Members

John Minto, Chair
Vice Mayor, City of Santee
(Representing East County)

Greg Cox, Vice Chair
Chairman, County of San Diego

Al Ovrom
Councilmember, City of Coronado
(Representing South County)

Teresa Barth
Mayor, City of Encinitas
(Representing North County Coastal)

Ed Gallo
Councilmember, City of Escondido
(Representing North County Inland)

David Alvarez
Councilmember, City of San Diego

John Renison
Supervisor
(Representing Imperial County)

Alternates

Ruth Sterling
Councilmember, City of La Mesa
(Representing East County)

Dave Roberts
Supervisor, County of San Diego

Rudy Ramirez
Councilmember, City of Chula Vista
(Representing South County)

Lorraine Wood
Councilmember, City of Carlsbad
(Representing North County Coastal)

Jim Cunningham
Councilmember, City of Poway
(Representing North County Inland)

Mark Kersey
Councilmember, City of San Diego

Bill Hodge, Mayor Pro Tem
(Representing Imperial County)

Advisory Members

S.R. “Al” Lopez
Board Member, Western Municipal Water District
(Representing Riverside County)

Jim Ferryman
(Representing Orange County)

Remedios Gómez-Arnau
Consul General
Consulate General of Mexico

Farrah Douglas
San Diego County Water Authority

Laurie Berman
District 11 Director, Caltrans

Mark Romero (Mesa Grande)
Southern California Tribal Chairmen’s Association

Richard Macias
Director of Planning
Southern California Association of Governments

Gary L. Gallegos
Executive Director, SANDAG

SANDAG BORDERS COMMITTEE AGENDA

Friday, October 25, 2013
12:30 to 2:30 p.m.
SANDAG Board Room
401 B Street, 7th Floor
San Diego

AGENDA HIGHLIGHTS

• RECOMMENDATIONS FROM THE 2013 BINATIONAL SEMINAR

• SAN DIEGO FORWARD: THE REGIONAL PLAN – DRAFT OUTLINE OF WHITE PAPER ON ECONOMIC PROSPERITY

PLEASE TURN OFF CELL PHONES DURING THE MEETING

YOU CAN LISTEN TO THE BORDERS COMMITTEE MEETING BY VISITING OUR WEBSITE 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 the Committee Clerk seated at the front table. Members of the public may address the Committee on any issue under the agenda item entitled Public Comments/Communications/Member Comments. Public speakers are limited to three minutes or less per person. The Borders Committee may take action on any item appearing on the agenda.

Public comments regarding the agenda can be sent to SANDAG via comment@sandag.org. Please include the agenda item, your name, and your organization. Email comments should be received no later than 12 noon, two working days prior to the Borders Committee meeting. Any handouts, presentations, or other materials from the public intended for distribution at the Borders Committee meeting should be received by the Committee Clerk no later than 12 noon, two working days prior to the meeting.

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ITEM # | RECOMMENDATION
--- | ---
+1. APPROVAL OF THE JULY 26, 2013, MEETING MINUTES | APPROVE

2. PUBLIC COMMENTS/COMMUNICATIONS

Members of the public shall have the opportunity to address the Borders Committee on any issue within the jurisdiction of SANDAG that is not on this agenda. Anyone desiring to speak shall reserve time by completing a “Request to Speak” form and giving it to the Borders Committee coordinator prior to speaking. Public speakers should notify the Borders Committee coordinator if they have a handout for distribution to Borders Committee members. Public speakers are limited to three minutes or less per person. Borders Committee members also may provide information and announcements under this agenda item.

REPORTS (3 through 8)

3. SUBREGIONAL REPORTS FROM COMMITTEE MEMBERS

Members of the Borders Committee report issues and activities within their subregion that are of interest or under the purview of the Committee.

4. REPORT FROM THE CONSUL GENERAL OF MEXICO

(Hon. Remedios Gómez-Arnau, Consulate General of Mexico in San Diego)

The Consul General of Mexico in San Diego, Hon. Remedios Gómez-Arnau, contributes to the Borders Committee dialogue by providing periodic reports on binational activities within the purview of the Committee.

5. UPDATE FROM THE SOUTHERN CALIFORNIA TRIBAL CHAIRMEN’S ASSOCIATION (Chairman Mark Romero, Mesa Grande)

Chairman Mark Romero, representative of the Southern California Tribal Chairmen’s Association on the Borders Committee, will brief the members on issues and activities affecting tribal nations in the region and the state. Chairman Romero will update the Committee on activities related to the process of tribal consultation for San Diego Forward: The Regional Plan.


(Chair Paul Ganster, Committee on Binational Regional Opportunities)

This report will present highlights from the 2013 Binational Seminar and recommendations from the Committee on Binational Regional Opportunities (COBRO) on next steps. COBRO asks that the Borders Committee recommend that the Board of Directors approve the 2013 Binational Seminar recommendations.
+7. **SANDIEGO FORWARD: THE REGIONAL PLAN - DRAFT OUTLINE OF WHITE PAPER ON ECONOMIC PROSPERITY (Elisa Arias and Jim Miller)**

   The purpose of this item is to provide opportunities for the Borders Committee to discuss economic strategies and approaches in San Diego Forward: The Regional Plan. Comments from various SANDAG working groups, stakeholders, and the public will be relayed.

8. **CHULA VISTA BUSINESS CLUSTER ANALYSIS**  
   (Michael Meacham, City of Chula Vista)

   The Business Cluster Analysis is an extensive review of the best fit business sectors for expanding and attracting businesses and creating clusters of complementary businesses that create quality jobs in the City of Chula Vista.

9. **UPCOMING MEETING**

    The next meeting of the Borders Committee is scheduled for Friday, November 15, 2013, at 12:30 p.m.

10. **ADJOURNMENT**

    + next to an item indicates an attachment
BORDERS COMMITTEE DISCUSSION AND ACTIONS

JULY 26, 2013

The meeting of the Borders Committee was called to order by Chair John Minto (East County) at 12:37 p.m. See the attached attendance sheet for Borders Committee member attendance.

1. APPROVAL OF MEETING MINUTES (APPROVE)

Action: Upon a motion by Supervisor John Renison (Imperial County), and a second by Councilmember Al Ovrom (South County), the Borders Committee unanimously approved the minutes from the June 28, 2013, meeting, as amended.

2. PUBLIC COMMENTS/COMMUNICATIONS/MEMBER COMMENTS

Miguel Aguirre, member of public, spoke on various binational regional topics affecting our border and provided his personal experiences participating in SANDAG workshops. He further commented on the San Ysidro Intermodal Transportation Center (SYITC) Study, collaboration efforts and the State of the Border Report that will be provided by Rick Van Schoik, North American Research Partnership.

CONSENT (3 and 4)

3. RECENT SANDAG EFFORTS TO SUPPORT BORDER TRANSPORTATION INFRASTRUCTURE (INFORMATION)

This report summarized recent SANDAG efforts to address needs to improve the region’s border-crossing capacity.

4. JULY 7, 2013, STATE AND LOCAL ELECTIONS IN BAJA CALIFORNIA (INFORMATION)

On July 7, 2013, the State of Baja California held elections to elect the Governor, Mayors, and Local Representatives (Deputies). The new Governor of Baja California will be sworn in on November 1, 2013, for a six-year term ending in 2019. Mayors and Deputies are elected for a three-year term, and they will be sworn in on December 1, 2013, and October 1, 2013, respectively.

Action: Consent Item Nos. 3 and 4 were presented for information only.
5. SUBREGIONAL REPORTS FROM COMMITTEE MEMBERS (INFORMATION)

Members of the Borders Committee reported issues and activities within their subregion that are of interest or under the purview of the Committee.

Councilmember Rudy Ramirez (South County) spoke on the 6th Annual International Friendship games held on Saturday, June 1, 2013, which involved over 1,500 students in seven different sports from schools within San Diego County and municipalities in Baja California, including the first crossborder bike ride. Councilmember Ramirez thanked the Committee, Port of Entry (POE)/Customs and Border Protection (CBP), and Mexico for their help and support.

Supervisor John Renison (Imperial County) announced that the Board of Supervisors continue monthly meetings with a stakeholder ad hoc committee, hosted by the Calexico Chamber of Commerce, and announced having great dialog with the U.S. General Services Administration (GSA) and CBP on public-private partnership issues. Former Intergovernmental Affairs Director Bob Ham was elected to chair this Committee. Supervisor Renison also reported on the canopies that are being installed at the Calexico West POE for inspection of southbound traffic to Mexicali, Baja California. Inspections have already backed up traffic, and will aggravate the southbound traffic in Calexico. Additionally, he reiterated his concerns about not seeing any of the priorities listed for infrastructure being proposed on the Comprehensive Immigration Reform border bill and suggested to the Committee to work together to stay on the same page, and to continue to support more border infrastructure that will help them handle the air quality from idling cars at the Calexico POE.

Gary Gallegos, Executive Director, shared with the Committee and Supervisor Renison that SANDAG staff managed to work actively with the Office of United States Senator for California Dianne Feinstein to include a section in the recently passed Senate Comprehensive Immigration Reform bill that would create a grant program to improve the transportation infrastructure at existing and new international border crossings. Staff also is working with the offices of the San Diego Congressional delegation (Congressman Juan Vargas and Congressman Scott Peters) to reflect and detail this section in the House Bill.

Councilmember David Alvarez (City of San Diego) reported that the City of San Diego entered into a contract with a bike sharing program with DecoBike.

Action: This item was presented for information only.

6. REPORT FROM THE CONSUL GENERAL OF MEXICO (INFORMATION)

The Consul General of México in San Diego, Hon. Remedios Gómez-Arnau, contributes to the Borders Committee dialogue by providing periodic reports on binational activities within the purview of the Committee. This report highlighted important aspects of the Mexico – United States bilateral relationship.
Deputy Consul General of Mexico in San Diego, Hon. Francisco Javier Olavarria presented the item.

**Action:** This item was presented for information only.

7. UPDATE FROM THE SOUTHERN CALIFORNIA TRIBAL CHAIRMEN’S ASSOCIATION (INFORMATION)

Chairman Mark Romero (Southern California Tribal Chairmen’s Association [SCTCA]), briefed the members on issues and activities affecting tribal nations in the region and the state.

**Action:** This item was presented for information only.

9. TRIBAL EMPLOYMENT REGULATION ORDINANCE (INFORMATION)

Tribal Employment Regulation Ordinance (TERO) makes employment opportunities available to qualified Native Americans from the tribes near projects that are federally funded. A representative of the Office of Federal Contract Compliance Programs of the U.S. Department of Labor provided an overview of the program and its applications. TERO impacts many areas of tribal economy including contracting, employment opportunities, and taxation. Adam Geisler, Councilmember of the La Jolla Band of Luiseño Indians, updated the Borders Committee on how the tribal nations in the San Diego region are supporting this effort.

Adam Geisler, La Jolla Band of Luiseño Indians, presented the item.

**Action:** This item was presented for information only.

8. SAN YSIDRO INTERMODAL TRANSPORTATION CENTER STUDY DRAFT DESIGN CONCEPTS (DISCUSSION)

SANDAG, in partnership with the City of San Diego, Caltrans, Metropolitan Transit System, and the community, is conducting a study to develop a concept, as well as a funding and implementation strategy for an Intermodal Transportation Center in the vicinity of the San Ysidro POE. Two design concepts have been developed with input gathered from the community, border crossers, and findings from the market study of potential commercial and institutional uses. Staff presented the draft concepts and provided an update on the study efforts to date.

Chair Minto welcomed Honorable Maria Luisa Sanchez Mesa, Chair, City of Tijuana Council Commission of Border Affairs to the meeting.

Rachel Kennedy, Senior Regional Planner, presented the item.

**Action:** This item was presented for discussion only.
10. **THE STATE OF THE BORDER REPORT (INFORMATION)**

This report provided a comprehensive look at the state of affairs in the management of the U.S.-Mexico border and the border region, focusing on four core areas: trade and competitiveness, security, sustainability, and quality of life.

Rick Van Schoik, North American Research Partnership, presented the item.

**Action:** This item was presented for information only.

11. **UPCOMING MEETINGS (INFORMATION)**

The next meeting of the Borders Committee is scheduled for Friday, September 27, 2013, at 12:30 p.m.

12. **ADJOURNMENT**

Chair Minto adjourned the meeting at 2:17 p.m.

Attachment: Attendance Sheet
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<td>Greg Cox (Vice Chair)</td>
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<td>San Diego County Water Authority</td>
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<td>Tomás Oliva</td>
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<td>Jim Ferryman</td>
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RECOMMENDATIONS FROM THE 2013 BINATIONAL SEMINAR “MOVING THE BORDER FORWARD: COMPETITIVENESS AND SUSTAINABILITY”

Introduction

The 2013 Binational Seminar, entitled “Moving the Border Forward: Competitiveness and Sustainability” was held on Tuesday, June 4, 2013, at Caltrans offices. In addition to SANDAG, event sponsors included the Consulate General of Mexico in San Diego; City of Tijuana Metropolitan Planning Institute (IMPLAN, in Spanish); Caltrans District 11; and the American Planning Association.

The binational seminar focused on Competitiveness and Sustainability in the context of the 20th anniversary of the signing of the North American Free Trade Agreement (NAFTA) and the 30th anniversary of the signing of the La Paz Agreement. The seminar was organized with the support of the Committee on Binational Regional Opportunities (COBRO) and was attended by stakeholders and representatives from planning agencies, business, and academia from both sides of the U.S.-Mexico border. A “white paper” was prepared for the event containing an overview of the La Paz Agreement and NAFTA; it was intended to provide background and context for discussions regarding competitiveness, sustainability, and strategies to advance the future of our binational region. SANDAG Chairman Jack Dale hosted the event, and State Senator Denise Moreno Ducheny (Ret.) moderated the discussions.

In September, COBRO reviewed the outcomes and summary of the binational seminar and discussed possible recommendations for the Borders Committee to transmit to the Board of Directors (Attachment 1).

Discussion

The 2013 Binational Seminar is part of an ongoing effort that SANDAG initiated some years ago to work towards effective binational planning through regional collaboration. Continuing along these lines, the purpose of the event was to seek input and promote discussion on how our region can move forward in the context of NAFTA and the La Paz Agreement. The event placed emphasis on key accomplishments and challenges of these two border-related agreements and strategies to

Recommendation

The Committee on Binational Regional Opportunities asks that the Borders Committee recommend that the Board of Directors approve the 2013 Binational Seminar recommendations, as included in Attachment 1 of this report.
foster economic competitiveness and environmental sustainability in our crossborder region. The event also explored the appropriate timing to move forward on future collaboration efforts.

At its September 3, 2013, meeting, COBRO reviewed outcomes and the summary of the 2013 Binational Seminar, discussed the key messages from the program and public participation (Attachment 2), and prepared potential recommendations.

During the COBRO meeting, Dave Fege (U.S. Environmental Protection Agency, EPA) pointed out, and COBRO agreed, that the two primary challenges raised at the binational seminar can generally be arranged into two categories: (1) Expanding the understanding and awareness of border issues to promote a positive narrative of United States-Mexico relations and effectively managing issues at a local level; and (2) Border crossing infrastructure and wait times, which is an issue that cannot be managed locally since progress relies on the actions of the federal governments.

COBRO agreed that the main barrier to reducing border crossing wait times is the challenge of securing funding for border crossing infrastructure projects, including operation and maintenance. These challenges are an outcome of the U.S. government’s focus on further securitizing the border instead of facilitating trade. COBRO acknowledged that despite local efforts, such as advocacy, and technical studies like the 2006 SANDAG highlighting the economic losses associated with border crossing delays, Ports of Entry (POE) infrastructure has still not become a priority for the U.S. government, as evidenced by delays in funding appropriations for the continued implementation of the San Ysidro POE Reconfiguration and Expansion project.

To address the challenge of creating an effective forum with a united message to elevate local border issues and influence federal decision makers, COBRO envisioned a coalition of regional border organizations and stakeholders that would provide input to the respective federal governments about priority issues for the region. Since action will only be taken on suggestions if the respective Mexican or U.S. State Departments officially recognize the binational organization, COBRO members brainstormed regarding what type of platform could be utilized to officially represent regional border issues and needs at the federal level.

The members acknowledged the complexities of creating a new binational organization or entity. Also, given the large number of existing organizations and groups focused on regional border issues, there is a risk of duplicating or diffusing efforts. Therefore, COBRO agreed that instead of recommending the creation of a new entity, it would be better to devise a plan to utilize more effectively existing forums and organizations to influence federal decision-makers.

COBRO concluded that the best potential avenue would be through the U.S.-Mexico Partnership concerning the 21st Century Border Management Initiative. This Initiative was designed to support the Declaration of the 21st Century Border Management (Attachment 3), which the governments of Mexico and the United States issued in 2010. The declaration stated an understanding that “a joint and collaborative administration of their common border is critical to transforming management of the border to enhance security and efficiency.” To coordinate and facilitate work aimed at furthering the goals noted in the Declaration, Mexico and the United States established a 21st Century Border Bilateral Executive Steering Committee, composed of representatives from the appropriate federal government departments and offices. COBRO agreed on a recommendation to form a coalition under the umbrella of the local San Diego – Tijuana Border Liaison Mechanism, led by the Consul General of the United States in Tijuana, and the Consul General of Mexico in San
Diego; this coalition could be used as a stakeholder forum to formally provide input to the 21st Century Border Management Initiative.

The 2013 Binational Seminar agenda, White Paper, audio files, presentations and summary are available on the SANDAG website (http://www.sandag.org/annualbinationalevent).

**Next Steps**

Pending a recommendation from the Borders Committee, staff will schedule a report on the 2013 Binational Seminar for consideration by the Board of Directors.

CHARLES “MUGGS” STOLL
Director of Land Use and Transportation Planning

Attachments: 1. 2013 Binational Seminar “Moving the Border Forward: Competitiveness and Sustainability” Recommendations from the Committee on Binational Regional Opportunities
   2. Key Messages from the Program and Public Participation
   3. United States and Mexico Declaration of the 21st Century Border Management

Key Staff Contact: Hector Vanegas, (619) 699-1972, hector.vanegas@sandag.org
Recommendations from the Committee on Binational Regional Opportunities

1. Explore ways to make the San Diego – Tijuana Border Liaison Mechanism, which is led by the Consuls General of Mexico in San Diego and of the United States of America in Tijuana, become our region’s stakeholder voice for the United States-Mexico Partnership concerning the 21st Century Border Management.

2. Convene a forum to discuss elevating the issue of border crossing wait times to become a local, state, and national priority. In this forum, broaden the circle of participants to include staff from legislator’s offices and stakeholders from the private sector and business leaders.

3. Identify and support responsible agencies’ existing collaboration efforts for binational emergency and natural disaster response and preparedness, and encourage the development of additional joint binational action planning, where needed.
KEY MESSAGES FROM PARTICIPANTS

- Take advantage of joint resources to promote trade, environmental quality, and mutual understanding.

- Emphasize the human factor; today we have a greater level of binational interaction than in the past.

- Trade needs highways, and MAP-21 does not provide dedicated funds for border-related projects.

- Now is the perfect time to reduce border crossing wait times in order to create more jobs and lower the unemployment rate.

- A good part of the U.S. feels that its ability to grow at pace with world trade and remain competitive is threatened by Mexico’s potential, while the rest of the world perceives Mexico’s growth as an opportunity.

- There has been progress in environmental quality issues, but there is lack of funding, and some challenges regarding the communication between agencies and authorities persist. Some pressing issues are water, emergency response, and air quality linked to border crossing wait times.

- Increase binational collaboration and interchange in order to appeal to the federal governments in Mexico and the U.S. to implement border infrastructure projects, and help move the region forward.

- Comprehensive immigration reform is a priority issue. It looks at border security from the perspective of the ports of entry in terms of infrastructure and goods movement.

- The 2010 Statement of Principles for the 21st Century concerning border management includes expanding programs to facilitate expedited crossborder travel and trade for trusted passengers and traders such as SENTRI, Global Entry, and C-TPAT.

- It is difficult to maintain continuity in addressing border issues, but governments and organizations in the binational border region should work together to call for more local decision-making authority. We should promote frequent joint dialogues in which stakeholders and staff from both governments meet on a regular basis to discuss issues of importance. Some issues are better resolved locally and therefore an official binational organization would be helpful.
• We need to figure out a way to unite and effectively communicate the importance of border infrastructure and border-related economic activity to Congress and to states outside of the region. Legislators need to look for creative ways to advance priority border-related issues.

• The first step is convincing local audiences in San Diego and Tijuana of the importance of border issues. Convincing the private sector to take the message to the federal government is essential.

• The way to push the border region agenda forward is going through the Mexican Congress, in particular the Mexico-U.S. Interparliamentary Group.

• The border is “turning the corner” and now the problem is the management of natural resources. Consider “social equity” as it relates to the quality of life for communities on both sides of the border and focus on “green infrastructure” in order to create a “green economy.”

• We need an integrated industrial policy that involves Mexico and the U.S. There is also a need for industrial partnership and funding as well as joint promotion and marketing of our combined binational resources.

• We need to come up with a border vision ourselves.

• The Executive Steering Committee for the U.S.-Mexico Partnership Concerning the 21st Century Border Management needs representation from border states. Natural disaster prevention, preparedness, response and recovery can be enhanced.
Declaration by The Government Of The United States Of America and The Government Of The United Mexican States Concerning Twenty-First Century Border Management

The Government of the United States of America and the Government of the United Mexican States, hereinafter referred to collectively as the "Participants,"

Acknowledging their shared interest in creating a border that promotes their economic competitiveness and enhances their security through the secure, efficient, rapid, and lawful movement of goods and people;

Expressing a desire to fundamentally restructure the way in which the shared border between Mexico and the United States is managed to enhance public safety, welcome lawful visitors, encourage trade, strengthen cultural ties, and reduce the cost of doing business in North America;

Recognizing the importance of securing and facilitating the lawful flow of goods, services, and people between their countries;

Understanding that joint and collaborative administration of their common border is critical to transforming management of the border to enhance security and efficiency;

Recognizing the potential value, both in terms of enhancing security and reducing congestion, of shifting certain screening and inspection activities, traditionally performed at the immediate border, to geographic departure and transit zones away from the border and of considering other non-traditional border crossing concepts;

Appreciating that enhancing the flow of information needed for effective shared border management requires professionalism in law enforcement, strong institutional capacity, and effective interagency coordination in and between both countries;

Recognizing that transnational criminal organizations threaten the economies and security of both the United States and Mexico and that both countries share responsibility for the conditions that give rise to these criminal organizations and that allow them to endure, as well as shared responsibility for remediating those conditions;

Understanding that law enforcement coordination between the Participants is essential to preventing crime and to disrupting and dismantling transnational criminal organizations;

Sharing an interest in ensuring a legal, orderly system for managing migration between their countries and developing coordinated procedures for managing repatriation and ensuring that it remains safe and humane;
Hereby express their commitment to strengthen cooperation in:

- Enhancing economic competitiveness by expediting lawful trade, while preventing the transit of illegal merchandise between their two countries;
- Facilitating lawful travel in a manner that also prevents the illegal movement of people between their two countries;
- Sharing information that enhances secure flows of goods and people, and
- Disrupting and dismantling transnational criminal organizations and punishing their members and supporters.

I. AREAS OF COLLABORATION

In light of these mutual understandings, the Participants expect to work in a collaborative and coordinated fashion across a wide-range of border-related activities, including:

- Programs focused on reducing congestion and delays in cross-border traffic entering both Mexico and the United States, building a foundation for efficient border and expanded economic growth, improving community safety and quality of life, and reducing unhealthy emissions from idling vehicles;
- The creation, expansion, or mutual recognition of “trusted shipper” programs such as FAST and C-TPAT and “trusted traveler” programs such as SENTRI and Global Entry, allowing enforcement authorities to concentrate their efforts where they are most needed to stop illicit border flows;
- Pre-screening, pre-clearance, and pre-inspection of people, goods, and products, particularly where such activities increase the Participants’ abilities to intercept dangerous individuals, hazardous goods, and contraband before they cause harm and to alleviate congestion at ports of entry;
- The enhancement of the repatriation processes through the exchange of information and close bilateral cooperation, with special attention to vulnerable people such as unaccompanied minors, pregnant women, and the sick and elderly.
- The improvement of bilateral mechanisms to share information related to aviation security and border security.
- The development of complementary risk management strategies aimed at separating high-risk and low-risk shipments, as well as high-risk and low-risk individuals, including specific procedures for repatriation of individuals with criminal records;
- The standardized collection and single entry of trade data, so that importers and exporters are asked for a given piece of information only once, reducing the administrative burden of compliance and therefore the cost of trade;
- Improved bi-national coordination in planning, financing, permitting, designing, building, and operating ports of entry, as well as optimal staffing of ports of entry;
- Promotion of a closer partnership with the private sector, the trade community, and international partners to secure supply chains;
- Development of shared priorities for public investments in ports of entry along the border, planned in coordination with the infrastructure feeding into them, as well as funding mechanisms for such projects, including private sector participation;
- Joint assessments of threats, development of a common understanding of the operating environment, and joint identification of geographic areas of focus for law enforcement operations;
- Augmentation of their collection, analysis, and sharing of information from interdictions, investigations, and prosecutions to disrupt "criminal flows" and enhance public safety; and
- Bringing together border communities and relevant stakeholders as partners in efforts to, protect public safety by integrating law enforcement efforts with other government functions including social assistance, community outreach, and responsiveness to citizen concerns.
II. IMPLEMENTATION AND OVERSIGHT

To coordinate and facilitate work aimed at furthering the goals noted in this Declaration, the Participants intend to establish a Twenty-First Century Border Bilateral Executive Steering Committee (ESC) composed of representatives from the appropriate federal government departments and offices. For the United States, this includes representatives from the Departments of State, Homeland Security, Justice, Transportation, Agriculture, Commerce, Interior, Defense, and the Office of the United States Trade Representative, and for Mexico includes representatives from the Secretariats of Foreign Relations, Interior, Finance and Public Credit, Economy, Public Security, Communications and Transportation, Agriculture, and the Office of the Attorney General of the Republic. Each Participant should integrate its own section of the ESC section into the relevant interagency processes to achieve better bilateral coordination.

It is expected that the inaugural meeting of the ESC, to be convened no later than August 19, 2010, will develop a mutually accepted action plan to realize the goals of this Declaration and identify working groups, drawing, where appropriate, upon existing bilateral, border-related groups, to implement the action plan.

III. GENERAL PRINCIPLES

This Declaration represents an understanding between the Participants and does not constitute a legally binding agreement. The Participants understand that activities in support of the goals mentioned in this Declaration are to be carried out in accordance with the laws and regulations of the Participants’ countries, and applicable international agreements to which the Participants’ countries are parties. The Participants are expected to bear their own costs in engaging in any such activities. All such activities are subject to the availability of funds and human resources.
SAN DIEGO FORWARD: THE REGIONAL PLAN - DRAFT OUTLINE OF WHITE PAPER ON ECONOMIC PROSPERITY

Introduction

SANDAG is preparing a white paper on economic prosperity as part of the process for San Diego Forward: The Regional Plan. Staff will present a proposed outline (Attachment 1) and solicit Committee input on topics and key considerations. Staff expects to have a draft white paper ready by December.

Discussion

In a survey conducted by SANDAG last spring, respondents rated economic development as their highest concern. The economic prosperity white paper is intended to present a background of SANDAG’s role in regional economic development and initiate discussion on key economic considerations and policies to be included in the Regional Plan.

A draft outline is attached that presents general discussion points and the overall format of the white paper. In a general sense, the paper will be challenging in that it will be limited in length, and the topics for discussion are many. Recognizing SANDAG’s appropriate role in economic development will be key to a fruitful discussion.

The Borders Committee is asked to discuss and comment on the draft outline regarding how the issues under the committee’s purview can be best addressed and highlighted in the white paper and in the economic section of San Diego Forward: The Regional Plan.

Next Steps

SANDAG staff is soliciting input from economic stakeholders and working groups; an initial meeting with Economic Development Corporations, Chambers of Commerce, and municipal economic development staff was held on August 23, in addition to the Regional Plan public workshop on July 19. During October, the outline has been presented to SANDAG working groups, policy advisory committees, and economic stakeholders for discussion and comment, and will then be used to draft the white paper and inform the economic component of the Regional Plan. Work on the economic analysis for the Regional Plan is also beginning, with the analysis including four areas: an economic impact component to measure the effects of construction activity on the regional...
economy, a benefit-cost analysis to examine the ratio of benefits such as time savings versus the costs of scenarios, an economic competitiveness analysis to investigate the broader economic effects of transportation improvements on the San Diego economy, and a fiscal analysis to focus on the costs to infrastructure providers from geographic outcomes of the Regional Plan. The white paper should provide valuable context for conducting and communicating the economic analysis.

KURT KRONINGER
Director of Technical Services


Key Staff Contact: Jim Miller, (619) 699-7325, jim.miller@sandag.org
PRELIMINARY DRAFT OUTLINE:
ECONOMIC PROSPERITY WHITE PAPER

Purpose: To provide opportunities to review existing plans, policies, and accomplishments in the region, and to update and adjust priorities. Will include background information and summary data, describe interrelationships between economic prosperity and other Regional Plan topic areas, and initiate discussion on key economic considerations and policies to be included in the Regional Plan. Approximately 10 pages in length.

A. Introduction
Discussion of the intersection between land use/transportation planning and economic prosperity, including historical context. Explain how San Diego Forward: The Regional Plan could influence the region’s economy. Introduce contents of White Paper.

B. Current Economic Conditions in San Diego
- **Existing Setting:** Brief and not overly quantitative discussion of regional economic strengths and weaknesses (backed by and referring to the Regional Economic Prosperity Strategy (REPS), Indicators of Sustainable Competitiveness, etc.). Discuss differences among subregions and the impact of the 2008 economic downturn. Highlight changing demographics, and the importance of the border economy.
- **Existing Plans, Programs, and Policies:** Include list of historical and current SANDAG (and maybe other) initiatives on economic development.
- **Emerging Concepts:** Brief review of current research in regional planning and economics and list of some of the region’s major economic concerns. Some that have been identified: improved cooperation with Mexico, housing costs, job training, redevelopment agency dissolution.

C. Interrelationships
- **How Transportation and Regional Planning Can Influence the San Diego Economy:** Explore the concept of viewing the region’s transportation infrastructure (transit, freeways, airports, ports) as economic ‘habitat’, enabling economic activity, and providing essential freedom of choice. Examples: transit-oriented development, revitalization of local downtown areas, housing affordability, commercial/industrial activity centers, border-related employment and trade opportunities, research/healthcare activity in the region, industrial land preservation, “Smart Growth” and economic growth, de-coupling economic growth from physical growth. Highlight the importance of public investment to economic prosperity. Describe the economic analysis to be performed on the Regional Plan.
- **Communities of Concern from an Economic Perspective:**
  Explore inequity as a threat to prosperity, equity of opportunity, “Communities of Concern” as having high potential for economic development, and education and mobility “access” as a requirement for economic growth and public health.
- **Relationships between the Economy and Environment:**
  Explore environment as an asset (maybe some discussion of ‘externalities’), Sustainable Communities Strategy, and unique nature of the San Diego region as an example of how the economy and environment can both prosper.
D. Future Funding, Trends, and Possibilities
Discuss SANDAG’s ability to directly influence economic prosperity, long-term global and regional trends, and San Diego’s position and opportunities in the global economy. Explore potential strategies for influencing the region’s economic prosperity.

E. Key Policy Questions For Discussion
Summarize and identify key questions for further discussion.
2013 BINATIONAL SEMINAR
2013 BINATIONAL SEMINAR KEY REFLECTIONS

- Some issues are better resolved locally, while others depend on the actions of the federal government.
- We need to figure out a way to unite and effectively communicate the importance of border infrastructure and border-related economic activity.
- Challenges persist: pressing issues are water, emergency response, and air quality linked to border wait times.
- Border states need effective representation on federal mechanisms.

2013 BINATIONAL SEMINAR RECOMMENDATIONS

1. Explore ways to make the San Diego-Tijuana Border Liaison Mechanism into our region’s stakeholder voice for U.S.-Mexico partnership in 21st century border management.
2. Convene a forum to discuss elevating the issue of border crossing wait times to become a local, state, and national priority.
3. Identify and support responsible agencies’ existing collaboration efforts for binational emergency and natural disaster response and preparedness.
2013 BINATIONAL SEMINAR

NEXT STEPS

• December 2013:
  Board of Directors receives report from Borders Committee

RECOMMENDATION

The Committee on Binational Regional Opportunities asks that the Borders Committee recommend that the Board of Directors approve the 2013 Binational Seminar recommendations as included in Attachment 1 of your report.
Chula Vista Business Cluster Analysis

Leveraging Unique Assets to Compete Globally
October 25, 2013 SANDAG – Borders Committee

Craig Ruiz, Principal
Economic Development Specialist

Michael T. Meacham,
Director Economic Development

Chula Vista Economic Development

- Authorized current analysis in November 2012
- Previous efforts
  - General Plan - Economic Development Element - 2005
Project Purpose

The purpose of the Chula Vista Business Cluster Analysis was to:

1. Identify “best fit” business clusters,
2. Readiness for recruitment of new businesses to attract and expand quality jobs, and
3. Provide recommendations for positioning, marketing, and business recruitment.

Project Approach

Three key tasks:

1. **Industry Clusters Analysis**, conducted by Applied Economics, Chabin Concepts and ROI;
2. **Competitive Location Assessment**, conducted by Austin Consulting and Keyser Marston Associates;
Best Fit Industry Clusters

- Advanced Manufacturing
- Clean Tech
- Education & Innovation Centers
- Information & Communications Technology
- Health & Wellness Services (Sports Medicine)
- Headquarters & Administrative Offices

Advanced Precision Mfg

Industry Opportunities
Additive Mfg - $3.1 billion industry – application from automotive/aerospace to medical device and consumer products – technology to create bones and soft tissue for surgical procedures.

### PRIMARY OCCUPATIONAL NEEDS

<table>
<thead>
<tr>
<th>Code</th>
<th>Occupation</th>
<th>Workforce Distribution</th>
<th>Chula Vista</th>
<th>CT*</th>
</tr>
</thead>
<tbody>
<tr>
<td>51-4913</td>
<td>Boring Machine Setters, Operators, and Tenders, Metal Cutting, Punching, and Press Machine Setters</td>
<td>8%</td>
<td>6%</td>
<td></td>
</tr>
<tr>
<td>51-4921</td>
<td>Operators, and Tenders, Metal and Plastic</td>
<td>5%</td>
<td>0.40</td>
<td></td>
</tr>
<tr>
<td>51-4923</td>
<td>Etchers and Etching Machine Setters, Operation, and Tendering</td>
<td>6%</td>
<td>0.16</td>
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</tr>
<tr>
<td>51-4916</td>
<td>Helpers, Production Workers</td>
<td>5%</td>
<td>0.65</td>
<td></td>
</tr>
<tr>
<td>51-4912</td>
<td>First Line Supervisors of Production and Operating</td>
<td>4%</td>
<td>0.76</td>
<td></td>
</tr>
<tr>
<td>51-4925</td>
<td>Welders, Cutters, solderers, and brazers</td>
<td>4%</td>
<td>0.63</td>
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<tr>
<td>51-4903</td>
<td>Inspectors, Testers, Sorters, Samplers, and Weighers</td>
<td>4%</td>
<td>1.34</td>
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<tr>
<td>49-0601</td>
<td>Maintenance and Repair Workers, General</td>
<td>3%</td>
<td>0.51</td>
<td></td>
</tr>
<tr>
<td>53-7062</td>
<td>Laborers and Freight, Stock, and Material Movers, Hand</td>
<td>3%</td>
<td>0.77</td>
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</tr>
<tr>
<td>41-3052</td>
<td>Sales Representatives, Wholesale and Manufacturing</td>
<td>3%</td>
<td>0.60</td>
<td></td>
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<tr>
<td>49-0401</td>
<td>Industrial Machinery Mechanics</td>
<td>3%</td>
<td>0.40</td>
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<tr>
<td>53-7053</td>
<td>Industrial Truck and Trailer Operators</td>
<td>3%</td>
<td>0.56</td>
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<tr>
<td>43-4051</td>
<td>Shipping, Receiving, and Traffic Clerks</td>
<td>3%</td>
<td>1.03</td>
<td></td>
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<tr>
<td>51-4931</td>
<td>Multiple Machine Tool Setters, Operators, and Tenderers, Metal</td>
<td>3%</td>
<td>0.52</td>
<td></td>
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<tr>
<td>53-7063</td>
<td>Crane and Tower Operators</td>
<td>2%</td>
<td>0.00</td>
<td></td>
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<tr>
<td>53-9091</td>
<td>Team Assemblers</td>
<td>3%</td>
<td>0.64</td>
<td></td>
</tr>
<tr>
<td>51-4922</td>
<td>Milling, Drilling, Tapping, Planing, Shaping, and slotting Machine Setters, Operators, and Tenderers, Metal</td>
<td>2%</td>
<td>0.10</td>
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</tbody>
</table>

### Avg Wages
- Precision | $42,300
- Aerospace | $125,800
Corporate Location Assessment

<table>
<thead>
<tr>
<th>Corporate Location Exercise Ranking – 12 Decision Factors</th>
</tr>
</thead>
<tbody>
<tr>
<td>CLE Conducted by: Austin Consulting, International Site Selectors</td>
</tr>
<tr>
<td>Market Access</td>
</tr>
<tr>
<td>Real Estate</td>
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<tr>
<td>Utilities</td>
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<tr>
<td>Transportation</td>
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<tr>
<td>Workforce</td>
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<tr>
<td>Business Climate</td>
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<tr>
<td>Sustainable Practices</td>
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<tr>
<td>Risk Management</td>
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<tr>
<td>Business Costs</td>
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<tr>
<td>Incentives</td>
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<tr>
<td>Quality of Life</td>
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<tr>
<td>Readiness</td>
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<tr>
<td>Overall Ranking</td>
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</tbody>
</table>

Go-To-Market Strategy

The core of the project – tactical approaches to business retention, expansion, attraction and prospecting:

1. Messaging
2. Prospecting
3. Outbound
4. Inbound
5. Earned Media
Packaging

Quality collateral and marketing materials and tools are needed:

- Marketing
  - Map Collateral Brochures
  - Working Map
  - Business Cases
  - Labor Force
  - Website
- Site Investigation Data Guide

Unique Position in the Market

- Distinctly unique is proximity to Cali-Baja, the connectivity to San Diego’s resources and a multinational resident base;
- Chula Vista and Cali-Baja share industry clusters – this synergistic relationship creates a unique *selling proposition.*
Business Expansion & Attraction Tactics

1. Direct Marketing
2. Bi-National Collaborative Marketing
3. TeamCalifornia Venue Marketing
4. Relationship Marketing – Site Selectors and Broker Community
5. Linked In Group Marketing
Benefits of Recruiting Target Clusters

The project used a target cluster business as the basis for assessment. A light industry manufacturer investing $8-$12 million, 80 employees would create community prosperity of approximately:

- Demand for 100+ indirect jobs
- Annual economic impact $19.5 million
- Approximately $200,000 in local taxes annually

Key Next Steps

“creating and implementing competitive advantage”

1. **Real estate readiness** for target industries as well as protecting and preserving business park and industrial land use designations;
2. **Ensure a permitting process**, fee structure and incentive policy that is competitive in the region;
3. **Become a key player** in Cali-Baja Mega-Region Initiative and with CONNECT;
4. **Strengthen Chula Vista’s unique bi-national position** by building cross-border partnerships;
5. **Package** Chula Vista’s value proposition to specific target clusters; and
6. **Implement focused recruitment** around industry clusters and opportunity sites.
7. **Work Plan Goals Initiatives & Tasks**
Work Plan Goals, Initiatives and Tasks

- Return to Council within 90 Days
- Detailed Action Plan
- Costs of Implementation

<table>
<thead>
<tr>
<th>Overview of Recommendations</th>
<th>0 Days</th>
<th>3 - 6 Months</th>
<th>7 - 12 Months</th>
<th>1 year +</th>
<th>Implementation Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.0 Existing Business Development</td>
<td></td>
<td></td>
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<tr>
<td>- Existing business CEDs aligned with target industries - personal business visit once a year</td>
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<tr>
<td>- Hold annual CEO Roundtable</td>
<td></td>
<td></td>
<td></td>
<td>3,000</td>
<td></td>
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<tr>
<td>- Invite CEDs to “Chula Vista’s Prospecting Team”</td>
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<td></td>
<td></td>
<td>3,000</td>
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<tr>
<td>- Coordinate additional retention/expansion calls Use a customer relation management system (CRM) (if not available now)</td>
<td></td>
<td></td>
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<tr>
<td>2.0 Packaging</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>- Marketing Overview Collateral</td>
<td></td>
<td></td>
<td>8,500</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Map Brochure (series of maps)</td>
<td></td>
<td></td>
<td>12,500</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Working Map</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Power Point presentation (update)</td>
<td></td>
<td></td>
<td></td>
<td>3,000</td>
<td></td>
</tr>
<tr>
<td>- Website</td>
<td></td>
<td></td>
<td></td>
<td>9,000</td>
<td></td>
</tr>
<tr>
<td>- Labor Force</td>
<td></td>
<td></td>
<td></td>
<td>5,000</td>
<td></td>
</tr>
<tr>
<td>- Data Information Sets (12) for proposals and website</td>
<td></td>
<td></td>
<td></td>
<td>3,000</td>
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<tr>
<td>3.0 Key Positioning Point</td>
<td></td>
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<tr>
<td>- Bi-National Location, International Gateway, Advanced Mfg Hub</td>
<td></td>
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<tr>
<td>4.0 Target Markets</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>- Site Selector Database</td>
<td></td>
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</tbody>
</table>
### Overview of Recommendations

<table>
<thead>
<tr>
<th>Description</th>
<th>3-6 Months</th>
<th>7-12 Months</th>
<th>1 year+</th>
<th>Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attend two TeamCalifornia Marketing events where Corporate Executive and Site Selectors are being hosted</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Relationship Marketing – Site Selectors &amp; Brokers</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Email updates, 3 x per year</td>
<td></td>
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<tr>
<td>Announcement Emails</td>
<td></td>
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<tr>
<td>Local Brokers – Roundtable Lunches (4)</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Submit articles/speakers on key project developments</td>
<td></td>
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</tbody>
</table>

### Earned Media

- Press releases, stories, and announcements distributed to media outlets

C = complete
San Ysidro Pedestrian Port(s) of Entry & SYITC Study
Submitted by Miguel Aguirre

The San Ysidro Port of Entry serving Sister Cities San Diego, CA and Tijuana, BC, Mexico, represents the border between the largest, fastest growing and most affluent and highly educated International Metropolis on the 2,000 mile U.S. Mexico border, perhaps in the world.

Daily, anywhere between 50,000 to 100,000 people cross the border to: shop, work, school and further travel into the US and Mexico for business and/or for leisure. Since the 1800s, migratory waves of people from throughout the Americas, global expansion and prolific tourism have claimed passage rights through the community of San Ysidro, California, home to:

1. The World’s Busiest Border Crossing since the 1950s, and, currently under the Largest Port of Entry expansion in U.S. history;
2. North & Southbound Pedestrian Port(s) of Entry located on the same block only 800' apart;
3. By far the busiest trolley station in the entire system and only light rail serving an Int'l POE;
4. Las Americas Premium Outlet Malls, one of the highest volumes outlet malls in the United States and part of over One Million square feet of internationally famous destination shopping.

Displacement of twelve (12) acres of vital public parking, together with unification of the Pedestrian POEs in an area with inadequate public infrastructure and general obsolescence, have greatly exasperated mobility conflicts. Access to and from these highly sought Pedestrian Ports are now at the lowest service levels ever, and will only worsen.

Critical redevelopment studies and planning are underway in order to improve the safe and efficient flow of people, goods and services at our National Gateway. See www.sandag.org/syitc. It is not far reaching enough to attempt to resolve the myriad of mobility challenges at-grade level when new above-grade pedestrian travel paths have been created. Vertical design optimizing connectivity with fundamentally important Federal infrastructure is crucial.

Above the fray to resolve these land use issues emerges extraordinary geo-political realities illuminated by grander ideals: a strategic public-private, mixed-use mass-transit complex uplifting the border as an exciting point of destination and an “American Freedom Beacon & Iconic Bi-National Gateway” which:

i. Brands our Mega Region...a Game Changer economic catalyst;
ii. Reflects an innovative and interactive border-crossing experience “airport-style” that improves environmental conditions affecting personal health and recognizes the vulnerabilities of human and cultural coexistence under the impact of intricate homeland security measures;
iii. As a leading global model, showcases our bi-national strengths in commerce, tourism and services trade;
iv. Incorporates outstanding examples of architecture, technology, monumental arts, town-planning and landscape design reflecting significant stages of the Americas history;
v. Is directly or tangibly associated with events or living traditions, ideas, and beliefs involving artistic and literary works of outstanding universal significance.

A smart growth, functional and practical mass-transit intermodal project resolving existing conflicts and deficiencies is in order. Yet, this historic window presents a more meaningful opportunity. Our region is largely defined by our economic relationship with Mexico. Collectively, we can plan on how best to grace our world’s busiest LPOE and the Americas front door to America’s Finest City.
THE CITY OF TIJUANA MEXICO BORDER AFFAIRS COMMITTEE
FULLY ADVOCATES THE RECOMMENDATIONS FROM THE COMMITTEE ON
BINATIONAL REGIONAL OPPORTUNITIES

FROM HERE IN, THE BORDER AFFAIRS COMMITTEE FROM THE CITY OF TIJUANA MEXICO COUNCIL, COUNTERPART ENTITY OF THIS SANDAG’S’ BORDERS COMMITTEE, RECOGNIZES AND ENDorses IN IT’S FULLY EXTENT THE RECOMMENDATIONS INTERVENED IN THE DEVELOPING WORKS ATTAINED BY THE COMMITTEE ON BINATIONAL REGIONAL OPPORTUNITES IN SANDAG’S RECENT BINATIONAL SEMINAR.

IT IS OUR VISION THAT BOTH NATIONS REPRESENTED IN THIS COMITTEE ARE MORE THAN EVER UNITED IN COMMONN INTEREST AND OPEN DIALOGUE, AND ARE DECIDED TO TAKE ADVANTAGE OF NEW OPPORTUNITIES TO ACHIEVE OUR COMMON GOALS, BOOST ECONOMIC DEVELOPMENT, AND TOGHER OVERCOME THE NEW CHALLENGES BASED ON A NEW GLOBAL REALITY.

TO ACHIEVE THIS, WE NEED TO INTEGRATE AND PROMOTE PROPER FLOW IN BORDER TRADE OF GOODS AND SERVICES IN A TIMELY MANNER, AS WELL AS PEOPLE BETWEEN BOTH COUNTRIES WITH UPMOST RESPECT TO HUMAN RIGHTS AND THE PROTECTION OF OUR ENVIRONMENT. THIS WILL EVENTUALY ALLOW THAT OUR JOINT EFFORTS HELP PROPEL COMERCIAL, INDUSTRIAL AND TOURISM INDUSTRIES, PROYECTING A POSITIVE IMAGE OF OUR COMMON BORDER.

THEREFORE, WE AT TIJUANA’S BORDER AFFAIRS COMMITTE RATICIFY OUR SUPPORT TO STENGTHEN THE BORDER LIASIONS MECHANISM FOR IT TO BE THE REGIONAL LEADER ON MATTERS OF REGIONAL VOICE AND REPRESENTATION ON ISSUES SUCH AS BORDER WAIT TIMES, ENVIROMENT, HUMAN RIGHTS, HEALTH, BUSSINESS AS WELL AS PROPER LOBBYNG OF PUBLIC FUND THROUGH OUR LOCAL, STATE AND FEDERAL PUBLICY ELECTED OFFICIALS.

MARIA LUISA SANCHEZ MEZA
CHAIR
BORDER AFFAIRS COMMITTEE
CITY OF TIJUANA, MEXICO.
<table>
<thead>
<tr>
<th>Area Name</th>
<th>Median Household Income*</th>
<th>Population*</th>
<th>Household Size*</th>
<th>Total Housing Units*</th>
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* Source: San Diego Association of Governments, January 1, 2012 (http://profilewarehouse.sandag.org/)
(1) 2010 Figures - Source: California Department of Finance, American Community Survey (Adjusted for inflation 2010$)
(3) Zip Code District 91902 includes ~50% Chula Vista and 70% Unincorporated
Source: San Diego Association of Governments, January 1, 2012 (http://profilewarehouse.sandag.org/)
(4) Median Household Income is the middle income for an entire household on a continuum of all households.
Community Meeting
Nov. 13, 2013
6 p.m.
San Ysidro Civic Center
212 W. Park Ave.
San Diego, CA 92173

For more information contact Sara Osborn at 619-236-6368 or email at: seo@sanmiguel.org or Rachel Kennedy at 619-699-1929 or email at: Rachel.Kennedy@sandag.org.

Junta Comunitaria
13 de noviembre de 2013
6 p.m.
Centro Cívico de San Ysidro
212 Avenida W. Park
San Diego, CA 92173

Para más información, por favor comuníquese con Sara Osborn al 619-236-6368
o por correo electrónico a seo@sanmiguel.org o con Rachel Kennedy al 619-699-1929
o por correo electrónico a Rachel.Kennedy@sandag.org.

VEN A DESCUBRIR UN NUEVO DISEÑO PARA UN POTENCIAL FUTURO CENTRO INTERMODAL DE TRANSPORTE DE SAN YSIDRO.

SANDAG and the City of San Diego – in partnership with Caltrans, the Metropolitan Transit System (MTS), and community members — are working to make the San Ysidro Transportation Center (SYITC) a landmark destination. In response to public feedback, a new third design concept for the development of a potential multi-use transit hub has been developed with input gathered from the community over the last 10 months.

You are invited to provide feedback on the latest design concept for a future SYITC that was developed with your input.

This is the final of four public meetings scheduled to take place throughout 2013 in partnership with the San Ysidro Community Plan Update Advisory Committee.

WE WANT TO HEAR FROM YOU!

SANDAG y la Ciudad de San Diego – trabajando con Caltrans, MTS, y miembros de la comunidad están trabajando para hacer el Centro de Transporte Intermodal de San Ysidro (SYITC, por sus siglas en inglés) un destino emblemático. En respuesta a comentarios públicos, un tercer nuevo concepto para el diseño de un centro de transporte multiuso potencial ha sido desarrollado con retroalimentación proporcionada de parte de la comunidad durante los últimos diez meses.

Estás invitado a examinar y proporcionar tu opinión sobre un nuevo concepto para el diseño de un futuro SYITC que fue desarrollado utilizando las ideas de la comunidad.

Esta es la junta final de cuatro juntas públicas programadas a lo largo de 2013 en alianza con el Comité Asesor de la Actualización del Plan Comunitario de San Ysidro.

¡QUEREMOS SABER QUÉ PIENSAS!