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Global Competitiveness Strategy

Overview

The world's economic landscape has profoundly changed since the end of the Cold War. Competition is no longer limited to nation-states. With the emergence of globalization, the world has become increasingly inter-connected, and large economic units called "mega-regions" have emerged as the centers of global economic activity. What makes these mega-regions such economic powerhouses are the concentration or clustering of high-tech industries, a highly educated workforce, their ability to collaborate when in proximity and obtaining financing for investment.

The creation of the Cali Baja Bi-National Mega-Region is an innovative response to these new economic realities. Through a partnership made possible by a twelve-month U.S. Economic Development Administration (EDA) grant, the San Diego Regional Economic Development Corporation (SDREDC) and the Imperial Valley Economic Development Corporation (IVEDC) conducted a series of workshops, in-depth interviews, meetings and discussions with literally hundreds of public and private stakeholders representing all regions within the bi-national mega-region. Contributors included the active participation and guidance of the Mega-Region Advisory Board – Bank of America, AT&T, San Diego Gas & Electric (SDG&E), San Diego Workforce Partnership, San Diego Association of Governments (SANDAG), Imperial Irrigation District, County of Imperial, Imperial Valley Joint Chambers, San Diego County Water Authority and the Brawley Inn.

Communities must look beyond their traditional political boundaries and develop new strategies to compete. There are some 40 mega-regions around the world and 10 emerging mega-regions within the United States. San Diego is located within the Southern California Mega-Region, stretching from Santa Barbara to just across the Mexican border to include Tijuana. Not surprisingly, the Southern California Mega-Region is economically dominated by Los Angeles and Orange Counties, with a combined gross regional product of \$680.2 billion (U.S. Bureau of Economic Analysis, 2006). For the same time period, the gross regional product for San Diego County was \$157.5 billion, and for Imperial County \$3.7 billion, according to the BEA.

The purpose of this strategy is to attract new high-tech industry investments and retain and expand existing businesses; and to differentiate us from Los Angeles and the rest of the Southern California Mega-Region by creating a global brand that defines the unique qualities of the Cali Baja Bi-National Mega-Region. Each region within this bi-national mega-region offers something special:

- San Diego County brings intellectual capital in the form of an educated workforce, academic and applied research centers and access to venture capital.
- Imperial County offers abundant, relatively inexpensive land, water rights and the capacity for alternative and renewable energy development and generation.
- Baja California provides a sophisticated low-cost manufacturing base, inexpensive labor and a steady supply of engineers.

Combining our strengths and assets around a campaign targeting key high-tech industries positions us to meet our economic development goals of attracting and creating sustainable, high-wage jobs. To achieve these goals, we are focusing on attracting foreign direct investment (FDI), recruiting established companies to expand operations and creating new business opportunities within the bi-

national mega-region. These industries include: (1) Cleantech (including alternative and renewable energy); (2) Applied Biotech (Biotechnology, Bio-Agriculture and Medical Devices); (3) Specialized Manufacturing; and, (4) Logistics (including transportation and warehousing).

This strategy is an ambitious and innovative approach to economic development for several reasons. First, it partners a predominately urbanized, knowledge-based economy – San Diego County – with a predominantly rural, traditional agricultural economy – Imperial County. Recent literature on mega-regions notes that the rise of cities on which these mega-regions are based is often at the expense of rural economies which frequently experience a loss of business and human capital. This development strategy is designed to help Imperial County grow and diversify its economy and avoid a “brain drain” in the process by marketing its assets as part of the larger package. Not limited to attracting outside foreign investments, this strategy is designed to encourage entrepreneurialism by connecting business interests in San Diego with business opportunities in Imperial.

Second, the strategy reaches across the international border to bring in the major metropolitan areas of Baja, California -- Mexicali, Tecate, Tijuana and Ensenada -- as partners. It is based on the understanding that both Imperial and San Diego counties have strong economic ties south of the border. People move back and forth across the border to work, live, shop and recreate. Baja’s economy has strong agricultural roots, much like Imperial County’s. However, it is much more diversified, with a sophisticated, low-cost manufacturing base and a talented pool of locally educated engineers. The value of this bi-national approach combines Baja’s assets into the larger package, adding to overall competitiveness. Additionally, this bi-national mega-region facilitates our collaborating on marketing activities and cooperating on the common challenges we face.

More Than a Marketing Effort: Meeting the Cali Baja Bi-National Mega-Region’s Challenges

Successful branding and marketing of the bi-national mega-region depends to a large extent on the quality of the product. Do we have what these high-tech industries want? While the Cali Baja Bi-National Mega-Region offers abundant resources, it is not without challenges:

- Does the bi-national mega-region have an adequately trained workforce?
- Are we educating a sustainable future workforce to successfully participate in a global economy?
- Are goods and workforce able to move efficiently throughout the bi-national mega-region?
- Does the bi-national mega-region have adequate supplies of critical resources such as water and energy?
- Is security a long-term threat to doing business along the international border?
- Is the bi-national mega-region business friendly?

If companies are going to invest in the Cali Baja Bi-National Mega-Region, responding to these questions is absolutely vital to our success. Here is a brief overview of what is being done.

Workforce and Education.

For more than a decade, public- and private-sector stakeholders across the bi-national mega-region have been working actively to address the very real need to educate and train our own high-tech workforce. These leaders understand that to remain competitive, we simply cannot rely on importing all of the engineers, scientists and skilled workers we need. The reality is that not enough

American students are going into these fields and every industry is chasing the same educated workforce. What follows are highlights of regional K-12, university and workforce training efforts.

K-12 Education. An important focus has been on engaging and recruiting students into the sciences through hands-on curriculums designed around science, technology, engineering and math (STEM) education. Examples include:

- *Project Lead The Way* – a rigorous curriculum based on project-learning to teach the fundamentals of math and science has been incorporated in 41 schools in eight school districts in San Diego County and one public charter school (K-8) in Imperial County.
- *High Tech High* - public charter schools aimed at changing the way students learn to emulate the workplace (seven schools in San Diego County);
- Baja, California provides technical education at the preparatory level (10-12) through the Center for Technology and Industrial Services (CETYS) and the Center for Technology and Industrial Services (CBTIS).
- The three largest Baja, California metropolitan areas of Tijuana, Mexicali and Ensenada have their own organizations engaged in Education-Enterprise linkage, the *Comite de Vinculacion Escuela Empresa*, that interact with universities, high schools and companies to design industry-specific workforce profiles.
- Additional educational opportunities include *Sally Ride Science Festival*, designed to engage girls in the sciences, and the *San Diego County Science Festival*, a weeklong series aimed at attracting the broader San Diego community to the sciences; and San Diego Science Alliance, offering unique programs tailored specifically to students and teachers to enhance math and science education.
- Imperial Valley College, Imperial Valley Regional Occupational Program and three high school districts are involved in the development of a career pathway for Renewable Energy Technologies. Additionally, the Imperial County P16 Educational Council is actively pursuing a college initiative to increase the number of students going to college.
- Because funding is a perennial challenge, stakeholders are exploring the development of new and innovative funding sources by creating new investment opportunities that would target specific education needs.

Universities and Research Institutions. The mega-region offers first-rate university education in research and applied sciences including the biosciences and engineering, and is home to a number of world-class research institutions, providing critical resources for the region's high-tech industries. These include:

- University of California at San Diego (UCSD)
 - Biosciences, Engineering, Medicine
- San Diego State University (SDSU)
 - Engineering, Biosciences
- University of San Diego (USD)
 - Engineering
- Cal State San Marcos (CSU-San Marcos)
 - Biosciences
- CETYS University
 - Engineering

- Autonomous University of Baja California (UABC)
 - Engineering
- Ensenada Center for Higher Education Research (CICESE)
- Scripps Institution of Oceanography
- Salk Institute
- Burnham Institute
- National Energy Center for Sustainable Communities

Workforce Training. Finally, workforce training continues to be an important focus within the bi-national mega-region. A number of public- and private-sector organizations and non-profits are actively addressing the technological skills necessary to attract and retain high-tech industry. These include:

- Regional community college technical education programs;
- Industry training and outreach (high school) programs;
- Labor training programs;
- San Diego Workforce Partnership;
- Imperial Valley Workforce Development Office;
- Imperial Valley Regional Occupational Program.

Certainly, more needs to be accomplished, and this was an important outcome of the Mega-Region Initiative, the year-long study on which this strategy has been based. Through a series of workshops focusing on education and workforce needs of the targeted industries, stakeholders developed and prioritized a series of action items. The collaborative relationships developed during this first year position the bi-national mega-region to coordinate these critical education and workforce training activities, ensuring that industry needs will be met.

Infrastructure

The single biggest infrastructure challenge for the bi-national mega-region is cross-border movement. The events of September 11, 2001 significantly altered security requirements along the U.S.-Mexico border, and with it, crippled the free flow of people and goods. This is where economic development and Homeland Security collide and our region loses either way with border crossings for legal guest workers, shoppers, tourists and commercial freight often taking well over two hours. A 2006 San Diego Association of Governments (SANDAG) study puts the annual economic losses to the San Diego-Imperial County economies at \$5.3 billion and for Northern Baja California at \$3.28 billion. The following two important bi-national initiatives have emerged that focus on improving cross-border movement:

- Smart Border 2010 - which seeks to reduce wait times to 15 minutes using new technologies and adding land ports of entries (POE);
- Borders Master Plan - a comprehensive, bi-national effort to coordinate planning and delivery of projects at land POEs, including transportation needs for 60 miles on either side of the international border.

Both are coordinated efforts to improve cross-border movements without jeopardizing security. Additional infrastructure studies and projects include the Freight Gateway Study, focusing on regional freight traffic in San Diego and Imperial counties; and the I-15 Corridor and I-8 Corridor studies designed to improve north-south mobility from the border through Riverside County, and

east-west between San Diego County and Imperial County. The Cali Baja Bi-National Mega-Region strategy could serve as a potential lobby/platform for these individual strategies by packaging them under the larger bi-national mega-region umbrella.

Critical Resources: Water and Power

Economic development for the bi-national mega-region is dependent on access to reliable sources of water and power. A glance at the map situates the Cali Baja Bi-National Mega-Region in the far West, characterized by desert and semi-arid landscapes, periodic droughts (eight of the last 10 years on the Colorado River), and now the growing impact of climate change. The growth in agriculture, the *maquiladoras* along the international border and population have combined to increase pressure on the two main sources of water supply for most of the bi-national mega-region, the Sacramento River-San Joaquin River Delta (called the Bay Delta) and the Colorado River: Imperial County enjoys legally secured, very large, very senior water rights from the Colorado River; San Diego County receives 90% of its water supply from outside sources; and Baja California, in addition to the Colorado River, receives a significant part of its water supply from ground waters. Among the efforts to meet the growing needs include:

- Conservation and Efficiency - Imperial Irrigation District (IID) and San Diego County Water Authority (SDCWA) have both instituted water efficiency programs. IID emphasizes the implementation of extraordinary conservation projects, the development of innovative efficiency measures and the utilization of progressive management tools. SDCWA currently receives less than 7% of its water supply from conservation, with a goal of achieving 11% by 2020.
- Reclamation and Recycling - SDCWA is studying how to replicate successful reclamation projects deployed in Florida for the San Diego Region. Currently recycling accounts for 3%, with a goal to achieve 6% by 2020.
- New Sources – SDCWA, which has already enjoyed some success in diversifying its water portfolio, is exploring the increased use of desalination projects including potentially partnering with Baja California communities to share resources.

Going forward, stakeholders are looking at the need to increase San Diego's storage capacity by expanding the San Vicente Reservoir, which is underway, and significantly increasing pumping capacity as well.

Demand for energy is projected to increase throughout the bi-national mega-region. SDG&E projects the need for a new power plant every five years just to meet San Diego's growth in demand. California state laws require utilities to generate 20% of their energy supply from renewable sources by 2010 and reduce green house gas emissions to 1990 levels by 2020. These requirements will provide Imperial County, East San Diego County and parts of Baja, California with new economic development opportunities in alternative and renewable energy generation to meet these requirements. These include:

- Geothermal - Imperial County's ten active plants have a combined capacity of 327 megawatts (MW); the California Energy Commission estimates 2,000 additional MW of production potential.
- Wind – currently a small presence in the eastern part of San Diego County consisting of 50 MW, with new sites being explored. Sempra Energy has proposed a new project in the La Rumorosa region of Baja, California, starting with 250 MW.

- Solar – SDG&E has contracted with Stirling Energy Systems, which is constructing a utility-scale solar farm using thermal solar dish technology of up to 900 MW in Imperial County. The Stirling project will have a direct connection to the Sunrise Powerlink, which, when built, will deliver 1,000 MW of reliable sources of clean energy to the San Diego Region. The Mega-Region Initiative buttressed our arguments in support of Sunrise, which was approved in December 2008.

Clean energy is not limited to renewables. For example, Sempra Generation, the parent company of SDG&E, built a \$350 million, 625 MW electrical generating plant in Mexicali, Baja. This plant uses only clean-burning natural gas as its fuel source and is one of the cleanest and most efficient power plants in North America. The future capacity to meet growth in energy demand and address the growing pressure for more clean sources is bright. According to a 2008 study by the California Center for Sustainable Energy, the Cali Baja Bi-National Mega-Region has the technical potential to generate 47,000 MW using geothermal, wind, solar and biomass resources.

International Border Security

Security along the U.S.-Mexican border has recently emerged as a serious threat to cross-border commerce and the overall quality of life. The increase in violence is due in large part to the turf battles between rival drug cartels over control of key supply routes into the U.S., and the Mexican government's intense pressure to dismantle them. The U.S government has responded through a variety of means, including:

- Ongoing sponsorship of the \$1.4 billion Merida Initiative, a counter-trafficking program that provides support to Mexico and Central American countries;
- Stimulus money to improve border security through improved technology and trans-border infrastructure;
- Increasing the number of Customs and Border Protection (CBP) officers, agents and pilots as well as reassignment of Alcohol, Tobacco and Firearms (ATF) agents to Southwest border locations;
- Financial assistance to domestic local law enforcement along the southern border in high intensity areas (HIDTA);
- Project Gun Runner, designed to detect, interdict and halt the illegal flow of weapons and ammunition from the U.S. to Mexico;
- Improving existing avenues of federal, state and local coordination between U.S. and Mexican officials;
- Potentially using U.S. troops to assist existing civilian law enforcement agencies along the Southwest border; and
- Transferring U.S. military equipment to both Mexican law enforcement and military forces.

It is not too much of a stretch to suggest that long-term success of the bi-national mega-region's goals to grow jobs and provide better education and training will help provide good job alternatives to a wider array of people.

Business-Friendly.

The bi-national mega-region has many desirable resources to encourage business attraction, development and expansion. Highlights include a concentration of high-tech industry clusters, universities and research centers, the presence of engineers and scientists, access to venture capital, a low-cost manufacturing base, and the potential for growth in emerging technologies such as

cleantech. These are reinforced by the presence of traditional kinds of incentives, such as free trade zones and enterprise zones, as well as incentives under the *maquiladora* system, which allows duty-free importation of equipment and materials for manufacturing within a designated area along the U.S.-Mexican border. As one industry vice-president recently put it, nowhere else in the U.S. can you find the concentration of talented engineers in proximity to inexpensive, first-rate manufacturing.

Going forward, this simply may not be enough. California has gained a reputation for being an increasingly difficult place to do business, that there is an effort to slow or halt development. Common complaints include high taxes, the complicated permitting process and the dizzying array of federal and state regulations that often make working on small projects cumbersome and expensive. The bi-national mega-region needs to proactively address these core business needs and interests if we are to successfully compete globally.

The current downturn in the world's economy has only ratcheted up the competition, and it comes not only from the lower-priced overseas markets of China or India. Regions across the U.S. are aggressively targeting Southern California to lure away our existing companies – and they do this by offering a variety of highly lucrative incentives. The value of this mega-regional approach to solving these critical challenges lies in the ability to bring together a broad group of stakeholders to address these problems. An important outcome of the mega-region stakeholder process is a series of policy and business incentive recommendations to strengthen our ability to compete. Going forward, we anticipate the formation of an action team to prioritize and champion these recommendations.

Marketing Strategy and Identity Development (“Current Situation”)

Because we are breaking new ground by proactively articulating a new mega-region – as opposed to passively participating in one centered more than 100 miles away – we have taken a very stepwise and businesslike approach to the process. In the initial phases we enlisted far-reaching groups of stakeholders to identify desired outcomes as well as combined strengths and weaknesses of the proposed mega-region.

The next logical step was to develop an identity for the mega-region, one that would be meaningful to targeted investors and businesses while being embraced by internal stakeholders. Our “corporate identity” is expressed as a name, a logo, and a tagline, all of which result from building a consensus around what our business strategy is. This strategy is expressed formally in a “positioning statement,” which answers the following key questions:

- Who is our target audience?
- In what arena(s) do we compete?
- How are we the best choice? What benefits do we offer that others don't or can't?
- How do we substantiate our claim to be the best choice? What assets and capabilities do we have that back up our claimed benefits?
- Because people make decisions, how do we appeal to both the rational and the emotional drivers of those decisions?

The branding team we engaged came to us with a very appealing strategic approach that was extremely inclusive of key stakeholders' input and points of view. As work progressed, they revisited these stakeholders and modified direction with full transparency. Due to this process, the final approved Positioning Statement has broad support. The final name for the mega-region, tagline and logo all spring directly from this statement:

For businesses whose lifeblood is innovation, operating in the Cali Baja Bi-National Mega-Region secures a distinct sustainable competitive advantage. Only the Cali Baja Bi-National Mega-Region brings together: a continuous flow of basic and applied science through its world-class educational and R&D centers; a deep pool of knowledge workers who turn science and information into solutions; an abundant supply of cost-effective, skilled labor working in a proven bi-national manufacturing and distribution system; and ample land and natural resources to support additional large-scale sustainable commercialization. All this comes with convenient access to lucrative markets in North America, as well as the Pacific Rim, located in a richly multi-cultural region whose year-round outdoors lifestyle attracts and retains qualified, dedicated employees.

Next Steps

The Cali Baja Bi-National Mega-Region global competitiveness strategy is designed to align the mega-region's resources with its global brand. Based on a year's worth of work, we have created a framework for long-term collaboration and coordination that proactively promotes and markets the bi-national mega-region, and addresses the key issues of workforce, infrastructure and policy recommendations and business incentives by bringing stakeholders from across the mega-region into the process. This strategy is a synthesis of their work.

Cali Baja Bi-National Mega-Region Action Agenda

Strategy 1.

“Place brand” the Cali Baja Bi-National Mega-Region globally to attract and retain targeted high-tech trade, investment and knowledge workers.

Action Steps:

- Develop and implement media placement efforts targeted at foreign media.
- Cultivate potential partners such as banks, law firms and investment firms who have an international clientele.
- Create opportunities for global messaging through presentations and events.
- Incorporate the new branding – name, logo and tagline - in *all* communications and ensure that messaging is consistent with the mega-region creative brief.
- Develop opportunities for collaboration with mega-region companies that export overseas.

Key Institutional Partners:

East County Economic Development Council
GlobalConnect
Imperial County Joint Chambers of Commerce

Imperial Valley Economic Development Corporation
Mexico Business Center
North County Economic Development Council
Otay Mesa Chamber of Commerce
Regional universities and colleges
San Diego Association of Governments
San Diego Regional Chamber of Commerce
San Diego Regional Economic Development Corporation
San Ysidro Chamber of Commerce
Secretary of Economic Development – Baja
South County Economic Development Council
Tijuana Economic Development Corporation
World Trade Center-San Diego

Strategy 2.

Develop an aggressive and targeted marketing program to attract foreign direct investment to the Cali Baja Bi-National Mega-Region.

Action Steps:

- Focused marketing outreach targeting four specific industry sectors.
- Identify opportunities for marketing on a collaborative basis.
- Develop mega-region marketing “rules of engagement.”
- Develop mega-region marketing and branding materials for collaborative use.
- Work with Invest in America at the U.S. Department of Commerce for opportunities to attract foreign direct investment.
- Support creation of California state entity to aggressively attract and monitor FDI.
- Create a web portal to aggregate each region’s assets.

Key Institutional Partners:

California Association for Local Economic Development
California Business Investment Services
Imperial Valley Economic Development Corporation
San Diego Regional Chamber of Commerce-Mexico Business Center
San Diego Regional Economic Development Corporation
Secretary of Economic Development – Baja
Tijuana Economic Development Corporation
U.S. Department of Commerce
World Trade Center-San Diego

Strategy 3.

Create materials and events to further educate public and private stakeholders within the Cali Baja Bi-National Mega-Region about the issues of globalization and the need for a coordinated global competitive strategy.

Action Steps:

- Develop educational events and opportunities for business, civic and political leaders.
- Create and distribute informational materials on global competitiveness issues.
- Enlist regional businesses and institutions to provide targeted materials and signage in multiple languages.
- Support global education programs within the region.
- Recruit mega-region advocates in partner organizations.
- Develop a global network matrix to determine the region's global connectivity.

Key Institutional Partners:

Cal State San Marcos
California Center for Border and Regional Economic Studies
Center for International Business Education and Research
Center of Excellence for San Diego and Imperial Region
Imperial Valley Economic Development Corporation
Mexicali Commission of Industrial Development
Mexicali Economic Development Council
Mexico Business Center
National Chamber of Industry
San Diego Association of Governments
San Diego Dialogue
San Diego Regional Chamber of Commerce
San Diego Regional Economic Development Corporation
Secretary of Economic Development – Baja
Tijuana Economic Development Council
World Trade Center-San Diego

Strategy 4.

Support and coordinate ongoing efforts to ensure the bi-national mega-region has a well-educated, highly trained workforce.

Action Steps:

- Support workforce outcomes from the mega-region assessments.
- Identify and support stakeholders from each region within the mega-region to act as coordinator on workforce issues.
- Develop K-16 educational standards for high-tech and cleantech, with input from industry for the entire mega-region.
- Encourage opportunities for cross-regional bi-national educational collaboration.
- Support efforts to create a mega-region biotech center and cleantech center.
- Develop a team to attract outside grants for workforce development projects.
- Support efforts to reform immigration policies, including short-and long-term work visas.
- Develop a model industry training program in Imperial County through collaborations between industry and workforce experts from across the bi-national mega-region.

Key Institutional Partners :

Imperial County Office of Education
Imperial County Workforce Development Office
Imperial Valley Economic Development Corporation
Junior Achievement for San Diego and Imperial Counties
Manpower, Inc.
Regional colleges and universities
San Diego County of Education
San Diego Regional Economic Development Corporation
San Diego Workforce Partnership
Trade Associations

Strategy 5.

Promote and collaborate for a seamless infrastructure throughout the bi-national mega-region.

Action Steps:

- Support the infrastructure outcomes from the mega-region assessments.
- Actively support the Smart Border 2010 initiative.
- Create educational opportunities to inform the public and private sector about the need for a functioning mega-region.
- Seek funding through grants, state and federal sources for improved rail and air movement.
- Secure legal rights and funding to build transmission lines allowing the unimpeded flow of energy between Imperial Valley, San Diego and Baja California.

Key Institutional Partners:

California Department of Transportation
Department of Homeland Security
General Services Administration
Imperial Valley Association of Governments
Imperial Valley Economic Development Corporation
Industry Representatives
Regional EDCs and chambers
San Diego Association of Governments
San Diego Gas & Electric
San Diego Regional Chamber of Commerce
San Diego Regional Economic Development Corporation

Strategy 6.

Develop, prioritize and champion the implementation of policies and business incentives to attract and retain high-value business in the bi-national mega-region.

Action Steps:

- Support outcomes of mega-region focus group.
- Develop team to identify and pursue outside federal and non-profit grants to support business attraction and development.

- Create mega-region “one-stop shops” for targeted industries to streamline the permitting process.
- Streamline Environmental Impact Assessments and Environmental Impact Reports processes for targeted industries.
- Develop innovative funding to attract new high-tech and emerging tech industries.

Key Institutional Partners:

Business and Industry Trade Associations

CalBIS

CALED

California Environmental Protection Agency

East County Economic Development Council

Imperial Valley Economic Development Corporation

North County Economic Development Council

Otay Mesa Chamber of Commerce

San Diego Association of Governments

San Diego Regional Chamber of Commerce

San Diego Regional Economic Development Corporation

San Ysidro Chamber of Commerce

South County Economic Development Council

U.S. Environmental Protection Agency

Key Issues for Future Consideration

A cross-organization task force structure, led by the San Diego Regional EDC and Imperial Valley EDC, has proven to be agile and effective during the evaluation and development phases of the mega-region initiative. But we need to identify the best structure to ensure the long-term viability of the Cali Baja Bi-National Mega-Region. This issue of long-term viability has already surfaced in discussions with key stakeholders over the course of this past year. The critical question to be answered is around organizational structure: will the mega-region be a stand alone, independent organization, or part of existing organizations with dedicated staff? Related to this is the need to develop a long-term funding strategy regardless of the ultimate organizational structure. We anticipate the formation of a stakeholder team to address these critical issues. By doing this, we will give the Cali Baja Bi-National Mega-Region its best chance to succeed.