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

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**AGENDA HIGHLIGHTS**

- **SAN YSIDRO INTERMODAL TRANSPORTATION CENTER STUDY DRAFT DESIGN CONCEPTS**
- **BORDER HEALTH EQUITY TRANSPORTATION STUDY UPDATE**
- **UPDATE ON THE GSA’S SAN YSIDRO PORT OF ENTRY RECONFIGURATION AND EXPANSION PROJECT**
- **UPDATES ON IMPERIAL COUNTY BORDER TRANSPORTATION PROJECTS**

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**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.

San Diego Association of Governments · 401 B Street, Suite 800, San Diego, CA 92101-4231
(619) 699-1900 · Fax (619) 699-1905 · www.sandag.org
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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 9)

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. This report highlights efforts to promote bilateral competitiveness and innovation.

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.
6. SAN YSIDRO INTERMODAL TRANSPORTATION CENTER STUDY DRAFT DESIGN CONCEPTS
(Rachel Kennedy, SANDAG; Nic Abboud, City of San Diego)

SANDAG, in partnership with the City of San Diego, Caltrans, the Metropolitan Transit System, and the community, is conducting a study to develop a concept and funding and implementation strategy for an Intermodal Transportation Center in the vicinity of the San Ysidro Land Port of Entry. Three design concepts have been developed with input gathered from the community, border crossers, and a market study. Staff will present the third design concept for discussion.

7. BORDER HEALTH EQUITY TRANSPORTATION STUDY UPDATE
(Laurie Gartrell)

The SANDAG Border Health Equity Transportation Study, funded through a Caltrans planning grant, was initiated in February 2013, and is evaluating the health impacts and unique challenges related to mobility in the San Ysidro border community. One of the main objectives of this study is to serve as a template for other communities to begin to integrate health into transportation planning processes. The attached report provides an update on the status of the study.

8. UPDATE ON THE U.S. GENERAL SERVICES ADMINISTRATION’S SAN YSIDRO PORT OF ENTRY RECONFIGURATION AND EXPANSION PROJECT (Anthony Kleppe, U.S. GSA)

The San Ysidro Port of Entry is a federal multimodal land border inspection facility that provides service to pedestrians, passenger vehicles, buses, and freight rail. The U.S. General Services Administration staff will provide an update on the San Ysidro Port of Entry expansion and reconfiguration project, including the concept for a new Virginia Avenue transit and pedestrian facility.

9. UPDATES ON IMPERIAL COUNTY BORDER TRANSPORTATION PROJECTS (Mark Baza, Imperial County Transportation Commission)

This presentation will update the Committee on various transportation projects in Imperial County, including ports of entry, transit, and active transportation efforts; and the formation of the Imperial County and Mexicali Border Alliance.

10. UPCOMING MEETING

The next meeting of the Borders Committee is scheduled for Friday, January 24, 2014, at 12:30 p.m.

11. ADJOURNMENT

+ next to an item indicates an attachment
AGENDA ITEM NO. 13-11-1

N
ovember 15, 2013

ACTION REQUESTED – APPROVE

BORDERS COMMITTEE

BORDERS COMMITTEE DISCUSSION AND ACTIONS

OCTOBER 25, 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 July 26, 2013.

2. PUBLIC COMMENTS/COMMUNICATIONS/MEMBER COMMENTS

Clive Richards, member of public, spoke on various border crossing concerns.

Chair Minto welcomed Honorable Maria Luisa Sánchez Meza, Chair Border Affairs Commission, City of Tijuana City Council, Mark Baza, Executive Director Imperial County Transportation Commission (ICTC), and Rick Backlund, Federal Highway Administration (FHWA).

Miguel Aguirre, member of public, submitted a one-page handout on the San Ysidro Pedestrian Port(s) of Entry and San Ysidro Intermodal Transportation Center (SYITC) Study.

REPORTS (3 through 8)

3. SUBREGIONAL REPORTS FROM COMMITTEE MEMBERS (INFORMATION)

Members of the Borders Committee provided subregional reports of activities and events that are of interest to the Committee.

Councilmember Rudy Ramirez (South County) reported on his involvement in several activities, in particular the 6th Annual City of Chula Vista International Friendship games held on Saturday, June 1, 2013, which required binational collaboration. Councilmember Ramirez thanked and recognized Hon. Maria Luisa Sánchez, City of Tijuana, México, for her collaboration and contribution in fostering binational cooperation.

Supervisor Renison reported on the Calexico Port of Entry (POE) project and current traffic delays at this POE from inspections of southbound traffic to Mexicali, Baja California. The new Governor of Baja California, México, will be taking office on Friday, November 1, 2013.
The new Mayors for City of Mexicali and City of Tijuana are both taking office on December 1, 2013.

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

4. **REPORT FROM THE CONSUL GENERAL OF MEXICO (INFORMATION)**

Chair Minto announced that this report would not be presented.

Luis Ituarte, member of public, spoke on various health concerns caused by pollution in Colonia Federal, in Tijuana, Baja California, México, nearby the San Ysidro–Puerta México Port of Entry.

5. **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.


Dave Fege, Committee on Binational Regional Opportunities (COBRO), presented highlights from the 2013 Binational Seminar, and recommendations from COBRO. He stated that COBRO requested that the Borders Committee recommend approval of the 2013 Binational Seminar Recommendations.

Edgar Castillo, Technical Secretary Borders Affairs Commission, City of Tijuana City Council, read a letter to the Borders Committee from the City of Tijuana México Border Affairs Committee in support of the recommendations from the COBRO.

**Action:** Upon a motion by Supervisor Renison, and a second by Councilmember Ed Gallo (North County Inland), the Borders Committee unanimously recommended that the SANDAG Board approve the 2013 Binational Seminar Recommendations.

7. **SAN DIEGO FORWARD: THE REGIONAL PLAN - DRAFT OUTLINE OF WHITE PAPER ON ECONOMIC PROSPERITY (DISCUSSION)**

The purpose of this item was 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 were relayed.

Elisa Arias, Principal Regional Planner, and Jim Miller, Senior Economist, presented the item.

**Action:** This item was presented for discussion only.
8. CHULA VISTA BUSINESS CLUSTER ANALYSIS (INFORMATION)

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.

Michael Meacham and Craig Ruiz, City of Chula Vista, presented the item.

Action: This item was presented for information only.

9. UPCOMING MEETINGS (INFORMATION)

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

10. ADJOURNMENT

Chair Minto adjourned the meeting at 1:46 p.m.

Attachment: Attendance Sheet
CONFIRMED ATTENDANCE
BORDERS COMMITTEE MEETING
OCTOBER 25, 2013
12:30 to 2:30 p.m.

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<th>NAME</th>
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<td>Ed Gallo</td>
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<td>COBRO</td>
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<td>Jim Ferryman</td>
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REPORT FROM THE CONSUL GENERAL OF MEXICO

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. This report highlights efforts to promote bilateral competitiveness and innovation.

Attachments: 1. High-Level Economic Dialogue (HLED) Factsheet
               2. Towards a Region of Knowledge: Bilateral Forum on Higher Education, Innovation and Research Factsheet
               3. Mexico-U.S. Entrepreneurship and Innovation Council (MUSEIC) Factsheet

Key Staff Contact: Hector Vanegas, (619) 699-1972, hector.vanegas@sandag.org
A CLOSER AND MORE PRODUCTIVE ECONOMIC AND TRADE RELATIONSHIP BETWEEN MEXICO AND THE UNITED STATES.

High-Level Economic Dialogue (HLED)

Mexico and the United States are fundamental strategic allies and economic partners, not only sharing a border of over 3,000 km., but also a dynamic commercial relationship. Mexico is the United States’ second most important trade partner, while the United States is Mexico’s top trade partner.

In 2012, trade reached almost $500 billion dollars, which represent almost one million dollars a minute. Mexico is the first or second export destination for 23 U.S. states and the first, second or third destination for 28 states.

Trade with Mexico generates six million jobs in the United States.

70% of trade is conducted through our common border. This region, with over 14 million people, is the world’s fourth-leading economy. 300 million people cross the border every year (near three times the Mexican population or almost the entire U.S. population).

High-Level Economic Dialogue

The region’s competitiveness depends on permanent economic and trade cooperation at all levels. Despite the great interaction between Mexico and the United States, there is great potential to strengthen these ties.

In May 2013, President Enrique Peña Nieto and President Barack Obama announced the creation of the High-Level Economic Dialogue (HLED), in order to continue to forge a more competitive and dynamic trade relationship between Mexico and the United States.

The HLED has a flexible approach to move forward strategic trade and economic priorities. It seeks to enhance existing working groups activities, while avoiding the duplication of efforts, in order to foster mutual economic growth, job creation and global competitiveness.

The HLED identifies strategic sectors to execute actions which increase competitiveness and innovation in North America.

October 2013
First Meeting of the High-Level Economic Dialogue

Four months after its creation, the first HLED meeting was held in Mexico City, on September 20, 2013.

U.S. Vice President Joseph R. Biden witnessed the first session of the HLED. Other government agencies of both countries were also involved. Mexico and the United States adopted a working plan which establishes the areas of cooperation under three broad pillars:

- The promotion of competitiveness and connectivity
- Fostering economic growth, productivity, entrepreneurship and innovation
- Society for a regional and global leadership

The creation of the HLED marks the beginning of a new era in the bilateral relationship between Mexico and the United States by gathering in one forum government officials responsible for the economic policies of both countries to strategically analyze the ways to bolster the relationship.

Participation of the Private Sector and Civil Society

The active participation of the private sector and civil society is key for economic development. The HLED seeks to strengthen the dialogue between the Governments of Mexico, and the U.S. and these sectors.

As part of the activities of the first HLED meeting, a side-meeting with entrepreneurs and members of civil society from Mexico and the United States was held.

The purpose of this meeting was to receive comments regarding specific actions that strengthen competitiveness, connectivity and economic cooperation between both countries.

Within the concerns posed by the private sector at this first meeting, it was highlighted the need to improve the flow of goods and people at the border crossing points between both nations.

The HLED recognizes the need to work on the development of more border infrastructure. Every day, over one million people cross the border legally. One of the main objectives of the HLED is to ensure that the procedures for goods and people to cross the border are more expedite, easier and more secure.
TOWARDS A REGION OF KNOWLEDGE:
BILATERAL FORUM ON HIGHER EDUCATION, INNOVATION AND RESEARCH

Current status of cooperation in higher education, innovation and research between Mexico and the United States

The level of academic, technical and scientific exchange between Mexico and the United States cannot be compared with the intensity of its trade and political relationship. Mexico, with 116 million inhabitants, only sends 14,000 students a year to the United States, and 4,000 U.S. students take courses for academic credit in Mexico each year.

South Korea, with a population of 49 million, sends 72,000 students a year.

CURRENT SITUATION

- Mexico ranks 9th as a country of origin for international students in the United States (14,000 students), below countries such as South Korea, Saudi Arabia, Taiwan and Vietnam.
- In the US, Mexico ranks 13th as a destination country in the world (4,000 students) and 3rd in Latin America, after Costa Rica and Argentina.

There are many collaboration initiatives between universities, research and academic centers from both countries. However, they must have a strategic orientation, be linked with the realities and opportunities of the productive sector, and be compatible with the priorities of economic development and the promotion of competitiveness.

Mexico has a strong educational offer, at competitive prices. However, it requires a greater promotion of its education programs in the United States.

Both nations could gain huge benefits, beyond the monetary, if they significantly foster the teaching of Spanish in the United States and English in Mexico.

BILATERAL COOPERATION SUCCESS CASES

- United States-Mexico Commission for Educational and Cultural Exchange (COMEXUS)
- UCMexUS: Agreement of the University of California-CONACYT, with the participation of researchers from Mexican universities.
- Scientific cooperation: Large Millimeter Telescope and HAWC Gamma Rays Observatory
In May 2013, the Presidents of Mexico, Enrique Peña Nieto, and the United States, Barack Obama, announced the formation of the Bilateral Forum. It is envisaged as a strong association between governments, higher education institutions, civil society and the private sector of Mexico and the United States.

In addition to seeking a 21st century labor force which will allow the region to become prosperous, the mission of the Bilateral Forum is to foster the mutual understanding between both countries through programs addressing student mobility, academic exchange, research and innovation in areas of shared interest and to contribute to the competitiveness and economic development of the region.

**VISION: TOWARDS A REGION OF KNOWLEDGE**

Mexico and the United States are jointly working to transform North America into a prosperous, competitive and inclusive region, based on knowledge, that promotes sustainable development by boosting bilateral cooperation in higher education, innovation and scientific research.

**Proyecta 100,000** is a Mexican proposal that sets the goal of 100 thousand Mexican students going to study to the United States and 50 thousand U.S. students studying in Mexico by 2018. It also proposes the multiplication of binational research and innovation centers, language teaching, and the promotion of exchange opportunities.

This complements the initiative by U.S. President Barack Obama called ‘100,000 Strong in the Americas’ which seeks to send 100 thousand U.S. students to study at Latin American universities and vice versa.

In order to attain these goals, a broad-ranging participation by higher education institutions, research and innovation centers and the development of knowledge networks is required, Mexico and the United States agree higher education, innovation and research are a key driving force in order to strengthen competitiveness and prosperity of both nations, to transform North America into a region of knowledge.

Mexico’s **Proyecta 100,000** initiative complements President Obama’s 100,000 Strong in the Americas initiative.
MEXICO-U.S. ENTREPRENEURSHIP AND INNOVATION COUNCIL (MUSEIC)

Fostering Entrepreneurship and Innovation

As part of President Enrique Peña Nieto’s economic policy, on January 11, 2013, the decree creating the National Institute of the Entrepreneur (Instituto Nacional del Emprendedor – INADEM) was signed.

The INADEM’s goal is to implement, execute and coordinate the national policy on supporting entrepreneurs, as well as micro, small and medium enterprises, bolstering their innovation, competitiveness and projection in order to increase their contribution to economic development and social welfare. Furthermore, it seeks to provide help towards the development of policies which foster entrepreneurial culture and productivity.

What is MUSEIC?

The Mexico-U.S. Entrepreneurship and Innovation Council (MUSEIC) is a forum that seeks to coordinate and collaborate in the creation and implementation of strategies geared toward the growth of entrepreneurs, and micro, small and medium enterprises (MSMEs).

In order to attain this goal, the Council is comprised of different participants from both the Mexican and the U.S. entrepreneurial ecosystems, including representatives from the government, academia and the business sector, NGOs and venture capital funds, among others. It is headed in Mexico by National Institute of the Entrepreneur and by the Department of State in the U.S.

This mechanism will conduct the efforts by Mexico and the United States regarding the promotion and development of entrepreneurs, as well as small and medium enterprises, which are the engine spurring economic growth and job creation, as well as a source of innovation in North America.

On May 20, 2013, in the context of the Government of Mexico’s ongoing effort to bolster enterprises and create new businesses, together with the commitment by the United States to forge a more solid economic and commercial relationship, the Mexico-United States Entrepreneurship and Innovation Council (MUSEIC) was created.

The Council encompasses seven priority areas:

I. A legal framework favoring innovative entrepreneurship.
II. Promotion of entrepreneurship lead by women.
III. Participation and collaboration of the Latin diaspora.
IV. Promotion and integration of the infrastructure backing entrepreneurs and MSMEs.
V. Exchange of specialized knowledge and best practices regarding the development of regional innovation clusters.
VI. Exchange of specialized knowledge and best practices regarding the commercialization of technology.
VII. Exchange of tools and best practices regarding financing and fostering high-impact innovative entrepreneurship.
First Meeting of the MUSEIC

The launch of the MUSEIC took place on September 12, 2013, at the headquarters of the Ministry of Foreign Affairs of Mexico (Secretaría de Relaciones Exteriores), with the participation of the Undersecretary for North America, Sergio M. Alcocer; the President of the National Institute of the Entrepreneur, Enrique Jacob Rocha; and the U.S. Ambassador to Mexico, Anthony Wayne.

The Co-chairs of the Sub-committees presented their progress reports. The conversation focused on the adoption of best practices regarding tax incentives to foster entrepreneurship and capital investment, the training of women entrepreneurs and broadening the scope of financing for businesses headed by women, the development of binational mentoring networks for entrepreneurs with global businesses, the mapping and identification of clusters for the development of programs focused on reducing regional disparity, and the networking and coordination between research centers and universities with the entrepreneurial sector and investors.

• MUSEIC’s first meeting took place on September 12, 2013, in Mexico City.
• The Ministry of Foreign Affairs of Mexico participates in three of the seven MUSEIC working groups.

Participation of the Ministry of Foreign Affairs in the MUSEIC

The Ministry of Foreign Affairs of Mexico participates in three of the seven working groups: economic empowerment for women; participation in the Latin American diaspora; and regional innovation clusters.

The group on entrepreneurship headed by women aims to obtain results on a large scale and seeks to create spaces for women to grow as business leaders. Three work-related priorities have been identified: visibility, access to financing and training.

The Latin American diaspora working group seeks to develop a networking program between the Mexican diaspora in the USA and entrepreneurs in Mexico.

Among its first actions was the promotion of the State Department´s contest ‘The Idea’ (‘La Idea’), Its goal was to provide financial backing and training to entrepreneurs. The Ministry of Foreign Affairs of Mexico, through its Consular Network in the United States and the Mexican Talent Network, promoted the contest through the U.S. The winners will be announced in December 2013.

The Regional Innovation Clusters group will map the innovation clusters, starting with a pilot program in the Monterrey/Saltillo and Tijuana-Mexicali/San Diego corridors. The clusters map will become a tool to design strategies and public policies on economic development and investment promotion.
SAN YSIDRO INTERMODAL TRANSPORTATION CENTER

STUDY DRAFT DESIGN CONCEPTS

File Number 3330500

Introduction

In October 2012, SANDAG and the City of San Diego, in collaboration with Caltrans, the Metropolitan Transit System (MTS), and the community, initiated a study to identify a multimodal concept for an Intermodal Transportation Center (ITC) in the vicinity of the San Ysidro Port of Entry (POE). The study also will include a financial feasibility analysis to identify strategies for creation of the San Ysidro Intermodal Transportation Center (SYITC).

The purpose of the study is to produce a mobility and economic/fiscal feasibility analysis for a SYITC concept for evaluation and consideration as part of the comprehensive San Ysidro Community Plan update process. The study includes a demand and supply analysis for off-street parking facilities associated with the ITC concept, and an analysis of complementary on-site retail, commercial, and institutional uses that could enhance the SYITC as a community amenity and generate revenue toward its construction. A team of consultants has been selected to help envision and provide the technical tools needed to develop a SYITC concept that will serve as a gateway to the world’s busiest POE. The Borders Committee provided input on two design concepts at its July 28, 2013, meeting. This report highlights a third design concept (Attachment 1), which incorporates the strengths of concepts 1 and 2 and feedback from the community.

Discussion

The initial study efforts focused on reviewing past and ongoing studies; preparing a commercial and institutional market study; creating off-street parking projections; and gathering input on the needs and vision for a future SYITC from the community, local business leaders, property owners, transportation providers, border crossers, and other stakeholders, including representatives from Baja California, Mexico. The information gathered through these efforts was used to inform the development of three draft SYITC concepts. The study has included extensive public outreach efforts, which are described in a subsequent section of the report.

Draft Design Concepts

The draft concepts were crafted taking into account input gathered via public workshops, outreach to San Ysidro High School students, and surveys. Findings from the commercial market study, off-street parking projections, progress on the San Ysidro Community Plan Update, existing and projected transit ridership and border crossing data, and connectivity with the San Ysidro POE also
informed the development of the draft concepts. These concepts incorporate the Trolley, MTS buses, private buses, jitneys, taxis, bicycle and pedestrian pathways, personal vehicle drop-off and pick-up facilities, and paid parking, in conjunction with commercial development. Retail, office, hotel, and institutional/government space is included in line with the study's market analysis, and additional opportunities for increased private development also are identified. All alternatives include a public plaza, landscaping, and public art, and look to develop a welcoming gateway to the region and link the ITC to the greater San Ysidro community to the north.

The transportation functions and commercial development square footage would be the same for the three alternatives; however, the siting of these various components would differ. As described in a previous report, Option 1 would keep the Trolley in approximately its current location, but would expand the facility to include a third platform and longer platforms to accommodate four-car trains. The transportation elements included in Option 1 are estimated to cost between $90 and $120 million. In Option 2, the Trolley would be moved further east and the private and MTS bus facilities would be located underground, below the Trolley station. Option 2 would include significant excavation and relocation of the Trolley and has an estimated cost of between $145 and $200 million. With the relocation of the Trolley tracks, Option 2 may allow for additional street-front retail development along San Ysidro Boulevard.

In Option 3, the Trolley remains in approximately its current location and is expanded to include a third platform, and all platforms are lengthened to accommodate four-car trains. The Trolley tracks are relocated further east in this option, which allows for grade separation of the Trolley tracks from bus and vehicular traffic, and may allow for additional street-front retail development on San Ysidro Boulevard. Option 3 has an estimated cost of between $125 and $170 million. All concepts identify locations where additional private commercial development could occur. The concepts could be constructed in phases and would likely require significant private investment.

Public Outreach

There have been three public workshops to date, which have been publicized by San Diego and Tijuana media, postcard mailings, email, SANDAG, and partner agency websites, social media, and local community organizations. Meeting information also was posted on MTS buses serving the San Ysidro POE and at ticket vending machines at the San Ysidro Trolley station. Simultaneous Spanish translation was provided and meeting materials were available in English and Spanish. A fourth public meeting where Option 3 will be shared with the public will be held on November 13, 2013. The project webpage (www.sandag.org/syitc) includes information on the study and outreach efforts, an online survey and comment tool, and materials from the public meetings.

SANDAG staff also has partnered with Casa Familiar to gather community input on the SYITC Study at three Sin Limites workshops. Additionally, SANDAG staff has met twice with members of the Border Transportation Council (BTC) and sought input and data regarding current and future facility needs to be incorporated into a future San Ysidro ITC facility. Staff will be seeking input on Option 3 from the BTC at the November 12, 2013, meeting. SANDAG staff also presented the two draft design concepts to the South County Economic Development Corporation at its August 6, 2013, meeting.
Project staff met with members of the San Ysidro Smart Border Coalition (SYSBC) in August 2013 to receive input on the first two draft design concepts. The SYSBC noted its preference for Option 2 and stated a need for additional facilities for private buses, jitneys, vans, pedicabs, taxis, bicycles, and personal vehicle pick-up/drop-offs. The SYSBC also voiced interest in additional widening of San Ysidro Boulevard between the current MTS bus drop-off area and Camino de la Plaza. The group also requested that elevating the Trolley to a second level in Option 2 be considered. Project staff met again with the SYSBC on October 30, 2013, to seek their input on Option 3. The new concept incorporates additional passenger pick-up and drop-off areas, a new pedicab station, a more accessible bike center, bicycle lanes on San Ysidro Boulevard, a revised Customs and Border Protection and Border Patrol emergency access route, and additional private operator bus bays with an area identified for potential future expansion. Project staff also did a high-level analysis of a potential elevated Trolley station, as per comments submitted by the SYSBC. It was determined that a second level Trolley station could potentially be included in an iteration of Option 2; however, it was noted that significant vertical circulation (stairs, escalators, and elevators) would be required to move people to and from the Trolley platform. A pedestrian bridge from the second floor of the ITC connecting to the U.S. General Services Administration (GSA) southbound pedestrian facility could aid in pedestrian circulation; however, the bridge would likely need to be partially constructed on federal property, would interface with the historic Customs House, and could have impacts on the future GSA pedestrian plaza. This concept would require additional study and is anticipated to add an additional $80 million to the cost estimate for Option 2.

In addition, the consultant team conducted an intercept survey of over 450 northbound pedestrian border crossers to gather demographic data, reasons for crossing, use of public transportation, and their input on elements preferred in a future SYITC. Survey respondents noted their desire for additional Trolley and bus services with longer hours of operation, greater service frequency, and additional seating capacity. Respondents also noted the desire for additional trees and green areas adjacent to the POE, the need for areas with shade, and waiting areas with seating and public restrooms.

Due to its location, adjacent to the San Ysidro POE that is undergoing a major reconfiguration and expansion project, staff maintains regular communication with the GSA, as well as with Mexican agencies, including the Secretariat of Infrastructure and Urban Development of the State of Baja California (SIDUE) and the City of Tijuana Metropolitan Planning Institute.

Alternatives Analysis

Project staff has conducted a technical analysis of the three ITC concepts. A summary matrix highlighting the strengths and challenges of each concept is included as Attachment 2. A comparison of all three concepts reveals that Option 3 incorporates the strengths of Options 1 and 2 and provides additional transit capacity and offers grade separation of the Trolley tracks from buses and automobiles. Option 3 also combines all buses into one larger expandable facility and provides for increased pedestrian and taxi pick-up and drop-off facilities adjacent to the POE. This concept also includes a dedicated intercity bus facility adjacent to the POE for secure passenger ticketing, waiting, and baggage handling and identifies locations for security and facilities operations. The relocation of the Trolley tracks in Option 3 allows for potential street-front commercial development along San Ysidro Boulevard. A bicycle station, bicycle lanes, and a pedicab station also are included in the concept.
**Next Steps**

Input from the Borders Committee will be relayed to the Transportation Committee. At its December meeting, the Transportation Committee will be asked to recommend that the ITC Option 3 be the one concept analyzed in the study implementation plan and funding strategy, in accordance with the scope of work for the study. The study is expected to conclude in spring 2014.

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

Attachments:  
1. Draft San Ysidro Intermodal Transportation Center Study Design Option 3  
2. San Ysidro Intermodal Transportation Center Study Evaluation Matrix

Key Staff Contact: Rachel Kennedy, (619) 699 1929, rachel.kennedy@sandag.org
OPTION 3

VIEW 4

01 Intercity Bus Facility - Waiting, Ticketing, Baggage
02 Retail Opportunity & Transit Services
03 Bike Storage, Rental and Service
04 Ticketing, Information & Duty Free Services
05 Large Retail Opportunity
06 Display and Small Retail Opportunities
07 Bike Lanes

2013-11-05
OPTION 3

VIEW 8

01  Possible Future Retail
02  Possible Future Hotel
03  Possible Future Office Commercial/Education
04  Possible 30% Expansion of Bus Center
<table>
<thead>
<tr>
<th></th>
<th>OPTION 1</th>
<th>OPTION 2</th>
<th>OPTION 3</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Trolley Tracks</strong></td>
<td>Near EX</td>
<td>Relocated to the East with Underground Bus Facility</td>
<td>Near EX with Second Level Bus Facility</td>
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<td>- Complicates &quot;deal&quot; by mixing all commercial and transportation uses in same space</td>
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<td><strong>Capital Costs</strong></td>
<td>90-120M</td>
<td>145-200M</td>
<td>125-170M</td>
</tr>
</tbody>
</table>

**Common features to all Options:**
- Expanded facilities for all transit modes
- Dedicated taxi and auto pick-up and drop-off facilities
- Improved/expanded pedestrian plaza with public art and amenities
- Upgrades to San Ysidro Boulevard including landscaping and wider sidewalks
- Dedicated bike lanes on San Ysidro Blvd. leading to Bike Center and Pedicab Station
- Dedicated Intercity Bus facility - ticketing, waiting, and baggage handling
- Dedicated facilities for security and operations
- Ability to incorporate a private/paid parking structure, approximately 560 spaces
BORDER HEALTH EQUITY TRANSPORTATION STUDY UPDATE

File Number 3301000

Introduction

In February 2013, SANDAG began work on the Border Health Equity Transportation Study. Funded through a Caltrans planning grant, this study is evaluating how the mobility/built environment factors in San Ysidro are related to the health of the people who live and work in the community. By identifying such factors, the project team will begin to assess the relationship between health and mobility/built environment, and eventually provide recommendations for how health can be integrated as a consideration in the transportation planning efforts undertaken by local and regional agencies. The study, once complete, will be available for use in other planning efforts such as San Diego Forward: The Regional Plan, the San Ysidro Community Plan Update, the State Route 11/Otay Mesa East Port of Entry, and other border planning efforts and projects.

The first step in the study process is to develop an existing conditions report. This report documents the current status of health and mobility/built environment conditions in San Ysidro, thereby providing a foundation for policy and transportation recommendations, which will be developed in later stages of the study. The study will ultimately serve as a resource to improve community health in future planning efforts for San Ysidro and other border communities with similar challenges and issues.

Discussion

A list of existing health and mobility/built environment issues have been compiled through community input (a community workshop held in July 2013), Border Health Equity Stakeholder Group meetings, and a review of existing plans, studies, and published research.

Based on the information gathered, and the availability of existing data, the project team has begun to identify and analyze the relationships between these mobility/built environment and health issues using several types of quantitative and qualitative analysis approaches. It is important to recognize that this analysis does not establish a causal linkage between mobility/built environment factors and health outcomes, but it does allow for an understanding of possible patterns.
The initial findings suggest that, compared to the San Diego region, residents in San Ysidro area have relatively higher rates of the following health outcomes: diabetes, asthma, Chronic Obstructive Pulmonary Disease, Pedestrian Injury, Chronic Heart Disease, and Motor Vehicle Injury. The mobility/built environment factors that have a statistically significant relationship to a particular health outcome vary; however, Cyclist Safety Risk and Proximity to Air Pollution Sources have been identified as factors that could have a significant association to each of the six health outcomes listed above. The attached table provides a draft list of “high-need” health outcomes and the associated potential transportation policy, program, or project that could potentially mitigate for risk and improve health outcomes. As an example, based on preliminary analysis, asthma was identified as a South Bay subregional area health outcome that is 16.6 percent higher than the rate of the San Diego region as a whole. Based on the analysis performed, the mobility/built environment factors that could be related to the health outcome include transportation policies, programs, or projects that would reference Cyclist Safety Risk, Transit Access, and Proximity to Air Pollution Sources.

The relationships identified in this existing conditions report provide a foundation to develop recommendations to integrate health considerations in future planning efforts and projects. The recommendations will be compiled in a Health Analysis and Recommendations for Priority Issue Areas Report.

**Next Steps**

It is anticipated that the final document will be available by the end of the calendar year. Staff will continue to provide periodic updates to the Borders Committee at key milestones. The project is expected to be completed by February 2015. Once complete, the study will be posted to the SANDAG website and made available as a tool in other planning efforts and projects.

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

Attachment: 1. Summary of Mobility/Built Environment Factors that Could be Related to High-Need Health Outcomes for the South Bay Subregional Area (SRA)

Key Staff Contact: Laurie Gartrell, (619) 595-5388, laurie.gartrell@sandag.org

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1 Due to limited comprehensive health outcome data sources, findings have been aggregated at the subregional area geography, which include the City of Imperial Beach and the Community of Otay Mesa within the City of San Diego.
## Attachment: DRAFT

**Summary of Mobility/Built Environment Factors that Could be Related to High-Need Health Outcomes for the South Bay Subregional Area (SRA)**

<table>
<thead>
<tr>
<th>High Need Health Issue</th>
<th>Diabetes</th>
<th>Asthma</th>
<th>Chronic Obstructive Pulmonary Disease</th>
<th>Pedestrian Injury</th>
<th>Chronic Heart Disease</th>
<th>Motor Vehicle Injury</th>
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<tr>
<td>% Above Regional Rate</td>
<td>+25%</td>
<td>+16.6%</td>
<td>+12.3%</td>
<td>+12.1%</td>
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<td><strong>Consider Transportation Policies/Programs/Projects to Reduce these Factors</strong></td>
<td>Cyclist Safety Risk</td>
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<td>Arterial Density</td>
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<td>Traffic Density</td>
<td>Proximity to Air Pollution Sources</td>
<td>Cyclist Safety Risk</td>
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<td>Proximity to Air Pollution Sources</td>
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<td><strong>Consider Transportation Policies/Programs/Projects to Expand these Factors</strong></td>
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<td>Pedestrian safety near all social support amenities</td>
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<td>Trail Access</td>
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<td>Walkability</td>
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</table>
San Ysidro Intermodal Transportation Center Study

November 15, 2013

San Ysidro ITC Study

- Project Need
  - Busiest international land border crossing in the world
  - 35,000 northbound vehicles and 25,000 northbound pedestrians daily
  - Transportation services in multiple locations
  - Create a welcoming gateway
Private Bus Operations

San Ysidro Transit Center

Private Bus Operations

San Ysidro Trolley Station

Private Bus Operations

Taxi Staging

MTS Bus and Jitney Stop

Future Pedestrian Crossing North and Southbound

Pedestrian Crossing North and Southbound
### Public Outreach

- Public workshops
- Casa Familiar Sin Límites
- San Ysidro High School
- Pedestrian surveys
- Border Transportation Council
- San Ysidro Smart Border Coalition
- Coordination with SIDUE
- Property owners
- South County Economic Development Corporation

### Findings of Commercial and Institutional Market Analysis

<table>
<thead>
<tr>
<th>Land Use</th>
<th>Estimated Square Feet</th>
<th>Notes</th>
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</table>
| Retail         | • 30,000 to 105,000 by 2020  
                 | • 42,000 to 170,000 by 2035 | Phased development          |
| Lodging        | 75 rooms               |                             |
| Meeting Space  | 3,000 SF               | Combined with hotel         |
| Office         | Up to 10,000 SF        |                             |
| Institutional  | Up to 20,000 SF        |                             |
Option 1

San Ysidro Intermodal Transportation Center Study

Option 1 continued

Option 1

VIEW 6 - BUS BAYS AND PASSENGER PICK UP and DROP OFF

08 MTS Buses
09 Passenger Pick Up and Drop Off
10 Private Buses
Option 1 continued

OPTION 1  VIEW 7 - VERTICAL CIRCULATION AND STATION AMENITIES
11  Ticketing and Information
12  Duty Free Kiosk

Option 1 continued

OPTION 1  VIEW 12 - POSSIBLE FUTURE COMMERCIAL DEVELOPMENT
Option 1 continued

OPTION 1 VIEW 14 - POSSIBLE FUTURE PRIVATE DEVELOPMENT

Option 1 continued

OPTION 1 VIEW 19 - MINIMAL DEVELOPMENT - SCHEMATIC SECTION LOOKING NORTH
Option 2

San Ysidro Intermodal Transportation Center Study

Option 2 continued

OPTION 2 VIEW 4 - VERTICAL CIRCULATION
08 Vertical Circulation to Trolley Platforms Above
Option 2 continued

**OPTION 2**

<table>
<thead>
<tr>
<th>View 5 - Trolley Platforms and Passenger Pick Up and Drop Off Above Grade</th>
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<tbody>
<tr>
<td>09  Passenger Pick Up and Drop Off</td>
</tr>
<tr>
<td>10  Trolley Platforms</td>
</tr>
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</table>

Option 2 continued

**OPTION 2**

| View 10 - Possible Future Commercial Development                          |
Option 3

San Ysidro Intermodal Transportation Center Study
Option 3 continued

OPTION 3
VIEW 2
01 New Lift Platforms, c/w Seating, Passenger Amenities
02 Station Plaza
03 Passenger Pick Up & Drop Off (PPUDO)
   Includes Taxis and Jackneys
04 PediCab Station

Option 3 continued

OPTION 3
VIEW 3
01 Vertical Circulation to Bus Center Above
   (Escalators, Stairs & Elevators) with Light Wells
02 Retaining Wall
Option 3 continued

OPTION 3 VIEW 4
01 Intercity Bus Facility - Waiting, Ticketing, Baggage
02 Retail Opportunity & Transit Services
03 Bike Storage, Rental and Service
04 Ticketing, Information & Duty Free Services
05 Large Retail Opportunity
06 Display and Small Retail Opportunities
07 Bike Lanes

Option 3 continued

OPTION 3 VIEW 5
01 Intercity Buses
02 City Buses & Shuttles
03 Bus Center Platform, Seating, Shelters, Passenger Amenities
04 Parking Structure
05 Access To Rail Yards
Option 3 continued

OPTION 3

VIEW 6

01 Bus Center Canopy c/w Solar Panels
02 LRT Platform Canopy c/w Solar Panels
03 Architectural Screen

Option 3 continued

OPTION 3

VIEW 7 - STATION PLAZA AND STREETSCAPE

01 Landmarks & Monuments
02 Welcome to Americas Features @ POEs
03 Ceremonial SVTC Gateway/Pylons
04 Trees, Water Features & Small Retail Opportunities
05 Stage and Amphitheater
06 Parking Garage Entry
**Option 3 continued**

**OPTION 3**

**VIEW 8**

01 Possible Future Retail
02 Possible Future Hotel
03 Possible Future Office Commercial/Education
04 Possible 30% Expansion of Bus Center

---

**Option 3 continued**

**OPTION 3**

**VIEW 9**

01 Possible Future Expanded Mixed-Use Development
Option 3 continued

OPTION 3  VIEW 10 - LOOKING NORTHEAST - BIRD’S EYE

Option 3 continued

OPTION 3  VIEW 11 - LOOKING NORTH - PLAZA LEVEL
Option 3 continued

VIEW 14 - LOOKING SOUTH WITH POSSIBLE EXPANDED FUTURE DEVELOPMENT - BIRD'S EYE

Option 3 continued

VIEW 16 - SECTION LOOKING NORTH
Alternatives Analysis

- Transit operations and customer experience
- Access, circulation, and parking
- Constructability
- Land use elements and community development
- Public-private partnership potential
- Capital costs

San Ysidro Intermodal Transportation Center Evaluation Matrix

<table>
<thead>
<tr>
<th>OPTION 1</th>
<th>OPTION 2</th>
<th>OPTION 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trolley Tracks Near Existing Location</td>
<td>Trolley Tracks Located to the East with Underground Transit Facility</td>
<td>Trolley Tracks Near Existing Location with Second Level Bus Facility</td>
</tr>
<tr>
<td>Facilities for all transit modes expanded</td>
<td>Facilities for all transit modes expanded</td>
<td>Facilities for all transit modes expanded</td>
</tr>
<tr>
<td>Double track at grade crossing removed</td>
<td>Double track at grade crossing removed</td>
<td>Double track at grade crossing removed</td>
</tr>
</tbody>
</table>

- Facilities combined into new underground facility
- Facilities for all transit modes expanded
- Double track at grade crossing removed
- Facilities combined into new underground facility

Access, Circulation and Parking

- Park-and-ride pick-up and drop-off (P&P) circulation is out of the way
- Circulation for all modes is close and straightforward
- Circulation for all modes is close and straightforward

Summary

- All at grade crossings
- Combination of all grade crossings could be in California Public Utilities Commission zone

Significant excavation and structure removal
- Sites may require some design exceptions

Land Use, Economic and Community Development Support

- Lower transit along San Ysidro Boulevard - limited opportunities
- Provides most space for community amenities
- Provides most space for community amenities

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- Provides most space for community amenities

- Provides most space for community amenities

Capital Costs

- $50-100M
- $45-200M
- $125-170M
Next Efforts

- December 2013: SANDAG Transportation Committee and City of San Diego Planning Commission
- Winter 2014: Develop implementation plan and funding strategy
- June 2014: Incorporate ITC concept into San Ysidro Community Plan update and final study report

Project Webpage

[www.sandag.org/syitc](http://www.sandag.org/syitc)

- Project information
- Fact sheets
- Online comment tool
- Meeting materials
Overview

- Project Schedule
- Overview of Draft Existing Conditions Report
  - Identification of Key Health Indicators
  - Analysis Methods
  - Analysis Findings
- Next Steps
Tasks and Schedule

- **T1**: Project Administration . . . . . On-Going
- **T2**: Existing Conditions . . . . . . . January 2014
- **T3**: Community Engagement . . On-Going
- **T4**: Health Analysis and . . . . . . . June 2014
  Recommendations for Priority Issue Areas
- **T5**: Monitoring and . . . . . . . . . December 2014
  Evaluation Plan
- **T6**: Final Health Equity . . . . . . . January 2015
  Transportation Study

Draft Existing Conditions Report

*Identification of Key Health & Mobility Indicators*

- Review of Previous Studies
- Community Workshop
- Availability and Scale of Data
- Stakeholder Review of Indicators
Available Data Sources

- **Healthy Communities Atlas - SANDAG**
  - Built environment and transportation system data aggregated to Census Block Groups
  - Covers entire San Diego region

- **Community Health Statistics - County of San Diego Health and Human Services (HHSA)**
  - Deaths, emergency room discharges and hospitalizations for injury, non-communicative diseases and behavioral health
  - Data aggregated to Subregional Area (SRA) for entire region

Draft Existing Conditions Analysis Methods

- **Comparison of Built Environment/Mobility Data for San Ysidro and the City of San Diego** *(Healthy Communities Atlas)*

- **Comparison of Health Outcome Data for the South Bay SRA and the San Diego region** *(Community Health Statistics)*

- **Partial Correlations**
  - Assesses strength of relationship between health outcomes and built environment/mobility variables while controlling for age and income.
  - Performed regionwide at SRA level
## South Bay & Region Comparison

### High-Need Health Outcomes

<table>
<thead>
<tr>
<th>High Need Health Issue</th>
<th>Diabetes</th>
<th>Asthma</th>
<th>Chronic Obstructive Pulmonary Disease</th>
<th>Pedestrian Injury</th>
<th>Chronic Heart Disease</th>
<th>Motor Vehicle Injury</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>% Above Region Rate</td>
<td>+25 %</td>
<td>+16.6 %</td>
<td>+12.3 %</td>
<td>+12.1 %</td>
<td>+5.6 %</td>
</tr>
</tbody>
</table>

**Consider Policies/Programs to Reduce these Factors**
- Cyclist Safety Risk
- Proximity to Air Pollution Sources
- Articular Density
- Traffic Density
- Proximity to Air Pollution Sources
- Physical Activity Inhibitors
- Proximity to Air Pollution Sources
- Cyclist Safety Risk

**Consider Policies/Programs to Expand these Factors**
- Sidewalk Coverage
- Trail Access
- Youth Physical Activity Support
- Park Access
- Transportation Infrastructure Support
- Sidewalk Coverage
- Trail Access
- Youth Physical Activity Support
- Transportation Infrastructure Support
- Pedestrian safety near all social support amenities
- Walkability
- Sidewalk Coverage
- Trail Access
- Access to Parks, Schools, Day Care
- Walkability
- Sidewalk Coverage
- Trail Access
- Transportation Infrastructure Support
- Walkability
- Access to Parks, Schools, Day Care
Next Steps

- Next Stakeholder Group Meeting – **December 12, 2013**
- Next Community Workshop – **March 2014**

Questions?

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SANDAG
laurie.gartrell@sandag.org

Border Health Equity Transportation Study
www.sandag.org/borderhealthequitystudy
San Ysidro Land Port of Entry Modernization
Virginia Avenue Project Update
SANDAG Borders Committee

U.S. General Services Administration
November 15th, 2013
San Diego, California

San Ysidro LPOE Phasing Plan
San Ysidro LPOE Master Plan

**PHASE 1**
- Primary Sequence #1 (canopy) Fall 2013
- Head House completion Spring 2014
- Primary Canopy completion Summer 2014
- Phase 1B project completion Fall 2014
- Phase ID PedWest / Virginia Avenue Summer 2015

**PHASE 3**
- 30 months of construction duration
  (Currently unfunded, but included in the President’s FY 2014 Budget)

**PHASE 2**
- 36 months of construction duration
  (Currently unfunded)

Timeline
Phase 1
Progress Photos

San Ysidro - September 2013
Completed – North Secondary

Completed – East Pedestrian Crossing
Completed – Temporary Connection to El Chaparral

Phase 1
Construction (Active)
Completed - Canopy Sequence #2
Under Construction - Headhouse

San Ysidro - Results
San Ysidro – What’s Next

PedWest Facility & Proposed Transit Facility
Regional Concept ("Concept One")
Proposed Transit Center with necessary modifications

What's been accomplished:

- NEPA Process underway
- Stakeholder Kick Off
- Regional Agreement on Preliminary Concept
- Funding Concept Identified
- General Agreement on Design Process
- Initial draft of Regional MOU distributed to partners
New Pedestrian Crossing
& Proposed Transit Center

Schedule:

• Regional Kick Off 4/13
• EIS Scoping Meeting 5/9/13
• MOU Execution Est. 11/2013
• DSEIS Public Hearing 11/14/2013
• Concept Development Est. 12/2013
• Design and Construction Procurement 2/2014
• Completion Summer 2015

QUESTIONS?