



# Cicero Avenue Corridor Plan

## Final Report

December 2014






Table of Contents

## Chapters

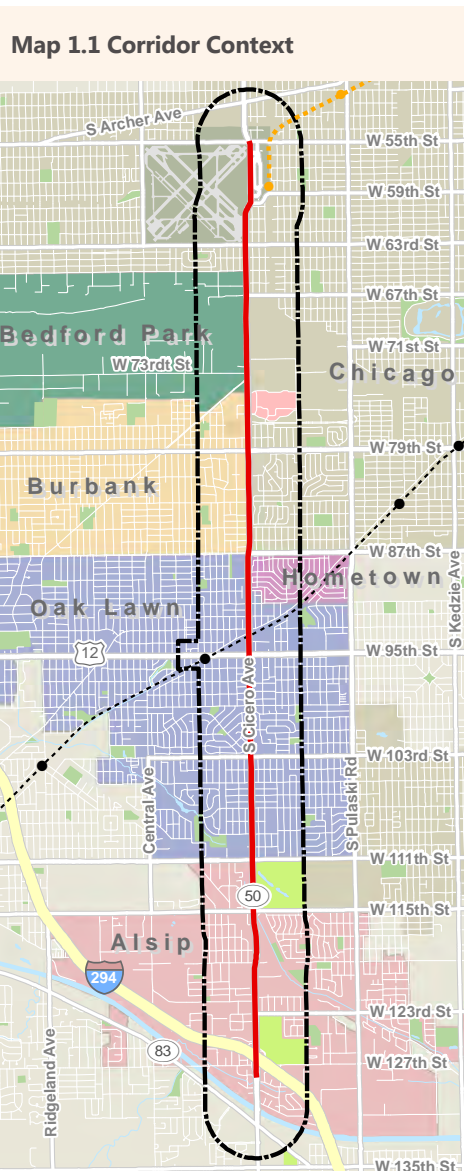
Introduction	1-1
Existing Conditions and Issue Areas	2-1
Development Opportunity Sites	3-1
Land Use Framework and Plan	4-1
Transportation Framework	5-1
Transportation Improvement Plan	6-1
Showcase Projects	7-1
Funding Toolkit	8-1
Implementation Strategy	9-1
Plan Participants	10-1



Table of Contents



# Chapter 1: Introduction



On behalf of its constituent communities, the Southwest Conference of Mayors (SCM) is pleased to present the Cicero Avenue Corridor Plan, a transportation and economic development plan for the Cicero Avenue Corridor.

## Study Corridor

The Cicero Avenue Corridor is defined as the 9-mile segment of Cicero Avenue from 55th Street on the north to 127th Street on the south. The Corridor runs through the City of Chicago and five southwest suburban communities: Bedford Park, Burbank, Hometown, Oak Lawn and Alsip. The Corridor is centered narrowly on Cicero Avenue, including the right-of-way and adjoining land or property, with consideration of areas within a one-half mile buffer as areas of influence and impact.

Cicero Avenue is a major transportation corridor in the southwest Cook County suburban area. Daily passenger vehicle traffic on Cicero Avenue averages 35,400 vehicles per day in the Study Area. The Cicero Avenue Corridor is served directly by 27 Pace and Chicago Transit Authority (CTA) bus routes, traveling on Cicero and cross-streets. CTA's Orange Line terminal station at Midway Airport serves as the closest heavy-rail station and an important transfer center for bus riders. No Metra commuter rail stations are located directly on Cicero Avenue. However, the Oak Lawn SouthWest Service Station (SWS) is situated 1/2 mile west on 95th Street in Oak Lawn, and another reasonably close Metra station is located in Chicago in the Ashburn neighborhood.

Cicero Avenue functions as an Urban Strategic Regional Arterial (SRA) route designated as Illinois Route 50 and falls under the jurisdiction of the Illinois Department of Transportation (IDOT). It is a major north-south regional route extending from the north suburb of Lincolnwood to the south suburb of Monee, Illinois. Within the Corridor, there is direct expressway connectivity to I-294 at 127th Street. As a state route, Cicero Avenue serves a regional travel function and facilitates the safe and efficient movement of people and goods.

Cicero Avenue also provides access to a diverse mix of land-uses located across the six study communities, including retail, residential, industrial, entertainment and open space. Direct access to Midway International Airport and the Cicero Avenue commercial centers and businesses is vital to the long-term success of the regional economy. It is also an important multi-modal regional corridor with Pace and CTA vehicles traveling along the Corridor.

# Introduction

## Vision & Goals

The study goal is to develop a holistic plan that unites the Corridor, its activities and character to make it a more highly-functioning transportation corridor and activity center for the southwest suburbs. This planning study is designed to complement, not supersede, the existing plans of the communities and transportation agencies.

The vision for the future of Cicero Avenue is to function as a street safe for travel for all modes of transportation and safe for all users, regardless of age and ability. This “Complete Streets” approach balances the needs of all users of the roadway and focuses on the development of a complete transportation network. For Cicero Avenue to be viewed as a “complete street”, improvements should be developed that embrace all users, including not only autos and trucks, but also transit riders, pedestrians, and bicyclists. As part of an overall transportation network, individual roadways do not have to function as all things to all people, but can provide a specific role within the network. This network approach helps to balance the needs of various users.

Specific objectives for the Cicero Corridor include:

- Creating a cohesive identity for the Corridor.
- Maximizing the potential of each community’s assets along the Corridor, including economic activity centers, transportation infrastructure, and natural resources such as trails.
- Optimizing mobility and efficiency of all modes of travel.
- Increasing safety for non-motorized users of the Corridor, especially at crossings and transit access points.

## Plan Process & Elements

The Cicero Avenue Corridor Plan was developed between April 2013 and November 2014.

The Southwest Conference of Mayors (SCM) received grants totaling \$200,000 from the Regional Transportation Authority (RTA) and IDOT in 2010 to fund the study. The study was conducted with active participation from RTA, IDOT, Pace, Metra, the CTA,

the Chicago Metropolitan Agency for Planning (CMAP), the Cook County Department of Transportation and Highways (CCDOTH), the City of Chicago Department of Transportation (CDOT), the City of Chicago Department of Aviation (CDOA), and the Illinois Tollway. A Steering Committee composed of the leadership from the Corridor Communities and SCM oversaw the process and contributed to the definition of improvement projects and implementation priorities, with active input from the noted agencies.

Planning materials and interim documents produced for this study include the following:

- The **Existing Conditions Report** (October 2013) was the first step in the planning process, and synthesized current physical, demographic, policy and transportation and conditions along the Corridor.
- The **Market Conditions Report** (November 2013) summarized market conditions in the Corridor, analyzed potential future demand and opportunities, and identified redevelopment opportunity sites, along with potential redevelopment recommendations.
- The **Land Use and Transportation Plan Report** (August 2014) presented detailed forward-looking planning recommendations for land use and transportation. The draft Future Land Use Plan presented an updated overall vision for land use patterns across the study area. The draft Transportation Plan Framework presented broad transportation improvement principles by mode applicable to the entire Corridor; the Transportation Improvement Plan included recommendations for specific locations along the Corridor. A set of Showcase Projects synthesized market, land use, urban design and transportation recommendations in highly detailed improvement concept illustrations.

These interim documents are available on the project website at <http://www.cicerocorridor.com>.





## Chapter 2: Existing Conditions and Issue Areas

The first phase of the Study included a comprehensive review of existing conditions in the Corridor, including demographics, physical and land use characteristics, and transportation conditions. Highlights of the **Existing Conditions Report** are presented in this section.

### Corridor Communities

The Cicero Avenue Corridor runs through six municipalities along its extent between 55th Street on the north and 127th Street on the south: Chicago, Bedford Park, Burbank, Hometown, Oak Lawn and Alsip. A brief description of each community are presented below.

#### City of Chicago

The Corridor has Chicago frontage on both sides of the roadway from the Corridor's starting point at 55th Street and the Midway International Airport (Midway Airport) complex south to 65th Street, through the Garfield Ridge and Clearing community areas. South of 65th Street to 87th Street in the West Lawn and Ashburn communities areas, Cicero Avenue forms a western border to the City. The St. Casimir Lithuanian Cemetery in the Mt. Greenwood community area also fronts on Cicero Avenue. Land uses along the Corridor are primarily airport and transportation-related, with commercial and industrial uses. Major anchors in the Chicago portion of the Corridor area are Midway Airport and its associated infrastructure; the railroad tracks leading to Clearing Yards, Ford City Mall, and St. Casimir Lithuanian Cemetery. Priorities for the City of Chicago in this study area are to maintain the safe function and quality service of Midway Airport, reinforce the vitality of local industrial tenants and retail nodes, and support multi-modal transportation mobility and efficiency.

#### Village of Bedford Park

The Corridor serves as the eastern border for the Village of Bedford Park, from its northern border of 65th Street to its southern border at 75th Street. The uses along the Corridor and in the study area are reflective of the Village's predominant industrial and commercial makeup. Major anchors are the Midway Hotel Center at 65th Street, new industrial facilities south of Clearing Yards, and big box retail. Priorities for the Villages in the Corridor Area are to complete the buildout of the Hotel Center, improve traffic flow and safety for employees and shippers from their industrial neighborhoods, and maintain low vacancy rates for their retail districts.

## Chapter 2: Existing Conditions and Issue Areas

### City of Burbank

The Corridor serves as the eastern border for the City of Burbank, from its northern border at 75th Street to its southern border at 87th Street. Cicero Avenue is Burbank's major commercial and retail thoroughfare, with numerous big box and power center shopping centers fronting the Corridor. The tidy single-family residential neighborhoods that characterize the City begin just behind the commercial parcels at LaCrosse Avenue or Lamon Avenue. Priorities for the City for the Cicero Corridor are to maintain vitality and high occupancy in its retail districts, and to improve transportation safety for all users of the Corridor.

### City of Hometown

Cicero Avenue is the western border for the City of Hometown, from its northern border at 87th Street south to 90th Street. A predominantly residential community, Hometown's main commercial districts are located along Pulaski Avenue and Southwest Highway, to the east of the Corridor Study area. The uses along Cicero include a small retail center at the southeast corner of 87th, a multi-family complex, and single family homes with rear yard fences backing up to Cicero Avenue. For this study, due to its small amount of frontage on the Corridor, the City's main concern is supporting the vitality of its retail shops.

### Village of Oak Lawn

The Corridor runs through Oak Lawn from its northern border at 87th Street south to 111th Street. Much of Oak Lawn in the Corridor is commercial (retail and office), although residential is present between of 99th Street and 102nd Street, with multi-family on the east side of the street, and single-family homes buffered by a service drive on the west side of the street. The commercial "crossroads" of the Village are located at the intersection of 95th and Cicero Avenue, with additional major retail nodes at 103rd and 111th.

The Village has a major priority mixed-use, multi-phase redevelopment project at 111th Street and Cicero Avenue. It is currently undertaking a complementary corridor planning study for 95th Street, with a focus on economic vitality and streetscape enhancement. It continues to actively support economic development elsewhere in the Village with a focus on the Metra Station area, along Pulaski, and Ridgeland Avenue.

### Village of Alsip

Alsip is the southernmost community in the Corridor, with the study area encompassing the stretch of Cicero Avenue from the Village's northern boundary at 111th Street south to 127th Street and the entrance to I-294. Current uses on Cicero Avenue are primarily commercial and industrial, although a significant stretch of the roadway is flanked by transportation infrastructure uses. Significant landmarks include the Chateau Bu-Sché banquet hall, a new Home Depot, and Burr Oak cemetery. The Village's southern border is located a few blocks south of the study terminus at the Calumet-Sag Channel.

The Village's priorities for the Corridor are business development and diversifying the economic base, improving transportation safety and mobility, and enhancing aesthetics and appearance of both the public way and private properties fronting the Corridor.

## Demographic Overview

### Population

The 2010 population in the Corridor study area is just over 52,000. The total for the six corridor communities is almost 242,000. A comparison of Census population figures from 2000 and 2010, estimates for 2013, and 2018 all points to modest growth in each community except for minor declines in Alsip, which are anticipated to reverse by 2040.





**Table 1-1  
Population, 2010-2018**

	2000	2010	2013 Estimate	2018 Projection	2040 Projection
Corridor, 1/2 Mile Buffer	50,392	52,973	53,196	53,550	
Corridor Communities	234,899	241,909	243,543	245,919	
Chicago (Garfield Ridge, Clearing, West Lawn and Ashburn)	127,251	132,088	133,931	136,022	
Bedford Park	574	578	581	587	606*
Burbank	27,801	28,925	29,010	29,216	27,612
Hometown	4,467	4,349	4,288	4,281	4,990
Oak Lawn	55,268	56,690	56,695	56,881	58,790
Alsip	19,525	19,277	19,038	18,932	24,752*

\*2040 Projection for Bedford Park estimated by growth in nearby communities.

**Source: ESRI Business Analyst, CMAP**

### Household Characteristics

As with population numbers, household numbers in the Corridor study area and in the corridor communities exhibited modest growth between 2000 and 2010. Average household size in 2010 in the Corridor study area was 2.8 persons, with variations ranging from 2.35 persons to 3.15 persons.

**Table 1-2  
Households, 2000-2018**

	2000	2010	2013 Estimate	2018 Projection	2040 Projection
Corridor, 1/2 Mile Buffer	18,821	18,883	18,850	18,985	
Corridor Communities	84,450	82,828	82,980	83,905	
Chicago (Garfield Ridge, Clearing, West Lawn and Ashburn)	43,321	41,611	41,899	42,585	
Bedford Park	216	210	211	213	2,184
Burbank	9,290	9,287	9,290	9,380	9,374
Hometown	1,895	1,848	1,828	1,837	2,284
Oak Lawn	22,282	22,361	22,328	22,477	24,270
Alsip	7,446	7,511	7,424	7,413	9,459

**Source: ESRI Business Analyst, CMAP**

All other socio-economic highlights of the Study Area from 2010 data include:



## Chapter 2: Existing Conditions and Issue Areas

- The median age for residents is 36.2 years (2010).
- The Study Area, as well as the individual member communities, is majority white (2010).
- The ratio of persons of Hispanic origin, a growing population segment across the Chicago metropolitan region, varies markedly across the Study Area (2010).
- There were nearly 20,000 housing units in the Study Area, and close to 88,000 units among the six Corridor Communities. Occupancy rates across the Study Area were 93%-96%. Of occupied housing units, 21.5% were occupied by renters, and 78.5% by owners (2010).
- Estimates for median and average household incomes in the Study Area were \$52,493 and \$66,140 respectively, with most corridor communities tracking closely (2013).

Transportation characteristics of Study Area residents, based on 2010 data, include:

- Most households in the Corridor have access to at least one vehicle; car-less households compose only 5.4% to 7.4% of households.
- Most employed residents of the Study Area report driving to work alone. The mode share for single-occupant vehicles ranges from 77% to 89% among the corridor communities.
- Burbank has the highest proportion of carpoolers, and Alsip has the highest share of transit users.

### Employment Base

The Cicero Avenue Corridor contains a diverse mix of land uses, and is an active location for commercial and industrial businesses. Dun & Bradstreet estimates the presence of 2,436 businesses in the Study Area, employing over 23,000 people. Employment along Cicero Avenue in the Study Area and in the Corridor Communities is concentrated in several sectors, summarized below.

- **Retail** centers of all types are found all along the Corridor, in all formats: regional mall, community center, power center, neighborhood centers, and stand-alone shops. The retail centers draw customers from within the Study Area

and Corridor Communities, as well as from a broader region.

- **Manufacturing** employment is concentrated at the poles of the Corridor in Chicago and Bedford Park at the north end of the Corridor, and Alsip at the south end. Chicago and Bedford Park have numerous long-standing businesses that are oriented to the Belt Railway of Chicago's Clearing Yard and CSX Intermodal Terminal, both in Bedford Park, as well as to I-55. Alsip offers easy access to I-294.
- With Midway Airport and proximal access to interstate I-55 at the north end of the Corridor, and connectivity to I-294 at the south end of the Corridor, **accommodation & food services** businesses are natural developments, serving airport customers and employees, as well as interstate travelers.
- The most significant accommodations complex is the Bedford Park Hotel Center at 65th Street, with other stand-alone hotels supporting Midway Airport in Chicago and Burbank, and an iconic Hilton in Oak Lawn.
- A full variety of dining venues are available on Cicero Avenue and in the Corridor, from full-service restaurants, to fast casual dining and fast food outlets.
- There are also a range of banquet facilities, such as the Crystal Light Banquets, Martinique Banquet Complex, Chateau Bu-Sché, and Condense Del Mar.
- The **health care** sector is a large and growing segment of the job base within the Corridor and in the corridor communities. Local businesses include hospitals located near Cicero Avenue, such as Advocate Christ Medical Center on 95th Street in Oak Lawn, related supporting medical clinics and offices, and stand-alone doctors' offices.



### Transportation Infrastructure

Cicero Avenue functions as an Urban Strategic Regional Arterial (SRA) route designated as Illinois Route 50 and falls under the jurisdiction of the IDOT. As a state route, Cicero Avenue serves a regional travel function and facilitates the safe and efficient movement of people and goods. The Corridor also provides access to a diverse mix of land uses across the six corridor Communities. Direct access to Midway International Airport and the Cicero Avenue commercial centers and businesses is vital to the long-term success of the regional economy. Cicero Avenue is also an important multi-modal regional corridor and includes Pace, CTA, and Metra services. In recent years, several of the study communities have placed an increased emphasis on enhancing safe multi-model travel within the Corridor.



### Vehicles

The Corridor consists of a minimum of four through travel lanes with some segments expanding to six lanes to accommodate higher traffic volumes. Several intersection approaches expand the roadway to six lanes to provide additional intersection capacity. Major intersections along Cicero Avenue also include exclusive left-turn and/or right-turn lanes to accommodate heavy turning movements between the intersecting east-west roadways. As an SRA, traffic volumes on Cicero Avenue are very high, including both passenger vehicles and trucks. Average Annual Daily Traffic (AADT) volumes within the Study Area range from 63,400 vehicles per day (vpd) between 55th and 59th Streets to 34,600 vpd between 103rd and 111th Streets.

The study identified twenty-one high accident locations (intersection and roadway segments) within the Corridor. Nearly every major intersection in the Corridor is noted as a high accident location, as are a number of mid-block areas where there are access points to businesses or intersecting roadways. These access points, or potential points of conflict between vehicles or between vehicles and non-motorized travelers, include: driveways, right-in turns from Cicero Avenue, right-out turns onto Cicero Avenue, right-in/right-

out driveways, and side streets (signalized and unsignalized). In addition to representing points of conflict, access points also reduce the free flow of traffic as a result of vehicles turning on and off the roadway, slowing their own movements as well as following vehicles to also reduce their speed.

### Trucks

Truck traffic, or heavy commercial vehicles (HCV), can significantly impact intersection and roadway traffic operations within the Corridor. The Highway Capacity Manual (HCM) estimates that one truck is equivalent to at least three passenger vehicles and sometimes more depending on specific roadway conditions. In addition to impacting overall Corridor traffic flow, high truck traffic can also negatively impact transit operations and non-motorized travel. In the Corridor, intersection operations continue to be impacted by heavy truck traffic. Bedford Park and Burbank have raised concerns regarding traffic congestion, in particular truck traffic, at the intersections of 73rd Street and State Road. These east-west roads connect to thriving manufacturing and distribution/light industrial facilities, as well as regional big-box and retail power centers. Other areas with significant truck traffic include the stretch of Cicero Avenue between 59th Street and 79th Street, and between 87th Street and Southwest Highway.

### Non-Motorized Travel

Pedestrians and bicyclists face numerous challenges within the Corridor. The heavy traffic volumes and high truck percentages, in particular in Bedford Park, Burbank and Alsip, are also not conducive to walking or biking. However, recent access management and sidewalk improvements in Oak Lawn and Alsip have benefited pedestrians and bicyclists.

Gaps in the existing sidewalk network make walking and bicycling difficult at many locations. In some cases, even where sidewalks exist, walking can still be a challenge as the sidewalks are often narrow, have obstructions (i.e., utility poles, signs, etc.), or are located next to the Cicero Avenue travel lanes which have heavy

## Chapter 2: Existing Conditions and Issue Areas

traffic volumes and high travel speeds. In many cases, the Corridor right-of-way restricts, or prohibits, any significant improvements that would enhance walking and bicycling because of their proximity to existing property lines.

As an SRA with high volumes of vehicular traffic, bicycling along Cicero Avenue is often very difficult. The previously mentioned sidewalk improvements along Cicero Avenue do not offer benefits to bicyclists, as these facilities are designed to accommodate pedestrians and are not designed as multi-use paths. There are some regional trails that intersect Cicero Avenue, and may provide connections to alternate routes on less-busy streets.

Another significant challenge to accommodating for pedestrians and cyclists at major corridor intersections is that most of the major intersections within the Corridor widen to six through lanes, many with exclusive turn-lanes, to accommodate heavy traffic volumes. These intersections are especially problematic for pedestrians because of the numerous travel lanes to cross. Many of these crossing locations have heavy conflicting left-turn movements, and are perceived to have a short amount of time for pedestrians to cross, and often do not have sufficient median refuge if pedestrians are unable to cross the street during the appropriate signal timing phase.

The study analyzed select traffic and transit data to identify areas that have a high probability of experiencing multi-modal conflicts. The multi-modal conflicts analysis included the following variables:

- Daily Traffic Volumes
- Truck Percentages
- Number of Transit Routes
- Access Points
- Number/Type of Crashes (Property Damage Only, Injury, and Fatality)

As a result of this analysis, the following areas were identified for enhancements that could improve the pedestrian environment:

- 73rd Street to 79th Street
- Southwest Highway to 93rd Street
- I-294 Interchange

### Transit

The Cicero Avenue Corridor includes several public transportation services and facilities. Pace, CTA, and Metra all provide service within, or in close proximity to the Corridor.

CTA provides fixed route transit service along much of the Corridor directly and at intersecting streets via eleven routes with two routes servicing major employment centers. All of the buses servicing Cicero Avenue Corridor either have origination points or terminal points at the Midway Transit Center (MTC) or Ford City Mall with 10 minute peak/15 minute off-peak headways. Key CTA routes with Average Weekday Ridership servicing the corridor include 54B (3,632); 55 (12,405); 63 (17,118); 79 (26,615); and 87 (13,944).

The Midway Station of the CTA Orange rapid transit Line provides service from downtown Chicago to Midway Airport, serving the southwest side of Chicago with 9,728 boardings a day. The station features 299 daily rate parking spaces at a 123% utilization rate. The Midway Station also functions as the transit terminal for eight CTA Bus routes creating the Midway Transit Center (MTC).

Pace provides a grid of bus transit service throughout the Corridor via 14 regular service fixed routes with 30 minute headways. Pace service lines along the Corridor operate Monday through Sunday, with the exception of Route 385, 390, and 395 which operate Monday through Friday. Routes 383 travels the full length of the Corridor with an average weekday ridership 1,515. Other routes are generally east-west routes that intersect Cicero Avenue at a few locations. Most of the Pace service along the Corridor originates or



terminates at the Midway Transit Center. Other stop locations for most of these routes are considered “Flag Stops”, where the vehicles will stop at any intersection deemed safe with posted stops of connecting routes.

Metra service is provided within the Cicero Avenue Corridor by Oak Lawn station along the SouthWest Service (SWS) Lines. The Ashburn Station of the SWS Line located 1.5 miles away from the Corridor is included due to ridership from the City of Chicago and the City of Hometown. There are 18.7 trips completed by Metra with average boardings of 1,157 and alightings of 1,113 for Oak Lawn station; and (321 boardings and 339 alightings) for the Ashburn station.

In general, the Oak Lawn Station is considered a regional commuter station with 66% of its commuters driving to the station, while 49% drive to the Ashburn station. Other prominent modes of access include walking and kiss-n-ride (drop off). While 16% of commuters walk to the Oak Lawn station, 30% choose to walk to the Ashburn station. When considering drop-off service 14% of commuters choose the Ashburn Station while 13% choose the Oak Lawn Station.

Other considerations taken while evaluating Metra transit service along the Corridor included origin points and parking availability. While the Oak Lawn Station is not directly located in the Corridor, it draws a heavy commuter patronage from the Corridor via the Village of Oak Lawn (70%) and Village of Evergreen Park (5%). The Ashburn station is considered the station of choice for the City of Hometown and City of Chicago, and Ashburn community residents. The majority of commuters board at both stations before 8:30 a.m. and alight after 5 p.m.

In general the Corridor is well served with variety of public transit options but could be improved by implementing some pedestrian environment and transit stop enhancements. including:

- Far-side posted bus stops;
- Realtime transit information at sheltered bus stops; and
- Providing street furnishings such benches, pedestrian-scale lighting, and trash receptacles at high traffic bus stops.







# Chapter 3: Development Opportunity Sites

The second phase of the Study included a real estate market analysis, including demographics, real estate trends and performance metrics, competitive positioning in the region, and an inventory of underutilized or vacant “opportunity sites”. Highlights of the **Market Conditions Report** are presented in this section.

## Market Opportunities Summary

Based on emerging trends and market conditions in the six corridor communities and near by existing activity generators on the Cicero Avenue Corridor, this Study has identified opportunities for additional development to complement the Corridor’s existing strengths and capitalize on new opportunities. Types of development the market might support include:

- **Multifamily Housing, Particularly Senior Housing.** Although population is not expected to grow substantially in the short term, the population is aging, and residential development throughout the Corridor Communities since 2000 has focused primarily on single family housing. There is a need for greater housing diversity including senior apartments that can allow local residents to “age in their communities.” Furthermore, it is possible that senior housing might benefit from proximity to the emerging medical office cluster around 95th/Cicero Avenue in the Oak Lawn Transit-Oriented Development (TOD) node.
- **Restaurants—Particularly Full Service Casual Dining and Fast-Casual Restaurants.** There are relatively few restaurants in the Cicero Avenue Corridor to serve local residents, employees, guests at the Midway Hotel Center, shoppers and other visitors. Many of the existing food service establishments are fast food restaurants. Alsip in particular has noted a need for sit-down dining. Additional fast-casual restaurants, or those with higher-quality food but without table service, might be appealing to local office workers and daytime visitors, while casual dining restaurants might be appealing to local residents and guests at local hotels.



A. Ford City B. Condesa Del Mar C. Vacant Land D. Auto Dealership

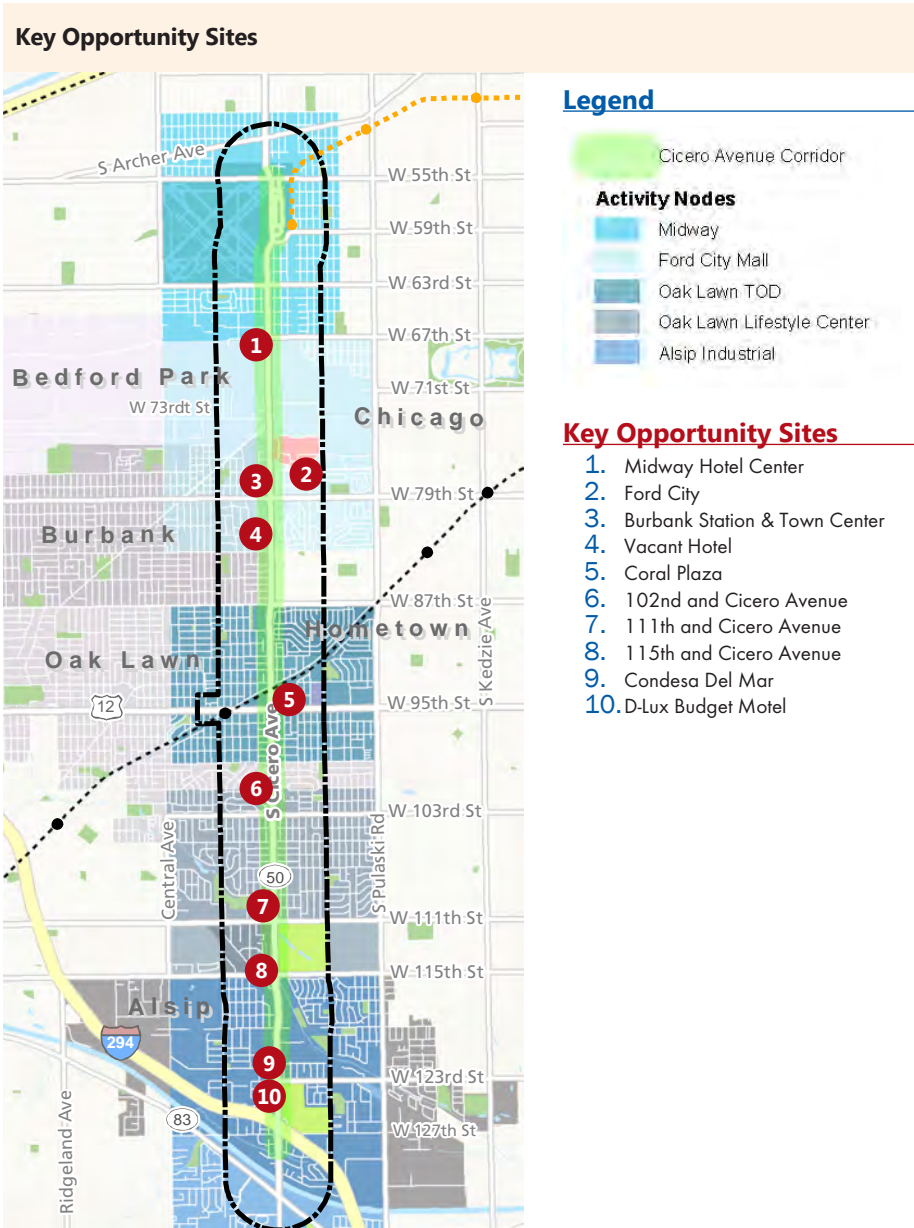
## Chapter 3: Development Opportunity Sites

- **Convenience and Neighborhood Retail.** There could be a need for grocery or convenience-anchored shopping centers that provide services to residential neighborhoods, particularly those with increased density without competing with larger retail shopping centers.
- **Gas Stations.** The presence/absence analysis suggests there is a substantial unmet local demand for gas stations, and the high traffic flows on Cicero Avenue should provide ample additional demand. It is possible that profitable gas stations could be operated on parts of the Corridor currently less desirable to other development types, for instance in Bedford Park at CSX and BRC intermodal yards where industrial uses adjoin commercial uses or where the grade of the road changes. Interviews suggest that gas stations will be more successful on sites large enough to accommodate sufficient convenience and retail space.
- **Auto Dealerships and Related Retail and Services.** Retail leakage and recent investments in auto dealerships in Oak Lawn suggest possible opportunities for new dealerships or expansions along the Corridor. Larger lots may need to be assembled to accommodate space needs.
- **Movie Theater.** The existing AMC Theater at Ford City Mall is small relative to most new theaters, and it has low visibility. There may be an opportunity to enhance the attractiveness of the theater by renovating it and bringing it up to current standards.
- **Medical Office and Diagnostic Imaging Facilities.** These facilities are already on the rise in the Corridor and expected to continue to grow. There is an emerging cluster of medical office and imaging facilities near Advocate Christ Medical Center, and demand for new space is likely to continue to outpace supply.
- **Industrial Development.** In contained pockets within existing industrial centers there may be opportunities for additional industrial development to capitalize on the existing locational strengths of the Corridor, and possibly to replace older, obsolete industrial facilities.





## Opportunity Sites



## Midway Hotel Center and (Chicago and Bedford Park)



### Coterminous TIF Districts:

Weglarz Hotel, 65th and Cicero Projects

### Adoption:

12/29/1987

### Expected Expiration:

12/29/2018

### TIF Balance Potentially Available 2013:

\$7,048,662

## SITE ONE:

### MIDWAY HOTEL CENTER AND SURROUNDING CICERO AVENUE FRONTAGE

**Municipality:** Chicago and Bedford Park

**Size:** 45 Acres

**Cicero Avenue Frontage:** 1,964 Linear Feet

**Location and Description:** The Midway Hotel Center is in Bedford Park, and the street frontage is in Chicago opposite and north of the Hotel Center. In particular, the street frontage on the east side of Cicero Avenue between 64th Street and 66th Street is underused, with several auto-oriented businesses, deteriorated parking lots and other marginal structures. Two sites between 64th Street and 65th Street on the west side of Cicero Avenue, both adjacent to a McDonald's, have closed businesses or function as parking lots and could be redeveloped. Several of these properties are listed for sale. In general, there is a need for greater coordination of design and planning within and surrounding the Midway Hotel Center.

### Strengths, Weakness, Opportunities, and Threats

**Site-Specific Strengths and Opportunities:** The Midway Hotel Center is a major activity center, and serves Midway Airport to the North. This street frontage seems ideally located to serve users of both the airport and the hotels. There appears to be a real need for development that complements the Midway Hotel Center.

**Site-Specific Weaknesses and Threats:** The lots in this area are very shallow, which could limit the type of development that could be attracted to this site. Landscaping and traffic flow at the Midway Hotel Center provide limited pedestrian amenities, and access to the rest of the development area requires crossing Cicero Avenue.

### Recommendations:

It is likely that more attractive amenities are needed to make the Midway Hotel Center an attractive destination that can continue to compete with other airport-area hotels. Casual dining restaurants that can serve hotel guests as well as local residents, improved site design and pedestrian amenities including signaled and painted crosswalks might improve the overall functionality of this site. Coordinated planning between Chicago, Bedford Park and the Midway Hotel Center will likely be necessary to make these improvements.

**SITE TWO:**  
**FORD CITY MALL**

**Municipality:** Chicago

**Size:** 107.7 Acres

**Cicero Avenue Frontage:** 1,894 Linear Feet

**Location and Description:** Ford City Mall is a large complex of retail buildings on the east side of Cicero Avenue in the vicinity of 76th Street.

**Strengths, Weakness, Oppotunities, and Threats**

**Site-Specific Strengths and Opportunities:** Ford City Mall is still a major activity generator and represents a substantial real estate investment. The mall’s new owners are investing in needed façade and landscaping improvements and other projects intended to enhance the attractiveness of the mall. The AMC Movie Theater is also planning a renovation and expansion.

**Site-Specific Weaknesses and Threats:** Ford City Mall faces redevelopment challenges due to its large size and much-needed site improvements. Indoor retail malls are declining in popularity and nearby stores like Target and Wal-Mart compete with the mall’s more traditional department store anchors. Pedestrian access to the mall is limited, as is the visibility of indoor retailers. At present, the mall has approximately 25% vacancy and only two anchors.

**Recommendations:**

Despite a weakened competitive position, Ford City Mall seems well positioned to increase its attractiveness and its occupancy. Continuing to make improvements and attracting targeted tenants to the mall will be crucial to the mall’s success. If additional development on the site is deemed necessary, bringing the profile of the mall closer to the street and integrating it with adjacent retail and entertainment uses might make it a more attractive and visible destination. The proposed extension of the Orange Line to Ford City will bring park-n-ride and expanded bus transfer traffic to the mall. Small area planning in conjunction with adjacent retail centers might be an important step in creating a retail district with coherent design, traffic flow, and tenant mix.

Ford City (Chicago)



**Coterminous TIF Districts:**  
 Greater SW Industrial Corridor(West)

**Adoption:**  
 4/12/2000

**Expected Expiration:**  
 12/31/2024

**TIF Balance Potentially Available (2013):**  
 \$4,395,500

## Burbank Station and Burbank Town Center (Burbank)



### **SITE THREE:** BURBANK STATION AND BURBANK TOWN CENTER SHOPPING CENTERS

**Municipality:** Burbank

**Size:** 56 Acres

**Cicero Avenue Frontage:** 1,971 Linear Feet

**Location and Description:** These two adjacent retail shopping centers are located on the west side of Cicero Avenue opposite Ford City Mall.

#### **Strengths, Weakness, Opportunities, and Threats**

**Site-Specific Strengths and Opportunities:** Despite weaknesses in the configuration of these shopping centers, retail occupancy is relatively high and includes a fitness center, home improvement store, Kohl's, Babies R Us, Food 4 Less, Sports Authority, and several smaller in-line retail storefronts.

**Site-Specific Weaknesses and Threats:** There is already a major concentration of retail in this area, so these shopping centers face substantial competition for tenants. The sites themselves are ill-configured; in particular, Burbank Town Center, which is anchored by Kohl's, is aligned so that many storefronts are not visible from the street. The parking lots at both shopping centers are very deep and have an oversupply of parking area for the current mix of tenants present.

#### **Recommendations:**

A successful redevelopment strategy could build on existing strengths to reposition these shopping centers to retain and attract tenants. Developing outlots or bringing the storefronts closer to the street could enhance visibility and curb appeal. Better site planning and coordinated tenancy might improve the overall success of these two centers. A small-area plan for a retail district that encompasses these shopping centers and the Ford City Mall might help improve occupancy and raise the profile of both development sites.

## **SITE FOUR:** VACANT HOTEL ON 79TH STREET

**Municipality:** Burbank

**Size:** 4 Acres

**79th Street Frontage:** 719 Linear Feet

**Location and Description:** This vacant hotel and adjacent vacant commercial property are located on 79th Street just west of Cicero Avenue.

### **Strengths, Weakness, Oppotunities, and Threats**

**Site-Specific Strengths and Opportunities:** The surrounding area appears to be well-functioning; it is primarily residential, and it is close to a grocery store and other amenities on Cicero Avenue, but is not located on the commercial corridor.

**Site-Specific Weaknesses and Threats:** Although there are few small commercial buildings between this site and Cicero Avenue, and 79th Street is a major thoroughway, any commercial development on this site would be in direct competition with retail on the Cicero Avenue Corridor. Finding a new hotel tenant for the building is unlikely due to the new concentration of hotels at the Midway Hotel Center.

### **Recommendations:**

This site might be well suited for residential development. Multifamily or senior apartment development on this site would provide greater housing diversity, and the site's proximity to a grocery store and other convenience retail might make it an attractive location for residents.

Vacant Hotel (Burbank)



### Coral Plaza (Oak Lawn)



### SITE FIVE: CORAL PLAZA

**Municipality:** Oak Lawn

**Size:** 4 Acres

**95th Street Frontage:** 298 Linear Feet

**Location and Description:** This older shopping center on the north side of 95th Street east of Cicero Avenue has some medical supply and medical storefront facilities as well as retail. The building is currently in receivership.

#### **Strengths, Weakness, Opportunities, and Threats**

**Site-Specific Strengths and Opportunities:** This shopping center is located between a large, new Walgreens at the prominent corner of Cicero Avenue and 95th Street, and the Advocate Christ Medical Center, a large and expanding hospital and a major activity anchor. This is an area where demand for medical facilities is growing and development activity is high.

**Site-Specific Weaknesses and Threats:** The configuration of the buildings and the site is inefficient, and there is a larger retail center south of 95th Street that is likely to present some competition for retail tenants.

#### **Recommendations:**

This site may be optimally located to provide retail and services to users of the growing medical office cluster around Cicero Avenue and 95th Street. A redeveloped mixed-use center on this site could include fast-casual dining, other commercial storefronts, and some medical office/physical therapy and rehabilitation space (potentially office space that is more affordable than the other new Medical Office Building development in the area).

## **SITE SIX:** CICERO AVENUE AND 102ND STREET

**Municipality:** Oak Lawn

**Size:** .6 Acres

**Cicero Avenue Frontage:** 258 Linear Feet

**Location and Description:** This site consists of two small, older, and functionally obsolete medical office buildings located on narrow lots between 102nd Street and Oak Center Drive on the west side of Cicero Avenue.

### **Strengths, Weakness, Oppotunities, and Threats**

**Site-Specific Strengths and Opportunities:** These parcels are immediately adjacent to residential neighborhoods on the west side of Cicero Avenue.

**Site-Specific Weaknesses and Threats:** These are older professional service buildings on small and narrow lots that are likely becoming increasingly obsolete as new office is constructed further north. They are located on a stretch of Cicero Avenue without much adjacent economic activity.

### **Recommendations:**

Due to the residential character directly north of this area, residential development might be best suited to this site. In particular, senior apartments or other small-format, moderate-density housing might be an effective use of these lots.



Cicero Avenue and 111th Street (Oak Lawn)



## **SITE SEVEN:** CICERO AVENUE AND 111TH STREET

**Municipality:** Oak Lawn

**Size:** 27 Acres

**Cicero Avenue Frontage:** 903 Linear Feet

**Location and Description:** This is a large, predominantly vacant site which used to have a K-Mart and other retail development. Construction is underway for a new lifestyle center at this intersection.

### **Strengths, Weakness, Oppotunities, and Threats**

**Site-Specific Strengths and Opportunities:** This is a large site at a prominent corner in Oak Lawn, with the potential to become a transformative development. Site preparation is already underway for the first phase of future Stony Creek Promenade lifestyle center, a mixed-use center anchored by a Mariano's grocery store. Other potential tenants have shown interest in this first-phase retail development.

**Site-Specific Weaknesses and Threats:** An underutilized cemetery at the southeast corner weakens the 111th and Cicero intersection's presence as a major retail destination. Additionally, adjacent retail including a cash loans storefront and a small strip building with a Subway, cell phone store and Tobacco shop at the other two corners do not add to the profile of the intersection.

### **Recommendations:**

Considering the first phase of development is underway, there will likely be interested retail tenants that will occupy available inline and outlot space and will add additional convenience and neighborhood-oriented retail for area residents. In subsequent phases west of the retail development, residential townhomes and other multifamily housing products should be considered to strengthen the base for the incoming retail.

**Coterminous TIF Districts:**  
111th St. and Cicero Ave. TIF

**Adoption:**  
8/16/2006 Amended 12/11/2012

**Expected Expiration:**  
8/16/2040

**TIF Balance Potentially Available (2013):**  
\$17,272,313



## SITE EIGHT:

### CICERO AVENUE AND 115TH STREET

**Municipality:** Alsip

**Size:** 12 Acres

**Cicero Avenue Frontage:** 1,546 Linear Feet

**Location and Description:** This site, on the west side of Cicero Avenue north and south of 115th Street, has some vacant land as well as two businesses, a lighting store and a medical supply store.

#### Strengths, Weakness, Oppotunities, and Threats

**Site-Specific Strengths and Opportunities:** There may be potential for increased density on this site. In addition, long-standing vacancy and the grade change at the bridge might keep land prices low, thus making the site more feasible for uses that generate lower rents.

**Site-Specific Weaknesses and Threats:** This site is largely isolated from other areas of the Corridor; it is opposite a cemetery and the Chateau Bu-Sche' Banquet Facility, in the northernmost part of Alsip and separated from the remainder of Alsip's portion of the Cicero Avenue Corridor by the 115th Street Bridge. The bridge presents a development challenge to the development site south of 115th Street, as do several utility lines located on the lot.

#### Recommendations:

Convenience-oriented retail at the northwest corner of 115th and Cicero Avenue, such as a gas station with a convenience store component, would service travelers along 115th and Cicero Avenue as well as visitors to the banquet hall facility and adjacent cemetery. The northernmost parcel, north of GEM Electric might be occupied by a supplier to either or both the banquet facility and nearby cemeteries. The southwest corner of 115th and Cicero Avenue could be developed as mixed-use with commercial/retail use and multifamily housing. However, the density and corresponding property valuation would have to warrant the cost of site preparation, including relocating above-ground utilities.

Cicero Avenue and 115th Street (Alsip)



## Condesa Del Mar (Alsip)



**Coterminous TIF Districts:**

123rd. Place and Cicero TIF

**Adoption:**

2002

**Expected Expiration:**

UNKNOWN

**TIF Balance Potentially Available (2013):**

- \$1,114.22

**SITE NINE:**

**CONDESA DEL MAR**

**Municipality:** Alsip

**Size:** 11 Acres

**Cicero Avenue Frontage:** 580 Linear Feet

**Location and Description:** Located on the west side of Cicero Avenue between 122nd and 123rd Streets, Condesa del Mar is an underutilized banquet facility with a large parking area. The development site includes adjacent retail along Cicero Avenue and 123rd Street and a vacant lot behind the banquet facility.

**Strengths, Weakness, Oppotunities, and Threats**

**Site-Specific Strengths and Opportunities:** The site’s size could be seen as a benefit, as it is possible to configure development to screen out the adjacent industrial and truck-traffic areas. One of the businesses on the site is a gas station, which should draw users onto the site. The site is also within a quarter-mile of Interstate 294.

**Site-Specific Weaknesses and Threats:** The site’s size and competitive position relative to other locations along the Corridor present challenges for traditional retail development. This is a large site that is adjacent to a light industrial facility along 122nd Street and across from a Class D strip retail with marginal retail and services and a used auto sales lot on the east side of Cicero Avenue. The site is likely to have limited appeal to developers of new retail centers, residential or commercial uses.

**Recommendations:**

Given the existing land use and character surrounding the site, there are several options that could be considered for the site. One option is to reinvest in the banquet facility to function more as a premier destination (more comparable to the Chateau Bu-She’). The success of the banquet facility could improve utilization and occupancy within the adjacent shopping center and potentially spur additional hotel/entertainment options within the immediate area.

Secondly, the site could be utilized for a large lot user such as an auto dealership. The site’s proximity to the Interstate and surrounding auto-oriented uses are complementary to this type of use.

**SITE TEN:**

**D-LUX BUDGET MOTEL**

**Municipality:** Alsip

**Size:** 2 Acres

**Cicero Avenue Frontage:** 260 Linear Feet

**Location and Description:** Located on the west side of Cicero Avenue on the southwest corner at 123rd Place, this site has a motel and surrounding parking.

**Strengths, Weakness, Oppotunities, and Threats**

**Site-Specific Strengths and Opportunities:** The motel's parcels appear to have adequate depth for new commercial/retail development with frontage on 123rd Place, where there is a residential neighborhood. Its adjacency to Interstate 294 also allows for greater access and visibility to passing traffic.

**Site-Specific Weaknesses and Threats:** The site is adjacent to a commercial building that has a high volume of truck traffic, and to a strip retail building with marginal uses. It is located along a portion of the Corridor that appears to have had suffered from disinvestment in recent years.

**Recommendations:**

Additional restaurant space, particularly those that are limited service, fast-casual establishments (e.g. Culvers) that can accommodate travelers and area employees would be well suited here. To the extent truck traffic could be accommodated on nearby sites would be beneficial to new restaurant uses.



D-Lux Budget Motel (Alsip)

**Coterminous TIF Districts:**

123rd St. and Cicero TIF

**Adoption:**

5/1/2002

**Expected Expiration:**

12/29/2025

**TIF Balance Potentially Available (2013):**

\$472,783



# Chapter 4: Land Use Framework and Plan



A. Ford City B. Mariano's C. Autumn Green D. Webb Chevrolet

The third phase of the study involved definition of forward-looking plan elements, including recommendations for Land Use. **The Land Use Framework Plan** presents an updated overall vision for land use patterns across the study area that capitalizes on the assets and successful land use clusters that each community currently has. It suggests alterations that reduce incompatibilities between conflicting uses, and proposes changes in patterns that should optimize the success of use zones locally, as well as across the Corridor.

## Framework Purpose

The purpose of a land use framework is to give direction toward a consistent, compatible and sustainable land use strategy. This framework was generated through a careful analysis of multiple factors. This included looking at:

- Existing land use patterns;
- Community plans and ordinances, including Future Land Use Plan elements of comprehensive plans and area plans, as well as zoning maps and development ordinances;
- Stakeholder input on desirable and undesirable uses along the Corridor;
- Adjacent or proximate incompatible uses;
- Natural features, barriers, buffers, and utility and transportation rights-of-way (ROW) and easements;
- Current and anticipated real estate performance metrics by sector;
- Location and concepts for priority development sites; and
- Transportation access and impacts on or service to adjacent property.

The proposed Future Land Use Framework for the Cicero Avenue is focused on:

- Presenting a cohesive, unified vision for the Corridor related to land use and development patterns that promote local development success, as well as regional vitality;
- Promoting area-wide redevelopment commercial and industrial employment center;
- Providing sites for mixed use office or mixed use residential development;
- Maximizing the use of underutilized ROW and passive open space for active recreation;

## Chapter 4: Land Use Framework and Plan

- Maintaining a regional focus on retail and other commercial uses around key nodes, as well bolstering these services to support the needs of the areas employees, business patrons, and residents; and
- Buffering the Corridor's large industrial assets and employment centers - such as Midway Airport, Bedford Park Industrial Park, Greater Southwest Industrial Corridor, and Alsip Industrial Park - from competing and conflicting land uses.

### Comprehensive Improvements

The following land use and urban design improvements could be implemented throughout the Corridor:

#### Land Uses

- Incorporate guidance from community future land use plans.
- Adjust placement of land uses to allow for more contiguous patterns of complementary uses; eliminate contiguous incompatible uses or mitigate through buffering or transition uses.
- Concentrate retail and commercial uses (single use and mixed use) at nodes or planned centers to promote synergy among businesses, and reduce the deleterious effect of sporadic placement of retail watering down overall drawing power.
- Place industrial or heavy-traffic commercial uses near high-capacity roadway intersections or access points to optimize site access and mitigate overflow impacts on other portions of the Corridor.
- Adjust volumes and locations of land uses according to current and anticipated real estate market demand.

#### Urban Design / Streetscape Design

- For over-parked commercial centers, encourage development of outlot parcels closer to the road.
- Soften the hardscape: reduce overwhelming appearance of pavement / high traffic along the corridor and on commercial properties.

- Encourage landscaping of private parking lots/facilities, particularly at edges and along the public way. The City of Chicago Landscape Ordinance offers solutions that other communities could implement.
- Connect adjacent commercial parking lots to encourage in-block connections without entering/exiting Cicero Avenue and to minimize curb cuts along Cicero Avenue.
- Evaluate implementation of design standards or guidelines through overlay zones or districts, as permitted by local ordinance and practice.
- Incorporate transit-supportive design standards to the mutual benefit of the transit service and to transit users / adjacent properties. These would be applicable to new developments, and as properties turn over, they should include consideration for the private development elements (building orientation, access, etc.) as well as components of the adjacent public way.

#### Sustainability

- Implement voluntary sustainable design standards for parking lots and landscaping as properties turn over: stormwater management, runoff management, mitigation of heat island and light pollution impacts.
- Employ techniques, specifications and materials that are sustainable and maintainable for the climate and traffic volumes.
- For odd shaped/sized parcels, consider conversion to passive or active open space (community gardens / play field / dog park, etc.)



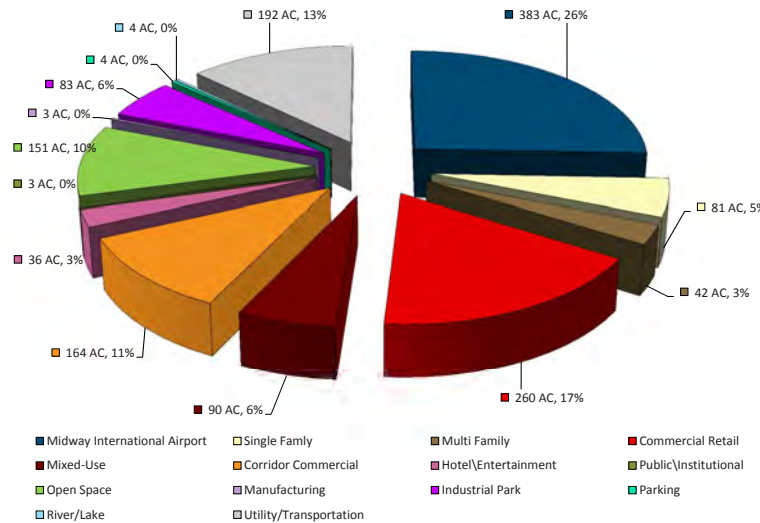


Figure 4.1: Distribution of Future Land Uses within 300' Radius of the Cicero Avenue



## Future Land Use Categories

These Land Uses represent a consistent classification of complementary uses and the introductory of a mixed-use category. The uses are defined as follows:

- **Midway International Airport** uses include all airport terminals, parking, and maintenance facilities.
- **Single Family** uses are buildings with one and two unit dwelling units.
- **Multi-Family** uses are buildings with three or more dwelling units.
- **Commercial-Retail** uses include malls (Ford City), shopping centers (Burbank Town Center), large big-box (+20,000 SF), and drug store (7,000-15,000 SF).
- **Mixed Use Commercial** consists of a combination of multi story commercial retail, commercial service, medical, office, and residential.

- **Corridor Commercial** are auto-oriented developments, usually one or two-story in height, featuring a single use building, strip center, and automotive retail/service uses.
- **Hotel** uses include national flag hotels as well as discount motels and motor inns.
- **Entertainment** uses include banquet facilities, bowling alleys, parlor game halls, and miniature golf courses.
- **Medical facilities** include hospitals, medical clinics, and testing facilities.
- **Public/Institution** uses includes schools, municipal services, library, and religious facilities.
- **Open Space** uses include parks, cemeteries, and other natural areas.
- **Manufacturing** uses consist of material service, product fabrication.
- **Industrial Park** uses consist of warehousing, distribution, and storage facilities.
- **Parking** uses are off-street parking facilities designated for public parking
- **Utility/Transportation** uses include Railroad, Utility, and Tollway Right-of-Way.

Figure 4.1 illustrates the distribution of land uses within 300 feet of Cicero Avenue with Midway international Airport, Retail Commercial, and Corridor Commercial rounding out the majority of active land uses along the Corridor.

## Land Use Framework Plan

The proposed detailed Future Land Use Plan recommendations for the Corridor are presented on four maps (Maps 4.1 – 4.4) on the following pages.

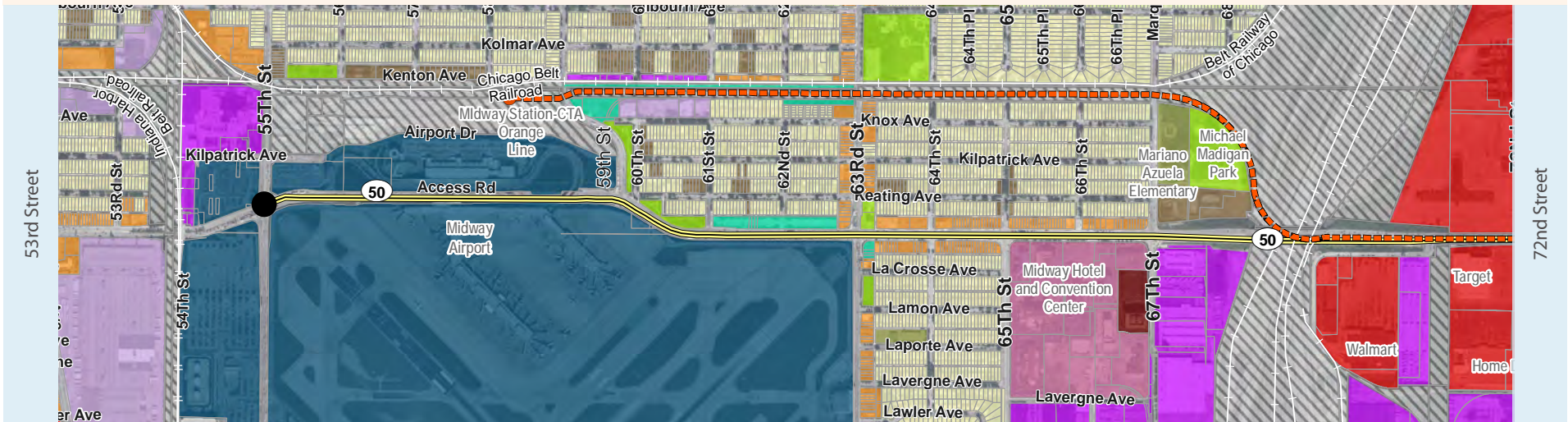
Map 4.1: Midway/Bedford Park (53rd Street – 72nd Street)

Map 4.2: Ford City/Burbank (72nd Street – 89th Street)

Map 4.3: Oak Lawn/Hometown (89th Street – 109th Street)

Map 4.4: Stony Creek / Alsip (109th Street – 127th Street)

### Map 4.1 Midway/Bedford Park (53rd Street – 72nd Street)



### Midway/Bedford Park (53rd St.-72nd St.)

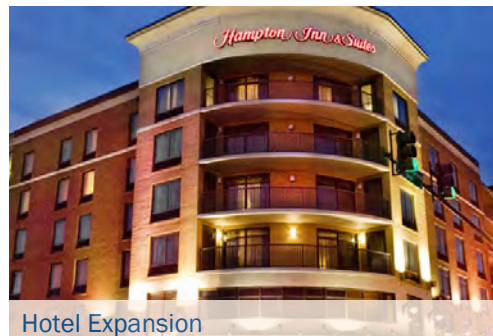
Existing land uses consist of Midway Airport, parking facilities, industrial park facilities, hotels, and vacant corridor commercial.

Land use recommendations include:

- Expand corridor commercial between 63rd and 65th Streets to focus on family dine-in only restaurants and serve visitors to the Midway Hotel and Convention Center.
- Provide for CTA Orange Line service extension to Ford City along Kenton Avenue ROW from the Midway Orange Line Station to Belt Railway of Chicago (BRC) Fly-Over.
- Encourage industrial uses at Chicago Department of Aviation property north of 72nd Street and Cicero Avenue.
- Continue development of the Midway Hotel and Convention Center complex, with closer commercial integration of surrounding uses.
- Expand Eden Green Senior Housing at 67th Street and Cicero Avenue.

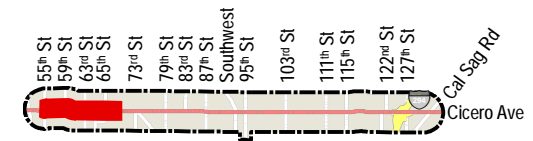
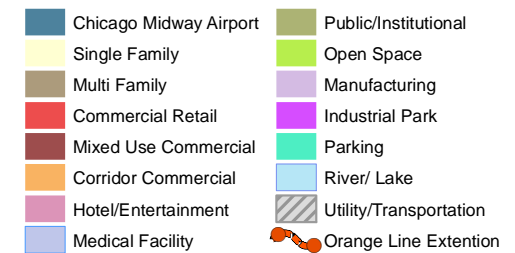


Potential Restaurant Options



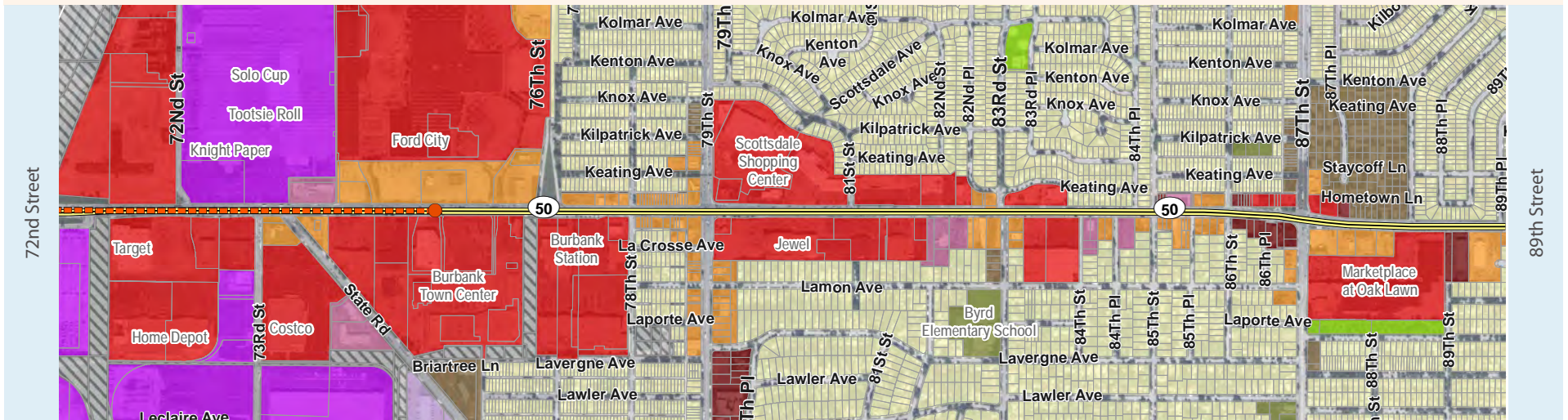
Hotel Expansion

### Future Land Use Plan





Map 4.2 Ford City/Burbank (72nd Street – 89th Street)



**Ford City/Burbank(72nd St. – 89th St.)**

Existing land uses consist of a regional shopping, center retail, industrial, and vacant corridor commercial.

Land use recommendations include:

- Redevelop Chicago Department of Aviation (71st and Cicero Avenue) property as commercial retail or mixed-use development.
- Develop Ford City outlots fronting Cicero Avenue as corridor commercial with a focus on family-oriented dine-in restaurants.
- Improved the mix of retail offerings within Burbank Town Center and Burbank Station.
- Introduce mixed use residential development between the 83rd Street and 87th Street nodes.
- Redevelop Market Place of Oak Lawn outlots as corridor commercial featuring fast food, convenience retail, and dine-in options.

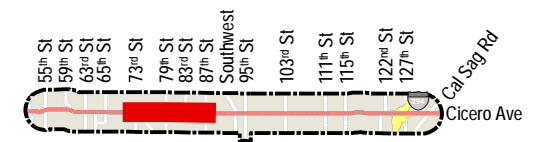
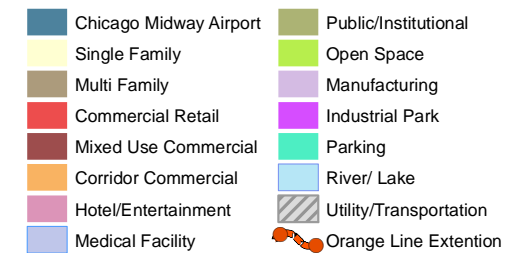


Restaurant Options for Ford City Outlot

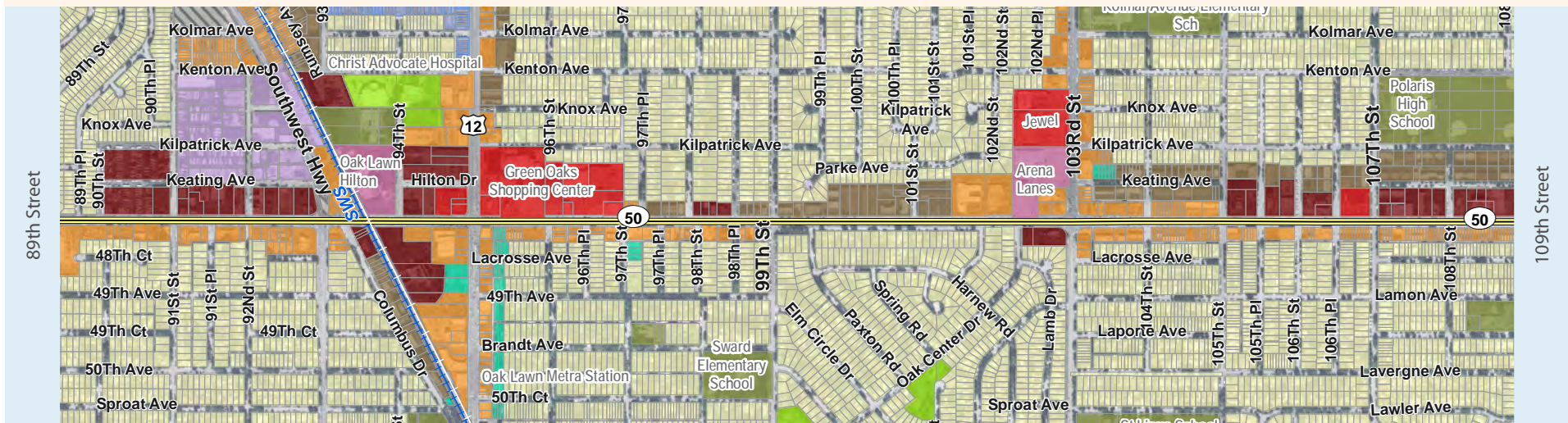


Athletic Apparel

**Future Land Use Plan**



Map 4.3 Oak Lawn/Hometown (89th Street – 109th Street)



**Oak Lawn/Hometown (89th St. – 109th St.)**

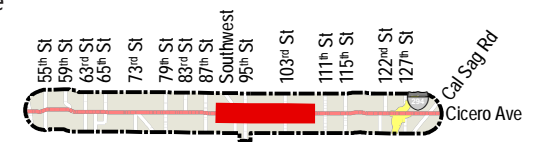
Existing land uses consist of neighborhood convenience, corridor commercial, high density residential, auto dealerships and offices.

Land use recommendations include:

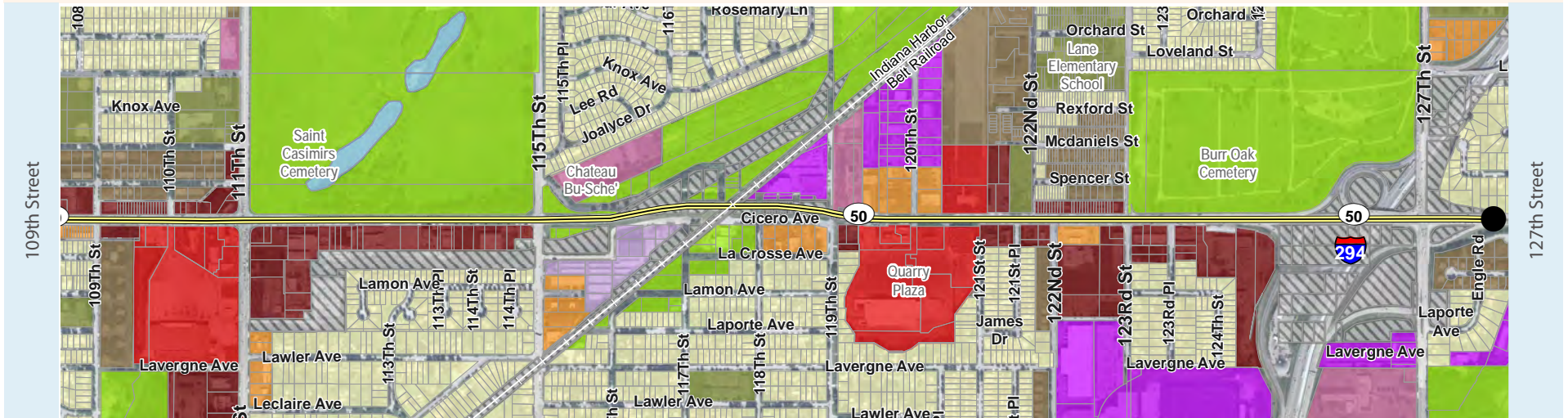
- Redevelop the mobile home park as a mixed use office/residential complex along Cicero Avenue with a small manufacturing enclave along 92nd Avenue, creating a “Live/Work” synergy.
- Maintain corridor commercial mix along the west side of Cicero Avenue from 89th Street to Southwest Highway.
- Convert corridor commercial around the Walgreens at 107th Street to mixed use office as possible medical offices.
- Create public parking facilities along Museum Drive as an amenity to the corridor commercial along 95th Street.
- Add senior housing to the mix of transit-oriented developments around the Oak Lawn Metra SouthWest Service station.

- Preserve the residential mix on both sides of Cicero Avenue from 99th Street to 102nd Street.
- Preserve the corridor commercial mix on both sides of Cicero Avenue from 103rd Street to 105th Street.
- Convert vacant underutilized commercial on the west side of 103rd Street and Cicero Avenue to mixed-use residential.
- Convert larger depth parcel, corridor commercial on the east side of Cicero Avenue from 105th to 111th Street to mixed-use residential or mixed-use office with ground floor retail.
- Preserve corridor commercial with smaller depth parcels on the west side of Cicero Avenue with a focus on professional services.

**Future Land Use Plan**



Map 4.4 Stony Creek/Alsip (109th Street – 127th Street)



**Stony Creek/Alsip (109th St. - 127th St.)**

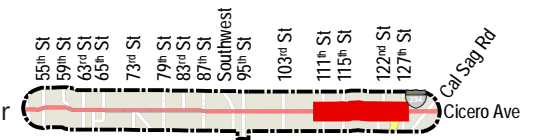
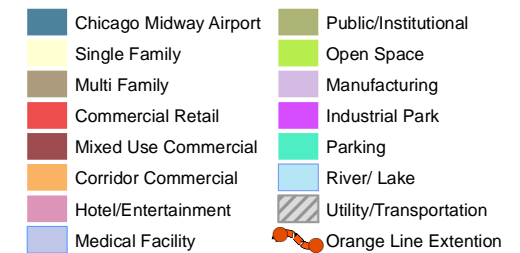
Existing land uses consist of corridor commercial, retail, cemetery, and industrial uses.

Land use recommendations include:

- Support the Stony Creek Promenade redevelopment at the northwest corner of 111th Street and Cicero Avenue. This will be a full service retail center anchored by an upscale Mariano’s grocery store. It is anticipated that this project will be a catalyst for redevelopment of surrounding properties.
- Convert corridor commercial on east side of Cicero Avenue to mixed use residential.
- Preserve multi-unit family housing surrounding the Stony Creek Promenade development.
- Investigate potential collaborations to leverage the open space of the St. Casimir Cemetery frontage (300’) to connect Oak Lawn’s Stony Creek Trail to the Village of Alsip trail system, and ultimately, the Calumet Sag Regional Trail.

- Convert commercial to mixed use commercial from 111th Street to 115th Street as recommended in the Alsip Comprehensive Plan.
- Redevelop Stony Creek ROW as open space with trail provisions.
- Convert all vacant parcels along the Indiana Harbour Belt Railroad to open space.
- Convert underutilized industrial parcels from 119th Street to 122nd Street to corridor commercial.
- Focus mixed use commercial and corridor commercial directly on Cicero Avenue frontage, and direct industrial uses to interior blocks or other zones within the Villages of Alsip.
- Maintain and buffer residential developments from industrial uses.

**Future Land Use Plan**







# Chapter 5: Transportation Framework



Midway Orange Line Station Parking

## Framework Purpose

The purpose of the Transportation Framework Plan is to identify improvements that balance the transportation assets of the Corridor. The Framework Plan is generated from the existing transportation assets as previously summarized. In general, the Framework Plan is focused on the following corridor-wide goals:

- Improving pedestrian mobility and safety along and across the Corridor;
- Balancing the needs of local communities with travel characteristics of a regional north-south arterial.
- Providing solutions for roadways and intersections focused on safety for vehicles, pedestrians, and transit access.
- Improving access to transit to increase the use of transit service.
- Providing provisions for pedestrian crossings at all cross-streets with signalized intersections and bus stop locations.
- Providing pedestrian and bicycle improvements and connections focused on access to land uses along Cicero Avenue plus cross-streets and regional facilities.

### Comprehensive Improvements

The following transportation improvements are relevant throughout the Corridor:

#### Pedestrian Connectivity

Pedestrian connectivity is focused on providing access to corridor destinations and specific locations, access to transit, and connections between land uses. Many segments along Cicero Avenue currently do not have sidewalks. Some communities, including Oak Lawn and Alsip, have recently constructed new sidewalks to eliminate some of the existing gaps. This ongoing effort is important from many perspectives. The development of the sidewalk network supports access to area businesses and promotes the use of alternative transportation modes, including public transportation services along Cicero Avenue.

Specific improvements to be considered throughout the corridor:

- Sidewalk improvements. Create consistent 6-8' wide sidewalk pavement along both sides of Cicero Avenue, including:
  - Landscaped buffering for protection from travel lanes and parking lots
  - ADA-compliance
  - Connections to bus stops
  - Connections to adjacent land uses
- Consolidate curb cuts and promote interconnections between land uses to improve safety and minimize vehicular/pedestrian conflicts.
- Create pedestrian refuge islands at signalized intersections and at key locations without traffic signals.
- Provide protected bus waiting areas at key boarding locations.



- Explore signage and wayfinding opportunities to assist pedestrians and cyclists navigate through high vehicular traffic areas and connections to off-street trails/paths and municipal routes, indicating:
  - Bus routes
  - Regional destinations
  - Community destinations
  - Bike routes/trails
  - Parks, forest preserves
- Review latest technologies and techniques for crossing information, signals, and safety.





Pace Bus Stop Shelters

### Transit Services

The Cicero Avenue includes several public transportation services and facilities. Pace, CTA, Metra, and several municipal-sponsored services all provide service within, or in close proximity, to the Corridor. In 2009, the Cicero Avenue/Belt Railway corridor was identified by the CTA as the preferred route for extending the Orange Line rapid transit service to Ford City. This alternative would operate in a trench along the Belt Railway of Chicago (BRC) right-of-way between the existing Midway station and approximately 6400 South, where it would begin to transition to an elevated structure above Marquette Road. It would curve to the southwest over the BRC Clearing Yard and then continue south on elevated structure in the median of Cicero Avenue. The Orange Line rapid transit service extension would end at a new terminal station in front of Ford City Mall.

Pace has identified 24 corridors throughout northeastern Illinois for development of an Arterial Bus Rapid Transit (ART) system specifically tailored to the characteristics of Pace's transit market and suburban service area. Six corridors have been selected by Pace to be implemented within a ten year time frame, including Milwaukee, Dempster, Oak Brook (Cermak/22nd), 95th St., Halsted St., and Harlem Avenue.



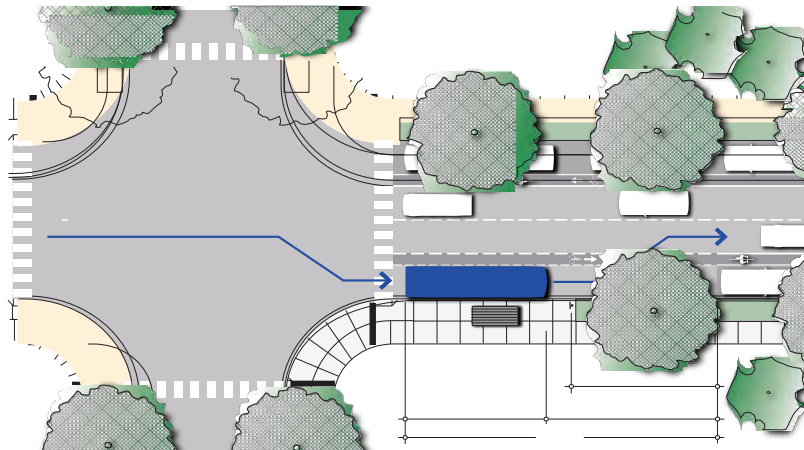




The Pace ART study has included Cicero Avenue as a major north-south Pace corridor due to its connection with the CTA rapid transit station at Midway. The Cicero corridor did not rank highly as a priority Pace ART corridor due to its lack of strong employment density, but it is ranked in the medium term for ART from Midway to 159th Street. The segment from Midway to 95th scored very high, reflective of its higher transit connections and service levels. The segment from 95th to 159th only scored moderately with a need for similar infrastructure improvements and initially fewer trips, allowing for the corridor to develop.

Specific transit improvements to be considered throughout the corridor:

- Identify potential posted stop locations at the far side of intersections, following Pace ART guidelines for posted stop locations (approximately every ½ mile or at major destinations). Under **Pace's Posted Stops Program**, potential posted stop locations will be identified. Typical stop locations for many Pace routes are considered "Flag Stops", meaning the vehicles will stop at any intersection deemed safe at the request of a boarding or alighting



Pace Transit Supportive Guidelines -Far Side Stops



### Orange Line Extension (Chicago)

The Chicago Transit Authority (CTA) is proposing to extend the Orange Line from Midway Station at the Midway International Airport south to Ford City Mall on Cicero Avenue. CTA evaluated several alternatives and has adopted a Locally Preferred Alternative for further study. This corridor follows Belt Railway of Chicago (BRC) right-of-way from 59th Street to Marquette Road, crosses the BRC Clearing Yard, then follows Cicero Avenue to 76th Street.

The proposed Orange Line Extension will be further refined during the conceptual design phase of the project and will be carried forward for additional study by CTA and the Federal Transit Administration in and an Environmental Impact Statement (EIS) that will evaluate the environmental effects of constructing and operating the proposed extension.

The next step is preparation of a draft EIS which will describe the refined purpose and need, evaluate potential impacts of each alternative, including refined alternatives that may be developed based on input received during scoping.

In the interim, the Chicago Department of Transportation has recently acquired from BRC a 70-foot corridor between 63rd Street and Marquette Road in order to protect it from development that might otherwise obstruct future development of the Orange Line Extension.

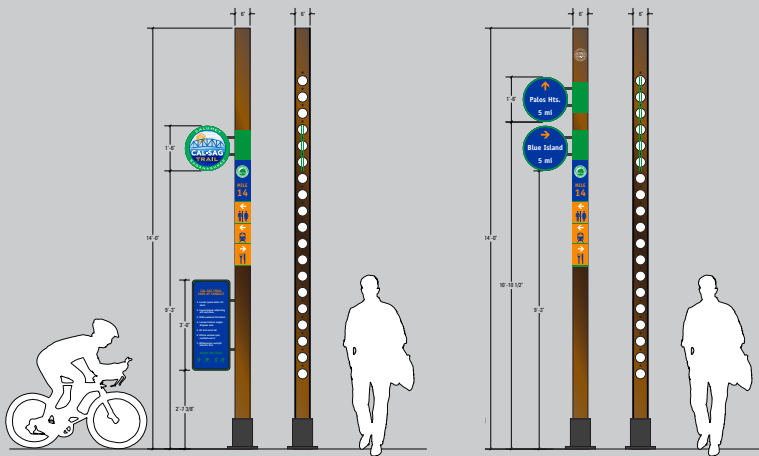
# Chapter 5: Transportation Framework



## Cal-Sag Regional Trail (Alsip)

The Calumet-Saganashkee (Cal-Sag) Trail will be a multi-use path running almost entirely along the banks of the Calumet-Sag Channel and Calumet River. The Trail will be approximately 32 miles in length connecting Lemont on the west to Burnham on the east. In total, the Trail will connect eight communities, including Alsip, and will connect to regional and local trails, bus and rail systems, retail areas, parks, forest preserves, marinas, and nature centers. The trail intersects the Corridor on the far south end across 127th Street, along the Calumet-Sag Channel. Portions of the trail are expected to open by 2014.

A comprehensive signage and wayfinding system implemented along the trail connects patrons with points of interest and other local trails.



passenger. "Posted Stop" indicates that the vehicle will only stop at designated stops indicated by a Pace sign. The transition from flag stops to posted stop is designed to enhance safety and improve customer access and wayfinding, while improving service delivery. The Cicero Avenue Corridor is scheduled for implementation by 2016.

- Identify potential locations for future ART transit stations, in coordination with Pace's ART program; based on ridership, connecting routes, and adjacent land uses.
- Improve pedestrian connections from adjacent land uses and Cicero Avenue to all bus stops, shelters, and stations. Every transit rider is also a pedestrian. The presence of continuous sidewalks leading passengers to/from their destination is imperative. Safe crossings to get to the transit stop including marked crosswalks and pedestrian signals should also be installed. At the bus stops, the municipalities and Pace should work together on passenger amenities, including installing bus stop signs with a concrete path connecting the sidewalk to the bus stop.
- Provide transit shelters at highly used boarding locations and activity centers. Shelters should include real time information, map and schedule information, along with community and regional wayfinding information.
- Work with CTA and Pace regarding the planned Orange Line extension and station and potential Pace ART station at Ford City Mall.
- Pace, in conjunction with the Village of Alsip, should complete a travel market study for call-n-ride service for the area bounded by 111th – 115th and between Ridgeland Avenue and Cicero Avenue.

### Bicycle Connectivity

Several municipalities have developed trail systems that offer residents both recreational opportunities and alternative means of transportation:

- Chicago has identified cycling routes along Kostner Avenue through its **Chicago Streets for Cycling Plan 2020**.
- Burbank has developed a trail system one-half mile west of Cicero Avenue within a ComEd ROW.
- A connection to the bike trail system in Oak Lawn is proposed at Stony Creek and 87th Street.
- Oak Lawn has been aggressively pursuing a trail system over the last twelve years, with the goal of completing the Stony Creek Trail system from Wolfe Wildlife Refuge to Calumet-Sag Trail; through a potential connection with Alsip's trail system along Cicero Avenue, ultimately linking the Oak Lawn system with the regional Calumet-Sag Trail. There is also an on-street route across 87th St.
- Alsip has completed a Non-Motorized Plan which features a multi-use trail along Stony Creek, eventually connecting to the Calumet-Sag Regional Trail.



Bicycle routes along multi-use trails such as Stony Creek Trail

Similar to pedestrian connectivity, the focus of bicycle connectivity is to provide access to regional facilities, municipal facilities, and major corridor destinations, rather than create a bicycle route along the corridor from north to south.

Specific improvements to be considered throughout the corridor:

- Coordinate with **Southwest Conference of Mayors Bicycle Plan** (2012) and **Chicago Streets for Cycling Plan 2020** (2012). The Cicero-Kostner Avenue bicycle corridor is proposed along Kostner, but will serve the bicycling needs for Cicero Avenue given its proximity to Kostner. Cross-street facilities would be located on:
  - 73rd Street
  - 87th Street
  - Southwest Highway
  - 99th Street
  - 111th Street
- Provide connections to regional facilities: Cal-Sag Trail, Stony Creek Trail.
- Provide connections to municipal bike facilities: City of Chicago, Burbank, Oak Lawn, and Alsip.
- Add bicycle parking at major destinations.
- Provide bicycle connections to Ford City Mall from east and west of Cicero Avenue.
- Identify potential locations for bike/pedestrian grade separated crossings.
- Limit bicycle traffic to adjacent parallel streets, such as Kostner/Kilbourn (per **Southwest Conference of Mayors Bicycle Plan**) on the east, and Lavergne on the west, and east-west cross-streets.

# Chapter 5: Transportation Framework



Comprehensive Intersection Improvements

## Roadways And Intersections

Cicero Avenue is designate as an SRA route under the jurisdiction of IDOT, serving a regional travel function. The Corridor also provides access to a diverse mix of land-uses located across the six Corridor Communities, including Midway Airport and the Cicero Avenue commercial centers. The Corridor is also an important multi-modal regional corridor traveled by Pace and CTA vehicles.

Specific improvements to be considered throughout the corridor:

- Intersection improvements at high accident locations, major bus stops, potential Posted Stop or Arterial Rapid Transit (ART) stops, and major commercial areas:
  - Pedestrian countdown signals
  - "Pork chop" refuge island at locations with right turn lanes
  - Median refuge islands
  - ADA-compliance
  - High visibility crosswalks
- Create pedestrian refuge islands at key locations without traffic signals.
- Follow Strategic Regional Arterial guidelines, as published by IDOT.
- Implement access management techniques. Access management refers to managing roadways in a way that increases safety and efficiency of the arterial These techniques could include eliminating driveways, consolidating driveways, limiting driveways to right-in/right-out, and encouraging cross-access between land uses and parking areas.
- Improve signage and wayfinding for truck traffic in coordination with **Manual on Uniform Traffic Control Devices** (MUTCD). The Corridor includes several nodes of industrial activity, with close proximity to major Interstates, such as Midway Airport, the BRC, the Greater Southwest Industrial Corridor, and Alsip industrial district.









# Chapter 6: Transportation Improvement Plan










The **Transportation Improvement Plan** provides detailed recommendations at specific locations along the Corridor. These improvements are intended to balance the transportation assets of the Corridor; bolster economic growth; provide accessible and efficient connections between commercial, industrial, open space, office and residential destinations; and improve the image of the Corridor. These improvements will:

- Prioritize pedestrian mobility along and across the Corridor;
- Focus transit use along the corridor around high activity zones;
- Connect non-motorized linkages across and along the Corridor to regional routes; and
- Improve traffic flow and capacity without compromising vehicular or pedestrian safety.

## Plan Legend And Notation Key

### Major Land Uses

These Land Use Zones represent areas of heavy activity that generate significant vehicular and pedestrian traffic during peak travel times. Access and connectivity improvements should be focused around these zones:

 Midway International Airport	 Public/Institutional
 Commercial Retail	 Medical Facility
 Mixed-Use Commercial	 Industrial
 Corridor Commercial	 Open Space
 Hotel/Entertainment	

# Chapter 6: Transportation Improvements Plan

**Midway International Airport** uses include all airport terminals, parking, and maintenance facilities.

**Commercial-Retail** uses include malls (Ford City), shopping centers (Burbank Town Center), large big-box (+20,000 SF), and drug store (7,000-15,000 SF).

**Mixed Use Commercial** consists of a combination of multi-story commercial retail, commercial service, medical, office, and residential.

**Corridor Commercial** are small auto-oriented developments, usually one or two-story in height, featuring a single use building, strip center, and automotive retail/service uses.

**Hotel** uses include national flag hotels as well as discount motels and motor inns.

**Entertainment** uses include banquet facilities, bowling alleys, parlor game halls, and miniature golf courses.

**Public/Institution** uses includes schools, municipal services, library, and religious facilities.



**Medical facilities** include hospitals, medical clinics, and testing facilities.

**Industrial** uses consist of material service, product fabrication, and warehousing facilities.

**Open Space** uses include parks, cemeteries, and other natural areas.

## PEDESTRIAN IMPROVEMENTS

These improvements include anything that provides safe areas for pedestrian movement such as:

-  Continuous Sidewalks
-  Pedestrian Refuge Islands





## BICYCLE IMPROVEMENTS

These improvements include building on **Chicago Streets for Cycling Plan 2020** and **Southwest Conference of Mayors Bicycle Plan** routes as well as adding provisions for connectivity to regional routes such as the Stony Creek Trail and Cal-Sag Regional Trail.

-  Bicycle Trail Connections





## TRANSIT IMPROVEMENTS

These improvements include provisions for stops and stations.

-  Pace Bus Stops
-  CTA Bus Stops
-  Potential ART Stations
-  Orange Line Extension

## ROADWAY/INTERSECTION IMPROVEMENTS

These improvements are intended to address circulation across adjacent properties, consolidate access to Cicero Avenue, and improve vehicular/pedestrian conflicts. Suggested remedies include:

-  Intersection Improvements
-  Access Management
  -  Local Street Closure or One-Way Pair
-  Improvements to the aesthetics and approach sidewalks along the John G Fary Bridge (67th and Cicero Avenue) and the 115th Street Bridge. Consider creating view-shed look outs.





### Transportation Improvement Plan

#### Details

The proposed detailed Transportation Improvement Plan recommendations for the Corridor are presented on four maps (Maps 6.1 – 6.4) on the following pages.

Map 6.1: Midway/Bedford Park (53rd Street – 72nd Street)

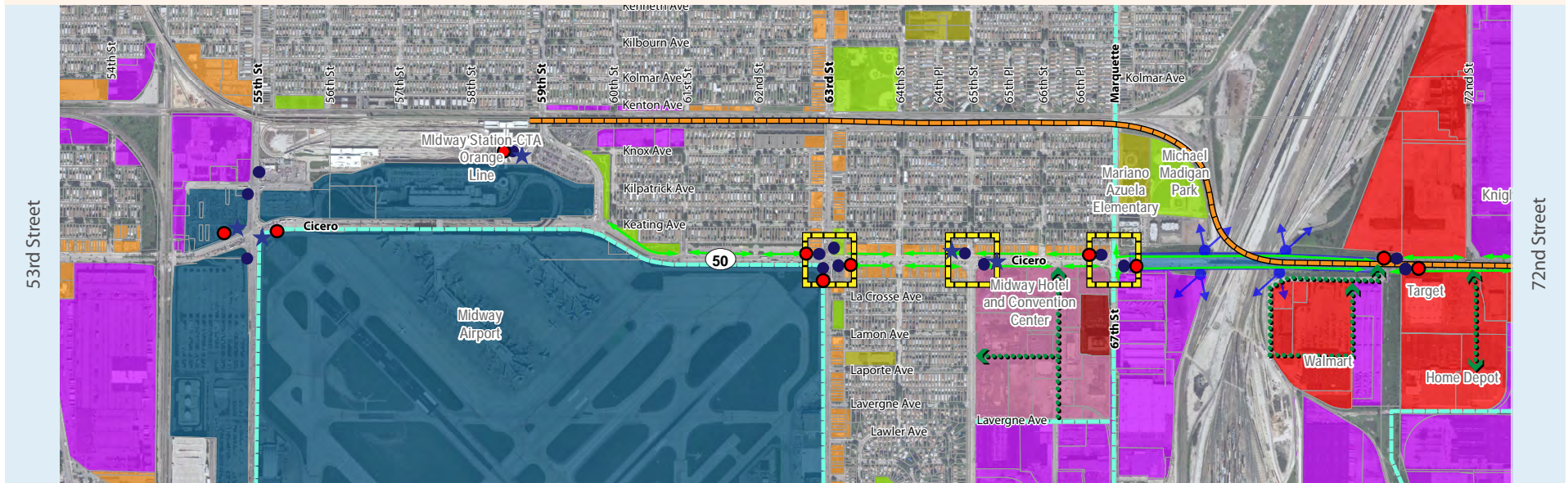
Map 6.2: Ford City/Burbank (72nd Street – 89th Street)

Map 6.3: Oak Lawn/Hometown (89th Street – 109th Street)

Map 6.4: Stony Creek / Alsip (109th Street – 127th Street)



Map 6.1 Midway/Bedford Park Segment (53rd Street – 72nd Street)



## Midway/Bedford Park (53rd St. – 72nd St.)

### Pedestrian Connectivity

- Consistent 6-8' wide sidewalks along both sides of Cicero Avenue with access to bus stops and adjacent land uses.
- Install streetscape elements, including buffering of sidewalks from travel lanes and parking areas.
- Add wayfinding signage to assist pedestrians and cyclists connect to off-street paths and municipal routes.

### Bicycle Improvements

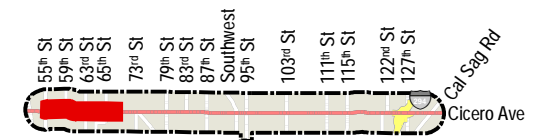
- "West Cicero Avenue Route" – bike lane/marked shared route from easement north of 72nd and continue south along Lavergne.
- "East Cicero Avenue Route" – bike lane/marked shared lane along Kostner/Kilbourn, per SCM Bike Plan.
- Connection to City of Chicago bike routes via 67th to Lavergne per **Chicago Streets For Cycling Plan 2020** plan.
- Multi-use path around Midway Airport .

### Transit Improvements

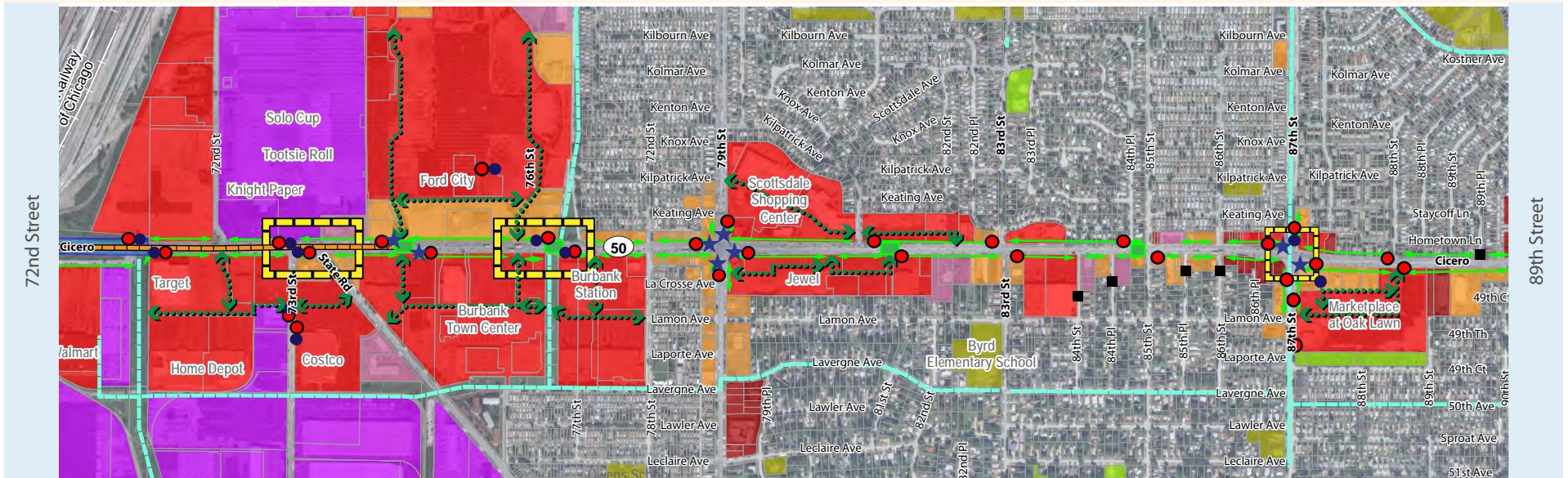
- More consistent, posted bus stops located on the far side of intersections as possible, per Pace Transit Supportive Guidelines, and in coordination with Pace's Posted Stop Program; potential stops at include:
  - 55th Street
  - 59th Street
  - 63rd Street
  - 65th Street
  - 71st Street (between Walmart and Target)
- Install protected bus waiting areas with real time travel information at: 63rd, 65th, 71st Street.
- Potential Pace ART station at 65th Street.
- Coordinate with CTA regarding Orange Line extension.

### Roadway/Intersection Improvements

- Intersection improvements, including high visibility crosswalks and pedestrian refuge islands at:
  - 63rd Street
  - 65th Street
  - 67th/Marquette
- Improve access of Midway Hotel and Convention Center between 65th and 67th, such as new internal street with improved access from 65th Street
- Bridge/overpass improvement between 67th – 71st Street over the BRC, possible options would be to reduce lane widths creating wider sidewalks, streetscaping, and ornamental guard rail.
- Access management improvements between 72nd and 99th Street including reducing/minimizing curb cuts and promoting cross-access between land uses.
- Improve traffic signal and synchronization between 72nd and 109th Street
- Continue to pursue potential grade separation of Clearing Yard at Central Avenue to relieve demand on Cicero Avenue.



**Map 6.2 Ford City/Burbank Segment (72nd Street – 89th Street)**



**Ford City/Burbank (72nd St. – 89th St.)**

**Pedestrian Connectivity**

- Consistent 6-8' wide sidewalks along both sides of Cicero Avenue with access to bus stops and adjacent land uses.
- Install streetscape elements, including buffering of sidewalks from travel lanes and parking areas, especially between 73rd and 76th Street.
- Add wayfinding signage to assist pedestrians and cyclists connect to off-street paths and municipal routes.
- Consider grade separated bicycle/pedestrian crossing at 76th Street.
- Add pedestrian refuge islands at 81st Street and between 84th Place and 85th Street.

**Bicycle Improvements**

- "West Cicero Avenue Route" – Bike lane/marked shared lane – from easement north of 72nd to Lavergne Avenue Continue along Lavergne to public park south of Market Place. Continue along 50th to Columbus Drive.
- "East Cicero Avenue Route" – bike lane/marked shared lane along Kostner/Kilbourn, per SCM Bike Plan, with a connection at 72nd Street
- Connection to 87th Street Bike route designated in SCM Bike Plan.
- Consider grade separated bicycle/pedestrian crossing at 76th Street.
- Connection to Oak Lawn bike route at 83rd Street

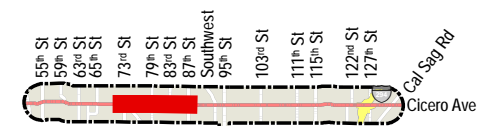
**Transit Improvements**

- More consistent, posted bus stops located on the far side of intersections as possible, per Pace Transit Supportive Guidelines, with potential stops at:
  - 72nd Street
  - Ford City Entrance
  - 79th Street
  - 87th Street
  - 73rd/State
  - 76th Street
  - 83rd Street
- Install protected bus waiting areas with real time travel information at: 72nd, 79th, and 87th Street
- Potential Pace ART station at Ford City in conjunction with the planned Orange Line station.
- Coordinate with CTA regarding Orange Line extension.
- Evaluate the demand for a Ford City area shuttle to connect major destinations: Ford City, big box retailers, Tootsie Roll. These would also connect to transit resources at Midway, Ford City, and the potential ART station.

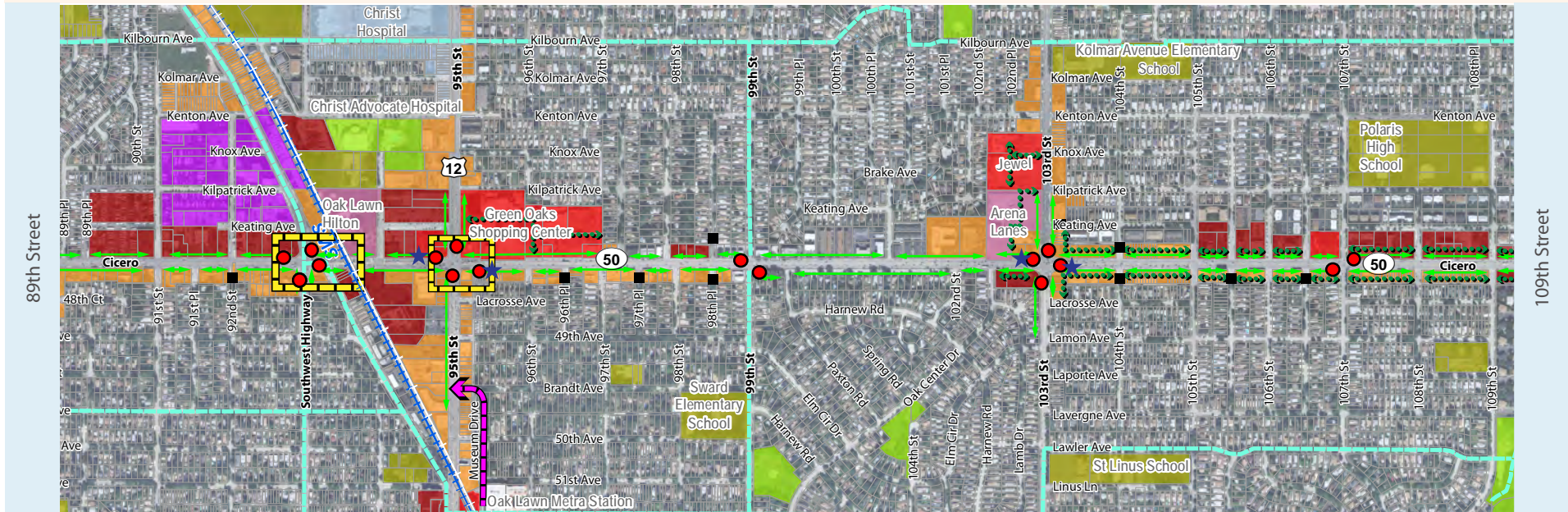
**Roadway/Intersection Improvements**

- Intersection improvements, including high visibility crosswalks and pedestrian refuge islands at:
  - 73rd Street/State Road.
  - 79th Street
  - 76th Street/Ford City
  - 87th Street

- Design 87th Street intersection as a template, generating a palette of improvement options to be used at selected intersections along the Corridor. This palette should include:
  - Widened center, landscaped medians for an enhanced refuge area. Increased width of center median to come from lane width reductions.
  - Improved/expanded corner "pork chop" medians for an enhanced refuge area.
  - Complete sidewalks on all approaches.
  - Far side posted bus stops with bus shelter.
  - High visibility crosswalks placed more perpendicular to Cicero Avenue with stop bars pushed back.
  - Pedestrian count down signals.
- Access management improvements between 72nd and 99th Street including reducing/minimizing curb cuts and promoting cross-access between land uses.
- Improve traffic signal and synchronization between 72nd and 109th Street.



Map 6.3 Oak Lawn/Hometown Segment (89th Street – 109th Street)



**Oak Lawn/Hometown (89th St.– 109th St.)**

**Pedestrian Connectivity**

- Consistent 6-8’ wide sidewalks along both sides of Cicero Avenue with access to bus stops and adjacent land uses.
- Install streetscape elements, including buffering of sidewalks from travel lanes and parking areas.
- Add wayfinding signage to assist pedestrians and cyclists connect to off-street paths and municipal routes.
- Consider improved pedestrian amenities at existing/proposed mixed use developments from 91st Street to Southwest Highway.
- Add pedestrian refuge islands at unsignalized intersections at 99th Place.

**Bicycle Improvements**

- “West Cicero Avenue Route” – Bike lane/marked shared lane – continue on 50th Avenue to Columbus Drive to the 51st Avenue Metra parking with bike parking facilities. Bike route would then move south to the Oak Lawn Metra Station, south along 52nd to 103rd; and then east to Lawler to continue south on Lawler to 109th.
- “East Cicero Avenue Route” – bike lane/marked shared lane along Kostner/Kilbourn, per SCM Bike Plan.
- Connection to 99th Street Bike route designated in SCM Bike Plan.

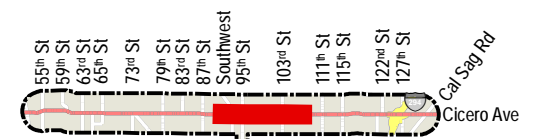
- Proposed SCM bike route on 93rd should be moved to Columbus Drive connecting to 52nd Street and Oak Lawn Metra station.

**Transit Improvements**

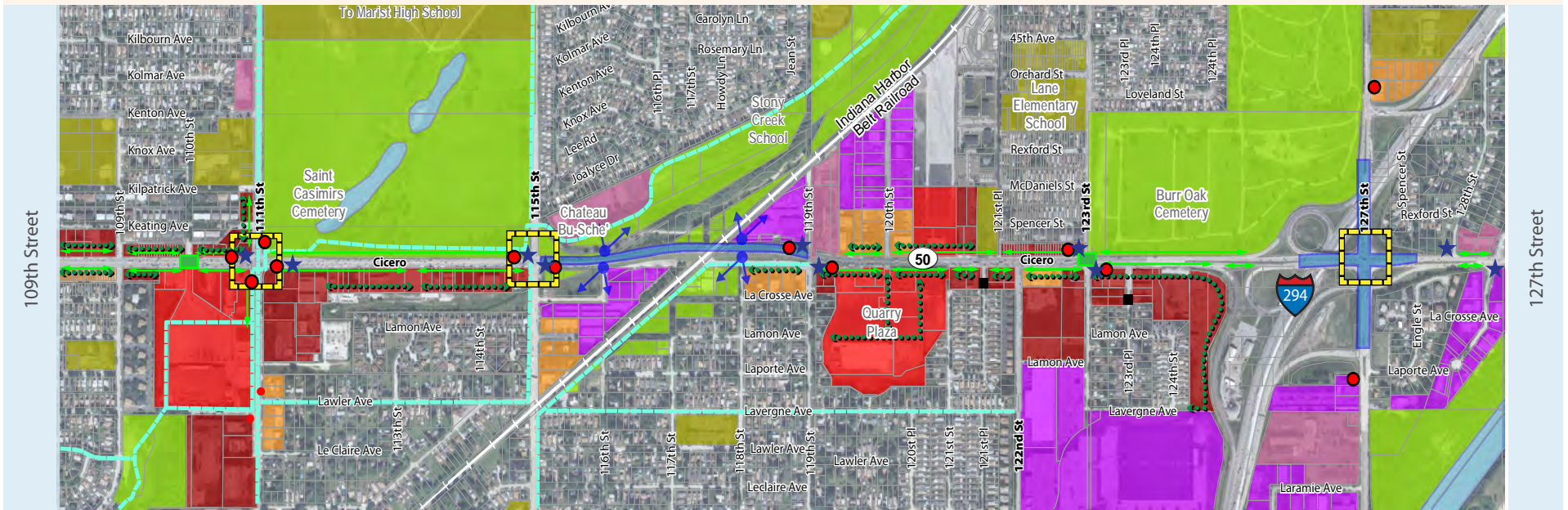
- More consistent, posted bus stops located on the far side of intersections as possible, per Pace Transit Supportive Guidelines, with potential stops at:
  - 91st Street
  - 95th Street
  - 103rd Street
  - Southwest Highway
  - 97th Street
  - 107th Street
- Install protected bus waiting areas with real time travel information at: 103rd Street.
- Potential Pace ART station at 95th Street.
- Coordinate with Pace 95th Street ART study.

**Roadway/Intersection Improvements**

- Intersection improvements, including high visibility crosswalks and pedestrian refuge islands at:
  - Southwest Highway
  - 95th Street, per Oak Lawn 95th Study Access management improvements, including reducing/minimizing curb cuts and promoting cross-access between land uses.
- Improve traffic signal and synchronization between 72nd and 109th Street
- Potential for traffic calming techniques: install cul-de-sac at 92nd, and 104th Street; 96th, 97th, 98th, 104th, 105th, and 106th Place.; with the addition of one-way pairs at 105th and 106th Street, (east and west of Cicero Avenue) to address cut-through traffic.



**Map 6.4 Stony Creek/Alsip Segment (109th Street – 127th Street)**



**Stony Creek/Alsip (109th St. – 127th St.)**

**Pedestrian Connectivity**

- Consistent 6-8' wide sidewalks along both sides of Cicero Avenue with access to bus stops and adjacent land uses.
- Install streetscape elements, including buffering of sidewalks from travel lanes and parking areas, especially at 127th and Interstate 294 ramps.
- Add wayfinding signage to assist pedestrians and cyclists connect to off-street paths and municipal routes.
- Consider grade separated bicycle/pedestrian crossing at 111th Street.
- Due to space limitations on east side of Cicero Avenue between 123rd and 127, and location of Interstate 294 ramp, sidewalk should be placed on west side of Cicero. Sidewalk currently exists on the bridge, but ends on either side. Could possibly relocate guardrail to extend sidewalk.

**Bicycle Improvements**

- "West Cicero Avenue Route" – Bike lane/marked shared lane – continue south on Lavergne to Stony Creek (west of Lavergne) and then to 111th Street. Proceed east on 111th to Stony Creek at 111th Street and Cicero Avenue.
- "East Cicero Avenue Route" – bike lane/marked shared lane along Kostner/Kilbourn/Stony Creek, per SCM Bike Plan.

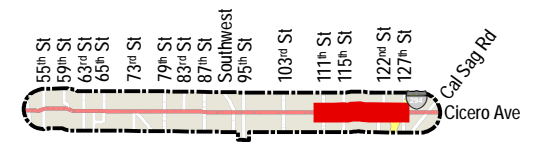
- Consider grade separated bicycle/pedestrian crossing at 111th Street.
- Connection to 111th Street bike route designated in SCM Bike Plan.

**Transit Improvements**

- More consistent, posted bus stops located on the far side intersections as possible, per Pace Transit Supportive Guidelines, with potential stops at:
  - 111th Street
  - 115th Street
  - 119th Street
  - 121st Street
  - 122nd Street
  - 127th Street (South)
- Install protected bus waiting areas with real time travel information at: 111th, 122nd, and 127th Street
- Potential Pace ART station at 111th Street
- Village of Alsip and Pace should move forward with a transit market assessment to evaluate the merit of a call-n-ride service for the Alsip industrial area.

**Roadway/Intersection Improvements**

- Intersection improvements, including high visibility crosswalks and pedestrian refuge islands at 111th Street.
- Install signage for truck access routes.
- Improve truck and pedestrian conflicts between 122nd and 123rd Street, including high visibility crosswalks, buffering, and signage.
- Improve 116th Street overpass across the Indiana Harbor Belt Railroad with possible options including widened sidewalks using shoulder and reduced lane widths, streetscaping, and decorative guard rail.
- Improve 127th Street overpass pedestrian sidewalks with directional signage and railings.





# Chapter 7: Showcase Projects

Showcase projects are examples of bold ideas and opportunities that can have major positive impacts along the Corridor. These projects are noted on the corridor-wide Future Land Use Plan and Transportation Plan segment maps in previous chapters, and are further addressed in the implementation recommendations. The design principles and concepts for these projects are broad enough to be applicable to other projects in the Corridor.

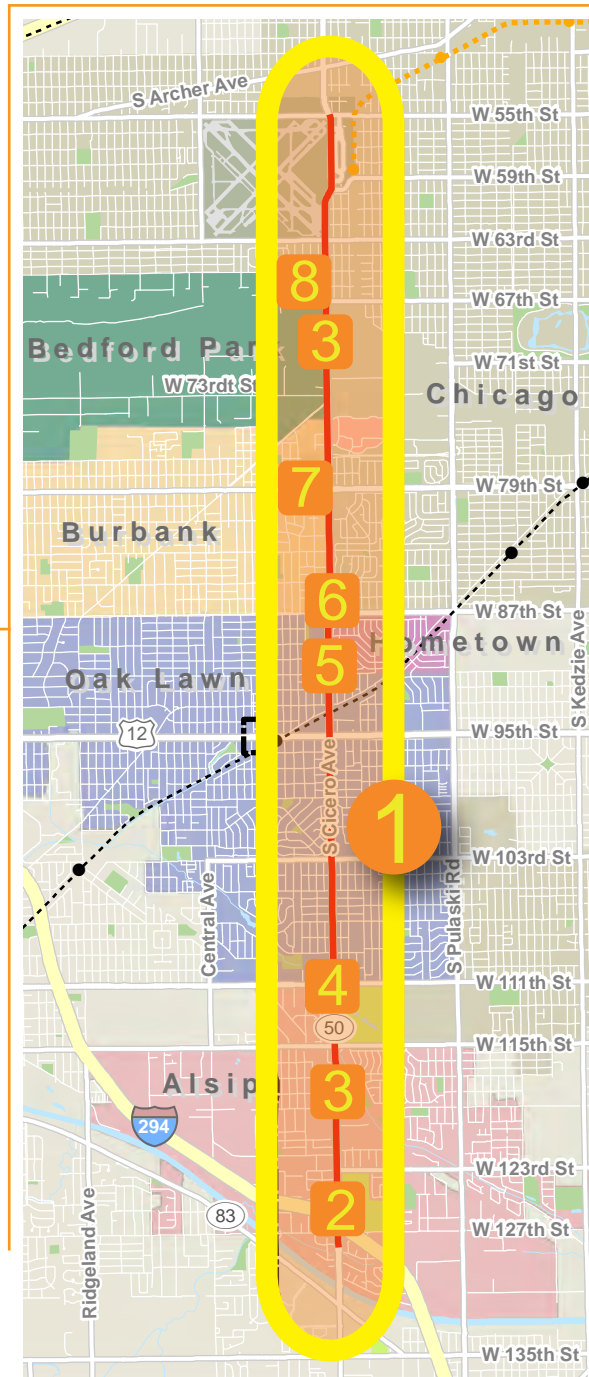
Eight major showcase projects were selected and developed with great support and input from the Steering Committee. Key factors that guided the selection of the projects include:

- A redevelopment opportunity site that is not already moving forward through market interest or community promotion;
- A moderate-to-large scale effort needing collaboration among multiple parties, including public and private sector;
- Lacks an apparent solution, and would benefit from brainstorming and creative planning;
- Offers a significant improvement in travel safety, efficiency and convenience
- Brings local and Corridor-wide economic, environmental and transportation benefits; and
- Economically feasible, technically viable projects that have strong community support, and potential funding prospects.

Following are the Eight Showcase Projects that are discussed in detail in this section:

- 1 One clear and cohesive Corridor Identity as the **“Way to Midway”**
- 2 The 1-294 Interchange: **The Gateway to Midway**
- 3 Railroad Overpass Improvements
- 4 Stony Creek Trail Connection
- 5 New Neighborhood at 90th Street
- 6 87th Street Intersection Improvements
- 7 Upgrading Existing Retail Centers
- 8 Strengthening the Midway Hotel and Conference Complex

Showcase Projects highlight the need for  
**ONE COHESIVE CORRIDOR IDENTITY**



# Chapter 7: Showcase Project Concepts

## **CONCEPT 1: ONE CLEAR AND COHESIVE CORRIDOR IDENTIFY: THE “WAY TO MIDWAY”**

This concept acknowledges the value and effort in establishing an overarching Corridor identity, brand and theme as a fundamental step in achieving the goal of establishing a “unified” Corridor. The project team proposes building upon the idea of Midway Airport as a significant anchor on the Corridor and origin/destination/impact for travelers and stakeholders of the Corridor. The concept will include several sub-components:

- 1a: Corridor Brand and Identity: “The Way to Midway”
- 1b: Signature Landscaping and Streetscaping: Lush landscapes and signature public art that carry existing themes and styles of existing installations around the airport through the rest of the Corridor
- 1c: Signage and Wayfinding Palette: Proposes a consistent signage and wayfinding palette of high-level motifs and iconography that plays off the selected Corridor Brand and Identity

## **CONCEPT 2: I-294 INTERCHANGE: THE GATEWAY TO MIDWAY**

This zone around 127th Street just north of the Interstate 294 interchange in Alsip is the southern gateway to the corridor. It suffers from a number of underutilized parcels ripe for redevelopment, a lack of streetscaping and landscaping in the public rights-of-way, and noted safety concerns and points of conflict between motorists, pedestrians and bicyclists. Site redevelopment sketches will illustrate reuse ideas, improvements to non-motorized navigation, and beautification.

## **CONCEPT 3: RAILROAD OVERPASS IMPROVEMENTS**

The Corridor features two structures over major rail infrastructure, which are difficult or unpleasant to navigate for pedestrians and bicyclists seeking to move through the Corridor. Acknowledging the complexity of addressing structures that are in good repair and involve a complex set of public and private stakeholders, the project team will investigate potential enhancements seeking to improve pedestrian and bicyclist safety and experience while maintaining the important economic and movement functions of other modes of traffic along and under these structures.

- 3a: Indiana Harbor Belt, Alsip
- 3b: Belt Railway of Chicago, Bedford Park

## **CONCEPT 4: STONY CREEK TRAIL CONNECTION**

The southwest suburbs are blessed with a rich network of current, under-construction, and planned multi-use paths and trails. The Stony Creek Trail in Oak Lawn could connect more effectively with the Village of Alsip’s trails network as well as regional trails such as the Calumet Sag Trail with a defined, safe crossing from the west to east sides of Cicero Avenue. Various sketches will illustrate alternative safe crossing techniques at a range of scales that have been implemented successfully around the world.

## **CONCEPT 5: NEW NEIGHBORHOOD AT 90TH**

The mobile home park in Oak Lawn between 90th Street and 92nd Street represents an underutilized property that, redeveloped as a mixed-use affordable housing community, could elevate the overall development quality and visual appearance of the Corridor in this vicinity.

## **CONCEPT 6: 87TH STREET INTERSECTION IMPROVEMENTS**

Numerous intersections along the Corridor could be improved for all users, motorized and non-motorized, including better levels of service, increased safety, and more pleasant crossing environments. 87th Street is an example of such an intersection in a busy commercial and retail district that can serve as a pilot for improvements that can be replicated across the Corridor.





### CONCEPT 7: UPGRADING EXISTING RETAIL CENTERS

Burbank and Bedford Park feature a number of major shopping centers along the Corridor, ranging in size and format from strip centers to big box power centers, under single as well as multiple ownership and management. The current design and style of many of these centers is dominated by seas of asphalt parking, minimal landscaping and greenery, unintuitive or overly complex navigation into, between or within centers, and buildings set far back from the road. Various sketches will illustrate easily achievable ways to retrofit these sites to make them more inviting, and ultimately more attractive shopping destinations and fiscal anchors.

- 6a: Roadway Framework: Suggestions to improve vehicular navigation within the sites, and access from Cicero Avenue, in ways that maintain movement, but reduce conflict points from too-numerous curb-cuts, unclear driving paths, and under-utilized inter-connections.
- 6b: Pedestrian Framework: Ideas for improving connections between the shopping centers and a) surrounding residential neighborhoods; and b) shoppers and employees arriving by transit on Cicero Avenue.
- 6c: Building Placement: Best practices for situating retail and commercial structures on large commercial properties, in ways that effectively capture traffic (real and “eyeball”) from travelers on any mode, maximizing property value in denser suburban environments, and are pleasing and inviting.



### CONCEPT 8: STRENGTHENING THE MIDWAY HOTEL COMPLEX

The Midway Hotel and Conference Center complex at the north end of the Corridor is a successful development case study and regional anchor.

- 8a: Site Navigation: The complex is approaching full build-out, but there are ways to both improve navigation and function within the site, and access to Cicero Avenue and 65th Street.
- 8b: Integration with Surroundings: With its high volume of visitor traffic (hotel guests as well as more short-term meeting or convention-goers), the complex should be a catalyst for other entertainment and dining-related uses on adjacent properties and nearby properties. In many areas, shallow lots, disparate property ownership, and high traffic intersections have limited redevelopment, but illustrative development diagrams will propose collaborative uses.

The selection of these eight showcase projects for more detailed illustration and analysis at this phase of the Cicero Avenue Corridor Study should not imply that this is the only work that communities can tackle along the Corridor to achieve improvements in land use and economic development, transportation efficiency and function, and elevated design. The recommendations included in the previous chapters contain a host of many, small projects that communities can proceed with immediately. In many cases, the graphic illustrations and vision communicated in the showcase projects will inform the style, philosophy and direction of these smaller scale projects.

# 1 Establish a Clear Corridor Identity as the "Way to Midway"



Unique treatments along Cicero Avenue near Midway Airport that can be extended to the overall corridor .

# 1 Establish a Clear Corridor Identity as the “Way to Midway”

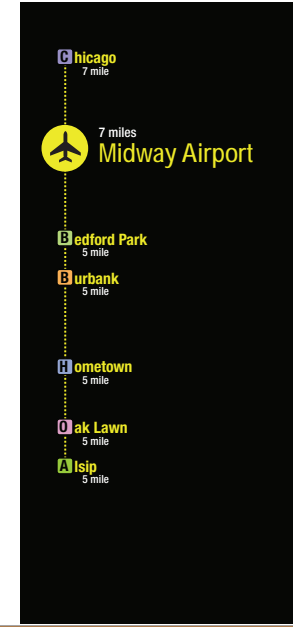
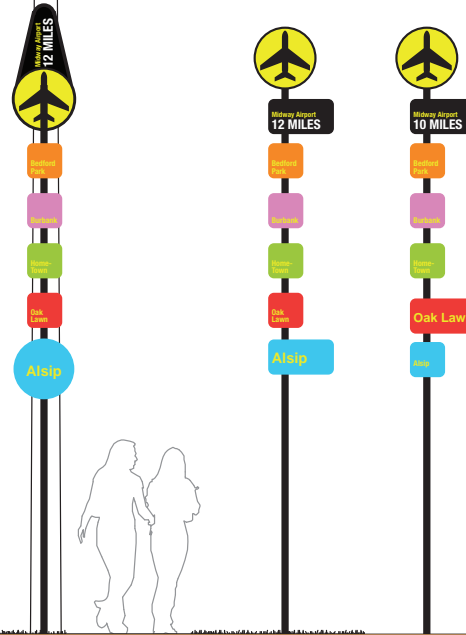
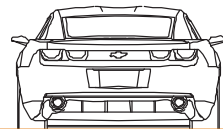
Midway Airport is a nationally recognized destination and the strongest anchor in the Corridor. This plan strongly recommends creating a unified identity and brand for the Corridor that is clearly tied to the airport. The branding can include the following key elements:

- **Corridor Identity:** “The Way to Midway”: Make it clear that this corridor is the direct way to get to the airport from the Interstate 294 Interchange from the south.
- **Signature Landscaping and Streetscaping:** Extend the signature style of lush landscaping, streetscaping and public art around the airport to the rest of the Corridor.
- **Signage in “Airport Signage” style:** Install iconic signage that is in the Airport Signage and Wayfinding vocabulary that shows how close you are to the airport, and identifies the municipality in the Corridor.



Extend the styles for landscaping, streetscaping, signage and public art in the Midway Airport area through the corridor to clearly convey that this is

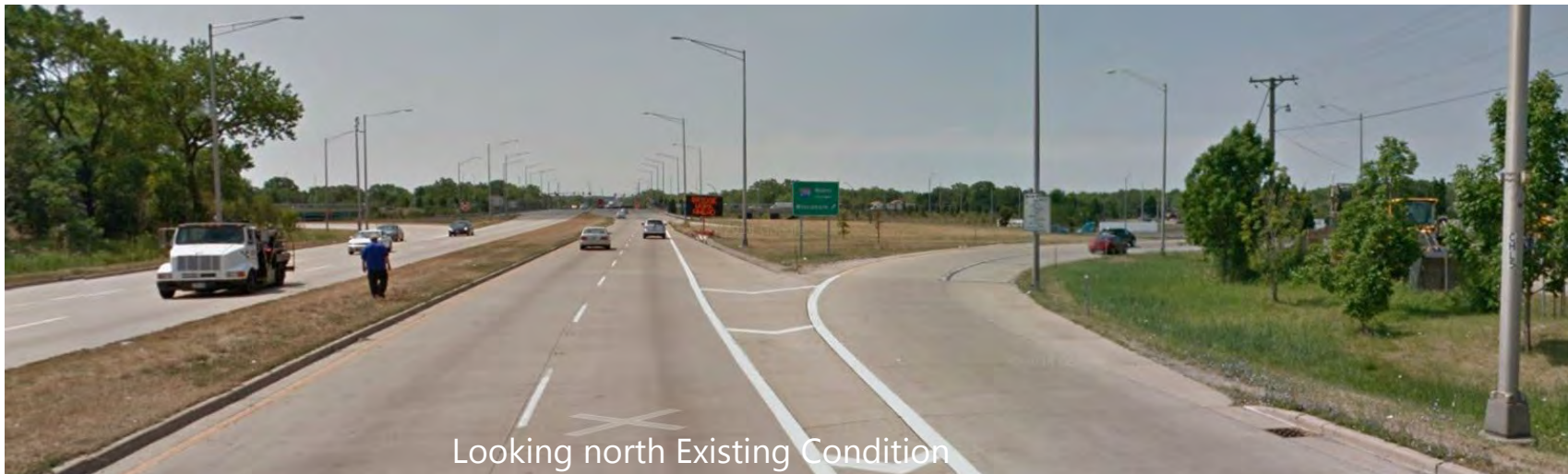
# THE WAY TO MIDWAY



Signage and wayfinding concepts to clearly tie the corridor to Midway Airport

## 2 The Interstate 294 Interchange: **The Gateway to Midway**

The Cicero Avenue and Interstate 294 Interchange today lacks distinctive signage to indicate that this is the direct route to Midway Airport from the south. The interchange has minimal landscaping on the medians, street edges and along the ramps, and are absent of any safe routes for pedestrians. This is a great opportunity to create a clear southern gateway to the corridor with iconic signage, landscaping and public art that is in the vocabulary of the signature treatments near the airport.



Looking north Existing Condition  
and south on Cicero Avenue at the I-294 Interchange



## 2 The Interstate 294 Interchange: **The Gateway to Midway**



Example Signature Landscaping at I-240 ramps, Asheville, NC

Beds of blooming day lilies and lavender greet travellers on the Interstate 240 ramps to Asheville, NC. Similar lush landscaping can be used to enhance the Interstate 294 ramps and create a memorable Gateway to Midway.



Midway Airport  
8.5 MILES

Bedford Park

Eastbank

Home-Town

Oak Lawn

Alsip

signage in the airport signage style

artwork reminiscent of Midway Airport sculpture

landscaping similar to treatment near the airport

Use streetscape and signage design at the Interstate 294 Interchange to visually connect to the **Midway Airport Brand & Identity.**

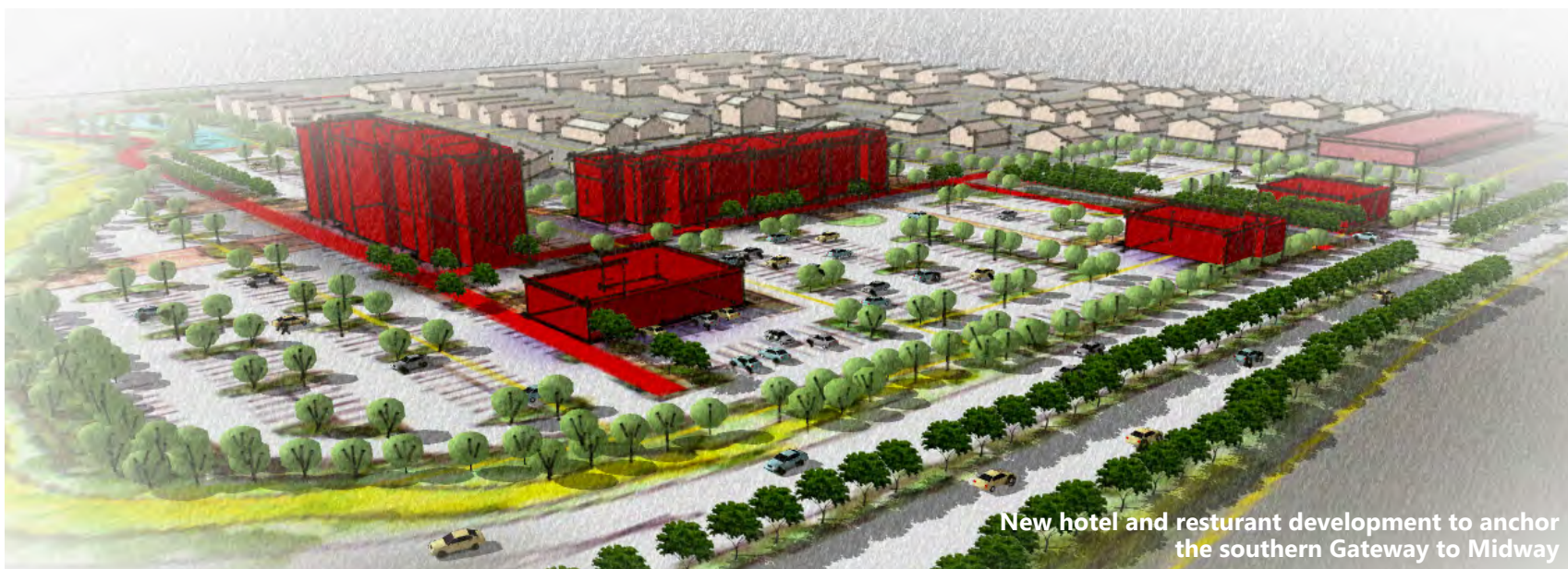
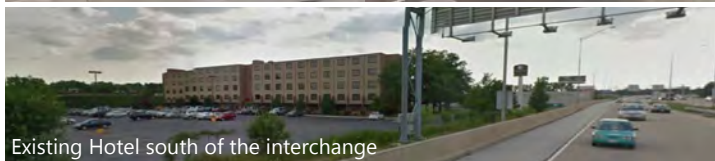


Possibilities

## 2 The Interstate 294 Interchange: The Gateway to Midway

The Interstate 294 interchange today has significantly underutilized parcels on the west side of Cicero Avenue, from 123rd Place to the ramps. Burr Oaks Cemetery lies to the east, with limited presence on Cicero Avenue.

This is a great opportunity to develop a new hotel and restaurant complex along the northwest parcels of the interchange to anchor the southern end of the Corridor. Landscaping, signage and streetscaping ideas, as showcased earlier, can be incorporated into the design to create an iconic gateway development.



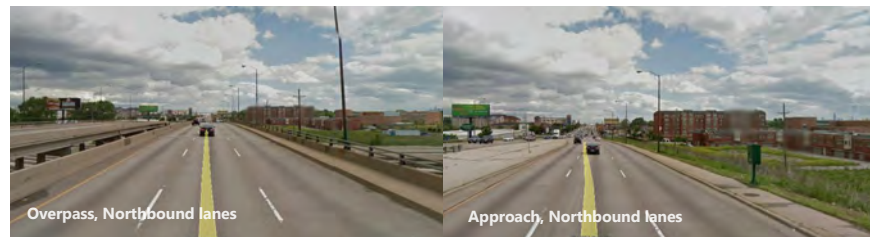
## 2 The Interstate 294 Interchange: The Gateway to Midway



### 3 Railroad Overpass Improvements

The two railroad overpasses at 69th Street and 115th Street create barriers in the pedestrian network in the Corridor. These IDOT overpasses are in good condition and there are no plans to reconstruct them in the near future. The overpasses were designed with minimal sidewalks intended more for emergency than regular pedestrian movement. Currently the sidewalks are only 5 feet wide and would need to be widened to a minimum of 8 feet to accommodate pedestrian and bike movements. Railings or other traffic barriers would also need to be installed to protect the pedestrian zone from the fast moving traffic. IDOT would need to allow the travel lanes to be reduced to 11 feet wide to accommodate the new wider sidewalks.

The approach ramps to the overpasses currently do not have any sidewalks. Installing new sidewalks might require some regrading and potential retaining walls. Traffic safety barriers may need to be constructed to protect pedestrians.



John Fary Overpass, Beltway Railway, Bedford Park, Illinois



Overpass over Indiana Harbor Belt Railway, Alsip, Illinois



#### Potential elements to make overpasses more pedestrian and bike friendly

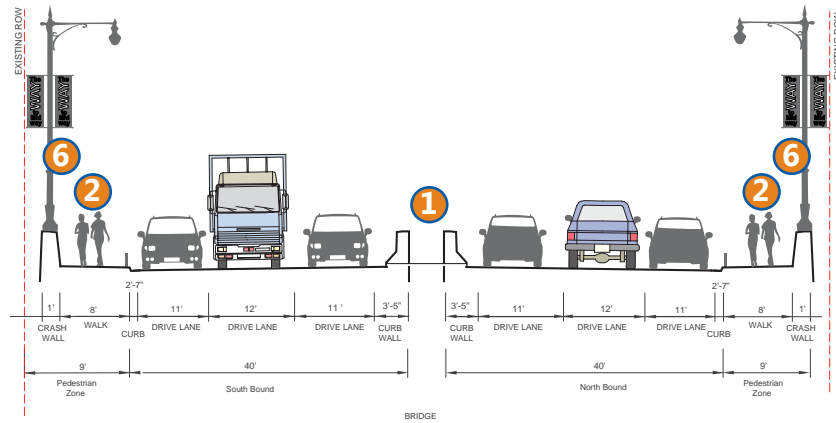
1. Reduce Travel Lanes to 11'
2. 8'-10' Walking Zone
3. Pedestrian Look-Outs
4. Safety barriers, Ornamental Railings, Barrier Walls and Wyoming Crash Rail
5. Pier Pylons
6. Pedestrian Lighting



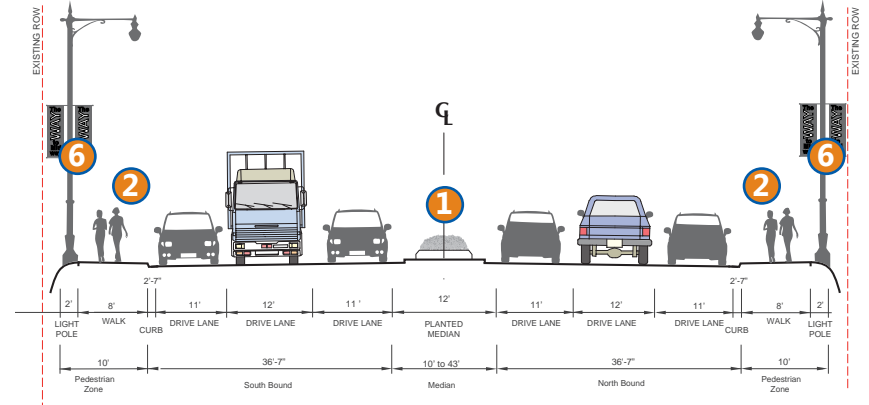


## Potential design sections to make overpasses more pedestrian and bike friendly

### John Fary Bridge over the Beltway Railway at 69th Street

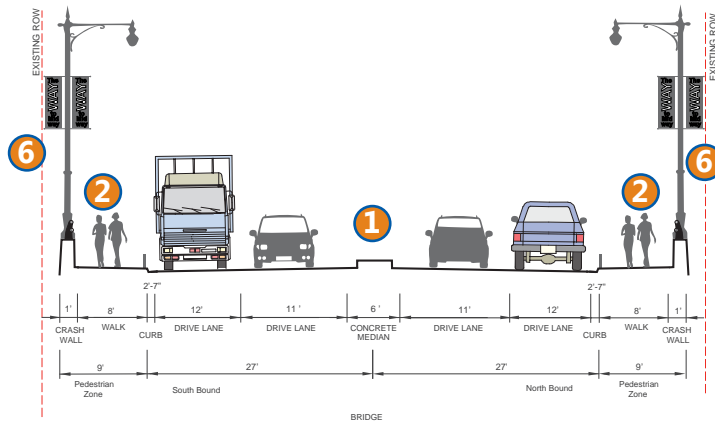


Bridge Section

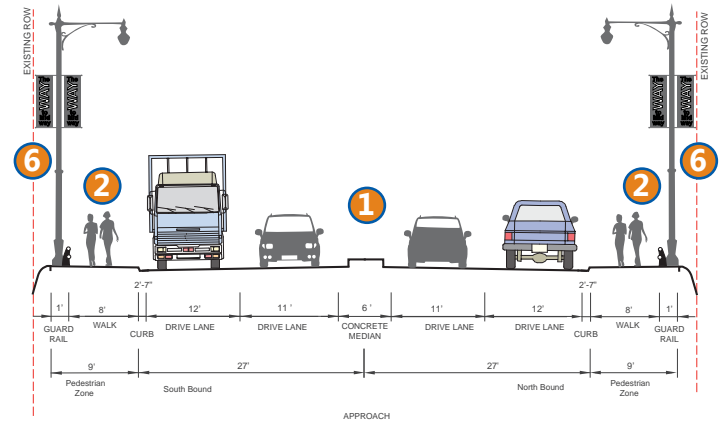


Bridge Approach Ramp Section

### Bridge over Indiana Harbor Belt Railway at 115th Street



Bridge Section



Bridge Approach Ramp Section



## 4 Stony Creek Trail Connection

The southwest suburbs have a rich network of multi-use paths and trails. Stony Creek Trail has two segments that currently run through Oak Lawn and Alsip. Connecting the two segments of the trail can create a stronger regional asset and also provide connections to regional trails such as the Calumet Sag Trail.

A well defined and safe bike and pedestrian crossing across Cicero Avenue is critical for making this connection. Possibilities showcased here include potential routes for connecting the trail segments, and different options for safe bike and pedestrian crossings.



Wolfe Wildlife Refuge is a wetland preserve that is home to many threatened or endangered animals and birds. The refuge features a 2-mile-long path that starts behind Richards High School at 106th Street east of the athletic field and tennis courts and winds around the Eagle Ridge and Acorn Glen subdivisions, ending at 109th Street and Lavergne Avenue.

### Options to address the missing link in the Stony Creek Trail system

1. Existing Stony Creek Trails

2. **Preferred Route:** Connect along the east side of Cicero Avenue to 111th Street.

3. Transform the 111th and Cicero Avenue intersection to a well defined and safe bike and pedestrian crossing.

4. Extend trail along the north side of 111th Street to connect to existing and planned trails to the west.

5. Extend trails to the east to connect through the cemetery and to Marist High School.

6. Consider a future trail connection along the north side of 115th Street to connect to the east.

7. **Alternate Route:** This route is less desirable with connections that are not very visible and mid block crossings that could be unsafe.



## 4 Stony Creek Trail Connection

Options for safe crossings across Cicero Avenue at 111th Street

Grade separated solutions:

### Bike Bridge

**Example: Suspended Bridge over US 45, Old Plank Trail, Frankfort, IL**  
180' long suspended structure over 73' wide four lane roadway



### Bike Underpass

**Example: U.S. Highway 287 Underpass, Broomfield, CO**



### Floating Bike Roundabout

**Example: "THE HOVENRING", Eindhoven, Norway**  
230 foot tall bridge pylon with 24 cables that suspends a large bicycle roundabout, 236 feet in diameter, that seems to float over a large traffic intersection. An iconic landmark: At night the slender bike ring is lit from below to enhance the floating effect.



## 5 New Mixed Use Neighborhood at 90th Street



This showcase project illustrates ideas for the long term transformation of an existing mobile home park located in Oak Lawn between 90th and 92nd Streets. The areas around the site are primarily residential with some retail along Cicero Avenue and some light industrial and other commercial uses to the south.

A new vibrant neighborhood of high quality affordable townhomes, multi-family dwellings and new retail along Cicero Avenue is envisioned for the future. One of the main elements of the concept plan is a series of small public open spaces that create a good address for new residential development.

A connected roadway framework is recommended to improve circulation and to maintain connections to the surrounding community. Mixed-use buildings along Cicero Avenue can provide new retail to serve the larger Corridor.

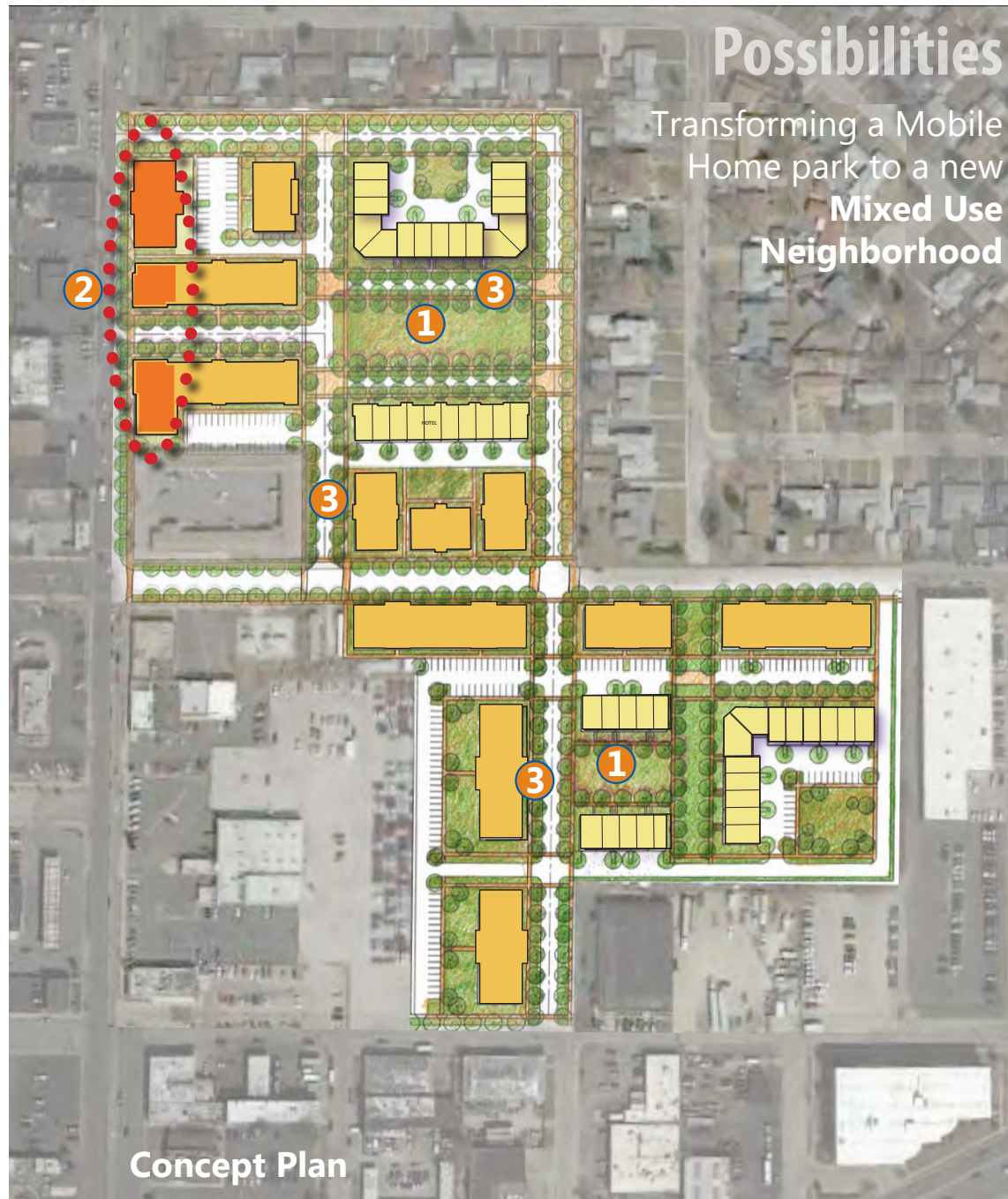
A vibrant mixed-use development would be a great complement to the neighboring single family residences and help raise the value of the surrounding homes.



## 5 New Mixed Use Neighborhood at 90th Street

### CONCEPT PLAN ELEMENTS

1. Central Open Spaces that provide a good address for new residential development.
2. Opportunity to add new retail along Cicero Avenue in mixed-use buildings along the street.
3. A connected framework of tree lined pedestrian friendly streets



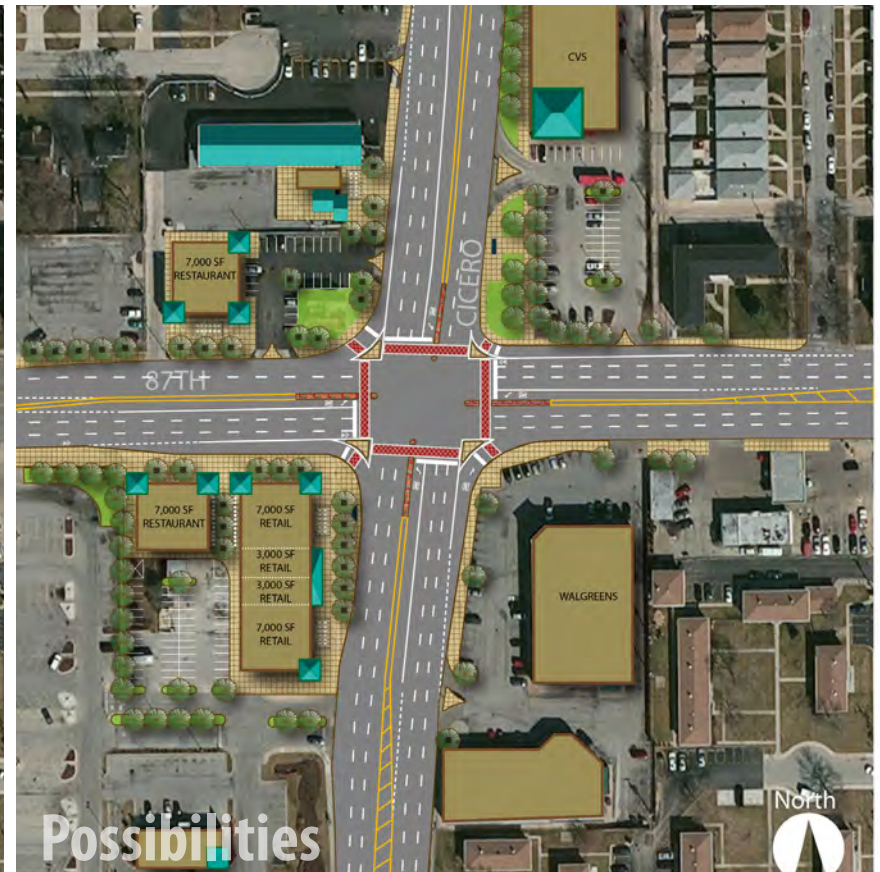
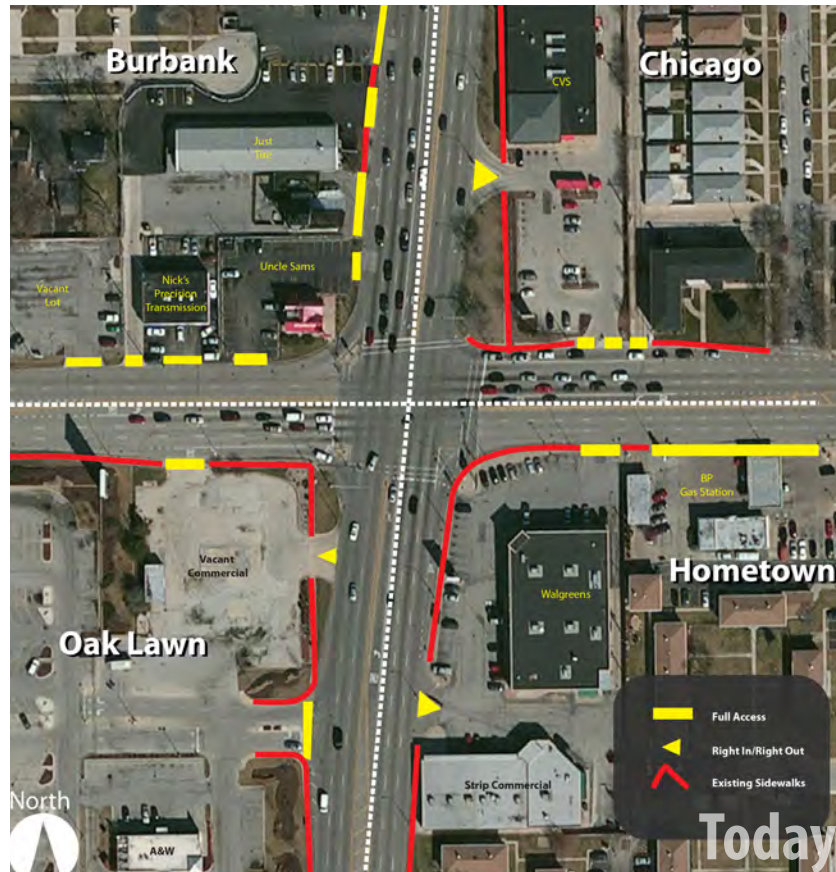
Concept Plan

### At-Grade Solutions: Intersection Improvements

Potential intersection improvements to create safer pedestrian and bicycle crossings were developed for the Cicero Avenue and 87th Street intersection. The same design solutions can be used at the 111th and Cicero Avenue intersection for pedestrian and bicycle safety, and other intersections throughout the Corridor. Major elements of the design include the following:

- Consolidate access points and curb cuts
- Provide continuous sidewalks along arterials
- Install clearly marked crosswalks
- Install refuge islands where appropriate
- Add countdown timers to pedestrian signals
- Tighten corner radius of streets where possible to reduce speed of turning vehicles and to shorten the travel distance for pedestrians
- Feature high quality plazas, landscaping, outdoor plaza, seating, protected bus shelters and other street level pedestrian amenities
- Encourage new development to be located closer to the street and place parking to the rear.

Example: Cicero Avenue and 87th Street Intersection Improvements



## 7 Upgrading Retail Centers

Burbank and Bedford Park feature a number of major shopping centers along the Corridor, ranging from strip retail development to big box power centers. These centers typically have large surface parking areas along the street, with minimal landscaping and pedestrian connectivity. Vehicular circulation is often hampered by many curbcuts and disconnected drive aisles. Buildings are set far back from the road and pedestrian connections from the street to the retail entrances are rare.

The Burbank Station retail center was selected to showcase design techniques that can be used to upgrade dated retail centers. The goal is to find ways to create more inviting and attractive shopping destinations that are stronger economic anchors for the community. These techniques include:

### Create Connected Roadway Framework

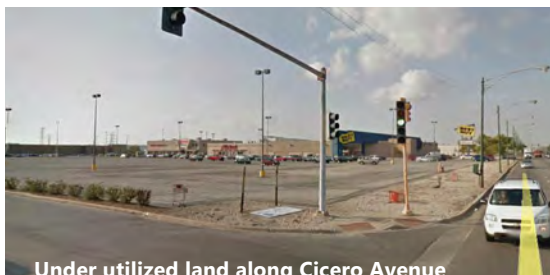
- Consolidate access points from Cicero Avenue and other arterials in signalized intersections that maintain movement, reduce numerous curb-cuts and provide clear driving paths.

### A Clear Pedestrian Framework

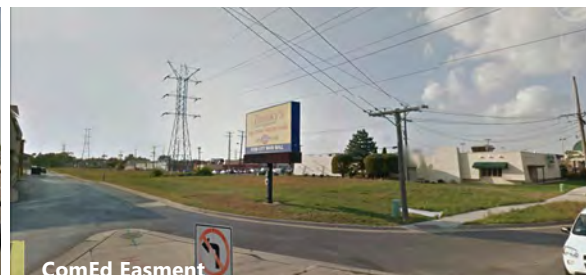
- Improve connections between the shopping centers and surrounding residential neighborhoods.
- Provide better connections to Cicero Avenue for shoppers and employees arriving by transit.
- Provide a continuous sidewalks along Cicero Avenue.

### New Retail Development

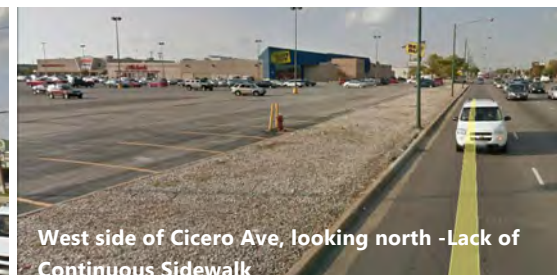
- Take advantage of underutilized surface parking areas for additional retail and restaurant development.
- Place new buildings closer to the street with parking to the rear or sides to bring more activity along the street.



Under utilized land along Cicero Avenue



ComEd Easement



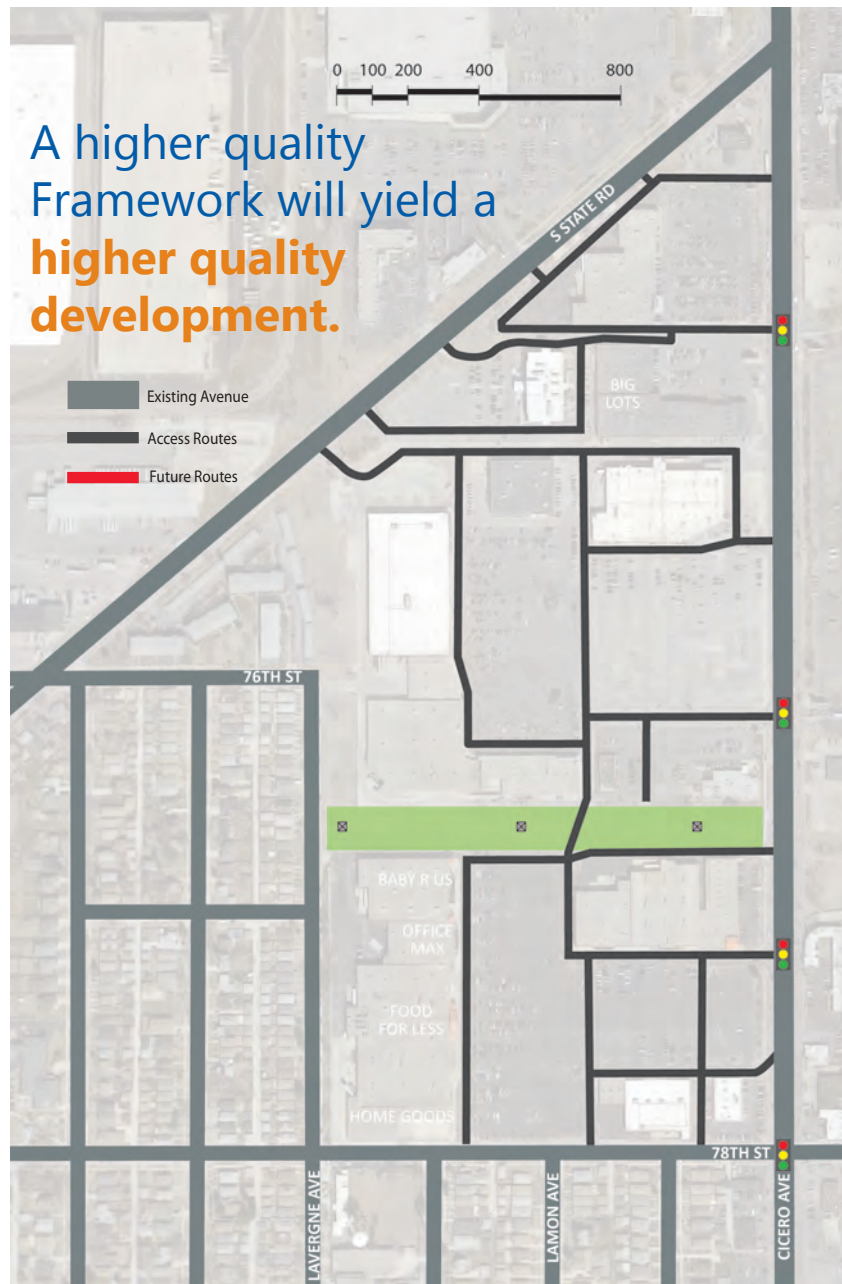
West side of Cicero Ave, looking north -Lack of Continuous Sidewalk



## 7 Showcasing Possibilities to Enliven Retail Centers

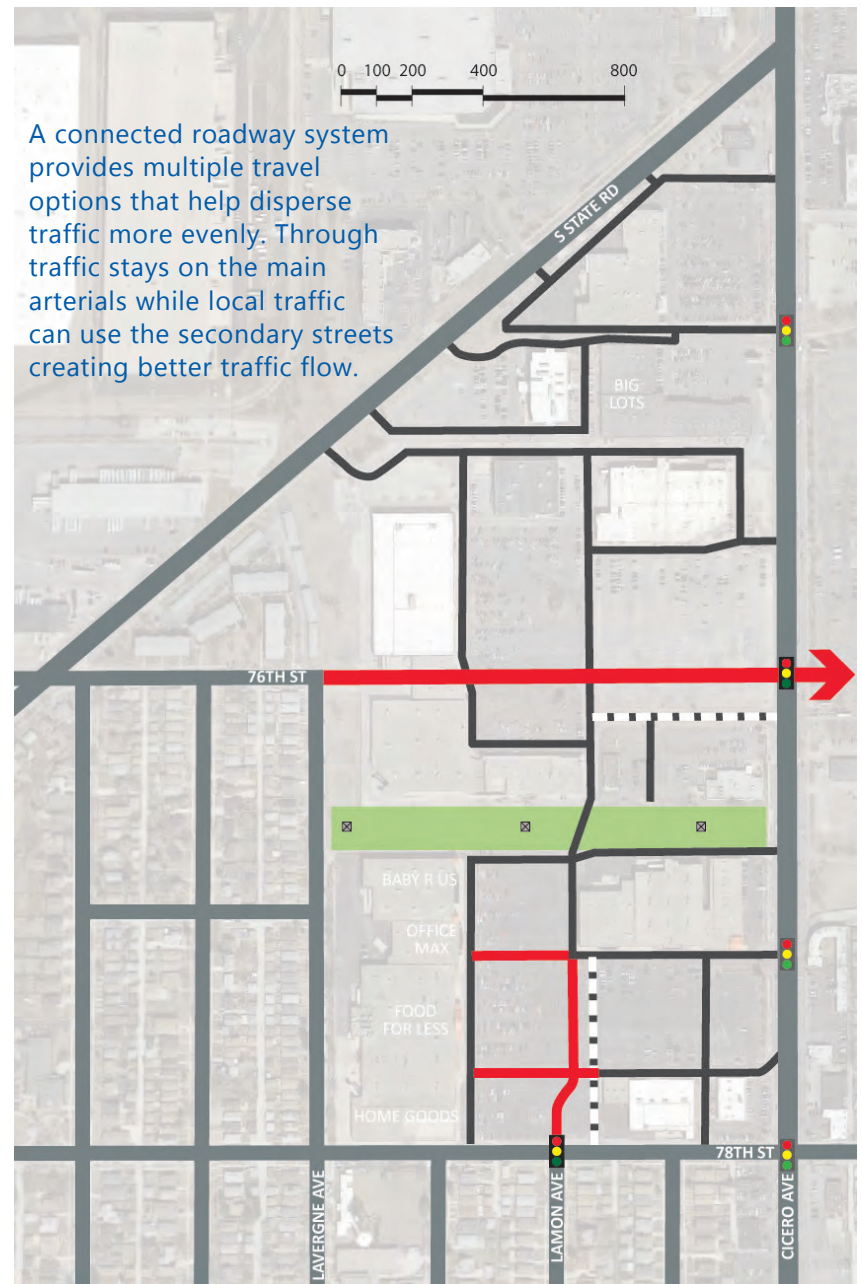
A higher quality Framework will yield a **higher quality development.**

- Existing Avenue
- Access Routes
- Future Routes



Existing Roadway Framework

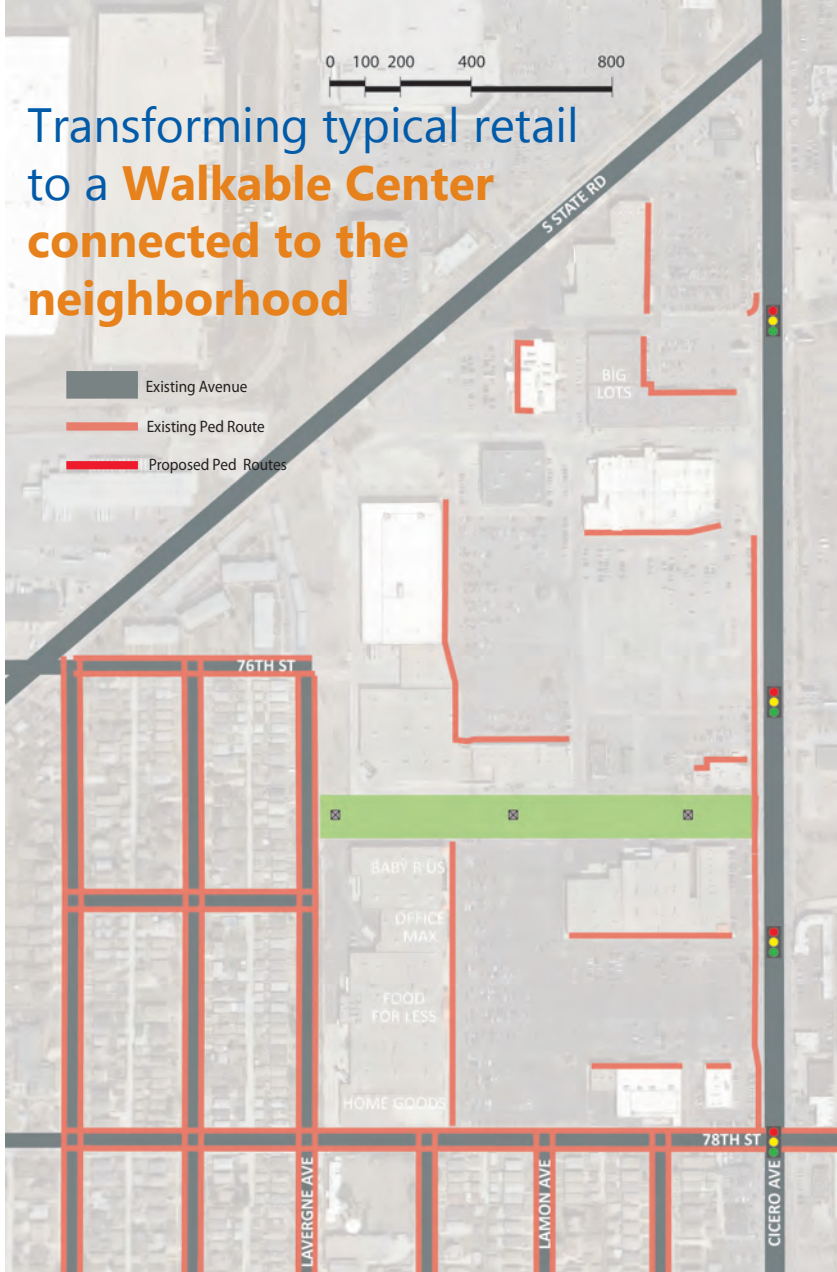
A connected roadway system provides multiple travel options that help disperse traffic more evenly. Through traffic stays on the main arterials while local traffic can use the secondary streets creating better traffic flow.



Proposed Roadway Framework

# 7 Showcasing Possibilities to Enliven Retail Centers

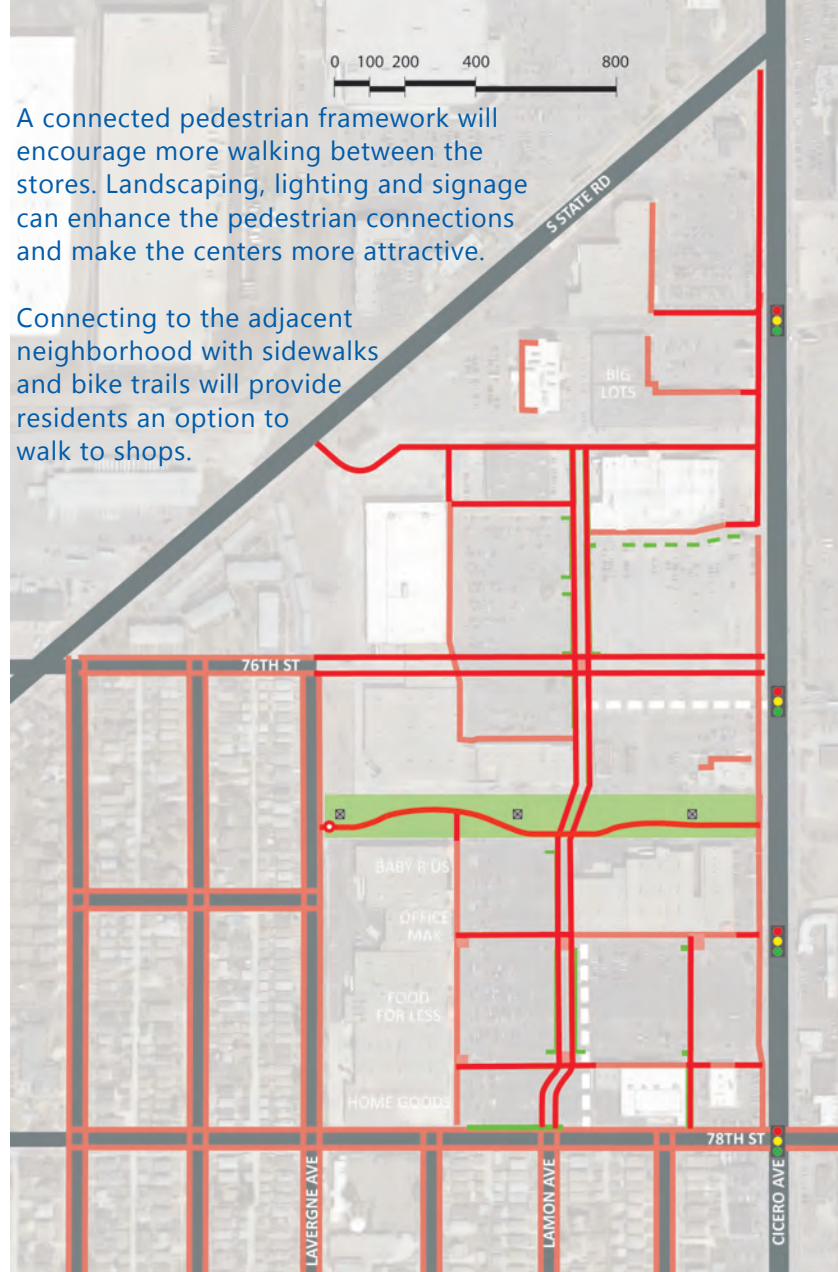
## Transforming typical retail to a **Walkable Center** connected to the neighborhood



Existing Pedestrian Framework

A connected pedestrian framework will encourage more walking between the stores. Landscaping, lighting and signage can enhance the pedestrian connections and make the centers more attractive.

Connecting to the adjacent neighborhood with sidewalks and bike trails will provide residents an option to walk to shops.



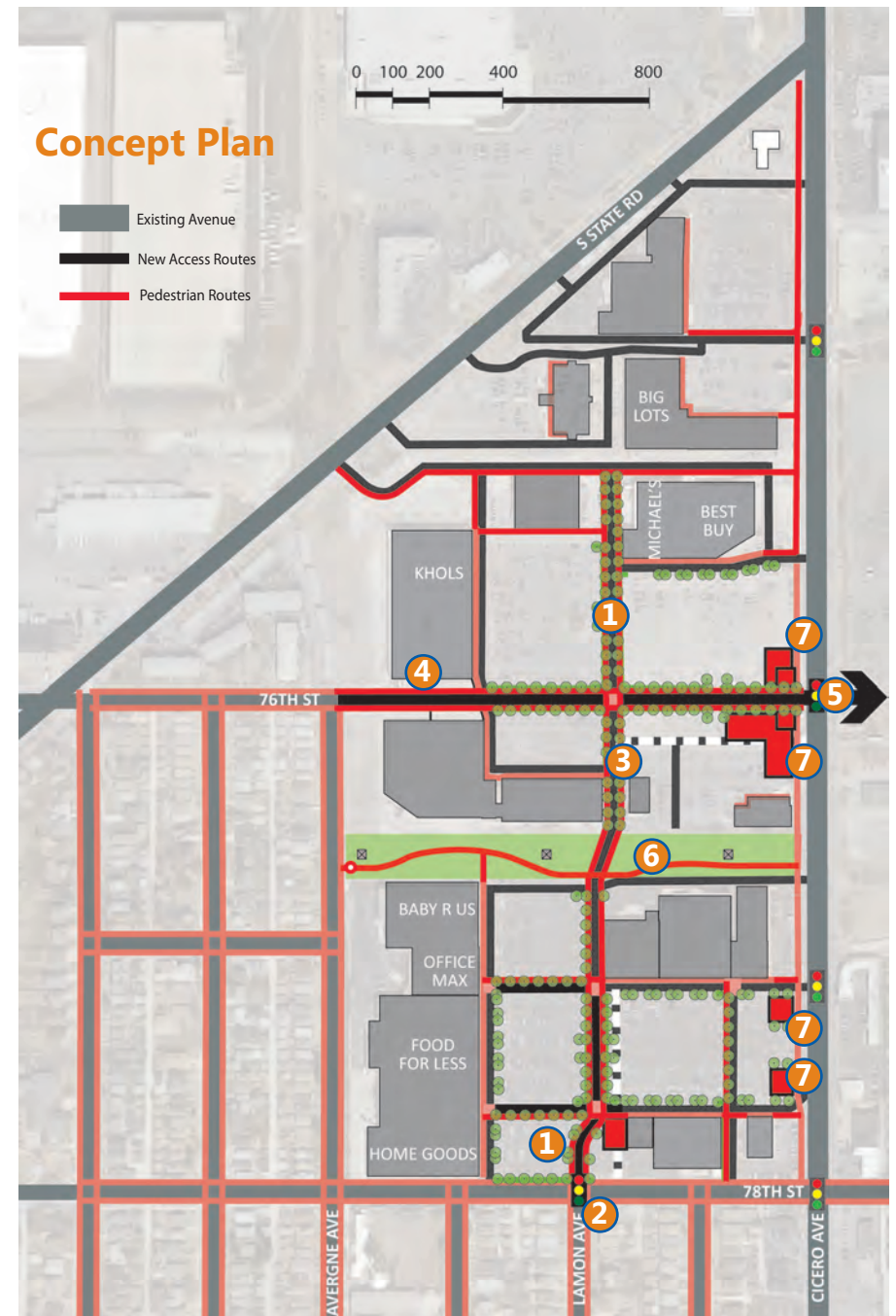
Proposed Pedestrian Framework



### Transforming typical retail to a **Walkable Center** connected to the neighborhood

#### CONCEPT PLAN ELEMENTS

1. Move south entrance to align with Lamon Avenue to create a continuous north-south connection. Add landscape islands with sidewalks along new north-south connection to accommodate the pedestrian connection.
2. Add Traffic Signal at 78th & Lamon Avenue.
3. Restripe parking areas to create landscaped islands with sidewalks to provide new east-west pedestrian connections.
4. Extend 76th eastward to connect to Cicero Avenue by removing small central section of existing retail building. Realign the 76th entrance with Ford City shopping Center at Cicero Avenue.
5. Move traffic signal to the new 76th Street & Cicero Avenue intersection.
6. Create a new trail connection on the ComEd ROW from Lavergne to Cicero Avenue.
7. Develop new retail and restaurants along Cicero Avenue with parking to the rear or sides, and entrances facing the street.

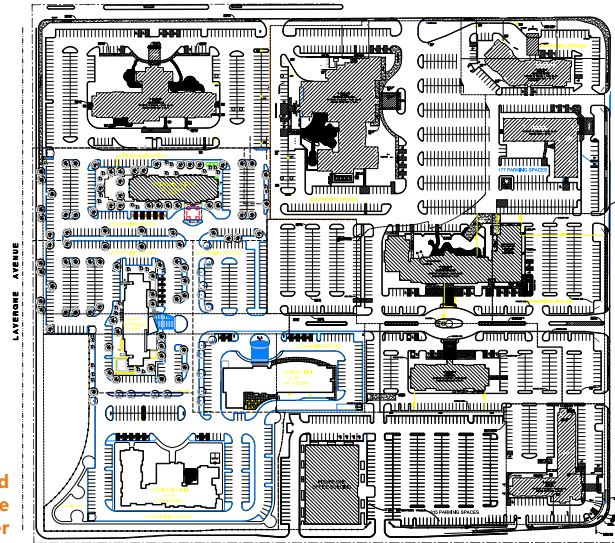


## 8 Strengthening the Midway Hotel Center

The Midway Hotel and Conference Center complex at the north end of the Corridor is a great example of a highly successful development and a major regional anchor. With its high volume of visitor traffic, the complex could be a catalyst for other development in the Corridor, especially the underutilized sites across Cicero Avenue. The complex is almost fully built-out, with new development already planned for the few remaining vacant parcels. Parking is provided in surface lots distributed throughout the Center.

While the Center is near full build-out, there are significant opportunities to improve pedestrian connections within the Center and to Cicero Avenue. New parking structures can support additional new development, especially more restaurants along the Cicero Avenue frontage.

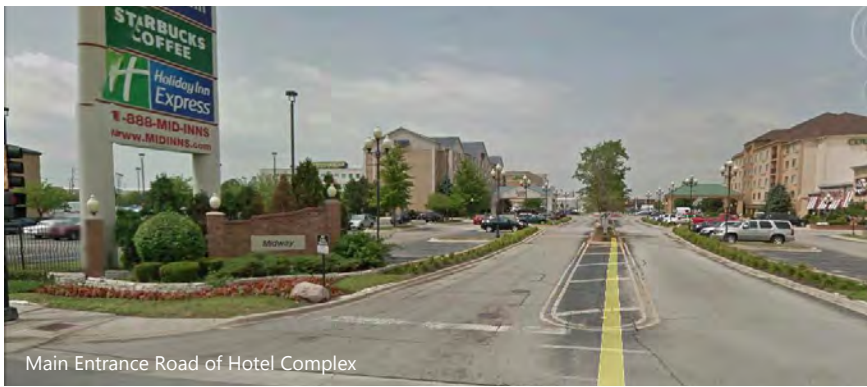
Existing and Planned Developments at the Hotel Center



The successful Midway Hotel Center can be a catalyst for new development in this part of the corridor.



# 8 Strengthening the Midway Hotel Center



Main Entrance Road of Hotel Complex



Lack of sidewalks throughout the complex



**Major issues and opportunities**

- The complex is almost at full build out. Parking structures are needed to free up surface parking areas for additional new development.
- Lack of a central pedestrian spine and overall pedestrian connections within the site.
- Vacant or under utilized land on the east side of Cicero Avenue that are narrow and challenging to develop.
- Lack of convenience retail within walking distance of the hotels.



# 8 Strengthening the Midway Hotel Center

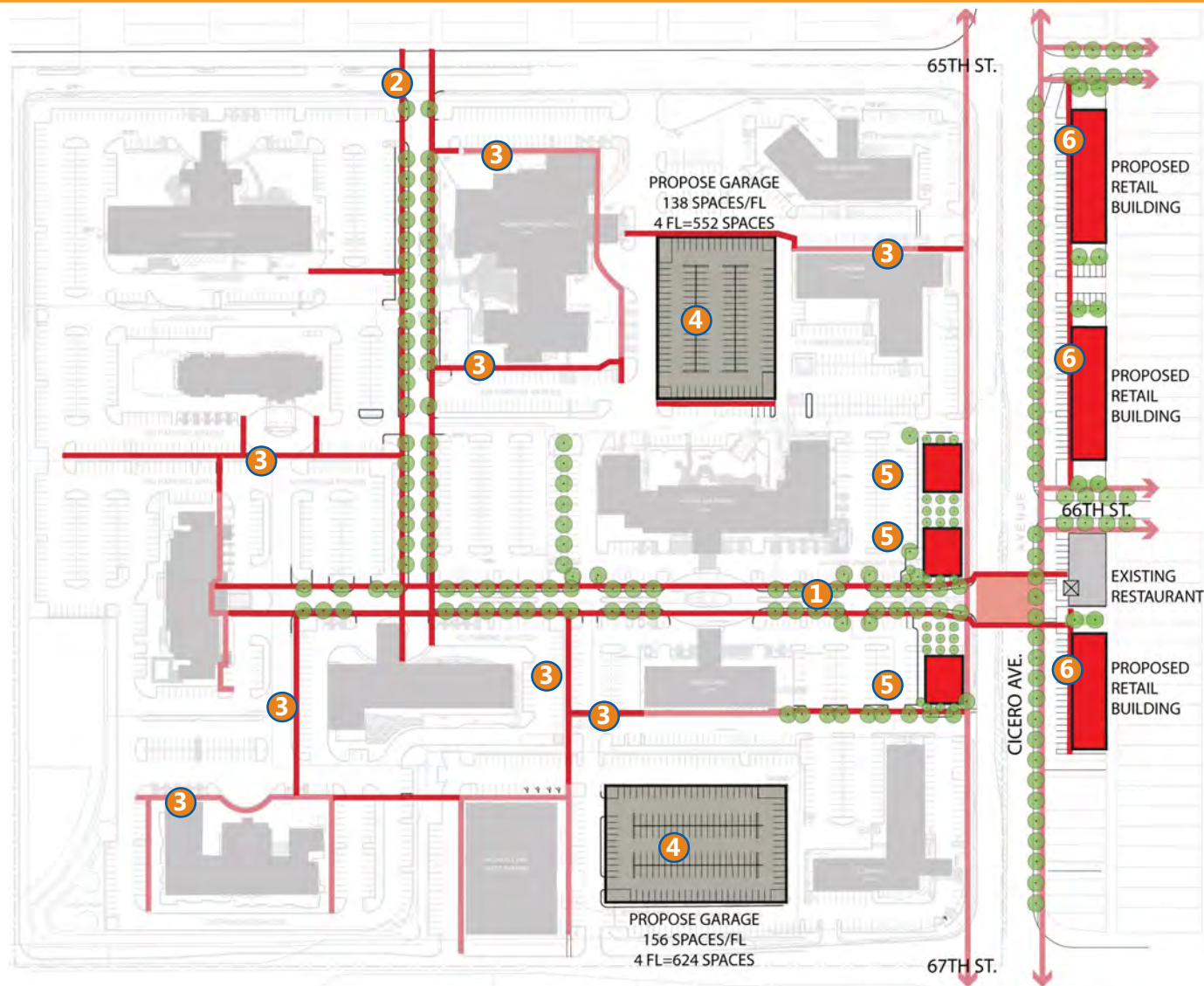
## Recommendations

### Improving pedestrian connections

1. Remove the center landscape median and realign the drive lanes to the center to provide the room to install sidewalks. New sidewalks will create a strong pedestrian connection across the site and to opportunity sites on the east side of Cicero Avenue.
2. Provide continuous sidewalk connections from the main entry drive north to 65th Street.
3. Provide additional new sidewalks to better connect hotel entrances, parking and other amenities within the Center.

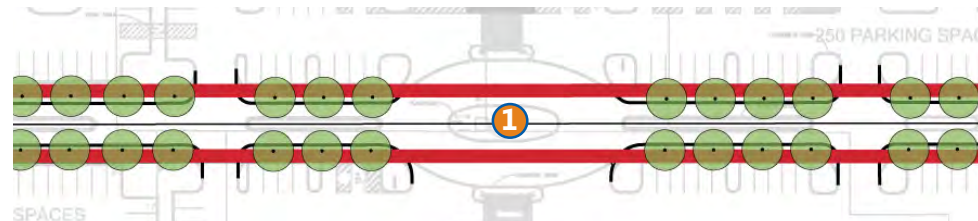
### Adding New Development

4. Potential new parking garages can support additional development in the Center and also provide long term parking for Midway Airport.
5. New restaurants along Cicero Avenue to cater to hotel patrons and visitors, and create an attractive entrance to the Center.
6. New convenience retail development on the narrow vacant or under utilized lots on the east side of Cicero Avenue.



## Concept Plan

Creating a central pedestrian spine at the heart of the Center











# Chapter 8: Funding Toolkit

## Introduction

Redevelopment areas and improvement projects along the Cicero Avenue Corridor will require the use of a combination of funding tools from various levels of government. Due to the complexity and diversity of issues typically involved in the range of projects proposed in the Plan (which includes environmental, transportation, infrastructure, land acquisition/assembly, building demolition/rehabilitation, and business recruitment issues), the Conference, participating municipalities and public agencies will need a number of resources to help address these varying aspects of the Plan. However, the use and flexibility of locally-controlled funding tools cannot be overemphasized. Based on national experience, local funding tools are critical in the implementation of planning initiatives because local funding tools empower municipalities to guide project execution and provide timely assistance.

This section of the Plan summarizes the most relevant funding tools that the Conference and its members may consider to implement the Plan. Locally-controlled resources are presented first; followed by Transportation Agency focused resources; Environmental and Natural Resources agency services and programs; and finally Regional Planning Agency resources. Funding tools and programs are first presented in tabular format by issuing source, with a few key summary notes and an at-a-glance guide to the types of Plan elements to which they may apply. More detailed descriptions of those funding tools follow the tables.

# Chapter 8: Funding Toolkit

**Table 8.1**  
Locally-Controlled Sources

Funding Tool	Agency	Eligible Project								Eligible Project Activities					Eligible Application				Notes
		Roadways	Signals	Transit	Pedestrian / Sidewalks	Bicycles / Trails	Streetscape	Freight	Redevelopment	Planning / Engineering	Construction	Maintenance	Operations	Public Outreach	Land Acquisition	Municipal	County	Agency / MPO	
1	Municipal Bonds	Local	•	•		•	•	•		•	•				•	•		•	<ul style="list-style-type: none"> <li>Debt financing for large cost projects</li> </ul>
2	IL Motor Fuel Tax (MFT)	Local	•	•		•					•	•			•				<ul style="list-style-type: none"> <li>Based on local population</li> <li>Use by local communities</li> </ul>
3	Tax Increment Financing (TIF)	Local	•	•	•	•	•	•	•	•	•				•				<ul style="list-style-type: none"> <li>Value capture tool</li> <li>Subject to eligibility of underlying area</li> </ul>
4	Special Service Area (SSA)	Local	•			•	•	•		•	•	•	•	•			•	•	<ul style="list-style-type: none"> <li>Subject to challenge by majority of property owners</li> <li>Government provides services or contracts with a service provider to provide services</li> </ul>
5	Business District	Local	•	•	•	•	•	•	•	•	•			•	•				<ul style="list-style-type: none"> <li>Impose increased sales tax and/or hotel tax up to 1.0% within the district</li> <li>Subject to eligibility of underlying area</li> </ul>
6	Mass Transit District (MTD)	Local	•	•	•	•	•			•	•						•	•	<ul style="list-style-type: none"> <li>Consortium of municipalities who contribute and aggregate funding for transportation capital projects</li> </ul>
7	Transportation Enhancement Districts (TED)	Local			•	•	•			•	•	•	•		•	•	•	•	<ul style="list-style-type: none"> <li>Potential funding for local municipal transportation improvements</li> </ul>
8	Public-Private Partnerships	Local	•		•	•	•	•	•	•	•	•	•	•	•			•	<ul style="list-style-type: none"> <li>Deal structures vary, from joint development, to leasing, operation and maintenance of public assets</li> <li>Subject to eligibility per state statutes</li> </ul>
9	Development Agency	Local							•	•	•		•	•			•	•	<ul style="list-style-type: none"> <li>Non-profit or quasi-government body that oversees development projects; powers vary according to charter</li> </ul>
10	Revolving Loan/ Downtown Loan Fund	Local				•	•	•		•	•			•	•			•	<ul style="list-style-type: none"> <li>Low-cost loan option for economic development and community improvements</li> <li>Must be first seeded, potentially in partnership with local banks</li> </ul>
11	IL Dept of Commerce and Economic Opportunity	Local	•	•		•			•	•		•			•				<ul style="list-style-type: none"> <li>Subject to eligibility of specific program</li> </ul>

### Local and State Funding Tools

#### Municipal Bonds

Municipal bonds may be considered for special projects during various phases of the Plan that may require more long-term financing. General obligation bonds (GOB) are supported by the full faith and credit of the municipality and typically offer the benefit of low interest rates. (Actual rates vary based upon each municipality's bond rating). Although GOBs may be fully paid off with dedicated revenues generated from a Tax Increment Financing (TIF) district, Special Service Area (SSA), Motor Fuel Tax (MFT), and hotel taxes, etc., any shortcomings in such dedicated revenue would necessarily come from the municipality's General Revenue Fund.

Revenue bonds are supported only by specifically dedicated revenues from one or more identified sources, such as TIF district incremental revenues, SSA revenues, or even by a special assessment (a localized tax increase dedicated for financing a specific project, initiated by petition or by a municipal board of local improvements, and approved by the municipal board of local improvements, subject to objections of affected property owners). Each of these revenue sources is subject to varying limitations in terms of amounts and intended uses. In the case of revenue bonds, if the dedicated revenues are insufficient to meet the debt service requirements, the municipality has no obligation to make up the difference. Due to their increased risk premium, the interest rates on revenue bonds are higher (sometimes considerably) than GOBs.

#### Illinois Motor Fuel Tax Revenue

About 20 percent of the State's MFT revenues are appropriated to municipalities in proportion to population. Counties, Townships, and Road Districts also receive allocations. MFT funds are collected at the sale of gasoline, on a per gallon basis. These funds can be used for infrastructure expenses in coordination with the IDOT. Typical projects include: engineering services; roadway reconstruction; sewer improvements; bicycle paths, lanes, signs, and parking facilities; pedestrian subway or overhead crossings; sidewalks; off-street parking facilities; and street lighting systems.

#### Tax Increment Financing

Value capture mechanisms, such as TIF, can be used to guide the types of development that might not otherwise occur in an area by encouraging developers to construct buildings or other private improvements, and/or by paying for public improvements, such as streets, sidewalks, sewer and water, and similar improvements. Optimally, TIF funds are used strategically to help provide long-term benefits to both the immediate area and to the city and county, creating an improved tax-base for when the term of the funding program expires.

TIF could be helpful in implementing the recommendations in this Plan, because it:

- Signals to the development community that the communities along the Corridor are dedicated to redeveloping opportunity sites and implementing updated infrastructure.
- Provides a source of money to conduct basic preparation activities, such as writing and adopting zoning ordinances, and marketing of redevelopment sites.
- Provides a source of money for general public infrastructure activities, such as the construction of parking spaces, streetscape improvements, and a stormwater management system, and improving the street grid system.
- Provides a source of money for project-specific development activities, such as property assembly and site preparation.

TIF works by capturing new property tax revenues within a specific area and reinvesting them in that area for a period of 23 years. When a TIF is established, the value of all the property in the TIF is examined to determine the Base Equalized Assessed Value, or Base EAV. The property taxes generated annually by the frozen Base EAV are distributed to all taxing districts on a prorated basis. The property taxes generated by growth in EAV above the Base EAV are distributed to the municipality's TIF fund. The growth in EAV occurs as a result of private investment in new development, rehabilitation of existing development, as well as growth in property values through reassessment. TIF districts are currently established

## Chapter 8: Funding Toolkit

in Illinois on the basis of detailed eligibility criteria reflecting conditions of economic stagnation and blight, but other states and communities are exploring utilization of TIF districts on a voluntary basis to capture the value from improvement projects in a non-blighted area, such as new transit infrastructure, which would be channeled back to pay for capital or operating costs.

### Special Service Areas

Special Service Areas (SSA) can be used as a funding tool available for financing public-facing projects whose benefits can be appreciated by the Corridor as a whole. SSAs, also known as Business Improvement Districts (BIDs) and Special Improvement Districts (SIDs), are a useful tool for improving, managing, and maintaining a defined district.

SSAs are used in downtowns, business districts, neighborhoods, parks, and industrial areas to provide funding for infrastructure, maintenance, programs, and other business-related activities. A SSA can be used in conjunction with a TIF, but involves fewer setup and maintenance processes. It is an extra property tax on a defined set of properties (called the “service area”) that reinvests 100% of that tax revenue back into the service area. The SSA budget is typically administered by the municipality which could contract with a service provider such as a Chamber of Commerce or business association.

SSA funds may be used within the service area boundaries for a variety of activities. These include:

- Maintenance and beautification;
- Security services, including, but not limited to, the development of safety programs;
- Recruitment and promotion of new businesses and retention and promotion of existing businesses within the service area;
- Coordinated marketing and promotional activities;
- Strategic planning for the general development of the service area;
- Financing of storefront façade improvements;

- Other technical assistance activities to promote commercial and economic development including, but not limited to, streetscape improvements, strategic transit/parking improvements including parking management studies, and enhanced land use oversight and control initiatives.

SSAs help to increase options for development and redevelopment. Specific benefits include: control and dispose of property; secure bond financing for public improvements and development; enter into contracts with any public or private agency; and, exercise the use of eminent domain for property acquisition for redevelopment purposes.

SSAs are authorized through State law (Illinois Compiled Statutes, Revenue, and Property Tax Code 35 ILCS 200). To create an SSA, first the boundaries and service area are established. The budget for the service area is created by multiplying the total of equalized assessed property values (EAV) for the properties in the service area by a selected SSA tax rate, usually less than, or near, 1% of the EAV. A public hearing on the proposed SSA is conducted in accordance with State statutes. Unless the majority of the property owners of record in the service area object to the SSA, an ordinance is established defining the duration of the SSA.

### Business District

Business Districts provide a flexible financing tool for public and private property improvements within a district. The establishment of a Business District (BD) requires several findings be documented in a plan, including at least one eligibility factor and a finding that the district as a whole has not been subject to growth and development through private investment, or would not reasonably be anticipated to be developed without establishment of the BD. Establishing a BD allows a home rule or non-home rule municipality to levy an increased sales tax and/or hotel tax in 0.25% increments up to 1.0% within the district for up to 23 years. The additional sales tax revenue is collected from businesses by the Illinois Department of Revenue and then distributed monthly (with a three-month lag) to the municipality to fund projects within the district. BD funds can be used within the district for a variety of activities, including:



- Studies, surveys and plans;
- Professional services (architectural, engineering, legal, financial, marketing, planning);
- Property assembly;
- Site preparation, including demolition and clearing and grading of land;
- Public infrastructure, including the installation, repair, construction or relocation of public utilities, streets and site improvements;
- Rehabilitation or renovation of existing buildings in the district;
- Construction or installation of new buildings, streets, equipment, fixtures or utilities;
- Financing costs, including costs of issuance and interest; and
- Relocation costs.

Business Districts are administered by the municipality, and are primarily used to enhance commercial areas by funding public and private improvements. Because the revenue is related to sales and hotel taxes, BDs are most effective in retail and commercial districts with sales tax generating uses. Business Districts can provide a more flexible source of funding private projects than TIF districts, and establishment is often quicker and simpler than TIF districts or SSAs. Business Districts can help to strengthen local commercial tax bases and attract sound and stable commercial growth in the district.

### Mass Transit District

Corridor municipalities could work cooperatively with the RTA, Metra, Pace, IDOT, and the Conference to create a Mass Transit District (MTD) covering or including the Study Area from Cicero Avenue Corridor Study. A MTD, which would need to be formed under Illinois State statutes, would allow participating jurisdictions to collect funds in support of capital investment or improvement of transit services within the MTD boundaries. Funding mechanisms to satisfy the contribution commitments of member jurisdictions within the MTD could vary according to local preferences, and

could include the funding tools described above, such as allocations from capital budgets, local tax revenues, MFT revenues, or from value capture tools such as TIF and SSA. The funds raised could be used to supplement capital investments made by the local transit operators to fulfill local preferences for service and amenities. There are a number of MTDs in northeast Illinois, each of which are governed by a board of representatives of member jurisdictions. A broader vision of this funding tool would be establishment of a Mass Transportation District, which could enable contribution to non-transit transportation modes in the district. A local example of a MTD is The West Suburban Mass Transit District which consists of ten representatives from local municipalities that are located along the Burlington Northern Railroad line.

### Transportation Enhancement District

Corridor municipalities may create a Transportation Enhancement Districts (TED), also known as a Parking Improvement District (PID) within a single municipality or collaboratively with multiple municipalities. A TED is a local development tool that helps communities better manage parking resources while supporting both economic development and mobility. Parking TEDs charge market rates for parking on the street or in off-street public spaces and use part of the increased revenue to make the area more accessible. Other TEDS may fund bicycle and pedestrian infrastructure, or more general transportation improvements and amenities. TEDs are managed like an SSA. These districts can be used to make the area more pedestrian-oriented and connected to the larger neighborhood, improve transit connections, invite more bicycling, and revitalize the streetscape to reflect the character of the neighborhood, and provide a degree of local control over transportation amenities that reflect local priorities.

### Public-Private Partnerships/Developer Contributions

“Public-private partnerships” is an umbrella term that describes collaborative investment between the public and private sector. Examples range from simple joint development of facilities to highly complex deals for leasing, operating and maintaining public assets. Eligible activities are governed by state statute. When there is a



## Chapter 8: Funding Toolkit

direct link to a specific improvement (intersection improvement, turn lanes, sidewalks, etc.) developers are typically required to contribute funding for the improvement.

Public-private partnerships may also include: acquisition and site preparation assistance; density bonuses to improve the economic potential of a development site; expedited permits and reduced fees to reduce development costs; and direct financial incentives in the form of economic incentive agreements/sales tax revenue sharing and/or other revenue-sharing agreements. Economic incentive agreements can be an effective tool to incentivize private property owners to invest in improvements (e.g., shopping center parking surface and landscaping improvements), or attract new tenants to existing properties.

### Development Agency

Formation of a local development agency can facilitate community economic development by overseeing general development goals or specific development projects. Such an agency can be constituted in several formats, with varying degrees of complexity, tax implications, and legal and financing powers. A community development corporation (CDC) is a not-for-profit entity that typically executes development projects and can engage in financial transactions such as obtaining loans and paying for project costs; these are generally established as 501(c)3 entities for tax purposes. Redevelopment Authorities (RDA) have greater legal and financial powers, such as ability to issue bonds and condemn property, and are considered government or quasi-government entities. As such, these are constituted under Illinois State statutes for the purpose of accomplishing specific redevelopment goals, and are accountable to the State, with an appointed executive director and management staff.

### Revolving Loan/Downtown Loan Fund

A revolving/downtown loan program is another funding option that would further the regeneration the Corridor. Many communities have used downtown loan programs to reduce investment risk and increase building values. Such a program might be used for buying commercial property which creates or retains jobs. It might also be used for purchasing, constructing, and rehabilitating a commercial building for business use. Funds typically target both new and expanding businesses for such redevelopment activities as interior improvements, façade and exterior improvements, building additions, site improvements, etc. Some state and federal small business assistance programs are structured to work in combination these types of loan programs.

Typically, the managing entity (usually a municipality or a local non-profit organization) facilitates a revolving loan fund or a community lending pool capitalized by commitments from local financial institutions to provide low-interest/low-cost loans. For example, the managing entity could fund 40% out of the loan pool at a low interest rate. A consortium of private local banks could contribute to the loan fund at prime +1%. Often, to qualify for a loan, jobs must be created or retained and made available to a low/moderate income person. Some residents in parts of the Corridor are considered low / moderate income and could be potential employees at local businesses.

### Illinois Community Development Assistance Program

The Department of Commerce and Economic Opportunity (DCEO) is designated as the agency with direct oversight and administration of the Community Development Block Grant Small Cities Program. The program is currently titled the Illinois Community Development



Assistance Program (CDAP). The mission of this program is to assist Illinois communities in meeting their greatest economic and community development needs, with an emphasis on helping communities with substantial low to moderate-income populations. CDAP consists of the following components:

- **Design Engineering** – Through the Design Engineering grant opportunity, local governments may request a maximum of \$150,000 in grant funds for final design engineering of large-scale construction projects for new or expanding water or sewer systems.
- **Economic Development** – Through the Economic Development grant opportunity, local governments may request a maximum of \$750,000 for gap financing to assist businesses locating or expanding in the community. Funds may be used for machinery and equipment, working capital, building construction and renovation. Applications may be submitted at any time.
- **Public Infrastructure** – Through the Public Infrastructure component, local governments needing to improve public infrastructure and eliminate conditions detrimental to public health, safety, and public welfare may request a maximum of \$450,000 for Public Infrastructure funds to undertake projects designed to alleviate these conditions.
- **Emergency Public Infrastructure** – When emergencies strike, communities may apply for a maximum of \$200,000 in emergency funding to undertake projects that address an emergency or a particular urgency requiring immediate public infrastructure assistance to eliminate conditions detrimental to health, safety, and public welfare. Applications may be submitted at any time.

Website: <http://www.illinois.gov/dceo/CommunityServices/>



# Chapter 8: Funding Toolkit

**Table 8.2**  
Transportation Agency Sources

Funding Tool	Agency	Eligible Project								Eligible Project Activities					Eligible Application				Notes
		Roadways	Signals	Transit	Pedestrian / Sidewalks	Bicycles / Trails	Streetscape	Freight	Redevelopment	Planning / Engineering	Construction	Maintenance	Operations	Public Outreach	Land Acquisition	Municipal	County	Agency / MPO	
1A	Transportation Alternatives Program – IL Transportation Enhancement Program	IDOT			•	•	•	•		•	•			•	•				<ul style="list-style-type: none"> <li>• 20% local match (50% for street lighting and land acquisition);</li> <li>• Applications typically due in fall</li> </ul>
1B	Transportation Alternatives Program – Safe Routes to School	IDOT	•	•		•	•	•		•	•		•		•	•	•	•	<ul style="list-style-type: none"> <li>• IL School Travel Plan required; 20% match required;</li> <li>• Applications are closed for 2014, but may reopen in spring of 2015</li> </ul>
2	Surface Transportation Program (STP)	USDOT	•	•	•	•	•	•		•	•	•			•		•	•	<ul style="list-style-type: none"> <li>• 20% local match</li> </ul>
3	Congestion Mitigation Air Quality (CMAQ)	USDOT	•	•	•	•	•	•		•	•	•			•	•			<ul style="list-style-type: none"> <li>• 20% local match;</li> <li>• 2013 apps were due to COG Planning Liaison by mid-Jan.</li> <li>• Agency/MPO applications are eligible</li> </ul>
4	IL Strategic Highway Safety Improvements Program (SHSP)	USDOT	•	•				•		•	•			•	•	•			<ul style="list-style-type: none"> <li>• 10% match;</li> <li>• Applications due to Bureau of Local Roads by April 15</li> </ul>
5	National Highway Performance Program	USDOT	•	•	•	•				•		•			•	•	•		<ul style="list-style-type: none"> <li>• Projects will typically require 20% match, but could be lower depending on the specific project;</li> <li>• Must be an "eligible facility" includes only those facilities located on the NHS;</li> <li>• Must be included in TIP and included in State Long Range Transportation Plan</li> </ul>
6	TIGER Grants (Transp. Investment Generating Economic Recovery)	USDOT	•		•			•		•	•				•	•	•		<ul style="list-style-type: none"> <li>• 20% match required but priority given to projects with greater local contribution; Grants should be between \$10-\$200 million;</li> <li>• Final applications were due 04/2014;</li> <li>• New funding undetermined;</li> <li>• No state may receive more than 25% of total appropriation; Projects must be in TIP</li> </ul>
7	FTA New Starts / Small Starts / Very Small Starts	USDOT			•					•	•						•		<ul style="list-style-type: none"> <li>• Competitive pool;</li> <li>• Local match required;</li> <li>• Alternatives;</li> <li>• Analysis required</li> </ul>
8	Truck Access Route Program (TARP)	IDOT	•	•				•		•				•	•				<ul style="list-style-type: none"> <li>• 50% local match;</li> <li>• \$900K mal limit;</li> <li>• Applications accepted each fall</li> </ul>
9	Pedestrian and Bicycle funding programs	USDOT				•	•			•	•			•	•	•			<ul style="list-style-type: none"> <li>• Requirements vary by source</li> </ul>



### External Funding Sources

In the following tables, we have identified local, state and federal tools and incentives that can assist the Conference and its municipal and agency partners in implementing the Plan over the multiple phases. Application processes and timelines vary, so the Conference and its partners should start evaluating tools of interest shortly upon completion of this Plan.

### Transportation Agency Sources

#### Transportation Alternatives Program

The Transportation Alternatives Program (TAP) was authorized under Moving Ahead for Progress in the 21st Century Act (MAP-21). The TAP provides funding for programs and projects defined as transportation alternatives, including on- and off-road pedestrian and bicycle facilities, infrastructure projects for improving non-driver access to public transportation and enhanced mobility, community improvement activities, and environmental mitigation; recreational trail program projects; safe routes to school projects; and projects for planning, designing, or constructing boulevards and other roadways largely in the right-of-way of former Interstate System routes or other divided highways.

At present, details and guidance for Illinois' implementation and administration funding programs created under the federal transportation bill, MAP-21, are still being worked out. Especially important will be programming procedures for the TAP, which will combine into one program three different SAFETEA-LU programs: Transportation Enhancements, Safe Routes to School, and Recreational Trails program.

Website: <http://www.cmap.illinois.gov/mobility/walking-and-bicycling/funding-sources>

#### Illinois Transportation Enhancement Program

Website
<a href="http://idot.illinois.gov/transportation-system/local-transportation-partners/county-engineers-and-local-public-agencies/funding-opportunities/ITEP">http://idot.illinois.gov/transportation-system/local-transportation-partners/county-engineers-and-local-public-agencies/funding-opportunities/ITEP</a>
<a href="http://saferoutespartnership.org/state/srts-in-your-state/illinois">http://saferoutespartnership.org/state/srts-in-your-state/illinois</a> ; <a href="http://idot.illinois.gov/transportation-system/local-transportation-partners/county-engineers-and-local-public-agencies/safe-routes-to-school/indel">http://idot.illinois.gov/transportation-system/local-transportation-partners/county-engineers-and-local-public-agencies/safe-routes-to-school/indel</a>
<a href="http://www.cmap.illinois.gov/council-of-mayors">http://www.cmap.illinois.gov/council-of-mayors</a>
<a href="http://www.cmap.illinois.gov/mobility/strategic-investment/cmaq">http://www.cmap.illinois.gov/mobility/strategic-investment/cmaq</a>
<a href="http://www.idot.illinois.gov/transportation-system/transportation-management/planning/SHSP">http://www.idot.illinois.gov/transportation-system/transportation-management/planning/SHSP</a>
<a href="http://www.fhwa.dot.gov/map21/guidance/guidenhpp.cfm">http://www.fhwa.dot.gov/map21/guidance/guidenhpp.cfm</a>
<a href="http://www.dot.gov/tiger/">http://www.dot.gov/tiger/</a>
<a href="http://www.fta.dot.gov/planning/planning_environment_5221.html">http://www.fta.dot.gov/planning/planning_environment_5221.html</a>
<a href="http://www.idot.illinois.gov/transportation-system/local-transportation-partners/county-engineers-and-local-public-agencies/funding-opportunities/truck-access-route-program">http://www.idot.illinois.gov/transportation-system/local-transportation-partners/county-engineers-and-local-public-agencies/funding-opportunities/truck-access-route-program</a>
<a href="http://www.fhwa.dot.gov/environment/bicycle_pedestrian/funding/funding_opportunities.cfm">http://www.fhwa.dot.gov/environment/bicycle_pedestrian/funding/funding_opportunities.cfm</a>

## Chapter 8: Funding Toolkit

The ITEP program is designed to promote alternative transportation options, including bike and pedestrian travel, along with streetscape beautification. The federal funds are awarded competitively, and any local or state government is eligible to apply. Local matching funds are required, and work must begin on the projects within three years. For the current round of funding, the IDOT received 232 applications requesting ITEP federal funding totaling nearly \$260.5 million. A project must fall into one of the eligible categories listed within the ITEP Guidelines Manual and also must relate to surface transportation in order to qualify.

Landscaping and other scenic beautification are allowed as a part of the construction of a Federal-Aid highway project or in conjunction with a TAP funded project. Landscape/streetscape projects are no longer eligible as a stand-alone project. Funding will be provided for up to 80% of the project costs. The remaining 20% is the responsibility of the program sponsor with the exception of street lighting and land acquisition which is funded at 50% for projects selected under the program.

Webpage: <http://idot.illinois.gov/transportation-system/local-transportation-partners/county-engineers-and-local-public-agencies/funding-opportunities/ITEP>

### Safe Routes to School

From 2005 to 2012, Safe Routes to School initiatives were funded through a standalone federal Safe Routes to school program. This program provided more than \$1 billion in funding in all states to support infrastructure improvements and programming to make it safer for children to walk and bicycle to and from school. In June 2012, Congress passed a new transportation bill, MAP-21. This legislation made significant changes to funding for bicycling, walking and Safe Routes to School. The federal Safe Routes to School program has now been combined with other bicycling and walking programs into a new program called Transportation Alternatives. Safe Routes to School projects are called out as being eligible for Transportation Alternatives, but no minimum funding level is required.

The purposes of the program and funding are:

1. To enable and encourage children, including those with disabilities, to walk and bicycle to school;
2. To make bicycling and walking to school a safer and more appealing transportation alternative, thereby encouraging a healthy and active lifestyle from an early age; and
3. To facilitate the planning, development, and Implementation of projects and activities that will improve safety and reduce traffic, fuel consumption, air pollution in the vicinity of schools.

State DOTs may make grants to state, local, and regional agencies, including nonprofit organizations, to implement Safe Routes to School programs. Eligible activities for funding under Safe Routes to School include both infrastructure projects and non-infrastructure related activities. States were to spend 70-90% of their funding on infrastructure projects that improve safety for children walking and bicycling to school. All improvements had to be made within a two-mile radius of school.

Illinois has funded more than \$43 million in local Safe Routes to School projects. All applications require an approved Illinois School Travel Plan. Illinois has a state advisory committee. The IL SRTS program is funded through the Transportation Alternatives Program and requires a 20% local matching. The last round of applications were due on January 31, 2014. Municipalities, counties, townships, or park districts could apply for up to \$200,000 for infrastructure projects (items like sidewalk upgrades, crosswalks, flashing beacons, bikeways, and parking racks) and up to \$24,000 in non-infrastructure projects.

Websites: <http://saferoutespartnership.org/state/srts-in-your-state/illinois>;

<http://idot.illinois.gov/transportation-system/local-transportation-partners/county-engineers-and-local-public-agencies/safe-routes-to-school/index>

### Surface Transportation Program

The Surface Transportation Program (STP) provides flexible funding that is used by states and localities on any Federal-aid highway,



bridge projects on any public road, transit capital projects, and bus terminals and facilities. The federal share for the program generally is 80%. Each of the region's 11 Councils of Mayors are allocated STP funding on the basis of population. Each Council oversees the planning and programming of these STP funds within their own region, and has developed their own set of project selection guidelines. The Southwest Conference of Mayors (SWC) is the lead agency for programming STP funds in the southwest suburbs. All selected projects must be submitted to CMAP for inclusion in the region's Transportation Improvement Program (TIP).

CMAP Council of Mayors website: <http://www.cmap.illinois.gov/council-of-mayors>

### Congestion Mitigation Air Quality

Congestion Mitigation and Air Quality (CMAQ) is a federally funded program part of the surface transportation improvements designed to improve air quality and to mitigate congestion. Eligible projects may include transit improvements, commuter parking, traffic flow improvements (that do not add lanes), access to transit, and bicycle enhancements. Projects are submitted for northeastern Illinois through the Chicago Metropolitan Agency for Planning (CMAP). CMAQ grants are awarded each fiscal year dependent on available funding from the Congressional appropriation of funds. The recently passed federal transportation authorization legislation, Moving Ahead for Progress in the 21st Century (MAP-21), does not extend the authority to fund CMAQ projects at 100% federal in FFY 2013 and beyond. CMAQ funded phases will require a minimum of 20% local match.

Starting with the FY 2014-2018 program development, Phase I engineering is no longer a CMAQ eligible phase for funding. Projects that require Phase I engineering must fund that phase with non-CMAQ funds. Project proposals are required to demonstrate that Phase I engineering has been initiated prior to the Project Selection Committee releasing a draft program recommendation to be considered for inclusion in the program. Changes have been made to eligibility of engineering phase for transit projects (now

greater than 50%) from the current cap of 50% federal funding under the CMAQ program.

Project proposals from the public and private sector are welcome. Projects not submitted by a state agency or local government must have an appropriate sponsor. A sponsor is any state agency or unit of government having the authority to levy taxes and those agencies authorized to receive FTA Section 5307 funding. Sponsors can include, but are not limited to counties, municipalities, townships, park districts, forest preserve districts, and library districts. Project applications submitted by local sponsor agencies are required to be reviewed by their subregional planning area staff (Council of Mayors' Planning Liaisons). The sponsor must have already committed matching funds when the project is submitted to CMAP. Proposals which indicate that the sponsor will pay more than the minimum local match will be identified for the CMAQ Project Selection Committee and may be given extra consideration.

Local match is a minimum of 20% of the total CMAQ funds being requested (some exceptions may apply for a few project types). The local match does not necessarily have to be provided by the sponsor. Several avenues exist through which other funding may be available, but it must be a non-federal source to qualify as match. A firm deadline of two years past the programmed year will be instituted for the accomplishment of each phase. If the phase is not completed on time, regardless of the reasons, the funding for remaining phases will be removed and that work placed on a deferred project list.

Projects are evaluated primarily on cost-effectiveness of air quality improvements, but also on their ability to help implement the goals and objectives of the region's adopted comprehensive plan, GO TO 2040.

Website: <http://www.cmap.illinois.gov/mobility/strategic-investment/cmaq>

### Illinois Strategic Highway Safety Improvement Program

The goal of the Illinois Strategic Highway Safety Improvement Program (SHSP) program is to significantly reduce traffic fatalities



## Chapter 8: Funding Toolkit

and severe injuries. Funds are used to make safety improvements to locations where there has been an historical occurrence of crashes. Illinois' SHSP is a core federal program (intended to produce a measurable and significant reduction in fatalities and serious injuries resulting from traffic related crashes on all public roads. HSIP is a data-driven, strategic approach program for infrastructure improvements administered by the Federal Highway Administration (FHWA). Emphasis is placed on performance. States are required to set performance measures and targets for reductions in the number of fatalities and serious injuries and the reduction in the rate of fatalities and serious injuries per million vehicle miles traveled. In addition, ensuring there are reductions in fatalities and serious injuries on rural major and minor collector roads and rural local roads as well as with older (>65 years old) drivers and pedestrians is a priority.

Website: <http://www.idot.illinois.gov/transportation-system/transportation-management/planning/SHSP>

### National Highway Performance Program

The purposes of the National Highway Performance Program (NHPP) are (1) to provide support for the condition and performance of the National Highway System (NHS); (2) to provide support for the construction of new facilities on the NHS; and (3) to ensure that investments of Federal-aid funds in highway construction are directed to support progress toward the achievement of performance targets established in a State's asset management plan for the NHS.

NHPP funds may be obligated only for a project on an "eligible facility" that is a project, part of a program of projects, or an eligible activity supporting progress toward the achievement of national performance goals for improving infrastructure condition, safety, mobility, or freight movement on the NHS and is consistent with the planning requirements of Sections 134 and 135. Projects must be identified in the STIP/TIP and be consistent with the Long-Range Statewide Transportation Plan and the Metropolitan Transportation Plan(s).

Typical Eligible Activities (see website for full list):

- Construction, reconstruction, resurfacing, restoration, rehabilitation, preservation, or operational improvement of segments of the NHS, bridges/tunnels on the NHS.
- Construction, reconstruction, resurfacing, restoration, rehabilitation, and preservation of, and operational improvements for, a Federal-aid highway not on the NHS, and construction of a transit project eligible for assistance under chapter 53 of title 49.
- Bicycle transportation and pedestrian walkways in accordance with section 217. The project or activity must be associated with an NHS facility.
- Highway safety improvements for segments of the NHS.
- Capital and operating costs for traffic and traveler information monitoring, management, and control facilities and programs. The project or activity must be associated with an NHS facility.
- Construction of publicly owned intracity or intercity bus terminals servicing the NHS.

The following activities were eligible under the NHS program prior to enactment of MAP-21 but were not carried forward into the NHPP. These continue to be eligible under the NHS program.

- Transportation planning
- Highway research and planning
- Highway-related technology transfer activities
- Carpool and vanpool projects

Website: <http://www.fhwa.dot.gov/map21/guidance/guidenhpp.cfm>

### Transportation Investment Generating Economic Recovery Grants

Transportation Investment Generating Economic Recovery (TIGER) grants invest in road, rail, transit, and port projects to preserve and create jobs, promote economic recovery, invest in transportation infrastructure to provide long-term economic benefits, and assist those areas most affected by the economic downturn. Projects



can include highway or bridge rehabilitation, interchange reconstruction, road realignments, public transportation projects (including projects in the New Starts or Small Starts programs), passenger rail projects, and freight rail projects. Since 2009, Congress has dedicated more than \$4.1 billion for six rounds to fund projects that have a significant impact on the Nation, a region or a metropolitan area. Application for sixth round of TIGER grants in 2014 totaled \$9.5 billion, 15 times the \$600 million set aside for the program, demonstrating the continued need for transportation investment nationwide. The USDOT received 797 eligible applications, compared to 585 in 2013, from 49 states, U.S. territories and the District of Columbia.

The criteria for the TIGER Discretionary Grant program were announced in the notice of funding availability in the Federal Register. Final applications for 2014 were to be submitted through Grants.gov by April 28, 2014. "Eligible Applicants" for TIGER Discretionary Grants are State, local, and tribal governments, including U.S. territories, transit agencies, port authorities, metropolitan planning organizations (MPOs), other political subdivisions of State or local governments, and multi-State or multi-jurisdictional groups applying through a single lead applicant. Projects are eligible for TIGER Discretionary Grants under:

- Highway or bridge projects eligible under title 23, United States Code;
- Public transportation projects eligible under chapter 53 of title 49, United States Code;
- Freight rail projects;
- High speed and intercity passenger rail projects; and
- Port infrastructure investments.

The FY 2014 Consolidated Appropriations Act specifies that TIGER Discretionary Grants may be not less than \$10 million (except in rural areas) and not greater than \$200 million. Pursuant to the FY 2014 Consolidated Appropriations Act, no more than 25 percent of the funds made available for TIGER Discretionary Grants (or \$150 million) may be awarded to projects in a single State. There is no minimum request for planning, but there is a \$3 million maximum.

In the past, the US DOT has awarded grantees as little as \$85,000 for a small project in planning.

For capital grants, the minimum request for a project in an urbanized area is \$10 million. While the statutory maximum for any TIGER Grant is \$200 million, awards have averaged around \$10 million per grant. Planning grants are subject to the same requirements for match as capital grants; namely, a minimum of 20% match for urban areas.

Website: <http://www.dot.gov/tiger>

### New Starts /Small Starts/Very Small Starts

The Federal Transit Administration (FTA) provides funding for major new capital investments. A new capital investment program category – Small Starts was added to create a simplified process for smaller projects (projects with total project cost of less than \$250 million and requesting less than \$75 million grant funding). This extends eligibility to include bus corridor improvement projects such as Bus Rapid Transit (BRT). Small Starts projects must: a) meet the definition of a fixed guideway for at least 50% of the project length in the peak period; b) be a new fixed guideway project; or c) be a new corridor-based bus project with defined BRT elements.

Additionally, the FTA has also defined a class of projects that are very simple, low-cost, and demonstrably effective called Very Small Starts within the Small Starts program. Very Small Starts projects are bus or rail projects with elements similar to Small Starts, but have other attributes that distinguish them from Small Starts. Bus projects must include defined BRT elements.

Website: [http://www.fta.dot.gov/12304\\_2608.html](http://www.fta.dot.gov/12304_2608.html)

### Truck Access Route Program (TARP)

The purpose of TARP is to help local governments upgrade roads to accommodate 80,000 pound truck loads. Every fall IDOT solicits local projects that can be constructed during the upcoming fiscal year. They encourage applicants to submit their inquiries and requests for assistance to the district Local Roads and Streets office



# Chapter 8: Funding Toolkit

**Table 8.3**  
Environmental and Natural Agency Sources

Funding Tool	Agency	Eligible Project								Eligible Project Activities					Eligible Application				Notes
		Roadways	Signals	Transit	Pedestrian / Sidewalks	Bicycles / Trails	Streetscape	Freight	Redevelopment	Planning / Engineering	Construction	Maintenance	Operations	Public Outreach	Land Acquisition	Municipal	County	Agency / MPO	
1 Illinois Green Infrastructure Grant (IGIG)	ILEPA	•						•	•	•					•	•	•	•	<ul style="list-style-type: none"> <li>• 25% local match for stormwater retention and Green Infrastructure small projects;</li> <li>• 15% local match for combined sewer overflow;</li> <li>• 20% of grant can be used for design</li> <li>• 2014 applications under review</li> </ul>
2A IDNR Bicycle Path Program	IDNR					•			•	•				•	•	•	•	•	<ul style="list-style-type: none"> <li>• 50% local match; \$200K Max limit;</li> <li>• Applications due each March</li> </ul>
2B IDNR Recreational Trails Program	IDNR				•	•			•	•				•	•	•	•	•	<ul style="list-style-type: none"> <li>• 20% local match; \$200K Max limit;</li> <li>• Applications due each March</li> </ul>
2C IDNR Open Space Lands Acquisition & Development (OSLAD)	IDNR				•	•			•	•				•	•	•	•	•	<ul style="list-style-type: none"> <li>• Could fund parks/trails as part of TOD;</li> <li>• 50% local match; \$400K Max;</li> <li>• Applications accepted May-July each year</li> </ul>
3 Rivers, Trails & Conservation Assist. (RTCA)	NPS					•			•	•				•	•	•	•	•	<ul style="list-style-type: none"> <li>• National Park Service community assistance program;</li> <li>• Applications due August 1</li> </ul>
4A USEPA Brownfields Areawide Planning Program	USEPA							•	•				•	•	•	•	•	•	<ul style="list-style-type: none"> <li>• Applicant can be local government or development authority;</li> <li>• Applications due June 1; \$175K Max</li> </ul>
4B USEPA Brownfields Program - Assessment Grant	USEPA							•	•				•	•	•	•	•	•	<ul style="list-style-type: none"> <li>• Applicant can be local government or development authority;</li> <li>• Applications due each year in November; \$400K Max</li> </ul>
4C USEPA Brownfields Program - Cleanup Grant	USEPA							•	•	•	•	•		•	•				<ul style="list-style-type: none"> <li>• Applicant must be property owner (not private property);</li> <li>• Applications due each year in Nov;</li> <li>• 20% match; \$200k Max per site</li> </ul>

Website
<a href="http://www.epa.state.il.us/water/financial-assistance/igig.html">http://www.epa.state.il.us/water/financial-assistance/igig.html</a>
<a href="http://www.dnr.state.il.us/ocd/newbike2.htm">http://www.dnr.state.il.us/ocd/newbike2.htm</a>
<a href="http://www.dnr.state.il.us/ocd/newrtp2.htm">http://www.dnr.state.il.us/ocd/newrtp2.htm</a>
<a href="http://www.dnr.state.il.us/ocd/newoslad1.htm">http://www.dnr.state.il.us/ocd/newoslad1.htm</a>
<a href="http://www.nps.gov/ncrc/programs/rtca/">http://www.nps.gov/ncrc/programs/rtca/</a>
<a href="http://epa.gov/brownfields/areawide_grants.htm">http://epa.gov/brownfields/areawide_grants.htm</a>
<a href="http://epa.gov/brownfields/assessment_grants.htm">http://epa.gov/brownfields/assessment_grants.htm</a>
<a href="http://epa.gov/brownfields/cleanup_grants.htm">http://epa.gov/brownfields/cleanup_grants.htm</a>

that serves your county. The TARP program will provide \$45,000 per lane mile and \$22,000 per eligible intersection for selected projects. The state participation will not exceed 50% of the total construction costs or \$900,000, whichever is less.

Website: <http://www.idot.illinois.gov/transportation-system/local-transportation-partners/county-engineers-and-local-public-agencies/funding-opportunities/truck-access-route-program>

**Pedestrian and Bicycle Funding Programs**

FHWA has published a listing of funding sources for pedestrian and bicycle projects – Bicycle and Pedestrian Funding Opportunities: Federal Transit and Federal Highway Funds, revised August 13, 2014, to incorporate programs authorized under the MAP-21. This website presents a table indicating potential eligibility for pedestrian and bicycle projects under Federal Transit and Federal Highway programs.

Website: [http://www.fhwa.dot.gov/environment/bicycle\\_pedestrian/funding/funding\\_opportunities.cfm](http://www.fhwa.dot.gov/environment/bicycle_pedestrian/funding/funding_opportunities.cfm)

**Environmental and Natural Resources Agencies**

**Illinois Environmental Protection Agency**

**Illinois Green Infrastructure Grants**

Under this program run by the Illinois Environmental Protection Agency (ILEPA), Illinois Green Infrastructure Grants (IGIG) are available to install green infrastructure best management practices (BMPs) to control stormwater runoff for water quality protection. Three categories of grants are available: combined sewer overflow rehabilitation projects that will reduce the number and volume of overflow incidents; stormwater retention and infiltration projects that improve water quality; and green infrastructure small projects that demonstrate best practices in a highly visible setting. Maximum grant amounts vary among these three categories from \$75,000 to \$3,000,000; local match requirement minimums are 15%-25%. Winning projects in the 2011 program included (among others) green pavement and alleys, riparian zone restorations,

## Chapter 8: Funding Toolkit

rain gardens, and campus and neighborhood improvements. "Shovel ready" projects are favored over general concept studies, and administration, education and monitoring activities are not eligible. Applications, submitted for the FY 14 grant cycle deadline (December 15, 2013), are currently under review for funding.

Website: <http://www.epa.state.il.us/water/financial-assistance/igig.html>

### Illinois Department of Natural Resources

The Illinois Department of Natural Resources (IDNR) administers several outdoor recreation grant programs that may be applicable to the Plan.

#### Bicycle Path Program

The IDNR Bicycle Path Program helps with the acquisition, construction and rehabilitation of public, non-motorized bicycle paths and directly related support facilities. Applications must be received by IDNR by March 1 of each calendar year. Applications are evaluated on a competitive basis according to criteria set by the Department. Grant awards are generally announced within six months following the application deadline date. Eligible project costs include:

- Linear corridor land acquisition costs, including associated appraisal fees; and
- Bicycle path development or renovation including site clearing and grading, drainage, surfacing, bridging, fencing, signage, and directly related support facilities such as potable water and restroom facilities.

Financial assistance up to 50% of approved project costs is available through the program. Maximum grant awards for development projects are limited to \$200,000 per annual request; no maximum exists for acquisition projects.

Website: <http://dnr.state.il.us/ocd/newbike2.htm>.

#### Recreational Trails Program

The IDNR Recreational Trails Program (RTP) program can provide up to 80% federal funding on approved projects and requires a minimum 20% non-federal funding match. Applications for grant assistance must be received by IDNR no later than March 1 of each calendar year. Awards are generally announced within 180 days following the application deadline date.

Examples of eligible project activities include:

- Trail construction and rehabilitation;
- Restoration of areas adjacent to trails damaged by unauthorized trail uses;
- Construction of trail-related support facilities and amenities; and
- Acquisition from willing sellers of trail corridors through easements or fee simple title

Website: <http://dnr.state.il.us/ocd/newrtp2.htm>

#### Open Space Lands Acquisition and Development

The IDNR Open Space Lands Acquisition and Development program (OSLAD) assists local government agencies in the acquisition and development of land for public parks and open space. This program has been used to fund bicycle/multi-use trail development. The OSLAD program is state financed and grants of up to 50% may be obtained. Acquisition grants are limited to \$750,000 and park development grants are limited to \$400,000. Applications are accepted between May 1 and July 1 of the calendar year.

Examples of eligible projects include:

Acquisition of land for new park sites or park expansion, water frontage, nature study, natural resource preservation, and Development/renovation of:





- Picnic and playground facilities
- Outdoor nature interpretive facilities
- Sports courts and play fields
- Swimming pools, beaches and bathhouses
- Campgrounds and fishing piers
- Winter sports facilities
- Park roads and paths, parking, utilities and restrooms
- Architectural/engineering (a/e) services necessary for proper design and construction of approved project components

Website: <http://dnr.state.il.us/ocd/newoslad1.htm>.

### Rivers, Trails, and Conservation Assistance

The Rivers, Trails, and Conservation Assistance (RTCA) program is the community assistance arm of the National Park Service (NPS). RTCA staff provides technical assistance to communities to conserve rivers, preserve open space, and develop trails and greenways. RTCA staff assists communities with natural resource conservation and outdoor recreation projects including multi-use trail, single-purpose trails, greenways, river corridor conservations, land protection, and park planning. August 1 is the deadline each year for the next round of assistance. Applicants are strongly encouraged to discuss project ideas with RTCA staff before submitting an application.

Website: <http://www.nps.gov/orgs/rtca/index.htm>

### USEPA

The US Environmental Protection Agency (USEPA) provides technical and financial assistance for brownfields activities, supporting revitalization efforts through environmental assessments, cleanup, and job training.

### Brownfields Area-wide Planning Program

The Brownfields Area-wide Planning Program provides funding to eligible entities who wish to develop an area-wide plan for brownfields assessment, cleanup, and subsequent reuse. This funding is for research, technical assistance, and/or training

activities directed to one or more brownfield site(s) located in a specific area (such as a neighborhood, district, local commercial corridor, community waterfront or city block). Each project funded under this grant must result in an area-wide plan which includes specific plan strategies for assessing, cleaning up, and reusing the brownfields site(s) as well as related brownfields and project area revitalization strategies. EPA anticipates awarding approximately 20 projects in total, funded at up to \$200,000 each.

Website: [http://www.epa.gov/brownfields/areawide\\_grants.htm](http://www.epa.gov/brownfields/areawide_grants.htm)

### Assessment Grants

Assessment grants provide funding for a grant recipient to inventory, characterize, assess, and conduct planning and community involvement related to brownfields sites. An eligible entity may apply for up to \$200,000 to assess a site contaminated by hazardous substances, pollutants, or contaminants (including hazardous substances co-mingled with petroleum) and up to \$200,000 to address a site contaminated by petroleum. A coalition of three or more eligible applicants can submit one grant proposal under the name of one of the coalition members for up to \$1,000,000. The performance period for these grants is three years.

Website: [http://www.epa.gov/brownfields/assessment\\_grants.htm](http://www.epa.gov/brownfields/assessment_grants.htm)

### Cleanup Grants

Cleanup grants provide funding for a grant recipient to carry out cleanup activities at brownfield sites. An eligible entity may apply for up to \$200,000 per site. Due to budget limitations, no entity can apply for funding cleanup activities at more than three



# Chapter 8: Funding Toolkit

**Table 8.4**  
Regional Planning Agency Sources

Funding Tool	Agency	Eligible Project								Eligible Project Activities					Eligible Application				Notes
		Roadways	Signals	Transit	Pedestrian / Sidewalks	Bicycles / Trails	Streetscape	Freight	Redevelopment	Planning / Engineering	Construction	Maintenance	Operations	Public Outreach	Land Acquisition	Municipal	County	Agency / MPO	
1 CMAP Local Technical Assistance Program	CMAP			•	•	•	•	•	•							•	•	•	<ul style="list-style-type: none"> <li>• Technical assistance to implement GOT02040, funded by HUD grant;</li> <li>• No local match;</li> <li>• Oak Lawn, Orland Park, Palos Park submitted applications and ranked by CMAP as "higher priority projects"</li> </ul>
2A RTA - Community Planning	RTA	•	•	•	•	•	•		•						•	•		<ul style="list-style-type: none"> <li>• 20% local match;</li> <li>• Call for Projects each Spring;</li> <li>• Joint review program with CMAP</li> </ul>	
2B RTA - Section 5310	RTA			•					•		•				•	•		<ul style="list-style-type: none"> <li>• 20% local match;</li> <li>• Call for Projects each Spring</li> </ul>	

Website
<a href="http://www.cmap.illinois.gov/programs-and-resources/lta">http://www.cmap.illinois.gov/programs-and-resources/lta</a>
<a href="http://www.rtachicago.com/community-planning/community-planning.html">http://www.rtachicago.com/community-planning/community-planning.html</a>
<a href="http://www.rtachicago.com/section-5310/section-5310.html">http://www.rtachicago.com/section-5310/section-5310.html</a>

sites. These funds may be used to address sites contaminated by petroleum and hazardous substances, pollutants, or contaminants (including hazardous substances co-mingled with petroleum). Cleanup grants require a 20% cost share, which may be in the form of a contribution of money, labor, material, or services, and must be for eligible and allowable costs (the match must equal 20% of the amount of funding provided by EPA and cannot include administrative costs). A cleanup grant applicant may request a waiver of the 20% cost share requirement based on hardship. An applicant must own the site for which it is requesting funding at time of application. The performance period for these grants is three years.

Website: [http://www.epa.gov/brownfields/cleanup\\_grants.htm](http://www.epa.gov/brownfields/cleanup_grants.htm)

## Regional Planning Agencies

### Chicago Metropolitan Agency for Planning

#### Local Technical Assistance Program

CMAQ offers technical assistance to advance components of the Plan, GO TO 2040. The program is primarily focused on providing technical assistance with a small amount of grant funding available. Typical projects include local comprehensive plans, zoning ordinance updates, subarea plans, and projects related to sustainability and the natural environment. With funding from a Sustainable Communities Regional Planning grant by the U.S. Department of Housing and Urban Development (HUD), CMAQ initiated the Local Technical Assistance (LTA) program in 2010. The program involves providing assistance to communities across the Chicago metropolitan region to undertake planning projects that advance the principles of GO TO 2040. It is currently funded by the FHWA, HUD, Economic Development Administration (EDA), IDOT, Illinois Attorney General, Illinois Environmental Protection Agency (IEPA), IDNR, and Chicago Community Trust (CCT).

Website: <http://www.cmap.illinois.gov/programs-and-resources/lta>

## Chapter 8: Funding Toolkit

### Regional Transportation Authority

The Regional Transportation Authority (RTA) has funding programs to provide planning, operating, and capital funds for transit-related projects.

### Community Planning

This collaborative program between the RTA and CMAP provides funding and planning assistance to communities for planning projects that benefit local communities and the regional transportation system. Projects can include the creation of transit-oriented development plans, local transit improvement plans for bus and rail, and integrated transportation and land use plans.

The Community Planning program provides funding and planning assistance to applicants for implementation and planning projects that benefit the community and the regional transit system. Eligible implementation projects include zoning code updates, TOD developer discussion panels, pedestrian access improvement plans, and other innovative Implementation approaches. Eligible planning projects include TOD plans, and corridor, subregional or local access improvement plans. The Community Planning program strives to not just plan for the future, but to provide assistance that achieves results. While the RTA and CMAP (through its Local Technical Assistance Program) both have separate technical assistance programs, applicants are able to apply for both programs by using one application. Through this coordination, the RTA and CMAP are able to offer planning and implementation assistance to an expanded base of eligible applicants, align all efforts with the GO TO 2040 Plan and provide interagency expertise, technical assistance and capacity.

Municipalities, counties, townships, councils of government / municipal associations, groups of two or more municipalities, and the RTA Service Boards (Chicago Transit Authority, Metra and Pace) located within the RTA's six-county service region (Cook, DuPage, Kane, Lake, McHenry and Will Counties) are eligible to apply to the Community Planning Program. Nongovernmental organizations

must partner with a governmental organization to submit the application. A local funding match is not required for small scale Community Planning projects. Larger transit-focused Community Planning projects may require a local match. Applicants will be notified if a local match will be needed prior to project approval. Individual "not to exceed" project budgets are set by the RTA during the project development process. Project budgets should not be included as part of the application submittal.

Website: <http://www.rtachicago.com/community-planning/community-planning.html>

### Section 5310

The Section 5310 Enhanced Mobility of Seniors and Individuals with Disabilities Program, funded by the Federal Transit Administration, is a program designed to improve mobility for seniors and individuals with disabilities throughout the country, by removing barriers to transportation services and expanding the transportation mobility options available. Eligible projects include those that are planned, designed, and carried out to meet the special needs of seniors and individuals with disabilities when public transportation is insufficient, inappropriate, or unavailable. It may also be used for public transportation projects that exceed the requirements of the Americans with Disabilities Act of 1990 as amended (ADA) that improve access to fixed-route service and decrease reliance by individuals with disabilities on complementary paratransit, and for alternatives to public transportation that assist seniors and individuals with disabilities. For a project to be considered eligible for MAP-21 Section 5310 funding, it must be derived, as defined by FTA, from a locally developed Coordinated Public Transit- Human Services Coordinated Plan (HSTP).

Website: <http://www.rtachicago.com/section-5310/section-5310.html>



### Other Initiatives

The RTA also has other initiatives specifically to offer guidance in support of Transit Oriented Development projects.

- **Municipal Funding Opportunities for Transit-Oriented Development**, prepared and maintained by a group of regional government and non-profit agencies (Regional TOD Working Group), is available on the RTA's website.
- **Making Way: Access to Transit Guide** was developed to encourage and empower municipalities to implement small scale capital access improvements such as the installation of sidewalks and crosswalks near existing transit facilities. Such improvements promote pedestrian mobility and provide added access to transit. By following the steps outlined in the guide, communities can improve their local built environment while providing viable connections to existing bus and train facilities that can increase transit ridership.
- **Setting the Stage for Transit Guide** – Local communities can be proactive in creating an environment conducive to transit by conducting transit supportive planning and considering local financial investments to transit service. To be more competitive for increased transit service, communities are encouraged to plan for transit by supporting development that has sufficient densities, mix of land uses and available land for transit facilities. The RTA created the Setting the Stage for Transit guide as a resource for municipal officials looking to make their communities more transit-friendly.

Website: <http://www.rtachicago.com/initiatives/land-use-transit-oriented-development.html>

### Foundations and Private Grants

The successful Implementation of this Plan requires realization of projects that range in scale and scope. Foundation grants are funding sources that become increasingly significant when issue-specific projects or programs (tourism, performing arts, historic preservation, small business assistance, etc.) are considered.

The Conference may wish to monitor and explore foundation grants as funding tools. An example of a service successfully used by many cities and counties is the eCivis Grants Locator (<http://www.eCivis.com>), which is a service provider that matches local government needs with grant types.







# Chapter 9: Implementation Strategy

## Introduction

The fourth phase of the Study examined the practical aspects of the concept ideas and improvement ideas introduced in previous chapters.

## Transportation Improvement Recommendations: Implementation Facts

The tables on the following pages list the improvement projects identified in Chapters 4 and 5 by Corridor Community, with an identification of project type, implementation time horizon, and order of magnitude costs.

Potential implementation timing is presented in three time horizon bands:

- Short-term: 0 to 5 years
- Medium-term: 6 to 10 years
- Long-term: 11 to 20 years

Potential order of magnitude capital costs ranges are also tiered in the following manner:

- Low: up to \$5 million
- Medium: \$5.1 million to \$20 million
- High: \$20 million and above

It should be noted at this phase of study, cost ranges are simply order-of-magnitude, and as projects are initiated, more specificity will be developed around design requirements and firmer cost estimates will be developed. For redevelopment projects, cost ranges shown are potential public sector contributions to infrastructure and incentives; private development costs are not estimated here.

The previous chapter of this Plan presents a range of potential funding sources. The implementation facts presented in this chapter, such as project category, timing, and cost, will enable the Corridor Communities to cross-reference projects to relevant funding sources.

# Chapter 9: Implementation Strategy

**Table 9.1**  
**Projects by Community**

CHICAGO	
Item ID	Specific Improvement
1	Consistent 6'-8' wide sidewalk along both sides of Cicero Ave. with access to bus stops and adjacent land uses
2	Install streetscape elements, including buffering of sidewalks from travel lanes
3	Add wayfinding signage to assist pedestrians and cyclists connect to municipal routes and off-street facilities
4	Follow IDOT SRA guidelines
5	Minimize curb cuts and promote cross-access of land uses
6	Connection to City of Chicago bike routes via 67th to Lavergne
7	"East Cicero Ave. Bike Route" – bike lane/marked shared lane along Kostner/Kilbourn, per SCM Bike Plan, with a connection at 72nd Street
8	Potential Pace ART station at 65th
9	Install protected bus waiting areas with real time travel information at: 63rd, 65th, and 72nd Street
10	Coordinate with CTA regarding Orange Line extension
11	Intersection improvements at: 63rd St., 65th, 67th/Marquette
12	Bridge/overpass improvement between 67th and 71st, over the BRC with potential options to reduce lane widths, create wider sidewalks, and use of ornamental guard rail
13	Add Central Avenue overpass to relieve traffic on Cicero Avenue
14	Consider grade separated bike/pedestrian crossing at 76th Street
15	Add pedestrian refuge islands at unsignalized intersections at 81st and 85th Street
16	Connection to 87th St. bike route designated in SCM Bike Plan
17	More consistent, posted bus stops located far side as possible, per Pace Design Guidelines, with potential stops at: 72nd, 73rd/State, Ford City, 76th, 79th, 83rd, 87th Streets
18	Potential Pace ART station at Ford City in conjunction with planned Orange Line station
19	Install protected bus waiting areas with real time travel information at 72nd, 79th, and 87th Streets
20	Evaluate demand for an area shuttle to connect: Ford City, big box retailers, Tootsie Roll. Would link to transit resources at Midway, Ford City, and potential ART station



Item ID	Implementation Category					Implementation Horizon			Cost Range
	Pedestrian Improvements	Bicycle Improvements	Transit Improvements	Roadway / Intersection Improvements	Showcase Projects	Short Term (0-6 Years)	Medium Term (6-12 Years)	Long Term (12-18 Years)	
1	●					●	●		Low
2	●					●	●		Low
3	●					●	●	●	Low
4				●			●		-
5				●		●			Low
6		●				●	●		Low
7		●				●			Low
8			●					●	Low
9			●			●			Low
10			●					●	-
11				●			●		High
12				●			●	●	Med
13				●			●	●	High
14	●							●	Med
15	●						●		Low/Med
16		●					●		Low
17			●			●			Low
18			●					●	Low/Med
19			●			●			Low
20			●				●	●	Low

## Chapter 9: Implementation Strategy

**Table 9.2**  
**Projects by Community**

<b>CHICAGO</b>	
<b>Item ID</b>	<b>Specific Improvement</b>
21	Access management improvements between 72nd and 99th Streets including reducing/minimize curb cuts and promote cross-access between land uses
22	Improve traffic signal progression and synchronization along Cicero Ave. between 72nd and 109th
23	Intersection improvements, including high visibility crosswalks and pedestrian refuge at 73rd/State, 76th/Ford City, 79th, 87th
24	"East Cicero Ave. Bike Route" – bike path along 111th -115th on SCM Bike Plan, with a connection at Alsip Bike path per Chicago Streets for Cycling Plan 2020
25	Connection to 111th St. bike route designated in SCM Bike Plan
26	Grade separated bike/pedestrian crossing at 111th
27	Potential Pace ART station at 111th
28	More consistent, posted bus stops located far side as possible, per Pace Design Guidelines, with potential stops at: 111th, 115th, 119th, 121st St., 122nd, 123rd, 127th
29	Add corridor identity (Way to Midway)
<b>BEDFORD PARK</b>	
1	Consistent 6'-8' wide sidewalk along both sides of Cicero Ave. with access to bus stops and adjacent land uses
2	Install streetscape elements, including buffering of sidewalks from travel lanes
3	Add wayfinding signage to assist pedestrians and cyclists connect to municipal routes and off-street facilities
4	Follow IDOT SRA guidelines
5	Minimize curb cuts and promote cross-access of land uses
6	Intersection improvements at: 63rd St., 65th, 67th/Marquette
7	Install protected bus waiting areas with real time travel information at: 63rd, 65th, and 72nd
8	Bridge/overpass improvement between 67th and 71st, over the BRC with potential options to reduce lane widths, create wider sidewalks, and use of ornamental guard rail
9	"West Cicero Ave. Bike Route" - Bike lane/marked shared lane – from easement north of 72nd to Lavergne Ave.
10	Improve Vehicular/Pedestrian Cicalation within Midway Convention Center

Item ID	Implementation Category					Implementation Horizon			Cost Range
	Pedestrian Improvements	Bicycle Improvements	Transit Improvements	Roadway / Intersection Improvements	Showcase Projects	Short Term (0-6 Years)	Medium Term (6-12 Years)	Long Term (12-18 Years)	
21				●			●		Low
22				●		●	●		Low
23				●			●		Med
24		●				●			Low
25		●				●			Low
26		●			●	●	●		Med
27			●					●	Low
28			●			●	●		Low
29				●	●		●		Low
1	●					●	●		Low
2	●					●	●		Low
3	●					●	●	●	Low
4				●		●	●	●	-
5				●		●			Low
6				●			●		Med
7			●			●			Low
8				●			●	●	Med
9		●				●			Low
10					●	●			Med

## Chapter 9: Implementation Strategy

**Table 9.3**  
**Projects by Community**

<b>BEDFORD PARK</b>	
<b>Item ID</b>	<b>Specific Improvement</b>
11	Improve access of Midway Hotel and Convention area access between 65th and 67th, such as new internal street with improved access from 65th
12	Evaluate demand for an area shuttle to connect: Ford City, big box retailers, Tootsie Roll. Would link to transit resources at Midway, Ford City, and potential ART station
13	Connection to City of Chicago bike routes via 67th to Lavergne
14	Connection to 73rd St. bike route designated in SCM Bike Plan
15	Potential Pace ART station at 65th
16	Improve traffic signal progression and synchronization along Cicero Ave. between 72nd and 109th
17	Coordinate with CTA regarding Orange Line extension
18	Add corridor identity (Way to Midway)
<b>BURBANK</b>	
1	Consistent 6'-8' wide sidewalk along both sides of Cicero Ave. with access to bus stops and adjacent land uses
2	Install streetscape elements, including buffering of sidewalks from travel lanes
3	Add wayfinding signage to assist pedestrians and cyclists connect to municipal routes and off-street facilities
4	Follow IDOT SRA guidelines
5	Minimize curb cuts and promote cross-access of land uses
6	Install protected bus waiting areas with real time travel information at: 63rd, 65th, and 72nd
7	Coordinate with CTA regarding Orange Line extension
8	Intersection improvements at: 63rd St., 65th, 67th/Marquette
9	Access management improvements between 72nd and 99th Streets including reducing/minimize curb cuts and promote cross-access between land uses
10	Improve traffic signal progression and synchronization along Cicero Ave. between 72nd and 109th
11	Redevelop Burbank Retail Centers
12	More consistent, posted bus stops located far side as possible, per Pace Design Guidelines, with potential stops at: 72nd, 73rd/State, Ford City, 76th, 79th, 83rd, 87th Streets
13	Consider grade separated bike/pedestrian crossing at 76th

Item ID	Implementation Category					Implementation Horizon			Cost Range
	Pedestrian Improvements	Bicycle Improvements	Transit Improvements	Roadway / Intersection Improvements	Showcase Projects	Short Term (0-6 Years)	Medium Term (6-12 Years)	Long Term (12-18 Years)	
11				●	●		●		Low
12			●				●		Low
13		●				●			Low
14		●				●			Low
15			●					●	Low
16				●			●		Low
17			●					●	-
18					●	●			Low
1	●					●	●		Low
2	●					●	●		Low
3	●					●			Low
4				●		●	●	●	-
5				●		●			Low
6			●			●			Low
7			●					●	-
8				●			●		Med
9				●			●		Med
10				●			●		Low
11					●		●	●	Low/Med
12			●			●			Low
13	●							●	Med

# Chapter 9: Implementation Strategy

**Table 9.4**  
**Projects by Community**

<b>BURBANK</b>	
<b>Item ID</b>	<b>Specific Improvement</b>
14	Potential Pace ART station at Ford City in conjunction with planned Orange Line station
15	Add pedestrian refuge islands at unsignalized intersections at 81st and 85th Street
16	Install protected bus waiting areas with real time travel information at 72nd, 79th , and 87th Streets
17	"West Cicero Ave. Bike Route" - Bike lane/marked shared lane from easement north of 72nd to Lavergne Ave.; continue along Laverne to public park south of Market Place; Continue along 50th to Columbus Dr
18	Evaluate demand for an area shuttle to connect: Ford City, big box retailers, Tootsie Roll. Would link to transit resources at Midway, Ford City, and potential ART station
19	"East Cicero Ave. Bike Route" – bike lane/marked shared lane along Kostner/Kilbourn, per SCM Bike Plan, with a connection at 72nd Street
20	Connection to 87th Street bike route designated in SCM Bike Plan
21	Intersection improvements, including high visibility crosswalks and pedestrian refuge at 73rd/State, 76th/Ford City, 79th, 87th Street
22	Connection to Oak Lawn bike route on 83rd Street
23	Potential for traffic calming techniques: install cul-de-sac and one-way pairs between 83rd and 87th to address cut-through traffic
24	Add corridor identity (Way to Midway)
<b>HOMETOWN</b>	
1	Consistent 6'-8' wide sidewalk along both sides of Cicero Ave. with access to bus stops and adjacent land uses
2	Install streetscape elements, including buffering of sidewalks from travel lanes
3	Add wayfinding signage to assist pedestrians and cyclists connect to municipal routes and off-street facilities
4	Follow IDOT SRA guidelines
5	Minimize curb cuts and promote cross-access of land uses
6	Access management improvements including reducing/minimize curb cuts and promote cross-access between land uses
7	Improve traffic signal progression and synchronization along Cicero Ave. between 72nd and 109th Street
8	Consider grade separated bike/pedestrian crossing at 76th Street
9	Connection to 87th Street. bike route designated in SCM Bike Plan

Item ID	Implementation Category					Implementation Horizon			Cost Range
	Pedestrian Improvements	Bicycle Improvements	Transit Improvements	Roadway / Intersection Improvements	Showcase Projects	Short Term (0-6 Years)	Medium Term (6-12 Years)	Long Term (12-18 Years)	
14			●					●	Low/Med
15	●						●		Low
16			●			●			Low
17		●				●			Low
18			●				●		Low
19		●				●			Low
20		●				●			Low
21				●			●		Med
22		●				●			Low
23				●		●			Low
24					●	●			Low
1	●					●	●		Low
2	●					●			Low
3	●					●			Low
4				●		●	●	●	-
5				●		●			Low
6				●		●			Low
7				●		●	●		Low
8	●							●	Med
9	●					●			Low

# Chapter 9: Implementation Strategy

**Table 9.5**  
**Projects by Community**

<b>HOMETOWN</b>	
<b>Item ID</b>	<b>Specific Improvement</b>
10	Intersection improvements, including high visibility crosswalks and pedestrian refuge at 79th and 87th
11	Install protected bus waiting areas with real time travel information at 79th and 87th Streets
12	Mixed Use Community at 90th Street
13	"East Cicero Ave. Bike Route" – bike lane/marked shared lane along Kostner/Kilbourn, per SCM Bike Plan
<b>OAK LAWN</b>	
1	Consistent 6'-8' wide sidewalk along both sides of Cicero Ave. with access to bus stops and adjacent land uses
2	Install streetscape elements, including buffering of sidewalks from travel lanes
3	Add wayfinding signage to assist pedestrians and cyclists connect to municipal routes and off-street facilities
4	Follow IDOT SRA guidelines
5	Minimize curb cuts and promote cross-access of land uses
6	Improve traffic signal progression and synchronization along Cicero Ave. between 72nd and 109th
7	Access management improvements between 72nd and 99th Streets including reducing/minimize curb cuts and promote cross-access between land uses with landscaped buffer between pedestrian realm and parking realm
8	Connection to 87th St. bike route designated in SCM Bike Plan
9	Connection to Oak Lawn bike route on 83rd St.
10	Intersection improvements, including high visibility crosswalks and pedestrian refuge at 87th and 111th
11	Potential for traffic calming techniques: install cul-de-sac and one-way pairs between 83rd and 107th to address cut-through traffic
12	Install protected bus waiting areas with real time travel information at 87th and 95th
13	Consider improved pedestrian amenities at existing/proposed new mixed use developments from 91st to Southwest Highway
14	"West Cicero Ave. Bike Route" - Bike lane/marked shared lane – continue on 50th Ave. to Columbus Drive to Metra Parking Lot, and then south to the Oak Lawn Metra Station. South along 52nd to 103rd, then east to Lawler and then continue south on Lawler to 109th



Item ID	Implementation Category					Implementation Horizon			Cost Range
	Pedestrian Improvements	Bicycle Improvements	Transit Improvements	Roadway / Intersection Improvements	Signature Projects	Short Term (0-6 Years)	Medium Term (6-12 Years)	Long Term (12-18 Years)	
10				●			●		Med
11			●			●			Low
12					●		●	●	Med
13		●				●			Low
1	●					●	●		Low
2	●					●			Low
3	●					●			Low
4				●		●	●	●	-
5				●		●			Low
6				●			●		Low
7				●			●		Med
8		●				●			Low
9		●				●			Low
10				●			●		Med
11				●			●		Low
12			●			●			Low
13	●						●	●	Low
14		●				●			Low

## Chapter 9: Implementation Strategy

Table 9.6  
Projects by Community

OAK LAWN	
Item ID	Specific Improvement
15	"East Cicero Ave. Bike Route" – bike lane/marked shared lane along Kostner/Kilbourn, per SCM Bike Plan
16	Connection to 99th St. bike route designated in SCM Bike Plan
17	Proposed SCM bike route on 93rd should be moved to Columbus Dr., connecting to 52nd and Oak Lawn Metra station
18	Improve intersection of Cicero/95th per Oak Lawn's 95th St. study recommendations
19	Potential for traffic calming techniques: install cul-de-sac at 106th Pl. with the addition of one-way pairs at 105th St. and 106th St. (east and west of Cicero Ave.) to address cut-through traffic
20	More consistent, posted bus stops located far side as possible, per Pace Design Guidelines, with potential stops at: 91st, Southwest Hwy., 95th, 97th, 103rd, 107th
21	Coordination with Pace 95th St. ART study
22	Install protected bus waiting areas with real time travel information at 103rd
23	Mixed Use Community at 90th Street
24	Improve pedestrian environment, including buffering of sidewalks from travel lanes, especially at 127th and I-294 ramps
25	Grade separated bike/pedestrian crossing at 111th
26	"West Cicero Ave. Bike Route" - Bike lane/marked shared lane – continue south on Lavergne to Stony Creek (west of Lavergne) and then to 111th. East on 111th to Stony Creek Trail at 111th
27	Connection to 111th bike route designated in SCM Bike Plan and
28	Improve intersection at 111th as part of overall plan to improve pedestrian and bicycle movements
29	More consistent, posted bus stops located far side as possible, per Pace Design Guidelines, with potential stops at: 111th, 115th, 119th, 121st, 122nd, 123rd, 127th
30	Potential Pace ART station at 111th
31	Stony Creek Trail Connection
32	Intersection improvement at Southwest Highway including pedestrian refuge and high visibility crosswalks
33	Add corridor identity (Way to Midway)

Item ID	Implementation Category					Implementation Horizon			Cost Range
	Pedestrian Improvements	Bicycle Improvements	Transit Improvements	Roadway / Intersection Improvements	Signature Projects	Short Term (0-6 Years)	Medium Term (6-12 Years)	Long Term (12-18 Years)	
15		●				●			Low
16		●				●			Low
17		●					●		Low
18				●			●		Med
19				●			●		Med
20			●			●			Low
21			●			●	●		-
22			●			●			Low
23					●		●		Med
24	●								Low
25		●					●		Med
26		●				●			Low
27		●				●			Low
28				●		●	●		Med
29			●			●			Low
30			●					●	Low
31					●		●		Med/High
32				●			●		Med
33					●	●			Low

# Chapter 9: Implementation Strategy

**Table 9.7**  
**Projects by Community**

ALSIP	
Item ID	Specific Improvement
1	Consistent 6'-8' wide sidewalk along both sides of Cicero Ave. with access to bus stops and adjacent land uses
2	Install streetscape elements, including buffering of sidewalks from travel lanes
3	Add wayfinding signage to assist pedestrians and cyclists connect to municipal routes and off-street facilities
4	Follow IDOT SRA guidelines
5	Minimize curb cuts and promote cross-access of land uses
6	More consistent, posted bus stops located far side as possible, per Pace Design Guidelines, with potential stops at: 111th, 115th, 119th, 121st, 122nd, 123rd, 127th
7	Stoney Creek Trail Connection
8	Improve intersection at 111th as part of overall plan to improve pedestrian and bicycle movements
9	Potential Pace ART station at 111th
10	Connection to 111th St. bike route designated in SCM Bike Plan
11	Improve 116th St. overpass across the IHB with possible options of widened sidewalks using shoulder and reduced lane widths, streetscaping and ornamental guard rail
12	Improve pedestrian environment, including buffering of sidewalks from travel lanes, especially at 127th and I-294 ramps
13	Due to space limitations on east side of Cicero Ave between 123rd and 127th, sidewalk should be installed on west side
14	"West Cicero Ave. Bike Route" - Bike lane/marked shared lane – continue south on Lavergne to Stony Creek (west of Lavergne) and then to 111th. East on 111th to Stony Creek Trail and then south to 115th
15	Study potential for a new access roadway south of 123rd to industrial area
16	Install signage for truck access routes per the Manual on Uniform Traffic Control Devices (MUTCD)
17	Improvements to address truck and pedestrian conflicts between 122nd and 123rd, including high visibility crosswalks
18	Village of Alsip and Pace should move forward with a transit market assessment to evaluate the merit of a Call-n-Ride service
19	I-294 redevelopment opportunity
20	Add corridor identity (Way to Midway)

## Chapter 9: Implementation Strategy

Item ID	Implementation Category					Implementation Horizon			Cost Range
	Pedestrian Improvements	Bicycle Improvements	Transit Improvements	Roadway / Intersection Improvements	Signature Projects	Short Term (0-6 Years)	Medium Term (6-12 Years)	Long Term (12-18 Years)	
1	●					●	●		Low
2	●					●			Low
3	●					●			Low
4				●		●	●	●	-
5				●		●			Low
6			●			●			Low
7					●			●	Med/High
8					●		●	●	Med
9			●			●	●		Low
10		●						●	Low
11				●		●			Med
12	●						●		Low
13	●					●			
14		●				●			Low
15				●		●			Low
16				●		●			Low
17				●		●			Low/Med
18			●			●	●		Low
19					●		●		Med/High
20					●	●			Low

## Chapter 9: Implementation Strategy

### Showcase Projects: Implementation Considerations

The following section summarizes implementation considerations for the eight showcase projects presented in Chapter 7.

#### Concept 1: One Clear and Cohesive Corridor Identify: the "Way to Midway"

This concept acknowledges the value and effort in establishing an overarching Corridor identity, brand and theme as a fundamental step in achieving the goal of establishing a "unified" Corridor.

##### Stakeholders

- **Southwest Conference of Mayors (Lead)**
- Corridor Communities
- IDOT
- Illinois Tollway
- Pace
- Chicago DOT
- Chicago DOA

##### Work Steps

- Seek funding for Branding and Identify studies / consultant(s).
- Engage consultant(s) to produce concepts and designs for branding and identify; streetscaping master plan; public art; and signage and wayfinding.
- Seek funding for production and construction.
- Seek / identify funding for long-term maintenance.
- Bid out production and construction.
- Establish / review agreements between communities, IDOT and Illinois Tollway for maintenance of elements in the public way in each party's jurisdiction.

##### Time Horizon

- Short / Medium

##### Order of Magnitude Cost

- Low / Medium

#### Concept 2: I-294 Interchange: The Gateway to Midway

This zone around 127th Street just north of the I-294 interchange in Alsip is the southern gateway to the corridor, and will be redeveloped as a dynamic entertainment and hospitality zone.

##### Stakeholders

- **Village of Alsip (Lead)**
- Illinois Tollway
- IDOT
- Property owners (private)
- Developers (private)

##### Work Steps

- Engage support of current property owners.
- Gauge interest of developers through marketing / brokerage activities.
- Identify incentive funding.
- Review zoning and planning guidance; identify conformity with existing guidelines; designate as planned development or master planned zone.
- Prepare architectural, development approval, and/or design guidelines to govern design and construction.
- Prepare more detailed site master plans.
- Assemble property. Refine/prepare more detailed master plans that reflect public ownership.
- Refine/prepare more detailed master plans that reflect public ownership.
- Engage developers for publicly-owned land through RFQ/RFP process, and/or structure public-private partnership for privately-owned land.
- Review / collaborate on site plan designs to ensure high quality product that is also market viable.

##### Time Horizon

- Medium
- **Order of Magnitude Cost**
- Low / Medium



**Concept 3: Railroad Overpass Improvements**

Add sidewalk and bridge improvements to the two rail overpass structures along the Corridor in Alsip and Bedford Park to make them more safe and pleasant for pedestrians and bicyclists seeking to move through the Corridor.

**Stakeholders**

- **Southwest Conference of Mayors (Lead)**
- IDOT
- Village of Alsip (Lead)
- City of Chicago (Lead)
- Village of Bedford Park
- CDOT
- Belt Railway of Chicago
- Indiana Harbor Belt Railway

**Work Steps**

- Engage support of appropriate agencies.
- Seek funding for engineering design studies.
- Engage consultant(s) to produce designs and specs.
- Seek funding for construction and long-term maintenance.
- Bid out construction.
- Establish / review agreements between communities and IDOT for maintenance of elements in the public way in each party's jurisdiction.

**Time Horizon**

- Medium/Long

**Order of Magnitude Cost**

- High

**Concept 4: Stony Creek Trail Connection**

Connecting the Stony Creek Trail in Oak Lawn with the Village of Alsip's trails network as well as regional trails to the east will provide safe crossing for pedestrians and bicyclists, and enhance the utility of the regional trail network.

**Stakeholders**

- **Southwest Conference of Mayors (Lead)**
- Village of Oak Lawn
- Village of Alsip
- City of Chicago
- Archdiocese of Chicago
- IDOT
- Trail supporters and coalitions
- CCDOTH

**Work Steps**

- Engage support of appropriate agencies.
- Seek funding for initial engineering design studies to identify locally preferred / feasible options.
- Engage consultant(s) to produce alternatives and designs; obtain public input and support.
- Seek funding for Phase II and III engineering design studies; engage consultant.
- Seek funding for construction and long-term maintenance.
- Bid out construction.
- Establish / review agreements between communities and IDOT for maintenance of elements in the public way in each party's jurisdiction.

**Time Horizon**

- Medium/Long

**Order of Magnitude Cost**

- High



## Chapter 9: Implementation Strategy

### Concept 5: New Neighborhood at 90th

The mobile home park in Oak Lawn between 90th Street and 92nd Street will be redeveloped as a mixed use neighborhood.

#### Stakeholders

- **Village of Oak Lawn (Lead)**
- Property owner (private)
- Developers (private)

#### Work Steps

- Engage support of current property owner.
- Gauge interest of developers through marketing / brokerage activities.
- Identify potential incentive funding.
- Review zoning and planning guidance; identify conformity with existing guidelines; designate as planned development or master planned zone.
- Prepare architectural, development approval, and/or design guidelines to govern design and construction.
- Prepare more detailed site master plans based on developer interest and/or detailed market studies for the site.
- Assemble property. Refine/prepare more detailed master plans that reflect public ownership.
- Engage developers for publicly-owned land through RFQ/ RFP process, and/or structure public-private partnership for privately-owned land.
- Review / collaborate on site plan designs to ensure high quality product that is also market viable.

#### Time Horizon

- Medium

#### Order of Magnitude Cost

- Low / Medium

### Concept 6: 87th Street Intersection Improvements

87th Street is an example of a busy intersection that can serve as a pilot for improvements that can be replicated across the Corridor.

#### Stakeholders

- **Southwest Conference of Mayors (Lead)**
- Village of Oak Lawn
- Village of Burbank
- Town of Hometown
- IDOT
- Pace
- Cook County Department of Traffic
- CCDOTH

#### Work Steps

- Engage support of appropriate agencies.
- Seek funding for engineering design studies.
- Engage consultant(s) to produce designs, including coordination with regional signal / technology upgrade guidelines, and placement of Pace bus stops.
- Seek funding for construction and long-term maintenance.
- Bid out construction.

#### Time Horizon

- Medium

#### Order of Magnitude Cost

- Medium





**Concept 7: Upgrading Existing Retail Centers**

Burbank and Bedford Park feature a number of major shopping centers along the Corridor that could be retrofit with improvements to circulation, landscaping, and development of surface parking to improve visitor navigation and economic value.

**Stakeholders**

- **Village of Bedford Park (Co-Lead)**
- **City of Burbank (Co-Lead)**
- IDOT
- Property owner(s) (private)

**Work Steps**

- Engage support of current property owners and agree upon improvements.
- Identify potential incentives for property owners, public-private partnerships, and /or sources of public funding for particular project elements.
- Prepare landscaping, development approval, and/or design guidelines to govern current and future design, construction, and redevelopment.
- Seek funding for engineering design studies.
- Engage consultant(s) to produce designs, including traffic and circulation analysis, and transit-supportive placement of Pace bus stops.
- Bid out construction.
- Establish / review agreements between communities, property owners and agencies for maintenance of elements in each party’s jurisdiction.

**Time Horizon**

- Medium

**Order of Magnitude Cost**

- Medium

**Concept 8: Strengthening the Midway Hotel Complex**

The Midway Hotel and Conference Center complex at the north end of the Corridor is a successful development case study and regional anchor. Improvements to internal circulation and reconfiguration of surface parking, and better connectivity to the road and to adjacent blocks could optimize property value.

Implementation will be dependent on securing public funds for development of parking structures, which are very expensive and unlikely to generate significant revenue if hotels in the area don’t typically charge for parking. Once structures are built, however, private developers could be interested in outlot sites.

**Stakeholders**

- **Village of Bedford Park (Lead)**
- Property owner(s) (private)
- City of Chicago
- IDOT
- CDOT / CDOA / CDPD
- Developers and prospective tenants (private)

**Work Steps**

- Engage support of current property owners
- Identify incentive funding for parking structures and pedestrian improvements.
- Review zoning and planning guidance for blocks along Cicero frontage.
- Prepare more detailed concept plans for Midway Hotel Center complex, including outlots and reconfiguration of internal circulation.
- Structure public-private partnerships, if necessary, for redevelopment of sites along east side of Cicero Avenue.
- Secure funding for parking structures and pedestrian improvements and bid out construction.
- Engage developers for construction of outlots within Hotel Center.
- Review/collaborate on site plan designs to ensure a high quality product that is also market viable.



## Chapter 9: Implementation Strategy

### Time Horizon

- Medium

### Order of Magnitude Cost

- High

## Public-Sector Support for Redevelopment Projects

Many of the Showcase Projects will require collaboration between the public and private sectors to achieve the concepts proposed. During the Study, local developers and real estate professionals identified a number of potential avenues for public sector support of redevelopment through clearly-defined policies regarding development and public-private partnerships. Developers familiar with the Corridor Communities say that the Village governments are generally supportive of high-quality development. Several communities have TIF districts in place, and several opportunity sites are located within or adjacent to existing TIF districts. However, additional economic incentives and other public-sector actions may be required to overcome redevelopment challenges, as outlined below.

### Acquisition And Assembly

The relatively small and narrow parcels along much of the Corridor and the lack of large vacant sites will necessitate site assembly for many redevelopment projects. Where there is a strong market or a highly-motivated developer, the private sector may pursue site assembly on its own. However, where land costs are high relative to rents, or where the market is not as competitive, assembly costs can pose a barrier to development. Public-sector tools to assist in acquisition and property assembly include:

- **Acquisition Assistance.** Municipalities can use TIF assistance and other economic development tools to aid in property acquisition, or to defray the developer's cost of land to encourage redevelopment. Municipalities may also be able to aid in property assembly through government purchase of land. More than one developer suggested that eminent domain could also be used to encourage redevelopment along the Corridor, though acquisition of functioning property through eminent domain is highly controversial.
- **Code Enforcement.** Strict enforcement of code violations and similar actions to incentivize current property owners to either invest in properties or sell them for redevelopment was another tactic suggested by developers. This approach may be more effective for gaining control of underutilized or blighted commercial properties, but may be more controversial in residential neighborhoods.
- **Site Preparation.** Municipal investment in site preparation costs, including demolition of existing improvements and environmental remediation, as needed, can help defray the costs of infill redevelopment. Such investment can make infill sites more comparable to greenfield sites in land preparation costs, increasing the competitiveness of Corridor sites with other areas.



Development Incentives

Several policies and economic development incentives that could be used to encourage targeted redevelopment along the Corridor are as outlined below:

- **Expedited Building Permits and Reduced Fees.** Expedited permit review and fee reduction were mentioned as relatively simple ways to support the development process and reduce costs to developers.
- **Direct Financial Incentives.** Financial incentives in the form of TIF assistance, Business District funds, sales tax sharing, Community Development Block Grant funds, and other forms of financial assistance can reduce developer costs and encourage development that is mutually beneficial to public and private interests. Such incentives can be used to make Corridor sites more competitive with greenfield or other sites that have lower acquisition, assembly or development costs. Many large retail tenants today will not even consider locating in municipalities that do not offer financial incentives.
- **Density Bonuses and Variances.** Particularly where small parcel sizes can limit development potential, density bonuses or variances to developers providing desirable products can improve the economic potential of a development site, by increasing the potential rent that can be generated by development.
- **Public Improvements.** Though streetscape improvements alone may not be sufficient to attract investment, public way improvements can enhance the attractiveness of a site once the developer has begun to pursue a particular project, and demonstrate a public commitment to supporting the private sector.



Complete Streets Policy

The Cicero Avenue Corridor Plan is filled with concepts that promote safe multi-modal improvements and concepts. However these concepts require policy changes that encourage the implementation of these concepts.

The National Complete Streets Coalition (NCSC) examines and scores complete streets policies and has released The **Best Complete Streets Policies of 2013** report, which noted that 610 jurisdictions have adopted or enacted Complete Streets policies.

NCSC has identified ten ideal elements for a comprehensive Complete Streets policy. The elements are as follows:

1. **Vision:** *The policy establishes a motivating vision for why the community wants to Complete Streets: for improved safety, better health, increased efficiency, convenience of choices or other reasons.*
2. **All users and modes:** *The policy specifies that "all modes" includes walking, bicycling, riding public transportation, driving trucks, buses and automobiles and "all users" includes people of all ages and abilities.*
3. **All projects and phases:** *All types of transportation projects are subject to the policy, including design, planning, construction, maintenance, and operations of new and existing streets and facilities.*
4. **Clear, accountable exceptions:** *Any exceptions to the policy are specified and approved by a high-level official.*
5. **Network:** *The policy recognizes the need to create a comprehensive, integrated and connected network for all modes and encourages street connectivity.*
6. **Jurisdiction:** *All other agencies that govern transportation activities can clearly understand the policy's application and may be involved in the process as appropriate.*
7. **Design:** *The policy recommends use of the latest and best design criteria and guidelines, while recognizing the need for flexibility to balance user needs.*
8. **Context sensitivity:** *The current and planned context—buildings, land use and transportation needs—is considered in planning and design solutions for transportation projects.*
9. **Performance measures:** *The policy includes performance standards with measurable outcomes.*
10. **Implementation steps:** *Specific next steps for implementing the policy are described.*

## Chapter 9: Implementation Strategy

The Cook County Board of Commissioners has adopted a Complete Streets Ordinance ([Ord. No. 12-O-05, 12-14-2011](#)), which outline the objectives and guiding principles for Cook Counties Complete Streets vision. This policy encourages Cook County departments and sister agencies to consistently plan, design, fund, construct, operate and maintain streets to accommodate all users. These objectives are as follows:

*All county agencies are hereby directed to cooperate with each other and other governmental entities to ensure that all roads within Cook County are designed and operated to enable appropriate and safe access for all users. The enactment of this policy shall aim to achieve the following objectives:*

- a. Pedestrians, bicyclists, motorists and transit riders of all ages and abilities will be able to move safely along and across appropriate County roadways.
- b. Cook County shall strive to create a comprehensive, integrated and connected network of transportation options for all modes.
- c. Cook County travel patterns will change so that 50 percent of all trips will be made by walking, bicycling and transit by 2030.
- d. A 50 percent reduction in bicycle and pedestrian crashes will be achieved by the year 2030.
- e. Cook County agencies will fully incorporate Complete Streets into budgeting processes, workplans, and staffing projections.
- f. To the extent that relevant roadways are under the jurisdiction of an agency excluding Cook County, county agencies are directed to provide such Complete Streets technical assistance as is available under their authority.
- g. County Department of Highways (Highway Department) shall cooperate with neighboring jurisdictions to encourage street connectivity with a specific emphasis on regional corridors.

NCSC recently evaluated the Cook County Ordinance, and considers it to be a model policy.

The Southwest Conference of Mayors and its constituent municipalities are encouraged to adopt local Complete Streets policies to guide future roadway designs and modifications that will incorporate appropriate features to meet the mobility needs of all users. Specifically, the Cicero Avenue Corridor Communities should develop and adopt a Complete Streets policy that includes the NCSC's recommended ten elements with a focus on a collaborative design and review process for shared routes such as Cicero Avenue.

## Sample Intergovernmental Agreement

Given the multijurisdictional nature of this Plan, several recommendations may require intergovernmental or interagency agreements related to installation, operations, maintenance, and the procurement of funding. The following pages include a sample Intergovernmental Agreement used for the Calumet-Sag Trail project (east section). The agreement, entered into by the City of Blue Island, South Suburban Mayors and Managers Association, Alsip Park District, Worth Township, Forest Preserve District of Cook County, Village of Riverdale, Village of Dolton, Dolton Park District, City of Calumet City, and the Village of Burnham, describes the relationship among entities related to the development of the Trail.

### **AN INTERGOVERNMENTAL AGREEMENT PROVIDING FOR THE ESTABLISHMENT OF THE CALUMET-SAG TRAIL – EAST END, AND THE PERFORMANCE OF CERTAIN ENGINEERING SERVICES IN RELATION THERETO**

THIS INTERGOVERNMENTAL AGREEMENT is made and entered into by and between City of Blue Island, South Suburban Mayors and Managers Association, Alsip Park District, Worth Township, Forest Preserve District of Cook County, Village of Riverdale, Village of Dolton, Dolton Park District, City of Calumet City, and the Village of Burnham. (Each of the foregoing are hereinafter individually referred to as an "Agency" and hereinafter collectively referred to as the "Agencies").

### **WITNESSETH**

WHEREAS, the continued development and organization of the Chicago metropolitan area has increased public awareness of the importance of maintaining open space and providing recreational opportunities for individuals throughout the metropolitan area; and

WHEREAS, Municipalities, Park Districts, and other Organizations have been meeting in a cooperative effort concerning the formulation and development of the Calumet-Sag Trail, which involves the construction of a regional, multi-purpose trail approximately thirty two (32) miles in length between the I&M Canal Trail near Lemont and the Burnham Greenway in Burnham; and





WHEREAS, the Agencies have participated in a cooperative effort concerning the formulation and development of the easternmost twenty (20) miles of the Calumet-Sag Trail (hereinafter referred to as the "Project"), which involves the construction of a regional, multi-purpose trail (hereinafter referred to as the "Trail Plan") of approximately twenty (20) miles in length, and the construction and installation of related bridges, fences, underpasses, barrier walls and other improvements; and

WHEREAS, when completed, the Project will extend from the Alsip Boat Ramp in southern Cook County easterly to the Burnham Trail in Burnham; and

WHEREAS, the Project will provide numerous public benefits as a key component of the overall Trail Plan, including (a) directly serving the transportation and recreational needs of more than two hundred fifty thousand (250,000) individuals residing in sixteen (16) communities adjacent to the Project; (b) linking those individuals to thousands of acres of public open space, four (4) major existing trail systems, more than one hundred (100) miles of bicycle trails, industrial parks, major employment centers, retirement communities, METRA stations, PACE stops, major recreational -buildings and facilities; (c) providing an alternative means of transportation for individuals commuting to work, shopping, recreation and other destinations; and (d) providing a stimulus for economical redevelopment; and

WHEREAS, the Project, as part of the Trail Plan, is designated a "priority greenway" in the Northeastern Illinois Regional Greenways Plan and will serve as an important link in the interconnecting trail system in northeastern Illinois; and

WHEREAS, the City of Blue Island (hereinafter referred to as "Blue Island") submitted an application for a Congestion, Mitigation and Air Quality (CMAQ) reimbursable grant to fund a portion of the Project involving the performance of certain essential engineering services; and

WHEREAS, the Chicago Metropolitan Agency for Planning (hereinafter referred to as "CMAP") informed Blue Island that it had been awarded a CMAQ grant in the amount of one million, one hundred and twenty thousand and no/100 dollars (\$1,120,000) in order to fund a portion of the Phase I and Phase II engineering costs for the Project (hereinafter referred to as the "Grant"); and

WHEREAS, under the terms of the Grant, each Agency is responsible for twenty percent (20%) of the engineering costs associated with that portion of the Project within its jurisdiction, with the federal government being responsible for eighty percent (80%) of the engineering costs; and

WHEREAS, the total cost of the Phase I engineering services for the Project is estimated to be six hundred ten thousand, six hundred and eighty three and no/100 dollars (\$610,683), eighty percent (80%) of which is subject to reimbursement under the Grant; and

WHEREAS, the Grant will be administered by the Illinois Department of Transportation (hereinafter referred to as "IDOT"), which shall be responsible for approving all reimbursement requests; and

WHEREAS, City of Blue Island has been designated as the lead Agency for the Project, with responsibility for coordinating all aspects of the Project and for monitoring the Project in conjunction with IDOT; and

WHEREAS, each Agency has agreed to participate in the Project in accordance with the provisions set forth in the application that was approved by CMAP on October 11, 2007, entitled "Calumet-Sag Trail from Calumet-Sag Trail Stage 1 to Burnham Greenway Bike Trail," which is attached hereto and incorporated herein as Exhibit A; and

WHEREAS, it is anticipated that after the completion of the Phase I engineering work, which is expected to take approximately twenty four (24) to thirty six (36) months, the Agencies will enter into subsequent agreements for the Phase II engineering work and for the actual construction of the Project (which will include Phase III engineering services associated with the construction of the Project); and

WHEREAS, at present, the total Phase II engineering work, construction, and Phase III engineering cost of the Project is estimated to be \$11,867,560, as identified in "Calumet-Sag Trail – East End Construction Cost Estimate," dated May 23, 2008, which is attached hereto and incorporated herein as Exhibit B; and

WHEREAS, the Agencies are authorized to enter into this Intergovernmental Agreement pursuant to the provisions of Article VII, Section 10, of the Illinois Constitution of 1970, which provides in part that units of local government may contract or otherwise associate among themselves to "obtain or share services and to exercise, combine, or transfer any power or function, in any manner not prohibited by law or by ordinance," and the Intergovernmental Cooperation Act, 5 ILCS 220/1 et seq.

NOW, THEREFORE, in consideration of the foregoing and the mutual promises, terms and conditions set forth herein, and in the spirit of intergovernmental cooperation, the Agencies agree as follows:

**1. Incorporation of Preambles.** The preambles set forth above are incorporated herein and made a part hereof.

**2. Establishment of Calumet-Sag Trail – East End.** In accordance with the intent of the Agencies to create a continuous twenty (20) mile regional, multi-purpose asphalt/gravel trail as described above, each Agency hereby agrees to contribute and include as part of the Project such parcels or interests therein presently owned by each Agency or over which

## Chapter 9: Implementation Strategy

it exercises jurisdiction, or such portion of said parcels as may be necessary to allow for the construction and maintenance of a multi-purpose asphalt/gravel trail as provided for in the Project. The general alignment of the various segments of the trail is depicted in the Trail Plan, but is subject to being revised based upon the results of the Phase I engineering study.

**3. Lead Agency.** Each Agency hereby recognizes City of Blue Island as the lead agency for the Project. In its capacity as the lead agency, City of Blue Island shall be responsible for coordinating all aspects of the Project with the Consultant identified in Section 4 below, IDOT and the other Agencies, and for monitoring the engineering services performed by the Consultant.

**4. Consulting Agreement.** In connection with its role as the lead agency, City of Blue Island will be contracting with the engineering firm of URS (hereinafter referred to as the "Consultant"), to perform the Phase I engineering work for the Project pursuant to the contract entitled "Preliminary Engineering Services Agreement for Federal Participation" (hereinafter referred to as the "Consulting Agreement"), which by reference is incorporated herein and made a part of this Agreement. Each Agency agrees to provide Consultant with such access to its property as may be necessary to perform the engineering work and to furnish Consultant with such documents, reports, data, studies or other information within the Agency's possession as may be relevant to the Project. City of Blue Island shall require Consultant to defend, hold harmless and indemnify the Agencies, their elected officials, officers, employees and agents, from and against any and all claims, liabilities, causes of action, losses, judgments, settlements, damages and expenses (including, but not limited to, reasonable expert witness and attorney fees) that may at any time arise or be claimed by any person or entity, including any employees, agents and subcontractors of Consultant, as a result of bodily injury, sickness, death or property damage, or as a result of any other claim or suit of any nature whatsoever, allegedly arising out of or in any manner connected with, directly or indirectly, the negligent or intentional acts or omissions on the part of Consultant or its contractors, subcontractors, employees or agents in performing the engineering services provided for in the Consulting Agreement.

**5. Project Development Report.** The Phase I engineering services to be performed by Consultant under the Consulting Agreement involve the preparation of a "Categorical Exclusion Project Development Report" (hereinafter referred to as the "Project Development Report"), which shall identify and establish the final alignment corridor for the trail to be constructed as part of the Project. Each Agency shall review the Project Development Report as to that portion of the Project under its jurisdiction. If there are no reasonable objections to said Project Development Report, each Agency shall execute such documents as may be required by IDOT as evidence of the Agency's approval of the Project Development Report. If an Agency disagrees with the findings in the Project Development Report, it shall specify in writing

the nature of its objections and provide a copy thereof to the Consultant and to all the other Agencies. The objecting Agency and Consultant shall work in good faith to reach a mutually agreeable resolution.

**6. Project Payments.** Notwithstanding anything in the Project to the contrary, the estimated cost of the Phase I engineering work related to each Agency is identified in the table dated May 22, 2008 entitled "Calumet-Sag Trail (East End, South Alternate), Phase I Engineering And Construction Cost Summary & Grant Reimbursement Allocation" (hereinafter referred to as the "Cost Summary"), which is attached hereto and incorporated herein as Exhibit C. Each Agency shall, within thirty (30) days of the date of this Agreement, deposit with South Suburban Mayors and Managers Association one half of the twenty percent (20%) of the total amount of the Phase I engineering services pertaining to its portion of the Project. City of Blue Island shall not authorize Consultant to begin any part of the engineering work until each participating Agency has deposited with South Suburban Mayors and Managers Association one half of the Local Share of Phase I Engineering (20%) as identified in Exhibit C. The remaining balance (one half of the twenty percent (20%) of the total amount of the Phase I engineering services pertaining to its portion of the Project) shall be deposited with South Suburban Mayors and Managers Association by July 1, 2009. Each Agency shall annually appropriate such funds as shall be necessary to carry out its obligations under this Agreement.

**7. Reimbursement Payments.** South Suburban Mayors and Managers Association shall maintain the funds deposited by the Agencies in a separate fund, itemized as to each Agency. During the course of performing the engineering work, Consultant shall, pursuant to the terms of the Consulting Agreement, submit to South Suburban Mayors and Managers Association for its review and approval an itemized payment invoice acceptable to IDOT specifying in detail the work performed for the period covered by the invoice. Consultant shall submit the itemized payment invoice to South Suburban Mayors and Managers Association for its review and approval. If found to be in compliance with the terms of the Consulting Agreement, South Suburban Mayors and Managers Association shall, within forty-five (45) days of receipt of the payment invoice, pay Consultant the amount specified, provided that no Agency has filed a reasonable written objection with South Suburban Mayors and Managers Association. Within the aforementioned forty-five (45) day period, South Suburban Mayors and Managers Association shall also submit a copy of the payment invoice and such other documents prepared by the Consultant as may be required to IDOT for reimbursement under the Grant. Upon completion of the Project, any balance remaining for each Agency will be refunded to that Agency. If the actual cost of the engineering services performed for a particular Agency exceeds the amount estimated in the Cost Summary, that Agency shall be responsible for the excess, and shall pay the excess amount to South Suburban Mayors and Managers Association in order to allow for payment to Consultant in an amount equal to the actual services performed on behalf of the Agency. If, upon completion of the engineering work, the actual cost of the services performed for an Agency is less than



the estimated amount in the Cost Summary, South Suburban Mayors and Managers Association shall refund the balance to that Agency. South Suburban Mayors and Managers Association shall provide each Agency with an annual report detailing the status of each Agency's account.

**8. Interest Payments.** Any interest accrued from the funds deposited with South Suburban Mayors and Managers Association pursuant to Sections 6 or 7 shall be retained by South Suburban Mayors and Managers Association to cover the administrative costs associated with administering the Project.

**9. Additional Engineering Services.** It is anticipated that after the date of this Agreement, one or more Agencies may desire to have certain additional engineering services performed in relation to the possible construction of improvements that are outside the scope of the Project and Grant application. The parties agree that such additional engineering services will not be part of the scope of services as defined in the Consulting Agreement and will not be entitled to reimbursement under the Grant. Each Agency shall be responsible for obtaining such additional engineering services on its own.

**10. Repayment of Grant Funds.** If an Agency for any reason terminates its involvement in the Phase I engineering portion of the Project, it shall serve written notice thereof on City of Blue Island, South Suburban Mayors and Managers Association, the other Agencies, IDOT and Consultant. In such case, the Agency shall not be entitled to a refund for any payments made under this Agreement. In addition, if required by IDOT, the Agency shall be responsible for reimbursing IDOT for all sums paid to the Agency as part of the eighty percent (80%) federal portion of the Phase I engineering costs under the Grant. The Agency shall pay any such reimbursement directly to IDOT within thirty (30) days of receipt of IDOT'S written demand for payment.

**11. Cooperation.** If an Agency has reason to believe that a violation of this Agreement has occurred or is occurring, written notice thereof specifying in detail the violation and the facts supporting the claim shall be served upon the Agency that allegedly committed or is permitting such violation to occur. The written notice shall also be served on City of Blue Island, South Suburban Mayors and Managers Association, IDOT and all the other Agencies. The Agencies agree to act in good faith and to cooperate with each other to resolve any disputes which may arise in the performance of this Agreement. In the event an Agency is required to institute any legal action or proceeding, whether at law or in equity, to enforce any provision of this Agreement, the prevailing party in such action or proceeding (as determined by the court) shall be entitled to recover all of its costs and expenses, including, but not limited to, reasonable expert witness and attorney fees.

**12. Indemnification.** Each Agency shall defend, hold harmless and indemnify the other Agencies, and their respective elected officials, officers, employees and agents from and against all claims, liabilities, causes of action, losses, judgments, settlements, damages and expenses (including, but not

limited to, reasonable expert witness and attorney fees) that may at any time arise or be claimed by any person or entity as a result of bodily injury, sickness, death or property damage, or as a result of any other claim or suit of any nature whatsoever, allegedly arising out of or in any manner connected with, directly or indirectly, the negligent or intentional acts or omissions of the indemnifying Agency's performance of its obligations under this Agreement. Said indemnification by each Agency, however, shall not be construed as a waiver of any immunities or defenses any Agency may have pursuant to the Local Governmental and Governmental Employees Tort Immunity Act (745ILCS 10/1-101 et seq.).

**13. Construction.** By entering into this Agreement, each Agency agrees to consider entering into a future intergovernmental agreement for the Phase II; Design Engineering and Phase III; Construction of the Project.

**14. Transfers.** No Agency shall sell, assign or otherwise transfer its interest under this Agreement without the prior written approval of all the other Agencies. The provisions set forth in this Agreement shall be binding upon and inure to the benefit of the approved successors and assigns of the Agencies.

**15. Notices.** All notices given under this Agreement shall be in writing and shall be either (a) served personally during regular business hours; (b) served by facsimile transmission during regular business hours; or (c) served by certified or registered mail, return receipt requested, properly addressed with postage prepaid and deposited in the United States mail. Notices served personally or by facsimile transmission shall be effective upon receipt, and notices served by mail shall be effective upon receipt as verified by the United States Postal Service. Notices shall be served at the following addresses:

**South Suburban Mayors and Managers Association**  
Attn: Ed Paesel  
1904 West 174th Street  
East Hazel Crest, IL 60429

**Alsip Park District**  
Attn: Director of Parks and Recreation  
12521 S. Kostner Avenue  
Alsip, IL 60803

**Worth Township**  
Attn: Supervisor John Murphy  
Worth Township  
11601 S. Pulaski  
Alsip, IL 60803h Township

**City of Blue Island**  
Attn: Mayor Donald Peloquin  
13051 Greenwood Avenue  
Blue Island, IL 60406

**Forest Preserve District of Cook County**  
Attn: General Superintendent  
536 N. Harlem Avenue  
River Forest, IL 60305

**Village of Riverdale**  
Attn: Mayor Zenovia Evans  
157 West 144th Street  
Riverdale, IL 60827



# Chapter 9: Implementation Strategy

## Village of Dolton

Attn: President William Shaw  
14014 Park Avenue  
Dolton, IL 60419

## City of Calumet City

Attn: Mayor Michelle Markiewicz  
Qualkinbush  
204 Pulaski Road  
Calumet City, IL 60409

## Village of Burnham

Attn: President Robert E. Polk  
14450 Manistee Avenue  
Burnham, IL 60633

## Dolton Park District

Attn: Lester Long, President  
721 Engle Street  
Dolton, IL 60419

**16. Execution.** Each Agency shall approve this Agreement pursuant to a duly passed ordinance or resolution and shall execute a separate signature page and send the original page to City of Blue Island. After all the original signature pages have been received, City of Blue Island shall provide each Agency with a fully executed copy of this Agreement.

**17. Incorporation.** The provisions set forth herein represent the entire agreement between the Agencies and supersede any previous oral or written agreements, as it is the intent of the Agencies to provide for integration within the terms of this Agreement. No provision may be modified in any respect unless such modification is in writing and signed by all the Agencies.

IN WITNESS WHEREOF, the parties have entered into this Agreement as of the \_\_\_\_\_ day of \_\_\_\_\_, 2009.

### SIGNATURE PAGE FOR INTERGOVERNMENTAL AGREEMENT PROVIDING FOR THE ESTABLISHMENT OF THE CALUMET-SAG TRAIL – EAST END AND THE PERFORMANCE OF CERTAIN ENGINEERING SERVICES

#### [AGENCY]

By: \_\_\_\_\_

Attest: \_\_\_\_\_

Clerk

APPROVAL AUTHORIZED BY:

Ordinance No. \_\_\_\_\_

Resolution No. \_\_\_\_\_

## Conclusion

The Cicero Avenue Corridor Study, conducted in 2013 and 2014, was initiated by the Southwest Conference of Mayors to improve multimodal transportation function along the Corridor and encourage economic revitalization. The completion of this Study represents a transition in activities from planning for conceptual improvements and establishing multijurisdictional collaboration, to planning for implementation and development of projects. With its history of successfully coordinating multijurisdictional projects among its members and with the transportation agencies which have also participated in this study, the Conference is well-positioned to drive coordination of the next phase of Corridor projects.











# Chapter 10: Plan Participants

## Process

The study was sponsored by the Southwest Conference of Mayors (SCM), funded by RTA and IDOT, and conducted with active participation from Pace, Metra, the CTA, the Chicago Metropolitan Agency for Planning (CMAP), the Cook County Department of Transportation and Highways (CCDOH), the City of Chicago Department of Transportation (CDOT), the City of Chicago Department of Aviation (CDOA), and the Illinois Tollway Authority (Tollway).

A Steering Committee composed of the leadership from the Corridor Communities and SCM oversaw the process and contributed to the definition of improvement projects and implementation priorities, with active input from the noted agencies. The Steering Committee met six times during the course of the study.

The study sponsored a website at <http://www.cicerocorridor.com>, which served as the primary vehicle for reporting project findings and soliciting public input via interactive surveys.

A series of developer focus groups engaged developers and brokers to ascertain interest and feedback on the strength of the market.

Additionally, the consultant team provided briefings on the study at various points throughout the study at events such as the 2014 SCM Expo, periodic meetings of industrial councils, and municipal meetings.

## Summary of Public Input / Themes

A pair of online public surveys to obtain input on Corridor issues and desires for change was rolled out in May 2014 and available through July 2014. The project website and surveys were publicized through press announcements, distribution of flyers for posting in the Corridor Communities, links to the website from Corridor Community websites, and email invitations to participants of the SCM's recently completed Cicero Avenue Corridor Plan.

The consultant team used the detailed survey results to enhance the technical analysis completed during preliminary phases of the study. Findings from the survey, together with input from the study's Steering Committee, will shape the priorities and concepts

## Chapter 10: Plan Participants

developed by the study team that can contribute to improvement of transportation, economic development, and urban design/visual identity on the Corridor.

### ***What do Respondents think about the Roadway?***

When presented with a variety of improvement types, respondents prioritized improved speed along the Corridor as their top priority.

When asked to characterize the level of roadway congestion around certain intersections as “Very Little”, “Moderate”, “High”, “Severe” or “Don’t Know”, the most frequent response for congestion around Midway, 111th Street, and 127th Street was “High.” The most frequent response for congestion around Ford City and 95th Street was “Severe.”

When asked to rate attributes or features of the roadway including pavement condition, safety, signage, access to businesses and access to interstates as “Excellent”, “Good”, “Average”, “Poor”, “Very Poor”, or “Don’t Know”, the most frequent response was “Average”. Pavement condition was most frequently ranked as “Poor”.

### ***What do Respondents think about Public Transportation?***

Transit usage among survey respondents was low or infrequent, regardless of service provider.

Transit users arrived at their primary public transportation service by all modes, but most frequently were dropped off, or drove alone. Few transfer from one service to another in the course of their trips. Regarding condition of elements that may make transit ridership more appealing, respondents marked most elements as “Average” or “No Opinion.”

In response to a question about whether current public transportation service on the Corridor meets rider needs, 69% of respondents said “Yes.”

### ***What do Respondents think about Non-Motorized Options?***

The vast majority of survey respondents never walk or bicycle on Cicero Avenue, use the recreational walking or bicycle trails that intersect the Corridor, or bring their bicycles on transit along the Corridor.

Regarding the non-motorized infrastructure on the Corridor, many respondents commented unfavorably on the condition and continuity of sidewalks along the corridor as an impediment to walking safely or efficiently.

### ***What do Respondents think about Streetscape?***

Streetscape questions dealt with assessment of conditions and availability of street furnishings, and landscaping styles and preferences.

When asked to characterize the condition of medians along the Corridor, the most frequent for every segment was “Poor.”

- 55th Street to 63rd Street
- 63rd Street to 71st Street
- 71st Street to 79th Street
- 79th Street to 111th Street
- 111th Street to 127th Street

Ratings related to parkway conditions were distributed across the options “Very Good,” “Adequate,” “Poor” and “No Opinion.”

Questions pertaining to street furnishings (trash receptacles, benches, bike racks, bus shelters, etc.) indicated that respondents considered current conditions and quantity to be “Adequate”, with the exception of bike racks, which were deemed “Poor.” There was not much differentiation among categories noted as the “Most Important” item for investment.

Responses to visual preference questions seem to suggest that respondents favor both manicured as well as grassy landscaping styles. Improved bus shelters and pedestrian crosswalks were perceived favorably (79% ).



A majority of respondents (62%) indicated that the recent streetscape and signage improvements around Midway Airport have had a positive impact.

### ***What do Respondents think about Urban Design?***

Urban design questions dealt with assessment of architectural style and layout / form of the built environment.

When asked about form for new development along Cicero Avenue, most respondents responded positively to typical design guidelines: positioning buildings close to the street; landscaping; compatible heights and mass; height maximums; and mixed use. While easy pedestrian access was noted as important, so was automobile access.

The majority of respondents (46%) noted that specific architectural style was not important as long as quality is good.

### ***What do Respondents Think about Development?***

Development questions asked for feedback on economic development priorities and on preferred development opportunities.

Commercial/office, commercial/retail and public uses were the development categories that most respondents thought were appropriate for the corridor. Specifically, respondents thought that big box, strip centers, and mixed use were appropriate forms for the corridor.

When asked to comment on priorities, all categories (a range of economic development goals) were noted as "Important."

- The two categories that received the most responses for "Most Important" were "Variety of Restaurants and Bars" and "Creating local jobs".
- No single category stood out as receiving an outstanding number of "Unimportant" or "No Opinion" responses.

In response to questions about where respondents shop, the majority did not consider Cicero Avenue as their primary shopping destination (64%). Orland Square Mall / LaGrange Road was the most commonly noted destination.

Respondents were asked to comment on the concentration of certain business types along the Corridor, whether there are too few, adequate number, too many, or no opinion. The four categories most noted as being in short supply:

- Fine Dining Restaurants (83%)
- Casual Dine-In Restaurants (75%)
- Entertainment Destinations (75%)
- Small, Locally-Owned Retail (75%)

The three categories of businesses that received notable response as too prevalent are:

- Payday Loan (100%)
- Cash for Gold (92%)
- Auto Title Loans (92%)

One-third or fewer respondents answered questions pertaining to types of residential development appropriate for Cicero Avenue. Townhomes and condominiums received some favorable votes, followed by "no residential is appropriate." Senior housing, assisted living, student housing, and rental apartments received no votes as appropriate.

## Summary of Developer Feedback

A series of developer focus groups were conducted in May and June 2014, at which existing conditions and real estate market conditions



## Chapter 10: Plan Participants

were presented to audiences of developers and brokers to ascertain interest and feedback on the strength of the market.

### *How do Developers generally assess the Corridor?*

Conversations with developers indicate that the market may support some types of redevelopment along the Corridor, including affordable senior housing and medical offices. There may also be an opportunity to build a limited amount of new retail space and attract new tenants to vacant retail space. However, relatively high land prices and a lack of sufficiently large, available sites may challenge near-term redevelopment. Municipal planning and assistance will therefore likely be necessary to overcome market-level and site-level challenges to redevelopment. Public-private partnerships with municipal involvement in site assembly, coordination with property owners, and use of incentives to defray infill development costs and attract tenants could encourage redevelopment along the Corridor.

### *What do Developers perceive as Corridor Strengths?*

Developers articulated a number of strong points or assets in the Corridor. These include a high volume of potentially retail-supporting traffic; an existing inventory of industrial, hotel and retail tenants; and key anchors such as Midway Airport and Advocate Christ Medical Center. Developer input regarding general perceptions of the Corridor is outlined below:

- **Character of the Corridor.** The Corridor has developed as an auto-oriented corridor, with auto-accessible retail and other uses. The Corridor is considered a largely built-out area with few large redevelopment opportunities remaining.
- **Traffic Counts.** Cicero Avenue has constant, high traffic counts, even relative to other major corridors in the south suburbs. The high volume of traffic throughout the Corridor creates opportunities for drivers to access retail and other development, and is not considered an impediment to most types of development.
- **Parking.** The Corridor has adequate parking to enable access to retail, office and service uses. While redevelopment is at times challenged by limited availability

of parking, the relatively high level of existing parking along the Corridor allows flexibility in development.

- **Demographics.** From a demographic perspective, the relatively high population of households within a half mile of the Corridor makes it attractive to developers. The area is largely middle class; median household income in the corridor communities is approximately \$52,500, slightly higher than the median for the Chicago metropolitan area. According to interviews, while this level of income does not provide high disposable income, the stable wages are adequate to support a range of necessary retail goods. However, the income mix of this population may limit support for some types of retail development.

### *What do Developers think are Opportunities for Redevelopment?*

Developers also provided overall feedback regarding the potential for redevelopment along the corridor, as summarized below for three sectors.

For **retail** development:

- According to developers, the current market is unlikely to support speculative new construction retail development. Identifying and targeting specific retail tenants not currently found along the Corridor may be an effective strategy to fill currently vacant anchor retail spaces, particularly where larger anchor tenant spaces exist, such as at Ford City Mall or Burbank Town Center.
- Improving the “curb appeal” of established retail centers by upgrading the facades of older buildings, enhancing visibility, and making other property improvements may help to attract retail tenants and shoppers.
- Concentrating larger retail tenants in highly-visible and accessible retail nodes located every few miles along the Corridor, while supporting improvements to neighborhood and convenience retail, as appropriate, outside these nodes.





For **medical /health care** development:

- The Advocate Christ Medical Center, located in Oak Lawn on 95th Street one-half mile east of the Corridor, anchors some existing medical office development along 95th Street and Cicero Avenue. A recently-completed 36,000-square-foot Class A medical office development on 95th Street east of the hospital is fully leased, and developers are looking for opportunities to develop additional space within this existing concentration of medical offices, diagnostic centers, and other health care facilities.
- The relatively high rents paid by tenants of medical office facilities can in some cases make acquisition and demolition financially feasible.

For **senior housing** development:

- There appears to be a need for senior housing, and particularly affordable senior housing, in the south suburban area, as evidenced by the aging of the local population, and long waiting lists at existing independent living affordable senior housing facilities.
- Because of criteria set by the Illinois Housing Development Authority ("IHDA"), the state's housing finance agency, the developers typically require sites to be located near transit and in walkable areas, within a half mile of community facilities, medical services, and other amenities.
- Because of the relatively long process for financing and developing affordable senior housing, the developer will typically require a willing and patient seller for property they wish to acquire.

### ***What do Developers think are Broad Challenges to Redevelopment?***

Developers discussed several broad market-level challenges to attracting investors to redevelop sites along the Corridor.

- Speculative new construction of retail is unlikely due to costs and competitive pressures. Therefore, developers are

likely to pursue retail development only when specific retail tenants demand new space in a particular location.

- Furthermore, developers suggested that large retail tenants are often unwilling to pay rents that are sufficient to cover relatively high land costs and make redevelopment feasible with market returns. Developers may therefore be unwilling to pursue new retail development without economic incentives in the form of Tax Increment Financing ("TIF") assistance, land transfers, or infrastructure improvements.
- The existing concentration of retail tenants along the Corridor, just south of the Corridor in Crestwood, and in the greater south suburban submarket (e.g., Orland Park) limits the number of new retail tenants that might be attracted to the Corridor, since many suitable tenants are already present in or near the Corridor. These established retail centers make the retail market in the south suburbs highly competitive. This may pose a challenge to attracting new retail development, and to attracting retail tenants for existing retail spaces.
- On one hand, the large existing inventory of retail development may be a strength for the Corridor. However, a large amount of the existing development is mature and aging, and there are a number of retail spaces outside of core retail centers along the Corridor that may not be as marketable to retail tenants.
- Stable population in the Corridor communities over the next five years is likely to limit the market for new residential development on and around the Corridor.

### ***What do Developers think are Site-Specific Challenges to Redevelopment?***

Developers identified varying levels of market potential along the Corridor for new medical office, senior housing, and some additional retail or industrial development. However, developers indicated that challenges at the site level may currently limit redevelopment potential of the priority sites.

# Chapter 10: Plan Participants

- Many sites along the Corridor are too small or too narrow to support modern development. Narrow sites often cannot accommodate adequate loading areas, parking, and circulation required for modern commercial development. Small sites can also be a barrier to development because site assembly can be an expensive and time-consuming process. Many blocks are divided with commercial development along Cicero Avenue and residential development behind; the entire width of the block would likely be needed to build according to modern commercial standards.
- Several developers identified acquisition and site assembly as a significant barrier to redevelopment along the corridor. According to developers, real estate costs are rising in the south suburbs, and may be an impediment to redevelopment. Furthermore, the majority of sites along the corridor are currently improved, requiring demolition and possibly remediation.
- Fractured ownership further complicates site assembly and acquisition, with the potential for a hold-out owner raising costs of the entire development. The availability of sites currently on the market or lack of owners willing to consider redevelopment may also limit potential.
- The development potential of some sites on the Corridor is limited by adjacent land uses that are incongruous or undesirable for target development types. For example, residential development will not typically locate adjacent to industrial uses or in high traffic areas. Retail typically locates near existing retail and population centers, and would be less suited to areas adjacent to open space or industrial developments.

## Acknowledgements

### Study Steering Committee



### Participating Agencies



### Consultant Team





### About This Plan

In preparing this plan, URS Corporation and its consultant team members made assumptions and estimates that are subject to uncertainty and variation. Some estimates are based on data obtained in interviews with third parties, and such data are not always completely reliable. In addition, we make assumptions as to the future behavior of policy makers, consumers, transportation conditions, the general economy and political environment that are subject to uncertainty. Therefore, while our analysis has been conscientiously prepared on the basis of our experience and the data available to us, we make no warranty of any kind that the plan concepts will, in fact, be achieved. URS Corporation shall have no obligation to update our findings and conclusions for changes in market conditions, transportation service levels, or agency priorities that occur subsequent to completion of this study.





<http://www.cicerocorridor.com/>



**Southwest Conference of Mayors**

14700 South Ravinia Ave

Orland Park, IL 60462

Phone 708.403.6132

<http://www.swmayors.com/>