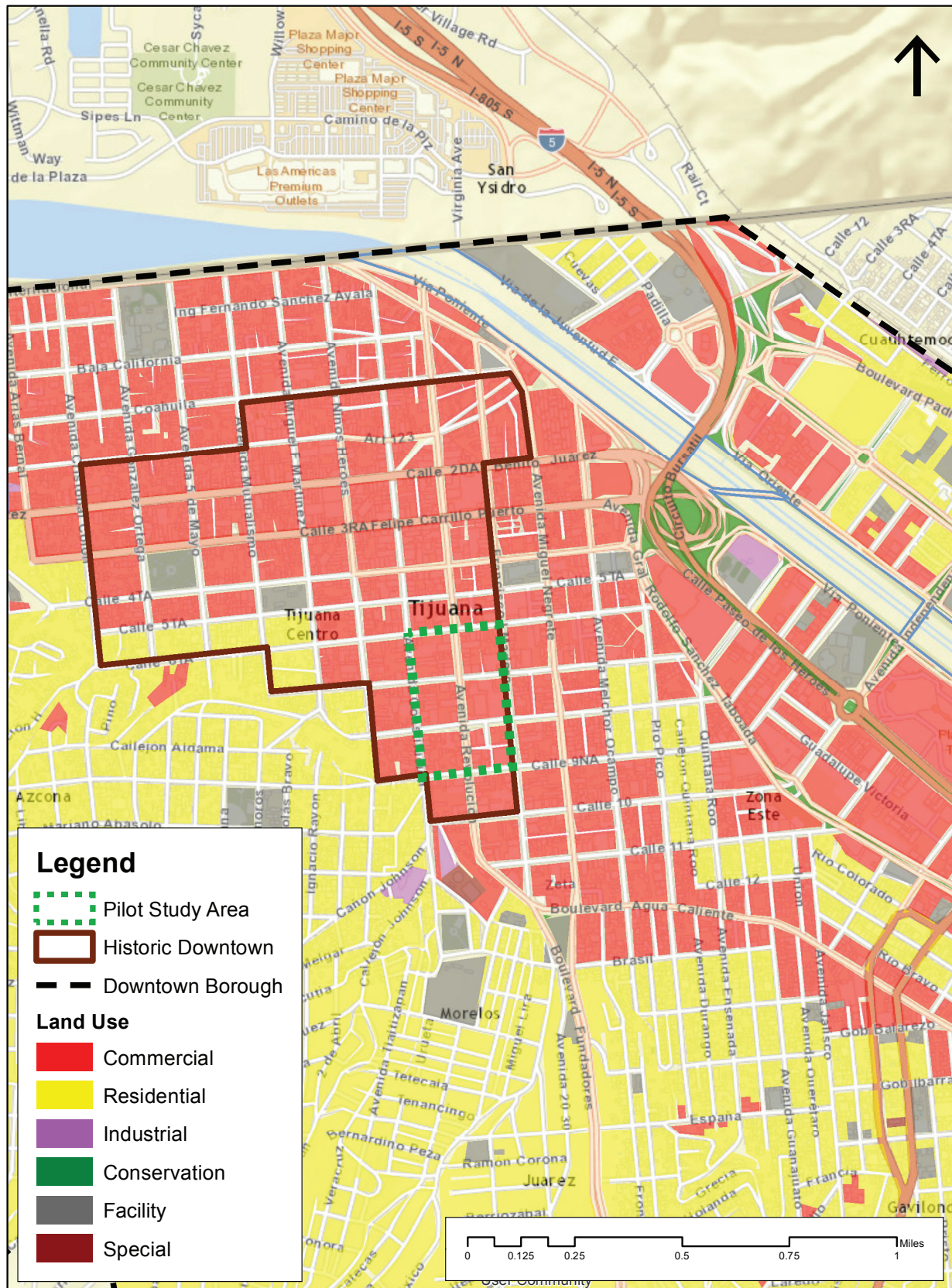
In addition to the previous conditions, development in the Central Trade and Service zoned must also follow the conditions established in Article 164:

- They are main concentration of uses for trade of all or a large part of the population center, generating centers or urban subcenters, or developed as urban corridors.
- Due to effects that these areas have on the urban image, commercial and service uses that could have a greater impact should be excluded.
- Lots shall be accessible through primary roads.

The pilot study area is also located within downtown Tijuana's historic core, which is considered a special conversation area. According to the city's zoning regulations, historical and cultural heritage areas are areas that can be considered as sites of cultural heritage, archaeological and paleontological importance. Both natural monuments and buildings with some aesthetic, historical, or cultural value can be placed under the protection of the Federal Law on Monuments and Archaeological, Artistic and Historical Zones, and controlled by the National Institute of Anthropology and History and the Institute of Culture of Baja California. This applies to both developable and undevelopable land, which can be subject to special treatment in accordance with applicable law.

The areas of protection of cultural heritage are subdivided according to characteristics established under the Historical and Cultural Heritage Law.

## Downtown Tijuana Zoning Map





## CIRCULATION

### Vehicular Circulation

Avenida Revolución, downtown Tijuana's main thoroughfare, runs in a north-south direction. This avenue originates at the intersection with Avenida Internacional that runs across the international border, nine blocks north of the project site, with one lane in each direction. At the intersection with Calle Galeana, the avenue expands to two lanes in each direction. Avenida Revolución ends three blocks south of the study area, in the Torre de Tijuana monument. Here, the avenue intersects with Boulevard Fundadores, and the name changes to Boulevard Agua Caliente running east for many kilometers. Known for its once booming tourism, Avenida Revolución forms the historic downtown entertainment district. However, this area was hardest hit by the loss of American tourism following 9/11 and the increased violence related to drug cartels.

Avenida Constitución, which borders the study area to the west, acts as the main retail and commercial corridor for residents and transit riders. This avenue runs in a north-south direction and it originates at the intersection of Calle Juan Sarabia, a block south of the study site with two lanes in each direction. At the intersection with Calle Octava two blocks north, the avenue turns into a one-way street with four traffic lanes running in a south-north direction. Avenida Constitución ends at the intersection with Avenida Negrete, just a block south of Avenida Internacional.

Avenida Francisco I. Madero borders the pilot study area to the east. This Avenue is a four-lane one-way street running in a north-south direction that originates at the intersection with Avenida Negrete and ends at the intersection with Boulevard Agua Caliente.

The study area is bordered to the north and south by Calle Flores Magón and Calle Novena respectively. Calle Flores Magón is a three-lane one-way street running in a west-east direction that originates at the intersection of Calle Cristobal Colón, six blocks west of the project site. This street ends at the intersection with Boulevard General Rodolfo Sánchez Taboada in Zona Río. On the other hand, Calle Novena is a four-lane one-way street running in an east-west direction that originates at the intersection with Boulevard General Rodolfo Sánchez Taboada and ends at the intersection with Avenida Constitución. Both streets connect the study area to modern Zona Río to the east.



*Part of Avenida Revolución was reduced from four to two car lanes.*

## Public Transit

According to Tijuana's 2011-2013 Municipal Development Plan, the public transit system covers 91% of the total urban area and serves 60% of the population. The most common modes of transportation include buses, taxis and calafias. In 2006, Tijuana's underwent a major overhaul of its existing system of guayines, or shared fixed-route station wagons, forcing the replacement of the guayines with new models of vans, serving as fixed-route taxis. The City has numerous bus lines and routes as fixed-route taxis or calafias, many of them departing from the downtown area. Public transportation in Tijuana is inexpensive, with bus tickets at maximum \$0.75 USD. Most bus and taxi lines are distinguished from each other by their vehicle colors, which indicate their company and route.

Most of the public transit routes start in downtown Tijuana, with stops along Calle Tercera, Calle Segunda, and Calle Quinta, a block west from Avenida Revolución.



*There are different types of public transport serving the downtown area, including calafias, buses, and fixed-route taxis.*



## Pedestrian Circulation

The City of Tijuana has preserved a walkable downtown area. Downtown Tijuana is based on a traditional grid-pattern that promotes walkability and pedestrian activity in the area. Sidewalks are wide and well maintained. In 2004, Avenida Revolución underwent a major renovation to transform it into a pedestrian-oriented street. As a result, sidewalks were expanded and redesigned with brick pavers and stamped concrete, which gives them a distinctive look from all the other areas in downtown. Additionally, several amenities capable of encouraging pedestrian presence were placed, such as bulb-outs and benches, as well as public art.



*Examples of landmarks, trees, benches, and other pedestrian amenities currently found along Avenida Revolución.*

## Circulation Map



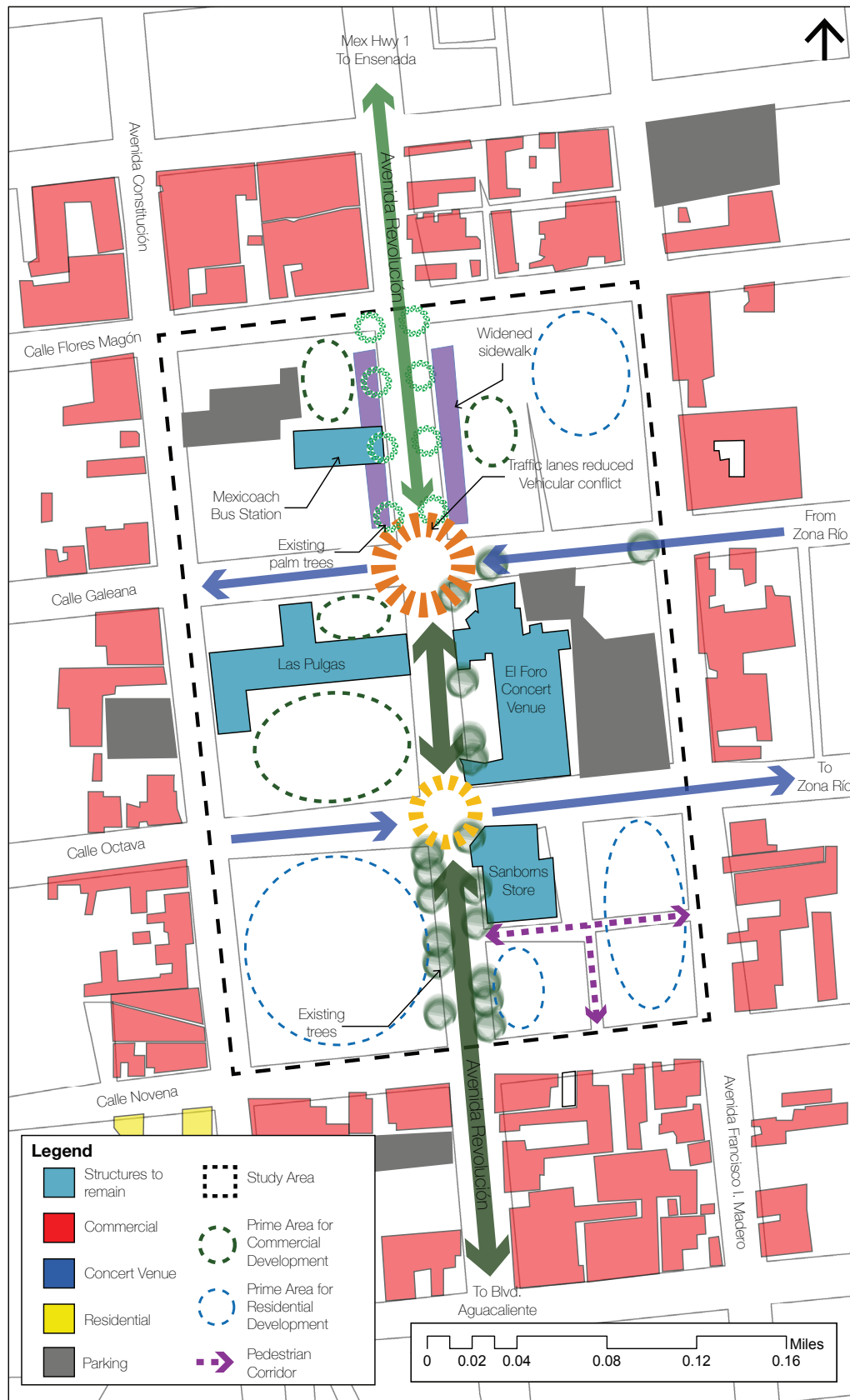


## 5.4 SWOT ANALYSIS

The following Strengths-Weaknesses-Opportunities-Threats (SWOT) analysis is intended to highlight the pilot study area's best attributes, as well as call out major obstacles to redevelopment.

Strengths	Weaknesses	Opportunities	Constraints
Geographic center of the entire Tijuana metropolitan area	Limited potential to reclaim American tourists.	Potential to recapture commercial and tourist activity	Lack to U.S. tourists due to long waits at the border
Traditional grid-pattern that promotes walkability and pedestrian activity	Low-quality services and goods at high prices	Capacity to absorb the demand for higher-density housing	Negative perception from both residents and visitors
Adjacent to major public transit stops that connects the area with the rest of the city	Lack of cultural centers, museums, or other institutions	Large underutilized blocks	High vehicular traffic, which may be incompatible with pedestrians and cyclists
One of the first major thoroughfares, making it the historic heart of Tijuana	Multiple lots/ownerships in the same block, complicating larger projects	Potential to become a fully pedestrian-oriented area in downtown	Lack of parking
Variety of commercial and entertainment activities	Some of the sidewalks are in poor state or nonexistent	Provide a unique and eclectic environment for artists, galleries, cafés, and other businesses	Lack of incentives for developers to redevelop the area
Lack of incentives for developers to redevelop the area	Lack of pedestrian amenities	Intensify the core by adding mixed uses and opens space	
	Limited access for disabled users	Potential to become a new commercial corridor in downtown	
Multiple vacant and blighted buildings			

## 5.5 SITE ANALYSIS MAP





## 5.6 ASSESSMENT OF PILOT STUDY AREA

The pilot study area has approximately 35 acres divided into six blocks along Avenida Revolución. The area, which is designated as a commercial area has multiple businesses, along with numerous vacant buildings.

Generally speaking, Avenida Revolución and the entire downtown area have a strong development potential, due to their location at the geographic center of Tijuana's urban area. Its proximity to the border, as well as the multiple public transit routes that go through downtown, make it highly accessible to locals and visitors from both sides of the border. Additionally, the area's historic relevance, specifically Avenida Revolución, can be used to promote local arts and culture.

Avenida Revolución can become a new commercial and retail hub at street level, while incorporating denser residential uses and hotels on the upper stories. Many buildings and lots are currently underutilized, which should facilitate redevelopment and lower construction costs through adaptive reuse. The need for an integrated planning approach is recommended to take advantage of the site's potential.



*Avenida Revolución's current conditions.*

# CHAPTER 6

## DESIGN PROPOSAL





Catedral de Nuestra Señora de Guadalupe



## 6.1 REVITALIZING AVENIDA REVOLUCIÓN

Downtown Tijuana is located at the center of the Tijuana urban area, approximately 2 miles south of the U.S.-Mexico border. This urban design vision for Avenida Revolución intends to transform the downtown area into a vibrant activity center for the whole city. The urban revitalization efforts will include mixed-use development with residential and commercial components, adaptive reuse of older structures, green areas, parking space, as well as a variety of pedestrian-friendly amenities.

## 6.2 VISION

Avenida Revolución will be a **pedestrian-oriented** main street located at the heart of downtown Tijuana. It will **enhance the downtown** area by providing a mixture of uses and a variety of inviting features that include an art gallery, small plazas and open spaces, wide sidewalks, landmarks, housing, and spaces for commercial and retail uses. Taking advantage of its unique location, Avenida Revolución will serve as a **catalyst** to revitalize downtown Tijuana by making it a **destination** for both locals and visitors.

### Mix of Uses

Avenida Revolución will incorporate a mix of uses and compact denser development at walking distance from each other. The area will preserve its commercial and retail-oriented focus, while adding residential uses at the upper floors of some of the proposed buildings. Streets will have wide sidewalks with amenities, such as marked crossing, benches, and bike racks that will increase walkability, encouraging pedestrian presence.

### Adaptive Reuse

The Mexicoach Bus Station will be converted into a mixed-use development, with commercial uses on the ground floor and an art gallery on the upper floors through adaptive reuse. Adaptive reuse will allow adapting this existing economically obsolete building for a new more productive purpose. The changes proposed are intended to recover the station's former appearance and transform it into a point of interest for locals and visitors. Additionally, it will provide a space for local artists to showcase their work.

### Pedestrian-friendly Environment

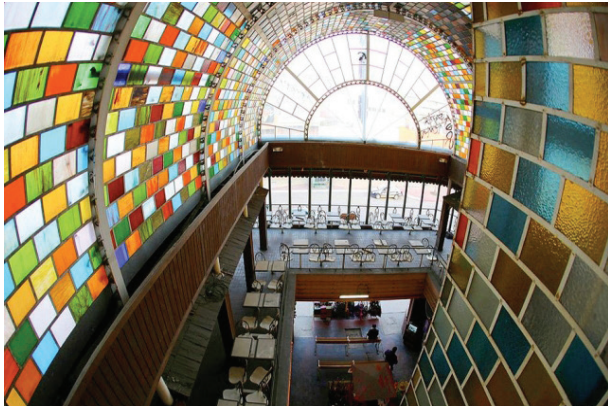
The Avenida Revolución revitalization efforts intend to transform this important thoroughfare into a pedestrian-oriented main street. Sidewalks will be upgraded to include a series of pedestrian amenities, such as benches and bike racks. Materials will also be changed to give sidewalks and streets a cohesive appearance, while increasing the area's visual richness and complexity. Current streetlights will be replaced with efficient modern-looking ones to ensure that the street is well lit at nighttime to increase pedestrian safety. Lastly, trees will replace the small palm trees along the northern section of Avenida Revolución to provide shade and sense of enclosure for pedestrians, while preserving the street's human scale.



## Major Features

Avenida Revolución will become a pedestrian-friendly street that will have a series of features that will promote walkability and attract visitors, including:

- Art Gallery
- Landmarks
- Plazas
- Park
- Mixed-use
- Apartments
- Retail
- Office
- Hotel
- Gym
- Parking
- Wide Sidewalks
- Landscaping
- Outdoor Dining and Seating Areas



*Art Gallery at Mexicocoach Bus Station*



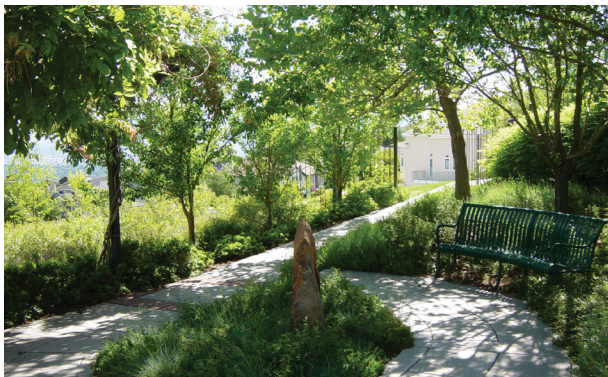
*Consistent landscaping*



*Outdoor dining and seating areas*



*Wide and walkable sidewalks*



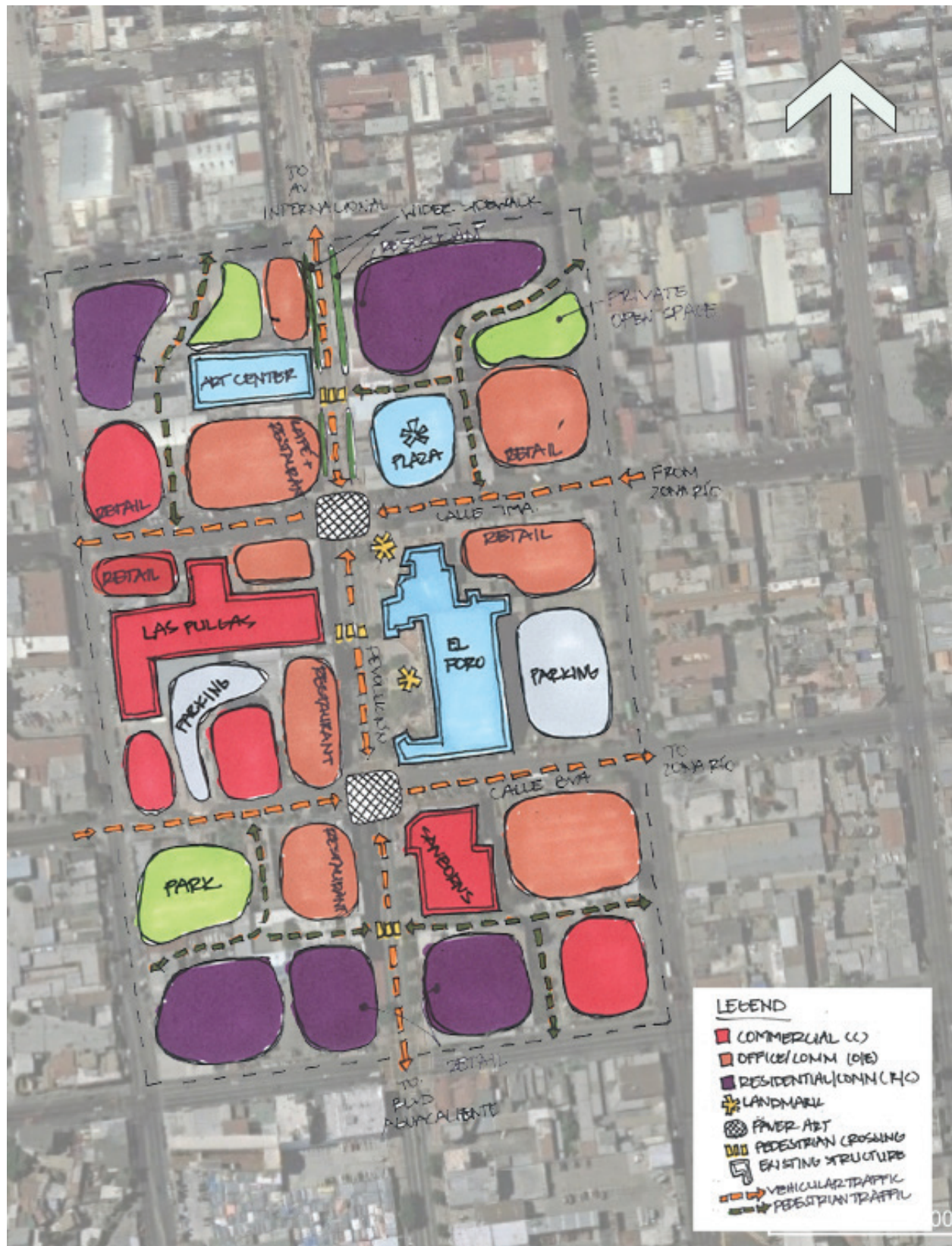
*Pocket parks*



*Small plazas and gathering areas*



## Conceptual Diagram





## 6.3 LAND USES

The following land uses intend to provide Avenida Revolución with a mixture of uses that will incentive commercial and pedestrian activity in the area, transforming into a destination.



### **Residential over Commercial (R/C)**

Commercial-retail uses in the ground floor and residential uses in the upper floors.



### **Commercial (C)**

General retail and service commercial purposes.



### **Office over Commercial (O/C)**

Commercial-retail uses in the ground floor and office uses in the upper floors.



### **Cultural Facility (C-F)**

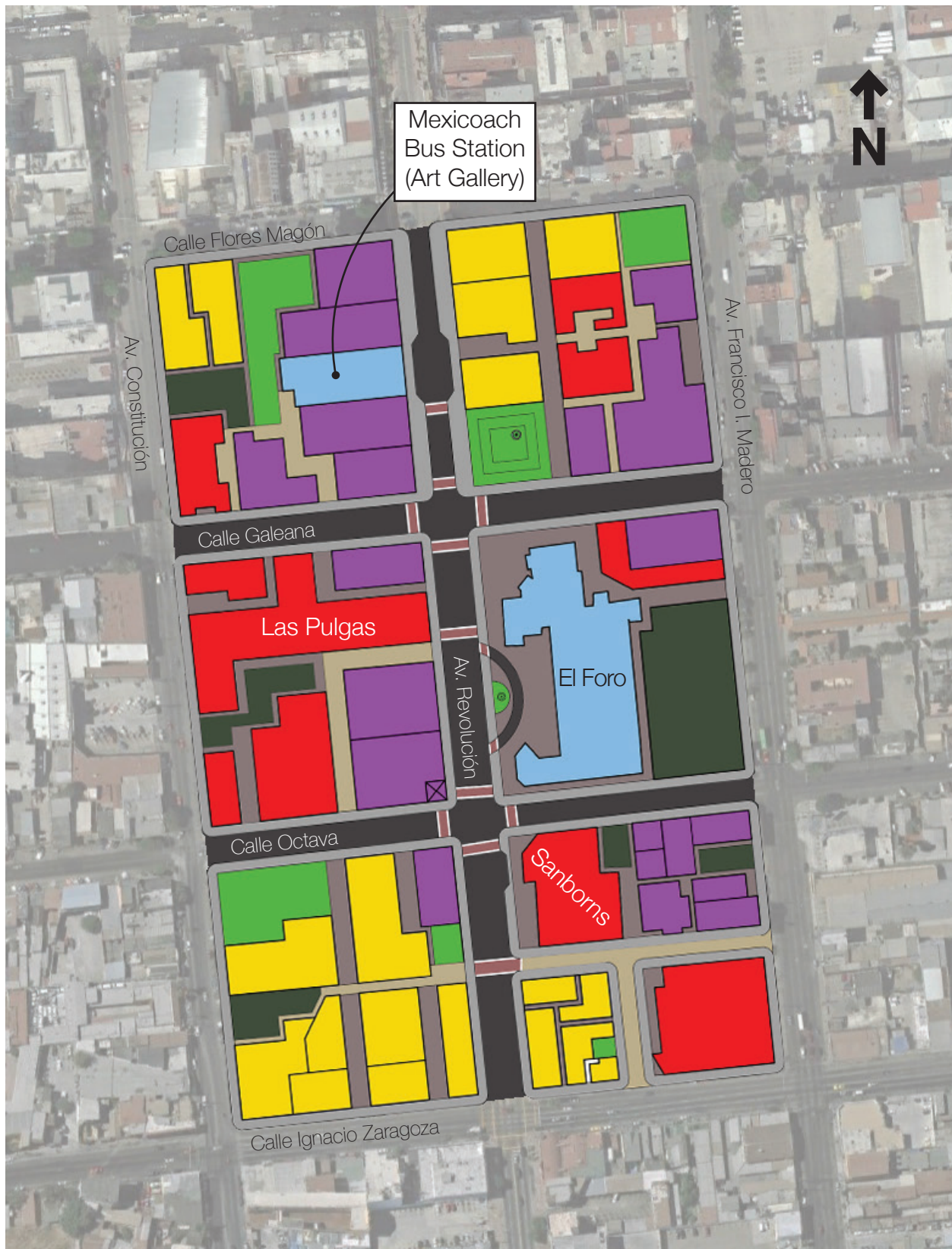
Facilities that promote local arts in the form of exhibitions, galleries, theater, musical performances, and others.



### **Open Space (OS)**

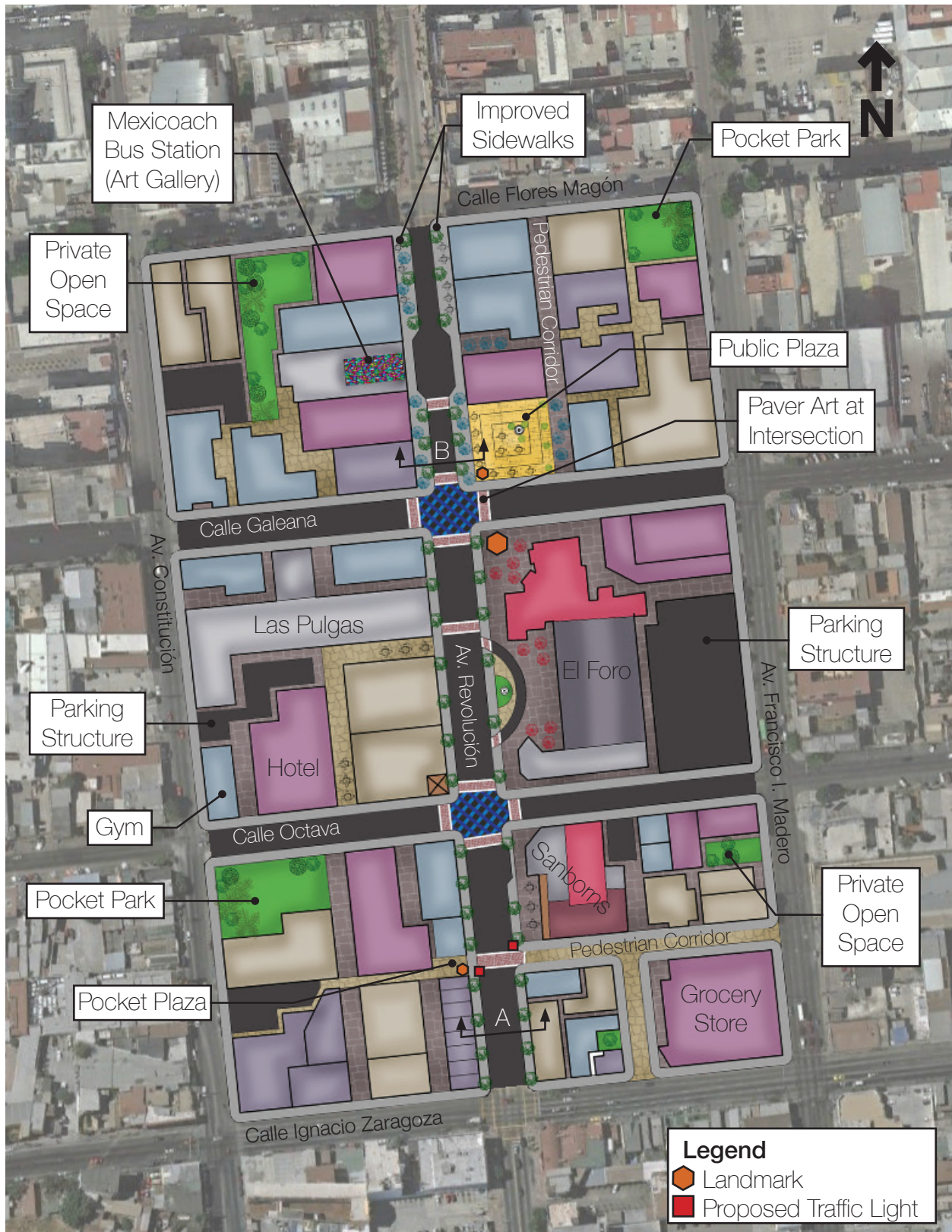
Spaces meant for leisure activities, such as walking, strolling, exercising, etc.

## Proposed Land Use Map





## 6.4 PROPOSED SITE PLAN





## 6.5 CIRCULATION

The street configuration in the pilot study area will remain unaltered. The site currently has streets and sidewalks capable of accommodating the proposed mixed of uses. Some pedestrian-friendly features will be added to increase walkability within the site.

### Vehicular Circulation

Vehicular circulation will be kept on major streets, including Avenida Revolución, as well as Calle Séptima and Calle Ocatava. The lane reduction at Revolución and Calle Séptima will remain, to encourage traffic to move slowly. This also allows sidewalks to be wider, providing additional space for outdoor seating and open space.



*The current 2-lane and 4-lane street configuration will remain in Avenida Revolución, which acts as a traffic calming measure and improves walkability through the site.*

### Pedestrian Circulation

Pedestrian circulation is served by wide sidewalks and a series of paths that increase permeability through the site. Streetlights, clearly marked crossings, trees and a variety of urban furniture will provide a sense of enclosure and linkage to the site, while increasing pedestrian safety.



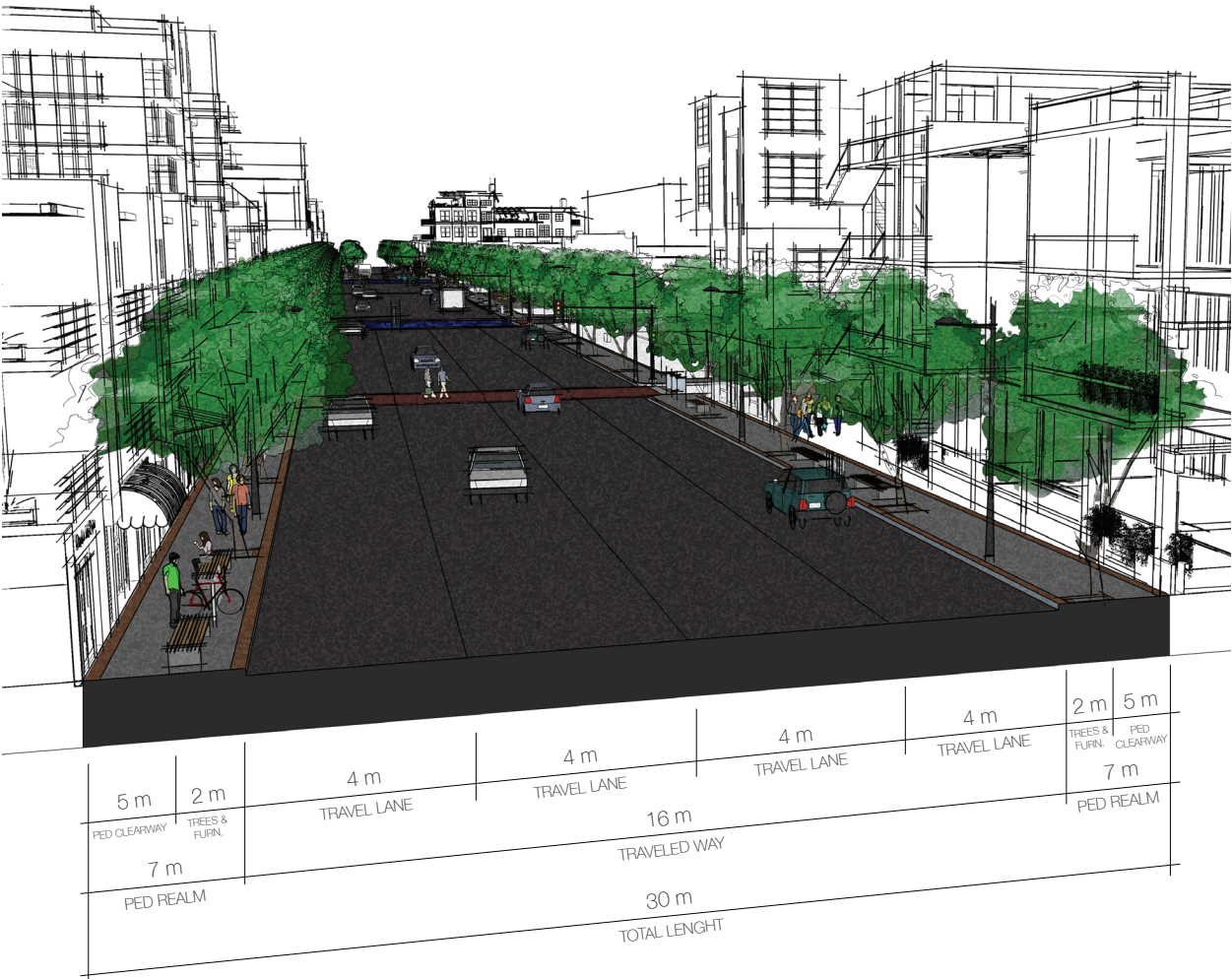
*All sidewalks within the site will be upgraded to accommodate pedestrian activity, most of the existing outdoor seating areas along Avenida Revolución will remain, as they promote commercial and social activities.*



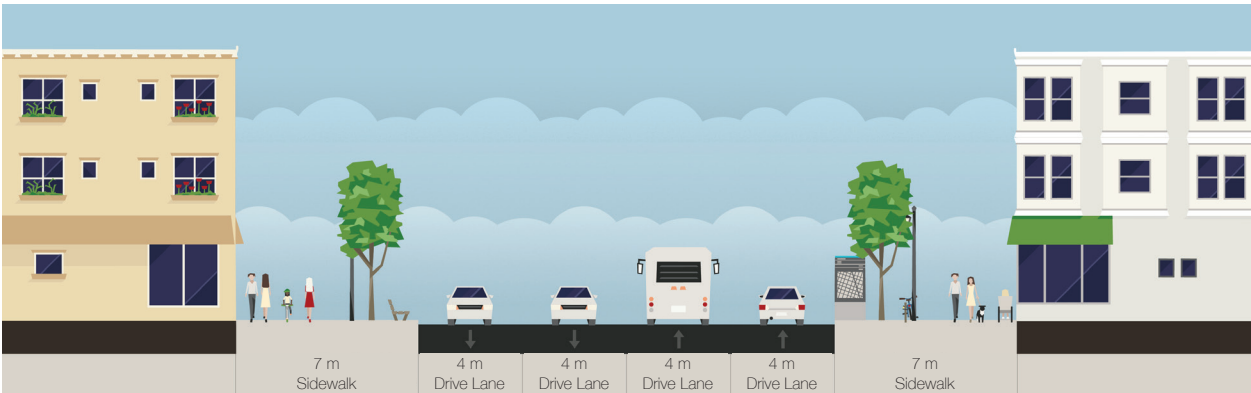
# AVENIDA REVOLUCIÓN SOUTH (A)

Avenida Revolución between Calle Ocatava and Calle Galeana

Typical Street Site Plan A



Street Cross Section A



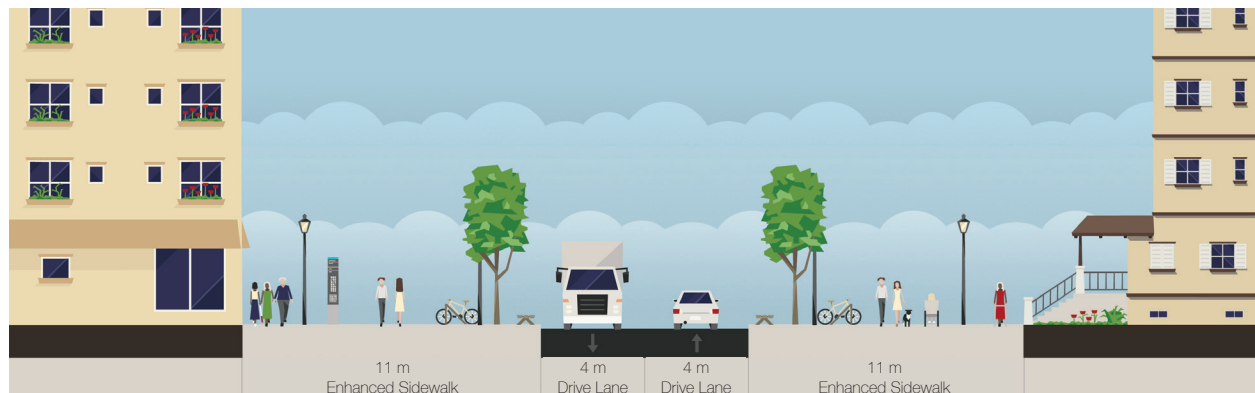
## AVENIDA REVOLUCIÓN NORTH (B)

Avenida Revolución between Calle Galeana and Calle Flores Magón

### Typical Street Site Plan B



### Street Cross Section B





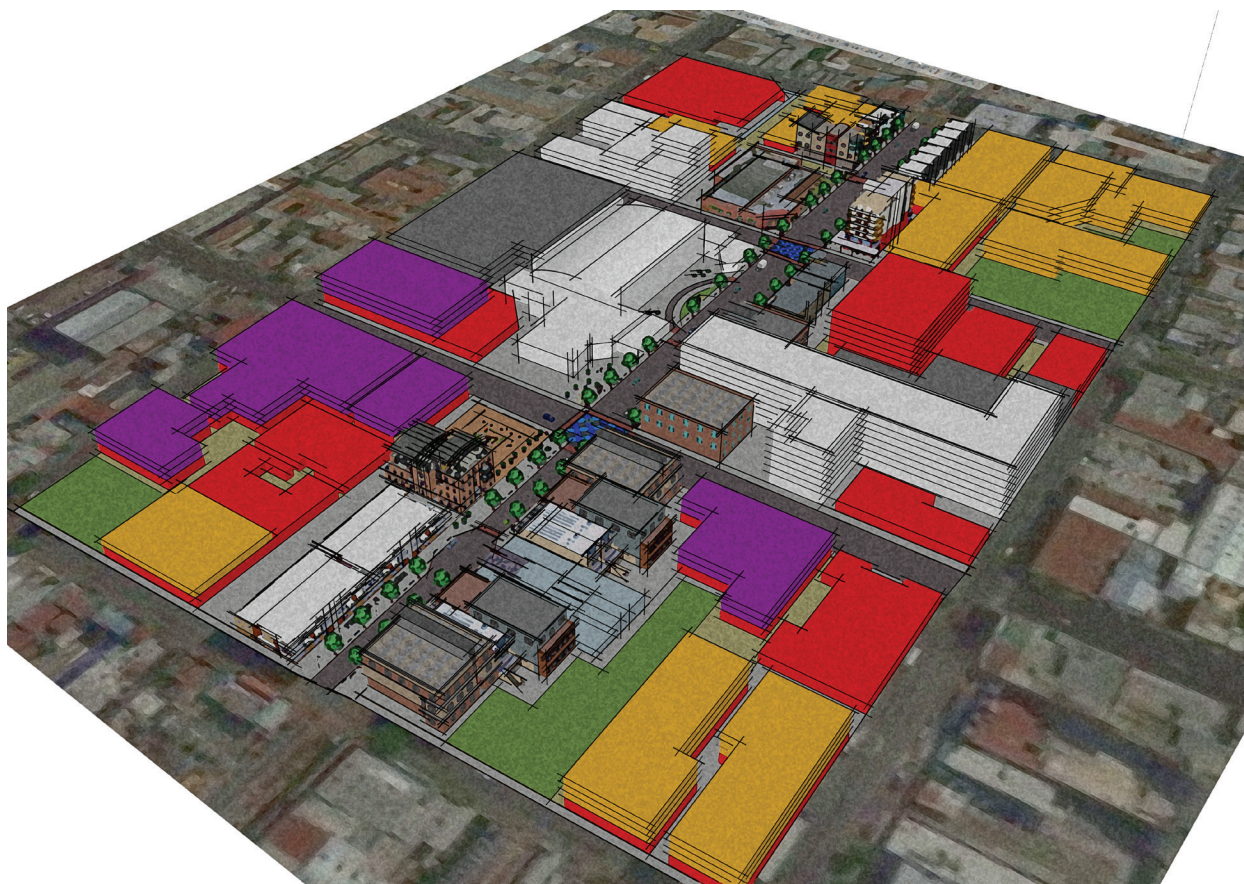
## 6.6 PROPOSED MASSING

The map below shows the proposed massing for the pilot study area. The building footprints represent the intended volume dedicated for each proposed type of use. The numbers on the other hand, indicate the proposed number of stories for each new building within the study area.





## BIRD'S EYE VIEW



## STREET CROSS SECTION

The cross section depicts Avenida Revolución and the mix of uses near Calle Ignacio Zaragoza located at the southern edge of the pilot study area. The mixed-use developments will incorporate residential uses on the upper stories. Most of the ground floor will be dedicated for commercial and retail uses, including shops, restaurants, cafés and bars, to attract activity on Avenida Revolución.

At the corner of Calle Ignacio Zaragoza and Avenida Constitución will be a grocery store. This will provide easy access to fresh produce and food to residents in the area and its proximity will allow them to walk, promoting a more sustainable and healthier lifestyle.





## 6.7 PROPOSED AMENITIES

In order to promote walkability and pedestrian activity throughout the pilot study area, the following amenities are proposed:

### Efficient Street lighting

Street and public space lighting typically plays an important role in the nighttime landscape. Lighting can be used to enhance public safety and security while also enhancing the aesthetic appeal of the surrounding properties. By converting older lighting technologies to LEDs, the City of Tijuana will have an opportunity to reduce the cost of outdoor lighting while enhancing the nighttime environment.



### Small Street Signage

The shape, size, text, and location of sign can affect how well they work. In order to preserve Avenida Revolución's human scale, small and visually interesting street signage is proposed. These signs should be placed perpendicularly to buildings and at a height that makes them comfortable to read, maximizing their effectiveness.



**Adequate Street Furniture**

Sidewalks are important social spaces where people interact and walk together. In addition to be wide enough to accommodate pedestrian traffic, effective sidewalks have amenities that facilitate and encourage walkability and social interactions, such as modern benches, bicycle racks, tables, and trash cans. These amenities will make Avenida Revolución more comfortable and appealing for pedestrians, which can encourage uses that increase security.



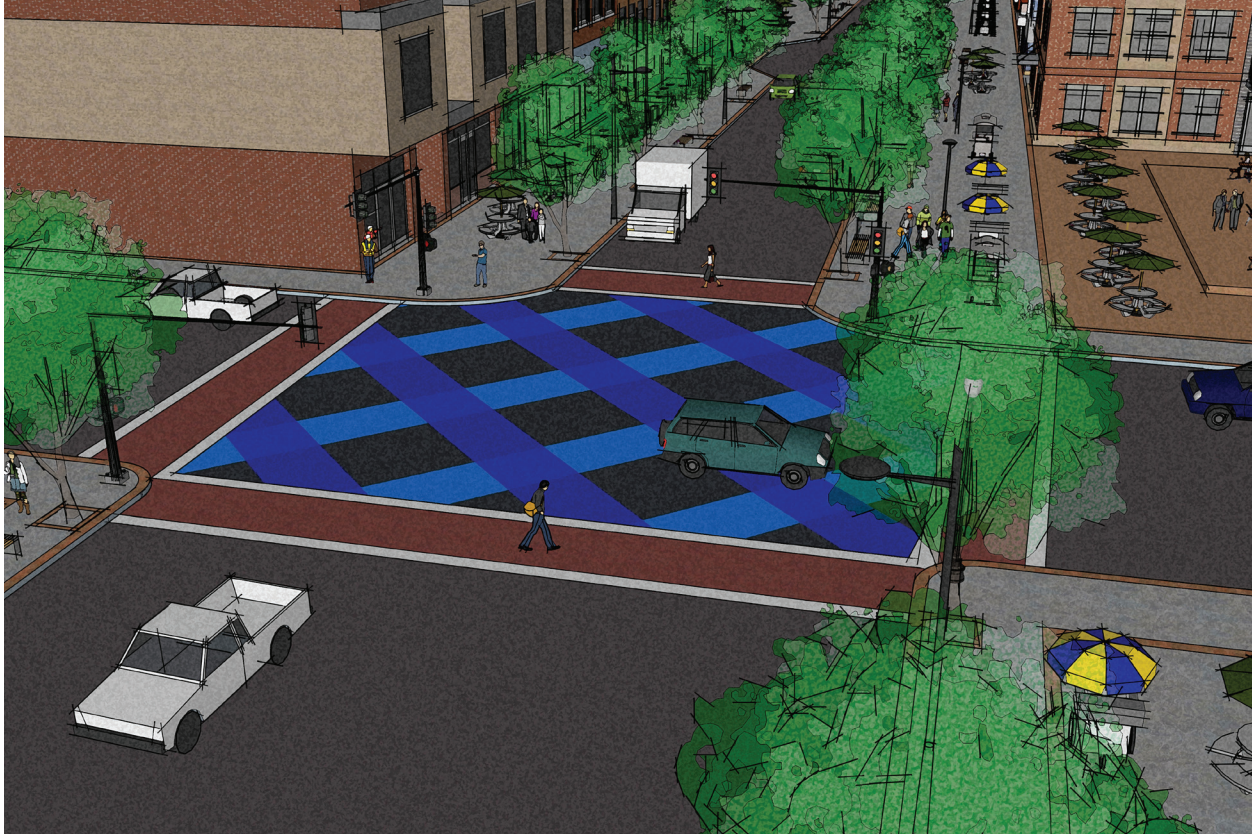


## 6.8 SITE VIEWS



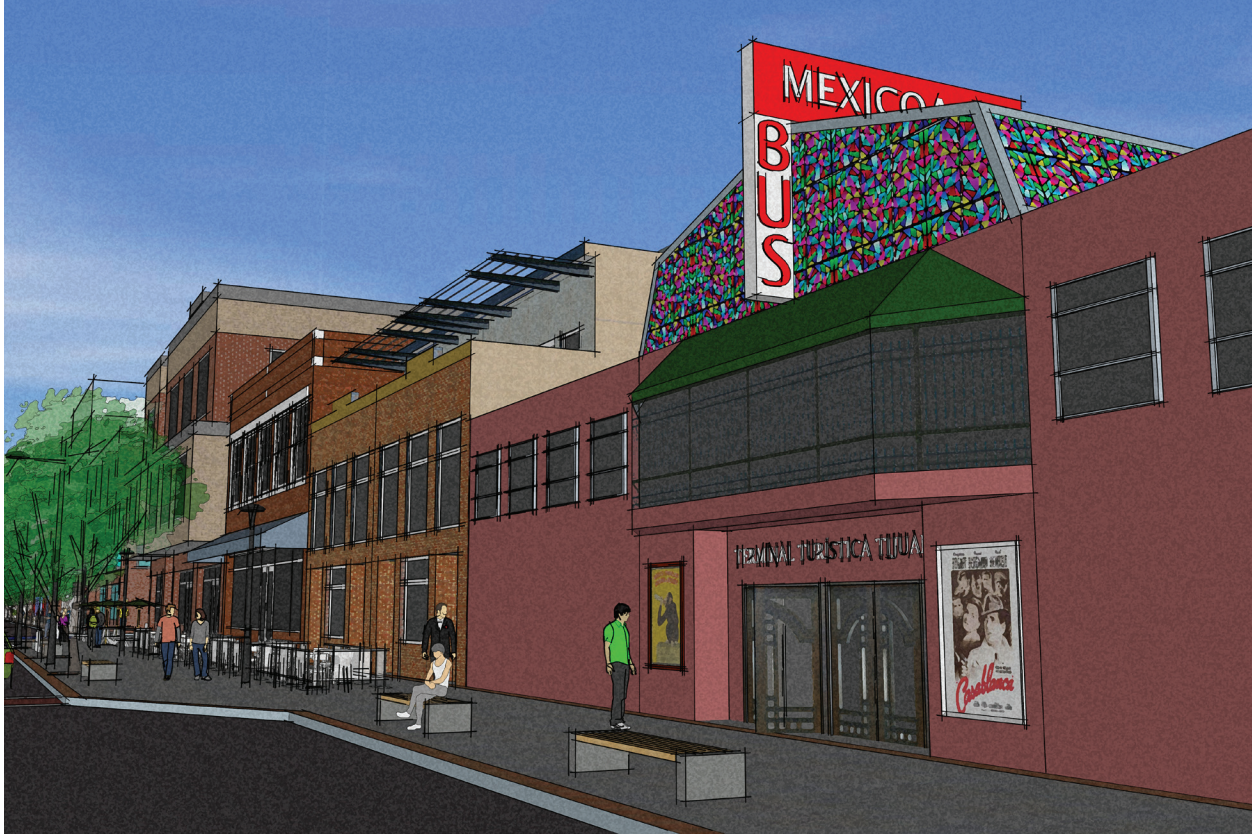
*Bird's eye view of Avenida Revolución looking north.*





*The marked pedestrian crossings promote safety and walkability, while the paver art and various materials increase the street's complexity and visual richness.*





*Mexicocoach Bus Station Art Gallery, an example of adaptive reuse.*



*Proposed plaza and mixed-use building at the corner of Avenida Revolución and Calle Galeana.*





*Proposed retail along Avenida Revolución. The wide sidewalks and benches promote walkability and the outdoor dining areas increase the avenue's transparency.*





*Mixed-use buildings with commercial uses at the ground floor and apartments on the upper stories.*





*The consistent tree lining preserves the area's human scale, while providing pedestrians with a sense of enclosure that makes it comfortable to walk.*



*Proposed landmark at the corner of Avenida Revolución and Calle Galeana, adjacent to El Foro. This will act as reference point, making the avenue legible and increasing its imageability.*





*Pedestrian corridors will increase the area's linkage, as well as provide open space for outdoor activities that can include a farmers' market and art exhibitions.*





*Potential mixed-use development at the corner of Avenida Revolución and Calle Octava.*



## 6.9 CONCLUSION

Avenida Revolución and downtown Tijuana have the potential to become a destination for locals and tourists once again. Its prime location, at the center of Tijuana's metropolitan area and a couple miles south of the international border gives it an advantage over other areas in the city. Downtown Tijuana is still a main transportation hub for the entire urban area, since most bus lines start or end here, bringing users that will consume local services and goods. Adding more amenities and entertainment options will encourage users to walk around and spend time exploring the area.

The proposed sidewalks enhancements, pedestrian-friendly features and corridors will improve the linkage and permeability along Avenida Revolución. Pedestrians will feel safer walking around the area, increasing the activity on the streets and attracting more people to the site. This increase in activity will be beneficial for local businesses and retailers.

Adding residential uses in Avenida Revolución will allow people that are looking for an urban, compact and cosmopolitan environment to live in downtown. The mix of uses and compact development will give residents easy access to a variety of commercial, retail, and entertainment activities. Additionally, this will promote alternate modes of transportation, such as walking or biking, over driving, resulting in a more healthier and sustainable lifestyle.

Lastly, the adaptive reuse of older underutilized structures, like the Mexicoach Bus Station, will create spaces for local artists to showcase their work. Cultural activities in downtowns because generate interest in residents and visitors, which increases activity in the area. Lively streets are an important element in successful place making, where both planned and unplanned activities can be tools for enhancing street life and attracting visitors to a place. In recent years, Tijuana has become a cultural center for the entire region, and parts of downtown like Pasaje Gómez and Pasaje Rodríguez have been successfully adapted to host cultural events and art walks.

There is no doubt that downtown Tijuana has what it takes to become a lively and urban district again. The city's various government entities have to work together to create a plan to incentive economic development and tourism in downtown. Proposal should not be limited to public funding; public-private partnerships should be explored, as they have proven to be successful in other places. The final result a safe and clean downtown Tijuana that will be attractive to both locals and tourists seeking a unique urban experience.

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Hax  
Peace, Love

Chontes

glow

Mural at Pasaje Rodríguez



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