MEETING NOTICE AND AGENDA

COMMITTEE ON BINATIONAL REGIONAL OPPORTUNITIES (COBRO)

The Committee on Binational Regional Opportunities (COBRO) may take action on any item appearing on this agenda.

Tuesday, February 7, 2006
3 – 4:30 p.m.
SANDAG, 7th Floor Conference Room
401 B Street, Suite 800
San Diego, CA 92101-4231

AGENDA HIGHLIGHTS

• DRAFT BINATIONAL PLANNING CONTACTS GUIDE FOR THE SAN DIEGO – BAJA CALIFORNIA REGION

• REPORT ON THE SAN DIEGO – BAJA CALIFORNIA MISSION TO MEXICO CITY

• UPDATE ON THE OTAY MESA – MESA DE OTAY BINATIONAL CORRIDOR STRATEGIC PLAN

MISSION STATEMENT

The Committee on Binational Regional Opportunities (COBRO) will advise the Borders Committee of the San Diego Association of Governments (SANDAG) concerning both short- and long-term binational related activities, issues, and actions; provide recommendations regarding binational border-related planning and development; and identify ways to assist and coordinate with existing efforts in the binational area. The COBRO will serve as a working group to the SANDAG Borders Committee to facilitate a better understanding of the binational border-related issues and needs of the California-Baja California region.
Welcome to SANDAG! Members of the public may speak to the COBRO on any item at the time that the Committee is considering the item. Please complete a Speaker’s Slip which is located in the rear of the room and then present the slip to Committee staff. Also, members of the public are invited to address the Committee on any issue under the agenda item entitled Public Comments/Communications. Speakers are limited to three minutes. The COBRO may take action on any item appearing on the agenda.

This agenda and related staff reports can be accessed at www.sandag.org under meetings on SANDAG’s Web site. Public comments regarding the agenda can be forwarded to SANDAG via the e-mail comment form also available on the Web site. E-mail comments should be received no later than noon, two days prior to the COBRO meeting.

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Each speaker is limited to three minutes.

CONSENT

+4. STAFF REPORT | INFORMATION

Review of COBRO guidelines regarding attendance and meetings.

REPORTS

+5. DRAFT BINATIONAL PLANNING CONTACTS GUIDE FOR THE SAN DIEGO – BAJA CALIFORNIA REGION (Hector Vanegas, SANDAG) | DISCUSSION/POSSIBLE ACTION

This report will provide contact information of groups and agencies involved in binational planning in the San Diego – Baja California region.

6. REPORT ON THE SAN DIEGO – BAJA CALIFORNIA MISSION TO MEXICO CITY (James Clark and Viviana Ibañez, San Diego Regional Chamber of Commerce) | INFORMATION

On December 2005, the San Diego Regional Chamber of Commerce and Tijuana’s Consejo Coordinador Empresarial organized a joint trade mission to Mexico City that included meetings at Mexico’s Secretariats of Foreign Affairs, Economy, Energy, Communications, and Transportation, as well as Mexico’s National Institute of Immigration and the Customs Administration.
7. **UPDATE ON THE OTAY MESA – MESA DE OTAY BINATIONAL CORRIDOR STRATEGIC PLAN**
   (Paul Ganster, Institute For Regional Studies, SDSU)

   a. Existing Conditions Report
      
      Staff is preparing a report that describes population, housing, land use, and employment characteristics within the study area. An analysis of crossborder travel from surveys conducted at the Otay Mesa Port of Entry in late 2004 and early 2005 also is under development. Staff will highlight findings from this work.

   b. Brown Field Airport Land Use Compatibility Plan
      
      One of the tasks outlined in the Strategic Plan’s work program is to monitor the San Diego Regional Airport Authority’s update of the Airport Land Use Compatibility Plan (ALUCP). Ms. Linda Johnson, San Diego Regional Airport Authority, will update COBRO on the status of the ALUCP for Brown Field.

8. **ADJOURNMENT AND NEXT MEETING DATE AND LOCATION**

   The Committee’s next meeting is on Tuesday, March 7, 2006, from 3 to 4:30 p.m. at SANDAG’s 7th floor conference room.

+ next to an agenda item indicates an attachment
1. WELCOME AND INTRODUCTIONS

The November 1, 2005 Committee on Binational Regional Opportunities (COBRO) meeting was called to order by Chair Paul Ganster. The meeting was held at SANDAG.

Members present were: Paul Ganster, Institute for the Regional Studies of the Californias; Ricardo Pineda and Lydia Antonio, Consulate General of Mexico in San Diego; Elsa Saxod, City of San Diego; David Perez-Tejada, City of Mexicali; Cindy Gompper-Graves, South County Economic Development Council; Yolanda Walter Meade, Fundación Internacional de la Comunidad, A.C.; Angelika Villagrana, San Diego Regional Chamber of Commerce, Dave Fege, United States Environmental Protection Agency – Border Liaison Office; Sergio Pallares, Caltrans; and Bob Leiter, Héctor Vanegas, Elisa Arias, Ron Saenz, and Arturo Vazquez, SANDAG.

Chair Paul Ganster welcomed everyone to the meeting and thanked them for attending. Self-introductions were conducted.

2. MEETING SUMMARY

The meeting summaries for July 5, 2005, August 2, 2005, and September 6, 2005 were approved. Angelika Villagrana entertained a motion; Cindy Gompper-Graves seconded the motion.

3. PUBLIC COMMENTS/COMMUNICATIONS/MEMBER COMMENTS

David Perez-Tejada, City of Mexicali, mentioned that the enrollment office of SENTRI in Calexico opened last month. This lane will be implemented by the end of November or beginning of December.
Yolanda Walter-Meade, Fundación Internacional de la Comunidad, mentioned that American Heart Association’s annual event will take place Friday, February 3, 2006. The main focus this year will be family.

Angelika Villagrana, San Diego Regional Chamber of Commerce, announced that the publication of the Business Action has been completed by the San Diego Regional Chamber of Commerce.

Chair Paul Ganster announced that there is a newly created Joint Masters degree in Transborder Governance and Public Administration at San Diego State University and the Autonomous University of Baja California. This is probably the first Joint Master Program along the U.S.-Mexico border. The Master is obtained through both universities. The program focuses on governing and administrative systems on both sides of the border. The first group of graduate students is almost finished with the program.

Some admission requirements to the program include possessing an undergraduate degree and being bilingual since the classes are taught in both languages. The program recruits approximately 12 students from both sides of the border. The classes meet all day Friday and Saturday.

On another topic, Chair Paul Ganster presented the award given by Women in Transportation’s San Diego County Chapter in the category of Regional Planning to Elisa Arias for the study, Estimating Economic Impacts and Border Wait Times.

Hector Vanegas also introduced a new staff member, Borders Program Assistant, Arturo Vázquez. He will be providing staff support to the Borders and Coordination Program.


Chair Paul Ganster introduced the discussion of the preliminary summary of the 2005 Binational Workshops. As a background, SANDAG held two workshops in the month of October, which brought together nearly 200 participants from both sides of the United States-Mexico border region. The purpose of the workshops was to begin a partnership to effectively plan for and improve the Otay Mesa - Mesa de Otay Binational Corridor.

Chair Paul Ganster pointed out that an interesting part of the process was the use of interactive technology in which people were able to express their opinion on various issues and instant feedback was provided. Participants were leaning toward short-term solutions rather than long-term planning as a group. Both sides were in agreement when asked about using toll revenues for new ports of entry access and other amenities. In the economic development topic, participants addressed infrastructure needs and also the issue of industrial land use and promotion of expansion of employment clusters. In the topic of housing, participants from both sides of the border expressed a particular interest in housing affordability. In the area of environmental issues, conservation and river corridors were discussed. The topics of air and water quality were also addressed.
Elisa Arias, SANDAG, gave a PowerPoint presentation summarizing the preliminary summary of the 2005 Binational Workshops and presented proposed tasks for each of the issue areas considered by the Strategic Plan:

In the area of Transportation, the following issues were discussed:
1. The improvements to existing Otay Mesa Port of Entry (POE) and connecting roads
2. Future/new East Otay Mesa-Otay II POE and connecting roads
3. Improvements to cross-border and regional public transportation services

The proposed tasks for the issue of improvements to existing Otay Mesa POE and connecting roads included:
   1a. Analyze cross-border travel characteristics at the Otay Mesa and San Ysidro POEs from 2004 - 2005 surveys
   1b. Collaboration with U.S. Customs and Border Protection and Mexican Customs to evaluate short-term and long-term improvements to the Otay Mesa POE (operations and facilities)
   1c. Implement pedestrian access improvements to the MTS Route 905 at the Otay Mesa POE and other amenities

The proposed tasks for the issue of future/new East Otay Mesa-Otay II POE and connecting roads included:
   2a. Establish a steering committee of agencies and stakeholders involved in the East Otay Mesa-Otay II POE planning
   2b. Prepare a master calendar of implementation activities for the POE, including connecting roads on both sides of the border
   2c. Seek funding to conduct financial feasibility study for the POE and connecting roads in the United States and Mexico, including tolls

The proposed tasks for the issue of improvements to cross-border and regional public transportation services included:
   3a. Explore multimodal transit center in the vicinity of the Otay Mesa POE
   3b. MTS Route 905: Monitor findings of Comprehensive Operations Analysis
   3c. Monitor development of new regional transit services in Tijuana (Ruta Troncal)
   3d. South Bay Bus Rapid Transit: Phase II service between Eastern Chula Vista and Otay Mesa POE.

In the area of Transportation Financing, the following issues were discussed:
1. Toll revenues for new POEs and access roads
2. Non-residential development impact fees for transportation
3. TransNet (only asked in the San Diego workshop)
4. Additional residential development impacts fees for transportation
5. Additional local gas tax
For the issue of toll revenues for new POEs and access roads, Elisa Arias mentioned that this particular issue would focus on the East Otay Mesa Otay II POE and connecting roads feasibility study.

Bob Leiter, SANDAG, mentioned that the focus of this study is looking at not only existing public funding mechanisms, but also looking at potential toll funds and other options.

Gary Brown, City of Imperial Beach, asked if there was a cost estimate for SR 11 and Otay II POE.

Sergio Pallares, Caltrans, responded that the construction estimates for SR 11 range between $200 to $260 million.

Haydee Martinez, IMPLAN, added that one of the concerns is the amount of cross-border people and that the housing component is an important factor in the issue of transportation financing, specifically for those who live in Tijuana and work in the United States.

In the area of Economic Development, the following issues were discussed:
1. Address infrastructure needs of existing and future industrial land uses (water, energy, etc.)
2. Promote creation or expansion of common employment clusters on both sides of the border
3. Address future industrial land use supply and demand
4. Address relationship between the area’s airports operations and existing and future industrial land use

The proposed tasks for the issue of promoting creation or expansion of common employment clusters included:
2a. Evaluate binational elements of 1998 San Diego Regional Economic Prosperity Strategy
2c. Monitor update of the San Diego Regional Economic Prosperity Strategy
2d. Monitor City of San Diego’s update of the Otay Mesa Community Plan update, City of Chula Vista’s General Plan Update, and County of San Diego’s East Otay Mesa Specific Plan

The proposed tasks for the issue of addressing the relationship between the study area’s airport operations and existing and future industrial land use will be monitoring the San Diego Regional Airport Authority update of the Brown Field Airport Land Use Compatibility Plan.
In the area of Housing, the following issues were discussed:
1. Address infrastructure needs of existing and future residential lands use (water, supply, sewage, schools, etc.)
2. Address housing affordability issues and opportunities
3. Address future housing supply and demand
4. Address relationship between Brown Field Municipal Airport and Tijuana’s International Airport operation and existing and future residential land use

The proposed tasks for the issue of addressing future housing supply and demand included:
3a. Analyze cross-border work trip characteristics at the Otay Mesa and San Ysidro POEs from 2004-2005 surveys
3b. Learn about housing plans and productions of different housing types in Tijuana (public and private sector)
3c. Monitor and provide input in the development of interregional commute model of the 2030 Regional Growth Forecast, which looks at the population, employment and housing needs in San Diego County through 2030
3d. Monitor City of San Diego’s update of the Otay Mesa Community Plan update, City of Chula Vista’s General Plan Update, and County of San Diego’s East Otay Mesa Specific Plan

Bob Leiter added that the Interregional Commute Model will start to look at the housing opportunities south of the border.

Finally, for the area of Environment, the following issues were discussed:
1. Address conservation of urban river corridors (e.g., Alamar River and Otay River Watershed)
2. Water quality
3. Address conservation of sensitive habitat corridors
4. Air quality

The proposed tasks for the issue of addressing conservation urban river corridors included:
1a. Research Mesa de Otay conservation planning activities by local, state, and federal agencies
1b. Analyze Multiple Species Conservation Program, Las Californias Binational Conservation Initiative, and other available conservation studies with an ad hoc group of binational stakeholders

Paul Ganster congratulated Elisa Arias and SANDAG staff for the summary.

5. ADJOURNMENT, NEXT MEETING DATE AND LOCATION

Bob Leiter added that the input provided at today's COBRO meeting would eventually be presented as an action plan at the Borders Committee on Friday, November 18, 2005.
Before adjournment, Alfonso Bustamante, City of Tijuana, cordially invited all COBRO attendees to the 2005 International Migrant Forum, which will be held December 6th and 7th at the Grand Hotel in the City of Tijuana.

Paul Ganster asked Héctor Vanegas to talk about attendance and other technical issues for the next COBRO meeting.

Héctor Vanegas pointed out that the December meeting is typically an optional meeting. The next COBRO meeting is tentatively scheduled for Tuesday, December 6, 2005.
Introduction
At the November 1, 2005 meeting of the Committee on Binational Regional Opportunities (COBRO), the Chair, Paul Ganster, requested staff to prepare a report to remind members of their responsibilities as members of COBRO.

Discussion
The Charter (Attachment 1) approved by the COBRO on July 2005, describes the purpose of the Committee, the line of reporting, responsibilities, and issues pertaining to its membership, leadership, and meeting dates and locations.

On May 2004 while reorganizing its membership, COBRO reaffirmed its commitment to follow SANDAG’s guidelines for policy committees on attendance, quorum, and vacancies (approved by SANDAG’s Board on January 10, 2003).

Attendance
Regular and alternate members are encouraged to attend all Committee meetings. If a regular member misses three consecutive Committee meetings without justification, the position on the Committee will be considered vacant and shall be filled in the same manner as appointments.

Quorum
A simple majority of members (either regular or alternates) representing different areas constitute a quorum.

Vacancies
Vacancies on Policy Advisory Committees shall be filled as they occur in the same manner as appointments.

On that occasion, the COBRO agreed to send recommendations on membership and leadership to the Borders Committee every two years or when they were needed. Since 2002, COBRO brings together representatives from cities, government agencies, businesses, academia, and other organizations located on both sides of the U.S.-Mexico border.

During 2005, the Committee held seven regular meetings, two binational workshops and a number of meetings of a task force formed to support the organization of the binational workshops. Staff has been contacting members to reconfirm their commitment to COBRO, as quorum was an issue in two of the regular meetings and as some members’ attendance has not been as regular as desired.

An updated list of members (Attachment 2) reflects changes in the names of representatives as some have left their organizations.

Key Staff Contact: Hector Vanegas, (619) 699-1972, hva@sandag.org
COMMITTEE/WORKING GROUP CHARTER
COMMITTEE ON BINATIONAL REGIONAL OPPORTUNITIES (COBRO)

PURPOSE
The Committee on Binational Regional Opportunities (COBRO) was formally established in 1996 as a policy advisory committee to the SANDAG Board of Directors. In 2002 COBRO changed to serve as a working group to the SANDAG Borders Committee in order to facilitate a better understanding of binational border-related issues and needs of the California-Baja California region. Its mission is "To advise the Borders Committee of the San Diego Association of Governments (SANDAG) concerning both short and long-term binational related activities, issues and actions; provides recommendations regarding binational border-related planning and development; and identifies ways to assist and coordinate with existing efforts in the binational area."

LINE OF REPORTING
The COBRO reports to the Borders Committee, and the Borders Committee reports to the Board of Directors.

RESPONSIBILITIES
Every year since 1997, the COBRO has been tasked to support the organization of SANDAG’s annual binational event, which is held in coordination with the Office of the Consul General of Mexico in San Diego, and the Office of the Consul General of the United States in Tijuana.

MEMBERSHIP
The COBRO sends recommendations regarding its leadership and membership to the Borders Committee every two years or when they are needed. Since 2002, COBRO brings together representatives from cities, government agencies, businesses, academia, and other organizations located on both sides of the U.S.-Mexico border. COBRO follows policies regarding vacancies, attendance and quorum, approved by SANDAG’s Board on January 10, 2003 (list of membership is attached).

MEETING TIME AND LOCATION
The COBRO meets at 3:00 p.m. on the first Tuesday of every month. At least two meetings a year are held in Baja California.

SELECTION OF THE CHAIR
The COBRO sends recommendations regarding its leadership and membership to the Borders Committee every two years or when they are needed. COBRO recommends that appointments are for a two-year term but would have no limit on consecutive terms. The criteria for selecting Chair and Vice Chair of COBRO are the following:

- Experience with COBRO;
- Significant experience with and understanding of a broad range of binational border issues;
- Understanding of systems and “rules of the game” of both sides of the border; and
- Bilingual preferred.

The Consul General of Mexico is Co-Chair of COBRO.

DURATION OF EXISTENCE
Ongoing.
COMMITTEE ON BINATIONAL REGIONAL OPPORTUNITIES

MEMBERS

The Committee on Binational Regional Opportunities (COBRO) advises the Borders Committee of the San Diego Association of Governments (SANDAG) concerning both short and long-term binational related activities, issues and actions; provides recommendations regarding binational border-related planning and development; and identifies ways to assist and coordinate with existing efforts in the binational area. The membership consists of staff of local jurisdictions, representatives of academia, business, community organizations, and the Mexican government.

“The COBRO will serve as a working group to the SANDAG Borders Committee to facilitate a better understanding of the binational border-related issues and needs of the California-Baja California region.”

The Committee on Binational Regional Opportunities meets at 3 p.m. on the first Tuesday of every month.

Staff contact: Héctor Vanegas
(619) 699-1972; hva@sandag.org

MEMBERS

Chair: Paul Ganster - Alex Hidalgo
Institute for Regional Studies of the
Californias - SDSU

Co-Chair: Luis Cabrera C. - Ricardo Pineda
- Lydia Antonio
Consul General of Mexico in San Diego

David Stewart - Liza Davis - Héctor Vindiola
Consul General of the United States of
America in Tijuana

David Fege - Tomás Torres
U.S. Environmental Protection Agency

Javier Barreto - Julieta Sánchez - Esther Martínez-Gutiérrez
Gobierno de Baja California

Elsa Saxod - Larry Van Wey
City of San Diego

Gary Brown
City of Imperial Beach

Gustavo Perez - Miguel Tapia
City of Chula Vista

José Flores-Bringas
City of Tecate

Alfonso Bustamante - Diego Ceballos
City of Tijuana

David Pérez-Tejada
City of Mexicali

Ana Elena Espinoza - Haydee Martínez
Instituto de Planeación Municipal de Tijuana (IMPLAN)

Vice Chair: Cindy Gompper-Graves - Doug Perkins
South San Diego County Economic
Development Council

Nathan Owens
San Diego Dialogue

José Luis Castro
El Colegio de la Frontera Norte

Angelika Villagrana - Viviana Ibañez
San Diego Regional Chamber of Commerce

Alejandra Mier y Teran - Claudia Valdés
Otye Mesa Chamber of Commerce

Alberto Arce Guido - Jaime González-Luna - Carlos de Orduña
Asociación de la Industria Maquiladora y de
Exportación de Tijuana

Richard Kiy - Amy Carstensen - Anne McEnany
International Community Foundation

Toñe Béguerisse - Yolanda Walther-Meade
Fundación Internacional de la Comunidad, A. C.

Virgilio Muñoz - Héctor Lutteroth - Enrique Mier y Terán
Tijuana Trabaja, A.C.

Pedro Orso-Delgado - Sergio Pallares -
Mark Baza
Caltrans

Arnold San Miguel (SCAG)
Bi-State Transportation Technical Advisory
Committee (BTTAC)
February 7, 2006

AGENDA ITEM NO.: 5
Action Requested: DISCUSSION

DRAFT BINATIONAL PLANNING CONTACTS GUIDE
FOR THE SAN DIEGO – BAJA CALIFORNIA REGION

File Number 3003200

Introduction

At the November 18, 2005 Borders Committee meeting, Councilmember David Allan, City of La Mesa, recommended that staff create a matrix of organizations involved with binational border planning issues. Councilman Allan stated that many of the issues the Borders Committee undertakes requires the input and support of outside agencies. As the working group to the SANDAG Borders Committee, COBRO is asked to review and provide recommendations regarding the organization and context of the binational matrix.

Discussion

The Binational Planning Contacts Guide for the San Diego - Baja California Region consists of: local, state, federal, and binational groups; U.S. Agencies and Mexican Agencies; Financial Institutions; and U.S. Border Legislators. In preparing the Binational Planning Contacts Guide for the San Diego - Baja California Region, staff took into consideration the key planning areas of the Borders Chapter described in the Regional Comprehensive Plan. These planning areas include: access to jobs and housing; transportation; energy and water supply; environment; economic development; and homeland security.

This matrix will be continually updated as needed.

Attachment 1. Binational Planning Contacts Guide

Key Staff Contact: Hector Vanegas, (619) 699-1972, hva@sandag.org
Binational Planning Contacts Guide

Prepared By:
SANDAG
401 B Street, Suite 800
San Diego, CA 92101
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ADUANA MÉXICO (MEXICAN CUSTOMS)

Acronym: Aduana
Website: http://www.aduanas.sat.gob.mx/webadunet/body.htm
Type: Federal
Planning Areas: Transportation

A federal government agency dependent of the Tax Administration Service (TAS, which is disconnected from the Office of the Secretariat of Finance Estate and Public Credit), their main function is to oversee, monitor, and control the entrance and exit of merchandise, as well as the media in which they are transported, assuring the fulfillment of the dispositions that in matter of foreign trade have been established by the Office of the Secretariat of Finance and Public Credit, and other offices of the Secretary of the Federal Executive to guarantee the national security; protect the economy of the country, the public health and the environment, avoiding the dangerous or illegal flow of merchandise toward our territory, as well as promoting the voluntary fulfillment of those dispositions on the part of the users.

ASOCIACIÓN DE LA INDUSTRIA MAQUILADORA Y DE EXPORTACIÓN DE TIJUANA (MAQUILADORA INDUSTRY & EXPORT ASSOCIATION)

Acronym: AIM
Website: www.aim.org
Type: NPO
Planning Areas: Economic Development

AIM represents the interests of their associates by means of leadership that allows the development and consolidation of the Industry (maquiladora) plants and the Temporary Automobile Importing and Articles for Production and Export program (PITEX.)

BANCO NACIONAL DE COMERCIO EXTERIOR (MEXICO’S NATIONAL FOREIGN COMMERCE BANK)

Acronym: BANCOMEXT
Website: www.bancomext.gob.mx
Type: Business
Planning Areas: Economic Development

Bancomext is the instrument of the Mexican Government whose mission consists of impelling the growth of mainly small and medium Mexican companies and increasing their participation in the global markets, offering integral solutions that fortify their competitiveness and promote investment, through the access to the financing and to other promotional services.

BANCO NACIONAL DE OBRAS Y SERVICIOS (MEXICO’S NATIONAL DEVELOPMENT BANK)

Acronym: BANOBRAS
Website: www.banobras.gob.mx
Type: Business
Planning Areas: Economic Development

The mission of BANIBRAS is to finance infrastructure and public utilities projects with financial and socioeconomic profit value, to promote the development of the country.

BINATIONAL ORGANIZING COMMITTEE

Acronym: BOC
Website: www.tjsd.org
Type: NPO
Planning Areas: Economic Development

The Binational Organizing Committee (BiNOC) is a group of Mexico and U.S. leaders with the goal of hosting the first-ever binational Olympic Games in Tijuana and San Diego (TJSD) in 2016. BiNOC’s vision is to promote cooperation and understanding between the people of Tijuana and San Diego, the nations of Mexico and the United States and the athletes of the world.
BI-STATE TRANSPORTATION TECHNICAL ADVISORY COMMITTEE
Acronym: BTTAC  
Website: 
Type: State  
Planning Areas: Transportation

The Steering Board is the governing body that guides the Bi-State Transportation Technical Advisory Committee in transportation planning processes as they pertain to the vicinity of the international border between the State of California, U.S., and the State of Baja California, Mexico. The Steering Board is comprised of a representative from the following agencies: Secretariat of Human Settlements and Public Works of the State of Baja California (SAHOPE), The Municipalities of Mexicali, Tijuana, Tecate, Ensenada, and Playas de Rosarito, the California Department of Transportation (Caltrans), the San Diego Association of Governments (SANDAG), the Southern California Association of Governments (SCAG), the Imperial Valley Association of Governments (IVAG), the cities of San Diego and Calexico, the County of San Diego. The Steering Board provides the forum through which its members cooperate on transportation issues of mutual interest.

BORDER 2012 (CA-BC WORKING GROUPS ON WATERSHED AND AIR QUALITY)
Acronym: US EPA - SEMARNAT  
Website: http://www.epa.gov/usmexicoborder/org.htm#borderwide
Type: Binational Group  
Planning Areas: Energy/Water Supply, Environment

Border-wide workgroups concentrate on issues that are multi-regional (identified as a priority by two or more regional workgroups) and primarily federal in nature (requiring direct, high-level, and sustained leadership by federal program partners in the United States and Mexico). For example, cross-border emergency response requires the consistent application of a common protocol to ensure that effective actions are taken. Development and communication of this protocol is clearly a federal responsibility, confirming the need for a Border-wide Workgroup.

BORDER ENVIRONMENTAL COOPERATION COMMISSION
Acronym: BECC  
Website: http://www.cocef.org/  
Type: NGO  
Planning Areas: Environment, Economic Development

The Border Environment Cooperation Commission works to preserve, protect and enhance human health and the environment of the U.S. - Mexico border region, by strengthening cooperation among interested parties and supporting sustainable projects through a transparent binational process in close coordination with the North American Development Bank, federal, state and local agencies, the private sector, and civil society.

BORDER GOVERNORS CONFERENCE
Acronym: BGC  
Website: http://www.bordergovernorsconference.com/  
Type: NPO  

The Border Governors Conference provides a formal process of opening lines of communication among the ten U.S. and Mexican border states. Generally, a conference is held each year, alternating locations between the United States and Mexico. Since 1980, the organization has enhanced joint border efforts addressing agriculture, border crossings, education, economic development, energy, environment, health, tourism, and border security issues. Official recommendations focusing on the above issues are presented in the form of a Joint Declaration, which is signed by each of the ten participating Governors at each conference.
BORDER LEGISLATIVE CONFERENCE OF THE COUNCIL OF STATE GOVERNMENTS
Acronym: BLC  Website: http://www.borderlegislators.org/
Type: NPO  Planning Areas: Transportation, Energy/Water Supply, Environment, Economic Development

The Border Legislative Conference (BLC) is a program administered by the Council of State Governments (CSG)-WEST and its regional partner in the South, the Southern Legislative Conference (SLC), that serves as a mechanism for on-going dialogue and collaboration among state legislators of the United States and Mexico. The goal of the project is to empower border state legislators to engage in the binational agenda and provide input and direction in the development of policy between both countries.

BORDER LIAISON MECHANISM
Acronym: BLM  Website: http://mexico.usembassy.gov/mexico/eborder_mechs.html
Type: Binational Group  Planning Areas: Transportation, Economic Development, Homeland Security

The 1993 Border Liaison Mechanism (BLM) was established as a way for local governments to be able to talk to each other without having to go through Washington D.C. or Mexico D.F. The BLM was designed as a joint governmental instrument to further regional bilateral dialogue and resolve regional conflicts. Chaired by the U.S. and Mexican consuls, the BLM operates in 14 ‘sister city’ pairs. They are the principal local forum to establish cooperation and coordination between authorities of the three levels of government of both countries and have proven to be effective means of dealing with a variety of local issues ranging from foreign nationals to coordination of port security, collaboration on infrastructure needs, and cooperation in public health matters such as tuberculosis. The BLM meet on an as called and as needed basis, and is structured into four working groups: migration, ports of entry, public safety, and the border water council.

BORDER POWER PLANT WORKING GROUP
Acronym:  Website: http://www.borderpowerplants.org/
Type: NGO  Planning Areas: Energy/Water Supply

Advocates for the development of environmentally sustainable energy facilities in the U.S.-Mexico border region

BORDER TRADE ALLIANCE
Acronym: BTA  Website: http://www.thebta.org/
Type: Business  Planning Areas: Transportation, Economic Development, Homeland Security

To initiate, monitor and influence public policy and private sector initiatives for the facilitation of international trade and commerce through advocacy, education, issue development, research and analysis, and strategic planning.

BORDER TRANSPORTATION COUNCIL
Acronym: BTC  Website: http://www.bordertransportationcouncil.org/
Type: Business  Planning Areas: Transportation

The BTC has as its mission to: promote the use of legitimate transportation careers, eliminate wildcatting, encourage fair competition, support the activities of law enforcements agencies and the community advocate members interests.
CALIFORNIA DEPARTMENT OF TRANSPORTATION
Acronym: CALTRANS  Website: http://www.dot.ca.gov/
Type: State  Planning Areas: Transportation

Caltrans improves mobility across California. Their cornerstone goals are Safety: Provide the safest transportation system in the nation for users and workers. Mobility: Optimize transportation system through output and provide dependable travel times. Delivery: Improve delivery of projects and services. Flexibility: Provide mobility choices through strategic partnerships, and stewardship: Preserve and enhance California's resources and investments.

CALIFORNIA ENERGY COMMISSION
Acronym:  Website: www.energy.ca.gov
Type: State  Planning Areas: ????

The mission of the Commission is to forecasting future energy needs and keeping historical energy data, license thermal power plants 50 megawatts or larger, promoting energy efficiency through appliance and building standards, develop energy technologies and support renewable energy, and plan for and directing state response to energy emergency.

CALIFORNIA ENVIRONMENTAL PROTECTION AGENCY
Acronym: Cal/EPA  Website: http://www.calepa.ca.gov/
Type: State  Planning Areas: Environment

The California Environmental Protection Agency (Cal/EPA) was created in 1991 by Governor's Executive Order to create a cabinet level voice for the protection of human health and the environment and to assure the coordinated deployment of State resources. Its mission is to restore, protect and enhance the environment, to ensure public health, environmental quality and economic vitality.

CALIFORNIA INFRASTRUCTURE AND ECONOMIC DEVELOPMENT BANK
Acronym: I-Bank  Website: www.ibank.ca.gov
Type: Government-Agency  Planning Areas: Jobs/Housing, Economic Development

The mission of the I-Bank is to finance public infrastructure and private investments that promote economic growth, revitalize communities and enhance the quality of life throughout California.

CALIFORNIA OFFICE OF BINATIONAL BORDER HEALTH
Acronym: COBBH  Website: http://www.dhs.ca.gov/ps/dcdc/COBBH/
Type: State  Planning Areas: Jobs/Housing, Environment

The main charges of the office are to convene a voluntary community advisory group of representatives of border community-based stakeholders to develop a strategic plan with short-term, intermediate, and long-range goals and implementation action. The office also develops and shares recommendations from the strategic plan in consultation with the California appointees to the United States -Mexico Border Health Commission. Prepare and submit an annual border health status report to the Director of DHS, the legislature, and the Governor.
**CALIFORNIA SENATOR DENISE MORENO DUCHENY**

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**CALIFORNIA STATE ASSEMBLY MEMBER JUAN VARGAS**

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**CALIFORNIA STATE ASSEMBLY MEMBER LORI SALDAÑA**

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The City of Chula Vista is committed to build and nurture a progressive and cohesive community which values diversity, respects citizens, honors legacy, and embraces the opportunities of the future.

**CITY OF IMPERIAL BEACH**

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The mission of the City of Imperial Beach is to maintain and enhance Imperial Beach as "Classic Southern California"; a beach-oriented community with a safe, small town, family atmosphere, rich in natural and natural cultural resources.
CITY OF SAN DIEGO
Acronym: SD  Website: http://www.sandiego.gov
Type: Local  Planning Areas: Jobs/Housing, Transportation, Energy/Water Supply, Environment, Economic Development

The mission of the City of San Diego is to provide high-quality municipal services and facilities, respond in an equitable, efficient, and effective manner to community needs, innovate to continually improve the service they provide, develop a well-planned community for residents, visitors and employees, enhance the environment and improve the quality of life in San Diego.

CONSULATE GENERAL OF MEXICO IN SAN DIEGO
Acronym: ConsulmexSD  Website: http://portal.sre.gob.mx/sandiego/
Type: Federal  Planning Areas: Economic Development

The Mission of the General Consulate of Mexico in San Diego, California is to insure the protection of the rights and interests of Mexicans, the efficiency and fast circulation of documents, and the distribution of governmental tasks, as well as the promotion to the relation of Mexico with the communities of Mexican origin in the County.

CONSULATE GENERAL OF THE UNITED STATES IN TIJUANA
Acronym:  Website: http://www.usembassy-mexico.gov/tijuana/Tenglish.htm
Type: Federal  Planning Areas: Economic Development

COUNTY OF SAN DIEGO
Acronym: CSD  Website: http://www.co.san-diego.ca.us/
Type: Local  Planning Areas: Jobs/Housing, Transportation, Energy/Water Supply, Environment, Economic Development

The mission of the County of San Diego is to provide the best possible services to County residents. Like any organization with an ongoing mission, the County engages in a continuous cycle of planning, implementing plans, monitoring implementation, and then re-evaluating and renewing the planning process.

EL COLEGIO DE LA FRONTERA
Acronym: COLEF  Website: www.colef.mx

The Colegio de la Frontera (COLEF) is a scientific investigation institution and of higher education, specializing in the complex U.S.-Mexico border region.
**FUNDACIÓN INTERNACIONAL DE LA COMUNIDAD, A.C.**

Acronym: FIC  
Website: http://www.ficbaja.org/  
Type: NPO  
Planning Areas: Economic Development

The mission of the FIC is to cultivate philanthropic culture and assist in the professional development of organizations that enhance civil society, to elevate the sense of social cohesion, and ultimately improve the quality of life and community spirit in Baja California.

**GOBIERNO DE BAJA CALIFORNIA- SECRETARÍA DE INFRAESTRUCTURA Y DESARROLLO URBANO (SECRETARIAT OF INFRASTRUCTURE AND URBAN DEVELOPMENT)**

Acronym: SIDUE  
Website: http://www.bajacalifornia.gob.mx/sidue/  
Type: State  
Planning Areas: Economic Development

The mission of SIDUE is to promote a balanced and harmonious development, by means of planning and the orientation of a capable orderly growth to guarantee a greater quality of life to all the segments of population.

**GOBIERNO DE BAJA CALIFORNIA-SECRETARÍA DE ECOLOGÍA (SECRETARIAT OF ECOLOGY)**

Acronym: -  
Website: http://www.bajacalifornia.gob.mx/ecologia/entrada.htm  
Type: State  
Planning Areas: Environment

The mission of the Department of Ecology applies specific strategies for ecosystem conservation within Baja California.

**GOOD NEIGHBOR ENVIRONMENTAL BOARD**

Acronym: GNEB  
Website: http://www.epa.gov/ocem/gneb/  
Type: NPO  
Planning Areas: Environment

The Good Neighbor Environmental Board is an independent federal advisory committee. Its mission is to advise the President and Congress of the United States on good neighbor practices along the U.S. border with Mexico. Its recommendations are focused on environmental infrastructure needs within the U.S. states contiguous to Mexico.

**IMPERIAL COUNTY**

Acronym: IVC  
Website: http://www.co.imperial.ca.us/  
Type: Local  
Planning Areas: ?????

**INSITE**

Acronym: -  
Website: http://www.insite05.org  
Type: NGO  
Planning Areas: Economic Development

InSite is dedicated to the realization of binational collaborative arts partnerships among nonprofit and public institutions in the San Diego-Tijuana region. Operating through a unique collaborative structure that is based on the active participation of cultural and educational institutions in the United States and Mexico, InSite is focused on promoting artistic investigation and activation of urban space.
INSTITUTO NACIONAL DE MIGRACIÓN (MEXICO'S NATIONAL INSTITUTE OF MIGRATION)
Acronym: INM Website: www.inami.gob.mx
Type: Federal Planning Areas: Economic Development

The National Institute of Migration is a technical organization which plans, executes, controls, supervises and evaluates the migratory services, as well as the exercise of the coordination with the diverse agencies of the Federal Public Administration, that concur in the attention to and solution of matters related to migration.

INTER-AMERICAN DEVELOPMENT BANK
Acronym: IADB Website: www.iadb.org
Type: NGO Planning Areas: Economic Development

In its Charter, the founders of the Inter-American Development Bank defined its mission to be “contribute to the acceleration of the process of economic and social development of the regional developing member countries, individually and collectively.”

INTERNATIONAL BOUNDARY AND WATER COMMISSION
Acronym: IBWC Website: http://www.ibwc.state.gov/
Type: U.S. Agency Planning Areas: Energy/Water Supply, Environment

Established in 1889, the International Boundary and Water Commission (IBWC) has responsibility for applying the boundary and water treaties between the United States and Mexico and settling differences that may arise out of these treaties. The IBWC is an international body composed of the United States Section and the Mexican Section, each headed by an Engineer-Commissioner appointed by his/her respective president.

INTERNATIONAL COMMUNITY FOUNDATION
Acronym: ICF Website: http://www.icfdn.org/
Type: NPO Planning Areas: Economic Development

The International Community Foundation seeks to increase charitable giving and volunteerism across U.S. border to benefit overseas communities and non-profit organizations.

JAPAN BANK FOR INTERNATIONAL COOPERATION
Acronym: JBIC Website: www.jbic.go.jp/english/index
Type: Business Planning Areas: Economic Development

Japan Bank for International Cooperation has a statutory mandate to undertake lending and other operations for the promotion of Japanese exports, imports and economic activities overseas; for the stability of international financial order; and for economic and social development as well as economic stability in developing economies, thereby contributing to the sound development of the Japanese economy as well as the international economy. JBIC operates under the principle that it will not compete with financial institutions in the private sector.

MUNICIPIO DE MEXICALI (MUNICIPALITY OF MEXICALI)
Acronym: - Website: http://www.mexicali.gob.mx
Type: Local Planning Areas: Jobs/Housing, Transportation, Energy/Water Supply, Environment, Economic Development
MUNICIPIO DE MEXICALI-IMIP-INSTITUTO MUNICIPAL DE INVESTIGACIÓN Y PLANEACIÓN URBANA (MEXICALI’S MUNICIPAL URBAN PLANNING AND RESEARCH INSTITUTE)

Acronym: IMIP
Website: http://www.mexicali.gob.mx/gobierno/admMunicipal/admimip.htm
Type: Local
Planning Areas: Jobs/Housing, Transportation, Energy/Water Supply, Environment, Economic Development

The mission of the IMIP is to promote and to elaborate plans, programs and urban projects that the Municipality of Mexicali requires for its sustainable development, fortifying its identity, with bases and scientific, technical criteria and civic participation.

MUNICIPIO DE PLAYAS DE ROSARITO (MUNICIPALITY OF PLAYAS DE ROSARITO)

Acronym: -
Website: http://www.playasderosarito.gob.mx/
Type: Local
Planning Areas: Jobs/Housing, Transportation, Energy/Water Supply, Environment, Economic Development

MUNICIPIO DE TECATE (MUNICIPALITY OF TECATE)

Acronym: -
Website: http://www.tecate.gob.mx/
Type: Local
Planning Areas: Jobs/Housing, Transportation, Energy/Water Supply, Environment, Economic Development

MUNICIPIO DE TIJUANA (MUNICIPALITY OF TIJUANA)

Acronym: -
Website: http://www.tijuana.gob.mx/
Type: Local
Planning Areas: Jobs/Housing, Transportation, Energy/Water Supply, Environment, Economic Development

MUNICIPIO DE TIJUANA-IMPLAN-INSTITUTO DE PLANEACIÓN MUNICIPAL (TIJUANA’S MUNICIPAL PLANNING INSTITUTE)

Acronym: IMPLAN
Website: http://www.tijuana.gob.mx/dependencias/implan/
Type: Local
Planning Areas: Jobs/Housing, Transportation, Energy/Water Supply, Environment, Economic Development

IMPLAN serves to consolidate the tasks of urban planning as a flexible, inclusive process and to participate in the integration of a civil society, including both the public and private sectors to elevate the quality of life, and to forge an attitude of community which is generated by the city.
NACIONAL FINANCIERA (MEXICO'S NATIONAL FINANCING INSTITUTION)
Acronym: NAFIN  Website: www.nafin.com/portal
Type: Business  Planning Areas: Economic Development
The mission of NAFIN is to promote the development of the small and medium business, providing financing, training and technical aid, as well as in the development of the financial market, in order to promote the regional growth and creation of jobs for the country.

NATURE CONSERVANCY, THE
Acronym: NC  Website: http://nature.org/
Type: NPO  Planning Areas: Environment
The mission of The Nature Conservancy is to preserve the plants, animals and natural communities that represent the diversity of life on Earth by protecting the lands and waters they need to survive.

NORTH AMERICAN COMMISSION FOR ENVIRONMENTAL COOPERATION
Acronym: NACEC - CEC  Website: http://www.cec.org/
Type: NPO  Planning Areas: Environment
The Commission for Environmental Cooperation (CEC) is an international organization created by Canada, Mexico, and the United States under the North American Agreement on Environmental Cooperation (NAAEC). The CEC was established to address regional environmental concerns, help prevent potential trade and environmental conflicts, and to promote the effective enforcement of environmental law. The Agreement complements the environmental provisions of the North American Free Trade Agreement (NAFTA).

NORTH AMERICAN DEVELOPMENT BANK
Acronym: NADB  Website: http://www.nadbank.org/
Type: Government-Agency  Planning Areas: Economic Development
The mission of the NADBank is to finance environmental infrastructure projects along the U.S.-Mexico border, and to serve as a binational partner and catalyst in communities along the border in order to enhance the affordability, financing, long-term development and effective operation of infrastructure that promotes a clean, healthy environment for the citizens of the region.

OTAY MESA CHAMBER OF COMMERCE
Acronym: -  Website: http://www.otaymesa.org/
Type: Business  Planning Areas: Jobs/Housing, Transportation, Economic Development, Homeland Security
The Otay Mesa Chamber of Commerce is a non-profit business advocacy organization seeking to enhance employment and economic opportunities in Otay Mesa and develop a competitive and increased exporting base in San Diego.
OVERSEAS PRIVATE INVESTMENT CORPORATION
Acronym: OPIC Website: www.opic.gov
Type: Government-Agency Planning Areas: Economic Development
The mission of the Overseas Private Investment Corporation (OPIC) is to help U.S. businesses invest overseas, fosters economic development in new and emerging markets, complements the private sector in managing the risks associated with foreign direct investment, and supports U.S. foreign policy. OPIC evaluates all project applications on the basis of their contribution to economic development to ensure successful implementation of the organization's core developmental mission, and prioritizes the allocation of scarce resources to projects on the basis of their developmental benefits. By expanding economic development in host countries, OPIC-supported projects can encourage political stability, free market reforms and U.S. best practices. OPIC projects also support American jobs and exports—over 264,000 new U.S. jobs and $69 billion in exports since 1971. Because OPIC charges market-based fees for its products, it operates on a self-sustaining basis at no net cost to taxpayers.

PORT OF ENSENADA
Acronym: Website: www.puertosenada.com.mx
Type: Planning Areas: Environment, Economic Development
The Port of Ensenada works to be competitive to develop the ports potential both as a distributor of a diverse range of goods to both coastal and overseas shipping in the Pacific basin, and as a tourist attraction, through the incorporation of advanced terminal operation and service technologies, and in consideration of the ecological and social context of the region.

PORT OF SAN DIEGO
Acronym: PSD Website: www.portofsandiego.org
Type: Local Planning Areas: Environment, Economic Development
The mission of the Port of San Diego is to balance regional economic benefits, environmental stewardship, recreational opportunities, and public safety while protecting Tidelands Trust resources on behalf of the citizens of California.

PRONATURA
Acronym: Website: www.pronatura.org.mx
Type: NGO Planning Areas: Environment
PRONATURA A.C. is Mexico's oldest and largest non-profit, non-governmental organization dedicated to the conservation of biodiversity, ecosystems, and natural resources throughout the country.

REGIONAL WORKBENCH CONSORTIUM
Acronym: Website: http://regionalworkbench.org/
Type: Academia Planning Areas: Environment
The RWBC is a collaborative network of university and community partners dedicated to enabling sustainable city-region development. They promote multidisciplinary research and service learning aimed at understanding how problems of environment and development interrelate across local, regional and global scales. Taking a forward-looking perspective, the RWBC focuses on the Southern California-Northern Baja California transborder region - especially the San Diego-Tijuana city-region and coastal zone.
**SAN DIEGO ALLIANCE FOR BORDER EFFICIENCY**

Acronym: SDABE  
Website:  
Type: Coalition  
Planning Areas: Transportation, Homeland Security

Advocates the reduction of border wait times and promotes the secure and efficient inspection and movement of people, goods and services across the San Diego-Baja California region.

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**SAN DIEGO ASSOCIATION OF GOVERNMENTS**

Acronym: SANDAG  
Website: www.sandag.org  
Type: Local  

SANDAG provides the public forum for regional policy decisions about growth, transportation planning and funding, transit construction, environmental management, economic development, housing, open space, energy, public safety, and binational topics. SANDAG is this region’s association of local governments composed of 18 cities and the county government.

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**SAN DIEGO CITY COLLEGE DISTRICT, CAL-MEX-NET**

Acronym: CAL-MEX-NET  
Website: http://www.calmexnet.org/  
Type: Academia  
Planning Areas: Economic Development

The Cal-Mex-Net website serves as an informational research tool to promote the development of mutually beneficial business and educational linkages. Cal-MexNet also coordinates a large binational conference that facilitates face-to-face communication between educators, community and industry leaders from both sides of the border.

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**SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY, BROWN FIELD MUNICIPAL AIRPORT**

Acronym: SDCRAA  
Website: www.san.org  
Type: Local  
Planning Areas: Transportation, Economic Development

The mission of the SDCRAA is to plan for and provide air transportation services to the region with safe, effective facilities that exceed customer expectations. The SDCRAA is committed to operate San Diego’s air transportation gateways in a manner that promotes the region’s prosperity and protects its quality of life.

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**SAN DIEGO COUNTY WATER AUTHORITY**

Acronym: SDCWA  
Website: www.sdcwa.org  
Type: Local  
Planning Areas: Energy/Water Supply

The Water Authority is a public agency serving the San Diego region as a wholesale supplier of water. The Water Authority works through its 23 member agencies to provide a safe reliable water supply to support the region’s $142 billion economy and the quality of life of 3 million residents.
SAN DIEGO REGIONAL CHAMBER OF COMMERCE, INTERNATIONAL COMMITTEE
Acronym: SDRCOC Website: http://www.sdchamber.org/
Type: Business Planning Areas: Economic Development, Homeland Security
The International Committee guides the Chamber’s international agenda of promoting international trade and commerce with Mexico and other global markets by making strategic recommendations to the Chamber’s Board of Directors, addressing policy issues, and overseeing the work of the subcommittees in meeting this agenda.

SAN DIEGO REGIONAL CHAMBER OF COMMERCE, MEXICO BUSINESS CENTER
Acronym: MBC Website: http://www.sdchamber.org/
Type: Business Planning Areas: Economic Development
The Mexico Business Center of the San Diego Regional Chamber of Commerce reaches out to all the citizens of San Diego County—the African American, Asian-American, Euro-American and Native American communities—as well as Hispanic Americans. The Center assures that all San Diegans have the knowledge, expertise, cultural enhancement and contacts to conduct profitable business with Mexico, and can enjoy the cultural experience of our closest neighbor.

SAN DIEGO-TIJUANA BORDER INITIATIVE
Acronym: Website:
Type: NGO Planning Areas: Energy/Water Supply, Environment, Economic Development
The mission of the San Diego Tijuana Border Initiative is to engage leadership from the San Diego and Tijuana border communities in collaborative problem solving on key social and community service issues.

SAN YSIDRO BUSINESS ASSOCIATION
Acronym: Website: http://www.sybid.org/
Type: Business Planning Areas: Transportation, Economic Development
The San Ysidro Business Association was founded in 1999 as a non-profit public benefit corporation. Their mission is to stimulate the economic revitalization of San Ysidro for the benefit of small business members and Community. The association accomplishes this mission by leveraging its business members’ self-assessments with other resources for the purposes of promotion, design enhancements, small business retention and expansion, and the creation of more employment opportunities.

SAN YSIDRO CHAMBER OF COMMERCE
Acronym: SYCC Website: http://www.sanysidrochamber.org/
Type: Business Planning Areas: Transportation, Economic Development
The San Ysidro Chamber of Commerce promotes the business and commerce of the district community of San Ysidro through networking, communication of pertinent information, and sponsoring of community enhancing events, benefiting from its unique location along the international border.
SANDAG’S BORDERS COMMITTEE
Acronym:     Website:  www.sandag.org
Type: Local Planning Areas: ???

The Borders Committee was created to provide policy direction to the SANDAG Board regarding issues or activities related to planning and coordination between the San Diego region and its surrounding neighbors. This includes its neighbors to the north, Orange and Riverside Counties, its neighbor to the east, Imperial County, and its neighbor to the south, the Republic of Mexico (and its individual municipalities therein).

SANDAG’S COMMITTEE ON BINATIONAL REGIONAL OPPORTUNITIES
Acronym: COBRO Website: www.sandag.org
Type: Local Planning Areas: Jobs/Housing, Transportation, Energy/Water Supply, Environment, Economic Development, Homeland Security

The Committee on Binational Regional Opportunities (COBRO) advises SANDAG's Borders Committee concerning both short and long-term binational related activities, issues and actions; provides recommendations regarding binational border-related planning and development; and identifies ways to assist and coordinate with existing efforts in the binational area. The membership consists of elected officials and staff representatives of academia, business, community organizations, and the Mexican government.

SDSU, CALIFORNIA CENTER FOR BORDER AND REGIONAL ECONOMIC STUDIES (IMPERIAL COUNTY)
Acronym: CCBRES, SDSU Website: http://www.ccbres.sdsu.edu/

The mission of the center is to inform community members and decision-makers of demographic, economic, and social trends in the Imperial Valley and the western U.S.-Mexican border region.

SDSU, INSTITUTE FOR REGIONAL STUDIES OF THE CALIFORNIAS
Acronym: IRSC, SDSU Website: http://www-rohan.sdsu.edu/~irsc/

The Institute for Regional Studies of the Californias (IRSC) provides San Diego State University with a forum for the investigation, discussion, and dissemination of information about the United States - Mexican border region. The Institute focuses on the border region of California and Baja California and is also concerned with important issues of the United States- Mexico interface and monitors border regions elsewhere in the world.

SDSU, SOUTHWEST CENTER FOR ENVIRONMENTAL RESEARCH & POLICY
Acronym: SCERP, SDSU Website: http://www.scerp.org/
Type: Academia Planning Areas: Environment

The Southwest Consortium for Environmental Research and Policy (SCERP) is comprised of researchers working in multiple disciplines (science and technology, engineering, business management, policy studies, economics, and public health) at ten major universities in the U.S. and Mexico.
SECRETARÍA DE COMUNICACIONES Y TRANSPORTES (MEXICO'S SECRETARIAT OF COMMUNICATIONS AND TRANSPORTATION)

Acronym: SCT  
Website: www.sct.gob.mx  
Type: Federal  
Planning Areas: Transportation

The mission of the SCT is to provide with systems of transportation and communications to unite all Mexicans and the rest of the world, taking advantage of technological innovations, promoting the creation of aggregate value and social and economic development, in a consistent way and with full respect to the cultural and the environment sensitivities.

SECRETARÍA DE GOBERNACIÓN (MEXICO'S SECRETARIAT OF GOVERNMENT)

Acronym: SEGOB  
Website: www.gobernacion.gob.mx  
Type: Federal  
Planning Areas: Economic Development

The Secretariat of Government sets policy on diverse issues such as social communication, printed material regulation, population, migration and religion, government transparency and other citizen oriented policies, as well as conducting the domestic policies that the executive branch mas feel to be of concern which are not already assigned explicitly to another government agency.

SECRETARÍA DE HACIENDA Y CRÉDITO PÚBLICO (MEXICO'S SECRETARIAT OF FINANCE AND PUBLIC CREDIT)

Acronym: SHCP  
Website: www.shcp.gob.mx  
Type: Federal  
Planning Areas: Jobs/Housing

The SHCP reports to the President of the Republic on the policies of the Federal Government in financing, fiscal, monetary, banking, credit, public expense, currencies and of prices and rates of goods and services of the public sector, for the formulation of the National Plan of Development and its programs.

SECRETARÍA DE LA DEFENSA NACIONAL (MEXICO'S SECRETARIAT OF NATIONAL DEFENSE)

Acronym: SEDENA  
Website: www.sedena.gob.mx  
Type: Federal  
Planning Areas: Homeland Security

The mission of SEDENA is to defend the integrity, independence and sovereignty of the nation; guarantee the interior security; carry out the social and civic works that spread progress of the nation; help the civic population in an emergency and in cases of natural disasters.

SECRETARÍA DE RELACIONES EXTERIORES (MEXICO'S SECRETARIAT OF FOREIGN RELATIONS)

Acronym: S.R.E.  
Website: www.sre.gob.mx  
Type: Federal  
Planning Areas: Economic Development

The mission of the S.R.E. is to expand and deepen the cultural, economic, political relations and cooperation with the different regions from the world in favor of the integral development of all Mexicans. To preserve and fortify the sovereignty and independence of Mexico and guarantee the interests and the national security based on the constitutional principles of foreign policy. To assure the coordination of the actions and programs abroad of the three levels of government and the different powers that impact in the relations of Mexico with other countries. To strengthen the expression of the cultural identity and the image of Mexico.
**SECRETARÍA DEL MEDIO AMBIENTE Y RECURSOS NATURALES (MEXICO’S SECRETARIAT OF ENVIRONMENT AND NATURAL RESOURCES)**

Acronym: SEMARNAT  
Website: www.semarnat.gob.mx  
Type: Federal  
Planning Areas: Environment  

The Secretariat of Environment and Natural Resources (Secretaría del Medio Ambiente y Recursos Naturales, SEMARNAT) is a government agency whose main purpose is to create environmental protection policies reversing the tendencies of ecological deterioration and establishing the bases for a sustainable development in the country.

**SIERRA CLUB - SAN DIEGO CHAPTER**

Acronym:  
Website: http://sandiego.sierrclub.org/home/index.asp  
Type: NPO  
Planning Areas: Environment  

**SOUTH COUNTY ECONOMIC DEVELOPMENT COUNCIL**

Acronym: SCEDC  
Website: http://www.sandiegosouth.com/  
Type: NGO  
Planning Areas: Transportation, Economic Development, Homeland Security  

The South County Economic Development Council (SCEDC), a non-profit organization, was formed in 1989 by a group of South San Diego County business and community leaders, which brings businesses to south county.

**SOUTHWESTERN COLLEGE, SMALL BUSINESS DEVELOPMENTS AND INT’L TRADE CENTER**

Acronym: SBDITC, SWC  
Website: http://www.sbditc.org/  
Type: Academia  
Planning Areas: Economic Development  

The Small Business Development & International Trade Center (SBDITC) provides a unique set of resources to assist potential and existing businesses achieve success.

**TIJUANA RIVER NATIONAL ESTUARINE RESEARCH RESERVE**

Acronym:  
Website: http://www.tijuanaestuary.com/visitors_center.asp  
Type: NGO  
Planning Areas: Environment  

The Research Reserve contributes to an improved understanding of estuarine processes and dynamics that will benefit the management of the Tijuana Estuary and coastal ecosystems and (through monitoring) to improve the ability of resource managers to detect, quantify and predict both short and long-term changes in the health and viability of estuarine ecosystems.

**TIJUANA TRABAJO A.C.**

Acronym:  
Website:  
Type: NGO  

Tijuana Trabaja provides a civic forum to promote dialogue, discussion, and analysis through consensus, and whose purpose is to encourage sustainable development to improve the quality of life in Tijuana, Mexico.
# U.S. - MEXICO BINATIONAL BRIDGES AND BORDER CROSSINGS GROUP

**Acronym:** BBBXG  
**Website:**  
**Type:** NPO  
**Planning Areas:** Transportation, Environment

This group is co-chaired by the Department of State and the Mexican Secretariat of Foreign Relations, and attended by federal agencies with an interest in border crossings (Department of Homeland Security (DHS), General Services Administration (GSA), Animal Plant Health Inspection Service (APHIS), Food and Drug Administration (FDA), FHWA, FRA, International Boundary and Water Commission (IBWC) and their corresponding agencies in Mexico as well as the border State departments of transportation.) The BBBXG holds biannual meetings to discuss issues, expansions and additions to the existing border crossing system along the U.S.-Mexican border, and to develop policies relating to international crossings.

# U.S. - MEXICO BINATIONAL COMMISSION

**Acronym:** BNC  
**Website:**  
**Type:** Binational Group  
**Planning Areas:** Jobs/Housing, Transportation, Environment, Economic Development

Created in 1981, the Binational Commission is the most important mechanism of dialogue among the Executive Powers of both countries. It constitutes the framework of suitable institutional cooperation to work, in a joint way, on numerous themes of the bilateral agenda in the area of security, employment, education, transportation, environment, urban development, migrant housing, health and science and technology.

# U.S. ARMY CORPS OF ENGINEERS

**Acronym:** USACE  
**Website:** www.usace.army.mil  
**Type:** Federal  
**Planning Areas:** Environment, Economic Development

The United States Army Corps of Engineering serves the Armed Forces and the Nation by providing vital engineering services and capabilities, as a public service, across the full spectrum of operations—from peace to war—in support of national interests.

# U.S. COAST GUARD

**Acronym:** U.S. CG  
**Website:** www.uscg.mil  
**Type:** Federal  
**Planning Areas:** Environment

The United States Coast Guard is a military, multimission, maritime service within the Department of Homeland Security and one of the nation's five armed services. Its core roles are to protect the public, the environment, and U.S. economic and security interests in any maritime region in which those interests may be at risk, including international waters and America's coasts, ports, and inland waterways.

# U.S. CONGRESSMAN BOB FILNER

**Acronym:**  
**Website:** www.house.gov/filner  
**Type:** Federal Official  
**Planning Areas:** Jobs/Housing, Transportation, Energy/Water Supply, Environment, Economic Development, Homeland Security
The mission of the Department of Homeland Security is to lead the unified national effort to secure America, to prevent and deter terrorist attacks and protect against and respond to threats and hazards to the nation. They also ensure safe and secure borders, welcome lawful immigrants and visitors, and promote the free-flow of commerce.

U.S. Customs and Border Protection (CBP) is the unified border agency within the Department of Homeland Security (DHS). CBP combined the inspectional workforces and broad border authorities of U.S. Customs, U.S. Immigration, Animal and Plant Health Inspection Service and the entire Border Patrol.

These groups were established by CBP to provide local input into and disseminate information about the Ports of Entry in the San Diego region. These three groups are San Ysidro Port of Entry, Otay Mesa Port of Entry, and Tecate.

The mission of the U.S. Department of Transportation is to serve the United States by ensuring a fast, safe, efficient, accessible and convenient transportation system that meets our vital national interests and enhances the quality of life of the American people, today and into the future.
U.S. DEPARTMENT OF TRANSPORTATION, FEDERAL HIGHWAY ADMINISTRATION
Acronym: FHWA  Website: www.fhwa.dot.gov
Type: Federal  Planning Areas: Transportation
Enhancing mobility through innovation, leadership, and public service.

U.S. ENVIRONMENTAL PROTECTION AGENCY
Acronym: U.S. EPA  Website: www.epa.gov
Type: Federal  Planning Areas: Environment
The mission of the Environmental Protection Agency is to protect human health and the environment.

U.S. EXPORT-IMPORT BANK
Acronym: Ex-Im Bank  Website: www.exim.gov
Type: Government-Agency  Planning Areas: Economic Development
Ex-Im Bank's mission is to assist in financing the export of U.S. goods and services to international markets. Ex-Im Bank enables U.S. companies large and small — to turn export opportunities into real sales that help to maintain and create U.S. jobs and contribute to a stronger national economy. Ex-Im Bank does not compete with private sector lenders but provides export financing products that fill gaps in trade financing. They assume credit and country risks that the private sector is unable or unwilling to accept. They also help to level the playing field for U.S. exporters by matching the financing that other governments provide to their exporters. Ex-Im Bank provides working capital guarantees (pre-export financing); export credit insurance; and loan guarantees and direct loans (buyer financing). No transaction is too large or too small. On average, 85% of Ex-Im transactions directly benefit U.S. small businesses. With more than 70 years of experience, Ex-Im Bank has supported more than $400 billion of U.S. exports, primarily to developing markets worldwide.

U.S. FISH AND WILDLIFE SERVICE
Acronym: U.S. FWS  Website: www.fws.gov
Type: Federal  Planning Areas: Environment
The U.S. Fish and Wildlife Service's mission is, working with others, to conserve, protect and enhance fish, wildlife, and plants and their habitats for the continuing benefit of the American people.

U.S. GENERAL SERVICES ADMINISTRATION -COMMUNITY REPRESENTATIVE COMMITTEE FOR THE SAN YSIDRO BORDER STATION PROJECT
Acronym: GSA CRC  Website: www.gsa.gov/sanysidro
Type: U.S. Federal  Planning Areas: Transportation, Homeland Security
The Community Representative Committee (CRC) works with the project team to coordinate and provide public feedback regarding this project. Member organizations are outside stakeholders who GSA feels are most affected by the project. The CRC will meet with the project team throughout the design and construction phases of the project to discuss various project issues.
U.S. GENERAL SERVICES ADMINISTRATION

Acronym: GSA Website: www.gsa.gov
Type: U.S. Federal Planning Areas: ""

GSA helps federal agencies better serve the public by offering, at best value, superior workplaces, expert solutions, acquisition services, and management policies.

U.S. PUBLIC HEALTH SERVICE, DEPARTMENT OF HEALTH & HUMAN SERVICES

Acronym: U.S. PHS Website: www.usphs.gov
Type: Federal Planning Areas: Jobs/Housing, Environment

The mission of the Public Health Service (PHS) Commissioned Corps is to provide highly-trained and mobile health professionals who carry out programs to promote the health of the Nation, understand and prevent disease and injury, assure safe and effective drugs and medical devices, deliver health services to Federal beneficiaries, and furnish health expertise in time of war or other national or international emergencies.

U.S. SENATOR BARBARA BOXER

Acronym: - Website: http://boxer.senate.gov

U.S. SENATOR DIANNE FEINSTEIN

Acronym: - Website: http://feinstein.senate.gov

U.S. TRADE AND DEVELOPMENT AGENCY

Acronym: TDA Website: www.tda.gov
Type: Government-Agency Planning Areas: Economic Development

The U.S. Trade and Development Agency (USTDA) advances economic development and U.S. commercial interests in developing and middle income countries. The agency funds various forms of technical assistance, feasibility studies, training, orientation visits and business workshops that support the development of a modern infrastructure and a fair and open trading environment. USTDA’s strategic use of foreign assistance funds to support sound investment policy and decision-making in host countries creates an enabling environment for trade, investment and sustainable economic development. Operating at the nexus of foreign policy and commerce, USTDA is uniquely positioned to work with U.S. firms and host countries in achieving the agency’s trade and development goals. In carrying out its mission, USTDA gives emphasis to economic sectors that may benefit from U.S. exports of goods and services.
U.S.-MEXICO BORDER HEALTH COMMISSION
Acronym: BHC  Website: http://www.borderhealth.org/
Type: Binational Group  Planning Areas: Jobs/Housing, Economic Development

The mission of the United States-Mexico Border Health Commission is to provide international leadership to optimize health and quality of life along the U.S.-Mexico border. The Commission is comprised of the federal secretaries of health, the chief health officers of the ten border states and prominent community health professionals from both nations. The USM-BHC has the unique opportunity to bring together the two countries and its border states to solve border health problems. The Commission provides the necessary leadership to develop coordinated and binational actions that will improve the health and quality of life on the border.

U.S.-MEXICO JOINT WORKING COMMITTEE ON TRANSPORTATION PLANNING
Acronym: JWC  Website: http://www.borderplanning.fhwa.dot.gov/mexico.asp
Type: Binational Group  Planning Areas: Transportation

The JWC is a binational group whose primary focus is to cooperate on land transportation planning and the facilitation of efficient, safe, and economical cross-border transportation movements. The group is comprised of transportation professionals from FHWA and the Mexican Secretariat of Communication and Transportation (SCT). In addition to FHWA and SCT, the members of the JWC include representatives from the U.S. Department of State (DOS), the Mexican Secretariat of Foreign Relations (SRE), the four U.S. border state Departments of Transportation (DOT), and the six Mexican border States. The General Services Administration (GSA) and Customs and Border Protection (CBP) of the Department of Homeland Security also participate in JWC meetings.

UCSD (ASSOCIATED), INSTITUTE OF THE AMERICAS
Acronym: IOA  Website: http://www.iAmericas.org/defaultnet.html
Type: Academia  Planning Areas: Energy/Water Supply, Homeland Security

The Institute's mission is to be a catalyst for promoting economic development and integration, emphasizing the role of the private sector, as a means to improve the economic and social well-being of the people of the Americas.

UCSD EXTENSION, SAN DIEGO DIALOGUE
Acronym: SDD  Website: http://www.sandiegodialogue.org/
Type: Academia  Planning Areas: Transportation, Economic Development, Homeland Security

San Diego Dialogue, a self-funded public policy research center based at UCSD Extension, was founded in 1991 as a forum for discussion and consensus-building among the San Diego-Baja California cross-border community. Since its inception, the Dialogue has conducted research on long-term challenges and opportunities that the binational region faces, as well as encouraged the development and implementation of viable solutions to improve the cross-border regional quality of life.
UCSD, CENTER FOR U.S.-MEXICAN STUDIES

Acronym:  Website:  http://www.usmex.ucsd.edu/

The mission of the Center for U.S.-Mexican Studies, UCSD is to be the premier institute for social science research on Mexico and U.S.-Mexican relations. The Center supports research relevant to current policy issues in Mexico and to the binational relationship in close collaboration with social scientists at Mexican institutions. In addition, most of the Center’s research involves comparative studies with a substantial Mexico component.

USD, TRANSBORDER INSTITUTE

Acronym:  TBI  Website:  http://www.sandiego.edu/tbi/
Type:  Academia  Planning Areas:  Environment, Homeland Security

The Trans-Border Institute (TBI) was created in 1994 with two main objectives: 1) to promote border-related scholarship, activities and community at the University of San Diego, and 2) to promote an active role for the University in the cross-border community. To realize these objectives, the Institute engages in a variety of programmatic activities and initiatives.

WORLD BANK

Acronym:  Website:  www.worldbank.org
Type:  NGO  Planning Areas:  Economic Development

The World Bank is a vital source of financial and technical assistance to developing countries around the world. The World Bank is made up of two unique development institutions owned by 184 member countries—the International Bank for Reconstruction and Development (IBRD) and the International Development Association (IDA). Each institution plays a different but supportive role in the World Bank mission of global poverty reduction and the improvement of living standards. The IBRD focuses on middle income and creditworthy poor countries, while IDA focuses on the poorest countries in the world. Together the banks provide low-interest loans, interest-free credit and grants to developing countries for education, health, infrastructure, communications and many other purposes.
Binational Groups

Border 2012 (CA-BC Working Groups on Watershed and Air Quality)
Border Liaison Mechanism
International Boundary and Water Commission
North American Commission for Environmental Cooperation
U.S. - Mexico Binational Bridges and Border Crossings Group
U.S. - Mexico Binational Commission
U.S.-Mexico Border Health Commission
U.S.-Mexico Joint Working Committee on Transportation Planning

Federal Groups

Good Neighbor Environmental Board
U.S. Department of Homeland Security, CBP Port Working Group
U.S. General Services Administration -Community Representative Committee for the San Ysidro Border Station Project

Financial Institutions

Banco Nacional de Comercio Exterior (Mexico's National Foreign Commerce Bank)
Banco Nacional de Obras y Servicios (Mexico's National Development Bank)
Border Environmental Cooperation Commission
California Infrastructure and Economic Development Bank
Inter-American Development Bank
Japan Bank for International Cooperation
Nacional Financiera (Mexico's National Financing Institution)
North American Development Bank
Overseas Private Investment Corporation
U.S. Export-Import Bank
U.S. Trade and Development Agency
World Bank

Local Groups

Border Power Plant Working Group
Border Trade Alliance
Border Transportation Council
El Colegio de la Frontera
Otay Mesa Chamber of Commerce
Regional Workbench Consortium
San Diego Alliance for Border Efficiency
San Diego City College District, Cal-Mex-Net
San Diego Regional Chamber of Commerce, International Committee
San Diego Regional Chamber of Commerce, Mexico Business Center
Local Groups (cont’d)

San Ysidro Business Association
San Ysidro Chamber of Commerce
SANDAG’s Borders Committee
SANDAG’s Committee on Binational Regional Opportunities
SDSU, California Center for Border and Regional Economic Studies (Imperial County)
SDSU, Institute for Regional Studies of the Californias
SDSU, Southwest Center for Environmental Research & Policy
South County Economic Development Council
Southwestern College, Small Business Developments and Int’l Trade Center
Tijuana Trabaja A.C
UCSD (Associated), Institute of the Americas
UCSD Extension, San Diego Dialogue
UCSD, Center for US-Mexican Studies
USD, Transborder Institute

Mexican Agencies

Aduana México (Mexican Customs)
Consulate General of Mexico in San Diego
Gobierno de Baja California- Secretaría de Infraestructura y Desarrollo Urbano (Secretariat of Infrastructure and Urban Development)
Gobierno de Baja California-Secretaría de Ecología (Secretariat of Ecology)
Instituto Nacional de Migración (Mexico’s National Institute of Migration)
Municipio de Mexicali (Municipality of Mexicali)
Municipio de Mexicali-IMIP-Instituto Municipal de Investigación y Planeación Urbana (Mexicali’s Municipal Urban Planning and Research Institute)
Municipio de Playas de Rosarito (Municipality of Playas de Rosarito)
Municipio de Tecate (Municipality of Tecate)
Municipio de Tijuana (Municipality of Tijuana)
Municipio de Tijuana-IMPLAN-Instituto de Planeación Municipal (Tijuana's Municipal Planning Institute)
Secretaría de Comunicaciones y Transportes (Mexico’s Secretariat of Communications and Transportation)
Secretaría de Gobernación (Mexico’s Secretariat of Government)
Secretaría de Hacienda y Crédito Público (Mexico’s Secretariat of Finance and Public Credit)
Secretaría de la Defensa Nacional (Mexico’s Secretariat of National Defense)
Secretaría de Relaciones Exteriores (Mexico’s Secretariat of Foreign Relations)
Secretaría del Medio Ambiente y Recursos Naturales (Mexico’s Secretariat of Environment and Natural Resources)
**Other**

Port of Ensenada  
Port of San Diego  
San Diego County Regional Airport Authority, Brown Field Municipal Airport

**State Groups**

Bi-State Transportation Technical Advisory Committee  
Border Governors Conferences  
Border Legislative Conference of the Council of State Governments  
California Office of Binational Border Health

**U.S. Agencies**

California Department of Transportation  
California Energy Commission  
California Environmental Protection Agency  
City of Chula Vista  
City of Imperial Beach  
City of San Diego  
Consulate General of the United States in Tijuana  
County of San Diego  
Imperial County  
San Diego Association of Governments  
San Diego County Water Authority  
U.S. Army Corps of Engineers  
U.S. Coast Guard  
U.S. Department of Homeland Security  
U.S. Department of Homeland Security, Bureau of Customs Border Protection  
U.S. Department of State  
U.S. Department of the Interior - Bureau of Land Management  
U.S. Department of Transportation  
U.S. Department of Transportation, Federal Highway Administration  
U.S. Environmental Protection Agency  
U.S. Fish and Wildlife Service  
U.S. General Services Administration  
U.S. Public Health Service, Department of Health & Human Services
**U.S. Legislators**

California Senator Denise Moreno Ducheny  
California State Assembly member Juan Vargas  
California State Assembly member Lori Saldaña  
U.S. Congressman Bob Filner  
U.S. Senator Barbara Boxer  
U.S. Senator Dianne Feinstein

**U.S.-Mexico Non-Government Organizations**

Asociación de la Industria Maquiladora y de Exportación de Tijuana (Maquiladora Industry & Export Association)  
Binational Organizing Committee  
Fundación Internacional de la Comunidad, A.C.  
InSite  
International Community Foundation  
Pronatura  
San Diego-Tijuana Border Initiative  
Sierra Club - San Diego Chapter  
The Nature Conservancy  
Tijuana River National Estuarine Research Reserve