Friday, March 27, 2009
12:30 to 2:30 p.m.
SANDAG Board Room
401 B Street, 7th Floor
San Diego

AGENDA HIGHLIGHTS

- UPDATE ON THE U.S. GSA SAN YSIDRO POE RECONFIGURATION AND EXPANSION PROJECT
- CALIFORNIA – BAJA CALIFORNIA BORDER MASTER PLAN
- INITIATION OF COMPREHENSIVE FREIGHT GATEWAY STUDY
- SAN DIEGO REGIONAL EDC AND IMPERIAL VALLEY EDC’S MEGA-REGION INITIATIVE

PLEASE TURN OFF CELL PHONES DURING THE MEETING

YOU CAN LISTEN TO THE BORDERS COMMITTEE MEETING BY VISITING OUR WEB SITE AT WWW.SANDAG.ORG

MISSION STATEMENT

The Borders Committee provides oversight for planning activities that impact the borders of the San Diego region (Orange, Riverside and Imperial Counties, and the Republic of Mexico) as well as government-to-government relations with tribal nations in San Diego County. The preparation and implementation of SANDAG’s Binational, Interregional, and Tribal Liaison Planning programs are included under this purview. It advises the SANDAG Board of Directors on major interregional planning policy-level matters. Recommendations of the Committee are forwarded to the Board of Directors for action.
Welcome to SANDAG. Members of the public may speak to the Borders Committee on any item at the time 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/Member Comments. Speakers are limited to three minutes. The Borders Committee 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 working days prior to the Borders Committee meeting.

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SANDAG offices are accessible by public transit. Phone 511 or see 511sd.com for route information.
ITEM #  

+1. APPROVAL OF THE FEBRUARY 27, 2009, MEETING MINUTES  

Approve

2. PUBLIC COMMENTS/COMMUNICATIONS/MEMBER COMMENTS

Members of the public will have the opportunity to address the Borders Committee on any issue within the jurisdiction of the Committee. Speakers are limited to three minutes each and shall reserve time by completing a “Request to Speak” form and giving it to the Clerk prior to speaking. Committee members also may provide information and announcements under this agenda item.

CONSENT ITEM (#3)

+3. FINAL SAN DIEGO - IMPERIAL COUNTY I-8 CORRIDOR STRATEGIC PLAN (Rosa Lopez, IVAG; and Warren Whiteaker, PMC)

Accept

The Imperial Valley Association of Governments (IVAG), in partnership with Caltrans, District 11 and SANDAG, has developed the San Diego-Imperial County I-8 Corridor Strategic Plan. The final draft Strategic Plan report was reviewed on January 23, 2009, by the Joint Policy Advisory Group. The IVAG Regional Council approved the Strategic Plan at its meeting on February 25, 2009. The Borders Committee will be asked to accept the Final San Diego-Imperial County I-8 Strategic Plan.

REPORT ITEMS (#4 through #7)

+4. UPDATE ON THE U.S. GENERAL SERVICES ADMINISTRATION (GSA) SAN YSIDRO PORT OF ENTRY RECONFIGURATION AND EXPANSION PROJECT (Rachel Kennedy, SANDAG)

Information

This report describes recent developments related to the GSA San Ysidro Port of Entry Reconfiguration and Expansion project, including a response from GSA to comments submitted by SANDAG, correspondence from SANDAG to Mr. Paul F. Prouty, Acting Administrator of GSA, as requested by the Borders Committee at its February 27, 2009, meeting, and a letter from the San Diego Area Congressional Delegation to the GSA Acting Administrator stating local and regional concerns related to GSA’s proposals.
ITEM # | RECOMMENDATION
--- | ---
+5. CALIFORNIA - BAJA CALIFORNIA BORDER MASTER PLAN
(Pedro Orso-Delgado, Caltrans; and Elisa Arias, SANDAG) | INFORMATION

Caltrans and the Secretariat of Infrastructure and Urban Development of the State of Baja California (SIDUE) coordinated the preparation of the California - Baja California Border Master Plan, a pilot project sponsored by the U.S.-Mexico Joint Working Committee (JWC). The Border Master Plan Policy Advisory Committee and the U.S.-Mexico JWC approved this Border Master Plan in late 2008. Findings from this project will be presented to the Borders Committee.

+6. INITIATION OF COMPREHENSIVE FREIGHT GATEWAY STUDY
(Christina Casgar, SANDAG) | INFORMATION

The Freight Gateway Study will provide a comprehensive forecast and analysis of regional freight traffic in San Diego and Imperial Counties through 2040. Staff will provide an overview of the project scope of work and schedule to the Borders Committee.

+7. SAN DIEGO REGIONAL ECONOMIC DEVELOPMENT CORPORATION (EDC) AND IMPERIAL VALLEY EDC'S MEGA-REGION INITIATIVE
(Christina Luhn, San Diego Regional Economic Development Corporation) | DISCUSSION

This presentation will include an overview of the Mega-Region Initiative, including its initial findings and recommendations. This initiative is a long-term economic development strategy partnering San Diego County, Imperial County, and Baja California for global competition.

8. UPCOMING EVENTS

The next meeting of the Borders Committee is scheduled for Friday, April 24, 2009, at 12:30 p.m.

9. ADJOURNMENT

+ next to an item indicates an attachment
The meeting of the Borders Committee was called to order by Chair Patricia McCoy (South County) at 12:30 p.m. See the attached attendance sheet for Borders Committee member attendance.

1. APPROVAL OF MEETING MINUTES

Upon a motion by Vice Chairwoman Pam Slater-Price (County of San Diego) and Councilmember John Minto (East County) the Borders Committee approved the minutes from the January 9, 2009, Borders Committee meeting.

Councilmember Sam Abed (North County Inland) and Councilmember Betty Rexford (North County Inland) abstained as they did not attend the meeting.

Vice Chairwoman Slater-Price stated Vice Chair Greg Cox (County of San Diego) should have made the motion as he is the primary and she is the alternate.

Mayor Cheryl Cox (South County) and Supervisor Victor Carrillo (Imperial County) abstained also.

Chair McCoy determined there were enough votes, of those that were able to vote, to approve the minutes.

Action: Upon a motion by Vice Chair Cox and a second by Councilmember Minto, the Borders Committee approved the minutes from the January 9, 2009, Borders Committee meeting.

2. PUBLIC COMMENTS/COMMUNICATIONS/MEMBER COMMENTS

There were no public comments/communications.
CONSENT ITEM (Item #3)

3. COMMITTEE ON BINATIONAL REGIONAL OPPORTUNITIES’ MEMBERSHIP UPDATES (INFORMATION)

Action: This item was presented for information only.

CHAIR’S REPORT ITEMS (#4 and #5)

4. INTRODUCTION OF NEW BORDERS COMMITTEE MEMBERS (INFORMATION)

Chair McCoy stated she and Vice Chair Cox would remain in their positions for another year; and, introduced new members to the Committee who are Escondido Councilmember Sam Abed, Poway Councilmember Betty Rexford, and Chula Vista Mayor Cheryl Cox.

Action: This item was presented for information only.

5. BORDERS COMMITTEE REPRESENTATIVES ON THE INTERSTATE 15 (I-15) INTERREGIONAL PARTNERSHIP (IRP) JOINT POLICY COMMITTEE (APPOINT)

Chair McCoy reported the I-15 IRP consists of elected officials representing the Western Riverside Council of Governments (WRCOG), Riverside County Transportation Commission (RCTC), Riverside Transit Authority (RTA), and SANDAG, whose goal is to foster collaborative strategies in economic development, transportation, and housing that will improve the quality of life for residents in both counties. She said Councilmember Sam Abed expressed interest in serving on the committee; and that Mayor Crawford, Councilmember Jack Feller (North County Coastal), and Councilmember Dave Allan (East County) had reconfirmed their interest in serving on the I-15 IRP.

Action: Upon a motion by Councilmember Minto and a second by Supervisor Carrillo, the Borders Committee unanimously appointed Councilmember Abed, Mayor Crawford, and Councilmember Allan to serve as members; and, Councilmember Feller to serve as alternate to the I-15 Interregional Partnership Joint Policy Committee.

REPORT ITEMS (#6 through #8)

6. FOLLOW-UP DISCUSSION ON THE U.S. GENERAL SERVICES ADMINISTRATION (GSA) SAN YSIDRO PORT OF ENTRY (POE) RECONFIGURATION AND EXPANSION PROJECT (DISCUSSION)

Chair McCoy announced GSA officials were unable to attend the meeting.

Caltrans District Director Pedro Orso-Delgado asked why they were unable to attend.
Hector Vanegas, Borders Committee Coordinator, replied they had previously confirmed; however, they called and said their representative was out of town and that GSA looks forward to meeting with the Committee at a later date.

a) Summary of Comments on GSA’s Proposals

Rachel Kennedy, Senior Planner (SANDAG), provided an overview of the GSA San Ysidro POE Reconfiguration Project. She informed the Committee that SANDAG, in collaboration with Caltrans, the City of San Diego, and MTS has submitted several comment letters which have focused on pedestrian and transit user issues along with possible Americans with Disabilities Act considerations to GSA. Areas of concern include:

- The project’s main focus is on single-occupant vehicle travel and does not effectively integrate other modes of travel.
- The GSA design will eliminate the circulation and pedestrian pick-up and drop-off location adjacent to the current southbound pedestrian gate.
- The current pedestrian bridge will be eliminated and replaced by a longer pedestrian bridge.
- The reconfiguration project will eliminate Camiones Way which serves as an important pedestrian pick-up and drop-off point for accessing the southbound pedestrian gate. Closure of Camiones Way will eliminate portions of the MTS 929 and 932 routes and their stop at the border and impact future planned route service.
- MTS trolleys, buses, and jitneys will need to utilize the congested San Ysidro Boulevard I-5 northbound ramp intersection.
- GSA plans do not currently include the relocation of MTS routes and stops or the current Greyhound facility which will be eliminated as part of the GSA project.
- Project impacts to community and regional circulation and access impacts are not addressed.

In response to comments, the GSA modified the master plan to accommodate a potential southbound pedestrian gate on the eastern side of the project, and the eastern access point for the pedestrian bridge has been relocated further south to minimize pedestrian conflicts with the I-5 on and off ramps. GSA is preparing a pedestrian study that will include current and future flow numbers and transit data which will be included in the draft environmental impact document to be released in April 2009. GSA is also preparing cost estimates for the off-site bridge deck improvements.

California Assembly Bill (AB) 32 calls for major reductions in greenhouse gases (GHGs) and a balanced transportation system for convenient and accessible non-single occupant vehicle transportation. It is vital that these issues are addressed now as GSA’s planning and design process continues to move forward.
b) Planning Activities in the Community of San Ysidro

Ms. Kennedy gave an overview of four planning activities geared towards addressing the interaction of the San Ysidro POE with the surrounding community. The San Ysidro Mobility Strategy Phase I, conducted by the City of San Diego and the San Ysidro Transportation Collaborative evaluated potential transportation improvements within the San Ysidro community. The San Ysidro POE Reconfiguration Mobility Study will be conducted by the City of San Diego and will evaluate the transportation mobility impacts from the GSA/ San Ysidro POE Reconfiguration and Expansion Project and evaluate locations for a multimodal transportation center. Casa Familiar and the San Diego Prevention Research Center will be performing a pedestrian health and safety assessment to identify ways to reduce pedestrian exposure to vehicular emissions and improve pedestrian safety at and near the San Ysidro border crossing. Additionally, the City of San Diego will be conducting an update to the San Ysidro Community Plan to reflect current conditions and long-term visions for the community as well as assess possible locations for a major intermodal facility.

c) Intermodal Transportation Plan – Conceptual Proposal

Jennifer Williamson, Senior Planner (SANDAG), stated that due to the number of impacts to both public and private operators of transit and transportation alternatives at the port, it is an optimal time to evaluate what would be necessary to provide better access to all multimodal services and develop a one stop shop for alternative choices. A very conceptual and preliminary evaluation of the size and space needs of a coordinated center found that approximately three acres would accommodate eight bus bays (public operators, MTS local bus, and future BRT) and would increase the number of taxi spaces from two to four, and maintain the two jitney spaces. Greyhound and other private bus operators staging and processing could also potentially be incorporated into this location. Approximately a half an acre of off-site space for staging would be necessary to accommodate the 13 jitneys and 25 taxis currently serving the border. Ideally, the center’s location and staging area would be as close to the border as possible to facilitate good pedestrian access and as close to the Trolley to facilitate good transfer opportunities and multimodal choices. SANDAG will continue to work with stakeholders and the City of San Diego to evaluate GSA’s plan. Evaluations of off-site locations and additional operating scenarios will continue, incorporating the results of the GSA Pedestrian Study.

Ms. Kennedy said SANDAG will review and comment on the GSA Draft EIS focusing on achieving a border crossing project which improves mobility and mitigates community and environmental impacts. SANDAG will also continue to urge GSA to pursue a finance plan to ensure completion of all phases of the project. Comments and input from the Borders Committee will also be provided to GSA.

Jason Wells, representing the San Ysidro Chamber of Commerce and the San Ysidro Smart Border Coalition, provided information on four areas not being considered in GSA’s plans. They include the Greyhound station, presently used by 11 long-distance bus operators; Baja California’s plans for an intermodal transportation station called Puerta Bicentenario; the bridge deck; and, the inclusion and accommodation of the pre-existing and location-dependent businesses such as Greyhound and Duty Free Americas.
David Flores, representing Casa Familiar in San Ysidro, stated he was available to answer questions regarding the grant they received to study the impacts of carbon monoxide exposure to pedestrians with the San Diego Prevention Research Center and the California Endowment.

City of San Diego Council President Ben Hueso thanked staff for their direct involvement in the planning process. He asked if staff had been communicating with GSA regarding Senate Bill (SB) 375 and AB 32 impacts on land use and transportation.

Ms. Kennedy replied staff has brought up the issue of climate change, GHG, and transportation that supports non-single occupant vehicles to GSA. The response received thus far has been that this is a federal project subject to federal environmental documents regulations, which do not have the same requirements as California laws.

Council President Hueso stated that was very unfortunate; they should recognize our efforts to reduce GHGs within our community. He commented it would be a huge step in the right direction if this project could orient itself to serving more pedestrian users and encouraging less vehicular traffic. He asked if there had been discussion regarding specific sites and amenities for the taxi staging area.

Ms. Williamson responded there had not been discussions regarding taxi staging sites and amenities as the intent at this point of the project is to evaluate space considerations only. In order to accommodate their needs, MTS and their taxi cab division will be consulted when actual station planning begins.

Council President Hueso said it is important not to forget the taxis and jitneys as they play a large part in transportation. He encouraged designing the project to accommodate all mass transit and looking at other opportunities to move an enormous amount of people in a way that is friendly to the environment. He said Puerta Bicentenario is an opportunity to connect two economically intertwined communities, contribute to neighborhood revitalization, and be of benefit to both communities. He commended staff on their efforts and offered his assistance.

Seth Torma (KOA Corporation) informed the Committee that KOA is producing the draft internal document for the mobility study. He thanked SANDAG, MTS, the City of San Diego, and Caltrans for their involvement and coordination on the project. He stated that the mobility study is more than a pedestrian mobility study as it will provide an analysis which will supply data relating to future conditions and illustrate recommendations.

Bob Leiter, Director of Land Use and Transportation Planning (SANDAG), responded further to Council President Hueso’s point regarding GHG impacts of the various options being considered. He said this project will have a direct effect on how regional projects are dealing with GHG impacts. It is an issue that has been brought forward to GSA in various letters. The latest response was that the global warming issues raised in the letter were addressed in the Regional Transportation Plan (RTP). The GSA said that “although we will estimate the expanded land POEs carbon footprint, its increased traffic handling capacity will only marginally affect the total carbon footprint for the region.” Mr. Leiter said SANDAG definitely disagrees and thinks there will be a substantial difference in the way this
particular project, as it is currently designed, will perform from a GHG emission standpoint. When reviewing impacts of transportation investments and system improvements on GHGs, one of the major ways to reduce vehicle miles traveled is to enhance and expand the use of existing transit systems. CEQA guidelines require every public agency to address specifically the project’s GHG emissions. On a similar note, SANDAG received a letter from the Attorney General regarding the RTP saying that it had not done a good enough job. SANDAG is committed to conducting further analysis both in the next RTP and when performing project evaluation. It’s an interesting problem that SANDAG is trying to respond to California State law focused on GHG emissions and the federal government apparently is not as concerned about State requirements as much as they are about the way they are looking at federal laws.

Mayor Crawford expressed dismay that GSA was unable to attend the meeting and remarked she thought it was time for some of the Committee policy makers to take a more direct approach in responding to what is happening. It is a challenging project with many variables to take into consideration as it is a very important part of border infrastructure, it signifies our relationship with Mexico, and is a unique and challenging opportunity to create a true intermodal transportation facility. Several years have been dedicated toward working cooperatively with GSA representatives and there has been minor and sometimes no response to SANDAG’s and others’ concerns and comments. Nothing frustrates taxpayers and constituents more than to find out that large amounts of time and money are spent on a project that doesn’t work. A project that doesn’t work is going to be built, and it is necessary to say enough, and be more direct and pointed about our concerns and the fact that we cannot support this project. Perhaps the new administration in Washington would support a different type of attitude with the type of crossing we develop here.

Consul Lydia Antonio (Republic of Mexico) thanked Mayor Crawford for her comments and hoped change can be made. She said a meeting was conducted on March 5 at the City of Tijuana. A representative from the Institute of Administration and Estimates of National Real Estate (INDAABIN) announced they had analyzed the Baja California proposal for the intermodal facility at Plaza Bicentenario, and have agreed that it will be the plan that they will use for the eastern portion of the port. This information remains unofficial, however, until a letter from INDAABIN is produced and sent to the Mexican Ministry for Foreign Affairs. The Mexican Ministry for Foreign Affairs will then issue a diplomatic note to present as part of the project to the U.S. government.

Mayor Cox asked if the GSA representatives were from San Diego County or from another region.

Ms. Kennedy responded they have some staff in San Diego and others from the San Francisco Bay area.

Mayor Cox commented she would like to take a representative of the San Francisco Bay area and drop them off at the border crossing; invite them to meet her for lunch somewhere in Chula Vista, without a private car; and, have them arrive in less than an hour. She said she did not make her comment lightly about asking the GSA or the consultants to try it. She echoed Council President Hueso’s concerns regarding less reliance on imported fuels and vehicle miles traveled as producing the greatest amount of pollution. She relayed her
experience on foot at the border and the difficulty and great distances traveled in order to reach a cab, bus, or trolley. She said the plan is too complicated for people who know how to do things better than this and reiterated her offer to take a GSA representative to lunch.

Mr. Orso-Delgado added he believes the Committee, as a body, needs to elevate this to the Washington level and communicate their concerns to Congressmen in order to ensure that GSA listens. He suggested it be done quickly as the project design will be complete in a month or two.

Councilmember Abed agreed with Council President Hueso regarding the critical economic interests of this crossing that affects both Mexico and San Diego. He said this is a band aid approach which does not serve our needs and improvements must be made to serve the interests of both regions.

Chair McCoy stated this is a perfect example of planning from the top down and then realizing the people living there might have something to say about it. They planned this thing as though people don’t exist, when the very core of the project is to move people with as much ease as possible. This does not make sense and it seems that the Committee should take some position on it.

Mayor Cox suggested the Committee Chair and Vice Chair write a letter to legislators and Congress members representing the San Diego region; with copies to Committee members, so they could reemphasize individually the concerns expressed.

Chair McCoy agreed as something needs to be done. She commented on an article in the Union Tribune regarding AB 32 and SB 375 and the national committee constituted on climate change and how the federal government doesn’t think the rules apply to them.

Sharon Cooney, Director of Governmental Affairs and Community Relations (MTS), concurred the best strategy is to go to the top. She informed this was one of the topics discussed with a delegation at the tri-agency lobbying effort in Washington, which she attended with Gary Gallegos and Paul Jablonski. They agreed to write a letter voicing their concerns to GSA on behalf of the delegation.

Supervisor Carrillo echoed the Committee’s sentiments in dealing with GSA. Imperial County also has commonality on these issues with their three POEs, in particular the downtown Calexico POE. GSA’s concern is for security purposes first. They are not necessarily concerned about making them user friendly to the general public, serving as a quality of life issue or an economic enhancement for those that live on both sides of the border. He agreed that the new proposed POE is going to be oversubscribed, under serving and obsolete when it is built. He said he will be in Washington from March 7 – 12 along with Vice Chair Cox in meetings with GSA regarding POE projects like the Calexico downtown POE and the expansion of the Calexico East POE. He offered to engage and convey the concerns of the Committee.
Council President Hueso said putting the Committee’s position in a letter would be effective and suggested it be sent to Congressman Filner who authored specific language which directs GSA to work with the community as part of the appropriation of the project’s funds. He said it would be very beneficial to work with his office in order to get what is needed.

Chair McCoy conveyed her concern that the project could be shovel-ready. She reported SANDAG wrote a letter to Representative Filner in October, and this would be the second one regarding the same subject. She suggested also sending a letter to Representative Susan Davis and the entire delegation.

Mayor Crawford commented since several letters have been written, the Committee ought to write a letter signed perhaps by the Borders Chair and SANDAG’s Chair Lori Holt Pfeiler, to deliver an even stronger message when hand carried by Vice Chair Cox and Supervisor Carrillo.

Chair McCoy suggested having as many of the Committee members sign the letter as well, as it carries more weight. She left the matter up to staff.

Chief Deputy Executive Director Diane Eidam (SANDAG) requested clarification, if, when in Washington, staff from the delegation had agreed to write a letter to GSA.

Ms. Cooney replied the effort to form a letter to GSA is already in the works.

Ms. Eidam asked if it would be appropriate and helpful to write letters as described by Mayor Crawford to go actually to the members.

Ms. Cooney responded that when in Washington, it is always helpful to express these concerns. It is not necessary to write a letter; however, it is beneficial in that it is always there to remind them that this is an issue of great importance to the region.

Vice Chairwoman Slater-Price suggested adding the item to the Board of Supervisors meeting directing the Chair to write a letter. She also suggested the various cities writing their own letters endorsed by the mayors and council members.

Vice Chair Cox informed he would be in Washington on Friday and he would be happy to work with Supervisor Carrillo. He thought it might be appropriate to send a letter to GSA and a cover letter to each of the San Diego County delegation advising them of the Committee’s concerns.

Chair McCoy stated she thought a letter written should be from the Committee.

Vice Chairwoman Slater-Price concurred; a Committee letter along with an individual one.

Chair McCoy said the letter would have to be completed Wednesday or Thursday and thanked the Committee for their input. She mentioned it was very disappointing that GSA was not able to attend the meeting; however, they will be invited back at a later date to answer all questions, as those in South Bay are particularly concerned about this.
7. FEDERAL ECONOMIC RECOVERY LEGISLATION: LAND PORTS OF ENTRY ALLOCATIONS (DISCUSSION)

Elisa Arias, Principal Planner (SANDAG), informed on the American Recovery and Reinvestment Act stimulus legislation that could support improvements to land POEs or access roads. The Act includes POE-related programs under the purview of three agencies. Under U.S. Customs and Border Protection (CBP), the legislation provides $420 million for planning, management, design, and construction of land border crossings. It also provides $100 million for development and deployment of border security technology on the southwestern border. The second program, under the GSA, provides $5.5 billion for the federal buildings fund and $300 million of those will be dedicated to land border stations. Most of the funds are made available to convert GSA facilities to green building standards. The third program, under the U.S. Department of Transportation (DOT), includes 1.5 billion dollars as a discretionary program for U.S DOT to award competitive grants for major surface transportation projects which could include highways, transit, freight and passenger rail, and also for infrastructure investment, including projects that connect ports to other modes of transportation and improve freight movement. Regarding California land border crossings, in December 2008, the SANDAG Board of Directors gave initial approval to a regional economic stimulus proposal that includes the construction of both transportation and public works projects. According to GSA staff, no projects in California will be ready to start within the first 120 days of enactment of the federal stimulus plan; however, the San Ysidro POE Phase II and Calexico West project could be ready for construction within a one-year timeframe and the third phase of San Ysidro POE and improvements to Otay Mesa POE could be ready within a two-year time frame. These timelines fall within the parameters established in the legislation to obligate funds by either September 30, 2010, and no later than September 30, 2011.

Chair McCoy noted there were no questions or comments from Committee members at this time.

Action: This item was presented for discussion only.

8. RECOMMENDATIONS FOR THE 2009 SANDAG BINATIONAL EVENT (ACCEPT)

Angelika Villagrana (San Diego Regional Chamber of Commerce) and representative of the Committee on Binational Regional Opportunities (COBRO) to the Borders Committee, reported COBRO is very proud of participating in all of SANDAG’s binational events since 1997. Many of the recommendations have been used for SANDAG’s border initiatives. At the 2008 Binational Seminar, it was recommended to continue the opportunities of collaboration among all the strategic partners for Smart Growth and sustainability. COBRO Chairman Paul Ganster has put together a sub-working group to develop a theme regarding Smart Growth and climate change which will be discussed at the next meeting. She asked the Committee to accept Tuesday, June 2, 2009, as the date for the 2009 SANDAG Binational Event.
Action: Upon a motion by Councilmember Minto and a second by Mayor Crawford, the Borders Committee unanimously accepted COBRO’s recommendation that the 2009 binational event be held on Tuesday, June 2, 2009, and that it follow up on recommendations from the 2008 Binational Seminar with focus on challenges and opportunities for crossborder climate change collaboration.

Councilmember Betty Rexford (North County Inland) requested staff contact her regarding the POE letter, as she felt it important for all cities from the San Diego area to participate.

Chair McCoy assured her that Hector Vanegas, Committee Coordinator, would contact her.

9. UPCOMING MEETINGS

The next meeting of the Borders Committee is scheduled for Friday, March 27, 2009, at 12:30 p.m.

10. ADJOURNMENT

Chair McCoy adjourned the meeting at 1:51 p.m.

Attachment: Attendance Sheet
## CONFIRMED ATTENDANCE
### BORDERS COMMITTEE MEETING
#### FEBRUARY 27, 2009
12:30 p.m. to 2:30 p.m.

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The Imperial Valley Association of Governments (IVAG), in partnership with Caltrans, District 11 and SANDAG, began work on the development of the San Diego Imperial County I-8 Corridor Strategic Plan in 2008. This study identified issues, established goals and objectives, and developed interregional strategies in the areas of transportation, housing, and employment to ensure adequate levels of service on the I-8 corridor.

The following are some of the key proposed joint SANDAG and IVAG strategies:

- **Strategy 1a:** Improve interregional and regional information sharing regarding on-going studies to maximize the benefits and minimize duplication of effort.

- **Strategy 1b:** Continue to integrate Tribal Nations into overall planning process for the I-8 corridor.

- **Strategy 1c:** Collaborate on crossborder people and goods movement issues, including recommendations and projects identified in the California - Baja California Border Master Plan.

- **Strategy 2a:** Maintain key capital investments identified in SANDAG’s 2030 Regional Transportation Plan and the Imperial County 2007 Transportation Plan Highway Element to improve mobility for people and goods on I-8, including widening from four to six lanes between El Cajon to Alpine (2nd Street to Los Coches Road) and widening within Imperial Valley between State Route 111 and Forrester Road as priorities.
• Strategy 2b: Explore opportunities to expand ridesharing.

• Strategy 4: Support economic development focusing on job creation, particularly on higher paying jobs.

Next Steps

In April 2009, IVAG will submit a Caltrans Partnership Planning Grant application for Phase II of the Strategic Plan. Phase II would focus on implementing select short-term strategies identified in the Strategic Plan.

Staff will continue to provide periodic updates to the Committee on progress made towards the implementation of this Strategic Plan.

BOB LEITER
Director of Land Use and Transportation Planning

Attachment: 1. San Diego - Imperial County I-8 Corridor Strategic Plan (Executive Summary)

Key Staff Contact: Ron Saenz, (619) 699-1922, rsa@sandag.org
EXECUTIVE SUMMARY

The Imperial Valley Association of Governments (IVAG), in collaboration with the San Diego Association of Governments (SANDAG) and California Department of Transportation (Caltrans) District 11, developed the San Diego-Imperial County I-8 Corridor Strategic Plan as the first phase of a planning effort to improve mobility for people and goods along the Interstate 8 (I-8) freeway corridor between San Diego and Imperial counties. The Strategic Plan recognizes that traffic is the result of a complex interaction of economic, growth, environmental, and other dynamics. As a result, it looks holistically at these traffic-related issues and provides direction for future phases of this planning effort that will lead to detailed implementation plans.

By working with a consortium of public and private sector interests, the Strategic Plan also sets the stage for the interregional partnerships that will be critical to implementing short- and long-term solutions. Policy guidance was provided by SANDAG’s Borders Committee and Joint Policy Advisory Group, the IVAG Regional Council, and Tribal Nations along the I-8 corridor. Technical guidance was provided by a Joint Technical Advisory Group, comprised of staff from several interested public agencies, Tribal Nations, and representatives of private-sector stakeholders. Many of these stakeholders will need to be involved in future planning and implementation of Strategic Plan recommendations.

Ultimately, this Plan looks proactively at how to move the Imperial and San Diego regions toward actions that will avert future problems before they become problems. As such, it was guided by several goals for the I-8 corridor itself:

- Improve interregional collaboration
- Maintain and improve mobility for people and goods
- Enhance the quality of life in the Imperial Valley and San Diego County
- Improve the economic vitality of Imperial Valley and San Diego County
- Minimize negative impacts of growth and transportation improvements on the environment

The Strategic Plan recommendations were based in part on an interregional survey of the traveling public. This was vital to crafting strategies that respond to the needs or motivations for those who either use the freeway or could use the freeway in the future. Two opinion surveys were conducted in August and September of 2008. The first study, a survey of Imperial County residents, was conducted using traditional telephone interviewing methods and was designed to address: (1) perceived quality of life in Imperial County; (2) current commute patterns; (3) future commute patterns; and (4) non work-related travel. While this survey recognized that the majority of residents do not use the I-8 freeway for interregional travel, the intent was to gain insight into any issues that could change their travel behavior and turn them into long-distance users of the I-8 freeway in the future. The second study, an automated telephone survey or Interactive Voice Response (IVR) survey, specifically targeted users of I-8, the primary corridor linking Imperial and San Diego counties. This was a direct attempt to understand who uses the freeway and what motivates those to the long, 100 plus mile one-way travel associated with driving between San Diego and Imperial counties, and vice-versa.
The following general findings were drawn:

- **The Imperial Valley is Currently Not a Bedroom Community for San Diego County.** While interregional commuting between Imperial Valley and San Diego County grew between 1990 and 2000, the sheer distance between the two counties and the jobs/housing balance in Imperial County results in a minimal number of commuters traveling to San Diego County for jobs.

- **There is General Satisfaction with the Current State of the I-8 Freeway Commute.** Imperial Valley residents are very satisfied with their quality of life and residents of both Imperial and San Diego are satisfied with their commutes along the I-8 corridor.

- **As Congestion Increases on the I-8 in the Future, It Will Be Worst in San Diego County.** While traffic volumes are growing along the entire corridor, existing and projected congestion levels (e.g., Level of Service E or worse) are confined to the San Diego County portion of the corridor (generally west of El Cajon).

- **Up to Half of I-8 Commuters Would Consider Some Form of Ridesharing.** Just under half of commuters surveyed, report that they would consider a carpoo, vanpool, or use public transportation in the future. Despite this willingness to consider ridesharing, two-thirds of super commuters who face particularly long commutes are equally unlikely to move closer to their work locations or to take lower-paying jobs closer to where they currently live. Even if gas prices exceed $6 a gallon, findings suggest that it is unlikely to persuade super commuters to abandon their current commute.

- **As the Imperial Valley Matures, Its Economy Will Diverge and Reduce the Need for Interregional Commutes to San Diego County.** Imperial Valley employment has been, and is, projected to continue to diversify and shift away from an agriculturally-based economy.

The Strategic Plan ultimately identifies a number of short-term early actions and longer-term interregional strategies that were developed through a consensus process. These recommendations are intended to serve as a general road map for subsequent efforts in addressing the long-term needs for the I-8 corridor and are not intended to be exhaustive of all potential solutions.

**Goal 1: Improve Interregional Collaboration**

- **Strategy 1a:** Improve interregional and regional information sharing regarding ongoing studies to maximize the benefits and minimize duplication of effort.

- **Strategy 1b:** Continue to integrate Tribal Nations into the overall planning process for the I-8 corridor.

- **Strategy 1c:** Collaborate on cross border people and goods movement issues, including recommendations and projects identified in the California-Baja California Border Master Plan.

**Goal 2: Maintain and improve mobility for people and goods**

- **Strategy 2a:** Maintain key capital investments identified in SANDAG’s 2030 Regional Transportation Plan and the Imperial County 2007 Transportation Plan Highway Element
to improve mobility for people and goods on I-8, including widening the I-8 from four to six lanes between El Cajon to Alpine (2nd Street to Los Coches Road) and widening the I-8 within Imperial Valley between SR-111 and Forrester Road.

- Strategy 2b: Explore opportunities to expand ridesharing.
- Strategy 2c: Explore the feasibility of promoting telecommuting programs at government agencies and other large employers.

Goal 3: Enhance the quality of life in the Imperial Valley and San Diego County

- Strategy 3a: Support pro-active, comprehensive planning.
- Strategy 3b: Explore means of preserving what people like about the Imperial Valley.
- Strategy 3c: Explore local access to medical and dental care, including specialized care and hospitalization.

Goal 4: Improve the economic vitality of Imperial Valley and San Diego County

- Strategy 4: Support economic development focusing on job creation, particularly on higher paying jobs.

Goal 5: Minimize negative impacts of growth and transportation improvements on the environment

- Strategy 5a: Preserve I-8 transportation corridor right of way.
- Strategy 5b: Monitor related interregional issues and identify impacts to the corridor, if any.
San Diego Association of Governments

BORDERS COMMITTEE

March 27, 2009

AGENDA ITEM NO.: 4

Action Requested: INFORMATION

UPDATE ON THE U.S. GENERAL SERVICES ADMINISTRATION (GSA) File Number 3003200
SAN YSIDRO PORT OF ENTRY RECONFIGURATION AND EXPANSION PROJECT

Introduction

The San Ysidro – Puerta México Port of Entry (POE) is the busiest international land POE in the world and is used by one out of every ten people entering the United States through any air, sea, and land POE. On February 27, 2009, SANDAG staff provided the Borders Committee with an overview of the GSA San Ysidro POE Reconfiguration and Expansion project, comments submitted, and areas of concern that remain unresolved.

This report describes recent developments related to the GSA San Ysidro POE Reconfiguration and Expansion project, including a response from GSA to comments submitted by SANDAG (Attachments 1 and 2); correspondence from SANDAG to Mr. Paul F. Prouty, Acting Administrator of GSA, as requested by the Borders Committee at its February 27, 2009, meeting (Attachment 3); and a letter from the San Diego Area Congressional Delegation to the GSA Acting Administrator stating local and regional concerns related to GSA's proposals (Attachment 4). In addition, Supervisor Greg Cox, County of San Diego, and Supervisor Victor Carrillo, County of Imperial, met with GSA officials on March 11th in Washington, D.C.

Discussion

This agenda item provides an update to project developments since the February 27, 2009, SANDAG Borders Committee meeting. The GSA has provided SANDAG with a response to its comment letter submitted on December 10, 2008. However, there remain several unresolved issues:

- GSA states that the global warming issues raised in SANDAG’s letter “have been addressed in the Regional Transportation Plan (RTP).” The RTP does not provide greenhouse gas (GHG) analysis for specific projects. While GSA estimates that the expanded land POE’s carbon footprint will only marginally affect the total carbon budget for the region, a comprehensive analysis is needed.
- GSA is revising the design of the pedestrian bridge to move the eastside bridge landing south of the I-5/San Ysidro Boulevard on ramp in response to safety concerns from the community. However, the new proposed bridge still will result in a longer walking distance for thousands of daily users.
• The GSA project will eliminate the majority of Camiones Way which currently serves as a drop-off location for private vehicles, taxis, and jitneys and contains stops and idling space for Metropolitan Transit System (MTS) bus routes 929 and 932. GSA’s letter asserts that an area at the intersection of Camiones Way and Camino De La Plaza has been identified for a west side vehicle, taxi, and jitney pickup/drop-off location. Additionally the letter states that the Project site area was downsized to accommodate MTS idling areas on the west side of the land POE. To date this location has not been delineated, and to our knowledge it is not included as part of the GSA project.

• GSA also states that while Congress has authorized it to reconfigure the San Ysidro land POE, none of the Federal Building Funds dedicated to this project are legally available for offsite improvements or related transportation projects, regardless of how worthy some of these projects may be.

Next Steps

A meeting between GSA staff, Borders Committee’s Chair Patricia McCoy, Member Crystal Crawford, and SANDAG staff is scheduled on March 23, 2009, to further discuss regional concerns. Outcomes of this meeting will be shared at the April 24, 2009 Borders Committee meeting.

GSA continues the preparation of the draft Environmental Impact Statement (EIS) report, which is anticipated to be released for public review in late April 2009. SANDAG staff, in collaboration with the City of San Diego, Caltrans, and MTS, will review the document upon release and provide comments.

BOB LEITER
Director of Land Use and Transportation Planning

3. Letter from SANDAG to Mr. Paul F. Prouty, Acting Administrator of GSA
4. Letter from the San Diego Region Congressional Delegation to the GSA Acting Administrator

Key Staff Contact: Rachel Kennedy, (619) 699-1929, rke@sandag.org
December 10, 2008

Mr. Keith Lew
U.S. General Services Administration
450 Golden Gate Avenue
3rd Floor West
San Francisco, CA 94102-3434

Dear Mr. Lew:

SUBJECT: San Ysidro Port of Entry Reconfiguration Project

Thank you for providing our agencies with the opportunity to review the draft San Ysidro Land Port of Entry (SY-POE) Expansion – Traffic Impact Study (Traffic Study), and for your recent meetings to discuss some suggestions for mitigating the project’s impacts. This letter is to respond with comments to the traffic study and the exhibits you shared with us in November 2008 after your review of our comment letters on the traffic study. We recognize the importance of this project and appreciate the General Services Administration’s (GSA) commitment to solving border congestion in San Diego.

The development of this POE project by GSA has included multi-agency meetings, ongoing community meetings, and multiple opportunities for input. As the project has progressed, you have focused on the design of the federal footprint and always made clear the need to maintain the project’s implementation schedule. However, GSA also has been willing to look at community and transportation concerns outside the federal footprint. This approach has been useful in allowing the federal POE design to progress, while incorporating some feedback from stakeholders into the POE project. It also has begun to identify potential POE project impacts and mitigation in the surrounding area, but we are concerned these aspects of the overall POE area are being bifurcated from the POE design.

The proposed POE project has created a number of concerns for the City of San Diego, Caltrans, MTS, and SANDAG regarding the ability to provide a safe and improved POE and surrounding environment. The POE design is moving forward to a point where changes will be very difficult to make. In the meantime, we are still discussing basic issues of how to address pedestrian, transit user, local area traffic, and circulation, while accommodating border vehicular throughput. How we address these modes will be very important in light of our planning to address the growing concern of global warming and its impacts to the region.
California state and local governments have taken a leadership role in addressing mitigation and adaptation strategies for a changing climate. Specifically, the California Global Warming Solutions Act of 2006, Assembly Bill 32, declares that "global warming poses a serious threat to the economic well-being, public health, natural resources, and the environment of California" and requires that the State’s global warming emissions be reduced to 1990 levels by the year 2020. Assembly Bill 32 also directs the California Air Resources Board to develop regulations and establish a reporting and monitoring system to track global warming emissions levels. Additionally, Executive Order S-20-06, directs state agencies to implement AB 32.

In 2004, transportation was the largest source of greenhouse gas (GHG) emissions in California. As a result, the City of San Diego and SANDAG have incorporated plans and strategies to reduce GHG emissions in their respective General Plan and Regional Transportation Plan. The City of San Diego’s General Plan has a strong sustainability focus, which includes policies to target growth in compact, walkable neighborhoods, and to promote a balanced transportation system as well as a Climate Protection Action Plan that addresses both the GHG emissions from the community (residential, commercial, and industrial sectors) and the GHG emissions specifically from the operations provided by City government. The 2030 Regional Transportation Plan funds projects that promote carpooling, vanpooling, and increasing opportunities for riding public transit, which will reduce vehicle miles traveled, fuel consumption, and GHG emissions. Additionally, Caltrans is integrating GHG reduction measures into transportation investment decisions. With this strong state and local emphasis on addressing climate change, it is important that the SY POE provide a balanced, multi-modal transportation system that serves pedestrians, bicyclists, transit-users, and motorists.

Furthermore, our concern remains that the SY POE project will have a significant negative impact on parking, access to public transit, and the safety of pedestrians. The project will increase pedestrian walking distances to the border from pick-up and drop-off locations, as well as add additional congestion at several major intersections in and around the project’s boundaries. Most of these impacts have been created due to the design of the new GSA facility, which pushes existing transit and pedestrian facilities currently within or near the boundaries of the POE, further outside or away from the future POE project boundaries.

Our agencies agree with the GSA and believe that in order to properly evaluate the exhibits provided or other design alternatives, a pedestrian study is essential. Subsequently, we appreciate that you have agreed to conduct such a study and volunteered to circulate a scope of work to us to review. As we stated at the December 3, 2008, PDT meeting, the pedestrian study needs to be robust enough to identify pedestrian flows by purpose, if not origin and destination, sufficiently to assess how proposed transit and pedestrian relocated facilities function. We ask that the pedestrian study address the following:

- What are current and future pedestrian flows numbers? We would like to see your data and understand your methodology.
- Please explain your methodology for projections.
- We can safely assume that pedestrian flows have the San Ysidro Land Port of Entry as the point of origin (and/or ultimate destination within the USA). However, it would be useful to understand where pedestrians change modes of transit (i.e., from pedestrian to vehicle, bus, taxi, jitney, trolley, etc) when exiting and entering your facility.
- How do you group pedestrians by choice of transportation mode?
• Where will the funding come from to mitigate regional mobility impacts resulting from the San Ysidro POE reconfiguration project?

Moreover, the draft Traffic Study continues to raise concerns in a number of areas, which we believe must be addressed prior to finalization of the Traffic Study and this project. The remainder of this letter details responses to your suggestions for mitigation measures as discussed during the individual meetings between GSA and the agencies included in this letter. It also spells out several outstanding issues that have yet to be addressed by the GSA.

Map 1 – Proposed Metropolitan Transit System (MTS) Property / GSA Easement Swap

• The existing Trolley Court at the San Ysidro Port of Entry (POE) accommodates a wide array of public transport services while at the same time providing a good pedestrian environment for northbound crossings. Trolley service, city bus service, jitney service, taxi service, and emergency medical vehicles share this facility, which is currently at capacity. The GSA’s suggestion to swap this facility for the existing GSA parking facility located south of and adjacent to Camino de la Plaza (identified in red on Map 1) would result in a multimillion dollar loss of public investment at the transit center, and eliminating this location for transit and the other transport services would create significant impacts in and around the border area. The GSA’s proposal does not adequately address the need to build and relocate facilities for all displaced services and the high costs associated with doing so.

Map 2 – New Taxi/Jitney Queue and Drop-off Area and Trolley Station Relocation

• The GSA identified a new Taxi/Jitney, Queue, and POV Drop-Off area located adjacent to Camino de la Plaza as a way to replace Trolley Court in part. Currently the property is owned by MTS, with an easement agreement with the GSA, and the GSA uses the property for staff parking. Before our agencies can consider this a viable alternative for capacity lost with the elimination of Trolley Court and Camiones Way, the following questions need to be addressed:

  ◦ Is it feasible to have a westbound left hand turn lane into the proposed facility off of Camino de la Plaza? Without this turning ability, no vehicles originating from San Ysidro Boulevard heading west on Camino de la Plaza will be able to use the facility efficiently and effectively. In addition, it is not clear whether vehicle access to the proposed new facility would be impacted if the proposed deck over Interstate 5 is built.

  ◦ Can full size transit vehicles negotiate the vertical difference between the street level of Camino de la Plaza and surface level of the proposed area? If not, what are the alternatives, how much will they cost, when will it be operational, and who will pay for it? The suggested new facility does not appear to provide a viable replacement for MTS bus access that would be eliminated at Camiones Way and Trolley Court. Therefore, this issue needs to be resolved prior to moving forward with the POE Expansion.

  ◦ Can the proposed new transit, taxi, jitney, and POV drop-off location adequately accommodate services that currently use Camiones Way? Is there adequate space to successfully turn vehicles around without conflicting with vehicles that are parked in the turn-around area? Preliminary analysis indicates that the size of the property is too small to adequately accommodate all of the uses as assumed by GSA.
• What are the traffic impacts related to the proposed new transit, taxi, jitney, and POV drop-off area as recommended? Adding significant movements to this location will necessarily have traffic impacts that would need to be addressed as part of the GSA project. A jitney station may add more traffic at currently busy intersections. This could create further pedestrian and vehicle conflicts at the I-5 on/off-ramp and San Ysidro Boulevard intersection. The percentage of pedestrians that would be accessing the taxi/jitney drop-off needs to be estimated in order to assess the level of congestion relief provided by the secondary proposed walkway and whether the width of the easternmost section of the bridge should be reduced. Is there data to support reduction in bridge width on the east end of east/west pedestrian bridge?

• The GSA staff has suggested relocation of the trolley station north to the southeast corner of San Ysidro Boulevard and Camino de la Plaza. This suggestion would require property acquisition and improvements at a significant cost. GSA staff did not indicate a source of funding for this project; however, our agencies are not prepared to bear this cost. Furthermore, relocating transit facilities to this new stop location would increase walking distances between transit modes and lengthen walks to and from the border crossing points. Forcing pedestrians to walk further to access transit inherently makes transit service less attractive and likely would result in increased vehicular border crossings.

• A pedestrian study is required to determine appropriate alternatives for mobility. The study is also needed to determine if reducing the bridge width east of I-5 is appropriate. Without supporting data, reduction of the pedestrian bridge cannot be validated.

• The second landing from Camino de la Plaza for the E/W pedestrian bridge is a good idea. It will allow pedestrians direct access to the E/W bridge after being dropped off at the proposed “Taxi/Jitney Queue and POV Drop-off Area,” assuming the existing drop-off would remain. Elevations of the connector and the grade up to the E/W Pedestrian Walkway will need to be evaluated. The connector appears to begin to the east of the Camino de la Plaza Overcrossing and traverses across the proposed “Taxi/Jitney Queue and POV Drop-off Area.”

• The eastern most terminus of the pedestrian bridge should be looked at as a very viable alternative at the southeast corner of the Camino de la Plaza and Via San Ysidro.

Map 3 – Camino de la Plaza/Interstate 5 Connector

• GSA staff suggests a new northbound on-ramp from Camino de la Plaza to Interstate 5 as mitigation for the POE Expansion Project. As with the other proposals, there is no indication as to how this project would be funded; however, our agencies are not prepared to assume the cost of a new on/off ramp at this time. More importantly, the viability of this ramp proposal will need to be determined. In addition to identification of funding, the following questions must be addressed:
  
  • Does this ramp meet Caltrans spacing requirements for freeway ramps?
  • Would a new ramp require widening of the structure?
  • Would a new signal be required to facilitate traffic going east to enter the N/B ramp?
  • Would the ramp allow traffic to proceed north on both I-5 and I-805?
  • Does the new ramp require modifying the exiting on-ramp from San Ysidro Boulevard?
• A project of this magnitude would require a complete traffic impact study and detailed environmental report, neither of which could be completed in time for the GSA’s proposed 2009 construction start.

• Any recommendations within Caltrans right-of-way will require a Project Initiation Document (PID) to identify a purpose and need and alternatives for addressing those needs. The document will need to be prepared using Caltrans guidelines but funded by interested parties.

• As part of the PID, a Traffic Study would need to be completed analyzing the intersection/signal spacing and operational effectiveness in addition to analyzing for future projections.

• With this proposed alternative, access to NB I-5 could be compromised due to the proximity of the I-5/I-805 split. The New NB on-ramp from Camino de la Plaza to I-5 should also include a ramp to I-805. Two direct ramps from Camino de la Plaza - one to I-5 and the other to I-805 - should be examined. The ramps could address the congestion issue at the on/off-ramp near the current border trolley stop, especially if this ramp is designated as "transit only."

• Proposal would require the purchase of additional right-of-way.

Map 4 – Option 2 - Pedestrian Bridge Connection

• While we support GSA’s concept for providing an eastern crossing into Mexico, we recognize that any proposals for a pedestrian crossing need to be coordinated with Mexico. The Option 2 concept matches Mexico’s last proposal, but the two nations are a long way from an agreement, and this option would require the construction of pedestrian bridges in Mexico. It is not clear whether GSA staff is suggesting that this crossing serve both northbound and southbound pedestrian traffic. As with the other proposals for mitigation, there is no clear delineation of funding responsibility for this project. This option would create a longer walking distance than Option 3 and is not preferred.

Map 5 – Option 3 - Pedestrian Crossing Through Sidewalk Widening

• The Option 3 concept could provide a shorter walking distance and improved access to transit, as well as allow for both a northbound and southbound pedestrian border crossing. This option would, however, require that Mexico expand the current northbound pedestrian walkway and identify an area to inspect southbound pedestrians heading into Mexico.

• We understand that the overall expansion project would include the removal of the historically designated Customs House. Alternatives for relocating and preserving this structure (or elements from it) should be explored through the environmental clearance process.

• Another alternative that could be explored with Mexican counterparts is the use of the Xicotencatl ramp in Tijuana for northbound pedestrians and the current path to accommodate southbound pedestrians.

• Has there been discussion with Mexico to consider NB pedestrians on the west side as well as the east side of the POE? This could also eliminate pedestrian/vehicles conflicts and shorten pedestrian access lengths.
Due to the nature of how this project is evolving, we would like to request that a new project development team (PDT, including, SANDAG, Caltrans, FHWA, MTS, the City of San Diego, and the GSA) be established to ensure that the questions brought forward to you within this letter and all future concerns related to this project and its impacts are recognized and addressed in a timely and effective manner. It would be ideal that these meetings take place at least once a month until all outstanding concerns are addressed.

Again, thank you for continuing to work with our agencies to find solutions for border congestion that will provide for safe and efficient travel for all people crossing through our nation's busiest land POE. We look forward to any additional proposals you have for mitigation of the GSA's SY-POE Expansion Project.

Sincerely,

Gary L. Gallegos
Executive Director

GLG/RKE/cda

cc: Greg Smith, General Services Administration
    Hon. Bob Filner, Member of Congress, 51st District
February 6, 2009

Gary Gallegos  
SANDAG  
401 B Street, Suite 800  
San Diego, CA 92101-4231

RE: The San Ysidro Land Port of Entry Reconfiguration

Dear Mr. Gallegos:

Thank you for your letter dated December 10, 2008 regarding the San Ysidro Land Port of Entry (LPOE) Reconfiguration Project (Project). We appreciate your comments as well as your kind acknowledgement of our efforts to work with the community on this important project.

GSA has been working diligently to assure that the design for this much needed project considers the concerns of the local community as well as local and regional agencies. In 2004 GSA embarked on a comprehensive outreach program, which identified and documented community issues related to the Project. To that end, GSA worked with the San Ysidro Community Representatives Committee (CRC), the San Ysidro Smart Border Coalition, SANDAG, Caltrans, MTS, local congressional leaders, the Chamber of Commerce and other stakeholders to develop a revised plan that considers the interests of the surrounding community and business entities in light of the very specific functional, security and operational requirements of Customs and Border Protection (CBP). It remains our objective to construct a safe, secure, efficient, and improved Land Port of Entry (LPOE) for San Diego and the region. We believe the project as currently designed meets these objectives and we look forward to beginning construction upon completion of the National Environmental Policy Act (NEPA) review.

Before turning to the specific issues identified in your letter, I think it would be useful to review what we have accomplished so far.

**Compact LPOE:**
In response to concerns raised by the community, the proposed footprint of the reconfigured LPOE was reduced by seven acres in order to maximize the amount of land available outside of the LPOE facility for continued community use. These changes
included the relocation of the central plant from north of the San Ysidro intersection and the consolidation of LPOE functions in fewer, smaller buildings.

**Number of Southbound Pedestrian Crossings:**
The community requested that GSA consider increasing the number of southbound pedestrian crossings. We now are considering three southbound pedestrian crossings as opposed to the one we first proposed (the existing southbound crossing point, currently just west of I-5). The second proposed crossing point has been identified by our partners in Mexico at “Puerto Mexico.” Puerto Mexico is directly south of the current eastside northbound pedestrian crossing. The third proposed southbound crossing is at “El Chaparral,” south of Virginia Avenue. However, the additional two southbound crossings will require confirmation and agreement from Mexico.

**Community Connectivity:**
The Project has been designed to support community connectivity. GSA has endeavored to maintain the existing northbound pattern of pedestrian flow in its current location. In addition to including a new eastside southbound pedestrian crossing, GSA has added East/West and North/South pedestrian bridges. These bridges will essentially maintain the current walking distances from the center of the trolley stop to the existing southbound pedestrian crossing. The new bridges will increase LPOE safety and security by preventing unscreened pedestrians from walking through the LPOE facility. Additionally, the Government reviewed the Draft San Ysidro Mobility Study prepared by the San Ysidro Smart Border Coalition and Estrada Land Planning and offered comments and suggestions in support of that effort. There are areas available near the expanded LPOE that would facilitate the extension of the MTS trolley tracks to allow for an additional car if MTS wanted to pursue that option. Locations also have been suggested by the Government for new facilities in support of the local transportation network outside of the expanded LPOE. These community-based improvements were documented in the site master plan completed by the Government and presented during the Community Relations Committee (CRC) process.

**Pedestrian Enhancements:**
The Pedestrian Inspection facility is being modernized and expanded to support increased pedestrian traffic volume and enhanced inspection efficiency. The Project also will include pedestrian improvements including public restrooms, benches, shade structures and landscaping. San Ysidro community members requested these changes during the Community Open House. Additionally a pedestrian plaza linking the border to the current inter modal plaza will be provided to enhance the southbound pedestrian experience.
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Expanded Vehicle Inspection:
The POE is being expanded from 24 lanes and 24 single booths to 30 lanes and 60 stacked booths to more efficiently process northbound traffic. The use of the stacked booths decreases the footprint that would be required to support 60 individual booths. GSA has designated this element one of its most important objectives for the first phase of the Project. This increased traffic-handling capacity should decrease the wait times that SANDAG has identified as a significant drag on the regional economy.

Comprehensive Site Plan:
GSA has worked with the CRC to develop a site-specific urban plan that is focused on integrating the LPOE and the immediate adjoining community areas. This plan identified the boundaries of the LPOE project and formed a framework for possible future community improvement projects. This planning document identified the opportunity for a variety of community projects including: the Camino De La Plaza elevated deck, proposals for mixed use development, intermodal plaza concepts, an extension of the MTS trolley tracks, short and long term public parking options, San Ysidro Boulevard intersection improvements, west side transportation improvements and unifying landscape concepts. To further assist the local community, the Government is developing a study of the cost/feasibility associated with the construction of the Camino De La Plaza elevated deck. This study will aid local officials in deciding whether to pursue this option.

In summary, the Project has not insulated itself from the concerns of the community. Rather, GSA has developed a Project that meets the requirements of the legislation and the tenants, and fully considers the concerns and impacts on the community.

Due to the timing of your letter, it appears that the discussions at the CRC Meeting held on December 5, 2008, were not considered. The December 5th CRC was important as many of these issues were discussed and revised with input from the community, including representatives from SANDAG. I hope the above summary helps clarify the GSA’s efforts in support of community issues.

Turning now to the specific issues raised in your letter, I will respond to the concerns raised in your most recent letter.

Climate Change
The global warming issues raised in your letter have been addressed in the Regional Transportation Plan (RTP). Although we will estimate the expanded LPOE’s carbon footprint, its increased traffic handling capacity will only marginally affect the total carbon budget for the Region. In addition, the new Administration Buildings will be compliant with EISA (The Energy Independence and Security Act). EISA requires that all buildings designed and built after 2010 reduce fossil fuel consumption by 50% over an
established 2003 baseline. In addition, the Project will be designed to achieve LEED Silver certification.

**Project Impacts**
You suggest that the project has significant negative impacts on parking, access to public transit, and the safety of pedestrians. These issues will be further studied during the environmental review. Contrary to your assertions, we believe that GSA has addressed many of these impacts in the Project design. We are aware that there are issues pertaining to pedestrians, transit users, and traffic which exist now and will continue to exist once the Project is completed. The Project’s master planning process revealed that San Ysidro and the port have long been affected by a lack of an adequate transportation infrastructure to support the many users of the LPOE and the surrounding businesses. Existing deficiencies in the transportation network result from the tremendous growth in the users traveling through the LPOE. Although Congress has authorized GSA to reconfigure the San Ysidro LPOE, none of these funds are legally available for offsite improvements or related transportation projects, regardless of how worthy some of these projects may be.

**Pickup and Drop Off Locations for Private Vehicles, Taxis and Jitneys**
You correctly note that the pickup and drop off locations for privately operated vehicles, taxis, and jitneys will need to be realigned. GSA has identified an area at the intersection of Camiones Way and Camino De La Plaza for a west side pickup/dropoff.

**Public Parking**
GSA is aware that the proposed Project will likely have an impact on available parking as result of the acquisition of certain private parking lots. By reducing the footprint of the expanded LPOE in response to community concern, we have made additional property available that may be developed commercially for parking. In addition, we are continuing to explore other options to reduce this impact.

**Pedestrian Access to Public Transit Systems**
You state in your letter that the planned improvements will negatively impact pedestrian access to transit. Contrary to your assertions, the Project will not impact access to transportation. The existing inter modal plaza and its current functions will remain intact. Pedestrian-serving amenities will be provided adjacent to the new LPOE building for those using the public transit systems. The Project is purposely not building in this area to allow for future trolley track extension. The extension of these tracks would make room for four-car trains to increase trolley passenger service both into and out of San Ysidro. While it is true that the inclusion of a portion of Camiones Way in the Project will prevent its use by MTS for bus idling, the Project site area was downsized to accommodate MTS idling areas on the west side of the LPOE.
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Pedestrian Crossings
As previously stated, the Project is being designed to accommodate three southbound pedestrian crossing points. The first is the existing southbound crossing point, currently just west of I-5. The second crossing point has been identified by our partners in Mexico at “Puerto Mexico.” Puerto Mexico is directly south of the current eastside northbound pedestrian crossing. We were pleased to learn at the December 5, 2008, CRC meeting that Mexico is working to open this crossing in time for the Mexican Bicentennial in 2010 (allowing for the new crossing to be made part of the first phase of construction). We are planning to provide a ramp to their new facility. The option of widening the sidewalk is moot as Baja plans to complete their work in 2010. Finally, when phase three is completed, the Mexicans have expressed a willingness to accommodate a third southbound crossing at El Chaparral. However, these two new options are still dependent upon formal agreement between the governments of the U.S. and Mexico.

East West Pedestrian Bridge
In response to community input, the Project design team is currently planning to move the eastside pedestrian bridge landing to the south side of the San Ysidro Blvd on ramp. This would reduce traffic congestion at that intersection and allow for more direct access to the trolley.

Pedestrian Impact Study
As you have noted in your letter, GSA agreed to complete, as part of its traffic study, a limited pedestrian study. This study will clearly state its methodology in its pedestrian, bicycle, and transit analysis. It will include an origin and destination study focused on the number of pedestrians and their destination in the study area, the boundaries of which are Camino de La Plaza to the North, Virginia Avenue to the west, the international boundary to the south, and the parking lots behind San Ysidro Blvd commercial buildings to the east. It also will include analysis of pedestrian/bicycle connectivity and linkage, as well as an evaluation of the three pedestrian alternatives proposed to access the LPOE, in three scenarios for the existing, near term, and long term. The transit analysis will collect current ridership data and evaluate connectivity to pedestrian facilities in existing, near term, and long term scenarios.

Camino de la Plaza / Interstate 5 Connector
The Camino de la Plaza / Interstate 5 Connector proposal was generated by the San Ysidro Smart Border Coalition’s Mobility Study prepared by Estrada Land Planning as a means of reducing existing congestion in San Ysidro. This project would not have an effect on the GSA project. As this is outside of the expanded LPOE boundaries, others would be responsible to fund, plan, design, and construct it, as well as consider the concerns stated in your letter.
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**Historic Port Building**
Per Section 106 of the National Historic Preservation Act, the effects of the Project on the Historic Port Building will be assessed. The GSA Regional Historic Preservation Officer is currently in consultation with the State Historic Preservation Officer and the Advisory Council on Historic Preservation regarding this building. A Section 106 consultation meeting will be held at the Port on February 19, 2009, and you would be welcome to attend. The outcome of this consultation will be included in the environmental impact statement.

In closing, please keep in mind that many of the continuing concerns are not the result of the Project but of pre-existing conditions in the surrounding community. Although we will continue to consider these impacts and avoid contributing to existing problems, GSA needs to finalize the design and move forward with the Project.

GSA has worked with the CRC in good faith over the past four years and appreciates the support the community has shown thus far. As always, we remain grateful for your continued support for this important Project. Please feel free to contact Greg Smith at (619) 557-6169 with any questions in regards to the environmental process.

Sincerely,

Daniel Voll
Deputy Assistant Regional Administrator
Public Buildings Service
General Services Administration
Pacific Rim Region
March 4, 2009

Mr. Paul F. Prouty
Acting Director
U.S. General Services Administration
1800 F Street, NW, Room 6137
Washington, D.C. 20405

Dear Mr. Prouty:

RE: San Ysidro International Port of Entry Reconfiguration and Expansion Project

The San Diego Association of Governments (SANDAG) Borders Committee has received periodic updates on the proposal of the U.S. General Services Administration (GSA) to reconfigure and expand the San Ysidro International Port of Entry (POE) since 1997. SANDAG staff has transmitted input from this policy committee to GSA staff through several letters of comment.

Overall, we strongly feel that the proposed project fails to effectively integrate all modes of travel and focuses on single occupant vehicles to the detriment of pedestrians and transit users. Accommodating alternative modes of transportation will be critical to achieve mandated greenhouse gas emissions reductions in California.

We acknowledge that GSA has provided many opportunities to provide input for the San Ysidro POE project and has made some modifications to its proposal to address negative impacts the reconfiguration and expansion project would cause in the community of San Ysidro and to regional mobility. However, several key concerns brought up by the community and partner agencies such as the City of San Diego, the Metropolitan Transit System, and the California Department of Transportation (Caltrans) remain unaddressed. These concerns are summarized below:

- Elimination of important pedestrian drop-off location, jitney, and local bus service stop without relocation provisions (closing of Camiones Way)
- Elimination of long-haul Greyhound bus station without relocation provisions
- Longer walking distances for pedestrians (new pedestrian bridge over Interstate 5 is longer than existing bridge)
- Community, regional circulation, and access impacts not addressed

We believe that impacts caused by the proposed San Ysidro POE reconfiguration and expansion project should be identified and relevant mitigation measures should be included in the project.
While discussion between GSA and the community continues to take place, timing has become critical. As planning and design for this project continues, the window to adequately address the major traffic and mobility issues has shortened and modifications to the project could become much more difficult.

We thank you for your prompt attention to these very important issues and look forward to your response on ways that GSA can address them in a timely fashion.

Sincerely,

LORI HOLT PFEILER
Chair, SANDAG Board of Directors

PATRICIA MC COY
Chair, SANDAG Borders Committee

LPF/EAR/dsn

cc: Pedro Orso-Delgado, Caltrans
   Paul Jablonski, MTS
   William Anderson, City of San Diego
Congress of the United States  
Washington, DC 20515  

March 10, 2009

Mr. Paul F. Prouty  
Acting Director  
U.S. General Services Administration  
1800 F Street, NW, Room 6137  
Washington, D.C. 20405

RE: San Ysidro International Port of Entry Reconfiguration and Expansion Project

Dear Mr. Williams:

We are writing to express our concerns over the current U.S. General Services Administration (GSA) proposal to reconfigure and expand the San Ysidro International Port of Entry (POE). Your prompt attention to this important matter is appreciated.

The San Ysidro POE services approximately 10 percent of all people entering the U.S., making it the busiest single POE in the country. Therefore, the GSA’s decision to expand and reconfigure the POE was not only necessary, but an opportunity to make this a first-class and efficient border facility. For several months, the San Diego regional transportation agencies, community leaders and local organizations have been working with GSA to ensure that the San Ysidro International Port of Entry expansion project meets the needs of the community, provides adequate security and streamlines border crossing activities. It is critical that the project adequately address the reality of complicated logistical and multimodal transportation services provided at the San Ysidro International Port of Entry.

However, to date, there are a number of unresolved issues that have been brought to GSA’s attention and that we request you address. Under the GSA proposed master plan, circulation and mobility within the vicinity of San Ysidro are directly impacted. For example, the existing Camiones Way, located on the western side of the project, would be eliminated. This critical thoroughfare accommodates transit, passenger drop-offs, taxis, and pedestrian traffic. Its elimination would displace thousands of crossers daily and demands a solution.

While GSA has worked to identify many of the community’s concerns and has prepared a diagram (Project Definition Diagram: Offsite Associated Project) that includes potential projects outside the federal footprint, several of the projects on the diagram are necessary only as a direct result of the GSA proposed master plan. As a result, it is appropriate that the GSA work with the community to incorporate these additional and necessary changes into the overall project. Furthermore, the delay by the GSA to provide the local communities and governments with the information they need to fully participate and pursue additional resources compromises the projects ability to truly address the community and mobility impacts.
As cross border traffic increases, the local community and agencies are working to improve pedestrian and traffic mobility and increase needed transit services to the San Ysidro POE. We urge the GSA to continue to work with the community to adequately address the concerns within and adjacent to the proposed footprint of the federal facility. This is imperative to the safety and efficiency of the San Ysidro International POE.

While discussions between GSA and the community take place frequently, timing has become critical. As the project continues to move through the planning and design process, the window to adequately address the major traffic and mobility issues has shortened and modifications to the project could become much more difficult and costly.

We have been given an excellent opportunity to improve the infrastructure and operating conditions at this essential facility. The millions of transit riders and pedestrians who use the San Ysidro POE each year should not be an afterthought in this critical process. The GSA reconfiguration and expansion master plan must provide a balanced approach for all modes and users of the POE, including pedestrians and transit riders, instead of focusing on automobile travel only.

We thank you for your attention to this very important matter. We look forward to your response in addressing these critical mobility issues.

Sincerely,

Brian P. Bilbray  
Member of Congress

Bob Filner  
Member of Congress

Susan Davis  
Member of Congress

Darrell Issa  
Member of Congress

Duncan Hunter  
Member of Congress
Introduction

The California - Baja California Border Master Plan is a comprehensive binational effort designed to coordinate planning and delivery of projects at land ports of entry (POEs) and transportation infrastructure serving those POEs. The California - Baja California Border Master Plan was commissioned by the U.S.-Mexico Joint Working Committee (JWC) to the California Department of Transportation (Caltrans), and the Secretariat of Infrastructure and Urban Development of Baja California (SIDUE). The SANDAG Service Bureau was a consultant for this project.

Discussion

Crossborder travel at the six land POEs in the California-Baja California region has grown significantly over the years. Total population in the region is estimated to grow from over six million in 2005 to almost 9.5 million by 2030, thereby increasing crossborder travel demand and economic activity, and adding pressure to existing POEs and connecting roads. Therefore, it is critical to improve the capacity and operations of POEs and connecting infrastructure to decrease traffic congestion and delays, facilitate international trade, and improve the quality of life for border residents.

The California - Baja California Border Master Plan was envisioned by the JWC as a pilot program between border states that, if effective, could be expanded as a framework for all U.S.-Mexico border state planning processes. The California - Baja California Border Master Plan study area is focused on an “Area of Influence” – 60 miles north and south of the International Border – and a “Focused Study Area” – 10 miles north and south of the international border.

The objectives of the California - Baja California Border Master Plan are to:

- Increase the understanding of POE and transportation planning on both sides of the border and create a plan for prioritizing and advancing POE and related transportation projects.
- Develop evaluation criteria and rankings for prioritizing projects related to existing and new POEs, as well as transportation facilities leading to California-Baja California POEs.
- Establish a process to institutionalize dialogue among federal, state, regional, and local stakeholders in the U.S. and Mexico to coordinate projects and identify future POE and connecting transportation infrastructure needs.
The California - Baja California Border Master Plan created a prioritized project list which ranks mid- and long-term POE and transportation projects to identify projects of binational importance within the border region. Findings and recommendations included in the California - Baja California Border Master Plan are described in the attached Executive Summary.

**Next Steps**

Technical updates of the California - Baja California Border Master Plan are anticipated to be conducted annually while comprehensive updates would be undertaken every three to four years.

BOB LEITER  
Director of Land Use and Transportation Planning

Attachment: 1. [California - Baja California Border Master Plan Executive Summary](#)

Key Staff Contact: Elisa Arias, (619) 699-1936, ear@sandag.org
EXECUTIVE SUMMARY

INTRODUCTION

Crossborder travel at the six land ports of entry (POEs) in the California-Baja California region has grown significantly over the years. The San Diego County-Tijuana/Tecate region is home to the San Ysidro-Puerta México, the Otay Mesa-Mesa de Otay, and the Tecate-Tecate POEs while the Imperial County-Mexicali region hosts the Calexico-Mexicali, Calexico East-Mexicali II, and Andrade-Los Algodones POEs. Travel demand is expected to increase at all POEs in the region between 2005 and 2030. Total population in the California-Baja California study area was estimated at more than six million in 2005 and is projected to grow to almost 9.5 million by 2030.\(^1\) Growth in population and economic activity will increase crossborder travel demand and continue to add pressure to the POE facilities and connecting roads.

Given the current and projected travel demand at the existing POEs, improving the capacity and operations of the current infrastructure is critical to decrease traffic congestion and delays, facilitate international trade, and improve the quality of life for residents in the border region. Federal, state, regional, and local agencies responsible for planning and implementation of POEs and related transportation facilities in the California-Baja California region agree that a master planning process is needed to evaluate and integrate POE and transportation infrastructure development on a coordinated basis.

STUDY PURPOSE AND OBJECTIVES

The California-Baja California Border Master Plan is a binational comprehensive approach to coordinate planning and delivery of projects at land POEs and transportation infrastructure serving those POEs in the California-Baja California region. The California Department of Transportation (Caltrans), in partnership with the Secretariat of Infrastructure and Urban Development of Baja California (Secretaría de Infraestructura y Desarrollo Urbano del Estado de Baja California or SIDUE) and the U.S./Mexico Joint Working Committee (JWC), retained the San Diego Association of Governments (SANDAG) Service Bureau to assist in the development of this Plan.

The California-Baja California Border Master Plan was envisioned by the JWC as a pilot project between border states. Based on the outcomes of this pilot binational planning process, the California-Baja California approach could be expanded to other border states and customized to address their needs, resulting in a master planning process for the entire U.S.-Mexico border.

\(^1\) Source: Secretariat of Infrastructure and Urban Development (SIDUE); San Diego Association of Governments (SANDAG); and Southern California Association of Governments (SCAG); compiled by SANDAG Service Bureau.
The primary objectives of the California-Baja California Border Master Plan are:

- **State of the Practice:** Increase the understanding of POE and transportation planning on both sides of the border and create a plan for prioritizing and advancing POE and related transportation projects.

- **POE and Transportation Facilities Projects – Evaluation Criteria and Rankings:** Develop criteria for prioritizing projects related to existing and new POEs, as well as transportation facilities leading to the California-Baja California POEs; rank mid- and long-term projects and services (e.g., roads, public transit, and railways).

- **Institutionalizing the California-Baja California Master Plan Process:** Establish a process to institutionalize dialogue among federal, state, regional, and local stakeholders in the United States and Mexico to identify future POE and connecting transportation infrastructure needs and coordinate projects.

Ideally the approach and methodologies identified in the California-Baja California Border Master Plan will be incorporated into the respective planning and programming processes of the individual participating agencies at the federal, state, regional, and local levels in the United States and Mexico.

**STUDY AREA**

The San Diego County-Tijuana region is home to three POEs—San Ysidro-Puerta México, Otay Mesa-Mesa de Otay, and Tecate-Tecate. In addition, the Otay Mesa East-Mesa de Otay II POE is a new passenger and commercial port that has been proposed to facilitate crossborder travel demand in the region. The Imperial County-Mexicali region also includes three POEs—Calexico-Mexicali, Calexico East-Mexicali II, and Andrade-Los Algodones.

The California-Baja California Border Master Plan study area includes an “Area of Influence” and a “Focused Study Area.” The “Area of Influence” is the geographic area 60 miles, or 100 km., north and south of the California-Baja California International Border. In California, it includes the counties of San Diego and Imperial. In Baja California, it includes the municipalities of Tijuana, Tecate, Playas de Rosarito, parts of Mexicali, and the urban area of Ensenada.

The “Focused Study Area” is the area ten miles north and south of the California-Baja California International Border. The short-, mid-, and long-term POE and transportation projects analyzed in the California-Baja California Border Master Plan were limited to this bandwidth.
DECISION-MAKING STRUCTURE

Under the direction of the U.S./Mexico JWC, Caltrans, and SIDUE, a California-Baja California Border Master Plan Policy Advisory Committee (PAC) and a Technical Working Group (TWG) were established. The agencies listed on page ES-3 were invited to participate in the Border Master Plan. Each agency was asked to designate executive-level managers to serve on the PAC and senior staff to serve on the TWG.

United States
- U.S. Department of State (DOS)
- U.S. Customs and Border Protection (CBP)
- U.S. General Services Administration (GSA)
- U.S. Federal Highway Administration (FHWA)
- California Department of Transportation (Caltrans)
- Imperial Valley Association of Governments (IVAG)
- Southern California Association of Governments (SCAG)
- San Diego Association of Governments (SANDAG)
- County of Imperial
- City of Calexico
- County of San Diego
- City of Chula Vista
- City of San Diego

Mexico
- Secretariat of Foreign Relations (Secretaría de Relaciones Exteriores, SRE)
- Secretariat of Communications and Transportation (Secretaría de Comunicaciones y Transportes, SCT)
- General Customs Administration (Administración General de Aduanas)
- Secretariat of Social Development (Secretaría de Desarrollo Social, SEDESOL)
- Institute of Administration and Estimates of National Real Estate (Instituto de Administración y Avalúos de Bienes Nacionales, INDAABIN)
- Secretariat of Infrastructure and Urban Development of Baja California (Secretaría de Infraestructura y Desarrollo Urbano del Estado de Baja California, SIDUE)
- Municipal Planning Institute of Tijuana (Instituto Municipal de Planeación de Tijuana, IMPLAN)
- Municipal Planning Institute of Mexicali (Instituto Municipal de Planeación de Mexicali, IMIP)
- Municipality of Mexicali (Municipio de Mexicali)
- Municipality of Tecate (Municipio de Tecate)
- Municipality of Tijuana (Municipio de Tijuana)
In addition, other agencies were invited to participate on specific tasks as work progressed. They include:

- National Immigration Institute (Instituto Nacional de Migración)
- Secretariat of Economic Development of Baja California (Secretaría de Desarrollo Económico)
- Secretariat of Tourism of Baja California (Secretaría de Turismo)

The PAC was responsible for providing direction, approving the study parameters, establishing criteria for evaluation of projects, and approving the project rankings. The TWG was responsible for supporting the SANDAG Service Bureau to implement the direction of the PAC by providing requested information in a timely manner and for making recommendations to the PAC.

**STUDY APPROACH**

To accomplish the tasks outlined in the Scope of Work, the Service Bureau prepared questionnaires requesting pertinent data from the TWG. A summary of the data received and the analyses conducted by the Service Bureau were then presented to the TWG for discussion. Following the TWG meetings, the same information and analysis, updated according to the input received from the TWG, was presented at the PAC meetings. The TWG also made recommendations to the PAC on certain tasks, such as definition of the study area, planning horizon for the study, evaluation criteria, and project rankings.

Over the course of the study, six PAC meetings and seven TWG meetings were held. Throughout the process, the Service Bureau worked closely with the JWC, Caltrans, SIDUE, and the California-Baja California Border Master Plan PAC and TWG to ensure the Plan met its objectives and resulted in a model that could be used and adapted in other border areas for similar binational infrastructure planning and coordination.

**SUMMARY OF FINDINGS AND RECOMMENDATIONS**

The following section describes the main findings and recommendations for each of the primary objectives of the study.

**State of the Practice**

One of the primary objectives of the California-Baja California Border Master Plan was to increase the understanding of POE and transportation planning on both sides of the California-Baja California border. In order to understand the planning practices followed by the different stakeholder agencies, a questionnaire was prepared to solicit information from the TWG. The findings and recommendations outlined below are based on responses from the stakeholder agencies.

**Findings**

- Planning for POEs and related transportation facilities is a complex process that involves multiple agencies at all levels of government in both the United States and Mexico. POE planning relies on a
Executive Summary

five-year planning horizon while planning for transportation facilities uses a longer planning horizon. Not all planning documents include both the POE and associated transportation network projects.

- Federal, state, regional, and municipal agencies on both sides of the border follow a diversity of project evaluation processes in the preparation of POE and transportation planning documents. These processes range from overall qualitative assessments to the formulation and application of detailed quantitative and qualitative criteria.

- Coordination and communication among federal, state, regional, and local agencies are occurring at some level, but there are opportunities for a more systematic process to align implementation activities, including funding as well as schedules for POEs and connecting transportation facilities.

- Opportunities for greater coordination with municipal governments in the development of POE facilities exist. More direct coordination is sought with state and federal agencies to develop a comprehensive strategy for border crossings and allow for effective integration of POEs into the municipal environment. In addition to the POE facility itself, complementary actions related to transportation, security, urban image, infrastructure, and land use should be considered.

- Opportunities for increased public outreach and coordination with local and state agencies could occur through CBP's Strategic Resource Assessment (SRA) process. The SRA process focuses on improvements to existing POEs and does not appear to identify needs for new POE facilities. However, POE proposals made by other agencies are described in the SRA and selected POE proposals are included under options for improvements. The U.S. GSA follows through with requests from CBP to contract for and administer POE feasibility studies to identify and evaluate alternative POE designs and estimate costs.

- Additional coordination between GSA and state, regional, and local agencies is needed to recognize programming processes and to align implementation schedules and funding of proposed POE improvements and improvements to roads serving those POEs.

Recommendations

The California-Baja California Border Master Plan methodology is a valuable tool to inform the POE and transportation planning practices of the stakeholder agencies. Therefore, it is recommended that stakeholder agencies:

- Consider the California-Baja California Border Master Plan project evaluation criteria to guide their individual project ranking processes. In some instances, the California-Baja California Border Master Plan criteria would enhance the agency’s methodology with elements or metrics not currently assessed. In other situations, it could lead to new data collection or monitoring efforts.

- Use outcomes from the California-Baja California Border Master Plan as inputs in federal, state, regional, and local planning documents, such as Strategic Resource Assessments (prepared by U.S. Customs and Border Protection); Statewide Transportation Plans (California and Baja California); Statewide Urban Development Plans (Baja California); Regional Transportation Plans
Executive Summary

(California and Imperial Counties); General Plans (cities and counties in San Diego and Imperial Counties); and Municipal Development Plans (municipalities in Baja California). In turn, outcomes of these planning documents would feed into updates of the California-Baja California Border Master Plan.

POE AND TRANSPORTATION FACILITIES PROJECTS — EVALUATION CRITERIA AND RANKINGS

Another important objective of the California-Baja California Border Master Plan is to develop criteria for prioritizing POE and related transportation projects and rank the mid- and long-term projects. The California-Baja California Border Master Plan developed a methodology and criteria to evaluate and rank POE projects as well as roadway, interchange, and rail projects serving the POEs. These four sets of criteria were crafted taking into account previous corridor evaluation efforts [e.g. Binational Border Transportation Infrastructure Needs Assessment Study (BINS) project] and the available transportation data from stakeholder agencies at all levels of government in both California and Baja California. Criteria include quantitative and qualitative indicators that measure current and projected POE travel demand, crossborder trade, congestion at POEs and transportation facilities, as well as cost effectiveness, project performance, project readiness, and regional benefit.

The TWG submitted a list of the short-term (2007-2012) and mid- and long-term (2013-2030) POE and transportation facility projects planned for the “Focused Study Area.” The short-, mid-, and long-term POE and transportation projects were limited to this bandwidth and the criteria were applied to rank the mid- and long-term projects.

The development of criteria for ranking POE and transportation projects has allowed the California-Baja California Border Master Plan to create, maybe for the first time, a list of prioritized projects within a binational study area. Projects in early conceptual stages of development, for which quantitative and or qualitative information was not available, were inventoried without a priority ranking. Future updates of the Plan can incorporate additional data for these projects as more information becomes available from planning and implementation activities. The ranked lists serve as a guideline to identify projects of importance within the California-Baja California border region.
A total of 11 POE projects submitted by the TWG were ranked individually and then grouped by POE. The individual project rankings were then used to establish the following priority order for the POEs.

- Otay Mesa East-Mesa de Otay II (new proposed POE)
- San Ysidro-Puerta México/Virginia Avenue-El Chaparral POE
- Calexico-Mexicali POE
- Otay Mesa-Mesa de Otay POE
- Tecate-Tecate POE
- Calexico East-Mexicali II POE
- Andrade-Los Algodones POE

In addition, a total of 68 roadway, 16 interchange, and nine railway projects serving the POEs were ranked. Figures ES-1 through ES-8 illustrate the mid- and long-term POE and transportation facility projects planned in the California-Baja California region. The main findings are summarized in POE priority order.

**Otay Mesa East-Mesa de Otay II (New POE)**

- The Otay Mesa East-Mesa de Otay II POE is a proposed new POE that will be located approximately two miles east of the existing Otay Mesa-Mesa de Otay POE and will serve both passenger and commercial vehicles. A presidential permit is in process in the United States. In Mexico, this project is in the advanced planning phase. Two projects were submitted for the construction of the POE; one in the United States and one in Mexico. The projects ranked 1st and 2nd out of 11 POE projects evaluated.

- The schedules for completion of the United States and Mexico’s projects at the new POE do not appear to be fully coordinated since the project in Mexico is planned for completion in 2013 while the project in the United States is scheduled for completion in 2014. In terms of roadway connections, State Route (SR) 11, which is a direct connector to the POE, is tied to the construction of the POE and therefore is scheduled for completion in 2014. In Mexico, two new roads are planned to provide access to the proposed POE: International Otay II Blvd. and Las Torres Blvd. The roadways are scheduled for completion in 2013 and 2014, respectively.

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2 The projects were submitted by U.S. Customs and Border Protection (CBP), with concurrence from U.S. General Services Administration (GSA); Secretariat of Infrastructure and Urban Development (SIDUE), with concurrence from the Secretariat of Communications and Transportation (SCT) and the Institute of Administration and Appraisals of National Real Estate (INDAABIN); and by the California Department of Transportation (Caltrans).

3 The Virginia Avenue-El Chaparral gate is currently closed. However, projects for its reuse were submitted for evaluation in this California-Baja California Border Master Plan.
San Ysidro-Puerta México/Virginia Avenue-El Chaparral POE

- The San Ysidro-Puerta México POE serves pedestrians and passenger vehicles (including buses). It does not serve commercial vehicles; however, a rail line crosses at this POE. The POE is open seven days a week and 24 hours a day.

- One POE project in the United States was submitted. The counterpart to this POE project in Mexico was proposed as a short-term project. Short-term projects were not ranked.

- The redesign of the San Ysidro-Puerta México/Virginia-El Chaparral POE is being coordinated with Mexico to convert the existing southbound vehicle lanes into northbound lanes\(^4\) to help facilitate northbound traffic into the United States. Some of these lanes could be double-stacked (i.e., two inspection booths per passenger vehicle lane). When double-stacking is taken into account, San Ysidro is expected to have 50 regular passenger vehicle inspection booths as well as six SENTRI\(^5\) lanes, two bus lanes, and 12 pedestrian lanes or inspection booths. Part of this project includes the associated roadway improvements to access the POE, including southbound access from Interstate 5 (I-5) through the federal facility at Virginia Avenue. This project ranked 3rd out of all 11 POE projects ranked by the TWG.

- Although the counterpart to this project in Mexico was submitted as a short-term project, a brief description is useful to understand the entire POE redesign. In Mexico, southbound passenger-vehicle traffic (including buses) is currently processed through nine lanes at Puerta México. As described above, these lanes will be converted to northbound lanes. Southbound traffic will be accommodated through the Virginia Avenue/El Chaparral gate, located just west of the existing San Ysidro/Puerta México POE. El Chaparral will have 15 southbound passenger vehicle lanes (including three bus lanes) and one return-to-the-U.S. lane. The project also includes the construction of covered areas for bus and auto inspections.

- The schedules for completion of the U.S. and Mexico’s projects at the San Ysidro-Puerta México/Virginia Avenue-El Chaparral POE appear not to be fully coordinated since the project in the United States has an anticipated completion date of 2014, while the project in Mexico is planned for completion in 2012. However, it is understood that the GSA could advance the reconfiguration of the southbound lanes to Virginia Avenue/El Chaparral to meet Mexico’s planned schedule of 2012 if funding became available. The expansion of several roads and construction on new bridges and ramps are planned in Tijuana to facilitate traffic via the POE reconfiguration. These projects are timed to be completed in 2013 and 2014, one to two years after Mexico plans to complete its work on the reconfiguration of the POE, but in line with the planned POE completion date in the United States.

\(^4\) The term “lane” as in passenger vehicle lane or pedestrian lane is used interchangeably with “inspection booth” in this report.

\(^5\) SENTRI or Secure Electronic Network for Travelers Rapid Inspection is a land border crossing program that provides expedited Customs and Border Protection processing for pre-approved, low-risk travelers.
Calexico-Mexicali POE

- The Calexico-Mexicali POE provides service for pedestrians and passenger vehicles. The POE operates seven days a week and 24 hours a day. Commercial trucks have not crossed at this facility since the Calexico East-Mexicali II POE opened in 1997; however, there is freight rail service that operates regularly.

- Two projects were proposed to alleviate current congestion at the border crossing. In Calexico, plans are to construct a new facility on the vacated commercial site (west of the railroad tracks) to process north and southbound passenger vehicles. Pedestrians and buses would be processed at the existing facility. The Calexico border station currently has ten passenger vehicle, one SENTRI, one bus, and four pedestrian lanes in the northbound direction. The project would expand to 16 passenger vehicle lanes with possible double-stacking (includes two SENTRI and one bus lane) and six pedestrian lanes. This project ranked 5th out of all 11 POE projects that were evaluated.

- In Mexico, detailed plans of the lane configurations and proposed changes were not provided, but it is understood that the federal government will make improvements to the federal inspection facilities located in Mexicali and reconfigure the roadways within the Mexican federal compound to connect to the new passenger-vehicle facility in Calexico. The POE improvement project ranked 4th out of the 11 POE projects.

- Planning for completion of the U.S. and Mexico’s projects at the Calexico-Mexicali POE appears to be well coordinated. The project completion dates are aligned as projects in both the United States and in Mexico are planned for completion in 2013. The associated roadway improvements in the United States are designed to serve crossborder traffic as well as population growth in the local communities. In Mexico, the construction of new roadways and improvements on existing arterials are geared toward capacity improvements connecting the Mexicali I and the Mexicali II border stations.

Otay Mesa-Mesa de Otay POE

- The Otay Mesa-Mesa de Otay POE opened in 1985 for northbound passenger and commercial vehicle traffic and southbound passenger vehicles. In 1994, it began processing southbound commercial vehicles when the Virginia Avenue-El Chaparral gate ceased operations. It provides service for pedestrians, passenger vehicles (including bus), and commercial vehicles. The POE includes separate operations for cargo and passenger vehicles. The passenger crossing facility is open seven days a week and 24 hours per day. Cargo facilities operate reduced hours.

- Two projects in the United States were submitted to improve passenger and commercial throughput by expanding the number of lanes. The commercial facility currently has 12 commercial vehicle lanes, while the passenger facility has 13 passenger vehicle lanes. The additional number of lanes to be operational in 2030 is pending the outcome of a feasibility study. The commercial facility project ranked 6th out of 11 POE projects evaluated, while the passenger facility project ranked 8th. These projects are in the conceptual planning phase. The anticipated completion dates and cost estimates were not provided. (Note that although these POE projects were evaluated separately due to technical reasons in the design of the evaluation criteria, CBP considers the lane expansions at the commercial and passenger facilities to be one project.)
Improvements to the passenger and cargo facilities at Otay Mesa-Mesa de Otay POE will help increase operational efficiencies. Details about the timing of these projects and specifics on the future number of lanes and/or other improvements were not provided as the efforts are pending the completion of a feasibility study. (At the time projects were submitted the feasibility study had not been completed.) Opportunities exist for additional coordination and alignment as more project details are determined. The associated roadway improvements in the United States are designed to serve crossborder traffic as well as population growth in the local communities. They include the expansion of SR 905 and SR 125, improvements on local bridges and arterials, and a new Bus Rapid Transit project with service between the Otay Mesa area and the northern part of the City of San Diego. In Mexico, the construction of new roadways and improvements on existing arterials are designed to improve connectivity between the Mesa de Otay and the proposed Mesa de Otay II POEs. These projects will help build capacity for future population growth of the local community, as well as facilitate crossborder traffic.

**Tecate-Tecate POE**

- The Tecate-Tecate POE opened in 1932. It provides service for pedestrians, passenger vehicles, commercial vehicles, and rail (the rail line crosses at Campo, located east of the POE). The passenger vehicle facility is open to northbound traffic from 6 a.m. to 12 a.m., while the POE is open to southbound traffic from 5 a.m. to 11 p.m. Cargo facilities operate reduced hours.

- A project to construct a commercial facility at the Tecate, Baja California border station was submitted to improve the flow of commercial vehicle traffic. Long-term potential projects, such as additional development of the Ensenada seaport, could potentially affect cargo traffic at the Tecate-Tecate POE. The expansion of the cargo facility in Mexico is scheduled for completion in 2013. No mid- or long-term counterpart project was submitted for the border station in the United States as major modernization and expansion of the U.S. border station was completed in 2005 and the new Commercial Vehicle Enforcement Facility is scheduled for completion in 2008.

- Two rail projects (both in the conceptual planning stage) to modernize and double-track the Desert Line were proposed to increase the market potential of this route for international and interstate movement of goods. In Mexico, one new road and two roadway improvements are planned to facilitate traffic to and from the POE. The new road, Defensores Blvd., is planned for completion in 2015. However, SIDUE anticipates that it could open much sooner to be more closely aligned with the POE improvement.

**Calexico East-Mexicali II POE**

- The Calexico East-Mexicali II POE was completed in 1997. It serves pedestrians, passenger vehicles, and commercial vehicles. Northbound passenger vehicle inspections take place from 6 a.m. to 10 p.m., but open at 4 a.m. during the fall and winter to accommodate the agricultural industry. Southbound passenger vehicle inspections take place from 4 a.m. to 10 p.m.

- A POE project in the United States was submitted to improve passenger throughput at the Calexico East-Mexicali II POE by expanding the number of passenger lanes at the existing facility. In Imperial
Executive Summary

CALIFORNIA-BAJA CALIFORNIA BORDER MASTER PLAN

County, the passenger facility currently has eight passenger vehicle lanes, one SENTRI lane, one bus lane, and four pedestrian lanes. The project would expand the number of northbound passenger vehicle lanes to 12. No changes are proposed to increase the number of bus lanes. The project is in the conceptual planning phase, and the cost estimate and anticipated completion date were not provided. The passenger facility project ranked 9th out of 11 projects evaluated. No POE projects were submitted for the border station in Mexico.

- The lane expansion project is in the conceptual planning stage and a completion date was not provided. The associated roadway improvements submitted in the United States are planned to increase overall capacity for future population growth and development in the border region. In Mexico, the construction of new roadways and improvements on existing arterials are designed for capacity improvements connecting the Mexicali I and the Mexicali II border stations and are planned for 2015.

Andrade-Los Algodones POE

- The Andrade-Los Algodones POE was built in 1970 and serves pedestrians, passenger vehicles, and to a lesser extent, commercial vehicles. The POE, which is located in Imperial County and eastern Mexicali, is open from 6 a.m. to 10 p.m. in both directions.

- Two projects were submitted for this POE. The Andrade border station in Imperial County has two passenger vehicle and two pedestrian lanes and one informal commercial vehicle lane. The U.S. project is to move vehicle lanes to the Arizona border. Detailed information on the project in Mexico was not provided. This POE is important for tourism, especially with winter visitors to the area who typically cross on foot. The projects were ranked 10th and 11th.

- The Andrade-Los Algodones POE projects are in the conceptual planning phase. No detailed information, cost estimates, or completion dates were provided. No transportation facility projects were submitted for this POE. Opportunities exist for additional coordination and alignment as more project details are determined.

Recommendations

- Consider the California-Baja California Border Master Plan as a framework to prioritize infrastructure projects and enhance coordination of planning and implementation of POE and related transportation facilities on both sides of the California-Baja California border.

- Consider using prioritized California-Baja California project lists to compete for transportation funding sources, such as the reauthorization of U.S. federal transportation act, Mexico’s federal funding sources, future bond or state funding programs, and private and local funds.

- Use prioritized California-Baja California project lists to follow a systematic and orderly approach toward the implementation of binational projects.

Since the technical analysis conducted for the California-Baja California Border Master Plan was completed, Caltrans/IVAG released a comprehensive report on the future expansion of this POE. New information can be incorporated in future updates.
Institutionalizing the California-Baja California Border Master Plan Process

An important objective of the California-Baja California Border Master Plan is to establish a process to institutionalize dialogue among federal, state, regional, and local stakeholders in the United States and Mexico to identify future POE and connecting transportation infrastructure needs and coordinate projects. The California-Baja California Border Master Plan PAC discussed how to accomplish this objective on a regular basis to establish a binational California-Baja California border master planning process.

Recommendations

**Periodic Updates: Who will conduct the Border Master Plan updates?**

- Caltrans and SIDUE lead efforts to establish a schedule or cycle for periodic California-Baja California Border Master Plan updates, seek funding, and take the lead on conducting these updates, in collaboration with the U.S./Mexico JWC and the California-Baja California Border Master Plan stakeholders.

California-Baja California Border Master Plan PAC members expressed a preference for a consultant team to coordinate future updates, similar to the framework followed for the development of the current California-Baja California Border Master Plan.

**Frequency and Content of Update: When will the Border Master Plan updates be conducted and what elements of the Plan will be updated?**

- The schedule for California-Baja California Border Master Plan updates should consider U.S. and Mexico’s administration cycles.

- Depending on funding, comprehensive California-Baja California Border Master Plan revisions would take place every three to four years to:
  - Establish new base year and update base year data, including border wait times (currently 2005)
  - Establish new planning horizon (currently 2030)
  - Revise study area boundaries to incorporate significant planned POE or transportation projects
  - Incorporate updated horizon year projections, such as socio-economic data, crossborder travel demand, etc.
  - Incorporate updated POE plans
  - Incorporate updated transportation plans
  - Make use of binational GIS mapping (under development)
The California-Baja California Border Master Plan PAC would meet once a year, or more frequently if needed, to provide direction on annual California-Baja California Border Master Plan technical updates and on future comprehensive updates.

Borderwide, rely on the U.S./Mexico JWC and the U.S.-Mexico Binational Group on Bridges and Border Crossings to share information on the status of the California-Baja California Border Master Plan.

In California-Baja California, rely on Border Liaison Mechanism (BLM) Technical Commissions to maintain open lines of communication among federal, state, and local agencies responsible for planning and implementing POEs and connecting transportation facilities.

SIDUE and Caltrans would report on California-Baja California Border Master Plan monitoring and implementation at meetings of the U.S./Mexico JWC, the U.S.-Mexico Binational Group on Bridges and Border Crossings, and the BLM Technical Commissions.

The United States-Mexico Border Governors Conference also could provide a forum to institutionalize the California-Baja California Border Master Plan. The Border Governors Conference is a forum for cooperation and deliberation among the ten states of the United States and Mexico’s border (Arizona, California, New Mexico, Texas, Baja California, Chihuahua, Coahuila, Nuevo León, Sonora, and Tamaulipas). SIDUE and Caltrans could report on the California-Baja California Border Master Plan at the annual conferences.

Representatives from each of the ten member states participate in work tables to develop solutions to mutual goals through a consensus approach. The Logistics and International Crossings Work Table “supports enhanced communications, coordination and consensus building among the ten Border States encouraging investment in modern and efficient infrastructure at ports of entry and to increase security and strengthen commercial exchange.”

In August 2008, in its Joint Declaration, the XXVI Border Governors Conference adopted the following recommendation in the Logistics and International Crossings area:

“Substantially reduce cross border wait times by 2013 and complete bi-national state to state regional border master plans amongst the 10 border states within three years. Request both federal governments to incorporate these plans into a U.S.-Mexico Border Master Plan by the XXXI Border Governors Conference in 2013.”
At future conferences, representatives from California and Baja California could present a recommendation to the Logistics and International Crossings Work Table to take action to update the California-Baja California Border Master Plan as the remaining State to State Regional Border Master Plans are developed.

SUGGESTIONS FOR CONSIDERATION IN FUTURE CALIFORNIA-BAJA CALIFORNIA BORDER MASTER PLANNING ACTIVITIES

Based on the primary objectives of the California-Baja California Border Master Plan, the SANDAG Service Bureau offers the following thoughts for consideration in future California-Baja California border master planning activities based on lessons learned throughout the development of this pilot project.

**Study Development**

- Consider U.S. and Mexico's administration cycles at the federal, state, and local levels when establishing the California-Baja California Border Master Plan annual technical updates and comprehensive updates. Leadership and staff transitions at the various agencies result in unanticipated delays due to changes in personnel and changes in priorities.

- Reaffirm the participation of executive-level managers as decision makers at the California-Baja California Border Master Plan PAC and the effective communication practices between PAC and TWG members which allowed for an efficient flow of information and decision making throughout the development of this pilot project.

- Consider obtaining commitments from the California-Baja California Border Master Plan PAC to devote sufficient staff resources for technical work to ensure the plan updates are conducted in a timely manner (e.g. providing data and conducting review of draft documents).

- Provide consistent participation of PAC members at key decision-making milestones to obtain policy consistency throughout the binational planning process.

- For future annual technical updates, convene the California-Baja California Border Master Plan TWG to discuss needs for re-evaluating projects and rankings and, if warranted, to review and comment on the result of the updated project rankings prior to presenting the updates to the California-Baja California Border Master Plan PAC for approval.

- For future updates, consider adequate budget for document translation and simultaneous interpretation services at TWG and PAC meetings.

- Include professionals from both California and Baja California in the consultant team responsible for conducting updates to facilitate coordination and data collection with agencies on both sides of the California-Baja California border.
Data Needs

- When formulating and conducting data collection activities, consider the inclusion of indicators that are part of the California-Baja California Border Master Plan evaluation criteria to ensure information is readily available on both sides of the border and can be delivered in a timely fashion.

- Continue to collaborate through the U.S.-Mexico Border Forecasting Peer Exchange, created as a byproduct of the California-Baja California Border Master Plan and sponsored by the U.S. Federal Highway Administration, to harmonize and share information on data collection and forecasting methodologies for crossborder travel demand by mode, and other crossborder-related transportation data, such as border wait times.

CONCLUSION

Development of a new POE or improvement to an existing POE and related transportation facilities is a complex and lengthy undertaking that requires close coordination and collaboration with governmental agencies on both sides of the border. The California-Baja California Border Master Plan process is a new tool that can be used to help prioritize infrastructure projects and enhance coordination of planning and implementation of POE and transportation projects in both the United States and Mexico. A comprehensive approach helps agencies in both California and Baja California complete needed projects to efficiently facilitate international trade and improve the quality of life for residents in the border region. The California-Baja California approach could be expanded and adapted to other border states and customized to address their needs, resulting in a coordinated master planning process for the entire U.S.-Mexico border.
San Diego Association of Governments  

BORDERS COMMITTEE  

March 27, 2009  

AGENDA ITEM NO.: 6  

Action Requested: INFORMATION  

INITIATION OF COMPREHENSIVE FREIGHT GATEWAY STUDY  

File Number 3005500  

Introduction  

The Comprehensive Freight Gateway Study (Gateway Study) will provide a forecast of regional freight traffic in San Diego and Imperial Counties through the year 2040. The goal of the Gateway Study is to give SANDAG, the Imperial Valley Association of Governments (IVAG), and other regional stakeholders access to timely and thorough freight flow analytics to responsibly manage a sustainable freight network. The study will provide analysis of intermodal system issues related to commercial border crossings, maritime facilities, air cargo facilities, pipelines, rail, truck and warehousing flows impacting regional goods movement. It also will provide quarterly updates through the Gateway Tracker Series, or newsletters that report on important changes in freight flow trends and policies affecting freight flows in both regions.

HDR Decision Economics is the consultant team selected to lead the study, which kicked-off on March 6, 2009. This report provides the Borders Committee with an overview of the study, timeline, and deliverables. The Borders Committee will be the main policy advisory committee to provide stewardship and policy guidance for this study.

Discussion  

Because of the rapid growth in goods movement and emergence of Southern California as the nation’s largest gateway to international trade, it is important that SANDAG, IVAG, and various freight stakeholders have regularly updated freight forecast information. In the San Diego and Imperial Valley border region, there are several freight portals, including six land border crossings, one major seaport, San Diego International and Imperial County Airports, as well as a vast highway network and rail service.

The California Proposition 1B Trade Corridors Improvement Fund (TCIF) recently allocated $400 million to SANDAG and $49 million to IVAG to improve freight network mobility in the region. In order to responsibly manage growing freight responsibilities, a regularly updated freight traffic forecast is needed to provide current information on freight flows, policies, decisions, investments, and market conditions affecting goods movement in both Counties.
The overall Gateway Study (Forecast and Trackers) will aggregate complex modal information into a comprehensive freight gateway forecast projected out to 2040. Some of the modal information will include:

- Current and projected commodities by value and tonnage moving through the San Diego and Imperial Valley region;
- Analysis of ridership patterns on passenger rail as shared users of the railways and other factors affecting regional goods movement;
- Analysis of intermodal system issues related to commercial border crossings, maritime facilities, air cargo facilities, pipelines, rail, truck and warehousing flows impacting regional goods movement;
- Assessment of trade developments in Mexico and among the Port of San Diego’s international trading partners; policy shifts impacting freight flows in the San Diego and Imperial Valley region; and
- Other freight drivers identified by the consulting team.

The Gateway Study will have several benefits, including producing a model for other metropolitan Planning Organizations (MPO) grappling with freight capacity needs and developing a holistic approach to goods movement management that benefits planning and capacity management for regional stakeholders. In addition, the completed study can inform spending of public and private funds on infrastructure enhancements to the goods movement network. Finally, the study will serve as a public information tool for regional Chambers of Commerce, World Trade Centers, and interested citizens, which will illustrate the importance of freight to the region’s prosperity and the complex interrelationship between highway, rail, seaport, and airport capacity management.

**Next Steps**

The Gateway Study forecast is scheduled for completion in fall 2009. An ad-hoc working group will meet at key intervals throughout the study to provide input on the assumptions, methodology, and review key findings. SANDAG staff and the consultant team will make presentations to the Borders Committee throughout the process in order to solicit feedback and policy guidance on the study.

**BOB LEITER**  
Director of Land Use and Transportation Planning

Key Staff Contact: Christina Casgar, 619-699-1982, cca@sandag.org
SAN DIEGO REGIONAL ECONOMIC DEVELOPMENT CORPORATION (EDC) AND IMPERIAL VALLEY EDC’S MEGA-REGION INITIATIVE

Introduction

In March of 2008, the San Diego Regional Economic Development Corporation (EDC) and the Imperial Valley EDC joined to develop the Mega-Region Initiative, which is a long-term economic development strategy partnering San Diego County, Imperial County, and Baja California for global competition. The main focus is to market these two regions and Baja California as a “Mega-Region” – a combined economic partnership to compete in an increasingly global economy.

Recommendation

The Mega-Region Initiative was funded through a U.S. Department of Commerce Economic Development Administration grant, with matching funds provided by numerous corporations and organizations – such as AT&T, San Diego Gas and Electric (SDG&E), and SANDAG – and the Government of Baja California. Primary stakeholders in the Mega-Region Initiative include the Chambers of Commerce of the San Diego Region, the Imperial Valley Region, and Northern Baja California, local government agencies, and the business sector.

An initial step to develop long-term economic development strategies was to prepare a Mega-Region Strategic Action Plan. The goal of the Strategic Action Plan is twofold – first to create a mega-regional collaborative process to address priority workforce and infrastructure challenges focusing on five industry sectors: clean-tech, such as alternative and renewable energy industries; logistics, such as warehousing and transportation; specialized manufacturing; construction materials; and applied biotech, such as biotechnology, bio-agriculture and medical devices. The second is to secure buy-in from mega-region stakeholders.

The Draft Strategic Action Plan developed the following series of short-term (five-year) goals to create an achievable action plan on a small-scale before implementing the necessary steps to create the mega-regional plan.

Workforce

1. Align educational systems, accreditation and career guidance, emphasizing high-tech and clean-tech, with input from industry.
2. Reform immigration policies including short- and long-term work visas.
3. Create a mega-region biotech center.
Infrastructure

1. Create coordinated plan for sustainable energy and water development.
2. Make border crossings more secure and efficient (including supporting Smart Border 2010).
3. Coordinate air, road, rail, and maritime transportation planning to improve movement of goods.

In addition, the following three broad long-term (20 to 25-year) goals were also developed for both the workforce and infrastructure categories:

Workforce

1. The mega-region will have a series of bi-national standards for education levels with an emphasis on Science, Technology, Engineering, and Mathematics (STEM) education and include licensing and certification that would be equivalent throughout the region.
2. The mega-region will have a globally competitive workforce in terms of education, skills, and language for high-tech, high-wage industries.
3. The mega-region will be seen as a safe, desirable place to work with a high quality of life to sustain and attract a high-valued workforce.

Infrastructure

1. The mega-region will be a global hub for sustainable energy.
2. The mega-region will have a seamless, efficient, and secure integrated system for transporting goods and people throughout the mega-region.
3. The mega-region will satisfy energy needs and be a model for sustainable procurement and use of water.

Next Steps

The Mega-Region Initiative’s primary goal of creating a branding and marketing strategy is currently being developed and would be included in the Final Phase I of the Mega-Region Strategic Action Plan that is anticipated to be completed in April of 2009.

Future work on Phase II of the Mega-Region Initiative would focus on: implementation of the Strategic Plan, community outreach, research, business attraction, and communications.

SANDAG staff will continue to work with the San Diego Regional EDC and its partners as this initiative moves forward. Periodic updates will be brought to the Committee as progress is made on this initiative.

BOB LEITER
Director of Land Use and Transportation Planning

Key Staff Contact: Ron Saenz, (619) 699-1922, rsa@sandag.org
San Ysidro Port of Entry (POE) Reconfiguration and Expansion Project Update

Borders Committee
March 27, 2009

Recent Correspondence

- December 2008 - SANDAG letter to GSA
- February 2009 - GSA response to SANDAG letter
- March 2009 - Letter from SANDAG Board and Borders Committee Chairs to Paul F. Prouty, GSA Acting Administrator
- March 2009 - Letter from the San Diego Region Congressional Delegation to the GSA Acting Administrator
GSA February 2009 Response Letter

- Greenhouse Gas Analysis
- Longer Pedestrian Bridge
- Camiones Way Closure
- GSA funds are not legally available for offsite improvements or related transportation projects, regardless of how worthy some of these projects may be.

March 23rd Meeting with GSA

- Mexico issued a diplomatic note regarding a southbound pedestrian entry point on the eastern side of the POE.
- A new southbound pedestrian entry point on the western side of the POE (Virginia Ave.-El Chaparral) was requested by Mexico.
March 23rd Meeting with GSA (cont.)

- Phase I fully funded
- Funding needed for Phases II-III
- Continue dialogue with GSA
- GSA will provide project updates and follow-up on issues raised at the meeting
Project Schedule

- Draft Environmental Impact Statement (EIS) to be released in April 2009
- Construction Schedule:
  - Phase I: Fall 2008 – Summer 2012 (bid for pedestrian bridge in September 2009)
  - Phase II: Fall 2011 - Summer 2014
  - Phase III: Spring 2012 - Spring 2014

Next Steps

- Review and comment on GSA Draft EIS
- Continue dialogue with GSA
San Ysidro Port of Entry (POE) Reconfiguration and Expansion Project

Borders Committee
March 27, 2009

Pedestrian Impacts

- Lost pick-up/drop-off location
- New longer pedestrian bridge
- Lost drop-off/pick-up and access to southbound pedestrian gate
Transit Impacts

- Loss of MTS Routes 929 and 932 and bus stop, and impacts to future planned route service
- Loss of Greyhound facilities and impacts to long-haul private bus operations
California-Baja California Border Master Plan

Borders Committee
March 27, 2009

Presentation Outline

- Overview of the California-Baja California Border Master Plan
- State of the Planning Practice
- Evaluation Criteria
- Port of Entry Rankings and Associated Transportation Projects
- Border Master Plan Policy Advisory Committee Recommendations
Border-Wide Regional Master Plans

- The U.S.-Mexico Joint Working Committee (JWC) proposed the creation of a border-wide compendium of regional master plans along U.S.-Mexico border
- Caltrans and SIDUE coordinated the California-Baja California Border Master Plan as a pilot project (October 2006 – September 2008)

California-Baja California Border Master Plan
Goals and Objectives

- Increase the understanding of Port of Entry (POE) and transportation planning on both sides of the border and create a workable plan for prioritizing and advancing POE and related transportation projects
- Develop criteria for prioritizing projects related to existing and new POEs as well as transportation facilities leading to the California-Baja California POEs; rank mid- and long-term projects and services
- Establish a process to institutionalize dialogue among local, state, and federal stakeholders in the United States and Mexico to understand their processes to identify those needs as they affect land POEs and connecting transportation infrastructure
California-Baja California Border Master Plan
Decision-Making Structure

Policy Advisory Committee

Technical Working Group

Interested Parties by Invitation

U.S. Stakeholders
Total: 13 Agencies

Federal
State
Regional & Local

[Logos of various federal, state, and local agencies]
Mexico’s Stakeholders
Total: 11 Agencies

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California-Baja California Border Master Plan
Study Area and Horizon Year

Study Horizon Period 2030
“State of the Practice”
For POE and Transportation Planning

- Document current planning practices and processes followed by California-Baja California Border Master Plan stakeholders to determine and prioritize POE and transportation needs
  - Agency roles for POE and transportation facility planning
  - Planning documents prepared
  - Use of evaluation criteria to rank transportation and POE projects
  - Consultation processes

“State of the Practice” For POE and Transportation Planning: Summary of Findings

- Complex planning process with multiple stakeholder agencies at all levels of government in U.S. and Mexico
- POE planning relies on 5-year planning horizon while planning for transportation facilities uses a longer planning horizon
- Not all planning documents include both the POE and associated transportation network projects
- Diverse project evaluation process followed by stakeholder agencies, ranging from qualitative assessments to detailed quantitative criteria
- Coordination and communication among federal, state, regional, and local agencies are taking place but there are opportunities for a more systematic process to align implementation activities, including schedules and funding
Evaluation Criteria for Prioritizing POE and Transportation Projects

- Demographic and Crossborder Travel Profile:
  - Current and Projected Population and Employment
  - Current and Projected Crossborder Travel Demand
  - Border Wait Times

- Evaluation Criteria for:
  - POE Projects
  - Roadway Projects
  - Interchange Projects
  - Rail Projects

POE Projects Evaluation Criteria

- Objective: Address and rank different types of POE projects
  - Improvements to Existing Passenger POE
  - Improvements to Existing Truck POE
  - Improvements to Existing Rail POE
  - New Passenger POE
  - New Truck POE
  - New Rail POE
  - New Passenger and Cargo POE
POE Projects Evaluation Criteria (cont.)

- Developed and applied two sets of criteria
  - Allowed a level playing field for all project types
  - Evaluated differences between POE projects of the same type
1. **POE Locational Criteria**: current and projected POE conditions
2. **Project Specific Criteria**
- Weighted individual criteria
  (maximum 100 possible points for each set of criteria)

1. **POE Locational Criteria (15 Criteria)**

- **Current POE Demand (Travel and Trade)**
  - Passenger vehicles, pedestrians, trucks, rail cars
  - Value and volume of crossborder trade
- **Current Congestion at POE**
  - Border Wait Times for passenger vehicles, pedestrians, trucks
- **Projected Change in POE Demand (Travel)**
  - Passenger vehicles, pedestrians, trucks, rail cars
2. Project Specific Criteria (5 Criteria)

- Project Cost Effectiveness
- Environmental Project Benefit
- Community and Economic Project Benefit
- Impact on Other Modes
- Current Phase of Project

Project Inventory List

- Includes projects in conceptual stages (quantitative or qualitative data are not available to apply evaluation criteria)
- Projects are listed without a priority ranking
- Ranking of conceptual POE projects could be conducted in future Border Master Plan updates
- POE Conceptual Projects
  - Cañón Moctezuma
  - Otay Mesa Conveyor Belt
  - Cross-Border Airport Terminal
  - Valle Redondo
  - Jacumba – Jacumé
  - Silicon Border
Port of Entry Projects - Final Rankings

Transportation Projects Evaluation Criteria: Roadways and Interchanges

- **Capacity / Congestion**
  1. Level of Service (LOS)
  2. Average Annual Daily Traffic (AADT) Improvement
  3. Accident Rate
  4. Truck Percent Share
  5. POE Congestion

- **Cost Effectiveness**
  6. Cost Effectiveness

- **Project Readiness, POE Connection and Regional Benefit**
  7. Current Phase of Project
  8. POE Connection
  9. Multimodal Benefit
  10. Environmental Benefit
  11. Community and Economic Benefit
Transportation Projects Evaluation Criteria: Rail

- Capacity / Congestion
  1. Capacity Improvement
  2. POE Congestion
  3. Local Circulation Congestion

- Cost Effectiveness Score
  4. Cost Effectiveness

- Project Readiness, POE Connection and Regional Benefit
  5. Current Phase of Project
  6. POE Connection
  7. Environmental Benefit
  8. Community and Economic Benefit

Example of POE/Transportation Network Analysis:
Otay Mesa – Mesa de Otay POE and Proposed Otay Mesa East – Mesa de Otay II POE
Key Outcomes of the California-Baja California Border Master Plan

- Binational Evaluation Criteria for POEs, roadways and interchanges, and rail projects that can be applied in the California and Baja California border region
- Prioritized list of POE projects and associated transportation projects
- Recommendations for stakeholders to use these outcomes in own planning processes, to compete for funding, and to follow systematic and orderly approach to implement border projects
- Recommendations for institutionalizing the Border Master Plan process

Recommendations for Institutionalizing the California-Baja California Border Master Plan Process: Updates

- In collaboration with the U.S./Mexico JWC and the California-Baja California Border Master Plan stakeholder, Caltrans and SIDUE lead efforts to:
  - Establish a schedule or cycle for periodic California-Baja California Border Master Plan updates
  - Seek funding
  - Conduct updates
    - Annual Technical Updates
    - Comprehensive Updates (every 4 years)
Institutionalizing the Dialogue for California-Baja California Border Master Planning

- The California-Baja California Border Master Plan Policy Advisory Committee would meet once a year, or more frequently if needed, to provide direction on the annual technical California-Baja California Border Master Plan update and on future comprehensive updates.

- Rely on the U.S./Mexico JWC and the U.S.-Mexico Binational Group on Bridges and Border Crossings to share information on the status of the California-Baja California Border Master Plan.

- Rely on California-Baja California Border Liaison Mechanism (BLM) Technical Commissions to maintain open lines of communication among federal, state, and local agencies responsible for planning and implementing POEs and connecting transportation facilities.

Institutionalizing the Dialogue for California-Baja California Border Master Planning (cont.)

- The United States-Mexico Border Governors Conference (BGC) could provide a forum to institutionalize the California-Baja California Border Master Plan.

- At future BGC conferences, California and Baja California representatives could present a recommendation to the Logistics and International Crossings Worktable to take action to update the California-Baja California Border Master Plan as the remaining State to State Regional Border Master Plans between border states are developed within 3 years.
Final Report and Points of Contact

- Executive Summary (English and Spanish), Final Report, and Technical Appendix are available at:
  

- Points of Contact:

  Sergio Pallares, Caltrans  
  Chief, International Border Studies (619) 688-3610  
  sergio_pallares@dot.ca.gov

  Arq. Carlos López Rodríguez, SIDUE  
  Director de Ordenamiento Territorial (686) 558-1062  
  clopezr@baja.gob.mx
Comprehensive Freight Gateway Study
Borders Committee, March 27, 2009

Overview

- Study Summary
- Deliverables
- Background and Need
- Benefits
- Study Team
Study Summary

The Comprehensive Freight Gateway Study will provide:

- Forecast of regional freight traffic in San Diego and Imperial Counties through the year 2040
- Analysis of intermodal system issues impacting regional goods movement, including commercial border crossings, maritime and air cargo facilities, pipelines, rail, truck and warehousing flows
- Planning tool for SANDAG and Imperial Valley Association of Governments (IVAG) for managing a sustainable freight network

Study Deliverables

1. One comprehensive freight forecast to 2040 for San Diego and Imperial Counties addressing all factors influencing intermodal and cross-border freight traffic and trends;
2. Subsequent quarterly Gateway Tracker reports, or updates on freight traffic and goods movement trends affecting the regional gateway
Study Background and Need

- Southern California has emerged as the nation’s largest gateway to international trade
- California Prop 1B - Trade Corridors Improvement Fund (TCIF)
  - $400 million to SANDAG and $49 million to IVAG to improve freight network mobility

San Diego/Border Region TCIF Projects

**Border**
1. SR 905
2. SR 11/New Border Crossing

**Maritime**
3. Port Access Improvements
4. Terminal Throughput Improvements

**Rail**
5. South Rail Line and San Ysidro Yard
6. LOSAN N Rail Corridor & Intermodal Improvements
7. Brawley By-Pass (NAG, Imperial County)
Study Background and Need

- Regularly updated freight traffic forecast is needed to provide current information on:
  - Freight flows
  - Policies and decisions
  - Investments
  - Market conditions affecting goods movement in both Counties

Study Benefits

- Produce a template for other MPOs grappling with freight capacity needs
- Provide rationale and analytical tool for freight investments which can inform spending of public/private funds
Study Benefits (Cont.)

- Develop a holistic approach to goods movement management that benefits planning and capacity management for regional managers, such as:
  - SANDAG, IVAG
  - Caltrans
  - Port of San Diego
  - San Diego County Airport Authority
  - U.S. General Services Administration
  - U.S. Customs and Border Protection
  - Metropolitan Transit System
  - North County Transit District
  - Mexican Partner Agencies

Study Benefits (Cont.)

- Serve as a public information tool for regional stakeholders (e.g. Chambers of Commerce, San Diego World Trade Center, interested citizens)

- Educate stakeholders and citizens about the importance of freight to the region's prosperity and the complex interrelationship between highway, rail, seaport, and airport capacity management
Study Team

- HDR Decision Economics
  - IHS Global Insight
  - Cambridge Systematics
  - Crossborder Group

Comprehensive Freight Gateway Study

Borders Committee, March 27, 2009
Leadership Question

How do we compete in the new global economy?
Why a Mega-Region?

“The real driving force of the world economy is a new and incredibly powerful economic unit: the mega-region…

China is not our real competitor. Rather, we should be thinking about the great mega-regions around Shanghai, Beijing and the Hong Kong-Shenzhen corridor.”

Richard Florida, April 2008

U.S. Mega-Regions
Bi-National Mega-Region

Value of a Bi-National Mega-Region

Competitive advantage is critical to prospering in an increasingly globalized marketplace.

- **Oil**
  - Increasing costs of oil, energy worldwide make Asian outsourcing/shipping costly

- **Access**
  - San Diego, Imperial, & Baja California provide access to the most affluent consumer market in the world – U.S.

- **Assets**
  - Diverse: intellectual capital, inexpensive land and labor, all concentrated within 36,600 square miles (size of Indiana)
Mega-Region Initiative
Phase I

- 12 months (April ’08 - April ‘09)
- Driven by the $225,000 EDA federal grant
- Partnership between San Diego Regional EDC and Imperial Valley EDC
- Brings together business, civic and government leaders from across the mega-region
- Economic development strategy (action plan), template for replication, marketing/branding strategy

Targeted Industries

- Cleantech (including alternative and renewable energy generation)
- Applied Biotech (including bio-agriculture, bio-fuels and medical devices)
- Specialized Manufacturing (including IT, aeronautics and cleantech products)
- Logistics (warehousing and transportation)
- Construction Materials
Outreach: Regional Stakeholders

- Private industry
- Economic development organizations
- Educational institutions
- Utilities
- Government

Accomplishments To Date

- Imperial County workforce and infrastructure assessments
- Mega-region workforce and infrastructure assessments
- Strategic action planning session
- Branding and marketing with hired consultants
- Imperial County Roll-Out
- Policy and business incentives focus groups
- Planning for phase two
Strategic Action Plan: Long-Term Goals

- **Workforce**
  - Bi-national STEM education, licensing and certification standards
  - Globally competitive workforce: education, skills, languages for targeted high-wage industries
  - A safe, desirable place to work with high quality of life

- **Infrastructure**
  - A global hub for sustainable energy
  - A seamless, efficient, secure and integrated transportation system
  - Energy self-sufficient/exporter and a model for sustainable procurement and use of water

Strategic Action Plan: Short-Term Action Items

- **Workforce**
  - Align educational systems, accreditation, career guidance with emphasis on high-tech and cleantech
  - Reform immigration policies including short- and long-term work visas
  - Create a mega-region biotech and cleantech center

- **Infrastructure**
  - Create coordinated plan for sustainable energy and water development
  - Make border crossings more secure and efficient (support Smart Border 2010)
  - Coordinate air, road, rail and maritime transportation planning to improve movement of goods
Economic Development Opportunities

- External
  - Market mega-region strengths and assets
    - Attract U.S. business expansion
    - Attract Foreign Direct Investment (FDI)
- Internal
  - Provide existing businesses opportunities to expand within mega-region
  - Connect regional universities/centers of research with business application opportunities within mega-region

Branding/Marketing

- Assessed the Imperial Valley, Baja California and San Diego areas as a unique, bi-national mega-region with unique strengths that can attract companies to locate operations in multiple areas of the region
- Develop a strongly differentiated brand positioning/value proposition for the mega-region
  - With rich input from executives, development leaders and other stakeholders from the entire region
- Strategically frame the second phase of the project, building a program around a branded place (name, logo and slogan)
  - Identify opportunities for mega-regional marketing collaboration
  - Develop mega-region marketing standards and practices
Next Steps

- Unveil marketing tools
- Convene action teams
- Final report to EDA
- Template for replication
- Secure phase-two funding
- Develop and implement marketing strategy

Phase II
FY 2009

- Facilitate action team meetings, host advocacy trips to D.C. and Sacramento
- Convene workshops and make presentations to broader public and private stakeholder groups within mega-region
- Conduct research: regional asset map (5 targeted industries), benchmark study of competitors; measure impact of multiplier effect
- Develop partner promotional activities, participate in conferences and trade missions, develop mega-region web portal
- Develop and implement communications strategy for greater visibility
Mega-Region Sponsors
Advisory Board

- San Diego Regional EDC
- Imperial Valley EDC
- AT&T
- Bank of America
- SDG&E
- San Diego Workforce Partnership
- SANDAG
- Imperial County
- Imperial Irrigation District
- Imperial Valley Joint Chambers
- San Diego County Water Authority
- Brawley Inn