



BTA | Border
Trade
Alliance



2025

Policy Agenda

Bolstering Trade | Strengthening Trade Relations | Lead Advocate Promoting Efficient and Safe Borders

Working Together. We Win.

Dear Friends,

The Border Trade Alliance enters 2025 ready to redouble its nearly 40-year mission of advocating for public policy that enhances the economic competitiveness and quality of life of the United States-Mexico and U.S.-Canada borders.

Our work is as crucial as ever. A new administration in Washington brings fresh opportunities to ensure that the priorities of the cross-border trade community remain front and center among policymakers. We are also closely monitoring the new presidential administration in Mexico and preparing for federal elections in Canada. These changes in leadership across North America underscore the importance of stable, cooperative, and forward-thinking policies to sustain our integrated economies.

The uncertainty surrounding the cross-border trade environment demands our attention. From supply chain disruptions to geopolitical pressures and protectionist tendencies, we are prepared to defend the tariff-free trade environment that has defined North American borders for 30 years. The Border Trade Alliance will continue to advocate for the preservation of free trade, ensuring that the foundational goals of the United States-Mexico-Canada Agreement are upheld as its first formal review gets underway.

At the heart of our advocacy remains the need for efficient and business-friendly processes at our borders. We will continue to urge policymakers to provide ports of entry with the staffing, infrastructure, and technology necessary to manage increasing trade volumes while minimizing delays and congestion, all while striking a careful balance between robust border security and the efficient flow of goods vital to our economies.

The work of the BTA has never been more critical, but we cannot achieve our goals without your support. If your company or community is not yet a member of the BTA, we invite you to join us in making our borders better places to live, work, and invest. Together, we can ensure that 2025 is a year of progress and shared success for the cross-border trade community.

Sincerely,



Pete Sepulveda, Jr.
Chairman



Britton Mullen
President



Security and Trade Committee



Jim Smith,
Committee Chairman
AO Smith Corp.
Ashland City, Tennessee

2025 GOALS

Supporting inspection policies and procedures that promote economic growth and security

Ensuring ports of entry are properly resourced to process trade and travel without interruption

More resources devoted to facilitating trade means more resources devoted to the interdiction of contraband and the prevention of smuggling and unlawful entries.

The BTA strongly urges the Department of Homeland Security to prepare ports of entry for sporadic but dramatic increases in migrants seeking asylum in the U.S. This includes:

- Taking all practicable steps to ensure that CBP Officers are not redeployed away from ports of entry in order to support Border Patrol, especially for administrative functions;
- Not using TDY assignments for CBP Officers to serve other agencies away from their regularly assigned ports of entry; and
- Acknowledging that there are critical functions within government that should be performed by highly trained individuals and that diverting these individuals from their jobs hurts agencies' core missions.

Redeployments lead to increased delays in trade processing times, which increase costs that create a drag on the overall economy.

CBP should strive to streamline new officers' graduation from the academy to an assignment, and the agency should emphasize training specifically in the admissibility of goods, not just interdiction and enforcement.

Further, the BTA maintains its position that congressional appropriators should fund DHS and the agencies at U.S. ports of entry at levels commensurate with current and projected trade and travel volumes.

Congressional participation in and oversight of tariff policy, including Sec. 232 tariffs and Sec. 301

The BTA believes that:

- Tariff-free trade in North America as envisioned under the USMCA and its precursor NAFTA should be preserved, and policies that would undermine USMCA should be opposed.
- Tariffs put upward pressure on consumer prices and are a drag on the health of the economy.
- Congress should be treated as an equal partner with the executive branch in policy surrounding tariffs, especially in the establishment of new tariffs.
- Congress should exercise robust oversight in determining tariffs' effect on particular industries and the overall economy.
- Invoking Section 232 of the Trade Expansion Act of 1962 to impose tariffs for national security purposes should be done so only in rare cases where the security concern is apparent and clearly defined.

The BTA also believes that calculations of import and export levels are oftentimes too simplistic and fail to recognize a holistic picture of the entire North American marketplace. The BTA would urge the Commerce Department and other federal trade data collectors to publish data regarding direct foreign investment (DFI) and cross-border retail sales in addition to durable goods and services trade figures.

Innovative trade processing solutions

Customs modernization legislation

The BTA supports legislation to modernize CBP trade practices. Any legislation should minimize negative impact on importers, including new data requests that risk slowing trade and commerce.

We believe a customs modernization legislative package should:

- Establish a true 1USG/Single window clearance and admissibility process.
- Establish reasonable guidelines for additional data requests.
- Develop PGA CTPAT programs with benefits.
- Create additional benefits for CTPAT partners.
- Establish pre-departure, pre-arrival release and/or resolution; minimize redundant data requirements for formal entries and for de minimis informal entries.
- Establish cargo pre-clearance process at foreign ports of departure and authorize preclearance of goods without the need to negotiate an international agreement or station CBP officers abroad.
- Develop a process that allows release of merchandise unless recalled due to imminent threat and creating modification to allow for penalty mitigation when redelivery is not possible.
- Treat manifest data of all transportation modes as private and confidential business information
- Require CBP to provide notification of data breaches to impacted parties.

These reforms require statutory changes. The BTA looks forward to consulting with the House Ways and Means Committee and the Senate Finance Committee in the development of legislative language.

On the subject of potential de minimis reforms, the BTA looks forward to working with Congress and stakeholders to prevent circumvention of trade rules and trade in contraband.

Unified Cargo Processing

The BTA supports the deployment of the Unified Cargo Processing model, whereby U.S. customs personnel and their cross-border counterparts conduct inspections side by side on U.S. soil. UCP:

- Reduces the likelihood that a truck could be inspected on multiple occasions before its release into U.S. commerce.
- Increases efficiency of the primary inspection lanes.
- Reduces wait times overall.
- Should become the default inspection model, as codified in USMCA.
- Should be expanded to the rail environment.

Technological pre-inspection

The BTA supports the continued rollout of pre-inspection processes at the northern and southern borders. Thanks to Non-Intrusive Inspection technology, images can be conveyed electronically to technicians who can quickly assess whether a shipment can proceed following the primary inspection or whether it should be referred to secondary inspection. Regardless of the technician's recommendation, final decision-making authority should rest with the CBP officer.

Trade-friendly public-private partnerships

The BTA supports:

- Trade-friendly public-private partnerships between the federal government and border stakeholders to increase staffing resources and improve aging infrastructure.
- Reimbursable fee agreements along the border to better align staffing levels with trade flows.

The BTA believes:

- P3s should not result in increased bridge tolls or new fees for industry. Toll-free bridges should remain free.
- Trade fees should go to specific trade facilitation purposes, not to the general fund.

Improving trade efficiencies

Implement consistent metrics for border wait times

A consistent and standardized measurement process for inbound and outbound wait times on both sides of the border is critical.

- Measurements should be compared to wait time goals.
- Results should be made available to the trade community.
- The trade community and government stakeholders should seek to determine best practices in the collection of crowd-sourced border wait time data and share those practices with the trade communities of the U.S.-Canada and U.S.-Mexico borders.

Promoting Cross-Border Travel

Strengthening trusted traveler programs

The BTA will advocate for the continued growth and expansion of trusted traveler programs such as NEXUS, SENTRI and Viajero Confiable.

Supporting policies that encourage tourism

The BTA supports policies that promote tourism's importance to the U.S. economy and encourages the administration to resist policies that diminish the U.S.' standing as a desirable destination for leisure and business travel.

The BTA encourages the federal government to update its traveler vetting process by employing online platforms to their fullest potential to maximize staff members' time to process the entry process.

Reforming visa policy

The committee recommends negotiations with Mexico to allow visitors who enter Mexico to conduct business transactions to do so without a visa and to remove the requirement for an FMM permit, which is currently valid for only six months, does not permit multiple entries, and is required to visit manufacturing facilities in Mexico.

Ensuring strong diplomatic ties

Continued strong diplomatic ties between the U.S. and its border neighbors

The BTA believes that the U.S. is extremely fortunate to count Mexico and Canada as neighbors, allies, and leading trade partners, with Mexico having ascended to the no. 1 position among U.S. trade partners.

The maintenance of fully staffed and resourced U.S. embassies and consulates in each country is apparent as countries work to align definitions of critical industries, public health protocols, and more.



Agribusiness Subcommittee



Dante Galeazzi,
Committee Chairman
Texas International
Produce Association
Mission, Texas

2025 GOALS

Maintaining tariff- and duty-free cross-border agricultural trade

Maintenance and timely renewal of the Tomato Suspension Agreement

The BTA strongly supports the collaborative effort between the Department of Commerce and Mexican tomato growers that since 1996 has regularly renegotiated and updated every five years a Tomato Suspension Agreement (TSA) for Mexican tomatoes sold in the U.S. The agreements result in the U.S. government suspending any anti-dumping investigations against Mexican tomatoes.

The BTA urges the administration to:

- Resist calls from protectionist special interests to terminate the 2019 TSA;
- Promote a strengthened trading relationship with our neighbor Mexico; and
- Amid already high food prices, consider the interests of American consumers, who deserve the ability to shop for quality, affordable produce throughout the year.

As the sunset of the 2019 TSA approaches, the BTA urges a swift renegotiation process that ensures adoption of a new TSA and preservation of the estimated 49,000 full- and part-time U.S. jobs that are supported by the import and marketing of fresh tomatoes from Mexico, which contribute to a total economic impact of an estimated \$7.54 billion from the import and sale of the product.

Properly resourced ports of entry

Work with administration and congressional appropriators to ensure federal personnel levels at ports of entry are commensurate with trade volumes

Agencies charged with agricultural inspections and processing must be properly resourced. This includes:

- CBP Agriculture Specialists and technicians. CBP should assess whether expanding Specialists' release authority would improve efficiency at the ports.
- USDA entomologists, who should be on-site at every port with high volumes of agriculture imports.
- FDA investigators, who should have access to the testing resources that promote expeditious results necessary for keeping perishable commodities moving through commerce.

The BTA supports the revitalization of the Agriculture Pest Exclusion Coordinator Specialist (APECS). This innovative program expands upon the scientific expertise of the CBP Agriculture Specialist position, expanding the specialist's Cargo Release Authority (CRA) to take on the additional responsibility of facilitating trade through the identification of less significant, non-reportable plant pests and organisms.

All relevant agencies across government should work together to ensure the personnel levels at ports of entry do not delay trade. We would also encourage regular and ongoing conversations between elected officials, agencies and employee unions over staffing needs, available resources, and shifting assignments.

The BTA also further encourages and supports the effort by these agencies to pursue training and recruitment by way of internships and mentoring programs with universities for the purpose of recruiting future agents directly out of college.

Support robust canine inspection capabilities

The BTA supports the authorization of the National Detector Dog Training Center, the primary training facility for the so-called "Beagle Brigade" and their CBP handlers. The dogs are utilized by CBP to sniff out prohibited and/or infected products at U.S. ports of entry, and prevent their introduction into the U.S.

Promote the acquisition of funding in Mexico that facilitates import and export operations, including SADER inspections and Aduanas resources.

U.S. importers have cited challenges with many of the smaller Mexican states having too few inspectors to certify facilities, or to clear the company to be accepted or denied by FDA Division of Import Operations. Mexico should appropriately staff regulatory agents that provide compliance with U.S. laws and take the steps to address personnel shortages that are negatively impacting international agriculture trade.

The BTA encourages regular consultations between the U.S. and Mexico to ensure that Mexican personnel have the requisite training and experience to inspect agricultural goods. Proper training helps ensure fewer delays in the border crossing process.

A transparent enforcement regime

CBP's strategy for enforcing forced labor standards, environmental regulations, and other areas affecting trade in North America should be communicated to trade stakeholders as transparently as possible and be implemented fairly and equitably at all POEs.

Cross-border cooperation and harmonization

Resist growth of technical barriers to trade

To ensure USMCA achieves its full economic potential, partner countries must adhere to both the letter and spirit of the agreement, resisting attempts to establish non-tariff barriers to free trade. That includes:

- Ensuring phytosanitary and quality inspections rely on scientifically based standards and not political pressures; and
- Consistently applying standards from port to port

The BTA strongly opposes any perceived protectionist actions that could spark retaliatory tariffs by our trade partners, which would increase costs, harm U.S. consumers, sacrifice jobs, and undermine USMCA's promise.

Partner countries, affected industries, and U.S. and foreign government agencies should rely on USMCA's dispute resolution mechanism and avoid unilateral protectionist actions that run counter to the agreement.

The BTA supports and encourages the U.S. and partner countries to assess ways to modernize necessary inspections, including the possibility of developing remote inspector units, virtual inspections, and partnerships with in-country qualified inspectors.

Likewise, the BTA supports efforts by the United States to prevent and resolve any similar technical barriers to trade with foreign partners who might seek to stymie trade for their own national protectionist measures. These types of barriers prevent the U.S. from achieving its own domestic export potential and, in the case of U.S.-grown produce/perishable goods, they can result in overburdened domestic markets should these issues go unresolved.

Harmonization of standards where possible

Trade partners should look for areas to align standards. Potential areas include pesticide residue standards, tariff codes, phytosanitary requirements and procedures, quality and SPS inspections, and paperwork.

Advocate for reasonable packaging regulations

As Canada develops further P2 regulations, such as requiring that certain plastic packaging contain at least 50 percent recycled content or zero-waste for primary and secondary food packaging, the BTA will advocate for the safeguarding of unique packaging requirements of perishable agricultural products for the purposes of food safety requirements, cold chain and supply chain safeguards, the best handling of sensitive commodities, and similar necessary business requirements for providing the best possible product to the consumer.

Technology, policies and procedures that facilitate trade, reduce delays

Seek funding for additional NII (Non-Intrusive Inspection) equipment at the major perishable commodities-crossing land ports

Delays in inspections or delays waiting for space on refrigerated import inspection lots can cause loss of value, risks damage to the integrity of the refrigerated supply chain, and diminishes the security and stability of perishable commodities. The BTA supports expanding the use of NII technology to:

- Reduce wait times
- Discourage cargo doors from being opened and breaking the cold chain
- Free up government agency personnel
- Increase the flow of goods and services across the border to the benefit of all

Increasing refrigerated inspection capacity

The BTA supports Congress and the administration increasing funding to expand the infrastructure for refrigerated inspection capacity at the ports of entry. GSA design plans should incorporate refrigerated inspection capacity in all import lots currently or considering allowing perishable agriculture or other food commodities to cross.

Ensure Unified Cargo Processing encompasses all trade, including produce and livestock

Unified Cargo Processing should also be used to inspect all types of cargo, which include agricultural goods such as fresh produce and livestock.

Representation for agricultural trade needs in Congress

Border state representation on relevant committees

The BTA calls on House and Senate leadership to ensure that border states, which play a central role in producing, growing, importing, and exporting, are represented on the relevant committees with responsibility over agricultural trade-related issues.

We also support the formation of the bipartisan Congressional Agriculture Caucus and its objectives to increase market access for American agricultural products on a global scale, reduce tariffs and non-tariff barriers, and promoting transparency in trade agreements.

Support for cross-border studies

The BTA supports initiatives to collect reliable data through studies, such as those conducted by Texas A&M's Center for North American Studies, the University of Arizona Cooperative Extension, and similar organizations. These studies analyze the economic impacts of perishables and other agricultural commodities crossing between USMCA partners and identify key opportunities to enhance trade in perishables and other agricultural goods among the three countries.



Transportation and Infrastructure Committee



Danny Rios,
Committee Chairman
RRP Consulting Engineers
McAllen, Texas

2025 GOALS

Supporting a long-term, pro-trade transportation plan

Implementation of Infrastructure Investment and Jobs Act

The implementation of the bipartisan Infrastructure Investment and Job Act should facilitate trade, investment in and around ports of entry, promote freight mobility, ensure maximum flexibility for border state departments of transportation, and move projects from concept to completion more quickly.

Ensuring safe cross-border transportation

Consistently applied, border-wide safety inspection regime

Cross-border trucking should be conducted in a safe environment. Shippers should choose ports based on the efficient movement of freight; safety inspections should not be a determining factor in which port a shipper chooses. Safety inspections should be applied consistently from port to port and not provide one port of entry a competitive advantage over another.

Oppose state-level trucking policies that delay shipments

BTA strongly opposes state-level truck and rail inspection policies that are duplicative

and cause congestion in and around ports of entry. Shipping delays drive up costs that are ultimately borne by consumers and that degrade the economic competitiveness of the border region. Poorly conceived and executed state truck inspection policies risk undermining the working relationship between U.S. states and their Mexican neighbors at a time when we need greater collaboration and cooperation.

Expanded commercial zone along Texas-Mexico border

Congress should add Zapata County to the commercial zone that currently includes Cameron, Hidalgo, Starr, and Willacy Counties.

Improving border infrastructure

Allow CBP to make repairs at GSA-owned ports of entry

CBP should be granted the authority to perform immediate and relatively low-cost repairs at ports of entry without the authorization of GSA to ensure operations at ports can continue without interruption.

Extending and improving the Donation Acceptance Program

The current Donation Acceptance Program allows local governments and private sector entities to donate capital improvements to the federal government. The program in 2021 was extended until 2026, offering lawmakers the opportunity to work with trade stakeholders on additional reforms to the program.

Reforms to DAP that BTA believes would improve the program and increase participation include:

- A donation cannot occur when the sponsoring entity still carries debt on the project. Amendments to the DAP are necessary to allow a rental agreement between the General Services Administration and CBP that would allow the debt on capital improvements to be retired under a concession mechanism or some other method of revenue generation.
- While Congress increased the maximum total value of projects eligible for the program to \$75 million from the previous \$50 million, due to rising costs and inflationary pressures, the BTA recommends an additional increase in the eligible project value.
- CBP staff savings should be factored in by GSA and CBP when considering a potential DAP project. Given that staffing will be a challenge for CBP into the foreseeable future, the BTA encourages dialogue between the agency and private sector in identifying projects that could optimize staffing while improving trade and travel throughput.

Updating GSA and CBP design standards

GSA and CBP design standards should require agriculture and food inspection areas that are enclosed, refrigerated and temperature-controlled by the officer. Revised design standards would improve product integrity and enhance food safety. Presently, most produce and fresh foods are inspected by CBP at open-air docks at the U.S.-Mexico border, risking contamination by animal and other hazards inherent with open-air inspections.

Revised standards should apply to new ports and to ports being remodeled.

Upgrading border region environmental infrastructure and technology

BTA supports infrastructure improvements to prevent the continued flooding of sewage, trash, and sediment into the Tijuana River Valley and similar northward sewage flows at the New River, Imperial Valley, Ambos Nogales, Naco, Los Dos Laredos, and other areas that experience them with unfortunate regularity.

Furthermore, the BTA will work in tandem with its counterparts in BTA México to encourage the Mexican federal government to make the necessary fiscal allocations required to modernize the border region sewage systems.

BTA supports infrastructure improvements to increase water availability through water reuse. Water scarcity affects economic competitiveness of the border region and the rest of North America.

The development of new infrastructure financing options

The BTA supports the mission of the North American Development Bank and the development of new methods for facilitating the long-term planning and financing of large infrastructure projects, including ports of entry and projects related to energy sources that reduce greenhouse gas emissions, with an emphasis on cross-border energy distribution and consumption while ensuring the energy security of the United States and Mexico.

Enhancing technological infrastructure

Dramatically increasing broadband access at ports of entry

The BTA supports improving broadband availability at the ports of entry, which:

- Will lead to greater trade throughput by increasing the mobility of CBP officers around the port campus, preventing them from being tied to inspection booths.
- Allows CBP to move to a command center model that allows for remote inspection targeting and increases the likelihood that future agency resource decisions are based on reliable, fresh data.

Shift to a command center model

A command center inspection model allows officers in off-site locations to remotely make determinations whether commercial vehicles require more thorough inspection, greatly diminishing the opportunity for corruption at the ports.

Deploy leading-edge non-intrusive inspection equipment that can lead to 100 percent inspections

Non-Intrusive Inspection technology at ports of entry provides officers a clear picture of the contents of containers that it could allow the inspection of 100 percent of northbound and southbound trucks entering the United States with no loss in trade throughput.

A regulatory environment to encourage trade throughput and enhance border infrastructure

Improving the permitting process

BTA supports a streamlined process for issuing presidential permits like that outlined under Executive Order 13867 and/or the Fiscal Year 2024 National Defense Authorization Act.

Under those models, the secretary of state receives all applications for the issuance or amendment of presidential permits for the construction, connection, operation, or maintenance of international border crossings. The secretary then makes a recommendation to the president whether to proceed with the application. The secretary's recommendation is to occur within 60 days of application receipt, and any further information requested of agencies by the president is to be provided within 30 days.

- The permitting process should also justify the construction of new ports of entry, including existing trade flows, congestion and other economic reasons, and should ensure that existing ports of entry are being utilized to the optimal degree.
- Presidential permits should also be extended when events warrant so as not to increase the time and costs necessary to bring a project to completion.
- Regulations should be promulgated to facilitate the exchange of tolls between governments as the concept of joint facilities and concessionaire management is introduced to additional states.

The importance of a multi-modal freight strategy

The BTA believes that a multi-modal approach to freight transportation can help solve critical international infrastructure congestion with faster project delivery and lower costs to both shippers and governmental entities. BTA advocates that no mode – trucking, rail, maritime or aviation – is unfairly disadvantaged by border infrastructure, access, inspection levels, or allocation of CBP resources.

- Freight rail has a critical role in moving international goods to and from our borders. Freight rail can move a ton of freight 500 miles on a single gallon of fuel. Each train removes 300+ trucks from increasingly congested border bridges and access highways. Rail points of entry are also efficient use of CBP resources used to monitor goods crossing our international borders.
- Seaports should be equipped to process increased trade volumes, and BTA fully supports efforts to maintain existing seaports at authorized drafts and to support funding of congressionally authorized deepening projects to accommodate larger and higher capacity vessels.



Robert Vale,
Committee Chairman
Starr Camargo Bridge Co.
Rio Grande City, Texas

2025 GOALS

Increasing freight capacity at seaports

Seaports are vital to North America's economic health. In the U.S., cargo activity at seaports accounts for 26 percent of the economy and they are responsible for more than 31 million jobs.¹

The BTA supports:

- Infrastructure improvements at seaports to accommodate larger vessels and increased trade volumes.
- Congressionally authorized funding to deepen sea channels.

Ensuring commercial operational support at seaports for CBP cargo clearance

The BTA supports the use of the Merchandise Processing Fee (MPF) collected at seaports as a source of funds that permit CBP to invest in projects that facilitate the execution of the agency's mission.

Relieving backlogs at seaports

Delays in clearing cargo by CBP put upward pressure on the cost of goods. The BTA urges CBP to properly allocate staff resources to ensure the efficient processing of cargo and to work collaboratively with the trade community to develop strategies to process freight.

Improving processes and investing in automation

More efficient processes and investments in automation at seaports are essential to enhancing the competitiveness, security, and reliability of port operations. By streamlining workflows and reducing manual tasks, automation reduces bottlenecks, accelerates cargo throughput, and minimizes human error and theft, ensuring a more reliable supply chain and cost savings for both port operators, consumers and businesses. Such improvements enhance seaports' competitiveness, making them better equipped to handle increasing trade volumes and to meet the demands of modern, fast-paced logistics networks.

¹http://aapa.files.cms-plus.com/2019_PortsFundingMap.pdf



USMCA Committee



Dave Panko,
Committee Chairman
City of El Paso
El Paso, Texas

The USMCA Committee will help coordinate the BTA's positions on the United States-Mexico-Canada Agreement as the accord approaches its first formal six-year review since its enforcement.

2025 PRINCIPLES

The following principles should guide the work of the U.S., Canada, and Mexico in 2025 as discussions begin in anticipation of the formal 2026 sunset review period:

- The member nations should focus on trade facilitation and resist any efforts that attempt to circumvent the goal of tariff-free trade.
- Tariffs are a form of taxation that increases costs on inputs for manufacturers and put upward pressure on consumer prices.
- Any tariffs should be narrowly applied, and policymakers should resist their arbitrary enforcement.
- USMCA should acknowledge that the importing component of trade is just as vital to a member country's economic health as exporting. Imports can provide overall benefits for manufacturers and the economy by providing necessary inputs to manufacturing processes to boost competitiveness, including when imported products are not available or manufactured domestically; to consumers by increasing choice and by putting downward pressure on prices; and for food security, by ensuring a wide variety of foods regardless of season.
- No article or provision in an updated agreement should benefit one region or industry to the detriment of another region or industry. This includes so-called "seasonality" language that could curb trade in fresh produce to protect domestic growers.
- The review process in each country should encourage input from a broad cross-section of stakeholders.
- USMCA's dispute resolution mechanism is the preferable method for settling disagreements between parties rather than unilateral actions by member governments.
- Manufacturing operations performed in a Foreign Trade Zone that meet the tariff shift or RVC rules should receive duty-free treatment.
- The three nations should pursue greater harmonization in areas such as labeling, the definition of essential industries, what constitutes hazardous materials, and what items should qualify as organic. The members countries should strive to avoid conflicts between customs agencies and should develop a single manifest for carriers to/from all three member countries in English, Spanish, and French.
- Clear procedures should be established for the admission of a new country into the agreement.
- A mechanism to fund modernized border infrastructure and technology and personnel should be included in a revised USMCA.
- Supply chain resilience should be an area of focus for the member countries.
- The region needs a framework for labor mobility and talent attraction to meet the labor needs of the region, including temporary workers.
- Commercial trucks should be able to haul freight from point of origin to point of destination throughout the USMCA marketplace.

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