

Borders Committee Agenda

Friday, November 22, 2024 1 p.m.

Welcome to SANDAG. The Borders Committee meeting scheduled for Friday November 22, 2024, will be held in person in the SANDAG Board Room. While Borders Committee members will attend in person, members of the public will have the option of participating either in person or virtually.

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Vision Statement: Pursuing a brighter future for all

Mission Statement: We are the regional agency that connects people, places, and innovative ideas by implementing solutions with our unique and diverse communities.

Our Commitment to Equity: We hold ourselves accountable to the communities we serve. We acknowledge we have much to learn and much to change; and we firmly uphold equity and inclusion for every person in the San Diego region. This includes historically underserved, systemically marginalized groups impacted by actions and inactions at all levels of our government and society.

We have an obligation to eliminate disparities and ensure that safe, healthy, accessible, and inclusive opportunities are available to everyone. The SANDAG equity action plan will inform how we plan, prioritize, fund, and build projects and programs; frame how we work with our communities; define how we recruit and develop our employees; guide our efforts to conduct unbiased research and interpret data; and set expectations for companies and stakeholders that work with us.

We are committed to creating a San Diego region where every person who visits, works, and lives can thrive.

Borders Committee

Friday, November 22, 2024

Comments and Communications

1. Non-Agenda Public Comments/Member Comments

Members of the public shall have the opportunity to address the Borders Committee on any issue within the jurisdiction of Borders Committee that is not on this agenda. Public speakers are limited to three minutes or less per person. Public comments under this agenda item will be limited to five public speakers. If the number of public comments under this agenda item exceeds five, additional public comments will be taken at the end of the agenda. Borders Committee members and SANDAG staff also may present brief updates and announcements under this agenda item.

Consent

+2. Approval of Meeting Minutes

Francesca Webb, SANDAG

Approve

The Borders Committee is asked to approve the minutes from its September 27, 2024, meeting.

Meeting Minutes.pdf

Reports

3. Indian Energy Zero Emissions Vehicle Ring

Omar Peralta, Indian Energy; Craig Reiter, Madaaooz

Information

Omar Peralta and Craig Reiter will present an overview of a Zero Emission Vehicles (ZEV) infrastructure initiative for medium and heavy-duty trucks along the U.S.-Mexico border by implementing multi-modal distribution centers.

Presentation.pdf

+4. Border Climate Adaptation and Environmental Justice Plan

Kim Smith, Zach Hernandez, SANDAG

Information

Staff will present a summary of the Border Climate Adaption and Environmental Justice Plan.

Border CAEJ Plan.pdf

Att. 1 - Draft Border Environmental Taskforce Charter.pdf

Presentation.pdf

+5. San Ysidro Mobility Hub and Blue Line Transit-Oriented Development (TOD) Project Updates

Information

Zach Hernandez, Lizzy Havey SANDAG

Staff will present an overview of the work completed to date for the San Ysidro Mobility Hub and Blue Line TOD studies.

Item 5 - SYMH and BLTOD Updates.pdf Presentation.pdf

Adjournment

6. Adjournment

The Borders Committee meeting originally scheduled for Friday, December 20, 2024, at 1 p.m. has been canceled. The next Borders Committee meeting is tentatively scheduled for Thursday, January 2, 2025, at 9:30 a.m.; the Board of Directors is scheduled to approve the 2025 Legislative Calendar at its November 22, 2024, meeting.

+ next to an agenda item indicates an attachment



November 22, 2024

September 27, 2024, Meeting Minutes

View Meeting Video

Chair Jesus Eduardo Escobar (Imperial County) called the Borders Committee meeting to order at 1:50 p.m.

Consent

2. Approval of Meeting Minutes

The Borders Committee was asked to approve the minutes from its June 28, 2024, meeting.

Public Comments: The Original Dra.

<u>Action</u>: Upon a motion by Councilmember Vivian Moreno (City of San Diego), and a second by Vice Chair Carolina Chavez (South County), the Borders Committee voted to approve the Consent Agenda.

The motion passed.

Yes: Chair Escobar, Vice Chair Chavez, Councilmember Moreno, and Councilmember Patricia Dillard (East County).

No: None.

Abstain: None.

Absent: County of San Diego, North County Coastal, and North County Inland.

Reports

3. 2024 Bike Anywhere and Tijuaneando en Bici

Elizabeth Hensley-Chaney, Alianza por la Movilidad Activa, A.C., presented an overview of activities promoting active transportation on the border, including the celebration of 2024 Bike Anywhere and Tijuaneando en Bici.

Public Comments: Katheryn Rhodes, Truth, and The Original Dra.

Action: Information.

4. Calexico East Port of Entry Bridge Expansion

David Aguirre, Imperial County Transportation Commission, and Nikki Tiongco, Caltrans, presented an overview of the Calexico East Port of Entry Bridge expansion and related improvements.

Public Comments: Katheryn Rhodes, Truth, and The Original Dra.

Action: Information.

5. 2024 San Diego Regional Tribal Summit Summary

Senior Regional Planner Paula Zamudio presented a summary of the 2024 San Diego Regional Tribal Summit that took place Friday, June 14, 2024.

Public Comments: Truth and The Original Dra.

Action: Information.

1. Public Comments/Communications/Member Comments¹

Public Comments: Katheryn Rhodes, Truth, and The Original Dra.

Member Comments: None.

6. Adjournment

The next Borders Committee meeting is scheduled for Friday, October 25, 2024, at 1 p.m.

Chair Escobar adjourned the meeting at 2:56 p.m.



¹ This item was taken out of order

Confirmed Attendance at Borders Committee Meeting

Jurisdiction	Name	Member/ Alternate	Attended
South County	Carolina Chavez, Vice Chair	Member	Yes
	Luis Plancarte	Alternate	No
East County	Laura Koval	Member	No
	Patricia Dillard	Alternate	Yes
City of San Diego	Vivian Moreno	Member	Yes
	Sean Elo-Rivera	Alternate	No
County of San Diego	Joel Anderson	Member	No
	Nora Vargas	Alternate	No
Imperial County	Jesus Eduardo Escobar, Chair	Member	Yes
	Mitch McKay	Alternate	No
North County Coastal	Terry Gaasterland	Member	No
	Ryan Keim	Alternate	No
North County Inland	Dane White	Member	No
	Joe Garcia	Alternate	No
Riverside County	Crystal Ruiz	Member	No
	Yxstian Gutierrez	Alternate	No
Republic of Mexico	Alicia Kerber-Palma	Member	No
	Luisana Gonzalez	Alternate	Yes
Southern California Tribal Chairmen's Association	Raymond Welch	Member	No
	Cody Martinez	Alternate	No
Caltrans	Everett Townsend	Member	No
	Roy Abboud	Alternate	Yes
San Diego County Water Authority	Valentine Macedo, Jr.	Member	No
	Steve Casteneda	Alternate	No
Southern California Association of Governments	Naresh Amatya	Member	No
	David C. Salgado	Alternate	No
Orange County	Vacant	Member	No
	Vacant	Alternate	No



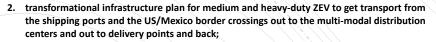
THE INDIAN ENERGY ZEV RING Overview and Plan Review

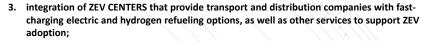
- 1. About The ZEV Ring
- 2. Phase 1: Southern California Pilot
- 3. Tribes Taking Action
- 4. Lifecycle End-2-End Systems
- 5. Opportunities for ALL
- 6. Deep Decarbonization
- 7. Business Model
- 8. Typical Site Plan
- 9. Jacumba ZEV Border Crossing
- 10. Social and Environmental Justice



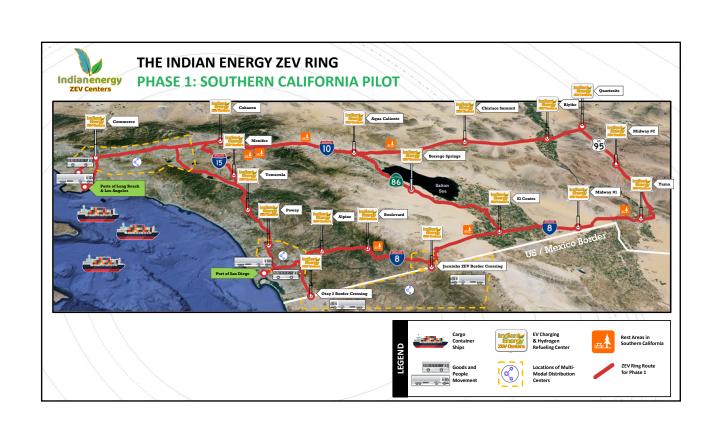
THE INDIAN ENERGY ZEV RING is the:







- development of hydrogen production plants in the region to meet hydrogen demands for the ZEV Ring, gas utilities and other hydrogen consumers;
- utilization of renewable energy generation and storage to power The ZEV Ring and associated operational services;
- driver for social and environmental justice through the Justice40 initiatives and California's Environmental and Social Justice (ESJ) Action Plan by solving climate issues and creating community benefits in the region; and
- 7. Expansion of the ZEV Ring and ZEV Centers throughout the US over the next 10 years.







THE INDIAN ENERGY ZEV RING

Tribes Taking Action

1. The State of California and the Federal government have set aggressive goals for sustainability, ZEV adoption, fleet conversion, and decarbonization. The goals are as follows:

Federal:

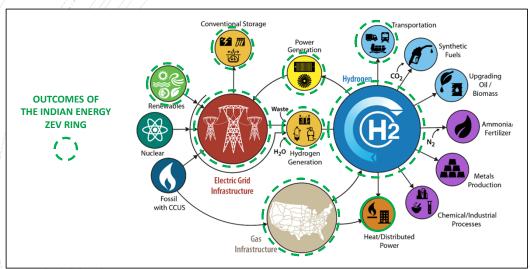
- 2030: 52% reduction in U.S. GHG emissions from 2005 levels
- 2035: 100% carbon pollution-free electricity
- 2050: Net zero GHG emissions
- 40% of the benefits of Federal climate investments are delivered to disadvantaged communities California:
- 2025: 200 hydrogen fueling stations and 250,000 electric vehicle (EV) chargers, including 10,000 direct current fast chargers
- 2026: 35% of the new cars sold be plug-in hybrid electric (PHEV), EVs or hydrogen fuel cell
- □ 2030: 5 million zero-emission vehicles (ZEVs) on the road
- ☐ 2035: All in-state sales of new passenger cars and trucks to be zero-emission
- 2045: 71% reduction in air pollution, 85% reduction in GHG emissions, and create 4 million new jobs
- 2. To meet these goals, California and the US need to take bold action to install ZEV infrastructure.

 THE INDIAN ENERGY ZEV RING is the action needed to meet these goals. Together, Tribes will make ZEV goods and people movement a reality!

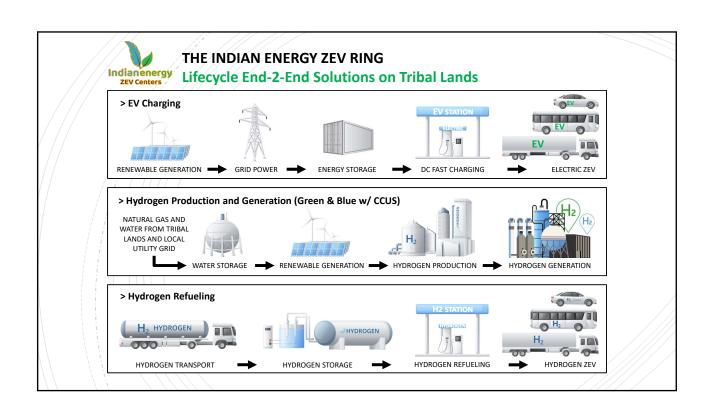


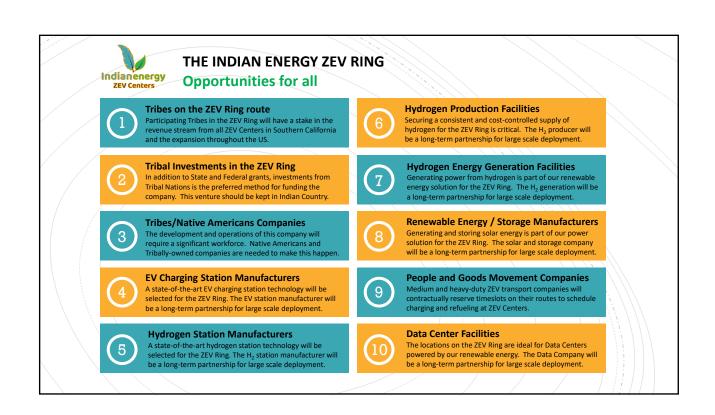
THE INDIAN ENERGY ZEV RING

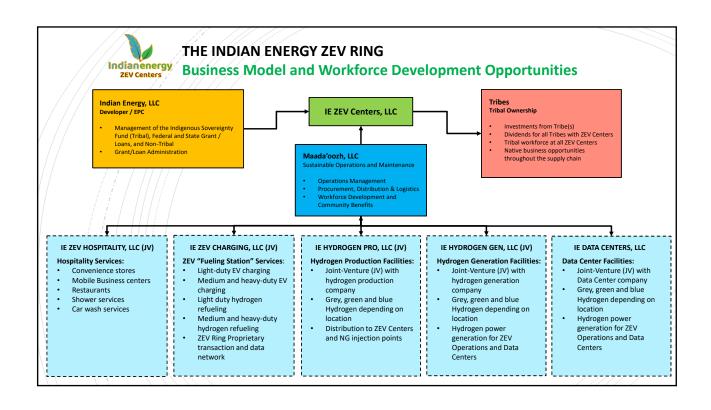
Alignment with DOE's Plan for Deep Decarbonization

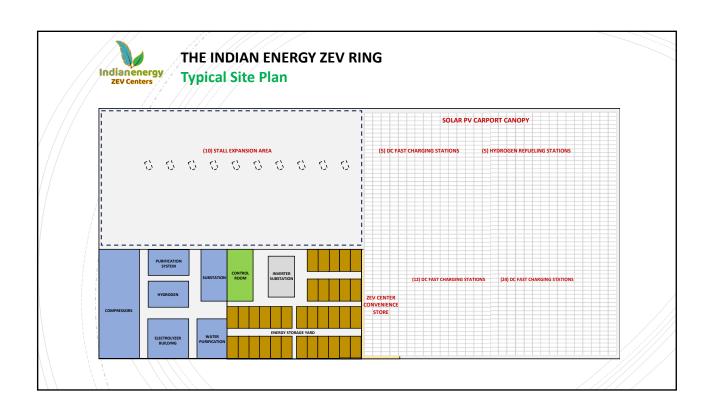


Source: DOE's H2@Scale initiative to enable decarbonization across sectors using clean hydrogen











THE INDIAN ENERGY ZEV RING

Jacumba ZEV Border Crossing

- Native Americans used to live and work on both sides of the border, long before the border was ever established.
- 2. The Jacumba border crossing was a historical crossing on Tribal land that was closed for National security reasons after the 911 terrorist attached.
- 3. The proposal is to build a new modern border crossing in Jacumba that will be strictly a Zero Emission Vehicle (ZEV) Border Crossing.
- 4. Limiting the Jacumba Border Crossing to just ZEVs will incentivize manufacturers, distributors and transport companies in Mexico to transition to ZEV fleets for the convenience of crossing and the availability of The Indian Energy ZEV Ring.
- 5. The Jacumba ZEV Border Crossing will be a new gateway into the United States and a bold statement about America's commitment to sustainability.





THE INDIAN ENERGY ZEV RING

Social and Environmental Justice



- Unwavering commitment to Native Americans and Tribal sovereignty
- 2. Triple Bottom Line company in alignment with Native American culture
- 3. Sustainability-driven with clear and concise goals for climate, environment, equity and equality
- Lifecycle end-to-end solutions that provide greater opportunities for Native Americans and people in the region
- Keep it Local program with supply chain sourcing from local regional suppliers
- Circular economy with reuse and regeneration of materials, products and services
- 7. Renewable energy generation and energy storage to offset utility power and reduce emissions
- 8. Fair and equitable jobs and business opportunities for people in the community
- 9. Feature local, fresh and healthy Native American cuisine
- 10. Showcase local Native American artists and musicians



Thank you for supporting Tribes and Indigeneous people!

For inquiries in Spanish, please contact Omar Peralta at omar@indianenergy.com For inquiries in English, please contact Craig Reiter at csreiter@maadaoozh.com



Borders Committee

November 22, 2024

Border Climate Adaptation and Environmental Justice Plan

Overview

In September 2024, Caltrans provided a conditional award letter to SANDAG for a Climate Adaptation Planning grant from the Sustainable Transportation Planning Grant (STPG) Program, totaling \$3,000,000. The funding will support the development of a Border Climate Adaptation and Environmental Justice Plan (Plan) which will develop strategies and recommendations to address environmental challenges in the California-Baja California border region including transborder sewage issues. The SANDAG Board is anticipated to consider amending the FY 2025 Program Budget and Overall Work Program (OWP) for the grant amount at its meeting on November 22, 2024. SANDAG would also establish a

Action: Information

Staff will present a summary of the Border Climate Adaption and Environmental Justice Plan.

Fiscal Impact:

This work is proposed to be supported by a new Overall Work Program element to be established per SANDAG Board action.

Schedule/Scope Impact:

Work is anticipated to begin in December 2024 and be completed by April 2027.

Border Environmental Taskforce to support the project during its development as discussed below.

Key Considerations

At its meeting on July 12, 2024, the Board of Directors directed SANDAG to establish "a temporary working group to address environmental concerns, including but not limited to transborder sewage issues, in the border region." In response, SANDAG staff coordinated with Caltrans on a grant that would provide funding to develop a Plan to address environmental issues along the border and to establish a new taskforce to support its development.

Utilizing funds from the STPG, SANDAG and partner agencies would develop a vetted and prioritized list of strategies, programs, and projects to address climate adaptation challenges and environmental justice issues, such as the ongoing sewage and air quality issues. This effort builds off of prior work by the State of California (via Caltrans) and the State of Baja California (via the Secretariat of Infrastructure, Urban Development, and Territorial Reorganization (SIDURT)) to prepare a Border Master Plan (BMP). The BMP is a binational effort to coordinate and prioritize transportation infrastructure projects along the international border between the Pacific Ocean, east to the California-Arizona state border, and within ten miles north and south of the border.

The Plan would identify the various climate and public health challenges affecting the border region, evaluate existing efforts by federal, state and/or local agencies to address these challenges, and identify any potential gaps. The Plan would include extensive outreach and collaboration with border region communities, public agencies, academic research institutions, and other stakeholder groups to develop strategies that address the environmental challenges and improve climate resiliency and equity. In addition to a list of vetted and prioritized projects, the final Plan will also identify potential lead entities, proposed financial strategies for implementation, and recommended metrics for tracking progress on the various efforts. Strategies that address the ongoing transboundary sewage issues would be addressed first due to the critical timing and the amount of existing work already done on this issue.

Rather than establishing a new SANDAG working group, it is proposed that policy guidance for the Plan be provided from the SANDAG Borders Committee to the Board of Directors, with technical support from the SANDAG Project Development Team (PDT) and a new Border Environmental Taskforce (Attachment 1). This structure will provide additional flexibility for binational participation by allowing for remote meeting attendance and meetings hosted in other locations, i.e. site visits, etc. As part of the PDT, SANDAG, in close coordination with Caltrans, Southern California Association of Governments (SCAG), and the State of Baja California, will carry out the project activities supporting development of the Plan. Membership of the Taskforce would consist of binational representatives from federal, state, local and tribal governments, community-based organizations, non-profits and academia; all representing disciplines and interests involved in environmental planning, climate adaptation and environmental justice issues.

Additional technical input would be sought via existing groups and forums such as the U.S. Environmental Protection Agency (EPA) and Mexico's Ministry of the Environment and Natural Resources (SEMARNAT) Border 2025 Program, International Boundary and Water Commission's (IBWC) Minute 320 Core Group, as well as others. The final report will also propose a roadmap for future integration of the Plan's climate and environmental justice elements into the existing BMP process.

Next Steps

Pending Board acceptance of the budget amendment, project work is anticipated to begin in December 2024 and be completed by April 2027. Near-term actions include formation of the Taskforce, identification of existing groups, data and data gaps, and development of a Public Participation and Stakeholder Outreach Plan. Staff will bring regular updates on the progress of the grant to the Borders Committee.

Antoinette Meier, Senior Director of Regional Planning

Attachment 1. Draft Border Environmental Taskforce Charter



Border Environmental Task Force

Taskforce Charter

Purpose

The purpose of the Border Environmental Taskforce is to provide technical guidance, background knowledge and cross-agency coordination to support SANDAG's development of the Border Climate Adaptation and Environmental Justice Plan under the Caltrans Sustainable Transportation Planning Grant, which will identify the various climate and public health challenges affecting the California-Baja California border region, evaluate existing efforts by federal, state and/or local agencies to address these challenges, and identify any potential gaps.

Responsibilities

This group will provide technical subject-matter expertise in environmental and climate adaptation issues affecting the border region. The Taskforce provides a venue for regional stakeholders to: (1) collaborate, coordinate and develop solutions to address issues related to environmental health and climate adaptation within the California-Baja California border region; and (2) provide a regional collaboration among the jurisdictions and stakeholders on the development of the Border Climate Adaptation and Environmental Justice Plan.

Commitment / Duration of Existence

Taskforce participants are asked to attend and participate in taskforce meetings to share information and give feedback on environmental issues facing the border region, including input on issues related to coordination and implementation of the Border Climate Adaptation and Environmental Justice Grant.

It is anticipated that the Taskforce will meet on quarterly basis for the duration of SANDAG Border Climate Adaptation and Environmental Justice Plan grant through April of 2027, with additional meetings convened as needed to support project development.

Membership

The Taskforce will be comprised of representation from federal, state and local jurisdictions within the border region and sector advisors with interests involved in climate adaptation, environmental health, and environmental justice issues. SANDAG may solicit interest from other entities in participating in the Task force based on project needs.

Taskforce member agencies are asked to designate an alternate representative when the primary representative is unable to attend to promote participation in meetings.



Border Climate Adaptation and Environmental Justice Plan

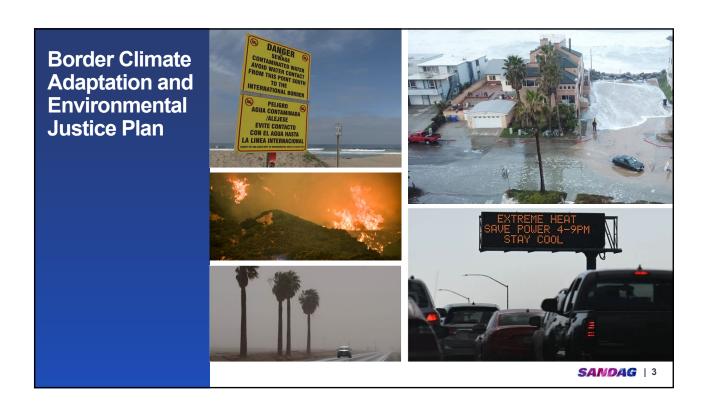
Border Climate Adaptation and Environmental Justice Plan

Borders Committee | Item 4 Kim Smith, Senior Regional Planner Zach Hernandez, Associate Regional Planner

November 22, 2024

Binational Border Region





Building from Past and Ongoing Efforts

Federal

- International Boundary and Water Commission (IBWC)
 Minutes 320 and 328
- Border 2025: United States Mexico Environmental Program



State

- California-Baja California 2021
 Border Master Plan
- California-Mexico Border Relations Council



Local

- San Ysidro: Air Quality and Border Traffic Study
- AB 617 International Border Communities, Community Emissions Reduction Program



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A Comprehensive Approach

Border Climate
Adaptation and
Environmental
Justice Plan

Including:

- Inventory of existing programs, policies, planning efforts, datasets and data gaps
- Climate & Environmental Justice Vulnerabilities
- Climate Adaptation Analysis and Strategies
- Identification of responsible agencies, funding sources, and priority actions
- · Stakeholder Engagement
- · Metrics for measuring progress

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Anticipated Outcomes

- Identify climate and public health stressors in the border region
- Identify work currently being done to address issues and identify gaps
- Develop a list of prioritized strategies, policies, and projects with binational public agencies and non-governmental organizations
- Develop financial strategies, potential lead entities, and metrics for tracking progress
- Maintain and strengthen binational coordination



Working with Partners in the Border Region

(NEW) Border Environmental Task Force

- Local/State/Federal staff
- Academia
- · Non-profits
- NGOs
- CBOs
- Private sector
- Others

Existing Environmental Groups, Forums, Task Forces, etc.,

- IBWC Minute 320 Core Group
- Border 2025
- AB 617
- Tijuana Verde
- IMBA
- Others

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Anticipated Timeline 2024 2025 2026 2027 **November** Winter **Spring** Summer Fall/ Spring/ Fall/ **April** Identify Climate and EJ SANDAG Stakeholder Winter Summer Winter Final Plan Summary of engagement begins Board existing projects, plans, programs Development of climate adaptation Climate Draft Plan Vulnerabilities Adaptation with policy 25 Budget First convening and strategies Analysis begins using approved strategies and list · Develop metrics recommendation of Border of projects, criteria to Borders Environmental programs, plans Taskforce Coordination with Stakeholders and Community Engagement SANDAG | 8

ROD approval of FY 25 Budget Amendment and Acceptance of Grant Formation of Task Force • First meeting est. February 2025 Identify Existing Groups/ Collect Data and Identify Gaps Develop Public Participation and Stakeholder Outreach Plan

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Borders Committee

November 22, 2024

San Ysidro Mobility Hub and Blue Line Transit-Oriented Development (TOD) Project Updates

Overview

The San Ysidro Port of Entry is the primary gateway between the U.S. and Mexico, and one of the busiest border crossings in the world with over 90,000 people crossing northbound each day. For decades, the adjacent San Ysidro Transit Center (SYTC) has connected the San Ysidro community and crossborder travelers to the rest of the region. Despite the station's importance, it faces numerous challenges impacting connectivity, efficiency, and capacity for the various modes and thousands of users who connect here each day. Staff will provide an update on several planning efforts underway to improve the San Ysidro Transit Center and other stations along the Blue Line corridor.

Action: Information

Staff will present an overview of the work completed to date for the San Ysidro Mobility Hub and Blue Line TOD studies.

Fiscal Impact:

These studies are funded through OWP 3322300, 3321901 and CIP 1149200.

Schedule/Scope Impact:

The Blue Line TOD Study will be completed in FY 2025. The San Ysidro Mobility Hub Study is anticipated to be complete in FY 2026.

Key Considerations

SANDAG, in partnership with Metropolitan Transit System (MTS), City of San Diego, and Caltrans are advancing the San Ysidro Mobility Hub project in phases. Near-term improvements to the existing SYTC are being made while a long-term vision for the future San Ysidro Mobility Hub is also being planned.

- Near-term SANDAG and partner agencies recently completed planning and conceptual engineering to
 develop potential station redesign concepts, assess feasibility, and estimate costs for improvements to
 include an additional Trolley terminus track, MTS bus bays, a southbound bus-only lane, protected bike
 connection, widened sidewalks and expanded curbs.
- Long-term station improvements will include new transit connections, TOD opportunities and new technologies for enhancing mobility. An initial planning and community visioning effort will develop concepts for the station's ultimate buildout.
- The Blue Line TOD Study assesses land use, transportation, and market conditions to facilitate TOD
 opportunities around SYTC. The study measures TOD opportunity at the station and recommends an
 inventory of mobility and land use improvements.

Next Steps

Staff will initiate preliminary engineering to refine station improvement concepts, technical studies in preparation for environmental analysis, and seek additional funding for subsequent phases. Preliminary engineering activities will begin in 2025 with environmental analysis anticipated to begin by early 2026. Planning and community visioning activities for the long-term San Ysidro Mobility Hub concept will begin in Spring 2025 and are anticipated to conclude in Fall 2026.

SANDAG and partner agencies will continue advancing all of these efforts in parallel and seek guidance through updates to the Borders Committee.

Antoinette Meier, Senior Director of Regional Planning



San Ysidro Mobility Hub and Blue Line Transit Oriented Development Study Updates

Borders Committee | Item 5 Lizzy Havey, Associate Regional Planner Zach Hernandez, Associate Regional Planner

November 22, 2024

Conditions Today







SANDAG 2

Conditions Today







SANDAG 3

SANDAG

San Ysidro Transit Center Improvements

Near-term measures to address existing station issues, create space for more transit service, and extend the life of the current station.



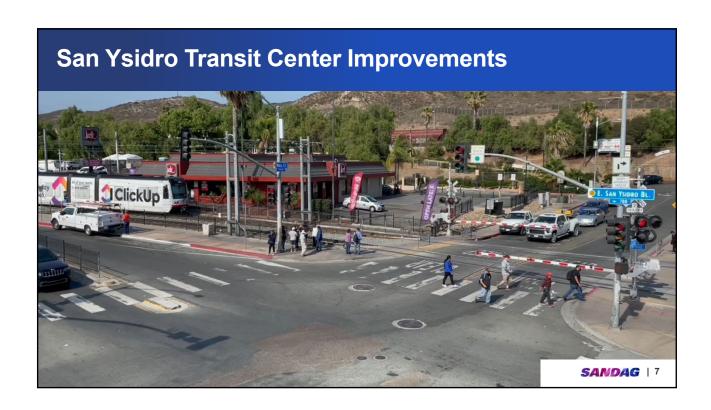
Near-term Station Redesign Concepts

What each concept achieves:

- Additional Trolley track
- · Additional MTS bus bays
- Southbound bus-only lane
- Protected bike connection
- Widened sidewalks, expanded curbs, and completed crosswalks
- Federal access maintained
- Impacts to private property limited (where feasible)



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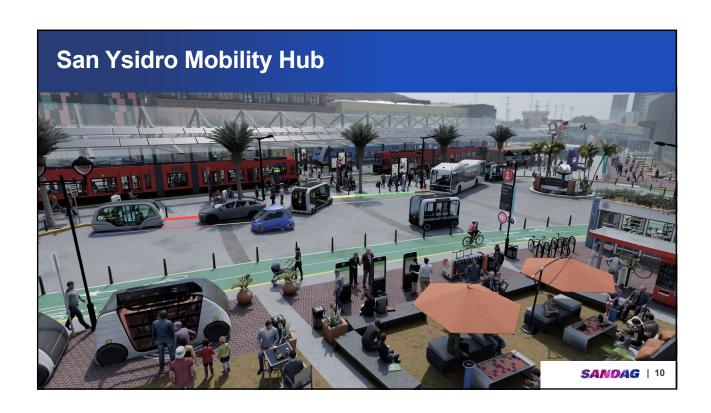


San Ysidro Mobility Hub

Long-term vision for what comes next, and how we integrate planned rail connections (LOSSAN and Purple Line). Planning and community visioning to inform design of ultimate buildout.

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Next Steps

Near-term Station Improvements:

- Continue refining designs and identify a preferred concept
- · Begin the environmental process
- Identify funding opportunities for design and construction

Long-term Vision for Future Hub:

- Begin the planning and community visioning for the ultimate buildout of the San Ysidro Mobility Hub
- Gather input from related mobility, land use, and design efforts (e.g., corridor rail studies, transit-oriented development studies, San Diego-Tijuana World Design Capital 2024)







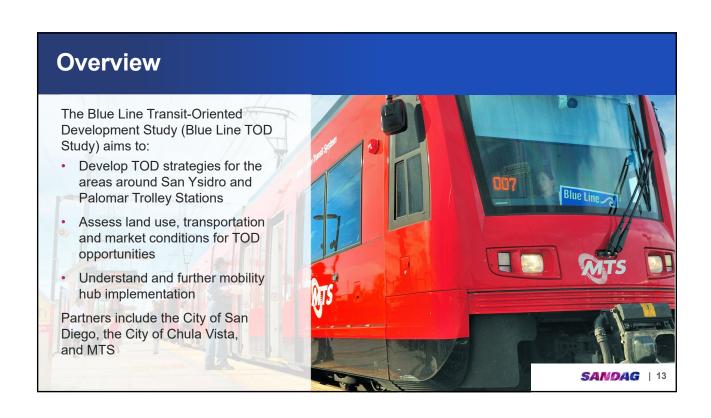


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SANDAG

Blue Line Transit-Oriented Development

Maximizing benefits of transportation investments through strategizing complementary land use development opportunities.





Measuring Opportunity

The **TOD Opportunity Index** is a tool to evaluate the TOD potential of transit station areas using quantitative analysis at the station and parcel-level. Using a 1-10 scale, each category and subcategory is calculated into a score, identifying sites with the greatest development potential.



Transit Connectivity & **Service**

- Transit Connectivity
- Rail Service Frequency
- Bus Service Frequency



Walkability

- Walking Distance
- Pedestrian Safety



Bikeability

- Biking Distance
- Bicycle Infrastructure
- Bicyclist Safety



Development Feasibility

- Parcel Size
- Land Use/Existing Development
- Allowable Density
- Allowable Density / Residential Zoning
- Existing Plans, Policies, & Programs



Community Health & Wellbeing

- Open Space
- Community Amenities

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Implementation Strategies and Market Constraints Increase Housing & Mixed-Use Potential

Improvements

- · 4.1 Update zoning, land use, and FAR within San Ysidro Border Village District
- **4.2** Allow for mixed-use developments that include residential, community health, social and educational services
- 4.3 Incentivize higher density affordable housing projects
- 4.4 Reduce parking minimums and consolidate parking facilities for the redevelopment of surface parking

Targeted Outcome

Increase in the quantity, diversity, and affordability of housing options surrounding the transit station, allowing residents to age in place and provide access to jobs, health, and social services



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Next Steps Maximizing benefits of transportation investments Collaborate with stakeholders like City staff and affordable housing developers Leverage the study for the San Ysidro Mobility Hub planning work Further evaluate options for housing as an opportunity for transportation project mitigation SANDAG | 17

