Members

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

Greg Cox, Vice Chair
Supervisor, 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

---

**AGENDA HIGHLIGHTS**

- **SAN DIEGO FORWARD: THE REGIONAL PLAN: DRAFT CLIMATE CHANGE MITIGATION AND ADAPTATION WHITE PAPER OUTLINE**

- **UPDATE ON IMPERIAL COUNTY BORDER TRANSPORTATION PROJECTS**

- **SAN DIEGO REGIONAL AND IMPERIAL VALLEY EDC’S CALI BAJA BINATIONAL MEGA-REGION INITIATIVE**

---

**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
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.**

In order to keep the public informed in an efficient manner and facilitate public participation, SANDAG also provides access to all agenda and meeting materials online at www.sandag.org/meetings. Additionally, interested persons can sign up for e-notifications via our e-distribution list at either the SANDAG website or by sending an email request to webmaster@sandag.org.

SANDAG operates its programs without regard to race, color, and national origin in compliance with Title VI of the Civil Rights Act. SANDAG has developed procedures for investigating and tracking Title VI complaints and the procedures for filing a complaint are available to the public upon request. Questions concerning SANDAG nondiscrimination obligations or complaint procedures should be directed to SANDAG General Counsel, John Kirk, at (619) 699-1997 or john.kirk@sandag.org. Any person who believes himself or herself or any specific class of persons to be subjected to discrimination prohibited by Title VI also may file a written complaint with the Federal Transit Administration.

In compliance with the Americans with Disabilities Act (ADA), SANDAG will accommodate persons who require assistance in order to participate in SANDAG meetings. If such assistance is required, please contact SANDAG at (619) 699-1900 at least 72 hours in advance of the meeting. To request this document or related reports in an alternative format, please call (619) 699-1900, (619) 699-1904 (TTY), or fax (619) 699-1905.

SANDAG agenda materials can be made available in alternative languages. To make a request call (619) 699-1900 at least 72 hours in advance of the meeting.

Los materiales de la agenda de SANDAG están disponibles en otros idiomas. Para hacer una solicitud, llame al (619) 699-1900 al menos 72 horas antes de la reunión.

如有需要，我们可以把SANDAG议程材料翻译成其他语言。

请在会议前至少 72 小时打电话 (619) 699-1900 提出请求。

SANDAG offices are accessible by public transit. Phone 511 or see 511sd.com for route information. Bicycle parking is available in the parking garage of the SANDAG offices.
<table>
<thead>
<tr>
<th>ITEM #</th>
<th>RECOMMENDATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>+1.</td>
<td>APPROVAL OF THE NOVEMBER 15, 2013, MEETING MINUTES</td>
</tr>
<tr>
<td>2.</td>
<td>PUBLIC COMMENTS/COMMUNICATIONS</td>
</tr>
</tbody>
</table>

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.

**CONSENT (3)**

+3. UPDATE ON VIRGINIA AVENUE INTERMODAL TRANSIT CENTER
   (Jennifer Williamson)

This item provides an update on regional efforts to develop an intermodal transit center at Virginia Avenue, as part of the San Ysidro Port of Entry Reconfiguration and Expansion Project, including the recent approval of a Memorandum of Understanding between SANDAG, the U.S. General Services Administration, the City of San Diego, Caltrans, and the Metropolitan Transit System for the design and construction of the Virginia Avenue Intermodal Transit Center.

**CHAIR’S REPORT**

4. UPDATE ON THE 2013 BINATIONAL SEMINAR “MOVING THE BORDER FORWARD: COMPETITIVENESS AND SUSTAINABILITY” RECOMMENDATIONS

On December 20, 2013, the Board of Directors accepted the recommendations from the 2013 Binational Seminar.

**REPORTS (5 through 10)**

5. SUBREGIONAL REPORTS FROM COMMITTEE MEMBERS

Members of the Borders Committee will report on issues and activities within their subregion that are of interest or under the purview of the Committee.
6. **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, will report on binational activities within the purview of the Committee.

7. **SAN DIEGO FORWARD: THE REGIONAL PLAN: UPDATE ON TRIBAL CONSULTATION**
   (Chairman Mark Romero, Southern California Tribal Chairmen’s Association; Jane Clough)

   Chairman Mark Romero, representative of the Southern California Tribal Chairmen’s Association (SCTCA) on the Borders Committee, will brief the members on issues and activities affecting tribal nations in the region and the state. SANDAG and SCTCA have been collaborating on the implementation of the tribal consultation plan, which was approved by SANDAG in January 2013. This report provides an update on the implementation of the tribal consultation process. The Borders Committee is asked to provide comments on the Tribal Policy Paper outline.

8. **SAN DIEGO FORWARD: THE REGIONAL PLAN: DRAFT CLIMATE CHANGE MITIGATION AND ADAPTATION WHITE PAPER OUTLINE**
   (Allison Wood)

   SANDAG is preparing a white paper on climate change mitigation and adaptation for use in the development of the Regional Plan. Staff will present the outline for the white paper for discussion.

9. **UPDATE 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. **SAN DIEGO REGIONAL AND IMPERIAL VALLEY ECONOMIC DEVELOPMENT CORPORATION’S CALI BAJA BINATIONAL MEGA-REGION INITIATIVE**
    (Christina Luhn, San Diego Regional EDC)

    In November 2012, the Borders Committee received a presentation on the Mega-Region Initiative. This presentation will provide an update on the development of this initiative, which is a long-term economic development partnership strategy among San Diego County, Imperial County, and Baja California for global competition.

11. **UPCOMING MEETING**

    The next meeting of the Borders Committee is scheduled for Friday, February 28, 2014, at 12:30 p.m.

12. **ADJOURNMENT**

    + next to an item indicates an attachment
BORDERS COMMITTEE

NOVEMBER 15, 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 Councilmember David Alvarez (City of San Diego), and a second by Councilmember Ed Gallo (North County Inland), the Borders Committee unanimously approved the minutes from the October 25, 2013.

2. PUBLIC COMMENTS/COMMUNICATIONS/MEMBER COMMENTS

   Jason Wells, San Ysidro Smart Border Coalition, spoke on various agenda items and commented on border crossing concerns.

   Miguel Aguirre, member of public, spoke on various border crossing concerns on the San Ysidro Pedestrian Port of Entry (POE) and San Ysidro Intermodal Transportation Center (SYITC) Study.

   Elizabeth Hensley, member of public, spoke about her concerns on pulmonary and cardiovascular health contamination impacted by exposure of elevated carbon monoxide at Colonia Federal in Tijuana, nearby the San Ysidro POE.

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.

   Tomas Oliva, Regional Affairs Officer (Southern California Association of Governments [SCAG]), reported that SCAG hosted a border tour of the Calexico East POE for various regional council members and government elected officials to see current status of infrastructure near the border.
Councilmember Rudy Ramirez (South County) reported on his participation on the Smart Border Coalition meeting in Tijuana, Mexico, and shared Mexico’s interest on a potential enhanced driver’s license initiative. Councilmember Ramirez encouraged the Committee to support this effort and place this issue on the legislative agenda.

Action: This item was presented for information only.

4. 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 efforts to promote bilateral competitiveness and innovation.

Honorable Remedios Gómez-Arnau, Consulate General of México in San Diego, introduced the item, and responded to questions on this item.

Action: This item was presented for information only.

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.

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

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 POE. Three design concepts were developed with input gathered from the community, border crossers, and a market study. Staff presented the third design concept for discussion.

Rachel Kennedy (SANDAG) and Nic Abboud (City of San Diego) presented the item.

Jason Wells, San Ysidro Smart Border Coalition, spoke in support of and made suggestions to the third alternative of the SYITC Study Design Option 3.

Miguel Aguirre, member of public, spoke on the various designs and functionality concerns of the SYITC Study draft design concepts.

Richard Gomez, Border Transportation Council, spoke in support of the third design concept.
Jennifer Goudeau, member of public, spoke in favor of the third design concept and made suggestions that would improve the third alternative of the SYITC.

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

7. **BORDER HEALTH EQUITY TRANSPORTATION STUDY UPDATE (INFORMATION)**

The purpose of this item was to provide an update on the SANDAG Border Health Equity Transportation Study, funded through a Caltrans planning grant, which 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 provided an update on the status of the study.

Laurie Gartrell (Regional Planner) and Dr. Sherry Ryan (Chen Ryan Associates) presented the item.

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

8. **UPDATE ON THE U.S. GENERAL SERVICES ADMINISTRATION'S SAN YSIDRO PORT OF ENTRY RECONFIGURATION AND EXPANSION PROJECT (INFORMATION)**

The San Ysidro POE 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 (U.S. GSA) staff provided an update on the San Ysidro POE expansion and reconfiguration project, including the concept for a new Virginia Avenue transit and pedestrian facility.

Anthony Kleppe, U.S. GSA, presented the item.

Jason Wells, San Ysidro Smart Border Coalition, commented that the San Ysidro Smart Border Coalition is not formally supporting any action on the draft environmental study.

Mario Lopez, Director of Binational Affairs (City of San Diego), announced that the City of San Diego has not taken an official position on public comment on the draft environmental impact study.

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

9. **UPDATES ON IMPERIAL COUNTY BORDER TRANSPORTATION PROJECTS (INFORMATION)**

Chair Minto announced that this report would be presented at the next meeting.

10. **UPCOMING MEETINGS (INFORMATION)**

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

   Chair Minto adjourned the meeting at 2:41 p.m.

Attachment: Attendance Sheet
CONFIRMED ATTENDANCE
BORDERS COMMITTEE MEETING
NOVEMBER 15, 2013
12:30 to 2:30 p.m.

<table>
<thead>
<tr>
<th>GEOGRAPHICAL AREA/ORGANIZATION</th>
<th>JURISDICTION</th>
<th>NAME</th>
<th>MEMBER/ALTERNATE</th>
<th>ATTENDING</th>
</tr>
</thead>
<tbody>
<tr>
<td>South County</td>
<td>City of Coronado</td>
<td>Al Ovrom</td>
<td>Member</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>City of Chula Vista</td>
<td>Rudy Ramirez</td>
<td>Alternate</td>
<td>Yes</td>
</tr>
<tr>
<td>North County Coastal</td>
<td>City of Encinitas</td>
<td>Teresa Barth</td>
<td>Member</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>City of Carlsbad</td>
<td>Lorraine Wood</td>
<td>Alternate</td>
<td>No</td>
</tr>
<tr>
<td>North County Inland</td>
<td>City of Escondido</td>
<td>Ed Gallo</td>
<td>Member</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>City of Poway</td>
<td>Jim Cunningham</td>
<td>Alternate</td>
<td>No</td>
</tr>
<tr>
<td>East County</td>
<td>City of Santee</td>
<td>John Minto (Chair)</td>
<td>Member</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>City of La Mesa</td>
<td>Ruth Sterling</td>
<td>Alternate</td>
<td>Yes</td>
</tr>
<tr>
<td>City of San Diego</td>
<td>----</td>
<td>David Alvarez</td>
<td>Member</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>----</td>
<td>Mark Kersey</td>
<td>Alternate</td>
<td>No</td>
</tr>
<tr>
<td>County of San Diego</td>
<td>----</td>
<td>Greg Cox (Vice Chair)</td>
<td>Member</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>----</td>
<td>Dave Roberts</td>
<td>Alternate</td>
<td>Yes</td>
</tr>
<tr>
<td>Imperial County</td>
<td>Imperial County</td>
<td>John Renison</td>
<td>Member</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>City of Calexico</td>
<td>Bill Hodge</td>
<td>Alternate</td>
<td>No</td>
</tr>
<tr>
<td>COBRO</td>
<td>----</td>
<td>Dr. Paul Ganster</td>
<td>Member</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>----</td>
<td>Vacant</td>
<td>Alternate</td>
<td>---</td>
</tr>
<tr>
<td></td>
<td>----</td>
<td>Vacant</td>
<td>Alternate</td>
<td>---</td>
</tr>
<tr>
<td>County of Riverside</td>
<td>WRCOG – Western Water Board</td>
<td>S.R. Al Lopez</td>
<td>Member</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>City of Lake Elsinore</td>
<td>Brian Tisdale</td>
<td>Alternate</td>
<td>No</td>
</tr>
<tr>
<td>Republic of Mexico</td>
<td>Consul General of México</td>
<td>Remedios Gómez-Arnau</td>
<td>Member</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>Deputy Consul General of Mexico</td>
<td>Francisco Javier Olavarria</td>
<td>Alternate</td>
<td>No</td>
</tr>
<tr>
<td>Southern California Tribal Chairmen’s Association</td>
<td>Mesa Grande</td>
<td>Mark Romero</td>
<td>Member</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>Jamul</td>
<td>Raymond Hunter Sr.</td>
<td>Alternate</td>
<td>No</td>
</tr>
<tr>
<td>Organization</td>
<td>Name</td>
<td>Role</td>
<td>Attendance</td>
<td></td>
</tr>
<tr>
<td>------------------------------</td>
<td>-----------------</td>
<td>---------------</td>
<td>------------</td>
<td></td>
</tr>
<tr>
<td>Caltrans</td>
<td>Laurie Berman</td>
<td>Member</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Bill Figge</td>
<td>Alternate</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>San Diego County Water Authority</td>
<td>Farrah Douglas</td>
<td>Member</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Elsa Saxod</td>
<td>Alternate</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>SCAG</td>
<td>Rich Macias</td>
<td>Member</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Mathew Gleason</td>
<td>Alternate</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Tomás Oliva</td>
<td>Alternate</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>County of Orange</td>
<td>Coast Mesa Sanitary District</td>
<td>Member</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Jim Ferryman</td>
<td>Member</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Jim Dahl</td>
<td>Alternate</td>
<td>No</td>
<td></td>
</tr>
</tbody>
</table>
MULTI-PARTY MEMORANDUM OF UNDERSTANDING
FOR THE DESIGN AND CONSTRUCTION OF THE
VIRGINIA AVENUE INTERMODAL TRANSIT CENTER

Introduction

The San Ysidro Port of Entry (POE) is the busiest land border crossing in the world, with an average of 50,000 vehicles and 25,000 northbound pedestrians crossing each day. During the past several years, both the United States and Mexico have been working on an expansion and modernization plan for the San Ysidro POE that would meet existing and future travel demand.

Currently, the San Ysidro POE is undergoing a major expansion project, which will increase the number of southbound automobile inspection booths. As of September 27, 2012, the southbound pedestrian crossing was relocated to the eastern side of the POE, and the southbound pedestrian crossing at Camiones Way was closed, resulting in one bi-directional pedestrian crossing at the San Ysidro POE.

The U.S. General Services Administration has plans to develop a new bi-directional pedestrian crossing facility at Virginia Avenue (on the west side of the POE). SANDAG has been working with U.S. General Services Administration (GSA), the City of San Diego, Caltrans, the Federal Highway Administration, and the Metropolitan Transit System (MTS) to explore near-term alternative concepts for a new Intermodal Transportation Center (ITC) that would be located at Virginia Avenue (Attachment 1).

An agreement has been reached on the scope and responsibility for the development and construction of the new Virginia Avenue ITC, and the Board of Directors is asked to approve a Memorandum of Understanding (MOU) that outlines each party’s responsibilities for project funding, right-of-way, design, and construction (Attachment 2).

Recommendation

The Board of Directors is asked to approve the Memorandum of Understanding between SANDAG, the U.S. General Services Administration, the City of San Diego, Caltrans, and the Metropolitan Transit System for the design and construction of the Virginia Avenue Intermodal Transit Center in substantially the same form as Attachment 2.
Discussion

San Ysidro Port of Entry Reconfiguration and Expansion Project Background

The U.S. project at the San Ysidro POE consists of three phases. Currently, Phase 1 is underway and includes a major expansion of northbound inspection lanes for privately-owned vehicles (POVs), a new pedestrian bridge that has been in use since April 2011, and the new eastern southbound pedestrian crossing, which opened in September 2012. Phase 2 of the project includes improvements to northbound pedestrian processing, and Phase 3 addresses the realignment of Interstate 5 (I-5) to the new Mexican inspection facility located at El Chaparral.

Mexico opened its new vehicular inspection facility at El Chaparral for operations on November 1, 2012. Consequently, all southbound operations at the former inspection station, Puerta Mexico, were relocated to El Chaparral. To accommodate this change, a temporary vehicular connection to El Chaparral had to be developed prior to the implementation of Phase 3 of the U.S. project. GSA and its Mexican counterparts worked closely to develop a new route that would continue to utilize the I-5 freeway, but the lanes were reconfigured to taper from six lanes to five south of the Camino de la Plaza on-ramp. As drivers approach the international border, they follow a curve that routes southbound I-5 POV traffic to El Chaparral via a temporary roadway, which has four POV lanes plus a dedicated lane for buses and other large vehicles.

As a result of the new POV traffic patterns, the existing southbound pedestrian crossing at Camiones Way was closed on September 27, 2012, to accommodate the new, temporary roadway in Mexico. The southbound crossing was relocated to the east side of the POE, where the existing northbound pedestrian crossing is located (near the San Diego Trolley).

The closure of Camiones Way southbound pedestrian facility has resulted in a loss of functionality of the transit, jitney, taxi, and POV drop-offs at this location. Passengers can still be dropped off at this location, but have to walk back to the eastern crossing by the Trolley stop, which is approximately a half-mile away. Additionally, POV drop-offs have shifted to the eastern side, which is resulting in more automobile congestion in the vicinity of that facility. MTS buses stopped accessing Camiones Way and now provide service to the bus stop at Camino De La Plaza and Camiones Way.

Virginia Avenue Intermodal Transportation Center

The Virginia Avenue ITC has always been envisioned to serve as the permanent second pedestrian border crossing for the San Ysidro POE. This project was originally anticipated to be developed as part of the GSA Phase 3 Project. Due to the opening at El Chaparral on November 1, 2012, and the closure of the southbound pedestrian crossing at Camiones Way, the need for the Virginia Avenue ITC has been reprioritized and is currently included as part of the Phase 1 GSA Project.

SANDAG, in collaboration with Caltrans, the City of San Diego, and MTS, developed a concept for a Virginia Avenue ITC (Attachment 1). This concept meets all the existing and future transportation requirements for Virginia Avenue. As part of its Phase 1 Project, GSA has agreed to environmentally clear, design, and build the Virginia Avenue ITC.

The City of San Diego was successful in acquiring additional right-of-way adjacent to Virginia Avenue that would provide the necessary land for the permanent ITC. This was an
important step, because without this additional right-of-way there would not have been adequate land available to build the proposed ITC.

The project will cost approximately $8 million to design and construct. The funding for this project is coming from two sources: $4 million from the GSA Phase 1 Project and $4 million from the Coordinated Border Infrastructure Program funding that Caltrans oversees.

**Memorandum of Understanding**

In order to move the project forward into design and construction, GSA has developed a multi-agency MOU (Attachment 2) that outlines the responsibilities of each agency. GSA is requiring that this MOU be finalized before the ITC design can begin in early 2014. SANDAG staff has been part of the development of the MOU and have reviewed the provisions as outlined. The responsibility of SANDAG within the MOU is to provide engineering review at various levels of design. The primary purpose of the MOU is to establish what GSA is responsible for and establish a mechanism for the transfer of funding and land between GSA, the City of San Diego, and Caltrans.

**Next Steps**

GSA anticipates completing its environmental document in mid-2014. Design of the ITC and pedestrian crossing would take approximately one year to complete. It is anticipated that the Virginia Avenue bi-directional crossing and ITC would open in late 2015.

GARY L. GALLEGOS
Executive Director

Attachment(s): 1. Virginia Avenue ITC Design Concept
                2. Draft MOU for the design and construction of the Virginia Avenue ITC

Key Staff Contact: Jennifer Williamson, (619) 699-1959, jennifer.williamson@sandag.org
MEMORANDUM OF UNDERSTANDING
for the
SAN YSIDRO LAND PORT OF ENTRY
VIRGINIA AVENUE TRANSIT FACILITY PROJECT

This Memorandum of Understanding (“MOU” or “Agreement”) is made and entered into this 20th day of December, 2013, by and between the Parties listed in Section I below for the funding, design, and construction of certain transit facilities on Virginia Avenue in support of the San Ysidro Land Port of Entry, herein referred to as the “Virginia Avenue Transit Facility”.

I. Parties and Definitions

The following are parties with interests in the proposed project or defined terms for the purposes of this MOU. Each signing party affirms that it has the legal authority to enter into this Agreement.

A. “CALTRANS” means the California Department of Transportation, and is a Party subject to this MOU.

B. “CBP” means the United States Customs and Border Protection

C. “CITY” means the City of San Diego, and is a Party subject to this MOU.

D. “FHWA” means the United States Federal Highways Administration, and is a Party subject to this MOU.

E. “GSA” means the United States General Services Administration, and is a Party subject to this MOU.

F. “IAA” means Inter-Agency Agreement, to be entered into specifically between GSA and FHWA, regarding the transfer of funds.

G. “RWA” means Reimbursable Work Authorization, also known as GSA Form 2957. This document allows GSA to accept the funding from FHWA.

H. “SANDAG” means the San Diego Association of Governments, and is a Party subject to this MOU.

I. “SDMTS” means the San Diego Metropolitan Transit System.

J. “SYLPOE” means the San Ysidro Land Port of Entry, which is owned by the GSA and operated by the United States Customs and Border Protection (CBP).

K. “Substantial Completion” means that the construction of the project is complete subject to minor corrections and repairs as mutually agreed upon by the City and GSA and in accordance
with the terms and conditions of GSA’s construction contract, and such that any remaining construction work does not interfere with the operation of the transit facility.

L. “Virginia Avenue Transit Facility” means only those certain facilities to accommodate pedestrians, buses, jitneys, bicycles, taxis, pedicabs, and private vehicles to be built on the street right-of-way located on the Virginia Avenue (as identified in Exhibit 1), including the signalization and restriping of the intersection at Virginia Avenue and Camino de la Plaza. The Virginia Avenue Transit Facility only includes those physical improvements, and does not include maintenance, including landscaping maintenance or operations maintenance for the facility. The GSA pedestrian processing facility building that will be built on the east side of Virginia Avenue as part of the SYLPOE is not included as part of the Virginia Avenue Transit Facility and will be operated and maintained by the United States of America. GSA will be responsible for the design and construction of the Virginia Avenue Transit Facility, and the project is subject to all Federal statutes, regulations, and policies that GSA is mandated to follow.

II. Purpose

A. GSA currently is in the process of renovating and expanding the SYLPOE. With the closure by Mexico of the pedestrian crossing commonly referred to as “Whiskey Two,” there is only a single pedestrian crossing at the SYLPOE located on the east side of Interstate 5. To address the needs of the community, GSA plans to design and build a pedestrian crossing facility located along the southern end of Virginia Avenue.

B. The CBP, CITY, CALTRANS, GSA, SANDAG and SDMTS have interests in the construction of adequate transit facilities on Virginia Avenue to accommodate the pick-up and drop off of cross-border travelers arriving by bus, taxis, and privately owned vehicles.

E. Nothing in this agreement obligates the GSA to provide funding or improvements on Camino de la Plaza except for the signalization and restriping of the intersection of Virginia Avenue and Camino de la Plaza that was identified in the September 9, 2009 Record of Decision.

F. Once the construction of the Virginia Avenue Transit Facility is complete, the operations and maintenance of the Virginia Avenue Transit Facility will be by others and not the United States of America.

G. GSA anticipates completing the construction of the Virginia Avenue Transit Facility will take approximately 24 months from the time GSA receives either the FHWA IAA funding or when the CITY provides to GSA a temporary construction easement, whichever is later, provided that all the Parties complete any required reviews and provide any required approvals in the time periods specified in this Agreement.

H. GSA is required to complete at its own expense the National Environmental Policy Act (NEPA) compliance process as part of the planning process and prior to any construction occurring at Virginia Avenue. GSA will be fully responsible to complete the NEPA compliance and receive a Record of Decision for this addition, pursuant to the PBS National Environmental Policy Act Desk Guide dated October, 1999.
III. Actions Subject to the Approval of the CITY Council

The following actions are subject to the approval of the CITY Council, and is expected to be determined no later than March 31, 2014.

A. The CITY shall provide a Use and Occupancy Permit over the dedicated land and the entirety of the existing street easement on Virginia Avenue, for GSA’s use in connection with the design and construction of the Virginia Avenue Transit Facility. Nothing in this MOU is intended to affect or change or otherwise impact the terms and conditions of the development permit between Shamrock/Las Americas Venture I, LLC and the CITY. Conditioned upon approval by the City Council of San Diego, the CITY shall also provide to GSA and CBP a permanent non-exclusive use easement for the Virginia Avenue Transit Facility for the purpose of the US government’s protection of its investment and its non-exclusive use for mission related activities for the federal agencies operating at the Land Port of Entry.

B. GSA expects to acquire Camiones Way by eminent domain from the CITY, excepting from the taking any existing rights of ingress and egress benefiting adjoining property and any rights to operate, repair and maintain existing utility facilities. The CITY and GSA agree that the taking of Camiones Way will be at no cost. The CITY and GSA agree that construction of the Virginia Avenue Transit Facility or the GSA Virginia Avenue Project (as defined in Part VIII below) satisfies any and all obligations on the part of GSA to provide replacement facilities for the taking of Camino Camiones Way, including the existing Camiones Way Transit Facility that was identified in the September 9, 2009 Record of Decision.

III. Funding

A. GSA has identified $4,000,000.00 ($4M) from prior funding authorizations of the SYLPOE Phase I construction project for constructing the replacement facilities for the taking of Camino Camiones Way, including the Camiones Way Transit Facility that was identified in the September 9, 2009 Record of Decision.

B. Congress enacted SAFETEA-LU under Public Law 109-59, which provided appropriated funds for various highway and infrastructure programs. Under SAFETEA-LU, Section 1303, Congress established the Coordinated Border Infrastructure Program (“CBI Program”) to distribute funds to border States to improve the safe movement of motor vehicles at or across the border between the United States and Mexico. CALTRANS has identified $4,000,000.00 ($4M) of Coordinated Border Infrastructure (CBI) Program funding that is eligible for the Virginia Avenue Transit Facility. Caltrans agrees to not otherwise obligate the $4M and to allow GSA to use these funds for the construction of the Virginia Avenue Transit Facility. Caltrans is transferring obligation authority to GSA through FHWA for the use of the CBI funds for the Virginia Avenue Transit Facility.

C. CBI Program funds may be transferred to the GSA for the purposes of funding one or more projects pursuant to Public Law 109-59, Section 1303(e). Funds transferred to GSA are subject to
the terms and conditions of Public Law 109-59, Section 1303(e). GSA and FHWA will ensure that the respective IAA and RWA are completed no later than December 31st, 2013.

D. GSA shall not commit any of its funds to any contracts related to the design or construction of the Virginia Avenue Transit Center prior to the receipt and acceptance of a complete, valid, and signed IAA from FHWA.

E. The acceptance by GSA of the IAA/RWA does not subject the SYLPOE project or the Virginia Avenue Transit Facility to any authority of the FHWA, nor does it create any rights or obligations for GSA to design or construct the Virginia Avenue Transit Facility to requirements of FHWA, except those set forth in Public Law 109-05, Section 1303(e). The Virginia Avenue Transit Facility is not and will not become part of the National Highway System. Pursuant to FHWA, the Virginia Avenue Transit Facility project is not a highway per the 23 U.S.C.A. § 101 definition.

F. After the completion and closeout of the project, half of any remaining funds shall be returned to FHWA. GSA will release such portion of the unexpended funds to FHWA within 60 days of complete project closeout. Funds returned to FHWA shall be available to Caltrans for future obligation as CBI funds.

G. None of the funding (totaling $8,000,000.00) is intended to be used by the CITY or any other Party for the operation or maintenance of the Virginia Avenue Transit Facility, or any other purpose.

H. None of the funding (totaling $8,000,000.00) is intended to be used by the GSA or any other Party for the design, construction, operation or maintenance of a pedestrian processing facility as part of the SYLPOE or other GSA or CBP-related facilities. None of the funding is intended to be used by the GSA for the purposes of its compliance under the National Environmental Policy Act.

IV. Site

A. GSA will incur no site acquisition costs in connection with the development of the Virginia Avenue Transit Facility.

B. Paragraph 43.a) of Site Development Permit No. 685774 and Neighborhood Use Permit No. 873083, recorded as Document No. 2012-0798650 in the Official Records of the San Diego County Recorder, requires the owner of the property to record an Irrevocable Offer to Dedicate (“IOD”) approximately 280 feet by 112 feet of land to the CITY for widening of the Virginia Avenue right of way. The IOD must have been recorded and the CITY must have executed the acceptance of the dedication within 120 days of the effective date of this MOU.

C. The CITY will provide to GSA, at no cost, a temporary easement for construction of the Virginia Avenue Transit Facility and a permanent easement giving GSA and CBP the non-exclusive use of the Virginia Avenue Transit Facility as soon as practicable, but no later than February 28, 2014.
V. Design and Construction

A. GSA shall perform or cause to be performed all work, labor, materials, services and contract administration necessary to complete the design and construction of the Virginia Avenue Transit Facility. By federal statute, the GSA Contracting Officer is the only individual who has final authority for acceptance or rejection of the work performance by the GSA Contractor. GSA will transfer the Virginia Avenue Transit Facility to the CITY upon the Substantial Completion of the Facility.

B. GSA shall require the selected contractor(s) to prepare the design, plans, specifications, drawings, and costs estimates in accordance with federal and state laws, and in accordance with the 2010 California Building Code (in effect until December 31, 2013), followed by the 2013 California Building Code (to be adopted on January 1, 2014), and the applicable CITY municipal codes and SDMTS design standards, included but not limited to those referenced in Exhibit 2 and 3.

C. Neither GSA nor any of its contractor(s) shall incur any costs, except for those required by statute or regulation for the review of (including meetings) any drawings, schematics, or plans by the CITY or any agency party to this Agreement. Moreover, neither GSA nor any of its contractors shall be required to pay for any permit (including, but not limited to encroachment, street, hauling, or temporary use), except for those required by statute or regulation. GSA or its contractors will reimburse the CITY for the staff time necessary to review the project plans and specifications for adherence to City standards and the operational inspections necessary to accept the improvements pursuant to CITY municipal requirements. The cost for CITY staff review and inspection should not exceed $50,000. Costs exceeding $50,000 can only be charged upon with the prior written agreement between the City, Caltrans & the GSA.

D. GSA and the Parties will finalize and agree to the program requirements for the Virginia Avenue Transit Facility prior to the start of design and construction by GSA. This will include estimated pricing for the full design and construction and contingencies needed for the Virginia Avenue Transit Facility. GSA will consider and examine the feasibility of minimal widening of the southern portion of Camino De La Plaza from Virginia Avenue to Camiones Way if sufficient funds remain from the $8,000,000. GSA will not undertake any activities on Camino De La Plaza outside of the signalization of the intersection located at Virginia Avenue and Camino De La Plaza without sufficient funds to complete the Virginia Avenue Transit Center.

E. GSA anticipates completing a design concept and then procuring construction through a Design Build contract. During both phases of the design (Concept and Construction Design), GSA will provide to CALTRANS, the CITY, SANDAG and SDMTS design drawings at the following completion phases: 30%, 50%, and 90%. All comments regarding constructability and conformance to CITY standards shall be provided back to GSA by the point of contact for each Party identified in Section VII of this Agreement. Comments regarding constructability must be provided to GSA within fourteen (14) days of GSA providing the document to the Party. GSA will provide to the CITY a copy of the final Construction Documents prior to the start of construction. Milestones for City operational inspections will be identified jointly by the City and GSA during the design review.
F. During the construction, GSA’s contractor(s) is solely responsible for quality control and meeting all the design requirements in its construction of the Virginia Avenue Transit Facility. GSA in consultation with the Parties will provide quality assurances through periodic inspections. Any material changes to the final Construction Documents (see Section V, Paragraph E) in the course of construction will be submitted to the CITY for review regarding compliance with CITY standards. Any reviews for design changes during construction are subject to the same terms and conditions regarding fees and review time pursuant to Section V, Paragraphs C and E. GSA’s contractor(s) will be required to obtain Traffic Control Permits from the CITY for work in Camino de la Plaza and Virginia Ave outside of the Construction Easement.

G. GSA agrees to include in its construction contract a requirement for the contractor to provide a warranty valid for a period of one (1) year, covering all work constructed under this MOU. GSA also agrees to include in its construction contract warranty clause that the CITY is a named third party beneficiary of the construction work with regards to any general or specific warranties. Furthermore, the warranty shall provide the CITY with rights to sue or proceed directly against GSA’s construction contractor in order to enforce any and all warranties associated with the construction of the Virginia Avenue Transit Facility.

H. The Parties to this Agreement understand that the $8,000,000 represents the total project budget, including all design, construction, construction management, fees required by statute or regulations, and contingencies. If during the procurement process bids exceed the allotted budget for construction, prior to the award of any construction contract by GSA, the Parties will reduce the cost of the Virginia Avenue Transit Facility through value engineering sessions. Any additional scope beyond what is agreed to by the Parties must be constructed by the CITY after the completed Virginia Avenue Transit Facility is turned over to the entity other than the United States that will be responsible for the operations and maintenance as identified by CITY.

VI. Project Completion and Turnover

A. The Virginia Avenue Transit Facility construction will be completed upon the declaration of Substantial Completion by GSA, pursuant to the terms of its contract with its contractor(s). Following CITY operational inspections GSA will coordinate with the CITY on creation of an agreed-upon final punch list for the declaration of Substantial Completion. GSA will provide to the CITY a copy of the declaration of Substantial Completion on the same day that it is issued to its contractor(s). The GSA will provide to the City along with the declaration of Substantial Completion a copy of As-Built Plans and copies of operations manuals, inspection reports and all QA/QC testing (Geotechnical, Concrete mix designs, Survey, other).

B. Within twenty-four (24) hours of the CITY’s receipt of the declaration of Substantial Completion by GSA, the responsibility for all operations and maintenance of the Virginia Avenue Transit Facility will be by others and not the United States of America.

C. The CITY shall only have the right to reject the Virginia Avenue Transit Facility solely for material failure to conform to the agreed upon final Construction Documents. Any such rejection by the CITY must be made in writing to GSA within fourteen (14) days of the receipt of the declaration of Substantial Completion, with sufficient detail as to the reason for the CITY’s rejection. Regardless, even if the CITY rejects acceptance of the Virginia Avenue Transit Facility
for failure to conform to the agreed upon design, the United States has no responsibility, including operations and maintenance, for the facility after 24-hours from the declaration of Substantial Completion.
VII. Notifications and Contacts

A. The Parties agree that the following individuals are the points of contact under this Agreement and that any notification required hereunder shall be made:

CALTRANS:

CITY: Gary Chui, Senior Traffic Engineer /Caltrans Coordinator

FHWA: Manuel Enrique Sánchez, Senior Transportation Engineer/Border Engineer

GSA:

SANDAG:

VIII. Termination

A. The following are actions that would cause this Agreement to terminate, subject to amendment by the mutual agreement of all the parties in writing at least 14 days prior to any of the due dates stated below:

1. If the CITY Council fails to approve those actions set forth in Section III of this MOU by March 31, 2014.

2. If the CITY fails to provide a Use and Occupancy Permit by March 31, 2014;

3. If the City fails to issue a permanent easement for the non-exclusive use of the Virginia Avenue Transit Facility by March 31, 2014.
2. If during the performance of the construction contract events occur to make the completion of the contract impossible without the addition of significant funds, and none of the parties to this agreement can contribute such significant funds.

B. If any of the scenarios in Section VIII, Paragraph A, shall come to pass, this Agreement shall be considered to be null and void and GSA is under no obligations to proceed with the design and construction of the Virginia Avenue Transit Facility. GSA is still under obligation for any actions required under the September 9, 2009 Record of Decision. Pursuant to this Record of Decision, GSA will develop the existing Virginia Avenue right of way as a replacement facility for the taking of Camino Camiones Way solely with its own $4,000,000 (“GSA Virginia Avenue Project”, as shown in Exhibit 5). The CITY will provide all necessary construction easements on Virginia Avenue upon GSA’s request, provided the applicable CITY municipal code regulations are satisfied. The FHWA funding will be subject to the terms of the IAA.

IX. General Provisions

A. This Agreement constitutes the whole of the understanding, discussions, and agreement by and between the Parties to this MOU.

B. This Agreement shall not be changed, amended, or altered in any way except in writing and executed by all the Parties to the MOU.

C. This Agreement shall be governed by and controlled by applicable federal laws.

IX. Exhibits

The following exhibits are included as part of this Agreement:

1. GSA Concept of the Virginia Avenue Transit Facility;

2. SDMTS design guidelines for transit facilities [to be provided by SANDAG on behalf of SDMTS];

3. CITY municipal and/or design codes [to be provided by the CITY];

4. CITY Site Development Permit No. 685774/Neighborhood Use Permit No. 873083, recorded by the San Diego County Recorder’s Office as Document #2012-0798650.

5. GSA Virginia Avenue Project
This MOU may be executed in counterparts, each of which shall be deemed to be an original, but all of which, taken together, shall constitute one and the same agreement.

IN WITNESS WHEREOF, the Parties hereto have executed this MOU, which is effective as of December 20, 2013.

CALIFORNIA DEPARTMENT OF TRANSPORTATION

By: Laurie Berman
Title: Director Caltrans, District 11
Date:_______________________________

CITY OF SAN DIEGO

By: Scott Chadwick
Title: Chief Operating Officer
City Attorney’s Office

By: 
Title: 
Date:_______________________________

SAN DIEGO ASSOCIATION OF GOVERNMENTS

By: Gary L. Gallegos
Title: Executive Director
Date:_______________________________

UNITED STATES FEDERAL HIGHWAY ADMINISTRATION

By: Richard E. Backlund
Title: Associate Division Administrator
Date:_______________________________

UNITED STATES GENERAL SERVICES ADMINISTRATION

By: Ruth Cox
Title: Regional Administrator Region 9
Date:_______________________________
SAN DIEGO FORWARD: THE REGIONAL PLAN:
UPDATE ON TRIBAL CONSULTATION

Introduction

As sovereign nations within the boundaries of the San Diego region, it is important that the region's tribes be engaged in the shaping of San Diego Forward: The Regional Plan. SANDAG and the Southern California Tribal Chairmen's Association (SCTCA) have been collaborating on the implementation of the tribal consultation plan which was approved by the SANDAG Board of Directors in January 2013. This report provides an update to the Borders Committee on the implementation of the tribal consultation process. The Borders Committee is asked to provide comments on the Tribal Policy Paper outline (Attachment 1).

Discussion

During 2013 there were several elements of the tribal consultation plan that were implemented. A kick-off workshop, hosted by the San Pasqual Band of Diegueño Indians was held in March to discuss SANDAG’s role in the region and potential policy areas of mutual interest. Over the summer, the SCTCA conducted a survey of the 17 tribal nations to identify which policy areas they would like to discuss further.

Policy Workshop

A policy workshop, hosted by the Sycuaan Band of the Kumeyaay Nation, was held in November to discuss the four areas of policy concern that were derived from the survey: Economic Development, Habitat Conservation, Energy, and Cultural Resources. Tribal governments brought teams from their nations – both elected officials, staff, and issue area experts to engage in a roundtable discussion format. The ideas developed in the workshop will be incorporated into the Tribal Policy Paper (Attachment 2).

Tribal Transportation Issues

The Interagency Technical Working Group on Tribal Transportation Issues (Working Group) has been providing input into the development of San Diego Forward: The Regional Plan from the beginning of the process. Working Group members have also reviewed the 2050 Regional Transportation Plan Tribal Transportation Strategies (Attachment 3). These will now be reviewed by the SCTCA Board at its January 28, 2014, meeting to evaluate these strategies for their relevance to
San Diego Forward: The Regional Plan as well as the Tribal Policy Paper outline. A draft paper will be brought back to the SCTCA and Borders Committee in February with a final draft in March.

**Next Steps**

SANDAG and SCTCA staff will develop the Tribal Policy Paper based on the outline and bring it back for comment on the following schedule. This paper will be the basis for the policy discussion at the San Diego Regional Tribal Summit on April 11, 2014.

<table>
<thead>
<tr>
<th>Topic</th>
<th>SCTCA</th>
<th>SANDAG</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outline of Tribal Policy Paper for San Diego Forward: The Regional Plan (including transportation strategies)</td>
<td>1/28/14</td>
<td>1/24/14 Borders Committee</td>
</tr>
<tr>
<td>Draft Tribal Policy Paper for Review/Comment (including policy strategies)</td>
<td>2/18/14</td>
<td>2/28/14 Borders Committee</td>
</tr>
<tr>
<td>Final Tribal Policy Paper for Approval</td>
<td>3/18/14</td>
<td>3/28/14 Borders Committee</td>
</tr>
<tr>
<td>Final Tribal Policy Paper for discussion</td>
<td></td>
<td>SCTCA and SANDAG Boards April 11, 2014, Summit</td>
</tr>
</tbody>
</table>

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

Attachments: 1. Tribal Policy Paper Outline  
2. Policy Issues with Tribal Nations Workshop Report  
3. 2050 RTP Strategies for Tribal Transportation

Key Staff Contacts:  Jane Clough, (619) 699-1909, jane.clough@sandag.org  
Claudine Montes, (760) 560-8594, cmontes@sctca.net
Tribal Policy Paper

TRIBAL SOVEREIGN NATIONS AND PLANNING IN A REGIONAL LANDSCAPE

(draft outline for discussion)

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 tribal nations and other Regional Plan topic areas, and initiate discussion on key transportation and other policy considerations to be included in the Regional Plan. Approximately 10-15 pages in length.

A. INTRODUCTION

Set the context for the importance of engaging tribal nations in the regional planning process and provide an overview of the areas of mutual concern.

B. CURRENT CONDITIONS

Existing Setting

Describe tribal nations in the region and their existing conditions in terms of economic development, infrastructure, and planning challenges they face in the region. Include data from 2011-2015 timeframe.

- Tribal Economic Development and Current Challenges
- Tribal Transportation Needs/Concerns
- Other Policy Areas of Concern (Energy, Emergency Preparedness, etc)

Existing Plans, Programs, and Policies

Explain the development of a government-to-government framework for engaging tribal nations in the region, including regional partners, inclusion of the Southern California Tribal Chairmen’s Association in SANDAG policy structure, tribal liaisons, and technical working group.

Describe milestones in collaborative planning including infrastructure, transit and mobility management, funding, and information sharing, as well as relevant tribal initiatives (ie. Intertribal Long Term Recovery Foundation, Native Hire).
New Requirements / Emerging Concepts

Outline relevant legislative changes (Map 21) impacting tribal nations at the regional level in transportation and other areas, as well as the regional structure of planning (San Diego Forward: The Regional Plan).

C. POLICY ISSUES OF MUTUAL CONCERN

- **Transportation**
  - Transportation Infrastructure (including freight)
  - Transit/Mobility Planning
  - Funding
  - Information Sharing/Technical Assistance

- Other Regional Policy Areas
  - Economic Development
  - Energy
  - Habitat Conservation
  - Cultural Resources
  - Public Safety/Emergency Preparedness (proposed)

D. FUNDING RESOURCES

Describe potential funding and resources that should be taken into consideration during the policy discussion.

E. KEY POLICY QUESTIONS FOR DISCUSSION

Summarize the major issues that should be considered in the regional plan (based on the discussion above), and outline additional policy questions for discussion at the Tribal Summit.

F. REFERENCES

List references and sources.
Policy Issues with Tribal Nations Workshop (November 20)

Highlights

The San Diego Forward Workshop on Policy Issues took place on November 20, 2013, hosted by Sycuan at the Sycuan Resort. The purpose of the workshop was to discuss the four areas of policy concern that were derived from the survey conducted this past summer in a joint effort between SANDAG and the Southern California Tribal Chairmen’s Association. Those areas of concern were: Economic Development, Habitat Conservation, Energy, and Cultural Resources. In total eight tribes were represented at the meeting along with seven organizations with a total of 23 people in attendance. The workshop was based on a roundtable discussion format in which groups of 8-10 people discuss each topic. There was a table for each topic. There were three rounds of discussion which lasted approximately 45 minutes, so that each participant can have an opportunity to discuss three of the four topics. Here are the highlights of the discussions:

ECONOMIC DEVELOPMENT
• Misunderstandings about Tribal law and sovereignty are a hindrance to economic development, particularly in dealing with local governments.
• Possibility of partnering with local governments to provide public services. Tribes can often leverage resources not available to local governments.
• Expand economic development opportunities that are environmentally and culturally appropriate, such as green energy and eco/cultural tourism; partnerships with experienced firms would be critical to the success of such ventures.

HABITAT CONSERVATION
• Restore and protect habitat not just from an environmental resource perspective, but also from a cultural resource perspective as these resources are a part of the way of life for tribes.
• Lack of funding for tribes for the required environmental consultation.
• Lack of coordination with tribes in the development of the Multiple Species Conservation Program which has resulted in a disproportionate burden on tribes to protect, manage, and fund these areas.
• Development of areas surrounding tribal lands create cumulative impacts which are not being offset.
• Need for a regional forum to bring tribes, local jurisdictions, resource agencies, environmental stakeholders together for better collaboration and coordination.

ENERGY
• Tribes should be involved in the regional dialogue on energy embodied in the Regional Energy Strategy that SANDAG facilitates. Tribal initiatives and possible areas of collaboration should be documented.
• Tribes are interested in alternative or green energy but often times don’t qualify because structure is designed for municipalities and not tribes.
• Work together to inform legislators about tax issues hampering tribes that prevent them from getting involved in energy projects.
CULTURAL RESOURCES

- Tribes could create a map of cultural resources, traditional land use area and sacred lands for SANDAG to use.
- Explore mechanisms of regional coordination on Cultural Resource Management issues.
- Tribes could work with SANDAG to develop a process for consultation that can apply to multiple projects and agencies in the region. This could eventually result in the development of Memorandum of Understandings that could be tailored to apply to specific projects and cultural resource protection needs.
- SANDAG as a regional planning body could assist tribes by establishing a central computerized clearinghouse for consultation notices related to Senate Bill 18 (general plan updates).
## 2050 RTP - Strategies for Tribal Transportation

<table>
<thead>
<tr>
<th>Strategic Area</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Government-to-Government Framework</strong></td>
<td>Public agencies should understand tribal plans, how they are developed and implemented</td>
</tr>
<tr>
<td></td>
<td>Develop collaborative legislative agenda that benefits the region</td>
</tr>
<tr>
<td><strong>Transportation Infrastructure</strong></td>
<td>Identify corridors critical to tribal reservations and coordinate the funding and implementation of relevant studies</td>
</tr>
<tr>
<td></td>
<td>Identify critical regional arterials serving tribal nations which should be included in the Regional Transportation Plan (RTP)</td>
</tr>
<tr>
<td></td>
<td>Coordinate the incorporation of existing Tribal Transportation Plans into the current RTP</td>
</tr>
<tr>
<td><strong>Transit</strong></td>
<td>Collaborate on the issue of reverse commuting for tribal enterprise employees and pursuing funding opportunities</td>
</tr>
<tr>
<td></td>
<td>Collaborate on the pursuit of funding opportunities to implement the recommendations from the <em>Tribal Transit Feasibility Study</em></td>
</tr>
<tr>
<td></td>
<td>Collaborate on the development of a Tribal Transportation Management Association for increased tribal participation in Transportation Demand Management (TDM) programs regionwide</td>
</tr>
<tr>
<td><strong>Transportation Funding</strong></td>
<td>Create opportunities for pooling/leveraging transportation funding for mutually important projects</td>
</tr>
<tr>
<td></td>
<td>Collaborate and advocate for new transportation funding in the region, including transit and TDM</td>
</tr>
<tr>
<td></td>
<td>Identify mechanisms for providing ongoing funding for new or additional transportation programs, including transit services and TDM</td>
</tr>
<tr>
<td><strong>Information Sharing/Technical Assistance</strong></td>
<td>Agencies will provide ongoing training to tribal governments on funding processes, transportation, and regional planning</td>
</tr>
<tr>
<td></td>
<td>Provide information on technical support for planning and data analysis services to tribal governments parallel to member agencies</td>
</tr>
</tbody>
</table>
SAN DIEGO FORWARD: THE REGIONAL PLAN:  
DRAFT CLIMATE CHANGE MITIGATION AND ADAPTATION 
WHITE PAPER OUTLINE

Introduction

The climate change mitigation and adaptation white paper is being developed to inform San Diego Forward: The Regional Plan (Regional Plan). The white paper is intended to provide an overview of regional greenhouse gas (GHG) emissions, strategies to both reduce GHG emissions (mitigation) and address impacts of climate change (adaptation), describe existing climate change planning efforts in the region, and conclude with a discussion of key policy questions for consideration in the Regional Plan. Staff will present a draft outline for the white paper (Attachment 1) for feedback from Borders Committee members.

SANDAG Energy and Climate Change Planning

SANDAG energy and climate change planning focuses on opportunities that SANDAG and its member agencies could take advantage of to address energy and climate issues through their authorities in areas such as land use planning, transportation planning and funding, and the building entitlement process. To inform development of the 2050 Regional Transportation Plan and Sustainable Communities Strategy (RTP/SCS), SANDAG developed several strategies for ways to reduce GHG emissions in the region. They included the Regional Energy Strategy (2009); Climate Action Strategy (2010); and Regional Alternative Fuels, Vehicles, and Infrastructure Report (2009). Additionally, in 2009 and 2010, the SANDAG binational seminars focused on addressing climate change through cross-border collaboration.

SANDAG also works closely with member agencies through the Energy Roadmap Program and the San Diego Regional Climate Collaborative (Climate Collaborative); both are funded through a local government partnership with San Diego Gas & Electric. The Energy Roadmap Program offers each local jurisdiction a free customized energy management plan (or Roadmap) and resources for implementation. Each Roadmap identifies ways to save energy and reduce GHG emissions in government operations and in the community. The Climate Collaborative is a regional forum for public agencies to share expertise and coordinate on climate action planning.
Discussion

The Draft Climate Change Mitigation and Adaptation White Paper Outline was presented to the Regional Planning Committee (RPC) and Transportation Committee (TC) for discussion in December. RPC members commented that the white paper should highlight the co-benefits of strategies to address climate change with other policy areas such as public health and economics, describe the resources available from local universities to inform decisions, and describe how local government efforts feed into a regional approach. The TC also would like a discussion of public health and economic considerations. TC members added that the white paper should identify areas where SANDAG has expertise and could lead regional efforts versus areas where SANDAG plays a minor role and could collaborate with other entities. Comments also have been received from working groups, stakeholders in the region, and the general public through the series of Regional Plan public workshops this past summer. Comments received on addressing climate change in the Regional Plan include:

Opportunities for regional consistency and collaboration to support local climate change planning efforts:

- Data collection and methodology for GHG emissions calculations
- Climate Action Plan development, implementation, and monitoring
- Facilitation of a coordinated approach to use when conducting GHG impact analyses
- Funding to support climate change planning
- Climate adaptation planning, particularly preparing for sea level rise
- Education to encourage behavioral changes

Climate change mitigation and adaptation strategies and links to other policy areas:

- Prepare for impacts of climate change including sea level rise, wildfires, heat waves, drought, and extreme weather, particularly on vulnerable communities and water resources
- Develop infrastructure for electric and alternative fuel vehicles
- Reduce emissions from transportation by increasing investment in infrastructure to support transit, biking, and walking
- Support energy efficient buildings and development of renewable energy sources
- Use innovative solutions and new technologies
- Increase climate change awareness and relevance for the public and customize solutions for different communities
- Expand urban forestry efforts
- Include economic measures and highlight cost savings
- Highlight connections between land use and climate change: promote smart growth, infill development, density, transit-oriented development
- Consider vulnerabilities to climate change in land use and transportation planning
Next Steps

Efforts are underway to update the San Diego regional GHG emissions inventory, which will be included in the white paper. The draft white paper is scheduled for completion in mid-2014, and will be used to inform the climate change components of the Regional Plan.

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

Attachment: 1. Draft Outline: Climate Change Mitigation and Adaptation White Paper

Key Staff Contact: Allison Wood, (619) 699-1973, allison.wood@sandag.org
DRAFT OUTLINE:
CLIMATE CHANGE MITIGATION AND ADAPTATION WHITE PAPER

A. Introduction

This section will describe the sources of greenhouse gas (GHG) emissions and impacts of climate change in the San Diego region. It also will provide an overview of the contents of the white paper.

- **GHG Emissions Inventory:** Presentation of the 2012 San Diego regional emissions inventory by source (transportation, electricity, natural gas, water, and waste), comparison of 2012 emissions to past emissions levels, and forecasted emissions out to the year 2050.

- **Climate Change Impacts:** Discussion of the effects of climate change in the San Diego region (e.g., sea level rise, wildfires, drought, storm surges, and extreme weather) and impacts to coastal resources, water management, public health, agriculture, and biodiversity/habitat.

B. Strategies to Address Climate Change

This section will describe the mitigation strategies, ways to reduce emissions, and adaptation strategies, ways to prepare communities for a changing climate, identified by state and local climate plans.

- **Mitigation - Reducing GHG Emissions:** Strategies to reduce emissions include alternative transportation, low carbon fuels, efficient vehicles, smart growth, complete streets, transit-oriented development, energy efficient buildings, renewable energy sources, landfill diversion, water conservation/reuse, urban green infrastructure, etc.

- **Adaptation - Preparing for Climate Change Impacts:** Strategies to prepare for the impacts of climate change include assessing vulnerabilities (sea level rise, wildfires, heat, drought, extreme weather, etc.), identifying a response to the vulnerabilities (design criteria for infrastructure, habitat planning, floodplain management, public health protection, etc.), and coordinating a regional approach and consistency for preparedness and resiliency for all communities.

- **Interrelationships to Other Policy Areas:** Economic impacts and co-benefits of climate change; public health and social equity co-benefits and impacts to vulnerable communities; environmental co-benefits with air quality, habitat, shoreline, and goods movement; and education and awareness for consistent messaging and behavioral changes.

C. Existing Energy/Climate Change Planning in the San Diego Region

This section will highlight ways SANDAG and local governments are addressing climate change in the San Diego region, both individually and collaboratively, and the nexus between climate change and other regional and local planning activities.

- **SANDAG Planning:** 2050 Regional Transportation Plan and its Sustainable Communities Strategy, Regional Energy Strategy, Climate Action Strategy, Energy Roadmap Program, Green Operations Manual, plug-in electric vehicle planning, habitat conservation planning, shoreline
protection, public health planning, cross-border coordination, and addressing climate change in capital projects.

- **Local Government Planning:** Actions taken by local jurisdictions to address climate change through GHG emissions inventories, climate action plans, Energy Roadmaps, and other planning efforts as well as steps taken to implement these plans.

- **Collaborative Regional Efforts:** San Diego Regional Climate Collaborative, San Diego Regional Energy Partnership, San Diego Gas & Electric programs, San Diego Bay Sea Level Rise Adaptation Strategy, Climate Understanding and Resilience in the River Valley – Tijuana River National Estuarine Research Reserve, and binational seminars on cross-border climate change coordination.

D. **Key Policy Questions for Discussion**

- **What are the gaps in current efforts?**
  - Access to data for climate planning
  - Regional targets/thresholds for California Environment Quality Act (CEQA) analysis
  - Consistency in climate planning across the region
  - Collaborative approaches to implementation

- **What role should SANDAG play in climate change planning?**
  - Provide regional framework for climate change planning
  - Facilitate collaboration among local governments, state and federal entities, Mexico, and other stakeholders
  - Provide tools/resources to support local government efforts
  - Provide vehicle miles travelled data for transportation-related GHG analysis

**APPENDICES**

A. Available Federal and State Policies/Guidance

- Presidential Climate Action Plan (2013)
- Executive Order – Preparing the United States for the Impacts of Climate Change (2013)
- Executive Order S-03-05
  - 2008 Scoping Plan
  - 2013 Scoping Plan Update
  - Cap and Trade
- Senate Bill 375 – Sustainable Communities and Climate Protection Act (2008)
- Senate Bill 97 – CEQA Amendments for GHG Analysis (2007)
- Executive Order B-16-12 – Zero Emission Vehicles (ZEV)
  - ZEV Community Readiness Guidebook
j. Executive Order S-13-08 – Climate Adaptation Strategy
   i. California Climate Adaptation Strategy (2009, 2013)
   ii. California Adaptation Planning Guide

k. Pacific Coast Action Plan on Climate and Energy (2013)


B. San Diego Regional GHG Emissions Inventory Detail
Front Door to the Americas

The CaliBaja Bi-National Mega-Region or CaliBaja, is a private sector led economic development strategy that partners San Diego County, Imperial County and Baja California for global competition. Designed to promote the bi-national region to attract investments and create jobs in five strategic industries, CaliBaja’s unique, bi-national partnership is supported by a combination of private and public sector entities led by six regional economic development organizations (EDOs): San Diego Regional EDC, Imperial Valley EDC, Tijuana EDC, Ensenada EDC, COPRETEC and CDIM. The five targeted strategic industries include:

- Advanced Manufacturing
- Logistics
- Agribusiness
- Clean Tech / Renewable Energy
- Applied Biotechnology / Medical Devices

Straddling the U.S. – Mexico border, CaliBaja’s access to the Asia Pacific and North American markets positions it as the front door to the Americas – not only for the highly lucrative tourist trade but also for business leaders from across the entire globe. CaliBaja is one of the very few bi-national regions in the world where an advanced economy and developing economy are working together to create globally traded industry clusters.

A Global Model for Bi-National Collaboration

CaliBaja serves as a model for bi-national economic development collaboration and rural – urban collaboration and as a platform to address issues that impact our collective economic competitiveness. These 27,000 square miles are a living laboratory. CaliBaja has the capacity to engender positive attention by helping change the public narrative about Mexico and the border and by positioning CaliBaja as a global leader in economic development.

CaliBaja began in 2008 as a year-long effort to develop a “mega region” strategy to market the bi-national region. Through a series of facilitated workshops, in-depth interviews, meetings and conversations, stakeholders from all three regions were intimately engaged at every stage: crafting the initial competitiveness strategy with priority deliverables, selecting the CaliBaja name, logo and tagline and developing marketing materials. In 2011, the six EDOs signed a Memorandum of Understanding (MOU) that defined the marketing “rules of engagement,” establishing ground rules for marketing together as CaliBaja. Along with the MOU, they agreed to attend a minimum of three trade events, participate in the Baja Aerospace Supply Forum and develop an online searchable GIS asset map. This work established the framework for the bi-national partnership that emerged in the form of a 501c6 business non-profit or NGO.
CaliBaja is Unique
CaliBaja is strategically important to both nations. The entire US – Mexico border is a dynamic economic engine benefitting not only the ten states that constitute the border but also their respective national economies. However, CaliBaja is unique. The combined population of the three areas that make up the mega-region totals 6.5 million, making it by far the largest concentration of population along the U.S.-Mexico border. If counted as a Metropolitan Statistical Area (MSA), it would make CaliBaja the 5th largest in the U.S., behind only New York, Los Angeles, Chicago, and Dallas-Fort Worth; and it would be the second largest Metropolitan Area in Mexico, behind only Mexico City.

In 2011, CaliBaja’s GDP was $202.4 billion (USD). However, CaliBaja’s real competitive value is its combined and complementary assets such as:

- A talented manufacturing workforce of 248,882
- Vibrant industry clusters in innovative technology sectors that include 78,942 life sciences (medical devices) employees and 34,146 aerospace employees
- 80 world class research centers and 90 colleges and universities

Mapping Business Opportunities
The centerpiece of this bi-national collaboration and a key economic development tool is the unique GIS interactive asset map designed to promote business investments. Spanning the California – Baja border, for the first time ever the CaliBaja asset map shows where strategic companies are located on both sides of the border, includes critical infrastructure and resources that support these strategic businesses.

Developing the asset map has been a genuine collaborative effort. Working with a team from a regional university’s visualization lab who designed and built a scalable database, CaliBaja partners provided funding, content and in many instances loaded the information themselves. This is especially necessary for the Mexico industry data because often the addresses do not line up with latitude and longitude. A work in progress, industries, data and functionality will continually be added. This asset map will be used to attract industry investments, provide B2B opportunities and create jobs within CaliBaja. If they don’t know where the businesses are, they can’t do business.
The CaliBaja region—comprising San Diego County, Imperial County, and the state of Baja California—is the nexus of economic competitiveness and innovation on the U.S.-Mexico border. Home to over 6.5 million residents, nearly half the population of the border region, the region accounts for over 70,000 northbound commercial and vehicular border crossings every day. Thanks to decades of cooperation among key U.S. and Mexican stakeholders, there are strong policy, commercial, and industrial ties in the region.

As the United States and Mexico work to expand cross-border trade flows—now valued at over $500 billion—to enhance competitiveness in North America, a new study by the University of California-San Diego (UCSD), the Colegio de la Frontera Norte, and the Cali-Baja Mega Region Initiative provides unique insights into the core strengths of the bi-national economy along the U.S.-Mexico border as leaders from Canada, Mexico, and the United States come together for the third international conference on North American Competitiveness.

This first-of-its-kind study uses an input-output model—a dynamic analytical tool—for the entire cross-border region to help measure trade flows and from the CaliBaja economy, and identify the key industry clusters that give the region a competitive advantage in the global economy. The study will help to inform policy and industry decisions about investment in public infrastructure and workforce development, and dispel outdated perceptions that do not reflect the reality of the CaliBaja regional economy.

Among its preliminary findings, the study shows that total goods and services produced and/or assembled in CaliBaja was over $329 billion in 2008, of which the region produced over $204 billion of the value added (or nearly 60%). The study shows that manufacturing is far more important to the Cali-Baja region than is commonly recognized. Manufacturing clusters in the cross-border region are heavily concentrated, with dozens of tightly knit industrial sectors spanning the border. CaliBaja manufacturing also has a leading edge in high tech production, with the region’s top three industries—semiconductor, telecommunications, and audio-visual equipment—bringing tens of billions of dollars and over 100,000 jobs to the region.

**Preliminary Findings**

1. **A Major Manufacturing Hub:** The total trade output for this region is over $194.2 billion, CaliBaja is a surprisingly strong manufacturing hub.

2. **A High Tech Border:** The strongest sectors are semiconductors and electronic components, audio-video equipment, medical equipment, hardware, and communications equipment.

3. **A Major A/V Cluster:** CaliBaja’s most competitive sector in production capability is the audio-visual sector, which accounts for 40% of all U.S. & Mexican employment in this industry.
INNOVATIVE APPLICATION OF INPUT-OUTPUT ANALYSIS

For this study, researchers from COLEF and UCSD worked with local development agencies to conduct an input-output analysis of the CaliBaja region using data from 2008, the latest available from both sides of the border. While commonly used by economists and planners around the world, this is the first effort to apply the technique to studying a regional metroplex on the U.S.-Mexico border. The input-output model makes it possible to gauge the scope of the entire bi-national economy and examine regional competitiveness through the lens of industry clusters on both sides of the border.

TOP FIVE CALIBAJA INDUSTRY CLUSTERS (measured by total output in U.S. dollars)

1. Semiconductor and electronic component manufacturing ($10.1 billion)
2. Wireless telecommunications carriers ($9.9 billion)
3. Audio and video equipment manufacturing ($9 billion)
4. Pharmaceutical and medicine manufacturing ($5.2 billion)
5. Medical equipment and supplies manufacturing ($4.3 billion)

CASE STUDY—AUDIO-VISUAL MANUFACTURING: One industry that stands out in terms of industry concentration is the audio-visual manufacturing sector, which has an estimated $9 billion in total output. The 31,000+ audio-visual industry employees in the CaliBaja region account for roughly 40% of all employment in this sector in both Mexico and the United States. Such an intense concentration is rare in most industries, and illustrates that the special advantages that CaliBaja offers by combining knowledge and manufacturing capabilities across the U.S.-Mexico border to benefit companies like Sony, Samsung, Panasonic, Tyco, JVC, Sanyo, Bose, Kyocera, Plantronics, LG, and Sharp.

Why study economic clusters?
Regional economies are widely known to be crucial components of national competitiveness and industry clusters are the building blocks of a burgeoning regional economy. Clusters, as defined by Professor Michael Porter of Harvard University, are geographic concentrations of inter-connected companies and related institutions that are linked together by customers, suppliers, or other business relationships. Strong clusters foster innovation because the industries involved become mutually reinforcing. The concentration of information, technology and talent among companies, academic institutions and other supporting organizations in a cluster leads to increased productivity and faster innovation, which in turn can have a significant impact on local and regional economies, firms and households.

Why are CaliBaja clusters special?
The cluster analysis in this study provides an understanding of the main inter-industry connections within each cluster, and the direction of those connections in terms of producers and buyers in the related supply chains in the cross-border region.

What are the study’s implications?
The study provides new and surprising insights on the key areas of strength for the CaliBaja region, and on U.S.-Mexican economic integration. The study suggests that, in order to sustain production and innovation presently happening in CaliBaja, the cross-border region will need significant investments in infrastructure, education and workforce development, and connectivity to ensure that key industries continue to grow and benefit the regional economy instead of stagnating or seeking greener pastures elsewhere. Looking forward, this study also opens up new avenues for further research to determine what is going on in each of these areas, to better understand the regional infrastructure and connections that are needed to support the high level of density in certain clusters.

ALL TOGETHER CALIBAJA IS MUCH MORE OF A MANUFACTURING AND AGRICULTURAL HUB THAN COMMONLY REALIZED

<table>
<thead>
<tr>
<th>Cluster Type</th>
<th>Total Output (in U.S. dollars)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Semiconductor and electronic component manufacturing</td>
<td>$10.1 billion</td>
</tr>
<tr>
<td>Wireless telecommunications carriers</td>
<td>$9.9 billion</td>
</tr>
<tr>
<td>Audio and video equipment manufacturing</td>
<td>$9 billion</td>
</tr>
<tr>
<td>Pharmaceutical and medicine manufacturing</td>
<td>$5.2 billion</td>
</tr>
<tr>
<td>Medical equipment and supplies manufacturing</td>
<td>$4.3 billion</td>
</tr>
</tbody>
</table>
Proposed Goals for the White Paper

• Consider climate change broadly
• Describe current efforts to address climate change
• Make connections to other policy areas
• Identify gaps in current efforts and opportunities for regional coordination

San Diego County
Greenhouse Gas Emissions Inventory

- On-Road Transportation 46%
- Electricity 24%
- Natural Gas End Uses 8%
- Civil Aviation 5%
- Off-Road Equipment & Vehicles 4%
- Industrial Processes and Products 5%
- Agriculture/Forestry/Land use 2%
- Waste 1%
- Rail 1%
- Water-Borne Navigation < 1%
- Other 4%

Source: Energy Policy Initiatives Center, USD, 2008
Climate Change Impacts

Public Health
- Extreme heat
- Air quality
- Wildfires
- Severe weather
- Agriculture changes
- Infectious disease
- Drought

Water Management
- Constrained supplies
- Demand for water
- Water quality
- Stormwater runoff

Agriculture
- Constrained water supplies
- Crop pests/vectors
- Weather changes

Water Management
- Constrained supplies
- Demand for water
- Water quality
- Stormwater runoff

Biodiversity/Habitat
- Forest: insect attack, drought stress
- Freshwater/vernal pools: hydrology/ecology
- Shrublands: range shifts

Economics
- Impacts to infrastructure
- Public health
- Technology advancement
- Job creation

Coastal Resources
- Sea level rise
- Sewage treatment
- Species relocation
- Saltwater intrusion
- Ocean acidification
- Flooding
- Erosion

Stakeholder Feedback

Opportunities for regional collaboration
- Emissions data/methodology
- Climate action plans
- GHG analysis
- Funding
- Climate adaptation
- Education and behavioral change
- Utilize local resources

Strategies and links to other policy areas
- Prepare for impacts, especially on vulnerable communities
- Infrastructure for electric vehicles, transit, biking, walking
- Energy efficiency and renewable energy
- Connections with land use
- Highlight co-benefits
Draft White Paper Outline

• Summary of GHG emissions and impacts of climate change in San Diego region
• Strategies to address climate change
  – Mitigation, reducing GHG emissions
  – Adaptation, preparing for climate change impacts
  – Interrelationships to other policy areas
• Existing energy/climate change planning
  – SANDAG
  – Local governments
  – Collaborative regional efforts
• Key policy questions

Policy Questions for Discussion

• What role should SANDAG play in climate change planning?
• How can SANDAG and our border communities work together to address climate change?
Imperial-Mexicali Border Transportation

SANDAG Borders Committee
January 24, 2014

ICTC Roles and Responsibilities

The ICTC was established under California Senate Bill 607 (Ducheny) approved in 2009 and became effective January 1, 2010

- As part of SB 607, ICTC had replaced Imperial Valley Association of Governments (IVAG)
- As a County Transportation Commission, the ICTC and its member agencies are responsible to lead the transportation plans and programs for the Imperial Valley region
Core Programs & Services

ICTC is responsible for the management and development of the following programs:

- Regional Transit Planning and Bus Operations
- Regional Transportation Planning and Programming
- Regional, State and Federal Transportation Improvement Programs (TIPs)
- Local Transportation Authority (LTA) – Measure “D” half-cent Sales Tax Program

ICTC Member Agencies

Voting Member Agencies include:

- Cities of Brawley, Calipatria, Calexico, El Centro, Holtville, Imperial, Westmorland, County of Imperial, and the Imperial Irrigation District

Current and Future Non-Voting or Ex-Officio Members:

- Governor Appointee – Caltrans District 11
- State of Baja California
- Municipality of Mexicali
- Consul of Mexico, Calexico, CA
Alianza Binacional de Mexicali-Imperial
Imperial-Mexicali Binational Alliance

• A strategic trans-border partnership for Imperial and Mexicali that promotes the prosperity of the border region
Imperial / Mexicali Binational Alliance
Participating Agencies

**US Agencies**
- Calexico Chamber of Commerce
- Calexico-New River Committee
- Caltrans – California Department of Transportation
- CBP – U.S. Customs and Border Protection
- City of Calexico
- City of Holtville
- County of Imperial
- GSA – U.S. General Services Administration
- Imperial County Community Foundation
- ICTC – Imperial County Transportation Commission
- IVEDC – Imperial Valley Economic Development Corporation
- Office of Assemblymember V. Manuel Perez
- Office of State Senator Ben Hueso
- Office of Congressman Juan Vargas
- SCAG – Southern California Association of Governments

**MX Agencies**
- CANACINTRA – Camara Nacional de la Industria de Transformación
- CDIEM – Comisión de Desarrollo Económico de Mexicali
- CDN – Comisión de Desarrollo Industrial de Mexicali
- Cluster de Turismo Médico (Mexicali Health Care Cluster)
- Comisión de Desarrollo Agropecuario del Municipio de Mexicali
- Consejo Coordinador Empresarial de Mexicali
- COTUCO – Comité de Turismo y Convenciones del Municipio de Mexicali
- Delegaciones Federales en la entidad
- Dirección Municipal de Protección al Medio Ambiente
- IMIP – Instituto Municipal de Investigación y Planeación Urbana de Mexicali
- INDAABIN – Instituto de Administración y Análisis de Bienes Nacionales
- SAT – Servicio de Administración Tributaria
- SCT – Secretaría de Comunicaciones y Transportes
- Secretaria de Protección al Ambiente del Estado
- SIDUE – Secretaría de Infraestructura y Desarrollo Urbano del Estado

Imperial / Mexicali Binational Alliance
Goals and Objectives

**Border Infrastructure**
- Optimize & Expand capacity at POE’s
- Collaborate to promote funding opportunities

**Economic Development**
- Develop a true binational external marketing initiative
- Implement a “twin plant” concept promotion campaign

**Environment**
- Collaborate to improve air quality in our binational region
- Develop strategies to implement environmental coordination efforts
New River Improvement Project

Growing the Local Economy

2012: Imperial County issued 520 permits. Total Valuation $274,855,854...an increase of 1,848%
Growing the Local Economy

Cali Baja Bi-National Mega-Region

- Is a long-term economic development strategy partnering San Diego County, Imperial County and Baja California in Mexico for global competition
- Brings together businesses, civic and government leaders to assess the advantages and challenges of doing business in the bi-national region, and ultimately market the region internationally
- Is a globally unique bi-national location for business investments
Calexico East and West Ports of Entry
A Proposal for Public-Private Collaboration:

Initial Partners:
- County of Imperial with a team of private sector entities; and
- U.S. General Services Administration (GSA) and Customs and Border Protection (CBP)

Project approach that will result in completion of $350 M to $400 M in improvements at Calexico East and West LPOE’s
- 45 to 50 year Ground Lease with U.S. Government for LPOE facilities with Maintenance and Operations included
- Use toll revenues to help reduce lease payments

Project schedule that will complete improvements in 3 to 5 years

Cruce Fronterizo Mexicali – Rio Nuevo
Calexico East Port of Entry
Proposed Expansion for Autos & Trucks

Add up to 6 New Primary Inspection Lanes/Booths for Autos
Add up to 3 New Primary Inspection Lanes/Booths for Trucks

Short-Term Operational Improvements
Calexico West Pedestrian Facility Expansion

NB Pedestrian Facility Expansion
Calexico East POE
SENTRI & Ready Lanes Realignment

Calexico East Realignment Concept

Legend:
Ready Lane
SENTRI & Bus Shared Lane
Pedestrian & Bicycle Transportation Access Study - CA/Mexico Land POEs

Purpose of Study:
- Identify & prioritize future projects and operational improvements for pedestrians and bicyclist at Land POE’s between California & Baja California

Border Infrastructure Opportunities:
- Develop Conceptual Alternatives for pedestrian access improvements at POE’s

Proposed Calexico Intermodal Transportation Center (ITC)
Calexico Border Intermodal Transportation Center (ITC)

Study’s Goals and Objectives:

- Develop a Center to Accommodate Public and Private Transit Operators, Taxis with high volume of Pedestrians
- Develop Alternatives for Conceptual Plans and Sites
- Evaluate and Select Preferred Site and Concept Alternative
- Develop Cost Estimates and Financial Plan

Calexico ITC – Study Area
Imperial Valley Transit Centers

City of Brawley

City of El Centro

Imperial Valley College

Next Steps

Work with all Stakeholders of the Imperial-Mexicali Binational Alliance:

- Complete Calexico ITC Feasibility Study – Identify funding for Design and Construction

- To promote opportunity to complete Public-Private Collaborative agreements necessary to begin construction at the Calexico West and East Ports of Entry

- To pursue Short-Term Operational Improvements at Calexico West/Mexicali I and Calexico East/Mexicali II
  - Calexico West Pedestrian Lane Expansion
  - Calexico East Expansion of Truck and Auto Lanes
  - Calexico East/Mexicali II – Promote and Improve Pedestrian Access
Thank you

Mark Baza, Executive Director
Imperial County Transportation Commission (ICTC)
Ph: 760-592-4494
Email: markbaza@imperialctc.org

Virginia Mendoza, Regional Transportation Planner
Imperial County Transportation Commission (ICTC)
Ph: 760-592-4494
Email: virginiamendoza@imperialctc.org

Tim Kelley, President and CEO
Imperial Valley Economic Development Corporation (IVEDC)
Ph: 760-353-8332
Email: tim@ivedc.com
Where is the Cali Baja Mega-Region?

• Combines bi-national region of San Diego County, Imperial County, and Baja California...
Cali Baja Mega-Region: Who is it?

Short History of Mega-Region Initiative
• Unique binational economic development partnership began with EDA grant in 2008
• Following regional stakeholder outreach, bi-national marketing partnership was formalized in 2011

Six EDO Partner Organizations
• San Diego Regional EDC (SDREDC)
• Imperial Valley EDC (IVEDC)
• Tijuana EDC (DEITAC)
• Industrial Development Commission of Mexicali (CDIM)
• Tecate Economic Promotion Commission (COPERTEC)
• Ensenada Economic Development Commission (COPREEN)

Cali Baja Mega-Region: What is it?

How the Partnership Works
• Funded by private, non-profit and public-sector
• Collaboration of the six EDOs to jointly market the Cali Baja Mega-Region
• Collaborate on issues that impact regional competitiveness
• Help with data, contacts and connections in the bi-national region
Five Strategic Industries

- **Advanced Manufacturing**: aerospace, automotive, biotechnology, electronics, defense, medical devices, shipbuilding, and telecom
- **Agribusiness**: agricultural crops, livestock, and aquaculture
- **Applied Biotech**: bio/pharma/medical devices
- **Cleantech**: renewable materials and energy
- **Logistics**: customs brokers, freight forwarders, 3PLs, and other advanced logistics providers

CaliBaja: A Home to Invest, Innovate & Grow

- Strategic NAFTA and Pacific Rim “here-shore” location
- Well-educated, bilingual workforce with unique binational mix of both high-quality talent and low-cost labor
- Excellent road, sea, air, and rail market access to North American and global markets
- Already-existing, cutting-edge technology clusters, business networks, and suppliers
- Broad range of business resources, existing industrial and R&D facilities, and advanced infrastructure
- “Mega-quality” of life combining the best of CaliBaja
- 3 international airports
- 3 commercial border crossings
- 2 major marine ports
- Extensive road & rail connectivity

www.calibaja.org – Home Page

Sign in upper right hand corner
Asset Map - Index

Advanced Manufacturing – Clustermap
Request password for more detailed information

Use Icons for more in-depth information
Map with Pins - NAICS Codes

Data Field
CaliBaja – Pilot Project for US-Mexico Mapping Initiative
Thank You / Gracias
Cluster study offers insights for CaliBaja Mega-Region

By Sandra Dibble  Nov. 6, 2013

A worker inspects high-definition flat-screen television at a Tijuana manufacturing plant. — UT-San Diego file photo

The region straddling the California-Baja California border boasts a broad range of industries — from aerospace to biotech to agribusiness. Yet promoters of this binational area have been hard-pressed to come up with an exact economic description for it.

Now U.S. and Mexican researchers are joining forces on a project that looks at San Diego County, Imperial County and Baja California as a single economic entity. It is the first cluster study of its kind on the U.S.-Mexico border, its authors said, and its aim is to paint a detailed picture of the region’s combined strengths and future potential.

“You pretend like the border doesn’t exist,” said Christina Luhn, executive director of the CaliBaja Bi-National Mega-Region, which works in partnership with six economic development groups in the U.S. and Mexico. “There have been cluster studies on both sides of the border, but this is the first time we’re treating the economies on both sides as if it’s one economy.”

Though the study is not finished, it has already produced some interesting findings: Manufacturing is far more important to the CaliBaja region than commonly known, and “the size of the audio-visual cluster is huge,” Luhn said.

“Nobody had this idea that right here, on the California-Baja California border, is 40 percent of the audio-visual manufacturing” in the United States and Mexico, she added.

Another insight has been the strength of the agribusiness cluster, which encompasses the output of agricultural valleys on both sides of the border and the food-processing industry in San Diego County, researchers said.

The study uses 2008 figures because those are the most recent available in Mexico under the North American Industry Classification System, which is also followed in Canada and the United States.

“We wanted the actual raw numbers rather than projections,” said David Shirk, a visiting professor at UC San Diego and a researcher on the project through the university’s Center for U.S.-Mexican Studies.
The study relies on an econometrics tool known as the input-output matrix, which measures purchases and sales between businesses. An early version of the report is set to be released by year’s end; completing more detailed analyses would depend on obtaining funding and updated data.

The project’s ultimate goals are to spur economic development and create jobs in a binational area that covers close to 29,000 square miles — larger than West Virginia — and includes a workforce of more than 3.1 million people. The CaliBaja region’s $357 billion economy produces $204 billion annually in gross domestic product, according to the San Diego Regional Economic Development Corporation.

“It’s a tool that will help us show the strength of the region,” said Alejandro Brugués, an economist at Colegio de la Frontera Norte, a Tijuana-based think tank participating in the study together with UC San Diego and the CaliBaja Bi-National Mega-Region. “What’s important is that this knowledge can be used as a tool to design public policy.”

The findings “can open eyes on both sides of the border” and help spur efforts “to provide infrastructure necessary to facilitate movement across the border and enhance this competitive advantage,” said Marney Cox, chief economist at the San Diego Association of Governments, or SANDAG.

Economic clusters have long reflected “an array of linked industries and other entities important to competition,” according a definition by Harvard Business School professor Michael Porter, an expert on economic clusters.

Harvard University has joined forces with the U.S. Department of Commerce’s Economic Development Administration on an extensive U.S. cluster-mapping project and website. As part of that project, the United States and Mexico are starting to align data for the development of cluster maps on the U.S.-Mexico border. They hope to incorporate some of the data from the CaliBaja project.

“Border regions have a vested interest in cluster maps because they can see the immediate effects of it,” said Colleen Fisher, Mexico desk officer at the U.S. Department of Commerce. With each side combining its respective competitive advantages, she said, “working together, we can become more competitive globally and compete against regional blocs like Asia.”

sandra.dibble@utsandiego.com (619) 293-1716 Twitter: @sandradbible

Major CaliBaja industry clusters

Here were the top five industry clusters for this cross-border region in 2008, the most recent year for verified data from Baja California and San Diego and Imperial counties. Rankings are based on total output in U.S. dollars.

$10.1 billion: Semiconductor and electronic components manufacturing

$9.9 billion: Wireless telecommunications carriers

$9 billion: Audio and video equipment manufacturing

$5.2 billion: Pharmaceutical and medical manufacturing

$4.3 billion: Medical equipment and supplies manufacturing

Source: CaliBaja Competitiveness Study

© Copyright 2014 The San Diego Union-Tribune, LLC. An MLIM LLC Company. All rights reserved.