

UCDAVIS
UNIVERSITY OF CALIFORNIA

UCDAVIS
HEALTH

TRANSPORTATION TOMORROW

UC Davis Health Sacramento Campus



MAY | 2020

INTRODUCTION

The UC Davis Sacramento Campus, home to UC Davis Health, is a unique campus. Part of the University of California, Davis, there are historical ties to the City of Davis and its strong biking culture. However, there is a fundamentally different context of an urban setting, and a public-serving mission of healthcare alongside the shared educational mission. Over the last decade as the campus population has grown, regional transportation and traffic has continued to worsen. **To ensure that the UC Davis Sacramento Campus continues to meet the needs of patients, students, and research partners, the mobility culture of the Sacramento campus must change.**

There also exists an unprecedented opportunity with the development of Aggie Square, the first truly mixed-use district on the Sacramento campus, which for the first

time invites business, educational, and community-based partners as well as campus residents into the core of the campus. With the development of Aggie Square and the expansion of mission-critical building square footage, there will also be a large impact on surface parking in the years to come.

UC Davis is committed to bold action in the face of climate change, and UC Davis Health has a unique position as an educational health care provider to address the intersection of human and planetary health. In 2019, nearly 80% of UC Davis Health affiliates drove to campus. This presents both a significant challenge and an equally significant opportunity to change the way the UC Davis community gets to and from campus and have a long-lasting impact on the health and wellbeing of the campus, city, and region.

“UC Davis is committed to bold action in the face of climate change”

STATE OF AFFAIRS

Strategically aligning the Sacramento and Davis campuses has become a goal for UC Davis, coordinating strategic direction and resources in education, research, infrastructure, and other opportunities across both the Davis and Sacramento campuses. Within this context, there are a few things that make the Sacramento campus unique. First and foremost is the commitment to patient care, as well as the central importance of advancing healthcare knowledge through education, research, and partnerships. **UC Davis Health in Sacramento is a regional draw as an employer and healthcare provider, and a national draw for education and research.** We are in a unique time when public-private-educational partnerships are expanding, and the definition of “campus community” is changing to include residents and new partners; for perhaps the first time Sacramento will be a truly mixed-use campus.

The latest travel survey reinforces the notion that driving alone is the default way that staff, faculty, and students commute to campus, with a mode share of 78%. The opportunity for change is great - with flat topography and mild weather, Sacramento is an ideal biking city. The success of JUMP Bike in Sacramento indicates an appetite for more cycling infrastructure and making cycling more of an easy choice for commuters. In recent years, UC Davis Health has increased partnerships with SacRT, and expanded the shuttle network, among other improvements on campus. The solid base of a **Transportation Demand Management** Program exists, but without targeted investment to expand programs, the cultural shift to valuing other modes has not happened.



Transportation Demand Management (TDM), or simply demand management, is defined as a set of strategies aimed at maximizing traveler choices. Managing demand is about providing travelers, regardless of whether they drive alone, with travel choices, such as work location, route, time of travel and mode. In the broadest sense, demand management is defined as providing travelers with effective choices to improve travel reliability.

FHWA https://ops.fhwa.dot.gov/plan4ops/trans_demand.htm

The Challenge:

We are at a pivot point, where new partners and uses are coming to campus and opening the door for a full-scale cultural shift, and large construction projects will disrupt the current supply of private vehicle parking.

To meet the institution's mission, buildings are being constructed on today's surface parking lots. The cost in both physical and fiscal resources to build consolidated structured parking is high and comes at the opportunity cost of supporting other mission-centric activities and investments. There will always be a need for some level of single-occupancy vehicle parking, but that must be balanced with the need for land at its highest and best use, namely education, health care, and research.

In the very near term, the construction demands in the next half-decade will strain the parking supply by removing more than 1,000 parking spaces during the multi-year construction windows. The transportation demand management programs in this Transportation Tomorrow document, along with targeted interim parking management plans, can help reduce overall demand for parking and provide an improved experience for patients, staff, and students.

Coupled with these increasing demands on the finite resource of land, there are new advances in mobility technology that provide even more options for moving people to and through campus, including pedal assist

In the next half-decade will strain the parking supply by removing more than

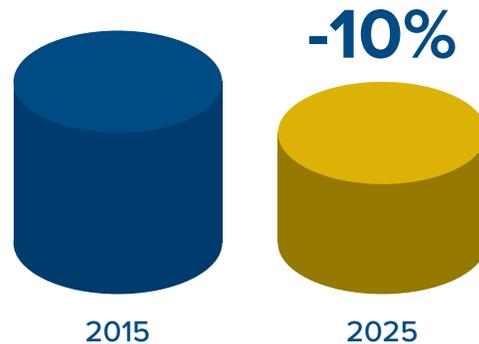
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parking spaces

bikes, Transportation Network Companies (TNCs) and autonomous vehicle (AV) shuttle technology. The future arrival of autonomous vehicles in general will likely reduce demand for parking, though the timeline for that is not yet clear.

As the population of the region grows, chronic congestions will likely worsen. The quality of healthcare, education, and research depends on the ability of staff, faculty, students, and partners, as well as patients, to be able to reach campus destinations with minimal barriers. These barriers include time



Each UC location will
reduce the commute
share of SOVs by
10% relative to 2015
By 2025



and cost of commute, and the associated challenges with rising housing costs in the immediate area. While the campus is well-served by SacRT light rail and bus routes, the daily commutes of students, faculty, and staff, as well as the more irregular visits by patients, are still overwhelmingly made by private automobile. As more and more employees are compelled to find housing further and further away from campus, how can we keep employee retention high in the face of increasingly frustrating car commutes, and ensure patients are able to make the journey to campus for care?

The UC Sustainable Practices Policy states that each location will reduce the commute share of single-occupancy vehicles (SOV) by 10% relative to 2015 by 2025, and have a mode shift of no more than 30% of all employees and students commuting by

SOV by 2050. Today's mode split of 78% SOV presents a significant challenge, but one that is not insurmountable with bold action. We have a strong mandate to improve the lives of our campus community and the region, and *Transportation Tomorrow* is a commitment to meeting those goals.

Finally, there is an unprecedented opportunity to leverage the full network and resources of the university. There is an ever-increasing number of people affiliated with both campuses, as staff, students, or visitors. Aligning the experience of visiting each campus will aid in navigation and orientation and reduce barriers to using active and shared modes. Additionally, leveraging economies of scale in technology and data across campuses will allow both for greater investment and for more learning and evolution in programs. The time for bold change is now.

The Process:

This framework is the culmination of years of work by key professional staff with intimate knowledge of the UC Davis Sacramento campus. It is also intertwined with other concurrent planning efforts, including the Physical Design Framework and Long Range Development Plan (LRDP) updates, which it will support and to which it will contribute.

Moving forward, a robust program of engagement with the broader campus community is outlined in the Top 10 Framework (see recommendations beginning on page 14), and will be key to implementing the recommended programs.

The Charge:

In the face of the rapidly evolving needs of healthcare, education, and research, alongside the shifting transportation landscape in the region, deliberate action is needed to maintain and enhance the quality of the experiences of the campus community in accessing all that the Sacramento campus has to offer. *Transportation Tomorrow* guides decision makers in implementing changes that support the University mission and bring the campus community into a new era of mobility.



THE VISION

As a successful transportation demand management program for the Sacramento campus, *Transportation Tomorrow* will create mobility and connectivity supporting a world-class student, patient, and employee experience, and will be flexible and comprehensive to adapt to the ever-changing needs of campus and healthcare.

Aligning Sacramento and Davis campuses

A key component of the success of *Transportation Tomorrow* will be coordinating transportation programs, information, and resources between the two campuses across the causeway. The Sacramento campus is unique in the focus on patient care and the central mission of advancement of healthcare, as well as in the urban context of campus. To maximize the impact of financial and time investments, we propose sharing

technology and resources where efficient, and maintaining independence in other areas to best serve the UC Davis Health community in Sacramento. As such, there is a good deal of overlap between the *Transportation Tomorrow* framework for Davis campus, and this document focused on Sacramento. Where the goals and Top 10 actions are closely aligned, the unique aspects of Sacramento campus will require some difference in focus, timing, and relative investment. The important thing is to identify key areas of synergy and align efforts to maximize impact.

The world of healthcare, education, and research moves quickly, and competing, often equally valid, interests present constant choices for campus leadership in the use of physical and financial resources. A strong set of guiding values and goals can help weigh options and guide decisions to help us achieve our long-term mobility vision.



Guiding Values:



PATIENTS FIRST:

Remember that every action is in support of the patient mission.



SUPPORT THE UC DAVIS MISSION:

Seek solutions that elevate UC Davis' commitment to world-class education, research, healthcare, and community involvement.



EQUITY:

Develop a program that supports all campus patients, students, visitors, and employees, and contributes positively to the health and wellbeing of the surrounding community.



SUSTAINABILITY:

Actively be good stewards of resources, including environmental, fiscal, and land.



PLACEMAKING:

Leverage all physical and programmatic improvements to create an urban, vibrant, and connected place.

Goals:

Increase efficacy of access to campus in all modes of travel.

“Access” is defined as the ability to reach healthcare and other campus activities via direct routes no matter the mode, in a safe, comfortable, convenient manner, and in a reasonable time frame. This is giving travelers true choice through equal convenience of modes, and often prioritizing shared modes.

Increase the non-drive-alone rate by 10% by 2025,

as mandated by UCOP as a baseline goal. A much greater shift will be required to meet other more qualitative goals.

Prioritize land and financial resources for the core mission

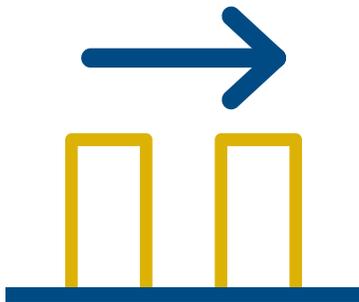
by freeing up these resources for clinical, education, and research uses.

Reduce the carbon footprint of campus

by reducing vehicle miles traveled (VMT) to be a leader in Sacramento and increase human and planetary health.

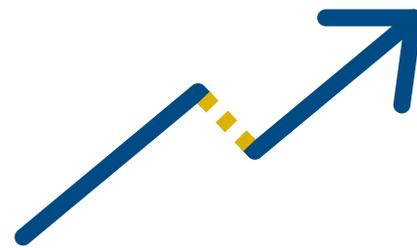
PLANNING SCENARIOS

A number of scenarios were investigated as part of *Transportation Tomorrow* that tested different levels of investment in transportation programs. They varied from maintaining our current level of investment, to a stretch goal of fully transforming the transportation culture on campus. Each was tested against our values and goals to understand the relative trade-offs and returns on investment (quantitative and qualitative).



Build Our Way Out

- High level of investment of financial and land resources into parking infrastructure potentially at the expense of core mission activities
- Current level of investment in TDM
- Assume a stable drive alone rate (78%)
- Population growth means effective access will decrease over time, due to increased congestion and dispersed parking options
- Carbon emissions and associated negative health impacts continue to climb



Mitigate Planned Growth

- High level of investment of financial and land resources into parking infrastructure potentially at the expense of core mission activities
- Modest increase in TDM investment
- 10% reduction in drive-alone rate (70%)
- Effective access remains similar to today, with continued reliance on structured parking
- Carbon emissions and associated negative health impacts remain high

Because of the dynamic nature of growth on campus as well as the coming construction-related parking impacts, campus leadership is looking to investments and interventions to achieve the 10% reduction in drive-alone rates as soon as possible. Moving forward, we should build on the success of near-term investments to achieve the more ambitious goals.



Fully Commit to TDM

- Significant increase in TDM investment
- 25% reduction in drive-alone rate (59%)
- Effective access will improve due to more and better choices for those traveling to campus
- Moderate levels of investment in parking infrastructure, freeing up land and fiscal resources for mission-oriented activities
- Carbon emissions flatten for better health outcomes



Transform Transportation Culture

- Do more than we imagined possible
- 50% reduction in drive alone rate (39%)
- A robust ecosystem of mobility options creates truly “resilient commuters,” with many good options for each kind of campus visitor
- Avoided land and financial costs of additional parking can be dedicated to mobility programs and other mission-centric development
- Carbon emissions decline contributing positively to the health of the community, region, and planet

MARKET SEGMENTATION:

How Could Affiliates Get to Campus?

To understand what types of transportation programs and services will be most useful to UCD Health affiliates, it is important to understand their travel needs and options. A market segmentation map tool was created to provide insight into where affiliates are traveling from, and what options they could use to make the trip to campus other than driving alone.

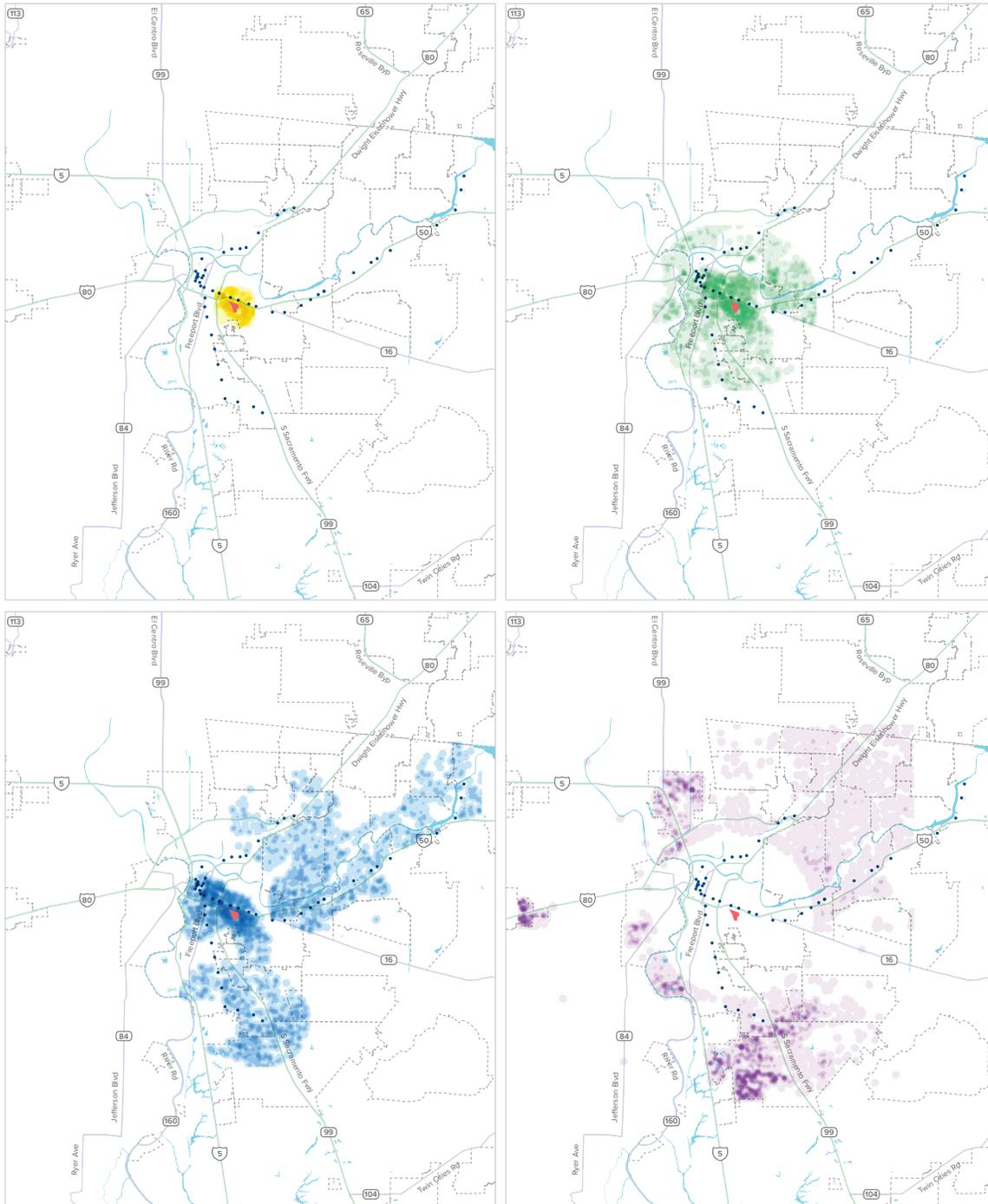
Affiliate addresses (anonymized in a two-step process by first stripping out all personal data, then randomly shifting the address points within a 100-foot buffer) were displayed through a digital map. Next, for each mode of transportation, a “travel-shed” was defined, showing the geography, and number of affiliates, who could reasonably get to campus using that mode.

The market segmentation tool was used to understand key questions like:

- Can active transportation (walking and bicycling) carry enough trips to make a difference?
- Where are there “hotspots” of affiliates living close enough that carpool, vanpool, or shuttle might be appealing?
- Where should outreach focus to encourage light rail ridership?

The market segmentation tool helped to inform the recommendations in this TDM plan. The map tool can also be used on an ongoing basis by UC Davis Health TDM staff to create, adjust, and market new and expanded incentive programs.

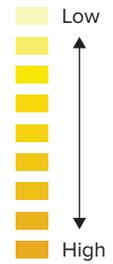
The maps at right show the travel-shed for walking, bicycling, transit, and carpooling. More information about how each travel-shed was defined can be found on the following pages. An affiliate may be assigned to more than one travel-shed (e.g. someone living a half-mile from campus will be included in both the walkshed and the bikeshed).



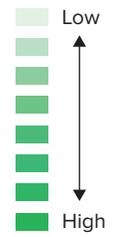
LEGEND

- Primary Roads
- Secondary Road
- City Boundary
- River
- Light Rail Stations
- ▲ UC Davis Campus

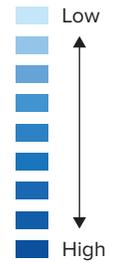
Walkshed



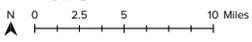
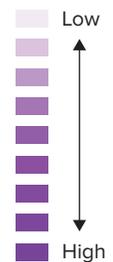
Bikeshed



Transitshed



Carpoolshed





Walkshed

The walkshed is defined as a buffer one mile from the perimeter of campus. Most adults can comfortably walk one mile in twenty minutes. Short trips like these are particularly inefficient for driving, given that the time to park and walk to the final destination can easily be just as long as the driving trip itself.

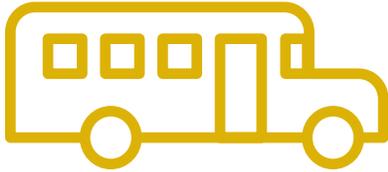
While many people think of Sacramento campus affiliates as traveling from far away, this market segmentation exercise shows that approximately one in ten (11%) affiliates live within an easy walk of campus. Working with these affiliates to encourage walking commutes could be a relatively simple way to reduce demand for parking places, and decrease single-occupancy commute trips.



Bikeshed

The bikeshed comprises the five-mile buffer surrounding the campus perimeter. As previously noted, the bikeshed includes the walkshed, as many people within walking distance might find bicycling an appealing option. At a relatively relaxed pace of 10 MPH, a commute with a five-mile bicycle commute will take about 30 minutes. More than one in three Sacramento campus affiliates (35%) live within easy bicycling distance of campus.

Sacramento is in the midst of a bicycling boom. With its flat topography and tree-lined street grid, more and more people are choosing to bicycle. This boom is supported by the City of Sacramento's energetic investments in bicycle infrastructure, and the enormously popular JUMP e-bike share system. It is quite likely that a major bicycling push at the Sacramento campus could yield impressive results.



Transitshed

The transitshed was defined as including people who can easily reach a transit stop from their house, using a route that directly serves campus. Specifically, for Sac RT bus routes passing within a quarter-mile of the campus perimeter, the transitshed included those who live within a half-mile of bus stops; for light rail, a three-mile buffer around all light rail stations outside the bike shed was used (assuming that more people would be willing to bicycle, walk farther, or be dropped off for light rail than for bus transit). This method of analysis is conservative in that it likely undercounts trips that include a transfer; however, a much more robust analysis that considers transit frequency and reliability would have been needed to confidently include transfer trips.

By this analysis, more than four in ten (43%) affiliates could use transit to arrive at campus with little inconvenience.



Carpoolshed

People are more likely to find a carpool appealing if their trip is longer (so the percentage of the commute time spent picking up their carpool partner is a smaller part of the trip, and because gas costs are higher) and if no other options are available. Carpooling is also significantly more appealing if there is a high-occupancy vehicle lane on area freeways, offering a time bonus to carpoolers; unfortunately, there are no HOV lanes in the Sacramento region.

Vanpooling (multiple commuters sharing a van) is more space-efficient but requires more coordination; it is only an option where a significant cluster of affiliates live nearby and can meet at a member's home or at an agreed-upon meeting spot such as a park-and-ride.

Darker colors on the carpoolshed map mean that a higher concentration of potential carpool or vanpool partners live near each other. Sixty-five percent of Sacramento campus affiliates have at least one potential carpool partner living within one mile.

TRANSPORTATION TOMORROW

Transportation Tomorrow is the aspirational plan to achieve the vision, values, and goals identified for the Sacramento campus of UC Davis. Rather than a strict sequence of steps, it is a roadmap and a series of tools to be deployed. This program will enhance connectivity, increase access, and improve sustainability and health outcomes for the campus community and the greater region, and keep UC Davis at the forefront of innovation.

Each of the items in this section contribute to a wider program of mobility, focused on increased access to healthcare, research, and education. As it evolves, *Transportation Tomorrow* will create a mobility ecosystem centered firmly in:



A comprehensive, dynamic mobility program using all modes, including telecommute

A culture of healthy, sustainable mobility

An actively managed parking portfolio

Integration with the campus physical design framework

Integrated management of parking and other mobility programs that allows administrators to make changes quickly and often and assess impact

A culture of learning and communicating with affiliates that the system is constantly evolving to best balance all the needs of the institution

The Top 10 Framework

Transportation Tomorrow is a comprehensive plan for changing the mobility landscape at the UC Davis Sacramento campus. Major investment is necessary to transition from the old model of provision of parking spaces to the new paradigm of a better balance with programs for more mobility options. Some elements will take time to develop, while others should be targeted for implementation in the short-term. One key action that will be critical to the implementation of the framework as a whole will be additional staff dedicated to creating and managing mobility programs and services. Appendix 1, the Launch Plan, identifies key investment areas, including a year-one priority strategy centered around new technology and expanded staff capacity. Other specific actions will be dependent on context and timing, but the ten key approaches here will be necessary to create the transportation system that will continue to support the campus mission into the future.

1 CREATE AN INTEGRATED TRANSPORTATION PLATFORM AND ONLINE MARKETPLACE



A single unified online experience offering access to all mobility options, parking payment, and assistance will improve the user experience and make it easier for affiliate to try new ways to get to

campus. Such a platform is also a powerful back-end tool to unify administrative systems across mobility offerings, and between campuses where appropriate, and provide crucial business intelligence to campus leadership. More availability of data on behavior will allow for better management of transportation assets.

Additionally, creating a single portal provides more flexibility for both users and managers by making all options visible and available in one place and allowing dynamic pricing and incentives. The goal for users is to be able to select the best travel option on a day-by-day basis, with the right pricing and incentives for each day. The costs saved with such a system can also free up resources, including staff time, to use on other initiatives.

The integrated transportation platform is a top priority for partnership with the Davis campus, both in terms of purchasing power and to coordinate the user experience, data, and lessons learned across the two campuses. This coordination will be especially useful for affiliates who routinely travel to both campuses. The two transportation groups should work closely together in the implementation of this platform.

2

ALIGN PARKING MANAGEMENT



The complex nature of balancing parking needs for very different campus populations means a tailored approach to management is appropriate. A robust parking management program must be a key part of the online platform, allowing for coordinated management of all transportation programs, and dynamic management of parking supply based on demands.

A shift to a daily rate rather than today's monthly passes (which effectively offer a bulk discount) will help break the single-mode lock and give commuters the chance to make the best choice for them on a given day.

These modern systems will allow parking to be managed in more sophisticated ways such as distributing parking across campus based on demand, dynamic pricing, and other techniques.

3

INCENTIVIZE PREFERRED MODES OF TRANSPORTATION



The cultural and habitual pull of the single-occupancy vehicle is strong in Sacramento, and the community norms support driving. Enhancing current financial

and social incentives will help drivers shift to other modes. The incentives structure should be attractive enough and flexible enough to allow for a daily decision for every user, and should evolve over time.

4

EXPAND CARPOOL/VANPOOL PROGRAMS



As a regional draw for employment as well as treatment, the Sacramento campus attracts many people from areas of the region that are too far away or poorly served by transit. Increased investment in and active management of carpool and vanpool programs to make finding a match simple will reduce barriers to ridesharing. Along with the integrated transportation platform, a unified system will allow the development and administration of effective and efficient pricing offerings for people who carpool and vanpool to campus, and linking with dynamic parking management (#2) will allow campus leadership to leverage data to make better decisions on program management.

5

EXPAND LOCAL AND REGIONAL TRANSIT AND SHUTTLE PROGRAMS



Enhancing the strong relationships with local and regional transit providers will give staff, students, patients, and visitors real, attractive options to take transit, including bus and light rail. Including multiple transit options and operators in the online mobility portal will support better decision-making for commuters.

Simultaneously optimizing the UC Davis Health shuttle system will provide better connections to existing light rail and bus hubs, as well as between destinations on the Sacramento campus and between Sacramento and Davis. The Causeway Connection should be a lifeline between the two campuses, as well as serve as a key component of the regional commute system.

While the systems are being enhanced, ongoing targeted promotion and support must be undertaken to ensure that those who will most benefit from enhanced transit are aware of their options.



6 INCREASE INVESTMENT IN ACTIVE TRANSPORTATION PROGRAMS



Active modes of transportation are those that are non-reliant on vehicles, including walking and rolling, biking, and scootering. Strengthening programs that help people shift modes, and stay with active modes in the long term, is both central to the framework and supports all other strategies. Active transportation should be encouraged both as a primary commute mode, and as a first-and last-mile solution to strengthen transit connections.

Other bike-, walk-, and run-oriented amenities such as lockers and showers should be provided to further support those who wish to arrive on campus via active means. Such facilities could be provided in a handful of centralized locations, such as the main hospital and new wellness building, or in a more dispersed pattern in new buildings and major renovations.

A dedicated staff position to manage such programs should also oversee ongoing targeted promotion and support to affiliates who live near campus, for whom active transportation can be convenient and time-competitive.

7 LEVERAGE NEW AND EMERGING MOBILITY OPTIONS IN SUPPORT OF UC DAVIS GOALS



Emerging mobility options should be closely monitored to proactively incorporate those that actively support campus goals of enhanced patient experience and a shift away from single-occupancy vehicles. Close attention should be paid to limit the potential negative externalities of some technologies. An autonomous shuttle program may be appropriate for key connections to, from, and on campus (such as the 48th Street light rail station to the main hospital and ACC).

Additional and enhanced partnerships with TNCs should be explored for patient services as well as safe-ride programs where appropriate. Impacts to congestion and VMT on campus should be limited by studying designated pick-up and drop-off points, and incentivizing shared options (line/pool) rather than a single-ride model.

Additional new mobility options to be considered are partnerships with bikeshare programs, and microtransit, including the SacRT service, SmarT Ride.

8

DEVELOP A ROBUST PROGRAM FOR ENGAGING THE UC DAVIS HEALTH COMMUNITY



The diversity of the campus population – patients, visitors, staff, faculty, students,

residents, and research partners – means a robust engagement program must be nimble enough to engage with and inform different populations in the most appropriate and effective way. This program should balance engagement (soliciting ideas and feedback) and communication (notification of changes, options, and existing programs), as well as incorporate both digital and analog methods for employees and visitors with limited smartphone access or familiarity with UC Davis Health online materials.

In addition, a robust staff onboarding program coupled with ongoing conversations about available and potential future programs will help drive success of the entire *Transportation Tomorrow* program.

The engagement program should also leverage other ongoing initiatives university-wide, including the Chancellor’s Strategic plan (“To Boldly Go”), as well as the UC Davis Health Strategic plan, and sustainability and public health efforts. The unified mobility platform should be used to monitor program performance, reach different groups of affiliates with

targeted outreach and offers, and improve user satisfaction by making the transportation experience simple, intuitive, and flexible. A dedicated full-time position will help elevate this critical component of *Transportation Tomorrow*.

9

LEVERAGE POLICY TOWARD CULTURE CHANGE



All of the planning and programs in the world will not be effective without a shift in culture

to support and value different options for moving to, from, and through campus. This starts with breaking down the assumption that everyone (staff, students, partners, and patients alike) desires or is able to access a single-occupancy vehicle to travel to campus, and continues through top-down and bottom-up acceptance of alternative work arrangements where possible. To that end, telework and flexible schedule options should be available for those who do not physically need to be on campus at all times. Telework is also an essential strategy for business continuity in the face of emergencies and natural disasters. Policy development and targeted engagement to help clearly communicate expectations from both employees and supervisors will be key to this effort.

In all policy, program, and physical changes, keeping the patient experience central to all decisions is critical. Asking “how do we best serve our patient community” may result in answers such as reducing staff demand on parking resources through telework and other means, increasing convenient and affordable transit options, and exploring new mobility partnerships.

Through it all, leadership must support a culture of continual learning and collaboration, as policies are tested and updated. All programs, particularly telework, should coordinate closely with various campus partners and divisions, particularly information technology and human resources, to ensure alignment with policy, best practice, and needs across campus.

10 IMPROVE THE BUILT ENVIRONMENT AND PHYSICAL TRANSPORTATION INFRASTRUCTURE



The new and expanded programs in *Transportation Tomorrow* must be bolstered by improved infrastructure to increase the enjoyment as well as the real and perceived safety of walking and biking on campus, and make people more comfortable with a shift in modes. More intentional design including elements such as lighting, emergency phones, and clear sight-lines should

be incorporated into all new plans for the bike and pedestrian network. Enhanced wayfinding will also be crucial, and can take the form of written or graphic signs, or colors or materials on buildings and in the landscape, to help people orient themselves and navigate through campus.

Campus today has much room for improvement in the pedestrian and cycling realms. Sidewalks are often undersized for pedestrian volumes or not contiguous, and the bike network serving campus needs to be completed, expanded, and optimized for safety and comfort. Strengthening the bicycle and pedestrian networks around, into, and within campus will make incentivized programs even more attractive. Leverage partnerships with the City and County of Sacramento, including the upcoming bike master plan, and work with the City and County to improve the comfort of active transportation facilities and create a seamless regional network that serves the Sacramento campus commute patterns well. University long-range planning efforts, including the Physical Design Framework and Long Range Development Plan, should reflect the goals of *Transportation Tomorrow* and provide guidance on the physical implementation of all of the programs and infrastructure outlined in the framework.

NEXT STEPS

Transportation Tomorrow is a long-term planning, design, and implementation effort, many components of which will take years to fully develop. There are, however, a number of actions that can be taken in the near to mid-term to jump start progress and improve the patient experience, particularly in the face of the coming years of construction on campus. Appendix 1, the Launch Plan, lays out initial steps for investment and implementation.

Strong leadership support will be crucial moving forward, and the framework should be revisited regularly to monitor progress and do and strategic recalibration as necessary. These actions coupled with community support will start the UC Davis Sacramento campus on the path toward Transportation Tomorrow, and build a strong foundation for the robust, sustainable new mobility ecosystem it describes.





“Transportation Tomorrow will create mobility and connectivity supporting a world-class student, patient, and employee experience, and will be flexible and comprehensive to adapt to the ever-changing needs of campus and healthcare.”

