

Small Broker Connect

2026 CSCB National Conference – Gatineau, QC

A look at how the CSCB supports small brokerages and a candid discussion about where we might do better!

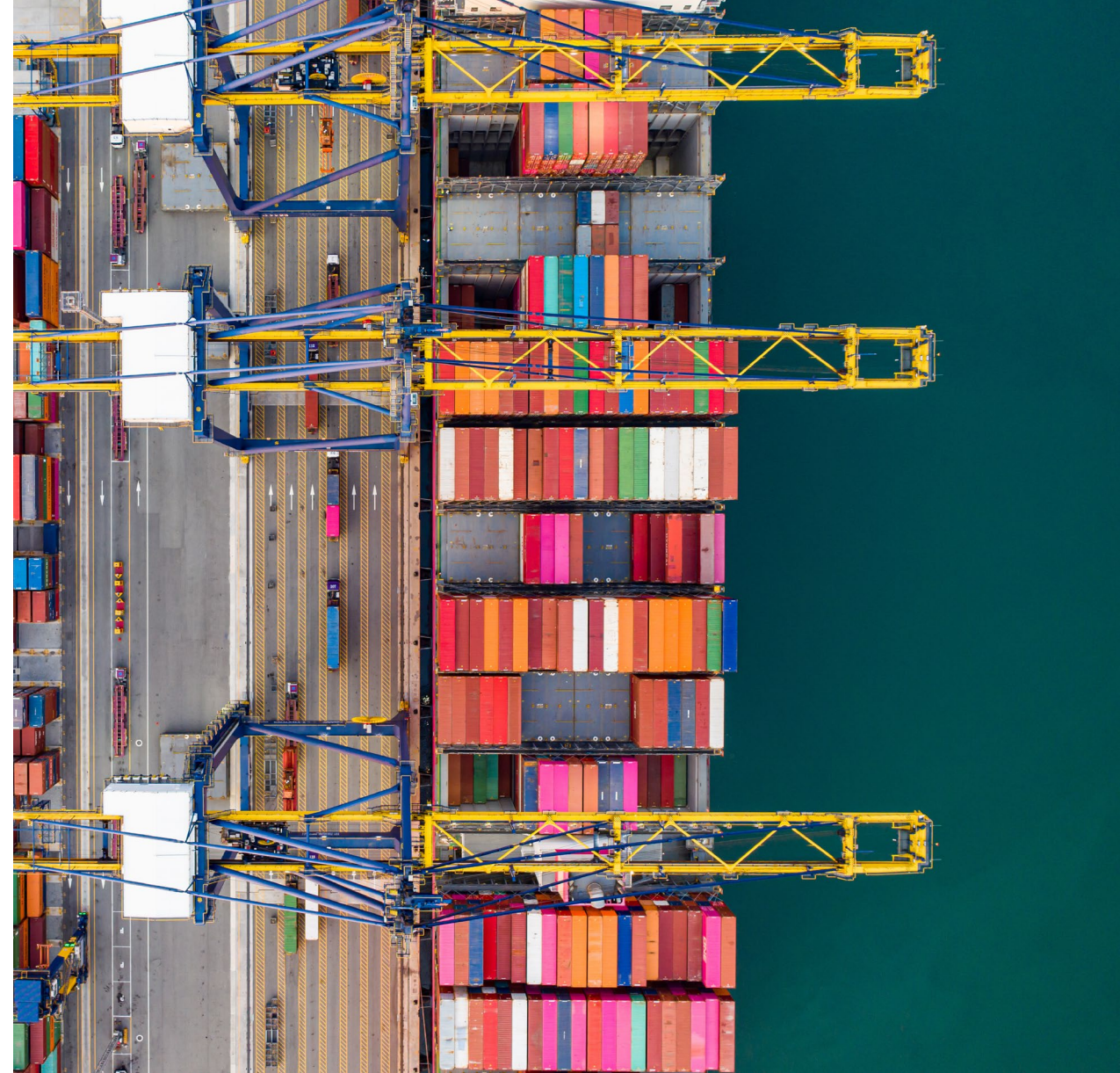
Agenda

1. The Issue(s)
2. Creation of the Small Brokerage Task Force
3. Preliminary findings
4. CSCB tools and supports
5. Discussion – what can the CSCB do to specifically support small brokerages?

The Issue(s)

Not all customs brokerages are the same.

- Do small brokerages face unique challenges that are not experienced by larger firms? If so, what are they?
- Are CSCB tools and services addressing the needs of small brokers? If not, what can be done differently?



September 2026

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Small Brokerage Task Force

January 2026: CSCB Board decides to strike a Small Brokerage Task Force to examine these issues and make recommendations about potential enhancements to CSCB tools and services.

Task Force members:

- Deborah Osborne – PF Collins Customs Brokers (chair)
- Paul Courtney – Courtney Agencies Ltd.
- Jasmin Habeebulla – BBE Expediting International Ltd.
- Kyle Hartwick – HOC Global Solutions Ltd.
- Derek Johnson – Welke Customs Brokers
- Cherie Storms – All Trade Customs Brokers

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Preliminary Findings

Who're you calling small, anyways?

- If we look at number of brokerage employees alone, more than 70% of CSCB members would be considered a small brokerage:

*Number of employees engaged in brokerage work 50%+	Total number of member firms in this category
1-10 employees	150
11-50 employees	36
51-100 employees	11
101 – 200 employees	4
201 – 300 employees	2
301 – 400 employees	2
400+ employees	2

*Self-reported numbers from CSCB member firms regarding the number of employees who work in customs brokerage at least 50% of the time. The CSCB uses this measure to help determine the annual renewal fees.

Preliminary Findings (continued)

The pressures are similar, but response options differ

- *All customs brokerage operations _ regardless of size _ faces similar pressures'*
 - HR (finding, hiring, training, and retaining qualified staff)
 - Keeping up with a complex and evolving legislative and regulatory landscape
 - Operating effectively while dealing with evolving IT requirements
- *For small brokerages, methods to address these pressures may be constrained by size'*
 - Insufficient staff to recruit, train and mentor new employees while maintaining regular operations
 - Lack of in-house expertise to monitor and interpret new regulatory requirements and translate them into plain language guidance for clients
 - Reliance on external IT service providers; lack of in-house IT expertise to identify and articulate requirements to service providers and government agencies to effect change

Preliminary Findings (continued)

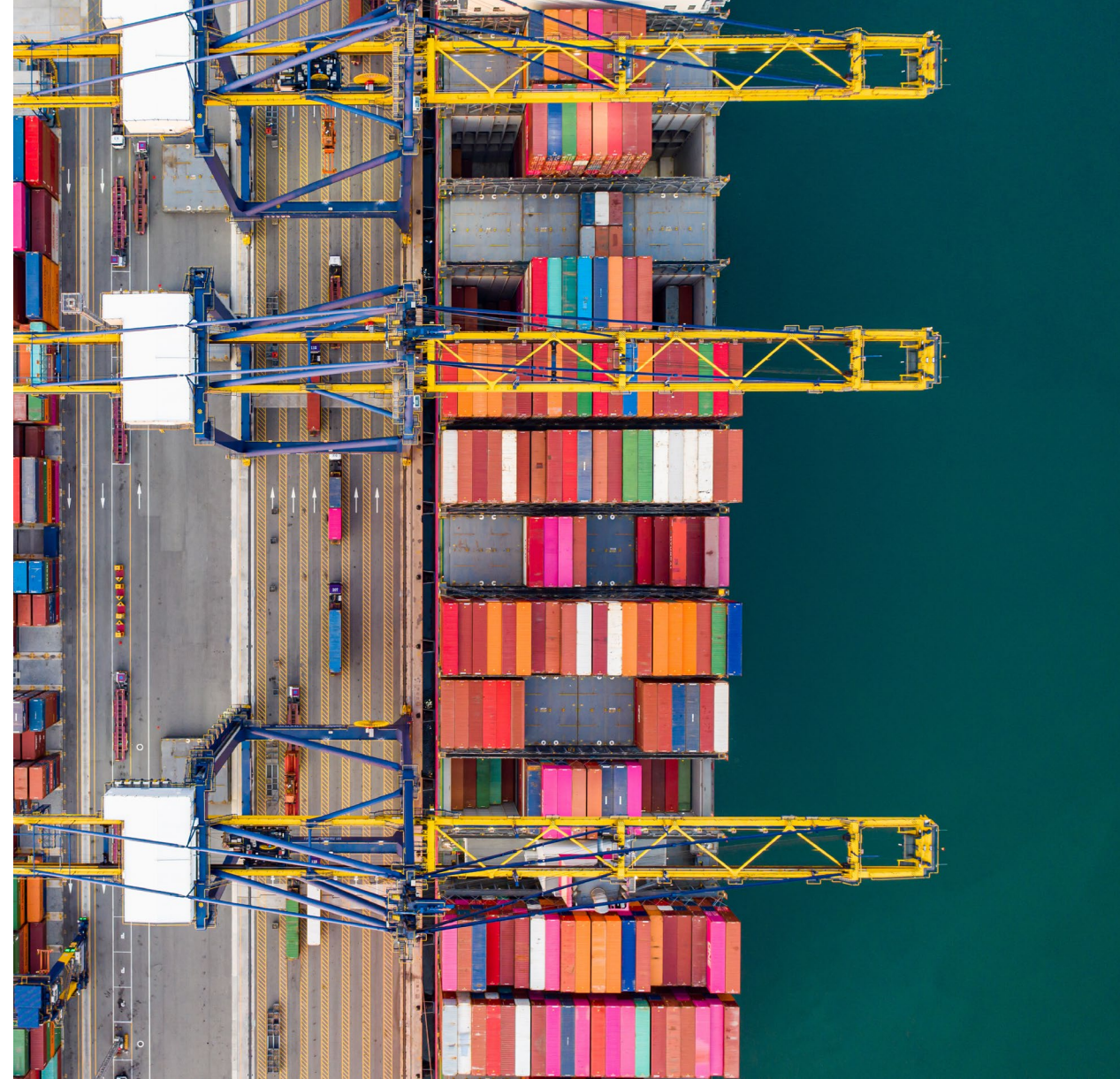
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CSCB Tools & Supports

Brokerages of all sizes have a range of CSCB supports available to them, including:

- **Professional development:** CCS; CTCS; Introduction to Canadian Customs and Border Procedures; micro-courses
- **Human resources:** FREE job postings; online HR resources and support through TwoGreySuits (TGS)
- **Legal:** General Agency Agreement (GAA) and Standard Trading Condition (STC) templates that are reviewed and updated regularly by CSCB's legal counsel to ensure compliance with legislation, regulations, and jurisprudence.



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CSCB Tools & Supports

Brokerages of all sizes have a range of CSCB supports available to them, including:

- **Insurance & Surety:** access to customs broker insurance and surety products through our preferred business clients, as well as access to group home and auto insurance
- **Advocacy:** a “seat at the table,” including on bodies such as the Commercial and Trade Industry Forum, and regular reporting on the results of those efforts
- **Expertise:** access to staff with decades of experience in customs brokerage, and a well-developed network of government contacts to help source answers to thorny questions

Discussion

What can the CSCB
do to specifically support
small brokerages?



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Tell us what you think!

Access a short survey about small
broker challenges through this QR code:

