Destination UMED

TDM STRATEGY TOOLKIT

August 2023

DESTINATION UMED

More Travel Choices. More Opportunity.

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

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HOW TO USE THIS TOOLKIT

The Destination UMED TDM Strategy Toolkit is a flexible package of 23 strategies that UMED employers, stakeholders, and public agency partners can choose from to make progress towards the goals in this study.

The Toolkit should not be implemented all at one time. As discussed in Chapter 7 of the Final Report, implementation should be phased, with responsibility shared by a combination of individual stakeholders, public agencies, or collective action.

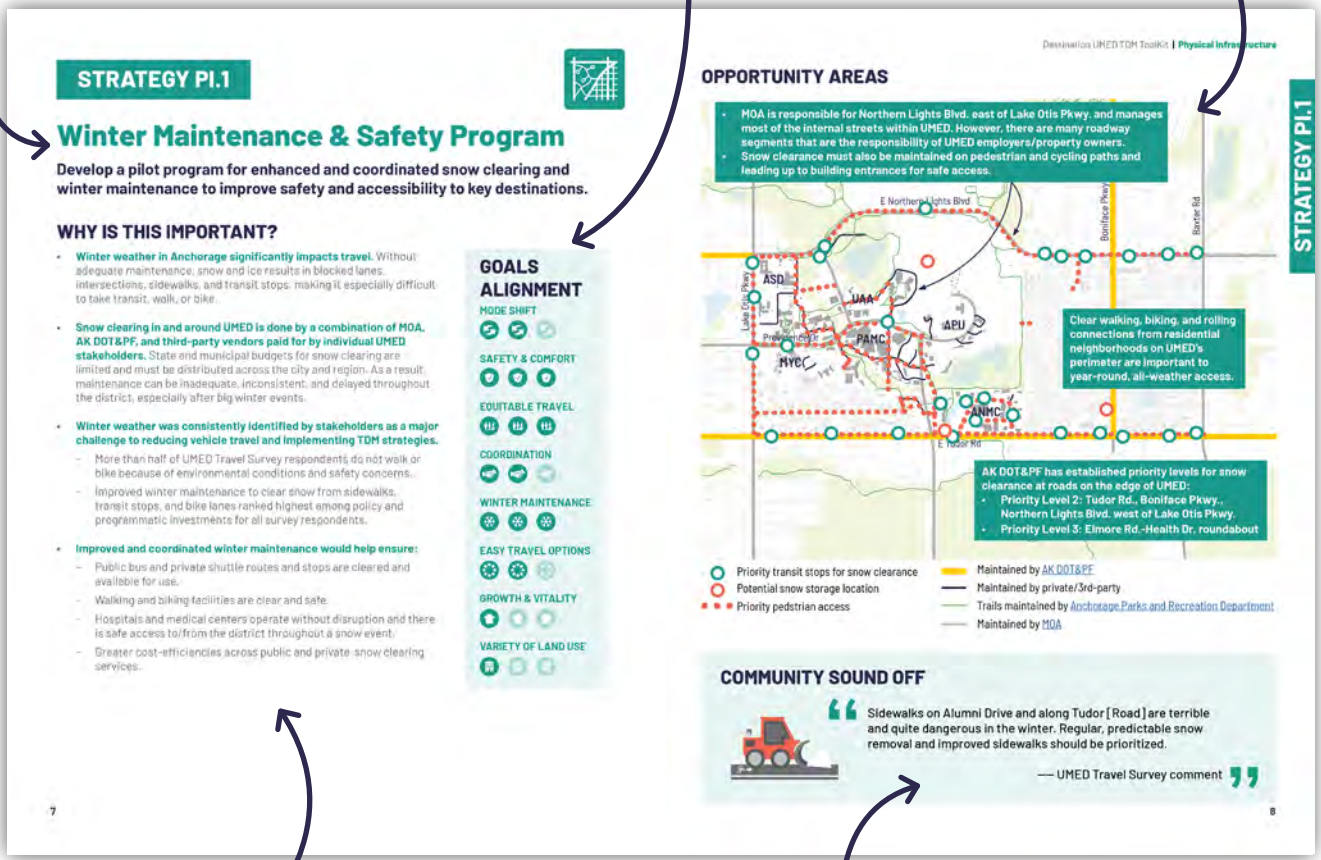
The Toolkit provides detail on each strategy, with each strategy organized as follows:

Strategy Overview

Strategy Name:
A brief, 1-2 sentence description of the strategy.

Goals Alignment:
Documents the extent to which the strategy supports Destination UMED's goals.

Opportunity Areas:
Where applicable, a map of proposed improvements.



STRATEGY PI.1

Winter Maintenance & Safety Program

Develop a pilot program for enhanced and coordinated snow clearing and winter maintenance to improve safety and accessibility to key destinations.

WHY IS THIS IMPORTANT?

- **Winter weather in Anchorage significantly impacts travel.** Without adequate maintenance, snow and ice results in blocked lanes, intersections, sidewalks, and transit stops, making it especially difficult to take transit, walk, or bike.
- **Snow clearing in and around UMED is done by a combination of MOA, AK DOT&PF, and third-party vendors paid for by individual UMED stakeholders.** State and municipal budgets for snow clearing are limited and must be distributed across the city and region. As a result, maintenance can be inadequate, inconsistent, and delayed throughout the district, especially after big winter events.
- **Winter weather was consistently identified by stakeholders as a major challenge to reducing vehicle travel and implementing TDM strategies.**
  - More than half of UMED Travel Survey respondents do not walk or bike because of environmental conditions and safety concerns.
  - Improved winter maintenance to clear snow from sidewalks, transit stops, and bike lanes ranked highest among policy and programmatic investments for all survey respondents.
- **Improved and coordinated winter maintenance would help ensure:**
  - Public bus and private shuttle routes and stops are cleared and available for use.
  - Walking and biking facilities are clear and safe.
  - Hospitals and medical centers operate without disruption and there is safe access to/from the district throughout a snow event.
  - Greater cost-efficiencies across public and private snow clearing services.

GOALS ALIGNMENT

MODE SHIFT
SAFETY & COMFORT
EQUITABLE TRAVEL
COORDINATION
WINTER MAINTENANCE
EASY TRAVEL OPTIONS
GROWTH & VITALITY
VARIETY OF LAND USE

OPPORTUNITY AREAS

- MOA is responsible for Northern Lights Blvd. east of Lake Otis Pkwy. and manages most of the internal streets within UMED. However, there are many roadway segments that are the responsibility of UMED employers/property owners.
- Snow clearance must also be maintained on pedestrian and cycling paths and leading up to building entrances for safe access.

Clear walking, biking, and rolling connections from residential neighborhoods on UMED's perimeter are important to year-round, all-weather access.

AK DOT&PF has established priority levels for snow clearance at roads on the edge of UMED:

- Priority Level 2: Tudor Rd., Boniface Pkwy., Northern Lights Blvd. west of Lake Otis Pkwy.
- Priority Level 3: Elmore Rd.-Health Dr. roundabout

Priority transit stops for snow clearance
Potential snow storage location
Priority pedestrian access
Maintained by AK DOT&PF
Maintained by private/3rd-party
Trails maintained by Anchorage Parks and Recreation Department
Maintained by MOA

COMMUNITY SOUND OFF

"Sidewalks on Alumni Drive and along Tudor [Road] are terrible and quite dangerous in the winter. Regular, predictable snow removal and improved sidewalks should be prioritized."

— UMED Travel Survey comment

Why is this important?:
Key findings from the State of the System Report, site visits, UMED Travel Survey, and/or Best Practices that justify the need and opportunity.

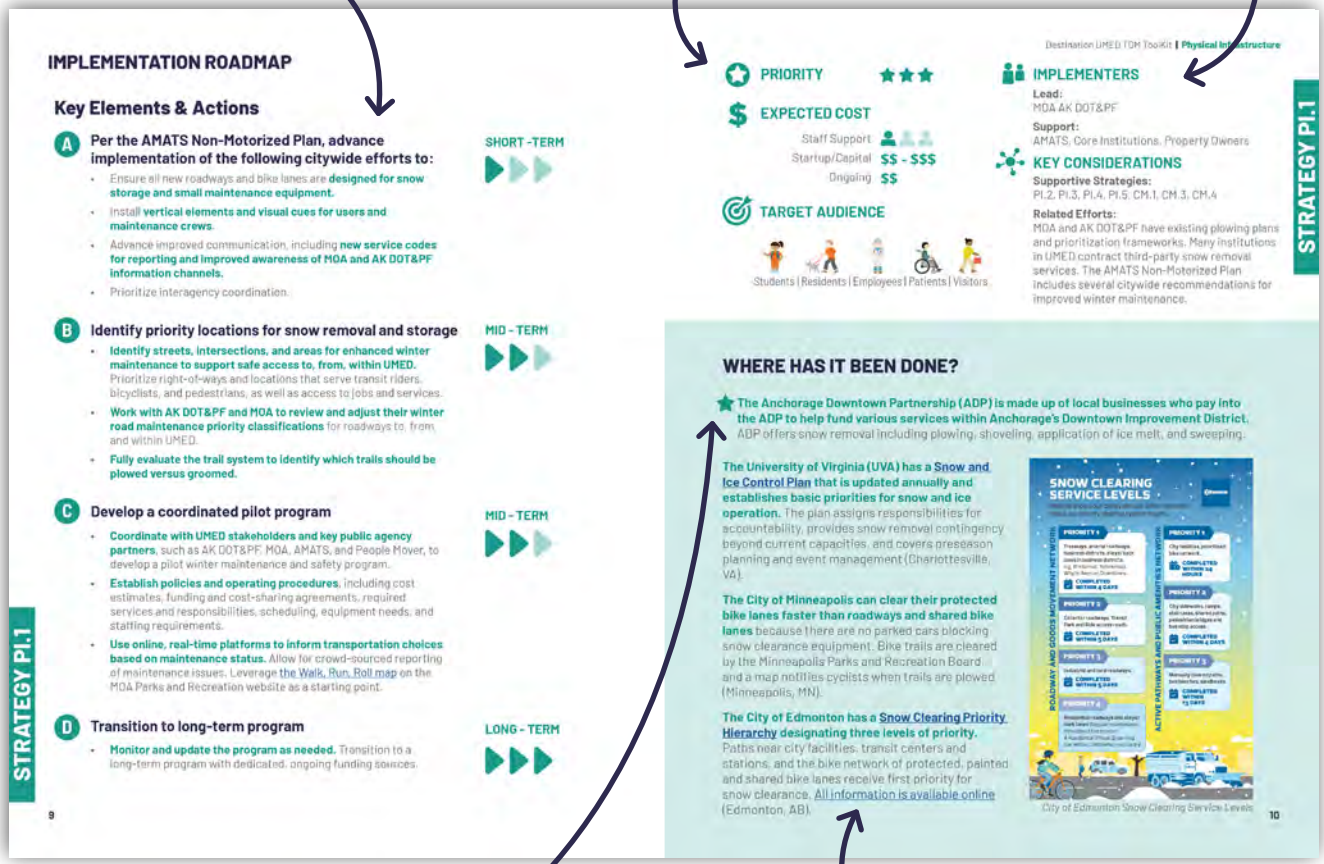
Community Sound Off:
Key data points or sound bites from the project's community engagement.

Implementation Roadmap

Key Elements & Actions: Specific steps and phasing to successfully advance the strategy.

Priority: Relative level of implementation priority.
Expected Cost: Order-of-magnitude costs associated with the capital, ongoing, and staffing investment required.
Target Audience: Descriptions of UMED user group(s).

Implementers: Lead and support for strategy implementation.
Key Considerations: Complementary strategies, or concurrent initiatives that could support or impact implementation.



IMPLEMENTATION ROADMAP

Key Elements & Actions

A Per the AMATS Non-Motorized Plan, advance implementation of the following citywide efforts to: — SHORT-TERM
- Ensure all new roadways and bike lanes are designed for snow storage and small maintenance equipment.
- Install vertical elements and visual cues for users and maintenance crews.
- Advance improved communication, including new service codes for reporting and improved awareness of MOA and AK DOT&PF information channels.
- Prioritize interagency coordination.

B Identify priority locations for snow removal and storage — MID-TERM
- Identify streets, intersections, and areas for enhanced winter maintenance to support safe access to, from, within UMED. Prioritize right-of-ways and locations that serve transit riders, bicyclists, and pedestrians, as well as access to jobs and services.
- Work with AK DOT&PF and MOA to review and adjust their winter road maintenance priority classifications for roadways to, from, and within UMED.
- Fully evaluate the trail system to identify which trails should be plowed versus groomed.

C Develop a coordinated pilot program — MID-TERM
- Coordinate with UMED stakeholders and key public agency partners, such as AK DOT&PF, MOA, AMATS, and People Mover, to develop a pilot winter maintenance and safety program.
- Establish policies and operating procedures, including cost estimates, funding and cost-sharing agreements, required services and responsibilities, scheduling, equipment needs, and staffing requirements.
- Use online, real-time platforms to inform transportation choices based on maintenance status. Allow for crowd-sourced reporting of maintenance issues. Leverage the Walk, Run, Roll map on the MOA Parks and Recreation website as a starting point.

D Transition to long-term program — LONG-TERM
- Monitor and update the program as needed. Transition to a long-term program with dedicated, ongoing funding sources.

STRATEGY PI.1

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Destination UMED TDM Toolkit | Physical Infrastructure

PRIORITY ★★★

EXPECTED COST
Staff Support
Startup/Capital $$ - $$$
Ongoing $$

TARGET AUDIENCE
Students | Residents | Employees | Patients | Visitors

IMPLEMENTERS
Lead:
MOA AK DOT&PF
Support:
AMATS, Core Institutions, Property Owners

KEY CONSIDERATIONS
Supportive Strategies:
PI.2, PI.3, PI.4, PI.5, CM.1, CM.3, CM.4
Related Efforts:
MOA and AK DOT&PF have existing plowing plans and prioritization frameworks. Many institutions in UMED contract third-party snow removal services. The AMATS Non-Motorized Plan includes several citywide recommendations for improved winter maintenance.

STRATEGY PI.1

WHERE HAS IT BEEN DONE?

★ The Anchorage Downtown Partnership (ADP) is made up of local businesses who pay into the ADP to help fund various services within Anchorage's Downtown Improvement District. ADP offers snow removal including plowing, shoveling, application of ice melt, and sweeping.

The University of Virginia (UVA) has a Snow and Ice Control Plan that is updated annually and establishes basic priorities for snow and ice operation. The plan assigns responsibilities for accountability, provides snow removal contingency beyond current capacities, and covers preseason planning and event management (Charlottesville, VA).

The City of Minneapolis can clear their protected bike lanes faster than roadways and shared bike lanes because there are no parked cars blocking snow clearance equipment. Bike trails are cleared by the Minneapolis Parks and Recreation Board and a map notifies cyclists when trails are plowed (Minneapolis, MN).

The City of Edmonton has a Snow Clearing Priority Hierarchy designating three levels of priority. Paths near city facilities, transit centers and stations, and the bike network of protected, painted and shared bike lanes receive first priority for snow clearance. All information is available online (Edmonton, AB).

City of Edmonton Snow Clearing Service Levels

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★ **Where has it been done?:** Anchorage precedents or best practices that demonstrate local proof of concept.

Where has it been done?: National precedents or best practices that demonstrate proof of concept.

DESTINATION UMED STRATEGY TOOLKIT INDEX

TDM Category	Strategy	
Physical Infrastructure	PI.1	Winter Maintenance & Safety Program
	PI.2	Safety & Connectivity Improvements within UMED
	PI.3	Safety & Connectivity Improvements to 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
Communications & Management	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
Pricing	P.1	Parking Pricing & Management Program
Policies & Programs	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

PHYSICAL INFRASTRUCTURE

STRATEGY PI.1

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Develop a pilot program for enhanced and coordinated snow clearing and winter maintenance to improve safety and accessibility to key destinations.

WHY IS THIS IMPORTANT?

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- **Winter weather was consistently identified by stakeholders as a major challenge to reducing vehicle travel and implementing TDM strategies.**
  - More than half of UMED Travel Survey respondents do not walk or bike because of environmental conditions and safety concerns.
  - Improved winter maintenance to clear snow from sidewalks, transit stops, and bike lanes ranked highest among policy and programmatic investments for all survey respondents.
- **Improved and coordinated winter maintenance would help ensure:**
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  - Greater cost-efficiencies across public and private snow clearing services.

GOALS ALIGNMENT

MODE SHIFT

SAFETY & COMFORT

EQUITABLE TRAVEL

COORDINATION

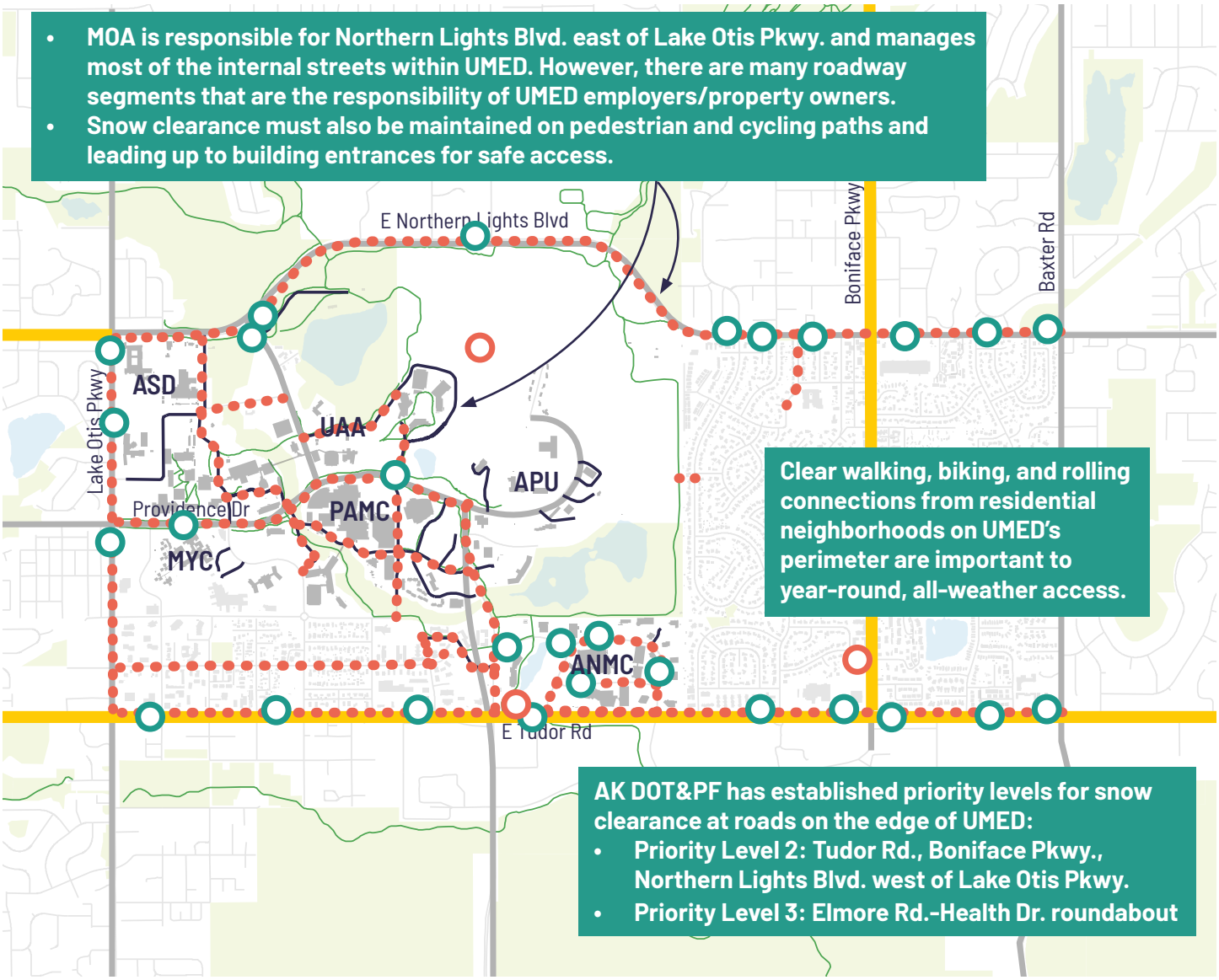
WINTER MAINTENANCE

EASY TRAVEL OPTIONS

GROWTH & VITALITY

VARIETY OF LAND USE

OPPORTUNITY AREAS



- Priority transit stops for snow clearance
- Potential snow storage location
- Priority pedestrian access
- Maintained by AK DOT&PF
- Maintained by private/3rd-party
- Trails maintained by Anchorage Parks and Recreation Department
- Maintained by MOA

COMMUNITY SOUND OFF

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> —— UMED Travel Survey comment

IMPLEMENTATION ROADMAP

Key Elements & Actions

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SHORT -TERM

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- Advance improved communication, including **new service codes for reporting and improved awareness of MOA and AK DOT&PF information channels.**
- Prioritize interagency coordination.

B Identify priority locations for snow removal and storage

MID - TERM

- **Identify streets, intersections, and areas for enhanced winter maintenance to support safe access to, from, within UMED.** Prioritize right-of-ways and locations that serve transit riders, bicyclists, and pedestrians, as well as access to jobs and services.
- **Work with AK DOT&PF and MOA to review and adjust their winter road maintenance priority classifications** for roadways to, from, and within UMED.
- **Fully evaluate the trail system to identify which trails should be plowed versus groomed.**

C Develop a coordinated pilot program

MID - TERM

- **Coordinate with UMED stakeholders and key public agency partners**, such as AK DOT&PF, MOA, AMATS, and People Mover, to develop a pilot winter maintenance and safety program.
- **Establish policies and operating procedures**, including cost estimates, funding and cost-sharing agreements, required services and responsibilities, scheduling, equipment needs, and staffing requirements.
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D Transition to long-term program

LONG - TERM

- **Monitor and update the program as needed.** Transition to a long-term program with dedicated, ongoing funding sources.

PRIORITY

★★★

EXPECTED COST

Staff Support	
Startup/Capital	$$ - $$$
Ongoing	$$

TARGET AUDIENCE

Students | Residents | Employees | Patients | Visitors

IMPLEMENTERS

Lead:
MOA AK DOT&PF

Support:
AMATS, Core Institutions, Property Owners

KEY CONSIDERATIONS

Supportive Strategies:
PI.2, PI.3, PI.4, PI.5, CM.1, CM.3, CM.4

Related Efforts:
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WHERE HAS IT BEEN DONE?

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City of Edmonton Snow Clearing Service Levels

STRATEGY PI.2

Safety & Connectivity Improvements within UMED

Improve safety, access, and connectivity of the bicycle, pedestrian, and trail network within UMED. Identify priority projects and programs that could be included in other roadway improvements and development investments.

WHY IS THIS IMPORTANT?

- **The UMED District has a network of sidewalks, walkways, on-street bike lanes, and multi-use trails that provide access and internal connectivity for pedestrians, bicyclists, and skiers.**

- While improvements have been made in recent years, **there are still streets, intersections, and crossings that need further safety investments**. Streetscape improvements such as crosswalks, midblock crossings, new or improved sidewalks, lighting, intersection signalization, and intersection design can improve pedestrian and bicyclist visibility, slow vehicle speeds, and make it easier to access transit stops.

- **The UMED community has identified several areas of concern, including:**
  - There is no safe walking or biking connection between ASD schools – specifically Lake Otis Elementary, Wendler Middle School, and King Tech High School – and the UAA campus, and/or the UMED core. According to ASD staff, there is an informal policy that prohibits students walking to get to UAA.
  - Some transit stops are located midblock without any proximate marked or signalized crossings.
  - Some streets – UAA Dr., Elmore Rd., 42nd Ave., 43rd Ave. – have missing, incomplete, or narrow sidewalks.
  - Several intersections and trail crossings require visibility and safety improvements.
  - Anchorage's ADA Plan calls for curb cuts and sidewalks wide enough and without obstacles such that people walking and/or using assistive mobility devices can travel safely and comfortably.

GOALS ALIGNMENT

MODE SHIFT

SAFETY & COMFORT

EQUITABLE TRAVEL

COORDINATION

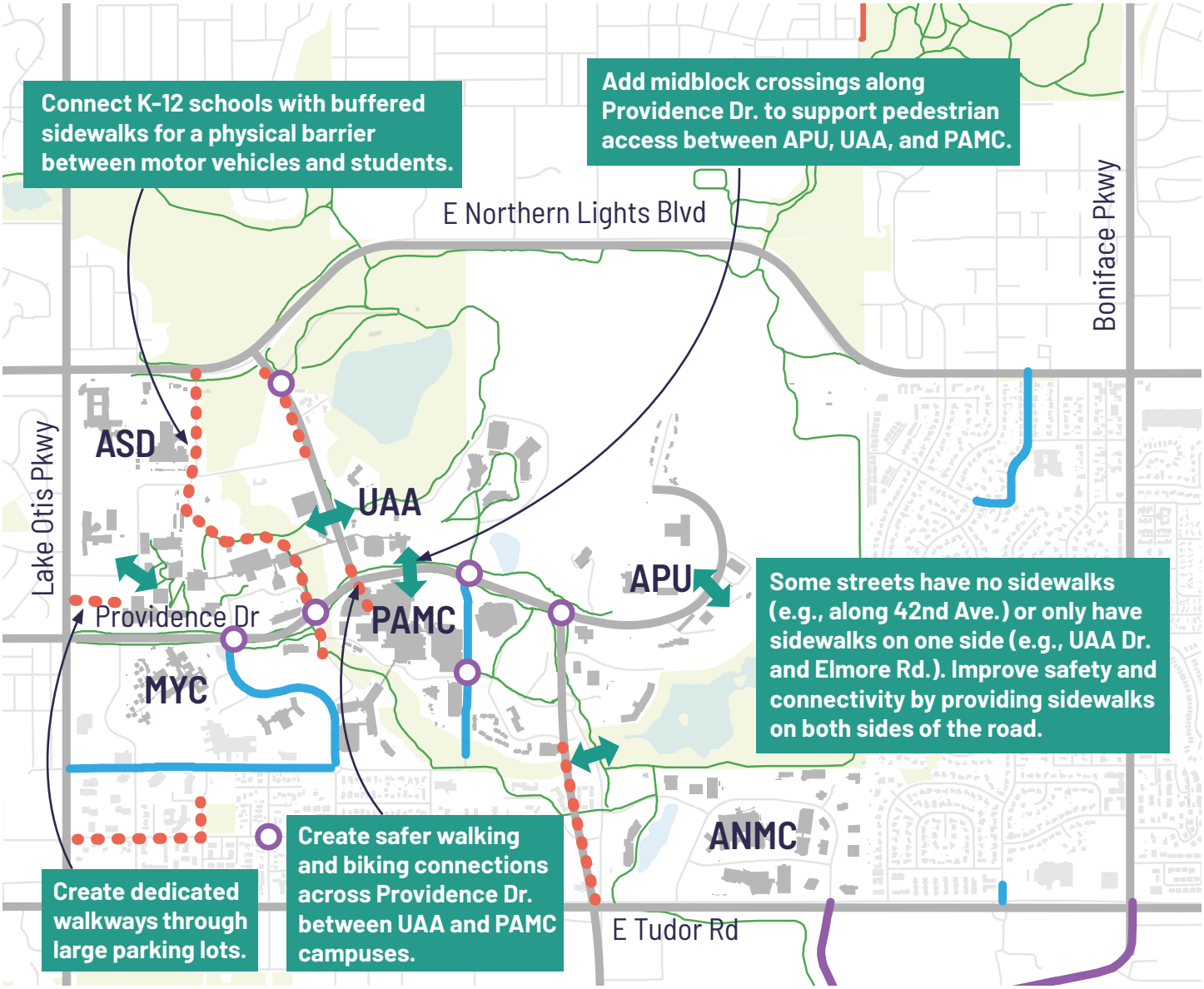
WINTER MAINTENANCE

EASY TRAVEL OPTIONS

GROWTH & VITALITY

VARIETY OF LAND USE

OPPORTUNITY AREAS



- Crossing improvements (midblock crossing, Rectangular Rapid-Flashing Beacon (RRFB))
- Intersection improvements (curb ramps, high-visibility crosswalks)
- Improve pedestrian access (sidewalks, painted buffers, physical barriers)
- Existing paved shoulder
- Existing bike lane
- Existing trail

COMMUNITY SOUND OFF

In the UMED Travel Survey, respondents rated **new infrastructure for a safer pedestrian network** highest among physical infrastructure investments.

IMPLEMENTATION ROADMAP

Key Elements & Actions

A Identify key infrastructure investments within UMED

SHORT -TERM

- **Pilot inexpensive safety improvements** to test design solutions and build support for future investments.
- **Integrate priority investments from citywide and UMED stakeholder plans**, such as: AMATS Non-Motorized Plan, Anchorage Vision Zero Plan, UAA Campus Facilities Master Plan, APU Campus Master Plan, ANTHC and SCF development plans, Anchorage Safe Routes to School Manual, Transit on the Move, and others.
- **Conduct additional surveys or public engagement to get public input** on safety and connectivity concerns when walking and biking in UMED.

B Develop a project list

MID - TERM

- **Develop a formal, prioritized UMED project list**, focused on multimodal investments to close sidewalk gaps, improve street crossings and internal connectivity, enhance transit stop access, expand lighting, and improve the trail network. Improvements may also include Emergency Locators to enhance public safety.

C Support integration into MTP and other planning documents

MID - TERM

- **Include UMED project list, or portions thereof, into the MTP and other local and regional planning documents**, summarizing basic project descriptions and funding need.
- **Advance projects through MTP and public agency processes for further design, engineering, and cost estimates.** Identify existing undeveloped pedestrian easements and rights-of-way that could provide direct non-motorized connections.
- **Utilize project list** to apply for grants and other funding opportunities.
- **Look to implement a pilot project** to support integration and buy-in from stakeholders

PRIORITY

★★★

EXPECTED COST

Staff Support	
Startup/Capital	$$$ - $$$$
Ongoing	$

TARGET AUDIENCE

Students | Residents | Employees | Patients | Visitors

IMPLEMENTERS

Lead:
AMATS, Core Institutions

Support:
MOA, AK DOT&PF, Developers, Property Owners

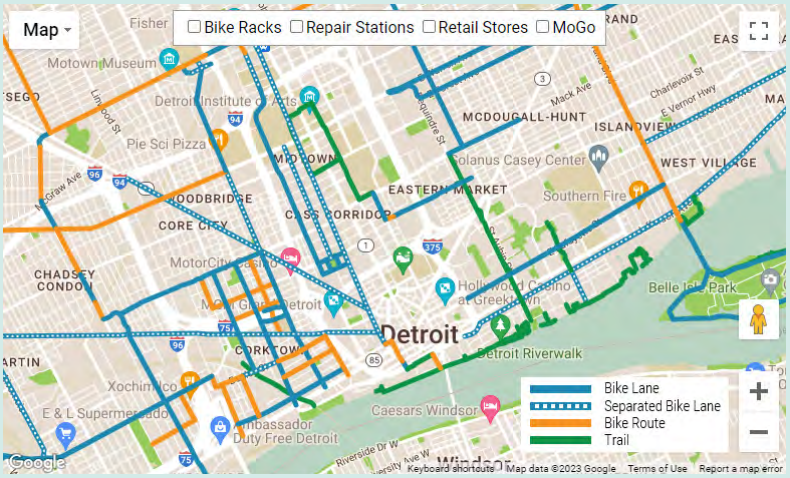
KEY CONSIDERATIONS

Supportive Strategies:
PI.1, PI.3, PI.4, PI.5, PI.6, PI.7, CM.4, PP.5

Related Efforts:
Anchorage CIP; AMATS Non-Motorized Plan; UAA Campus Facilities Master Plan; Anchorage Vision Zero Action Plan; Institutional master plans and development projects

WHERE HAS IT BEEN DONE?

★ **UAA's 2022 Campus Facilities Master Plan includes design guidelines for pedestrian and non-motorized pathways, such as prioritizing contiguous pedestrian and non-motorized movement through the campus and striving for universal accessibility (Anchorage, AK).**



Midtown Greenway Loop in Detroit

The Midtown Greenway Loop in Detroit, MI provides **3.5 miles of a total 10 miles of continuous, non-motorized walkways and trails**, connecting the educational, cultural, and medical campuses to Eastern Market, the Dequindre Cut, and the downtown riverfront (Detroit, MI).

STRATEGY PI.3

Safety & Connectivity Improvements to UMED

Enhance safety and connections into the district with multimodal improvements along and across UMED's perimeter streets.

WHY IS THIS IMPORTANT?

- **UMED's perimeter streets and gateway intersections have higher motor vehicle traffic volumes than UMED's internal streets.** These corridors are designed to facilitate vehicle travel, providing not only direct access to UMED destinations, but also crucial motor vehicle connections to much of the city and region.
- The western gateways, notably along Lake Otis Pkwy. and at Northern Lights Blvd. and UAA Dr., **have the highest motor vehicle volumes**.
- **Connection to UMED is critical for emergency access by First Responders and emergency vehicles.**
- However, **the higher vehicle volumes, faster vehicle speeds, narrow sidewalks, and wide streets create a more challenging travel environment, especially for those not in a car.** In winter months, pedestrian, bicycle, and transit space is also utilized for snow storage.
- East Tudor Rd., Northern Lights Blvd., and Lake Otis Pkwy. are each on **Anchorage's "high injury" network**.
- Grade-separated crossings provide access to UMED, including foot bridges at East High, Goose Lake, Lake Otis Elementary School, and at Elmore Rd. and East Tudor Ed. **These facilities support safe crossings but can be out of the way depending on one's origin or UMED destination.**
- Along these arterials, **there are few midblock crossings, forcing people to cross at unmarked locations amidst traffic rather than go out of their way to the next marked crossing.** Along East Tudor Rd., for example, the distance between marked crossings is about a half-mile.
- **Streetscape improvements** such as high-visibility crosswalks, midblock crossings, pedestrian overpasses, new or improved sidewalks, lighting, and intersection signalization and design can improve safety for all road users, especially the most vulnerable.

GOALS ALIGNMENT

MODE SHIFT

SAFETY & COMFORT

EQUITABLE TRAVEL

COORDINATION

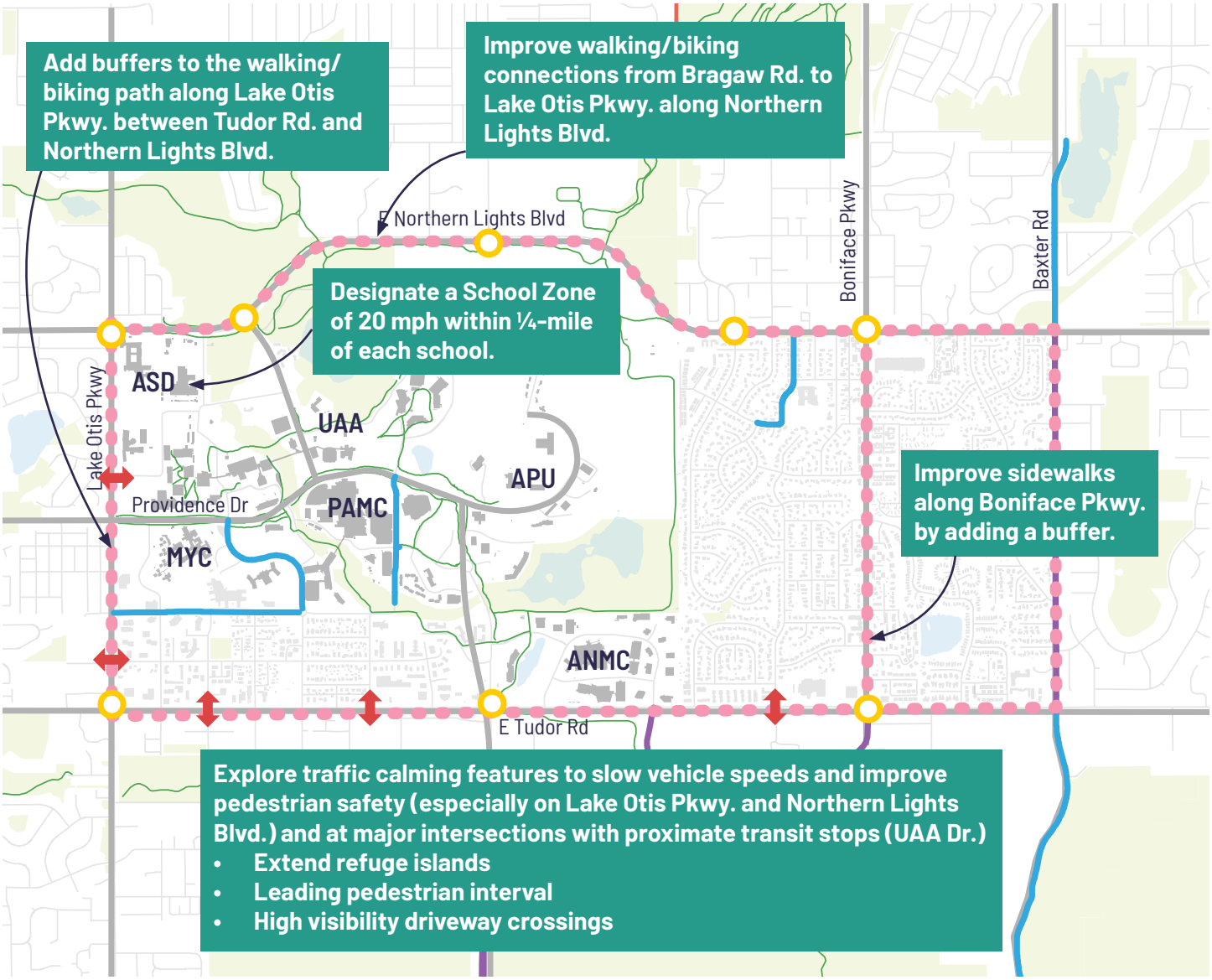
WINTER MAINTENANCE

EASY TRAVEL OPTIONS

GROWTH & VITALITY

VARIETY OF LAND USE

OPPORTUNITY AREAS



COMMUNITY SOUND OFF

> The fastest way to bike is straight down Tudor [Road], which is awful. It's not safe to ride in the street and the sidewalks are poorly maintained. The recent street improvements near UMED made a positive difference, but the rest of Tudor needs help.
>
> —– UMED Travel Survey comment

IMPLEMENTATION ROADMAP

Key Elements & Actions

A Identify key infrastructure investments on UMED-adjacent streets

SHORT -TERM

- **Identify key infrastructure investments on UMED-adjacent streets that improve safety and accessibility for people of all ages and abilities. Integrate priority multimodal investments from city, state, and UMED stakeholder plans**, such as: AK DOT&PF Statewide Active Transportation Plan, AMATS Non-Motorized Plan, Anchorage Vision Zero Plan, UAA Campus Facilities Master Plan, ANTHC and SCF development plans, Anchorage Safe Routes to School Manual, Transit on the Move, and others.
- **Conduct additional surveys or public engagement to get public input** on safety and connectivity concerns when walking and biking in UMED.

B Develop a project and program list

MID - TERM

- **Develop a prioritized project list, focused on multimodal investments such as**:
  - Closure of sidewalk gaps
  - Intersection improvements via leading pedestrian intervals, high-visibility crosswalks, bulb outs, and expanded refuge islands/extensions
  - Additional grade-separated crossings
  - Mid-block crossings
  - Transit stop access and amenities
  - Enhanced pedestrian-scale lighting
  - Separated and buffered pedestrian facilities, especially in high injury areas

C Support integration into MTP and other planning documents

MID - TERM

- **Include UMED project list, or portions of, into the MTP and other local, regional, and state planning documents**, summarizing basic project descriptions, and funding need.
- **Advance projects through MTP and public agency processes** for further design, engineering, and cost estimates.
- Utilize as needed to apply for grants and other funding opportunities.

PRIORITY

★★★

EXPECTED COST

Staff Support	
Startup/Capital	$$$ - $$$$
Ongoing	$$

TARGET AUDIENCE

Students | Residents | Employees | Patients | Visitors

IMPLEMENTERS

Lead:
AMATS, MOA, AK DOT&PF

Support:
Core Institutions, Developers, Property Owners

KEY CONSIDERATIONS

Supportive Strategies:
PI.1, PI.2, PI.4, PI.5, PI.7, CM.4, PP.7, PP.9

Related Efforts:
Anchorage CIP; MOA Safe Routes to School Manual; AMATS Non-Motorized Plan; Anchorage Vision Zero Action Plan, Alaska Statewide Active Transportation Plan

WHERE HAS IT BEEN DONE?

★ **Northern Lights Blvd. between Aero Ave. to Turnagain St. has protected pedestrian walkways with both a vertical and vegetation buffer (Anchorage, AK).**

The 124th Street Renewal project by the City of Edmonton includes bus bays to support transit, upgraded street lighting for improved visibility, and intersection improvements and curb extensions for shorter, safer street crossings. **All designs in the project consider Edmonton's Winter City Design Guidelines, such as dedicated space for snow storage** (Edmonton, AB).

Grand River Avenue in northwest Detroit is **a major roadway undergoing streetscape improvements for all users to improve safety and economic vitality**. Design elements include more frequent and high-visibility crosswalks, protected bicycle lanes, bus islands, mid-block crossings and refuge islands (Detroit, MI).

Grand River Streetscape Project has traffic calming and pedestrian-protective infrastructure.

STRATEGY PI.4

Mobility Hub & Travel Services

Create mobility hubs that bring together many modes of transportation at key nodes in UMED. Provide travel services to help people get around UMED without a private vehicle.

WHY IS THIS IMPORTANT?

- There are four People Mover routes that serve UMED, and **three of them have the highest ridership in the People Mover system**. **ANMC also operates four shuttle routes that circulate on the ANMC campus.** UAA's Seawolf Shuttle restarted service with small passenger vans in Fall 2022.
- There are opportunities to **integrate transit services with different modes of transportation and provide various travel services at key UMED nodes**. Creating mobility hubs and a UMED Mobility Center can boost transit ridership and increase people's awareness of mobility options.
- **A quarter of UMED Travel Survey respondents do not take transit because they are unfamiliar, unsure, or feel uncomfortable with how to ride.** Enhanced mobility hubs that provide greater visibility of services, travel information, education, and co-location of services can encourage transit use.

Mobility hub and travel services would:

- ✓ Improve connectivity and convenience by allowing people to easily switch between transportation services including public bus, private shuttles and vans, bikes and e-scooters, ridesharing, or car share services.
- ✓ Offer supporting amenities, such as electric vehicle charging stations, secure bike storage, lighting, or seating.
- ✓ Provide wayfinding and travel information.

GOALS ALIGNMENT

MODE SHIFT

SAFETY & COMFORT

EQUITABLE TRAVEL

COORDINATION

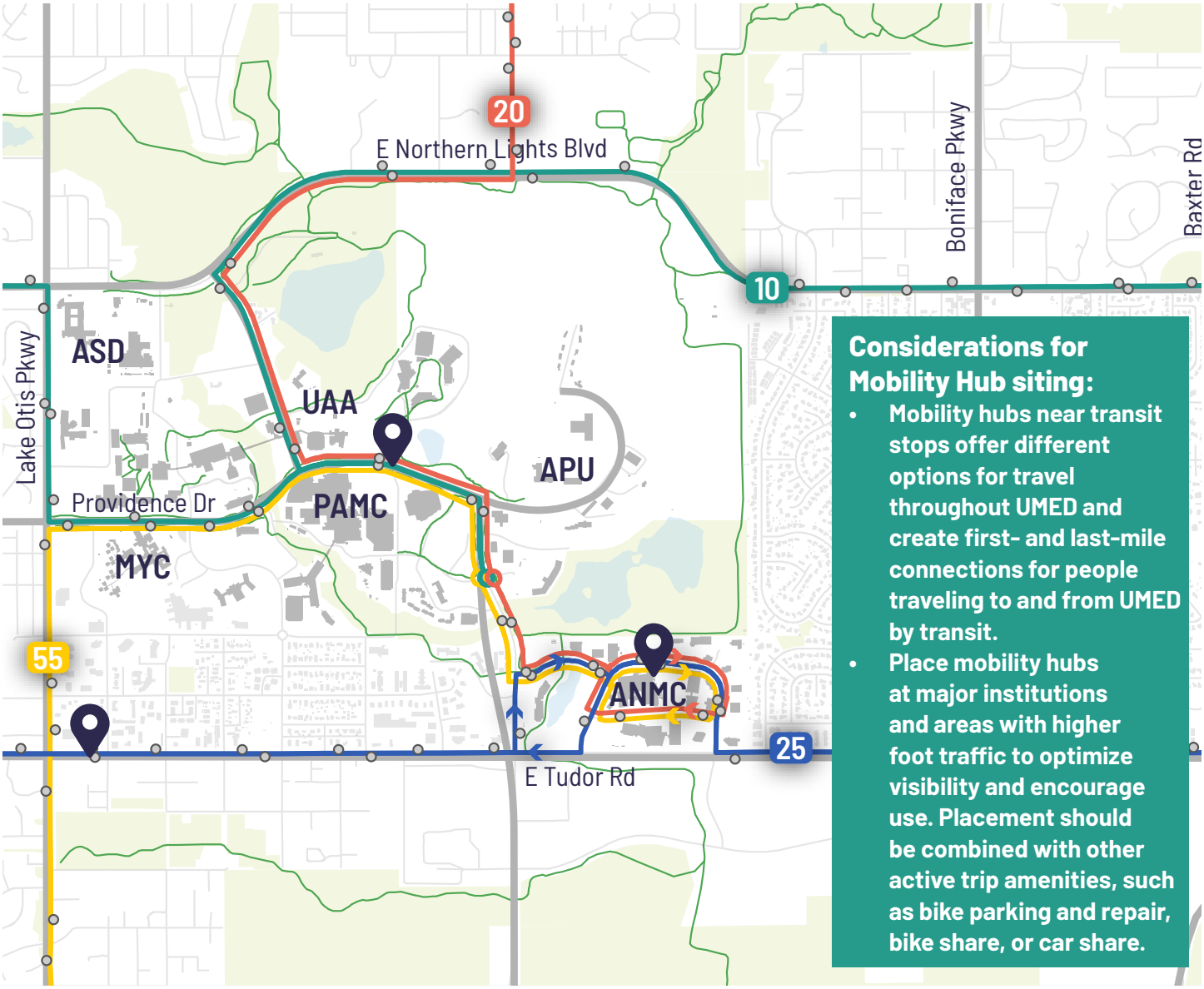
WINTER MAINTENANCE

EASY TRAVEL OPTIONS

GROWTH & VITALITY

VARIETY OF LAND USE

OPPORTUNITY AREAS



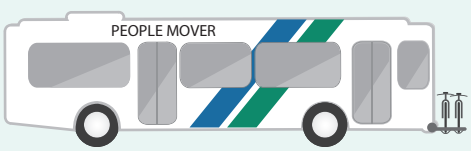
Considerations for Mobility Hub siting:

- **Mobility hubs near transit stops offer different options for travel throughout UMED and create first- and last-mile connections for people traveling to and from UMED by transit.**
- **Place mobility hubs at major institutions and areas with higher foot traffic to optimize visibility and encourage use. Placement should be combined with other active trip amenities, such as bike parking and repair, bike share, or car share.**

Potential mobility hub location

People Mover bus route

COMMUNITY SOUND OFF



> People Mover is a great option, but the public transport system in Anchorage has a lot of room for improvement.
>
> —– UMED Travel Survey comment

IMPLEMENTATION ROADMAP

Key Elements & Actions

A Create new hubs of multimodal connections

SHORT -TERM

- **Identify locations for future mobility hubs across the district to integrate and improve connections between existing and future modes of transportation** (i.e., transit, bike share, car share, shared rides, electric vehicle charging stations).
- **Essential mobility hub elements** include:
  - High-frequency transit
  - Trip-making services
  - Pedestrian walkways and lighting
  - Bike access and parking
  - Passenger amenities
  - Shared mobility services

B Establish a UMED Mobility Center

MID - TERM

- **As part of a future mobility hub, establish a UMED Mobility Center to provide real-time travel information, trip planning or concierge services, and other amenities** such as bike storage and repair, charging stations, and lockers/restrooms.

PRIORITY ★☆☆

EXPECTED COST

Staff Support	
Startup/Capital	$$$ - $$$$
Ongoing	$$

TARGET AUDIENCE

Students | Employees | Visitors

IMPLEMENTERS

Lead:
AMATS, People Mover

Support:
MOA, Core Institutions

KEY CONSIDERATIONS

Supportive Strategies:
PI.2, PI.5, PI.7, CM.4, CM.5, PP.4, PP.5, PP.6

Related Efforts:
MOA RideShare vanpool program; Transit on the Move

WHERE HAS IT BEEN DONE?

Proposed mobility hub and surrounding uses in Aggie Square

Aggie Square in Sacramento is an under construction, mixed-use innovation district near the UC Davis Medical Center. It includes **a planned mobility hub and plaza with bike parking, seating, and mobile workspaces**. UC Davis Medical Center is working directly with the City of Sacramento and neighboring communities on multiple transportation projects for people to access and travel around campus using convenient and reliable alternatives to car travel (Sacramento, CA).

Minneapolis mobility hub pilot program

The Minneapolis Mobility Hub Pilot Program launched in 2019 to create places where **people can connect to multiple modes of transportation**. The program is a partnership between MnDOT, Metro Transit, Hennepin County, mobility service providers, and neighborhood organizations (Minneapolis, MN).

STRATEGY PI.5

Transit & Active Trip Improvements

Expand and upgrade physical features and amenities at UMED destinations that make it safe and convenient to walk, bike, or take transit.

WHY IS THIS IMPORTANT?

- Transit stops and their passenger amenities vary across UMED. There are several high-quality bus stops with shelters, signage, and lighting, while **some stops, often on the adjacent arterials like East Tudor Rd., only have poles and route signs**. People Mover is limited in its ability and funding to upgrade all bus stops throughout UMED.
- **About 17% of UMED Travel Survey respondents noted that limited bike parking and a lack of showers and lockers at their destinations as reasons they do not bike.**
- **Improved bus stops and amenities, and more bike facilities or improvements to existing bike facilities, ranked high for survey respondents.**
- **Active trip amenities can make the difference between someone biking or taking transit once or twice a week instead of driving every day.** High-quality, end-of-trip facilities such as secure bike parking, bike repair stations, e-bike charging, showers, and lockers make active trips more convenient and easier to try.
- These types of facilities are particularly important **for students and lower-income affiliates without access to vehicles**. They can be employer-provided or jointly funded for shared use for students, employees, and visitors districtwide.

GOALS ALIGNMENT

MODE SHIFT

SAFETY & COMFORT

EQUITABLE TRAVEL

COORDINATION

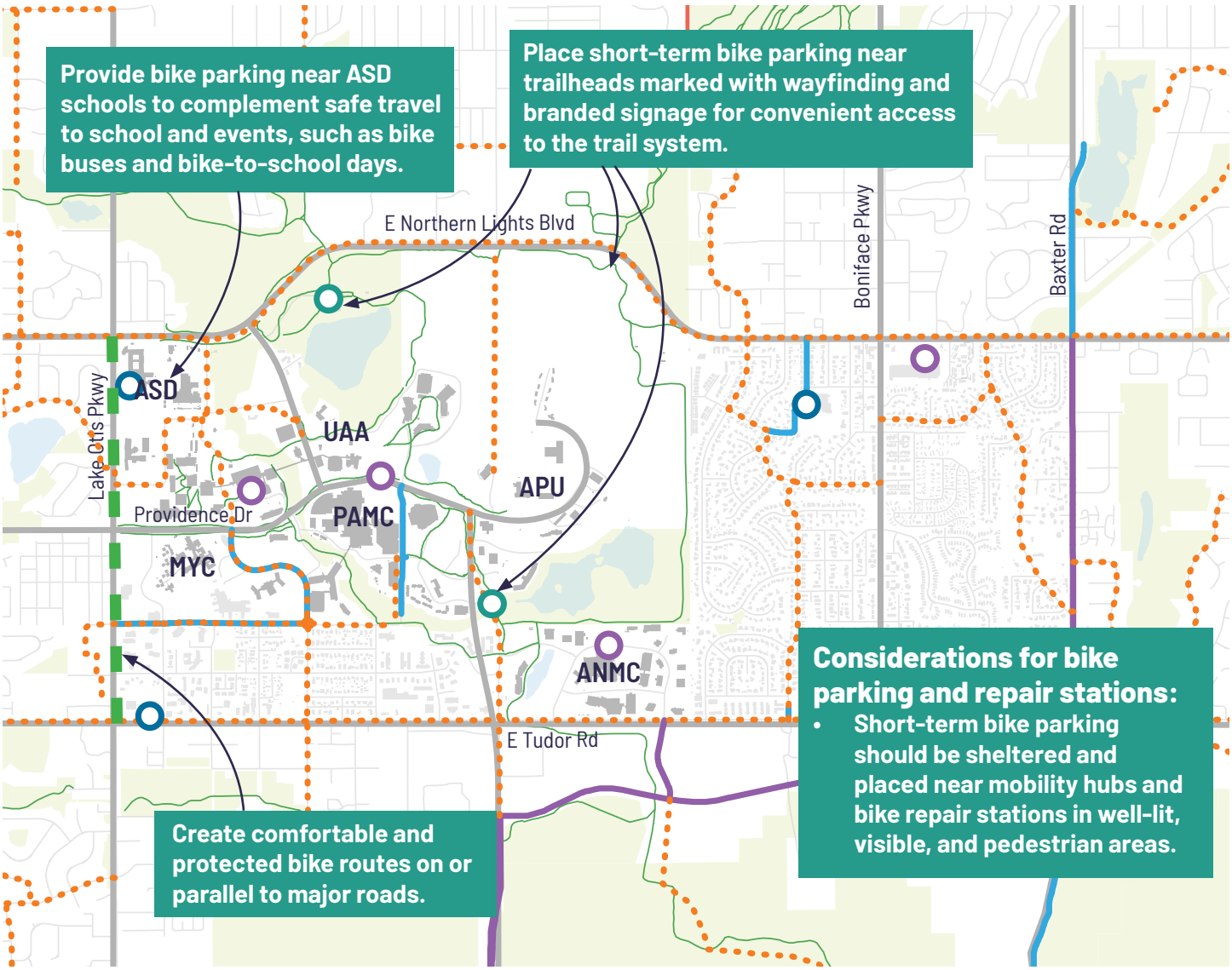
WINTER MAINTENANCE

EASY TRAVEL OPTIONS

GROWTH & VITALITY

VARIETY OF LAND USE

OPPORTUNITY AREAS



- Potential location for secure bike parking
- Potential bike parking and repair station
- Potential trail amenities and bike parking
- Potential bike lane
- Recommended bike network in AMATS Non-motorized Plan
- Existing paved shoulder
- Existing bike lane
- Existing trail

COMMUNITY SOUND OFF

> Parking at my destination is not secure. 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.

—— UMED Travel Survey comment

IMPLEMENTATION ROADMAP

Key Elements & Actions

A Standardize and expand bike parking

SHORT -TERM

- **Provide high-quality, short-term bike parking at building entrances** and at key nodes in UMED.
- **Provide secure, long-term bike parking at all major employers**. Parking should be available in a sheltered and well-lit location, preferably indoors or located within existing parking structures.
- **Provide bike parking for e-bikes, cargo bikes, and adaptive bikes**. Include e-bike charging facilities.
- **Work with MOA to calibrate updated Title 21 bike parking standards** as needed for UMED.

B Install bike repair stands

SHORT -TERM

- **Install bike repair stands** in at least one bike parking location for each major employer and at key locations throughout the district for public use, such as Goose Lake Park and/or University Lake Park.
- **Work with MOA to calibrate the updated Title 21 standards** as needed for UMED to require and/or incentivize the provision of such amenities as part of all new development.

C Provide showers and lockers

MID - TERM

- **Provide showers and lockers for employee use** at each major UMED employer's campus. For employees at smaller employers or businesses, explore shared use facility agreements.
- **Work with MOA to calibrate the updated Title 21 standards** as needed for UMED to require and/or incentivize the provision of such amenities as part of all new development.

D Provide trail improvements

MID - TERM

- **Partner with MOA, UAA, and other key stakeholders to provide additional and enhanced amenities**, such as informational signage stations, restrooms, bicycle racks and shelters, benches, trash cans, and lighting, at key nodes in the trail network, trailheads, and along trails.
- **Coordinate any such efforts with a district wayfinding study and program** (Strategy CM.4).

E Enhance transit stops

MID - TERM

- **Partner with People Mover and UMED stakeholders to improve transit stops** throughout the district.
- **Prioritize investment in transit stops on UMED's perimeter** to bring stops up to the level of maintenance and amenities within UMED.
- **Identify funding opportunities and explore innovative public-private maintenance agreements**, especially during the winter. Coordinate with Strategy PI.1.

F Support implementation of proposed revisions to Title 21 Site Access standards, ensuring future development prioritizes a pedestrian-oriented district.

MID - TERM

PRIORITY

★★☆

EXPECTED COST

Staff Support	
Startup/Capital	$$ - $$$
Ongoing	$

TARGET AUDIENCE

Students | Residents | Employees | Patients | Visitors

IMPLEMENTERS

Lead:
Core Institutions, People Mover, Developers, Property Managers

Support:
AMATS, MOA

KEY CONSIDERATIONS

Supportive Strategies:
PI.1, PI.2, PI.4, PI.7, CM.4, PP.4, PP.5, PP.7, PP.8, PP.9

Related Efforts:
Existing secure bike parking can be restricted to certain employees or user groups. MOA Title 21 parking standards. People Mover has existing cost-sharing agreements for some transit stops in UMED.

WHERE HAS IT BEEN DONE?

★ **ANTHC currently provides high-quality and secure bike parking at parking garages and buildings in UMED. In downtown Anchorage, the Linny Pacillo Parking Garage offers secure bike parking.**

TransLink (Vancouver, BC) provides a wide range of bicycle facilities to make cycling to and from the transit system easy and convenient in Metro Vancouver. Bike facilities include:

- **Bike parking garage**: Indoor facilities for customers with multiple bike racks inside.
- **Bike lockers**: Smart Lockers placed at TransLink stations for people to reserve.
- **Bike racks and repair stands**: Indoor and outdoor bike racks for short-term use.

Oregon Health & Science University (OHSU) in Portland, OR offers a free bike valet program for people traveling to campus. **Sheltered bike racks are in every parking garage. In addition, repair and pump stations are accessible 24/7 throughout the campus.**

Bike parking garage at TransLink's Burquitlam Skytrain Station

STRATEGY PI.6

Preferred Parking for Shared Rides

Provide dedicated spaces and improve incentives to make sharing of rides more convenient and attractive in UMED.

WHY IS THIS IMPORTANT?

- About 5-10% of trips in UMED are in carpools or vanpools, but **there are limited to no preferred parking spaces for shared rides throughout UMED.**
- **MOA provides vanpool group subsidies with its RideShare program through Commute with Enterprise.** In 2021, there was an average of 476 registered vanpoolers per month across all of Anchorage, down from a peak of 695 in 2018.
- **Making carpool/vanpool parking spaces more accessible and incentivizing shared rides can increase program participation.**
- **Carpool and/or vanpool-only parking spaces can be designated in premium locations within the parking lots and garages**, such as near entrances, on the first floor, or in covered areas.

GOALS ALIGNMENT

MODE SHIFT

SAFETY & COMFORT

EQUITABLE TRAVEL

COORDINATION

WINTER MAINTENANCE

EASY TRAVEL OPTIONS

GROWTH & VITALITY

VARIETY OF LAND USE

COMMUNITY SOUND OFF

In the UMED Travel Survey,

43% of respondents were interested in preferred and front-door carpool parking spaces.

4.9% **5.5%**

Carpool rate among all trips with a destination in UMED has increased from September 2021 to February 2022.

Multi-level parking garage at Southcentral Foundation.

IMPLEMENTATION ROADMAP

Key Elements & Actions

A Designate preferred carpool/vanpool parking spaces

SHORT -TERM

- **Identify and designate carpool/vanpool parking spaces at UMED parking facilities**. Disperse carpool/vanpool parking spaces across UMED district.

B Advance supportive zoning and code

LONG - TERM

- **Work with MOA to calibrate the updated Title 21 standards** as needed for UMED to require and/or incentivize the provision of a share of dedicated carpool and vanpool spaces as part of all new parking.

C Market and promote ridesharing

LONG - TERM

- **Work with UMED employers and institutions to increase marketing and promotion of ridesharing** (e.g., emphasize the benefits of carpooling during the on-boarding process).
- **Provide employee enrollment assistance** for the Enterprise RideShare program through MOA.
- **Offer one-time and ongoing incentives** for carpool enrollment and participation.
- If parking is priced, **provide free or discount parking for shared rides**.
- **Ensure that a future commute platform (Strategy CM.5) provides an internal ride-matching tool** to support the formation of UMED carpools/vanpools.

PRIORITY

★★☆

EXPECTED COST

Staff Support	👤👤👤
Startup/Capital	$
Ongoing	$

TARGET AUDIENCE

Students | Residents | Employees | Patients | Visitors

IMPLEMENTERS

Lead:
Core Institutions, Small Employers, Property Managers

Support:
AMATS, MOA

KEY CONSIDERATIONS

Supportive Strategies:
PI.4, CM.5, P.1, PP.6

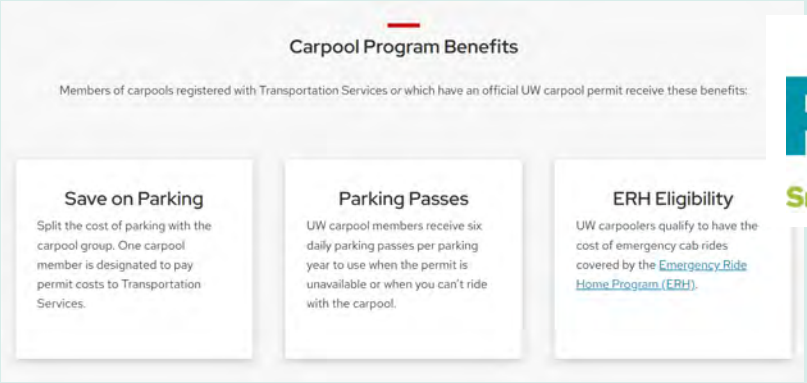
Related Efforts:
MOA Enterprise RideShare program

WHERE HAS IT BEEN DONE?

Lewis & Clark College provides **designated parking for carpool riders**. Conveniently located parking spaces are reserved for carpools from 7 a.m. to 10 a.m., Monday through Friday. Each person who purchases a carpool pass receives several complimentary parking passes for solo driving trips to campus (Portland, OR).

Expedia Group **dedicated free rideshare parking for registered carpools and vanpools at their headquarters**. Preferred parking, combined with marketing, subsidized vanpools, and rideshare matching, led to **two times the number of employees sharing rides to work in 2020 compared with 2015** (Seattle, WA).

The University of Wisconsin-Madison offers a UW Carpool Program that **provides carpool permits to employees who drive together**. Carpool permit holders are eligible for emergency ride home (ERH), and have access to flex, park-and-ride, and night permits (Madison, WI).



UW Madison faculty and staff can connect with other carpoolers on RoundTrip, a free ride matching service.

STRATEGY PI.7

Mix of Land Uses

Continue to support implementation of the UMED District Plan and other institutional plans, which prioritize a mixed-use district anchored in a variety of land uses and activities.

WHY IS THIS IMPORTANT?

- **The UMED District Plan was adopted in 2016.** This comprehensive and community-driven effort articulates a vision for mixed-use district with new housing, commercial, and retail uses to complement the existing institutional and employment anchors. A core value is to improve local connections and proximate access to daily services, while enhancing walkability and reducing vehicle trips.
- A UMED Village was emphasized in the 2016 plan as a catalyst project. **The UMED Village is a pedestrian-oriented and mixed-use area that will meet housing and retail demand and reduce reliance on cars.** The UMED Village would serve as the identifiable heart and go-to destination for residents, students, staff, and visitors.
- The UMED District Plan also includes specific goals and policies for transportation and mobility, **including a focus on design guidelines for new streets and development that maximize walkability and multimodal access.**
- Multiple institutions, such as UAA, have updated or will update their guiding master plans. **These plans offer additional opportunity to leverage new growth in support of a mixed-use and multimodal community that results in fewer vehicle trips.**
- **Community workshop attendees noted that driving is also the most convenient option for people who need to commute to work and drop off / pick up children**. There are limited daycare options in or near UMED—only ANTHC has daycare on-site, which is popular and expensive.

GOALS ALIGNMENT

MODE SHIFT

SAFETY & COMFORT

EQUITABLE TRAVEL

COORDINATION

WINTER MAINTENANCE

EASY TRAVEL OPTIONS

GROWTH & VITALITY

VARIETY OF LAND USE

COMMUNITY SOUND OFF

Several community workshop participants expressed their support for more housing in the area and suggested policy incentives given the significant amount of undeveloped land in UMED, despite the existing zoning regulations permitting mixed-uses.

Most commercial areas along UMED's periphery have wide setbacks from roadways.

IMPLEMENTATION ROADMAP

Key Elements & Actions

A Advance implementation of the 2016 District Plan

MID - TERM

- **Leverage the UMED TDM Plan and future district collaboration** to advance implementation of the 2016 UMED District Plan.
- **Incentivize efforts to bring higher density and affordable housing options** for students and employees.
- **Incentivize the UMED Village concept**, co-locating housing with new retail, restaurants, and services.
- **Prioritize in-fill development** of underutilized parking lots and near transit service.

B Advance supportive parking and TDM policy

MID - TERM

- **Support implementation of citywide reform of parking and TDM policy** and site access standards with new UMED development (Strategy PP.9).

C Implement multimodal design guidelines

LONG - TERM

- **Implement UMED District Plan design guidelines**.
- **Support implementation of institutional master plans and identify areas for collaboration** on future development, mobility programs, and design guidelines that reduce vehicle trips and promote mobility options. For example, the 2022 UAA Campus Facilities Master Plan, includes a number of supportive strategies and guidelines.
  - Density Matters, with an emphasis on co-location of uses, development in the UAA core, and creation of sub-zonal identities.
  - Providing Public and Community Access, with a focus on "enhanced connectivity and collaboration."
  - Design guidelines, that prioritize pedestrian movement over vehicles, reduce vehicle traffic in the core, reduce surface parking, move parking to the periphery and manage parking as a campus pool, and support transit access and infrastructure.

PRIORITY

★★½

EXPECTED COST

Staff Support	
Startup/Capital	$$$-$$$$
Ongoing	$

TARGET AUDIENCE

Students | Residents | Employees | Patients | Visitors

IMPLEMENTERS

Lead:
AMATS

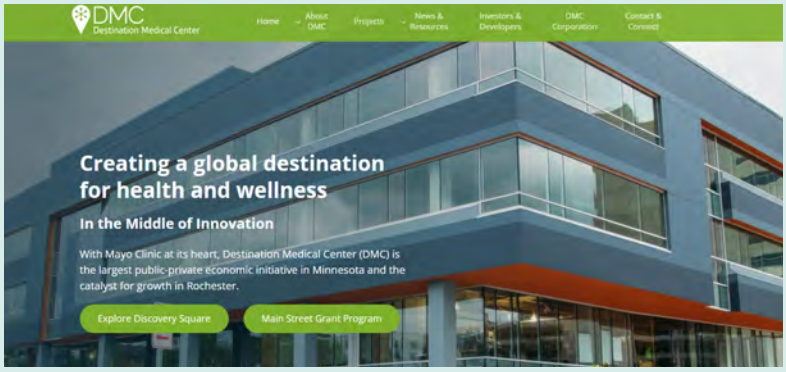
Support:
MOA, Core Institutions, Developers, Property Owners

KEY CONSIDERATIONS

Supportive Strategies:
PI.4, PI.5, PI.6, PP.6, PP.9

Related Efforts:
Policies in the 2016 UMED District Plan and UAA Campus Facilities Master Plan. Title 21 revised to support increased density, small lots, and infill development.

WHERE HAS IT BEEN DONE?



Destination Medical Center (DMC) is home to the Mayo Clinic and is the largest public-private economic initiative in Minnesota. Part of the DMC growth strategy is **supporting mixed-use developments, transit hubs, and shared mobility services within walkable distances**. Developments are grouped in sub-districts and include commercial, residential, office/research, performing arts venues, and restaurants/retail (Rochester, MN).

DMC's six sub-districts include development projects that have activated downtown Rochester to make it a global medical and mixed-use destination.

EXIT
EXIT
UMED TOMORROW
UMED TOMORROW

COMMUNICATIONS & MANAGEMENT

STRATEGY CM.1

District-based Coordination

Prioritize development of a formal agreement and/or a district-based entity to coordinate and leverage public and private resources to implement Destination UMED.

WHY IS THIS IMPORTANT?

- Multiple stakeholders within UMED and Anchorage are **already investing in transportation options**, including transit services, multimodal programs, and incentives to use non-driving modes.
- However, there is **limited effort to balance parking demand and coordinate transportation services between the major institutions and stakeholders in UMED**. As a result, mobility investments can be similar or duplicative, creating short- and long-term opportunities to coordinate.
- In addition, staffing and resources to implement TDM strategies differs depending on the **type and size of the UMED stakeholder**.
- The UMED Travel Survey indicates **21% of respondents do not know about transportation options** or are too confused to try and use them.

A formal approach for district-based coordination will:

- ✓ Allow MOA, AMATS, and other public agencies to better support on-the-ground implementation, balancing institution-specific operations and public investments.
- ✓ Coordinate and leverage UMED stakeholders to optimize both staffing and operation of transportation options, minimizing duplicative efforts and increasing buy-in for implementation.
- ✓ Dedicate staff to build capacity and accountability to advance TDM strategies.

GOALS ALIGNMENT

MODE SHIFT

SAFETY & COMFORT

EQUITABLE TRAVEL

COORDINATION

WINTER MAINTENANCE

EASY TRAVEL OPTIONS

GROWTH & VITALITY

VARIETY OF LAND USE

COMMUNITY SOUND OFF

"UMED stakeholders have sometimes agreed to partner, but other times have independent interests and priorities. [Destination UMED] could be a consensus builder.

—— Destination UMED Stakeholder Interview

Big changes will rely on UMED acting as a group. Keep meeting!

—— Community Workshop participant feedback"

Signage communicating "no University of Alaska Anchorage campus access" from A.J. Wendler Middle School.

Key Elements & Actions

A Establish an implementation working group and explore a formal agreement or Memorandum of Understanding (MOU) as a catalyst for improved coordination within UMED.

SHORT -TERM

Key actions may include:

- **AMATS and MOA convene key UMED stakeholders**, starting from the UMED Advisory Committee from this project.
- **Develop an MOU between key stakeholders**, balancing commitment with institutional autonomy and capacity of staffing/ resources.
- **Elements of an initial MOU** may include: roles and responsibilities of a working group participant, appointment of a dedicated staffer to the working group, agreement to attend "X" number of meetings per year, provision of letters of support or testimony for key strategies, and implementation support on a set of priority/pilot strategies.
- **Monitor and adjust the MOU annually.**

B Over time, transition to a formal district management entity to create long-term financial stability.

LONG - TERM

- **A formal district entity can be a Business Improvement District (BID) and/or a Transportation Management Association (TMA)**. TMAs are staffed, non-profit organizations or private-public partnerships dedicated to providing and/or promoting transportation options. TMAs can be funded through fees and memberships, parking revenues, municipal funds, grants, sponsors, and/or philanthropy.
- **A TMA's role in UMED could include**: convene stakeholders and provide technical assistance, manage or operate mobility programs or services, lead communication and marketing efforts, collect data and monitor progress of TDM strategies, and liaise with local and regional agencies.
- **Explore expansion of TMA** model to implement TDM in other Anchorage districts or neighborhoods.

PRIORITY

★★★

EXPECTED COST

Staff Support	
Startup/Capital	$ - $$
Ongoing	$ - $$

TARGET AUDIENCE

Students | Employees

IMPLEMENTERS

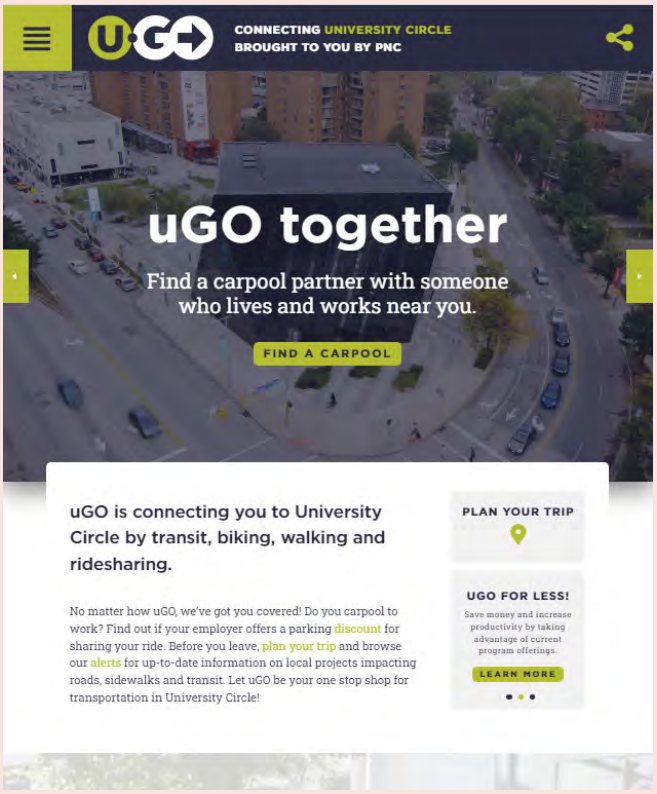
Lead:
AMATS, MOA
Support:
Core Institutions, Small Employers, Community Councils

KEY CONSIDERATIONS

Supportive Strategies:
PI.1, CM.2, CM.3, CM.4, CM.5, P.1, PP.1, PP.2, PP.3, PP.5, PP.6
Related Efforts:
UMED District Plan, Employer-based TDM programs and staffing

WHERE HAS IT BEEN DONE?

The Memphis Medical District Collaborative is **a partnership with the Downtown Memphis Commission** and is forming a TMA to coordinate TDM efforts to promote walking, biking (including bike share), public transit, and carpooling (Memphis, TN).



uGO is a TMA in University Circle neighborhood that leads implementation of the district's Transportation Action Plan. The Commuter Advantage program provides employees steep subsidies on non-driving travel options, including transit passes and a Guaranteed Ride Home program. (Cleveland, OH)

STRATEGY CM.2

Staffing & Administration

Provide staffing and resources to implement Destination UMED and advance TDM planning citywide. Collaborate with UMED stakeholders to support institutional capacity building and implementation of key TDM strategies.

WHY IS THIS IMPORTANT?

- The UMED TDM Plan includes a robust toolkit of strategies, **requiring municipal, regional, state, and institutional commitment to advance implementation**. In addition, Anchorage is in the initial stages of TDM planning on a citywide basis.
- However, **MOA, AMATS, or other public agencies do not have staff resources dedicated to support** UMED or citywide TDM efforts.
- Multiple stakeholders within UMED have staff who help manage transportation, but **few UMED institutions have formal transportation staff or departments**.
- **Efforts across UMED are disconnected and can be duplicative.** There are opportunities to coordinate and optimize resources towards the unified Destination UMED Toolkit.
- Successful and sustainable **TDM efforts in UMED will require dedicated staff and champions**. UMED and Anchorage will need staff to lead, manage, and evaluate the implementation of TDM strategies, convene stakeholders, and provide technical assistance to employers setting up their TDM strategies.

GOALS ALIGNMENT

MODE SHIFT

SAFETY & COMFORT

EQUITABLE TRAVEL

COORDINATION

WINTER MAINTENANCE

EASY TRAVEL OPTIONS

GROWTH & VITALITY

VARIETY OF LAND USE

COMMUNITY SOUND OFF

> Most [institutions currently] don't have the staffing, if they do, transportation is [only] a small part of it. We need dedicated staffing and more coordination.
>
> —– UAC Meeting Discussion

Multiple UMED stakeholders and organizations collaborating at the second meeting of the UMED Advisory Committee.

IMPLEMENTATION ROADMAP

Key Elements & Actions

A Dedicate staffing resources for TDM implementation

SHORT -TERM

- **Develop a job description for a dedicated TDM staff position** (.25-1.0 FTE), or equivalent contract services, and include the position in the MTP and/or other key planning/budget documents.
- **Allocate or secure funding for a dedicated TDM staff position.** This position may be jointly funded by MOA, AMATS, and/or other agencies. Staffing may reside within AMATS or MOA, or involve a third-party contract agreement.
- **The primary role of the staff position will be to implement Destination UMED**, as well as support other citywide efforts to implement TDM.

B Build capacity for TDM within UMED institutions

MID - TERM

- **Ensure that all UMED employers designate an Employer Transportation Coordinator (ETC)**.
- **The initial UMED workplan should focus on priority TDM strategies,** support stakeholder coordination and capacity-building within key organizations, provide technical assistance, and lead funding pursuits and grant applications.
- **Advance capacity building in each major UMED stakeholder** and employer, including designation of a Transportation Coordinator.

PRIORITY

★★★

EXPECTED COST

Staff Support	
Startup/Capital	$$
Ongoing	$$

TARGET AUDIENCE

Students | Employees

IMPLEMENTERS

Lead:
AMATS, MOA, Core Institutions

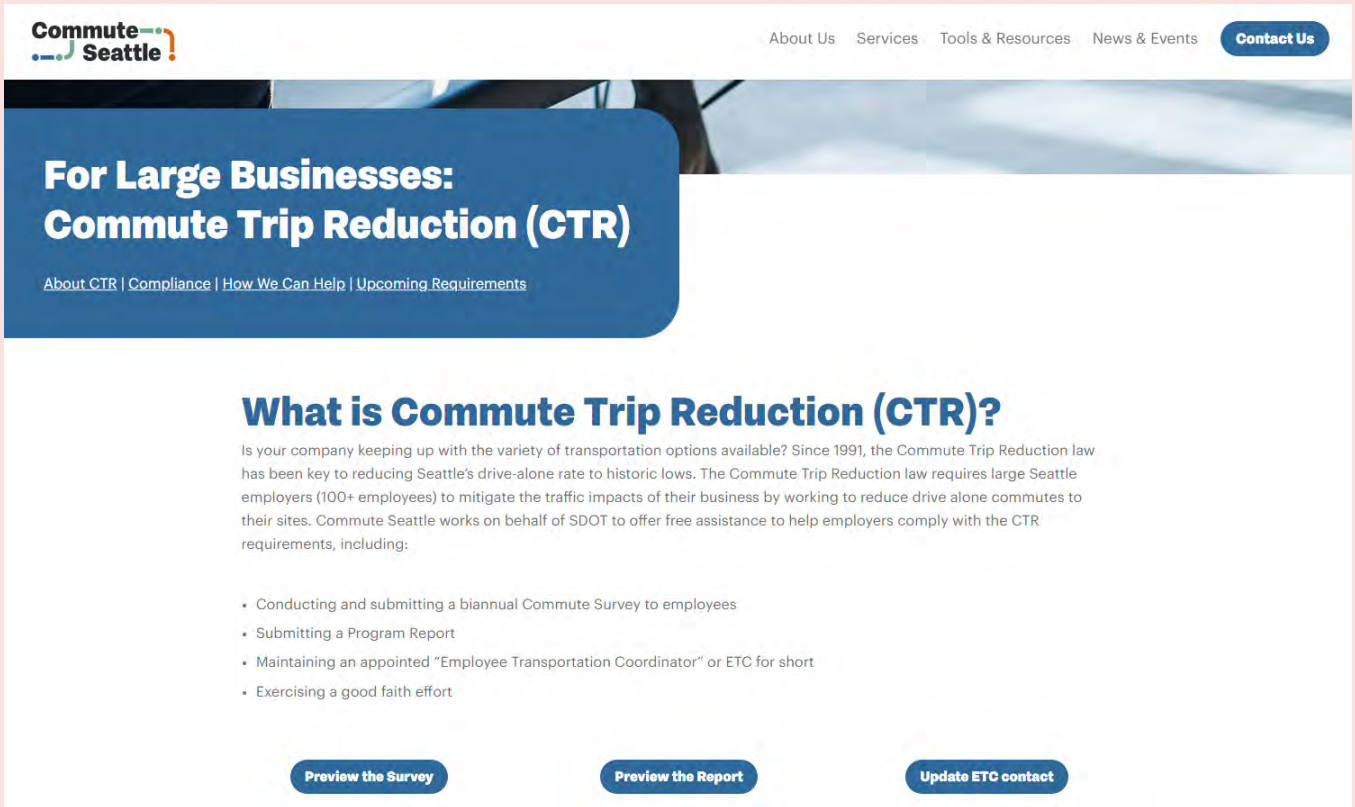
Support:
Small Employers, Community Councils

KEY CONSIDERATIONS

Supportive Strategies:
CM.1, CM.3, PP.1, PP.2, PP.3, PP.7, PP.10

Related Efforts:
MOA works with approximately 150 employers in the Anchorage commute area by providing transportation options for their employees. UAA has a Parking & Transportation department.

WHERE HAS IT BEEN DONE?



The Commute Trip Reduction (CTR) program in Washington requires employers of a certain size to fund a Transportation Coordinator and implement TDM programs for employees. **The City of Seattle provides municipal staff to run its CTR program**, as well as contracts with Commute Seattle, the local TMA, to implement many components of the CTR requirements and citywide TDM efforts. (Seattle, WA)

STRATEGY CM.3

Mobility Communications Program

Create a consistent, identifiable mobility brand for UMED. Develop coordinated communication channels and collateral to promote and educate UMED affiliates about transportation options.

WHY IS THIS IMPORTANT?

- **UMED has robust transit services and several existing TDM programs, but services can be underutilized.** In addition, some UMED affiliates may be unaware or confused by their options.
  - A quarter of UMED Travel Survey respondents do not take transit because they are unfamiliar, unsure, or feel uncomfortable with how to ride.
  - In fact, almost 1 in 10 survey respondents indicated they did not even know that transit came to UMED.
- **There is an opportunity for a coordinated approach to promotion of transit and other non-driving options.** People Mover's recent launch of the mStop app offers additional options for short- and long-term coordination on travel information.
- **A distinct UMED brand, website, and other communication platforms can augment current and future efforts** by People Mover or individual organizations to maximize use of transit, deployment of transit passes, carpooling, or simply inform about UMED's parking options.

GOALS ALIGNMENT

MODE SHIFT

SAFETY & COMFORT

EQUITABLE TRAVEL

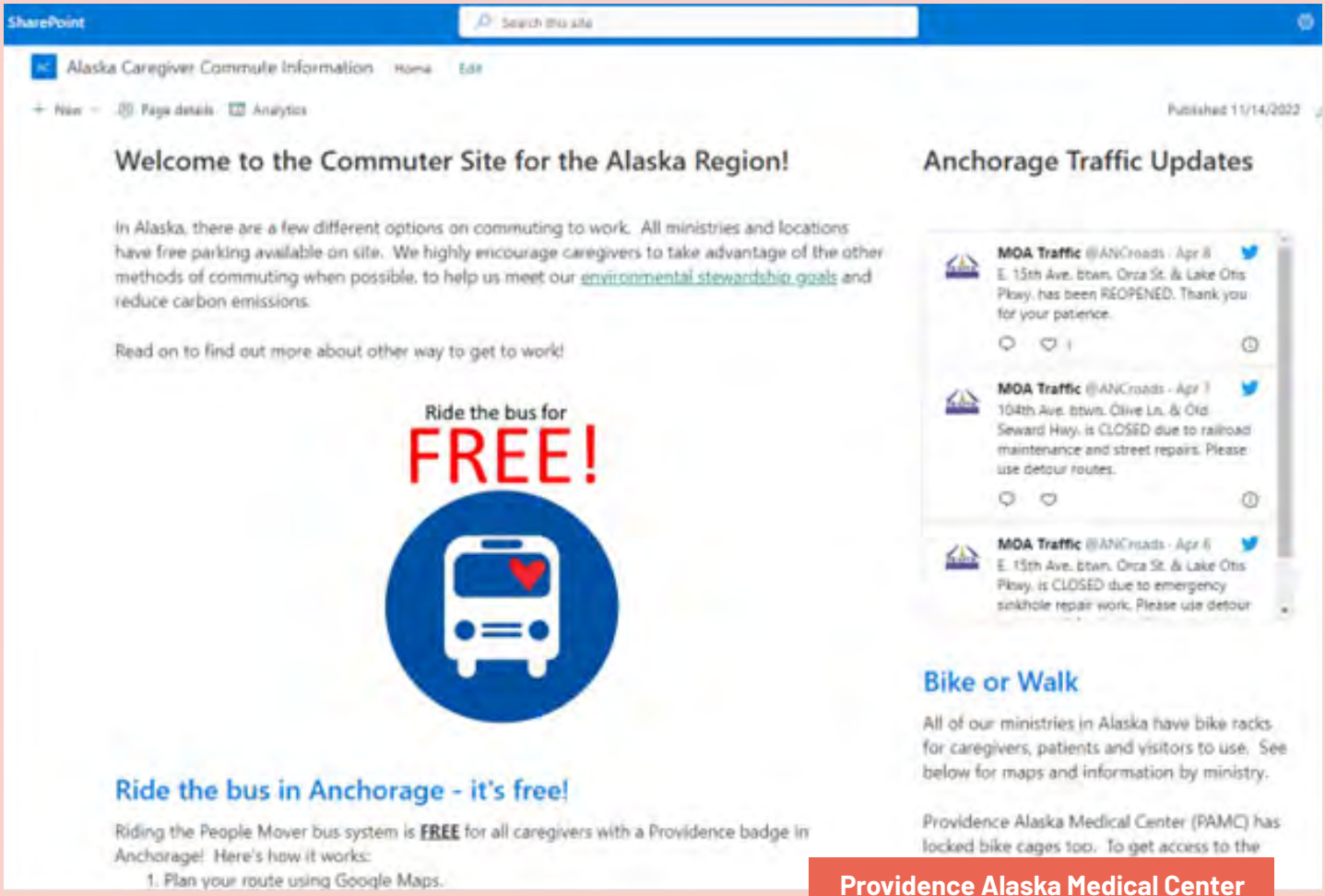
COORDINATION

WINTER MAINTENANCE

EASY TRAVEL OPTIONS

GROWTH & VITALITY

VARIETY OF LAND USE



Providence Alaska Medical Center promotes its travel options and bike parking locations on an internal SharePoint site.

COMMUNITY SOUND OFF

"I don't know how to figure out which buses go from my house to work.

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. The fear of doing it wrong has kept me from attempting lest I encounter embarrassment."

—— UMED Travel Survey comments

IMPLEMENTATION ROADMAP

Key Elements & Actions

A Create brand and collateral

SHORT -TERM

- Building on the "Destination UMED" project brand, **create an official "TDM and mobility" brand and style guide** to support communication, marketing, and education.
- **Under this unified brand, develop and distribute a suite of mobility collateral**, ranging from fact sheets and FAQs to travel resources like "Welcome Packets," maps, bike lights, water bottles, hats, reflective gear, or umbrellas.

B Create a website and other communication channels

MID - TERM

- Set-up a **UMED mobility website and social media channels** to serve as a communications and resource center.
- **Develop a coordinated communications strategy with key stakeholders**, such as People Mover and its mStop app, APU, PAMC, ANTHC, and UAA, around mobility and implementation of the TDM Plan, including a consistent approach for press releases, social media, events and pop-ups, incentives and promotions, commute cost-calculators, parking options, and special events or seasonal campaigns.
- **Develop and host mobility events** where people can ask questions about transportation options and meet others who want to explore non-car commute options. Prioritize events in Fall and Spring when students are back in school.

C Support employer-led marketing

LONG - TERM

- Support UMED employers and Community Councils to **improve onboarding for new employees, students, or residents to mobility programs and services**.
- **Supplement existing employer programs** with technical assistance from dedicated TDM staff.

STRATEGY CM.3

PRIORITY

★★½

EXPECTED COST

Staff Support	
Startup/Capital	$$ - $$$
Ongoing	$$

TARGET AUDIENCE

Students | Residents | Employees | Patients | Visitors

IMPLEMENTERS

Lead:
AMATS, MOA, Core Institutions

Support:
People Mover, AK DOT&PF, Small Employers, Community Councils

KEY CONSIDERATIONS

Supportive Strategies:
CM.1, CM.2, CM.4, CM.5, PI.1, PI.4, PP.1, PP.2, PP.7, PP.10

Related Efforts:
People Mover mStop app. PAMC uses an internal web platform to promote transportation. UAA Parking & Transportation website.

WHERE HAS IT BEEN DONE?

Bike to Work Day is a **recognized and branded challenge in various locations** that encourage people to commute to work and build a sustainable travel habit (multiple locations).

The Stanford Research Park TMA **(SRPGO)** provides commuters with transportation options and non-driving commute incentives. The SRPGO website serves as a one-stop resource center for all Research Park employers, connecting employees to Guaranteed Ride Home, rewards for logging non-car trips, shuttle services, carpool matching, and trip-planning assistance (Palo Alto, CA).

STRATEGY CM.4

Mobility Wayfinding & Signage Program

Improve and standardize mobility wayfinding to reinforce UMED's brand, promote transportation options, and support navigation within and around UMED.

WHY IS THIS IMPORTANT?

- Currently, **several major institutions in UMED have unique signage and wayfinding to their campus destinations. Wayfinding is inconsistent, duplicative, and can be confusing, especially for UMED visitors**.
- **Existing wayfinding is also limited and often only provides wayfinding for drivers**.
- Public feedback from each of the Destination UMED workshops noted that **networks of trails and multi-use paths throughout UMED can be challenging to navigate**.
- **Wayfinding could be an easy "quick win" to jumpstart collaboration**. Installation and maintenance of bus shelters by People Mover and UAA, as existing wayfinding efforts in UMED (ANTHC's Tinitun App) and citywide (People Mover mStop app), provide a strong starting point.

Improving and standardizing wayfinding can:

- ✓ Communicate travel options for all modes
- ✓ Reduce confusion for visitors to UMED, especially if they do not visit often
- ✓ Make it easier to find available parking
- ✓ Promote usage of UMED's trail network
- ✓ Improve safety by guiding user to paths that have been cleared of snow and ice during the winter
- ✓ Build the UMED district identity and brand

GOALS ALIGNMENT

MODE SHIFT

SAFETY & COMFORT

EQUITABLE TRAVEL

COORDINATION

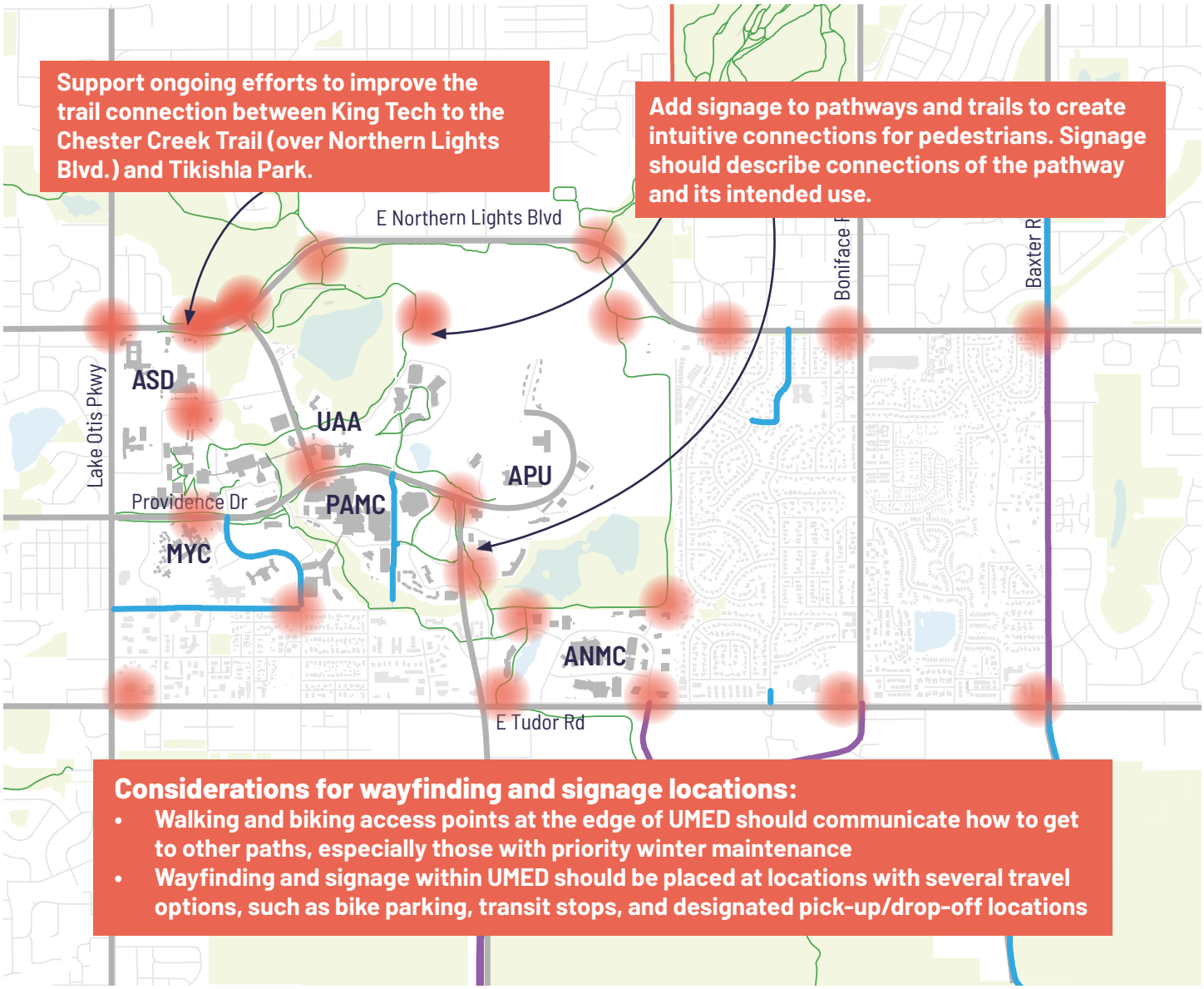
WINTER MAINTENANCE

EASY TRAVEL OPTIONS

GROWTH & VITALITY

VARIETY OF LAND USE

OPPORTUNITY AREAS



COMMUNITY SOUND OFF

> Signage to direct people to Providence Hospital is very poor.
>
> More pedestrian passages and signs should be added, and the traffic flow should be properly limited, so that it is safer.
>
> —— UMED Travel Survey comments

IMPLEMENTATION ROADMAP

Key Elements & Actions

A Complete a district wayfinding study

MID - TERM

- UMED should conduct **a coordinated district wayfinding study**. The study should identify **paths of travel for all modes**, specific conflict points/locations in and around UMED, nodes for decision points and guidance, winter design considerations, brand and visual elements, and suite of static and digital wayfinding platforms.
- Build upon the Anchorage Trails Wayfinding Plan, spearheaded by the Trails Initiative, as background and to integrate branding and principles into UMED.
- Evaluate **which non-motorized amenities could be shown on a map for public use** (e.g., bike parking, emergency locators, bike repair and maintenance stations, bike shops).
- Identify and secure funding for pilot program.

B Pilot a wayfinding program

MID - TERM

- Pilot a wayfinding program based on outcomes of the wayfinding study, targeting priority streets and paths of travel.
- **Conduct a pre-pilot survey**. This can be online or intercept surveys/engagement at identified conflict points from study.
- Establish **a pilot timeline of 12 months to cover different seasons**.
- Conduct a post-pilot survey to assess efficacy and opportunities for expansion.

PRIORITY

★★★

EXPECTED COST

Staff Support	
Startup/Capital	$$$
Ongoing	$

TARGET AUDIENCE

Students | Residents | Employees | Patients | Visitors

IMPLEMENTERS

Lead:
AMATS, MOA, Core Institutions

Support:
People Mover, Smaller Employers, Developers, Property Managers

KEY CONSIDERATIONS

Supportive Strategies:
PI.1, PI.2, PI.4, PI.5, CM.1, CM.3, CM.5, PP.4, PP.5, PP.6, PP.10

Related Efforts:
Anchorage Trails Wayfinding Plan; ANTHC's wayfinding app Tinitun; People Mover mStop app; Institutional wayfinding programs and signage standards

WHERE HAS IT BEEN DONE?

Destination Medical Center is an initiative that promotes downtown Rochester as a global medical destination and has **branded maps and wayfinding tools to assist anyone visiting the area** (Rochester, MN).

Indianapolis Cultural Trail helps visitors orient themselves with **signage and maps of trails, attractions, art, shopping, and historical landmarks** (Indianapolis, IN).

District-branded signage marking the Indianapolis Cultural Trail guides visitors.

STRATEGY CM.5

Mobility Management Platform & Services

Provide a digital, one-stop platform for travel and parking information, trip planning, communication and marketing, and TDM program management.

WHY IS THIS IMPORTANT?

- **Among survey respondents, driving alone is the primary travel mode (76% of all trips)**, but about two-thirds of respondents would prefer to travel in other ways for some of their trips.
  - Potential transit riders indicated feeling uncomfortable/unsafe taking transit, not knowing how to take transit, and not knowing there was transit to/from UMED.
- **Respondents indicate a desire for more information via new technology** – 46% of survey respondents ranked a web/mobile app that allows to easily pay for parking, renew permits, and track parking activities as a top investment priority.

GOALS ALIGNMENT

MODE SHIFT

SAFETY & COMFORT

EQUITABLE TRAVEL

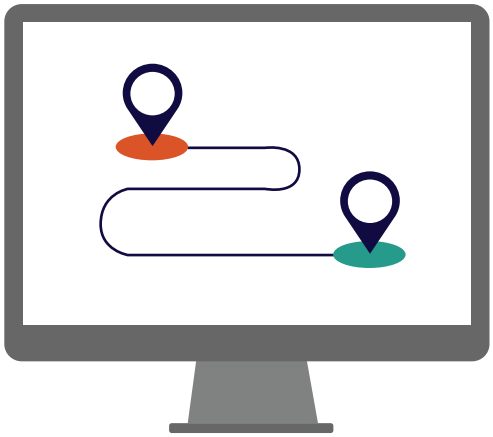
COORDINATION

WINTER MAINTENANCE

EASY TRAVEL OPTIONS

GROWTH & VITALITY

VARIETY OF LAND USE



A centralized, digital platform can:

- Provide information as a "one-stop shop" for transportation options
- Overcome information and comfort barriers
- Facilitate distribution of incentives or match potential carpool riders
- Communicate and market services through events or challenges
- Be a platform for feedback and surveys
- Be offered as either a website, smartphone app, or both

COMMUNITY SOUND OFF

45%

of UMED Travel Survey respondents ranked a web or mobile app that would help facilitate carpool matching as a top priority.

"I'd be happy to pick up anyone who works in the area if I knew where they lived and when they worked.

As soon as possible links to the web and mobile apps that can help carpool with other staff or students who live near me."

—— UMED Travel Survey comments

IMPLEMENTATION ROADMAP

Key Elements & Actions

A Transition a UMED mobility website (Strategy CM.3) to a centralized commute management platform.

SHORT -TERM

- **Coordinate with People Mover as they update their mStop app**. Explore integration and expansion to other districts in Anchorage, or for the whole city/region.
- As needed, develop a request for proposals and select a vendor to **develop and implement a UMED mobility platform**. Define key program features and desired modules. Potential elements may include:
  - Travel information and collateral, including employer toolkits and Welcome Packets
  - Carpool/vanpool + travel buddy matching services
  - Guaranteed Ride Home services and incentives/vouchers
  - Incentives distribution and management
  - Promotions, communications, and challenges
  - Individualized trip planning

PRIORITY

★☆☆

EXPECTED COST

Staff Support	👤👤👤
Startup/Capital	$$$
Ongoing	$$ - $$$

TARGET AUDIENCE

Students | Residents | Employees

IMPLEMENTERS

Lead:
MOA, AMATS, People Mover

Support:
Core Institutions

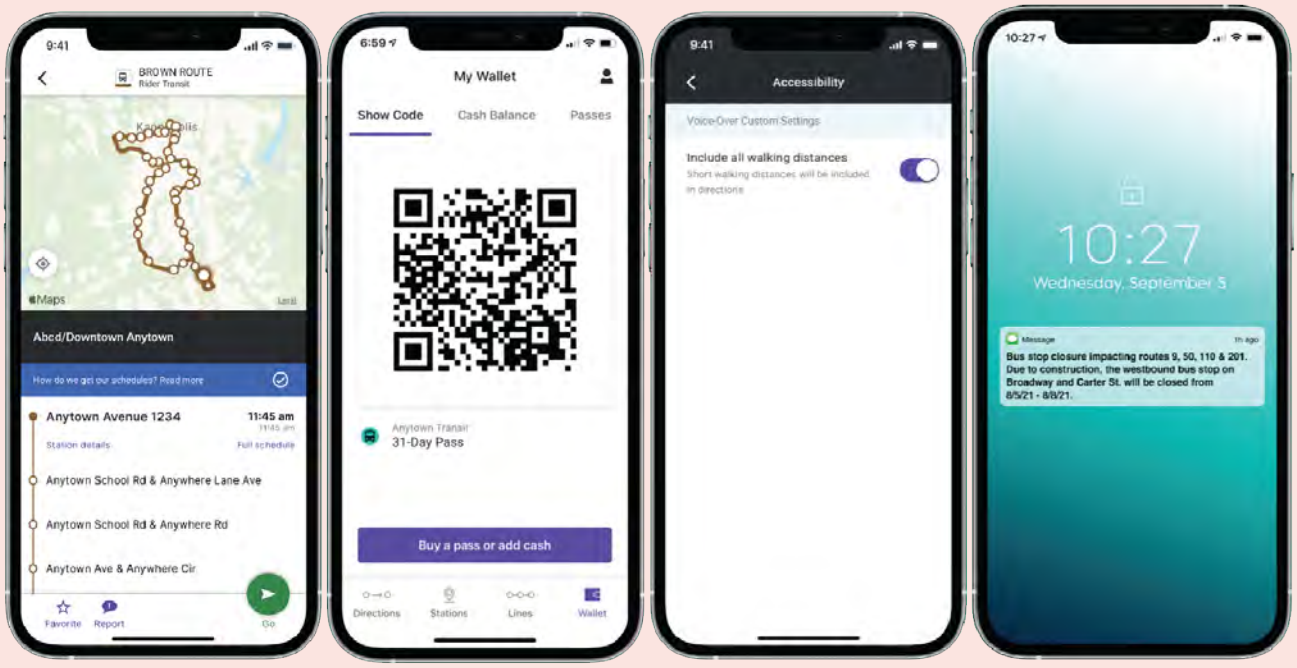
KEY CONSIDERATIONS

Supportive Strategies:
CM.1, CM.2, CM.3, CM.4, PI.1, PP.1, PP.2, PP.3, PP.5

Related Efforts:
People Mover mStop app; ANTHC's wayfinding app Tinitun; MOA RideShare vanpool program; MOA and AK DOT&PF winter maintenance maps; UAA Passport parking app; PAMC internal web platform

WHERE HAS IT BEEN DONE?

City Go Boise, the local TMA, has created the **Umo Mobility App**. Umo allows users to find travel information, plan their trip, pay for transit, hail an Uber/Lyft and pay with their saved pass, and pay for parking at public garages (Boise, ID).



The Umo Mobility App supports trip planning, real-time transit notifications, payments, and accessible communication options in over 40 languages.

PRICING

STRATEGY P.1

Parking Pricing & Management

Continue to support the use of priced parking and financial incentives to efficiently manage peak parking demand, operate parking assets, and incentivize the use of other modes.

WHY IS THIS IMPORTANT?

- **There is substantial parking throughout the UMED District, an estimated 18,000 spaces, and most of it is free**.
- Certain lots or garages may fill up, but **even when UMED is busy there are underutilized spaces across the district**.
- **Currently, UAA is the only UMED institution that has priced parking**. UAA's permit system includes hourly/daily visitor parking, semester and annual parking permits, and special event permits. UAA also utilizes pay-by-phone technology through Passport Parking.
- In UMED, **priced parking should be the decision of individual stakeholders, yet can be designed to support more efficient use of UMED's plentiful parking supply through shared agreements** (Strategy PP.6).

Priced parking is a proven TDM strategy to reduce parking demand, incentivize use of other modes, and provide a funding stream for multimodal travel and TDM programs.

GOALS ALIGNMENT

MODE SHIFT

SAFETY & COMFORT

EQUITABLE TRAVEL

COORDINATION

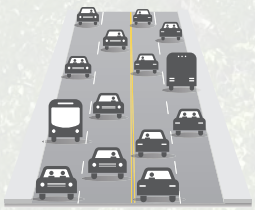
WINTER MAINTENANCE

EASY TRAVEL OPTIONS

GROWTH & VITALITY

VARIETY OF LAND USE

COMMUNITY SOUND OFF



37% of UMED Travel Survey respondents ranked priced parking to manage peak vehicle trips and reduce congestion as a high priority investment.

Signage indicating parking permit or payment required at University of Alaska Anchorage.

IMPLEMENTATION ROADMAP

Key Elements & Actions

A Expand paid parking in UMED

MID - TERM

- **MOA and AMATS should work with stakeholders, property owners, and employers** to support paid parking programs as appropriate.
- **Facilitate coordination between wayfinding, technology, and payment systems** to create a seamless, user-friendly experience.

B Explore and implement innovative pricing approaches to priced parking in UMED, including:

MID - TERM

- **Transition away from use of monthly/annual permits to daily parking**. Annual or monthly passes encourage people to "get their money's worth" and drive each day. By contrast, daily parking permits allow flexibility for different seasons, work schedules, or travel preferences. People who drive infrequently pay less to park than if they drive on a regular basis.
- **Scale parking rates depending on employee incomes** to make transportation an affordable and proportional expense.
- **Provide parking "cash out," offering people who do not drive or forgo a permit the cash equivalent of the permit cost**.
- **Work with MOA to calibrate Title 21 to require unbundled parking for all new development in UMED**. Unbundled parking separates the cost of parking within a lease or rental agreement, allowing tenants to choose to pay for parking only if they drive.

C Where applicable, advance on-street parking management within UMED

LONG - TERM

- **Curb management is critical to ensure turnover of spaces and facilitate multiple uses and modes at the curb**. Best practices include:
  - Set target rates for utilization to ensure consistent availability and minimize parking spillover in key areas.
  - Potential tools include parking pricing, time limits, loading/delivery/ride share/transit zones, and residential permit programs that mitigate impacts and costs to UMED residents.
- **Parking reform and curb management practices are most effective when coordinated with citywide efforts**.

D Explore a parking district model

LONG - TERM

- Parking can be managed centrally, and **net parking revenue utilized to fund mobility improvements and TDM programs**.

PRIORITY

★☆☆

EXPECTED COST

Staff Support	👤👤👤
Startup/Capital	$$$
Ongoing	$$ - $$$

TARGET AUDIENCE

Students | Residents | Employees

IMPLEMENTERS

Lead:
Core Institutions

Support:
MOA, AMATS

KEY CONSIDERATIONS

Supportive Strategies:
CM.1, CM.2, CM.3, CM.4, PI.1, PP.1, PP.2, PP.3, PP.5

Related Efforts:
People Mover mStop app; ANTHC's wayfinding app Tinitun; MOA RideShare vanpool program; MOA and AK DOT&PF winter maintenance maps; UAA Passport parking app; PAMC internal web platform

WHERE HAS IT BEEN DONE?

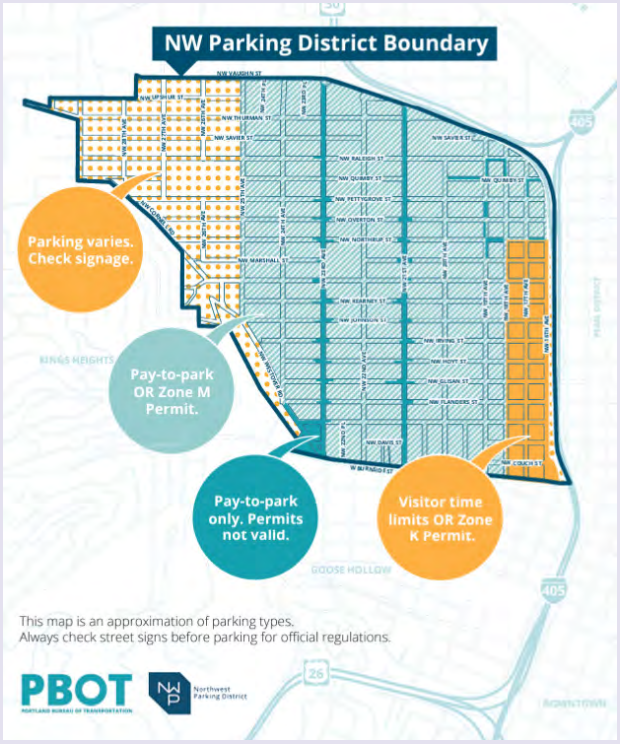
★ **UAA uses priced parking for hourly/daily visitors, semester/annual affiliates, and special events. UAA uses both app-based payment and payment kiosks. (Anchorage, AK)**

uGO **manages several shared parking facilities** through employee permits and short-term parking options for visitors (Cleveland, OH).

OHSU **offers daily parking for employees with a sliding scale based on employee income**. OHSU also provides a small incentive per day to employees who do not drive (Portland, OR).

Seattle Children's Hospital **offers discounted transit passes and daily cash bonuses** on days employees use non-car modes to commute (Seattle, WA).

Portland's Northwest Parking District **uses revenue from meter parking and permit parking to fund transportation projects and programs**. This includes the Transportation Wallet, a collection of passes and credits for use on the city's transit, bikeshare, e-scooters, and carshare. (Portland, OR)



Portland's NW Parking District utilizes parking revenue to reinvest in district transportation programs for employees and residents.

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Welcome to Our Tobacco-Free Campus

POLICIES & PROGRAMS

STRATEGY PP.1

Mobility Monitoring & Reporting

Establish a consistent monitoring and reporting program to assess programs, document impacts, and share out performance publicly. Calibrate policies and programs accordingly.

WHY IS THIS IMPORTANT?

- **TDM is a "living" process**, requiring consistent assessment and periodic adjustments.
- **Destination UMED has identified a set of collective values, goals, and performance measures to guide TDM implementation**.
- **In addition, individual organizations have prioritized similar goals**. For example, PAMC has a goal to become carbon negative by 2030. In 2019, employee commuting represented 16% of PAMC's total emissions—the third largest contributor.
- **Adopting formal TDM goals and performance measures for UMED is crucial to long-term success**. The framework in Chapter 5 of the Destination UMED TDM Plan anchors the plan, reinforces collective goals, establishes a consistent process to integrate TDM into UMED planning and culture, and enables measurement of impacts and areas for ongoing improvement.
- **Consistent reporting ensures transparency and stakeholder support**.

GOALS ALIGNMENT

MODE SHIFT

SAFETY & COMFORT

EQUITABLE TRAVEL

COORDINATION

WINTER MAINTENANCE

EASY TRAVEL OPTIONS

GROWTH & VITALITY

VARIETY OF LAND USE

The UMED Travel Survey offered the first snapshot of travel behaviors on a district-wide level. Capturing how people currently travel creates a baseline to make improvements and build a library of performance measures. A survey also provides a direct opportunity to give feedback, creating a more transparent route of communication.

COMMUNITY SOUND OFF

> We don't track [performance indicators] today, our focus on transportation is new. The [UMED Travel Survey] is the first time these indicators are tracked. We mostly look at ease of commute for patients, and don't do anything for employees, so [tracking indicators] is new and good.
>
> —– UAC Meeting Discussion

IMPLEMENTATION ROADMAP

Key Elements & Actions

A As proposed in Chapter 5 of TDM Plan, finalize TDM goals and performance measures, including specific mode share targets

SHORT -TERM

- **Continue to align targets with other planning goals** such as People Mover ridership and citywide climate/sustainability goals.

B Establish a consistent travel survey

MID - TERM

- **Coordinate an annual or biannual UMED Travel Survey** to document changes in travel behaviors, attitudes, and preferences among user groups.
- **Surveys could be led by each institution or conducted districtwide** by dedicated TDM staffing (Strategy CM.2).

C Refine or create the necessary infrastructure, methods, or process to consistently collect and assess other key data points, including:

LONG - TERM

- Traffic data (ADT/AADT) on UMED streets and adjacent arterials
- Multimodal count data, utilizing tubes or manual counts for pedestrian and bicycle traffic at least once per year in key locations (see Chapter 6 of AMATS Non-Motorized Plan)
- Transit ridership (People Mover and shuttles) by route and stop
- Bicycle parking inventory, occupancy, and quality
- Population by affiliate group
- Collisions by corridor and intersection
- TDM program and incentive participation

D Implement annual reporting and monitoring

LONG - TERM

- **Use the UMED travel survey and other data to assess progress over time towards TDM program goals and performance.** Review periodically with district partners.
- Create and issue an **Annual Report on Progress**.

PRIORITY

★★★

EXPECTED COST

Staff Support

Startup/Capital $

Ongoing $

TARGET AUDIENCE

Students | Residents | Employees | Patients | Visitors

IMPLEMENTERS

Lead:
AMATS, MOA, AK DOT&PF, Core Institutions

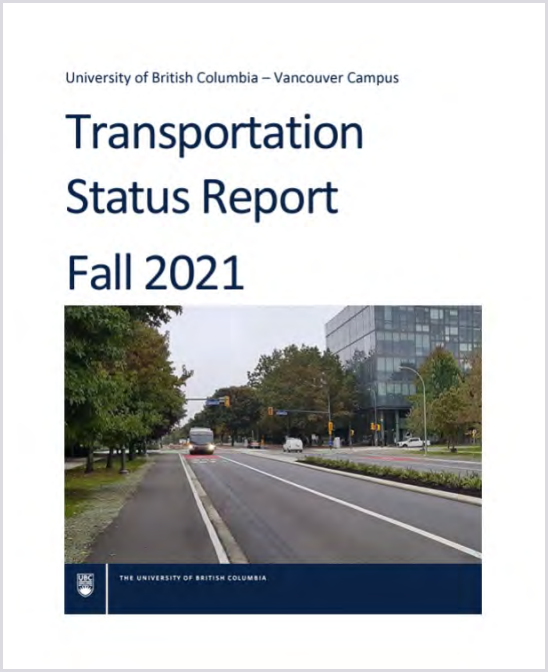
Support:
People Mover, Small Employers, Community Councils

KEY CONSIDERATIONS

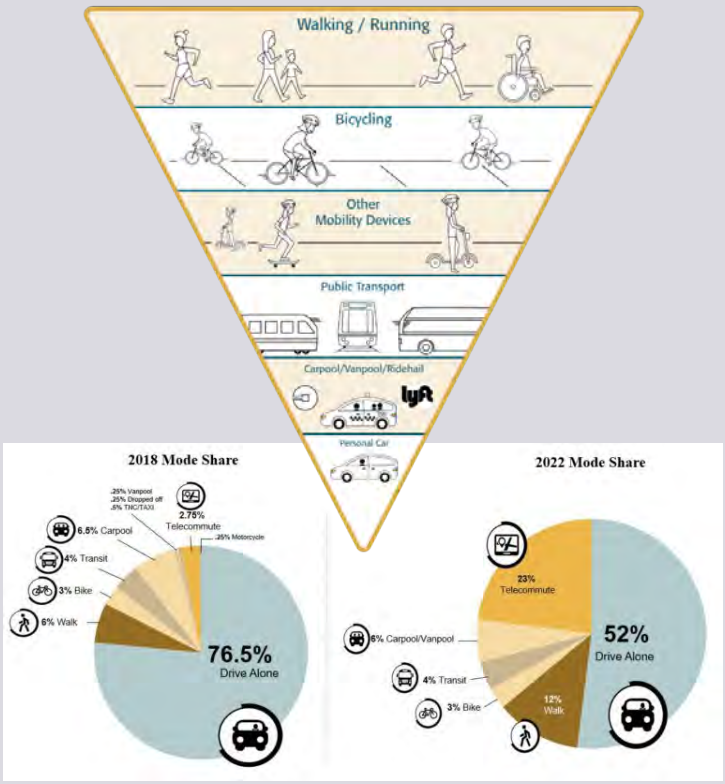
Supportive Strategies:
CM.1, CM.2, CM.3, CM.5, PP.2

Related Efforts:
PAMC conducts annual employee commute survey; UAA occasionally conducts student surveys; Public agencies collect data on transportation system throughout Anchorage

WHERE HAS IT BEEN DONE?



The **University of British Columbia (UBC)** established 2040 targets for mode split, reduction in SOV trips, and daily traffic levels below a set threshold. Their Annual Transportation Status Report summarizes transportation data and tracks how the campus is performing on its three target areas. (Vancouver, BC)



MoveVU **is Vanderbilt University's** strategic transportation and mobility plan to reduce the drive alone rate for commuters to campus from 77% to 55% over a 7-year time frame and have 80% of trips on campus be by walking or biking. (Nashville, TN)

STRATEGY PP.2

Mobility Passes & Incentive Program

Expand use and awareness of U-Pass transit program in UMED. Explore new and innovative approaches to districtwide mobility passes and incentives.

WHY IS THIS IMPORTANT?

- **One of the best ways to shift drive alone trips is to offer financial incentives**. Deeply discounted transit passes support equitable access for lower-income students, residents, and employees. Passes also nudge interested, but hesitant, users to try a new mode for some of their trips.
- **UAA, PAMC, and APU all participate in the People Mover U-Pass program, which provides free transit to employees or students**. ASD get discounted transit rides via the Youth Connect and Class Pass programs. These institutions have some of the highest pass participation in Anchorage, though ridership dropped in response to the COVID-19 pandemic.
- **U-Pass contracts are negotiated organization by organization and are typically year-to-year**. An Employer Sponsored Pass (ESP) is also offered for Anchorage employers and is negotiated on an ad hoc basis. There is potential to adjust this process for UMED, especially if the U-Pass was designed for districtwide eligibility. Several UMED employers, big and small, do not participate in the program.
- **UAA faculty, staff, and students also get free rides on Valley Transit and its services between Downtown Anchorage and Mat-Su**.
- The UMED Travel Survey indicates that about **1 in 10 UMED affiliates are not aware of the transit services in UMED**, much less the U-Pass program within their organization. However, among survey respondents who would prefer to travel in other ways that do not involve driving alone, the most popular alternative is People Mover (25%).
- **Discounted transit passes are increasingly combined with other mobility incentives to give recipients greater flexibility and options that suit their individual trip needs**.

GOALS ALIGNMENT

MODE SHIFT

SAFETY & COMFORT

EQUITABLE TRAVEL

COORDINATION

WINTER MAINTENANCE

EASY TRAVEL OPTIONS

GROWTH & VITALITY

VARIETY OF LAND USE

COMMUNITY SOUND OFF

49% of UMED Travel Survey respondents ranked a rewards program for taking trips by transit, biking, walking, carsharing, ridesharing, and telecommuting as a high priority investment.

A People Mover bus stop with route and schedule information in front of Wendy Williamson Auditorium.

IMPLEMENTATION ROADMAP

Key Elements & Actions

A Expand use and awareness of the current U-Pass program

SHORT -TERM

- **Encourage higher U-Pass program participation** among major UMED employers.
- **Work with People Mover to promote awareness and use** through marketing channels, information, FAQs, events, and collateral to each eligible organization.
- **Prioritize use of the People Mover mTicket app for U-Pass use**.
- **Assess U-Pass and ESP pricing and terms**, especially for smaller employers.

B Explore creation and distribution of a district-based U-Pass program and other incentives to promote non-driving trips:

MID - TERM

- **A district-based U-Pass program could expand eligibility to a larger UMED affiliate market**, including employees at smaller businesses and residents within UMED. Such district-based passes are typically funded and negotiated in a collective manner by stakeholders, employers, property owners, and/or public agencies.
- **Partner with employers to pilot a pay-not-to-drive program**, potentially offering financial incentives for employees that use non-car modes to commute.
- **Develop commute challenges or host pop-up events** such as bike-to-work days and offer financial incentives or prizes for participation.

C Explore other innovative pass and rewards programs, such as:

LONG - TERM

- **A UMED "mobility wallet" for all UMED employees and residents would combine passes and payment for mobility services at a subsidized rate**, including transit (U-Pass) and future carshare, bikeshare, scooters, and/or rideshare services.
- **Assess even steeper discounts for low-income populations**.

PRIORITY

★★½

EXPECTED COST

Staff Support	👤👤👤
Startup/Capital	$-$$
Ongoing	$$-$$$

TARGET AUDIENCE

Students | Residents | Employees

IMPLEMENTERS

Lead:
AMATS, MOA, People Mover, Core Institutions

Support:
Small Employers, Community Councils

KEY CONSIDERATIONS

Supportive Strategies:
CM.1, CM.2, CM.4, CM.5, PP.1, PP.4, PP.5, PP.7, PP.8

Related Efforts:
People Mover U-Pass, ESP, Youth Connect, and Class Pass programs

WHERE HAS IT BEEN DONE?

The C-Pass program **provides eligible downtown workers free, unlimited access** to the entire Central Ohio Transit Authority (COTA) bus system, bike share, and a Guaranteed Ride Home in case of an emergency. C-Pass is funded by participating property owners in the Capital Crossroads Special Improvement District and the Mid-Ohio Regional Planning Commission. (Columbus, OH)

The Transportation Wallet provides **package of discounted passes and credits for use on transit, streetcar, bike share, and scooters** (~$900 value for $99). Several types of wallets are available based on geographic area and income level. Wallets are partially funded by a surcharge on residential/employee parking permits. Parking permits can also be traded in for free mobility wallets. (Portland, OR)

Metro offers a Residential Pass for multifamily developments of 10+ units. **Properties that purchase one pass per unit will be eligible for an 88% discount.** Property managers must commit to one year and one per unit. Passes can be covered by the property management or charged back to the resident at no more than the discount value. (Minneapolis, MN)

Bike Love is a pilot program by the Palo Alto TMA that offers **daily incentives of $5/day (up to $600/year) for non-driving trips** to work or transit. (Palo Alto, CA)

Columbus' C-Pass program incentivizes downtown workers to travel without a car.

Portland's Transportation Wallet incentivizes travel by a variety of modes.

STRATEGY PP.3

Guaranteed Ride Home Program

Provide a Guaranteed Ride Home (GRH) program for UMED employees who walk, bike, carpool, or take transit.

WHY IS THIS IMPORTANT?

- **In UMED, no employers provide a formal GRH program to their non-driving employees in the event of an emergency or illness**. Anchorage's RideShare vanpooling participants have access to GRH services.
- **Many UMED affiliates indicate they drive so they have the flexibility to go home, do school pick-ups, or run errands as needed**. Two of the top four reasons for driving alone among UMED survey respondents are the need to have a car for errands or other trips (43%) and wanting a car for potential emergencies (29%). Almost 10% of survey respondents indicated that subsidized ride-hailing services would be one of their preferred mobility improvements.
- **A formal UMED GRH program can provide a limited number of subsidized rides per year to non-driving employees who need to get home due to an unforeseen event**. Having this option provides flexibility, reduces an individual's transportation costs, and breaks down barriers to trying new modes for some trips.

GOALS ALIGNMENT

MODE SHIFT

SAFETY & COMFORT

EQUITABLE TRAVEL

COORDINATION

WINTER MAINTENANCE

EASY TRAVEL OPTIONS

GROWTH & VITALITY

VARIETY OF LAND USE

COMMUNITY SOUND OFF

Attendees at the second Community Workshop noted that Guaranteed Ride Home and/or employer-provided fleets would give people the assurance and flexibility they need if they choose not to drive to work.

A taxi cab staging area located on Alaska Native Tribal Health Consortium's campus.

IMPLEMENTATION ROADMAP

Key Elements & Actions

A Establish program features

SHORT -TERM

- **Coordinate with People Mover, MOA, and AMATS** to identify an administrator for a UMED GRH program.
- **Define program parameters** including eligibility, service zones, number of monthly or rides per user, and size and maximum of discount or subsidy.
- **Work with TNC and taxi companies** to establish program parameters and methods for payment and reimbursement. Establish auditing procedures.

B Pilot and promote a GRH program

MID - TERM

- **Establish an initial pilot program** with one or more major employers and assess performance. Encourage program participation among individual stakeholders.
- **Assess expansion to a districtwide program** for all UMED employees.

PRIORITY

★★☆

EXPECTED COST

Staff Support	
Startup/Capital	$$
Ongoing	$

TARGET AUDIENCE

Students | Employees

IMPLEMENTERS

Lead:
AMATS, MOA, Core Institutions

Support:
Taxi companies, TNC providers, Small Employers

KEY CONSIDERATIONS

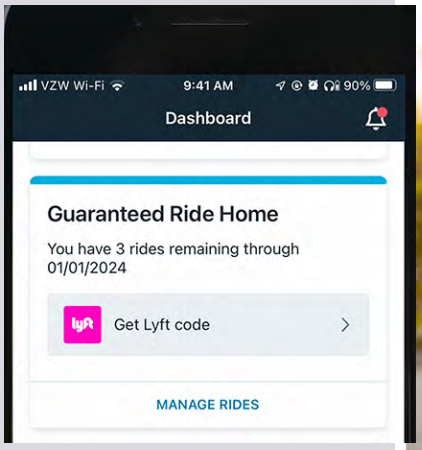
Supportive Strategies:
CM.1, CM.5, PP.2, PP.4, PP.7

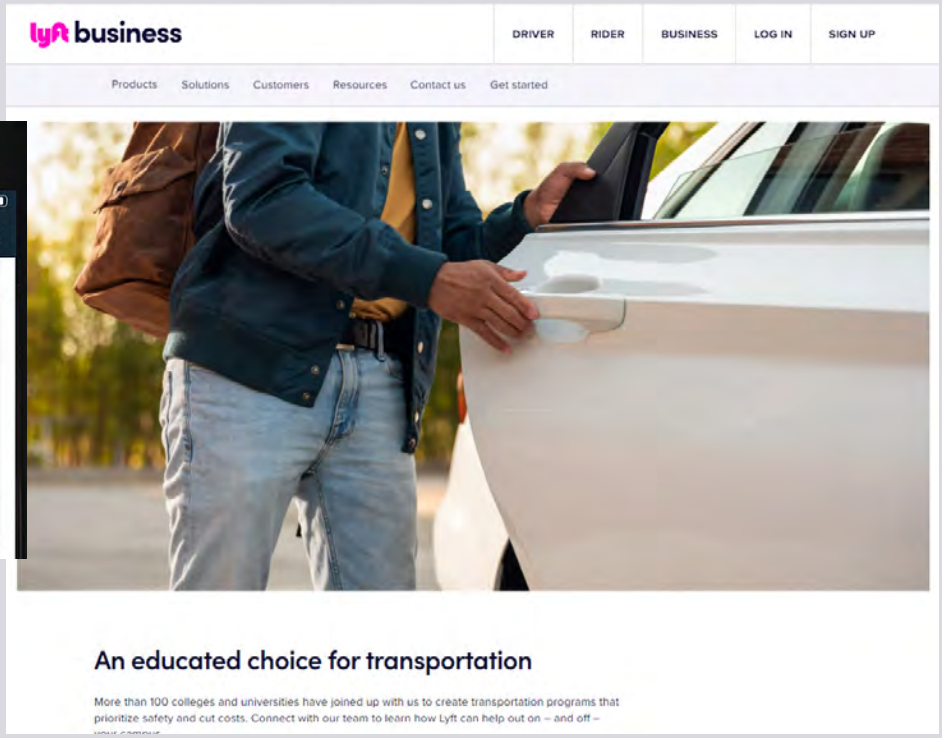
Related Efforts:
GRH is included for Anchorage's RideShare vanpool participants

WHERE HAS IT BEEN DONE?

TriMet, the transit provider in Portland OR, provides an Emergency Ride Home **cab voucher program to all employer-subsidized transit pass holders if the transit pass subsidy is at least $10 per employee per month**. A limited set of free rides are available to participating employees in the event of a family emergency or illness.

Uber and Lyft both offer **programs that facilitate use of digital vouchers to subsidize rides for employees or students**. OHSU leveraged this partnership as part of its Emergency Ride Home program, offering Lyft credits up to three times per year per eligible non-driving employee. (Portland, OR)





Rideshare services are often utilized to complement transit services, especially in off-peak hours.

STRATEGY PP.4

Enhanced Transit Services

Identify opportunities to optimize existing and future transit to UMED. Pair with communications strategies to promote service availability.

WHY IS THIS IMPORTANT?

- **UMED has some of the best service in the People Mover system**—Routes 25, 20, and 10 are the highest ridership routes. In addition, UAA and ANMC supplement People Mover bus service with their own shuttle programs. However, UMED's transit mode split is estimated to be 6-14% for all trips.
- **UMED employers and institutions also have some of the largest transit pass program participation**, yet only about 15% of employee survey respondents indicated they take transit.
- **While 28% of UMED Travel Survey respondents already take public transit**, many do not because of transit service characteristics including limitations in service frequency (24%), service area (18%), travel time (19%), or hours (17%).
- **People Mover underwent significant service changes in 2017 and saw ridership increase afterward, but ridership is lower since the COVID-19 pandemic**. People Mover data indicates system ridership dropped 43% from 2019 to 2021.
- **Transit service to UMED could be modified with additional fixed route service or adjusting existing routes** to further support UMED circulation and connections.

GOALS ALIGNMENT

MODE SHIFT

SAFETY & COMFORT

EQUITABLE TRAVEL

COORDINATION

WINTER MAINTENANCE

EASY TRAVEL OPTIONS

GROWTH & VITALITY

VARIETY OF LAND USE

Vehicles on Providence Drive queues at the signal at Lake Otis Parkway.

COMMUNITY SOUND OFF

> Hopefully [the buses] will be faster, and then there will be many shuttles.

I would love to use bus bike and walk for my transport. However bus doesn't run often enough nor to my destination.

People Mover website and app are so confusing and links or tracking is broken when I try to use it. I get so frustrated and give up.

—— UMED Travel Survey comments

IMPLEMENTATION ROADMAP

Key Elements & Actions

A Identify funding for and amplify enhanced transit services

SHORT -TERM

- **Improve UMED transit access by identifying funding to support proposed service improvements** included in the People Mover's Transit on the Move, such as longer service spans, higher frequencies, and priority proposed routes between UMED and key destinations (e.g., the airport, Regional hospital, Downtown, east Anchorage).
- **Build awareness and market new People Mover technology upgrades** – mTicket and mStop.
- **Explore enhancements to Valley Transit services to Mat-Su and connections to UMED**.

B Assess long-term approach to district shuttles

MID - TERM

- **Coordinate among UMED institutions to understand user needs for circulator shuttles**. Assess opportunities for shared shuttle and/or circulator.
- **Explore innovative service models**, such as micro-transit, public/private partnerships between People Mover and UMED institutions, and/or demand-responsive models for district shuttles and/or circulators.

PRIORITY

★★½☆

EXPECTED COST

Staff Support	
Startup/Capital	$$$-$$$$
Ongoing	$

TARGET AUDIENCE

Students | Residents | Employees | Patients | Visitors

IMPLEMENTERS

Lead:
People Mover

Support:
AMATS, MOA, Core Institutions

KEY CONSIDERATIONS

Supportive Strategies:
PI.4, PI.5, CM.1, CM.5, PP.1, PP.2, PP.3, PP.7, PP.8

Related Efforts:
UAA and ANMC currently offer shuttle services

WHERE HAS IT BEEN DONE?

uGO provides the CircleLink which **connects University Circle with two circulator routes**. The BlueLink route serves museums and other major retail destinations, while the GreenLink routes connects the major educational and medical destinations. (Cleveland, OH)

CircleLink shuttle connecting University Circle

Sacramento Regional Transit has partnered with many of its service jurisdictions to offer SmaRT Ride – a microtransit shuttle service where customers can use a smartphone app to request a ride that will **pick up and drop off passengers within the service boundaries**. (Sacramento, CA)

SmaRT Ride in Sacramento

STRATEGY PP.5

Shared Mobility Services

Explore the provision of shared mobility services and incentives. Identify opportunities for district-based pilot programs.

WHY IS THIS IMPORTANT?

- Shared mobility services can include micromobility services like bikes, e-bikes, e-scooters, or a shared pool of motor vehicles. **Shared mobility can make it easier to "park once" and use other modes for shorter or unplanned trips during the day.**
- **The 2016 UMED District Plan identified bike share as a potential TDM strategy to explore, and UAA previously piloted a bike share program with limited success**.
  - Startup and ongoing costs make this a difficult program to successfully implement and maintain as a single institution. Anchorage's weather likely precludes operation of bike share during the winter season.
  - However, newer technologies and services are both more financially feasible in district-based models and with a range of eligible users – students, employees, visitors, and residents.
- UMED's internal streets and trail network are largely safe and well-connected, **making shared bikes an attractive option for inter-district trips**.
  - Over three-fourths of UMED Travel Survey respondents indicated they would prefer to travel in other ways that do not involve driving. 20% expressed interest in biking, and bike share can be an easy way to support either commute trips or inter-district trips during the day.
- **Many survey respondents choose to drive because they need to run errands or be prepared for unexpected emergencies.** Having UMED car share vehicles could help alleviate this need.

GOALS ALIGNMENT

MODE SHIFT

SAFETY & COMFORT

EQUITABLE TRAVEL

COORDINATION

WINTER MAINTENANCE

EASY TRAVEL OPTIONS

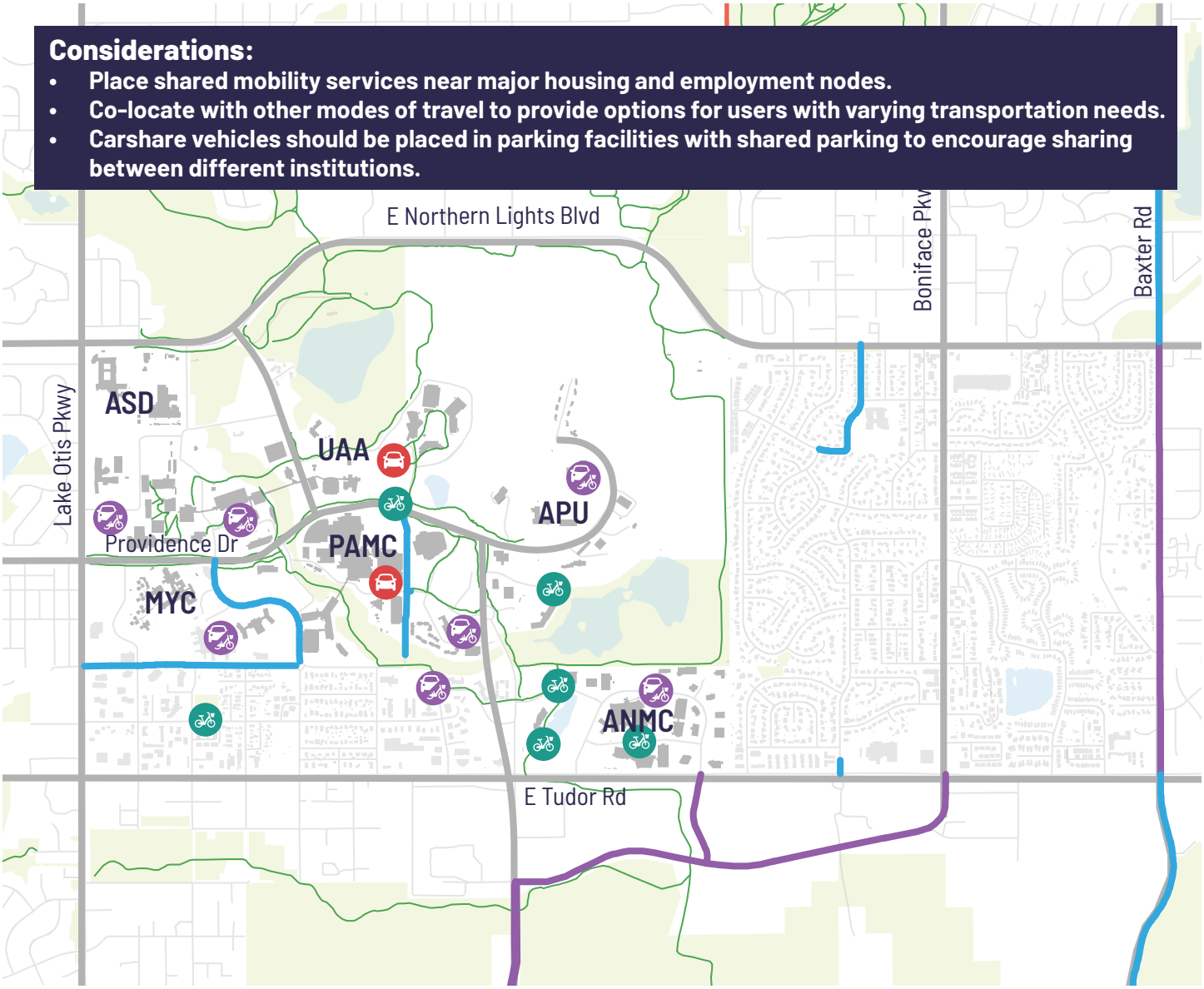
GROWTH & VITALITY

VARIETY OF LAND USE

OPPORTUNITY AREAS

Considerations:

- **Place shared mobility services near major housing and employment nodes.**
- **Co-locate with other modes of travel to provide options for users with varying transportation needs.**
- **Carshare vehicles should be placed in parking facilities with shared parking to encourage sharing between different institutions.**



- Potential carshare node
- Potential bikeshare node
- Potential carshare and bikeshare node
- Existing paved shoulder
- Existing bike lane
- Existing trail

COMMUNITY SOUND OFF

> We need more Bicycle Friendly Businesses, more bike parking, and a bike share or community bike rental program. UAA had a bike share program in 2014 but shut down because there wasn't any accountability and people were just dumping the bikes around town.
>
> —– UMED Travel Survey comment

IMPLEMENTATION ROADMAP

Key Elements & Actions

A Explore opportunities for a bike and scooter share program that services multiple institutions and user groups. Key actions include:

SHORT -TERM

- **Identify appropriate model and operating parameters**, including station-based, free-floating, or hybrid; station density and location; service areas and use of geo-fencing; seasons of operation; user eligibility; pricing models (memberships and hourly), and type of bike/scooter (e-bike vs. standard). Prioritize use of 100% e-bike and e-scooter fleets. **Explore feasibility for year-round or seasonal use**.
- Explore **turn-key services that may have higher up-front per unit costs** but reduce ongoing operation and maintenance burdens.
- Expand **physical infrastructure**, especially parking/storage, to support program.
- Estimate costs vs. revenues based on operating parameters and pricing models.
- **Issue a request for proposals for a pilot program and evaluate vendors.**

B Explore and work with car share vendors to identify opportunity for a pilot car sharing service in UMED and/or Anchorage:

MID - TERM

- Zipcar and Enterprise CarShare offer traditional station-based models, while newer vendors, such as GIG Car Share and Free2Move, provide free-floating car sharing anywhere within a designated zone. Other vendors, such as Forth and Envoy, offer project- and community-based programs.
- Turo and Getaround also provide peer-to-peer car sharing, allowing car owners to rent out their vehicle directly.
- If possible, car share vehicle fleets should be electric with appropriate charging infrastructure.

C Prioritize pricing models for UMED employees or students to receive discounted access to shared services with bulk discounts, rebate programs, lease-to-own programs, or inclusion in a Mobility Wallet (Strategy PP.4)

LONG - TERM

PRIORITY

★★½

EXPECTED COST

Staff Support	👤👤👤
Startup/Capital	$$-$$$
Ongoing	$-$$$

TARGET AUDIENCE

Students | Residents | Employees | Patients | Visitors

IMPLEMENTERS

Lead:
AMATS, MOA, Core Institutions

Support:
Small Employers

KEY CONSIDERATIONS

Supportive Strategies:
PI.1, PI.2, PI.3, PI.4, PI.5, CM.1, CM.5, PP.2, PP.4, PP.6, PP.7, PP.8

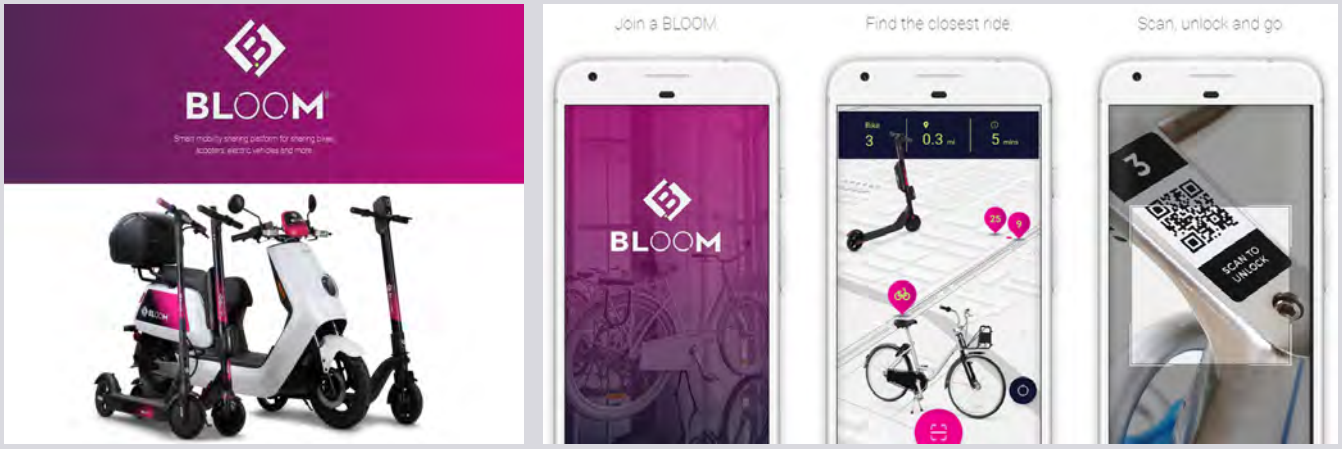
Related Efforts:
UAA previously piloted a bike share program with limited success

WHERE HAS IT BEEN DONE?

BCycle operates **UW Madison's bike sharing program with 300 e-bikes at 40+ stations**. The program offers reduced membership prices for UW students, employees, and corporate sponsors. **Bikes are stored during the winter season**. (Madison, WI)

Forth is an emerging EV car share company, offering services for a variety of **community-based programs for seniors and rural communities**. Envoy **offers turn-key car sharing programs as an amenity to housing, hotels, and workplaces**. (Multiple locations)

Bloom is a shared mobility vendor that **provides turn-key services for shared bikes, e-bikes, and e-scooters**. Fleets can be less than 10 or more than 100, customized as needed. OHSU provides Bloom bikes to employees, with travel geo-fenced to the campus. (Portland, OR)



Bloom offers various travel options available to a user on their smartphone.

STRATEGY PP.6

Shared Parking Program

Expand the use of shared parking agreements to maximize use of existing parking facilities and reduce the need for new parking. Explore long-term opportunities to create a district parking model.

WHY IS THIS IMPORTANT?

- **UMED has about 18,000 parking spaces. Even at peak periods, many of these spaces are underutilized**.
- **Shared parking helps address peak event demand, facilitate efficient use of existing spaces, and foster a park-once environment**.
- **Shared parking already exists in UMED**. SCF and ANTHC have shared parking agreements to help several parcels meet minimum parking requirements, MYC and APU lease some of their parking to other UMED tenants, and PAMC and UAA have a shared parking agreement to support parking access for major events at the Alaska Airlines Center (AAC). Other public parking facilities provide access to community destinations, like Goose Lake and the trail networks.
- **MOA recently eliminated all Title 21 vehicle parking requirements for new development**. A significant amount of parking remains underutilized in UMED, offering opportunities to reduce the amount of future land dedicated to parking as part of new developments.
- **Through shared parking, UMED can promote underutilized parking** in more remote facilities for long-term parkers to keep the most proximate parking available to short-term visitors.

GOALS ALIGNMENT

MODE SHIFT

SAFETY & COMFORT

EQUITABLE TRAVEL

COORDINATION

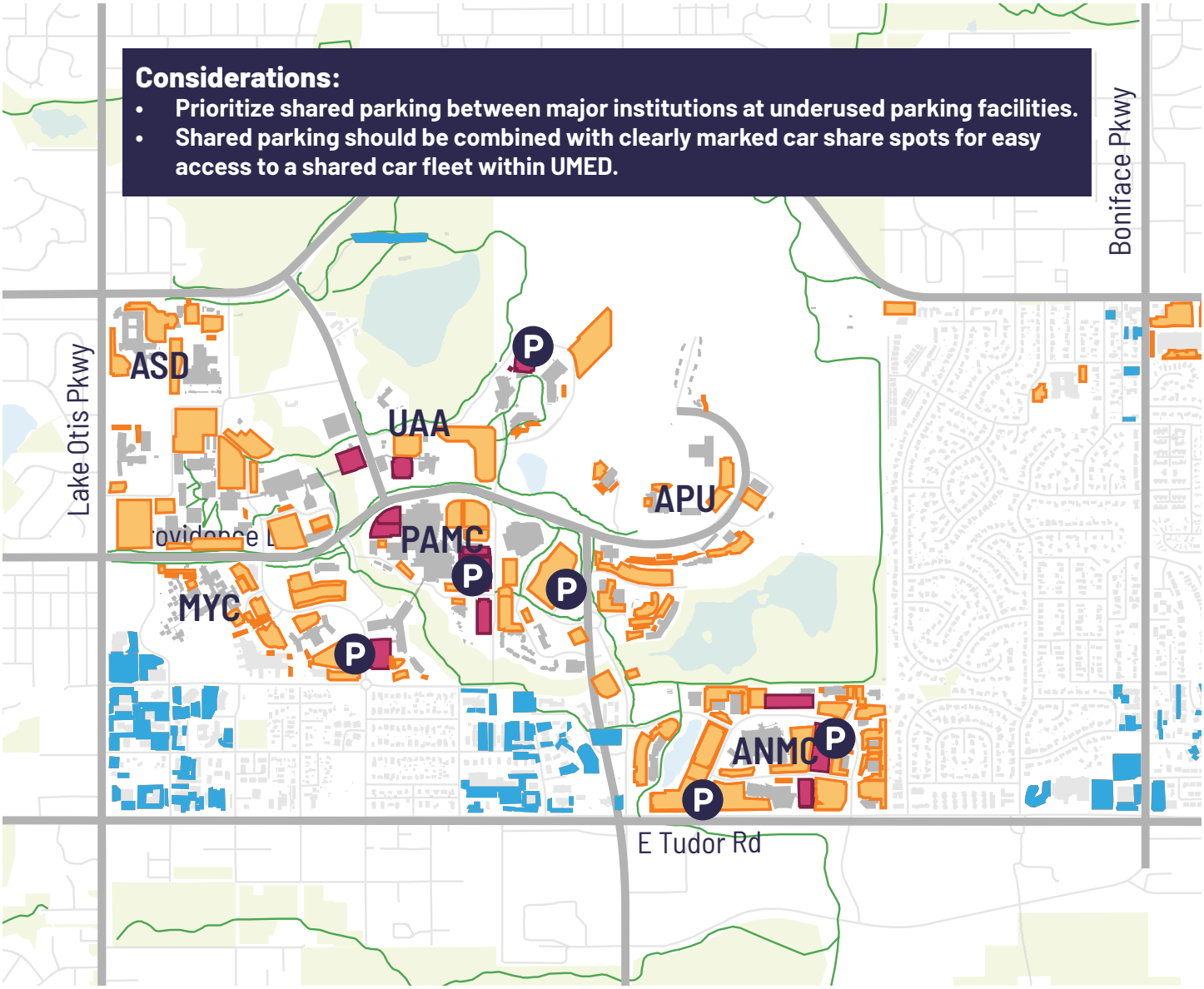
WINTER MAINTENANCE

EASY TRAVEL OPTIONS

GROWTH & VITALITY

VARIETY OF LAND USE

OPPORTUNITY AREAS



COMMUNITY SOUND OFF

UMED Advisory Committee members agreed parking supply is underutilized and could be shared to avoid building more parking space in the future and, therefore, reducing costs and leaving space for other needs for the community.

IMPLEMENTATION ROADMAP

Key Elements & Actions

A Expand use of shared parking agreements

SHORT -TERM

- **Build upon the shared parking between ANTHC & SCF and PAMC & UAA** to encourage other UMED employers and property owners to explore similar models.
- **Identify underutilized surface lots and garages with capacity for use among multiple institutions** and their employees, students, patients, and/or visitors. Consider proximity and accessibility to/from UMED destinations by walking, existing transit services, or potential first-/last-mile shuttle services, as well as parking facilities with complementary off-peak parking demands.
- **Provide example of shared parking agreement templates**, documenting terms related to hours of use, leasing costs, operations and maintenance, liability, and enforcements. Include options for a termination clause to allow for adequate time to obtain other leasing options.

B Support municipal parking reforms to make it easier to share parking

MID - TERM

- **Integrate shared parking as part of the development approvals process**.
- **Work with MOA to support and implement shared parking requirements for new UMED developments** of a certain size and type (Strategy PP.9).

C In the long-term, explore opportunities to create a district parking model

LONG - TERM

- **Allow for coordinated district management and operation** of a share of UMED parking.

PRIORITY

★★☆

EXPECTED COST

Staff Support	👤👤👤
Startup/Capital	$$
Ongoing	$

TARGET AUDIENCE

Students | Residents | Employees | Patients | Visitors

IMPLEMENTERS

Lead:
MOA, Core Institutions, Small Employers, Property Managers

Support:
AMATS

KEY CONSIDERATIONS

Supportive Strategies:
PI.4, PI.6, CM.1, CM.3, CM.4, CM.5, P.1, PP.5, PP.9

Related Efforts:
SCF and ANTHC have shared parking agreements; MYC and APU lease their parking to other UMED tenants; PAMC and UAA have a shared parking agreement for major events

WHERE HAS IT BEEN DONE?

★ **PAMC & UAA have a shared parking agreement in place for use of 500 PAMC spaces to address peak demand from major sporting or community events. Spaces within PS 2 and PS 3 are available after 5:00 pm on weekdays and all day on weekends. This agreement was also utilized to meet Title 21's off-street parking requirements for the arena.**

The uGO TMA manages parking throughout University Circle district. **Park Once garages are optimally situated for access** to the district's primary visitor destinations and feature hours and rates geared towards visitors who plan to visit multiple venues on a single trip. (Cleveland, OH)

UAA Alaska Airlines Center parking options

STRATEGY PP.7

Travel Training Program

Increase awareness of existing programs, or create new ones, that make it easier and more comfortable to try new modes and take transit, walk, bike, or share a ride.

WHY IS THIS IMPORTANT?

- **In UMED, 12% of survey respondents indicated they do not know how to take transit**, and 9% indicated they did not know there was transit to/from UMED, despite UMED's robust transit services. Furthermore, 19% of survey respondents indicated they feel unsafe or uncomfortable walking or biking.

- **Most respondents (75%) travel less than 10 miles to UMED, and nearly half (45%) of respondents live within 5 miles of UMED, a distance most likely to have the option to bike or take transit**.

- **Travel training programs can help people learn to ride transit or commute by bike if they never have ridden before.** Such programs also give people the skills and confidence to try new modes for some of their trips.
  - Transit-focused training helps new riders understand trip planning tools and apps, read route maps and bus schedules, locate stops, pay fares, and recognize what to do when they have arrived at their destination. People Mover currently employs a full-time Travel Trainer and offers a training program for riders.
  - For walking and biking, travel training can provide basic education about safe walking or riding behaviors, how to read route maps, navigate intersections and crossings, and perform basic bike maintenance. MOA has documentation of suggested walking routes to K-12 schools and walking safety tips.

- **While environmental conditions and safety concerns in UMED require infrastructure investments, education and peer support can help overcome some of these barriers**. For example, Bike to Work Day fosters a culture of riding to work and has seen an upward trend in local participation over the last decade.

GOALS ALIGNMENT

MODE SHIFT

SAFETY & COMFORT

EQUITABLE TRAVEL

COORDINATION

WINTER MAINTENANCE

EASY TRAVEL OPTIONS

GROWTH & VITALITY

VARIETY OF LAND USE

People Mover employs one full-time Travel Trainer. Travel Training is offered for individuals or groups at no cost!

COMMUNITY SOUND OFF

"We should popularize [communicating] more [transportation] knowledge to people."

—— UMED Travel Survey comment

A People Mover bus stops on Diplomacy Drive in front of Alaska Native Medical Center.

IMPLEMENTATION ROADMAP

Key Elements & Actions

A Build a travel training program for UMED

MID -TERM

- **Work with People Mover to expand awareness and use of its existing Travel Training program in UMED**. Market the program to UMED employers, schools, and residents. Calibrate group training program to UMED employers and institutions as needed.
- **Partner with local groups to create walk/bike travel clubs for UMED affiliates**, helping catalyze a UMED community and culture for these modes.
- **Partner with local groups, such as Bike Anchorage, to host bike education classes for UMED employers, schools, and residents.** Classes should focus on safe riding techniques, riding in inclement weather, and simple bicycle maintenance tips. Offer at individual institutions and/or districtwide.
- **Partner with ASD to implement Safe Routes to School recommendations for UMED schools**. Build upon the 2022-2023 MOA Safe Route to School Manual route maps to explore creation of a walk/bike bus. Walking/biking groups for students from nearby neighborhoods can foster a culture of active transportation, reduce traffic, increase physical activity, and be fun.
- **Explore individualized trip planning for UMED affiliates through a web-based trip-planning platform (Strategy CM.5).**

PRIORITY

★☆☆

EXPECTED COST

Staff Support	👤👤👤
Startup/Capital	$
Ongoing	$

TARGET AUDIENCE

Students | Residents | Employees

IMPLEMENTERS

Lead:
People Mover, AMATS, ASD

Support:
Core Institutions, Small Employers, Local Walk/Bike Groups

KEY CONSIDERATIONS

Supportive Strategies:
PI.4, CM.1, CM.2, CM.3, CM.5, PP.2, PP.3, PP.4, PP.5, PP.10

Related Efforts:
People Mover Travel Training; ASD Safe Student Transportation Committee; ASD Safe Routes to School; Bike to School Day; Walk to School/Walk this Way

WHERE HAS IT BEEN DONE?

The "biking bus" in Portland allow kids to travel together safely to school.

In 2022, **parents created a "biking bus" to support safe, fun, and active travel for kids to** Alameda Elementary School. About 170 people participate each week, a doubling in size since its inception. (Portland, OR)

getDowntown provides member businesses **free workshops, commuting resources, and trip-planning guidance for their employees**. (Ann Arbor, MI)

STRATEGY PP.8

Mobility Grant Programs

Catalyze implementation of TDM programs and multimodal infrastructure with small grants for UMED stakeholders.

WHY IS THIS IMPORTANT?

- **Multimodal infrastructure and TDM programs can be expensive**, especially for small employers or stakeholders who do not have the funding to support those options.
- **Financial assistance can be made available in the form of small, competitive grants**.
- **Small-scale grants can jump start implementation and demonstrate success to secure more long-term funding**. A grant program also provides institutions or organizations with the autonomy to calibrate TDM programs for specific employees, tenants, or geographies.

GOALS ALIGNMENT

MODE SHIFT

SAFETY & COMFORT

EQUITABLE TRAVEL

COORDINATION

WINTER MAINTENANCE

EASY TRAVEL OPTIONS

GROWTH & VITALITY

VARIETY OF LAND USE

COMMUNITY SOUND OFF

At their third meeting, the UMED Advisory Council supported better transportation programs. Multiple stakeholders are interested in a pilot or trial of TDM strategies but voiced that resources and funding are limited.

Sheltered bicycle parking protects bicycles from weather.

IMPLEMENTATION ROADMAP

Key Elements & Actions

A Evaluate and define a mobility grant program for UMED

MID -TERM

- **Define program parameters including eligible applicants**, eligible activities and programs, evaluation process, grant size, and reporting requirements.
- **Potential applicants** may include employers, schools, property managers, advocacy groups, or community groups.
- **Potential projects or programs** may include bikes/e-bikes, bike racks, transit/mobility passes, shuttle and rideshare programs, mobility technologies, wayfinding, and marketing and education.
- **Establish a funding mechanism**, likely via a UMED BID/TMA (Strategy CM.1).
- **Offer technical assistance to applicants and recipients**. Leverage UMED TDM staffing (Strategy CM.2) to support stakeholders with best practices and resources for successful implementation and maintenance/management. Assess, document, and report on program annually.

PRIORITY

★☆☆

EXPECTED COST

Staff Support	
Startup/Capital	$$-$$$
Ongoing	$$

TARGET AUDIENCE

Students | Employees

IMPLEMENTERS

Lead:
AMATS, MOA, AK DOT&PF

Support:
Core Institutions, Small Employers

KEY CONSIDERATIONS

Supportive Strategies:
PI.5, CM.1, CM.2, CM.3, CM.4, PP.2, PP.4, PP.5, PP.7

WHERE HAS IT BEEN DONE?

GoGrant recipient Austin Creative Reuse, a non-profit that fosters conservation and reuse through community building, contracted with a local artist and upcycled bike racks to allow employees, shoppers, and volunteers to commute more confidently.

Movability, Austin's local TMA, **offers financial assistance of up to $7,500 to employers via its GoGrant program**. Three types of projects are eligible – infrastructure projects, programmatic projects, and mobility planning assistance. The 2021 funding cycle provided 13 organizations with funds to implement shared and active mobility projects, including building personalized bike racks and offering transit passes to their staff. (Austin, TX)

STRATEGY PP.9

Zoning Code & Policy Updates

Continue to revise and calibrate Title 21 to incentivize less new parking, provision of shared parking, and implementation of TDM programs in UMED.

WHY IS THIS IMPORTANT?

- **In 2022, MOA revised Title 21 to overhaul citywide parking policy**. Most code amendments went into effect on January 23, 2023, while some will be in effect starting in 2024. They include:
  - Removal of minimum parking requirements for all new development for all of Anchorage, including the UMED district. New parking can still be built, but the amount of on-site parking provided is up to the discretion of the developer.
  - Implementation of parking maximums based on building size.
  - Increased required share of ADA spaces.
  - New bike parking requirements.
  - Developments of a certain size must implement at least one "alternative transportation amenity."
- **MOA is also working to further refine Title 21 Site Access standards** to require and incentivize more pedestrian-oriented and multimodal site and street design.
- **Title 21 changes to reduce new parking, minimize vehicle trips, and foster multimodal travel will facilitate implementation of a successful UMED TDM Plan**. There are opportunities, however, to explore additional code requirements specific to UMED or other key nodes within Anchorage. Other policy and zoning changes may help encourage implementation of UMED TDM strategies to boost biking, carpooling, transit ridership, and efficient use of parking.

GOALS ALIGNMENT

MODE SHIFT

SAFETY & COMFORT

EQUITABLE TRAVEL

COORDINATION

WINTER MAINTENANCE

EASY TRAVEL OPTIONS

GROWTH & VITALITY

VARIETY OF LAND USE

IMPLEMENTATION ROADMAP

Key Elements & Actions

A Support implementation of citywide reform of parking policy and site access standards with new UMED development.

SHORT -TERM

B Explore additional modifications of Title 21 to further support and catalyze implementation of the UMED TDM Plan. Potential changes for UMED may include:

MID - TERM

- **Lower maximum parking ratios** for the district as a whole or specific uses
- **Provide option to exceed the parking maximum if the incremental spaces are shared with the public**; OR **mandatory requirement to share all or a portion of new parking with the public** (would include publicly available, priced parking)
- **Ability to share parking** as of right, subject to a shared parking agreement
- **Requirements for electric vehicle parking** and infrastructure such as charging stations
- **Higher requirements** for bicycle parking and active trip amenities
- **More robust requirements for implementation of TDM programs for larger developments**, including:
  - Specific trip reduction or mode shift targets based on development size
  - Expanded menu and additional requirements of alternative transportation amenities, per the UMED TDM Plan
  - Requirements to designate a Transportation Coordinator and/or establish or join a TMA
  - Monitoring and reporting requirements
- **Calibration of Title 21 Site Access standards to address multimodal access challenges** and support institutional master plans in UMED.

PRIORITY

★★½

EXPECTED COST

Staff Support	👤👤👤
Startup/Capital	$
Ongoing	$

TARGET AUDIENCE

Students | Residents | Employees | Patients | Visitors

IMPLEMENTERS

Lead:
MOA

Support:
AMATS, Developers, Core Institutions, Property Owners

KEY CONSIDERATIONS

Supportive Strategies:
PI.5, PI.6, PI.7, CM.1, PP.5, PP.6

Related Efforts:
Ongoing Title 21 reforms

COMMUNITY SOUND OFF

Stakeholder interviews revealed there is a culture of driving in Anchorage and the need to park at the "front door" in UMED.

UMED Advisory Council members discussed the benefit of changes to development requirements and supportive policy to manage growth and traffic impacts.

WHERE HAS IT BEEN DONE?

As of January 1, 2023, per Assembly Bill 2097, **no California jurisdiction can impose minimum parking requirements within a half-mile of transit**. In addition, if new parking is built, the respective jurisdiction "...may impose requirements on that voluntary parking to require spaces for car share vehicles, require spaces to be shared with the public, or require parking owners to charge for parking."

Some cities and states **require TDM programs to ensure major developments reduce and mitigate their impacts on the transportation system, while providing safe and efficient mobility options**. For example, the City of Denver has three "tiers" of TDM requirements based on project size and land use type.

Denver's three "tiers" of TDM requirements.

Employers with more than 100 employees at a single work site are subject to ECO rules in Oregon.

Washington and Oregon have **requirements for employers to reduce drive alone vehicle trips from baseline levels**. The Oregon Employee Commute Options (ECO) and Washington Commute Trip Reduction (CTR) rules apply to employers with 100 employees at a single work site. In Oregon, if a 10% reduction in SOV trips is not met, employers are required to create Trip Reduction Plans to document programs or services in place to support bicycling, remote work, transit, or carpools. **Employers are required to survey employees to document mode split and monitor changes over time**.

STRATEGY PP.10

Employer Commute Policies

Encourage, incentivize, and train employers to implement policies and programs for multimodal commutes and flexible work schedules.

WHY IS THIS IMPORTANT?

- **Most UMED employers do not utilize common policies or programs that promote non-driving trips or support reduced travel costs**. These programs have become standard components of an employer's benefits package, supporting attraction and retention in competitive job markets. These programs also enable employees to save money and employers reduce their payroll taxes.

- **The federal tax code allows employers to offer pre-tax benefits where employees can allocate pre-tax dollars to pay for commute expenses**.
  - For 2023, the transit and parking pre-tax contribution limit is $300 per month.
  - Biking expenses, such as the purchase of a bike or gear, are also eligible for pre-tax dollars.
  - While transit is free to many UMED employees through the U-Pass program, there are many smaller employers who do not participate. Pre-tax dollars could be utilized by these employees to buy People Mover passes.
  - Most employer programs are implemented via the Human Resources and Payroll departments and administered with the help of a third-party benefits administrator.

- **COVID-19 dramatically changed the commute**, enabling employees to work from home and/or flex their schedule away from peak commute periods.

- The COVID-19 pandemic proved that employees generally enjoy and maintain high levels of productivity when telecommuting. **Continued use of remote work and flex schedules can help UMED manage peak periods of travel and parking demand**.

GOALS ALIGNMENT

MODE SHIFT

SAFETY & COMFORT

EQUITABLE TRAVEL

COORDINATION

WINTER MAINTENANCE

EASY TRAVEL OPTIONS

GROWTH & VITALITY

VARIETY OF LAND USE

COMMUNITY SOUND OFF

> It would be better to change the working and off-duty time.
>
> In terms of incentives, if my work bought me a bike I'd [definitely] bike [through] the winter.
>
> —— UMED Travel Survey comment

Unsheltered short-term bicycle parking near an entrance to Providence Alaska Medical Center.

IMPLEMENTATION ROADMAP

Key Elements & Actions

A Encourage pre-tax commute programs

MID -TERM

- **Work with UMED employers of all sizes** to ensure they offer pre-tax benefits programs.
- **Provide information, collateral, and FAQs** on programs and vendors. Offer technical assistance as needed.
- **Ensure programs offer options of pre-tax savings for not just parking**, but also transit, biking, or other multimodal services.

B Support ongoing use of remote work and flex schedules

MID - TERM

- **Work with employers to support effective telecommute policies**, providing both consistency and flexibility for departments to tailor workflows and optimize productivity.
- **Provide best practices and resources to employers** as they develop and adjust their individual telecommute policies and practices. For example, employers can revise job descriptions for new and existing staff to indicate if positions are eligible for telecommuting, including clear language upon hiring on core telecommute policies.
- Future UMED travel surveys should continue to ask questions and **collect data on telecommuting to understand telecommute trends** over time such as telecommute volumes and motivating factors.
- **Educate hybrid workers on alternative commute options** and offer incentives to 1) use a non-SOV mode when coming to UMED; and 2) encourage telecommuting on days when office utilization and garage occupancy is high.
- **Encourage employers to allow flexible and/or hybrid schedules** such that employees can arrive within a 15-30-minute window of their start time (and leave later as necessary) to accommodate transit schedule or walking/biking variability.

PRIORITY

★★☆

EXPECTED COST

Staff Support

Startup/Capital $

Ongoing $

TARGET AUDIENCE

Employees

IMPLEMENTERS

Lead:
Core Institutions, Small Employers

Support:
AMATS, MOA

KEY CONSIDERATIONS

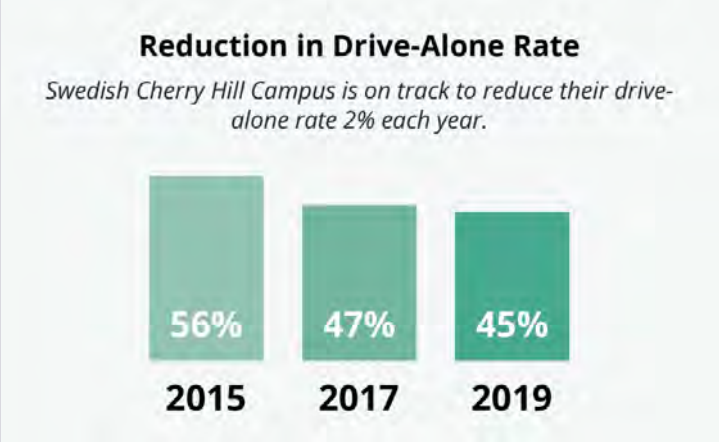
Supportive Strategies:
CM.1, CM.2, CM.3, CM.5, PP.2, PP.7

WHERE HAS IT BEEN DONE?

HealthEquity is one of the nation's largest benefits administrators, including for pre-tax commuter programs. **Pre-tax programs are integrated with payroll systems and are eligible on most transit and parking vendors with pre-paid cards or smartphone apps**. They also offer broader enterprise solutions for parking management and other commuter incentive programs. (Multiple locations)

Luum as part of HealthEquity offers multiple commuter incentive programs to employers.

Swedish Hospital's Cherry Hill Campus **uses Luum to manage employee commutes and improve its commute experience**. Luum's technology enabled the hospital to charge for parking on a daily basis, communicate commute program features via the mobile platform, administer transit pass subsidies, and help match employees with similar commutes. (Seattle, WA)



Swedish Hospital's Cherry Hill Campus uses Luum to reach its commuter targets.

AMATS

Anchorage Transportation Planning

DESTINATION UMED

More Travel Choices. More Opportunity.