Members

John Minto, Chair
Councilmember, City of Santee
(Representing East County)

Greg Cox, Vice Chair
Chair, County of San Diego

Al Ovrom
Councilmember, City of Coronado
(Representing South County)

Teresa Barth
Mayor, City of Encinitas
(Representing North County Coastal)

Ed Gallo
Councilmember, City of Escondido
(Representing North County Inland)

David Alvarez
Councilmember, City of San Diego

John Renison
Supervisor
(Representing Imperial County)

Alternates

Ruth Sterling
Councilmember, City of La Mesa
(Representing East County)

Dave Roberts
Supervisor, County of San Diego

Rudy Ramirez
Councilmember, City of Chula Vista
(Representing South County)

Lorraine Wood
Councilmember, City of Carlsbad
(Representing North County Coastal)

Jim Cunningham
Deputy Mayor, City of Poway
(Representing North County Inland)

Mark Kersey
Councilmember, City of San Diego

Vacant
(Representing Imperial County)

Advisory Members

Brian Tisdale
Mayor, City of Lake Elsinore
(Representing Riverside County)

Vacant
(Representing Orange County)

Remedios Gómez-Arnau
Consul General
Consulate General of Mexico

Farah Douglas
San Diego County Water Authority

San Diego Association of Governments
⋅ 401 B Street, Suite 800, San Diego, CA 92101-4231
(619) 699-1900 ⋅ Fax (619) 699-1905 ⋅ www.sandag.org

STATE ROUTE 11/OTAY MESA EAST PORT OF ENTRY IMPLEMENTATION STRATEGY

OVERVIEW OF MEXICO’S MAQUILADORA INDUSTRY

PLEASE TURN OFF CELL PHONES DURING THE MEETING

YOU CAN LISTEN TO THE BORDERS COMMITTEE MEETING BY VISITING OUR WEB SITE AT WWW.SANDAG.ORG

MISSION STATEMENT

The Borders Committee provides oversight for planning activities that impact the borders of the San Diego region (Orange, Riverside and Imperial Counties, and the Republic of Mexico) as well as government-to-government relations with tribal nations in San Diego County. The preparation and implementation of SANDAG's Binational, Interregional, and Tribal Liaison Planning programs are included under this purview. It advises the SANDAG Board of Directors on major interregional planning policy-level matters. Recommendations of the Committee are forwarded to the Board of Directors for action.
Welcome to SANDAG. Members of the public may speak to the Borders Committee on any item at the time the Committee is considering the item. Please complete a Speaker’s Slip, which is located in the rear of the room, and then present the slip to Committee staff. Members of the public may address the Committee on any issue under the agenda item entitled Public Comments/Communications/Member Comments. Public speakers are limited to three minutes or less per person. The Borders Committee may take action on any item appearing on the agenda.

In order to keep the public informed in an efficient manner and facilitate public participation, SANDAG also provides access to all agenda and meeting materials online at www.sandag.org/meetings. Additionally, interested persons can sign up for e-notifications via our e-distribution list at either the SANDAG Web site or by sending an e-mail request to webmaster@sandag.org.

Public comments regarding the agenda can be forwarded to SANDAG via the e-mail comment form available on the Web site. E-mail comments should be received no later than 12 noon, two working days prior to the Board of Directors meeting. Any handouts, presentations, or other materials from the public intended for distribution at the Borders Committee meeting should be received by the Clerk of the Committee no later than 12 noon, two working days prior to the meeting.

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ITEM #                        RECOMMENDATION

+1.  APPROVAL OF THE NOVEMBER 16, 2012, MEETING MINUTES  APPROVE

2.  PUBLIC COMMENTS/COMMUNICATIONS

Members of the public shall have the opportunity to address the Borders Committee on any issue within the jurisdiction of SANDAG that is not on this agenda. Anyone desiring to speak shall reserve time by completing a “Request to Speak” form and giving it to the Borders Committee coordinator prior to speaking. Public speakers should notify the Borders Committee coordinator if they have a handout for distribution to Borders Committee members. Public speakers are limited to three minutes or less per person. Borders Committee members also may provide information and announcements under this agenda item.

CHAIR’S REPORT (3)

+3.  UPDATES ON THE RESOLUTION TO SUPPORT PUBLIC-PRIVATE PARTNERSHIPS FOR IMPROVEMENTS OR CONSTRUCTION OF NEW BORDER INFRASTRUCTURE  INFORMATION

On December 21, 2012, the Board of Directors approved Resolution No. 2013-12 requesting that various federal agencies, specifically, the U.S. Department of Homeland Security and the U.S. General Services Administration, consider joint efforts with local governments and private industry to finance and build new border crossing infrastructure.

REPORTS (4 through 8)

4.  SUBREGIONAL REPORTS FROM COMMITTEE MEMBERS  INFORMATION

Members of the Borders Committee will report issues and activities within their subregion that are of interest or under the purview of the Committee.

+5.  REPORT FROM THE CONSUL GENERAL OF MEXICO (Hon. Remedios Gómez-Arnau, Consulate General of Mexico in San Diego)  INFORMATION

The Consul General of Mexico in San Diego, Hon. Remedios Gomez-Arnau, contributes to the Borders Committee dialogue by providing periodic reports on binational activities within the purview of the Committee. This report highlights Mexico’s new ambassador to the United States.
6. **UPDATE FROM THE SOUTHERN CALIFORNIA TRIBAL CHAIRMEN’S ASSOCIATION (Chairman Mark Romero, Mesa Grande)**

Chairman Mark Romero, representative of the Southern California Tribal Chairmen’s Association, will brief Borders Committee members on issues and activities affecting tribal nations in the region and the state.

7. **STATE ROUTE 11/OTAY MESA EAST PORT OF ENTRY IMPLEMENTATION STRATEGY (Mario Orso, Caltrans)**

The [State Route 11/Otay Mesa East Port of Entry](#) project reached an important milestone in September 2012 when the Record of Decision was issued by the Federal Highway Administration for the project’s Tier 2 Environmental Impact Statement/Environmental Impact Report. Caltrans staff will provide an update on this and other critical project milestones.

8. **OVERVIEW OF MEXICO’S MAQUILADORA INDUSTRY (José López, City of Tijuana; and Federico Serrano, Asociación de la Industria Maquiladora de Tijuana)**

Mexico established the Maquiladora program in 1965 to generate economic development and employment along Mexico’s northern border by attracting manufacturing and assembly operations. Currently, 570 maquiladoras are established in Tijuana, generating about 160,000 jobs and exporting goods produced mostly to the United States through our region’s ports of entry. This report will provide an update on this economic development sector.

9. **UPCOMING MEETINGS**

The next meeting of the Borders Committee is scheduled for Friday, February 22, 2013, at 12:30 p.m.

10. **ADJOURNMENT**

+ next to an item indicates an attachment
BORDERS COMMITTEE DISCUSSION AND ACTIONS
MEETING OF NOVEMBER 16, 2012

The meeting of the Borders Committee was called to order by Chair John Minto (East County) at 12:40 p.m. See the attached attendance sheet for Borders Committee member attendance.

Chair Minto welcomed the Borders Committee members and guests. Chair Minto recognized the guests visiting us from afar such as Juventino Perez, Director of the City of Mexicali Municipal Planning Institute, and Mr. R. Mitchel Beauchamp, City Treasurer of the City of National City. Chair Minto formally recognized a few Borders Committee members that are leaving the Committee. He acknowledged and personally thanked Supervisor Pam Slater-Price (County of San Diego), Mayor Daniel Romero (City of Calexico), and Mayor Pro Tem Jim Dahl, City of San Clemente (County of Orange) for serving on the Borders Committee.

1. APPROVAL OF THE OCTOBER 26, 2012, MEETING MINUTES (APPROVE)

Action: Upon a motion by Councilmember Ed Gallo (North County) and a second by Supervisor John Renison (Imperial County), the Borders Committee unanimously approved the minutes from the October 26, 2012, Borders Committee meeting.

2. PUBLIC COMMENTS/COMMUNICATIONS

R. Mitchel Beauchamp, member of the public, spoke about railroad goods movements and various transportation matters. He further commented on pending litigation with Metropolitan Transit System (MTS).

CONSENT (3)

3. IMPERIAL COUNTY CONTACTS GUIDE (INFORMATION)

The Imperial County Contacts Guide is modeled after the Binational Contacts Guide. It contains a list of federal, state, local, and non-governmental agency contacts in Imperial County.

Chair Minto introduced this item.

Chair Minto, presented the item and responded to questions.
**CHAIR’S REPORT (4)**

4. **UPDATES ON THE CONCEPT FOR A NEW VIRGINIA AVENUE INTERMODAL TRANSPORTATION CENTER (INFORMATION)**

At its October 26, 2012, meeting, the Borders Committee reviewed and discussed three concepts for the creation of an Intermodal Transportation Center (ITC) at Virginia Avenue, on the western side of the San Ysidro Port of Entry. The Borders Committee recommended that an item be presented to the SANDAG Board of Directors requesting the following: (1) that the U.S. General Services Administration (GSA) consider building a temporary facility at Virginia Avenue to facilitate access for pedestrians and transit users; (2) transmit Concept 1 of the Virginia Avenue ITC to the GSA as the recommended option for the ITC; and (3) send a letter to GSA requesting information on unallocated and contingency funds available from Phase 1 of the San Ysidro Port of Entry Modernization and Expansion project. The Chair updated the Committee on any action taken by the Board of Directors on this item.

Chair Minto introduced this item and provided introductory remarks. This recommendation was approved by the Board of Directors during its November 16, 2012, meeting.

Edmundo Villa Alba, member of the public representing Tijuana’s National Chamber of Commerce, spoke about transportation and border crossing issues. Mr. Villa Alba thanked SANDAG for the efforts and facilitating crossborder transportation.

Chair Minto, presented the item and responded to questions.

**Action:** This item was presented for information only.

**REPORTS (5 through 10)**

5. **SUBREGIONAL REPORTS FROM COMMITTEE MEMBERS (INFORMATION)**

Members of the Borders Committee reported on issues and activities within their subregion that are of interest or under the purview of the Committee.

Chair Minto introduced the item.

Chair Minto announced that no reports were provided.

**Action:** This item was presented for discussion only.
6. REPORT FROM THE CONSUL GENERAL OF MEXICO - MEXICO’S NEW LAW OF PUBLIC-PRIVATE PARTNERSHIPS (INFORMATION)

The Consul General of Mexico in San Diego, Honorable Remedios Gómez-Arnau, contributes to the Borders Committee dialogue by providing periodic reports on binational activities within the purview of the Committee. This report highlighted Mexico’s new Law of Public-Private Partnerships.

Chair Minto introduced this item.

Hon. Francisco Olavarria, Deputy Consul General of Mexico in San Diego, presented the item and responded to questions. Mr. Olavarria provided a brief overview on binational activities related to the public-private partnership law.

Action: This item was presented for information only.

7. UPDATE FROM THE SOUTHERN CALIFORNIA TRIBAL CHAIRMEN’S ASSOCIATION (INFORMATION)

Chair Minto introduced this item and speaker.

Claudine Montes, Liaison with the Southern California Tribal Chairmen’s Association (SCTCA), read an article on American Heritage Month which is celebrated in the month of November and briefed the Committee members on Native American contributions, issues, and activities affecting tribal nations in the region and the state.

Ms. Montes presented the item, and responded to questions.

Action: This item was presented for information only.

8. PUBLIC-PRIVATE PARTNERSHIPS FOR IMPROVEMENTS OR CONSTRUCTION OF NEW BORDER INFRASTRUCTURE (DISCUSSION/POSSIBLE ACTION)

Crossborder travel and trade have increased significantly since the implementation of the North American Free Trade Agreement (NAFTA); however, the existing infrastructure is inadequate and funds are increasingly scarce. The Borders Committee members representing the County of Imperial requested this Committee to explore supporting the implementation of public-private partnerships for all border projects. A draft Resolution was attached, which recommends that the various agencies of the United States, specifically, the Department of Homeland Security and the GSA, consider joint efforts with local governments and private industry to finance and build improvements or new land ports of entry.

Chair Minto introduced this item.

Daniel F. Romero, Mayor (City of Calexico), commented on this item and thanked SANDAG for supporting this effort and presenting the proposed resolution.
Supervisor John Renison (County of Imperial); Councilmember Ed Gallo (City of Escondido); District 11 Director Laurie Berman (Caltrans), and Executive Director Gary Gallegos (SANDAG), further commented and asked several questions on this item.

Hector Vanegas, Borders Committee Program Manager (SANDAG), presented the item and responded to questions.

Action: Upon a motion by Councilmember Ed Gallo, City of Escondido (North County Coastal), and a second by Supervisor John Renison (Imperial County), the Borders Committee supported exploring the implementation of public-private partnerships for all border projects as a development tool. A draft Resolution was attached, which recommended that the various agencies of the United States, specifically, the Department of Homeland Security and the GSA, consider joint efforts with local governments and private industry to finance and build improvements or new land ports of entry.

9. SAN DIEGO REGIONAL ECONOMIC DEVELOPMENT CORPORATION (EDC) AND IMPERIAL VALLEY EDC'S CALI BAJA BINATIONAL MEGA-REGION INITIATIVE (INFORMATION)

Chair Minto announced that this item would be tabled. Christina Luhn, San Diego Regional EDC, was unable to attend the meeting.

Action: This item was presented for information only.

10. GOODS MOVEMENT BORDER CROSSING STUDY AND ANALYSIS (INFORMATION)

This report presented an update on the economic impacts of border wait times of passenger and commercial vehicles at the Imperial County and Mexicali border crossings. This study also evaluated different technologies available to better estimate wait times for personal trips and freight movements.

Chair Minto introduced this item.

Mark Baza, ICTC, provided introductory remarks.

Rajeev Seetharam (SCAG) presented the item and responded to questions.

Councilmember Ed Gallo (North County Inland); Supervisor John Renison (County of Imperial); and Associate Division Administrator Richard E. Backlund, AICP (U.S. Department of Transportation Federal Highway Administration; asked several questions and commented on this item.

Action: This item was presented for information only.

11. UPCOMING MEETINGS (INFORMATION)

The next meeting of the Borders Committee is scheduled for Friday, January 25, 2013, at 12:30 p.m.
12. ADJOURNMENT

Chair Minto adjourned the meeting at 1:51 p.m.

Attachment: Attendance Sheet
CONFIRMED ATTENDANCE
BORDERS COMMITTEE MEETING
NOVEMBER 16, 2012
12:30 p.m. to 2:30 p.m.

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UPDATES ON THE RESOLUTION TO SUPPORT PUBLIC-PRIVATE PARTNERSHIPS FOR IMPROVEMENTS OR CONSTRUCTION OF NEW BORDER INFRASTRUCTURE

Introduction

On December 21, 2012, the Board of Directors approved Resolution No. 2013-12 requesting that various federal agencies, specifically, the U.S. Department of Homeland Security and the U.S. General Services Administration, consider joint efforts with local governments and private industry to finance and build new border crossing infrastructure.

CHARLES “MUGGS” STOLL
Director of Land Use and Transportation Planning

Attachment: 1. SANDAG Resolution No. 2013-12

Key Staff Contact: Hector Vanegas, (619) 699-1972, Hector.Vanegas@sandag.org
RESOLUTION RECOMMENDING THE VARIOUS AGENCIES OF THE UNITED STATES, SPECIFICALLY, THE DEPARTMENT OF HOMELAND SECURITY AND THE GENERAL SERVICES ADMINISTRATION, TO CONSIDER JOINT EFFORTS WITH LOCAL GOVERNMENTS AND PRIVATE INDUSTRY TO FINANCE AND BUILD IMPROVEMENTS OR NEW LAND PORTS OF ENTRY

WHEREAS, the San Diego Association of Governments is a regional body whose Board of Directors represents the eighteen cities and the county in the San Diego region; and

WHEREAS, the San Diego region is located on the international border with the Republic of Mexico, sharing three land ports of entry with the Mexican State of Baja California (San Ysidro-Puerta México, Otay Mesa – Mesa de Otay, and Tecate-Tecate); and

WHEREAS, the San Diego region is taking the lead in planning and financing a new port of entry at Otay Mesa East, forging an innovative financial strategy that includes issuing bonds as part of a financial strategy to build a toll access road; and

WHEREAS, the San Diego region and the Tijuana, Tecate and Playas de Rosarito Metropolitan Zone form the largest crossborder metropolis along the United States – Mexico border; and

WHEREAS, the San Diego region and the Tijuana, Tecate, and Playas de Rosarito Metropolitan Zone have developed not only strong economic, cultural, and social and familiar ties, but one of the most intense crossborder multi-modal confluences in the world; and

WHEREAS, the countries of the United States, Canada, and Mexico signed the North American Free Trade Agreement (NAFTA) in 1993 to foster trade between the three countries, and improve global competitiveness; and

WHEREAS, the U.S.- Mexico trade has more than quintupled since the implementation of NAFTA, totaling $500 billion in bilateral trade in 2011; and

WHEREAS, Mexico is second only to Canada as a source of tourism in the United States, representing nearly 14 million annual Mexican visitors to the U.S. and spend millions of dollars on U.S. goods and services every single day; and

WHEREAS, the San Ysidro – Puerta Mexico Land Port of Entry is the busiest port of entry between the United States and Mexico, and is undergoing a major reconfiguration and expansion project; and

WHEREAS, the Otay Mesa – Mesa de Otay Land Port of Entry has plans for the expansion and modernization of the passenger and commercial inspection facilities; and
RESOLUTION NO. 2013-12

WHEREAS, the need for improved border capacity and efficiency comes at a time when traditional federal funds are increasingly scarce; and

WHEREAS, that due to insufficient funds public-private partnerships are increasingly becoming a model for constructing new and improving existing border infrastructure; and

WHEREAS, new land port of entry or improvement projects are of federal jurisdiction, with significant influence over local communities; and

WHEREAS, the relationship and collaboration between federal and local agencies is important and essential for the development of border infrastructure projects and security; and

WHEREAS, SANDAG adopted Resolution 2002-15 urging the federal and state governments to help mitigate the economic impacts on the border region resulting from increased border wait times; NOW THEREFORE

BE IT RESOLVED that the San Diego Association of Governments hereby requests the various agencies of the United States, specifically, the Department of Homeland Security and the General Services Administration consider joining efforts of local governments and private industry to finance and build improvements or new land ports of entry, supporting public-private partnerships, as proposed for the Imperial County border region.

PASSED AND ADOPTED this 21st day of December 2012.

CHAIRPERSON

ATTEST: GARY L. GALLOPS

SECRETARY

MEMBER AGENCIES: Cities of Carlsbad, Chula Vista, Coronado, Del Mar, El Cajon, Encinitas, Escondido, Imperial Beach, La Mesa, Lemon Grove, National City, Oceanside, Poway, San Diego, San Marcos, Santee, Solana Beach, Vista, and County of San Diego.

ADVISORY MEMBERS: California Department of Transportation, Metropolitan Transit System, North County Transit District, Imperial County, U.S. Department of Defense, San Diego Unified Port District, San Diego County Water Authority, Southern California Tribal Chairmen's Association, and Mexico.
Introduction

The Consul General of Mexico in San Diego, Hon. Remedios Gomez-Arna, contributes to the Borders Committee dialogue by providing periodic reports on binational activities within the purview of the Committee. This report highlights Mexico’s new ambassador to the United States.

Discussion

On January 9, 2013, Hon. Eduardo Medina-Mora, was sworn in by the Mexican Congress as the new ambassador of Mexico to the United States, ratifying the appointment made by President Enrique Peña Nieto.

Attachment 1 is a press release that describes Ambassador Medina Mora’s vision of the bilateral relations, which would include actions to improve the image of Mexico in the United States, and to raise the relation to higher levels of collaboration, partnership, shared responsibility, and mutual respect.


Key Staff Contact: Hector Vanegas, (619) 699-1972, Hector.Vanegas@sandag.org
Mexico City
January 9th, 2013

Press Release

EDUARDO MEDINA MORA SWORN IN AS AMBASSADOR OF MEXICO TO THE UNITED STATES

Mexico’s ambassador to the United States, Eduardo Medina Mora Icaza, was sworn in today by the Permanent Commission of Congress, which ratified the appointment made by President Enrique Peña Nieto.

Foreign Secretary José Antonio Meade congratulated Ambassador Medina Mora on his appointment and acknowledged the work of Ambassador Arturo Sarukhan at the embassy, saying that the foundation he laid for the bilateral relationship will undoubtedly contribute to the new ambassador’s success.

Ambassador Medina Mora explained his agenda to the Permanent Congressional Commission, stressing the importance of the bilateral relations with the U.S. and saying that during the new administration Mexico had the historic opportunity to raise it to a higher level of cooperation, partnership, shared responsibility and mutual respect.

The Ambassador emphasized that, while at the embassy, his actions will always be based on preserving national sovereignty as a fundamental value. In order to improve the image of Mexico in the United States, it will be necessary to engage in public diplomacy with the various social sectors and the media in order to publicize in an ongoing manner the importance of the Mexicans in the U.S. He will also strongly support publicizing Mexico’s rich culture and tourism.

The ambassador said that there have been few times in the past to equal the situation today, where domestic and external conditions are coming together in a way that will benefit Mexico’s development.

He acknowledged that the United States remains the largest world power and explained that Mexico’s largest consular network is located in that country. The
defense of human and job rights is the essence of Mexico’s diplomatic work in the bilateral relationship.

The diplomat stressed that Mexico’s embassy in the U.S. coordinates the consulates in that country using a policy that is well defined by national interest. It also holds active exchanges and discussions with the various political and social actors involved in the bilateral relationship.

Ambassador Medina Mora said that the embassy’s priority will be to maintain and strengthen a positive and efficient environment for business and to expand investment opportunities for Mexicans there as well as for Americans in Mexico, taking advantage of the interaction of the production networks.

Regarding the immigration issue, the Ambassador said that it must be addressed using a regional approach. He acknowledged that immigration reform is a matter of domestic policy, but said that the Mexican government and its embassy in the U.S. would do their part to ensure that the interests of our citizens are respected.

The Ambassador proposed six main areas of action:

- Respect for the human dignity, health and education of our citizens
- Maintaining close contact with the Mexican communities and organizations in the various U.S. states
- Acting decisively in all lawsuits that have the potential to result in a ruling in favor of Mexicans who have been the victims of an injustice
- Assessing the risks of the decisions of local authorities regarding immigration
- Monitoring federal immigration policies in the U.S. which, regarding deportations, could in extreme cases exploit the vulnerability of our fellow countrymen
- Help articulate the medium- and long-term post-FTA vision as set forth by President Enrique Peña Nieto has established.
Metropolitan Transit System & San Ysidro
NO MORE HIDDEN AGENDAS - THE COMMUNITY VOICE MATTERS

History

1998-2002: Regional stakeholders and San Ysidro Community collaborate to vet and design the SYITC Project, as it exists today. Metropolitan Transit System (MTS) expands at the SYPOE.

2002-2003: **PRIVATE PROPERTY TAKEN** for vetted SYITC Project and establishment of *Inter-City Terminal* with Ten (10) “Vertical” Bus Stalls immediately behind privately owned McDonald’s Trolley Station, and separate from *Local City Bus-Taxi-Jitney Terminal*, next to Trolley Terminal.

2004-2012: MTS grants management of SYITC to ACE Parking. Competing Proposals by end users, Border Transportation Council (BTC), and others, to improve facility operations are discarded by MTS, citing conflicts of interest to BTC, which includes member Greyhound.

**MTS-SYPS, LLC**

- October 18, 2012: MTS Board approves SYPS Agreement, with First America, parent company of Greyhound, to manage SYITC and to [RECONFIGURE YEARS OF APPROVED PLANNING](#). There was “No Public Notice”, No Community vetting, nor consulting with the BTC, the largest end users.

- SYPS converts Inter-City Terminal “bus staging” into industry non-conforming “parallel parking” mixing inter-city operations into two (2) terminals, and substantially increase user/passenger rates. Inadequate modular kiosks as pricey ticket offices will be offered to private transit companies.

- October 19, 2012 to present: Immediately upon learning of SYPS proposal, community, private property and end-user opposition and appeals for intervention are communicated via emails and meetings with MTS, City Council, and other Public leaders, including members of the SANDAG Borders Committee.

- December 26, 2012: MTS signs SYPS Lease Agreement, despite strong opposition and concerns.

**Public Safety & Health Concern**

There are numerous design flaws, conflicts of interest, private and public property EXPLOITATION matters to be vetted. Above all, the SYPS Plan raises considerable Public Safety & Health issues:

1) Pedestrians, including children and elderly, will be forced to confront head-on bus traffic and passenger loading in the middle of and between parallel bus traffic; 2) Inadequate shelter from extreme weather and poor air quality resulting from idling buses, freight train and POE drift; 3) No restrooms; 4) Mixed terminals will cause public confusion, greater walking distances; 5) Plan increases traffic between terminals; no traffic mitigation for out-of-control POV, due to new Mexico pedestrian crossing; 6) Wildcatting will proliferate; prey on confused travelers; 7) ADA?

**Presentation illustrating SYPS Plan**

Submitted to SANDAG with this handout.

Submitted to SANDAG Borders Committee by Miguel Aguirre
(619)917-3167 / mig1@sbcglobal.net
Gateway of Opportunity
SR 11 / Otay Mesa East Port of Entry

Project Segmentation

SR 11/Otay Mesa East Port of Entry
Segment 1 Progress

- Design sequencing approved for expedited delivery
- Complete design and right-of-way certification: Mid-2013
- Construction award: July 2013
- Open to traffic: December 2015

Segments 2 and 3 Progress

- Segment 2: Design underway
- Segment 3: Finalize a joint vision to implement this project and other border projects with federal agencies and Mexico
- Coordination with ITS concept of operations and Mexico is ongoing
SANDAG and Caltrans, along with a number of key local, state, and federal agencies in the United States and Mexico, are executing an aggressive plan to self-finance a new border crossing in the San Diego/Tijuana California region. Annually, $84 billion worth of goods move across the region’s borders, and at each crossing wall times regularly exceed two hours. To sustain vibrant and effective commercial cross border activities, this diverse group of partners is creating a new port of entry and connecting state highway. This e-newsletter will be regularly distributed to keep stakeholders updated.

RECORD OF DECISION ISSUED FOR PROJECT

The SR 11/Otay Mesa East POE project reached an important milestone in September 2012 when the Record of Decision (ROD) was issued by the Federal Highway Administration (FHWA) for the project’s Tier 2 Environmental Impact Statement/Environmental Impact Report (EIS/EIR). The environmental studies for the SR 11/Otay Mesa East project have been conducted in two phases, and the Phase 1 EIS/EIR received its ROD in fall 2009. The issuance of the ROD for the Tier 2 EIS/EIR clears the way for the project to proceed to construction once other necessary studies are completed and project funding is secured.

SEGMENT I MOVES FORWARD TO DESIGN

An important change to the SR 11/Otay Mesa East POE planning was made in early 2012 in order to expedite project delivery. The California Transportation Commission (CTC) approved a plan to divide the project corridor into three distinct segments. The CTC also approved the application of $75 million in Proposition 1B Trade Corridors Improvement Funds (TCIF) to Segment 1 of the project. The segments are:

- Segment 1 will construct the SR80/SR11 freeway-to-freeeway connectors up to Enrico Fermi Drive
- Segment 2 will build the remaining portion of SR11 (from Enrico Fermi to the POE) and the Commercial Vehicle Enforcement Facility
- Segment 3 will construct the POE

Segment 1 of the project is now moving forward to the design phase. Segment 1 design is scheduled for completion in mid-2013. Caltrans is also moving forward with the appraisals of right-of-way needed for the acquisition process for Segment 1 of the project. Right-of-way certification is anticipated for completion in mid-2013 and the award of a construction contract is anticipated in July 2013.

PROJECT STUDY UPDATES

The SR 11/Otay Mesa East POE project involves the coordination of a number of studies on the various aspects of the proposal. An update on the status of each of these studies is included below:

Investment Grade Traffic & Revenue (T&R) Study

A Traffic & Revenue (T&R) Study for the toll facility must be developed as part of the project. This study, expected to be complete in early 2013, will provide an estimate of the revenue-generating capacity of the project, providing extensive data to the investment community detailing the financial feasibility of the project. An investment grade T&R model will provide insight into border crossing’ behavioral responses to future travel options, as well as how much revenue can be expected from each new POE option.
More than 1,500 surveys of passenger vehicles, pedestrians, and trucks have been completed as part of the SAN DIEGO SANDAG Border Environment Impact Analysis (BEIA) Study. Surveys of border crossers have helped determine who will use the new crossing, how much they will be willing to pay in tolls and their “value of time” in terms of border crossing wait times. In addition, key stakeholders were surveyed, including government officials, neighborhood leaders, and community members. The survey results were shared with the public through a series of workshops held in border towns and communities.

Intelligent Transportation Systems (ITS) Study

The Intelligent Transportation Systems (ITS) Pre-Deployment Study will assess innovative operating concepts and technologies that can help to develop a secure, state-of-the-art border crossing. Examples of areas of evaluation include traveler notification of border wait times, pricing, and truck segmentation to streamline traffic. The cross-border ITS revenue collection technologies will provide value to the customer and fund the PCE through dynamic toll pricing models. In addition, tolling alternatives will be considered. The ITS system will focus on congestion management to provide predictable wait times for passenger and commercial customers. The model developed will include a simulation model of the new crossing.

A workshop on “Envisioning the Border” will be held with industry groups and other stakeholders in order to advance some ideas and gain feedback relating to the ITS Study and other project elements.

ITS project milestones completed include:

- Systems Engineering Management Plan (SEMP) - Documents the ITS operational concepts and technical elements for the project.
- State-of-the-ArtITS Scan - Technical overview of technologies used at U.S. border crossings and how they might apply to Otay Mesa East.
- Initial Business Objectives - Statements organized into general goals for project operations.
- Border Proces Flow Map - Flow charts showing commercial and passenger crossing processes.
- Customer Interviews - Face-to-face interviews with 50+ manufacturers, shippers, customs brokers, and passengers about border crossing behavior and interests in the new POE.
- Market Assessment - Preliminary review and customer profile framework, which will be expanded based on traffic and revenue interview results.

Over the next few months, SANDAG and Caltrans will be preparing the concept of operations for the project. This document is being developed to include feedback from stakeholders to refine and confirm operational concepts for the project. It will capture a broader perspective of operational issues and will serve as supporting document as the other elements of the project continue to move forward. Once the traffic and revenue forecasts are finalized, the concept of operations may be further refined to reflect new findings regarding potential customers and value-added services.

Key Federal Requirements Underway

For high profile projects costing more than $600 million dollars, the Federal Highway Administration requires various documents from the project sponsors. The following documents needed are underway and are scheduled to be completed by spring of 2013:

- Project Management Plan
- Oversight Agreement
- Cost Estimate Review
- Financial Plan

FOR MORE INFORMATION

For more information or to be added to the newsletter distribution list, contact Andrea Hoff at andreahoff@sandag.org. Visit the project Web site at www.sandag.org/brt41.
Proyecto SR 11/Garita Otay Mesa East

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SANDAG y Caltrans, conjuntamente con un grupo de agencias locales, estatales y federales de los Estados Unidos y México, llevan a cabo un agresivo plan para autodirigir un nuevo cruce fronterizo en la región de San Diego-Baja California. Anualmente, un total de mercancías con valor de $54 mil millones de dólares cruza por las garitas de la región, y en cada uno de esos cruces fronteadores, los tiempos de espera exceden regularmente las dos horas. Para mantener las actividades de un comercio transfronterizo vibrante, los diversos socios de este proyecto están trabajando para crear un nuevo cruce fronterizo y la carretera estadial de acceso. Este boletín electrónico será distribuido regularmente para actualizar a las partes interesadas.

EMISIÓN DEL REGISTRO DE DECISIÓN PARA EL PROYECTO

El Proyecto SR 11/Garita Otay Mesa East alcanzó un importante hito o meta en septiembre de 2012, cuando fue emitido el Registro de Decisión (ROD, por sus siglas en inglés), por parte de la Federal Highway Administration (FHWA), para la Etapa I del Programa de Impacto Ambiental (SEIR, por sus siglas en inglés) del proyecto. Los estudios ambientales para el Proyecto SR 11/Garita Otay Mesa East se han realizado en dos etapas. La Etapa I de la SEIR recibió el ROD en el año de 2008. La emisión del ROD para la Etapa II de la SEIR despeja el camino para que el proyecto progrese con la construcción una vez que sean terminados los otros estudios necesarios y está asegurado el financiamiento del proyecto.

EL SEGMENTO I AVANZA A LA ETAPA DE DISEÑO

A comienzos de 2012 se hizo un cambio importante a las etapas del Proyecto SR 11/Garita Otay Mesa East con el fin de acelerar la entrega del proyecto. La Comisión de Transporte de California (CTC) aprobó un plan para dividir el corredor del proyecto en tres segmentos. La CTC también aprobó la aplicación de $75 millones de la Proposición 1B de Fondos para Mejoramiento de Corredores de Corriente (TGF, por sus siglas en inglés) para el Segmento I del proyecto. Los segmentos son:

- Segmento I, que incluye la construcción de los conectores de las autopistas SR305 y SR11 hasta Enrico Fermi Drive
- Segmento II, que incluye la construcción de la sección restante de la SR 11 (de Enrico Fermi a la Garita) y las Instalaciones de Control de Vehículos Comerciales (Commercial Vehicle Enforcement Facility), y
- Segmento III, para la construcción de la Garita

El Segmento I del proyecto está avanzando a la fase de diseño. El diseño del Segmento I está programado para ser terminado a mediados de 2013. Caltrans está avanzando también con las valoraciones del derecho a la vía necesarios para el proceso de adquisición para el Segmento I del proyecto. Se espera que la certificación del derecho a la vía termine a mediados de este año y que en el mes de julio se asigne un contrato de construcción.

ACTUALIZACIONES DE LOS ESTUDIOS DEL PROYECTO

El Proyecto SR 11/Garita Otay Mesa East involucra la coordinación de varios estudios sobre los diversos aspectos de la propuesta. A continuación, se incluye una actualización del estado que guarda cada uno de estos estudios:

Estudio de Afectos a Ingresos a Nivel de Inversión

Como parte del proyecto se tiene que realizar un Estudio de Afectos a Ingresos (TBR, por sus siglas en inglés) para el cruce fronterizo de cuota (o peaje). Este estudio, que se espera sea terminado a comienzos de 2013, proveerá un estimado de la capacidad...
del proyecto para generar recursos, brindando suficiente información para las inversionistas y detallando la viabilidad financiera del proyecto. Un modelo de Aforos e Ingresos a Nivel de Inversión permite entender el comportamiento de los usuarios del cruce fronterizo ante las futuras opciones de viaje, así como cuáles ingresos podrían esperarse de cada una de las opciones de la nueva gaveta.

Se han hecho miles de 1,500 encuestas a conductores de vehículos de pasajeros, camiones y peatones como parte del Estudio TIR. Las encuestas a quienes cruzan la frontera han ayudado a determinar qué clases usarían el nuevo cruce, cuánto estarian dispuestos a pagar en peajes y su "valoración del tiempo" en términos del tiempo de espera para cruzar la frontera. Adicionalmente, se está entrevistando a representantes clave de 100 empresas, incluyendo maquiladoras, empresas de transporte y transportistas de productos agrícolas para conocer sus perspectivas sobre asuntos relacionados con el cruce de la frontera y actitudes con respecto a la nueva gaveta propuesta. La información de las encuestas y las entrevistas complementarán el comportamiento y sofisticado modelo de cruce fronterizo creado para predecir el tráfico y los ingresos para el proyecto.

Estudio de Sistemas Inteligentes de Transportación (ITS, por sus siglas en inglés)

El Estudio Previa al Desarrollo del Sistema Inteligente de Transportación (ITS, por sus siglas en inglés) evaluará conceptos innovadores de operatividad y tecnologías que pueden ayudar a desarrollar un cruce fronterizo seguro, de vanguardia. Algunos ejemplos de áreas de evaluación incluyen notificación a los viajeros sobre los tiempos de espera, costos, y segmentación de camiones para agilizar el tráfico. Las tecnologías para recaudación de ingresos y transporte de productos agrícolas podrían ofrecer acceso al cliente y financiamiento a la gaveta, a través de un modelo de tarifas que se basa en los tiempos de espera y el destino. El sistema ITS se enfocará en la administración del congestionamiento para brindar tiempos de espera predictables para pasajeros y clientes comerciales. El nuevo cruce estará cerca de las gavetas (sin peaje) actuales, por lo tanto, será necesario ofrecer un valor al viajero que actualmente el cruce libre no le ofrece, posiblemente algo más y mejor que tiempos cortos para un cruce fronterizo.

Se realizará un taller sobre la "Visualización de la Frontera" (Envisioning the Border) con grupos de la industria y otras partes interesadas para avanzar en ciertas ideas y recibir comentarios relacionados con el Estudio ITS y otros elementos del proyecto.

Los hitos alcanzados del proyecto ITS incluyen:

- Estudios del Sistema de Ingeniería (SEMP, por sus siglas en inglés) - que documentan los conceptos operacionales del ITS y elementos técnicos del proyecto.
- Estudio de Prácticas del ITS - Una evaluación de las tecnologías utilizadas en otros cruces fronterizos en los Estados Unidos y cómo estas se podrían aplicar en la Gaveta Otay Mesa East.
- Programas Iniciales deNegocios - Son declaraciones organizadas por objetivos generales para las operaciones del proyecto.
- Mapas del Flujo del Proceso en la Frontera - Es un diagrama de flujo que muestra los procesos de cruce fronterizo comercial y de pasajeros.
- Entrevistas con Gentes - Son entrevistas a personas con el frente de 50 organizaciones, transporte, industrias y pasajeros, para hablar acerca de sus hábitos al cruzar la frontera e intereses en nuevas formas.
- Evaluación del Mercado - Consiste en un estudio preliminar y un borrador del perfil de los clientes, que se amplificarán con base en los resultados de las entrevistas sobre los aforos e ingresos.

En los próximos meses, SANDAG y Caltrans estarán preparando el concepto de operaciones del proyecto. Este documento está siendo desarrollado con base en comentarios de las partes interesadas para reforzar y confirmar los conceptos operacionales del proyecto. El documento incluirá una perspectiva más amplia de aspectos operacionales y servirá como documento de soporte mientras se sigue avanzando con los otros elementos del proyecto. Una vez que se finalicen los proyectos de aforos e ingresos, el concepto de operaciones podría ser refinado posteriormente para que refleje nuevos hallazgos con respecto a los clientes potenciales y servicios con valor agregado.

Se Están en Proceso de Cumplir Importantes Exigencias Federales

Para proyectos importantes que cuestan más de $500 millones de dólares, la Federal Highway Administration exige varias documentación a los socios del proyecto. Los siguientes documentos están en proceso de preparación y se estima que estarán terminados en el primer trimestre de 2013:

- Plan de Gestión del Proyecto
- Acuerdo de Supervisión
- Estudio de Balamificación de Costos
- Plan Financiero

PARA MÁS INFORMACIÓN

Para más información o para ser incluido en nuestra lista de notificaciones por correo electrónico, contacte a Andrea Hoft escribiéndole a andreah@sandag.org. Visite la página web del proyecto en www.sandag.org/sr11.
About us

We are a nonprofit association, proudly from Baja California, comprised of leaders from the Maquiladora, Manufacturing and Export Industry in our region.

We provide services to our associates in Tijuana, Tecate, Rosarito Beach and Ensenada.

We currently represent maquiladora companies that together provide employment to more than 188,000 workers in the region.

AIM Corporate Offices in the city of Tijuana
What we do

For over 40 years, we have strongly contributed to the development of the Maquiladora and Manufacturing Export Industry of Baja California.

We have been advocates in the creation of legal and regulatory conditions conducive to boosting the competitiveness of our sector.

We represent the Maquiladora and Manufacturing Export Industry (IMMEX) and defend its interests at the different levels of government, education and business.

We care about the competitive and comprehensive development of each of our associates and provide high value-added specialist support services.

We work to create opportunities to develop our industry ...

The AIM concept

- AIM encourages participation, collaboration and solidarity within the IMMEX industries of our region, and with other regions, in the context of globalized markets.

- Identifies and prioritizes challenges and opportunities of the sector and contributes to the definition of a strategic vision which supports its competitive development.

- Establishes action plans and leads their implementation.

- Takes advantage of the strengths of industry concentration and its common needs, and drives the creation and development of effective long term solutions for everyone’s benefit.

At AIM, our associates’ strengths are our strengths ...
Generations of IMMEX

Over more than four decades of presence, the Maquiladora Industry evolution can be summarized in four key generations, showing a full competition in global markets:

- **Assembly in Mexico**
  - Intensification of handwork
  - Simple assembly

- **Made in Mexico**
  - Rationalization of the work
  - Manufacturing
  - Adoption of new technologies.

- **Created in Mexico**
  - Enhancement of knowledge
  - Research
  - Development and design

- **Coordinated in Mexico**
  - Centralized coordination of activities
  - Logistics
  - Autonomy
  - Supplier development

Workforce

Total as of October 2012: 2,240,614

- Non-manufacturing establishments
- Manufacturing Establishments
Workforce in Baja California

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<tr>
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<tr>
<td>Tijuana</td>
<td>159,731</td>
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<tr>
<td>Tepic</td>
<td>10,462</td>
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<td>Mexicali</td>
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<td>Tamps.</td>
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*Manufacturing

IMMEX Establishments
Total for October 2012: 6,237
### Establishments comparison

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<tr>
<td>Tecate</td>
<td>122</td>
<td>2.4%</td>
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<tr>
<td>Mexicali</td>
<td>145</td>
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<tr>
<td>Ensenada</td>
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*Manufacturing

### Import-Export IMMEX

(Million dollars)

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<th>Year</th>
<th>Export</th>
<th>Import</th>
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<td>2007</td>
<td>153,422</td>
<td>9,512</td>
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<td>2008</td>
<td>179,044</td>
<td>141,403</td>
<td>37,641</td>
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<tr>
<td>2009</td>
<td>126,507</td>
<td>103,897</td>
<td>22,610</td>
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<tr>
<td>2010</td>
<td>159,163</td>
<td>135,097</td>
<td>24,066</td>
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<tr>
<td>2011</td>
<td>178,738</td>
<td>155,970</td>
<td>22,768</td>
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<tr>
<td>2012</td>
<td>195,756</td>
<td>156,339</td>
<td>39,417</td>
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<th>Region</th>
<th>% National</th>
<th>Tijuana</th>
<th>% National</th>
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<tr>
<td>Imports</td>
<td>24,307</td>
<td>15.54%</td>
<td>17,349</td>
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<tr>
<td>Exports</td>
<td>30,703</td>
<td>15.68%</td>
<td>23,200</td>
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Public Policies proposed:

**LEGAL AND REGULATORY CERTAINTY**
- Long-term fiscal regime for IMMEX
- Access to Financing
  - Supplier development for IMMEX

**STRENGTHENING OF PRODUCTION CHAINS**
- Creating added value involving the IMMEX industry and the national export
- Automatic return of IVA to suppliers of IMMEX companies
- Funding to national suppliers of IMMEX

Public Policies proposed:

**ACCESS TO SUPPLIES AT COMPETITIVE COST**
- Energy
- Services
- Temporary Importation of parts and components

Developing a highly skilled workforce by training
- Resources, incentives and tributary support to develop a curricula with educational institutions
  - Scholarships for students specializing in IMMEX areas.
  - Cooperation Agreements with “community colleges” States Universities in the United States.
REPOSITIONING OUR COUNTRY BRAND TO PROMOTE THE DFI (DIRECT FOREIGN INVESTMENTS)

Attract DFI aligned with the “Country Brand” strategy.
- Institutional order: SRE, Bancomext and ProMéxico
- Congruence in personnel promotions made by state and federal government

Positioning Mexico as the hub of trading from North America to Asia
- Promoting Mexico’s participation in the TPP / transpacific Partnership.
- Promoting indirect exports of the USA to the entire world from Mexican plants.
- Global Supply Chains having Mexico as their destiny.

Public Policies proposed:

Final Thoughts

- The maquiladora regime has been, historically, a very successful program to attract foreign investment, with strongest presence in the Mexican border States
- This scheme has been a key factor for the layout and development of industrial policy in Mexico.
- The analysis “Tax Competitiveness of the Maquiladora Industry” conducted by Consejo Nacional de la Industria Maquiladora y Manufacturera de Exportación (INDEX), in collaboration with KPMG in Mexico, shows that this regime requires establishing new objectives and having a new impulse that puts it in a modern fiscal system.
Thank you!

For more information please contact us.

We are here to help you.

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