



Destination UMED TDM PLAN

August 2023



DESTINATION UMED

More Travel Choices. More Opportunity.

ACKNOWLEDGMENTS

Destination UMED exists due to the commitment and collaboration of multiple stakeholders who care deeply about UMED's future. A special thank you is owed to the members of the UMED Advisory Committee, made up of representatives of institutions and communities located in and around UMED, for their ongoing participation and guidance to the Project Management and Consultant Teams.

UMED ADVISORY COMMITTEE

Airport Heights Community Council

Alaska Mental Health Trust Authority-Trust Land Office

Alaska Native Tribal Health Consortium

Alaska Pacific University

Alaska Pacific University Student Government

Alaska Psychiatric Institute

Anchorage Parks and Recreation Department

Anchorage School District

Citizens for Responsible Development

McLaughlin Youth Center

Providence Alaska Medical Center

Southcentral Foundation

University of Alaska-Anchorage

University of Alaska-Anchorage Union of Students

Campbell Park Community Council

Rogers Park Community Council

Russian Jack Community Council

University Area Community Council

PROJECT MANAGEMENT TEAM

Anchorage Metropolitan Area Transportation Solutions

Jonathan Cecil, Project Manager

Aaron Jongenelen

Municipality of Anchorage

Kristine Bunnell

Craig Lyon

Daniel Mckenna-Foster

Bart Rudolph

Alaska Department of Transportation & Public Facilities

James Starzec

CONSULTANT TEAM

Nelson\Nygaard Consulting Associates

Phil Olmstead, Project Manager

Jeri Stroupe

Fiona Ko

Zoya Zhou

Esther Needham

Jungwha Yuh

R&M Consulting

Van Le

Taryn Oleson-Yelle

Nunes-Ueno Consulting

Paulo Nunes-Ueno

Kinney Engineering

Jeanne Bowie

LIST OF ACRONYMS

- AAC** – Alaska Airlines Center
- ADP** – Alaska Downtown Partnership
- AADT** – Annual Average Daily Traffic
- ADT** – Average Daily Traffic
- AK DOT & PF** – Alaska Department of Transportation & Public Facilities
- AMATS** – Anchorage Metropolitan Area Transportation Solutions
- AMHT** – Alaska Mental Health Trust
- ANHC** – Alaska Native Health Campus
- ANMC** – Alaska Native Medical Center
- ANTHC** – Alaska Native Tribal Health Consortium
- API** – Alaska Psychiatric Institute
- APU** – Alaska Pacific University
- ASD** – Anchorage School District
- BID** – Business Improvement District
- CC** – Community Council
- ESP** – Employee Sponsored Pass
- EV** – Electric Vehicle
- GRH** – Guaranteed Ride Home
- MOA** – Municipality of Anchorage
- MTP** – Metropolitan Transportation Plan
- MYC** – McLaughlin Youth Center
- PAMC** – Providence Alaska Medical Center
- SCF** – Southcentral Foundation
- SOV** – Single-occupancy vehicle
- SR2S** – Safe Routes to School
- TDM** – Transportation Demand Management
- TMA** – Transportation Management Association
- TNC** – Transportation Network Company (i.e., Uber/Lyft)
- UAA** – University of Alaska Anchorage
- UAC** – UMED Advisory Committee
- UMED** – University Medical District
- U-Pass** – Universal Transit Pass
- VMT** – Vehicle Miles Traveled

TABLE OF CONTENTS

1	INTRODUCING DESTINATION UMED	1
2	MEETING THE UMED DISTRICT	15
3	IDENTIFYING ISSUES AND OPPORTUNITIES	25
4	ENGAGING WITH UMED	39
5	IDENTIFYING UMED'S VALUES AND GOALS	63
6	DEFINING THE STRATEGIES	73
7	IMPLEMENTING DESTINATION UMED	79



1

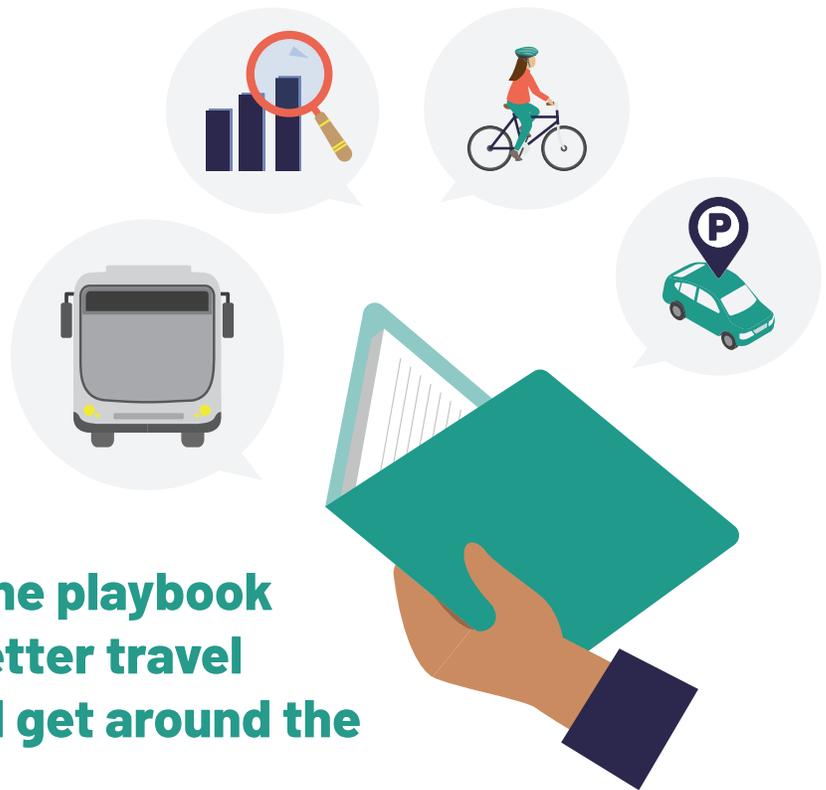
INTRODUCING DESTINATION UMED



WHAT IS DESTINATION UMED?

Destination UMED is a Transportation Demand Management (TDM) study that recommends projects, policies, and programs to reduce traffic congestion, improve mobility choices, enhance equitable access to district destinations, and support the next decade of UMED growth and economic development. It includes a phased and actionable toolkit for district stakeholders to improve travel to, from, and within the University Medical District, or UMED.

The study is led by the Anchorage Metropolitan Area Transportation Solutions (AMATS) in collaboration with district stakeholders and a project advisory committee, representing a cross-section of UMED stakeholders to provide guidance and input throughout the study.



Destination UMED is the playbook to create more and better travel options to access and get around the district.

WHAT ABOUT THE BRAGAW ROAD / NORTHERN ACCESS ROAD?

Destination UMED is not a detailed assessment of any one project or infrastructure investment, but a comprehensive and long-term plan to improve UMED's mobility options, programs, and policies for all modes of travel and all types of district travelers.

WHY NOW?

As home to some of the biggest institutions in Anchorage, UMED provides a robust mix of employment, medical, housing, education, retail, and recreational opportunities. It is a crucial regional hub that continues to evolve from its unique past while it looks to future growth and opportunity.

The **2016 UMED District Plan** recognized that to reach its vision in a sustainable way, however, UMED must take proactive steps to improve access to the district, reduce vehicle trips, and mitigate traffic congestion.

A priority recommendation of the 2016 Plan was to fund a TDM study to “...determine options for reducing single-occupant vehicle travel into the District,” and “...continue the established UMED District coordination process...to leverage resources and implement the UMED District Plan.”



Destination UMED is the implementation of this priority recommendation from the UMED community.

In addition, Destination UMED is one of many transportation efforts in Anchorage. The study’s conclusion and advancement are timely, as it is supportive of, and can be supported by, implementation of citywide efforts to promote more sustainable and multimodal approaches to mobility across the city and region.

WHY UMED MATTERS

The UMED District is Alaska’s second largest employment center. Its role in Anchorage and the region’s economic and social fabric is significant, and how it grows and develops over time will impact the lives of tens of thousands of people who call UMED their workplace, place of education, backyard, and home.

Destination UMED is an opportunity to ensure future growth aligns with community values and priorities.

THE CASE FOR CHANGE IN UMED:



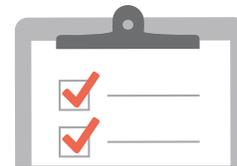
The status quo isn’t working

While opinions vary, many community members do not want to invest in more expensive road construction projects as the primary response to concerns about district access or roadway congestion.



There is appetite for TDM

Major employers and residents alike have expressed interest and curiosity about how TDM can create more and better travel choices in UMED. The opportunity does not stop there—UMED can be a test case and catalyst for TDM across Anchorage and set the precedent for what is possible.



Anchorage has ambitious policy goals

Recent policy reforms indicate a desire for new approaches to managing congestion by no longer mandating excessive new parking construction with each proposed development.

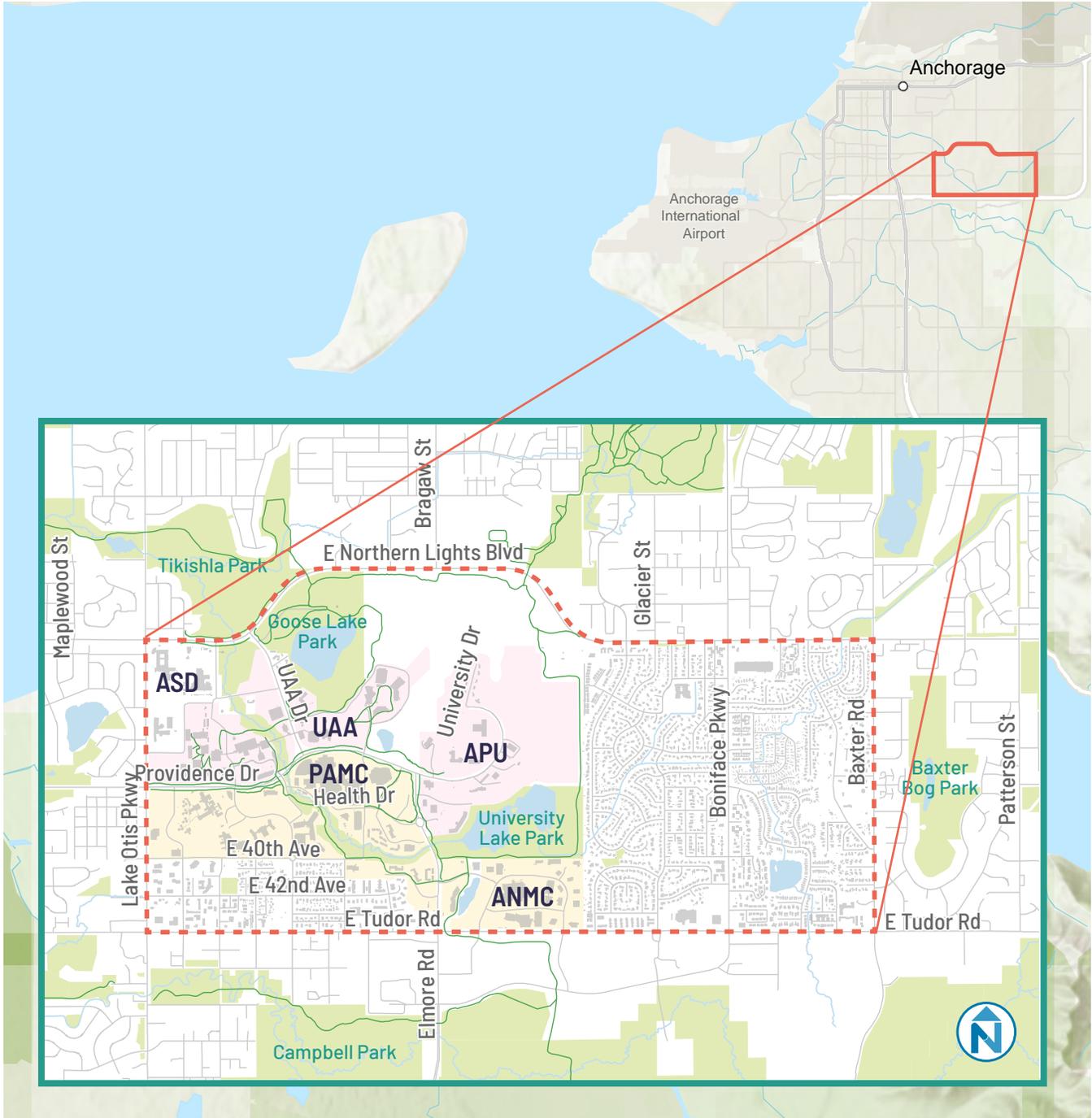


UMED can do more together

Change in UMED does not have to happen all at once, nor can it happen in silos. Many of the people and organizations involved in this study and beyond will need to help implement this plan over time, and serve as champions in collaboration.

OUR STUDY AREA

The Destination UMED study area is bound by Lake Otis Pkwy. to the west, Baxter Rd. to the east, E Northern Lights Blvd. to the north, and E Tudor Rd. to the south.



WHAT IS TRANSPORTATION DEMAND MANAGEMENT?

The primary goal of TDM is to provide more transportation options, give people choices to get where they need to go, and make it possible to reduce single-occupancy vehicle (SOV) trips over time.

TDM includes a combination of transportation services and amenities, parking management, multimodal subsidies, and education to help people walk, bike, take transit, and share rides when they travel to and from UMED.

Examples of TDM include:



Physical Infrastructure

Includes safe and comfortable streets through bike lanes, sidewalks, mid-block crossings, intersection design and signalization, mobility hubs, transit and active travel amenities, showers and lockers.



Communications & Management

Includes coordinated management and communication through dedicated staffing, web- and mobile-based platforms, real-time information and trip planning, as well as promotional events, activities, and commute challenges.



Pricing

Includes parking management and financial incentives through pricing, flexible or daily parking passes, unbundled parking from leases or development, and pay-not-to-drive or parking cash-out programs.



Programs & Policies

Includes more travel options through bike share, e-scooter share, or car-share, mobility passes and subsidies, remote or flexible work schedules and policies, transit or shuttle services, and zoning code reform.



16 FT 4 IN

BUS STOP 

60270

25 DOWNTOWN

 **NOTICE**
This bus is equipped with video/audio surveillance.



A bus stop along Tudor Center Dr. at ANTHC's campus.

There are many potential benefits of TDM.

TDM goes beyond reducing congestion. UMED is positioned to realize many of the benefits that come along with TDM implementation. Other communities that invest in transportation options have been able to:

1

Improve public health

2

Enhance transportation equity

3

Support economic growth and lower development costs



4

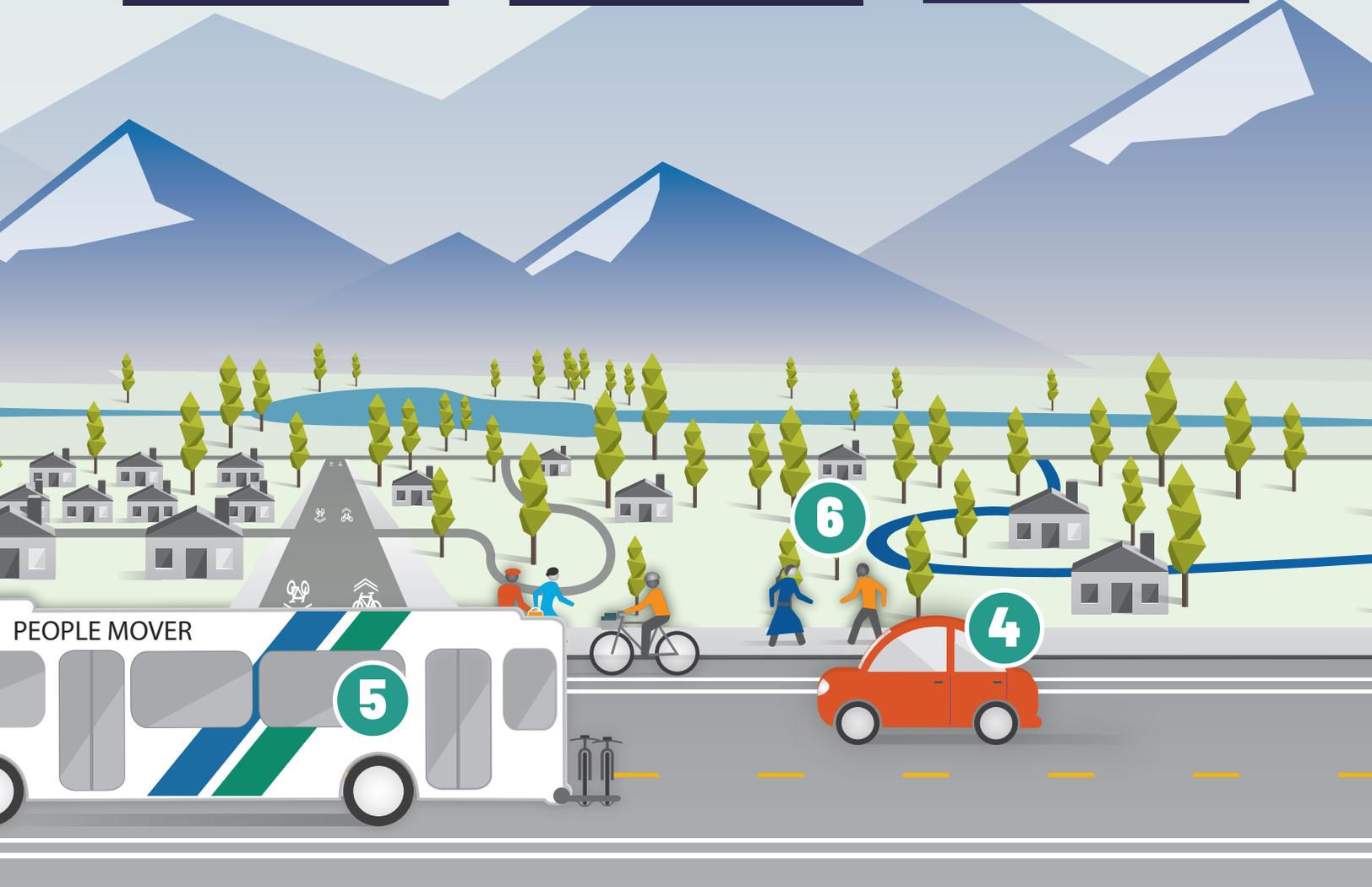
Reduce vehicle trips and mitigate traffic congestion

5

Promote sustainability and reduce transportation emissions

6

Improve employee, resident, student, and tenant satisfaction



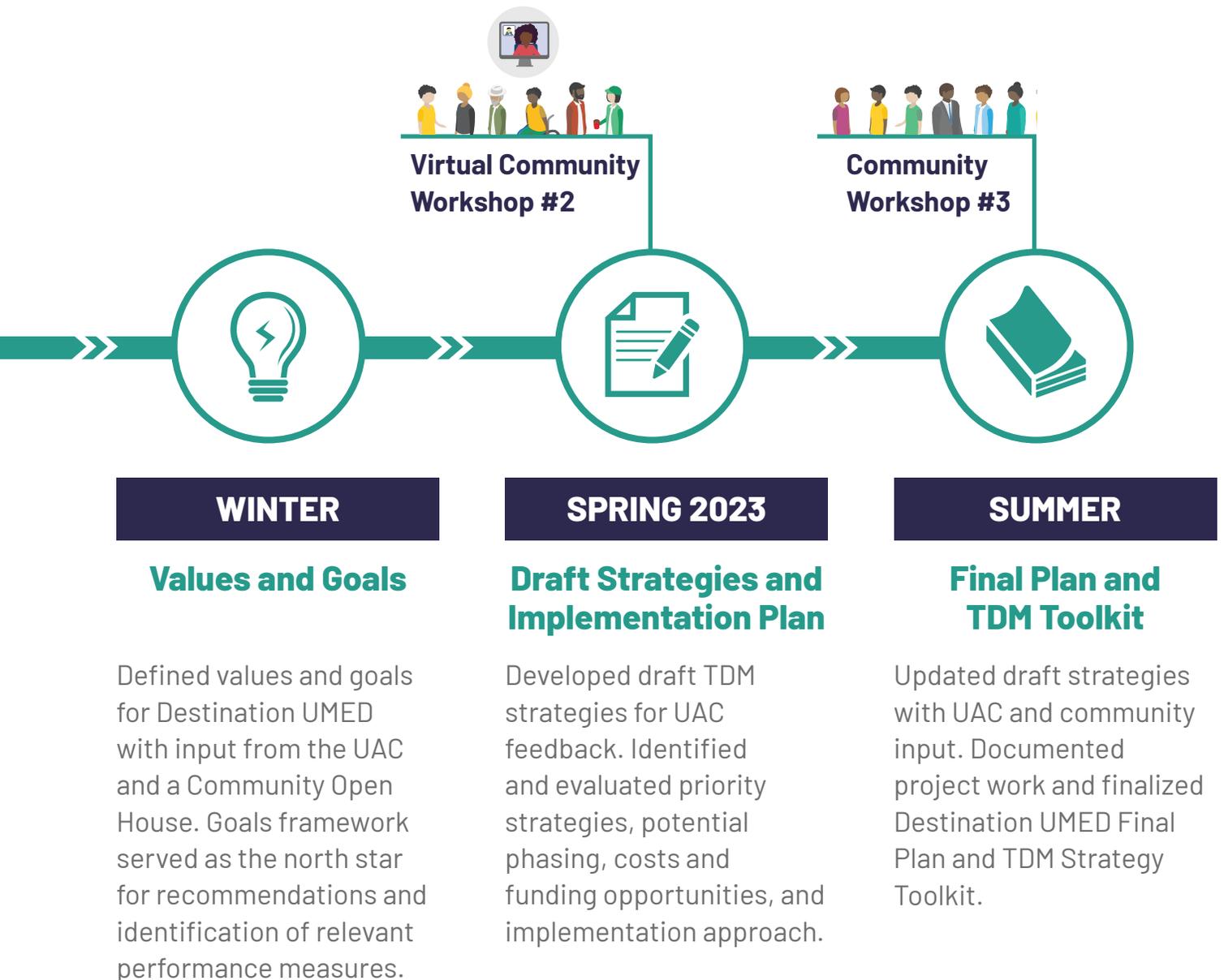
HOW WAS DESTINATION UMED DEVELOPED?

Destination UMED began in April 2022 and spanned about 16 months. This study was guided by a Project Management Team (PMT) and the UMED Advisory Committee (UAC), representing district stakeholders, residents, and relevant public agencies. The project team sought input from a diverse set of stakeholders to build community consensus and secure buy-in.

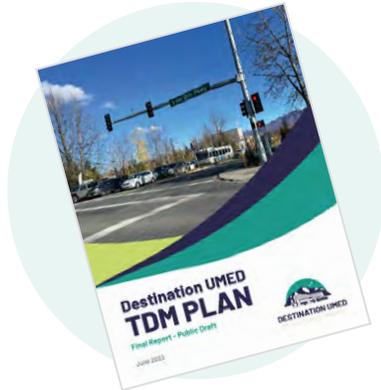


Our Process

The PMT met on a regular basis to guide the project direction, and ensure the appropriate stakeholders across agencies, employers, and governing bodies were involved in the planning process.



WHAT IS INCLUDED IN DESTINATION UMED?



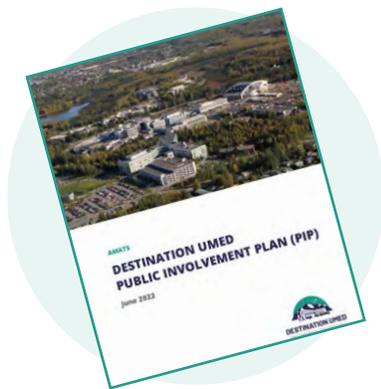
Final Report (this document)

An overview of the study process, issues and opportunities, summary of community and stakeholder engagement, goals and performance measures, and an overview of the recommended strategies, implementation actions, and timeline.



TDM Strategy Toolkit

The Toolkit is a detailed description of each strategy, including rationale, local or national best practices, and specific actions that individual institutions, employers, the municipality, or a combination of stakeholders can take to make progress towards plan goals.



Appendices

The appendices include all the deliverables completed as a part of this study.



A pedestrian walkway over Tudor Center Dr. at ANTHC's campus.



EMERGENCY ←

←
Hospital
Dr. Katherine
and Dr. Kevin
Gottlieb Building

↑
Fireweed Building
M.I. Marathon Bldg.
Exit to Tudor Road

ACTIVE HEALTH CAMPUS



PLEASE DO NOT LEAVE
UNASSURED IN THIS ZONE.
THE HOSPITAL EMPLOYEES
ARE RESPONSIBLE FOR
LIFE OR LIMB TO
CARE OR THEIR CONTENTS.
PLEASE REPORT LOITERING
OR SUSPICIOUS ACTIVITY
TO STAFF OR SECURITY

PEDESTRIANS
←



2

MEETING THE UMED DISTRICT



WHO IS THE UMED DISTRICT?

The UMED District is a vibrant destination accessed by a variety of people with diverse transportation needs.

Students

UMED students include K-12, college, and graduate students. Some arrive by bus, carpool, or drive themselves, others live on campus. Older students, including some high schoolers, travel to different locations within the district for classes and activities.



Employees

Thousands of people work at UMED institutions, small businesses, and retail shops. The bulk are daytime employees, but a sizable group work off-peak shifts at the healthcare institutions.



Patients and Youth

Medical, psychiatric, and youth facilities in UMED serve hundreds of thousands of people in need of care from across the state each year. Many are lower-income people with mobility challenges from distant parts of Alaska – making equitable access and clear wayfinding to navigate to medical appointments critical.



Residents

People who live in or near UMED are familiar with many options for getting around.

Innovation of the transportation system will make UMED a more enjoyable place to live, play, and explore.



Visitors

Visitors to UMED include event goers, trail users, or even tourists. More travel options and incentives can encourage visitors to reduce reliance on travel by car, utilize transit, and shared mobility options.



Athletes

UMED attracts athletes from around the world every year to athletic facilities, Nordic trails for training, and to medical facilities for physical therapy treatments.



Customers

Commercial areas along Tudor Rd. support a variety of businesses that meet the daily needs of locals and nearby residents.



Did you know?

UMED is the 2nd largest employment center in the Anchorage region, and a major economic, healthcare, educational, and recreational hub.

In UMED, there are...



23,314
Jobs



12,800
Students



830
Hospital Beds



Anchorage School District
Educating All Students for Success in Life

1,272 Students
180 Faculty/Staff

UA
11,000
1,700 F



McLaughlin Youth Center
230 Staff
90 beds

Prov
2,97
400

*Includ

Out of the total jobs,

 **48%**
are in Health Care and Social Assistance

 **41%**
are in Educational Services



Community Councils
8 Community Councils in or adjacent to the UMED study area



Students
Faculty/Staff



555 Students
100 Full-Time Employees /
60 Part-Time Employees



Alaska Native Health Campus
5,000 Staff
430 beds

Providence Alaska Medical Center
1,000 Staff*
430 beds

including contractors and tenants

Did you know?

UMED is served by the Campbell Creek and Chester Creek trail systems and provides access to **157 acres of open space and over 8 miles of trails.**

In the winter months, some trails are maintained for use by the public and the APU ski team.

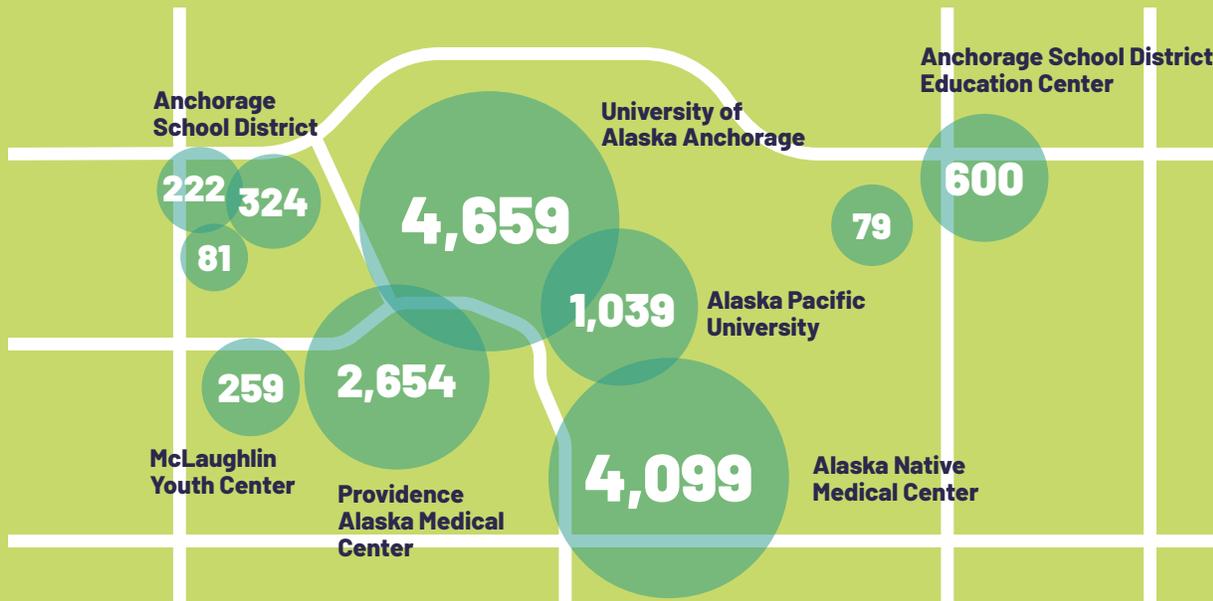


The majority of UMED is zoned as **University or Medical Center.**

Most of the residential areas are zoned for **single-family housing.**

Did you know?

UMED has more than **18,000 parking spaces.**



10 parking garages

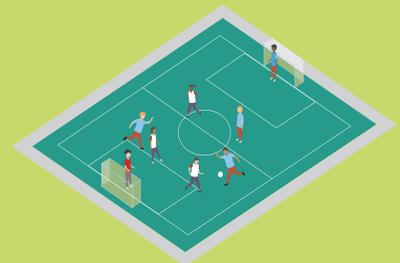


100+ parking lots



another estimated 4,000 parking spaces

That's the equivalent of **115+ acres of parking** or more than **60 soccer fields!**



?? Did you know?

More than 10,200 people call UMED home, with that number expected to **grow to 11,000 people in 4,600 households by 2040**. Resident vehicle ownership is high, and **most people drive** when accessing a UMED destination.





3,769

Total Households



10,280

Total Residents

43% **57%**
Renters Owners



6%

of Households
are without
any cars



53%

of Households
have at least 2
cars





3

IDENTIFYING ISSUES AND OPPORTUNITIES



WHAT ARE THE ISSUES AND OPPORTUNITIES?

Throughout Destination UMED the project team analyzed transportation data, conducted stakeholder interviews, and made several site visits to understand the existing state of the transportation system in UMED.

A Destination UMED Travel Survey in October 2022 complemented this work. The survey allowed for a more detailed assessment of preferences among different user groups within UMED, including what types of transportation investments people would like to see in the future.

The State of the System and Travel Survey Analysis provide comprehensive documentation of these project components.



WHAT IS REPLICA AND THE UMED TRAVEL SURVEY?

[Replica](#) is a third-party modeling tool that simulates regional travel behavior based on anonymized smartphone data and other location-based data sources. All trip purposes and modes are captured. Replica offers a modeled, point-in-time “snapshot” of travel behavior.

In Fall 2022, the Destination UMED Travel Survey was conducted to supplement data and capture specific travel behaviors and preferences among UMED users. For more detail, see Chapter 4 – Engaging with UMED.

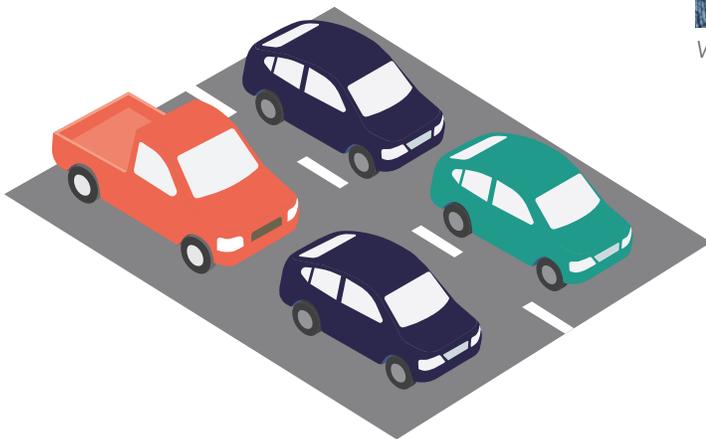


1 Most people drive alone to get to UMED.

Vehicle congestion on major arterials, key intersections, and certain internal streets is a frequently-voiced concern. Current drive-alone rates impede city- and district-wide goals for more mobility options and fewer transportation impacts.



Vehicles queue on westbound Tudor Rd.



76%
of all trips accessing a UMED destination are by driving alone (Replica).

69%
of employees who work in UMED drive-alone (UMED Travel Survey).

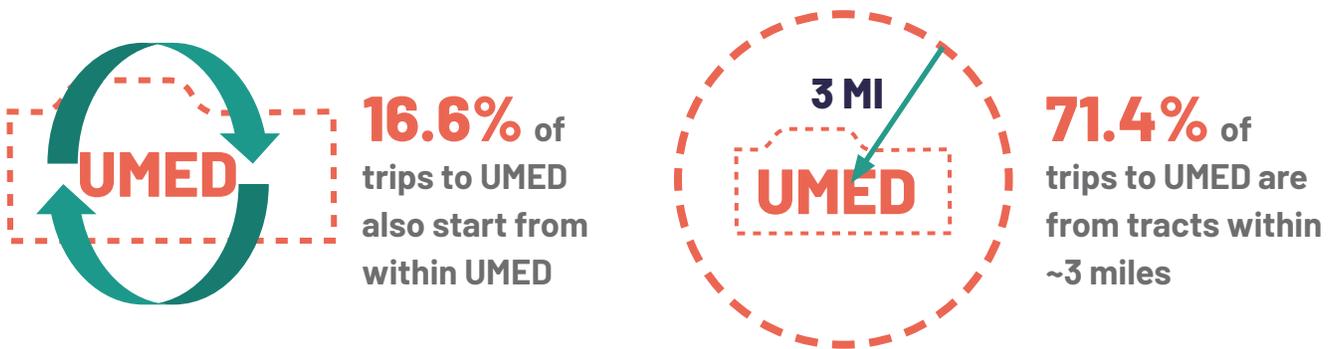


Opportunity

Over 23,000 people work in UMED. Employees will continue to drive alone, as it is the most convenient option for many. However, even a modest shift of 5-10% to non-drive alone trips can ensure new development, employment growth, and a new mix of land uses can occur within the existing roadway network.

2 A large share of trips to UMED originate within three miles.

People travel to the UMED District from all around the city and region, yet nearly three-quarters (71.4%) of trips to UMED are from census tracts within approximately three miles. In addition, almost 17% of trips “to UMED” originate from within UMED.



45% of survey respondents indicated that they live within five miles of UMED, a distance most likely to have the option to walk, bike, or take transit.



Opportunity

People traveling under five miles to a given destination have a greater potential to shift some portion of their drive-alone trips to other modes, such as walking, biking, or public transit. As most people come to UMED from nearby neighborhoods, there is also the opportunity for more shared rides to reduce drive-alone trips.

3

Snow removal and maintenance is a major barrier to walking, biking, and accessing transit.

Conditions in winter make travel more difficult for all modes. The Municipality of Anchorage (MOA) and Alaska Department of Transportation & Public Facilities (AK DOT&PF) maintain roadways in and around UMED, but several UMED institutions also contract with third parties to do snow removal within UMED.

Resources for winter maintenance are limited and the mix of responsibility can result in inconsistent communication and delivery of snow clearance services. Many bus stops, especially on major arterials, also become inaccessible for riders during winter events.

Snow and ice in bike lanes and on sidewalks were identified by survey respondents as a top reason for not walking or biking in UMED.



LEFT: Snow piles cover a multi-use path and bike route. RIGHT: Narrow sidewalks along Tudor Rd. abut high speed traffic.



Opportunity

UMED institutions can further collaborate with MOA and AK DOT & PF to expand resources, maximize coordination, and enhance communication of winter maintenance services. A focus on snow removal and maintenance for sidewalks, trail crossings, bike facilities, and transit stops is essential for use of these modes in winter.

4 UMED's edges are a barrier, especially for those who are not driving.

UMED is bounded by arterial streets that are challenging for those without a car. Wide streets, high vehicle speeds, long crossing distances at intersections, long block lengths, and inconveniently located mid-block crossings create an unwelcoming environment for pedestrians, bicyclists, and transit riders. Many of UMED's gateway streets and intersections are on the city's "high injury" network.

About **20%** of survey respondents indicated that they do not walk or bike because of vehicle traffic and fast speeds.



LEFT: High vehicle speeds, long intersections, and large curb radii decrease bicyclist and pedestrian comfort. RIGHT: Pedestrians must cross several lanes at the intersection of Elmore Rd. and Tudor Rd. Pedestrians often cross Tudor Rd. mid-block rather than go to the next formal crosswalk.



Opportunity

Improvements to streets and roadways around UMED can reduce traffic and slow vehicle speeds to create a more welcoming environment for people to walk and bike. Such improvements are consistent with MOA's **Vision Zero Action Plan**, which prioritizes transportation improvement projects on the high injury network, and recommendations in the AMATS **Non-Motorized Plan**.

5 UMED lacks cohesive branding and intuitive wayfinding.

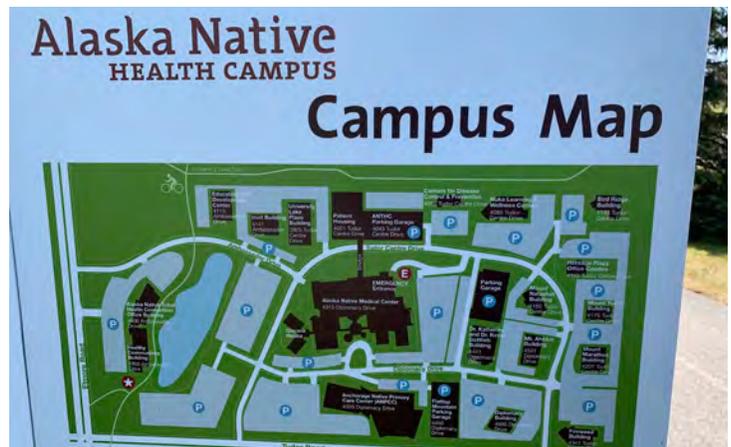
There is no unified wayfinding brand or program in UMED. Each institution has their own set of physical signs and visual language for their campus.

Maps and signs are also car-oriented and typically do not show walking, biking, and transit routes and amenities.

This uncoordinated approach makes navigation challenging to, from, and within UMED, especially for visitors and those utilizing the trail, bike, and pedestrian networks.

“ Provide a detailed trail map system or App to aid you on your way through the trail system by bike. ”

— UMED Travel Survey Respondent



TOP LEFT: Signage at the Alaska Native Medical Center. TOP RIGHT: Signage along the Campbell Trail network. BOTTOM: Alaska Native Health Campus map at a wayfinding kiosk.



Opportunity

Stakeholders can coordinate to create cohesive wayfinding, maps, and web-based platforms to reduce confusion and facilitate navigation in UMED. Branding can be applied throughout UMED to not only improve navigation, but also help create and socialize a distinctive district identity.

6 Active trip facilities and amenities are inconsistent across UMED.

UMED has a robust trail system and numerous, high-quality off-street pathways. The few designated on-street bike routes within UMED, however, are disconnected and can feel uncomfortable as they are painted lanes without separation from faster moving traffic.

Several streets are missing sidewalks, such as UAA Dr. and Elmore Rd., and several crossings have been identified as challenging for bicyclists and pedestrians.

Some employees have access to protected and secure bike parking, but bike parking facilities are often less secure for UMED visitors.



TOP: Short-term bike parking design varies across campuses within UMED. BOTTOM: A secure bike cage is located in the ground floor of an ANTHC parking garage.

“ I would prefer to bike more often but there are not many options for quality bike security. Would really like to see bike lockers be made available for rent. ”

— UMED Travel Survey Respondent



Opportunity

To accommodate all-weather travel, employees and students should have access to secure and covered bike parking facilities. More secure, short-term bike parking, available to the public and marked with clear signage and sufficient lighting, would encourage visitors to bike to access destinations in UMED. Separated bike facilities, safe trail crossings, and complete sidewalks will make UMED an even more walkable and connected district.

7 Though UMED has robust transit services, it has potential to grow and diversify ridership.

UMED has some of the most robust transit services in Anchorage, yet ridership on the People Mover has fallen since the COVID-19 pandemic after promising increases in 2018-2019. Some UMED affiliates indicate a lack of awareness of transit to and from UMED. Bus stops, especially on edge arterials, lack basic amenities for waiting passengers.

About **25%** of survey respondents do not take transit because they are unfamiliar, unsure, or feel uncomfortable with how to take transit.



LEFT AND CENTER: There are several high-quality bus stops with robust passenger amenities such as shelter, seating, and visible signage. RIGHT: Other stops have no amenities, have less visible signage, and are in high speed and traffic volume locations, such as along E. Tudor Rd.



Opportunity

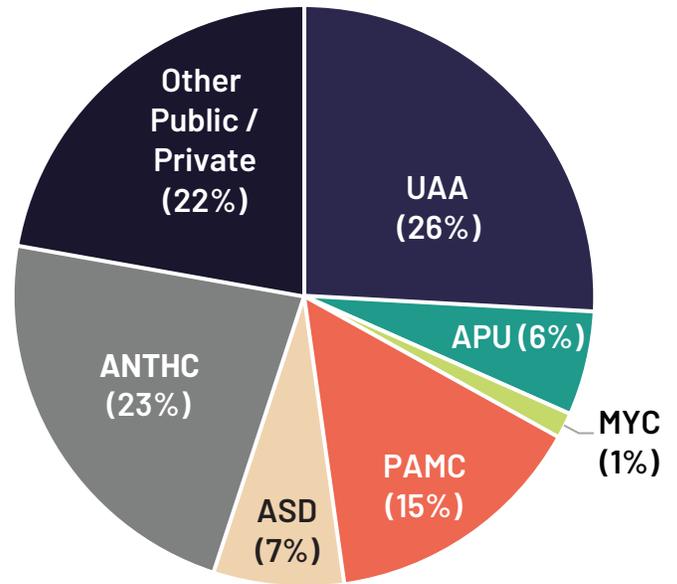
Further investments in transit stops can improve access and comfort for passengers on People Mover and ANTHC shuttles. Education and information campaigns, especially on transit pass programs, could encourage ridership. In the long-term, a UMED shuttle system could further complement People Mover services.

8 Parking takes up a lot of land in UMED and is underutilized.

There is substantial parking throughout UMED. Most of it is free, and restricted to designated institutions and their affiliates. Shared parking agreements exist between some institutions, especially to meet demand for major events. However, even when UMED is busy, many lots and garages are not full.



A parking garage and surface lot for Southcentral Foundation.



There are about **18,000** parking spaces in UMED, about 75% of which are managed by UMED’s major institutions.

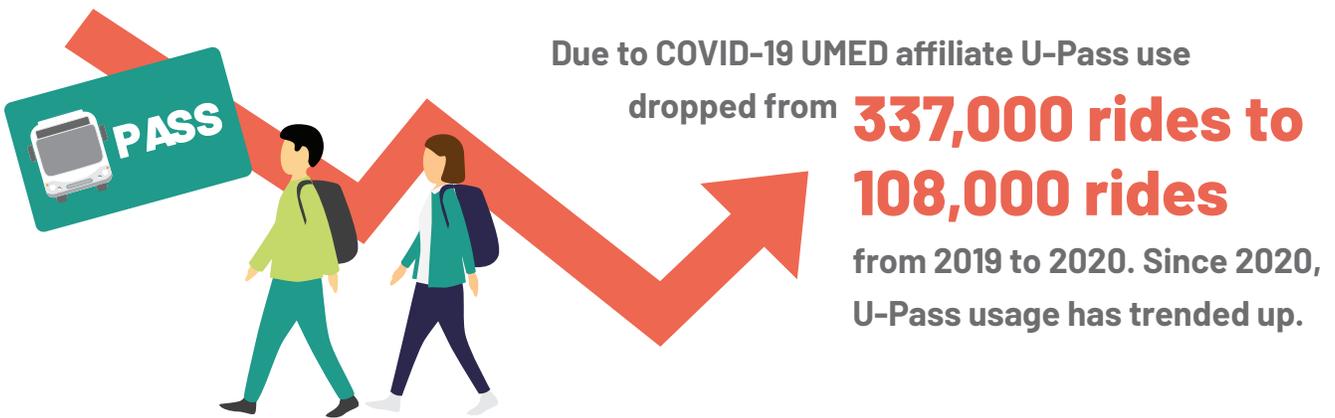


Opportunity

Motorists want parking spaces at the “front door” of their destination. Promoting underutilized parking in nearby facilities can keep the closest parking available to short-term visitors, ensure efficient use of expensive parking facilities, and dispel perceptions of parking shortages. The recent changes to Title 21 parking requirements can allow for right-sized approaches to parking supply and management, freeing up land for a future mix of land uses.

9 TDM already exists in UMED, but awareness and comfort are low.

Several UMED institutions have existing TDM programming, such as provision of People Mover’s U-Pass transit pass, a RideShare vanpool program, and shuttle services. However, existing programs and services are inconsistently implemented among institutions and there is limited awareness of services and their benefits.



Opportunity

Combining time and resources across stakeholders to increase promotion of existing TDM programs can improve participation and help UMED achieve its sustainability and emissions goals, while also fostering consistent marketing and data gathering.

10 Natural areas and trails are a precious community asset.

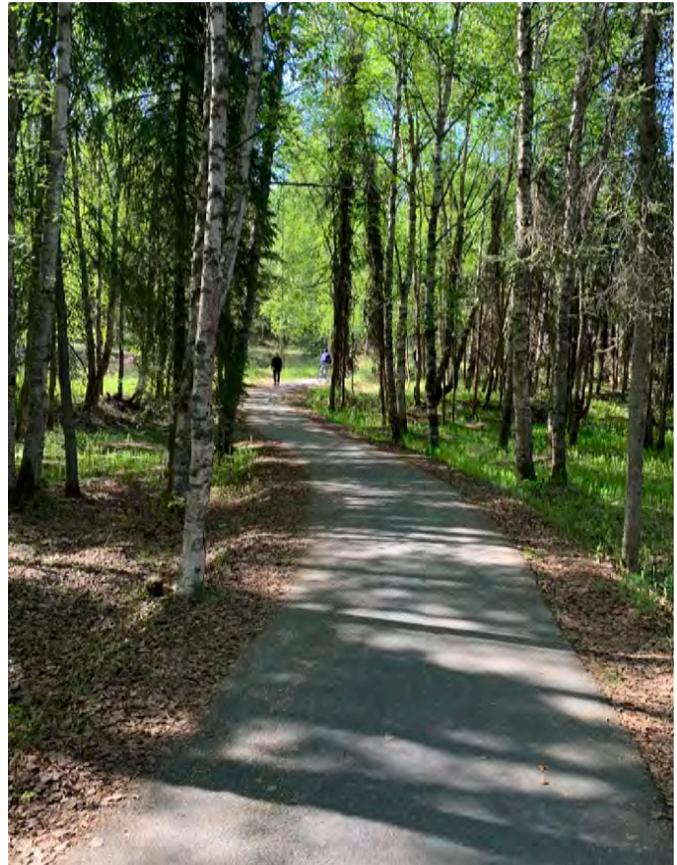
UMED’s trail network, greenbelt, and wetlands are precious to the community for both travel and recreational purposes. Residents, employees, and visitors alike travel through UMED to access parks and natural areas year-round. Stakeholders have voiced differing opinions about the expansion or creation of new roads in UMED. High project costs and impacts to UMED’s natural areas are voiced as the primary concerns.



157 acres
of public open
space



8.26 miles
of trails



A network of trails surround Goose Lake Park.



Opportunity

Coupling wayfinding and signage with enhanced snow removal and maintenance would improve the UMED trail experience for both recreational purposes and commuting on foot, by bike, or on skis.

11 UMED stakeholders see value in more communication and coordination.

UMED institutions have similar mobility and affiliate needs, but communication between institutions mostly happens on an ad hoc basis. Though some institutions have staff time dedicated to transportation initiatives, nearly all stakeholders acknowledge their limited individual capacity to focus on transportation or invest resources by themselves.

Stakeholders emphasized that the COVID-19 pandemic changed priorities and further limited resources, but many indicated interest in

more collaboration to achieve cost-effective and shared solutions.



Opportunity

Additional coordination among stakeholders can optimize cost-effectiveness and is needed to realize implementation of TDM. Public agencies often play a critical role as convener, and providing support and leadership to institutions and smaller businesses in advancing transportation efforts.



4

ENGAGING WITH UMED



ENGAGING WITH UMED

Destination UMED is built upon a solid foundation of institutional and community participation.

Resident, employer, and public agency participation were the basis of Destination UMED's development and will be key to future implementation. The Destination UMED team developed an approach to engagement that involved key stakeholders throughout the study at important milestones to guide project direction.

GOALS FOR OUTREACH INCLUDED:

- 1 Inform and educate** the public about the purpose of TDM and its benefits
- 2 Prioritize collaborative thinking** with UMED employers, major institutions, and key stakeholders in strategy development
- 3 Consult** UMED stakeholders in decision-making
- 4 Build relationships and identify champions** to catalyze successful implementation

BY THE NUMBERS:



How stakeholder input shaped Destination UMED:

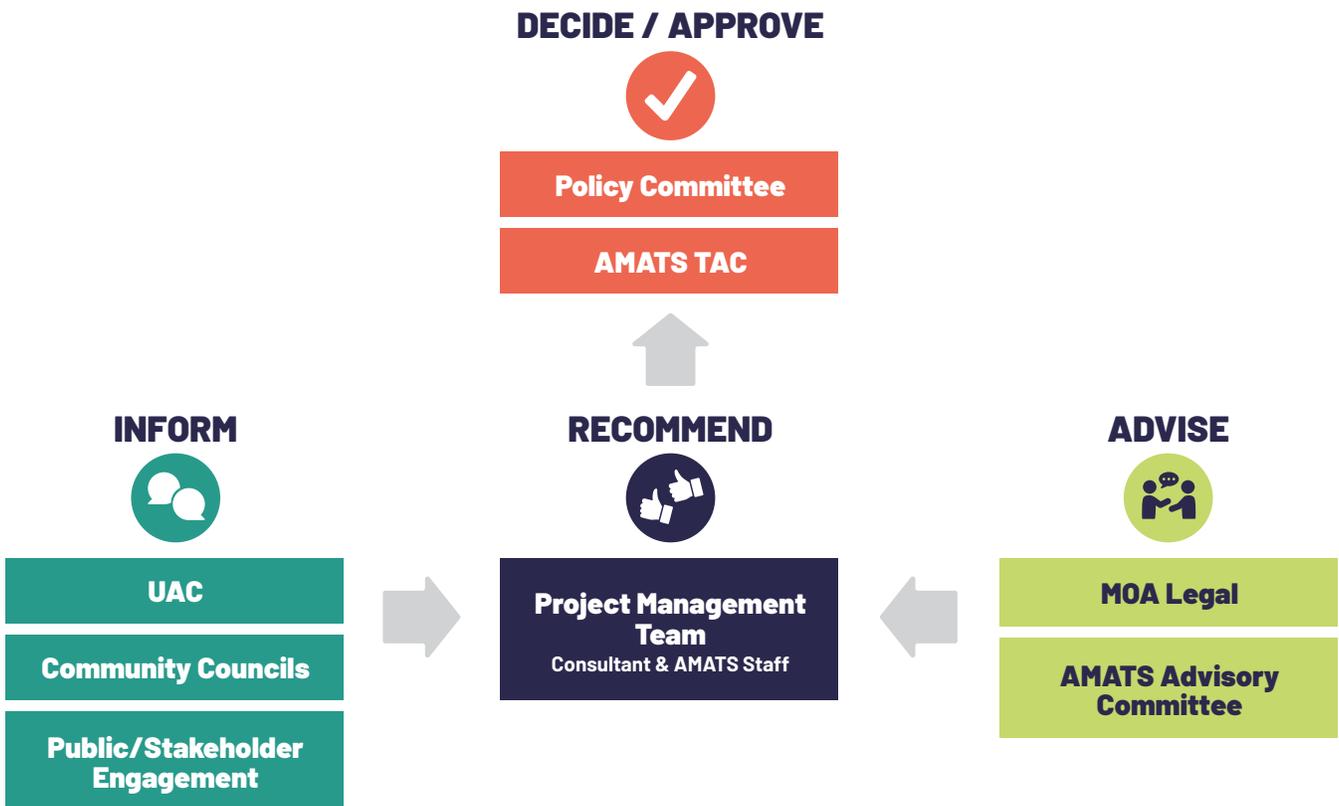


HOW WAS UMED INVOLVED?

Public Involvement Plan (PIP)

In accordance with AMATS guidelines for community engagement processes, a Public Involvement Plan (PIP) was developed at the onset of Destination UMED, describing the project phases, how public participation would inform the planning process, and goals for public involvement. The PIP was approved by the AMATS Technical Advisory Committee (TAC) and Policy Committee in June 2022.

The PIP, and all engagement, was informed by Destination UMED's Project Management Team (PMT). The PMT met early on to identify the desired outcomes of the engagement efforts, challenges to anticipate, and concurrent planning efforts that may impact the project process.

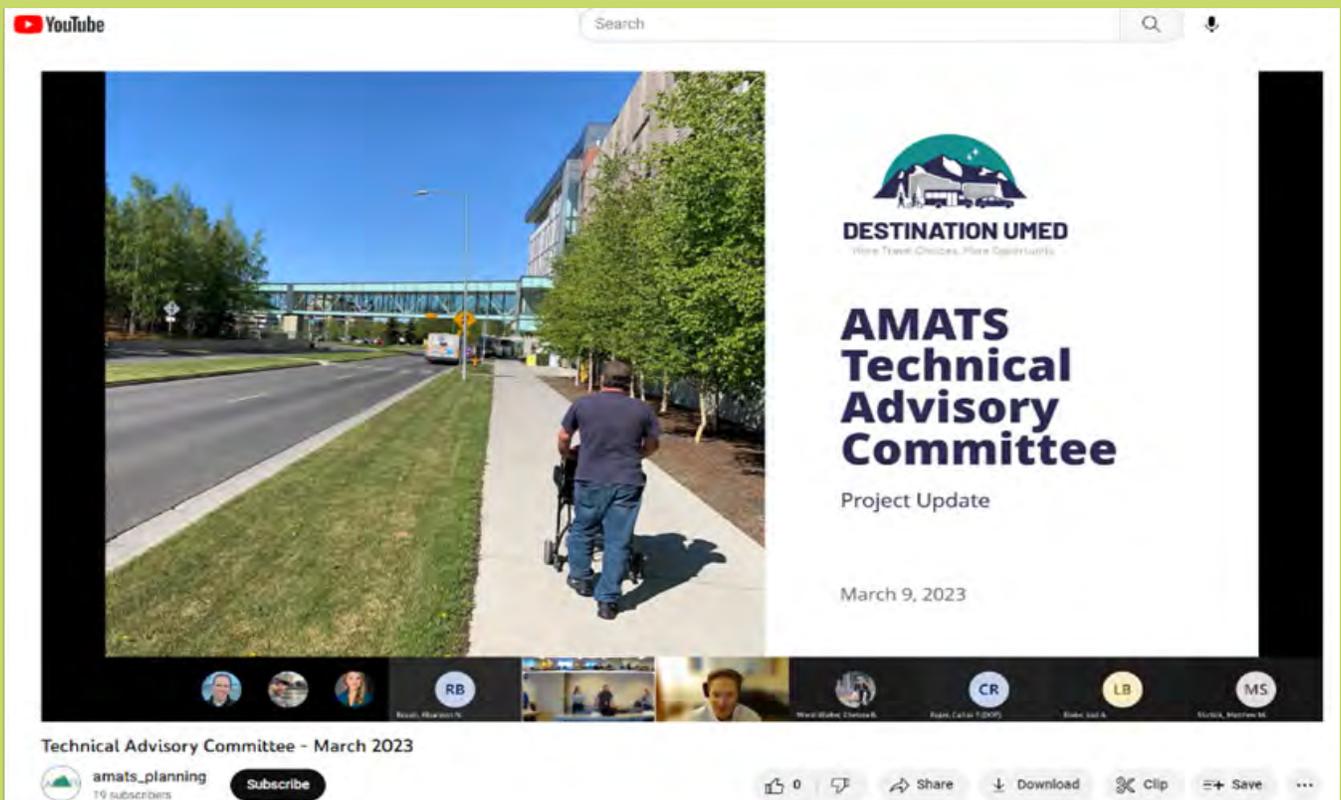
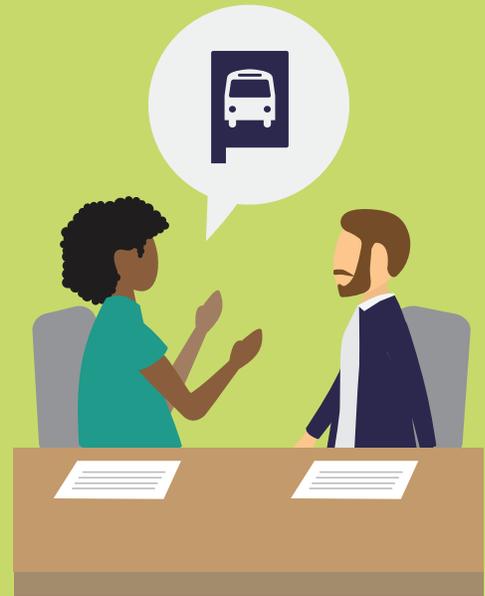


AMATS COMMITTEES

The Policy Committee and Technical Advisory Committee will play a critical role in helping advance implementation of Destination UMED.

The Destination UMED team presented to the Technical Advisory Committee followed by the Policy Committee several times over the course of the study to:

- ✓ Share an overview of the project purpose, process, and Public Involvement Plan for approval.
- ✓ Provide an update on the draft goals and potential strategies beginning to emerge from existing conditions work and community input.



Members of the Destination UMED team presented to the AMATS Technical Advisory Committee and Policy Committee to share project updates in March 2023.

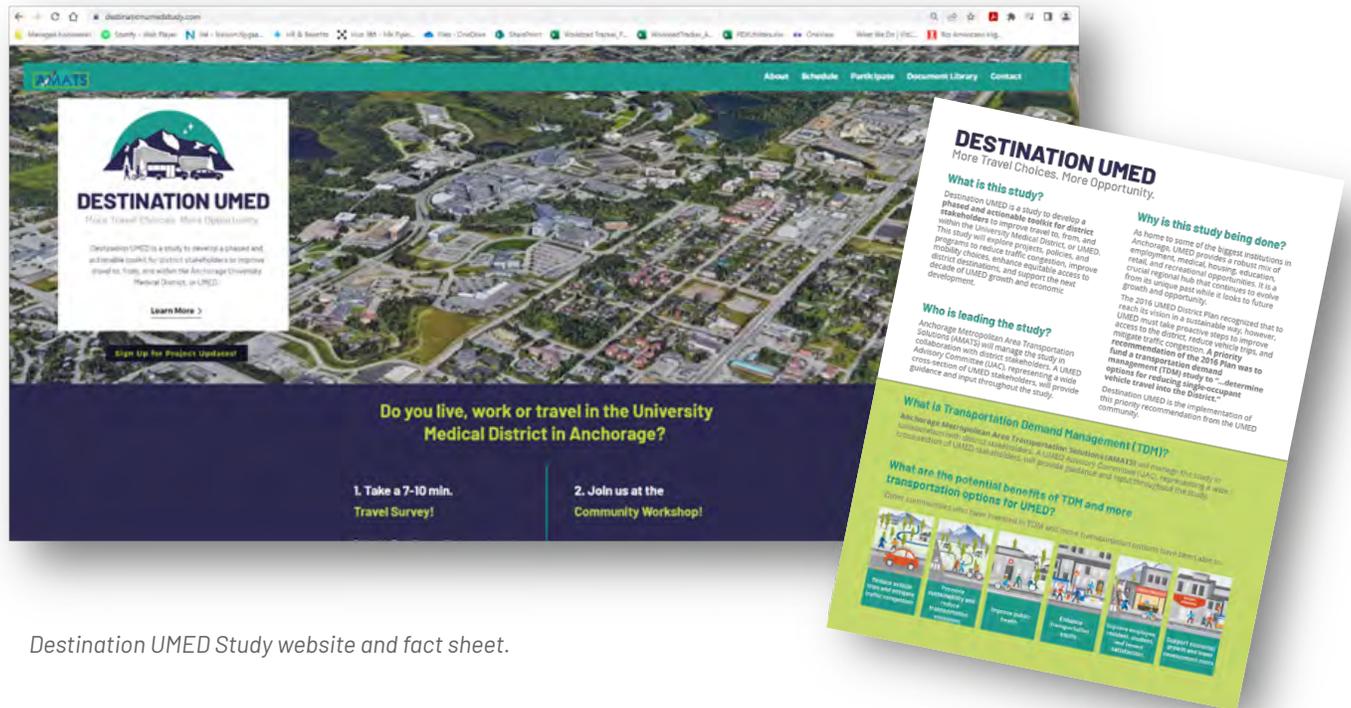
Project Website & Mailing List

Destination UMED created a project brand and website to build public awareness about the study and invite people to join an interested parties mailing list. The website served as a one-stop information portal to make participation easy and accessible. Community Workshops were posted to the website in advance, and public notices were sent through AMATS and UAC affiliate institutions' communication channels. All project deliverables were posted as well.



Project Fact Sheet

The project team created and shared a simple, two-page project fact sheet describing the purpose, project area, timeline, and expected outcomes of Destination UMED.



Destination UMED Study website and fact sheet.

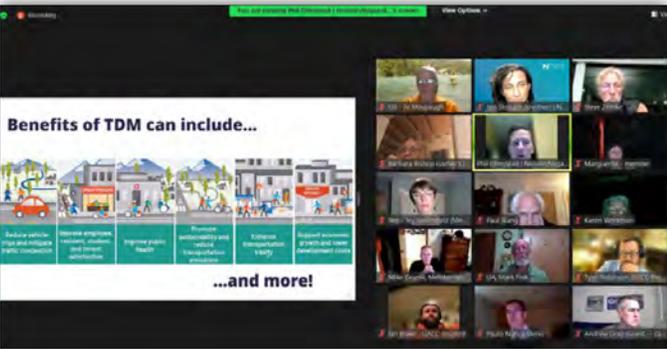
Getting to Know UMED

The Destination UMED team took time to experience the district’s transportation assets and challenges firsthand.

The project team toured the district on foot and by bike during the site visit in May 2022. The bike tour visited each major employer, the natural areas and trails, and traversed streets internal to UMED and along its periphery. The team looked for the quality and variety of walking, biking, transit, and parking facilities, and safe or unsafe travel behaviors at intersections or mid-block crossings.



TOP: A map of the project team’s bike tour in May 2022. BOTTOM: The project team biking through UMED to observe travel conditions firsthand.



University Area Community Council meeting in May 2022.

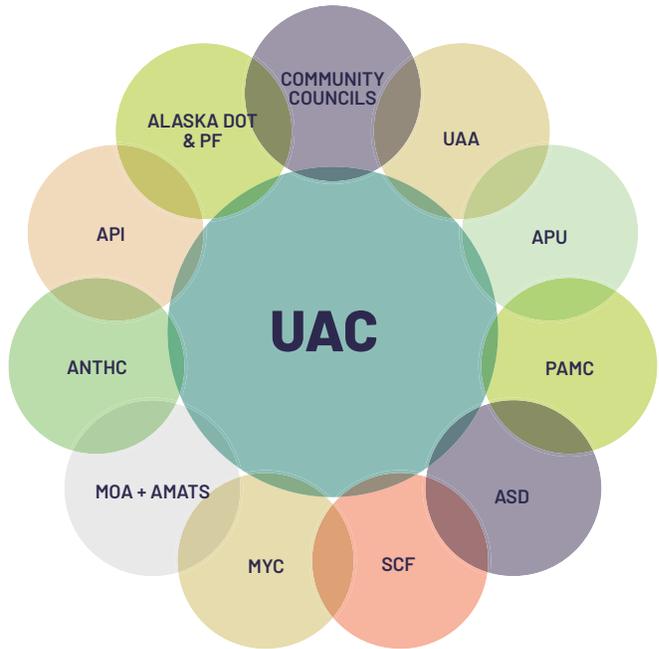
We also joined local Community Council meetings to share an overview of TDM and field questions about Destination UMED. Community Councils were an important part of Destination UMED’s planning process. Several Community Councils had representation on the UMED Advisory Committee, were included in stakeholder interviews, and the consultant team was available for questions or presentations.

UMED Advisory Committee

The Destination UMED Advisory Committee (UAC) represented 19 stakeholders in and around the district. The UAC met four times over the course of the project.

The UAC provided feedback and guidance throughout the project, shared data with the consultant team, supported community outreach and distribution of project materials, and liaised with their organizations and constituents as a representative of this project.

Moving forward, UAC members will play an important part in championing plan recommendations and support each other with implementation.



FOUR UAC MEETINGS



UAC MEETING #1: CHALLENGES AND OPPORTUNITIES

- ✓ Asked UAC members to tell us about their transportation challenges and opportunities (Station 1)
- ✓ Asked UAC members to draw or point to locations on a map (Station 2) to identify safety hot spots, barriers or edges, missing or deficient connections, transit service needs, and parking challenges.



TOP: UAC members at the first meeting in May 2022. BOTTOM: Travel challenges, opportunities, and priority destinations shown on the map used at the workshop.

SHAPING UMED'S TRANSPORTATION VISION, VALUES, AND GOALS

UMED TOMORROW - What is your transportation vision for UMED?

DESTINATION UMED
Five Travel Choices. More Opportunity.
www.DestinationUMEDStudy.com

We want to know what matters most to the UMED community. Help us define the transportation vision and goals for Destination UMED. Place a sticker on (or near) your TOP FIVE priorities for transportation in UMED.

<p>Connected facilities and convenient amenities for walking and biking</p> <p>Welcoming + Pleasant</p> <p>Don't forget the shops!</p>	<p>Sustainable and climate-friendly mobility options</p> <p>Weather sensitive solutions</p> <p>Year-around access</p>	<p>Less driving and fewer drive alone vehicle trips</p>	<p>Affordable and equitable access for underserved populations</p>	<p>Comfortable and user-friendly transit options</p>	<p>Safe travel for all modes to, from, and within UMED</p>	<p>Cost-efficient use of limited transportation dollars</p>
<p>Shared, well-managed parking options for all users</p>	<p>Accessible and well-maintained paths, trails, and natural open spaces</p> <p>Walking friendly</p> <p>Sheltered pathways (bike + stroller)</p>	<p>Reliable vehicle travel times on edge corridors and internal streets</p>	<p>Easy and navigable access to medical services and appointments</p> <p>Make parking garages less confusing, more welcoming</p>	<p>Access to jobs, education, and economic opportunity</p>	<p>Coordinated management of transportation services and programs</p>	<p>Catalyze district development and institutional growth</p>

UMED TOMORROW - What TDM strategies would you like to see?

DESTINATION UMED
Five Travel Choices. More Opportunity.
www.DestinationUMEDStudy.com

Here are some examples of how communities have used TDM to reduce drive-alone trips and give people more travel options. Place a sticker on the boxes below to vote for which initial ideas should be explored further. Choose as many as you wish! Got another idea? Add it!

<p>Financial Incentives</p> <p>Provide all UMED users flexible discounts and subsidies for transit, bike share, or car share. Reward people who do not drive alone through incentive programs and/or direct financial payments.</p> <p>Example: City of Portland</p>	<p>Parking Management</p> <p>Prioritize shared parking so that UMED dedicates less land to parking. Price parking during peak periods to manage demand and fund other mobility improvements.</p>	<p>Commuter Apps</p> <p>Provide employees new mobile tools to manage their commute in one place and track their trips.</p>
<p>Active Trip Amenities</p> <p>Provide more facilities that make it easy and convenient to bike or take transit - well-lit and secure bike parking, transit shelters, showers, and lockers.</p>	<p>Shared Mobility Services</p> <p>Offer e-bike share programs or car-share services that allow UMED users to make some daily trips without having to bring their personal vehicle every day.</p> <p>Location, location, location Could be a viable option to reduce driving</p>	<p>Mobility Hubs</p> <p>Create nodes within UMED that accommodate a mix of transportation services in one place for seamless connections and flexibility.</p> <p>Mixed use hubs critical to transit (especially during COVID-19 pandemic)</p>
<p>Wayfinding and Real-Time Signage</p> <p>Create a UMED brand to promote transportation options and access to UMED destinations. Offer comprehensive real-time information on parking and transit.</p> <p>Where's a trail for walk vs. drive here?</p>	<p>Zoning Reform</p> <p>Incentivize and/or require new development and major traffic generators to reduce vehicle trips as part of their development approvals.</p>	<p>Transportation Management Association</p> <p>Create a UMED organization with dedicated staff to lead and coordinate implementation of TDM - transit passes and incentives, shared parking, marketing and events, and more.</p>

Have other ideas? Add them here!

UAC and Community Workshop feedback on the vision and potential TDM strategies for UMED.

UAC MEETING #2: BEST PRACTICES AND STRATEGY IDENTIFICATION

- ✓ Shared best practices in TDM from across the country and discussed potential strategies for UMED.
- ✓ Evaluated which strategies could be implemented independently vs. districtwide, and voluntarily vs. required.

VOLUNTARY Implementation	INCENTIVIZED Implementation	REQUIRED Implementation
SEPARATE Implementation	COORDINATED Implementation	DISTRICT-WIDE Implementation

UAC MEETING #3: DRAFT STRATEGIES AND IMPLEMENTATION PRIORITIES

- ✓ Presented the survey findings, draft goals and performance measures, and draft strategies per category.
- ✓ Invited input on strategy importance and prioritization, key elements to include, and potential leads and supports for implementation.

Station #1: Physical Infrastructure

What are your highest and lowest priority strategies?
Are we missing any key strategies? What are your ideas?

I like Strategy "XYZ"! Please make sure it addresses [location/issue]!



Strategies	COST TO IMPLEMENT	LOWER PRIORITY	HIGHER PRIORITY
PL1 Winter Maintenance & Safety Program - Identify priority locations for enhanced winter maintenance - Develop and fund a coordinated pilot program	\$\$-\$\$\$	-----●	
PL2 Safety & Connectivity Improvements WITHIN UMED - Make UMED's internal streets, trails, intersections, and crossings safer and more comfortable, especially for pedestrians, bicyclists, & transit riders	\$\$\$-\$\$\$\$	-----●	
PL3 Safety & Connectivity Improvements TO/FROM UMED - Make UMED's adjacent streets (i.e. Tudor Road), intersections, and crossings safer and more comfortable, especially for pedestrians, bicyclists, & transit riders	\$\$\$-\$\$\$\$	-----●	
PL4 Mobility Hub & Travel Services - Create central hubs or "nodes" for easy connections between transit, walking, biking, & parking - Establish a UMED Mobility Center to centralize travel information and amenities	\$\$-\$\$\$	-----●	
PL5 Transit & Active Trip Amenities - Provide more secure, high-quality bike parking and bike repair stations - Provide showers, lockers, and more amenities for those that walk, bike, or ride transit - Improve the safety and comfort of transit stops, especially for winter conditions	\$\$-\$\$\$	-----●	
PL6 Preferred Parking for Shared Rides - Designate carpool parking spaces in the most convenient parking facilities - Promote carpool/vanpool programs and benefits	\$	-----●	
PL7 Diverse Development & Mix of Uses - Support implementation of 2016 UMED District Plan to add more housing and a mix of uses in UMED - Support implementation of institutional master plans, such as UAA's focus on new guidelines	\$\$\$-\$\$\$\$	-----●	



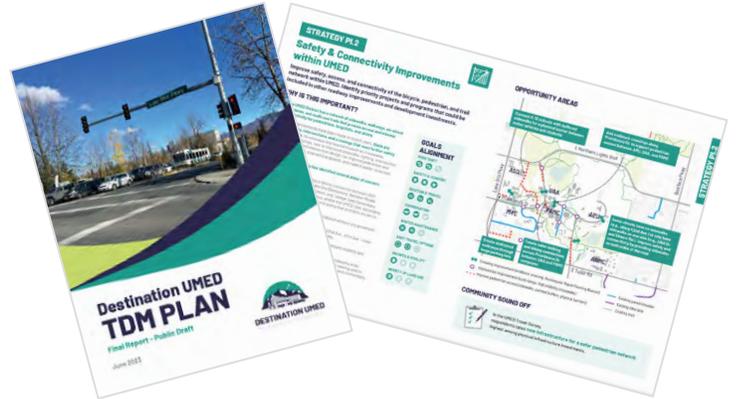





Draft strategies, cost estimates, and relative priority for UAC feedback.

UAC MEETING #4: DRAFT TDM PLAN, TOOLKIT AND IMPLEMENTATION PLAN

- ✓ Previewed the public draft Destination UMED Plan & TDM Toolkit. Reviewed the detailed action steps for each strategy.
- ✓ Solicited feedback on quick wins and implementation priorities.



The UAC meets for a fourth time at Providence Alaska Medical Center's campus.



What we heard from the UAC

Policy and infrastructure should support transportation options.

The lack of mixed land-use and disconnected walking and biking networks can make non-car trips challenging, unsafe, or uncomfortable in and around UMED.



Individual institutions see an opportunity to coordinate existing and future transportation efforts.

Most UAC representatives want to collaborate on coordinated transportation efforts (versus ad hoc solutions) so benefits can be seen at a districtwide level.

Measuring progress will be critical.

People see strong value in tracking and monitoring transportation outcomes to ensure effectiveness, amend policies and programs over time, and support institutions' goals.



Agency support is needed to lead implementation.

Major stakeholders and institutions identified challenges to implementation, such as lack of internal funding or resources. Public agency support is critical to support implementation and champion coordinated delivery of transportation strategies.

Community Workshops

The project team hosted three public workshops over the course of the study. Workshops were designed as open houses where people could learn more about the project purpose and status, key findings from work completed, and provide input. The first and third workshops were hosted in-person during site visits; the second was hosted virtually.



THREE COMMUNITY WORKSHOPS



LEFT: Group discussion at the first Community Workshop. RIGHT: Comments added to a map about the travel experience in UMED.



What we heard from the Workshops

Many of people’s favorite destinations in UMED are parks and green spaces.

Goose Lake Park, University Lake Park, and the trail systems are popular. However, the trails can be difficult to navigate due to limited and inconsistent wayfinding.



People who ride People Mover love their transit experience but also see areas for improvement.

There are several convenient People Mover routes that make getting to UMED by transit easy. The community desires more direct routes, enhanced frequencies, and well-maintained transit stops during winter weather.

Each of the gateway streets and intersections on UMED’s perimeter are challenging to cross for people walking or biking.

This is especially true at Tudor Rd. and Lake Otis Pkwy. Some of the streets on UMED’s perimeter have limited designated crossing opportunities, often resulting in people crossing mid-block.



UMED needs more quality and consistent active trip amenities.

Bike parking, repair stations, and showers and lockers at workplaces are not standard practice within UMED. It is also not clear what existing amenities are available for public use (e.g., repair stands or secure bike cages).

People are interested in incentives to use mobility options.

Priced parking could also expand beyond UAA with exploration of innovative ways to encourage people to try other non-driving options for a portion of their trips.



Guaranteed Ride Home programs or shared fleets could provide more travel flexibility.

More people may be inclined to try transit or biking one day a week if they knew they could access a ride home or a vehicle on-demand.

Stakeholder Interviews

The project team hosted several rounds of stakeholder interviews in coordination with site visits and UAC meetings. Interviews allowed for more in-depth discussions with major employers, Community Council representatives, Assembly Members, and public agency staff at important project milestones.



INTERVIEWS INCLUDED STAKEHOLDERS FROM:



**Medical
Institutions**



**Education
Institutions**



Neighborhoods



**Social Service
Agencies**



**Municipal &
State Agencies**

TWO ROUNDS OF STAKEHOLDER INTERVIEWS AND PRESENTATIONS

ROUND

1

SPRING 2022

The Destination UMED team asked stakeholders about their affiliates' transportation issues and opportunities, requested data as available, and sought input on the draft public engagement strategy and travel survey approach.

ROUND

2

WINTER 2023

The Destination UMED team provided a project update, discussed draft plan values, goals, and draft strategies, and brainstormed implementation strategy and alignment with other planning or policy efforts.



What we heard from the Interviews

Walking

People love to use the trails for walking and recreation. There are a lot of walkable distances that employees and students drive instead. UMED invests in walking infrastructure more than many other parts of Anchorage.



Biking

Wayfinding and navigating connections between paths and trails can be challenging. UAA tried a small bike sharing program in the past, but it was suspended due to low ridership and high costs.

Transit

Subsidized transit pass programs are available at only a handful of UMED employers. Transit ridership was growing just before the pandemic.



Parking

There is a culture of driving in Anchorage and the need to park at the ‘front door’ in UMED. UMED stakeholders agree that the district has plenty of parking. New facilities have been purposefully ‘overbuilt’ for future growth.

TDM

Several institutions are actively engaged in TDM, or have been in the past. Some employers market transportation options and coordinate their efforts with other UMED entities.



Winter Weather

Access to transit or walking paths is very difficult in the winter. Several UMED institutions contract out snow removal services, in addition to the removal services provided by MOA and AK DOT&PF.

UMED Travel Survey

In October 2022, Destination UMED launched a public travel survey to complement the existing conditions research and better understand travel behaviors, attitudes, and preferences for future investments. The survey had nearly 1,000 respondents including employees, residents, visitors, patients, and students.



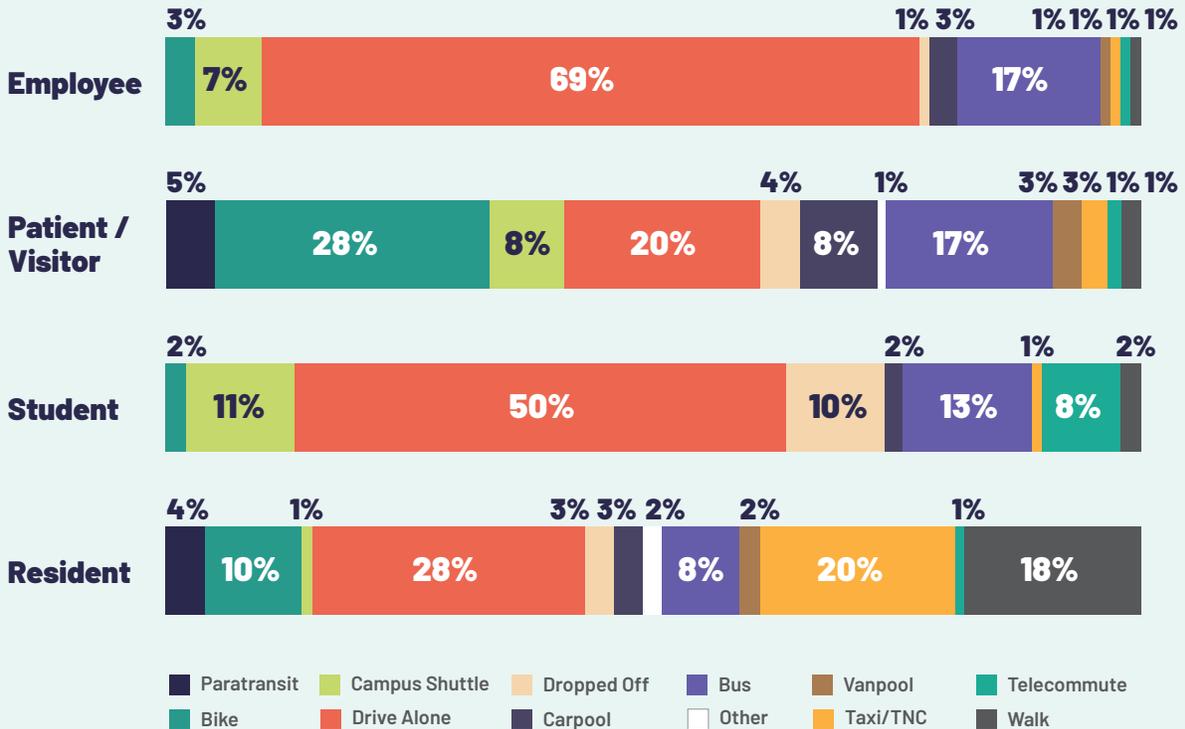
What we heard from the Travel Survey

Most people drive alone to get to and from UMED.

The survey revealed nearly half of respondents (45%) typically drive alone to UMED. But over 75% of respondents would prefer to travel in another way such as by bus, bike, vanpool, carpool, or walking.



HOW PEOPLE GET TO UMED





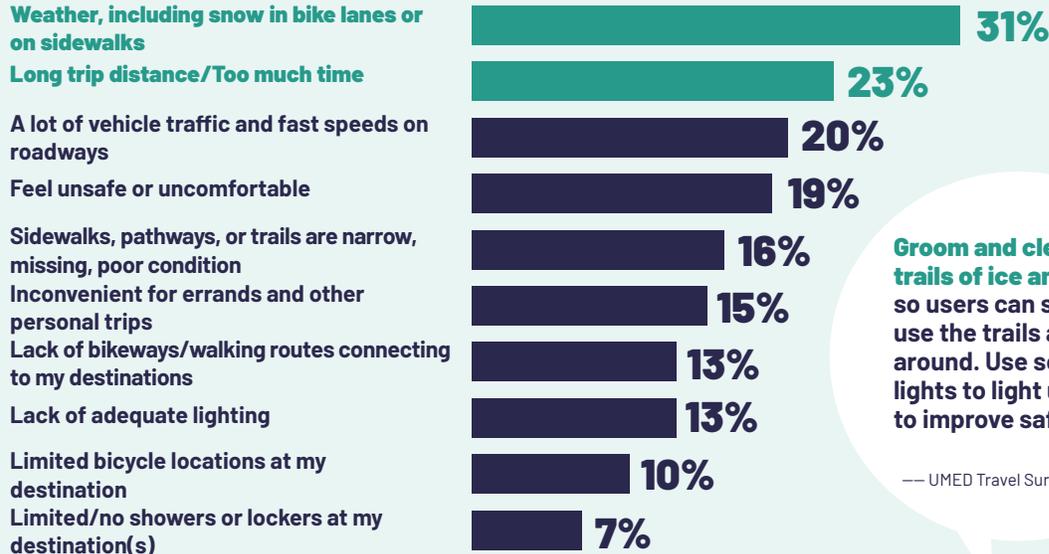
What we heard from the Travel Survey

Snow maintenance, long distances to comfortably walk or bike, and general unfamiliarity with transit are barriers to traveling without a car.

Snow and ice on sidewalks or pathways make it unsafe or uncomfortable to walk or bike. Not knowing how to take transit, or not knowing transit exists to and from UMED was another barrier.



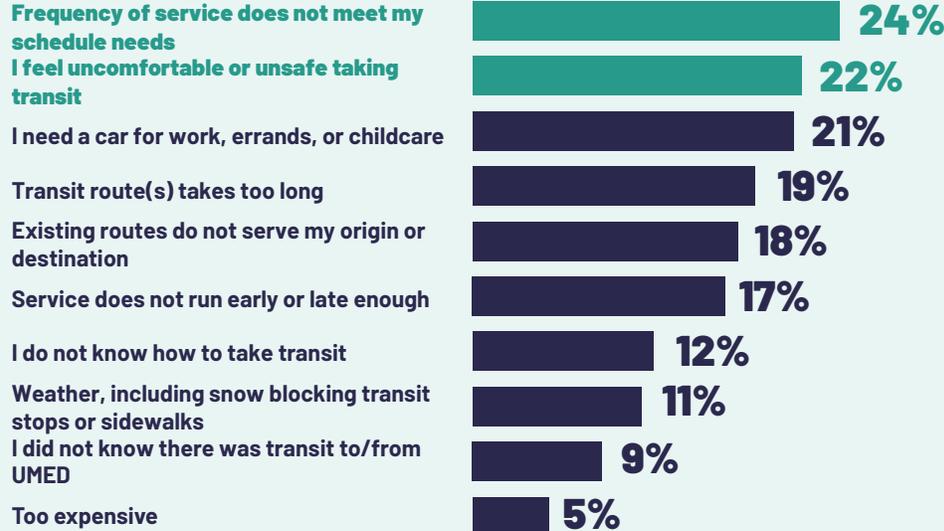
REASONS FOR NOT WALKING OR BIKING



Groom and clear the trails of ice and snow so users can safely use the trails all year around. Use solar LED lights to light up trails to improve safety.

— UMED Travel Survey comment

REASONS FOR NOT RIDING TRANSIT





What we heard from the Travel Survey

Improving safety and incentivizing ways to walk, bike, and take transit are high priorities.

Investments that create a safer pedestrian network, improve winter maintenance, and reward incentives and programs for non-drive alone trips ranked the highest among survey respondents.



TOP PRIORITIES FOR UMED



Physical Infrastructure

- 1 **New infrastructure to create a safer pedestrian network (55%)**
- 2 **Improved bus stops and amenities (50%)**
- 3 More bike facilities or improvements to existing facilities
- 4 More or improved bike parking facilities at destinations



Communications & Management

- 1 **Incentives and rewards programs that encourage taking transit, rideshare, biking and walking (49%)**
- 2 Free Wi-Fi within UMED to use mobility apps and services
- 3 A web and mobile app that allows to easily pay for parking, renew permits, and track parking activities
- 4 A web and mobile app that would help facilitate carpool matching



Pricing and Incentives

- 1 A rewards program for taking trips by transit, biking, walking, carsharing, and telecommuting
- 2 An employer subsidized carpool program
- 3 A “pay not to drive” incentive program
- 4 Priced parking to manage peak vehicle trips and reduce congestion



Policies and Programs

- 1 **Improved winter maintenance to clear snow from sidewalks, transit stops, and bike lanes (68%)**
- 2 **Remote work or flexible schedule options (55%)**
- 3 **More frequent public transit service (51%)**
- 4 **Shuttle service within UMED that serves and connects destinations (51%)**



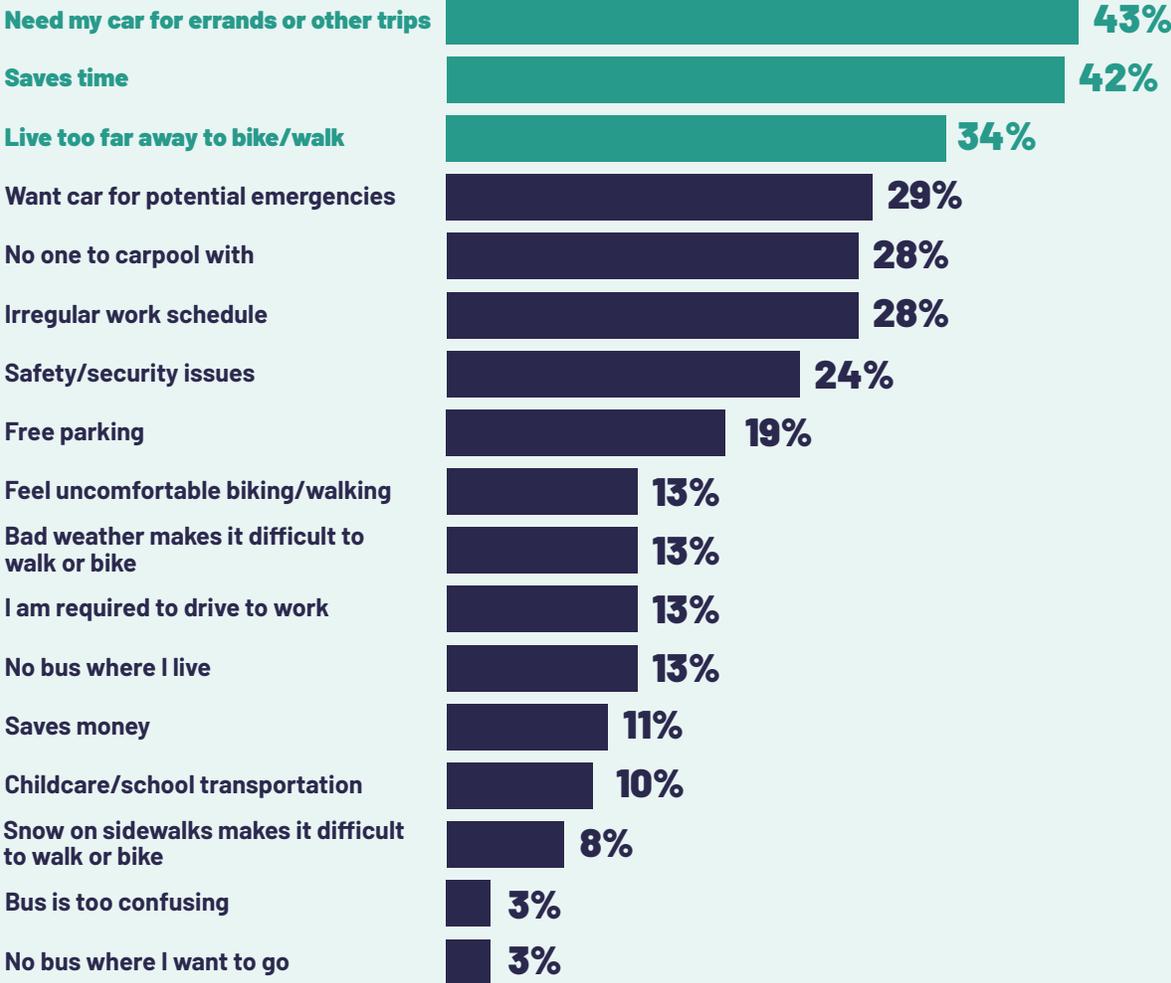
What we heard from the Travel Survey

People need flexibility to travel where and when they need.

Walking, biking, and transit will only be competitive options if people in UMED can use them when they fit their trip purpose and circumstances. Flexible work schedules, guaranteed ride home programs, car share fleets on-site, and bike share or e-scooter programs can give people the confidence they will not be stranded if they choose not to drive.



REASONS FOR DRIVING



FROM THE COMMENT BOX:



I would like to take [the] bus more but **transfer connections are lousy, non-existent, or not late enough.**



I would prefer to bike more often but there are **not many options for quality bike security.** Would really like to see bike lockers be made available for rent.



[I've] never ridden a public bus. I have no clue how it works. I have an idea of what to do, but a lack of confidence prevents me from trying it alone.



I need to have my own vehicle, because I might have to visit other locations throughout the day.





[There's] **too much parking** wasting space between destinations.



There are no security cameras or gates in the bike park area at my building, so I often bring my bike inside (which is against the rules) or choose not to bike to work.



Shuttles would be great between all the medical buildings and hospitals as we have meetings in multiple locations.



Sidewalks to get down to Chester Creek on A and C are **not maintained in winter for biking.**



I also **drop my child off at school** before I drive to work.





5

IDENTIFYING UMED'S VALUES AND GOALS



UMED'S VALUES AND GOALS

UMED's transportation values and goals are the north star for Destination UMED.

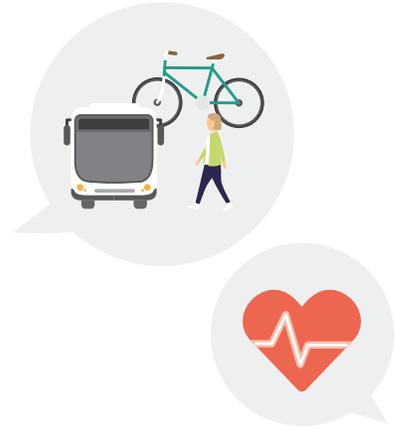
Values and goals ground this study's findings and recommendations in what is most important to the people who live, work, study, and play in UMED.

The values and goals are also important because they:

Connect Destination UMED to **past district planning and ongoing citywide efforts** through integrated and consistent community themes.

Create a **framework for decision-making**, from which stakeholders will evaluate and monitor how well TDM investments are working.

Communicate how transportation and mobility are an essential part of the city's progress on quality-of-life outcomes.



Destination UMED's values and goals were drafted in response to existing conditions analysis, updated with Travel Survey findings, refined with public input, and vetted by agency staff, UAC members, and the public again in spring 2023.

UMED's TRANSPORTATION Values

The UMED community identified the following **core transportation values** to anchor Destination UMED and its implementation.



Safety and comfort
for our most vulnerable
travelers



Sustainability
with climate-friendly
travel choices



Opportunity
for economic growth
and a delighted
workforce



Resilience
for year-round, all-
weather mobility



Coordination
and cost-
effectiveness to
leverage limited
resources



Accessibility
for every age and
ability



**Healthy
environment**
to support quality of life

Destination UMED's Goals

The project team and UMED community translated the core transportation values into specific goal statements for the project. The goal statements define the desired outcomes of Destination UMED and will guide the direction of investments over time in mutual support of other planning efforts.



Increase the proportion of UMED trips by walking, biking, transit, and shared rides as a share of all trips.

Supportive Plans

- ✓ UMED District Plan
- ✓ 2040 & 2050 MTP
- ✓ Climate Action Plan
- ✓ Non-Motorized Plan
- ✓ Transit on the Move



Make it safer and more comfortable to walk, bike, roll, share a ride, or travel by bus.

Supportive Plans

- ✓ UMED District Plan
- ✓ 2040 & 2050 MTP
- ✓ Non-Motorized Plan
- ✓ Transit on the Move



Make the travel experience equitable for all modes and all people.

Supportive Plans

- ✓ UMED District Plan
- ✓ Anchorage 2020
- ✓ Anchorage 2040 Land Use Plan



Coordinate delivery and communication of transportation services.

Supportive Plans

- ✓ UMED District Plan



Remove winter barriers to safe and direct travel.

Supportive Plans

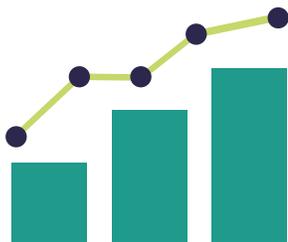
- ✓ Anchorage 2020
- ✓ Non-Motorized Plan



Provide more travel options and make them easy to use.

Supportive Plans

- ✓ UMED District Plan
- ✓ 2040 & 2050 MTP
- ✓ Anchorage 2020
- ✓ Climate Action Plan
- ✓ Non-Motorized Plan
- ✓ Transit on the Move



Catalyze growth and economic vitality without increasing drive-alone trips.

Supportive Plans

- ✓ 2040 & 2050 MTP
- ✓ UMED District Plan



Promote a variety of land uses and development densities within UMED.

Supportive Plans

- ✓ UMED District Plan
- ✓ Anchorage 2040 Land Use Plan

Destination UMED strives to support goals defined in other local and regional plans



- ✓ **Goal 3:** Improve Mobility Options
- ✓ **Goal 4:** Support the Economy
- ✓ **Goal 5:** Promote a Healthy Environment



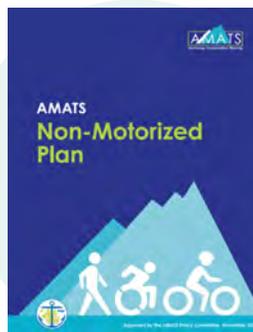
- ✓ Mobility & Access goal
- ✓ Transportation Choices goal



- ✓ **Goal 3:** Centers and Corridors
- ✓ **Goal 6:** Accessible Land Use
- ✓ **Goal 8:** Open Space and Greenways



- ✓ **Objective 6:** Increase use of public transit and non-motorized transportation
- ✓ **Objective 7:** Promote the use of energy efficient vehicles



- ✓ **Goal 1:** Increase the use of the non-motorized system
- ✓ **Goal 2:** Promote and improve health and quality of life
- ✓ **Goal 3:** Improve safety and security
- ✓ **Goal 5:** Connect communities through all modes to all destinations



- ✓ Accessibility goal
- ✓ Convenience goal
- ✓ Reliability and safety goal

Some UMED institutions already have goals that are mutually supportive of Destination UMED.



Providence Alaska Medical Center (PAMC) has a goal to become carbon negative by 2030.

In 2019, employee commuting represented 16% of PAMC's total emissions and was the 3rd largest contributor, following electricity and gas. PAMC is committed to improving environmental determinants of health to address waste, energy, water, agriculture/food, chemicals, and transportation.



UAA's latest Campus Facilities Master Plan includes goals to make their campus more accessible and safer for students.

The 2022 Campus Master Plan includes the following guidelines for planning and development for the Anchorage campus' future: identity that emphasizes vibrancy and cohesiveness; density, and co-location of academic, community, and residential resources; and enhance public and community access through partnerships, connectivity, and collaboration.

MEASURING PROGRESS

Monitoring progress over time is critical to understanding whether independent or collective action is achieving the goals of Destination UMED. Performance measures can tell us whether adjustments need to be made to the mix of TDM strategies, or how TDM strategies are implemented.

The following performance measures reflect the study's goals and are measurable with either existing data and/or future data collection methods.



Destination UMED Performance Measures

★ PRIMARY MEASURES

Measure	Desired Trend	Data Source
★  SOV vs. non-SOV mode share, all trips	 SOV %  Non-SOV %	3rd party vendor (i.e., StreetLight or Replica), UMED travel survey, US Census
★  Annual bus and shuttle boardings and boardings per service hour, by route		People Mover, UAA, ANMC, Shuttle operators
★  Transit pass program usage and share of eligible participation		People Mover, UMED employees
★  Annual collisions by mode and severity; Collisions per capita		AK DOT&PF, AMATS, MOA Traffic
★  Annual and average daily multimodal volumes on key corridors/intersections		AK DOT&PF, AMATS, MOA Traffic

SECONDARY MEASURES

Measure	Desired Trend	Data Source
 Average annual daily traffic (AADT), by gateway corridor and intersection		AK DOT&PF, AMATS, MOA Traffic
 Travel time access sheds to UMED core, by mode		GIS network analysis
 TDM program participants		UMED employers, People Mover, AMATS, MOA
 Travel cost per representative non-SOV trip to UMED core, by mode		Travel/cost calculator
 Number of high-quality, secure bicycle parking facilities		AMATS, MOA, UMED stakeholders
 Share of streets with complete sidewalks		AK DOT&PF, AMATS
 Share of UMED streets and sidewalks cleared within 48 hours		AK DOT&PF, AMATS
 Share of UMED dedicated to roadways and surface parking		AK DOT&PF, AMATS
 Peak parking utilization by facility	85-95%	UMED stakeholders



6

DEFINING THE STRATEGIES



A TDM TOOLKIT FOR UMED

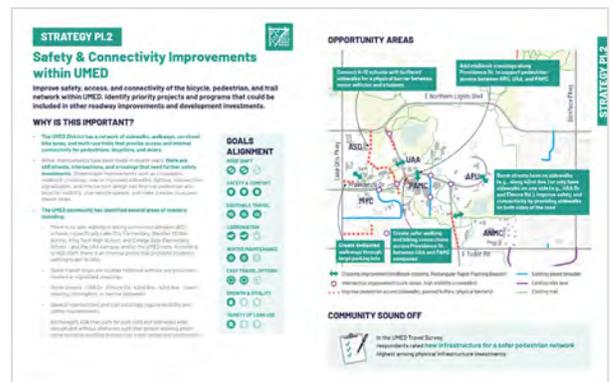
The Destination UMED TDM Strategy Toolkit is a flexible package of 23 strategies that UMED employers, stakeholders, and public agency partners can deploy to make progress towards the goals in this study. The Toolkit should not be implemented all at one time. As discussed in Chapter 7, implementation should be phased, with responsibility shared by a combination of individual stakeholders, public agencies, or collective action.



This chapter summarizes the Toolkit and its components. The Toolkit itself provides detail on each strategy, including:

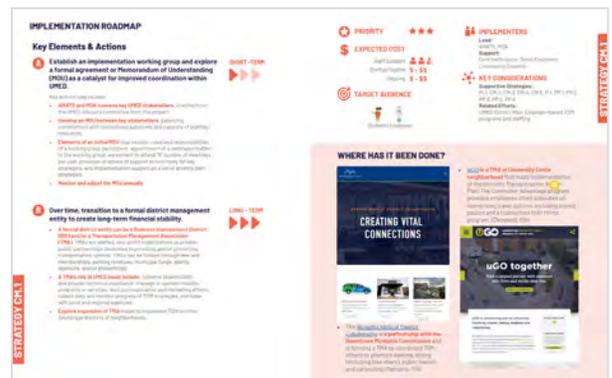
Strategy Overview

- ✓ Name and description
- ✓ Alignment with Destination UMED goals
- ✓ Need and rationale based on analysis and community feedback
- ✓ Maps identifying Opportunity Areas (as appropriate)



Implementation Roadmap

- ✓ Key elements and actions
- ✓ Level of priority
- ✓ Target audience
- ✓ Planning-level cost estimates
- ✓ Implementers, supportive Toolkit strategies, and related efforts
- ✓ Case studies of successful implementation



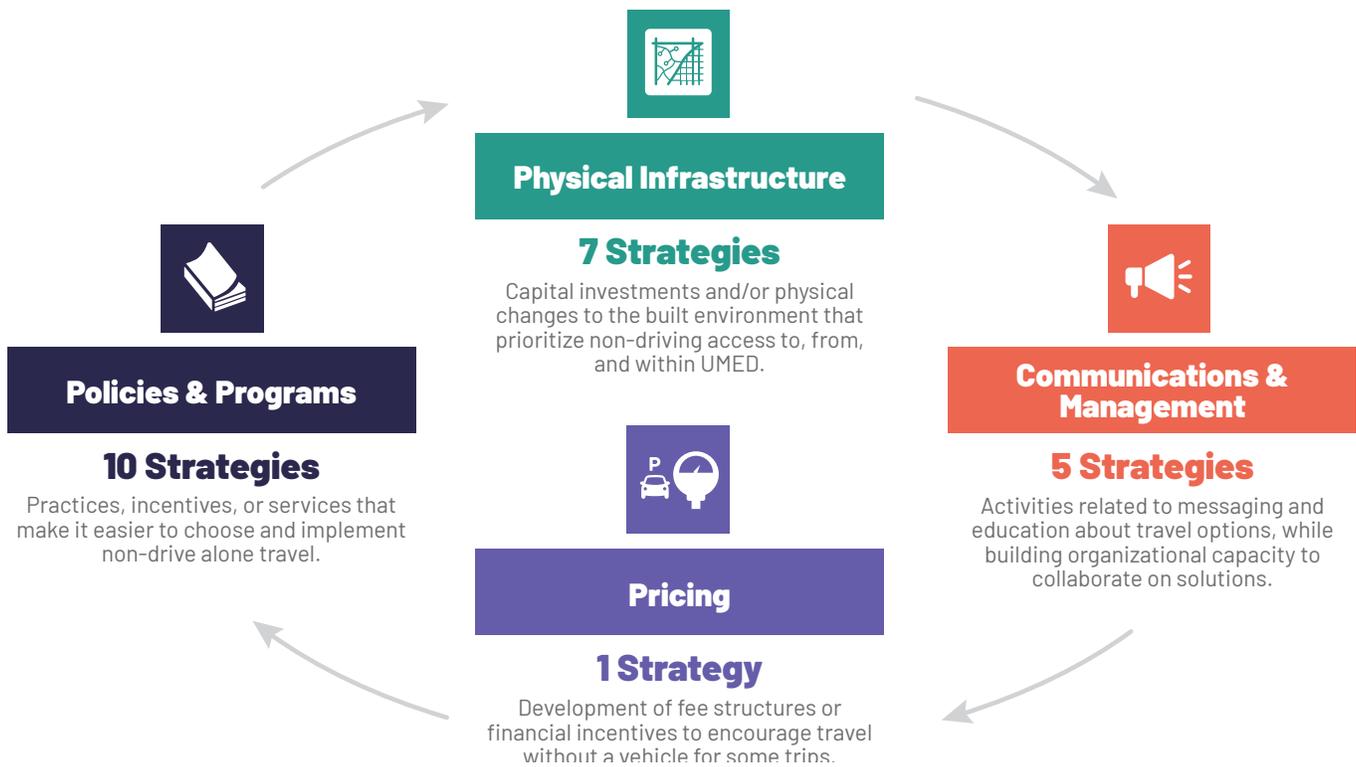
WHAT ARE THE TOOLKIT STRATEGIES?

The strategies are designed to support one another as there is no single solution. While each strategy can be implemented independently and at different scales, the collective Toolkit amplifies each strategy’s impact.

Too much emphasis on one, or ignoring some altogether, will impact UMED’s ability to address its core challenges. In the end, successful implementation will require a blend of strategies from each “bucket”, and champions within the UMED community and public agencies alike.

The Toolkit itself and Chapter 7 provide additional guidance on strategy prioritization and implementation.

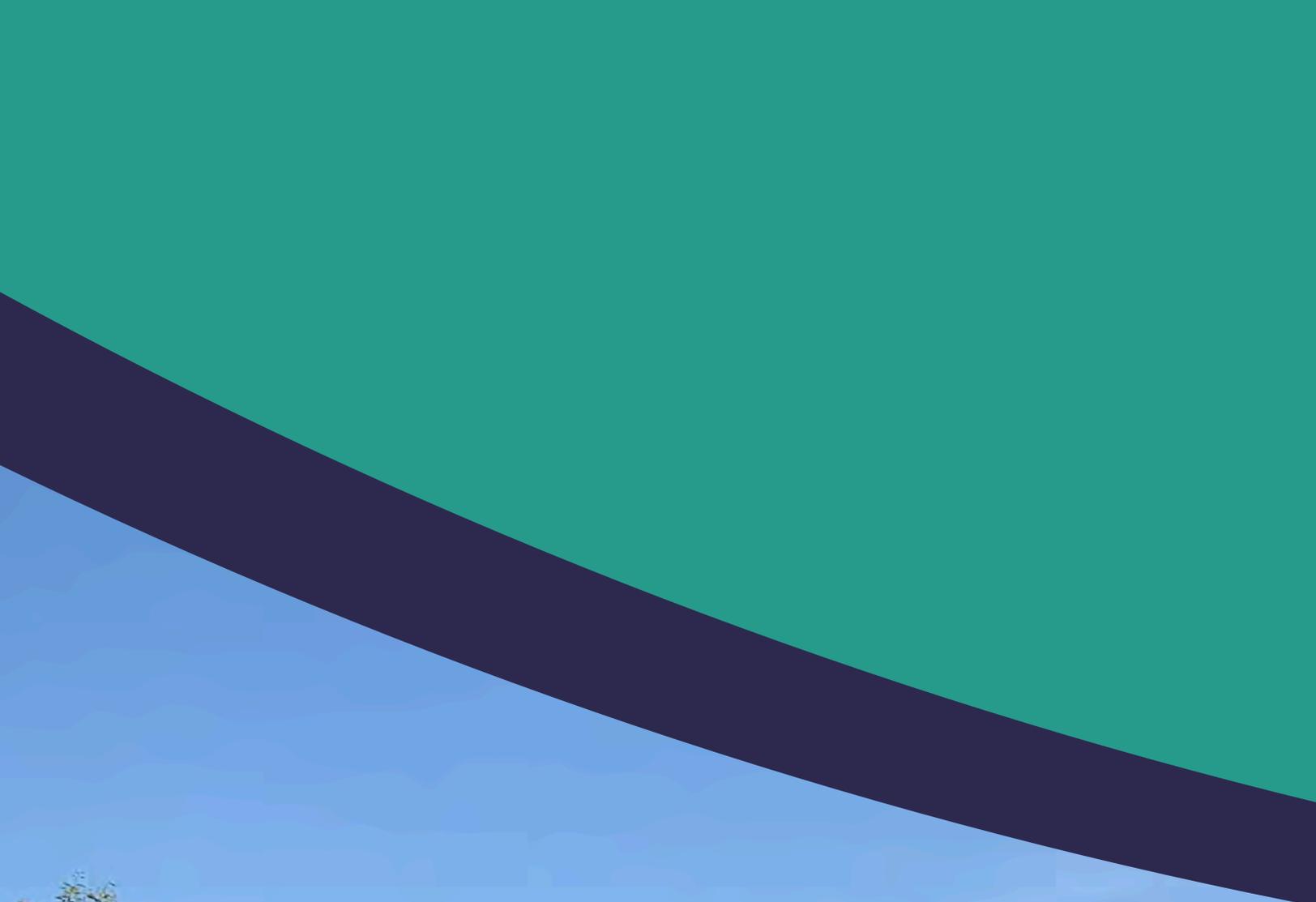
Strategy Categories



DESTINATION UMED STRATEGY INDEX

TDM Category	Strategy
 <p>Physical Infrastructure</p>	PI.1 Winter Maintenance & Safety Program
	PI.2 Safety & Connectivity Improvements <u>within</u> UMED
	PI.3 Safety & Connectivity Improvements <u>to</u> UMED
	PI.4 Mobility Hub & Travel Services
	PI.5 Transit & Active Trip Improvements
	PI.6 Preferred Parking for Shared Rides
	PI.7 Mix of Land Uses
 <p>Communications & Management</p>	CM.1 District-based Coordination
	CM.2 Staffing & Administration
	CM.3 Mobility Communications Program
	CM.4 Mobility Wayfinding & Signage Program
	CM.5 Mobility Management Platform & Services
<p>Pricing</p>	P.1 Parking Pricing & Management Program
 <p>Policies & Programs</p>	PP.1 Mobility Monitoring & Reporting
	PP.2 Mobility Passes & Incentive Program
	PP.3 Guaranteed Ride Home Program
	PP.4 Enhanced Transit Services
	PP.5 Shared Mobility Services
	PP.6 Shared Parking Program
	PP.7 Travel Training Program
	PP.8 Mobility Grant Programs
	PP.9 Zoning Code & Policy Updates
	PP.10 Employer Commute Policies





7

IMPLEMENTING DESTINATION UMED



IMPLEMENTING DESTINATION UMED

The Destination UMED Final Report is the culmination of more than a year of effort. It is not the end, but the beginning.

UMED stakeholders and public agency staff acknowledge the challenges of implementation but also recognize the need to advance Destination UMED in a proactive, yet strategic manner.

To that end, this chapter provides a flexible roadmap for implementation. It summarizes the general timeline and sequence of the recommended strategies, without being overly prescriptive. Key milestones are identified to ensure both short-term action and long-term success.



To further support implementation, existing and potential funding opportunities that may be applicable to Toolkit strategies were identified for Destination UMED.

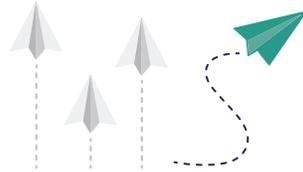


IMPLEMENTATION GUIDELINES



There is no magic solution.

No one strategy will solve UMED’s challenges—it will require a mutually-supportive package of solutions. Success will be achieved by focusing on the overall toolkit rather than any individual part.



Change is difficult, but necessary.

The Destination UMED Toolkit offers new approaches. UMED’s transportation issues will only be solved by going beyond the status quo.



Implementation will take time.

Implementation of every strategy will not, and should not, happen right away or all at once. Some will take additional time to plan, design, or finance.



Immediate improvement is needed—and possible.

UMED has challenges today. Realistic “quick wins” should be advanced to secure tangible progress and build support for future work.



Implementation requires partnerships—and champions.

No one person, organization, or agency can solve it all. Public agency staff and UMED stakeholders must leverage each other. Champions must step forward to jumpstart implementation and ensure momentum.



Implementation is a “living” process.

Destination UMED provides a framework for action. It is based on data analysis and best practices, but no plan gets it all right the first time. UMED stakeholders must be flexible and continually monitor progress and adjust through a “test and learn” approach.

COORDINATION WITH OTHER PLANS, PROJECTS, AND INITIATIVES

Destination UMED is one of several recent and ongoing efforts to improve transportation in Anchorage. Other non-transportation plans and policies will also have direct and indirect impacts on Destination UMED. Implementation of Destination UMED can directly support, or be supported by, UMED-specific or citywide initiatives.

Implementation of Destination UMED should:



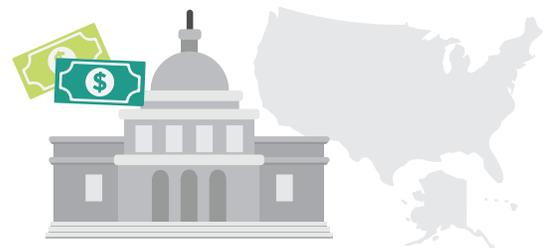
Continue to reflect and advance the mixed-use and multimodal vision of the **2016 District Plan**.



Support advancement of the **master plans** of its anchor institutions and employers.



Align with **citywide efforts** to reform approaches to the development process, especially as it relates to parking supply and management, site design, and traffic mitigation through TDM.



Position UMED, its individual institutions, and public agency partners for **local, regional, and federal funding** to implement Destination UMED.



FUTURE



Implementation

- Transit service & rider enhancements
- Multimodal infrastructure projects
- Zoning reform and design guidelines
- UMED master plan implementation
- UMED development projects
- City, regional, state, and federal funding opportunities
- Funding and grant applications



ONGOING



Final Report & Toolkit

- 2050 Metropolitan Transportation Plan (MTP)
- Title 21 Site Access Standards



COMPLETED

- | | |
|----------------------------------|--|
| ✓ UMED District Plan (2016) | ✓ AK Statewide Active Transportation Plan (2019) |
| ✓ APU Master Plan (2016) | ✓ Transit on the Move (2020) |
| ✓ Complete Streets Policy (2018) | ✓ AMATS Non-Motorized Plan (2021) |
| ✓ Vision Zero Action Plan (2018) | ✓ Title 21 Parking & Site Access (2022-23) |
| ✓ Climate Action Plan (2019) | ✓ UAA Campus Facilities Master Plan (2022) |

JUMPSTARTING IMPLEMENTATION

Immediate progress on Destination UMED is within reach. Everyone will need to play a part in maintaining this momentum.

Included is a suite of potential “quick wins” AMATS, MOA, and UMED stakeholders should prioritize to advance implementation in the upcoming years.



1 Convene a Destination UMED working group.



2 Continue to build awareness of existing TDM programs and services.



3 Pilot quick infrastructure improvements for student safety and access.



4 Coordinate on wayfinding and signage improvements.



5 Plan for winter maintenance coordination.



6 Improve travel options data collection and coordination to measure progress.



Convene a Destination UMED working group.

- ✓ Establish an implementation working group with AMATS and/or MOA as the convenor.
- ✓ Build upon the Destination UMED Advisory Committee to facilitate quarterly meetings and ongoing communications and information sharing.
- ✓ All UMED employers should designate an Employee Transportation Coordinator (ETC) or point of contact for TDM-related efforts.



Continue to build awareness of existing TDM programs and services.

- ✓ Increase communications, marketing, and education to publicize the U-Pass and Employer Sponsored Pass programs, Travel Training, shared parking agreements, and supportive employer commute policies.
- ✓ Develop and distribute fact sheets and FAQs to UMED stakeholders districtwide.
- ✓ Explore creation, or continuation, of Destination UMED website to provide transportation resources information.

Relevant Strategies	Implementers
Strategy CM.1 District-based Coordination	<ul style="list-style-type: none"> • AMATS • MOA • AK DOT&PF
Strategy CM.2 Staffing & Administration	<ul style="list-style-type: none"> • UMED core institutions • Community Councils

Relevant Strategies	Implementers
Strategy CM.3 Mobility Communications Program	<ul style="list-style-type: none"> • AMATS • MOA • UMED core institutions
Strategy PP.2 Mobility Passes and Incentive Program	
Strategy PP.6 Shared Parking Program	
Strategy PP.7 Travel Training Program	
Strategy PP.10 Employer Commute Policies	



Pilot quick infrastructure improvements for student safety and access.

- ✓ Explore low-cost opportunities to reallocate and/or redesign right-of-way between King Tech HS and UAA's campus to create a safe walking connection.
- ✓ Identify hot spots for infrastructure improvements and begin a priority project list for inclusion in future funding allocations or grant applications.



Coordinate on wayfinding and signage improvements.

- ✓ Build upon the work Anchorage Parks and Recreation Department is doing to create cohesive branding and wayfinding.
- ✓ Convene UMED working group to support the scoping, cost estimations, desired process, and outcomes of a wayfinding plan.

Relevant Strategies	Implementers
Strategy PI.2	<ul style="list-style-type: none"> • AMATS • MOA • UAA • ASD
Strategy PI.3	
Safety & Connectivity Improvements	

Relevant Strategies	Implementers
Strategy CM.4	<ul style="list-style-type: none"> • AMATS • MOA • AK DOT&PF • UMED core institutions • Community Councils
Mobility Wayfinding & Signage Program	



Plan for winter maintenance coordination.

- ✓ Prioritize ongoing, enhanced, and coordinated communication for winter weather information.
- ✓ Review guidelines for interagency coordination for snow removal, specifically non-motorized facility maintenance.
- ✓ Evaluate opportunities to leverage existing and secure additional maintenance funding.



Improve travel options data collection and coordination to measure progress.

- ✓ Coordinate on travel surveys within UMED to document changes in travel behaviors, attitudes, and preferences among user groups (e.g. PAMC’s annual employee survey and citywide Bike to Work Day counts).
- ✓ Leverage data for other federal reporting requirements and identify metrics to report each year.

Relevant Strategies	Implementers
<p>Strategy PI.1</p> <p>Winter Maintenance & Safety Program</p>	<ul style="list-style-type: none"> • AMATS • MOA • AK DOT&PF • UMED core institutions

Relevant Strategies	Implementers
<p>Strategy PP.1</p> <p>Mobility Monitoring & Reporting</p>	<ul style="list-style-type: none"> • AMATS • MOA • AK DOT&PF • UMED core institutions • Community Councils

PHASING SCENARIOS AND SEQUENCING

TDM implementation is never “set it and forget it.” TDM is a living process that requires testing and learning, constant adjustment, and flexibility as projects are built, local demographics evolve, or macro-level factors influence travel behavior.

	 Quick Wins	 Near-term
FOCUS	Jumpstart implementation and build momentum through proactive, yet manageable key moves. Position UMED for additional TDM resources.	Formalize staffing and UMED working group. Establish a focused suite of core services and programs provided at a district vs. institutional level. Initiate pilot projects.
OUTCOMES	UMED stakeholders are consistently collaborating. Public agencies have prioritized the pursuit of additional resources for implementation.	Dedicated TDM staffing has been provided. UMED has a recognizable mobility brand and communications program. Pilot programs for winter maintenance and wayfinding have been initiated.

RESOURCES REQUIRED	 Current staff capacity	 Current resources	 Staff capacity	 Resources
PUBLIC AGENCIES	<ul style="list-style-type: none"> Convene UMED working group Identify staffing approach and needed resources Provide basic materials and resources to stakeholders 		<ul style="list-style-type: none"> Provide dedicated staffing resources Lead funding & grant pursuits Coordinate project & service delivery 	
UMED STAKEHOLDERS	<ul style="list-style-type: none"> Participate in UMED working group and support efforts to secure additional resources Audit existing TDM needs & practices Build internal capacity 		<ul style="list-style-type: none"> Coordinate & collaborate Implement calibrated suite of TDM services for employees Support funding & grant pursuits Monitor & report Additional planning & design for District Plan & master plans 	

SCORECARD

 Mode Shift	● ● ●	● ● ●
 Safety & Comfort	● ● ●	● ● ●
 Equitable Travel	● ● ●	● ● ●
 Coordination	● ● ●	● ● ●
 Winter Maintenance	● ● ●	● ● ●
 Easy Travel Options	● ● ●	● ● ●
 Growth & Vitality	● ● ●	● ● ●
 Variety of Land Use	● ● ●	● ● ●

● ● ● 1 = LOWER Benefit → ● ● ● 3 = HIGHER Benefit

FUNDING OPPORTUNITIES

Destination UMED recommends a Toolkit of 23 strategies to improve travel to, from, and within UMED. While the steps to jumpstart implementation proposed above envision advancement with current staffing and financial resources, meaningful implementation of the Toolkit will require additional funding – allocation from existing funding sources and/or securing new funding sources.



To fully implement the Destination UMED Toolkit, AMATS and MOA – in coordination with AK DOT&PF, People Mover, UMED institutions, and other local partners – will need to collaborate in pursuit of additional funding sources. Some of these sources, such as federal grants, are available but highly competitive. Others may require local or state action to initiate, or expand their use, such as additional fees or bonds.

This section summarizes potential funding sources to explore as UMED partners advance implementation of Destination UMED.

Summary of Funding Opportunities

Fund / Program	Status	High Priority	Description
Federal			
Infrastructure Investment and Jobs Act (IIJA)	Existing & Potential		The IIJA passed in November 2021 and governs all federal transportation policy and funding from 2022 through 2026. Most of the funds (87%) are apportioned by formula programs and administered by States and MPOs. The remaining funds are directed to discretionary programs, including close to 60 competitive grants and research programs administered by USDOT. These programs cover numerous transportation sectors.

Fund / Program	Status	High Priority	Description
Federal Highway Administration (FHWA) funding	Existing		Via IIJA, FHWA provides federal funds for highway and roads projects and programs. Funding provided to States is non-discretionary; apportionment is based on a formula. Federal funds are allocated for National Highway System (NHS) and non-NHS projects. Non-NHS projects are divided into four categories: Non-Motorized, Congestion Mitigation Air Quality (CMAQ), Pavement Replacement, and Roadway Improvements. Future apportionments or grants may be applicable to the UMED area.
Federal Transit Administration (FTA) funding	Existing		FTA provides federal funds for transit projects and programs. Funding provided to States includes both allocations and discretionary funding. Discretionary funding increases based on service expansions and future projects. Future apportionments or grants may be applicable to transit capital projects or operations in the UMED area.
Unified Planning Work Program (UPWP)	Existing		The UPWP is required and is the basis for allocating federal, state, and local funds for short- and long-range transportation planning activities within the AMATS area. A recent FHWA requirement stipulates that Metropolitan Planning Organizations (MPOs), such as AMATS, must spend 2.5% of planning funds on Complete Street activities. The 2.5% is match free and it is a requirement to report on it to AK DOT&PF and FHWA.
IIJA – Urbanized Area Formula Grants	Existing		The Urbanized Area Formula Grants Program provides federal resources to urbanized areas for transit capital and operating assistance and for transportation-related planning. Funds are distributed annually. As an urbanized area with over 200,000 in population, funds are apportioned to a designated recipient selected locally, and AMATS would need to apply for their use.
IIJA – Carbon Reduction Program (CRP)	Potential	✓	CRP is a non-discretionary allocation that funds projects to reduce transportation emissions from on-road highway sources. Funds are distributed annually.

Fund / Program	Status	High Priority	Description
IIJA – Congestion Mitigation and Air Quality (CMAQ) Improvement Program	Existing		CMAQ provides flexible funding to State and local governments to fund transportation projects and programs to reduce congestion and improve air quality. Funds are distributed annually.
IIJA – Rebuilding American Infrastructure with Sustainability and Equity (RAISE)	Potential	✓	RAISE discretionary grants support surface transportation projects with significant local or regional impact. The RAISE funding cycle is annual.
IIJA – Reconnecting Communities Pilot Program	Potential	✓	The Reconnecting Communities Pilot Program funds planning and capital construction grants at state, MPO, local, tribal, and non-profit levels. Includes technical assistance aimed at connecting communities divided by transportation infrastructure. The Reconnecting Communities funding cycle is annual.
IIJA – Safe Streets for All (SS4A)	Potential	✓	SS4A is a discretionary grant program that supports local and tribal government efforts to advance safety action plans and other safety improvements to reduce crashes and fatalities for people who walk and bike. The SS4A funding cycle is annual.
IIJA – Strengthening Mobility and Revolutionizing Transportation (SMART)	Potential	✓	SMART is a discretionary grant program for state, local, and tribal governments to advance smart city or community technologies to improve transportation safety and efficiency. The SMART funding cycle is annual.
IIJA – Transportation Alternatives (TA)	Potential	✓	The TA set-aside funding from the Surface Transportation Block Grant (STBG) program includes smaller-scale transportation projects such as pedestrian and bicycle facilities, recreational trails, and safe routes to school. The TA funding cycle is annual. Part of TA funding includes the Recreational Trails Program which provides funds to states to develop and maintain recreational trails and trail-related facilities for motorized and non-motorized recreational trail uses.

Fund / Program	Status	High Priority	Description
State & Regional			
Statewide Transportation Improvement Program (STIP)	Existing		AK DOT&PF's STIP outlines the state's transportation system maintenance and development over its four-year program, and includes improvements that are partially or fully funded. The STIP is funded primarily by federal funds combined with state- and local-matched funds.
Transportation Improvement Program (TIP)	Existing	✓	The AMATS TIP is the short-range project plan for transportation improvements in the region. The TIP implements the goals in the MTP by outlining the investment of capital improvements in the region. The TIP is largely funded by federal funds combined with state- and local-matched funds.
Alaska Motor Fuel Tax	Existing		Alaska collects taxes on motor fuels, including fuels used for cars and trucks, watercraft, and aviation. There is potential to levy motor fuel taxes to fund transportation projects and programs. Alaska State Motor Fuel Tax was suspended from May 2022 to June 2023.
Designated Legislative (DL) Grants	Existing		The State of Alaska offers several types of DL grants, including: feasibility studies, construction projects, building improvements and upgrades, design and engineering, equipment purchase, upgrades, or repairs. Legislative grants are currently used for roads and non-motorized projects.
Safe Routes to School (SRTS)	Existing	✓	Grants are available for SRTS programs through the Transportation Alternatives Program (TAP). Grants are available to plan, design, or complete construction improvements that enable and encourage children to safely walk and bicycle to school.
General obligation (GO) bonds	Potential		Alaska issues statewide GO bonds for roads to help fund operations of transportation infrastructure. Destination UMED capital projects could be included in future GO bond efforts. However, this is an unlikely source of funding given the State has not issued GO bonds since 2012.

Fund / Program	Status	High Priority	Description
Alaska Mental Health Trust Program (AMHT)	Existing		The AMHT Program provides start-up operating and capital funds to support mobility and human services transportation systems in communities by pooling available resources. Transportation options include taxi voucher programs, taxi accessibility projects, convertible ambulances, and more. Projects must be included in a locally developed, coordinated public transit-human services transportation plan to be eligible for AMHT funds.
Municipal / Local			
Capital Improvement Program (CIP)	Existing	✓	MOA's CIP manages funds to be used on capital improvement projects. The CIP is mostly funded locally by GO bonds or state grants.
GO bonds for transit	Existing	✓	MOA can issue voter approved bonds within Anchorage Roads and Drainage Service Area (ARDSA) in support of transportation improvements, as well as match funds to federally funded projects. In the future, Destination UMED capital projects could be included in bond funded projects as described in the Capital Improvement Program.
Operations & Maintenance Funding	Existing	✓	Funding is set aside for the maintenance of roadways in Anchorage. Maintenance is the joint responsibility of AK DOT&PF and MOA.
Parking Fees & Parking Benefit Districts	Existing & Potential		Pricing of both on-street and off-street parking is often utilized to fund a variety of transportation programs, including non-driving travel options and programs. Many cities and districts reinvest net revenue from parking generated within a designated geography back into the district via a Parking Benefit District.
Transit Fares	Existing		Public transportation systems generate a portion of their funding from fare revenue. Fare revenue can be used to fund other transit initiatives.

Fund / Program	Status	High Priority	Description
Fees & Taxes			
Event Surcharges	Potential		Implementing a surcharge on tickets for large events can generate revenue that can be used to fund transportation services needed during peak periods.
Impact Fees	Potential		Impact fees are one-time charges on new developments that help fund necessary infrastructure as part of the development.
TNC Charge	Potential		Some cities and states charge a fee for trips on ride hailing services, such as Uber and Lyft, to fund transportation projects. Fees are either a flat fee or a percentage of the fare.
Property Tax	Existing		Many cities utilize property tax to fund transportation and transit.
Room/Bed/Hotel Tax	Existing		Many jurisdictions utilize hotel taxes to fund additional transportation projects. MOA currently collects a 12% tax on short-term room rentals.
Other			
Business Improvement Districts (BID)	Potential		Designated geography where local property owners and/or businesses vote to tax or assess themselves to provide additional funding for public improvements and programs. For example, Anchorage Downtown Partnership is a 501(c)(6) that manages the Downtown Improvement District (DID).
Transportation Management Association (TMA)	Potential		TMA funding can come from grants, fees-for-service, membership dues and common-area agreements. A future TMA in UMED should consider these sources.



Anchorage Transportation Planning



DESTINATION UMED

More Travel Choices. More Opportunity.