



AGENDA ITEM EXECUTIVE SUMMARY

Agenda Item:	Review and consideration of a professional services agreement with The Lakota Group for technical and professional assistance in the preparation of a Comprehensive Land Use Plan and a Unified Development Ordinance		
Presenter & Title:	David DeGroot, Director of Community Development		
Date:	December 1, 2025		
<i>Please Check Appropriate Box:</i>			
<input checked="" type="checkbox"/>	Committee of the Whole Meeting	<input type="checkbox"/>	Special Committee of the Whole Meeting
<input type="checkbox"/>	City Council Meeting	<input type="checkbox"/>	Special City Council Meeting
<input type="checkbox"/>	Public Hearing	<input type="checkbox"/>	Other -
Associated Strategic Plan Goal/Objective: PGEV-III			
Estimated Cost: \$384,949.00		Budgeted? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Other Funding? <input type="checkbox"/> Yes <input type="checkbox"/> No
<i>If "Other Funding," please explain how the item will be funded:</i>			
Executive Summary:			
<p>Background One of the Community Development Department’s goals for fiscal year 2026 is to revise and update the Comprehensive Plan. The intent is to consolidate the Affordable Housing Plan, Bikeway Implementation Plan, Downtown/Station-Area Master Plan, Historic Preservation Plan, and Southeast Master Plan into one cohesive document. The goal also calls for the review and update of the city’s zoning, subdivision, and other land use regulations to align with the Comprehensive Plan. This goal is supported by the city’s Strategic Plan, specifically under Purposeful Growth and Economic Vitality Goal 3, which aims to attract new investment and redevelopment. Providing updated land use designations and processes offer clarity and improved predictability for new development and redevelopment projects that grow industry, commercial, and housing in the community. The City Council approved \$400,000.00 in the fiscal year 2026 budget for consultant assistance with an update of the city’s Comprehensive Plan and its Zoning and Subdivision regulations.</p> <p>Consultant Selection Process The City’s Consultant Selection Committee consisting of Matt Buesing (City Planner), Emily Stood (Preservation Planner), Jessie Malkosky (Assistant Planner), Cathleen Tymoszenko (Director of Economic Development), Nate Landers (Assistant Director of Public Works), and David DeGroot (Director of Community Development) reviewed consultant responses to a request for proposals (RFP), interviewed, evaluated, and ranked finalists. The following summarizes the process leading up to the selection of the team led by The Lakota Group:</p>			

- August 22: The RFP was issued with notice on the City’s website, the American Planning Association’s website, and the Illinois Chapter of the American Planning Association’s website.
- September 5: Deadline for interested consultants to submit questions.
- September 12: Responses to questions received from interested consultants were posted as an addendum to the RFP.
- September 19: Deadline for receiving proposals. Seven RFP responses were received.
- September 23: City staff finalized the consultant proposal evaluation form, conducted initial staff screening of proposals, and distributed copies of proposals to the Consultant Selection Committee members for their individual review
- October 7: The Consultant Selection Committee met to score and rank proposals, and created a short list of three consultant teams for in-person interviews
- October 20-23: The Consultant Selection Committee conducted in-person interviews.
- October 29: The Consultant Selection Committee evaluated interview results, and selected the team led by The Lakota Group to negotiate a Professional Services Agreement. Other firms serving as subcontractors on The Lakota Group team include SB Friedman, V3 Companies, and ZoneCo.

City staff and legal counsel have completed review of the project scope of work, staff hours, estimated expenses, and the professional services agreement with The Lakota Group. The total cost of the project is \$384,949.00, including directly related job expenses and travel. The City Council approved \$400,000.00 in the budget for fiscal year 2026. The project will begin in fiscal year 2026 but costs will roll over into fiscal year 2027 as the project is expected to take approximately 2 years to complete. The Consultant Selection Committee unanimously recommends approval of the Professional Services Agreement with The Lakota Group.

Attachments: *(please list)*

- Resolution authorizing the execution of a professional services agreement between the City of Geneva and The Lakota Group
- Professional Services Agreement between the City of Geneva and the Lakota Group

Voting Requirements:

This motion requires a simple majority of affirmative votes for passage. (City Council Only)

The Mayor may vote on three occasions: (a) when the vote of the alderpersons has resulted in a tie; (b) when one half of the alderpersons elected have voted in favor of an ordinance, resolution, or motion even though there is no tie vote; or (c) when a vote greater than a majority of the corporate authorities is required by state statute or local ordinance to adopt an ordinance, resolution, or motion.

Recommendation / Suggested Action: *(how the item should be listed on agenda)*

Approval of a professional services agreement with The Lakota Group for technical and professional assistance in the preparation of a Comprehensive Land Use Plan and a Unified Development Ordinance for an estimated cost of \$384,949.00.

RESOLUTION NO. 2025-141

**RESOLUTION AUTHORIZING EXECUTION OF
AN AGREEMENT FOR PROFESSIONAL SERVICES BETWEEN THE CITY OF
GENEVA AND THE LAKOTA GROUP, INC. REGARDING PREPARATION OF A
COMPREHENSIVE LAND USE PLAN AND A UNIFIED DEVELOPMENT ORDINANCE**

BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF GENEVA, KANE COUNTY, ILLINOIS, as follows:

SECTION 1: That the Mayor and City Clerk are hereby authorized to execute, on behalf of the City of Geneva, an Agreement for Professional Services between the City of Geneva and The Lakota Group, Inc., in substantially the form attached hereto at Exhibit “A”, relating to the furnishing of technical and professional assistance to the City in the preparation of a Comprehensive Land Use Plan and a Unified Development Ordinance.

SECTION 2: This Resolution shall become effective from and after its passage as in accordance with law.

PASSED by the City Council of the City of Geneva, Kane County, Illinois, this __ day of _____, 2025.

AYES: __ **NAYS:** __ **ABSENT:** __ **ABSTAINING:** __ **HOLDING OFFICE:** __

Approved by me this ____ day of _____, 2025.

Mayor

ATTEST:

City Clerk

PROFESSIONAL SERVICE AGREEMENT

Comprehensive Plan & Unified Development Ordinance (UDO)

This agreement (“Agreement”) between The Lakota Group, Inc., an Illinois corporation doing business as **The Lakota Group (“Lakota”)** and **The City of Geneva, an Illinois Municipal Corporation (“Client”)**, is entered into on November 24, 2025, and includes seven parts: Project Description, Project Team, Scope of Services, Schedule, Compensation and Payment, Additional Conditions, and Acceptance.

PART ONE: PROJECT DESCRIPTION

1.1 The City of Geneva, IL seeks to develop a modern Comprehensive Plan that not only updates but also consolidates previous planning efforts into a single, forward-looking, and highly actionable document. To support the successful implementation of this vision, the City also seeks to update and unify its zoning and subdivision regulations into a single, streamlined Unified Development Ordinance (UDO), as noted in the Scope of Work.

PART TWO: PROJECT TEAM

2.1 Lakota shall staff this project using the personnel shown in the submitted Proposal (“Proposal”) with additional support as necessary for meeting support, planning and design issues, and production of graphics. The Proposal is attached hereto at Exhibit “A” and is incorporated in this Agreement as if fully set out herein.

PART THREE: SCOPE OF SERVICES

3.1 Lakota shall perform the services described on the Scope of Work within the Proposal, dated September 19, 2025, which Scope of Work is hereby incorporated in this Agreement as if fully set out herein.

PART FOUR: SCHEDULE

4.1 Lakota will complete the defined project approach by May 1, 2028 as determined by the Client, and contingent upon the Client’s timely responses and/or any requested changes to the Scope of Work. Any changes to the project completion date must be mutually agreed upon by Lakota and the Client in writing.

PART FIVE: COMPENSATION AND PAYMENT

5.1 Fee Amount

Client agrees to compensate Lakota for the Scope of Services based on the Proposed Budget described in the attached Proposal:

The Lakota Group	\$365,523
Expense Estimate	\$ 19,426
Total Professional Fees	\$ 384,949

5.2 Authorized Additional Services

Any additional services and expenses requested of Lakota beyond the Scope of Work will be conducted on an hourly basis and billed according to Lakota's billing rates, listed below. If requested, a fee estimate will be provided for a task or assignment based on a defined work scope.

Lakota Billing Rates (2025):

President	\$380
Principal	\$325
Associate Principal/Senior Vice President	\$280
Director/Vice President	\$245
Senior Associate	\$220
Project Planner/Designer/Manager	\$190
Associate (Planner/Urban Designer)	\$150
Research/Operations Staff	\$110

5.3 Reimbursable Expenses

Reimbursable expenses will be billed as additional services, including:

- *Travel for field work/site visits (mileage/tolls/parking/cabs)*
- *Delivery (postage/messenger/express)*
- *Copying/Reproduction*
- *Computer Plots*
- *Renderings/Models (if requested by client)*
- *Special Supplies*
- *Miscellaneous (municipal documents, special reports, data)*

5.4 Invoicing

Lakota shall submit monthly invoices to the Client, and each invoice shall be subject to the audit and approval of the Client. Invoices will be accompanied by receipts for all reimbursable expenses and shall be itemized and detailed as to the type/date of the services/tasks performed. Invoices past due 75 days will bear interest at 1.5% per month.

PART SIX: ADDITIONAL CONDITIONS

6.1 Compliance with Laws

Lakota shall give notices and comply with laws, ordinances, rules, regulations and orders of all public authorities applicable to these services and shall comply with all federal, state and local tax laws and social security, unemployment compensation and workers compensation acts applicable to the performance of these services. This Agreement is, by its terms, to be completed within two to three years. Accordingly, pursuant to 65 ILCS 5/8-1-7, the parties acknowledge and agree that in the event completion of the Agreement exceeds the term of the Mayor of Client, the extension of the term of the Agreement beyond the term of the Mayor is subject to Client approving the necessary appropriation to fund the Agreement. If any changes to funding occur, the Client will notify Lakota in writing. Upon receiving this notice, Lakota will stop all work, provide all completed work to date, and issue a final invoice for services rendered up to that point.

6.2 Equal Opportunity

Each party represents that it is an equal opportunity employer and will operate to comply with all applicable federal, state and local laws relating to equal employment opportunities, and if required, with the rules or regulations enforced by the Office of Federal Contract Compliance or any similar federal or state agency monitoring employment practices or government contracts.

6.3 Entire Agreement

This Agreement contains the full understanding of the parties with respect to the subject matter hereof, and it supersedes all prior proposals, agreements, memoranda, statements and representations, written or oral, between the parties.

6.4 Confidentiality

No party hereto shall disclose any information of any nature regarding this Agreement, except that either party may make such disclosures as are specifically required by law.

6.5 Documents

Drawings, deliverables, reports, and any other Project documents prepared by Lakota in connection with any or all of the services furnished hereunder shall be delivered to the Client for the sole use of the Client. These Project documents are and shall remain the property of the Client.

6.6 Standard of Practice

Lakota shall conduct services under this Agreement in a manner consistent with that level of care and skill ordinarily exercised by members of the profession currently practicing in the same locality under similar conditions as of the date of this Agreement.

6.7 Indemnification

Lakota shall indemnify and hold harmless Client up to the amount of this contract fee (for services) from loss or expense, including reasonable attorney's fees for claims for personal injury (including death) or property damage to the extent caused by the sole negligent act, error, or omission of Lakota.

6.8 Conflict of Interest

Lakota certifies the no employee or officer of any agency with an interest in the Agreement has any pecuniary interest in the business of Lakota or this Agreement, nor does any employee or officer have an interest that would conflict in any manner or degree with Lakota's performance of this Agreement.

6.9 Insurance

Lakota and its subcontractors shall provide the Client with evidence of insurance, including liability, umbrella and automobile as reasonably required. The Client will be named as an additional insured as appropriate to Client requirements.

6.10 Severability

For any reason, the Agreement may be cancelled, in whole or in part, by Lakota or upon the Client's written notice. The Client will pay Lakota's costs actually incurred as of the date of receipt of notice of default. Upon termination, Lakota will deliver all documents and products of whatever kind, and their reproducible origins related to the assignment, which have been produced to the date of the notice of termination.

6.11 Termination

Either party may terminate this Agreement on 15 days prior written notice. Lakota shall be compensated for all services performed to date of notice.

6.12 Notices

Written notice between the parties shall be deemed to have been duly served if delivered in person or by certified mail to the following addresses:

To the Client:

City of Geneva, IL
Community Development Department, 22 S 1st Street
Geneva, IL 60134

To Lakota:

The Lakota Group
1 E Wacker Drive, Suite 2700
Chicago, Illinois 60601

6.13 Amendment

This Agreement shall not be subject to amendment unless another instrument is duly executed by duly authorized representatives of each of the parties and entitled "Amendment of Agreement".

6.14 Force Majeure

Neither Client nor Lakota shall be liable for any fault or delay caused by any contingency beyond their control including but not limited to acts of God, wars, strikes, walkouts, fires, natural calamities, or demands or requirements of governmental agencies.

6.15 Record Retention and Information Requests

Lakota acknowledges that the Freedom of Information Act, 5 ILCS 140/1 et seq. (the "Act") places an obligation on the City of Geneva to produce certain records that may be in the possession of the Lakota. Therefore, within ninety days of completion of the work required of the Lakota under this Agreement, Lakota shall produce to the Client, in electronic format, final copies of all records that directly relate to the governmental function performed by the Lakota under this Agreement. Notwithstanding the foregoing to the contrary, upon written notice from the Client, Lakota shall review its records promptly and produce to the Client any records in Lakota's possession not previously produced to the Client by the Lakota before or after the completion of the work that directly relate to the governmental function performed by Lakota under this contract. The Lakota shall produce to the Client such records within three business days of said written notice from the Client; provided, however, that if additional time is required by the Lakota to produce such records to the Client, the Lakota may request that the Client extend the time to comply with a request made under the Act pursuant to Section 3 (e) (i) of the Act. If an extension of time is requested, records required to be produced by the Client under the Act will be produced to the Client by the Lakota no later than five business days after written notice from the Client of a request made under the Act. If an exemption from disclosure under the Act exists with respect to records produced by the Lakota, the Client will make every reasonable effort to exercise such exemption.

PART SEVEN: ACCEPTANCE

7.1 Please indicate acceptance of this agreement by signing one copy and returning it to our office listed above. Lakota will begin work after receiving written authorization to proceed via fax, email, mail or messenger.

The Lakota Group

City of Geneva



Scott Freres, PLA, ASLA
President

Signature

October 31, 2025
Date

Printed Name

Date

Attachments include Proposal, dated September 19, 2025, and COI, dated October 31, 2025, which are incorporated by reference.

CITY OF

GENEVA, IL

COMPREHENSIVE PLAN & UNIFIED DEVELOPMENT ORDINANCE

RFP Response | September 19, 2025



**THE
LAKOTA
GROUP.**

SB Friedman
V3 Companies
ZoneCo



Our journey is driven by a singular purpose - to leave a lasting positive impact on the places we touch, creating better communities for generations to come, fostering a brighter and more connected future for all.

**COMPREHENSIVE PLAN & UNIFIED
DEVELOPMENT ORDINANCE**
CITY OF GENEVA, ILLINOIS

THE LAKOTA GROUP

1 E. Wacker Dr. 27th Fl. | Chicago, Illinois 60601
Contact: Scott Freres, PLA, ASLA, President
E: sfreres@thelakotagroup.com
P: (312) 467-5445 x 202

OUR SERVICES

Planning
Urban Design
Landscape Architecture
Historic Preservation
Community Engagement

September 19, 2025

David DeGroot, Director of Community Development
City of Geneva, IL



Re: Request for Proposals for Consultant Services to Prepare a New Comprehensive Plan & Unified Development Ordinance

Dear Mr. DeGroot,

On behalf of **The Lakota Group, SB Friedman Development Advisors, V3 Companies, and ZoneCo**, we are excited to submit our proposal in response to the City of Geneva's request for an innovative and implementable comprehensive plan and Unified Development Ordinance. We believe that our extensive experience in community planning and design, public engagement, and crafting actionable implementation strategies uniquely positions us to support Geneva's ongoing journey towards becoming a leader in sustainable growth and development.

Our collective team of consultants, led by The Lakota Group has a rich history of collaboration in crafting forward-looking comprehensive plans that not only envision but execute strategies for community improvement across various domains including land-use planning, landscape architecture, economic development, and, notably, community engagement. We understand that the heart of any successful plan lies in its ability to foster a shared vision, something we excel at through our creative and meaningful engagement strategies. Our commitment to building relationships and trust within the communities we serve ensures that we capture and represent the diverse voices and aspirations of Geneva residents.

Our holistic internal team at Lakota comprises urban designers, landscape architects, land use planners, and park and recreation planners, providing a well-rounded, multidisciplinary approach to address the comprehensive needs of Geneva. This internal expertise is complemented by our collaboration with nationally renowned subconsultants: SB Friedman, for market assessments, V3 Companies, for transportation and infrastructure planning, and ZoneCo, for zoning, land use, and Unified Development Ordinance expertise. Together, we bring a wealth of knowledge and innovative solutions to the table.

Geneva presents a unique set of opportunities and challenges, from fostering housing and economic growth to expanding recreational activities, and from improving transportation to celebrating the historic downtown. Our commitment extends beyond addressing these areas; we aim to seamlessly integrate them into a plan that mirrors Geneva's unique identity and forward-thinking ambitions. Our expertise is particularly aligned with the project's emphasis on creating an actionable plan and aligning past planning efforts. Additionally, our seasoned approach in managing sensitive community discussions guarantees that all concerns are approached with empathy and constructive engagement.

In addition to our comprehensive expertise, The Lakota Group prioritizes a hands-on and collaborative approach. By working closely with community leaders, organizations, business owners, residents, developers, and other key stakeholders, we initiate positive dialogue from the very beginning. Our strategy focuses on uncovering and enhancing the intrinsic qualities of each place, fostering ideas and visions that emerge from the community's own assets.

Last, but certainly not least, we are committed to realism in our planning processes. Our plans aim to do more than just inspire—they are designed with achievable goals in mind, carefully considering the community's resources. Each plan is supported by concrete implementation actions, ensuring the successful realization of the community's vision, goals, and initiatives. This pragmatic approach ensures that the excitement and consensus generated during the planning phase translate into tangible outcomes for Geneva.

Thank you for considering our proposal. We look forward to the opportunity to discuss in further detail how The Lakota Group can partner with the City of Geneva.

Warm regards,

Scott Freres, PLA, ASLA
President, The Lakota Group
sfreres@thelakotagroup.com
312.467.5445 x 202

GET INTO IT

Cover Letter

03

Intro & Quals

06

Experience

28

Understanding

42

Scope of Work

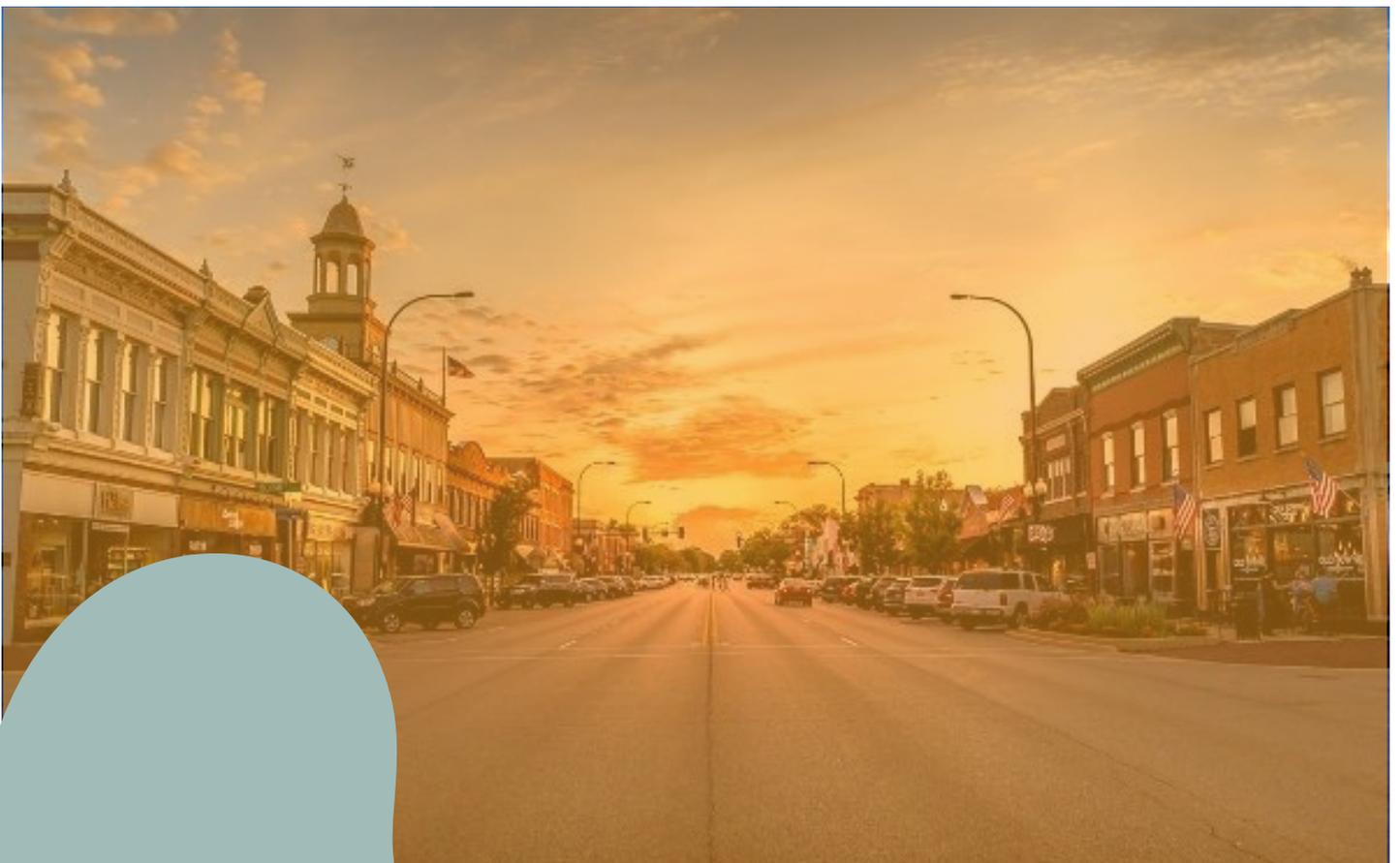
48

Engagement

58

Budget

62



Intro & Qualifications

Founded in 1993, Chicago-based The Lakota Group is a boutique planning firm with active and award-winning portfolios in Historic Preservation, Urban Planning, Urban Design, Landscape Architecture, Economic Development Planning, and Community Engagement.

Comprehensive planning is one of Lakota's core practice areas. We are working on a comprehensive plan for Monument, Colorado and we are currently wrapping up three other comprehensive plans in Fox Lake, Illinois a lakefront suburb along the Chain O'Lakes; Raytown, Missouri, a mid-century suburb of Kansas City; and Webster Groves, Missouri, a historic suburb of St. Louis. Over the past five years we have completed comprehensive plans for Libertyville, North Chicago, and Winnetka, Illinois; Hobart, Indiana; Monticello, Minnesota; and Burlington and Onalaska, Wisconsin. Regardless of location, our plans are known for their robust and creative public engagement, sound analysis, accessible and engaging plan documents, and actionable implementation strategies. In September 2024, Lakota won APA Illinois' Daniel Burnham Award for our North Chicago Comprehensive Plan - Plan Comprehensive.

To further support this endeavor, we have assembled a specialized team of local and national sub-consultants who bring unparalleled expertise to this assignment including:

- **ZoneCo LLC (ZoneCo)** a Cincinnati-based zoning and planning consulting firm that will lead the development of a new unified development ordinance for Geneva.
- **SB Friedman Development Advisors (SB Friedman)** a Chicago-based specialized real estate, community and economic development, and public-private finance advisory firm that will assist Lakota to develop realistic land use and development, economic development, and housing recommendations for the future of Geneva.
- **V3 Companies (V3)** is a national engineering firm with a Chicago-based office that will support Lakota in developing transportation and infrastructure recommendations for Geneva's future.

The following pages detail our team's organization, firm profiles, proposed team, and resumes.

TEAM ORGANIZATION

City of Geneva
.....
City Council
Planning & Zoning Commission
Historic Preservation Commission
Boards & Commissions
& more

External Stakeholders
.....
Property + Business Owners
Residents
Housing, Community, & Economic
Development Organizations
Local & Regional Developers
Transit & Mobility Organizations
& more

The Lakota Group
CHICAGO, IL
.....
TEAM LEAD
Land Use Planning
Urban Design + Placemaking
Community Engagement
Parks, Trails + Open Space Planning
Downtown Development
Arts + Culture Planning
Implementation Actions

SB Friedman
CHICAGO, IL
.....
Market Assessment
Housing Strategies
Economic Development Strategies
Market and Feasibility Studies
Implementation Actions

V3 Companies
CHICAGO, IL
.....
Transportation Planning
Infrastructure & Facilities Planning
Environmental Planning
Resiliency Planning
Implementation Strategies

ZoneCo
CINCINNATI, OH
.....
Zoning Codes
Historic Ordinances
Regulatory Systems
Zoning Diagnostics
Form-Based Codes
Code Writing/Development



Why Lakota?

The Lakota Group is a premier planning firm based in Chicago with a national portfolio of work. The boutique nature of the firm means we provide highly personal and customized client services with each project led and supported by senior staff. We understand that planning is not just about creating spaces; it's about crafting experiences, shaping communities, and leaving a lasting impact. This is why our boutique nature allows us to immerse ourselves in the nuances of every project, dedicating the time, expertise, and attention necessary to create solutions that truly resonate.

We bring to Geneva a long familiarity with the community that allows us to understand the place deeply, as well as the perspective of having worked in top tier communities in almost every state. Planning requires a focused effort that has produced impactful, long-lasting results in cities throughout the Midwest and on both coasts.

Of all the commitments we make to the communities we serve, the most important is **listening**. We know how critical it is to meet people where they are and to ensure their voices are heard and valued.

Our defining attribute is fostered through a team-based approach to project management centered on positive dialogue. Led by our drive to institute change in a sustainable way, Lakota associates abide by a process that combines critical thinking and community engagement. The result? A practice that seeks to produce the most effective solutions, carefully balancing the real with the ideal.

The Lakota Group enjoys the opportunity to work with local communities, which is reflected in its name: "Allies," the English translation of the Indigenous American word Lakota.

Though based in Chicago with strong roots in the Midwest, we have worked in communities ranging from Maui, Hawaii to Denton, Texas to Albany, New York. Every new city we work in provides insight into the characteristics that make our communities different, and also often very similar.



SB Friedman Development Advisors, LLC (SB Friedman) is a specialized real estate, community and economic development, and public-private finance advisory firm in Chicago. Now in our 35th year of operation, we develop and assist in implementing strategies to revitalize communities, downtowns, corridors and sites. We have established a reputation for producing ambitious but achievable strategies that are rooted in market reality, financial feasibility and effective implementation.

Our mission is to help our clients create equitable, resilient and well-designed communities through the practice of real estate economics, development finance and urban planning.

SB FRIEDMAN DEVELOPMENT ADVISORS, LLC
 70 W MADISON ST, SUITE 3700
 CHICAGO, IL 60602
 312-424-4250
INFO@SBFRIEDMAN.COM
WWW.SBFRIEDMAN.COM

STRENGTH IN MARKET ANALYSIS

SB Friedman is recognized for our understanding of public- and private-sector perspectives on development issues. We have expertise in market and economic analysis related to a wide variety of development types, including residential, retail, office, entertainment, senior housing, mixed-use facilities, industrial, and research and development facilities. We analyze real estate market trends, competitive position, market niche and concept, absorption and pricing, development conditions, physical requirements, configuration and integration of uses and users, and tenant mix and leasing parameters. Particular attention is paid to the demographic and economic changes underlying market demand.

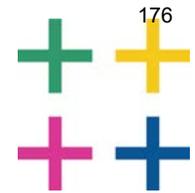
FOCUS ON DEVELOPING IMPLEMENTABLE PLANS

Successful development results from the synthesis of community goals and input, market and financial considerations, and physical constraints. Our work begins with including all stakeholders to create a shared vision and continues with preparing plans to execute the vision. We collaborate with planning and design firms to identify market-feasible uses for a development program and provide guidance on pre-development actions, development partnerships and financing sources. Our expertise has been applied to comprehensive, corridor, downtown and subarea plans, site redevelopment, mixed-use projects, and implementation strategies in various locational contexts, including throughout Illinois and across the country.

EXPERTISE IN HOUSING ANALYSIS & STRATEGIES

SB Friedman brings in-depth experience in conducting regional and local housing needs analyses, formulating housing strategies, and leading policy planning assignments. Our work builds upon our experience in analyzing the market and financial feasibility of all types of residential development, including demand for market-rate and affordable housing.

WE ARE ZONECO



The Intersection of Planning + Design + Law

+ About ZoneCo

The importance and complexity of zoning policy inspired the founding of ZoneCo, LLC. Zoning code consulting is our core service. We are focused and passionate, and we strive to help communities be more vibrant, resilient, equitable, and sustainable places through land use policy.

We believe that zoning should facilitate a community's desired outcomes, not serve as a barrier to development and placemaking.

We craft clear consistent, user-friendly, equitable, and defensible zoning codes that remove barriers and achieve desired outcomes.

+ About Our Team

Our team is multi-disciplinary, which reflects our belief that land use planning and zoning should integrate expertise from various disciplines. Our personable, professional staff collectively have skills in planning, zoning, urban design, historic preservation, environmental science, mapping, architecture, real estate, public finance, public engagement, graphic design, and project management. Several of our staff members have land use law experience.

All ZoneCo professionals have public sector experience. We understand the complexities of administering a zoning code, which helps us to better understand our clients and their challenges.

Consulting Services +

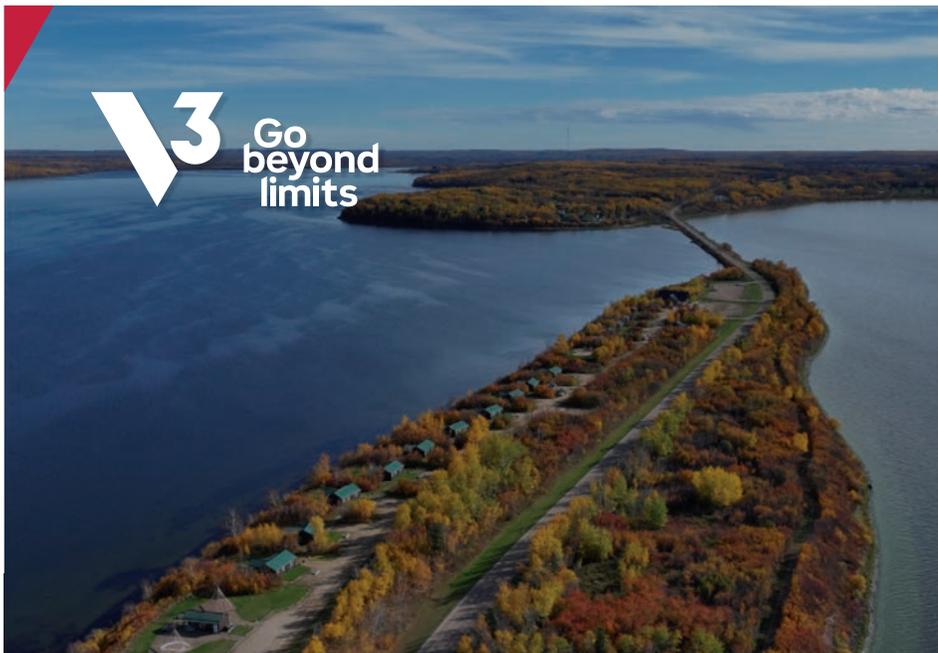
- Zoning Codes
- Subdivision Codes
- Sign Ordinances
- Historic Ordinances
- Zoning Diagnostics
- Equity Zoning Audits
- Board & Commission Training
- Code Graphics
- Public Engagement
- Coastal Zoning
- Form-Based Codes
- Design Standards
- On-Call Planning & Zoning Services
- Land Use Planning & Long Range Plans
- Planning Approvals

Where We've Worked +

Alabama	Maryland	Pennsylvania
Connecticut	Massachusetts	South Carolina
Florida	Minnesota	Tennessee
Georgia	Mississippi	Vermont
Illinois	Montana	Virginia
Indiana	New York	Wisconsin
Kentucky	Ohio	

Contact: Sean Suder
1502 Vine Street, 4th Floor
Cincinnati, OH 45202
513.235.3470
ssuder@thezoneco.com
www.thezoneco.com

INSURANCE REQUIREMENTS
Our firm holds a policy that meets insurance requirements listed



Your Partner in Reimagining our Built & Natural World.

Our name stands for *visio, vertere, virtute* or the vision to transform with excellence. It’s more than a motto: it’s a calling, fueling our desire to make meaningful, effective change. We work as employee-owners to ensure shared success. With our engineers, designers, and scientists devoted to your goals, there’s no challenge we can’t conquer.

Our Core Values Provide a Solid Foundation & Guide Our Everyday Actions



Quick Facts

- Founded in 1983
- Employee owned
- 440 Employees
- Corporation
- Headquarters Office: Chicago

Office Locations

- Alberta
- Colorado
- Illinois
- Indiana
- North Carolina
- Ohio
- South Carolina

Services

- Construction Engineering
- Contracting & Construction Management
- Environmental
- Highways & Traffic
- Landscape Architecture
- Municipal Consulting
- Planning
- Railroads
- Site Civil
- Structural
- Survey
- Water Resources
- Wetlands & Ecology

Markets

- Education
- Healthcare
- Hospitality & Resorts
- Local Government
- Mixed Use
- Office & Industrial
- Parks, Recreation, & Conservation
- Power & Energy
- Residential
- Retail
- Transportation

THE LAKOTA GROUP



**SCOTT FRERES,
PLA, ASLA**
President &
Principal In Charge



HANNAH BADER, AICP
Vice President

Project Manager



ALEXIS STEIN
Project Manager



CARLOS TERRY
Urban Design Specialist



LAUREN KING
Associate Planner

SB FRIEDMAN

V3



CAITLIN JOHNSON, AICP
Senior Vice President



EMMA BONANNO-LYNCH
Project Manager



PETER REINHOFER, PE
Senior Project Manager



JASON HOLY, PE
Senior Project Manager

ZONECO



SEAN SUDER
Founder & Principal



TOD KINSKEY, FAICP
Senior Planner



JOCELYN GIBSON
Managing Principal



TERESA BAMBERGER, ESQ
Zoning Consultant,
Architect



NOLAN NICAISE, AICP
Director Of Innovation,
Project Manager



SCOTT FRERES

PLA ASLA

PRESIDENT | 1993 - PRESENT

HOMETOWN

Northbrook, Illinois

EDUCATION

University of Wisconsin-Madison
*Bachelor of Science in Landscape
Architecture*
Madison, WI
(1986)

ORGANIZATIONS

- American Society of Landscape Architects
- American Planning Association
- American Institute of Architects
- Wisconsin Alumni Association - Alumni Park Design Committee
- Lambda Alpha International
- Urban Land Institute
- Illinois Park & Recreation Association
- Society for Environmental Graphic Design
- Winnetka Parks Foundation
- Teaching Professional Architect - State of Illinois
- Village of Winnetka Plan Commission & Design Review Board - Former Member
- Skokie/Crow Island/Hubbard Woods Schools - Former Member

EXPERIENCE

Years with Lakota: 30
Years of Practice: 37

**THE
LAKOTA ALLIES
GROUP. IN
PLACE**

Scott is the President and co-founder of The Lakota Group, and has over 30 years of experience in designing and shaping communities and open spaces around the country. As an industry leader in sustainable design, Scott has worked with cities, towns, developers, institutions, and non-profit agencies, using his skills placemaking and urban design to create beautiful and engaging places. Scott's ability to take a fresh, simple, and inclusive approach to problem solving has established The Lakota Group's reputation as a creative leader in the industry.

SIGNATURE PROJECTS

Comprehensive Planning

- Moline Comprehensive Plan Update - Moline, IL
- Pryor Creek Comprehensive Plan - Pryor Creek, OK
- Yorkville Comprehensive Plan - Yorkville, IL
- Burlington 2040 Vision - Burlington, WI
- Winnetka Futures 2040 Plan - Winnetka, IL

Open Space and Park District Planning

- Hubbard Woods Park Master Plan - Winnetka, IL
- Skokie Playfields Master Plan - Winnetka, IL
- Lakefront Master Plan - Winnetka, IL
- FCEC Feasibility Study - Chicago, IL
- Park District of Highland Park Comprehensive Plan - Highland Park, IL

Streetscape & Urban Design

- Downtown Open Space and Streetscape - Homewood, IL
- Lockport Street Streetscape - Plainfield, IL
- Pleasant District Streetscape - Oak Park, IL
- Park Ridge Uptown Streetscape - Park Ridge, IL
- Marion Street Streetscape - Oak Park, IL

Park District Planning

- Hubbard Woods Park Master Plan - Winnetka, IL
- FCEC Feasibility Study - Chicago, IL
- Park District of Highland Park Comprehensive Plan - Highland Park, IL
- Skokie Playfields Master Plan - Winnetka, IL
- Lakefront Master Plan - Winnetka, IL

Urban & Regional Planning

- Illinois Route 53/120 Land Use Strategy - Lake County, IL
- Riverfront Neighborhoods Comprehensive Plan Update - Moline, IL
- MedQuarter Master Plan - Cedar Rapids, IA
- Downtown Strategic Development Plan - Kenosha, WI
- Illinois Medical District Master Plan - Chicago, IL
- Willow Road Corridor Plan - Northfield/Winnetka, IL
- State of Oregon Main Street Revitalization Services - OR
- Village Center Master Plan - Wilmette, IL
- San Antonio Strategic Historic Preservation Plan - San Antonio, TX



H A N N A H B A D E R

AICP

VICE PRESIDENT | 2020 - PRESENT

HOMETOWN

Cincinnati, Ohio

EDUCATION

University of Illinois

Master of Urban Planning and Policy
Chicago, IL

(2020)

University of Colorado

Bachelors in Environmental Design

Minor in Business Administration

Boulder, CO

(2016)

ORGANIZATIONS

- American Planning Association
- Women in Planning and Development

EXPERIENCE

Years with Lakota: 5

Years of Practice: 9

Hannah is a dedicated planner and designer who has worked on a diverse range of project types from community-informed comprehensive and strategic plans to site planning and park designs. With a keen eye for detail and a commitment to excellence, Hannah excels in managing high-profile planning projects and coordinating all aspects of the process. Her expertise encompasses analytic and creative writing, community engagement, and visual communication. Passionate about the intersection of design and public engagement, Hannah fosters meaningful dialogue and cultivates innovative, community-specific solutions to complex problems to drive positive change.

SIGNATURE PROJECTS

Hickory Hills Comprehensive Plan - Hickory Hills, IL

Hickory Hills is a suburban community defined by single-family residential neighborhoods. The Lakota Group teamed with the Chicago Metropolitan Agency for Planning (CMAP) to create a comprehensive plan and long-term vision for Hickory Hills. The City was challenged by a lack of a central downtown or commercial core and few alternatives to detached single-family residences. Hannah led the community engagement efforts and was an integral part of the research, analysis, writing, and graphic production of the report.

Gretna Nebraska Comprehensive Plan - Gretna, NE

Gretna is one of the fastest growing cities in the State of Nebraska facing significant growth and development pressure and a need for housing diversity and job creation. The City of Gretna is updating its Comprehensive Plan to guide growth over the next 10 to 20 years and create a holistic, forward-looking plan that can help Gretna create the future its community desires. The plan capitalized on what makes Gretna unique, helping to maintain its charming small-town feel, while still welcoming new opportunities for its residents and businesses. Hannah was the project manager coordinating with the client and internal team to lead the community engagement, graphic production, and research, writing, and analysis of the report.

Webster Groves Comprehensive Plan - Webster Groves, MO

Journey to Destination WG - the Webster Groves Comprehensive Plan - is a dynamic, long-term blueprint for the city's future, guiding growth and development over the next 10 to 20 years. This pivotal document addresses Webster Groves' unique needs and opportunities, shaping a vision that reflects the community's aspirations. The Plan encompasses key aspects of city life, including the vitality of its business districts, the stability and charm of its walkable neighborhoods, and ongoing historic preservation efforts. It also highlights the expanding entrepreneurial economy and underscores the importance of sustainability and conservation. Hannah was the project manager coordinating with the client and internal team to lead the community engagement, graphic production, and research, writing, and analysis of the report.

Fox Lake Community Reflections | Comprehensive Plan - Fox Lake, IL

The Fox Lake Reflections Comprehensive Plan is a visionary effort focused on revitalizing and guiding the future development of Fox Lake, IL. Aimed at enhancing the village's unique lake-centric lifestyle, the plan is structured around critical issues such as housing, economic vitality, mobility, and quality of life. Community engagement has been a cornerstone of this process, with events like 'Fox Lake Conversations' and various pop-up initiatives ensuring resident input shapes the plan's direction. Hannah co-managed this process and was instrumental in capturing the essence of Fox Lake, integrating public feedback into a coherent strategy that reflects both current needs and future aspirations.

THE
LAKOTA ALLIES
GROUP. IN
PLACE



ALEXIS STEIN

PROJECT MANAGER | 2021 - PRESENT

HOMETOWN

Denver, Colorado

EDUCATION

University of Illinois

Master of Urban Planning and Policy
Chicago, IL
(2019)

DePaul University

Bachelor of Arts
International Studies and Geography
Chicago, IL
(2016)

ORGANIZATIONS

- American Planning Association
- Women in Planning & Development

EXPERIENCE

Years with Lakota: 4

Years of Practice: 6

Alexis is a planner and designer who has experience working on a wide range of project types, from mobility plans to placemaking initiatives to community-informed framework plans. She specializes in land use planning, spatial planning, and mobility planning, striving to support the development of accessible, livable, and vibrant places. Alexis has worked on multiple mobility and corridor plans, assisting with all stages of plan development from community engagement to analysis to final plan production. She believes that innovative design is best achieved through comprehensive public engagement processes and is committed to working alongside communities to plan and design resilient places.

SIGNATURE PROJECTS

Keith Creek Corridor Plan - Rockford, IL

Region 1 Planning Council engaged the Lakota Group to create a corridor plan for the Keith Creek neighborhood that addressed mobility, economic development, flood mitigation, and sustainability through urban design, placemaking, and transportation planning. The result was a plan for a vibrant and resilient neighborhood with plenty of recreational opportunities, community gathering places, economic development opportunities, and flood mitigation strategies. Alexis was responsible for project management, goal and strategy creation, and the production of graphics, maps, and writing for the final plan document.

DuPage County Mobility Plan - DuPage County, IL

The Regional Transportation Authority and DuPage County Division of Transportation engaged the Lakota Group to create a comprehensive mobility plan focused on forming a coordinated vision for the future of mobility in the county. The plan establishes strategies for inter-agency collaboration, funding and investment, mobility connectivity, land use, equity and access, and more. Alexis was responsible for project management, vision, goal and strategy creation, the production of graphics, maps, and writing, as well as the creation of the final document.

Hobart Comprehensive Plan - Hobart, IN

The City of Hobart worked with the Lakota group to update its Comprehensive Plan to help guide the future of development, recreation, sustainability, housing, and other key community initiatives. The Plan helps the City to address economic, demographic, environmental, and physical changes occurring within Hobart and harness the opportunity to create a resilient, well-designed, and livable community. Alexis assisted with the overall land use strategy, as well as planning strategies and action items. She also supported the production of master planning concepts, graphics, and maps for the final Plan.

Wheeling Restaurant Row Corridor Plan - Wheeling, IL

The Village of Wheeling engaged the Lakota Group to create a Corridor Plan for Restaurant Row in order to enhance connectivity, encourage economic development, and create a vibrant streetscape along Milwaukee Avenue and the western edge of the Des Plaines River. The plan built a dynamic vision for the corridor that emphasized walkability, placemaking, and revitalization. Alexis was responsible for the first phase of planning, including analyzing existing conditions and gathering stakeholder feedback. She was responsible for creating key strategies and action items and assisted with the creation of maps and graphics.

THE
LAKOTA ALLIES
GROUP. IN
PLACE



HOMETOWN

Lima, Peru

EDUCATION

Pontificia Universidad Catolica del Peru

*Bachelor in Architecture and Urbanism
Lima, Peru
(2016)*

EXPERIENCE

Years with Lakota: 2
Years of Practice: 8

THE
LAKOTA ALLIES
GROUP. IN
PLACE

CARLOS TERRY

GRAPHIC SPECIALIST | 2021 - PRESENT

Carlos is an architectural and landscape designer with 7 years of experience in design practice in Chicago and previously in Lima, Peru. His work includes design development of public open space projects like schools, education facilities, parks, playgrounds, trails, plazas and streetscapes. Carlos has experience in rendering, graphic presentation and construction drawings and documentation.

SIGNATURE PROJECTS

Joliet Historic Design Guidelines Manual- Joliet, IL

The Lakota Group is developing a Historic Design Guidelines Manual for Joliet's locally designated historic landmarks and historic districts to assist the Joliet residents, property owners, and the Joliet Historic Preservation Commission in undertaking appropriate and sensitive rehabilitation, additions, and new construction. Carlos has assisted the planning team with the production of design guidelines illustrations and elevations of rehabilitated historic facades.

Eureka Springs Design Guidelines- Eureka Springs, AR

Eureka Springs, nestled within the southern Ozark mountains, is a community of exceptional historic architecture, with a local landmark district encompassing the majority of its 1978 municipal boundaries. The community's character reflects its legacy as a Victorian-era health spa, where resorts catered to those pursuing the healing powers of its abundant natural spring waters. Working closely with the Historic District Commission, The Lakota Group developed an illustrated design guidelines that present a clear framework for maintenance procedures. Carlos was the main production associate developing all illustrations for this booklet.

Cicero Avenue Corridor Study- Chicago, IL

The Chicago Department of Transportation (CDOT) is partnering with the Department of Planning and Development (DPD), to create a study to improve Cicero Avenue Corridor. As a sub-consultant, The Lakota Group will evaluate land use and private development, and investigate potential land use improvements. Carlos has assisted with graphic production of different scenarios and design guidelines along the road.

Downtown Itasca Strategic Action Plan- Itasca, IL

The Village of Itasca is working with the Lakota Group to create a vision for the Downtown and surrounding area that leverages existing transportation facilities and infrastructure, real estate development opportunities, and community involvement to create a downtown that is welcoming and an active meeting place for residents and visitors. Carlos has assisted in the production of graphics for this project.

Westminster Place Exterior Wayfinding & Signage Plan- Evanston, IL

The Lakota Group is creating a clear, organized and compelling branded Wayfinding and Signage program that provides easy to read community identification, directions and orientation to allow residents, visitors and staff to safely navigate to their homes or campus destinations. As part of the design team, Carlos has assisted in the production of concepts and illustrations for this project.



LAUREN KING

ASSOCIATE | 2022 - PRESENT

HOMETOWN

Roselle, Illinois

EDUCATION

University of Illinois at Chicago

Master of Urban Planning and Policy
Chicago, IL
(2025)

Ball State University

Bachelor of Science in Health Education
and Promotion
Minor in Corporate Wellness
Muncie, IN
(2019)

EXPERIENCE

Years with Lakota: 2

Years of Practice: 3

Lauren is currently pursuing a Master of Urban Planning and Policy degree from the University of Illinois at Chicago. The intersection between public health and city design fuels Lauren's passion for connecting with communities to holistically improve the lives of people along with the places they love. Lauren specializes in GIS mapping, analysis, research, and the production of planning and engagement materials.

SIGNATURE PROJECTS

Wilmette Historical Resource Survey - Wilmette, IL

Lakota is working with the Village of Wilmette on a historic resource survey documenting over 700 properties of post-WWII development west of Skokie Boulevard in the first phase of the process. The survey is utilizing SiteVista, an online historic resources tool to document, organize, and present the survey data. Lauren is working on surveying the area, GIS mapping, and graphic production for the project.

Highland Park Central East/Central Ave-Deerfield Rd Survey - Highland Park, IL

Lakota worked with the City of Highland Park to update a 1999 historic resource survey documenting over 450 properties in the Central East and Central Avenue-Deerfield Road areas of Highland Park. The project utilized RuskinARC, the online historic resources documentation tool, to organize and present the survey data in a manner that is easily accessible to the public. The survey results included recommendations for future Local Landmarks and National Register listings. Lauren assisted with surveying the area, GIS mapping and report production.

LiveOna 2040 Comprehensive Plan - Onalaska, WI

Located in the bluffs of the Mississippi River, Onalaska is a built-out community facing growth pressures and a need for more diverse housing options. Defined by thriving commercial corridors, a historic downtown, and recreational opportunities along the waterfront, the comprehensive plan focuses on developing more housing opportunities while maintaining Onalaska's small town character, increasing non-motorized connectivity, and guiding development in key opportunity sites around the City. Lauren supported with graphic, survey, and engagement summary production.

Gretna Comprehensive Plan - Gretna, NE

The City of Gretna is updating its Comprehensive Plan in partnership with the Lakota Group to guide growth over the next 10 to 20 years. The result of this planning process will be a holistic, forward-looking plan that can help Gretna create the future its community desires. Above all, this plan will capitalize on what makes Gretna unique, helping to maintain its charming small-town feel, while still welcoming new opportunities for its residents and businesses. Lauren is assisting with research and analysis and support in production for community workshops.

North Chicago Comprehensive Plan - North Chicago, IL

The city of North Chicago, along with The Lakota Group, is updating its Comprehensive Plan to establish a forward-looking, 20-year vision for the City. The community-led Plan will provide residents and North Chicago leadership with a roadmap to guide future actions, decisions, and development in the community. Lauren assisted in GIS mapping for the project.

THE
LAKOTA ALLIES
GROUP. IN
PLACE



CAITLIN JOHNSON, AICP

SENIOR VICE PRESIDENT

Caitlin has a background in real estate economics, public-private development finance and economic development. She specializes in market analysis and redevelopment strategy as well as special district designation. Caitlin has extensive experience in providing these services to public-sector clients, particularly in Illinois. She has conducted market and fiscal analyses for comprehensive planning efforts in Oswego, Joliet and Libertyville, IL. She has also provided special taxing district consulting and development advisory services to municipalities in the Chicago region, including Geneva, IL, to assist them in achieving their community development goals.

EDUCATION

Master of Business and Master of Arts in
Community Development and Planning
Clark University

Master of Science in City Design and
Social Science
London School of Economics and Political
Science

Bachelor of Arts in Economics
Wheaton College (MA)

PROFESSIONAL ORGANIZATIONS

American Planning Association (APA)/
American Institute of Certified Planners
(AICP)
Illinois and Florida Chapters

Illinois City / County Management
Association (ILCMA)

SELECT PUBLICATIONS

"The Fiscal Fallout of Empty Office Space"
ILCMA Newsletter, 2024

"Planning for the Future of the Suburban
Office Campus"
APA Planning Magazine, 2023

"Retail Metamorphosis: Planning for Retail
Space in a Post-Pandemic Era"
ILCMA Newsletter, 2020

SELECT PRESENTATIONS

"The Changing Retail Real Estate
Landscape"
Presenter, Illinois Tax Increment
Association, 2018

"E-Commerce and Vibrant Communities:
Planning for Retail and Industrial
Development"
Presenter, Chicago Metro Section APA IL
Conference, 2018

SELECT PROJECT EXPERIENCE

Development Advisory Services • Geneva, IL

Assisted the City in implementing a master plan vision for development in Geneva's facility planning area; prepared a TIF eligibility study, led a financial review of a developer's request for TIF assistance for a proposed \$296.7M industrial development project, and provided negotiation support

TIF Support Services • Geneva, IL

Designated the Downtown TIF District and amended the East State Street TIF District to spur development; reviewed developer's requests for TIF assistance, including preparing tax projections and evaluating revenues and returns for the City of Geneva

Comprehensive Plan Update • Oswego, IL

Prepared analyses of demographic trends and retail market potential as part of a comprehensive planning process for the Village of Oswego; currently leading a market analysis as part of an update to the comprehensive plan

Comprehensive Plan Update • Joliet, IL

Leading a residential, retail, office, hotel and industrial market analysis as part of a comprehensive planning process for the City of Joliet; evaluating economic development, real estate and housing opportunities

Comprehensive Plan & Milwaukee Corridor Strategy • Libertyville, IL

APA IL Chapter, Daniel Burnham Award for a Comprehensive Plan Winner, 2021
Conducted a market analysis for Libertyville as part of an APA award-winning comprehensive plan update; subsequently worked with the Village to develop specific strategies for the South Milwaukee corridor that built upon the plan's goals

Comprehensive Plan Update • Mundelein, IL

Analyzed demographic trends and conducted a market analysis for retail, residential and industrial products as part of a comprehensive plan update

Comprehensive Plan Update • New Lenox, IL

Analyzed demographic trends and conducted a market analysis for retail and residential products as part of an updated comprehensive plan for the Village of New Lenox; also analyzed fiscal impacts for a range of land uses

Comprehensive Plan Update • Streamwood, IL

Analyzed demographic trends and projections to establish projected change in population groups in Streamwood; evaluated market area housing stock in order to identify development opportunities

TOD Strategy & New Urbanist Master Plan • Tinley Park, IL

Managed the evaluation of TOD market potential, preliminary development phasing, and value capture strategies to support anticipated public sector infrastructure expenditures for the redevelopment of a 250+ acre former Tinley Park Mental Health Center Campus



EMMA BONANNO-LYNCH

PROJECT MANAGER

Emma has a background in community and economic development and affordable housing. As a Project Manager, her work includes developing housing, economic resiliency and comprehensive plans, conducting real estate market analyses, and analyzing financial and organizational considerations related to public-private partnerships. Emma is currently conducting market analyses and identifying housing and economic development strategies for comprehensive plan updates in Tinley Park and Joliet, IL. She has also developed an economic resiliency strategic plan for the Little Traverse Bay Bands of Odawa Indians in Emmet County, MI.

EDUCATION

Master in Urban Planning
Harvard University Graduate School of Design

Bachelor of Music in Vocal Performance
DePaul University

PROFESSIONAL ORGANIZATIONS

American Planning Association (APA)

Women in Planning and Development

SELECT PRESENTATIONS

"Speed Internships: Choose Your Own Adventure"
Presenter, APA-IL State Conference, 2024

PREVIOUS EXPERIENCE

Graduate Analyst
Karp Strategies, 2022 – 2023

AmeriCorps VISTA, Capital Solutions and Communications Analyst (Housing Program Coordinator)
Enterprise Community Partners, 2020 – 2021

SELECT PROJECT EXPERIENCE

Comprehensive Plan Update • Joliet, IL

Conducting a residential, retail, office, hotel and industrial market analysis as part of a comprehensive planning process; evaluating economic development, real estate and housing opportunities

Comprehensive Plan Update • Tinley Park, IL

Conducting a residential, retail, office and industrial market analysis as part of a comprehensive planning process; evaluating housing trends across housing types and tenures; and identifying key development opportunities and considerations by land use

Downtown Little Rock Master Plan • Little Rock, AR

Conducted a market analysis (residential, retail, office and hotel) to understand existing conditions and development potential in Downtown Little Rock; identified economic development tools and developed implementation strategies for priority redevelopment projects determined through the master planning process

Citywide Housing Study • Clearwater, FL

Assisted the City of Clearwater in updating their Housing Affordability Assessment by analyzing characteristics and identifying trends in the existing housing stock and conducting demographic, economic, affordability and cost burden analyses

Uplift Cook: Consolidated Plan and CEDS • Cook County, IL

Prepared the 2025-2029 Consolidated Plan and Comprehensive Economic Development Strategy (CEDS) for Cook County, including conducting regional housing needs, market and industry cluster analyses, and public engagement to create economic development and housing goals and strategies for the region

Economic Diversification and Resiliency Strategy • Emmet County, MI

Developed an economic resiliency strategic plan for the Little Traverse Bay Bands of Odawa Indians, a federally recognized Native American tribe, including conducting existing conditions assessments and developing strategies related to the Tribe's housing needs, commercial real estate and land use priorities, workforce, and organizational structure and capacity

Waterfront Master Plan Development Advisory Services • Ottawa, IL

Conducting an analysis of sources of sales tax, hotel tax and TIF available to support a waterfront redevelopment master plan, including assessing the impact of changes to state legislation and municipal sales tax rates on total citywide sales tax revenue

West Evanston TIF Economic Impact Assessment • Evanston, IL

Analyzing the economic impact of implementing residential and commercial redevelopment projects within the West Evanston TIF District by creating a series of comparative TIF revenue projection scenarios



SEAN SUDER

FOUNDER & PRINCIPAL

ssuder@thezoneco.com

www.thezoneco.com

513.694.7501

1502 Vine Street, 4th Floor

Cincinnati, OH 45202

About

As a city planner and lawyer who has worked in both the private and public sectors, Sean combines his technical and practical knowledge and experience with innovative zoning methodologies. In his role as the City of Cincinnati's chief land use counsel, Sean served as lead counsel for the award-winning Cincinnati form-based code and historic preservation ordinances. He is a national authority on innovative zoning methods and practices, including Development Pattern Districting (DPD), our widely acclaimed intuitive zoning approach.

Education

Juris Doctor

University Of Virginia School of Law

Bachelor Of Urban And Environmental Planning

University of Virginia

Credentials

Leadership in Energy and Environmental Design Accredited Professional (LEED®AP)

Admitted to practice law in OH, KY, D.C.

Professional Associations

Congress for the New Urbanism

Form-Based Code Institute

Heritage Ohio

Urban Land Institute

American Planning Association

Past Experience

ZoneCo

Lead Principal and Founder (2016 - Present)

(Prior: Calfee Zoning, 2016-2020; Graydon Land Use Strategies, 2014-2016)
Sean consults with communities of all sizes on crafting zoning regulations that are consistent, clear, usable and defensible. As an experienced private sector land use lawyer with extensive local government experience, Sean brings a unique perspective and experience to zoning codes.

City of Cincinnati

Chief Counsel, Land Use and Planning (2010-2014)

As Chief Counsel for Land Use and Planning for the City of Cincinnati, Sean worked with a team of city staff, consultants, elected officials, and citizens to develop legally defensible zoning and land use regulations that reduced regulatory risk to property owners, increased certainty for the community, and reduced litigation risk and expense for the city. Sean served as lead counsel for Cincinnati's Historic Preservation Code (Winner of the 2012 Cincinnati Preservation Award), Cincinnati Land Development Code, which includes the City's first stream corridor protection overlay district, and Cincinnati Form-Based Code (Winner of CNU 22 Award), all of which was funded by a 2010 HUD Sustainable Communities Challenge Grant.

Adjunct Professor/Speaker/Author

Sean has served as an Adjunct Professor of Land Use Law at the University of Cincinnati College of Law and has spoken at planning conferences across the country.

Relevant Project Experience

Sean served as project manager for the following comparable projects:

- Reynoldsburg, OH: Zoning Code Update
- Dormont, PA: Zoning Code Update
- Bowling Green, OH: Gateway District / Code Re-write
- South Bend, IN: Zoning Code Peer Review Services
- North Canton, OH: Main Street Districts Development and Full Zoning Code Re-Write
- Vienna, VA: Zoning And Subdivision Code Update
- Kent County, MD: Land Use Ordinance Update
- Gahanna, OH: Zoning Code Update
- Sidney, OH: Zoning Code Update
- Germantown, TN: Zoning Code Audit
- Avondale Estates, Ga: Zoning Code Audit
- Westerville, OH: Legal Counsel And Subsequently Retained As Project Manager
- Winchester/Winsted, CT: Zoning Ordinance Update
- Litchfield, CT: Zoning Ordinance Update



TODD KINSKEY

FAICP, SR. PLANNER

About

A professional urban planner and public administrator who has dedicated his career to serving local governments - the majority of that time was spent in senior leadership positions. He has a proven record as a dedicated leader who always strives for excellence, promotes teamwork, and facilitates change in a collaborative manner.

Expertise

- Zoning Administration, Amendments, and Code Updates
- Site Plan & Zoning Compliance Review
- Local Government Policies & Procedures
- Staff Management & Supervision
- Public Budgeting & Financial Management
- Project Management
- Building & Development Processes
- Land Use & Comprehensive Planning
- Economic Development Incentives & Project Assistance
- Community Development Programs & Compliance
- Housing Policy & Programs

Education

**Bachelor Of Urban Planning,
Cum Laude**
University of Cincinnati

Credentials

In 2020, Todd was inducted into the American Institute of Certified Planners (AICP) College of Fellows - FAICP

Past Experience

ZoneCo

Project Manager (2024- Present)

Todd applies extensive zoning and legislative experience to managing zoning code updates at ZoneCo.

City of Dayton, OH

Director- Dept. of Planning, Neighborhoods & Development/ Dept of Planning & Community Development (2018 - Present)

Todd oversaw the daily operations of the Department of Planning, Neighborhoods & Development (102 employees) and its seven Divisions including: Planning, Community Engagement, Economic Development, Community Development, Housing & Inspections, Building Services, and the Dayton Mediation Center. He was responsible for an annual budget of approximately \$11M in operating funds and more than \$45M in special projects and grant funds. Todd's leadership was responsible for numerous innovative, activating projects throughout Dayton and the region.

Hamilton County, OH

Director- Dept. of Planning + Development (2013-2018)

Todd oversaw the daily operation of the Department (75+ employees) and its five Divisions: Community Planning, Community Development, Development Services, Building + Inspections, and Stormwater + Infrastructure. Todd was responsible for budget preparation and oversight, contract negotiations, County Commissioner project response and general oversight and coordination of all activities of the Department.

Relevant Project Experience

- Dayton Forward Comprehensive Plan, 2023
- Dayton Zoning Code Revision Team, 2018 to present
- Dayton Recovery Plan (ARPA) Project, 2022 to present
- Dayton Neighborhood Vision Plans (UDA as consultant), 2019-2022
- Downtown Dayton Streetscape Guidelines & Corridor Plan, 2020
- City of Dayton Opportunity Zone Project, 2018-2019
- Dayton Riverfront Plan, 2018
- Dayton Arcade Redevelopment Team, 2018 to present
- Dayton Housing Policy Project, HUD Grant, 2022-2023
- Hamilton County Subdivision Regulations Update, 2015
- Cincinnati/Hamilton County Water Contract Negotiations, 2015-2018
- Hamilton County New Website Project Leader, 2015-2017
- Hamilton County Thoroughfare lan Update, 2015-2017
- Hamilton County Landbank Launch Team, 2010-2013
- Hamilton Co. 2013 (Comprehensive Economic Development Strategy) CEDS, 2012-2013
- Hamilton County Transportation Policy Plan, 2009-2010
- Hamilton County Government Cooperation & Efficiency Project, 2008-2011
- Zoning Code Rewrites: Hamilton County, Village of Greenhills, Village of Fairfax, Elmwood Place, Crosby Twp, North Bend
- Comprehensive Plans: Dayton Hamilton County, Village of Fairfax, Greenhills, City of Trenton



JOCELYN GIBSON

MANAGING PRINCIPAL

About

Jocelyn has always been passionate about zoning as a vehicle for bringing about change in the built environment. As a City Planner in the public sector, she took special interest in Zoning Hearings and the every day development decisions that lead to profound change over time. She has both public and private sector code writing and planning experience, supplemented by private sector real estate experience.

Education

Masters of Community Planning
University of Cincinnati

B.A. International Affairs
University of Cincinnati

Professional Associations

Congress for the New Urbanism
American Planning Association

Past Experience

ZoneCo, Senior Consultant and Planner (2018-Present, Formerly called Calfee Zoning)

Jocelyn brings both private and public sector experience in the areas of urban planning and corporate real estate. Jocelyn is a perfect fit with ZoneCo due to her passion for zoning as a way to bring long-range planning visions into reality. Her cross-section of urban planning with real estate experience ensures that she is attentive to the needs of both the community, its people and their quality of life, and also the needs of businesses and institutions.

CBRE Group

Senior Client Strategy & Consulting Analyst (2015-2018)

In her role with CBRE, Jocelyn evaluated the real estate portfolios of large corporate clients in an effort to optimize their real estate expenditure across the globe. She helped clients visualize portfolios, expenditure and potential savings in unique and accessible ways. Jocelyn has worked with industrial, commercial and office real estate portfolios. She utilized mapping and analytics tools to evaluate locations, consolidations, and workspace planning. Her clients included several Fortune 500 companies.

City of Cincinnati

City Planner (2013-2015)

Jocelyn served as a City Planner with the City of Cincinnati during the final stages of completion of the award-winning Comprehensive Plan, the creation of the City's award-winning Form-Based Code, and the creation of the City's Land Development Code. Jocelyn participated in all of these efforts, in addition to regular recommendations and presentations to the City Planning Commission and City Council. Jocelyn also gave zoning recommendations to the City's Zoning Hearing Examiner.

Relevant Project Experience

Rockville, MD: Zoning Ordinance Update

Evanston, IL: Zoning Equity Diagnostic

Bowling Green, OH: Gateway District Development And Subsequently Retained For A Full Zoning Code Re-Write

North Canton, OH: Main Street Districts Development

Orange Township: Zoning Diagnostic and Code Update

Lexington, KY: New Circle Road Land Use Analysis

Sidney, OH: Zoning Code Update

Westerville, OH: Code Re-Write

Greenwood, IN Code Re-Write

City of Cincinnati Land Development Code (while working in city government)

City of Cincinnati Form-Based Code (while working in city government)



TERESA BAMBERGER, ESQ

ZONING CONSULTANT, ARCHITECT

About

Teresa is an experienced Attorney and Land Planning Professional with diverse interdisciplinary experience in land use development, land use law, project management, site design & civil engineering, planning, urban design, environmental planning and permitting, and architecture. Given her training in architecture, law, and planning, she has a sophisticated lens through which to develop solutions for land use regulation.

Education

Juris Doctor

University of Cincinnati

B. Architecture

University of Detroit

Professional Associations

AICP Designation

American Planning Association

Past Experience

Suder, LLC and ZoneCo, LLC, Cincinnati, OH, 2025-Present

As a former Planning Director, architect, and land use attorney, Teresa is well-positioned to be an advisor on zoning, development, defensibility, and design-based zoning issues. Teresa joined ZoneCo in 2025 and already she is contributing her knowledge and skill to projects, conducting high level zoning research and code drafting.

Land Use & Eminent Domain Attorney

Richard H. Glazer Co., L.P.A., Cincinnati, OH, 2011-2025

Theresa partook in complex litigation in eminent domain, land valuation and appraising, land use and development, easements, leasing, utilities, environmental regulations, zoning and planning law, trespass actions, premises liability and building codes.

Land Planning Project Manager

Harris Smariga & Assoc., Inc., Frederick, MD, 1996-2001

Teresa oversaw all aspects of land planning and site engineering for mid-size civil engineering firm, including annexations, rezoning, PND approvals, and environmental permitting. She managed multiple projects from initial client consultation through construction, including budgeting, staffing, and scheduling.

Planning Director

Town of Mount Airy, Maryland, 1991-1996

Teresa was the first Town Planner for a rapidly expanding community within the Baltimore/Washington region. She advised the Mayor, Town Council, Planning Commission, Zoning Appeals Board, and liaison with numerous County and State planning and environmental agencies. She served as Chair of Carroll County Environmental Affairs Board; Member of Carroll County Forest Conservation Ordinance Committee; and Member of Governor's Patapsco Bay Greenway Committee.

Urban Designer - Planner - Architect

RTKL Associates, Baltimore, Maryland 1987-1991

Teresa was a project designer for a large multi-national planning and architectural firm. Experience included suburban and urban community planning, and planning and design of retail, office, hotel, residential, mixed-use, and university projects.

Relevant Project Experience

Baltimore, MD: Master Plan for Baltimore Stadiums at Camden Yards

Harbor Town, Memphis, TN: Master Plan and Design Guidelines for

Loudoun Co., VA: Design Guidelines - George Washington Univ.

Village of Matteson, IL: Master Plan and Design Guidelines

Danville, VA: Zoning Code Update

University City, MO: Zoning Code Update

Mount Airy, MD: Zoning Amendments



NOLAN NICAISE

PROJECT MANAGER, DIRECTOR OF INNOVATION, AICP (Ohio)

About

Nolan is an urban planning, environmental science, and policy professional. He has worked as a planner, scientist, environmental policy specialist, higher education program administrator, lecturer, consultant, research assistant, and leader.

He holds an MA degree in Urban and Environmental Policy and Planning from Tufts University and a BS degree in Biology from the University of Dayton, where he focused on water science.

Education

MA, Urban and Environmental Policy
Tufts University

BS, Biology, Summa Cum Laude
University of Dayton

Professional Associations

Congress for the New Urbanism

Indiana Sustainability Development Network

Urban Land Institute

Past Experience

ZoneCo

Urban & Environmental Planner (2020-Present)

Nolan combines real-world planning experience with a depth of knowledge about environmental policy. Additionally, Nolan has excellent composition, mapping, and long-range planning acumen. He has a range of experience across the Midwest, including public sector experience, which means he understands the complexity of administering a zoning code.

Planning and Development Services of Kenton County Planner (2020)

Prior to joining ZoneCo, Nolan received public sector experience in Kenton County, Kentucky. He was engaged in a variety of planning activities for smaller municipalities within Kenton County, including zoning administration, mapping, and long-range planning.

Parsons Corporation

Planner & Environmental Scientist, (2017-2019)

Nolan evaluated environmental impacts of proposed pipeline construction projects, coordinate with local, state, and federal officials to determine environmental permitting requirements, prepare and submit permit applications to governmental agencies, and inspect construction sites to ensure compliance.

He specialized in stormwater regulations and site design (stormwater pollution prevention plans, as part of the National Pollutant Discharge Elimination System), threatened and endangered species protections, and dredge and fill activity permitting (Clean Water Act Section 404).

Nolan provided scientific monitoring support for environmental remediation sites, such as oil terminals and industrial landfills. He regularly coordinated with state environmental protection agencies, state departments of natural resources, local soil and water conservation districts, and the US Army Corps of Engineers.

Relevant Project Experience

- Portsmouth, OH: Full Zoning Code Re-write
- Barbarton, OH: Full Zoning Code Re-write
- Purcellville, VA: Full Zoning Code Re-write
- Huntsville, AL: Full Zoning Code Re-write
- Springfield, OH: Full Zoning Code Re-write
- Lafayette, CO: Full Zoning Code Re-write
- Garfield Heights, OH: Full Zoning Code Re-write
- Charles County, MD: Full Zoning Code Re-write
- Stow, OH: Zoning Diagnostic Report
- Bowling Green, OH: Zoning Code Re-Write
- Sidney, Ohio: Full Code Re-write
- Vienna, VA: Zoning And Subdivision Code Update
- Kent County, MD: Land Use Ordinance Update
- Plain City, OH: Zoning Code Update
- Gahanna, OH: Zoning Code Update

Peter Reinhofer, P.E.

TRAFFIC



Years of Experience

V3: 13 | Total: 27



Education

Bachelor of Science, Civil Engineering, Marquette University



Continuing Education

ACEC Illinois: IDOT Phase I Training

PSMJ: Project Manager Bootcamp

Northwestern University: Highway Capacity Workshop

University of Wisconsin: Timing Traffic Signals

Wisconsin DOT: Paramics Training



Registrations

Professional Engineer

- Illinois, #062-056323, 2003



Associations

APWA

ITE



Office Location

7325 Janes Avenue
Woodridge, IL 60517

Peter is an accomplished Senior Project Manager with experience in transportation engineering, urban planning, traffic engineering, and transportation planning, working with both public and private sector clients. Through his work on state and regional level projects, along with local community and private development studies, Peter has been a leader in creating a balanced approach to transportation planning that serves transit, pedestrians, bicyclists, and motorists while creating a safe and comfortable environment for all users.

Downtown Riverfront Property Feasibility Study, City of St. Charles – St. Charles, Illinois | Traffic Engineer for the planning services to determine feasible redevelopment options for City-owned property along the Fox River and adjacent to the Municipal Center in the downtown area. Multiple development scenarios were reviewed, including low density residential and high-density mixed-use scenarios, and evaluated on the potential traffic impact and parking impacts to the downtown area.

State Street Multimodal Implementation Plan, City of Lockport – Lockport, Illinois | Project Manager for a complete streets project to provide solutions to the current design of State Street, which is an impediment to the growth of downtown Lockport and acts as a barrier that separates the east side of downtown from the west side. Peter led the effort to meet with local stakeholders and IDOT and held a community workshop to introduce the purpose of the project, gain an understanding of community concerns, and develop goals and visions for the area.

7th Street & IL Route 38 Intersection Improvements, City of Geneva – Geneva, Illinois | Traffic Engineer for preliminary engineering of the fourth-leg addition to the intersection at N. 7th Street and W. State Street (IL Route 38), including traffic studies, intersection design, and a location drainage study. Coordinated modifications to nearby Richard Street to reduce traffic conflicts and improve corridor operations.

Lac La Biche Area Structure Plan, Lac La Biche County – Lac La Biche, Alberta | Traffic Engineer for planning services to create a framework for the long-term growth and development with a plan aimed to consolidate two existing plans, update and provide efficiencies to the statutory plans, and modernize them to meet county development trends. A traffic analysis was conducted on the overall area to identify potential roadway and multimodal improvements needed to accommodate future growth in the area. Transportation policies were developed to provide guidance and strategies to assist the County to protect future improvements in the area structure plan document.

Madison Street Road Diet Assessment, Village of Oak Park – Oak Park, Illinois | Project Manager for the assessment of pre- and post-road diet conditions along Madison Street as well as adjacent roadways and intersections through the Village. A Synchro model of Madison Street and adjacent signalized intersections was developed to improve the traffic flow and efficiency of the corridor.

Jason Holy, P.E.

INFRASTRUCTURE



Years of Experience

V3: 24 | Total: 26



Education

Bachelor of Science, Civil Engineering, Valparaiso University



Registrations

Professional Engineer

- Illinois, #062-059941, 2007
- Indiana, #PE12200901, 2022
- Ohio, #PE.86380, 2021



Office Location

7325 Janes Avenue
Woodridge, IL 60517

Jason is a Senior Project Manager with in-depth transportation experience related to arterial and expressway design, complex traffic staging, bicycle and pedestrian facilities, utility design/coordination, and constructability reviews. In addition to his extensive roadway design and contract document preparation experience, his expertise also includes meticulous construction inspection and topographic survey. Jason specializes in finding solutions to unique project challenges while maintaining schedules and budgets.

Downtown Joliet Sanitary & Storm Sewer Improvements, City of Joliet –

Joliet, Illinois | Project Engineer for infrastructure improvements for a trunk sewer installed in downtown Joliet. Project included disconnection of storm sewer inlets from the combined sewer system and the Cass Street sanitary sewer system extension. The design team had to consider the depth of the existing bedrock and constructability concerns, operations of the Will County Courthouse, work within the IDOT roadways, and traffic maintenance in this busy downtown area.

I-80 IDOT Utility Relocation Services, City of Joliet –

Joliet, Illinois | Project Manager for developing the plans and coordinating the relocation of 1.5 miles of water main and approximately one mile of sanitary sewer in alignment with IDOT's plans for the IDOT I-80 bridge improvement project over the Des Plaines River. The project includes lining a 48-inch to 60-inch sanitary interceptor main.

Rosalind Culvert Replacement, City of Joliet –

Joliet, Illinois | Project Manager for the culvert replacement on Rosalind Street. The existing culvert was in poor condition and affected the roadway's width. The new precast box culvert includes precast headwalls and retaining walls. In addition, the roadway was widened for better access and new guardrails were installed.

Orland Hills East Strom & Roadway Improvements, Village of Orland

Park – Orland Park, Illinois | Project Engineer for the drainage and roadway improvements at the Orland Hills East subdivision. The upgraded drainage system improved problematic, substandard conveyance of the roadside ditches through ditch regrading, replacement of driveway culverts, and street culvert crossings. Approximately 200 feet of new roadway connecting two residential streets within an existing right-of-way was designed.

Fairmont Watermain & Sanitary Sewer Improvements, City of Joliet –

Joliet, Illinois | Project Manager for the designed approximately 500 feet of new watermain and sanitary sewer within the Fairmont subdivision to support development efforts. The improvements will provide essential water and sanitation services to existing residents who currently rely on wells or septic systems.

Woodridge Motor Fuel Tax Resurfacing Program, Village of Woodridge

– Woodridge, Illinois | Project Manager for the evaluation, cost estimates and preparation of specifications for approximately eight miles of resurfacing throughout the Village as part of the motor fuel tax refacing program. The three-plus year program also included bid assistance and construction oversight.



Team Experience

At Lakota, we're consistently transforming communities with our visionary work. With a rich history of crafting transformative comprehensive plans, we offer a holistic approach that empowers communities to envision and build vibrant futures.

Through our partnership with the City of North Chicago, IL, we developed an award-winning Comprehensive Plan that forged meaningful collaborations with local organizations to address the city's unique challenges as a predominantly African American community with a low homeownership rate. The plan's distinctive implementation strategy reflects our dedication to creating actionable and accessible plans that resonate with the communities we serve.

Amid the challenges of the 2020 Covid-19 pandemic, our partnership with the Village of Winnetka, IL showcased our adaptability. Virtual platforms became our avenue for success, allowing us to deliver a robust plan encompassing growth, land use, transportation, and sustainability. Our work with the Village of Libertyville exemplifies our commitment to inclusivity. By engaging stakeholders and residents, we crafted an award-winning Comprehensive Plan that endures prosperity.

Through community-driven visions, we are dedicated to shaping communities that thrive, improving quality of life, creating bustling downtowns, and paving the path for flourishing neighborhoods. As we share our achievements, the City of Geneva can witness a prime example of premier and award-winning comprehensive planning.



North Chicago Comprehensive Plan - Plan Comprensivo

The Lakota Group partnered with the City of North Chicago to craft an award-winning Comprehensive Plan, recognized with the APAIL 2024 Daniel Burnham Award. Recognizing the city’s unique challenges as a majority African American community with a homeownership rate of just over 30%, the plan sought to address long-standing issues of neglected housing and the illegal conversion of single-family homes into non-conforming multi-family units. The Comprehensive Plan also fostered meaningful partnerships with local organizations like ReNew Communities, building the foundation for long-term, sustainable development.

One of the plan’s most innovative aspects is its implementation strategy, which pairs strategies across different themes to build consensus and achieve comprehensive results. This Systems Thinking approach ensures that every initiative aligns with the city’s broader goals and maximizes the impact of each step taken. The plan’s integration of data analysis and visual aids ensures clarity and accessibility for all stakeholders. The North Chicago Comprehensive Plan sets a new standard for urban planning by blending creativity, financial prudence, and a deep understanding of community needs, positioning North Chicago for lasting growth and resilience.

NORTH CHICAGO, IL

STATISTICS

Start Date: February 2023
Completed: August 2024

REFERENCE

Taylor Wegrzyn, Director
Economic & Community Development
(847) 596-8671
tayweg@northchicago.org

COMMUNITY SIZE

30,416 (2023)

COST

\$158,640

AWARDS

2024 APA IL Daniel Burnham Award for a Comprehensive Plan





Winnetka Futures - 2040 Comprehensive Plan

In 2019, the Village of Winnetka initiated the Winnetka Futures 2040 Comprehensive Plan, a collaborative effort to shape the village's trajectory for years ahead. By engaging in discussions with diverse community groups, the plan strikes a balance between preserving Winnetka's cherished traditions and embracing innovation. Meetings with the Plan Commission played a pivotal role in refining each aspect of the plan, ensuring a cohesive vision that addresses economic, environmental, and social considerations. This forward-looking approach, echoing the village's historic adaptability, positions Winnetka to thrive in education, business, and neighborhood life while meeting the challenges of the future head-on.

Drawing inspiration from the legacy of the 1921 Bennett Plan, the Winnetka Futures 2040 Comprehensive Plan stands as a testament to the village's enduring tradition of embracing bold ambitions. It envisions a future where Winnetka continues to thrive as a beacon of excellence in education, a hub of bustling business districts, and a haven of walkable neighborhoods—all while addressing the ever-evolving needs of its residents.

WINNETKA, IL

STATISTICS

Start Date: December 2019

Adopted: December 2022

Paused for 1.5 years during COVID

REFERENCE

David Schoon,
Community Development Director
Village of Winnetka
(847) 716 - 3526
dschoon@winnetka.org

COMMUNITY SIZE

12,292 (2023)

TEAM

SB Friedman, The Lakota Group

COST

\$169,500





Comprehensive Plan Update

The Village of Libertyville undertook a collaborative planning process with The Lakota Group, Sam Schwartz, SB Friedman, Duncan Associates, community residents and stakeholders to update its Comprehensive Plan. The Plan outlines important policies and strategies related to land use and development, downtown, infrastructure and capital improvements, housing and neighborhoods, open spaces and natural resources, transportation, historic preservation, quality of life, and community sustainability and resiliency. The process for developing the Comprehensive Plan provided a unique opportunity for community residents and stakeholders to participate in the planning process and communicate their ideas regarding Libertyville's future.

LIBERTYVILLE, IL

STATISTICS

Start Date: March 2018
Completed March 2021

REFERENCE

John Spoden, AICP
Village of Libertyville
Director of Community Development
(847) 918-2028

COMMUNITY SIZE

20,332 (2023)

COST

\$150,000

AWARDS

2021 APA IL Daniel Burnham Award
for a Comprehensive Plan





LEGEND

- (A) Mixed-Use Development.**
 - Four-story (20,700 sf/floor)
 - 54 upper-story residential units
 - 6,000 sf of retail
 - 22 internal spaces
- (B) Commercial.**
 - One-story, 7,800 sf of commercial
- (C) Trail Network.**
 - Bike & ped trail connection along Highway 6 and through site.



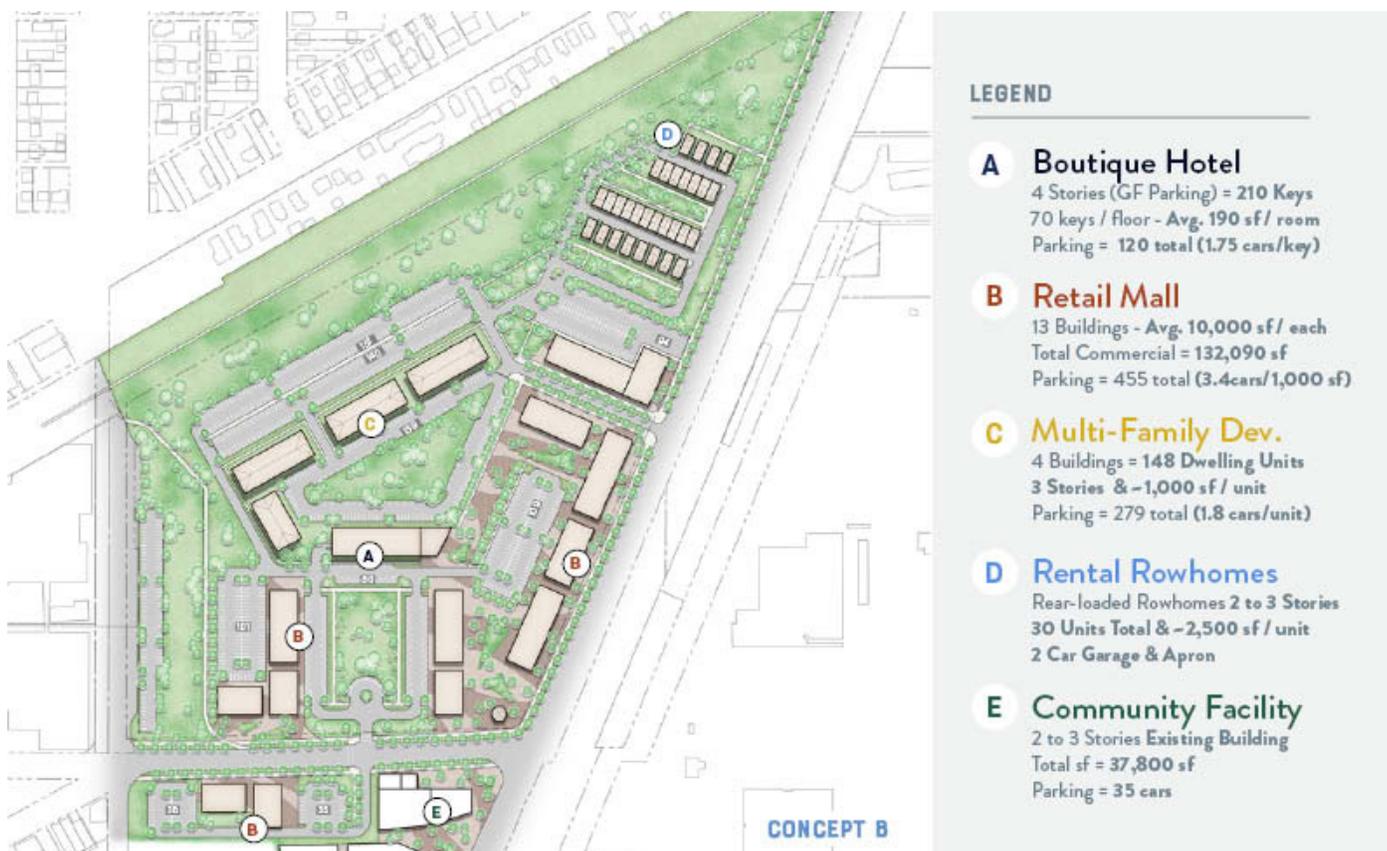
City of Gretna Comprehensive Plan

Development Scenarios

Creating concept plans and massing studies for key growth sites is a cornerstone of our approach to comprehensive planning. These studies bridge market realities and community aspirations, translating them into actionable development guidelines for critical sites with significant growth potential. The following pages capture examples from past planning projects.



Uptown United eTOD Study



North Chicago Comprehensive Plan



DEVELOPMENT ADVISORY SERVICES

CITY OF GENEVA

LOCATION
Geneva, IL

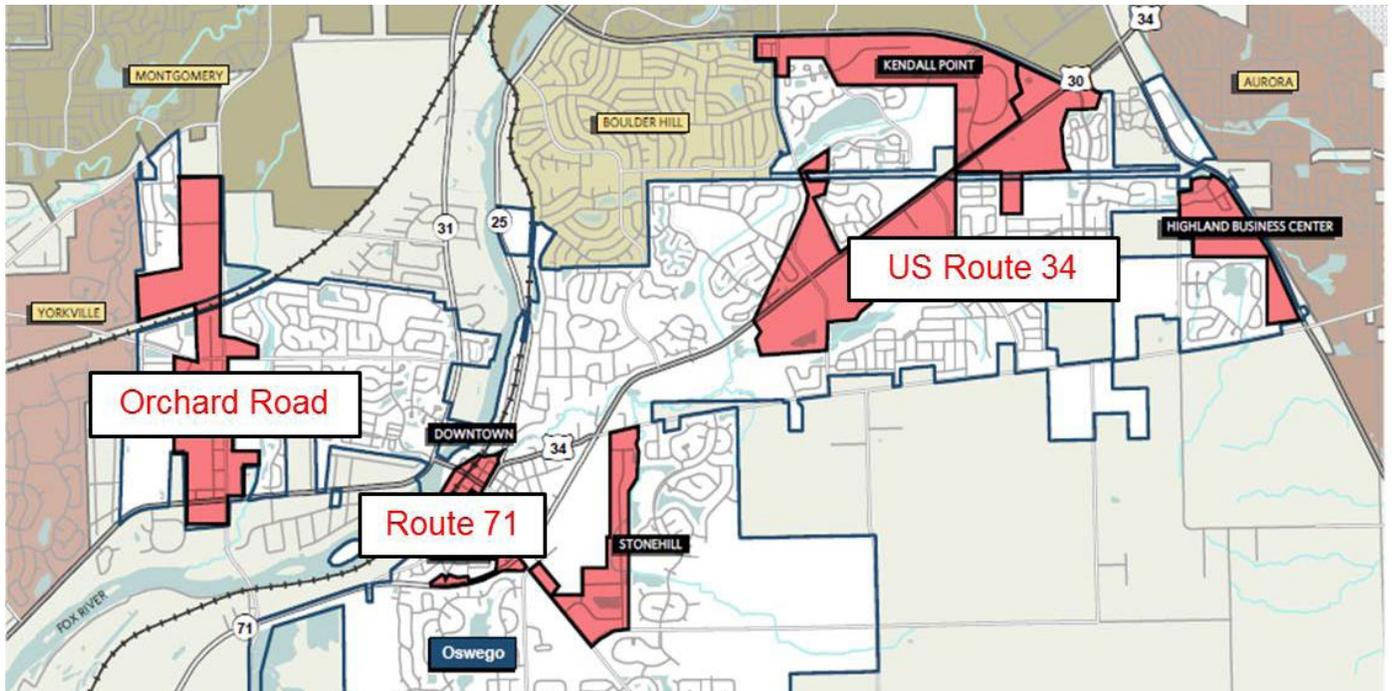
DATES OF SERVICE
2014 – Ongoing

In 2012, the City of Geneva completed the Southeast Master Plan (SEMP) to create an implementation strategy for development within Geneva’s facility planning area. To help the City realize the plan’s vision, SB Friedman assisted with the designation of a tax increment financing (TIF) district, a financial review of a proposed industrial development in the TIF district, and negotiation support.

In accordance with goals outlined in the SEMP, the City of Geneva sought to foster new industrial development on 297 acres of land on the city’s east side. Development of this land required annexation and significant infrastructure and site improvements, including construction and improvement of roadways, a new electrical substation, and utility extensions. The City sought to establish a TIF district to address these extraordinary costs and encourage development.

SB Friedman prepared a TIF Eligibility Study for the proposed district. The results of our analysis indicated that the area qualified as a “conservation area” for improved land and as a “blighted area” for vacant land under the definitions outlined in the TIF Act. Additionally, SB Friedman conducted a financial review of a proposed \$296.7 million investment in the proposed TIF district. The project would deliver eight new industrial buildings on 211 acres over an eight-year period. Due to extraordinary infrastructure and site preparation costs, the developer sought financial assistance for the project in the form of TIF assistance, reduced City fees, and a City bond. We reviewed the developer’s budget, operating and financing information, and benchmarks from third-party sources to evaluate reasonableness, as well as financial returns with and without the requested assistance.

Results: SB Friedman finalized the TIF Eligibility Study in April 2024, and the TIF district was approved in July 2024. SB Friedman provided a memo to the City in June 2024 indicating the proposed new development had reasonable cost assumptions and would not be financially feasible without the requested public assistance. The City entered into a redevelopment agreement with a developer, and the project broke ground in spring 2025.



COMPREHENSIVE PLAN UPDATE

VILLAGE OF OSWEGO

LOCATION
Oswego, IL

DATES OF SERVICE
May 2014 – Feb 2015
Feb 2025 – Ongoing

SB Friedman was engaged by the Village of Oswego as part of a team, to conduct a market analysis as part of a Comprehensive Plan update. The goal of our market analysis work was to assist in creating a future land use plan that was based on future projections of the housing and retail markets.

As part of our scope, we analyzed demographic changes and identified implications for the future housing market; and estimated future supportable retail square feet and allocated appropriate land area for the future land use plan. More specifically, we completed the following analyses by land use.

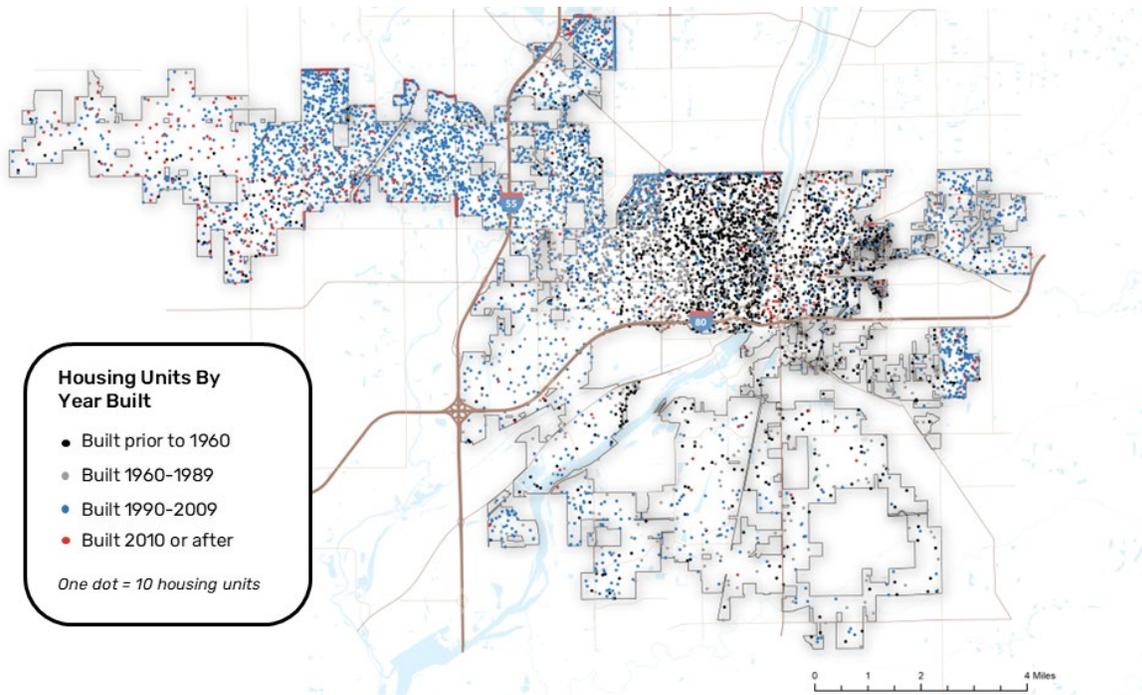
Residential

- » Reviewed historical growth patterns (population, housing starts, household size, vacancy).
- » Reviewed historical housing preferences by householder age for outlying western Chicago suburbs using Census Public Use Microdata Samples.
- » Prepared forecasts for future household change by age and the mix and type of housing that would likely be demanded in the future.

Retail

- » Analyzed the competitive supply and existing base of retail in the village.
- » Researched the regional market trends that might impact retail development in the future.
- » Estimated trade area and future retail demand, and associated land area needed through 2025.

Results: The 2015 Comprehensive Plan was adopted in August 2015 by the Village of Oswego. SB Friedman is currently conducting a market assessment as part of the 2025 update to the Village’s Comprehensive Plan, as part of a team led by Lakota.



COMPREHENSIVE PLAN UPDATE CITY OF JOLIET

LOCATION
Joliet, IL

DATES OF SERVICE
Jan 2025 – Ongoing

The City of Joliet is in the process of updating its comprehensive plan for the first time since 1959, with the goal of developing a cohesive plan for future land use and development that reflects the priorities of the city’s diverse communities. As part of a consultant team, SB Friedman was engaged to conduct a market analysis that informs the plan’s housing and economic development strategy.

To evaluate existing market conditions for residential, retail, industrial, office and hospitality uses in Joliet, we:

- » Reviewed historic and projected demographic changes and employment trends, including analysis of growing occupational sectors;
- » Evaluated key housing trends across housing types and tenures;
- » Reviewed competitive supply, performance and overall trends across retail, industrial, office and hospitality properties; and
- » Identified opportunities and strategies to support residential and commercial development, with a particular focus on expanding diverse housing types, preserving existing housing, reinvesting in commercial corridors, and supporting downtown and transit-oriented development.

Our market analysis will form the basis for implementation actions across the housing, economic development and workforce development sections of the plan.

Results: The existing conditions analysis was completed in summer 2025. As of fall 2025, SB Friedman is working with the consultant team, City staff and community members to develop the plan’s overarching vision and goals. The comprehensive planning process is expected to continue through the end of 2026.

BOWLING GREEN, OHIO

Gateway Zoning District and Zoning Code Update

Project Scope

ZoneCo commenced the project with a new form-based gateway district and was subsequently retained to update the full zoning code.

Skills and Techniques

- Zoning Diagnostic Report
- Corridor Growth Strategies
- Form-Based Standards
- Mixed-Use Standards
- Parking Standards
- Standards to accommodate university population and employment

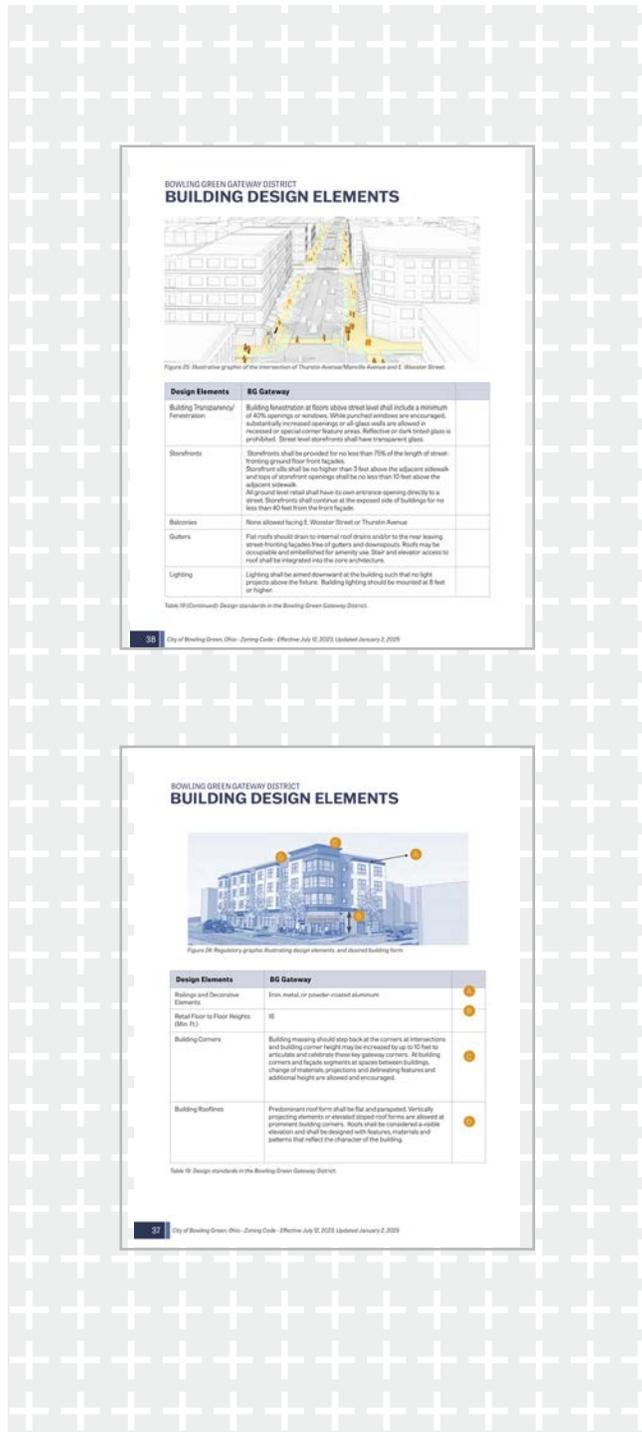
Project Overview

The zoning code update aimed to modernize regulations to foster a more livable community by reducing barriers to new businesses, increasing housing options (including townhomes and accessory dwelling units), creating a walkable urban center, strengthening the connection between BGSU and downtown, promoting local identity, and ensuring neighborhood character while supporting health and fitness opportunities, all guided by existing city planning documents.

City Council adopted the new code on July 12, 2023

Project Reference

Heather Saylor
 Planning Director
 304 N Church St
 Bowling Green, Ohio 43402
 (419) 354-6218
 hsaylor@bgohio.org



 [View Code](#)

HUNTSVILLE, ALABAMA

Zoning Code Update

Project Scope

ZoneCo and NV5 were hired to update the Huntsville, Alabama zoning code as the City experiences rapid growth and investment (2021 to Present).

Skills and Techniques

- Zoning Diagnostic Report
- Assessment of Growth Projections
- Corridor Growth Strategies
- Form-Based Standards
- Mixed-Use Standards
- Parking Standards
- Complex Employment and Industrial District Standards

Project Overview

Following a robust and innovative update of the City’s Comprehensive Plan, ZoneCo was hired to undertake a code update for the City of Huntsville.

The project kicked off with a zoning code audit, which compared the existing zoning code against the newly updated plan.

Huntsville is experiencing rapid growth and investment. They have a robust research and development sector, along with government services. The current zoning is not facilitating growth in an effective way. ZoneCo created tailored corridor standards that will facilitate mixed-use development and residential development that fosters human-oriented design that can provide additional housing units while also ensuring that design can create a more intimate environment within corridors.

Project Reference

Dennis Madsen
 Manager of Urban & Long Range Planning
 308 Fountain Circle, Huntsville, AL 35801
 (256) 427-5100, Email: Dennis.Madsen@HuntsvilleALgov



Figure 7: Illustration showing the landscaped linear mound, with placement of trees and other vegetation forming a buffer between the arterial road (on the right of the figure) and the Tier 1 area (buildings).

Figure 8: Illustration showing the landscaped area between the landscaped linear mound and the Tier 1 area (buildings). This area contains a multi-use path of at least 15 feet in width, intended for use by pedestrians and bicyclists and contributing to the buffering of the arterial road.

Section 4.02 - Introduction to Tiers

A. Development sites within the Corridor District and the Village District shall be comprised of modular components called Tiers in combination with modular street and alley components.

Page 18 of 42 Huntsville, AL Zoning Ordinance (DRAFT ADDITIONS)

B. Depth and Width. A Tier 2 area is comprised of a linear strip of land 100-300 feet in depth and running the full width of the development site, except where intersected by streets perpendicular to the Tier 2 area.

Figure 11: Illustration showing the Tier 2 area (colored buildings) in relation to the Tier 1 area (white buildings to bottom right) and the Tier 3 area (to the upper left).

C. Lots. Any lot created in a Tier 2 area, whether through subdivision or consolidation, shall comply with the following lot standards.

Lot Standards for Tier 2	
Lot Area	1,000 sq. ft. min. and 5 acres max.
Lot Frontage	No lot may be created that does not front a public right-of-way unless a permanent access easement provides access to the public right-of-way
Lot Depth	N/A

D. Development Standards. Any building erected in a Tier 2 area shall comply with the following development standards.

Development Standards for Tier 2	
Front Yard	0 ft. min. and 20 ft. max. from any street right-of-way
Side Yard	For a side that does not abut a residential district: 0 ft. min. and 20 ft. max. For a side that abuts a residential district: 15 ft. min. and 20 ft. max. Note that this regulation does not replace any applicable minimum setbacks required by the building code.

Page 34 of 43 Huntsville, AL Zoning Ordinance (DRAFT ADDITIONS)

DORMONT, PENNSYLVANIA

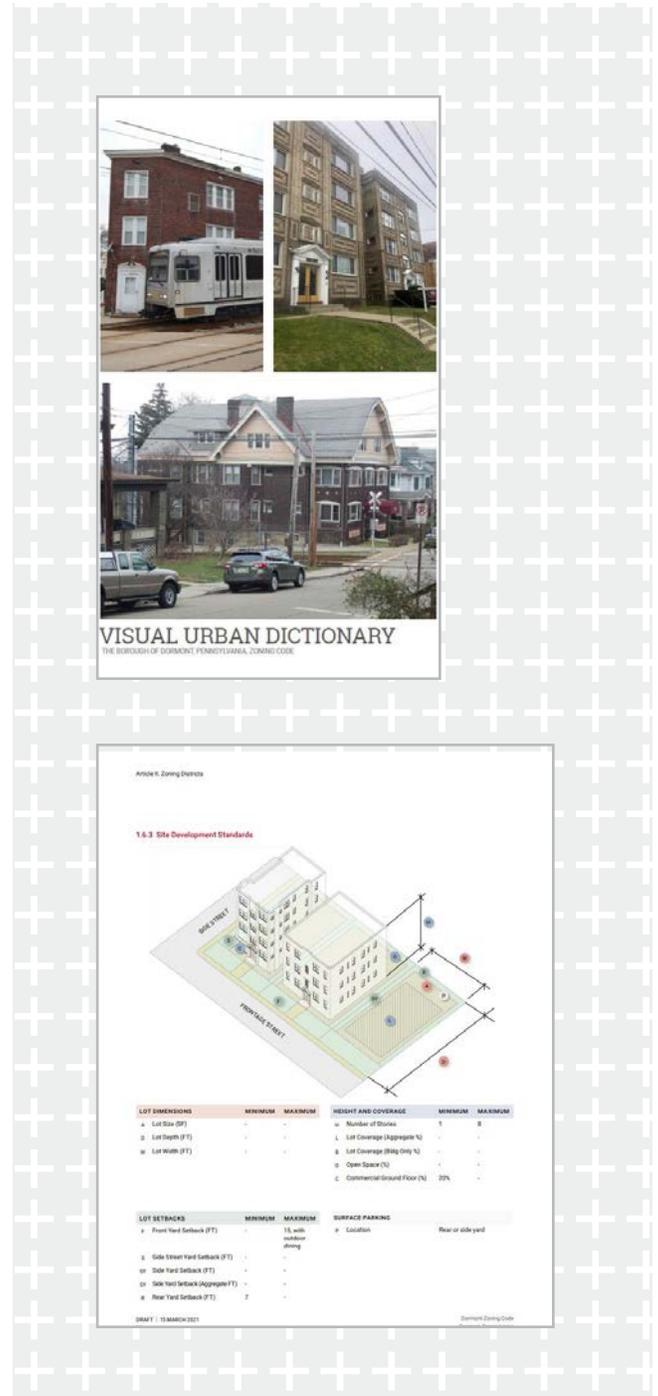
Development Code Update

Project Scope

A modern, streamlined, and updated Zoning Ordinance, with transit-oriented and form-based elements.

Skills and Techniques

- Transit-Oriented Standards
- Full Code Diagnostic
- Calibration of Development Standards and Regulations
- Form-Based Standards
- Mixed-Use Standards
- Design Standards
- Development Pattern Districting
- Floodplain Standards
- Visual Urban Dictionary



Project Overview

The Borough of Dormont, Pennsylvania, engaged the team of ZoneCo and YARD & Company to help modernize its zoning ordinance. As one of Pittsburgh’s several transit-oriented inner ring suburbs, Dormont seeks to build on the momentum created by recent regional transit-oriented development planning efforts. The team crafted a development code that not only allows for context sensitive infill development and adaptive reuse but enables the Borough to capitalize on several light rail stations and bus stops. The process includes active engagement and education; the testing of new ideas and zoning concepts to determine the most appropriate content; and a user-friendly tool to guide growth.

Project Reference

Benjamin Estell
 Borough Manager
 1444 Hillside Avenue, Pittsburgh, PA 15216
 (412) 561-8900
 bestell@boro.dormont.pa.us



Lac La Biche South Area Structure Plan

LAC LA BICHE COUNTY • LAC LA BICHE, ALBERTA

The Lac La Biche South Area Structure Plan was designed to guide long-term growth by consolidating and modernizing two existing statutory plans. Our goal was to create a more efficient, user-friendly framework that reflects current development trends while protecting environmentally significant areas. The plan supports logical, contiguous development near the hamlet and introduces new land uses to diversify the local economy.

Key Contributions

Plan Consolidation & Modernization: We led the effort to merge and update two existing plans, streamlining policies and improving usability for County staff, developers, and the public.

Enhanced Accessibility: We incorporated explanatory diagrams and a robust online component to make the plan more transparent and easier to navigate.

Environmental Stewardship: We helped identify and protect key wildlife and biodiversity zones, integrating buffers and policies to preserve sensitive ecosystems.

Strategic Land Use Planning: We supported resizing the plan area to focus on feasible, contiguous development near existing infrastructure, making implementation more realistic.

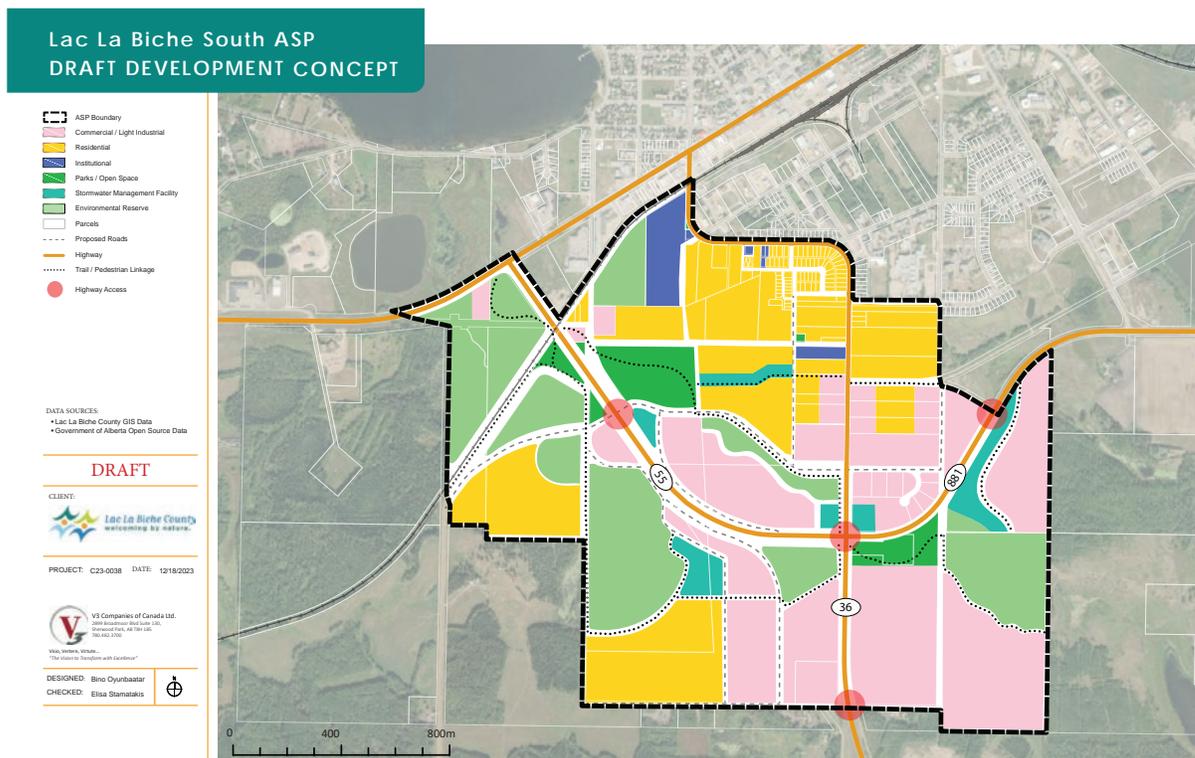
Transportation: We developed a transportation plan using a traffic model to estimate future traffic needs along area roadways to accommodate significant development while developing multimodal policies to promote sustainable growth.

Services

- Transportation Planning
- Traffic Operations
- GIS Mapping and Analysis
- Site Analysis
- Policy Development
- Community Engagement & Consultation
- Community Visioning
- Research and Analysis
- Policy Development

Schedule

- April 2023 – Present





7th Street & IL Route 38 Intersection Improvements

CITY OF GENEVA • GENEVA, ILLINOIS

In order to improve safety and traffic flow at the crossing of N. 7th Street and IL Route 38, the City of Geneva partnered with our team to modify the intersection by providing a fourth leg. This project helped minimize traffic backups and conflicts for adjoining streets as well, improving transportation throughout the downtown area.

The goal of this project was to minimize traffic backups and conflicts for adjoining streets as well as improving transportation through the downtown area while accommodating a mixed use development north of the intersection.

Key Contributions

Traffic Impact Studies & Analysis: We performed preliminary engineering for the intersection improvements. All studies were completed in accordance with all state and federal requirements and included traffic studies, intersection design studies, and the preparation of a location drainage study. An environmental study request was prepared for review and clearance by IDOT; we provided all data collection, survey, geometric, and traffic analysis. Traffic studies confirmed that the queue for westbound to northbound traffic would be contained by the relatively short turn lane at the modified intersection.

7th Street Extension: The proposed redevelopment included the roadway plans to extend 7th Street from north of State Street to Peyton Street, extending the downtown roadway grid. The plans included a new bike path along the east edge of the new roadway and sidewalk connections on the west side. On-street parking was proposed along Richards Street and Peyton Street. The proposed plan also included the closure of the Richards Street intersection with State Street once the 7th Street intersection was permitted by IDOT and open to traffic as a signalized intersection. This project did not move forward due to the private development not advancing.

Services

- Intersection Design Studies
- Location Drainage Study
- Roadway Design
- Storm & Sanitary Sewer Design
- Topographic Mapping
- Traffic Impact Studies & Analysis

Value

- \$1,000,000

Schedule

- October 2015 – August 2016



Project Understanding

Our team understands the City's desire to create a modern Comprehensive Plan that not only updates but also consolidates previous planning efforts into a single, forward-looking, and highly actionable document. This Plan will serve as the City's primary guide for development, redevelopment, and reinvestment over the next 10 to 15 years. By aligning policy, land use, infrastructure, housing, and economic development strategies under one vision, the Comprehensive Plan will provide a clear roadmap for decision-making while remaining flexible enough to adapt to emerging opportunities and challenges.

Community engagement will be at the heart of this process. Lakota recognizes that a Comprehensive Plan is only as strong as its ability to reflect the vision, aspirations, and ideas of its community members. Through an inclusive engagement process, the Plan will capture a full range of perspectives to ensure it is rooted in shared values and community priorities.

To support the successful implementation of this vision, the City also seeks to update and unify its zoning and subdivision regulations into a single, streamlined Unified Development Ordinance (UDO). The UDO will serve as the key regulatory tool to put the Comprehensive Plan into action, ensuring conformance between community goals and on-the-ground development. The ordinance update will modernize standards, eliminate inconsistencies, and provide a user-friendly framework that promotes predictable outcomes for both applicants and decision-makers. By coordinating the Comprehensive Plan and UDO updates, the City will gain a seamless policy-to-regulation pipeline, strengthening its ability to manage growth, attract investment, and achieve a long-term vision for the community.

FOUNDATIONS FOR COMPREHENSIVE PLANNING

Understanding the multifaceted challenges and opportunities facing Geneva is foundational to our comprehensive planning approach. At Lakota, we recognize that the issues of housing, economic and industrial development, transportation and mobility, as well as recreation, parks, and natural areas, do not operate in silos. They are interwoven, each influencing and being influenced by the others in significant ways. Housing development, for example, is both a driver and outcome of economic growth, shaped by and shaping transportation infrastructure and lifestyle amenities. Similarly, economic policies not only dictate the pace and nature of industrial development but also play a crucial role in employment patterns and demographic shifts. Improvements in transportation infrastructure directly impact the community's accessibility and livability, making Geneva more attractive to both residents and businesses, which in turn fuels demand for enhanced recreational amenities. To address these interconnected challenges effectively, a holistic approach is paramount. Lakota's commitment to systems thinking enables us to devise cross-thematic strategies that align with Geneva's goals, ensuring that our planning efforts contribute to a vibrant, sustainable future for the community. Our model emphasizes the integration of goals and strategies across different themes, ensuring cohesive and comprehensive planning outcomes for Geneva.

REAL ESTATE MARKET ANALYSIS

We understand transformative trends shaping real estate, from demographic shifts impacting housing need, to the desire for walkable mixed-use communities, to the varied and complex impacts of the Covid-19 pandemic. We take a data-driven approach to uncovering market potential by carefully evaluating and reconciling supply and demand with insights from local "key informants" - brokers, developers, housing professionals, businesses and landowners. We use multiple subscription-based proprietary databases to quickly compile, analyze and synthesize demographic and market data to provide meaningful insights regarding market dynamics.

DEMOGRAPHICS & POPULATION GROWTH PROJECTIONS

Geneva's population grew steadily through the 2000s, peaking in 2009 before dropping in the 2010 Census and stabilizing in the 21,000-22,000 range. Since 2010, the city has experienced a gradual decline with only minor year-to-year changes. SB Friedman will analyze the demographic profile of Geneva residents relative to Kane County overall to understand implications for housing needs. We will include trends by household type, income, size and ownership. We will review employment trends within the county and City, as well as commuter trends. We will assess how consumer and commuter behaviors have changed as a result of the COVID-19 pandemic and how these changes will

affect future opportunities in the city. We will integrate the information gathered from stakeholder interviews into our analysis.

HOUSING MARKET ANALYSIS

Geneva is substantially comprised of single-family detached housing with fairly limited single-family attached and multifamily housing. We will assess Geneva's existing housing stock, mix, and occupancy status, including how the inventory fits with market trends and resident - both homeowner and renter - needs. Using regional demand forecasts, we will assess trends impacting demand for housing overtime. We will also explore how broader demographic shifts—such as aging populations, smaller household sizes, work-from-home trends, and workforce housing needs—are influencing housing supply and demand. As the residents' housing needs evolve, the City needs to take steps to ensure that its housing stock is diverse, adaptable, and attainable to residents. Even with flat overall population growth, demand may concentrate in specific housing types, such as smaller homes for downsizers, townhomes near transit, or walkable properties near downtown amenities, rather than broad-based growth across all segments. Accordingly, we will consider the market potential for various housing typologies across the city.

ECONOMIC GROWTH

With a desire to support purposeful growth and economic vitality while still preserving its sense of place, SB Friedman will identify the market potential of retail and industrial uses to support economic growth in the City. Building on our experience supporting economic development as the City's TIF consultant, we will analyze real estate development at the local and regional scales, evaluating the spatial distribution of new products, scale and form, location trends, pricing/rents, vacancy, absorption and other trends.

Retail. Geneva has a major retail presence in a highly competitive environment with commercial areas generally concentrated along major corridors and within the historic Downtown. These major commercial areas include the Downtown & Third Street, the East State Street corridor, the Randall Road corridor, and Kirk Road. Understanding that there is not a "one size fits all" retail typology and that retail centers built even 10 years ago do not necessarily meet consumer preferences today, we will incorporate into our analyses the latest trends in the Chicago region and nationally.

We will analyze the spatial distribution and general tenant composition of retail in the city and assess the performance of existing retail spaces. Using cell-phone data, we will also analyze the true trade areas of existing retail centers and leakage of residents to shopping centers outside of Geneva. Evaluation of the retail market will be used to identify areas of opportunity to unlock commercial growth, revitalization, or targeted investment

and inform land use and economic development strategies, including the use of incentives like TIF and Economic Incentive Agreements (sales tax sharing).

Industrial. In 2012, the City completed the Southeast Master Plan (SEMP) to create an implementation strategy for the development of land within Geneva's facility planning area - adjacent to the Kane-DuPage county line. SB Friedman is proud to have supported the City with creation of the TIF district and negotiation of the redevelopment agreement for the development of a new industrial park and extension of Kautz Road. While there are relatively few industrial areas within the City, we will conduct a high-level assessment of the spatial distribution of existing industrial buildings and evaluate the performance of the existing industrial inventory within Geneva, identifying development trends, typical building sizes, and recent performance trends. Existing market and economic trends will be used to establish a vision for future industrial growth areas.

TRANSPORTATION

Transportation sections of Comprehensive Plans must remain current to capture existing priorities and needs while still planning for future opportunities. The project team will conduct a thorough review of recent transportation-related documents, including the bicycle plan and specific area plans, to ensure that the updated

document aligns with local goals, regional transportation priorities, and emerging best practices regarding pedestrian, bicycle, and trail enhancements in the City. This will include an assessment of the existing roadway networks, bicycle and pedestrian facilities, transit service, and freight movement through the City, this will then review safety, accessibility, and sustainability. The updated transportation section will incorporate strategies that balance mobility and connectivity for all modes of transportation, providing the City with clear, actionable policies, and implementation measures promoting a multimodal transportation system. These policies will position the City to adapt to evolving transportation technologies and demands while preserving the City's character and supporting long-term growth.

INFRASTRUCTURE

The City of Geneva's infrastructure systems include water, sanitary sewer, stormwater management, and utilities are critical to supporting community growth, protecting public health, and ensuring long-term sustainability. We propose working with City staff to review the existing infrastructure to accurately reflect current system conditions, planned improvements, and future capacity needs. This process will include evaluating existing infrastructure assets, identifying areas of constraint or vulnerability, and assessing the ability of current systems to accommodate

anticipated development and redevelopment. Strategies and policies will be developed to guide maintenance, potential upgrades, and investments in critical systems with attention given to resiliency, asset management, and the integration of green infrastructure practices. By aligning infrastructure capacity with projected growth and community priorities, this update will give the City a practical framework for decision-making that ensures reliable service, efficient operations, and long-term fiscal responsibility.

PAST PLANNING EFFORTS

The Lakota Group recognizes that this comprehensive plan update will be most effective if it builds upon the strong foundation of prior planning efforts. Numerous plans, studies, and initiatives have already shaped the City's direction, and honoring that work while thoughtfully updating it is critical to creating a plan that is both forward-looking and grounded in community priorities.

Our team, in collaboration with our subconsultants, will conduct a thorough review of past planning documents identified in the RFP including the Bikeway Implementation Plan, Historic Preservation Plan, Downtown Station-Area Master Plan, Southeast Subarea Plan, and Affordable Housing Plan. This assessment will focus on extracting relevant findings, recommendations, priorities, implementation strategies, and opportunity sites that remain pertinent to Geneva's future. We will also identify gaps, overlaps, or areas where circumstances have changed—whether due to shifts in demographics, market

conditions, infrastructure needs, or emerging community aspirations.

Building from this analysis, we will recommend updates to vision statements, goals, objectives, policies, and strategies to ensure consistency with the new comprehensive plan framework. These updates will be woven directly into the plan's chapters where they add value or compiled in the appendix if they serve best as reference material. This approach will ensure continuity with prior work while also positioning the plan to respond to today's challenges and tomorrow's opportunities.

COMMUNITY ENGAGEMENT

Successful community planning depends on a thoughtful, inclusive, and adaptable engagement strategy. Our firm is built on the principle of creating true "Allies" within the communities we serve, fostering meaningful dialogue, and building consensus that reflects shared values. Comprehensive Plans are public documents that must embody the community's vision, and we believe the strength of the plan is directly tied to the strength of the engagement process.

We will partner closely with City staff and leadership to design a positive, productive, and accessible engagement process. A central principle of our approach is that every voice matters. Too often, planning conversations are shaped by the loudest or most persistent voices; we will create a process that values feedback in all forms whether in-person, online, in small groups, or at large workshops and ensures that residents are heard throughout every phase. Reaching

underserved and underrepresented groups will be a particular priority.

Our team brings proven tools, techniques, and processes to foster engagement, many of which are outlined in the scope of work and expanded upon in our Engagement and Outreach menu. These will be refined in collaboration with the City to ensure the right fit for Geneva's community. To maximize participation, our approach is designed to be flexible and responsive, allowing us to pivot strategies as needed to meet people where they are and encourage broad, meaningful involvement.

UNIFIED DEVELOPMENT ORDINANCE

Geneva has a blend of historic and contemporary development patterns shaped by its riverfront, rail access, and preservation priorities. The city's downtown features a compact, walkable urban core with a mix of historic commercial buildings, civic structures, and residential uses, particularly clustered near the Metra commuter rail station and Fox River. It takes 75 minutes to reach Chicago by rail. Residential neighborhoods radiate from the core, with traditional grid layouts in older areas, curvilinear subdivisions in newer districts, and commercial corridors and mixed-use nodes along primary routes such as State Street and Randall Road.

The Comprehensive Plan update will lay out the community's vision for land use. The City intends to revise its zoning and subdivision regulations, so they align with the objectives of the newly updated comprehensive plan when completed. They will ultimately be merged into a single Unified Development Ordinance.

Our process will follow three steps: first a code assessment, followed by the calibration of base standards, culminating in the drafting and codification of the UDO. Discussions should take place early in the plan process to identify which sections of the UDO could be evaluated and studied as part of the Plan research and due diligence. There may be sections that are legal or administrative in nature that could be drafted in advance of the finalization of the Plan.

To ensure consistency among all documents within the UDO, we will implement clear cross-references, use standardized terminology and definitions throughout, and coordinate document formatting so that all sections adhere to a unified style and structure.

Approach & Scope

Our approach to preparing Geneva's Comprehensive Plan and Unified Development Ordinance (UDO) is organized into four phases, each with distinct tasks and community engagement elements. While this framework has proven successful in our experience with past planning projects, it is designed to be flexible, and we can tailor and customize the approach to meet Geneva's unique needs and circumstances.

Phases 1 through 3 comprise the Comprehensive Plan Update, with tasks carefully aligned to set the foundation for the UDO. The majority of the UDO work beyond initial assessment and engagement will occur after the Comprehensive Plan's adoption, in Phase 4, to ensure the ordinance fully reflects the community's updated vision and future land use strategy.

Our planning process goes beyond basic land use thinking. We will help the community visualize its physical development potential through scenario planning and design studies for critical subareas, such as the downtown station area, the southeast subarea, and others outlined in the RFP or identified during the assessment. The Lakota Group's signature "Min-Mid-Max" approach will be applied to key sites and subareas, presenting multiple development concepts that illustrate a range of potential scale, character, and context. This method empowers residents, community leaders, and stakeholders to clearly see and discuss different futures for their city.

Findings from Phase 1 and concept plans from Phase 2 will be shared at community events and meetings, allowing residents and stakeholders to provide feedback that refines the planning vision, goals, and strategies. This iterative process will lead to additional recommendations for enhancing Geneva's subareas, corridors, and citywide opportunities. The resulting concepts will be refined into a cohesive set of strategies that form the foundation of the Comprehensive Plan and drive the direction for the Unified Development Ordinance.

PHASE 1

ENGAGE & ASSESS

December 2025 - May 2026

The focus of Phase 1 is to establish a dynamic community planning process that involves a wide range of community stakeholders, committees, and public agency representatives. This phase creates a comprehensive information base of existing plans, ordinances, zoning regulations, and economic development reports, as well as analysis maps that help to facilitate discussion and understanding of existing conditions. During this phase, we will develop an existing conditions report and diagnostic report to establish how findings will inform planning goals and strategies. This initial phase will include robust community engagement opportunities, including open houses, pop-up events, and more.

TASK 1.1: Kick-Off & Tour

We will initiate the process by holding a Kick-Off meeting with city staff and elected officials. The purpose of this meeting is to introduce the planning team, establish the overarching goals and objectives of the comprehensive planning initiative, and discuss the composition of the steering committee. Additionally, we will outline the scope of work, project schedule, and highlight relevant past and ongoing plans and projects. As part of this Kick-Off, we will guide the city through our engagement options to determine the most effective approach for Geneva. As part of that, we will discuss the demographics of the various target audiences we intend to engage with.

On the same day as the Kick-Off, we will have city staff guide us on a driving tour of Geneva. This exercise will enable us to identify and document pertinent land-use, urban design, and infrastructure considerations and limitations. Throughout the process, our team will continue to conduct additional driving and walking tours as necessary to gain a comprehensive understanding of the area.

Following the Kick-Off meeting, we will refine the work plan and schedule. This will involve creating a more detailed calendar of meeting dates, establishing a regular check-in with staff for project management, and outlining the expected work products. Concurrently, we will develop a community engagement program to ensure active participation throughout the process.

Unified Development Ordinance

At this meeting we will also review project goals, timeline, work approach, the public outreach and engagement strategy, and the City's adoption process for the Unified Development Ordinance. Having full clarity around the adoption requirements up front will allow us to "walk back" deliverable due dates so that we can have the new UDO adopted within the desired timeline, which has been stated as 8 months. By way of a walking and driving tour, we will observe development patterns and natural features of the City.

TASK 1.2: Community Engagement Plan

Drawing from the techniques further described in **Engagement and Outreach menu**, we will create a community engagement plan that describes the engagement activities planned for the project. This plan will be flexible and can change throughout the process but will provide a guide to establish shared expectations. The engagement plan will provide a description and schedule of all activities including meetings with the Steering Committee.

TASK 1.3: Steering Committee Meeting

After coordinating and providing necessary guidance with city staff to finalize the Steering Committee members, we will conduct a kick-off meeting with the Committee to introduce the planning team, discuss the overarching goals and objectives of the comprehensive planning initiative, and establish their role in the process. We will facilitate open discussions with the committee to gain a thorough understanding of key city issues and opportunities and gain an understanding of how residents feel about growth and development and other factors that contribute to quality of life and economic development.

TASK 1.4: Project Brand, Website, & Marketing Strategy

We are well versed in developing a unique Geneva Comprehensive Plan logo and a dedicated website for the project. This is all about making sure the community can easily get involved. Social media posts, email campaigns, and signs and cards with QR codes channel people to the website for further participation. The logo and branding will set this process apart from other planning activities and give it a distinct identity. Using this online platform, we'll keep everyone informed about the process and generate excitement within the community, motivating them to contribute their ideas. The project website will serve as a dynamic resource, regularly updated throughout the process.

TASK 1.6: Information Gathering

A data request will be issued to staff outlining the data and materials needed for this effort, including GIS data and shapefiles, aerials, and any additional 2D or 3D information available. Subsequently, we will review existing relevant documents, including documents related to prior and ongoing planning initiatives as referenced in the RFP. This will entail recent operational and capital budgets, as well as demographic, market, and employment trends, among other pertinent factors.

TASK 1.7: Geneva Conversations

We will host a high-level visioning session with the broader Geneva community through a city-wide public meeting called "Geneva Conversations." The insights we gather from these conversations will form a foundation of knowledge for the analysis that follows. This event will feature interactive elements like a visioning booth

and community open mic, along with other tools, all aimed at capturing the city's aspirations. Through this gathering, we aim to grasp the community's priorities and main concerns, which will play a central role in shaping the overall Comprehensive Plan. To ensure broader accessibility, we will make an online version of these interactive exercises available on the project website, providing additional opportunities for community input.

In preparation for the Conversations, we will create marketing materials including posters, press releases, and social media posts to raise awareness about the event. Collaboration with the marketing team will be essential for effective outreach, although the responsibility for promotions will lie with the city.

TASK 1.8: Stakeholder Interviews & Listening Sessions

We will conduct interviews with local leaders, city staff, institutional and industrial leaders, key stakeholders, agency representatives, and property and business owners to discuss city issues and gain insight into key topics. Stakeholders will also include students, the School District, Park District, and other interested commissions and groups. It will be critically important to ensure all sectors of the population are represented in this process, and additional outreach will be conducted to reach various groups. The purpose of the interviews and sessions is to gain a thorough understanding of city issues and opportunities. It is anticipated that stakeholder interview sessions will include six to ten one-hour small group interviews over the course of two days. We can host additional virtual meetings, as needed.

TASK 1.9: Field Work & Land Use Inventory

Field investigations will be conducted in all areas of the city to assess existing conditions, land use characteristics, and help determine planning opportunities and constraints. We will review all previous land use inventories prepared for the city and field verify uses. As part of our field work, we will visit opportunity sites brought up by staff and the Steering Committee and additional key locations defined in previous conversations with the stakeholders and at the "Geneva Conversations" event.

TASK 1.10: Mapping & GIS Analysis

We will develop maps that tell stories, including land use, zoning, opportunity sites, parks and open space, level of service, traffic volumes, and other existing condition maps, as needed. The Team will work with the city and other agencies to supplement our data with other materials for use in developing exhibit maps. Maps and exhibits will be refined during the planning process as additional data and information is gathered.

In addition to all relevant plans, studies, land use regulatory codes, and ordinances will be reviewed. A summary of base data and relevant recommendations will be compiled to be later incorporated into the plan.

TASK 1.11: Past Planning Effort Review

We will conduct a thorough review of existing plans and studies outlined in the RFP including but not limited to the Bikeway Implementation Plan, the Historic Preservation Plan, and Downtown Station-Area Plan to ensure the comprehensive plan builds on past work while addressing current and future challenges. This review will focus on relevant findings, recommendations, priorities, implementation strategies, and opportunity sites, integrating them into the plan and providing recommendations for updates to existing vision statements, goals, objectives, policies, and strategies.

Unified Development Ordinance

We will undertake a robust review of existing planning documents, including the existing codes, Comprehensive Plan, and any other relevant plans or documents. If possible, the City should provide an inventory of decisions on planning approvals/relief, including variances. We will distribute a feedback form to the City's professional planning and zoning staff to elicit information on those areas of the code that most need change or revision.

TASK 1.12: Existing Conditions Report & Presentation

We will compile a comprehensive existing conditions report and/or detailed presentation that encompasses a synthesis of the community engagement feedback, as well as an in-depth analysis of existing conditions, and preliminary recommendations. These factors will include demographics, land use patterns, zoning regulations, physical conditions, opportunities for neighborhood revitalization, corridor analysis, transportation infrastructure, natural resource considerations, and development prospects. We will also document key sections of existing plans that require updating and/or additional research for inclusion in the Comprehensive Plan. This report will serve as a culmination of our efforts, presenting a holistic overview of the city's current situation and potential pathways for future growth.

Upon its completion, the report will undergo a thorough review by city staff and the Steering Committee to ensure its accuracy and alignment with the city's current conditions and potential goals. Subsequently, we will update the project website to feature a downloadable version of the report. This online resource will enable easy access for all stakeholders and interested parties, facilitating transparency, and understanding of the findings and recommendations presented in the report.

We will conduct meetings with city staff, the Steering Committee, Planning & Zoning Commission, Historic Preservation Commission, and City Council to present the existing conditions report. The Lakota Team will revise the existing conditions report to reflect comments and edits provided by City leadership.

PHASE 1 DELIVERABLES:

- » Project Brand & Website
- » Online survey
- » Stakeholder & public input summaries
- » Existing Conditions Report & Presentation

PHASE 1 MEETINGS:

- » In-person kick-off meeting & tour
- » Two Steering Committee meetings
- » One public visioning session
- » Six to ten stakeholder interviews
- » City Council & Planning and Zoning Commission update

PHASE 2

ENVISION

June 2026 - November 2026

During this phase, the team, together with city leaders and stakeholders will generate a land use strategy, development scenarios for key sites, and a range of comprehensive planning ideas and concepts through visioning sessions and workshops. From this idea exchange, a series of planning principles and key recommendations will evolve that address community planning issues, economic development, housing and neighborhood improvements, open space, mobility, and more. The result of this phase will be the establishment of a shared community vision that will guide planning in the city and reinvestment in key sites.

TASK 2.1: Policy Objectives & Alternative Scenarios

Based on the engagement and analysis in Phase 1, we will start defining policy objectives that the City of Geneva would support: transportation and connectivity; mixed land use; compact form; sustainable design; preservation of neighborhood character; expanded employment opportunities for residents; infrastructure development needs. Such policy objectives would guide the development of goals in later tasks of this planning process.

Alternative Scenarios focus on a set of plausible growth scenarios based on historic and projected growth trends. These scenarios would primarily focus on demographic shifts and population growth, showing how those variables would guide housing, transportation, parks and open space, retail, and other core comprehensive planning pillars. The growth and development scenarios will become integral to the Land Use Plan chapter of the Comprehensive Plan, and their reference will extend to Sub-Area or opportunity sites conceptual plans.

TASK 2.2: Draft Land Use Strategy & Sub-Area Plans

The Land Use Strategy and Future Land Use Map will aim to define the character, or characters, of the Geneva community. To better illustrate the proposed character, we will develop conceptual site plans for opportunity sites or Sub-Areas outlined in the RFP or highlighted in the existing conditions report. Growth scenarios, jurisdictional considerations, future mobility networks, neighborhoods and housing, commercial/employment districts, community facilities and institutions, parks and recreation areas, urban design planning, open space and environmental planning, and sustainability and climate action planning, will be considered as part of defining the Land Use Strategy.

TASK 2.3: Past Planning Effort Strategies

Based on the assessment of past planning efforts outlined in the RFP, we will update relevant sections of these plans using findings from Phase 1. These updates will be incorporated into the Comprehensive Plan within the topical themes developed or included as appendices at the city's discretion.

TASK 2.4: Steering Committee Meeting

We will hold a meeting with the Steering Committee and city staff, and others as necessary to review the policy objectives and alternative scenarios, Draft Scenario Plans, and Draft Land Use Strategy. During this meeting, we will introduce the planning framework and key principles for each comprehensive planning topic, which will serve as the basis for developing goals, strategies, and action steps.

TASK 2.5: Community Open House & Pop-Ups

We will conduct a set of Community Open House and Pop-ups to ensure comprehensive outreach using methods and tactics outlined in the Engagement and Outreach menu. During those meetings, we will provide a short presentation of overall goals and work with the community to develop strategies and action steps to bring these goals to fruition. We will also include topic and issue stations for participants to provide input on specific scenarios and land use strategies. Topic and issue stations will include Urban Design, Open Space & Natural Resource Planning, and Sustainability Initiatives, Transportation, among others. In addition to interactive visioning exercises, this workshop will incorporate case studies of comparable communities. These case studies will highlight actions taken by communities of similar population profiles at both regional and national levels to tackle specific challenges and drive policy innovations and transformations.

After the in-person Community Open House, we will host a Virtual Open House online through the project website. The online version will have the same content to give those who were unable to attend the in-person event an opportunity to give feedback on planning concepts.

In preparation for the Community Open House we will be creating marketing materials including posters, press releases, and social media posts to raise awareness about the event. We will also send email invitations to local stakeholders. Collaboration with the marketing team will be essential for effective outreach, although the responsibility for promotions will lie with the city.

TASK 2.6: Community Goals & Strategies

After review and input through the Steering Committee, stakeholders, and residents on the draft goals, a shared community vision, and subsequent goals and strategies will be drafted. This Plan will define the preferred Land Use Strategy and overall policy framework for the comprehensive plan as well as the key recommendations and sub-area plans. Presentations will be delivered to city staff, the Steering Committee, Planning & Zoning Commission, Historic Preservation Commission, and City Council for review and comment.

TASK 2.7: Planning Framework

Utilizing the feedback received, we will proceed to create definitive sub-chapters of goals and strategies for each topic and planning subject area. This framework document encapsulates the essence of Phase 2: Envision in the planning process and will be vetted by city staff prior to being made available on the comprehensive plan website as a downloadable version, facilitating community feedback.

PHASE 2 DELIVERABLES:

- » Draft Community Goals & Strategies
- » Draft Land Use Strategy
- » Draft Development Scenarios
- » Final Planning Framework
- » Online Survey

PHASE 2 MEETINGS:

- » Two Steering Committee meetings
- » One public open house
- » One to two pop-ups
- » City Council & Planning and Zoning Commission update



PHASE 3

PLAN & IMPLEMENT

December 2027 - May 2027

In Phase 3, we will start crafting implementation actions to support the goals and strategies previously developed. During this phase we will work together with city leaders and stakeholders to finalize the overall community vision and develop preferred development strategies and concepts. To ensure longevity of the plan, we will create an accountability framework that identifies performance metrics and assigns departments to each action, as well as identify local partners for collaborative initiatives. Implementation will be secured through a phasing approach and recommendations roadmap.

TASK 3.1: Community Feedback Summary

After the conclusion of the Virtual Public Open House, we will analyze and summarize all community feedback to date. We will use this information to revise and refine goals and strategies and add action items.

TASK 3.2: Comprehensive Plan - Implementation Actions

We will develop a set of implementation actions based on ideas provided by the community and feedback gathered through conversations with city staff. Collaborative working sessions will be arranged with the steering committee and other invested stakeholders to deliberate on each set of goals and strategies in a progressive manner.

TASK 3.3: Steering Committee Working Session

This session will primarily focus on refining actionable recommendations and evaluating their priority. This evaluation includes assessing potential trade-offs, estimating the resources needed to advance specific strategies, and establishing implementation timeframes.

TASK 3.4: First Draft Plan

Once consensus on both the shared vision plan and implementation actions is achieved, we will create the draft plan report. The first draft of the plan will be presented before a joint gathering of municipal boards and commissions, a special audience, or other assembly as determined by the city.

TASK 3.5: Second Draft Plan

After initial review and feedback from city staff and Steering Committee members, a revised draft of the plan will be developed. The second draft of the plan will include an implementation matrix with responsible parties for implementation, sources of funding, timeframes, and an implementation roadmap, as well as levels of priority at the strategy level. The plan will be presented at an additional meeting convened in the City.

TASK 3.6: Final Comprehensive Plan

After the completion of the final draft plan, we will refine and develop additional compelling graphics and diagrams that convey the vision, ideas, and proposed strategies of the plan in both 2D and 3D formats. Illustrative drawings, eye level perspectives, and aerial renderings combined with key diagrams and detailed narrative will help convey the message of the plan to the city and its constituents. All comments made by city staff and officials, stakeholders, and others will be incorporated. These deliverables will be made available to the broader community and will serve as a guiding document for the future development of Geneva.

TASK 3.7: Amplify Plan Awareness

As part of the development of the final plan, our internal team of designers will develop one or two pilot project(s) that engage and inspire the broader community and garner support for the adoption of the plan. Large posters, GIFs, or accessible QR codes directing the community to the final plan focus areas will also be offered to create enthusiasm and excitement and showcase the breadth of the planning effort.

TASK 3.8: Approval Process

We will work closely with city staff on the approvals process which may include public hearings and presentations to the Planning & Zoning Commission, Historic Preservation Commission, and City Council. If necessary, we will complete up to two rounds of revisions to the final draft plan between hearings. Once adopted, electronic files and paper copies will be delivered to City staff.

TASK 3.8: Post-Adoption Strategy Review & Facilitation

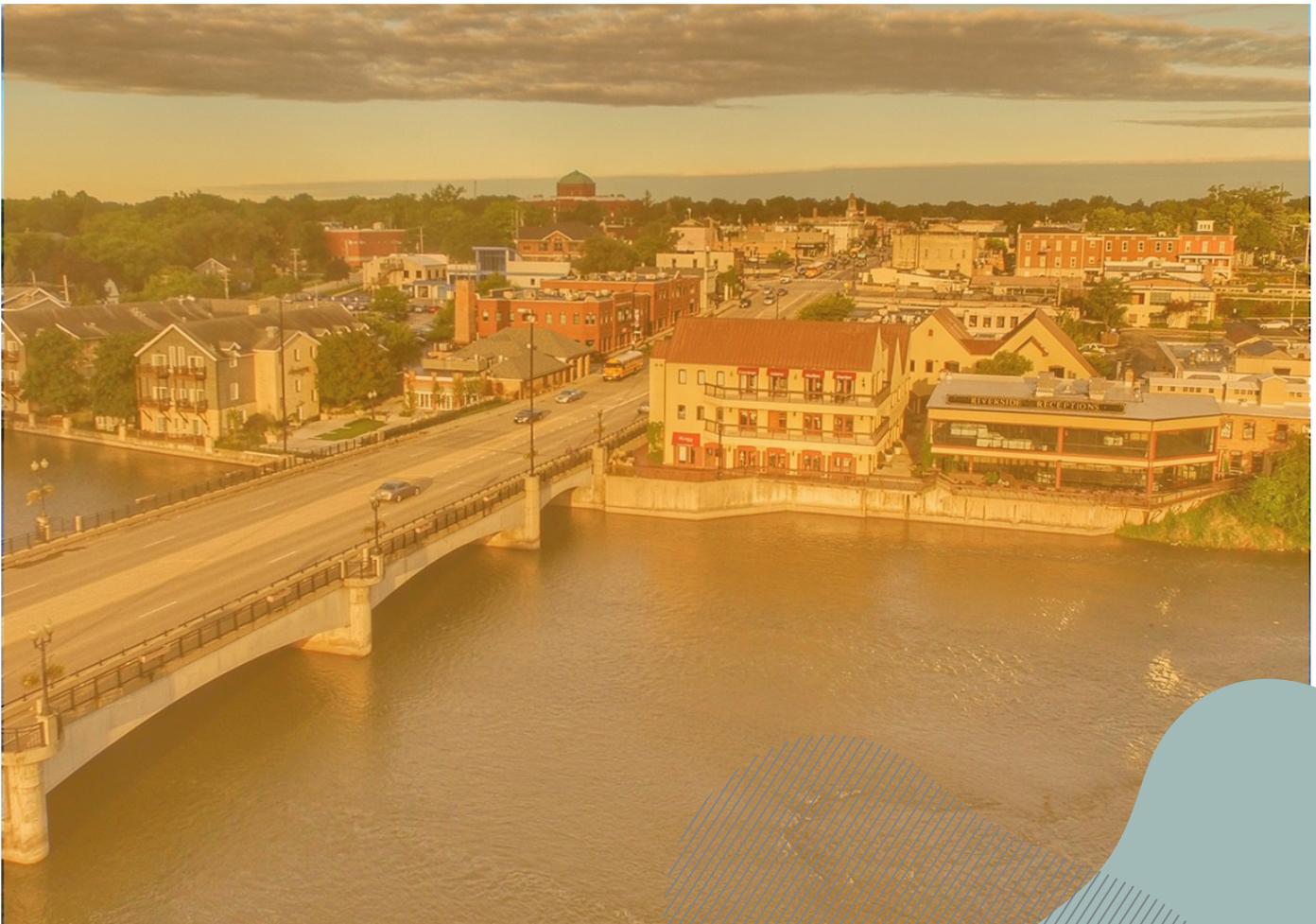
Following the adoption of the comprehensive plan, the team will lead a working session with city staff. This session will serve as a platform to review and evaluate the adopted plan, identifying opportunities for cross-departmental and thematic collaboration.

PHASE 3 DELIVERABLES:

- » Community Feedback Summary
- » First Draft Plan
- » Second Draft Plan
- » Final Comprehensive Plan
- » Electronic files and paper copies

PHASE 3 MEETINGS:

- » Two Steering Committee meetings
- » City Council & Planning and Zoning Commission meetings as needed for approval process



PHASE 4

UNIFIED DEVELOPMENT ORDINANCE

April 2027 - November 2027

In Phase 4, we will focus on developing the Unified Development Ordinance (UDO). This phase consists of four parts—Diagnose, Calibrate, Codify, and Adopt & Implement—each with distinct tasks ranging from the review of existing codes and ordinances to the preparation of the final Code, its adoption, and staff training on implementation. Early in the comprehensive planning process, discussions should identify which sections of the UDO warrant evaluation and study as part of the Comprehensive Plan research and due diligence. Some sections, particularly those that are legal or administrative in nature, may be drafted in advance of the Comprehensive Plan’s completion.

4.1: Diagnose (Months 1-2)

TASK 4.1.1: Diagnostic Review and Report

We will review current planning practices and draft a report that outlines how the current zoning and subdivision provisions compare to the recommendations within the Comprehensive Plan. Our review and analysis will also focus on variances and applications for planning relief that are frequently sought and granted, which could indicate opportunities for streamlining the new Codes. We will also review how zoning standards align with the actual built form in the City.

TASK 4.1.2: Draft Table of Contents and Revised Zoning Districts

A draft Table of Contents and list of revised zoning districts for the new UDO will be provided alongside the Diagnostic Report for review.

Draft New Zoning Districts will be developed through our thorough review of the Comprehensive Plan, our review of the existing codes, and our understanding of City development patterns (drawing most heavily from the Plan).

TASK 4.1.3: Review of Draft Report

A draft of the report will be presented to City staff and the steering committee in a virtual meeting. Comments from the session will be gathered, and appropriate changes to the report will be made.

TASK 4.1.4: Final Presentation of Diagnostic Report

A final draft of the report will be presented to the City - the City may decide the composition of this presentation. The venue could be an official meeting, or a meeting with the public to introduce the project.

4.1 DELIVERABLES:

- » The final Diagnostic Report with recommended updates/ approaches for the UDO will be provided to the City. Supplementing this report, will be proposed updated zoning districts, draft map, and annotated new table of contents for the zoning/subdivision codes.

4.1 MEETINGS:

- » Virtual presentation of final Diagnostic Report

4.2: Calibrate (Months 3-6)

TASK 4.2.1: Base Regulations

Before any drafting begins, we will develop an inventory of existing use and development standards. We will then calibrate, adjust, or revise standards within the updated list of zones and districts. Communities appreciate viewing how standards will be changing alongside what currently exists. This provides context for reviewing the proposed changes. Stakeholder sessions will be held to review the proposed changes.

TASK 4.2.2: Stakeholder and Community Engagement

We will get feedback on new districts and zones, and communicate the justification for any changes proposed. Visuals will communicate ideas where possible.

4.2 DELIVERABLES:

- » Calibration tables

4.2 MEETINGS:

- » Three Stakeholder sessions
- » One public meeting to review base regulations/ working calibration tables.

4.3: Codify (Months 4-6)

TASK 4.3.1: UDO Language

During the codify module, we will take the updated standards and draft the new text of the UDO, ensuring coordination between the zoning and subdivision standards. ZoneCo will finalize the graphics and undertake a legal review of the UDO. We will provide a version to staff for initial comments.

TASK 4.3.2: First Draft & Public Review Draft

When City staff has reviewed all sections, we will have the first draft ready for public review. We will work with staff to coordinate the public forum to review the sections. We will create an inventory of feedback received during the forum and integrate it into the next draft of the document.

TASK 4.3.3: Final Draft

A public review draft will garner additional comments, after which we will produce a final draft of the UDO.

4.3 DELIVERABLES:

- » Internal Review UDO Draft
- » Public Review UDO Draft
- » Final UDO Draft

4.3 MEETINGS:

- » Virtual stakeholder meeting
- » Public Meeting

4.4: Adopt & Implement (Months 7-8)

TASK 4.4.1: Approvals

We will work closely with city staff on the approvals process which may include public hearings and presentations to the City Council (in-person).

TASK 4.4.2: Post-Adoption Code Training & Implementation

Following the adoption of the UDO, the Lakota Group and its subconsultants will conduct a training session with city staff to provide orientation, training, and support for the implementation procedures for the UDO.

4.2 DELIVERABLES:

- » Adopted code and Companion Documents.
- » Electronic files and paper copies will be delivered to City staff.

4.2 MEETINGS:

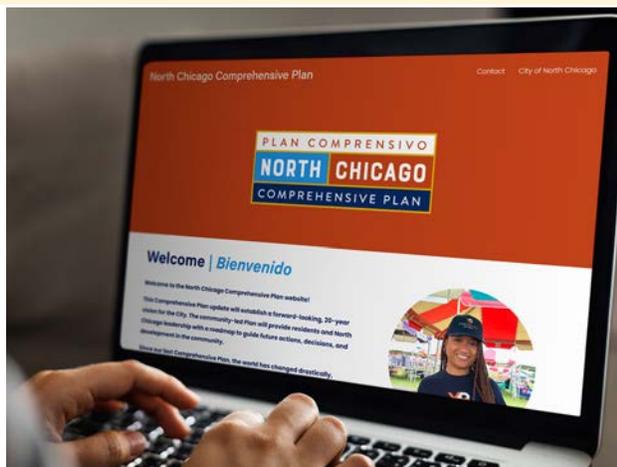
- » Presentation of Adoption UDO Draft to the City Council (in-person)
- » Implementation meeting with City staff



Engagement & Outreach

A successful approach should serve as a catalyst for meaningful dialogue, aiding in decision-making while fostering enthusiasm and support for the ideas under consideration. It should be an enjoyable endeavor, even if it entails embracing some unpredictability. Beyond mere listening, community meetings possess the potential to reshape conversations altogether. We fully acknowledge that a uniform approach cannot address the unique dynamics of each situation. That's why we present a range of tried-and-tested pathways for engagement, harnessing the involvement of diverse stakeholders as collaborative partners in the process, with the overarching objective of ensuring a comprehensive representation of voices. Our collaborative effort with the City of Geneva will entail creating a tailored engagement strategy that engages residents and property owners impacted by changes in the subareas, cultivates widespread participation across all sectors, accommodates diverse perspectives, and aligns harmoniously with Geneva's economic and social fabric. City staff's local knowledge and familiarity with key stakeholders, civic organizations, and property owners will be an important part of assembling meaningful groups to convene, as well as identifying efficient means of communication with them.

The strategies outlined here provide a range of outreach possibilities that demonstrate adaptability, fuse tradition with innovation, embrace both predictability and spontaneity, bridge in-person and digital realms, and seamlessly navigate the formal and informal worlds. Our inspiration stems from the diverse cities and clients we've partnered with, igniting our passion to pioneer fresh approaches to engagement. We will tailor the most fitting approach to suit Geneva.



PROJECT BRAND & WEBSITE

We're all about creating project brands and websites that capture the essence of what the planning process is about. What's the goal? Delivering an accessible process under a cohesive brand and marketing approach that makes the whole journey smooth and fun to be a part of. This platform will serve as the project's information clearinghouse where we cultivate inspiration, disseminate information, promote engagement opportunities, capture survey results, and broadcast general announcements. Social media and marketing collateral, designed as expansions of the project brand, will be developed by our graphic team to promote all engagement opportunities.

VIRTUAL & DIGITAL TOOLS

We're constantly seeking out technologies that expand our outreach and intensify our online presence. Virtual workshops, social media platforms, and interactive forums have transformed how people connect and voice their opinions. An intensive online presence not only ensures that information reaches a wider audience but also enables real-time engagement, allowing participants to join discussions, provide feedback, and actively contribute to the conversation.

VIDEO CONTENT

Through carefully crafted videos, we share the project's progress, transforming complex information into easily digestible content. We use video content to increase engagement and build enthusiasm for the planning process. Visual storytelling increases public understanding, making information more relatable and captivating. By visually showcasing key strategies, milestones, and insights, we create a compelling narrative that resonates with a wide audience.

OPEN HOUSES

These gatherings are vibrant and enjoyable community events that go beyond rote presentations - they are highly interactive and become platforms for celebration, dialogue, and the advancement of the planning process. Imagine a scenario where attending a public meeting isn't just a checkbox on a to-do list, but an eagerly anticipated event. By infusing an element of enjoyment and engagement, public meetings evolve into occasions that resonate with the community. We're not just sharing data; we're transforming the dialogue and crafting an experience that leaves a positive imprint on attendees.





POP-UP WORKSHOPS

Beyond the scope of conventional community workshops, we're all about taking the planning process to where the heart of the City beats. Working with the City of Geneva, we can study the events calendar for a diverse group of engagements, from Farmers Markets, Block Parties, Parades to events at schools, churches, and even setting up a booth at a local grocery store. By converging with these local events, we break free from the constraints of traditional meeting spaces and venture into the heart of the community. We meet people where they're already gathered, tapping into the comfort and familiarity of their surroundings.

WALKSHOPS / BIKE TOURS

Introducing vibrant and community-driven experiences that take engagement to new heights. We'll stroll or cycle through the City, stopping at key sites to discuss issues and opportunities, and scenario planning. It's dynamic dialogue, making urban exploration a catalyst for shaping Geneva's future. These experiences create connections between spaces and conversations, turning ideas into actions.

COMMUNITY BARBECUES

An occasion that goes beyond just grilling and gathering. We'll work with the City and local vendors to create a vibrant scene where residents come together in a relaxed and inviting atmosphere. Typically, a local restaurant or the City would sponsor the event. It's a space where we discuss goals, strategies, and action steps to make the City-wide vision a reality. Here, over sizzling grills, we foster vibrant conversations that shape our shared future.

LAKOTA ON THE STREET

Inspired by the infectious energy of "Billy on the Street," we introduce "Lakota on the Street" - an interactive engagement tool that brings spontaneity to community connection. We set up with a video camera rolling and a microphone in hand. We catch people as they're off to brunch, shopping, or strolling downtown, surprising them with quick, thought-provoking questions. It's the unexpected, spirited interaction that adds a vibrant touch to Saturdays and Sundays, making engagement dynamic and memorable. This on-the-spot exchange isn't just about answers; it's about capturing candid perspectives.





DYNAMIC URBANISM

In today's fast-paced world, waiting for long-term plans to materialize can be frustrating. Through urban prototyping, we bring ideas to life immediately, fostering innovation while planning unfolds. This process empowers us to test concepts. It's not just about quick wins - it's about sparking conversations, igniting creativity, and giving life to the City's future. It's about re-imagining spaces and activating underutilized areas. From parklets to pop-up exhibits to pavement-to-parks transformations, these experiments allow us to initiate change.

STEERING COMMITTEE

The Steering Committee guides the vision and planning process. We'll meet with this group throughout the process to discuss key issues and review draft plan documents.

FOCUS GROUPS

In key subject areas, we find that targeted one-on-one or small group interviews and focus groups are the most effective way to explore topics in more depth. Our team will work with the City to determine which key organizations, commissions, and personnel will most logically be approached with this method.

EXPERT PANEL

Think of a panel where we gather thought leaders to participate in a moderated discussion on topics central to Geneva's future, such as affordable housing or economic development. The panel moderator poses incisive questions and guides the conversation to bring forward the most relevant ideas. When opposing ideas may emerge, it often means we're getting to core issues and it presents an opportunity to engage more deeply. Audience members can step up to a microphone to ask their own questions of the panel, providing a 360-degree format for the free exchange of ideas.

COMMUNITY GROUPS

Existing community groups represent key opportunities to gather input from important stakeholders. Examples are a Rotary organization, Chamber of Commerce, or other business alliances. We can schedule time to meet and speak with groups at established meeting times where participation and scheduling is easier and more effective.

& MORE

PROPOSED BUDGET 28

Geneva Comprehensive Plan	The Lakota Group				SB Friedman			V3			ZoneCo		
Friday, September 19, 2025													
Work Scope/Phases/Tasks/Hours/Fees	Staff Hours				Staff Hours			Staff Hours			Staff Hours		
	A	B	C	D	A	B	C	A	B	C	A	B	C
Engage & Assess													
TASK 1.1: Kick-Off & Tour	4	4	4	4	8	8			4		4	4	4
TASK 1.2: Community Engagement Plan			2	2									
TASK 1.3: Steering Committee Meeting	2	2	2	2					2				
TASK 1.4: Project Brand, Website, & Marketing Strategy			2	4									
TASK 1.5: Information Gathering		1		1						4			
TASK 1.6: Geneva Conversations	2	2	2	2					2	2			
TASK 1.7: Stakeholder Interviews	8	12	12	12	2	8	8		6	6			
TASK 1.8: Field Work & Land Use Inventory		2	2	6					2	6			
TASK 1.9: Mapping & GIS Analysis		2	4	12		2	8		8	8			
TASK 1.10: Past Planning Efforts		4	12	12		6	10		8	16		24	24
TASK 1.11: Existing Conditions Report & Presentation	6	14	48	60	12	28	72		16	20			
Subtotal Phase 1 Hours	22	43	90	117	22	52	98	0	48	62	4	28	28
Subtotal Phase 1 Fees	\$8,360	\$10,535	\$17,100	\$17,550	\$8,250	\$13,260	\$20,678	\$0	\$11,760	\$11,470	\$1,060	\$6,160	\$3,920
Total Phase 1 Fee: \$130,103													

Envision													
TASK 2.1: Policy Objectives & Scenarios	1	12	14	14	2	7	12		6				
TASK 2.2: Draft Land Use Strategy		2	4	6	2	2						8	
TASK 2.3: Past Planning Strategies		4	8	12		4	8		6	10		12	
TASK 2.4: Steering Committee Mtg	2	2	2	2	4	4			2				
TASK 2.5: Community Open House	2	4	6	6		4			2				
TASK 2.6: Community Goals & Strategies		12	24	60					2				
TASK 2.6: Shared Vision	4	6	8	10	2	8	12		4				
Subtotal Phase 2 Hours	9	42	66	110	10	29	32	0	22	10	0	20	0
Subtotal Phase 2 Fees	\$3,420	\$10,290	\$12,540	\$16,500	\$3,750	\$7,395	\$6,752	\$0	\$5,390	\$2,450	\$0	\$4,400	\$0
Total Phase 2 Fee: \$72,887													

Plan & Implement													
TASK 3.1: Community Feedback		4	6	6					6				
TASK 3.2: Comprehensive Plan Implementation Actions		4	12	16	2	4	6						
TASK 3.3: Steering Committee Working Session	2	2	4	6					2				
TASK 3.4: First Draft		12	26	36	2	4	6		2				
TASK 3.5: Second Draft		6	16	24		2	4		2				
TASK 3.6: Final Comprehensive Plan	2	4	10	8		1	2		2				
TASK 3.7: Amplify Plan Awareness		2	4	4									
TASK 3.8: Approvals	2	2	2	2									
TASK 3.9: Post-Adoption Strategy Review & Facilitation	2	2	6	8					2				
Subtotal Phase 3 Hours	8	38	86	110	4	11	18	0	16	0	0	0	0
Subtotal Phase 3 Fees	\$3,040	\$9,310	\$16,340	\$16,500	\$1,500	\$2,805	\$3,798	\$0	\$3,920	\$0	\$0	\$0	\$0
Total Phase 3 Fee: \$57,213													

Unified Development Ordinance													
TASK 4.1.1: Diagnostic Review & Report		2									12	36	48
TASK 4.1.2: Draft Table of Contents & Revised Zoning Districts		2									8	8	8
TASK 4.1.3: Review of Draft Report		2									2	8	8
TASK 4.1.4: Final Presentation of Diagnostic Report		2	8								2	2	2
TASK 4.2.1: Base Regulations		2	16									16	16
TASK 4.2.2: Stakeholder and Community Engagement		16	12	8							2	4	6
TASK 4.3.1: UDO Language		2										36	48
TASK 4.3.2: First Draft & Public Review Draft		8	16	8							2	60	60
TASK 4.3.3: Final Draft		2										8	8
TASK 4.4.1: Approvals		2									2	16	16
TASK 4.4.2: Post-Adoption Code Training & Implementation		8									2	4	4
Subtotal Phase 3 Hours	0	48	52	16	0	0	0	0	0	0	24	198	224
Subtotal Phase 3 Fees	\$0	\$11,760	\$9,880	\$2,400	\$0	\$0	\$0	\$0	\$0	\$0	\$6,360	\$43,560	\$31,360
Total Phase 4 Fee: \$105,320													

Fee By Firm	\$165,525	\$68,188	\$34,990	\$96,820
-------------	------------------	-----------------	-----------------	-----------------

Comprehensive Plan Update							
Project Fee Total =	\$244,663	A. Principal	\$380	A. S. Vice President	\$375	A. Principal	\$350
3% Expense Estimate =	\$7,340	B. Vice President	\$245	B. Project Manager	\$255	B. Senior Associate	\$245
Total CP Project Budget =	\$252,003	C. Project Manager	\$190	C. Associate	\$211	C. Associate	\$185
		D. Associate	\$150			C. Associate	\$140

Unified Development Ordinance	
Project Fee Total =	\$120,860
10% Expense Estimate =	\$12,086
Total UDO Project Budget =	\$132,946

Total Project Budget = \$384,949

We are receptive to discussing the project budget, and should the need arise to make adjustments, we are open to exploring potential modifications within the scope to ensure a balanced approach.

Total Project Budget = \$384,949

Note: The Comprehensive Plan Update Budget includes fees for Lakota, SBF, and V3 for Phase 1-3. The Unified Development Ordinance budget includes all ZoneCo fees plus Lakota fees for Phase 4.



THE LAKOTA GROUP.

