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 www.sandag.org

# 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, March 4, 2008

3:00 – 4:30 p.m.

**PLEASE NOTE CHANGE OF LOCATION**

Palacio Municipal de Tijuana  
 Av. Independencia No. 1350, Zona Río  
 Tijuana, Baja California, México

Staff Contact: Hector Vanegas  
 (619) 699-1972  
[hva@sandag.org](mailto:hva@sandag.org)

## AGENDA HIGHLIGHTS

- **PRESENTATION ON THE STATEMENT OF INTENT BETWEEN THE CITIES OF SAN DIEGO AND TIJUANA**
- **PRESENTATION ON ECONOMIC & INDUSTRIAL GROWTH IN TIJUANA**
- **PRESENTATION ON TRANSBORDER MANAGEMENT & LOCAL DEVELOPMENT IN NORTHERN MEXICO**

### 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 input 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.*

#### MEMBER AGENCIES

Cities of  
 Carlsbad  
 Chula Vista  
 Coronado  
 Del Mar  
 El Cajon  
 Encinitas  
 Escondido  
 Imperial Beach  
 La Mesa  
 Lemon Grove  
 National City  
 Oceanside  
 Poway  
 San Diego  
 San Marcos  
 Santee  
 Solana Beach  
 Vista  
 and  
 County of San Diego

#### ADVISORY MEMBERS

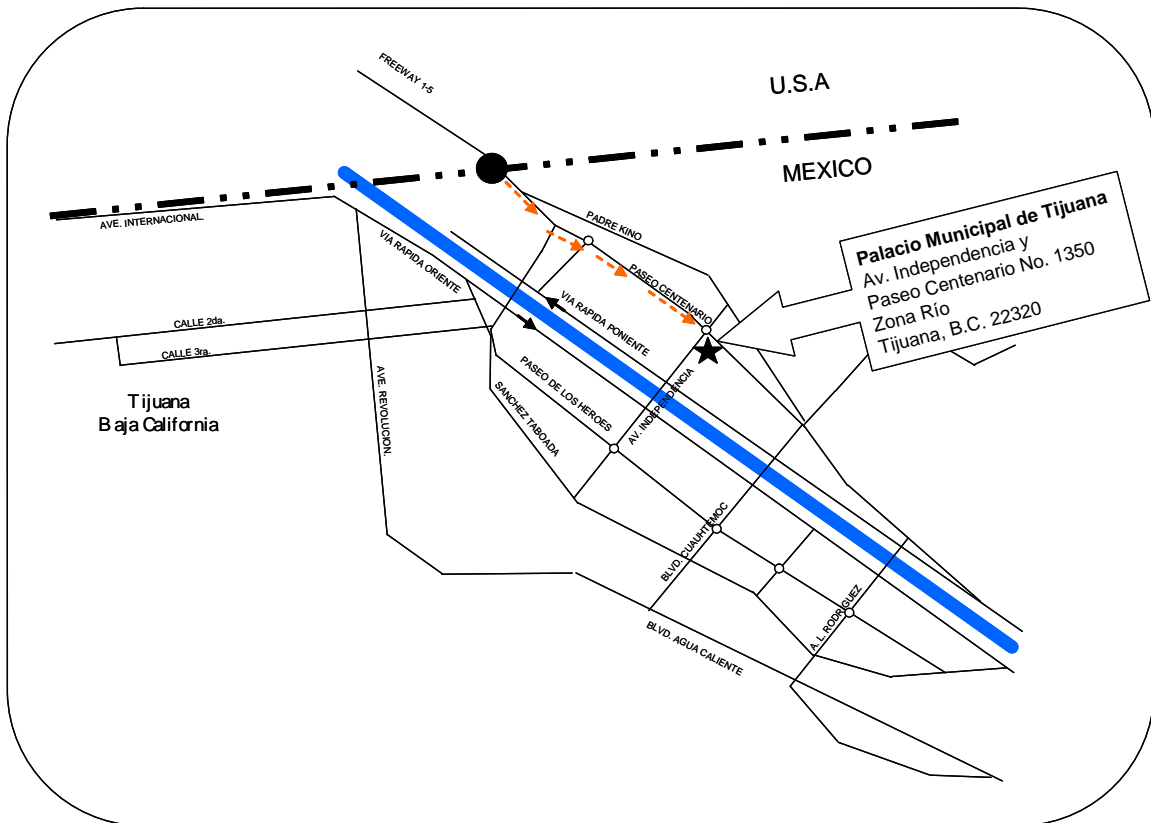
Imperial County  
 California Department  
 of Transportation  
 Metropolitan  
 Transit System  
 North County  
 Transit District  
 United States  
 Department of Defense  
 San Diego  
 Unified Port District  
 San Diego County  
 Water Authority  
 Southern California  
 Tribal Chairmen's Association  
 Mexico



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](http://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.

In compliance with the Americans with Disabilities Act (ADA), SANDAG will accommodate persons who require assistance in order to participate in SANDAG meetings. If such assistance is required, please contact SANDAG at (619) 699-1900 in advance of the meeting. To request this document or related reports in an alternative format, please call (619) 699-1900, (619) 699-1904 (TTY), or fax (619) 699-1905.



# COMMITTEE ON BINATIONAL REGIONAL OPPORTUNITIES

Tuesday, March 4, 2008

ITEM #		RECOMMENDATION
1.	WELCOME AND INTRODUCTIONS	
+2.	MEETING SUMMARY	APPROVE
	Summary of the February 5, 2008, meeting.	
3.	PUBLIC COMMENTS/COMMUNICATIONS AND MEMBER COMMENTS	INFORMATION
	Each speaker is limited to three minutes.	
<b>CONSENT REPORTS (4)</b>		
+4.	UPCOMING EVENTS	INFORMATION
<b>REPORTS (5 through 8)</b>		
+5.	PRESENTATION ON THE STATEMENT OF INTENT BETWEEN THE CITIES OF SAN DIEGO AND TIJUANA (Lorena Flores, City of Tijuana; Jason Wells, San Ysidro Chamber of Commerce)	INFORMATION
	This report will present the Statement of Intent signed by Mayor Jerry Sanders, City of San Diego, and Mayor Jorge Ramos, City of Tijuana, on February 1, 2008. Within the authority of their respective cities, they agree to bolster the economic, social, and political ties and opportunities of the San Diego/Tijuana binational region, and advocate for the reduction of border wait times between San Diego and Tijuana.	
6.	PRESENTATION ON ECONOMIC AND INDUSTRIAL GROWTH IN TIJUANA (Arturo Montfort García, Desarrollo Económico Industrial de Tijuana, A.C.)	INFORMATION
	This report will provide an overview of DEITAC and its assessment of current and future economic and industrial growth in Tijuana.	
+7.	PRESENTATION ON TRANSBORDER MANAGEMENT AND LOCAL DEVELOPMENT IN NORTHERN MEXICO (Dr. José María Ramos García, El Colegio de la Frontera Norte [COLEF])	INFORMATION
	Dr. José María Ramos García of the Public Administration Department at COLEF in Tijuana will present his current research on U.S.-Mexico border relations. The project evaluates the capacity of local government to manage transborder issues in Tijuana, Mexicali, Ciudad Juárez, and Nuevo Laredo.	

**ITEM #**

8. NEXT MEETING DATE AND LOCATION

The next meeting of the Committee on Binational Regional Opportunities will be held on Tuesday, April 8, 2008, from 3:00 to 4:30 p.m., at SANDAG.

+ Next to an item indicates an attachment

**San Diego Association of Governments**  
**COMMITTEE ON BINATIONAL REGIONAL OPPORTUNITIES**

March 4, 2008

AGENDA ITEM NO.: **2**

**Action Requested: APPROVE**

COMMITTEE ON BINATIONAL REGIONAL OPPORTUNITIES (COBRO)  
SUMMARY OF FEBRUARY 5, 2008, MEETING

File Number 3003200

1. WELCOME AND INTRODUCTIONS

The February 5, 2008, Committee on Binational Regional Opportunities (COBRO) meeting was called to order by Chair Paul Ganster, Institute for Regional Studies of the Californias, SDSU. The meeting was held at SANDAG.

Members present were: Paul Ganster, Institute for Regional Studies of the Californias, SDSU; Vice Chair Cindy Gompper-Graves, South County Economic Development Council; Past Chair, Elsa Saxod, Saxod Enterprises; Sergio Pallares, Caltrans; Sarah Johnson, City of Chula Vista; Gary Brown, City of Imperial Beach; Román Fernandez, Consulado General de Mexico in San Diego; Paola Gonzalez and Lorena Flores City of Tijuana; Tito Alegria, COLEF; Yolanda Walther-Meade, Fundación Internacional de la Comunidad, A.C.; Haydee Martinez, IMPlan; Nathan Owens, San Diego Dialogue; Angelika Villagrana, San Diego Regional Chamber of Commerce; Susan Levy, City of San Diego; Thomas Currie and Jason MB Wells, San Ysidro Chamber of Commerce; Clay Phillips, Tijuana River National Estuarine Research Reserve (TRNERR); Advisory members present: Lisa Dye, U.S. Federal Highway Administration; Arnold San Miguel, Bi-State Transportation Technical Advisory Group; Amy Radetsky, U.S. Consulate in Tijuana; Alfonso Padres, DEITAC; and Héctor Vanegas, Ron Saenz, and Elisa Arias, SANDAG staff.

2. MEETING SUMMARY

Cindy Gompper-Graves, South County EDC, entertained a motion to approve the November 6, 2007, meeting summary. Yolanda Walther-Meade, Fundación Internacional de la Comunidad, seconded the motion. The meeting summary was approved.

3. PUBLIC COMMENTS/COMMUNICATIONS AND MEMBER COMMENTS

Yolanda Walther-Meade stated that the San Diego Museum of Art will have the "Dos Aguilas" event on April 5, 2008.

Jason MB Wells, San Ysidro Chamber of Commerce, thanked members for participating in the San Ysidro Chamber of Commerce installation dinner and gala on Friday, February 1, 2008. At the gala Mayor Sanders and Mayor Ramos signed a statement of intent to coordinate their efforts around border issues between the San Diego and Tijuana regions. Mr. Wells suggested a presentation on this statement of intent to COBRO members in March.

Arnold San Miguel, Southern California Association of Governments (SCAG), announced that the Executive Director and Deputy Director of SCAG retired this year and new directors have been hired to replace them. Mr. San Miguel also introduced Jeremy Goldman from SCAG's Riverside Office. Mr. Goldman will be representing SCAG in the Imperial Valley, Coachella Valley, and the San Diego Border region.

Chair Ganster announced the publication of his new book, "Loreto: The Future of the First Capital of the Californias," which covers crossborder planning in Loreto, Baja, CA.

#### 4. UPCOMING EVENTS

Chair Ganster referred members to the Upcoming Events Listing in the COBRO agenda packet. Chair Ganster suggested that in the future, the Upcoming Events Listing should be posted on the SANDAG Web site so that it is more accessible for COBRO members and the public.

#### 5. PROGRESS REPORT ON THE CALIFORNIA BIODIVERSITY COUNCIL'S (CBC) "BIODIVERSITY ALONG THE BORDER" COMMITTEE

Chair Ganster referred COBRO members to the Progress Report on the California Biodiversity Council's "Biodiversity along the Border" Committee in the agenda packet.

#### 6. SANDAG'S BINATIONAL ANNUAL EVENT

Hector Vanegas, SANDAG, reminded members that at the October 2, 2007, COBRO meeting, COBRO members recommended that SANDAG staff organize an early staff level meeting with the new administration from IMPlan, the City of Tijuana, and the State of Baja California to discuss advancing strategies in the Otay Mesa – Mesa de Otay Binational Corridor Strategic Plan, and discuss the Binational Annual Event. Mr. Vanegas reported that staff met with the new administration from IMPlan and the City of Tijuana in January. The new staff expressed their commitment to making progress on the binational work started by the previous administration. A report summarizing the highlights of the meeting was provided in the agenda packet. Another staff level meeting will be planned in the near future to coordinate the Binational Annual Event.

#### 7. RECOMMENDATION TO ACCEPT SOUTHWESTERN COLLEGE AS NEW COBRO ADVISORY MEMBER AND REINSTATE DESARROLLO ECONOMICO E INDUSTRIAL DE TIJUANA (DEITAC) AS MEMBER

Chair Ganster informed members that Southwestern College officially requested to become a COBRO Advisory Member and that DEITAC requested to be reinstated as a full COBRO member. These requests will be presented to the Borders Committee on February 22, 2008, for acceptance.

#### 8. NEW COBRO MEMBER ORIENTATION

John Kirk, Deputy General Counsel for SANDAG, presented SANDAG's guidelines for working groups and committees. Mr. Kirk explained that only the Board of Directors can formally take a position or take action on behalf of SANDAG. Therefore, COBRO's role is to advise the SANDAG Borders Committee on binational issues. The Borders Committee in turn makes recommendations to the SANDAG Board of Directors. The Board of Directors can then take final action on an issue as

they see fit. Since COBRO members cannot officially take a position on behalf of SANDAG, they cannot formally represent the opinion of SANDAG or COBRO publicly.

An important and unique feature of COBRO is that unlike other SANDAG committees, COBRO is not part of the Brown Act. This is so meetings and business can be conducted in Mexico. However, according to SANDAG policy, COBRO meetings are noticed and conducted in accordance with the Brown Act. COBRO also follows policies regarding vacancies, attendance and quorum, approved by SANDAG's Board on January 10, 2003.

COBRO has regular voting members in addition to advisory members. Members that are unable to attend three consecutive meetings will be considered as advisory members.

A copy of the SANDAG Committee and Working Group Member Guidelines was provided to COBRO members in the COBRO agenda packet.

9. PROGRESS REPORT ON THE IMPLEMENTATION OF THE OTAY MESA - MESA DE OTAY BINATIONAL CORRIDOR STRATEGIC PLAN:

A) UPDATE ON ECONOMIC DEVELOPMENT STRATEGIES (A copy of this presentation and the report, *Cleantech Industry in San Diego – An Assessment of Assets and Capabilities*, are available upon request)

Nathan Owens, San Diego Dialogue, presented a recent report conducted by Global Connect titled *Cleantech Industry in San Diego – An Assessment of Assets and Capabilities*. Cleantech, or green technology, is any company that provides a product or service that optimizes the use of natural resources and provides a net environmental benefit. Currently there are 148+ Cleantech companies in the San County region. The report identified the San Diego - Baja California region as an opportune location for the development of a Cleantech business cluster. The strongest competitive angle that San Diego offers for developing a Cleantech cluster is the proximity to competitively priced advanced manufacturing in Baja California. Mr. Owens stated that the current CEO and Board of Directors of Cleantech San Diego has expressed interest in learning about the opportunities to work with Baja California and leverage the strengths of the region. Mr. Owens suggested that anyone from Baja California interested in cleantech cluster development should contact him so he can help connect them with Cleantech San Diego.

Cleantech is a popular investment area that is in third place nationally behind software and biotechnology. Although there is plenty of capital targeted for Cleantech, the San Diego region does not yet have a significant amount of cleantech business opportunities for investing. Therefore, identifying and linking entrepreneurs and investors in San Diego will be a key strategy for promoting a Cleantech cluster in San Diego.

Educational institutions and philanthropic foundations are becoming more involved in cleantech research and workforce development for the cleantech industry. However federal funding is not yet readily available for cleantech research so the research capacity of educational institutes is limited. Federal, state, and local policy that promotes cleantech development is a necessary factor in the development of a Cleantech cluster. California has taken the lead on policies and incentives that support cleantech.

The study recommends that the San Diego region be benchmarked against other leading Cleantech hubs in terms of industry characteristics and policies relevant to cluster development. Global CONNECT has proposed the benchmark study be completed by mid-summer 2008.

Angelika Villagrana, San Diego Regional Chamber of Commerce, stated that she met recently with the Mayor of Chula Vista on this issue and she asked if Chula Vista was involved with this study. Ms. Villagrana stated that Chula Vista is very interested in working with Baja California.

Mr. Owens stated that Chula Vista, along with the Mayor of San Diego and the San Diego Economic Development Council, has been involved in several meetings related to cleantech development. A new Center for Sustainable Communities is being located in Chula Vista.

Alfonso Padres, DEITAC, suggested that Mr. Owens connect with Baja California's business community through the Secretariat of Economic Development. Mr. Owens stated that he had not yet had the opportunity to work with the new administration in Baja California. Mr. Padres offered to help San Diego Dialogue make the connection with the new administration.

#### B) INITIATIVE TO SUPPORT IMPLEMENTATION OF TECHNOLOGIES TO MEASURE CROSSBORDER WAIT TIMES (A copy of this presentation is available on request)

Lisa Dye, U.S. Federal Highway Administration (FHWA), presented the FHWA's Border Travel Time Initiative. The purpose of the initiative is to develop a systematic and continuous travel time measurement system in order to establish system performance on the federal highway network. Performance measurements are important because once a measurement is available, then the dynamics of the system are understood, funding for improvements to the system are more easily accessed, and improvements to the system are more easily monitored. Also, global connectivity that enables growth and development is a key initiative of the FHWA, so border crossing efficiency and reliability is important.

This initiative was already implemented at select U.S.-Canada Ports of Entry (POE). The U.S.-Mexico portion of this initiative is a two-phase process that is currently underway. Phase I reviewed ten potential technologies for measuring border wait times and selected three for further exploration in Phase II. The three technologies selected are Automated License Plate Readers (ALPR), Radio Frequency Identification (RFID), and Global Positioning Systems (GPS). Once one of these three technologies is selected for testing in California, the Otay Mesa POE has been selected as the demonstration site. The FHWA anticipates that the demonstration will be fully implemented by the end of the 2008 calendar year.

Amy Radetsky, U.S. Consulate in Tijuana, asked if the results from the U.S.-Canada portion of the initiative were publicly available. Ms. Dye said that the FHWA posted the results on the FHWA Web site under the Office of Freight Management.

Arnold San Miguel, SCAG, asked if Calexico East would also be included in the demonstration project. Ms. Dye explained that due to funding constraints, only Otay Mesa would be used as a pilot project.



C) EVALUATION OF TIJUANA'S PUBLIC TRANSPORTATION PLAN AND TRANSIT SERVICES TO THE OTAY MESA-MESA DE OTAY PORT OF ENTRY (A copy of this presentation is available on request)

Edgar Torres, Kimley-Horn & Associates, presented its recent evaluation of Tijuana's Public Transportation Facilities at the Otay Mesa – Mesa de Otay POE and South Bay BRT commissioned by SANDAG. The components of the evaluation include: South Bay BRT service to the Otay Mesa POE; Existing pedestrian and transit access to the Otay Mesa POE; Anticipated increase in pedestrian crossings; Potential improvements to the Otay Mesa POE; and a review of IMPlan's proposed transit network. Based on the evaluation of these components, Kimley-Horn made the following recommendations for improved pedestrian and public transportation facilities:

- Implement a public transportation station in Tijuana similar to the proposed South Bay BRT at-grade station at one of two sites on the east side of the Otay Mesa POE (MX), or on the west side, with transit only lanes from Avenida de las Bellas Artes.
- If public transit facilities in Tijuana are developed on the east side of the access road, build a pedestrian bridge from the west side of the access road, where pedestrians enter Mexico after passing through the POE.
- Improve pedestrian infrastructure leading to and from the Otay Mesa POE (MX) along Mexico's auto access route to Avenida de las Bellas Artes. This can be limited to the east side of the access road if a pedestrian bridge is constructed.
- Provide shuttle services between IMPlan's proposed transit network trunk routes on Boulevard Industrial (Highway 2D) and the Otay Mesa POE (MX). The shuttle could also take advantage of its proximity to the Tijuana Airport and provide direct service from the OMPOE to the airport. This route could serve the tourism market from San Diego by providing an option to use the Tijuana Airport.
- Provide direct service between the Otay Mesa POE and the Central de Autobuses (Central Camionera) in Tijuana—a large bus station which provides interregional bus services to Baja California and the interior of Mexico. This service could serve the tourism markets between Baja California and United States as well as interregional markets. Such a link would also greatly expand mobility options for residents of San Diego/Tijuana by providing a direct connection to the many destinations in the interior of Mexico accessible from the Central de Autobuses. Because the bus terminal is located in the eastern area of Tijuana, a connection via Otay Mesa is potentially more convenient for travelers from the U.S. than using the San Ysidro crossing to the west.

A copy of the Technical Memorandum describing the recommendations in detail was included in the February 5, 2008, agenda packet on page 63.

Sarah Johnson, City of Chula Vista, stated that the planned University campus in Chula Vista was mentioned in the past two presentations. The City of Chula Vista Economic Development Department would be happy to make a presentation on the proposed campus if the committee would like.

To answer a question from the public, Mr. Torres clarified that the proposed Otay Mesa East POE will be located in regards to the existing Otay Mesa POE. Mr. Torres demonstrated that the crossing is 1.6 miles west of the existing Otay Mesa POE.

10. A BINATIONAL PLANNING APPROACH FOR THE DEVELOPMENT OF THE TIJUANA RIVER WATERSHED: POLICY OPTIONS FROM RHETORIC TO ACTION (A copy of this presentation is available on request)

Elsa Saxod, Saxod Enterprises, and Laura Silvan, Rancho La Puerta, presented their recent report, *A Binational Planning Approach for the Development of the Tijuana River Watershed: Policy Options from Rhetoric to Action*. The primary goal of the report was to review the Tijuana River Watershed Vision study, which was completed in 2007 by the Binational Watershed Advisory Council (BWAC), determine the policy needed to move projects forward, and develop recommendations. This report is organized into four sections. The first is a background discussion. The second reviews a sample of the academic evidence on the subject, and its major findings and conclusions. The third section presents the methodology and the results of a survey conducted on a sample of selected specialists. The last section presents analysis and conclusions. Some of the key findings of the study were that there is a need for changes in governance, a need for improved data sharing and communication across agencies and borders, and a need for funding sources and binational policy initiatives. A full copy of the report with the detailed recommendations was included with the agenda packet.

Chair Ganster made the observation that the European Union's efforts to plan across borders has made an incredible difference for the ability of European border regions to cooperatively and efficiently address regional issues. Although the U.S. and Mexico federal governments are not working at this level yet, the San Diego and Tijuana region is one of the most progressive border regions and the efforts of agencies involved in this region are commendable.

Clay Phillips, Tijuana River National Estuarine Research Reserve (TRNERR), stated that more work needs to be focused on implementing binational projects. However, funding binational projects is a real challenge that needs to be addressed.

In response, Arnold San Miguel, SCAG, stated that U.S. Congressman Calvert and Congressman Jesse Jackson introduced legislation to charge a customs fee that would provide for goods movement projects.

Ms. Saxod stated that she is concerned that toll roads and customs fees are being discussed as the solution because local residents are subsidizing the goods and services that benefit the entire country.

Sergio Pallares, Caltrans, said that he agrees with the conclusions because they also apply to transportation issues. However, he stated that he did not understand the issue that the study addresses.

Clay Phillips responded that the presenters were addressing binational planning challenges, in general.

Ms. Saxod said that they looked at BWAC's Tijuana River Watershed Vision as a case study to demonstrate why implementing binational planning projects was so challenging.

Mr. Ganster explained that this case study was selected because the watershed is an environmental planning issue that cannot be resolved without crossborder collaboration. The challenges to addressing the problems in the watershed region are characteristic of the complex problems that we experience with other urban planning projects such as transportation and land use planning.

Hector Vanegas, SANDAG, stated that we are all working hard to deal with these challenges and we are successfully building communication and relationships that will further our planning efforts.

Ms. Saxod stated that despite this work we are still not accomplishing enough.

Mr. Vanegas stated that because of our binational efforts, we now have our first binational plan that is being implemented and we have active representation from Mexico at COBRO.

Ms. Saxod stated that although we are making small steps at the local level we have not addressed the larger issues such as funding and governance.

#### 11. NEXT MEETING DATE AND LOCATION

Chair Ganster closed the meeting after reminding members that the next COBRO meeting is scheduled for March 4, 2008, at 3 p.m. in Tijuana if a meeting site can be located.

San Diego Association of Governments  
**COMMITTEE ON BINATIONAL REGIONAL OPPORTUNITIES**

March 4, 2008

AGENDA ITEM NO.: **4**

**Action Requested: INFORMATION**

UPCOMING EVENTS

File Number 3003200

**WHAT:** USD, Transborder Institute  
**Book Signing: Fifty Years of Change on the U.S.-Mexico Border: Growth, Development, and Quality of Life by Joan B. Anderson and James Gerber**  
**WHEN:** Monday, March 3, 2008  
**WHERE:** Joan B. Kroc Institute for Peace & Justice, Room 253  
**MORE INFO:** <http://www.sandiego.edu/tbi/>

**WHAT:** USD, Transborder Institute  
**Border Film Week**  
**WHEN:** March 4-7, 2008  
**WHERE:** *Joan B. Kroc Institute for Peace & Justice*  
**MORE INFO:** <http://www.sandiego.edu/tbi/>

**WHAT:** Otay Mesa Chamber of Commerce  
**Valuation and Reconciliation Seminar**  
**WHEN:** Friday, March 7, 2008  
**WHERE:** South Bay Fish & Grill at 570 Marina Parkway, Chula Vista, CA 91910  
**MORE INFO:** Tatiana Suro; (619) 661-6111; fax (619) 661-6178; or [www.otaymesa.org](http://www.otaymesa.org)

**WHAT:** United States Hispanic Chamber of Commerce  
**18<sup>th</sup> Annual Legislative Conference**  
**WHEN:** March 11-13, 2008  
**WHERE:** Marriott Washington  
**MORE INFO:** <http://www.usbcc.com/news-legislative18th.html>

**WHAT:** Institute of the Americas (IOA) at UCSD  
**XVII Annual Latin American Energy Conference - *The La Jolla Conference***  
**WHEN:** May 13-14, 2008  
**WHERE:** Hilton La Jolla Torrey Pines  
**MORE INFO:** Rita Oliveira, Energy Program; (858) 453-5560, ext. 125; or [www.iamericas.org](http://www.iamericas.org)

**WHAT:** COLEF  
**Policies in Migrant-Sending Countries for Greater Gains from Migration and for Integrating Migration into Development Strategies**

**WHEN:** March 13, 2008

**WHERE:** COLEF, Auditorio Guillermina Valdez-Villalba

**MORE INFO:** <http://www.colef.mx>

**WHAT:** UCSD, Center for U.S.-Mexican Studies  
**Economic Consequences of Migration in Sending Countries: Remittances and Poverty and Inequality Reductions**

**WHEN:** March 14, 2008

**WHERE:** UCSD, Institute of the Americas Complex, Weaver Center

**MORE INFO:** *Greg Mallinger at [gmallinger@ucsd.edu](mailto:gmallinger@ucsd.edu) or <http://www.usmex.ucsd.edu>.*

**WHAT:** San Diego Regional Chamber of Commerce  
**San Diego/Baja California Mission to Mexico III.**

**WHEN:** April 2008

**WHERE:** Mexico City

**MORE INFO:** James Clark; (619) 544-1376; or [www.sdchamber.org](http://www.sdchamber.org)

**WHAT:** San Diego World Trade Center  
**4th Annual Global Logistics Symposium**

**WHEN:** May 2, 2008

**WHERE:** San Diego Convention Center

**MORE INFO:** Casey Cleveland; (619) 615-0868, ext. 109; or [ccleveland@sdwtc.org](mailto:ccleveland@sdwtc.org)

**WHAT:** Otay Mesa Chamber of Commerce  
**MEXPORT**

**WHEN:** May 8, 2008

**WHERE:** Otay Mesa

**MORE INFO:** Tatiana Suro; (619) 661-6111; or [www.otaymesa.org](http://www.otaymesa.org)

**WHAT:** South County EDC  
**XVIII Annual Economic Summit**

**WHEN:** Friday, September 12, 2008

**WHERE:** San Diego Convention Center

**MORE INFO:** (619) 424-5143; [cindy@sandiegosouth.com](mailto:cindy@sandiegosouth.com) or [www.sandiegosouth.com](http://www.sandiegosouth.com)

**WHAT:** United States Hispanic Chamber of Commerce  
**29<sup>th</sup> Annual National Convention & Business Expo**

**WHEN:** September 24–27, 2008

**WHERE:** Sacramento, California

**MORE INFO:** <http://www.usbcc.com/>

**San Diego Association of Governments**  
**COMMITTEE ON BINATIONAL REGIONAL OPPORTUNITIES**

March 4, 2008

AGENDA ITEM NO.: **5**

**Action Requested: INFORMATION**

PRESENTATION ON THE STATEMENT OF INTENT  
BETWEEN THE CITIES OF SAN DIEGO AND TIJUANA

File Number 3003200

This report will present the Statement of Intent signed by Mayor Jerry Sanders, City of San Diego, and Mayor Jorge Ramos, City of Tijuana, on February 1, 2008. Within the authority of their respective cities, the Mayors agreed to bolster the economic, social, and political ties and opportunities of the San Diego/Tijuana binational region, and advocate for the reduction of border wait times between San Diego and Tijuana.

Attachments related to this item include:

- Statement of Intent signed by Mayor Jerry Sanders, City of San Diego, and Mayor Jorge Ramos, City of Tijuana, on February 1, 2008.

## **STATEMENT OF INTENT**

International Border Crossings for the San Diego / Tijuana Region  
City of San Diego & City of Tijuana

## **CARTA DE INTENCIÓN**

Cruces Fronterizos de la Región de San Diego / Tijuana  
Municipio de San Diego & Municipio de Tijuana

Signed February 1, 2008  
at the San Ysidro Chamber of Commerce  
86<sup>th</sup> Annual Installation Dinner & Gala

## **PURPOSE**

It is the intention of Mayor Jerry Sanders, City of San Diego, California, United States of America, and Mayor Jorge Ramos Hernandez, City of Tijuana, Baja California, Mexico to cooperate, within the authority of their respective agencies, in bolstering the economic, social and political ties and opportunities of the San Diego/ Tijuana Binational Region by exercising their powers as the elected officials of their prospective municipalities **in advocating for the reduction of border wait times between San Diego and Tijuana.**

## **THE SIGNATORIES FIND:**

WHEREAS, the San Ysidro Port of Entry/ Puerto de Mexico is the busiest land border in the western hemisphere – where over 250,000 people cross *each day*;

WHEREAS, crossings at the San Diego/ Tijuana border are estimated to increase over 50% by 2020; and an increase in vehicle traffic at San Ysidro of up to 70% by 2030;

WHEREAS, an estimated **US\$6 billion** in gross output was **lost** in 2005 due to traffic congestion and border wait times at San Diego land port of entries, resulting in the estimated loss of **51,325 jobs**<sup>1</sup>;

WHEREAS, San Diego and Tijuana are inextricably joined through business relations, physical proximities, familial ties and economic dependencies;

WHEREAS, as a federally funded project, the Reconfiguration of the San Ysidro Port of Entry/ Puerto de Mexico is a pressing infrastructure need for the San Diego/ Tijuana border; **NOW**

## **THEREFORE**

The undersigned parties are convinced that secure and efficient ports of entry that provide more efficient inspection of goods, ease for people crossing our borders and a reduction of “border wait times,” peaking at no more than 20 minutes in either direction, are critical to the continued well-being of each community and our Binational Region.

## **PROPÓSITO**

Es la intención del Presidente Municipal de San Diego, Estados Unidos de América Jerry Sanders y del Presidente Municipal de Tijuana, Baja California México en cooperar entre las autoridades de sus respectivas agencias, en reforzar la economía, la coherencia social y política de San Diego/Tijuana Región Binacional en el ejercicio de sus poderes como funcionarios electos por sus municipios **en abogar por la reducción del tiempo de espera del cruce en la frontera de San Diego y Tijuana.**

## **LOS FIRMANTES SE ESTIPULAN:**

CONSIDERANDO, que el puerto de Entrada de San Ysidro /Puerto de México es la frontera terrestre con mayor actividad en el hemisferio occidental – con mas de 250,000 personas cruzando cada día;

CONSIDERANDO, que el cruce de la frontera de San Diego/Tijuana esta estimado un incremento de mas del 50% para el año 2020 y un incremento del cruce de vehículos de 70% para el año 2030;

CONSIDERANDO; un estimado de **\$6 billones de dólares** producción bruta fue perdido en el 2005 causado por la congestión del trafico en la frontera y los tiempos de espera en los puertos de entrada a San Diego, resultando un sacrificio de **51,325 empleos**;

CONSIDERANDO; San Diego y Tijuana están unidos por sus relaciones de negocios, proximidades físicas, lazos económicos y dependencias económicas.

CONSIDERANDO; como un proyecto financiado por el gobierno federal, la reconfiguración del puerto de entrada de San Ysidro/Puerto de México es una necesidad urgente de infraestructura de la frontera de San Diego/Tijuana; **POR CONSIGUIENTE**

Las partes firmantes están convencidas que puertos seguros y eficientes – resultando en inspecciones mas eficientes, facilitando el cruce peatonal y una gran reducción en “tiempos de espera en el cruce fronterizo,” cual no causara demoras no más de 20 minutos en cualquier dirección es fundamental para el bienestar de cada comunidad y nuestra región Binacional.



This Statement of Intent expresses the commitment of the undersigned toward improving border efficiency and reducing border wait times.

Mayor Jerry Sanders of San Diego and Mayor Jorge Ramos Hernández of Tijuana herein agree to the following:

1. To make, in each respective administration, the port of entries (existing and future) between the San Diego and Tijuana regions a noted priority.
2. To establish, within the administration of each signatory, a working group, task force or other official mechanism that will meet regularly with its counterpart to facilitate cooperative efforts of planning and advocacy for the reconfiguration of the San Ysidro Port of Entry / Puerto de Mexico.
3. To establish a work program that specifies the elements necessary to ensure community and local needs are met within federal projects at the San Ysidro Port of Entry/ Puerto de Mexico.
4. To establish a work program that develops a vision by both signatories of the San Ysidro Port of Entry/ Puerto de Mexico crossing and immediate surrounding areas.
5. To develop a process for working with the respective federal inspection agencies, the appropriate federal border authorities, appropriate state roadway authorities and appropriate local land owners and authorities that will be affected by the reconfiguration and operation of the San Ysidro Port of Entry/ Puerto de Mexico.

Esta Carta de Intención expresa la base de los compromisos y principios de los firmantes en la eficiencia y reducción de los tiempos de espera en nuestra frontera.

Con este fin, el Presidente Municipal de San Diego Jerry Sanders y el Presidente Municipal de Tijuana Jorge Ramos Hernández en este documento se acuerdan lo siguiente:

1. Realizar, en cada administración respectiva, que los puertos de entrada (existentes y futuros) entre las regiones de San Diego y Tijuana serán una destacada prioridad.
2. Establecer entre la administración de cada uno de los signatarios, un grupo de trabajo u otro mecanismo oficial, los cuales se reunirán regularmente con su contraparte para facilitar los esfuerzos de cooperación de la planificación y promoción del Puerto de Entrada de San Ysidro/Puerto de México.
3. Establecer un programa de trabajo que identifique los signatarios especificando los elementos necesarios para asegurar la adherencia de la comunidad y las necesidades locales se cumplan entre los proyectos federales en el Puerto de Entrada de San Ysidro/Puerto México.
4. Establecer un programa de trabajo para desarrollar una visión de ambos signatarios del Puerto de Entrada de San Ysidro/Puerto México de cruce inmediato y sus alrededores.
5. Desarrollar un proceso de trabajo con su respectiva inspección federal, las autoridades federales apropiadas de cruce fronterizo, autoridades apropiadas de carreteras del estado y propietarios locales de tierras que se verán afectados por la reconfiguración y operación del Puerto de Entrada de San Ysidro /Puerto de México.

This Statement of Intent shall serve solely as a guide and statement of commitment by each of the signing parties to define their respective intentions and policies. It does not authorize specific projects, nor does it authorize funding for specific projects. This Letter of Intent is not a treaty between the governments of Mexico and the United States of America, nor the states of Baja California and California.

Signed February 1, 2008

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Jerry Sanders  
Mayor  
City of San Diego

Esta Carta de Intención deberá de servir como una guía y compromiso de cada una de las partes firmantes para definir sus respectivas intenciones y políticas. No se autoriza en este momento, proyectos específicos ni tampoco la financiación de proyectos específicos. Esta Carta de Intención no es un tratado entre gobiernos de México y los Estados Unidos de América, ni de los estados de Baja California y California.

Firmado el 1o de Febrero del año 2008

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Jorge Ramos Hernández  
Presidente Municipal  
Ciudad de Tijuana

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<sup>i</sup> San Diego Association of Governments; California Department of Transportation, District 11 "Estimating Economic Impacts of Wait Times at the San Diego-Baja California Border Region", 2006

**San Diego Association of Governments**  
**COMMITTEE ON BINATIONAL REGIONAL OPPORTUNITIES**

March 4, 2008

AGENDA ITEM NO.: **7**

**Action Requested: INFORMATION**

PRESENTATION ON TRANSBORDER MANAGEMENT AND  
LOCAL DEVELOPMENT IN NORTHERN MEXICO

File Number 3003200

**Discussion**

Dr. José María Ramos García, Public Administration Department at the Colegio de la Frontera Norte (COLEF), is a leading researcher on U.S.-Mexico border relations. He will provide an overview of his current publication, "The Capacities of Transborder Management and Local Development in Northern Mexico," which evaluates some of the unique challenges that border cities face and analyzes the capacity of local government to cooperatively manage these issues.

This presentation will cover how U.S. and Mexico border cities are confronted with unique challenges and opportunities related to their urban, economic, social and cultural development. These issues are unfamiliar to traditional local planning and governance. In addition, Dr. Ramos will describe how the institutional, cultural, and structural differences between governmental agencies on both sides of the border can obscure efforts to achieving effective binational relations and planning.

Attachment: 1. Capacidades de Gestión Transfronteriza y Desarrollo Local en el Norte de México - Executive Summary

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**CAPACIDADES DE GESTION TRANSFRONTERIZA Y DESARROLLO LOCAL  
EN EL NORTE DE MEXICO**

**Dr. José María Ramos García**

**Coordinador del Proyecto**

**Director General de Asuntos Académicos**

**[ramosjm@colef.mx](mailto:ramosjm@colef.mx)**

## 1. ANTECEDENTES

La relación fronteriza de los gobiernos locales mexicanos con sus contrapartes de Estados Unidos comprende una diversidad de temas, problemas y oportunidades, que tienen que ver con sus niveles de desarrollo, en sus aspectos económicos, comerciales, financieros, sociales, institucionales y culturales. Estos aspectos en su conjunto, han determinado que la relación transfronteriza sea compleja, repercutiendo en los alcances del desarrollo local fronterizo.

El papel de los gobiernos locales mexicanos en asuntos transfronterizos plantea un problema en términos de gestión y políticas públicas: los gobiernos fronterizos tienen que gestionar una agenda local, pero además tienen que afrontar una agenda transfronteriza con gobiernos de mayor nivel de desarrollo, ello en términos de institucionalización de políticas, desarrollo administrativo y sobre todo, de mayor capacidad de gestión.

Las agendas locales y transfronteriza de los gobiernos locales del norte de México tienen en común que coinciden en temas estratégicos para el desarrollo local. Sin embargo, se concibe que los gobiernos locales tienen limitaciones en su capacidad de gestión y en términos de su visión y liderazgo para promover un desarrollo en un marco transfronterizo. De ahí la importancia de que los gobiernos fronterizos mexicanos fortalezcan sus capacidades de gestión para reducir las diferencias con sus contrapartes estadounidenses y a su vez, tratar de promover el desarrollo.

Una premisa central que se plantea en el proyecto es que la ausencia de una articulación entre el enfoque, la gestión, la planeación y las políticas con una noción estratégica hacia el desarrollo fronterizo, han coadyuvado en sus alcances. Adicionalmente, la ausencia de una visión integral de parte de los gobiernos locales del norte de México y de las instituciones binacionales creadas con el Tratado de Libre Comercio de América del Norte (TLCAN) (Sánchez, 2000), han limitado la planeación estratégica del desarrollo fronterizo.

Otro factor que ha repercutido en el desarrollo fronterizo, ha sido el aumento de la inmigración hacia los municipios del norte de México. Por ejemplo, municipios como Tijuana y Ciudad Juárez, tienen los índices más altos de crecimiento poblacional en el ámbito nacional y en donde a su vez, se agudiza la pobreza urbana. Tijuana ocupa el octavo lugar entre las ciudades con más población entre los años de 1995 y 2000, y refleja casi el doble del crecimiento promedio anual del país.

Los municipios de Tijuana y Ciudad Juárez han experimentado un paradójico desarrollo con pobreza, producto de un rápido crecimiento con pleno empleo, pero con una desigual distribución del ingreso. El desequilibrio social para el acceso a bienes y servicios públicos en ambos municipios y su impacto en las condiciones de vida, han sido factores que han influido en el aumento de

la delincuencia en las principales localidades urbanas. Aquí se aprecia la vinculación entre la falta de desarrollo y la inseguridad.

## **2) RELEVANCIA ESTRATEGICA**

La originalidad del proyecto radica en el análisis de la gestión transfronteriza entre gobiernos locales de México y Estados Unidos con problemas que comparten, pero con capacidades de gestión distintas y en general con diferencias burocráticas, políticas e institucionales, que en su conjunto, representan un reto para promover el desarrollo local mexicano.

Por ello, el análisis del desarrollo en regiones fronterizas con distintos niveles de crecimiento económico, representa un problema de gestión local y transfronteriza, a causa de la diversidad de dimensiones que la condicionan.

Otro aspecto singular del estudio radica en que dos de los municipios más importantes del norte de México: Tijuana y Ciudad Juárez, han experimentado un paradójico desarrollo con pobreza, producto de un rápido crecimiento con pleno empleo, pero con una desigual distribución del ingreso. Esta situación asociada al marco transfronterizo, ha influido tanto en los alcances del desarrollo y en los niveles de inseguridad pública local.

El proyecto también es relevante porque analizará de manera integral la seguridad (local y fronteriza) y el desarrollo, como parte de una misma problemática, y como tal, son dos temas estratégicos para promover la competitividad y el bienestar de las comunidades mexicanas en el norte de México. De la manera en que se logre gestionar el desarrollo y la seguridad en las fronteras de México y Estados Unidos en los próximos años, existirán mayores posibilidades de que las comunidades fronterizas se vean beneficiadas de los procesos de integración.