



VILLAGE OF WINNEBAGO

COMPREHENSIVE PLAN & UDO PROPOSAL

April 9, 2026

PLACE
foundry

Submitted to:
Joseph Dienberg,
Village Administrator
Village of Winnebago, Illinois
108 West Main Street
Winnebago, IL 61088

Submitted by:
David A. Sidney
Place Foundry PLLC
1700 N Alpine Rd.,
Suite 101
Rockford, IL 61107

April 9, 2026

Joseph Dienberg, Village Administrator

Village of Winnebago, Illinois
108 West Main Street
Winnebago, IL 61088

Dear Mr. Dienberg,

Most communities arrive at a Comprehensive Plan update without a clear picture of what they're trying to become. Winnebago is different. Your 2025 Strategic Plan named the red tape, the corridors that need investment, TIF, downtown, and the Willingham Subdivision directly. That kind of candor is exactly where good planning starts — and exactly where a well-written Comprehensive Plan and UDO become the foundation for becoming the place your own Strategic Plan describes.

We have reviewed the Strategic Plan, the 2007 Comprehensive Plan, and the 2019 UDO. We have examined the Route 20 corridor, the Winnebago Corners opportunity, the Willingham Subdivision, and the annexation boundary north of Route 20. We understand Winnebago's goals — and the specific challenges it faces. Corridor lot depths, fragmented ownership, a downtown that requires its own regulatory framework, and an annexation strategy based on infrastructure realities rather than optimistic projections. The UDO has a functional structure that needs a co-authored rewrite — not because it was poorly intended, but because it was developed without a guiding Comprehensive Plan.

Place Foundry is based in Rockford. Winnebago is a neighbor, not a distant client. We understand the active development in this market, the infrastructure constraints that influence growth in Winnebago County, and the planning decisions that have succeeded and those that haven't. Every project we undertake begins with a single question: Imagine if Winnebago, Illinois, were known for... That question — posed to residents, business owners, young people, and landowners — creates a community identity that a land use survey never can. A Comprehensive Plan built on that foundation doesn't sit on a shelf. Instead, it becomes a tool the Village uses every time it talks to a developer, recruits a business, or explains itself to the next generation of residents.

Three things distinguish this proposal.

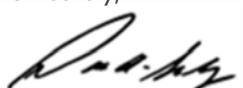
First, Aaron Szeto of Sosnowski Szeto co-authors the UDO with us from Day 1 — not as a reviewer before adoption, but as a drafting partner through every phase. His partner Roxanne Sosnowski has practiced municipal law in this region for twenty-two years and drafted UDOs for Winnebago County and McHenry County. Where the existing UDO needs immediate attention, Aaron delivers amendment language the Village can act on within the first sixty days.

Second, Fehr Graham is Winnebago's existing Village engineer. Seth Gronewold, PE and Luke Ziegler know this Village's infrastructure from the inside. That knowledge shapes the annexation framework and growth strategy from Day 1.

Third, the people named in this proposal are the people who will do this work. We do not consider a project finished when the Village Board votes yes. We consider it finished when something gets built.

Winnebago is already a place worth investing in. This project is about making sure the plan and the regulations say so — and then making sure something gets built.

Sincerely,



David A. Sidney, Managing Principal

Place Foundry PLLC
815-248-0520 | dsidney@theplacefoundry.com

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An architectural rendering of a modern residential street. The houses are multi-story with gabled roofs, featuring a mix of light-colored horizontal siding and vertical wood accents. The street is paved and has a grassy shoulder. A silver car is driving on the road, and a person is riding a bicycle. Several people are walking on the sidewalk. The scene is set against a clear blue sky with some light clouds. The overall atmosphere is bright and sunny.

SECTION 1

Statement of Qualifications

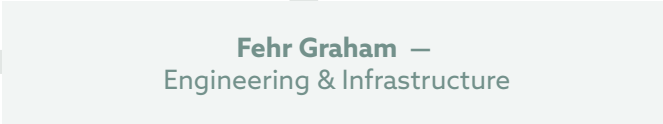
1.1 The Project Team

Place Foundry and Fehr Graham are working partners — sharing clients and market knowledge across northern Illinois, including Winnebago. Sosnowski Szeto joins this project with twenty-two years of local government law experience in this region, a drafting record that includes UDOs for Winnebago and McHenry Counties, and relationships with the officials who will adopt this work. What this team offers is not coordination — it’s integration. Planning, municipal law, and civil engineering working from the same assumptions on Day 1, producing a plan and a UDO that are legally defensible, infrastructure-ready, and built to be implemented.s that reach the ground.



Founded in Rockford in 2021, Place Foundry is an integrated place development firm. We combine comprehensive planning, economic development strategy, architecture, and design into a single practice — because planning, regulation, and community identity don’t work in isolation. Our mission is simple: help communities become places where people want to live, work, visit, and invest.

**Integrated from Day 1 —
not assembled at the end.**



Legal counsel and UDO co-author. Founded in 2017, Sosnowski Szeto has practiced local government law across Winnebago, Boone, Ogle, DeKalb, and Stephenson Counties for twenty-two years. Attorney Sosnowski has drafted UDOs for Winnebago County and McHenry County. Both partners serve on the Illinois Municipal League Home Rule Committee.

Engineering partner and Winnebago’s existing Village engineer. Fehr Graham is a 250-person firm with 12 offices across Illinois, Iowa, and Wisconsin — ranked #60 on the Zweig Group Hot Firm list in 2025. Seth Gronewold, PE serves as Principal on the Winnebago account. Luke Ziegler designed the Clayton Court water main and leads the Village’s annual MFT resurfacing program

WHAT DISTINGUISHES THE PLACE FOUNDRY TEAM

Place Foundry was built on a conviction: that planning fails communities when it treats land use, economic development, infrastructure, and community identity as separate problems handed off between separate specialists. We built this firm to hold all of those things together — with candor about what is actually buildable, grace in how we work with communities through hard decisions, strategic clarity about what matters most, and optimism about what becomes possible when a place knows its own story. Five things set this team apart on this engagement.

Planning, law, and engineering working together from Day 1. Aaron Szeto of Sosnowski Szeto is not a reviewer we bring in before adoption. He co-authors the UDO with us — his legal judgment is built into the drafting process from the first framework document through the final adoption ordinances. That means the regulations are legally sound from the first draft, not patched at the end. Where provisions in the existing UDO need attention before the full rewrite is complete, Aaron prepares interim amendment language the Village can act on immediately — delivering tangible legal value within the first sixty days.

An infrastructure partner with institutional knowledge of Winnebago. Fehr Graham serves as Winnebago's existing Village engineer. Seth Gronewold, PE, and Luke Ziegler have completed direct infrastructure work in the Village — Seth as Principal on the Winnebago account, Luke as the designer of the Clayton Court water main project. Stormwater management, road network capacity, utility extensions: these are the physical constraints and opportunities that determine where Winnebago can grow and how the community gets connected. The annexation framework is built around what the Village can realistically achieve — not just what the pipes and roads can technically support.

A senior team that stays with the work. David Sidney. Jeff Macke. Mark Schaer. Shawn Ager. Michelle Sidney. Aaron Szeto. Seth Gronewold. These are the people who will be in Winnebago from kickoff through Village Board adoption. David Sidney will be present at every Steering Committee meeting and every public hearing. There are no hand-offs to junior staff after award.

Plans that reach the ribbon-cutting. David Sidney authored the City of Rockford's 2015 Comprehensive Plan. Nearly a decade later, it continues to guide development decisions across two mayoral administrations. That longevity comes from grounding every recommendation in market reality and ensuring the regulatory framework is in place to support implementation from Day 1. It is the standard we bring to every engagement — and the standard we will bring to Winnebago.

Place visioning and community brand development that creates a story worth telling. Place Foundry's planning work produces two outcomes: a land-use plan and a community identity. The place visioning methodology — built around the question Imagine if Winnebago, Illinois were known for... — gives the Village a narrative framework it can use immediately. Internally, it aligns staff and elected officials around a shared direction. Externally, it gives Winnebago a confident voice in the regional conversation — something to say to a prospective developer, a relocating family, or a business evaluating whether to put down roots. The plan and the story are built together, from the same engagement process, so one reinforces the other.

About Place Foundry

Place Foundry is an advisory, consulting, and design firm. Our mission is to transform places, businesses, and communities into magnetic destinations.

Place Foundry works with property owners, municipalities, and economic development organizations to implement place development strategies that create places where people want to live, visit, and invest.

With thoughtful guidance, places transform underperforming land and buildings into magnetic destinations for commerce, housing, learning, and healthy living. Through our interdisciplinary team of place strategists, designers, and implementors, we provide you with analytics and design practices so that your project can become and sustain itself as a magnetic destination. When places have a strategy, they come alive, and that strategy helps communities get on the growth track and stay there.

Our services are grouped into four categories that reflect our core areas of expertise:

PLANNING AND DESIGN

We help you determine the identity, character, and anchors that will work to transform your under-performing property into a magnetic destination. This includes site development due diligence, entitlements, and master planning. We also evaluate and model existing structures to determine how to reposition assets for the highest and best use.

STAKEHOLDER ENGAGEMENT

Engaging internal and external stakeholders in your project is critical for long-term success. Therefore, we will develop and execute an engagement plan that leads to project buy-in and support from key stakeholders and the broader community. We'll also establish virtual and live experiences to communicate your Place Blueprint and seek participant feedback.

CAPITAL INVESTMENT PLANNING

Vision must be funded for it to become transformational. The high-altitude proforma developed at the outset of our process expands into underwriting proformas that will attract capital and investors to your project.

STORYTELLING

The essence of a place is the starting point for attracting and retaining businesses and people to live, visit, and invest. Plus, how your brand looks, your story, and you're being heard are critical for being a magnetic destination. We will help you map your place story and create the visual brand and graphic assets so your project audience grows and cultivates a sense of belonging.

FIRM OVERVIEW



Sosnowski Szeto, LLP is a local government law firm founded in 2017. The firm's five attorneys have practiced municipal law for twenty-two years across Winnebago, Boone, Ogle, DeKalb, and Stephenson Counties. Attorneys Roxanne Sosnowski and Aaron Szeto both serve on the Illinois Municipal League Home Rule Committee.

The firm advises local governments on the full range of municipal practice: general governance, zoning and land use, annexation, Tax Increment Financing, economic development, public finance, labor and employment, real estate, litigation, and ordinance drafting. On this project, Attorneys Sosnowski and Szeto serve as UDO co-authors — working alongside Place Foundry from Phase 1 through adoption, not as outside reviewers brought in at the end.

Attorney Sosnowski has drafted unified development ordinances for Winnebago County and McHenry County and has participated in comprehensive plan updates for the Village of Poplar Grove, City of Byron, and Village of Cherry Valley. The firm has also completed a zoning code update for the City of South Beloit. Attorneys assigned to this project are Roxanne M. Sosnowski, Aaron N. Szeto, and Eric Miller.

RECOGNITION

- Attorney Sosnowski: Emerging Lawyer (2015, 2016); Leading Lawyer (2017–2019); Women in Business finalist, Stateline Area Chamber of Commerce (2019)
- Attorney Szeto: Leading Lawyer (2017–2019); Best Real Estate Attorney finalist, Rockford Register Star (2018)
- Both partners serve on the Illinois Municipal League Home Rule Committee

DIRECTLY RELEVANT PRACTICE AREAS

- Zoning and land use — routine counsel to Zoning Boards of Appeals and Planning Commissions; map amendments, variances, special use permits
- Annexation — process, implementation, and drafting of annexation agreements
- Tax Increment Financing — creation and maintenance of TIF districts
- Ordinance and resolution drafting — over twenty years of practical, concise municipal drafting
- Economic development — business attraction, intergovernmental agreements, public finance
- Open Meetings Act, FOIA, Gift Ban, and Ethics Act — routine compliance counsel
- Administrative hearings — experience as hearing officers and municipal prosecutors



Business Organization

History

Fehr Graham was founded in September 1973 by professional engineers Allen Fehr and Joseph Graham. The firm was established by the merger of these two individuals' practices established in 1965 and 1962, respectively. Today, we proudly serve our valued clients from 12 office locations: Aurora, Champaign, East Peoria, Freeport, Rockford, Rochelle, and Springfield, Illinois; Cedar Rapids, Manchester and West Union, Iowa; and Monroe and Sheboygan, Wisconsin.

Professional Staff

Our staff of 250 is comprised of a wide range of experts, including professional engineers, landscape architects, professional geologists, environmental scientists, safety professionals, engineers-in-training, professional land surveyors, community planners and development specialists, engineering and environmental technicians, field inspectors, grant writers, and support technicians and assistants. Our staff has hands-on experience and applicable registrations and licenses in their areas of discipline.

Organization

Fehr Graham is a Limited Liability Company led by Kyle Saunders. Trilon Group owns Fehr Graham.



ZWEIG GROUP
HOT FIRM



No. 60 in 2025
No. 83 in 2024
No. 54 in 2023
No. 76 in 2022

ENR TOP 500



No. 435 in 2025
No. 474 in 2024
No. 471 in 2023
No. 494 in 2022

ENR MIDWEST
TOP DESIGN FIRM

No. 58 in 2025
No. 60 in 2024

Office Locations

ILLINOIS

Aurora

230 Woodlawn Avenue
Aurora, IL 60506

Champaign

1610 Broadmoor Drive
Champaign, IL 61821

East Peoria

140 East Washington Street
East Peoria, IL 61611

Freeport

101 West Stephenson Street
Freeport, IL 61032

Rochelle

515 Lincoln Highway
Rochelle, IL 61068

Rockford

200 Prairie Street, Suite 208
Rockford, IL 61107

Springfield

2160 South Sixth Street, Suite D-1
Springfield, IL 62703

IOWA

Cedar Rapids

200 5th Avenue SE, Suite 100
Cedar Rapids, IA 52401

Manchester

221 East Main Street, Suite 301
Manchester, IA 52057

West Union

128 South Vine Street
West Union, IA 52175

WISCONSIN

Monroe

1107 16th Avenue
Monroe, WI 53566

Sheboygan

909 North 8th Street, Suite 101
Sheboygan, WI 53081

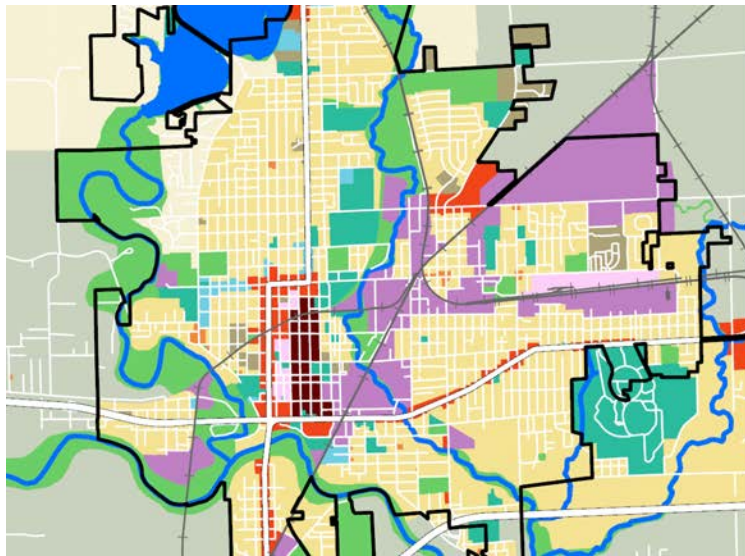


1.2 Relevant Project Experience

The seven following profiles are not a portfolio – they are a direct answer to what Winnebago needs. Each project reflects a specific challenge that this engagement will require Place Foundry to solve. Every project listed is active or recently completed. Every client reference is available.

Danville 2050 Comprehensive Plan

Transformative Strategic Planning for Post-Industrial Renaissance



FUTURE LAND USE CLASSIFICATION

Rural and Rural Residential	Corridor Commercial
Suburban Residential Neighborhood	Neighborhood Commercial
Traditional Residential Neighborhood	Institutional
Urban Residential Neighborhood	Parks and Open Space
Mixed Use	Office and Business Park
Industrial	Sports Tourism
Downtown	

City of Danville, Illinois

Timeline: October 2024 - Present

Status: Phase 3 In Progress

Population: 28,663

Client Reference

Logan Cronk
Community Development
Administrator
City of Danville, Illinois
217-431-2286
lcronk@cityofdanville.org

Project Phases

Phase 1: Project Initiation
(OCT-DEC 2024)

Phase 2: Existing Conditions
(NOV 2024-FEB 2025)

Phase 3: Vision & Goal Setting
(MAR-MAY 2025)

Phase 4: Plan Development
(MAY-DEC 2025)

Phase 5: Review & Adoption
(JAN)

Innovation Elements

- Ambassador Program for grassroots engagement
- Interactive digital StoryMap platform
- Implementation-focused deliverables

PROJECT OVERVIEW

Leading the transformative Danville 2050 Comprehensive Plan for this strategically located post-industrial community addressing housing crisis, economic diversification, and regional collaboration. Our innovative planning process employs specialized Ambassador Program engagement strategies to capture diverse perspectives while building on Danville's healthcare investments, growing logistics sector, and rich assets.

CHALLENGE & APPROACH

Danville represents a critical case study for post-industrial manufacturing communities navigating demographic shifts, economic transformation, and housing market pressures. Our data-driven placemaking approach balances visionary thinking with pragmatic implementation, creating authentic community ownership while addressing revitalization, stabilization, connectivity, and strategic development.

KEY SERVICES PROVIDED

- Comprehensive existing conditions analysis and demographic trend assessment
- Innovative Ambassador Program for inclusive community engagement
- Economic development and housing market strategy development
- Downtown revitalization and corridor development planning
- Multi-modal transportation and connectivity framework
- Implementation strategy with measurable outcomes and timelines

Current Results (Phase 3 Completion):

- Strong community engagement momentum with authentic ownership development
- Early implementation projects demonstrating measurable transformation
- Creative housing solutions including upper-story conversions and adaptive reuse
- Regional partnership development within multi-community context

Lynch Road Corridor/District Plan

Danville, Illinois

Timeline: December 2023 to

April 2024

Status: Completed

Client Reference

Logan Cronk

Community Development

Administrator

City of Danville, Illinois

217-431-2286

lcronk@cityofdanville.org



PROJECT OVERVIEW

In December 2023, the City of Danville engaged Place Foundry to develop a comprehensive Place Map report for the 21.3-acre Lynch Road Site along I-74. This strategic planning initiative established a clear vision for transforming primarily agricultural land into a distinctive commercial destination. Through rigorous market analysis, urban design best practices, and placemaking principles, the report identified the site's significant potential to become a commercial anchor that enhances quality of life and stimulates economic growth.

CHALLENGE & APPROACH

The Lynch Road Site presented both opportunity and complexity—while its strategic corridor location attracted over 650,000 visits in 2023, the project required careful consideration of environmental vulnerabilities including flood and heat risks, local socioeconomic factors, and the need to create meaningful community connections. Place Foundry conducted extensive demographic research, environmental risk assessment, and market analysis to inform a resilient development strategy that balanced commercial viability with community benefit through a thoughtful mix of attractions, lodging, and green spaces.

KEY SERVICES PROVIDED

- Market and demographic analysis to establish the site's commercial potential and target audience
- Urban design and placemaking recommendations emphasizing human-scale design, accessibility, and open space amenities
- Economic feasibility studies examining multiple redevelopment scenarios with projected 11-13% internal rates of return
- Infrastructure improvement and entitlement strategies identifying implementation pathways for both municipal investment and private development

Riverside Commons District Plan



Loves Park, Illinois

Timeline: August 2022 - Present

Status: Phase 1 Planning Completed, Phase 2 Implementation Ongoing

Client Reference

Nathan Bruck
City of Loves Park, Illinois
100 Heart Boulevard
Loves Park, Illinois 61111
Phone: 815-654-5033

PROJECT OVERVIEW

Providing placemaking consulting services to The Parks Chamber of Commerce, the joint chamber for Loves Park and Machesney Park, IL. The project is part of "Placemaking in the Parks," a five-year strategy focused on creating magnetic destinations across six distinct districts in these communities.

CHALLENGE & APPROACH

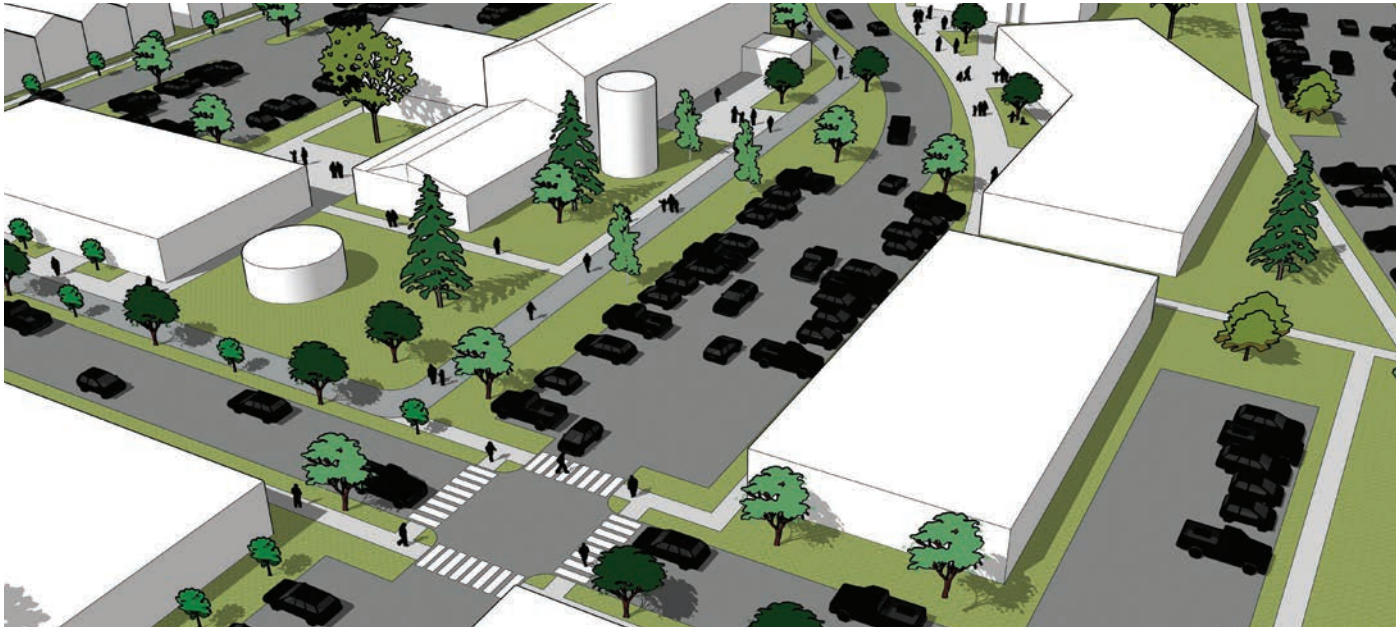
The project focuses on challenging prevailing trends of single-use development and enhancing pedestrian and transit-oriented experiences in these suburban, automobile-oriented communities. The Riverside Commons Blueprint, completed in April 2023, serves as the first district plan within the broader five-year strategy.

KEY SERVICES PROVIDED

- Marketplace research to identify key consumer trends and demand for future retail attraction
- Integration of marketplace findings with demographic and policy conditions
- Development of multiple land use scenarios with visualizations
- Cost estimates and potential funding strategies
- Stakeholder engagement with property owners, business leaders, and officials
- Convening of the Box Market Implementation Work Group



I-39/CherryVale Corridor/District Plan



Cherry Valley, Illinois

Timeline: 2023-2024

Status: Completed

Client Reference

Jim E. Claeysen
Village Administrator
Village of Cherry Valley
806 E State St A
Cherry Valley, IL 61016

PROJECT OVERVIEW

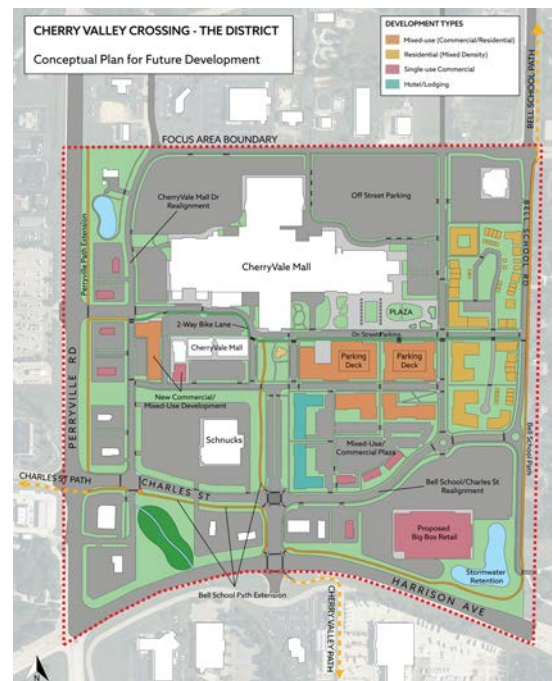
Developed a transformative vision plan for Cherry Valley's I-39/CherryVale Mall corridor, focusing on two key areas: The District and Swanson Farms. The plan reimagines the corridor as a regional hub for commerce, entrepreneurship, and outdoor recreation while building upon existing retail strengths.

CHALLENGE & APPROACH

The project aimed to create a comprehensive vision for introducing new mixed-use development, recreational amenities, and housing options to transform the area into a vibrant 24/7 neighborhood. Our approach included thorough market analysis, design guidelines, and implementation strategies tailored to the corridor's unique characteristics.

KEY SERVICES PROVIDED

- Comprehensive market and demographic analysis
- Development of detailed phasing strategies
- Creation of implementation frameworks
- Design guidelines and standards
- Public space and connectivity planning
- Economic development strategy
- Detailed cost/benefit analysis



Main Street District Plan



Village of Roscoe, Illinois

Timeline: 2024-2025

Status: Completed

Client Reference

Carol Gustafson,
Village President
Village of Roscoe
10631 Main Street
Roscoe, IL 61073

PROJECT OVERVIEW

We created a comprehensive blueprint to revitalize and enhance Roscoe's downtown core, transforming it into a vibrant, walkable village center. The project built upon the 2024 Place Map Report findings to address key challenges, including lack of density, limited growth in visitor base, housing market pressures, and restrictive zoning policies.

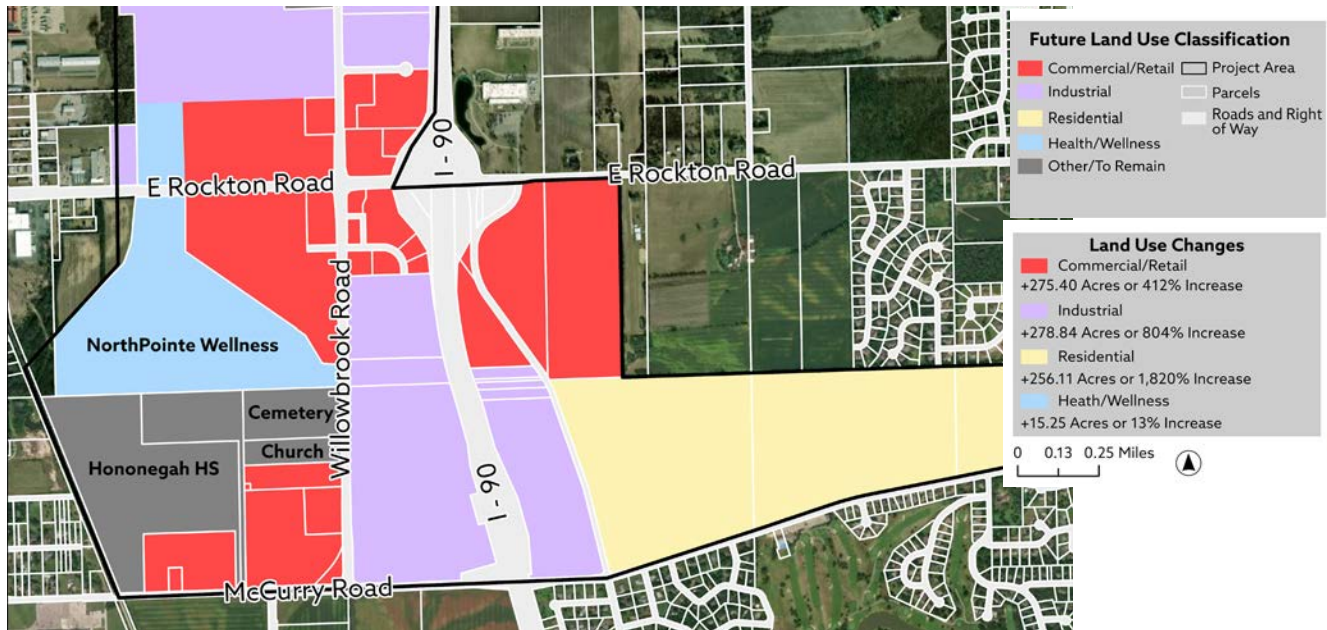
CHALLENGE & APPROACH

Roscoe's downtown required a transformative framework to overcome barriers to growth while maintaining community character. Place Foundry created a phased implementation strategy spanning immediate (0-2 years), mid-term (3-6 years), and long-term (7+ years) horizons, establishing two distinct zoning districts—Main Street Core and Edge Districts—to guide appropriate development intensity. Our approach integrated mixed-use development frameworks, public space activation strategies, and form-based design guidelines to create a cohesive vision that balances economic vitality with quality of life.

KEY SERVICES PROVIDED

- Comprehensive market and demographic analysis
- Downtown/Main Street Master Plan
- Creation of two distinct zoning districts (Main Street Core and Edge Districts)
- Business District Alliance Framework Plan
- Development of phased implementation strategy (0-2, 3-6, 7+ years)
- Comprehensive design guidelines and standards
- Immediate Public space activation strategies and projects
- Mixed-use development framework
- Economic development strategy

I-90 & Rockton Corridor/District Plan



Village of Roscoe, Illinois

Timeline: 2024-2025

Status: Completed

Client Reference

Carol Gustafson,
Village President
Village of Roscoe
10631 Main Street
Roscoe, IL 61073

PROJECT OVERVIEW

The Village of Roscoe seeks to transform the Rockton Road corridor from a pass-through stop into a regional destination. Positioned at the I-90 interchange, the corridor offers exceptional accessibility and untapped economic potential. This initiative leverages strong demographics, high traffic volumes, and recent infrastructure improvements to attract investment and create a vibrant mixed-use environment.

CHALLENGE & APPROACH

The corridor currently functions as a brief stop for interstate travelers, missing opportunities to capture visitor spending and provide local employment. Apply a placemaking strategy that integrates market analysis, land use planning, and community engagement to create a destination that serves travelers, residents, and regional visitors. Recommendations focus on mixed-use development, infrastructure readiness, and strategic partnerships.

KEY SERVICES PROVIDED

- Marketplace research to identify key consumer trends and demand for future retail attraction
- Integration of marketplace findings with demographic and policy conditions
- Development of multiple land use scenarios with visualizations
- Land Use Development Strategy
- Economic Development Strategy
- Cost estimates and potential funding strategies
- Stakeholder engagement with property owners, business leaders, and officials



Fehr Graham serves as longtime Pingree Grove Village Engineer

PINGREE GROVE, ILLINOIS

In 2000, 271 people lived in the Village of Pingree Grove, Illinois. By 2018, the community about 48 miles northwest of Chicago had grown to 8,976 residents, fueled in part by the Cambridge Lakes residential development. Growth has continued at a rapid pace, with the population now approaching 12,000 residents. Contractors continue to build hundreds of homes each year, with the latest development adding 1,000 homes. In 2018, the Village Board hired Fehr Graham to serve as the municipal engineer.

We worked with the Village to review facility plans for the water and wastewater treatment plants, complete private development plan reviews and construction observation, maintain and repair roads, update infrastructure maps and inspect bridges. We have also completed the Phase 1 and Phase 2 Engineering efforts for a roundabout replacement in the heart of the Village.

Fehr Graham supports the Village's staff in a flexible, on-call capacity, contributing to reviews and inspections during peak-demand periods and project specific needs. We provide reviews and inspections that cater to diverse project requirements, ensuring swift and effective evaluations. We scrutinize stormwater management reports and permits, and facilitate endorsements and approvals to align with the Village's stormwater ordinance. We oversee site development, ensuring work adheres to erosion control, mass grading and stormwater infrastructure standards. Fehr Graham completes periodic inspections to stormwater detention basins, contributing to a proactive monitoring and accurate compliance reporting.



CLIENT CONTACT

Amber Kubiak
Village President
847.464.5533
akubiak@pingreegrove.org

PERIOD OF SERVICES

October 2018 to Present

CONTRACT VALUE

Various

PROJECT TEAM

PRINCIPAL

Seth Gronewold, PE

PROJECT MANAGER

Brock Sutton, PE

PROJECT ENGINEER

Luke Ziegler

AT A GLANCE

- » Prepared design plans for water and wastewater treatment plants.
- » Completed Illinois Department of Transportation reporting updates.
- » Completed Phase I and Phase II roadway designs.
- » Designed annual street maintenance and repairs.
- » Completed bridge inspections.
- » Updated utility infrastructure maps.
- » Reviewed private development plans and platting.
- » Observed private development construction.



City Engineer pushes innovation, change SOUTH BELOIT, ILLINOIS

Fehr Graham serves as the City Engineer in South Beloit, Illinois. Our team works with City officials to review permit applications and improve street and sanitary sewer infrastructure. We complete subdivision plats and City map updates and provide safety services. Fehr Graham also reviews subdivision plats and plans for development within City limits.

One of our substantial projects was the design and oversight of improvements at Oak Grove and Doner Drive. This project was significant because it used various funding sources, including Illinois Department of Transportation (IDOT) Economic Development program dollars. The project also abutted Illinois Route 2, so there was additional coordination required IDOT. Our team coordinated with the contractors to ensure the project was completed efficiently and to standards.

Fehr Graham supports the City's staff in a flexible, on-call capacity. We help with reviews and inspections during peak demand. Our team manages workload fluctuations driven by variables like internal staff availability, construction volumes and project complexities, ensuring consistent and reliable review and inspection services. We evaluate traffic studies and give guidance on development-related traffic concerns.



CLIENT CONTACT
Tom Fitzgerald
Mayor
815.503.2691
t.fitzgerald@southbeloit.org

PERIOD OF SERVICES
January 2013 to Present

CONTRACT VALUE
Various

PROJECT TEAM
BRANCH MANAGER
Tyler Nelson, PE
SENIOR PROJECT MANAGER
Ross Grimes, PG
PROJECT MANAGER
Brandon Boggs
ENGINEER
Garrett Flores

- AT A GLANCE**
- » Brownfields work plan.
 - » Street maintenance and reconstruction design engineering.
 - » Structural design.
 - » Sludge discharge permitting.
 - » Americans with Disabilities Act improvements.
 - » Various permit reviews.
 - » Illinois Environmental Protection Agency MS4 permitting.
 - » City map updates.
 - » Site development reviews.
 - » Subdivision platting.
 - » Professional safety services.
 - » Floodway and floodplain modeling.
 - » Sanitary sewer design.
 - » Wastewater design.

What Winnebago needs	Place Foundry live experience
<p>Comprehensive plan Long-range community vision & policy framework</p>	<p>Comprehensive plans — multiple active municipalities Currently leading or recently completed comp plan updates integrating land use, housing, mobility, and economic development.</p> <p>Active</p>
<p>Route 20 corridor Corridor study, access management & land use</p>	<p>Highway corridor planning & small area studies Direct experience with arterial corridor studies — balancing regional mobility, commercial access, and adjacent neighborhood character.</p> <p>Active</p>
<p>Downtown district Revitalization strategy & design standards</p>	<p>Downtown master plans & market activation Multi-community downtown plans combining market analysis, streetscape design, programming, and code-ready design standards.</p> <p>Active</p>
<p>TIF / BDD Tax increment & business district financing</p>	<p>TIF district creation & business district planning Supported municipalities through TIF eligibility studies, redevelopment plan drafting, and business district designation through public hearing.</p> <p>Recently completed</p>
<p>Annexation Boundary expansion & pre-annexation planning</p>	<p>Annexation studies & pre-development planning Experience with annexation feasibility, service extension analysis, and pre-annexation agreements coordinated with legal and engineering partners.</p> <p>Recently completed</p>
<p>Plan → policy Zoning code & ordinance implementation</p>	<p>Zoning updates, overlays & ordinance drafting Translating adopted plans into enforceable code — form-based overlays, use table revisions, corridor overlays — with legal partners integrated from day one.</p> <p>Active</p>
<p>District placemaking Identity, activation & community engagement</p>	<p>Destination branding & placemaking strategy Place Foundry's core practice — district naming, wayfinding, programming frameworks, and activation strategies that make plans real to communities.</p> <p>Active</p>

Every project listed is active or recently completed. Every client reference is available.

1.3 Project Team

Place Foundry, Fehr Graham, and Sosnowski Szeto operate as an integrated project team. These are not sub-consultants assembled for this proposal — they are partners we work with regularly on planning, corridor, revitalization, and regulatory projects across northern Illinois. The people named below will carry this engagement from kickoff through Village Board adoption.

PLACE FOUNDRY

David Sidney

Managing Principal

Jeff Macke

Place Director

Shawn Ager

Place Analyst

Mark Schaer

Place Strategist

Michelle Sidney

Creative Director

SOSNOWSKI SZETO

Municipal Law & Ordinance Drafting

Aaron Szeto

Municipal Law

Roxanne Sosnowski

Municipal Law

Eric Miller

Ordinance Drafting

Seth Gronewold, PE

Engineering & Planning

Luke Ziegler

Infrastructure Planning

FEHR GRAHAM

Engineering & Infrastructure

*The people named above are the people who will do this work —
from kickoff through Village Board adoption.*



DAVID A. SIDNEY

MANAGING PRINCIPAL | PLANNING & DEVELOPMENT STUDIO

David brings over 18 years of experience transforming downtown visions into reality through his work in urban planning and community development. His proven track record includes successful downtown initiatives in communities like Roscoe and Cherry Valley, where he helped preserve historic character while fostering economic growth. David's background in private sector consulting, municipal planning, and non-profit leadership ensures recommendations balance ambition with achievability.

AREAS OF EXPERTISE

Strategic Planning

- Innovation Ecosystem Mapping
- Outcomes and Goal Setting
- Benefit/Cost Analysis
- Comprehensive Plan Updates

Community Engagement

- Public participation process
- Broad engagement through in-person and online events

Development/Redevelopment

- Development Pro forma Creation and Analysis
- Development strategic planning
- Development coordination
- Market Analysis
- Retail Analysis
- Project Management

RELEVANT PROJECT EXPERIENCE

- Downtown Roscoe Master Plan, Village of Roscoe, IL
- Downtown Rockford Strategic Action Plan, Rockford, IL, City of Rockford*
- Danville 2050 Comprehensive Plan, Danville, IL, City of Danville
- City of Rockford 2020 Implementation Plan, Rockford, IL, City of Rockford*
- Cherry Valley Crossings, Cherry Valley, IL, Village of Cherry Valley
- Riverside Commons Placemaking Blueprint, Loves Park & Machesney Park, IL, The Parks Chamber of Commerce
- South Avon Development, Rockford, IL, Rockford Housing Development Corporation
- Prairie Hill Development, Rockford,

- IL, CMM Associates
- Brewhouse District, Rockford, IL, K&K Associates
- Prairie Street Brewhouse Development Plan, Rockford, IL, K&K Associates*
- Miracle Mile Mixed Use Infill Development Plan, Rockford, IL, Miracle Mile Business District Association*
- Winnebago County Unified Development Plan and Ordinance, Winnebago County, IL, County of Winnebago*
- Adaptive Reuse Study, Sterling, IL, City of Sterling*

**Projects completed before working with Place Foundry*

EDUCATION

- Bachelor of Urban & Regional Planning, University of Illinois at Urbana-Champaign (2005)
- Master of Urban Planning, University of Illinois at Urbana-Champaign (2006)



JEFF MACKE, PE, CFM

PLACE DIRECTOR

As Place Director with Place Foundry, Jeff leads infrastructure planning and technical analysis for urban development initiatives. He brings 14 years of engineering and project management expertise to Place Foundry’s planning and development portfolio. His current projects include the City of Danville Comprehensive Plan and Roscoe Economic Development Strategy. Previously, he led significant regional initiatives like the Rockford Stormwater Master Plan and Cedar Rapids Flood Control System.

AREAS OF EXPERTISE

Infrastructure Planning

- Stormwater Management
- Flood Mitigation Analysis
- Green Infrastructure Design
- Municipal Infrastructure Planning
- Development Impact Studies

Technical Analysis

- Hydrologic/Hydraulic Modeling
- Infrastructure Assessment

- Cost-Benefit Analysis

Technical Analysis Cont

- Grant Application Development
- Regulatory Compliance

Project Management

- Client Relations
- Public Engagement
- Municipal Coordination
- Construction Administration
- Project Documentation

RELEVANT PROJECT EXPERIENCE

- Danville 2050 Comprehensive Plan, City of Danville
- I-90 & Rockton Road Corridor Development Feasibility Study Village of Roscoe, IL
- Cedar Rapids E Ave Basin, Cedar Rapids IA, Lead design of 40 acre-foot flood mitigation basin*
- Rockford Park District Levings Lake Stormwater Wetland Design, Rockford IL, Rockford Park District*
- Washington Stormwater Master Plan, City of Washington, IL*
- Freeport Stormwater Master Plan, Freeport IL, City of Freeport*
- Nevada IA Green Infrastructure Design, Nevada IA, City of Nevada*
- Keith Creek Flood Study, Rockford IL, City of Rockford*
- Rockford Stormwater Master Plan, Rockford IL, City of Rockford*

**Projects completed before working with Place Foundry*

EDUCATION

- Bachelor of Science in Civil Engineering, Valparaiso University (2009)

PROFESSIONAL REGISTRATIONS

- Professional Engineer (PE)
- Certified Floodplain Manager (CFM)



SHAWN AGER

PLACE ANALYST

Shawn is a Place Analyst who plays a crucial role at Place Foundry focusing on data-informed analysis and research that enhances growth, urban form, accessibility, and livability. Since 2024, Shawn has practiced geographical information systems (GIS), market analysis, and community engagement support. He brings fresh analytical perspectives combined with practical experience in municipal planning, having worked with the City of Janesville on water and forestry planning studies, and helped the Village of Roscoe, Illinois economic development strategy for I-90 and Rockton Road.

AREAS OF EXPERTISE

Geographical Information Systems (GIS)

- Collecting, managing, analyzing, and modeling geographic/spatial data
- Maps and graphs creation using ArcGIS Pro and ArcGIS Online
- Build, analyze, and update databases for municipal planning

Market Analysis & Economic Geography

- Demographic and economic data analysis
- Market research methodologies and trend identification
- Economic development opportunity assessment

Community Engagement Support

- Public workshop facilitation and coordination
- Educational outreach and presentation development
- Visual communication and graphic design for public engagement

RELEVANT PROJECT EXPERIENCE

- City of Danville, Illinois 2050 Comprehensive Plan | Market Analysis and Data Visualization
- Rockford Park District Sports Facilities | Market Analysis and Master Planning
- University of Wisconsin Whitewater Housing and Campus Planning Support*

**Projects completed before working with Place Foundry*

EDUCATION

- Bachelor's Degree in Geography with Emphasis in Geology, University of Wisconsin Whitewater (2025)
- Spanish Minor and GIS Certificate

TECHNICAL SKILLS

GIS Software: ArcGIS Pro, ArcGIS Online, Story Maps, Sketchup

Programming: R Statistical Programming

Office Applications: Microsoft Office Suite

Languages: Spanish (conversational)

Specialized: Topology management, database development, demographic analysis, market research tools



MARK SCHAER

PLACE STRATEGIST

Mark is a Place Strategist for Place Foundry. He plays a crucial role in moving our client visions forward to ground-breaking and ribbon cutting ceremonies. With a background in housing development and site selection, Mark ensures our market analysis, master plans, and design become a reality. Mark is currently assisting our private property owners/developers and municipal clients in retail recruitment, housing developer engagement, and funding strategies.

AREAS OF EXPERTISE

Real Estate Analysis & Financial Modeling

- Market research and demographic trend analysis
- Development underwriting and pro forma creation
- Rent setting, tax analysis, and cap rate evaluation

Development Strategy & Site Selection

- Strategic planning for multifamily and mixed-use projects
- Site feasibility studies and acquisition sourcing
- Coordination of market strategy across multiple states

Project Coordination & Due Diligence

- Managing documentation for large-scale transactions
- Pipeline reporting and investment committee presentations
- Collaboration with cross-functional teams for project execution

RELEVANT PROJECT EXPERIENCE

- Cherry Valley Crossings District Plan | Market Analysis, Retailer Recruitment, and Developer Engagement Strategy
- Riverside Commons | Market Analysis, Retailer Recruitment, and Developer Engagement Strategy
- I-90 & Rockton Road Corridor | Market Analysis and Developer Engagement Strategy

EDUCATION

- MBA, Real Estate Specialization – University of Wisconsin-Madison
- BS, Marketing; Minor in Public Relations – University of Illinois at Urbana-Champaign

TECHNICAL SKILLS

Financial Modeling & Research: Microsoft Excel, LandVision, CoStar, LoopNet, Crexi, Placer.ai, ArcGIS

Visualization: Adobe Creative Suite, Sketchup

Office Applications: Microsoft Office 365 Suite



MICHELLE SIDNEY

CREATIVE DIRECTOR

Michelle will develop engagement and communication materials that make technical concepts accessible to community members. Her expertise in visual storytelling will ensure the plan's identity elements resonate with corridor communities. Michelle will create materials that build understanding and support throughout the planning process.

AREAS OF EXPERTISE

Design

- Adobe Creative Suite Expert
- Web Design
- Print Design & Production
- Photography & Visual Documentation
- Typography & Brand Standards
- Presentation Design (PowerPoint, branded templates)
- Marketing Collateral Development

Marketing

- Social Media Strategy & Content Creation
- Newsletter Development & Distribution
- Email Marketing & Campaigns

Visual Storytelling

- Place Identity & Branding
- Signage & Wayfinding Design
- Infographic Design & Data Visualization

RELEVANT PROJECT EXPERIENCE

- Downtown Roscoe Master Plan, Village of Roscoe IL
- Cherry Valley Crossings, Village of Cherry Valley, IL
- Riverside Commons Blueprint, Rockford IL, The Parks Chamber of Commerce
- South Avon Development, Rockford, IL, Rockford Housing Development Corporation
- Prairie Hill Development, Rockford, IL, CMM Associates
- Fairchild and Vermilion Corridor Development Feasibility Study, City of Danville, IL
- Lynch Road Corridor Development Feasibility Study, City of Danville IL

EDUCATION

- Bachelor of Science (Fine Arts, Graphic Design, Marketing), Bradley University



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Aaron N. Szeto



- Areas of Practice:**
- Municipal Law
 - Traffic/DUI Prosecution
 - Zoning and Land Use Law
 - Real Estate Development and Transactions
 - Commercial Transactions
 - Public Finance
 - Business and Corporate Formations

Experience: Aaron N. Szeto has been practicing law since 2004. Mr. Szeto concentrates his practice in the areas of municipal law, traffic/DUI prosecution, zoning and land use law, real estate development and transactions, public finance and business and corporate formations. Within his municipal practice, Mr. Szeto advises public clients on general municipal law matters as well as zoning and land use matters. Mr. Szeto has extensive experience in structuring and negotiating annexation/ development agreements and sales tax rebate agreements. He further advises public clients on the implementation and use of complex special taxing districts (e.g. Tax Increment Financing, Special Service Areas, Special Assessments, and Business Districts) as a mechanism for spurring development and fostering economic growth within municipalities. Mr. Szeto routinely attends municipal board meetings and Zoning Board of Appeals hearings as corporate counsel. Mr. Szeto has experience helping new businesses and corporations take the steps needed for formation.

- Education:**
- J.D., Northern Illinois University College of Law, Cum Laude, (2004)
 - B.S., University of Illinois at Urbana-Champaign (2000)

- Admissions:**
- Illinois (2004)
- Affiliations**
- Illinois Municipal League
 - Illinois Bar Association
 - Winnebago County Bar Association



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Roxanne M. Sosnowski



Areas of Practice:

- Municipal Law
- Traffic/DUI Prosecution
- Zoning and Land Use Law
- Labor and Employment Law

Experience:

Roxanne Sosnowski focuses her practice in the areas of municipal law, traffic/DUI prosecution, zoning and land use law, labor and employment, commercial real estate and business and corporate formations. Within this practice, Attorney Sosnowski represents management interests in virtually all aspects of the employment relationship with their employees, including counseling employers with respect to the hiring process, discipline, and separation of their employees, negotiating collective bargaining agreements, handling grievances and arbitrations and if necessary, the representation of employers in connection with litigated disputes. She has represented employers in a wide variety of matters before state courts and administrative agencies. Attorney Sosnowski also serves as counsel for the following local governments: City of South Beloit, Village of Rockton, Village of Poplar Grove, Village of Cherry Valley, City of Freeport, City of Byron, Forest Preserves of Winnebago County, Boone County Fire Protection District #1, and the Stateline Mass Transit District serving as general counsel on day-to-day governance matters.

Education:

- J.D., Northern Illinois University College of Law, Cum Laude, (2004)
- B.A., Northern Illinois University (2001)

Admissions:

- Illinois (2004)
- United States District Court - Northern District of Illinois – General Bar (2005)

Affiliations

- Illinois Municipal League – Home Rule Attorney Committee
- International Municipal Attorneys Association
- Illinois Local Government Lawyers Association
- Illinois Bar Association
- Winnebago County Bar Association



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Eric J. Miller



Areas of Practice:

- Traffic/DUI Prosecution
- Municipal Law
- Civil and Commercial Litigation
- Real Estate

Experience:

Eric Miller focuses his practice in the areas of civil and commercial litigation, municipal law, real estate, and traffic/DUI prosecution. Within this practice, Mr. Miller represents municipalities by serving as the municipal prosecutor for traffic and DUI matters and other municipal civil and commercial litigation matters in addition to serving as general counsel on day-to-day governance matters. Mr. Miller has experience with real estate matters and routinely assists and counsels sellers and buyers of residential and commercial property through the entire real estate transaction process.

Education:

J.D., University of Illinois-Chicago College of Law (f/k/a The John Marshall Law School), 2004
B.A., University of Wisconsin-Madison, Political Science, 2001
B.A., University of Wisconsin-Madison, Economics, 2001

Admissions:

IL – November 2004
Northern District of IL – General and Trial Bar – November 2004
7th Circuit Court of Appeals - 2017
6th Circuit Court of Appeals – 2017

Affiliations:

American Bar Association
ILGLA

Seth W. Gronewold, PE

Principal



Seth Gronewold serves as a Municipal Engineer for many Fehr Graham governmental clients. He is experienced in drinking water systems and treatment, project funding and budgeting, and construction management. Seth designs roads, sanitary sewer systems, stormwater improvements and culverts. He plays a pivotal role in field operations, design considerations and project management. His experience extends to hydraulics, grading plans, site designs, structural design, and highway and utility engineering. Whether a large-scale transformation or small-scale enhancement, Seth provides comprehensive oversight, ensuring successful outcomes for our clients.

EDUCATION

B.S. in Civil Engineering
Bradley University, 2015

PROFESSIONAL LICENSES

Professional Engineer
Illinois #062-071468
Iowa #25539
Wisconsin #47315-6
Texas #135738
Michigan #6201311561
Florida #99994

CERTIFICATION

NBIS Program Manager
Illinois #01064
Iowa
Wisconsin

PROFESSIONAL ASSOCIATION

Illinois Section of American Water Works Association

MERCY WAY AND LYFORD ROAD DESIGN

City of Rockford, Illinois

Seth served as Project Design Lead for 1.5 miles of road for a 256-acre medical development. He helped with several aspects of the project, including road design, signalized intersection improvements, water main design, sanitary sewer design, box culvert design, roundabout design and stormwater management design. He worked with the Illinois Department of Transportation because the agency helped fund the project and provided design approval.

WELL NO. 34 WATER TREATMENT PLANT DESIGN AND CONSTRUCTION

City of Rockford, Illinois

Seth was the Project Manager for the design and construction of the Well No. 34 Water Treatment Plant. This facility was designed to treat radium-laden water using a horizontal pressure filter and chemical injection of hydrous manganese oxide. Along with overseeing project design, permitting, bidding and construction, Seth was responsible for coordinating funding assistance through the Illinois Environmental Protection Agency State Revolving Fund loan for the project.

GENERAL MUNICIPAL ENGINEERING SERVICES

- City of Loves Park, Illinois
- Village of Forreston, Illinois
- City of Rockford Water, Illinois
- Village of Pingree Grove, Illinois
- City of South Beloit, Illinois
- Village of Roscoe, Illinois
- Village of Durand, Illinois
- Village of Winnebago, Illinois

DEEP WELL NO. 19 WELL HOUSE AND TRANSMISSION MAIN DESIGN SERVICES

Crystal Lake Public Works Department | Crystal Lake, Illinois

LEAD SERVICE LINE REPLACEMENT PROGRAM DESIGN AND CONSTRUCTION SERVICES

City of Rockford Water Department, Illinois

MADISON STREET RECONSTRUCTION - DESIGN AND CONSTRUCTION

City of Rockford, Illinois

WATER TREATMENT PLANT NO. 2 AND WELL NO. 3 DESIGN AND CONSTRUCTION

Village of Pingree Grove, Illinois

CLARENCE HICKS MEMORIAL SPORTS PARK DESIGN AND CONSTRUCTION

Rockford Park District | Rockford, IL

PHASE III WATER MAIN REPLACEMENT DESIGN

Village of Forreston, Illinois



Lukas Ziegler

Project Engineer



EDUCATION

B.S. in Environmental Engineering
University of Wisconsin-Platteville, 2021

CERTIFICATION

Illinois Department of Transportation
Documentation of Contract Quantities
#22-20109, 2022

Luke Ziegler partners with municipal clients to plan, design and deliver infrastructure projects that strengthen their communities. He serves as a trusted extension of staff, stepping in as an on-call engineer when needed and helping clients navigate decisions, regulations and construction with confidence. Known for his collaborative approach and practical solutions, Luke builds lasting relationships while keeping projects moving forward.

ILLINOIS ENVIRONMENTAL PROTECTION AGENCY (EPA) WATER MAIN REPLACEMENT

Village of Forreston, Illinois

Luke designed, bid and supported construction for approximately 4,800 feet of water main throughout the Village. He evaluated alignment options, coordinated with the Illinois EPA to secure construction and operating permits, and worked closely with the contractor to ensure compliance with plans and permit requirements. He also completed preliminary planning for a third phase, which includes replacing an additional 2,800 feet of water main within the Illinois Department of Transportation (IDOT) right of way.

INFLOW AND INFILTRATION MONITORING

Village of Forreston, Illinois

Luke led data collection and reporting for an inflow and infiltration (I&I) study for the Village's sanitary sewer collection system. He worked with Village staff and Fehr Graham field crews to identify flow meter locations, supported monitoring efforts and analyzed data to evaluate system performance. He compiled findings into a final report and presented results to the Village Board.

CLAYTON COURT WATER MAIN LOOPING

Village of Winnebago, Illinois

Luke designed approximately 1,000 feet of water main installed by directional bore methods to improve flow and pressure in the village's southwest quadrant. He coordinated with the Illinois EPA to obtain permits and worked with village staff to determine the most effective alignment.

LOCAL STREETS RESURFACING DESIGN AND CONSTRUCTION

City of Oregon, Illinois

Luke led design, bidding and construction services for approximately 6,000 feet of roadway resurfacing. He collaborated with city staff to meet local standards and worked with the contractor to ensure construction aligned with project plans.

DESIGN, BIDDING AND CONSTRUCTION SERVICES

Motor Fuel Tax (MFT) Roadway Resurfacing Projects

- City of Oregon, Illinois – 2025, 2026
- Village of Forreston, Illinois – 2025, 2026
- Village of Roscoe, Illinois – 2022
- Village of Winnebago, Illinois – 2023, 2024, 2025, 2026



SECTION 2

Work Plan



2.0 Understanding Winnebago

Winnebago is not trying to become something it isn't. It is trying to become more fully what it already is — a community with agricultural roots, a walkable historic downtown, residential neighborhoods that families chose deliberately, and corridors with real development potential that Route 20 and regional growth pressure are steadily building toward. Population 2,903. Located just west of Rockford in Winnebago County. Connected to the region but not defined by it — Winnebago has its own character, its own economy, and its own priorities.

In 2025, Village leadership invested in a Strategic Plan. That was not a routine exercise. It was a genuine community process that surfaced four priority areas, produced specific and measurable goals, and named the work that needed to happen next. We have read that plan carefully. It shapes everything in this proposal. Here is what we understand about what this engagement needs to accomplish.

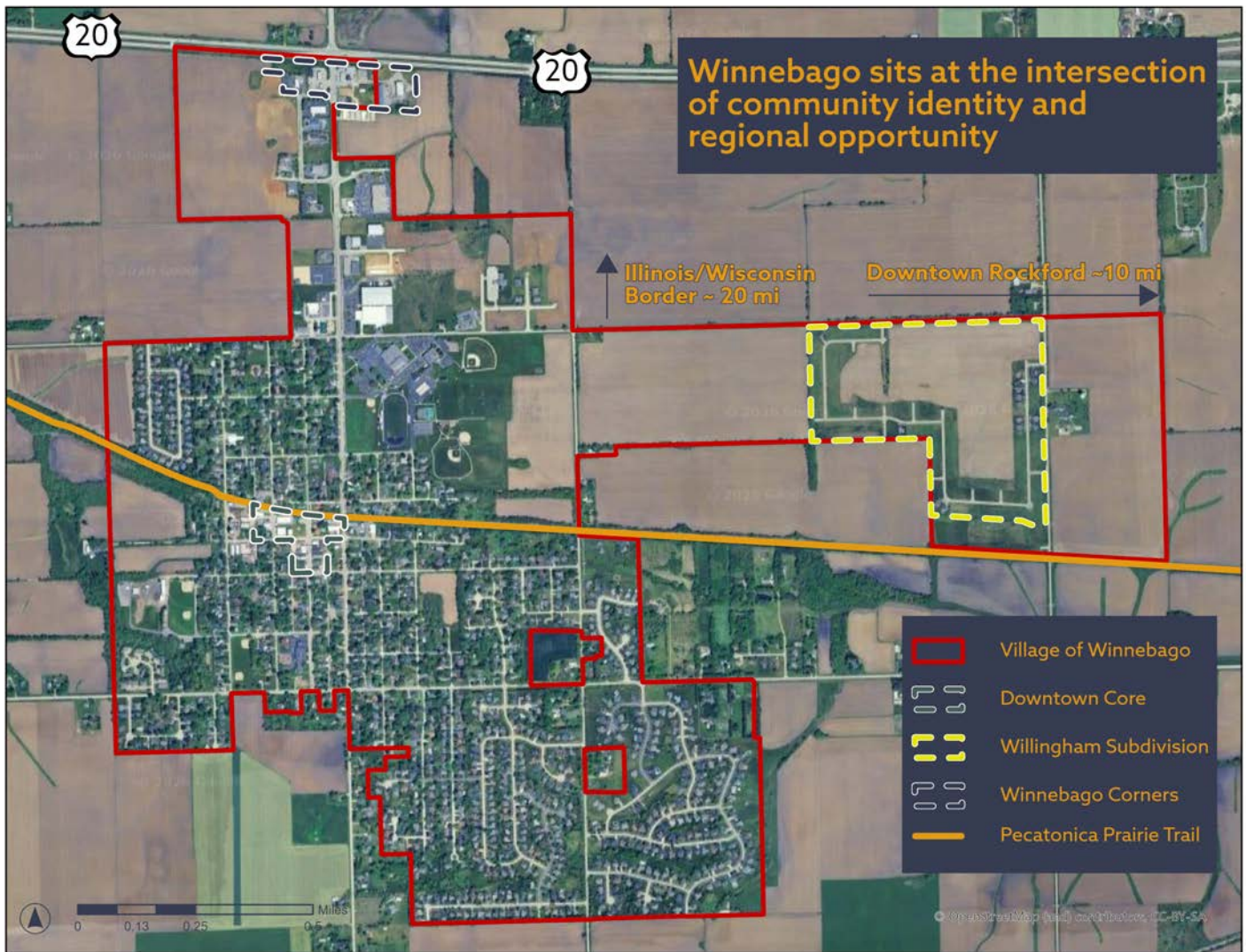
The Strategic Plan identified the work.

This project delivers it. Every scope element in this proposal maps directly to a goal your leadership identified as High or Medium priority: UDO modernization for the red tape goal, downtown zoning district for the investment and recruitment goal, TIF feasibility for all three candidate areas, and the annexation strategy for growth management. This is not a generic planning process. It is the implementation track for decisions Winnebago has already made.

The Strategic Plan explicitly called for updating the Comprehensive Plan and the UDO — to reduce regulatory red tape, streamline development processes, and ensure design standards are producing the outcomes the Village actually wants. This engagement is not a routine update. It is the implementation phase the Strategic Plan was pointing toward.

Downtown needs its own policy framework.

Downtown Winnebago's greatest asset may also be its best-kept secret: a walkable, historic commercial core surrounded by residential neighborhoods that are already doing what other communities spend decades trying to create. The existing UDO has no downtown zoning district. The 2007 Comprehensive Plan identified downtown visibility from Elida Street as a longstanding challenge. Nearly twenty years later, the opportunity is to stop describing it as a challenge and start building the regulatory and investment environment that turns it into an asset. A strong downtown element in the Comprehensive Plan — paired with a dedicated downtown zoning district in the UDO — gives the Village the tools to make that happen.



Route 20 and Winnebago Corners are the primary growth opportunity – and Winnebago Corners is not a failed development. It is an underdeveloped one, and there is a meaningful difference.

The corridor has real physical limitations. Lot depths are shallow. Access points are controlled. Highway setbacks reduce buildable area. Ownership is fragmented. But the corridor visibility, the regional growth pressure along Route 20, and the proximity to Rockford all point toward real investment potential. What has been missing is a clear signal to developers about what the Village wants to see built there, backed by zoning that makes it achievable. Place Foundry's work on the I-39/CherryVale corridor – with nearly identical physical constraints – produced a \$487.6 million development framework because the strategy was built around the constraints rather than around what the map wished were true. That is the approach Winnebago's Route 20 opportunity requires.

Annexation strategy requires an infrastructure foundation, not advisory language.

The Strategic Plan flagged annexation north of Route 20 as a medium-priority long-term goal. That strategy has to be built on Fehr Graham's direct knowledge of the Village's water system, stormwater infrastructure, and road network – and written as formal, adoptable policy with infrastructure service capacity benchmarks and pre-annexation agreement standards.

The 2019 UDO is a starting point – and an honest diagnostic.

The 2019 UDO gives this engagement a solid foundation – an article structure, an established district framework, and a zoning map that staff administers daily. That is a genuine advantage over starting from scratch. It also gives us a clear diagnostic starting point: a document built without a Comprehensive Plan as its guide, and already showing the gaps you would expect from that origin. The goal is not to discard what works. It is to improve what doesn't – with provisions specifically written for Winnebago, legally current, and aligned with the Comprehensive Plan being developed alongside them. The evaluation work in Phase 1 is not theoretical – we know what we are looking for. The goal is not to discard what works, but to replace what does not with provisions that are specifically written for Winnebago, legally current, and aligned with the Comprehensive Plan being developed alongside them.

Winnebago needs a story – not just a plan.

The Strategic Plan called for branding and communications as a community priority. That is not a marketing task – it is a planning task. A community that cannot articulate what it is becoming cannot attract the residents, businesses, and investors it needs to get there. This engagement will answer the question: Imagine if Winnebago, Illinois were known for... The answer becomes the narrative foundation for everything – the downtown strategy, the economic development framework, the annexation vision, and the Village's ongoing communications with residents and the region. Fehr Graham's infrastructure analysis tells us how much Winnebago can grow. The place visioning work tells us what it should become.

2.1 Our Approach



Two documents. One integrated process. Fourteen months.

ILLINOIS DIVISION 12 COMPLIANCE

Your Comprehensive Plan will satisfy all requirements of Illinois Municipal Code Division 12 (65 ILCS 5/11-12) – all required plan elements, the official map, and basic subdivision standards. Our team maintains a Division 12 compliance checklist throughout the drafting process, ensuring every required element is addressed before the document reaches public hearing.

On this project, both documents develop together. The UDO compliance audit begins in Phase 1. The UDO Framework Document is drafted alongside the Key Recommendations Memo in Phase 3. Draft ordinance language is written while the Comprehensive Plan elements are being developed in Phase 4.

When the Plan is ready for adoption, the UDO is ready too. The result is two aligned documents, adopted in the same process, in sixteen months.

This is not simply a scheduling efficiency. It changes what the documents can accomplish. When the planning and legal teams work in parallel from the beginning, policy decisions in the Comprehensive Plan are immediately tested against regulatory feasibility.

Development standards in the UDO are written to implement specific plan recommendations rather than be adapted from generic templates. The downtown zoning district is designed in tandem with the downtown plan element – so the two documents reinforce each other rather than creating gaps that the development community will find.

PHASE 1 KICK-OFF & EXISTING CONDITIONS | MONTHS 1-3

The first three months establish the foundation on which everything else builds. Place Foundry arrives at kickoff having already studied the 2007 Comprehensive Plan, the 2019 UDO, the 2025 Strategic Plan, and all available regional data. We do not use the kickoff meeting to get oriented. We use it to confirm our understanding and identify the gaps only local knowledge can fill.

1.1 Staff Coordination & Data Collection

Coordination meeting with Village Administrator and staff to review scope, timeline, deliverables, and data needs. GIS data, past plans, current UDO, 2025 Strategic Plan, capital improvement plans, and infrastructure reports requested. Place Foundry establishes a standing staff communication cadence from Day 1: bi-weekly check-in calls with the Village Administrator, monthly written progress reports, and a 10-business-day commitment on all draft document reviews. Seth Gronewold and Luke Ziegler conduct an infrastructure data review in parallel — water system capacity, stormwater network, road conditions, and existing CIP — to establish the engineering baseline for the annexation and growth analysis.

1.2 Staff Kick-Off Meeting & Study Area Tour

Face-to-face kick-off with Village Administrator, key staff, and department heads. Study area tour conducted — Winnebago Corners at Route 20, downtown Main Street and Elida Street corridor, Willingham Subdivision, annexation boundary areas north of Route 20, and key infrastructure facilities. The study area tour is not optional. There is no substitute for walking the ground.

1.3 Department Heads Meeting

Meeting with Public Works, Police, Building and Zoning, and other relevant departments. Infrastructure capacity constraints, code enforcement challenges, permitting bottlenecks, and operational priorities documented. These inputs feed directly into the UDO's development standards and review procedures.

1.4 Steering Committee Formation & Meeting #1

Place Foundry assists Village staff in forming the Comprehensive Plan Steering Committee. Recommended composition: Village Board representative, Zoning Board representative, business community member, resident at-large, CUSD #323 representative, and Park District representative. The Steering Committee is the Village's primary policy advisory body throughout the engagement. Meeting #1 covers project introduction, roles, process overview, and schedule.

1.5 Planning & Zoning Commission Presentation #1

Project introduction to the Planning and Zoning Commission. A Commission exercise surfaces initial planning concerns and regulatory priorities from the body that administers the UDO. Findings documented and carried into UDO evaluation work.

1.6 UDO Evaluation & Improvement Review

Thorough evaluation of the 2019 UDO — identifying what is working well, what the Strategic Plan flagged for improvement, and what needs updating. Coverage includes all articles, zoning regulations, and subdivision regulations. Addresses: red tape reduction, streamlined review procedures, sign code under Reed v. Gilbert (2015), annexation framework, and subdivision regulation improvements. This memo becomes the UDO improvement roadmap for Phases 3 through 5.

1.7 Priority Amendment Memo

Aaron Szeto + Place Foundry

Where the evaluation identifies provisions warranting attention before the full rewrite is complete, Aaron Szeto and Place Foundry prepare a Priority Amendment Memo with draft ordinance language the Village can act on now. Delivers tangible legal value within the first sixty days of the engagement.

1.8 Existing Conditions Memo

Shawn Ager Lead

Comprehensive analysis covering: demographic trends and 20-year population projections, existing land use inventory and map, transportation network assessment, infrastructure capacity review, economic conditions and commercial market analysis including Route 20 and Elida Street corridor constraints, parks and facilities inventory, and thorough review of all prior plans including the 2007 Comprehensive Plan, 2019 UDO, 2025 Strategic Plan, and regional documents.

1.9 Staff Review & Discussion

All three memos delivered to Village staff for review. Comments incorporated before public engagement activities begin. Priority Amendment Memo advanced to the Planning and Zoning Commission if staff confirms immediate action is warranted.

Key Deliverables – Phase 1

- Existing Conditions Memo
- UDO Evaluation & Improvement Memo – all articles including subdivision regulations (*Place Foundry + Aaron Szeto*)
- Priority Amendment Memo – draft ordinance language for provisions warranting interim action (*Aaron Szeto + Place Foundry*)
- Steering Committee Meeting #1 Summary
- Planning & Zoning Commission Meeting #1 Summary

PHASE 2 PUBLIC & STAKEHOLDER ENGAGEMENT | MONTHS 3-5, ONGOING

Winnebago is a community with genuine pride in what it is and clear opinions about what it wants to become. Our engagement approach reflects that. Rather than running every resident through the same survey and calling it engagement, we use three parallel streams — digital tools that are always on, targeted events designed for specific Winnebago audiences, and focused stakeholder sessions that go deep with the people who most directly shape the Village's future. The result is an engagement record that is broad, specific, and genuinely representative of who Winnebago is.

STREAM 1 — ALWAYS ON | *Digital & Ongoing Tools*

These tools run from kickoff through adoption — continuously gathering input, hosting project materials, and keeping residents informed between formal meetings. They reach the people who will never attend a Tuesday night public meeting but have just as much at stake in the outcome.

2.1 Project Website

Live at kickoff. Hosts all engagement tools, meeting materials, draft documents, and project updates throughout the sixteen-month engagement.

The website is not a static information page — it is an active participation channel, updated after every milestone and promoted through Village communications throughout the process.

2.2 Online Community Survey

Distributed through the Village website, social media, CUSD #323 network, Chamber of Commerce contacts, and direct mail to property owners. Results analyzed and reported before the Community Visioning Workshop so public meeting time is spent on dialogue, not data collection that could have happened online.

2.3 Interactive Map-Based Engagement Platform

Residents identify geographic issues, assets, and opportunities by placing pins on a digital map of the Village. The composite map directly informs the Future Land Use Map, the downtown element, and the annexation strategy — connecting resident place knowledge to specific policy decisions.

2.4 'Winnebago Looks Forward' Visual Preference Survey

Residents react to images of real places — actual downtown streetscapes, Route 20 commercial corridor types, housing styles, gateway concepts, and park designs. Produces direct, visual evidence of what Winnebago residents want their community to look like, feeding design policies and UDO development standards in ways a written survey never can.

STREAM 2 — REACHING WINNEBAGO WHERE IT LIVES | *Community & Demographic Events*

Winnebago is already a community that shows up. The goal of Stream 2 is not to replace that instinct — it is to reach the voices that standard planning formats don't naturally draw out. Older residents who carry institutional memory. Children and families who will live with these decisions longest. Agricultural landowners who control the land that determines the Village's growth boundary. Young people who need to see themselves in the plan. Each activity is designed specifically for its audience, in a format and setting where they are already comfortable.

2.5 'Imagine If Winnebago Were Known For...' Place Visioning Session

A facilitated community visioning exercise built around a single generative question: Imagine if Winnebago, Illinois were known for... Conducted in small groups with residents, business owners, young people, and community leaders, this session surfaces the community's aspirational identity — the story it wants to tell the world. Results are synthesized into

a Place Narrative that informs the Comprehensive Plan's vision statement, economic development framework, and downtown strategy, and gives the Village a communications foundation it can use immediately. This is not a marketing exercise. It is the foundation of a plan people will defend and implement because they helped write the story.

2.6 'Winnebago Then & Now' History Night at the Library

Partnering with the Winnebago Public Library's Local History Room — a named community anchor in the 2007 Comprehensive Plan — and the Winnebago History Writers group, this September evening event brings long-term residents together around historic photos of the Village paired with current images of the same locations. Attendees place sticky notes on maps indicating what they want to preserve and what they want to change. This format reaches older and long-term residents who carry the deepest institutional knowledge about what makes Winnebago distinctive and who are least likely to participate through digital tools or standard public meeting formats. Their perspective on the Village's identity and character is foundational to the vision the Comprehensive Plan must articulate.

2.7 'Dream Winnebago' Kids Art Contest — CUSD #323

In partnership with Winnebago Community Unit School District #323, elementary and middle school students are invited to draw or write their vision of Winnebago in 2045. What does their town look like when they grow up? Winning entries are displayed prominently at Village Hall and incorporated visually into the final Comprehensive Plan document. Submissions accepted September through October; display and recognition event in November. This activity reaches young children and their families — a demographic almost entirely absent from traditional planning engagement — and produces genuinely aspirational input that reflects the community's next generation. Parents who see their child's artwork in the Comprehensive Plan become invested advocates for its implementation.

2.8 Youth Engagement Session — Winnebago High School

One dedicated facilitated session with Winnebago High School students. Their input gets a named section in the Comprehensive Plan — not a footnote, not a sidebar. Coordinated alongside the Dream Winnebago Kids Art Contest to create a complete K-12 engagement arc: elementary voices captured through visual storytelling, high school voices captured through facilitated dialogue about the community they want to inherit.

2.9 'Farmers & Future' Agricultural Landowner Roundtable

Agriculture represents over 33% of Winnebago's planning area, and agricultural landowners control the land that will determine the Village's annexation and growth strategy for the next generation. Yet farmers almost never attend public planning meetings — the format, the timing, and the setting do not work for them. Place Foundry hosts a dedicated, informal roundtable in late October or early November — post-harvest, when agricultural landowners have time — at a farm, the Winnebago Farm Bureau, or the grain elevator. The conversation focuses on annexation area boundaries, infrastructure extension, agricultural preservation policies, and the growth boundary framework. These landowners deserve a dedicated seat at the table, and their input shapes the annexation chapter in ways no other engagement activity can replicate.

2.10 Community Visioning Workshop — Public Meeting #1

All-community in-person workshop open to all residents, business owners, and stakeholders. Exercises include large-group SWOC analysis drawing on engagement findings from Streams 1 and 2, small-group mapping of assets and opportunities, visual preference voting, and facilitated discussion of the Village's top priorities. The findings from the Place Visioning Session, History Night, and Agricultural Roundtable are presented back to the full community here — making every participant's voice visible. David Sidney facilitates.

STREAM 3 – TARGETED STAKEHOLDER SESSIONS | *Deep Dives with Key Voices*

Stream 3 goes deep with the people who most directly shape Winnebago’s development future – business owners, property owners, prospective developers, and the stakeholders whose decisions determine whether the plan’s recommendations reach the ground. These are not public meetings. They are targeted conversations that produce the specific, candid input that public forums rarely generate.

2.11 Stakeholder Interviews and Focus Groups

Targeted conversations with: agricultural and residential landowners in annexation areas; downtown business and building owners; Chamber of Commerce leadership; prospective developers and brokers active in the Route 20 corridor; CUSD #323 and Park District leadership; adjacent community representatives; and civic organizations. Interview notes are summarized and reported to Village staff – confidentially where requested. These conversations surface the candid concerns and aspirations that rarely appear in public meeting comment periods.

2.12 Business Community Workshop – ‘Winnebago is Open for Business’

A targeted session for business owners, property owners, landowners, and developer contacts. Topics include Winnebago Corners development potential, regulatory barriers to investment, downtown redevelopment opportunities, and the economic development framework taking shape in the Comprehensive Plan. Structured as a working session – not a presentation – so participants leave having shaped the plan rather than having been briefed on it.

2.13 ‘What Works / What Doesn’t’ Downtown Walking Audit

A 90-minute field session with downtown business and property owners. Place Foundry walks the Main Street and Elida Street corridor documenting the street experience from a customer, tenant, and developer perspective – sidewalk conditions, visibility, parking, signage, storefronts, and public space quality. Findings feed directly into the downtown plan element and the new downtown zoning district standards in the UDO. Residents and property owners who walk this audit with us become informed, invested participants in the downtown strategy.

Key Deliverables – Phase 2

- Project Website (live at kickoff through adoption)
- Online Survey Results Summary
- Map-Based Engagement Summary with annotated Village map
- ‘Winnebago Looks Forward’ Visual Preference Survey Results
- ‘Imagine If Winnebago Were Known For...’ Place Narrative – community identity foundation
- ‘Winnebago Then & Now’ History Night Summary – long-term resident input
- ‘Dream Winnebago’ Kids Art Contest Submissions – displayed at Village Hall, incorporated into final Comp Plan
- Youth Engagement Session Summary – named section in Comprehensive Plan
- ‘Farmers & Future’ Agricultural Roundtable Notes – annexation and growth boundary input
- Stakeholder Interview Notes (confidential to staff)
- Business Community Workshop Summary
- Downtown Walking Audit Field Notes
- Public Engagement Summary – Key Themes & Takeaways across all three streams

PHASE 3 VISION, GOALS & KEY RECOMMENDATIONS | MONTHS 6-8

Before a single plan chapter is written, the Village needs to confirm its direction. Phase 3 produces two documents – the Key Recommendations Memo and the UDO Framework Document – that give Village staff, the Steering Committee, the Planning and Zoning Commission, and the Village Board a clear picture of where the plan is heading before significant resources are committed to full document production. If there are policy disagreements, this is where they surface.

3.1 Vision Statement & Goals

Synthesis of all engagement findings into a Vision Statement and Goals organized around five to seven plan focus areas. Goals are explicitly aligned with the four Strategic Priority Areas from the 2025 Strategic Plan. The Comprehensive Plan implements what the Strategic Plan set in motion. That continuity of direction is made explicit in the document.

3.2 Key Recommendations Memo

A focused pre-draft document covering: Future Land Use Framework and Draft Future Land Use Map; downtown land use and character recommendations including specific redevelopment opportunity sites – the former Bud’s Automotive site, downtown parking, gateway parcels; Route 20 / Winnebago Corners development strategy grounded in the corridor’s physical constraints; residential land use policies and Willingham Subdivision buildout; annexation strategy framework with infrastructure capacity analysis from Seth Gronewold and Luke Ziegler at Fehr Graham; economic development framework including TIF district feasibility; and transportation priorities including Pecatonica Prairie Path integration.

3.3 UDO Framework Document

The structural blueprint for the revised UDO. Covers: proposed district structure including the new downtown zoning district; use table reorganization approach; development standards framework; sign code rewrite approach for Reed v. Gilbert compliance; annexation agreement framework; and variance and appeals procedure structure. Sosnowski Szeto leads the legal framework. Place Foundry leads policy content.

3.4 Staff Review & Discussion

Both documents delivered to Village staff for review. Staff comments integrated before Steering Committee and Planning and Zoning Commission presentations.

3.5 Steering Committee Meeting #2

Key Recommendations Memo and UDO Framework presented to the Steering Committee for feedback. Policy decisions documented and confirmed before full drafting begins.

3.6 Planning & Zoning Commission Presentation #2

Presentation of the Vision Statement, Goals, Key Recommendations Memo, and UDO Framework Document. Commission deliberation documented and carried into the draft UDO structure.

3.7 Village Board Progress Briefing #1

A mid-process briefing ensuring the Village Board is informed and supportive before full document drafting begins. Village Board input at this stage prevents costly revisions late in the process. Directly addresses the RFP’s requirement for coordination with the Village Board throughout the process.

Key Deliverables – Phase 3

- Vision Statement & Goals
- Key Recommendations Memo with Draft Future Land Use Map
- UDO Framework Document (Place Foundry + Sosnowski Szeto)
- Steering Committee Meeting #2 Summary
- Planning & Zoning Commission Meeting #2 Summary
- Village Board Progress Briefing #1 Summary

PHASE 4 DRAFT COMPREHENSIVE PLAN & DRAFT UDO | MONTHS 8-12

This is the dual-track heart of the engagement. The Comprehensive Plan and the UDO are drafted in parallel, reviewed together at the 50% and 90% milestones, and legally certified before the adoption process begins. The work in Phases 1 through 3 makes this phase productive – by the time full drafting begins, the community’s direction is confirmed and the team is building documents the Village has already agreed to.

4.1 Comprehensive Plan Elements

Full draft plan prepared element by element, grounded in the Key Recommendations Memo and community engagement findings. Elements include:

- Community Background & Context – history, demographics, regional setting, Rockford MSA relationship
- Land Use & Development – Future Land Use Map, place types, infill and redevelopment policies for downtown and Route 20 corridor
- Downtown Winnebago – character definition, redevelopment vision, opportunity sites (former Bud’s Automotive, parking, gateway parcels), gateway strategy, parking framework, pedestrian connectivity
- Economic Development – Route 20 / Winnebago Corners strategy grounded in corridor constraints; TIF district policy framework; business attraction and retention; incentive tools aligned with the 2025 Strategic Plan
- Housing – housing diversity policies, Willingham Subdivision buildout framework, missing middle housing opportunities
- Transportation & Infrastructure – roadway network recommendations, Pecatonica Prairie Path integration, infrastructure capacity analysis for annexation areas (Seth Gronewold and Luke Ziegler, Fehr Graham)
- Community Facilities & Services – parks, schools, Village Hall / Police / Community Center planning, Park District and CUSD #323 coordination
- Annexation Strategy – logical growth area identification north of Route 20, formal adoptable policy language, pre-annexation agreement standards, TIF contiguity analysis, infrastructure service capacity benchmarks
- Implementation – prioritized action matrix with timeframes, responsible parties, and funding sources; regulatory action checklist tying each recommendation to a specific UDO article

4.2 Revised UDO – All Articles

Place Foundry and Aaron Szeto co-author the revised UDO, building on the 2019 foundation and the improvement roadmap developed in Phase 1.

Key components:

- Article Restructure and Modernization – reorganized for staff usability, modern formatting with graphics and tables, plain-language descriptions. Shawn Ager leads format modernization
- Downtown Zoning District – new district for Winnebago’s historic downtown character; permitted and special uses, form-based design standards, sign allowances, parking flexibility
- Sign Code Rewrite – content-neutral framework consistent with Reed v. Gilbert (2015). Aaron Szeto leads
- Use Table Modernization – reorganized, graphically enhanced, plain-language descriptions, updated use categories
- Annexation Framework Update – pre-annexation agreement standards, infrastructure adequacy thresholds, contiguity requirements
- Development Standards – updated parking, landscaping, buffering, lighting, design standards; complete streets language integrated
- Missing Middle Housing Provisions – flexible residential standards accommodating duplexes, triplexes, cottage courts, and ADUs
- Review Procedures – streamlined site plan review, special use permit, variance, rezoning, and subdivision procedures addressing the Strategic Plan’s ‘red tape’ priority
- Enforcement Provisions – clear, updated procedures aligned with current Illinois law
- Variance & Appeals Procedures – updated for Illinois Municipal Code consistency. Aaron Szeto leads

4.3 Staff Review – 50% Draft

50% draft of both documents delivered to Village staff and Aaron Szeto for legal review simultaneously. Comments documented and incorporated before 90% draft begins.

4.4 Village Board Progress Briefing #2

50% draft overview presented to the Village Board. Ensures the Village Board is fully informed on Comprehensive Plan policies and the UDO framework before public meetings begin.

4.5 Steering Committee Meeting #3

50% draft overview presented to the Steering Committee. Key policy decisions confirmed or adjusted before final draft development.

4.6 Public Meeting #2 – Draft Comprehensive Plan Review

Community open house at accessible Village location with varied time option. Display boards and summary sheets provided for Village staff to conduct additional informational sessions independently.

4.7 Public Meeting #3 – Draft UDO Review

Focused public meeting on the draft UDO. Aaron Szeto present for legal and regulatory questions. Feedback documented and incorporated.

4.8 P&Z Commission Workshop #1 – Draft Comprehensive Plan

A working session – not a presentation. Commission deliberates on draft Comprehensive Plan elements, with particular attention to land use policies, the Future Land Use Map, the downtown element, and the annexation strategy.

4.9 P&Z Commission Workshop #2 – Draft UDO

A working session on the draft UDO. Downtown zoning district, use table, sign code, and review procedures receive focused attention. Aaron Szeto present for all legal questions.

4.10 90% Draft & Legal Review

90% draft of both documents delivered to Village staff and Aaron Szeto for final legal review and QA/QC simultaneously. A legal review memo is prepared confirming compliance and flagging any remaining issues before the adoption process begins.

4.11 Steering Committee Meeting #4

Final policy direction confirmed before the adoption process begins. The Steering Committee reviews both documents in near-final form.

Key Deliverables – Phase 4

- Draft Comprehensive Plan (50% and 90%)
- Draft UDO (50% and 90%)
- Legal Review Memo – 90% Milestone (Sosnowski Szeto)
- Village Board Progress Briefing #2 Summary
- Public Meeting #2 Summary – Draft Comprehensive Plan
- Public Meeting #3 Summary – Draft UDO
- Planning & Zoning Commission Workshop Summaries (#1 and #2)
- Steering Committee Meeting Summaries (#3 and #4)

PHASE 5 FINAL DOCUMENTS & ADOPTION | MONTHS 12-16

The adoption process is not a formality. It is the culmination of sixteen months of community engagement, policy development, and regulatory drafting – and it needs to be managed as carefully as any other phase of the work. Place Foundry and Aaron Szeto are present at every hearing. Every presentation is prepared. Every question from a commissioner or a Village Board member has an answer ready. And when the Village Board votes yes – when Winnebago’s Comprehensive Plan and UDO are officially adopted – that moment is not the finish line for us. It is the starting gun. The ribbon-cutting is still ahead.

5.1 Final Comprehensive Plan

Revised to incorporate all staff, commission, and public comment from Phase 4. User-friendly, visually compelling, print-ready PDF and editable source files. An interactive web-based version – StoryMap or equivalent – keeps the plan a living document long after adoption. All GIS data compiled during the planning process delivered to Village staff.

5.2 Final UDO

Fully revised and legally certified. Print-ready PDF and editable Word source files formatted for ongoing Village staff amendment. Graphics, tables, and clear section navigation throughout – a document staff can use daily, not interpret at every turn.

5.3 Adoption Ordinances

Adoption ordinance for the Comprehensive Plan and adoption ordinance for the UDO prepared and reviewed by Aaron Szeto. Both ordinances ready for introduction at the same Village Board meeting, or sequenced per Village preference and Illinois statutory requirements.

5.4 P&Z Commission Public Hearing – Comprehensive Plan

Project team presents the final draft Comprehensive

Plan at a duly noticed public hearing per Illinois statutory requirements. Final revisions prepared for Village Board consideration based on the hearing record. David Sidney presents.

5.5 P&Z Commission Public Hearing – UDO

Project team presents the final draft UDO at a duly noticed public hearing. Aaron Szeto present throughout to address legal questions from commissioners and the public.

5.6 Village Board Presentation & Adoption

Final Comprehensive Plan and UDO presented to the Village Board for consideration and adoption. Presentation materials prepared by Place Foundry. David Sidney and Aaron Szeto present.

5.7 Final Document Delivery

Comprehensive Plan: print-ready PDF, editable source files, GIS data, interactive web-based version. UDO: print-ready PDF, editable Word files for ongoing staff amendment. All engagement summaries, survey data, meeting records, and interim deliverables archived and delivered to the Village.

Key Deliverables – Phase 5

- Final Comprehensive Plan (PDF + editable source files + GIS data)
- Final UDO (PDF + editable Word files)
- Interactive Web-Based Comprehensive Plan
- Adoption Ordinances – Comprehensive Plan and UDO (Sosnowski Szeto)
- Planning & Zoning Commission Hearing Summaries
- Village Board Presentation Materials
- Complete project archive – all engagement summaries, survey data, and interim deliverables

SECTION 3

Project Timeline & Budget



3.1 Project Timeline

The following schedule spans sixteen months from Notice to Proceed, estimated at July 2026 based on the RFP's Village Board selection date of June 3, 2026. The Comprehensive Plan and UDO tracks run in parallel throughout – both begin in Phase 1 and reach every major milestone together.

The schedule below reflects Place Foundry's recommended pace for a focused, well-managed engagement. At kickoff, the project team and Village Administrator will confirm specific milestone dates based on Village Board and Planning and Zoning Commission meeting calendars, staff availability, and any priorities that have shifted between proposal submission and Notice to Proceed. Place Foundry builds schedule flexibility into every engagement – if a review cycle takes longer than expected or a public meeting surfaces issues requiring additional work, we adjust without compromising the quality of either document.



PROJECT SCHEDULE VILLAGE OF WINNEBAGO COMPREHENSIVE PLAN & UDO

July 2026 - October 2027

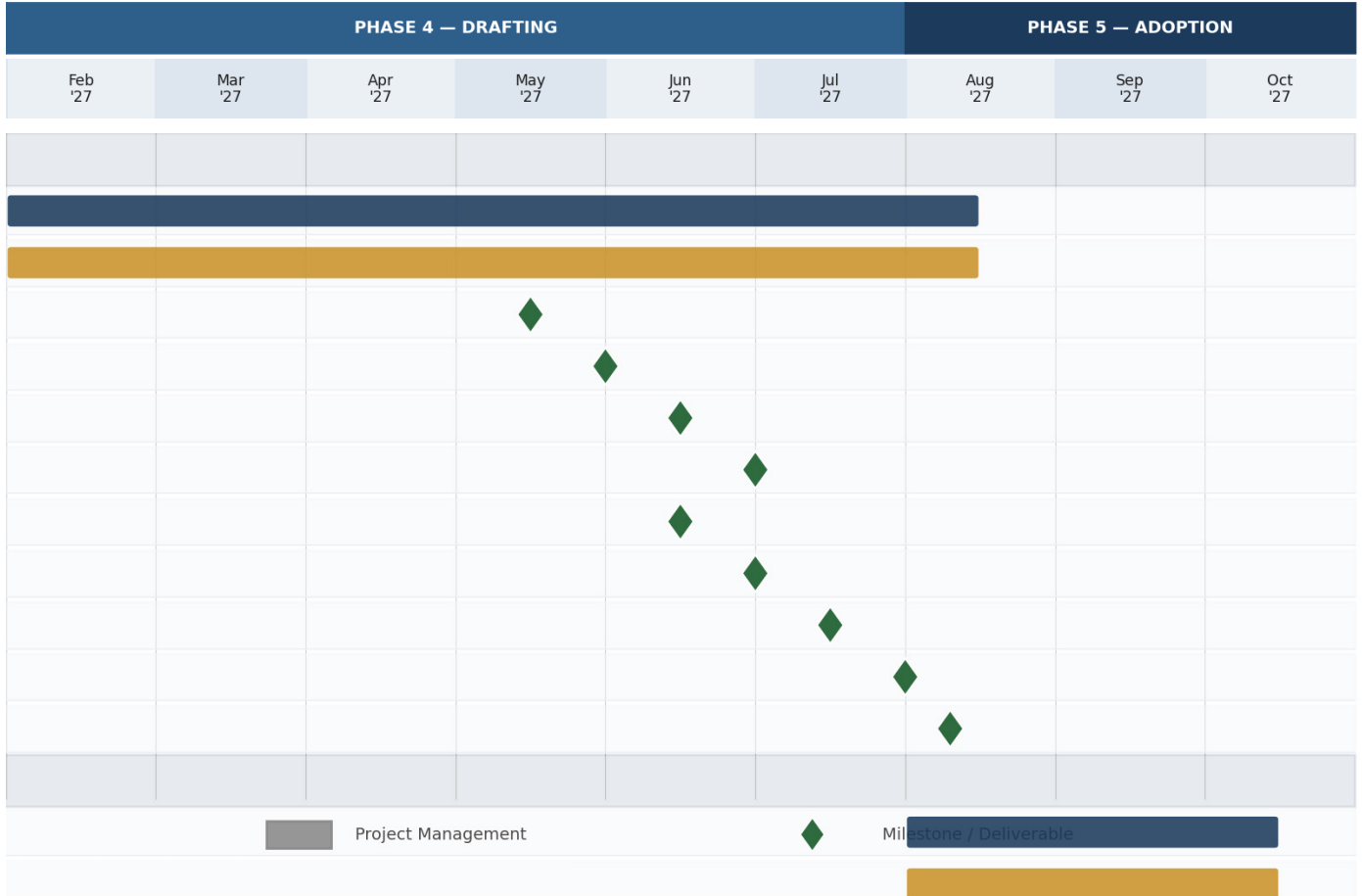
TASK / DELIVERABLE	PHASE 1 — FOUNDATION		PHASE 2 — ENGAGEMENT			PHASE 3 — FRAMEWORK	
	Jul '26	Aug '26	Sep '26	Oct '26	Nov '26	Dec '26	Jan '27
PHASE 1 — KICKOFF & EXISTING CONDITIONS							
Kickoff meeting & study area tour	█						
Infrastructure data review (Gronewold + Ziegler)	█						
Existing Conditions Memo	█						
UDO Evaluation & Improvement Memo (PF + Szeto)	█						
Priority Amendment Memo (Aaron Szeto)		█					
Steering Committee Meeting #1			◆				
P&Z Commission Presentation #1			◆				
PHASE 2 — PUBLIC & STAKEHOLDER ENGAGEMENT							
Project website + online survey			█				
Visual Preference Survey			█				
History Night / Kids Art Content / Ag Roundtable				█			
Youth Engagement Session				█			
Stakeholder Interviews (up to 8)			█				
Community Visioning Workshop - Public Meeting #1					◆		
Business Community Workshop						◆	
PHASE 3 — VISION, GOALS & KEY RECOMMENDATIONS							
Vision Statement & Goals						█	
Key Recommendations Memo + Draft FLUM						█	
UDO Framework Document (PF + Sosnowski Szeto)						█	
Steering Committee Meeting #2							
P&Z Commission Presentation #2							
Village Board Briefing #1							

PROJECT SCHEDULE CONTINUED
VILLAGE OF WINNEBAGO COMPREHENSIVE PLAN & UDO

July 2026 - October 2027

TASK / DELIVERABLE	PHASE 1 — FOUNDATION		PHASE 2 — ENGAGEMENT			PHASE 3 — FRAMEWORK	
	Jul '26	Aug '26	Sep '26	Oct '26	Nov '26	Dec '26	Jan '27
PHASE 4 — DRAFT COMPREHENSIVE PLAN & DRAFT UDO							
Draft Comp Plan - all chapters							
Draft UDO - all articles (PF+Aaron Szeto)							
50% Draft Delivery & Staff Review							
Steering Committee Meeting #3							
Public Meeting #2 - Draft Comp Plan							
P&Z Workshop #1 - Draft Comp Plan							
Public Meeting #3 - Draft UDO							
P&Z Workshop #2 - Draft UDO							
Village Board Briefing #2							
90% Draft + Legal Review (Sosnowski Szeto)							
Steering Committee Meeting #4							
PHASE 5 — FINAL DOCUMENTS & ADOPTION							
Final Comp Plan Production	LEGEND:			Comprehensive Plan			UDO
Final UDO Production (PF + Sosnowski Szeto)							
Adoption Ordinances (Aaron Szeto)							
P&Z Public Hearing - Comp Plan							
P&Z Public Hearing - UDO							
Village Board Presentation & Adoption							

Schedule subject to refinement at kickoff based on Village Board and Planning & Zoning Commission calendar.



3.2: Cost Proposal

Place Foundry proposes a not-to-exceed fee of **\$130,000** for the combined Comprehensive Plan and UDO update, including all professional services for Phases 1 through 5, all community engagement, legal counsel through Sosnowski Szeto, and infrastructure analysis through Fehr Graham. No reimbursable expenses are billed separately. All sub-consultant services are included in the not-to-exceed total.

PROJECT BUDGET BY PHASE

Phase	Fee
Phase 1 – Kick-Off & Existing Conditions	\$16,000
Phase 2 – Public & Stakeholder Engagement	\$14,000
Phase 3 – Vision, Goals & Key Recommendations	\$15,000
Phase 4 – Draft Comprehensive Plan & Draft UDO	\$66,000
Phase 5 – Final Documents & Adoption	\$19,000
Total Not-to-Exceed Amount	\$130,000

HOURLY RATES

Position	Title/Firm	Hourly Rate
David Sidney	Managing Principal – Place Foundry PLLC	\$145/hr
Jeff Macke, PE, CFM	Place Director – Place Foundry PLLC	\$135/hr
Mark Schaer	Place Strategist – Place Foundry PLLC	\$125/hr
Shawn Ager	Place Analyst – Place Foundry PLLC	\$115/hr
Michelle Sidney	Creative Director – Place Foundry PLLC	\$115/hr

The completed RFP Exhibit A Pricing Sheet is included as Appendix A.

SECTION 4

References & Testimonials

The four references below represent engagements where Place Foundry delivered work directly comparable to what Winnebago's RFP requires. Every reference listed is active or recently completed. Every contact has been notified that they may be called.

REFERENCE 1 CITY OF DANVILLE, ILLINOIS

Project: Danville 2050 Comprehensive Plan + Lynch Road Corridor Market & Development Analysis

Scope: Comprehensive plan with economic development component, annexation strategy, TIF district feasibility framework, corridor redevelopment analysis

Timeline: October 2024–Present (Comprehensive Plan) / December 2023–April 2024 (Lynch Road)

Place Foundry Lead: Jeff Macke, Project Manager

Contact: Logan Cronk, Community Development Administrator

Phone: 217-431-2286

Email: lcronk@cityofdanville.org

Logan Cronk can speak to Jeff Macke's project management, Place Foundry's delivery discipline, and how the team integrates economic development strategy and annexation analysis into a comprehensive planning process. The Danville engagement is the most direct analog to what Winnebago needs – a comp plan that reaches into the financial feasibility and regulatory frameworks that determine whether the plan's recommendations actually get built.

REFERENCE 2 VILLAGE OF CHERRY VALLEY, ILLINOIS

Project: Cherry Valley Crossings I-39/CherryVale Corridor Plan + Village-Wide Comprehensive Plan

Scope: Highway corridor vision plan, TIF/BDD funding mechanism, economic development strategy, comprehensive plan integrating corridor blueprint into adopted policy

Timeline: 2023–Present

Place Foundry Lead: David Sidney / Mark Schaer

Contact: Jim Claeysen, Village Administrator

Phone: 815-332-1270

Email: JClaeysen@cherryvalley.org

Jim Claeysen can speak to how Place Foundry manages a complex economic development planning engagement – from corridor vision through TIF framework development to adopted comprehensive plan policy. The Cherry Valley work is the direct precedent for Winnebago Corners: a Route 20 equivalent corridor with fragmented ownership, highway setback constraints, and a community that needed both a vision and a financial mechanism to make it real.

REFERENCE 3 VILLAGE OF ROSCOE, ILLINOIS

Project: Main Street District Plan + I-90/Rockton Road Corridor Development Feasibility Study

Scope: Downtown revitalization blueprint, two new zoning districts with design guidelines, phased implementation strategy, highway corridor development feasibility

Timeline: 2023–Present

Place Foundry Lead: David Sidney (Main Street District) / Jeff Macke (I-90 Corridor)

Contact: Carol Gustafson, Village President

Phone: 815-623-2829

Email: cgustafson@villageofroscoe.com

Carol Gustafson can speak to Place Foundry’s work on both a downtown district plan and a highway corridor feasibility study – the two components most directly relevant to Winnebago’s downtown element and Route 20 strategy. The Roscoe Main Street District Plan is the clearest existing example of Place Foundry creating the kind of downtown zoning district and design standards framework that Winnebago’s RFP explicitly requires.

REFERENCE 4 CITY OF LOVES PARK, ILLINOIS

Project: Riverside Commons District Plan – Placemaking in the Parks

Scope: District placemaking strategy, marketplace research, land use scenarios, stakeholder engagement, implementation work group facilitation

Timeline: August 2022–Present

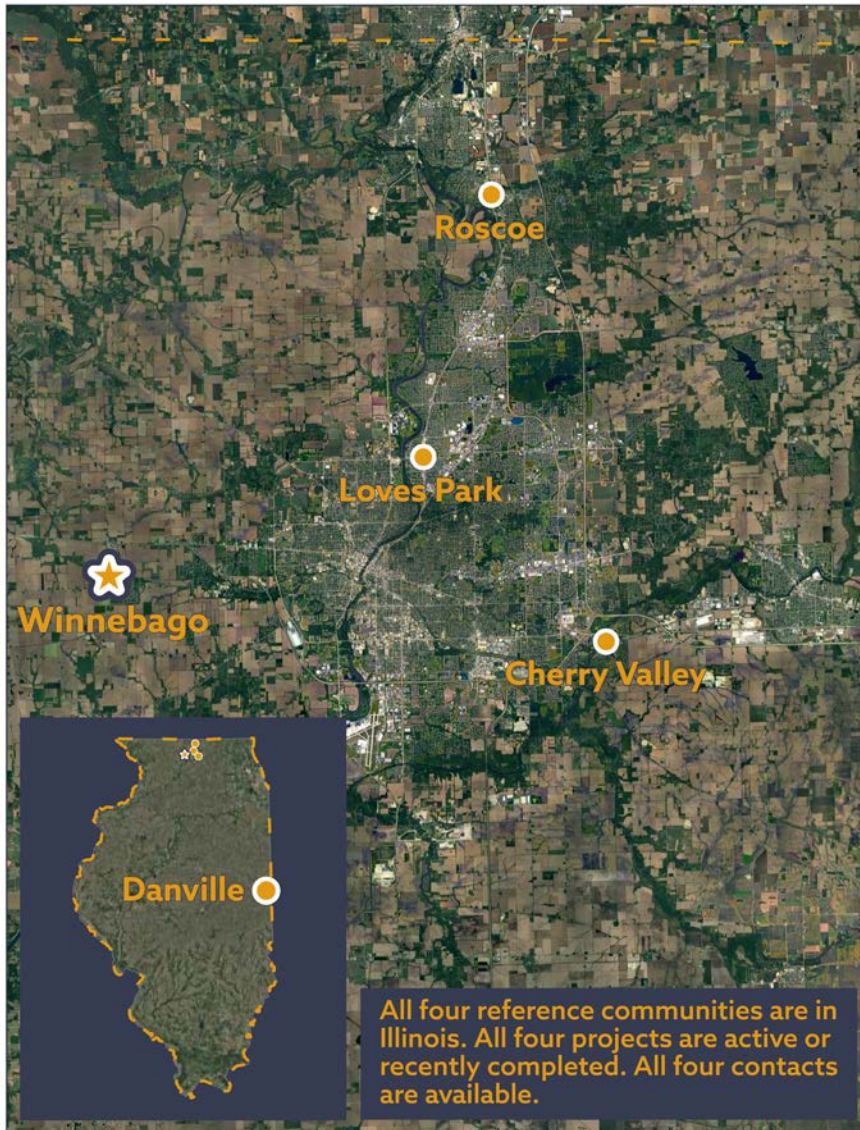
Place Foundry Lead: David Sidney

Contact: Nathan Bruck, Economic Development/Planning Manager

Phone: 815-491-8963

Email: NathanBruck@CityofLovesPark.com

Nathan Bruck can speak to Place Foundry’s long-term implementation partnership model – this engagement has been active for over three years because Place Foundry stays with the work until something gets built, not until the document gets adopted. For Winnebago, whose Strategic Plan emphasized implementation and whose community wants to see results – not just plans – Nathan’s perspective on how Place Foundry operates after adoption is directly relevant.



A NOTE ON HOW WE WORK

Place Foundry does not consider a project finished when the Village Board votes yes. The references listed are not historical relationships — they are active partnerships. Logan Cronk, Jim Claeysen, Carol Gustafson, and Nathan Bruck are not former clients. They are current clients who can describe, in real time, what it is like to work with this team.

That is the standard we bring to Winnebago. The Comprehensive Plan and UDO this engagement produces will be documents the Village uses for fifteen to twenty years. The relationship this engagement builds should last at least as long.

APPENDIX

Required Forms

EXHIBIT A – PROPOSAL PRICING

EXHIBIT A

PROPOSAL PRICING

The following Proposal Pricing Sheet must be completed and returned with the submitted full proposal.

All costs shall be not-to-exceed and shall include all labor, materials, travel, meetings, public engagement activities, document preparation, and other expenses necessary to complete the work as described in the Request for Proposals.

OPTION 1 – COMPREHENSIVE PLAN UPDATE ONLY

Total Not-to-Exceed Cost for Comprehensive Plan Update: \$ _____

OPTION 2 – UNIFIED DEVELOPMENT ORDINANCE UPDATE ONLY

Total Not-to-Exceed Cost for Unified Development Ordinance Update: \$ _____

OPTION 3 – COMBINED COMPREHENSIVE PLAN & UDO UPDATE

Total Not-to-Exceed Cost for Combined Comprehensive Plan and Unified Development Ordinance Update:

\$ \$130,000

COST BREAKDOWN (FOR COMBINED OPTION ONLY)

For informational purposes, please identify how the combined cost is allocated:

- Comprehensive Plan Portion: \$ 79,000
- UDO Plan Portion: \$ \$51,000

(Total must equal the combined cost listed above.)

PROPOSER:	Place Foundry PLLC
Address:	[Insert Name of Company] 1700 N. Alpine Road, Ste 101 Rockford, IL 61107 Illinois
State of Incorporation or Organization:	(Certified Professional Design Firm)
Signature:	
Name of Person Signing:	David A. Sidney
Title of Person Signing:	Managing Principal
Dated Signed:	April 9, 2026

PLACE
foundry

Place Foundry PLLC
1700 N Alpine Rd.,
Suite 101
Rockford, IL 61107