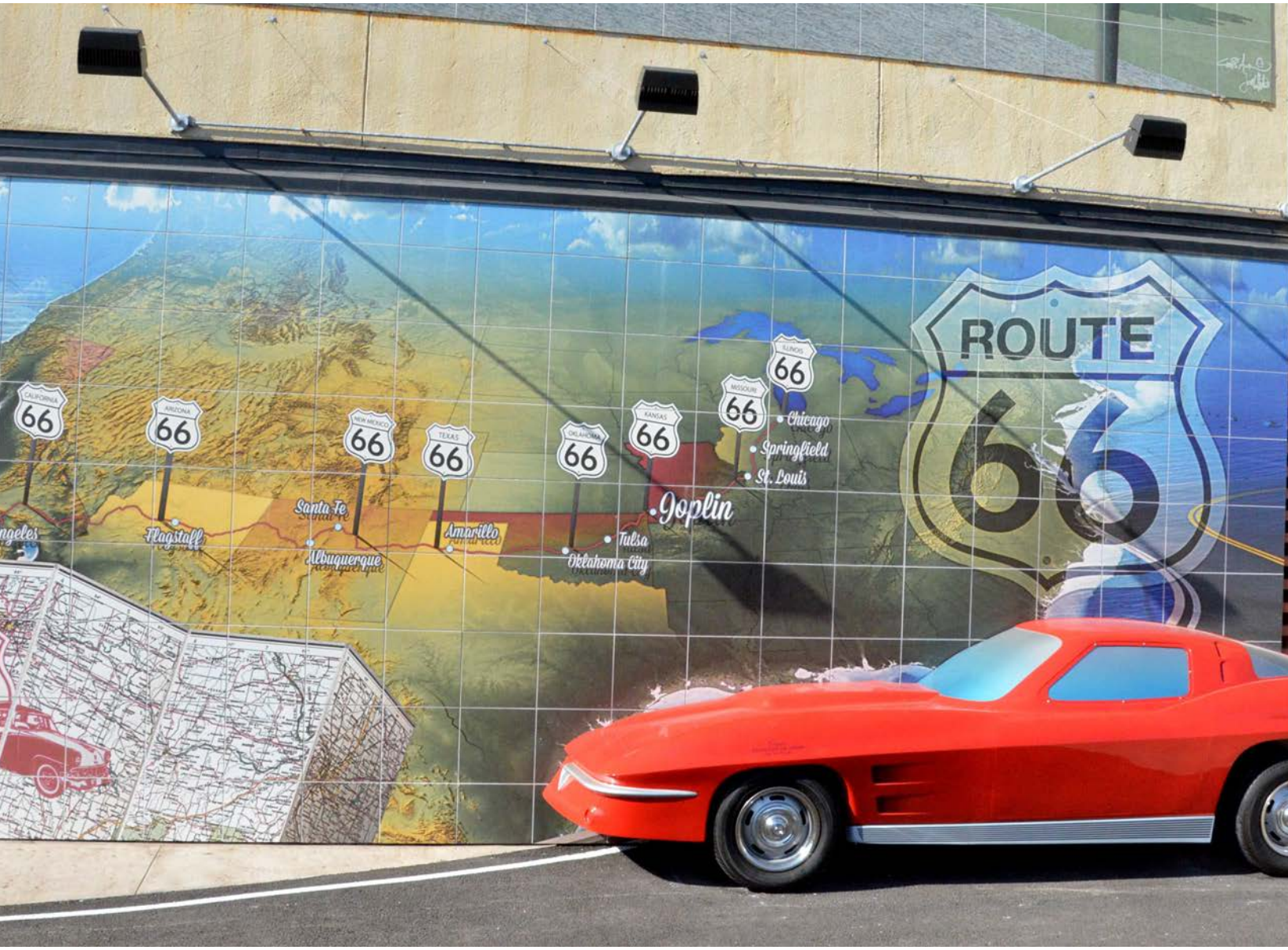
PROPOSAL FOR

JOPLIN TOURISM + HOSPITALITY MASTER PLAN

DECEMBER 27, 2016



PREPARED BY

DESIGNWORKSHOP

120 EAST MAIN
ASPEN, CO 81611
970.925.8354



JOPLIN LIBRARY STAKEHOLDER ENGAGEMENT | Joplin, MO

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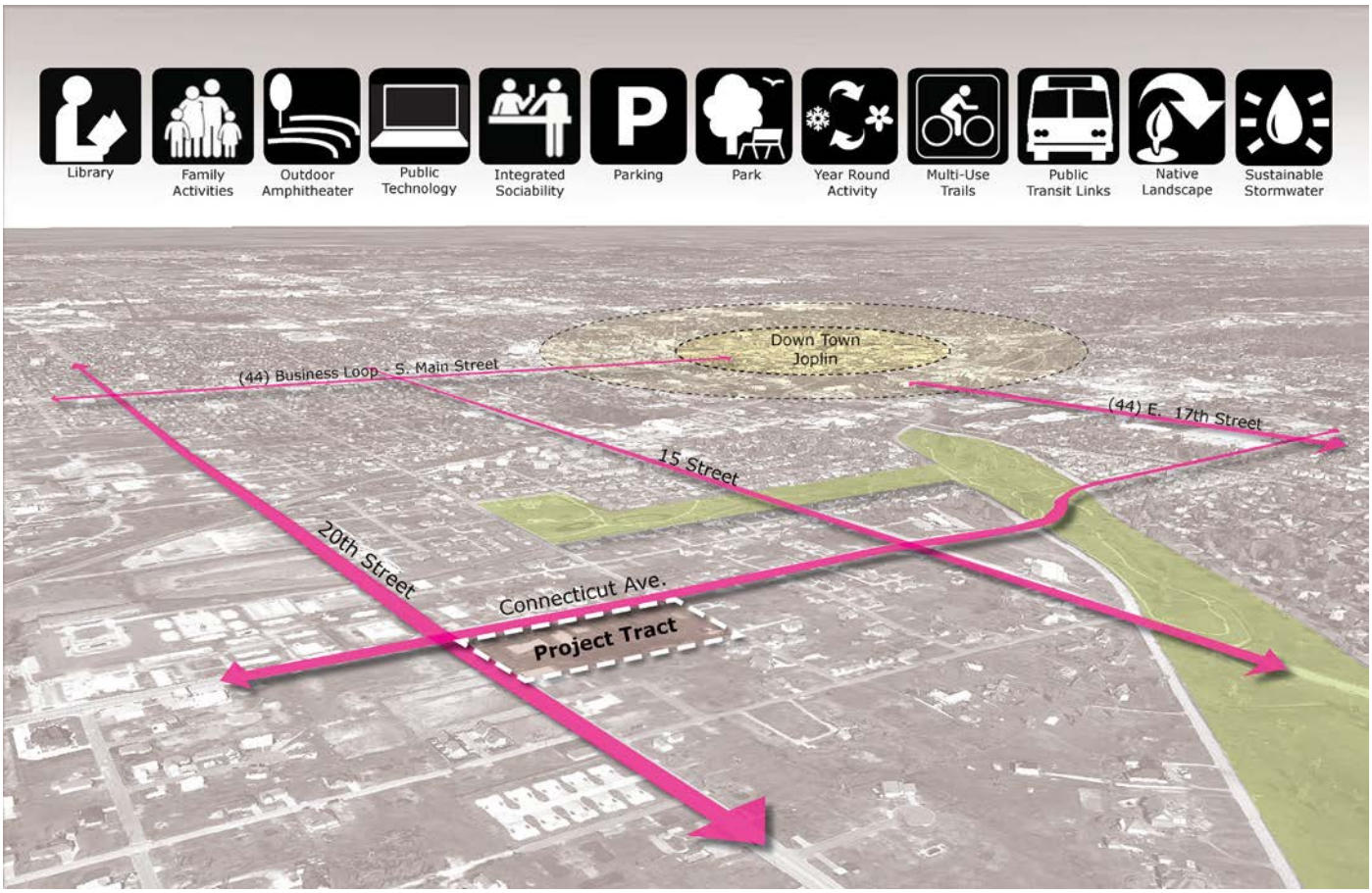
COVER: ROUTE 66 MURAL JOPLIN MO





JOPLIN LIBRARY SYNERGY DIAGRAM | Joplin, MO

Design Workshop, Inc.
Landscape Architecture
Planning
Urban Design

120 E. Main St.
Aspen, CO 81611
970-925-8354
970-920-1387 fax

designworkshop.com

December 22, 2016

Patrick Tuttle, Director
Joplin Convention and Visitors Bureau
602 South Main
Joplin, MO 64801

RE: An Implementable Tourism and Hospitality Master Plan

Dear Patrick:

Joplin is a city with a strong community fabric – neighborhoods and leaders coming together to redevelop and rebuild, overcoming natural disasters. We learned a great deal about the resilient character of the people of this community through our stakeholder engagement, site planning, and landscape design services for the Joplin Library over the past few years. A variety of businesses and public services create a strong economic framework in the region. Business growth is impressive since 2011, with 250 new businesses and most of the damaged 500 businesses rebuilt.

Joplin desires to create an identity as a visitor destination to grow its tourism and hospitality sector. The Joplin CVB wants to create an identity and tourism infrastructure that leverages its built and natural resources, such as arts and culture, recreation, almost 1,000 acres of parks and trails, its location at the intersection of the Ozarks and the Great Plains, Grand Falls, the city's historic mining history, sports, the allure and historic significance of Route 66 and the Main Street downtown district, the citywide trolley system, lodging, local dining, festivals and events including the Boomtown Run, creating a year-round tourist destination.

We Can Help

We have closely studied the attributes of successful destination tourism communities and regions for over 40 years. We have also helped many of these communities create or update their tourism plans. We have explored all aspects, including their built and natural tourism assets, environment, management, physical design, transportation, marketing, branding, image and economic sustainability. We have tracked the past successes of communities, those already dependent on tourism and those desiring to grow that economic sector. One of the main lessons we have learned is that expectations of visitors do not increase at a steady pace but grow exponentially with new technologies, changes in modes of communication, comparing experiences at other places, and expecting a hassle-free vacation.

For tourism to be a substantial economic driver, multiple agencies, organizations and businesses must work collaboratively toward a common goal. Tourism is dynamic and successful tourism and hospitality development is focused on creating a solid and comprehensive business plan, used to manage the benefits and challenges of tourism economics, e.g. the boom and bust cycles often related to the seasonal swings of many tourist destinations.





SOURCE: WIKIMEDIA COMMONS (JERRY & ROY KLOTZ MD)

You will find an overview of relevant experience in our proposal. We have successfully created a Tourism Marketing Plan for Teton County (Jackson Hole region), Wyoming; a multi-use plan for the 200 square mile region of Pikes Peak, Colorado (which involved over two dozen local, state and federal agencies); a regional Tourism Development Master Plan for North Lake Tahoe, which was followed a few years later with a Tourism and Community Investment Master Plan. Through our work completing the Comprehensive Plan for the City of Branson, we become familiar with visitor dynamics in the southern Missouri region, an extremely popular destination for people from other areas of Missouri and states throughout the US. A major component of many of our park system master plans includes tourism planning and collaborating with chambers of commerce, convention, visitor and sports bureaus, resulting in grand visions for place-making and event hospitality.

What You Will Get from Our Team

- You will get a candid assessment of the trends, current conditions, image, marketing message, promotional efforts, tourism infrastructure, delivery of experience, etc.
- We will employ clear methodologies and tools - when empirical data is not available, we will be clear that we are relying upon our experience and observation. You will get a custom approach – we would be happy to show you our previous work. You will see that it is specifically created for each client.
- Skilled stakeholder facilitation and a transparent and dynamic approach to collaboration
- Creative and innovative approaches to positioning and marketing of tourism destinations, and for presenting them to their key audiences
- Recommendations that inspire visionary thinking, yet are grounded in practicality
- A road map you can use to create partnerships, compelling promotion, local and regional identity, strategic infrastructure and to deliver a memorable visitor experience
- A commitment to a long-term working relationship and dedicated involvement in implementation of recommendations as appropriate

I am honored to lead the Design Workshop team, lending my expertise in tourism, community planning, and economic and marketing-related consulting. I am supported by a team with skill sets in community planning, public engagement, coalition building, urban design, project management, branding and wayfinding. We have a strong relationship with local engineers Olsson and Associates and recommend their involvement for transportation related evaluations and recommendations. Also joining our team is Copeland & Brown to provide legal council regarding local and state considerations.

Thank you for considering Design Workshop for this amazing opportunity to work with the Joplin community. Please feel free to contact me or the project manager, Anna Laybourn, anytime at the phone numbers provided below.

Sincerely,

Becky Zimmermann, AICP
Principal
bzimmermann@designworkshop.com
303-887-6239

Anna Laybourn, AICP
Associate
agagne@designworkshop.com
970-399-1408



AVON LAKE STREET PEDESTRIAN + TOURISM ENHANCEMENT | Avon, Colorado

SCOPE OF WORK
PROJECT COSTS

TOURISM DEVELOPMENT MASTER PLANS – THE KEY TO FUTURE SUCCESSES

- Tourism has replaced historic economic bases in many communities throughout the U.S. While it has become an economic development strategy, few communities have put in place the tools to manage for long-term sustainability.
- A tourism economy needs to be carefully planned and the impacts of tourism growth carefully managed.
- Tourism planning is the process of integrating multiple environmental, economic and community issues. It must explore every aspect of a community including: environment, management, physical design, marketing, image, and finance.
- A sustainable tourism economy should be foremost in all tourism planning projects. A sustainable tourism economy is one that supports the long-term interests of local residents as well as those components that attract visitors.
- Tourism needs investment in order to be sustainable.
- Tourism planning and implementation requires a cooperative effort from both the public and private sectors of a community (or region).

A TOURISM DEVELOPMENT MASTER PLAN EXAMINES AND COMPLETES A STRATEGIC DIRECTION FOR A COMMUNITY OR REGION.

THIS IS A BUSINESS PLAN FOR THE COMMUNITY THAT ADDRESSES ISSUES SUCH AS:

- Physical Planning and Design - Environment, visitor infrastructure (transportation, amenities, accommodation, signage, welcome centers, etc.), visual impression and the most notable part of the visitor experience.
- Marketing - The image, the market, and a plan to reach that market.
- Service -Hospitality, treatment and care of visitors.
- (Management) Implementation Entities - Institutions, agencies, governments, businesses needed to implement the plan.
- Finance - Economics of tourism (cost/benefit), financing tourism development and operation – identifying where the money come from for different activities.



SOURCE: DESIGN WORKSHOP- BRANSON COMPREHENSIVE PLAN UPDATE: BRANSON, MO

SCOPE OF SERVICES

First, the Design Workshop team will learn about the key questions the Joplin Convention & Visitors Bureau (JCVB) and stakeholders desire to be addressed through this work. We will organize our efforts to reach conclusions and provide recommendations. Initially, we understand your questions to include these items and we look forward to revising and adding your own words to them:

- What are Joplin's current assets for tourism and hospitality? What is effective and ineffective in how we communicate our offerings?
- What is Joplin's brand, identity and attraction to current and potential visitors?
- What is the collective objective vision of what Joplin might become as a tourism destination?
- How do we compare with other regional communities? What do we need to do to compete?
- How can we organize to achieve common objectives? What institutional support is necessary? How can tourism development and delivery of hospitality be organized, managed and funded?
- How do we make and prioritize our investments?
- What actions can we take that will result in encouraging longer-term guest stays?
- How can we encourage our local community to promote tourism and hospitality from within?

Beyond these core questions, our team is equipped to assist answering issues and needs that are likely to arise through this process; such as providing a more robust and inclusive public process or lending our wayfinding and signage expertise. Our scope of work highlights key tasks that are essential for creating a Tourism and Hospitality Master Plan and identifies optional tasks that will add value to the outcome.

We have outlined tasks and deliverables for this project in three main phases:

PHASE I: DEVELOPING THE CONTEXT

PHASE II: DEVELOPING RECOMMENDATIONS

PHASE III: DOCUMENTING AND COMMUNICATING THE PLAN VISION

While the following scope is organized in a linear manner, many of the tasks may proceed in parallel or concurrently as shown in the project schedule. The scope of work outlines interim deliverables, roles and responsibilities.

PHASE I: DEVELOPING THE CONTEXT

TASK 1.1 – PROJECT STARTUP AND ORGANIZATION

Forming a Tourism Working Group (TWG) will be one of the first steps in launching the project. This group should include a range of stakeholders representing the JCVB, Chamber of Commerce, City, economic development, lodging, hospitality, attractions, recreation, and sports interests. Design Workshop will provide direction for their roles, prepare meeting agendas and facilitate meetings, starting with the project kick-off.

We will utilize a Strategic Kickoff (SKO) worksession to effectively launch the project and organize the team which will include key JCVB staff members and leadership. The purpose of the meeting will be to:

- Define roles, responsibilities and communications procedures
- Confirm a detailed project schedule and document review process
- Identify resources that may be useful to the plan creation process
- Discuss past accomplishments
- Define topics for additional research and evaluation
- Establish project goals and desired outcomes
- Review the Stakeholder Engagement Plan, confirming responsibilities and resources

Design Workshop will review past reports, studies, and plans and create a memo to summarize their relevant goals, initiatives, and findings. We anticipate reviewing the following document (among others that may be suggested by the Tourism Working Group - TWG):

- 2012: City of Joplin Comprehensive Plan
- 2015: MO Department of Tourism Annual Report
- 2015: MO Economic Report
- 2016: Joplin Historic Preservation Plan
- City Long-term and Annual Community Development Plans including the Consolidated Plan, Neighborhood Redevelopment Plans, and Action Plans
- DMAI Destination NEXT and TwoSix Digital Marketing Survey

DELIVERABLES

- One (1) day of meetings with the project manager and staff, facilitated workshop with the Tourism Working Group, and a site tour to become familiar with major attractions and opportunities
- Detailed project schedule
- Internal project communication plan
- Critical success factors, dilemma, thesis and project goals documentation
- Stakeholder Engagement Plan
- Summary of relevant past reports, studies, and plans

TASK 1.2– SITUATIONAL ANALYSIS

The purpose of the Situational Analysis is to describe the current condition of and trends in national tourism dynamics, regional/local tourism development and operations, and community development. The result will be an understanding of the macro level travel industry and how Joplin fits into it. Design Workshop will complete the following:

- Collect data to create an inventory of existing and proposed Joplin area tourism and hospitality areas. These areas will be expressed in a diagram/map for communication purposes.
- Examine Joplin tourism and hospitality development trends, changes in travel patterns, trends in visitor statistics, duration/time of stay, etc.
- Delineate local travel patterns, visitor demographics, visitor services, tourism infrastructure, etc.
- Define strengths, weaknesses, opportunities and threats (SWOT) as they relate to Joplin's tourism and hospitality sectors.
- Identify what entities, agencies, businesses, etc. are doing relating to visitor services and tourism development (i.e.,where are the overlaps and the gaps?)

DELIVERABLES

- Existing Joplin tourism/hospitality areas, visitor services, and tourism infrastructure inventory and diagram/map
- Tourism and hospitality trends, visitor demographics and travel patterns report
- SWOT memorandum

TASK 1.3 –WORKING GROUP MEETINGS AND WORKING PAPERS DEVELOPMENT

The Design Workshop team will engage the TWG (formed at the project start-up) to draw out their collective knowledge and develop an understanding of their various perspectives. We will facilitate three (3) meetings throughout the project schedule. We will rely on the members and perhaps work groups to participate in research, outreach, and evaluation steps between meetings.

One of the tasks will be to direct the TWG to develop Working Papers on various topics that will inform the Tourism & Hospitality Master Plan. The Working Papers will be data driven reports; including current conditions, challenges and opportunities. The Working Papers are intended to be succinct and may be included in the appendix of the final report. There are many topics that could be included, but at a minimum, we would like to more fully understand:

- Lodging and hospitality
- Redevelopment and economic strategic plans and projects
- Market position and strategy (including branding, identity, wayfinding)
- Marketing, advertising, communication
- Visitor services and facilities
- Transportation
- Recreation, sports, culture and arts
- Institutional and management structure
- Finance and funding

If the TWG is unable to produce a Working Paper for any of these topics (or supplementary information is needed) the consultant team will conduct interviews, research, and prepare the documents as an Additional Service.

DELIVERABLES

- Three (3) facilitated meetings occurring at project milestones
- Meeting agendas and meeting notes
- Working Papers review, formatting and editing for consistency

TASK 1.4 – COMPETITIVE ANALYSIS

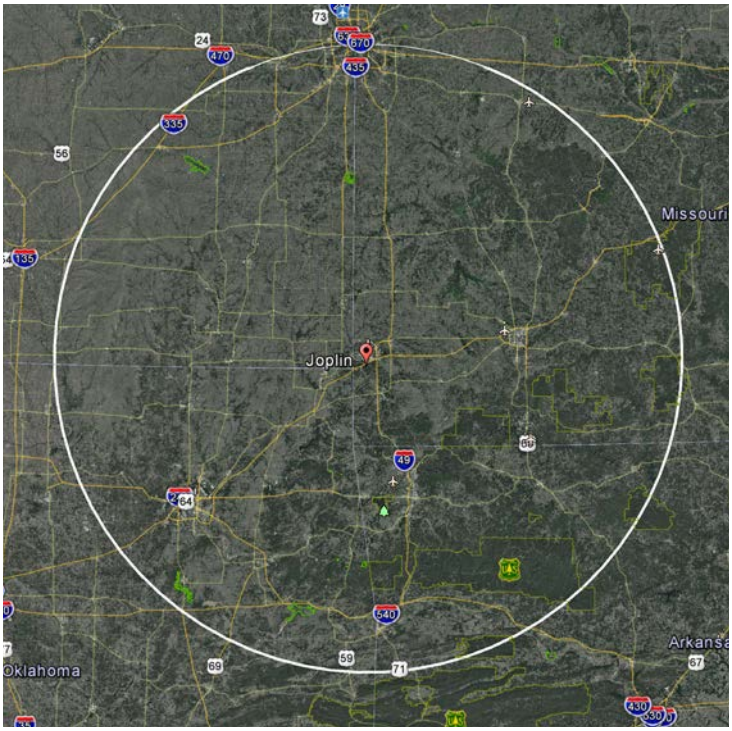
The purpose of the Competitive Analysis is to answer these questions: What are competitive cities' tourism strategies, identity, and message? What public investments have been made in these cities? What are their sources and amount of funding? What is their market positioning? Who is their primary market? Where do they see the future for their city? What are their biggest issues and how are they dealing with them? The result of this analysis will be an understanding of how Joplin compares to other competitive destinations.

Design Workshop will provide a comparison of the Joplin tourism market to surrounding larger markets within an approximately 2-hour drive (i.e., Springfield, Tulsa, Kansas City, Wichita, Oklahoma City, Fayetteville, Branson) highlighting the factors which impact tourism and hospitality infrastructure.

DELIVERABLES

- Competitive Analysis Report profiling up to six (6) cities

Joplin 140 Mile Radius Exhibit



OPTIONAL PHASE I TASKS

For your consideration, the following list of optional tasks are often completed as part of a toursim master plan and will add depth to the level of understanding and provide more robust public engagement.

A. FOCUS GROUP MEETINGS

Focus group meetings provide the opportunity for in-depth topic based discussion and

discovery with a select group of experts and people with unique perspectives. Design Workshop proposes coordinating these meetings to gain an understanding of the concerns, opportunities, values and needs of stakeholders. Input will be gained through facilitated discussions and map exercises. We anticipate organizing invite-only focus groups (maximum of 25 people per focus group) into the following topics:

- Lodging, Hospitality and Visitor Experiences
- Regional Tourism Partnerships
- Marketing and Communications
- Local Businesses and Organizations Roundtable

B. FACILITIES AND INFRASTRUCTURE ASSESSMENT

To supplement information that can be learned from the TWG and existing reports/studies, we suggest additional assessment may be useful. The capacity, condition, and quality of transportation infrastructure, event facilities, lodging, and physical attributes of visitor service facilities will be evaluated. This task will include on-site inspections as needed, interviews with facility managers, and the preparation of summary reports that will inform details of the facilities and infrastructure recommendations.

C. COMPARABLE ANALYSIS

A Comparable Analysis evaluates tourism strategies from cities that may not be competitive with Joplin (located within a 2-hour drive) but provides case studies or "lessons learned" for Joplin to consider. Tasks including engagement of the TWG and Focus Group interviews will help inform the selection of comparable cities and tourism attractions. Design Workshop will create a report with imagery, profiling the unique aspects of these cities and highlighting the aspects of their strategies that are relevant to Joplin.

D. GENERAL PUBLIC ENGAGEMENT

If it is determined that additional input or buy-in from the general public is needed, Design Workshop is prepared to provide survey services or public meeting hosting.

PHASE II: DEVELOPING RECOMMENDATIONS

TASK 2.1– RECOMMENDATIONS, PRIORITIZATION, RESOLUTION OF CONFLICTING GOALS

The purpose of Task 2.1 is to provide recommendations for investing in the enhancement of Joplin and the tourism economy. Goals and criteria for prioritization will be reviewed with the TWG for refinement.

Design Workshop will develop information for the following evaluation criteria:

- Investment choices will be projected and their potential outcomes assessed
- Lodging/hotel long-range capital improvement needs
- Facilities and infrastructure improvement needs
- For marketing, funding, and delivery of visitor services purposes, identify partnerships needs among industry members, the private sector, local institutions, and neighboring municipalities

DELIVERABLES

- Evaluation criteria matrix
- Goal statements informed by TWG input
- Initial recommendations and key initiatives report
- Short-term and long-term priorities list, refined with TWG input

OPTIONAL PHASE II TASKS

For your consideration, the following list of optional tasks provide expanded recommendations and products and provide more robust public engagement.

A. BRANDING, WAYFINDING, IDENTITY AND COMMUNICATIONS PLAN

The Tourism and Hospitality Master Plan recommendations are likely to include general recommendations for changing branding, wayfinding, identity and communications. This task includes the development of many of the tools needed to implement those ideas and provides graphic and communication features that are seamlessly provided by our team.

B. MANAGEMENT AND OPERATIONS PLAN

A detailed evaluation of staffing, organizational structures and partnerships, budget allocations, and past funding sources will be conducted within this task to better understand tourism operations. The plan will include specific recommendations for roles and responsibilities, use of resources, and future needs to implement the Master Plan recommendations.

Recommendations for models/policies for interaction with municipal planning and development,in a manner that supports tourism development objectives and goals, will also be provided.

C. ECONOMIC IMPACT

An assessment of the economic impact that could be expected from each aspect of the Tourism Master Plan, if implemented, would create a sound case for the actions recommended in the plan. This would include a cost/benefit analysis of the individual investment choices.

D. LEGISLATIVE AND REGULATORY ISSUES EVALUATION

We have anticipated the need for a subconsultant specializing in legal review of state and local legislative and regulatory issues to join our team and collaborate in understanding implications for tax policies, land use, and other issues. The degree of expert review required will be determined once initial recommendations are developed.

E. PUBLIC MEETINGS/PRIORITIZATION WORKSHOPS

In addition to the TWG weighing in on the priorities and recommendations of the plan, Design Workshop could prepare a presentation and workshop to engage a wider-set of stakeholders and inform the public regarding the plan direction.

PHASE III: DOCUMENTING AND COMMUNICATING THE PLAN VISION

TASK 3.1 - DRAFT MASTER PLAN

Design Workshop will produce a detailed document outline for review and input from the client group and the TWG. This outline will include organizing concepts and a listing of anticipated topics. In general, we anticipate the Master Plan document to include:

I. Joplin Tourism Vision (a stand-alone inspirational and graphic document to briefly explain the concepts of the plan to the general public)

II. Summary of background data and context for the plan, including the analysis of data that led to specific conclusions

III. Policy and methods for the development of tourism with a sustainable future, both to the natural environment, as well as long-term sustainability applied to the economy of tourism

IV. A general projection of revenues to be derived from the investment approach selected and the relative returns that are projected as direct or indirect benefits to Joplin.

V. A list of short-term and long-term priorities for investment in tourism. This might include marketing, program development, new facilities, environmental preservation, operational opportunities, event development, management structure and infrastructure components (such as transportation improvements and recreational facilities)

VI. Specific recommendations for the improvement of the built environment, especially redevelopment opportunities, will be provided and will deal with land use, scenic quality and new facilities that have destination tourism qualities

VII. Visitor services and facilities needed to capture target market (both services and capital investment)

VIII. Target market

IX. Funding and financing models

X. Appendices: Process Materials and Working Reports

DELIVERABLES

- Draft document outline (framework)
- Writing style guide and sample, with document graphic design boards for approval
- Draft document (80 percent completed without appendices) in pdf format
- One (1) revision cycle of the Framework Document

TASK 3.2 - FINAL MASTER PLAN DOCUMENT

The Master Plan will serve as a guiding document to inform future tourism and hospitality decisions and direction. It will also communicate to the public and community organizations about services, offerings, and future plans.

DELIVERABLES

- Second document revision cycle: 90% complete (formatted graphic document)
- Final Master Plan Document in pdf format

OPTIONAL PHASE III TASKS

For your consideration, the following list of optional tasks are designed to aid the JCVB with plan implementation.

A. FUNDING AND ACTION PLAN

The JCVB may determine that additional assistance from the consultant team to direct Master Plan implementation is desired. This plan would detail JCVB and partner action steps, management of resources for undertaking initiatives, timing, funding shortfalls, and steps needed to pursue additional funding sources. Deliverables would include tracking sheets with metrics for internal operations and external relationship project completion.

B. PUBLIC PRESENTATION AND/OR MEETINGS WITH ELECTED OFFICIALS AND PARTNERS

Design Workshop would prepare a presentation of the Master Plan concepts and recommendations to be given to City Council, boards & commissions or other organizations and partners. An open house style public meeting with exhibit boards and a presentation may also be desired as a means of collecting public comment on the plan. The services of Design Workshop to conduct these presentations and public engagement opportunities could be employed within this optional task.

SCHEDULE

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT-NOV		
2017											
PHASE 1: DEVELOPING THE CONTEXT											
1.1 Project Startup and Organization		▲ X									
1.2 Situational Analysis			X								
1.3 Working Group Meetings & Working Papers		▲		X	▲		▲				
1.4 Competitive Analysis				X							
PHASE 2: DEVELOPING RECOMMENDATIONS											
2.1 Recommendations, Prioritization, Goals					X						
PHASE 3: DOCUMENTING AND COMMUNICATING THE PLAN VISION											
3.1 Draft Master Plan						X					
3.2 Final Master Plan								X			
OPTIONAL TASKS FOR CONSIDERATION											
1A Focus Group Meetings			●								
1B Facilities and Infrastructure Assessment				X							
1C Comparable Analysis				X							
1D General Public Engagement/Survey				●							
2A Branding, Wayfinding, Identity and Communications					X		X			X	X
2B Management and Operations Plan							X				X
2C Economic Impact Assessment										X	
2D Legislative and Regulatory Issues Evaluation								X		X	
2E Public Meetings/Prioritization Workshop							●				
3A Funding and Action Plan										X	X
3B Public Presentation/meetings with Elected Officials									●		

Milestones and Completion Dates

▲ = Client/Consultant in Person Meetings
● = Public Engagement Event
X = Completion Dates

COSTS

		NOT TO EXCEED $
PHASE I: DEVELOPING THE CONTEXT		**$29,720**
1.1	Strategic Kickoff Workshop	$8,160
1.2	Project Management and Meetings with Leadership	$5,000
1.3	Working Group Meetings and Working Papers	$11,300
1.4	Competitive Analysis	$5,260
PHASE II: DEVELOPING RECOMMENDATIONS		**$16,000**
2.1	Recommendations, Prioritization, Resolution of Goals	$16,000
PHASE III: DOCUMENTING AND COMMUNICATING THE PLAN VISION		**$21,380**
3.1	Draft Master Plan	$14,360
3.2	Final Master Plan	$7,020
TOTAL LABOR COST:		**$67,100**

REIMBURSABLE EXPENSES	
Travel Expenses	$4,500
Internal Printing	$1,000
Printed Meeting Materials: Boards, Maps + Handouts	$2,500

OPTIONAL TASKS FOR CONSIDERATION	
1A. Focus Group Meetings	$7,080
1B. Facilities and Infrastructure Assessment	$3,000 to $8,000 TBD
1C. Comparable Analysis	$5,900
1D. General Public Engagement/Survey	$4,000 to $14,000 TBD
2A. Branding, Wayfinding, Identity and Communications	$22,220
2B. Management and Operations Plan	$9,060
2C. Economic Impact Assessment	$9,660
2D. Legislative and Regulatory Issues Evaluation	$4,000 to $8,000 TBD
2E. Public Meetings/Prioritization Workshop	$9,580
3A. Funding and Action Plan	$10,900
3B. Public Presentation/meetings with Elected Officials	$7,400



ASPEN PEDESTRIAN MALL | Aspen, CO

COMPANY PROFILE
ORGANIZATIONAL STRUCTURE
STAFF RESUMES

DESIGN WORKSHOP | FIRM PROFILE

Design Workshop is a landscape architecture, land planning, urban design and strategic services firm. We have been providing these services for almost four decades to developers, property owners, government agencies and other clients engaged in improvements to the land. In our years of practice we have evolved a proprietary approach and distinct culture.

ASLA 2008 LANDSCAPE ARCHITECTURE FIRM OF THE YEAR

ADDRESS

120 E. Main St.
Aspen, CO 81611
designworkshop.com
303.623.5186

YEAR ESTABLISHED

1969

INCORPORATION

Design Workshop is a fully incorporated company.

TOTAL STAFF

102

PRIMARY CONTACT

Anna Gagne Layborn
agagne@designworkshop.com
120 E. Main Street,
Aspen CO 81611
303.623.5186

LICENSURE

Principal and CEO, Kurt Culbertson is a licensed landscape architect in the state of Missouri

OUR SERVICES

Our range of services is comprehensive, embracing all of the key disciplines necessary for our planning and design assignments. We also offer capabilities in areas of specialization that provide expanded ease and value for our clientele:

- Landscape Architecture
- Land Planning + Urban Design
- Stakeholder Engagement
- Development Services
- LEED Compliance
- Master Planned Community Planning + Design
- GIS Mapping + Analysis Strategic
- Graphic Communication + Design

Over the last 46 years, we have had the opportunity to expand the breadth and sophistication of our firm. Our experience ranges from master plans for counties, planned communities, campuses, urban centers and resorts to detailed design for public parks, plazas, residences and streetscapes. We have continuously honed the collaborative dynamics of the workshops and the pursuit of the ideas and ideals that result in the best solutions for every assignment. This approach remains the hallmark of our firm.

OUR ORGANIZATION

Our company structure reflects what we've found to be the best way to deliver our services. We are large enough to afford exceptional talent and the substantial technological and management resources to accommodate the largest of projects with the flexibility to work with the most intimately scaled assignments.

ABOUT PROCESS

Planning and landscape architectural design are linear processes that build on logic and real conditions. Both inside and out we are committed to the "design workshop" model. Our approach is iterative, engaging all significant constituencies – our clients as well as public agencies, concerned citizens and special interests. We've perfected our communications skills to assure success in public acceptance and approvals. Delivering the highest quality is built into the structure of the firm as well as the way we deliver our work. Design Workshop has a defined quality process outlined in our Project Delivery System (PDS) that ensure that a quality plan is developed for each project. Quality standards, training and specific resources are developed by our Director of Quality Delivery and are monitored by representatives in each office.

BEING RECOGNIZED

One measure of our effectiveness is recognition by the industries we serve and from our peers. We have received scores of awards for our design and planning accomplishment from organizations including the Urban Land Institute, the Congress of New Urbanism, the American Society of Landscape Architects and the American Planning Association. ASLA honored Design Workshop with the 2008 Landscape Architecture Firm of the Year Award. We are also dedicated to giving back to our communities. We have established the DW Foundation, which donates time and materials to select community projects. Our people also contribute significantly to teaching, professional associations and other professional activities.

COMMUNITY + STAKEHOLDER ENGAGEMENT

Design Workshop's name underscores the firm's belief in the importance of engaging a broad spectrum of stakeholders in the process of envisioning, designing and implementing changes in a community. As such, DW is committed to involving a broad spectrum of stakeholders as part of its design practice. Our DW staff members have extensive experience interacting with stakeholders and facilitating fun, exciting and informative dialogue. In 2015, Design Workshop Principal Mike Albert led the production of the "DW Standards and Best Practices: Stakeholder Engagement," a 158-page guide on how to conduct effective outreach and ensure quality. The document is targeted for publication in 2017.



MARKET & ECONOMIC SERVICES

As a full-service planning and design firm serving a variety of public and private sector organizations over the last 45 years, Design Workshop has developed in-house market and economic analysis services (known as Development Services). Our professionals providing Development Services hold graduate degrees in Business and Real Estate and regularly work as part of design and planning teams within the firm. They bring a distinct economics based perspective to our planning teams and ensure that the realities of the market and development inform our plans and recommendations to clients. The team regularly completes market studies and economic analyses as part of DW's larger planning efforts or separately for individual clients. We have found that the integration of market investigation and economic analyses with planning results in a more responsibly executed project and significant savings of time and resources for our clients.

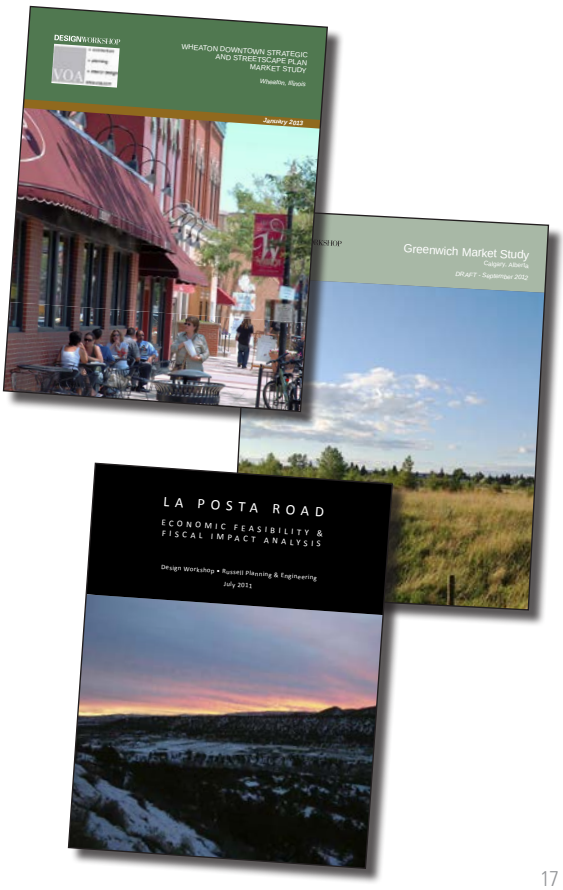
Our expertise includes market analysis, financial feasibility, development strategy, fiscal analysis, market positioning and development management. We have regularly performed demographic and economic analysis as part of Comprehensive Plans. These analyses examine the existing demographic and economic conditions of particular communities and also forecast future growth, based upon information gathered from the client, as well as local and state demographic agencies. Our economic analysis work helps comprehensive plan teams consider options for future land use plans, transportation plans and potential road, transit, or utilities expansions, and strategies for economic development and growth. We have authored the economic development chapters of numerous comprehensive plan documents and made presentations on a regular basis at community meetings concerning economics and demographics and how these factors affect preliminary and final plans for communities. We draw from our experience in completing market studies and feasibility studies for private and public clients in completing this work as part of community planning efforts.

- Community and political analysis
- Community governance
- Development strategies and programming
- Public Facilitation
- Feasibility studies
- Financial analysis
- Financial modeling
- Economic impact analysis
- Fiscal impact analysis
- Guidelines for sustainability
- Job and housing studies
- Market analysis
- Market research
- Market and sales strategy
- Master development planning
- Phasing and disposition strategy
- Project management
- Retail, office, residential, business park, light industrial, and mixed-use market research
- Retail development strategy
- Tourism master planning
- Zoning strategy and approvals

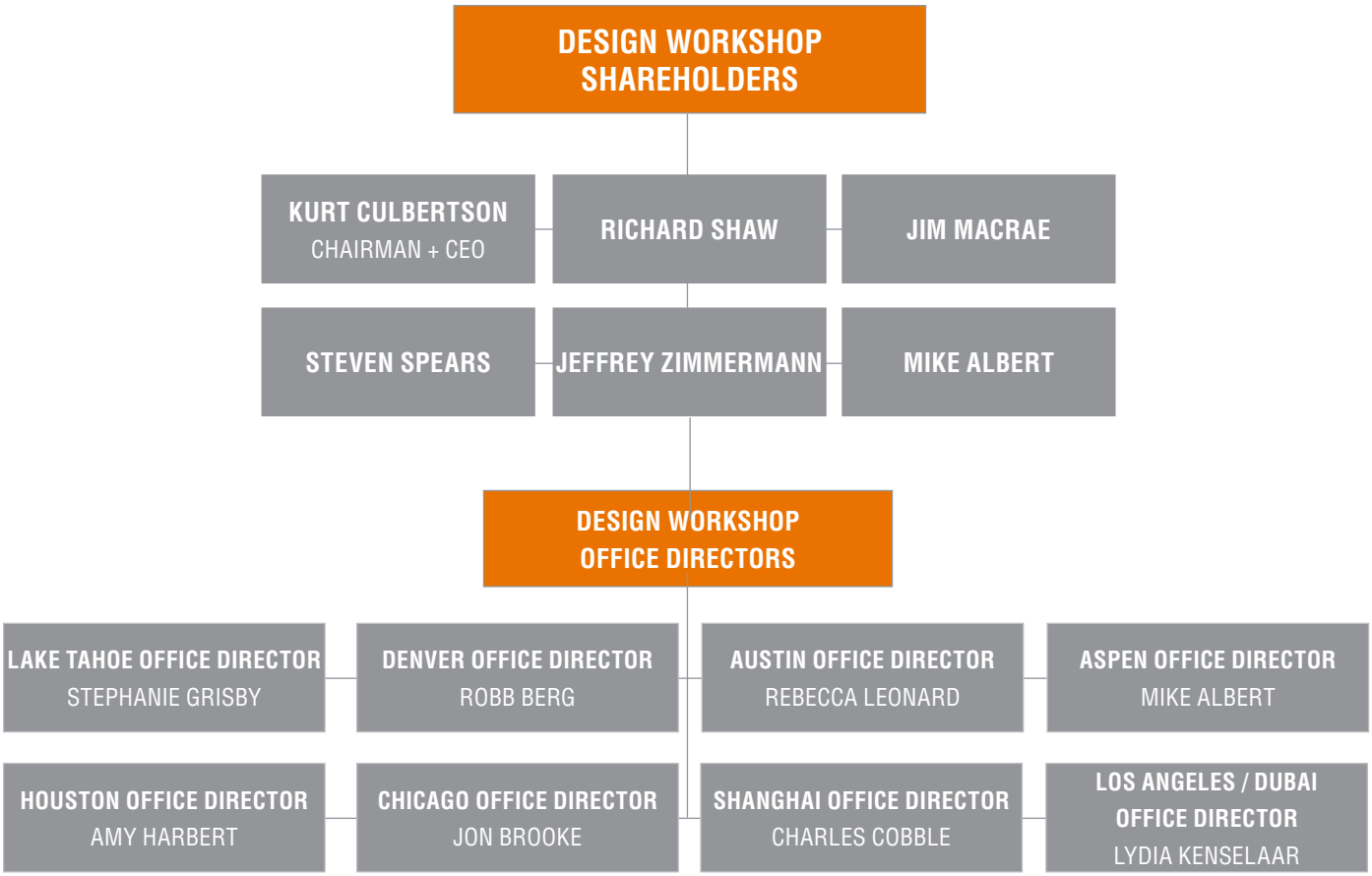
HISTORICAL & PROJECTED DEMOGRAPHICS BY CITY

		1990 Census	2000 Census	Change (1990 - 2000)	2010 Census	Change (2000 - 2010)	Total Change 2008 - 2040 (MARC)
Kansas City (Jackson County portion)	Population						30,763
	Households						19,114
	Employment						67,035
Independence	Population	112,374	113,288	101%	116,830	103%	27,354
	Households	45,358	47,390	104%	48,742	103%	12,383
	Employment				33,195		14,094
Raytown	Population	30,171	30,388	101%	29,526	97%	1,187
	Households	12,482	12,855	103%	12,104	94%	583
	Employment				9,755		903
Lee's Summit *	Population	47,161	70,700	150%	91,364	129%	40,636
	Households	17,870	26,417	148%	34,429	130%	19,843
	Employment				31,516		19,529
Lake Tapawingo	Population	649	843	130%	730	87%	144
	Households	261	350	134%	342	98%	53
	Employment				73		0
Blue Springs	Population	40,745	48,080	118%	52,575	109%	21,383
	Households	13,781	17,286	125%	19,522	113%	9,000
	Employment				14,477		5,753
Grain Valley	Population	2,132	5,160	242%	12,854	249%	3,920
	Households	731	1,921	263%	4,566	238%	1,535
	Employment				2,211		4,364

* 2008 - 2040 projection for Lee's Summit includes Jackson County portion only.
Sources: ESRI, Mid America Regional Council



FIRM ORGANIZATIONAL STRUCTURE



PROJECT TEAM ORGANIZATION

The Design Workshop team will be led by Principal-in-Charge Becky Zimmermann. Becky Zimmermann is previous president of Design Workshop. She is involved in tourism, community, economic and marketing-related consulting. She is highly recognized for her work with resort communities, including visitor services analysis, market definition, positioning and tourism planning; and in urban areas for brownfield redevelopment, development entitlements and real estate economics. Becky will be highly involved in this project, both in facilitating meetings and directing our team in developing content. The project budget is based on an allocation of approximately 28% of the project hours to Becky to ensure she plays a strong role throughout all of the project tasks.

Anna Laybourn has a proven track record with 15 years of project management effectively organizing large teams, developing strong relationships with client groups, and completing projects on-time and in budget. Many of her past projects have been honored for the methods of public engagement she has designed to involve stakeholders in the planning process and capture diverse perspectives from harder-to reach groups.

Sarah Horn will provide planning support to the team. Sarah and Anna have been the core team members on many tourism and park planning projects and know how to effectively communicate through a Master Plan document. Adam Mekies will assist the team with place-making and wayfinding expertise. As the project manager on the Joplin Library Plan he is interested in continuing to develop relationships in the community and invest effort into furthering the future of the city. Design Workshop has in-house graphic design, branding, signage, and wayfinding expertise that could be employed on this team with the involvement of Josh Lee.

Olsson and Associates will provide local support to the team for transportation infrastructure and facility assessment and planning. Jeremy Brown will provide legal and regulatory advice to the team regarding the Master Plan recommendations.

REBECCA ZIMMERMANN, AICP

PRINCIPAL IN CHARGE | DESIGN WORKSHOP



EDUCATION

Master of Business Administration; University of Colorado, Denver, CO

Bachelors of Communications/ Journalism and Business Administration; Trinity University, San Antonio, TX

AICP, American Planning Association Certified Planner

Facilitation Training by Leadership Strategies, Atlanta

PROFESSIONAL AFFILIATIONS

Young Presidents Organization (YPO Gold)

Universidad de Francisco Marroquin, Real Estate Graduate Studies, Real Estate Marketing Professor

SELECTED HONORS

2008: ASLA Firm of the Year Award

2004: Who's Who in Construction, Architecture & Engineering, Denver Business Journal

2000: Top 100 Business Women in Arizona, Today's Arizona Woman

1996: Merit Award, ASLA, Clark County Wetlands Master Plan

1995 National ASLA Merit Award, North Lake Tahoe Tourism Plan

Becky has devoted her career to solving complex issues in the areas of community planning, market and economics, and resorts and tourism. She is recognized for her work in leading communities, companies and organizations in strategic and business planning, market definition and strategy, development entitlements, real estate economics, facilitation and advisory services. She has also been integrally involved in leading community participation processes and facilitation for projects.

Becky is a frequent keynote speaker for a variety of conferences including the 2008 Urban Land Institute Placemaking Conference, 2002 Union of British Columbia Municipalities Conference on Sustainability, and the 2001 Brown Fields Gray Water Symposium hosted by the Harvard Graduate School of Design. Her work has been published in Metropolis magazine, Landscape Architecture Magazine, Urban Land, and a variety of local periodicals. She has served on the Denver Mayor's Commission for Disabilities and the Leadership Advisory Council for the Colorado NonProfit Association.

SELECTED PROJECTS

Centennial Airport Business Strategy Plan: Arapahoe County, CO

Branson Comprehensive Plan Update: Branson, MO

Deep Creek Mountain Resort Market Study: McHenry, MD

Denver Water Board Market Analysis: Dillon, CO

Resort Association Strategic Plan: Jackson Hole, WY

Colorado Horse Park Market Analysis and Development Strategy: Douglas County, CO

Mammoth Visitor Services Evaluation: Mammoth Lakes, CO

North Lake Tahoe Tourism and Community Investment Master Plan: Placer County, CA

Pikes Peak Multi-Use Plan: Colorado Springs, CO

Saint Julia de Loria Tourism Development Plan: Andorra

Snowbasin Resort Master Plan: Weber/Morgan Counties, UT

Teton County Tourism Marketing Plan: Jackson Hole, WY

Teton Village Resort Association Formation: Teton Village, WY

Whistler Comprehensive Sustainability Plan: Whistler, British Columbia

ANNA GAGNE LAYBOURN, AICP

ASSOCIATE, PLANNER, PUBLIC ENGAGEMENT | DESIGN WORKSHOP



EDUCATION

Master of Urban and Regional Planning, Ohio State University

Bachelor of Science in Environmental Design, University of Minnesota

ACCREDITATIONS | CERTIFICATIONS

The Effective Facilitator

National Charrette Institute

American Institute of Certified Planners

PROFESSIONAL AFFILIATIONS

American Planning Association

SELECTED HONORS

2016 APA Colorado Honor Award for General Planning: Colorado Springs Park System Master Plan

2015 Award of Excellence for a Comprehensive Plan: Adams County Open Space, Parks and Trails Master Plan. APA County Planning Division

2014 Award of Excellence in Research ASLA: Finding Connections to the Outdoors for Youth Families in Larimer County

2012 The Pierre L'Enfant International Planning Award: Petra Region Strategic Plan: Jordan

2011 Excellence Award - Sustainability APA Colorado: Douglas County Open Space Priorities Plan

Anna, a community planner with Design Workshop, has outstanding experience planning for regions, counties, communities, districts, residential developments, universities, tourism, corridors, and transportation systems. She seeks a profound understanding of the people that she plans for and takes a special interest in engaging the public in innovative planning and design process.

Anna has served as the project manager for the past 11 years at Design Workshop and five years prior as a Transportation Planner. Past speaking engagements at National planning conferences include such topics as: "Advances in Sustainable Tourism and Resort Communities", "The Renaissance of Resort and Tourism Communities", "Agritourism - Garden for a Metropolis", "Engaging Communities in Envisioning their Future", and "Recreation in the Right-of-Way."

SELECTED PROJECTS

Adams County Open Space, Parks and Trails Master Plan: Adams County, CO

Arvada Parks, Trails and Open Space Master Plan: Arvada, CO

Cache La Poudre Inspire Coalition Youth Outdoors Plan: Greeley, CO

Calder Plaza Concept Plan: Grand Rapids, MI

Carbondale Parks, Recreation and Trails Master Plan: Carbondale, CO

Colorado Springs Parks, Recreation, Trails and Open Space Master Plan: Colorado Springs, CO

Denver Downtown Parks and Public Spaces Master Plan: Denver, CO

Elbert County Open Space and Recreation Master Plan: Elbert, CO

Forest Service Headquarters Vision Plan - White River National Forest: Aspen, CO

Great Outdoors Colorado Pilot Project for Youth and Nature Connection- Plug in to Nature: Larimer County, CO

Greeley Parks, Trails and Open Lands Master Plan: Greeley, CO

Manchester Road Corridor Great Streets Plan: St. Louis, MO

Placer County Parks, Trails, and Recreation Master Plan: Placer County, CA

South Grand Blvd. Master Plan Great Streets Initiative: St. Louis, MO

South Suburban Park and Recreation Strategic Plan and Master Plan: South Suburban, CO

Strategic Conservation and Tourism Plan for the Petra Region: Wadi Musa, Jordan

University of Minnesota Umore Park Master Plan: Rosemount, MN

Vail Vision Plan: Vail, CO

Vancouver City Parks and Recreation Master Plan: Vancouver, BC

SARAH HORN, AICP, LEED GA

PLANNER, PUBLIC FACILITATOR | DESIGN WORKSHOP



EDUCATION

Master of Urban and Regional Planning:
University of Wisconsin Milwuakee

Bachelor of Political Science:
University of Missouri, Magna Cum Laude

CERTIFICATIONS

Certified Planner | American Institute of Certified Planners

LEED GA

Sarah, a planner at Design Workshop, moved to the Roaring Fork Valley in 2010, after spending four years working as a Project Planner for the City of Milwaukee, and a Legislative Aide for the 3rd District. She brings comprehensive planning and policy experience to the Design Workshop team. Her professional interests include community engagement in the planning process, sustainability, food systems planning, and policy implementation. Outside of Design Workshop, Sarah manages the Mid-Valley Community Garden Collective's Grace-Shehi and Homestead community gardens and was a two year member of the Basalt Affordable Community Housing Board. As a member of this board, Sarah worked with Town Planning staff to evaluate and update affordable housing policy, including thresholds for qualification, types of housing offered in the community and locations for this housing.

Prior to arriving in Colorado, Sarah was an urban planner for the City of Milwaukee and a Legislative Aide. In her role as planner, she worked on comprehensive planning throughout the City and specifically completed the Northeast Side Area Comprehensive Plan. As Legislative Aide, she assisted with policy efforts related to urban agriculture, conservation planning and affordable housing.

SELECTED PROJECTS

Shooks Run Master Plan: Colorado Springs, CO

Snowmass Center Redevelopment Plan: Snowmass Village, CO

Gorsuch Haus Development: Aspen, CO

Carbondale Parks, Recreation + Trails Master Plan Update: Carbondale, CO

Greeley Parks, Trails + Open Lands Master Plan: Greeley, CO

Colorado Springs Parks, Recreation + Open Space Master Plan: Colorado Springs, CO

Basalt Continuing Care Retirement Community (CCRC): Basalt, CO

ADAM MEKIES, ASSOCIATE ASLA, ASAI, IGDA

PROJECT DESIGNER | DESIGN WORKSHOP



EDUCATION

Iowa State University of Science and Technology
Bachelor of Landscape Architecture

Concentration: Urban Design and Construction Applications in Digital Technology

Adam brings over 7 years of Iowa, midwest and international design, construction, and technology experience to Design Workshop's Aspen office. As a midwest native, Adam is committed to framing a vision for Iowa projects which stand the test of time. Through the lens of landscape architecture, he knows how to help provide the vision to create compelling projects that communicate the character, values and priorities of his clients, while creating indelible first impressions and lasting memories for those who experience them. Throughout Adam's career, his work has spanned a wide range of urban planning efforts, master planned golf course projects and resorts, urban corridor development, construction grading and drainage simulation, multi. and single family residential design, public open space and parks design, and campus planning efforts.

SELECTED PROJECTS

Joplin Library: Joplin, MO

Edgewood Resort: Lake Tahoe, NV

Clive Town Center Development: Clive, IA *

Cedar Rapids Riverfront Greenway Masterplan: Cedar Rapids, IA

Iowa State Center Masterplan Redevelopment: Ames, IA *

Walnut Street Master Plan: Des Moines, IA *

Cadence Master Planned Community: Henderson, NV

Currie Barracks Parks & Open Space Design: Calgary, Alberta

Park at Horse Farm Master Plan: Lafayette, LA

JOSH LEE

GRAPHIC DESIGNER, SIGNAGE + WAYFINDING SPECIALIST



EDUCATION

Associates of Art in
Branding and Identity
Cornish College of the Arts

Bachelor of Fine Art in
Graphic Design and Advertising
Otis College of Art and Design

SPEAKING ENGAGEMENTS

Building a Brand
Otis College of Art and Design

Firm-wide Graphic Designer at Design Workshop, Josh Lee comes from a background of both Advertising and Graphic Design. Trained as a graphic designer with degrees from two of the country's top art schools, Cornish College of the Arts in Seattle and Otis College of Art and Design in Los Angeles, Josh carries the lessons he has learned in school through all of his professional projects. Prior to Design Workshop, Josh worked at a southern California based advertising firm Rubin Postaer and Associates (RPA) as well as in-house at brands such as Yelp!, Nordstrom, Bloomingdales, Belkin International, and Cisco. He is an avid fan of design-in-space and modern architecture and can often be found reading the latest issue of Communication Arts and Dwell.

SELECTED PROJECT EXPERIENCE

Barefoot Lakes Community: Weld County, Colorado

Interstate 70 Revitalization: Denver, Colorado

Story Mill Park: Bozeman, Montana

The Park at Horse Farm: Lafayette, Louisiana

I Am Accord Print Campaign: North American Honda Motor Company: Los Angeles, California*

I Am Pilot Print Campaign North American Honda Motor Company: Los Angeles, California*

2016 Honda Civic Launch, North American Honda Motor Company: Los Angeles, California*

Nordstrom.com Website Redesign: Seattle Washington*

Belkin International Trade Show Circuit Reboot: Los Angeles, California*

WEMO Home Automation Brand Launch: Playa Vista, California*

World-Class LAX Campaign, Los Angeles World Airports: Los Angeles, California*

**Work completed with previous firm*



OLSSON ASSOCIATES | FIRM PROFILE

Olsson Associates is a nationally-recognized, employee-owned engineering and design firm that has been creating public and private projects throughout the United States. We've been around since 1956, and we offer comprehensive design and consulting services in site/civil, transportation, water, environmental, field operations, survey, and facilities.



ADDRESS

702 South Main Street
Joplin, MO 64801

417.781.0643
www.
olssonassociates.com

OFFICES

Missouri: Joplin, Springfield, Kansas City, Kansas City-Downtown,

Kansas

Oklahoma

Colorado

Minnesota

Arizona

Iowa

Nebraska

PRIMARY CONTACT

Jack Schaller, PE
417.781.0643
jschaller@
olssonassociates.com

OUR SERVICES

Olsson offers a full suite of traditional engineering services, as well as highly specialized niche services in-house. The broad and deep bench strength that we can provide across our platform of 1,020+ professionals in 30 offices will allow us to serve you better. This expands our technical expertise and our geographic reach, allowing us to leverage our technical expertise to avoid surprises and be highly efficient. We specialize in complex projects that involve many disciplines, including the following:

- Transportation
- Civil Infrastructure
- Environmental Resources + Compliance
- Water Resources
- Water/Wastewater
- Landscape Architecture/ Planning
- Public Involvement
- Technology
- Building Services
- Field Services

Established in 1956, Olsson Associates offers comprehensive design solutions for public and private infrastructure projects. We specialize in complex projects that involve many disciplines, including transportation and roadway design, land development, building services, landscape architecture and urban planning, municipal, field services, water and wastewater, environmental resources and compliance, electric power, natural gas, water, and fiber telecommunications.

We are a successful engineering firm, but we offer so much more than just engineering. We help clients find solutions for many different situations, from community planning and funding to public involvement. We have the professional resources to draw upon at a moment's notice. With these specialized disciplines working together as a cohesive unit, you receive the most comprehensive service at the best value for your dollar. We put a great deal of thought and energy into trying to do the right thing for our clients, the public, and our profession in general. This takes a thoughtful combination of innovative thinking, sound engineering/scientific methods, and common sense.



JACK SCHALLER, PE

OLSSON ASSOCIATES

EDUCATION

Bachelor of Science, Civil Engineering, University of Missouri-Rolla (now Missouri University of Science and Technology), 1992

REGISTRATIONS/ CERTIFICATIONS

Professional Engineer: MO, # E-28531

Professional Engineer: KS, # E-14855

Professional Engineer: AR, # E-16226

Professional Engineer: OK, # E-19057

PROFESSIONAL AFFILIATIONS

American Society of Professional Engineers

Transportation Engineers Association of Missouri (TEAM)-Past President

As a life-long resident of Joplin, Jack leads business development services for Olsson Associates' Joplin, MO, office. He has over 20 years of engineering experience, designing transportation, stormwater, bridge, airport, waterline, sewer distribution, and treatment projects. Jack has experience with large scale transportation projects, as well as local transportation projects. His experience as a public works official and city engineer are invaluable when it comes to knowing what a city wants and needs within their fiscal constraints. He has a strong background in value engineering, allowing cities and clients to get the most for their engineering and construction dollars.

Prior to employment with Olsson, Jack served as Assistant Public Works Director for the City of Joplin, MO, during the devastating tornado of 2011. He was in charge of the city's tornado debris cleanup, working with USACE, FEMA, SEMA, State and Federal agencies, and local municipalities. To date, it was the most successful debris removal operation in history.

SELECTED PROJECTS

City of Joplin, Project Manager for CDBG-DR Infrastructure Projects: Joplin, MO

City of Joplin, Project Manager for CDBG DR-1 Mohaska Trail: Joplin, MO

City of Joplin, Project Engineer for 20th + Main Street Improvements: Joplin, MO

City of Joplin, Project Manager for City's Capital Improvements Projects Program (Consisting of 21 Transportation Projects; Roadway Widening to New Interchanges): Joplin, MO

Crossland, Project Manager for Joe Becker New Ball Field and Stadium Site/Civil: Joplin, MO

City of Joplin, Project Engineer for Public Park Construction Management: Joplin, MO

JACK MCKERROW, PE, PTOE

TRANSPORTATION PLANNER | OLSSON ASSOCIATES

EDUCATION

Bachelor of Science, Civil Engineering, University of Missouri, 1995

REGISTRATIONS/ CERTIFICATIONS

Professional Engineer: MO, # 2000162143

Professional Engineer: KS, # 19861

Professional Transportation Operations Engineer, # 943

**Previous Firm Experience*

Jeff has 21 years of experience, and was the transportation leader for a variety of transportation studies. Jeff focuses on public (Departments of Transportation, Counties, municipalities, etc.) and private clients to provide innovative and cost effective solution for their transportation infrastructure. Jeff will review all documentation and design elements for conformance to applicable regulations and city and state standards.

SELECTED PROJECTS

Vireo, Olsson Project Manager for Tri-City Multi-Modal Redevelopment Plan for the K-32 Corridor and a Quiet Zone; Wyandotte County, Kansas.

Mid-America Regional Council, Project Manager for Louisburg Downtown Broadway Complete Streets; Louisburg, KS

Mid-America Regional Council, Task Manager for Multi-Modal Redevelopment; Kansas City, Edwardsville, Bonner Springs, KS

Grand Island Area Metropolitan Planning Organization, Task Manager for Performance Based Long Range Plan; Grand Island, NE

Corridor Study, I-35 to U.S. 59; Johnson and Douglas Counties, KS*

City of Overland Park, Access Management for 135th Street Corridor; Overland Park, KS*

COPELAND & BROWN | FIRM PROFILE

ADDRESS

614 Pearl Avenue
Joplin, MO 64801

417.622.4348
copelandbrown.com

While we are a small-town firm, our reputation is such that many of the cases we handle are referred to us from past clients and even other attorneys. Personal Service & Real Results: At Copeland & Brown, we are a firm that takes an individualized and creative approach to every legal problem. We are lawyers with experience, practical knowledge and a dedication to obtaining real results for our clients.

JEREMY K. BROWN

ATTORNEY, PARTNER | COPELAND & BROWN



BAR ADMISSIONS

Missouri, 2002

US District Court Western District of Missouri, 2005

AREAS OF PRACTICE

- Estate Planning
- Probate/Estate/Trust Administration & Litigation
- General Business

PROFESSIONAL AFFILIATIONS

- The Missouri Bar, 2002 Member
- SW Missouri Estate Planning Council, 2003 – Present
- Joplin Regional Community Foundation, 2012 – Present, Board Member

AWARDS

- Missouri Bar Foundation – David J Dixon Appellate Advocacy Award Winner, 2011


HoneyBear
confections



EXPERIENCE + REFERENCES

JOPLIN PUBLIC LIBRARY

JOPLIN, MISSOURI | DESIGN WORKSHOP + OLSSON ASSOCIATES



Design Workshop was hired by the community of Joplin, Mo. to provide the planning, landscape architecture and community engagement expertise of this catalyst recovery project of the 2011 Tornado. Through federal grants and EPA funding the Joplin Public Library site will become the central node of a new mixed-use commercial development and corridor redevelopment project. Through a rigorous and transparent community engagement process, Design Workshop has focused on a modern library site blurring the lines of community gathering space from interior to exterior learning and gathering environments to strengthen the character of a broken community

Joplin public library broke ground September 2015 and is scheduled for completion April of 2017. Having remained a barren ground since the 2011 tornado impacts on the community the new library site becomes a catalyst not only for a new commercial corridor and adjacent multi-use commercial development but for new programs and community events planned for at the core of the site.

The design considers a multitude of future user groups by integrating a dynamic program into the site, with areas established for daily uses as well as for major public events. It also incorporates an educational and environmental site framework, setting progressive standards for a rebuilding city. Circulation connects the new public space through trail links, a trolley stop, location along a vehicular main vein, and proximity to downtown, making it a prime space for knitting together the Joplin community. The Joplin Public Library design aims to invigorate a community redevelopment movement that has been anticipated for the past five years following the devastating tornado.

CLIENT

City of Joplin

SERVICES PROVIDED

Site Planning, Landscape Architecture, Stakeholder Engagement, Construction Observation, Signage and Branding

BRANSON COMPREHENSIVE PLAN UPDATE

BRANSON, MISSOURI | DESIGN WORKSHOP

Branson 2030

A Community Plan by the People, for the People



Branson in the Year 2030

Branson's significant emphasis on the social fabric of the community resulted in a balanced community that enjoys economic, environmental and social sustainability. Branson is a community for young and old to live, work, visit, raise a family and enjoy outdoor recreation. The town is a national tourist destination, as well as a popular destination for retirement. We have strategically expanded our tourism offerings to attract a broader demographic, expanded upon the markets with air service and has a variety of new activities for visitors. Branson is widely known for its entertainment, indoor and outdoor recreational offerings, and continues to attract visitors from around the country for passive and active recreation (i.e. triathlons, fishing competitions, geocaching courses, hiking courses, wilderness training, bike races, sports tournaments, etc.).

The economic base has expanded to include businesses that are complementary to Branson's strengths and grown beyond the entertainment industry. The well-established health care industry has expanded and Branson is a destination for specialty health care. A variety of education opportunities for area residents are offered including information technology jobs, and professional services and light industrial companies in Branson provide additional year-round employment opportunities.

The character of the strip has been improved with incremental streetscape improvements including continuous, wider sidewalks, designated cross walks, a signage and identity system, benches, lighting, landscaping and the

(continued on next page)

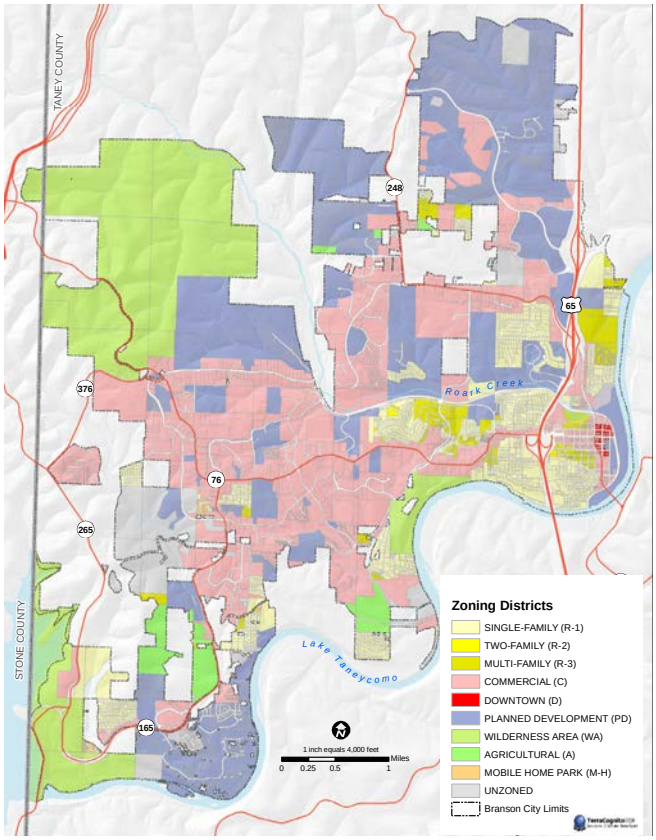
VISION STATEMENT

Branson continues to be the preferred tourist destination, known for strong community values, natural beauty, recreation opportunities and affordable live entertainment, as well as a community that has cohesive neighborhoods, employment opportunities, outstanding schools, arts and culture.

– Community Plan 2030 Steering Committee

Design Workshop was asked by the City of Branson, Missouri to update their 2003 Comprehensive Plan. Branson is home to entertainment-based tourism, recreation assets and a community of 7,500 people. Branson's success can be seen in its authenticity, appeal to families and community pride as evidenced in the Our Ozark Mountain Legacy document. The Comprehensive Plan for Branson addresses growth management, economic development and redevelopment, and provides a framework and guidebook to enhance a vibrant community and multi-faceted tourism economy for the next ten plus years. The public workshops attracted over three hundred community members and their opinions were polled using various engagement methods including keypad polling, surveys, focus groups and in one-on-one interviews.

Policy decisions were made that provide the general framework for land use, community design, housing, economic development, transportation, infrastructure, recreation, culture and historic preservation, health, education, safety and security and governance. The plan outlines action steps and implementation strategies for the client to follow in order to realize the Comprehensive Plan goals and objectives. It also provides the context for which future capital improvement investment decisions can be made.





CLIENT

City of Branson

SERVICES PROVIDED

Community Planning, Land Use Planning, GIS, Public Facilitation, Urban Design, Tourism Planning

NORTH LAKE TAHOE TOURISM MASTER PLAN + NORTH LAKE TAHOE TOURISM MASTER PLAN & COMMUNITY INVESTMENT PLAN

NORTH LAKE TAHOE, CALIFORNIA | DESIGN WORKSHOP



The North Lake Tahoe Resort Association (NLTRA) contracted Design Workshop to develop a practical roadmap that addresses the tourism and community challenges facing North Lake Tahoe. Design Workshop co-authored the North Lake Tahoe Tourism Development Plan, which has served as a guide for the formation of the Resort Association, tourism investment strategy and funding guidelines. In the years since the plan was completed, development and economic conditions of North Lake Tahoe have reshaped the travel and tourism industries, prompting the association to rethink its development strategies.

Design Workshop led a collaborative effort with a 40-member advisory committee of local community leaders, the NLTRA and two other sub-consultants to draft a new master plan for the entire North Lake Tahoe Region that accounts for the evolving regional conditions, increased competition, changing community needs, reduced funding flexibility and new opportunities. The master plan defines long-term strategies and tactics that enhance the community and invest in its future.





CLIENT

North Lake Tahoe Resort Association

SERVICES PROVIDED

Tourism Planning, Public Facilitation, Illustration

TETON COUNTY MARKETING PLAN

TETON COUNTY, WYOMING | DESIGN WORKSHOP



Jackson is a gateway community to Grand Teton and Yellowstone National Parks. The permanent population of approximately 15,000 people in Jackson Hole increases to a summer population to over 50,000 as people come to visit the parks and fish, hike, horseback ride, and shop. It is extremely important for the community to maintain a strong year-round economy to provide consistent employment opportunities and to continue to attract visitors in all seasons.

A public/private joint venture in Jackson hired Design Workshop to assist in developing a tourism-related vision for the community and to recommend how marketing and tourism infrastructure should be funded and administered. Design Workshop successfully defined a practical, long-term plan to address these issues and to boost the area's tourism industry. Paramount to the success is a wide range of partnerships including Jackson Hole Resort Association and Teton County. Our firm continues to work in Jackson Hole and the greater Teton County community.





CLIENT

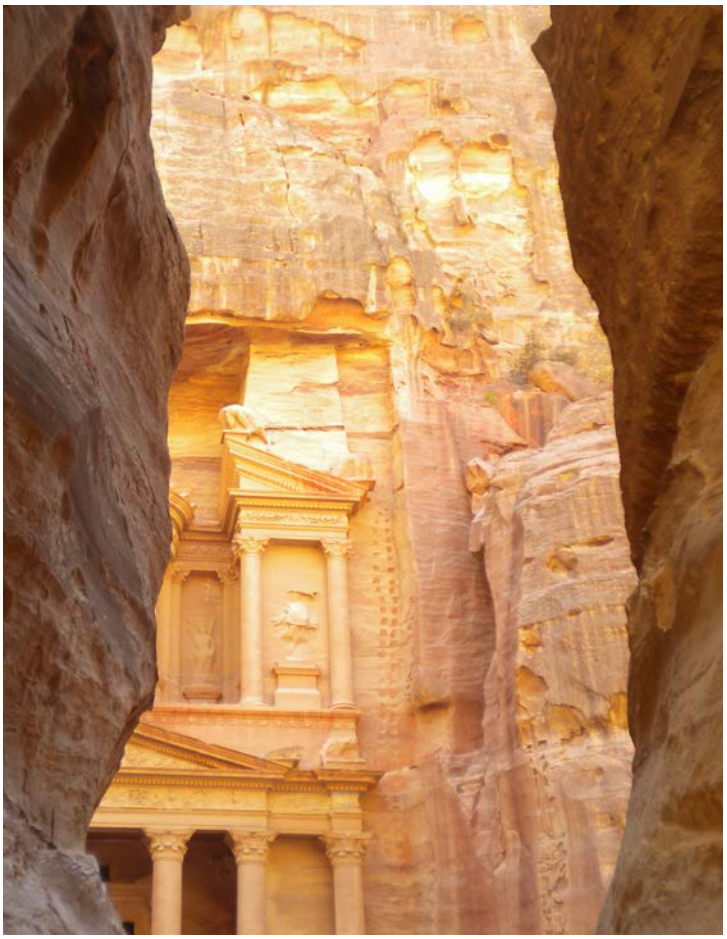
Teton County + Partners

SERVICES PROVIDED

Vision Planning, Public Facilitation And Outreach, Marketing + Tourism Planning

PETRA REGIONAL TOURISM + CONSERVATION PLAN

PETRA, JORDAN | DESIGN WORKSHOP







The second largest component of the Jordanian economy is tourism to Petra, a 6th century B.C.E. Nabatean archaeological site. Bordered on the north and south by Jordanian national parks, the Petra region is also an important ecological zone worthy of preservation. A dynamic tension therefore exists between the need to protect and preserve the archaeological resource and to exploit the tourism potential of the region for the economic benefit of the country.

As a result of increasing unplanned tourism growth, Petra has been placed on a watch list by UNESCO and is in risk of losing its designation as a World Heritage Site. Three prior studies of the area had failed to address comprehensively the challenges of the region. Prior land use planning studies had addressed only the existing urbanized areas of the region, comprising only 10% of the total area. Design Workshop was retained to create a Strategic Master Plan for the 135,000 acre Petra Region which provides a guide for preservation of archaeological and ecological resources of worldwide importance and a significant cultural landscape while providing direction to capture the economic benefits of tourism in a manner that preserves the region. Specific recommendations were also put forth to guide growth and specific placemaking within the communities of the region.



CLIENT

Petra Development and Tourism Region Authority

SERVICES PROVIDED

Land Planning, Urban Design, Site Planning, Stakeholder Engagement, Conservation Planning, Tourism Planning

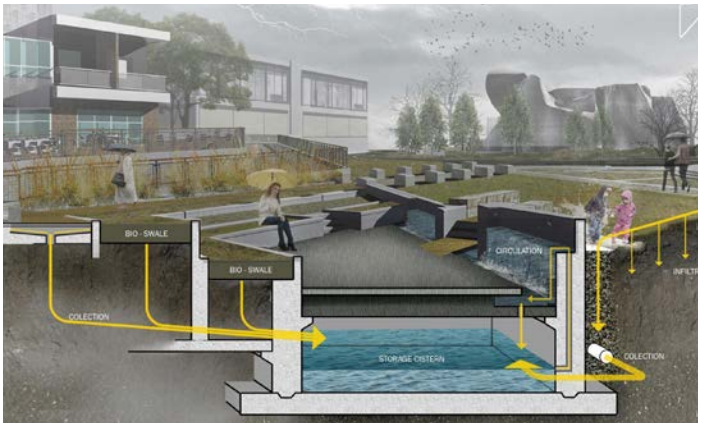
2011 APA NATIONAL PIERRE L'ENFANT INTERNATIONAL PLANNING AWARD

2011 ASLA, COLORADO CHAPTER HONOR AWARD FOR PLANNING

MAPLETON RECOVERY PLAN: MODERN MIXED-USE + STORM WATER PARK

MAPLETON, IOWA | DESIGN WORKSHOP







The regenerative potential of a site can often be discovered following a major destructive event. The deliberation and method through which the new landscape vessel takes form can be just as important as the form itself, and may become a "blue print" for future recoveries.

Mapleton, Iowa, was razed by a Tornado in 2011. Commercial, residential, and public, properties were left in various degrees of destruction; many were abandoned all together. The town and its 1,300 residents were left with an opportunity to ponder their future as a community, and re-define their identity. The Mapleton Grain Co. site is both a prominent symbol of destruction, and a catalyst for renewal. The site's management and its surroundings will evolve as a case study and blue print for future development.

Our goal is to assist Mapleton and similar communities, by providing a method for unifying the core elements of object, space, and people. This "case study" demonstrates the potential of what landscape architecture can provide for a community, and exemplifies how the profession can inspire a community to empower itself.

Project Goals

- To assist the town of Mapleton in their process of long term recovery
- To convert what are now considered remnants and debris of the past into functional, ecological, and esthetic elements of the civic landscape
- To devise a method through which to address the development of blighted sites using the basic elements of landscape architecture

CLIENT

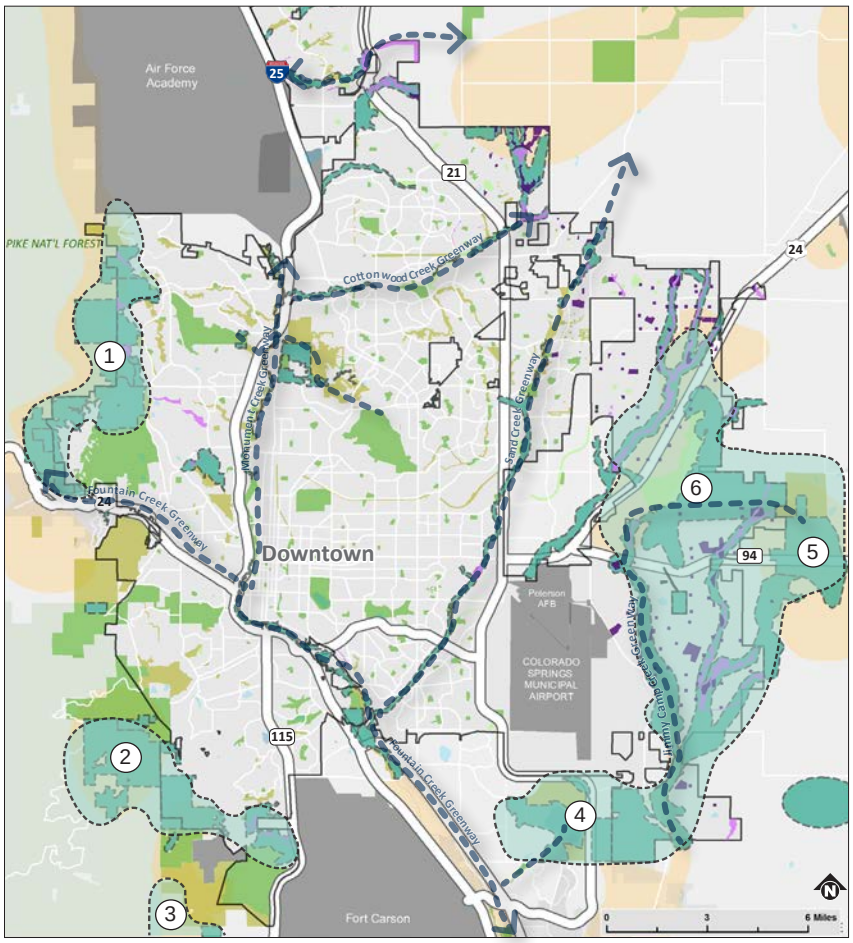
City of Mapleton

SERVICES PROVIDED

Community/Disaster Recovery Planning, Sustainability Planning, Public Facilitation, Community Outreach, Parks Planning, Site Planning, Landscape Architecture

COLORADO SPRINGS PARKS, RECREATION, OPEN SPACE + TRAILS MASTER PLAN

COLORADO SPRINGS, COLORADO | DESIGN WORKSHOP







Colorado Springs is a city of over 440,000 residents that is expected to grow by an additional 100,000 people in the coming decades and, with this new growth, to become more culturally diverse. Public engagement for this master plan brought numerous stakeholder groups and over 80 special districts together to envision recommendations for the park system's growth and maintenance. Tourism is an important economic driver of Colorado Springs. Its signature park, Garden of the Gods, receives two million visits annually and is ranked as one of the top urban parks in the world. A master plan was needed to create a vision to reflect anticipated demographic changes, to identify anticipated financial deficits and potential opportunities, and capitalize on potential tourism opportunities.

Building off the previously completed Pikes Peak Multi-Use Plan Design Workshop previously prepared, which included a group of regional stakeholders, the Colorado Springs master plan includes recommendations for programming events and recreation activities; proposed budget revisions; funding source options; department re-structuring; capital improvement evaluation; geographic distribution of parks and recreation for equity; sites for new parks and trails based on open space priorities; developer contributions; urban open space initiatives; and public stewardship and volunteer recreation trends that could impacting the community. The master plan called for recommendations that would: 1) capture new tourism opportunities; 2) propose new events and programs; and 3) recalibrate park infrastructure for event use.

CLIENT

City of Colorado Springs

SERVICES PROVIDED

Park System Master Planning
Public Engagement
GIS Analysis
Funding Opportunities Assessment

2016 APA COLORADO COMPREHENSIVE PLAN HONOR AWARD

2014 ASLA COLORADO MERIT AWARD FOR ANALYSIS + PLANNING

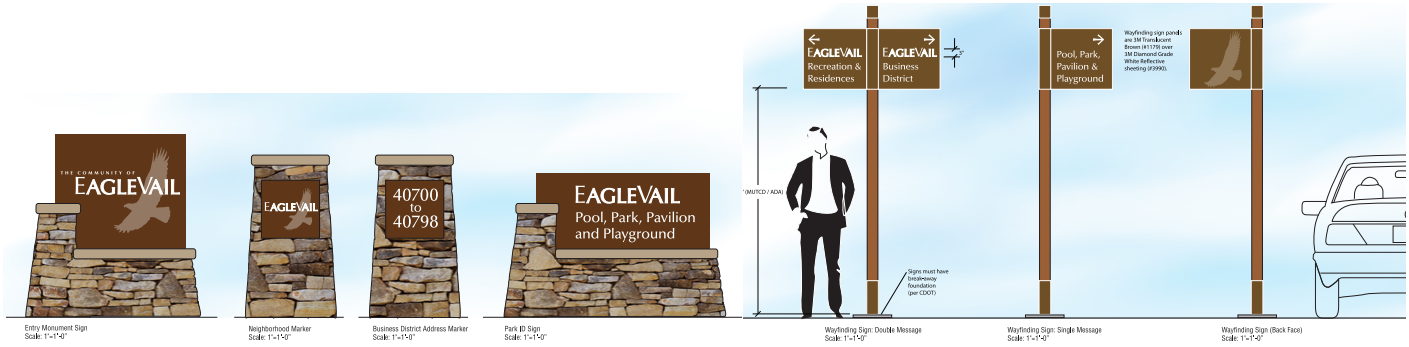
PARKS + RECREATION MAGAZINE FEATURE STORY, JULY 2015

EAGLEVAIL IDENTITY + SIGNAGE & WAYFINDING ENHANCEMENT PROGRAM

EAGLEVAIL, COLORADO







The EagleVail Metro District and Home Property Owners selected Design Workshop to engage the wider community in exploring ways to improve the overall identity and character of the town. With direction from the community, the priority project was determined to be a comprehensive upgrade of the signage and wayfinding elements throughout the town. The plan will create an environment that makes it easy and intuitive for users to orient themselves and navigate from place to place by providing clear gateways, identifying landmarks and decision points and creating a hierarchy between vehicular and pedestrian circulation. The design of the signage family and landscape elements creates a more contemporary mountain look and feel throughout the community of Eagle Vail.

CLIENT

EagleVail Metro District
EagleVail Property Owners

SERVICES PROVIDED

Signage and Wayfinding, Logo Design, Landscape Architecture, Specifications, Placemaking & Implementation

MANCHESTER ROAD GREAT STREETS

ST. LOUIS, MISSOURI | DESIGN WORKSHOP

The Manchester Road Corridor is a five-mile long primary commercial arterial in suburban west St. Louis County, Missouri. The nearly 1200-acre study area includes the historic downtown district of Manchester, a new town center for Wildwood, and the primary commercial districts for three other suburban communities. Design Workshop led a multi-disciplinary team of consultants to create a master plan for the redevelopment and revitalization of the Manchester Road corridor. The results of this effort allow the local communities, Missouri Department of Transportation, and other local agencies to proceed with the final engineering and design necessary to proceed with an overall redevelopment strategy.

The Design Workshop team employed innovative public outreach strategies to develop public consensus for the eventual redevelopment and design of the corridor across five distinct communities. The team created a number of redevelopment and implementation strategies for the corridor, including the creation of business improvement districts, a corridor-wide development authority, and a variety of public finance strategies to encourage redevelopment. The mayors from the five communities are currently working to adopt the master plan as part of their comprehensive plans and are working with regional leaders to launch initial phases of public improvements along the corridor.





CLIENT

East West Partners

SERVICES PROVIDED

Urban Design+Master Planning, Landscape Architecture, Community Outreach, Public Facilitation, Cost Estimating, Implementation + Maintenance Strategy

HOUSTON MIDTOWN: BAGBY STREET WAYFINDING

HOUSTON, TEXAS | DESIGN WORKSHOP

Following the "Livable Centers Study" for the Houston Midtown District, Design Workshop was retained to implement a streetscape upgrade for Bagby Street, a ten block study area that is comprised of high density multi-family residences, shopping and dining.

In addition to a bold Midtown District Gateway located off Interstate 45, district wayfinding, information kiosks, and interpretive were also provided. Interpretive is focused on sustainability features that tell the story of stormwater management





CLIENT

City of Houston
Midtown Redevelopment Authority

SERVICES PROVIDED

Wayfinding, Identification and Interpretive Program, Landscape Architecture, Streetscape Design

GREELEY ISLAND GROVE EVENT COMPLEX MASTER PLAN

GREELEY, COLORADO | DESIGN WORKSHOP

Island Grove Regional Park provides the City of Greeley, its residents and its visitors with a 168-acre multi-use recreation space. While Island Grove is a city park and neighborhood facility, it also serves as a regional draw and provides opportunities for tourism through unique, yet diverse programming of specialized facilities, such as the annual Greeley Stampede. There are on-site facilities to accommodate both large events, as well as day-to-day community amenities such as a ballpark, playground, splash pad and access to the Poudre River Trail.

Design Workshop facilitated public engagement opportunities to identify a clear set of values for the park. These values were integral to the creation of a comprehensive Master plan, which will inform deliberate and balanced decision making for Island Grove Regional Park into the future.



CLIENT

City of Greeley

SERVICES PROVIDED

Public Facilitation, GIS Analysis, Landscape Architecture, Park Planning, Master Planning

APPLEGATE FARMS MASTER PLAN

BENTONVILLE, ARKANSAS | DESIGN WORKSHOP

With amenities and a lifestyle component, the Applegate envisions being an alternatives to the downtown core for the "missing middle."

The big idea for Applegate is to build upon successful agrihood developments around the country. The agrihood concept is similar to the golf course model but the golf course is replaced by the agriculture typologies. Serenbe and Prairie Crossing are well-known and celebrated examples of the agrihood typology.



Applegate seeks to embrace the concept of agriculture as a common ground to build a diverse, active, and engaged community. The development has intentions to be a highly desirable neighborhood in the Bentonville, Arkansas area and on a broader scale, the development hopes to be a neighborhood case study for agrihood and progressive development projects in general.

Design Workshop was hired to assist the client with bringing the vision of a thriving community to life by preparing a master plan, conceptual design and a final development application for the project.



CLIENT

Affordable Arkansas Homes LLC + Green Circle Projects

SERVICES PROVIDED

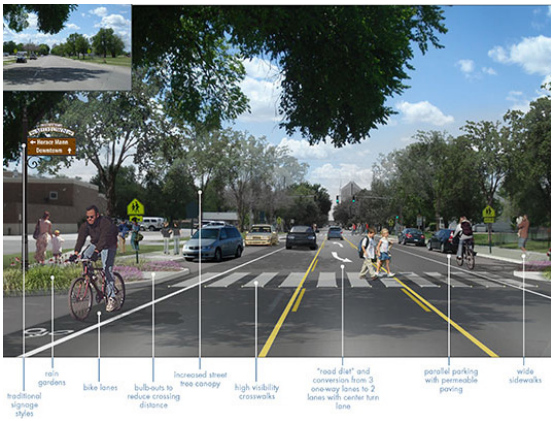
Master Planning, Public Facilitation, Project Coordination, Conceptual Design Development, Development Application

WICHITA MID-TOWN TRANSPORTATION + STREETSCAPE IMPROVEMENTS

WICHITA, KANSAS | DESIGN WORKSHOP

In 2010 and 2011, Design Workshop led a multi-disciplinary team for the City of Wichita to complete a comprehensive transportation and streetscape plan for the historic Midtown neighborhood, located just north of downtown Wichita. Design Workshop led a series of public meetings, in English and Spanish in order to gain input from the public and to create preliminary and final conceptual plans for the neighborhood. Through the rigorous public engagement process, the team learned what they needed to address, and in so doing, introduced potential traffic calming strategies, the use of roadway realignments, the potential conversion of one-way streets to two-way streets, signage and wayfinding, lighting, and monumentation. The final plan explored how new "complete streets" concepts for the retail corridors passing through Midtown could help stimulate reinvestment in the surrounding neighborhoods. The master plan for Midtown included a detailed implementation strategy outlining the phasing of improvements, cost estimates for improvements over different phases, and identification of potential funding sources for improvements. The City of Wichita has integrated the plan into its Capital Improvement Plan for the entire municipality.





CLIENT

City of Wichita

SERVICES PROVIDED

Urban Design+Master Planning, Landscape Architecture, Community Outreach, Public Facilitation, Cost Estimating, Implementation + Maintenance Strategy

US 40 HIGHWAY CORRIDOR STUDY

WICHITA, KANSAS | DESIGN WORKSHOP

Design Workshop recently worked with five different jurisdictions from Kansas City to Blue Springs and the Mid-America Regional Council (MARC) to provide conceptual planning for the improvement and revitalization of the US 40 Highway, including four different nodes. The planning effort was part of MARC's Creating Sustainable Places Initiative, a multi-year regional planning effort funded by HUD to build models for sustainable planning and design in the Kansas City metropolitan area.

The project produced an overall corridor plan for the 40 Highway corridor and conceptual land use plans for the four nodes. We examined transportation issues, land use, economic development, and potential aesthetic improvements as part of this effort. As the first planning effort for 40 Highway, the project identified a number of implementation steps that the cities, Jackson County, and MoDOT can take in the next several years to continue the planning and design effort for improvements along 40 Highway.





CLIENT

Mid-America Regional Council (MARC)

SERVICES PROVIDED

Transportation Planning and Analysis, Market and Economic Analysis, Fiscal Impact Analysis, Public Facilitation, Community Planning

REFERENCES

JOPLIN PUBLIC LIBRARY

Tony W. Robyn
Assistant Director Planning, Development + Neighborhood Services
City of Joplin
602 Main Street
Joplin, MO 64801
P: 417.624.0820 x541
Trobyn@Joplinmo.org



NORTH LAKE TAHOE TOURISM AND COMMUNITY INVESTMENT MASTER PLAN

Steve Teshara (formerly with North Lake Tahoe Resort Association*)
Sustainable Community Advocates
P: 775.588.2488
SteveTeshara@gmail.com



CITY OF BRANSON COMPREHENSIVE PLAN

Jim Lawson
Branson Planning Director (retired)
110 W. Maddux, Suite 215
M: 531.837.4938
jimlawson@aol.com



CITY OF COLORADO SPRINGS PARK SYSTEM MASTER PLAN

Karen Palus
City of Colorado Springs Director of Parks, Recreation and Cultural Services
P: 719.385.6501
kpalus@springsgov.com



*The North Lake Tahoe Resort Association was formed from a recommendation of the Tourism Plan, which merged the Visitor & Convention Bureau with the Chamber of Commerce.



HEAVENLY VILLAGE | South Lake Tahoe, California



REQUIRED FORMS

STATE OF MISSOURI CERTIFICATION

State of Missouri

Division of Professional Registration
Professional Landscape Architect Corporation

VALID THROUGH DECEMBER 31, 2017
ORIGINAL CERTIFICATE/LICENSE NO. 2015038294
DESIGN WORKSHOP, INC.
1390 LAWRENCE STREET SUITE 100
DENVER CO 80204
USA

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DENVER CO 80204
USA

State of Missouri

Department of Insurance, Financial Institutions and Professional Registration
Division of Professional Registration
Board for Architects, Engineers, Land Surveyors & Landscape Architects
Professional Landscape Architect Corporation

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DESIGN WORKSHOP, INC.
1390 LAWRENCE STREET SUITE 100
DENVER CO 80204
USA

Judy Kempker
EXECUTIVE DIRECTOR

DIVISION DIRECTOR

AFFIDAVIT OF COMPLIANCE
RFP# 2016-RFP-18

To be submitted with vendor's Proposal

X We **DO NOT** take exception to the RFP Documents/Requirements.

_____ We **TAKE** exception to the RFP Documents/Requirements as follows:

_____

_____

_____

_____

_____

_____

I have carefully examined the Request for Proposal and agree to abide by all submitted pricing, delivery, terms and conditions of this bid unless otherwise stipulated herein.

Company Name Design Workshop **ADDENDA**

By Kurt Culbertson Bidder acknowledges receipt of the following amendment:
(Authorized Person's Signature)

Addendum No. _____ Date

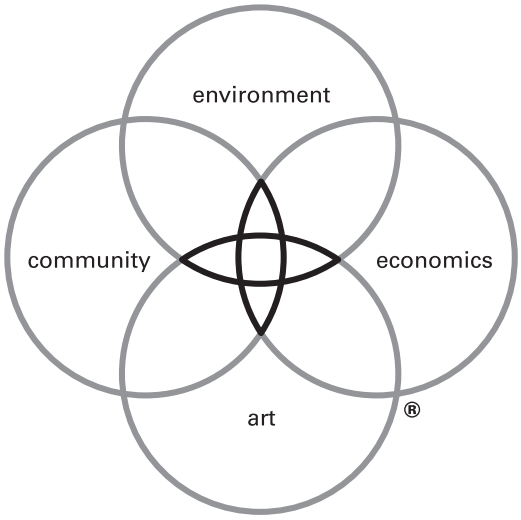
_____
(Print or type name and title of signer) Addendum No. _____ Date

Company Address Design Workshop Addendum No. _____ Date
120 E. Main Street Addendum No. _____ Date
Aspen, Co 81611 Addendum No. _____ Date

Telephone Number 970.925.8354 Email kculbertson@designworkshop.com

FAX: _____ FEID No. FEIN #: 84-0819969

Date: 12.12.16



DW LEGACY DESIGN®

We believe that when environment, economics, art and community
are combined in harmony with the dictates of the land and needs
of society, magical places result — sustainable places of timeless beauty,
significant value and enduring quality, places that lift the spirit.
Design Workshop is dedicated to creating Legacy projects:
for our clients, for society and for the well-being of our planet.