

Institutions: Barrier or Enabler for Inland Transport Security

Dr. Garland Chow

Associate Professor, Sauder School of Business

Director, Bureau of Intelligent Transportation
Systems & Freight Security

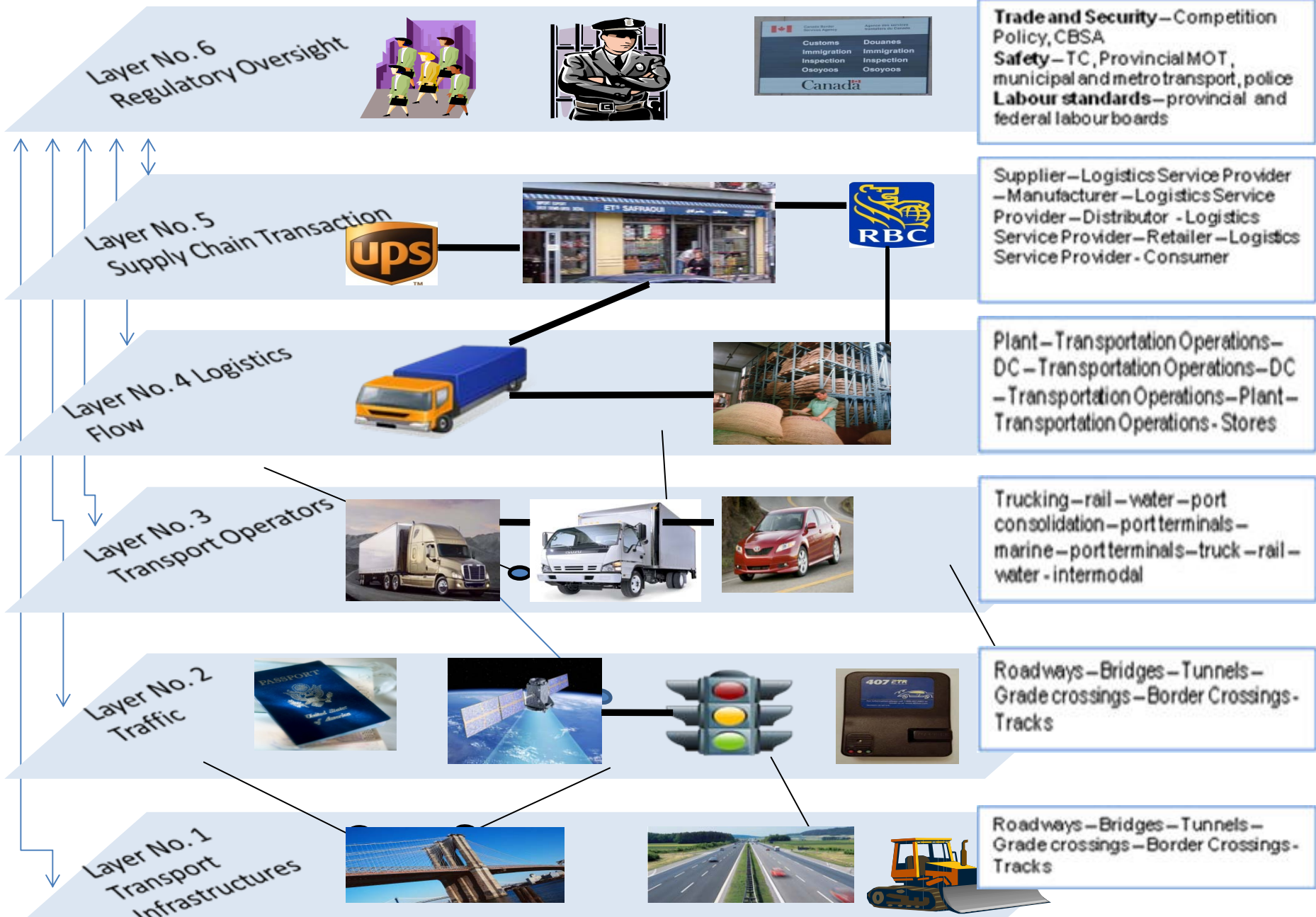
(BITSAFS – Sauder)

UNECE/OSCE Inland Transport Security Forum

13 December 2011, Vienna



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



The Asia-Pacific Gateway and Corridor serves North America



Selected North American Highway Corridors



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

Harper-Obama Washington Declaration of February 4, 2011

- 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

Harper-Obama Washington Declaration of February 4, 2011

- ~~• 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...~~



BITSAFS

- 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.
- <http://www.dhs.gov/files/publications/beyond-the-border.shtm>



Perimeter Security
and Economic
Competitiveness

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



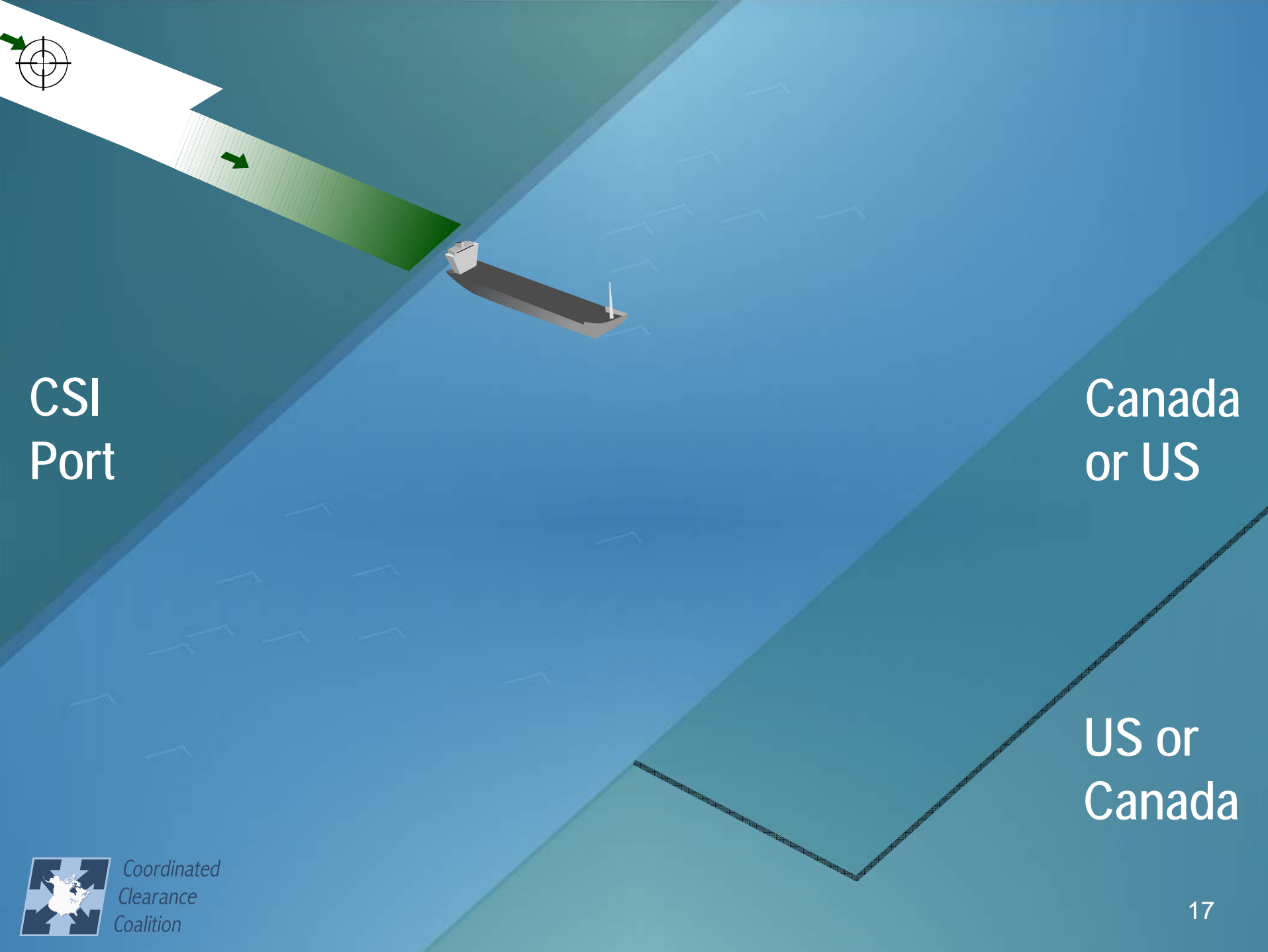
Good news

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

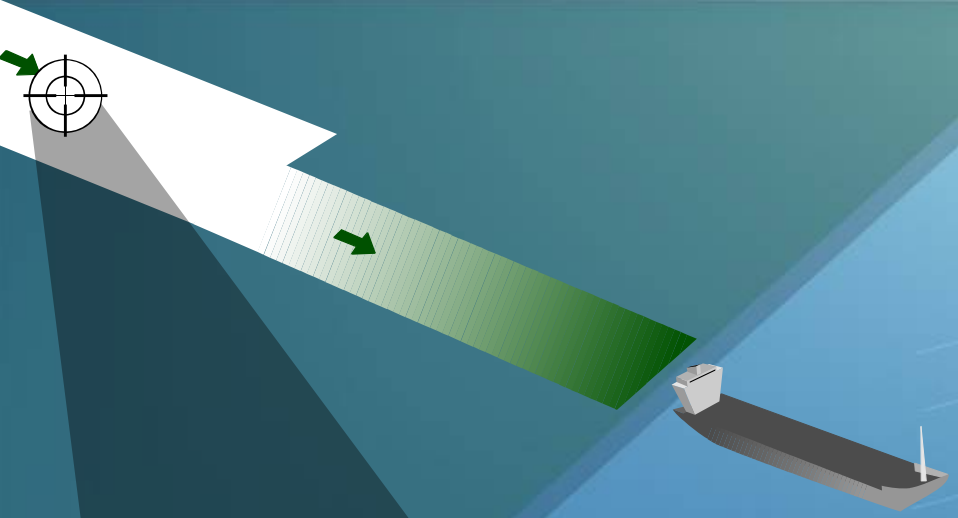
- Adapted from multiple sources
- Non BITSAFS slides courtesy of Gerry Bruno/Solomon Wong
Intervistas Consulting



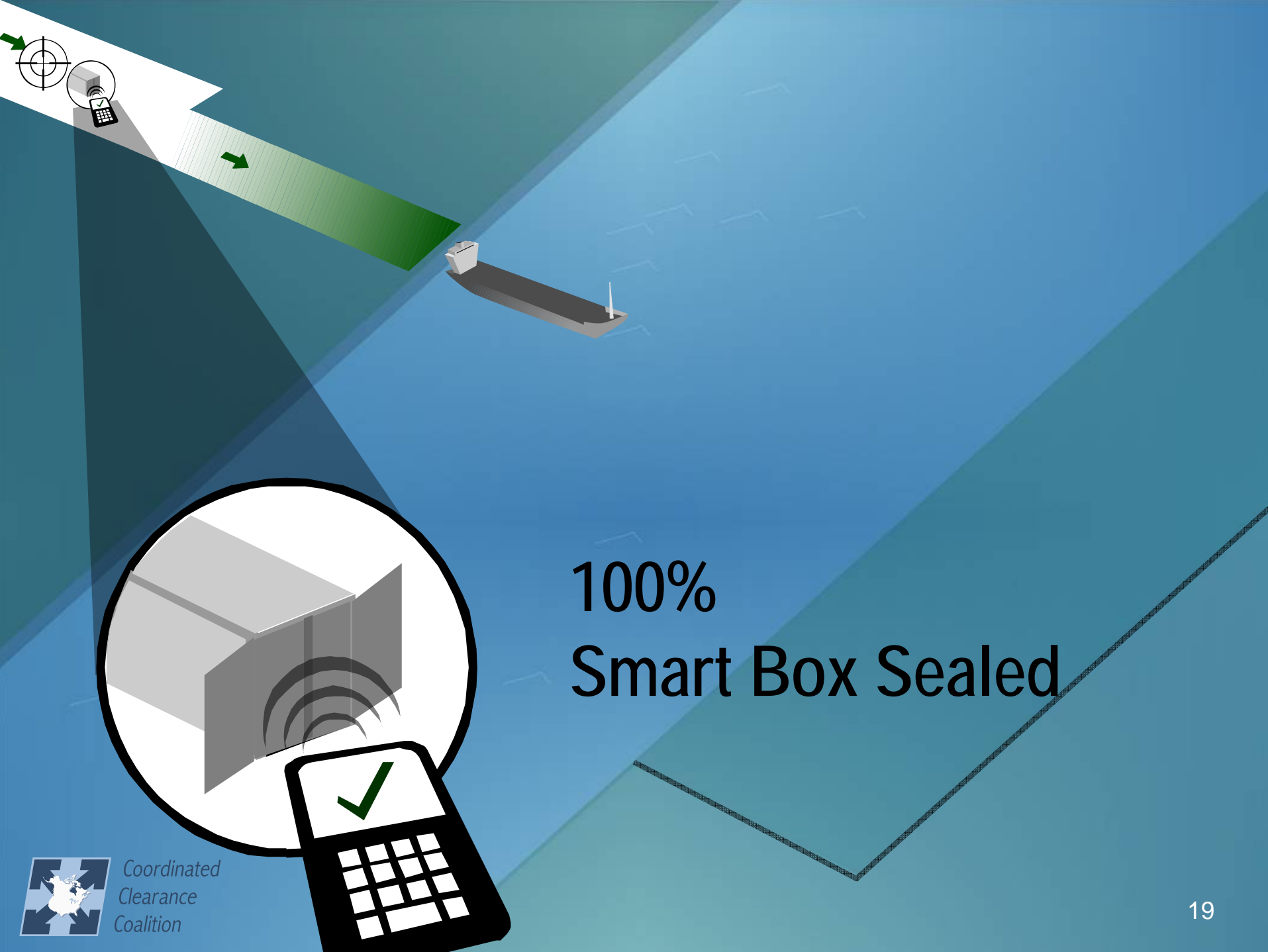
CSI
Port

Canada
or US

US or
Canada



Before Leaving 100%
Full Targeted
& Risk Assessed

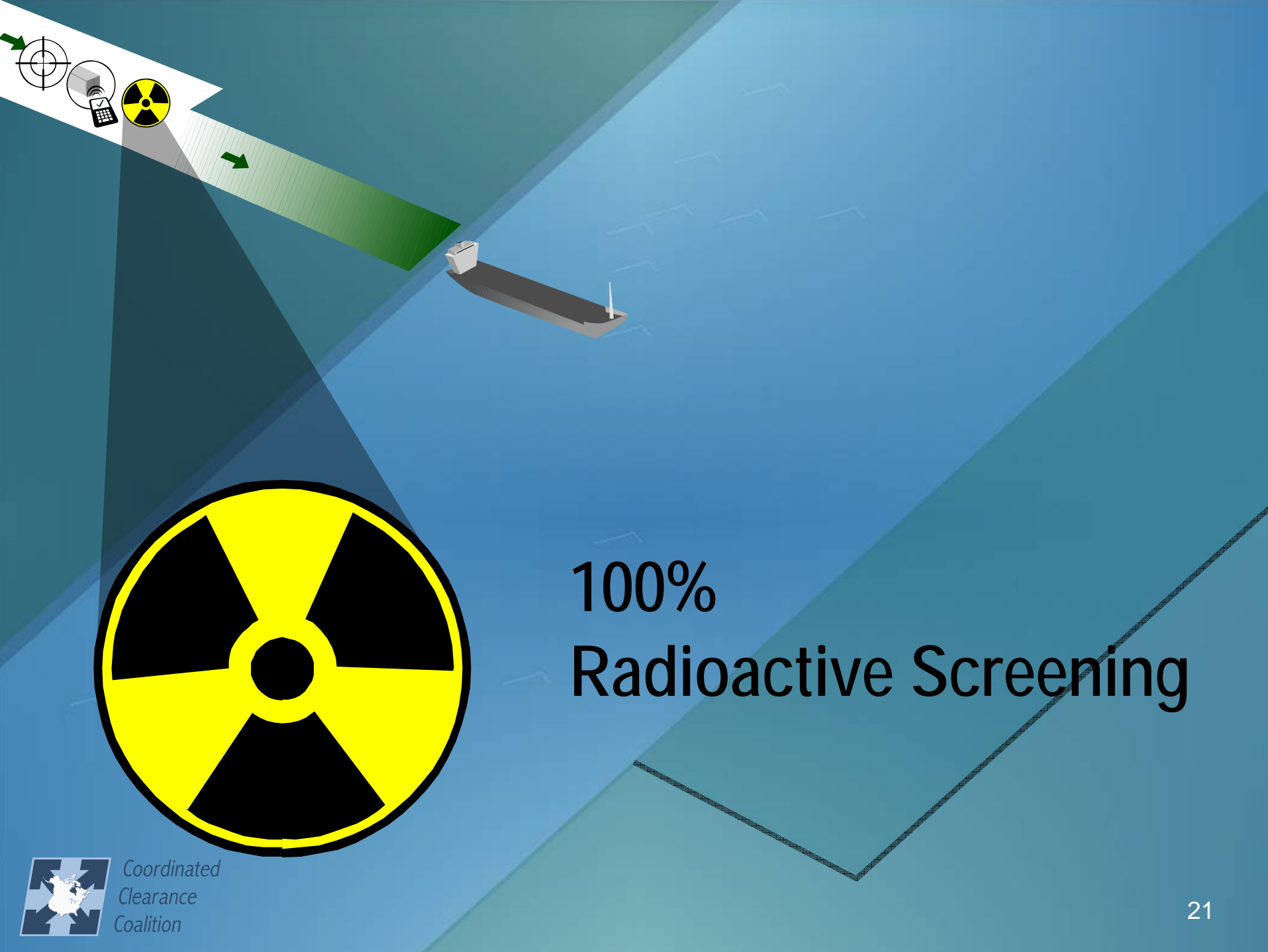


100% Smart Box Sealed

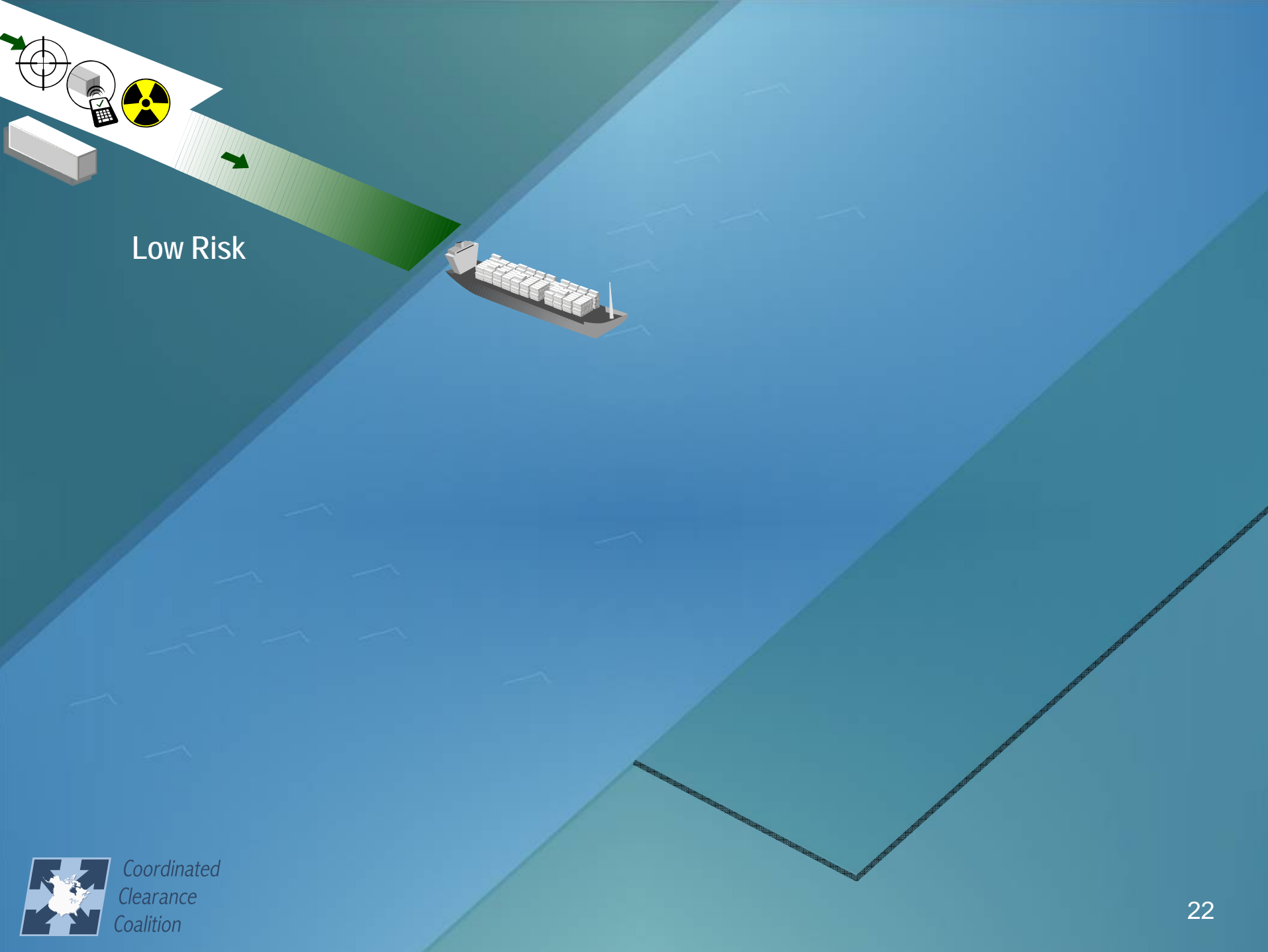


Can Security at the source be provided?



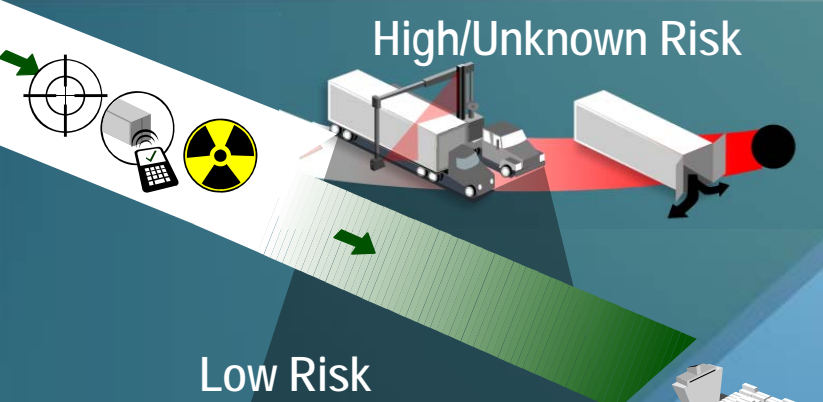


100% Radioactive Screening

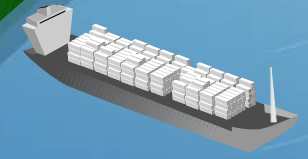


Low Risk

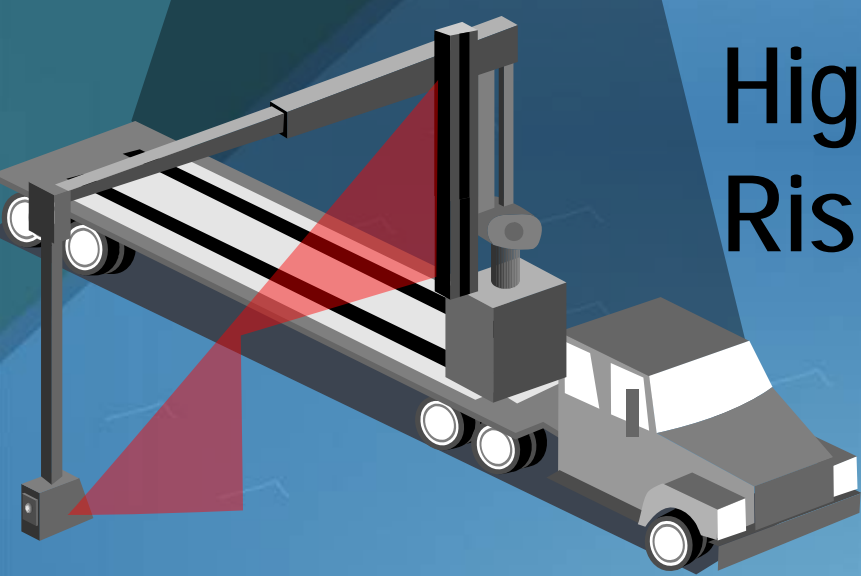
High/Unknown Risk



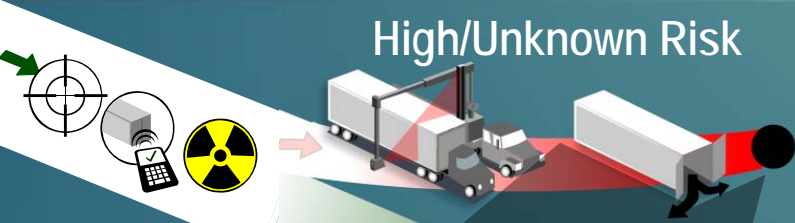
Low Risk



VACIS for High or Unknown Risk Cargo



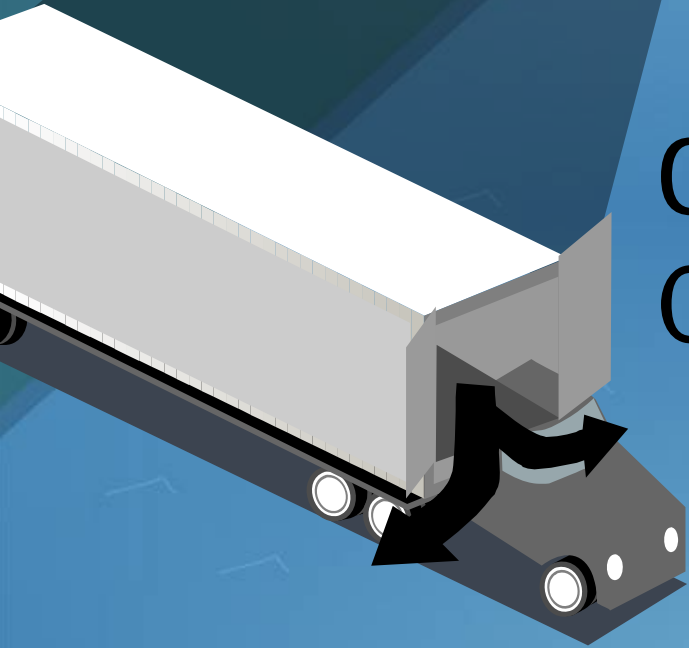
High/Unknown Risk



Low Risk



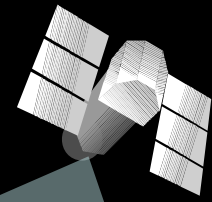
Or Destuff
Container



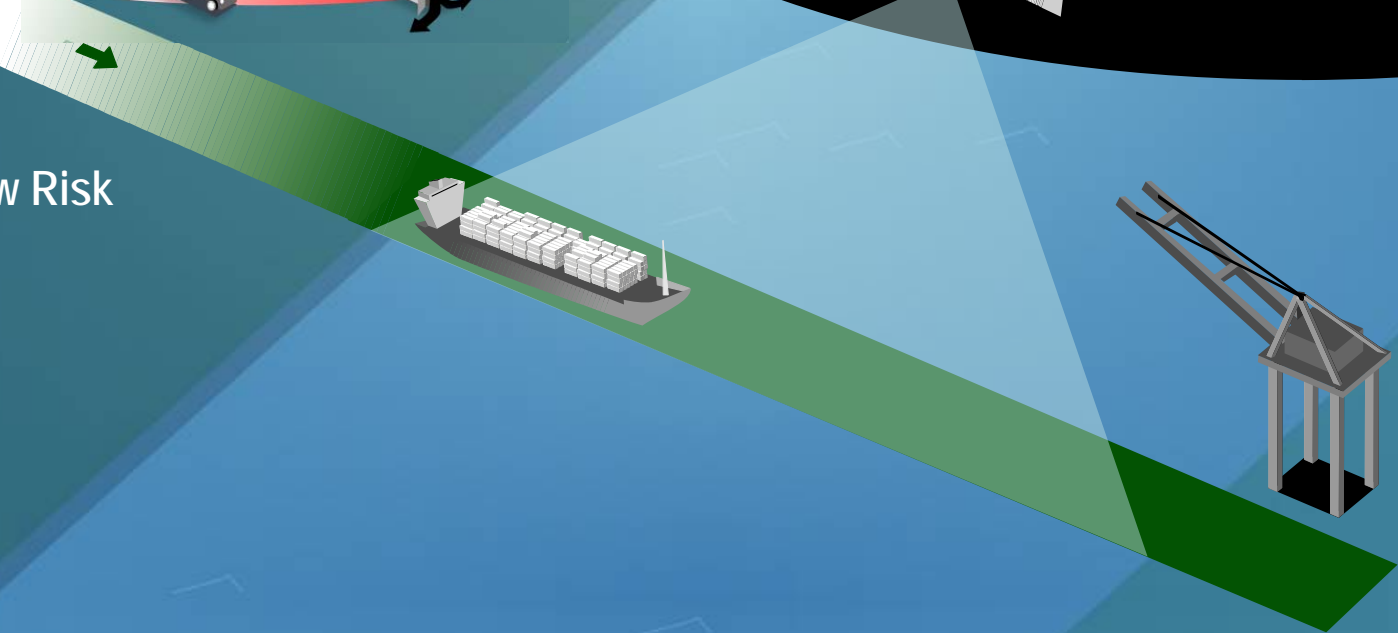
High/Unknown Risk



No Unauthorized Intrusion To Smart Seal



Low Risk



Overseas
CSI Port

Canada
or US

US or
Canada

Technology is already in use to secure trade lane movement

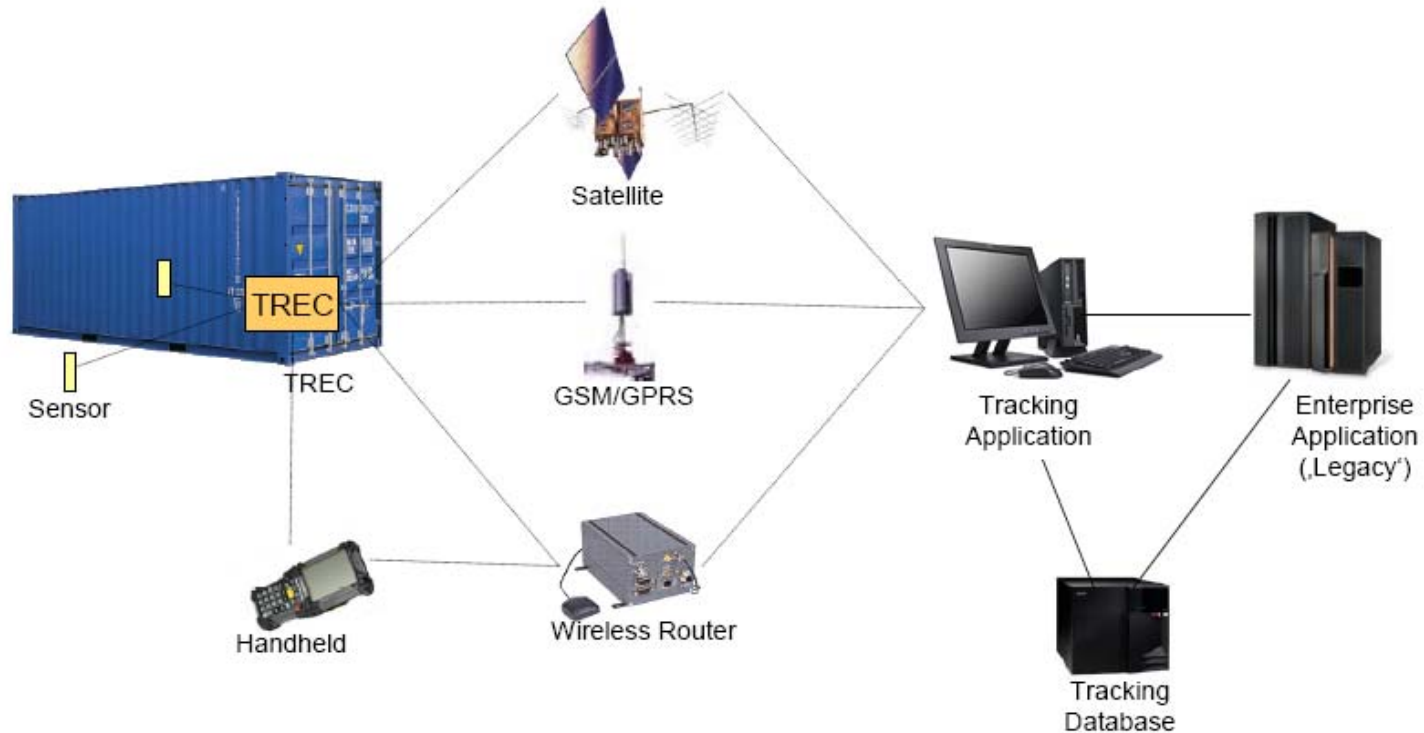
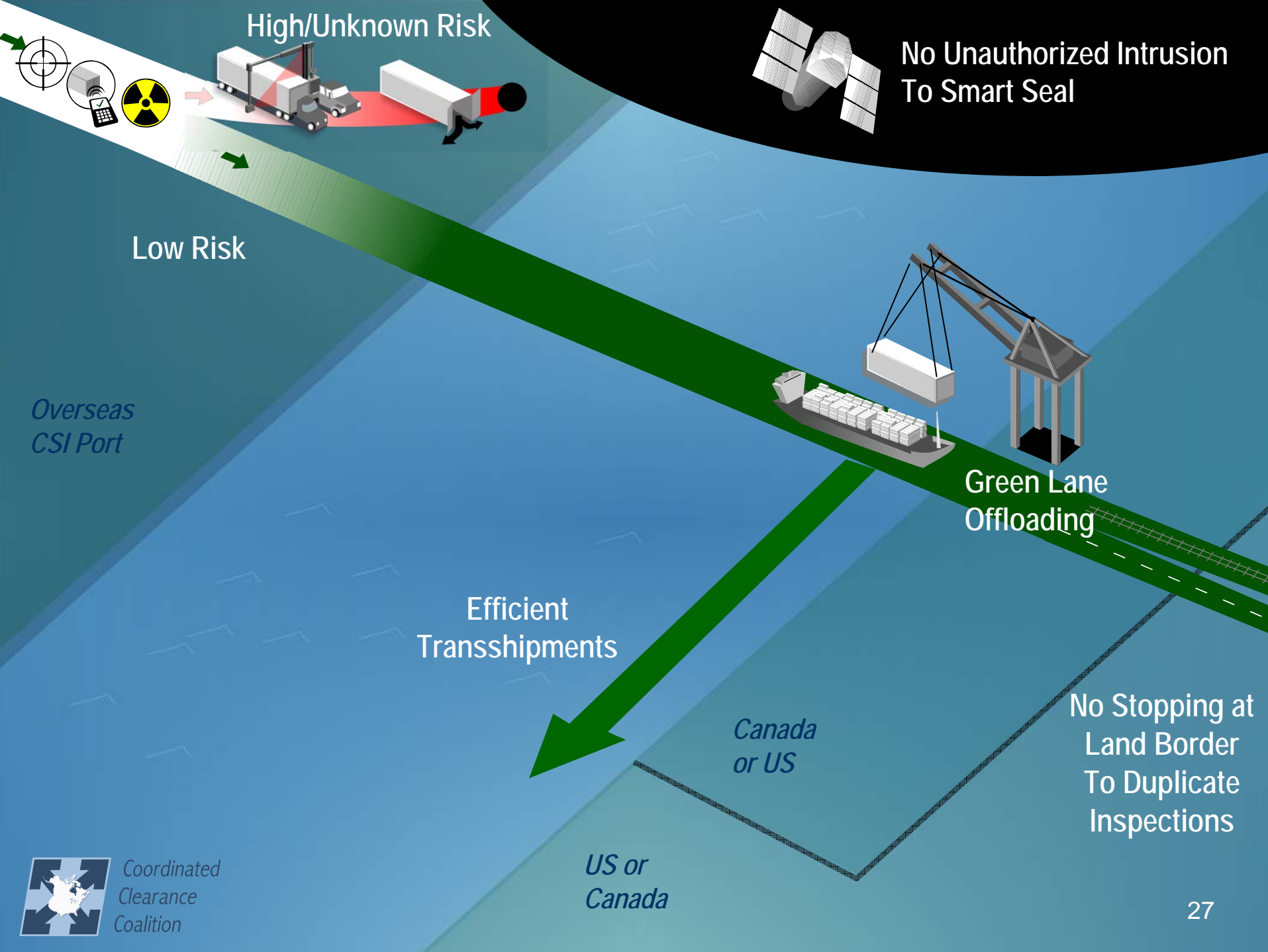


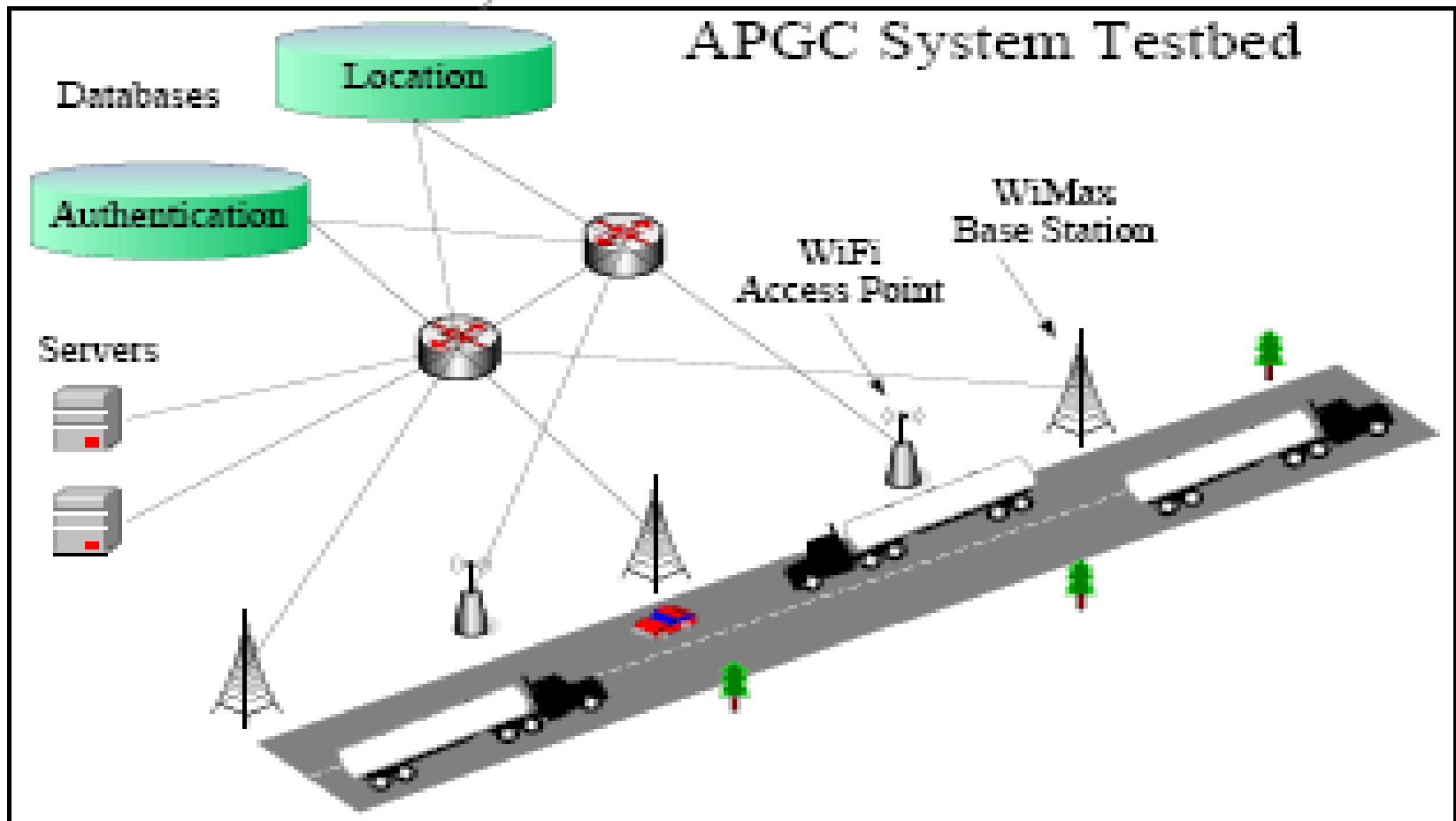
Figure 1: Secure Trade Lane high level architecture



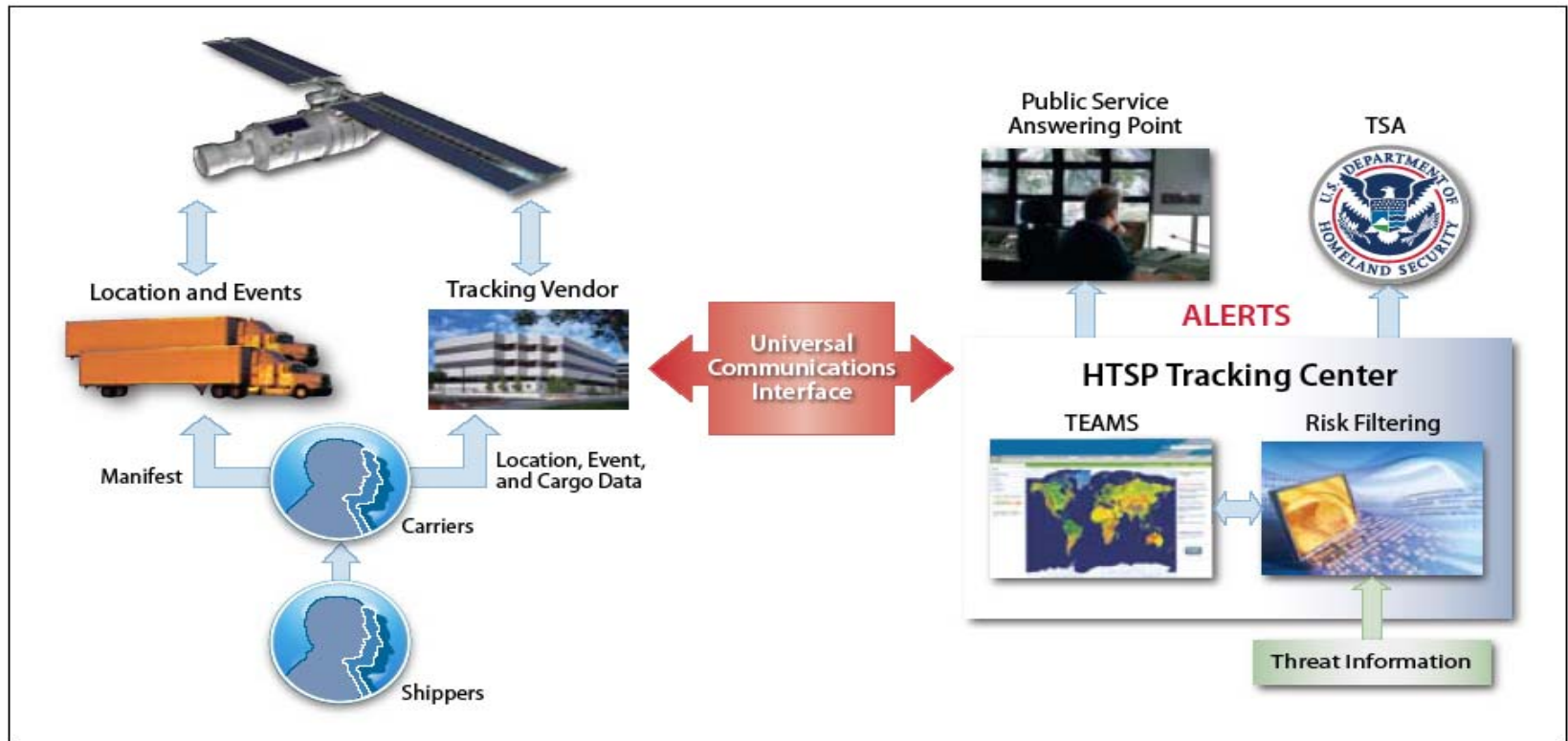
Smart Corridor Project

- “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)*

RFID Automated
Traditional Passport

NEXUS

FAST

*Canada
or US*

*US
or Canada*



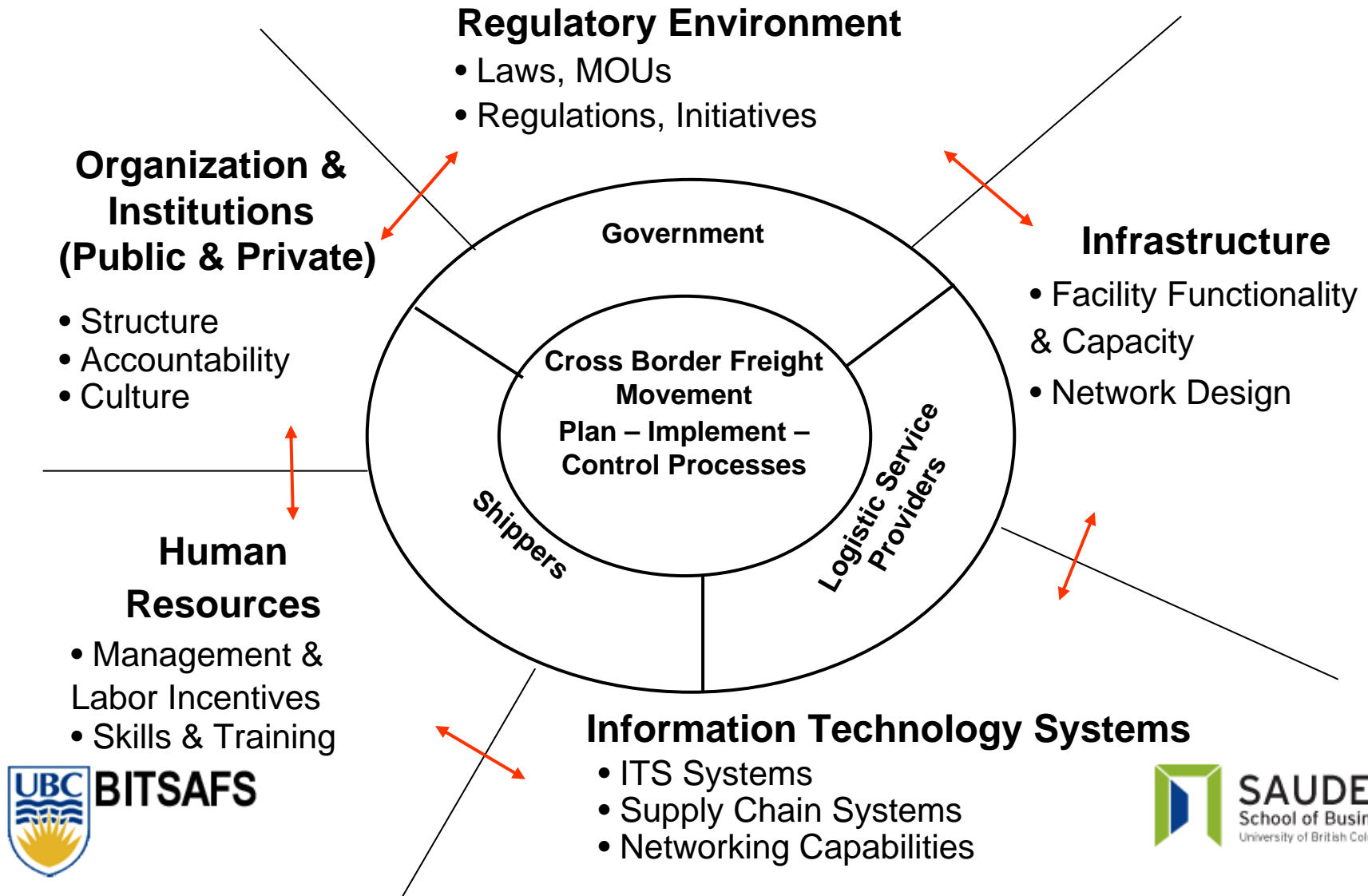
Coordinated
Clearance
Coalition

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

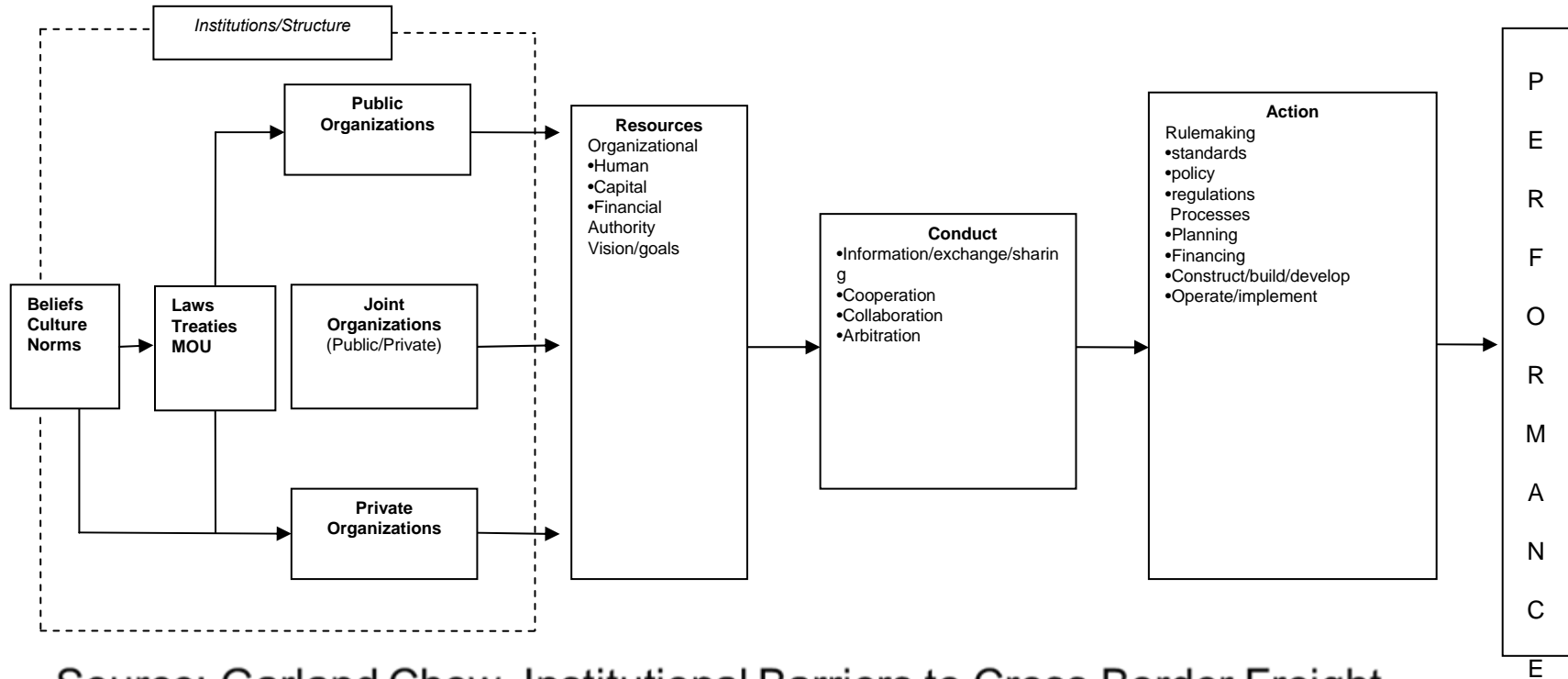


Findings - Institutions

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

Source: Garland Chow, Institutional Barriers to Cross Border Freight Cooperation and Collaboration, BITSAFS Working Paper 6-2010, 2010

Formation & Structure of Institutions

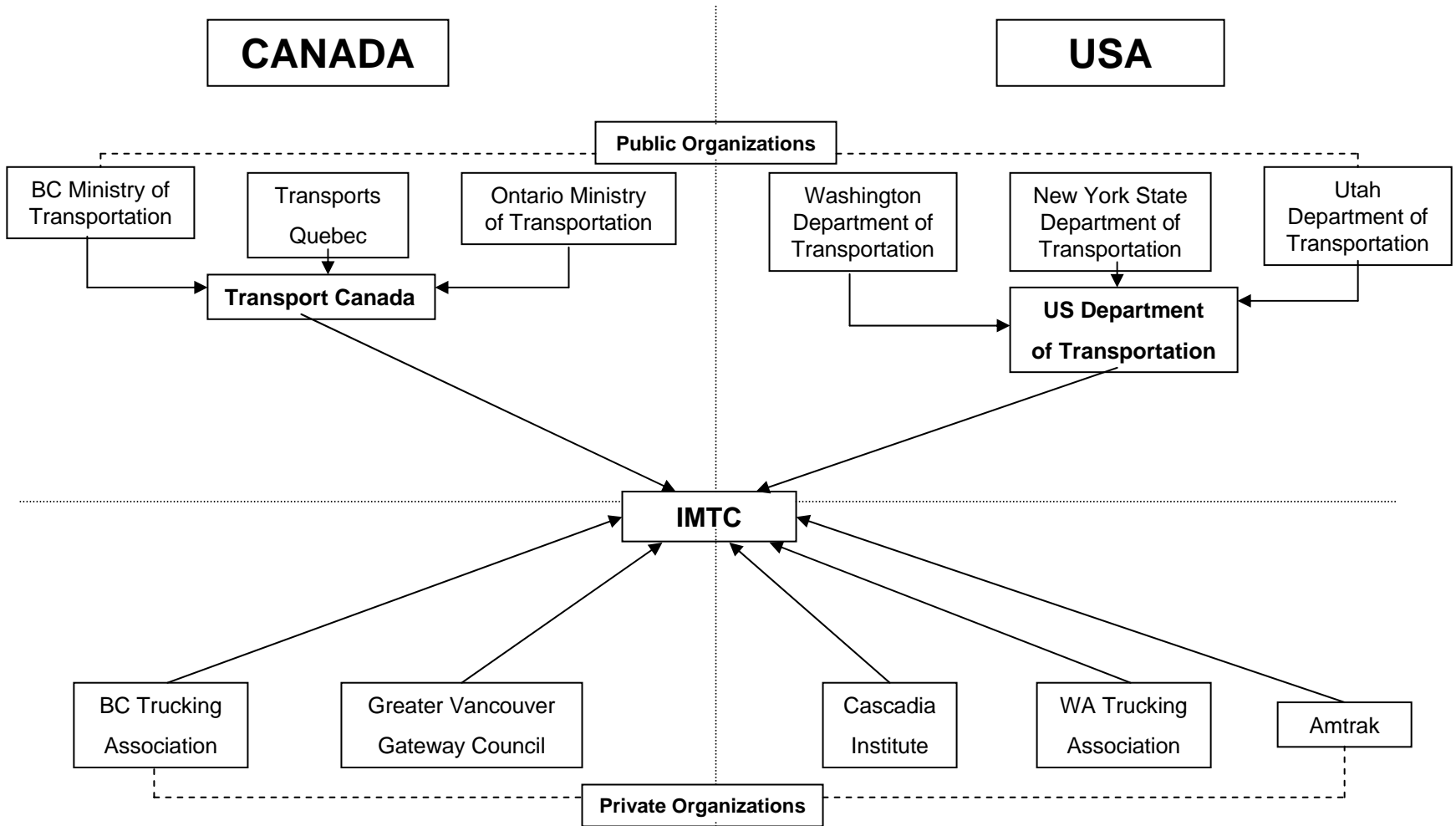


Source: Garland Chow, Institutional Barriers to Cross Border Freight Cooperation and Collaboration, BITSAFS Working Paper 6-2010, 2010

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

IMTC Partnership



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

Conclusion

- Institutions were enabler of quick action soon after 9/11
- Institutions were as much barriers as enablers of change since the Smart Action Plan

Conclusion

- Institutions were enabler of quick action soon after 9/11
- Institutions were as much barriers as enablers of change since the Smart Action Plan
- I am optimistic that the recent incarnation of Canada – U.S. institutional environment will move border management and security forward significantly

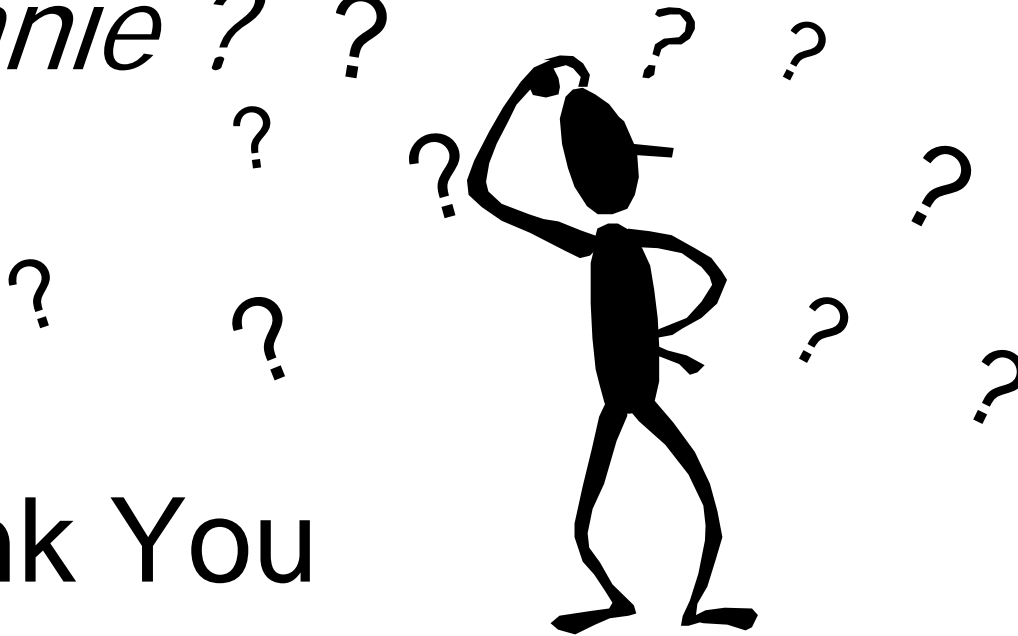
Conclusion

- Institutions were enablers of quick action soon after 9/11
- Institutions were as much barriers as enablers of change since the Smart Action Plan
- I am optimistic that the recent incarnation of Canada – U.S. institutional environment will move border management and security forward significantly
- Stay tuned!

Preguntas? 題 ? Questions?

Pytanie ? ?

Dziękuję!



Thank You

Garland.Chow@sauder.ubc.ca

www.freightsecurity.ca