



MEMORANDUM

To: NCTCOG Project Team (Ezra Pratt, Andrew Pagano, and Shannon Stevenson)
From: Nelson\Nygaard Project Team
Date: April 21, 2022
Subject: Intermodal Transportation Hubs for Colleges and Universities Directional Workshop Summary

Nelson\Nygaard facilitated a Directional Workshop for North Central Council of Governments' (NCTCOG) Intermodal Transportation Hubs for Colleges and Universities study on April 14, 2022. The purpose of the workshop was to:

- Present basic background information for the study
- Provide an overview of the mobility hub concept for stakeholders and members of the study's Project Advisory Committee (PAC)
- Collaborate to help identify mobility needs, challenges
- Identify short-term and long-term project goals, as well as an overall vision that the study can address and be guided by.
- Discuss success metrics for mobility hub implementation
- Discuss potential risk factors

This memorandum summarizes the key themes of the workshop, a preliminary vision statement, the results of the SWOT analysis held during the workshop, and key takeaways learned in the workshop that will be incorporated in the study's approach.

ATTENDANCE SUMMARY

The table below includes the attendees of the Directional Workshop and their affiliations.

Name	Affiliation	Project Role
Andrew Hooker	Dallas County	Stakeholder
Andrew Pagano	NCTCOG	Project Team
Ann Foss	City of Arlington	PAC
Bill Donovan	UNT Staff	PAC
Bill Loudon	Alliance Transportation Group	Project Team
Bridell Miers	Collin County	Stakeholder
Brittney Farr	DCTA	PAC
Brooke Goggans	Mosaic SKM	Project Team

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Name	Affiliation	Project Role
Catherine Osborn	NCTCOG	PAC
Chad Edwards	Trinity Metro	PAC
Chelsey Cooper	Alliance Transportation Group	Project Team
Chris Dowdy	Paul Quinn College Staff	Stakeholder
Devon Skinner	UNT Student President	PAC
Evan Costagliola	Nelson\Nygaard	Project Team
Ezra Pratt	NCTCOG	Project Team
Greg Hladik	UT Arlington Staff	PAC
Jackson Archer	Nelson\Nygaard	Project Team
Janille Smith-Colin	SMU Faculty	PAC
Jolene Holland	Nelson\Nygaard	Project Team
Julie Anderson	NCTCOG	PAC
Kim Britton	STAR Transit	PAC
Korrie Beck	City of Fort Worth	Stakeholder
Martin Bate	NCTCOG	PAC
Mary Nelan	UNT Faculty	Stakeholder
Nathan George	City of Denton	PAC
Nathan Hutson	UNT Faculty	PAC
Nicholas Collins	UNT APA President	PAC
Phil Dupler	Trinity Metro	PAC
Rachel DiSalvo	VIA Transportation	PAC
René Pastorek	Alliance Transportation Group	Project Team
Shannon Stevenson	NCTCOG	Project Team
Tai Le	Dallas County	Stakeholder
Tushar Solanki	Dallas County	PAC
Tom Stalling	Mosaic SKM	Project Team
Walter Williams	Tarrant County College Staff	Stakeholder
Zach Hutcheson	City of Fort Worth	Stakeholder

BREAKOUT GROUP THEMES

Nelson\Nygaard facilitated two 45-minute breakout groups during the Directional Workshop to help answer questions about the direction of the study and talk through a potential project vision with corresponding metrics of success. Members of the breakout groups were assigned at random.

Primary themes uncovered through discussion in the breakout groups included the approach to designing campus mobility hubs, the amenities to include in campus mobility hubs, and current campus mobility gaps and the broader transportation landscape in North Texas. Another key issue identified by participants was the lack of partnerships between university and college campuses, local municipalities, and shared mobility providers to expand mobility options to campus affiliates. With limited to no existing mobility options, there is no ability to “plug-and-play” at a campus mobility hub.

Key themes identified in the breakout groups are summarized in the table below.

Category	Theme
Approach to Hub Design	Make hub layout intuitive, accessibility, universal design
	Ensure hub design has flexibility to accommodate future growth
	Hubs as more than transfer stations
	Stakeholder collaboration
	Consider needs of non-university users
	Consider cost at different scales
	Hubs need to maximize user convenience
	Integration with existing parking and transit facilities
	Connectivity
	Considering the importance of transit frequency at different hub types
Amenities	Offering infrastructure that best complements the offered amenities and local context, such as bike lanes or bus lanes
	Pedestrian amenities: lighting, shade, seating
	Sustainable offerings such as solar lighting, recycling, incorporation into green space
	Space activation through activities
	Signage and up-to-date, real-time information
	Technology
	Secure and safe

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	Waiting locations
Gaps and broader context	Majority of students bring car to campus
	Public transit doesn't go to key destinations, lack of shared options
	Lack of connectivity
	Funding for transit is tied to parking
	Inconsistent options (i.e., shared mobility)
	Affordability as barrier to entry
	Limited hours of operation
	Some communities have hostile walking environment
	Parking focus in North Texas

CAMPUS HUB VISION

Based on the breakout group conversations, Nelson\Nygaard has developed a preliminary vision for future campus mobility hubs. This definition and vision will be modified as campus stakeholder conversations continue in Phase 1 and 2 of the study.

Campus mobility hubs are the physical and digital intersection of mobility options, transportation information, campus life, and social interactions. Campus mobility hubs are centralized points both on- and off-campus where people have on-demand access to a range of shared mobility options and mobility storage solutions. They enable campus affiliates to access multiple transportation options and amenities that support campus access or connections across modes. Typically built on a backbone of public transit and campus shuttles, mobility hubs offer a safe, comfortable, convenient, and accessible space to seamlessly transfer across different mobility options.

While campus mobility hub design and its associated kit of parts respond to the varying needs of resident and commuter campus, NCTCOG and its stakeholders envision the following objectives for campus mobility hubs:

- Campus mobility hubs should be highly accessible, convenient, sustainable, and safe, with a wide array of amenities to complement the available mobility offerings.
- Campus mobility hubs should seamlessly tie-in to the fabric of the campus or community where they are located, both in terms of aesthetics and the amenities offered.
- Campus mobility hubs should provide more than just a connection between transportation modes – they should be activated and comfortable enough to spend anywhere from a short stopover to a long stay.
- Campus mobility hubs should cater to the diverse mobility needs and abilities of students, faculty, staff, and visitors.

SWOT ANALYSIS SUMMARY

Nelson\Nygaard facilitated a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis during the Directional Workshop to identify potential risks for the study as well as opportunities for success. Directional Workshop participants offered potential strengths, weaknesses, opportunities, and threats of the study and its approach, which is presented below:

Strengths	Weaknesses	Opportunities	Threats
Supporting and leveraging UNT/DCTA relationship.	Regional connectivity between modes can be confusing to users.	Integrated payment system for ease of transfers.	There's an incentive to be expansive when designing hubs, but important to consider simplicity and context so as to not overdo it.
Multiple resources and partners to draw from (local govts, transit agencies, shared mobility services, etc.), which can make collaboration easier and can help streamline combined efforts.	Lack of consistent mobility options across the region/gaps in mobility services.	Opportunity for agency partnership/collaboration well into the future (Twin Cities as example).	Trying to serve everybody can lead to failure - be intentional and acknowledge patrons, start with what's most viable first, understand users' needs, and then expand.
Transit providers and other mode providers don't compete - are complementary, which creates additive effect.	There's never enough funding.	Density, or lack thereof at some campuses. More land means more transformation opportunities. TCU has used available land to satisfy needs like housing, amenities, etc.	Approach will differ across populations, across campuses. Needs for clear guidance in different operating environments.

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Strengths	Weaknesses	Opportunities	Threats
Data tracking through transit agencies and shared mobility providers (where offered).	Auto domination in the region – land use is central to this.	Outward focus: go to where students are (ambassador groups, reps, tabling, events, town halls, etc.) – help generate public understanding.	Multimodal growth can lead to less campus parking – parking revenues are often a primary source of mobility funding from universities. With decreased parking and therefore funding as a result of hub implementation, funding picture can be tricky.
Ability to modify on-demand service based on usage, flexibility, unmet demand/new connections needed.	Density, or lack thereof at some campuses.	Opportunity to combine services from agencies where possible. Universities have funded VIA, other options – scale this or expand.	What will college campuses look like in the future? Will there be greater shifts to virtual, learning?
Public desire to create multimodal environments.	--	--	--
Buy-in can be created through technology co-opting at hubs (esp. for Gen Z).	--	--	--

KEY TAKEAWAYS

Participants in the Directional Workshop made clear the desire that campus mobility hubs be tailored to the needs of the campus or community in which they will be located. There was a clear vision expressed that campus mobility hubs in North Texas be extremely flexible – both in terms of amenities offered as well as sensitivity to unanticipated changes to the local transportation landscape.

Collaboration was also identified as a key element for the vision and direction of this study. Collaboration among public and private agencies, local stakeholder groups, and campus affiliates will be key to the study’s success. While this study already has thorough plans for stakeholder involvement, this workshop underscored the importance of that effort.

Finally, participants in the workshop were asked to help identify key metrics to use to measure the success of campus mobility hubs after implementation. The project team will ensure that these metrics, among others chosen throughout the study, will be incorporated into the long-range mobility hub implementation plans.

The success metrics identified in the Directional Workshop are listed in the table below.

Transit/shuttle/on-demand ridership	Multimodal transfers at mobility hub
Micromobility dwell times	Parking permits sold in proximity to hub
On-time transit vehicle performance	Qualitative analysis through user experience surveys, etc.
Network congestion relief	Return on investment
Customer happiness	Travel friction