



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.

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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 |

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Table 9.2
Projects by Community

| CHICAGO | |
|---------------------|--|
| Item ID | Specific Improvement |
| 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) |
| BEDFORD PARK | |
| 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 |

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Table 9.3
Projects by Community

| BEDFORD PARK | |
|---------------------|--|
| Item ID | Specific Improvement |
| 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) |
| BURBANK | |
| 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 |

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Table 9.4
Projects by Community

| BURBANK | |
|-----------------|--|
| Item ID | Specific Improvement |
| 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) |
| HOMETOWN | |
| 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 |

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Table 9.5
Projects by Community

| HOMETOWN | |
|-----------------|--|
| Item ID | Specific Improvement |
| 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 |
| OAK LAWN | |
| 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 |

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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 |

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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) |

| 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



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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.



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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.*

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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

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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



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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.

