CITY OF JOPLIN AND MISSOURI SOUTHERN STATE UNIVERSITY

ECONOMIC DEVELOPMENT SERVICES PROPOSAL

February 18, 2026



PLACE foundry

Submitted to:
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Request for Proposal No. 2026-RFP-13 – Economic Development Services

Tony Robyn, Assistant City Manager
City of Joplin 602
South Main Street, 2nd Floor
Joplin, MO 64801

Dear Mr. Robyn:

Place Foundry is pleased to submit our proposal for the City of Joplin's Economic Development Services for the MSSU campus and Northpark Mall corridor.

Having reviewed the RFP requirements in detail, we confirm our agreement with all conditions and terms stated therein. We understand the MSSU/Northpark corridor presents both opportunities—a university generating daily activity and regional visibility—and challenges around connectivity, stakeholder coordination, and developer attraction that require focused execution.

Our team brings relevant experience in:
IMPLEMENTATION-FOCUSED PLANNING: Cherry Valley Crossings, a super-regional mall reactivation project, has several active developer prospects through systematic outreach. Loves Park's Riverside Commons Phase 1 opened in 2024—the Indoor Box Market is operating while we support recruitment for subsequent phases.

INTEGRATED SERVICE DELIVERY: Our team combines planning, civil engineering, market analysis, and marketing disciplines working collaboratively throughout project phases.

PROFESSIONAL MARKETING DEVELOPMENT: We create materials including websites, investment prospectuses, developer pitch decks, project videos, and conceptual renderings to support development recruitment efforts.

DEVELOPER ENGAGEMENT: We identify and engage developers through systematic outreach, coordinate site tours, and provide process navigation support.

REALISTIC PROJECT EXPECTATIONS: We acknowledge that developer commitments typically require extended timelines beyond initial plan completion. Our Phase 3 initiates outreach and establishes systems; we recommend considering continuation support for ongoing implementation.

Not-to-exceed investment: $139,500 for the 13-month engagement including all professional services, deliverables, and travel expenses.

By submitting this proposal, Place Foundry certifies that we have fully read and understood the RFP requirements, have full knowledge of the scope and nature of work to be performed, and certify that no employee of the City has any direct or indirect financial interest in this contract. We further certify that no gratuities will be offered or provided to City of Joplin employees or their family members.

We are prepared to begin work immediately upon selection and will maintain coordination with City staff, MSSU administration, and Chamber partners throughout the engagement. Thank you for considering our proposal.
Sincerely,



David A. Sidney | Managing Principal

Enclosure: Complete Proposal Response to RFP 2026-RFP-13

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SECTION 1

Work Plan

1.1: Understanding The Joplin Opportunity

The MSSU campus and Northpark Mall area represent one of Joplin's most significant untapped economic development opportunities. These assets—anchored by a thriving university and positioned at one of the city's most visible locations—have tremendous potential to become a vibrant, integrated district that serves students, attracts quality development, and strengthens Joplin's regional competitiveness.

The Assets in Place
Missouri Southern State University is far more than an educational institution—it is an economic engine that generates daily activity, attracts thousands of students, and creates consistent demand for housing, dining, retail, and services.



Visit metrics for MSSU over the last full academic year, August 2024 - July 2025.

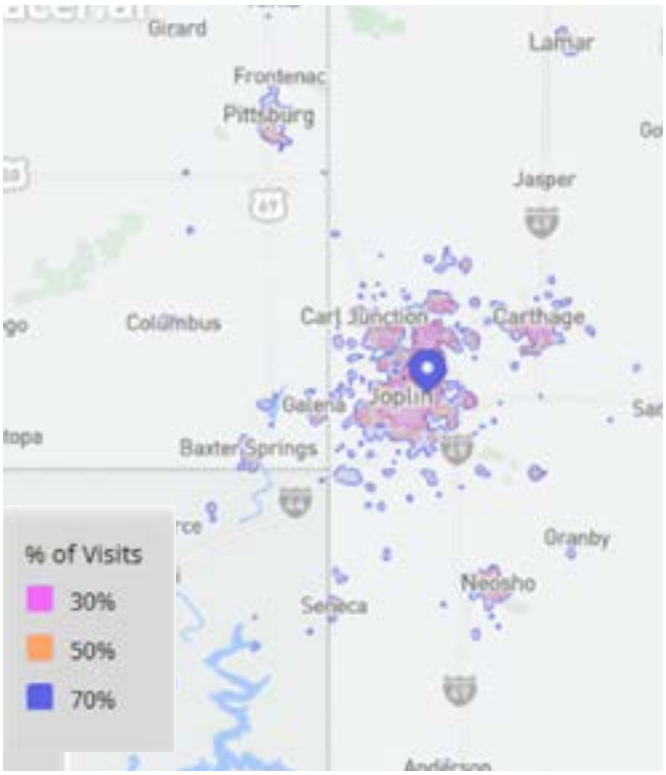
MSSU generates consistent daily foot traffic throughout the academic year, creating a stable foundation for surrounding development. For both commuter and resident students at the campus, additional amenities could be a valuable addition.



Visit metrics over the last 12 months for Northpark Mal (10 minutes or longer)

The Northpark Mall area, despite retail headwinds affecting shopping centers nationwide, occupies exceptional real estate with high visibility, direct interstate access, established infrastructure, and significant developable acreage. Northpark Mall continues to generate substantial visitor traffic, demonstrating ongoing market draw and redevelopment potential.

Several of the tenants on the mall property rank in the top 25% of their respective chains in the state of Missouri, providing insight into what could be an improved visitor and shopping experience.



Trade area map for Northpark Mall over the last 12 months.

Northpark Mall's trade area demonstrates significant regional reach into neighboring states of Kansas and Oklahoma, positioning development opportunities to serve markets beyond Joplin city limits. Joplin's unique role in the tri-state area creates an advantage for redevelopment efforts in the Northpark Mall area, given its existing visit metrics, its accessibility to the interstate, and the lack of a true super-regional mall within at least 50 miles.

Together, the Northpark Mall and MSSU assets form a unique opportunity: a university-adjacent location with regional visibility, established infrastructure, and significant developable land that can accommodate mixed-use development at a meaningful scale.



Aerial view of Northpark Mall and MSSU with existing assets, current challenges, and connectivity opportunities.

READING THE SITE: CHALLENGES AND OPPORTUNITIES

Market Size: Joplin's strategic location at the intersection of Interstate 44 and major routes connecting Kansas, Oklahoma, and Arkansas gives it a significant market advantage. The city serves as a regional commercial hub for a four-state area, with retail sales and healthcare services that reach far beyond its population base. This positions the Missouri Southern State University campus and Northpark Mall corridor to capture expenditures from interstate visitors who already view Joplin as their primary destination for shopping, dining, and services. It is estimated that over 100,000 people from surrounding communities come to Joplin every day to work or seek services.

The Connectivity Challenge: Currently, MSSU and Northpark function as separate "islands," despite a modest trail connection linking the southwestern portion of campus to the Regal movie theater parking lot. Successful development requires intentionally designing connectivity—walkable routes, safe crossings, attractive destinations—that make movement between campus and commercial areas natural and appealing.

The Existing Mall Structure: The current building presents both constraints and opportunities. The strategy is not "tear it down and start over," but rather "build around and evolve," using the existing assets while creating new development that transforms the district's character over time.

Existing Visitor Traffic: While Northpark Mall faces the typical challenges of a regional mall in transition, Placer.ai visit data shows the property maintains consistent foot traffic, providing a foundation for redevelopment. This existing visitor activity, driven by the mall's regional draw and operational anchors like JCPenney, represents a critical mass that strategic redevelopment can leverage and amplify rather than needing to create from scratch.

Developable Land Opportunities: Significant surface parking areas and underutilized parcels represent immediate development opportunities requiring minimal disruption. These sites can accommodate student housing, mixed-use buildings, entertainment venues, and restaurants that begin transforming the area's character while existing uses continue operating.

What Joplin Needs: A Strategic Partner Beyond Planning

Traditional consulting delivers master plans. Joplin needs a strategic partner who delivers implementation. This distinction matters because the gap between vision and reality is not filled by better planning, but by active execution.

Implementation Expertise: The City of Joplin needs a team that measures success by projects built, not plans produced. Our role extends beyond recommendations into active implementation, identifying developers, facilitating negotiations, coordinating approvals, and serving as an extension of the City's economic development capacity.

Multi-Stakeholder Coordination: This project requires aligning three distinct entities with different objectives. The City seeks economic development and tax base growth. MSSU prioritizes student experience and institutional mission. Private property owners need financial returns and risk management. Successfully coordinating these interests requires intentional discussion, relationship-building, and identification of win-win scenarios that serve multiple objectives simultaneously.

Professional Market Positioning: Joplin competes for development investment with communities across Missouri, Kansas, Oklahoma, and Arkansas. To attract quality developers, the City needs marketing materials that match those of competing markets: a professional website, a compelling video, a comprehensive investment prospectus, a pitch deck, and property profiles. These are not luxuries—they are competitive necessities.

Active Developer Recruitment: Developers respond to systematic, professional outreach from communities that understand market realities. We bring established industry relationships, credibility, and a network across student housing, mixed-use, retail, hospitality, and residential sectors.

Ombudsman Services: Once you engage serious developers, they need help navigating approval processes, coordinating professional services, structuring development agreements, and facilitating negotiations among stakeholders. An experienced third party managing this complexity protects the City's interests while respecting developer timelines.

WHY THIS PARTNERSHIP DELIVERS RESULTS

Place Foundry has been part of and is currently hard at work on projects mirroring that of Joplin's Northpark Mall and the MSSU development area. Cherry Valley Crossings, a development plan the firm put together, currently in implementation mode, is the reactivation of a super-regional mall. This project has several developer prospects, not because Place Foundry wrote an excellent plan, but because the team systematically identified and engaged qualified developers with professional materials and persistent outreach.

Another project, Riverside Commons, opened its first phase last year - an Indoor Box Market and Restaurant. Phase 1 is now operating and serving customers. Place Foundry is now recruiting developers, retailers, and hoteliers for subsequent phases. The progression from planning to activation to operating businesses demonstrates implementation capability, not just planning competence.

The MSSU/Northpark opportunity is clear. The assets exist. What is required is a strategic partnership that moves from vision to construction—the work we do.

1.2: OUR APPROACH

The Place Foundry Difference

Place Foundry uses a place development strategy to plan, design, and deliver magnetic destinations that attract commerce, housing, learning, and healthy living. Unlike traditional consulting, which treats planning, marketing, and implementation as separate, sequential activities, place development integrates physical planning, economic strategy, professional marketing, and active implementation support into a unified approach from day one.

WHAT IS PLACE DEVELOPMENT?

Place development recognizes that successful communities require active cultivation, not just careful planning. The difference between a plan that gathers dust and one that attracts real investment comes down to execution: addressing market realities with recommendations based on actual developer economics, creating actionable tools that translate vision into concrete next steps, positioning opportunities through professional marketing that competes effectively for investment capital, and facilitating active implementation by connecting stakeholders and navigating the path from concept to construction.

Place development focuses on three core elements that make destinations magnetic: **community amenities** (walkability, gathering spaces, connectivity, services), **existing assets** (in Joplin's case, MSSU's institutional strength, corridor visibility, existing infrastructure), and **local identity** (authentic character that differentiates from generic development).

FOUR CORE PRINCIPLES GUIDE EVERY PROJECT

1. Data-Informed Decision-Making

Every recommendation rests on a solid analytical foundation. We research market conditions systematically rather than relying on assumptions. We engage developers directly to understand their requirements and constraints. We verify proposed land uses against demographic data, competitive analysis, and development economics rather than relying solely on wishful thinking.

For Joplin, this means a comprehensive market assessment of student housing demand, retail potential, and competitive positioning. It means GIS analysis of development constraints and opportunities. It means financial modeling that tests whether proposed scenarios are economically feasible. Moreover, it means a transparent presentation of findings so stakeholders understand both opportunities and challenges.

FOUR CORE PRINCIPLES GUIDE EVERY PROJECT CONTINUED

2. Stakeholder Engagement

Complex projects require ongoing communication with diverse stakeholders who bring different perspectives, priorities, and decision-making authority. Successful engagement means building genuine relationships, earning trust through consistent follow-through, and creating forums where productive dialogue occurs even when interests diverge.

For Joplin, this means regular coordination with City leadership, MSSU administration, and Chamber partners. It means property-owner conversations that balance individual business interests with collective vision. It means creating accessible public engagement opportunities and keeping all parties informed. Additionally, , it means facilitating difficult conversations with professionalism and diplomatic skill.

3. Adaptive Strategy

Market conditions change. Stakeholder priorities shift. New opportunities emerge unexpectedly. Rigid adherence to predetermined approaches leads to missed opportunities and irrelevant plans.

For Joplin, this means monitoring developer interest and adjusting our approach based on feedback. It means staying alert to infrastructure funding opportunities that could accelerate implementation. It means pivoting quickly when serious development prospects require an immediate response. Moreover, it means designing frameworks flexible enough to accommodate multiple development scenarios.

4. Implementation Focus

Planning is valuable only to the extent it drives action. We measure success not by the beauty of the plan document, but by whether real development occurs—whether developers invest, whether businesses open, whether the vision becomes tangible.

For Joplin, this means every planning decision considers: "Can this actually be built? Will developers invest in this? How do we make this happen?" It means creating marketing materials during the planning process, not after. It means beginning developer conversations before plan adoption. It means structuring implementation tools such as development agreement templates, incentive packages, and Year 1 action plans that make the path forward executable.

HOW THIS TRANSLATES TO RESULTS

These principles drive measurable outcomes. Cherry Valley Crossings has 8-10 active developer prospects because Place Foundry combined professional marketing with systematic outreach. Loves Park's Riverside Commons successfully opened their Indoor Box Market and Restaurant—Phase 1 complete and operating—with active recruitment underway for subsequent phases.

This is the approach we bring to Joplin: strategic thinking grounded in market realities, professional execution that competes for investment, and relentless focus on implementation that delivers results. We do not just plan places—we help build them.

1.3 Our Proven Three-Phase Methodology

Our approach organizes the 13-month engagement into three integrated phases that systematically address all five components of the RFP Scope of Work. Each phase builds toward implementation, with tasks and deliverables designed to create momentum, attract investment, and position Joplin for development success.

This methodology differentiates Place Foundry from traditional planning firms. We do not just create a master plan—we actively market opportunities, recruit developers, coordinate approvals, and facilitate agreements that move projects from concept to construction. Our engagement combines strategic planning expertise with hands-on implementation support, ensuring Joplin receives both a visionary roadmap and the practical tools to achieve it.

PHASE 1: DISCOVERY & FOUNDATION (MONTHS 1-4)

Phase 1 builds the analytical and strategic foundation through data collection, stakeholder engagement, and market assessment.

Task 1.1: Project Initiation & Governance
Establish project parameters, governance structures, and communication protocols to ensure effective coordination among City, MSSU, and Chamber partners.

KEY ACTIVITIES: Project kickoff meeting with City, MSSU, Chamber leadership; establish goals, objectives, guiding principles, governance; define communication protocols and schedules; develop stakeholder database

DELIVERABLES:
- → Project Work Plan
- → Communication Protocols
- → Stakeholder Database

Task 1.2: Policy, Regulatory & Incentive Analysis
Comprehensively review policy frameworks, regulatory structures, and incentive programs, identifying opportunities and constraints.

KEY ACTIVITIES: Review zoning and comprehensive plan; analyze incentive programs (TIF, Chapter 353, NMTC, HTC, Opportunity Zones, CDBG); review City development procedures; assess MSSU policies; benchmark against competitors

DELIVERABLES:
- → Policy & Regulatory Analysis Report
- → Incentive Programs Matrix
- → Development Process Flowchart

Task 1.3: Market Conditions Assessment
Conduct a comprehensive market analysis to identify viable development opportunities grounded in economic realities.

KEY ACTIVITIES: Commercial/residential market assessment; demographic and spending analysis; competitive analysis; developer/broker interviews; MSSU economic impact analysis; target market identification

DELIVERABLES:
- → Market Opportunity Analysis Report
- → Target Market Profiles
- → Developer Interview Summary

Task 1.4: GIS-Based Existing Conditions Inventory
Create a comprehensive GIS database documenting existing conditions, development constraints, and infrastructure capacity.

KEY ACTIVITIES: Site reconnaissance and photography; GIS database development; infrastructure mapping (water, sewer, stormwater, utilities); transportation/connectivity analysis; building conditions inventory

DELIVERABLES:
- → Existing Conditions GIS Database
- → Existing Conditions Maps
- → Photographic Inventory
- → Infrastructure Capacity Assessment

Task 1.5: Stakeholder Engagement Phase 1
Engage diverse stakeholders through multiple formats to build ownership, identify concerns, and gather input, shaping planning recommendations.

KEY ACTIVITIES: Stakeholder meetings/workshops with MSSU, property owners, Chamber, business community, healthcare, brokers, utilities, MOKAN stakeholder session; Property Owner & Business working session; early developer conversations; documentation synthesis

DELIVERABLES:
- → Stakeholder Interview Summaries
- → Focus Group Documentation
- → Stakeholder Engagement Report

Task 1.6: Development Opportunity Sites Inventory
Systematically identify and prioritize specific sites for development, assessing readiness, and creating preliminary scenarios.

KEY ACTIVITIES: Identify/prioritize 8-12 development sites; assess readiness (ownership, environmental, access, utilities, zoning); create preliminary development programs; classify into implementation tiers

DELIVERABLES:
- → Development Opportunity Sites Inventory
- → Site Assessment Matrix
- → Preliminary Development Concepts

Task 1.7: Strategic Framework Development
Synthesize Phase 1 findings into a cohesive strategic framework that guides master planning and establishes shared direction.

KEY ACTIVITIES: Synthesize data, market analysis, stakeholder input, site assessments; develop vision statement; define planning goals; establish guiding principles; outline preliminary land use strategy

DELIVERABLES:
- → Strategic Framework Document
- → Phase 1 Findings Presentation

PHASE 2: MASTER PLANNING & STRATEGY DEVELOPMENT (MONTHS 5-10)

Phase 2 develops the master plan while simultaneously creating professional marketing materials positioning Joplin competitively.

Task 2.1: Master Plan Development
Create a comprehensive master plan that addresses land use, transportation, infrastructure, economic development, and design quality.

KEY ACTIVITIES: Future Land Use Plan and zoning recommendations; Complete Streets transportation planning (street network, pedestrian/bicycle infrastructure, Safe Routes to Campus, transit, parking); infrastructure/utility coordination (water, sewer, stormwater, financing); economic development strategies; design guidelines; public workshop (Month 6); online engagement platform

DELIVERABLES:
- → Future Land Use Map
- → Land Use & Zoning Recommendations Report
- → Transportation & Complete Streets Recommendations
- → Infrastructure Coordination Plan
- → Design Guidelines & Development Standards
- → Economic Development Strategy Framework
- → Public Workshop Summary
- → Online Engagement Platform with Input Summary

Task 2.2: Draft & Final Master Plan Production
Produce a professionally designed master plan document that clearly communicates the vision with actionable implementation guidance.

KEY ACTIVITIES: Draft plan with professional design, illustrative site plans, renderings (4-6 sites); staff review and revision; Planning Commission presentation (Month 10); refinement; final plan (digital PDF, print-ready PDF, editable files); executive summary (10-15 pages); adoption presentations

DELIVERABLES:
- → Draft Master Plan Document
- → Draft Plan Review Meeting Materials
- → Final Master Plan Document (digital and print-ready PDF)
- → Executive Summary
- → Adoption Presentation Materials

Task 2.3: Dedicated Development Website

Create a professional project website serving as the primary marketing platform for development opportunities.

KEY ACTIVITIES: Design/develop dedicated website (e.g., JoplinOpportunities.com); interactive GIS property locator tool with filtering; comprehensive property profiles (6-8 priority sites) including parcel data, images, capacity analysis, utilities, incentives, demographics; mobile-responsive design; SEO optimization; analytics dashboard

DELIVERABLES:
- → Dedicated Project Website
- → Interactive GIS Property Locator Tool
- → Property Profiles
- → Website Analytics Dashboard

Task 2.4: Visual Marketing Materials
Produce professional marketing materials that

communicate opportunities compellingly and compete effectively for developer attention.

KEY ACTIVITIES: Professional project 3D model/ video; conceptual renderings (4-6 sites) illustrating character, massing, streetscape; Investment Prospectus with market analysis, MSSU impact, sites, infrastructure, incentives; Developer Pitch Deck; site tour materials package

DELIVERABLES:

- → Professional Project Video
- → Conceptual Development Renderings
- → Investment Prospectus
- → Developer Pitch Deck
- → Site Tour Materials Package

Task 2.5: Digital Marketing Campaign
Execute a comprehensive digital marketing campaign positioning Joplin's opportunity in front of qualified developers, brokers, and investors.

KEY ACTIVITIES: CoStar/LoopNet/Commercial Search listings; LinkedIn campaigns targeting developers/investors; industry publications placement; quarterly email campaigns; targeted advertising; social media (weekly content); quarterly broker meetings/tours; MOKAN coordination

DELIVERABLES:

- → Digital Marketing Strategy & Campaign Plan
- → Social Media Content Calendar
- → Quarterly Email Campaigns
- → Campaign Analytics Reports
- → Broker Engagement Strategy & Materials

Task 2.6: Economic Impact Analysis
Quantify the economic and fiscal impacts of development scenarios that demonstrate a return on public investment.
KEY ACTIVITIES: Estimate development potential by land use type; project job creation; calculate fiscal impacts (property/sales tax); model investment leverage ratios; analyze economic multipliers

DELIVERABLES:

- → Economic Impact Analysis Report
- → Development Buildout Scenarios with Fiscal Projections
- → ROI Analysis for Public Improvements

PHASE 3: IMPLEMENTATION LAUNCH & POSITIONING (MONTHS 11-12)

Phase 3 launches developer outreach and establishes implementation systems. Development deals typically require 6-12+ months from initial contact to commitment—Phase 3 establishes the foundation for results materializing post-engagement.

Task 3.1: Master Plan Adoption & Launch
Successful implementation begins with formal plan adoption and coordinated public launch signaling Joplin's readiness.

KEY ACTIVITIES: Prepare presentation materials; present to Planning Commission with adoption recommendation; present to City Council for formal adoption; coordinate MSSU Board briefing; develop Year 1 Implementation Action Plan with responsibilities/timelines; launch public campaign; coordinate media engagement

DELIVERABLES:

- → Final Master Plan Presentation to Planning Commission
- → Final Master Plan Presentation to City Council
- → MSSU Board Briefing Materials
- → Year 1 Implementation Action Plan
- → Public Launch Campaign Materials

Task 3.2: Developer Recruitment Infrastructure & Launch
Establish systems, materials, and initial outreach to drive developer recruitment over 6-12 months following adoption.

KEY ACTIVITIES: Develop qualification criteria and target lists (15-30 candidates across retail, restaurant, hotel, multifamily, student housing, master developers); prepare outreach materials; launch initial systematic outreach; coordinate 2-3 site tours; establish pipeline tracking system; initiate broker engagement (10-15 contacts); present at industry events if timing aligns

IMPORTANT: Developer recruitment takes 6-12+ months. Projects require 18-24 months from first conversation to commitment. Phase 3 launches outreach; meaningful traction (due diligence, LOI discussions) occurs months 14-24. Continued support beyond Month 12 is necessary to convert interest into commitments.

DELIVERABLES:

- → Developer Qualification Criteria & Target List
- → Developer Outreach Materials
- → Initial Developer Contact Log
- → Developer Pipeline Report
- → Site Tour Coordination Materials
- → Broker Target List & Initial Contact Summary

Task 3.3: Incentive Framework & Deal Structure Support
Establish standardized incentive tools and financial models to facilitate development as prospects advance.

KEY ACTIVITIES: Develop incentive package templates by development type; create financial pro forma models; prepare developer-friendly program guides (TIF, Chapter 353, NMTC, HTC, Opportunity Zones, CDBG); conduct project-specific analyses (3-5 scenarios); coordinate with City staff/legal counsel

DELIVERABLES:
- → Incentive Package Templates by Development Type
- → Financial Pro Forma Models
- → Developer-Friendly Incentive Program Guides
- → Project-Specific Incentive Analyses

Task 3.4: Ombudsman Services - Plan Review & Permitting
Serve as a single point of contact, helping developers navigate approvals, coordinate services, and troubleshoot obstacles.

KEY ACTIVITIES: Single point of contact for City processes; coordinate pre-application meetings (developers, City, MSSU); facilitate expedited review for priority projects; coordinate technical studies; connect developers with local consultants; troubleshoot issues; monitor status

DELIVERABLES:
- → Developer Process Navigation Support (ongoing)
- → Pre-Application Meeting Coordination
- → Permit Tracking & Status Reports
- → Process Improvement Recommendations

Task 3.5: Ombudsman Services - Development Agreements & Legal Coordination
Facilitate complex negotiations and coordinate legal services for agreements, incentive structures, and multi-party partnerships.

KEY ACTIVITIES: Coordinate legal services (development agreements, incentive agreements, annexation agreements, City-MSSU cooperatives, MOUs, easements); facilitate term sheets, due diligence, drafting with City Attorney; connect developers to local attorneys; coordinate between all counsel; mediate negotiations on terms, costs, incentives, phasing; support advocacy at governing bodies; provide deal structuring (modeling, pro formas, ROI, risk allocation, timelines)

DELIVERABLES:
- → Development Agreement Templates
- → Negotiation Support & Facilitation
- → Partnership Agreement Coordination
- → Deal Structure Recommendations

Task 3.6: Implementation Transition & Continuation Planning
Position City to sustain implementation momentum beyond the 12-month engagement.

KEY ACTIVITIES: Document all contacts/ conversations/status; transfer systems to City staff; identify months 14-18 priorities; assess continued Place Foundry support needs; provide continuation agreement recommendations

DELIVERABLES:
- → Developer Pipeline Status Report
- → Implementation Transition Documentation
- → Months 13-18 Priority Action Plan
- → Optional Continuation Agreement Proposal

Realistic Phase 3 Outcomes:
- → Master plan adopted, MSSU endorsed
- → Marketing was deployed and promoted
- → Outreach completed (25-30 candidates)
- → 2-3 site tours conducted
- → 3-5 developers expressing preliminary interest
- → Broker network engaged
- → Systems operational
- → Foundation for a 6-12 month push

Phase 3 Does NOT Guarantee:
- → Signed agreements (take 12-18+ months)
- → Active due diligence (builds months 14-24)
- → Financing commitments (premature at month 12)

Continuation Recommended: 6-12 months continuation focusing on developer cultivation, ombudsperson services, marketing, and deal facilitation—delivering ribbon-cuttings. Proposal provided in Month 12.

CONTINUOUS: PROJECT MANAGEMENT & COMMUNICATION

Task 4.1: Project Management
Provide comprehensive project management, ensuring coordination, quality control, and accountability throughout 13 months.

KEY ACTIVITIES: Overall project coordination and team leadership; quality control and deliverable review; schedule management and milestone tracking; budget monitoring; issue identification and resolution.

DELIVERABLES:

→ Ongoing Project Coordination Throughout 13 Months

Task 4.2: Regular Communication & Progress Updates
Maintain transparent, consistent communication to ensure all stakeholders remain informed and engaged.

KEY ACTIVITIES: Monthly virtual progress meetings (12 meetings) with comprehensive reports, milestone reviews, issue resolution; minimum 10 in-person meetings strategically distributed—Phase 1 (3 meetings), Phase 2 (4 meetings), Phase 3 (3 meetings) for kickoff, workshops, presentations, tours, governing bodies; same-day response for time-sensitive opportunities; 24-hour response for routine questions; quarterly leadership presentations to City Manager, MSSU President, Chamber

DELIVERABLES:

→ Monthly Progress Reports
→ Monthly Virtual Update Meetings (12 meetings)
→ In-Person Stakeholder Meetings (minimum 10)
→ Quarterly Summary Presentations

SECTION 2

Qualifications



2.1: Company Profile

Firm Information
Place Foundry PLLC
1700 N. Alpine Road, Suite 101
Rockford, Illinois 61107
Phone: (779) 901-0244
Email: dsidney@theplacefoundry.com
Website: theplacefoundry.com

Year Established and Incorporation
Place Foundry was founded by David Sidney in 2021 and operates as a Professional Limited Liability Company (PLLC) incorporated in the State of Illinois, United States. The firm has operated continuously under the Place Foundry name since its founding, with no prior firm names, mergers, acquisitions, or restructuring.

Ownership Structure
Place Foundry is comprised of two operating entities: Place Foundry PLLC and Place Foundry Design PLLC. Place Foundry is led by two Managing Principals: David A. Sidney (Place Foundry PLLC) and Joe Anderson (Place Foundry Design PLLC). Place Foundry maintains no corporate affiliations that would create conflicts of interest or divided loyalties in serving municipal clients.

Place Foundry PLLC does not currently hold specific licensure in Missouri. However, our team includes licensed professionals (Professional Engineers, Certified Floodplain Managers) whose credentials are recognized across state lines, and our work complies with all applicable Missouri statutes and regulations governing planning and economic development consulting services.

Project Office and Project Manager
All work for the City of Joplin will be performed from our Rockford, Illinois office located at 1700 N. Alpine Road, Suite 101, Rockford, IL 61107.

Project Manager Contact Information:
Mark Schaer, Project Manager
Place Foundry PLLC
1700 N. Alpine Road, Suite 101
Rockford, Illinois 61107
Phone: 815-494-8799
Email: mschaer@theplacefoundry.com

Mark will serve as the primary day-to-day contact for the City of Joplin throughout the engagement, managing project coordination, schedule adherence, deliverable production, and responsive communication with City staff, MSSU representatives, and project stakeholders.

About Place Foundry
Place Foundry is a professional planning and economic development consulting firm specializing in vertically integrated place development—the simultaneous coordination of planning, civil engineering, architecture, and development strategy from day one. Unlike traditional, fragmented consulting, where planners, engineers, and architects work sequentially with costly handoffs and surprises, we bring all disciplines together throughout every project phase.

Our Vertically Integrated Model
Place Foundry operates through two integrated studios that work collaboratively from project inception:

PLANNING & DEVELOPMENT STUDIO provides comprehensive planning, economic development strategy, civil engineering, market analysis, developer recruitment, and implementation facilitation. This studio combines three practice areas: Planning + Urban Design (comprehensive plans, corridor studies, master plans), Development Strategy (market analysis, developer recruitment, implementation), and Civil Engineering (infrastructure feasibility, Complete Streets, site engineering). The Planning & Development Studio leads the Joplin engagement.

DESIGN & ARCHITECTURE STUDIO provides architecture, landscape design, and design feasibility services. This studio ensures development concepts are architecturally sound, financially feasible, and constructible.

SHARED SERVICES provides branding, marketing, operations, and finance support across both studios, ensuring consistent quality and professional presentation.

Why Integration Matters for Joplin
Traditional fragmented consulting creates predictable problems: planners create visions that engineers later discover won't work, infrastructure surprises blow budgets, and development scenarios prove financially infeasible only after months of planning—the result: 10-20% implementation rates and shelf plans.

Our integrated approach eliminates these problems. When Place Foundry creates the Joplin master plan, our civil engineer confirms infrastructure capacity, our development strategist validates market feasibility, and our planner ensures regulatory compliance—all simultaneously. No handoffs. No surprises. No late-stage failures.

This integration delivers 90%+ implementation rates, 30% cost savings compared to fragmented approaches, and an average 14-month timeline from plan adoption to groundbreaking. For Joplin, this means the MSSU/Northpark master plan will be feasible, fundable, and implementable—not aspirational.

Our Practice Focus
We work primarily with municipalities, property owners, and developers on mixed-use development, downtown revitalization, corridor planning, and economic development strategy. Our current portfolio demonstrates implementation success: Cherry Valley Crossings (8-10 active developer prospects through systematic recruitment), Loves Park Riverside Commons (Phase 1 operating—Indoor Box Market and Restaurant serving customers), Village of Roscoe (I-90 corridor planning), City of Danville (comprehensive plan), and Marquette County, Wisconsin (comprehensive plan refresh underway).

This work demonstrates our capability across the full spectrum of services required for Joplin: master planning, market analysis, GIS mapping, professional marketing, developer recruitment, ombudsperson services, infrastructure coordination, and implementation facilitation—all delivered through our integrated model that eliminates fragmentation and drives results.

2.2: Organizational Structure

FIRM ORGANIZATIONAL STRUCTURE

Place Foundry operates through a two-studio integrated model designed to eliminate the fragmentation typical of traditional consulting.

The **Planning & Development Studio** (led by David A. Sidney, Managing Principal) provides comprehensive planning, economic development strategy, civil engineering, market analysis, and implementation facilitation. The **Design & Architecture Studio** (led by Joe Anderson, Managing Principal) provides architecture, landscape design, and design feasibility services.

Shared Services provides branding, marketing, operations, and finance support across both studios.

This structure enables vertically integrated service delivery—where all disciplines work simultaneously from project inception—eliminating the sequential handoffs that cause delays, cost overruns, and implementation failures in traditional consulting models.

PROJECT TEAM ORGANIZATION FOR JOPLIN

The Planning & Development Studio will lead the Joplin engagement with support from Shared Services. Our structure follows Place Foundry's project leadership model: projects are led by the team member with the most relevant expertise, with all members collaborating throughout every phase.

David A. Sidney, Managing Principal, provides strategic oversight, quality assurance, and client success leadership. David coordinates with City and MSSU leadership, facilitates key stakeholder engagement, and provides final review of all deliverables.

Mark Schaer, Place Strategist, serves as Project Manager and leads the Joplin engagement. This project falls directly within Mark's practice area: district/corridor plans, development feasibility, economic development, and implementation strategies. Mark manages day-to-day coordination, serves as the primary City contact, leads master planning work, coordinates developer recruitment, and ensures deliverables meet schedule and quality standards.

Jeff Macke, PE, CFM, Director of Civil Engineering, provides infrastructure and technical coordination, confirming infrastructure capacity, providing input on Complete Streets planning, coordinating utility planning with City departments, and ensuring master plan recommendations are technically feasible.

Shawn Ager, Place Analyst, delivers data analysis and GIS work, conducting market analysis, creating all mapping and spatial analysis, developing data visualizations, and supporting stakeholder engagement with data-driven insights.

Michelle Sidney, Creative Director, leads all visual design and marketing deliverables, including creating the project website, producing marketing materials (video, renderings, prospectus), and designing the master plan document layout.

Integrated Collaboration: Mark leads planning and strategy, coordinating with Jeff on infrastructure and with Shawn on market analysis. All team members contribute specialized expertise simultaneously throughout every phase—not sequentially. When we develop land-use recommendations, Jeff confirms the infrastructure capacity. When we create development scenarios, Shawn validates market feasibility. No handoffs. No surprises.

COMMUNICATION AND QUALITY CONTROL

Mark Schaer serves as the primary contact for day-to-day coordination, managing monthly virtual updates, a minimum of 10 in-person meetings, and providing 24-hour response times. David Sidney provides executive-level coordination with City leadership and quarterly presentations to governing bodies.

David provides a final review of all deliverables before City submission, ensuring quality standards and alignment with objectives. Mark manages multi-stage review processes with tracked revisions and complete documentation.

Team Commitment: All proposed team members are committed to the full 13-month engagement. If personnel changes become necessary, the City will be notified and must approve replacements. David Sidney and Mark Schaer guarantee their personal involvement throughout the project.

2.3 Key Staff Resumes





DAVID A. SIDNEY

MANAGING PRINCIPAL | PLANNING & DEVELOPMENT STUDIO

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

AREAS OF EXPERTISE

Strategic Planning

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

Community Engagement

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

Development/ Redevelopment

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

RELEVANT PROJECT EXPERIENCE

- Downtown Roscoe Master Plan, Village of Roscoe, IL
- Downtown Rockford Strategic Action Plan, Rockford, IL, City of Rockford*
- Danville 2050 Comprehensive Plan, Danville, IL, City of Danville
- City of Rockford 2020 Implementation Plan, Rockford, IL, City of Rockford*
- Cherry Valley Crossings, Cherry Valley, IL, Village of Cherry Valley
- Riverside Commons Placemaking Blueprint, Loves Park & Machesney Park, IL, The Parks Chamber of Commerce
- South Avon Development, Rockford, IL, Rockford Housing Development Corporation
- Prairie Hill Development, Rockford, IL, CMM Associates
- Brewhouse District, Rockford, IL, K&K Associates
- Prairie Street Brewhouse Development Plan, Rockford, IL, K&K Associates*
- Miracle Mile Mixed Use Infill Development Plan, Rockford, IL, Miracle Mile Business District Association*
- Winnebago County Unified Development Plan and Ordinance, Winnebago County, IL, County of Winnebago*
- Adaptive Reuse Study, Sterling, IL, City of Sterling*

**Projects completed before working with Place Foundry*

EDUCATION

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



MARK SCHAER

PLACE STRATEGIST

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

AREAS OF EXPERTISE

Real Estate Analysis & Financial Modeling

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

Development Strategy & Site Selection

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

Project Coordination & Due Diligence

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

RELEVANT PROJECT EXPERIENCE

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

EDUCATION

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

TECHNICAL SKILLS

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

Visualization: Adobe Creative Suite, Sketchup

Office Applications: Microsoft Office 365 Suite



SHAWN AGER

PLACE ANALYST

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

AREAS OF EXPERTISE

Geographical Information Systems (GIS)

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

Market Analysis & Economic Geography

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

Community Engagement Support

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

RELEVANT PROJECT EXPERIENCE

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

**Projects completed before working with Place Foundry*

EDUCATION

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

TECHNICAL SKILLS

GIS Software: ArcGIS Pro, ArcGIS Online, Story Maps, Sketchup
Programming: R Statistical Programming
Office Applications: Microsoft Office Suite
Languages: Spanish (conversational)
Specialized: Topology management, database development, demographic analysis, market research tools



JEFF MACKE, PE, CFM

DIRECTOR OF CIVIL ENGINEERING

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

AREAS OF EXPERTISE

Infrastructure Planning

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

Technical Analysis

- → Hydrologic/Hydraulic Modeling
- → Infrastructure Assessment
- → Cost-Benefit Analysis

Technical Analysis Cont

- → Grant Application Development
- → Regulatory Compliance

Project Management

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

RELEVANT PROJECT EXPERIENCE

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

**Projects completed before working with Place Foundry*

EDUCATION

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

PROFESSIONAL REGISTRATIONS

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



MICHELLE SIDNEY

CREATIVE DIRECTOR

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

AREAS OF EXPERTISE

Design

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

Marketing

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

Visual Storytelling

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

RELEVANT PROJECT EXPERIENCE

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

EDUCATION

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

2.4 Experience & Qualifications

Place Foundry brings nearly two decades of comprehensive planning experience, established developer networks across multiple real estate sectors, and a track record of turning communities' visions into operating businesses. Our current portfolio demonstrates capability across the full spectrum of services required for the Joplin engagement.

MUNICIPAL KNOWLEDGE AND EXPERIENCE

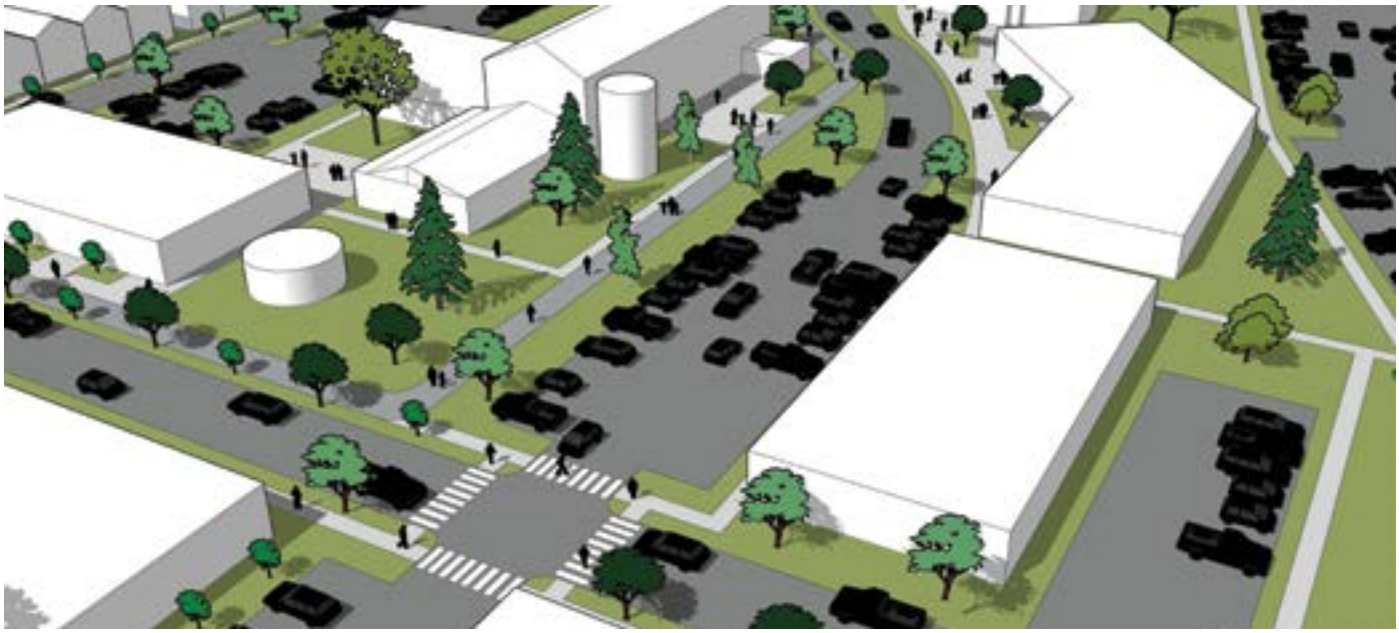
We specialize in working with small and mid-sized municipalities, university partners, and regional organizations on mixed-use development, downtown revitalization, corridor planning, and economic development strategy. Our approach emphasizes integration—combining planning, civil engineering, market analysis, professional marketing, and active implementation support into unified service delivery.

This integrated model distinguishes us from traditional, fragmented consulting, where planners, engineers, and architects work sequentially, with costly handoffs and surprises. When Place Foundry creates a master plan, our civil engineer confirms infrastructure capacity, our development strategist validates market feasibility, and our planner ensures regulatory compliance—all simultaneously.

RELEVANT PROJECT EXPERIENCE

The following five projects demonstrate our qualifications for the Joplin engagement:

Cherry Valley Crossings



Cherry Valley, Illinois
Timeline: 2023-2024
Status: Completed

Client Reference
Jim E. Claeyssen
Village Administrator
Village of Cherry Valley
806 E State St A
Cherry Valley, IL 61016

PROJECT OVERVIEW

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

CHALLENGE & APPROACH

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

KEY SERVICES PROVIDED

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



Riverside Commons



Loves Park, Illinois
Timeline: August 2022 - Present
Status: Phase 1 Planning Completed, Phase 2 Implementation Ongoing

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

PROJECT OVERVIEW

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

CHALLENGE & APPROACH

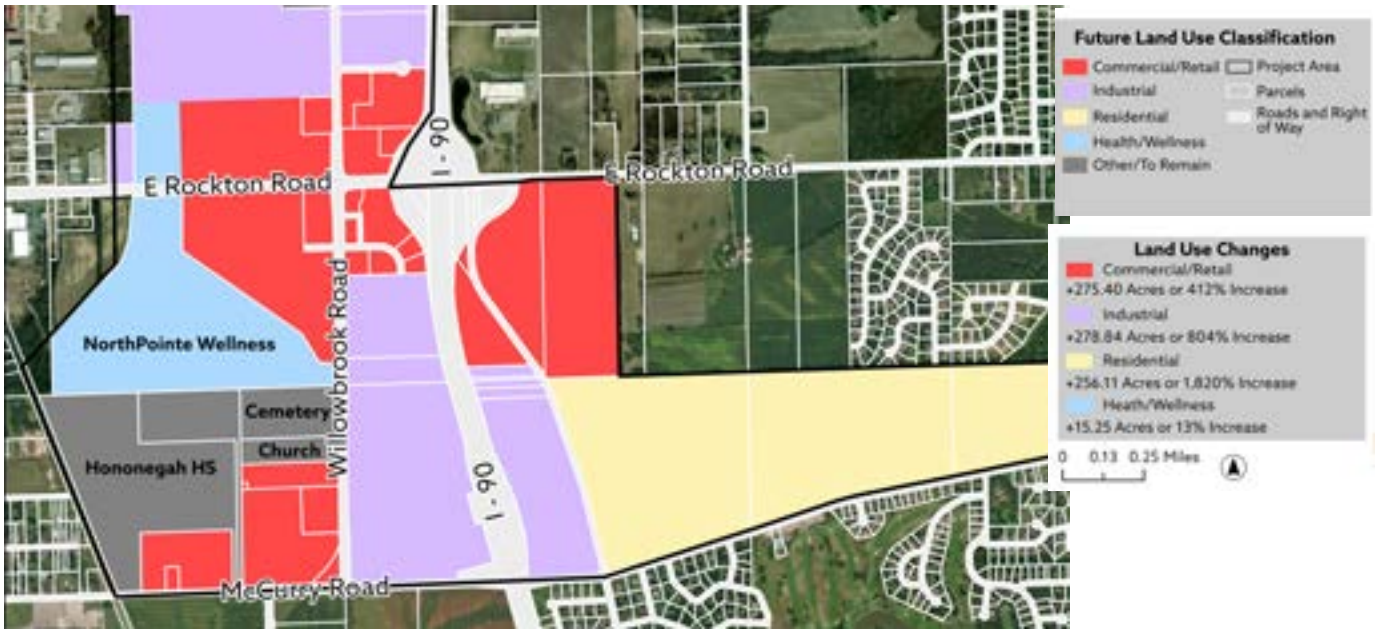
The project focuses on challenging prevailing trends of single-use development and enhancing pedestrian and transit-oriented experiences in these suburban, automobile-oriented communities. The Riverside Commons Blueprint, completed in April 2023, serves as the first district plan within the broader five-year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

KEY SERVICES PROVIDED

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



I-90 & Rockton Road Corridor



Village of Roscoe, Illinois
Timeline: 2024-2025
Status:

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

PROJECT OVERVIEW

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

CHALLENGE & APPROACH

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

KEY SERVICES PROVIDED

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

Lynch Road Corridor

Danville, Illinois
Timeline: December 2023 to April 2024
Status: Completed

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



PROJECT OVERVIEW

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

CHALLENGE & APPROACH

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

KEY SERVICES PROVIDED

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

Avon Development



Rockford, Illinois
Timeline:
Phase 1 Development Analysis, Planning and Entitlements:
April 2022 - August 2023

Phase 2 Development Coordination:
September 2023 - Present

Status: Phase 2 In Progress

Client Reference
Jerry Lumpkins, Board President
Rockford Housing Development Corporation
3400 North Rockton Avenue
Rockford, Illinois 61103
Phone: 312-371-5039

PROJECT OVERVIEW

Beginning in 2022, Place Foundry partnered with the Rockford Housing Development Corporation (RHDC) on the South Avon Development — a 15-acre mixed-use project in southwest Rockford featuring affordable housing, an early education center, urban agriculture facilities, and commercial space. The development stems from the One Rockford Initiative, a community-driven effort to spur reinvestment in the area, and secured a Planned Unit Development zoning approval from the City of Rockford in August 2023.

CHALLENGE & APPROACH

The central challenge was translating a community-informed vision into a financially viable, implementable development plan. Place Foundry conducted marketplace research to identify retail demand trends, performed infrastructure and policy due diligence, and integrated those findings with demographic analysis to produce multiple development scenarios for RHDC's consideration. Robust community engagement — convening residents, business leaders, and elected officials — ensured the plan reflected stakeholder input. The result is a comprehensive development plan with schematic design and cost analyses positioned to guide municipal approval and construction.

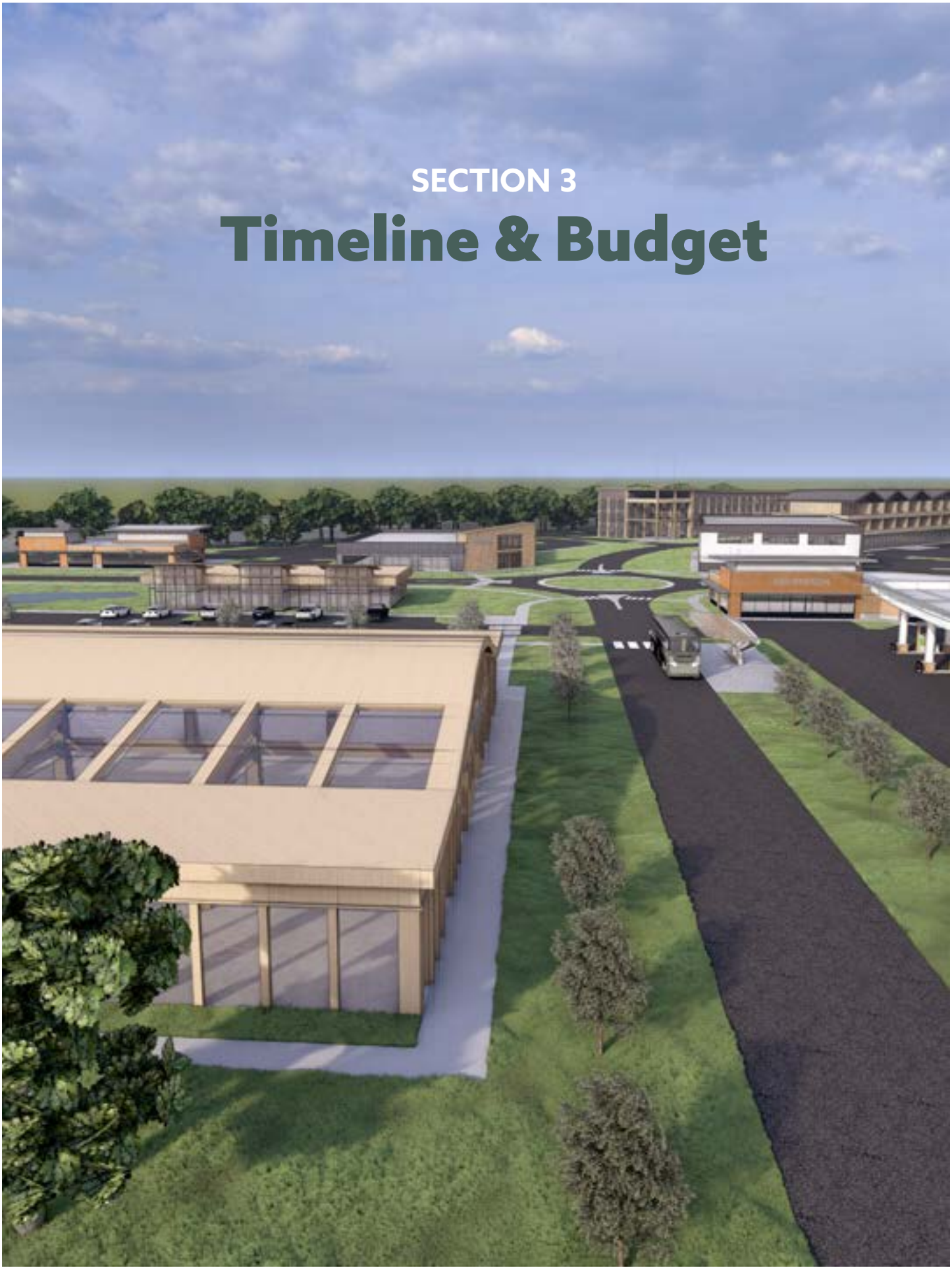


KEY SERVICES PROVIDED

- → Highest and Best Use Development Analysis
- → Land-use, zoning, and pro forma analysis
- → 2D and 3D schematic design
- → Stakeholder engagement, public participation, and website creation
- → Energy efficiency and sustainable development
- → LIHTC and CPACE financing

SECTION 3

Timeline & Budget



3.1: Timeline to Complete Study

PROJECT DURATION: APRIL 2026 - APRIL 2027

The timeline below provides an overall framework to complete each phase outlined in our proposed methodology. We are committed to the City's Spring 2027 completion target and ready to devote the proposed personnel and resources for the entire engagement. Should the City favor our approach, we will refine this schedule during contract finalization to ensure optimal coordination with City, MSSU, and Chamber calendars.

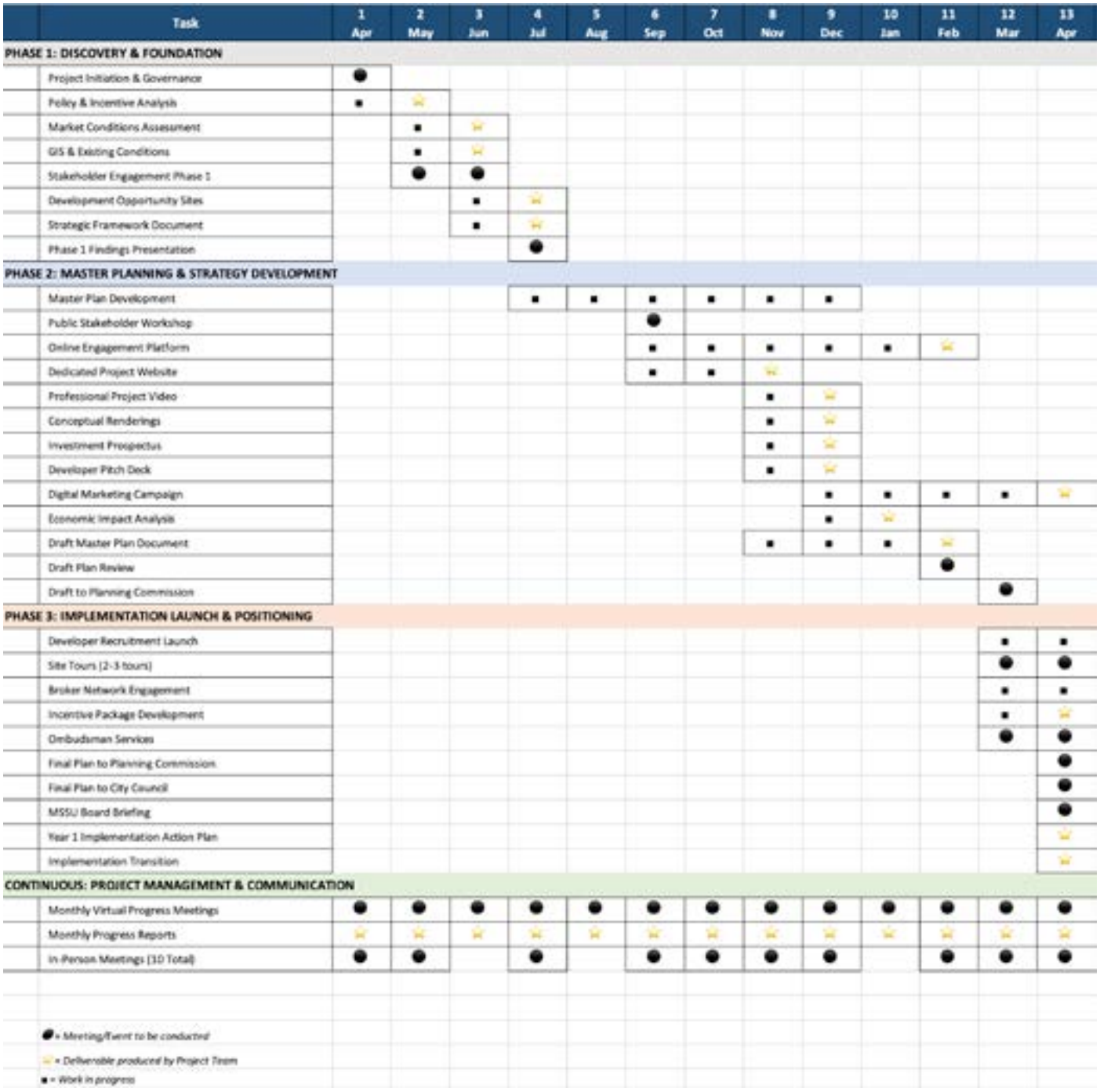
Overall Schedule:

- → **Phase 1: Discovery & Foundation** (Months 1-4: April-July 2026)
- → **Phase 2: Master Planning & Strategy Development** (Months 5-10: August 2026-January 2027)
- → **Phase 3: Activation & Implementation Support** (Months 11-13: February-April 2027)

Stakeholder Touchpoints

Throughout the 12-month engagement, Place Foundry will maintain regular communication through multiple channels:

- → **In-Person Meetings:** Minimum 10 meetings strategically scheduled for key milestones, stakeholder workshops, and governing body presentations
- → **Virtual Meetings:** 12 monthly progress update meetings (one per month)
- → **Ongoing Communication:** Same-day response for time-sensitive opportunities, 24-hour response for routine questions, unlimited coordination calls



3.2: Cost of Proposal

We propose a not-to-exceed amount of **$139,500** for the City of Joplin Economic Development Services assignment, including all professional fees and project expenses. If the City favors our basic approach, we are willing to work with City staff to amend our Scope of Work as necessary to meet budgetary constraints.

Phase	Cost
Phase 1: Discovery & Foundation	$33,700
Phase 2: Master Planning & Strategy Development	$54,000
Phase 3: Implementation Launch & Positioning	$24,975
Project Management & Communication (All Phases)	$12,150
Subtotal - Professional Fees	$124,800
Travel & Direct Expenses	$14,700
Total Not-to-Exceed Amount	**$139,500**

What's Not Included

- → Specialized traffic engineering studies requiring engineering subconsultants (intersection analysis, capacity modeling, traffic counts)
- → environmental field surveys or Phase I/II environmental assessments
- → utility infrastructure capacity engineering requiring detailed hydraulic modeling
- → additional in-person meetings beyond the 10 included
- → printing costs for large-format plan documents (we provide print-ready PDFs),
- → additional grant applications beyond the initial scope
- → major plan rewrites if City direction changes substantially post-adoption, requiring new analysis.

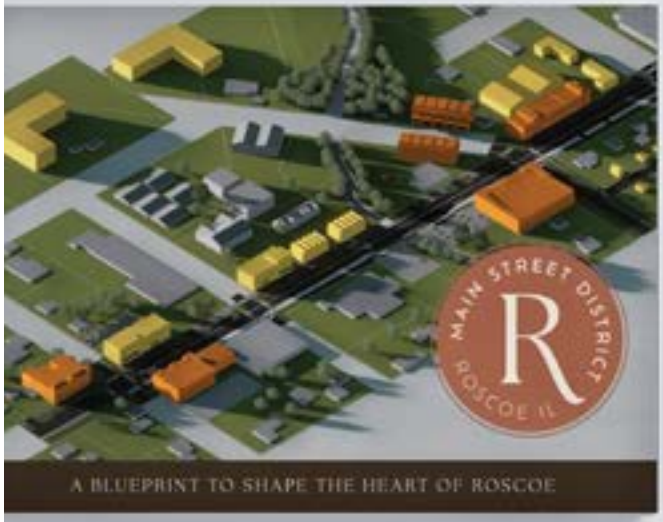
Average Hourly Rate

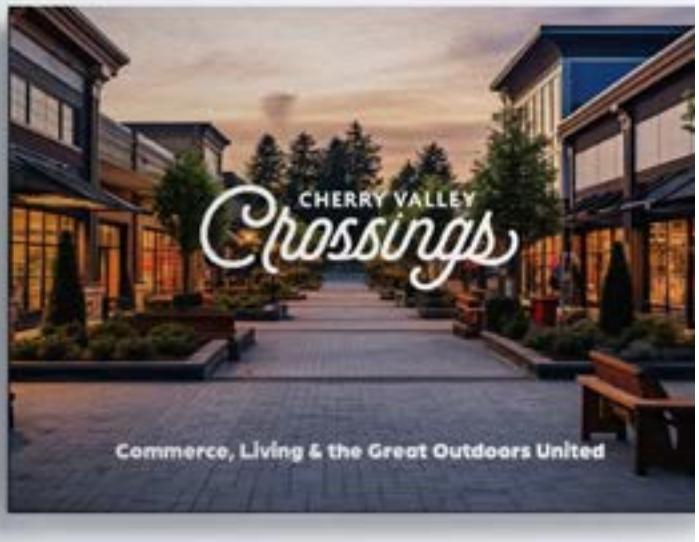
Place Foundry's blended average hourly rate for this engagement is $135/hour, reflecting our team's combined expertise across planning, engineering, market analysis, and marketing disciplines.
Total estimated professional hours: 925 hours over 13 months.

Hourly Rates for Additional Services

Should the City request services outside the defined scope, Place Foundry will provide those services at the following hourly rates:

Position	Hourly Rate
Managing Principal	$145
Project Manager / Place Strategist	$135
Director of Civil Engineering	$135
Place Analyst	$115
Creative Director	$115


MAIN STREET DISTRICT
R
ROSCOE IL
A BLUEPRINT TO SHAPE THE HEART OF ROSCOE


CHERRY VALLEY
Crossings
Commerce, Living & the Great Outdoors United


Main Street Core District
Long Term Plan


RIVERSIDE
COMMONS
live. linger. play. innovate.

APPENDIX

Work Samples

Visit **www.theplacefoundry.com/work-samples** to view our Work Samples or click on the project links below.

MAIN STREET DISTRICT

CHERRY VALLEY CROSSINGS DISTRICT

RIVERSIDE COMMONS DISTRICT

PLACE
foundry

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

HOW WE STRUCTURE IMPLEMENTATION CONTRACTS

For clients transitioning from a planning engagement to active implementation, we use a Comprehensive Implementation Partnership — a fixed-price, monthly structure organized around four core work areas:

1. **Developer Recruitment & Pipeline Cultivation** — Systematic outreach to qualified developers across retail, restaurant, hotel, multifamily, student housing, and master developer categories; site tour coordination; broker network engagement; and monthly pipeline reporting from initial contact through advanced discussions.

2. **Stakeholder Coordination** — Ongoing engagement with City staff, MSSU administration, property owners, and the Chamber to sustain alignment and advance individual project conversations as they mature.

3. **Marketing & Visibility** — Maintaining and updating the project website, executing the digital marketing campaign, refreshing materials for active developer conversations, and managing inbound inquiries generated by the Year 1 marketing platform.

4. **Ombudsman & Deal Support** — This is structured in two parts in our engagements: first, serving as a single point of contact for developers navigating plan review, permits, and approvals; and second, facilitating development agreement and legal coordination — including term sheets, incentive agreement structuring, negotiations on terms and phasing, and deal structuring support (pro formas, ROI analysis, risk allocation). Both are included in the monthly fee.

The structure is a fixed monthly fee with a 12-month term. This approach ensures predictable costs, unlimited access to our team, and the continuity that developer relationships require.

YEAR 2 IMPLEMENTATION SCOPE & FEE

For Joplin, a Year 2 engagement would build directly on the foundation established in Year 1 — the adopted master plan, the live marketing platform, the active developer pipeline, and the CBL relationship. The focus shifts from building systems to advancing conversations toward commitments.

Proposed Year 2 Scope (12 months):

- **Developer pipeline cultivation** — advance the 3–5 prospects showing preliminary interest toward due diligence and LOI discussions; continue outreach to fill the pipeline as early prospects progress; provide support to the City with its RFI/Q process, if applicable.

- **Ongoing CBL engagement** — leverage existing C-Suite relationships to advance Northpark Mall redevelopment conversations.

- **Broker/Developer network engagement** — quarterly outreach and updated materials to 10–15 commercial broker contacts; developer site tours coordinated throughout the year; website

updates, digital campaign execution, quarterly email campaigns to the developer and broker database.

- **Development pro forma analysis** — independent financial analysis for up to 3 active development prospects, including pro forma review, revenue/expense validation, financing structure assessment, gap financing recommendations, and incentive 'But For' analysis.

- **Grant strategy & application** — identification and pursuit of one grant opportunity aligned with Joplin's infrastructure and economic development priorities (CDBG, EDA, Missouri DED programs, and others); the adopted master plan provides the planning foundation most programs require.

- **Infrastructure coordination** — ongoing coordination with City engineering staff on development-readiness, monitoring alignment between infrastructure delivery and development phasing, and tracking grant-funded projects.

- **Ombudsman services (plan review & permitting)** — active process navigation support as prospects advance toward applications.

- **Ombudsman services (development agreements)** — support role to City staff in deal structuring, incentive agreement facilitation, and legal agreements for 2–3 active prospects.

- Monthly progress reports and quarterly presentations to City leadership, MSSU, and Chamber.

Proposed Year 2 Investment: **$6,500/month ($78,000/year)** — fixed price for all professional services.

Year 2 will be delivered primarily through virtual meetings and calls, which reflects the nature of the work as the engagement shifts from planning and relationship-building to ongoing pipeline management and deal facilitation.

We anticipate 3–4 strategic in-person visits over the course of the year for key moments — developer site tours, governing body presentations, and active negotiation sessions. Travel for those visits will be billed at cost with prior written approval. The team estimates an average cost of $1,600 per trip for two Place Foundry employees traveling to Joplin (flights, rental car, meal allowance, and lodging).

I am happy to discuss further or answer any additional questions.