PLAN CHATTANOOGA

One Chattanooga: Transit for All

Transit Vision Document

June 2025

CARTA RPA Kimley»Horn

Table of Contents

Introduction

Through the Plan Chattanooga effort, the Chattanooga Area Regional Transit Authority (CARTA) and Chattanooga-Hamilton County Regional Planning Agency (RPA) identified a need to develop a vision for the Chattanooga region's transit and mobility network. This vision imagines the transit and mobility network 20 years into the future as the region continues to develop and travel patterns change.

One Chattanooga: Transit for All

Plan Chattanooga envisions **an integrated transit and mobility system** that **serves all Chattanoogans.** The system will provide a **variety of mobility options** that **meet the varying needs** of Chattanooga's residents, employees, business owners, and visitors.

To achieve this vision, the following objectives have been identified:

- Provide high quality mobility options to all Chattanoogans, whether they rely on transit, own a vehicle, or are visiting
- Provide a seamless system of integrated mobility options, including fixed route transit, microtransit, walking, cycling, parking for private vehicles, and other micromobility options
- Identify a web-based network that recognizes changing travel patterns in the region and builds on high capacity transit corridors

The transit and mobility vision stems from the work done in Plan Chattanooga, which outlines growth and development patterns for Chattanooga 20 years into the future.

The System Today

CARTA currently operates 15 fixed routes (three of which are shuttles), paratransit, and on-demand microtransit service in the City of Chattanooga.[1] The fixed route service area includes approximately 180,000 people over 300 square miles. CARTA's existing routes and service area are shown in Figure 1 and Figure 2.

[1] CARTA's paratransit service also serves Red Bank and East Ridge.

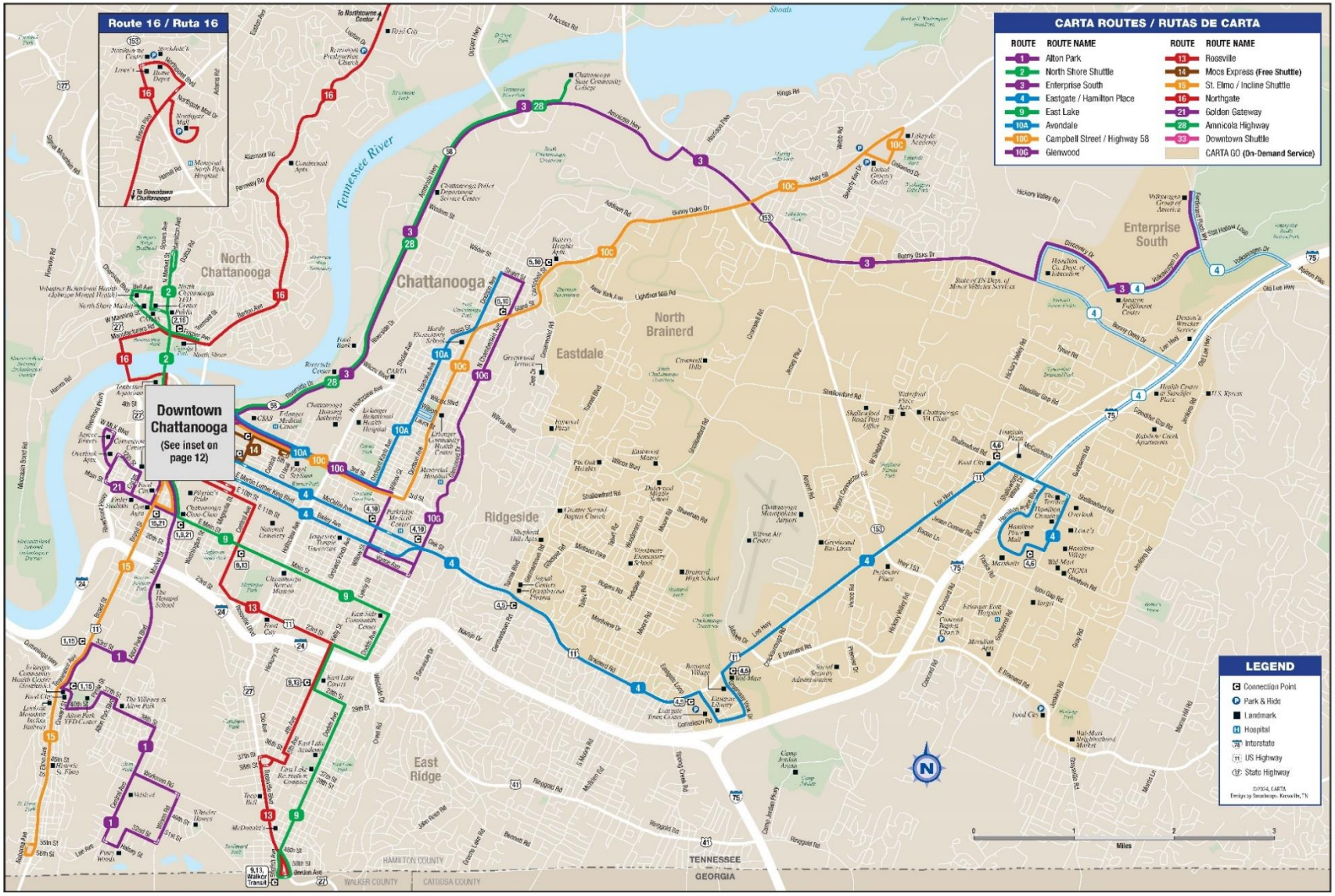


Figure 1: Existing CARTA Routes

Figure 2: Existing Downtown CARTA Routes

Service Evaluation

A review of the existing system's routing, service, fleet, facilities, ridership, and revenue generation revealed several areas of improvement:

- **Some unproductive routes.** Routes 3 (Enterprise South), 10C (East Chattanooga – Campbell), 10G (East Chattanooga – Glenwood), and 28 (Amnicola Highway) see relatively low ridership throughout their routes. Additionally, Routes 3 and 28 see operating expenses per passenger trip that approach paratransit levels. This trend is indicative of unproductive fixed route service that may be more efficiently served by microtransit. Most other routes perform acceptably, but may benefit from minor routing, service span, and frequency changes.
- **Decreasing ridership.** Like many other transit agencies, CARTA has seen a decrease in fixed route ridership from FY 2018 to FY 2022. Some of this decline can be attributed to the COVID-19 pandemic and the general decrease in transit ridership across the county during that time. CARTA's fixed route improvements should focus on promoting transit ridership and serving communities that could benefit from new or improved service.
- **Inconsistent headways, frequencies, and service spans.** The existing headways, frequencies, and spans of service are not consistent across the system, due to a lack of adequate resources. This makes transfers between routes difficult and places stress on riders who are trying to reach their destinations by certain times, such as starting a work shift.
- **Routes 4 and 21 are productive routes.** Ridership is consistently high along Route 4 (Hamilton Place) and in downtown Chattanooga. Route 21 (Golden Gateway) experiences the most passenger trips per revenue hour and per revenue mile, indicative high demand. Continuing investment in these routes will further strengthen ridership.
- **Microtransit inefficiencies.** The existing microtransit zone, operated under the CARTA Go brand, is too large to be efficient with the high level of demand the service experiences. Operators also report issues with the platform that operates CARTA Go, including the confusing user interface and ride scheduling inefficiencies.

Market Analysis

A review of demographic and trip data for the Chattanooga region identified several areas that would benefit from new or improved transit service. This review included the identification of areas with high "transit propensity," or areas that have populations that are more likely to rely on transit, as well as an analysis of Replica trip data.[2] Serving transit-propense areas and major commute routes could lead to increased ridership and a more productive system. The market analysis revealed the following:

[2] Replica is a big data platform that uses location-based devices, such as cell phones and GPS, to model travel patterns. Data used in this analysis was modeled for a weekday and weekend in Spring 2024.

- **Activity centers in Downtown Chattanooga, Northshore, and Brainerd.** The downtown, Northshore, and Brainerd areas exhibit the highest population and employment densities. These locations serve as key hubs for economic activity and transportation needs.
- **High transit propensity in Brainerd and East Lake.** Census block groups (the geographic units used for the transit propensity analysis) around Brainerd and East Lake demonstrate the highest transit propensity scoring. This indicates a greater likelihood of residents in these areas utilizing public transportation services.
- **Unserved transit-propense areas.** Census block groups east of Brainerd, as well as the Woodmore and Hamilton Place areas, show moderate to high transit propensity but do not currently have direct CARTA routes. This suggests an opportunity for CARTA to expand its services to better serve these communities with higher transit demand.
- **High trip activity in Downtown and Hamilton Place.** High-intensity trip activity is concentrated in downtown Chattanooga and Hamilton Place, and there is a high degree of trip flow between these two areas. These trips are likely taken along the US 64 corridor, which is served by Route 4, due to the geographic barrier of Missionary Ridge.
- **Short trip distances.** Many trips are completed within short distances, particularly near Hamilton Place, Northgate, Mountain Creek, Lookout Valley, North Shore, Collegedale, and downtown Chattanooga. CARTA currently does not operate fixed route service in many of these areas. However, this trend of shorter trips suggests that microtransit or micromobility options may serve these areas well.
- **Unserved trip flows.** CARTA currently does not have fixed route service between some major origin-destination pairs: East Ridge and Hamilton Place, East Brainerd and Hamilton Place, Hamilton Place and Washington Hills, and SAU/McKee Foods and Ooltewah. These trip flows do not correspond with CARTA's existing hub-and-spoke fixed route system, indicating a need for more web-like connections between these locations.

The service evaluation and market analysis are documented in Appendix A: Existing Conditions Memo.

Service Objectives

Based on the review of the existing transit and mobility system, CARTA has identified the following objectives for its future system:

- **Provide high quality mobility options to all Chattanoogans, whether they rely on transit, own a vehicle, or are visiting.** By delivering quality service across a variety of modes, CARTA will ensure that all Chattanoogans have access to mobility options and can efficiently move around the region.
- **Provide a seamless system of integrated mobility options, including fixed route transit, microtransit, walking, cycling, parking for private vehicles, and other micromobility options.** Building a system that allows for smooth and convenient transitions between mobility options is essential to creating an effective transportation system.

- **Identify a web-based network that recognizes changing travel patterns in the region and builds on high capacity transit corridors.** Travel patterns are changing in Chattanooga, and an effective transit and mobility system responds to these changes so that the needs of residents, employees, business owners, and visitors are met.

Building the Vision

Beyond the conditions on the ground today, it is necessary to respond to future growth and development patterns. Plan Chattanooga establishes a growth framework that guides the location of jobs and residential units in the future, as well as the identification of Centers and Corridors that are dense and active areas of the city. Drawing on that framework and the transit propensity analysis completed for this vision, areas expected to be future transit markets share the following characteristics:

- Hot spots of population and jobs
- Adjacent to existing high transit-propensity areas
- Covered by planned transit-supportive land uses
- High-development areas

Figure 3 depicts the areas expected to be future transit markets and the Plan Chattanooga growth framework. One Chattanooga: Transit for All seeks to serve these new markets while maintaining strong service in existing markets. These future markets should be continuously monitored to ensure that transit and mobility options adequately reflect future conditions.

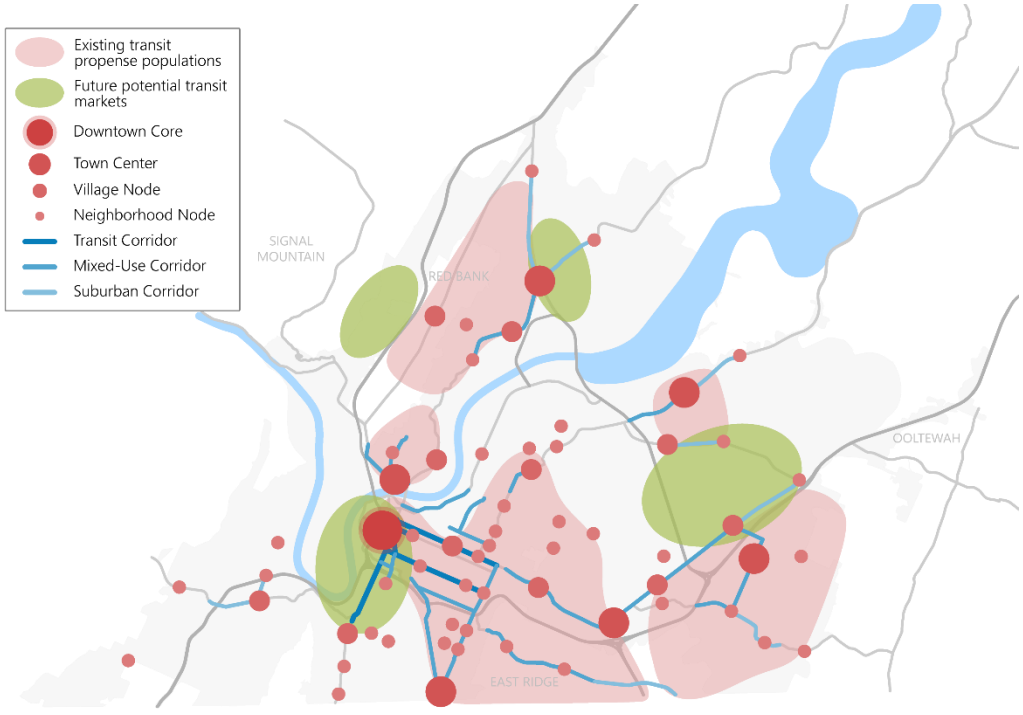
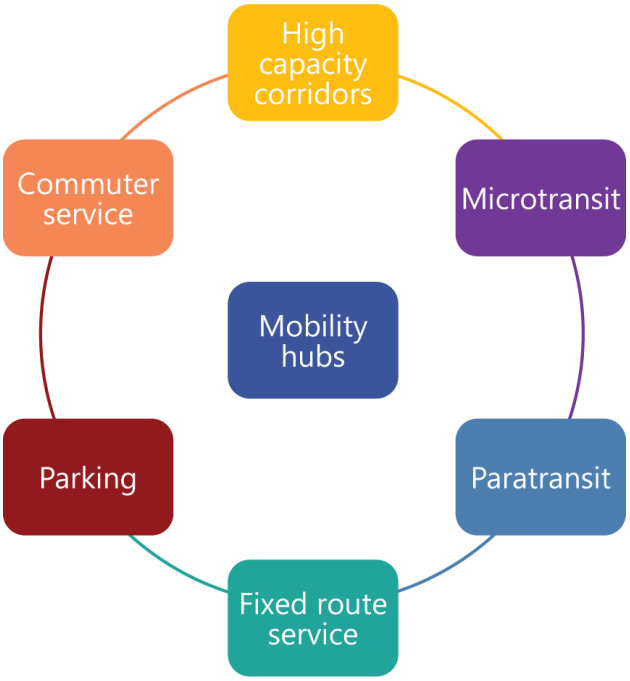


Figure 3: Existing and Future Transit Markets and Plan Chattanooga Growth Framework

Mobility Layers

One Chattanooga: Transit for All is comprised of several layers of mobility that build upon one another to form one integrated mobility system. This vision document discusses the goals for each of these mobility layers and potential areas to serve with each mobility layer. The sections below define each mobility layer.



Fixed Route Service

Fixed route service operates on a published route with designated stops on a fixed schedule, and is the backbone of CARTA's service. Today, CARTA operates 12 local fixed routes and three shuttles.

High Capacity Corridors

"High capacity transit" refers to transit that operates in mixed traffic or on a partially- or fully-dedicated guideway with prioritization treatments at intersections and other pinch points, signal prioritization, premium transit stations, and other investments to reduce wait and travel times and provide a better customer experience.

Microtransit

Microtransit is an on-demand service in which riders request a ride, usually through an app-based platform or over the phone, and a smaller vehicle will pick up and drop them off at their requested destination within a zone. Microtransit can operate as a curb-to-curb service or a corner-to-corner service that uses designated pick-up and drop-off points (typically street corners). CARTA currently operates one microtransit zone in the Brainerd area: CARTA Go.

Paratransit

CARTA operates a paratransit service – Care-A-Van – that provides on-demand, curb-to-curb rides to people with disabilities or other mobility issues.

Parking

In addition to transit, CARTA also operates public parking facilities as the Chattanooga Parking Authority (CPA). Several of these existing facilities are directly connected to transit routes, such as the CARTA North and South garages. By incorporating parking into this vision, CARTA aims to better integrate the transit and parking systems and implement a "park once" strategy in which people can complete their trip and reach multiple destinations via walking, cycling, or convenient transit options.

Commuter Service

Commuter service can take on many different forms, but typically connects suburban or exurban residents to the downtown or other employment centers in a city through a direct, limited stop, fixed bus route. Commuter routes serve longer distances than traditional local bus service, falling within the range of 20–40 miles. CARTA currently does not operate this type of route.

Mobility Hubs

Mobility hubs, which serve as connection points between modes of transportation, will be a key component of Chattanooga's transportation network. These hubs exist informally in the city today, and Plan Chattanooga identifies locations where mobility hubs reflect Plan Chattanooga's growth framework, planned developments, and transportation improvements.

The System of the Future

One Chattanooga: Transit for All aims to implement the integrated transit and mobility network over the next 20 years, expanding the system to serve the transportation needs of all Chattanoogans and beyond. Figure 4 depicts the ultimate transit vision for all of the mobility layers. The following sections describe the specific vision for each mobility layer defined above.

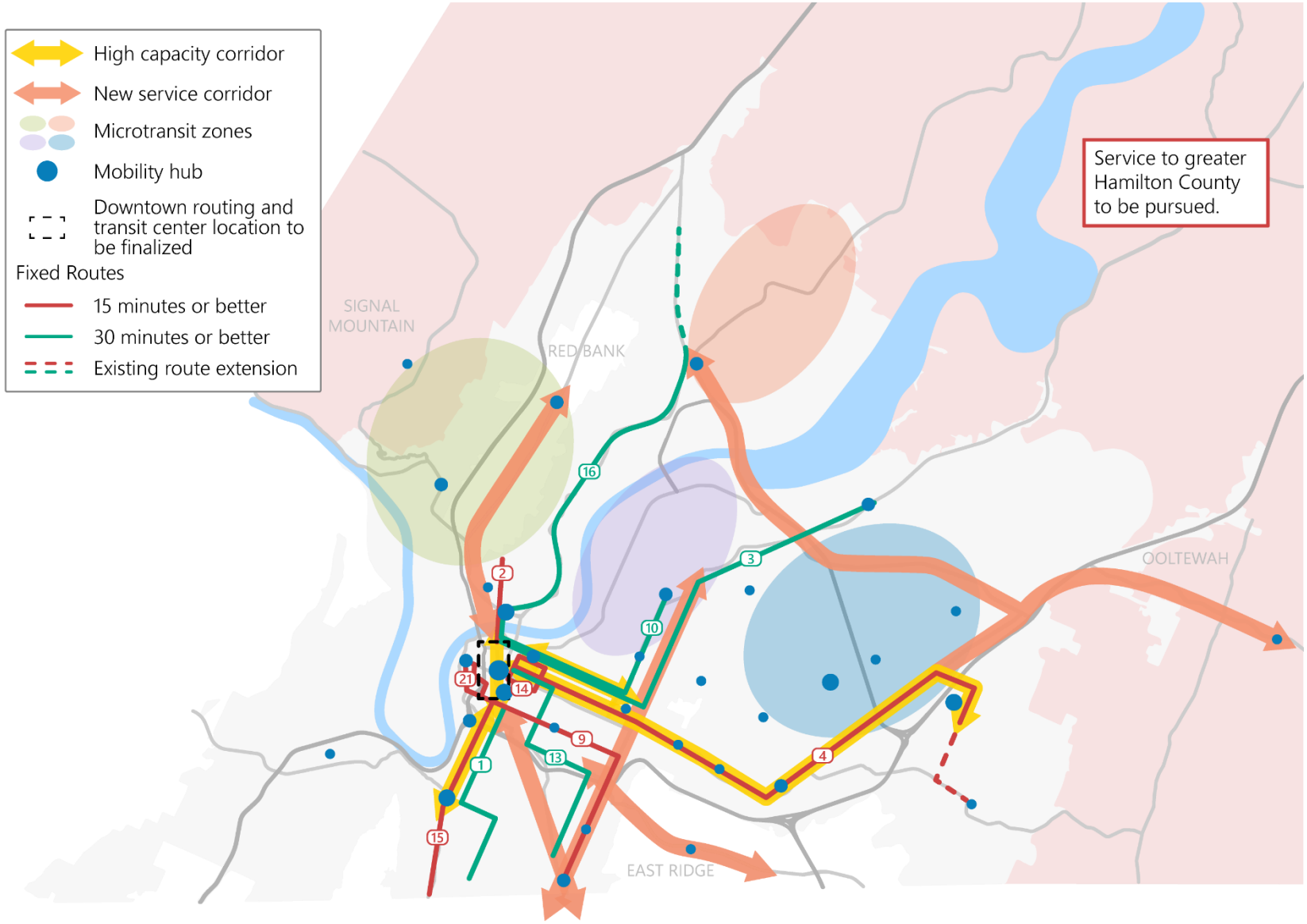
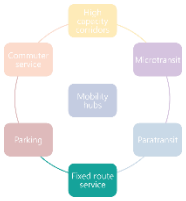


Figure 4: One Chattanooga: Transit for All Network Vision

Fixed Route Service



To make the transit system a more accessible, useful, and competitive transportation option, the Vision identifies several service and routing changes for CARTA's fixed routes.

Service

Riders today express concerns about missing transfers or being late to their shifts due to infrequent or misaligned schedules. Shifting to clock-face frequencies (15, 30, 45, or 60 minutes, for example) makes the system more predictable and aligned to make the rider experience smoother. Additionally, matching the service span to major employment shifts will enable more potential riders to take the bus when they were previously unable due to misaligned schedules.

A minimum of 30-minute frequencies throughout the fixed route system will provide Chattanoogans with a reliable and efficient mobility option. Increases to 15-minute frequencies on CARTA's highest performing routes, such as Route 4, will strengthen existing high-ridership corridors and connect residents, employees, and visitors to key destinations with little to no wait times. Frequency increases should be phased over time (i.e., a jump from 60-minute frequencies to 15-minute frequencies is not practical) and continuously reevaluated to ensure that transit service matches the market and available resources.

Under One Chattanooga: Transit for All, the following service frequencies are proposed for existing routes:

Table 1: Fixed Route Service Frequencies

Route	Existing Frequency	Future Frequency
Route 1 (Alton Park)	30 minutes	30 minutes or better
Route 2 (North Shore Shuttle)	30 minutes	15 minutes or better
Route 3 (Enterprise South)	40 minutes	30 minutes or better
Route 4 (Eastgate/Hamilton Place)	15 minutes	15 minutes or better
Route 9 (East Lake)	30 minutes	15 minutes or better
Route 10 (East Chattanooga)	40-70 minutes	30 minutes or better
Route 13 (Rossville)	35 minutes	30 minutes or better
Route 14 (Mocs Express)	7 minutes	7 minutes
Route 15 (St. Elmo/Incline Shuttle)	50 minutes	15 minutes or better
Route 16 (Northgate)	40 minutes	30 minutes or better
Route 21 (Golden Gateway)	20 minutes	15 minutes or better
Route 28 (Amnicola Hwy)	40 minutes	Route eliminated
Route 33 (Downtown Shuttle)	10 minutes	Downtown service to be determined. Service should maintain 10 minute frequencies.

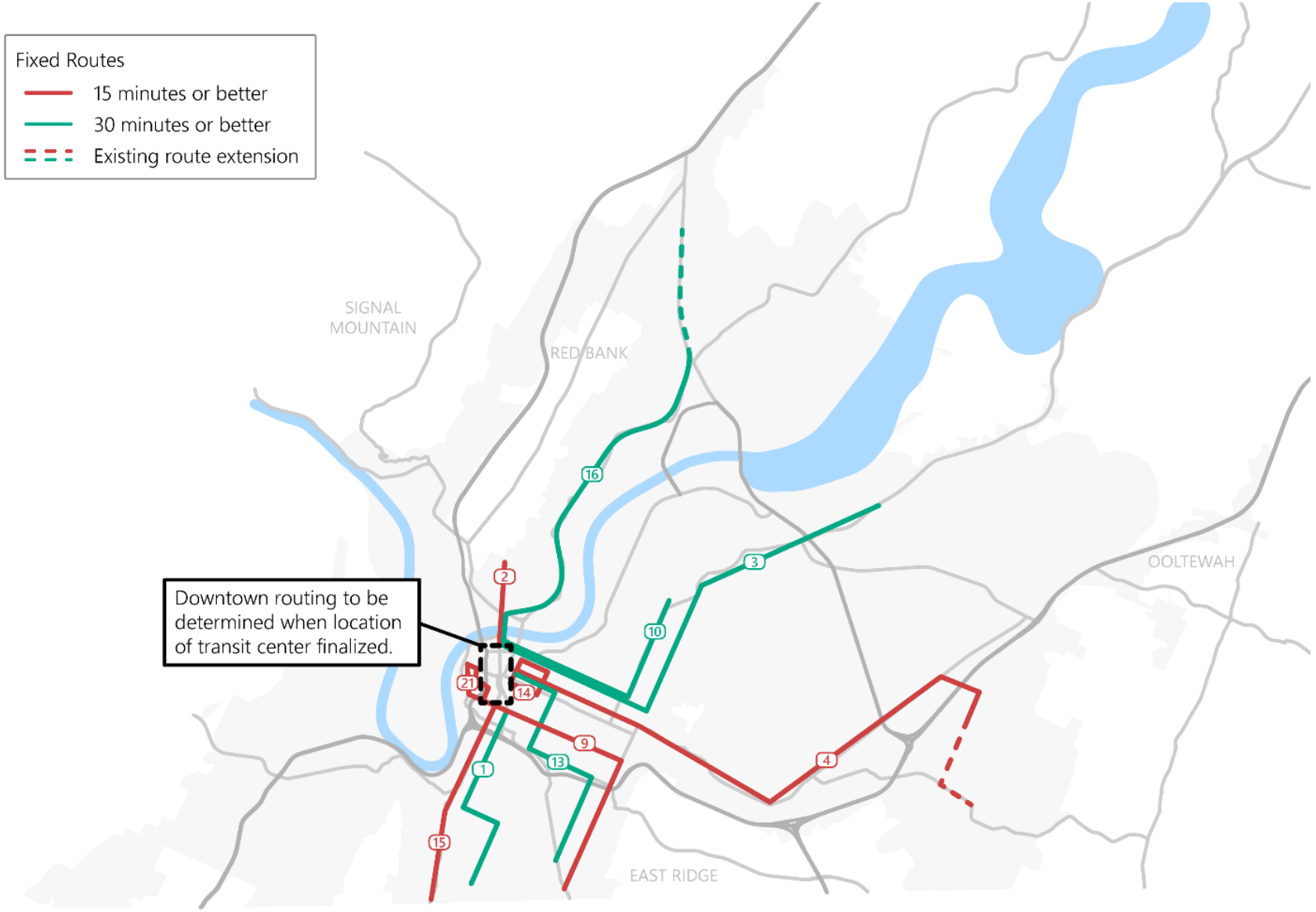


Figure 5: Fixed Route Service Vision

Routing

Expanding coverage and realigning routes is necessary to create a more efficient transit network that connects people to the destinations they want to reach. Additional future route realignments, extensions, or truncations should respond to changes in travel and development patterns. Route changes to support One Chattanooga: Transit for All include:

- **Realign Route 3 (Enterprise South)** along Glenwood Drive/Chamberlain Street then continue to Bonny Oaks Drive/Highway 58 and terminate near Jersey Pike. Microtransit will replace the current Route 3/28 corridor along Amnicola Highway and in Enterprise South. There is low ridership and limited productivity along the existing route, suggesting resources may be more efficiently used in a new alignment. Aligning Route 3 with Route 10 (East Chattanooga) along E 3rd Street and into downtown Chattanooga will provide increased frequency to this corridor.
- **Extend Route 4 (Eastgate/Hamilton Place)** south along Gunbarrel Road and east along Brainerd Road, terminating near the Walmart Neighborhood Center. There is significant trip activity along these stretches of Gunbarrel Road and Brainerd Road that should be served by fixed-route service.
- **Merge Routes 10A, 10C, and 10G (East Chattanooga)** along Dodson Avenue and terminate north of Glass Street. The existing Route 10 deviations are confusing for riders and create multiple unproductive routes. Dodson Avenue serves as a community spine and is expected to see future investment; transit service will support this effort. Carver Community Center should continue to be served directly, as this is a high ridership stop.
- **Extend Route 16 (Northgate)** north along Highway 153 and terminate near the Kohl's. There is a high degree of trip activity north of the current terminus, with several major retail destinations including a Target and a Walmart Supercenter.
- **Eliminate Route 28 (Amnicola Highway).** This route has very low ridership and sees productivity levels near paratransit (high cost per passenger). Replacing this route with a microtransit zone will continue transit coverage while better utilizing resources.

New Service Corridors

In addition to the route changes described above, One Chattanooga: Transit for All identifies six new service corridors that CARTA will pursue. These new corridors will help form a more comprehensive and connected web-based network that serves emerging travel patterns and transit markets. These include communities outside of Chattanooga not previously served by fixed routes and cross-town routes that address travel patterns outside of downtown.

- **North-South Connector.** Today, there is not a one seat ride from Glass Street to Rossville west of Missionary Ridge. Under the existing network, riders must transfer in downtown Chattanooga, a significant detour from the desired trip. A new route generally along Dodds Avenue and Dodson Avenue between East Chattanooga and Rossville Boulevard will provide a more efficient connection for riders.

- **Collegedale/Ooltewah.** Extending service along Lee Highway/I-75 and Apison Pike will bring transit to a currently unserved, but potentially strong transit market. Collegedale is home to Southern Adventist University and McKee Foods, both major employers and key regional destinations. Ooltewah is also home to several retail destinations. Connecting residents and employees in these areas to the CARTA system will provide them with another mobility option.
- **Enterprise South/Highway 153.** Fixed route service to Enterprise South is not productive with today's development patterns. However, with projected employment and residential growth, there is support for fixed route service to return to this area. CARTA will continue to monitor development patterns so that implementation of this new connector route aligns with the market. Development patterns should be transit-supportive – mixed use, higher density – otherwise, fixed route service is not practical.
- **East Ridge.** CARTA will explore service to East Ridge along Ringgold Road. This corridor sees a relatively high degree of trip activity traveling to downtown Chattanooga and commercial destinations along Ringgold Road.
- **Rossville Express.** Many people are traveling from the Tennessee-Georgia state line at Rossville to downtown Chattanooga and beyond, including existing CARTA riders. There is no existing direct transit route, as Routes 9 and 13 deviate to Highland Park before heading back west toward downtown. A new express route that follows this popular commute would greatly benefit residents and employees in the Rossville area.
- **Red Bank.** Fixed route service to Red Bank through the North Shore will serve a strong emerging transit market. Dayton Boulevard is home to many retail and employment destinations, and moderately dense residential land uses suggest that fixed route service could perform well here. Additionally, there are pockets of transit-propense populations in Red Bank, who are more likely to be reliant on public transportation.

Service frequencies, spans, and specific routing will be determined as these routes approach implementation.

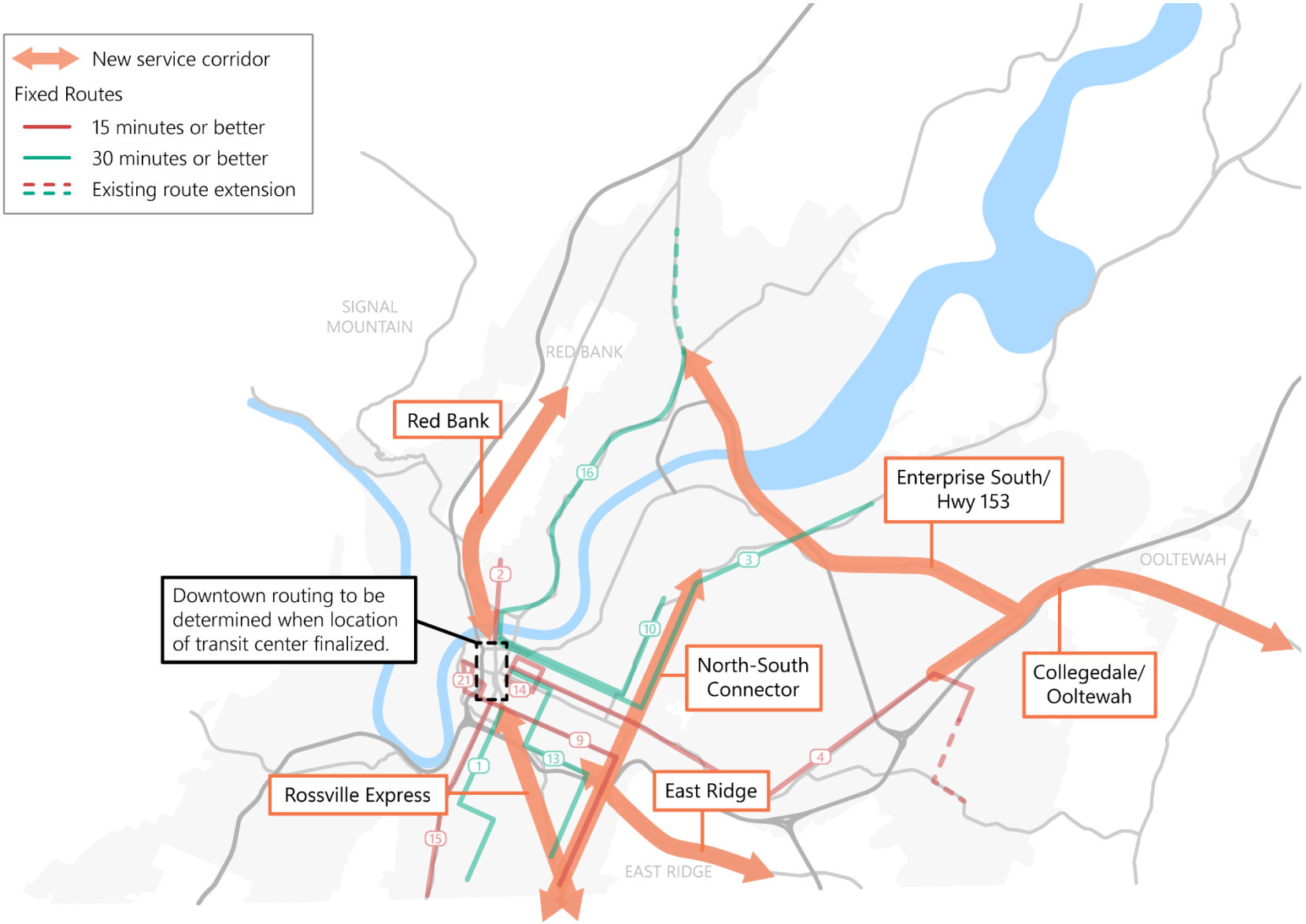


Figure 6: New Service Corridors

Downtown Transit Service

The Downtown Shuttle and other shuttle routes operated by CARTA provide an important service for visitors and downtown employees to connect with attractions and downtown destinations. In One Chattanooga: Transit for All, downtown transit service will be reconfigured to connect the new transit center, key downtown employment centers, and major visitor destinations, including hotels and the convention center.

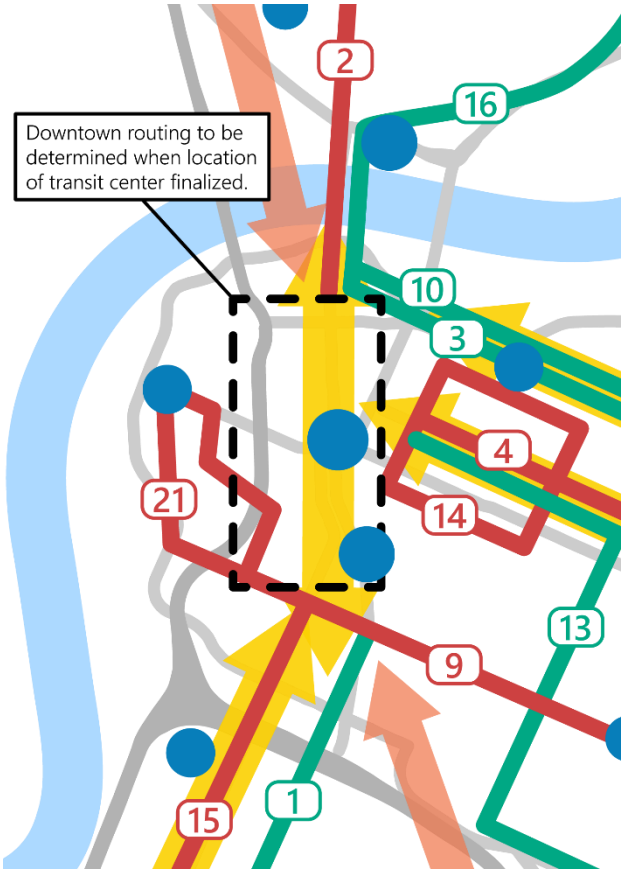
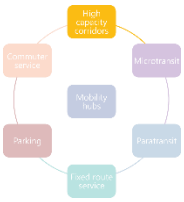


Figure 7: Downtown Chattanooga Transit Service

A central component of the downtown transit and mobility network is the future Downtown Transit Center. CARTA's existing downtown facilities at the North and South garages are becoming outdated, and the operational needs are outgrowing these facilities. CARTA plans to consolidate these facilities into one downtown location, where travelers can connect to fixed route service, shuttle service, and other mobility options. Operations and maintenance activities would also occur at this location. CARTA has identified several potential locations for the Downtown Transit Center and will evaluate these locations for their feasibility in the near term.

High Capacity Corridors



High capacity transit corridors deliver faster and more reliable transit service between origins and destinations than traditional fixed route service. "High capacity" refers to investments such as dedicated guideways, prioritization treatments at intersections and other pinch points, signal prioritization, premium transit stations, and other investments that improve the customer experience and reduce travel and wait times.

The strongest potential high capacity transit corridors in Chattanooga are those with high existing ridership, existing and future transit-supportive land uses, and appropriate right-of-way and mobility infrastructure. CARTA and the RPA conducted a preliminary analysis, documented in Appendix B, to identify the most promising corridors for high capacity transit.

Five corridors emerged as the most promising, described below. These corridors have higher activity and travel demand and serve key locations in the Chattanooga region. High capacity transit

corridors will form the backbone of Chattanooga's transit system and have the greatest catalytic potential for redevelopment and urban infill.

Brainerd Rd/Lee Hwy and McCallie Ave/MLK Blvd

The Brainerd Road/Lee Highway and McCallie Avenue/MLK Boulevard corridors are the most promising for high capacity transit due to high activity and travel demand, and their connections to key regional destinations. Combined, these corridors extend about 14 miles between downtown Chattanooga, East Chattanooga, Brainerd, and Hamilton Place. These two corridors are currently served by Route 4, CARTA's highest ridership and most productive route.

The McCallie Avenue/MLK Boulevard stretch of these corridors could stand alone as a high capacity transit corridor, but the Brainerd Road/Lee Highway extension provides transit connections between some of the highest demand trip origins and destinations. CARTA was recently awarded a grant by the Federal Transit Administration to create a plan for transit oriented development (TOD) along the Brainerd Road/Lee Highway corridor.

South Broad

The South Broad corridor extends from downtown Chattanooga to the Incline Railway and will see significant development in the next few decades, making it a prime candidate for high capacity transit. This corridor is currently served by Route 15. The residential and commercial buildout potential along this corridor is strong and there is a high concentration of jobs that would be served by this corridor. However, Broad Street is a constrained roadway, so there may be a greater level of coordination needed to implement high capacity transit infrastructure.

E 3rd St

The E 3rd Street corridor would connect downtown Chattanooga, University of Tennessee at Chattanooga, and East Chattanooga. This corridor is currently served by Routes 3 and 10A/C/G, which do not see very high ridership except for in this corridor. These areas also have high existing and future activity, largely due to the university and multiple hospitals along the corridor. High capacity transit would quickly and conveniently connect these key regional destinations and serve future residential and commercial developments.

Downtown Chattanooga

High capacity transit will serve downtown Chattanooga, regardless of which of the above corridors is pursued first. This corridor will likely be along Market Street and/or Broad Street and will connect to the future downtown transit center when that site is determined. Dedicated lanes, transit signal priority, and other mobility improvements in downtown Chattanooga would make high capacity transit more efficient and appealing to riders.

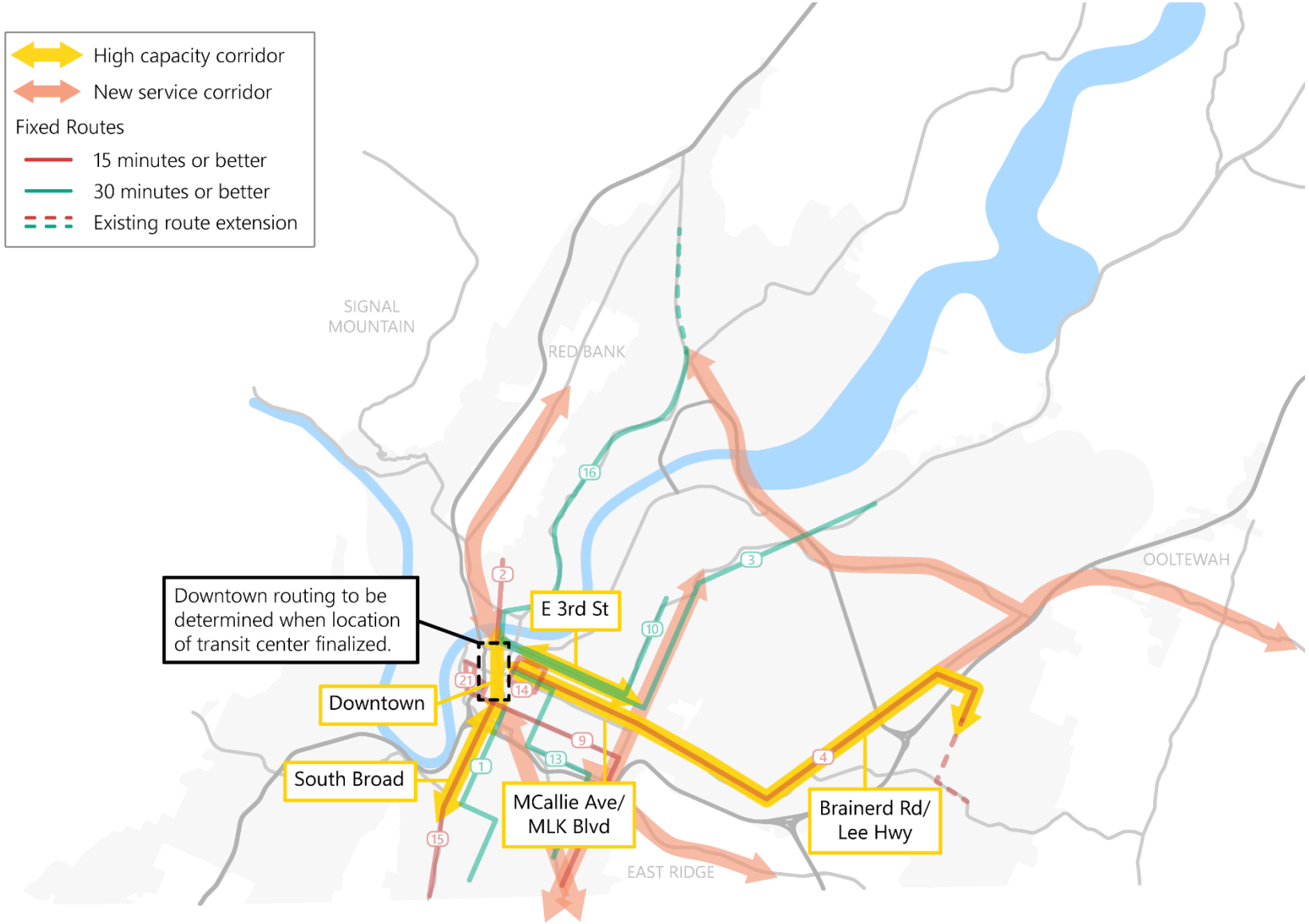
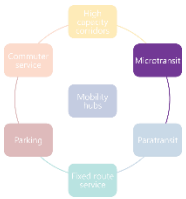


Figure 8: High Capacity Transit Vision

Microtransit



Microtransit is a vital mobility option in places that lack the density and definitive travel patterns for fixed route service. The existing microtransit system is not as efficient as it could be. CARTA's current microtransit zone, branded as CARTA Go, is in high demand, but the geographically large zone and inefficiencies in the platform that operates the service create many operational challenges.

One Chattanooga: Transit for All identifies four microtransit zones to match travel pattern data, transit propensity, ridership, and operational goals. Microtransit zones are recommended in areas where there is not a significant demand for fixed route service, but there is still a need for another mobility option. The zones also seek to remove duplicative services and provide first/last-mile connections to fixed routes.

Zones

The four recommended microtransit zones depicted in Figure 9 on the following page represent general areas for microtransit service; boundaries for these zones will be refined as implementation approaches. The following sections describe the characteristics of each zone.

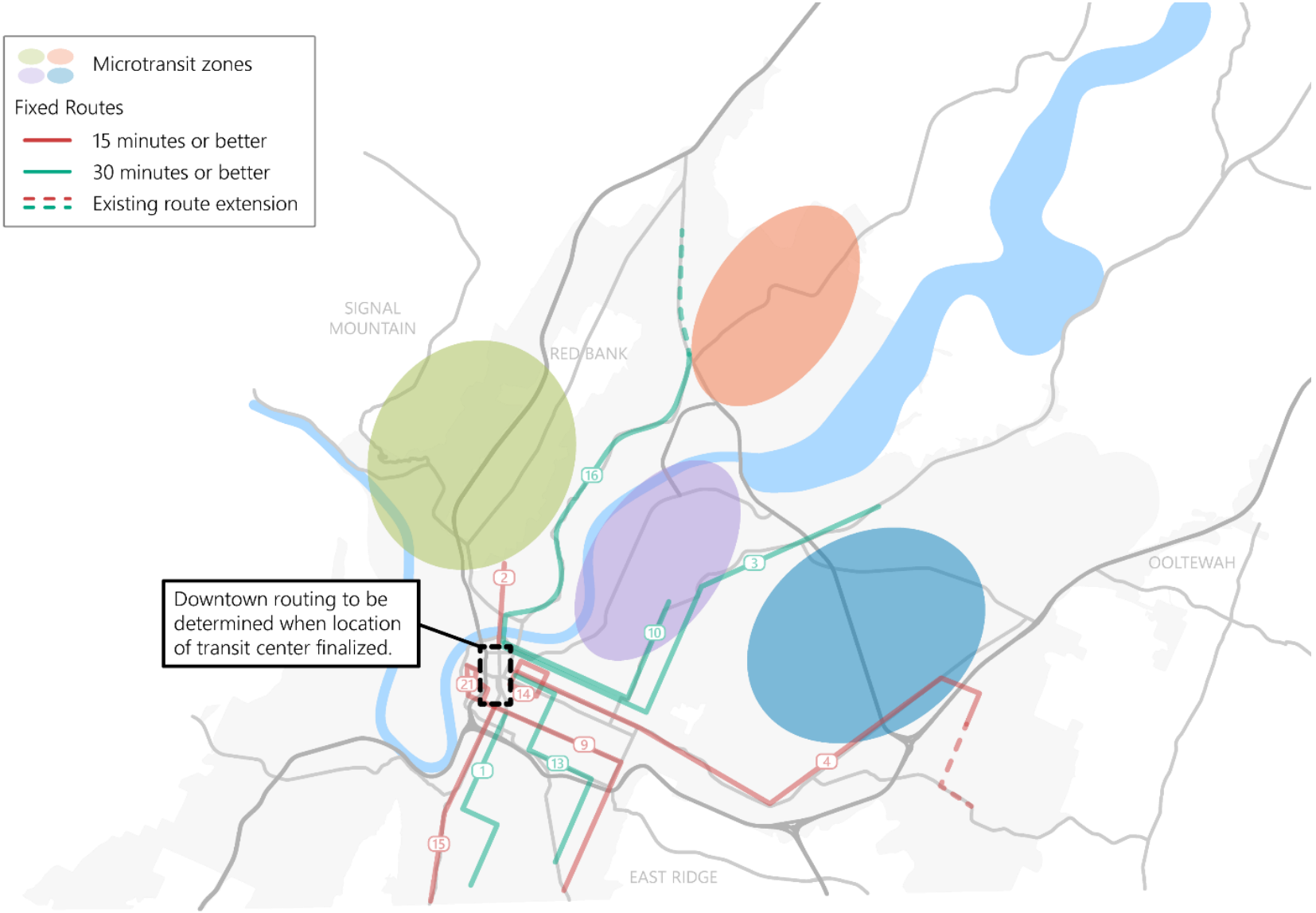


Figure 9: Microtransit Vision

Amnicola

The Amnicola zone covers the industrial area along Amnicola Highway, generally between the Tenneessee River and Dodson Avenue, and Chattanooga State Community College and Wilcox Boulevard. The zone is anchored to Route 10 along Dodson Avenue and also connects to the realigned Route 3 and the future North-South connector. Destinations served by this zone include Chattanooga State Community College, Avondale Community Center, Chattanooga Police and Fire Departments, and several industrial plants and warehouses. Two mobility hubs are located in this zone (East Chattanooga and Avondale) where microtransit riders can connect to other mobility options such as fixed route transit or bicycle facilities.

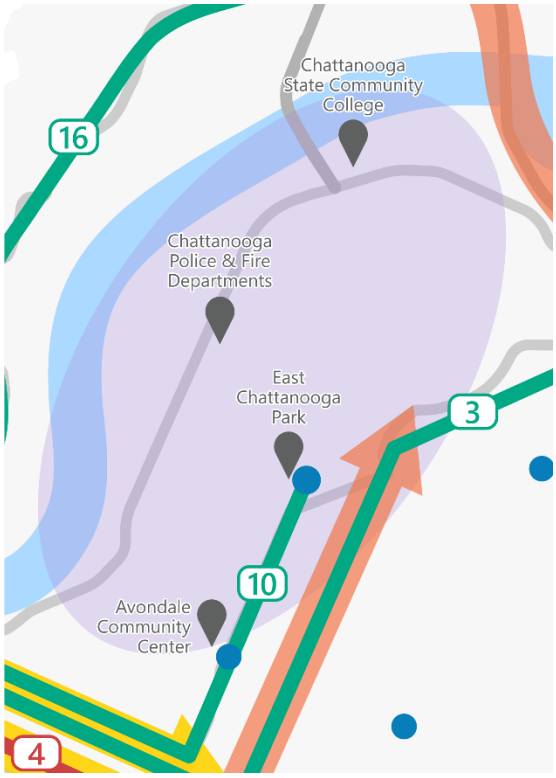


Figure 10: Amnicola Microtransit Zone

Enterprise South

The Enterprise South zone will serve the area north of Brainerd Road extending roughly to Bonny Oaks Drive, between the airport and Volkswagen Drive. This zone is anchored to Route 4 along Brainerd Road and covers much of the existing CARTA Go zone. The Enterprise South zone also connects to the future Enterprise South/Highway 153 service corridor. Destinations served by this zone include Chattanooga Metropolitan Airport, the Volkswagen plant, the Amazon Distribution Center, commercial destinations along Brainerd Road/US 64, and the industrial area along Highway 153. There are three mobility hubs within this zone (Airport, Shepherd, and Tyner), and several others nearby. Microtransit riders can travel to these hubs and hubs that are immediately adjacent to the zone, like Hamilton Place, to connect to fixed route transit, car share, or other mobility options.

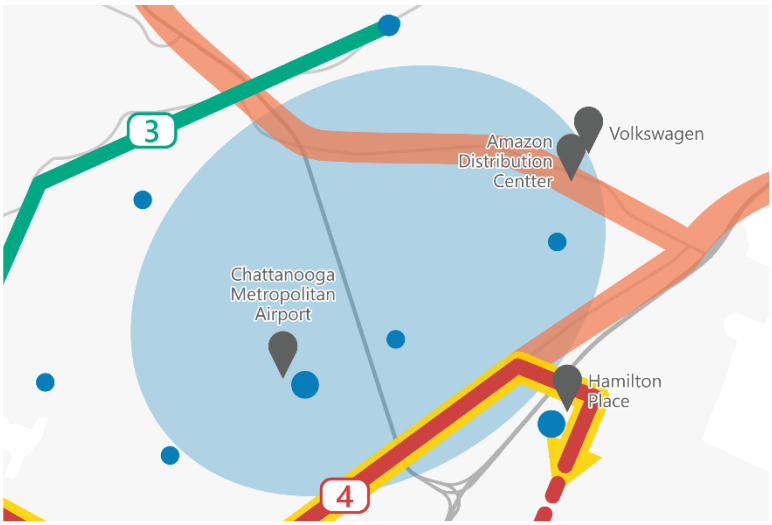


Figure 11: Enterprise South Microtransit Zone

Hixson

The Hixson zone will serve a corridor between Hixson Pike and Middle Valley Road, extending from Northgate Mall to the Chattanooga city limits. This zone is anchored to Route 16 at Northgate Mall, where there is also a proposed mobility hub. The future Enterprise South/Highway 153 service corridor will also connect to the Hixson microtransit zone at this location. Destinations served by this zone include Northgate Mall, the Northgate Branch of the Chattanooga Public Library, CHI Memorial Hospital – Hixson, and several residential developments.

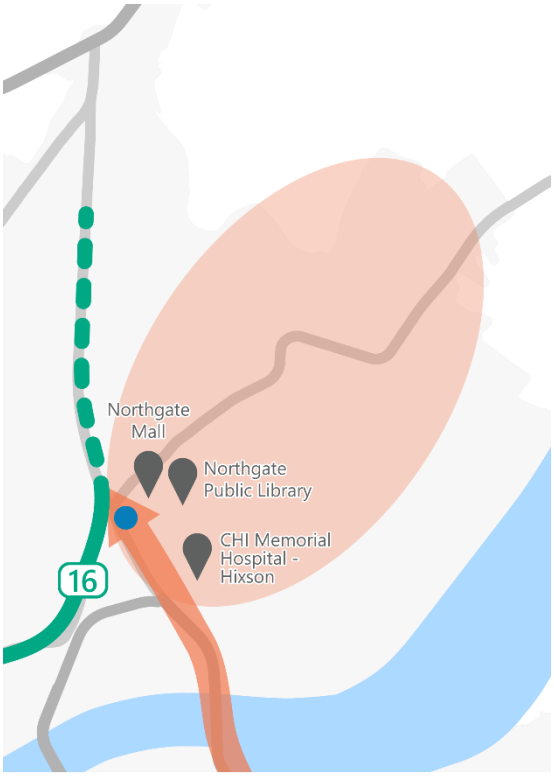


Figure 12: Hixson Microtransit Zone

Mountain Creek + Red Bank

The Mountain Creek + Red Bank zone covers an area along Mountain Creek Road, US 127, and Dayton Boulevard through Red Bank. This zone is not anchored to an existing fixed route, however, a future fixed route to Red Bank is identified in the Vision. Destinations served by this zone include Walmart, Komatsu, Erlanger North Hospital, commercial destinations along Dayton Boulevard, and new residential and senior housing developments. There are three mobility hubs located in this zone (Signal Mountain, Mountain Creek, and Red Bank), where microtransit riders can connect to fixed route transit service or other mobility options. Implementation of this zone is contingent on Red Bank providing funding.

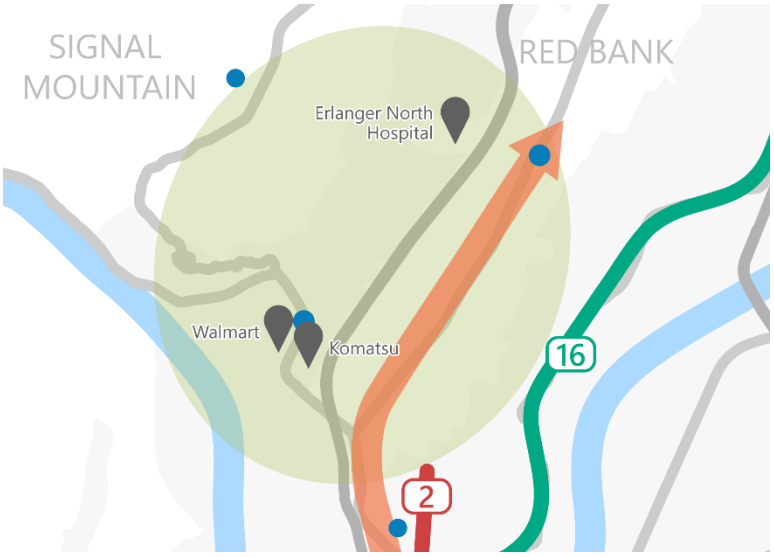
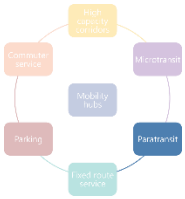


Figure 13: Mountain Creek + Red Bank Microtransit Zone

Paratransit



CARTA's paratransit service, Care-A-Van, will continue to provide on-demand, curb-to-curb rides throughout Chattanooga and neighboring cities. This service differs from microtransit in that it is intended for people with disabilities or other mobility issues.

The current Care-A-Van service area includes all areas within three-quarters of a mile of CARTA's fixed route service. This service area is about 76 square miles and has a population of about 178,000. Under One Chattanooga: Transit for All, Care-A-Van will continue serving areas within three-quarters of a mile of fixed route service, including the new service corridors and high capacity corridors. When the Vision is fully implemented, the future Care-A-Van service area will cover 96 square miles and serve a population of 233,000 – this is about a 27% growth in size and 31% growth in population coverage.

New areas of Care-A-Van coverage include Red Bank, Collegedale/Ooltewah, East Ridge, Cannondale, and Hixson. The corridor along Amnicola Highway that is covered in the existing service area will be served by microtransit.

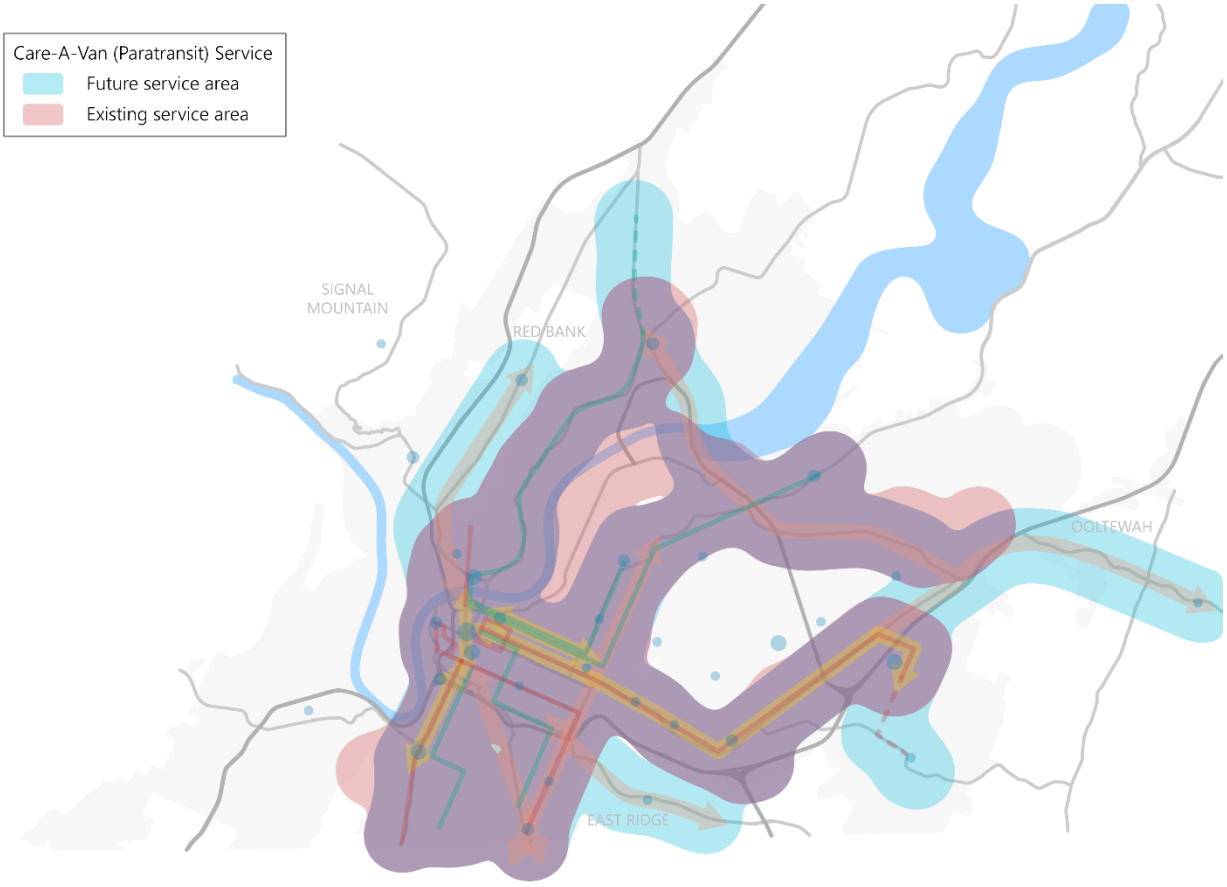


Figure 14: Care-A-Van Service Area

Parking

One Chattanooga: Transit for All envisions a "park once" strategy. Under this vision, residents, employees, and visitors to downtown Chattanooga can park their vehicle in one location and comfortably and efficiently get to several destinations using other mobility options.

As CARTA develops its plan for downtown transit service, it will evaluate how this service connects to parking facilities. CARTA will also explore how it can repurpose existing facilities to better suit the parking needs of residents, employees, and visitors. In addition to these existing facilities, One Chattanooga: Transit for All identifies a handful of new sites for potential parking investments throughout the city (Figure 15).

Five locations identified for redevelopment in Plan Chattanooga were identified to have potential for a CARTA-operated parking facility. These locations were evaluated based on their location to high-demand parking areas, ability to serve multiple users, revenue potential, community and economic benefit, cost drivers, public-private partnership opportunities, and management covenants. Based on this evaluation, One Chattanooga: Transit for All recommends that CARTA pursue new parking investments at three locations and continue evaluating opportunities at two other locations.

Table 2: Recommended Parking Investments

Site	Type	Recommendation	Opportunities	Challenges
South Broad	Off-street	Pursue investment through public-private partnership.	High-demand parking area, multiple use periods, aligns with Plan Chattanooga development goals.	Less expected net revenue compared to cost, potential aesthetic and functional design requirements, rate or space restrictions expected.
Northgate	Off-street	Pursue investment through public-private partnership.	High-demand parking area, aligns with Plan Chattanooga development goals.	Less expected net revenue compared to cost, potential aesthetic and functional design requirements, rate or space restrictions expected.
Brainerd Road/ Germantown Road	Off-street	Continue evaluating investment opportunities.	High-demand parking area, aligns with Plan Chattanooga development goals.	Revenues not expected to cover operational costs, rate and space allocation restrictions expected.

Site	Type	Recommendation	Opportunities	Challenges
Chickamauga Triangle	Off-street	Continue evaluating investment opportunities.	Aligns with Plan Chattanooga development goals, no aesthetic and functional design requirements expected.	Not in a high-demand parking area, revenues not expected to cover operational costs, rate and space allocation restrictions expected.
St. Elmo/Incline Railway	Shared	Shared parking program with St. Elmo Central Shopping Center.	High-demand parking area, aligns with Plan Chattanooga development goals, constrained parking supply aside from existing facilities is appropriate for shared parking program.	Lot location visually separated from main commercial area, coordination between CARTA and private partners required.

CARTA will continue to monitor parking usage as travel and development patterns change to identify other parking facilities in downtown Chattanooga and beyond. New parking facilities should be co-located with mobility hubs as part of the "park once" strategy.

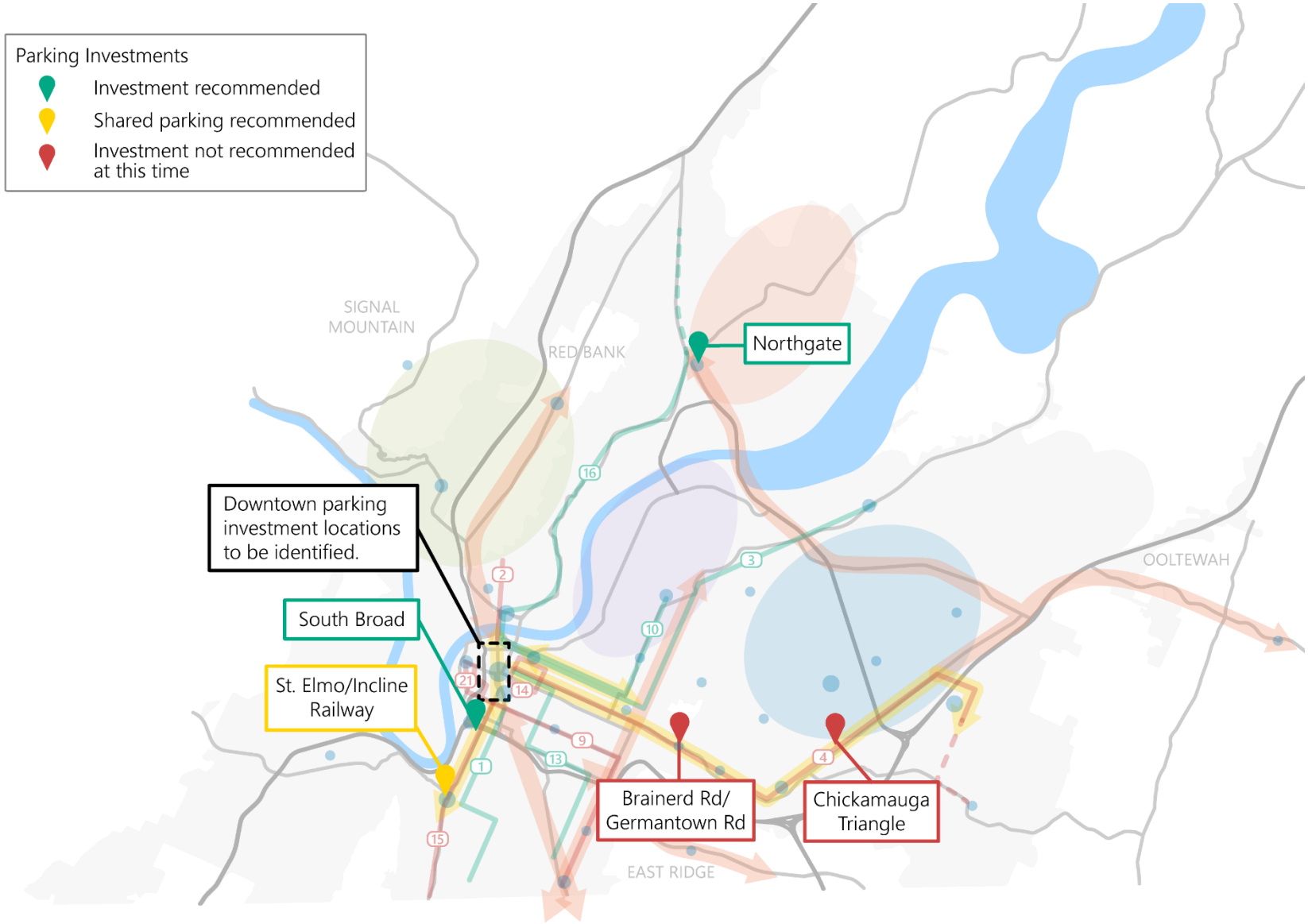
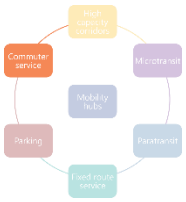


Figure 15: Parking Investment Locations

Commuter Service



CARTA will pursue transit and mobility options in unincorporated Hamilton County as part of One Chattanooga: Transit for All. With this service, residents of surrounding jurisdictions will be better connected to denser employment areas in Chattanooga, including downtown.

A review of travel patterns, trip volumes, and projected population growth reveals that flexible, lower-cost solutions are the most feasible service option. Demand-response service that connects to CARTA's fixed route service is recommended for unincorporated Hamilton County. Several commuter options are recommended, including vanpools, carpool matching, park-and-ride, and employer engagement. These strategies are further described below.

Over time, fixed route commuter service from outlying counties, including Bradley and Catoosa, could become viable as those counties experience population growth and Chattanooga grows as an employment center. It is recommended that the potential for fixed route commuter service be revisited in several years.

To support long-term planning and future readiness for commuter service, CARTA will take the following actions:

Invest in Flexible, Scalable Alternatives

Given the dispersed nature of travel demand in surrounding counties, flexible and lower-cost commuter solutions will be considered:

- **Vanpool programs.** Support formal vanpool services for groups of commuters with similar origin-destination pairs. Providers such as Commute with Enterprise and vRide partner with local agencies to provide such services.
- **Carpool matching.** Promote ride-matching platforms or employer-based carpool initiatives.
- **Park-and-ride locations.** CARTA will begin identifying strategic sites near key corridors to support future commuter demand. Locations along the I-75 corridors with minimal travel delay will be prioritized.
- **Employer engagement.** Work with major employers to assess commuter needs and build interest in shared mobility options.

These alternatives can build a foundation of regional mobility while avoiding the upfront costs and risks of fixed route service.

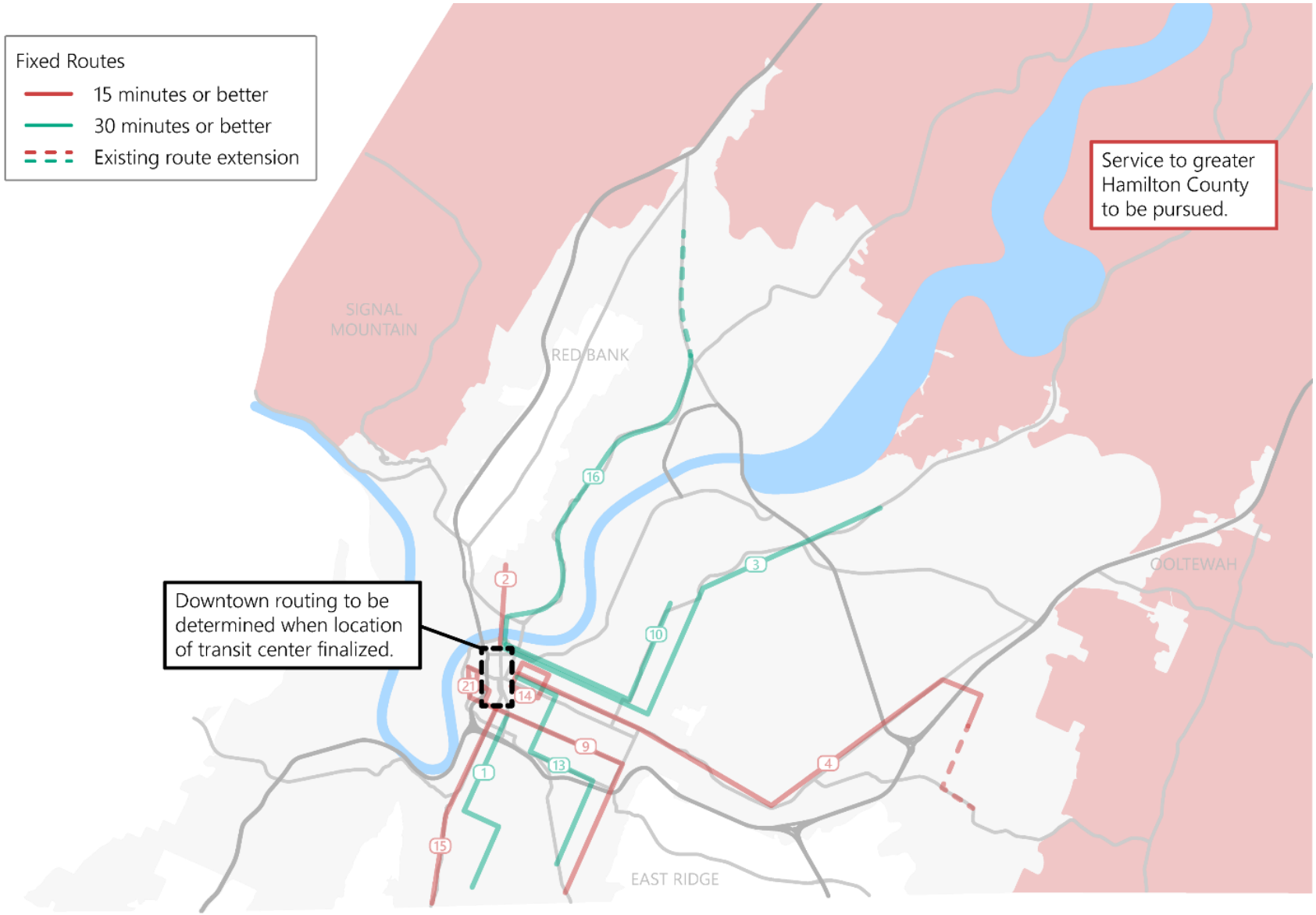


Figure 16: Commuter Service Vision

Continued Collaboration with Regional Partners

CARTA will continue coordinating with cities, counties, and the RPA to explore potential for collaborative transportation solutions. Long-term dedicated funding for regional transit including public investment, regional transportation funds, or employer contributions should be identified.

Strengthen Existing TDM Efforts

CARTA will work with the Chattanooga MPO to expand and relaunch the Travel Demand Management (TDM) program to increase brand awareness. CARTA and the RPA will identify TDM champions at major employers like the University of Tennessee at Chattanooga and Volkswagen and build partnerships to help promote commuter options and establish a regional transportation coalition. Incentive-based strategies such as parking cash-out, priority carpool parking, and guaranteed ride home programs will also be considered.

Aligning TDM efforts with the MPO's planning and travel modeling will help ensure integration with broader transportation and land use planning efforts as a core solution to achieving regional mobility goals.

Update Analysis Periodically

Commuter service will be reevaluated every three-to-five years to track shifts in travel demand, particularly in fast-growing counties like Bradley and Catoosa. CARTA will look for increasing trip densities with a geographic concentration of origins and destinations as well as changes in congestion which may increase the demand for services.

Commuter surveys or travel diaries can help gain a better understanding of how and why people are traveling, and how commuter service could help overcome challenges faced by commuters. This type of survey may be useful to help begin identifying strategies to increase travel time efficiencies along key corridors used by commuters, such as I-24, I-75, Brainerd Road, and Rossville Boulevard.

Mobility Hubs

Figure 18 depicts the 33 mobility hub locations identified in One Chattanooga: Transit for All. These hubs are sited throughout the Chattanooga region, though they are more concentrated in the urban core as this area has a denser population and more robust transportation network. Other hubs may be needed as development intensifies in other areas of the region. The mobility hubs are organized into three groups to aid with implementation:

- Existing hubs are those in areas with existing mobility infrastructure that may benefit from minor improvements and branding.
- Additional hubs are new hubs that support the fixed route network and microtransit changes.
- Future growth hubs are new hubs that support areas of expected growth, typically associated with planned developments or areas of high future job and population activity.

To ensure mobility hubs are well-implemented and integrated into the community, CARTA and the RPA will encourage developers to identify specific mobility hub locations and integrate them into their plans in areas where redevelopment is anticipated. Additionally, they will work with community groups to identify appropriate mobility hub elements that fit the community context of each site.

Several mobility hubs are sited with libraries and community centers. One Chattanooga: Transit for All envisions these hubs as all-encompassing community resource centers where Chattanoogans can get information about mobility options, including purchasing transit fare cards.

Mobility Hub Branding

CARTA and the RPA will coordinate to brand existing mobility hubs and continue that branding as more hubs are implemented. Creating recognizable iconography and signage will help residents and visitors locate transit, bike share, car share, and other mobility infrastructure so that they can easily get around Chattanooga.

Figure 17: Mobility Hub Branding from the City of Minneapolis

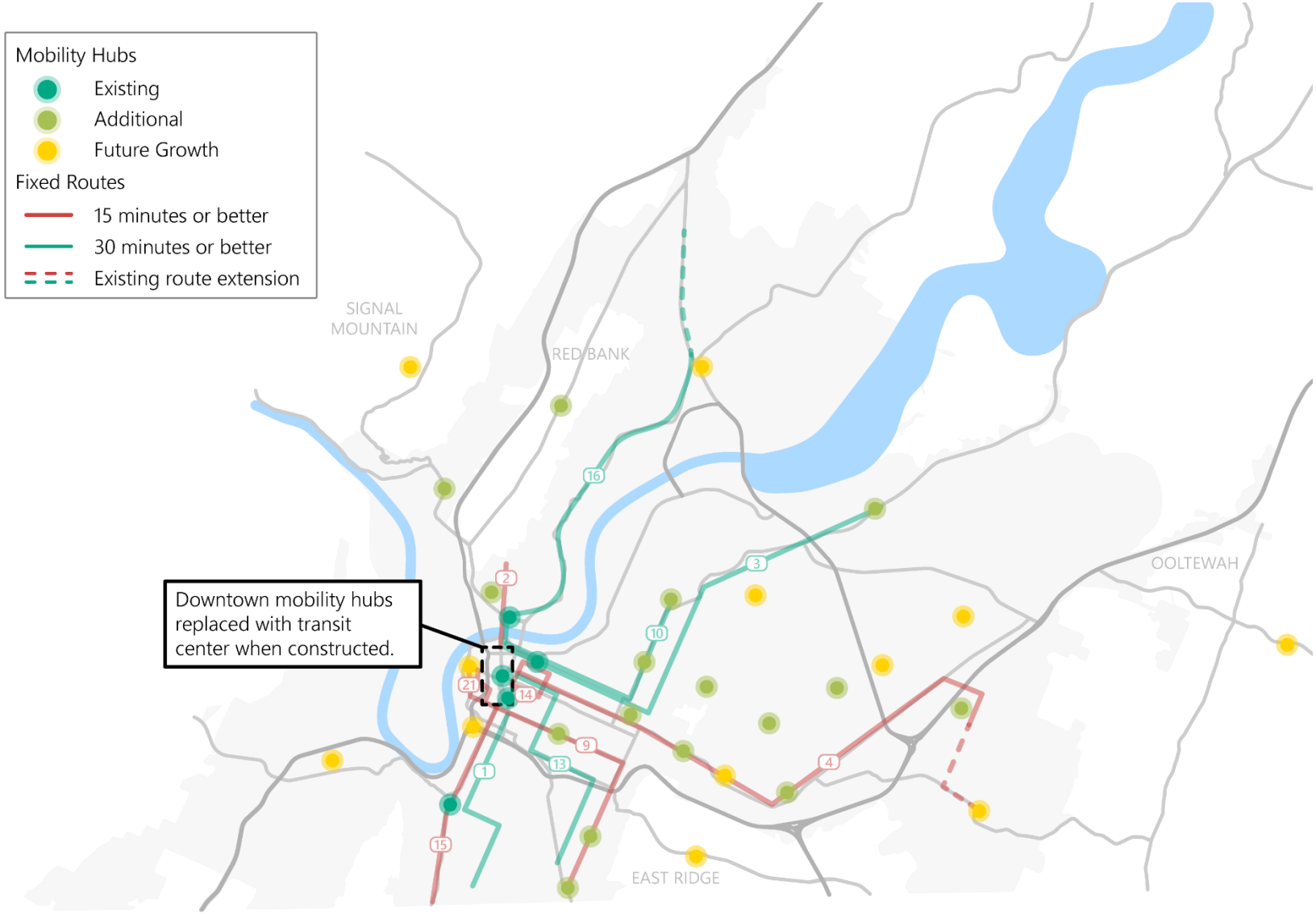


Figure 18: Mobility Hub Vision

Typology Framework

Mobility hubs are not one-size-fits-all. Different locations and contexts throughout Chattanooga warrant different footprints, prioritized modes, amenities, and levels of investment. Hubs can range from a downtown multimodal transportation center to a street corner with a bus stop and bicycle rack. The framework identifies four levels of mobility hubs, ranging in scale, modes served, and level of investment.

Table 3 summarizes the elements that might make up each level of mobility hub. Typology assignments can change over time as the land use and character of the mobility hubs' surroundings evolve; what is designated as a Level 3 in this document may become a Level 2 as development intensifies. Figure 19 depicts the initial typology assignments for each of the 33 mobility hubs.

Table 3: Mobility Hub Framework

	Transit								Bicycle			Pedestrian			Vehicles				Community		
	Bus layover	Bus stop amenities	Fare vending machine	Real-time information	Microtransit hub	Bus transfer	Electric bus charging	Driver facilities	Bikeshare/scooter share	Bike parking/storage	Access to bike facility	Pedestrian facilities	Wayfinding	Public space/activities	Rideshare/pick up/drop off	Car share	Park and ride facility	EV charging	Restrooms	Mobile retail	Package pick up/drop off
Level 1	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	○
Level 2	○	●	●	●	○	○	○	●	●	●	●	●	●	○	○	○	○	●	△	△	○
Level 3		●	△	△	△	○	△		○	●	○	●	○	○	○			△		△	△
Level 4		△							○	●	○	●	○	△	○						△

● Critical, in most cases ○ Recommended, but context-dependent △ May be beneficial

Figure 19: Mobility Hub Typologies

Level 1

Level 1 mobility hubs represent the most intense infrastructure and investment. This type of hub is located in high-activity areas where all modes interact, likely in a downtown setting. The surrounding street network is well-connected, particularly for pedestrians. The footprint of a Level 1 mobility hub is larger to accommodate transit, pedestrian and bicycle, vehicle, parking, and other community facilities. Improvements should include placemaking, landscaping, and wayfinding to create a positive and efficient user experience.

Level 2

Level 2 mobility hubs are a step down from Level 1 and are located in moderate-to-high activity areas, such as walkable communities with multiple retail destinations like North Shore. These hubs are also surrounded by a well-connected street and pedestrian network, but do not require as large of a footprint as Level 1 hubs. All modes should be accommodated in Level 2 mobility hubs, though there may not be as many vehicle- or community-oriented facilities.

Level 3

Level 3 mobility hubs are more appropriate in a lower activity, neighborhood setting or where future development may occur. These hubs are more oriented around pedestrians and bicyclists, but should still have a transit connection. Level 3 hubs might be less centralized than Levels 1 or 2, with branded wayfinding and pedestrian improvements to guide users between modes.

Level 4

Level 4 mobility hubs represent the lowest level of investment and can be sited where a few modes interact, but the surrounding context does not warrant much infrastructure. Pedestrian and bicycle facilities are the most important pieces of these hubs, with some vehicle- and community-oriented facilities and, if applicable, a transit connection. These hubs serve to be a connection point for neighborhood residents to access bike share, car share, etc. to reach local destinations or transit stops.

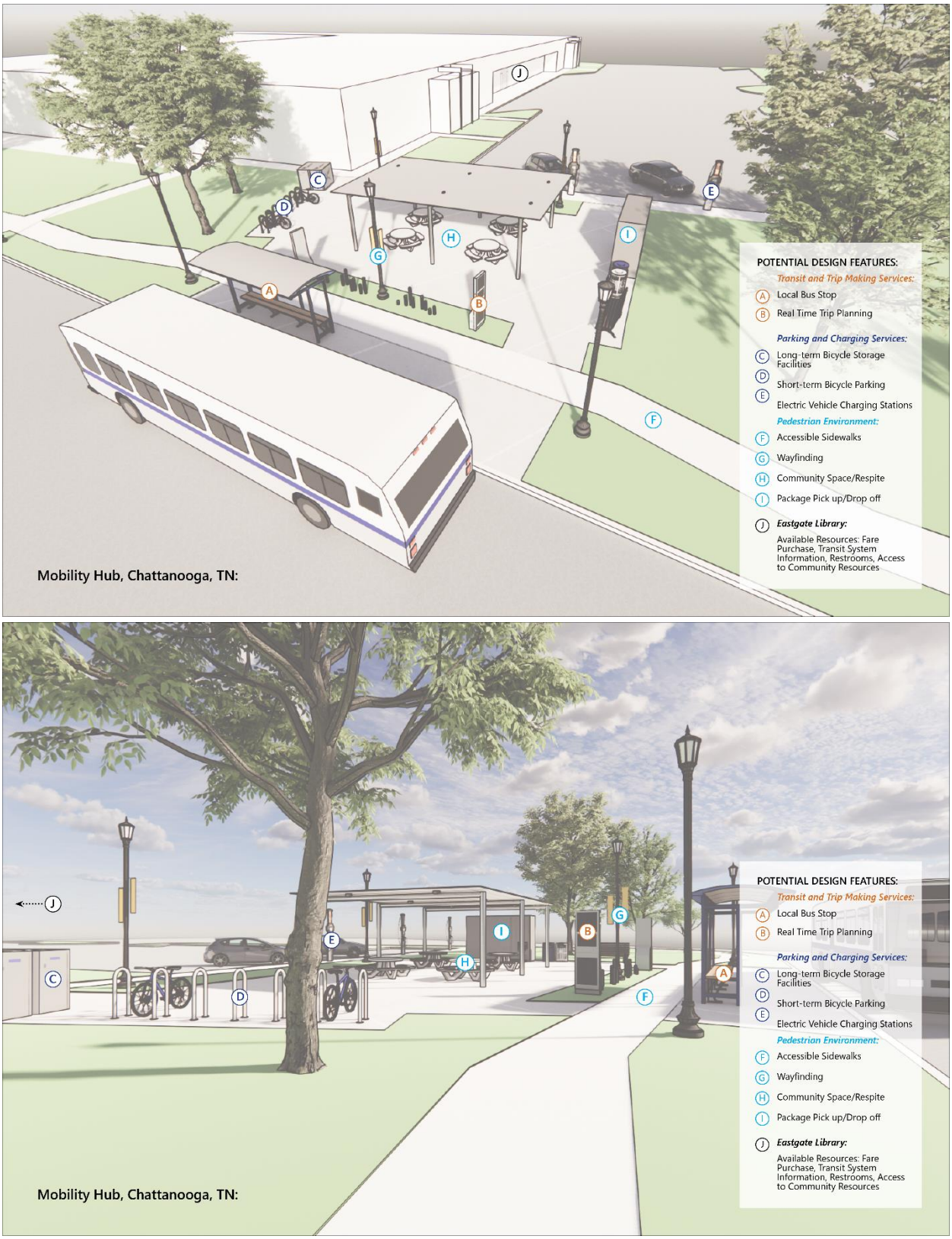


Figure 20: Conceptual Illustrations of a Mobility Hub at Eastgate Library

Next Steps

Achieving the ultimate transit and mobility vision will not occur overnight. Phased improvements over the next 20 years will cumulatively strengthen and grow the transit and mobility network as resources and funding become available.

The recommendations outlined in One Chattanooga: Transit for All will require a significant investment in infrastructure. High-level estimates of the investment are depicted in Table 4. These include capital costs for high capacity transit corridors, mobility hubs and new vehicles for new and expanded fixed route and microtransit service as well as the cost to operate the new and expanded services.

Table 4: One Chattanooga: Transit for All Estimated Investments

Recommendation	Estimated Investment
Downtown Transit Center that will provide a central location for Chattanoogans to access and transfer between mobility options	$5–10 million
Approximately 35 miles of High Capacity Transit and Mobility Corridors providing transit priority, safe and convenient pedestrian and sidewalk connections, and upgraded stations and stops	$323 million
33 mobility hubs providing access to transit, bike rental, storage, travel information, and more	$5 million
6 fixed routes providing 15-minute or better service	$5 million annual operating cost, $6 million capital cost
11 fixed routes providing 30-minute or better service	$15 million annual operating cost, $14 million capital cost
Operation of 4 microtransit zones providing greater coverage and enhanced first/last-mile connections	Additional $1.3 million annual operating cost, $600,000 capital cost
Continued operation of paratransit service in an expanded area	Additional $800,000 annual operating cost, $200,000 capital cost
On-demand commuter service in greater Hamilton County providing a mobility option for residents in unincorporated areas of the county	$400,000 annual operating cost, $200,000 capital cost

This vision document recommends a thoughtful and measured approach to achieving the vision. A phased approach allows the network to respond to new trends and patterns. This vision should be re-evaluated every few years so that it reflects any unforeseen changes in the region.

First, it is recommended that CARTA develop and adopt standards for designing and evaluating transit service. Those standards will guide how and when CARTA identifies and responds to underperforming routes and designs new service. Those standards will guide immediate changes to fixed route and microtransit service that can be achieved within the next three years. Subsequent implementation phases could cover three-to-seven year, seven-to-15 year, and beyond 15 year time

horizons (see Figure 21). The details within each of these phases should be fleshed out as part of a Phased Implementation Plan.

Figure 21: Proposed Phased Implementation Plan

Appendix A: Existing Conditions Memo

Appendix B: High Capacity Corridor Analysis Memo

Appendix C: Commuter Service Analysis Memo

Appendix D: Microtransit Analysis Memo

Appendix E: Parking Evaluation Memo