

# Executive Summary

## Orange County

# Mobility Hubs Strategy

September, 2022

## Introduction

### Strategy Purpose

**The Orange County Mobility Hub Strategy (OC Mobility Hubs Strategy or Strategy) establishes principles and guidelines for mobility hub planning in Orange County.**

The Strategy identifies areas of high potential for a future county-wide mobility hubs network based on mode shift and vehicle miles travelled (VMT) impacts. It then provides a planning and implementation framework to guide future planning and implementation efforts by the Orange County Transportation Authority (OCTA) and stakeholders, aligned to wider strategic transportation initiatives.

The effective design and implementation of mobility hubs can provide access to a broad range of flexible travel options and extend the reach and connectivity of existing fixed transit services.

The Strategy is intended for the broad range of practitioners and organizations involved in creating communities served by efficient, convenient, and accessible mobility services throughout Orange County.

### The Role of Orange County Transportation Authority

Orange County Transportation Authority (OCTA)'s mission is to develop and deliver transportation solutions to enhance the quality of life and keep Orange County moving.

By developing this Strategy, **OCTA is establishing a framework to identify areas of high potential for a future, county-wide mobility hub network.**

### What are Mobility Hubs?

Mobility hubs are places where multiple transport modes and services meet to encourage multimodal journeys. To inform the development of this Strategy, **OCTA defined a mobility hub** as:

**“Identifiable places that facilitate more seamless, sustainable, and inclusive travel experiences by co-locating regional and local travel modes and amenities at a facility designed for the local context.”**

OCTA, June 2022

This definition is descriptive and is not intended to be limiting. Mobility hubs can, and do offer more, and this definition could be revisited in the future.

### Why Consider Mobility Hubs?

The Mobility Hub Vision Statement presented overleaf in Figure 1, highlights the key objectives behind the development of this Strategy. The vision was developed collaboratively by staff from a broad cross-section of OCTA departments and takes account of early results of public engagement, as well as findings from key countywide plans and policies. Mobility hubs, once implemented as a full network, could provide wider benefits to the areas in which they are situated, including to:

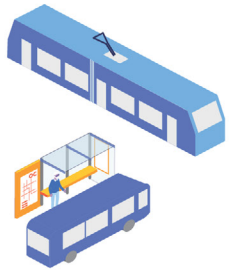
- Increase options for first/last mile connectivity
- Contribute to climate and air pollution targets
- Contribute to more equitable transportation system access

To achieve these benefits, the success of mobility hubs is intertwined with enabling factors including hub location and components, buy-in from local communities and stakeholders, planning and implementation, branding, wayfinding and marketing.



Chapter 1, Framing the Opportunity, introduces the purpose and structure of this Strategy and sets the scene for following chapters by defining mobility hubs and why they are important, including their key objectives, benefits and enabling factors.

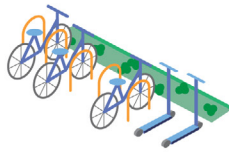
Figure 1: Orange County Mobility Hubs Vision Statement



### Improve access and connectivity to transit stations

by providing safe, convenient, and affordable mobility options that bridge the gap between local and regional transit services.

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### Enhance the active transportation and on-demand services experience

by providing safe and equitable first and last mile services for local people and businesses.

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### Serve local needs and create a sense of place

for the surrounding communities by providing for broader needs beyond mobility.

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### Create a more attractive public transit experience for all passengers

by facilitating seamless and reliable trips through responsive services tailored to local needs and context

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### Reduce congestion and automobile dependency

by encouraging sustainable transportation modes to improve air quality and reduce greenhouse gas emissions.

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## Candidate Locations for Orange County Mobility Hubs

Candidate hubs were identified to support the development of the Orange County Mobility Hubs Strategy. The candidate hubs are not intended to be an exhaustive list of locations that could benefit from mobility hubs; rather, they are intended to support the development of the strategy by providing a more limited number of locations that:

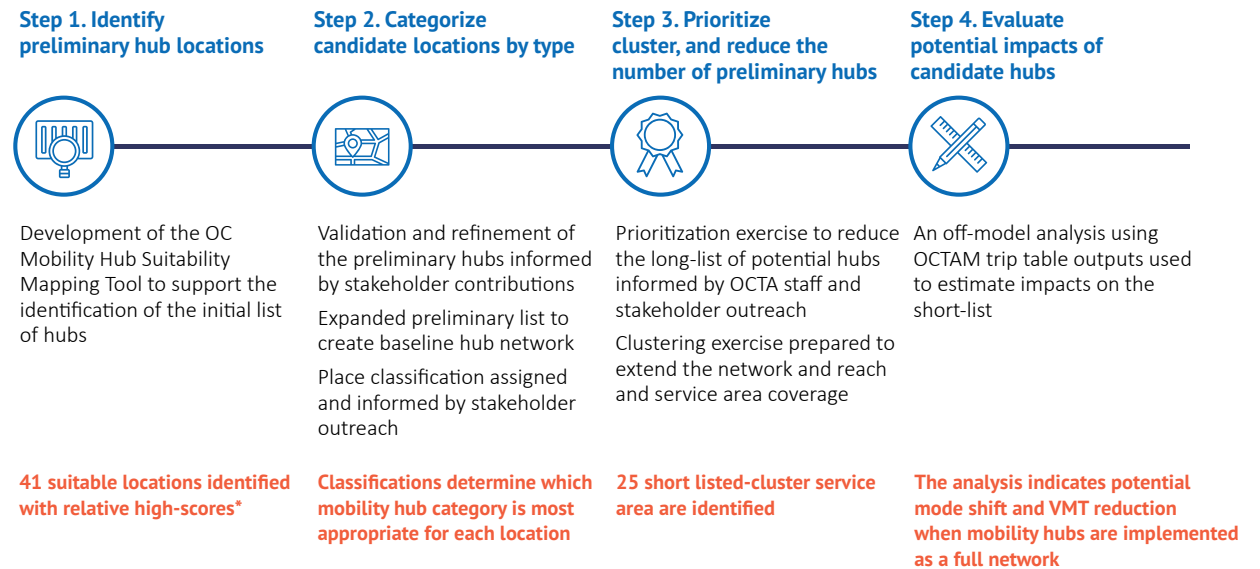
- Show high suitability for a mobility hub
- Include a mix of hub types and sizes located across a representative mix of Orange County place types
- Demonstrate the importance of implementing Mobility Hubs within a broader network rather than in isolation through a clustering of hubs in close proximity

Candidate hubs have been used to situate the Strategy within the Orange County Context. For this purpose, having a more targeted number of candidate hubs rather than an exhaustive list could more effectively support strategy development.

As a result, not all potential hubs identified through the suitability analysis in Step 1 are included on the candidate list. Their exclusion does not diminish their suitability for a mobility hub, and they should remain in consideration as the strategy moves to more detailed planning stages.

The approach to identify candidate hubs is summarized in Figure 2.

Figure 2: Candidate Hubs Approach

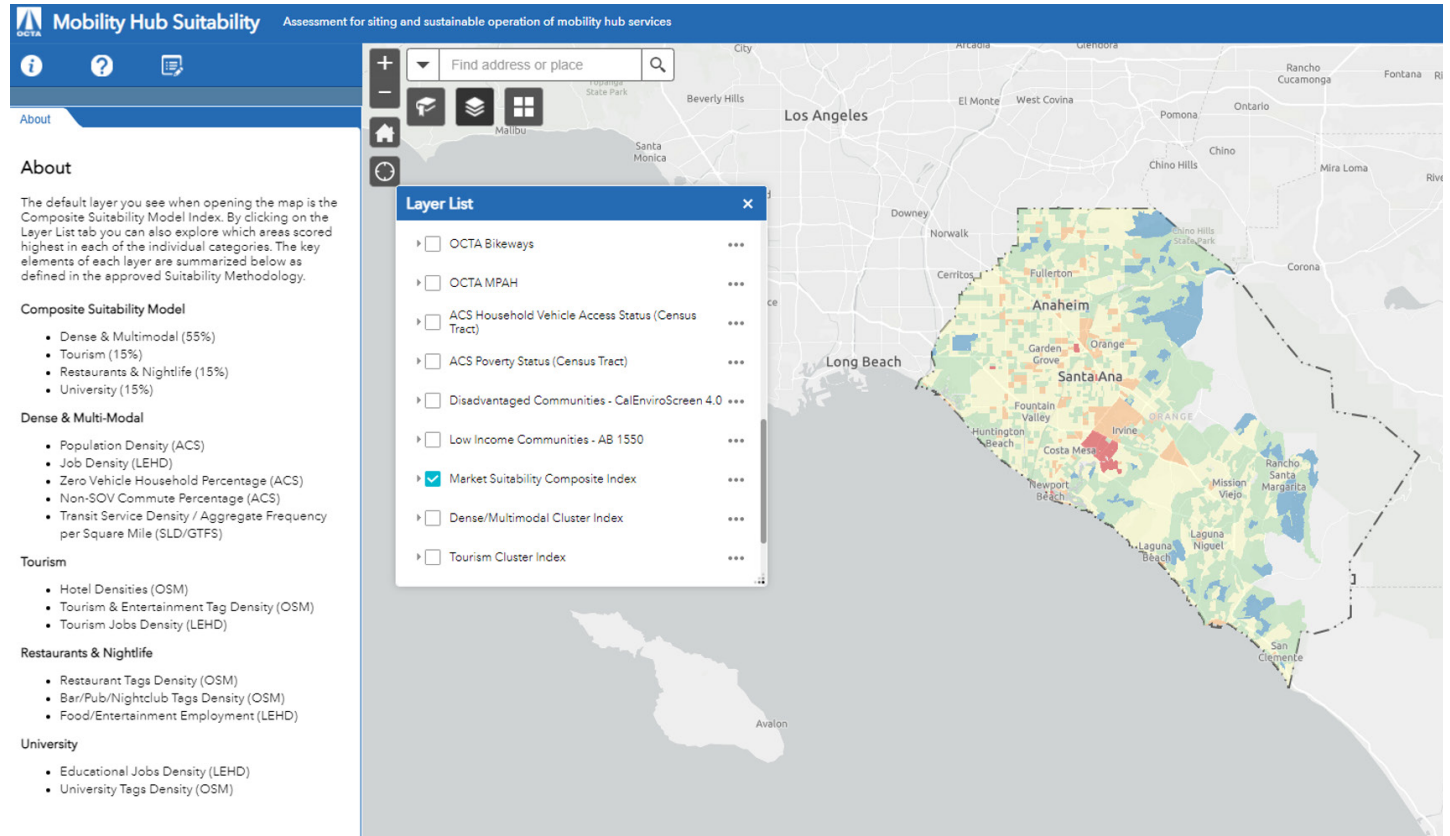


\*The full baseline network candidate hub locations (56) should be retained for future evaluation as the strategy moves to implementation

## Step 1 – Identify Preliminary Hub Locations

This initial step uses several weighted metrics including land use, destinations, population and job density, ease of mobility, existing transit, equity and others to identify locations within Orange County with the highest suitability for mobility hubs. The geographic overlay of suitability scores was reviewed to identify locations or areas flagged for high suitability. The OC Mobility Hub Suitability Tool (Figure 3) was developed to support the identification of an initial list of potential mobility hub locations based on spatial analysis of both quantitative metrics and qualitative inputs.

Figure 3: Mobility Hub Suitability Tool

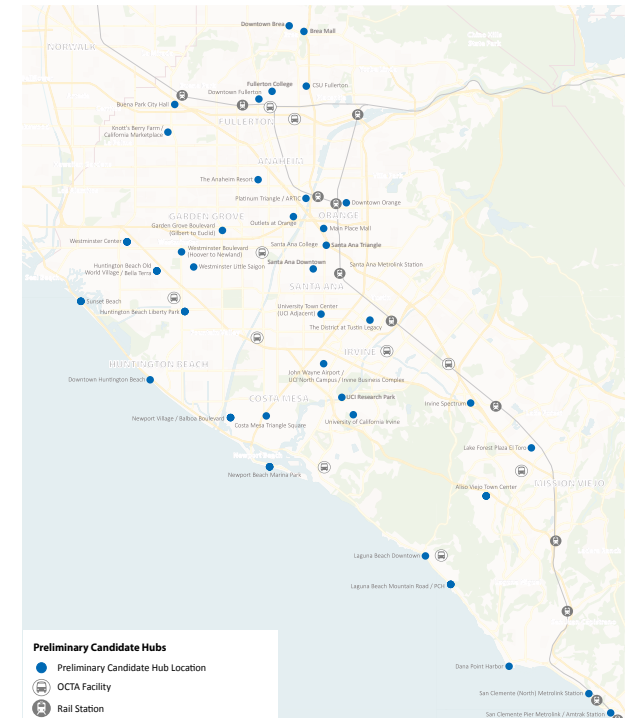


**Table 1: Preliminary Candidate Hub Locations**

#	Locations
1	Downtown Santa Ana
2	John Wayne Airport/UCI North Campus/ Irvine Business Complex
3	Newport Village/Balboa Boulevard
4	Outlets at Orange
5	University Town Center (UCI adjacent)
6	Westminster Center
7	Anaheim Center City
8	San Clemente Pier Metrolink/Amtrak Station
9	San Clemente (North) Metrolink Station
10	Laguna Beach Mountain Road/PCH
11	Downtown Huntington Beach
12	Lake Forest Plaza El Toro
13	University of California Irvine
14	Irvine Woodbridge Village
15	Westminster Little Saigon
16	Westminster Boulevard (Hoover to Newland)
17	Garden Grove Blvd (Gilbert to Euclid)
18	Main Place Mall/West Orange
19	Buena Park City Hall
20	CSU Fullerton

#	Locations
21	Downtown Brea
22	Huntington Beach Liberty Park
23	The Anaheim Resort
24	Santa Ana Triangle
25	Laguna Beach Downtown
26	Irvine Spectrum
27	Newport Beach Marina Park
28	Huntington Beach Old World Village/ Bella Terra
29	Santa Ana Downtown
30	Brea Mall
31	Downtown Fullerton
32	Fullerton College
33	Downtown Orange
34	Platinum Triangle/ARTIC
35	Sunset Beach
36	Knott’s Berry Farm/California Marketplace
37	The District at Tustin Legacy
38	Dana Point Harbor
39	Aliso Viejo Town Center
40	Costa Mesa Triangle Square
41	UCI/University Research Park

**Figure 4: Preliminary Candidate Hub Locations**





## Step 2 – Categorize Candidate Locations by Place Type

In the second step, public webinars and pop-up events reviewed the preliminary hub list and added additional hub locations (Figure 5) to help address local mobility challenges including:

- Lack of transportation service
- Long travel times
- Infrequent or unreliable transit
- Safety and security
- Limited or no shared mobility services
- Lack of transit information

The community and stakeholder outreach also informed the definition of mobility hub place classifications (Figure 6). Place relates directly to characteristics such as function, demand, potential user characteristics, trip purpose, etc. The review confirmed that a representative variety of different place classifications across Orange County were under consideration.

Figure 6: Mobility Hub Place Classifications

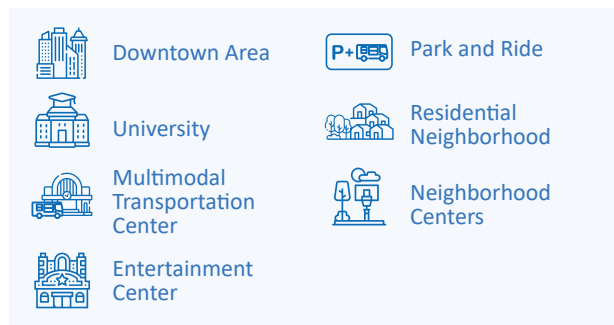
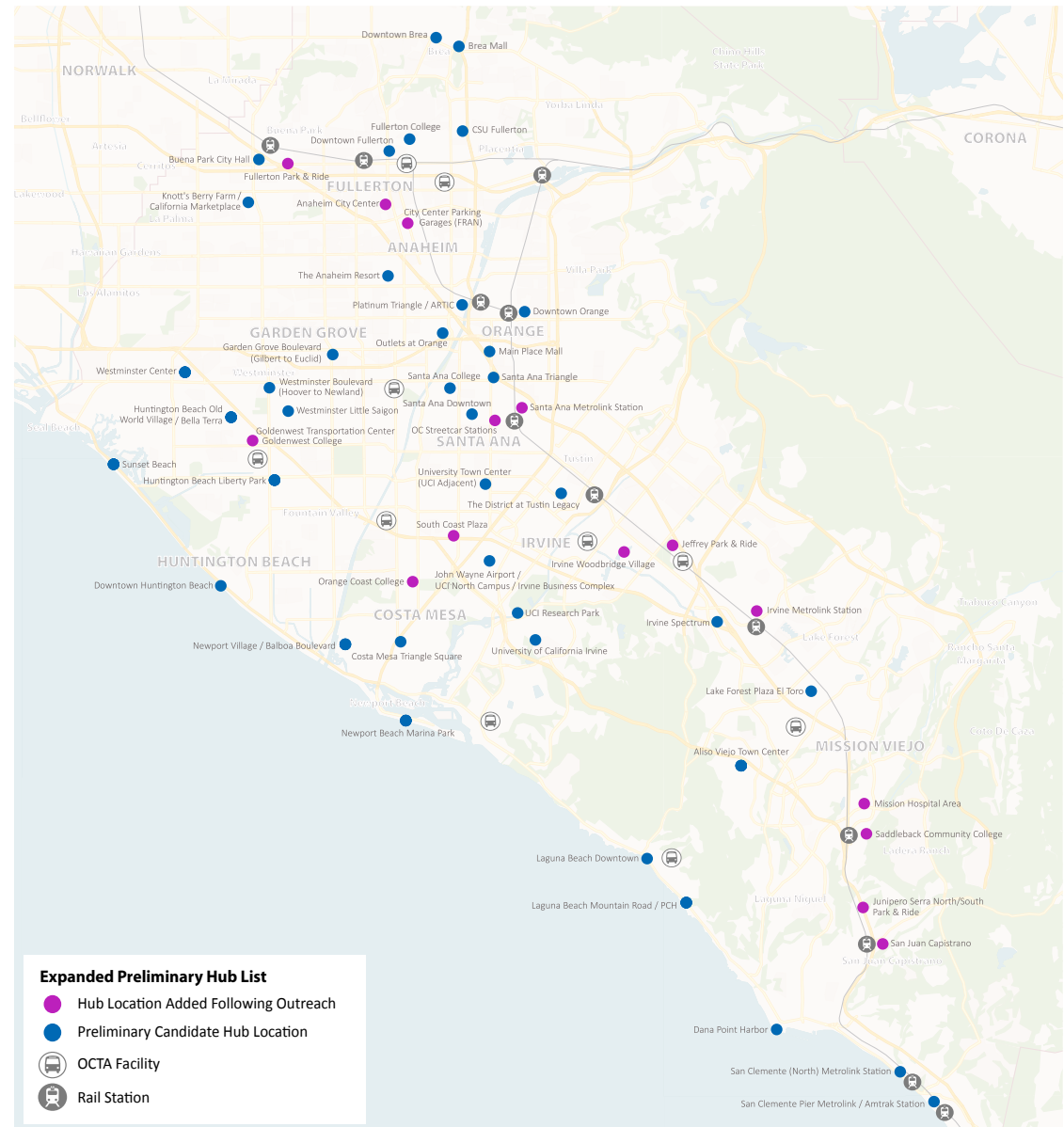


Figure 5: Baseline Hub Network



### Step 3 – Prioritize, Cluster, and Reduce Number of Preliminary Hubs

Community and regional stakeholders were asked to prioritize hubs relative to their alignment with the five mobility hub objectives described in Figure 1. Hubs were then grouped into “mobility hub clusters” to extend network reach and service area coverage recognizing that mobility hubs function as an extension of the wider transit network.

Clustering acknowledges the role of jurisdictions in the future implementation of mobility hubs and builds on existing boundary definitions. Clusters were to include:

- Anchor hubs with either regional transit connectivity or serving a major trip generator/destination
- Hubs in close proximity and in the same jurisdiction to extend network reach and service area coverage

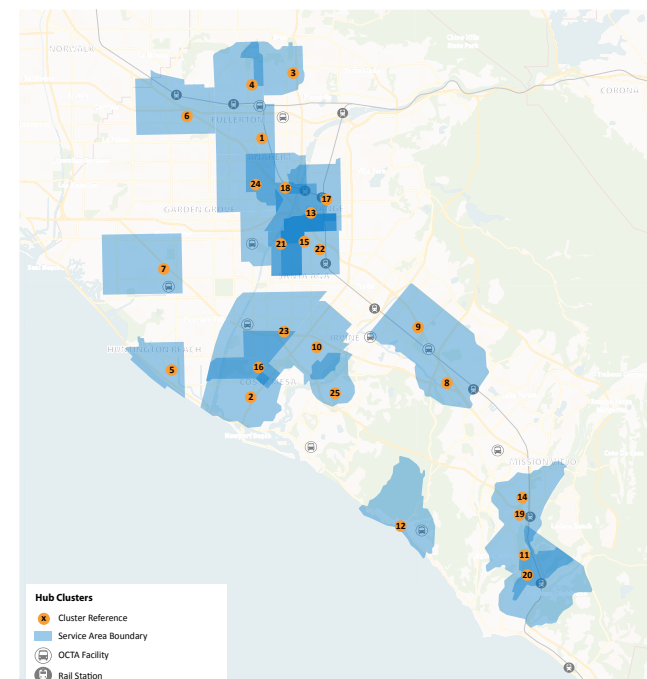
Initial clusters were reviewed by OCTA staff to confirm that they met the above requirements and included a representative mix of hub and place classifications. Hubs that didn’t meet the requirements were set aside, or hubs were consolidated where more than one anchor hub was identified in close proximity and in the same jurisdiction.

The clustering exercise produced 25 candidate mobility hub cluster service areas, as listed in Table 2 and illustrated in Figure 6.

**Table 2: Shortlist Hub Cluster Locations**

#	Candidate Hub Locations Service Area
1	City Center Parking Garages (FRAN)
2	Costa Mesa Triangle Square
3	CSU Fullerton
4	Downtown Fullerton and Fullerton College
5	Downtown Huntington Beach
6	Fullerton Park-and-Ride
7	Goldenwest College and Transportation Center
8	Irvine Spectrum/Irvine Metrolink Station
9	Jeffrey Park-and-Ride
10	John Wayne Airport / UCI North Campus / Irvine Bus
11	Junipero Serra North/South Park-and-Ride
12	Laguna Beach Downtown
13	Main Place Mall / West Orange
14	Mission Hospital Area
15	OC Streetcar Stations
16	Orange Coast College
17	Orange Downtown
18	Platinum Triangle / ARTIC
19	Saddleback Community College/Mission Viejo Area
20	San Juan Capistrano
21	Santa Ana College
22	Santa Ana Metrolink Station
23	South Coast Plaza
24	The Anaheim Resort
25	University of California Irvine

**Figure 6: Clustering Exercise**





## Step 4 – Evaluated Potential Impacts of Candidate Hubs

An off-model analysis using the Orange County Transportation Analysis Model (OCTAM) trip table outputs data estimated how improved access in the mobility hub cluster areas may influence the number of trips using mobility hub services and/or transit. The OCTAM future year (2045) conditions was used for this analysis, with a base year of 2016. The overall results express the potential benefits resulting from implementation of the complete regional mobility hub network. For these reasons, outputs need to be read as high-level estimates, reflecting trips that could be shifted away from drive alone trips, and the orders of magnitude of this potential between different hub locations.

The initial network of **25 candidate mobility hubs covers an area comprising approximately 59% of trips in Orange County.**

The high proportion of Orange County trips captured in certain hub service areas indicates a high potential to shift single occupancy vehicle trips to other modes. This assessment analysis highlighted **clusters in Santa Ana, Anaheim, Irvine and Orange with a higher potential to shift more drive alone trips and reduce VMT** than others, representing opportunity areas for a future, county-wide mobility hubs network.

Table 3 reports the estimated potential mode shift and VMT reduction within each individual mobility hub service area.

**Table 3: Potential Mode Shift and VMT Reduction by Mobility Hub Locations<sup>12</sup> - DAILY PERIOD**

	Mobility Hub Service Area	Auto DA Mode Share Reduction		VMT % Reduction	
		Inter Hub Trips <sup>13</sup>	Intra-Hub Trips <sup>14</sup>	Inter Hub Trips	Intra-Hub Trips
1	City Center Parking Garages (FRAN)	33.1%	52.3%	17.5%	50.5%
2	Costa Mesa Triangle Square	17.5%	33.3%	6.7%	33.4%
3	CSU Fullerton	15.5%	30.0%	8.5%	31.2%
4	Downtown Fullerton and Fullerton College	19.9%	32.0%	11.9%	33.1%
5	Downtown Huntington Beach	12.3%	25.6%	5.2%	27.8%
6	Fullerton Park-and-Ride	17.7%	32.8%	10.5%	34.2%
7	Goldenwest College and Transportation Center	14.4%	26.6%	6.7%	25.0%
8	Irvine Spectrum/Irvine Metrolink Station	9.5%	22.1%	7.8%	17.4%
9	Jeffrey Park-and-Ride	8.4%	19.9%	5.4%	18.4%
10	John Wayne Airport / UCI North Campus / Irvine Bus	16.9%	32.7%	8.5%	33.7%
11	Junipero Serra North/South Park-and-Ride	6.1%	15.9%	2.7%	12.3%
12	Laguna Beach Downtown	3.9%	11.7%	1.9%	10.6%
13	Main Place Mall / West Orange	33.9%	44.6%	19.7%	45.9%
14	Mission Hospital Area	1.5%	14.1%	0.8%	13.8%
15	OC Streetcar Stations	41.2%	60.9%	25.7%	61.9%
16	Orange Coast College	18.9%	33.3%	7.8%	32.3%
17	Orange Downtown	25.2%	32.0%	14.5%	31.9%
18	Platinum Triangle / ARTIC	24.6%	32.6%	13.1%	34.3%
19	Saddleback Community College/Mission Viejo Area	8.1%	20.7%	7.7%	19.2%
20	San Juan Capistrano	6.2%	16.8%	3.3%	14.0%
21	Santa Ana College	39.8%	55.2%	24.4%	53.7%
22	Santa Ana Metrolink Station	42.4%	61.8%	26.3%	62.7%
23	South Coast Plaza	21.2%	32.4%	10.7%	30.9%
24	The Anaheim Resort	31.0%	48.7%	16.3%	50.6%
25	University of California Irvine	26.5%	55.8%	9.7%	55.9%

## Hub Hierarchy

The assessment framework consolidated outputs of the suitability mapping and mode-shift analysis, as well as the stakeholder and community engagement to define five mobility hub categories, described in Table 4 and mapped in Figure 7.

**Table 4: Orange County Mobility Hubs Categories**

### Gateways and Regional Activity Centers

Offer regional rapid transit connectivity so have a wide sphere of influence. They offer shared mobility services alongside a wide range of amenities including secure bike hubs, Wi-Fi parcel lockers and retail.

### Large Trip Generator/Destination

Offer car share, managed loading and servicing, bus stops, and information pillar alongside supporting amenities such as Wi-Fi, secure bike hubs, parcel lockers and retail.

### Local Transit Connection (Emerging Urban District)

Found in areas of lower population density. They operate as local community and economic activity centers and offer services and amenities essential to local transit connectivity.

### Neighborhood Center/Community Access

Attached to smaller ancillary transit service areas located in suburbs or more rural areas.

### Virtual Hubs

Designed to address local connectivity needs. Their form depends on services available. They typically only require geofencing and light touch infrastructure, e.g., car share bays or marked pavement boxes for micromobility parking.

**Figure 7: Hub Categories**



## Baseline Mobility Hub Network

The full Orange County baseline hub network (See Table 5 and Figure 7) should be used as a starting point to inform future planning and engagement efforts and investment priorities as the strategy moves to implementation.

**Table 5: Baseline Mobility Hub Network for Orange County**

#	Locations	#	Locations
1	Downtown Santa Ana	29	Santa Ana Downtown
2	John Wayne Airport/UCI North Campus/Irvine Business Complex	30	Brea Mall
3	Newport Village/Balboa Boulevard	31	Downtown Fullerton
4	Outlets at Orange	32	Fullerton College
5	University Town Center (UCI adjacent)	33	Downtown Orange
6	Westminster Center	34	Platinum Triangle/ARTIC
7	Anaheim Center City	35	Sunset Beach
8	San Clemente Pier Metrolink/Amtrak Station	36	Knott's Berry Farm/California Marketplace
9	San Clemente (North) Metrolink Station	37	The District at Tustin Legacy
10	Laguna Beach Mountain Road/PCH	38	Dana Point Harbor
11	Downtown Huntington Beach	39	Aliso Viejo Town Center
12	Lake Forest Plaza El Toro	40	Costa Mesa Triangle Square
13	University of California Irvine	41	UCI/University Research Park
14	Irvine Woodbridge Village	42	City Center Parking Garages (FRAN)
15	Westminster Little Saigon	43	Costa Mesa Triangle Square
16	Westminster Boulevard (Hoover to Newland)	44	Fullerton Park-and-Ride
17	Garden Grove Blvd (Gilbert to Euclid)	45	Goldenwest College & Transportation Center
18	Main Place Mall/West Orange	46	Irvine Metrolink Station
19	Buena Park City Hall	47	Jeffrey Park-and-Ride
20	CSU Fullerton	48	Junipero Serra North/South Park-and-Ride
21	Downtown Brea	49	Mission Hospital Area
22	Huntington Beach Liberty Park	50	OC Streetcar Stations
23	The Anaheim Resort	51	Orange Coast College
24	Santa Ana Triangle	52	Saddleback Community College/Mission Viejo Area
25	Laguna Beach Downtown	53	San Juan Capistrano
26	Irvine Spectrum	54	Santa Ana College
27	Newport Beach Marina Park	55	Santa Ana Metrolink Station
28	Huntington Beach Old World Village/Bella Terra	56	South Coast Plaza

## Stakeholder Engagement

The success of a mobility hub, or network of hubs, requires significant involvement of key stakeholders at all phases, from planning through to implementation and evaluation. Stakeholder outreach for this Strategy played an important role in informing the candidate hub locations and service mix by category.

Stakeholder and community engagement included the following activities:

- A Stakeholder Advisory Group to provide feedback and support decision-making representing Metrolink, Caltrans and SCAG; OCCOG; LRTP/Diverse Community Leaders Committee (DLC); Citizen Advisory Committee (CAC); Accessible Transit Advisory Committee (ATAC) and Greater Irvine CBOs (as part of a localized engagement exercise)
- Public webinars with community members
- Survey (as part of the LRTP Survey)
- Pop-up events (Figures 8 and 9)

Stakeholder and community engagement through Fall and Winter 2021 had the following key objectives:

- Understand awareness and interest for mobility hubs
- Identify major transportation challenges and opportunities
- Identify preferred locations for mobility hubs within the County
- Explore what services and amenities people expected to find at mobility hubs

Subsequent engagement should inform final hub location planning, and the required mix of services and amenities, customized to local user needs and mobility objectives, acknowledging that mode shift is not only driven by cost and time, but also by convenience, mode preference, habit, safety, and supporting infrastructure.

Figures 8 and 9: Community Engagement



Tustin Metrolink



Senior Resources Fair Engagement

## Strategic Recommendations

### Planning Considerations

The Orange County Mobility Hubs Strategy outlines relevant planning and design principles and guidelines. Mobility hub planning typically follows a four-stage process outlined in Table 6.

**Table 6: Mobility Hub Planning Process**

#### Stage 1. Planning

- Planning Phase Overview
- Governance
- Stakeholder consultation
- Vision Statement

#### Stage 2. Initiation

- Implementation Plan
- Site Selection Assessment
- Design development
- Business Case
- Funding Pathways
- Procurement and permitting

#### Stage 3. Implementation

- Piloting
- Construction and installation works
- Marketing and promotion

#### Stage 4. Operations

- Operations and Maintenance
- Monitoring and evaluation

### Design development

Mobility hubs are planned and designed to respond to the varied needs of different place types. They can range from small hubs in local neighborhood centers to large multi-modal gateways. The form, function, and amenities at a mobility hub need to relate to existing transit services and frequency, land use, and access characteristics. They also need to recognize that services, amenities, and site design features may evolve over time, particularly as new services become available or expand in reach and location.

The type of a mobility hub implemented in any given environment, should consider the type of place, local geographic and demographic factors, current and future demand for hub services and existing and planned facilities/transit modes in the area. These considerations inform the mix of components that should be combined to implement and scale hubs relative to local context and need.

Each hub category is assigned essential anchor transit services alongside a range of complementary mobility and non-mobility related components and amenities.

The schematic diagram in Figure 10 illustrates conceptually how the different components could be combined based on the Orange County mobility hub classifications.



Recommended approaches to mobility hub planning and design are further described in Chapter 3, Planning Mobility Hubs.

A range of customer personas were developed to inform thinking around the types of services and amenities that may be required to support the travel needs of different customer types.



**Figure 10: Conceptual Arrangement and Component Mix for Category 2, Large Trip Generator/Destination Hubs**

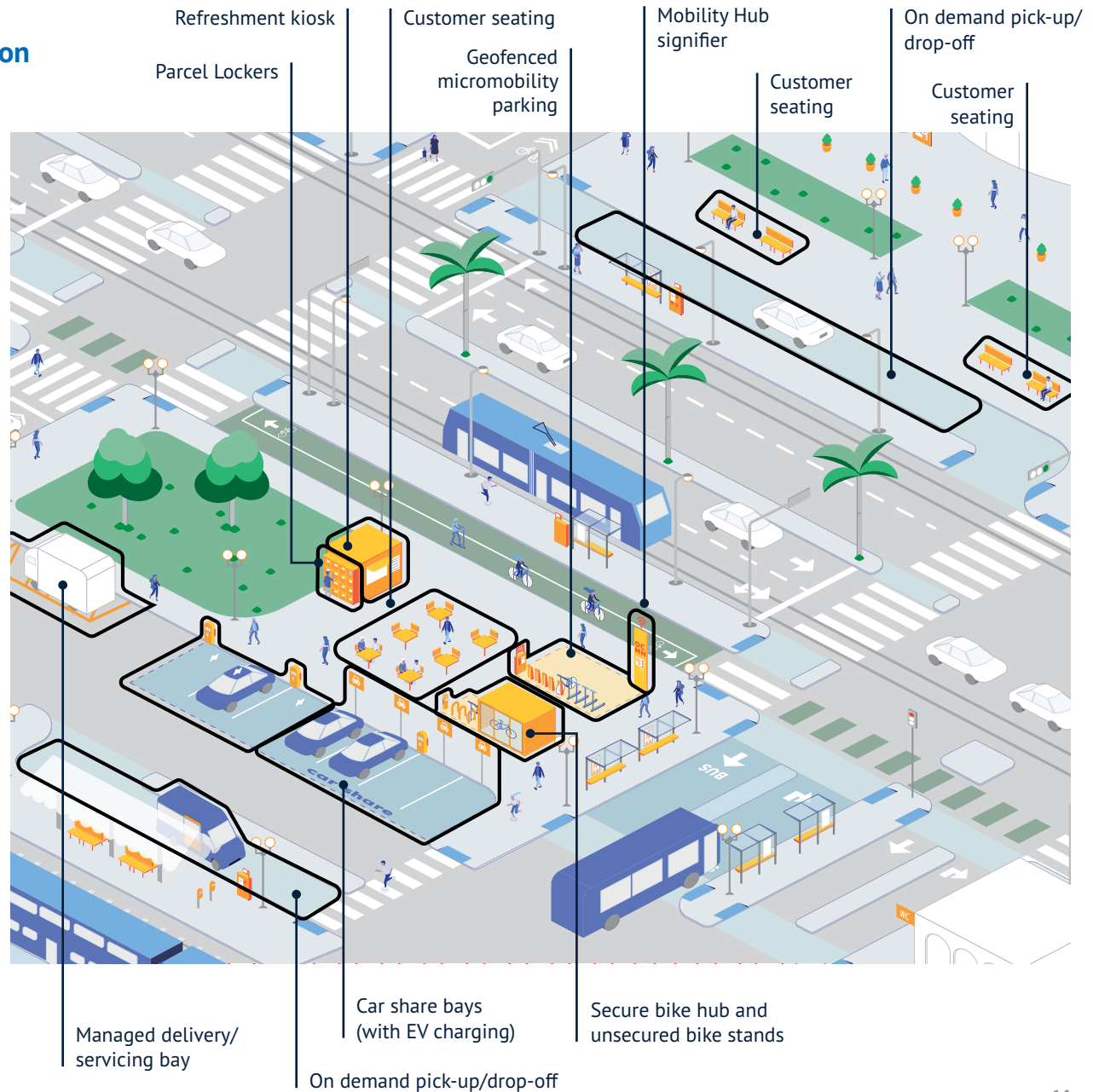
## Category 2: Large Trip Generator/Destination

Large trip generator/destination hubs are located in moderate to high density residential and employment centers.

Category 2 hubs often have bus rapid transit or a train station, alongside high frequency and local bus services. Carshare and rideshare services operate from these hubs. Complementary opportunities include EV charge points, cafes, restaurants and food services in the immediate surroundings.

### Category 2: Features and Anchor Services

- High frequency bus services with a bus exchange/ bus stops, and may also include access to bus rapid transit, OC Street Car and/or a train station for mass transit
- Shared mobility options, mostly provided by carshare, rideshare and moderate access to bike share, e-scooter share and carpool where available
- Opportunities for EV charge points
- Access to secure bike storage and parking
- Hub information pillar/ticketing and wayfinding
- Availability of public space, cafes, seating, restaurants and food services, Wi-Fi connectivity, WC and parcel lockers



## Recommended Next Steps

The Orange County Mobility Hubs Strategy recommends a flexible approach to mobility hub implementation that allows for iteration and evolution focused on a vision that allows new components, use-cases, and mobility options to work within it. Agile design principles - common in the inherently fast pace of software design - offer a useful guide for mobility hub planning and implementation, with lessons learned and practical experiences leveraged to guide future planning and implementation efforts aligned to wider strategic transportation initiatives contained within the LRTP.

Determining a regional Mobility Hubs Governance structure lead by OCTA to facilitate a consistent approach to implementation aligned to the Strategy Vision is key to ensure a successful delivery.

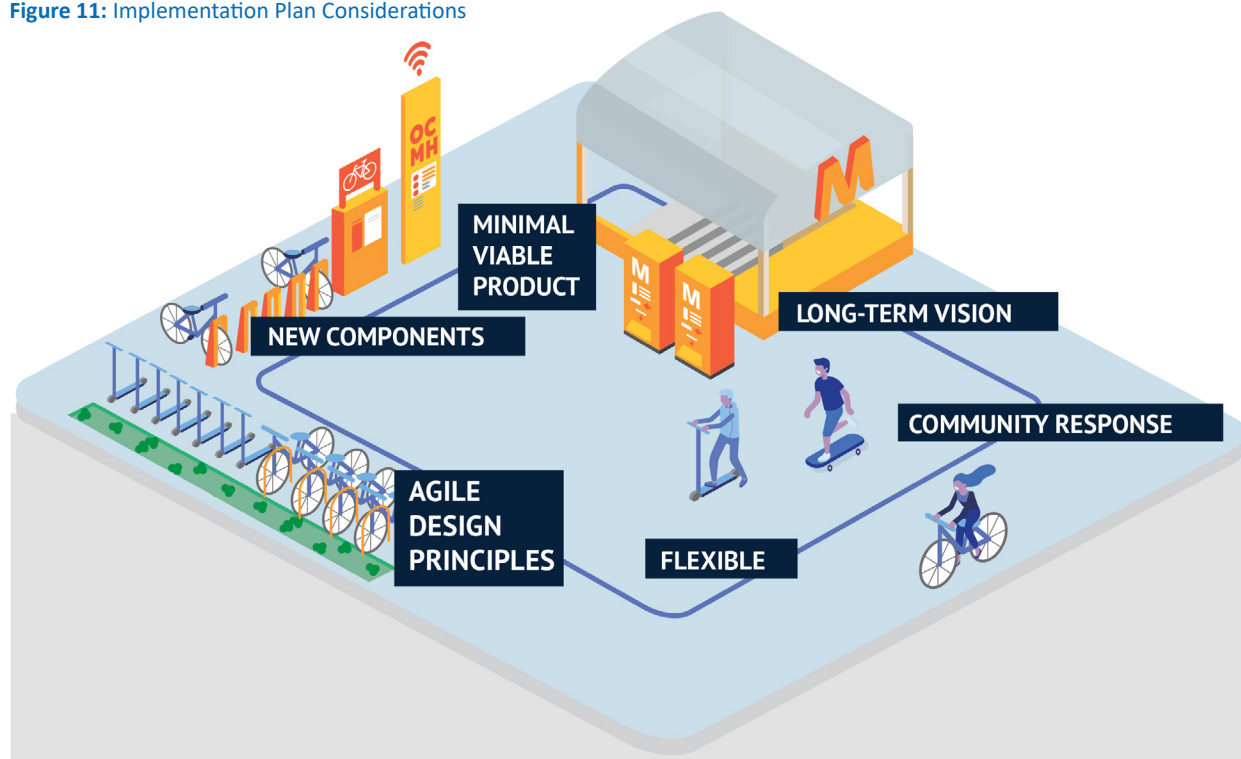
An **Implementation Framework** is proposed in Table 7 overleaf. The framework considers the key steps for successful delivery from pre-planning to pilot program implementation to test and refine, including:

- Governance and partnership considerations
- Stakeholder and community engagement
- Operational models and procurement considerations
- Funding resources and financial considerations

- Piloting and scalability: some potential “quick wins” are presented including tactical urbanism, activation of transit stops, pilots at municipal buildings and surface parking lots, and implementing supportive complete streets infrastructure
- Monitoring and evaluation: assessment of KPIs and metrics to help develop an evidence base of the benefits that can feed into future funding applications for wider implementation of mobility hubs

Chapter 4 describes delivery considerations for the future financing, implementing, piloting, operating, and evaluating of mobility hubs (Figure 11).

Figure 11: Implementation Plan Considerations



**Table 7: Implementation Framework Overview**

Steps	Actions	Considerations for Land Fully Owned by OCTA	Considerations for Land Involving Third Parties
<b>Conditions Analysis</b>	Review relevant background material and a Vision and Framework for Mobility to confirm the vision and objectives of a hub.	Strategic alignment with OCTA’s Transit Vision, LRTP goals and objectives as well as site specific ongoing and future development.	Strategic alignment with the site location plans and policies and specific local land use requirements as well as site specific ongoing and future development.
<b>Stakeholder Engagement Plan</b>	Develop a detailed engagement strategy to respond to the purpose and objectives of the hub. Stakeholder engagement and a communication plan should be developed and followed throughout the design and implementation process at different stages and for different audiences.	Stakeholder involvement will vary, depending on each Mobility Hub’s objectives, operational model, governance, features, and location.	
<b>Public Participation Plan</b>	Develop a detailed engagement strategy and public participation plan. Community engagement is essential to secure buy-in from local communities leading to successful implementation and up-take.	Stakeholder and community engagement is led by OCTA Outreach team.  Also include marketing effort.	Stakeholder and community engagement is supported by OCTA staff, but might be led by third parties.  Also include marketing effort.
<b>Site Selection Assessment</b>	Assess the local land use plan, land ownership and potential for the hub to be developed. Includes review of related local planning efforts, site visits to assess visibility of the area, safety and vandalism concerns, available space, and equity considerations.	Site selection and feasibility studies are led by OCTA.	Limited involvement from OCTA in the site selection process. OCTA may support and orient, but final decision is made by third parties.
<b>Technical Assessment</b>	Prepare a multimodal transport analysis (including parking) leading to the confirmation of key components for each location  Develop a spatial planning and design analysis. Assess environmental impacts (air quality, noise, place and landscape, flood/ wildfire risks and heritage).	OCTA leads the preparation of the site selection technical assessment and design brief.  Development design is led by OCTA.	Third parties oversee preparation of feasibility studies informed by the Orange County Mobility Hubs Strategy.  OCTA participates as a stakeholder.  Design development process is led by third parties.

Steps	Actions	Considerations for Land Fully Owned by OCTA	Considerations for Land Involving Third Parties
<b>Governance</b>	<p>Determine a regional Mobility Hubs Governance structure to facilitate a consistent approach to implementation aligned to the Strategy Vision.</p> <p>Different scenarios might be considered with medium to limited level of control and involvement. OCTA is expected to take the lead on conversations to establish how developing mobility hubs may work for OCTA’s owned land and how OCTA would like them to work for land owned by third parties.</p> <p>The project sponsor is expected to procure contractors to manage the installation of the hub’s components. Different options are possible:</p> <ul style="list-style-type: none"> <li>• Separate bids for planning / design / build / operate</li> <li>• Separate bids for planning and design / build and operate</li> <li>• Single planning, design, build and operate contract</li> </ul>	<p>High level of control and involvement.</p> <p>OCTA form a special office with own staff with responsibility for intra-agency coordination and stakeholder collaboration.</p> <p>Delivery and operational requirements are determined on a site basis.</p> <p>OCTA is responsible for procurement and funding decision.</p>	<p>Based on the site selection, assess which of the four options for governance structure presented within the Strategy align best with the site situation.</p> <p>Depending on the selected governance option, responsibilities for procurement and funding are shared between the parties.</p>
<b>Business Case</b>	<p>Economic and financial analysis including capital and operational costs and opportunities for revenue generation to determine long term sustainability.</p>	<p>CAPEX is assumed by OCTA.</p> <p>Financial risks are assumed by OCTA.</p>	<p>CAPEX is assumed by third parties.</p> <p>Financial risks are mostly assumed by third parties.</p>
<b>Operation &amp; Maintenance</b>	<p>Assess the agreement and contracts required for operation and maintenance of the hub. This evaluation will influence the necessary procurement routes.</p> <p>O&amp;M tasks include, cleaning and maintenance of hub components; gardening contract; data sharing agreements; digital information checks; and maintenance as well as promotion.</p>	<p>OCTA is responsible for the construction and installation of hubs components.</p> <p>OPEX is assumed by OCTA.</p>	<p>OPEX is mostly assumed by third parties.</p>
<b>Evaluation</b>	<p>Identify metrics to be used for post-implementation monitoring and evaluation of the hub.</p> <p>Prepare evaluation report based on surveys and trip data analysis.</p>	<p>OCTA is responsible for monitoring and evaluation of the hub’s performance.</p>	<p>OCTA works with third party partners to monitor and evaluate the hub performance.</p>

## Next Steps

The Strategy was developed concurrent with the Long-Range Transportation Plan (LRTP). Suggested next steps to prepare an implementation plan and integrate action goals into the LRTP are presented below:



### Enabling Factors

- Decision on governance structure.
- Decision on priority hub locations.



### Preliminary steps

- Preliminary definition of location specific mobility requirements.
- Site selection and feasibility assessment.
- Funding considerations based on site selection and feasibility studies.



### Preliminary Design Process and Funding

- Design brief.
- Agreement on level of funding available and investment strategy.
- Agreement on site location components (based on capital cost breakdown).



### Delivery Team

- Identification of a project lead and key parties required for decision making.
- Preparation and agreement on KPIs and evaluation support.



### Engagement and Design Process

- Preparation of stakeholder and community engagement and co-design activities.
- Concept and detailed design.



### Procurement Considerations

- Discussion and agreement on procurement options and procurement lead.
- Discussion and agreement with existing service providers on changes/expansion of services.
- Discussion and agreement on responsibilities and costs for ongoing maintenance of new elements/services.
- Development of procurement specification for new elements/services (pilot).
- Procurement of new elements/services.



### Pilot Set Up

- Development of marketing and communications plan for the mobility hub(s).
- Installation of new elements/services.
- Launch of the mobility hub(s) pilot.



