



Chattanooga-Hamilton County  
**Regional Planning Agency**

Chattanooga-Hamilton County/North Georgia  
**Transportation Planning Organization (TPO)**

1250 Market Street, Suite 2000  
Chattanooga, TN 37402

**[www.chcrpa.org](http://www.chcrpa.org)**  
(423) 643-5900

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## Memo

**To:** Calvin Gladney and Emiko Atherton, Smart Growth America (SGA)/  
National Complete Streets Coalition (NCSC)

**From:** Cortney Geary, Chattanooga-Hamilton County Regional Planning Agency (RPA)/  
Chattanooga-Hamilton County/North Georgia Transportation Planning Organization (TPO)

**CC:** Heather Zaccaro (NCSC); Brian Lutenege (SGA); Melissa Taylor, Karen Rennich, and  
John Bridger (RPA/TPO)

**Date:** December 21, 2018

**Subject:** TN Complete Streets Consortium Six-Month Progress Report

The Chattanooga-Hamilton County/North Georgia Transportation Planning Organization's responses to the TN Consortium Series Next Steps Recommendations Report at this six-month milestone are detailed below.

**Goal:** Advance Complete Streets implementation

**Strategy 1:** Develop a Complete Streets implementation plan

**Tactic 1.1:** Review all of the recommendations in this report and assign priority levels, responsibilities, and deadlines for each task

**Tactic 1.2:** Create a Complete Streets implementation action plan that includes the following:

- Review and revise guidance, standards, manuals, policies, and other documents
- Offer ongoing training
- Designate a committee to oversee implementation
- Create a community engagement plan
- Measure performance
- Provide directions on how to work with other departments
- Assign the "who" and the "when"

TPO staff's first priority is to meet, and when possible exceed, the federal requirements for MPOs. With limited staff capacity, TPO staff does not have the time to develop a separate Complete Streets implementation plan. We have decided instead to implement applicable recommendations from the Consortium Series Next Steps Report into existing planning activities and processes. Furthermore, consortium series team members felt that this strategy was more applicable to a local jurisdiction than a TPO area since local jurisdictions are responsible for implementation of complete streets projects.

**Goal:** Establish better working relationships with the Tennessee Department of Transportation (TDOT) to advance Complete Streets projects

**Strategy 1:** Get involved with state resurfacing projects earlier in the project development process

**Tactic 1.1:** Request upcoming resurfacing schedules from TDOT at least three years in advance

**Tactic 1.2:** Identify resurfacing projects with a high potential for Complete Streets improvements and conduct public outreach to identify multimodal priorities for those streets

**Tactic 1.3:** Collaborate with TDOT from the onset of projects to incorporate Complete Streets improvements into upcoming resurfacing projects where appropriate

Based on correspondence from the TDOT Office of Multimodal Planning, TDOT intends to begin posting three-year paving lists online by the end of this year. TPO staff does not feel it's our role to conduct public outreach on TDOT's behalf for their resurfacing projects, but we can share with TDOT feedback we've received from the public and our analysis for plans such as the Regional Transportation Plan (RTP) that lend support for complete streets improvements on corridors that TDOT is resurfacing. TDOT requested TPO staff's input on 2019 repaving projects in Hamilton County, and we were able to provide analysis and recommendations from our plans supporting complete streets improvements on the corridors. TPO staff typically defers to jurisdictions on decisions about specific bike and pedestrian facility types so TDOT's request for recommended facility types related to repaving projects was forwarded to the appropriate TPO jurisdiction representatives.

**Strategy 2:** Coordinate with TDOT to implement new Multimodal Project Design Guidance

**Tactic 2.1:** Work with TDOT to formalize the review of TDOT projects by October 1, 2018.

**Tactic 2.2:** Conduct trainings in collaboration with TDOT to familiarize local and regional staff with how to use new guidance

**Tactic 2.3:** Revise internal design guidance and project selection processes to coincide with state guidance

TDOT Multimodal Planning and Office of Community Transportation staff will continue to send projects to TPO staff and jurisdictions for review. TDOT now has a formal road diet review process.

TDOT will be hosting additional trainings on the multimodal project scoping manual and design guidance after working out inconsistencies in the new guidance. Based on communication with TDOT's Office of Multimodal Planning, TDOT will make sure that there is more lead time in scheduling the second round of trainings to ensure that TPO staff can spread the word about the trainings to local jurisdictions. In the meantime, TPO staff shared the TDOT multimodal project scoping manual, design guidance, and presentation from the first round of trainings with TPO Technical Coordinating Committee and Executive Board members via a staff report for their September and October 2018 meetings.

The TPO developed model design guidance for bicycle and pedestrian facilities as part of the 2010 Chattanooga Area Regional Bicycle and Pedestrian Plan, but consortium series team members feel it is more appropriate for design guidance to be developed by local jurisdictions than for an entire TPO area. There could be opportunities, however, for jurisdictions to coordinate on standards especially in places where facilities cross jurisdictional boundaries, for example to ensure consistent sidewalk width on a corridor in two or more jurisdictions.

As was mentioned in the one-month progress report, TPO staff conducted a regional bicycle and pedestrian analysis which informed updated project-level performance measures for the 2045 RTP, which is expected to be adopted in January 2019. TPO staff feel that the performance measures and project selection process effectively demonstrate how complete streets projects help our region to meet our goals and are not in conflict with the state's design guidance.

**Goal:** Improve staff capacity to implement Complete Streets

**Strategy 1:** Institutionalize regional coordination on Complete Streets implementation

**Tactic 1.1:** Establish a multi-jurisdictional working group -- including possible representatives from AARP, the National Association of REALTORS, the Urban Land Institute, and other local and statewide agencies -- to report to the Chattanooga TPO's Multimodal Advisory Committee to oversee regional coordination of Complete Streets implementation

**Tactic 1.2:** In collaboration with the working group, consolidate and collect data on crashes and transportation infrastructure to inform data-driven planning at the local and regional levels

TPO jurisdictions are invited to serve on the TPO Multimodal Advisory Committee and the TPO Human Services Transportation Committee. We do not feel it is necessary to create a separate working group to report to the TPO Multimodal Advisory Committee. TPO staff could see potential benefit in convening a multi-jurisdictional working group on an as-needed basis.

TPO staff recently prepared roadway crash reports and scheduled meetings to discuss the results with jurisdictions upon request. Six jurisdictions and CARTA requested reports specific to their areas. TPO staff sought feedback from these jurisdictions that expressed interest in crash data on proposed bicycle and pedestrian crash factors to assign when cleaning crash data in the future. The crash factors were adapted from those developed by the Knoxville TPO. The TPO staff's primary purpose for assigning crash factors is to better evaluate projects in terms of how they are addressing known bike and pedestrian safety issues. An example roadway crash report prepared for the City of Chattanooga is available on the RPA website [here](#), and the bike/ped crash factors proposal is available [here](#). TPO staff are currently working on assigning crash factors to data from 2016 and 2017 as well as updating the TPO inventory of existing and proposed bicycle and pedestrian infrastructure.

**Strategy 2:** Identify outside champions to advocate for investment in Complete Streets

**Tactic 2.1:** Work with Bike Walk Chattanooga to engage with groups, such as AARP, the National Association of REALTORS, the Urban Land Institute, and other local and statewide agencies, on Complete Streets and advocate for funding local bicycle and pedestrian coordinator positions

**Tactic 2.2:** Provide trainings for developers, elected officials, and community members on the return on investment for Complete Streets and on strategies for implementation

TPO staff has shared the report and this recommendation with Bike Walk Chattanooga as the organization is represented on the TPO Multimodal Advisory Committee and the TPO Technical Coordinating Committee.

In 2016 and 2017 the TPO held trainings for developers on travel demand management strategies as part of the 2045 RTP, but they were not well-attended. Consortium series team members' perception is that developers are busy, and trainings are not going to be a high priority for them unless there is an incentive to attend. Public outreach for the 2050 RTP will provide an opportunity to engage developers, elected officials, and community members on the topic of complete streets, but TPO staff does not have the capacity to conduct trainings outside of the RTP process.

**Goal:** Support economic development and enhance sense of place throughout the region

**Strategy 1:** Develop guidance to integrate land use with Complete Street network connectivity

**Tactic 1.1:** Conduct a regional connectivity study

**Tactic 1.2:** Conduct trainings with municipal staff on how to integrate land use context in Complete Streets design guidance and manuals

TPO staff recently completed a connectivity study for Hamilton County. The report, which is available on the RPA website [here](#), was presented to the Chattanooga-Hamilton County Regional Planning Commission this month, and a longer meeting has been scheduled to discuss the report with planning commissioners in January. The report suggested that the analysis could inform updates to the zoning code and subdivision regulations. Representatives from City of Chattanooga Departments of Transportation and Economic and Community Development, Hamilton County Engineering, and Chattanooga-Hamilton County Regional Planning Commission, were part of a steering committee which was engaged throughout the development of the report. Otherwise, TPO staff does not have the capacity to conduct trainings with municipal staff on how to integrate land use context in Complete Streets design guidance and manuals.

Overall, TPO staff feel that it would be more effective for the National Complete Streets Coalition to provide recommendations that build upon MPOs existing plans, processes, and committees in the future. We do not have the capacity to meet federal requirements and develop redundant processes, nor do we expect this would be particularly effective, but we are constantly striving to do our work better and make sure that we are doing everything we can to support safe, multimodal connections and access to community resources. We greatly appreciated the opportunity to participate in the Complete Streets Consortium workshops and expect that there are many MPOs that would value Smart Growth America's technical expertise in recommending how they could make adjustments to their existing processes that could have major impacts for complete streets implementation.