



2016

INTERNATIONAL MOBILITY & TRADE CORRIDOR PROGRAM (IMTC) PERFORMANCE REVIEW

1. INTRODUCTION

The International Mobility & Trade Corridor Program (IMTC) is an award winning binational multi-agency coalition of stakeholders that works to identify and promote improvements to mobility and security for the border crossings that make up the Cascade Gateway. IMTC is administered by the Whatcom Council of Governments (WCOG).

The Cascade Gateway consists of five land border ports-of-entry between Whatcom County, Washington State and the Lower Mainland of British Columbia.

The goals of the IMTC program are to:

- Coordinate planning
- Improve regional, cross-border trade and transportation data
- Support infrastructure improvements
- Support coordinated implementation of U.S. and Canadian border policy
- Improve operations

IMTC stakeholders have been meeting for twenty years and have funded over \$40 million (USD) of regional border projects.

ESTABLISHING PERFORMANCE

Performance measurements provide periodic indicators of effectiveness relative to goals and are an important part of the IMTC program. However many outcomes that the forum and its participants strive toward - a reduction in border wait time, an increase in the safe movement of cargo, etc. - are difficult to directly attribute to the forum or a single agency's actions since border operations are managed by multiple agencies and are affected by numerous external variables.

The measures used in this review were selected to broadly assess the effectiveness of IMTC and to answer the following questions:

1. How well is IMTC fulfilling its objectives and the expectations of participating agencies?
2. How should WCOG spend its resources to provide the greatest public benefit?
3. How can results from IMTC validate funding, involvement and staff time of participating agencies?
4. What accomplishments are worthy of celebrating?
5. What can be done differently to improve the program?

Actions undertaken as part of IMTC have been broken into four key areas: meetings; data collection, analysis, and distribution; collaboration; and project management.

2. MEETINGS

IMTC typically meets ten times a year - monthly meetings with the exception of August and December. Locations alternate between Canada and the United States. Occasionally meetings are cancelled if there is a conflict with other border-related events.

Steering Committee members are key stakeholder agencies only; primarily transportation and inspection agencies, regional municipalities, state department representatives, and local, regional and federal planning agencies participate at this level. Industry representatives may attend based on topic.

Steering members advise the Core Group, which meets two to three times a year. Every fourth IMTC meeting is a Core Group meeting. Core Group participants include industry representatives, chambers of commerce, non-governmental organizations, and other interested parties.

MEASURE 1: MEETING ATTENDANCE

In 2016 two meetings were cancelled. Participation by agency is listed in *Exhibit 1*.

WCOG strives for participation from each of the six key organizational areas at every meeting: transportation agencies, inspection agencies, municipalities, other government organizations, non-government organizations, and academic institutions.

In 2015 and in 2016, average Steering Committee attendance was 19 representatives. In

Exhibit 1: 2016 Meeting attendance

Meeting Date	1/21/2016	2/18/2016	3/17/2016	4/21/2016	5/19/2016	9/15/2016	10/20/2016	11/17/2016	Total	% of Mtgs
Meeting Type	Steering	Steering	Core	Steering	Steering	Steering	Core	Steering		
Country	USA	Canada	USA	Canada	USA	USA	Canada	Canada		
Attendance	16	20	29	19	12	25	32	20		
Transportation Agencies										
U.S. Federal Highway Administration							✓		1	13%
Transport Canada	✓	✓	✓	✓	✓		✓		6	75%
WA State Dept. of Transportation	✓	✓	✓	✓	✓	✓	✓	✓	8	100%
B.C. Ministry of Transportation	✓	✓	✓	✓		✓	✓		6	75%
Inspection Agencies										
U.S. Customs & Border Protection	✓	✓	✓	✓	✓	✓	✓	✓	8	100%
Canada Border Services Agency	✓	✓	✓	✓	✓	✓	✓	✓	8	100%
Municipalities										
City of Blaine		✓	✓	✓	✓	✓		✓	6	75%
City of Sumas									0	0%
City of Surrey	✓	✓	✓	✓			✓	✓	6	75%
City of Lynden		✓							1	13%
Township of Langley		✓							1	13%
Other Government Agencies										
Whatcom Council of Governments	✓	✓	✓	✓	✓	✓	✓	✓	8	100%
U.S. Federal legislative offices						✓	✓	✓	3	38%
Canadian federal legislative offices									0	0%
Canadian Consulate	✓	✓					✓		3	38%
U.S. Consulate	✓		✓			✓	✓		4	50%
Non-Government Organizations										
BC Trucking Association	✓	✓	✓	✓	✓		✓	✓	7	88%
Pacific Corridor Enterprise Council			✓	✓			✓	✓	4	50%
Academic Organizations										
Border Policy Research Institute - WWU	✓	✓	✓			✓	✓		5	63%
Average Attendance	21.63									

2016 the average number of Core Group attendance increased by 5 percent, to 31 participants (from 29 participants in 2015).

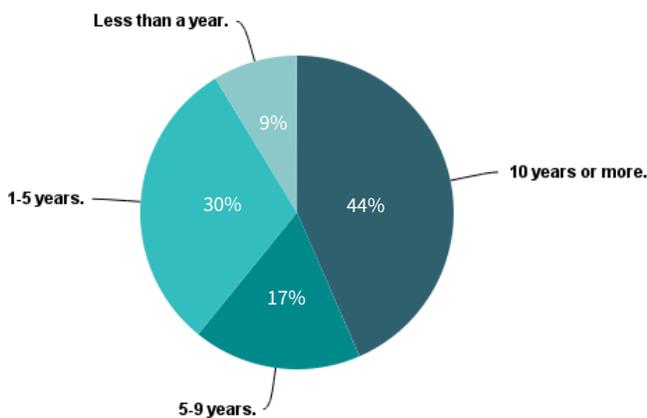
For 2017 it is hoped to get better participation from U.S. Federal Highway Administration and U.S. and Canadian consulate representatives.

In terms of the agencies and individuals who participate in IMTC, there is a healthy percentage of attendees who have participated for over ten years. Data collected from the 2016 IMTC Feedback Survey¹ show that 43 percent of those surveyed have participated in IMTC for ten years or more; 17 percent for 5-9 years, and 39 percent for under five years (see *Exhibit 2*). Over 65 percent of the agencies that responded to the survey have participated in IMTC for over ten years (see *Exhibit 3*).

Of those surveyed, over 86 percent felt their participation in IMTC was either valuable, or very valuable.

MEASURE 2: MEETING TOPICS

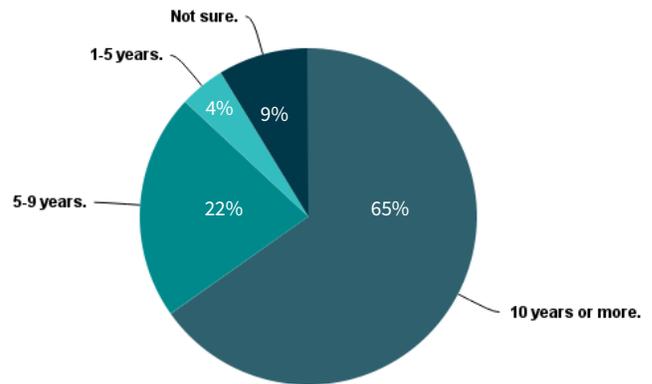
Exhibit 2: How long individuals have participated in IMTC



While WCOG's IMTC agendas strive to provide new and interesting material each month, it is also critical that certain initiatives and regional efforts are discussed on a frequent basis to keep track of progress and enable coordination.

¹ The 2016 IMTC Feedback Survey was conducted online December, 2016. Of the 103 individuals solicited for feedback there were 23 respondents (a 22 percent return rate). Data from the survey are used throughout this report. A full copy of the survey results is available upon request.

Exhibit 3: How long agencies have participated in IMTC

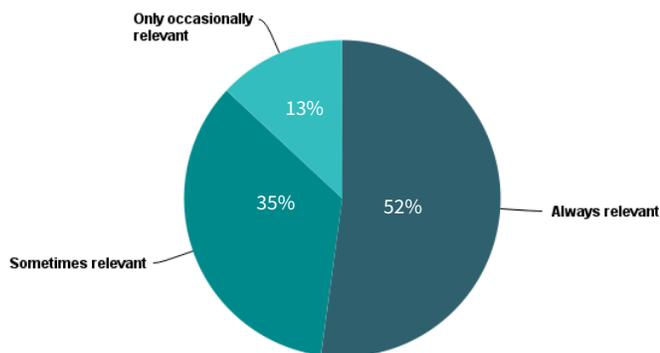


In addition to current event updates at each meeting, the following topics were on the agenda of meetings in 2016:

- 2015/2016 Traffic volumes
- Border Freight Operations Study
- City of Lynden transportation improvements
- Cross-border rail updates
- Dynamic Border Management project
- IMTC project list
- IMTC funding
- IMTC purpose, goals, and strategies
- New Aldergrove facility
- NEXUS performance in Cascade Gateway
- Border pedestrian route improvements
- Preclearance update
- Regional Border Planning Peer Exchange
- RFID readers at Canadian ports
- Roadway improvements near Douglas POE
- Scenario-based evaluation of future needs
- Statewide border area truck parking needs
- Township of Langley current projects
- Transportation Border Working Group updates
- WSDOT Corridor Sketch Planning Initiative

When asked how relevant meeting topics were, 52 percent of IMTC Feedback Survey respondents replied that the meeting topics were always relevant (see *Exhibit 4*).

Exhibit 4: Meeting topic relevance to agencies



MEASURE 3: NATIONAL FOCUS

In addition to organizing regional IMTC meetings, IMTC staff at WCOG also participate in national-level border planning symposia and working groups. In 2016 staff presented and participated in the following national level border planning forums:

- May U.S. - Canada Transportation Border Working Group (TBWG) meeting in Alexandria Bay, NY
- June U.S. Federal Highway Administration/TBWG Border Master Planning Peer Exchange in Bellingham, WA
- November TBWG meeting in Ottawa, ON

Exhibit 5: Dataset freshness

Data type	Most recent dataset
Cross-border pedestrian data	2016
Monthly passenger vehicle volumes	2016
Monthly commercial vehicle volumes	2016
Commodity data	2016
NEXUS vs. passenger vehicle volumes	2016
Passenger vehicle wait time estimates	2016
Commercial vehicle wait time estimates	2016
Passenger vehicle trip characteristics	2014
Cross-border bus data	2014
FAST vs. general purpose truck volumes	2016
Commercial vehicle operations	2016
Cross-border rail data	2003 !
Cross-border marine freight data	2003 !

3. DATA COLLECTION, ANALYSIS & DISTRIBUTION

MEASURE 4: CURRENT DATA

Collecting and disseminating current cross-border trade and travel data is a key function of the IMTC program and a critical output for the coalition. Since its establishment in 1997 IMTC has guided over a dozen independent research projects to provide stakeholders with current statistics and feedback on system performance. *Exhibit 5* shows key areas of data used by stakeholders and when the most recent data were collected. Those marked by exclamation marks are considered outdated.

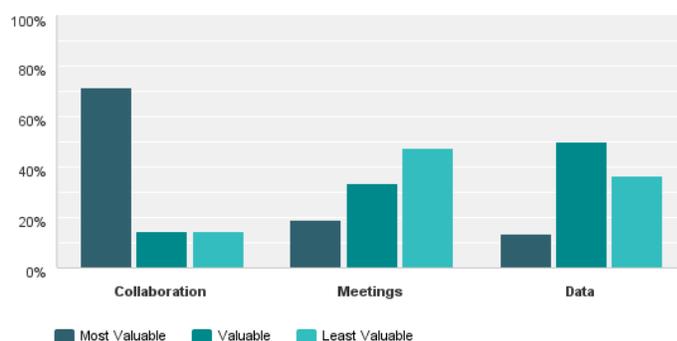
In 2016 the Border Freight Operations study updated commercial vehicle operations data from previous years.

4. COLLABORATION

Although most IMTC accomplishments could be considered a collaborative effort, specific projects and initiatives highlight the value of the coalition more than others - specifically the production of prioritized project lists, research reports, and regional strategy development in response to binational initiatives.

These collaborative efforts are seen as the most valuable component of what IMTC offers to its participants (see *Exhibit 6*).

Exhibit 6: Ranking of IMTC's components



MEASURE 5: DEVELOPMENT OF THE IMTC PROJECT LIST

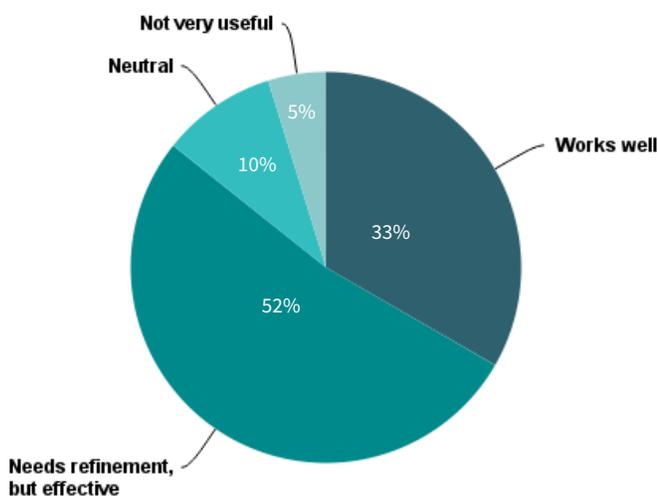
Since its establishment twenty years ago IMTC has been annually updating a Future Project List. Initially this effort was geared toward funding available through the U.S. Coordinated Border Infrastructure program (CBI). However even after CBI funds were redirected as apportionments to U.S. border states and CBI was eventually ended as a funding program, the IMTC Project List continues to be a valuable tool to identify needs and partners in advance of other, often unexpected funding opportunities.

When asked how they would describe the IMTC future project priority list process, respondents to the IMTC Feedback survey, the majority of respondents (52 percent) said they felt the process needed refinement, but otherwise worked well. 33 percent thought the process worked well as-is, and 15 percent saying they were either neutral on the subject, or found the process not very useful (see Exhibit 7).

In 2016 the previous format of the project list was amended to include projects undertaken by partner agencies. The objective of this new list format is to showcase the priority needs of the Cascade Gateway, both funded and unfunded.

In 2016 the IMTC Core Group approved the following IMTC Project List. Responsible agencies are listed in parenthesis (projects in blue are unfunded):

Exhibit 7: The project list process



1. Pacific Highway Northbound Commercial FAST Lane Realignment (CBSA)
2. Pacific Highway Northbound Commercial Large Scale Fixed Imaging (CBSA)
3. Pacific Highway Border Crossing Master Plan (CBSA)
4. Primary Booth RFID Reader Installations (CBSA)
5. Booth Status Data Integration with ATIS (WCOG, BCMOTI)
6. **Coordination of Binational Planning - IMTC (WCOG)**
7. BC Highway 11 NEXUS Lane Improvements (BCMOTI)
8. **External Traffic Counts - Whatcom County (WCOG)**
9. **Cascade Gateway Border Circulation Analysis Phase II (WCOG, WSDOT)**
10. **Additional Passenger Inspection Lanes Northbound Pacific Highway (CBP)**
11. **Pacific Highway Cross-Border Pedestrian Movements (CBSA, CBP, WSDOT, BCMOTI)**
12. **Peace Arch/Douglas Pedestrian Path Completion (CBP, WA State Parks)**
13. **Exit 274 Interchange IJR Update (Blaine, WSDOT)**
14. Boundary Bay Port-of-Entry Redevelopment (CBSA)
15. **Exit 274 Interchange Final Design (Blaine, WSDOT)**
16. SR 539 Congestion Relief: Lynden to SR 546 (WSDOT)
17. **Pacific Highway Southbound Lane-to-Booth Traffic Flow Improvements (CBP, BCMOTI)**
18. **Pacific Highway Northbound Active Lane Management (WSDOT, CBSA)**
19. **Point Roberts/Boundary Bay Border Wait Time Installation (CBP, CBSA, Delta, Whatcom County)**
20. **Bluetooth/Wi-Fi Border Wait Time System (CBSA, CBP, WSDOT, BCMOTI, WCOG)**
21. BC Highway 13 Border Approach Improvements (BCMOTI)

MEASURE 6: Development of collaborative tools

In addition to the project list, IMTC stakeholders have developed other binational border planning resources:

The **IMTC Resource Manual** is an annual publication compiling data from regional and national agencies.

The **IMTC Construction Schedule** tracks the cumulative effect of construction projects on both sides of the border that may impact the Cascade Gateway.

The **IMTC Communications Protocol** establishes an integrated standard operating procedure in the event an incident closes a border approach road or port-of-entry.

Border Facility Microsimulation Modeling is a customizable software platform for testing alternative operational strategies at Cascade Gateway border crossings without implementing changes in the field.

As part of the survey of IMTC participants in 2016, responses were collected regarding IMTC's collaborative products and their value to stakeholders. Results are shown in *Exhibit 8*.

Exhibit 8: Value of IMTC products

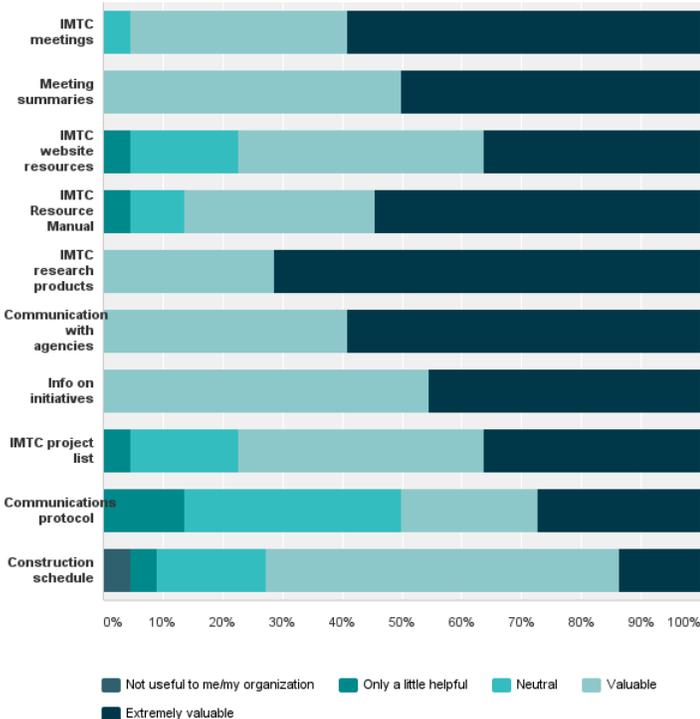
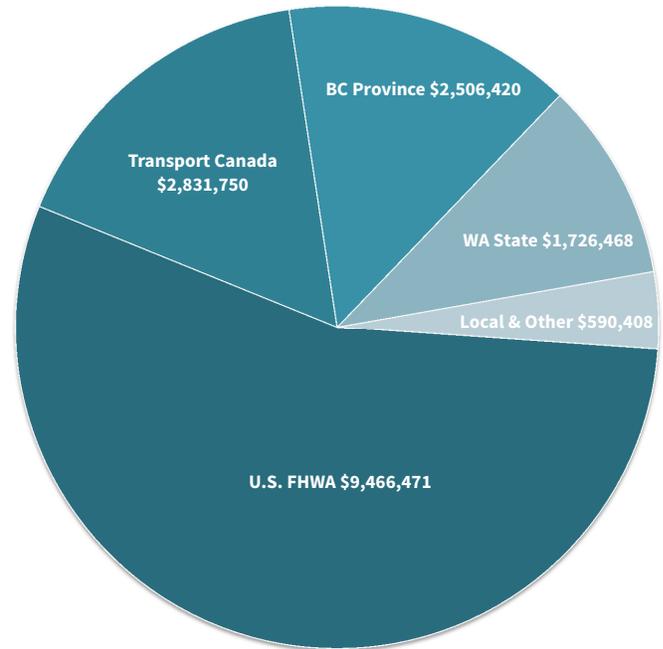


Exhibit 9: IMTC project funding, 1999-2016



MEASURE 7: PROJECT FUNDING PARTNERSHIPS

None of the projects identified by the IMTC forum would be accomplished without funding. IMTC participants have worked together to combine funding sources for nearly all of the projects on the IMTC Project List. Between 1999 and 2016, over \$17 million (USD) has been contributed by multiple agencies to complete IMTC identified projects (see *Exhibit 9*).¹

In 2016 one IMTC priority project received funding: the Booth Status Data Integration Project. This project successfully applied for U.S. Federal Highway Administration grant funding for border wait time projects, and received \$60,550 of FHWA funding. This funding is matched 22 percent by B.C. Ministry of Transportation & Infrastructure, who contributed \$17,500 (USD).

¹ This chart does not include \$24,557,500 from U.S. FHWA for I-5 improvements at Exit 276 related to the Peace Arch re-design.

5. PROJECT MANAGEMENT

Another main focus of IMTC participants is oversight of IMTC-identified projects. While project funding is often a partnership, projects are often delivered by one agency. But in keeping with the objective of optimizing cooperation, IMTC often establishes advisory teams for specific projects.

In addition, any project that WCOG undertakes either as a separately funded effort, or within the scope of IMTC research, WCOG typically works with an advisory team of IMTC participants to coordinate the activities and to facilitate consensus on methods.

MEASURE 8: PROJECTS UNDERTAKEN

The following IMTC projects began or were worked on during 2016:

- Booth Status Data Integration Project
- IMTC Border Freight Operations Study
- Dynamic Border Management project
- Pacific Highway northbound bus approach assessment
- Pacific Highway/Peace Arch-Douglas Pedestrian Plan
- BC Highway 13 Border Approach Improvements

MEASURE 9: PROJECT ASSISTANCE REQUESTS

IMTC stakeholders often ask WCOG to develop datasets, analyses, or other specific products. In 2016 the following reports were completed:

- Counts of cross-border trucks passing through Ferndale, WA
- Grant writing and assistance for border ITS technology project
- Border Freight Operations database review and training with Port of Bellingham
- Passenger Vehicle Intercept Survey data extractions for WWU
- Wait time comparisons with traffic counts
- Sharing of aerial photography files with inspection and transportation agencies

- Review of data used in media article regarding staff optimization of Douglas.
- Discussions of wait time algorithms with WSDOT to help validate ATIS system.
- Review of secondary wait times to inform development of a measuring system.
- Breakdown of northbound trade values for CBSA
- Summary of annual trade data for Pacific Highway port-of-entry for PNWER
- Analysis of Ready Lane vs. NEXUS lane volumes at Sumas
- Identification of data analysis needs for FAST first initiative
- Hazmat commercial movement analysis through ports-of-entry
- National presentation of how to use archived wait time data for analyses

6. DETERMINING EFFECTIVENESS

Based on the measurements of the performance areas listed above, the following questions may be asked to determine whether or not IMTC is fulfilling its purpose, goals, and strategies.

MEASURE 10: WORK RELATING TO IMTC PURPOSE, GOALS & STRATEGIES

How well is IMTC fulfilling the purpose, goals, and strategies of the forum and the expectations of participating agencies?

The Purpose, Goals, and Strategies document guides the work of the IMTC forum and defines its priorities and objectives. Every few years the Core Group reviews and updates the document to reflect current priorities.

In 2016, the IMTC forum made progress on or discussed 22 of the 31 specific strategies listed (71 percent). The strategies that were not worked on in 2016 are marked gray in *Exhibit 10*.

There has been less focus on modes other than passenger vehicles and trucks this year - so

Exhibit 10: Work related to program goals and strategies

Goal	Strategy	Critical	Important	Not Important	Weighted Value
1. Coordinate Planning	S1.1 Regularly convene representatives of the agencies that own and operate regional, border-crossing transportation and inspection facilities.	9	11		29
	S1.2 Develop and maintain cross-border, interagency, cross-sector relationships that are essential for efficient and effective communication, trust-based decision making, and advancing improvements through partnership.	17	3		37
	S1.3 Facilitate continuous involvement and dialogue with representatives of industries that depend on cross-border connections as well as stakeholders from non-governmental organizations and academia	12	8		32
	S1.4 Develop and periodically update a list of projects (infrastructure, operations, information technology, planning, communications) that address shared needs of IMTC Program participants.	6	14		26
	S1.5 Support improvement and operation of the Cascade Gateway as a system rather than five individual ports of entry.	7	12	1	25
	S1.6 To plan for future capacity of Cascade Gateway land-border facilities as trade and travel volumes grow, periodically update estimates of how all modes could be optimally used to serve international transportation demand on the corridor	10	10		30
	S1.7 Engage with other regional, cross-border coalitions and participate in the border-wide Canada-U.S. Transportation Border Working Group (TBWG).	8	10	2	24
	S1.8 Conduct near-term and long-term planning for the Cascade Gateway.	8	9	2	23
2. Improve data	S2.1 Collect and share transportation and trade data.	9	11	0	29
	S2.2 Maintain and improve border wait time systems.	9	10	1	27
	S2.3 Maintain and improve data products including border wait time data archives, booth-status data, and periodic sample surveys of cross-border trucks and passenger vehicles.	10	10	0	30
3. Support infrastructure improvements	S3.1 Improve border crossing approach roads.	11	8	1	29
	S3.2 Improve cross-border rail.	4	12	4	16
	S3.3 Improve corridor connections of trade and travel routes.	4	16	0	24
	S3.4 Integrate Intelligent Transportation Systems (ITS).	6	11	3	20
	S3.5 Encourage harmonization of cross-border ITS systems, standards, and products	9	10	1	27
4. Support coordinated implementation of policy	S4.1 Coordinate improvements, operations, and communications in accordance with the goals of federal policies including the Beyond the Border Action Plan (BTB).	8	12	0	28
	S4.2 Specifically, maximize coordination with annual updates to the BTB Binational Infrastructure Investment Plan (BIIP)	5	13	2	21
	S4.3 Complement, as appropriate, border related initiatives of British Columbia and Washington State including memoranda of cooperation and the Joint Transportation Executive Council (JTEC).	6	12	2	22
	S4.4 Explore options for funding future Cascade Gateway improvements including binational financing mechanisms.	9	10	1	27
5. Improve operations	S5.1 Improve traffic management at all Cascade Gateway ports-of-entry.	11	8	1	29
	S5.2 Support ongoing effectiveness of the NEXUS program.	7	9	3	20
	S5.3 Support optimal operations of the FAST (Free and Secure Trade) programs.	5	13	2	21
	S5.4 Coordinate support for adequate staffing of border inspection facilities.	11	8	1	29
	S5.5 Use data-based tools to evaluate operational alternatives such as transportation demand modeling and facility simulation modeling.	4	14	2	20
	S5.6 Support integration of information systems when appropriate including intelligent transportation systems (ITS).	6	12	2	22
	S5.7 Support identification of consistent funding for maintenance of ITS (wait time, traffic management, etc.)	6	10	4	18
	S5.8 Support operational improvements envisioned under the Beyond the Border (BTB) Action Plan	3	15	2	19
	S5.8.1: Support the implementation of pre-clearance for passenger rail.	3	15	2	19
	S5.8.2: Support consideration of alternatives enabled by a pre-clearance agreement such as shared border operations zones at ports-of-entry and off-border inspection functions.	4	16	0	24
	S5.8.3: Support optimal adoption and application of radio frequency identification (RFID) technology (for both NEXUS and non-NEXUS travel documents).	7	10	3	21

the strategies that focus on rail, marine, and air have not been impacted. Larger initiatives such as shared border operations zones and binational funding mechanisms are dependent upon actions beyond the scope of the IMTC forum participants, but continue to have high importance for future, regional policy options.

Exhibit 10 also includes a ranking of the strategies by IMTC feedback survey participants. Participants were asked to list whether they found each strategy critical, important, or not important. The weighted value shows the strategies considered most important.²

This analysis shows whether or not work accomplished this year focuses on the coalition's top priorities, and highlights those priorities that need more work in the future.

The highest scoring strategy was S1.2, developing and maintaining cross-sector relationships. The lowest scoring strategy was S3.2, improving cross-border rail.

Similar to 2016, it may be valuable in 2017 to look at developing topic papers on some of the strategies that received little attention this year.

Participants were asked if there were strategies they felt IMTC was not working on enough and/or should do more to advance. Responses included the following comments:

- Conduct outreach to elected officials representing the State of Washington as well as to Washington decision-makers.
- Include San Juan County and Marine trade routes into the discussion.
- Assess the effectiveness of ACE and ACI, the impact of security programs such as FAST/CT-PAT, PIP/CSA, and the impact of non-tariff barriers such as high CBP/CBSA contractor off-loading fees, DTOPS/APHIS fees, staffing below levels to accommodate travel demand on cross-border trade flows.

² Weights were calculated by giving one point to any strategy marked "important," two points to any strategy marked "critical," and subtracting one point from anything deemed "not important."

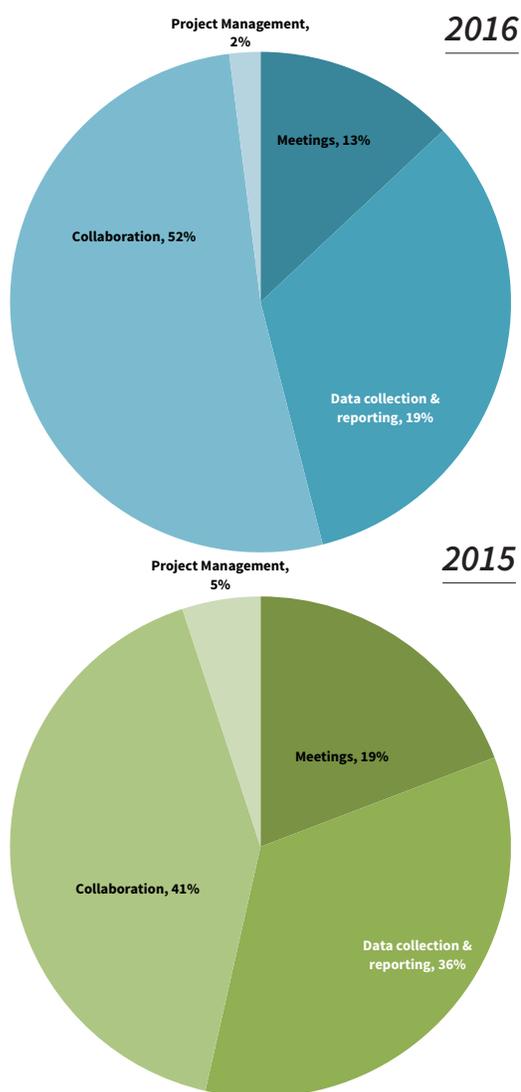
MEASURE 11: RESOURCE ALLOCATION

How should WCOG spend its resources to provide the greatest public benefit?

Starting in 2014, WCOG staff began billing IMTC hours to specific work categories based on performance areas: meetings; data collection, analysis, and distribution; collaboration; and project management (added last year).

Exhibit 11 shows a comparison of performance area billing for 2015 and 2016 respectively. As

Exhibit 11: IMTC staff time allocation, 2015-2016



seen previously with *Exhibit 6*, the spending of the majority of time on collaborative efforts fits well with the priorities of the IMTC participants.

Participants were asked if they would like WCOG, in its capacity as lead agency of IMTC, to assist in a future research project or planning activity with their organization. Several organizations responded, including the following:

- Movements of commercial trucks across three ports-of-entry
- Border wait time ATIS system periodic performance evaluation
- Economic impact study of Washington State Ferries to cross-border communities
- A time and motion study for commercial traffic traveling from Seattle through each crossing with the same destination in BC
- Planning for improvements to transportation infrastructure and expansion/improvement of commercial operations at the Lynden port-of-entry

MEASURE 12: VALIDATING OUTCOMES

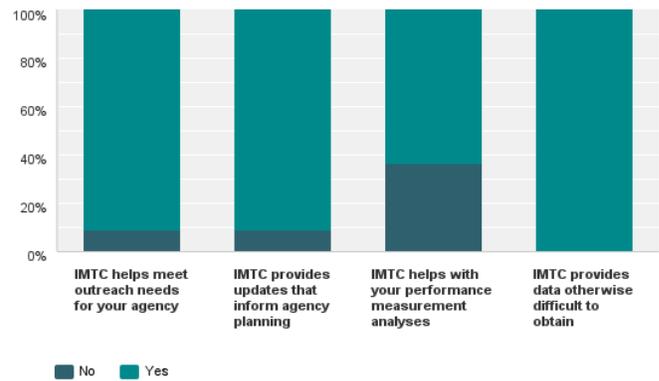
How can results from IMTC validate the involvement and staff time of participating agencies?

The partnerships established through the IMTC forum have helped leverage U.S. and Canadian funding, provided in-kind match for projects, and prepared research prior the implementation of operational or infrastructure changes.

Funding is one method of validating the involvement of agencies. Since its beginning in 1997 the IMTC coalition has secured over \$17 million (USD) for projects from federal provincial, state, and local agencies.

Other benefits also accrue to agencies that participate (see *Exhibit 12*). Stakeholders were asked to explain the most important reason their agency participates in IMTC. Some of the comments received include the following:

Exhibit 12: Benefits validating agency involvement in IMTC



- The level of collaboration and interest is exceptional and essential for success at the Canadian US border. Without it, border modernization would not happen.
- To be at the table for regional transportation issues.
- The contacts and collaboration with other agencies.
- Awareness of relevant efforts on both sides of the border
- Provides a credible, open forum for regulators and industry stakeholders to work on a common set of goals.
- Important issues are brought forward to a group of leaders who have the authority to influence change, subject to funding. As well, issues link to national issues and topics.
- The group is a traffic wait time warrior, always looking to improve the travel time for both passenger car and commercial truck alike.

What accomplishments are worthy of celebrating?

Participants were asked to share their positive experiences with IMTC and what they feel are the reasons why IMTC should continue its efforts As reported by the 2016 feedback survey:

- IMTC is extremely important for our region to deal with binational border issues and projects.

Exhibit 13: IMTC Capability Maturity Model assessment

Dimensions	2014 CMM Score	2016 CMM Score	Comments
Business processes	2	2.5	
Systems and technology	2.5	2.75	Border crossings require a regional focus and systems and technologies may not support statewide activities
Performance measurements:			
- Border operations	2	3	
- IMTC program management	2	4	
Culture	2.5	2.5	There is support for TSMO but the challenge is integrating multiple agencies with differing missions.
Organization & staffing	3	3	Identifying a long-term source of funding is the key issue.
Collaboration	4	4	

Rankings:
Level 1: Performed
Level 2: Managed
Level 3: Integrated
Level 4: Optimized

- IMTC is the only organization positioned to ensure coordinated cross border infrastructure and policy.
- WCOG staff do a fantastic job with the IMTC. We're lucky to have you!!!
- I see the collaborative efforts as an effective model that should be adopted by the rest of the border stakeholders across Canada and the USA.
- Hope funding is made available to keep this vibrant working group in existence.
- I'm very supportive of this group and am grateful for the opportunity to work with so many engaged and knowledgeable members.
- This committee needs to continue for the next 5 years as we work with transitioned governments on both sides of the border.

WCOG also lists the following accomplishments in 2016:

- Award from the Technology & Innovation Deployment Implementation Assistance – Border Wait Time Technology program for the Booth Status Data Integration Project.
- Establishment of the Blaine, WA/Surrey, BC Border Pedestrian Plan advisory team and draft plan
- Collection of new data set: hazardous materials analysis of cross-border freight.

MEASURE 13: CMM ASSESSMENT

What can be done differently to improve the effectiveness of the program and overall performance?

On December 22, 2016, WCOG conducted a webinar with FHWA and the American Association of State Highway and Transportation Officials (AASHTO) to update progress made with implementing the capability maturity model (CMM) assessment conducted in 2014. The objective of the update was to assess the outcomes and impacts resulting from the CMM action plan developed in 2014.

The assessment determined a level of maturity for four focus areas as defined by the CMM.³ The dimensions reviewed included business processes, systems and technology, performance measurement, culture, organization and staffing, and collaboration.

This 2014 analysis helped define ways to improve the effectiveness and overall performance of the IMTC program.

In 2016, WCOG reported updates to each of the dimensions (see Exhibit 13).

Business processes: The primary change is that IMTC is now established as a core function of the WCOG's activities, integrated with WCOG's Unified Planning Work Program (UPWP). In addition, the IMTC project list has changed to include both unfunded and on-going projects, and includes

³ <https://ops.fhwa.dot.gov/docs/cmmexesum/sec1.htm>

project investments that impact the IMTC.

Systems and technologies: Despite the challenges of coordinating efforts across multiple agencies IMTC participants have made significant system improvements over the past two years, including the booth status integration system and updated wait time systems at Aldergrove.

Performance measurement: As mentioned in the beginning of this report under Establishing Performance, it is challenging to develop and implement performance measures that address the needs of multiple agency missions. However through this document WCOG has established a detailed means to track IMTC program management and performance.

Culture: The most significant change in organizational culture is that IMTC partners have gained an understanding of TSMO - Transportation Systems Management and Operations.

Collaboration: Collaboration remains unchanged at the highest level.

Staffing and organization: The primary issue facing the IMTC is the lack of dedicated funding. WCOG has been able to provide the necessary staff support through existing resources and noted there is little likelihood of obtaining additional staff support.

More details on these reports are available in the Capability Maturity Model Implementation Plan, and the 2017 update, available on the IMTC website.

6. PERFORMANCE SUMMARY

Exhibit 14 summarizes each measurement to establish a format for comparing performance on an annual basis.

Based on these measurements, IMTC work is on track and adhering to its underlying goals,

Exhibit 14: Annual comparison of measures

Measure	Quantification	2015	2016
Measure 1: Meeting attendance	% of meetings attended by 6 core agency types	70%	63%
Measure 2: Meeting topics	# varied topics discussed at meetings	20	37
Measure 3: National focus	# national-level meetings attended by IMTC staff	7	3
Measure 4: Development of IMTC project list	IMTC project list approved by Core Group?	Yes	Yes
Measure 5: Development of collaborative tools	IMTC collaborative tools updated?	Yes	Yes
Measure 6: Establishment of funding partnerships	Funds identified and matched	\$187,500	\$78,050
Measure 7: Projects undertaken	# independent IMTC-related projects underway	4	3
Measure 8: Project assistance requests	# project assistance requests	7	15
Measure 9: Current data	# datasets out of date	2	2
Measure 10: Work relating to IMTC objectives	# objectives addressed in 2015	56%	68%
Measure 11: Resource allocation	Staff allocation to performance areas (mtgs, data, collaboration, proj. mgt)	19/36/41/5	13/19/52/2
Measure 12: Validating elements	# accomplishments identified by stakeholders	NA	7
Measure 13: CMM assessment	Level changes in capability model	0	3

purposes and strategies; work is varied and outputs are valued by participating agencies.

Improvement areas include:

- Analysis of outdated data sets to see whether it is cost effective to update them
- Address strategic improvements as outlined in stakeholder feedback, including: outreach to Washington State elected officials and decision-makers about IMTC needs; inclusion of marine trade routes; and assessment of border security programs including ACE and FAST.
- Discuss ways to improve upon the IMTC project list process to better meet the needs of the participants.

These results will be shared with the IMTC Core and Steering groups to discuss successes of 2016, strategies for improvement in 2017, and the overall path of the IMTC forum going forward.

FOR MORE INFORMATION

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