



Tax Reform. The Administration is also reforming Puerto Rico's tax system by simplifying the tax code and optimizing the use of industrial incentives. In February 2010, the Governor appointed a committee to review the current tax system and propose a comprehensive reform.

Labor Law Reform. Initiatives are being undertaken for the purpose of strengthening Puerto Rico's labor market. The Administration is encouraging greater labor-force participation by providing the private sector with more flexibility in establishing feasible labor arrangements. One focus of the labor-market reform is the modernization of Puerto Rico's regulatory framework. Legislative changes being introduced are bringing labor laws and regulations in line with the most efficient economies of the world in such areas as flex-time arrangements, overtime rules, workers' compensation, and benefit requirements, among others.

Strategic Sectors. The Administration is complementing the previously mentioned initiatives with specific strategic initiatives with the objective of creating jobs and increasing economic activity across various sectors of the Puerto Rico economy. Puerto Rico has natural or structural competitive advantages in several areas, such as medical device, pharmaceutical and biotechnology manufacturing. These advantages are providing opportunities for the development of strategic sectors which include manufacturing, agriculture, commerce, tourism and entertainment, banking/insurance and credit unions, and film and creative services. The specific initiatives are promoting sustainable economic growth while accelerating a knowledge-based and innovation-driven economy.

Strategic/Regional Projects. The Administration has also targeted six strategic/regional projects that will generate investments in all the regions of the Island in order to foster balanced economic development. Among these projects are the following:

- In the southern region, the Administration is developing the Port of the Americas, an international trans-shipment Post Panamax port of global caliber with value-added zones in the southern region of Puerto Rico;

- In the northern region, an urban redevelopment project of the area called the Golden Triangle is developing San Juan Bay into a major tourism, recreation, commercial and residential sector which serves the local community and will become a major attraction for leisure and business travelers, both local and external;

- Also in the northern region, Science City, in the heart of San Juan, represents a critical part of the Administration's efforts to move Puerto Rico to the forefront of science, technology and research and development. Science City is leveraging Puerto Rico's significant competitive advantages in the knowledge-based sectors to build not just a research park, but a research city that physically integrates medical centers, research centers and university campuses;

- In the eastern region, the Administration is enhancing the development of a section of the Caribbean Riviera to be a tourist complex which will include hotels, casinos, eco-tourist attractions, international airport, retail, yacht marina, and cruise ship ports;

The *Strategic Model for a New Economy* has as an objective to boost the economy of Puerto Rico toward a new position of major global competitiveness. Because of this, Puerto Rico is actively seeking new partners in the industrial sector, academia, non-profit organizations and governments to benefit from the opportunities our economic development program has to offer. The new Strategic Model considers each one of the sectors in the economy and contains the projects and reforms necessary to promote the competitiveness and sustained growth of Puerto Rico and its business partners.

Contact Information:

Telephone: 001.787.765.2900

www.ddecpr.com



新经济战略模式

波多黎各政府经济发展商业部

2010年6月

波多黎各政府经济发展商业部（“DEDC”）正执行由一项综合长期的经济开发计划组成的新经济战略模式，旨在提高波多黎各的整体全球相关性、竞争力和交易环境，并增强私营部门在经济中的资本形成和参与。这些措施的中心包含双重任务：促进多项领域发展，并同时减少商业与投资的成本和障碍。

政府正强调采取下列措施来改善波多黎各的竞争优势：(i) 全面修订批准程序；(ii) 改革劳动力市场；(iii) 降低能源成本；(iv) 改革税收制度；(v) 通过公共部门与私营企业的合作制促进各类项目的发展；(vi) 执行以具体经济部门为目标的战略措施；以及(vii) 促进某些策略/地区项目的发展。

公共部门与私营企业合作模式。政府认为公共部门与私营企业合作模式（“PPPs”）代表经济发展的一种重要方式。PPPs为政府和非政府实体之间的合作，例如：私营部门和非盈利组织，以便开发基础设施项目，管理政府资产或提供服务。非政府合伙人承担与项目开发相关的某些职责和风险，用以交换获得的财务效益。

波多黎各在建立PPPs方面面临巨大机遇，其中包括：公路、港口、交通、固废、饮用水和可再生能源方面等。

批准程序。初步措施，即波多黎各政府的批准和许可程序，已经完成。2009年12月1日，总督签署了第161号法案，该法案重新制订波多黎各政府的批准和许可程序，以便提供一种可促进经济开发的精简且有效的程序。从短期来看，此次重建正消除各种政府机构中目前存在的大量未处理的积压事务。从长期来看，该法律通过创建一种集中、以客户为焦点的体制，将显著地减少机构之间程序和交易的次数，从而简化并减少申请人的批准程序。

能源改革。政府正通过发展不同的可再生能源技术，以及降低能源成本、减少能源价格波动性、建立环保的可持续能源生产，使波多黎各的能源基础多样化。政府正推动几项措施的开发，包括：能源输送、保护效果，以及新型可再生发电装置的安装。这些措施正着力于波多黎各中的能源价格，并提供一种在能源部门中吸引投资的方式。

税收改革。政府也通过简化免税代码和优化行业的激励措施，对波多黎各的税收制度进行改革。2010年2月，总督任命一个委员会，以审查当前的税收制度，并提议一项综合性改革。

劳动法改革。为了加强劳动力市场，波多黎各正采取各种措施。在建立可行的劳动力协议方面，政府为私营部门提供了更多的灵活性，以此鼓励更多的劳动力参与。劳动力市场改革的一个焦点是使波多黎各的管理框架现代化。引进的立法变更使劳动法和改革与世界最有效的经济体制一致，包括：弹性时间安排、加班规则、工人薪资与福利要求等。

战略领域。政府正完成先前提到的、具有特殊战略目标的措施，旨在通过波多黎各经济体的各部门创造就业机会和增加经济活动。波多黎各在几个领域具有自然或结构竞争



优势，例如：医疗设备、制药和生物技术制造业。这些优势为开发策略部门提供机遇，包括制造业、农业、商业、旅游和娱乐、银行/保险、信用合作社，以及电影和创造性部门。具体措施促进经济可持续的增长，同时促成知识型且以创新为推动的经济体。

战略/地区项目。政府也以六个策略/地区项目为主要目标，这些目标将在该岛国的所有区域产生投资，以便促进经济平衡的发展。这些项目如下：

- 在南部区域，波多黎各的南部区域为可增值区域，政府正开发美洲港口——一个具有全球标准的国际转运超巴拿马港口。
- 在北部区域，该区域的一项城市再开发计划，被称为金三角，将圣胡安市海湾发展成为一个以旅游业、娱乐业、商业和居住为主导的区域，为当地社区服务，并成为吸引国内外休闲和商务游客的主要场所。
- 也位于北部区域的科学城，地处圣胡安市的中心，是显示政府努力的一个关键部分，致力于使波多黎各处于科学、技术、研究和开发的最前沿。科学城将促成波多黎各在知识型部门中的重要竞争优势，所建立不仅是一个研究园，更是一个融合医疗中心、研究中心和大学校园的研究型城市。
- 在东部区域，政府正强化加勒比·里维埃拉，使之发展成为包括旅馆、娱乐场、生态旅游景点、国际机场、零售业、游艇码头和巡游船港口的旅游综合体。

新经济战略模式的目标在于促进波多黎各的经济朝向具有全球竞争力的新定位发展。正因如此，波多黎各正积极寻找工业部门、学术界、非盈利组织和政府部门的新合作伙伴，以便受益于我们的经济发展计划提供的机遇。新战略模式涵盖经济体中的各个领域，并包括促进波多黎各及其商业伙伴的竞争性和可持续发展所必需的项目和改革。

联系方式：

电话：001 787.765.2900

传真：001 787.753.4094

网址：www.ddecpr.com



DEDC DEPARTMENT OF ECONOMIC DEVELOPMENT AND COMMERCE
GOVERNMENT OF PUERTO RICO

Strategic Model for a New Economy

Department of Economic Development and Commerce
of the Government of Puerto Rico

June 2010

The Department of Economic Development and Commerce (“DEDC”), is implementing the *Strategic Model for a New Economy*, which consists of a comprehensive, long-term, economic development program aimed at improving Puerto Rico’s overall global relevance, competitiveness, and business environment, and increasing private-sector capital formation and participation in the economy. These initiatives are centered on the dual mission of fostering multi-sector growth while reducing costs and barriers to business and investment.

The Administration is emphasizing the following initiatives to enhance Puerto Rico’s competitive position: (i) overhauling the permitting process; (ii) reforming the labor market; (iii) reducing energy costs; (iv) reforming the tax system; (v) promoting the development of various projects through public-private partnerships; (vi) implementing strategic initiatives targeted at specific economic sectors; and, (vii) promoting the development of certain strategic/regional projects.

Public-Private Partnerships. The Administration believes that Public-Private Partnerships (“PPPs”) represent an important tool for economic development. PPPs are collaborations between government and non-governmental entities—such as private-sector and non-profit organizations to develop infrastructure projects, manage government assets or provide services. The non-governmental partner takes on certain responsibilities related to the development of the project in exchange for receiving the financial benefits of operating it.

Puerto Rico has significant opportunities for the establishment of PPPs in the areas of highways, ports, transportation, solid waste, potable water, and renewable energy, among others.

Permitting Process. The first initiative, the re-engineering of Puerto Rico’s permitting and licensing process, has already been achieved. On December 1, 2009, the Governor signed Act No. 161, which overhauled the permitting and licensing process in Puerto Rico in order to provide a lean and efficient process that fosters economic development. In the short term, this restructuring is eliminating the significant backlog of unprocessed permits that are currently in the pipeline of various government agencies. Longer term, this law significantly reduces the number of inter-agency processes and transactions required by creating a centralized, client-focused system that simplifies and shortens the permitting process for applicants.

Energy Reform. The Administration is diversifying Puerto Rico’s energy base through the promotion of diverse, renewable-energy technologies as well as lowering energy costs, reducing energy-price volatility, and establishing environmentally sustainable energy production. The Administration is facilitating the development of several initiatives, including the wheeling of energy, conservation efforts, and the installation of new renewable generation capacity, among others. These initiatives are addressing energy prices in Puerto Rico and providing a means of attracting investments in the energy sector.