



MEMORANDUM

TO: **Trustee Anthony Puccio, Chairperson**
Economic and Community Development Committee

FROM: William J. Heniff, AICP, Director of Community Development *WJH*

MEETING DATE: June 14, 2021

SUBJECT: **Butterfield Road Corridor Plan – CMAP Planning Grant**

The Chicago Metropolitan Agency for Planning (CMAP) is the comprehensive planning organization for Chicago and the surrounding region (Cook, DuPage, Kane, Kendall, Lake, McHenry and Will counties). Among other initiatives, CMAP runs the Local Technical Assistance (LTA) Program. Through the LTA Program, CMAP provides technical and financial assistance to municipalities and other groups throughout the region engaging in local planning efforts at the community or sub-regional level. LTA Program resources are awarded to local communities through a cyclical grant process. In recent years, CMAP has awarded LTA assistance in partnership with the Regional Transportation Authority (RTA).

In 2019, the Village of Lombard applied to the LTA Program for assistance in developing a Butterfield Road Corridor Strategic Master Plan. As noted in the grant application, the Butterfield Road area of Lombard includes Yorktown Center regional mall as well as a large amount of office and multi-family development. The Corridor has long been a major retail destination and economic driver for Lombard and DuPage County. The ongoing realignment of the retail sector and softening market for office space have altered the composition of the Corridor as property owners seek alternatives to traditional retail and office development. Of particular note, Yorktown Center has seen a shift away from a retail-heavy mix of tenants toward more personal services and experience-based businesses. There has also been a significant increase in residential units within the area, as Apex 41 and the Yorktown Commons properties have developed with large multi-family apartment complexes. The subsequent Plan Commission petitions for that property have born this out.

As a result of these trends, the Corridor is transforming from a retail/office corridor into a truly mixed-use suburban area. The Village adopted two business districts and a TIF to secure funding sources for aspects of this transformation. However, the Village has not engaged in a comprehensive planning effort for the Corridor. In the grant application, staff proposed to use LTA resources to engage in such an effort. Staff envisioned the result would be a plan that looked closely at the Butterfield Road corridor within the municipal limits of Lombard, with policy recommendations to guide future land use and financial decisions. Staff identified the following broad planning areas for additional study:

- Analysis of transportation opportunities in light of increasing residential population, with particular emphasis on Pace service.

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Butterfield Road Corridor Plan – CMAP Grant

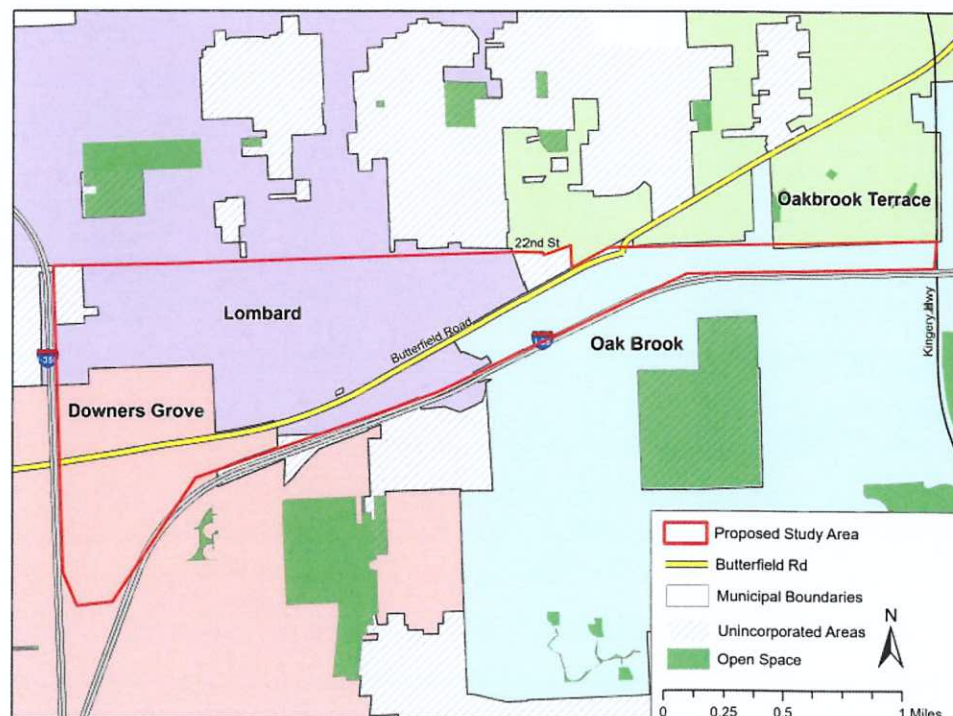
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- Consideration of pedestrian improvements, particularly connectivity between residential development and Yorktown Center.
- Open space assessment, given there is currently limited recreational and passive park space in the Corridor.
- Consideration of mobility needs for an aging population.

In early 2020, Village staff received word from CMAP that the Village's proposed planning effort was among those under consideration by the CMAP board to receive LTA resources. CMAP also shared that DuPage County had applied for a grant to look at transportation opportunities within or along the Butterfield Road corridor. CMAP suggested to Village staff that there may be an opportunity to combine the two proposals into an expanded study. With the start of the pandemic in Spring 2020, these discussions were put on hold.

In early 2021, CMAP contacted staff to confirm the Village's continued interest in undertaking the planning effort. CMAP also proposed expanding the study area to include portions of adjacent communities along Butterfield Road. The current proposed study area is shown below.

Study Area



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The revised project scope calls for CMAP to provide technical assistance to the Villages of Lombard, Downers Grove and Oak Brook, as well as DuPage County, to develop a subarea plan for the Butterfield Road Corridor between I-355 and Route 83. Key topics of the corridor plan will include: proactive economic development; connection enhancements to transit; transportation enhancements; housing choice; access to open space; and public engagement.

CMAP prepared a Project Charter outlining the proposed planning effort. CMAP also provided a Scope Detail with details on project deliverables, tasks, and timelines. CMAP expects this will be a two-year planning effort, with a final plan produced at the end of 2023. The Project Charter and the Scope Detail are attached to this memo for reference.

Village staff reviewed the updated Project Charter, and finds that it addresses the areas of concern identified in the Village's original grant application. While the project scope has expanded to include participation from other communities, the proposed plan should provide meaningful guidance to the Village with respect to the ongoing transformation of the Butterfield Road Corridor and the Yorktown Center area.

CMAP estimates that CMAP will spend over \$160,000 and 1,600 hours of staff time on this project. The LTA Program requires recipients to provide a financial contribution. CMAP requested a local contribution of \$24,000 for this project. This local contribution will be divided among the four participating local entities, based upon the land area amount of the study area within each municipality. The Project Charter shows the breakdown of the \$24,000 across the three participating villages and DuPage County. Lombard's portion of the local contribution is \$10,680.87.

Staffs at Oak Brook and Downers Grove have already brought this issue to their respective Boards and have received direction to proceed with the study.

As a point of reference, the Village has previously received LTA assistance to engage in planning efforts for the Downtown. These efforts resulted in the Lombard Downtown Revitalization Project Guidebook, which was adopted by the Village Board in 2011 and has been a primary policy tool for downtown activities over the past decade. The ECDC was engaged with that effort.

COMMITTEE ACTION REQUESTED

In order for CMAP to proceed, each local partner entity needs to sign the Project Charter agreeing to the requested local contribution and the scope of the proposed planning effort. Staff asks that the ECDC make a recommendation to the Village Board to authorize the signature of the Village Manager on the Project Charter.

MODULE 1: PROJECT CHARTER

WORK PLAN NO.	PROJECT TITLE	DATE
2021.915	Butterfield Road Corridor Plan	04/08/2021

General Information¹

PROJECT TYPE	Staff led project
PRELIM. DURATION*	24 months
PRELIM. START DATE*	06/01/2021
PRELIM. END DATE*	05/31/2023

1. Project Description

CMAP will provide technical assistance to the Village of Lombard, the Village of Downer Grove, the Village of Oak Brook, and DuPage County to develop a subarea corridor plan for a portion of Butterfield Road, bounded by 22nd Street (both sides of the street) to the north, I-88 to the south, Kingery Highway (IL-83) to the east, and I-355 to the west (see attached map), incorporating the regional ON TO 2050 principles of resiliency, inclusive growth and prioritized investment.

2. Preliminary Key Topics*

The project activities will seek to explore and address topics including but not limited to transportation; proactive economic development; supporting development of compact, walkable communities; housing choice; and access to open space. More specifically the plan will include chapters on:

TOPIC	DESCRIPTION
Proactive economic development	The plan will assess existing conditions and market realities along the Butterfield Road corridor to identify feasible economic development opportunities that align local economic development planning with regional goals; identify strategies for vacant and underutilized properties connected to the existing transportation infrastructure; and capital planning for public improvements.
Connection enhancements to transit	Several Pace bus routes serve the Butterfield Rd corridor and connect it to surrounding communities. The plan will explore how to leverage this asset and recommend enhancements to the system, including pedestrian infrastructure and connectivity.
Transportation Enhancements	The plan will explore roadway enhancements at key locations within the corridor, including safety and intersection improvements that can benefit both vehicular traffic and bus service.
Housing Choice	The plan will explore strategies to enhance housing choice in the study area by considering opportunities for further residential development, taking into consideration the needs and desires of current and future residents, as well as connectivity to transit options and pedestrian infrastructure to support the development of compact, walkable communities.
Access to open space	The plan will include strategies that address connections and multi-modal accessibility between the Butterfield Rd Corridor and nearby open space amenities, as well as identify opportunities for open space enhancements within the study area.
Public Engagement	Environmental justice principles shall be applied, and steps shall be taken to provide the public, including members of minority populations and low-income populations, access to public information and to develop a feasible shared vision for the area. The engagement

*The project duration, start date, and end date will be finalized in Module 2: Project Timeline and other preliminary assumptions will be finalized in Module 3: Scope Detail.

process will create a foundation and a framework for future outreach to avoid disproportionately high and adverse effects in future transportation and other programs, policies, and activities. Public engagement will create a forum for residents, employees, current business and property owners, elected officials to determine major issues and opportunities in the study area, and build consensus across jurisdictions and interests.

3. Preliminary Assumptions*

NO.	ASSUMPTION
1	Participating communities will provide access to relevant staff who will need to be involved in the project, and will ensure that they allocate sufficient time to the project.
2	Participating communities will provide access to all relevant internal data, reports, and other information necessary to successfully complete the project.
3	The participating communities agrees to participate in public outreach and engagement efforts.
4	Leadership of participating communities commit to participate in the project and allocate sufficient time at meetings to ensure due consideration so the project is successful.
5	After the plan is adopted, CMAP will remain involved to a limited extent to monitor and encourage progress on the implementation actions specified in the plan. CMAP staff may provide assistance on specific implementation tasks, meet periodically with the sponsor, facilitate discussions with regional and state agencies that may have a major implementation role, and similar activities.
6	The project will involve interest of partners in the project other than the Village of Lombard, including DuPage County, the Villages of Oak Brook and Downers Grove, Pace, commercial property owners, and other partners.
7.	This project could benefit from a partnership with ULI to provide development guidance and advice on the changing nature of retail.
8.	This project could benefit from assistance from a transportation consultant to provide guidance on specific safety and other transportation enhancements at key locations along the corridor.

4. Preliminary Constraints*

NO.	CONSTRAINTS
1	Due to the multi-jurisdictional nature of the proposed study area, an agreement from surrounding municipalities on their level of participation is needed.
2	Existing conditions related to the retail market and Pace bus ridership may evolve due to the COVID-19 pandemic.

5. Preliminary Deliverables*

NO.	DELIVERABLE	DESCRIPTION
1	Communications and Outreach Strategy (COS)	A strategy that identifies the approaches and formats that will be used to solicit and consider feedback from a wide audience and incorporate their guidance into the subsequent deliverables. Focus should be given to disadvantaged/underrepresented population groups. The strategy should include different engagement methods to solicit input on problems, solutions, and recommendations. Strategy shall also include mechanisms necessary to keep the project on track and external project messaging organized and consistent.
2	Existing Conditions Report (ECR)	A report that provides an overview of existing conditions in the community and summarizes key factors influencing plan recommendations. The report will include supporting charts, maps, and other graphics.
3	Key Recommendations Memo (KRM)	A memo that identifies draft recommendations and provides a brief discussion of why these recommendations are being considered. The memo will contain preliminary ideas, be an outline for the primary recommendations likely to be included in the plan and potential strategies for implementation.
4	Corridor Plan	The primary deliverable of this project will be a corridor plan. The plan will contain recommendations for all relevant policy areas, including supporting text, charts, maps, and other graphics explaining how these recommendations were developed, and why they are important for the future. The plan will also include language

		concerning implementation, including descriptions of actions that should be taken within the next two years to advance recommendations.
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6. Preliminary ON TO 2050 Implementation*

CHAPTER: GOAL	RECOMMENDATION	PROJECT IMPLEMENTATION
Prosperity: Responsive, strategic workforce and economic development	Align local economic development planning with regional goals	Align local and regional economic development goals within a major retail and office development center. The plan will align local economic development planning with regional goals by promoting multijurisdictional collaboration along the Butterfield Rd corridor, to coordinate local economic development and transportation investment efforts.
Community: Reinvestment for vibrant communities	Support development of compact, walkable communities	Consider development opportunities near transit and pedestrian infrastructure. The plan will support the development of compact, walkable environments in the study area, by exploring opportunities for transit supportive land uses, and reuse of vacant or underutilized properties with transit connections, as well as pedestrian infrastructure and connectivity enhancements.
Community: Development that supports local and regional economic strength	Develop tax policies that strengthen communities and the region	Develop tax policies that respond to the changing nature of retail. Changing retail and consumer habits pose challenges to the sustainability of relying on sales tax for large portions of municipal revenues. The plan will explore ways to develop tax policies that respond to the changing nature of retail and ensure fiscal stability and a strong quality of life for the study area's residents.
Mobility: A modern multimodal system that adapts to changing travel demand	Make transit more competitive	Enhance existing transit options. The plan will explore strategies that make transit more competitive by leveraging the existing Pace bus routes that serve the study area, and propose enhancements to the system, including pedestrian infrastructure and connectivity.
Community: Reinvestment for vibrant communities	Match regional and local housing supply with the types that residents want	Enhance housing choice in the study area. The region's growing older population and changing demographics present an opportunity to explore strategies to enhance housing choice in the study area. The plan will take into consideration the needs of current and future residents, and connectivity to transit and pedestrian infrastructure.

7. Preliminary Funding*

Title 23USC and UWP Regulations Citations	<p>Studies relating to management, planning, operations, capital requirements, economic feasibility, performance-based planning, safety, and transit asset management [FTA C 8100.1D (2)(b)(1)];</p> <p>Work elements and related activities for planning for multimodal transportation access to transit facilities. This includes planning for improved pedestrian and bicycle access, including transit supportive land use plans [FTA C 8100.1D (2)(b)(5)];</p> <p>Support the economic vitality of the metropolitan area, especially by enabling global competitiveness, productivity, and efficiency [USC Title 23 Section 134(3)(h)(A)];</p> <p>Enhance the integration and connectivity of the transportation system, across and between modes, for people and freight [USC Title 23 Section 134(3)(h)(F)]</p>
Other funding opportunities	NA

8. Local Contribution

Village of Lombard	\$10,680.87
Village of Downers Grove	\$5,361.73
Village of Oak Brook	\$3,157.40
DuPage County	\$4,800.00
TOTAL AMOUNT	\$24,000
DUE DATE	12/1/2021

APPROVAL AND AUTHORITY TO PROCEED

We approve the project as described above and authorize the project to proceed.

Village of Lombard

Date

Village of Oak Brook

Date

Village of Downers Grove

Date

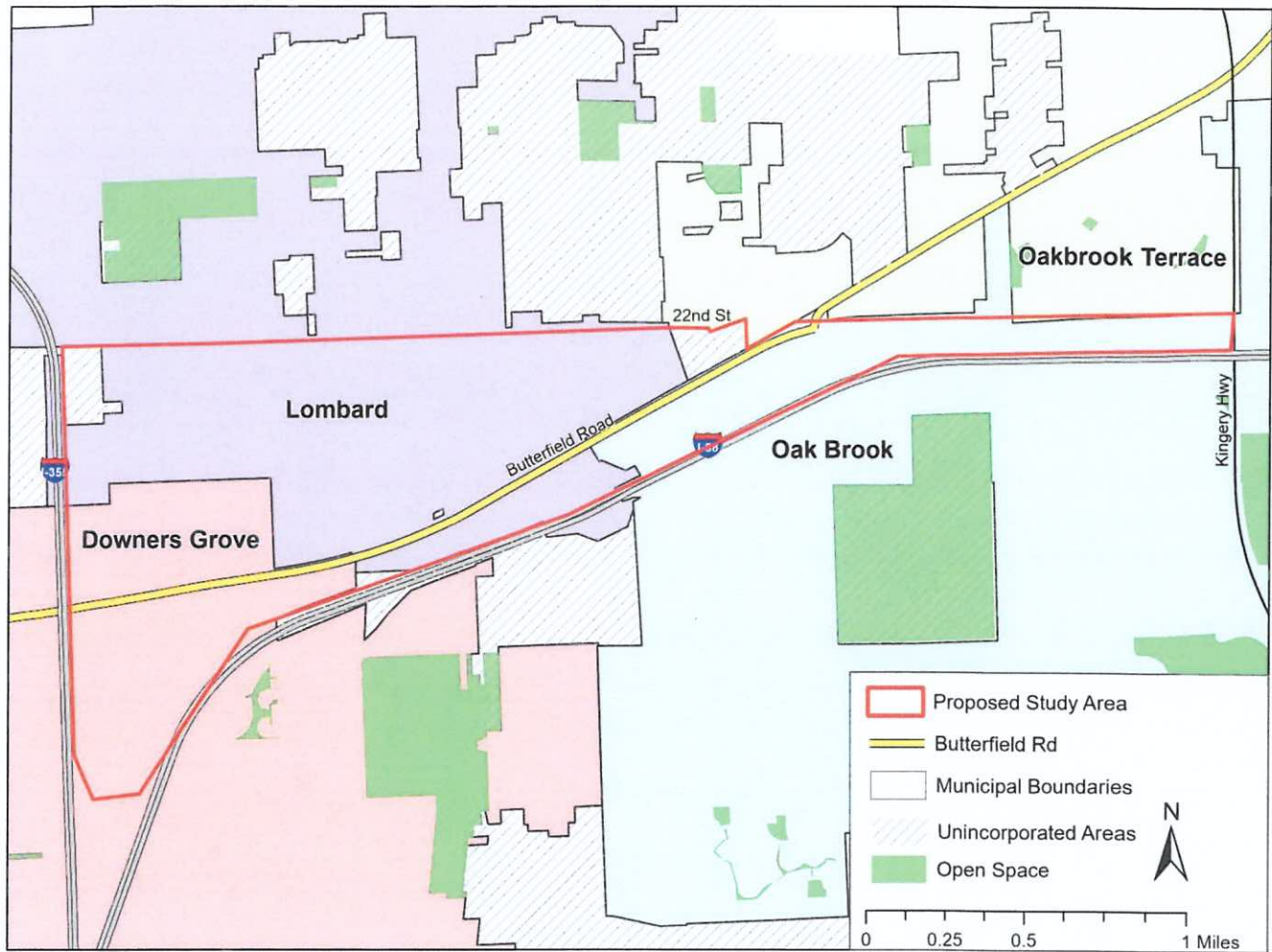
DuPage County

Date

CMAP

Date

Study Area



MODULE 2: SCOPE DETAIL

WORK PLAN NO.	PROJECT TITLE	DATE
2021.915	Butterfield Road Corridor Plan	5/12/2021

1. Final Key Topics

The project activities will seek to explore and address topics including but not limited to transportation; proactive economic development; supporting development of compact, walkable communities; housing choice; and access to open space. More specifically the plan will include chapters on:

TOPIC	DESCRIPTION
Proactive Economic Development	The plan will assess existing conditions and market realities along the Butterfield Road corridor to identify feasible economic development opportunities that align local economic development planning with regional goals; identify strategies for vacant and underutilized properties connected to the existing transportation infrastructure; and capital planning for public improvements.
Connection enhancements to transit	Several Pace bus routes serve the Butterfield Rd corridor and connect it to surrounding communities. The plan will explore how to leverage this asset and recommend enhancements to the system, including pedestrian infrastructure and connectivity.
Transportation Enhancements	The plan will explore roadway enhancements at key locations within the corridor, including safety and intersection improvements that can benefit both vehicular traffic and bus service, as well as bicycle and pedestrian safety.
Housing Choice	The plan will explore strategies to enhance housing choice in the study area by considering opportunities for further residential development, taking into consideration the needs and desires of current and future residents, as well as connectivity to transit options and pedestrian infrastructure to support the development of compact, walkable communities.
Access to open space	The plan will include strategies that address connections and multi-modal accessibility between the Butterfield Rd Corridor and nearby open space amenities, as well as identify opportunities for open space enhancements within the study area.
Public Engagement	The project will include public outreach to ensure a full understanding of local issues related to future land use planning with proactive economic development; transportation; pedestrian mobility; housing choice; supporting development of compact, walkable communities; and access to open space. Public engagement will create a forum for residents, current business and property owners, elected officials, as well as surrounding communities to determine major issues and opportunities in the study area, and build consensus across jurisdictions and interests.

2. Final Assumptions

NO.	ASSUMPTION
1	Community partners will provide access to relevant staff who will need to be involved in the project, and will ensure that they allocate sufficient time to the project.
2	Community partners will provide access to all relevant internal data, reports, and other information necessary to successfully complete the project.
3	Community partners agrees to participate in public outreach and engagement efforts.
4	Community partners leadership commits to participate in the project and allocate sufficient time at meetings to ensure due consideration so the project is successful.
5	After the plan is adopted, CMAP will remain involved to a limited extent to monitor and encourage progress on the implementation actions specified in the plan. CMAP staff may provide assistance on specific implementation tasks, meet periodically with the sponsor, facilitate discussions with regional and state agencies that may have a major implementation role, and similar activities.

6	The project will involve interest of partners in the project other than the Village of Lombard, including DuPage County, the Villages of Oak Brook and Downers Grove, Pace, commercial property owners, and other partners.
7	This project could benefit from a partnership with ULI to provide development guidance and advice on the changing nature of retail.
8	This project could benefit from assistance from a transportation consultant to provide guidance on specific safety and other transportation enhancements at key locations along the corridor.

3. Final Constraints

NO.	CONSTRAINTS
1	Existing conditions related to the retail market and Pace bus ridership may evolve due to the COVID-19 pandemic.

4. Final Deliverables

NO.	DELIVERABLE	DESCRIPTION	COMPLETION (qtr. and fiscal yr.)
1	Communications and Outreach Strategy (COS)	A strategy that identifies the approaches and formats that will be used to solicit and consider feedback from a wide audience and incorporate their guidance into the subsequent deliverables. Focus should be given to disadvantaged/underrepresented population groups. The strategy should include different engagement methods to solicit input on problems, solutions, and recommendations. Strategy shall also include mechanisms necessary to keep the project on track and external project messaging organized and consistent.	Q1-FY2022
2	Existing Conditions Report (ECR)	A report that provides an overview of existing conditions in the community and summarizes key factors influencing plan recommendations. The report will include supporting charts, maps, and other graphics.	Q2-FY2022
3	Key Recommendations Memo (KRM)	A memo that identifies draft recommendations and provides a brief discussion of why these recommendations are being considered. The memo will contain preliminary ideas, be an outline for the primary recommendations likely to be included in the plan and potential strategies for implementation.	Q1-FY2023
4	Corridor Plan	The primary deliverable of this project will be a corridor plan. The plan will contain recommendations for all relevant policy areas, including supporting text, charts, maps, and other graphics explaining how these recommendations were developed, and why they are important for the future. The plan will also include language concerning implementation, including descriptions of actions that should be taken within the next two years to advance recommendations.	Q4- FY2023

5. Final ON TO 2050 Implementation

REFERENCE	STRATEGY	PROJECT IMPLEMENTATION
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Prosperity: Responsive, strategic workforce and economic development	Align local economic development planning with regional goals	Align local and regional economic development goals within a major retail and office development center. The plan will align local economic development planning with regional goals by promoting multijurisdictional collaboration along the Butterfield Rd corridor, to coordinate local economic development and transportation investment efforts.
Community: Reinvestment for vibrant communities	Support development of compact, walkable communities	Consider development opportunities near transit and pedestrian infrastructure. The plan will support the development of compact, walkable environments in the study area, by exploring opportunities for transit supportive land uses, and reuse of vacant or underutilized properties with transit connections, as well as pedestrian infrastructure and connectivity enhancements.
Community: Development that supports local and regional economic strength	Develop tax policies that strengthen communities and the region	Develop tax policies that respond to the changing nature of retail. Changing retail and consumer habits pose challenges to the sustainability of relying on sales tax for large portions of municipal revenues. The plan will explore ways to develop tax policies that respond to the changing nature of retail and ensure fiscal stability and a strong quality of life for the study area's residents.
Mobility: A modern multimodal system that adapts to changing travel demand	Make transit more competitive	Enhance existing transit options. The plan will explore strategies that make transit more competitive by leveraging the existing Pace bus routes that serve the study area, and propose enhancements to the system, including pedestrian infrastructure and connectivity.
Community: Reinvestment for vibrant communities	Match regional and local housing supply with the types that residents want	Enhance housing choice in the study area. The region's growing older population and changing demographics present an opportunity to explore strategies to enhance housing choice in the study area. The plan will take into consideration the needs of current and future residents, and connectivity to transit and pedestrian infrastructure.

6. Data Collection and Analysis

NO.	ACTIVITY	DESCRIPTION
1	Planning documents	CMAP will conduct a comprehensive review of planning documents including review reports, plans, and ordinances relevant to the planning process.
2	Study area conditions	CMAP will conduct extensive research exploring socioeconomics and demographics, economic, environmental, land use, and transportation conditions in the study area.
3	Stakeholder analysis	CMAP will work with the Villages of Lombard, Oak Brook, and Downers Grove to identify and collect contact information for relevant study area stakeholders and will also explore past participation efforts and identify priority audiences.
4	Market analysis	CMAP will research the study area's current retail inventory and conditions, and conduct a retail gap analysis to determine what current retail opportunities exist. Additionally, with consultant support, CMAP will conduct a housing market analysis to determine what housing opportunities exist in the study area.

5	Transportation assets	CMAP will conduct extensive research exploring the transportation network, transit facilities, land use, crash data, multi-modal traffic volumes, roadway and right-of-way widths, and field observations in the study area.
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7. Communication and Outreach Activities

The project will include public outreach to ensure a full understanding of local issues outlined in the Final Key Topics section. Steps will be taken to provide the public, including members of minority populations and low-income populations, access to public information and to develop plan recommendations. The engagement process will create a foundation and a framework for future outreach to avoid disproportionately high and adverse effects in future transportation and other programs, policies, and activities.

NO.	ACTIVITY	DESCRIPTION
1	Project coordination	CMAP will hold regular monthly coordination meetings with the Villages of Lombard, Oak Brook, and Downers Grove to guide the project. Said meetings shall include: A) <u>monthly project update calls</u> over the duration of the project B) one (1) <u>project kickoff meeting</u> and C) at least four (4) <u>deliverable review meetings</u> throughout the process. CMAP will develop meeting agendas and take meeting minutes.
2	Engage with CMAP Project Webpage	A) CMAP will create an "Engage with CMAP" webpage that will serve as the project site and an online engagement tool to receive feedback from project stakeholders and the public. B) CMAP will add content to the "Engage with CMAP" project webpage which will serve as the foundation for the project's digital presence and should be updated regularly with project deliverables, links to surveys, articles related to the project, presentation slides, and meeting information.
3	Steering Committee	CMAP will form and facilitate a steering committee to help guide the project and conduct at least four (4) steering committee meetings. The steering committee will be responsible for providing project direction, reviewing key draft deliverables, assisting with outreach, and attending project meetings.
4	In-person interviews	CMAP will conduct at least twenty (20) key person interviews. Interviews shall include a mix of residents, business and commercial property owners, community leaders, municipal staff, and other stakeholders will be interviewed to gain insight into the current conditions and vision for the study area.
5	Public surveys	CMAP will conduct at least two (2) surveys to receive feedback from project stakeholders and the public including one (1) survey to collect information from the public for the existing conditions report and one (1) survey to gauge interest and support for various visions, strategies, and/or initiatives for the key recommendations memo.
6	Public engagement events	CMAP will conduct least three (3) public engagement events including one (1) public kick-off to provide an overview of the project to the public, highlighting specific ways for residents and others to contribute to the plan's development and stay up-to-date on its progress, and facilitate an interactive exercise designed to engage and gather existing conditions information, one (1) public visioning workshop to present an overview of key findings from the ECR, explain the next steps in the planning process, and facilitate an interactive exercise designed to engage and gather ideas from the study area's residents, business and property owners, and other stakeholders, on their vision for the future, and one (1) public open house provide an overview of the draft plan. This will be the primary opportunity for stakeholders to provide in-person feedback on the plan's recommendations.
7	Municipal meetings	CMAP will present at applicable municipal meetings and public hearings to gain approval of the plan. This shall include a minimum of one (1) public hearing and one (1) presentation to the elected board of the participating communities (six meetings in total).
8	CMAP Committee Meetings	CMAP will develop PowerPoint presentations for CMAP to use in presentations at applicable CMAP committee meetings to solicit input on problems, solutions, and recommendations. This shall include a minimum of two (2) PowerPoints.
9	Other	CMAP will participate in other conversations, meetings, and develop mechanisms necessary to keep the project on track and external project messaging organized and consistent

8. Phases and Sequencing

NO.	ACTIVITY / WBS*	DESCRIPTION
ONGOING: PROJECT MANAGEMENT AND COORDINATION		
1.1	Executed Agreement and Project Charter	CMAP will make a brief presentation to the Villages of Lombard, Oak Brook, and Downers Grove's boards summarizing project goals, outlining the project scope, and discuss expectations of CMAP, and the Villages of Lombard, Oak Brook and Downers Grove. The Village of Lombard will adopt resolution, and CMAP and the Village of Lombard will sign the IGA.
1.2 and 1.6	Scope Statement Development and Management	CMAP will develop the project scope and obtain necessary approvals. Any modifications to the scope statement will require an amendment process.
2.1	Monthly project update calls	CMAP will hold project update calls with the Villages of Lombard, Oak Brook, and Downers Grove to review scope, schedule, invoicing, and any other critical path issues to the project including information on the status of project, any issues that need to be addressed and upcoming tasks.
1.4 and 1.5	Project and Public engagement website(s)	CMAP will create a webpage (or pages) pursuant to the Communications and Outreach Activities Section and updated pursuant to the Communications and Outreach Strategy.
PHASE 1: GETTING TO KNOW THE COMMUNITY		
2.1	Project kickoff meeting	CMAP will hold a project coordination kickoff meeting with the Villages of Lombard, Oak Brook, and Downers Grove at the beginning of the project, including staff and other key personnel, to review the scope, gather background material, and discuss potential members for the steering committee.
4.2	Data collection and analysis	CMAP will conduct the research pursuant to the Data Collection and Analysis section. A summary of the research will be included in, and the information will inform the development of, the existing conditions report.
3.2	Preliminary Steering Committee formation	CMAP will conduct the stakeholder research pursuant to the Data Collection and Analysis section and CMAP and the Villages of Lombard, Oak Brook, and Downers Grove will identify preliminary steering committee members based on that research.
3.3	Draft Deliverable #1 - COS	CMAP will develop a draft communications and outreach strategy as described in the Deliverables section. The draft communications and outreach strategy will incorporate one set of consensus revisions from CMAP and one set of consensus revisions from the Villages of Lombard, Oak Brook, and Downers Grove prior to the presentation to the Steering Committee.
2.1	Deliverable review meeting #1 – Draft COS	CMAP will hold a project coordination meeting with the Villages of Lombard, Oak Brook, and Downers Grove to review the draft communications and outreach strategy and review revisions prior to the presentation to the Steering Committee.
3.2	Steering committee meeting #1 - COS	<p>CMAP will hold a steering committee meeting to provide an opportunity for the project team and the committee members to get to know one another, get an introduction to the project, and discuss the draft communications and outreach strategy. Materials will be sent to the members of the steering committee prior to the meeting.</p> <p>At the meeting, the CMAP will provide a brief overview of the deliverable's content and members will have the opportunity to comment, ask questions, raise concerns, and suggest edits.</p>
3.3	<u>Final Deliverable #1</u> - COS	CMAP will finalize the outreach strategy by incorporating one set of consensus revisions to the strategy from the Steering Committee, one set of consensus revisions from the Villages of Lombard, Oak Brook, and Downers Grove. The final outreach strategy shall incorporate said revisions prior to moving forward with public engagement activities.
3.4	Public engagement survey #1 - ECR	CMAP will conduct existing conditions survey pursuant to the Communications and Outreach Strategy, feedback will be anonymized and compiled into a summary report, which will be included in the ECR.
3.4	Public engagement event #1 - Kickoff	CMAP hold a public kick-off event pursuant to the Communications and Outreach Strategy, feedback will be anonymized and compiled into a summary report, which will be included in the ECR.
3.4	Public engagement – Key person interviews	CMAP will conduct key person interviews, preferably in-person but conducted through video or telephone calls, pursuant to the Communications and Outreach Strategy, feedback will be anonymized and compiled into a summary report, which will be included in the ECR.

2.5	Market Analysis – Consultant Support	During the existing conditions analysis phase, CMAP will issue a purchase authorization order to contract with a consultant to provide a market analysis, focusing on analyzing current housing market conditions, and determining residential market demand in the study area, particularly in areas near transit.
4.3	Draft Deliverable #2 - ECR	CMAP will develop a draft existing conditions report as described in the Deliverables section. The draft existing conditions report will incorporate one set of consensus revisions from Villages of Lombard, Oak Brook, and Downers Grove prior to the presentation to the Steering Committee.
2.1	Deliverable review meeting #2 - ECR	CMAP will hold a project coordination meeting with the Villages of Lombard, Oak Brook, and Downers Grove to review the draft existing conditions report and review revisions prior to the presentation to the Steering Committee.
3.2	Steering committee meeting #2 - ECR	CMAP will hold a steering committee meeting to provide an opportunity for the committee to discuss the existing conditions report. A draft of the existing conditions report will be sent to the members of the steering committee for review. At the meeting, CMAP will provide a brief overview of the deliverable's content and members will have the opportunity to comment, ask questions, raise concerns, and suggest edits.
4.4	<u>Final Deliverable #2</u> - ECR	CMAP will finalize the existing conditions report by incorporating one set of consensus revisions to the strategy from the Steering Committee, one set of consensus revisions from the Villages of Lombard, Oak Brook, and Downers Grove. The final existing conditions report shall incorporate said revisions prior to moving forward with drafting the corridor plan.
PHASE 2: VISIONING		
3.4	Public engagement survey #2 - KRM	CMAP will conduct key recommendations survey pursuant to the Communications and Outreach Strategy, feedback will be anonymized and compiled into a summary report, which will be included in the Key Recommendations Memo.
3.4	Public engagement event #2 – Visioning workshop	CMAP will conduct public visioning workshop(s) pursuant to the Communications and Outreach Strategy, feedback will be anonymized and compiled into a summary report, which will be included in the Key Recommendations Memo.
2.5	Market Analysis – Consultant Support	During the development of the key recommendations memo, the consultant selected in the ECR phase will provide a market analysis, focused on analyzing the feasibility of site specific development opportunities (commercial and residential) and potential recommendations emerging from the Existing Conditions Report and community visioning workshop, as well as providing corridor- wide development guidance and advice in response to the changing nature of retail.
2.6	Transportation Analysis – Consultant support	During the development of the key recommendations memo, CMAP will issue a purchase authorization order to contract with a consultant to provide a transportation analysis of specific locations along the Butterfield Road corridor, focusing on analyzing the feasibility of potential recommendations emerging from the Existing Conditions Report and community visioning workshop, and developing recommendations that improve the safety of pedestrians, bicyclists, and motorists.
3.2	Steering committee meetings – Consultant Deliverables Review	During the development of the key recommendations memo CMAP will hold steering committee meetings to provide an opportunity for the committee to discuss the consultant support deliverables in more detail. At each meetings, CMAP will provide an overview of the consultant deliverable contents, and seek feedback from the committee on specific topics presented in the transportation and market analysis deliverables.
5.1	Draft Deliverable #3 - KRM	CMAP will develop a draft key recommendations memo as described in the Deliverables section. The draft key recommendations memo will incorporate revisions from the Villages of Lombard, Oak Brook, and Downers Grove prior to the presentation to the Steering Committee.
2.1	Deliverable review meeting #3 - KRM	CMAP will hold a project coordination meeting with the Villages of Lombard, Oak Brook, and Downers Grove to review the draft key recommendations memo and review revisions prior to the presentation to the Steering Committee.
3.2	Steering committee meeting #3 - KRM	CMAP will hold a steering committee meeting to provide an opportunity for the committee to discuss the draft key recommendations memo. Materials will be sent to the members of the steering committee prior to the meeting.

		At the meeting, CMAP will provide a brief overview of the deliverable's content and members will have the opportunity to comment, ask questions, raise concerns, and suggest edits.
2.2	CMAP Committee presentation #1	CMAP will present the draft existing conditions report to the Land Use and Housing Committee, the Economic Development Committee, and potentially the Coordinating Committee. At the meeting, CMAP will provide a brief overview of the memo's content and members will have the opportunity to comment, ask questions, raise concerns, and suggest edits.
5.2	<u>Final Deliverable #3 - KRM</u>	CMAP will finalize the key recommendations memo by incorporating one set of consensus revisions to the strategy from the Steering Committee, one set of consensus revisions from the Village of Lombard. The final key recommendations memo shall incorporate said revisions prior to moving forward with drafting the plan.
PHASE 3: PLAN DEVELOPMENT AND APPROVAL		
6.1	Draft Deliverable #4 – Corridor plan	CMAP will develop a draft Corridor Plan as described in the Deliverables section. The draft corridor plan will incorporate one set of consensus revisions from CMAP and one set of consensus revisions from the Community Partners prior to the presentation to the Steering Committee.
2.1	Deliverable review meeting #4 - Plan	CMAP will hold a project coordination meeting with the Villages of Lombard, Oak Brook and Downers Grove to review the draft corridor plan and review revisions prior to the presentation to the Steering Committee.
3.2	Steering committee meeting #4 - Plan	CMAP will hold a steering committee meeting to provide an opportunity for the committee to discuss the draft corridor plan. Materials will be sent to the members of the steering committee prior to the meeting. At the meeting, CMAP will provide a brief overview of the deliverable's content and members will have the opportunity to comment, ask questions, raise concerns, and suggest edits.
3.4	Public engagement event #3 – Open house	CMAP will conduct public visioning workshop pursuant to the Communications and Outreach Strategy, feedback will be anonymized and compiled into a summary report, which CMAP will review and consolidate comments into a set of action items for consideration.
2.2	CMAP Committee presentation #2	CMAP will present the draft corridor plan to the Land Use and Housing committee and potentially the Coordinating Committee or CMAP Board/MPO Policy Committee. At the meeting, the CMAP will provide a brief overview of the plan and members will have the opportunity to comment, ask questions, raise concerns, and suggest edits.
6.2	Pre-Final corridor plan	CMAP will create a pre-final draft of the corridor plan by incorporating comments from the open house, one set of consensus revisions to the strategy from the Steering Committee, one set of consensus revisions from the Villages of Lombard, Oak Brook and Downers Grove and one set of consensus revisions from CMAP. The final corridor plan shall incorporate said revisions prior to moving forward with the public hearing and posting of the document on the project website.
3.5	Municipal meeting - Public hearing	CMAP will present at a public hearing with the Villages of Lombard, Oak Brook and Downers Grove and will be responsible for collecting any comments and suggestions and consolidating them into action items for revision or response.
3.5	Municipal meeting - Adoption	CMAP will present the plan at an adoption meeting with the Villages of Lombard, Oak Brook and Downers Grove's elected board and will be responsible for collecting any comments and suggestions and consolidating them into action items for revision or response.
6.2	<u>Final Deliverable #4 – corridor plan</u>	CMAP will finalize the corridor plan by incorporating the action items for revision or response from the public hearing and the adoption meeting. The final corridor plan shall incorporate said revisions prior to posting the document on the project website.
PHASE 4: IMPLEMENTATION		
7.1	Implementation kickoff	CMAP with support from the Villages of Lombard, Oak Brook and Downers Grove, will identify between 3 – 4 recommendations for ongoing CMAP implementation support. This task will focus on working with members of the steering committee, staff, elected officials, and other stakeholders to develop implementation priorities for the plan.
7.2	Ongoing support and assistance	CMAP, following completion of the planning process, will work with the Villages of Lombard, Oak Brook and Downers Grove for ongoing support and assistance with the identified recommendations. This may include occasional visits to implementation meetings, providing guidance on funding opportunities, conducting targeted workshops or trainings, and answering general questions related to the plan and its recommendations.
		*Work Structure Breakdown

9. Project Team

CMAP			
ROLE	MIN. HRS.	MIN. NO.	ROLE DESCRIPTION
Executive Sponsor	20	1 person	Oversees and checks in on regular basis with Program Manager on project progression. Is responsible for final sign-off on project initiation, deliverables, budget, and other project characteristics, working in conjunction with executive team.
Program Manager	40	1 person	Oversees and checks in on regular basis with Project Manager on project progression, budget, and deliverables. Reviews all Final project deliverables for content and quality control.
Project Manager	240	1 person	Oversees and checks in on regular basis with Project Team on project progression. Manages the project mobilization tasks, timeline, expenditures, budget, oversees the work of team and any external contractors, and ensures timely delivery of quality deliverables and outcomes. Reviews all project deliverables for content and quality control.
Content / Subject Matter Expert(s)			
Planning Generalist	525	1 person	Produces the majority of the work for the project, responsible for timely production of quality deliverables.
Planning Generalist, economic development emphasis	360	1 person	Produces the majority of the work for the economic development portions of the project, responsible for timely production of quality deliverables.
Planning Generalist, transportation emphasis	240	1 person	Produces the majority of the work for the transportation portions of the project, responsible for timely production of quality deliverables.
Public Engagement Coordinator	50	1 person	Coordinates the community outreach, public engagement and meeting facilitation for the project.
GIS Specialist	75	1 person	Creating maps for the project and working with regional and local datasets as necessary to complete the scope.
Communications Specialist	50	1 person	Manages media relations and messaging; coordinates digital and social media activities, collateral, and creative assets for the project with other communication team members as needed.
Other Team/Staff Support	TBD	1 person	Supports the team as necessary to complete the scope.
TOTAL	1,600		
COMMUNITY PARTNER			
ROLE			DESCRIPTION
Local Coordinator		1 person for each partner municipality	Serves as the main point-of-contact for the project, with access to municipal officials and staff.

10. Non-staff Project Expenses

EXPENSE	DESCRIPTION	ALLOCATION
Travel	Site visits and field work	\$75.00

Printing	Postcards, flyers, mailers, and final deliverable (4 hard copies)	\$40.00
Publishing	Design and other publication costs	\$100.00
Website	Project website hosting costs	\$200.00
Transportation Consultant	To complete a transportation analysis of specific locations along the Butterfield Road corridor, and recommend improvement that prioritize the safety of pedestrian, bicyclists, and motorists.	\$30,000
Market Analyst	To complete a market analysis of site specific development opportunities (commercial and residential), and provide corridor wide development guidance and advice in response to the changing nature of retail.	\$30,000

11. Exclusions from Scope

This project will NOT include the following:	Engineering work is not included in project scope. Engineering services or work are not an eligible use of UWP funds.
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MODULE 3: PROJECT TIMELINE

WORK PLAN NO.		PROJECT TITLE					DATE	
2021.915		Butterfield Road Corridor Plan					5/12/2021	
Corridor Plan								
			PARS Responsibility Category (Primary, Approval, Review, Support)					
WBS No.	Work Breakdown Structure (WBS)	% of Project	CMAP	Muni	Consultant	Duration (weeks)	Start Date	End Date
STAFF PROJECT TIMELINE						104	4/1/2021	5/31/2023
1	Mobilization	N/A	P	R	--	12	4/1/2021	6/30/2021
1.1	Executed Agreement and Project Charter (M1)		P	A	--	4	4/1/2021	5/31/2021
1.2	Scope Statement Development (M2 – M3)		P	R	--	4	4/1/2021	5/31/2021
1.3	CMAP project website and collateral development		P	R	--	4	6/1/2021	6/30/2021
2	Project Management	5%	R	R	--	104	6/1/2021	5/31/2023
2.1	External Project coordination meetings		P	S	--	104	6/1/2021	5/31/2023
2.2	Quarterly updates, reports, CMAP committee presentations, and website maintenance		P	R	--	104	6/1/2021	5/31/2023
2.3	Internal CMAP project update meetings		P	--	--	104	6/1/2021	5/31/2023
2.4	Scope Statement maintenance (M9-M10)		P	R	--	104	6/1/2021	5/31/2023
2.5	Market Consultant Support: procurement, contract monitoring and invoicing		P	--	--	52	8/1/2021	8/15/2022
2.6	Transportation Consultant Support: Procurement, contract monitoring and invoicing		P	--	--	32	1/1/2022	8/15/2022
2.7	Final edits and publication		P	R	--	8	4/1/2023	5/31/2023
2.8	Final deliverable archive		P	--	--	2	5/15/2023	5/31/2023
2.9	Scope close out (M9-M10)		P	--	--	2	5/15/2023	5/31/2023
3	Public Engagement	30%	P	S	--	104	6/1/2021	5/31/2023
3.1	Stakeholder analysis		P	S	--	10	6/1/2021	8/15/2021
3.2	Steering Committee meetings		P	S	--	89	9/15/2021	5/31/2023
3.3	Draft deliverable		P	R	--	4	8/15/2021	9/15/2021
3.4	Deliverable Review Meeting		P	R	--	2	9/15/2021	9/30/2021
3.5	Final Deliverable 1: Communications and Outreach Strategy		P	R	--	2	10/1/2021	10/15/2021

3.6	Public engagement events and initiatives		P	S	--	80	10/15/2021	4/30/2023
3.7	Municipal meetings		P	S	--	4	4/30/2023	5/31/2023
4	Existing Conditions Research	20%	P	R	S	24	7/1/2021	12/31/2021
4.1	Existing document review		P	R	--	6	7/1/2021	8/15/2021
4.2	Data collection and analysis		P	R	--	8	8/15/2021	10/15/2021
4.3	Public Engagement and Steering Committee Meeting		P	S	--	8	10/15/2021	12/15/2021
4.4	Draft deliverable		P	R	S	6	10/15/2021	12/1/2021
4.5	Deliverable Review Meeting		P	R	--	2	12/1/2021	12/15/2021
4.6	Final Deliverable 2: Existing Conditions Report		P	R	--	2	12/15/2021	12/31/2021
5	Key Recommendations Development	20%	P	R	S	32	1/1/2022	8/15/2022
5.1	Public Engagement and Steering Committee Meetings		P	S	--	28	1/1/2022	7/15/2022
5.2	Draft deliverable		P	R	S	28	1/1/2022	7/15/2022
5.3	Deliverable Review Meeting		P	R		2	7/15/2022	7/31/2022
5.4	Final Deliverable 2: Key Recommendations Memo		P	R	S	2	7/31/2022	8/15/2022
6	Plan Development	25%	P	R	--	32	9/1/2022	4/15/2023
6.1	Public Engagement and Steering Committee Meeting		P	S	--	32	9/1/2022	4/15/2023
6.2	Draft deliverable		P	R	--	24	9/1/2022	2/15/2023
6.3	Deliverable Review Meeting		P	R	--	2	2/15/2023	2/28/2023
6.4	Final Deliverable 4: Corridor Plan		P	R	--	6	3/1/2023	4/15/2023
7	Implementation	N/A	P	S	--	52	5/31/2023	5/31/2024
7.1	Implementation kickoff		P	S	--	4	5/31/2023	6/30/2023
7.2	Ongoing support and assistance		P	S	--	48	6/30/2023	5/31/2024
	Total	100%						