

BUILDING THE COLD CHAIN IN AFRICA



The need is there, but is the market ready?

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Forum Connects
Industry with Policy
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Increases Risks for
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About the Cover

Sierra Supply Chain in Hamilton, Ontario, Canada, is constructed by Tippmann Innovation with a focus on energy efficiency, advanced warehouse management and value-added services to refrigerated food providers. The 65-foot-tall building boasts nearly 250,000 square feet of storage space and 30,000 square feet of food processing space. (Photo courtesy of Tippmann Innovation.)



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The great work of CEBA member companies is highlighted in the GCCA Cold Chain Innovation Showcase & Buyers Guide, included with this month's *COLD FACTS* magazine. The guide features 12 pages of IARW and CEBA members providing the very best solutions for construction or modernization of any facility – from design and construction services, architecture and engineering, low-charge ammonia systems, automation solutions, floors, doors, panels, insulation, racking, forklifts and more.

Also included in the GCCA Cold Chain Innovation Showcase & Buyers Guide is an overview of last year's CEBA Built by the Best Award finalists. See how they're working to advance the cold chain through innovative design, construction and modernization of new facilities.

This year, a record-breaking seven facilities will be showing their projects and competing for the 2021 Built by the Best Award during the 41st CEBA Conference & Expo – the only event in the world dedicated to best practices in controlled environment facility construction, design and maintenance – being held November 2-4, 2021, in Las Vegas, Nevada. An overview of the event can be found on page 32.

Growth of the industry is being felt everywhere, especially in Africa. This issue's feature article (page 14) highlights the huge opportunities and very real challenges of growing and strengthening the cold chain throughout the African continent. Hear from experts on the ground and companies looking to drive cold chain development in the region.

This rapid growth in the industry is also reflected in the record number of companies joining CEBA over the past year. We're excited to welcome many new companies into the fold so together we can work to advance the cold chain and keep perishable items safe around the world.

Here's to another year of continued work and success for the industry,



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COLDFACTS

COLD FACTS magazine is published every other month by the **Global Cold Chain Alliance (GCCA)**, an organization that unites partners to be innovative leaders in the temperature-controlled products industry. The GCCA Core Partners are:

The **International Association of Refrigerated Warehouses (IARW)**, which promotes excellence in the global temperature-controlled warehouse and logistics industry.

The **World Food Logistics Organization (WFLO)**, which delivers education and research to the industry and empowers economic development by strengthening the global cold chain.

The **International Refrigerated Transportation Association (IRTA)**, which cultivates, fosters and develops commercial and trade relations between all those engaged in the transportation and logistics of temperature-controlled commodities.

The **Controlled Environment Building Association (CEBA)** represents the design and construction industry specializing in temperature-controlled facilities that prioritize product safety best practices. We are the source for best practices of building and maintaining the thermal envelope.

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Design by SWALLIS Design, San Francisco, California, USA.

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GCCA members and staff outside the U.S. Capitol prior to briefing congressional staff.



COLD CHAIN POLICY FORUM CONNECTS INDUSTRY WITH POLICY MAKERS

*GCCA members led briefing for
40 Congressional House and Senate staff.*

By Lowell Randel

The Cold Chain Policy Forum, July 26-28, 2021, was GCCA's first major in-person event since March 2020. Over 110 people registered, which is larger than the number in 2019 the last time the Policy Forum was held in-person. The strong turnout demonstrates the demand for members to meet and reconnect as the industry recovers from the pandemic.

This year's Policy Forum included some new initiatives and showcased GCCA's expanded advocacy efforts. In addition to meeting with agency officials, the event featured high-level

keynotes and included a trip to Capitol Hill to conduct a briefing on issues impacting the food supply chain.

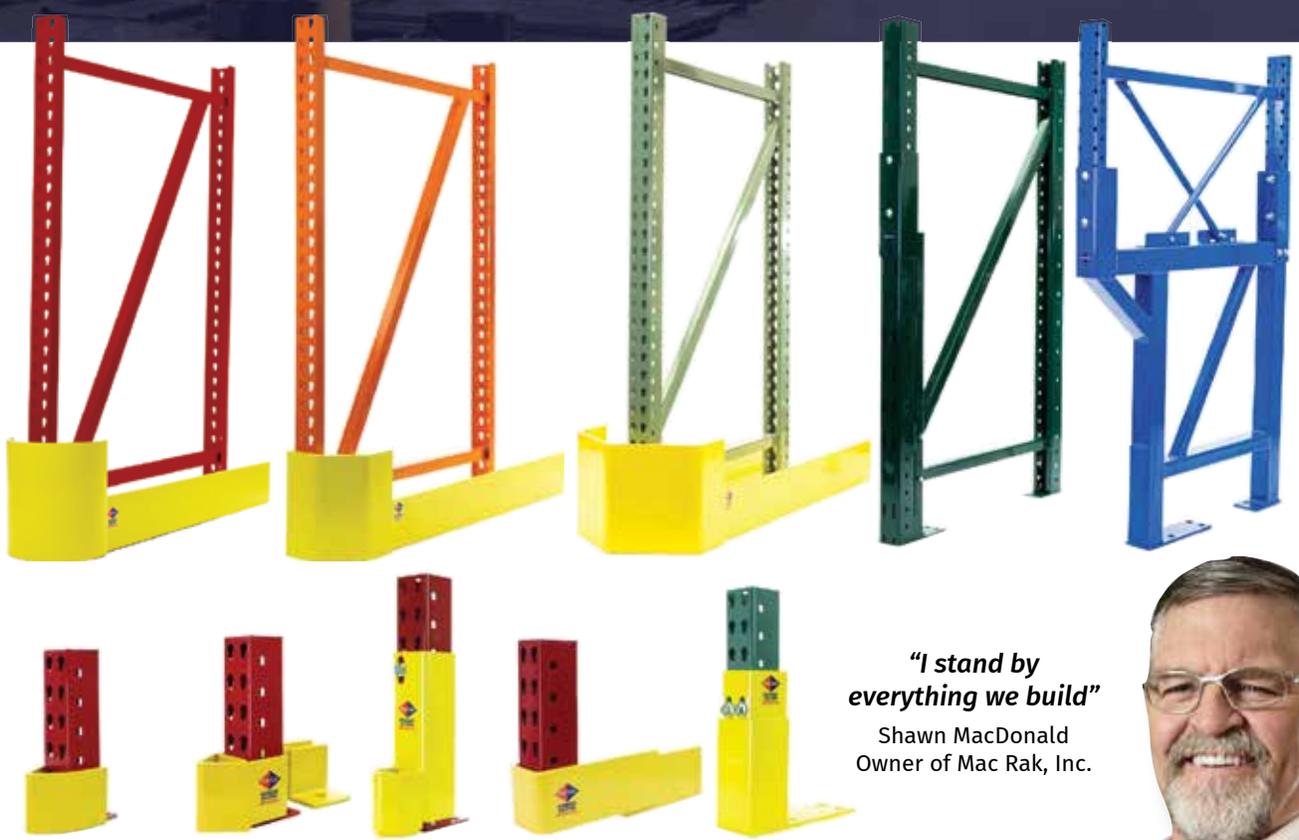
Keynote Speakers

The event began with an opening keynote session with Republican Sen. Mike Braun of Indiana. Sen. Braun currently sits on key committees important to the cold chain including the Agriculture Committee, Budget Committee and the Health, Education, Labor and Pensions Committee. Sen. Braun spoke about the current environment in Washington, D.C. and shared his perspectives on working in a closely divided Senate.

Before joining the Senate, Sen. Braun was actively involved in the logistics industry, so he understands the unique challenges of the supply chain. He discussed his concerns about legislation such as the PRO Act and proposals that would



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One of the new features of the Policy Forum is recognizing Congressional leaders who support policies that will strengthen the cold chain. GCCA is pleased to announce that Sen. Braun was awarded the inaugural Congressional Cold Chain Champion Award for his leadership in the Senate.

The Policy Forum also included a keynote session with Will McIntee, Associate Director of Public Engagement at the White House. McIntee plays a key role in building relationships between industry and the White House. The Biden Administration has made supply chain policy a high priority and McIntee spoke about COVID relief programs under the American Rescue Plan as well as Administration efforts through an Executive Order on Supply Chains and the newly created Supply Chain Disruptions Task Force. He highlighted opportunities for the cold chain industry to engage with the United States Department of Agriculture and the White House as the Administration considers additional initiatives to strengthen the supply chain.

Agency and Partner Education Sessions

In addition to keynote sessions with high level officials, the Policy Forum also presents an opportunity for members to engage with key agency representatives and other partners to discuss a variety of policies impacting the cold chain. This year, participants had the opportunity to meet with representatives including:

- **Paul Kiecker, Administrator of the USDA Food Safety Inspection Service (FSIS)** – Administrator Kiecker spoke about the agency’s current efforts to ensure food safety while supporting imports and exports, including new developments with the PHS system.
- **Larry McGowan, Supervisory Industrial Hygienist, Directorate of Enforcement Programs, Occupational Safety and Health Administration** – McGowan discussed the latest OSHA guidance related to COVID in the workplace, the Emergency Temporary Standard for Healthcare and the National Emphasis Program focused on enforcement of COVID safety practices in the workplace.
- **David J. Osiecki, President, Scopelitis Transportation Consulting** – Osiecki described transportation policies being considered by the Biden Administration



Sen. Mike Braun is presented the inaugural Congressional Cold Chain Champion Award for his leadership in the Senate. From left to right, GCCA President and CEO Matt Ott; IARW Board Member and President & CEO of MW Cold, Tim Siddiq; Senator Braun; and Rob Adams, Partner, Tippmann Innovation.



GCCA’s Lowell Randel (left) with keynote speaker Will McIntee, Associate Director of Public Engagement at the White House.



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At the Congressional supply chain briefing. From left to right: Dave Aschenbrand, Bridge Industrial; Kurt Liebendorfer, Evapco Inc.; Don Durm, PLM Trailer Leasing; Lowell Randel, GCCA; Florian Buchner, Wagner Fire Safety.

and offered suggestions on how transportation companies can navigate these issues. He also outlined what to expect in pending legislation such as the Surface Transportation Reauthorization.

- **Deanne Grant, RMP Coordinator for the Office of Emergency Management, Environmental Protection Agency** – Grant shared how EPA is considering additional rulemakings for the Risk Management Program. EPA is working to better address the impacts of climate change on facility safety and protect communities from chemical accidents through potential revisions.
- **Jeremy S. Schneider, Principal and Office Litigation Manager, Jackson Lewis P.C.** – Schneider provided an overview of key labor initiatives being considered by the Biden Administration including efforts by the Department of Labor and National Labor Relations Board to advance policies promoted by organized labor.
- **Robb MacKie, President and CEO, American Bakers Association** – MacKie discussed the importance of collaboration and partnerships. He highlighted the successful work of the food industry during the pandemic to engage with policy makers on the needs of the food supply chain, mitigating disruptions and

opportunities to work together in the future.

Congressional Supply Chain Briefing

As part of GCCA's expanded advocacy efforts, the association incorporated Congressional meetings into the 2021 Policy Forum agenda.

Due to COVID protocols, movement around Congressional buildings continues to be tightly controlled, so a Congressional staff briefing was determined to be the most effective way to reach the largest number of Congressional offices. GCCA members began their visit to Congress by meeting with Senate Agriculture Committee staff to hear about the latest food and agriculture policy issues being considered. GCCA members then led a briefing for 40 Congressional staff from House and Senate offices regarding issues impacting the food supply chain. Members had the opportunity to share their perspectives and experience on topics including supply chain technology, labor constraints, regulatory flexibility, infrastructure and pandemic relief.

GCCA provided Congressional staff with a one-page document outlining policy recommendations and key issues including:

- Increased support for continued development and implementation of supply chain technology, including the strengthening of cyber security across the food industry.

- Regulatory flexibility to address current and future supply chain disruptions and shifts in consumer patterns.
- Improved FSIS policies and capacity including increased FSIS personnel, identifying alternative methods for achieving veterinary signatures and revision of the "50 mile" rule for import establishments.
- Support for workforce development initiatives and policies to address labor challenges across the food supply chain.
- Ensure COVID relief programs and funds assist food supply chain companies.
- Utilize 2023 Farm Bill to comprehensively address food supply chain policies.

Despite the challenges of conducting a meeting in a pandemic environment, the GCCA Cold Chain Policy Forum was a success. All speakers participated live and in-person, and members had the opportunity to reconnect and engage directly with policy makers.

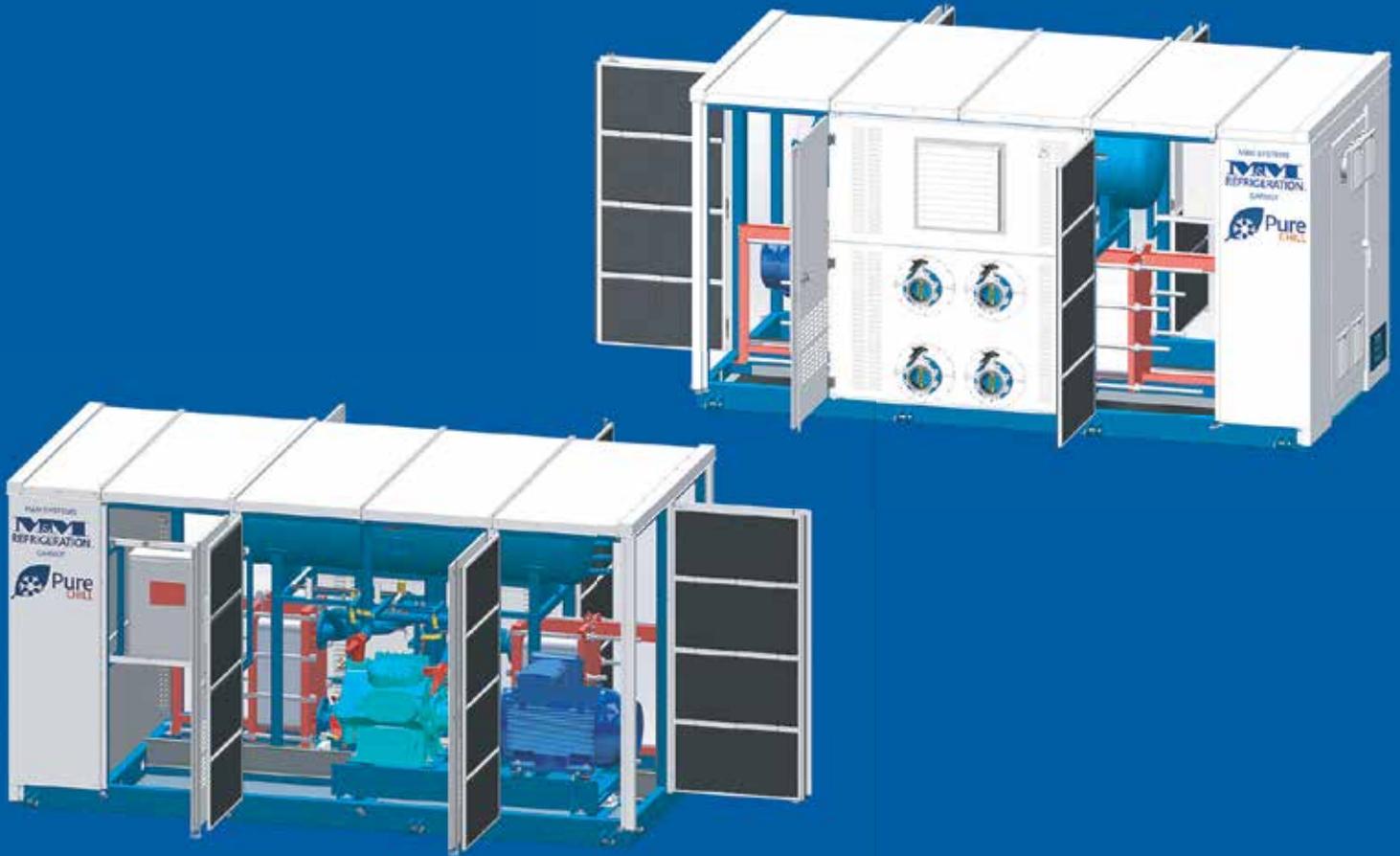
GCCA looks to build on the success of the 2021 Cold Chain Policy Forum and its expanded advocacy efforts in the years to come. ☺

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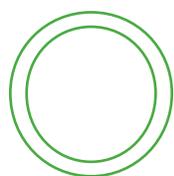
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By Alexandra Walsh



BUILDING THE COLD CHAIN IN AFRICA

The need is there, but is the market ready?



On average, 50% of the food produced in African countries is wasted – an amount that could feed 300 million people. According to the Food and Agricultural Organization of the United Nations (FAO), this is mainly a result of the inefficient supply chain infrastructure within the agricultural sector where in sub-Saharan Africa alone, more than 60% of the population are smallholder farmers.



Cold storage warehouse under construction in Africa. (Photo courtesy of Relog.)

and is a cold chain technical advisor to GCCA. “Food production is almost nonexistent, logistical costs will never go down, not to mention the infrastructure issues.”

Eason believes the number one factor companies looking to build or operate temperature-controlled warehouses in Africa need to understand is that the fundamentals on which the 3PL model is based – infrastructure and logistical systems, the water and sewer systems – are all substandard.

Energy and Other Constraints

In most African countries, electricity costs are very high and outages are common, especially in remote farming areas, says Carsten Thorsen, CEO, CT-Technologies, a Danish design/build company that has been operating in Africa for nearly 20 years.

“Having a cold storage facility without a back-up electrical solution is sometimes a challenge,” Thorsen says. “At the same time, many builders without cold storage experience are constructing facilities with inappropriate materials. This leads to huge energy consumption, which further demotivates the use of temperature-controlled warehouses.”

Apart from changing from freon units to ammonia systems, Thorsen said many operators are now choosing 200 mm PIR insulation rather than 150 mm as they had before. He notes solar power is discussed but has not yet broken through.

“Using solar panels to produce electricity could be a solution, especially if the country’s grid system can take the extra energy produced during the day to be used during the night – a net metering system,” Thorsen says.

Many cold stores used to be refrigerated by several split units with freon, but now many users are moving to central ammonia systems, which offer 30 to 40% savings on electricity, Thorsen explains. “This means a lot in Nigeria, for example, where the public power supply is very unreliable, and the plants are running on diesel generators most of the time.”

Building and Costs

“To start with, I highly recommended using the appropriate material in construction that can save and maintain the temperature inside the facilities for some time when the elec-

tricity is out,” says Thorsen.

He adds that today, goods in warehouses in most African countries are traditionally stacked on the floor. “Room height used to be 6 meters (20 feet) but now I also see 8 meters (26 feet) – racking is rarely considered.”

When it comes to cost, Thorsen explains building materials and spare parts are still not available in most of African countries, which leads to high prices because of importing these materials.

“Most of the technology and skills are imported, as there are limited local resources outside of South Africa” Benatar says. “And the high cost of the imported building materials is exacerbated by high import duties and government bureaucracy, which adds to costs, delays and difficulty developing world-class facilities.”

“In Africa, because of energy and inadequate transport infrastructures, you need self-sufficient, small, prefabricated facilities at production/recollection zones, which normally are far apart from consumption and export areas,” says Manuel Cabrera, Executive Managing Director, Technical Operations for Ifria, an integrated cold chain development company in North and West African markets. “In consumption zones, more traditional cold facilities are required in order to combine import/export, distribution and other cold storage services to optimize these facilities.”

Cabrera says African markets need robust capable facilities and logistics built to modern standards but not overdesigned nor over automated as the market simply isn’t there yet.

“There are needs everywhere but it is important to stay focused on serving demand and that is HRI (hotel restaurant institutional) and modern grocery retail and bulk commodity storage for leading agri-producers,” says Cabrera. “Facility design should include robust and modern facilities and logistics offering value added services, notably pre-cooling, which is almost absent from the African market and necessary to unlock export potential.”

Last Mile/First Mile

With the increase in online shopping resulting from the pandemic, Benatar says there has been an enormous increase in

“The benefits of temperature control and maintenance of the cold chain are often seen as nonessential and a luxury in different parts of Africa,” explains Gary Benatar, CEO of Relog, a design/build firm headquartered in Cape Town, South Africa. “Building a temperature-controlled warehouse or distribution center is just the first part – you have to look at the complete supply chain, including transportation and the retail environment.”

Benatar notes that often African consumers do not have a refrigerator in their home, and food is purchased in quantities for immediate consumption. “This also means the long-term shelf life that we value in products is irrelevant in these markets,” Benatar says.

“Our customers are not ready yet,” says James Eason, who worked in Africa for years



Warehouse construction underway in Ghana for Trust Link Ventures Limited, a fish import/resale trading company that currently runs its operations from rented facilities. (Photos courtesy of CT-Technologies.)

scooters and other smaller vehicles making last mile deliveries in cities in South Africa and other countries. “However, the maintenance of the cold chain in the last mile is poor with no refrigeration, sometimes some insulation and the addition of dry ice (or eutectic plates), but that is the exception rather than the rule,” he says.

“Last mile is really hard for distribution purposes,” says Cabrera. “Besides consumer purchasing behavior and low cold chain culture, you have to deal with traffic volumes, restrictions and regulations, downtown tonnage restrictions, delivery time windows and noise regulations.”

Cabrera says when it comes to first mile origin, there is inefficient or almost no cold storage infrastructure, package houses and post-harvest facilities, and up to 50% of foodstuffs are lost. “As a result, farmers have to sell at much lower prices, food quality is worse and has a lower commercial life span,” he notes. “First mile cold chain infrastructure is one of the best investments for developing countries as it increases domestic production with higher standards, produces more consistent foodstuffs with longer shelf life, and those countries can substitute imports with domestic production and even export, should the products meet consumer requirements.”

“With respect to first mile delivery, in most cases this is better controlled by the manufacturer and retailer in a formal market, and most reputable manufacturers with brands to manage will control the cold chain if necessary,” Benatar explains. “However, in informal markets and with informal farmers, the route

to market and the control of the cold chain is poor. There is a drive to improve this in most of Africa, and an opportunity exists.”

Thorsen says while the lack of a cold chain makes first mile practices to extend the life of perishable products challenging and not very common, this is slowly starting to change with the help of visionary entrepreneurs.

The Visionaries

“Our vision is an interactive cold chain from first mile to end customer that is built with international expertise to the highest industry standards for cold storage to ensure compliance with international certifications,” says Matthew Meredith, Executive Managing Director, Operations at Ifria. “However, this does not necessarily mean the assets need to be very expensive. Facilities must be robust and not overengineered, with a simple and efficient operational layout.”

Matthew says Ifria has two integrated cold chain solutions.

The first are cold hubs – more sophisticated assets designed for airports, maritime ports or agri-business industrial zones. The hubs offer efficient renewable energy integration with phase I capacity for 5,000 pallets and direct cross-docking and other value-added services related to cold storage. The Phase I design integrates planned expansions.

The second integrated cold chain solution is a first-mile network of on-farm, remotely monitored, post-harvest modular cold storage units capable of hold 1000 tons or 1000 to 2000 tonnes, and available to growers as needed. Ifria accomplishes this through partnerships with first mile producers.

“We develop with ecosystem partners, programs intended for grant support that focus on an innovative business model that brings smaller-scale cold chain assets into



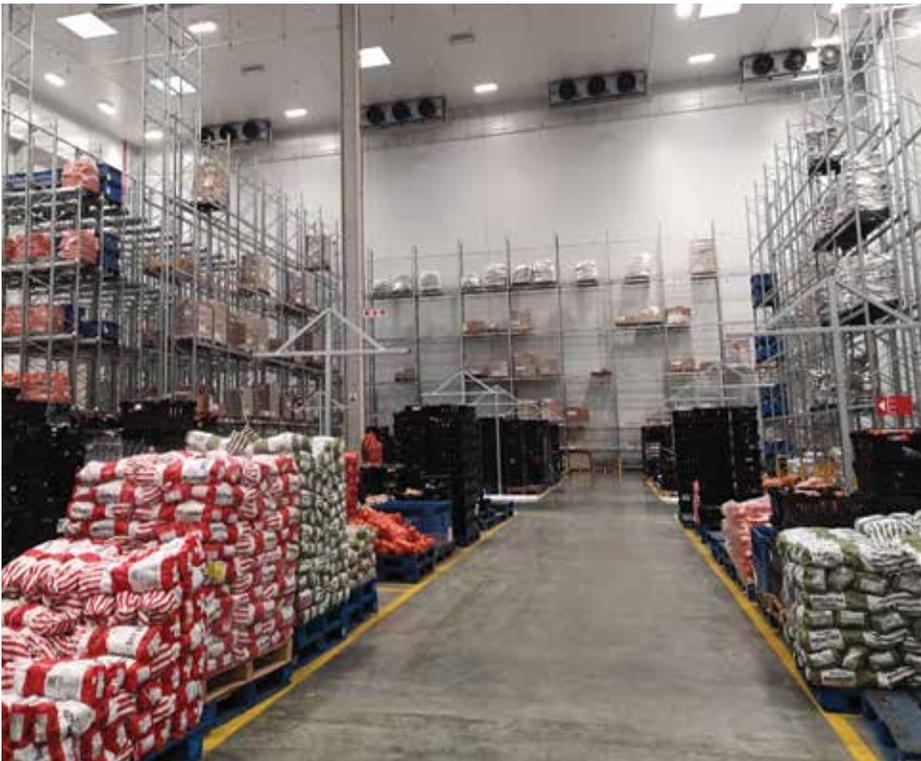
We2 Fisheries in Ghana. (Photo courtesy of CT-Technologies.)

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Cold storage facility in Africa. (Photo courtesy of Relog.)

an integrated model,” says Meredith. “I’m optimistic about building the cold chain in Africa. The need is here, there is a willingness to pay, we’ve done it before, and we have the people who know how to build a cold chain in emerging markets with capital and development partners who are willing to support this growth.”

Growing Interest

The interest in Africa in building temperature-controlled warehouses for horticultural needs is growing, according to Thorsen. “Some farmers are more interested in showing the quality of their products to exporters, while others want to reduce the waste and product loss, but overall, there is still a big need for solutions.”

Thorsen adds, “There is a future vision of Africa becoming the center of agriculture – the tropical fruits are the best quality in the world and of interest to many investors looking to establish cold chains to reduce the considerable loss of fresh fruit and vegetables. With more awareness and investment, the future looks promising in having more temperature-controlled facilities accommodating different products.”

As for frozen food cold storage, Thorsen believes the demand is stable for now but will be expected to increase as cold chains improve.

Benatar agrees there is increased interest in building temperature-controlled warehouses in Africa. “There are some special funding opportunities through the World Bank and developers are seeing this as an opportunity,” he says.

“As the density of cities grows and the traffic congestion increases, the move to more formal trading will increase and so will the requirement for cold chain infrastructure,” Benatar says. “The pandemic and vaccines have also increased this requirement.”

Benatar believes the cold chain in Africa will continue to grow as supply chains get longer and more controls are put in place to ensure better quality and freshness for consumers. “Eventually, these countries will legislate food safety,” he says.

Meredith notes cold chain studies conducted by Ifria indicate as markets move from “informal” (currently 80%) to “formal” structures, food hygiene regulations increase, driving up demand for cold chain. Also, major international food retailers are expanding in the region which is driving food value chains



GCCA IN AFRICA

GCCA works throughout Africa to strengthen the cold chain and maintain product integrity and quality between rural areas and more populous cities. Member services in the region range from post-harvest technical assistance to international connections for companies involved in the importing and exporting of temperature-controlled products. For more information, contact Lizelle van der Berg, Director of GCCA South Africa, lvanderberg@gcca.org, +27 72-225-9820.

to improve quality and services. Meredith says this elevates the quality of the entire market.

“Building the cold chain in Africa creates business opportunities along the supply chain, starting from the smallholder farmer to the sophisticated retailer,” says Meredith. “At the end of the day, an interconnected African cold chain can deliver profitable investment returns linked to broad-based impact and will help achieve a better standard of living in Africa.” 🌐

ALEXANDRA WALSH is a Senior Publishing Consultant with Association Vision and Editor-In-Chief of COLD FACTS.

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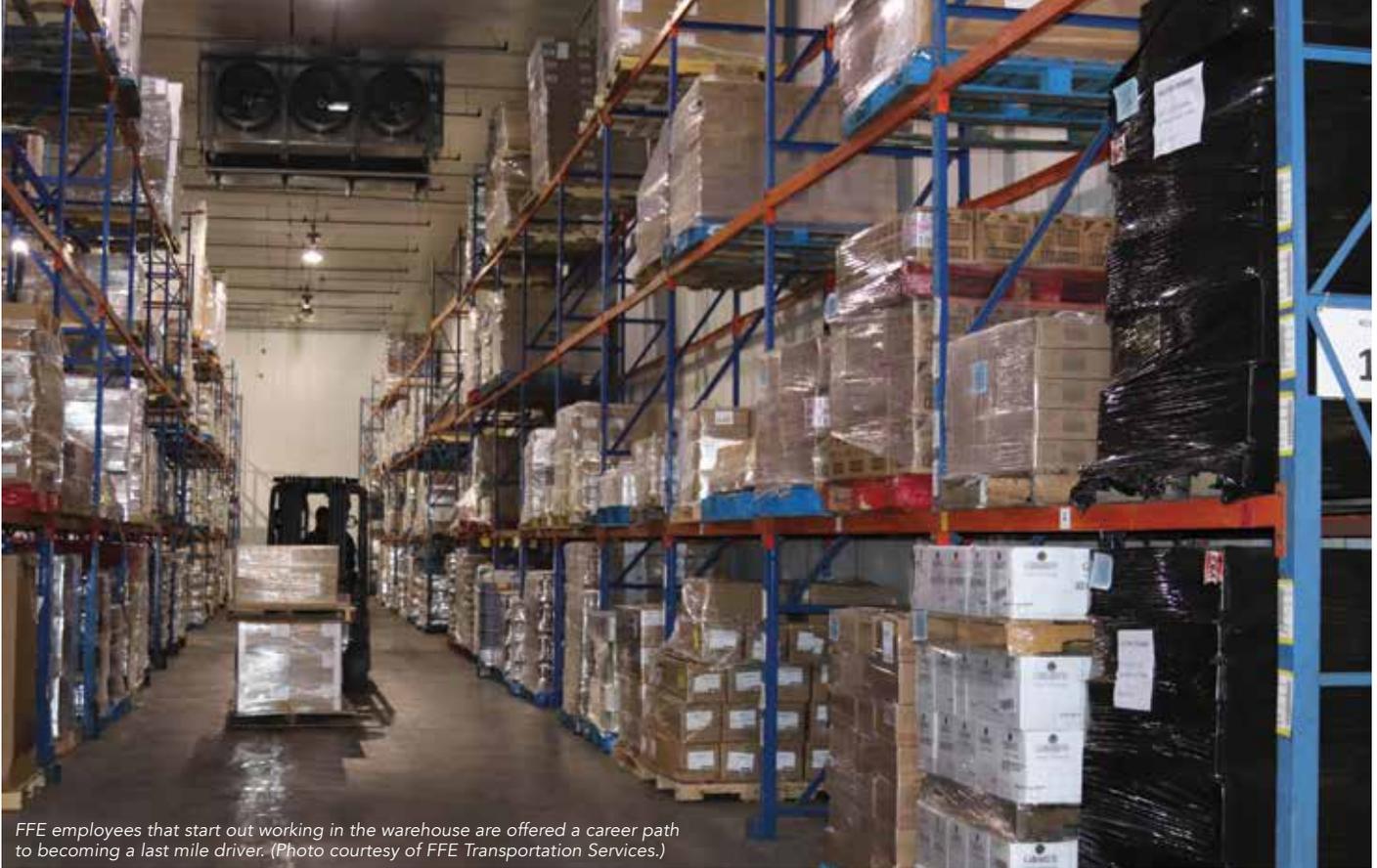


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FFE employees that start out working in the warehouse are offered a career path to becoming a last mile driver. (Photo courtesy of FFE Transportation Services.)

LAST MILE DELIVERY CHALLENGES

Lack of labor is the biggest issue on both sides of the border.

By Karen E. Thuermer

Last mile logistics have faced myriad issues because of the global pandemic. Massive vaccine shipments coupled with online shopping and quick delivery expectations – the result of the “Amazon effect” (Amazon’s free two-hour grocery delivery scheme implemented in October 2019) are major factors impacting last mile transport. Another enormous one is labor.

“As you look at the impact of COVID-19 on supply chains, every step of the process has been impacted by labor,” comments Amy Gerber, Vice President, Foodservice Solutions at Lineage Logistics. “Manufacturers, ports, brokers, 3PLs and distributors – all of us are trying to hire the same warehouse and driver labor.”

On the road, last mile delivery is arguably the most difficult driving job in the industry. “The driver must navigate tight parking lots,

customers’ cars in those same tight parking lots, and drive-throughs,” Gerber says. “They off load the truck by hand in snow, rain, ice, extreme cold and heat, all while representing the company they deliver for and the customer they are delivering to. Most foodservice customers don’t want a tractor trailer in their parking lot during business hours. Add in early morning or late night/overnight deliveries, and the work hours become even more undesirable.”

Although there is a lot of interest today in just-in-time logistics in retail, Gerber points out that last mile delivery has traditionally been a “just-in-time” model. She offers restaurants as a good example since they depend on last mile, or just in time deliveries as they cannot carry large inventory to support multiple days between deliveries.

“They also do not have a lot of space in their back of house,” she says. “Unlike an Amazon order that most people place, we are delivering large amounts of cases to a restaurant typically within 36 to 48 hours of order placement. Customers order to consumer demand, and we must be flexible to their needs.”

COVID-19 particularly put a strain on the supply chain in early 2020, when consumers stopped eating out.

“The clock was ticking on shelf-life expirations, there was pressure from manufacturers who had already produced inventory and a

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workforce very unsure of the safety of going to work,” Gerberi recalls.

“Then, as fast as the supply chain stopped, it whiplashed back; exponentially and unexpectedly,” she adds. “As areas of the country re-opened, demand surged. Every step of the supply chain, from manufacturers to last mile distributors, found challenges in getting enough labor, supplies and equipment in place as quickly as was needed to meet demand and customer obligations.”

She also emphasizes the importance of retaining employees. “Without warehouse team members and drivers, we cannot meet basic expectations of service,” she says. “In addition to being an awesome place to work, the work hours, physical demand and pay need to be competitive to attract talent.”

Box Truck Challenge

Travis McCain, Vice President of Sales for FFE Transportation Services, Inc., says capacity concerns, lead time and driver availability all play into the equation and are compounded by inventory shortages and the intensity with which many shippers must produce and ship immediately.

“In speaking with many of our customers, there is a great challenge in producing the desired amount of product that consumers are demanding,” McCain says. “Low inventory levels are causing shipments that may have traditionally been shipped from one location in the United States to another now come from several different locations nationwide. This creates a dramatic challenge in securing capacity.”

FFE Transportation Services has been addressing last mile issues since 2018, when it implemented a new division called KoolShot Expedited. It focuses solely on first and final mile opportunities that were occurring along with market growth across the industry.

“We saw that customers wanted urgent deliveries and that home delivery for food programs was starting to take off,” he recalls. “We recognized an opportunity to provide that same service, but from a big box perspective, in other words, providing shippers another level of service that wasn’t readily available.”

KoolShot provides same-day, next-day and flexible deliveries from single packages to shipments up to 7,000 pounds. The service utilizes 17-foot, multi-temperature refrigerated box trucks that can operate at all dock heights.

“Every step of the supply chain, from manufacturers to last mile distributors, found challenges in getting enough labor, supplies and equipment in place as quickly as was needed to meet demand and customer obligations.”

AMY GERBERI, *Foodservice Solutions at Lineage Logistics*

“We have a highly trained driver base that’s focused on safety and timely service,” McCain says.

With a concentration on transporting pharmaceuticals and food grade products, KoolShot also operates in regional sections, delivering meals to schools and foodbanks from Philadelphia to locations in New Jersey, North Carolina, Florida and Texas. “Final mile deliveries from shippers to actual end customers, along with TSA certified drivers and their ability to deliver or pickup pharmaceuticals at the major airports, has provided a much-needed solution to our customers.”

And today, the service is branching beyond expedited services to provide out-of-product services that are needed by many restaurants and fast-food operators. “We can deliver to many stores quickly and on one truck,” McCain says.

KoolShot Expedited also arranges for deliveries to hospitals, schools or food banks – small market segments that many transport companies do not service. “The business rounds out our service offerings,” he says. “It’s a true complement to our customers, particularly since we are able to hire non-CDL drivers,” he says.

This is a huge advantage for individuals without a commercial driver license (non-CDL) who do not want the experience of driving a larger unit, want to be home nightly, yet still make a decent living, notes McCain. He adds, the company attracts these individuals through the three driver academies it offers across the United States.

“We put these individuals in our classes in conjunction with a local community college and they can earn credits towards an Associate degree,” he explains.



FFE Transportation Services implemented a new division called KoolShot Expedited that focuses solely on first and final mile opportunities. (Photo courtesy of FFE Transportation Services.)



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The company, McCain says, has had great success with the program. "It allows drivers the option to be home nightly, every other night, or run a long-haul network," McCain says. As a result, he says the company can provide a path to a good long-term career.

"FFE Transportation Services also finds that they can offer individuals a career path that starts out working on the docks, moves up to KoolShot Expedited and then into our big trucks," McCain says. "It gives them a clear outline of what they can do with their career."

Canadian View

Canada is experiencing similar issues with last mile deliveries. There, too, the biggest issue is labor.

"This has been particularly difficult during the pandemic because of generous governmental programs," says Catherine Lambert, Communication and Employer Branding Strategist for Congebec Logistics.

"Workers are staying at home under the CERB (Canada Emergency Response Benefit) rather than looking for work," she says.

She adds the pandemic also highlighted how logistics companies must compete for labor against big tech companies such as Amazon that offer glamorous employer branding.

"Competing for labor against such companies in a market where workers are less available makes it even more challenging for our cold supply chain, especially when glamour is not easily associated with our industry and work conditions in cold environments are not for everyone," Lambert says.

Tech Offerings

While not a panacea for correcting labor issues, technology is a playing big role in cold chain operations and offers solutions to some of the problems impacting the industry such as tracking and tracing shipments.

"For example, consumers can scan their eggs to ensure they are still good for consumption, but they can also know which farms they came from and the cold chain through which they traveled," says Lambert. "Consumers now have a better visibility on the entire food supply chain and can see that their product has transited through the cold chain. They can see the whole picture of food transit."

This is important since consumers do not have a direct line of communication with companies utilizing this technology in the cold chain. However, QR traceability, Lambert says, is a game changer.

"Information availability will become important in our industry because we will be visible to the end consumer and because that information may bring new changes in consumption," Lambert says.

Automation is also critical to the future of the cold chain industry as it helps ensure efficiency, food safety and sustainability in customers' extended supply chains. Gerber stresses how Lineage Logistics works continually to improve the manual warehouse and last mile delivery processes for its team members.

The company utilizes a process called Dynamic Profiling, which gives it the ability to adapt to a wide range of customer needs. Automated Storage and Retrieval Systems technology also move products seamlessly through multi-level and high-bay locations, maximizing storage density and reducing service times. 🌀

KAREN E. THUERMER is a freelance writer based in Alexandria, Virginia, who specializes in economic and logistics issues.

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HIGH-BAY WAREHOUSE FOR DEEP FREEZE INTRALOGISTICS AT ITS BEST

In Burley, Idaho, NewCold celebrated the grand opening of one of the largest frozen storage facilities of its kind. This impressive project includes a high bay warehouse with 90,000 pallet positions supplied by SSI SCHAEFER.

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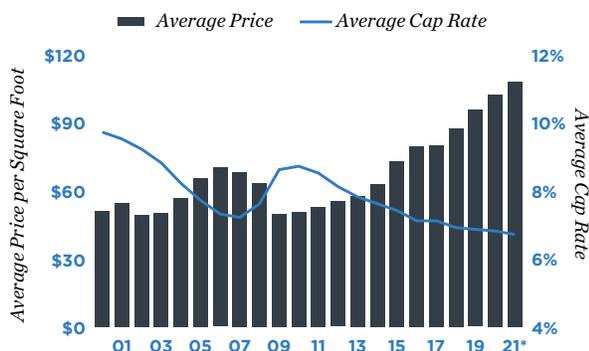
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2021 Midyear Industrial Outlook Report

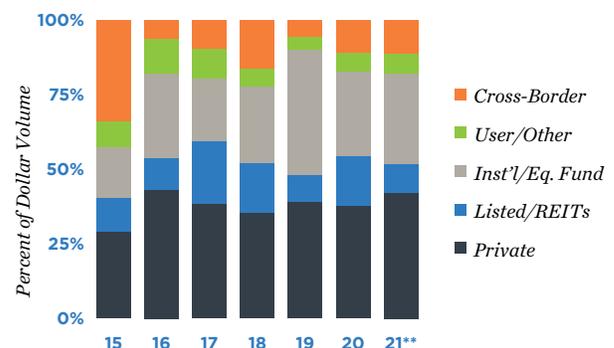
The Global Health Crisis dramatically reshaped the commercial real estate climate, shifting supply, demand, investment and capital trends. To help investors realign their strategies, Marcus & Millichap delivered this report covering the midyear outlooks for the Industrial sector. Here is our summary of the 2021 Investment Outlook:

- **Local service markets bolster sales velocity.** The October 2020 through March 2021 stretch was the strongest six-month period on record for deal flow as buyers' risk tolerance shifted back to pre-pandemic levels.
- **Investors adjust coastal criteria.** Bullish expectations for global trade are fueling buyer confidence in port markets.
- **Trading elevates in most populous state.** Vacancies on par or below the national average and proximity to sizable resident bases are drawing buyers to California markets.

Sales Trends



Buyer Composition Trends



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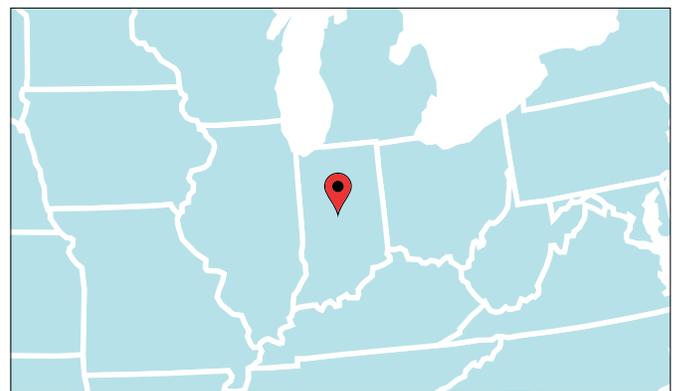


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RISE IN CYBERCRIME INCREASES RISKS FOR COLD STORAGE

*Two cases studies offer lessons
on how to prevent a cyberattack.*

By Sheryl S. Jackson

Cybercrimes are on the rise and gaining world attention as hackers become bolder and more sophisticated. Examples of recent attacks include the Colonial Pipeline ransomware attack that shut down a 5,500-mile gasoline pipeline serving the U.S. East Coast and created a temporary gasoline shortage in many states. And the SolarWinds attack infected an update downloaded by 33,000 customers of a technology company that produces security products, giving hackers access to customer networks.

“Cyberattacks are more prevalent than we’ve ever seen, and hackers are no longer just going for the lowest hanging fruit and a quick payday, but are more sophisticated and turning to infrastructure targets, such as the cold storage industry,” says Rachel E. Ehlers, Attorney at Law, Jackson Lewis P.C.. “They are able to get more ransom from infrastructure, such as a gasoline pipeline, and with cold storage, they can also affect transport to food processors and from warehouses to grocery stores.”

One of the reasons for the growth in cyber-attack is increased connectivity in today’s cold chain, says Ehlers. Not only are cold storage operators more connected to customers, trucking companies, suppliers, employment-related vendors such as payroll and third-party IT providers, but the move to remote work means some employers also have risks of employees working on sensitive company information from unsecured networks.

The increasing sophistication of cyber-criminals suggests that even if a company has

protections in place within and outside the facility, there is no guarantee that there won’t be an attack.

Learn from Experience

NewCold operates automated temperature-controlled facilities in Europe, Australia and the United States. The largest site is based in Wakefield, United Kingdom, and was the location of a cyber incident in February 2021.

“At the beginning of February, we detected irregular traffic in our network by our monitoring and detection capability,” explains Piet Meijs, Vice President of Business Development for NewCold. “Endpoints were not reachable, which triggered the incident response. With the support of our external security service partner, we were able to react swiftly and contain the systems that were affected with ransomware.”

With support of the security service provider, the NewCold IT team started a full forensic investigation, and restored all systems from either a back-up, or built them from scratch. The incident was contained to the United Kingdom region and the temporary disruption lasted for 12 hours.



“We informed impacted customers and with hard work and speed to action, any disruption was minimized,” Meijs says. “Certain impacted customers experienced minor delays to shipments, but overall teams worked closely to restore business continuity.”

One of the changes in cybercriminal attacks over recent years is the upfront preparation for the ransom demand, with hackers often spending as much as two or three months “camping” out in the system to review types of data available, protections that are in place, company financials and even if the company has insurance and limits of the insurance, Ehlers says. “The criminals make sure they ask for a ransom amount that the company can pay.”

“The attack to NewCold’s systems was carefully prepared and access was gained through compromised NewCold login credentials,” says Meijs. “As we were able to restore everything from back-ups, no ransom money was paid.”

NewCold used their experience and an independent review of what happened and how the company can better protect itself to help

customers as well. “All applications and appliances have been evaluated and extra capabilities are implemented,” Meijs says. “Workshops with customers were held to learn from each other’s experiences and to share best practices, and we intensified the user awareness campaign for all their employees worldwide.”

The company took one extra step to minimize future risk, Meijs says. “To ensure that cyber security remains a top priority, we hired a global information security officer to continuously evaluate and improve our cyber security posture.”

Small Companies Targeted

Having the ability to backup data without paying the ransom is ideal, but Karen Reese, Vice President of Eskimo Cold Storage, found that backups are not always a guarantee of protection. The single facility, 150-employee company found itself a target in 2020.

“It was Saturday, December 26, and we had opened for business because our customers were working,” says Reese. When the super-



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WHAT TO DO AFTER A CYBERATTACK

The best defense is a good offense, so be proactive in protecting your company's data; however, you must also be prepared to handle an attack," Ehlers says. "Unfortunately, for most companies, it's not a matter of if you'll be attacked, but when."

Cyber insurance is crucial, but it is important to understand the coverage you are buying, says Ehlers. Larger companies may purchase a stand-alone policy while smaller companies may have a rider on another policy. "Review your policy carefully, understand what is covered, and know what steps you must take after an attack to ensure coverage is provided."

Steps to take following an attack are in this order:

1. If you have cyber insurance, contact your carrier to find out who to call for help— they have a list of approved consultants and experts and they will want to approve the scope of work and costs.
2. If you don't have cyber coverage, consider contacting an attorney who specializes in "breach coaching," a specialty law expertise to coordinate the many moving parts of a response and to make sure that information is protected by attorney-client privilege. Insurance carriers will likely recommend an attorney breach coach as well.
3. Bring in a public relations strategist if the breach requires a unified message to the public to protect the company's reputation.
4. Bring in a data expert to determine extent and origin of attack.
5. Produce notification letters to those affected by the attack, offer credit protection if warranted, notify regulatory, financial or other organizations as required.

visor called the general manager to let him know that the computers were not working, the general manager was able to log in from his home on his laptop because it has an automatic logoff feature and was not connected to the facility at the time of the attack. He saw a message that the company's data was being held for ransom.

"They got everything in our warehouse management and billing systems," Reese says. "We thought we had protected ourselves with an onsite backup and another backup in the cloud, but they got that data as well."

Because customers already had trucks at the dock, the management team told employees that they had to handle everything manually. "I've been in the business a long time – well before technology in the warehouse – so I had to explain the manual processes," says Reese. After creating inventory sheets on the fly, employees entered pallet counts, bar code dates and numbers, and blast freezer location on the paper forms. "All of our employees are used to scanning bar codes and letting the technology handle the rest. In fact, they did not realize how many pieces of information are needed to track inventory."

Eskimo's main business is poultry, and tracking the inventory is critical to ensure food safety, says Reese. "Unfortunately, we had some inventory that we were not able to determine if it was ready to ship, was on hold for

testing or had to be destroyed, which meant we could not ship any of it." This decision did not affect most of their customer orders but did mean they were short a pallet or two for a brief time until they identified the correct pallets. But as Reese points, consumer safety is critical.

The timing of the attack could not have been any worse – a weekend immediately after a holiday. "We called our insurance agent who tried to reach our cyber insurance carrier with no luck. However, our GM called the WMS company for guidance, and they referred us to another customer who had experienced a ransomware attack," says Reese. Through this contact, they were able to find a consultant that knew what to do, including finding a negotiator for the ransom. "Because both of our backups were compromised, we had no choice but to pay."

The negotiator told Reese that luckily their hackers were "honest," and would give back 100% of the data. "Dishonest" hackers only return 90% of the data jeopardizing the safety of inventory for customers.

At 7 p.m. on December 27, Eskimo's data was returned.

"Before you can put everything back into the system, you have to make sure it is clean so you don't have any other malware, which meant finding another third-party expert to ensure it was safe," says Reese. At 9 p.m. on

Tuesday, December 29, all data was determined to be clean, and the company slowly started up the network.

All customers were notified on Monday morning of the incident, but service disruption was minimized, surprisingly, due to the holiday weekend. "The office staff ran our paper picks for both Monday and Tuesday so they could take off the entire holiday weekend, so we were able to accept and load trucks," says Reese. "If it had not been a holiday weekend, we could only have operated on Monday."

Even with the speedy return of data, it did take several months for everything to settle, says Reese.

The attack was not the result of anything that happened in the company – no one compromised login credentials, no one accessed the system with an unauthorized device and security and other software were updated regularly. "This was not our fault – our third-party software provider was hacked, and the criminals got into our system through them," she says.

Although they were unable to reach the cyber insurance provider that weekend, they were initially told by the provider that no costs would be paid because they hired a consultant without the provider's approval. "Fortunately, the consultant we hired was on their approved list, so they paid." Even so, she discovered that

her cyber insurance – which was purchased six years before – only paid one-fourth the amount needed to cover all costs associated with the crime.

Lessons learned from the cyberattack resulted in Eskimo:

- Backing up data in two different clouds, one onsite backup and one physical backup carried home by the GM or Reese each day.
- Changing email systems to include features that scan incoming emails and attachments before opening and adding extra security by asking employees, “Are you sure?” when they click on links in an email.
- Training employees on password security and other activities to protect the network.

- Routinely having the email provider send phishing emails to employees to evaluate behavior and produce reports on who might need additional cybersecurity training.

“No one can ever be 100% protected from cybercriminals,” says Reese. It is critical to take cyber security seriously because an attack affects more than just the one facility.

“For our company, 65 to 75% of the product we handle is exported, which means the containers were on their way to our dock. If we don’t load them that day, they don’t make it to the ship, and ships don’t wait,” she points out. “To protect your business and your customer’s business, re-evaluate your cybersecurity program every six months, no less than annually, to make sure you don’t have any malware, because every login into the system may open a crack that hackers can exploit.”

SHERYL S. JACKSON is a freelance writer based in Alpharetta, Georgia, who specializes in industry issues and trends.

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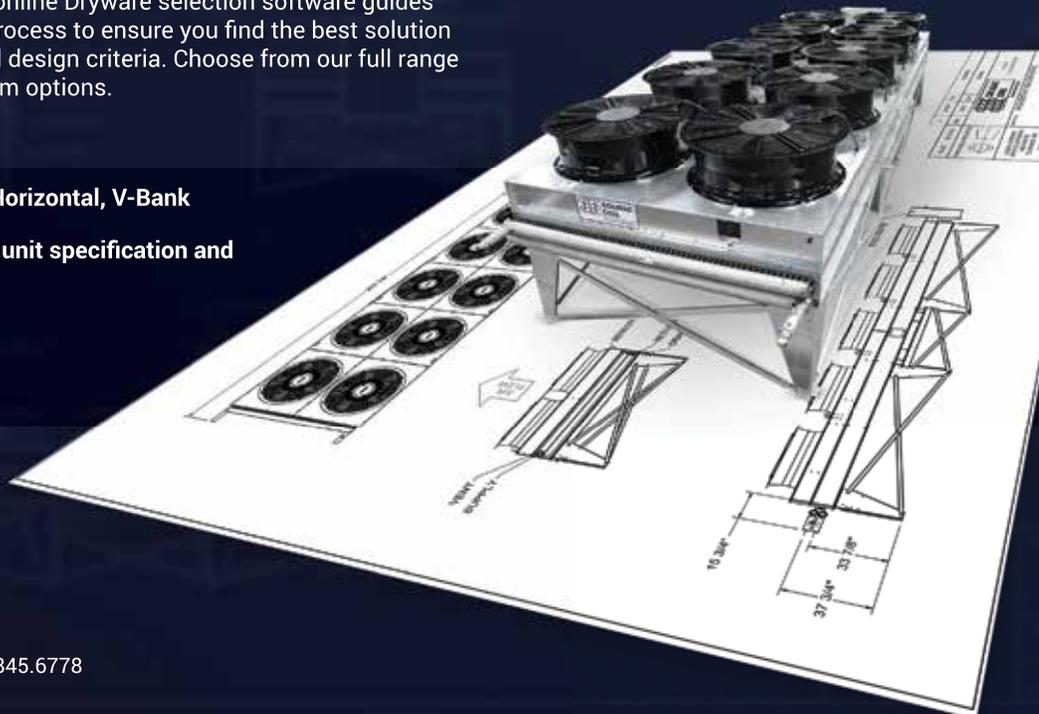
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With more than 200 controlled environment facility construction, logistics, and supply chain operations professionals attending from around the world, participants will gain valuable insight for improving their busi-

ness. Throughout the conference's three days, participants will hear presentations from industry thought leaders, have exceptional networking activities, and experience an expo with cutting-edge products and technology.

General Sessions

The general sessions at the CEBA Conference & Expo provide attendees a thorough look at the latest innovations in controlled environment design and building. This year's conference will include presentations from the finalists of the CEBA Built by the Best Award as well as insights from industry experts.

One of the general sessions will be keynoted by Vince Poscente, a powerfully engaging speaker and author who helps business leaders with massive breakthroughs. Poscente knows firsthand the power that attitude, determination and innovation play in your future success — especially when life doesn't go as planned. After more than a year when nothing went according to plan, it will be beneficial to hear Poscente's perspectives.

The Expo

The Expo is an experience not to miss, and features the latest technologies, solutions, products and services from some of the most respected names in the industry. Here's just a small sampling of the products and services that will be featured at this year's expo:

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The Built by the Best Award acknowledges association members around the globe for their expertise and innovation in constructing, renovating and/or modernizing controlled environment buildings across the world. The top three finalists will present their projects during the general sessions and the winner will be recognized on stage at the end of the Conference.

Construction Cafes

The CEBA Construction Café creates an exchange of ideas and discussion on critical issues facing the industry. Participants choose from 10 different topics, join the table at which the issue is being discussed and spend 20 minutes sharing ideas. Participants then switch tables to discuss ideas. These round-table conversations provide attendees a chance to share ideas, ask questions and solve problems with their peers in a small group setting. The moderator will guide the participants through questions they have submitted in advance, diving into the subjects that matter most to attendees and the industry.

Networking Opportunities and Events

Prominent social activities, receptions and the exhibit hall all give members and industry suppliers unparalleled access to build partnerships with construction/design-build, warehousing and food processor decision-makers. Other networking opportunities include a first timer and new member reception, an opening night reception, two afternoons set aside to catch up with peers and vendors for private business meetings, a golf tournament and an after-hours party.

This is the only event in the world dedicated to best practices in controlled environment facility construction, design and maintenance, and serves to further CEBA's vision to be the association where anyone looking to build, renovate or modernize a first-rate, innovative facility comes to find the most experienced designers, contractors, manufacturers and suppliers.

Visit www.gcca.org/conference to learn more about the CEBA Conference & Expo. We can't wait to see you in Las Vegas! @



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COLD CHAIN DEVELOPMENT

NEWS ABOUT WFLO INTERNATIONAL PROJECTS

This column features news about key projects of the World Food Logistics Organization (WFLO), a GCCA Core Partner, and its work with members, aid organizations and international development partners to help emerging economies and lower-income countries meet the challenges that arise when growing a safe and efficient global cold chain.

ACTIVE PROJECTS

Benin Cold Chain Rapid Response and Master Plan Strategy, 2021

Partnered with LixCap

WFLO supported the development of critical cold chain assets to operate on a commercial basis in Benin. The main objective of this study was to support the development of a roadmap to attract and catalyze commercially viable and sustainable cold chain operations. This team supported the design and strategic recommendations for a temperature-controlled logistics facility for the Grand Nokoué Wholesale Market, which has been integrated with the infrastructure logistics in Benin and the airport solutions implemented by the team during a previous phase of the project. A follow-on project is in negotiations.

Egypt Rural Agribusiness Strengthening Project, 2019 – 2023

Partnered with Abt Associates Inc.

WFLO's support of the Feed the Future Egypt Rural Agribusiness Strengthening Project continues with several cold chain webinars. WFLO supports the project through recommendations for low-cost innovations and technical assistance. Most recently, the programs have been led by Dr. Elhadi Yahia, postharvest technology expert and member of WFLO's Scientific Advisory Council, who has provided a series of webinars for the project in postharvest techniques for products that the project works closely with included mangoes and pomegranates.

Egypt Market Assessment of Third Party and Temperature-Controlled Logistics Services, 2021

Partnered with LixCap

With GCCA member LixCap, WFLO has continued to support the Egypt market assessment of third-party and temperature-controlled logistics services. The team has

completed several key informant interviews to gather important data. This project is anticipated to close in Fall 2021, with the submission of a final report, investment recommendations and an implementation roadmap.

Dominican Republic Trade Safe Project, 2021 – 2025

Partnered with International Executive Service Corps (IESC)

WFLO hosted a week-long study tour for seven government officials from the Dominican Republic at the end of July 2021. The delegation attended the Cold Chain Policy Forum, held meetings with U.S. government officials and cold chain innovators, including Lineage Logistics, Burriss Logistics and DGridEnergy. The study tour was supported by former ALMATRANS President Salvador Figueroa and GCCA Latin America Director Debbie Corado, as well as representatives of the IESC. WFLO will continue to work with these officials to build cold chain capacity in the country over the life of the project.

North African Cold Chain Analysis and Training, 2021 – 2022

Partnered with USA Poultry and Egg Export Council (USAPEEC)

In the North African countries of Algeria, Egypt, Libya, Morocco, and Tunisia, WFLO is supporting a cold chain skills gap analysis to identify weaknesses in the cold chain and opportunities for development. The analysis is anticipated to end in 2021. Upon completing this analysis, WFLO will support trainings in the region to enhance cold chain logistics. WFLO is searching for contacts in Algeria and Libya to support the analysis. If you or someone you know is interested in supporting this project, please contact Amanda Brondy, Senior Director of International Projects at abrondy@gcca.org.

Bangladesh Trade Facilitation Project, 2020 – 2025

Partnered with Venture37 and LixCap

With LixCap and Venture37, WFLO is supporting the Bangladesh Trade Facilita-



The DR delegation held meetings with U.S. government officials as part of a week-long study tour.

tion project. Currently, Manuel Cabrera is providing his cold chain expertise to evaluate investment opportunities at seaport and airport locations, and GCCA has been reviewing policy regulations relevant to cold chain to determine where policies may be strengthened or modified to support cold chain development.

Georgia Agriculture Project, 2018 – 2023

Partnered with Cultivating New Frontiers in Agriculture (CNFA)

In Georgia, WFLO has partnered with CNFA to enhance the cold chain. WFLO is supporting cold chain association development and cold chain technical assistance. Currently, training that will follow-on to the recently completed foundational cold chain courses is under discussion.

Indonesia Market Assessment of Temperature-Controlled Logistics Services, 2021

Partnered with ARPI and LixCap

With GCCA member LixCap and GCCA Affiliate Partner the Indonesia Cold Chain Association (ARPI), WFLO has continued to support the Indonesia market assessment of third-party and temperature-controlled logistics services. The team has completed several key informant interviews with various cold chain actors to gather important data. This project is anticipated to close in Fall 2021, with the submission of a final report, investment recommendations and an implementation roadmap.

Central Asia Competitive Trade and Jobs Project, 2018 – 2021

Partnered with DAI

The Central Asia CTJ project continues with virtual tours and consultations in cold chain facilities. Building on the recently completed Short Course and Cold Chain Consultation Course for Business Service Providers, WFLO is now working on a video that will provide a virtual examination of the different courses covered during the training. This will take place instead of an in-person site visit due to Covid-19. Virtual one-on-one consultations are also being offered. 🌐



The delegation of seven government officials from the Dominican Republic on a study tour of Burris Logistics.



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The Biden Administration and Democratic controlled Congress could implement burdensome regulations and increase oversight over our industry in a number of ways. This includes:



OSHA COVID-19 STANDARDS

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- Sets the stage for permanent regulation on infectious disease control in the workplace



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- Pursuing aggressive policies to address climate change, through both executive action and legislation
- Rejoining the Paris Climate Agreement, eliminating greenhouse gas emissions, and implementing the Green New Deal



TAXES

- Rolling back the Trump tax cuts
- Increasing the corporate tax rate from 21% to 28%, phasing out deductions for pass-through entities
- Raising the top marginal income-tax rate from 37% to 39.6%
- Less money in the pockets of businesses means less jobs available for hardworking employees



LABOR

- Strengthening worker organizing, collective bargaining and unions through executive action and legislation such as the PRO Act
- Labor initiatives, like 'micro-unit' organizations and joint employer policies could quickly be reinstated



ADDITIONAL REGULATIONS

- Revisiting EPA's Risk Management Program (RMP) regulation and making additional requirements
- Changes to Process Safety Management

A Democrat controlled White House and Congress will only mean more rules, regulations and burdensome policies.

THERE IS SOMETHING YOU CAN DO.

To learn more about how you can contribute contact Lowell Randel (lrandel@gcca.org) or visit advocacy.gcca.org.
Visit ADVOCACY.GCCA.ORG for more information.

This column highlights a cold chain question and answer submitted through the GCCA Inquiry Service to the team of experts on the WFLO Scientific Advisory Council (SAC).

To get instant advice from a private, online community of over 4,000 cold chain professionals, simply post your inquiry in the GCCA Online Community. All GCCA Members and their employees can access the GCCA Online Community at community.gcca.org/home. There are active forums for Construction & Engineering, Government Affairs and Third Party Logistics.

If you are not a GCCA member, or are unsure how to post in the GCCA Online Community, contact the GCCA Inquiry Service at www.gcca.org/inquiry. GCCA Members can also browse the full archive of inquiries and responses in the GCCA Inquiry Service Archive. Access to previous inquiries is restricted to members of GCCA core partner organizations.

Q: Like most members of the cold chain, we use a specific setup in our storage room for thermometers. Specifically, we use non-electrical thermometers (basic analog dial faces with a 6-inch probe) mounted on walls and/or storage racks, with the probe sitting in glycol contained in a small tube. This is to “dampen” any “noise” that occurs in these rooms – “noise” meaning primarily significant air flow, such as huge fans kicking on, forklifts driving by, etc.

Has the Scientific Advisory Council encountered any scientific data that proves that a probe in glycol in this storage environment measures precisely the same as a probe without the tube/glycol?

A: The answer to this query is important because it relates to the accuracy of the temperature indicated by a thermometer at any given time. I do not know of any specific published measurements relating the accuracy of analog dial thermometers. However, in our student laboratories, we occasionally ask students to calibrate commercially available thermometers where the accuracy is typically +/- 2 °F. Consulting several manufacturers of stem dial thermometers, the accuracy is typically reported as +/- 1% of full scale. This accuracy applies to both glycol-filled and unfilled thermometers. The glycol surrounding the sensing element

slows the reaction time of the thermometer – in technical terms, the glycol increases the time constant for the thermometer. The larger the time constant, the longer the thermometer needs to adjust to a new temperature. No matter how long the time constant is, the thermometer, if allowed to come to equilibrium with its surroundings, will display the true temperature to within its accuracy.

Therefore, the answer to the question is that identical thermometers, one with glycol and one without glycol, have the same accuracy. The difference is how fast the thermometer will display the surrounding air temperature.

Answer provided by Dr. Donald L. Fenton, Kansas State University.



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(as of September 2021)

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130th IARW-WFLO Convention

In-Person Meeting / Austin, Texas, United States

2–4 NOVEMBER, 2021

41st CEBA Conference & Expo

In-Person Meeting / Las Vegas, Nevada,
United States

8–9 NOVEMBER, 2021

GCCA Latin America Cold Chain Congress

In-Person Meeting / Guadalajara, Mexico

2 DECEMBER, 2021

GCCA Brazilian Cold Chain Congress

In-Person Meeting / Sao Paulo, Brazil

9–12 January, 2022

WFLO Institute West

In-Person Meeting / Tempe, Arizona, United States

30 January–2 February, 2022

WFLO Institute East

In-Person Meeting / Atlanta, Georgia, United States

23–25 March, 2022

GCCA European Cold Chain Conference

In-Person Meeting / Rotterdam, The Netherlands

26–29 April, 2022

131st IARW-WFLO Convention

In-Person Meeting / Bonita Springs, Florida,
United States

*All events are subject to change due to
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MEMBER NEWS

NEWS FROM MEMBERS OF GCCA CORE PARTNERS

Americold will acquire Lago Cold Stores, which operates three temperature-controlled storage facilities in Brisbane, Australia, totaling 6.8 million cubic feet and 30,000 pallet positions. One facility is owned, totaling 5.4 million cubic feet, and the other two facilities are leased. Lago serves approximately 60 customers.

This acquisition will add three assets to Americold's footprint in Brisbane and increase the company's presence in Australia to more than 56 million cubic feet.

Colmac Coil announced that Bruce I. Nelson, P.E., the firm's past president and current Director of Innovation received the International Institute of Ammonia Refrigeration (IIAR) Member of the Year and Honorary Life Member awards. The IIAR Member of the year is given to an individual to recognize service to the organization that is exceptional and above expectation. As Immediate Past Chair of IIAR, Nelson's ideas and leadership helped guide the IIAR organization through the COVID-19 pandemic.

Florida Freezer is opening an 85,000-square-foot, 2,040,000-cubic foot cold storage facility in Miami, Florida. This latest addition doubles the company's public warehouse capacity.

Hanson Logistics, the twelfth largest temperature-controlled warehousing and logistics provider in North America, has been acquired by **Lineage Logistics**. Hanson's network includes seven distribution facilities spanning over 46 million cubic feet of capacity across Michigan and Indiana.

Lineage Logistics appointed Harld Peters as Senior Vice President, Europe. He will oversee all European operations for the company and will report to Mike McClendon, President of International Operations and EVP of Network Optimization.

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Lineage Logistics will acquire the cold storage division of Claus Sørensen Group, a cold storage operator in Denmark that operates nine cold storage facilities.



NewCold plans to invest another \$160 million in its facility in Victoria, Australia, bringing its total investment there to \$460 million. At 43 meters high, the site will expand from 115,000 pallet positions to 225,000. The extension will include 30,000 pallet positions for ambient/chilled and 85,000 for frozen goods.

NewCold announced changes to its leadership and organization structure in its European headquarters, with newly created positions reporting to Bram Hage, Chairman and Founder. Abhy Maharaj is Executive VP Business and Growth; Hans Otto is Executive VP Development; Frank Huckschlag is Executive VP Global Operations; Jos van Rijswijk is Executive VP Group Finance; and David Sanders is Executive VP Group Legal and Governance.



Vapor Armour Inc., has been selected to install its patented Vapor Armour™ vapor seals in the Summit Cold Storage facility in Summit, Illinois, United States. The facility has over 70,000 square feet of temperature controlled space.

VersaCold Logistics Services completed the acquisition of a portfolio of cold storage warehouse assets from H&R Real Estate Investment Trust and Crestpoint Real Estate Investments Ltd. The warehouses VersaCold currently operates are in Canada. In total, the acquired buildings represent approximately 1.2 million square feet of space. 



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ASSOCIATION NEWS

NEWS ABOUT GCCA CORE PARTNERS

As a reminder to all **GCCA** Members – Visit GCCA's Coronavirus Hub for Updated Resources.

GCCA is working closely with association members and leaders as well as government officials, food industry partners and the WFLO Scientific Advisory Council to ensure members have the information they need to ensure business continuity during these unprecedented times.



GCCA and RLS Logistics are honored to announce MJ Faison of Interstate Warehousing and Christian Avila of Valley Cold Storage as the first recipients of the Anthony M. Leo WFLO Scholarship. The scholarship will provide the opportunity for these individuals to participate in all three years of the WFLO Institute training program in memory of Tony Leo's contributions to GCCA and the cold chain industry.

MJ Faison works as a supervisor at Interstate Warehousing in Colorado. According to his supervisor, Faison has an ability to connect with fellow employees and build relationships, all while keeping up his positive attitude.

Christian Avila works as the general warehouse manager at Valley Cold Storage in New Mexico. According to his supervisor, he started with the company six years ago learning how to drive a forklift and has worked his way up to be the manager of VCS' largest facility.

Both Faison and Avila have gone above and beyond and become integral parts of their companies and are outstanding examples of leaders in the cold chain.



WFLO is proud to announce the finalists for the 2021 Don Schlimme Future Leader Award. These five finalists were chosen out of 25 applicants as some of the best and the brightest North American future leaders in the temperature-controlled logistics industry. The finalists are Eric Geiger, Warehouse Manager, Americold Logistics LLC; Emily Goracke, Customer Account Manager, SnoTemp Cold Storage; Colt Miller, Warehouse Supervisor, Mattingly Cold Storage; Tamara Palefsky, Continuous Improvement Manager, United States Cold Storage; and Troy Stokes, Senior Project Manager, Lineage Logistics.

This year's application review happened virtually and applicants for the award were evaluated by a panel of industry leaders. The finalists will compete for the top honor at the IARW-WFLO Convention happening from

October 8-10, 2021, in Austin, Texas. The Don Schlimme Future Leader Award Recipient will then be eligible to compete against other GCCA future leaders from around the world in the 2021 Global NextGen competition happening virtually later this year.



The **CEBA** Construction/Codes Committee recently released a white paper titled, "Controlled Environment Fire Prevention: Using Oxygen Reduction Technology in the United States." The committee reviewed the concept of reducing the concentration of oxygen within a controlled environment to a degree that life sustaining oxygen was lowered just enough to prevent fire from starting or spreading while continuing to support human life.



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The concept of using oxygen reduction technology for fire prevention had already been successfully implemented in Europe since 1998. Many members wondered why this technology was not being used in the United States. To help address their questions, the Construction/Codes Committee formed a subcommittee to become informed on this alternative fire protection concept and learn how it works, determine the viability of utilizing the concept in the United States and identify the obstacles, if any, for implementation, and analyze the costs involved in comparison to the traditional fire sprinkler system generally required by building codes. In August 2021, the subcommittee published the white paper on their findings.

CEBA and GCCA would like to acknowledge and thank committee members and those who served on the subcommittee and contributed to this whitepaper: Josh Currie, Fisher Construction Group; Scott Griffin, Griffco Design/Build, Inc.; Daren Sealover, Graycor Construction; Frank Siedler, Wagner Fire Safety, Inc.; Fred Walker, Americold Logistics; and Donald Wiginton, Wiginton Fire Systems.

The associations would also like to thank René Barman with B-Built BV, a design/build firm based in the Netherlands and Gary Koltiar of Fire Pass Corporation of Germany for their input and review of the white paper. Particular appreciation is extended to Frank Siedler of Wagner Group, GmbH and Peter Clauss, formerly with Wagner Group, GmbH for the time and energy they spent in clarifying our understanding of the science and how it is being implemented in Europe and developing internationally.



Register now for the 41st **CEBA** Conference & Expo, November 2-4, 2021, in Las Vegas! Sign up now to attend the can't-miss construction event of 2021, where we'll explore the latest trends and innovations in the design and construction of controlled environment facilities. Read more about the conference on page 32 of this issue of COLD FACTS. 



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GCCA President and CEO Matt Ott (left) with Senator Mike Braun.

SENATOR MIKE BRAUN

At July's Cold Chain Policy Forum, Sen. Mike Braun joined GCCA President and CEO Matt Ott for a fireside chat to discuss issues facing the supply chain and how the industry can work with elected officials in Washington to find solutions.

For readers who are not familiar with Sen. Braun, here is an excerpt from his introduction by Tim Siddiq, President and CEO of MWCold.

"Senator Braun is not your typical politician; he is a businessman just like us; in fact, he is a Warehouseman. Before joining the Senate in 2018, he was the founder and CEO of Meyer Distributing, a company he built in his hometown of Jasper, Indiana, that employs hundreds of Americans across the country. We need more people like Senator Braun in Washington. Senator Braun knows about business, budgeting, logistics, finance and solutions to health care. He understands warehousing and is fighting for lower taxes, less regulation and appreciates our industry. I can tell you that I have received multiple calls from the Senator, and am always asked, 'What can I do for you?' Senator Braun is a Main Street entrepreneur, job creator, defender of American values and U.S. Senator from Indiana."



Comparative advantage is going to go to the places that are resourceful enough and have lower labor rates and a large amount of labor in what you make."

Question:

As a family business in the supply chain, we're concerned about some of the proposals that are discussed that would remove tax burdens for pass through entities and increase the burden of the estate tax. What are the prospects of these tax increases?

SEN. BRAUN: Until Ron Wyden spoke up just last week, I thought that was going to be hands off. I've gotten to know Ron decently, because if you're going to be a Republican and you want to weigh in on tax policy, you better get to know him. When I was watching the debate leading up to that 2017 Tax Cut and Jobs Act, it was a hallelujah moment when Ron Johnson, who is one of five or six other businesspeople in the Senate, said that he's going to tank the whole process unless LLCs, sub Ss, proprietorships and partnerships benefit. 20% qualified income tax deduction. Those entities drive the economy, create the jobs, create the companies that could become huge corporations that then probably need labor unions to wrestle with them.

I don't know if they're putting that out there for a foil. It would generate a decent amount if you took that away from LLCs, sub Ss, small businesses. It would put them back in the Obama economy of 1-1.5% growth they don't worry about that, the whole economy is going to be on a sugar high by 2022 anyway. They may get by with it, but I was surprised they brought that up.

When it comes to the estate tax and stepped-up basis that are all intertwined, that would be a disaster too. I think there will be a few Democrats that know enough about what that would do, to where again they'll put it out there, blame it on the Republicans when it doesn't happen. I'm watching that closely.

Q: I've met with a ton of members over the last 14 months, and the biggest challenge when you ask them is labor. I'm sure you hear it from other industries as well. Talk to us a little bit about the PRO Act and what you're seeing as those conversations progress.

SEN. BRAUN: So that hearing was last week, and Richard Burr asked me to chair it. And I jumped at the chance of doing it, because you talk about a subject that I didn't need to have any other further material to talk about it, it would have been that.

And the point I made, what they're trying to do, acknowledging that Unions have their place, the right to organize in many different sectors of the economy, Union shops supplied that trained, talented, labor. When I said big business may need a counterweight in unions, one of the testifiers said, "The average business represented by a Union has 24 employees." I said that's a terrible example. First of all, you didn't need a union there because you're all working for the same purposes, with 24 employees you'd be like family and you're doing everything you can to raise their wages, and you don't have the red tape and bureaucracy to go along with it. I said if this impacts small businesses in any way, you're hurting unions and large businesses. You're not going to have the little businesses becoming large businesses like mine did over time. And unions are going to be hurt too, because they talk about raising wages, and they didn't think about the point I made, most small businesses aren't getting a return on investment, that's their way to get an enhanced wage. Like my wife's business that gave her an above average income but certainly wasn't making enough money to expand the business. That confused them, they don't normally get answers like that. And I think that is where we're at. The



gig economy, the independent contractor economy, which many small businesses rely on, especially independent contractors, that all falls apart. You give this place more power, you give big unions more power, where it wouldn't translate into more flexibility and more productivity. It would be the opposite. So, I guess you know where I'm coming from on the PRO Act.

Q: Following up on the labor issue, there probably isn't a person in this room who hasn't had issues staffing, whether it is trucking, warehousing, railroads, etc. Can you tell me from the HELP committee, what is being looked at and what policies might be put in place to facilitate us getting back to being able to bring in the folks we need to run our economy.

SEN. BRAUN: ZERO, nothing. They want to extend unemployment benefits in September. They want to go back to mandates. The dumbest thing I've ever heard is a bureaucrat saying your business is essential and yours isn't. When they shut down every business in downtown Jasper, that had by far the best ability to keep its customers

and employees safe, and Walmart in Grand Central Station remains open. That irked me as much as anything. Everything they want to do is reaction. When we run across the biggest challenge in a decade, I didn't like it when some places dismissed COVID. If you had any nose for what might eventuate, it looked like a peculiar, feisty, foe and it turned out to be that. So, do you marinate in fear, and let the government take over, and come up with all these rules and regulations?

When it's debriefed, you're not going to see a whole lot of difference between what they did in Florida and California, other than Florida has a healthy economy. And again, the other side of the aisle assumes we'll pay the bills.

Q: Prices are rising, the difficulty of finding raw materials and equipment, any ideas on how to keep inflation in check? I know you're not Chairman Powell, but you might have some perspective on it.

SEN. BRAUN: I call it the inflation bomb, and it's descending upon us. I never thought my economics degree would come into play, but you've got demand pull inflation, which

is generally moderated by the Fed and you've got cost push inflation, that was the Jimmy Carter consequence along with loose monetary policy. Jerome Powell is right to some extent; the global economy has put a lid on cost push inflation. Monetary policy has mostly been a bystander, because it's been so loose you can see it did not cause inflation. The global economy has really a built-in lid on inflation. Comparative advantage is going to go to the places that are resourceful enough and have lower labor rates and a large amount of labor in what you make. We're risking that to some effect, but I think that depending on how aggressive they get through government currently on the fiscal side we've never dumped \$10 trillion of stimulus into the economy. You can do the proportionality in other times, that's just unheard of, so really you're doing something you've never done before that I think is going to start to take the paradigm, the model, the dynamic may have been on inflation and they're rolling the dice. It's still going to be a global economy. When we get through our spending spree, and maybe risking it to be more inflationary here than other places, it will be sorted out in 2022. ☎

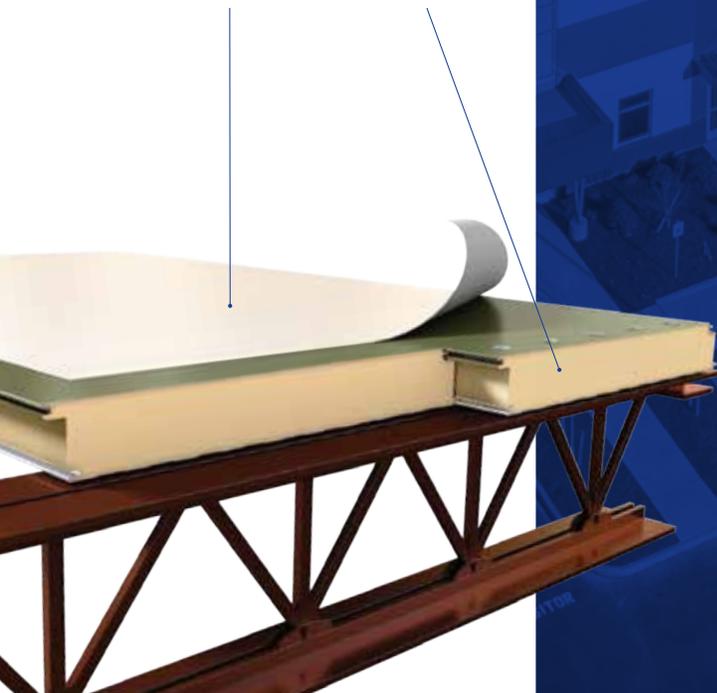
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