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Oral History Conversation with Miguel Marshall


Nia mair

Anthony Beinar

Chris Colarossi

Janet Herring

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ORAL HISTORY CONVERSATIONS WITH CHANGEMAKERS

By Students in PHILOSOPHY 332: Business Ethics | Spring 2018

MIGUEL MARSHALL
(CENTRO VENTURES)

Conducted by Anthony Beinar, Chris Colarossi, Janet Herring, and Nia Mair

00:00:02.190 --> 00:00:08.360

OK. I have to start and say a little
a brief introduction. OK.

00:00:08.360 --> 00:00:11.490

So this is
an oral history conversation on social

00:00:11.490 --> 00:00:15.630

enterprise between students in Business
Ethics at the University of San Diego and

00:00:15.630 --> 00:00:17.770

Mr. Miguel Marshall founder and C.E.O.

00:00:17.770 --> 00:00:24.430

of Centro Ventures. Miguel, before we begin
the conversation properly and just by way

00:00:24.430 --> 00:00:28.210

introduction to future scholars
who might listen to the recording

00:00:28.220 --> 00:00:30.560

of this conversation, could you give us

00:00:30.580 --> 00:00:37.010

a brief overview of what Centro Ventures is
and the social impact that it seeks to serve?

00:00:37.490 --> 00:00:39.310

So Centro Ventures is

00:00:39.320 --> 00:00:46.080

a company that does redevelopment
in urban areas around Tijuana

00:00:46.880 --> 00:00:53.660

mainly using real estate as the angle
towards making neighborhoods better.

00:00:53.670 --> 00:01:00.480

So we use. We started at
fixing abandoned or

00:01:01.030 --> 00:01:07.910

re-purposing buildings. So what we've
done is we found the buildings that are in

00:01:07.920 --> 00:01:13.290

Tijuana inside of mostly downtown
to reconfigure them into

00:01:13.300 --> 00:01:19.600

housing, retail, and office projects.

00:01:20.690 --> 00:01:22.470

That brings us to

00:01:23.040 --> 00:01:29.630

a new market segment coming into the
downtown area of Tijuana. That also

00:01:29.940 --> 00:01:36.360

has an impact in towards towards neighborhoods
so while doing this

00:01:37.670 --> 00:01:43.020

re-adaption of this market

00:01:43.080 --> 00:01:44.440

We do

00:01:45.530 --> 00:01:52.210
at the same time we do community
projects that help...that help the

00:01:52.220 --> 00:01:58.620
neighborhood starting from
helping in the parks

00:01:59.290 --> 00:02:06.050
improving all of our key values on that
are sustainability, social impact, economic

00:02:06.060 --> 00:02:11.680
development art and that's about it.

00:02:16.150 --> 00:02:20.800
So most entrepreneurs when they go into ventures, their motivation and their drive

00:02:20.940 --> 00:02:26.020
and their inspiration is through childhood experiences or something significant that happened

00:02:26.300 --> 00:02:30.590
and since your's is so specific, this re-adaptation of TJ neighborhoods, I just wanted to know

00:02:30.590 --> 00:02:34.810
were there any childhood experiences that you had or what was your motivation for why you

00:02:34.860 --> 00:02:37.900
decided to embark on the redevelopment of real estate in TJ?

00:02:38.070 --> 00:02:39.990
So, yeah it's a great question

00:02:41.525 --> 00:02:42.995
What we did is

00:02:44.332 --> 00:02:48.492
prior to this venture, I've
been an entrepreneur ever since I was 19

00:02:48.880 --> 00:02:51.350

I started selling...

00:02:53.250 --> 00:02:56.660

I started selling clothes for the tourism industry

00:02:56.660 --> 00:03:02.260

so a lot of the tourists who came to Tijuana shopped in stores.

00:03:02.310 --> 00:03:08.000

So I sold wholesale t-shirts saying "Tijuana," "Rosarito," "Ensenada"

00:03:08.000 --> 00:03:08.740

to the shops

00:03:09.100 --> 00:03:19.030

and so during 2006, 2007 it was when I started it very prosperous and 2008 came

00:03:19.210 --> 00:03:25.040

we had the economic downturn then we had violence in Tijuana started to escalate

00:03:25.130 --> 00:03:28.520

2008, 2009, 2010 and so

00:03:28.520 --> 00:03:30.180

the tourism industry just plummeted

00:03:30.280 --> 00:03:35.770

so what I did is I just thought well I should sort of reinvent myself

00:03:35.770 --> 00:03:42.090

but I'm not going to try to reinvent myself yet

I'm just gonna work. So I started working with an

00:03:42.100 --> 00:03:46.890

accounting firm I'm an accountant by background so I worked with Deloitte while

00:03:46.950 --> 00:03:52.660

doing college so. What I did is afterwards when I graduated I started to get

00:03:52.700 --> 00:03:58.030

a lot, very involved in social enterprises through Endeavor, which is an

00:03:58.040 --> 00:04:03.550

accelerator and that took me one thing to the next into the next into the next and now

00:04:03.560 --> 00:04:10.300

I'm here. I'm doing real estate trying to reconfigure emerging neighborhoods

00:04:10.310 --> 00:04:16.769

trying to help trying, to redevelop them so it's been

00:04:16.779 --> 00:04:23.290

a lot of different things. I cannot say one it's just been one thing takes you to the

00:04:23.300 --> 00:04:25.490

next and you know where I'm at.

00:04:27.950 --> 00:04:31.520

So one of things that you probably did to help one of the neighborhoods

00:04:31.550 --> 00:04:33.050

was the Bordofarms

00:04:36.200 --> 00:04:39.110

I really liked, I read an article about that
and I was really touched by

00:04:39.140 --> 00:04:42.060

how great an idea that was.

00:04:42.480 --> 00:04:46.890

Could you tell us a story of maybe
how Bordofarms made a difference

00:04:46.890 --> 00:04:50.270

in some of the lives of the people
that worked there?

00:04:50.340 --> 00:04:55.340

Yeah so we were very focused before
Bordofarms very focused on economic

00:04:55.340 --> 00:04:58.090

development. We did

00:04:58.100 --> 00:05:04.440

a co-working space in the old Avenida
Revolución where all the

00:05:04.840 --> 00:05:11.100

bars and all the tourism used to flow
through there so we did that project

00:05:11.150 --> 00:05:17.420

and it was pretty cool that it helped out
like that neighborhood that area specifically

00:05:17.430 --> 00:05:20.920

right now they're doing bunch of buildings
there's other co-workingspaces

00:05:20.920 --> 00:05:22.900

there's a lot of things happening

00:05:23.020 --> 00:05:26.220

but at the same
time when I was in downtown and I started

00:05:26.220 --> 00:05:29.370

to see that there was this

00:05:29.500 --> 00:05:36.440

population group, the deportees that were
that were sort of blighted then and part

00:05:36.450 --> 00:05:41.910

of the idea of selling Tijuana, it
just so didn't make sense to say "yeah

00:05:41.950 --> 00:05:44.630

it's a great city it's going to
be booming, it's going to do

00:05:44.640 --> 00:05:46.110

a lot of money where there's going to be

00:05:46.120 --> 00:05:51.230

a lot of employment" yada yada,
then you have this community, this group of

00:05:51.240 --> 00:05:56.670

people just without
support without...

00:05:57.060 --> 00:06:02.890

without infrastructure to
help them so what I thought is they're

00:06:02.900 --> 00:06:09.560

our neighbors in in downtown so we need
to incorporate them and so what I thought

00:06:09.570 --> 00:06:16.100

is let's do it through social
enterprise angle not... previously

00:06:16.460 --> 00:06:21.030
they've always and even today
they continue to give

00:06:21.810 --> 00:06:28.550
a lot of support but through
food through taking them to shelters and

00:06:28.560 --> 00:06:32.440
all of that, which helps,
but it wasn't...it's just

00:06:32.450 --> 00:06:37.860
a way of extending the hand right
so what I thought is let's let's try to

00:06:37.870 --> 00:06:43.860
do something where they can learn to
become productive and so it was

00:06:43.870 --> 00:06:46.660
a way for us to show
them that they can find

00:06:46.670 --> 00:06:53.150
a job and at the same time
reintegrate into the city into the economic

00:06:53.540 --> 00:06:57.030
development of the city and so we did

00:06:57.040 --> 00:07:02.950
a pilot of doing this urban
farm. It was... we had

00:07:04.170 --> 00:07:10.820
thirty urban, sorry thirty farm beds

so we had over seven hundred plants

00:07:11.250 --> 00:07:17.550

and so we gave jobs to ten
deportees

00:07:18.130 --> 00:07:23.190

and so they were unemployed living on
the street living, living under bridges and

00:07:23.230 --> 00:07:25.800

suddenly they have a job
we gave them

00:07:25.810 --> 00:07:32.520

a name tag they started to feel
empowered and some of them well like

00:07:32.530 --> 00:07:39.190

half had substance abuse
issues and the other half was

00:07:39.200 --> 00:07:42.800

just like down and so so it was

00:07:42.810 --> 00:07:47.310

a way for them to feel that they
still exist... they still have

00:07:47.320 --> 00:07:48.750

a chance and so it was

00:07:48.760 --> 00:07:54.990

very, very empowering for them and for
us to see them sort of move forward.

00:07:56.760 --> 00:07:57.660

And so yeah it was

00:07:57.670 --> 00:08:04.300

a great pilot. The program was much, much bigger and the vision was much, much bigger

00:08:04.310 --> 00:08:10.830

but we had our issues with with the government and with other people that

00:08:11.080 --> 00:08:14.680

mostly government because it was, it was

00:08:14.690 --> 00:08:20.980

a very interesting project. That tackled many, many points of the city it was it

00:08:20.990 --> 00:08:27.490

just it really hit the nerve of the city

00:08:28.230 --> 00:08:33.470

because it just struck not only that angle, it struck environmental issues, it struck

00:08:34.270 --> 00:08:40.380

many things that didn't make sense and it was it was difficult for it was back then

00:08:40.390 --> 00:08:46.740

I was twenty-six like twenty six year old to all of that. So yeah that's

00:08:47.050 --> 00:08:49.630

the story on Bordofarms.

00:08:49.810 --> 00:08:56.570

leading...leading or following that, you like talk about Bordo farms

00:08:56.570 --> 00:09:00.950

as a very ambitious venture. You've got a lot of partners, and donors

00:09:00.990 --> 00:09:03.990

and deportees,

00:09:03.990 --> 00:09:05.680

and volunteers and stuff like that. Could you walk us through the process of like

00:09:05.680 --> 00:09:08.680

how you like built

00:09:08.680 --> 00:09:12.620

Those partnerships. I know you just talked about getting the crops into the

00:09:12.620 --> 00:09:15.620

restaurants. I don't know if you were able to reach that or not.

00:09:15.620 --> 00:09:17.310

So yeah! We were able to get them but more of

NOTE Paragraph

00:09:20.310 --> 00:09:26.720

Pilot because we didn't have. Well, one we didn't have the

NOTE Paragraph

00:09:27.150 --> 00:09:34.090

The certifications to make it sort of legal because we like the Mexican

00:09:34.100 --> 00:09:34.780

F.D.A.

00:09:34.820 --> 00:09:41.720

Didn't have the certifications but some restaurants did buy it from us

00:09:41.920 --> 00:09:48.870
some just bought it for reasons of
supporting. So so everything was

00:09:48.880 --> 00:09:53.650
sort of fixed like everything
was was it was more or more of

00:09:53.660 --> 00:09:56.900
a way of showing that there's
support that there is that there's

00:09:56.910 --> 00:10:02.710
a way and we and we knew about it ever since
we had the idea we knew that it wasn't

00:10:02.720 --> 00:10:09.400
going to be real but it was going to but
it was going to strike people's mind and

00:10:09.410 --> 00:10:15.310
it was going to take us to the next level
when we could make it real so the real

00:10:15.420 --> 00:10:16.880
idea was to make it

00:10:17.180 --> 00:10:23.660
a vertical farm that had the extension
around the Tijuana River

00:10:24.000 --> 00:10:26.330
so across the Tijuana River

00:10:26.340 --> 00:10:31.740
it's it's like right up right
above the river bed it's a it's

00:10:31.750 --> 00:10:38.440

abandoned and it's where most of the
deportees live. Below bridges and stuff so we

00:10:38.450 --> 00:10:45.300

thought well what if we extend this
so far if we just do one module in the

00:10:45.450 --> 00:10:51.040

works in another module. Well the real estate
should be free because it's government

00:10:51.470 --> 00:10:58.090

so the government could support it. And
then it can sort of if we push it closer

00:10:58.100 --> 00:11:04.760

to the border it would be good for tourism
so we could bring in more sustainable

00:11:04.770 --> 00:11:10.450

and people that are interested in this
social impact stuff to come in and see

00:11:10.570 --> 00:11:15.990

people working having shops and walking
around like sort of an idea similar to

00:11:16.030 --> 00:11:22.780

highrise in New York. Again
very ambitious but. At

00:11:22.790 --> 00:11:25.800

least we did it at least
we tried. No?

00:11:29.150 --> 00:11:32.150

Alright so this is the last question about
that. I promise

00:11:32.150 --> 00:11:36.500

So in the article you are quoted as
saying there are like 2,000 people living

00:11:36.500 --> 00:11:37.500
in the sewer, and there is drug addiction
Yeah!

00:11:39.500 --> 00:11:40.940
And a lot of people would be

00:11:45.525 --> 00:11:48.525
fearful of going into that situation

00:11:53.190 --> 00:11:54.550
Yeah it was basically like

00:11:54.560 --> 00:12:00.580
a small town like very similar to what you
see in the movies like again in India

00:12:00.590 --> 00:12:07.420
and Pakistan those areas of it was it was
it was very eyeopening too well first of

00:12:07.430 --> 00:12:12.250
all there was a lot of drugs so
lot of heroin a lot of. Yeah

00:12:12.260 --> 00:12:18.260
a lot of drugs. Second of all yeah
the drugs take effect into people's.

00:12:19.350 --> 00:12:25.010
Physique so that again something that
scares you but then you start to have

00:12:25.020 --> 00:12:30.600
conversations when people are sober
because they're not high all the time so

00:12:30.950 --> 00:12:36.870
they're sober. When they're sober
they a lot of remorse a lot of doubt

00:12:36.880 --> 00:12:41.090
a lot of like not a lot of vision towards

00:12:41.100 --> 00:12:48.030
a future. And when you start to talk about
this big ideas. Beforehand before

00:12:48.040 --> 00:12:53.640
I was doing the project. It was like yeah
whatever and like everybody comes and

00:12:53.650 --> 00:12:57.400
says whatever and I will continue to do
what we do and thank you for coming and

00:12:57.400 --> 00:13:00.400
see you later.

00:13:00.400 --> 00:13:06.720
But, but when we did it it was for them
like wow this guy's really meant it and

00:13:06.730 --> 00:13:12.590
they're not like yes-ing so let's try
to support these kids that are trying to do

00:13:12.600 --> 00:13:19.180
something and they don't know that it's
going to work neither do we but let's what

00:13:19.770 --> 00:13:25.470
do we have better to do right and so for
them it was like that and and we started

00:13:25.480 --> 00:13:31.780
with fourteen people ten stayed and they

think at the end we had seven because

00:13:32.330 --> 00:13:38.520

I don't the ten three decided willingly
to go to by themselves to go to rehab

00:13:39.210 --> 00:13:45.410

so so it was like one one guy was like for
ten years without like every day taking

00:13:45.420 --> 00:13:50.990

heroin and then suddenly he said well I'm
going to go to rehab and the first

00:13:51.090 --> 00:13:56.770

three. First week he went cold
turkey and the guy was like like dying like

00:13:57.530 --> 00:14:03.960

a guy like I have to literally take
him to to the to the to the facility to

00:14:03.970 --> 00:14:10.110

give him the medicines that they need in
all of that so it's for me something that

00:14:10.110 --> 00:14:16.100

. An experience very hard
very harsh very cold very.

00:14:17.210 --> 00:14:23.010

Real. But yeah it's something
that I will never forget.

00:14:25.280 --> 00:14:30.380

In class read an article about
the trial and error process.

00:14:31.890 --> 00:14:36.050

In all of our endeavors and about how

00:14:36.060 --> 00:14:42.840

a lot of it comes down to chance. Doing as much as you possibly can to maximize

00:14:43.380 --> 00:14:48.600

the potential disadvantage and turn it into some sort of advantage. Do you have any

00:14:48.610 --> 00:14:53.350

specific moments in any of your ventures where you turned

00:14:53.630 --> 00:14:56.140

a seemingly disadvantage into an advantage could be with one of your workers. For

00:14:56.140 --> 00:14:59.140

example a

00:14:59.140 --> 00:15:04.540

substance abuser in his and those changed his life around or or any other

00:15:04.550 --> 00:15:09.320

experience. Yeah so now I would like to move out of the Bordo Farms.

00:15:11.380 --> 00:15:17.350

No not because I don't like it it just that it was never my area of expertise and

00:15:17.360 --> 00:15:21.820

I've always been an entrepreneur and suddenly I'm more involved in social issues so

00:15:22.150 --> 00:15:27.750

so for me was like I just I just saw myself facing social issues and in

00:15:27.760 --> 00:15:33.040
a state just as any good interpretive
you're not good at anything you just you're

00:15:33.050 --> 00:15:37.180
just good of bringing people in
hey you're next for a day you're

00:15:37.190 --> 00:15:42.730
a psychologist come talk to them
so so. So that's that's that's

00:15:42.740 --> 00:15:47.270
a way I would like to move forward more
on my and my other ventures and so on my

00:15:47.280 --> 00:15:52.910
other ventures I. Yeah I've
always have issues for example.

00:15:55.190 --> 00:16:01.490
A good example of that is we saw the
project that I mentioned before that the

00:16:01.500 --> 00:16:07.430
Korean space so. It was and his
historic building which wasn't.

00:16:08.520 --> 00:16:13.650
Considered his story by the by the by
them in Knesset palette here the state or

00:16:13.690 --> 00:16:20.120
federal level it was just historic and how
you side it used to be the tourism bus

00:16:20.130 --> 00:16:25.220
station so it's the old bus station. And
it was pretty beautiful it was very

00:16:25.230 --> 00:16:30.650

beautiful had it up like a. Structure with

00:16:30.660 --> 00:16:36.500

a lot of like Crystal's the fall colors
it was very nice building so but

00:16:36.510 --> 00:16:43.340

a developer bought it and invited
us to weld to live in So what we

00:16:43.350 --> 00:16:49.020

did is we need oh shit are we leased we
were leasing the building so we didn't have

00:16:49.030 --> 00:16:54.680

an option and we didn't have the resources
to buy it so so they recently bought us

00:16:54.690 --> 00:17:00.780

out from the least we still had one
years on lease of. So we got bought out

00:17:01.690 --> 00:17:05.060

I had two options was one go to go to do

00:17:05.069 --> 00:17:11.869

a Masters which I was already admitted
in one school or to go to do my

00:17:12.130 --> 00:17:12.480

start

00:17:12.490 --> 00:17:19.859

a bent start my own company. Doing what
I'm doing now central ventures and so

00:17:19.900 --> 00:17:26.770

so what I did is safe for started to
find buildings that were in there

00:17:26.780 --> 00:17:31.490

were there were capable for adaptive reuse
so I found the system for that I had.

00:17:32.570 --> 00:17:38.450

With with the money I had I put in the
first the pass it and name by did other

00:17:38.460 --> 00:17:45.090

investors to join me on. Rehabilitating
the building and so that was my first

00:17:45.100 --> 00:17:52.030

project and this happened three years ago
so three years ago three years ago I had

00:17:52.280 --> 00:17:52.520

not

00:17:52.530 --> 00:17:57.830

a little bit less like two years eight
months and late three months after that day

00:17:57.840 --> 00:18:04.580

that I sold the Corrigan space I found the
stuff that I'll put into the parsonage

00:18:05.150 --> 00:18:09.370

and so on and so for them to
come here so I. So that's

00:18:09.380 --> 00:18:14.000

a way I think of seeing something
bad that like I don't have

00:18:14.010 --> 00:18:20.660

a business anymore I was I was going
to go to school and then I said well

00:18:21.160 --> 00:18:27.190
maybe I should start my own company started
at the big opportunity and yeah bit of

00:18:27.200 --> 00:18:31.150
opportunity in never thought I was going
to be so involved in real estate and now

00:18:31.620 --> 00:18:36.450
they're in and yeah you know I don't I
don't see myself getting out in next five

00:18:36.460 --> 00:18:38.680
years or so for me it was

00:18:38.690 --> 00:18:45.230
a good way because if you guys are
our biggest still trying to see

00:18:45.600 --> 00:18:51.770
where you fit in in this hall. Yeah in
the story Rob if the students to write.

00:18:52.920 --> 00:18:56.390
Yeah Mr. And I'm personally

00:18:56.400 --> 00:19:03.140
a little bit involved in real say
Paul manages finance and. I have

00:19:03.670 --> 00:19:09.360
some bills experience but it's so broad
Yeah you can really get into so many things

00:19:09.370 --> 00:19:15.990
right this and yang and in business in real
estate in finance in everything there's

00:19:16.030 --> 00:19:21.300
just such an end for someone young

it's so difficult to release

00:19:21.310 --> 00:19:27.360

a oh I love this because if you get to something and you just say Well it's I like

00:19:27.370 --> 00:19:33.350

it but I don't see myself doing it for more than two years right and so so for me

00:19:33.360 --> 00:19:39.780

right now what I'm doing I see myself at least doing it for five more years so. So

00:19:39.790 --> 00:19:45.680

so yeah it's really fun I think the journey of being an entrepreneur is being open

00:19:45.690 --> 00:19:52.070

and being with you said sort of it will to understand that something doesn't work

00:19:52.110 --> 00:19:58.990

but you can get an opportunity out of it and jump to the next ship and. Absolutely

00:19:59.450 --> 00:20:06.190

flexibility. So I hear you Jerry and.

00:20:09.950 --> 00:20:16.800

I sit on it as what it is let me. Believe. When

00:20:17.190 --> 00:20:22.240

you see more in. Racial terms in. This.

00:20:24.000 --> 00:20:30.360

Success Well if like the thing with Sandra ventures is that I have

00:20:31.220 --> 00:20:37.900

two stakeholders and I would say one is
me and my operating partners and to my

00:20:37.940 --> 00:20:43.470

investors So success for them is keep
continue giving them their ours and there are

00:20:43.480 --> 00:20:49.850

allies that I that I promised and
so that comes through me like

00:20:49.860 --> 00:20:56.210

delivering on and what I set right so I
have I'm best serious and I have investors

00:20:56.220 --> 00:21:02.980

actually from San Diego from San Francisco
Los Angeles do you wanna so it's so it's

00:21:03.020 --> 00:21:09.820

delivering on that and that and
success on an and and my and and what

00:21:09.830 --> 00:21:16.370

I what I'm passionate about is
continuing to move forward in the

00:21:16.380 --> 00:21:20.440

neighborhoods that we work in
so for example we're doing

00:21:20.450 --> 00:21:25.270

a park in Mississippi in
Colonia for that out. So it's

00:21:25.280 --> 00:21:30.170

a park led we help getting the government
involved in the neighborhood about

00:21:30.480 --> 00:21:34.170

getting the. Getting business
is involved to doing

00:21:34.180 --> 00:21:39.560

a small park. We've done our demands
arctics evasions we've we did

00:21:39.570 --> 00:21:46.300

a we refreshed the neighborhood
association. We've branded

00:21:46.310 --> 00:21:52.200

that the neighborhood we so we've we've
we've empowered neighborhood to sort of ask

00:21:52.210 --> 00:21:58.600

for for things some strategy that not many
real estate developers do they try to

00:21:58.610 --> 00:22:05.420

tend to move away from that. But for us
that's a. Access for me seeing seeing

00:22:05.430 --> 00:22:10.710

a neighborhood evolve and also Well the
people that live in the projects the

00:22:10.720 --> 00:22:16.190

community that live inside of it and just
seeing things happen like easy you start

00:22:16.200 --> 00:22:17.690

to do like like

00:22:17.700 --> 00:22:23.050

a microcosm people that are living in the
space and suddenly they find somebody in

00:22:23.060 --> 00:22:27.920

the corridor in space and start to bounce
ideas and then suddenly you see them more

00:22:27.960 --> 00:22:29.190
more together and they're doing

00:22:29.200 --> 00:22:34.140
a project or somebody that met and suddenly
they're boyfriend and girlfriend and

00:22:34.150 --> 00:22:40.160
they get married it there's like all of
this like things that happen around the

00:22:40.170 --> 00:22:44.770
project that it's that it's crazy you you
never thought that you could take it that

00:22:44.780 --> 00:22:50.660
far and so it's so for me that success
I think that's what keeps me excited.

00:22:54.150 --> 00:23:01.110
Also used to talk about what your
binational life. It's like people you.

00:23:03.260 --> 00:23:09.980
Know. How you plan to get people to kind
of buy and like this you know what.

00:23:12.710 --> 00:23:19.610
Yeah like what staggers
your. So what I see

00:23:20.090 --> 00:23:26.100
happening barrier Gannicus
is the rabbi National which

00:23:26.210 --> 00:23:32.970
a god the other day some some professor

said well no brain Ashleigh not anymore

00:23:32.980 --> 00:23:39.530

it's cross border fence

Yeah. Or well he was

00:23:39.540 --> 00:23:46.500

a professor. In as the as you and I know

that trans word or they say and use

00:23:46.510 --> 00:23:53.380

the know the say. So so having

this this inner relation with

00:23:53.420 --> 00:23:59.330

with with us and he or US Mexico

I get to see it every day.

00:24:00.720 --> 00:24:06.930

Like for example my my wife just got married

she she lived intending over fifteen

00:24:06.940 --> 00:24:10.390

years she's thirty years old they've been

sending over fifteen years and fifteen

00:24:10.400 --> 00:24:15.310

years and one of the first fifteen were

empty when the last fifteen years here and

00:24:15.320 --> 00:24:21.930

now and we met in the one in. Actually

very close to my co-working spaces we just

00:24:22.050 --> 00:24:26.070

met. That being said I think that's

00:24:26.080 --> 00:24:32.950

a good example we're both Mexican

heritage were both Hispanic. That related

00:24:32.960 --> 00:24:39.360

a lot but but I get to see people from all
sorts of backgrounds and all sorts of in

00:24:39.370 --> 00:24:44.870

this city and all sorts of of
cultures and wait wait what

00:24:44.880 --> 00:24:51.380

a scene common with people that want to
at least learn about one or the same mean

00:24:51.390 --> 00:24:55.540

that you being cross border doesn't mean
that you have to go to live there it just

00:24:55.550 --> 00:24:57.770

means that you're open mic pres what

00:24:57.780 --> 00:25:04.510

a culture means that you're open to listen
to learn to even if you're not OK with

00:25:04.520 --> 00:25:10.110

it. Because we're from different cultures
I'm not OK with many things that happen

00:25:10.120 --> 00:25:14.020

here in other places but I
still respect that so it's

00:25:14.030 --> 00:25:20.770

a like having the ability to to listen
to hear to see and to respect other

00:25:20.780 --> 00:25:24.600

cultures and Miss case than the
culture next door which it makes

00:25:24.610 --> 00:25:27.560

a going on the Mexican
side respecting the U.S.

00:25:27.570 --> 00:25:34.480

Culture. I think that's what makes you
cross border and and it's and it's growing

00:25:34.490 --> 00:25:34.700

it's

00:25:34.710 --> 00:25:38.150

a lot of people just continue to grow and
I really think that the ones that I've

00:25:38.160 --> 00:25:44.810

met met it made it possible to make
it faster it's the Xolos. The

00:25:44.810 --> 00:25:51.100

Xolos they're there they're the number
one cross border agent that exists because

00:25:51.570 --> 00:25:58.050

so many people just go to the game they
love it. Padres, Dodgers.. Xolos

00:25:58.060 --> 00:26:03.070

Dodgers, Padres.Yeah [...] And It's

00:26:03.120 --> 00:26:10.030

true if I you go back from Tijuana to
San Diego there is, well sorry but before that

00:26:10.790 --> 00:26:15.890

the Chargers left but
there was ...

00:26:16.310 --> 00:26:21.700

a huge fan base in Tijuana.

Chargers and you sign on stickers, hats, and

00:26:21.710 --> 00:26:28.080

you everybody and like the Chargers.
Now the Padres so so yeah it's I think

00:26:28.090 --> 00:26:34.740

sports really gets everybody
interconnected and you move away

00:26:34.750 --> 00:26:39.290

from from all of the red tape
that there is from culture right.

00:26:43.350 --> 00:26:46.920

[..] Sorry you stole it they say it was
going to say sports and beer.

00:26:50.260 --> 00:26:55.250

Sports and beer. Yeah, sports and food and beer.
So the Centro Ventures website..

00:27:00.110 --> 00:27:06.890

It shows that development is very dynamic, and inviting, yet at the same time it has a laid back feel. I
noticed that you have a design director..

00:27:07.640 --> 00:27:12.860

Rudy Argote. Argote. I can't say it as nice as you. Yeah he's an architect.

00:27:14.290 --> 00:27:20.140

Can you share a story of how he
presents his ideas or came up with them
and how that all works

00:27:22.360 --> 00:27:28.980

So Rudy has an architecture background
and so you that has, Anthony,

00:27:28.990 --> 00:27:35.790

that has been in real estate, there is always

this sort of clash between business

00:27:35.960 --> 00:27:42.750

and design right.

That design always wants

to look nice and have nice spaces

00:27:42.760 --> 00:27:49.150

and not think about much about the making
money part. And then the other side

00:27:49.160 --> 00:27:54.250

making money making money so so for
me and him it's a, him and me it's

00:27:54.260 --> 00:28:01.040

a good.. we're a good team because
we sort of clash in those two

00:28:01.050 --> 00:28:07.980

aspects and it keeps keeps us
grounded and in design part and on

00:28:07.990 --> 00:28:14.390

the money side. So his
background, he he was before

00:28:14.400 --> 00:28:19.580

Centro Ventures is very much focused
on community building so all the

00:28:19.650 --> 00:28:25.460

participatory design and involving
communities into the design part is

00:28:25.470 --> 00:28:31.110

really his formula into the equation of
Centro Ventures and so I've learned from

00:28:31.120 --> 00:28:38.080

him that part. so and it was really
helped for us to grow and I and I know

00:28:38.090 --> 00:28:44.400
that ,today it's part of our more most
value the value added proposition that we

00:28:44.410 --> 00:28:51.230
have so so yeah that's that's
Rudy he he's the architect that

00:28:51.470 --> 00:28:57.290
designs but not only buildings but
also the community part so yeah he's he's

00:28:57.300 --> 00:29:04.240
a really important part for
the company. Yes.
How did you guys find each other?

00:29:04.250 --> 00:29:09.350
Oh, we were friends from high
school yeah. It was...

00:29:13.370 --> 00:29:20.140
USD Catering team picking up the refreshments

00:29:20.150 --> 00:29:26.220
But Janet, just answer we were friends from
high school and went to. We've always kept

00:29:26.230 --> 00:29:31.180
in touch and. Went to live to
Mexico City where he worked at

00:29:31.260 --> 00:29:38.160
a firm that that focused on
community sign so he worked

00:29:38.170 --> 00:29:42.530

in Tijuana and architect and then
moved over there where he found

00:29:42.540 --> 00:29:49.050
a job that was close to what he wanted and
I just ..he was the architect that

00:29:49.060 --> 00:29:52.570
did Bordo Farms so we , I called him

00:29:52.580 --> 00:29:57.590
a like I know you've done this design part
so why don't we do something with Bordo

00:29:57.600 --> 00:30:02.130
Farms and we were and he was coming
back and forth from Mexico City for the

00:30:02.140 --> 00:30:08.510
project I just told him hey like I'm thinking
of doing this when we bought

00:30:08.960 --> 00:30:14.440
when we sold the project of our station
and told him i'm thinking of doing this
yada ya

00:30:14.450 --> 00:30:18.730
So we started working on the renters and all
of that so suddenly I tell him

00:30:18.740 --> 00:30:24.820
hey dude like this is becoming real you need
to come to Tijuana to live so he moved back

00:30:25.600 --> 00:30:31.440
yeah. So to basically close out our conversation, there's
actually another group that's

00:30:33.190 --> 00:30:35.580

Having a convo with Ryan Sisson,
like the founder of Moniker Group

00:30:35.590 --> 00:30:40.710
and he seems to be involved in
like a similar venture, similar to WeWork
I was wondering

00:30:40.720 --> 00:30:46.380
do you have any aspects from any
other company,

00:30:46.380 --> 00:30:47.380
that you took to put in your own company,

00:30:47.380 --> 00:30:49.510
and how do you differentiate your
company from the rest

00:30:49.510 --> 00:30:54.840
Yeah I know moniker there they're doing
really good stuff over here ,and I relate to

00:30:54.850 --> 00:31:01.220
them. And their approach towards
community and and in how the

00:31:01.680 --> 00:31:08.620
they do their spaces and their focus
on the signs. And its really cool. So we all

00:31:08.630 --> 00:31:13.750
get inspiration from different ventures,
different entrepreneurs, different ideas.

00:31:15.580 --> 00:31:22.040
I would say that how I differ,
differentiate myself, Is the

00:31:22.750 --> 00:31:28.190

community part but not not only my main
journal community and today know

00:31:28.470 --> 00:31:33.690

that's very obvious right everybody says
community, community, community
and I think it's becoming

00:31:33.700 --> 00:31:34.120

more of

00:31:34.130 --> 00:31:41.070

a. It's becoming more

00:31:41.080 --> 00:31:44.910

what's the word. It's becoming more of

00:31:44.920 --> 00:31:50.790

a net essential when you're
building be it real estate, neighborhoods,

00:31:51.740 --> 00:31:58.710

It's important. My differentiator is
that I include the neighborhoods and so

00:31:58.720 --> 00:32:03.070

I include the neighborhoods in my design
Include them in the rhetoric, Include

00:32:03.080 --> 00:32:09.920

them in in the decision making process
and so and so that gives me a sort of

00:32:09.930 --> 00:32:16.230

a competitive advantage. That one I could
I could be able to scale in the same

00:32:16.240 --> 00:32:22.590

neighborhood and two that I have an ability
to do it faster given that we don't

00:32:22.600 --> 00:32:29.020

have much clash with neighbors.

So that's one thing that helps

00:32:29.930 --> 00:32:34.960

and that and that we keep in our in our

in our fabric so so so by having in the

00:32:34.970 --> 00:32:40.400

fabric means that we we can deliver

better retail spaces better office spaces

00:32:40.410 --> 00:32:47.120

better housing. Giving given the fact that

we know that when the neighborhood needs

00:32:47.130 --> 00:32:52.930

and wants. For example they want to coffee

shop we said well let's put it close at the

00:32:52.940 --> 00:32:59.800

neighborhood right on the corner and

let's have that and we had and

00:32:59.810 --> 00:33:01.400

on the front like they wanted

00:33:01.410 --> 00:33:06.870

a restaurant or beer place and

we had offers from pharmacies to

00:33:07.720 --> 00:33:08.920

exchange there's

00:33:08.930 --> 00:33:15.260

a lot of exchange rate stores or shops

the very close to the border so

00:33:15.890 --> 00:33:21.560

so until we said no no no no no and
took a hit on the on the rent for

00:33:21.570 --> 00:33:26.630
a couple of months and suddenly we found
a beer group that's doing a tap room in

00:33:26.640 --> 00:33:32.570
a restaurant and all that and they didn't
want to go very late so we

00:33:32.580 --> 00:33:37.960
didn't want to go like two twelve, one, two
So we limited it to eleven so they're

00:33:37.970 --> 00:33:42.530
going to close early so people can go to
the pub one two beers and go to

00:33:42.540 --> 00:33:48.800
sleep or go to another place. So
so that's how we configure the

00:33:49.670 --> 00:33:54.080
spaces and I think that's our
main differentiator.

00:33:59.920 --> 00:34:01.350
So anybody has anymore questions.
Thank you for your time you're

00:34:01.360 --> 00:34:05.730
really inspirational and I like the fact that you keep instilling hope

00:34:05.730 --> 00:34:08.730
into the community, I find that
very admirable

00:34:08.730 --> 00:34:14.679
Thank you so much, no appreciate though that the story,

the questions send it's for me

00:34:14.690 --> 00:34:17.980

it's good because a to go back to
like why I'm doing what I'm doing.

— End of Transcription —