

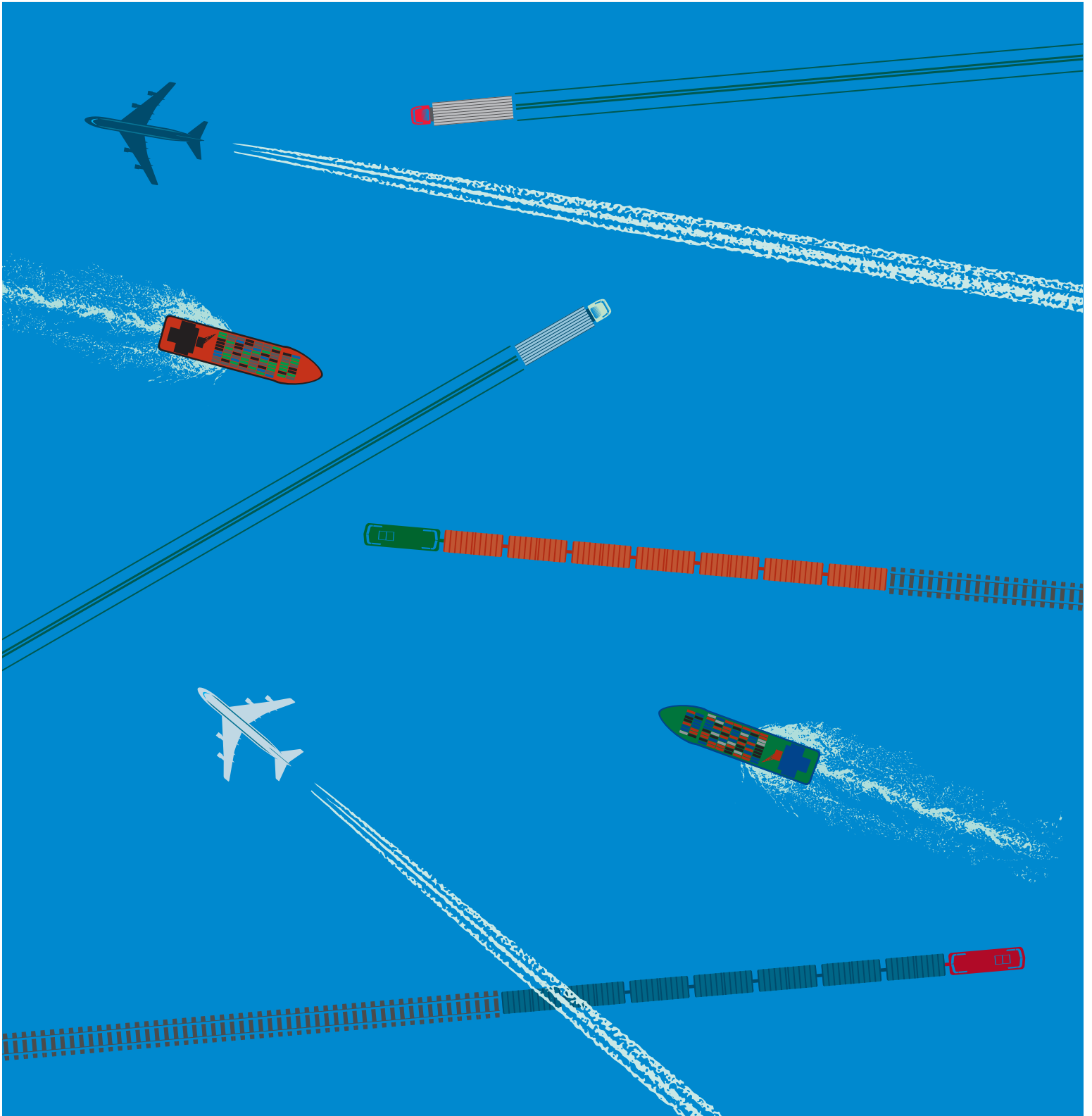
Critical Issues in Transportation
Affecting Canada's Recovery

10

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FOCUSING FORWARD



■ On the Advocacy front, CIFFA continues to be a busy place. This spring, informed that the union representing longshoremen in the Port of Montreal had given notice of a strike commencing Monday, April 26, the CIFFA Secretariat lobbied government to facilitate a negotiated settlement between the parties, noting that the extraordinary circumstances we are in as a nation today make it essential that the federal government take action immediately.

CIFFA also lobbied at the federal level to express its alarm and frustration at various terminal handling charges in the marine shipping sector which will have negative impacts on Canadian businesses and consumers.

Ocean shipping has enjoyed an extremely lucrative period during the Covid 19 outbreak. Demand has been at record high levels and, in addition, shipping firms have been levying huge penalties on Canadian customers struggling to access containers amid the congestion in ports and terminals.

■ On July 2, CIFFA received a written response from Peter Hill, Vice-President, Commercial and Trade Branch, with the CBSA. Hill was thanking CIFFA Executive Director Bruce Rodgers for his correspondence of June 14, 2021, regarding the upcoming end of the zero rated penalty period for electronic house bills.

He indicated he appreciated the input provided by CIFFA and understood that there continues to be a learning curve with electronic house bill processes for both internal and external stakeholders.

“In light of your concerns, I would like to advise that the CBSA will refrain from issuing monetary penalties over the next few months, and recommit to continuing our engagement and collaboration with CIFFA and other industry partners, but we will proceed with a full implementation of electronic house bill requirements including monetary penalties in the fall 2021. During this transition time, the CBSA is pleased to continue offering support to external clients through the continuation of bi-weekly implementation calls, and I hope that all freight forwarders and impacted stakeholders take advantage of the information and guidance provided during those calls.”

On October 22, CIFFA sent further correspondence to the CBSA, requesting a further deferral of the informed compliance period which is said to be currently under review with senior CBSA officials.

■ CIFFA drafted a letter of welcome to Prime Minister Justin Trudeau asking for the federal government to acknowledge the severe disruption that occurred during the COVID-19 pandemic. The letter outlined what forwarders are dealing with each day with all modes of transportation across the whole country.

CIFFA asked for the government to name a special representative to conduct an urgent assessment of the factors and convening supply chain participants in an immediate discussion of measures that could be taken by industry and supply chain participants in a discussion of measures that could relieve pressure on the system.

TRENDS AND HOT TOPICS

The increase in import volumes caused by e-commerce trends, and the uncertainty around lockdowns/surges of the virus etc. has created a lot of volatility in the supply chain. The CIFFA Secretariat has dealt with many issues surrounding the contingencies required to deal with this volatility and uncertainty, including capacity, sailings, container retrieval and return, detention and demurrage, reservations, etc.

As expected the forwarding community responded with agility and expertise but many of the issues brought forward to the Secretariat involved upstream issues that serve to essentially “tie hands behind backs”: fees and charges, lack of capacity, supply chain constraints, regulatory red tape.

■ Cybersecurity

In a ransomware attack, threat actors gain unauthorized access to company networks and files using malicious software or malware. After gaining access, these cybercriminals encrypt files making them inaccessible, and demand a ransom payment in cryptocurrency in exchange for the digital key code(s) to decrypt the files.

Ransomware attacks have become more advanced in their approach, including pre-emptive measures intended to coerce ransom payment such as targeting and destroying data backups to prevent restoration, and stealing data prior to encryption with the threat of public release. This leaves many victims with the difficult choice of either permanent loss of data and extended business disruption or paying a ransom to regain access and restore operations. In this issue, a member-contributed article looks at Ransomware.

■ 20th anniversary of 9/11

This September 11 marked 20 years since the terrorist strikes against the U.S. which formed a wake-up call that borders were not secure, and that terrorists could harness planes and ships and containers to wreak havoc.

It is hard to imagine that prior to this date, freight arrived uninspected with contents frequently unknown. The demand for information placed a huge burden of security on supply chains.

A lot of the transparency and information that we demand today, and the efficiency that has been built in, has come from the processes built post 9/11 in identifying the hand-off points in the chain where the risks occur, and also where time and money were wasted, collecting pre-arrival data and sharing data, working with government agencies and industry stakeholders to improve safety without compromising supply chain flow, going from a siloed-approach to managing supply chains to a more collaborative approach.

A positive result has been that the cost of shipping as a percentage of a product's total cost has fallen.

Since 9/11, there's been a lot of attention paid to the points where cargo changes hands: from origin of manufacturing, to shipper, to marine terminal for loading, to ocean carrier, to marine terminal for offloading, to rail and trucking, to the warehouse and distribution centers.

Trusted Trader programs, cooperation amongst different agencies of government and various points along the supply chain, and working towards the standardization of processes (for example on customs processes, especially with the rise of e-commerce), all of this has led to visibility and transparency and improvements in the supply chain.

■ Geopolitical “strains”

The COVID-19 pandemic has led to examples of nationalism and protectionism worldwide, and to some degree this is leading to supply chain fragmentation through disruptions. Resiliency will be key and technology will play a huge role.



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■ Climate change

Our knowledge and awareness of climate impact costs of global supply chains is growing. There is more pressure from society on business's supply chain. Consumers, investors and stakeholders will increasingly ask firms to take Corporate Social Responsibility concerns seriously. CIFFA has formed a Sustainability Committee tasked with determining what members are doing, and what they can be doing further, to address these points. **TF**



 Julia Kuzeljevich,
CIFFA, Managing Editor

A word from CIFFA's lobbyist, Warren Everson

From our vantage point, the election produced little of note, except perhaps to make another election likely in the not-too-distant future! There's likely to be considerable turmoil within the political parties following an election in which every party seems to have failed to achieve its goals.

Although there were a few encouraging references to our key issues in the Conservative platform, the election featured no debate on them and no promises on issues relating to freight efficiency or competitiveness. The government's platform was heavily drawn from the budget of June 2021 and, as we noted at the time, heavily oriented to social policy. So, beyond a renewed commitment to major infrastructure spending, not much to thrill us in the election itself.



But the weight of debt on the federal budget and the need to accelerate the Canadian economy may speak more clearly than the voters did. CIFFA will be aggressively pushing our key issues at the new Cabinet, attempting to build support for

trade-related infrastructure spending, significant support for the Border Services agency, some federal attention to market fairness issues, especially in the marine sector, and the need to control costs in the very hard-hit aviation sector, where airline and airport debt are worrying overhangs.

Change always brings some kind of opportunity! Over the next few weeks we will see the new Cabinet and, soon after, the Throne Speech that opens the new Parliament. Both should be useful signals for us as we pursue our objectives. **TF**

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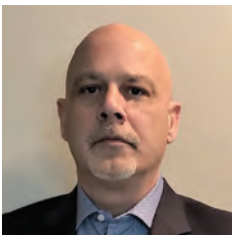
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What's New at CIFFA

This year CIFFA welcomed new Directors to its Board: **Chris Ford, President, The Ace Group Inc.** **Derrick Sones, Vice-President of Freight operations for Calgary-based Cole International Inc.** and **Joel MacKay, the President and Owner of Mactrans Logistics Inc.**



Chris Ford, President, The Ace Group Inc., started as a driver with his family-owned trucking company out of school in 1985. The company was focused on the local delivery of international cargo out of Pearson Airport and switched its focus to container drayage in 1989. Ford took over management of the firm

in 1992 and ownership in 2015.

Derrick Sones is the current Vice-President of Freight Operations for Calgary-based Cole International Inc., a company he joined in 2002. He is currently responsible for the strategic direction, vision, growth, and performance of the Canadian Freight Department.



Joel MacKay is the President and Owner of Mactrans Logistics Inc, a North American 3PL. Joel has thirty years experience in the Canadian transportation industry starting at the age of fifteen when he worked on the loading dock for Speedy Transport. Joel held sales positions at CCX (now XPO) and Livingston before starting Concord Logistics

Solutions in 2006 with a partner. In 2009 Joel went out on his own and founded Mactrans Logistics.

CIFFA's current Board of Directors is as follows:

Paul Glionna is the new President, with Troy Cowen finishing his two-year term and stepping into his role as Immediate Past

President. Paul Courtney takes the position of VP I, Arnon Melo VP II, and Angelo Loffredi VP III. Barry Murphy continues as Treasurer, and Paul Lobas as Secretary. William Gottlieb continues in the role of Airfreight Chair, Larry Palmer in the role of Seafreight Chair, Flavia Iuston-Blair in the role of Education Chair, Marc Bibeau as FIATA Chair, Rui Fernandes as Judicial Chair, Paul Lobas in the role of Membership Chair, Christina Fisker as Sustainability Chair, and Marc Bibeau as Technology Chair. Paul Courtney assumes the role of Bylaws Chair and will co-chair the Customs Committee with Christina Fisker. Arnon Melo chairs the Ethics and Standards Committee.

- Following a vote at the CIFFA AGM this year, the association will now accept drayage and carter companies and load brokers to its Regular Membership Category "E". CIFFA will also move towards a flat-fee pricing structure for Regular Membership - Class 'A' and 'E' categories. The Board of Directors agreed to an annual fee of \$1,250 which was approved at the AGM.

- CIFFA has also revised its new **Standard Trading Conditions**, adding a **Force Majeure** clause. Under this clause, it is stated that the Company shall be relieved of any and all liability for any loss or damage if, and to the extent that, such loss or damage is the result of an event or circumstance (a "force majeure" event) that prevents the Company from performing one or more of its contractual obligations to the extent that the Company is affected by an impediment which is beyond its reasonable control, such impediment could not reasonably have been foreseen and could not reasonably be avoided or overcome by the Company acting in a commercially reasonable manner.

Events that can be considered "force majeure" include: a) war (whether declared or not), hostilities, invasion, acts of foreign enemies, extensive military mobilization; b) civil war, riot, rebellion and revolution, military or usurped power, insurrection, acts of terrorism, sabotage or piracy; c) currency and trade restriction, blockade, embargo, sanction; d) act of government authority whether lawful or unlawful, compliance with any law or governmental order, expropriation, seizure of works, requisition, nationalization; e) plague, epidemic, pandemic, natural disaster, extreme natural event, extreme weather event, nuclear, chemical

or biological contamination; f) explosion, fire, destruction of equipment, prolonged break-down of transport, telecommunication, information system or energy; g) general labour disturbance such as boycott, strike and lock-out, go-slow, occupation of factories and premises; or any other event or circumstance beyond the Company's control. In such circumstances the Company is entitled to modify its services, procedures, rates, prices, and surcharges as in the Company's reasonable discretion are considered necessary, and the Company is entitled to full remuneration and indemnity for any charges incurred or applied.



CIFFA announces promotion of **Julia Kuzeljevich** to Director, Policy and Communications.

In September the CIFFA Secretariat announced the promotion of Julia Kuzeljevich to Director, Policy and Communications. Julia joined CIFFA in 2017 as its Public Affairs Manager after 18 years in the business media working on several transportation and supply chain publications.

She will be responsible for advancing CIFFA's advocacy agenda, working to influence public policy development positively and proactively and to address regulatory issues that affect freight forwarders' ability to conduct day-to-day business.

As well as managing CIFFA's volunteer national committees in seafreight, airfreight, customs, sustainability and technology,

she will represent the legislative and regulatory interests of CIFFA members with government authorities, carriers and other associations. Reporting to the Executive Director, Kuzeljevich will provide leadership direction to a Communications team and a lobbyist.

"We are pleased to announce the promotion of Julia Kuzeljevich to this new role advancing CIFFA's policy agenda and building further on our excellent reputation domestically and internationally as the trusted advisor for the freight forwarding community," said Bruce Rodgers, Executive Director, CIFFA.

An experienced moderator and presenter, Kuzeljevich is bilingual and holds honours B.A. degrees from York University and Humber's School of Journalism. She has completed CIFFA's International Transportation and Trade course and is currently working towards the CSCB's course in Canadian Customs and Border Procedures. **TF**



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CRITICAL ISSUES IN TRANSPORTATION AFFECTING CANADA'S RECOVERY

Canadian International Freight Forwarders Association (CIFFA)

With the fall federal election of 2021 in mind, in August 2021 CIFFA prepared a policy document, "Critical Issues in Transportation Affecting Canada's Recovery" which addressed all of the political parties on the most critical issue in Canada today: our economic recovery from the chaos and losses of the Covid 19 pandemic.

With the results of the election behind us, and a new government mandate ahead, CIFFA aims to lobby with renewed force to represent the interests of membership.

The following provides an outline of the policy document and our aims.

Meeting our economic challenges with vigorous and effective policies will enable us to confront the many social and environmental issues we face. Alternatively, if Canada does not address the economic challenges effectively, we will be weaker on every issue.

The Covid experience has been unprecedented. No one could have predicted how it evolved in our national life. Some industries were relatively unaffected – some even flourished – but others have been crippled and we will experience the impacts for years to come.

In confronting the economic damage, governments must confront the reality that markets have been distorted and Canadians have lost market share. There is no guarantee that we will win this back unless it is seen as a cooperative national priority.

One critical reality that should form public policy is this: it is not as much about the ambitious "new" policies and infrastructure, as it is about executing the existing framework with efficiency and excellence. In places where the federal government's agencies are directly involved in economic activity, it is critical that they execute with very high levels of reliability and timeliness.

This has implications for federal staffing targets as well as complex, time-consuming regulatory processes.

Over the last three decades Canada has relied on market forces to craft the services and prices for transportation. Generally, this has been a successful strategy, one we endorse with appropriate government oversight for those areas where concentration of market dominance can lead to abuse of dominant position. With a few exceptions we have also employed a "user pay" approach which has kept system costs away from taxpayers.

However, the Covid 19 epidemic has created completely unprecedented circumstances.

For the next two years the federal government will need to maintain a greater degree of responsiveness to economic developments than it has since deregulation. It must ensure the cost efficiency of the transportation network that affects all industries and travelers.

Customs Services and Border Modernization:

One of the most encouraging developments in recent government decisions was the announcement of a proposed investments in border modernization. We remain very supportive of this concept and eager to see details of its implementation.

Commercial stakeholders currently navigate seven different IT systems for commercial goods movements. The present system has a lack of cohesive strategy, as Canadian importers and exporters regularly struggle with myriad systems and overlapping regulations that impact their businesses on a daily basis.

The solutions – some of which are being tried now – include:

1. Better harmonization of different agencies/departments and mandates, especially of their IT systems.
2. A significant investment in technology to make information available at all ports and to capture data on a system-wide basis.
3. Continued investment in border officers to ensure an adequate and well-trained workforce.



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4. Improvements in transparency to benefit users and the various agencies involved.
5. Investment in the physical infrastructure to facilitate more modern border processes, i.e.: dedicated lanes for “trusted shippers” who should be segregated from the general population at border crossings.
6. Aggressive implementation of the Single Window Initiative (SWI) will benefit users while maintaining federal information requirements.
7. Move ahead with the implementation of the promised CBSA Assessment and Revenue Management program which was introduced as a program to “provide a modern interface enabling a simplified importation process, thereby increasing visibility and reducing costs for importers.” and which should produce important efficiencies for users as well as government.

Trade Gateways

As our economy recovers and trade volumes climb, there is an opportunity to craft much improved regional strategies to increase the efficiency of our trade corridors. These corridors are a combination of private and public facilities, suggesting the need for increased collaboration among the various participants.

The promise of infrastructure investments by the federal government, individual ports and private facility owners could materially improve Canada’s competitiveness if a clear plan existed. But these investments will be much influenced by an actual strategy in the Canada Trade Gateways.

Armed with better information, port users will be better able to contribute to a modern sectoral strategy for Canada’s national gateways, especially regarding infrastructure investments which will enhance productivity and competitiveness.

Specific sectors requiring attention

While 2020 - 21 has been a stressful year for all modes of transportation, it has been especially disruptive for our marine and aviation sectors. Addressing the myriad issues confronting these sectors will require new approaches for the federal government and flexible policies for an indeterminate recovery period.

Marine:

Considering how critical the marine industry is to Canadian trade, it is odd that the sector gets less attention and less support from the federal government than others. This needs to change as this is one of the transportation sectors most disrupted by Covid.

A lack of focus in the federal government could leave Canadians far behind European and American shippers as economic recovery progresses.

The International Federation of Freight Forwarders Associations (FIATA) recently declared: “The maritime supply chain is totally disrupted; it is on its knees. The reliability in terms of transit and frequency is the worst ever, predictability is nonexistent...without any planning certainty, managing the supply chain has become a mission impossible.

The Covid pandemic has overstressed Canada’s marine sector, creating significant congestion and unreliability. It has also created the opportunity for price escalation (price gouging, in fact) which

is driving up costs borne by Canadian exporters, importers and consumers. The windfall profits being enjoyed by foreign owned carriers are coming directly from the pockets of Canadians.

According to Reuters, the average price world-wide to ship a 40-foot container has more than quadrupled from a year ago, to \$8,399 as of July 1. Prices have surged 53.5% since the first week of May.

The congestion problem creates unexpected impacts: it is so severe that shipping interests have been forced to ask for a postponement of environmental measures which they have previously supported, such as the transient killer whale recovery strategy. Unanticipated impacts such as these further our conviction that aggressive measures by the federal authority are called for, and not merely for economic reasons.

An assertive national policy towards the sector is needed to ensure that trade volumes, shipping costs and service levels are brought back to normal to the benefit of the entire nation.

Specific measures:

1. Transparency

A significant problem in marine shipping is the lack of on-time performance. Container ships arrived on-time only 45% of the time, even before Covid 19 struck. Since then, the situation has been more chaotic and unpredictable. Vessels arriving early or late contributes to congestion, lack of reliability and costs.

Requiring consistent data regarding traffic, waiting times, etc. would be a major benefit to shippers, ports, and terminals. Modern technology makes real-time tracking possible.

The federal government should require reporting, monitor, and make available to users, data on productivity and efficiency in Canadian ports.

2. Act immediately to restrict price-gouging behaviour by marine carriers.

Emboldened by the chaos in international shipping, carriers have taken the opportunity to impose new charges on shippers with little explanation or justification. Listed prices to ship from China to major ports in Europe and the U.S. West Coast are closer to \$12,000 a container. Some companies say they are being charged \$20,000 for last-minute agreements to get goods onto outbound vessels.

These increased costs impact Canadian business and consumers. Canadian transport and competition authorities should vigorously respond to protect our national interests, as authorities are doing in other jurisdictions.

3. “Canada first” prioritization of cargo through Canadian ports

In the Covid-created chaos affecting supply chains, Canadian port and rail facilities are sometimes so constricted by US-destination cargos that they are squeezing out Canadian shippers. Normal competitive market philosophies are not appropriate for this period of essential rebuilding – Canadian transportation networks are a critical factor of national recovery.

This is a concept which would be implemented in the U.S. without hesitation. Facilities built and financed by Canadians should serve Canadian needs before they are rented out to other countries.

4. Regulatory cooperation with U.S.

Often our national interests conform to those of the U.S., where the regulatory authorities are far more aggressive in defending shippers. The Federal Maritime Commission in the USA and other regulators



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are investigating pricing and capacity management practices of shipping lines. Recent US inquiries into container imbalances and unfair demurrage charges have not been followed by any Canadian action. Close cooperation between the national governments is critical. A recent Executive Order by the U.S. President suggests new aggressive postures by regulatory agencies which, if not matched by Canada, will produce sharp price differences between Canadian and U.S. markets, with obvious competitive implications.

Aviation:

Without a strong federal commitment to a comprehensive aviation recovery plan, both the air sector and Canada's overall competitiveness face considerable risk.

Air transportation is a critical industry in Canada, enabling the movement of people and cargo, which are often combined in commercial aircraft. On the eve of Covid 19 the sector was accounting for 256,000 direct jobs and contributes \$23.4 billion in direct Gross Domestic Product (GDP).

A characteristic of aviation is high fixed costs which are not sensitive to traffic volumes. Airports must clear snow to allow flights regardless of how many passengers are on the aircraft. This reality is present in all aspects of the aviation system. During the Covid crisis passenger demand collapsed, which had a serious impact on cargo capacity as about 50% of cargo previously traveled in the bellies of passenger flights. Dedicated cargo flights eventually replaced some of this capacity, but at much greater costs.

The catastrophic declines in passenger volume left the sector unable to charge enough users to break even. As a result, carriers, airports and NavCanada were all forced to borrow to maintain operations. This accumulation of debt represents a major threat to aviation's recovery.

Through the Covid crisis, government support was targeted at workforce retention and retaining essential services. Later the Crown began providing specific aid to individual companies (Air Canada, Westjet, Air Transat, Sunwing, Porter). In the recovery phase the support needs to be "agnostic" designed to drive down system costs to the benefit of all users. Ensuring airports and air navigation costs do NOT spike upwards is one of the most important measures the government can enact.

1. Provide financial support for the facilities – airports, air navigation – to ensure their heavy debt obligations do not produce sharply higher fees in the next two years as demand recovers.
2. Benchmark Canadian aviation against U.S. system costs, recognizing the danger of increased traffic diversion to (subsidized) U.S. airports; a particularly serious trend in a "user pay" Canadian system where fixed costs are borne by users regardless of their numbers. Adjusting policies to reflect changes in the air cargo sector.
3. Canada needs a specific strategy for maximizing the contribution made by air cargo to the economy. Some elements:
 - a. Harmonize regulatory requirements where possible to ensure frictionless cargo services and maintain the competitiveness of Canadian services.
 - b. Comply with world standards for security regulations, including permitting canine screening for cargoes.

- c. Remove the restriction on international flights – currently permitted in only four airports – for dedicated cargo aircraft, with appropriate health measures for aircrew and
4. The indefensible airport rent system.

The Canadian International Freight Forwarders Association (CIFFA) has never supported the concept of airport rent which is simply a thinly veiled tax on users. This policy has forced airports to levy charges far greater than those the government imposed on travelers when it ran the airports itself. Billions of dollars have been extracted from travelers through this hidden tax. Normally "rent" is a payment received by a landlord, but the federal government does not function as such. It provides no upkeep of airport properties and assumes no risks. Canadians are paying their own government for the right to use facilities that they have already paid for as taxpayers. The temporary suspension of airport rent during the crisis should be formalized as a permanent termination of this unjustifiable charge.

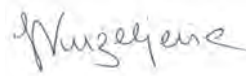
At CIFFA, it is our hope that an elected government's priorities will lie in executing the existing framework with considerable efficiency and excellence. In places where the federal government agencies are directly involved in economic activity, it is critical that they execute with very high levels of reliability and timeliness. This will address the most critical issue in Canada today: our economic recovery from the chaos and losses of the Covid 19 pandemic. **TF**

Sincerely,

Bruce Rodgers,
Executive Director, CIFFA



Julia Kuzeljevich,
Director, Policy and Communications, CIFFA





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FIATA Initiatives Worldwide: An Update

CIFFA, through its Secretariat, represents the interests of the Canadian Freight Forwarders and actively participates on the various FIATA, (International Federation of Freight Forwarders Associations) global Institutes and Advisory Bodies.

By Bruce Rodgers, CIFFA Executive Director

As a Regular Freight Forwarder Member firm your membership fees also include Individual Company membership to FIATA. This membership expands some 150 countries, consisting of approximately 5,800 individual members. Its mission objectives are fivefold:

- I. to unite the freight forwarding industry worldwide.
- II. to represent, promote and protect the interests of the industry by participating as advisors or experts in meetings of international bodies dealing with transportation.
- III. to familiarize trade and industry and the public at large with the services rendered by freight forwarders through the dissemination of information, distribution of publications, etc.
- IV. to standardize and improve the quality of services rendered by freight forwarders by developing and promoting uniform forwarding documents, standard trading conditions, etc.
- V. to assist with vocational training for freight forwarders, liability insurance problems, tools for electronic commerce including electronic data interchange (EDI) and barcode.

The following is a summary of some of the many FIATA initiatives presented during the past year.

For more info on these many initiatives please reach out to admin@ciffa.com.

Airfreight Institute (AFI)

The ACFI held discussions around ACI multiple filing, particularly when reporting shipment data to customs authorities, as per

pre-arrival and pre-loading Advance Cargo Information regulations. The Institute reviewed an IATA paper containing draft proposal recommendations to develop a common understanding of the self-filing issue and to establish a protocol for airlines to address it with their supply chain partners, noting the need to prevent duplicative, mismatching, or missing filings.

The AFI discussed whether the WCO (World Customs Organization) should work to develop a generic filing process at the global level, however it was raised that this could risk opening the door to using it as a mechanism to collect penalties and fines. The possibility of considering the mandatory data elements at the WCO level was discussed, linking to Single Window and safety and security data.

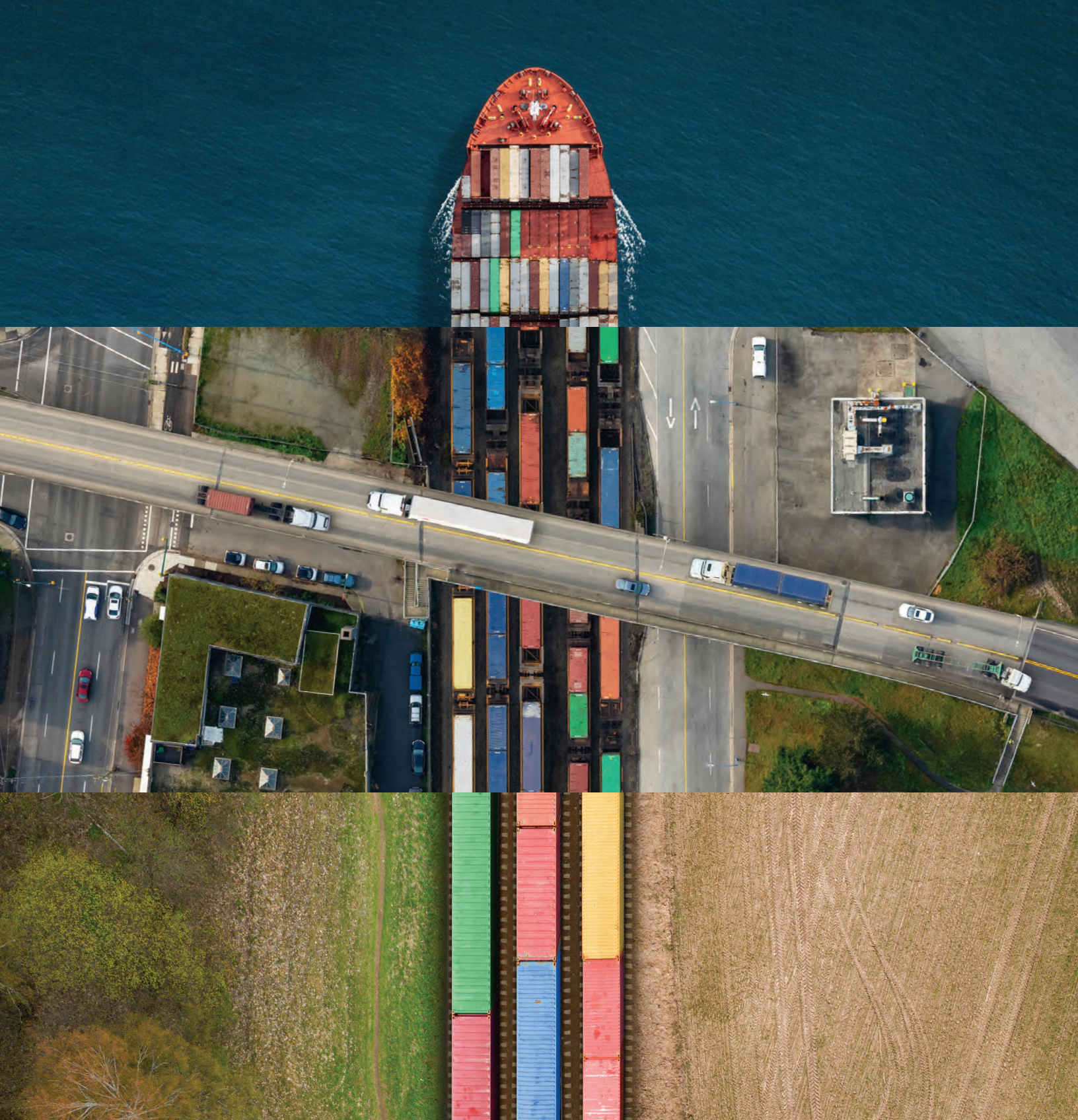
Customs Affairs Institute (CAI)

The CAI noted the importance of continuing to reinforce FIATA's position on customs topics and actively work towards trade facilitation for the benefit of international trade, including by strengthening partnerships with International Organizations.

The committee agreed to work towards the following key priorities for 2021:

- Trade facilitation, which includes E-Commerce, AEO (Authorized Economic Operator) and digitalization
- Coordinated border management
- Illicit trade

Specific work included:



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AEO Validation and Implementation Guidance

During the WCO SAFE review cycle, FIATA noted the contentious aspect of the inclusion of policies on forced labour and social responsibilities such as a code of conduct into the AEO criteria. The committee positioned that those topics go beyond the intended scope of AEO programs whilst possibly excluding small and medium sized enterprises (SMEs) from AEO programs as a result.

Participated on the virtual AEO Conference on the challenges and best practices when exchanging data for the implementation of Mutual Recognition Agreement (MRAs) on AEO programs. FIATA highlighted the need for all countries to have the same opportunities to join the AEO program and for the application to be standardized around the globe. Also commented on the opportunity to modernize and digitalised the process.

WCO Capacity Building Committee

Reviewed a strategic initiative to support members and government worldwide in navigating their implementation of the WCO Trade Facilitation Agreement (TFA), especially through “tailor-made” assistance and capacity building support.

E-Commerce Annual Review

The committee reviewed the different revenue collection approaches cited in the WCO E-Commerce Package and agreed on a buyer-consumer approach as opposed to the intermediary-based approach, as the latter approach was considered to add an undue burden of collection on the freight forwarding process, particularly in the context of e-commerce shipments. In addition, under certain conditions, the absence of commercial relationship between the freight forwarder and the party importing the goods would render the intermediary-based approach impossible.

WCO Permanent Technical Committee

The committee noted that simplified procedures and paperless trade have become the new norm due to the pandemic and the importance to maintain those safeguards going forward. It underlined the importance to ensure that Advance Electronic Information as well as ensuring access that companies of all size can benefit from AEO Programs.

Coordinated Border Management

Coordinated Border Management refers to a coordinated approach by border control agencies, both domestic and international, in the context of seeking greater efficiency in managing trade and travel flows, while maintaining a balance with compliant requirements. FIATA positioned that customs administrations should enact bilateral or multilateral agreements or mutual recognition agreements of customs control. Highlighted the need for common standards and harmonization in terms of data gathering and sharing within the context of Coordinated Border Management.

Multimodal Transport Institute (MTI) – Working Group Sea Transport

Several key themes were identified, based upon the top priorities raised in FIATA's Freight Forwarding Trade and Transport Survey 2021:

- Further developments related to the disrupted maritime supply chain, and the need to look forward and engage with relevant stakeholders to improve it, notably by suggesting data sharing and data exchange in close coordination with the FIATA digital project.

- Vertical integration of shipping lines in the maritime supply chain and the need to ensure that competition takes place on a same level playing field.
- The importance of demurrage and detention issues as a specific item in itself. Considered the need to continue to observe and identify initiatives of shipping line to use oligopolistic practices to enforce conditions on other stakeholders in the Maritime Supply Chain, such as issues related to the Merchant Clause.
- The need for an improved relationship with shipping lines, and the efforts of the WG Sea to improve dialogue and find common ground, including a recent discussion with the World Shipping Council.
- The situation surrounding container depots in many cities, the fees charged to shippers when they collect empty containers for export, and issues regarding container imbalances and equipment shortages.
- Considered the challenge for freight forwarders to compete with shipping lines on carriers' haulage.

Spot contract vs. hedging: Freight Forwarders' management of risk

The committee reviewed the ongoing issues being the unreliable and volatile container shipping market, the rising freight rates, the lack of accountability in terms of contracts and the exacerbation of all of these issues due to the COVID-19 pandemic. Discussed further the topics of spot contract versus hedging, whether forward agreements would be able to guarantee enforceable contracts on which conditions are present and potential digital solutions touching upon these issues. The committee discussed the possible solution to ensure enforceable contracts, that guarantees contract performance through two-way commitments with guaranteed price and service level. Underlined ongoing digital solutions which could aim at solving these issues related to unreliability and non-compliance with contract terms.

Advisory Body on Information Technology (ABIT)

Four key topics have been identified as priorities for ABIT members to focus on this year:

- I. eFBL Proof of Concept
- II. Freight-pay platform
- III. Interoperability project
- IV. Share new technology advances with FIATA members

The scope of the first priority is to test the issuance of digital FBL through different software providers and to test FIATA's document tracking solution, which will certify the validity of the document, the integrity of its content, as well as the identity of its issuer, through a unique QR code stamped on each document. The initiative started in February and was completed the end of June. The next steps for the balance of this year will be to develop the technology requirements.

The roll-out of the initiative will start in Europe in first quarter 2022 and commence in Canada during the fourth quarter.

Freight-pay platform

Develop a marketing plan that should be very transparent on the costs related to the use of the platform as well as the different transaction fees that will be applied on the platform.

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Interoperability project

Provide a benchmark and analysis of existing data-exchange solutions, analysis of FIATA members needs and challenges in terms of data exchange and definition of a solution to facilitate the exchange of data between freight-forwarders and the different actors of the supply chain.

Share new technology advances with FIATA members

Update FIATA members on emerging digital technologies/solutions, help FIATA members to adopt new technologies, support FIATA's digital strategy by informing members about the relevance of the different projects for their day-to-day business.

Working Group Sustainable Logistics (WGSL)

The seven WGSL work projects, which have been elaborated based on meeting objectives are listed as follows:

- Project 1: A repository of different emissions calculators
- Project 2: Position paper on the logistics contribution to the SDGs
- Project 3: Repository of Best Practices in Logistics Sustainability
- Project 4: Top 10 tips for reducing emissions
- Project 5: A simple and effective emission calculator for FIATA Members
- Project 6: FIATA industry guidance for sustainable logistics
- Project 7: Tool kits for the implementation of a FIATA guidance for sustainable logistics

The project sequence and timeline were emphasized, with a focus on projects one- four to be completed this year. Participants agreed on the importance of communication, i.e., to make the message achievable and understandable was stressed as well as the necessity for FIATA to take a very clear lead on the issue. As regards the emission calculators, the need for didactic material (tutorials, graphic, etc.) was strongly stressed to overcome their complexity.

As described in detail above, there are several global initiatives that are being undertaken to improve the forwarder status and positioning within the global supply chain. [TF](#)

To obtain further information on the developments of these committees, please reach out to admin@ciffa.com.

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INSURANCE WATCH: RANSOMWARE

CIFFA member and global professional services firm Aon plc provides a broad range of risk, retirement and health solutions. The following is a contributed article.

In a ransomware attack, threat actors gain unauthorized access to company networks and files using malicious software or malware. After gaining access, these cybercriminals encrypt files making them inaccessible, and demand a ransom payment in cryptocurrency in exchange for the digital key code(s) to decrypt the files.

Ransomware attacks have become more advanced in their approach, including pre-emptive measures intended to coerce ransom payment such as targeting and destroying data backups to prevent restoration, and stealing data prior to encryption with the threat of public release. This leaves many victims with the difficult choice of either permanent loss of data and extended business disruption or paying a ransom to regain access and restore operations.

For many ransomware victims, paying the ransom may seem like the only viable option. The possible consequences of business disruption and loss or public exposure of sensitive data are severe, and can include loss of revenue, breached contracts, missed deadlines, failure to meet customer or client expectations, damage to goodwill, or even, in the most extreme examples – such as with healthcare providers – possible loss of life.

The most recent statistics on ransomware are staggering. The total number of global ransomware reports increased by 715.8% from 2019 to 2020². Ransom payments have risen as well, making a 60% leap in payment value since last year³. Some of the most sophisticated ransomware attack groups and malware variants are now averaging over \$780,000 per payment. At these rates

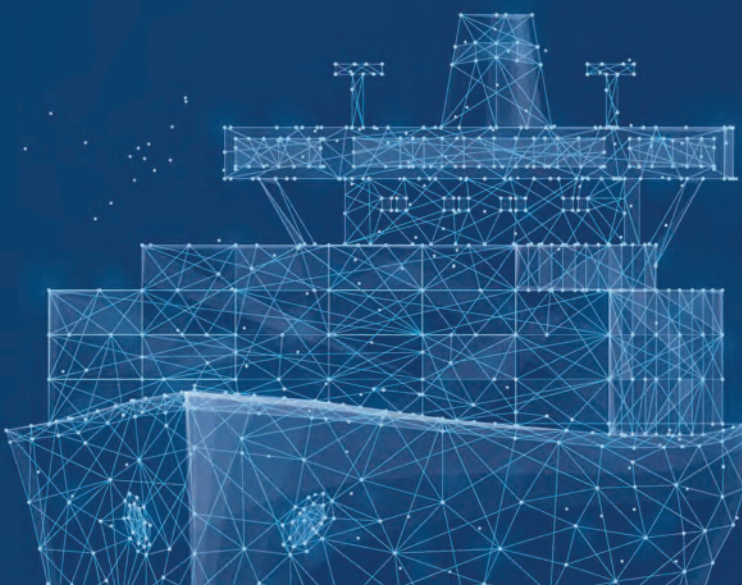
and amounts, it is no surprise that the predicted damages from ransomware are expected to be \$20 billion in 2021.

The Payment Conundrum

Amid this cyber crisis, law enforcement has remained mostly neutral on the issue of ransom payments. Generally, law enforcement provides cautionary guidance around the risks associated with paying a ransom, warning that either the supplied decryption files may not work, or that the payment of a ransom may attract further exploitation. But, there is also consensus across law enforcement that those experiencing ransomware events are victims. Not surprisingly, to date there is scant record of prosecutions, much less convictions, of ransomware victims who have chosen to pay a ransom to recover critical files or restore the operation of critical systems. Until recently, the difficult decisions facing victimized entities (or those companies participating in incident response activities) was not whether it was a legal risk to pay a ransom.

Rather, the primary focus in the ransomware conundrum was whether it made business sense to pay the ransom and, if so, how to both engage with the threat actor to negotiate and navigate the often-unfamiliar cryptocurrency landscape to facilitate payment. Post-payment, the most difficult issue typically facing a victimized entity was the often time-consuming and technically taxing decryption process.

Ransomware is, by multiple measures, the top cyber threat facing businesses today⁴. Unlike data breach, ransomware is a risk without discretion. Any company that either requires access to critical data, or faces loss or hardship in the event of business interruption is a potential ransomware victim.



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If law enforcement was involved or notified by a victimized entity at any point throughout this process, it was generally in the hope of receiving guidance (based on experience with similar previous attacks) or justice (if law enforcement could identify the ransomware threat actors). While law enforcement remained eager to work with victimized companies, the increase in ransomware attacks forced the selective prioritization of which cases to handle. Those cases that law enforcement could take on were appropriately focused on their mandate of criminal investigation and prosecution. This mandate, combined with the deluge of ransomware matters, ensures that victimized entities that notify and work with law enforcement still handle most aspects of the incident response investigation themselves, including root-cause analysis of the incident, the scope of the intrusion, and restoration of the business.

Risk Mitigation Strategies

Ransomware attackers often operate with the same discipline and approach of a traditional business, except in a criminal venture with criminal intent. Threat actors typically choose the path of least resistance to achieve their business goals, attacking vulnerable companies taking advantage of common exploits, or a lack of cyber defense and preparedness. To help mitigate the risk of falling victim to ransomware and in an effort to better prepare for a ransomware incident, consider these eight tips:

- * Be proactive – Being victimized by ransomware is a jarring experience. It tests an organization’s emotional responses to crisis, escalation procedures, technical prowess, business continuity preparedness, and communication skills, especially because the organization must sometimes interact directly with the attackers. Ensure that the Incident Response (IR) Plan/ Playbooks, and/or Business Continuity Plan/Disaster Recovery Plan has been recently assessed, reviewed, and updated. But, most important, these plans and playbooks must be tested through simulated practice across realistic scenarios to help improve resilience.
- * Educate employees on cyber security and phishing awareness – Phishing is still a leading cause of unauthorized access to a corporate network, including as the entry point for ransomware attacks. Training users to not only spot a phishing email, but to also report the email to their internal cyber security team is a critical step in detecting the early stages of a ransomware attack. Companies must create a culture where all employees feel responsible for enterprise security, and are encouraged to participate in proactive detection of, and defense against, threats, risks, and attacks. Phishing awareness is a critical cornerstone to such a cyber secure culture.
- * Employ multi-factor or “two-step” authentication – Multi-factor authentication (e.g., a password – something employees know, plus an authentication key – something employees have) across all forms of login and access to email, remote desktops, external-facing or cloud-based systems and networks (e.g., payroll, time-tracing, client engagement) should be a requirement for all users. In many—but not all—instances, the presence of multi-factor authentication may even prevent the exploitation of stolen login credentials because the attacker does not also possess the necessary second piece of the login process, the authentication key. It is important to ensure proper multi-factor configuration. Multi-factor access controls can be even more effective if coupled with the use of virtual private network (VPN) interaction.
- * Keep systems patched and up-to-date – The rudimentary cyber hygiene activity of system updates and patching often falls by the wayside, especially as operations and security teams are stretched, systems and endpoints age and move towards

legacy status, and new systems, hardware, and applications are introduced as businesses grow, mature, merge and divest. There are—and will continue to be—major unpatched vulnerabilities that allow attackers to compromise corporate networks. Attackers can often identify a vulnerable system with a simple scan of the Internet using free tools. They engage in this exercise broadly and indiscriminately, looking for exploitable systems on which to unleash ransomware and other cyber attacks.

- * Install and properly configure endpoint detection and response tools – Tools that focus on endpoint detection and response can help decrease the risk of a ransomware attack and are useful as part of incident investigation and response. However, many entities that invest in these tools fail to properly configure them to be of assistance in the event of a cyber event and investigation. Properly configured security tools give a much greater chance of detecting, alerting on, and blocking threat actor behavior.
- * Design your networks, systems, and backups to reduce the impact of ransomware – Ensure your privileged accounts are strictly controlled. Segment your network to reduce the spread of adversaries or malware. Have strong logging and alerting in place for better detection and evidence in the event of incident response. Having a technical security strategy that is informed by architects that know the latest attacks and adversary trends is important, as is the use of continuous threat intelligence monitoring in open source and on the dark web.
- * Consider risk transfer options – Because a ransomware attack can threaten an entity’s reputation and goodwill, the complete risk of ransomware can never be fully mitigated or transferred. However, in practicing ransomware preparedness, organizations should consider obtaining appropriate cyber insurance coverage. In doing so, organizations should review how coverage addresses indemnification for financial loss, business interruption, fees and expenses associated with the ransom and incident response, as well as considerations for service providers, such as the ability to work with incident response providers of choice.
- * Pre-arrange your third-party response team – an effective ransomware response will often include all or some third-party expertise across the disciplines of forensic incident response, legal counsel, crisis communications and ransom negotiation and payment. Seeking out, vetting and engaging with these professionals during a ransomware incident places additional burden on an already strained enterprise, and is ineffective and inefficient when every second counts and every decision is critical. As time is of the essence, it is critical to pre-vet and pre-engage a team of professionals to monitor and be ready to respond to a ransomware attack when it happens. **IT**

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LEGAL WATCH

WHY ARBITRATE? THE BENEFIT AND SAVINGS



By Rui Fernandes

The many benefits to arbitration have led to the extensive use of this dispute resolution mechanism in commercial disputes.

Arbitration has been described as litigation in a private court. It is the private determination of a dispute by an independent third party. An arbitration hearing may involve the use of an individual arbitrator or a tribunal. A tribunal may consist of any number of arbitrators, though some legal systems insist on an odd number for obvious reasons of wishing to avoid a tie. One and three are the most common numbers of arbitrators for a hearing.

In order to have an arbitration in a commercial matter, the parties have to agree to arbitration. This is done with an arbitration clause in a contract before the dispute arises. After a dispute arises, the parties can agree to arbitrate their dispute, but this is not common. The typical stance after a dispute arises (where there is no arbitration clause in a contract) is “I’ll sue you!” so it is more difficult to get the parties to agree to an arbitration procedure after the fact. At that point the parties usually cannot agree on anything.

In an arbitration, the disputing parties hand over their power to decide the dispute to the arbitrator(s). Arbitration is generally just as final and binding as a court action (unlike mediation, negotiation and conciliation which are non-binding). The arbitrator hears the evidence, makes a decision, and provides reasons for the result. The decision is referred to as an “award.” The benefits to arbitration are extensive.

Parties Control - Unlike litigation in court, arbitration is a creature of contract. This means that parties can agree to design the arbitration process to accommodate their respective needs and can continue to do so as the proceeding moves forward. Hearings may be set at the parties’ convenience, and the less formal and less adversarial setting minimizes the stress on what are often continuing business relationships.

Length of Time – According to statistics furnished by arbitration providers, the average time from commencement of a commercial arbitration to the issuance of a final award ranges from seven months to 8 months. By contrast the median length of time from filing through trial of civil cases in Canadian courts is twenty-four months or longer. With the delays caused by the Covid-19 pandemic restrictions, this average time period is likely now three years.

Cost – Lawyers’ fees and expenses are the most significant cost of litigation, and they increase in direct proportion to the time to the resolution of a case. Many courts in Canada now require multiple steps in the litigation such as mandatory mediation, pre-trials and case conferences which cannot be departed from. In an arbitration, the parties can craft and implement a streamlined procedure that

can significantly reduce costs and provide for a much speedier resolution than can be found in court.

Confidentiality - Arbitral hearings are held in private settings and are attended only by those designated by the parties and their counsel. In contrast, trial proceedings are held at the courthouse and are open to the public. The parties can agree to maintain the confidentiality of the arbitration proceeding, unlike in court, including the award. Most arbitral institutions have specific rules regarding the confidentiality of proceedings and awards.

This is an important feature for many corporations, particularly when dealing with disputes over intellectual property, trade secrets, rates, and processes.

Subject Matter Expertise – Arbitration permits the parties to choose adjudicators with the expertise necessary to decide complex issues that often require such industry specific knowledge. In the court system, the parties may draw a judge who has no experience or background, for example, in freight forwarding issues. The lawyers may spend a significant amount of time “educating” the court about the business of freight forwarding and may need expert testimony on certain issues. In arbitration, parties can select an arbitrator who is knowledgeable and has experience in dealing with the freight forwarding business and disputes. Expert testimony may not be necessary, thereby saving time and expense for the parties.

Discovery & Disclosure – Unless specifically agreed otherwise by the parties, discovery and related procedures are considerably more limited in arbitration than in litigation. The parties get to decide on the extent of documentary production, they can eliminate oral examinations for discovery, limit the amount of time for discoveries, and/or limit the scope of the process. If one party opposes broad discovery, it is much easier for the arbitrator to set tight limitations, even though arbitration is the “parties process”. Arbitrators are usually authorized as part of the arbitration agreement and protocol to rule on procedural issues.

One Decision Maker – Litigation in the Canadian court system may involve multiple appearances before multiple decision makers for each procedural step, even where there is a judge tasked with case management. It is common for procedural steps to be before one judge, a pre-trial before another judge, and the hearing before another judge. In arbitration, the arbitrator(s) hear and determine all the procedural issues arising including the final hearing. The arbitrator will hear the commercial dispute from beginning to end. This tends to speed up the process as the arbitrator(s) is already familiar with the case.



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Choice for Scheduling and the Hearing – In arbitration, the conduct of the hearing can be expedited by: (1) presenting direct testimony by affidavit; (2) limiting the time available for the hearing and, if appropriate, using a clock method to assure equal time; (3) using telephone and video conferencing technology; (4) choosing a hearing location that minimizes expenses to the parties; and (5) limiting post-hearing submissions.

Enforceability – In cross border or international disputes, arbitration is the preferred route. A unique feature of arbitration is the existence and effective operation of the New York Convention (the “Convention”) to which over 140 nations are parties. The Convention enables the enforceability of international arbitration agreements and awards across borders. It significantly limits the grounds for refusal to enforce an arbitration agreement or award, making it possible to enforce an award even in a jurisdiction that might otherwise find ways to favor its domestic party. In contrast, judgments of national courts are much more difficult and often impossible to enforce abroad. It may require multiple procedures in the national court to enforce the award, which can be costly and time consuming. Arbitration permits the parties to choose adjudicators with the necessary special expertise to decide a cross-border dispute, a choice which is not available in court. This special expertise can include knowledge of more than one legal system.

There are some perceived disadvantages to arbitration. Finding a lawyer who understands the arbitration process and embraces

arbitration can be difficult. Many lawyers have not participated in arbitrations and may prefer the comfort of the court system with which they are familiar. They may have difficulty adapting to the flexibility offered by arbitration. A common misconception is that arbitration is expensive since the parties are responsible for paying the arbitrator(s), and arbitrators often require a deposit in advance of the arbitration. The arbitrator’s (s’) cost, however, is more than balanced by the cheaper arbitration procedure in which the lawyers’ costs are significantly lower.

Any system of dispute resolution will have its outliers, the cases that run amok, and it is easy to point to those to support a negative view. However, any realistic analysis shows that arbitration is presently the preferred method. Remember though to choose the right lawyer and the right arbitrator(s). In the court system, you may be able to choose the right lawyer for the case, however you will not have any say in the choice of the decision maker. **TF**

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Liu, Sitong
Mahesan, Dhivyan
Mak, Edmond
Malamel, Jain
Malviya, Garima
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Naod Gebreamlak, Shushan
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O'Neil, Dylan
Pearce, Olalekan
Phillips, Nathan
Pinsonneault, Barbara
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Quang Le, Hong
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Ramirez, Andrea
Ribeiro, Fabio
Saporetti, Tiffani
Sarmiento, Marty
Sears, Rob
Segura, Sara
Sehjal, Harjeet
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Haider Zaidi
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Thomas, Georgy
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Wei Xiao, Er
Wei, Haixia
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Xiangli, (Lily) Liu
Yanouri, Boutaina
Yung, Chhieng
Zeng, Connie



Recognition through Achievement

Obtaining and maintaining a professional designation is a worthy achievement and something that any individual can be proud of. Professional Freight Forwarder (PFF) designates are recognized as 'Individual Members' of the association.

Current PFFs have not only met education and work-experience requirements, they also contribute to the industry by sitting on working groups and committees, representing freight forwarders at events and trade shows and contributing to overall promotion of the global freight logistics sector. They make a point of continuing to learn throughout their careers and are required to maintain personal and professional development through conferences, seminars, and classes.

Being recognized as an industry professional – an authority – is a career booster. And the more professionals we can boast, the more the freight forwarding industry can be both an important element of the supply chain sector and a desired career option.



Pradeepa Ariyaratne
Livingston International Inc.

Pradeepa Ariyaratne, Business Development Specialist - DHL Global Forwarding (Canada) Inc. with over 20 years of progressive experience in various industry positions. She started her first career opportunity with Clarke Transport Inc. – Toronto, as Accounts Payable / Receivable Coordinator immediately after completing college. Five years later, she accepted an offer from Panalpina Inc as Account & Finance Administrative Assistance and then promoted to the Ocean Freight Department as Customer Service Representative. After 10 years at Panalpina Inc, she moved forward to Livingston International Inc. as International Freight Coordinator – Ocean Freight Division, then moved to the Sales Department as Trade Advisor – International Freight & Logistics. After seven years of service at Livingston International Inc., she accepted her current position from DHL Global Forwarding (Canada) Inc. as Business Development Specialist. Her educational qualifications have been a huge asset to achieve these goals. She is best described as consistent positive attitude, dedicated and trustworthy as well as knowledgeable and eager to take on new responsibilities. Outside of work, she enjoys music, home staging, event planning and cooking. She also spends her free time working as a volunteer for the Buddhist Meditation Centre.



Michelle LeMoine
Cole International

Michelle LeMoine: Michelle entered into the freight forwarding industry in Calgary in 2003 after completing her post secondary education at SAIT. From being placed into a challenging customer service role at Eagle Global Logistics, handling next flight out shipments, and loading freight at a warehouse at the Calgary International Airport, Michelle gained a knowledge base to handle several different shipment types and modes. Michelle started with Cole International in 2008; and because of her ability to be flexible and adapt to situational obstacles, she was tasked with being a point contact for the branch's largest account; in 2012, Michelle was promoted to Manager of Strategic Accounts, Oil & Gas. Since her start in forwarding, Michelle has held numerous positions, and arranged shipments via Air, Ocean and Ground, Truck and Rail, ranging from 150 to 150,000 kgs; she has tackled RFP's, contract negotiations and presented on industry topics to a wide client base. In January 2013, Michelle was offered a further opportunity with Cole to manage the Calgary Freight branch, and her latest career achievement has her taking on the Western Regional Manager role for Cole in 2019



Arnon Melo
Mellohawk Logistics

Arnon Melo: Originally from Taquaritiba, Brazil, MELLOHAWK Logistics Founder and President Arnon Melo is a graduate of Ibero-Americana University in Sao Paulo, and a graduate of the International Business Programme at Seneca College, Toronto. He immigrated to Canada in 1990 and founded MELLOHAWK Logistics in 2002. MELLOHAWK Logistics is truly an immigrant success story with all but one of its staff being new immigrants themselves. Arnon believes that international backgrounds and experience have been instrumental to MELLOHAWK's success. Arnon believes that his investment in people all over the world is the best way to succeed in business. Arnon is a two-time elected member of the Brazilian Citizenship Council of Ontario (CONCID), volunteer at the Professional Advisory Committee for Seneca College and a member of the National Board of Directors for the Canadian International Freight Forwarders Association (CIFFA).



Jelena Zeljkovic
Livingston International Inc.

Jelena Zeljkovic: Jelena graduated from University of Economy, Serbia in International Economy and Foreign trade in 2008. It was at that time that she first become interested in freight forwarding industry. Her first experience was working as a logistics specialist for a company that imported and exported auto gas equipment from Europe to all around the world. After 3 years she promoted to the position of Export – Import Manager where she closely communicated with various exporting and importing companies, freight forwarders, airlines and steamship lines. After moving to Canada 2015, she started her Canadian freight forwarding journey at ITN logistics in the position of Pricing Coordinator. Two years later she accepted the position of Air Export Coordinator at Livingston International, where, at the beginning of 2021 she started to work Air Import as well and become Air Freight Specialist. Jelena has expanded her knowledge of freight forwarding industry by completing the CIFFA Advanced Certificated, the first step in achieving the Professional Freight Forwarder designation.



CIFFA announces Americas Regional YIFFY winner, Georgina Alejandra Perez Perez

Every year, CIFFA offers an award to a young freight forwarder who best demonstrates industry knowledge and skills to become a true international freight forwarding professional in the future.

In January, 2021, after a review process of industry experience and a written dissertation demonstrating technical knowledge, CIFFA announced Georgina Alejandra Perez Perez as the 2021 Canadian Young Freight Forwarder of the Year Award recipient.

After completing an additional dissertation, Georgina entered the international competition and, following a review process by FIATA and the TT Club, on July 20, 2021 was announced as the Americas regional winner of the Young International Freight Forwarder of the Year competition. Georgina's dissertations looked at two very distinct shipments, both linked to the Canadian Arctic – the first related to an importation project bringing an over-dimensional mining truck from Chicago, USA to the Northwest Territories, Canada, and the second project focused on the challenges of a time-sensitive movement, bringing a diesel generator from southern to northern Canada.

As the Americas regional winner, Georgina will be invited to compete at the FIATA World Congress where she will present her dissertations to the Award Steering Committee that will subsequently announce the 2021 Young International Freight Forwarder of the Year.

The prize to be awarded to the winner principally consists of practical and academic training, including a week based at one of the TT Club's regional centres in London, Hong Kong or New Jersey plus a week in the TT Club's Head Office in London. Additionally, one year's subscription to the International Transport Journal (ITJ) is provided to all four regional winners.

Georgina has graduated from the Universidad Autonoma de Queretaro, Mexico with an Honour's Bachelor's degree in biochemical engineering and a Master's degree in food science and technology. She continued her studies in Canada, where she has completed the International Transportation and Customs program at Seneca College, the Authorized Cargo Representative course, the MSR Customs Automation Certificate and the FIATA Diploma in International Freight Forwarding. Georgina worked as a logistics coordinator at ACE Express Canada Logistics and is currently working at DSV Air & Sea, where she was first in the position of an ocean import coordinator and now works in the air exports department. **TF**

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A warm welcome to our latest additions!

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Distinct Capital Partners Inc.

2910 South Sheridan Way, Oakville, Ontario L6J 7J8, 416-953-1150, info@distinctcapitalpartners.com, www.distinctcapitalpartners.com

Distinct Capital Partners is an investment bank that provides services related to mergers and acquisitions, corporate finance, succession planning, leveraged buyouts and restructurings in Canada and internationally.

Clients are generally owner-operated businesses in a wide range of industries, with revenues between \$10 million and \$150 million.

Transportation and logistics mergers and acquisitions during the pandemicⁱ

M&A activity has continued to be robust during the pandemic and is expected to continue to improve post-pandemic. The biggest drivers for M&A in the transportation and logistics industry continue to be:

- A highly fragmented industry
- Generational transfer for privately owned companies
- Growth in e-commerce
- Digital transformation
- Low interest rates and very accommodative monetary policy by the central banks

There are multiple M&A strategies employed by companies in the industry with the goal of becoming a dominant and relevant player as the industry continues to evolve. Those strategies include:

- Pursuing M&A as a way to grow the business and increase market share
- Working to create large networks of shippers and carriers and applying technology to make freight transactions more efficient
- Attempting to parlay expertise in freight procurement and distribution management to provide a one-stop-shop for shippers to outsource transportation and logistics services
- Moving aggressively to expand services in different areas.

Field Safe Solutions

707 - 7th Avenue SW, Suite 1350, Calgary, Alberta T2P 3H6, 587-664 5109, info@fieldsafesolutions.com, www.fieldsafesolutions.com

Field Safe helps clients construct a complete, all-in-one health and safety system that facilitates real-time communication, monitors journey management, tracks tickets and tasks, digitizes forms completion and data capture, ensures regulatory compliance and improves corporate decision making. The company provides modular, configurable solutions to fit the different needs of different clients.

An engaged, connected employee is a safer employeeⁱⁱ

A connected worker is a safer worker, and connection can help a company lower its costs and improve operations.

Arming workers with a digital EHS solution that connects them immediately to other workers, as well as head office, is the key.

Field Safe's software integrates EHS data into corporate systems to improve decision making and help clients:

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Firstbrook Cassie & Anderson Ltd. (FCA Insurance Brokers)

1867 Yonge Street, Suite 300, Toronto, Ontario M4S 1Y5, 416-486-1421, info@fcainsurance.com, www.fcainsurance.com

Every unique business – large or small, complex or not – faces a unique range of hazards, and deserves its own customized menu of protection. FCA offers:

- Commercial general liability insurance
- Commercial property and equipment insurance
- Professional liability insurance
- Commercial auto insurance
- Cyber insurance
- Business interruption insurance

Delivering bonding solutions for Canada's import and export industryⁱⁱⁱ

The Canada Border Services Agency recently established CARM to look into modernizing the collection of duties and taxes for goods imported into Canada. As part of this process, the agency is looking to move to a model similar to that used in the United States. Currently, customs brokers can lodge a bond with the CBSA to cover payment of duties and taxes for their importers. Once CARM is finalized, each individual importer into Canada will require its own bond.

This is a significant shift for how business is being done, and customs brokers are looking at ways to make this process easy for their importer clients.

If you are looking for a solution for your importer clients ahead of the CARM implementation, FCA can help. Together with its surety partners, FCA has access to a number of solutions, including digital solutions that allow the customs broker or importer to apply for these bonds, pay by credit card and renew the bonds all on an online platform. Depending on how many importers you work with, these online solutions can be customized and branded to meet the specific workflows of your business.

Hamilton X Packaging & Pallets Co. Ltd.

822 Rennie Street, Hamilton, Ontario L8H 3R2, 905-312-8668, info@hxpp.ca, www.hxpp.ca

Hamilton X Packaging & Pallets provides custom wood crates, boxes and pallets customized for specific applications or based on industry or government specifications, whether you need one or a thousand.

Pallet information^v

In pallet measurement, the first number is the stringer length and the second is the deck board length.

Square or nearly square pallets help a load resist tipping.

Two-way pallets are designed to be lifted by the deck boards. In a warehouse, the deck board side faces the corridor. For optimal cubage in a warehouse, the deck board dimension should be the shorter. This also helps the deck boards be more rigid.

Four-way pallets, or pallets for heavy loads, or general-purpose systems that might have heavy loads are best lifted by their more rigid stringers. A warehouse has the stronger side facing the corridor. For optimal cubage in a warehouse, the stronger dimension should be the shorter.

Pallet users want pallets to easily pass through buildings, stack and fit in racks, forklifts, pallet jacks and automated warehouses. To avoid shipping air, pallets should also pack tightly inside intermodal containers and vans.

Although pallets come in all manner of sizes and configurations, all pallets fall into two very broad categories: “stringer” pallets and “block” pallets.

- Stringer pallets use a frame of three or four parallel pieces of timber (called stringers). The top deck boards are then affixed to the stringers to create the pallet structure. Stringer pallets are also known as “two-way” pallets, since a pallet-jack may lift it from only two directions instead of four. Forklifts can lift a stringer pallet from all four directions, though lifting by the stringers is more secure.
- Block pallets (also referred to as Manoj pallets) are typically stronger than stringer pallets. Block pallets utilize both parallel and perpendicular stringers to better facilitate efficient handling. A block pallet is also known as a “four-way” pallet, since a pallet-jack may be used from any side to move it.

International Inspection and Surveyors Agency (IISA)

4610 Eastgate Parkway, Unit 2, Mississauga, Ontario L4W 3W6, 905-206-1833, roberto@iisainspections.com, www.iisainspections.com

IISA services include inspection, verification, visual observation, and measurement of cargo in regards to the type of product, condition of product, quantities, packaging, safety, loading process, and documents accompanying the shipment and their compliance with the laws and regulations of the country of destination. It also offers pre-shipment and post-shipment inspection services for compliance with regulatory, quality, quantity, performance and safety standards, and advisory and consultancy services for all cargo-related needs.

Inspection services^v

Types of inspection services include:

- Random inspection: Content inspections are conducted by referencing terms on the packing list when packing is consistent and homogenous. The items or substance are counted in their boxes.
- Detailed inspection: This type of inspection verifies 100% of the content, by checking references on each box with the client-produced packing list.
- Quantity inspection: This manner of inspection involves verifying the number of bulk items, because the product can be totaled by counting the number of boxes.
- Weighing inspection: For this method of inspection, a weight sample is taken with a view to generating a final average weight for the product.

Premier Aviation Global Services Co. Ltd.

mz@premieraviation.aero

^{vi}Based in Shanghai and Hong Kong, Premier Aviation Global Services joined CIFFA to exchange industry information with members and learn the rules related to Canadian inbound and outbound shipments. The company serves as a general sales and service agent for the air cargo industry and provides neutral airfreight consolidation services.

Room 1202, Building 41 Huangjiahuayuan Road 998, Jiading District, Shanghai 201802 China, mz@premieraviation.aero

RGI Group Inc.

31 King Street West, Bowmanville, Ontario L1C 1R2, 416-477-7687, contact@rgigroup.ca, www.rgigroup.ca

RGI is a Canadian-owned and -operated insurance products and services company, offering custom group insurance plans to organizations, associations and unions across Canada. RGI designs every group plan to meet the unique requirements of each group – nothing is ‘out of the box.’

Insurance products^{vii}

RGI provides personalized products through group programs:

- Property insurance
- Commercial insurance programs
- Auto insurance
- Professional liability insurance

REGULAR MEMBERS

ACGI Cargo Logistics

201 - 3480 Gilmore Way, Burnaby, BC V5G 4Y1, 604-891-7447, logistics@acgishipping.com, www.acgishipping.com/Services/ACGICargoLogistics.aspx

^{viii}ACGI Cargo Logistics, a division of ACGI Shipping Inc., offers a range of services – importing, exporting, customs brokerage and warehousing – to meet the varying needs of clients. The company strives to provide a complete freight and customs package tailor made to satisfy the unique needs of its clientele in an ever-changing marketplace.

- Project / heavy lift / oversize cargo
- Customs brokerage
- Freight forwarding
- Warehousing
- Vehicle importation

Ambercor Shipping Inc.

701 Evans Avenue, Suite 301, Toronto, Ontario M9C 1A3, 416-841-7000, management@ambercorshipping.com, www.ambercor.com

Ambercor Shipping, with offices in Toronto, Calgary, Miami and Houston, provides customized project logistics services to its customers and worldwide partners. Its core-business is special cargo and machinery shipments, and global project forwarding with a focus on North America.

Case study^{ix}

Ambercor Shipping was contracted to ship three LNG storage tanks (each 130' x 12' x 14' @ 220,000 lbs) from Houston to Mexico and

back to Houston on a day's notice. The rush was necessary – an emergency action notification (EAN) had been issued against the cargo by U.S. CBP Agriculture, which had found an infestation on the tanks. The EAN stipulated the immediate export from U.S. soil. Ambercor's solution was to ship the tanks on a barge from Houston to a port in Mexico, where the tanks were fumigated and power-washed without being offloaded. Upon completion of the operation in Mexico, the units were immediately shipped back to Houston. The project was completed on budget and ahead of the proposed schedule.

Cargo Dynamics Inc.

2425 Matheson Blvd. East, Suite 800, Mississauga, Ontario L4W 5K4, 289-814-1616, sales@cargodynamics.ca, www.cargodynamics.ca

^xCargo Dynamics Inc. is a 3PL company that has provided a wide range of multi-modal logistics services to clients in Canada and worldwide since 2010. Its network of agents covers more than 190 countries. It is a member of the Elite Global Logistics Network and the Freight Network Corporation. In Canada, it serves the Calgary, Toronto, Ottawa, Montreal and Halifax markets.

The company specializes in shipments for the aerospace, automotive and chemical industries. It provides ocean, air and road transport services, along with warehousing and e-commerce fulfilment services.

Focus Logistics

385 Frenette Avenue, Moncton, New Brunswick E1H 3S5, 506-853-0499, dispatch@focuslogistics.ca, www.focuslogistics.ca

^xFocus Logistics provides customized, integrated, full-service supply chain management solutions 24/7 365 days a year. Privately owned, with headquarters in Moncton, it offers warehousing and logistics services throughout North America and through an extensive global network.

Services include:

- Air, ground, ocean
- Brokerage
- 24/7 delivery service
- Special commodity handling
- Reverse logistics
- Front door deliveries

Focus also offers logistic management services on a consultative basis.

Mactrans Logistics Inc.

81 Zenway Boulevard, Unit 16, Vaughan, Ontario L4H 0S5, 905-856-6800, info@mactrans.ca, www.mactrans.ca

^{xii}Operating from offices in Toronto, Montreal and Moncton – and soon another in Calgary – Mactrans solves problems related to capacity shortages and finds creative logistics solutions for its clients. Working with a wide array of carriers helps. The company sees unique client requirements as a challenge and customized transportation solutions that work as the reward.

Mactrans joined CIFFA when the association extended membership to include freight brokers. It foresees strong growth in the North American transportation industry, as COVID-19 restrictions wind down, creating an exciting time for the industry over the next several years.

The company counts among its clients a large distributor of healthcare products. During the pandemic, Mactrans has moved PPE gear and other important equipment for the client across North America.

Overseas Container Logistics (OCL) Ltd.

100 - 10451 Shellbridge Way, Richmond, B.C. V6X 2W8, 604-295-8236, contact@oclog.ca, www.oclog.ca

^{xiii}Overseas Container Logistics was founded in 2016 and now has offices in Vancouver, Calgary and Winnipeg.

Constant change in the industry and with day-to-day customer requirements keeps the OCL team energized. It ensures they stay on top of things, without complacency. CIFFA training for team members has also ensured the company delivers a high level of specialized service to its customers.

OCL recently transported a pulp handling and processing plant from Vancouver to Colombia over a six-month timeline, with responsibility for origin inspection, OD transport, crating and loading, and a mix of containers and breakbulk.

Where is the industry headed?

OCL foresees the Canadian market developing into more of a European model, with sea freight becoming “base port only” termination for ocean carriers, increasing the need for transloading and distribution. This has already started, according to the company, with the current equipment imbalance, but as e-commerce increases its share of retail sales, the demand for 3PL and 4PL integrators will only increase.

OCL has seen recent disruptions (the pandemic, equipment imbalance, Suez blockage) cause system breakdowns. The only way to survive such events, it says, is to embrace IT advancements but also maintain a team of experienced employees to ensure the company can react with solutions rather than excuses. Automated systems require trained users to manage change. OCL plans to constantly upgrade both its IT systems and the knowledge and experience of its team members.

Prestige World

6500 Silver Dart Drive, Suite 228, P.O. Box 6504, Mississauga, Ontario L5P 1B2, 905-677-9993, hyeurie@prestigeworld.ca, www.prestigeworld.ca

^{xiv}Established in 2014, Prestige World specializes in the trade of live and frozen Canadian lobster. It ships both perishables and non-perishables globally, and is a licensed customs broker. It provides air, ocean and truck transportation, as well as services to non-resident importers (NRIs).

Prestige World acts as an agent for its NRI partners, communicating with the CBSA and Revenue Canada on their behalf. It will also maintain NRIs' import records to remain compliant with CBSA standards. **TF**

ⁱ From www.distinctcapitalpartners.com/articles-of-interest/transportation-amp-logistics-mergers-amp-acquisition-during-the-pandemic

ⁱⁱ From www.fieldsafesolutions.com/an-engaged-connected-employee-is-a-safer-employee

ⁱⁱⁱ From www.fcainsurance.com/surety/bonds/customs-bonds

^{iv} From www.hxpp.ca/pallets.php

^v From www.iisainspections.com/our-services

^{vi} Provided by member

^{vii} From www.rgigroup.ca

^{viii} From www.acgishipping.com/Services/ACGICargoLogistics.aspx

^{ix} Provided by member

^x From www.cargodynamics.ca

^{xi} From www.focuslogistics.ca

^{xii} Provided by member

^{xiii} Provided by member

^{xiv} From www.prestigeworld.ca



JOIN THE COMMITTEE!

CIFFA members are invited to make a difference as part of one of our five committees. Bring your input and experience to the table, and be part of change!

Our committees, described below, meet online 4-5 times per year.

CIFFA Sustainability Committee

In 2015, the United Nations member states adopted the 2030 Agenda for Sustainable Development (Agenda 2030), aimed at achieving a better future for all which is prosperous, inclusive, resilient, and sustainable. Agenda 2030 is a shared blueprint, outlining 17 Sustainable Development Goals (SDGs) for all stakeholders including countries, businesses, and individuals to implement and collaborate on SDGs wherever practical.

As an industry, freight forwarding has the opportunity to benefit from integrating SDGs to support long term business success, through supply chain and trade resiliency. Given its cross-sectional nature, there is no dedicated SDG to transportation. Sustainable transportation is highlighted across several SDGs, in particular those related to food security, health, energy, economic growth, and infrastructure, amongst others.

Many sustainability initiatives are developed by freight forwarding and logistics companies and, given the wide array of SDG's to which logistics can contribute, these initiatives cover a broad spectrum.

The mandate of the CIFFA Sustainability Committee will therefore be to identify best practices in the areas of sustainability and to provide guidance on the development and implementation of sustainability goals to membership.

The CIFFA Sustainability Committee is chaired by Christina Fisker, VP Customs & Compliance at FCL Fisker Customs & Logistics. Christina can be reached directly at christina@fisker.ca.

CIFFA Technology Committee

Evolving technology is pushing the boundaries and changing how the world does business. While some of the effects can disrupt the logistics industry, over the long run they can also help leverage the use of automation, workflow optimization, digitization and artificial

intelligence. In the context of the supply chain, improved technology has also increased productivity, minimized costs and errors, enhanced customer experienced value, and facilitated data-sharing to multiple sources in real time. These advancements should be explored and analysed in detail by the freight forwarding community, ensuring that they are well informed and prepared to meet the future demand.

As a result of these rapidly evolving changes to our industry, CIFFA has recently introduced a Technology Committee with a mandate to:

- track how technology develops and adapts,
- research new advancements to enhance efficiencies and value,
- Identify potential threats and the steps to mitigate them,
- prioritize initiatives made throughout the freight forwarding industry on behalf of membership, and
- educate our members on the changing advancements in this area.

All regular and associate members interested in this topic are invited to contact the Chair, Marc Bibeau, OEC Group, Marc.Bibeau@oecgroup.ca

CIFFA Airfreight Committee

The mandate of the CIFFA airfreight committee is to maintain a powerful, pro-active national forum working on behalf of Canada's international airfreight forwarders. It is to maintain ongoing dialogue with air carriers and their worldwide association IATA, to uphold and represent the interests of CIFFA member companies.

In recent years CIFFA has experienced a significant increase in the number of important issues confronting the airfreight industry. The committee addresses individual topics of concern such as CASS, agency issues, e-Freight, cargo security, dangerous goods training, etc. The committee is committed to the fulfillment of the following mandate:

- To maintain on-going, meaningful dialogue between Canada's international airfreight forwarders and airlines, in order to address and resolve mutual and individual issues of concern.

- To solicit input from and distribute information to members. To consult with FIATA and AFI, the Airfreight Institute, and to promote on-going dialogue with IATA.
- To promote professionalism within the international airfreight industry and to communicate that professionalism to others in the industry, the user groups and the public sector.
- To advocate with government agencies on behalf of members.

Today, CIFFA is well recognized by air carriers, Transport Canada and other associations as the voice of the professional international airfreight forwarder in Canada. We encourage all our regular and associate members to contact William Gottlieb, gottlieb.william@gmail.com on any topic of interest or concern.

CIFFA's Customs Committee

The CIFFA customs committee is actively engaged on many levels with the Canada Border Services Agency (CBSA) and the various other government departments (OGDs) involved with the CBSA in controlling the movement of goods. CBSA continues to augment and focus their programs on security-related factors and its reliance on EDI exchange of data for risk assessment purposes.

The customs committee plays a vital role representing the interests of all CIFFA members to ensure the design and implementation of these programs continue to reflect the commercial realities of freight forwarders and our clients, and to ensure that our ability to efficiently and economically facilitate trade and the movement of goods is not compromised.

The customs committee through on-going dialogue with regional committees also provides both operational feedback and strategic direction on CBSA programs to the CIFFA Executive.

All regular and associate members interested in this topic are invited to contact the Chair, Paul Courtney, President, Courtney Agencies, paul@courtney.ca

CIFFA Seafreight Committee

From humble beginnings as a shipper's agent, today's international freight forwarder is equally recognized as a 'carrier' when it enters into contracts of carriage with shippers by issuing its own (contract of carriage) marine or multimodal bill of lading such as the FIATA B/L. Whilst the distinction has created opportunities and benefits for the forwarder and their clientele, it has also created challenges in the commercial and legislative arenas. Even as an agent, the role of the international freight forwarder as a professional offering services for a fee has taken on a level of responsibility and liability far exceeding that which was envisioned in the past.

The CIFFA Seafreight committee's mandate is to protect and promote the interests of membership, active in the marine mode, and to inform and enlighten them on issues of concern, both regulatory and operational where these may impact their activities.

The CIFFA Seafreight committee is chaired by Larry Palmer, Ocean Freight Trade Manager of UPS Supply Chain Solutions. He can be reached at larry.palmer@ups.com

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