



DESTINATION UMED

More Travel Choices. More Opportunity.

State of the System

A snapshot of UMED today

Fall 2022

Table of Contents

1 What is Destination UMED? (pg. 4)

2 What is TDM? (pg. 10)

3 Meet the UMED District (pg. 15)

4 Who is UMED? (pg. 22)

5 UMED's Planning Context (pg. 32)

6 UMED's Transportation System (pg. 40)

Where people come from

How people get around

Roadway network

Biking network and experience

Walking network and experience

Traffic safety

Transit and shuttle service

Parking

7 UMED's Existing TDM Efforts (pg. 62)

8 Executive Summary: Top 10 Takeaways (pg. 73)

Land Acknowledgement

Destination UMED recognizes and values Anchorage as the **traditional homelands of the Dena'ina Athabascan people and the Native Village of Eklutna.**

We thank those who were, and continue to be, stewards of these lands and strive to follow their example as collaborative caretakers of Anchorage's resources, promoting sustainability, improving public health, and enhancing equity.



Photo: Statue of Dena'ina matriarch "Grandma" Olga Ezi, part of a cultural installation at the Ship Creek small boat near Downtown Anchorage. The bronze statue is the work of Dena'ina Athabascan artist Joel Isaak.

**What is Destination
UMED?**



1

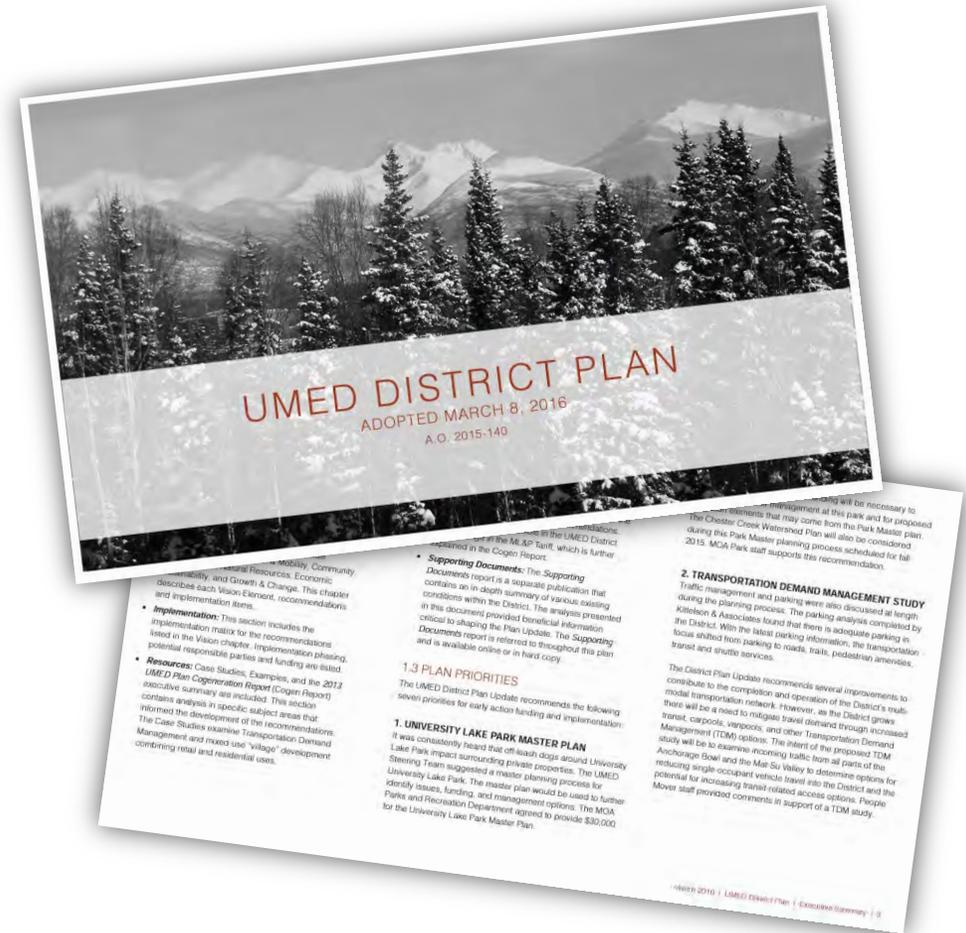
What is Destination UMED?

Our charge is to develop a **phased and actionable plan and toolkit** for district stakeholders to **improve travel** to, from, and within the UMED district.

This study is **not** an analysis of any single project or infrastructure improvement.

We will look at a short- and long-term mix of **projects, policies, and programs** to reduce traffic congestion, improve mobility choices, and enhance equitable access to UMED destinations.

The **2016 UMED District Plan is our foundation.** It included a priority recommendation to fund a transportation demand management (TDM) study to **“...determine options for reducing single-occupant vehicle travel into the District,”** and **“...continue the established UMED District coordination process...to leverage resources** and implement the UMED District Plan.”



2016 UMED District Plan

What is Destination UMED?

Destination UMED will strive to support goals and priorities defined in other local and regional plans



MOBILITY

Improve **transportation choices**, increase the use of **non-motorized modes**, reduce **congestion**, and improve the ability to **move safely** throughout the region.



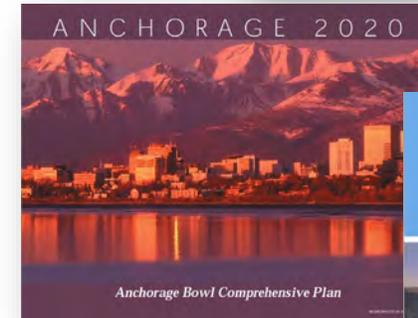
CONNECTION

Connect communities to each other and to important destinations, including **employment and recreation centers, conveniently and efficiently via all modes.**



CLIMATE

Encourage transition to **low-carbon vehicles and modes**, improve **air quality**, reduce greenhouse gas **emissions**, and reduce **vehicle-miles travelled.**



What is Destination UMED?

Destination UMED will strive to support goals and priorities defined in other local and regional plans



MOBILITY



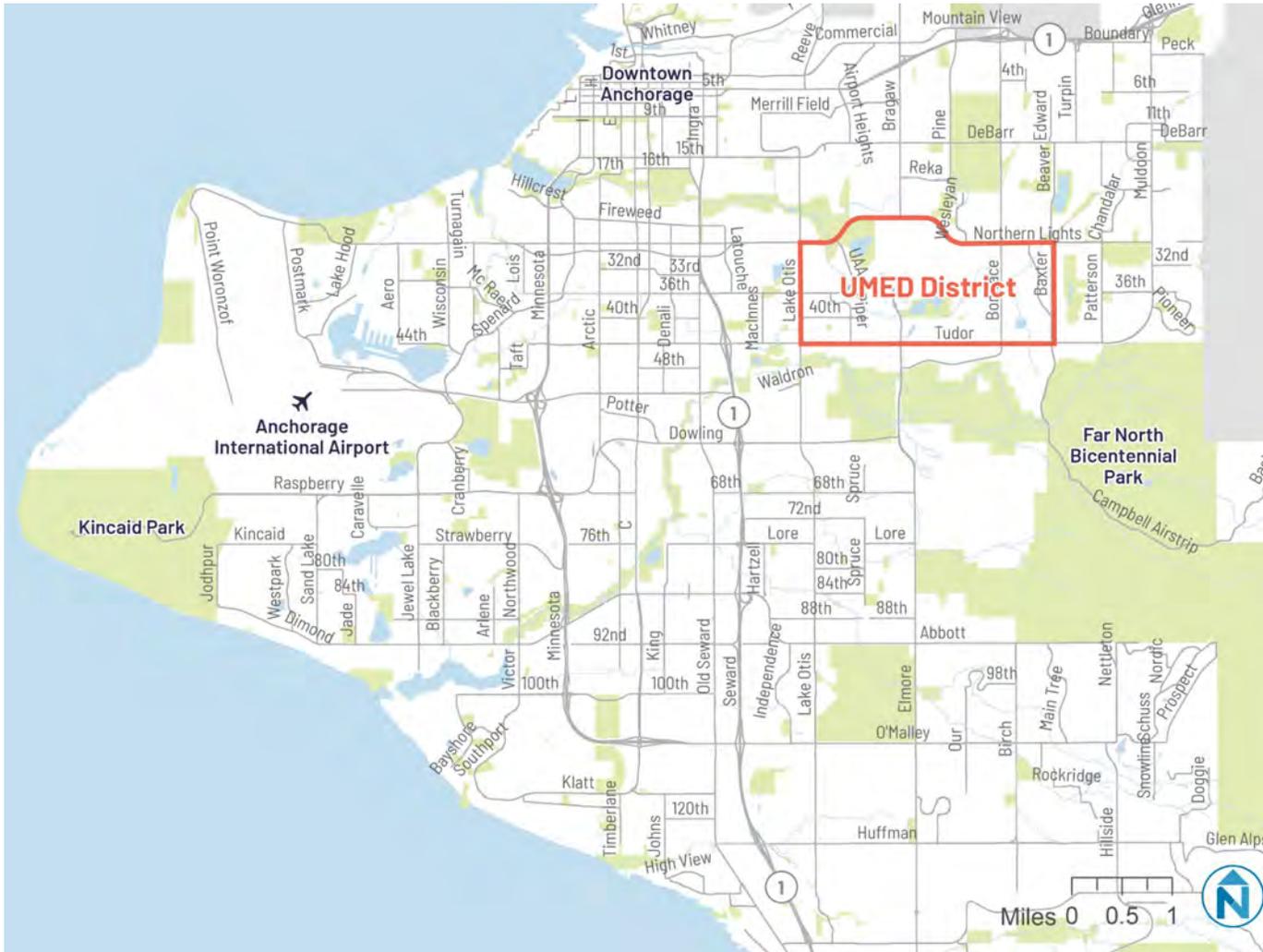
CONNECTION



CLIMATE

	2050 MTP	Anchorage 2020	Anchorage 2040 Land Use Plan	Anchorage Climate Action Plan	Anchorage Non-Motorized Plan
MOBILITY	Goal 3: Improve Mobility Options	Mobility and Access goal, Transportation Choices goal	Goal 3: Centers and Corridors Goal 6: Accessible Land Use	Objective 6. Increase use of public transit and non-motorized transportation.	Goal 1: Increase the use of the non-motorized system. Goal 2: Promote and improve health and quality of life. Goal 3: Improve safety and security.
CONNECTION	Goal 3: Improve Mobility Options Goal 4: Support the Economy	Mobility and Access goal Commercial, Industrial, Institutional, and Transportation Uses goal	Goal 3: Centers and Corridors Goal 6: Accessible Land Use	Objective 6. Increase use of public transit and non-motorized transportation.	Goal 5: Connect communities through all modes to all destinations
CLIMATE	Goal 5: Promote a Healthy Environment	Transportation Design and Maintenance Goal	Goal 3: Centers and Corridors Goal 8: Open Space and Greenways	Objective 7. Promote the use of energy-efficient vehicles.	Goal 1: Increase the use of the non-motorized system

What is our study area?



The **UMED District** is located approximately three miles southeast of downtown Anchorage.

The **Destination UMED study area** is bound by East Northern Lights Boulevard, Baxter Road, Tudor Road, and Lake Otis Parkway. It includes a large cluster of institutions and organizations in the north and west, small businesses and retail in the southwest, and residential neighborhoods surrounding the District.

The UMED District is one of the largest **employment centers** in the region and is a major economic, healthcare, and educational hub for the city, region, and state.

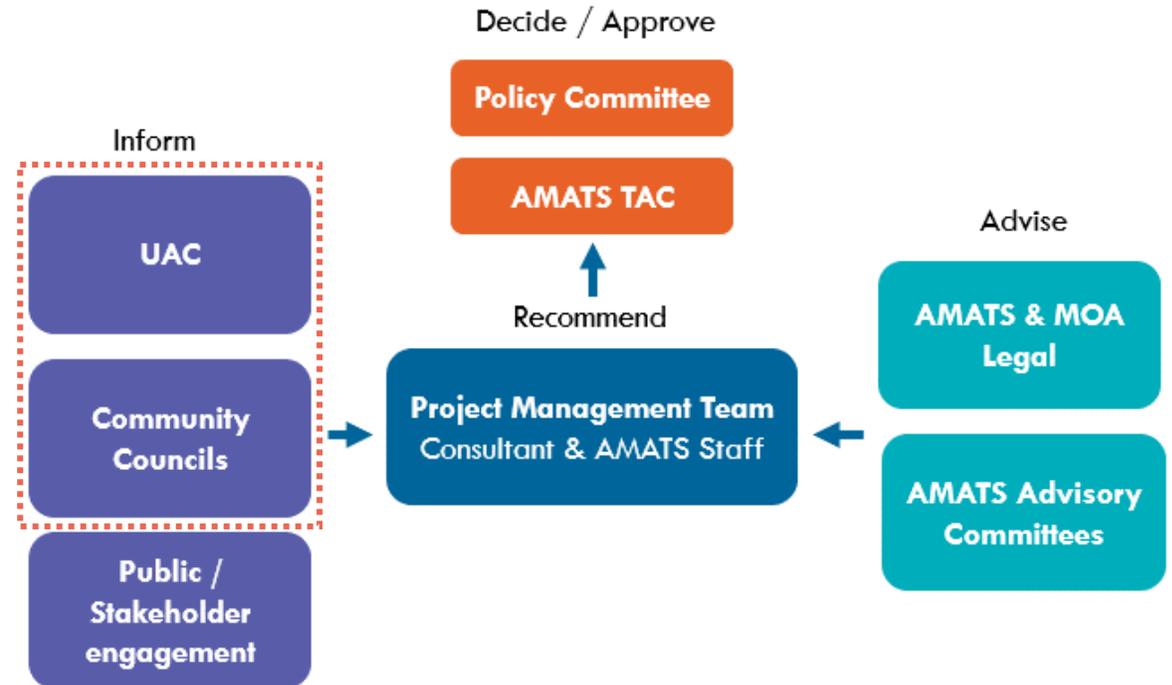
What is the UAC?

This project is guided by a **UMED Advisory Committee (UAC)**. The UAC includes representatives from institutions and residents within or near the UMED District. The UAC will steer the project vision, enhance our understanding through input and data, review materials and provide feedback, and set UMED up for successful short- and long-term implementation.

The UAC will convene **four times** over the course of this study at key milestones.

Several UAC members have also met with the project team for **more in-depth discussions** about transportation challenges and opportunities specific to their organizations and the District as a whole, as well as share data and plans related to transportation and development.

The UAC is crucial to successful implementation!



What is TDM?

2

What is TDM?

Transportation demand management (TDM) is a catch-all term for strategies that result in **more efficient use of transportation resources**.

These strategies:

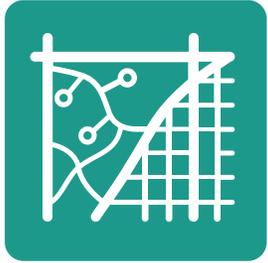
- Provide more **transportation options**
- Give people safe and convenient **choices** to get where they want to go
- Make it easier to **reduce single occupancy vehicle trips** over time
- Prioritize the **“carrots,”** but utilize the “sticks”



Wayfinding, safe street crossings, and seamless connections between travel options are important elements of TDM.



The building blocks of TDM include...



PHYSICAL

- Bike lanes, sidewalks, & crossings
- Bike parking
- Transit stop amenities
- Mobility hubs
- Showers & lockers
- Less parking & shared parking



POLICIES & PROGRAMS

- Zoning & regulation
- Transit & shuttle services
- Passes & subsidies
- Carpool & shared vehicle programs
- Scooter & bike share
- Remote & flex-work policies



MARKETING & MANAGEMENT

- District management organization
- Transportation coordinators
- Web- & mobile-based platforms
- Real-time information
- Events, activities, & challenges



PRICING

- Flex or daily parking
- Charging for parking
- Unbundled parking
- Pay-not-to-drive or parking cash-out programs
- Discounted fees for high-occupancy trips or electric vehicles

Benefits of TDM can include...



Reduce vehicle trips and mitigate traffic congestion



Improve employee, resident, student, and tenant satisfaction



Improve public health



Promote sustainability and reduce transportation emissions



Enhance transportation equity



Support economic growth and lower development costs

...and more!

TDM is already underway...

IN ANCHORAGE & UMED

Multiple stakeholders within UMED and the Anchorage region are already investing in more transportation options. UMED institutions, the Municipality of Anchorage (MOA), and other organizations are engaged in activities such as surveying employees about commute behaviors and attitudes, providing subsidized transit passes, and making safety improvements for walking and biking.

However, **many of these efforts are limited in scope and/or disconnected in practice.** Some institutions provide similar or duplicative services, and there are opportunities to coordinate. TDM is also new to the region. Marketing to increase awareness about what transportation options exist and how to use them is needed to maximize investments.

Destination UMED will explore what steps individual UMED stakeholders can take to promote travel options, as well as **strategies the District can undertake together with AMATS support.**



ANMC shuttle bus

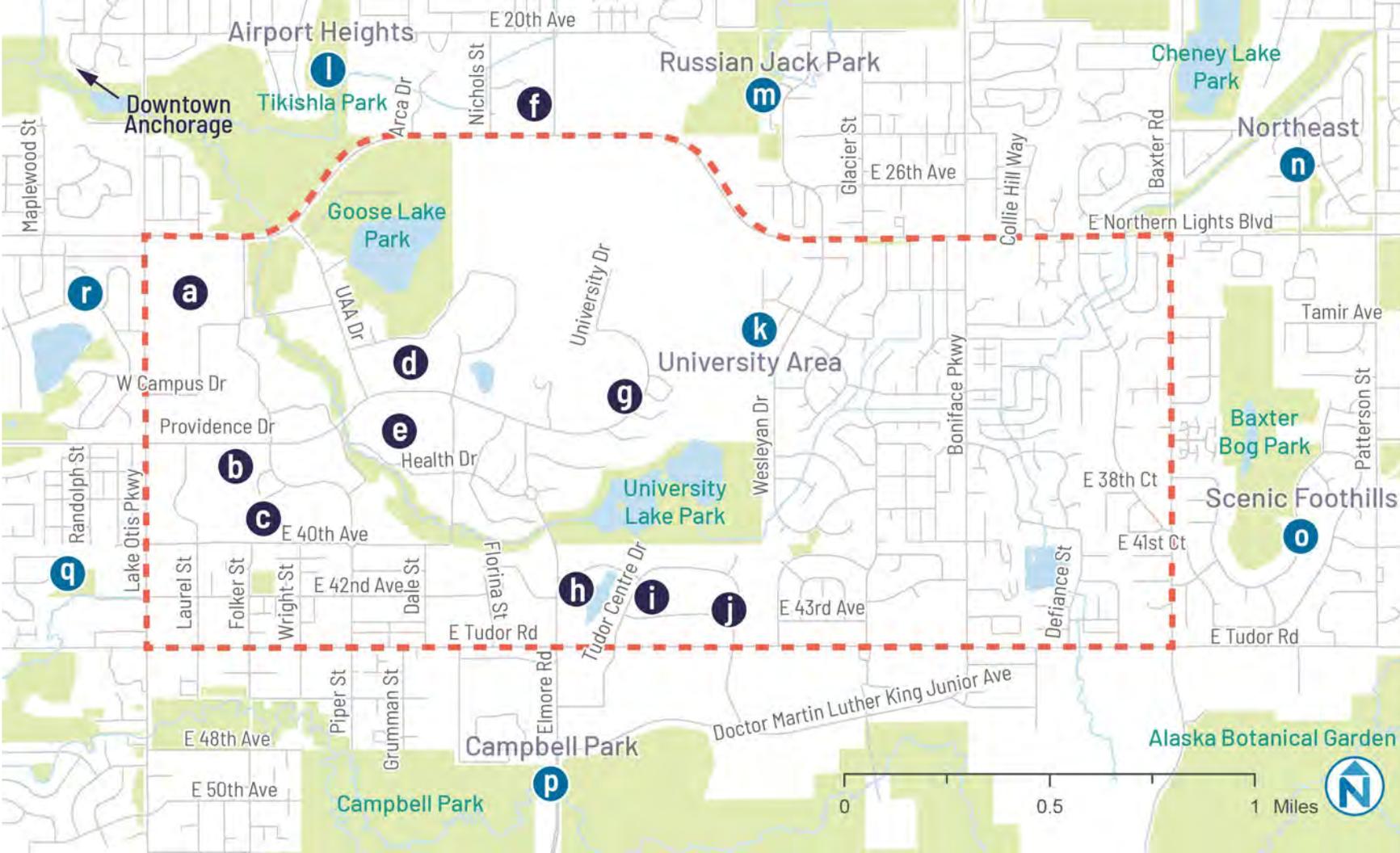
Meet the UMED District



3

Meet the UMED District

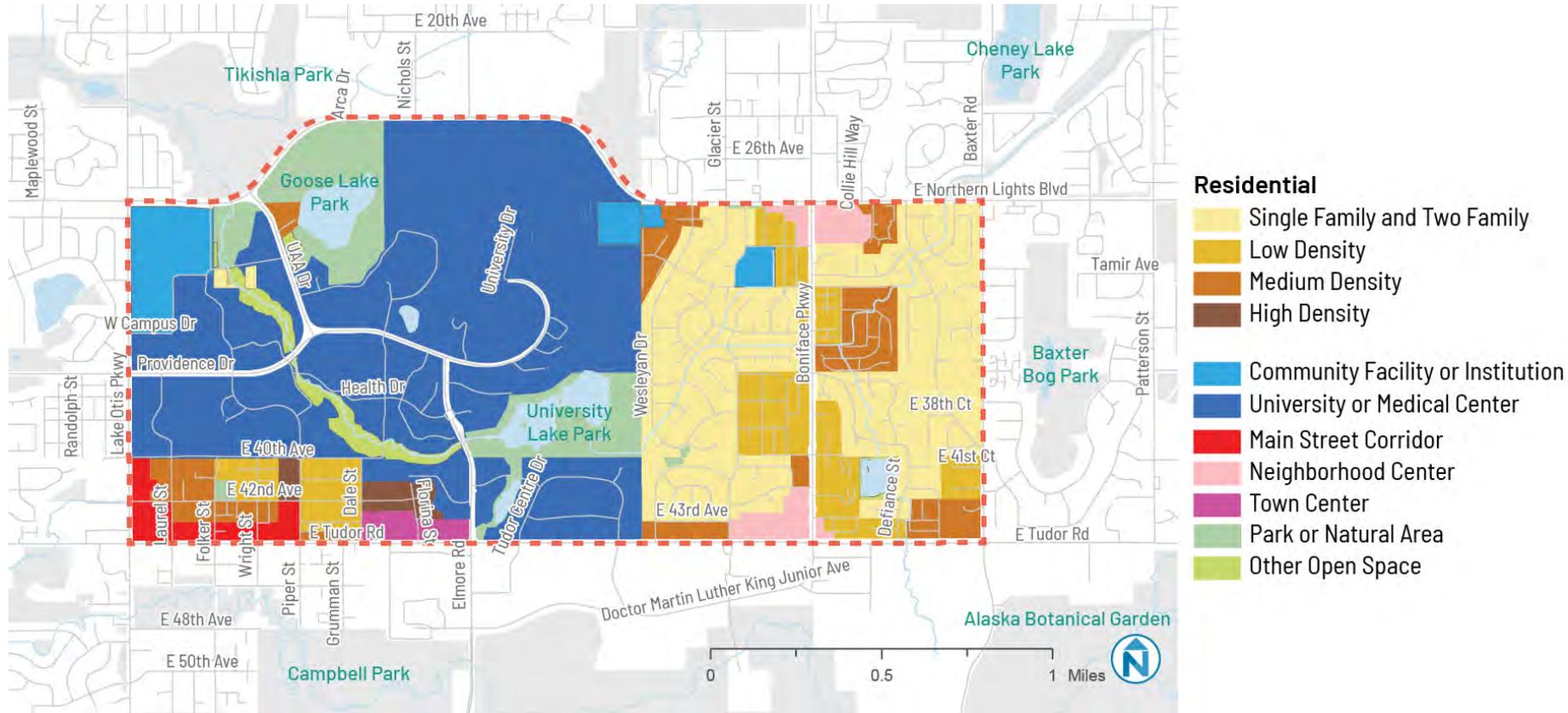
MAJOR STAKEHOLDERS



- a. Anchorage School District
- b. McLaughlin Youth Center
- c. Alaska Psychiatric Institute
- d. University of Alaska Anchorage
- e. Providence Alaska Medical Center
- f. Alaska Mental Health Trust
- g. Alaska Pacific University
- h. Alaska Native Tribal Health Consortium
- i. Alaska Native Medical Center
- j. Southcentral Foundation
- k. University Area Community Council
- l. Airport Heights Community Council
- m. Russian Jack Community Council
- n. Northeast Community Council
- o. Scenic Foothills Community Council
- p. Campbell Park Community Council
- q. Tudor Area Community Council
- r. Rogers Park Community Council

Meet the UMED District

LAND USE



Much of the UMED District is zoned as **University or Medical Center**. The residential areas to the east are primarily single-family, though the southwest corner of the District is zoned for some of the highest densities and mix of uses in Anchorage.

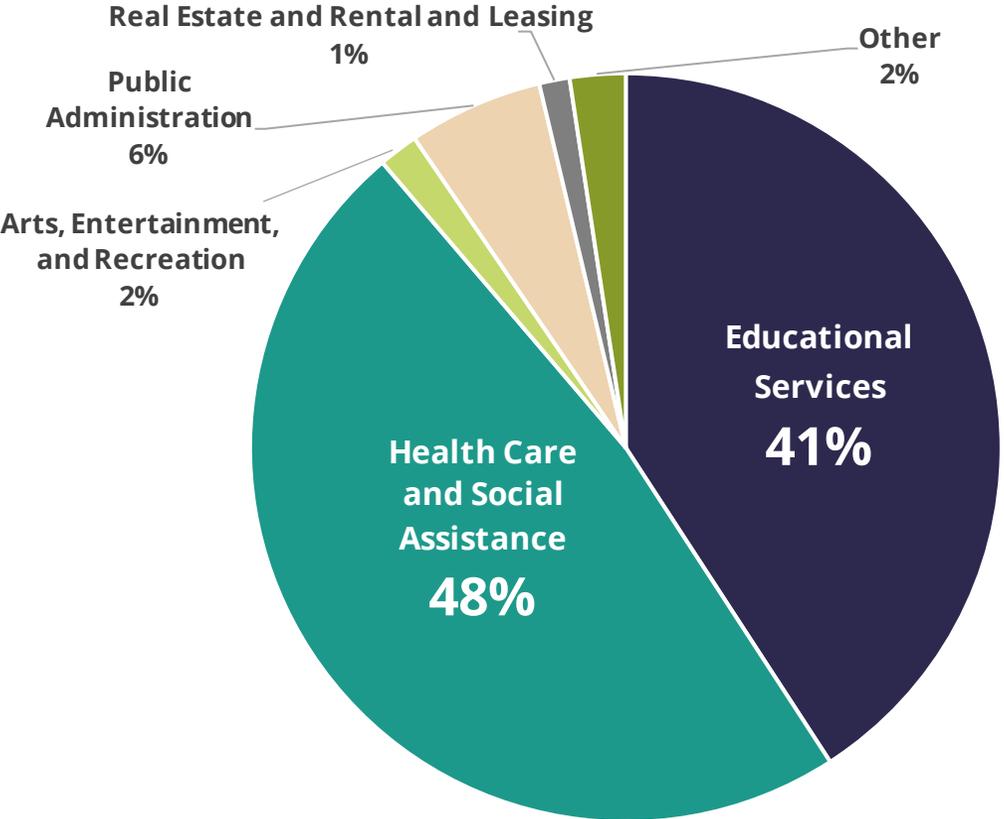
Residents and visitors alike travel through university, medical, or community school facilities to **access parks and natural areas** in the District.

Meet the UMED District

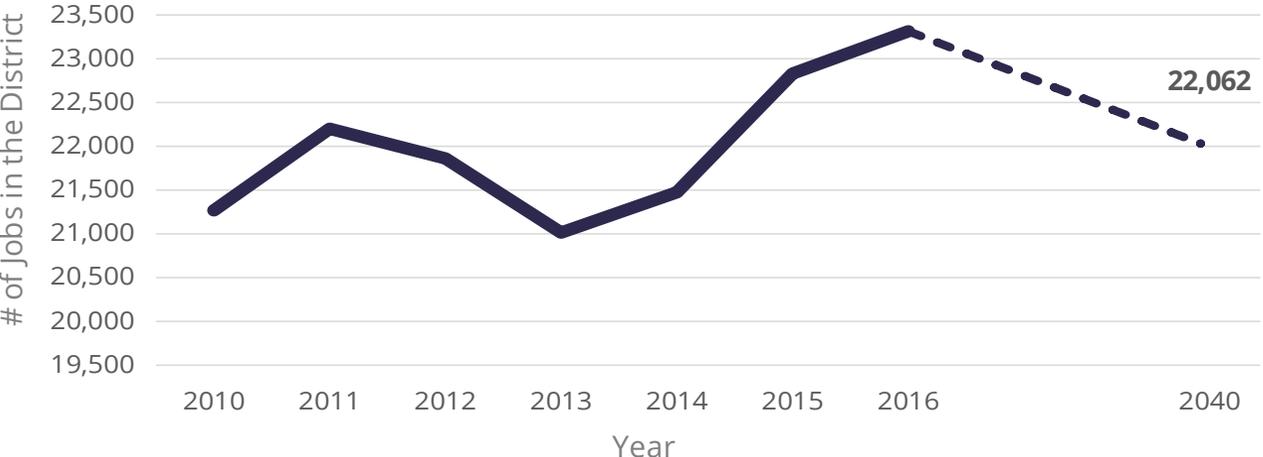
BY THE NUMBERS

The UMED District is the **second-largest regional employment center in Anchorage**. Most jobs are in the healthcare and social assistance or educational services job sector. While the District has experienced growing employment in the past decade with jobs increasing 10% from 2010 to 2016, **jobs are estimated to decrease by 5% by 2040**. This follows a similar pattern seen throughout Alaska and differs from the expectations of growth when the UMED District Plan was published. COVID-19 may have accelerated this trend, although data is not yet available.

UMED District Employment Sectors (2016)



UMED District Jobs (2010-2040)



Source: LEHD. Employment sector data from 2016, the most recent year available. Projected employment data from AMATS 2040 regional travel demand model.

Meet the UMED District

BY THE NUMBERS

As of 2020, **10,280 people** call the District home, with that number expected to grow to **11,000 people in 4,600 households by 2040**.

There are also approximately **13,000 students** in the District (K-12 and university). Enrollment has decreased in recent years but long-term plans project future growth.

UMED also has approximately **830 beds** at ANTHC and PAMC medical facilities.

RESIDENT VEHICLE OWNERSHIP




6% of Households are without any cars

53% of Households have at least 2 cars

RESIDENTS & HOUSING



10,280

Total Residents



3,769

Total Households



43%

Renters



57%

Owners

STUDENTS



12,800

UAA, APU, & ASD

HOSPITAL BEDS



830

ANTHC & PAMC

Meet the UMED District

NATURAL SPACE & OPEN SPACE

The UMED District provides access to **157 acres of open space*** and over **eight miles of trails**. Several lakes and a wetland are in the District, as well as one of Anchorage's five off-leash dog parks. **Goose Lake** is a popular summer destination for swimming and picnicking. The District is also home to wildlife and migratory birds.



157
acres of public
open space



8.26
miles of
trails**



The UMED District is served by the **Campbell Creek** and **Chester Creek** trail systems. It also has numerous trails on the UAA and APU campuses which are accessible to the public. In the winter months, some trails are maintained as **Nordic trails** and are used by the public and the **APU ski team**. The **Iditarod Trail Sled Dog Race** passes through the district every year in March.

* Does not include university-owned land

** Includes trails on public land and publicly-accessible trails on university-owned land

Sources: Municipality of Anchorage GIS Data Download Portal, accessed May 2022

Meet the UMED District

BY THE NUMBERS

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

Anchorage School District
1,272 Students
180 Faculty/Staff

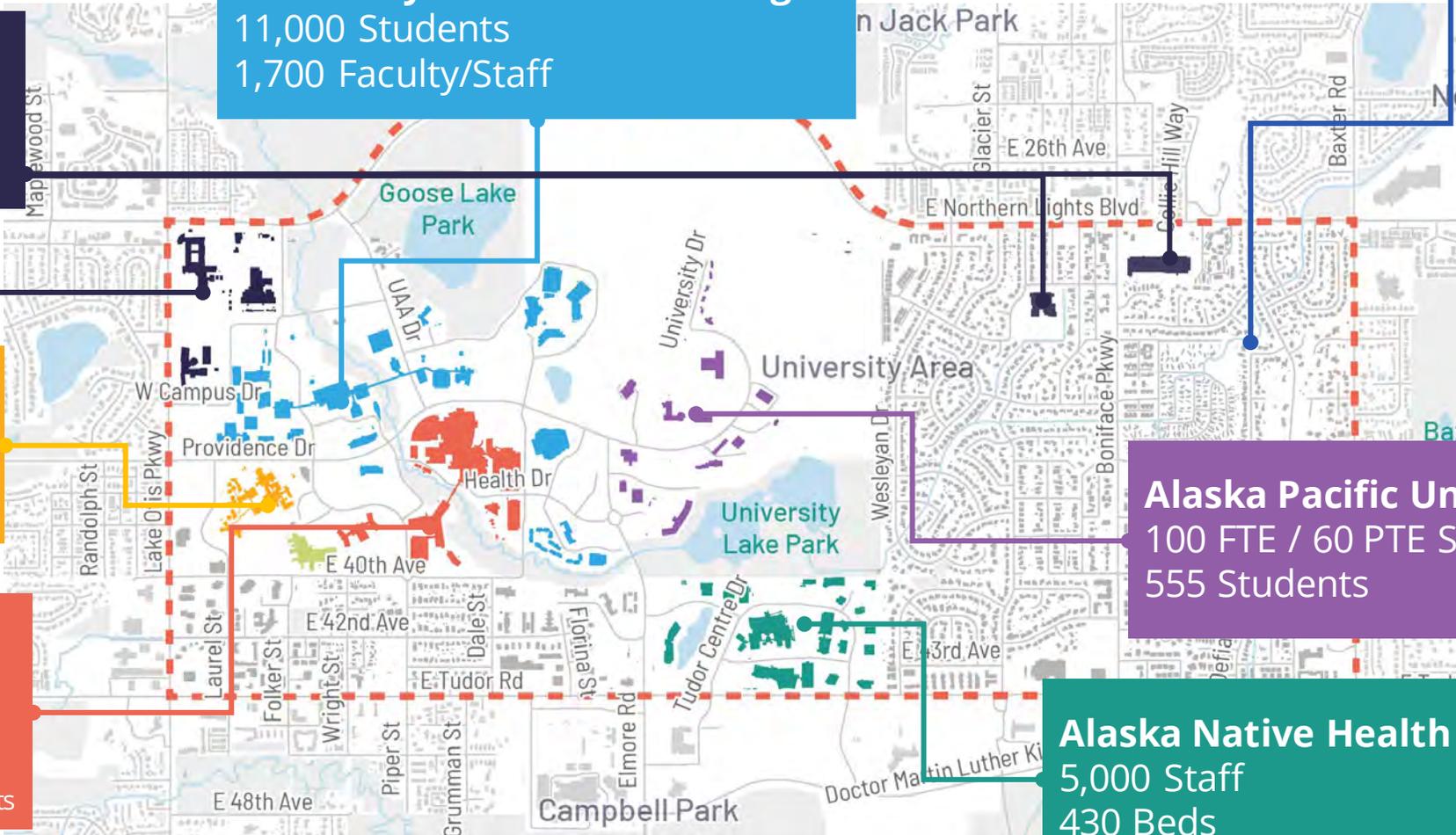
University of Alaska Anchorage
11,000 Students
1,700 Faculty/Staff

McLaughlin Youth Center
230 Staff
90 beds

Providence Alaska Medical Center
2,970 Staff*
400 beds
*Including contractors and tenants

Alaska Pacific University
100 FTE / 60 PTE Staff
555 Students

Alaska Native Health Campus
5,000 Staff
430 Beds



Sources: UMED District stakeholder-provided data, MYC website, ASD website, June-July 2022

Who is UMED?

4

Who is UMED?

TYPICAL PERSONAS

The UMED District is a vibrant destination used by **a variety of people with diverse transportation needs**. No single project or program will work for students, employees, residents, patients, and visitors. A mix of solutions is needed.



Students

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



Patients and Youth

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



Visitors

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



Employees

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



Athletes

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



Customers

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



Residents

People who live in or near UMED are familiar with many options for getting around. Innovation of the transportation system will make UMED a more enjoyable place to live, play, and explore.

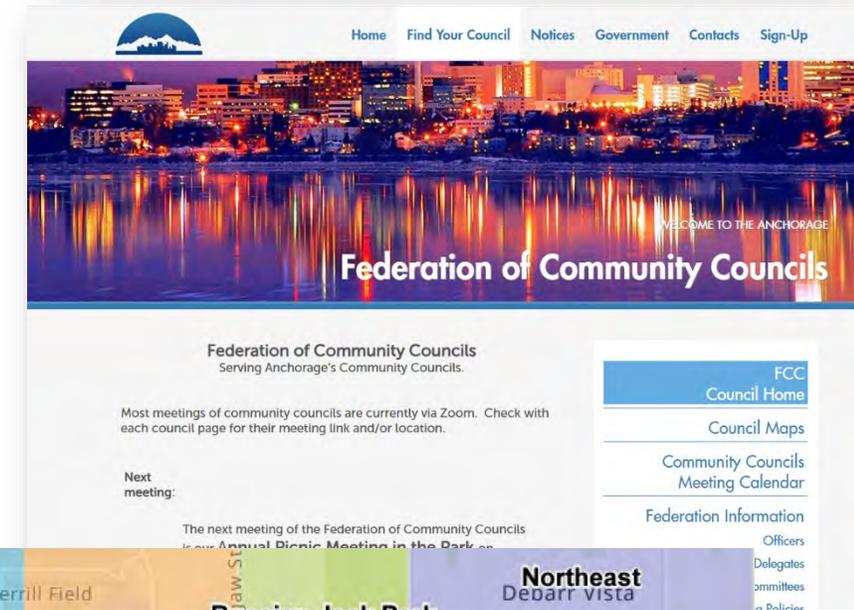
Who is UMED?

MAJOR STAKEHOLDERS

Spotlight on Community Councils

Community Councils (CC) provide a direct and continuing means of citizen participation in government and local affairs. There are several Community Councils in and adjacent to the District.

- **University Area (UACC)** – Within the UMED district
- **Airport Heights (AHCC)** – Northwest of the UMED District
- **Russian Jack (RJCC)** – Northeast of the UMED District
- **Campbell Park (CPCC)** – South of the UMED District
- **Rogers Park (RPCC)** – West of the UMED District
- **Scenic Foothills (SFCC)** – East of the UMED District
- **Northeast (NECC)** – Northeast of the UMED District
- **Tudor Area (TACC)** – Southwest of the UMED District



CC's meet on a regular basis from Fall to Spring and often pass resolutions or provide comments on MOA and AMATS draft plans or policies.

Who is UMED?

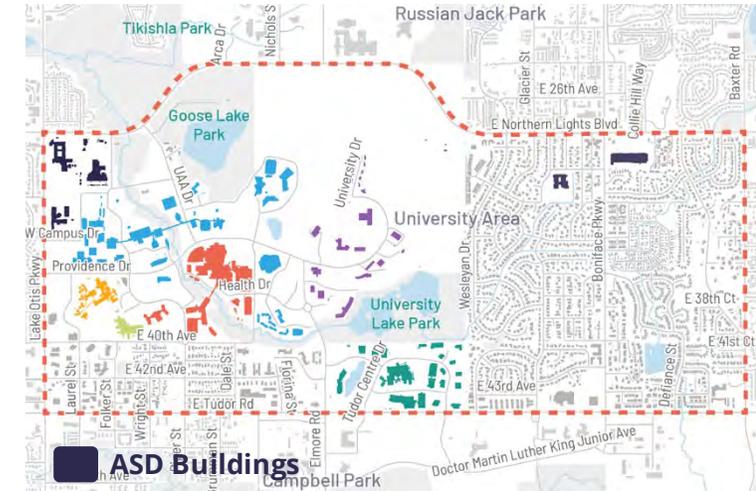
MAJOR INSTITUTIONS

Snapshot of Anchorage School District (ASD)

There are several K-12 schools located within the UMED District serving **nearly 1,300 students**: Lake Otis Elementary School, College Gate Elementary School, Wendler Middle School, and King Tech High School. Apart from King Tech, the other three schools have capacity **for ~470 more students**.

King Tech pulls from “the big 8” high schools across Anchorage, and some students return to their home high schools for sports or other coursework. Some King Tech students also **attend classes or access resources on UAA’s campus**. Safe and convenient travel for students to UAA’s campus is a challenge.

ASD uses a tiered bus system, transporting high school students first, then junior high school students, followed by elementary school students. **43 buses** service UMED District schools each day.



Who is UMED?

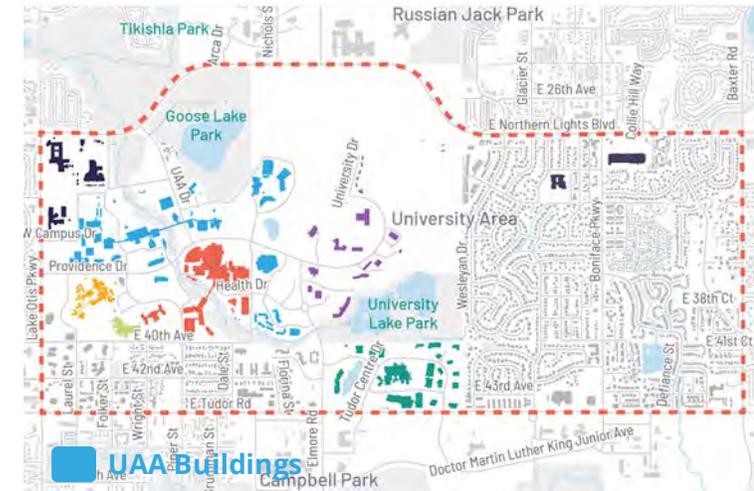
MAJOR INSTITUTIONS

Snapshot of **University of Alaska Anchorage (UAA)**

UAA is a state school that contains Anchorage Community College and Anchorage Senior College. Today, UAA has **11,000 students** and UAA has recently updated its Campus Facilities Master Plan and enrollment projection. The 2022 Campus Facilities Master Plan was approved in September 2022.

UAA is focused on investing in its existing campus and buildings and **servicing as a community asset** by inviting activities and groups to campus via shared use agreements, educational programs, fitness facilities, and programming.

UAA transitioned to virtual learning in the pandemic, and today, about **half of classes are offered virtually** versus in-person. UAA manages its parking system through paid permits and offers a suite of other TDM programs. The Seawolf Shuttle paused its service during the 2021-2022 academic year and will be returning in Fall 2022.



The UAA spine provides an east-west pedestrian link and offers a pleasant connection, especially in winter



*UAA/APU Consortium Library
(Credit: Cornerstone General Contractors)*

Who is UMED?

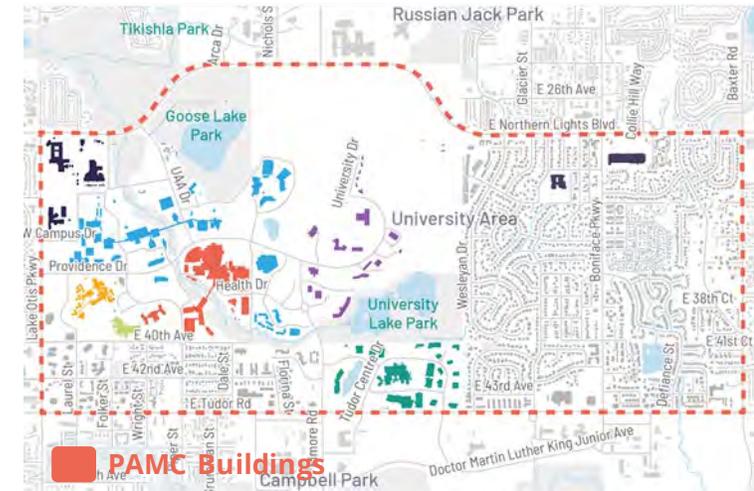
MAJOR INSTITUTIONS

Snapshot of Providence Alaska Medical Center (PAMC)

PAMC is the **state's largest hospital** and comprehensive care center. Like many healthcare providers nationwide, PAMC is moving many primary and preventive care services (non-acute) away from the main hospital **to satellite locations** throughout Anchorage.

PAMC has a goal to become **carbon negative by 2030**. As of early 2022 there is dedicated staff for the "Green Team," which champions sustainability initiatives and use of data to curb emissions.

In 2019, employee commuting represented 16% of PAMC's total emissions and the 3rd largest contributor, following electricity and gas. By 2021, commuting had declined to 14% of emissions. In 2020, many non-frontline or administrative staff transitioned to remote work; many still work predominately remote.



PAMC has plans to replace Parking Structure 1 with a modernized helipad and EV charging stations. Parking Structures 2 and 3 are shared at non-peak periods with UAA for special events at the Alaska Airlines Center.

Who is UMED?

MAJOR INSTITUTIONS

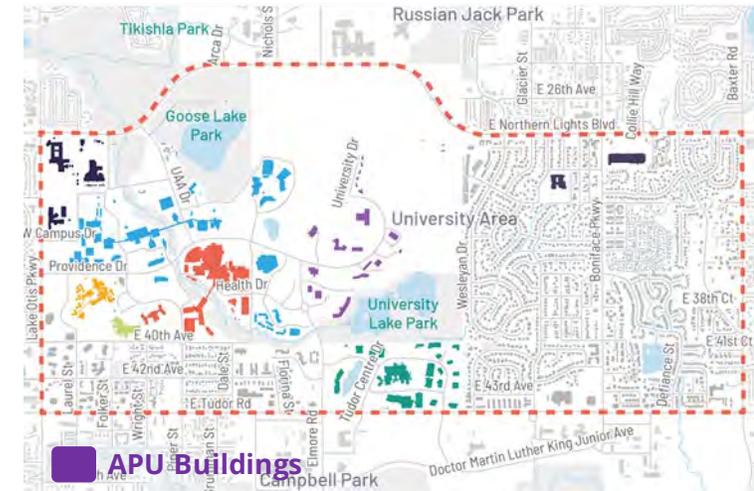
Snapshot of Alaska Pacific University (APU)

APU is a liberal arts college located between University Lake Park and much of the District's trail network. The majority of its **555 students** are from Alaska (83%).

According to its 2016 Institutional Master Plan, the average **daily occupancy on campus is ~1,300 people**, including other non-APU tenants such as Springhill Suites Hotel, Alaska Spine Institute Building, Alaska Public Media (AKPM), and the US Geological Survey.

As of 2022, **about 12% of students live on campus**. APU expects enrollment to grow another 10% over the next few years.

Most students and staff drive alone to campus. Free parking permits are made available each year for students. A permit is required to park at the APU/UAA Consortium Library.



APU has bike racks around campus, and offers a Gear Room where students, staff, and community members can check out fat tire bikes, skis, or camping gear.

Who is UMED?

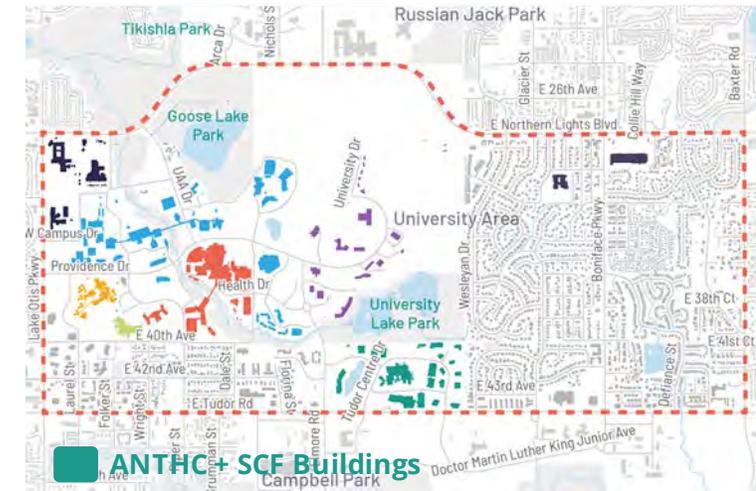
MAJOR INSTITUTIONS

Snapshot of Alaska Native Tribal Health Consortium (ANTHC) + Southcentral Foundation (SCF)

The Alaska Native Health System serves ~230 federally recognized tribes across the entire state. In 2021, their **service population was more than 205,000** people across the state.

The Alaska Native Medical Center (ANMC) operates the Quyana House and ANMC Patient Housing facility with a combined **258 rooms** for out-of-town patients and their escorts.

A Travel Management Team helps coordinate housing, travel, and Medicaid authorizations. There is an **ANMC shuttle service** connecting patients and visitors to the airport, downtown, and other key locations in Anchorage (Chapter 6).



ALASKA NATIVE
TRIBAL HEALTH
CONSORTIUM

Who is UMED?

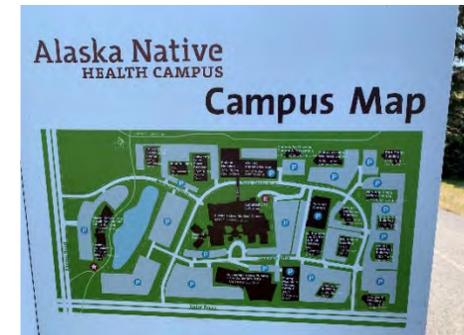
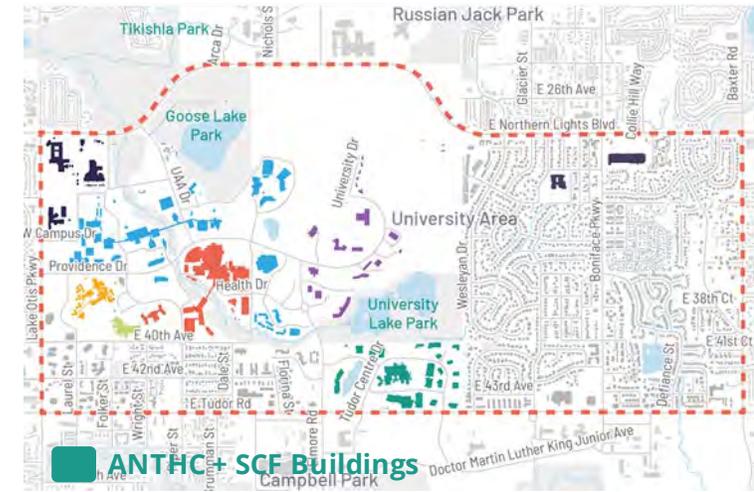
MAJOR INSTITUTIONS

Snapshot of Alaska Native Tribal Health Consortium (ANTHC) + Southcentral Foundation (SCF)

ANTHC and SCF jointly manage the Alaska Native Health Campus (ANHC), including the **Alaska Native Medical Center, established in UMED in 1997**. ANTHC is a non-profit Tribal health organization that serves Alaska Native and American Indian people with comprehensive medical services, wellness programs, research, and prevention.

The Consortium is Alaska's second-largest employer, with **more than 3,000 employees** based within UMED. Southcentral Foundation specializes in primary care and behavioral health services and has **more than 2,000 employees** based within UMED.

ANTHC has plans for two near-term developments to expand the Primary Care Center and new patient housing. A **new shared parking agreement** between campus entities will be developed to meet MOA parking requirements. The recent development on Tudor Centre Drive has a turnout for shuttle vehicles and the adjacent parking garage **has an indoor transit waiting area**.



Who is UMED?

MAJOR INSTITUTIONS

Snapshot of **McLaughlin Youth Center (MYC)** and **Alaska Psychiatric Institute (API)**

The MYC and API are both managed by the Alaska Department of Family and Community Services (DFCS).

MYC is a youth rehabilitation and detention facility that provides long-term treatment services and programs, including mental health services and transitional services. It is the **largest state youth detention facility** with 35 detention beds and 56 treatments beds (91 total). There are **more than 230 staff**, as well as volunteers, practicum students, and community partners who visit the site. Up to 15 State vehicles are parked on site, and 20 of the center's **268 parking spaces** are leased to a neighboring office.

API is the **only public psychiatric hospital** in Alaska and mainly serves Medicare, Medicaid, and uninsured populations. API has 80 beds and provides acute, inpatient mental health services for anyone in Alaska requiring hospitalization for a psychiatric crisis.



UMED's Planning Context



5

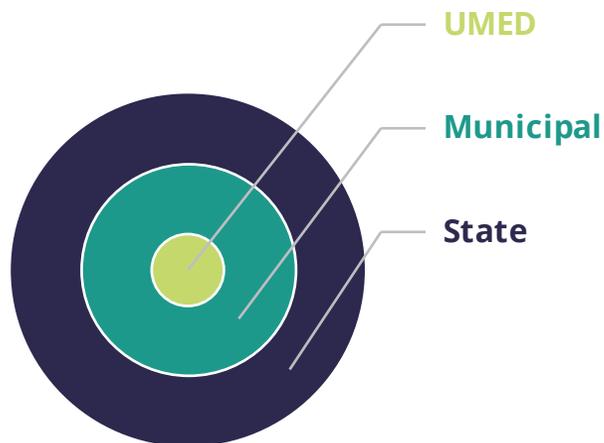
UMED's Planning Context

KEY PLANS, POLICIES, AND PROJECTS

There are multiple planning efforts, projects, and policies at the **state** level, **municipal** level, and **within the District** itself that will impact UMED's existing and future development .

Destination UMED will be guided by, and build on, **existing and ongoing studies and plans.**

These documents inform the existing conditions assessment and will shape our development of recommendations.



Past Plans

- [UMED District Plan \(2016\)](#)
- [Alaska Pacific University Master Plan \(2016\)](#)
- [Anchorage 2040 LUP \(2017\)](#)
- [Vision Zero Action Plan \(2018\)](#)
- [Complete Streets Policy \(2018\)](#)
- [Climate Action Plan + Annual Report \(2018-19\)](#)
- [AK Statewide Active Transportation Plan \(2019\)](#)
- [Transit on the Move TDP \(2020\)](#)
- [AMATS 2040 MTP \(2020\)](#)
- [Non-Motorized Plan \(2021\)](#)

Ongoing Plans

- [AMATS 2050 MTP \(2022-24\)](#)
- [AMATS 2050 Travel Demand Model Update \(2022-24\)](#)
- [AMATS TSMO \(2022-23\)](#)
- [AK Statewide Long Range Transportation Plan \(2021-22\)](#)
- Zoning code updates and infrastructure plans
- UMED institutional Master Plans

UMED's Planning Context

KEY PLANS, POLICIES, AND PROJECTS



UMED District Plan (2016)

- Articulates the long-term vision for the UMED District and brought UMED stakeholders together to support coordinated implementation
- Recommends funding and implementation of a TDM Study as a priority strategy
- Identifies potential TDM strategies for further exploration (e.g., bike share, park-and-ride, ongoing surveys)



Anchorage 2040 Land Use Plan (2017)

- Provides the long-term development and land use vision for Anchorage, incorporating neighborhood and district plans through 2040
- Develops guidance for an efficient transportation system that maximizes multimodal choices
- Goals for Centers and Corridors focus on improving walking, biking, and transit access to jobs, services, and activities



Complete Streets Policy (2018)

- AMATS adopted a Complete Streets Policy to ensure future transportation projects account for the needs of all roadway users as early as practicable and throughout the planning and design process

UMED's Planning Context

KEY PLANS, POLICIES, AND PROJECTS



Vision Zero Action Plan + Annual Report (2018-19)

- Includes a phased set of strategies across five categories: Process & Collaboration, Safer Streets, Safer Speeds, Culture of Safety, and Data Collection & Analysis
- Prioritizes reduction in disparities about where crashes occur and what types of road users are at a higher risk for injury or fatality
- Promotes shifting trips to active transportation and transit to reduce crashes, lessen congestion, improve air quality, and improve health



Anchorage Climate Action Plan (2019)

- Defines Anchorage goal to reduce greenhouse gas emissions 40% by 2030 and 80% by 2050
- Prioritizes completion of a GHG inventory and an annual update
- Identifies transportation as a key sector and identifies three key recommendations : 1) improve transit and non-motorized connection to major centers; 2) encourage proximate land uses to reduce car travel; and 3) transition to more energy efficient vehicles

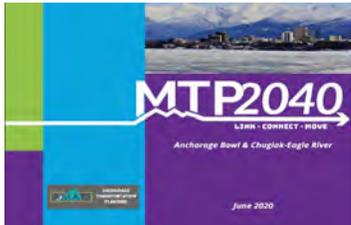


Transit on the Move (2020)

- Builds on the 2017 system redesign and identifies goals, objectives, performance measures, and targets for People Mover, including accessibility, convenience, reliability, and safety
- Recommends priority projects, including several routes that would serve UMED (e.g. Fairview)
- Proposes microtransit as a new service alongside People Mover, AnchorRIDES, and RideShare, although service zones do not include the UMED District

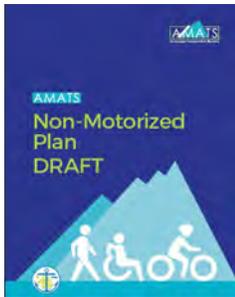
UMED's Planning Context

KEY PLANS, POLICIES, AND PROJECTS



2040 Metropolitan Transportation Plan (MTP) (2020)

- Current federally required plan that guides region's transportation investments and prioritizes its transportation dollars over the next 20 years
- Projects 20% population growth and 21% employment growth from 2013 to 2040
- Project list of short- and long-term non-motorized improvements adjacent to the District



AMATS Non-Motorized Plan (2021)

- Provides the policy and infrastructure framework for Anchorage's non-motorized network
- Defines a Vision Zero policy, anchored in a detailed crash analysis
- Supports TDM investment through transit pass programs, carpooling, and reducing single-occupancy vehicle trips

MOA Zoning + Title 21 Parking & Site Access Amendment (2022)

- Ongoing effort to right-size municipal parking requirements and TDM policies, ensuring that they support and catalyze development where people have more options to drive less
- Development and Design Standards require a Traffic Impact Analysis (TIA) with applications for developments that impact existing level of service; mitigation measures include TDM strategies, as well as pedestrian, bike, and transit facilities

UMED's Planning Context

KEY PLANS, POLICIES, AND PROJECTS



2050 Metropolitan Transportation Plan (MTP) (2021-2024)

- Four-year update to the MTP; currently in development
- Will result in an updated list of fiscally constrained priority projects and programs
- 2050 MTP draft goals and performance measures align to support TDM efforts such as maintaining infrastructure for all modes, improving safety, improving access and mobility options, and advancing equity



Transportation System Management and Operations Study (TSMO) (2022-23)

- Ongoing study to explore how new and emerging technologies can improve Anchorage's transportation system efficiency



AMATS Travel Demand Model Update (2022-24)

- Concurrent with the development of the 2050 MTP, AMATS is updating the region's travel demand model
- The model is a planning tool to assess how new transportation projects can best support a region's projections for population and employment growth. Such models are helpful on a regional scale, but can be less insightful for specific, smaller geographies.

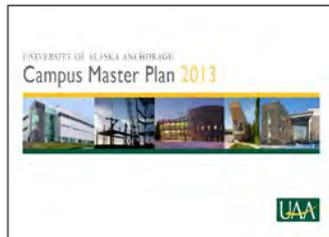
UMED's Planning Context

KEY PLANS, POLICIES, AND PROJECTS



Alaska Pacific University Master Plan (2016)

- Highlights improvements to People Mover to provide better transit access to campus
- Parking study amended parking code requirements in 2011 from 1 space to 300 sf to 1:600 sf
- This decrease in parking inventory was based on actual parking utilization, People Mover service, and low rate of student automobile ownership
- Includes parking guidelines for future development with the goal of minimizing excess parking



UAA Campus Facilities Master Plan (2022)

- Update to the 2013 Master Plan
- Defines the long- and short-term planning of the physical campus environment to support UAA's Strategic Plan (UAA 2025)
- Adopted in September 2022, with implementation beginning in 2023



ANTHC/SCF Parking Study (2021) and Traffic Impact Analysis (ongoing)

- Prepared in response to proposed expansions of the Primary Care Center and a new patient housing building in the Alaska Native Health Campus
- Documents existing conditions of parking supply and utilization, shuttle services, and wayfinding; confirms parking availability satisfies MOA requirements

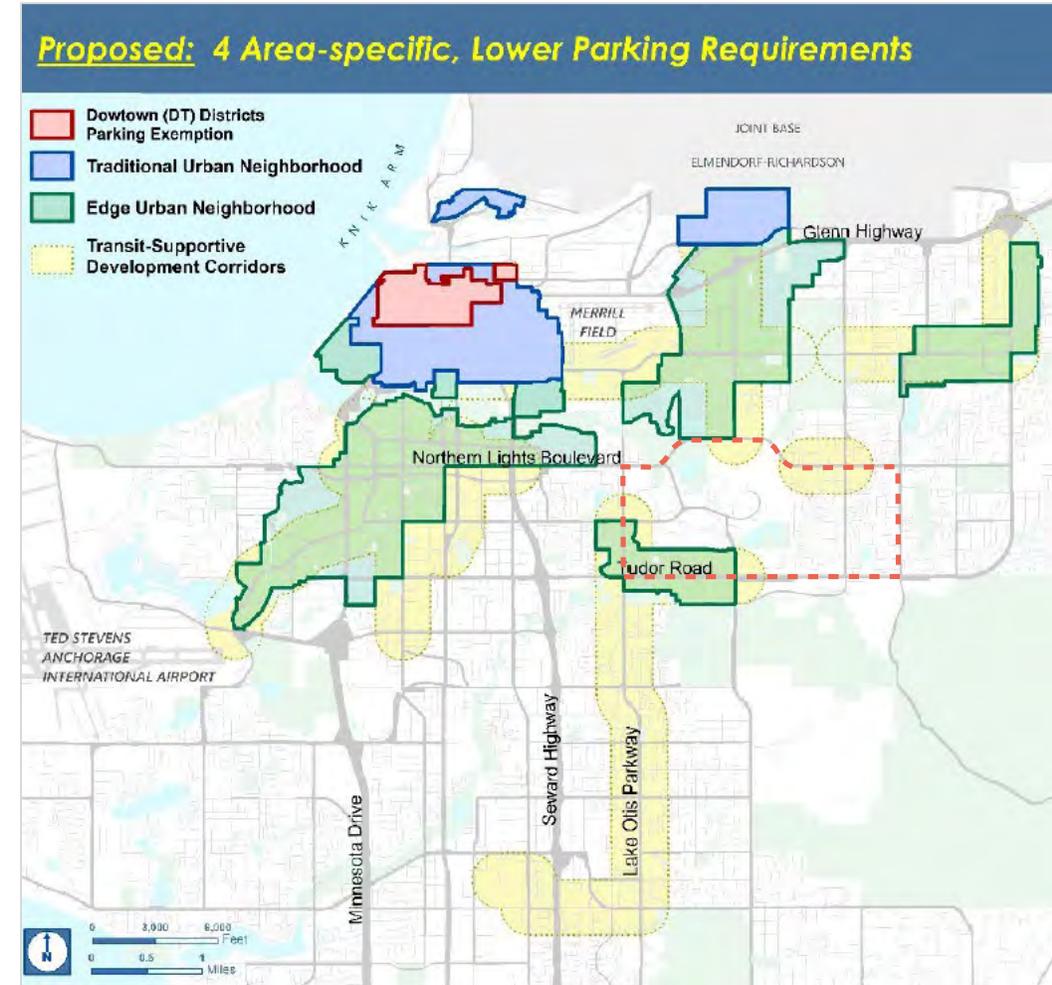
UMED's Planning Context

MUNICIPAL PARKING REFORM

The Municipality of Anchorage is in the process of amending **Title 21 – Parking and Site Access** requirements to right-size off-street parking requirements to improve access for people walking, biking, or taking transit. A portion of the UMED District would be directly impacted, but the reforms offer a larger potential framework for the future of parking and TDM requirements in the district.

Key actions include:

- Streamline approvals of parking reductions
- Make it easier to reduce parking through flexible TDM implementation
- Lower parking requirements in key geographies
- Improve site access and design standards
- Improve driveway access and standards
- Provide more flexibility with space design standards
- Consolidate and simplify land use categories



UMED's Transportation System



6

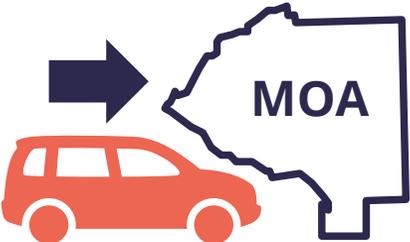
A Destination UMED Travel Survey launched in Fall 2022 to supplement the following data and help us further understand the transportation system, mode split, travel behaviors and preferences, and transportation issues for all UMED users.



UMED's Transportation System

WHERE PEOPLE COME FROM – ALL TRIPS

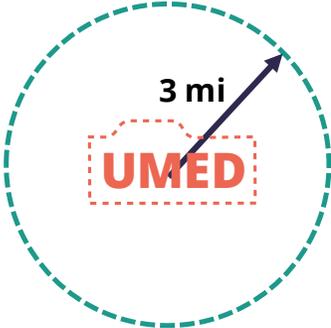
People travel to the UMED District from all around the city and region. Most people access the District **from the west and the south**. People coming to the UMED District from outside Anchorage are mostly from Wasilla, which is located to the north of Anchorage and is a part of the Anchorage metropolitan area.



3.6%
of all trips to UMED destinations originate outside of the Municipality of Anchorage

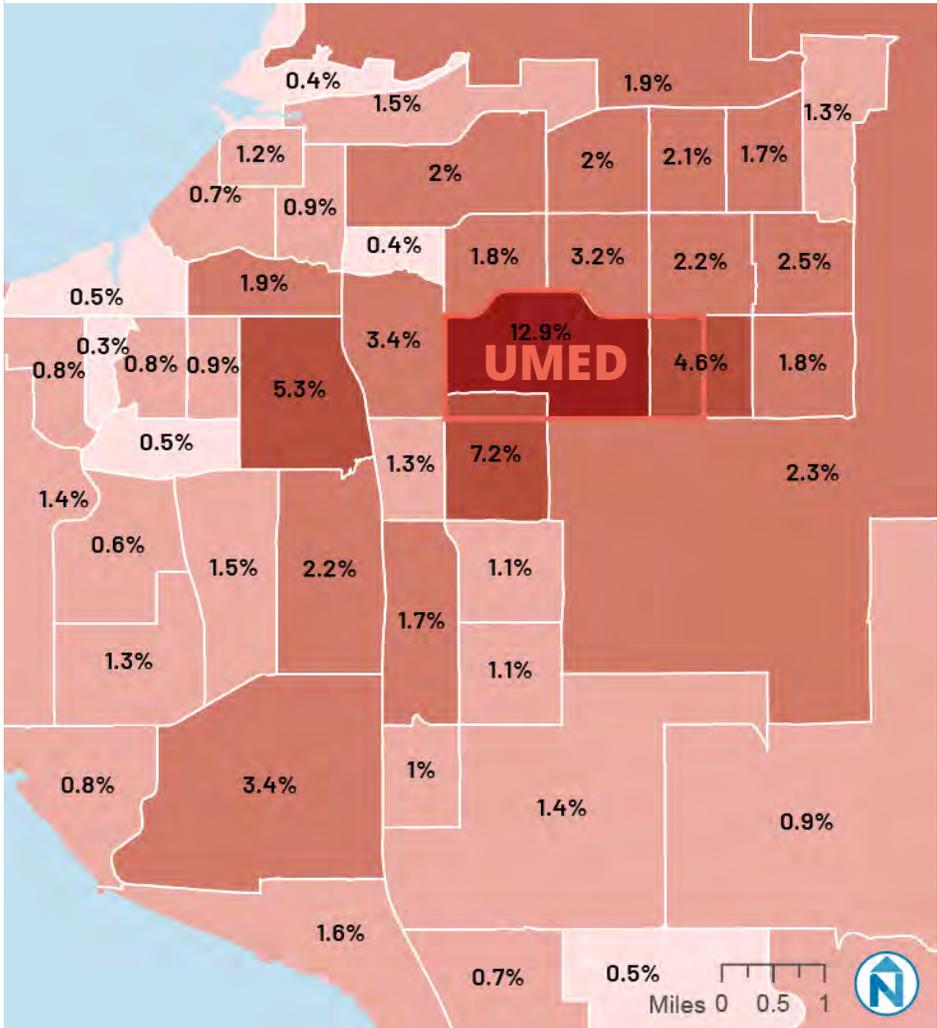


16.6%
of trips to UMED also start from within UMED



71.4%
of trips to UMED are from tracts within ~3 miles*

Share of average daily travel flows to UMED



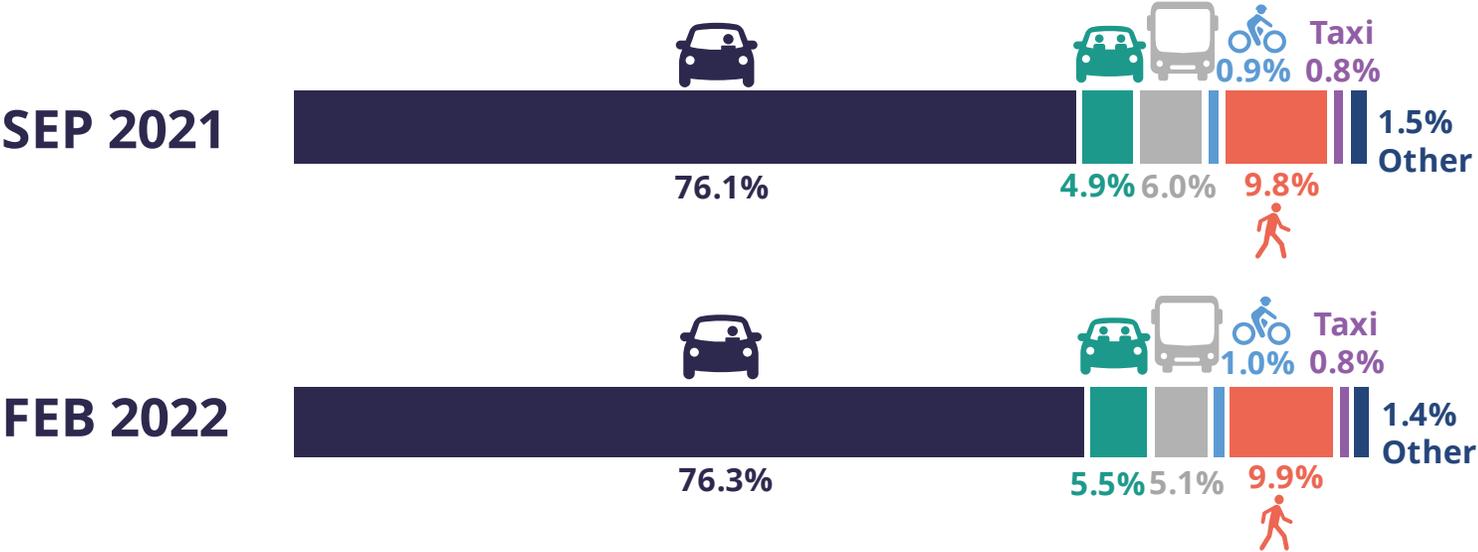
* Distance between the centroid of two census tracts, not travel distance

UMED's Transportation System

HOW PEOPLE GET AROUND – ALL TRIPS

Most people drive when accessing a UMED destination. **Seventy-six percent of all trips are drive-alone** and another five percent carpool, which is slightly more than that in Anchorage. Walking trips comprise about 10% of all trips, while just about 1% of all trips are made by bike. Recent data does not indicate substantial seasonal variation. Transit trips are slightly higher in the fall while rideshare trips are slightly lower. Mode splits of **all weekday trips** to the District and to other areas in Anchorage are similar.

The Fall 2022 travel survey will provide additional data by user group.

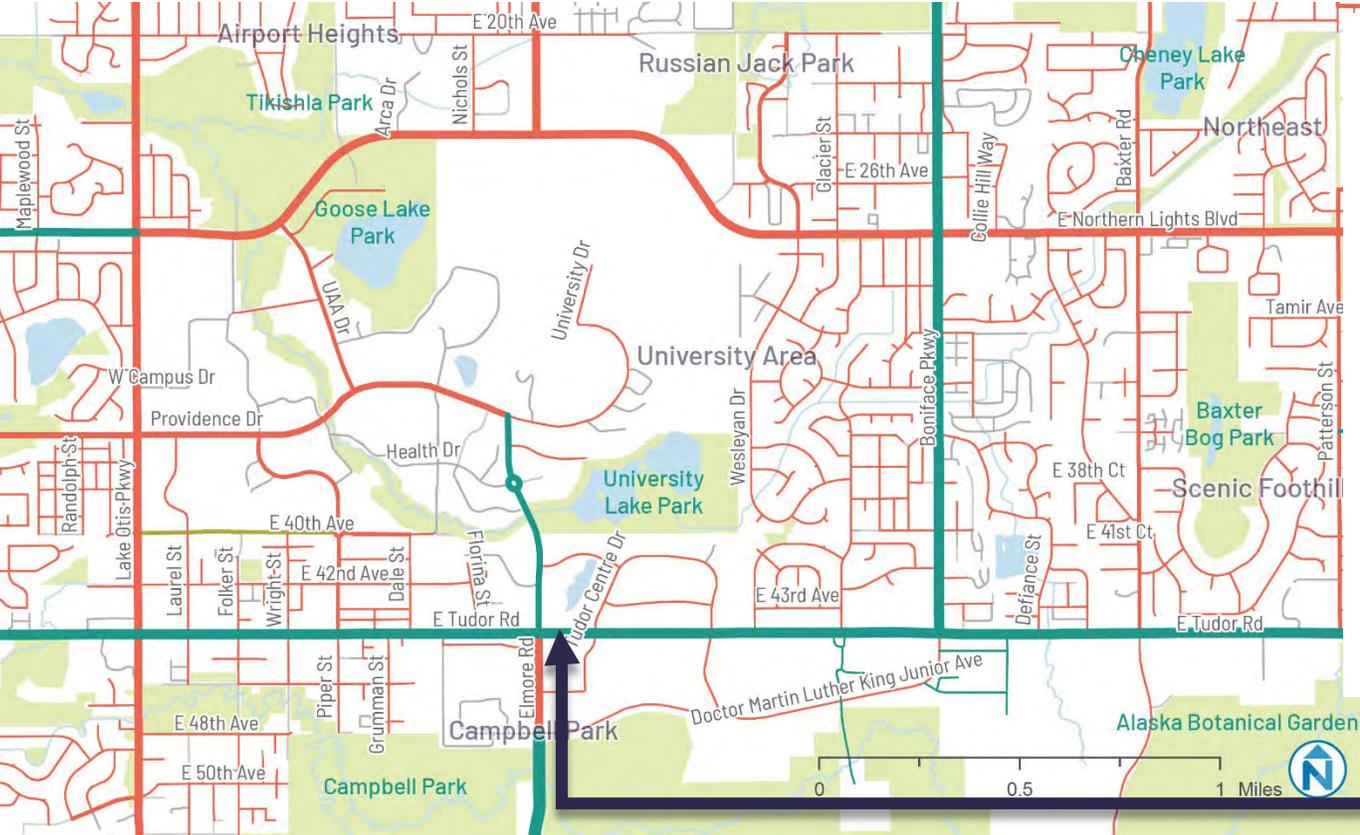


Replica is a modeling tool that simulates regional travel behavior based on Location-Based Services (LBS) data and other data sources. All trip purposes and modes are considered, so Replica offers a modeled point-in-time snapshot of regional travel.

Source: REPLICIA data for the UMED boundary.

UMED's Transportation System

ROADWAY NETWORK



Functional Classifications

- Major Arterial (4-6 lanes)
- Minor Arterial (2-4 lanes)
- Collector (2-4 lanes)
- Other (1-2 lanes)

Streets Ownership

- State DOT
- MOA
- Developer
- Private
- Unknown

The UMED District study area is bounded and served by two **major arterials** owned and maintained by the MOA and two major arterials owned by AK DOT&PF.

Internal streets are primarily under MOA jurisdiction, but several smaller streets are owned by UMED institutions.

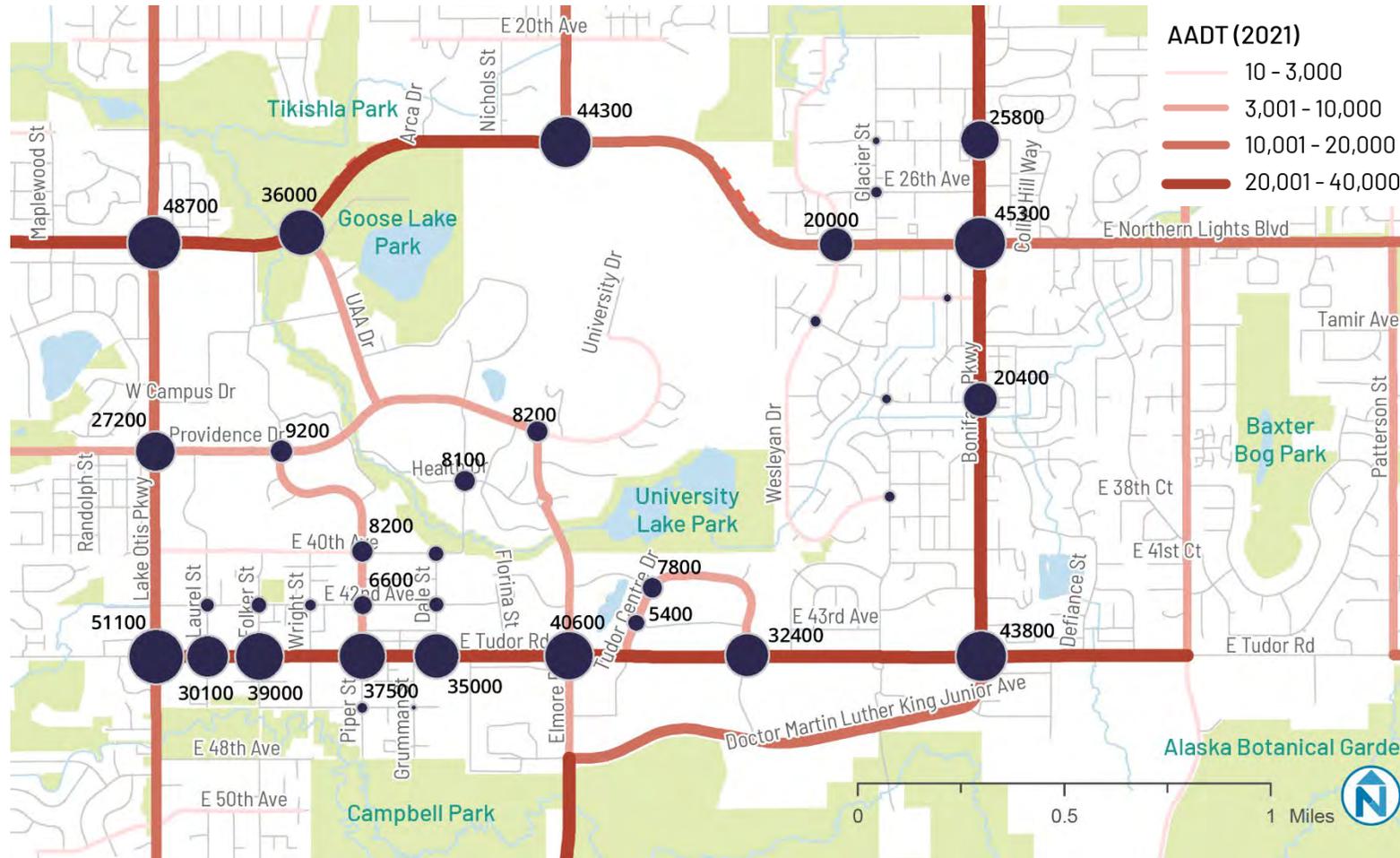


A view of East Tudor Road from the pedestrian bridge.

Source: Street Centerline data provided by AMATS, May 2022

UMED's Transportation System

ROADWAY NETWORK – TRAFFIC VOLUMES

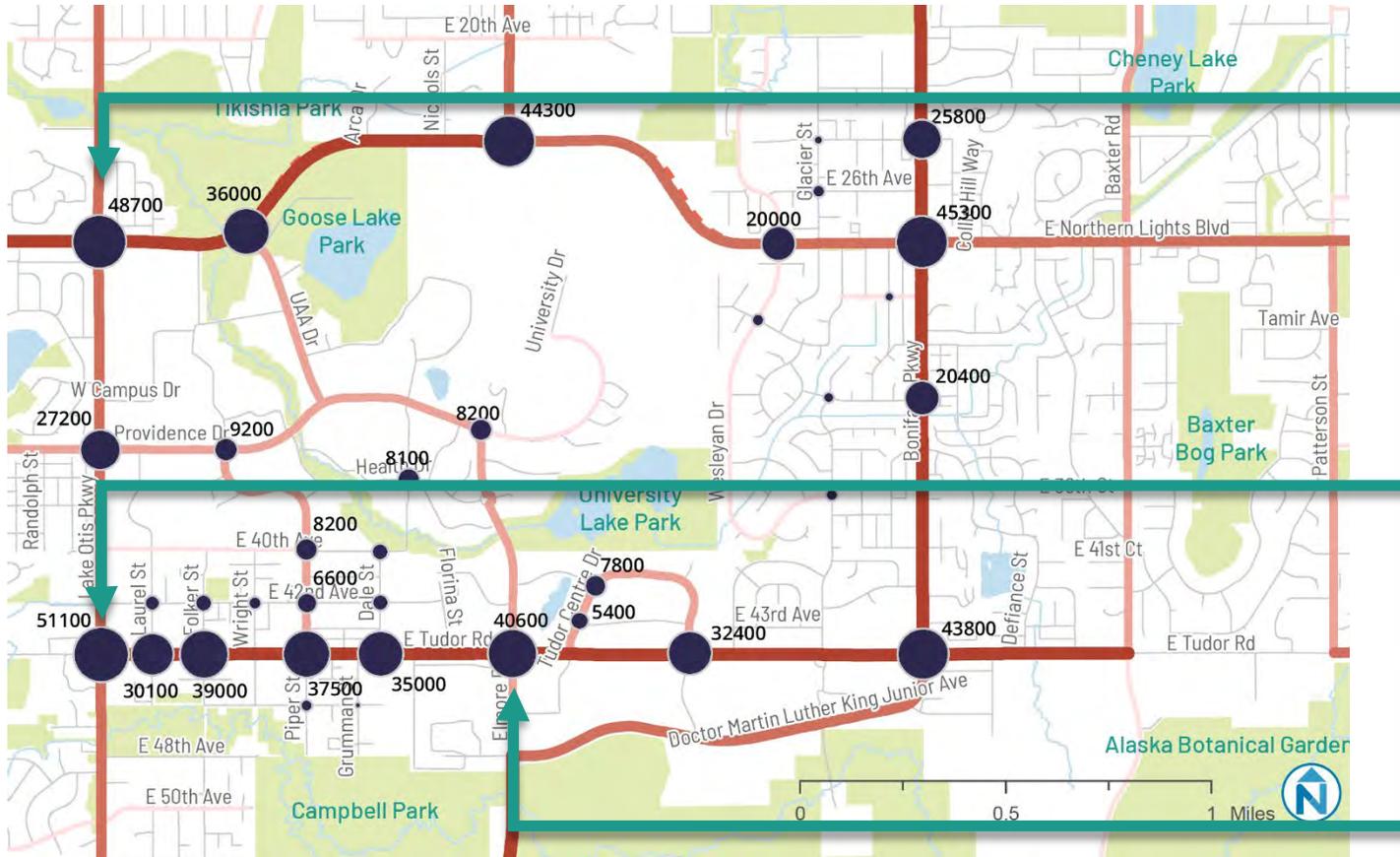


The **intersection of East Tudor Rd. and Lake Otis Pkwy.** has the highest average annual daily traffic (AADT) of any intersection in the study area. While the intersections on Northern Lights Blvd. also have high AADTs, Tudor Rd. has more intersections with relatively high volumes and more direct access points into the UMED core.

High traffic volumes at gateway intersections **may contribute to observations of drivers cutting through local streets** in the District. Cut-through traffic can increase **safety issues** on streets not designed for large volumes of vehicles.

UMED's Transportation System

ROADWAY NETWORK – NON-MOTORIZED CROSSINGS



People crossing Lake Otis Pkwy. at Northern Lights Blvd. have a long distance to walk with exposure to vehicle traffic.



A bicyclist waits on a "porkchop" island at Tudor Rd. and Lake Otis Pkwy. with limited buffer from vehicle traffic.



Double left turn pockets provide additional vehicle throughput into the District but increase crossing distances.

UMED's Transportation System

ROADWAY NETWORK – WEATHER IMPACTS



Sidewalks are narrowed and closer to traffic



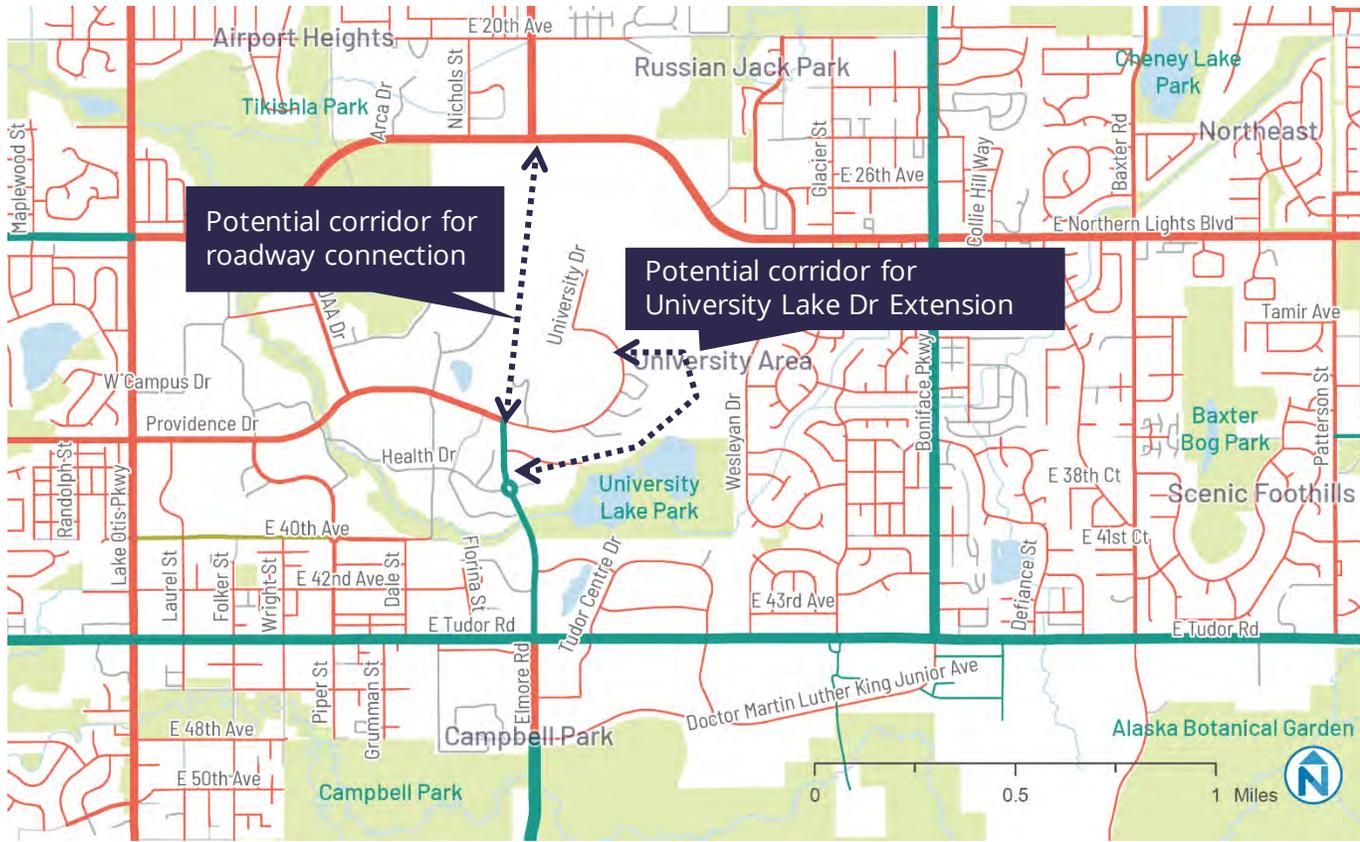
Walkways are icy and flanked by snow walls



Non-motorized facilities are often completely covered

UMED's Transportation System

POTENTIAL ROADWAY NETWORK EXPANSION



The **Northern Access Road** has been studied as a potential new connection between Northern Lights Blvd. and Providence Dr. This roadway has been described as beneficial to reducing traffic at key intersections, improving access, and supporting future development plans in the District.

Opposition to this project exists, with Community Councils and other community members concerned about its impacts to natural areas, limited congestion reduction benefit, and high project costs.

A **University Lake Dr. extension** presents an option for a secondary road outlet to APU's main campus.

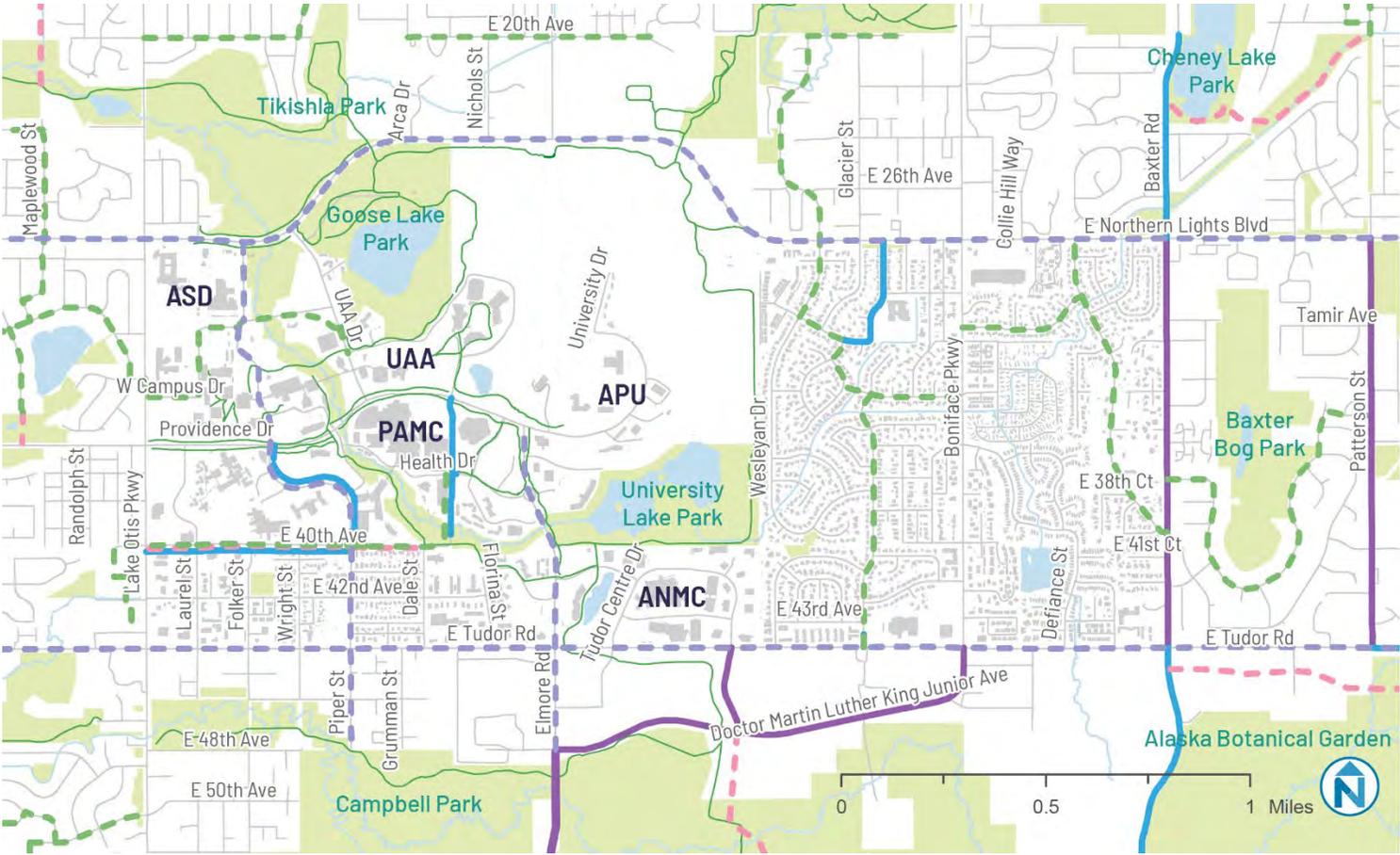
Sources: Street Centerline provided by AMATS, May 2022, Proposed Northern Access Road, Proposed University Lake Dr. Extension

UMED's Transportation System

BIKING NETWORK

There are few **designated, on-street bike routes** within the UMED District, though there are several recommended network enhancements.

Separated bikeways are proposed on Northern Lights Blvd. and Tudor Rd. to provide enhanced bicycle access to the District from the major arterials.



Existing Bike Network

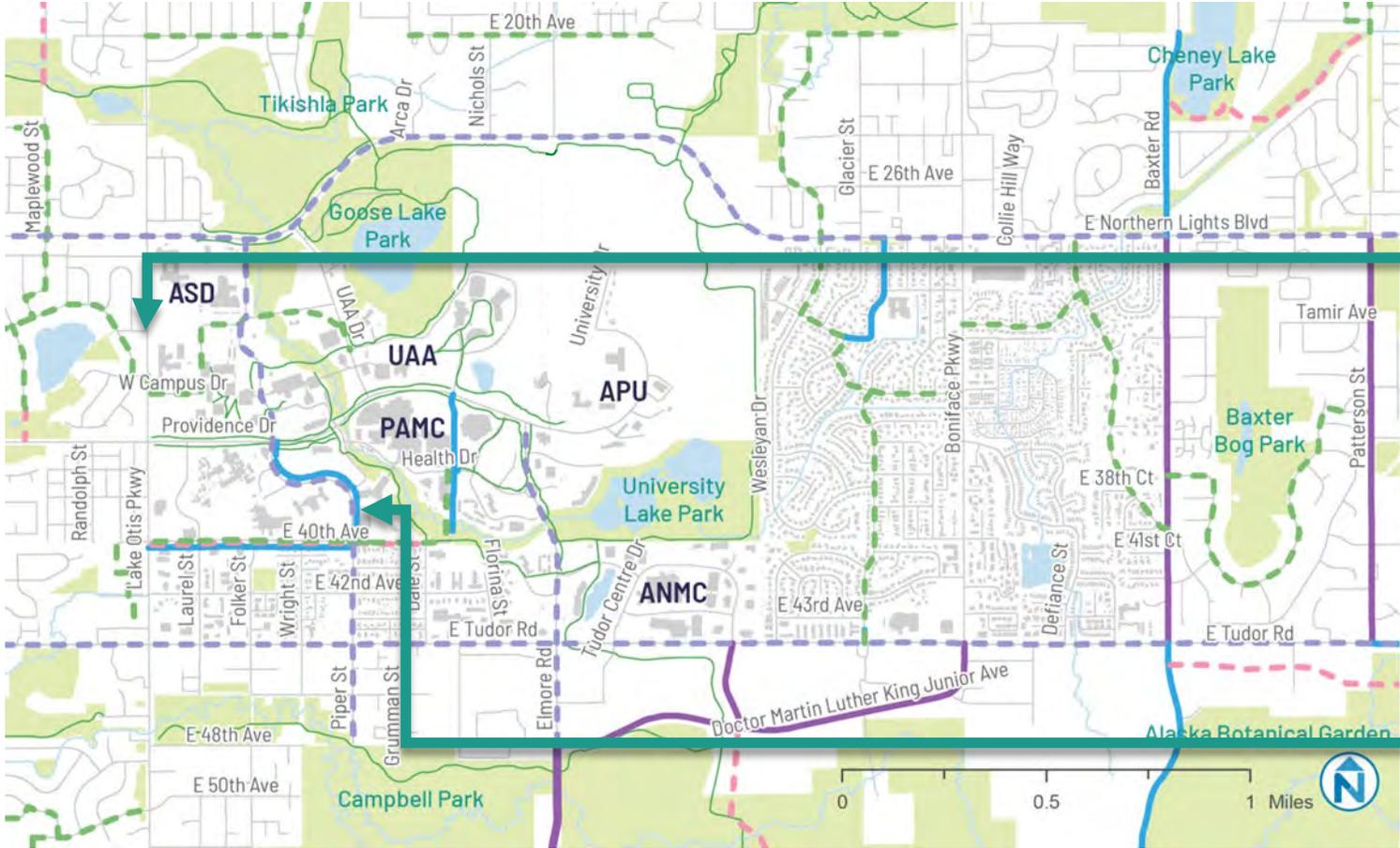
- Bike Lane
- Paved Shoulder
- Trail

Recommended Network

- Separated Bikeway
- Enhanced Shared Roadway
- Shared Use Pathway

UMED's Transportation System

BIKING EXPERIENCE



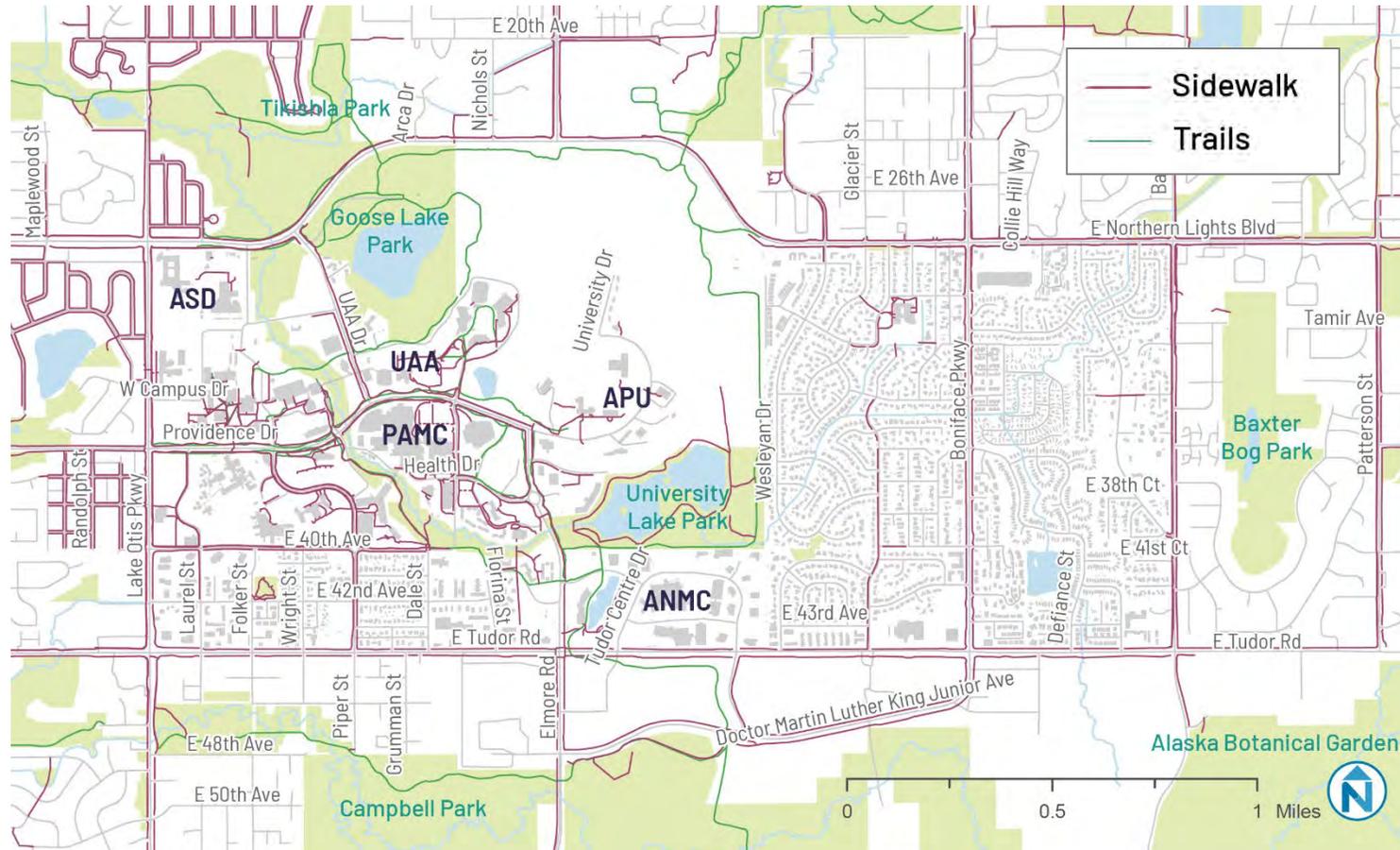
A cyclist riding on a shared-use pathway along Lake Otis Pkwy.



Streets with paved shoulders are narrow and lack a buffer. A bicyclist rides along a paved shoulder on Piper St. where the paint is thinning.

UMED's Transportation System

WALKING NETWORK

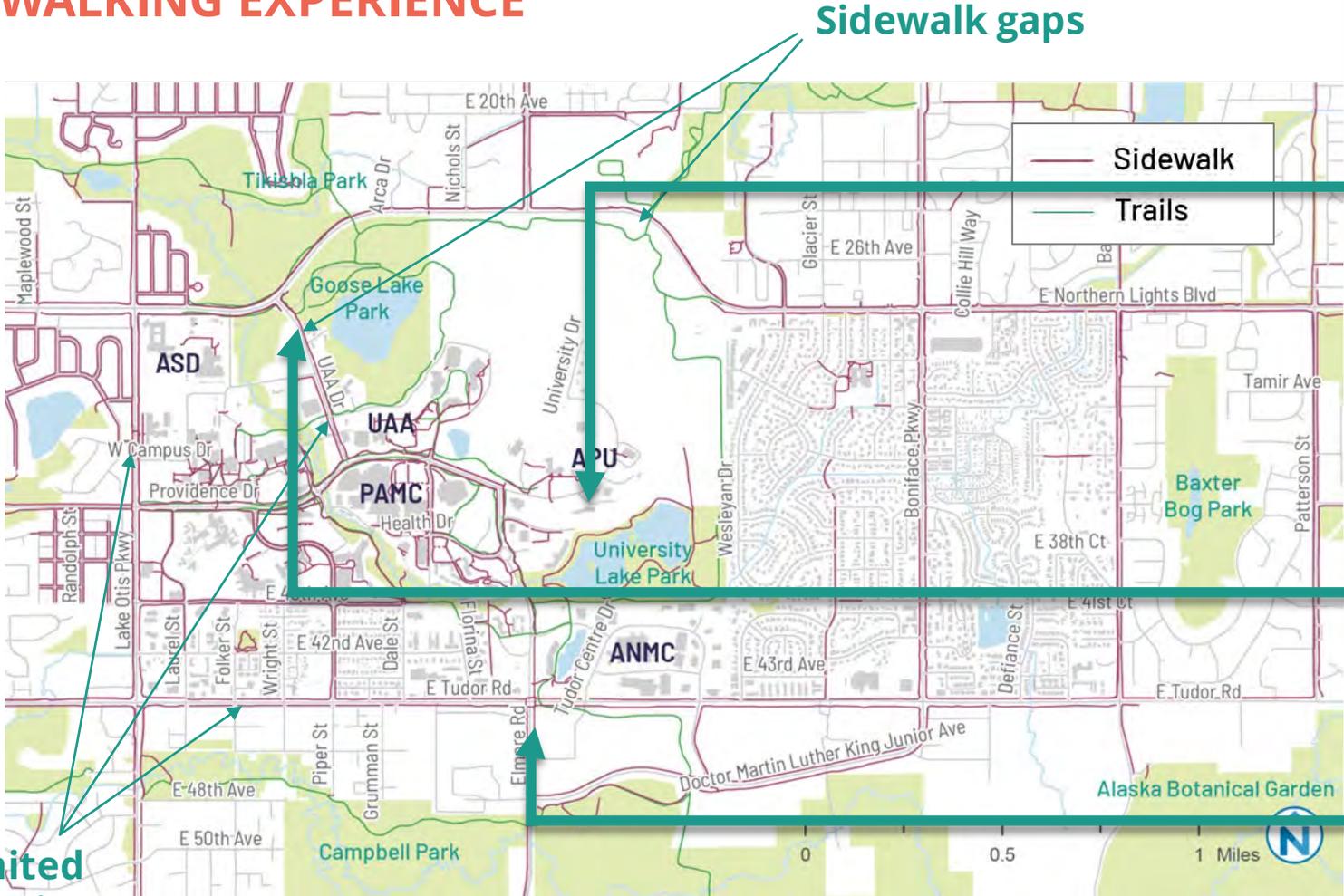


The sidewalk and multiuse path system in the UMED District provides **safe and inviting connections** across most campuses and District destinations. The trails also provide **recreation opportunities** for pedestrians, runners, cyclists, and skiers.

However, there are some areas with sidewalk network gaps, or where sidewalks are available only on one side of a street, making it **difficult to access transit stops** or UMED destinations. Along perimeter roads, there are more limited safe, signalized, and at-grade street crossings. Pedestrians cross midblock or need to travel out of direction, making **walking inconvenient and less safe** for even short distances.

UMED's Transportation System

WALKING EXPERIENCE

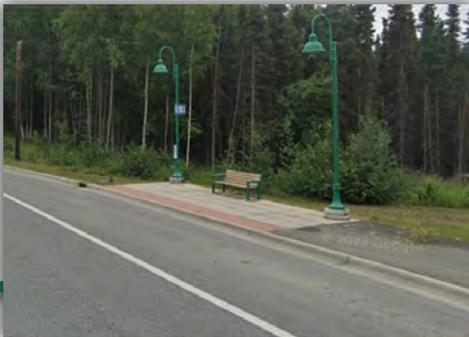


Sidewalk gaps

Limited crossings



Trails are often wide and scenic, but can have missing curb ramps, crosswalks, or connections.



A sidewalk on the west side of UAA Drive abruptly ends after a transit stop. People must backtrack to Northern Lights Blvd. to cross the street safely.



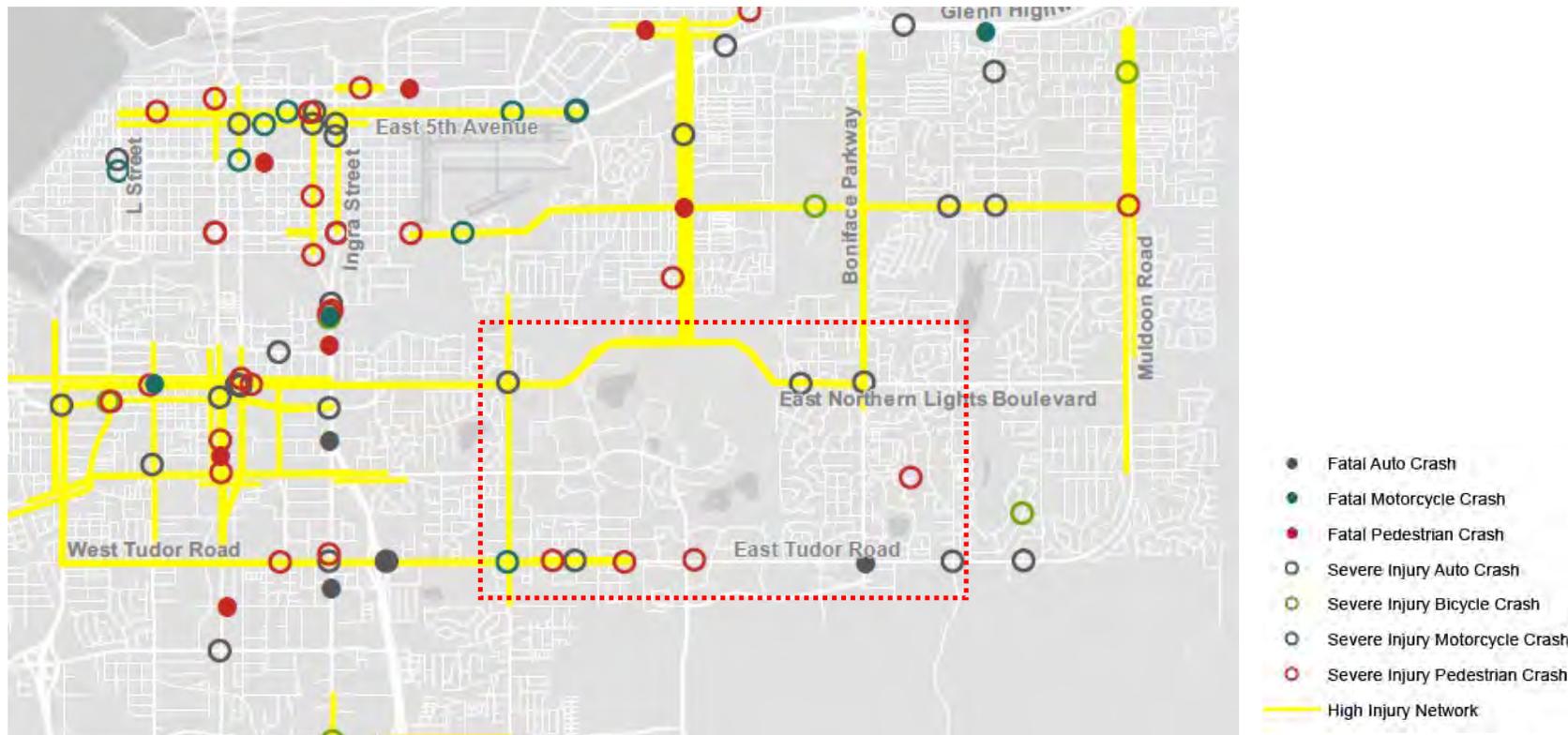
Pedestrian bridges help connect people on foot, bike, or wheelchair to UMED destinations across Tudor Rd. and Lake Otis Pkwy., but they can require out-of-direction travel.

Sources: [AMATS Non-Motorized Plan](#) data provided by AMATS, May 2022; data supplemented with OpenStreetMap sidewalk data, accessed May 2022

UMED's Transportation System

TRAFFIC SAFETY

The **high injury network** shows street segments that are more seriously impacted by crashes than others in Anchorage. This map is from the MOA Vision Zero Action Plan. The analysis looks at all crashes in Anchorage but attaches more weight to crashes resulting in serious injuries and fatalities.



Many of the District's access points are on the **high injury network**.

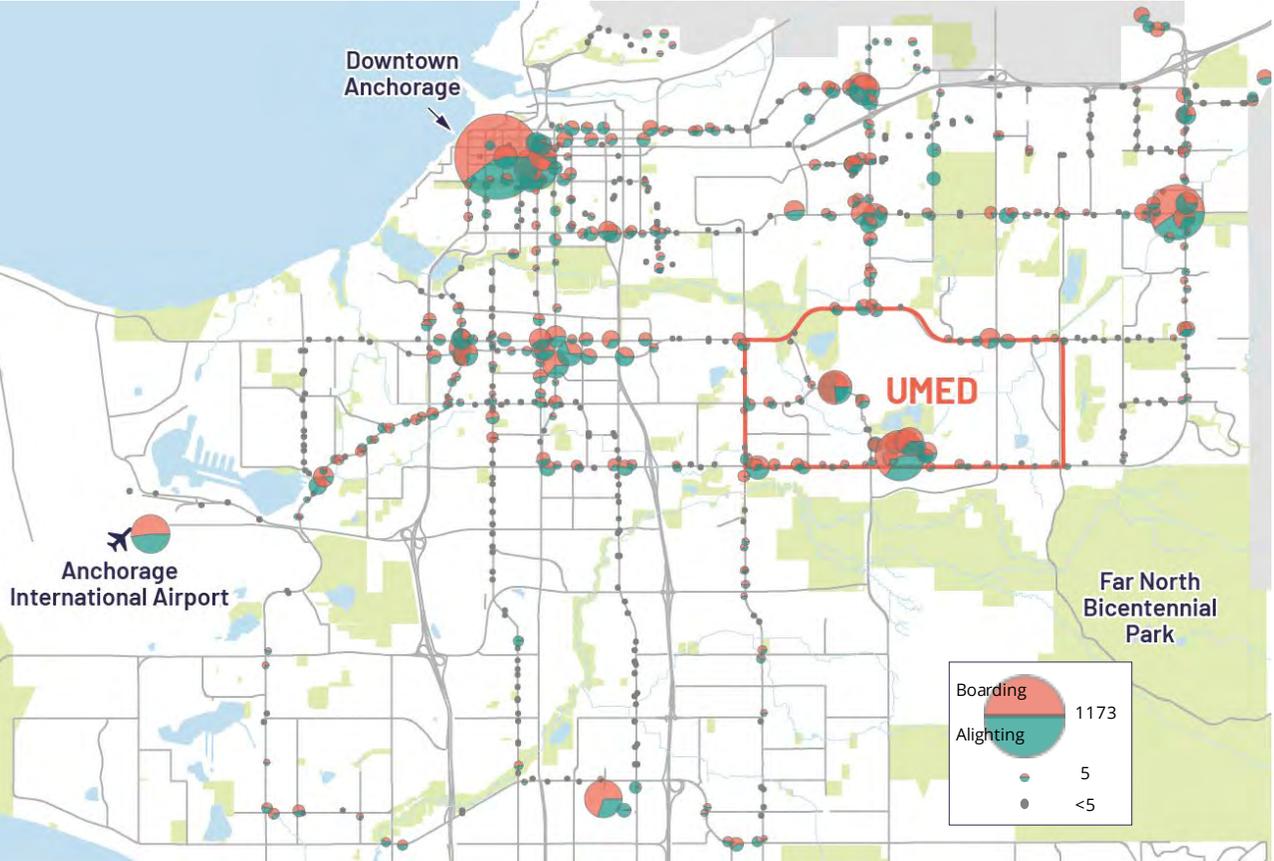
Pedestrians entering the western or northern part of the District, unless coming directly from the Chester Creek trail system, have **few access points that do not cross one of these corridors** (e.g., Lake Otis Pkwy., Tudor Rd., and Northern Lights Blvd.).

Bicyclists also have limited options for contiguous riding off the high injury network if choosing to stay on the designated, on-street bike network.

UMED's Transportation System

TRANSIT

The UMED District is one of the best-served areas within the People Mover system. The stop located **on Diplomacy Drive** between the main hospital and the ANMC Primary Care Center has **the third-highest ridership** in the entire system.



15

Total bus routes in People Mover System



System ridership dropped **43%** between 2019 and 2021

In 2017, People Mover **redesigned its bus system to increase service** in the most densely populated parts of Anchorage, which spurred a boost in ridership systemwide in 2018 and 2019. Like all U.S. transit systems, ridership has dropped significantly since the Covid-19 pandemic.

Source: People Mover ridership data, 2019-2021

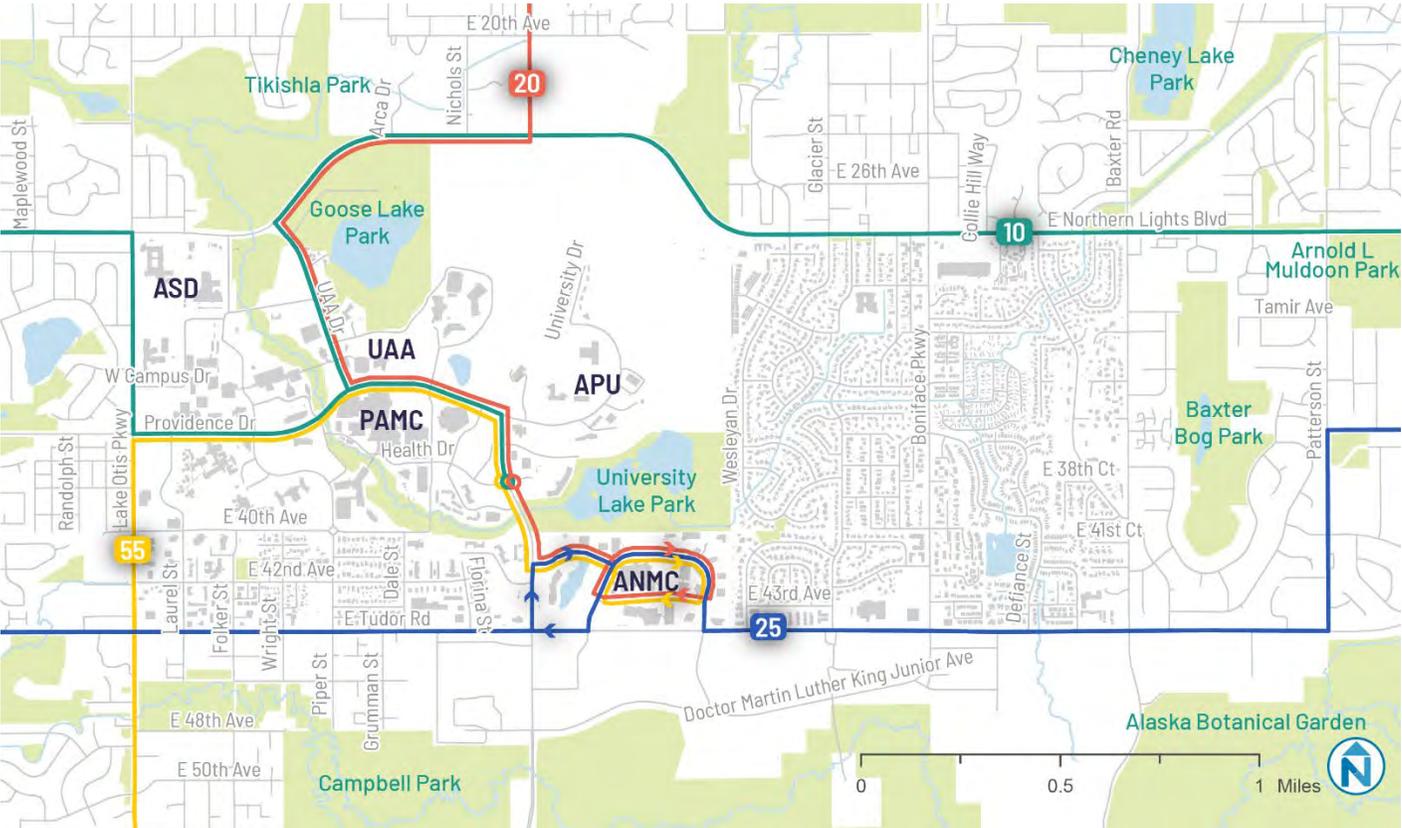
UMED's Transportation System

TRANSIT

People Mover operates **four routes that serve the UMED District**. Bus stops are located throughout the District, with the highest density of service near the ANMC campus.



Top three routes by ridership in the People Mover system



Route 10

- Downtown to Muldoon Transit hub
- 15 min peak frequency
- 6:06 AM – 11:59 PM Weekday
- 8:03 AM – 7:46 PM Weekend

Route 25

- Downtown to Tikahtnu Commons
- 15 min peak frequency
- 6:06 AM – 11:50 PM Weekday
- 8:22 AM – 8:13 PM Weekend

Route 20

- Downtown to ANMC
- 15 min peak frequency
- 6:02 AM – 12:03 AM Weekday
- 7:58 AM – 7:49 PM Weekend

Route 55

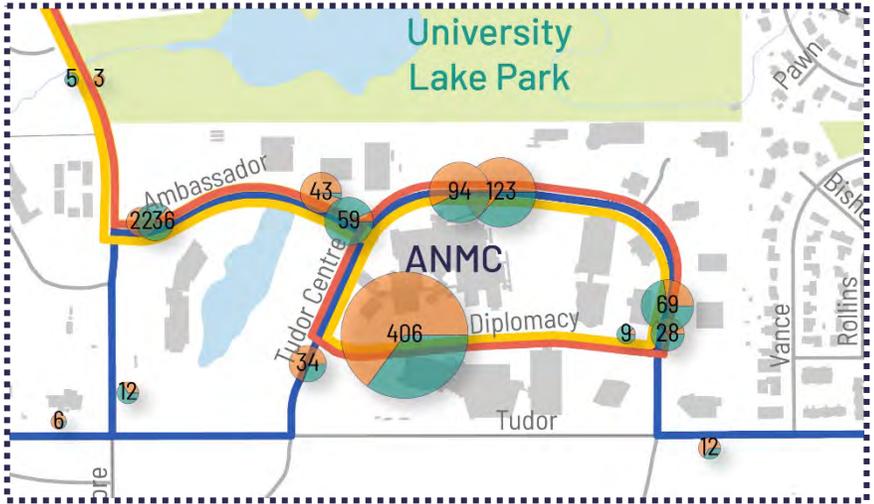
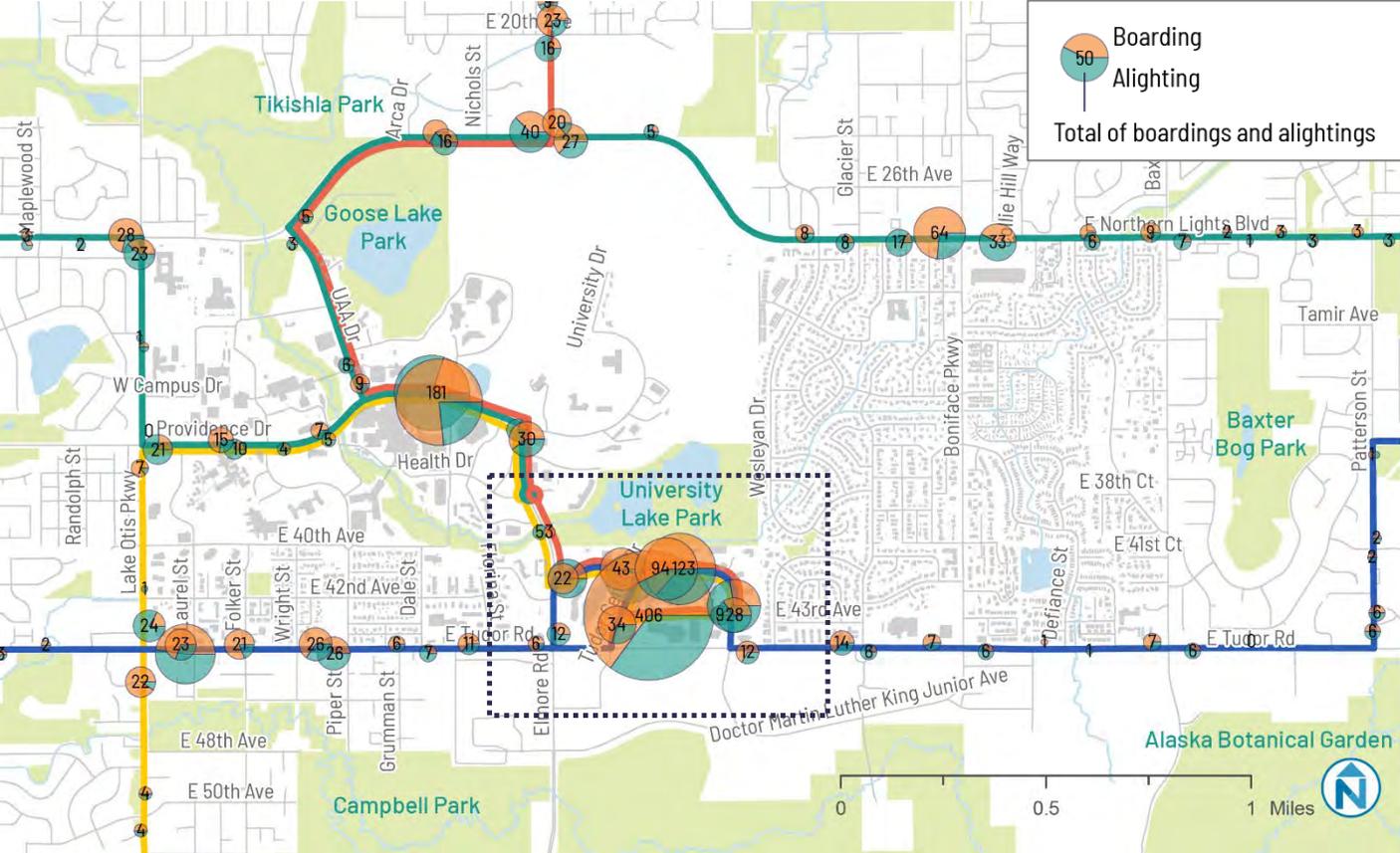
- ANMC to Dimond Transit Ctr.
- 30 min peak frequency
- 5:32 AM – 10:16 PM Weekday
- 7:53 AM – 7:46 PM Weekend

Sources: Municipality of Anchorage GIS Data Download Portal, accessed May 2022

UMED's Transportation System

TRANSIT

Transit stops near the ANMC campus have higher ridership. The stop on Providence Dr. at Alumni Dr. / Wellness St. is also a major transit node in UMED.





19%
of system
ridership is in
UMED

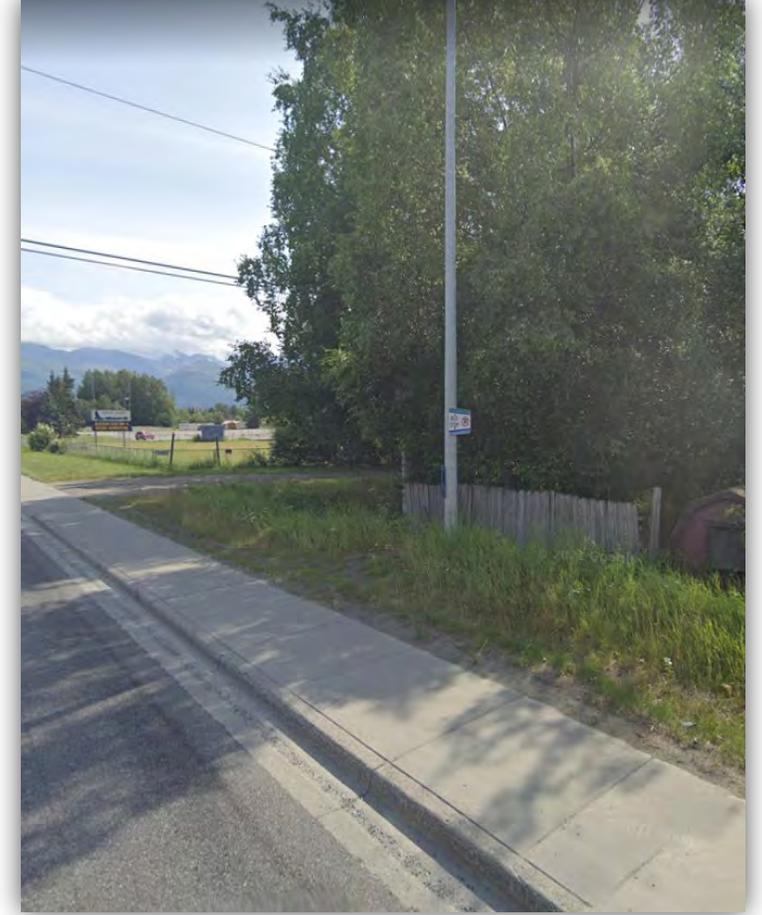
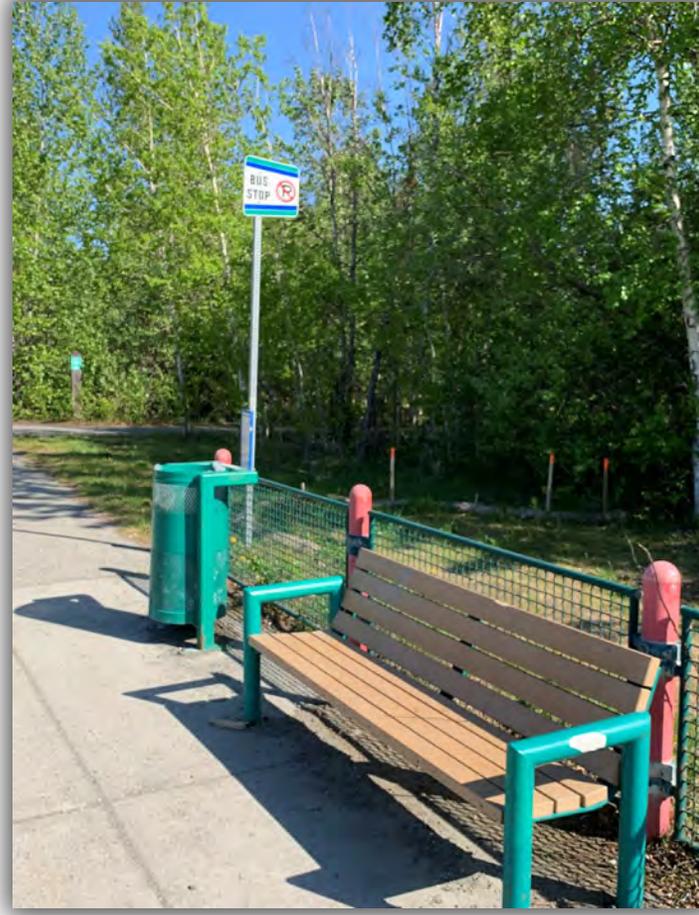


16%
more boarding
than alighting in
UMED

Source: People Mover ridership data, 2021

UMED's Transportation System

TRANSIT

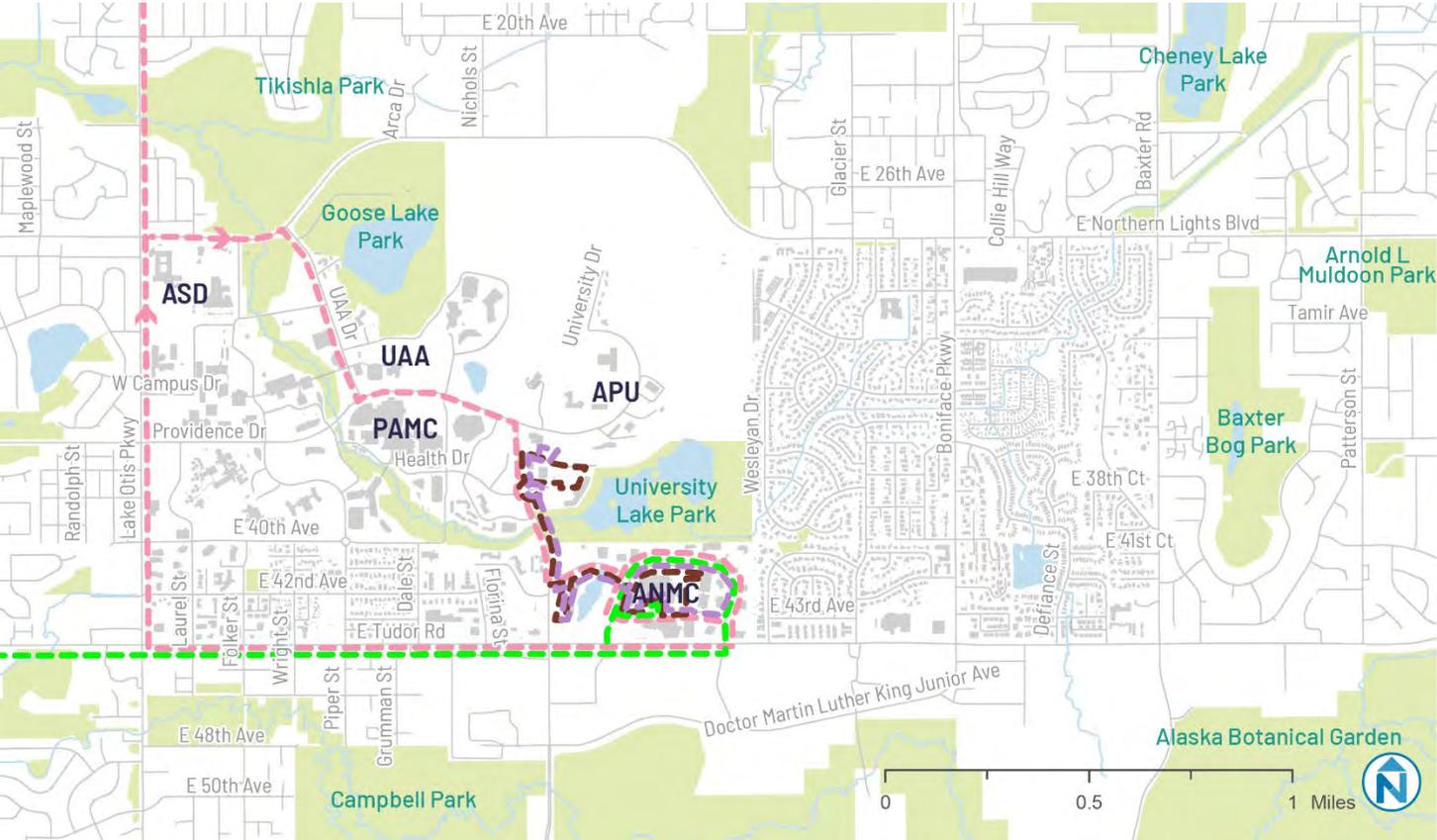


There are several high-quality transit stops with robust passenger amenities. Some stops have no amenities and are in high traffic volume locations, such as along E. Tudor Road.

UMED's Transportation System

SHUTTLE SERVICE

ANMC operates **four shuttle routes** that circulate on the ANMC campus. The shuttle to/from the Anchorage International Airport runs every hour until midnight, with on-call service after midnight. The other routes serve buildings around campus, various off-site clinics, and/or the Spring Hill Suites hotel.



Airport

- Patient Housing – Airport
- 60 min frequency
- 5:00 AM – Midnight Monday-Friday, on-call service after midnight
- 8:00 AM – Midnight Weekend

AK Regional

- Patient Housing - Regional Hospital – ANMC
- 60 min frequency
- 7:00 AM – 7:55 PM Monday-Friday

ULMC University Lake Medical Center

- Patient Housing – HCB – ULMC – ANMC
- 30 min frequency
- 7:30 AM – 5:25 PM Monday-Friday

APMB Alaska Pacific Medical Building

- Patient Housing – HCB – APMB – SpringHill Suites – ANMC
- 30 min frequency
- 7:45 AM – 6:30 PM Monday-Friday

Sources: [ANMC live shuttle tracker website](#)

UMED's Transportation System

TRANSIT AND SHUTTLE VEHICLES

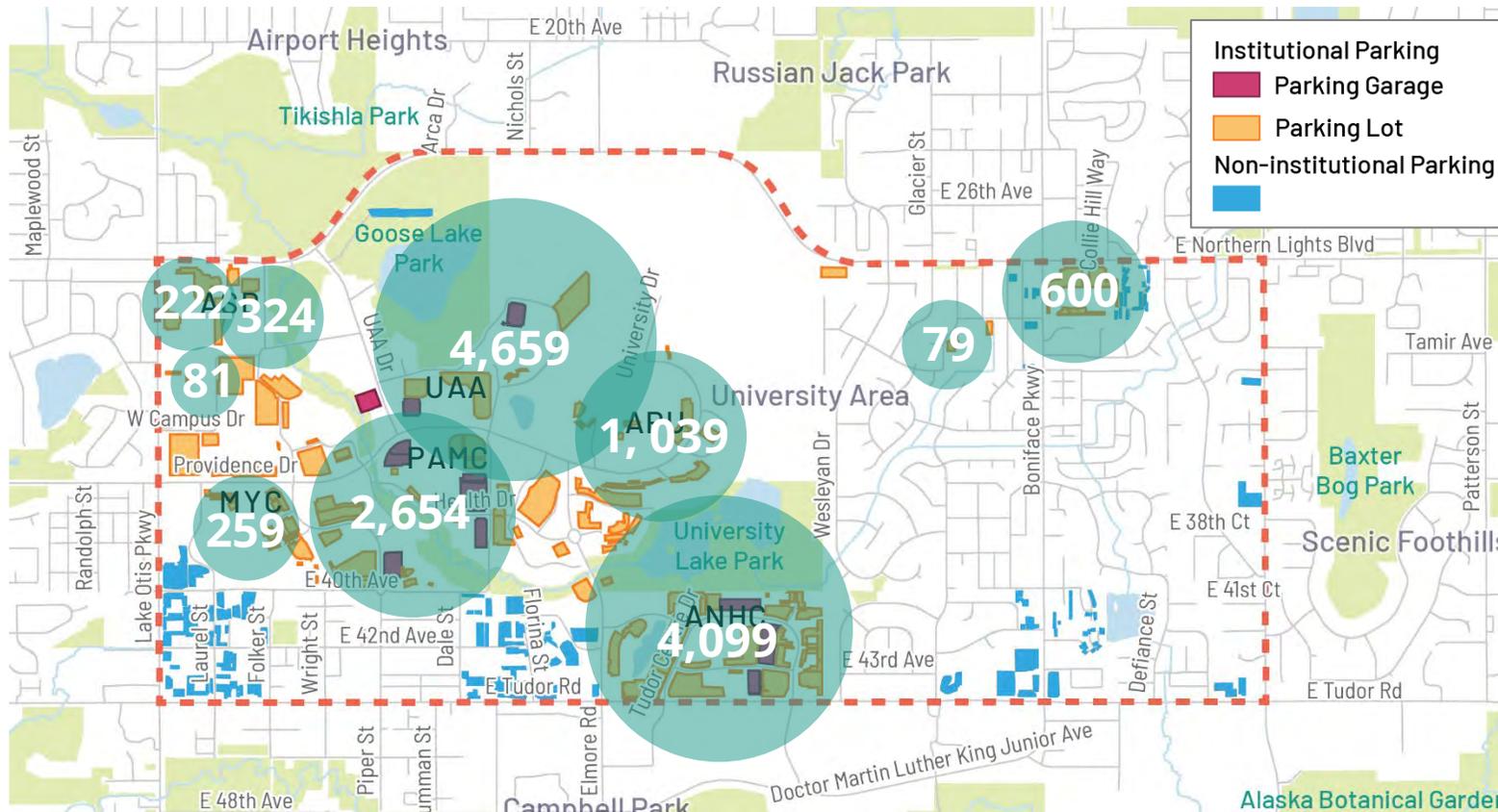


The District has a mix of transit and shuttle services provided by People Mover, ANMC, and UAA (SeaWolf was paused 2020-2022). Service is provided via a variety of vehicle types.

UAA's shuttle service will soon be restarting with 14-person passenger vans.

UMED's Transportation System

PARKING



UMED has more than 14,000 institutional parking spaces spread **over 100 parking lots and 10 parking garages**. There are **another estimated 4,000 spaces** associated with retail services or private businesses.

Institution		# of Spaces
	UAA	4,659
	APU	1,039
	MYC	259
	PAMC	2,654
ASD	Lake Otis ES	81
	Wendler MS	222
	King Tech HS	324
	College Gate ES	79
	ASD Office	~600
	ANHC	4,099
Total Institutional Spaces		~14,016
Non-institutional Spaces		~4,000

 **~18,000**
Total Parking Spaces

 **23,314**
Jobs in UMED in 2016

**UMED's
Existing TDM**



TDM is underway...

EXISTING TDM PROGRAMS

There are several TDM efforts underway at the municipal level and among individual UMED stakeholders. There is substantial opportunity, however, to **expand and enhance TDM, integrate best practices and new technologies, and enhance coordination** among UMED institutions. A snapshot is provided in this chapter.

	Ridehail and shared mobility	UPass Programs	Shuttles and transit amenities	Marketing and events	Priced parking	Shared parking	Bike parking and repair
MOA	✓	✓	✓	✓			✓
APU		✓		✓		✓	✓
UAA		✓	✓	✓	✓	✓	✓
PAMC		✓		✓		✓	✓
ANTHC			✓			✓	✓
SCF			✓			✓	✓
MYC						✓	
ASD		✓					✓

TDM is underway...

VANPOOL AND SHARED MOBILITY

Several ride-hailing services operate in Anchorage. **Lyft and Uber** are two Transportation Network Companies (TNCs), and **multiple taxi services** exist. Most of the trips for these services are to or from the Anchorage airport, though there are also a high volume of taxi trips to the UMED District for patients and visitors staying at hotels near the District.

MOA also provides **vanpool group subsidies** and 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.

There are **no bike, scooter, or car share fleets** in Anchorage. UAA piloted a bike share program in the past for its campus affiliates (up to 30 bikes), but the program is no longer in service.

Area for improvement? UMED employees may not be aware of vanpool subsidies. Additional promotion and incentives could grow participation.

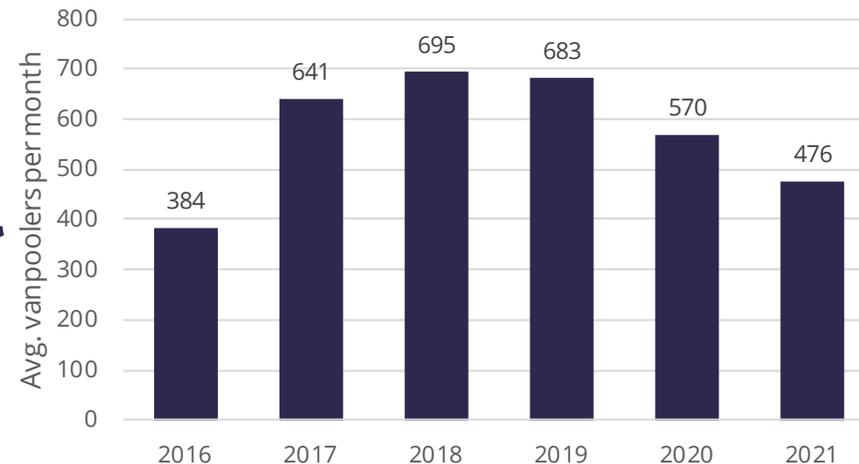
Area for improvement? Bike share can be challenging to implement by any one entity because it is expensive to meet needed service density and winter months impact its utility.



UAA bikeshare bikes in 2015-2016 schoolyear. This UAA service is no longer in operation.



Registered Vanpoolers



TDM is underway...

UPASS PROGRAMS

A typical fare for the People Mover bus is **\$2 per ride**, an **unlimited Day Pass is \$5**, and an **annual pass is \$660**. People Mover offers major employers or educational institutions discounted bulk passes with its UPass program.

UPass programs allow affiliates unlimited bus access when they **present their employer-provided or school ID**. People Mover has **UPass programs** for 8 major employers across Anchorage, four of which are within the District. There are more than **16,200 eligible UPass recipients within the UMED District**.

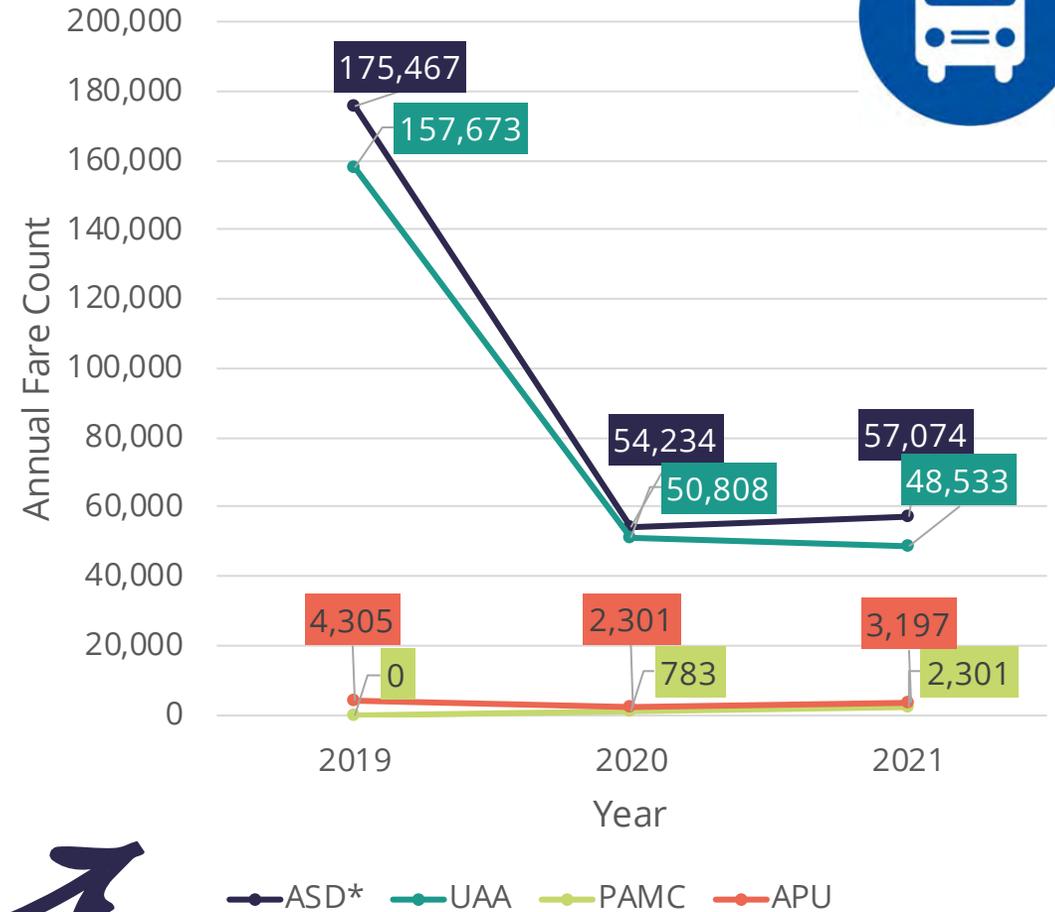
UMED employers have some of the **highest UPass participation** in Anchorage, though ridership dropped significantly in response to the COVID-19 pandemic and the transition to virtual learning.

UPass contracts are negotiated organization by organization and are typically year-to-year.

Area for improvement? UPass programs can better serve UMED's large pool of eligible students and employees. Broader and cohesive marketing of this benefit across the District could boost ridership.



UPass Program Usage



*ASD's data is districtwide; the Youth Connect program is for secondary education students only (grade 6 or above)

TDM is underway...

SHUTTLES AND TRANSIT AMENITIES

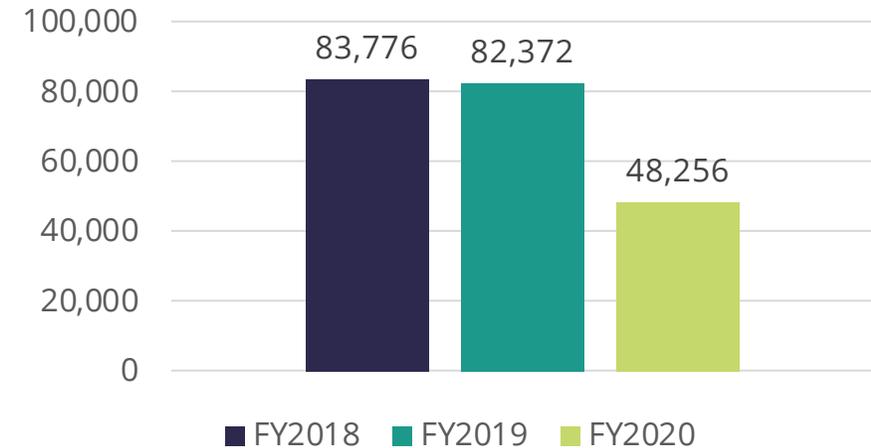
UAA and ANMC offer **shuttles for their affiliates**; though the **Seawolf Shuttle is currently paused**.

In previous years, the highest boardings among Seawolf's 14 stops were at the Learning Commons (48%) and Rasmussen Hall (18%). In a January 2020 survey of ~1,000 students, more than 80% of respondents indicated they were **"somewhat" or "extremely" satisfied with the service**. On-campus residents expressed the most appreciation for the service.

ANMC's shuttle service provides access to the airport (5 a.m. - midnight), patient housing, ANMC, the Gottlieb Building, and Springhill Suites (8 a.m. – 6 p.m.). Many patients are housed in off-campus hotels and use shuttles or taxis to travel to campus. There is limited weekend service.

Area for improvement? Shuttle programs are expensive to manage by individual institutions, and in some cases, shuttles duplicate existing transit service by People Mover. When feasible, duplicate services should be consolidated.

Seawolf Shuttle Ridership



TDM is underway...

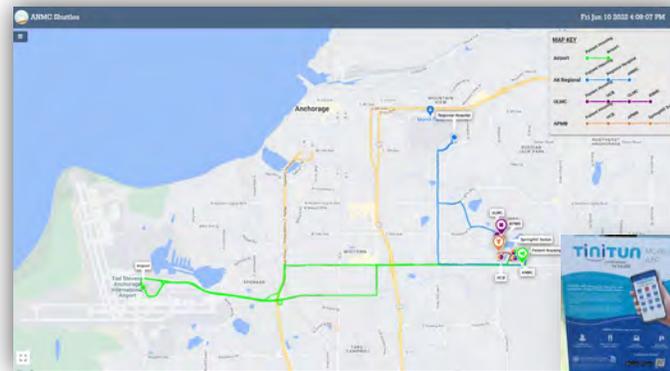
SHUTTLES AND TRANSIT AMENITIES

In addition to private shuttles, some UMED stakeholders have invested in other **transit-supportive amenities**.

Shuttles and People Mover transit stops throughout the UMED District have **seating, shelters, lighting, and waste bins**. These amenities go above and beyond the types of transit stop amenities found just outside of the District; however, they are not consistent throughout the District.

Real-time transit tracking is also a helpful tool for people to plan their transit trip. Both People Mover and ANMC have real-time trackers for smartphones (scan a QR code) and desktop use.

Area for improvement? Transit stop amenities vary across the District and People Mover is limited in its ability and funding to encourage cohesive facilities among UMED stakeholders. A transit stop amenity plan could begin to improve transit access.



ANMC's and People Mover's real-time tracker and transit stops throughout the District have a variety of transit supportive features.

TDM is underway...

PARKING MANAGEMENT

Parking lots and garages throughout the District are generally **restricted to designated institutional affiliates**, such as staff, students, patients, or visitors. Most UMED institutions monitor facilities to discourage people from parking in areas designated for other users.

UAA is the only entity within the UMED District that has **priced parking to manage demand**. UAA's permit system includes hourly/daily visitor parking, semester and annual parking permits, and special events parking permits.

UAA also has a service agreement with Passport Parking for an app-based system and terminal-based payment system in lots and garages. There are **14 parking payment kiosks** on campus, though they have been used less over time as **the number of app users has grown**.

Area for improvement?
Paid parking in some areas of the District can cause people to seek 'free' parking elsewhere. Comprehensive management strategies can address demand districtwide.



A UAA garage with permitting signage



Passport Parking payment kiosk at UAA



Signage to discourage parking violations

TDM is underway...

SHARED PARKING

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.

PAMC and UAA also have a shared parking agreement in place to **manage peak parking demand for major events** on campus and at the Alaska Airlines Center (AAC). The AAC has a **5,000-person capacity** and is home to UAA Seawolves basketball and volleyball games. It is also used for other community events and was a mass COVID-19 vaccination site in 2021. PAMC allows use of 500 spaces in Parking Garage 2 during PAMC off-peak hours.

Other parking facilities throughout the District provide **shared public parking** for access to community destinations like Goose Lake and the trail network.

Area for improvement? Employees and students seeking parking often want spaces at the “front door” of their destination. The District can promote underutilized parking in structures and nearby lots to keep the most proximate parking available to short-term visitors.



TDM is underway...

BIKE PARKING AND AMENITIES

ANTHC has **301 bike parking racks**, several secure bicycle cages, and at least one bicycle repair stand available for public use at a building entrance.

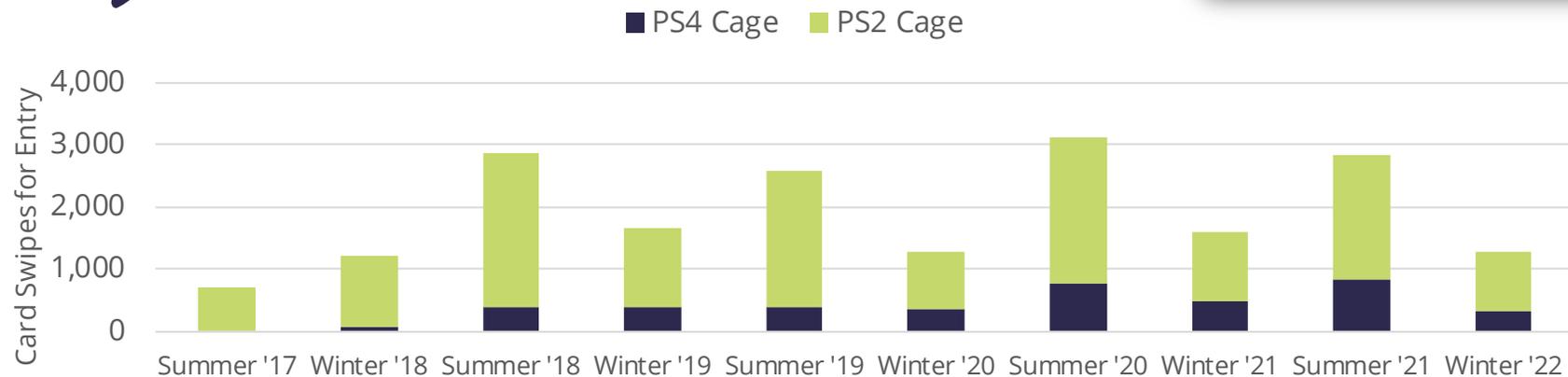
PAMC's three secure bike cages (PS1, PS2, PS4) have **~660 unique users** and there are nine other locations for bike parking totaling **106 spaces**. As shown below, bike cage usage is **highest in summer months** each year. Usage has plateaued since 2020.



Secure bike parking and a repair stand at ANTHC's Child Development Center



PAMC Bike Cage Usage by Season*



Area for improvement?

Secure and/or quality bike parking is not consistently provided throughout UMED. Bike parking should be easy to find and use with lighting and clear signage.



*Winter is defined as October – March, Summer April – September. PS1 data was not available.

Sources: PAMC staff-provided data and UMED site visit, May-June 2022

TDM is underway...

MARKETING AND EVENTS

A limited number of UMED organizations market transportation options, provide mobility services, and survey their affiliates to understand travel patterns, needs, and service preferences. PAMC conducts an **annual employee commute survey**, and UAA occasionally surveys students.

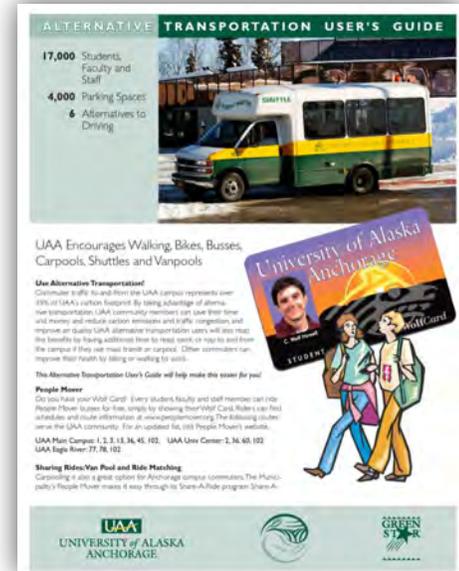
Bike Anchorage and the Anchorage Health Department sponsor **Bike to Work Day (BTWD)** to encourage people to commute by bike each May.

Multiple UMED stakeholders promote Bike to Work/Wherever Day, including UAA, PAMC, and APU. Three of the **highest activity count locations** for BTWD are along the District perimeter: (1) Lake Otis Parkway at 36th Ave., (2) Chester Trail and Northern Lights Blvd. Overpass, and (3) Tudor Rd. and Elmore Rd.

Area for improvement? Creating a culture that encourages transportation options calls for dynamic and consistent messaging, marketing, and data gathering. UMED organization websites and wayfinding signage could elevate walking, biking, transit, and carpool options.



Bike to Work Day counts trended upward over the last decade



UAA Transportation Options User Guide



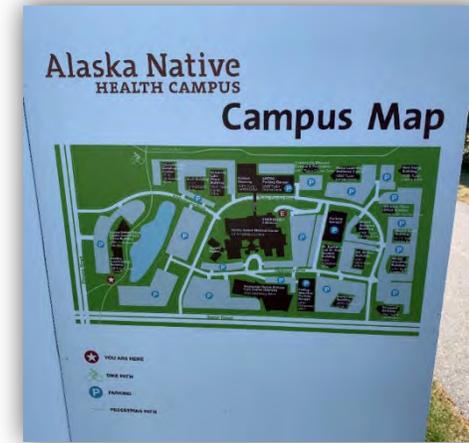
TDM is underway...

OTHER EFFORTS

There are other initiatives UMED stakeholders are taking independently to manage travel demand to the District:

- Multiple UMED employers offer **flexible or hybrid work schedules** to employees who do not need to be in person.
- Many UMED institutions contract out **snow removal** to complement the MOA's plowing for building access between parking lots and building entrances.
- UMED stakeholders provide their own **wayfinding and maps** on their websites and on-campus to help people access their buildings, locate parking, or find a shuttle.

Area for improvement? Wayfinding throughout the District and maps among institutions are often inconsistent because each creates their own. Maps are also often auto-oriented and do not show walking or biking routes, bike parking, or transit routes and stops.



Campus maps and wayfinding signage



Executive Summary: Top 10 Takeaways



8

Top 10 Takeaways

1

Vehicle congestion on major arterials, key intersections, and certain internal streets is a frequently-voiced concern. Peak congestion can impact access to key UMED District destinations and/or generate cut-through traffic in surrounding neighborhoods. Additional data analysis will inform local versus regional solutions.

2

Most people drive alone (about 76% of all trips) to the UMED District. To accommodate new development and population growth within the existing roadway network, a shift to non-drive alone trips is needed. **A UMED-specific travel survey in Fall 2022** will help inform and refine this data.

3

Internal streets are largely safe and well-connected, but arterial streets on the District's edges are difficult to safely cross and present substantial barriers to non-driving trips. Some internal streets are difficult to cross at-grade for people walking or biking.

4

Conditions in winter make travel very difficult for all modes. Snow storage can reduce road capacity and create additional barriers for pedestrians, bicyclists, and transit riders. Inconsistent snow removal and winter maintenance exacerbate these challenges.

5

There is substantial parking throughout the UMED District, and most of it is free. Even when the District is busy, there is often excess capacity in existing lots and garages.

Top 10 Takeaways

- 6** **The UMED District has some of the most frequent and robust transit service within Anchorage**, though People Mover ridership has fallen significantly since the pandemic despite promising increases in 2018-19. For some, transit can take longer and may not provide a direct connection to their UMED destination.
- 7** **Several UMED institutions participate in TDM programs** (i.e., UPass transit subsidy), but there is limited awareness of their benefits and are implemented inconsistently among area institutions.
- 8** **There are multiple institutions with similar mobility and affiliate needs**, however there is limited proactive communication or coordination; the pandemic made this especially difficult.
- 9** **The trail network, greenbelt, and wetlands are precious to the community.** These facilities are frequently used by local and regional users.
- 10** **Stakeholders disagree about the expansion or creation of new roads.** Some describe the Northern Access Road as beneficial to reducing traffic at key intersections, improving safe access, and supporting future development plans in the District. Opposition to new roadway projects exists, with Community Councils and other community members concerned about impacts to natural areas, limited congestion reduction benefit, and high project costs.

What is next?



DESTINATION UMED

More Travel Choices. More Opportunity.

The Destination UMED Project Team launched a **Travel Survey in September 2022** for input on travel behaviors, attitudes, and opportunities for TDM in the District. This survey, a UAC visioning session, and community workshop will inform potential strategies to explore this winter.

[See project materials and sign up for project updates!](#)

Glossary of Acronyms

AAC – Alaska Airlines Center

Alaska DOT & PF – 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

CC – Community Council

EV – Electric Vehicle

MOA – Municipality of Anchorage

MYC – McLaughlin Youth Center

PAMC – Providence Alaska Medical Center

SCF – Southcentral Foundation

SOV – Single-occupancy vehicle

TDM – Transportation Demand Management

TNC – Transportation Network Company

UAA – University of Alaska Anchorage

UAC – UMED Advisory Committee (UAC)

VMT – Vehicle Miles Traveled