

SMART BORDER COALITION™

SAN DIEGO-TIJUANA

2018 Report

December 2018

**ENVISION THE BORDER AS IT SHOULD BE:
ONE PEOPLE, ONE REGION , ONE ECONOMY**

Purpose

The Smart Border Coalition's yearly report is intended to give Stakeholders and Board members information on the objectives we are working towards, highlights of all meetings as well as important events we have attended or where we have had significant participation throughout 2018.



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2018 Objectives

Objective	Description
WAIT TIMES	Provide CBP with an accurate and measurable way to know wait times for passenger vehicles, cargo and pedestrians.
ACCESS ROADS	Improve and segment access roads on the Mexican side of the border at Otay Mesa.
SIGNAGE	Highly Improve signage at border crossings on both sides (SENTRI, General and Ready Lanes, SY).
NO TAGS	Substantially reduce vehicles in wrong lanes by leveraging technology platforms and awareness marketing.
PED WEST N-S	Complete PedWest southbound pedestrian crossing at San Ysidro- Virginia Avenue/El Chaparral.



2018 Objectives

Objective	Description
JOINT INSPECTION	Grow existing agricultural inspection facility in Otay Mesa to encompass more agro companies and/or other industries.
CARGO PRE-CLEARANCE	Enable advanced secure cargo pre-inspection away from the border.
PUERTA DE MEXICO	Puerta de Mexico buildings must be cleared out to prepare for additional lanes at SY POE.
SENTRI CARS	Eliminate vetting to get approval for a new car in SENTRI.
RAILROAD	Cross border railroad rapid completion by October 2018 from Tijuana/Tecate to Plaster City
COMMUTERS	Switch green card holders to commuter status and open the possibility for SENTRI applications.



Key Progress and Accomplishments

Objective	Progress / Accomplishments
WAIT TIMES	Launched Commercial Cargo Information System (CCIS) in September. Currently monitoring 45 trucks; ability to see wait times in real time and provide reports to CBP and SAT. Have looked at several wait time options but all require large investment and maintenance fees.
ACCESS ROADS	CANACINTRA has made substantial progress on pavement ins streets used for trade near the Otay Mesa Port. CaliBaja boulevard for empty trucks parallel to border fence has been finished. Working with CANACINTRA, CDT and SIDUE on empty truck ramp.
SIGNAGE	Blueprint for first phase of destination signage completed by City of Tijuana. Funding secured; private associations and SBC on board for tourism signage (business and pleasure).
NO TAGS	50% reduction at SY POE, 16% reduction at OM POE in a first phase; final exit signage completed at San Ysidro. Meetings with CBP and City to look at options; quote for a video option for drivers.
PED WEST N-S	Resolved but part of system including pedestrian signage and Umbral de las Americas bridge that SBC is supporting.



Key Progress and Accomplishments

Objective	Progress/Accomplishments
JOINT INSPECTION	Supplanted by a Unified Cargo Processing facility per high level SAT and CBP agreements; SBC has been monitoring performance of UCP and has spoken with CBP and SAT about results and has proposed to provide real time information to them.
CARGO PRE-CLEARANCE	Commercial Crossing Information System is a first phase; expecting partner company to get funded to continue with the comprehensive implementation starting at Laredo, Texas.
PUERTA DE MEXICO	SBC has communicated with GSA, SCT, SIDUE, INDAABIN and Tijuana Mayor about demolishing existing structure and opening access to vehicles.
SENTRI CARS	SBC has stressed need to reduce backlog of SENTRI vehicle vetting. Backlog has been between 2 and 4 weeks since January.
RAILROAD	We have stressed the importance of the Tecate crossing and joint inspection in several forums (CBP, Consulate, State Government). Crossing will have 2 separate inspection areas (Mexico and U.S.). Urgent need to decide where US facility will be located.
COMMUTERS	Produced video and presentations and have started promoting the program. Will have media and promotion strategy in July.



Recurring Meetings

- Stakeholder and Board
- CBP Cargo Group
- CBP Passenger Group
- South County EDC
- CDT Executive Committee Meetings
- CCE Meetings with Mayor
- COBRO – Quarterly meetings
- *Tijuana Innovadora* Quarterly Advisory meetings



January Stakeholders Meeting

*San Diego
Foundation*



SMART BORDER COALITION
SAN DIEGO-TIJUANA

January Stakeholders Meeting Key Takeaways

- **Denise Moreno-Ducheny, Senior Policy Advisor, UCSD Center for U.S.-Mexico Studies**
 - East Otay Mesa is the largest tract of undeveloped industrially developed land in San Diego County.
 - Realizing its potential means implementing planned improvements at Otay Mesa West (UCP); improving Southbound access via La Media Road for exports; and finishing development of Otay II.
 - Otay Mesa Truck Route Phase 4A seeking Federal Funds through State program – saving local fund that can then be reallocated to La Media.
 - State Trade Corridor Enhancement Funds - \$89 million designated for SD and Imperial County Border Region – applications due Jan 30 – City must apply through SANDAG. Letters supporting City application due by Jan 16 to SANDAG. Stakeholders must urge City to apply for State Trade Corridor Enhancement Funds for both La Media Road improvements and completion of Otay Mesa Truck Route Phase 4A from La Media Road to the Commercial POE.
 - NADBANK: Water/sewage and air quality are eligible sectors. Tijuana 's Comprehensive Wastewater Treatment and Reuse System Plan has a price tag of \$5 billion pesos or \$270 million dollars. Advocacy needed to support continued funding of Border Water Infrastructure Program through USEPA State and Tribal Assistance Grant Program and authorizing recapitalization as previously agreed to by both Governments.

- **David Moreno, Economic Development Secretary, City of Tijuana:**
 - Described Otay Mesa signage project that Smart Border Coalition will be funding: 54 signs seen in major streets (Camino Aeropuerto, Blvd. Bellas Artes, Blvd. Azteca Norte, Avenida Industrial, Avenida von Humboldt).



January Stakeholders Meeting Key Takeaways

- **Jorge Izquierdo, Baja Rail:**

- 2017 was a good year for Baja Rail: obtained Desert Line concession in October; received federal permits for operating El Sauzal - Tecate connection; signed LOI with Chinese company for the construction of new industrial park serviced by RR; signed LOI with shipping company interested in El Sauzal Port RR services.
- In 2018, the critical topic will be the Joint Inspection facility. Both countries need to get more involved along with the State of Baja Government. Roberto is coordinating the interaction between the State Government and the interministerial group. Once this is resolved, Baja Rail will start with milestones (\$52 million). Time frame is 1.6 years.
- They will push for the new Mexicali-Constellation –Silicon Border RR line since it is part of the interministerial group’s agenda.



January Stakeholders Meeting

- Mexico's Strategic Projects Update / "Sistema de Cruces Fronterizos"
 - **"Cruce Fronterizo Chaparral-Puerta México-Puerta México Este"**
 - State Government has worked with INDAABIN to develop a master plan; with SCT looking at a traffic model and ITS.
 - Project takes into account the local bus transportation system, the toll road from the airport and the rail line to Tecate.
 - Pending: INDAABIN, State Gov. and City to coordinate demolition of Puerta de Mexico buildings; INDAABIN, SCT and City must award concession for the construction of pedestrian bridge.
 - SCT and State Government will build out 5 lanes to feed into 8 new lanes at SY.
 - SCT will implement Intelligent Transportation System.



January Stakeholders Meeting

- Mexico's Strategic Projects Update / "Sistema de Cruces Fronterizos"
 - **Otay I**
 - Proposed GSA modernization on U.S. side will remove HazMat processing from the export lot, double size of pedestrian processing, greatly expand commercial import lot and includes a public facing annex building. Project included in the Administration's FY 2018 Budget Request.
 - Baja State Government has sent application to SAT and INDAABIN to increase POV lanes (purchase of 2 plots) and construction of pedestrian bridge. Has built overpass on Aeropuerto Blvd. and Lazaro Cardenas Streets, is finishing CaliBaja Street for exclusive use of empty trucks and has completed the executive project for the bridge that empty trucks will use to head East or South.
 - Implementation of Intelligent Transportation System pending.



January Stakeholders Meeting

- Mexico's Strategic Projects Update / "Sistema de Cruces Fronterizos"
 - **Otay II**
 - Project is part of U.S.-Mexico High Level Economic Dialogue.
 - State Government and City of Tijuana have officially designated the area for port construction (*Periódico Oficial*).
 - Per SCT's request, INDAABIN completed master valuation of land for purchase and right of way.
 - Legislation was changed to authorize armed CBP agents in case of a joint inspection facility.
 - SCT hired third party firm to purchase land (77.6 acres) and negotiate the right of way for roads leading to port. **These are supposed to be completed at the end of this month.**
 - Additional Unfulfilled Requirements:
 - State Government and SCT traffic flow study; INDAABIN, Aduanas, and SCT approval of comprehensive executive project for federal buildings and roads leading to port as well as those within the port; ITS Study. Toll study and agreement with U.S. on toll booth location.



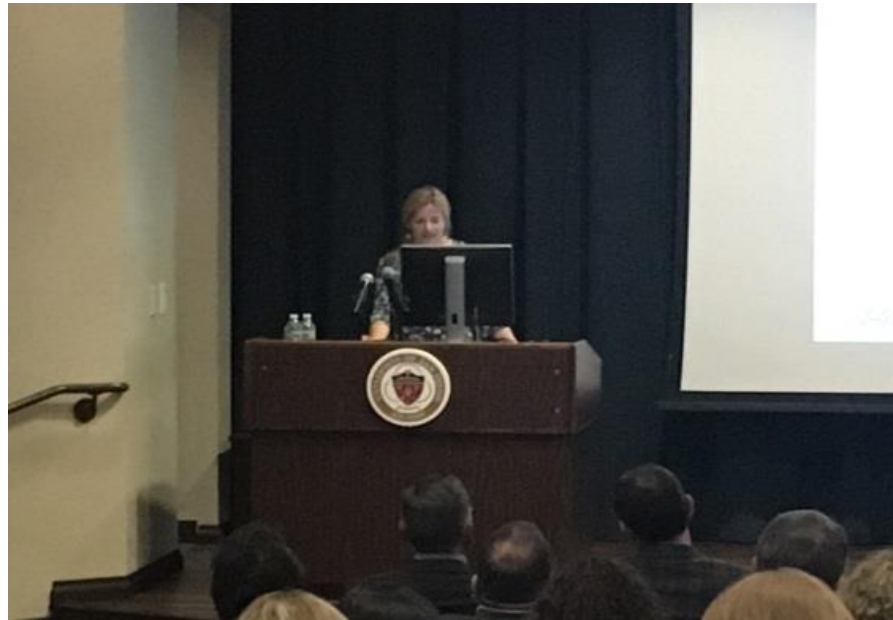
January Key Meetings, Sponsorship and Participation Opportunities

- “Border Kids Count”: The Latest Data From California & Mexico (sponsored by International Community Foundations and Border Philanthropy Partnership)



January Key Meetings, Sponsorship and Participation Opportunities

- USD Non-Profit Governance Symposium



January Key Meetings, Sponsorship and Participation Opportunities

- José Galicot's Book Presentation at CECUT



January Board Luncheon

*San Diego
Museum of Art*



SMART BORDER COALITION
SAN DIEGO-TIJUANA

January Board Meeting Key Takeaways

- **Roxana Velásquez, Museum of Modern Art Director**
 - Highlighted the importance of the Museum for the binational community.
 - Gave us a guided tour of the Pérez Simón Collection.
- **State Senator Ben Hueso**
 - Spoke about Senate Bill 1228, a bill signed by Governor Brown, which continues the existence of the Trade Corridors Improvement Fund (TCIF): \$200 million available today for goods movement funds and \$5 billion for roads and highways.
 - In talks with Mayor about allocating money for the border and La Media Road expansion.
 - Supports Baja Rail concept. Combined economies “producing things together”.
 - Tijuana River Valley: There is “substantial federal funding” available to implement a plan. A solution was “not far off”; has had discussions with State of Baja California Congressman Marco Antonio Corona to bring Mexico to the table. Federal Government has funded 3 EPA plants in the past!
 - Pepe Larroque proposed highlighting the Tijuana River Valley issue in each of the interviews that UCSD’s U.S.-Mexico Center will have with several Mexican Presidential candidates starting next month.
- **Consul General Marcela Celorio**
 - Mexican Diplomatic Corps meetings in Mexico City: Secretary Luis Videgaray visit to San Diego on 2/22 and 2/23.
 - Ambassador Genaro Gutierrez stated that CILA will have a proposal in 2 weeks pertaining to Tijuana River Valley problem.
 - NAFTA: negotiations continue., but USA may invoke Article 2205 (unilateral withdrawal).



January Board Meeting Key Takeaways

- **Ernesto Aguilar Gandara, SCT Delegate for Baja California**
 - SCT has an executive project for 8 New Lanes at San Ysidro and has coordinated it with INDAABIN and State Government.
 - Had very little information about Otay II based on his recent appointment.
 - Will invite SBC to the upcoming Joint Working Committee for the Border in Tijuana in March.
- **Ramón Riesgo, Regional Director, General Services Administration**
 - Time frame and construction for the last leg of the San Ysidro Port of Entry and the modernization project for the current Port of Otay Mesa.
 - \$122 million potentially for Otay POE, pending the President's Budget.
 - Otay II: land acquisition done 5 years ago.
 - Execution of any federal funding for border infrastructure projects depends on State of Baja California.
- **Rodolfo Figueroa, INAMI Tijuana Director**
 - Has been working with CBP on a pilot program to accept RFID cards for Mexicans crossing Southbound using Ped West. 70% of people travelling northbound use RFID documents.
 - Ingress and egress controls are critical to building an immigration record. US/Canada have this program; lobby Mexican Congress to change Article 37 of Immigration law. Frame as security effort, as PUBLIC POLICY ISSUE.
 - Smart Border Coalition volunteered to work with him, the Interior Ministry (*Secretaría de Gobernación*) and the State of Baja California legislators to raise this option as a public policy issue.



February Key Meetings, Sponsorship and Participation Opportunities

- Operations Personnel from CBP Washington to discuss SBC's intermediation with City of Tijuana for signage and wayfinding changes



- Attendance at SDSU's Business Forum featuring CNBC's Marci Rossell



February Key Meetings, Sponsorship and Participation Opportunities

- CCE Meeting with Tijuana Mayor and CANACINTRA's new Board installation



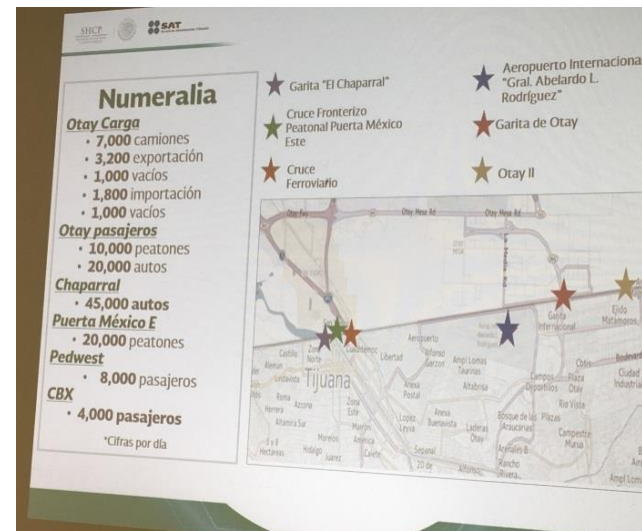
February Key Meetings, Sponsorship and Participation Opportunities

- Borders and Bridges Committee and Consejo de Desarrollo Económico de Tijuana Executive Committee Meeting



February Key Meetings, Sponsorship and Participation Opportunities

- SBC Board visit to SAT Cargo Area and new Administrative offices



March Stakeholders Meeting

*BIT Center
Tijuana*



SMART BORDER COALITION
SAN DIEGO-TIJUANA

March Stakeholders Meeting Key Takeaways

- **Carlos Caro, BIT Center Director:**
 - BIT Center supports STEM companies by promoting startups and specialized training for students and engineers. Offer freelance areas, meeting rooms, and office spaces.
 - Want to make Tijuana a digital savvy city. Support 67 businesses, have 550 collaborators and 400 events per year.
- **Start Ups linked to BIT Center:**
 - Desarrollo D company presentation: Tijuana professionals supporting companies with ad words, web development, social media and digital design.
 - Soluciones Consultoria Sustentable: Zero Waste program being implemented at the three top universities in Tijuana. Use system of knowledge and perception surveys, waste audit and waste processes, polices, manuals and regulations, communication and training programs, and financial and environmental costs.
- **Sally Carrillo, SY Port of Entry:**
 - Ped East will be completed in June, asked City of Tijuana for support with roofing/shading for pedestrians.
 - Working with CBP Operations, SBC and City of Tijuana to reduce No Tags by having better signage and conveying messages to online mapping companies.



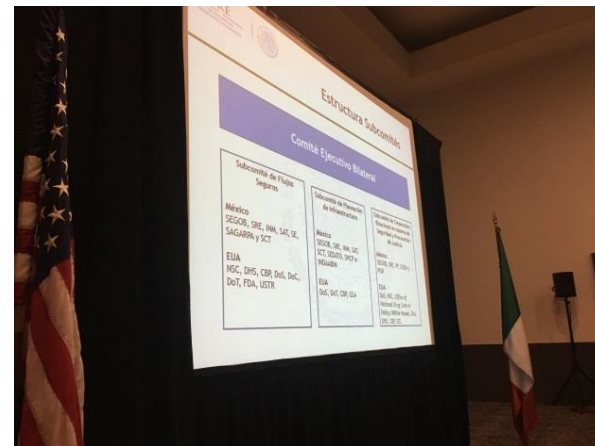
March Stakeholders Meeting Key Takeaways

- **Dr. Gabriela Muñoz, El Colegio de la Frontera Norte**
 - **Statistical and Geomatic Services Unit:** uses census information and associated cartography from the border states of Mexico and the U.S. to provide true binational insights on a host of variables such as population, working population, age, and uninhabited homes.
- **Roberto Romandía, Baja Rail**
 - Negotiations taking place between Baja Rail and US and Mexico port authorities to determine location and specs of each facility.
 - Plan A: USA and Mexico inspection facilities side by side on the Mexican side of the Tecate-Campo border crossing. Exclusively railway port of entry.
 - Plan B: Aduana Mexico inspection facility only and 2 facilities in the United States: primary processing facility area within 1,000 feet of the international boundary (593 ft. of tunnel prior) and secondary processing facility area within 6 miles from the border.
 - From US inspection to interchange at Seeley, an 8-hour trip is assumed.
 - The cost difference between A and B can be \$7 - \$10 million.
- **Dos Puertas project (Hana Pruzanski and Arturo Gonzalez)**
 - Project coordinated by SDSU's Center for International Business Education and Research.
 - MBA students from USD, SDSU and Cety's working with Carl Nettleton of Dos Puertas to analyze business opportunity to establish a cross border meeting place in US territory straddling the border that allows San Diego and Tijuana residents, professionals and organizations to meet and immediately go back to their countries, avoiding costly wait times.



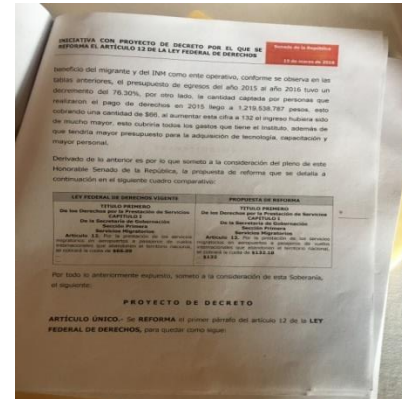
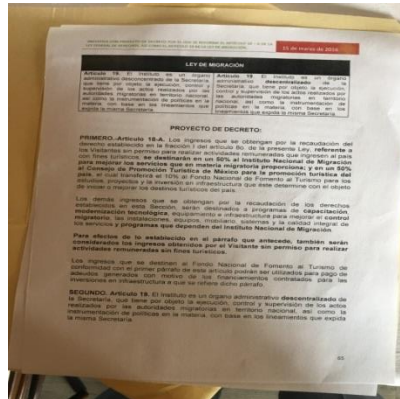
March Key Meetings, Sponsorship and Participation Opportunities

- First Trade and Customs Competitiveness Forum in Tijuana
- San Diego Diplomacy Council Presentation to African and Middle East Group
- Joint Working Committee Meeting in Tijuana



March Key Meetings, Sponsorship and Participation Opportunities

- Meeting with INAMI Director to discuss changes to INAMI'S funding source



- Cal-Israel Expo at BIT Center



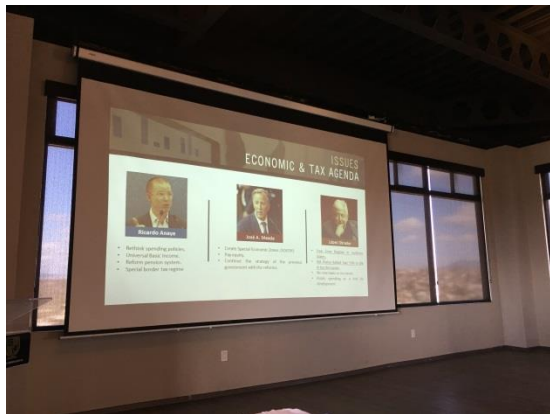
March Key Meetings, Sponsorship and Participation Opportunities

- Luis Videgaray, Mexican Foreign Minister Distinguished Lecture on U.S.-Mexico Relations at UCSD's Center for U.S.-Mexican Studies; dinner hosted by Mexican Consulate in San Diego



March Board Luncheon

*Club de Empresarios
Tijuana*



March Board Meeting Key Takeaways

– Items of Note:

- **Stakeholders Meeting last week:**
 - **Funding for Tijuana signage:**
 - Will continue with CDT strategy but will pursue funding sources in US: CBP and private companies.
 - Proposal for Board budget to fund several nodes separately or in combination.
 - **Innovation Presentation:**
 - Have reached out to CBP's Innovation Department to discuss project pipeline and SBC intermediation.
 - **Commuters and real support from CBP and UCIS (A. Bersin)**
 - **Tijuana Airport Presentation** – Playas Toll Road with Exit to San Ysidro Port of Entry
 - **Otay II and Puerta de Mexico:** land purchase in Mexico and demolition / Mexican Consulate support
- **SBC Proposals in Mexico City**
 - Allowing additional funding for INAMI and establishing a permanent “side room” for border infrastructure and innovation
- discussion with key team member in Lopez Obrador's campaign.
- **New U.S. Consul General in Tijuana**
- **Unified Cargo Processing and proposal from Smart Border Coalition – INDEX discussion**
- **Website Revamp Highlights**
- **March Board meeting and SDRCC Mexico City highlights**
- **Financials**



March Board Meeting Key Takeaways

- **Deyi Carol Infante/David Cepeda, Grupo Abadi:**
 - New City is the most important medical tourism project in Mexico. It will open its doors in the first trimester of 2019. Key specialties include plastic surgery, bariatric surgery, neurology, podiatry and stem cell treatments. Adjoining hotel will be concluded in the spring of 2019.
 - The medical tower is 65% sold. 2 medical specialties already in place: hair implant and stem cells.
 - 5th and last tower (Rubi), is 80% sold.
- **Gustavo De La Fuente's report focused** on signage project at Otay Mesa, Unified Processing time comparisons and issues, commuter video and go-ahead, Airport-Playas toll road and planning with CBP Operations for No Tags improvements.
- **Sally Carrillo, San Ysidro Assistant Port Director:**
 - Meetings with City of Tijuana and SBC to improve No Tags and lane issues. Several initiatives discussed, all requiring SBC's intermediation.
- **Bernabe Esquer, COO, City of Tijuana:**
 - Addressed signage meetings with CBP and effort to change last exit to SENTRI / Colonia Federal sign on ramp along Padre Kino Blvd.



March Board Meeting Key Takeaways

- **Karlo Limón, Special Urban Studies Analyst, Government of Baja California:**
 - Described Airport-Playas toll road and exit at San Ysidro Port of Entry. State of Baja California awarded concession to Spanish Company for the \$80 million concession. There is still lack of information as to how road will link to new Northbound lanes at San Ysidro. This should be made clear over the coming weeks.
- **Gonzalo Manrique, Head of Master's in Public Policy and Administration, Universidad Iberoamericana, Tijuana Campus:**
 - Most important election in the country's history: 128 senators, 500 congressional representatives, 9 governors and the president.
 - Profiled each candidate, their CV and positions on major issues such as NAFTA, tax strategy, political reform, Mexico City airport, energy policy, borders, housing and economy.
 - New oil refinery construction under AMLO. Idea is to lessen dependency on US gasoline.
 - **Polling:** The bulk of Mexico's population is young, so these new or recent voters will determine the winner. Oraculus. Mitofsky both have AMLO in front, with Aanaya second and Meade third. The low popularity of the current President has been detrimental to the PRI candidate.



April Key Meetings, Sponsorship and Participation Opportunities

- REFLEXION México event with Presidential candidate Margarita Zavala



- Regional Chamber of Commerce Delegation to Mexico City



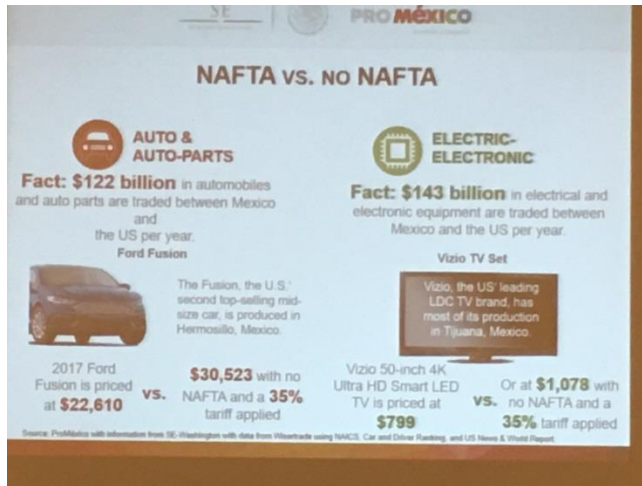
April Key Meetings, Sponsorship and Participation Opportunities

- Regional Chamber of Commerce Delegation to Mexico City



April Key Meetings, Sponsorship and Participation Opportunities

- Regional Chamber of Commerce Delegation to Mexico City



- Tijuana Innovadora Binational Group meeting



May Stakeholders Meeting

*San Diego
Foundation*



**SMART BORDER COALITION
SAN DIEGO-TIJUANA**

May Stakeholders Meeting Key Takeaways

- **Consul General Celorio and Chancellor Luis Videgaray's visit to San Diego:**
 - Tijuana River Valley: initial funding on Tijuana side for \$47.5 million pesos for new pipes and collector rehab between federal governments, the State of Baja California and the Commission for Border Ecological Cooperation (COCEF) to benefit 87,000 Tijuans. Another \$34.5 million pesos will be used to rehab pumping stations 1 and CILA.
 - Otay II visit and understanding of critical needs to expedite land values and negotiations to acquire the properties.
- **Rosemarie Davis, Technologies for Port Innovation:**
 - CBP partnering to develop innovative applications, technologies and processes that ensure seamlessness and security for people and cargo in the following areas: wait time experiments, signage and wayfinding, Ready Lanes and "I'm Ready" App, Biometric processing and connected infrastructure.
- **Sally Carrillo, San Ysidro Port progress and needs:**
 - Working with CBP Operations, SBC and City of Tijuana to improve No Tags problem in the SENTRI lanes as well as signage to make sure visitors know how to get back. City has been responsive in terms of making some short term changes (new sign for "last Tijuana exit" in SENTRI ramp).



May Stakeholders Meeting Key Takeaways

- **Alvaro Gimenez, Tijuana-San Ysidro POE-Playas Toll Road**
 - 6-kilometer Toll Road will start at the Tijuana Airport and go parallel to the border fence, with an exit at the San Ysidro Port of Entry. It will reduce the average time from the Airport to Tijuana's downtown by 30 minutes in peak traffic.
 - Cointer has won the bid to build the new road but still lacks authorization from State Congress pertaining to the 2017 Financial Discipline Law for cities and federal entities. -- State of BC guarantee needed to finance the project.
- **Alan Bersin and Carlos Bustamante, Sr., The Matrix Air Cargo Project**
 - Tijuana's geographic location and its airport are very well positioned for an air cargo facility that will process cargo coming to Mexico and Latin America through Asia and other locations. Fiscalized enclosure and national/binational cargo terminal.
 - The air cargo facility will reduce many of the inefficiencies of the current truck-based cargo logistics environment which is centered on receiving goods in Monterrey, Guadalajara and Mexico City.
 - The possibility of a joint CBP-SAT inspection facility will be a huge enhancement that will take business away from the congested LAX.
- **Dr. Olivia Graeve, CaliBaja Center for Resilient Materials and Systems**
 - Design materials and systems for extreme environments such as ultra-high temperatures, extreme pressures and deformations, radiation, and acidic conditions.
 - The ENLACE summer research program at UC San Diego aims to encourage participation of high school and college students in research in the sciences and engineering, while promoting cross-border friendships between Mexico and the USA.

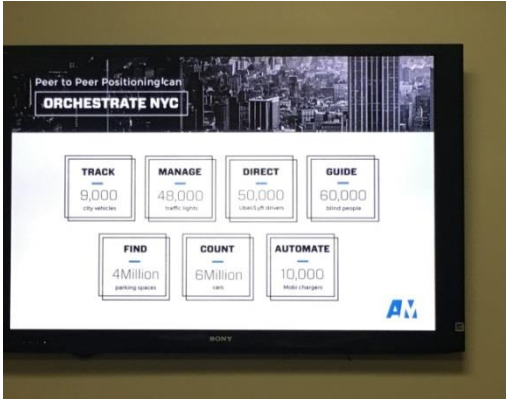


May Key Meetings, Sponsorship and Participation Opportunities

- Participation in Index Panel on Trade Negotiations and Customs Modernization



- Meeting with Adaptive Motion Group, Technology company for mobility needs in Tijuana



May Key Meetings, Sponsorship and Participation Opportunities

- REFLEXION MEXICO presentation by presidential candidate Jaime Rodríguez, “El Bronco”



- Otay Mesa Chamber of Commerce Breakfast with CBP Director of Field Operations, Pete Flores and ATISA, Industrial Park company



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SAN DIEGO-TIJUANA



May Key Meetings, Sponsorship and Participation Opportunities

- First Regional Committee on Customs Facilitation in Tijuana



May Board Luncheon

*San Diego State
University*



SMART BORDER COALITION
SAN DIEGO-TIJUANA

May Board Meeting Key Takeaways

- **Mark Ballam, Center for International Business Education and Research (CIBER) Managing Director:** CIBER supports cross-border collaborative business consulting between top San Diego and Tijuana universities for on-the-job training, immersion and networking.
- **Professor Aaron Elkins, Management Information Systems, Fowler College of Business:**
 - AVATAR is automated credibility assessment for Border Security. It is a non-invasive and non-intrusive for automated interviewing and biometric identification for pedestrians crossing into the U.S.
 - Piloted with CBP and TSA at several US airports. Trusted traveler test at Arizona POE. Will implement project at Singapore/Malaysia border.
- **Russ Jones, RL Jones Customs Brokers and SBC Board member:**
 - CBP has pushed Unified Cargo Processing as strategy in 10 locations. Arizona has been an excellent example of a successful endeavor.
 - SAT and CBP have shown historic willingness to collaborate for better flows. Upcoming Border Trade Alliance meetings in DC will be instrumental in reaffirming agency cooperation in the midst of an election season.
- **Sally Roush, SDSU President, welcomed the SBC Board for the first time at the campus.**



May Board Meeting Key Takeaways

- **Alvaro Gimenez, Tijuana-San Ysidro POE-Playas Toll Road**
 - 6-kilometer Toll Road will start at the Tijuana Airport and go parallel to the border fence, with an exit at the San Ysidro Port of Entry. It will reduce the average time from the Airport to Tijuana's downtown by 30 minutes in peak traffic.
 - Cointer has won the bid to build the new road but still lacks authorization from State Congress pertaining to the 2017 Financial Discipline Law for cities and federal entities. -- State of BC guarantee needed.
- **Rene Peralta and Alex Santander, Hyperloop West:**
 - One of 10 finalists The construction of corridor that will allow a trip from LA to San Diego in 12.5 minutes. A second phase will link Tijuana to Ensenada.
 - The San Diego region will add another 500,000 jobs and 1.25 million residents from 2008 to 2050. The Metropolitan Airpark in Otay and will be a critical development
 - Urban impact will be comparable to that of the US Highway systems in the 1950s. Hyperloop will give many knowledge and blue collar workers the freedom to work where they want and increase wages/salary.
- **Roger Lewis, past President, Citizens Coordinate for Century III:**
 - Objective of reprinting *Temporary Paradise* is to enhance the idea of a San Diego-Tijuana truly binational metropolis.
 - Can the region make amenities available regardless of income or nationality? The region must conserve and enhance the quality of its environment without losing touch with its local people.
 - Key principles: Reach across the border – treat SD-Tijuana as one unified metropolis; redirect growth to the existing urban neighborhoods; save the shorelines, valleys, bays, and mountains and restore them to everyone.



June Key Meetings, Sponsorship and Participation Opportunities

- Meeting with Yvette Casillas, City of Tijuana Alderwoman



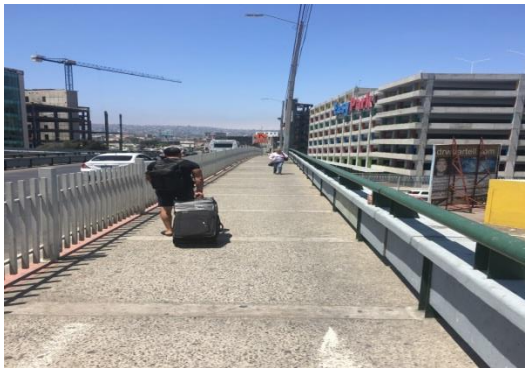
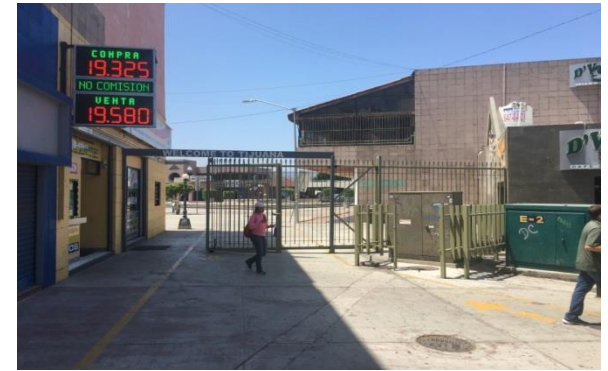
June Key Meetings, Sponsorship and Participation Opportunities

- Border Trade Alliance Meeting and Wilson Institute Border Conference in Washington, DC



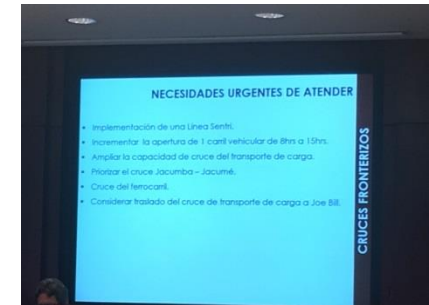
June Key Meetings, Sponsorship and Participation Opportunities

- Tour of El Chaparral and San Ysidro ports with COTUCO and CDT to determine pedestrian signage needs

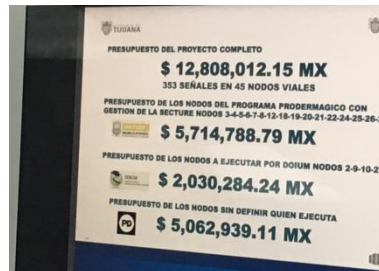


June Key Meetings, Sponsorship and Participation Opportunities

- COBRO Meeting

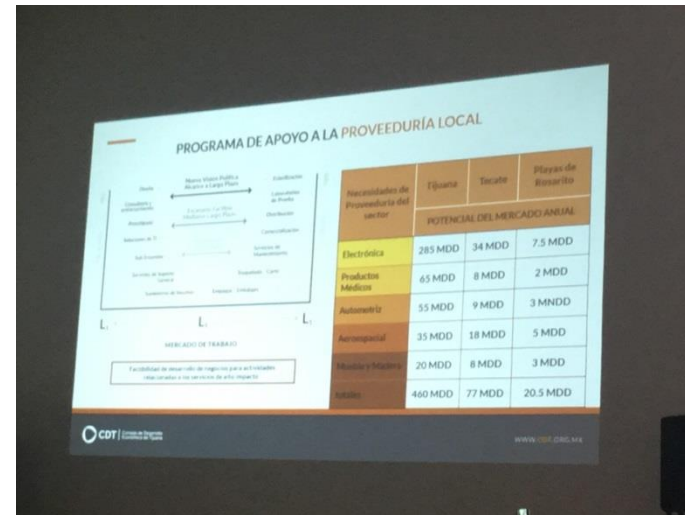


- Meeting at CCE with Economic Development Secretariat to define signage plan sponsorships



June Key Meetings, Sponsorship and Participation Opportunities

- CDT Assembly to welcome new Board President



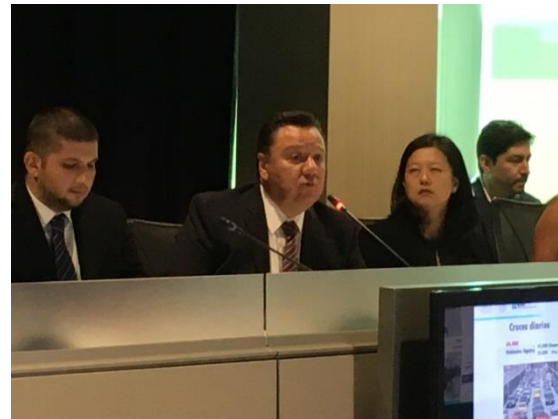
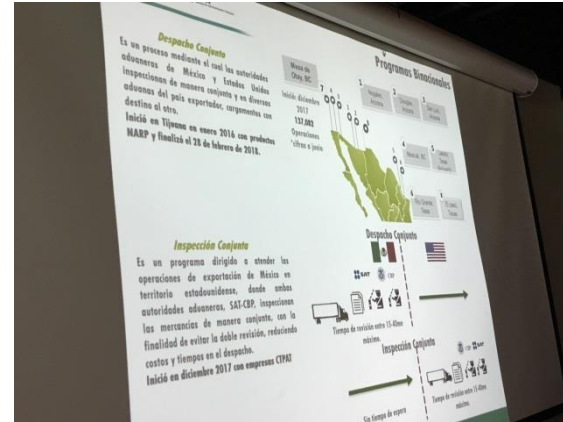
Financials as of June 30, 2018

	Budget as of 6/30	Actual	Comments
Revenues	\$190,000	\$151,436	-Budgeted for 24 paying members, have 21. -ARs for \$20,863. -Additional 5 members due for renewal from September to November -County funds for \$7,500 deposited in August
Expenses	\$103,666	\$112,295	-Includes \$12,340.80 of Otay Mesa signage
Net	\$86,334	\$51,747	
Cash Balance		\$124,937	



July Stakeholders Meeting

World Trade Center, Tijuana



July Stakeholders Meeting Key Takeaways

- **Gregorio Goldstein, Tijuana World Trade Center Director** described the facilities and the opportunity for companies and entrepreneurs on both sides of the border to use them.
- **Consul General Sue Saarnio** highlighted the warm welcome from Tijuans and the binational community as a whole and looks forward to a very productive and rich relationship with binational organizations such as the Smart Border Coalition.
- **Enrique Orantes, SAT Administrator for Tijuana:**
 - Tijuana is now the second ranking port for exports after Nuevo Laredo. It has surpassed Ciudad Juarez's number since last year. Imports and exports are up 7.1% from 2017 January to June time frame.
 - Latest figures for southbound traffic at El Chaparral are 1.3 million crossings and 400,000 for Otay Mesa.
 - Installed capacity of 562 cameras (part of PITA program) for both cargo and vehicles will increase vigilance technology.
 - SAT has been collaborating very well with CBP in terms of Unified Cargo Processing which still requires attention to make it efficient. It needs another 2 booths which will arrive shortly.
 - The joint inspection facility has ceased to function as such, but is used for FAST / OEA trucks.
- **Jorge Goytortua, CBX CEO:**
 - Has served over 4.5 million passengers. 50% of Tijuana Airport traffic originates in U.S. TJ airport has grown from 4.9 million passengers in 2015 (CBX launch) to a projected 7.9 million passengers in 2018. CBX is projected to represent 32% of Tijuana airport traffic.
 - CBX is a true catalyst for new passengers and is changing the size of the zone of influence of Tijuana. U.S. interest in TIJ's Asian routes will increase dramatically. Area will be developed for commercial purposes (hotel, additional parking, gas station, duty free shopping) in the next 3 years.



July Stakeholders Meeting Key Takeaways

- **Jorge Izquierdo, Marketing Director Baja Rail:**
 - Rail Cargo Inspection Plan B: Primary (about 700 feet from the border) and Secondary (6 miles from the border) processing facilities and one Mexican inspection facility.
 - Trains will take 8 hours from the US border to the interchange station in Seeley, 80 miles away.
 - Still need CBP to formally approve crossing point and inspection area locations. Environmental impact seems to be an important issue though the concessionaire does not intend to change the current route in any way.
- **David Bruemmer, Adaptive Motion Group:**
 - Transport connectivity is a recipe to making cities smarter. Company projects in New York City can be adapted to cities such as Tijuana and the border to improve traffic flows.
 - A 5G enabled “Internet of Things “Border allows for virtual fencing, connected vehicle motion, Virtual Rail autonomy, smart signage, coordinated parking, and reliable wayfinding. It prevents collisions and improves traffic flow. Small sensors are installed on traffic lights; sensors communicate with vehicles below.
- **Ruben Roa, CDT CEMDI Director:**
 - CEMDI is statistical information from the Tijuana metropolitan area that allows for better decision making. It is designed as a tool to improve our knowledge of the city’s economic development. The interactive platform consists of economic indicators for the metro area, citizen surveys, supplier and business opportunities, and periodic publications about trends in Tijuana’s economic development.
 - Economic indicators: macroeconomy, demographic, labor market, education, quality of life, industry, tourism and local governance.
- **Hernando Durán, Green Tijuana / San Diego Verde:**
 - Group seeks to eradicate pollution of the Tijuana River through collaboration between ecologists and binational stakeholders. The aim is to create a formal “Citizen Observer” group for the river. The forums where stakeholders meet are called “Geen Agora Verde”. The third meeting will take place on July 13 .



July Key Meetings, Sponsorship and Participation Opportunities

- Alfonso Padrés, SIDUE Secretary and Marcello Hinojosa, CANACINTRA President



- City of Tijuana's 129th Anniversary



July Key Meetings, Sponsorship and Participation Opportunities

- Planning meeting with City of Tijuana for “Birds without Paradise” exhibit

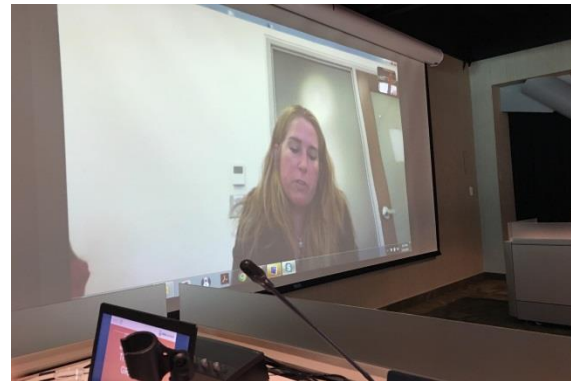


- South County EDC’s Annual Assembly



July Board Luncheon

World Trade Center, Tijuana



July Board Meeting Key Takeaways

- **Hon. Sue Saarnio, U.S. Consul General in Tijuana:** highlighted the warm welcome from Tijuans and the binational community as a whole and looks forward to a very productive and rich relationship with a binational region known for its creativity.
- **Ramon Riesgo, GSA Projects Director Southern Border Land Ports of Entry:**
 - Key milestones of San Ysidro LPOE Plan, Phase 2: 22 new Northbound lanes at Ped East; 4 Southbound pedestrian processing lanes; pedestrian plazas and new Southbound lane; one dedicated Northbound bus lane.
 - Phase 3 Scope: completion in 4th Qtr 2019. 10 Southbound lanes; 8 Northbound lanes; 15 canopy inspection booths; employee parking structure.
 - Otay Mesa Port Modernization completed in 2Qtr 2022.
- **Carlos López, Project and Studies Director, SIDUE (Infrastructure and Urban Development Secretariat, Baja California):**
 - 8 New Northbound Lanes at SY: will be ready by end of 2019. INDAABIN is managing project with SCT funds. (\$3 million pesos only so far). New toll road from airport will also feed into this area.
 - Otay POE: most roads have been paved; Blvd. Cali Baja for empties has been completed; executive project, environmental impact and cost/benefit completed for empties to return to industrial area , but no funds for actual construction.



July Board Meeting Key Takeaways

- Street repair and pavement in Otay industrial area: State Government has no paving program; this is up to the City of Tijuana though State Government was instrumental in getting funds to pave most streets close to port.
 - Otay II: SCT has \$800 M pesos for land purchases; total of 31 hectares; cargo toll road for access to port. Meetings in August with Lopez Obrador team to accelerate project.
 - Toll Road from TJ Airport to Playas: still in approval stage at State Congress.
 - Bicentenary Pedestrian Plaza at SY: Project managed by INDAABIN has square, pedestrian bridge and handicrafts market. No funding for this except for moving handicrafts store owners to plaza.
 - Ramp at Padre Kino Blvd. to use for SENTRI: BC Government has overpass project but no funding to complete it.
 - Jacumba/Jacume Port: Ejido Jacume donated 50 Hectares for border crossing as well as rights of way for rail and access roads.
 - Export Corridor Plots: Municipal Government reviews land tenure and should have City Council transfer of right of way to Federal Government (INDAABIN) and subsequently management to SAT.
- **Hillary Quam, Border Affairs Coordinator, Office of Mexican Affairs, U.S. Department of State:**
 - Group meets 3 times per year, discusses projects proposed by municipalities in private and public sessions.
 - SBC proposed that meetings should be public so that non-governmental entities can have a say at all times; SBC also expressed interest in coordinating fall meeting in Phoenix. US Consulate will also be involved.



July Board Meeting Key Takeaways

- **Rafael Fernandez de Castro, Director of UCSD Center for U.S.-Mexican Studies:**
 - 307 of 500 congressional seats and 69 Senate seats out of 128 won by Morena in 2018 elections.
 - Powerful populist President must deal with corruption, violence, poverty and crime.
 - NAFTA negotiations must be completed to offer positive signal to markets. Need economic development program for Central America.
 - Regional effort: UCSD links with Graciela Marquez (incoming Economy Minister) and Carlos Urzua (Finance Ministry). Suggests 2-3 priorities on how we can be a player at the border.
 - As new Secretary of State, Marcelo Ebrard knows security apparatus well; dilemma for foreign policy team due to an idealistic belief in a smooth President-to-President relationship and a realistic scenario where Mexican Government figures lobby States and Congress to get White House to cooperate.



July Board Meeting Key Takeaways

- **Key Initiative Progress: wait times, No Tags, signage, joint inspection, railroad, Ped West**
- **Stakeholder Involvement**
 - **State of Baja California:**
 - *Umbral de las Américas* project need for CONAGUA to give it the right of way and for it to be registered with Mexican Tax Collection and Credit Ministry. Funding requirements.
 - Airport-San Ysidro-Playas toll road approval stalled in Congress
 - Otay II land purchase and time table
 - Tourism and Security Booth at Southbound exit at San Ysidro POE; SBC Board potential funding of turnstyles
 - SECTURE's support in getting wait time readers installed for Northbound traffic
 - **City of Tijuana:**
 - SEDETI signage project coordination
 - *Secretaría de Movilidad* initiative for Ready and SENTRI lanes on Western side of SY POE
 - Paperless medical lane pass
 - Prioritizing important and not expensive transportation and infrastructure projects that IMPLAN has advanced



August Key Meetings, Sponsorship and Participation Opportunities

- German Ambassador to United States visit to the border



- Inauguration of Ped East Facility



September Stakeholders Meeting

San Diego Foundation



SMART BORDER COALITION
SAN DIEGO-TIJUANA

September Stakeholders Meeting Key Takeaways

- **KickStarter, Lean Analysis for Smart Border Development (Zachariah Cole):**
 - Improving wait times on the Tijuana side of the border requires Value Stream Mapping, Capacity and Waste Analysis, Simulation and Testing of Ideas and Value Proposition. A systematic vision is critical to obtaining funding and resources.
- **Birds Eye Aerial Drones for Wait Time Measurement (Sheri Painter):**
 - Tethered drones with data management could be an option to have immediate wait time measurement and interpretation.
- **Caltrans Borderwide efforts and Projects in San Diego County (Margarita Nunez and Marcelo Peinado):**
 - Funded projects in San Ysidro focus on finishing Phase 3 of port, measuring southbound wait times and air pollution. Otay area funds focus on connectors to new Otay East port, Transit Center.
 - SB1 Funds have \$300 million devoted to the Trade Corridor Enhancement Program which incorporates connectors to new port and Intelligent Transportation System.
- **Fourth Environmental Conference, Tijuana Innovadora (Laura Araujo):**
 - The SOMOS (Strategic Observatory Management System) will have an information platform that will monitor water quality levels, an information sharing strategy and community involvement. Conference will be held on Nov. 28 and 29.
 - There are 31 different organizations and agencies involved in water management in our area.
- **The Border as destination, Border Fusion (Flavio Olivieri):**
 - We must think of the contiguous areas to the ports as a destination, a “placemaking” strategy to re-imagine and re-invent public spaces as the heart of every community. Border Fusion and Urban Land Institute completed the first ever bi-national Technical Assistance Panel(TAP).

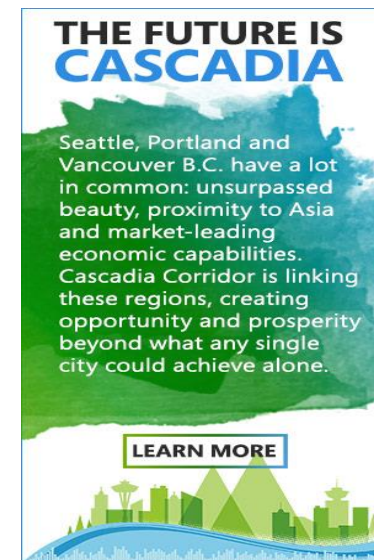


September Stakeholders Meeting Key Takeaways

- **Insights**

- **North American Strategy for Competitiveness Meeting in Vancouver**

- The **Cascadia Innovation Corridor** brings together business, academic, and government leaders from both sides of the border (British Columbia, Washington and Oregon) to explore new strategies for the region to come together, maximize its shared competitive advantages, and elevate their global economic position.
 - **The Border Policy Research Institute (BPRI)** at Western Washington University is a multi-disciplinary institute that undertakes research that informs policy-makers on matters related to the Canada – U.S. border, particularly in northwest Washington. Focus areas are economic relationships, trade and transportation, human mobility and border security.



September Stakeholders Meeting Key Takeaways

- **Insights**

- **San Diego Regional Chamber of Commerce Delegation to Washington, DC**

- CBP has a mandate to deploy technology for cargo, pedestrians and vehicles.
 - There are 2 projects which will add to our border's transformation: Matrix Cargo port / potential cargo bridge and trolley crossing into Tijuana to help pedestrian flows at San Ysidro.
 - Potential way to use NADBANK better is to create a Border Infrastructure Commission.
 - Consul General Celorio proposed to revive the High Level Economic Dialogue and spirit of older bilateral mechanisms by having local consulates general in Tijuana and San Diego have a greater role in the bi-national relationship.
 - Merida Funds Program with Mexico will likely be renegotiated and change its name. Funds from this program have been used for pilot projects at the US's Southern border (International Narcotics Liaison).



September Key Meetings, Sponsorship and Participation Opportunities

- Canaco Tijuana Smart Cities event



- Mexican Consulate Independence Day Celebration



September Key Meetings, Sponsorship and Participation Opportunities

- North American Strategy for Competitiveness Vancouver Conference



- South County EDC Summit



September Board Luncheon

Sempra Energy, San Diego



SMART BORDER COALITION
SAN DIEGO-TIJUANA

September Board Meeting Key Takeaways

- **Sempra North American Infrastructure (J.C. Thomas):** Company assets of \$60 billion and market cap of \$31 billion. The NA Unit manages Sempra Mexico, Liqueified Natural Gas and Midstream and Renewables. Energia Costa Azul in Ensenada is playing a key role in the LNG market growth. Ienova is one of the largest private energy companies.
- **Challenges to Mexico's Immigration Institute (Ricardo Salazar):** Baja delegation land port flows grew 35.5% when compasring Jan-Aug periods of 2017 and 2018. However, the registered flow was only 1.5% of entire Mexico to U.S flows. INAMI needs better automobile and pedestrian equipment and processes. Immigration law must also change to allow cards and visas with radio frequency technology. RFID pilot at El Chaparral brought this to light. Need more personnel at ports to charge fees for entry into Mexico.



September Board Meeting Key Takeaways

- **New Mobility Secretariat (Daniel Rivera):** Land use patterns describe a city where one must travel long distances to get to work. City is dispersed, disconnected and distant. Coordinates public spaces, public transportation, and road infrastructure projects with a comprehensive social approach. They are currently generating information and indexes in order to measure the level of inefficiency.
- **Tijuana Economic Development Council's Bi-National Axis (Humberto Inzunza):** the CDT has designated 4 focus areas: Otay Mesa East Port of Entry; Tijuana River Valley water treatment; Umbral de las Americas bridge; and Signage.

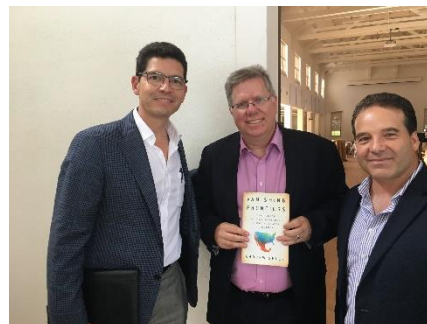


October Key Meetings, Sponsorship and Participation Opportunities

- “Birds without Paradise” event in Tijuana



- Andrew Selee’s book presentation, *Vanishing Borders*



October Key Meetings, Sponsorship and Participation Opportunities

– Commuter Program media blitz

COMMUTER STATUS
promovido por **SMART BORDER COALITION**

Diario cruzan entre 15,000 y 25,000 personas la frontera de Tijuana a USA a trabajar.

Arriesgándose diariamente a que se les retire la residencia americana.

Ante la problemática surge el programa **“COMMUTER”** creado por **United States Citizenship and Immigration Services (CIS)**, el cual brinda la opción legal que permite vivir en Tijuana y trabajar en los EUA sin correr riesgo de perder la residencia permanente.

Una vez que se es parte del programa, podrá solicitar la tarjeta **EB5/10**.

Interesados ingresar a la página <https://www.uscis.gov/eb> o si estas en San Diego llama a CBP al [6191462222](tel:6191462222)
Consultar con su abogado migratorio

An infographic with a purple background. At the top, it says 'COMMUTER STATUS' and 'promovido por SMART BORDER COALITION'. Below this, it states 'Diario cruzan entre 15,000 y 25,000 personas la frontera de Tijuana a USA a trabajar.' To the right, it says 'Arriesgándose diariamente a que se les retire la residencia americana.' In the center, there are icons of a car, a person with luggage, and a family. Below that, it explains the 'COMMUTER' program created by 'United States Citizenship and Immigration Services (CIS)'. To the right, it says 'Una vez que se es parte del programa, podrá solicitar la tarjeta EB5/10.' At the bottom, it provides a website link 'https://www.uscis.gov/eb' and a phone number '6191462222' for San Diego, along with the instruction 'Consultar con su abogado migratorio'.

October Key Meetings, Sponsorship and Participation Opportunities

- DEITAC (Tijuana EDC) bimonthly meeting



- Hispanic Leadership Conference, Washington, D.C.



October Key Meetings, Sponsorship and Participation Opportunities

- INAMI 25th Anniversary



- SAT Competitiveness Forum



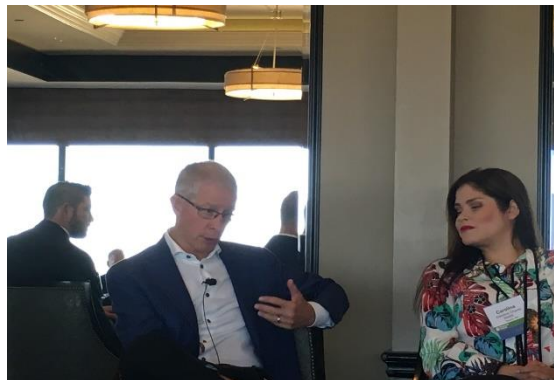
October Key Meetings, Sponsorship and Participation Opportunities

- San Diego Regional Chamber of Commerce Delegation



October Key Meetings, Sponsorship and Participation Opportunities

- Urban Land Institute Border Study Presentation



SMART BORDER COALITION
SAN DIEGO-TIJUANA

November Stakeholders Meeting

CETYS Tijuana Campus



November Stakeholders Meeting Key Takeaways

- **CETYS international outreach:** Approximately 10% of all their students are from Southern California. 59% of graduating class has had an international experience. CETYS students attend programs in 9 countries. Could we see CETYS increasingly reach across our border to collaborate with UCSD, SDSU and USD in research areas such as economic relationships, trade and transportation, human mobility and border security?
- **USMCA lobbying:** SBC should support any efforts to lobby our elected officials on both sides of the border, but primarily the US side, to give their go-ahead for the new agreement.
- **Jacumba-Jacume border crossing:** this is not currently a CBP or SAT priority. The City of Tecate still needs to fund a new feasibility assessment and include the project in the Border Master Plan which was last updated in 2014.



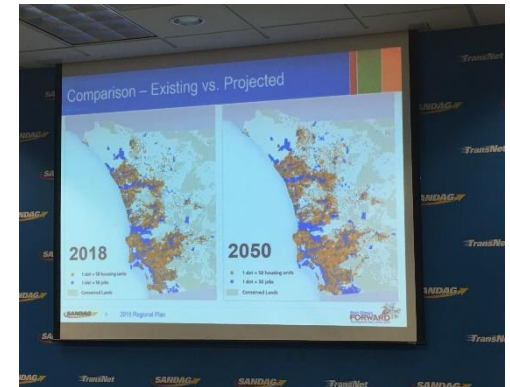
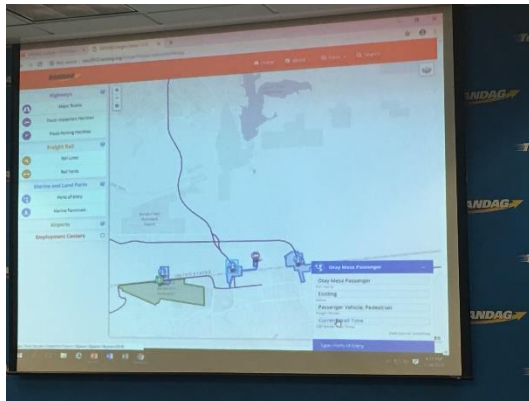
November Stakeholders Meeting Key Takeaways

- **TLC Asociados' comments** about the largest reform of global trade facilitation through the WTO in the last 10 years raises the question about how Mexico and the U.S. will work together to automate our borders for trading purposes. Potential discussion about VAT tax and Income Tax reductions in Mexico's border area.
- **Signage in Tijuana:** it looks like the City is taking the signage installation more seriously than previous years. SBC needs to be insistent.
- **Tecate Rail:** SAT has authorized the crossing location. Baja Rail could start construction in March of 2019 but needs to conclude an environmental study and get CBP approval. DFO Pete Flores will not make any decisions until he sees the environmental study results, among others.

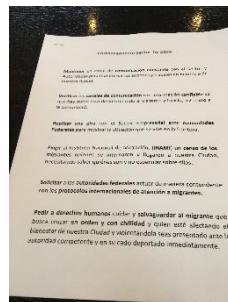


November Key Meetings, Sponsorship and Participation Opportunities

- Committee for Binational Opportunities Meeting (COBRO)



- Migrant Caravan Meeting at COTUCO



November Key Meetings, Sponsorship and Participation Opportunities

- San Diego Chamber International Tribute Dinner and Interview with Julian Castro, candidate for President, United States



December Board Luncheon

Matrix Cargo Facility, Tijuana



SMART BORDER COALITION
SAN DIEGO-TIJUANA

December Board Meeting Key Takeaways

- **Carlos Bustamante and Jose Carlos Davalos** stressed the importance of Tijuana having the potential to become a hub for air cargo coming from Asia to the Americas and that competition is not with San Diego but with Los Angeles. SBC Board could discuss the opportunity to become a facilitator for an air cargo “bridge” from the airport to Otay, similar to what CBX has done.
- **Consul General Marcela Celorio** underlined the extraordinary situation that the migrant caravan represents and her initiative to meet with other Mexican Consuls from cities away from the border to have them understand the issues. She will also convene ICE and CBP to build a stronger relationship. There is a good deal of misinformation about the caravan. The key is to help the Honduran migrants by offering them a mobile consulate, creating a formal registry, and allowing them to contribute to society. It is a difficult transition.
- **Consul General Sue Saarnio** highlighted that Tijuana is being tested and that the humanitarian response has been impressive. She also agreed with CG Celorio that misinformation was frequent. The crisis has called attention to the root of the problem which is the Central American social, political and economic environment.



December Board Meeting Key Takeaways

- **Jose Galicot** stressed Tijuana Innovadora’s tools and team to help. He is keen on reminding the U.S. that Mexico is a friend, and to that extent, he is organizing a border Christmas concert with 1,000 children and 180 volunteers. Tijuana Innovadora is also working on a census for migrants and a nursery.
- **Lalo Acosta** summarized the Stakeholders Working Committee meeting takeaways from November 8.
- **Gustavo De La Fuente** stressed the importance of Board member engagement to help devise “Smart Border 2.0”. What does a Smart Border look like and how do we get there? How can we be more effective, “move the needle”? Understanding Board members’ connections and strengths is critical.
- **Dr. Rick Morales**, who is designing the Transborder Leadership Program at USD, had our Board do a group exercise about dealing with border complexity and understanding what it means to be a transborder leader. Here is some of the feedback:



December Board Meeting Key Takeaways

- **Malin Burnham:** San Diego and Tijuana must seriously consider doing a Bi-National 2036 Olympics. We could look at the World Beach Games in San Diego as an example.
- **Carlos Bustamante:** One good idea should not be abandoned because it can generate many great ideas.
- **Steve Williams:** a good idea with no purpose goes nowhere. Examples of good ideas with purpose in San Diego have been Rady Children's Hospital and the Liberty Station ice rink which is used as a fundraising tool.
- **Raymundo Arnaiz and Frank Carrillo:** the Coalition should have as an initiative addressing the migrant caravan crises, as the problem won't go away soon. Healthcare businesses in Tijuana have lost from 40% to 90% of their revenues in the last month. We must erase the perception that the border is a problem. SIMNSA Foundation has made many contributions to migrants.
- **Elias Laniado:** the caravan is evidence that there is leadership crisis in Tijuana. DEITAC (Tijuana EDC) just had a meeting about this. There is a need to start a leadership program for Tijuana businesspeople.



December Board Meeting Key Takeaways

- **Russ Jones:** A powerful example of cross-border collaboration has been firefighters who go from one side to the other when there is a crisis. There is a great need for contingency plans to address the ways in which the cities must collaborate when crises arise. There needs to be a partnership between civil society and the federal, state and local authorities.
- **James Clark and Luis Echeverria:** our region's integrated supply chains deliver enormous value. Washington and Mexico City delegations from San Diego/Tijuana are important. Only 17% of all Tijuans cross the border – why is this? Crises like the migrant caravan create a negative perception about Mexico; foreign investment is afraid of coming. SBC's agenda should be to enable the border to “survive” over the next 5-10 years.
- **Jose Galicot:** our communities must create structures to cope with a crisis like the caravan.
- Rick Morales stated that working together as a team in a crisis situation can be very gratifying. The migrant crisis is a “gift”.



December Key Meetings, Sponsorship and Participation Opportunities

- CBP Passenger Meeting



- CECUT Lunch sponsorship of SDSU's Chancellor Adela de la Torre Tijuana visit



December Key Meetings, Sponsorship and Participation Opportunities

- Binational Meeting on Trade, Migration and Environment with MORENA candidates for Governor and Mayor of Baja California



- Triton Innovation Challenge, UCSD



Financials as of December 31, 2018

	Budget as of 12/31	Actual	Comments
Revenues	\$247,500	\$229,804	-Gaston Luken Sr. retired from Board
Expenses	\$200,020	\$202,018	
Net	\$47,480	\$27,786	
Cash Balance		\$97,714	

