



Our border region is located at the crossroads of busy international trade corridors. An efficient border and increased regional collaboration will contribute to improve our global competitiveness.

Tuesday, June 3, 2014  
 12:00 – 4:30 p.m.  
 Southwestern College, Otay Mesa  
 8100 Gigantic Street, San Diego, CA 92154

1. REGISTRATION AND NETWORKING TIME
2. WELCOME AND INTRODUCTORY REMARKS

(Hon. Jack Dale, City of Santee Councilmember and Chair of SANDAG Board of Directors; Hon. Remedios Gómez-Arnau, Consul General of Mexico in San Diego; Xavier Peniche, Secretary of Economic Development, City of Tijuana; Dr. Paul Ganster, Director of the Institute for Regional Studies of the Californias at San Diego State University and Chair of SANDAG Committee on Binational Regional Opportunities; and Laurie Berman, Director of Caltrans District 11)

Hon. Jack Dale, Chair of the SANDAG Board of Directors, called the event to order, welcomed participants, and thanked those involved in the planning and organizing of the event, as well as those present for the seminar. He then introduced Hon. Remedios Gómez-Arnau, Consul General of Mexico in San Diego, to give her welcome remarks.

Hon. Remedios Gómez-Arnau thanked SANDAG for organizing the event and thanked the Chairs and members of the Borders Committee and the Committee on Binational Regional Opportunities (COBRO). Consul Gómez-Arnau noted the importance of the seminar in order to continue the dialogue and interaction between stakeholders to improve the development of the border region, and North America in general. She referenced the recent High Level Economic Dialogue (HLED) between the two countries' leaders and how together they formed new standards of global commerce, education, sustainable development and innovation. She outlined how these standards can be categorized into four areas: Competitiveness and trade; new ideas and opportunities; energy; and security.

Hon. Jack Dale introduced the moderator for the final panel discussion, Former California State Senator Denise Moreno Ducheny.

Hon. Jack Dale then introduced Xavier Peniche, Secretary of Economic Development for the City of Tijuana, Baja California, Mexico.

Xavier Peniche, Secretary of Economic Development for the City of Tijuana opened by



thanking SANDAG and the other seminar partners for their work in putting the event together and for inviting the City of Tijuana officials. Mr. Peniche stressed the magnitude and significance of the CaliBaja border region by pointing out that it is the largest binational region in the world and is home to the busiest land port of entry. He underlined that the City of Tijuana will be a partner in the efforts to continue making the border region more efficient and prosperous.

Hon. Jack Dale introduced Dr. Paul Ganster, Chair of COBRO and Director of the Institute for Regional Studies of the Californias at San Diego State University.

Dr. Ganster noted that COBRO meetings, along with other platforms such as the annual joint meeting of the Borders Committee, COBRO, and the Municipalities and State of Baja California, and the annual binational seminar, provide a unique opportunity to come together and discuss issues of shared concern. Dr. Ganster expressed the importance of people's input at the seminar in order to better develop a plan of action moving forward.

Hon. Jack Dale introduced Laurie Berman, Caltrans District 11 Director.

Laurie Berman, Director of Caltrans District 11 thanked the audience for traveling to the border area and briefly spoke about the significance of crossborder interaction and information sharing as integral components in maintaining strong partnerships in order for California and Mexico to succeed in the global market place. She highlighted that since 2009, a total of \$4.9 billion dollars have been invested or programmed in the border region to improve and help safely facilitate the movement of goods and people.

Hon. Jack Dale introduced Gary Gallegos, Executive Director of SANDAG.

### 3. SETTING THE STAGE FOR A DISCUSSION ON AN EFFICIENT BORDER (Gary Gallegos, SANDAG)

Gary Gallegos began by stating that the work of organizations like SANDAG dates back to the 1960s when the notion of regionalism was beginning to advance. He noted that when the 18 cities and the County in the region are together and unified, more can be accomplished. Mr. Gallegos stated that local governments have many opportunities and challenges, but SANDAG is unique in that it has the opportunity to collaborate and continue building relationships with Mexico in an effort to advance the mega region and that these relationships are something the agency is proud of.

Mr. Gallegos continued by outlining a bit of SANDAG's history and its transition from a Joint Powers Authority (JPA) to a State mandated Metropolitan Planning Organization (MPO) in 2002 and noted that it was a pivotal moment for the agency because its powers became official under the California state constitution. Mr. Gallegos said that because of this transition, committees such as the Borders Committee were formed and gained permanence. He continued by highlighting some of the successes of the Borders Committee, including the Otay Mesa Binational Corridor Strategic Plan, which he described as a roadmap for an effective way to work together as neighbors. He discussed some of the changes that came about in the border region soon after the September 11, 2001 attacks, including a shift that



put more emphasis on security. Along those lines, he spoke about a study conducted on the economic impacts that border wait times have on the economy, including a comparison that equated the economic loss from an inefficient border with the San Diego region missing out on hosting numerous Super Bowls every year. He concluded by stressing the importance of relationships and coalition-forming in order to position the binational region to become more competitive and innovative. Along those lines, he spoke about a recent trip to Mexico City where he learned about the major reforms Mexico is taking on. More importantly, he met Mexican officials who taught him more about how decisions made in the United States affect Mexico, citing the example of crude oil pricing. He then introduced the keynote speaker, Raúl Urteaga, from the Mexican Ministry of Agriculture, Livestock, Rural Development, Fisheries and Food (SAGARPA in Spanish).

4. KEYNOTE SPEAKER (Raúl Urteaga, Mexican Ministry of Agriculture, Livestock, Rural Development, Fisheries and Food (SAGARPA).

Mr. Raúl Urteaga began by thanking SANDAG and the members of the audience for inviting him to speak at the seminar. Mr. Urteaga outlined his previous international development experience, including the negotiation of the North American Free Trade Agreement (NAFTA). He noted that having spent many years working outside of North America, mainly in Japan, he brings a new perspective of what is happening after 20 years of NAFTA, and what we should be focusing on in the border region in the future. He described how the border region could implement new initiatives and proposals, such as NAFTA did, to combat challenges. Mr. Urteaga noted that while the United States is an important trading partner for Mexico, Mexico also is party to many trade agreements with other countries, most notably Japan and countries in the European Union. He briefly spoke about Mexico's importance and presence in the global economy by describing how although Brazil is the dominant economy in Latin America, having twice the population and gross domestic product of Mexico, Mexico currently exports twice as much as Brazil. Mr. Urteaga said this is evidence of how Mexico has evolved over the last few decades, not only as an important manufacturing center, but also in services and the agricultural sectors as well. He continued by speaking about how many other countries such as China and Korea have also taken on trade initiatives and have therefore had success in their economic development. He remarked that regions in the Pacific Rim, such as the San Diego-Tijuana border region, and the State of California in general, should take advantage of becoming involved in these new economies.

Mr. Urteaga continued his presentation by outlining the process for negotiating trade agreements such as NAFTA, and more recently, the Trans-Pacific Partnership (TPP). Alluding to his comments earlier on new initiatives and proposals, Mr. Urteaga noted his belief that the United States and Mexico could form a partnership and take advantage of and further promote areas in which they have strong collaboration, such as U.S. President Obama's National Export Initiative, the objective of which is to double American exports worldwide. He said that Mexico could play an integral part in that initiative's goals.

Mr. Urteaga expressed that partnerships between countries are not only about the exchange of goods and services, but also about cooperation, diplomacy, and dialogue. He noted that



diplomatic channels and communication are key to successfully overcoming challenges, including in regards to issues such as climate change, educational exchange, and genetically modified organisms in agriculture. Mr. Urteaga argued that although these issues present challenges, they could also present opportunities, such as providing employment for people in research and development.

Mr. Urteaga described how changing the perspective people have in both the United States and in Mexico is critical to the advancement of both countries and the successes of future collaborations. This includes the perspective that Americans hold of Mexico, and vice versa. He noted that a great way to overcome or change perspectives is to have students participate in education exchange programs. Mr. Urteaga said that young people, specifically students, are the next generation, and thus hold the key to changing the perspectives.

Mr. Urteaga mentioned some of the key discussions that came out of a convention of the Americas Chamber of Commerce, which held its annual meeting in Mexico City recently. He noted that there was a discussion on the economic impact of current border wait times, which he said impact job creation as well. In addition, he mentioned that the notion of an educational exchange between students was also brought up at the annual convention as a form of collaboration and a means to ensure the next generation of workers has the skills it needs for future job markets. In regard to collaboration, Mr. Urteaga cited examples of strong partnerships between neighboring countries, including the electricity grid integration between the Southern California and Tijuana, and more recently, the initiatives and dialogues taking place at the federal level.

Mr. Urteaga concluded his presentation by describing areas of opportunity for collaboration between the North American countries. He stated that Mexico is currently undergoing many policy reforms, including in the areas of energy policy. Mr. Urteaga spoke about this reform as a smart policy initiative that Mexico is currently undertaking in hopes of successfully opening new opportunities for energy investments and collaborations. Mr. Urteaga continued by observing that Canada and the United States currently have a strong partnership in terms of energy. He commented that Mexico is the missing link and that hopefully its energy policy reforms will allow the country to be a part of that partnership, which will create a stronger and truly unified North American energy economy. He finished his remarks by speaking about the role border cities have in advancing certain sectors. As an example of how the San Diego-Tijuana region stands to benefit from working together, he pointed to the Tijuana International Airport crossborder terminal as a collaborative solution to meet the high demand in the region for flights to and from Asia. He declared that the best way to advance the border region is to jointly promote it as a true binational economy. Mr. Urteaga again thanked SANDAG for the invitation and the audience members for listening to his presentation.

5. EFFICIENCY AND COMPETITIVENESS ON THE BORDER (Alejandro Diaz-Bautista, El Colegio de la Frontera Norte; Marney Cox and Daniel Flyte, SANDAG; Michael Combs, San Diego Regional Economic Development Corporation; and David Shirk, UC San Diego Center for U.S.-Mexico Studies)



Gary Gallegos presented each member of the panel, and introduced Marney Cox, SANDAG Chief Economist, to begin the panel presentation.

Marney Cox briefly outlined the methodology for the study that the panel was going to present. He stated that in order for the public sector to support what is going on in the local economy, promote prosperity and job creation, research of private sector clusters must be conducted to identify and determine how to work together. He noted the importance of recognizing the connections and the size of those connections in local industry clusters because they determine which industries the region is competitive in. Mr. Cox explained that the study would investigate what the drivers of the local economy are in order for the public sector to identify ways it can support and provide the benefits necessary for the private sector to continue competing in a globalized economy. He specified that core drivers of the economy are those responsible for producing jobs and output at a more significant rate. Mr. Cox concluded his remarks by introducing the first panel speaker, Michael Combs, Research Manager at the San Diego Regional Economic Development Corporation (EDC).

Michael Combs began by outlining the work of the San Diego Regional EDC and the CaliBaja Mega Region Initiative, which works to integrate the border region and leverage its assets. Mr. Combs discussed the need to work to attract, retain and expand companies, jobs, investment and talent in the region in order to promote economic prosperity and global competitiveness for the CaliBaja region. Mr. Combs noted that the study will not only help identify economic clusters in the region, but will also help identify new opportunities and approaches to economic development that we may not have identified before. Mr. Combs then introduced the next speaker, Alejandro Díaz-Bautista, Professor at the El Colegio de la Frontera Norte (COLEF).

Dr. Díaz-Bautista began by providing the members of the audience with some background on COLEF and outlining some of the previous studies the university think tank has conducted. He briefly spoke about trade statistics for signatories of NAFTA. Dr. Diaz-Bautista concluded by thanking SANDAG for inviting him and his colleagues at COLEF.

Daniel Flyte, Senior Research Analyst for SANDAG, began by introducing the agency's work as the MPO for the San Diego region. Mr. Flyte described the concept of industry trade clusters and described the process of researching and identifying those clusters. He outlined SANDAG's role in this research collaboration between COLEF, the San Diego EDC, and the greater CaliBaja Mega Region Initiative. Mr. Flyte explained the research method, including the analysis of trade inputs and outputs and location quotients in the region in an effort to identify the core cluster industries with high concentrations of economic interaction. Mr. Flyte clarified that SANDAG's role is to ensure objective data and analysis is produced so that this research is data-driven, theoretically sound, repeatable and transparent. Mr. Flyte concluded by stating that another goal of the study is to identify innovative solutions to the challenges facing the border region. He then introduced the next panel speaker, David Shirk from the UC San Diego Center for U.S.-Mexican Studies.



Dr. Shirk began by thanking members of the research team for the efforts and contributions to the study. He spoke about the location quotient methodology used in the study and briefly explained how an equation was used to measure industry competitiveness in the region. Dr. Shirk described how the study was able to measure the concentration of specific sectors. He noted that manufacturing, specifically the audio/visual sector, is strong in the San Diego region; the study was able to quantify that the audio/visual manufacturing industry in the CaliBaja region accounts for 40 percent of the total North American share for that industry. In addition, Dr. Shirk stated that this study was part of a larger future study that will attempt to find and measure what related industries benefit from concentrations of other industries. He noted that the data used for this study was from 2008, but that new economic census data, up to the year 2013, will be released in Mexico in late 2014. He said the research team is looking forward to the release of the updated data and described how it will help further investigate the importance of manufacturing in the region. Dr. Shirk then thanked the audience members for their time.

Marney Cox welcomed questions or comments from the audience.

An audience member asked how the study and its information will be used to market the San Diego-Baja California region.

Mr. Combs answered that once the study is complete and the buyer-seller relationships are identified, outreach efforts that articulate those relationships will take place in an effort to inform and attract interested parties.

Marney Cox added that explaining the notion of “near-shoring” will help us articulate to companies looking to relocate that they can split their production between San Diego and Tijuana. Mr. Cox remarked that in the past, companies have had to look at China for this, but the CaliBaja region offers unique opportunities for this type of synergy.

Dr. Shirk stated that companies looking to relocate also look into the local workforce as a part of what makes a region competitive. He described how policies, planning and strategic thinking about the future of these industries are vital to the success of the region.

Christina Luhn of the CaliBaja Mega Region Initiative noted that if the data from the study does not constitute industry connections across the border, that information cannot be transformed into an opportunity for the region to enhance those connections. She questioned whether there are parts of a cluster that are missing that we should work to attract or grow.

Michelle Jolliffe of Casas International asked the panel whether or not the study took the cost of living and doing business in California into consideration. She noted that many of her clients manufacture in Mexico, but are not located in California, and wondered how the clusters would be marketed.

David Shirk noted that the study does not factor in the costs of doing business in California.



Michael Combs articulated the importance of marketing and informing companies of the opportunity to access a talent pool on both sides of the border and of the opportunity to work with industries similar to theirs within close proximity.

Marney Cox concluded by stating that the goal of the study is to investigate and inform the public and private sector of what industries we current have in the border region. He explained that the first step in the process of bringing new companies and industry clusters to the region is to identify our current inventory of industries and how to build upon it.

## 6. PANEL REFLECTIONS, ROUNDTABLE, AND OPEN DISCUSSION: ADDRESSING CHALLENGES AND OPPORTUNITIES FOR AN EFFICIENT BORDER

Moderator and Former California State Senator Denise Moreno Ducheny opened up the panel reflections and roundtable discussion by outlining some of the work the Borders Committee and stakeholders have done in the past to advance the promotion of the border region. She then introduced each panelist, outlined the goals of the panel discussion and highlighted the importance of having these dialogues and seminars for the advancement of the border region.

Mario Orso, Corridor Project Director for Caltrans District 11, began the panel discussion by describing how innovation in the border region is essential to its future. He noted that the border of the near future will look a lot different than the border of today because of the growth and investment taking place. He said that in order to be successful, regional stakeholders must leverage existing facilities and infrastructure, and manage them as a single system using up-to-date technology. Mr. Orso concluded his introductory remarks by describing the importance of both sides of the border, from the private and public sectors, working together, in an effort to build a 21<sup>st</sup> century border.

Luis Duarte, Secretary for Urban Action at the Colegio de Arquitectos de Tijuana, began by informing the audience of the work his organization does both in Mexico and the United States. He continued by speaking of the benefits this type of forum provides for the public, private and academic sectors. Mr. Duarte informed the group that he and his team were recently contracted by the City of Tijuana to help with six different planning projects and that they want to continue being part of the strategic planning process at the border by assisting with the technical aspect. He concluded by noting that there are students currently studying how to better design and promote the next generation of infrastructure at the border.

James Clark, Executive Director of the San Diego-Tijuana Smart Border Coalition, began his remarks by describing a study his organization funded which found that both San Diego and Tijuana benefit greatly from a border that is “frictionless” and moves goods and people efficiently. He noted that in today’s globalized world, regions that expand across borders are more important for the global economy because of the ability to be innovative. Mr. Clark concluded his remarks by commenting that the border presents an opportunity for the region to draw new industries, but that we need a more efficient border in order to attract the companies.



Jason M-B Wells, Executive Director of the San Ysidro Chamber of Commerce, began by stating that the border region is a place with many opportunities, but also many challenges. He stated that the federal government's efforts to make the border more efficient have been working. He noted that over the last decade there has been a continual growing interest in promoting the opportunities and consistent work to solve the challenges at the border. Mr. Wells described some of the challenges the border area is facing, including the public transportation development plans. He informed the audience of the joint efforts of the five border region congressional representatives to receive federal funds to implement Phase III of the San Ysidro border crossing expansion and reconfiguration project, and praised their efforts for coming together on the issue.

Paola Avila, Executive Director of the Mexico Business Center at the San Diego Regional Chamber of Commerce, began by outlining the work of the Chamber and its binational efforts and focus. She noted that the Chamber leadership recently changed and therefore a new strategic plan was drafted that includes reinforcing crossborder trade as one of its goals. Ms. Avila stated that people are becoming more optimistic about the future of the border region, including many congressional and senate representatives who are pushing for new border-related policies that will improve trade and the mobility of individuals. She noted that these border region advocates are not only people that have been working on border issues for years, but also new individuals and coalitions that are enthusiastic about improving the border region. Ms. Avila mentioned a few policy initiatives which will improve conditions at the border, including a California Trade Office located in Mexico, as well as the continuation of the Trade Corridor Improvement Fund. She concluded her introductory remarks by stating that the surrounding infrastructure at the border, such as city streets, is an important element which should also be taken into consideration by the local, state and federal governments.

Cindy Gompper-Graves, Executive Director of the South County Economic Development Council, began the discussion by posing questions to the audience pertaining to the border and potential innovative solutions that could be implemented to increase efficiency. She discussed some of the differences between the northern and southern borders of the United States and brought up ideas about how technology and data sharing could play even larger roles in making the border more efficient. She concluded by describing the idea of a joint meeting area where stakeholders and border officials could meet without having to cross the border.

Senator Ducheny outlined the notion of a "choke-point" and how to better design future border projects to avoid delays. In addition, she asked the audience about ways to encourage new innovative solutions to bring people from both sides of the border together. She asked what the next level of planning that COBRO and the Borders Committee should take on and what future roles they should play in strengthening collaboration.

Mr. Wells reiterated the importance of technology and information sharing between the government agencies on both sides of the border.



Mario Orso discussed the many updated technological components that the Otay Mesa East Port of Entry project will employ, which will allow for improved communication between the two countries. Mr. Orso outlined the concept of a virtual cloud, which is a data sharing software currently being used by SANDAG and Caltrans, which will hopefully be shared with Mexican officials in the future. Mr. Orso commented that innovation is the key to building an efficient border, as well as finding new ways to bring the public and private sectors together. He referenced innovation in the supply chain process as one example of how to start thinking of new ways to improve border efficiency.

Senator Ducheny then invited the audience members to share questions or comments.

Miguel Aguirre, a San Ysidro community property owner, noted the importance of design in border project plans. He wondered about how to begin breaking down misconceptions of the border region and said that a couple good places to start would be a student exchange between the two countries and to make the border crossing a more dignified experience for people. Mr. Aguirre spoke about the recent study conducted to design a new San Ysidro border transit station and some of the challenges he sees with the proposed plan, including mobility and loss of private property. He noted that the border transit station is an opportunity for the region to gain new development investments in the area, and that the planning and design need to fit the needs of the future.

Efrain Ibarra, Assistant Director of the South County Economic Development Council, commented on the varying border crossing times and how the length of time to cross greatly depends on the efforts of U.S. Customs and Border Protection officers. Mr. Ibarra noted the importance of having the federal government's presence at this type of seminar.

Senator Ducheny noted that although many of the same stakeholders continue meeting about border issues, the work that has been done has come a long way; years ago there were no regular COBRO meetings, there was no second Port of Entry at Otay Mesa in the works, and there was not as much binational interaction at the federal level. She observed that meetings like the binational seminar have facilitated many of the conversations that stimulated some of the projects we see today such as the San Diego-Tijuana Airport Crossborder Facility, and thus there is a need to continue the dialogue between interested parties. She asked the audience about the next steps moving forward to continue such binational discussions that advance the border region. Since much of the dialogue on efficiency is focused on trade, she posed a question about how to facilitate commerce and cargo truck crossings.

Carl Nettleton of Nettleton Strategies LLC remarked that work has been done to improve the movement of goods, people and vehicles at the border in a more efficient way. Mr. Nettleton suggested that the conversation should shift to figuring out how to more easily move ideas, culture and relationships across the border. He noted how this effort would require stakeholders from both sides of the border to continue fostering relationships and innovation.

Michelle Jolliffe from Casas International spoke on behalf of the private sector and wondered why other private sector business representatives were not at the meeting. She then enquired



about who was invited to the seminar and noted the importance of members of the private sector attending these meeting because they too are affected by the decisions made in the border region.

Mr. Wells commented that it is the role of Chambers of Commerce and EDCs to represent the interests of the private sector companies at this type of event.

Hector Vanegas, SANDAG Borders Program Manager, informed the group that the COBRO email distribution list was used to promote the event and that invited organizations were encouraged to forward the invitation to other interested parties.

Michelle Jolliffe from Casas International noted that she attended the seminar because it was close to the border area where she works, and that there are many other people in the private sector whose business is affected by border infrastructure and who are not aware of events like the binational seminar.

Paola Avila stated that the media representatives present at the seminar will report to the public on the outcome of the forum in an effort to inform them of what occurred at the seminar and how it might pertain to them. In addition, SANDAG will publish a summary of the event. She continued that often times, businesses that do crossborder business are not to send staff to forums or meetings because they are busy waiting in the long border crossing lines. Ms. Avila pointed out that Chambers of Commerce and EDCs help share information with business owners, but that more engagement of the private sector is needed.

Senator Ducheny agreed that more involvement is needed from the private sector, specifically in terms of communicating the needs of the border region to the federal government.

A member of the audience remarked that the fundamental challenge for the region is to establish a prospective exercise that includes the social and private sectors in order to clearly define a local vision for what we want. He continued that there is a need to merge federal goals and plans with local ones in order to make sure the efforts coincide and are more effective.

John Minto, Chair of the SANDAG Borders Committee, suggested that stakeholders break into smaller groups and meet more frequently to discuss border-related issues in an effort to promote involvement from other levels of government. In addition, he noted that more people should attend the Borders Committee meetings.

Cindy Gompper-Graves noted that people attend meetings because it means something to them, not just to learn from the presentations. As an example of a potential issue that would motivate stakeholders to get involved, she described how there is an opportunity to move cargo in a different manner with the reactivation of the regional binational rail-line. Mrs. Gompper-Graves stated that people will either rally around an opportunity or a challenge, and the rail-line is both, but the only piece missing is for someone to take the lead on the reactivation initiative.

Senator Ducheny echoed Ms. Gompper-Graves' remarks and also noted the challenge with reactivating the rail-line lies in getting someone to lead the efforts.

Mario López from The Border Group stated how the goals and expectations for the border have changed since security became more of a focus, and for that reason, it is time that the vision is realigned to match today's border region. He suggested a monthly meeting take place amongst the stakeholders in order to develop a priority list and a vision for securing resources from the state and federal government.

Senator Ducheny suggested reaching out to new allies, potentially other California cities like Los Angeles and San Francisco that can also be partners in these efforts.

Kevin Swanson from Syntropic Systems noted the need to invest in the community and establish a mapping and street address system in Tijuana to increase security and better serve the public.

A member of the audience described how San Diego residents tend to forget about Mexico and that Tijuana is our neighbor to the south. He noted that support is lacking from local residents to address many of the problems facing the border region, and as such, little attention is given from state and federal governments. He proposed one idea to change the views of San Diego residents is to partner with Baja California and market Tijuana as a potential market for people looking to purchase a home who may be unable to do so in the United States or San Diego.

David Shirk thanked SANDAG for its work and for putting on forums like the binational seminar to foster institutionalized dialogues to move the border forward. Dr. Shirk described how educating the public about border issues is important. He also described how focusing on a crossborder student exchange program would be a great place to start educating the public on issues, and also to promote collaboration and knowledge sharing between the United States and Mexico. He noted that there should be a collaborative effort to encourage the region's educational institutions to officially establish a crossborder higher education consortium or an agreement on a student exchange program or even a library exchange program between the two countries.

Mario Orso recognized that forums like the binational seminar allow for identifying opportunities for advancement. He commented that although the work and vision for the border won't happen overnight, progress has been made, and he encouraged the group to continue participating in these forums. Mr. Orso noted that communication and partnership between the private and public sector on both sides of the border is what makes the difference and makes joint action feasible.

Laura Araujo from Tijuana Innovadora briefly described the work of the organization and how it publicizes many of the border issues being discussed in an effort to promote community involvement. She encouraged the seminar attendees to take advantage of the border forum discussions and to continue making individuals aware of how border issues impact them.



Senator Ducheny ended the panel reflections and introduced Dr. Paul Ganster to share some concluding remarks.

## 7. SEMINAR CONCLUSIONS

Dr. Paul Ganster restated some of the main themes discussed during the forum. He noted that many of the issues at the border need to be addressed by both countries, but that first, a new vision for moving today's border forward must be established. He described how this new vision must be innovative and take into consideration how we can leverage resources to bring prosperity to the region. Dr. Ganster described the need to determine where the border region wants to go, and then discuss the specifics on how to get there. He spoke on the importance of sharing data having factual and statistical bases on which to justify many of the improvements and changes border region stakeholders want. He then introduced Hon. John Minto to give the final seminar remarks.

Hon. John Minto concluded the seminar by thanking the members of the audience, as well as the panelists for their time. He also thanked SANDAG staff for their help in organizing the seminar.

