

## PROPOSAL FOR A RESEARCH: GOVERNANCE AND PLANNING.

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### Abstract

An extended abstract (500-1000 words) should be provided, outlining:

- 1) the issue/research problem;
- 2) its relevance for the conference theme;
- 3) the background;
- 4) the methodology;
- 5) and the key results of the paper.

Trans-border planning requires new governance paradigms and both sides need to define an appropriate planning approach across the border.

In this project I will attempt to compare some institutional structural and work culture issues\* of the planning departments on both sides of the California border, specifically in San Diego and Tijuana. The purpose of this comparison is to identify some obstacles and problems that can be drawbacks when we think about new future mechanisms for trans-border planning. At the end, I will conclude with criteria to comply with for a trans-border organization and planning approach.

As case studies we will use existing examples. The recommendations can be applied to existing trans-border mechanisms.

Through a positive analysis, I will describe how both sides go about addressing physical planning (regional and urban land use planning and urban design).

When exploring organizational issues we have to be aware that bad planning can coexist with strict regulation and control, and good planning can coexist with low control and regulation, that is, with weak implementation capabilities, and this can apply to many urban areas.

\* In the following table I present structural and work culture issues that will be addressed in the essay.

CRITERIA			
STRUCTURAL ISSUES	SAN DIEGO	TIJUANA	Transborder Planning
Organizational Issues, Fragmentation, No Planner Representation			
Resources			
Time			
Personnel			
Finances			
Administrative Capacity			
Jurisdictional Limits			
Community Representation			
WORK CULTURE			
Planning Modality			
Comprehensive vs. Issue-Oriented			
Reactive vs. Proactive			
Role of the Planner			
Adversarial vs. Collaborative			
Regulation vs. Negotiation			
Political vs. Technical			
Deprofessionalization of Profession			
Formal Knowledge vs. Common Sense			
Culture of Law			
Credibility			

### TRANSBORDER COLLABORATION

Trans-border collaboration can be achieved with the participation of the existing organizations or new ones, but it is imperative that counterparts on each side of the border discuss what trans-border system or systems are going to be dealt with. We have to ask ourselves if these systems or subsystems really are of a trans-border nature. We have to know our

common vision for the future and the organizational and work culture issues that have to be dealt with in order to tackle that vision effectively and efficiently.

What is needed is a comprehensive proactive vision for the future of the border area. Reacting to crises is not adequate. The organization that should create that vision should comply with the following organizational and attitudinal criteria:

**ORGANIZATIONAL FRAGMENTATION:** The agency has to comply with an interdisciplinary trans-border approach for physical planning. Functional fragmentation is not acceptable.

**RESOURCES:** Reorient present financial sources to accept new concepts of administrative, comprehensive, and proactive approach. New financial mechanisms and sources need to be implemented.

**ADMINISTRATIVE CAPACITY:** a consensus should be obtained between all local trans-border agencies. The benefit and value of regulatory compliance has to be promoted. In all commissions of all levels there has to be a minimum quorum of physical planners. The modality of collaboration (joint plans, joint management etc.) should be applied according to existing conditions and discussed in the future.

**JURISDICTIONAL LIMITS AND TRIBUTARY AREA:** a wide region should be considered and various criteria should be used for its definition (ecological, economic, political jurisdictions etc.). Pilot projects are recommended initially such as the Tijuana river basin promoted by San Diego State University Institute for Regional Studies of the Californias, or the Mesa de Otay region being worked by SANDAG. Both regions cross the border. These types of projects foster a close understanding of professionals and communities of both sides about the other side of the border.

**COMMUNITY REPRESENTATION:** Acceptance of trans-border planning requires mobilization efforts by both communities.

**LEGAL SYSTEMS:** All analyses about the implications for planning in the border due to differences in legal systems should be carried out.

**PLANNING MODALITY:** It is advisable to use the rational comprehensive modality since it is more amenable to a political complex context. Trans-border scenarios can be made, impacts discussed, and consensus can be built. Once consensus are built, a comprehensive vision can be promoted and accepted by the community at large.

**PLANNERS ROLE:** the planner's role and position must be central in the process. In the administrative system there has to be a reasonable representative quorum of planners from both sides of the border for their participation as consultants, decision makers and in the implementation of plans and projects.

#### POTENTIAL CANDIDATE ORGANIZATIONS

To create a new interdisciplinary trans-border agency to deal with physical planning in a comprehensive way, we must first consider the existing binational ones: the IBWC- "International Borders and Water Commission" or CILA or "Comisión Internacional de Límites y Agua" as well as the "Border Liaison Mechanism"- "Comités de Enlace Fronterizo" that are coordinated by both consulates, and SANDAG (San Diego Association of Governments. Another option is to design and create a new organization, which has to include natural resources-environmental-land use planning, urban design, transportation and other physical planning issues.

There are trans-border financial mechanisms, but in general these have been allocated for isolated issues (water, environment etc.) and reactive.

**Keywords:** Trans-border Planning; Governance; Structural and work culture issues