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# Evaluation and Analysis of the Role Played by the International Mobility & Trade Corridor Project (IMTC) in the Cascade Gateway Region

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## **Evaluation and Analysis of the Role Played by the International Mobility & Trade Corridor Project (IMTC) in the Cascade Gateway Region**

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<http://mvweb.facstaff.wwu.edu/patrick/Reports/IMTC-Final-Report-Oct-24-2012.pdf>

### ***Executive Summary***

#### **Primary conclusions:**

- IMTCs most important role is as a forum for discussion
- In regards to communication & collaboration formal meetings are a key component and public to public internal and cross-border collaboration has improved markedly due to the IMTC
- IMTC successes are quite varied, members are well aware of all of them even though the impact on their own organization may not be as great
- The major potential obstacle facing the IMTC is long term funding, although this is not viewed as a pressing issue
- The voluntary nature of the IMTC is no hindrance and should not be replaced with a more formal structure
- In the future the role of the IMTC will grow
- American and Canadian responses were not significantly different

**The International Mobility & Trade Corridor Project (IMTC)** is a highly unique cross-border planning and policy coalition. It describes itself to be a, “U.S. - Canadian coalition of government and business entities that identifies and promotes improvements to mobility and security for the four border crossings between Whatcom County, Washington State and the Lower Mainland of British Columbia.” ([www.wcog.org/Border/About-IMTC/58.aspx](http://www.wcog.org/Border/About-IMTC/58.aspx), retrieved 10 June 2009).

**Purpose of the study:** The major purpose of this study was to document the role, successes, and obstacles that the IMTC faces along with evaluating its voluntary nature, impact on cross border collaboration & communication, and speculate on its future function. Second, it is to share this information with similar regions along the border that might benefit from organizing comparable micro-level cross-border voluntary projects.

**Methodology:** The study used a two round questionnaire. Round one included both statements developed by the researchers that were evaluated on a five point ascending scale that focused on three areas: its voluntary nature, impact on collaboration & communication, and future function; and open ended questions in three additional areas: the IMTC’s role, successes, and potential obstacles. Round two repeated the fixed statements from round one, to confirm these responses, and statements fashioned from the open ended questions to evaluate the level of agreement with them, again based on a five point ascending scale. This two-step approach goes beyond merely evaluating the researchers questions/statements by also evaluating the statements in round two fashioned from participants open

ended responses in round one. This two-step approach provides a deeper understanding of the subject area. Given the small sample size, non-parametric Wilcoxon style statistical tools were then used to look for significant differences between responses<sup>1</sup> based on round, nationality, rank order of responses...

**Study Participants:** all 95 organizations listed on the IMTC webpage were invited to participate. Responses numbered 21 in round one (22% response rate) and 15 in round two (16% response rate). Round one participants were equally divided between 10 Americans and 10 Canadians with one dual national. Round two dropped to 9 Americans and 6 Canadians. Public sector respondents dominated the study with 18 of 21 in round one and all 15 in round two. The average respondent (based on modal value) had been involved in the IMTC for between one and four years, but close to a majority had been involved for 5 or more years. No attempt was made to track respondents in round one and demonstrate that they were the same as respondents in round two; instead all 95 organizations were solicited in both rounds creating two similar but not identical groups.

## Results

**Role:** From an open ended question inquiring about the role of the IMTC, three themes emerged in round one and were ranked in round two on a five point ascending scale based on two rubrics (described below). The results were:

- forum for dialogue (median score of 5 on both)
- cross-border planning (median score of 4 on both)
- promoter of economic growth (median score of 4 both)

The rubrics were “*agreement with the statement*” as a role and “*how central the statement was to the mandate of the IMTC*”. No difference was detected between the measure of *agreement* and *centrality* for each theme. However, statistical analysis showed that the forum theme had a significantly higher rank than the other two (planning and economic growth) which clustered together. This demonstrates that the IMTC is supremely valued for its role as a forum bringing together interested parties. The more strategic goals inherent in planning and the promotion of trade and economic growth, although important, rank lower. These results confirm the IMTC’s role as a unique local conduit and sounding board for cross-border information, ideas, and discussions.

**Communication:** This section contained statements provided by the researchers that reflected possible types and mechanisms for impacting changes in communication and collaboration by the IMTC. No changes were detected between rounds nor was there a difference in responses by American versus Canadian. However, using statistical analysis, the statements were clustered into four ranked groups in decreasing order. In the first cluster, with median values of 5, were statements confirming that formal meetings were essential to the IMTC’s success and cross border communication had substantially improved as a result of IMTC activity. In the second cluster, with a bit lower median values of 4, respondents indicated that IMTC activity had improved collaboration between the respondent’s organization and other public organizations on both sides of the border. The third cluster with a fairly neutral median value of 3 (neither agreeing nor disagreeing) indicated that informal communication was not more important than formal meetings and that collaboration with private organizations on either side of the border had not been substantially effected by the IMTC. The last cluster contained a single

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<sup>1</sup> Given the use of non-parametrics the averages reported here will be limited to median and mode, in the full report mean is also provided but should be referred to with caution.

benchmark question asking for the participant's level of cross-border communication before participating in the IMTC. The median here was only 2 out of 5, confirming the potential of the IMTC to improve cross-border communication.

Thus, these results demonstrate that the IMTC's formal meetings have been very effective in promoting public sector communication and collaboration both within each country and also cross-border. The rather neutral response concerning improvements with private sector entities might be a result of the fact that few study respondents came from the private sector (as noted earlier). This suggests the need for additional investigation that focuses on the private sector before firm conclusions can be drawn regarding the private sector. As a final note, it is interesting that formal interactions so clearly dominate the results while informal contacts receive rather neutral support. This might be an indication that when international boundaries are involved a certain degree of formality is necessary to penetrate the border and perhaps assure successful implementation of solutions.

**Successes:** In round one, over-all the IMTC was scored as quite successful (median and mode of 4 out of 5). The detailed results provided an insight into attempts at paradiplomacy in the Cascade Gateway, demonstrating the results of IMTC members working together locally to negotiate and institute improved conditions without waiting for top-down pronouncements. More specifically, based on open ended questions from the first round 11 IMTC *successes* were identified. They can be organized into six categories: 1) cross-border relationship building (the key input and reflected in improved incident response protocols), 2) infrastructure and service improvements (e.g., Advance Transfer Information System, border transit upgrades, and increased border staffing), 3) planning and policy (e.g., participation in planning for the 2010 Olympics, supporting NEXUS and FAST programs, and championing enhanced drivers licenses), 4) analysis (e.g., circulation study of cross-border travel patterns), 5) education (e.g., helping educate the public about border security measures), and 6) environment (measures to decrease traffic emissions at border crossings). In round two these were evaluated under two rubrics, *awareness* of the success by the respondent and *value* to their own organization. Respondents scored *awareness* higher (with all but one scored at the maximum value of 5 for median and mode) than its *value* to their own agency (these results had a much broader range of values with medians tending more towards 4 and modes towards a 3 or 4).

Our view is that the broad range and high values of IMTC successes is indicative of an elevated level of paradiplomacy that is assisting in building functional border resiliency. These efforts are directed toward improving the operation of the border under conditions of changing policy directives from multiple agencies and governing levels. In this way, the IMTC is attempting to shape the border experience, taking the existence of the border as a given. Second, given the latitude of membership in the IMTC it does not seem surprising that the *awareness* measures tend to be greater than the *value* to one's own organization. In fact this would demonstrate strong communication within the organization, even if each success is not of equal value to all members.

Finally, it should be noted that the overall rating of success of the IMTC had lower averages (median and mode of 4) than all but one of the *awareness* measures, which also was a 4, and did not fare much better when compared to the *value* scores. This seems counter intuitive; however the results to over-all measure came only from the first round. After reflecting on the list of successes, it is quite possible that in round two respondents would have increased their over-all response value. A second possibility is that there are

other unaddressed issues that are not captured in this study's instrument that lower the overall satisfaction with the IMTC.

**Potential Obstacles:** Based on the open ended questions from round one, nine "tensions" were identified that could shape the future of the IMTC. These can be summarized as:

Funding and organizational support – whether adequate levels of funding at all levels that will be available in the future and whether or not the Whatcom County Council of Governments be able to maintain its role as the organization's secretariat.

Changing priorities, policies, or legislation – whether federal and state/provincial agencies will maintain support for the IMTC or whether security issues or other legislation changes will undermine the IMTC's capacity.

Maintaining a voluntary egalitarian organization – whether turn-over and meeting exhaustion will compromise the longevity of the IMTC, or whether pressures towards advocacy and control will threaten its future.

These issues were evaluated using measures of *awareness* of the potential obstacle, *agreement* that it posed a threat, and finally the *impact* that would be felt if in fact the change occurred. By combining these into a composite scores it was apparent that funding was the biggest threat (with median values around 4 across all three rubrics), followed by the potential of changing policy or legislation (medians dipping a bit below 4). Finally, maintaining an egalitarian voluntary organization (with medians dropping to around 3 or neutral values) was not seen as much of an obstacle. In summary it can be said that respondents of this lively paradiplomatic organization focused first and foremost on the continued need for adequate outside funding and second a supportive federal and state/provincial environment. Little concern was expressed for the last point.

**Future:** In response to four questions posed by the researchers, respondents stressed that the role of the IMTC will increase in the future (median and mode value of 4), especially in the post 9/11 era (an even higher median and mode of 5). Second they did not think that its voluntary nature limited its impact (median and mode value of only 2, showing mild disagreement with the idea) nor did they favor a more formal structure modeled after the International Joint Commission (again median and mode values of 2). As a result it is clear that the respondents thought that the IMTC will have a greater and more valuable role to play in the future and that its voluntary nature is not a weakness.

**Final observations:** It should be again emphasized that Canadian and American respondents in this study demonstrated no important significant differences in their responses. Second, given the fact that most respondents were from the public sector, caution should be applied when ascribing all these results to the private sector as well; an additional more target study of the private sector should first be undertaken.

## ***1. Introduction***

The International Mobility and Trade Corridor Project (IMTC) is a cross-border public-private coalition focused on the Cascade Gateway which consists of four proximate border crossings along the western end of the Washington State (Whatcom County)/British Columbia (Lower Mainland) boundary. The IMTC is self-described as a, “U.S. - Canadian coalition of government and business entities that identifies and promotes improvements to mobility and security...” ([www.wcog.org/Border/About-IMTC/58.aspx](http://www.wcog.org/Border/About-IMTC/58.aspx), retrieved 10 June 2011). Since its formation in 1997, the IMTC has emerged as a key actor in promoting cross-border collaboration for the promotion of transportation and travel connections in the region as well as provide support for environmental efforts at “greening” the border. In addition, the IMTC has become a significant component in how the region has acknowledged its cross border interdependencies and has supported cross-border regionalism throughout the Cascade Gateway region and beyond. The general purpose of this research is to describe and analyze the role played by the IMTC in the context of governance in a cross-border region (CBR) leading to greater cross-border collaboration (CBC). More specifically, this study is to document the role, successes, and obstacles that the IMTC faces along with evaluating its voluntary nature, impact on cross border collaboration & communication, and speculate on its future. Second, it is to share this information with similar regions along the border that might benefit from organizing comparable micro-level cross-border voluntary projects.

## ***2. Study Structure and Methodology***

Data was gathered through a two-round questionnaire. Round 1 was sent to all IMTC “core participants”, current as of January 2010, which was comprised of approximately 95 representatives from 55 organizations: public and private in Canada and the United States. In round 1, respondents were asked to first evaluate a set of benchmark propositions using a five point Likert scale that focused on the:

- Current voluntary nature of the IMTC
- Impact of the IMTC on collaboration and communication
- Future function of IMTC especially in the post 9/11 era

Second, they were asked to provide their own thoughts regarding the following three areas:

- the role of the IMTC
- successes
- potential obstacles

This provided a benchmark of opinions that was further probed in round 2 of the study

In preparation of round 2, the researchers evaluated and summarized the above results. In regards to the benchmark propositions, histograms were created demonstrating the range and distribution of the Likert responses. For open ended questions, answers were summarized and collated resulting in:

- three statements concerning the IMTC’s role,
- eleven examples of success fostered by the organization,
- nine potential obstacles.

In fall of 2010 round 2 was distributed to the same “core participants”. For the benchmark propositions, in light of the histograms, participants were asked to re-asses, using a Likert scale. For statements reflecting role, successes, and obstacles, Likert based rubric were provided for evaluating each in a variety of ways. Panellists evaluated IMTC role statements first on their level of agreement with each statement and second on how central to the organization’s mandate the statement was. For successes, panellists evaluated their awareness of the success and then responded to the question of how valuable the success was to their own organization. Finally, for potential obstacles three different measures were accessed. First, panellists indicated their awareness of the obstacle, second their agreement with it as an obstacle, and finally, potential impact.

A two-round approach was used here to expand the study beyond merely evaluating the researcher’s questions/statements by also including the voice of the respondents themselves. Thus, by summarizing their statements from round one and then evaluating them in round two an indication of how broadly positions were held was measured. Simply, this two-step approach provided a deeper understanding of the subject area.

Finally, given the relatively small sample size, non-parametric Wilcoxon and Friedman style statistical tools were used to look for significant differences between responses<sup>2</sup> based on things like round, nationality, rank order of responses...

### ***3. Background of respondents***

Round 1 respondents numbered 21 for a response rate of 22 percent. This dropped to 15 or roughly 16 percent in round 2. As discussed below, most responses were from public sector entities. The nationality of respondents in round 1 was equal, ten Americans and ten Canadians with one dual citizen, whereas Americans out-numbered Canadians in round 2 nine to six with no dual citizens (table 1 see next page). Representatives from the public sector clearly dominated both rounds; 18 of 21 in round 1 and 15 of 15 in round 2 (table 2), suggesting a lead role played by the public sector in the IMTC. Respondents reported a wide range in “experience” with the IMTC – the mode in both rounds was 1-4 years however only two respondents reported less than 1 year of experience in round 1 and none in round 2 (table 3). In fact, nearly a majority of respondents had 4 or more years of experience.

One cautionary note must be added regarding the respondents. Given the nature of our study, both questionnaire rounds were sent to all identified 95 IMTC representatives. However, to maintain anonymity and confidentiality we did not track to see how many of the same individuals replied to both rounds. We assumed, based on previous work we have done, that the majority of the respondents were repeaters. This was also suggested by the fact that there was no significant change in opinion on questions and issues common to both questionnaires. Hence, we concluded that since the results remained constant between rounds they were highly representative of the group as a whole. A second issue concerned representation: although roughly a quarter of the IMTC representatives come from private sector entities, their response rate was quite low in the first round and non-existent in the second

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<sup>2</sup> Given the use of non-parametrics the averages reported here will be limited to median and mode, in the full report mean is also provided but should be referred to with caution.

(table 3). Hence, views reported here should be seen as highly representative of public sector participants, but caution must be exercised in ascribing the same outcomes to the private sector. Future work is required to add the private “voice” to this topic.

<i>Nationality</i>	<i>Round 1</i>	<i>Round 2</i>
Canadian	10	6
American	10	9
Dual citizen	1	0
Total	21	15

	<i>Round 1</i>	<i>Round 2</i>
Public	18	15
Private	3	0
Total	21	15

<i>Years</i>	<i>Round 1</i>	<i>Round 2</i>
less than 1	2	0
1 to 4	8	8
5 to 9	2	5
more than 10 (i.e., pre 9/11 era)	6	2
other	3	0
Total	21	15

#### **4. Study Results**

##### **4.1 Role of the IMTC**

In round one, respondents were asked the following question:

*From your perspective what is the role of the IMTC? In answering, imagine that you are addressing a member of the public who has no background information.*

The large number of written responses were collated by the authors into three general foci:

- *Planning* – The IMTC is a cross-border planning organization that brings together various groups, including government, transportation, enforcement, and NGOs, to promote trade in the Pacific Northwest corridor.



- *Economic growth* – The IMTC exists to promote economic growth in the cross-border region by searching for a balance between security and trade.
- *Forum* – The IMTC provides for information exchange, dialogue and analysis.

In round 2 respondents were asked to score the relative importance of these three general roles, by indicating their *level of agreement* with the statement and *how central it was to the mandate of the IMTC*, based on their perspective. Both were measured according to a five-point ascending Likert scale (see Table 4).

Cluster	Response	Agreement			Centrality			N
		Mean	Median	Mode	Mean	Median	Mode	
1	<b>Forum – The IMTC is a forum for information exchange, dialogue and analysis</b>	4.80	5	5	4.71	5	5	15
2	<b>Planning – The IMTC is a cross-border planning organization. It brings together various groups, including government, transportation, enforcement and NGOs, to promote trade in the Pacific Northwest</b>	4.00	4	4	3.86	4	4	15
2	<b>Economic Growth – The IMTC exists to promote economic growth in the cross-border region by searching for a balance between security and trade.</b>	3.73	4	4	3.57	4	4	15

## Results

The rank order results from round 2 are presented in table 4 above. For ease of reading they were ranked based on the mean average, however since non-parametric analysis was performed on them, the median and mode are more telling of their similarity or variation.

Using a non-parametric Wilcoxon<sup>3</sup> test it was found that there is no significant difference between the scoring of *agreement* and *centrality* for each statement of role. In addition, using the Mann-Whitney U Test it was also found that there were no significant differences between the responses of Canadians and Americans; basically the data indicated that they thought alike.

Finally a Friedman test was used to look for differences and/or clusters among the roles across the combination of *agreement* and *centrality*. The results showed that the Forum role had significantly higher

<sup>3</sup> Results of these statistical tests and other similar tests are provided in the appendix.

average measures than the other two roles, Planning and Economic Growth, which formed a second cluster.

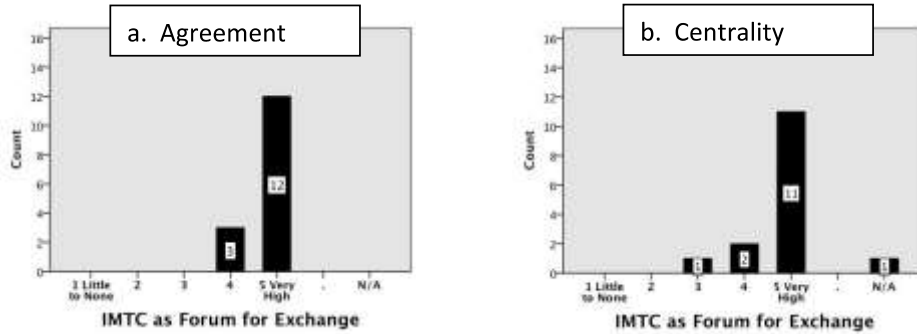
**Cluster 1: Forum Role:** This is identified as the most important role of the IMTC with median and modal averages of a perfect 5.00. A quick glance at the histograms (figures 1.1 parts a and b on page 7) for both *agreement* and *centrality* show highly skewed and compact distributions confirming the above conclusion.

**Cluster 2: Planning and Economic Growth Role:** The median and modal averages here are all 4.00; this indicates a very strong *agreement* and *centrality* to Planning and Economic Growth as a role of the IMTC, but clearly at a bit lower level than the Forum role. The histograms (figures 1.2 and 1.3 both parts) confirm these results with compact distributions around 4.00.

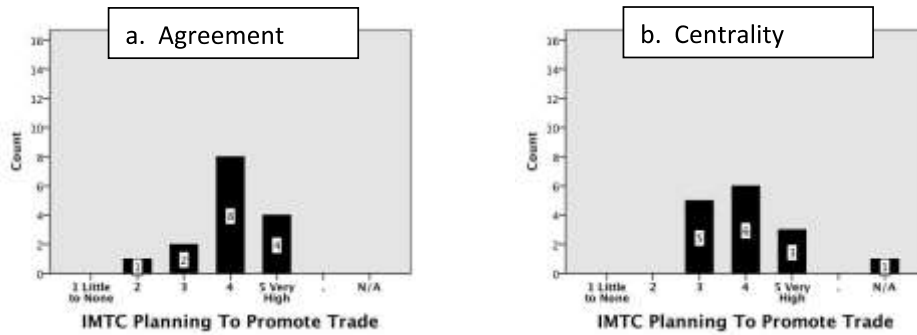
## **Discussion**

Clearly, the IMTC is supremely valued for its role as a forum bringing together interested parties. The more strategic goals inherent in planning and the promotion of trade and economic growth, although important, rank lower. These results confirm the IMTC's role as a unique local conduit and sounding board for cross-border information, ideas, and discussions. Although planning and fostering economic growth are present, they are neither the only ones nor necessarily the most important. Adequate communication is a goal in its own right.

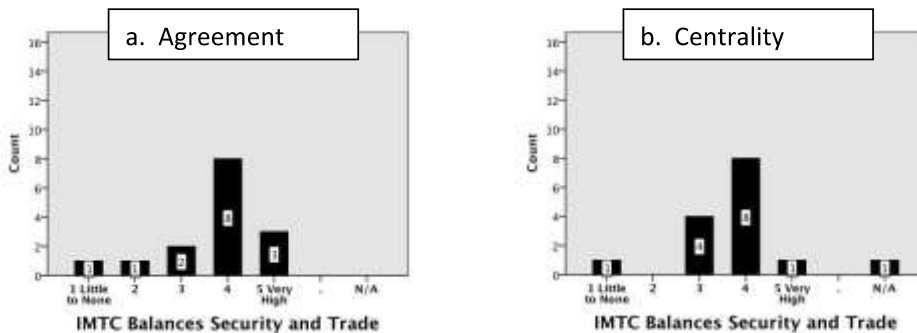
**Figure 1.1 a and b: The IMTC is a forum for information exchange, dialogue and analysis.**



**Figure 1.2 a and b: The IMTC is a cross-border planning organization. It brings together various groups, including government, transportation, enforcement and NGOs, to promote trade in the Pacific Northwest corridor.**



**Figure 1.3 a and b: The IMTC exists to promote economic growth in the cross-border region by searching for a balance between security and trade.**



## 4.2 Fostering of Communication and Collaboration by the IMTC

In round one panelists were asked to evaluate how the IMTC has effected communication and collaboration both across the border and on either side, using a five point Likert scale (1=no agreement, 5=complete agreement). In round two, these questions were again presented along with a histogram of the earlier responses giving panelists a chance to reconsider their earlier answer in lieu of what the other respondents thought. The statements and abbreviations are as follows in table 5 below.

<i>Questionnaire Statement</i>	<i>Abbreviation</i>
1. Formal meetings are essential to the success of the IMTC.	1, Formal meetings
2, As a result of IMTC activity, cross-border communication amongst agencies has substantially improved.	2. Cross-border communication
3. In the pursuit of improved cross-border collaboration through IMTC, informal contact among participants or small groups, is more important than formal meetings.	3. Informal contact
4. The IMTC has improved collaboration between my organization/agency and:	
i) public organizations within my country.	4.i. Public in my country
ii) public organizations across the border.	4.ii. Public across border
iii) other private organizations within my country.	4.iii. Private in my country
iv) private organizations across the border.	4.iv. Private across border
5. Before participating in the IMTC what was your level of communication with others across the border?	5. Prior communication level

## Results

The ranked results from round 2 are presented in table 6 below. Statistical analysis demonstrated that the responses were unchanged between round one and two, and that Canadians and Americans held the same conclusions. The ranking and additional analysis (Friedman test) enabled us to cluster the results into four significantly different clusters.

<i>Cluster</i>	<i>Statement</i>	<i>Mean</i>	<i>Median</i>	<i>Mode</i>	<i>N</i>
<b>1</b>	1, Formal meetings	4.87	5	5	15
<b>1</b>	2. Cross border communication	4.64	5	5	14
<b>2</b>	4.ii. Public across border	4.20	4	4.5	15
<b>2</b>	4.i. Public in my country	3.93	4	3	15
<b>3</b>	3. Informal Contact	3.07	3	3	15
<b>3</b>	4.iv. Private across border	3.00	3	3	15
<b>3</b>	4.iii. Private in my country	2.80	3	3	15
<b>4</b>	5. Prior communication level	1.77	2	1	13

**Cluster 1: Communication/Collaboration – Structure & Impact:** This demonstrated that formal IMTC meetings are highly desirable and the IMTC has substantially improved cross-border communication. Note that in regards to agreement, the averages for this cluster in round 2 are extremely high approaching the highest value of 5 by all measures. A second way of picturing this is shown in the histograms (figure 2.1- b and 2.2- b) below, which are highly skewed towards the high end of the scale.

**Cluster 2: Communication/Collaboration – Public sector:** Collaboration has definitely improved for respondents between public agencies on both sides of the border. Here all the average levels of agreement drop about one level (note the median declines to 4) indicating a feeling of considerable agreement but not as much as with cluster one, likewise the high end skewness declines (figure 2.4-b and 2.5-b).

**Cluster 3: Communication/Collaboration – Private sector & Informal:** Collaboration between respondents and private sector organizations receives a neutral response (median and mode with scores of 3) as does the value of informal contacts. In addition figure 2.3-b, 2.6-b, and 2.7-b demonstrate a fairly symmetrical distribution of values around these average measures.

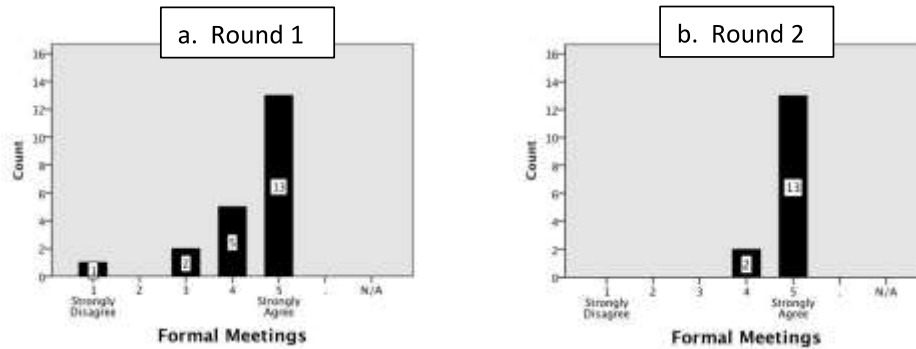
**Cluster 4: Communication/Collaboration – Confirmatory test:** As a confirmatory test, a question rather than a statement appeared as the last point on this section of the questionnaire, asking for an estimation of the level of communication before participation in the IMTC. The averages here are quite low ranging from a mode of 1, very little to none, to a median of 2, little, with very strong skewness towards these low values (figure 2.8-b). This question serves as a contrarian point and helps to confirm the results of clusters 1 and 2.

## **Discussion**

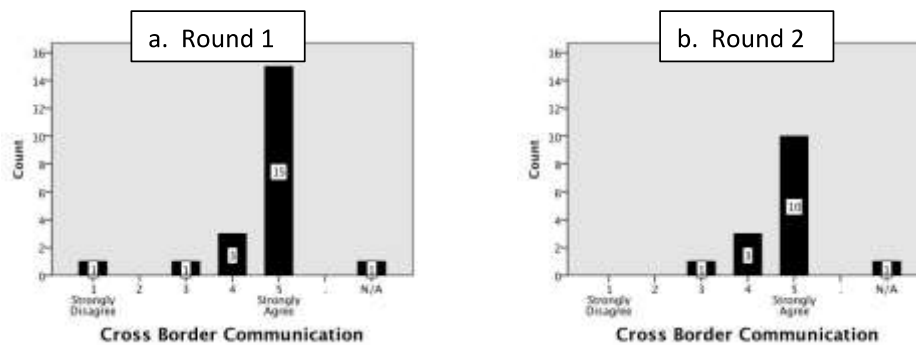
According to these results, through the use of formal meetings the IMTC is very effective in promoting public sector communication and collaboration both within each country and also cross-border. The rather neutral response concerning improvements between study respondents and private sector entities might be a result of the fact that few respondents volunteered from the private sector (as noted earlier three in round one and none in round two). This suggests the need for additional investigation that focuses on the private sector before firm conclusions can be drawn regarding the private sector. As a final note, it is interesting that formal interactions so clearly dominate the results while informal contacts

receive rather neutral support. This might be an indication that when international boundaries are involved a certain degree of formality is necessary to penetrate the border and perhaps assure successful implementation of solutions.

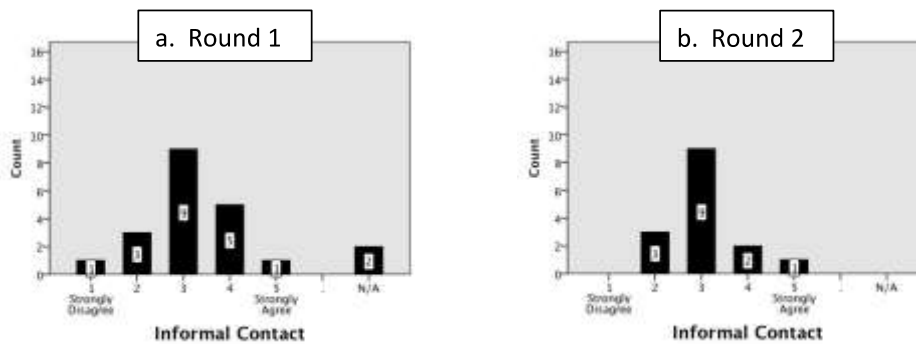
**Figure 2.1 a and b: Formal meetings are essential to the success of the IMTC.**



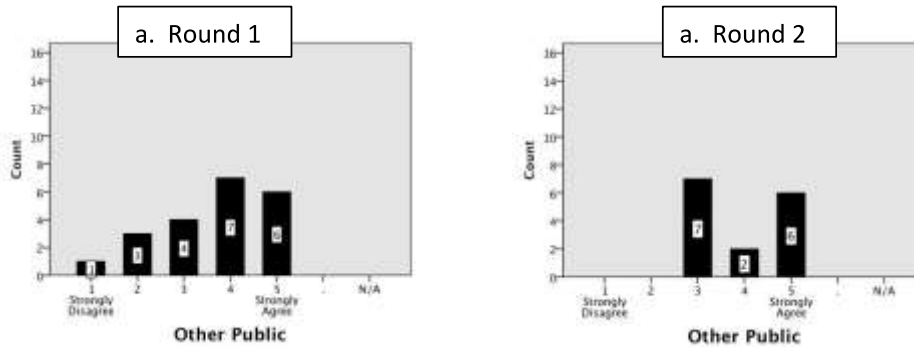
**Figure 2.2 a and b: As a result of IMTC activity, cross-border communication amongst agencies has substantially improved.**



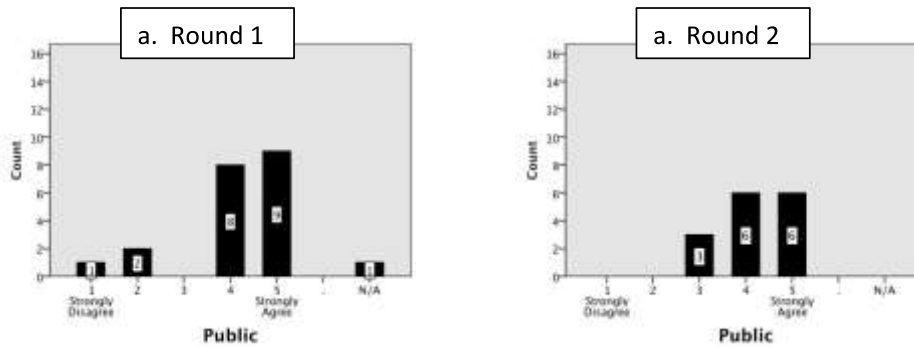
**Figure 2.3 a and b: In the pursuit of improved cross-border collaboration through IMTC, informal contact among participants or small groups, is more important than formal meetings.**



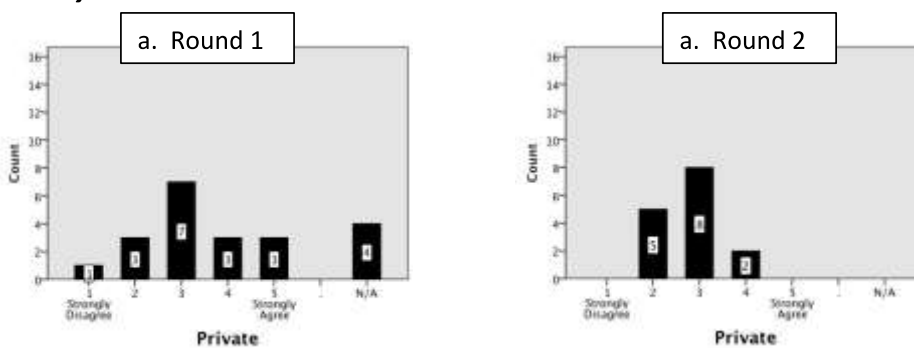
**Figure 2.4 a and b: The IMTC has improved collaboration between my organization/agency and other public organizations within my country.**



**Figure 2.5 a and b: The IMTC has improved collaboration between my organization/agency and public organizations across the border.**

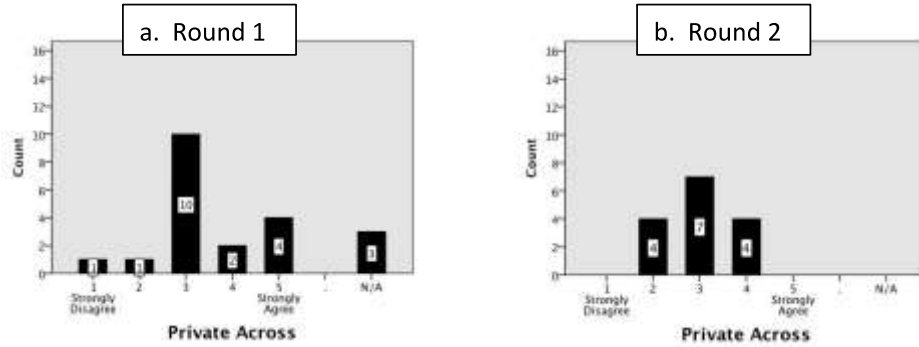


**Figure 2.6 a and b: The IMTC has improved collaboration between my organization/agency and other private organizations within my country.**

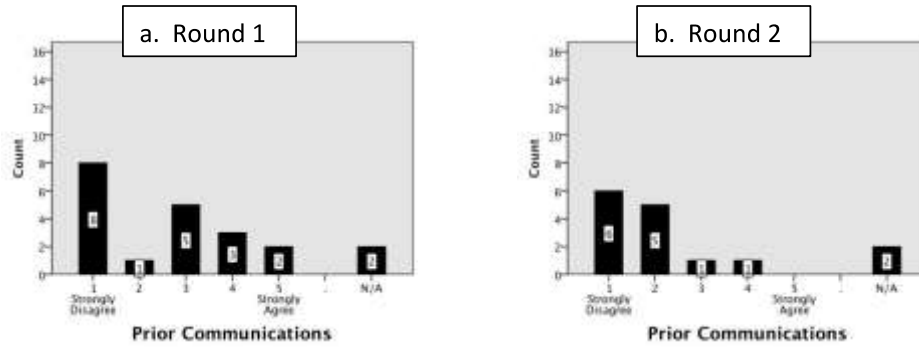




**Figure 2.7 a and b: The IMTC has improved collaboration between my organization/agency and private organizations across the border.**



**Figure 2.8 a and b: Before participating in the IMTC what was your level of communication with others across the border?**



### 4.3 Successes

Respondents in round one were asked the following two questions:

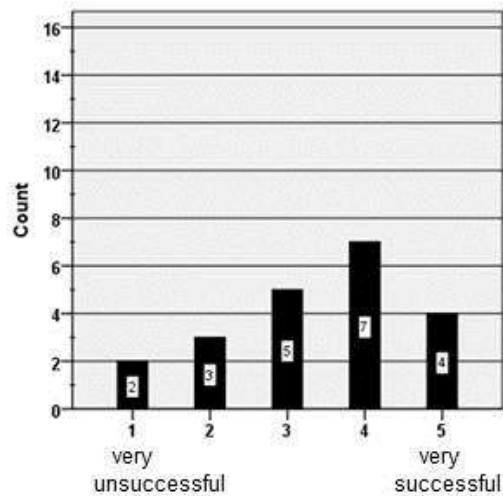
*Please Rate the success of the IMTC. Please circle a number between 1 and 5.*

*Please provide an example of an IMTC “success” i.e., an instance where collaboration through IMTC resulted in an “improvement to mobility and security” for border crossings in the Peace Arch – Huntingdon-Sumas border region.*

### Results

Round 1 evaluations of the “rate of success of IMTC” are shown below in figure 3.1, which has a median and mode of 4. Unfortunately due to a typographical error in the questionnaire results were not properly collected for round two. Nevertheless this demonstrates a quite high general rate of success.

**Figure 3.1: Rate of success of IMTC**



Answers to the open ended question from round one were collated into eleven themes (see table 7 below). They can be further organized into six categories: 1) cross-border relationship building (the key input and reflected in things like improved incident response protocols), 2) infrastructure and service improvements (e.g., Advance Transfer Information System, border transit upgrades, and increased border staffing), 3) planning and policy (e.g., participation in planning for the 2010 Olympics, supporting NEXUS and FAST programs, and championing enhanced drivers licenses), 4) analysis (e.g., circulation study of cross-border travel patterns), 5) education (e.g., helping educate the public about border security measures), and 6) environment (measures to decrease traffic emissions at border crossings).

In round two, respondents were asked to score these eleven under on a five point ascending Likert scale under two rubrics. First they were asked to evaluate their *awareness* of each purported success, and second to indicate how *valuable* it was to their own organization. Table 8 lists the successes and the average scores for the *awareness* and *value* for each, ranked according to a decline in the awareness measure. Also, included in this table are the probability results from a Wilcoxon Signed Ranks test that compared the *awareness* score to the score for *value* of each individual success. It demonstrates that for five of these successes, generally those with higher *awareness* scores, the *awareness* of their existence is significantly higher than their *value* to the respondent's organization. These five (shaded in gray on table 8) are: Preparations for the 2010 Olympics, Greening the Border, the Enhanced Driver License, Nexus and FAST, and the Border Circulation Survey. All other successes failed to show a significant difference between *awareness* score and the *value* score. This demonstrated that a high *awareness* of a success did not always equate with its *value* to a given organization.

Separately, using the Mann-Whitney U Test, no significant differences between the responses of Canadians and Americans were detected.

<b>Table 7: Success Questionnaire Statement and Abbreviation</b>	
<i>Questionnaire Statement</i>	<i>Abbreviation</i>
1. Advance Transfer Information System (along Highway 99 and Interstate 5).	1. Advance TIS
2. Infrastructure upgrades to speed transit at Sumas, Lynden, Pacific Highway and Peace Arch ports eg, truck staging and pre-screening areas.	2. Infrastructure Upgrades
3. Cross-border and cross-organization relationship building	3. CBC/CBR Building
4. "Greening the border" through international cooperation eg, decreasing greenhouse gases by signal requesting drivers turn off their engines while waiting to cross the border into the US at Peacearch [border crossing]	4. Greening the Border
5. Educating the public about border security measures	5. Educating Public
6. Bringing NEXUS and FAST to life, successors to CANPASS and PACE.	6. Nexus and FAST
7. Border circulation and travel survey of cross-border travel patterns.	7. Border Circulation Survey
8. Preparation for travellers going to and from the 2010 Olympics, including an additional passenger train between Vancouver and Seattle	8. Preparation for 2010 Olympics
9. Development of the Enhanced Driver Licence	9. Enhanced Driver License
10. Increased border staffing	10. Increased Border Staffing
11. Development of an incident-response communications protocol for managing border closures between operational agencies of both countries	11. Incident Response Communications

**Table 8: Wilcoxon Signed Ranks Test on successes comparing awareness to value**

Success	Awareness			Value				Wilcoxon
	Mean	Median	Mode	Mean	Median	Mode	N	Probability
8. Preparation for 2010 Olympics	4.93	5	5	4.00	5	5	15	0.028
4. Greening the Border	4.73	5	5	3.80	4	3,5	15	0.016
3. CBC/CBR Building	4.67	5	5	4.33	5	5	15	0.059
1. Advance TIS	4.60	5	5	4.27	5	5	15	0.131
9. Enhanced Drivers License	4.57	5	5	3.36	4	4	14	0.007
6. Nexus and FAST	4.53	5	5	3.67	3	3	15	0.009
7. Border Circulation Survey	4.53	5	5	3.80	4	4	15	0.013
11. Incident Response Communications	4.13	5	5	4.00	4	4,5	15	0.726
2. Infrastructure Upgrades	4.07	4	5	3.73	4	3, 5	15	0.260
10. Increased Border Staffing	4.00	5	5	3.36	3	2	14	0.130
5. Educating Public	3.93	5	5	3.67	4	4	15	0.357

Note: Gray shading indicates significant difference between Awareness and Value of a success.

Focusing on the *awareness* measure (table 9), all successes have modes of 5 (the highest level possible) and all but one have an equally high median (the exception was *infrastructure upgrades*). Analyzing these results with the Friedman and Wilcoxon tests demonstrates that only awareness of preparation for the 2010 Olympics stands significantly above all other successes.

**Table 9: Success -- Awareness rank order and clusters of averages**

Cluster	Abbreviated Statement of Success	Mean	Median	Mode	N
1	8. Preparation for 2010 Olympics	4.93	5	5	15
2	4. Greening the Border	4.73	5	5	15
2	3. CBC/CBR Building	4.67	5	5	15
2	1. Advance TIS	4.60	5	5	15
2	9. Enhanced Drivers License	4.57	5	5	14
2	6. Nexus and FAST	4.53	5	5	15
2	7. Border Circulation Survey	4.53	5	5	15
2	11. Incident Response Communications	4.13	5	5	15
2	2. Infrastructure Upgrades	4.07	4	5	15
2	10. Increased Border Staffing	4.00	5	5	14
2	5. Educating Public	3.93	5	5	15

Turning to the *value* of these “successes” to one’s own organization (table 10), the range of averages is much greater. The medians from range from 5 to 3 and modes from 5 to as low as 2 along with some bimodal distributions. However, despite this larger range of averages, the Friedman test failed to

demonstrate any significant differences between these measures of *value* of success, or simply no clusters are present.

**Table 10: Success – Value to Own Organization Averages Rank Order and Clusters**

<i>Cluster</i>	<i>Abbreviated Statement of Success</i>	<i>Mean</i>	<i>Median</i>	<i>Mode</i>	<i>N</i>
1	3. CBC/CBR Building - Value	4.33	5	5	15
1	1. Advance TIS - Value	4.27	5	5	15
1	8. Preparation for 2010 Olympics - Value	4.00	5	5	15
1	11. Incident Response Communications - Value	4.00	4	4,5	15
1	4. Greening the Border - Value	3.80	4	3,5	15
1	7. Border Circulation Survey - Value	3.80	4	4	15
1	2. Infrastructure Upgrades - Value	3.73	4	3, 5	15
1	5. Educating Public - Value	3.67	4	4	15
1	6. Nexus and FAST - Value	3.67	3	3	15
1	9. Enhanced Driver License - Value	3.36	4	4	14
1	10. Increased Border Staffing - Value	3.36	3	2	14

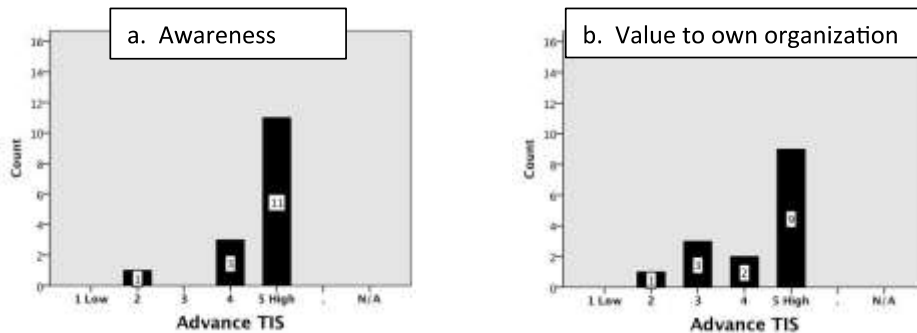
## Discussion

Reviewing the successes they include efforts at building cross-border cooperation (CBC) and being better prepared for incident response through improved communication, educating the public, both in regards to security measures and border crossing times with advanced warning on border “wait times”, as well as educating the IMTC membership (circulation and travel surveys) and promoting programmes to accelerate border clearance through NEXUS and FAST programs, enhanced driver licences, infrastructure upgrades, and increased border staffing. Given the timing of the questionnaire, it’s not surprising that preparation for the 2010 Olympics in Vancouver was also widely recognized, yet it showed equal *value* to all other efforts. Perhaps more interesting is the effort at “greening the border” – an acceptance that tighter border security measures carry environmental impacts. In this instance, increased auto emissions due to idling traffic were mitigated through the addition of signage and traffic signals that encouraged motorists to turn off their engines in Canada during prolonged waits to enter the US.

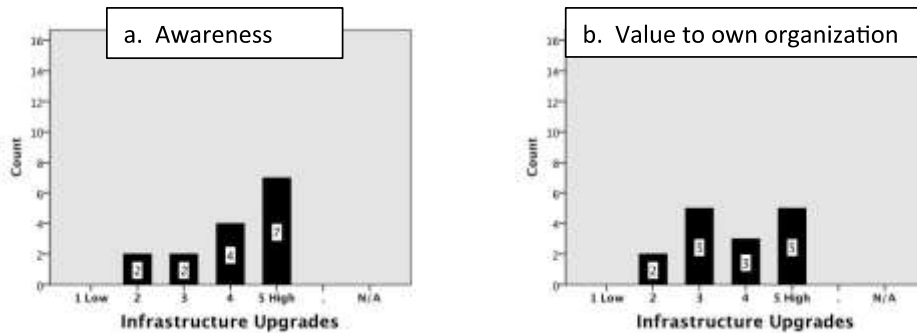
Based on the above, it is our view is that the broad range and generally high scores assigned to IMTC successes are indicative of an elevated level of paradiplomacy that is assisting in building functional border resiliency. These efforts are directed toward improving the operation of the border under conditions of changing policy directives from multiple agencies and governing levels. In this way, the IMTC is attempting to shape the border experience, taking the existence of the border as a given. Second, given the latitude of membership in the IMTC it does not seem surprising that the *awareness* measures tend to be greater than the *value* to one’s own organization. In fact this would demonstrate strong communication within the organization, even if each success is not of equal value to all members.

Finally, it should be noted that the overall “rating of success of the IMTC” had lower averages (median and mode of 4) than all but one of the *awareness* measures, also a 4, and did not fare much better when compared to the *value* scores. This seems counter intuitive; however the results to this over-all measure came only from the first round. After reflecting on the list of successes, it is quite possible that in round two respondents would have increased their over-all response value. A second possibility is that there are other unaddressed issues that are not captured in this study’s instrument that resulted in a lower overall satisfaction with the IMTC’s rate of success.

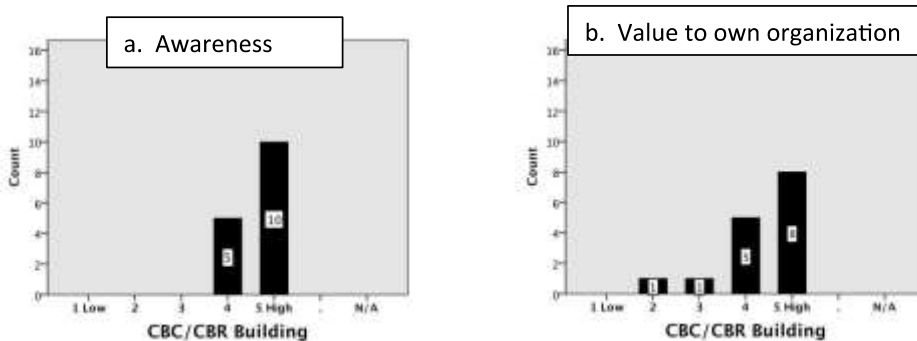
**Figure 3.2 a and b: Advance Transfer Information System (along Highway 99 and Interstate 5) -- Involves integrated bi-national delay-detection technology & Electronic reader boards in Canada and the US.**



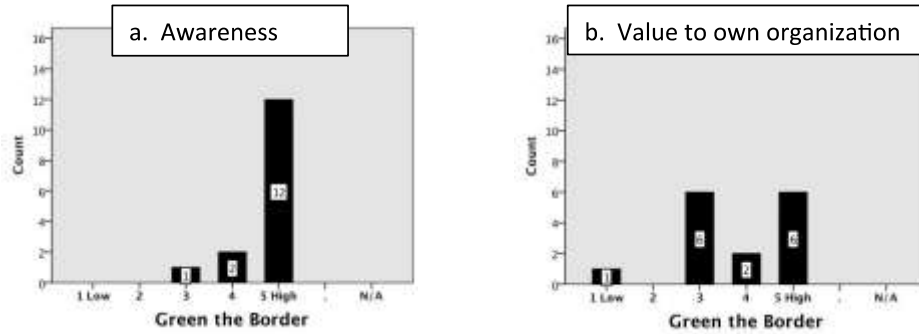
**Figure 3.3 a and b: Infrastructure upgrades to speed transit at Sumas, Lynden, Pacific Highway and Peace Arch ports includes things like truck staging and pre-screening areas.**



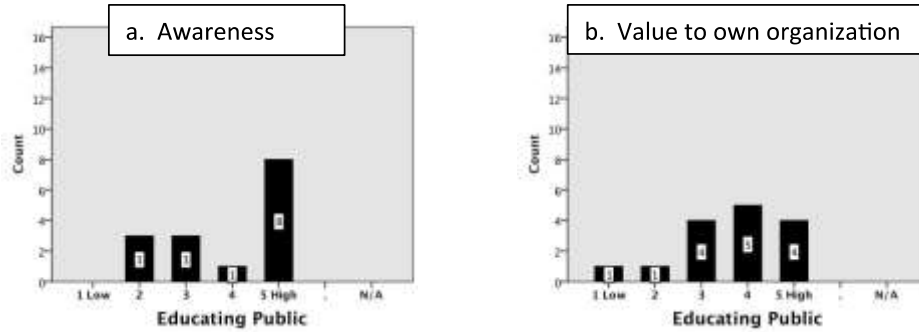
**Figure 3.4 a and b: Cross-border and cross-organization relationship building.**



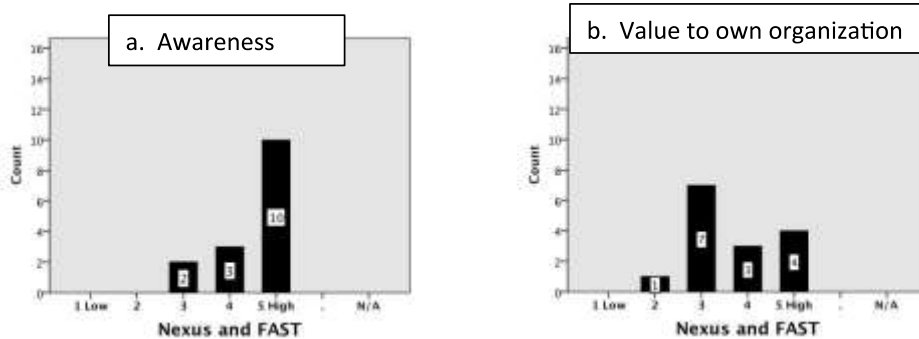
**Figure 3.5 a and b: “Greening the border” through international cooperation e.g., decreasing greenhouse gases by signal requesting drivers turn off their engines while waiting to cross the border into the US at Peace Arch.**



**Figure 3.6 a and b: Educating the public about border security measures.**

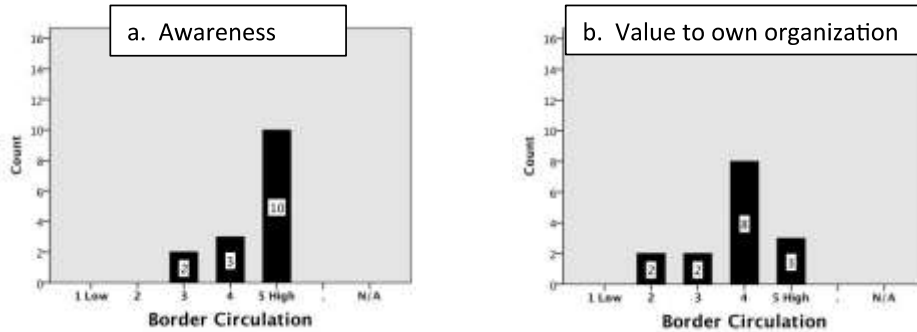


**Figure 3.7 a and b: Bringing NEXUS and FAST to life, successors to CANPASS and PACE.**

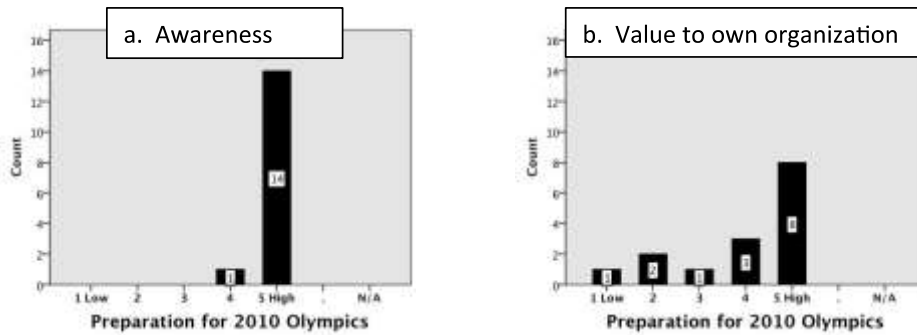




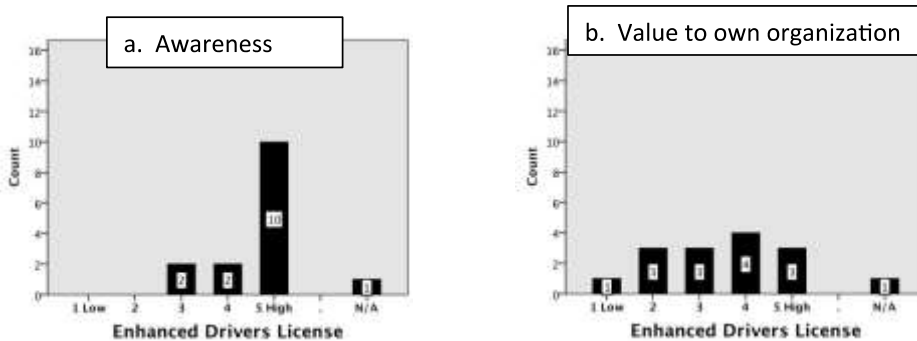
**Figure 3.8 a and b: Border circulation and travel survey of cross-border travel patterns.**



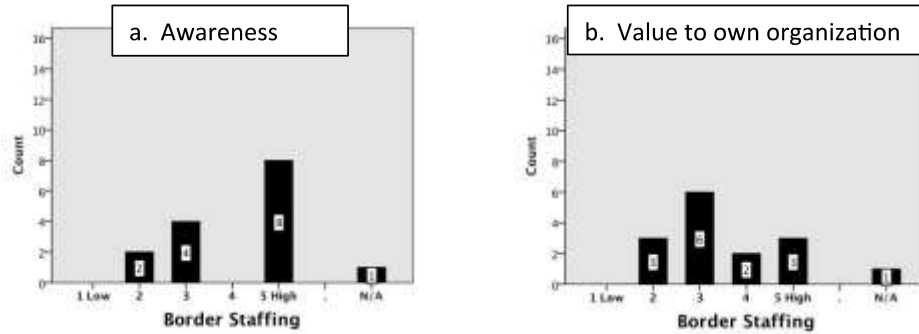
**Figure 3.9 a and b: Preparation for travellers going to and from the 2010 Olympics, including an additional passenger train between Vancouver and Seattle.**



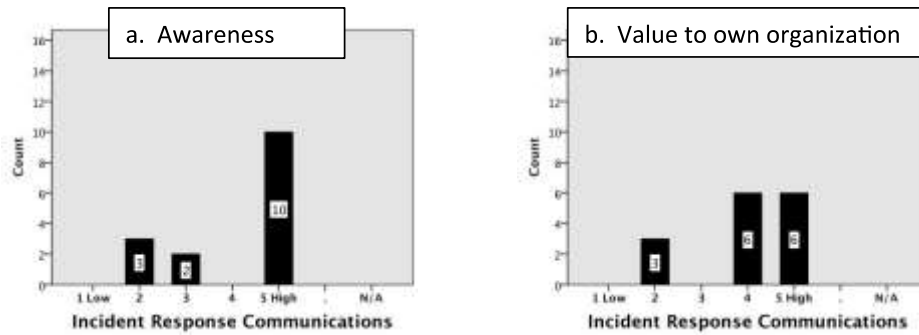
**Figure 3.10 a and b: Development of the Enhanced Driver License.**



**Figure 3.11 a and b: Increased border staffing.**



**Figure 3.12 a and b: Development of an incident-response communications protocol for managing border closures between operational agencies of both countries.**



#### 4.4 Potential Obstacles facing the IMTC

In round one, panelists were asked to list potential obstacles that the IMTC faces in addressing cross-border mobility and security issues. These were then collated and summarized into nine “tensions” for round two (table 11) that could shape the future of the IMTC. Panelists then evaluated these using a five point Likert scale across three rubrics. First they indicated their level of *awareness* of the possible obstacle, then their *agreement* that it was a potential obstacle, and finally the level of *impact* this obstacle could have on the operation of the IMTC if it occurred.

<b>Table 11: Statements of Potential Obstacles and Abbreviations</b>	
<i>Questionnaire Statement</i>	<i>Abbreviation</i>
1. Meeting exhaustion	1. Meeting exhaustion
2. Security concerns on the U.S. side of the border are often too high.	2. Security
3. Sustainable funding for the IMTC.	3. Funding
4. More commitment and support from Washington State and British Columbia provincial governments.	4. Support from WA BC
5. The attempt by some groups to capitalize on, or even take credit for IMTC successes.	5. Take credit
6. Occasional pressure from certain groups to push the IMTC to take an advocacy position.	6. Advocacy pressure
7. Turnover of personnel at constituent agencies.	7. Turnover
8. Loss of funding to Whatcom Council of Governments to provide necessary support.	9. Loss of WCOG funds
9. Changes in federal/state/provincial laws that undermine the IMTC’s	9. Laws undermine capacity capacity.

The ranked results from round two for *awareness*, *agreement*, and *impact* are presented in tables 12, 13, and 14 below. Analysis of all these tables demonstrated that the only difference between the responses of Canadian and American panelists was in regards to the *awareness* (table 12) that sustainable funding for the IMTC in general (3. Funding) and to the WCOG in particular (8. Loss of WCOG funds) might pose an obstacle. Americans were slightly more aware of this potential obstacle; otherwise, there was no significant difference in responses. Clusters, as discussed below, occurred in *awareness* and *impact* but not *agreement*.

## Awareness of Potential Obstacle

<i>Cluster</i>	<i>Variable</i>	<i>Mean</i>	<i>Median</i>	<i>Mode</i>	<i>N</i>
1	2. Security -- Awareness	4.46	5.00	5.00	13
1	3. Funding -- Awareness	4.29	4.50	5.00	14
1	4. Support from WA BC -- Awareness	4.00	4.00	4.00	13
1	8. Loss of WCOG funds -- Awareness	3.79	4.00	5.00	14
2	6. Advocacy pressure -- Awareness	3.43	4.00	2,4,5	14
2	7. Turnover -- Awareness	3.54	3.00	3.00	13
2	1. Meeting exhaustion -- Awareness	3.38	3.00	3.00	13
2	9. Laws undermine capacity -- Awareness	3.07	3.00	3.00	14
2	5. Take credit -- Awareness	3.21	2.50	5.00	14

**Cluster 1: Potential Obstacle Awareness:** This cluster (table 12) of obstacles focused on a form of support or potential lack of support (in this case security issues on the American side adversely affecting the IMTC) and had medians and modes ranging between 4 and 5. The highly skewed histograms of these results (figures 4.2-a, 4.3-a, 4.4-a, and 4.8-a) further confirmed that the majority of respondents rated the variables in this cluster at a high to very high level of awareness. The support issues cover a hierarchy of levels from the general through the regional to the local. The security issue translates into how border thickening could impede the functioning of the IMTC.

**Cluster 2: Potential Obstacle Awareness:** This second cluster demonstrates a fairly neutral position of the panelists, with most median and modal scores tending towards a 3. Histograms (figures 4.6-a, 4.7-a, 4.1-a, 4.9-a, and 4.5-a) demonstrate a similar spread around the middle, but with most having a bimodal distribution. These results demonstrate that respondents are aware of all five issues, but they represent more background noise as opposed to a pressing issue or something surprising. Four of these items seem to be standard issues that any voluntary non-partisan organization would face (turnover, exhaustion, advocacy pressure, and battles for credit). The last one (laws that could undermine capacity) is not surprising given the ad hoc nature of the paradiplomacy being practiced by the IMTC, but it seems mainly to be a given especially considering the legal landscape upon which the relationship resides.

**Discussion:** As noted previously, *awareness* of potential funding obstacles, which occurs in the first cluster, is slightly stronger among American panelists. This is quite understandable given that the IMTCs secretariat role is housed on the American side of the border in the WCOG. But over-all, there is a strong *awareness* of the support issues that could face a voluntary ad hoc group. The fact that American security concerns are also in this cluster, and by some measures rank highest, simply seems to demonstrate the nature of the beast since 9/11, top down security issues can always trump attempts at local level paradiplomacy. The second cluster seems hardly surprising; most of the items here relate to the dynamics of any kind of a voluntary non-partisan organization where longevity is always an issue and also direction

and equanimity. Note that even a changing legal landscape that could hamper the role of the IMTC is recognized but not overly so. In summary, support and US security policy are the most obvious obstacles that respondents are aware of.

### Agreement with Potential Obstacle

<i>Cluster</i>	<i>Variable</i>	<i>Mean</i>	<i>Median</i>	<i>Mode</i>	<i>N</i>
1	8. Loss of WCOG funds -- Agreement	3.67	4.00	4.00	12
1	3. Funding -- Agreement	3.64	3.50	3.00	14
1	4. Support from WA BC -- Agreement	3.43	3.00	3.00	14
1	2. Security -- Agreement	3.23	3.00	3.00	13
1	5. Take credit -- Agreement	3.20	3.00	2.00	15
1	6. Advocacy pressure -- Agreement	3.13	3.00	2,4	15
1	7. Turnover -- Agreement	3.07	3.00	3.00	14
1	1. Meeting exhaustion -- Agreement	2.71	3.00	3.00	14
1	9. Laws undermine capacity -- Agreement	2.67	3.00	3.00	15

**No clusters:** When we turn to *agreement* that the potential obstacles are real, nothing stands out (table 13). Based on the Friedman test there is no significant difference of one item from another and all have values that are at or near the center of the Likert scale ranging from a high 4 to a low of 2. Although the histograms for these results show a great deal of variety in shape, only two of the medians differ from a value of 3.00 and six of the nine modes also have a value of 3.00.

**Discussion:** It is quite interesting that the panelists do not single out any single item and all items are quite close to the neutral value of 3.00. It can be concluded that there is general consensus that there is nothing pressing on the horizon. It is notable that all panelists are so closely in agreement on this set of potential obstacles. It probably speaks to the high level of communication that the IMTC has fostered as was noted in the earlier section, as well as the current smooth operation of the organization.

## Impact of Potential Obstacle

<i>Cluster</i>	<i>Variable</i>	<i>Mean</i>	<i>Median</i>	<i>Mode</i>	<i>N</i>
1	9. Laws undermine capacity -- Impact	4.36	5.00	5.00	14
1	8. Loss of WCOG funds -- Impact	4.07	4.00	4.00	15
1	3. Funding -- Impact	3.50	4.00	4.00	14
2	2. Security -- Impact	3.00	3.00	3.00	14
2	5. Take credit -- Impact	2.87	3.00	2 and 3	15
2	7. Turnover -- Impact	2.73	3.00	2.00	15
2	1. Meeting exhaustion -- Impact	2.64	3.00	3.00	14
2	6. Advocacy pressure -- Impact	2.64	3.00	3.00	14
2	4. Support from WA BC -- Impact	2.40	2.00	2.00	15

**Cluster 1: Potential Obstacle Impact:** Two themes emerge as having a high to very high potential impact on the IMTC with medians and modes ranging from 5 to 4 (see table 14): loss of funding either direct or indirect and a shifting legal landscape. Either of these could sound the death knell for this paradiplomatic voluntary organization.

**Cluster 2: Potential Obstacle Impact:** Everything else tends towards the neutral middle of the scale, indicating that it would have some impact but not a particularly large one. Simply stated, a fairly mundane issue such as meeting exhaustion is judged to be equal in potential impact as increased American security concerns or support from Washington and British Columbia.

**Discussion:** Gauging potential *impact* represents a third dimension to the role of obstacles with the operation of the IMTC. Cluster 1 obstacles, including funding and changes to the legal landscape, would have a high to very high impact. The remaining obstacles are largely undifferentiated, and of a lower order. Finally, the true paradiplomatic and local nature of the IMTC is demonstrated by the fact that provincial and state support (cluster 2) is not seen as on par with funding which has been more linked to national levels of government (cluster 1). This suggests that the IMTC would be more impacted by changes in Ottawa and Washington on the one hand or in the local region as represented by WCOG on the other than decisions made in Victoria or Olympia.

## Obstacle Cluster Composite Scores

<i>Variable</i>	<i>Clusters</i>			<i>Composite</i>
	<i>Awareness</i>	<i>Agreement</i>	<i>Impact</i>	
8. Loss of WCOG funds	1	1	1	<b>3</b>
3. Funding	1	1	1	<b>3</b>
2. Security	1	1	2	<b>4</b>
4. Support from WA BC	1	1	2	<b>4</b>
9. Laws undermine capacity	2	1	1	<b>4</b>
1. Meeting exhaustion	2	1	2	<b>5</b>
5. Take credit	2	1	2	<b>5</b>
6. Advocacy pressure	2	1	2	<b>5</b>
7. Turnover	2	1	2	<b>5</b>

Table 15 is based on a simple additive composite score of ranked cluster membership across all three rubrics: *awareness*, *agreement*, and *impact* of potential obstacles.

**Cluster 1: Potential Obstacle Composite -- Funding:** Funding is the only issue that consistently ranks high across all rubric measures.

**Cluster 2: Potential Obstacle Composite – Changing policy, priorities, or legislation:** Issues that emanate from either federal or provincial and state levels of government rank next.

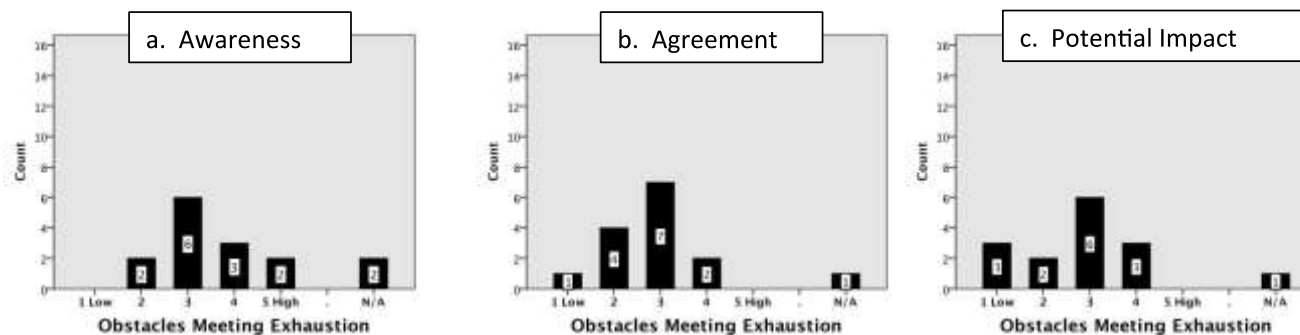
**Cluster 3: Potential Obstacle Composite – Maintaining a voluntary egalitarian organization:** Typical issues that reflect the voluntary nature of the organization consistently fall into the lowest group.

**Discussion:** This multi-dimensional composite approach reveals that any threat to supporting and funding a secretariat (currently a role played by the WCOG) is judged to be the greatest potential obstacle facing the IMTC. Second are obstacles raised by either federal or state and provincial levels of government by shifting their policies, priorities, and/or passing new legislation limiting the scope of a local level paradiplomatic organization like the IMTC. Last, and obviously least, are traditional issues that would face any voluntary egalitarian organization.

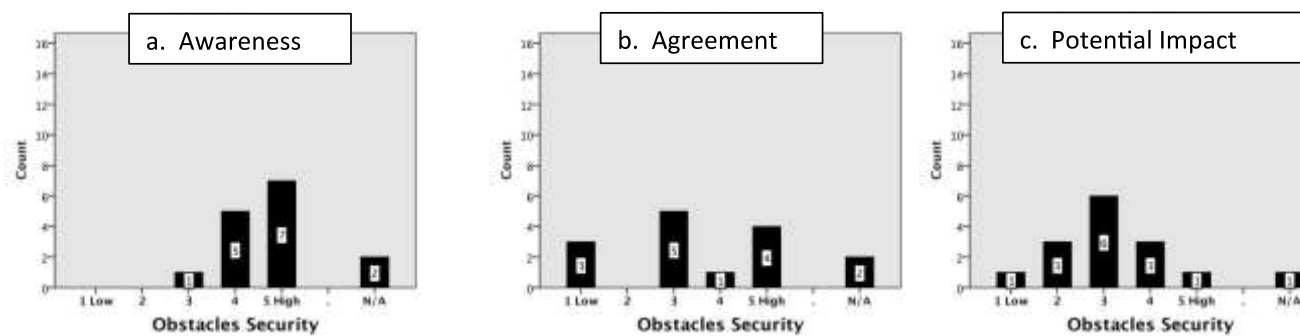
### Final Discussion

In summary it can be said that a lively paradiplomatic organization like the IMTC first and foremost needs adequate outside funding (demonstrated with median values around 4 across all three rubrics and highest composite value). Second a supportive federal and state/provincial environment (medians dipping a bit below 4 and second rank composite value). Finally, maintaining an egalitarian voluntary organization (with medians dropping to around 3 or neutral values) was not seen as much of an obstacle.

**Figure 4.1 a, b, and c: Meeting exhaustion**

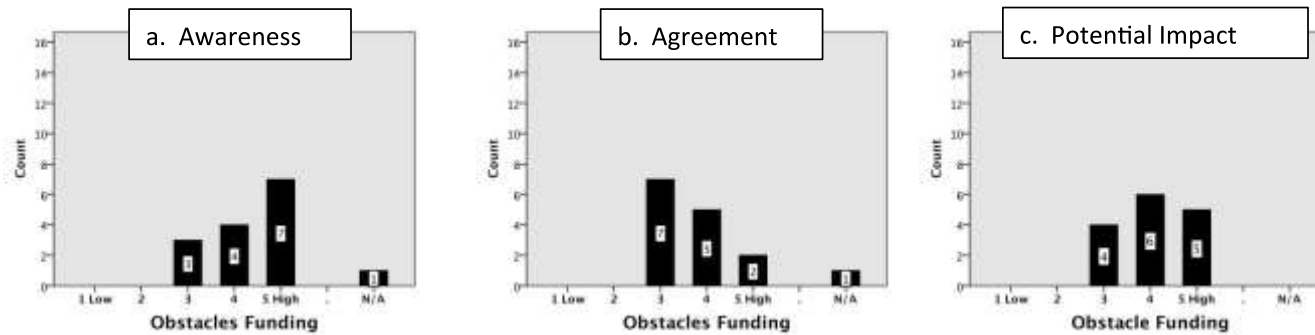


**Figure 4.2 a, b, and c: Security concerns on the U.S. side of the border are often too high.**

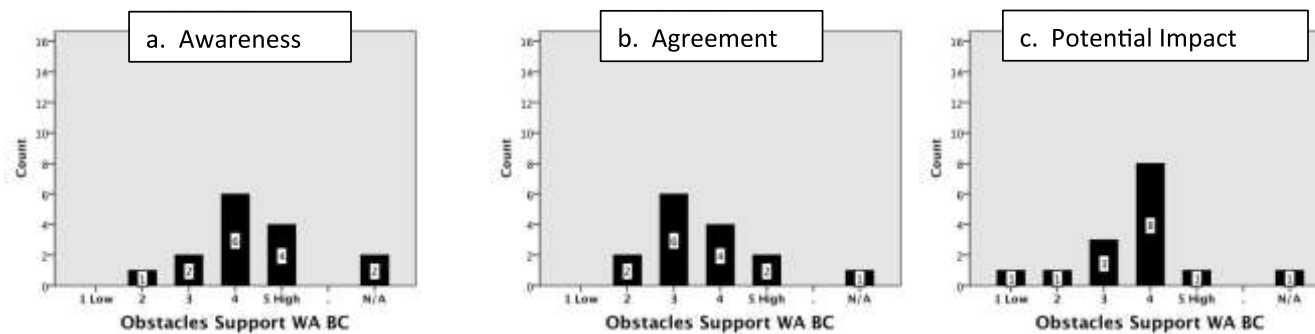




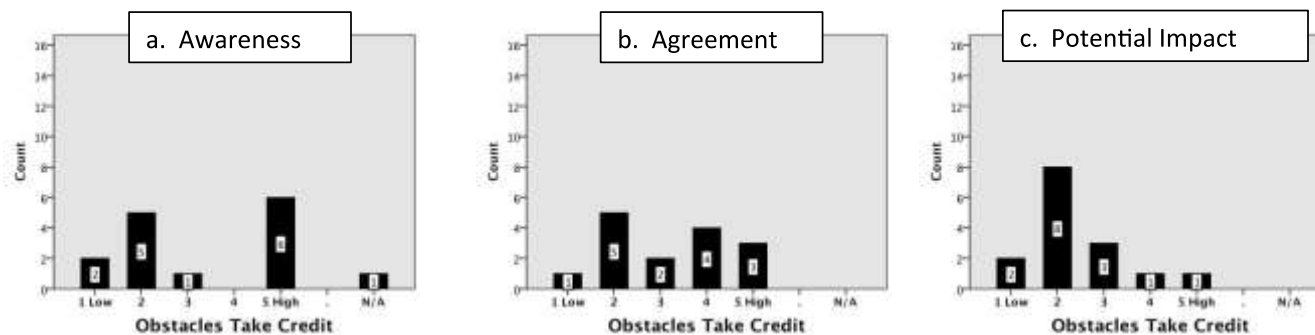
**Figure 4.3 a, b, and c: Sustainable funding for the IMTC.**



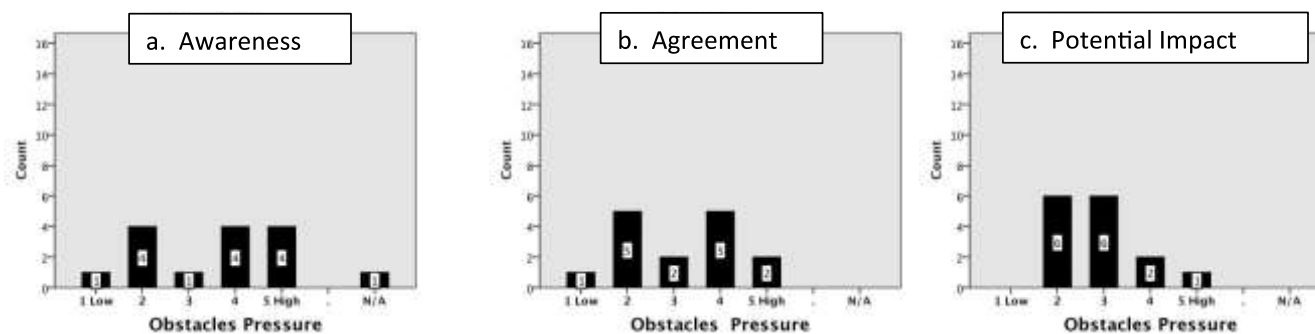
**Figure 4.4 a, b, and c: More commitment and support from Washington State and British Columbia provincial governments.**



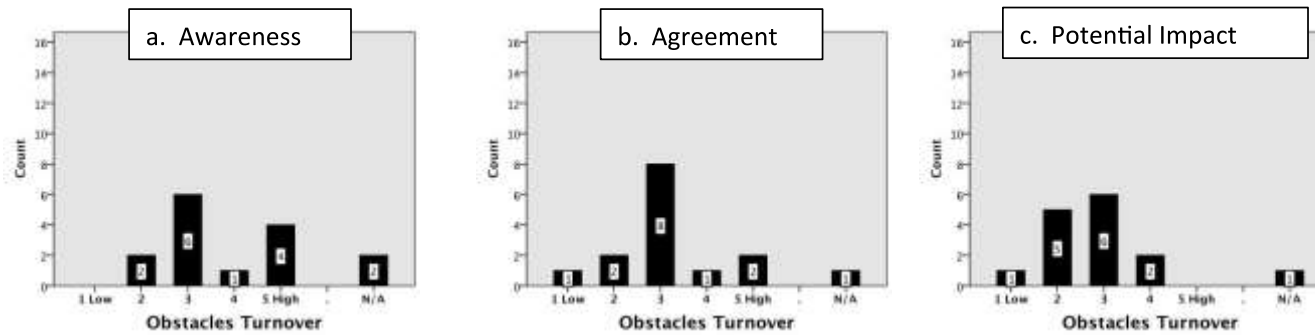
**Figure 4.5 a, b, and c: The attempt by some groups to capitalize on, or even take credit for IMTC successes.**



**Figure 4.6 a, b, and c: Occasional pressure from certain groups to push the IMTC to take an advocacy position.**



**Figure 4.7 a, b, and c: Turnover of personnel at constituent agencies.**



**Figure 4.8 a, b, and c: Loss of funding to Whatcom Council of Governments to provide necessary support.**

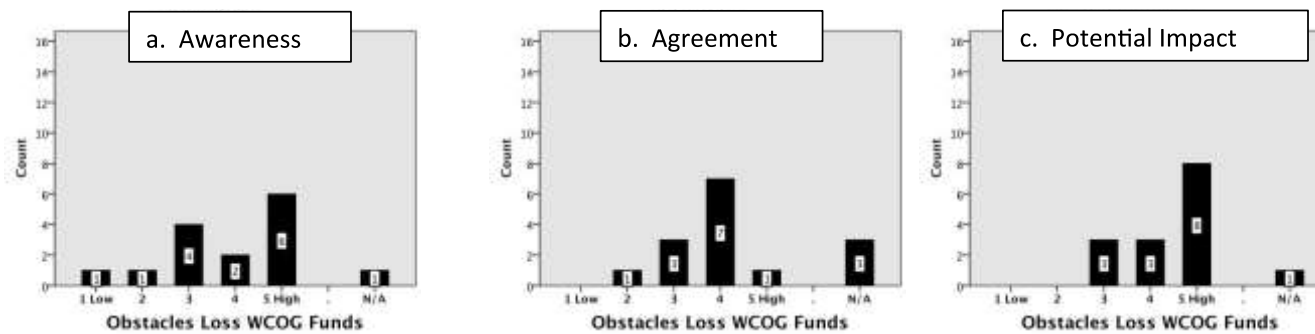
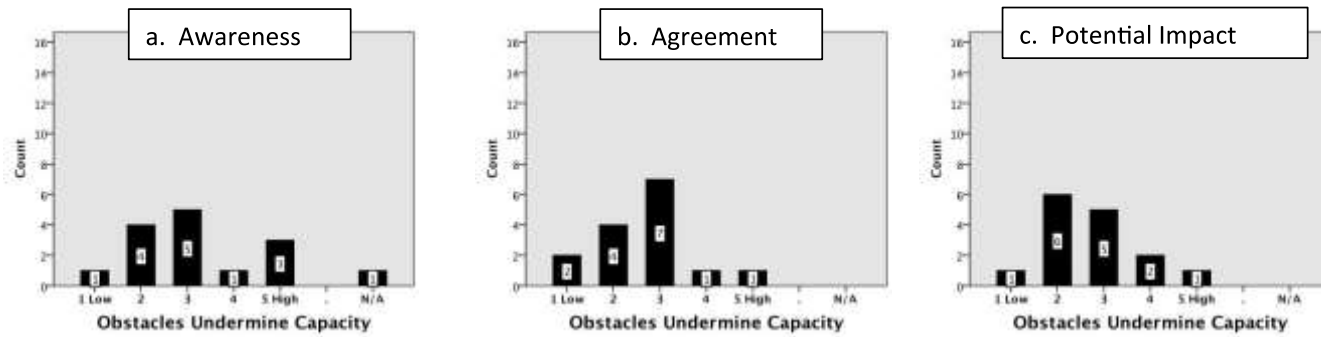


Figure 4.9 *a, b, and c*: Changes in federal/state/provincial laws that undermine the IMTC's capacity.



## 4.5 Future

In round one panelists were given four statements (see table 16) about the possible future function and role of the IMTC and asked to evaluate how strongly they agreed with each statement on a five point increasing Likert scale. In round two, these same statements were again presented along with a histogram of the earlier responses, giving panelists a chance to reconsider their earlier answer.

<i>Questionnaire Statement</i>	<i>Abbreviation</i>
1. In the future, the IMTC will have a greater role in promoting cross border mobility and security.	Greater future role promoting mobility & security
2. The impact of the IMTC is limited due to its voluntary nature.	Impact is limited due to voluntary nature
3 The IMTC should be formalized much like the International Joint Commission (IJC) as a formal method of cross-border governance (perhaps based in corresponding federal legislation or treaty).	Formalize IMTC like IJC
4 In a post 9/11 era, the IMTC has become more valuable.	Post 9/11 IMTC is more valuable

## Results

Table 17 demonstrates a tightening of the responses between round one and two: the standard deviation declines (as also can be seen in the strengthening clusters between rounds on the histograms in figures 5.1 through 5.8 at the end of this section). However, based on the Mann Whitney U test, only the statement to formalize the IMTC like the International Joint Commission (IJC) had a significant change in responses between rounds. It dropped from the third rank to the lowest rank (see table 18 and figure 5.3 a and b). Finally, Canadians and Americans showed no significant difference in their responses.

<i>Abbreviation</i>	<b>Round 1</b>			<b>Round 2</b>		
	<i>N</i>	<i>Mean</i>	<i>Std. Dev</i>	<i>N</i>	<i>Mean</i>	<i>Std. Dev</i>
Post 9/11 IMTC is more valuable	17	4.35	.786	14	4.57	.646
Greater future role promoting mobility & security	18	4.00	.840	15	4.27	.704
Impact is limited due to voluntary nature	21	2.33	1.155	15	2.33	1.047
Formalize IMTC like IJC	17	2.47	1.179	15	1.60	.632

By introducing all of the average measures (mean, median, and mode) for round two in table 18, it is clear that the role of the IMTC has been enhanced in the post 9/11 era and a key factor in that role is promoting greater mobility and security. At the opposite end of the spectrum, respondents definitely favored the voluntary nature of the organization and opposed a more formal structure similar to the IJC.

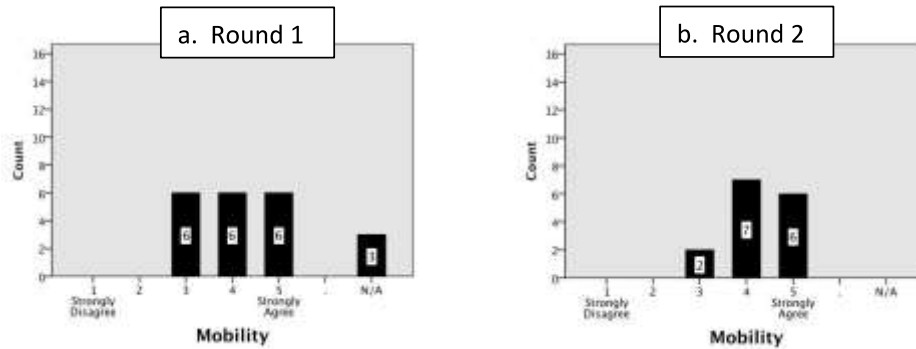
<i>Abbreviation</i>	<i>Mean</i>	<i>Median</i>	<i>Mode</i>	<i>N</i>
Post 9/11 IMTC is more valuable	4.57	5	5	14
Greater future role promoting mobility & security	4.27	4	4	15
Impact is limited due to voluntary nature	2.33	2	2	15
Formalize IMTC like IJC	1.60	2	1 and 2	15

## Discussion

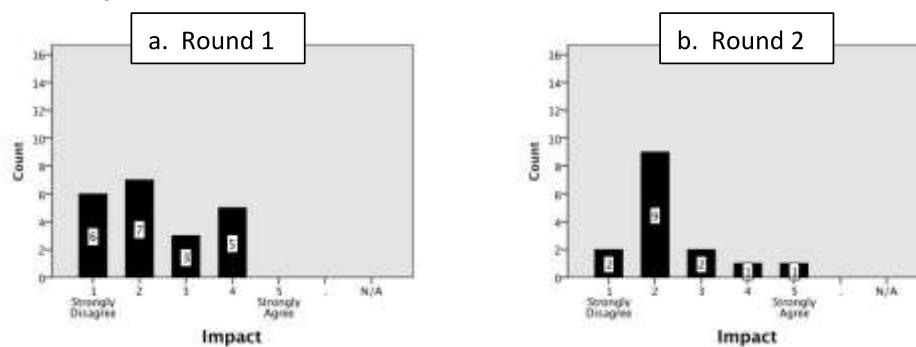
Respondents stressed that the role of the IMTC will increase in the future (median and mode value of 4), especially in the post 9/11 era (an even higher median and mode of 5). Second they did not think that its voluntary nature limited its impact (median and mode value of only 2, showing mild disagreement with the idea) nor did they favor a more formal structure modeled after the International Joint Commission (again median of 2 and a bi-modal result of 2 and 1). As a result it is clear that the respondents thought that the IMTC will have a greater and more valuable role to play in the future and that its voluntary nature is not a weakness.

On all of these points the same conclusions were shared by Americans and Canadians.

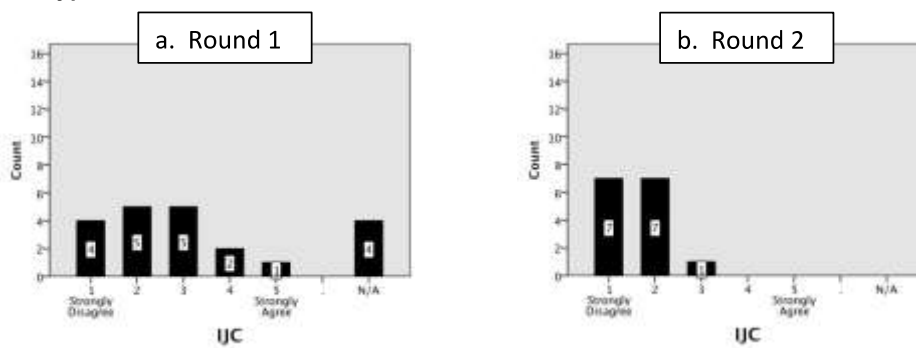
**Figure 5.1 a and b: In the future, the IMTC will have a greater role in promoting cross border mobility and security.**



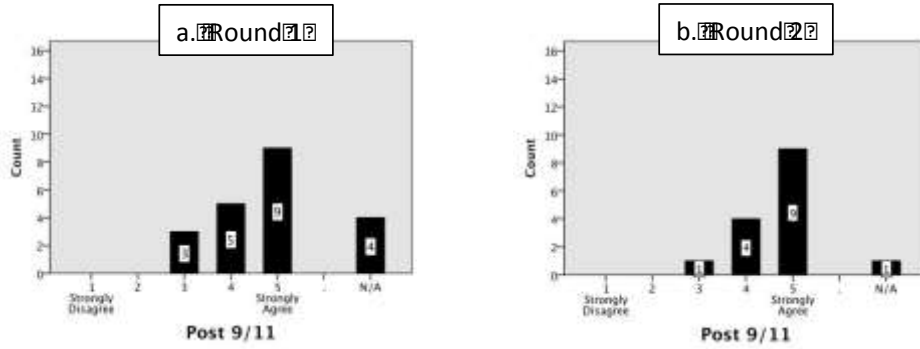
**Figure 5.2 a and b: The impact of the IMTC is limited due to its voluntary nature.**



**Figure 5.3 a and b: The IMTC should be formalized much like the International Joint Commission as a formal method of cross-border governance (perhaps based in corresponding federal legislation or treaty).**



**Figure 5.4a and 5.4b: In the post-9/11 era, the IMTC has become more valuable.**



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## 5. Summary

**The International Mobility & Trade Corridor Project (IMTC)** is a highly unique cross-border planning and policy coalition. It describes itself to be a, “U.S. - Canadian coalition of government and business entities that identifies and promotes improvements to mobility and security for the four border crossings between Whatcom County, Washington State and the Lower Mainland of British Columbia.” (www.wcog.org/Border/About-IMTC/58.aspx, retrieved 10 June 2009).

**Role:** Three themes emerged in the various descriptions of their role, by IMTC participants; in order of decreasing importance: a forum for dialogue, cross-border planning, and promoter of economic growth.

**Communication:** The IMTC has fostered extensive collaboration and increased communication, especially amongst public representatives, both intra and inter-nationally. Respondents favored formal meetings over informal communication. Less change was demonstrated in regards to the private sector. Further, the significance to the public sector in the IMTC was reflected also in the study: it was over represented in the list of respondents. This suggests that an additional study targeting private sector members of the IMTC would be a valuable addition.

**Successes:** IMTC “successes” generally fell into six categories of : 1) cross-border relationship building (the key input and reflected in things like improved incident response protocols), 2) infrastructure and service improvements (e.g., Advance Transfer Information System, border transit upgrades, and increased border staffing), 3) planning and policy (e.g., participation in planning for the 2010 Olympics, supporting NEXUS and FAST programs, and championing enhanced drivers licenses), 4) analysis (e.g., circulation study of cross-border travel patterns), 5) education (e.g., helping educate the public about border security measures), and 6) environment (measures to decrease traffic emissions at border crossings). Based on the above, it is our view is that the broad range and generally high scores assigned to IMTC successes are indicative of an elevated level of paradiplomacy that is assisting in building functional border resiliency. These efforts are directed toward improving the operation of the border under conditions of changing policy directives from multiple agencies and governing levels. In this way, the IMTC is attempting to shape the border experience, taking the existence of the border as a given.

**Obstacles:** Several “tensions” will shape the future of the IMTC:

- Funding – will Whatcom County remain a conduit for core funding and maintain its role as the organization’s secretariat?
- Formal vs. informal – although there is clear support for a formal organizational structure, there appears to be resistance to the idea of a formal institutional structure. The latter would potentially erode local (i.e., bi-regional) control.
- Maintaining a voluntary egalitarian organization – whether turn-over and meeting exhaustion will compromise the longevity of the IMTC, or whether pressures towards advocacy and control will threaten its future.

Of these tensions first and foremost is the continued need for adequate outside funding and second a supportive federal and state/provincial environment. Little concern was expressed for the last point.

**Future:** The IMTC will have a greater and more valuable role to play in the future, especially in the post-9/11 era and its voluntary nature poses no threat. In fact respondents strongly opposed a more formal structure akin to the IJC.

**American and Canadian responses:** Respondents from both nations came to the same conclusions in all areas except for one minor point concerning *awareness* that sustainable funding for the IMTC in general and through the WCOG in particular might pose an obstacle with Americans slightly more aware. Other than that there was no significant difference in their responses.