



13<sup>th</sup> Annual  
**BINATIONAL DELEGATION to MEXICO CITY**  
 • April 15 – 18, 2018 •  
 Four Seasons Hotel Mexico City



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# BEYOND ENERGY



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Sempra Energy believes in making a positive impact on our communities. That's why we're proud to support the San Diego Chamber of Commerce's 13th Annual Binational Delegation to Mexico City.





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To engage in the conversation on social media, use the hashtag: #SDinMX

Delegate biographies available:

[SDChamber.org/MXCbios18](http://SDChamber.org/MXCbios18)

Welcome to Mexico City and thank you for joining us on the Chamber's 13th Annual Binational Delegation Trip. As business and community leaders we have an important mission on this trip: communicating our ongoing support for the U.S.-Mexico relationship and the unique challenges and opportunities our region faces. The strength of our delegation is the diversity of industries and interests we represent. By sharing your experience and expertise we're strengthening our unified, regional voice as we work to advance the policies and projects that are crucial to our economic growth and global competitiveness.

Over the years we've seen how the collaboration exhibited by our region's business and government leaders can have a tremendously positive impact on advancing our binational priorities. We look forward to continuing that momentum with you this year. Thank you very much for making the time to be here and advocate for the Cali-Baja region.

Enjoy the trip!



**Jerry Sanders**  
 President & CEO  
 San Diego Regional Chamber of Commerce



**Sam Attisha**  
 2018 Chamber Board Chair  
 Sr. Vice President & Region Manager  
 Cox Communications

## STAFF CONTACT INFORMATION

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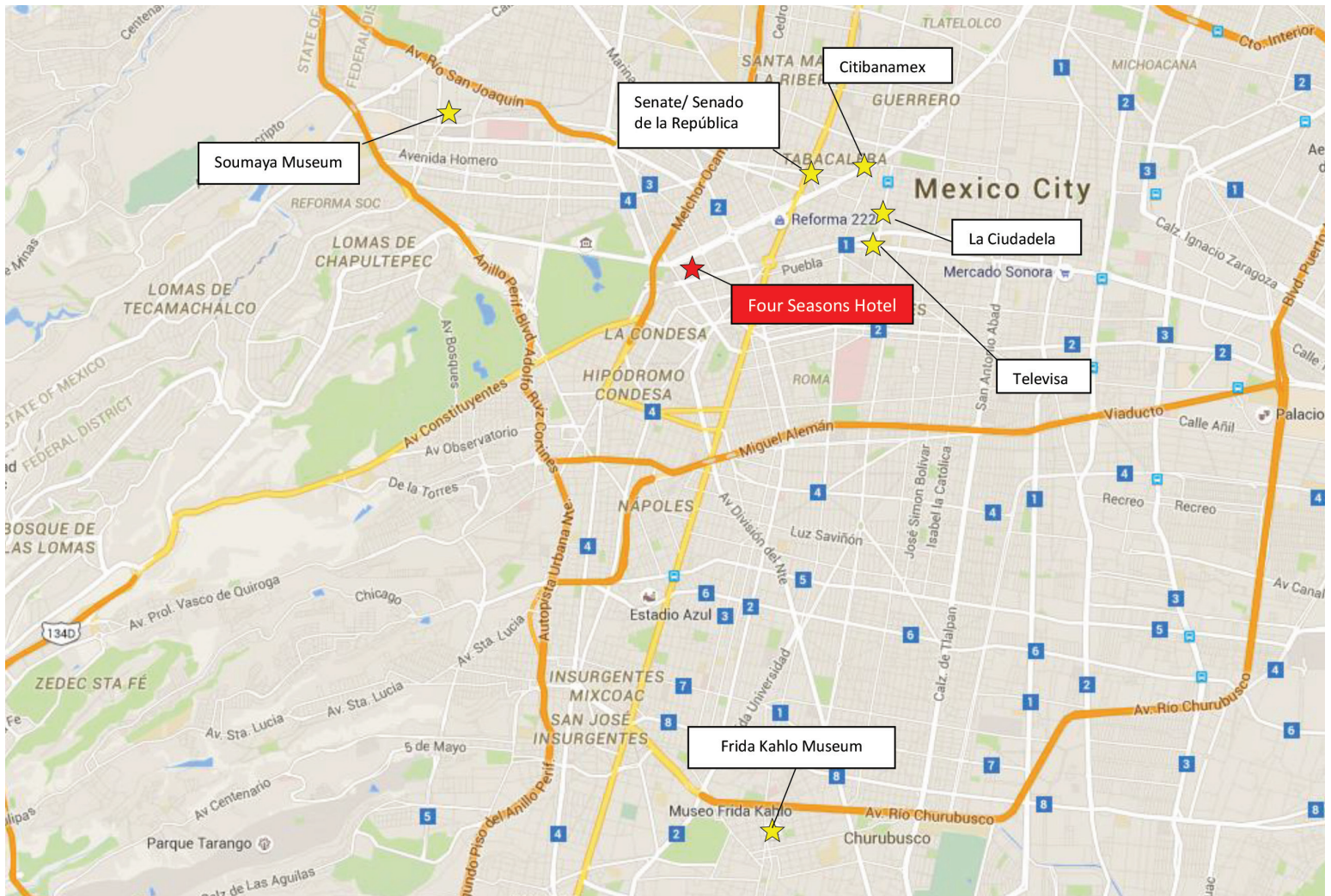
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Chamber staff are also available on WhatsApp.



# MAP OF MEETING LOCATIONS



## **FOUR SEASONS HOTEL:**

Paseo de la Reforma 500, Cuauhtémoc,  
Juarez, 06600

## **CITIBANAMEX:**

Calle Ribera De San Cosme 11, Cuauhtémoc,  
Sta María la Ribera, 06400

## **LA CIUDADELA:**

Calle de Balderas S/N, Centro, 06040

## **SENATE / SENADO DE REPÚBLICA:**

Torre de Comisiones, Av. Paseo de la Reforma No.  
135, Cuauhtémoc, Tabacalera, 06030

## **FRIDA KAHLO MUSEUM:**

Londres 247, Del Carmen, Coyoacán, 04100

## **SOU MAYA MUSEUM:**

Boulevard Miguel de Cervantes Saavedra 303,  
Granada, Miguel Hidalgo, 11529

## **TELEVIS A**

Av Chapultepec 28, Doctores, 06724



# MEETING OBJECTIVES

**Overall Objective:** Promote the U.S. and Mexico economic and diplomatic relationship.

## **Secretariat of Foreign Affairs (SRE)**

### Objectives:

- Advocate for a modernized NAFTA.
- Advance Otay Mesa East POE/Otay 2 Project's timeline and land acquisition.
- Provide an update on the proposed Tecate rail port and joint inspection facility.
- Solicit information on the use and location of lanes post San Ysidro POE expansion.
- Request funding for the West Mexicali-Calexico POE.
- Thank the Mexican government for their commitment to funding improvements to the sewage system infrastructure and request a timeline for the improvements.
- Request funding for water treatment facilities.
- Secure a multi-agency agreement to resolve the transboundary pollution issue.
- Promote programs to address immigrants' reintegration to the workforce and education system.

## **Secretariat of Economy (SE)**

**PROMEXICO** – A subdivision of the Secretariat of Economy that promotes international trade and investment.

### Objectives:

- Advocate for a modernized NAFTA.
- Provide information on the cross-border railroad, an asset to the U.S.-Mexico supply chain.

## **Mexican Senate and Mexican Congress**

### Objectives:

- Advocate for a modernized NAFTA.
- Request improved communication strategies between CBP, GSA, and SAT.
- Enhancement and permanence of the Unified Cargo Inspection Pilot Program to promote cross-border commerce growth.
- Advance Otay Mesa East POE/Otay 2 Project's timeline and land acquisition.
- Request funding for the West Mexicali-Calexico POE.
- Provide an update on the proposed Tecate rail port and joint inspection facility.
- Thank the Mexican government for their commitment to funding improvements to the sewage system infrastructure and request a timeline for the improvements.
- Request funding for water treatment facilities.
- Secure a multi-agency agreement to resolve the transboundary pollution issue.
- Promote programs to address immigrants' reintegration to the workforce and education system.
- Advocate for establishment of multiple-entry permit for visitors in Mexico. Currently, the Forma Migratoria Multiple (FMM) has a maximum validity of 180 calendar days and is valid for one entry only.

## **Secretariat of Communications and Transportation (SCT)**

### **Institute of Administration and Assessment of National Assets (INDAABIN)**

### **Federal Customs Administration (SAT)**

### **National Institute of Migration (INM)**

### Objectives:

- Advance Otay Mesa East POE/Otay 2 Project's timeline and land acquisition.
- Request funding for the West Mexicali-Calexico POE.
- Enhancement and permanence of the Unified Cargo Inspection Pilot Program to promote cross-

# MEETING OBJECTIVES



- border commerce growth.
- Request improved communication strategies between CBP, GSA, and SAT.
- Solicit information on the use and location of lanes post San Ysidro POE expansion.
- Advocate for establishment of multiple-entry permit for visitors in Mexico. Currently, the Forma Migratoria Multiple (FMM) has a maximum validity of 180 calendar days and is valid for one entry only.
- Provide an update on the proposed Tecate rail port and joint inspection facility.
- Creation of an online portal or Tijuana office to process OEA certification (CTPAT in Mexico). The current process requires applicants to physically apply through the Mexico City office (SAT).

## **Secretariat of Governance (SEGOB)**

### Objectives:

- Advance Otay Mesa East POE/Otay 2 Project's timeline and land acquisition.
- Request improved communication strategies between CBP, GSA, and SAT.
- Promote programs to address immigrants' reintegration to the workforce and education system.
- Thank the Mexican government for their commitment to funding improvements to the sewage system infrastructure and request a timeline for the improvements.
- Request funding for water treatment facilities.
- Secure a multi-agency agreement to resolve the transboundary pollution issue.

## **Secretariat of Environment (SEMARNAT)**

### **Environmental Protection Commission (CONANP)**

### **National Water Commission (CONAGUA)**

### Objectives:

*Background: Mexico established the Pacific Islands Biosphere in December, 2016. A management plan has not been developed since, and new regulations and limitations are unclear.*

- Recommend CONANP/SEMARNAT consider publishing an official statement clarifying, in the absence of the management plan, the conditions in which vessels and tourists can continue to visit the area.
- Creation of an online process to allow company owners to process vessel permits and purchase individual wristbands and passports for tourists.
- Request that the rules of each biosphere include an accommodation to allow sport fishing and diving at the shoreline.

*Background: A disastrous sewage spill originating from Mexico occurred in February 2017 contaminating south county beaches as well as the San Diego Bay. U.S. officials were not notified of the spill in a timely manner which exacerbated the issue in the region.*

*This incident further highlights the importance of binational collaboration and communication. We not only share an economy and constituency, we share water and air which do not recognize any border or walls. The public health impacts of this incident are significant but can be avoided or minimized by working together.*

*CONAGUA, State of Baja California and COCEF recently announced the investment of \$4.3 million in upgrades to Tijuana's sewage infrastructure to reduce sewage-contaminated flows into the Tijuana River. Work is scheduled to begin this month.*

- Thank SEMARNAT & CONAGUA for their commitment to funding improvements to the sewage system and request a timeline for the improvements.



# MEETING OBJECTIVES

- Request funding for water treatment facilities.
- Secure a multi-agency agreement to resolve the transboundary pollution issue.

## **Secretariat of Energy (SENER)**

### Objective:

- Inquire about the outcomes of the Mexican Energy Reform and the open fuels market, as well as future opportunities for foreign suppliers.

## **Secretariat of Tourism (SECTUR)**

### Objectives:

- Request tourism access, in the form of sport fishing and diving, to be included in the management plans for the Revillagigedo and Pacific Islands Biospheres.
- Promote medical tourism.
- Advocate for the establishment of a multiple-entry permit for visitors in Mexico. Currently, the Forma Migratoria Multiple (FMM) has a maximum validity of 180 calendar days and is valid for one entry only.




## **SECRETARIAT OF TREASURY AND PUBLIC CREDIT (SHCP)**

### Objectives:

- Advocate for a modernized NAFTA.
- Advance Otay Mesa East POE/Otay 2 Project's timeline and land acquisition.
- Request funding for the Mexicali-Calexico POE.
- Provide an update on the proposed Tecate rail port and joint inspection facility.
- Thank the Mexican government for their commitment to funding improvements to the sewage system infrastructure and request a timeline for the improvements.
- Request funding for water treatment facilities.
- Advocate for the establishment of a multiple-entry permit for visitors in Mexico. Currently, the Forma Migratoria Multiple (FMM) has a maximum validity of 180 calendar days and is valid for one entry only.

# Mexican General Elections 2018

Mexican general elections will be held on July 1, 2018. It is a historic election due to the high number of seats on the ballot. Voters will elect all 500 members of the House known as the Chamber of Deputies, 128 members of the Senate, and a new president. Members of the legislature elected this year will be the first ever allowed to run for re-election in Mexico. There will also be local elections in 30 out of the 32 states.

Presidential Candidate	Background	Political Party	Proposals
<p><b>Andres Manuel Lopez Obrador</b></p>  	<ul style="list-style-type: none"> <li>President of MORENA (Political Party)</li> <li>Presidential candidate in 2012 and 2006.</li> <li>Former Mayor of Mexico City</li> <li>Former Leader of the Democratic Revolution Party</li> </ul>	<p><b>MORENA</b> – National Regeneration Movement</p> <p><u>Ideology</u> : Left-wing Nationalism and Socialism</p>	<ul style="list-style-type: none"> <li>Critical of NAFTA negotiations</li> <li>Mexico to reduce fuel imports, upgrade its refining sector and reduce crude oil exports</li> </ul>
<p><b>Ricardo Anaya Cortes</b></p>  	<ul style="list-style-type: none"> <li>Former President of the National Action Party (PAN)</li> <li>Former President of the Chamber of Deputies</li> </ul>	<p><b>PAN</b> – National Action Party</p> <p><u>Ideology</u>: Religious Right-wing</p>	<ul style="list-style-type: none"> <li>Supports free trade and foreign investment</li> <li>Move from a manufacturing economy to a knowledge-based economy, investing in innovation, research, and infrastructure</li> </ul>
<p><b>Jose Antonio Meade Kuribrena</b></p>  	<ul style="list-style-type: none"> <li>Former Secretary of Finance and Public Credit</li> <li>Former Secretary of Social Development</li> <li>Former Secretary of Foreign Affairs</li> <li>Former Secretary of Energy</li> </ul>	<p><b>PRI</b> – Institutional Revolutionary Party</p> <p><u>Ideology</u>: Center-Right</p>	<ul style="list-style-type: none"> <li>Supports NAFTA and welcomes foreign investment in energy, telecommunications, and other sectors</li> <li>Technology and innovation as the future drivers of the Mexican economy</li> </ul>
<p><b>Margarita Zavala</b></p> 	<ul style="list-style-type: none"> <li>Former First Lady of Mexico (Wife of President Felipe Calderon)</li> <li>Former Member of the Mexican Chamber of Deputies (Federal)</li> <li>Former Member of the D.F. Legislature (Regional)</li> </ul>	<p><b>Independent</b></p> <p>Formerly member of the National Action Party (PAN)</p>	<ul style="list-style-type: none"> <li>Supports NAFTA, but believes that Mexico is able to prosper without the agreement</li> <li>Investment in educational system to increase workforce skills and abilities</li> </ul>



# NAFTA by the Numbers

The North American Free Trade Agreement has had a positive impact on the growth of our region. Mexico is the No. 1 export market for both San Diego and California. Under NAFTA, the Cali-Baja region has developed an integrated supply chain that has created jobs, boosted economic growth, and strengthened the local economies on both sides of the border. As a binational region we see firsthand the benefits of trade with our North American neighbors.



**\$10,000**

Annual savings per U.S. household as a result of free trade or the elimination of tariffs.

**199 Percent**

Increase in U.S. services exported to Mexico since NAFTA.

**28**

Number of states that have Mexico as #1 or #2 trading partner.

**468 Percent**

Increase in U.S. exports overall since NAFTA.

## Jobs & People



**7 Million+**

Number of U.S. jobs in the automobile industry, thanks to NAFTA.

**5 Million**

Number of U.S. jobs that depend on trade with Mexico.

**110,000**

Number of jobs in San Diego directly supported by trade.

**10 Percent**

of San Diego jobs are in the manufacturing industry. It is the second highest paid sector in San Diego.

## Integrated Economy



**\$5.5 Billion**

Value of goods exported to Mexico from San Diego in 2016.

**\$2.5 Billion**

Value of the manufacturing supply chain that supports co-production between San Diego & Baja California.

**3.4 Million**

Estimated Number of commercial truck border crossings per year for San Diego & County by 2050.

# Getting to Know the



The strength of the San Diego-Baja California region lies in its incomparable natural, geographical, and cultural resources, plus its commitment to binational collaboration. We are united in our effort to establish a prosperous business climate and position Cali-Baja as a global competitor.

THE CALI-BAJA REGION HAS A  
**\$255 BILLION** ECONOMY

(US \$, BILLIONS)

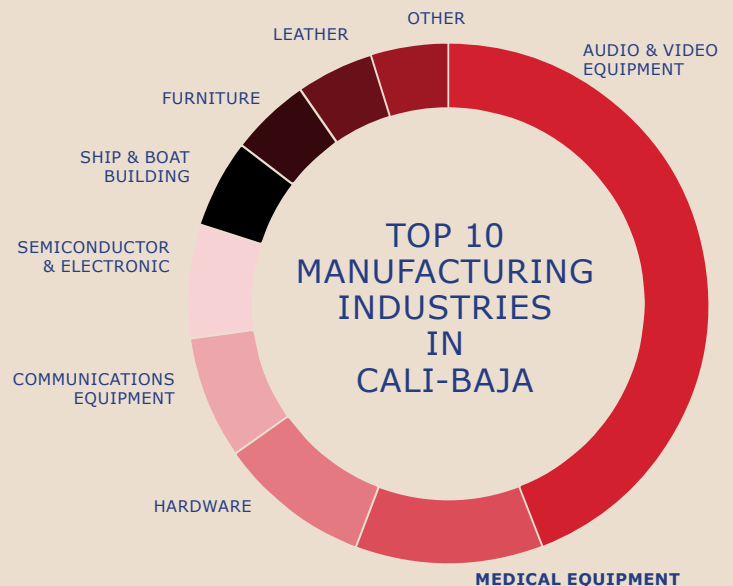


REPRESENTING  
**7.1 MILLION** PEOPLE AND OVER **3.4 MILLION** JOBS

## TOP 3 MANUFACTURING INDUSTRIES

- AUDIO & VIDEO EQUIPMENT
- MEDICAL EQUIPMENT
- HARDWARE

**LARGEST MEDICAL DEVICE CLUSTER** IN THE WORLD



# ACCESS TO A LARGE..... EDUCATED WORKFORCE



## NUMEROUS GATEWAYS IN THE CALI-BAJA REGION



SAN DIEGO INTERNATIONAL AIRPORT & TIJUANA INTERNATIONAL AIRPORT



CROSS-BORDER XPRESS



PORT OF SAN DIEGO & PORT OF ENSENADA



ANDRANDE, CALEXICO EAST & WEST, OTAY MESA, SAN YSIDRO & TECATE

### Did You Know?

San Ysidro crossing experiences 70,000 cars and 20,000 pedestrians each day and is the busiest land border crossing

The commercial exchange between Tijuana and San Diego is valued at \$2.1 million per day.

The gross regional product for the Cali-Baja region is \$255 billion.

The value of regional trade through commercial land ports of entry is \$59.5 billion.

San Diego & Baja California have leveraged NAFTA to create \$2.5 billion in manufacturing supply chain supporting co-production between them.

A **SHORT SUPPLY CHAIN**  
BENEFITS THE REGION'S BOOMING TECH INDUSTRY

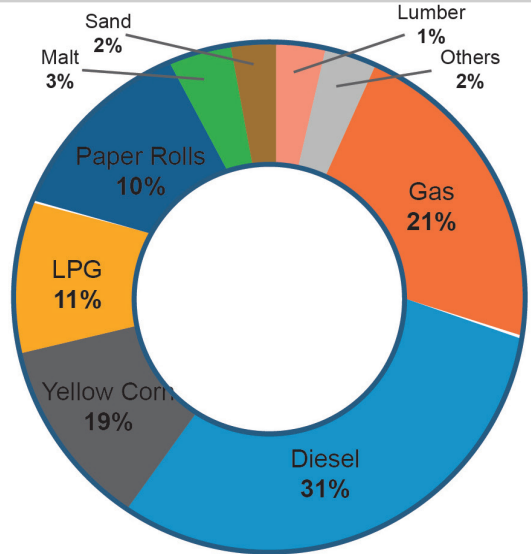


# BAJA CALIFORNIA RALROAD

THE SAFEST MOST EFFICIENT WAY TO TRANSPORT HEAVY LOADS OVER LONG DISTANCES.

We manage the operation of the Tijuana-Tecate short line and we have direct connection to the northwest on the San Ysidro CA, port of entry to the United States through the San Diego Imperial Valley (SDIY), connecting with BNSF Railway in downtown San Diego, a Class 1 railroad.

## 2018 FORECAST



## SERVICES

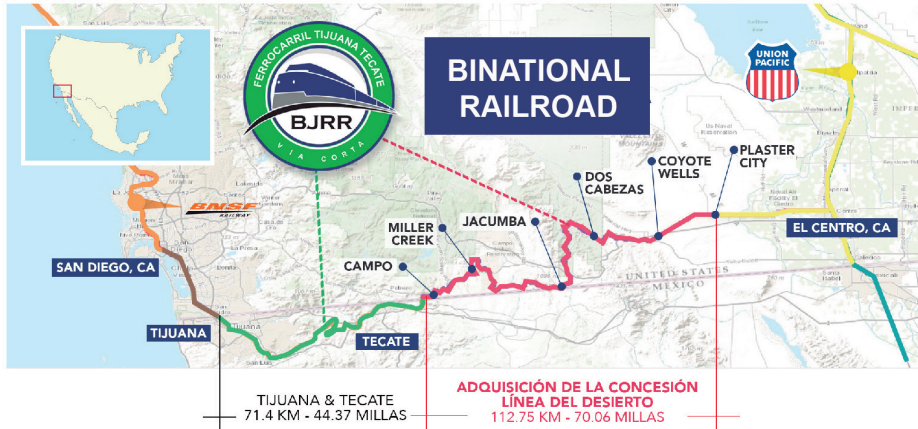


### Tijuana Station

- Customer services offices
- Customs clearance facilities
- Pediment control
- Storage service for up to 68 railcars
- International crossing
- Corporate and administrative offices

## DESERT LINE PROJECT

To the northeast, BJRR will connect with Union Pacific (UP) through the "Desert Line", achieving a complete connectivity for our binational region, allowing us to operate almost 20,000 railcars per year, increasing every year.



In June 2016, Baja California Railroad obtained the MTS approval for the rehabilitation and operation of the Desert Line.

## REHABILITATION PHASES

- Phase 1.....Entry Point Tecate to Jacumba
- Phase 2.....Dos Cabezas to Plaster City
- Phase 3.....Jacumba to Dos Cabezas

OPTIMIZING RAILWAY CONNECTIVITY IN CALIFORNIA

IMPROVING THE REGION'S LOADING SERVICE

STRENGTHENING RELATIONSHIPS BETWEEN TWO COUNTRIES

REVOLUTIONIZING TRANSPORT LOGISTICS IN CALIBAJA AREA

### CONTACT

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San Diego, CA. 92154, US.  
Ph. (619) 934 31 46  
(619) 207 46 07  
[www.bajarr.com](http://www.bajarr.com)

# CBX

**CROSS BORDER XPRESS™**  
The Tijuana Airport Terminal in San Diego



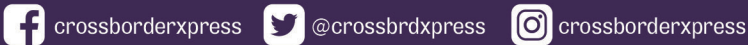
Economic stimulator for business travel between Mexico and the United States.

Easy access point for leisure travel from Mexico to Southern California.

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With more than 3M passengers served since its opening in 2015, it is unquestionable that Cross Border Xpress has changed the way to travel across the US-Mexico border.

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## BE ALL OVER THE MAP.



*Alaska*  
AIRLINES



# 13<sup>th</sup> Annual BINATIONAL DELEGATION to MEXICO CITY April 15<sup>th</sup> - 18<sup>th</sup>, 2018



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# SPEAKER BIOGRAPHIES

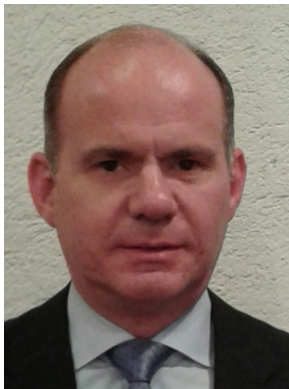


**Jorge Arturo Alvarez Tovar**  
**Tax Administration Service (SAT) | Central Advisor of Customs & International Affairs**


Jorge Arturo Alvarez Tovar has a Bachelor's Degree in International Relations with a specialization in International Economics from the Universidad Iberoamericana in Mexico City. He has an MPA in Public Policy and Management, Public and Economic Policy from the London School of Economics and Political Science.

He served for 7 years as Technical Secretary of the Foreign Relations Commission in the Senate of the Republic and served as the International Affairs Administrator of the Ministry of Finance and Public Credit for 2 years.

Since 2015, Jorge Arturo Alvarez Tovar has been part of the Tax Administration Service as Coordinator of Advisors, General Customs Administration, and Central Administrator of Customs Planning and currently as Central Advisor of Customs and International Affairs.



**Alejandro Aurrecoechea**  
**Integralia | Director for Political Risk Analysis**

 @aurreca

Alejandro Aurrecoechea is Integralia's Director for Political Risk Analysis. In this capacity, he writes forward-looking analysis on political, social and security developments in Mexico and participates in specialized consultancy projects for clients across a broad range of industries.

He has ample expertise in the analysis of political developments and policy in Mexico. His career spans positions in several ministries of the federal government, diplomatic missions and international organizations. He was also a Consultant in the Organization for Economic Cooperation and Development (OECD) in Paris, where he wrote analyses on Mexico's institutional structure and governance challenges—and their impact on development—for policy reviews. Another area of expertise is political communications as a result of working as Senior Speechwriter on employment, energy and foreign policy issues for President Felipe Calderón. Most recently, he was Control Risks' Associate Director for Global Risk Analysis and previously Senior Political Analyst in the Embassy of Canada in Mexico. In the latter position he reported on main political developments and implications for Canadian interests, and was responsible for monitoring legislation and the design of advocacy strategies in Mexico's congress.

Alejandro has taught university courses on public administration theory and the Mexican political system. He holds a bachelor's degree in international relations from El Colegio de México and a master's in comparative politics from the London School of Economics and Political Science (LSE).

# SPEAKER BIOGRAPHIES




**Lorena Becerra Mizunio**  
**REFORMA | Subdirector of Public Opinion**

 @lorena-becerra

Lorena Becerra is the head pollster for one of Mexico's leading newspapers, REFORMA. She has two decades of experience in the area of Public Opinion, where she has worked both in the private and public sectors in Mexico, including the Office of the Presidency. Becerra holds a Ph.D. in Political Science from Duke University and a B.A. from ITAM. Her interests focus on the politics of clientelism, democratic development, and voting behavior. She was awarded the NSF Dissertation Improvement Grant in 2007.



**Lic. Alan Daniel Cruz Porchini**  
**Institute of Administration and Assessment of National Assets (INDAABIN) | General Director**

 @alan-porchini78

Alan Daniel Cruz Porchini received a Bachelor of Law and Specialist in Civil Law, by the Faculty of Law of the National Autonomous University of Mexico. He has the patent to be Secretary of the Court in the Judicial Power of the Federation. His career in the public sector dates back 19 years. He has served as Legal Representative and Director of Labor Affairs in the Institute of the National Fund for the Consumption of Workers (INFONACOT) and Director of Coordination and Monitoring in the Secretariat of Governance (SEGOB). In 2013, he joined Soraya Pérez Munguía's team in the Institute of Administration and Appraisals of National Assets (INDAABIN), as Director of Contentious Matters. In March 2017, he was appointed General Director of Administration of the Federal Real Estate, a position he currently holds.

**Alonso de Gortari Rabiela**  
**ProMexico | Executive Director of International Promotion**

 @alonsodegortari

Alonso de Gortari Rabiela has a M.A. in economics from the University of Cambridge. From 2009 to 2016, he served as Deputy Director General of Budget Monitoring and Evaluation of the Ministry of Finance and Public Credit.

Since 2017, he has served as the Executive Director of ProMexico's International Promotion.





# SPEAKER BIOGRAPHIES



**Luz María de la Mora**  
**LMM Consulting | Director & Founder**

Luz María de la Mora has had a dynamic career of more than 20 years in trade and business development in the public, private and non-governmental sectors in Mexico, North America, Latin America and Europe. The analysis carried out allows companies to make better decisions in trade and investment issues.

As Director and Founder of the consultancy in business intelligence and business development LMM CONSULTING has developed numerous projects and market studies supporting Mexican and foreign companies in sectors of vehicle production, aerospace, food and beverages, tools, furniture, as well as those of water supply and the banking sector. The developed projects have allowed companies to take advantage of commercial preferences, make savings in their operations and establish successfully in the Mexican market.

She has been Head of the Unit of Economic Relations and International Cooperation in the Ministry of Foreign Affairs and Head of the International Trade Negotiations Unit in the Ministry of Economy. She also served as Representative of the Ministry of Economy in Brussels, Alternate Representative of Mexico to ALADI, Economic Counselor in the Commercial Office of Mexico at the Embassy of Mexico in Washington, D.C. and member of the negotiation team of Mexico for the North American Free Trade Agreement (NAFTA). She was responsible for the negotiations of Mexico's trade agreements with Latin America, the enlargement of the E.U., and technical cooperation agreements of Mexico with various countries and international organizations.

She has been a visiting researcher at the Woodrow Wilson International Center for Scholars and at the Mexico-U.S. Studies Center at the University of California, San Diego. She is an affiliate professor at CIDE where she teaches commercial policy. She is a member of the Board of Directors of the Mexican Council of International Affairs (COMEXI).

She is the author of the book APERTURA with RECIPROCIDAD, as well as various academic and dissemination articles on trade policy, cooperation for development and foreign trade, as well as a recognized speaker on issues of international trade and trade policy in Mexico and abroad.

As part of her activities towards the community, she founded the Mexico Chapter of the Vital Voices organization that is dedicated to supporting the development of women's capacities in Mexico. Since 2011, she has mentored more than 20 women entrepreneurs who she has supported to take their companies to the next phase of growth. Also every year, within the framework of International Women's Day, she organizes the Mentoring Walk, which supports the professional growth of more than 250 young women through the promotion of their leadership skills.

She holds a Ph.D. in Political Science from Yale University, a master's degree from Carleton University, Canada and a bachelor's degree in International Relations from El Colegio de México. She has a Diploma in Foreign Trade from ITAM. She has been a scholar from Fulbright, Ford Foundation, CONACYT and the Government of Canada.



**Rafael Fernández de Castro**  
**Center for U.S.-Mexican Studies (USMEX) | Director**

 @rafaelfdec

Rafael Fernández de Castro is a professor at the School and director of its Center for U.S.-Mexican Studies (USMEX). A former foreign policy adviser to President Felipe Calderón, he is an expert on bilateral relations between Mexico and the U.S. Fernández de Castro is founder and former chair of the Department of International Studies at Instituto Tecnológico Autónomo de México (ITAM) in Mexico City. He has published numerous academic articles and written several books, including “Contemporary U.S.-Latin American Relations: Cooperation or Conflict in the 21st Century?” and “The United States and Mexico: Between Partnership and Conflict” with Jorge Domínguez. He also worked as the Project Director of the UNDP’s Human Development Report for Latin America 2013-14, “Citizen Security With a Human Face: Evidence and Proposals for Latin America.” He is the founder and editor of Foreign Affairs Latin America and contributes to the daily newspaper El Financiero and is a regular contributor to Televisa. His current research includes a book on leadership and decision-making in Mexican foreign policy and he serves as a principal investigator along with Professor Jenny Pearce from the London School of Economics for the project “Co-constructing Security Provision in Mexico: A Methodology and Action Plan from Communities to the State”. The project, funded by Mexico’s National Council of Science and Technology and the UK’s Economic and Social Research Council, works with community, civil society and state actors to build shared understandings of the differential impacts of violence, insecurity and security provision to develop local security agendas constructed from the ground up in four cities severely affected by violence: Tijuana, Apatzingán, Acapulco and Guadalupe.



**Dr. Aldo Flores Quiroga**  
**Secretariat of Energy (SE) | Undersecretary of Hydrocarbons**

 @aldofloresq

Dr. Flores Quiroga was appointed Undersecretary of Hydrocarbons on August 1, 2016. Previously, he was General Secretary of the International Energy Forum (IEF) – based in Riyadh, Saudi Arabia – from January 2012 to July 2016. During his tenure at the IEF, Dr. Aldo Flores led the work associated with multiple international energy meetings, including the IEF Ministerials in Kuwait (2012) and Moscow (2014), the Paris Ministerial Gas Forum, the Asia Ministers Forum (2013) and expert meetings under the cooperation program between the IEF, OPEC and IEA. Previously, he was Director General of International Affairs at the Secretariat of Energy and Director General of Bilateral Economic Relations at the Ministry of Foreign Affairs.

Dr. Flores Quiroga is an expert in energy matters and holds a degree in Economics from the Autonomous University of Nuevo León and a Ph.D. in Political Science with a major in formal theory and international political economy from the University of California, Los Angeles (UCLA).



# SPEAKER BIOGRAPHIES



**Dr. José Antonio González Anaya**  
**Secretariat of Treasury & Public Credit (SHCP)**

 @jglezanaya

Dr. José Antonio González Anaya is a graduate of the Career in Economics and Mechanical Engineering from the Massachusetts Institute of Technology (MIT). He holds a Master's degree and a Doctorate in Economics from Harvard University. He is the author of several specialized publications in economics and public policy. He worked at the World Bank as a senior economist from 1996 to 2000. Later, he was Director of the research program in Latin America and professor and researcher at Stanford University. In 2002 he joined the Ministry of Treasury and Public Credit (SHCP) as Head of the Insurance, Securities and Pensions Unit. From 2006 to 2012 he served as Undersecretary of Revenue of the SHCP and at the beginning of this Administration he was appointed as General Director of the Mexican Institute of Social Security. Between February 2016 and November 2017, he served as General Director of Pemex and currently heads the Ministry of Treasury and Public Credit.



**David Gutiérrez Carbonell**  
**National Water Commission (CONAGUA) | General Director of Special Projects**

Biologist with experience in Federal Public Administration, particularly in the management of protected natural areas, crustaceans and coral reefs. He has worked in non-governmental organizations, private industry and academic institutions. He has represented Mexico in various international forums such as the UNESCO World Heritage Convention; in the Convention on Biodiversity (CBD) as part of the ad hoc group that developed the proposal in Sweden of the work program for protected areas from which the Aichi Targets were discarded; representative of Mexico in the twinning program of protected areas with Cuba for more than 10 years; member of the working group of Biocultural Landscapes between Mexico and France and representative to the Mesoamerican Reef System (MBRS), initiative of the Global Environmental Facility (GEF) for Mexico-Honduras-Guatemala and Belize.

He has actively participated in the proposal and management for the creation of several protected natural areas, including the Banco Chinchorro Biosphere Reserves, Sian Ka'an Reefs, Janos, Monarch Butterfly, Whale Shark and Los Angeles Bay; the Cozumel National Parks, Occidental Coast of Isla Mujeres, Punta Cancun and Punta Nizuc, Arrecifes de Xcalak, Isla Contoy, Puerto Morelos, the Archipelago of Espiritu Santo and the Archipelago of San Lorenzo; the Balandra Flora and Fauna Protection Areas, Cacaxtla Plateau, Uaymil and Cerro Mohinora.

Proficient in geographic information systems, conflict resolution and team leadership, under whose supervision there have been 9 regional directorates and 90 directors of natural protected areas.

He has coordinated the publication of more than 90 science books on protected natural areas and their management programs, as well as publications in scientific journals.



**Gustavo Mohar Betancourt**  
**Grupo Atalaya | Private Consultant**

Until December of 2012, Mr. Mohar acted as Under Secretary for Migration, Population and Religious Affairs at the Secretary of Governance (Gobernación) in Mexico. Mr. Mohar was Secretary General at the Center for Investigation and National Security (CISEN), previously acting as Director for International Affairs. He was Mexico's Chief Negotiator for Migration Affairs during the Fox-Bush Administrations, leading the Mexican team responsible to reach agreement for safer, orderly and legal migration flows between both countries. He worked at the Mexican Embassy in Washington acting as representative of the Ministry of Governance, responsible for the migratory agenda, border security and bilateral cooperation on drug trafficking. He also attended Mexico-USA political affairs and relations with the U.S. Congress.

Since 2001, Mr. Mohar has been involved in Mexico-US efforts to prevent international terrorism and enhance security at the common border. Previously, Mr. Mohar worked in London as Petróleos Mexicanos' (PEMEX) representative in Europe and Mexico's observer to the Organization of the Petroleum Exporting Countries (OPEC). He worked in the Ministry of Finance on international finance and development banking. He has published several works on international issues and has been a lecturer at think tanks and universities in Mexico and the United States. Mr. Mohar holds a Law Degree by the Universidad Iberoamericana (Mexico).



**Alejandro Moreno**  
**Political Scientist, Public Opinion Researcher**

🐦 @almorenoal

Alejandro Moreno is a Political Scientist and Public Opinion Researcher, and holds a Ph.D. in Political Science by the University of Michigan. Moreno has an extensive career in politics which include being a Professor in the Department of Political Science of Itam, Consultant- Director of Public Opinion Polls at El Financiero and serving as the Vice President at the World Values Survey Association amongst other notable achievements. Moreno has written notable columns for El Financiero regarding the political situation and the upcoming elections in Mexico. Besides his work as a Political Scientist and Public Opinion Researcher, Moreno has also collaborated in the editing of books, which include: *Political Cleavages* (Westview Press 1999), *Consolidating Mexico's Democracy* (JHUP 2009, co-editor), *Opinión Pública y Representación Política* (CESOP 2013, co-editor), *El Comportamiento Electoral Mexicano en 2012* (CESOP 2014, co-editor), *Mexico's Evolving Democracy* (JHUP 2015, co-editor) and *Mexico's Evolving Democracy* (JHUP 2015, co-editor) to name a few.



# SPEAKER BIOGRAPHIES



**Francisco José Muñiz Pereyra**  
**National Water Commission (CONAGUA) | Deputy Director General of Drinking Water Drainage & Sanitation**

Head of construction, Operational Manager and General Director in the Drinking Water, Sewerage and Sanitation Services Operator Agency Matehuala, San Luis Potosí, from 1995 to 2003.

President of the Technical Committee of Groundwater of the Cedral-Matehuala Aquifer and Member of the Groundwater Technical Committee of the San Luis Potosí aquifer. Representative holder of Urban Public Use by users of national waters before the Basin Council of the Altiplano. National Councilor, Vice President and finally President of the Board of Directors of the National Association of Water and Sanitation Companies of Mexico, ANEAS.

General Director of the Intermunicipal Operator Organization of drinking water, sewage, treatment and related services of the municipalities of Cerro de San Pedro, San Luis Potosi and Soledad de Graciano Sánchez, from 2003 to 2012. Deputy Director General of Water Administration of the National Water Commission from December 2012 to 2015. Deputy Director General of Drinking Water Drainage and Sanitation of the National Water Commission to date.



**Rafael Pacchiano Alamán**  
**Secretary of Environment & Natural Resources (SEMARNAT)**

Rafael Pacchiano Alamán was appointed Secretary of Environment and Natural Resources (SEMARNAT) by Mexican President Enrique Peña Nieto on 27 August 2015. Previously, he was SEMARNAT Deputy Secretary for Environmental Enforcement since December 2012, where his key achievements include the deployment of an online version of the Annual Certificate of Operations (COA) to facilitate the recording of pollutant releases and transfers, programs to improve air quality management (ProAire), a Clean Transportation program to reduce the environmental impact of freight transport, strengthened protection of species protected under CITES, and the launch of a Comprehensive Vaquita Recovery Strategy, in addition to important initiatives to ensure the sustainability of Mexico's coasts.

Pacchiano Alamán served as youth program coordinator on President Enrique Peña Nieto's transition team.

Previously, he was federal deputy in Mexico's 61st Congress, representing the Ecologist Green Party of Mexico (Partido Verde Ecologista de México) from September 2009 to August 2012. In this capacity, he sat on a number of committees, including the Environment and Natural Resources Committee. He is a former vice president of Globe International, Mexico Chapter, worked on creating the General Climate Change Act, and represented his party at the Asia-Pacific Parliamentary Forum and at the second meeting of the Mexico-Brazil Interparliamentary Forum (2010).

His professional activity has also featured private-sector work, at companies such as Pfizer, Booz Allen Hamilton, and BMW.



*(continued)* Born on 4 November 1975, Secretary Pacchiano has a degree in industrial and systems engineering from Instituto Tecnológico y de Estudios Superiores de Monterrey. He also holds a diploma in management from the same university, and another in climate change from Instituto Tecnológico Autónomo de México.

**Jose Parra**  
**Chevron Combustibles MX | President**

Jose Parra is a certified public accountant from the Pontificia Universidad Javeriana, he is a finance specialist achieved from the Universidad de los Andes and he has a certification in Executive Development Program, Business Administration and Management from the University of California, Berkley. He has more than 33 years of experience in the Downstream Business within Chevron. He has worked in different areas including Finance, Marketing, Sales, General Management, and Business Development. Jose has worked in Colombia, Panama, Nigeria, Puerto Rico and California. The positions he has had within Chevron include: Finance manager in Colombia and Panama, Managing Director of Texaco Nigeria PLC, President of Texaco Puerto Rico, Marketing Manager for Chevron Products Company – Americas and President of Chevron Combustibles de Mexico.



**Guillermo Peredo Rivera**  
**Federal Customs Administration (SAT) | Customs Administrator**

Born in Mexico City in 1973, Peredo has a degree in Economics from the Autonomous Technological Institute of Mexico (ITAM) and a Master's degree in Economics from the University of Warwick in England. He has held various positions in the Public Administration, the Ministry of Commerce and Industrial Development, and at State Government in Mexico, among which the following stand out: Director of Benefits and Director of Social Security in the Institute of Social Health of the State of Mexico and Municipalities (ISSEMYM).

For the Federal Customs Administration (SAT), he served as Special Procedures Administrator at the General Evaluation Administration, where he excelled thanks to the design and implementation of strategies and efforts to control public servants' actions in the different administrative units of SAT, through coordination with other authorities of the Federal Government, such as the Secretariat of the Navy (SEMAR), managing to inhibit the commission of crimes by public servants.

He also served as Coordinator of Border Customs and Central Administrator of Customs Planning for the General Customs Administration.

He currently holds the position of Central Administrator of Customs Operation emphasizing his responsibility to coordinate and supervise the operation of the 49 customs offices in the country, as well as the implementation of operational schemes that facilitate foreign trade through the transparency of procedures.


It should be noted that he served as Acting Administrator of the General Administration of Customs from November 2017 to January 2018.



# SPEAKER BIOGRAPHIES



## **Alfonso Navarrete Prida** **Secretary of the Interior (SEGOB)**

 @navarreteprida

Alfonso Navarrete Prida has accompanied Enrique Peña Nieto in the government for almost 12 years, and has been part of his cabinet since he was governor of the State of Mexico.


From 2001 to 2005 he was Attorney General of the State of Mexico during the government of Arturo Montiel and ratified in office by Enrique Peña Nieto; however, he resigned in 2006. After two years of absence, he returned to the cabinet as Secretary of Metropolitan Development, a position to which he resigned to seek a deputation.

Until 2012 he was Deputy in the LXI legislature, where he was President of the Budget and Public Account Commission and with the victory of Enrique Peña Nieto was named Secretary of Labor. In 2018, he was appointed as Secretary of the Interior.

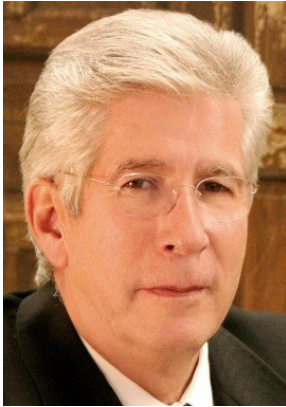
He studied law at UNAM, is a teacher in Criminal Law, and also has a postgraduate degree in Law.




## **Luis Rubio** **Mexican Council on Foreign Relations (COMEXI) | Chairman**

 @lrubiof

Luis Rubio is chairman of the Mexican Council on Foreign Relations and of México Evalúa-CIDAC. Winner of the APRA book award 1985, in 1993 he was given the Dag Hammarskjöld Award and in 1998 the National Journalism Award for op-ed pieces. Rubio is a prolific writer on political, economic and international subjects. He is a contributing editor of *Reforma* and his analyses and opinions often appear in major newspapers and journals in Mexico, the U.S. and Europe (*New York Times*, *Wall Street Journal*, *Financial Times*, *International Herald Tribune*, *Los Angeles Times*, *Washington Post*, National Public Radio). He is a frequent speaker at major international conferences. He serves on the boards of two families of hedge funds and of Coca Cola FEMSA. He served on the board of directors of The Human Rights Commission of the Federal District, is member of the Trilateral Commission and of the Halifax International Security Forum Agenda Working Group. He is author and editor of fifty books, including *A World of Opportunities*, *The Problem of Power*, *Mexico Requires a New System of Government*, *A Mexican Utopia*, *the Rule of Law is Possible*, and many more. Before joining CIDAC, in the 1970's he was planning director of Citibank in Mexico and served as an adviser to Mexico's Secretary of the Treasury. He holds a diploma in Financial Management, a MBA, and his M.A. and Ph.D. in political science are from Brandeis University.



**Gerardo Ruiz Esparza**  
**Secretariat of Communications & Transportation (SCT)**

 @gruisesp

Throughout his career in the public service he has carried out corporate transformations and deregulations in parastatals and priority organisms for the development of the country; he has been a promoter and developer of major national and state projects and important legal reforms, and has successfully negotiated with national unions and managed companies with substantial human and material resources. He has worked as a Legal Specialist and as a Delegate of the Bank of Mexico (1970-1975); Legal Deputy Director of the Public Debt Directorate and of the Financial Policy Directorate of the Ministry of Finance and Public Credit (1977-1981). He also held the General Undersecretariat and the General Secretariat of Government of the Government of the State of Mexico (1981-1987). He served as General Coordinator of Tours of the President of the Republic (1988); General Coordinator of INFONAVIT in the Federal District (1989-1991); Legal Director (1991-1993) and Director of Administration (1993-1997) of the Mexican Institute of Social Security. He was also Legal Director of Airports and Auxiliary Services (1998), Director of Administration of the Federal Electricity Commission (1999-2005) and Secretary of Communications of the Government of the State of Mexico (2005-2011). Among other recognitions, he has received the "Intragob Prize" from the President of the Republic in 2004. He has participated in the legal design of the AFORES and coordinated the negotiation strategy for its operation. He participated in the opening to the private capital of the National Airport System and coordinated the bases of the Energy Reform implemented in 2003. As Secretary of Communications of the Government of the State of Mexico, he coordinated, among others, the construction of important communications infrastructure works such as the Mexiquense Exterior Circuit, the Bicentennial Elevated Viaduct, the Toluca Nororiental Bypass, Toluca-Zitácuaro Toll Road and Valle de Bravo, and the Toluca International Airport, which was awarded the "Rolim Amaro" Prize as the best airport in Latin America and the Caribbean.



**Carlos M. Sada Solana**  
**Secretariat of Foreign Affairs (SRE) | Undersecretary for North America**

 @carlosmsada

Carlos M. Sada was appointed by President of Mexico Enrique Peña Nieto as Undersecretary for North America in January 2017.

Prior to this position, Carlos M. Sada served as Ambassador of Mexico in Washington in 2016 and Consul General of Mexico in Los Angeles since July 2013. He was previously appointed as Consul General of Mexico in New York from April 2011 to July 12, 2013. He was Minister for Congressional Affairs at the Embassy of Mexico in Washington, D.C., from March 2007 to April 2011, and Consul General of Mexico in Chicago from July 2000 to March 2007, where he acted as the Dean of the Consular Corps of Chicago since 2005.





# SPEAKER BIOGRAPHIES

*(continued)* Carlos M. Sada has been working most of his life for the Mexican public sector and his prior responsibilities include: Consul General of Mexico in San Antonio, Texas (1995-2000); Mayor of the City of Oaxaca, State of Oaxaca, Mexico (1993-1995); Consul General of Mexico in Toronto, Canada (1989-1992); and Secretary of Social and Economic Development of the State of Oaxaca (1986-1989).

Ambassador Sada holds a degree in industrial engineering from the Universidad Iberoamericana in Mexico City. He completed graduate studies at the University of Newcastle in Great Britain, at the University of Delft, and from the Public Administration Institute of The Hague, in the Netherlands.

Carlos M. Sada has participated in the creation of several organizations that include: San Antonio-Mexico Friendship Council; San Antonio-Mexico Foundation for Education; Association of Mexican Businessmen in San Antonio; New Alliance Task Force in Chicago; The Friederick Katz's Center for Mexican Studies at the University of Chicago. He also has served on the Board of Directors of numerous civic, business and educational organizations in both Mexico and the United States. During his time in New York, he participated in the creation of the Institute of Mexican Studies at City University of New York (CUNY) and supported the launching and formation of the Association of Mexican Businessmen and Professionals of New York (APEM); the Network of Mexican Entrepreneurs and the Network of Mexican Talents in the Tristate Area.

**Fabiola Sanchez Marines**  
**Institute of Administration and Assessment of National Assets**  
**(INDAABIN) | Director of Shared Federal Assets Operations,**  
**Administration and Maintenance**

Fabiola Sanchez Marines received a Bachelor's Degree in Marketing from the Universidad del Valle de Mexico. She is currently the Director of Administration, Operation and Maintenance of IFC of the Institute of Administration and Appraisals of National Assets.



**Francisco Xavier Salazar Diez de Sollano**  
**Enix, SC | Founding Partner**

Francisco Xavier Salazar Diez de Sollano is a founding partner of Enix, SC, a consulting firm specialized in regulation for the energy sector.

Since March of 2016 he is also the Coordinator of the International Confederation of Regulators (ICER).

In 2016, Mr. Salazar was appointed as the first "Institute of the Americas Regional Energy Integration Non-Resident Fellow" and an executive fellow at the School of Public Policy of the University of Calgary.

From 2015 until January of 2017, he was the Chair of the Mexican Chapter of the



(continued) World Energy Council (WEC).


Before that, from 2005 to 2015, he served as Chairman of the Energy Regulatory Commission (CRE) during which he was an active promoter of the energy reform in Mexico. In 2006 he was elected as Vice-President of the Ibero-American Energy Regulators Association (ARIAE), and from 2011 to 2015 he was the Chair of the same association.

Prior to being a regulator, he served as a Chairman of the Energy Committee at the Chamber of Deputies. He also was involved in the Chemical Sector for several years.

Mr. Salazar holds an M.S. in Public Financial Policy from the London School of Economics and Political Science, a B.S. in Chemical Engineering from the Autonomous University of San Luis Potosi, and Diploma studies in Law and Economics from Universities in Mexico and the United Kingdom. He has taught courses on Public Finance and Monetary Economics at local universities in San Luis Potosi, and written on the use of economic instruments in environmental public policy, as well as on energy policy and regulation. Mr. Salazar has also participated as a member of editorial boards from major newspapers and business magazines in Mexico.



**Kenneth Smith Ramos**  
**Embassy of Mexico in Washington D.C. | Director of the Trade & NAFTA Office, and Mexico's Chief Negotiator for NAFTA Negotiations**

 @kensmithramos

Mr. Kenneth Smith Ramos is currently the Head of the Trade and NAFTA Office of the Ministry of the Economy of Mexico, in Washington D.C. This office is in charge of promoting the trade relationship between Mexico and the United States as well as ensuring proper implementation of the NAFTA. The office engages with relevant stakeholders from the academic, private, and public sectors on the key trade issues that affect the bilateral relationship and also addresses global issues that are relevant to the NAFTA region.

Prior to serving in his current post, Mr. Smith was Coordinator General for International Affairs at the Mexican Ministry of Agriculture, Livestock, Rural Development, Fisheries and Food (SAGARPA), where he was responsible for agricultural trade negotiations and international cooperation. He managed six Foreign Agricultural Offices of Mexico, that play a key role in the promotion of Mexican agricultural exports through participation in international trade shows, and trade missions.

Previously, Ken Smith worked at the Mexican Federal Competition Commission, as Director-General for International Affairs, as well as in the Ministry of Economy, where he was Director-General for Assessment and Monitoring of Negotiations. He started his professional career working for Mexico's NAFTA negotiating team.

Mr. Smith has a Bachelor's Degree in International Affairs from Georgetown University, and a Master's Degree in International Economy from Johns Hopkins University.

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# HELPFUL INFORMATION



## **TRANSPORTATION**

### **TRANSPORTATION FROM AIRPORT TO HOTEL**

- For airport transfer to your hotel, purchase a pre-paid ticket from an authorized airport taxi booth located within the airport. Their booths are labeled "Transportación Terrestre."
- You can buy your ticket inside the baggage claim area while waiting for your luggage. Tell the vendor, "Four Seasons Hotel" to get the proper fare (approx. \$12 USD). The fare is per cab, not per person.
- The drive to the hotel should take approximately 20-45 minutes depending on traffic and the time of the day.

### **TRANSPORTATION IN GENERAL**

- For your personal security, it is not recommended that you hail taxis in the street at any time during your stay in Mexico. It is preferable to hire hotel taxis or taxis parked at authorized cab ranks or "sitios."
- Uber also operates in Mexico City.

## **MONEY**

- United States dollars are generally not accepted in Mexico City.
- Credit cards are widely accepted. Advise your bank of your travels.
- ATM machines give you pesos and are located at our hotel. (*Remember the Mexican peso also uses the \$ sign. Be wary as this can cause confusion*).

## **TIPPING**

- Airport porters: 10-20 pesos (US \$.60-1.25) is sufficient. You do not need to hire an airport porter, but they will guide you efficiently to the authorized taxi rank and to your cab.
- Taxis and transportation services: It is not necessary to tip cab drivers in Mexico.
- Hotel: 10-20 pesos (US \$.60-1.25) per person is a good tip. It is considered a courtesy to tip the maid who services your hotel room. A \$20 peso per day tip is adequate.
- "Propina no incluida" means tip not included.
- "IVA incluido" means that tax (VAT) is included.

## **WATER**

- The water in the hotel is drinkable. However, if you drink bottled water at home, you will probably wish to do the same here in Mexico City.

## **WHAT TO WEAR**

- Mexico City is dressy and rather formal. Business attire is appropriate for all meetings and events on our agenda.
- Business casual - "sport coat and slacks with no tie" - is fine for the Welcome Reception.
- Wear comfortable shoes, as there may be some walking from the motor coach to ministries and restaurants.
- Like other large cosmopolitan cities such as New York or Paris, you should watch your belongings and not exhibit or expose expensive jewelry in public.



## HELPFUL INFORMATION

### **CELL PHONE USE**

- Cellular telephones work throughout Mexico. Call your cell phone provider to add a Mexico plan for the week in order to avoid roaming charges.
- To make calls to the U.S. while in Mexico, dial 001 then the area code and number.
- To call Tijuana or elsewhere in Mexico dial 01 then the area code and number. It is less expensive to use your cellular phone than the telephone in your room.

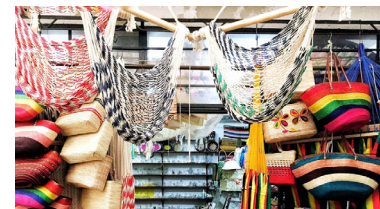
### **SIGHTSEEING SUGGESTIONS**

#### **WALKING**

- **Reforma**, where the hotel is located, is one of Mexico's most famous and important avenues. It is surrounded by an increasing financial district as well as some of Mexico's notable historic, cultural and artistic museums and sights.
- **Polanco**, is another wonderful and safe neighborhood for walking, shopping and dining. There are dozens of great restaurants in walking distance. Many restaurants feature outdoor dining so you can enjoy the great weather.

#### **Among the interesting places you can visit in the Polanco/Chapultepec area:**

- **Auditorio Nacional (The National Auditorium)**: This auditorium is situated on Reforma Avenue, at the artistic and cultural section of Chapultepec Park. It also includes some theaters: El Granero, Orientacion and El Bosque.
- **Bosque de Chapultepec**: Willow trees, ash trees, evergreen oaks and Mexican coniferous trees make this green area the largest one in the city. Historic and cultural places of interest in addition to recreational areas are all found here.
- **Casa del Lago**: Several cultural activities sponsored by the Autonomous University of Mexico take place here.
- **Castillo de Chapultepec**: This splendid neoclassic castle has been the stage for such historic events as the United States Army invasion in 1847. It served as the residence for Emperor Maximiliano and his wife Carlota in 1866 and later for President Porfirio Diaz.
- **Lago de Chapultepec**: Two artificial lakes measuring eight and seventeen acres respectively are ideal for canoe rides.
- **Monumento a los Niños Heroes**: This monument is to honor the Niños Heroes (Heroic Children) who defended the Castle against the United States invasion. It is located in one of the entrances of the Chapultepec Park.
- **Museo Nacional de Antropologia (The National Museum of Anthropology)**: This museum is located on Paseo de la Reforma Avenue and Gandhi Street in the first section of Chapultepec Park.
- **Museo Nacional de Historia (The National Museum of History)**: This museum is found on the top of the Chapultepec Hill, inside the Chapultepec Castle in the old park. It was built in the XVIII century and is surrounded by a wall. It has 20 halls.
- **Parque Zoologico de Chapultepec (The Chapultepec Zoo)**: The zoo was founded in 1923. It has an area of 14 hectares where animals from all the continents are exhibited. It is said that zoo and botanic gardens already existed in Tenochtitlan and Chapultepec before they were known in Europe. Among its attractions there is a panoramic train that runs around the zoo.
- **Note: Museums in Mexico City are free on Sunday (and more crowded), and closed on Monday.**



## SHOPPING

- **Avenida Presidente Masaryk** in Polanco is lined with international shopping. It's the Rodeo Drive of Mexico. Mexico's two most important department stores, Palacio de Hierro and Liverpool, have facilities in Polanco and anchor their respective shopping malls. It's a bit of a long walk from the hotel, so ask the doorman to call a cab if you wish to shop at either mall.
- **Antara Polanco** is an upscale outdoor mall a block north of the Palacio de Hierro across Ejercito Nacional on Calle Moliere. Further north is Plaza Corso shopping and office complex with the iconic Soumaya Museum as its centerpiece.
- **The Ciudadela** complex on Balderas, also in the Centro Historico, is the place to bargain for what many call "arts and crap." Nevertheless, there are treasures to be found in Talavera, mirrors, silver, leather, tablecloths, and art objects. Various stalls cover the entire area. Prices are low, but you still can bargain. Elsewhere on Balderas, sidewalk stalls sell bargains in clothing, ties and pirated CDs/DVDs.
- **Reforma 222** is a modern complex opened in 2007, the two towers of the complex became some of the tallest buildings in Reforma. The towers hold a glass-covered shopping center where you can find a great variety of stores, entertainment and restaurants.

## RESTAURANTS

- Mexico City is home to some of the world's great restaurants. The quality of meals is incredibly high and the prices, especially in the fancier restaurants, go right up the scale with the quality. Along with all of this great food comes some of the most impeccable service you're likely to experience anywhere.
- Not all restaurants in México City are fancy and expensive; there are many comfortable sidewalk cafes and family style restaurants that offer great food at reasonable prices. These restaurants are around every corner, in all of the colonias (neighborhoods), and many offer their own delicious specialties.
- Although it smells wonderful and can taste great, we do not recommend that delegates eat food prepared by street vendors.

## BACKGROUND INFORMATION

- Surrounded on the north, east and west sides by the State of Mexico, and on the south by the State of Morelos.
- Population of the city is 8.918 million and that of the adjacent State of Mexico is 16.187 million. This makes a metropolitan area of more than 25 million (2015 estimate).

## GOVERNMENT

- Mexico (official name Estados Unidos Mexicanos—or United Mexican States) has a Presidential form of government with a bi-cameral legislature.
- The country is divided into 32 states . The states are divided into municipalities. Mexico City, formerly known as the Federal District, became the country's 32nd state in 2016.
- The President, Senate and Governors are elected for one six-year term.
- Members of the lower house of Congress and Mayors (Presidentes Municipales) are elected for a three-year term.
- Starting 2018, members of legislature and local Mayors will be able to run for re-election for the first time in Mexico.



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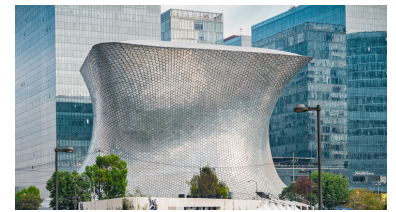
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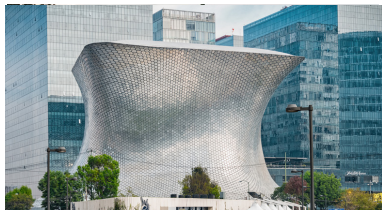


For delegate biographies, visit [SDChamber.org/MXCBIos18](http://SDChamber.org/MXCBIos18)

Updated 4/5/2018

First Name	Last Name	Company/Organization	Job Title
Eduardo	Acosta	RL Jones	Vice President
Francisco	Albiter	Alaska Airlines Inc.	Director Station Operations & Customer Service for Latin America
Elizabeth	Alonso	Port of San Diego	Deputy General Counsel
David	Alvarez	San Diego City Council, District 8	Councilmember
Patricia	Alvarez de los Cobos	Energy Communications Corp./Televisa	President
Ernesto	Arredondo Jr.	Seacoast Commerce Bank	Chief Banking Officer
Sam	Attisha	Cox Communications	Sr. Vice President & Region Manager
Kristin	Auraas	Sempra Energy	Legislative Affairs Advisor
Paola	Avila	San Diego Regional Chamber of Commerce	Vice President, International Business Affairs
Whitney	Benzian	City of Coronado	Councilmember
Jaymie	Bradford	San Diego Regional Chamber of Commerce	Executive Vice President & COO
Carlos W.	Bustamante Anchondo	Tijuana Economic Development Council	President
Frank	Carrillo	SIMNSA	CEO
Ivette	Casillas	City of Tijuana	Council Member
Marcela	Celorio	Secretaria de Relaciones Exteriores	Consul General
Carolina	Chavez	SIMNSA	Director Binational Affairs and PR
Doug	Clark Sr.	Alaska Airlines	Manager, Sales and Community Marketing San Diego
Ben	Clay	The Clay Company	
Nikki	Clay	The Clay Company	Strategic Counsel
Sharon	Cloward	San Diego Port Tenants Association (SDPTA)	President
Kevin	Cohen	Viasat	General Manager, Latin America Consumer Broadband Services
Charlie	Copelan	CBIS Real Estate	President
Gustavo	De La Fuente	Smart Border Coalition	Executive Director
Serge	Dedina	SANDAG	Chair Borders Committee
Mauricio	Diaz	JD Group	Director/Licensed Customs Broker





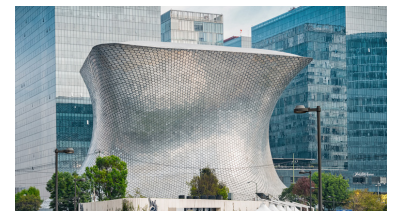
# DELEGATE LIST

**For delegate biographies, visit [SDChamber.org/MXCBios18](http://SDChamber.org/MXCBios18)**

*Updated 4/5/2018*

Jorge	Diaz Jr	JD Group	CEO
Diana	Escalante	City of Tijuana	Marketing Manager
Louis	Escareno	Duty Free Americas/UETA	General Counsel
Enrique	Esparza, Jr.	Co-Production Int'l., Inc.	CEO
Kevin	Faulconer	City of San Diego	Mayor
Elizabeth	Fitzsimons	San Diego Regional Chamber of Commerce	Vice President, Leadership & Engagement
Juan Antonio	Flores	Port San Antonio	EVP Government Affairs
Kenneth	Franke	Sportfishing Association of California	President
Michael	Furby	Marathon Construction Corporation	President
Courtney	Gant	San Diego Regional Chamber of Commerce	Member Relations Manager
Denice	Garcia	City of San Diego - Mayor's Office	Director of International Affairs
Juan Manuel	Gastelum	City of Tijuana	Mayor
Nancy	Gudino	Cross Border Xpress	International and Public Affairs Manager
Luis Manuel	Hernandez Gonzalez	Index Tijuana	President
Karen	Higareda	Woodward Logistics	Project Manager
Hector	Infante	Chevron Corporation	Policy, Government & Public Affairs Manager
Jorge	Izquierdo	Baja California Railroad Inc.	Strategic Planning
Curtis	Johnson	Calpine Energy Solutions	Mexico Sales Director
Stephen	Kane	Burns & McDonnell	Vice President
Kim	Kawada	SANDAG	Chief Deputy Executive Director
Michael	Kulis	San Diego County Regional Airport Authority	Director, Inter-Governmental Relations
Victor	Lagunas	City of Tijuana	Adviser in Social Media
Karen	Landers	San Diego Metropolitan Transit System	General Counsel
Carlos	Larios	Burns & McDonnell	Project Manager
Germán Jesús	Lizola Márquez	State Public Service Commission of Tijuana	Director General
Maria (Mary)	Lopez-Gallo	Univision	Community Empowerment Director

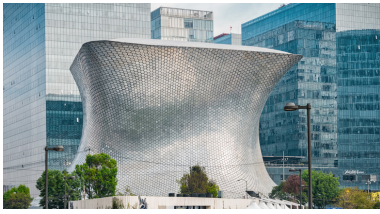
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Updated 4/5/2018

Olivia	Maldonado	City of Tijuana	Binational Affairs
Arnulfo	Manriquez	MAAC	President & CEO
Lidia S	Martinez	Southwest Airlines	Manager, Community Affairs & Grassroots
David	Moreno	City of Tijuana	Secretary of Economic Development
Cecilia	Ortega	EUSAGA	Director
William	Ostick	U.S. Consulate General Tijuana	Consul General
Jose	Parra	Chevron Corporation	Presidente de Chevron Combustibles de Mexico
Alison	Phillips	San Diego Regional Chamber of Commerce	Communications Director
Frank Edward	Plant	SDRS Harborside	President
Bridget	Premont	U.S. Consulate General Tijuana	Head, Political & Economic Section
Elvia	Rangel	City of Tijuana	Councilmember
Edwin	Reyes	Sportfishing Association of California	Staff Assistant
Alejandro	Romero	Mexican Consulate in San Diego	Consular Officer
Heidy	Salum	Baja California State Government	Director of Binational Affairs
Gustavo	Sanchez	22 Ayuntamiento de Mexicali	Presidente Municipal/City Mayor
Jerry	Sanders	San Diego Regional Chamber of Commerce	President & CEO
Zabel	Solis	City of Tijuana	Chief of Staff
Sherman	Stocker	San Diego Regional Chamber of Commerce	Corporate Relations Manager
Gary	Swedback	NAI Mexico	CEO
Mitch	Thompson	Otay Water District	Director
George	Todd	Chosen Foods LLC	Co-Founder/Director
Katie	Tran	San Diego Regional Chamber of Commerce	Marketing & Events Director
Roberto	Valdes	Grupo Valcas	VP
Shawn	VanDiver	Deloitte	Customer Relationship Executive
Steve	Vaus	SANDAG	Vice Chair
Ivan	Vera	City of Tijuana	Private Secretary



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Susana	Villegas	SVPR Communications	President
Christopher	Ward	City of San Diego, District Three	Councilmember
Jason	Wells	San Ysidro Chamber of Commerce	Executive Director
Meena	Westford	Metropolitan Water District of Southern CA	Special Projects Manager
David	Yow	Port of San Diego	Legislative Policy Administrator
Kenia	Zamarripa	San Diego Regional Chamber of Commerce	Director of International Business Affairs
Marinee	Zavala Aguire	Televisa	News Reporter

