Institutions: Barrier or Enabler for Inland Transport Security

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Private and public sector management of the layers of the supply chain

Layer No. 6
Regulatory Oversight

Layer No. 5
Supply Chain Transaction

Layer No. 4
Logistics Flow

Layer No. 3
Transport Operators

Layer No. 2
Traffic

Layer No. 1
Transport Infrastructures

Trade and Security—Competition Policy, CBSA
Safety—TC, Provincial MOT, municipal and metro transport, police
Labour standards—provincial and federal labour boards

Supplier—Logistics Service Provider—Manufacturer—Logistics Service Provider—Distributor—Distributor—Service Provider—Retailer—Logistics Service Provider—Consumer

Plant—Transportation Operations—DC—Transportation Operations—DC—Transportation Operations—Plant—Transportation Operations—Stores

Trucking—rail—water—port consolidation—port terminals—marine—port terminals—truck—rail—water—intermodal

Roadways—Bridges—Tunnels—Grade crossings—Border Crossings—Tracks

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The Asia-Pacific Gateway and Corridor serves North America
Evolution of U.S.-Canada Cross Border Policy

- 9/11
- Smart Border Declaration and Action Plan (AKA Ridge - Manley agreement) on December 12, 2001
- The Security and Prosperity Partnership (SPP)
- Shared Vision for Perimeter Security and Economic Competitiveness in February 2011. The Beyond the Border Vision (BBV)
Making the U.S. Canadian Border Smart

• Risk management approach – separate high from low risk

• Enabling strategies
  • Trusted Partners
  • Pre-screening
Making the U.S. Canadian Border Smart

- Harmonization – Coordination – information sharing
  - FAST – joint program recognized by both sides
  - Joint screening of containers at CSI ports
  - Reciprocal positioning of border agents in partner company
- But not much harmonization on basic policy
  - Immigration
  - Asylum
  - Importance of trade versus security
U.S. Ambassador to Canada Paul Cellucci in 2000

By focusing on shared perimeter, the 49th parallel becomes a North American main street than an inspection point
The Perimeter security concept

• Make the border more secure by shifting inspections and law enforcement activity away from the border
• By focusing on shared perimeter, the 49th parallel becomes a North American main street than an inspection point
• Modeled after EU where internal borders are eliminated within EU

- pursue a perimeter approach to security, working together within, at, and away from the borders of the two countries to enhance security and accelerate the legitimate flow of people, goods, and services between the two countries

- an integrated United States-Canada entry-exit system.
- shared border management facilities and border infrastructure where appropriate...
- to integrate our efforts and where practicable, to work together to develop joint facilities and programs—within and beyond the United States and Canada...
- build on success of current joint programs [NEXUS, FAST]... harmonizing existing programs... automating processes at the land border [more e-manifest]
- an integrated cargo security strategy that ensures compatible screening methods for goods and cargo before they depart foreign ports bound for the United States or Canada...
• The Governments of the United States and Canada have worked to identify specific action items to advance the goals of Beyond the Border. These initiatives are described in the Beyond the Border Action Plan, which was released on December 7, 2011 by President Obama and Prime Minister Harper.

PERIMETER SECURITY AND ECONOMIC COMPETITIVENESS

Action Plan

BEYOND THE BORDER: A SHARED VISION FOR PERIMETER SECURITY AND ECONOMIC COMPETITIVENESS

Canada
UNITED STATES–CANADA BEYOND THE BORDER:
A SHARED VISION FOR PERIMETER SECURITY AND ECONOMIC COMPETITIVENESS

Action Plan

DECEMBER 2011
Good news
Action plans include

• Develop a Common Approach to Assessing Threats and Identifying Those Who Pose a Risk Under the Principle that a Threat to Either Country Represents a Threat to Both
• Establish a Common Approach to Perimeter Screening to Promote Security and Border Efficiency
• Enhance the Benefits of Programs that Help Trusted Businesses and Travelers Move Efficiently Across the Border
A vision for perimeter clearance

• Adapted from multiple sources

• Non BITSAFS slides courtesy of Gerry Bruno/Solomon Wong Intervistas Consulting
Before Leaving 100% Full Targeted & Risk Assessed
100%
Smart Box Sealed
Can Security at the source be provided?
100% Radioactive Screening
VACIS for High or Unknown Risk Cargo
Or Destuff Container
Technology is already in use to secure trade lane movement.
Smart Corridor Project

• “integration of existing ITS assets in combination with the deployment of new and innovative ITS at gateways and along major road corridors will facilitate the efficient and secure movement of commercial goods to and from ports of entry, and throughout the BC Lower Mainland.”
Smart Corridor between port and border
HazMat Truck Security Pilots already achieves this tracking.
Mixed Flows of Vehicles Approaching Land Border (as much as 60 miles back)

Streaming by Risk

Truck e-Manifest Advisory (Resolution Before Proceeding)

e-Manifest (non-FAST)

Canada or US

US or Canada

Coordinated Clearance Coalition
This is a vision of….

- US and Canada working closely together to:
  - strengthen border security
  - risk-manage at the point of departure
  - expedite lowest-risk people & goods at points of entry
  - Harmonizing processes where possible
  - Sharing information
- Initiative Builds On
  - key successes by CBSA, CBP and other agencies
  - new technologies and risk management capabilities
  - Progress on BBV
Achieving an Efficient, Safe, Secure and Sustainable (ES³) Supply Chain

- **Organization & Institutions (Public & Private)**
  - Structure
  - Accountability
  - Culture

- **Regulatory Environment**
  - Laws, MOUs
  - Regulations, Initiatives

- **Infrastructure**
  - Facility Functionality & Capacity
  - Network Design

- **Human Resources**
  - Management & Labor Incentives
  - Skills & Training

- **Information Technology Systems**
  - ITS Systems
  - Supply Chain Systems
  - Networking Capabilities

- **Cross Border Freight Movement Plan – Implement – Control Processes**

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Findings - Institutions

• “What is lacking is the institutional framework: the changes in policies, programs, organizations, roles and resources required to capitalize on the technology.”

Formation & Structure of Institutions

Beliefs Culture Norms
Laws Treaties MOU
Joint Organizations (Public/Private)
Private Organizations

Public Organizations

Resources
Organizational
-Human
-Capital
-Financial
Authority
Vision/goals

Conduct
-Information/exchange/sharing
-Cooperation
-Collaboration
-Arbitration

Action
Rulemaking
-standards
-policy
-regulations
Processes
-Planning
-Financing
-Construct/build/develop
-Operate/implement

Institutional barriers

- Mismatch between value placed on security, trade, privacy, immigration
- Mismatch in organizational authority of collaborating organizations
- Need for local as well as national input
- Need for interdepartmental cooperation
- Funding issues – benefits do not always go to spenders
Implications for EU and Trading Partners

- EU management of its borders at perimeter = U.S. policy towards Canada (and Mexico)
- Corridor country policy = Canadian policy towards the U.S.
Conclusion

• Institutions were enabler of quick action soon after 9/11
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• Stay tuned!
Preguntas? 题 ？Questions?

Pytanie ？ ？ Dziękuje!

Thank You

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