MEETING NOTICE AND AGENDA

COMMITTEE ON BINATIONAL REGIONAL OPPORTUNITIES

The Committee on Binational Regional Opportunities (COBRO) may take action on any item appearing on this agenda.

Tuesday, February 3, 2015

3 to 4:30 p.m.

SANDAG, 7th Floor Conference Room
401 B Street, Suite 800
San Diego, CA 92101-4231

Staff Contact: Hector Vanegas
(619) 699-1972
hector.vanegas@sandag.org

AGENDA HIGHLIGHTS

• PROPOSED THEME AND DATE OF THE 2015 SANDAG ANNUAL BINATIONAL EVENT

• PEDESTRIAN AND BICYCLE TRANSPORTATION ACCESS STUDY FOR THE CALIFORNIA/MEXICO LAND PORTS OF ENTRY

• OUTCOMES FROM TIJUANA INNOVADORA 2014

• SOUTH COUNTY ECONOMIC DEVELOPMENT COUNCIL’S 5 YEAR ECONOMIC DEVELOPMENT WORK PLAN

MISSION STATEMENT

The Committee on Binational Regional Opportunities (COBRO) will advise the Borders Committee of the San Diego Association of Governments (SANDAG) concerning both short- and long-term binational related activities, Issues, and actions; provide input regarding binational border-related planning and development; and identify ways to assist and coordinate with existing efforts in the binational area. The COBRO will serve as a working group to the SANDAG Borders Committee to facilitate a better understanding of the binational border-related issues and needs of the California-Baja California region.
Welcome to SANDAG! Members of the public may speak to the COBRO on any item at the time that the Committee is considering the item. Please complete a Speaker’s Slip which is located in the rear of the room and then present the slip to Committee staff. Also, members of the public are invited to address the Committee on any issue under the agenda item entitled Public Comments/Communications. Speakers are limited to three minutes. The COBRO may take action on any item appearing on the agenda.

This agenda and related staff reports can be accessed at www.sandag.org under meetings on SANDAG’s website. Public comments regarding the agenda can be forwarded to SANDAG via the email comment form also available on the website. Email comments should be received no later than noon, two days prior to the COBRO meeting.

In compliance with the Americans with Disabilities Act (ADA), SANDAG will accommodate persons who require assistance in order to participate in SANDAG meetings. If such assistance is required, please contact SANDAG at (619) 699-1900 in advance of the meeting. To request this document or related reports in an alternative format, please call (619) 699-1990, (619) 699-1904 (TTY), or fax (619) 699-1905.

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COMMITTEE ON BINATIONAL REGIONAL OPPORTUNITIES
Tuesday, February 3, 2015

ITEM NO.                    RECOMMENDATION

1. WELCOME AND INTRODUCTIONS

+2. APPROVAL OF MEETING MINUTES  APPROVE

The Committee on Binational Regional Opportunities (COBRO) is asked to review and approve the minutes from its November 5, 2014, meeting.

3. PUBLIC COMMENTS/COMMUNICATIONS AND MEMBER COMMENTS  INFORMATION

Members of the public shall have the opportunity to address the COBRO 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 COBRO coordinator prior to speaking. Public speakers should notify the COBRO coordinator if they have a handout for distribution to COBRO members. Public speakers are limited to three minutes or less per person. COBRO members also may provide information and announcements under this agenda item.

CONSENT

+4. UPCOMING EVENTS  INFORMATION

REPORTS

+5. PROPOSED THEME AND DATE OF THE 2015 SANDAG ANNUAL BINATIONAL EVENT (Hector Vanegas)  RECOMMEND

At its September 2, 2014, meeting, COBRO committed to continue fostering a discussion on alternatives for improved border collaboration, and to identify ways to more effectively communicate to the community and the different government agencies on both sides of the border. COBRO is asked to discuss and recommend that the 2015 binational event be held on June 2, 2015, focusing on fostering a regional dialogue on border challenges and opportunities.
In 2014, the Imperial County Transportation Commission (ICTC) initiated this study with the purpose of identifying opportunities to improve pedestrian and bicycle facilities on both sides of the border within the vicinity of the Land Ports of Entry between Mexico and California. This report will present the final draft of existing and future conditions, as well as a set of recommendations. The study is currently available for review and comment at www.imperialctc.org. Comments are due to ICTC no later than Friday, February 6, 2015.

On January 16, 2015, the Tijuana Innovadora 2014 Report was presented to its Advisory Committee. This discussion will present the details of the 2014 Report and will highlight future focus areas which were discussed to grow the event in 2015.

South County Economic Development Council’s 5 Year Economic Development Work Plan represents a unified vision that focuses on economic development strategies created by and with businesses, residents, visitors, workers, investors, and key stakeholders.

The eighth annual joint meeting of the Borders Committee, COBRO, and the municipalities and State of Baja California is scheduled for Friday, March 27, 2015, from 12:30 to 2:30 p.m., at SANDAG.

The next regular meeting of the COBRO is scheduled for Tuesday, April 7, 2015, from 3 to 4:30 p.m., at SANDAG.

+ next to an item indicates an attachment
MINUTES OF THE NOVEMBER 4, 2014, MEETING

1. WELCOME AND INTRODUCTIONS

The November 4, 2014, Committee on Binational Regional Opportunities (COBRO) meeting, was called to order by Co-Chair Juan Carlos Rivas, Consulate General of Mexico in San Diego, at 3 p.m.

Members present were: Cindy Gompper-Graves and Efraín Ibarra, South San Diego County Economic Development Council (South County EDC); Xavier Peniche and Arturo González, City of Tijuana; Dave Fege, U.S. Environmental Protection Agency; Sergio Pallares, Caltrans; Craig Ruiz and Michael Meacham, City of Chula Vista; Andrew Hall, City of Imperial Beach; Denice Garcia, City of San Diego; Giscard Guilloteau, Consulate General of the United States in Tijuana; Mariano Escobedo, State Government of Baja California; Justine Kozo County of San Diego; Tito Alegría, El Colegio de la Frentera Norte (COLEF); Nathan Owens, San Diego Dialogue; Isaac Mafud, Universidad Iberoamericana Tijuana; and Toby Sosbee, U.S. Customs and Border Protection.

SANDAG staff members present were: Héctor Vanegas, Elias Sanz, Elisa Arias, Cheryl Mason, and Adrian de Arriba.

+2. APPROVAL OF MEETING MINUTES

When the Committee achieved quorum, Co-Chair Rivas solicited motion to approve the meeting minutes for the September 2, 2014, meeting. Upon a motion by Sergio Pallares, and a second by Nathan Owens, COBRO unanimously approved the minutes of the September 2, 2014, meeting.

3. PUBLIC COMMENTS/COMMUNICATIONS AND MEMBER COMMENTS

Co-Chair Rivas invited the members and the public to share any comments or announce any upcoming events.

Kevin Swanson, member of the public, discussed the importance of collaboration to fight epidemics at the border region, particularly in the face of the Ebola epidemic. Mr. Swanson proceeded to update the committee on the San Diego Tourism Marketing District’s 20 year request for proposals strategic plan.

Co-Chair Rivas invited further comments from the committee after public comments.
Efrain Ibarra, South County EDC, announced that Thursday, November 6, 2014, in celebration of their 25th anniversary, South County EDC will bury a time capsule. Mr. Ibarra invited COBRO to attend the celebration, which will take place between 4-6 p.m., at the Otay Ranch Town Center. Secondly, Mr. Ibarra updated the committee on the South County EDC’s 5 Year Economic Development Working Plan and mentioned that it will be presented to COBRO during the February meeting.

Cindy Gompper-Graves, South County EDC, added that on Wednesday, November 12, 2014, the San Ysidro Community Plan will have a meeting at Willow School, regarding the mobility plan for San Ysidro. Mrs. Gompper-Graves invited COBRO to attend.

Arturo González, City of Tijuana, invited COBRO to attend Tijuana Startup Bazaar which will be held at the SANDAG offices on November 14, 2014, from 10 a.m. to 12 p.m.

Jason Wells, San Ysidro Chamber of Commerce, invited COBRO to attend the grand opening of the Duty Free City of San Ysidro, from 6 to 8:30 p.m., on November 6, 2014.

Michael Meacham, City of Chula Vista, mentioned that the Board of Equalization will be holding a small working group in Chula Vista, around late January 2015. COBRO will be notified when the specific dates are released.

Co-Chair Rivas invited COBRO to attend a conference at 5 p.m., on November 5, 2014, at the Center on Emerging and Pacific Studies, UCSD. Secondly, Mr. Rivas announced the Mexican Consulate General’s participation in the Binational Symposium on Manufacturing, taking place at Liberty Station on November 10 and 11, 2014, and invited COBRO to attend.

Justine Kozo, County of San Diego, invited COBRO to the Binational Meeting of the Border Health Consortium of the Californias, held with counterparts in Baja California on December 4, 2014.

CONSENT

+4. UPCOMING EVENTS

Co-Chair Rivas invited attendees to review upcoming events included in the agenda packet.

Action: This item was presented for information. No action was taken on this item.

REPORTS

+5. BORDER MASTER PLAN 2014 UPDATE (Elisa Arias and Cheryl Mason; and Sergio Pallares, Caltrans District XI)

Sergio Pallares, Caltrans District XI, led the introductions, beginning by mentioning the purpose of creating the Baja California-California Border Master Plan (BMP). Mr. Pallares also mentioned that there are 17 U.S. agencies, and 15 Mexican agencies involved in the BMP, and introduced Elisa Arias and Cheryl Mason, SANDAG, as the developers of the BMP's methodologies.
Mrs. Mason began by mentioning that the study area for the 2014 BMP update remained the same, and discussed how the new projects were ranked and sorted into short, medium, and long-term. Mrs. Mason proceeded to discuss some of the analysis conducted, and mentioned that a major task of the 2014 BMP update was to work on funding peer exchange, attempting to obtain a U.S.-Mexico border-line strategy for institutionalizing, and securing funding for BMP efforts. Mrs. Mason introduced Mrs. Arias to discuss another key element of the 2014 BMP update, the transportation modeling framework.

Mrs. Arias began by commenting that the Policy Advisory Group was interested in reviewing how an investment in one border crossing can impact other border crossings. Mrs. Arias mentioned that a framework was created to develop the necessary tools to be able analyze the tradeoffs of specific project investments, focusing on 20 performance metrics to track investments and see the sensitivity of different investment strategies. Mrs. Arias went on to detail the creation and utilization of transportation modeling on both sides of the border, and discussed the policy recommendations that were brought up during the Policy Advisory Committee. Mrs. Arias moved on to talk about the modeling data management and data needs, and concluded by covering the estimated costs.

Mr. Pallares concluded the presentation by highlighting the difficulty of the project due to the number of agencies involved, and thanked Mrs. Mason, Mrs. Arias, and the rest of the technical staff for their hard work in developing the presented tools and framework. Mr. Pallares asked for questions or comments regarding the presentation.

Jason Wells, San Ysidro Chamber of Commerce, asked who the Policy Advisory Committee was made up of. Mr. Pallares responded that a principal from each agency composed the Advisory Committee.

Efrain Ibarra, South County EDC, asked what it would take to institutionalize the process. Mr. Pallares responded that by next year, there will be a working group trying to define what institutionalization of this process actually means, and how it can be accomplished.

Tito Alegría, COLEF, asked if there was any measure of trips in the cities of San Diego and Tijuana. Mr. Pallares answered that this particular project did not look at trips within San Diego, or Tijuana, but rather focused on those routes leading to the border, and routes that cross the border.

Mr. Alegría, COLEF, asked if this project included data on commercial crossing. Mr. Pallares answered that yes, for all Ports of Entry (POEs), both new and existing.

Cindy Gompper-Graves, South County EDC, followed up by asking whether Brown Field Airport would be considered in the future as a POE. Mrs. Arias specified that this project focused on land border crossings.

Mr. Ibarra, South County EDC, asked whether the need for funding would generate competition for funding in the future. Mrs. Arias responded that implementation in the future will most likely require some big steps. Mr. Pallares added that competition for funding across different POEs does exist, but he added, what did not exist was a framework to prioritize funding across different POEs.

Mr. Ibarra, South County EDC, asked when stakeholders can participate. Mr. Pallares answered that the next step is to consult the Policy Advisory Committee to see how the private sector can be invited to participate.
Mr. Ibarra, South County EDC, asked whether public-private partnerships were considered within the framework. Mr. Pallares responded that the project does not look at implementation, and that it only provides the empirical framework for the decision making process of what projects should be prioritized and why. Co-Chair Rivas added that both border regions adapted the BMP as a guide for the decision making process. He continued by explaining the current mechanism utilized at the federal level, and how the BMP has helped to guide decisions.

6. BINATIONAL INDUSTRY CLUSTERS (Daniel Flyte)

Co-Chair Rivas tabled the presentation until the February COBRO meeting.

+7. METTROPOL-ÍNDEX (Carmen Romo and Jorge Zambrano, Mettropol-Índex)

Jorge Zambrano, Mettropol-Índex (MI), began by discussing how the index originated from the UN HABITAT project, and mentioned that this particular project is for the Metropolitan areas of Tijuana, Tecate, and Rosarito. Mr. Zambrano also mentioned that the aim of the program is to find lasting solutions for local communities, and to foster urban observatories. Mr. Zambrano went on to mention the methodology and focus of the MI, and added that independent organizations like MI can help mitigate the challenges that arise from the need to constantly update and administer metropolitan data and information. Mr. Zambrano concluded his presentation by highlighting the benefits associated with the existence of urban observatories. After thanking SANDAG, the floor opened for questions and comments.

Jason Wells, San Ysidro Chamber of Commerce, asked if MI had specific reports and timelines and when the baseline data will be completed. Mr. Zambrano answered that some of the metrics are measured every three months, and a report is then given to the UN. Mr. Zambrano also mentioned that some politicians still need to sign off on sharing the data, after which, the baseline study will begin.

Nathan Owens, San Diego Dialogue, inquired about the data gathering, and whether it crosses over the border to the US side. Mr. Zambrano responded that MI would like to collect data mirroring the data available in the San Diego region, to create a large pool of data.

Justine Kozo, County of San Diego, added that the MI is a great project, since there is demand for information and aggregation of data from both sides of the border.

Hector Vanegas, SANDAG, mentioned that SANDAG and IMPLAN exchange data, and asked how MI will interact with IMPLAN. Mr. Zambrano adds that MI is not a planning agency and just gathers and administers information, so IMPLAN could utilize data gathered by MI.

Sergio Pallares, Caltrans, asked what the difference was between MI data and INEGI data. Mr. Zambrano responded that INEGI only has raw data, while MI has information as well as data.

Efraín Ibarra, South County EDC, inquired about funding. Mr. Zambrano answered that MI has start-up funding, but that it will require funding in the future.

Mr. Vanegas informed that SEDATU was attempting to improve its data so that it is not impacted by changes in legislature, and that urban observatories could help further this goal.
8. NEXT MEETING DATE

Co-Chair Rivas informed the group that the next meeting of COBRO would take place on Tuesday, February 3, 2015, at SANDAG.
UPCOMING EVENTS

**WHAT:** Business After Five Mixer  
**San Diego Regional Chamber of Commerce**

**WHEN:** February 2, 2015  
**WHERE:** 1699 Main Street, San Diego  
**MORE INFO:** (619) 544-1370 or eventregistration@sdchamber.org

**WHAT:** The U.S.-Mexico Border Economy in Transition  
**Wilson Center – Mexico Institute**

**WHEN:** February 3, 2015  
**WHERE:** Woodrow Wilson International Center for Scholars, Washington, DC  
**MORE INFO:** www.wilsoncenter.org/events

**WHAT:** La Tierra de los Adioses Documentary  
**El Colegio de la Frontera Norte (COLEF)**

**WHEN:** February 5, 2015  
**WHERE:** Cineteca Carlos Monsiváis, Tijuana  
**MORE INFO:** www.colef.mx

**WHAT:** 92nd Annual Gala  
**San Ysidro Chamber of Commerce**

**WHEN:** February 6, 2015  
**WHERE:** 4000 Coronado Bay Road, Coronado.  
**MORE INFO:** (619) 428-1281 or Lvega@sanysidrochamber.org

**WHAT:** MD&M West 2015  
**City of Tijuana Secretariat of Economic Development – Tijuana EDC**

**WHEN:** February 10, 2015  
**WHERE:** Tijuana, Baja California  
**MORE INFO:** (619) 207-4683 or Alejandra@tijuanaedc.org
WHAT: Problems of Accountability and Representation in Federations  
UCSD Center for U.S.-Mexican Studies  
WHEN: February 11, 2015  
WHERE: Institute of the Americas Deutz conference room  
MORE INFO: http://usmex.ucsd.edu/fellows/martinez-cantu.html

WHAT: Mixer Empresarial DEITAC  
City of Tijuana Secretariat of Economic Development – Tijuana EDC  
WHEN: February 12, 2015  
WHERE: Tijuana, Baja California  
MORE INFO: (619) 207-4683 or Alejandra@tijuanaedc.org

WHAT: Mexico Shale Summit  
Border Energy Forum  
WHEN: February 17, 2015, and February 18, 2015  
WHERE: San Antonio, Texas  
MORE INFO: (512) 463-3918 or erin.autin@glo.texas.gov

WHAT: North-South Trade Liberalization and Innovation: Evidence from NAFTA  
UCSD Center for U.S.-Mexican Studies  
WHEN: February 18, 2015  
WHERE: Institute of the Americas Deutz conference room  
MORE INFO: http://usmex.ucsd.edu/fellows/martinez-cantu.html

WHAT: China’s Incursion into Latin America: Myths and Realities  
Center on Emerging and Pacific Economies (EmPac)  
WHEN: February 19, 2015  
WHERE: The Great Hall, UC San Diego  
MORE INFO: Lisa Lee at lisalee@ucsd.edu

WHAT: 9th Annual Border Film Week  
USD – Trans-Border Institute  
WHEN: February 23, 2015 – February 27, 2015  
WHERE: USD Campus (Locations Vary)  
MORE INFO: (619) 260-4148 or marthagarcia@sandiego.edu

WHAT: The Decline of the Nahuatl Public Spheres: Rereading the History of Indigenous-State Relations in Mexico from 1810-2014  
UCSD Center for U.S.-Mexican Studies  
WHEN: February 25, 2015  
WHERE: Institute of the Americas Deutz conference room  
MORE INFO: http://usmex.ucsd.edu/fellows/martinez-cantu.html
**WHAT:** Mexican Supply Expo 2015
*San Diego Center for International Trade Development*

**WHEN:** February 26, 2015

**WHERE:** El Dorado Industrial Park, Mexicali

**MORE INFO:** (686) 554-3233 or info@mexicalisupply.com

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**WHAT:** Texas Mexico Business Forum
*Border Energy Forum*

**WHEN:** February 26, 2015, and February 27, 2015

**WHERE:** Austin, Texas

**MORE INFO:** (512) 463-3918 or erin.austin@glo.texas.gov

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Key Staff Contact: Hector Vanegas, (619) 699-1972, hector.vanegas@sandag.org
Introduction

On June 3, 2014, SANDAG held the binational seminar “Efficient Border: A Globally Competitive Region,” with the support of the Committee on Binational Regional Opportunities (COBRO), the Consulate General of Mexico in San Diego, Caltrans, the Otay Mesa Chamber of Commerce, and Southwestern College. The seminar focused on the border region’s economic strengths, major infrastructure challenges, and the need to increase efficiency at the border in order for our binational region to compete in the globalized world economy. At its meeting on September 2, 2014, COBRO recommended to “use some of COBRO’s upcoming meetings to explore alternatives that will enable stakeholders to discuss the region’s needs for improved collaboration to assure a prosperous future and to identify ways to more effectively communicate those needs to the community and government representatives on both sides of the border.”

To follow up this recommendation, COBRO is asked to discuss and recommend that the 2015 binational event be held on June 2, 2015, focusing on fostering a regional dialogue on border challenges and opportunities.

Background

The SANDAG annual binational events have addressed a wide range of topics since 1997, such as water and energy supply, crossborder climate change, border wait times, homeland security, transit and non-motorized mobility issues, regional metropolitan planning, and economic prosperity and competitiveness. The purpose of these events has been to bring together stakeholders from both sides of the border to address these issues, seek out solutions, and identify opportunities. Outcomes from the annual events are discussed by COBRO and when appropriate, outcomes are presented to the Borders Committee and the SANDAG Board of Directors as possible recommendations for follow up actions.

Discussion

At its September 2, and November 4, 2014, meetings, COBRO analyzed the concerns brought forth by the 2014 binational seminar participants and attendees, and focused on how to better address these issues. Since some of the concerns that were raised during the seminar were recurrent issues that had been discussed in previous events and forums, COBRO supported to continue discussing these issues at COBRO meetings and to consider them for the 2015 Binational Seminar.
COBRO’s discussions at these meetings focused on exploring new opportunities to address the San Diego-Baja California border infrastructure projects within the strategic vision of the United States and Mexico federal administrations, in particular referring to the new dynamics generated by the High Level Economic Dialogue (HLED) established in 2013 to, among other goals, promote increased regional and global cooperation.

Also, in the COBRO meeting held in September 2014, the Committee reviewed the Fiscal Year 2015 calendar of meetings that included the binational annual event scheduled on the first Tuesday of June (June 2, 2015).

**Next Steps**

Subject to the Borders Committee’s approval of the proposed theme and date for the 2015 binational annual event, a draft program will be presented at a future meeting.

Key Staff Contact: Hector Vanegas, (619) 699-1972, hector.vanegas@sandag.org
January 21, 2015

ICTC Technical Advisory Committee  
Imperial County Transportation Commission  
1405 N. Imperial Ave., Suite 1  
El Centro, CA 92243

SUBJECT: Pedestrian and Bicycle Transportation Access Study of the California/Mexico Land Ports of Entry

Dear Committee Members:

Since December 2013, the Imperial County Transportation Commission (ICTC) in close coordination with Caltrans and the San Diego Association of Governments (SANDAG), have been studying infrastructure needs for pedestrians and bicyclist crossing at the six existing land ports of entry between California and Baja California. The study also included the participation of local, state, and federal agency representatives and community members of California and Baja California.

The goal of this study is to identify opportunities to improve the travel experience for people walking or bicycling across the California/Baja California border, seeking to make trips safer, easier, and more comfortable around the six land ports of entry (POEs). The results of the study describe the current conditions at the six POEs and pathways on both sides of the border, and developed a list of 96 recommended projects and policies. Additionally, design guidelines for bicycle and pedestrian-friendly border crossings were developed. The projects or improvements identified in the study will be considered and incorporated during the update process for the 2014 California-Baja California Border Master Plan.

The study included extensive outreach efforts that took place over ten months in multiple locations along the California/Baja California border. The study team also conducted an existing conditions analysis and assessment of pedestrian and bicycle conditions at each port. The input received from the community and public involvement phase of the study helped shape the development of the existing conditions review, resulting in a user-focused approach to identify deficiencies and opportunities for improvement. The study also includes future conditions of the POEs; origin and destination surveys; and, a list of recommended projects and funding strategy for implementation.

A copy of the Draft Final report of the Study and Appendices are available for your review. The public review period of the document began on Friday, January 16th and will conclude Friday, February 6th. The draft final report will be presented to ICTC and SANDAG. The report will be presented for review and consideration for adoption at the ICTC Commission meeting of February 25, 2015.

CITIES OF BRAWLEY, CALEXICO, CALIPATRIA, EL CENTRO, HOLTVILLE, IMPERIAL, WESTMORLAND, IMPERIAL IRRIGATION DISTRICT AND COUNTY OF IMPERIAL

T:/projects/Bike and Ped Study YAC_1-22-15
ICTC staff request that the Technical Advisory Committee recommend and submit the attached Draft Final Report to the ICTC Management Committee for review and recommendation to forward onto the Commission to:


Sincerely,

MARK BAZA
Executive Director

MB/vm
Attachment
South County EDC’s 5 Year Economic Development Work Plan

Executive Summary

South County EDC’s 5 Year Economic Development Work Plan represents a unified vision that focuses on economic development strategies created by and with businesses, residents, visitors, workers, investors, and key stakeholders. It threads various development opportunities in the region, which captures and builds on the synergy among these projects to promote economic growth, increases the number of high-quality jobs in South County, and enhances the sub-region’s quality of life.

South County’s competitive assets – including its abundance of land resources; opportunities to locate large and medium-sized businesses in new and competitively priced spaces; a young, diverse, and skilled workforce; and a pipeline of development projects currently under construction or planned for the next five years – place it in a prime position to sustain a robust level of growth. With its proximity to the US-Mexico border, excellent transportation infrastructure, and engaged and diverse business and civic cultures, South County is poised to become a center for future job growth in San Diego County.

South County’s key industry clusters of aerospace, advanced manufacturing, healthcare, food processing and distribution, tourism, and maritime related businesses are a good starting point for promoting stable, well-paying jobs in the sub-region. South County’s robust pipeline of private development and public infrastructure improvements represent billions of dollars of collective investment. These pipeline projects generate synergies that can expand the economic benefits of this investment for South County residents, workers, businesses, and investors for decades to come.