Working Together to Improve Border Management

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Canada/US trade

Primarily raw materials and components

Complex cross-border production system

We don’t sell to each other; we build together.
Canada is the #1 customer for US goods.

The US is the #1 customer for Canadian goods.
How did we get here?
Why is it important to improve border management?

Improving trade facilitation by half would increase world trade by nearly 15%.

Largest potential gain is in improving the soft infrastructure.
Dual purpose of border management

Bridges to trade facilitation and fences for regulatory control
What changes are needed in the soft infrastructure to lower barriers to legitimate trade while maintaining necessary control at the border?

Soft infrastructure is made up of capabilities embedded in human resources, social structures, and business and regulatory environments of border crossings that facilitate or impede international trade.
The Soft Infrastructure

- Leadership
  - Relationship management
  - Global horizon

- Collaborative Capability
- Interagency Cooperation
  - Mission alignment
  - Shared standards
  - Information integration

- Service Orientation
  - Differentiated services
  - Responsiveness
  - Trained personnel
“So, leadership makes a difference, which this is about. Leadership makes a difference.”

“...work on the relationship, the relationship, the relationship.”

“Some are like, ‘I want a little chunk of the profits here; I want to run him [a trucker] through my town.’ No, no, get beyond that.”

**Collaborative Capability**

1. Leadership
2. Relationship management
3. Global vision
Interagency Cooperation

1. Mission alignment
2. Shared standards
3. Information integration
Mission Alignment

The Canada Border Services Agency works to ensure Canada's security and prosperity by managing the access of people and goods to and from Canada.

We are the guardians of our Nation’s borders.
We are America’s frontline.
We safeguard the American homeland at and beyond our borders.
We protect the American public against terrorists and the instruments of terror.
We steadfastly enforce the laws of the United States while fostering our Nation’s economic security through lawful international trade and travel.
We serve the American public with vigilance, integrity and professionalism.
“There’s an issue around standards ... Canada would have to harmonize with the US. It’s not going to work. It’s cooperation – recognizing differences and then cooperating by respecting the way they do things.”

Pre-clearance information received via FAST program reported to be working to provide one view of commercial traffic.

Interagency Cooperation

1. Mission alignment
2. Shared standards
3. Information integration
“Most of the people coming through here are on legitimate business and are not a problem.”

“There are a lot of people in certain political appointments that don’t understand what’s going on here.”

“It makes a difference … That guy who lives in Wild Horse is probably one of the nicest ones in the country.”

Service Orientation

1. Differentiated services
2. Responsiveness
3. Trained personnel
Changes in the soft infrastructure can lower barriers to legitimate trade while maintaining necessary control at the border.
Lessons learned ...

1. Collaborative capability at the regional level is making a difference.
2. The private sector is leading the public sector in efforts to improve the soft infrastructure.
3. Interagency cooperation is a moving target. Commercial trade will have to work around this barrier in the near term.
4. The technology is largely in place to support better service at the Canadian/US border.
5. Continuing to build and strengthen the distributed network of local/regional efforts is the (only) way forward.
THANK YOU!

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