



450 S. Parish Avenue
Johnstown, CO 80534
970-587-4664
JohnstownCO.gov

Town Council Regular Meeting

450 S. Parish, Johnstown, CO

Monday, August 18, 2025 at 7:00 PM

Mission Statement: Enhancing the quality of life of our residents, businesses, and visitors through community focused leadership.

Agenda

Call to Order

Agenda Approval

Special Presentations

1. Larimer County District Attorney's Office Annual Presentation

Public Comment

Members of the audience are invited to speak at the Council meeting. Public Comment is reserved for citizen comments on items not contained in the Public Hearing portion of the agenda. Citizen comments are limited to five (5) minutes per speaker. When several people wish to speak in the same position on a given item, they are requested to select a spokesperson to state that position.

Consent Agenda

The Consent Agenda is a group of routine matters to be acted on with a single motion and vote. Council or staff may request an item be removed from the Consent Agenda and placed on the Regular Agenda for discussion.

2. August 4, 2025 Town Council Meeting Minutes
3. July 2025 Financial Statements

Town Manager's Report

Old Business

New Business

4. Park and Open Space Sales and Use Tax Ballot Question
5. Resolution 2025-20 Downtown Johnstown Master Plan
6. Agreement between the Town of Johnstown and the Johnstown Downtown Development Association
7. Award Contract for Town of Johnstown Public Art Master Plan

8. Senior Center/Community Facility Design Services Award

9. Sign Construction Locations

Public Hearing

Informational Items

10. Informational Items

Council Reports and Comments

Mayor's Comments

Executive Session

Adjournment

Americans with Disabilities Act Notice

In accordance with the Americans with Disabilities Act and other applicable laws, persons who need accommodation in order to attend or participate in this meeting should contact Town Hall at 970-587-4664 no later than 48 hours before the meeting in order to request such assistance. De conformidad con la Ley de Discapacitados Estadounidenses y otras leyes vigentes, los individuos que necesitan adaptaciones funcionales para asistir o participar en esta reunión deberán comunicarse con la Municipalidad marcando el 970 587- 4664 a lo más tardar 48 horas antes de dicha reunión para solicitarla.

THE COMMUNITY THAT CARES
— — —



8th Judicial District Attorney's Office

Office of the District Attorney
Gordon P. McLaughlin, District Attorney
8th Judicial District

Serving Larimer and Jackson

Counties
**Johnstown Council
Presentation**



Who Are We?

The 8th Judicial District Attorney's Office serves Larimer and Jackson counties, representing more than 360,000 residents in Northern Colorado.

Elected District Attorney, Gordon P. McLaughlin leads a team of more than 100 dedicated public servants working tirelessly to protect the community while improving the criminal justice system.

Mission

The District Attorney's office serves to seek justice and ensure the safety of our community in an equitable manner. Every day we work to thoughtfully prosecute crime, protect victims of crime, address systemic bias, rectify injustice, and provide transparency about our work. We are zealous advocates for the truth and fair practitioners of justice.

Vision

To protect and serve Larimer and Jackson counties, while creating a stronger community where the application of criminal justice is more equitable and no longer at odds with social justice.

What is the 8th Judicial District?

Larimer County

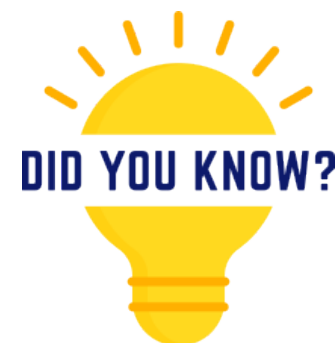
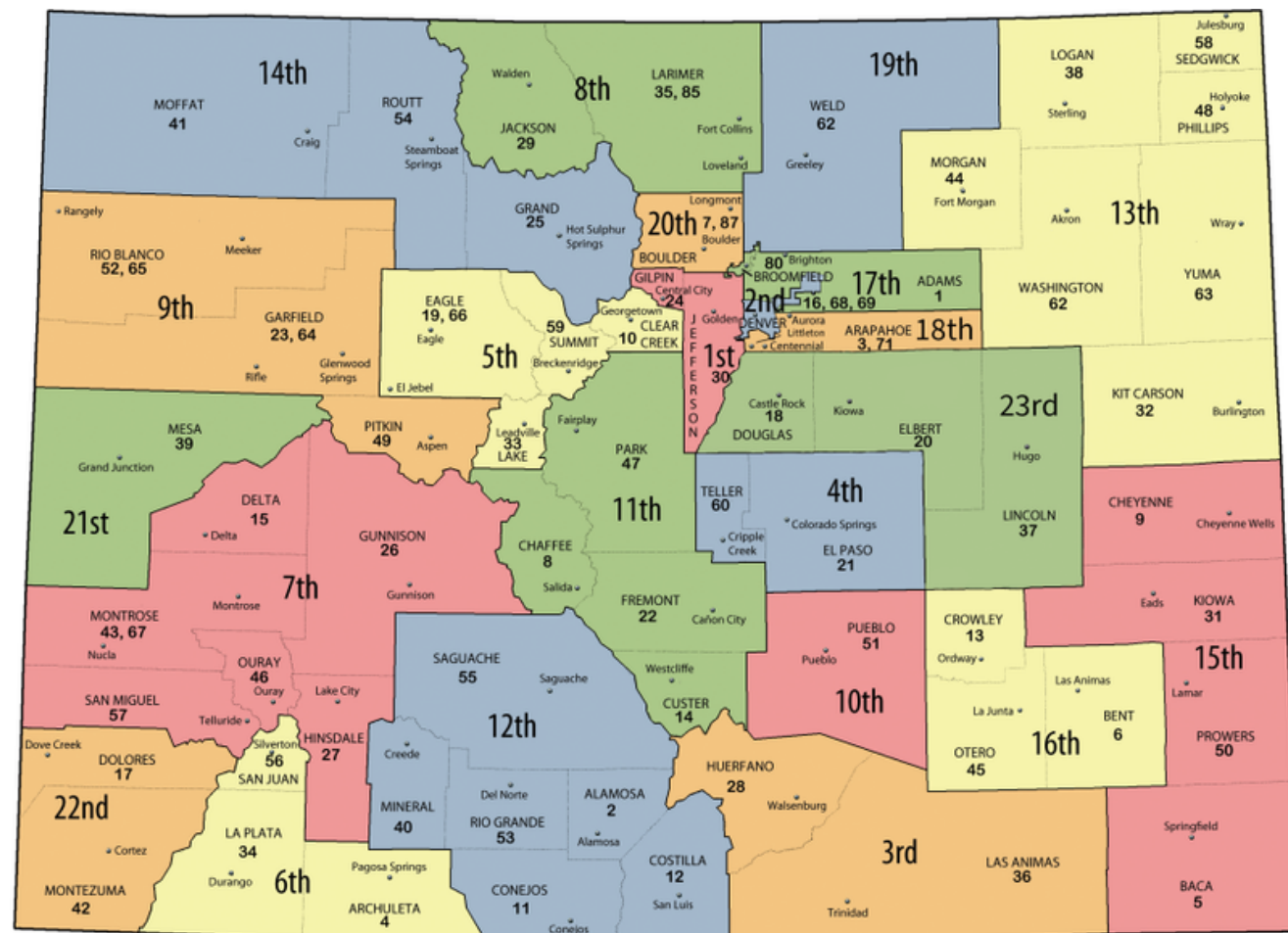
- 370,000 residents
- 2,634 square miles

Jackson County

- 1,400 residents
- 1,621 square miles

How are we funded?

- Larimer and Jackson Boards of County Commissioners
- Grant funding (local, state, federal)



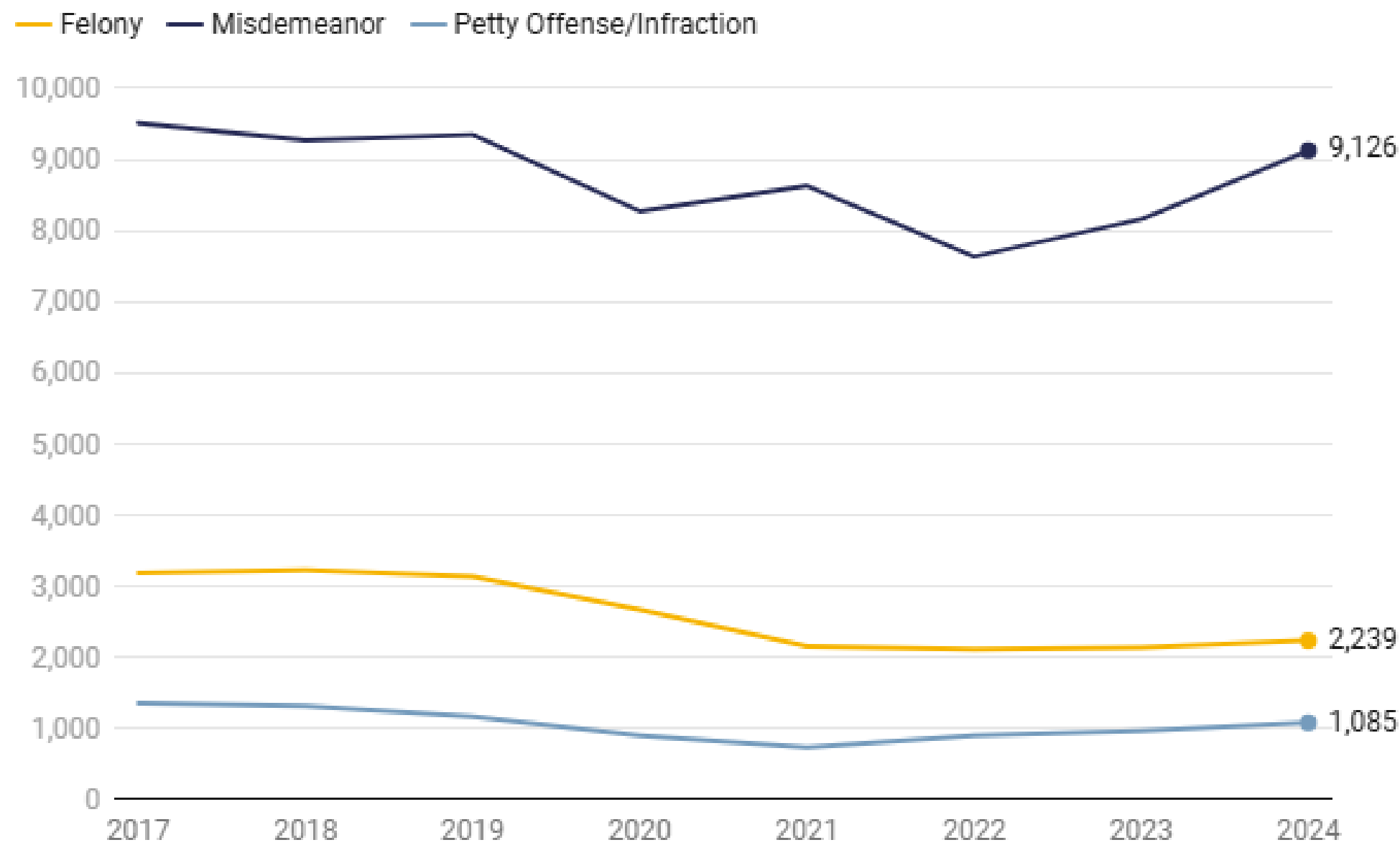
The 8th Judicial District covers more square miles than the states of Rhode Island and Delaware combined!



To protect and serve Larimer and Jackson counties, while creating a stronger community where the application of criminal justice is more equitable and no longer at odds with social justice.

How Many Cases Does the DA's Office Handle?

Number of Cases Filed, by Year and Charge Level



Prosecutor Caseload

County Court DA



110

Average number of misdemeanor cases filed by prosecutor monthly

District Court DA



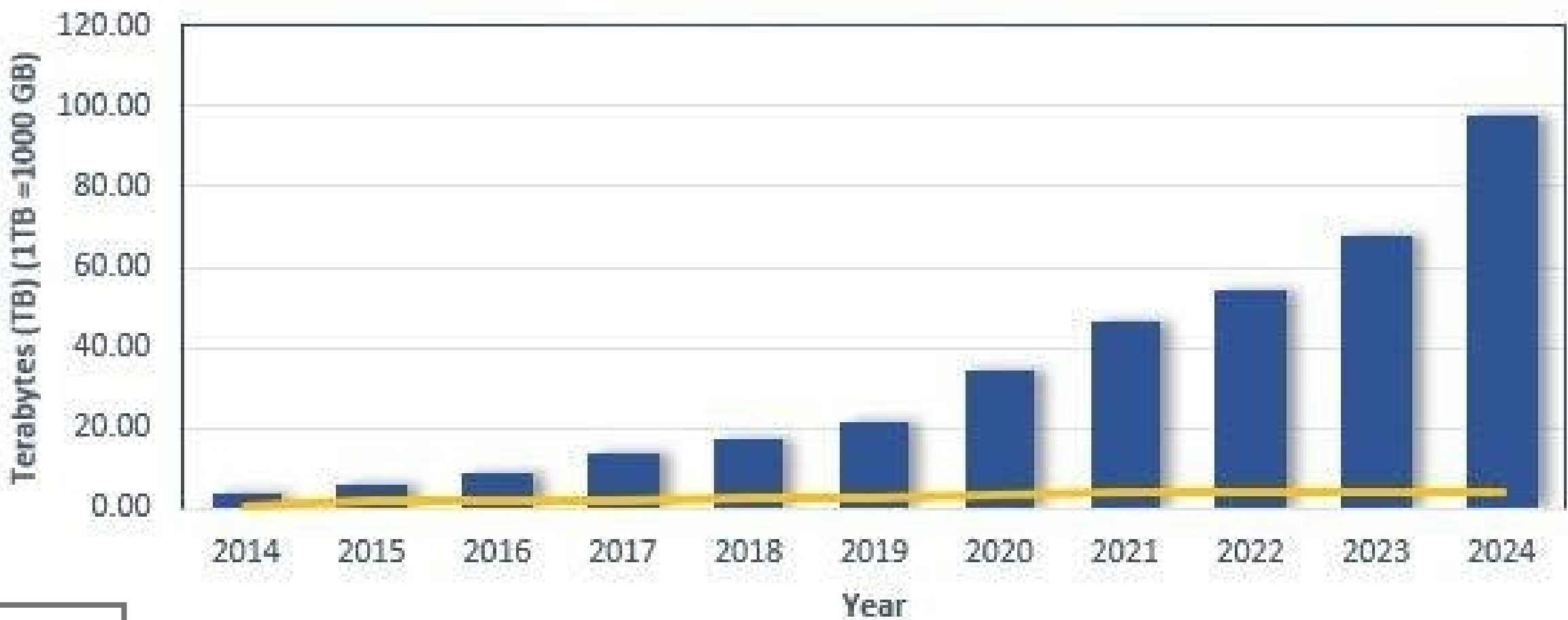
27.5

Average number of felony cases filed by prosecutor monthly

WE HAD AN INCREASE IN FILINGS OF 10% FROM 2023 TO 2024

Reviewing Evidence

- More than 1.2 million pages of documents
- Over 90TB terabytes of digital evidence (90,000 gigabytes)
- Standard laptop 256GB drive. Would fill 30 laptops each month
- Since 2016 we have seen > 600%



In 2024, our team processed 98 Terabytes of digital evidence

alone



A 45% INCREASE OF FROM 2023

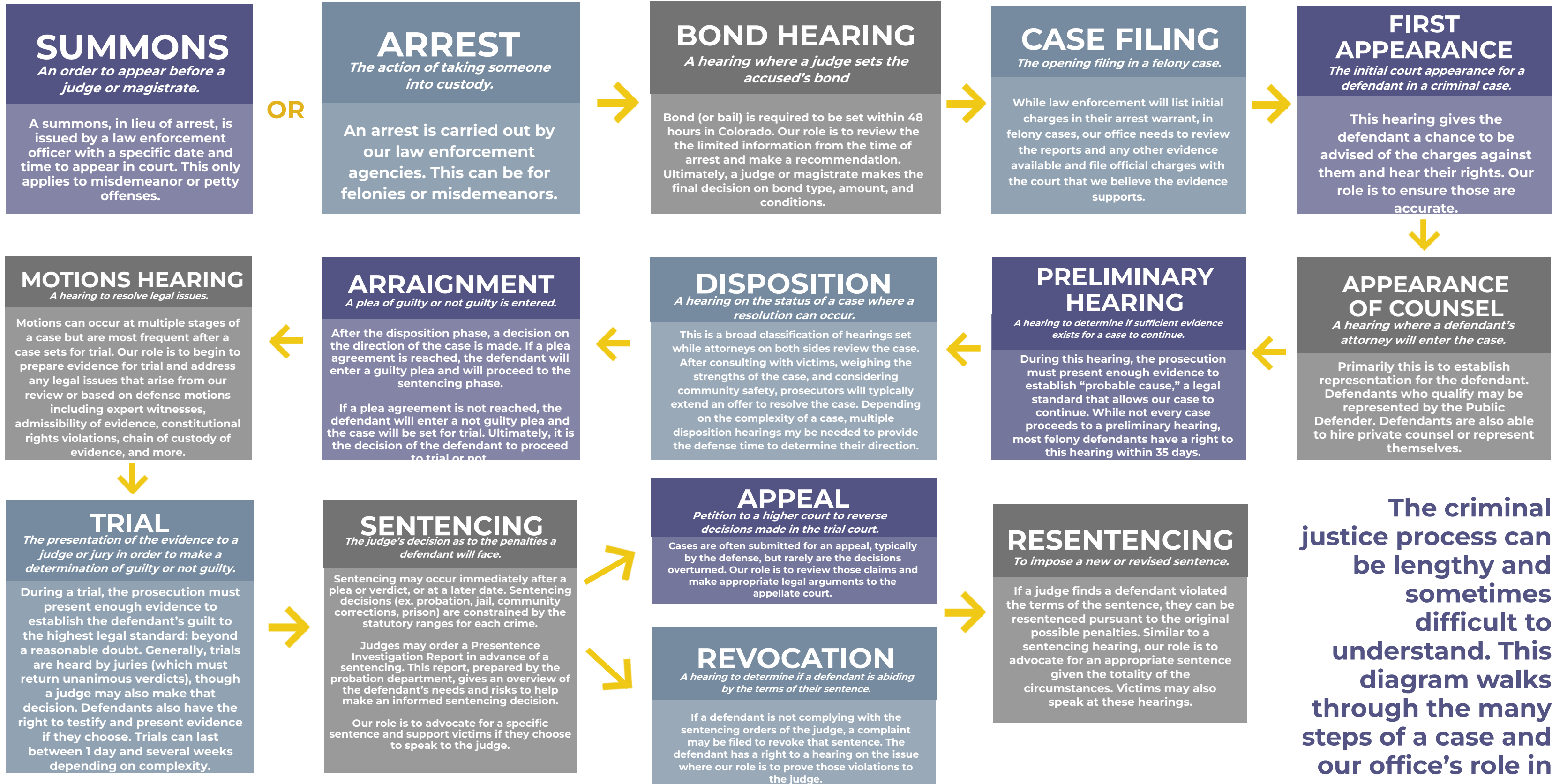
Amount of Digital Evidence Processed (in Terabytes)

Number of Full Time Employees



To protect and serve Larimer and Jackson counties, while creating a stronger community where the application of criminal justice is more equitable and no longer at odds with social justice.

Life of a Case



Current Programs and Projects

Domestic Violence Unit

In July 2024, the 8th Judicial District Attorney's Office Domestic Violence Unit launched.

- Includes one prosecutor, one victim advocate and one investigator
- Screens all cases with a domestic violence enhancer and evaluates them on a high-risk criteria.
- They partner closely with both law enforcement and community agencies to support victims and investigations.

Legislative Updates

For the 2025 Legislative Session, the following criminal justice bills were passed into law.

- HB 1144 - Juvenile Detention Bed Caps
- SB 288 - Intimate Digital Images
- SB 281 - Increase Careless Penalties
- SB 304 - CBI SANE Kits
- SB 106 - Theft of Firearms

For the 2025 Legislative Session, the following criminal justice bills DID NOT pass.

- HB 1206 - Extreme Indifference Murder
- SB 86 - Social Media Protections

Veteran's Court

In Spring of 2025, the 8th Judicial District launched its Veterans Treatment Court.

- Provides jail resources to U.S. military veterans, including active-duty personnel involved in the criminal justice system.
- Requires participants to meet weekly with the VC team, as well as maintain sobriety and probation requirements.
- Participants work to hold each other accountable, build comradery, and address root causes of crime.

Auto Theft

Investigations

In 2024, the Colorado District Attorney's Council created funding to address Auto Theft within judicial districts.

We hired a dedicated investigator to support law enforcement within the 8th, 13th, 14th, and 19th judicial districts. That includes Larimer, Jackson, Weld, Logan, Morgan, Phillips, Washington, Sedwick, Yuma, Kit Carson, Grand, Moffat, and Routt counties.



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Johnstown Cases of Note

24CR1644

Sandra Oldenburg

- **Charged with 18 Counts**
 - **Theft \$100,000 - \$1,000,000 (F3)**
 - **Cyber Crime Commit Theft - 100K to 1 Mil (F3)**
 - **Fraud by Check - 5K-20K (F5)**
 - **Fraud by Check - 2K-5K (F6)**
 - **(6) Filing False Return (F5)**
 - **(6) Tax Evasion (F6)**
 - **Forgery 2 (M1)**
- **Arrested October 2024**
- **Being handled by our Major Case Prosecutor**
- **Next hearing set for August 21st**

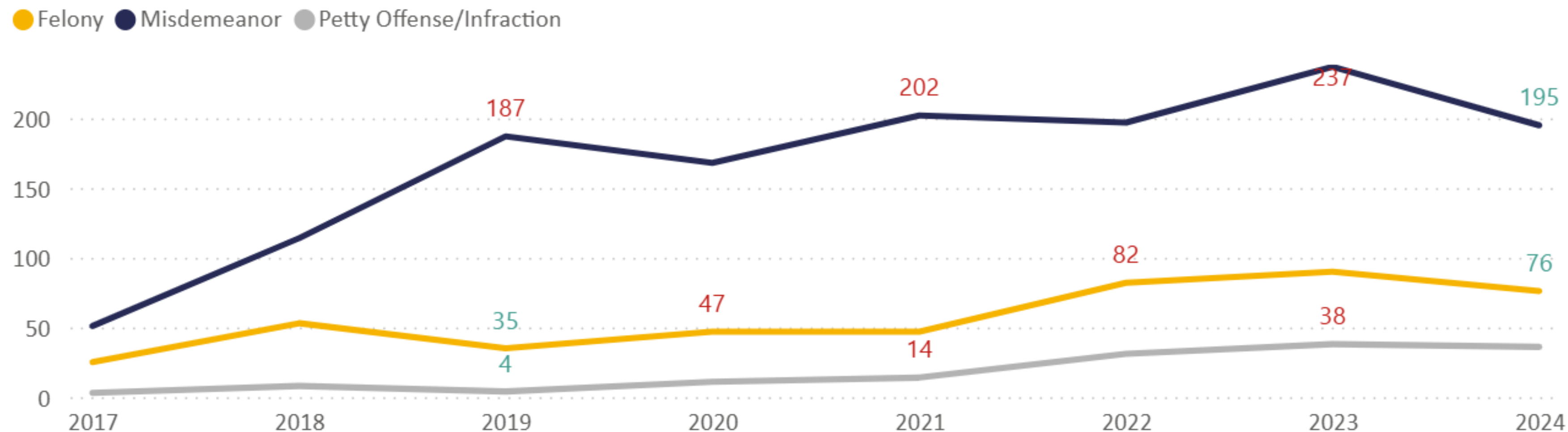
All charges are merely allegations, and the defendant is presumed innocent unless and until proven guilty beyond a reasonable doubt



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Number of Cases Filed (Johnstown PD)

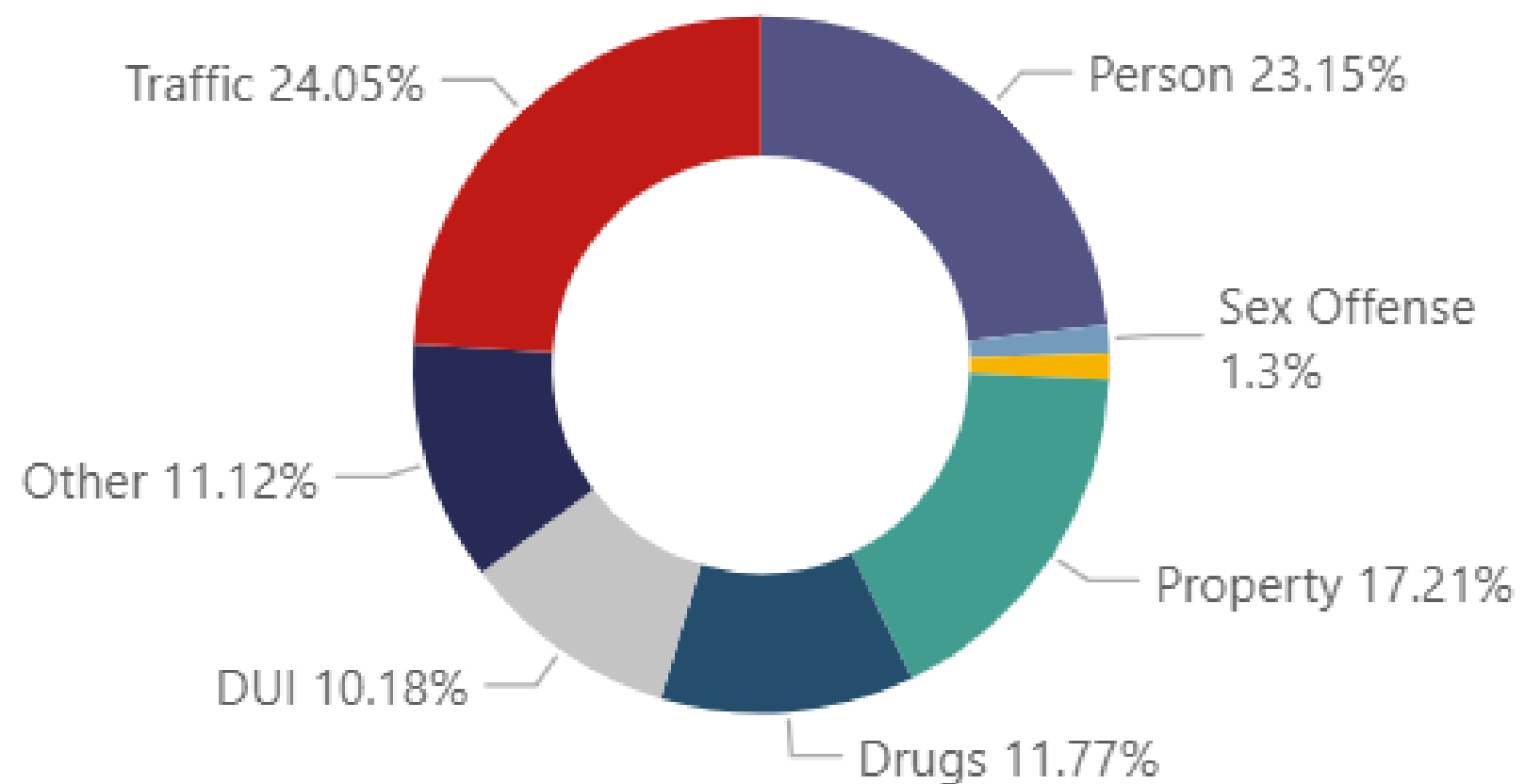
Filing for Johnstown PD (2017-2024) by Charge Level Larimer side of Johnstown Only



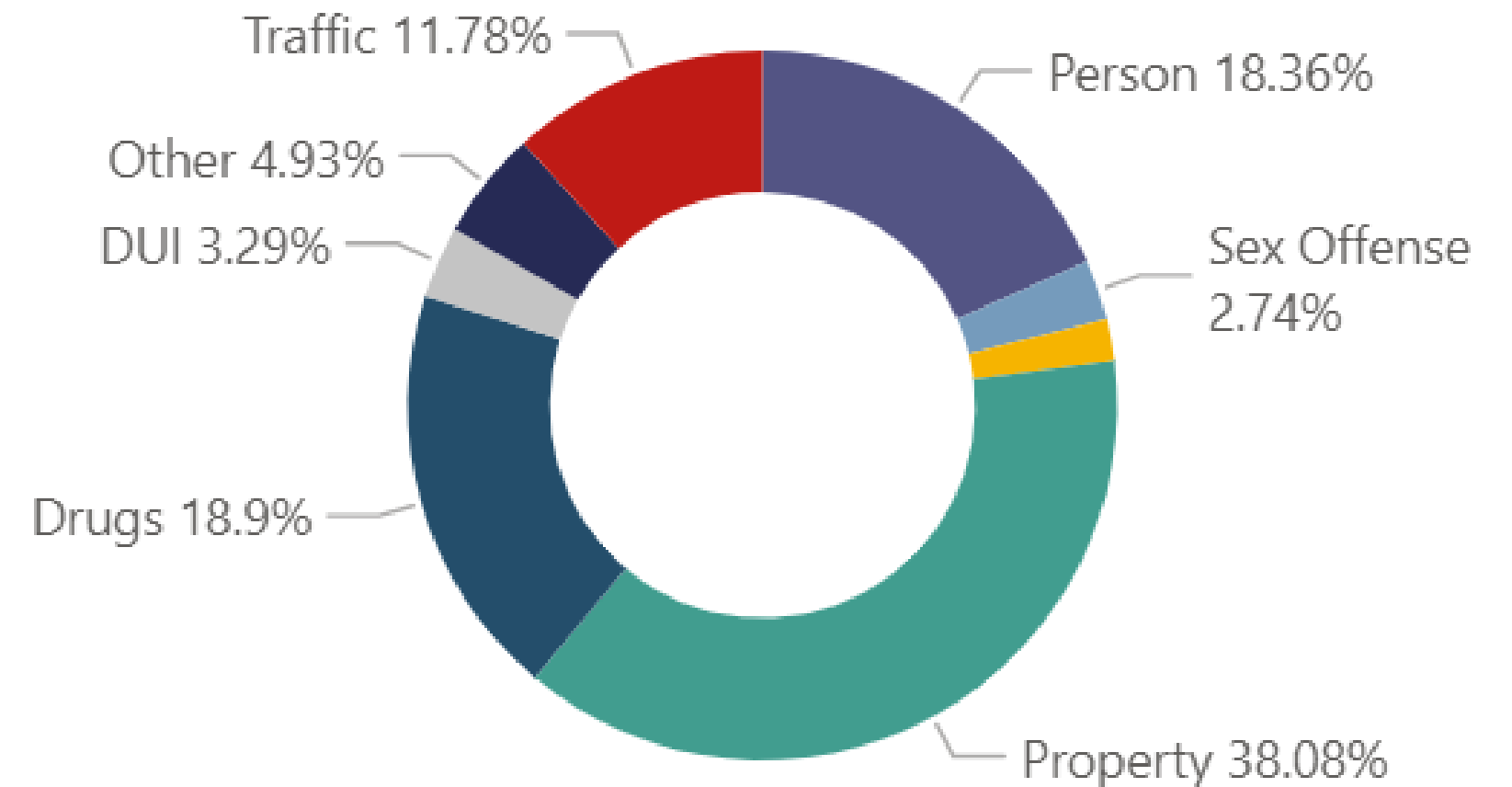
To protect and serve Larimer and Jackson counties, while creating a stronger community where the application of criminal justice is more equitable and no longer at odds with social justice.

Johnstown Case Filings by Type

2017-2024
Percent of Cases Filed
(8th Judicial District)

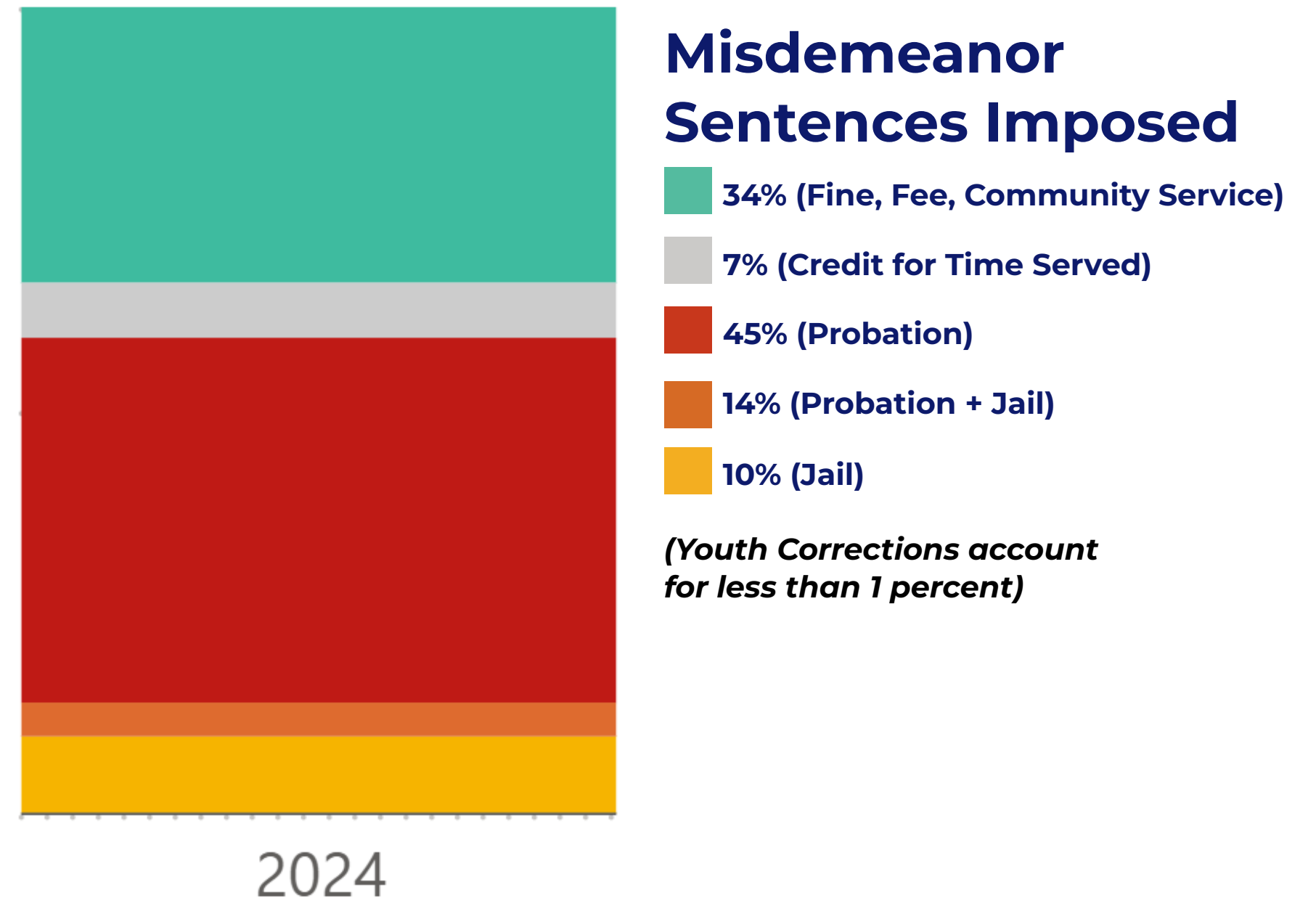
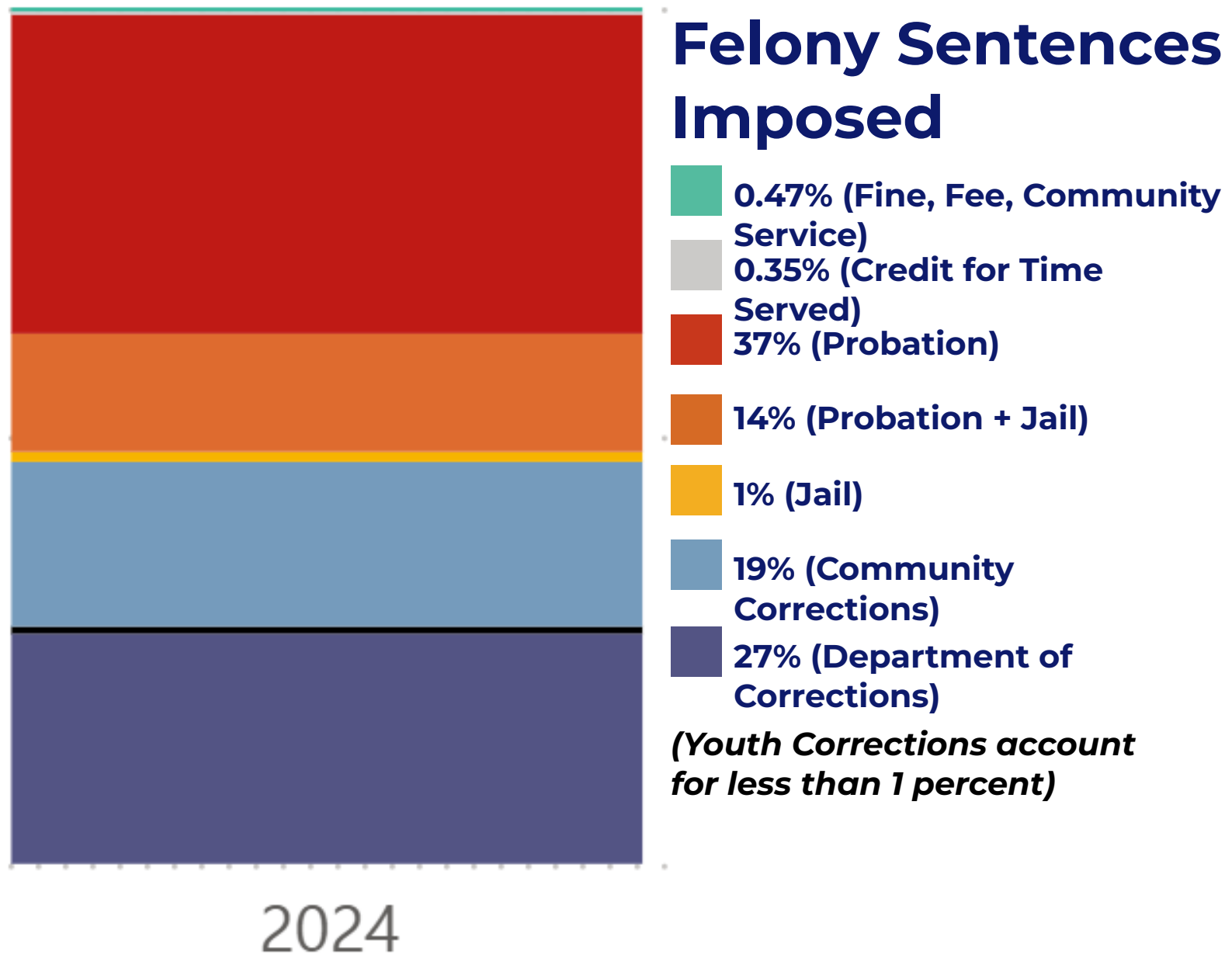


2017-2024
Percent of Cases Filed
(Johnstown)



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Sentencing in the 8th JD (2024)

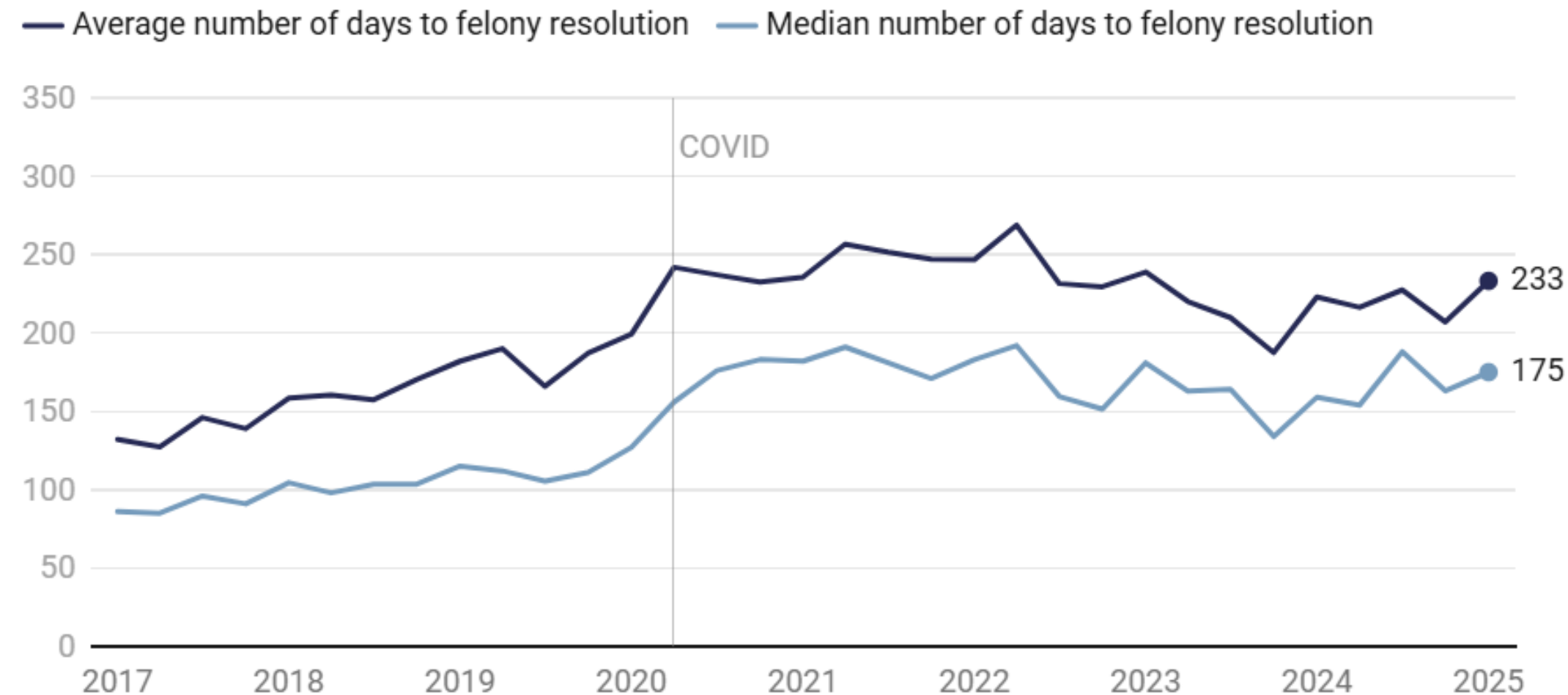


To protect and serve Larimer and Jackson counties, while creating a stronger community where the application of criminal justice is more equitable and no longer at odds with social justice.

Case Resolution

Time to Felony Resolution

This chart shows the number of days from felony case filing to resolution. Lengthy court cases cause hardship for victims and defendants, require unnecessary expenditures, and add to system backlogs. The timeliness of the case is influenced by the DA's Office as well as the defense and the presiding judge.



To protect and serve Larimer and Jackson counties, while creating a stronger community where the application of criminal justice is more equitable and no longer at odds with social justice.



Please Reach Out



DISTRICT ATTORNEY'S OFFICE 8TH JD
201 LAPORTE AVE, SUITE 200
FORT COLLINS, CO 80521



DISTRICT ATTORNEY'S OFFICE 8TH JD
810 E 10TH STREET
LOVELAND, CO 80537



(970) 498-7200



8thdist-da@co.larimer.co.us



DA8COLORADO



@DA8COLORADO



DA8COLORADO



450 S. Parish Avenue
Johnstown, CO 80534
970.587.4664
JohnstownCO.gov

TOWN COUNCIL REGULAR MEETING
450 S. Parish, Johnstown, CO
Monday, August 4, 2025

MINUTES

CALL TO ORDER

At 7:00 Mayor Duncan called the meeting to order.

PLEDGE OF ALLEGIANCE

Mayor Duncan invited attendees to join in the Pledge of Allegiance.

ROLL CALL

Present:

Councilmember Paranto
Councilmember Menzies
Councilmember Morris
Mayor Duncan
Mayor Pro Tem Young
Councilmember Molinar
Council Member Berg

AGENDA APPROVAL

Mayor Duncan noted the addition of Business of the Month to special presentations.

Motion by Mayor Pro Tem Young and seconded by Councilmember Berg approve the agenda.

Upon vote, the motion passed unanimously.

SPECIAL PRESENTATIONS

Business of the Month: Economic Development Director Sarah Crosthwaite introduced Murdoch's Home Supply as the Business of the Month.

New Employee Introductions:

The Community that Cares

- Planning and Development Director Jeremy Gleim introduced Planner Aubree Flores.
- Public Works Director Tim Hoos introduced Cade Liniger as the new member of the Parks Maintenance Team.
- Human Resources Director Laura Stephens introduced Payroll & Benefits Specialist Jaci Schmidt.
- Police Chief Jeff Strossner Introduced Detective Aaron Horwitz.

PUBLIC COMMENT

- Shawn York, 301 McGregor Lane, expressed his disappointment about the Purvis property and why the Town isn't planning and scheduling additional mowing for the issues.
- Jim Hatfield, 345 Hickory Lane, thanked the Council for the bus service at 25/34 and asked when we will be getting service downtown.
- Angie Swanson, 324 Maestas Street, expressed her gratitude that the notice was sent to her neighborhood in English and Spanish. She thanked the Town on behalf of her neighborhood for the Maestas Street project.
- Adrienne Sandoval on behalf of Representative Gabe Evans and presented the Town with a letter of congratulations on the distinguished budget award.

Town Clerk Meghan Martinez read the following online comment(s) into the record:

- Vicki Yost, 324 Windgate Court, asked for an update on the Letford property and expressed her concerns about the weeds, dead trees, and broken fencing.

CONSENT AGENDA

Motion by Councilmember Berg and seconded by Councilmember Morris to approve the consent agenda which contained the following items:

- July 2025 List of Bills
- July 21, 2025 Town Council Meeting Minutes

Upon vote, motion passed unanimously.

TOWN MANAGER REPORT

Town Manager Matt LeCerf provided a written report.

NEW BUSINESS

Intergovernmental Agreement between the City of Loveland and the Town of Johnstown for Bus Service:

Public Works Director Tim Hoos presented the proposed IGA.

Motion by Mayor Pro Tem Young and seconded by Councilmember Morris to approve an Intergovernmental Agreement between the City of Loveland and the Town of Johnstown for Bus Service.

Upon vote, motion passed unanimously.

Lease Agreement between the Town of Johnstown, and Larimer County for Property at 4872 Endeavor Drive, Johnstown, Colorado:

Town Manager Matt LeCerf presented the proposed agreement.

Motion by Councilmember Berg and seconded by Councilmember Paranto to approve the Lease Agreement with Larimer County for an Emergency Management Office as presented.

Upon vote, motion passed unanimously.

Resolution 2025-19 Authorizing the Conveyance of a Permanent Easement to Weld County in Support of Improvements to the Little Thompson Bridge along Weld County Road 19:

Town Manager Matt LeCerf presented the proposed easement.

Motion by Councilmember Menzies and seconded by Councilmember Molinar to approve Resolution 2025-19 as presented.

Upon vote, motion passed unanimously.

Contract Award to Dream Builders, Inc. for Construction of the Maestas Street Storm Drainage Project:

Senior Project Manager Brandon Torrez presented the proposed contract award.

Motion by Councilmember Berg and seconded by Councilmember Morris to approve the contract for Maestas Street Storm Drainage Project as presented with Dream Builders, Inc. in the amount of \$853,484.90, as well as provide access to a 10% contingency by authorization of the Town Manager to approve the use of these funds for unforeseen construction expenses encountered on the project not to exceed the budgeted amount, and authorize the Town Manager to execute the contract.

Upon vote, motion passed unanimously.

COUNCIL REPORTS AND COMMENTS

Councilmember Paranto: He shared that he was celebrating his birthday along with his twins' half birthday.

Councilmember Morris: She was privileged to attend the walkthrough of the roundabout. She also walked the new trail and expressed concerns about trash in the ditch areas and along the fence. She encouraged everyone to pick up their trash in our parks and trail areas. She also wished Councilmember Paranto a Happy Birthday!

Councilmember Molinar: He attended the Housing Authority quarterly meeting. He also addressed the concerns about Council not responding immediately to questions during public comment; everyone should know that our staff works to answer those questions and communicate back with individuals.

Councilmember Berg: He thanked staff for their work on the Honors Banners. Wreaths Across America is in full swing in planning for the placement in the fall.

Councilmember Menzies: She asked for an update on the LED sign. She also inquired about deadlines for other entities to provide their financial reports to the Town. She recognized Brandon Torrez for getting the roundabout project completed before school started, it is quite a feat!

Mayor Pro Tem Young: He echoed the sentiments about the roundabout and mentioned the weeds along Highway 60 that are CDOT's responsibility.

MAYORS COMMENTS

He thanked Representative Evans' team for attending the meeting. He also expressed his gratitude for the community. He thanked the Police Department for continuing to be proactive in community safety. He wished Councilmember Paranto a Happy Birthday.

ADJOURNMENT

There being no further business for the Town Council, Mayor Duncan adjourned the meeting at 8:08 p.m.

Approved by Town Council:

Michael P. Duncan, Mayor

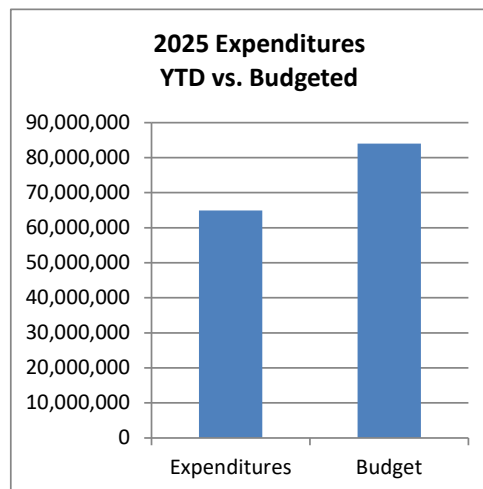
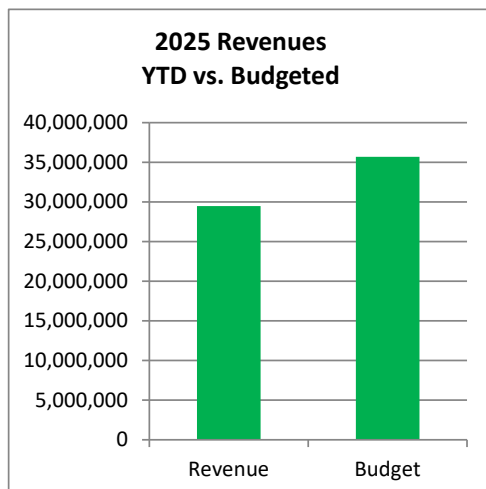
Attest:

Meghan C. Martinez, MMC, Town Clerk

Town of Johnstown, Colorado
Statement of Revenues, Expenditures, and Changes in
Fund Balances - General Fund
Period Ending July 31, 2025
Unaudited

General Fund	2025 Actuals July	2025 Adopted Budget	% Complete
Beginning Fund Balance	62,350,880	62,350,880	
<u>Revenues:</u>			
Taxes & Fees	23,190,382	31,531,138	73.5%
Licenses & Permits	2,969,157	2,541,100	116.8%
Fines & Forfeitures	159,028	275,000	57.8%
Intergovernmental	153,438	50,000	306.9%
Earnings on Investment	2,035,114	900,000	226.1%
Miscellaneous Revenue	962,511	400,000	240.6%
<i>Transfers In</i>	-	-	
Total Operating Revenues	29,469,630	35,697,238	82.6%
<u>Expenditures:</u>			
Legislative	379,599	3,426,660	11.1%
Town Manager	1,045,994	3,074,535	34.0%
Town Clerk	324,340	671,200	48.3%
Events	100,687	326,120	30.9%
Finance	575,255	997,330	57.7%
Planning	638,537	1,217,345	52.5%
Reimbursements	178,021	350,000	50.9%
Engineering	533,304	1,238,540	43.1%
Police	5,316,633	10,441,960	50.9%
Public Works	395,595	885,100	44.7%
Buildings	479,916	5,394,200	8.9%
<i>Transfers Out</i>	54,971,577	55,978,124	98.2%
Total Expenditures	64,939,458	84,001,114	77.3%
Excess (Deficiency) of Revenues and Other Sources over Expenditures	(35,469,828)	(48,303,876)	
Prior Period Adjustment			
Ending Fund Balance*	26,881,052	14,047,004	

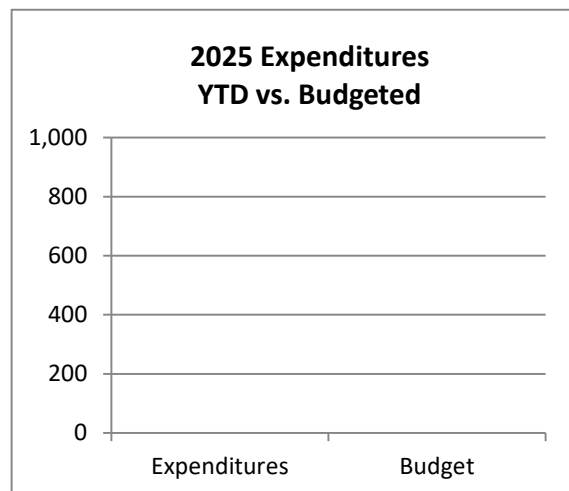
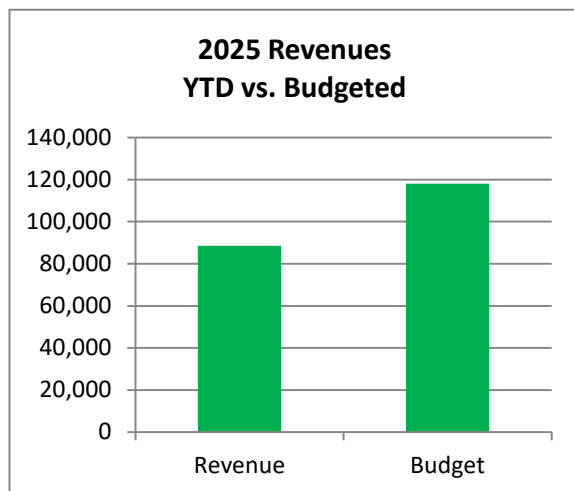
58% of the fiscal year has elapsed



Town of Johnstown, Colorado
Statement of Revenues, Expenditures, and Changes in
Fund Balances - Conservation Trust Fund
Period Ending July 31, 2025
Unaudited

	2025 Actuals July	2025 Adopted Budget	% Complete
Conservation Trust Fund			
Beginning Fund Balance	264,069	264,069	
<u>Revenues:</u>			
Intergovernmental	84,179	115,000	73.2%
Earnings on Investment	4,405	3,000	146.8%
<i>Transfers In</i>	-	-	
Total Operating Revenues	88,584	118,000	75.1%
<u>Expenditures:</u>			
Operations	-	-	
Capital Outlay	-	-	
<i>Transfers Out</i>	-	-	
Total Expenditures	-	-	
Excess (Deficiency) of Revenues and Other Sources over Expenditures	88,584	118,000	
Ending Fund Balance*	352,654	382,069	

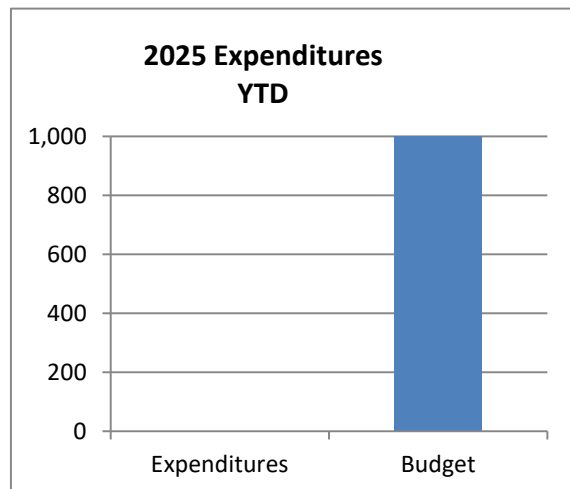
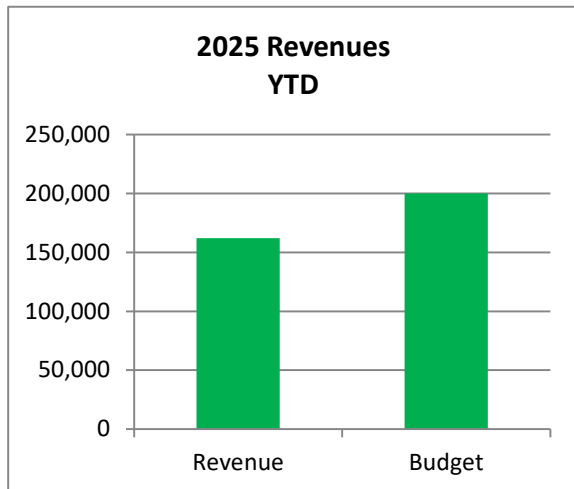
58% of the fiscal year has elapsed



Town of Johnstown, Colorado
Statement of Revenues, Expenditures, and Changes in
Fund Balances - Arts and Culture Fund
Period Ending July 31, 2025
Unaudited

Arts & Culture Fund	2025 Actuals July	2025 Adopted Budget	%
Beginning Fund Balance	434,168	434,168	
<u>Revenues:</u>			
Intergovernmental	158,581	200,000	79.3%
Earnings on Investment	3,377		
Total Operating Revenues	161,958	200,000	
<u>Expenditures:</u>			
Operations	-	-	
Capital Outlay	-	150,000	0.0%
Total Expenditures	-	150,000	
Excess (Deficiency) of Revenues and Other Sources over Expenditures	161,958	50,000	
Ending Fund Balance*	596,126	484,168	

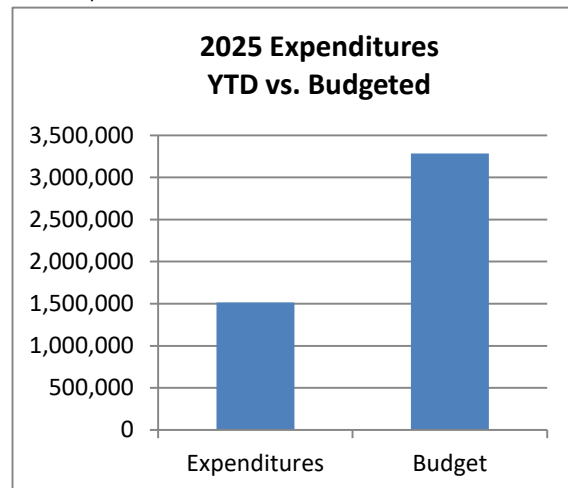
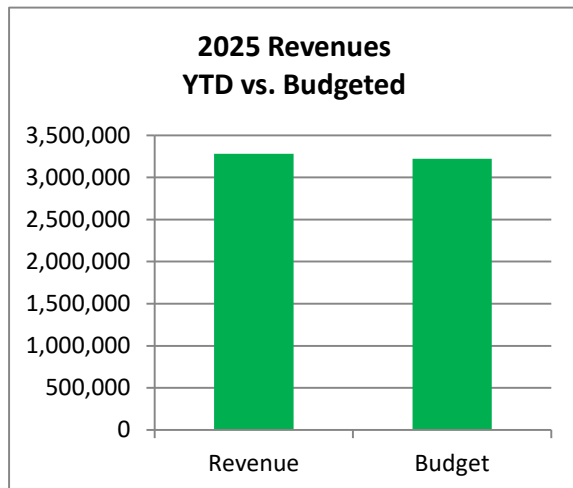
58% of the fiscal year has elapsed



Town of Johnstown, Colorado
Statement of Revenues, Expenditures, and Changes in
Fund Balances - Parks and Open Space Fund
Period Ending July 31, 2025
Unaudited

	2025 Actuals July	2025 Adopted Budget	% Complete
Parks and Open Space Fund			
Beginning Fund Balance	8,255,316	8,255,316	
<u>Revenues:</u>			
Taxes & Fees	1,046,864	968,482	108.1%
License & Permit	1,045	500	209.0%
Earnings on Investment	46,365	75,000	61.8%
Miscellaneous Revenue	48,775	40,000	121.9%
<i>Transfers In</i>	<u>2,140,000</u>	<u>2,140,000</u>	100.0%
Total Operating Revenues	<u>3,283,049</u>	<u>3,223,982</u>	101.8%
<u>Expenditures:</u>			
Operations	665,365	1,272,140	52.3%
Capital Outlay	848,670	2,011,600	42.2%
<i>Transfers Out</i>	<u>-</u>	<u>-</u>	
Total Expenditures	<u>1,514,035</u>	<u>3,283,740</u>	46.1%
Excess (Deficiency) of Revenues and Other Sources over Expenditures	<u>1,769,014</u>	<u>(59,758)</u>	
Ending Fund Balance*	<u>10,024,330</u>	<u>8,195,558</u>	

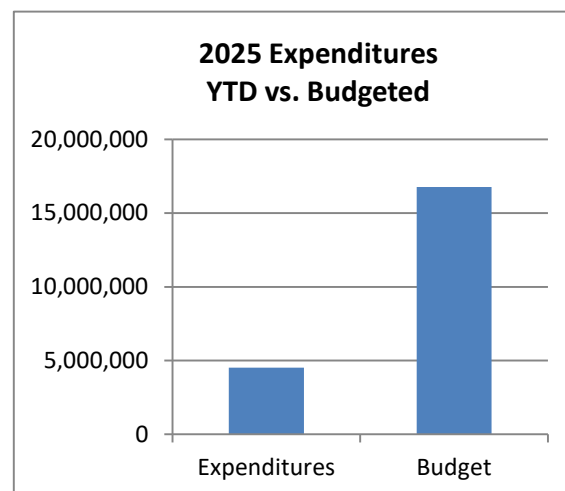
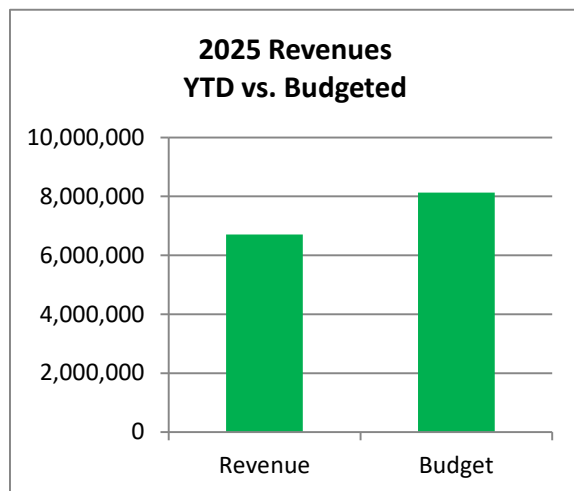
58% of the fiscal year has elapsed



Town of Johnstown, Colorado
Statement of Revenues, Expenditures, and Changes in
Fund Balances - Street and Alley Fund
Period Ending July 31, 2025
Unaudited

Street and Alley Fund	2025 Actuals July	2025 Adopted Budget	%
			Complete
Beginning Fund Balance	20,684,151	20,684,151	
<u>Revenues:</u>			
Taxes & Fees	3,547,861	5,603,000	63.3%
Intergovernmental	147,193	130,000	113.2%
Charges for Services	682,334	1,050,000	65.0%
Capital Investment Fees	1,673,943	1,020,940	164.0%
Earnings on Investment	650,782	100,000	650.8%
Miscellaneous Revenues	10,628	225,000	4.7%
Tranfers In	-	-	
Total Operating Revenues	6,712,740	8,128,940	82.6%
<u>Expenditures:</u>			
Operations & Maintenance	1,747,361	5,875,260	29.7%
Capital	2,759,032	10,889,500	25.3%
Total Expenditures	4,506,393	16,764,760	26.9%
Excess (Deficiency) of Revenues and Other Sources over Expenditures	2,206,347	(8,635,820)	
Ending Fund Balance*	22,890,498	12,048,331	

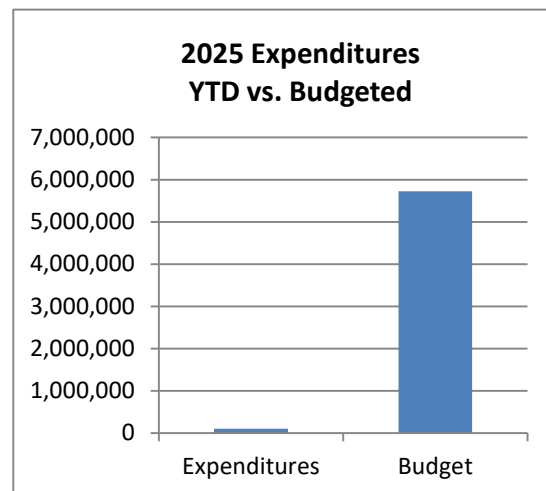
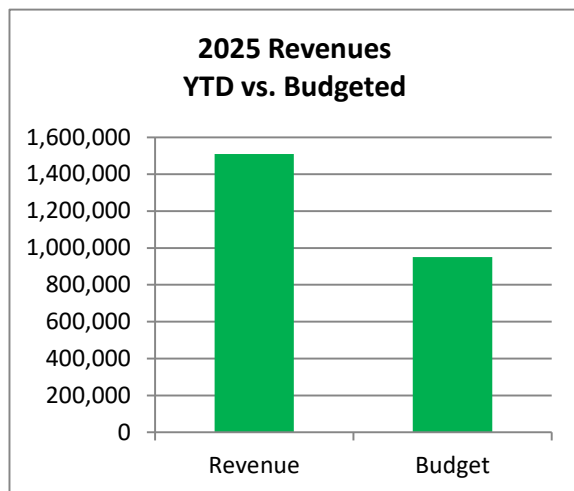
58% of the fiscal year has elapsed



Town of Johnstown, Colorado
Statement of Revenues, Expenditures, and Changes in
Fund Balances - Capital Projects Fund
Period Ending July 31, 2025
Unaudited

	2025 Actuals July	2025 Adopted Budget	% Complete
Capital Projects Fund			
Beginning Fund Balance	11,102,203	11,102,203	
<u>Revenues:</u>			
Taxes and Fees	1,341,670	850,000	157.8%
Miscellaneous Revenue	-	-	
Interest	167,350	100,000	167.3%
<i>Transfers In</i>	-	-	
Total Operating Revenues	1,509,019	950,000	158.8%
<u>Expenditures:</u>			
Capital Outlay	104,346	5,723,000	
<i>Transfers Out</i>	-	-	
Total Expenditures	104,346	5,723,000	1.8%
Excess (Deficiency) of Revenues and Other Sources over Expenditures	1,404,673	(4,773,000)	
Ending Fund Balance*	12,506,876	6,329,203	

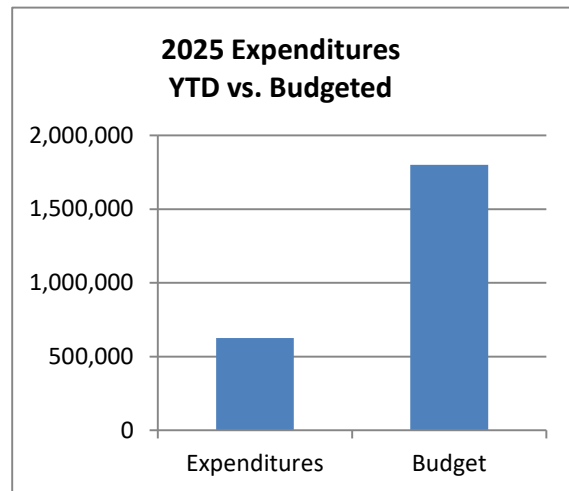
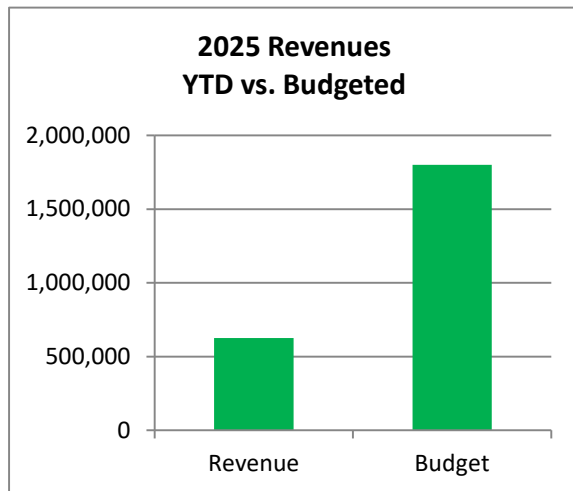
58% of the fiscal year has elapsed



Town of Johnstown, Colorado
Statement of Revenues, Expenditures, and Changes in
Fund Balances - Tax Allocation Fund
Period Ending July 31, 2025
Unaudited

Tax Allocation Fund	2025 Actuals July	2025 Adopted Budget	% Complete
Beginning Fund Balance	41,435	41,435	
<u>Revenues:</u>			
Taxes & Fees	626,067	1,800,000	34.8%
Earnings on Investment	-	-	
Total Operating Revenues	626,067	1,800,000	34.8%
<u>Expenditures:</u>			
Miscellaneous	626,067	1,800,000	34.8%
Total Expenditures	626,067	1,800,000	34.8%
Excess (Deficiency) of Revenues and Other Sources over Expenditures	-	-	
Ending Fund Balance	41,435	41,435	

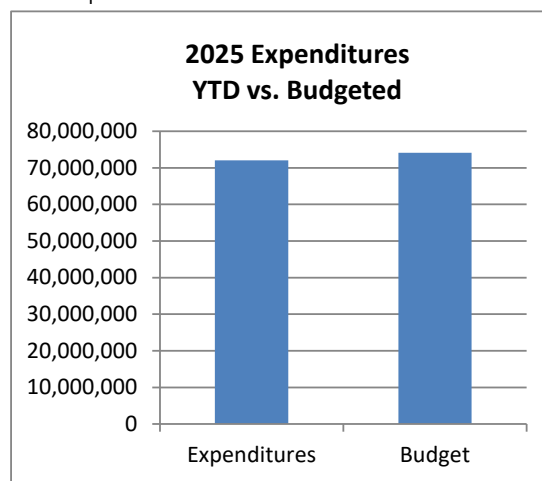
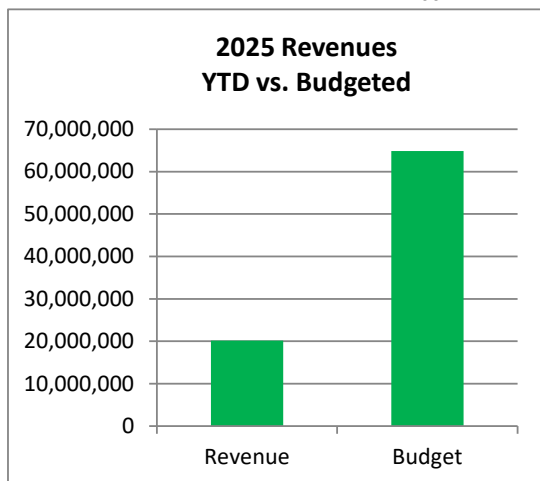
58% of the fiscal year has elapsed



Town of Johnstown, Colorado
Statement of Revenues, Expenditures, and Changes in
Fund Balances - Water Fund
Period Ending July 31, 2025
Unaudited

Water Fund	2025 Actuals July	2025 Adopted Budget	% Complete
Beginning Cash Balance	98,930,708	98,930,708	
<u>Revenues:</u>			
Charges for Services	5,581,180	7,815,000	71.4%
Total Operating Revenues	5,581,180	7,815,000	71.4%
<u>Expenses:</u>			
Administration	200,253	358,050	55.9%
Operations	2,632,747	4,895,920	53.8%
Capital Outlay	16,358,788	62,859,000	26.0%
Depreciation	540,872	1,200,000	45.1%
Debt Service	1,616,500	4,790,750	33.7%
Total Operating Expenses	21,349,160	74,103,720	28.8%
Operating Income (Loss)	(15,767,980)	(66,288,720)	
<u>Non-Operating Revenues (Expenses)</u>			
Tap Fees	2,520,549	2,230,000	113.0%
Capital Investment Fees	2,411,950	2,125,000	113.5%
Misc. Revenues	7,871,040	791,250	994.8%
Interest	1,765,046	1,200,000	147.1%
Transfers In/(Out)	50,700,000	50,700,000	100.0%
Total Non-Operating Revenues (Expenses)	65,268,585	57,046,250	114.4%
Excess (Deficiency) of Revenues and Other Sources over Expenses	49,500,605	(9,242,470)	
Ending Cash Balance*	148,431,313	\$ 89,688,238	

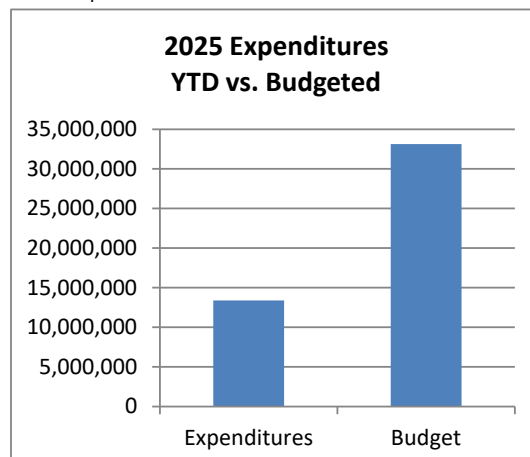
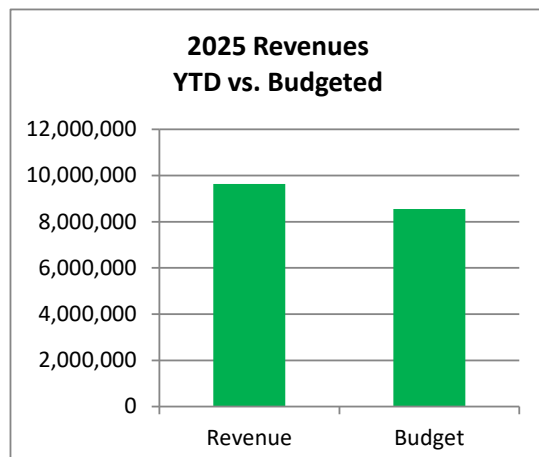
58% of the fiscal year has elapsed



Town of Johnstown, Colorado
Statement of Revenues, Expenditures, and Changes in
Fund Balances - Sewer Fund
Period Ending July 31, 2025
Unaudited

	2025 Actuals July	2025 Adopted Budget	% Complete
Sewer Fund			
Beginning Cash Balance	48,113,505	48,113,505	
<u>Revenues:</u>			
Charges for Services	3,205,881	4,364,250	73.5%
Total Operating Revenues	3,205,881	4,364,250	73.5%
<u>Expenses:</u>			
Administration	169,377	266,900	63.5%
Operations	1,270,211	2,871,200	44.2%
Capital Outlay	10,646,131	25,814,000	41.2%
Depreciation	379,835	1,400,000	27.1%
Debt Service	934,950	2,769,900	33.8%
	-	-	
Total Operating Expenses	13,400,505	33,122,000	40.5%
Operating Income (Loss)	(10,194,624)	(28,757,750)	
<u>Non-Operating Revenues (Expenses)</u>			
Capital Improvement Fees	5,262,526	3,860,213	136.3%
Misc. Revenues	436	25,000	1.7%
Interest	1,166,499	1,300,000	89.7%
Transfers In/(Out)	-	(1,000,000)	
Total Non-Operating Revenues (Expenses)	6,429,461	4,185,213	153.6%
Excess (Deficiency) of Revenues and Other Sources over Expenses	(3,765,163)	(24,572,537)	
Ending Cash Balance*	44,348,342	23,540,968	

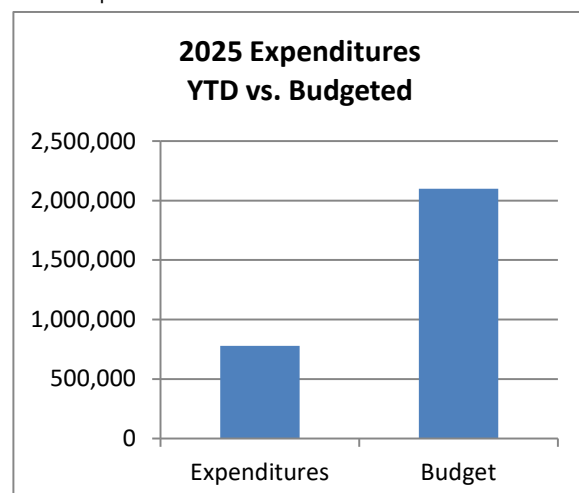
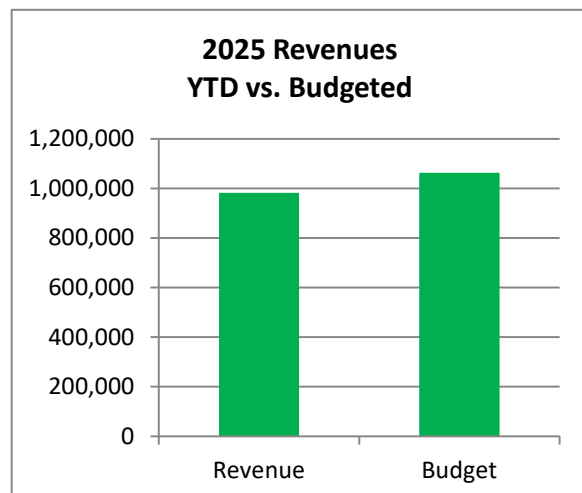
58% of the fiscal year has elapsed



Town of Johnstown, Colorado
Statement of Revenues, Expenditures, and Changes in
Fund Balances - Drainage Fund
Period Ending July 31, 2025
Unaudited

Drainage Fund	2025 Actuals July	2025 Adopted Budget	%
			Complete
Beginning Cash Balance	4,908,348	4,908,348	
<u>Revenues:</u>			
Charges for Services	360,897	560,000	64.4%
Total Operating Revenues	360,897	560,000	64.4%
<u>Expenses:</u>			
Administration	73,122	96,550	75.7%
Operations	146,000	747,900	19.5%
Capital Improvements	559,611	1,254,200	44.6%
Transfer Out	-	-	
Total Operating Expenses	778,733	2,098,650	37.1%
Operating Income (Loss)	(417,835)	(1,538,650)	
<u>Non-Operating Revenues (Expenses)</u>			
Capital Revenues	421,607	250,000	168.6%
Misc. Revenues	135,562	228,780	59.3%
Interest	64,950	25,000	259.8%
Total Non-Operating Revenues (Expenses)	622,119	503,780	123.5%
Excess (Deficiency) of Revenues and Other Sources over Expenses	204,283	(1,034,870)	
Ending Cash Balance	5,112,631	3,873,478	

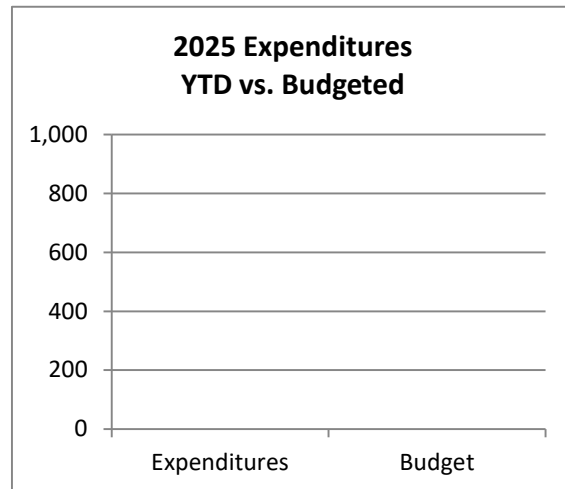
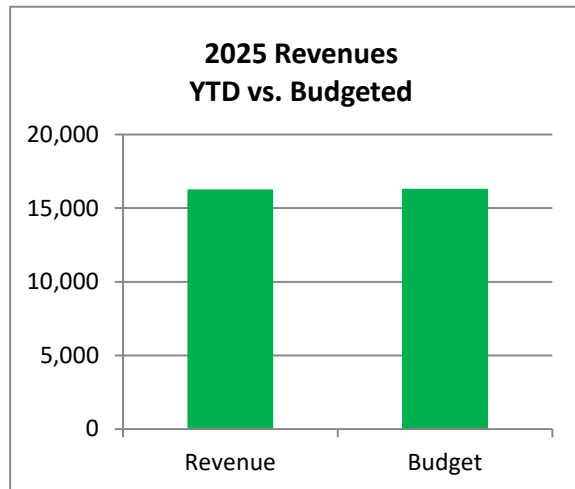
58% of the fiscal year has elapsed



Town of Johnstown, Colorado
Statement of Revenues, Expenditures, and Changes in
Fund Balances - Cemetery Perpetual Fund
Period Ending July 31, 2025
Unaudited

Cemetery Perpetual Fund	2025 Actuals July	2025 Adopted Budget	% Complete
Beginning Fund Balance	207,771	207,771	
<u>Revenues:</u>			
Miscellaneous Revenue	12,895	12,560	102.7%
Earnings on Investment	3,372	3,750	89.9%
Total Operating Revenues	16,267	16,310	99.7%
<u>Expenditures:</u>			
Operations & Maintenance	-	-	
Capital Outlay	-	-	
Transfers Out	-	-	
Total Expenditures	-	-	
Excess (Deficiency) of Revenues and Other Sources over Expenditures	16,267	16,310	
Ending Fund Balance	224,038	224,081	

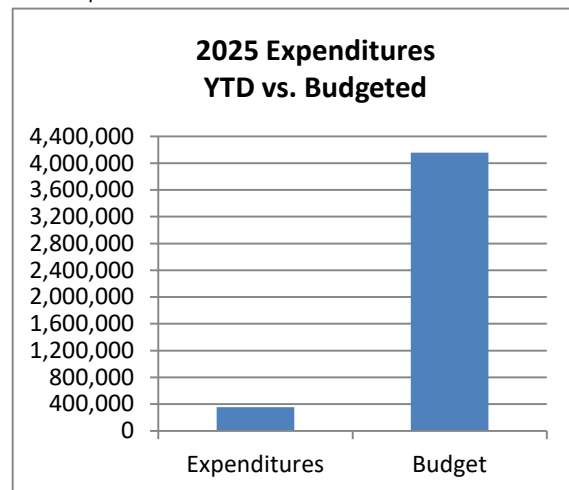
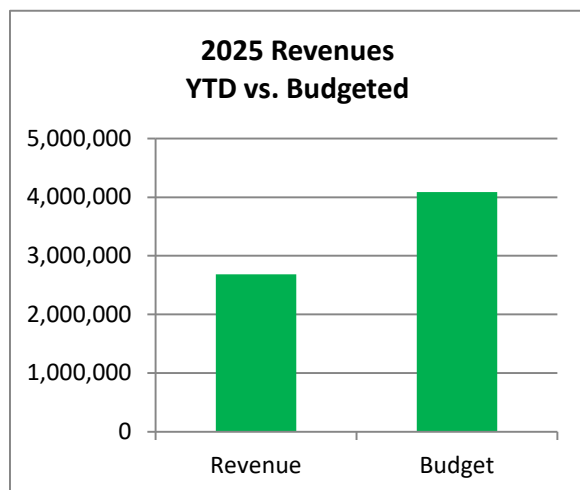
58% of the fiscal year has elapsed



Town of Johnstown, Colorado
Statement of Revenues, Expenditures, and Changes in
Fund Balances - Library Fund
Period Ending July 31, 2025
Unaudited

Library Fund	2025 Actuals July	2025 Adopted Budget	% Complete
Beginning Fund Balance	10,610,421	10,610,421	
<u>Revenues:</u>			
Intergovernmental	1,200,225	1,375,300	87.3%
Miscellaneous Revenue	2,418	13,500	17.9%
Capital Investment Fees	634,476	373,950	169.7%
Interest	141,358	500,000	28.3%
<i>Transfers In</i>	<u>707,407</u>	<u>1,823,124</u>	38.8%
Total Operating Revenues	<u>2,685,884</u>	<u>4,085,874</u>	65.7%
<u>Expenditures:</u>			
Operations	214,657	1,959,000	11.0%
Capital Outlay	<u>138,639</u>	<u>2,200,000</u>	
Total Expenditures	<u>353,297</u>	<u>4,159,000</u>	8.5%
Excess (Deficiency) of Revenues and Other Sources over Expenditures	<u>2,332,588</u>	<u>(73,126)</u>	
Ending Fund Balance	<u><u>12,943,009</u></u>	<u><u>10,537,295</u></u>	

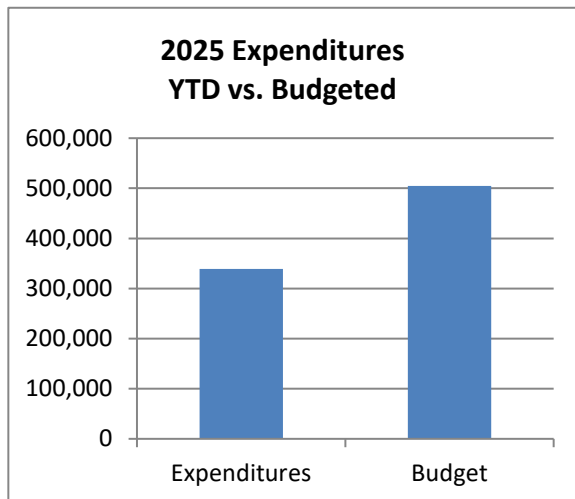
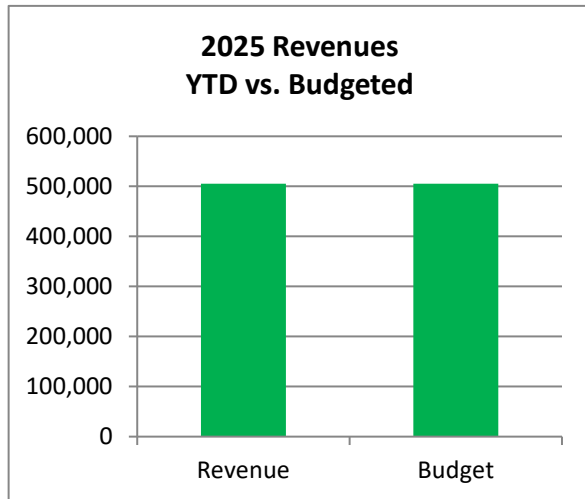
58% of the fiscal year has elapsed



Town of Johnstown, Colorado
Statement of Revenues, Expenditures, and Changes in
Fund Balances - Recreation Center Fund
Period Ending July 31, 2025
Unaudited

	2025 Actuals July	2025 Adopted Budget	% Complete
Recreation Center Fund			
Beginning Fund Balance	23,586	23,586	
<u>Revenues:</u>			
State Grants	-	0	
Transfers In	505,000	505,000	100.0%
Earnings on Investment	-	-	
Total Operating Revenues	505,000	505,000	
<u>Expenditures:</u>			
Operations & Maintenance	339,261	505,000	67.2%
Capital Outlay	-	-	
Total Expenditures	339,261	505,000	67.2%
Excess (Deficiency) of Revenues and Other Sources over Expenditures	165,739	-	
Ending Fund Balance	189,325	23,586	

58% of the fiscal year has elapsed





450 S. Parish Avenue
Johnstown, CO 80534
970-587-4664
JohnstownCO.gov

Town Council Agenda Communication

Agenda Date: August 18, 2025

Subject: Park and Open Space Sales and Use Tax Ballot Question

Attachments: 1. Community Survey Report December 2022

Presented by: Matt LeCerf, Town Manager

Agenda Item Description:

On June 9, 2025, the Town Council conducted a work session to identify FY 2026 budget priorities. One of the items not related to actual projects, that required a deeper discussion among Town Council and Staff, was a request for a Parks & Open Space Sales Tax. Town Council hosted a work session on July 14 to discuss the item and due to many conflicts, there was limited attendance at the meeting and there were varying opinions on moving this item forward. At the following Regular Town Council Meeting, Councilmember Morris requested that the Parks & Open Space Sales Tax discussion be brought back at an upcoming Town Council meeting.

Enclosed is the original information provided to Council at the work session, minus the information related to a coordinated election since this timeline has expired. One additional data point that was not included in the initial work session, are results from a community survey conducted in December 2022. The entire survey form is included and specific information related to parks, recreation, and open space has been provided based on the feedback received from the community. The data would suggest that the community believes that these amenities and assets are a value to the community as a whole.

As a recap and the information provided at the work session, there are several components related to a sales tax question, and the primary issue is the fact that any sales tax question must go to the voters in compliance with the Taxpayer Bill of Rights (TABOR). There are several elements that Staff would like to understand from Town Council related to this item. The outcome of this agenda item this evening is for Staff to understand from Town Council if they desire to have a resolution presented at an upcoming meeting for consideration that would authorize to add a question onto the ballot regarding a dedicated Parks & Open Space Sales and Use Tax. Furthermore, if Council wanted a resolution presented, we would also need direction related to what sales and use tax rate they would like to present to the voters.

In no particular order, the questions are as follows:

Does Town Council want to ask the voters to authorize a Parks & Open Space Sales Tax?

Yes/No

What is the scope of the sales tax specifically?

Sales tax questions can take all sorts of different forms when presented to voters. They can be

limited in scope to for example, only capital projects, equipment purchase, land acquisition, operations, and maintenance, etc. Conversely, they can be expanded to cover any and all scopes of work associated with Parks & Open Space? Town Council would need to provide guidance to Staff on how broad or narrow they want the question to be asked.

Will the Sales Tax question include Use Tax as well?

Typically, sales tax questions do include use tax, which is the tax revenue generated from materials for construction projects.

What is the sales tax amount Town Council would want the residents to consider for Parks & Open Space purposes?

While the sales tax amount being requested in the ballot question can be anything Council wants, it is more often typical that we would see a request that follows a ¼ cent increment. For informational purposes, the table shown below estimates what would have been generated in 2025 for sales tax for Parks & Open Space if it were in place during FY 2025.

Sales Tax Amount	Amount spent to generate 1 cent	Estimated Generation in FY 2025 (based on Town Approved Budget)
0.25%	\$4.00	\$1,333,333
0.5%	\$2.00	\$2,666,666
1%	\$1.00	\$5,333,333

To help make a more informed decision for a potential sales tax amount, included below is budgetary information within the Park & Open Space Fund. It is also important to note that in the FY 2025 Budget, Town Council authorized a transfer from the General Fund into the Park & Open Space Fund in the amount of \$2 million. Typically, the Park & Open Space Fund is not a large revenue generator and requires this subsidy to maintain park facilities including mowing, watering, our professional Staff and other resources to be successful.

FY 2025 Operational Budget - \$1,272,140

FY 2025 Capital Budget - \$2,011,600

Ending FY 2025 Balance - \$8,342,881 (~\$6.2MM is restricted for capital projects and/or Larimer County Open Space Funds)

Operational Budget – Assume a 10% - 20% increase annually as these new capital project amenities come online and require maintenance. Estimate total over 5 years is ~\$9.8 million.

Future Capital Projects – Aggregate total as listed below over 5 years - \$82 million

Leford Park Improvements - \$7,000,000 (duration unknown)

Centennial Park Improvements - \$36,000,000 (duration unknown)

Outdoor Pool - \$29,000,000 (time unknown)

Future Trail Development - \$1,000,000 minimum annually

Playground Replacement - \$600,000 annually

Equipment & Miscellaneous Items - \$400,000 annually

When does Town Council want to ask the voters to consider the sales tax question, if they want to proceed forward?

Assuming Council wants to proceed forward with a sales tax question, the next available date is April 2026, concurrent with the Town Regular Municipal Election. Assuming an election is necessary for the April 2026 Town Council, additional funds would not be necessary because the ballot would just have the single additional question complimenting the election for the Town Councilmembers up for re-election. A timeline with milestones of this process is shown below:

Key election dates for the April 7, 2026 Johnstown Regular Municipal Election:

October 20, 2025 – Council to consider resolution for mail ballot election
December 10, 2025 – TC to conduct Running in the Right Direction
January 19, 2026 – First Reading of Proposed Ballot Question Ordinance (if ordinance is required)
February 2, 2026 – 2nd Reading of Proposed Ballot Question Ordinance (if ordinance is required); if Resolution last day to approve a resolution setting Ballot Language
February 20, 2026 – Overseas and Military Ballots Must be Mailed
February 20, 2026 – Last Day for Pro/Con Statements
March 6, 2026 – Last Day to Send TABOR Notice
March 16, 2026 – Ballots will be mailed
March 18, 2026 – TABOR Notice must be posted on website
April 7, 2026 – Election Day

Strategic Plan Alignment:

Organizational Excellence & Public Trust

- Strengthen public trust and confidence
- Engage, inform and involve the community

Natural & Built Environment

- Invest in, enhance, and conserve our parks, open spaces, agricultural areas and natural environment

Quality Infrastructure & Facilities

- Ensure future viability of infrastructure and facilities

Legal Advice:

Based on Council direction, the Town Attorney can provide a resolution as appropriate.

Financial Advice:

A funding allocation for the election is planned in FY 2026. Minimal additional costs if any, are anticipated due to this addition.

Recommended Action:

In general, Staff is supportive of asking the Community for a dedicated sales and use tax exclusively for Parks & Open Space purposes based on potential community benefit and the voters get to decide the outcome.

Suggested Motions:

For Approval: I move to direct the Town Manager and Town Attorney to work together and bring forward a resolution authorizing a sales and use tax ballot measure presented to the voters at the April 2026 election for Parks & Open Space in the amount of **[number]** percent.

For Denial: I move to deny the consideration of a Parks & Open Space Sales and Use Tax to the voters.

Reviewed and Approved for Presentation



Town Manager



December 2022

Dear Town of Johnstown Resident:

Please help us shape the future of Johnstown! You have been selected at random to participate in the 2022 Johnstown Community Survey. **If you've already completed the survey online, thank you. Please do not respond twice.**

Please take a few minutes to fill out the enclosed survey. Your participation in this survey is very important—especially since your household is one of only a small number of households being surveyed. Your feedback will help Johnstown make decisions that affect our Town.

A few things to remember:

- **Your responses are confidential and no identifying information will be shared.**
- In order to hear from a diverse group of residents, the adult 18 years or older in your household who most recently had a birthday should complete this survey.
- **You may return the survey by mail in the enclosed postage-paid envelope, or you can complete the survey online at:**

<https://polco.us/xxplaceholder>

Please do not share your survey link.

This survey is for randomly selected households only. The Town will conduct a separate survey that is open to all residents just a few weeks from now.

If you have any questions about the survey, please call 970-587-4664.

Thank you for your time and participation!

Sincerely,

Matt LeCerf
Town Manager/Administrador del Pueblo

Estimado Residente del Pueblo de Johnstown:

¡Por favor ayúdenos a moldear el futuro de Johnstown! Usted ha sido seleccionado al azar para participar en la Encuesta de la Comunidad de Johnstown del 2022. **Si ya completó la encuesta en línea, gracias. Por favor no responda dos veces.**

Por favor tome unos minutos para completar la encuesta adjunta; si usted preferiría completar la encuesta en español, por favor siga las instrucciones abajo para acceder a la encuesta en español por medio de la red. Su participación en esta encuesta es muy importante—especialmente porque su hogar es uno de solamente un número pequeño de hogares que se están encuestando. Sus observaciones le ayudarán a Johnstown tomar decisiones que afectarán a nuestro pueblo.

Algunas cosas para recordar:

- **Sus respuestas son confidenciales y no se compartirá ninguna información de identificación.**
- Para poder escuchar a un grupo diverso de residentes, el adulto de 18 años o más en su hogar que haya celebrado su cumpleaños más recientemente debe completar esta encuesta.
- **Puede devolver la encuesta *en inglés* por correo en el sobre pre-pagado adjunto, o puede completar la encuesta en línea *en español* en: <https://polco.us/xxplaceholder>**

Por favor no comparta el enlace de su encuesta. Esta encuesta es solamente para hogares seleccionados al azar. El Pueblo conducirá una encuesta separada que está abierta a todos los residentes dentro de unas semanas.

Si tiene alguna pregunta sobre la encuesta, por favor llame al 970-587-4664.

¡Gracias por su tiempo y participación!

Atentamente,

The Town of Johnstown 2022 Community Survey

Please complete this survey if you are the adult (age 18 or older) in the household who most recently had a birthday (the year of birth does not matter). Your responses are confidential and no identifying information will be shared.

1. Please rate each of the following aspects of quality of life in Johnstown.

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Don't know</u>
Johnstown as a place to live	1	2	3	4	5
Your neighborhood as a place to live	1	2	3	4	5
Johnstown as a place to raise children	1	2	3	4	5
Johnstown as a place to work.....	1	2	3	4	5
Johnstown as a place to visit.....	1	2	3	4	5
Johnstown as a place to retire	1	2	3	4	5
The overall quality of life in Johnstown	1	2	3	4	5
Sense of community.....	1	2	3	4	5

2. Please rate each of the following characteristics as they relate to Johnstown as a whole.

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Don't know</u>
Overall economic health of Johnstown.....	1	2	3	4	5
Overall quality of the transportation system (auto, bicycle, foot, bus) in Johnstown.....	1	2	3	4	5
Overall design or layout of Johnstown's residential and commercial areas (e.g., homes, buildings, streets, parks, etc.)	1	2	3	4	5
Overall quality of the utility infrastructure in Johnstown (water, sewer, storm water, electric/gas, broadband).....	1	2	3	4	5
Overall feeling of safety in Johnstown	1	2	3	4	5
Overall quality of natural environment in Johnstown	1	2	3	4	5
Overall quality of parks and recreation opportunities.....	1	2	3	4	5
Overall health and wellness opportunities in Johnstown.....	1	2	3	4	5
Overall opportunities for education, culture, and the arts.....	1	2	3	4	5
Residents' connection and engagement with their community	1	2	3	4	5

3. Please indicate how likely or unlikely you are to do each of the following.

	<u>Very likely</u>	<u>Somewhat likely</u>	<u>Somewhat unlikely</u>	<u>Very unlikely</u>	<u>Don't know</u>
Recommend living in Johnstown to someone who asks.....	1	2	3	4	5
Remain in Johnstown for the next five years.....	1	2	3	4	5

4. Please rate how safe or unsafe you feel:

	<u>Very safe</u>	<u>Somewhat safe</u>	<u>Neither safe nor unsafe</u>	<u>Somewhat unsafe</u>	<u>Very unsafe</u>	<u>Don't know</u>
In your neighborhood during the day.....	1	2	3	4	5	6
In Johnstown's downtown/commercial area during the day	1	2	3	4	5	6
From property crime.....	1	2	3	4	5	6
From violent crime.....	1	2	3	4	5	6
From fire, flood, or other natural disaster	1	2	3	4	5	6

5. Please rate the job you feel the Johnstown community does at each of the following.

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Don't know</u>
Making all residents feel welcome	1	2	3	4	5
Attracting people from diverse backgrounds.....	1	2	3	4	5
Valuing/respecting residents from diverse backgrounds.....	1	2	3	4	5
Taking care of vulnerable residents (elderly, disabled, homeless, etc.).....	1	2	3	4	5

6. Please rate each of the following in the Johnstown community.

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Don't know</u>
Overall quality of business and service establishments in Johnstown.....	1	2	3	4	5
Variety of business and service establishments in Johnstown.....	1	2	3	4	5
Vibrancy of downtown/commercial area	1	2	3	4	5
Employment opportunities	1	2	3	4	5
Shopping opportunities.....	1	2	3	4	5
Cost of living in Johnstown	1	2	3	4	5
Overall image or reputation of Johnstown.....	1	2	3	4	5

7. Please also rate each of the following in the Johnstown community.

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Don't know</u>
Traffic flow on major streets.....	1	2	3	4	5
Ease of public parking.....	1	2	3	4	5
Ease of travel by car in Johnstown	1	2	3	4	5
Ease of travel by public transportation in Johnstown.....	1	2	3	4	5
Ease of travel by bicycle in Johnstown	1	2	3	4	5
Ease of walking in Johnstown.....	1	2	3	4	5
Well-planned residential growth.....	1	2	3	4	5
Well-planned commercial growth.....	1	2	3	4	5
Well-designed neighborhoods	1	2	3	4	5
Preservation of the historical or cultural character of the community	1	2	3	4	5
Public places where people want to spend time	1	2	3	4	5
Variety of housing options.....	1	2	3	4	5
Availability of affordable quality housing.....	1	2	3	4	5
Overall quality of new development in Johnstown	1	2	3	4	5
Overall appearance of Johnstown.....	1	2	3	4	5
Cleanliness of Johnstown.....	1	2	3	4	5
Water resources (beaches, lakes, ponds, riverways, etc.)	1	2	3	4	5
Air quality.....	1	2	3	4	5
Availability of paths and walking trails.....	1	2	3	4	5
Fitness opportunities (including exercise classes and paths or trails, etc.) ...	1	2	3	4	5
Recreational opportunities.....	1	2	3	4	5
Availability of affordable quality food	1	2	3	4	5
Availability of affordable quality health care.....	1	2	3	4	5
Availability of preventive health services	1	2	3	4	5
Availability of affordable quality mental health care	1	2	3	4	5
Opportunities to attend cultural/arts/music activities	1	2	3	4	5
Community support for the arts.....	1	2	3	4	5
Availability of affordable quality childcare/preschool.....	1	2	3	4	5
K-12 education.....	1	2	3	4	5
Adult educational opportunities	1	2	3	4	5
Sense of civic/community pride.....	1	2	3	4	5
Neighborliness of residents in Johnstown	1	2	3	4	5
Opportunities to participate in social events and activities	1	2	3	4	5
Opportunities to attend special events and festivals.....	1	2	3	4	5
Opportunities to volunteer	1	2	3	4	5
Opportunities to participate in community matters	1	2	3	4	5
Openness and acceptance of the community toward people of diverse backgrounds.....	1	2	3	4	5

8. Please indicate whether or not you have done each of the following in the last 12 months.

	<u>No</u>	<u>Yes</u>
Contacted the Town of Johnstown (in-person, phone, email, or web) for help or information	1	2
Contacted Johnstown elected officials (in-person, phone, email, or web) to express your opinion.....	1	2
Attended a local public meeting (of local elected officials like Town Council or County Commissioners, advisory boards, town halls, HOA, neighborhood watch, etc.)	1	2
Watched (online or on television) a local public meeting.....	1	2
Volunteered your time to some group/activity in Johnstown	1	2
Campaigned or advocated for a local issue, cause, or candidate.....	1	2
Voted in your most recent local election	1	2
Used bus, rail, subway, or other public transportation instead of driving.....	1	2
Carpooled with other adults or children instead of driving alone.....	1	2
Walked or biked instead of driving	1	2

The Town of Johnstown 2022 Community Survey

9. Please rate the quality of each of the following services in Johnstown.

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Don't know</u>
Public information services.....	1	2	3	4	5
Economic development.....	1	2	3	4	5
Traffic enforcement	1	2	3	4	5
Traffic signal timing.....	1	2	3	4	5
Street repair.....	1	2	3	4	5
Street cleaning.....	1	2	3	4	5
Street lighting.....	1	2	3	4	5
Snow removal.....	1	2	3	4	5
Sidewalk maintenance.....	1	2	3	4	5
Land use, planning, and zoning.....	1	2	3	4	5
Code enforcement (weeds, abandoned buildings, etc.)	1	2	3	4	5
Affordable high-speed internet access	1	2	3	4	5
Garbage collection	1	2	3	4	5
Drinking water.....	1	2	3	4	5
Sewer services.....	1	2	3	4	5
Storm water management (storm drainage, dams, levees, etc.)	1	2	3	4	5
Power (electric and/or gas) utility.....	1	2	3	4	5
Utility billing	1	2	3	4	5
Police services	1	2	3	4	5
Crime prevention	1	2	3	4	5
Animal control.....	1	2	3	4	5
Ambulance or emergency medical services	1	2	3	4	5
Fire services.....	1	2	3	4	5
Fire prevention and education.....	1	2	3	4	5
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	1	2	3	4	5
Preservation of natural areas (open space, farmlands, and greenbelts)	1	2	3	4	5
Johnstown open space	1	2	3	4	5
Recycling.....	1	2	3	4	5
Town parks.....	1	2	3	4	5
Recreation programs or classes	1	2	3	4	5
Recreation centers or facilities	1	2	3	4	5
Health services.....	1	2	3	4	5
Public library services	1	2	3	4	5
Overall customer service by Johnstown employees (police, receptionists, planners, etc.)	1	2	3	4	5

10. Please rate the following categories of Johnstown government performance.

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Don't know</u>
The value of services for the taxes paid to Johnstown.....	1	2	3	4	5
The overall direction that Johnstown is taking.....	1	2	3	4	5
The job Johnstown government does at welcoming resident involvement	1	2	3	4	5
Overall confidence in Johnstown government.....	1	2	3	4	5
Generally acting in the best interest of the community	1	2	3	4	5
Being honest.....	1	2	3	4	5
Being open and transparent to the public.....	1	2	3	4	5
Informing residents about issues facing the community.....	1	2	3	4	5
Treating all residents fairly	1	2	3	4	5
Treating residents with respect	1	2	3	4	5

11. Overall, how would you rate the quality of the services provided by each of the following?

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Don't know</u>
The Town of Johnstown	1	2	3	4	5
The Federal Government.....	1	2	3	4	5

12. Please rate how important, if at all, you think it is for the Johnstown community to focus on each of the following in the coming two years.

	<u>Essential</u>	<u>Very important</u>	<u>Somewhat important</u>	<u>Not at all important</u>
Overall economic health of Johnstown	1	2	3	4
Overall quality of the transportation system (auto, bicycle, foot, bus) in Johnstown.....	1	2	3	4
Overall design or layout of Johnstown's residential and commercial areas (e.g., homes, buildings, streets, parks, etc.).....	1	2	3	4
Overall quality of the utility infrastructure in Johnstown (water, sewer, storm water, electric/gas, broadband).....	1	2	3	4
Overall feeling of safety in Johnstown.....	1	2	3	4
Overall quality of natural environment in Johnstown.....	1	2	3	4
Overall quality of parks and recreation opportunities.....	1	2	3	4
Overall health and wellness opportunities in Johnstown.....	1	2	3	4
Overall opportunities for education, culture, and the arts	1	2	3	4
Residents' connection and engagement with their community.....	1	2	3	4

13. How important, if at all, is it that Johnstown work to increase each of the following types of housing?

	<u>Essential</u>	<u>Very important</u>	<u>Somewhat important</u>	<u>Not at all important</u>	<u>Don't know</u>
Larger lot development.....	1	2	3	4	5
Higher end homes.....	1	2	3	4	5
Middle income housing	1	2	3	4	5
Low income housing.....	1	2	3	4	5
Housing for people experiencing homelessness.....	1	2	3	4	5
Age restricted apartments (55 and older).....	1	2	3	4	5
Age targeted housing (maintenance free, first floor master bedroom).....	1	2	3	4	5
Senior assisted living.....	1	2	3	4	5
Student housing.....	1	2	3	4	5
Rental units.....	1	2	3	4	5

14. Parks serve various uses within a community, some of which are listed below. Please rate how important, if at all, each use is to our community.

	<u>Essential</u>	<u>Very important</u>	<u>Somewhat important</u>	<u>Not at all important</u>
Providing visual "green spaces" within the city	1	2	3	4
Providing a place for rest and relaxation	1	2	3	4
Providing developed spaces for field sports (e.g., soccer, football, rugby, field hockey, lacrosse)	1	2	3	4
Providing open lawn/play space (for children or adults to play their own games like tag, Frisbee, croquet, etc.)	1	2	3	4
Providing opportunities for court sports (e.g., tennis, basketball)	1	2	3	4
Providing places for group gatherings	1	2	3	4
Providing places for children to play on playground equipment	1	2	3	4
Providing places to exercise pets	1	2	3	4
Providing a place to walk or jog within the city	1	2	3	4
Providing natural open lands or wildlife habitat within the city	1	2	3	4
Providing annual flower plantings	1	2	3	4
Providing low-water perennial (bloom year after year) plantings	1	2	3	4

15. How important, if at all, do you think it is for the Town to seek funding to do the following in the next 5 years?

	<u>Essential</u>	<u>Very important</u>	<u>Somewhat important</u>	<u>Not at all important</u>
Expand the park system by acquiring new property for parks and natural lands	1	2	3	4
Build new parks on land the Town already owns to improve neighborhood access to a park	1	2	3	4
Renovate/enhance existing parks and natural areas.....	1	2	3	4
Improve daily maintenance and management of existing parks.....	1	2	3	4
Expand recreation program and community facilities offerings.....	1	2	3	4
Seek additional funding to create and maintain existing offerings	1	2	3	4
Design or improve parks where people can play sports	1	2	3	4
Improve or build parks in underserved areas of the city.....	1	2	3	4
Preserve or connect more natural areas.....	1	2	3	4
Build a new indoor recreation center.....	1	2	3	4
Add new trails/fill in trail gaps.....	1	2	3	4
Create additional parking near recreational facilities and trail heads.....	1	2	3	4

The Town of Johnstown 2022 Community Survey

Our last questions are about you and your household.

Again, all of your responses to this survey are confidential and no identifying information will be shared.

D1. In general, how many times do you:

	Several times a day	Once a day	A few times a week	Every few weeks	Less often or never	Don't know
Access the internet from your home using a computer, laptop, or tablet computer	1	2	3	4	5	6
Access the internet from your cell phone.....	1	2	3	4	5	6
Visit social media sites such as Facebook, Twitter, Nextdoor, etc.	1	2	3	4	5	6
Use or check email.....	1	2	3	4	5	6
Share your opinions online.....	1	2	3	4	5	6
Shop online	1	2	3	4	5	6

D2. Please rate your overall health.

☐ Excellent ☐ Very good ☐ Good ☐ Fair ☐ Poor

D3. What impact, if any, do you think the economy will have on your family income in the next 6 months?

Do you think the impact will be:

☐ Very positive ☐ Somewhat positive ☐ Neutral ☐ Somewhat negative ☐ Very negative

D4. How many years have you lived in Johnstown?

☐ Less than 2 years
☐ 2-5 years
☐ 6-10 years
☐ 11-20 years
☐ More than 20 years

D5. Which best describes the building you live in?

☐ One family house detached from any other houses
☐ Building with two or more homes (duplex, townhome, apartment, or condominium)
☐ Mobile home
☐ Other

D6. Do you rent or own your home?

☐ Rent
☐ Own

D7. About how much is your monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance, and homeowners' association (HOA) fees)?

☐ Less than \$500 ☐ \$2,000 to \$2,499
☐ \$500 to \$999 ☐ \$2,500 to \$2,999
☐ \$1,000 to \$1,499 ☐ \$3,000 to \$3,499
☐ \$1,500 to \$1,999 ☐ \$3,500 or more

D8. Do any children 17 or under live in your household?

☐ No ☐ Yes

D9. Are you or any other members of your household aged 65 or older?

☐ No ☐ Yes

D10. How much do you anticipate your household's total income before taxes will be for the current year? (Please include in your total income money from all sources for all persons living in your household.)

☐ Less than \$25,000 ☐ \$75,000 to \$99,999
☐ \$25,000 to \$49,999 ☐ \$100,000 to \$149,999
☐ \$50,000 to \$74,999 ☐ \$150,000 or more

D11. Are you Spanish, Hispanic or Latino?

☐ No, not Spanish, Hispanic, or Latino
☐ Yes, I consider myself to be Spanish, Hispanic, or Latino

D12. What is your race? (Mark one or more races to indicate what race you consider yourself to be.)

☐ American Indian or Alaskan Native
☐ Asian, Asian Indian, or Pacific Islander
☐ Black or African American
☐ White
☐ Other

D13. In which category is your age?

☐ 18-24 years ☐ 55-64 years
☐ 25-34 years ☐ 65-74 years
☐ 35-44 years ☐ 75 years or older
☐ 45-54 years

D14. What is your gender?

☐ Woman
☐ Man
☐ Identify in another way → go to D14a

D14a. If you identify in another way, how would you describe your gender?

☐ Agender/I don't identify with any gender
☐ Genderqueer/gender fluid
☐ Non-binary
☐ Transgender man
☐ Transgender woman
☐ Two-spirit
☐ Not listed

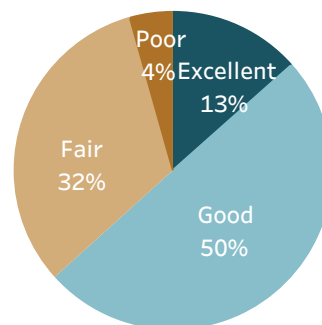
Thank you!

Please return the completed survey in the postage-paid envelope to:
National Research Center, Inc., PO Box 549, Belle Mead, NJ 08502

Natural environment

The natural environment plays a vital role in the health and well-being of residents. The natural spaces in which residents live and experience their communities has a direct and profound effect on quality of life.

Overall quality of natural environment in Johnstown



Please rate each of the following characteristics as they relate to Johnstown as a whole.
(% excellent or good)

		vs. benchmark*
Overall quality of natural environment	63%	Lower

Please also rate each of the following in the Johnstown community.
(% excellent or good)

Cleanliness	80%	Similar
Air quality	73%	Similar
Water resources	25%	Much lower

Please rate the quality of each of the following services in Johnstown.
(% excellent or good)

Recycling	71%	Similar
Johnstown open space	45%	Lower
Preservation of natural areas	44%	Lower

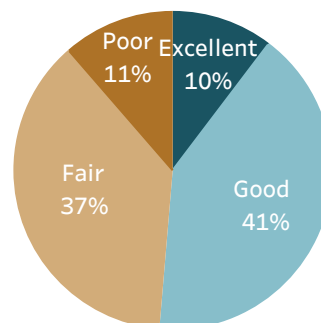
* Comparison to the national benchmark is shown. If no comparison is available, this is left blank.

Parks and recreation

"There are no communities that pride themselves on their quality of life, promote themselves as a desirable location for businesses to relocate, or maintain that they are environmental stewards of their natural resources, without such communities having a robust, active system of parks and recreation programs for public use and enjoyment."

- National Recreation and Park Association

Overall quality of the parks and recreation opportunities



Please rate each of the following characteristics as they relate to Johnstown as a whole.

(% excellent or good)

		vs. benchmark*
Overall quality of parks and recreation opportunities	51%	Lower

Please also rate each of the following in the Johnstown community.

(% excellent or good)

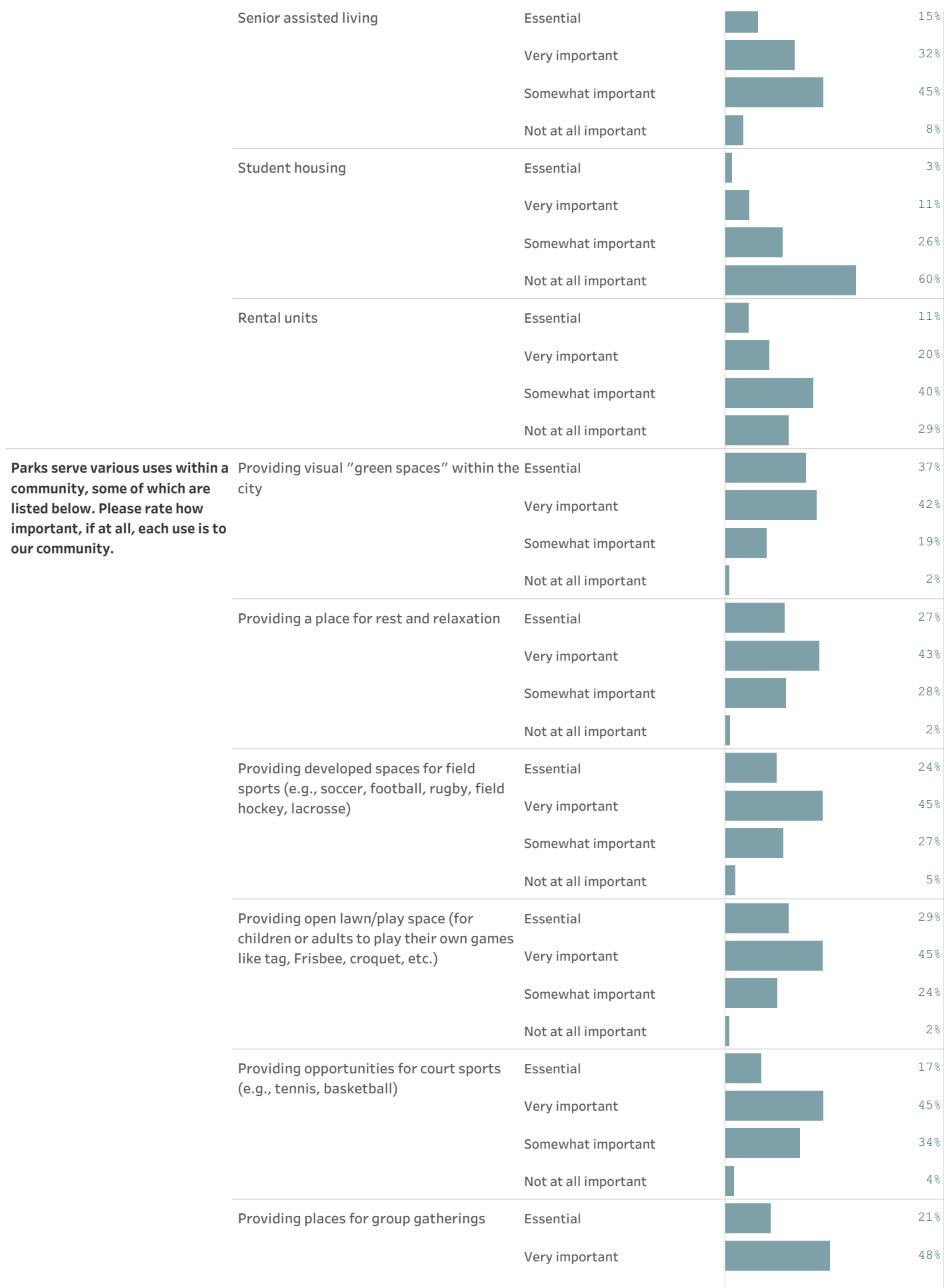
Fitness opportunities	48%	Lower
Recreational opportunities	41%	Lower
Availability of paths and walking trails	30%	Much lower

Please rate the quality of each of the following services in Johnstown.

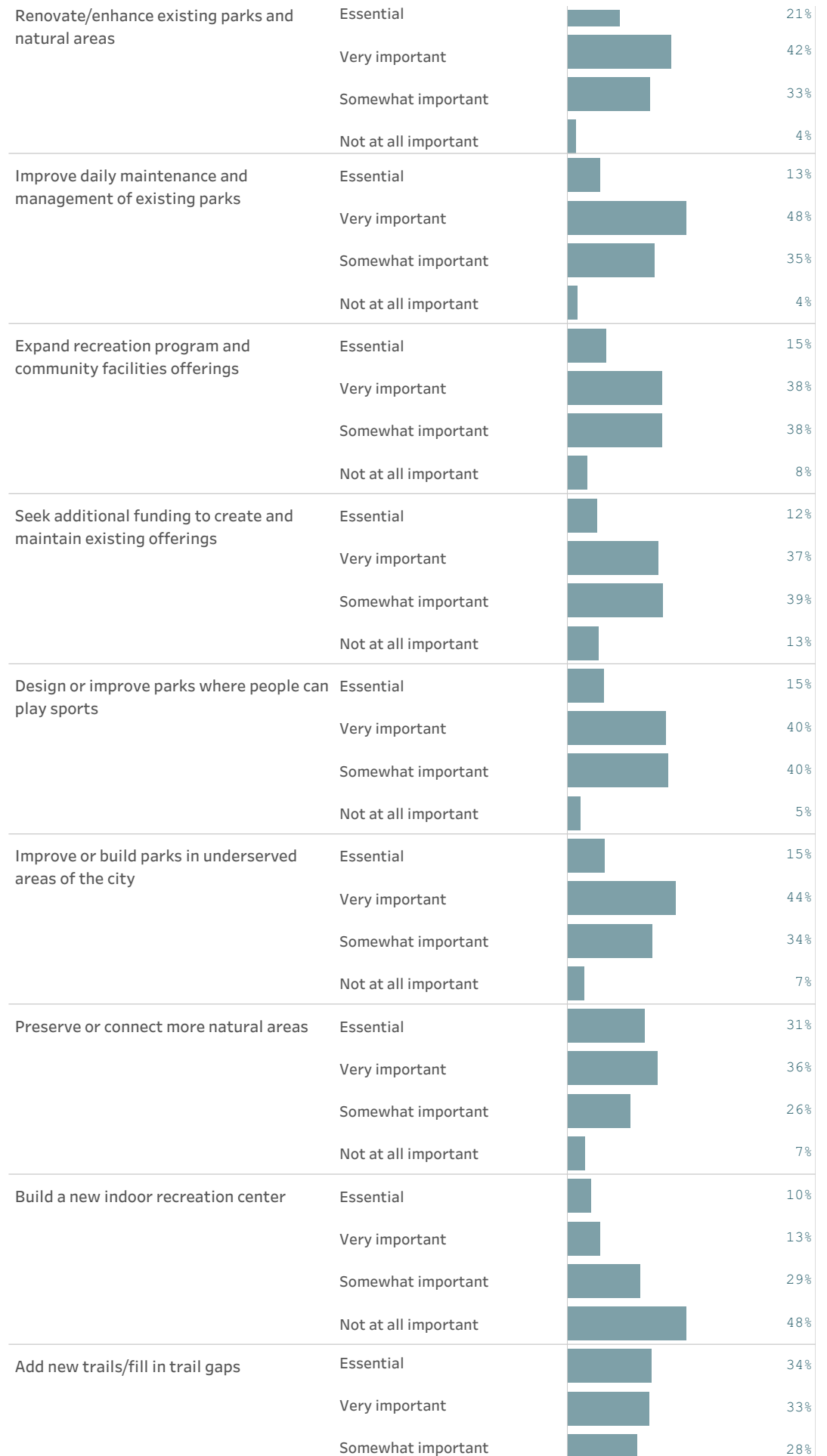
(% excellent or good)

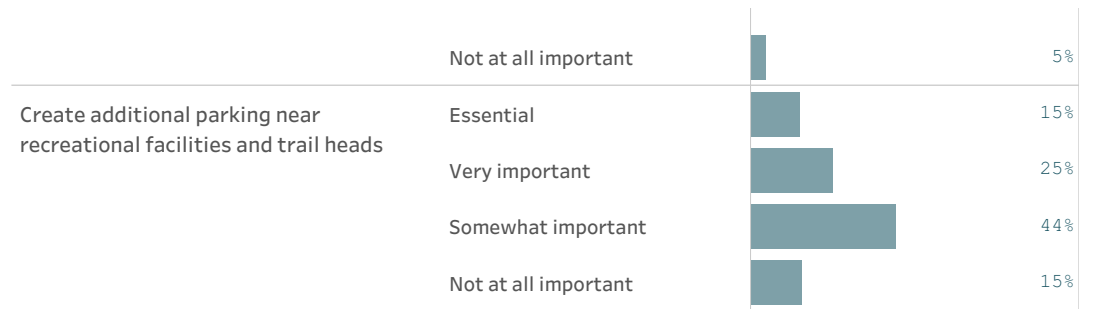
Recreation centers or facilities	67%	Similar
Town parks	62%	Lower
Recreation programs or classes	59%	Similar

* Comparison to the national benchmark is shown. If no comparison is available, this is left blank.



		Somewhat important		27%
		Not at all important		5%
Providing places for children to play on playground equipment	Essential			39%
	Very important			42%
	Somewhat important			19%
	Not at all important			1%
Providing places to exercise pets	Essential			26%
	Very important			36%
	Somewhat important			32%
	Not at all important			5%
Providing a place to walk or jog within the city	Essential			33%
	Very important			40%
	Somewhat important			25%
	Not at all important			3%
Providing natural open lands or wildlife habitat within the city	Essential			34%
	Very important			35%
	Somewhat important			28%
	Not at all important			3%
Providing annual flower plantings	Essential			12%
	Very important			30%
	Somewhat important			47%
	Not at all important			11%
Providing low-water perennial (bloom year after year) plantings	Essential			27%
	Very important			35%
	Somewhat important			31%
	Not at all important			7%
How important, if at all, do you think it is for the Town to seek funding to do the following in the next 5 years?	Expand the park system by acquiring new property for parks and natural lands	Essential		19%
		Very important		35%
		Somewhat important		36%
		Not at all important		10%
	Build new parks on land the Town already owns to improve neighborhood access to a park	Essential		23%
		Very important		45%
		Somewhat important		26%
		Not at all important		6%







450 S. Parish Avenue
Johnstown, CO 80534
970-587-4664
JohnstownCO.gov

Town Council Agenda Communication

Agenda Date: August 18, 2025

Subject: Resolution 2025-20 Downtown Johnstown Master Plan

Attachments:

1. Resolution Downtown Masterplan 2025-20
2. Downtown Johnstown Master Plan
3. Downtown Master Plan Presentation

Presented by: Sarah Crosthwaite, Economic Development Manager

Agenda Item Description:

Enclosed for your review and consideration is Resolution 2025-20 regarding the Downtown Johnstown Master Plan.

For reference, in 2024, Town staff initiated the Downtown Johnstown Master Plan in partnership with Kimley-Horn to establish a community-led roadmap for the future of downtown. This effort was driven by growing public interest in revitalizing and enhancing the Town's historic core. Around the same time, 163 acres—referred to as the Held and Reider properties—were annexed into the Town. In discussions with the property owners, it became clear that development was imminent. The Town recognized this as an opportunity to not only strengthen the existing downtown but also guide its thoughtful expansion to ensure it remains a thriving local destination.

The need for this planning effort is supported by the 2021 Comprehensive Plan, which identifies downtown as an activity center for Johnstown's long-term economic vitality. That plan envisions a medium-density, mixed-use environment that is vibrant, walkable, and economically resilient. The Downtown Johnstown Master Plan also aligns with the 2023 Strategic Plan, specifically under the *Healthy & Resilient Economy* pillar, which calls for targeted investment in a vibrant and interconnected downtown. By providing clear direction for both redevelopment and future growth, the Downtown Johnstown Master Plan serves as a vital step toward implementing the goals outlined in both the Comprehensive Plan and Strategic Plan.

Gathering community input was a critical cornerstone of this project to ensure that the vision outlined in the masterplan reflected the values of all stakeholders which included residents, businesses, and local partners. Engagement included pop-up events, stakeholder meetings, and interactive tools to maximize accessibility and participation.

The Downtown Johnstown Master Plan reflects a years' worth of community input that identifies several key areas critical to the long-term vibrancy of the downtown corridor. Those areas include and are outlined in the master plan as-

- Historical Core (Parish Avenue and East/West Charlotte Street)

- Connectivity and beautification of the existing Industrial Park
- Development of the Held and Reider properties with an emphasis on:
 - Strong connections to the historic core
 - Architectural consistency in form and character
 - A mix of retail, residential, civic, and outdoor spaces (e.g., Held Market, Reider Square, Urban Farm)
- Traffic calming and detour strategies to manage increased traffic.
 - Parish Avenue will remain open to vehicle traffic, a pedestrian-only access is not under consideration.
- Expanded parking to support current and future uses

The Downtown Johnstown Master Plan outlines the following uses to support a thriving, mixed-use downtown:

- Civic Spaces, Parks, Trails, and Outdoor Amenities
 - These elements are essential to creating a vibrant and inclusive downtown by offering spaces for people to gather, relax, and connect. When paired with community programming—such as concerts, markets, and festivals—these spaces become activated, drawing residents and visitors alike, and supporting a year-round economy.
- Commercial/Retail
 - The plan encourages small-scale, boutique-style retail and service providers that enhance the downtown experience. It does not support large-scale or big box commercial uses, which are incompatible with downtown due to their large footprints and parking demands, which conflict with a walkable, human-scale environment.
- Residential
 - High to medium density housing is prioritized to bring more residents within walking distance of shops and services, supporting local businesses and creating a sense of vibrancy. Traditional single-family housing, while valuable elsewhere in the community, is not appropriate for the downtown context due to its lower density and limited ability to support the walkable, mixed-use environment the plan envisions.

The uses and recommendations in the Downtown Johnstown Master Plan are supported by the Downtown Johnstown Limited Market Assessment, prepared as part of the consulting scope with Kimley-Horn and finalized in August 2024. This assessment analyzed existing socioeconomic and real estate conditions to determine market-supported development opportunities and provided data-driven recommendations for appropriate uses and scale within the downtown area.

It is important to note that the Downtown Johnstown Master Plan is a guiding document, not a regulatory one. It is intended to shape future development and redevelopment in a manner consistent with community priorities. Properties such as the Held and Reider parcels are privately owned, and developers will bring forward their own proposals. The goal is to ensure these projects align with the Downtown Johnstown Master Plan. Having a master plan in place will guide future development to meet the vision of the community including the intended uses, character, and physical form as outlined in the plan.

Town staff recommends adoption of the Downtown Johnstown Master Plan as a living document to guide the creation of a thriving, walkable, and interconnected downtown. Adoption will ensure future growth and investment reflect the voice of the community and the long-term goals of the Town.

Strategic Plan Alignment:*Healthy & Resilient Economy*

- Invest in the development of a vibrant and interconnected downtown

Legal Advice:

The resolution has been drafted and reviewed by the Town Attorney.

Financial Advice:

NA

Recommended Action:

Staff supports the adoption of Resolution 2025-20 regarding The Downtown Johnstown Master Plan.

Suggested Motions:

I move to approve Resolution 2025-20, resolution approving and adopting The Downtown Johnstown Master Plan.

Reviewed and Approved for Presentation

Town Manager

**TOWN OF JOHNSTOWN, COLORADO
RESOLUTION NO. 2025-20**

**RESOLUTION APPROVING AND ADOPTING
THE DOWNTOWN JOHNSTOWN MASTER PLAN**

WHEREAS, the Town of Johnstown, Colorado (the “Town”) is a Colorado home rule municipality, duly organized and existing under the laws of the State of Colorado and the Town’s Home Rule Charter; and

WHEREAS, the Town Council is vested with authority to administer the affairs of the Town; and

WHEREAS, to guide the thoughtful revitalization and future growth of the downtown area, the Town Council seeks to master plan the downtown; and

WHEREAS, in furtherance of the foregoing, on or about February 5, 2024, the Town engaged Kimley-Horn and Associates ,Inc., a North Carolina corporation (“Kimley-Horn”), to prepare a master plan for the downtown; and

WHEREAS, in developing the master plan, Kimley-Horn collaborated with the Town’s Economic Development Department and engaged in multiple community events to obtain public input; and

WHEREAS, on August 18, 2025, the Town’s Economic Development Director, Sarah Crosthwaite, and Kimley-Horn representatives presented the Downtown Johnstown Master Plan to the Town Council and recommended approval of the master plan; and

WHEREAS, after considering the information and recommendation presented to the Town Council and reviewing the master plan, the Town Council desires to approve and adopt the Downtown Johnstown Master Plan; and

WHEREAS, the Town Council finds that the adoption of this Resolution is in the best interests of the citizens of the Town.

NOW, THEREFORE, BE IT RESOLVED BY THE TOWN COUNCIL OF THE TOWN OF JOHNSTOWN, COLORADO, THAT:

1. The Downtown Johnstown Master Plan, attached hereto and incorporated herein as Exhibit A, is hereby approved and adopted.
2. This Resolution shall be effective upon adoption.

PASSED, SIGNED, APPROVED, AND ADOPTED THIS ____ day of August, 2025.

ATTEST:

By: _____
Meghan Martinez, Town Clerk

TOWN OF JOHNSTOWN, COLORADO

By: _____
Michael P. Duncan, Mayor

EXHIBIT A
DOWNTOWN JOHNSTOWNMASTER PLAN
(Attached)

JOHNSTOWN

Downtown Master Plan



Thank you

We want to express our heartfelt gratitude to everyone who contributed to making the Downtown Masterplan possible. Thank you to the stakeholder groups, the Citizens of Johnstown, our Downtown Businesses, the Town of Johnstown Councilmembers, and the Town of Johnstown Staff for their invaluable participation and support. We also extend our sincere appreciation to the Kimley-Horn team for their dedication and hard work throughout this process.”

Johnstown Councilmembers

Michael Duncan - Mayor
 Chad Young - Mayor Pro Tem
 Damien Berg - Councilmember
 Jesse Molinar Jr. - Councilmember
 Dee Anne Menzies - Councilmember
 Dianne Morris - Councilmember
 Andrew Paranto - Councilmember

Community Stakeholders

Members of the public
 Downtown businesses
 Johnstown Downtown Development Association
 Weld RE-5J School District
 Johnstown Historical Society
 Johnstown Senior Center
 Thompson Rivers Parks & Recreation District
 Glenn A. Jones M.D. Memorial Library

Kimley-Horn Staff

Richard Flierl - PLA, Director of Urban Design Practice
 Alexis Cross - Production Manager
 Elizabeth Zimmerman - Public Outreach
 Ian Geddes - Graphic Designer
 Candyce Burnett - Land Planner
 Aaron Hull - Public Outreach and Land Planning
 Tate Larsen - 3-D Modeling

Johnstown Staff

Sarah Crosthwaite - Economic Development Director
 Jeremy Gleim - Planning Director
 Matt LeCerf - Town Manager
 Meghan Martinez - Town Clerk
 Jeff Strossner - Chief of Police

Johnstown Downtown Masterplan August 2025

Town of Johnstown

Town of Johnstown
 450 South Parish Avenue
 Johnstown, CO 80534
 970.587.4664
www.johnstownco.gov

Kimley-Horn

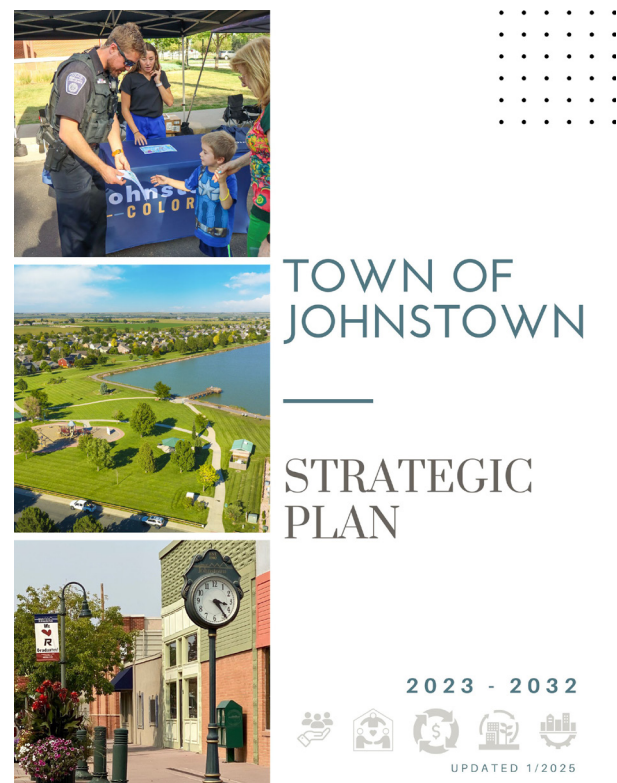
Richard Flierl, Principal
 6200 S Syracuse Way, Suite
 300
 Greenwood Village, CO 80111
 303.481.0448
www.kimley-horn.com

Strategic Plan

The Johnstown Downtown Masterplan project is a cornerstone initiative that directly aligns with the Town’s 2023 Strategic Plan, particularly under the pillar of a Healthy and Resilient Economy. This pillar underscores the importance of fostering economic growth and sustainability while building a thriving community that meets the evolving needs of residents, businesses, and visitors. A vibrant downtown is critical to achieving this vision, serving as both an economic engine and a community gathering place. The 2023 Strategic Plan’s goal to “Invest in the development of a vibrant and interconnected downtown” lays the groundwork for this transformative effort.

A key strategy outlined in the 2023 Strategic Plan is to “develop a downtown masterplan,” which provides a comprehensive roadmap for revitalizing and reimagining the heart of Johnstown. The Johnstown Downtown Masterplan aims to meet this strategy and cultivate a dynamic, walkable, and interconnected downtown that attracts businesses, supports local entrepreneurs, and offers a diverse range of amenities and services. The Johnstown Downtown Masterplan integrates principles of smart growth and place-making, ensuring that Downtown Johnstown becomes a destination that is both economically resilient and socially inclusive. By creating a cohesive vision for land use, infrastructure, and community engagement, the plan ensures the downtown evolves in a way that reflects the Town’s values and aspirations.

Additionally, the Downtown Masterplan contributes to the long-term sustainability of Johnstown’s economy by emphasizing mixed-use developments, attracting businesses that align with community needs, and creating opportunities for collaboration between public and private stakeholders. These efforts directly support the goal of fostering a Healthy and Resilient Economy, ensuring that Downtown Johnstown becomes a hub of activity, growth, and opportunity for generations to come.



Johnstown Goal

Goal: Invest in the development of a vibrant and interconnected downtown.

Strategies:

- Create a visitor experience.
- Develop a Downtown Master Plan.
- Complete a financial improvement study for the downtown to determine financing mechanisms that can support the vision of the downtown.
- Assist with the creation of an improvement district.
- Drive development to expand the downtown corridor.

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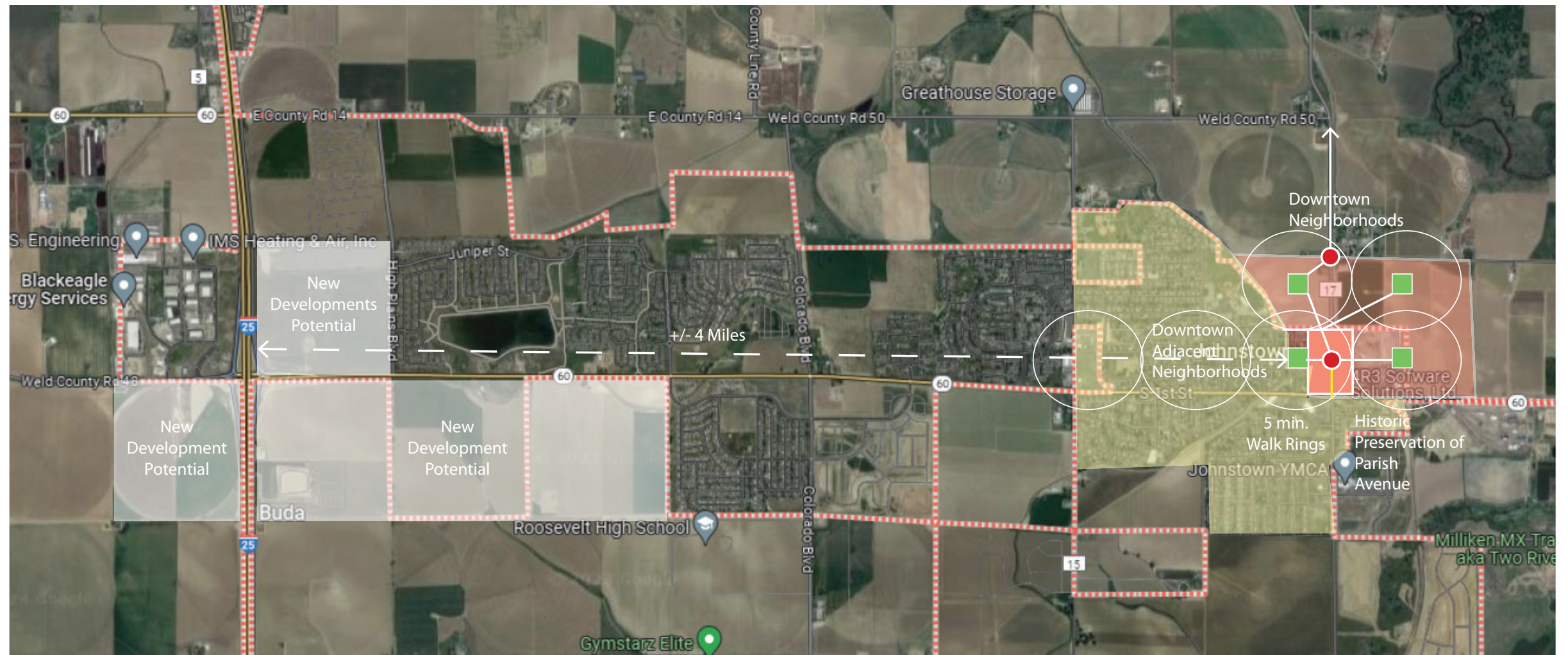
Johnstown Then

In 1902 when Harvey Parish first platted the Town of Johnstown and named the community after his son, he was committed to a vibrant community based on access to commerce through the railroad. He knew that for a community to survive and prosper, neighborhoods needed to be connected and walkable, providing public gathering spaces within walking distance of every home. Thus, he included the first public square now known as Parish Park. The 1902 plan also understood the value of accessibility to goods and services and introduced a commercial main street now known as Parish Avenue. Today, the Town is under pressure from outside commercial sources that threaten the vibrancy of the main street corridor. This plan brings together Johnstown leadership, stakeholders, merchants, and residents to address these obstacles and to build upon the legacy set by Harvey more than 120 years ago.



Johnstown Now

Johnstown is Resilient, Johnstown is Vibrant, Johnstown is Connected. These are the themes the community embraced through the process of developing the Downtown Masterplan. The Downtown Masterplan applies a community development model that incorporates the following principles: WHERE WE LIVE... a safe and connected network of neighborhoods that offer all residents opportunities to live, work, and play in Johnstown. WHERE WE WORK AND SHOP... capitalize on our historic downtown, agricultural heritage, and strategic location along I-25 to cultivate businesses that can offer diverse jobs and services — strengthening our community’s resilience and maintaining our vibrant community character. WHERE WE PLAY... incorporate natural and cultural values to develop and support year-round recreational opportunities that are inclusive of and accessible to all and that contribute to the health and well being of the growing, vibrant community. HOW WE MOVE... should rely on safe and inclusive multi-modal transportation options that connect residents and visitors with each other and to jobs, services, and recreation opportunities within and beyond Town boundaries. HOW WE SERVE... provide an efficient and consistent level of public services and amenities that are conducive to making our Town resilient, vibrant, and connected. Lack of retail supply in the subregion gives this site a unique “jewel” status for redevelopment, and current market studies reflect and substantiate a demand for higher density and nighttime use that extends the current day-only activities.



Site Context

Downtown Johnstown is in central Johnstown, Colorado, adjacent to the Hwy-60 corridor and approximately 4 miles east of I-25. The project area covers approximately 240 acres including recently annexed property to the north of Parish Avenue/County Road 17. The current urban core proper consists of approximately two blocks of retail and service-based businesses along Parish Avenue. Downtown Johnstown is regarded as the heart of the community and over the last couple of years major investments have been made to re-energize the corridor.

Development Mission

The Town has identified the downtown corridor as a mixed-used activity center within the 2021 adopted Comprehensive Plan. Based on the adopted plan, the goal is to revitalize the existing blocks of Downtown Johnstown known as “Parish Avenue”, as well as “work with local land owners to develop and redevelop near the current core area, utilizing more urban design standards to encourage an active street scene and mix of uses”. Planning for future uses and redevelopment in this area is a high priority for the Town since potential development projects are being contemplated.

The Town has identified the following concerns:

- The need for a unified vision for downtown that incorporates the newly adopted Downtown Johnstown brand and way-finding signage
- The physical expansion of downtown, including incremental redevelopment of industrial park and development of newly annexed parcels
- Identification of short-, medium-, long-term parking
- Address the current and future parking supply/inventory
- Address the aging street scene / streetscapes not conducive to downtown expansion
- Address the lack of public spaces and outdoor dining downtown
- Address the lack of pedestrian safety and connectivity
- Attract retail and entertainment-based businesses that activate the corridor for daytime and nighttime use
- Create a traffic detour to minimize heavy vehicle traffic on Parish Avenue

Downtown Johnstown Study

As you turn north on Parish Avenue, the historic character of the street is welcoming and inviting. Much of the north/south traffic that passes along this corridor provides a challenge to the pedestrian experience. The remaining elements of the 1902 Johnstown Plan are most visual in the existing Parish Park and the connections back to Parish Avenue. Moving north on Parish Avenue, you begin to experience the adjacency of the railroad corridor that creates a strong separation between the community on the west from the east. An opportunity exists to further the ideas represented in the 1902 Johnstown Plan that extends the existing block patterns and dimensions into the Rieder and Held properties and offers the opportunity to develop a pattern of squares reminiscent of the original Harvey Parish Park.

Johnstown Proper Study

The diagram exhibit above illustrates the Kimley-Horn team's initial impressions of Johnstown taken prior to the submission of our proposal. When exiting I-25 at CO-60 (1st Street), it becomes clear that large format suburban retail developments are present on both sides of the freeway and may have an impact on the downtown core. While driving along CO-60, headed east toward the transition to 1st Street, many subdivisions have been built and are currently underway that add to the suburban residential neighborhood character that dominates the approximately four-mile drive. These subdivisions create inaccurate first impressions for a visitor traveling to historic Downtown Johnstown.

The Town has experienced significant growth and development over the years, with subdivisions introducing vibrant new communities while maintaining a balance with its agricultural roots. Along the Hwy-60 corridor, active farms continue to thrive, preserving an important piece of the Town's heritage. As you approach Parish Avenue, the rich history of Harvey Parish's original vision becomes evident, with the strong character of the downtown and its adjacent neighborhoods serving as a testament to the Town's enduring charm and connection to its past."



Work Sessions and Community Outreach Sessions

Engagement

Engagement strategy: Meeting people where they are.

Council thoughts regarding commercial space and feel:

- Activate our alleyways while understanding that both east and west Parish alleyways are used for truck delivery
- How does pedestrian friendliness and vehicle traffic coexist?
- Soft street lighting throughout downtown
- Create shady and inviting corridors/streets
- Fort Collins did a good job on where they allowed building heights. We don't want to create a tunnel effect on the streets
- Don't like pavers due to maintenance
- Look at diagonal parking downtown to see if its better than horizontal, so that future development utilizes what is best
- Blade signs in downtown
- Downtown Oregon- Old Market a great concept to bring to Downtown Johnstown
- Ensure new buildings have a historical look or incorporate historical elements so that the new and old don't have a stark contrast

Council thoughts regarding public space and what it should incorporate:

- Create spaces that are activated during day and night
- Larger sidewalks are great so that you can have multiple uses (i.e. business use, walking, activity, landscape buffer) Don't want larger sidewalks everywhere, only where it makes most sense
- Create spaces that can be programmed, not just typical green spaces and parks. Use Fairview Washington as an example, they made great programming
- Make public spaces that have uses associated with them not just boring benches and tables
- Make sure the public spaces are uses that make sense. For example, an amphitheater is great but would it work next to residential, think through that to ensure we're not creating issues for future residents
- Incorporate public spaces within the private spaces (i.e. retail buildings) it should all flow together
- Make sure public spaces have greenery so that it speaks to the outdoor Colorado lifestyle



Council thoughts on residential development:

- Understood and supported that new development should not include single family housing (SFH) as stated in the comp plan
- Create good transition between existing SFH residential and multi-family i.e. don't put a three story multi-family building right next to a SFH home
- Cottage home type feel and look supported
- Liked the Lennar example of the duplexes
- With multi-family, make sure you create spaces adjacent to it for people to exist outdoors. Larger sidewalks, Dog parks, Areas to sit outside, ETC.

Council thoughts on concepts layout:

- Present all 3 to the public for input
- Explore possibility of Parish Avenue being pedestrian only or at least during months of programming
- Liked idea of redeveloping the industrial park to have better synergy with existing downtown while ensuring that the businesses remain and the public spaces are developed to become more pedestrian friendly
- If rerouting traffic, ensure adequate signage and accessibility to Parish Avenue Don't make the bypass route difficult to navigate/access (it can't be far)
- Supportive of the grid concept
- Enjoyed community/agricultural use, let market determine size
- We need to address current parking conditions that ensure our existing businesses are supported
- Make our current infrastructure and streetscape a priority to fix/update
- Senior housing should be explored

“Revitalizing Downtown Johnstown is not just about restoring buildings - it’s about reinvigorating the heart of our community”



Parish Avenue



Local Grows Here



Downtown Entrance



Parish Park

Activate Downtown

How can we create spaces where people want to spend time? How can we serve the employees by creating jobs and promote a good working environment? What can we do to increase patrons? Create trails to bring attention to small businesses.

Residential

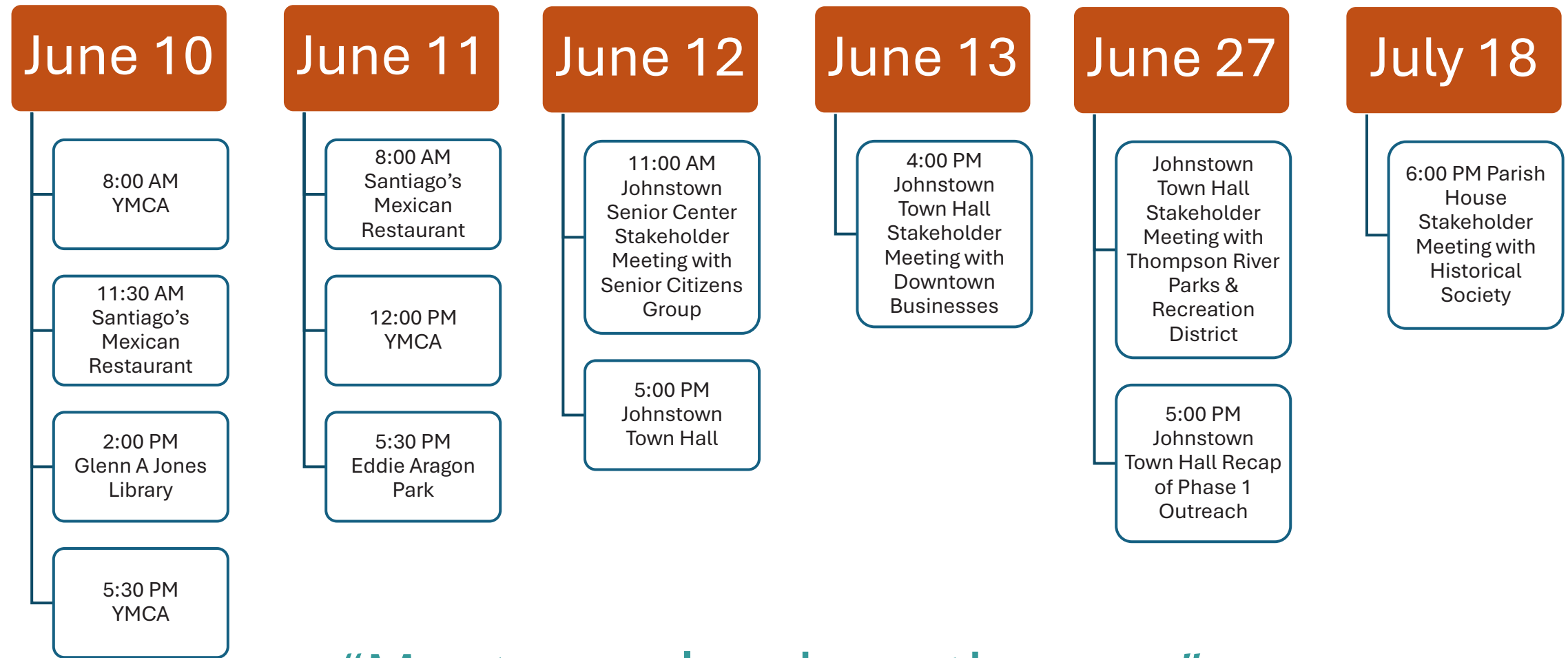
Height restrictive multifamily units that look like single family homes. Utilize the phrase “Form ever follows function” to determine density.

Commercial / Retail

How can we create a clear path for people to follow? Have available parking while maintaining safety.

Function

Facilitate an atmosphere that is welcoming to visitors and pedestrian friendly. Incorporate the train by bringing attention to it in a tasteful way. Require greenery for maximum amounts of natural shade.



“Meet people where they are” –Johnstown Staff

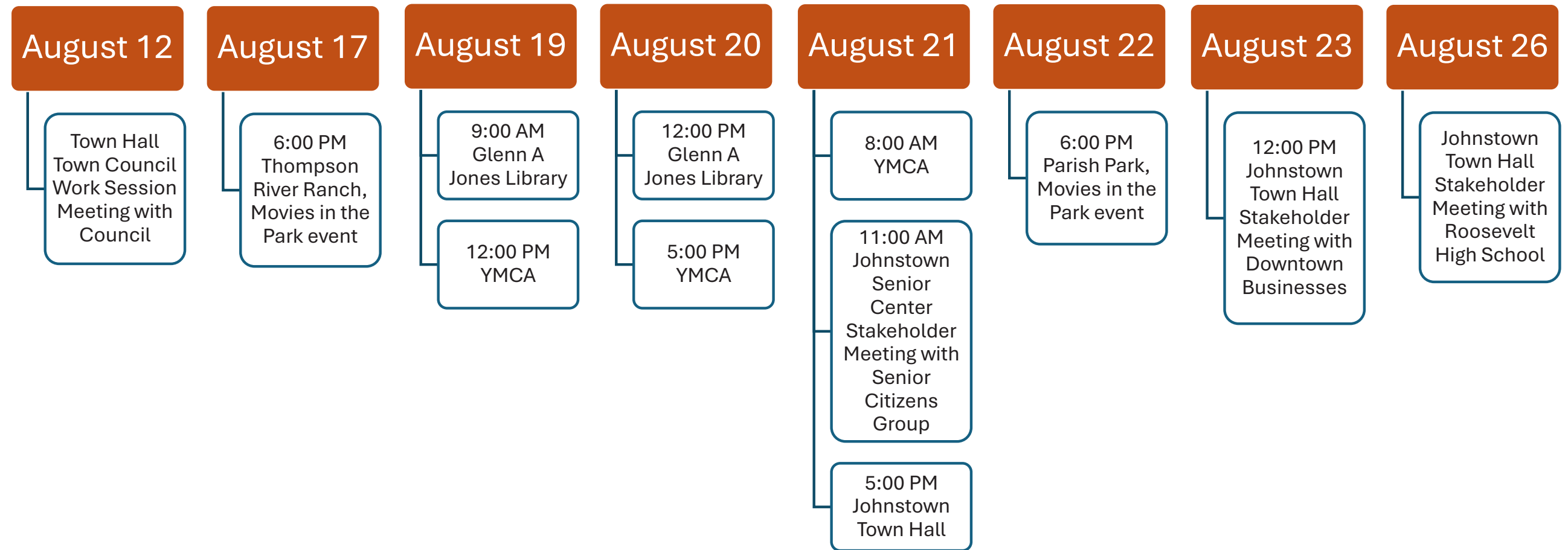
Johnstown staff and Kimley-Horn collaboratively worked to develop a series of boards to introduce the project to the community over the course of several days. The team finalized the outreach materials based on Town staff and Town council feedback. Town staff officially launched the project the week of June 10-14. The sessions were branded as “Outreach Week” where we setup an on-site booth at various locations throughout Johnstown that have steady foot traffic. Staff went on-site during outreach week to gather feedback from the community through various activities and exercises that encourage engagement. For residents who we could not reach in person, we provided online options for citizens to get involved.

This outreach included a series of 36” x 48” boards explaining the Downtown Johnstown Masterplan mission, concept layouts of future Downtown Johnstown, and images of examples of community spaces (see page 52 in appendix). The images were numbered so the participants could say which photos they would and would not like to see in the future of Downtown Johnstown.

We also asked them three questions:

1. What areas of improvement do you feel are most important?
2. Which image numbers stand out to you?
3. What would you like to see in the future of Johnstown?

Overall the community expressed the desire to maintain Johnstown’s small, safe, and quaint character while providing plenty of outdoor space and activities for families. Kimley-Horn counted, reviewed, and consolidated this feedback and presented it in Community Outreach Phase 2.



“Remain true to the agricultural history of Johnstown.”

–Citizen at community outreach event

Phase 2 of the Community Outreach was launched several weeks after the completion of Phase 1. Building upon the foundation established in Phase 1 (June 10-13), Phase 2 was dedicated to integrating the input received into updated master plan concept designs and presenting these refined plans to the community for further input. This phase emphasized a more detailed and technical exploration of the Downtown Masterplan Study, ensuring the plans reflected both the community’s vision and practical considerations.

Key aspects of Phase 2 included:

- Land use allocation (acreage/square footage) for housing, retail/commercial/flex, and public spaces/open space, and public parking.
- Road and trail network connectivity (including Charlotte Street expansion and detour route)
- Specified uses for the public spaces/open space including site renderings
- Infrastructure improvements including sidewalks and ADA accessibility on Parish Avenue and Hwy-60
- Specified aesthetic improvements to Parish Avenue including seating, lighting, landscaping, and safety
- Integration of civic centers and buildings within downtown

The feedback received during Phase 1 and Phase 2 was instrumental in shaping the master plan, ensuring it aligns with the needs and aspirations of residents, business owners, and stakeholders. Phase 2 demonstrated a collaborative approach, bringing the vision closer to reality with a more comprehensive and detailed plan for the future of downtown.

Summary of Phase 3 Outreach:

Building on nearly a year of outreach conducted during Phases 1 and 2, Phase 3 of the Downtown Johnstown Masterplan focused on sharing the draft plan with the public for final feedback, ensuring it reflected Johnstown’s collective vision.

An interactive online platform launched in early July 2025 and remained open for comments and questions through July 31. During this period, community members could review the draft plan, respond to guided prompts, and submit feedback.

Although the formal comment period concluded at the end of July, the draft plan remained available online for continued public viewing. This final phase of outreach provided a clear opportunity for residents and stakeholders to confirm that the plan accurately reflected the community’s aspirations for a vibrant and welcoming downtown prior to adoption.

Overall the plan saw 3,405 views and a total of 33 respondents to the survey.

Summary of Survey Feedback:

- Emphasis on community programming throughout the year to encourage visitation to Downtown.
- Enhancing amenities such as lighting, bicycle lanes, and shade structures.
- Encourage collaboration between businesses, the Town, and local organizations and agencies.

Feedback Specific to Questions 13-15 (open ended):

Respondents expressed concerns and suggestions regarding future development and improvements in Johnstown. A recurring theme was opposition to closing Parish/CR 17, with several respondents emphasizing that such a change could negatively affect community support for development.

Other notable feedback:

- A desire to maintain and enhance the pedestrian experience and minimize truck traffic where able.
- Recommendations to redevelop industrial sites and properties to the south of Parish Avenue and Hwy-60.
- Interest in enhanced pedestrian infrastructure, including walking paths, especially in neighborhoods nearby to downtown.
- Requests for improved visibility, lighting, and the addition of street trees (preferred over shrubs) to enhance safety, environmental benefits, and the overall streetscape.



FINAL PLAN REVIEW

Downtown Johnstown Masterplan Project Phase 3 Outreach



We're in the Final Phase! The Town of Johnstown is wrapping up its Downtown Master Plan—a community-driven vision to enhance and revitalize our downtown. Over the past year, we've gathered input from residents, businesses, and stakeholders. Now, we're in Phase 3, the final stage before presenting the plan to Town Council. **Review the full plan and share your feedback today!**



GET INVOLVED!
REVIEW THE FULL PLAN.



COMMUNITY OUTREACH PHOTOS



Parish Avenue 6/10/2024



YMCA 6/10/2024



Town Hall 6/12/2024



Town Hall 6/12/2024



Parish Avenue 6/11/2024



Parish Avenue 6/10/2024



YMCA 6/11/2024



Eddie Aragon Park 6/11/2024



Eddie Aragon Park 6/11/2024

Weld RE-5J School District and Roosevelt High School Feedback

Staff from the Johnstown Economic Development department met with Weld RE-5J staff to discuss the downtown master plan, emphasizing how the Urban Farm concept aligns with the school district's goals of offering students hands-on opportunities to explore agriculture and diverse career fields. This collaboration highlights the urban farm as a dynamic learning environment, where students can gain experience not only in agriculture but also in related fields like planning, engineering, hospitality, construction and more.

The Urban Farm Concept: Collaborative Ideas

Before Construction:

- A student and a person from the district sit in on planning phase discussion for educational purposes for students (business pathway) and an adult to listen for opportunities of collaboration. Is this an opportunity for the Town to have an intern and participate in WBL?
- Planning phase (engineering) students would be interested in learning or helping pitch designs for spaces.
- Planning phase (agriculture) plant science would be interested in learning or helping pitch designs for spaces.
- Students would be interested in completing research on behalf of the Town regarding materials, practices, equipment, etc. (agriculture)

During Construction:

- Support floral design of spaces (agriculture)
- Marketing/Media for the event (business/drones/media arts)
- Tours and/or support of work (construction)

After Construction:

- Hold timely workshops with community (agriculture and other pathways potentially)
- Support planting (landscape/floral)
- Support equipment inventory processes (agriculture)
- Designated farmer's market space (agricultural and/or culinary program)
- Support to create planters for the area. (construction)
- Potential for student employment to support different needs. (several pathways)
- Photo booths (Town events)

Questions

- Is there an opportunity to have a multi-purpose space or a teaching space that could be shared/leased? (District/Town, private events)

Concerns

- Teachers/students over committing without a plan. We want to be able to provide a consistent and adequate product/support to the Town in a timely manner.

Additional Information:

- Considering energy pathway at this time
- Considering automotive pathway at this time
- RHS plant science students have already created floral arrangements for funerals, weddings, holidays, and events (e.g. corsages).
- RHS culinary students are beginning to cater private events as well as school events.
- RHS Construction has built several sheds for community members and is looking to expand.
- RHS Construction has built a large adirondack chair for marketing and photo opportunity purposes.
- Students from several pathways are designing and creating goods for sale through The Exchange.

Recommendations and Action Plan

Master Plan

RIEDER DISTRICT

Rieder is the name of the family that has historically owned the land. The proposed uses for the property will be a mixed-use concept that includes retail/commercial, office/flex, housing, and community spaces both indoor and outdoor along with recreational uses.

- 35,000 SF - 45,000 SF office/flex space (insurance companies, boutique firms, etc.)
- 100,000 SF - 250,000 SF retail/commercial
- 10,000 SF - 15,000 SF indoor venue
- 100,000 SF - 200,000 SF outdoor community area
- 150 - 200 mixed use housing units
- 75 - 125 townhomes
- 300 - 350 on-street guest parking spaces for housing
- 1,000 - 1,500 parking lot spaces for retail

HELD DISTRICT

Held is the name of the family that has historically owned the land. The proposed uses for the property will be a mixed-use concept that includes small scale seasonal retail/commercial, community spaces both indoor and outdoor, The Urban Farm, and housing.

- 10,000 - 15,000 SF Grange Hall community center that can include community programming and activities for all ages
- 100,000 - 200,000 SF outdoor community area
- 510 - 670 housing units
 - 300 - 350 townhomes
 - 30 - 50 courtyard homes
 - 100 - 150 duplex
 - 40 - 60 shotgun homes
 - 40 - 60 potential ADU (accessory dwelling units)
- 8,000 - 10,000 SF small scale retail vendors / adaptive uses

THE URBAN FARM DISTRICT

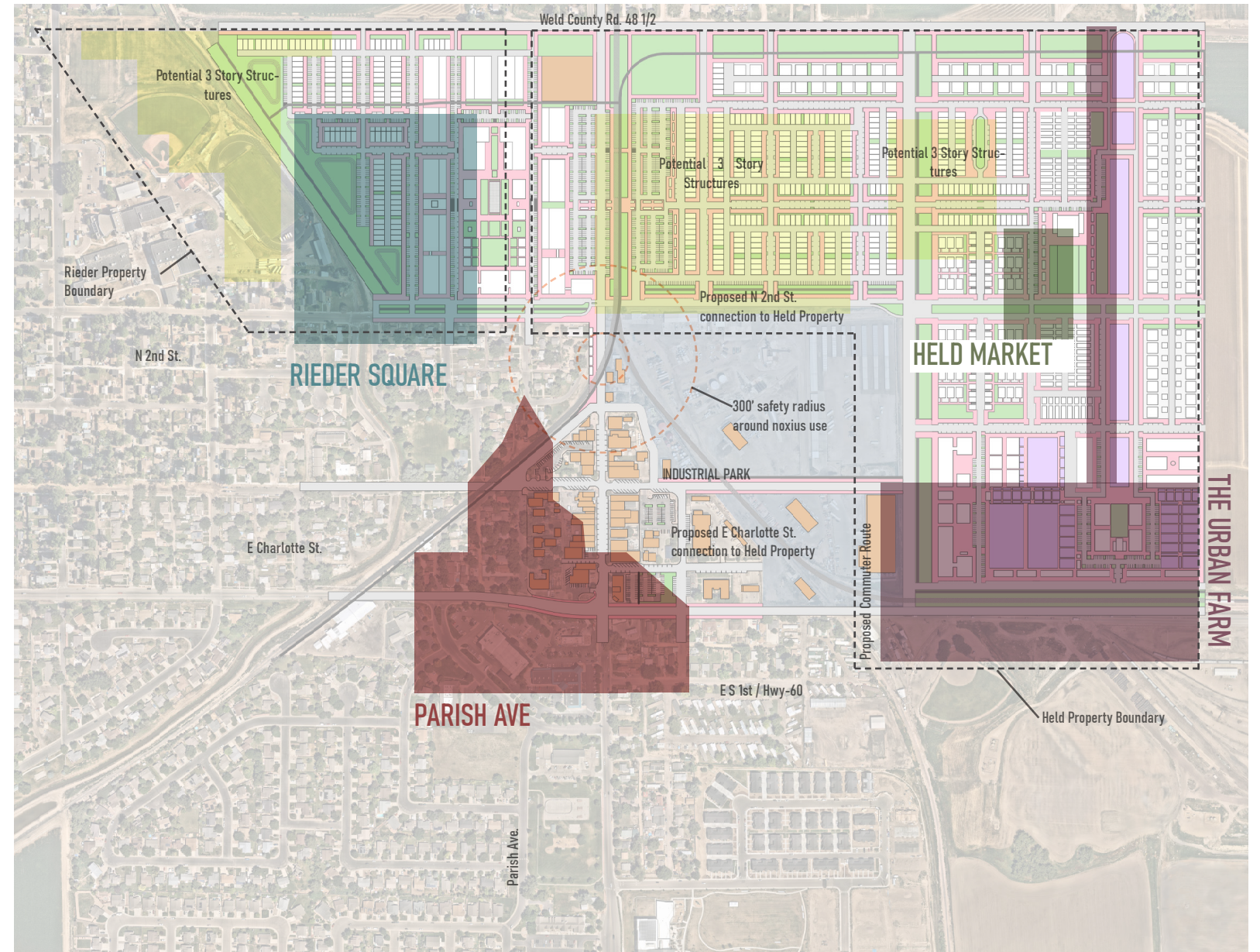
The Urban Farm will be a charming Town-run farm with various crops and orchards with facilities to process the produce. It will also provide an opportunity to attract various businesses such as artisanal shops and boutiques, farm-to-table restaurants/cafes, and breweries/distilleries. The Urban Farm will also focus on creating multi-use outdoor venue space and community gathering.

- 50,000 SF - 60,000 SF restaurant/brewery/distillery/etc.
- 12-16 acres farm fields and production facilities
- 120,000 SF - 150,000 SF orchards
- 10,000 SF - 15,000 SF outdoor community area

GREEN SPACE

Green spaces are strategically placed throughout the master plan to provide density relief and create a space for residents and visitors to spend time outside.

- 6,000 LF - 9,000 LF trails
- 300,000 SF - 400,000 SF linear parks
- 150,000 SF - 200,000 SF detention

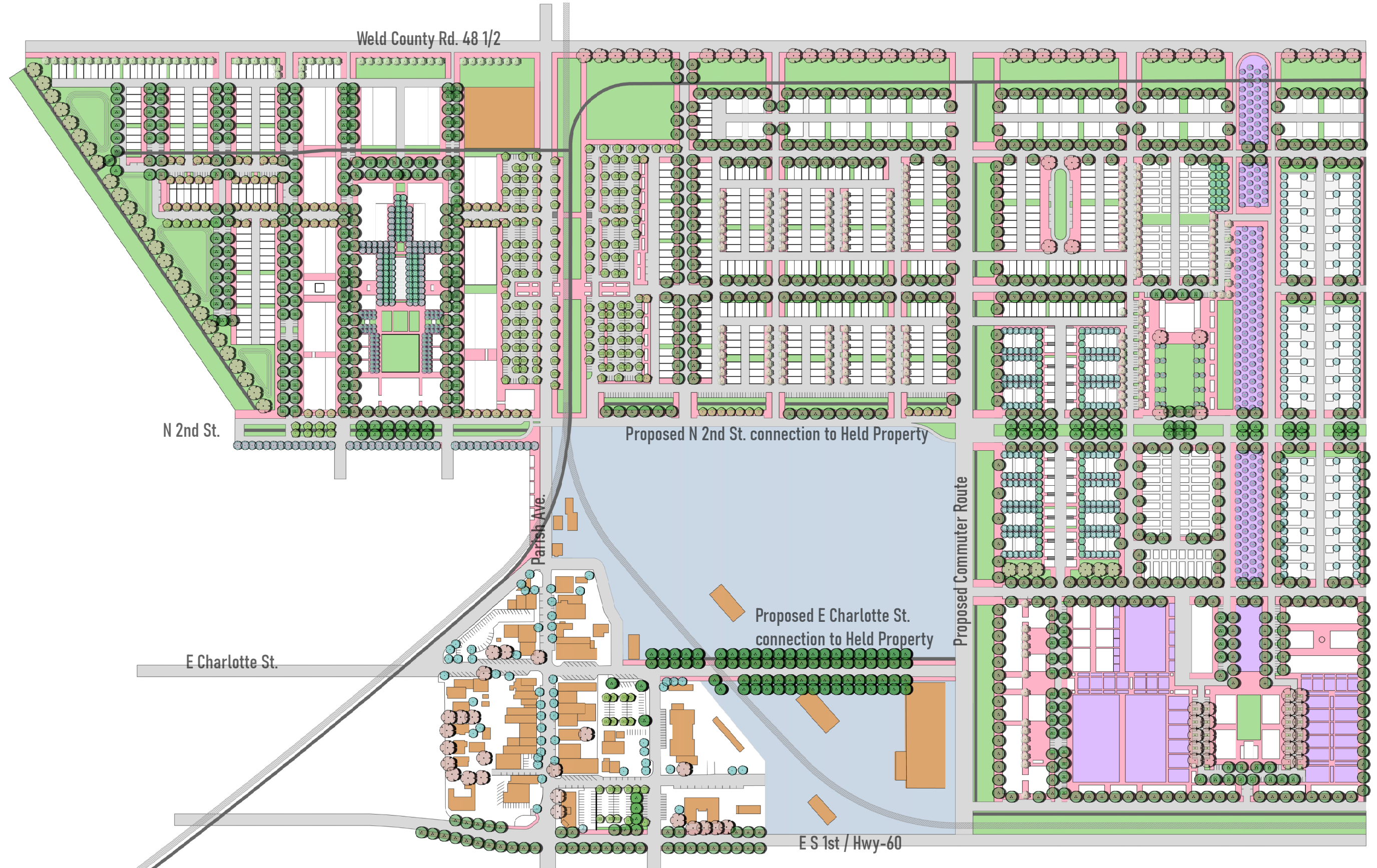


TOTALS

- **MIXED USE** (includes commercial, retail, office/flex, residential) – 250,000 SF - 300,000 SF (5 - 7 ACRES)
- **OUTDOOR COMMUNITY/ GREEN SPACE** -- 1,000,000 SF - 1,500,000 SF (25 - 35 ACRES)
- **RETAIL/COMMERCIAL** – 50,000 SF - 60,000 SF (1 - 1.5 ACRES)
- **PUBLIC PARKING** – 500,000 SF - 600,000 SF (10 - 15 ACRES)
- **RESIDENTIAL** – 1,250,000 SF - 1,750,000 (30 - 35 ACRES) 775-970 Housing Units Total

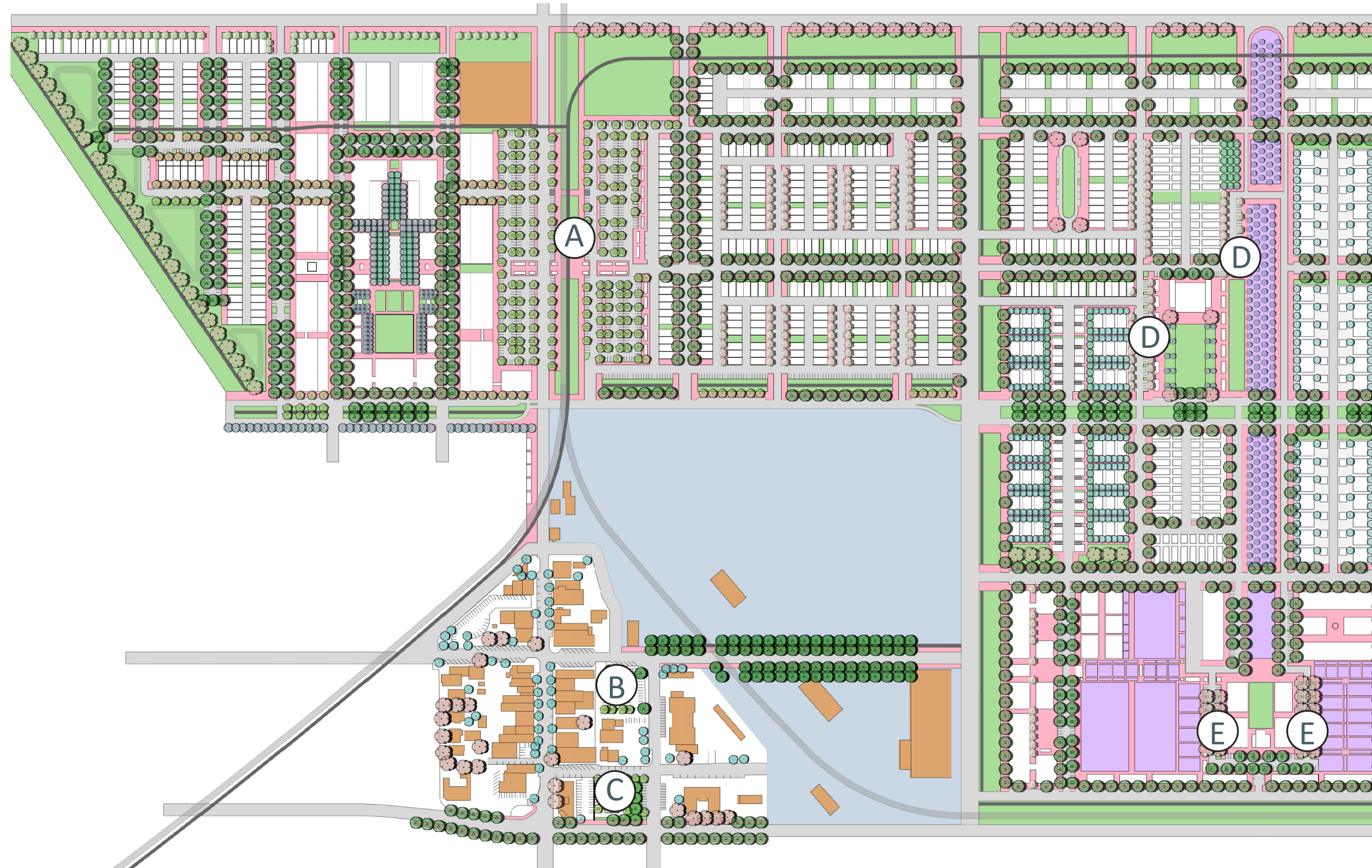
- | | |
|--|---|
| - 150 - 200 mixed use (condos/apartments above retail) | - 375-475 townhomes |
| - 30 - 50 courtyard homes (senior housing) | - 100 - 150 duplex |
| - 40 - 60 shotgun homes | - 40 - 60 potential ADUs (accessory dwelling units) |

MASTER PLAN



The Downtown Johnstown Master plans are conceptual and for the Town of Johnstown master planning and visioning purposes only. Final plan drawings will be prepared and submitted by the land owner/developers of the properties respectively known as the Held and Reider Properties. It is the Town's goal to adopt a masterplan in order to ensure privately owned land can develop according to the vision of the community.

PARKING



VALUES

- **PROPOSED PUBLIC PARKING TOTAL – 2,000 - 2,500 TOTAL SPACES**
- **EXISTING PARKING AROUND PARISH – 225 - 275 SPACES**
- **PROPOSED PARKING LOT PARKING FOR RIEDER PROPERTY RETAIL – 750 - 1,000 SPACES**
- **PROPOSED PARKING LOT PARKING FOR HELD PROPERTY RETAIL – 750 - 1,000 SPACES**
- **PROPOSED ON-STREET RESIDENTIAL GUEST PARKING FOR HELD AND RIEDER – +/- 500 - 750 SPACES**

IMPLEMENTED ITEMS

- Ⓐ Retail Parking for Rieder and Held Properties
- Ⓑ Potential Parking Structure
- Ⓒ Potential Surface Parking
- Ⓓ Parking areas for Held Market
- Ⓔ The Urban Farm Parking

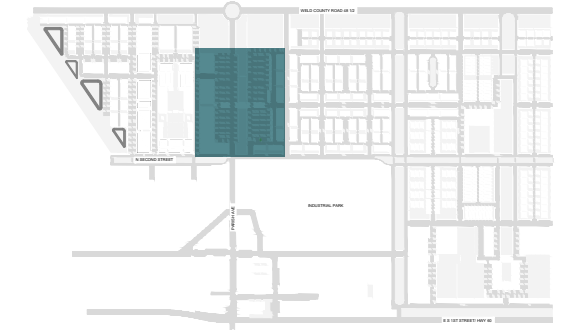
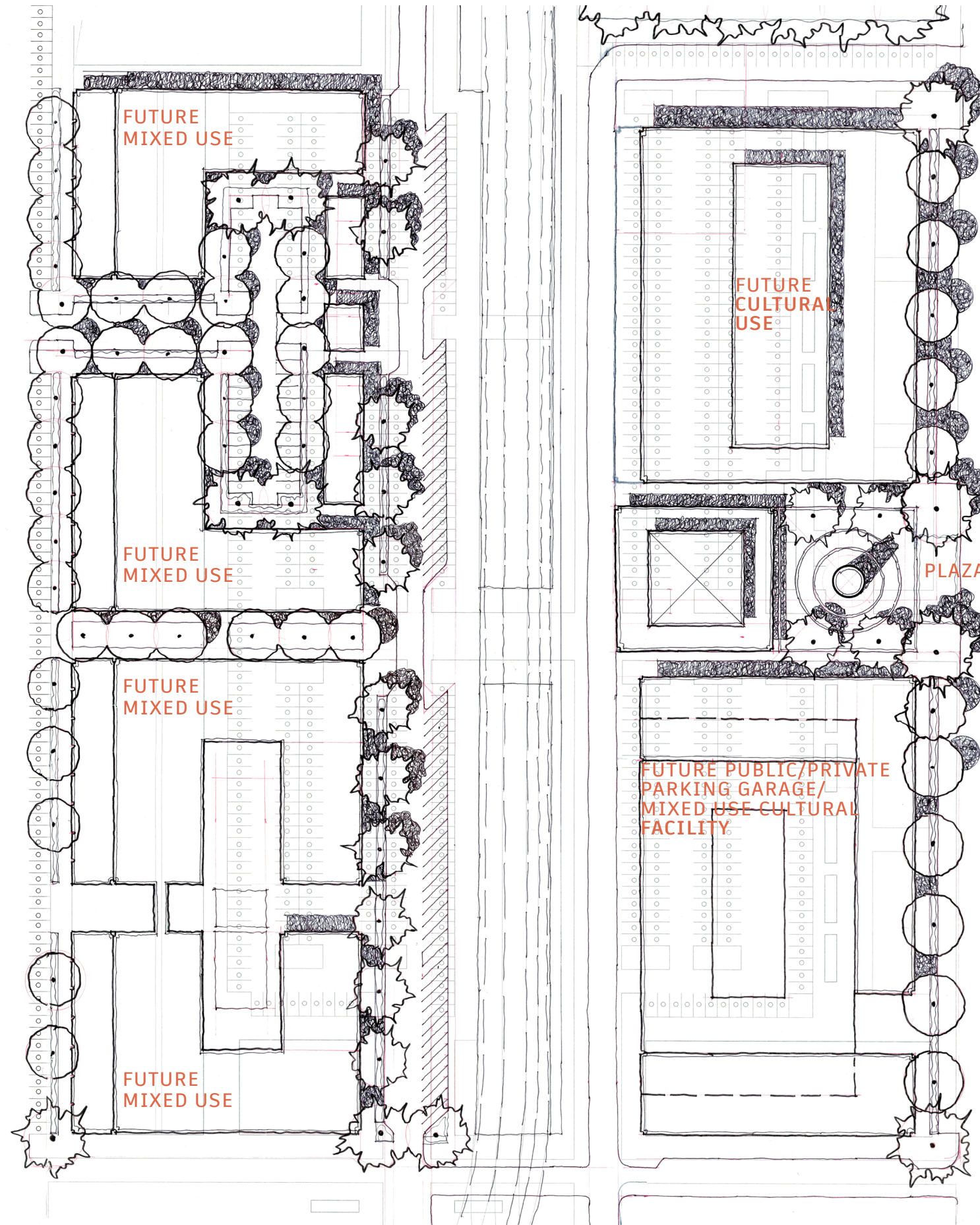
Each home is planned to be self-parked with attached and detached garages depending on the housing typology.

There is street parking proposed throughout the downtown to serve as residential guest parking.

The letters on the plan show where commercial/retail parking is proposed within existing and proposed developments.

We have studied the existing downtown Parish Avenue corridor and behind the existing Ace Hardware would be the most practical space to add a parking structure to serve the existing downtown businesses.

ALTERNATIVE LAYOUT



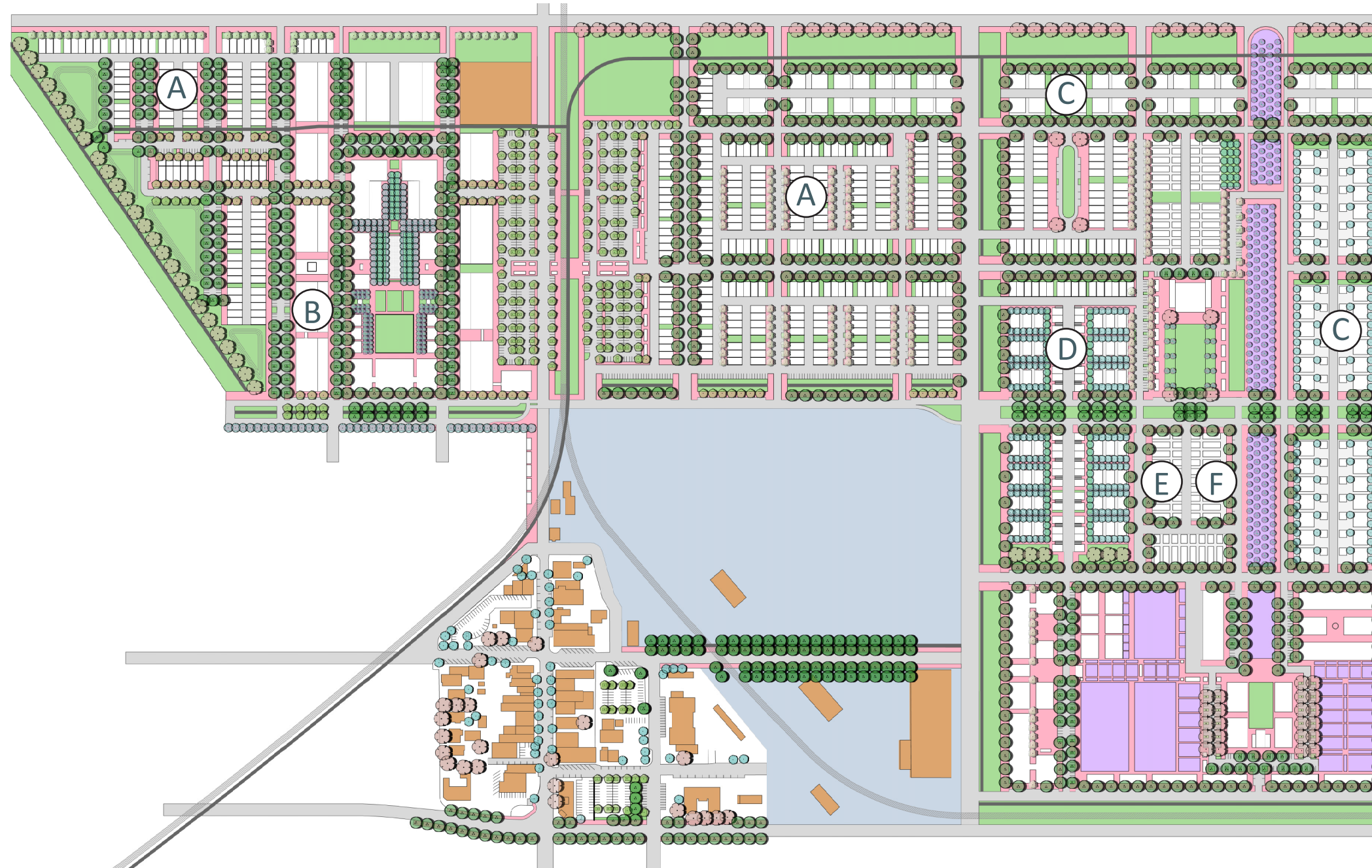
Potential Future for Surface Parking Lot Area

The exhibit presents a proposed infill development concept that could be pursued if and when there is increased demand for civic services, amenities, and commercial spaces in Downtown Johnstown. Currently, the market analysis indicates that the community can support only a limited amount of commercial land use, which is reflected in the initial phases of the Johnstown Downtown Masterplan. However, at full buildout and with an increase in market share, Downtown Johnstown may experience a growing need for additional commercial development.

In alignment with this potential growth, a vibrant downtown typically incorporates civic and cultural spaces to enrich the community. To accommodate both current and future needs, the Johnstown Master Plan (see page 18) reserves a central area for a surface parking lot. This parking lot is intended to serve existing retail and businesses along Parish Avenue, as well as future developments on the Held and Rieder properties to the north.

Given its central location, this parking lot could be an ideal site for further development if demand arises. The exhibit illustrates one possible vision for a civic and cultural mixed-use redevelopment of this space, showcasing how it could evolve to support a more dynamic and enriched downtown environment.

HOUSING



IMPLEMENTED ITEMS

- Ⓐ Townhomes
- Ⓑ Mixed Use
- Ⓒ Duplex
- Ⓓ Senior Housing /
Courtyard Homes
- Ⓔ Shotgun Homes
- Ⓕ Potential ADUs

The market analysis developed at the direction of the town found that the demand for multifamily housing is high in Johnstown. Currently, 80% of the housing in Johnstown is single family. It is important to provide various housing options for residents in a downtown environment.

The Downtown Masterplan incorporates six types of multifamily homes. Our goal is to make walkable neighborhoods, facilitating a sense of community and creating a live, work, play lifestyle.

VALUES

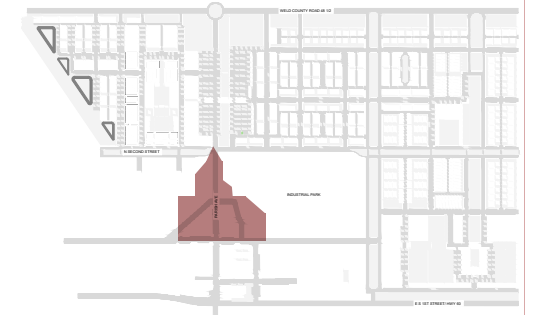
- **TOWNHOMES** – 375 - 475 UNITS
- **MIXED USE** – 150 - 200 UNITS
- **DUPLEX** – 100 - 150 UNITS
- **SENIOR HOUSING / COURTYARD HOMES** – 30 - 50 UNITS
- **SHOTGUN HOMES** – 40 - 60 UNITS
- **POTENTIAL ADUs** – 40 - 60 UNITS

PARISH AVENUE



IMPLEMENTED ITEMS

- (A) Slow Down Traffic
- (B) Pedestrian Accessibility
- (C) ADA Accessibility
- (D) Safer Outdoor Parking
- (E) Enhanced Parking Areas



INSPIRATION PHOTOS

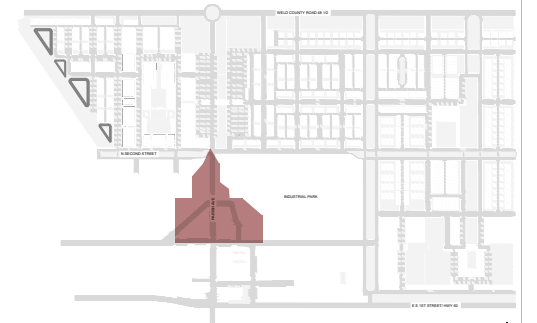


INDUSTRIAL PARK



IMPLEMENTED ITEMS

- (A) Extend E Charlotte St.
- (B) Add Trail to Connect
- (C) Buffer for Sound and Chemicals
- (D) 300' Radius around Fertilizer Plant
- (E) Enhance Landscaping
- (F) Improve Signage

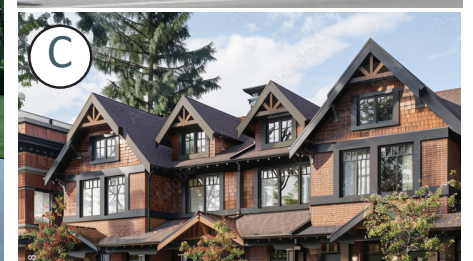


RIEDER SQUARE



IMPLEMENTED ITEMS

- (A) Community Activity Area
- (B) Restaurants
 - Boutiques
 - Restaurant
 - Gift Shop
- (C) Historical Facades
- (D) Local Artist Maker Spaces
- (E) Parking
- (F) Mixed-Use
 - Boutiques
 - Restaurant
 - Gift Shop
- (G) Performing Art Center
- (H) Potential new location of VF Bldg
- (I) Splash pad

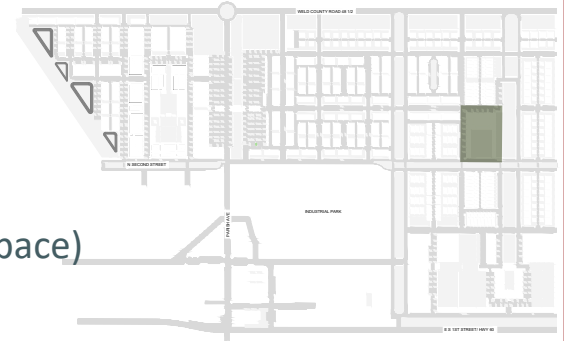


HELD MARKET



IMPLEMENTED ITEMS

- Ⓐ Connectivity
- Ⓑ Access to Agriculture and Crops
- Ⓒ Outdoor Emphasis
- Ⓓ Grange Hall (All ages Community Space)
- Ⓔ Local Businesses
- Ⓕ Diverse Residential

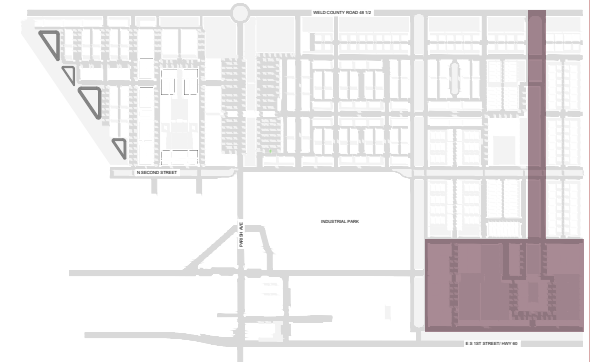


THE URBAN FARM

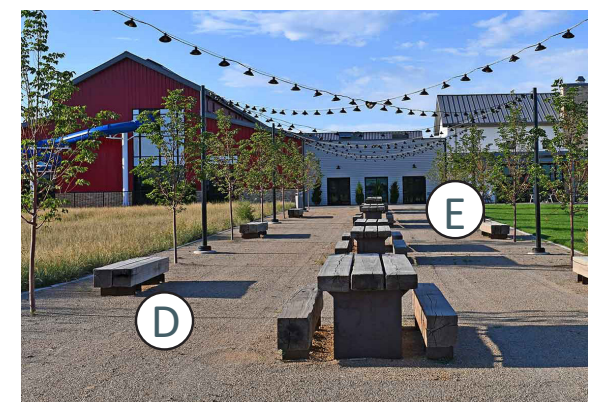


IMPLEMENTED ITEMS

- Ⓐ Farmers Market
- Ⓑ Micro-Brewery
- Ⓒ Distillery
- Ⓓ Outdoor Seating
- Ⓔ Community Garden
- Ⓕ Professional Crops
- Ⓖ Hydroponic Garden
- Ⓗ Processing Facilities
- Ⓘ Linear Community Parks
- ⓵ Farm Equipment Storage



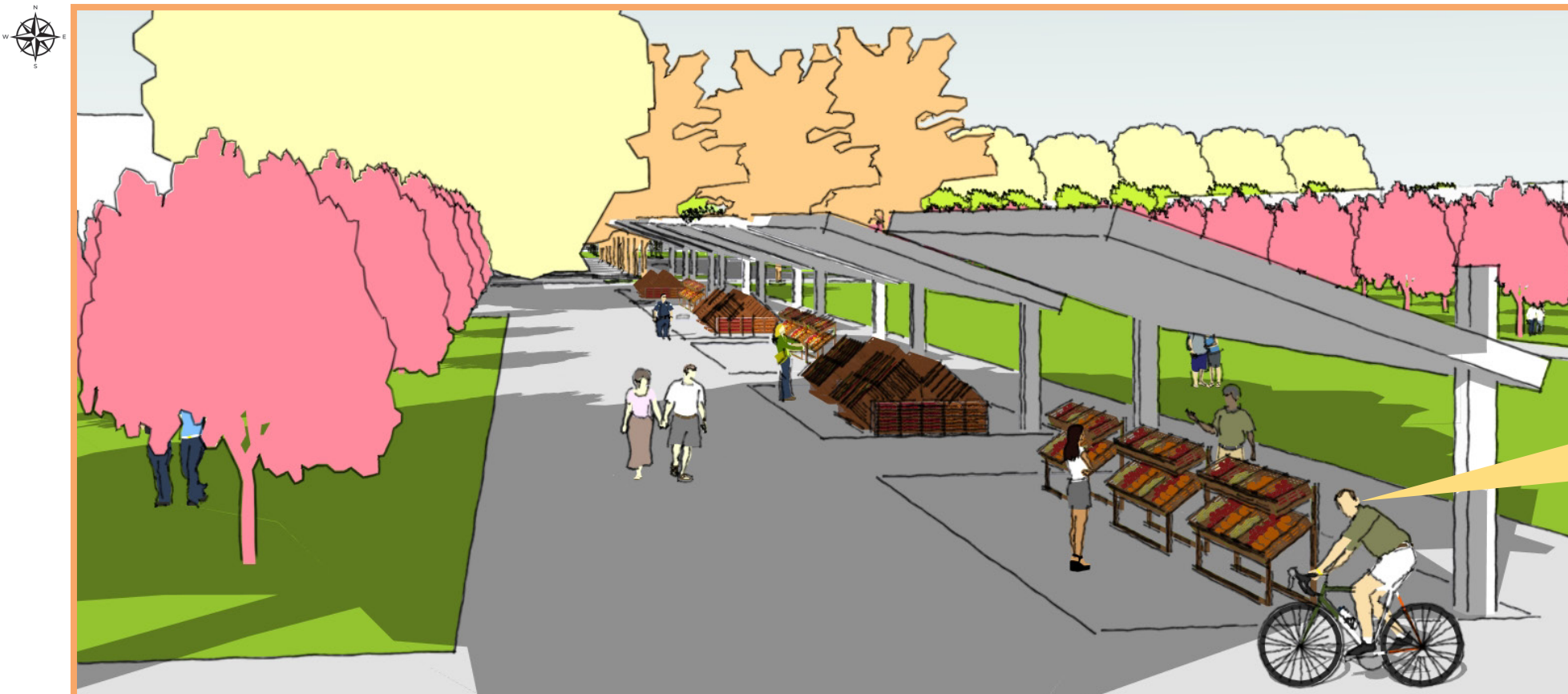
The Urban Farm provides an opportunity to work with the local schools by supplying educational opportunities for students where children can assist in the design and maintenance of spaces within the farm as well as host workshops, etc.



HELD PERSPECTIVES



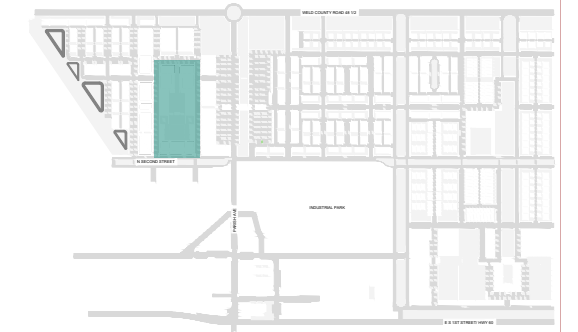
The top perspective shows a view of Held market looking northwest. To the bottom right of the image are duplex homes. To the bottom left of the image are the shotgun homes with ADUs. The pink trees are orchards extending up from The Urban Farm. Directly to the west of the Grange hall are townhomes and to the south of those is a courtyard community perfect for senior living.



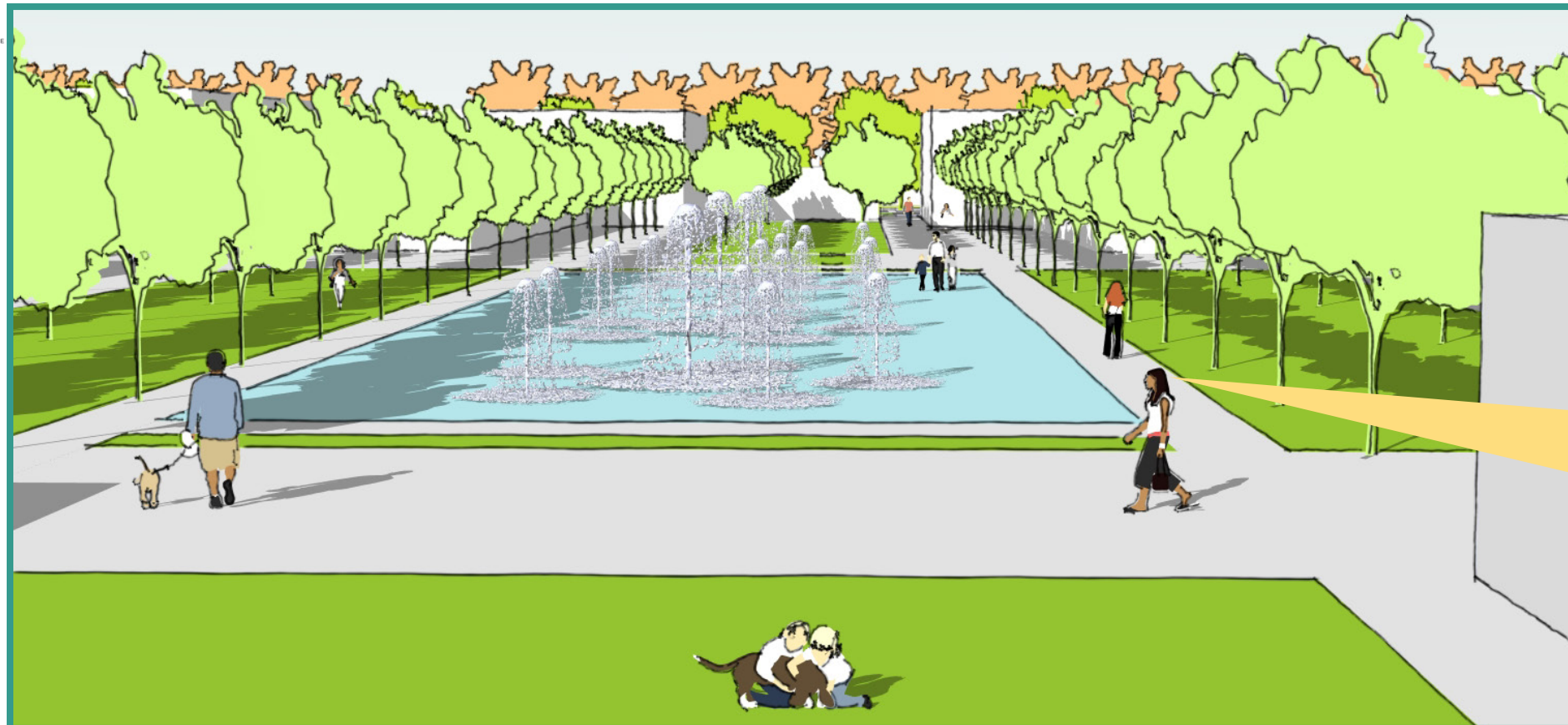
The bottom perspective shows a view from inside the Grange Hall market pavilion looking at stands where local produce will be set up seasonally. Find yourself in this space on a Saturday morning picking from the best of produce grown in The Urban Farm.

While spending an hour in the Held Market, you will smell a variety of different culinary foods from inside the Grange Hall. You will see festivals and fairs in the center pavilion and people enjoying time outside.

RIEDER PERSPECTIVES



The top perspective shows a view of Rieder Square looking northwest. The center blue rectangle is a splashpad. Below the splashpad is a lawn for activities and below the lawn is the venue. The top left of the image is a townhome village. The right is the parking area that links the existing downtown Parish Avenue to the Rieder and Held properties.



The bottom perspective shows a view looking from the venue lawn towards the splashpad with restaurants on either side. Here you will find yourself on a Friday evening enjoying top of the line food and beverage and a shopping bag full of local jams and candles.

While shopping at local boutiques in Rieder Square, you will see people walking to work from their home above the retail. You will hear live music coming from the music venue and children laughing while playing in the splash pad.

THE URBAN FARM PERSPECTIVES



The top perspective shows a view looking north towards Held Market. The Urban Farm lab towards the bottom, as well as the farm fields and hydroponic gardens on either side.

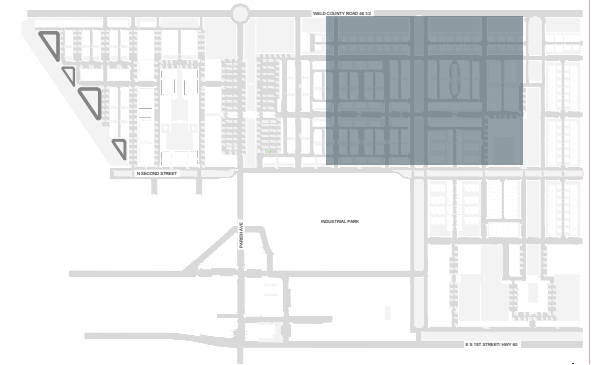
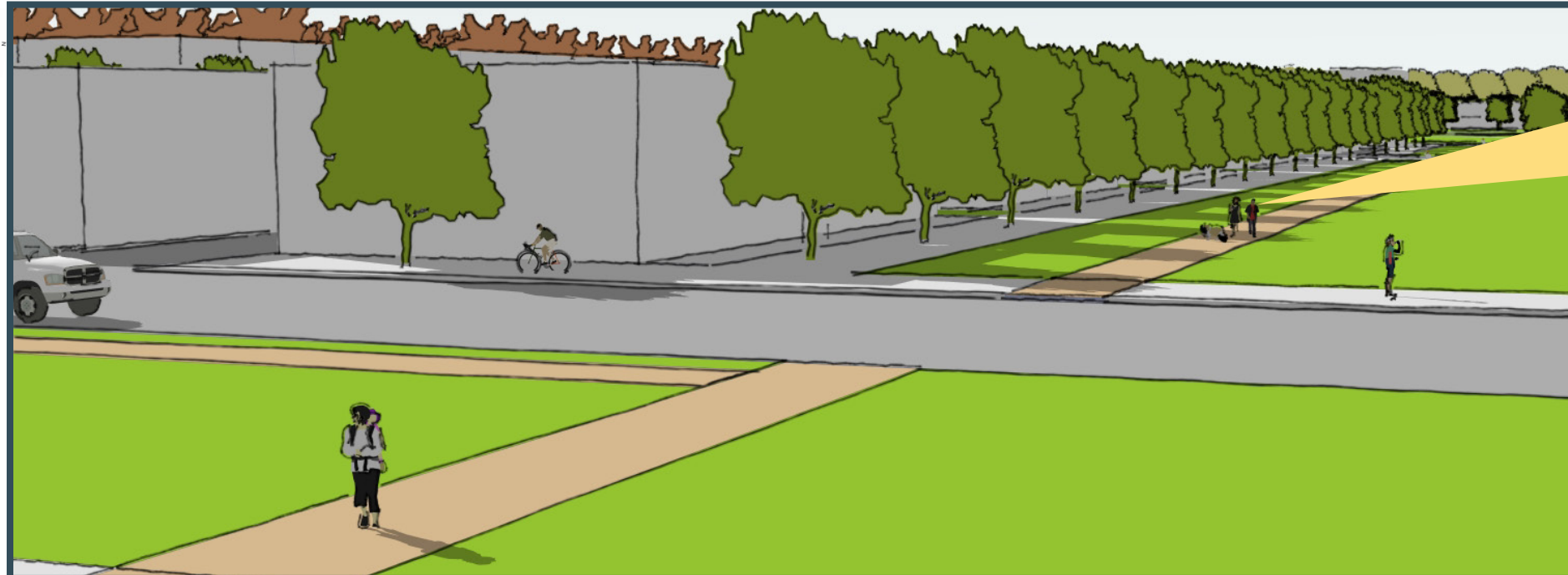
The bottom perspective is looking northwest towards the farmyard with the distillery in the background.

Take a stroll through the orchard and enjoy the smells of fruits in bloom.



While spending an hour in The Urban Farm, you will see a diverse landscape of multiple crops you can interact with. You can eat at the farm-to-table restaurant and taste whiskey from the local distillery while sitting outside and smelling all the surrounding plant life. Interact with local students learning the techniques of learning to grow and bring products to the market in the farm lab.

RESIDENTIAL PERSPECTIVES



The top image is looking down on the residential neighborhoods on the Held property. The top left is looking at Held Market. The left most homes are shotgun houses with ADUs behind, the top portion shows the courtyard homes, the bottom portion has the duplexes, finally the rest are townhomes.

The bottom perspective shows residents walking on the trails on the northern most portion of the property.

While living in the residential Downtown Johnstown neighborhoods, you wake up and walk your dog along one of the park block trails. On your walk, you may stop at a coffee shop at The Urban Farm or Rieder Square. You will smell fresh apples from the many orchards and run into your neighbors walking on their way to work at the Grange Hall at Held Market.

HELD PROPERTY RECOMMENDED IMPROVEMENTS

1. Develop the neighborhood block pattern to reflect the **historic core blocks**
2. **Preserve the existing farm** on the southeast corner of Parish Avenue and County Road 48 ½ as a public events center with the reuse of the farmhouse and the farm buildings on the site
3. Develop 2 new parkway routes that run north/south with linear parks
4. Linear Park/bike trail along eastern edge of railroad tracks
5. Create Park Blocks to provide green space for residents
6. Held expanded width linear parkway extension of The Urban Farm
7. Develop 2nd Street as a green boulevard cross street cross section
8. Develop a mix of residential housing types:
 - **Multi-family attached**
 - **Townhouses**
 - **Multi-family detached**
 - **Cottages**
9. Develop The Urban Farm on the southern edge of the property as **mixed use flex and agricultural development accessible to the public**
10. Develop an **Agri-Destination** with education facilities, visitors center, greenhouses, distillery, hospitality/entertainment/event conference center space
11. Incorporate surface **parking** lot up against existing railway on the west property frontage that will link property to Rieder and Parish Avenue
12. Build a **regional trail system** around property that links both existing and proposed commercial, residential, and community spaces to make downtown more pedestrian friendly
13. Create a codified **development standard**

INDUSTRIAL PARK RECOMMENDED IMPROVEMENTS

1. **Enhance landscaping**, including **shade trees**
2. **Extend Charlotte St.** to link existing Parish Avenue to new developments to the east
3. Build out **regional trail system** through industrial park to create connectivity the existing Parish Avenue corridor with the proposed commercial, residential, and community spaces
4. Add green space **buffers** around existing industrial uses to reduce sound and chemical pollution encroachment from fertilizer plant
5. **Collaborate with existing industrial users** east of Parish Avenue to develop an adaptive reuse and new infill development strategy to Mixed Use Flex District that allows a spectrum of functions including:
 - **Live music venue** at intersection of Parish Avenue and 2nd street
 - **Arts and Culture Entertainment**
 - Light industrial
 - Maker Spaces like glass blowing, pottery, etc.
 - Entrepreneurial co-working Office space
 - Additional commercial

RIEDER PROPERTY RECOMMENDED IMPROVEMENTS

1. Allow for the properties to be leased to fund future development
2. Develop expanded scale **Rieder Square** as a public plaza space
3. There will be no roads and parallel parking surrounding the plaza, allowing it to extend to the storefront edges with no curb
4. Incorporate **restaurant, café** uses within the square
5. Allocate space in the square for **live performance, daily programming, outdoor dining** on the square
6. Enhance the artful character of the entire space and devote space for unique interactive public art
7. Develop 2 story mixed-use buildings on all 4 sides of the Town Green
 - Ground floor commercial use
 - Second floor Residential and office
8. Develop the remaining area surrounding the Rieder Square with mixed density residential that reflects the **historic block pattern** of the surrounding historic core
9. Allow for a **linear green space** along the canal to be developed with the inclusion of **detention areas**.
10. Incorporate surface **parking** lot up against existing railway on the east property frontage that will link property to Held and Parish Avenue.
11. Build a **regional trail system** around property that links both existing and proposed commercial, residential, and community spaces to make downtown more pedestrian friendly.
12. Create a codified **development standard**

PARISH AVENUE CORRIDOR RECOMMENDED IMPROVEMENTS

1. **Preserve Historic Character** of downtown core
2. Enhance Parish with updated **street tree planting, benches, lighting, bollards, art installations**, etc. for Parish Develop infill development guidelines for new and redeveloped parcels along the Parish Avenue corridor
3. Develop infill development guidelines for new and redeveloped parcels along the Parish Avenue corridor
4. Road diet Parish Avenue from 2nd Street to County Road 48 ½
5. Collaborate with private landowners to **develop surface parking** lots on both the east and west side of Parish Avenue and the Railroad tracks
6. Allow for up to 2 story infill development to include office and residential
7. Potential creation of a seasonal pedestrian only plaza. Enhance the plaza material to include decorative paving.
8. Work with the industrial users east of Parish Avenue and west of the railroad tracks to construct **new parking lot** to add to the existing on-street parking spaces along Parish Avenue
9. **Link existing Parish Avenue** to the proposed surface parking to the north of the Parish Avenue corridor to provide more parking and interact existing retail with new developments
10. Build a **regional trial system** that links the existing Parish Avenue to the new development to make Downtown Johnstown more pedestrian friendly

EXISTING SPACE ACTION PLAN
PARISH AVE/INDUSTRIAL PARK

PUBLIC



- Prioritize community preferences
- Develop implementation strategy
- Seek approval of funding
- Execute community vision
- Identify private land owners in industrial complex impacted by extension of Charlotte St.
- Define source of revenue for Charlotte St. extension
- Define location of new trails and process of
- Executing design and development of construction
- Define strategy to execute CPTED principles

PRIVATE



- Develop incentives for private building improvements
- Define strategy for private retail establishment marketing, window display, and signage
- Determine lighting strategies
- Determine incentive program for incorporation of outdoor dining and other sidewalk activation
- Town to work with private land owners to broaden retail and restaurant offerings
- Communicate with Ace Hardware for a potential parking structure on their surface parking lot



DESIGN / IMPLEMENTATION / PHASING
incorporate community preferences into the public spaces

PARISH AVENUE AND INDUSTRIAL COMPLEX

Order of importance voted by the public

1. Repair and expand sidewalks
2. Build trails
3. Enhance building facades
4. Create outdoor eating spaces
5. Replace safety bollards
6. Update existing outdoor seating
7. Replace existing planter boxes and add new ones
8. Update street lights and add more lighting

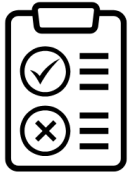
PROPOSED PUBLIC SPACE ACTION PLAN
RIEDER/HELD/FARM

LAND OWNERSHIP



- Create a relationship structure between land owner and town
- Determine who will own and maintain the public spaces

ENTITLEMENT



- Establish a consensus between town and land owner for agreement on final plan
- Determine who will be responsible for entitling the properties
- City/land owner to zone the spaces for land use, define density and occupant allowance
- Define the scale and boundaries of public spaces
- Determine who will build public access infrastructure and parking

PARTNERSHIP



- Create incentives for developers to build
- Determine who will design and develop documents for construction
- Identify sources of financing to build out spaces
- Determine responsibility for construction
- Define who will manage and maintain

Funding Sources
\$\$\$

DESIGN / IMPLEMENTATION / PHASING
incorporate community preferences into the public spaces

RIEDER SQUARE

Order of importance voted by the public

1. Plaza
2. Parking lot
3. Splash pad
4. Community center
5. Local artist maker spaces
6. Performing arts center

HELD MARKET

Order of importance voted by the public

1. Outdoor community plaza
2. Grange Hall / Community Center
3. Public parking lot
4. Courtyard homes / Senior Citizen housing

THE URBAN FARM

Order of importance voted by the public

1. Private businesses (restaurants, boutiques, brewery, distillery, etc.)
2. Linear parks
3. Community farming
4. Outdoor plaza

PROPOSED HOUSING TYPES



Townhomes

Multi-story dwelling unit that shares at least one wall with a neighboring home. Each unit is tall and thin and they are attached to other townhomes in a long row.



Mixed Use

Structure where the first floor is retail/commercial and the top floor is residential. This welcomes a pedestrian friendly lifestyle, allowing residents to live, work, and shop without needing a vehicle.



Duplex

A building with two living units within one structure. Each unit will have its own entrance, garage, and yard.



Senior Housing / Courtyard Homes

Small houses arranged into a “pocket neighborhood” clustered around a shared courtyard space to foster a sense community.



Shotgun Homes

Narrow, rectangular houses with rooms arranged in a straight line. Can be one or two stories. Each will have an accessory dwelling unit (ADU) in the backyard to encourage multi-generational households.

The above housing types are intended to capture the character of the community, its lifestyle, and Johnstown values. They have been derived through comments received from the community during many outreach sessions. These architectural forms have been chosen to meet the needs of a resident living in modern day society while referencing the historical Eastern Colorado architectural character, form, and height. This will ensure that the historical significance and culture of Johnstown is not lost.

The styles include traces of: Colonial Revival, Dutch Colonial Revival, Edwardian, Craftsman, and English Norman Cottage.

The overall characteristics of these styles include: high pitched roofs, wood paneling, brick, porches, doric and corinthian columns, pediments, shutters, etc.

Over the years, the Town has undertaken several exciting projects that have laid the foundation for a bright future in Downtown Johnstown. Each of these initiatives plays an important role in shaping the vision for our community, coming together to create the bigger picture that inspired the Downtown Masterplan. These projects celebrate our rich history, enhance the charm of our downtown, and pave the way for thoughtful growth, making downtown a place where residents, businesses, and visitors can thrive.

These projects collectively reflect the Town’s commitment to revitalizing Downtown Johnstown, creating a welcoming and thriving environment for residents, businesses, and visitors alike.

Downtown Branding & Wayfinding Project (Brand adopted in 2023):



- Kicked off in June 2022 with a focus on creating a downtown brand that celebrates and raises awareness of the historic community core.
- Reinforced Johnstown’s history and character while defining the Town’s potential for growth and economic development in a strong foundation of shared community values and history.
- Developed a comprehensive signage and wayfinding plan to help vehicles and pedestrians navigate toward unique destinations and resources in downtown. (project paused in 2024 by Town Council)

West Parish Avenue Alleyway Project (Design commenced in 2024 with construction beginning in 2025):



- Town staff are improving the West Parish Alley between Charlotte Street and State Highway 60 to align with the Downtown Masterplan.
- Transforming the alleyway into a pedestrian-friendly area with major aesthetic improvements, including new lighting, landscaping, and public seating.
- Upgrading infrastructure by placing utility lines underground, improving both reliability and visual appeal.
- Enhancing public safety through better connectivity and accessibility, ensuring the space is inviting and functional for all users.

Downtown Land Use Code Update (To Commence in 2025):

- Aims to create zoning and development codes specific to the downtown area that are based on the Downtown Masterplan.
- Focuses on preserving the historic character of downtown while ensuring redevelopment and new development align with modern standards.
- Ensures cohesive aesthetics and synergy across all downtown projects, enhancing the overall look and feel of the area.

Downtown Financial Feasibility Study (To Commence in 2025):

- Explores options for creating financial improvement districts, such as a Downtown Development Authority (DDA), Urban Renewal Authority (URA), or Business Improvement District (BID).
- Identifies ways to fund public improvements and investments in downtown through sustainable financial mechanisms.
- Provides a roadmap for leveraging funding to support the Downtown Masterplan and related projects.

Precedent Images

Residential Architecture Options

EXISTING JOHNSTOWN HISTORICAL ARCHITECTURE FOR REFERENCE



DUPLEXES



SENIOR HOUSING / COURTYARD HOMES



MIXED USE



TOWNHOMES



SHOTGUN HOMES - 1 & 2 STORY “CAMELBACK”



Cautionary Safety Measures

7 PRINCIPLES OF CPTED

Crime Prevention Through Environmental Design

Natural surveillance:

Maximize visibility and minimize hiding spots.

Territorial reinforcement:

Clearly define boundaries and ownership.

Access control:

Regulate and control entry points.

Maintenance and management:

Keep the environment clean and well-maintained.

Activity support:

Design spaces that encourage positive social interactions.

Target hardening:

Implement physical security measures.

Image and aesthetics:

Create an attractive and positive environment.

PARISH AVENUE CORRIDOR AND INDUSTRIAL PARK

CPTED stands for Crime Prevention Through Environmental Design, and it is a concept that focuses on designing and planning urban areas in a way that reduces crime and enhances safety. When implementing CPTED updates for an existing downtown, there are several key considerations:

Lighting: Ensuring proper lighting throughout the downtown area can significantly improve safety and reduce the risk of criminal activity. This includes well-lit streets, sidewalks, parking lots, trails, and public spaces. Install adjustable LED lights that can adjust for different times of day and have the ability to become brighter in the case of an emergency.

Surveillance: Installing CCTV cameras strategically in the downtown area can act as a deterrent for criminals and provide valuable evidence in case of any incidents. Additionally, visible cameras can make people feel safer and more secure. Place license plate readers along all major streets.

Landscaping: Maintaining clean and well-maintained landscaping can help eliminate hiding spots for potential criminals. This includes trimming shrubs and trees, removing overgrown vegetation, and keeping public spaces clear of debris.

Clear sightlines: Designing streets and public spaces with clear sightlines can increase visibility and reduce the likelihood of criminal activity. This includes avoiding blind spots and obstruction of views with thoughtful urban design elements.

Access control: Implementing measures such as controlled access points, gating, and fencing can help regulate who enters the industrial park area, making it easier to monitor and prevent unauthorized individuals from engaging in criminal activities.

Wayfinding and signage: Clear and visible signage can help visitors and residents navigate the downtown area easily, reducing the potential for confusion and vulnerability to crime.

Collaborative partnerships: Engaging and working closely with local law enforcement agencies, business owners, residents, and community organizations can help create a collaborative approach to crime prevention. Regular communication, sharing of information, and joint efforts can lead to a safer downtown environment.

It is important to note that CPTED updates should be tailored to the specific needs and characteristics of the existing downtown area. Conducting a thorough assessment and involving various stakeholders in the planning and implementation process is essential for the success of these updates.

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HELD MARKET AND RIEDER SQUARE

Incorporate natural elements: Integrate green spaces, trees, and landscaping into the design of the retail center. This not only enhances the aesthetic appeal but also creates a more inviting and calming environment for shoppers.

Implement a security presence: Consider having security personnel on-site, particularly during peak hours. Visible security personnel can act as a deterrent to potential criminals and provide a sense of safety for shoppers.

Install security barriers: Utilize physical barriers such as bollards or planters strategically placed around the perimeter of the retail center to prevent unauthorized vehicle access. This helps protect pedestrians and reduces the risk of vehicle-based attacks.

Use technology for surveillance: Invest in modern surveillance systems that include high-quality cameras, video analytics, and remote monitoring capabilities. This allows for real-time monitoring of the retail center and quick response to any suspicious activities. Look into Real Time Crime Center.

Design pedestrian-friendly spaces: Create wide walkways, clear signage, and designated pedestrian zones to ensure the safety and ease of movement for shoppers. Consider implementing speed bumps or traffic-calming measures to discourage reckless driving within the retail center.

Implement a parking management system: Utilize technologies like ticketing systems or license plate recognition to monitor and control access to the parking lot. This helps prevent unauthorized parking and enhances overall security.

Encourage community involvement: Engage with local law enforcement and establish partnerships to ensure ongoing communication and collaboration. Organize neighborhood watch programs or community events to foster a sense of ownership and community engagement in maintaining a safe environment.

Consider environmental sustainability: Integrate sustainable design principles, such as energy-efficient lighting and water-saving fixtures, into the retail center. This not only reduces operational costs but also contributes to creating a more eco-friendly and socially responsible environment.

Offer well-placed amenities: Provide amenities such as seating areas, restrooms, and hydration stations strategically throughout the retail center. This encourages visitors to stay longer, promotes a sense of comfort, and reduces the likelihood of criminal activities due to an increased presence of people.

Regular security audits and updates: Conduct regular security audits to identify any vulnerabilities or areas that may require improvements. Stay updated on the latest crime prevention strategies and technologies to ensure the retail center remains proactive in addressing potential risks.

Ambassador Program: During gatherings, have people walking around to act as information centers for pedestrians. These ambassadors would also report to the Johnstown Police Department to keep an eye out for suspicious persons, provide aid in the case of an injury, etc.

Downtown Development Authority (DDA): Program that allows the Town to collect taxes to invest in economic development activities for the neighborhood including transportation, street and parking maintenance, sidewalks, etc.

It is important to note that CPTED updates should be tailored to the specific needs and characteristics of the existing downtown area. Conducting a thorough assessment and involving various stakeholders in the planning and implementation process is essential for the success of these updates.

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Activity support:

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Target hardening:

Implement physical security measures.

Image and aesthetics:

Create an attractive and positive environment.

THE URBAN FARM AND PARK BLOCKS

Natural surveillance: Design the layout of the trees, shrubs, and crops to maximize visibility. Avoid dense vegetation that can obstruct sightlines and create hiding spots. Use open pathways and clearings to allow for natural surveillance by gardeners and visitors.

Lighting: Install adequate lighting along paths through the orchards, crops, park blocks, and trail systems, especially in areas with limited visibility or during nighttime. Well-lit paths and gathering areas deter criminal activities and improve safety for gardeners and visitors.

Signage: Use clear signage at the crops and orchards to indicate designated areas, rules, and regulations. This helps guide visitors and prevents confusion. Include information about prohibited activities, such as picking fruits or vegetables without permission.

Secure storage: Provide secure storage areas for gardening tools and equipment. This can include lockable sheds or storage lockers to deter theft and protect valuable items. Install bike lockers instead of bike racks to ensure safety of personal equipment.

Community engagement: Foster a sense of community ownership and involvement in the community gardens, dog parks, orchards, and crops area. Encourage gardeners and visitors to look out for each other, report any suspicious activities, and collaborate on security measures. Organize community events or workshops to promote engagement and education.

Maintenance and landscape design: Regularly maintain the orchard and crops area by pruning trees, removing dead vegetation, and controlling undergrowth. This improves visibility and reduces potential hiding spots for criminal activities.

Irrigation system design: Ensure that the irrigation system is well-designed and properly maintained to prevent water pooling and potential slip hazards. Regularly inspect and repair any leaks or issues to maintain a safe environment.

Emergency preparedness: Develop and communicate emergency procedures to gardeners and visitors, including protocols for medical emergencies, natural disasters, or other safety incidents. Provide clear instructions on how to report emergencies and ensure access to emergency contact information.

Regular communication and reporting: Establish a system for reporting and addressing safety concerns or incidents in these outdoor areas. Encourage gardeners and visitors to report any suspicious activities, damage, or safety hazards. Regularly communicate updates, reminders, and safety tips to the community.

It is important to note that CPTED updates should be tailored to the specific needs and characteristics of the existing downtown area. Conducting a thorough assessment and involving various stakeholders in the planning and implementation process is essential for the success of these updates.

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Keep the environment clean and well-maintained.

Activity support:

Design spaces that encourage positive social interactions.

Target hardening:

Implement physical security measures.

Image and aesthetics:

Create an attractive and positive environment.

RESIDENTIAL

Natural surveillance: Design the neighborhood in a way that maximizes visibility and makes it easy for residents to observe and monitor their surroundings. This includes well-placed windows, clear sightlines, and minimal blind spots.

Territorial reinforcement: Clearly define property boundaries and create a sense of ownership and responsibility among residents. This can be achieved through landscaping, signage, and architectural elements that mark individual properties.

Access control: Regulate access to the neighborhood to prevent unauthorized individuals from entering. This can be done through the use of gates, fences, and controlled entry points.

Maintenance and management: Ensure that the neighborhood is well-maintained, clean, and properly managed. Regular upkeep of landscaping, lighting, and infrastructure helps create a positive and safe environment.

Activity support: Design the neighborhood to support a variety of activities and encourage positive social interactions among residents. This can include parks, recreational areas, and gathering spaces that promote community engagement.

Target hardening: Implement physical security measures to deter potential criminals and make it more difficult for them to commit crimes. This can include the use of security cameras, well-lit areas, and locks on doors and windows.

Image and aesthetics: Create an attractive and visually appealing neighborhood that reflects a positive image. This can be achieved through thoughtful urban design, landscaping, and architectural elements that enhance the overall aesthetics of the area.

Sustainable Design: A sustainable neighborhood contributes to a healthier and safer environment for residents. Incorporate sustainable design principles into the neighborhood's infrastructure. This includes energy-efficient lighting, water-saving features, and the use of environmentally friendly materials.

Alert System: Installing hidden cameras throughout the neighborhoods so the public can be informed in the case of an emergency.

Residential Protection Certification: Write a residential building code to further crime prevention during construction. The buildings would be inspected by Johnstown Police Department to ensure it possesses the correct locks, lights, camera system, residential strike plates, etc. A law enforcement officer would go and periodically check to ensure the structure is up to standard. This same officer would have a relationship with the management and could come and investigate a situation if called.

It is important to note that CPTED updates should be tailored to the specific needs and characteristics of the existing downtown area. Conducting a thorough assessment and involving various stakeholders in the planning and implementation process is essential for the success of these updates.



Appendix - Chapter 1

Town Staff Engagement & Site Study



“Our vision for downtown”

Commercial Look and Feel

“How do you want the buildings to look? What elements of other downtown do you feel we should incorporate in Downtown Johnstown?”

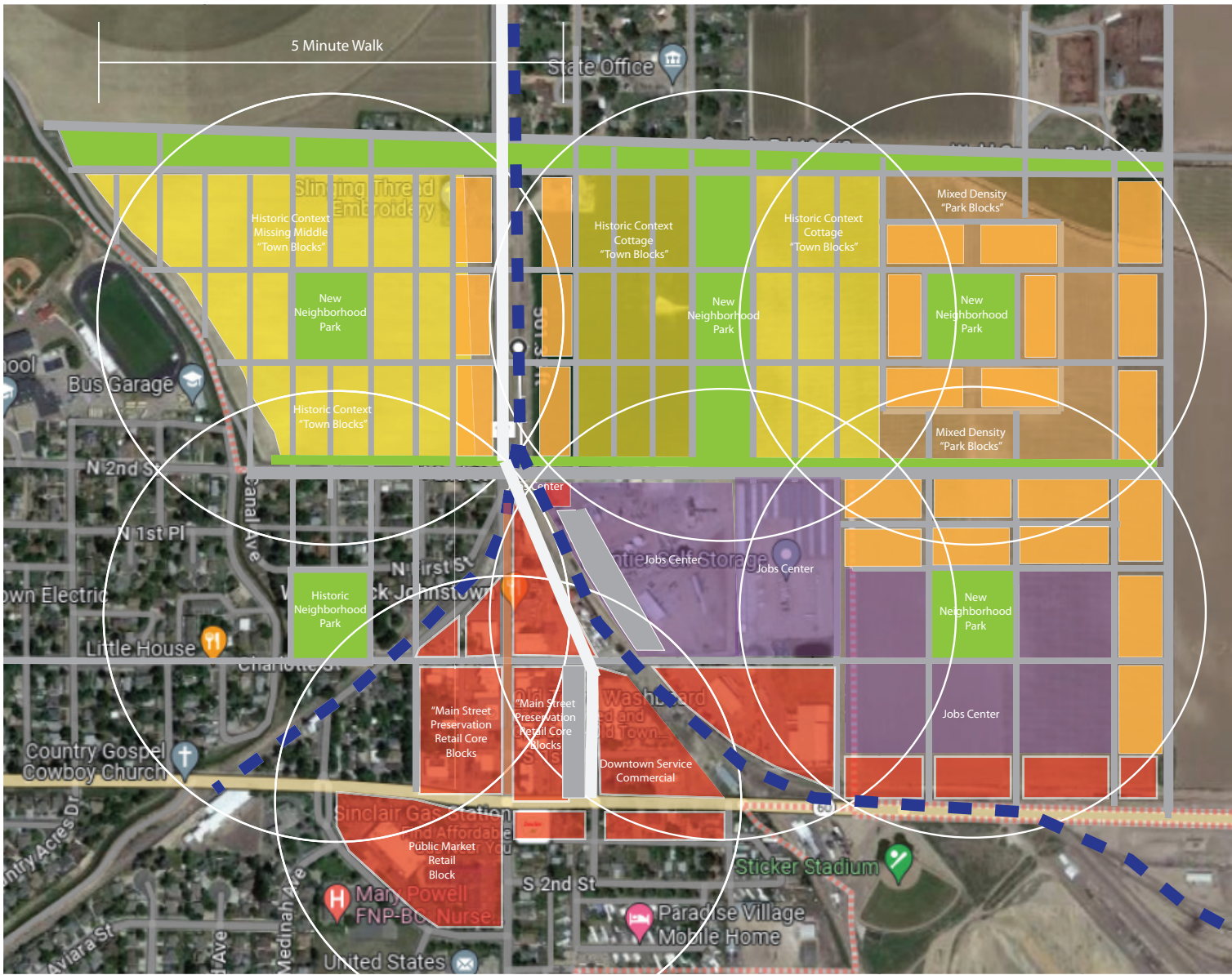
Public Gathering Spaces

“How do you want public spaces to be utilized? What elements do we need to be thinking about when it comes to public gathering spaces in Downtown Johnstown?”

Residential Applications

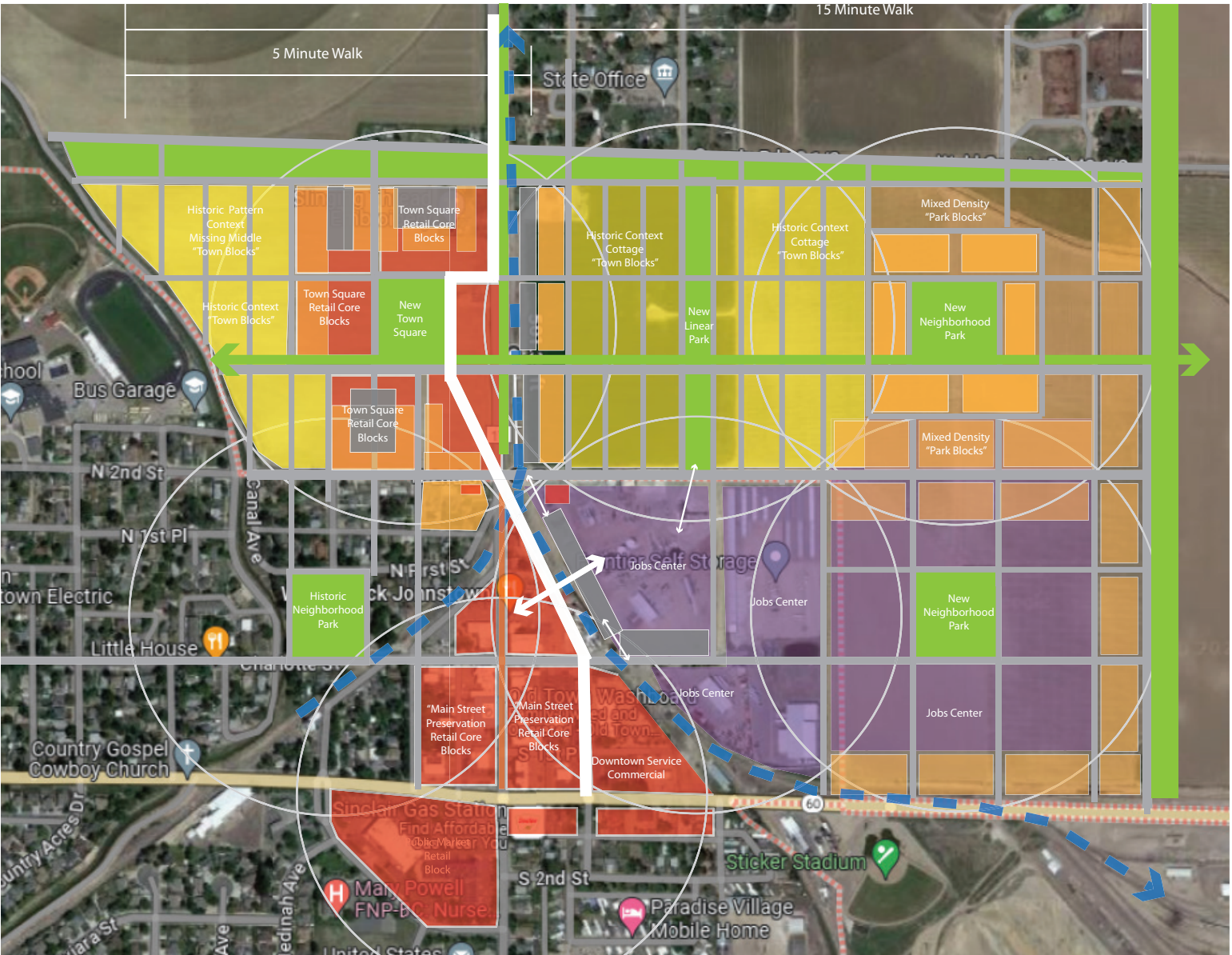
“Why do we need residential in Downtown Johnstown? So...if we need residential, how is it integrated, what does it look like?”

HISTORIC STREET GRID EXTENSION - PARISH AVENUE REVITALIZATION STUDY



Site Access and Circulation Option 1

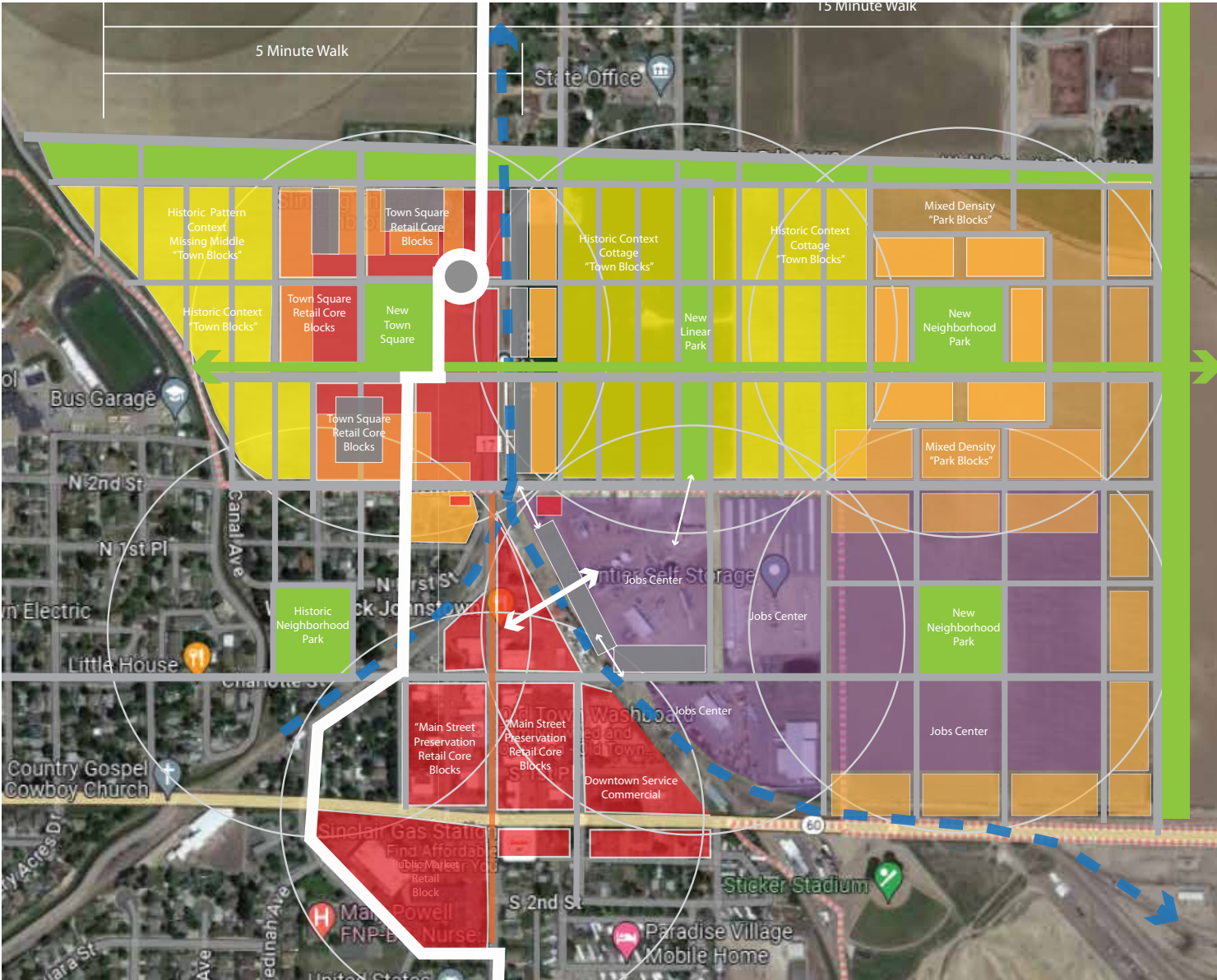
The following four diagrams are initial impressions of how a variety of existing challenges and opportunities might be addressed as we begin the dialogue and outreach conversations with the community, stakeholders, and adjacent landowners on the Rieder and Held properties. The concepts represented are first impressions and are not fully supported by the proposed project traffic, parking, and land use market analysis, but are merely snapshot ideas of things we saw as potential opportunities during our due-diligence site visit. These diagrams are also ideas that emerged from the historic research we did examining the past planning documents. The diagram above represents the concept of extending the Harvey Parish block grid plan and incorporating neighborhood squares into the Rieder and Held properties to provide a sense of historic context to future neighborhoods.



Site Access and Circulation Option 2

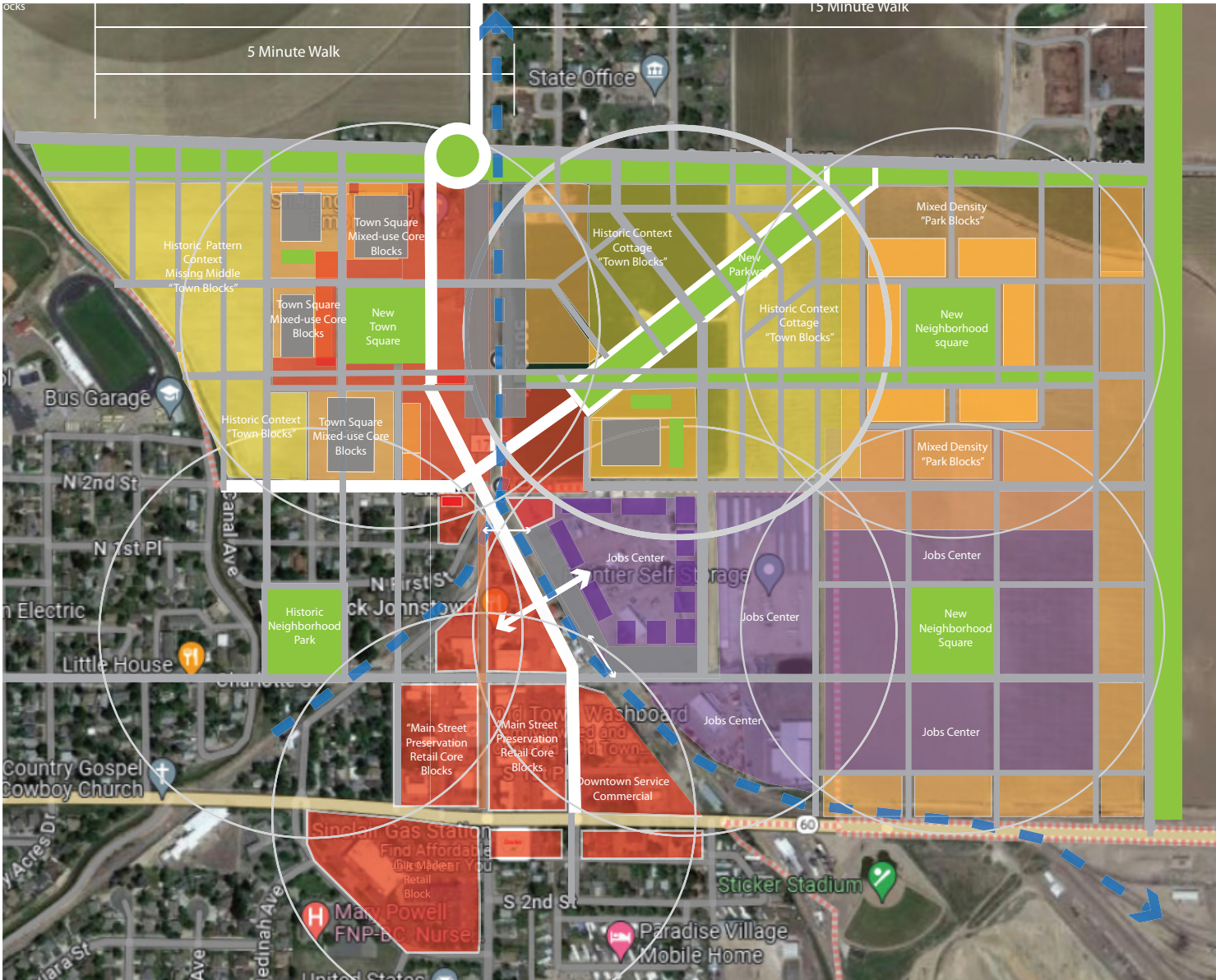
This diagram shows ways to identify the potential of an improved commercial expansion north along an adjusted alignment of Parish Avenue away from the railroad corridor as was recommended in the 2007 Downtown Plan. A renewed alignment, along with the potential to create a new form of activated and programmed public space and Town Square, offers the opportunity to study the market acceptance of outdoor dining.

HISTORIC STREET GRID EXTENSION - PARISH AVENUE REVITALIZATION STUDY



Site Access and Circulation Option 4

This diagram promotes road access to existing residential blocks and brings attention to the new Town Square and doesn't meet back up to Parish Avenue until Weld County Road 48 1/2. An orthogonal grid pattern is maintained and interacts with the existing railroad corridor and historic Downtown Johnstown to expand off of the existing retail and commercial while being intentional about bringing light to the charming disposition of the existing structures along Parish Avenue.



Site Access and Circulation Option 3

The above diagram builds upon all the study ideas generated in the previous diagrams to present ways to identify the potential of an improved intersection at 2nd Street and Parish Avenue. This intersection was initially recommended in the 2007 Downtown Plan and allows for a shift in the grid to provide additional interest and a block pattern. This form of a modified fan development recalls the Town planning principles that were being implemented at the time of the original platting of the original community of Johnstown.

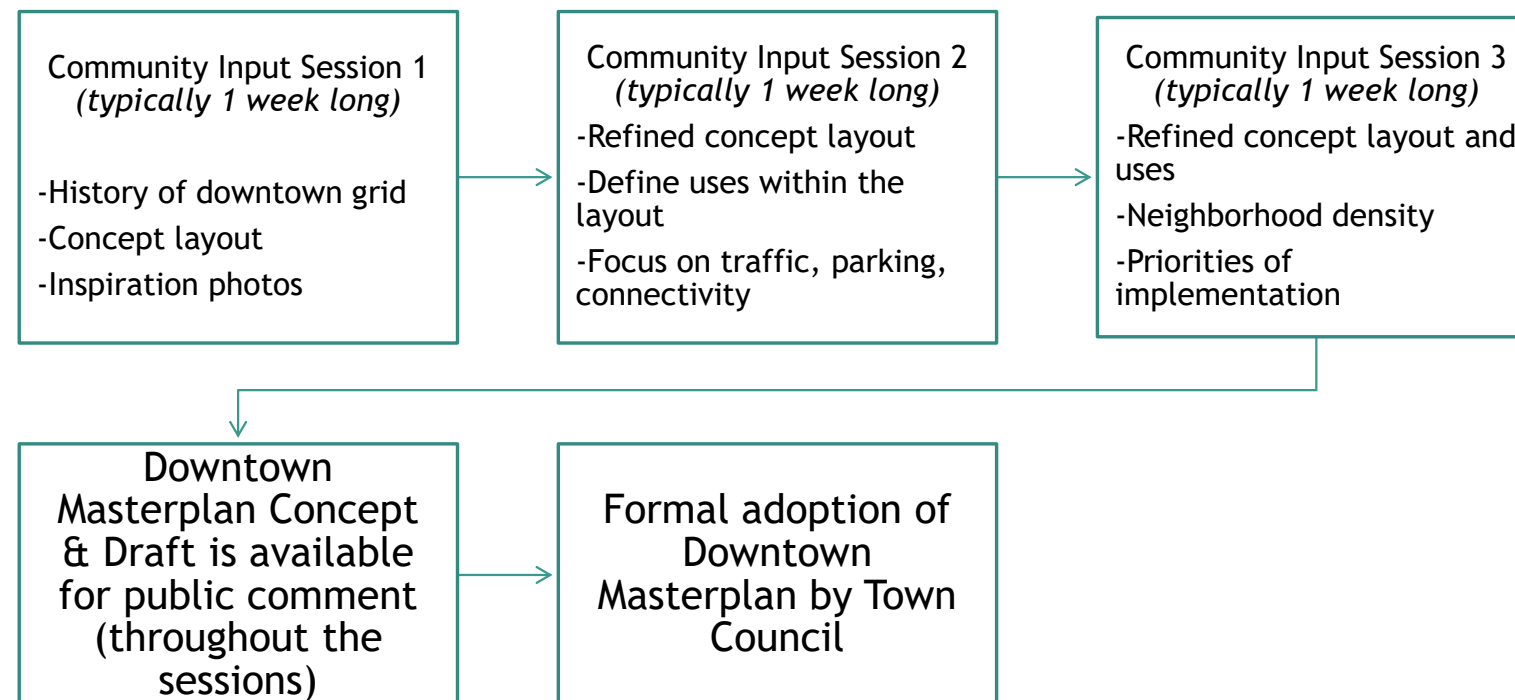
Appendix - Chapter 2

Community Outreach Phase 1 Boards

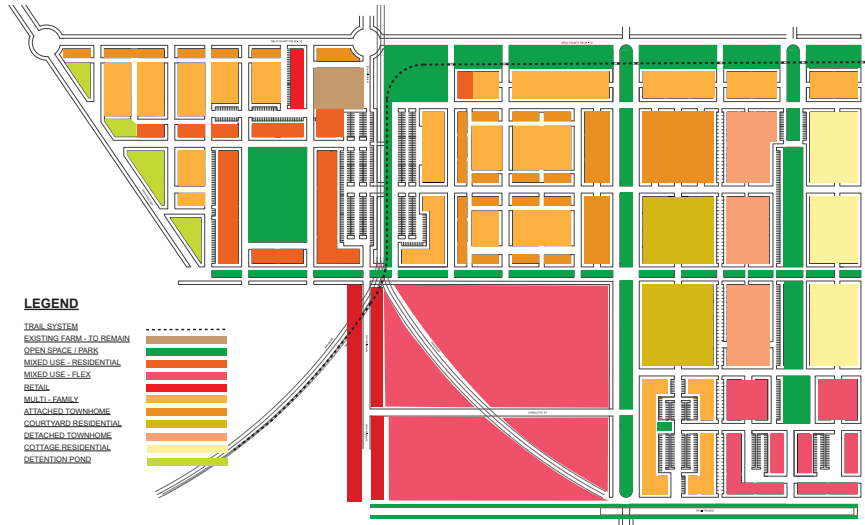
“Meet people where they are”

Town staff and Kimley-Horn collaboratively worked to develop a series of boards to introduce the project to the community over several days. The team finalized the outreach materials based on Town staff and Town council feedback. Town staff officially launched the project the week of June 10-14. The sessions were branded as “Outreach Week” where we setup an on-site booth at various locations throughout Johnstown that have steady foot traffic. Staff will be on-site during outreach week gathering feedback from the community through various activities and exercises that encourage engagement and thoughtful feedback. For residents who we do not reach in person, we will have online options for folks to get involved.

COMMUNITY OUTREACH STRATEGY



CONCEPT 1



Parish Avenue Corridor:

- Preserve historic character of downtown core
- Redesign an enhanced street tree planting, benches, lighting, art installations, etc. for Parish infill development guidelines for new and redeveloped parcels along the Parish Avenue corridor
- Road diet Parish Avenue from 2nd Street to County Road 48 ½
- Collaborate with private landowners to develop surface parking lot on both the east and west side of Parish Avenue and the railroad tracks

Rieder Property:

- Develop neighborhood scale Town Green with roads and parallel parking surrounding the green
- Develop 2 story maximum buildings on all 4 sides of the Town Green
 - Ground floor commercial use
 - Second floor Residential and office
- Develop the remaining area surrounding the Town Green with mixed density residential that reflects the historic block pattern of the surrounding historic core

Held Property:

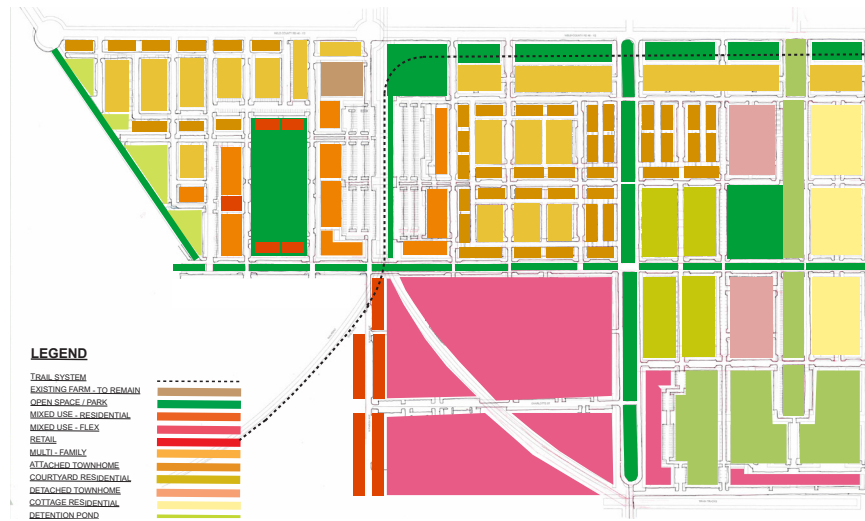
- Develop the neighborhood block pattern to reflect the historic core blocks.
- Develop 3 north/south street as linear park boulevards
- Linear Park/bike trail along eastern edge of railroad tracks

- Park Blocks
- Held expanded width linear parkway
- Develop 2nd Street as a green boulevard cross street cross section
- Develop southern edge of the property as mixed use flex land uses
- Develop a mix of residential housing types:
 - Multi-family attached
 - Townhomes
 - Multi-family detached
 - Cottage Duplexes
 - Senior Housing

Mixed Use Flex District:

- Collaborate with existing industrial users east of Parish Avenue to develop an adaptive reuse and new infill development strategy to allow a mix of uses:
 - Entertainment
 - Light industrial
 - Office
 - Commercial

CONCEPT 2



Parish Avenue Corridor:

- Preserve historic character of downtown core
- Avenue from 1st Street to 2nd Street
- Develop infill development guidelines for new and redeveloped parcels along the Parish Avenue corridor
- Road diet Parish Avenue from 2nd Street to County Road 48 ½
- Collaborate with private landowners to develop surface parking lot on both the east and west side of Parish Avenue and the railroad tracks
- Allow for up to 3 story infill development to include office and residential above retail
- Enhance the street and sidewalk material to include enhance paving, parking space definition

Rieder Property:

- Develop expanded scale Town Square with roads and parallel parking surrounding the Town Green
- Incorporate restaurant, café uses within the square
- Allow for the inclusion of civic uses on the edges of the Town Square
- Develop 2 story maximum mixed-use buildings on all 4 sides of the Town Green
 - Ground floor commercial use
 - Second floor Residential and office
- Develop the remaining area surrounding the Town Square with mixed density residential that reflects the historic block pattern of the surrounding historic core

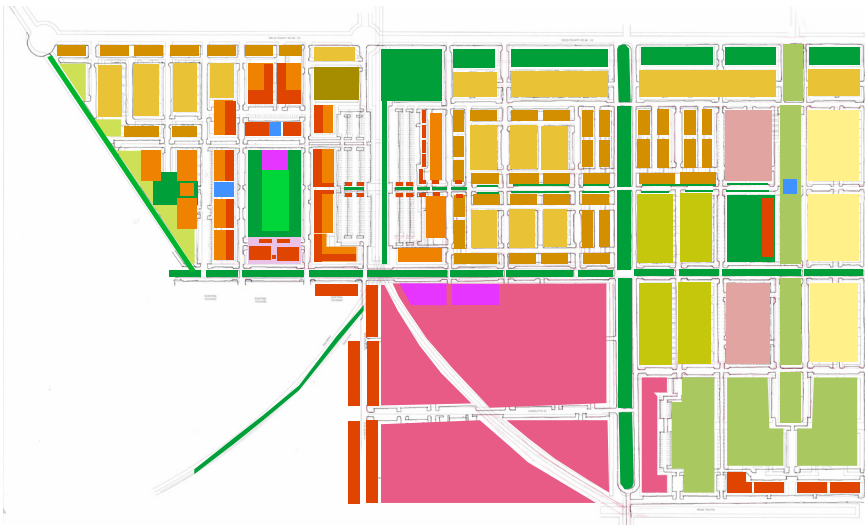
Held Property:

- Develop the neighborhood block pattern to reflect the historic core blocks
- Preserve the existing farm on the southeast corner of Parish Avenue and County Road 48 ½ as a public park space. Develop the existing farm house as a bike shop, bike repair facility and resting site along the linear bike path
- Develop 3 north/south street as linear park boulevards
- Linear Park/bike trail along eastern edge of railroad tracks
- Park Blocks
- Held expanded width linear parkway extension of The Urban Farm
- Develop 2nd Street as a green boulevard cross street cross section
- Develop a mix of residential housing types:
 - Multi-family attached
 - Townhomes
 - Multi-family detached
 - Cottage Duplexes
 - Senior Housing
- Develop The Urban Farm on the southern edge of the property as mixed use flex and agricultural development
- Develop a farm-based production facility and retail/restaurant facility

Mixed Use Flex District:

- Collaborate with existing industrial users east of Parish Avenue to develop an adaptive reuse and new infill development strategy to allow a mix of uses:
 - Entertainment
 - Light industrial
 - Office
 - Commercial

CONCEPT 3



Parish Avenue Corridor:

- Preserve historic character of downtown core.
- Redesign an enhanced Street tree planting, benches, lighting, Art installations, etc. for Parish Develop infill development guidelines for new and redeveloped parcels along the Parish Avenue corridor
- Develop infill development guidelines for new and redeveloped parcels along the Parish Avenue corridor
- Road diet Parish Avenue from 2nd Street to County Road 48 ½
- Collaborate with private landowners to develop surface parking lot on both the east and west side of Parish Avenue and the Railroad tracks
- Allow for up to 3 story infill development to include office and residential above retail
- Redesign Parish Avenue to remove the curb and elevate the street in the creation of a pedestrian only plaza. Enhance the plaza material to include enhance paving. Remove on street parking and work with the industrial users east of Parish Avenue and west of the railroad tracks to construct new parking lot to replace the existing on street parking spaces along Parish Avenue

Rieder Property:

- Develop expanded scale Rieder Square as a public plaza space
- There will be no roads and parallel parking surrounding the plaza allowing it to extend to the storefront edges with no curb
- Incorporate restaurant, café uses within the square
- Allocate space in the square for live performance, daily programming, outdoor dining on the square
- Enhance the artful character of the entire space and devote space for unique interactive public art
- Develop 2 story mixed-use buildings on all 4 sides of the Town Green
 - Ground floor commercial use
 - Second floor Residential and office

- Develop the remaining area surrounding the Town Square with mixed density residential that reflects the historic block pattern of the surrounding historic core
- Allow for a linear park along the canal to be developed with the inclusion of detention areas

Held Property:

- Develop the neighborhood block pattern to reflect the historic core blocks
- Preserve the existing farm on the southeast corner of Parish Avenue and County Road 48 ½ as a public events center with the reuse of the farmhouse and the farm buildings on the site
- Develop 2 north/south street as linear park boulevards
- Linear Park/bike trail along eastern edge of railroad tracks
- Park Blocks
- Held expanded width linear parkway extension of The Urban Farm
- Develop 2nd Street as a green boulevard cross street cross section
- Develop a mix of residential housing types:
 - Multi-family attached
 - Townhomes
 - Multi-family detached
 - Cottage Duplexes
 - Senior Housing
- Develop The Urban Farm on the southern edge of the property as mixed use flex and agricultural space
- Develop an Agri-Destination with education facilities, visitors center, greenhouses, distillery, hospitality/entertainment/event conference center space

Mixed Use Flex District:

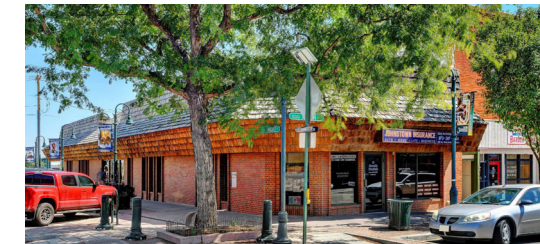
- Collaborate with existing industrial users east of Parish Avenue to develop an adaptive reuse and new infill development strategy to allow a mix of uses:
 - Live music venue at intersection of Parish Avenue and 2nd street
 - Arts and Culture Entertainment
 - Light industrial
 - Maker Spaces
 - Entrepreneurial co-working office spaces
 - Commercial

HISTORY OF DOWNTOWN GRID



PARISH AVENUE

“Downtown is important because it’s the heart and soul of any community. If you don’t have a healthy downtown, you simply don’t have a healthy town.”~ Ed McMahon, Chair Emeritus, National Main Street Center Board of Directors



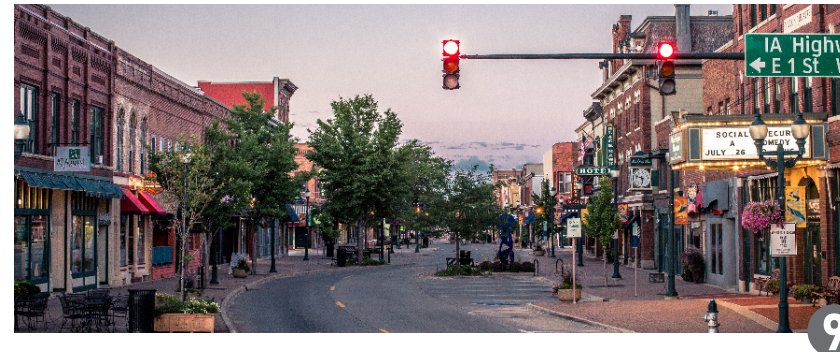
The Downtown Johnstown Master plans are conceptual and for the Town of Johnstown master planning and visioning purposes only. Final plan drawings will be prepared and submitted by the land owner/developers of the properties respectively known as the Held and Reider Properties. It is the Town's goal to adopt a masterplan in order to ensure privately owned land can develop according to the vision of the community.

DOWNTOWN MASTER PLAN |

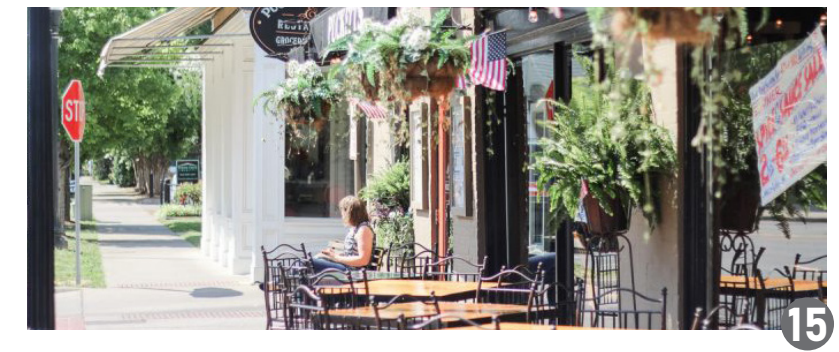
CEDARBURG, WISCONSIN



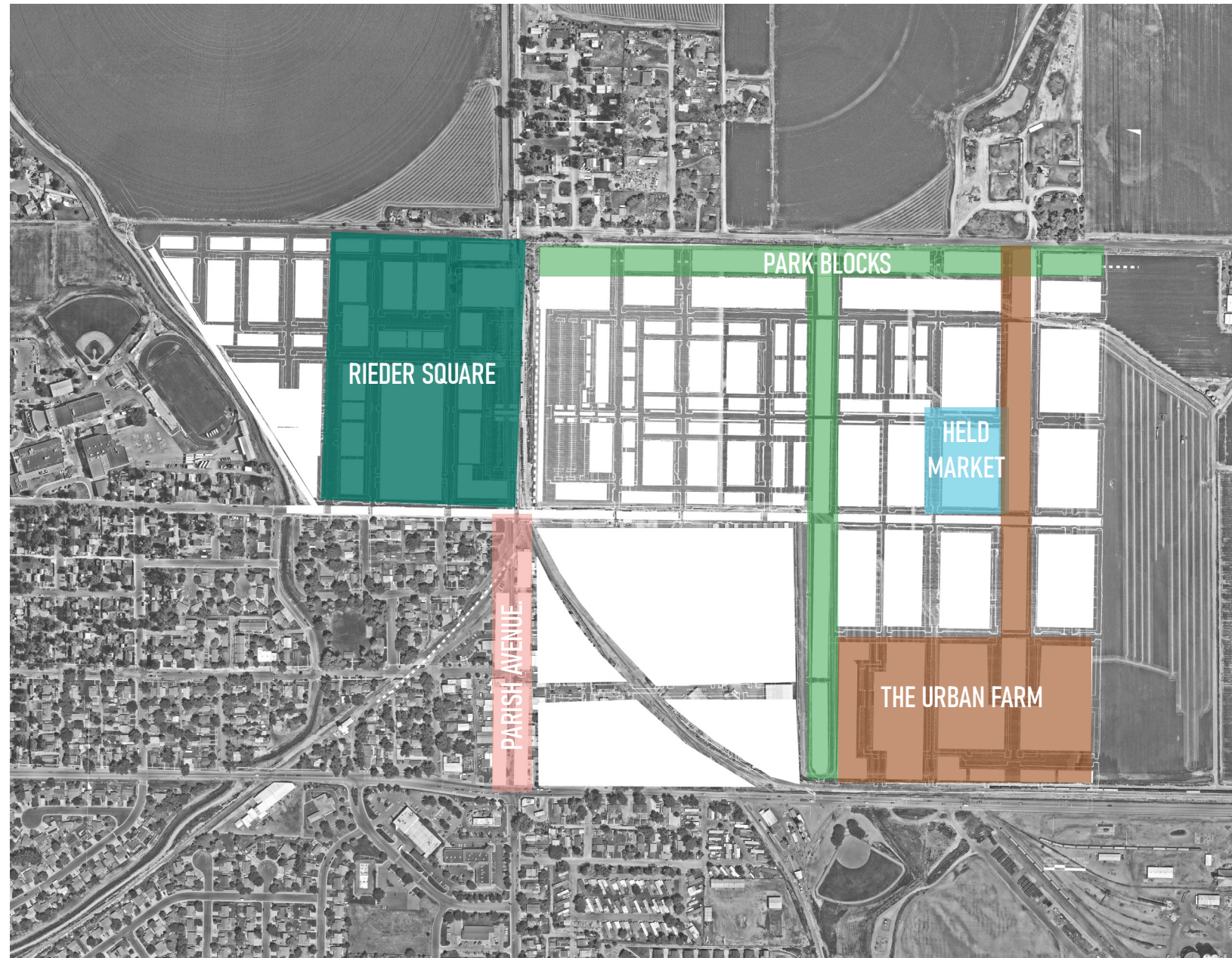
CEDARFALLS, IOWA



FRANKLIN, TENNESSEE



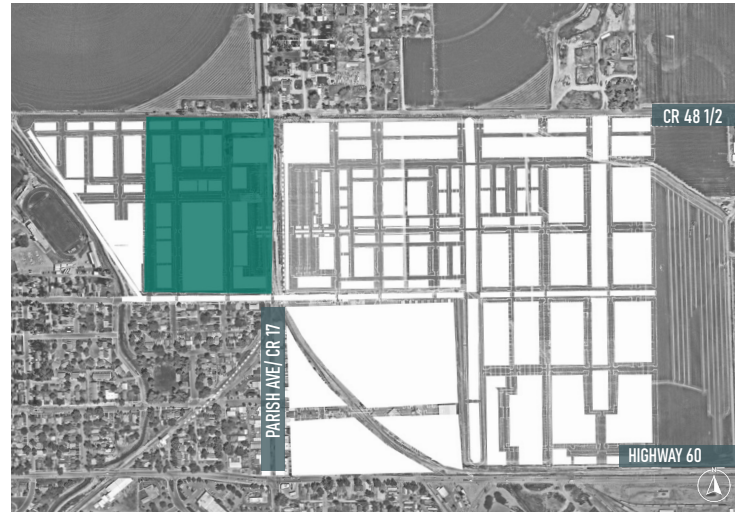
PUBLIC SPACE



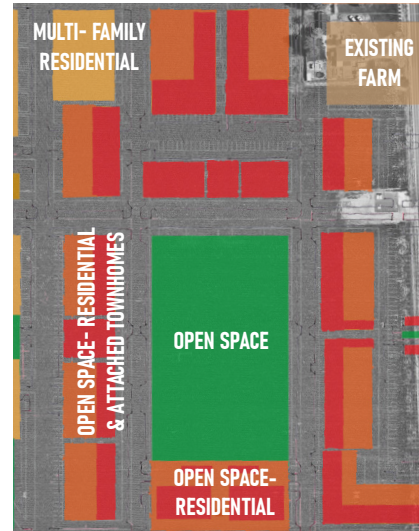
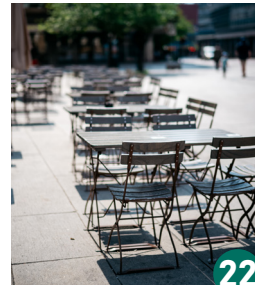
The historic plat of Johnstown was centered around Parish Park. During this time, central squares were the cornerstone of the Town. Continuing with this method, we have proposed five major public spaces dispersed throughout the proposed Downtown Johnstown footprint to guide the expansion of the downtown. These spaces will provide a variety of services where active and leisure activities are available for the residents to gather during both day and night. These new and modernized cornerstones of Johnstown are designed to foster a sense of community, promote physical and mental well-being, and create inclusive and vibrant public spaces for all residents to enjoy.

“Public Gathering Spaces are the heart beat of a thriving downtown”

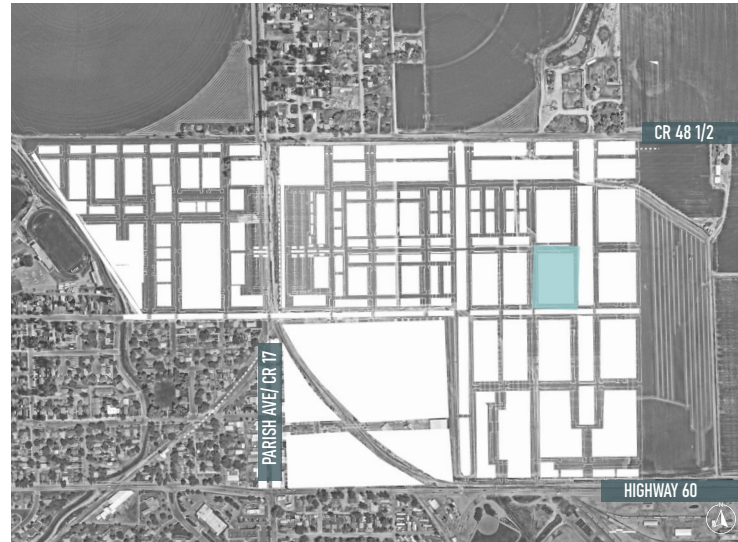
RIEDER SQUARE



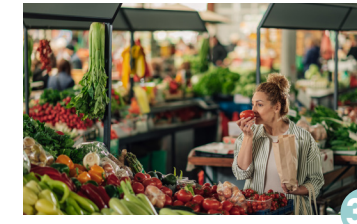
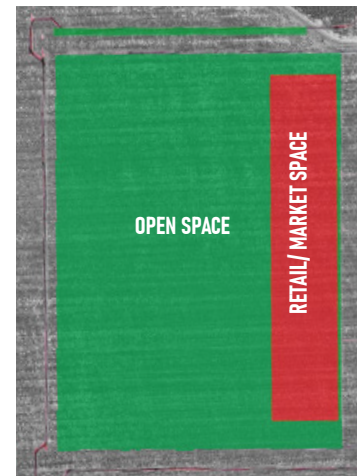
This space is intended to be the most activated and dense area of Downtown Johnstown. Building off Parish Avenue, we hope to preserve the spirit of the historic character while bringing amenities that apply to modern life. Providing restaurants, retail, residential, entertainment, and open space, Rieder Square proposes a beautiful space for people to spend leisure time outside. Introducing this community area will increase the pedestrian foot traffic, consequently increasing the patrons of local businesses.



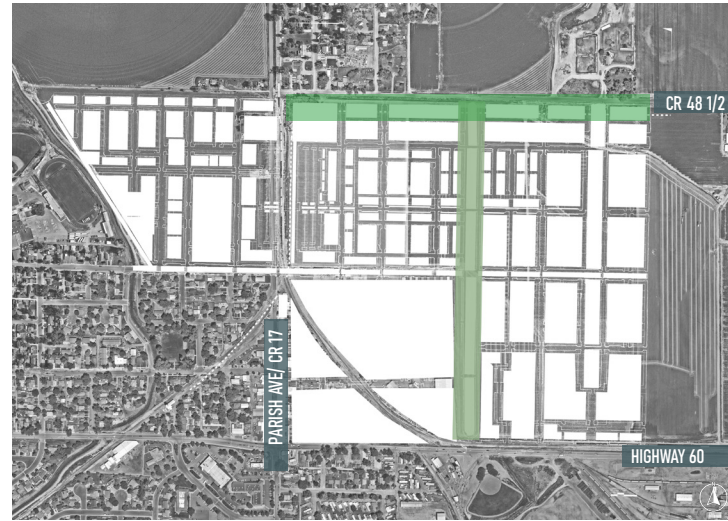
HELD MARKET



Outdoor activities are imperative to the culture of Downtown Johnstown, therefore residents require a space to gather for events. The market will incorporate public space and private space while providing an area for farmers markets, craft fairs, food festivals, holiday celebrations and more. With this public market, we intend to provide a variety of spaces for the community and it's diverse needs.



PARK BLOCKS



Residents of Downtown Johnstown are accustomed to an agrarian lifestyle. To keep the neighborhoods integrated with the land, we break up the residential spaces with green space. These spaces will enhance the Colorado lifestyle of spending time outdoors. Each block will represent the neighborhood it is adjacent to in order to best serve that population with residents choosing how to use the community space that best serves them. These amenities may be dog parks, walking trails, exercise spaces, picnic areas, gardens, etc. to make space for residents' day-to-day needs.



48



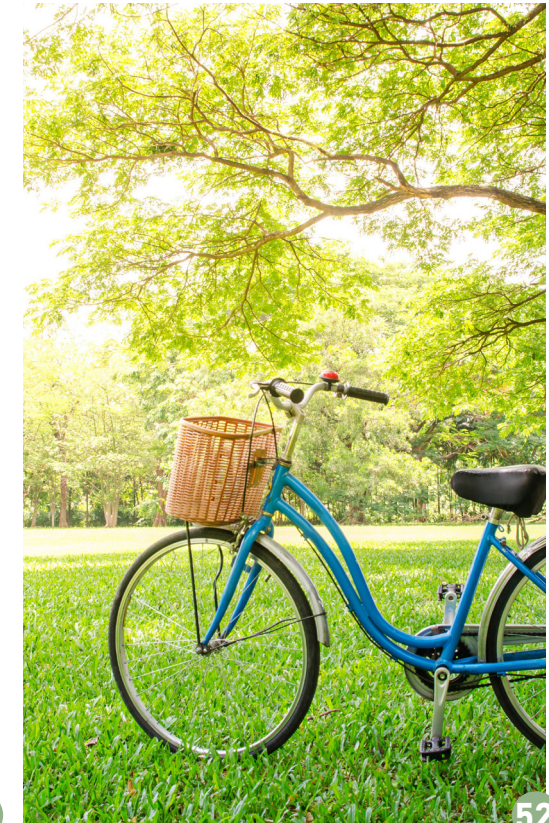
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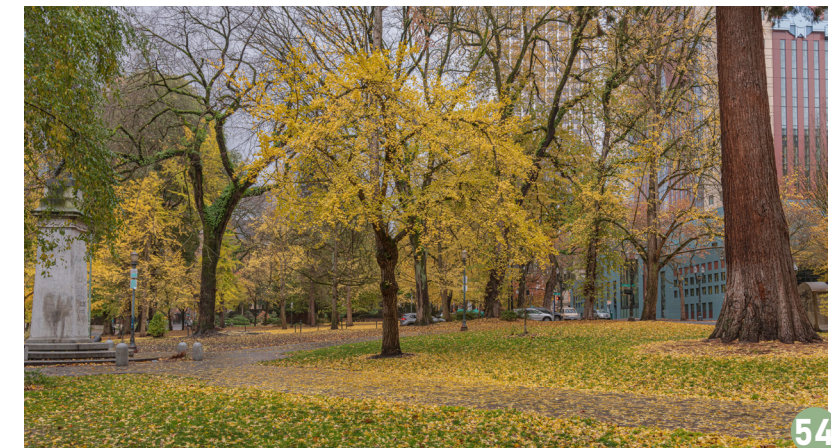
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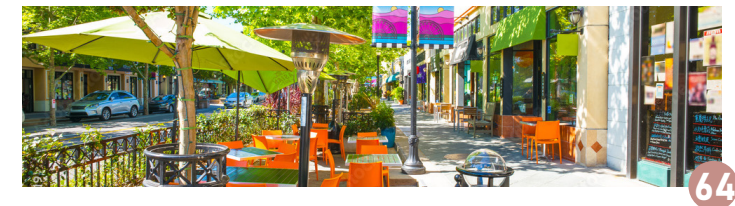
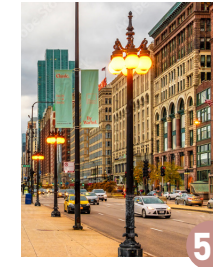
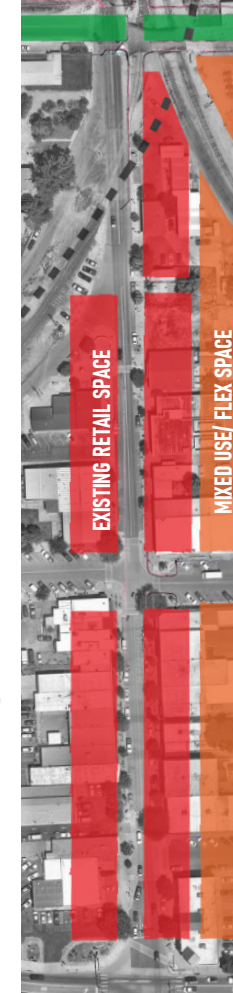


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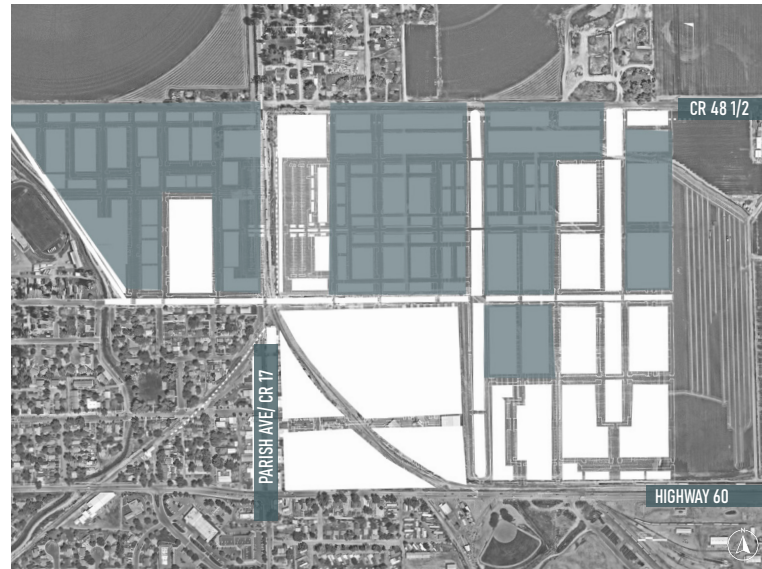
PARISH AVENUE



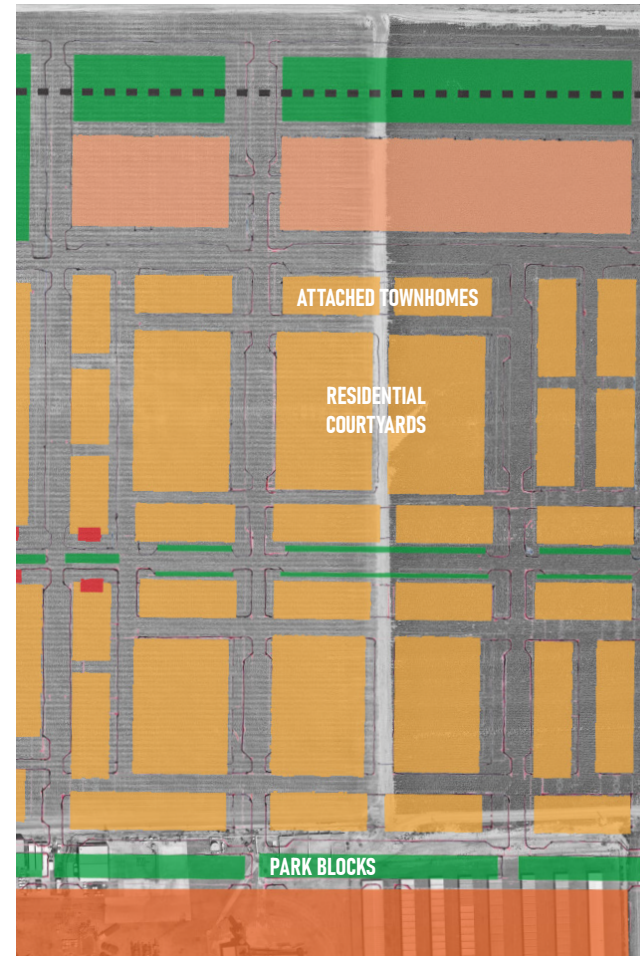
In an effort to enhance the character of Parish Avenue, we will improve upon the existing structures by adding artful blade signage, lighting, art murals, plant life, etc. This street has the potential to be pedestrian only access and creating a safer space for patrons visiting the area. Seasonal pedestrian only access will provide an opportunity for more seating areas for the local restaurants, space for seasonal activities, and temporary parklets. This pedestrian only access would mitigate traffic and bring additional retail to the street, highlighting the existing store frontages and drawing attention to these local businesses. These improvements aim to strengthen the long-term sustainability of Parish and the community that keeps it alive.



RESIDENTIAL



The proposed residential neighborhoods include a variety of family housing types, character, and scale in Downtown Johnstown to create a vibrant and sustainable neighborhood that meets the needs of our residents. These new residences will provide the economic catalyst that will preserve the character and vitality of Downtown Johnstown by introducing modern architecture that references historical details of Johnstown's past. These neighborhoods are framed by green space, so everyone is a short walk from a community gathering space or walking trail.



PARKING



Downtown Johnstown currently has 198 parking spaces in the blocks of Parish Avenue, E/W Charlotte, and the two existing parking lots. The Town has the potential to partner with the property owners of the JM Post to swap land and convert that existing parcel into a surface parking lot. We are also exploring the option of making this site a parking structure to add additional parking. We will maintain existing parking access while introducing 650 spaces in a large surface parking lot just north of Parish Avenue. This parking lot will be surrounded by small-scale retail that will also integrate green infrastructure such as shading, EV charging stations, recycled paving, rainwater collection, etc. It will not be an ugly eye-sore, rather an active space that enhances the small-town spirit of Downtown Johnstown.

Potential Parking on JM Post Lot. Holds ~50



Interactive Installations



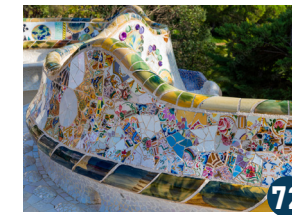
Small Restaurants



Coffee Bars / Bakeries



Seating Areas



Shaded Parking Lot



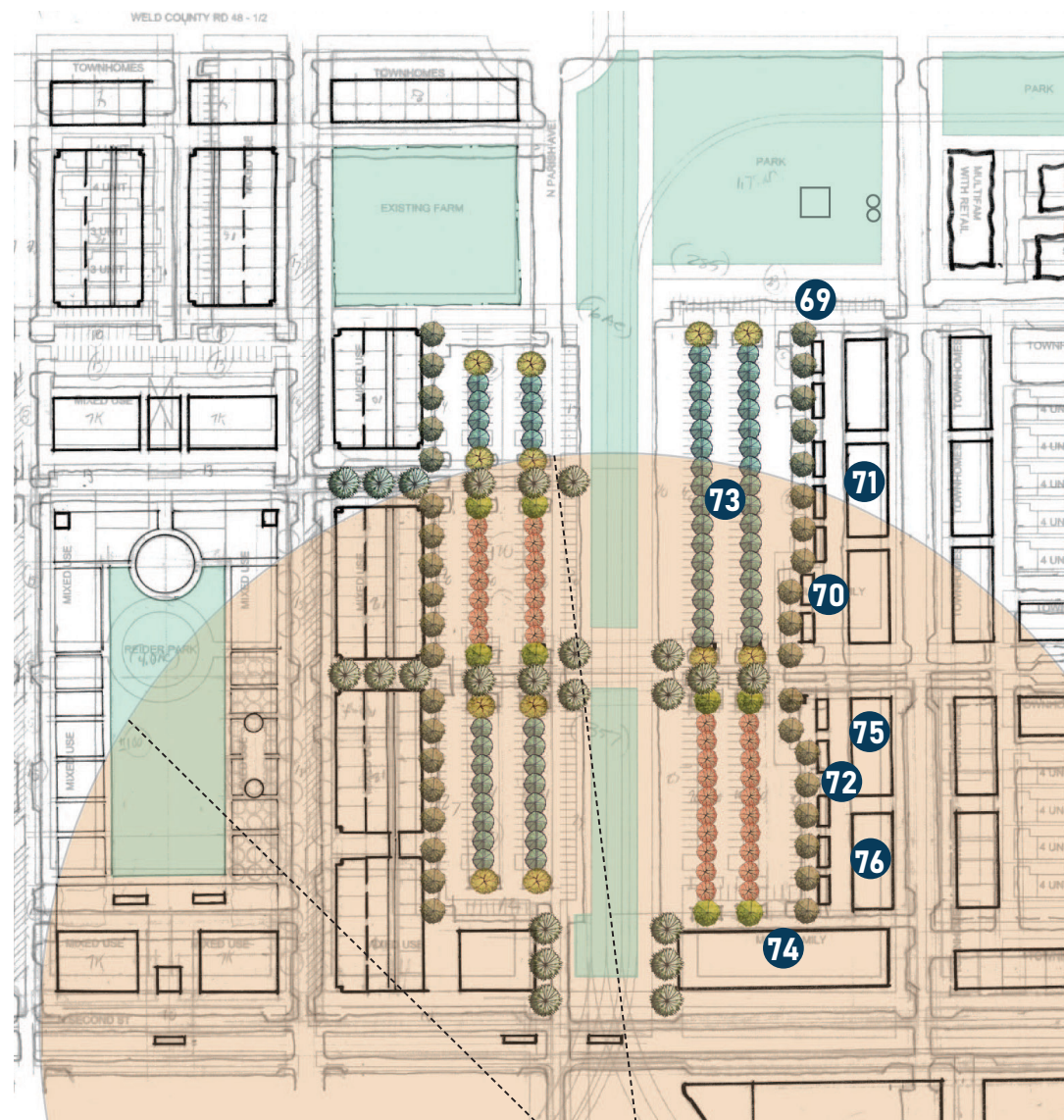
Art Installations



Eating Areas



Retail



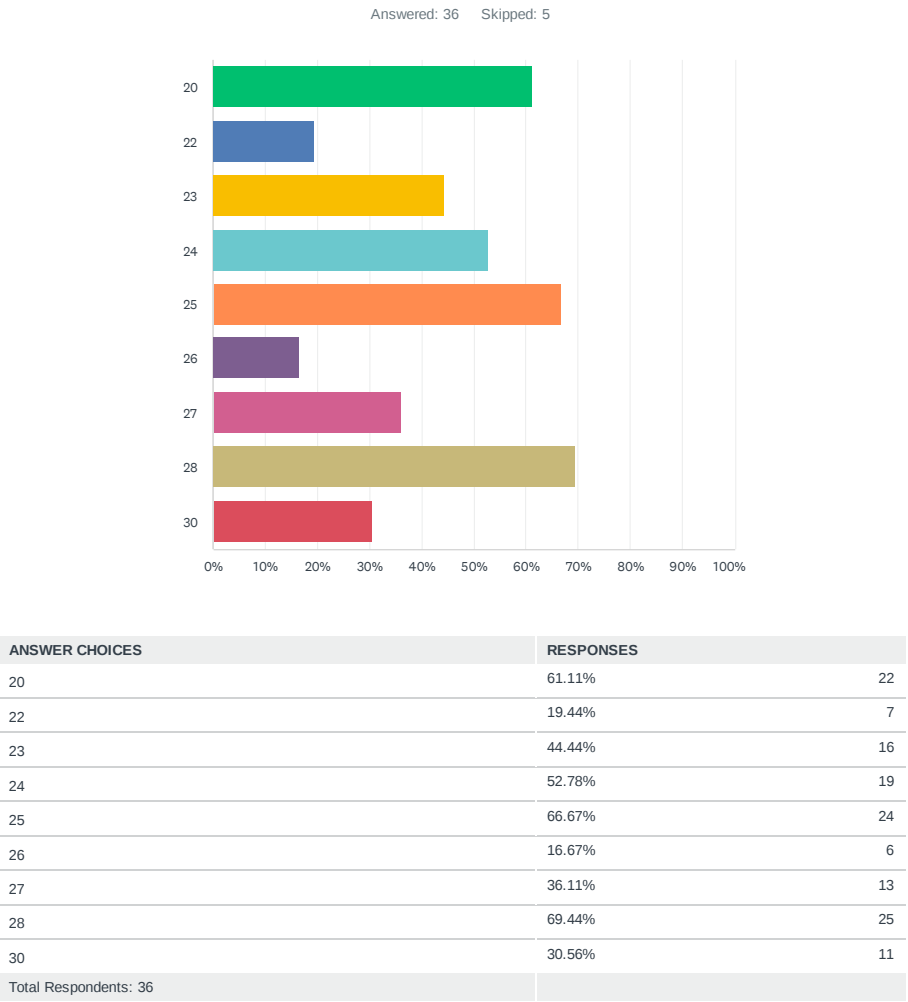
5 minute walking radius
from Parish Ave.

Appendix - Chapter 3

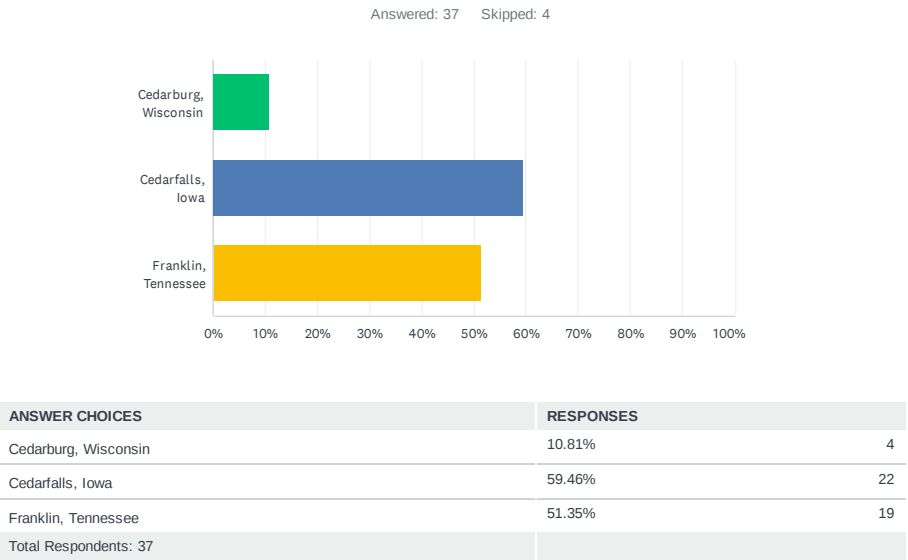
Community Outreach Phase 1 Survey Responses

PHASE 1 SURVEY RESPONSES

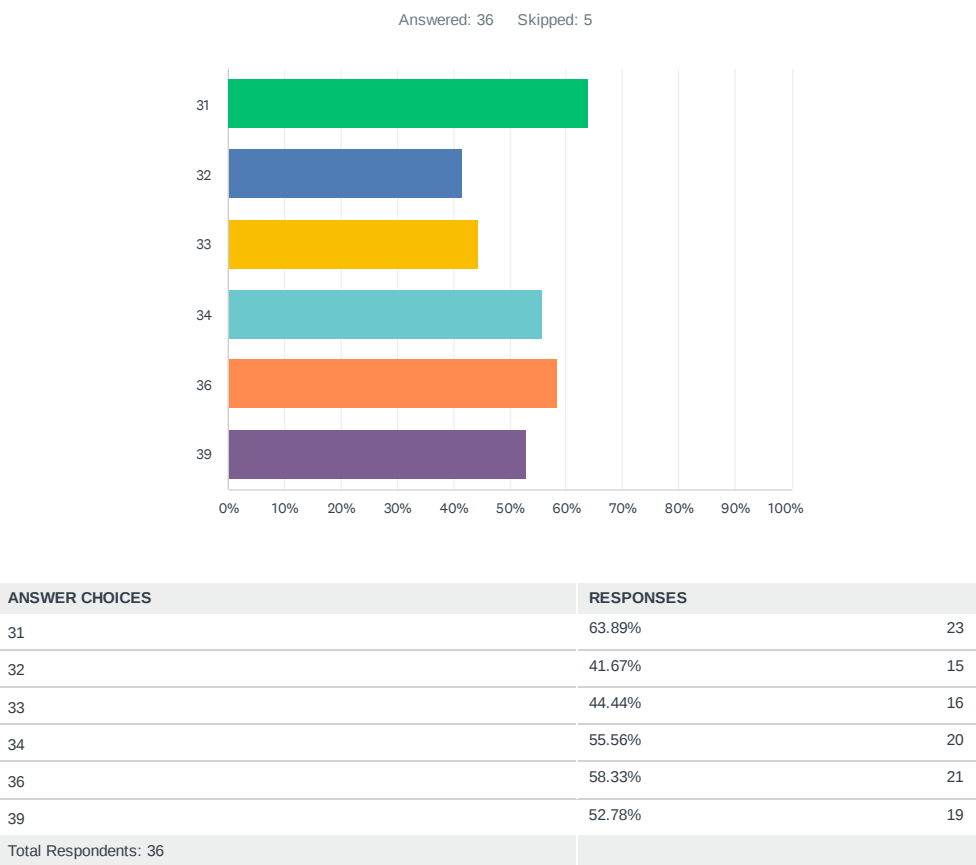
Q3 Please select the number associated with the picture if you would like to see those uses incorporated within Reider Square? (select all that apply)



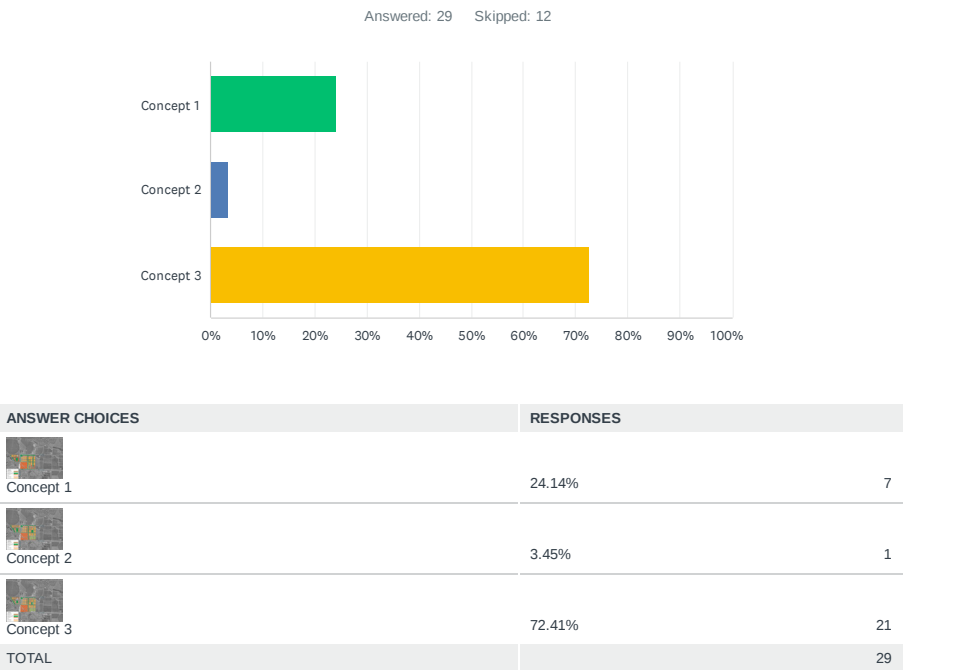
Q2 Select All That Apply



Q4 Please select the picture if you would like to see those uses incorporated within Held Market? (select all that apply)

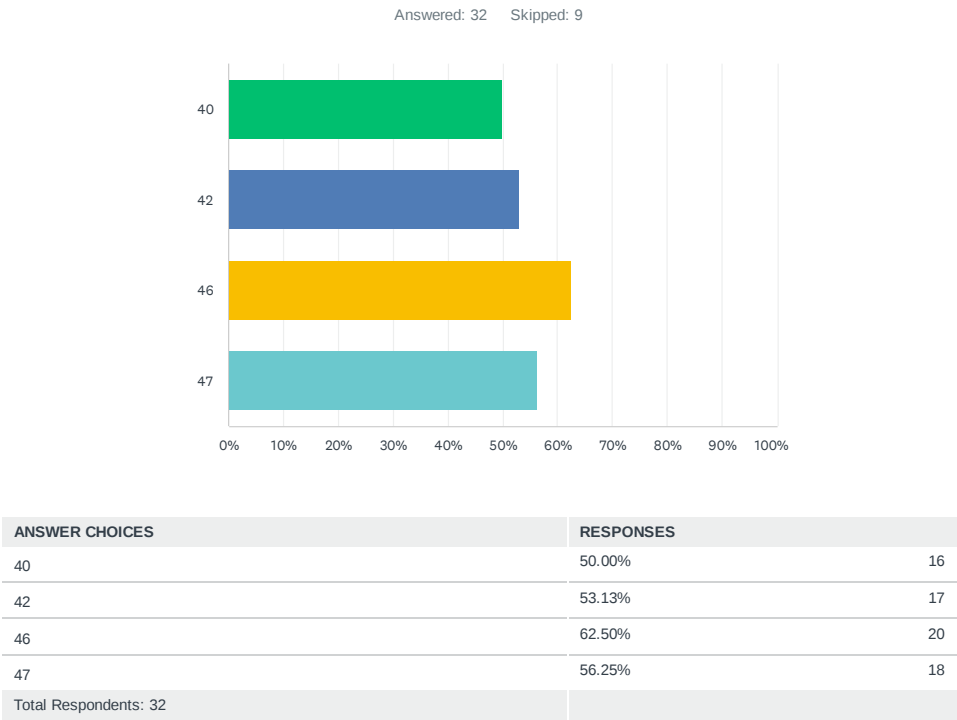


Q1 The following 3 concepts show potential distribution of land uses and areas of focus. Please select which concept you prefer? (*Note Green is open space and the lighter green identifies the areas with proposed uses in this survey)

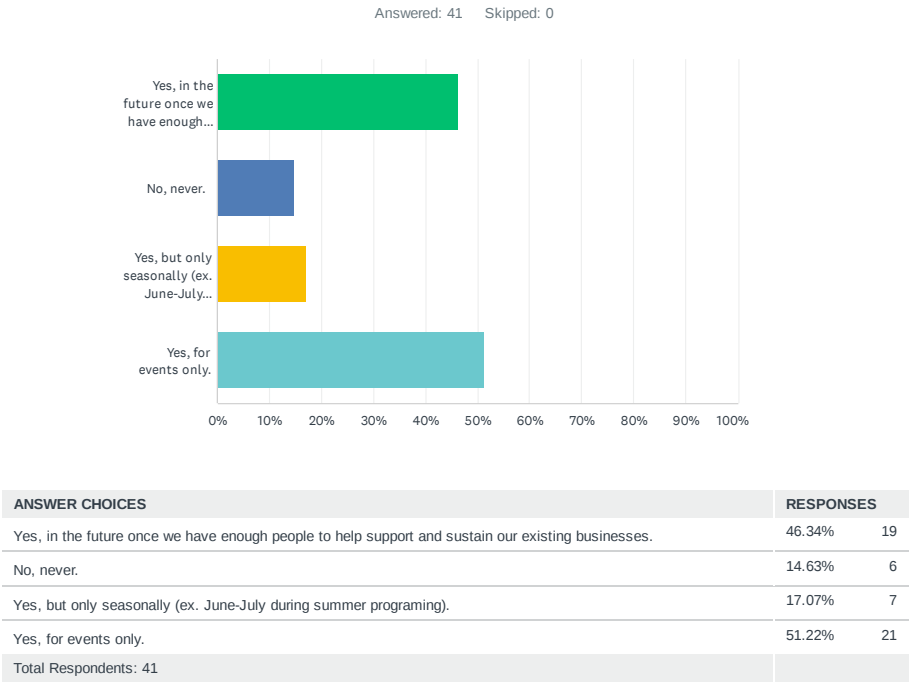


PHASE 1 SURVEY RESPONSES

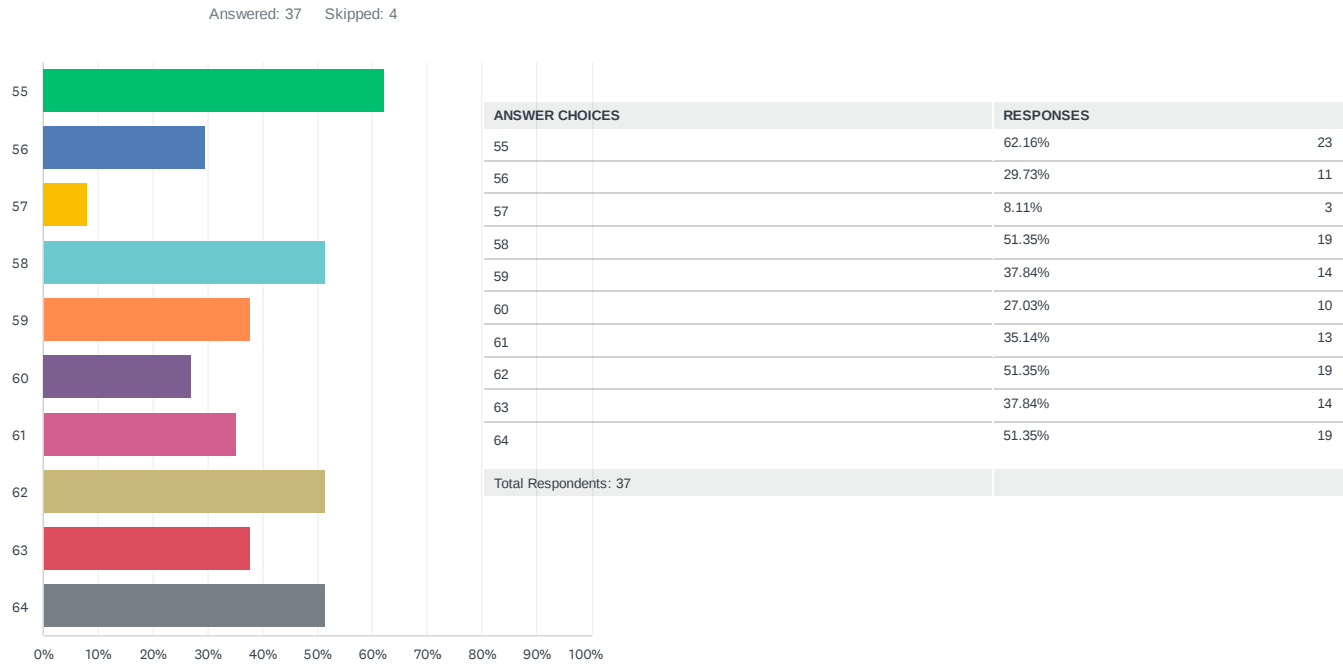
Q5 Please select the picture if you would like to see those uses incorporated within The Farm? (select all that apply)



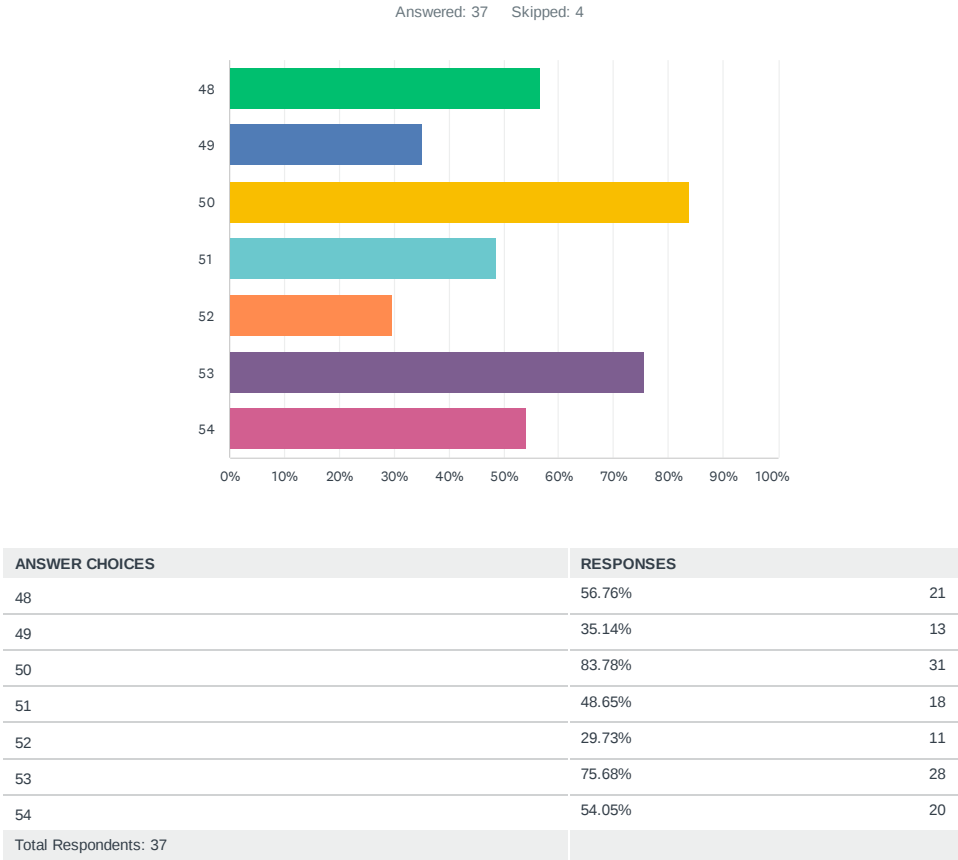
Q8 Would you support shutting down Parish Avenue to pedestrian only access in any of the following circumstances? (select all that apply)



Q7 Please select the picture if you would like to see those enhancements incorporated within Parish Avenue? (select all that apply)

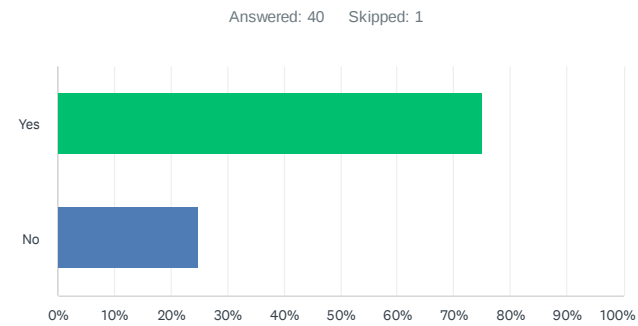


Q6 Please select the pictures you would like to see incorporated within the Park Blocks? (select all that apply)



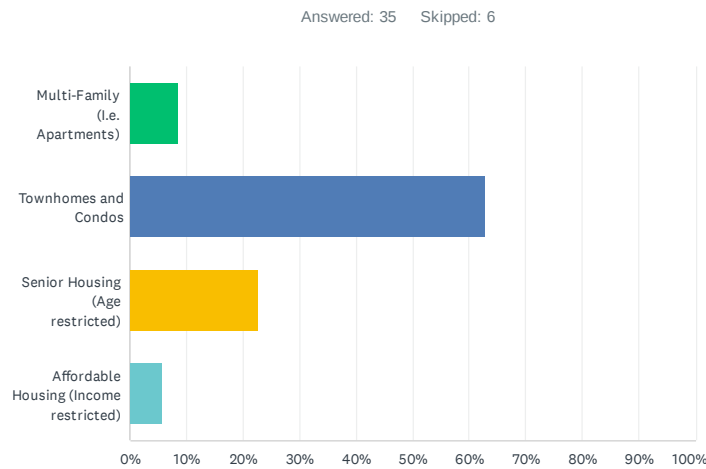
PHASE 1 SURVEY RESPONSES

Q9 Would you support a traffic bypass away from Parish Avenue/CR17 for through traffic heading north and/or southbound? The exhibit outlines in red the potential traffic bypass that would be built on the Held property (property is currently not developed and ROW would be provided by the future developer). Please keep in mind the bypass would not shut down Parish Avenue to vehicle traffic accessing downtown.



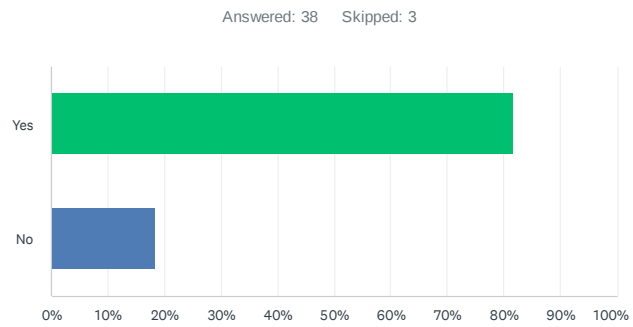
ANSWER CHOICES	RESPONSES	
Yes	75.00%	30
No	25.00%	10
TOTAL		40

Q10 Please select the housing types you feel comfortable supporting.



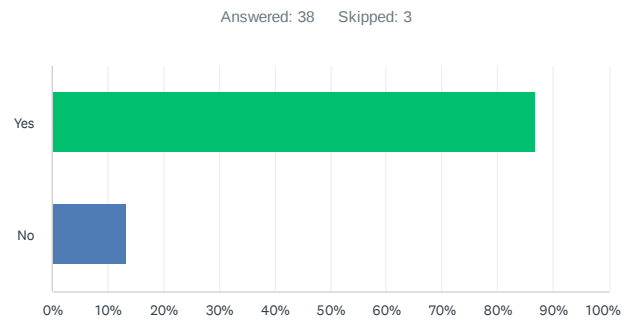
ANSWER CHOICES	RESPONSES	
Multi-Family (I.e. Apartments)	8.57%	3
Townhomes and Condos	62.86%	22
Senior Housing (Age restricted)	22.86%	8
Affordable Housing (Income restricted)	5.71%	2
TOTAL		35

Q11 The Town has the potential to partner with JM Post to swap land and convert the existing parcel into a surface parking lot and at some point, in the future if needed a parking garage/structure. Do you support the location of the potential parking lot?



ANSWER CHOICES	RESPONSES	
Yes	81.58%	31
No	18.42%	7
TOTAL		38

Q12 We are proposing a parking lot north of Parish Avenue that is within a 5-minute walking radius from Parish Avenue. The parking lot would create 650 new parking spaces and will be surrounded by small-scale retail including green infrastructure such as shading, EV charging stations, recycled paving material, etc. The parking lot would act as a traffic calmer in slowing down through traffic on Parish Avenue, provide direct parking to the newly proposed commercial and public space, while also alleviating some of the parking congestion currently experienced on Parish Avenue. The parking lot would be considered a public lot and not to be used by the proposed residential development as they would have their own separate assigned parking spaces/areas. Do you support the proposed parking lot?



ANSWER CHOICES	RESPONSES	
Yes	86.84%	33
No	13.16%	5
TOTAL		38

Appendix - Chapter 4

Community Outreach Phase 2 Boards

COMMUNITY OUTREACH RECOMMENDATIONS

“Remain true to the agricultural history of Johnstown.”

–Citizen at community outreach event



IMAGE DESCRIPTIONS

- 28. Rieder Square - Food truck and farmers market area
- 45. The Urban Farm Community Area - Keep farming culture alive
- 53. Park Blocks - Add green space between residential
- 55. Parish Avenue - Update current structures

- 56. Parish Avenue - Keep small-town “vibe”
- 58. Parish Avenue - More pedestrian friendly
- 62. Rieder Square - Outdoor dining areas
- 68. Residential - Architectural style

OVERVIEW

For outreach week 2, we showed the citizens which images and concepts they voted for during phase 1. The following 3 pages have the information from week 2 boards.

QUESTIONS ASKED

1. What areas of improvement do you feel are most important?
2. Which image numbers stand out to you?
3. What would you like to see in the future of Johnstown?

COMMENTS THEME

Maintain Johnstown’s small, safe, and quaint character while providing plenty of outdoor space and activities for families.

ACTION ITEMS

Analyze how to introduce new housing that will mesh with the community and invite people that will provide new economic opportunities.

PHYSICAL CHANGES

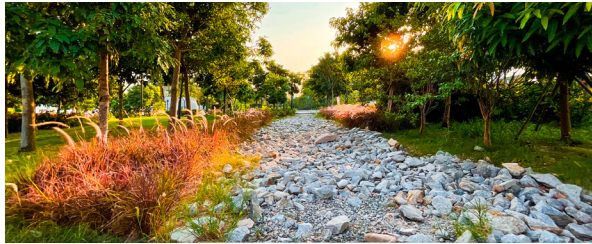
Incorporate areas that break up density in the plan with green space and retail/ community areas where families can spend time.

REQUESTS OUTSIDE PROJECT SCOPE

- Flood mitigation
- Create a reservoir
- Greenbelt
- More police officers
- Public pool
- Conservation easement around Town limits
- Thoughtfully designed signage
- No more Baessler homes
- Sports complexes
- Concert venue
- Skate park
- Winery
- Bike trails
- Ice rink
- Ice cream
- Car parts store
- Pickleball courts
- Tennis courts
- Horse shoes



SAFETY



ACTION ITEMS

- Slow down traffic ✓✓
- “Eyes on the street” - Activity and density on the street helps to deter crime
- Flood mitigation ✓✓✓✓
- Pedestrian accessibility

PHYSICAL CHANGES

- ADA accessibility ✓
- Strategically placed stop signs
- Cross walks
- Safer outdoor parking ✓
- Public parking along CR17 to slow traffic
- Well lit streets



ACTION ITEMS

- Noise control
- Connectivity ✓
- Traffic Control
- Accessibility to agriculture and crops ✓
- Increased retail
- Family friendly
- Mixed use ✓
- Outdoor emphasis ✓

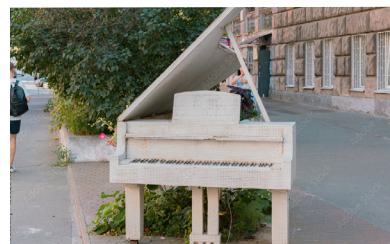
PHYSICAL CHANGES

- Landscape buffers
- Shade in parks
- Farm to table
- More public spaces ✓✓✓✓
- Trail systems ✓✓✓✓✓✓
- Bypass Parish
- Free wifi
- Senior living ✓✓
- ADA accessibility
- EV Chargers (non Tesla)
- More signage downtown ✓
- Non compete for existing downtown businesses (wanted by the community but not enforceable)
- More local businesses
- More Parking ✓✓✓✓✓✓

FUNCTION

✓ = Represents two votes

AESTHETICS



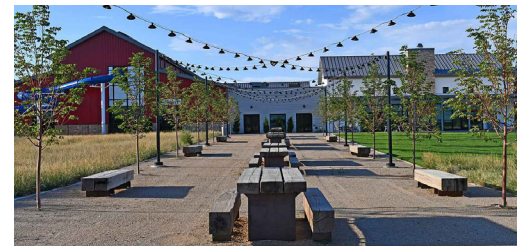
ACTION ITEMS

- Historic character ✓✓
- Modern elements
- More welcoming landscape ✓
- Small-town charm ✓✓✓✓✓

PHYSICAL CHANGES

- Avoid light pollution ✓
- Mature landscape buffers
- Clean up existing historic buildings ✓
- Signage ✓✓
- Shade
- Murals
- Water features
- Brick
- Local art
- Historical facades ✓✓✓✓
- Neutral colors
- Cottage style housing
- 3 story building height max ✓✓✓
- Native planting areas ✓

✓ = Represents two votes



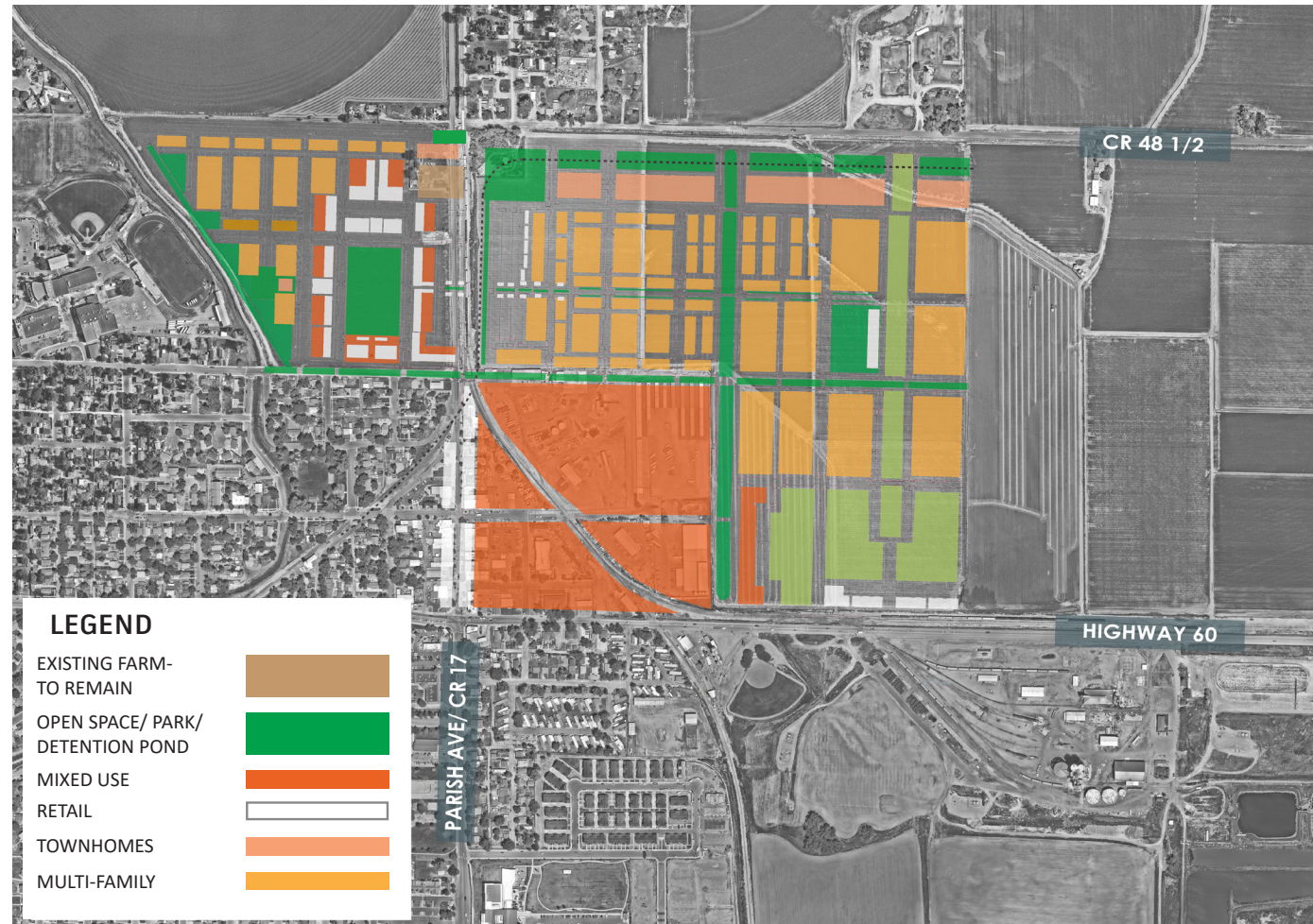
ACTION ITEMS

- Play
- Dining
- Markets
- Events
- Activity
- Emphasis on kids and teenagers ✓

PHYSICAL CHANGES

- Splash pad ✓
- Winery
- Micro-Brewery ✓
- Movies in the park
- Farmers market ✓
- Diverse restaurants (x15)
- Swinging benches on Parish Ave ✓
- Outdoor seating ✓✓
- Programming for teenagers
- Wedding venues
- Community Garden ✓
- Rooftop patios
- Christmas and Halloween markets
- Ice cream trucks
- Food trucks
- Skate parks
- Dog park ✓✓✓
- Public quiet spaces
- Art fairs
- Small performance space ✓
- Sports park
- Historical center ✓✓
- Boutiques ✓
- Permanent parklets

ENTERTAINMENT



Parish Avenue Corridor:

- Preserve historic character of downtown core.
- Redesign an enhanced street tree planting, benches, lighting, Art installations, etc. for Parish Develop infill development guidelines for new and redeveloped parcels along the Parish Avenue corridor
- Develop infill development guidelines for new and redeveloped parcels along the Parish Avenue corridor
- Road diet Parish Avenue from 2nd Street to County Road 48 ½
- Collaborate with private landowners to develop surface parking lot on both the east and west side of Parish Avenue and the railroad tracks
- Allow for up to 3 story infill development to include office and residential above retail
- Redesign Parish Avenue to remove the curb and elevate the street in the creation of a pedestrian only plaza. Enhance the plaza material to include enhance paving. Remove on street parking and work with the industrial users east of Parish Avenue and west of the railroad tracks to construct new parking lot to replace the existing on street parking spaces along Parish Avenue

Rieder Property:

- Develop expanded scale Rieder Square as a public plaza space
- There will be no roads and parallel parking surrounding the plaza allowing it to extend to the storefront edges with no curb
- Incorporate restaurant, café uses within the square

- Allocate space in the square for live performance, daily programming, outdoor dining on the square
- Enhance the artful character of the entire space and devote space for unique interactive public art
- Develop 2 story mixed-use buildings on all 4 sides of the Town Green
 - Ground floor commercial use
 - Second floor Residential and office
- Develop the remaining area surrounding the Town Square with mixed density residential that reflects the historic block pattern of the surrounding historic core
- Allow for a linear park along the canal to be developed with the inclusion of detention areas

Held Property:

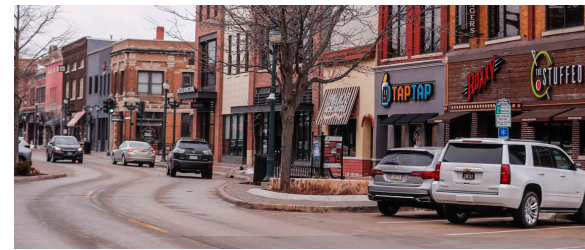
- Develop the neighborhood block pattern to reflect the historic core blocks
- Preserve the existing farm on the southeast corner of Parish Avenue and County Road 48 ½ as a public events center with the reuse of the farmhouse and the farm buildings on the site
- Develop 2 north/south street as linear park boulevards
- Linear Park/bike trail along eastern edge of railroad tracks
- Park Blocks
- Held expanded width linear parkway extension of The Urban Farm
- Develop 2nd Street as a green boulevard cross street cross section

Develop a mix of residential housing types:

- Multi-family attached
- Townhomes
- Multi-family detached
- Cottage Duplexes
- Senior Housing
- Develop The Urban Farm on the southern edge of the property as mixed use flex and agricultural space
- Develop an Agri-Destination with education facilities, visitors center, greenhouses, distillery, hospitality/entertainment/event conference center space

Mixed Use Flex District:

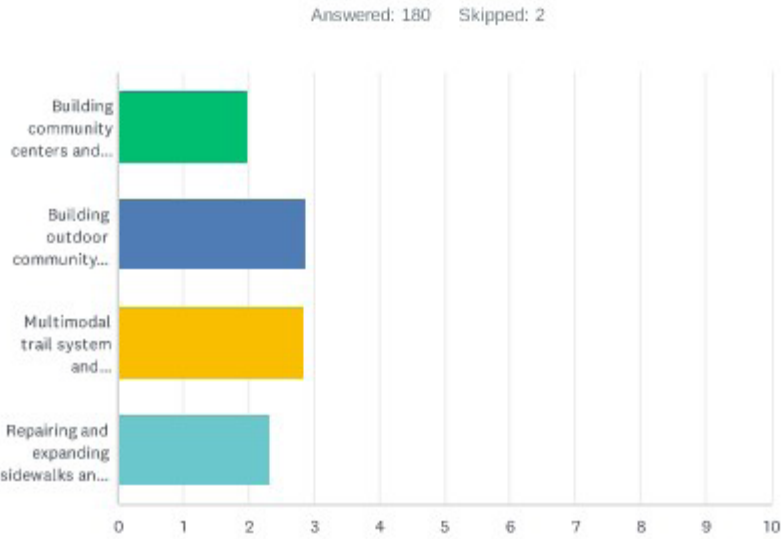
- Collaborate with existing industrial users east of Parish Avenue to develop an adaptive reuse and new infill development strategy to allow a mix of uses:
 - Live music venue at intersection of Parish Avenue and 2nd street
 - Arts and Culture Entertainment
 - Light industrial
 - Maker Spaces
 - Entrepreneurial co-working office spaces
 - Commercial



Appendix - Chapter 5

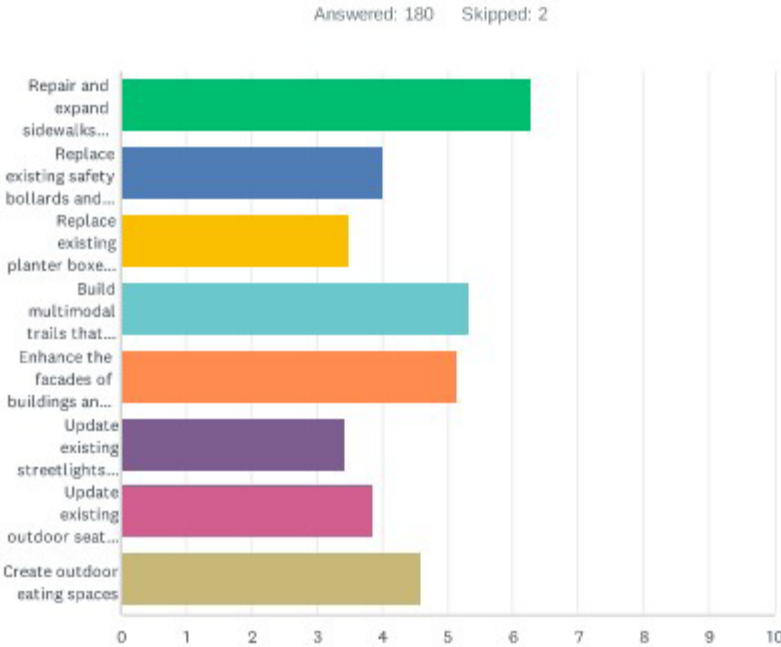
Community Outreach Phase 2 Survey Responses:

Q1 The following public amenities are being considered as part of the Downtown Johnstown Masterplan project. Please select in order of most important to least important each of the listed items that you would like to see included/incorporated.



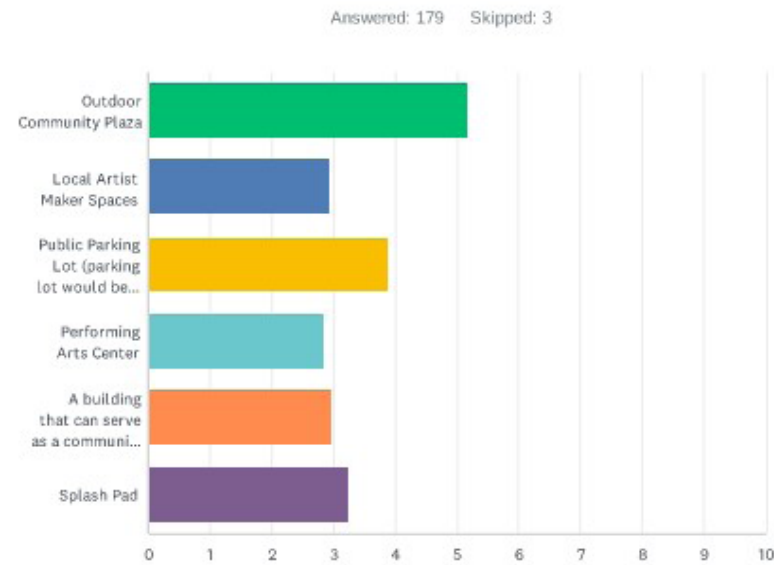
	1	2	3	4	TOTAL	SCORE
Building community centers and facilities for the public to use	5.00% 9	26.11% 47	32.22% 58	36.67% 66	180	1.99
Building outdoor community plazas including multifunctional outdoor spaces with the goal to increase community programming and activities within the public spaces.	32.78% 59	30.00% 54	26.67% 48	10.56% 19	180	2.85
Multimodal trail system and connectivity	37.78% 68	23.89% 43	22.22% 40	16.11% 29	180	2.83
Repairing and expanding sidewalks and ensuring ADA accessibility throughout.	24.44% 44	20.00% 36	18.89% 34	36.67% 66	180	2.32

Q2 The following public improvements are being proposed on Parish Avenue. Please select in order of most important to least important each of the listed items that you would like to see included/incorporated.



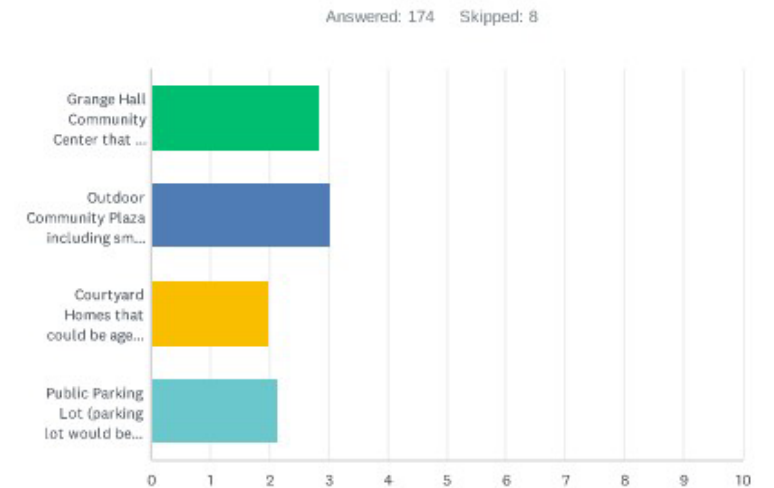
	1	2	3	4	5	6	7	8	TOTAL	SCORE
Repair and expand sidewalks throughout Parish Avenue including E 1st Street and Charlotte Street	37.78% 68	16.67% 30	17.78% 32	9.44% 17	6.11% 11	7.22% 13	3.33% 6	1.67% 3	180	6.27
Replace existing safety bollards and add new ones where needed	1.11% 2	13.89% 25	14.44% 26	10.56% 19	17.78% 32	13.89% 25	13.33% 24	15.00% 27	180	4.00
Replace existing planter boxes and add new ones where needed including water-conservation plants	1.67% 3	6.11% 11	8.33% 15	17.78% 32	11.67% 21	16.11% 29	18.89% 34	19.44% 35	180	3.47
Build multimodal trails that connect downtown and new developments	25.00% 45	17.22% 31	8.89% 16	11.11% 20	14.44% 26	7.78% 14	4.44% 8	11.11% 20	180	5.31
Enhance the facades of buildings and preserve historical character	17.78% 32	13.33% 24	14.44% 26	14.44% 26	16.11% 29	11.11% 20	8.89% 16	3.89% 7	180	5.14
Update existing streetlights and add decorative lighting	2.78% 5	3.33% 6	8.89% 16	13.89% 25	11.67% 21	23.89% 43	18.33% 33	17.22% 31	180	3.41
Update existing outdoor seating areas	1.11% 2	8.33% 15	14.44% 26	13.33% 24	16.11% 29	12.78% 23	25.56% 46	8.33% 15	180	3.83
Create outdoor eating spaces	12.78% 23	21.11% 38	12.78% 23	9.44% 17	6.11% 11	7.22% 13	7.22% 13	23.33% 42	180	4.58

Q3 The following public and private uses are being considered as part of Reider Square. Please select in order of most important to least important each of the listed items that you would like to see included/incorporated.



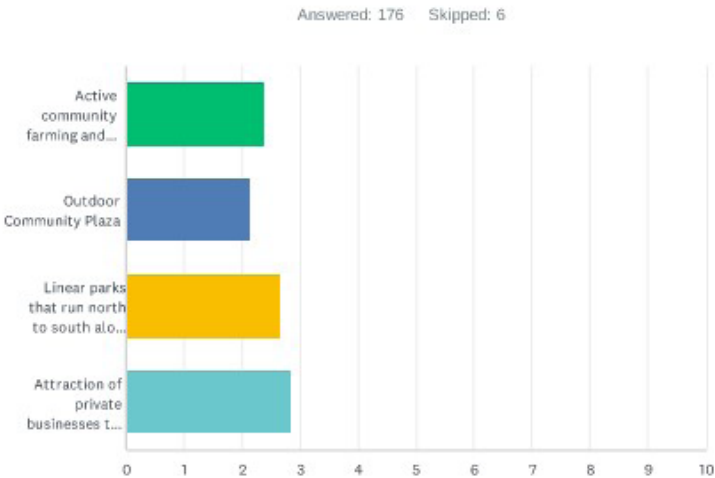
	1	2	3	4	5	6	TOTAL	SCORE
Outdoor Community Plaza	44.69% 80	35.20% 63	13.97% 25	3.91% 7	2.23% 4	0.00% 0	179	5.16
Local Artist Maker Spaces	4.47% 8	12.29% 22	16.20% 29	27.93% 50	16.20% 29	22.91% 41	179	2.92
Public Parking Lot (parking lot would be located north of N. 2nd Street and west of County Road 17)	18.44% 33	20.11% 36	24.58% 44	13.97% 25	13.97% 25	8.94% 16	179	3.88
Performing Arts Center	3.91% 7	6.70% 12	20.67% 37	22.35% 40	30.17% 54	16.20% 29	179	2.83
A building that can serve as a community space for a local nonprofit organization and/or club. As way of example the Town is exploring the possibility of relocating the Veterans of Foreign Wars (VFW) Building from 104 E. South 1st Street to Reider Square, but this move would only happen if the current VFW site can be converted into a public parking lot to help serve Parish Avenue's parking needs. This is just a proposal, and no agreement has been made with the Town or the local VFW organization, more commonly known as the JM Post.	9.50% 17	11.73% 21	15.64% 28	17.32% 31	21.23% 38	24.58% 44	179	2.97
Splash Pad	18.99% 34	13.97% 25	8.94% 16	14.53% 26	16.20% 29	27.37% 49	179	3.23

Q4 The following public and private uses are being considered as part of the Held Property. Please select in order of most important to least important each of the listed items that you would like to see included/incorporated.



	1	2	3	4	TOTAL	SCORE
Grange Hall Community Center that may include activities and programming for the community and different age groups	26.44% 46	40.80% 71	22.99% 40	9.77% 17	174	2.84
Outdoor Community Plaza including small vendor shops to be leased seasonally by small businesses	43.10% 75	27.01% 47	19.54% 34	10.34% 18	174	3.03
Courtyard Homes that could be age restricted for Senior Citizens adjacent to the Grange Hall Community Center	15.52% 27	12.64% 22	27.01% 47	44.83% 78	174	1.99
Public Parking Lot (parking lot would be located north of the Industrial Park and east of County Road 17)	14.94% 26	19.54% 34	30.46% 53	35.06% 61	174	2.14

Q5 The following public and private uses are being considered as part of the Urban Farm. Please select in order of most important to least important each of the listed items that you would like to see included/incorporated.



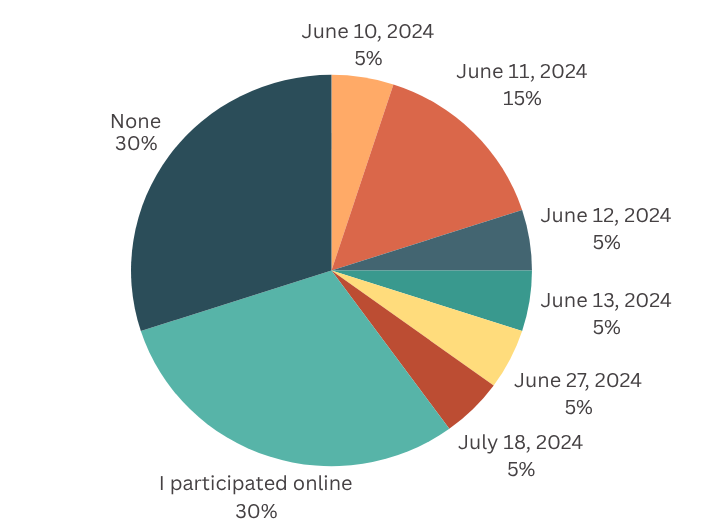
	1	2	3	4	TOTAL	SCORE
Active community farming and production	23.30% 41	21.02% 37	25.57% 45	30.11% 53	176	2.38
Outdoor Community Plaza	8.52% 15	26.14% 46	36.36% 64	28.98% 51	176	2.14
Linear parks that run north to south along the Held property and could include various uses such as orchards, dog parks, gardens, etc.	22.16% 39	38.07% 67	22.73% 40	17.05% 30	176	2.65
Attraction of private businesses that encourage social gathering and provide entertainment such as artisanal shops and boutiques, farm to table restaurants and cafes, brewery/distillery, etc.	46.02% 81	14.77% 26	15.34% 27	23.86% 42	176	2.83

Appendix - Chapter 6

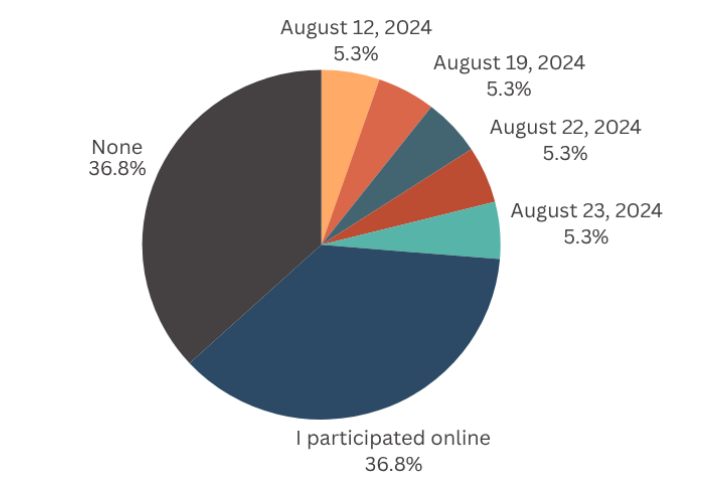
Community Outreach

Final Phase and Feedback

Q1. Which community outreach event did you attend?

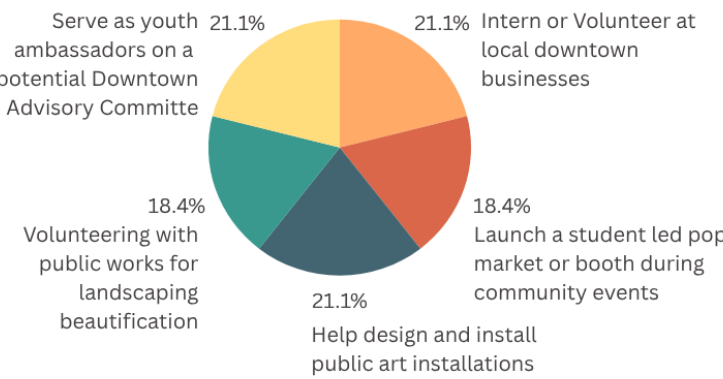


Q2. Which community outreach event did you attend?

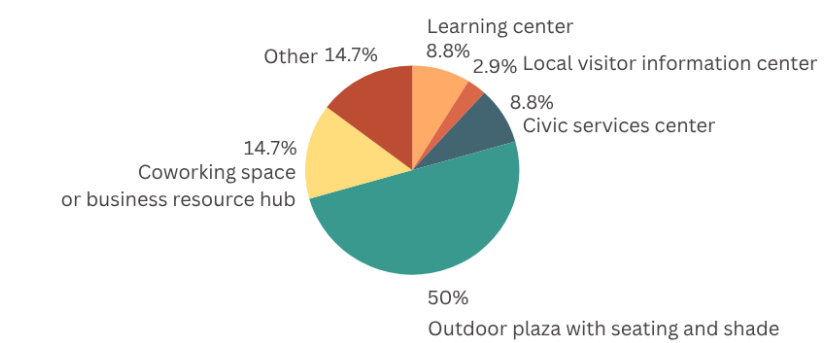


None of the survey respondents indicated participation on the following outreach dates: August 20, 2024; August 21, 2024; and August 26, 2024.

Q3. How else can students be involved in Downtown Johnstown?

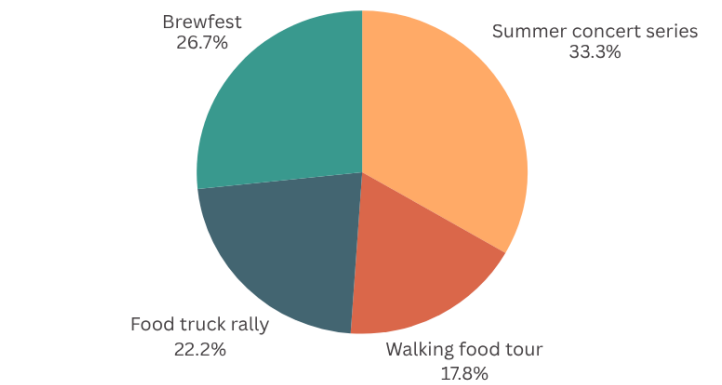


Q4. If future demand allows the public parking lot to be redeveloped, what types of civic services or community amenities would you like to see added to Downtown Johnstown?

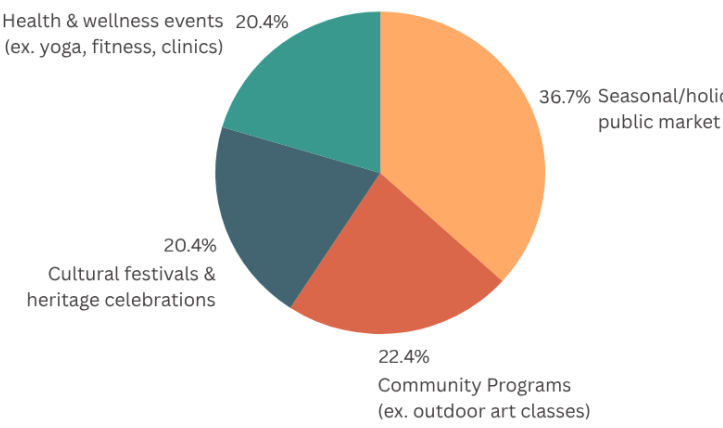


Other responses focused on maintaing parking that is accessible particularly during events and incorporating bicycle lanes.

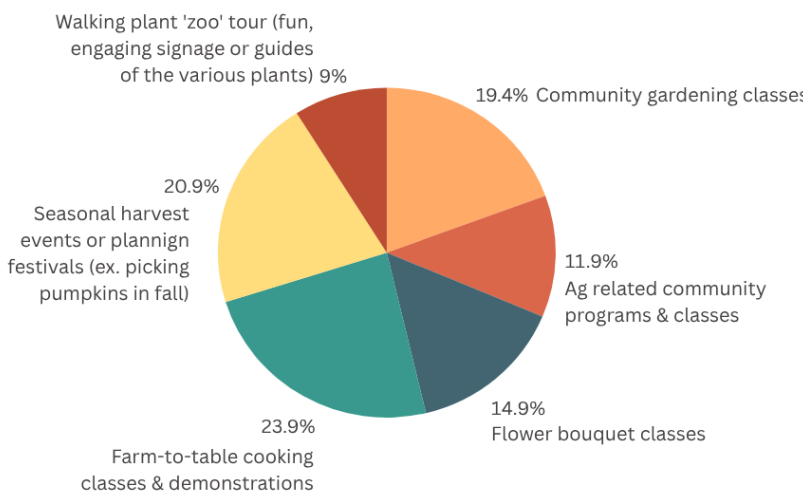
Q5. What kind of community programming and events would you like to see in the proposed Rieder Square?



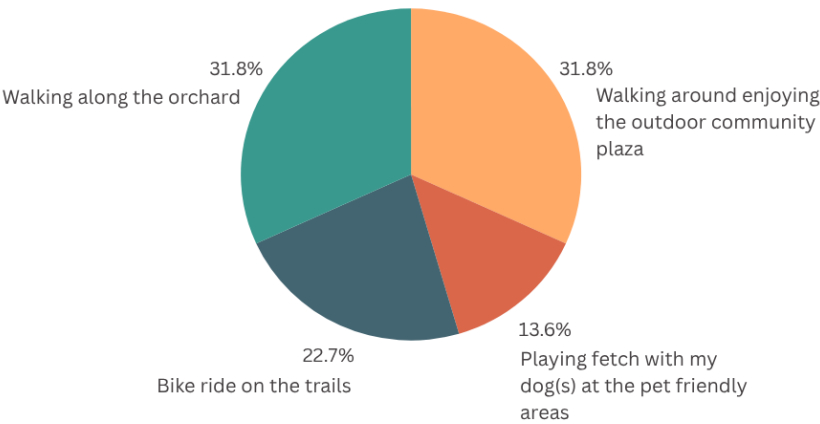
Q6. What kind of community programming and events would you like to see in the proposed Held Market?



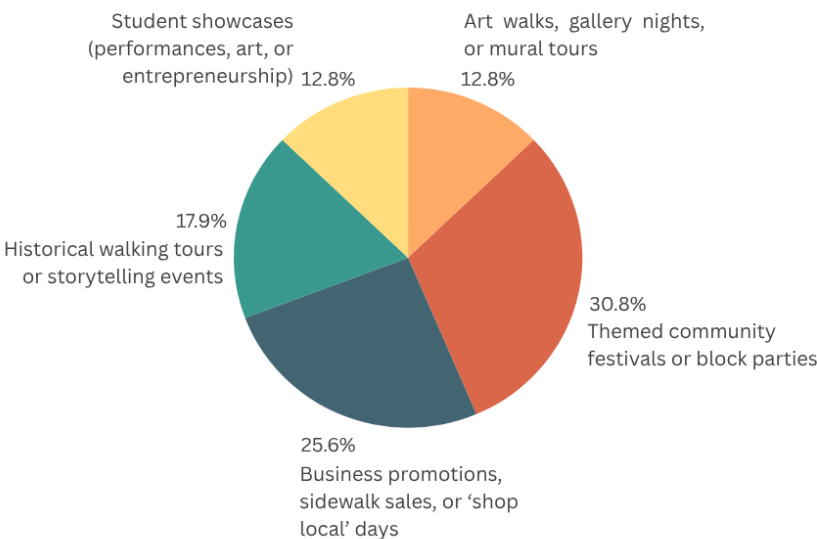
Q7. What types of agricultural programs or activities should we explore as part of the Urban Farm concept to celebrate Johnstown’s agricultural roots while also providing educational opportunities for the community?



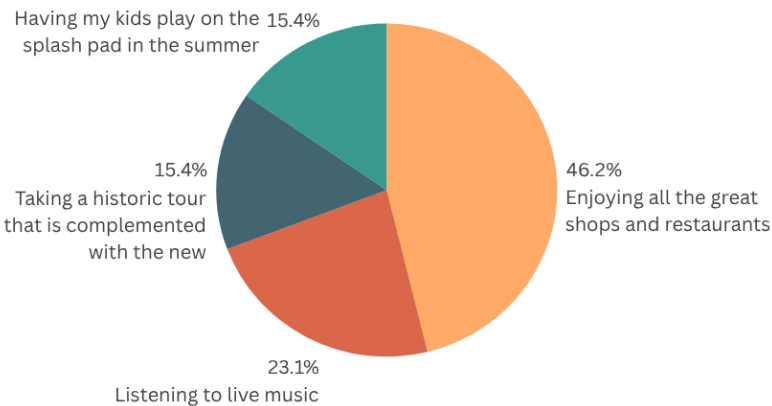
Q10. How do you envision spending time in Held Market?



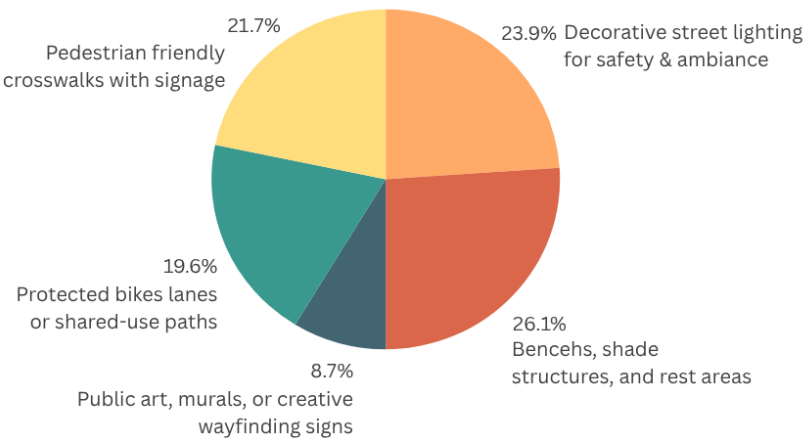
Q8. What types of community programming should we consider to help attract more foot traffic to Parish Avenue?



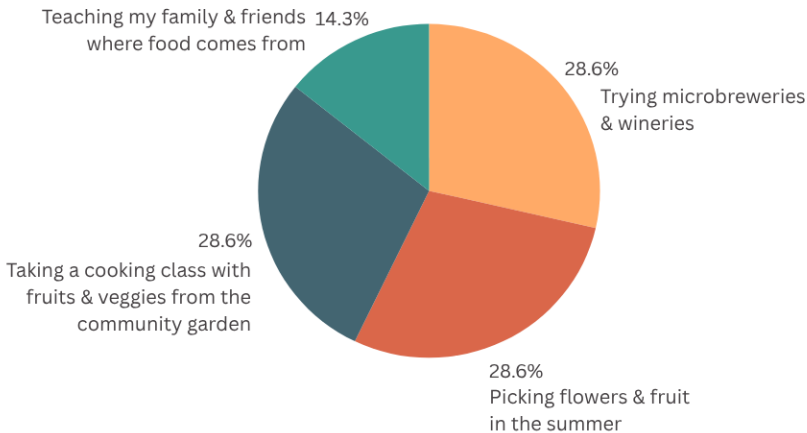
Q11. How do you envision spending time in Rider Square?



Q9. Beyond sidewalks and landscaping, what improvements would make the potential expansion of E. Charlotte Street feel safe, walkable, and inviting—while also serving as a strong connection between Historic Downtown and the Held Property to the East?



Q12. How do you envision spending time in the Urban Farm?



“Cultures and climates differ all over the world, but people are the same. They’ll gather in public if you give them a good place to do it.” - Jan Gehl. “In great cities, spaces as well as places are designed and built: walking, witnessing, being in public, are as much a part of the design and purpose as is being inside to eat, sleep, make shoes or music. The word citizen has to do with cities, and the ideal town is organized around citizenship - around participation in public life.” Rebecca Solnit, *Wanderlust: A History of Walking*. “Downtown is important because it’s the heart and soul of any community. If you don’t have a healthy downtown, you simply don’t have a healthy town.” - Ed McMahon, Chair Emeritus, National Main Street Center Board of Directors.

Downtown Johnstown Master Plan

Town Council Meeting | August 18, 2025



Project Purpose

Town staff partnered with Kimley-Horn to launch the Downtown Johnstown Master Plan in 2024 – a community-led roadmap for downtown’s future.

- Driven by strong public interest in revitalizing and enhancing the historic core.
- 163 acres (Held & Reider properties) annexed; development anticipated.
- Opportunity to both strengthen the existing downtown and guide thoughtful expansion into new areas.

Why This Plan Matters

- 2021 Comprehensive Plan: Identifies downtown as a critical activity center for long-term economic health. Calls for medium-density, mixed-use development in a vibrant, walkable setting.
- 2023 Strategic Plan – Healthy & Resilient Economy pillar: Prioritizes investment in a vibrant, interconnected downtown.

How is the master plan organized



Project Purpose
(Introduction)



“Meeting people where
they are” (community
engagement & strategy)



Downtown Master Plan



How we want the
residential uses to look
and feel



How safety can be
incorporated in new and
existing development



Appendix Chapters

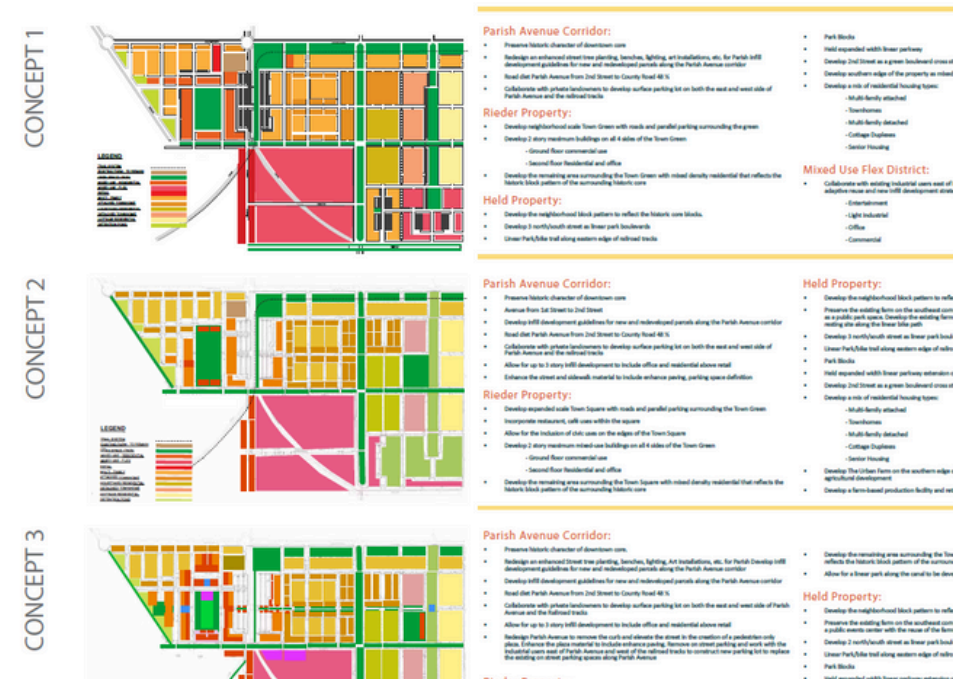
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COMMUNITY OUTREACH OVERVIEW

PHASE 1 | JUNE 10 - JULY 18

Goal: Launch the project and identify community priorities through early engagement and visual inspiration.

Engagement Boards: 3 Concept layouts showing blocks and a legend of potential uses/priorities. Individual photos of uses to spark ideas. An online survey was also included.



Staff spent several weeks refining the boards based on community feedback

PHASE 2 | August 12 - August 26

Goal: Refine boards based on Phase 1 feedback. with a focus on technical details and practical integration of uses in the preferred concept.

Engagement Boards: 1 Preferred Concept highlighting each area (Parish, Held, etc.), land use allocation and road/trail connectivity, renderings of public spaces, infrastructure improvements (sidewalks, ADA), recommended aesthetic upgrades to Parish Ave.



COMMUNITY OUTREACH OVERVIEW CONT.



Town Staff spent almost a year refining the plans, meeting with additional stakeholder groups and Held & Reider property owners. The goal to create a draft plan that could be presented to the community prior to Town Council adoption.

PHASE 3 | July 2025

Goal: Finalize the preferred concept plan after nearly a year of refinement, ensuring it is visionary yet market-feasible. A Downtown Johnstown Master Plan was presented to the community for review.

NEW DISTRICTS/ZONING

RIEDER DISTRICT

Rieder is the name of the family that has historically owned the land. The proposed uses for the property will be a mixed-use concept that includes retail/commercial, office/flex, housing, and community spaces both indoor and outdoor along with recreational uses.

- 35,000 SF - 45,000 SF office/flex space (insurance companies, boutique firms, etc.)
- 100,000 SF - 250,000 SF retail/commercial
- 10,000 SF - 15,000 SF indoor venue
- 100,000 SF - 200,000 SF outdoor community area
- 150 - 200 mixed use housing units
- 75 - 125 townhomes
- 300 - 350 on-street guest parking spaces for housing
- 1,000 - 1,500 parking lot spaces for retail

HELD DISTRICT

Held is the name of the family that has historically owned the land. The proposed use will be a mixed-use concept that includes small scale seasonal retail/commercial, community spaces both indoor and outdoor, The Urban Farm, and housing.

- 10,000 - 15,000 SF Grange Hall community center that can include community programming and activities for all ages
- 100,000 - 200,000 SF outdoor community area
- 510 - 670 housing units
 - 300 - 350 townhomes
 - 30 - 50 courtyard homes
 - 100 - 150 duplex
 - 40 - 60 shotgun homes
 - 40 - 60 potential ADU (accessory dwelling units)
- 8,000 - 10,000 SF small scale retail vendors / adaptive uses

THE URBAN FARM DISTRICT

The Urban Farm will be a charming Town-run farm with various crops and orchards to process the produce. It will also provide an opportunity to attract various businesses: shops and boutiques, farm-to-table restaurants/cafes, and breweries/distilleries. The also focus on creating multi-use outdoor venue space and community gathering.

- 50,000 SF - 60,000 SF restaurant/brewery/distillery/etc.
- 12-16 acres farm fields and production facilities
- 120,000 SF - 150,000 SF orchards
- 10,000 SF - 15,000 SF outdoor community area

GREEN SPACE

Green spaces are strategically placed throughout the master plan to provide density and space for residents and visitors to spend time outside.

- 6,000 LF - 9,000 LF trails
- 300,000 SF - 400,000 SF linear parks
- 150,000 SF - 200,000 SF detention

MASTER PLAN



Weld County Rd. 48 1/2

N 2nd St.

E Charlotte St.

ES 1st / Hwy-60

Proposed N 2nd St. connection to Held Property

Proposed E Charlotte St. connection to Held Property

Proposed Commuter Route

IMPLEMENTED ITEMS

- (A) Connectivity
- (B) Access to Agriculture and Crops
- (C) Outdoor Emphasis
- (D) Grange Hall (All ages Community Space)
- (E) Local Businesses
- (F) Diverse Residential



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- 10,000 SF - 15,000 SF indoor venue
- 100,000 SF - 200,000 SF outdoor community area
- 150 - 200 mixed use housing units
- 75 - 125 townhomes
- 300 - 350 on-street guest parking spaces for housing
- 1,000 - 1,500 parking lot spaces for retail

HELD DISTRICT

Held is the name of the family that has historically owned the land. The proposed uses for the property will be a mixed-use concept that includes small scale seasonal retail/commercial, community spaces both indoor and outdoor, The Urban Farm, and housing.

- 10,000 - 15,000 SF Grange Hall community center that can include community programming and activities for all ages
- 100,000 - 200,000 SF outdoor community area
- 510 - 670 housing units
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 - 30 - 50 courtyard homes
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THE URBAN FARM DISTRICT

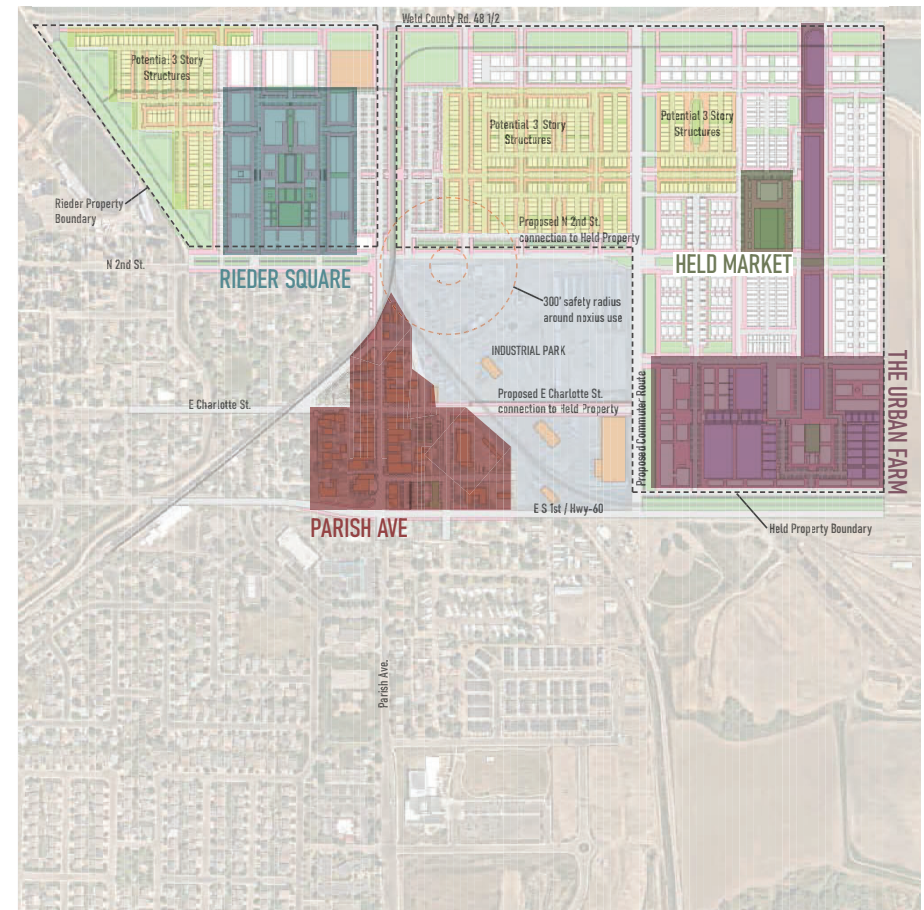
The Urban Farm will be a charming Town-run farm with various crops and orchards with facilities to process the produce. It will also provide an opportunity to attract various businesses such as artisanal shops and boutiques, farm-to-table restaurants/cafes, and breweries/distilleries. The Urban Farm will also focus on creating multi-use outdoor venue space and community gathering.

- 50,000 SF - 60,000 SF restaurant/brewery/distillery/etc.
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Green spaces are strategically placed throughout the master plan to provide density relief and create a space for residents and visitors to spend time outside.

- 6,000 LF - 9,000 LF trails
- 300,000 SF - 400,000 SF linear parks
- 150,000 SF - 200,000 SF detention



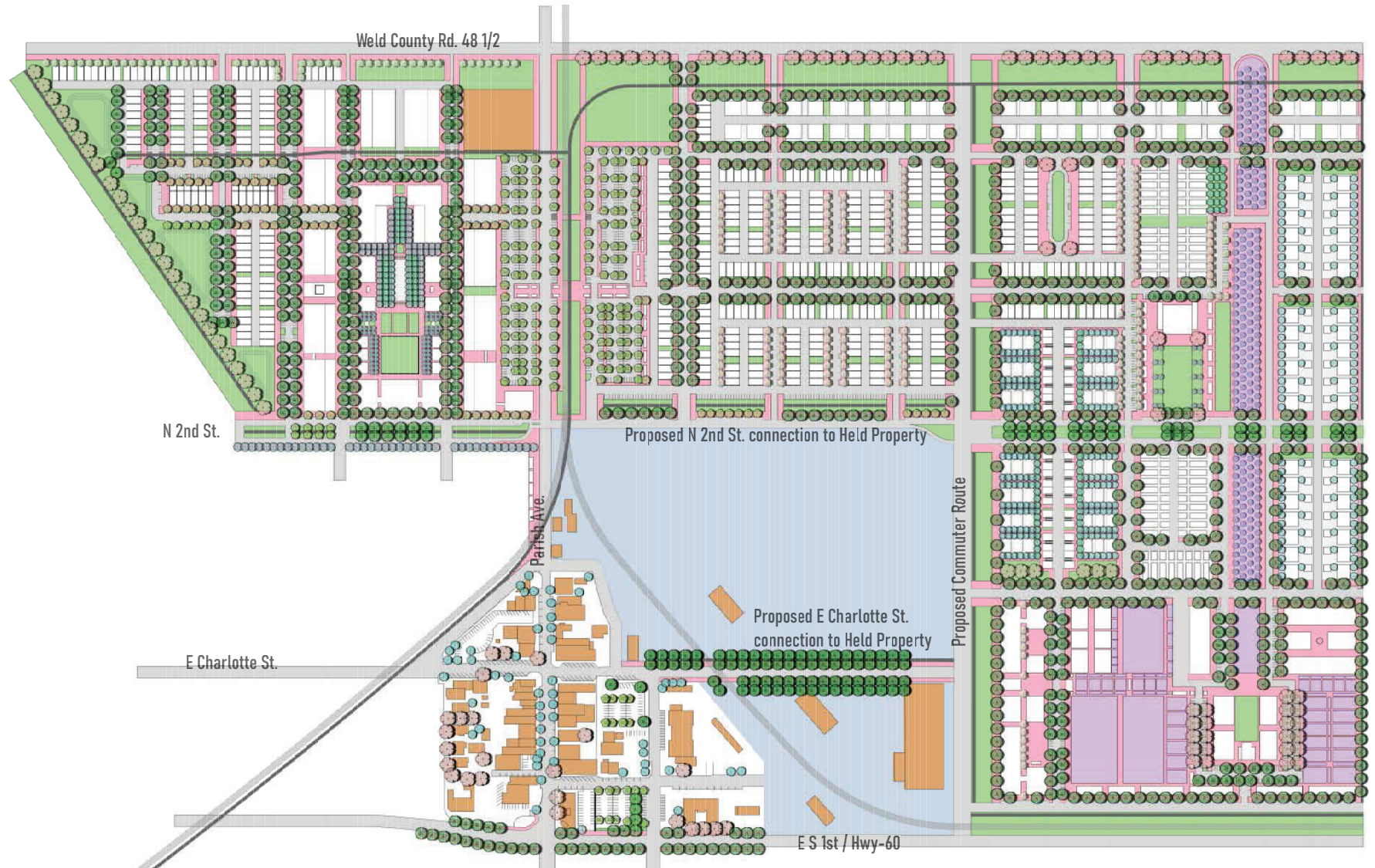
TOTALS

- **MIXED USE** (includes commercial, retail, office/flex, residential) – 250,000 SF - 300,000 SF (5 - 7 ACRES)
- **OUTDOOR COMMUNITY/ GREEN SPACE** – 1,000,000 SF - 1,500,000 SF (25 - 35 ACRES)
- **RETAIL/COMMERCIAL** – 50,000 SF - 60,000 SF (1 - 1.5 ACRES)
- **PUBLIC PARKING** – 500,000 SF - 600,000 SF (10 - 15 ACRES)
- **RESIDENTIAL** – 1,250,000 SF - 1,750,000 (30 - 35 ACRES) 775-970 Housing Units Total
 - 150 - 200 mixed use (condos/apartments above retail)
 - 30 - 50 courtyard homes (senior housing)
 - 40 - 60 shotgun homes
 - 375-475 townhomes
 - 100 - 150 duplex
 - 40 - 60 potential ADUs (accessory dwelling units)

The Downtown Johnstown Master plans are conceptual and for the Town of Johnstown master planning and visioning purposes only. Final plan drawings will be prepared and submitted by the land owner/developers of the properties respectively known as the Held and Reider Properties. It is the Town's goal to adopt a masterplan in order to ensure privately owned land can develop according to the vision of the community.

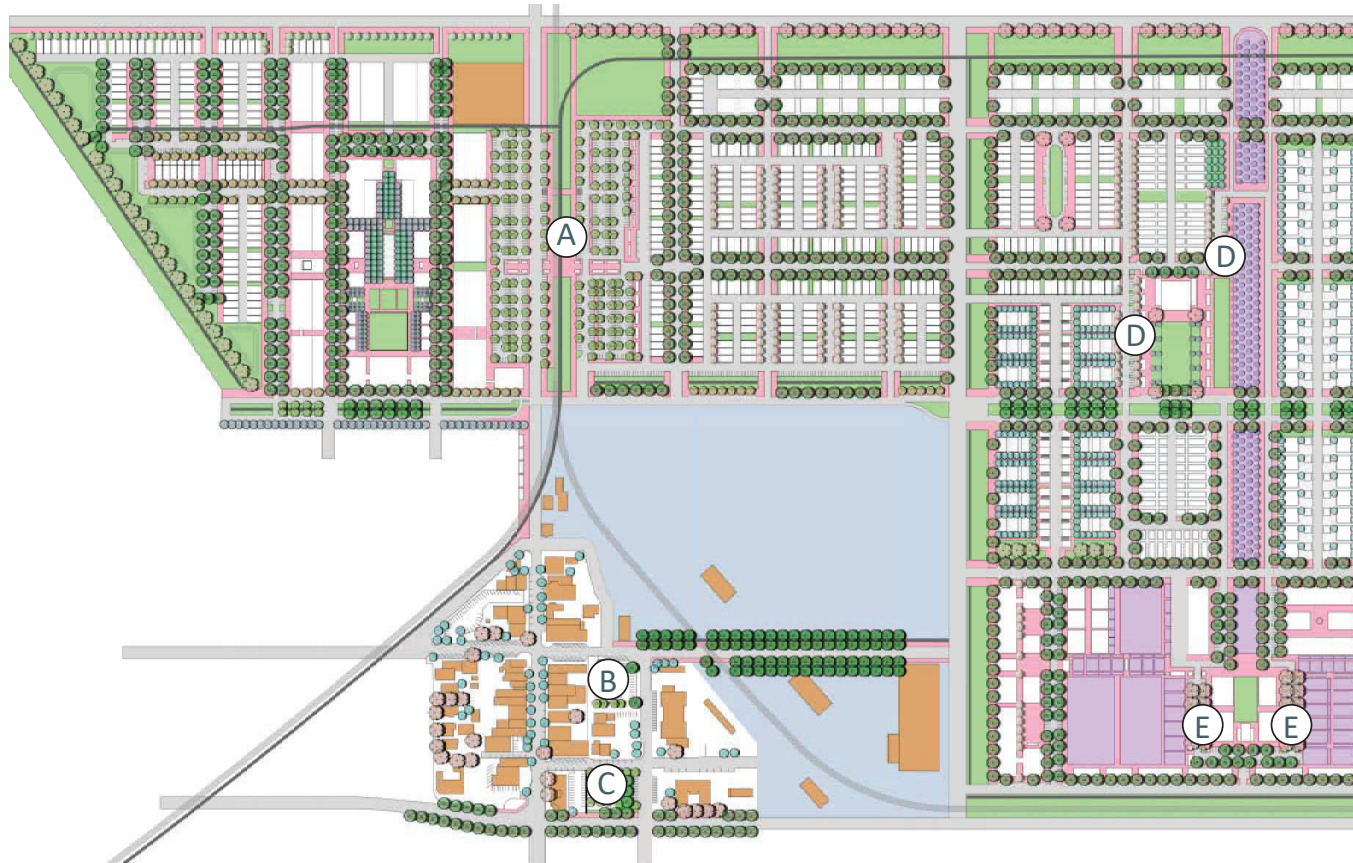
DOWNTOWN MASTER PLAN |

MASTER PLAN



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PARKING



VALUES

- PROPOSED PUBLIC PARKING TOTAL – 2,000 - 2,500 TOTAL SPACES
- EXISTING PARKING AROUND PARISH – 225 - 275 SPACES
- PROPOSED PARKING LOT PARKING FOR RIEDER PROPERTY RETAIL – 750 - 1,000 SPACES
- PROPOSED PARKING LOT PARKING FOR HELD PROPERTY RETAIL – 750 - 1,000 SPACES
- PROPOSED ON-STREET RESIDENTIAL GUEST PARKING FOR HELD AND RIEDER – +/- 500 - 750 SPACES

IMPLEMENTED ITEMS

- (A) Retail Parking for Rieder and Held Properties
- (B) Potential Parking Structure
- (C) Potential Surface Parking
- (D) Parking areas for Held Market
- (E) The Urban Farm Parking

Each home is planned to be self-parked with attached and detached garages depending on the housing typology.

There is street parking proposed throughout the downtown to serve as residential guest parking.

The letters on the plan show where commercial/retail parking is proposed within existing and proposed developments.

We have studied the existing downtown Parish Avenue corridor and behind the existing Ace Hardware would be the most practical space to add a parking structure to serve the existing downtown businesses.

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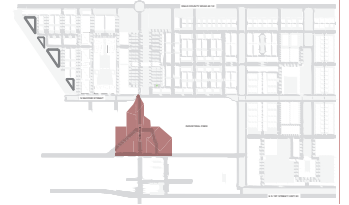
DOWNTOWN MASTER PLAN |

PARISH AVENUE

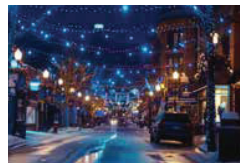


IMPLEMENTED ITEMS

- (A) Slow Down Traffic
- (B) Pedestrian Accessibility
- (C) ADA Accessibility
- (D) Safer Outdoor Parking
- (E) Enhanced Parking Areas



INSPIRATION PHOTOS



The Downtown Johnstown Master plans are conceptual and for the Town of Johnstown master planning and visioning purposes only. Final plan drawings will be prepared and submitted by the land owner/developers of the properties respectively known as the Held and Reider Properties. It is the Town's goal to adopt a masterplan in order to ensure privately owned land can develop according to the vision of the community.

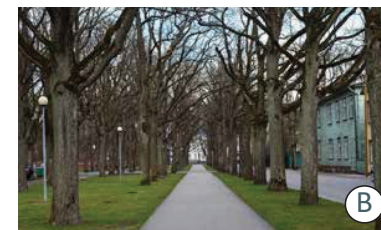
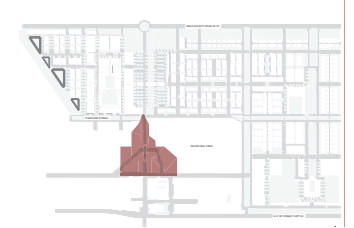
DOWNTOWN MASTER PLAN |

INDUSTRIAL PARK



IMPLEMENTED ITEMS

- (A) Extend E Charlotte St.
- (B) Add Trail to Connect
- (C) Buffer for Sound and Chemicals
- (D) 300' Radius around Fertilizer Plant
- (E) Enhance Landscaping
- (F) Improve Signage

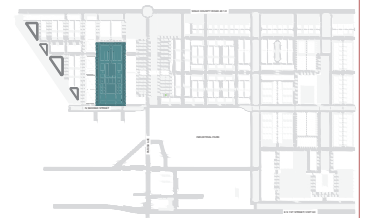


RIEDER SQUARE



IMPLEMENTED ITEMS

- (A) Community Activity Area
- (B) Restaurants
- (C) Historical Facades
- (D) Local Artist Maker Spaces
- (E) Parking
- (F) Mixed-Use
 - Boutiques
 - Restaurant
 - Gift Shop
- (G) Performing Art Center
- (H) Potential new location of VF Bldg
- (I) Splash pad

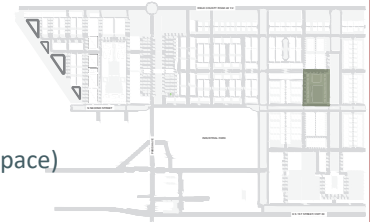


HELD MARKET



IMPLEMENTED ITEMS

- (A) Connectivity
- (B) Access to Agriculture and Crops
- (C) Outdoor Emphasis
- (D) Grange Hall (All ages Community Space)
- (E) Local Businesses
- (F) Diverse Residential



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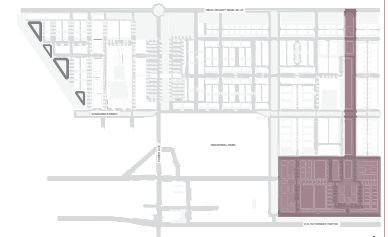
DOWNTOWN MASTER PLAN |

THE URBAN FARM



IMPLEMENTED ITEMS

- Ⓐ Farmers Market
- Ⓑ Micro-Brewery
- Ⓒ Distillery
- Ⓓ Outdoor Seating
- Ⓔ Community Garden
- Ⓕ Professional Crops
- Ⓖ Hydroponic Garden
- Ⓗ Processing Facilities
- Ⓘ Linear Community Parks
- ⓵ Farm Equipment Storage



The Urban Farm provides an opportunity to work with the local schools by supplying educational opportunities for students where children can assist in the design and maintenance of spaces within the farm as well as host workshops, etc.



RESIDENTIAL - A KEY COMPONENT OF A THRIVING DOWNTOWN

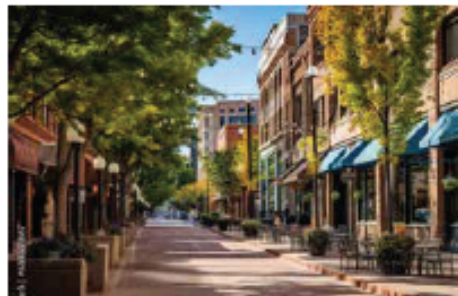


- High to Medium Density Housing prioritized to:
 - Bring more residents within walking distance of shops, dining, and services
 - Provide a built-in customer base to support existing and future commercial uses
 - Create consistent activity and energy, enhancing safety and vibrancy
- Benefits of Living Downtown:
 - Supports a walkable, mixed-use environment
 - Encourages year-round economic activity
 - Strengthens sense of place and community identity
- Why Not Traditional Single-Family Homes?
 - Lower density = fewer residents to support local businesses
 - Land use pattern incompatible with MU-DT Zoning and adopted Comp. Plan
 - Missed opportunity to maximize proximity, walkability, and mixed-use synergy

PROPOSED HOUSING TYPES:



Townhomes
Multi-story dwelling unit that shares at least one wall with a neighboring home. Each unit is tall and thin and they are attached to other townhomes in a long row.



Mixed Use
Structure where the first floor is retail/commercial and the top floor is residential. This welcomes a pedestrian friendly lifestyle, allowing residents to live, work, and shop without needing a vehicle.



Duplex
A building with two living units within one structure. Each unit will have its own entrance, garage, and yard.



Senior Housing / Courtyard Homes
Small houses arranged into a “pocket neighborhood” clustered around a shared courtyard space to foster a sense community.



Shotgun Homes
Narrow, rectangular houses with rooms arranged in a straight line. Can be one or two stories. Each will have an accessory dwelling unit (ADU) in the backyard to encourage multi-generational households.

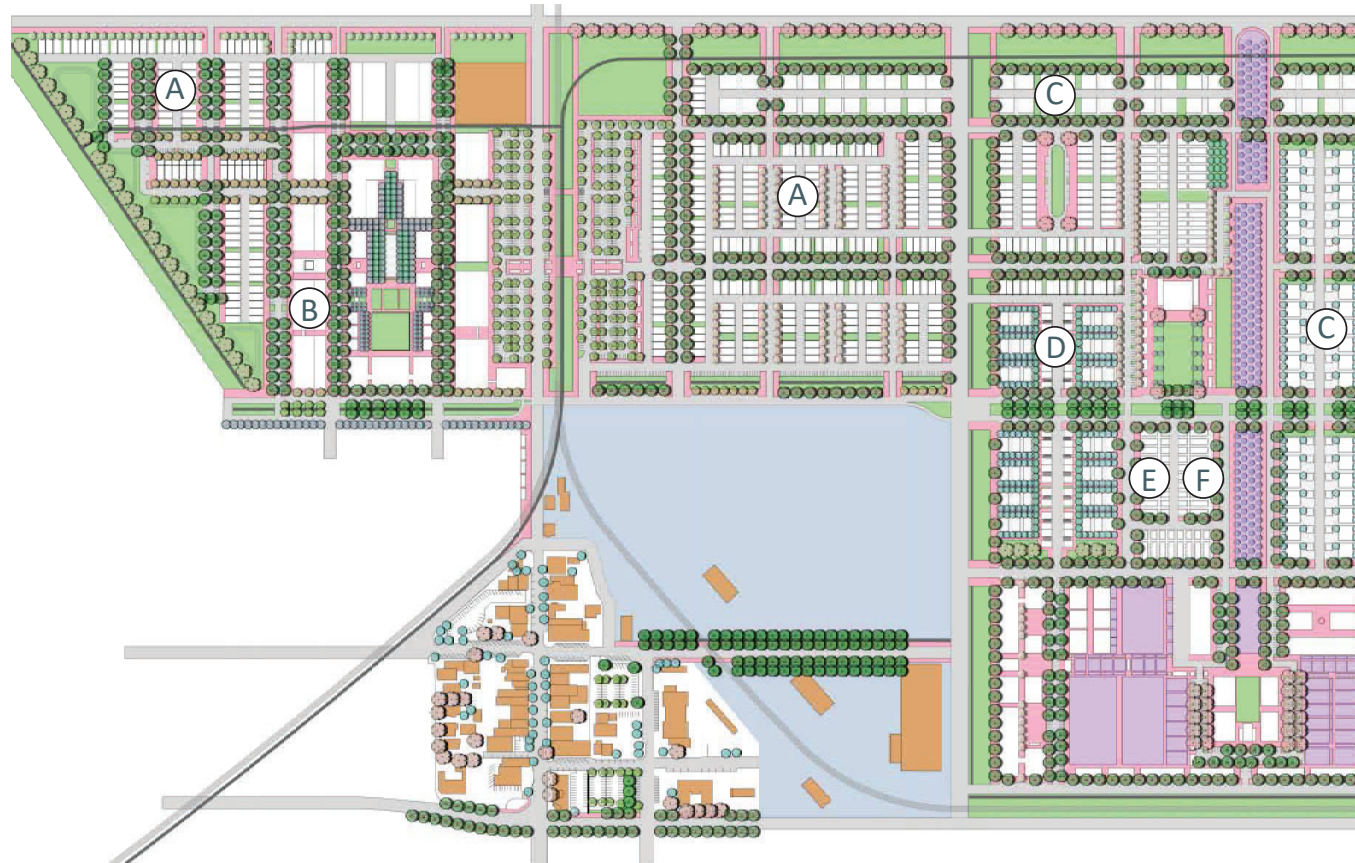
STYLES INCLUDE:

- Colonial Revival
- Dutch Colonial Revival
- Edwardian
- Craftsman
- English Norman Cottage

OVERALL CHARACTERISTICS

- High pitched roofs
- Wood paneling
- Brick
- Porches
- Doric & corinthian columns
- Pediments
- Shutters
- Etc.

HOUSING



VALUES

- **TOWNHOMES** – 375 - 475 UNITS
- **MIXED USE** – 150 - 200 UNITS
- **DUPLEX** – 100 - 150 UNITS
- **SENIOR HOUSING / COURTYARD HOMES** – 30 - 50 UNITS
- **SHOTGUN HOMES** – 40 - 60 UNITS
- **POTENTIAL ADUs** – 40 - 60 UNITS

IMPLEMENTED ITEMS

- Ⓐ Townhomes
- Ⓑ Mixed Use
- Ⓒ Duplex
- Ⓓ Senior Housing / Courtyard Homes
- Ⓔ Shotgun Homes
- Ⓕ Potential ADUs

The market analysis developed at the direction of the town found that the demand for multifamily housing is high in Johnstown. Currently, 80% of the housing in Johnstown is single family. It is important to provide various housing options for residents in a downtown environment.

The Downtown Masterplan incorporates six types of multifamily homes. Our goal is to make walkable neighborhoods, facilitating a sense of community and creating a live, work, play lifestyle.

The Downtown Johnstown Master plans are conceptual and for the Town of Johnstown master planning and visioning purposes only. Final plan drawings will be prepared and submitted by the land owner/developers of the properties respectively known as the Held and Reider Properties. It is the Town's goal to adopt a masterplan in order to ensure privately owned land can develop according to the vision of the community.

DOWNTOWN MASTER PLAN |

How is safety a priority

Crime Prevention Through Environmental Design (CPTED)

- A concept that focuses on designing and planning urban areas in a way that reduces crime and enhances safety.
- The master plan provides strategies to integrate CPTED for areas including Parish Avenue, Held and Reider, the Urban Farm and park blocks (orchard park), and residential.



Thank you

We want to express our heartfelt gratitude to everyone who contributed to making the Downtown Masterplan possible. Thank you to the stakeholder groups, the Citizens of Johnstown, our Downtown Businesses, the Town of Johnstown Councilmembers, and the Town of Johnstown Staff for their invaluable participation and support. We also extend our sincere appreciation to the Kimley-Horn team for their dedication and hard work throughout this process.”

Johnstown Councilmembers

Michael Duncan - Mayor
 Chad Young - Mayor Pro Tem
 Damien Berg - Councilmember
 Jesse Molinar Jr. - Councilmember
 Dee Anne Menzies - Councilmember
 Dianne Morris - Councilmember
 Andrew Paranto - Councilmember

Community Stakeholders

Members of the public
 Downtown businesses
 Johnstown Downtown Development Association
 Weld RE-5J School District
 Johnstown Historical Society
 Johnstown Senior Center
 Thompson Rivers Parks & Recreation District
 Glenn A. Jones M.D. Memorial Library

Kimley-Horn Staff

Richard Flierl - PLA, Director of Urban Design Practice
 Alexis Cross - Production Manager
 Elizabeth Zimmerman - Public Outreach
 Ian Geddes - Graphic Designer
 Candyce Burnett - Land Planner
 Aaron Hull - Public Outreach and Land Planning
 Tate Larsen - 3-D Modeling

Johnstown Staff

Sarah Crosthwaite - Economic Development Director
 Jeremy Gleim - Planning Director
 Matt LeCerf - Town Manager
 Meghan Martinez - Town Clerk
 Jeff Strossner - Chief of Police

Johnstown Downtown Masterplan August 2025

Town of Johnstown

Town of Johnstown
 450 South Parish Avenue
 Johnstown, CO 80534
 970.587.4664
www.johnstownco.gov

Kimley-Horn

Richard Flierl, Principal
 6200 S Syracuse Way, Suite
 300
 Greenwood Village, CO 80111
 303.481.0448
www.kimley-horn.com



450 S. Parish Avenue
Johnstown, CO 80534
970-587-4664
JohnstownCO.gov

Town Council Agenda Communication

Agenda Date: August 18, 2025

Subject: Agreement between the Town of Johnstown and the Johnstown Downtown Development Association

Attachments: 1. JDDA TOJ Agreement with Exhibit A

Presented by: Sarah Crosthwaite, Economic Development Manager

Agenda Item Description:

Enclosed for your review and consideration is the Agreement Concerning Economic Development Between the Town of Johnstown and the JDDA. This updated agreement incorporates changes requested by the JDDA Executive Board and is designed to improve the reporting of key information and strategies, ensuring Town Council and staff are well informed on the organization's operations. Below is a summary of the proposed edits to the new agreement compared to the version approved by Town Council on May 16, 2022. All other items in the agreement remain the same.

Summary of Changes:

- **Ongoing Partnership** – The JDDA will continue to maintain a proactive partnership with the Town to promote and enhance the vibrancy and economic resiliency of downtown. Including the goals outlined in the Town's adopted Strategic Plan as it relates to the downtown.
- **Annual Contribution Requests** – Clarified the process for the JDDA Executive Board to request its annual contribution through the Town Manager, with final funding amounts determined solely by Town Council.
- **Reporting Schedule** – Changed from quarterly reporting to a structured bi-annual report that includes both financial statements and a statement of activity.
- **Report Format** – The bi-annual report form will be included as *Exhibit A* in the agreement and may be updated administratively as needed.
- **Presentations to Council** – The JDDA will continue to provide an oral presentation to Town Council annually, with the option for Council or staff to request additional presentations if needed.

Town staff worked closely with the JDDA to ensure this agreement establishes clear procedures for consistent, relevant, and transparent reporting. These changes will help Town Council and staff better understand the JDDA's operations, the use of Town funds, and the overall health of the organization.

Strategic Plan Alignment:

Healthy & Resilient Economy

- Cultivate local and regional partnerships that ensure the long term success and growth of Northern Colorado

Legal Advice:

The Town Attorney drafted and reviewed the agreement as presented.

Financial Advice:

Funds have been appropriated for FY 2025 within the Town Council budget.

Recommended Action:

Approve the agreement between the Town of Johnstown and the Johnstown Downtown Development Association as presented.

Suggested Motions:

I move to approve the agreement between the Town of Johnstown and the Johnstown Downtown Development Association as presented.

Reviewed and Approved for Presentation



Town Manager

**AGREEMENT CONCERNING ECONOMIC DEVELOPMENT
BETWEEN THE TOWN OF JOHNSTOWN AND THE
JOHNSTOWN DOWNTOWN DEVELOPMENT ASSOCIATION**

This Agreement Concerning Economic Development (“Agreement”) is entered into this ____ day of ____, 2025 (“Effective Date”), by and between the Town of Johnstown, a Colorado home rule municipal corporation (“Town”), and the Johnstown Downtown Development Association, a Colorado non-profit corporation (“JDDA”) (each individually a “Party” and collectively the “Parties”).

RECITALS

WHEREAS, the JDDA is a volunteer-based, non-profit organization composed of representatives from the Town’s downtown businesses and organizations; and

WHEREAS, the JDDA desires to revitalize the Town’s downtown and position the downtown area as the focal point of the Town by, among other avenues, showcasing the downtown’s unique architectural and historical characteristics, encouraging downtown businesses to market cooperatively and supporting and establishing new and existing downtown public events; and

WHEREAS, to further its stated goals and promote economic vitality, the JDDA has requested that the Town provide financial support; and

WHEREAS, the Town Council budgeted and appropriated funds that may be used for economic development in the Town’s 2025 budget and anticipates budgeting and appropriating such funds in subsequent budgets; and

WHEREAS, the Town Council desires to use a portion of economic development funds to support the JDDA and, assuming funds are budgeted and appropriated in future years and based on the conditions set forth in this Agreement, desires to continue supporting the JDDA; and

WHEREAS, the Town Council finds, determines and declares that supporting the JDDA will promote the public interest, protect and preserve economic development and sustainability and provide substantial public benefits; and

WHEREAS, the Town Council further finds, determines and declares that supporting the JDDA will provide a public benefit and further a public purpose within the meaning of Article 11, Section 2 of the Colorado Constitution; and

WHEREAS, to effectuate the foregoing, the Parties desire to enter into this Agreement.

AGREEMENT

NOW, THEREFORE, in consideration of the mutual promises set forth in this Agreement and other good and valuable consideration, the receipt and sufficiency of which is acknowledged by the Parties, the Parties agree as follows:

1. Recitals. The Recitals are incorporated into this Agreement as if fully set forth herein.

2. Services; JDDA Board. The JDDA agrees to serve as proactive partner with the Town to maintain, promote, and enhance the vibrancy and economic resiliency of the downtown corridor. In doing so, the JDDA will support the long-term vision for a thriving, inclusive, and active downtown district that contributes to the overall vitality of the Town. Specifically, the JDDA hereby agrees to: (i) implement and support the goals and strategies outlined in the Town's adopted Downtown Master Plan to strengthen and revitalize the historic downtown; (ii) lead and support initiatives that position the downtown as a cultural, social, and economic focal point of the community; (iii) plan, promote, and manage events and programming that encourage public participation and drive foot traffic to the downtown area; and (iv) collaborate with the Town on programs, projects, and marketing efforts that enhance downtown's identity and economic opportunities. ("Services"). These Services will be carried out with the intent to foster a sense of place, encourage investment, and support small businesses. The JDDA further agrees that the composition of JDDA's executive board will include a Town representative to act as a member of the board without voting rights.

3. Financial Support. In consideration of the Services, the Town agrees to provide financial support to the JDDA. If funds are requested by the JDDA, on or before July 31 of each calendar year that this Agreement is in effect, the JDDA shall provide a written funding request to the Town Manager outlining the amount of funding requested for the following fiscal year along with a proposed budget for the following fiscal year. The Town Council will then determine, at its sole discretion, the annual amount appropriated to support the JDDA as part of the Town's annual budgeting process.

4. Reporting and Funding Request Requirements. To receive financial support from the Town, the JDDA agrees to satisfy the following requirements:

a. Bi-Annual Reports. The JDDA agrees to complete and submit a Bi-Annual Report, in the form attached hereto as Exhibit A, which form may be revised from time to time by the Town Manager, to the Town twice per calendar year. The report shall include relevant financial, operational, and programmatic information, including reporting on activities, events, expenditures, and progress toward strategic goals. The Bi-Annual Report shall be submitted according to the deadlines outlined below:

1. Report 1 Q1 & Q2 (January – June): Due no later than August 31.
2. Report 2 Q3 & Q4 (July - December): Due no later than February 1 of the following year.

b. Annual Presentation to the Town Council. The JDDA shall provide an annual oral presentation to the Town Council each September, following submission of the first Bi-Annual Report and funding request, to summarize activities, outcomes, and funding needs in support of budget discussions. The JDDA shall also be available to present to the Town Council upon request at additional times throughout the year.

5. Term and Termination. The term of this Agreement shall commence on the Effective Date and continue until terminated as provided herein. Either Party may terminate this Agreement, with or without cause, by providing the other Party with fifteen (15) days written notice.

6. Notice. All notices permitted or required under this Agreement shall be given to the respective Party at the following address, or at such other address as the respective Party may provide in writing for this purpose:

JDDA

The Johnstown Downtown Development Association

Attn: President

39 S Parish Ave., Suite 120

Johnstown, CO 80534

Email: johnstowndda@gmail.com

TOWN OF JOHNSTOWN

Town of Johnstown

Attn: Town Manager

P.O. Box 609

Johnstown, CO 80534

Email: mlecerf@johnstownco.gov; notices@johnstownco.gov

Such notice shall be deemed given when personally delivered or when mailed, forty-eight (48) hours after deposit in the U.S. Mail, first class postage prepaid and addressed to the Party at its applicable address. Actual notice shall be deemed adequate notice on the date actual notice occurred, regardless of the method of service. In the alternative, notice may be provided by electronic mail communication on the condition that the recipient acknowledges receipt of the electronic mail

7. Non-Appropriation. Pursuant to Section 29-1-110, C.R.S., as amended, financial obligations of the Town payable as set forth herein, after the current fiscal year, are contingent upon funds for that purpose being budgeted, appropriated and otherwise made available. This Agreement shall be terminated effective January 1 of the first fiscal year for which funds are not appropriated.

8. Amendments. Any alternations, variations, modifications or waivers of provisions of the Agreement, unless specifically authorized in this Agreement, shall be valid only when reduced to writing and duly signed and approved by authorized representatives of both Parties.

9. Entire Agreement. This Agreement constitutes the entire agreement between the Parties with respect to the subject matter hereof, and supersedes all prior or contemporaneous negotiations, understandings or agreements, whether written or oral.

10. Waiver. No waiver of any term, condition or default of this Agreement shall be deemed a continuing waiver of the same or other term, condition or default.

11. Assignment. The JDDA shall not assign or transfer its interest in this Agreement or any part thereof without the prior written consent of the Town. Any such assignment shall, in the discretion of the Town, immediately void this Agreement.

12. No Third-Party Beneficiaries; Responsibility for Services. There are no intended third-party beneficiaries of any right or obligation assumed by the Parties under this Agreement. The Parties understand, recognize and agree that the JDDA assumes full responsibility for its acts and omissions and for the performance of the Services and that the Town is no way responsible or liable for the acts or omissions of the JDDA.

13. Authority to Execute Agreement. The Town and JDDA each warrant that the individual signing this Agreement on its respective behalf has the legal power, right and authority to enter into this Agreement so as to bind the respective Party for whom they sign to the terms of this Agreement.

14. No Presumption. Each Party acknowledges that it has carefully read and reviewed the terms of this Agreement. Each Party acknowledges that the entry into and execution of this Agreement is of its own free and voluntary act and deed, without compulsion. Each Party acknowledges that it has obtained, or has had the opportunity to obtain, the advice of legal counsel of its own choosing in connection with the negotiation and execution of this Agreement and with respect to all matters set forth herein. The Parties agree that this Agreement reflects the joint drafting efforts of all Parties and in the event of any dispute, disagreement or controversy arising from this agreement, the Parties shall be considered joint authors and no provision shall be interpreted against any Party because of authorship.

15. Headings. The headings used herein are for convenience purposes only and shall not limit the meaning of the language contained herein.

EXHIBIT A
[TO BE INSERTED]



450 S. Parish Avenue
Johnstown, CO 80534
970.587.4664
JohnstownCO.gov

EXHIBIT A

Johnstown Downtown Development Association Bi-Annual Report Form

Instructions:

This form must be completed and submitted to the Town by the deadlines listed below. Reports should reflect activities funded or supported during the reporting period and must be submitted with any required supporting documentation.

Reporting Period:

☐ **Bi-Annual Report 1 – Due August 31**

Reporting Period: January 1 – June 30

☐ **Bi-Annual Report 2 – Due February 1**

Reporting Period: July 1 – December 31

Dashboard Summary:

Metric	Reported Value
Total Events Hosted	
Total Estimated Attendance (<i>i.e. participants</i>)	
Businesses Engaged (<i>i.e. vendors, sponsors, members</i>)	
New Members Added	
Total Town Reimbursement Requested	\$

One measurable outcome JDDA is most proud of this period:

SECTION 1 | ORGANIZATIONAL HEALTH

Membership

Annual membership goal: Current active members: % of goal achieved:

Membership changes since last report: ☐ Increase ☐ Decrease ☐ No Change

☐ *Please attach a list of current members*

Board Composition

Total board seats: Current filled seats: Any open seats? ☐ Yes ☐ No

Please describe any board changes this period (appointments/resignations):

The Community that Cares

Financial Records

Please include the following financial records:

☐ Financial Statement ☐ Statement of Activity

SECTION 2 | COMMITTEE ACTIVITIES

Welcome Committee: *Focuses on member attraction.*

Number of new members welcomed:

Brief description of onboarding activities:

Membership Committee: *Focuses on member retention.*

Outreach efforts (calls, emails, etc.):

Partnerships explored or developed:

Summary of any membership drives or promotions:

SECTION 3 | MARKETING & VISIBILITY

Social Media Metrics

Total posts: Net follower growth: Engagement rate (%):

Top-performing post or campaign:

Website Metrics

Unique visitors: Page views: Most visited page:

Notable changes, updates, or trends:

SECTION 4 | EVENT SUMMARY

Please complete per event held during the reporting period.

Event Name	Event Type	Date	Estimated Attendance	Vendor Participation	Event Volunteers	Event Cost	Event Income	Sponsors
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450 S. Parish Avenue
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970-587-4664
JohnstownCO.gov

Town Council Agenda Communication

Agenda Date: August 18, 2025

Subject: Award Contract for Town of Johnstown Public Art Master Plan

Attachments:

1. Public Art Master Plan 2025 RFP
2. Public Art Master Plan Addendum
3. Professional Services Agreement - Public Art Master Plan 2025
4. ThereSquared LLC _ Johnstown Public Art Master Plan Consulting Proposal

Presented by: Mitzi McCoy, Deputy Town Manager

Agenda Item Description:

In 2023, the Town of Johnstown created the Arts and Cultural Fund to support art and cultural initiatives within the community. This fund receives forty percent (40%) of the revenues collected from the Library and Cultural Facilities Development Fee and supports a range of purposes, including the acquisition, exhibition and maintenance of public art; hosting of art exhibitions; supporting arts education; preservation of historical and cultural heritage; and supporting cultural events, projects and programs.

As part of the 2025 budget, funding was allocated for the creation of a Public Art Master Plan to guide the Town in pursuing its strategic goal in a deliberate and coordinated manner. This plan will serve as a comprehensive roadmap for the establishment of the policies for the Arts and Culture Committee, the planning and placement of public art installations, and the ongoing maintenance of those installations. It will also integrate with the Town's other Master Plans to ensure consistency, compatibility and a unified vision.

In July, 2025, the Town issued a Request for Proposal (RFP) for the development of a Public Art Master Plan and received nine (9) submissions:

- 23.4 Degrees - \$65,800
- Berry Dunn - \$45,635
- Designing Local - \$65,000
- Flora Strategies- \$44,200
- Monochronicle - \$52,000
- Nine dot Arts - \$75,000
- ThereSquared LLC - \$56,335
- Tribe Development - \$67,500
- Via Partnership - \$101,250

Proposals were evaluated based on demonstrated experience in public art planning and the qualifications of the project team, the quality of the proposed approach and methodology, experience in facilitating inclusive community engagement, and the proposed budget and schedule.

After careful review and consideration, staff recommends awarding the contract for the Public Arts Master Plan to ThereSquared LLC, a small, local firm with extensive experience in the development of Art Master Plans. Their qualifications, methodology, and familiarity with local context, make them well suited to lead this important initiative.

If approved, work is expected to begin on Phase 1 in September.

Strategic Plan Alignment:

Safe & Welcoming Community

- Create arts and culture opportunities that connect the community

Legal Advice:

The Town Attorney prepared the agreement.

Financial Advice:

Funding has been included in the 2025 Budget.

Recommended Action:

Staff recommends approving awarding the contract for the Public Art Master Plan to ThereSquared LLC.

Suggested Motions:

For Approval: I move to approve awarding the contract for the Public Art Master Plan to ThereSquared LLC for an amount not to exceed \$56,335.

For Denial: I move to deny the awarding the contract for the Public Art Master Plan to ThereSquared LLC.

Reviewed and Approved for Presentation



Town Manager



REQUEST FOR PROPOSALS

Public Art Master Plan

ISSUED:

June 20, 2025

DEADLINE FOR PROPOSALS:

July 23, 2025

5:00 P.M. Local Time



GENERAL INFORMATION

The Town of Johnstown (the “Town”) is seeking proposals from qualified firms or individuals to develop a comprehensive Public Art Master Plan that reflects our community’s values and history, fosters creative expression, enhances public spaces, and provides a strategic framework for future investments in public art.

This Public Art Master Plan will guide the development, integration, and management of public art in the Town for the next 10 years, serving as a roadmap to enrich community identity, economic vitality, and cultural expression.

ABOUT THE TOWN – KEY HIGHLIGHTS

The Town, incorporated in 1907, is situated in both Weld and Larimer Counties. The Town provides the following services: public safety, municipal court, code enforcement, public works, planning and zoning, building services, general government services, water, sewer, and storm water utilities, as well as cemetery, open space and parks management.

Median Home Value:	\$521,208
Homeownership Rate:	74.9%
Single Family Homes/Townhomes (units)	6,699
Condominiums/Apartments (units)	1,113

DEMOGRAPHICS

- Population: 20,519
 - Population By Race:
 - White 80.67%
 - Two or more races 11.45%
 - Some other race 5.86%
 - Asian .85%
 - American Indian .71%
 - Black or African American .46%
- Growth Rate: 18.42% (since the 2020 census)
- Median Age: 37.2
- Median Household Income: \$123,790
- Per Capita Income: \$47,013
- Educational attainment
 - High School Graduate: 97.1%
 - Bachelor's Degree or Higher: 43.2%
- Labor Force Participation: 79.3%
- Employment Rate: 75.3%
 - Employment by age:

Age	Labor Force Participation
16-19	64.9%
20-24	92.5%
25-29	92.6%
30-34	97.0%
35-44	93.7%
45-54	82.4%
55-59	94.3%
60-64	65.3%
65-74	38.3%
75+	1.3%

- Unemployment Rate: 4.2%

BACKGROUND AND SCOPE OF WORK

The selected consultant/team will be responsible for:

1. Assessment of Existing Public Art and Cultural Assets

- a. Analyze and assess existing public art installations and cultural assets.
- b. Analyze relevant zoning, infrastructure, and community development policies.

2. Community Outreach and Engagement

- a. Conduct inclusive outreach to stakeholders, including but not limited to residents, local businesses, non-profit leaders, artists, Town Council and Town commissions.
- b. Facilitate community meetings, workshops, surveys, and/or charrettes.

3. Plan Development

- a. Establish a clear vision for public art within the Town including core values, guiding principles, specific goals and long-term objectives, and cultural identity.
- b. Recommend locations, themes, and potential projects for public art.
- c. Draft policies and guidelines to support design approval, artist selection, installation, maintenance, and decommissioning of public art.
- d. Propose policies for public-private partnerships, temporary artworks, and artist opportunities.

4. Site Identification and Recommendations

- a. Identification of potential sites for new public art installation or a recommendation of revamped installation at current public art locations.

5. Funding Strategy and Partnership Opportunities

- a. Develop a funding strategy that includes public, private, and grant based funding opportunities.
- b. Identify potential partnerships with local businesses, art organizations, and other stakeholders to support the implementation of the Public Art Master Plan

6. Implementation Plan and Timeline

- a. Provide a phased implementation plan that includes short-term, medium-term, and long-term projects.
- b. Outline a realistic timeline, estimated costs, and key performance indicators to measure success.

7. Deliverables

- a. Draft Public Art Master Plan (with executive summary, maps, and visuals)
- b. Final Public Art Master Plan (print-ready and accessible digital version)
- c. Presentation to Town Council – both at the draft and final plan stages.

PROPOSAL REQUIREMENTS

Qualified Applicants are required to submit an ADA accessible proposal no longer than 30 pages that includes the following:

- **Cover Letter**
 - A cover letter summarizing the firm or individual's interest, experience, and commitment to the Town of Johnstown Public Art Master Plan.
- **Qualifications and Experience**
 - An overview of the firm or individual experience in public art planning, community engagement and art management.
 - Resumes of key team members and their roles in the project.
 - Examples of similar projects completed or ongoing in comparable towns.
- **Work Plan and Project Timeline**
 - A timeline for the project, with phases clearly identified from planning through completion.
- **Budget Proposal**
 - A proposed budget, broken down by major task areas, showing the allocation of hours and costs associated with each task.
- **References**
 - At least three professional references from previous clients, preferably from municipalities or other governmental agencies.

SELECTION CRITERIA

Evaluation of proposals will be done in accordance with the criteria and procedure defined herein. The following parameters will be used to evaluate the submittals (with weighted values): The rating scale shall be from 1 to 5 with 1 being a poor rating, 3 being an average rating, and 5 being an outstanding rating.

- Demonstrated experience in public art planning and qualifications of project team (30%)
- Quality of proposed approach and methodology (30%)
- Experience facilitating inclusive community engagement (20%)
- Proposed budget and schedule (20%)

REVIEW OF PROPOSALS

The Town reserves the right to retain all proposals submitted and use any idea in a proposal regardless of whether that proposal is selected.

During the evaluation process the Town reserves the right, where it may serve the Town's best interest, to request additional information or clarifications from the firms, or to allow corrections of errors or omissions.

During the evaluation process, the Town may, at its discretion, request that eligible firms make oral presentations. Such presentations will provide firms with an opportunity to answer any questions the Town may have about a firm's proposal. Not all firms may be asked to make such oral presentations.

SUBMISSION REQUIREMENTS

Proposals may be submitted in a single PDF file no larger than 30 MB and emailed to mmccoy@johnstownco.gov. If electing to submit hard copy proposals instead, deliver seven (7) hard copies and one (1) digital copy to the Town of Johnstown, Attn: Deputy Town Manager, 450 S. Parish, Johnstown, Colorado 80534, or mail to P.O. Box 609, Johnstown, CO 80534. Please allow additional time if mailing proposals to the P.O. Box.

If necessary, interpretation of, or changes to, this RFP will be made by written addendum. All questions must be submitted in writing via email to Mitzi McCoy at mmccoy@johnstownco.gov no later than 3:00 P.M. local time, Monday, July 7, 2025. Questions received after this deadline will not be answered. Answers to questions submitted on time will be released as an addendum to the original RFP by July 11, 2025.

ANTICIPATED TIMELINE

RFP Released:	June 20, 2025
Deadline for Written Questions:	July 7, 2025
Town Response to Questions:	July 11, 2025
Proposals Due:	July 23, 2025
Interviews (if needed):	Week of August 4, 2025
Award	August 18, 2025 (anticipated)

The Town reserves the right to adjust the timeline as necessary.

ADDITIONAL INFORMATION

Submission of a proposal indicates acceptance by the firm of the conditions contained in this request for proposal unless clearly and specifically noted in the proposal submitted and confirmed in the contract between the Town of Johnstown and the firm selected.

The Town reserves the right to reject any or all proposals, waive informalities, and negotiate with top-ranked firms. All costs incurred in the preparation of a proposal are the responsibility of the proposer.

The selected firm/individual will be required to enter into a formal agreement/contract with the Town.

Town of Johnstown
Public Arts Master Plan – Addendum #1

To provide clear and efficient information, we have combined responses to similar or overlapping questions. This approach helps avoid duplication and offers a more streamlined overview of the Town's goals and expectations for the Public Art Master Plan.

General Questions:

1. What led the Town to choose to create a public art master plan at this time?

In 2023, the Town adopted Ordinance No. 2023-256 creating an Art and Cultural Fund. The fund receives forty percent (40%) of the Library and Cultural Facilities Development Fee collected by the Town. With this dedicated funding now in place, the Town has both the opportunity and the intention to invest in a program that enhances the community through public art.

2. Can you share more about the Town's desired vision for public art and its connection to Johnstown's cultural identity or history?

The Town of Johnstown envisions public art as a meaningful expression of community identity - one that honors the Town's rich heritage while embracing its future growth. Our desired vision for public art is rooted in storytelling, with the goal of reflecting Johnstown's agricultural roots, historical milestones, and the shared values of its residents, such as resilience, connection, and pride of place.

We see public art as an opportunity to activate public spaces, strengthen community character, and create engaging, welcoming environments. Whether through murals, sculpture, or functional art elements, we aim for each installation to be intentional, place-based, and reflective of the people and narratives that make Johnstown unique. Ultimately, our approach to public art supports broader community goals, such as enhancing quality of life, supporting a vibrant downtown, and celebrating Johnstown's evolving cultural identity in an authentic and inclusive way.

3. Are there other current or upcoming planning efforts—such as the Downtown Master Plan or parks, mobility, economic development, or wayfinding—that the Public Art Master Plan should align with?

Yes, the Public Art Master Plan should be developed in alignment with several current and upcoming planning efforts to ensure a cohesive and strategic approach to community development and placemaking. Notably, the Town is in the process of working on a Downtown Master Plan, which will focus on shaping the future vision and development of Downtown Johnstown. Public art is anticipated to play an important role in that effort.

In addition, the Town continues to make progress in areas such as parks and open space planning, mobility and connectivity improvements, and economic development initiatives. Each of these efforts shares overlapping goals with public art, including creating inviting public spaces, enhancing walkability, supporting local business vitality, and fostering community pride.

Aligning the Public Art Master Plan with these other initiatives will maximize impact, ensuring consistency in design and messaging, and building momentum across departments and projects.

4. Is there a page limit for our proposal response?

Qualified Applicants are required to submit an ADA accessible proposal no longer than 30 pages.

5. Is there a preference for a local consultant?

Our primary focus is on selecting a consultant whose experience, approach, and creative vision align with the Town's objectives for the project. Whether local or not, we welcome proposals that demonstrate a commitment to community engagement, collaboration with Town staff, and a thoughtful approach to integrating public art within the broader context of Johnstown's identity and future.

6. If there is a current program, are there specific issues or opportunities the public art master plan should address, in addition to what's listed in the RFP?

The Town does not have a current program, so this is a new and exciting step for our community.

Community Outreach:

7. Are there specific expectations around the number or type of community engagement activities (e.g., public meetings, focus groups, charrettes, surveys)?

We place a high value on meaningful community engagement and expect the Public Art Master Plan to reflect the voices of residents, business owners, and other key stakeholders. While we do not have a set number or type of required engagement activities, we are looking for a consultant to propose a thoughtful and well-rounded approach that balances broad outreach with deeper, focused input.

We want engagement that goes beyond checking a box and instead helps build community buy-in and ensure that the Public Art Master Plan is rooted in shared values and local context.

8. What is the cadence of meetings with project stakeholders, and can these meetings be conducted virtually?

The cadence of meetings should be established collaboratively at the start of the project, based on key milestones and project phases. Generally, we anticipate monthly check-in meetings with Town staff, along with additional meetings at key points such as project kick-off, community engagement planning, draft review, and final plan presentation.

It is acceptable to conduct meetings virtually. That said, for certain key moments – such as community engagement events or presentations to the Town Council – in-person participation is required.

Budget: (Questions 9 – 13 are combined)

9. Has a target or maximum consultant budget been established for this project? If so, can it be shared?
10. Do you have a budget or budget range set aside for this project that you can disclose?
11. What is the budget or budget range for this RFP?
12. Is there any guidance for the Public Art Master Plan project budget?
13. Is there a not to exceed budget for this Public Art Master Plan?

The Town has allocated funding for the development of the Public Art Master Plan as part of its approved budget. While we are not disclosing a specific target or not-to-exceed amount in the RFP, proposals should reflect a clear scope of work with a corresponding fee structure that is appropriate, reasonable, and scalable for a municipality of Johnstown's size and needs.

We encourage consultants to outline a budget that aligns with their proposed approach, community engagement strategy, and deliverables – while also demonstrating cost-effectiveness and value. The Town will evaluate proposals based on the overall quality, experience, approach, and cost, with the intent of selecting a consultant that offers the best fit for the goals of the project.

14. What is the current budget for the public art program, if any?

The current approved budget for 2025 is \$150,000.

15. What is the Town's current funding structure for the public art program?

The Public Art Program receives its funding from the Library and Cultural Facilities Development Fee. This fee is collected at the time of permitting for new construction. Over the past 18 months, the Town has collected just over \$560,000 for the Art and Culture Fund. That said, it is important to remember that the revenue for this fund is dependent on continued growth and development in the community, so should that slow or stop – so will funding for this programming.

Timeline: (Questions 16 & 17 are combined)

16. What is the anticipated project schedule or general timeframe the project should be completed within or by?

17. What is your ideal timeline for completing the public art master plan?

The Town of Johnstown anticipates that the Public Art Master Plan will be developed and completed within a 6-to-9-month timeframe from the date of contract execution. Our goal is to see that plan is finalized in a timely manner to help inform other upcoming planning efforts, such as the Downtown Master Plan.

That said, we understand that timelines may vary based on the proposed scope, engagement approach, and consultant capacity. We are open to discussing a

realistic and efficient schedule that ensures both quality outcomes and meaningful community participation. Proposals should include a recommended project timeline with key milestones to help guide this conversation.

Inventory: (Questions 18 – 21 are combined)

18. Will the Town provide a baseline inventory of existing public art, or should we plan to conduct a full inventory and mapping effort as part of the project?
19. What is the size of the Town's existing art collection?
20. Has the art collection been inventoried recently, or will the applicant be tasked with performing an inventory?
21. How many works of art are in the current collection?

At this time, the Town does not have a formal inventory of its existing public art. While there are a small number of public art pieces currently in place, the collection is very limited and has not been recently documented in a centralized or mapped format.

As part of the Public Art Master Plan, we anticipate the selected consultant will help identify and document existing public art to establish a baseline understanding of what's currently in place. This effort can be appropriately scaled to the size of the collection and serve as a foundation for future planning and program development.

Staffing: (Questions 22 – 24 are combined)

22. Does the Town anticipate dedicating internal staffing or creating a public art advisory body to support implementation after the plan is adopted? If not, would you like us to include recommendations for governance and capacity-building within the plan?
23. Does the Town currently have arts and culture programming or staff, or is this RFP intended to establish a new public art program "from a clean sheet of paper"?
24. What is the current staff support and/or board support for a public art program and what are their roles and responsibilities?

The development of the Public Art Master Plan represents an important step toward establishing a more formal and structured public art program for the Town of Johnstown. At present, the Town does not have a dedicated arts and culture staff or a standing public advisory body. This effort is intended to help lay the groundwork for a program that can grow over time, starting from a relatively clean slate.

While internal staff will support the planning process and coordination of the project, we welcome and encourage the inclusion of recommendations for governance, staffing, and capacity building within the final plan. This could include options for advisory bodies, program management models, funding mechanisms, and implementation strategies that are appropriate for a community of Johnstown's size and stage of growth. Your expertise in helping us shape a sustainable and scalable framework will be a valuable part of this planning effort.

**TOWN OF JOHNSTOWN
PROFESSIONAL SERVICES AGREEMENT**

THIS PROFESSIONAL SERVICES AGREEMENT (the “Agreement”) is made and entered into this ____ day of _____ 20__ (the “Effective Date”) by and between the Town of Johnstown, Colorado, a Colorado home-rule municipality (the “Town”) and ThereSquared LLC a ____Colorado____ (“Consultant”) (collectively, the “Parties”).

RECITALS

WHEREAS, the Town desires to engage the services of Consultant and Consultant desires to provide those services more fully described on Exhibit A, attached hereto and incorporated herein by reference (“Services”), to the Town; and

WHEREAS, the Parties wish to memorialize their contractual relationship.

AGREEMENT

NOW, THEREFORE, incorporating the foregoing Recitals herein and in consideration of the mutual promises, agreements, undertakings and covenants set forth herein and for other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the Parties hereby mutually agree as follows:

SECTION 1: PARTIES

1.01 Town. The Town is a home-rule municipality located in Johnstown, Colorado.

1.02 Consultant. Consultant is a private, independent business entity who will exercise discretion and judgment of an independent Consultant in the performance and exercise of its rights and obligations under this Agreement.

SECTION 2: SERVICES, COMPENSATION AND TERM

2.01 Services. Consultant agrees to perform the Services for the Town.

2.02 Compensation. In consideration of Consultant’s performance of the Services contemplated herein, the Town agrees to pay Consultant the compensation set forth on Exhibit A. Consultant shall submit detailed invoices reflecting the portion of the Services completed to the date of the invoice. The Town shall provide payment for Services to Consultant within thirty (30) days of receipt of the invoice. In its discretion, the Town may withhold payment for disputed portions of invoices on the condition that the Town provides written notice to Consultant of the dispute. Upon delivery of notice, the Town and Consultant shall promptly endeavor to resolve such dispute.

2.03 Expenses: Consultant shall not incur any expense or debt on behalf of the Town without the Town’s prior written authorization.

2.04 Term. Unless otherwise terminated in accordance with Section 5, the term of this Agreement shall be from the Effective Date through the FY 2028 audit, and shall not extend beyond that date absent the written approval of the Town.

SECTION 3: OPERATIONS

3.01 Consultant Status. Consultant avers that it has the background, expertise and education to provide the Services. Consultant shall be responsible for the proper performance of the Services in accordance with the terms hereof. Consultant shall obtain the necessary permits, if any, and maintain all required licenses, including but not limited to a Town business license.

3.02 Schedule. Unless otherwise set forth in Exhibit A, Consultant shall provide the Services in accordance with the timeline requested by the Town

SECTION 4: INSURANCE AND INDEMNITY PROVISIONS

4.01 Insurance.

A. Consultant understands and agrees that Consultant shall have no right of coverage under any existing or future Town comprehensive or personal injury liability insurance policies. As a material term of this Agreement, Consultant agrees to maintain and keep in force during the term of this Agreement one or more policies of insurance written by one or more responsible insurance carrier(s) authorized to do business in the State of Colorado in the following amounts:

1. Workers' compensation insurance as required by law;
2. Commercial general or business liability insurance with minimum combined single limits of ONE MILLION DOLLARS (\$1,000,000.00) each occurrence and TWO MILLION DOLLARS (\$2,000,000.00) general aggregate;
3. Automobile liability insurance with minimum combined single limits for bodily injury and property damage of not less than ONE MILLION DOLLARS (\$1,000,000) for any one occurrence, with respect to each of Consultant's owned, hired or non-owned vehicles assigned to or used in performance of the Services. In the event that Consultant's insurance does not cover non-owned automobiles, the requirements of this paragraph shall be met by each employee of Consultant who utilizes an automobile in providing services to Town under this Agreement; and
4. Professional liability insurance with minimum limits of ONE MILLION DOLLARS (\$1,000,000.00) each claim and TWO MILLION DOLLARS (\$2,000,000.00) general aggregate.

B. Consultant shall procure and maintain the minimum insurance coverages listed herein. All coverages shall be continuously maintained to cover all liability,

claims, demands and other obligations assumed by Consultant pursuant to this Agreement. In the case of any claims-made policy, the necessary retroactive dates and extended reporting periods shall be procured to maintain such continuous coverage. The Town shall have the right to request and receive a certified copy of any policy and any endorsement thereto. Except for workers compensation insurance, the Town shall be listed as an additional insured party on Consultant's insurance policies.

C. A certificate of insurance shall be completed by Consultant's insurance agent(s) as evidence that policies providing the required coverages, conditions and minimum limits are in full force and effect, and, upon request by the Town, shall be subject to review and approval by the Town. The certificate shall identify this Agreement and shall provide that the coverages afforded under the policies shall not be canceled, terminated or materially changed until at least thirty (30) days prior written notice has been given to Town. If the words "endeavor to" appear in the portion of the certificate addressing cancellation, those words shall be stricken from the certificate by the agent(s) completing the certificate. The completed certificate of insurance shall be provided to the Town.

4.02 Damage and Indemnity. Consultant assumes full responsibility for any and all damages caused by Consultant's exercise of its activities, or failures to act, under this Agreement. Consultant agrees that it will at all times protect, defend, indemnify and hold harmless the Town, its elected officials, employees, agents, and their successors and assigns, from and against all liabilities, losses, claims, demands, actions and costs (including reasonable attorneys' fees), arising from or related to loss or damage to property or injury to or death to any persons arising from or resulting in any manner from the actions or failures to act of Consultant or any invitees, guests, agents, employees or contractors of Consultant, whether brought by any of such persons or any other person.

SECTION 5: TERMINATION

5.01 Termination. The Town/The Town or Consultant may terminate this Agreement, with or without cause, by providing thirty (30) days prior written notice to the other Party. Notwithstanding the foregoing, if the Town terminates this Agreement for cause and determines that a notice period is not in the best interests of the Town, the Town may terminate this Agreement by providing written notice to Consultant effective immediately.

SECTION 6: INDEPENDENT CONSULTANT

6.01 Independent Contractor. Consultant understands and agrees that Consultant is an independent contractor and not an employee of the Town. The Town shall not provide benefits of any kind to Consultant. The Town shall not be responsible for withholding any portion of Consultant's compensation for the payment of Federal Insurance Contributions Act (FICA) tax, workers' compensation, or other taxes or benefits. CONSULTANT IS NOT ENTITLED TO UNEMPLOYMENT COMPENSATION COVERAGE FROM THE TOWN. CONSULTANT IS OBLIGATED TO PAY FEDERAL AND STATE INCOME TAX ON MONEYS PAID PURSUANT TO THIS AGREEMENT. As long as there is not a conflict of interest with the Town, Consultant may engage in any other lawful business activities during the term of this

Agreement.

SECTION 7: NOTICE

7.01 Notices. All notices required under this Agreement shall be in writing and shall be: 1) hand-delivered; 2) sent by registered or certified mail, return receipt requested, postage prepaid, to the addresses of the Parties herein set forth; or 3) sent by electronic mail (“email”) return receipt or written acknowledgment requested and received. All notices by hand-delivery shall be effective upon receipt. All notices by mail shall be considered effective seventy-two (72) hours after deposit in the United States mail with the proper address as set forth below. All notices by email shall be effective upon delivery, on the condition that the intended recipient acknowledges receipt thereof. Either party, by notice to be given, may change the address to which future notices shall be sent.

TO THE TOWN:

Town of Johnstown
Attn: Mitzi McCoy
450 S. Parish Avenue
P.O. Box 609
Johnstown, CO 80534
Email: mmccoy@johnstownco.gov

TO CONSULTANT:

Kendall Peterson
Owner, ThereSquared LLC
7817 E 22nd Place
Denver, CO 80238
Email: kendall@theresquareddenver.com

SECTION 8: MISCELLANEOUS

8.01 Time. Time is of the essence of this Agreement and of each covenant hereof.

8.02 Non-Appropriation of Funds. Pursuant to Section 29-1-110, C.R.S., as amended, financial obligations of the Town payable as set forth herein, after the current fiscal year, are contingent upon funds for that purpose being budgeted, appropriated and otherwise made available. This Agreement shall be terminated effective January 1 of the first fiscal year for which funds are not budgeted and appropriated.

8.03 Laws and Regulations. In the conduct of the Services, Consultant shall comply with all applicable laws, rules and regulations, and the directives or instructions issued by the Town or its designated representatives.

8.04 Technology Accessibility. Consultant shall comply with WCAG 2.1 Level AA compliance and agrees that its digital services and electronic documents shall meet those requirements.

8.05 Assignment; Third Party Rights. Consultant may not assign, delegate or subcontract any part of its rights, duties or obligations under this Agreement. The Parties do not intend to confer any benefit hereunder on any person or entity other than the Parties hereto.

8.06 Amendment. This Agreement may not be amended or modified except by a subsequent written instrument signed by the Parties. Course of performance, no matter how long, shall not constitute an amendment to this Agreement.

8.07 Severability. If any part, term or provision of this Agreement is declared unlawful or unenforceable, the remainder of this Agreement shall remain in full force and effect, except that, in the event any state or federal governmental agency or court determines that the relationship between the Town and Consultant is one of employment rather than independent Consultant, this Agreement shall become null and void in its entirety.

8.08 Waiver. No consent or waiver, express or implied, by the Town to or of any breach or default by Consultant in the performance by Consultant of its obligations hereunder shall be deemed or construed to be a consent or waiver to or of any other breach or default by the Town. Failure on the part of the Town to complain of any act or failure to act or to declare Consultant in default, irrespective of how long such failure continues, shall not constitute a waiver by the Town of its rights hereunder.

8.09 Governmental Immunity. The Parties agree that the Town is relying on, and does not waive or intend to waive by any provision of the Agreement, the monetary limitations or any other rights, immunities, and protections provided by the Colorado Governmental Immunity Act, §§ 24-10-101 *et seq.*, C.R.S., as amended from time, or otherwise available to the Town, its elected officials, employees or agents.

8.10 Applicable Law and Venue. This Agreement shall be construed according to the laws of the State of Colorado. Venue for any claim, proceeding or action arising out of this Agreement shall be in Weld County, State of Colorado.

8.11 Mediation. In the event of any dispute arising under this Agreement, except in the case of an action for injunctive relief, the Parties shall submit the matter to mediation prior to commencing legal action and shall share equally in the cost of the mediation.

8.12 Costs and Attorney's Fees. If any judicial proceedings may hereafter be brought to enforce any of the provisions of this Agreement, the Town, if the prevailing party, shall be entitled to recover the costs of such proceedings, including reasonable attorney's fees and reasonable expert witness fees.

8.13 Public Official Personal Liability. Nothing herein shall be construed as creating any personal liability on the part of any elected official, employee or agent of the Town.

8.14 No Presumption. Each Party acknowledges that it has carefully read and reviewed the terms of this Agreement. Each Party acknowledges that the entry into and execution of this Agreement is of its own free and voluntary act and deed, without compulsion. Each Party acknowledges that it has obtained, or has had the opportunity to obtain, the advice of

legal counsel of its own choosing in connection with the negotiation and execution of this Agreement and with respect to all matters set forth herein. The Parties agree that this Agreement reflects the joint drafting efforts of all Parties and in the event of any dispute, disagreement or controversy arising from this agreement, the Parties shall be considered joint authors and no provision shall be interpreted against any Party because of authorship.

8.15 Entire Agreement. The provisions of this Agreement represent the entire and integrated agreement between the Town and Consultant and supersede all prior negotiations, representations and agreements, whether written or oral.

8.16 Controlling Document. In the event of a conflict between the provisions in this Agreement and Exhibit A, the provisions in this Agreement shall control.

8.17 Headings. The headings in this Agreement are inserted only for the purpose of convenient reference and in no way define, limit or prescribe the scope or intent of this Agreement or any part thereof.

8.18 Counterparts. This Agreement may be executed in counterparts, each of which shall be an original, but all of which, together, shall constitute one and the same instrument.

8.19 Data Security. If Consultant has access to personal identifying information during the term of this Agreement, Consultant shall, pursuant to Section 24-73-101, *et seq.*, C.R.S., destroy all paper and electronic documents containing such personal identifying information within six months of termination of this Agreement, unless otherwise required by law. During the term of this Agreement, Consultant shall implement and maintain reasonable security procedures that are appropriate to the nature of the personal identifying information disclosed or maintained and that are reasonably designed to help protect the information from unauthorized access, use, modification, disclosure or destruction. If Consultant discovers or is informed of a security breach, Consultant shall give the Town notice in the most expedient time and without unreasonable delay, no later than ten (10) calendar days after it is determined a security breach occurred. Consultant shall cooperate with the Town in the event of a security breach that compromises computerized data, if misuse of personal information about a Colorado resident occurred or is likely to occur. Cooperation includes sharing with the Town information relevant to the security breach.

8.20 Right to Injunction. The Parties hereto acknowledge that the Services to be rendered by Consultant and the rights and privileges granted to the Town under the Agreement are of a special, unique, unusual and extraordinary character which gives them a peculiar value, the loss of which may not be reasonably or adequately compensated by damages in any action at law, and the breach by Consultant of any of the provisions of this Agreement may cause the Town irreparable injury and damage. Consultant agrees that the Town, in addition to other relief at law, shall be entitled to injunctive and other equitable relief in the event of, or to prevent, a breach of any provision of this Agreement by Consultant.

[Remainder of page intentionally left blank.]

EXHIBIT A
SERVICES

TOWN OF JOHNSTOWN PUBLIC ART MASTER PLAN

Consulting Services Proposal



Presented by



ThereSquared LLC
7817 E. 22nd Place
Denver, CO 80238
303-902-1600

kendall.peterson@theresquareddenver.com



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July 23, 2025

Mitzi McCoy, Deputy Town Manager
Town of Johnstown
Via mmccoy@johnstownco.gov

Dear Ms. McCoy and Selection Committee,

On behalf of ThereSquared LLC, in partnership with Stilwell Cultural Consulting, I'm pleased to submit our proposal to develop a Public Art Master Plan for the Town of Johnstown. We are enthusiastic about the opportunity to support Johnstown as it builds a thoughtful, community-rooted vision for the next decade of public art.

Our team brings over 50 years of collective arts experience in public art, cultural planning, and municipal arts leadership. We specialize in creating visionary yet practical plans that reflect local identity, invite community participation and offer clear pathways for implementation. Together, we've successfully partnered on more than a dozen similar projects across the region, and we're excited to bring our combined expertise to this effort.

As Colorado Front Range-based, woman-owned firms, we understand the unique character of towns like Johnstown—communities with deep roots, strong values, and a growing commitment to culture and placemaking. We see this Public Art Master Plan as an opportunity to celebrate Johnstown's heritage while helping to shape a vibrant, inclusive, and enduring public art program that reflects community voices and enhances public spaces.

We would be honored to partner with the Town of Johnstown to establish clear priorities, impactful policies, and a thoughtful framework for the next decade of public art—one that inspires, connects, and sets the stage for long-term success.

Enclosed you'll find our proposal, including team qualifications, a detailed work plan, and examples of relevant past work. Thank you for considering. Should you have any questions, please don't hesitate to reach out.

Warmly,



Kendall Peterson
ThereSquared
303-902-1600
kendall.peterson@theresquaredenver.com



QUALIFICATIONS

ThereSquared LLC

Founded in 2017 by public art powerhouse Kendall Peterson, ThereSquared LLC is a creative consulting firm that specializes in public art, placemaking, and arts and culture planning. With deep expertise in project management, cultural strategy, and creative storytelling, ThereSquared helps communities and clients shape spaces—and experiences—that are bold, authentic, and unforgettable.

At ThereSquared, we believe public spaces and the processes that shape them should be inclusive, boldly creative, and deeply connected to the people who live there. Our name reflects that mission: we help communities discover their “there” there—those unforgettable places that feel alive, personal, and rooted in local stories and values. That’s why our work blends thoughtful planning, meaningful engagement, and imaginative production, whether we’re curating a single iconic sculpture, crafting a public art plan or developing a citywide cultural plan. We bring clarity, joy, and a strong sense of place to every project.

Our team-based model means we build specialized, highly skilled creative crews for every project, tailored to deliver creativity, authenticity, expertise and confidence to every project. We work with a variety of clients—from private companies and non-profits to large municipalities and small rural towns—customizing each project to meet the specific needs, vision and voice of that community.

Our work ranges from long-range cultural master plans to hands-on project management for major commissions. We also help design the policies and infrastructure needed to support thriving public art programs and the creative sector.

At ThereSquared, we help communities fall in love with where they are.

Our Services:

Public Art & Placemaking Planning

Arts & Culture Master Planning

Creative Project Management

Public Art Policy Development & Collection Management

Community Engagement & Outreach

Video & Event Production

Communications & Branding

What Sets Us Apart



You Work Directly With Us - Start to Finish

No handoffs to junior staff or disappearing principals. We are the people doing the work and will be with you from kickoff to final deliverables—ensuring continuity, consistency, and a high level of professionalism throughout the project.



More Value, More Originality

We don't spend on fancy office spaces, administrative staff, retaining a big roster of consultants, or business development teams—which means your investment goes directly into your project. The time you're paying for is spent developing thoughtful, original work tailored specifically to your organization and community.



Dedicated & Nimble

We take on a limited number of clients at a time to ensure your project receives the full benefit of our focus, creativity, and care. We are flexible, respond quickly, adapt easily, and keep the process efficient and responsive to your needs.



Public Art Experience From the Inside Out

We've led municipal public art programs. We've worked directly with artists, city staff, selection committees and panels, and the community. That's a perspective few teams bring. We understand the complexities of public process and how to make plans that are both visionary and implementable.



Custom-Built Teams

We bring together trusted expert collaborators, ensuring the team for your project has the right expertise and knowledge it requires.



We're In It For the Long Haul

We build lasting relationships with our clients. Many return to us for additional work or ongoing support after the initial project is complete.



We Do This Work Because We Love It!

This is not just our business—it's our passion. We're deeply committed to advocating for the Creative Sector and the collaborative process of planning for public art, placemaking and arts and culture in communities. It's all we do.



Our Team

For this project, ThereSquared's team will feature two of the foremost public art planning specialists in the region, paired with a customized work plan to deliver a Public Art Master Plan to meet, and ideally exceed, the expectations laid out in the RFP.

Key Team Members:

- Kendall Peterson, founder/owner of ThereSquared LLC
- Jill Stilwell, owner/principal of Stilwell Cultural Consulting LLC

Kendall and Jill have partnered on nearly a dozen public art and cultural planning projects since 2019, combining their deep municipal experience, collaborative leadership, and creative energy to deliver visionary and actionable plans. Kendall also brings highly specialized expertise in public art collections, documentation, and analysis.

Together, our team offers a powerful mix of skills in public art policy, cultural planning, stakeholder engagement, and project implementation—tailored specifically to the goals of the Johnstown Public Art Master Plan. Full bios for all team members are included in the following pages.



KENDALL L. PETERSON

*ThereSquared LLC | Founder/Owner
Co-Project Manager, Public Art & Placemaking Planning
Specialist*

Kendall L. Peterson is a dynamic creative arts consultant with more than 24 years of experience leading arts, culture, and public space initiatives and cultural planning. As the founder of ThereSquared LLC, based in her hometown of Denver, Colorado, Kendall brings together specialized teams to infuse projects with creativity, authenticity, and a community voice—whether it's developing a public art plan, designing a new plaza, producing a cultural documentary, or crafting a community-wide arts vision.

Kendall launched ThereSquared in 2017 to combine her passion for arts, placemaking, planning and arts advocacy with her deep background in creative project management, cultural programming and public art. Her work reflects a belief that public spaces—and the processes behind shaping them—should be inclusive, boldly creative, and thoughtfully influenced by the stories and values of the people who use them.

Before founding her firm, Kendall served as Manager of the Public Art Program for the Hotel and Transit Center Project at Denver International Airport and managed \$6 million in public art projects. Prior to that, she led the City and County of Denver's Public Art Program, where she oversaw dozens of high-profile public art commissions and helped shape one of the nation's most respected municipal arts programs.

Kendall is a leader in the public art field with a depth of experience and knowledge, particularly in municipal public art programs, that is unparalleled. She leans into her love of urban planning and community engagement to develop visionary and actionable arts and culture plans. Kendall also brings deep experience in storytelling and production from her decade-long tenure as a documentary film maker and video/multimedia project producer.

EDUCATION

BA, Art History,
Wellesley College
MA, Modern Art and Architectural History,
NYU, Institute of Fine Arts
Candidate for Master of Urban and Regional
Planning, UC Denver

PROFESSIONAL AFFILIATIONS

Leadership Denver
Americans for the Arts
American Planning Association,
Colorado Chapter
American Planning Association, Arts &
Planning Division

Selected Project Experience

Municipal Arts and Culture Planning

- » Arts and Culture Division, City of Fayetteville (AR)
- » Boulder Office of Arts and Culture (CO)
- » Cultural Office of the Pikes Peak Region (CO)

Municipal Public Art/Placemaking Planning & Policy Development

- » City and County of Denver (CO)
- » City of Aspen (CO)
- » City of Colorado Springs (CO)
- » City of Golden (CO)
- » Denver International Airport (CO)
- » Town of Parker (CO)
- » Town of Vail (CO)

Public Art Program & Project Management

- » Arts District on Santa Fe (CO)
- » Beaver Creek Resorts (CO)
- » Cherry Hills Village (CO)
- » City of Wheat Ridge (CO)
- » Denver South (CO)
- » Good Times Restaurants, Inc. (CO)
- » QDOBA (CA)
- » Rampart Range Metro District (CO)

Communications, Events & Video Production

- » Colorado Department of Transportation
- » Denver Regional Council of Governments (CO)
- » Denver Urban Renewal Authority (CO)
- » National Western Center (CO)
- » DCI (Discovery Channel, The Learning Channel, Animal Planet) (MD)
- » National Geographic International



JILL STILWELL

*Stilwell Cultural Consulting | Owner/Principal
Co-Project Manager, Arts & Culture Planning Specialist*

Jill Gardner Stilwell has more than 25 years of public sector arts and culture experience. She founded Stilwell Cultural Consulting in Fort Collins, Colorado as a woman-owned consulting firm specializing in strategic, vision-oriented planning for the arts and culture industry. Since 2015, she's partnered with municipalities, arts agencies, and cultural organizations to create thoughtful, inclusive, and actionable strategies that elevate arts and culture as essential community infrastructure. Jill approaches planning with the belief that arts and culture contribute directly to economic development, community identity and quality of life.

Jill brings her 13 years of experience serving as the Cultural Services Director for the City of Fort Collins to every project. During her tenure, she led the City's performing arts and conference center, with two theatres (1200 & 249 seats) and ballrooms hosting 1,100 events annually. She managed bookings, contract negotiations, and all aspects of operations and collaborated with local performing arts groups who called the theatre home. She also oversaw the City's historic museum, art in public places program, botanic gardens, creative center, and cultural grants program. She drafted Fort Collins' first Cultural Plan and nominated the City for the 2011 Governor's Arts Award (which it won). She oversaw the department's two largest capital projects: the \$8.4 million renovation of the Lincoln Center for the performing and visual arts and the \$27 million public/private partnership that is the Fort Collins Museum of Discovery. She also led the effort to establish the Downtown Fort Collins Creative District.

Before serving as Cultural Services Director, she worked in museums in curatorial roles and as an executive director. She continues to consult with museums on a variety of projects, from mission development to operational and facility planning to accreditation.

In addition to consulting, Jill shares her expertise and experience with graduate students as a Senior Instructor of Arts Management at Colorado State University.

EDUCATION

MA, Art History and Museum Studies,
University of Denver
BFA, Fine Arts,
Colorado State University

CERTIFICATIONS

Planning Effective Public Participation, IAP2

PROFESSIONAL AFFILIATIONS

Americans for the Arts
American Alliance of Museums

Selected Project Experience

- » Windsor Museums Strategic Plan, Town of Windsor, CO
- » Go.Create.Fay. Arts and Culture Plan, City of Fayetteville, AR
- » Lakewood Public Art Plan, City of Lakewood, CO
- » Core Document Verification, Division of History and Historic Preservation, Middlesex County, NJ
- » Museum Feasibility Study & Design, City of Thornton, CO
- » 2025 Bridge Year Needs and Funding Assessment, City of Boulder Office of Arts and Culture, CO
- » Arts Vision 2030, Community Cultural Plan, Cultural Office of the Pikes Peak Region, Colorado Springs, CO
- » Public Art Master Plan, Town of Parker, CO
- » Cultural Planning Assessment, City of Fort Collins, CO
- » Public Arts Master Plan & Public Art Program Establishment, City of Aspen, Aspen, CO
- » Northglenn Arts Long-Range Plan, Northglenn Arts and Humanities Foundation, CO
- » 5-Year Public Art Plan, City of Aurora, CO
- » Arts and Culture Master Plan, City of Loveland, CO
- » Art in Public Places Strategic Plan and Policy Update, Town of Vail, CO
- » Downtown Loveland Creative District Formation, CO
- » Strategic Plan, Cultural Office of the Pikes Peak Region, Colorado Springs, CO
- » Strategic Plan, Avenir Museum of Design and Merchandising, Fort Collins, CO
- » Strategic Plan, Steamboat Art Museum, Steamboat Springs, CO
- » AAM Accreditation Facilitation, Fort Collins Museum of Discovery, Fort Collins, CO
- » Downtown Fort Collins Plan, Arts and Culture, City of Fort Collins, CO
- » Mission and Values Development, Butler Arts Center, Indianapolis, IN



RELEVANT EXPERIENCE

Aspen Public Art Plan & Program Establishment

Completed: 2024



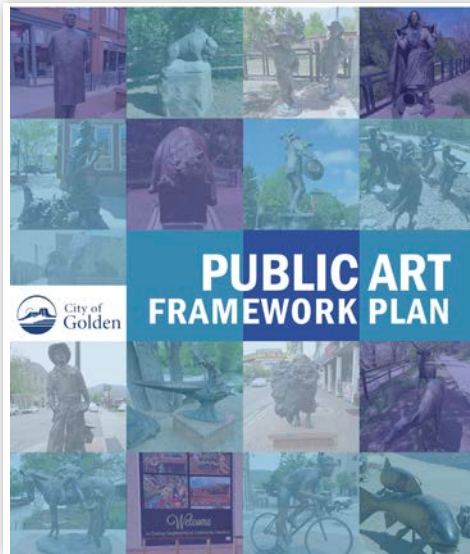
The City of Aspen hired ThereSquared and Stilwell Cultural Consulting to develop its first-ever public art plan. Until this point, Aspen had not had an official public art program. Our team led the City through an extensive research and development process to design an entirely new public art program—as unique as the City of Aspen itself. The process involved a series of robust community engagement activities and a bilingual community survey. Our Artful Engagements included an asphalt mural demonstration project in collaboration with the Aspen Ideas Festival and the City of Aspen, a community event with engagement stations at the Pitkin County Public Library, and a facilitated Public Art Creative Conversation at the Aspen Art Museum. Pop-up booths were hosted at farmers markets and community events and the Aspen Ideas Festival hosted a free panel discussion on the role of art in community building. The tailor-made Aspen Public Art Plan and policies reflect the city's world-renowned character and led to the establishment of its Public Art Program through the approved 2025 budget. Since our planning effort, the City has implemented two high-profile temporary public art projects in conjunction with community partners.



Town of Parker Public Art Master Plan

Completed: 2024

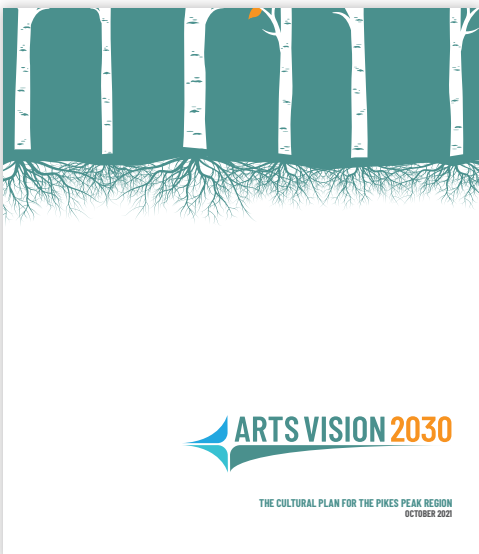
ThereSquared and Stilwell Cultural Consulting teamed up to help the Town of Parker establish its first public art program and develop their inaugural Public Art Master Plan and Public Art Policies and Guidelines. Our team conducted community outreach, engaged in internal research, considered key private development nodes for future artwork, and helped map the existing collection and evaluate potential new sites for public art. The plan was adopted by Town Council in 2024 and ThereSquared has continued to consult with the Town of Parker to manage several of its first public art projects, including a \$350,000 mural project for its new parking garage currently under construction.



Golden Public Art Assessment & Framework Plan

Completed: 2022/2023

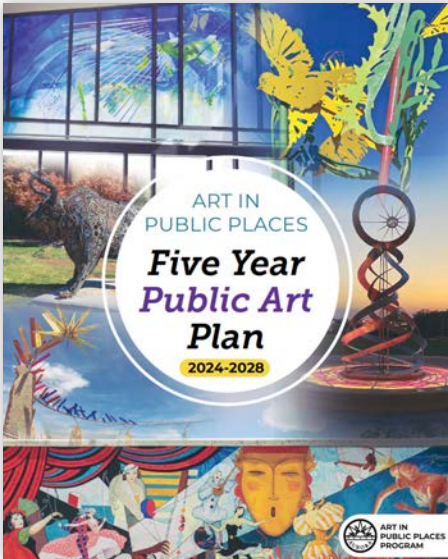
The City of Golden hired ThereSquared, LLC to conduct an initial audit and analysis of their entire public art collection. Based upon the audit and analysis, the City then issued a second RFP for a Public Arts Master Plan (re-named Public Art Framework Plan) and ThereSquared LLC, teamed with MIG, were selected for this new project. Although Golden had amassed a public art collection, the formal Public Art Program was relatively new, and sought guidance on policies, best practices and goals for the program. City Council adopted the Framework plan in 2022 and brought Kendall back in 2023 to complete updates to the plan and policies. The City recently reengaged Kendall to consult on selecting artists for their new Police and Municipal Building now in design phase.



Colorado Springs Public Art Master Plan

Completed: 2020

The City of Colorado Springs hired ThereSquared LLC and AMPA, with support from More Sky Less Ceiling and Brian Corrigan, to develop the City's first Public Art Master Plan. Approved in 2020, the plan assessed the existing public art collection, audited policies and processes, and identified goals to establish their first public art program and align it with best practices. It also included site recommendations, funding strategies, staffing models, and bold ideas for future growth. A range of artist-driven community engagement activities included projection art and the plan itself—with elements designed by a Colorado Springs-based graphic artist.



Art in Public Places Five Year Public Art Plan

Completed: 2023

The City of Aurora, the second largest and most diverse city in Colorado, selected ThereSquared and Stilwell Cultural Consulting to update its five year Public Art Plan. The project began with a survey and analysis of the existing collection which numbers well over 200 works, and then moved into identifying locations for art and prioritizing 35 possible sites against updated criteria. The plan included a five-year strategic plan with goals and objectives that were developed with input from the community in the form of interviews, focus groups and an online survey. The Plan was adopted by City Council in 2023.



Public Art Project Management

Completed: 2025

Kendall Peterson of ThereSquared was hired by Park Meadows Business Improvement District to manage two large privately funded mural projects with a combined budget of \$180,000 for a new parking garage at the Park Meadows Mall. Kendall established a selection panel, selection criteria, and invited over forty local Colorado artists to apply for the project. She organized the selection process and proposals from five artists and provided oversight for the mural creation. The project will be complete at the end of August 2025. This project serves as an example of the dozens of mural projects and many other public art projects Kendall has developed and managed on behalf of various clients.



Connect. Discover. Create. Lakewood Public Art Plan

Completed: 2025

The City of Lakewood hired ThereSquared LLC and Stilwell Cultural Consulting to help reestablish its public art program after voluntary funding was suspended during the COVID pandemic. The project included a collection inventory and assessment, an updated Public Art Plan, and revised policies. Community engagement included pop-up booths at events and cultural mapping activities, while work sessions with City departments provided key input and garnered support. The plan reaffirmed the City's commitment to placemaking and public art, aligning policies with best practices and internal processes to ensure long-term success. City Council adopted the plan in 2025.



Fayetteville Arts and Culture Plan

Completed: January 2025

Stilwell Cultural Consulting, ThereSquared, and Centro Inc. collaborated to create the first Arts and Cultural Plan for the City of Fayetteville's newly established Arts and Culture Division. Built on extensive research and community engagement, the plan outlines a shared vision, long-term priorities, and actionable strategies for the Division and the broader creative community. It was adopted by City Council in January 2025.



Arts Vision 2030, Community Cultural Plan

Completed: October 2021

Arts Vision 2030 is a 10-year cultural plan for the Pikes Peak Region, commissioned by the Cultural Office of the Pikes Peak Region and the Bee Vradenburg Foundation. Co-led by Kendall Peterson and Jill Stilwell, with essential project support from Rachel Cain, the project adapted to pandemic challenges by shifting to a virtual format using Zoom and Bang the Table, engaging 4,500 participants. As pandemic restrictions lifted, the process included both online and in-person events culminating in a uniquely formatted plan presented as "Declarations" reflecting the advocacy and passion of the region's creative community. Jill was later retained to develop the Cultural Office's five-year strategic plan.



PROJECT UNDERSTANDING AND APPROACH

We understand the Town of Johnstown adopted a new ordinance in 2023 establishing the Art and Cultural Fund, dedicated to enhancing the community through investments in public art. The Public Art Master Plan will serve as a catalyst for placemaking in Johnstown, helping to launch a forward-looking public art program supported by clear policies and procedures.

Our planning process will engage the community to craft a vision for a dynamic program that evolves with Johnstown, reflects its values and history, fosters creativity and self-expression, and contributes to the creation of welcoming and vibrant public spaces. The final plan will offer a strategic framework for future public art investments and provide guidance for integrating public art into the broader identity and long-term vision of the Town.



Methodology

To meet these goals, our methodology is anchored in core principles: collaboration, community, clarity, and creativity.

We approach every project as unique. No two communities or projects are alike, and a cookie-cutter approach will not be effective. We will partner with you to develop a process and a plan that meets Scottsdale’s specific needs and aspirations. We will begin the project with the assumption that your community knows what it needs, and it’s our role to act as facilitators, idea generators, conveners, listeners, problem solvers and consensus builders while sharing our expertise to develop a thoughtful and implementable plan.

We also understand that intentional effort must be made to include all Scottsdale’s diverse voices and reach those who may be disinclined to participate or who have been traditionally or systematically marginalized or underserved. People of all backgrounds and identities will be given space to share their perspectives in shaping the plan. We will seek opportunities to meet people where they are, lower barriers to engagement, identify stakeholders willing to advise on pathways to engagement and ask how we can be of service.



Approach

We will begin by immersing ourselves in Johnstown’s public art ecosystem—reviewing existing plans, policies, and the current collection, while identifying key opportunities and challenges. This discovery phase will include input from Johnstown’s staff, as well as a scan of best practices and trends in the field.

We’ll then lead a stakeholder engagement process that brings in a wide range of voices, including artists, staff, community partners, developers, and residents. With deep experience in both in-person and digital engagement, our team will work closely with Johnstown to ensure the process is inclusive, efficient, and meaningful.

Our work will follow clear milestones, with structured opportunities for staff and stakeholder review. We are committed to transparency and collaboration, while also providing the expert guidance needed to deliver a clear, actionable final plan. If desired, we could also offer our services to help the community in planning a pilot project in conjunction with the Public Art Master Plan.

Five Phases: Our approach will be divided into five phases:

- Phase 1** Project Initiation
- Phase 2** Research Existing Conditions
- Phase 3** Community Outreach & Engagement
- Phase 4** Synthesis + Strategic Analysis
- Phase 5** Plan Development + Presentations



DETAILED WORK PLAN

10 YEAR PUBLIC ART MASTER PLAN

Phase 1

Phase 1: Project Initiation

The project will begin with introductions, expectation setting, and project kick-off.

Task 1.1 Confirm Work Plan

- » Engage with Town staff to confirm scope, work plan, outreach, schedule and deliverables.
- » Establish an advisory group for the project (if needed).
- » Establish regular project meetings and communications.
- » Finalize Community Outreach and Engagement activities in collaboration with Town staff.

Task 1.2 Project Branding

- » Establish look and feel (brand) for the project for all external communications and meeting materials so the community easily identifies our outreach activities and the final plan.

Task 1.3 Stakeholder Identification

- » Identify key stakeholders, including but not limited to residents, local businesses, non-profit leaders, artists, Town Council and Town commissions.

- » Identify key advisors and leaders from underrepresented communities to help advise on engagement methods that will be reasonable, transparent, inclusive.

Task 1.4 Project Kickoff Meeting/SOCA Workshop

- » Facilitate an in-person project kick-off session with the project team, and Town staff and other stakeholders to introduce the project, align expectations, and conduct a SOCA analysis (strength, opportunities, challenges, and aspirations).

Phase 1 Deliverables:

- Final Scope, Schedule and Engagement Plan
 - Stakeholder List
 - Project branding
 - SOCA/Kickoff meeting summary
-

Phase 2

Phase 2: Research Existing Conditions

During Phase 2, our team will conduct first-person and secondary research for the public art plan. We will travel as needed to Johnstown to conduct in-person workshops, interviews and focus groups as well as take advantage of virtual options. We will conduct an in-depth immersion tour and assess the existing public art collection and locations.

Task 2.1 Immersion Tour

- » Conduct an in-depth tour of Johnstown's existing public art installations and cultural assets.
- » GIS mapping of existing public art in Johnstown.

Task 2.2 Assessment of Existing Public Art & Cultural Assets

- » Analyze and assess existing public art installations and cultural assets.
- » Analyze relevant zoning, infrastructure, and community development policies as they relate to public art.
- » Review and evaluate existing public art policy, procedures and programs.
- » Review and evaluate existing policies for collection maintenance, conservation donation and deaccession.
- » Review and analyze past/current public art funding, partnerships, investments and programming.
- » Begin to identify future placemaking nodes, areas that may benefit from public art and key opportunities and locations for public art.

Task 2.3 Research

- » Research and ensure alignment of Public Art Policy with the Town's vision, goals and policies.
- » Review Johnstown planning documents to ensure alignment.
- » Compile relevant demographic, economic and other trends and characteristics of the community that may impact how the public art program serves the community.
- » Research key trends and best practices in public art that relate to Johnstown.
- » Research potential partners, funding opportunities (public, private and grant-based).

Phase 2 Deliverables:

- Public Art & Cultural Assets Assessment
- Initial Policy Evaluation
- Plan Alignment Summary



Phase 3: Community Outreach and Engagement

Public art celebrates and connects communities, engages diverse audiences and helps create memorable and vibrant spaces and events within our lived environment. Phase 3 focuses on engaging the many voices of Johnstown to ensure the plan is rooted in the community, while also building awareness and enthusiasm for the impact of public art. In collaboration with the project team, we will design innovative and creative ways to reach out to a diverse cross-section of the community.

Task 3.1 Stakeholder Interviews & Focus Groups

- » Conduct up to eight one-on-one interviews and/or focus groups with key stakeholders identified in Phase 1, either in person or virtually (which can be highly effective for increasing engagement and attendance).
- » Stakeholders include but are not limited to residents, local businesses, non-profit leaders, arts organizations, artists, Town Council and Town commissions, arts funders/sponsors, and others as identified.

Task 3.2 Community Survey

- » Design and launch a community survey to learn more about the needs and desires of the broader community for public art in Johnstown. We would identify the format and delivery of the survey during Phase I.

Task 3.3 Artful Engagement Pop-Ups

- » Design interactive poster boards, art-making activities and host a pop-up booth for outreach at two existing Johnstown events. Create a kit of additional pop-ups manned by staff or for passive engagement at the library, coffee shops, Town Hall, etc. Potential topics for community input include:
 - » Public Art Types/Preferences
 - » Mapping where Public Art is Best in Johnstown
 - » What makes Johnstown unique
 - » Vision and core values input
 - » Sharing key findings and recommendations
 - » Other Topics TBD

Task 3.4 Vision Workshop

- » This workshop, in addition to our work with the community at large, will help us define a clear vision for its new Public Art Program. This will be a facilitated in-person workshop.

Task 3.5 Mapping Charrette

- » Host an in person mapping charrette with key Town of Johnstown staff and other stakeholders to help identify key development and cultural nodes, and potential future locations for public art. The charrette will explore areas void of public art, where future capital projects will be occurring, where private development is planned, and other potential locations for public art.
- » This charette could be duplicated for one of our Pop-Up sessions or as a community meeting with the community at large.

Phase 3 Deliverables:

- Engagement Summary
 - Survey Results Report
 - Vision and Core Values Draft
 - Mapping Charette Summary
-



Phase 4: Synthesis & Strategic Analysis

From our research and Community engagement, we will synthesize key findings and begin developing the Public Art Master Plan. The plan will establish core values for the program, guiding principles, and identify key goals and strategies for the next 10 years. The plan will give recommendations for future public art placement, themes, funding and investment for the program.

Task 4.1 Key Findings & Themes

- » Synthesize research and input from the community into key findings to begin to formulate guiding principles, strategic goals and long-term objectives.
- » Synthesize key themes.

Task 4.2 Policy & Procedures Development

- » Develop policies and guidelines for collection creation including artist selection, approval, contracting, installation, siting, funding and temporary art programs, and artist opportunities.
- » Develop recommendations regarding maintenance, conservation, and deaccession of public artworks within the collection.
- » Propose policies and procedures for public-private partnerships and possibility of inclusion of public art within private development projects.
- » Develop scalable recommendations for governance, staffing, funding mechanism, capacity building and sustainability for the program over time.

Task 4.3 Site Identification and Recommendations

- » Based on our research, engagement, and mapping charrette, identify potential sites for new public art installations and/or a recommendation of revamped installation at current public art locations.

Phase 4 Deliverables:

- Key Findings, Themes & Initial Goals
- Draft of Public Art Policies and Procedures
- Potential Art Locations



Phase 5: Plan Development + Presentations

By the time the final plan is drafted, our goal is for community members, stakeholders and staff to feel inspired, included, and their voices are reflected in both the content and vision of the plan. We will incorporate two full rounds of meaningful revisions before moving into graphic design, ensuring the final plan is clear, engaging, visually compelling and easy to read. We will also present both the draft and final plan to Town Council.

Task 5.1 First Draft & Review

- » Develop a comprehensive draft of the Public Art Master Plan that will guide the development, integration, and management of public art in the Town for the next 10 years, serving as a roadmap to enrich community identity, economic vitality, and cultural expression.
- » Provide recommended strategies and policies to guide the creation of a public art program and its activities for the next 10 years.
- » The draft will be shared with Town staff and key stakeholders for collaborative review. Input gathered during this period will help shape the second draft, ensuring it reflects shared priorities while benefiting from our team's expertise and guidance.
- » The Plan will include:
 - A clear vision for public art within the Town.
 - Core values, guiding principles, specific goals and long-term objectives, and key themes for developing Johnstown's cultural identity.
 - Recommend potential sites, themes, and projects types for future public art.
 - Policies and guidelines (see below).
 - Funding strategies and potential partnerships.
 - Implementation plan that includes short-term, medium-term, and long-term projects and overall timeline, estimated costs, and key performance indicators to measure success.

Task 5.2 Policies & Procedures Finalized

- » Draft policies and guidelines to support design approval, artist selection, installation, maintenance, and decommissioning of public art.
- » Propose policies for public-private partnerships, temporary artworks, and artist

opportunities.

- » Policy and procedures for the program, as identified in Task 4.2 will be drafted as a separate document or an appendix to the Public Art Master Plan.
- » Input may need to be solicited from Town's legal department, risk management, budget and finance, etc. to refine the document.

Task 5.3 Second Draft & Review

- » Incorporate consolidated feedback from the first review into a second draft, which will be shared with Johnstown key staff and identified stakeholders for final input. Feedback during this phase will be reviewed and integrated into the Final Plan, with a focus on refinement.
- » Present Draft to Town Council.

Task 5.4 Final Plan

- » Complete a fully designed, visually engaging Final Public Art Master Plan in both print-ready (PDF) and accessible digital version.

Task 5.5 Executive Summary, Presentation & Slide Deck

- » Finalize the Executive Summary, develop a slide deck and present the Final Public Art Master Plan to the Town Council.

Phase 5 Deliverables

- First & Second Draft of Public Art Master Plan (maps and visuals)
- Policy & Procedure Document
- Executive Summary
- Final Public Art Master Plan (print-ready and accessible digital version)
- Slide Deck
- Presentation to Town Council – both at the draft and final plan stages

TIMELINE AND WORK SCHEDULE

Our proposed approach can be completed in approximately 10 months once contracting is complete. The final schedule will be confirmed during contracting and Phase 1.

2026

PHASE 1: PROJECT INITIATION		SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
1.1	CONFIRM WORK PLAN										
1.2	PROJECT BRANDING										
1.3	STAKEHOLDER IDENTIFICATION										
1.4	PROJECT KICKOFF MEETING/SOCA WORKSHOP										
PHASE 2: RESEARCH EXISTING CONDITIONS											
2.1	IMMERSION TOUR										
2.2	ASSESSMENT OF EXISTING PUBLIC ART & CULTURAL ASSETS										
2.3	RESEARCH										
PHASE 3: COMMUNITY OUTREACH & ENGAGEMENT											
3.1	STAKEHOLDER INTERVIEWS & FOCUS GROUPS										
3.2	COMMUNITY SURVEY										
3.3	ENGAGEMENT POP-UPS										
3.4	VISION WORKSHOP										
3.5	MAPPING CHARRETTE										
PHASE 4: SYNTHESIS & STRATEGIC ANALYSIS											
4.1	KEY FINDINGS & THEMES										
4.2	POLICY & PROCEDURES DEVELOPMENT										
4.3	SITE IDENTIFICATION AND RECOMMENDATIONS										
PHASE 5: PLAN DEVELOPMENT & PRESENTATIONS											
5.1	FIRST DRAFT & REVIEW										
5.2	POLICIES & PROCEDURES FINALIZED										
5.3	SECOND DRAFT & REVIEW										
5.4	FINAL PLAN										
5.5	EXECUTIVE SUMMARY, PRESENTATIONS & SLIDE DECK										

BUDGET BREAKDOWN

CONSULTANT HOURS CONSULTANT FEES

PHASE 1: PROJECT INITIATION

1.1	CONFIRM WORK PLAN	11	\$1,925
1.2	PROJECT BRANDING	4	\$700
1.3	STAKEHOLDER IDENTIFICATION	2	\$350
1.4	PROJECT KICKOFF MEETING/SOCA WORKSHOP	10	\$1,750
	SUBTOTAL	27	\$4,725

PHASE 2: RESEARCH EXISTING CONDITIONS

2.1	IMMERSION TOUR	20	\$3,500
2.2	ASSESSMENT OF EXISTING PUBLIC ART & CULTURAL ASSETS	32	\$5,600
2.3	RESEARCH	21	\$3,675
	SUBTOTAL	73	\$12,775

PHASE 3: COMMUNITY OUTREACH & ENGAGEMENT

3.1	STAKEHOLDER INTERVIEWS & FOCUS GROUPS	32	\$5,600
3.2	COMMUNITY SURVEY	12	\$2,100
3.3	ARTFUL ENGAGEMENT POP-UPS	22	\$3,850
3.4	VISION WORKSHOP	10	\$1,750
3.5	MAPPING CHARRETTE	15	\$2,625
	SUBTOTAL	91	\$15,925

PHASE 4: SYNTHESIS & STRATEGIC ANALYSIS

4.1	KEY FINDINGS & THEMES	12	\$2,100
4.2	POLICY & PROCEDURES DEVELOPMENT	16	\$2,800
4.3	SITE IDENTIFICATION AND RECOMMENDATIONS	12	\$2,100
	SUBTOTAL	40	\$7,000

PHASE 5: PLAN DEVELOPMENT & PRESENTATIONS

5.1	FIRST DRAFT & REVIEW	16	\$2,800
5.2	POLICIES & PROCEDURES FINALIZED	8	\$1,400
5.3	SECOND DRAFT & REVIEW	8	\$1,400
5.4	FINAL PLAN	8	\$1,400
5.5	EXECUTIVE SUMMARY, PRESENTATIONS & SLIDE DECK	10	\$1,750
	SUBTOTAL	50	\$8,750
	TOTAL CONSULTING FEE		\$49,175
	Graphic Design Services		\$5,000
	Community Engagement Supplies		\$1,000
	Travel (not-to-exceed)		\$1,160
	TOTAL PROPOSED COST		\$56,335

CONSULTING FEE SCHEDULE	HOURLY RATE	EST. HOURS	FEE
Kendall L. Peterson	\$175	154	\$26,950
Jill Stilwell	\$175	127	\$22,225

EXAMPLES OF PREVIOUS PUBLIC ART PLANNING

The following work samples and links represent the ThereSquared team's past work, highlighting our design expertise and approach. These samples showcase our ability to create visually compelling and strategically effective solutions tailored to each project's unique needs.

AURORA FIVE YEAR PUBLIC ART PLAN (2024)

III. ABOUT AURORA

Situated on the plains and hills east of Denver with a majestic view of the Rocky Mountains to the west, Aurora, Colorado is home to more than 386,000 residents, 250+ ethnic eateries, 103 miles of trails, 99 developed parks, 8,000 acres of open space and more than 350 pieces of public art.

BIG, AND STILL GROWING

In the last 50 years, Aurora's population has changed dramatically. The city has grown by 300,000 people and is currently the third largest city in Colorado, the 51st largest city in the country. By 2030, Aurora is expected to grow to almost 450,000 people. (Auroragov.org, "Who is Aurora" Report, 2022.)

YOUNG AT HEART

Compared to the Metro Area and the State, Aurora is a relatively young community, with a high percentage of the population being under the age of 45. The 0-24- and 25-44-year-old age groups make up approximately 247,000 residents, or 65% of the city's total population.

PROUDLY DIVERSE

Aurora is among the most diverse cities in Colorado. This can be seen in everything from the global choices in local restaurants and our international connections through the arts, culture and events that celebrate the city's diversity. Aurora is more racially diverse than it has ever been. The charts below show how our racial composition has changed over time. Currently, 29% of residents identify as Hispanic or Latino, and that number has gone up over the past five years; 17% of Aurorans identify as black and 7% identify as Asian.

Anecdote: When interviewing stakeholders for the Five-Year Public Art plan, when asked "What makes Aurora unique?" nearly every person's first response was proudly: "Our Diversity." It is a point of pride for Aurorans. Aurora is evolving.

Fotos, de izquierda a derecha: "Unglued" de Christopher Wood, "One Nation" de David Ocelott Garcia, "Mountains" de Gordon Huether, "Kou-Prey" de Vanny Chanel

Plan de Cinco Años de Arte Público 2024-2028

Situada en las llanuras y colinas al este de Denver con una vista majestuosa de las Montañas Rocosas hacia el oeste, Aurora, Colorado, es el hogar de más de 386,000 residentes, más de 250 restaurantes étnicos, 103 millas de senderos, 99 parques, 8,000 acres de espacio abierto y el quinto aeropuerto más transitado del país (DEN). (VisitAurora.com).

Dentro de este increíble entorno, el programa de Arte Público de la Ciudad de Aurora ha prosperado desde 1993. El arte público mejora nuestros espacios públicos, ancla nuestros lugares de reunión y centros comerciales locales y ofrece experiencias únicas y memorables dentro del ámbito público. El arte público es accesible para todos en la comunidad, mejora la calidad de vida de todos los ciudadanos, aumenta el acceso a experiencias artísticas y educa a los ciudadanos sobre una variedad de temas, desde la historia hasta cuestiones sociales actuales.

Cada cinco años, Art In Public Places Commission (la Comisión de Arte en Lugares Públicos, AIPPC por sus siglas en inglés) desarrolla un nuevo plan para el Art in Public Places Program (el Programa de Arte en Lugares Públicos, AIPPP por sus siglas en inglés). Este Plan de cinco años identifica metas y objetivos para el programa. AIPPP opera en colaboración con la Comisión de Arte en Lugares Públicos, AIPPC, entre 2024-2028. Más de 400 personas participaron en la creación de este plan a través de una encuesta pública y más de 400 reuniones comunitarias.

Este plan de cinco años tiene como objetivo:

- capturar el pulso de la comunidad y la vitalidad económica del arte y la cultura.
- establecer un tiempo común que contribuya a la pertenencia. La variedad de arte en Aurora mejora la vida de la comunidad y fomenta la diversidad.

El plan de cinco años de Arte Público es seleccionar sitios en toda la ciudad y una lista priorizada de ubicaciones potenciales para obras de arte público y Viviendas para Veteranos en Liberty View.

En una encuesta sobre el arte público de Aurora en 2023, una significativa mayoría (más del 93% de los residentes afirmó que "el arte público agrega valor a su comunidad").

Cuando se les pidió que expresaran cómo el arte público agrega valor, las principales respuestas fueron que el arte público:

- "proporciona obras de arte con las que toda la comunidad puede disfrutar e interactuar de forma gratuita"
- "crea ambientes particulares y ayuda a que nuestros espacios públicos sean más memorables"
- "contribuye al orgullo de nuestra comunidad y a nuestro sentido de pertenencia"
- "provoca reflexión y puede crear cambios positivos en nuestra sociedad"

El plan de cinco años de Arte Público es seleccionar sitios en toda la ciudad y una lista priorizada de ubicaciones potenciales para obras de arte público y Viviendas para Veteranos en Liberty View.

El plan de cinco años de Arte Público es seleccionar sitios en toda la ciudad y una lista priorizada de ubicaciones potenciales para obras de arte público y Viviendas para Veteranos en Liberty View.

EL ARTE

El plan de cinco años de Arte Público es seleccionar sitios en toda la ciudad y una lista priorizada de ubicaciones potenciales para obras de arte público y Viviendas para Veteranos en Liberty View.

Art.

In a 2023 Aurora Public Art Survey, an overwhelming majority—over 93%—of residents affirmed that "public art adds value to their community."

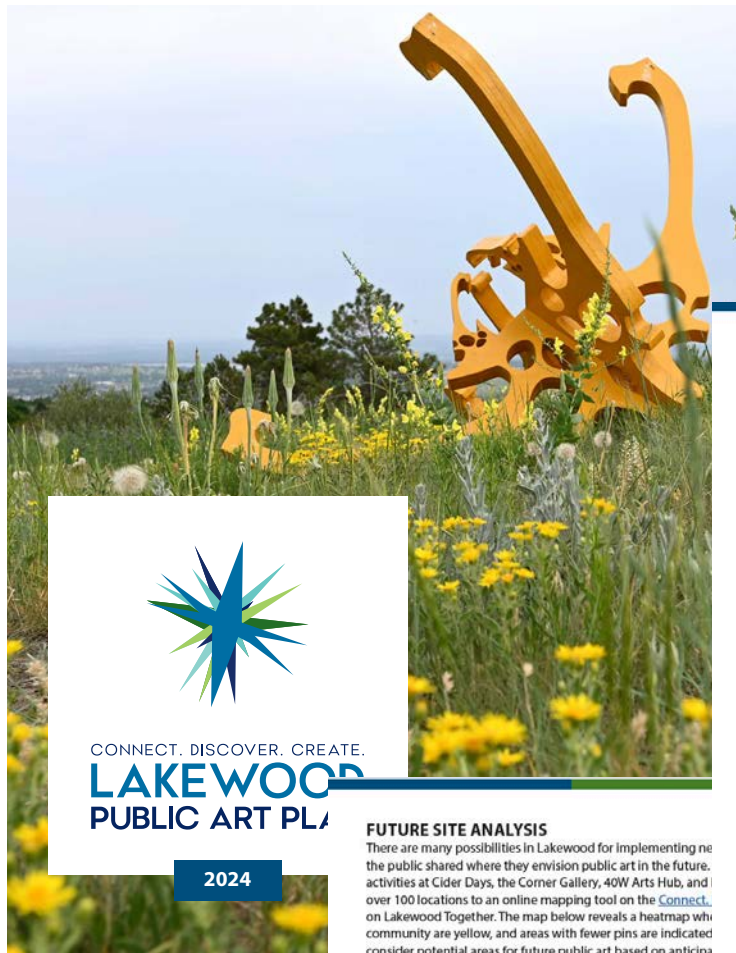
When asked to articulate how public art adds value, the top responses were that public art:

- "provides artwork that the whole community can enjoy and interact with for free"
- "creates a sense of place and helps make our public spaces more memorable"
- "contributes to our community pride and our sense of belonging"
- "provokes thought and can create positive changes in our society"

6 | FIVE-YEAR PUBLIC ART PLAN



CONNECT. DISCOVER. CREATE.
LAKEWOOD
PUBLIC ART PLAN



CONNECT. DISCOVER. CREATE.
LAKEWOOD
PUBLIC ART PLAN

2024

Core Concepts and Key Strategies



Connected (2015) by Christopher Weed, W14th Ave and N Lamar St

CORE CONCEPT A: CREATE TRANSFORMATIVE ART DESTINATIONS THROUGHOUT LAKEWOOD

Public art has the power to build community and create a strong sense of place throughout Lakewood. Many locations throughout Lakewood would be ideal sites for new public art projects, from parks and trailheads to recreation centers and gateways. A desire exists to not only support and maintain Lakewood's existing art destinations, but also to bring art to underserved areas ("art deserts") and achieve a more equitable and balanced artistic landscape across Lakewood.

Thoughtful consideration of the spaces for public art can help create "transformative destinations" for the entire Lakewood community.

Partners are creating significant impact through art and placemaking in areas such as the 40 West Arts District and along the Alameda corridor and the City should continue to collaborate with these partners to support these efforts. Additionally, outside of these partner-focused art hubs, the community desires art in more diverse locations such as neighborhoods, trailheads, central gathering spaces, parks, and at noticeable gateways coming into the city. Public art can energize and transform these urban and natural spaces, through careful planning, prioritization, and leadership.



40 West ArtLine: A Framework for Moving Forward (2023)

The Public Art Plan connects to the 40 West ArtLine Framework Plan through shared goals and strategies, including:

Goal C
Transformative Destinations.
Enhance existing and create new transformative destinations that attract visitors, support resident needs, and promote local businesses and development.



"What three things do you want the Lakewood Public Art Program to focus on in the next five to 10 years?"

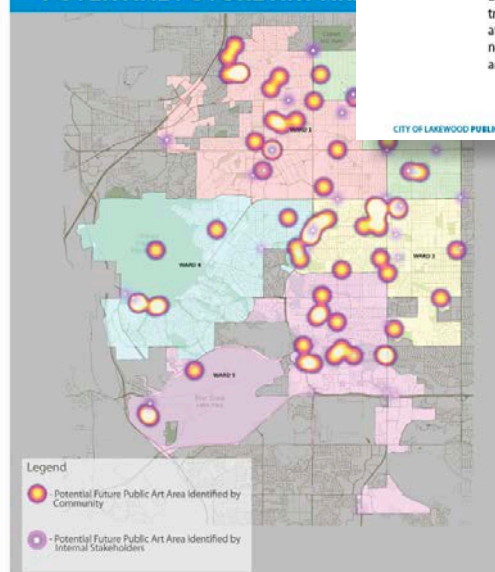
- Add more art around the city in the central gathering spaces.
- Add art to more diverse locations throughout Lakewood (neighborhoods, trailheads, etc.)
- Create a mural program.

FUTURE SITE ANALYSIS

There are many possibilities in Lakewood for implementing new public art shared where they envision public art in the future. Activities at Cider Days, the Corner Gallery, 40W Arts Hub, and over 100 locations to an online mapping tool on the [Connect](#), on Lakewood Together. The map below reveals a heatmap where community are yellow, and areas with fewer pins are indicated consider potential areas for future public art based on anticipated Improvement Projects (CIP), and identified gateway areas. The stakeholders are shown in light purple on the map below.

This combined mapping exercise highlights the key roadway and transit stops that are considered popular locations for public art.

POTENTIAL FUTURE ART AREA



CITY OF LAKEWOOD PUBLIC ART PLAN

CITY OF LAKEWOOD PUBLIC ART PLAN

also asked what types of art they preferred in Lakewood. Respondents preferred:

- Environmental, Land or Earthworks
- Gateways or Iconic Sculptures
- Murals in a variety of locations around the city
- Kinetic/Interactive artwork
- Functional artwork, like benches and lighting

2024-2025

- 1.1** Adopt this Public Art Master Plan.
- 1.2** Implement the goals and strategies of this Public Art Master Plan.
- 1.3** Adopt and enact Public Art Policies and Procedures, including donations, maintenance, and deaccession policies.
- 1.4** Educate Town staff about the program, its goals, procedures and guidelines.
- 1.5** Establish timelines and procedures for inclusion of public art in Capital Improvement Projects (CIP).
- 1.7** Re-define the roles of the Parker Culture and Scientific Committee (PCSC) and Public Art Committee to clarify responsibilities for the Public Art Program.

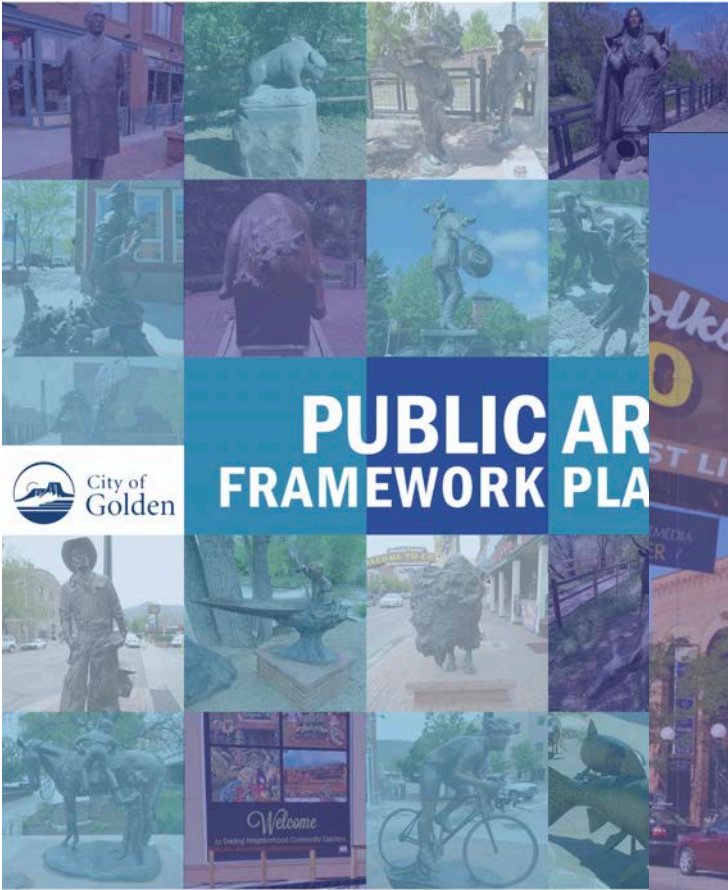
- 2.1 Establish a Public Art Division (in the Capital Renewal Fund) and request an annual transfer from the General Fund to be used for current and future capital public art projects.
- 2.2 Ensure the General Fund continues to support noncapital public art projects through transfers to the Cultural Fund.
- 2.3 Develop guidelines and processes to assist departments in determining which capital projects could (ide from the project's budget) and when and how to bring in projects.

“Zones” to help guide Town staff toward projects and
 es a distinct identity for the residents of Parker and the
 ; if new projects arise that might qualify for inclusion on the
 ram through more temporary art locations.

an use for developer projects, smaller projects or for time-updated periodically.



69	Living Wheel Park Park	73	The Schoolhouse Plaza Town Facility	77	Discovery Park Park
70	Future O'Brien Park North Park	74	PACE Lot 2 Future Development Downtown	78	Pine Curve Future Development Downtown
71	Pikes Peak Plaza Downtown	75	Future Downtown Parking Garage Town Facility	79	Town Hall (and expansion) Town Facility
72	Pikes Peak Drive Downtown	76	Mainstreet at Pine Drive Gateway		



PUBLIC ART FRAMEWORK PLAN

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04 Appendix	under a separate cover

Golden's Public Art Collection

BACKGROUND

Golden's public art collection began in the 1990's with many generous donations of traditional bronze sculpture to the City. At the time, there was no group overseeing that donation process, and there were no over-arching goals or criteria to guide the program. These initial sculptures tended to reflect the early history of Golden's foundations and heritage.

Since the establishment of the PAC in 2013, the collection has grown and become more diverse. Furthermore, it has been integrated throughout the larger Golden community. It is beginning to tell a new, more contemporary story about Golden, its community and its bright future. As the City continues to grow and develop, the AIPP Program will continue to evolve along with it, communicating its collective history and shared vision for the future.

COLLECTION AUDIT & ANALYSIS REPORT (2021)

The PAC commissioned an Audit and Analysis of the collection in 2021 with a focus on summarizing the collection's strengths and weaknesses, themes, and gaps. The report (see Appendix) provided with PAC with some key observations:

- Golden is a community that values public art and sites artwork in prominent locations for residents and visitors to the community, mostly in the downtown area.
- Much of the collection is represented by traditional bronze, figural artwork depicting historic or allegorical figures and western animals.
- The community and visitors truly enjoy the collection and engage with it regularly.
- The collection is not very diverse, whether in location, siting, or materials, nor artist genders, genders depicted or styles. However, this is improving with the addition of murals and more contemporary pieces.



REFERENCES

Joanna Bell, Arts and Culture Director
City of Fayetteville, AR
jbelle@fayetteville-ar.gov
479-718-7605

Roberta Bloom, Public Art Manager
City of Aurora, CO
rbloom@aurora.gov
303.739.6747

Carrie Glassburn, Cultural Director
Town of Parker, CO
cglassburn@parkeronline.org
303.805.3366

Angela Seals, Executive Director
Cultural Office of the Pikes Peak Region
angela@culturaloffice.org
719-634-2204

Artwork Credits:

Cover: Johnstown Sculpture
Retrieved from johnstownco.gov

Page 2: Downtown Johnstown
Retrieved from visitdowntownjohnstown.com

Page 6: Chris Erickson, *Asphalt Art*, 2023
Paint On Asphalt
Aspen, Colorado, City of Aspen Public Art

Page 9: *Rumtum* (John Hastings) and *Oakbloak* (Max Coleman), *Legends In The Sky*, 2025; Paint On Cement
Park Meadows Retail Resort, Lone Tree, Colorado

Page 10: Christopher Weed, *Ball And Jacks*, 2018;
Painted Steel
Town of Parker Public Art
Discovery Park, Parker, Colorado

Page 10: Byeong Doo Moon, *I Have Been Dreaming To Be A Tree*, 2017; Steel & Wire
Art On The Streets 2017-2018; City Of Colorado
Springs Public Art, Downtown Creative District

Page 11: Jason Mehl, *Spoor of the Anthropocene*, 2021; Painted Steel
City of Lakewood, LandMark Temporary
Installation, Forsberg Iron Spring Park

Page 11: Worstcrew AKA Jaime Molina and Pedro Barrios, *Untitled Mural*, 2025; Paint On Cement
Park Meadows Retail Resort, Lone Tree, Colorado



450 S. Parish Avenue
Johnstown, CO 80534
970-587-4664
JohnstownCO.gov

Town Council Agenda Communication

Agenda Date: August 18, 2025

Subject: Senior Center/Community Facility Design Services Award

Attachments: 1. Collab Architecture RFP Response
2. Presentation Collab Architecture

Presented by: Matt LeCerf, Town Manager

Agenda Item Description:

Enclosed for your review and consideration is a recommendation to award the Senior Center/Community Facility Design Services award to Collab Architecture. On July 1, 2025 the Town of Johnstown and Thompson River Parks & Recreation (TRPR) issued a joint Request for Proposal (RFP) for the Senior Center/Community Facility Design Services. The deadline for this proposal was August 1, 2025. The RFP issued resulted in 21 application being submitted.

RFP submitted were reviewed independently by seven (7) individuals who have volunteered to serve on the steering committee for the project. The steering committee consists of representatives from the Town, the Senior Center Community, and TRPR.

The scores were based on both quantitative and qualitative components as listed below:

1. Qualifications and experience of the firm and proposed team
2. Past performance with similar projects
3. Understanding of the project goals and constraints
4. Quality of proposed approach and design methodology
5. Proposed design schedule provided by the design team
6. Fee proposal

Based on the review and scoring of the submitted RFP's, one entity for this submittal scored noticeably higher than the others. A listing of all of the submittals (in no particular order) and their overall scores are shown in the table below:

FIRM NAME	OVERALL SCORING AVERAGE	BID COST
Croft	71.25	\$650,000

EJ Architecture	68.29	\$447,050
Gresham Smith	70.00	\$970,290
Infusion Architects	79.00	\$568,521
Alm2s	70.40	\$658,000
RTA Architects	72.34	\$687,500
MOA & D2C	72.30	\$813,445 + Reim 55,774
OLC	73.60	\$768,000
OZ	69.60	\$1,269,393
Valhalla Eng.	59.10	\$995,000
GSG	68.88	\$752,700
Barker-Rinker-Seacat	79.90	\$821,791
Collab Architects	83.64	\$560,480*
Clark & Enersen	79.14	\$487,500
IMEG	71.16	\$931,300
FSP	71.33	\$761,500
LDG	68.60	\$372,640 plus reimb.
Studiosotrope	69.80	\$948,067
Caddis	67.26	\$641,088
Essenza	67.08	\$698,230
SC&CF	68.29	\$635,535

**Includes as-needed services for irrigation and energy/sustainability elements*

The review committee contacted Collab Architecture and asked them to provide a presentation including an overview of their collaborative approach to the projects and communities they serve to understand and determine if this company would be the right fit for the project. A copy of the presentation is attached. Based on the presentation and the independent scoring which ranked them highest among all submittals all committee members supported a recommendation to Town Council to award the project to Collab Architecture.

As part of this award, the Town will begin formal negotiations of a contract using the AIA Document B101 Form. The Town has used AIA forms previously and is experienced in its content and elements. The Town and TRPR will be jointly responsible for the design services costs and the distribution of the cost obligations will be split equally until the facility size is determined. At the point the facility size is determined there will be a “true-up” based on the distribution of independent and shared ownership of space.

Representatives of Collab Architecture will be in attendance at the meeting to answer any questions related to the project or the proposal they submitted for consideration. We are all excited about this great community project and the way in which it has come together. All parties are ready to get

started on programming and design immediately.

Strategic Plan Alignment:

Safe & Welcoming Community

- Partner in creating more community based, community service and action opportunities
- Grow an open, inclusive environment where all residents have the opportunity to flourish

Natural & Built Environment

- Invest in, enhance, and conserve our parks, open spaces, agricultural areas and natural environment
- Expect and encourage community-centered design

Quality Infrastructure & Facilities

- Ensure future viability of infrastructure and facilities

Legal Advice:

The Town Attorney will work with both the Town Manager and Collab Architecture to complete an approved to form AIA Document B101 for execution.

Financial Advice:

Funding is included in FY 2025 and is planned to be included in the FY 2026 budget.

Recommended Action:

Staff recommends approval of an award to Collab Architecture for the Senior Center/Community Facility Design Services.

Suggested Motions:

For Approval: I move to award a contract to Collab Architecture for the Senior Center/Community Facility Design Services in the amount of \$600,000 which includes the base bid, as-needed services, and a small contingency. Furthermore, I authorize the Town Manager to sign the final AIA contract form approved by both the Town Attorney and Town Manager.

For Denial: I move to deny the Senior Center/Community Facilities Design Services Award to Collab Architecture.

Reviewed and Approved for Presentation



Town Manager

RESPONSE TO RFP

TOWN OF JOHNSTOWN & THOMPSON RIVERS PARKS + RECREATION

SENIOR CENTER / COMMUNITY FACILITY DESIGN SERVICES

AUGUST 1, 2025



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Fee Proposal
References

collaboration.
community.
creative solutions.

Town of Johnstown & Thompson Rivers Parks & Recreation
450 South Parish Avenue
Johnstown, Colorado 80534

Re: Request for Proposals Senior Center / Community Facility Design

To Town of Johnstown, Thompson Rivers Parks & Recreation, and Senior Center Representatives,

The Johnstown Community and Senior Center represents a meaningful investment in the Town's future—enhancing wellness, connection, and quality of life for residents of all ages. As ***"The Community That Cares,"*** Johnstown is committed to building inclusive, accessible spaces that reflect the values and needs of its people.

Collab Architecture brings deep expertise in community-focused facilities, recreation planning, and universal design. Together with our consultant team, we are well-prepared to guide the Town through a design process that is inclusive, visionary, and grounded in practical implementation. To be successful, we will:

- Engage in an interactive and creative planning process, working closely with Town staff, Thompson Rivers Parks & Recreation, and the Design Committee to develop a feasible, actionable plan rooted in Johnstown's vision.
- Assess program needs, site infrastructure, and connectivity to Centennial Park to ensure the new facility is future-ready and aligned with the broader Master Plan.
- Prioritize universal design strategies that support users of all ages and abilities—from intuitive wayfinding and accessible circulation to flexible spaces that accommodate diverse programs.
- Use cost modeling and a Target Value Design approach to ensure that concept options are grounded in financial reality, helping the Town make confident, value-driven decisions.

Our team—led by Chris Kastelic, Bryan Merritt, and myself, Jordan Lockner—is uniquely positioned to guide this effort with a strong focus on experience-driven strategies tailored to recreation and community planning. We are currently leading similar projects for the Towns of Erie and Silverthorne, the City of Ouray, and the Lake Arbor Community Center in Arvada. These efforts are rooted in strategic planning, stakeholder engagement, and thoughtful design that evolves with the communities they serve.

Our longstanding partnerships with our subconsultants allow for a seamless, integrated approach—aligning planning, design execution, and construction with Johnstown's long-term goals.

As a Windsor-based firm located less than 15 minutes from the project site, we are truly excited about the opportunity to support the Town of Johnstown on this important civic initiative. We look forward to helping deliver a facility that reflects your identity, enhances daily life, and embodies what it means to be "The Community That Cares." Thank you for considering our team.

Sincerely,



Jordan W. Lockner, AIA, NCARB
Founding Principal | Collab Architecture
jordan@collabarchitects.com | 970.215.9907

1./

QUALIFICATIONS



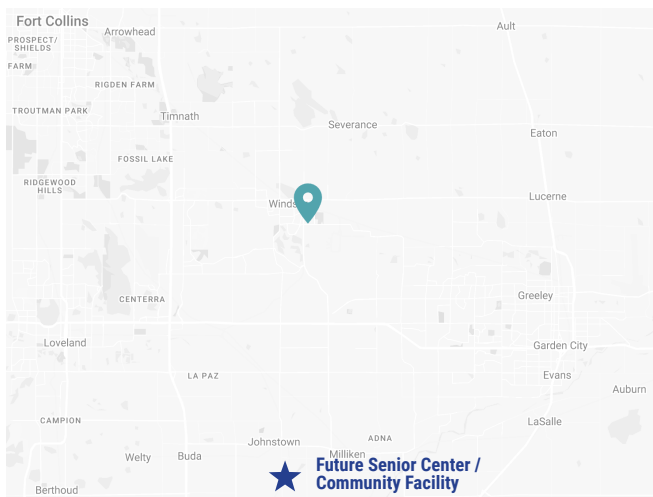
This Page:
City of Louisville, Recreation
center & Senior Center expansion

COLLAB ARCHITECTURE

DESIGNING SPACES THAT BRING COMMUNITIES TOGETHER



**“Bringing the power of collaborative design
to create a stronger, better, and more
sustainable community.”**



WHO WE ARE

Collab Architecture is a Windsor-based firm specializing in recreation and community-focused projects. For three years in a row, we have been named one of the fastest growing private companies in Northern Colorado and the Front Range. We strive to always put the client first and emphasize the cooperative effort for each project. We have a holistic approach to every project, which starts with two fundamental questions. What design problem are we looking to solve, and how can we make the project the most successful for our client? It all starts with listening. **“Stop. Collaborate and Listen”, is our unofficial motto, and we push to live by those words.** We intend to listen and learn from our clients as much as they will from us during this process. This collaborative approach has proven to be successful, and has helped us to mitigate preventable issues early in the design process.

FIRM CAPABILITIES & RESOURCES

We provide full-service commercial architecture with in-depth experience on projects ranging from small remodels and tenant finishes to large ground-up structures. No two projects are the same, as each is designed to meet a different set of needs, a unique site, a specific program, and a variety of desired outcomes. We work with the client throughout the entire design process—from concept through occupancy—to ensure that project goals are met and expectations are exceeded, so that we can all walk away with projects we are proud of.

WORK LOCATION

**9217 Eastman Park Drive, Unit 3
Windsor, Colorado 80550**

Our office is located just 15 minutes from the project site, allowing our team to maintain a strong onsite and in-person presence throughout the project.

COLLAB ARCHITECTURE

OUR
VALUES

COLLABORATION - All great design stems from the cumulative efforts, knowledge, and experiences of the team. We value the perspective and insight of our clients throughout the process and in return provide them with the expertise needed to realize their vision to its fullest potential.

COMMUNITY FIRST - Community is at the heart of what we do, and creating spaces that enable society to thrive is our primary goal. We strive to instill a sense of place and community pride in each and every project, no matter the size or scope.

CREATIVE SOLUTIONS - Each architectural project is about solving a problem. To deliver the best results, our team is focused on evaluating the project from all angles to provide innovative and productive solutions that align with the project goals.

“Community is at the heart of what we do.”

Our team is deeply invested in the local communities we serve, whether through the spaces we design or the work we do to give back in meaningful ways. From assisting with design services to raising funds, providing mentorships, and collecting essential items, we partner with organizations across Northern Colorado to make a positive impact.

We host two annual fundraisers to support various causes, and the organizations we work with include Respite Care, CASA of Larimer County, Greeley-Weld Habitat for Humanity, ACE Mentorship, GEMS (Girls in Engineering, Math, and Science), Colorado Youth Outdoors, Food Bank for Larimer County, Weld Elves, Alternatives to Violence, Housed Working and Healthy, and more. These efforts reflect our dedication to fostering strong, local communities and ensuring that our contributions go beyond design to create lasting change.

In the past five years, our firm as donated over \$717,000 to local organizations across Colorado.





COMMUNITY CENTER PLANNING & DESIGN EXPERTISE

Our team brings specialized expertise in the planning and design of community and recreation facilities that serve residents of all ages. From town-run recreation centers and senior hubs to multigenerational community buildings and wellness-focused public spaces, we've delivered successful projects across Colorado that foster connection, activity, and inclusivity. To lead recreation planning and feasibility, we've partnered with Chris Kastelic—a nationally respected expert in recreation facility design. His insight and experience help translate community needs into facilities that are sustainable, flexible, and operationally successful.



SERVICES

Architecture, Interior Design, Space Planning, Master Planning, 3D Rendering & Visual Design, Model Making, Community Engagement, and Marketing Services

SECTORS

Recreation & Culture, Education, Municipal, Hospitality, Lab / Industrial, Office / Corporate, Non-Profit, and Multi-Family



TOWN OF SUPERIOR, DOWNTOWN CIVIC SPACE & COMMUNITY CENTER

Superior, Colorado | [Project by Collab Architecture](#)

Collab Architecture has built a strong partnership with the Town of Superior by delivering design solutions that create a cohesive and vibrant downtown civic space while balancing programming across municipal facilities. Our work on the new Downtown Civic Center was executed with the Superior Community Center in mind, ensuring complementary programming between the two facilities. We continue to support the Town with additional upgrades to the community center, enhancing its functionality and community value.

The Downtown Civic Center, a tenant improvement project within a newly constructed building, serves as a flexible hub for residents and visitors. The design features a large events area, commercial kitchen, studios, classrooms, play areas, publicly available co-working spaces, and administrative offices. Dedicated children's spaces, including interactive play areas and multi-use rooms, support early learning programs, recreational activities, and family engagement—extending the Town's ability to offer dynamic and inclusive programming.

TYPE OF PROJECT: Renovation

SERVICES PROVIDED: Conceptual Design, Architecture, Interior Design

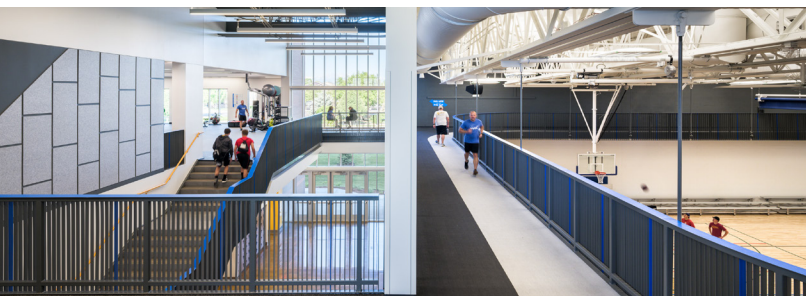
YEAR OF CONSTRUCTION: 2025

CONSTRUCTION BUDGET: \$1,403,262.00

PROJECT SIZE: 10,367 SF

PROJECT REFERENCE: Jordan Hayes,
Parks, Recreation, and Open Space Management Analyst
(303) 499-3675 | jordanh@superiorcolorado.gov

"Collab Architecture was instrumental in developing innovative design solutions that balanced budget priorities while maintaining the project's sustainability goals." - Jordan Hayes, Town of Superior



TOWN OF JOHNSTOWN, FAMILY YMCA

Johnstown, Colorado | [Project by Chris Kastelic](#)

Following an evaluation of potential sites for the new community recreation center, the City of Johnstown selected a location along the civic corridor. This site is situated opposite Town Hall and the main library, creating a bridge that connects the civic corridor with the surrounding park and athletic fields. The new center serves as a physical link between the city's central institutions and the natural areas that complement them.

With nearly 70,000 square feet of recreational space, the building features a 25-yard lap pool, a leisure pool, a two-court gymnasium, a large fitness center, an indoor track, and group fitness areas. Beyond the athletic and wellness spaces, the facility also includes large meeting rooms, four preschool classrooms, and a child-sitting center. The building is defined by its open, interconnected spaces, abundant natural light, and the strategic use of color to enhance the recreational experience.

Although the site and building are owned by the Town, the facility is operated and maintained by the YMCA. As an integral partner in the design and planning, the relationship between the Town of Johnstown and the YMCA highlights the mutual benefits of this collaboration.

TYPE OF PROJECT: New Construction

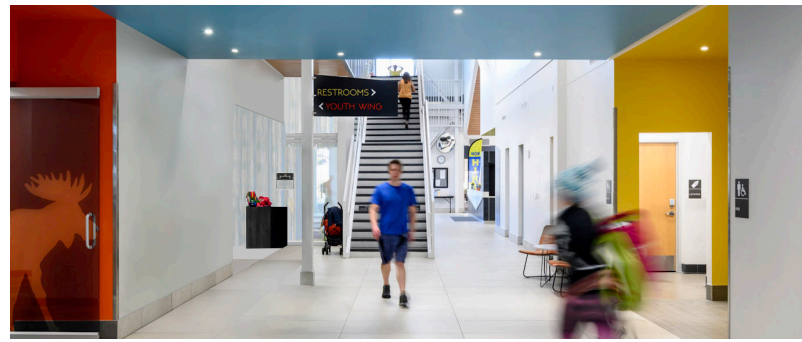
SERVICES PROVIDED: Architecture and Interior Design

YEAR OF CONSTRUCTION: 2020

CONSTRUCTION BUDGET: \$34,000,000

PROJECT SIZE: 69,200 SF

PROJECT REFERENCE: Keith Williams,
Former Facility Director for YMCA of Northern Colorado
(360) 385-5811 | k.williams@olympicpeninsulaymca.org



CITY OF LOUISVILLE, RECREATION CENTER & SENIOR CENTER EXPANSION

Louisville, Colorado | [Project by Chris Kastelic](#)

Originally built in 1991 as a design-build project, the Louisville Recreation Center remained largely unchanged for 25 years. As the community evolved, residents supported a major expansion and renovation, nearly doubling the facility's size to better serve the growing and active population.

The expansion extends west and south, with the new fitness center cantilevering over the main entry to provide stunning views of the Flatiron Mountains in Boulder and the Rocky Mountains beyond. The pool area was expanded to the south, now featuring a veranda overlook with seating areas, a sprayground, and fire pits. Additional amenities include a multi-use fieldhouse, family changing rooms, and updated administrative offices.

The project was guided by extensive community outreach and a feasibility study, ensuring the renovation addressed the needs and priorities of Louisville residents. It also included campaign and fundraising efforts, such as campaign videos, a dedicated website, and public outreach initiatives to build awareness and secure funding. The expanded facility now offers a diverse range of recreational spaces—spanning aquatics, fitness, and community gathering areas—along with a new senior center featuring a kitchen, library, and gathering spaces designed to foster connection and engagement for older adults.

TYPE OF PROJECT: New Construction

SERVICES PROVIDED: Feasibility Study, Architecture, Interior Design

YEAR OF CONSTRUCTION: 2019

CONSTRUCTION BUDGET: \$31,500,000

PROJECT SIZE: Addition: 49,500 SF; Building: 103,000 SF

PROJECT REFERENCE: Kathy Martin,
City of Louisville, Recreation Superintendent
(303) 335-4903 | kathym@louisvilleco.gov



CITY OF COMMERCE CITY, BISON RIDGE RECREATION CENTER

Commerce City, Colorado | [Project by Chris Kastelic](#)

Described as the Prairie Gateway, Commerce City is a growing community with a character that blends both industrial and farming heritage. With one foot rooted in the past and an eye toward the future, residents envisioned a building of timeless tradition expressed in modern form. The center is a full-service community amenity, offering programs that support sports, social activities, and wellness.

From the earliest sketches, the formal organization featured a thoughtful composition of gabled volumes, intended to evoke the feel of a "homestead"—a cluster of agrarian buildings. One of the primary challenges was breaking down the scale of this large structure to a more pedestrian level, achieved by rotating and separating the "barns" to introduce natural daylight.

The same character of materials continues inside, guiding patrons through spaces with clear views of the activity areas, including: a large community hall for public events, a leisure pool with an interactive waterslide, a full-service gymnastics studio, a spacious basketball and volleyball gymnasium, state-of-the-art weight and cardio equipment, a technology lounge, and a variety of group training areas—including an outdoor rooftop fitness deck with stunning views of Longs Peak.

TYPE OF PROJECT: New Construction

SERVICES PROVIDED: Master Planning, Architecture, Interior Design

YEAR OF CONSTRUCTION: 2018

CONSTRUCTION BUDGET: \$35,000,000

PROJECT SIZE: 100,000 SF

PROJECT REFERENCE: Chad Redin
Recreation Supervisor, Commerce City Parks and Recreation,
303.289.3663 | credin@c3gov.com



CITY OF FRUITA, COMMUNITY CENTER AND LIBRARY

Fruita, Colorado | [Project by Chris Kastelic](#)

The City of Fruita had a citizens' committee that actively pursued the design and construction of a community recreation center for nearly 10 years. Following a successful feasibility study and bond referendum, our team completed the design and construction of a new recreation center for Fruita.

As an innovative use of community resources, the center adjoins the Mesa County branch library, sharing the lobby, meeting rooms, lounge areas, and site amenities. The facility meets a wide range of community needs, including indoor aquatic amenities, a senior center, fitness center, gymnasium space, multipurpose meeting rooms, and a catering kitchen.

Today, the center serves as a vibrant hub for wellness, lifelong learning, and community connection.

TYPE OF PROJECT: New Construction

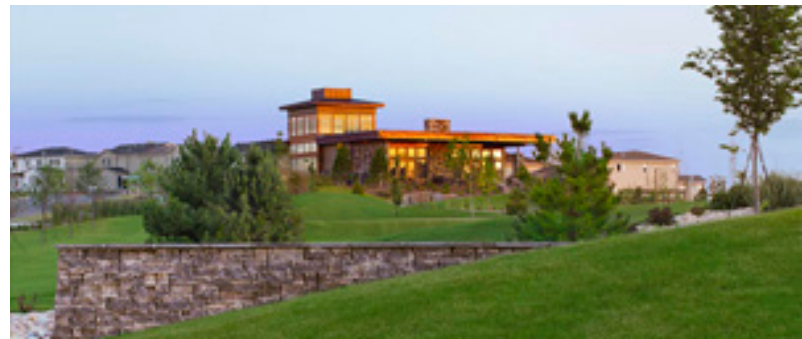
SERVICES PROVIDED: Feasibility Study, Master Planning, Architecture, Public Engagement

YEAR OF CONSTRUCTION: 2011

CONSTRUCTION BUDGET: \$14,500,000

PROJECT SIZE: 57,000 SF

PROJECT REFERENCE: Ture Nycum,
Former Director of Recreation
(970) 328-5277 | TNycum@MountainRec.org



STEPPING STONE, LANTERN HOUSE COMMUNITY CENTER

Parker, Colorado | [Project by Chris Kastelic](#)

The Stepping Stone development, envisioned by Shea Homes, is a community built on the principles of discovery and delight. Life here is about forging your own path—connecting one remarkable experience to another, like stepping stones, until they form a direction that is entirely and uniquely your own. This philosophy is embodied in the centerpiece of the neighborhood: The Lantern House.

The Lantern House is a community pavilion overlooking a new outdoor pool and park, complete with shade pavilions, fire pits, and a sprayground feature. The building includes a community hall, library and meeting space, bar and kitchen, lounge, and locker rooms for the pool.

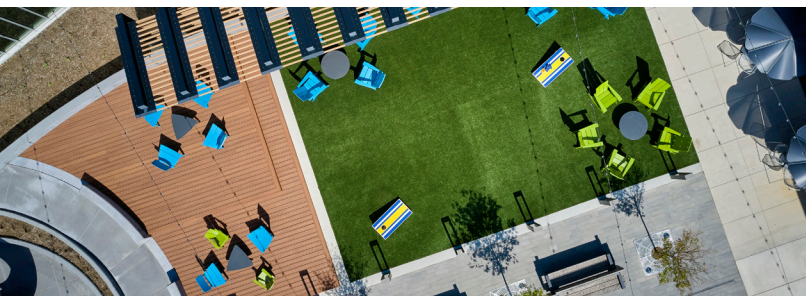
TYPE OF PROJECT: New Construction

SERVICES PROVIDED: Feasibility Study, Master Planning, Architecture, Public Engagement

YEAR OF CONSTRUCTION: 2013

CONSTRUCTION BUDGET: \$9,800,000

PROJECT SIZE: 22,000 SF



CITY OF MERRIAM, COMMUNITY CENTER

Merriam, Kansas | [Project by Chris Kastelic](#)

After using an aging civic center as a community hub for nearly 30 years, the Merriam community passed a bond election to fund a new community center on an existing public park site. As part of a design-build team with McCarthy Construction, Chris Kastelic led the design services for this multifunctional facility.

The center features an indoor gymnasium with an elevated running track, classrooms, senior services, community meeting rooms, child watch and babysitting areas, gallery and exhibit space, a catering kitchen, administrative offices, fitness and group exercise areas, locker rooms, and storage. In addition, the building offers both indoor and outdoor aquatic amenities. Indoor features include a lazy river, therapy pool, water slide, lap lanes, and open pool deck areas, while outdoor amenities include a zero-entry pool and an eight-lane competition pool with a diving area.

TYPE OF PROJECT: New Construction

SERVICES PROVIDED: Feasibility Study, Architecture, Interior Design

YEAR OF CONSTRUCTION: 2020

CONSTRUCTION BUDGET: \$30,000,000

PROJECT SIZE: 62,600 SF

PROJECT REFERENCE: Anna Slocum,
Parks and Recreation Director
(913)322-5550 | aslocum@merriam.org

CITY OF OURAY, COMMUNITY HUB

Ouray, Colorado

The City of Ouray Community Hub is a cornerstone project for the community, blending history, identity, and future vision. As a vital part of the city's character and a magnet for residents and visitors alike, the current facility has become outdated and no longer meets the diverse needs of Ouray's year-round population and growing tourism base. We've led a comprehensive public participation process—engaging school-aged children, seniors, city staff, and the broader community—to ensure the project reflects local values and aspirations.

This roughly \$12 million, 12,000-square-foot facility is designed to elevate both community use and visitor experience. Planned programming includes a fitness center, community rooms, locker facilities, concessions, administrative offices, and flexible-use spaces. Outdoor elements such as shade structures, a rooftop deck with panoramic views, and strong physical connections to Fellin Park will transform the site into a true hub for wellness, recreation, and gathering.



TOWN OF ERIE, COMMUNITY CENTER EXPANSION

Erie, Colorado

Collab Architecture is partnering with the Town of Erie to lead the renovation and expansion of the Erie Community Center, addressing capacity challenges and planning for the Town's continued growth. Our work includes facility assessments, operational analysis, stakeholder engagement, updates to the Facilities Strategic Plan, and targeted design solutions aligned with community needs.

Key improvements include reimagining the indoor playground as a flexible, full-time public space, converting racquetball courts into multi-level fitness areas, and adding a north-side expansion for administrative offices, multi-purpose rooms, and support spaces. We are also modernizing childcare facilities and shared workspaces, and introducing dedicated areas for both seniors and children to create a more inclusive, multi-generational environment.



CITY OF FORT COLLINS, SENIOR CENTER EXPANSION

Fort Collins, Colorado

The Fort Collins Senior Center completed an \$6.8 million, 18,000-square-foot expansion that significantly enhanced its programming and amenities. The project introduced a larger weight and cardio room, new fitness and wellness areas, an auditorium, and additional community gathering spaces. Designed to meet LEED Gold standards, the expansion features sustainable elements such as low-emission and carpool parking, reduced light pollution, low-flow plumbing fixtures, energy-efficient lighting systems, and EV charging stations—enhancing both the user experience and environmental performance.

**This project was completed by Kevin Dorsey of Collab Architecture while with a previous firm.*



PROJECT TEAM ORGANIZATION



CHRIS KASTELIC, AIA, LEED AP
ARCHITECT & RECREATION SPECIALIST



PROJECT ROLE: RECREATION SPECIALIST

Chris has been a national leader in community recreation planning and design for nearly three decades. He is an expert at immersing himself into the DNA of a community to understand the values, opportunities and guiding principles that lead to better public recreational environments. A regular speaker at recreation conferences, contributor to industry publications, and juror for Athletic Business and Recreation Management awards. His outstanding programming, planning and design skills are widely valued, and are a guiding voice to the project teams he leads. Chris has been the recipient of numerous design awards for sport and recreation projects including many of those listed below.

EDUCATION

University of Arizona,
Bachelor of Architecture

REGISTRATIONS & AFFILIATIONS

Licensed Architect: CO, WY, MI, AZ, FL, NJ

American Institute of Architects (AIA)

National Council of Architectural
Registration Board (NCARB)

National Parks and Recreation Association

SELECT EXPERIENCE

Town of Erie, Community Center Renovation and Expansion - Erie, CO
Town of Silverthorne, Recreation Center Feasibility Study and Expansion - Silverthorne, CO
City of Ouray, Community Hub - Ouray, CO
City of Arvada, Master Plan for Lake Arbor Community Center and Pool - Arvada, CO
City of Longmont Recreation Center and Library Study - Longmont, CO
San Luis Valley Aquatics, Feasibility Study and Concept Design - Monte Vista, CO
Town of Aspen, Recreation Facilities Master Plan - Aspen, CO
Town of Castle, Rock Philip Miller Park Plan and Improvements - Castle Rock, CO
City of Commerce City, Bison Ridge Recreation Center - Commerce City, CO
City of Fruita, Recreation Center and Branch Library and Study - Fruita, CO
Fraser Valley PRD, Grand Park Recreation Center and Study - Fraser, CO
Town of Johnstown, Community YMCA - Johnstown, CO
City of Breckenridge, Recreation Center Expansion and Study - Breckenridge, CO
City of West Lafayette, Aquatic and Wellness Center and Study - West Lafayette, IN
City of Fort Lupton, Community Recreation Center and Study - Fort Lupton, CO
City of Louisville, Recreation and Senior Center - Louisville, CO
Reunion, Community Master Plan and Recreational Facilities - Commerce City, CO
Teton Jackson Recreation Center Expansion and Study - Jackson, WY
Minneapolis Park Board, Cedar Riverside Recreation Study - Minneapolis, MN
Town of Merriam, Community Recreation Center - Merriam, KS
Town of Estes Park, Recreation Center Concept Feasibility Study - Estes Park, CO
City of Fort Collins, SE Recreation Center and Library Study - Fort Collins, CO
South Lake Tahoe, Recreation Master Plan and Recreation Center Study - Lake Tahoe, CA

RECOGNITION

2010 AIA Colorado Young Architect of the Year

AIA Awards of Merit for Recreation Projects:

AIA Denver 2001 Charles Whitlock Community Center

AIA Western Mountain Region, 2000 Fort Lewis College Student Life Center

AIA North Dakota, 2013 Williston Area Recreation Center

AIA Indiana, 2023 West Lafayette Aquatic and Wellness Center

Athletic Business Facilities of Merit:

2007 Parker Fieldhouse

2010 Central Park Recreation Center

12 Recreation Management Outstanding Facility Awards

** Completed with Previous Firm*

JORDAN LOCKNER, AIA, NCARB
FOUNDING PRINCIPAL



EDUCATION

University of Colorado
Bachelor of Environmental Design, focus
in Architecture (B. ENVD)

REGISTRATIONS & AFFILIATIONS

Licensed Architect: CO, ID
American Institute of Architects (AIA)
National Council of Architectural
Registration Board (NCARB)

COMMUNITY INVOLVEMENT

ACE Mentor
NoCo Unify
Respite Care Construction Committee
ENVD Alumni Advisory Board
CASA of Larimer County Board Member

PROJECT ROLE: PRINCIPAL ARCHITECT

Jordan believes that the root of all good architecture lies in fostering and supporting the communities it serves. As a lifelong hockey player, he has always viewed places of recreation as a second home, inspiring his passion for designing spaces that bring people together and promote wellbeing. His ability to listen, understand, and collaborate with clients, while coordinating and managing the design process and team, has led to successful outcomes on projects of all sizes.

From large-scale recreation center expansions for the Town of Silverthorne to the more modest needs of private business owners in the recreation space across Colorado, Jordan brings a thoughtful approach to every project. Recognized for his leadership and mentorship in the industry and community, Jordan's accolades include the 2022 University of Colorado ENVD Young Designer Award and being named a 2023 Northern Colorado 40 Under 40 Honoree.

SELECT EXPERIENCE

Town of Silverthorne, Recreation Center Feasibility Study and Expansion - Silverthorne, CO
City of Ouray, Community Hub - Ouray, CO
Town of Erie, Community Center Renovation and Expansion - Erie, CO
City of Rifle, Fieldhouse Feasibility Study - Rifle, CO
City of Arvada, Master Plan for Lake Arbor Community Center and Pool - Arvada, CO
San Luis Valley Aquatics, Feasibility Study and Concept Design - Monte Vista, CO
Granby Ranch Ski Resort Master Planning - Granby Ranch, CO
Granby Ranch Ski Resort Grip Bay Maintenance Facility - Granby Ranch, CO
TPC Colorado Clubhouse - Berthoud, CO
Town of Superior, Community Center Remodel - Superior, CO
Town of Superior, Downtown Civic Center - Superior, CO
Westminster Ice Center at the Promenade Expansion - Westminster, CO
Athlete Tracker Hockey Training Facility - Westminster, CO
Loveland Yards Hockey Training Facility - Loveland, CO
Highland Meadows Tennis Center - Windsor, CO
D-Bat Baseball and Softball Facility - Windsor, CO
Windsor High School, Kula Performance Athletic Facility - Windsor, CO
Colorado Youth Outdoors, Outdoor Cook Shack - Timnath, CO

RECOGNITION

Jason Pettigrew Scholar - 2018
University of Colorado ENVD Young Designer Award - 2022
BizWest 40 Under 40 Honoree - 2023
CASA of Larimer County - Corporate Partner of the Year - 2024
SMPS Colorado, Firm Leader of the Year - 2025

** Completed with Previous Firm*

BRYAN MERRITT

DESIGN MANAGER



PROJECT ROLE: PROJECT MANAGER

With over 27 years of experience, Bryan Merritt is a seasoned architectural designer with a diverse background spanning civic and cultural venues, performing arts centers, sports and recreation facilities, educational environments, historic preservation, and equestrian and specialized facilities. His strength lies in guiding projects from early planning through design development, ensuring alignment between design intent, performance goals, and client vision. Bryan is known for his thoughtful approach to design, strong communication skills, and ability to foster collaboration across multidisciplinary teams. He brings both large- and small-scale project experience and contributes meaningfully to studio culture through mentorship, creativity, and strategic thinking.

EDUCATION

University of Oklahoma School of Architecture - Bachelor of Science in Environmental Design

Northeastern State University - Bachelor of Science in Industrial Management, Emphasis in Engineering and Design

SELECT EXPERIENCE

Town of Erie, Community Center Renovation and Expansion - Erie, CO
 Town of Silverthorne, Recreation Center Feasibility Study and Expansion - Silverthorne, CO
 City of Ouray, Community Hub - Ouray, CO
 City of Rifle, Fieldhouse Feasibility Study - Rifle, CO
 San Luis Valley Aquatics, Feasibility Study and Concept Design - Monte Vista, CO
 Larimer County, Colorado Eagles Arena & Training Facility Concept Plan - Loveland, CO*
 Larimer County, The Ranch Events Complex Master Plan - Loveland, CO*
 National Western Complex, Sue Anschutz-Rodgers Livestock Center Arena - Denver, CO*
 Adams County Multi-Purpose Arena - Adams County, CO*
 International Olympic Committee (IOC) Fields of Play Manual*
 Terra Verde Discovery Schools, Gymnasium & Multi-Purpose Center - Norman, OK*
 Oklahoma State University, Colvin Student Recreation Center - Stillwater, OK*
 City of Pauls Valley, Donald W Reynolds Recreation Center - Pauls Valley, OK*
 University of Oklahoma, Aquatics Center - Norman, OK*
 Newcastle School District, Early Childhood Center - Newcastle, OK*
 Newcastle School District, Newcastle High School Performing Arts Center - Newcastle, OK*
 City of Oklahoma City, Civic Center Music Hall Renovation - Oklahoma City, OK*

** Completed with Previous Firm*

KEVIN DORSEY

DESIGN MANAGER



EDUCATION

Colorado State University, Bachelor of Science in Construction Management

Aims Community College, Associate of Applied Science in Engineering Technology-Architectural

PROJECT ROLE: TECHNICAL DESIGN MANAGER

With over 30 years of construction and design experience, Kevin brings a unique perspective to architectural design and construction administration. Beginning his career as a craftsman and superintendent, and later earning degrees from Aims Community College and Colorado State University, he combines practical field knowledge with technical expertise. Kevin has designed a wide range of public facilities across Colorado, including K-12 schools, higher education buildings, recreation centers, and community hubs. As a Design Manager, he is responsible for project planning, construction documents, job-site observation, and coordination with regulatory agencies. Known for his strong work ethic, organizational skills, and collaborative approach, Kevin consistently delivers successful outcomes that meet client goals and reflect community priorities.

SELECT EXPERIENCE

City of Fort Collins, Senior Center Expansion - Fort Collins, CO*

Town of Erie, Community Center Renovation and Expansion - Erie, CO

Town of Silverthorne, Recreation Center Feasibility Study and Expansion - Silverthorne, CO

City of Ouray, Community Hub - Ouray, CO

City of Rifle, Fieldhouse Feasibility Study - Rifle, CO

YMCA of the Rockies, Walter G Ruesch Auditorium Expansion - Estes Park, CO*

YMCA of the Rockies, Conference Center - Estes Park, CO*

YMCA of the Rockies, Longs Peak Lodge - Estes Park, CO*

YMCA of the Rockies, Emerald Mountain Lodge - Estes Park, CO*

YMCA of the Rockies, Rams Horn Lodge - Estes Park, CO*

Respite Care, New Facility - Timnath, CO*

Colorado State University, Powerhouse Energy Campus - Fort Collins, CO*

Telluride School District R-1, Telluride School Addition - Telluride, CO*

Telluride School District R-1, Telluride School Theatre Addition - Telluride, CO*

Estes Park School District R-3, Estes Park High School Addition - Estes Park, CO*

Estes Park School District R-3, Estes Park Middle School - Estes Park, CO*

Brush School District RE-2J, Thomson Elementary School - Brush, CO*

Valley School District RE-1, Sterling High School Addition & Remodel - Sterling, CO*

Valley School District RE-1, Ayers Elementary School - Sterling, CO*

Valley School District RE-1, Campbell Elementary School - Sterling, CO*

Akron School District R-1, Akron School District Renovation & Addition - Akron, CO*

Weld County School District RE-3J, Weld Central High School - Keenesburg, CO*

Peetz Plateau School District RE-5, PK-12 Addition and Renovation - Peetz, CO*

** Completed with Previous Firm*

MICHAEL ALLER, AIA, NCARB, LEED AP
QA/QC MANAGER



PROJECT ROLE: QUALITY ASSURANCE & QUALITY CONTROL MANAGER

With over four decades of experience in higher education and recreation facility design, Mick has successfully completed numerous projects for institutions across Colorado. His work has earned prestigious awards, including the AIA Colorado Citation Award and the F.W. Dodge Silver Hard Hat Award, recognizing excellence in design.

As the QA/QC Manager, Mick is dedicated to a thorough review process and delivering high-quality, tailored designs that meet the standards and expectations of the State of Colorado and the clients served.

EDUCATION

University of Michigan,
Master of Architecture

University of Iowa, Bachelor of Arts in
Architecture

REGISTRATIONS & AFFILIATIONS

Licensed Architect: CO

LEED Accredited Professional

American Institute of Architects (AIA)

National Council of Architectural
Registration Board (NCARB)

SELECT EXPERIENCE

Town of Silverthorne, Recreation Center Feasibility Study and Expansion - Silverthorne, CO

City of Ouray, Hot Springs Bathhouse Replacement - Ouray, CO

Town of Erie, Community Center Renovation and Expansion - Erie, CO

Town of Superior, Community Center Remodel - Superior, CO

Town of Superior, Downtown Civic Center - Superior, CO

San Luis Valley Aquatics, Feasibility Study and Concept Design - Monte Vista, CO

Granby Ranch Ski Resort Grip Bay Maintenance Facility - Granby Ranch, CO

Adams State College, Baseball Complex - Alamosa CO*

Colorado State University, Moby Arena Additions and Renovation - Fort Collins, CO*

Colorado State University, Indoor Practice Facility - Fort Collins, CO*

Colorado State University, Sonny Lubick Field at Hughes Stadium Expansion - Fort Collins, CO*

Colorado State University, South College Gymnasium Renovation - Fort Collins, CO*

Colorado State University, Academic and Training Center Addition - Fort Collins, CO*

Colorado State University, Football Practice Field Synthetic Turf - Fort Collins, CO*

Colorado State University, Moby Arena Gym Floor Scoreboard Replacement - Fort Collins, CO*

RECOGNITION

AIA Colorado Citation Award - Sonny Lubick Field at Hughes Stadium Expansion, CSU

F. W. Dodge Silver Hard Hat Award - Plant Sciences Building Renovation

National Associated Builders & Contractors, Award of Excellence - Plant Sciences Building
Renovation, CSU

AIA Colorado North Chapter Merit Award - Fountainhead Offices

ACI Concrete Award - Fountainhead Offices

Masonry Institute of Michigan - Martin Luther King Community Hall

Michigan Society of Architects - Martin Luther King Community Hall

** Completed with Previous Firm*



ROGER SHERMAN

PRINCIPAL



PROJECT ROLE: **PRINCIPAL, LANDSCAPE ARCHITECT**

Roger has been with BHA since 1994. During that time he has weathered many storms with important projects and has proven to be a champion when it comes to listening to individual concerns and finding workable solutions that become win-win designs. As friendly a guy as you would want to meet, he has perennial optimism and a flare for achieving brilliant designs that leave a legacy on the landscape. Best of all, he enjoys what he does and it shows in the finished work.

SELECT EXPERIENCE

EDUCATION

Colorado State University, Bachelor of Science in Landscape Architecture

REGISTRATIONS & AFFILIATIONS

Licensed Landscape Architect: CO, WY
American Society of Landscape Architects
Poudre Heritage Alliance, Board Member

Johnstown Community YMCA – Johnstown, CO
West Parish Alley Pedestrian Conversion – Johnstown, CO
Johnstown Gateway Bridge at the I-25/Hwy 60 Interchange – Johnstown, CO
Windsor Community and Recreation Center – Windsor, CO
UCCC Recreation & Senior Center Courtyard Renovation – Greeley, CO
Philip S. Miller Community Park and Miller Activity Center – Castle Rock, CO
Greeley Municipal Complex – Greeley, CO
Cheyenne Community and Youth Activity Center – Cheyenne, WY
Evans Community Center/Police Station – Evans, CO
Spring Canyon Community Park – Fort Collins, CO
Eastman Park River and Wetland Experience – Windsor, CO
North Campus Community Park Master Plan and Phase 1 Improvements – Windsor, CO
Centennial Park Master Plan and Phased Improvements – Greeley, CO
Wellington Community Park – Wellington, CO
Fort Collins City Office Building/Municipal Court – Fort Collins, CO
Downtown Transit Center – Fort Collins, CO
Larimer County Fairgrounds and Events Complex – Loveland, CO
Arapahoe County Fairgrounds and Regional Park Master Plan – Aurora, CO
Pirate's Cove Aquatics Center – Englewood, CO
Valmont Bike Park – Boulder, CO
Fossil Creek Community Park – Fort Collins, CO
Sand Creek Open Space Park Master Plan and Phase 1 Improvements – Aurora, CO
Country Lane Park – Aurora, CO
Springhill Park Master Plan – Aurora, CO
Poudre River Whitewater Park – Fort Collins, CO
South Cheyenne Community Park Master Plan – Cheyenne, WY
Barnum Park Splash Pad – Denver, CO
Fairgrounds Community Park – Loveland, CO

DOUGLAS ELGAR

LANDSCAPE ARCHITECT



EDUCATION

Colorado State University, Bachelor of Science in Landscape Architecture

PROJECT ROLE: **PROJECT MANAGER, LANDSCAPE ARCHITECT**

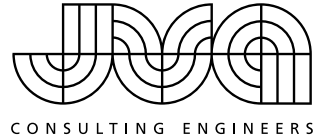
Doug Elgar has been with BHA Design since 2016. He is an energetic and enthusiastic designer who believes in the power of place making. His ambitious chase for an outstanding product is sure to satisfy owner and user alike. Doug has the ability to illustrate design ideas 3-dimensionally using state of the art rendering software which enables clients and community to quickly understand the design ideas and concepts. "Love what you do, and you'll never work a day in your life" is an idea he exhibits in both his passion and his projects.

SELECT EXPERIENCE

Johnstown Community YMCA – Johnstown, CO
 Nancy Richardson Design Center - Colorado State University, Fort Collins, CO
 UCCC Art Plaza – Greeley, Colorado
 Campus Commons - University of Northern Colorado, Greeley, CO
 Williams Village East Residence Hall - University of Colorado, Boulder, CO
 Fine Arts Center Expansion - Laramie County Community College – Cheyenne, WY
 L Lot Landscape Renovation - University of Northern Colorado, Greeley, CO
 Northern Water Master Plan, Expansion, & Conservation Garden Expansion – Berthoud, CO
 Northern Water Willow Creek Campus – Granby, CO
 Meadow Community School – Thornton, CO
 Tointon Academy for Pre-Engineering – Greeley, CO
 Kent Denver Middle School – Englewood, CO
 Prairie Song Nest Park – Windsor, CO
 Platte River Power Authority Campus – Fort Collins, CO
 Greeley Municipal Complex – Greeley, CO
 Berthoud Gateway at I-25 & Highway 56 Interchange – Berthoud, CO
 Field Artillery Readiness Center at RMMA, Preliminary Design – Westminster, CO
 Eastman Park – Windsor, CO
 The Foundry Plaza, Streetscapes, and Stage – Loveland, CO
 Medical Center of the Rockies Expansion – Loveland, CO
 Greeley Open Space Kiosk and Wayfinding Signage – Greeley, Colorado
 Berthoud Mountain Avenue Corridor Design & Signage Plan
 Paintbrush Park Improvements – Castle Rock, CO
 Eastman Park River Experience – Windsor, CO
 UCHealth Harmony Campus LINAC Expansion – Fort Collins, CO
 Larimer County Jail – Fort Collins, Colorado
 Midtown / S. College Avenue Visioning and 30% Design – Fort Collins, CO

SHARON PROCOPIE, PE

PROJECT MANAGER



PROJECT ROLE: PROJECT MANAGER, CIVIL ENGINEER

Sharon Procopie is a Project Manager at JVA. Sharon has nearly twenty years of civil engineering, water resources, environmental policy and program management experience working with both the public and private sectors throughout the front range and mountain west. She has worked on a variety of municipal, educational, commercial, industrial, single- and multi-family residential projects in all stages, from planning to design to construction. Sharon specializes in watershed planning, infrastructure assessments, and drainage and water quality facility design. She has an interest in projects that seek to integrate resource conservation and sustainability in creative and unconventional ways.

EDUCATION

University of Florida, Bachelor of Science
in Agricultural and Biological Engineering

Columbia University, School of
International and Public Affairs, Masters
of Public Administration

BMP Certification for the Conservation
and Protection of Water Resources, Green
Industries of Colorado

REGISTRATIONS & AFFILIATIONS

Professional Engineer: CO

Women in Design (2018-Present)

EPA Climate Showcase Communities
Member and Community Liaison (2010-
2013)

SELECT EXPERIENCE

Fort Lupton Recreation Center Addition - Fort Lupton, CO

Project Manager responsible for coordinating all civil site development work related to the project, starting with conceptual through to final design and construction.

East Boulder Community Center Renovations - Boulder, CO

Project manager responsible for evaluating preliminary site renovations and expansion of the existing facility. Renovations will include improvement to the Community Center and the East Age Well Center, while advancing citywide commitments to sustainability, resilience and equity.

Boulder Civic Area - Boulder, CO

Provided project engineering support for the construction phase, responsible for documenting and observing construction of storm water and civil site elements of the project. JVA has worked extensively with the City of Boulder staff to bring this project into reality.

South Suburban Parks and Recreation Pool Renovations at Harlow, Franklin and Holly Pools - Centennial, CO

Managed civil engineering for three concurrent pool renovations from concept to construction. At Holly Pool, upgrades included a new bath house, 6-lane lap pool, large leisure pool with wading area, slide structure, and integrated play features.

Foothills Parks and Recreation (FPR) Columbine West & Six West Pool - Littleton, CO

Project Manager responsible for coordinating all civil site development work related to the project, starting with conceptual through to final design and construction.

Bohn Farm Cohousing Community - Longmont, CO

Assistant Project Manager responsible for coordinating all civil site development work. Project elements include a road, trails, utilities, community gathering spaces, multi- and single-family homes, townhomes, commercial live-work spaces, and drainage.

DEREK M. PEDERSEN, PE

VICE PRESIDENT, STRUCTURAL ENGINEERING



PROJECT ROLE: PRINCIPAL, STRUCTURAL ENGINEER

Derek has more than 25 years experience designing K-12 schools, higher education facilities, and community recreation centers. He has extensive experience with new construction, complex renovations, and additions that includes projects in Colorado's mountain communities and rural eastern plains. Derek is service oriented and leads his teams with a strong focus on collaboration and communication. Derek led JVA's structural team on the new Greeley West High School and two new high schools for the Poudre School District. He is currently overseeing the construction administration services for the Brighton Recreation Center gymnasium expansion and the design of the Erie Community Center renovation and expansion.

EDUCATION

University of Colorado at Boulder,
Bachelor of Science in Civil Engineering,
High Honors

REGISTRATIONS & AFFILIATIONS

Professional Engineer: AZ, CA, CO, MA,
NY, NJ, OH

Structural Engineers Association of
Colorado (SEAC)

The Masonry Society

American Institute of Steel Construction

Structural Engineering Institute

SELECT EXPERIENCE

Johnstown Town Hall - Johnstown, CO

Town of Erie, Community Center Renovation & Expansion - Erie, CO

CORE Health & Wellness Center – Hobbs, NM

City of Boulder, North Boulder Recreation Center Addition & Renovation – Boulder, CO

City of Brighton, Recreation Center Addition & Renovation - Brighton, CO

City of Longmont, Recreation Center - Longmont, CO

City of Lafayette Recreation Center Addition - Lafayette, CO

Northglenn Civic Center & Community Center - Northglenn, CO

APEX Community Center - Arvada, CO

Town of Superior, Community Center - Superior, CO

City of Fort Collins, Museum & Discovery Science Center – Fort Collins, CO

Boulder Valley School District, Lafayette Elementary School Addition – Lafayette, CO

Poudre School District, Wellington High School & Middle School - Wellington, CO

Weld County RE4, Windsor High School #2 - Windsor, CO

Weld County RE4, Severance High School - Severance, CO

Weld County RE6, Greeley West High School - Greeley, CO

Fox Run Senior Housing - Greeley, CO

Wellington Veterinary Clinic - Wellington, CO

THOMAS SEGELHORST, PE, LEED AP

PARTNER & PRINCIPAL IN CHARGE - MECHANICAL



PROJECT ROLE: PRINCIPAL, MECHANICAL ENGINEER

Thomas brings over 30 years in mechanical engineering design as well as 12 years as a mechanical estimator and contractor. He is proficient in large economic and energy studies, fluent in current installation techniques, codes, materials, and methods, and well versed in technical terminology and drawings for architecture, civil, and structural sets. Thomas is a founder of Integrated MEP. Founded in 2003, the "Integrated" refers to close coordination not only with MEP but structural, architectural, and other building trades. His focus is to provide quality designs intended for years of use and minimal maintenance requirements, and has a proven track record of completing projects on time, every time.

EDUCATION

Colorado State University, Bachelor of Science, Mechanical Engineering, Concentration - Material Sciences & Manufacturing Processes

REGISTRATIONS & AFFILIATIONS

Professional Engineer: CO, WY

LEED Accredited Professional

SELECT EXPERIENCE

Horizon Hills Clubhouse - Loveland, CO

Fort Collins Country Club - Fort Collins, CO

Windsor Charter Academy (Included 11,000 SF gym and recreation facility) - Windsor, CO

CARE Housing Heartside Hill, Community Center - Fort Collins, CO

Fort Collins Senior Center - Fort Collins, CO

Chilson Recreation Center - Loveland, CO

Aims Community College Physical Education Building - Greeley, CO

Timnath Elementary School Facility Upgrades - Timnath, CO

D-BAT Baseball and Softball Facility - Windsor, CO

Highland Meadows Tennis Center - Windsor, CO

Windsor High School, Kula Performance Athletic Facility - Windsor, CO

LAWRENCE SMITH, PE

PARTNER & PRINCIPAL - ELECTRICAL



PROJECT ROLE: PRINCIPAL, ELECTRICAL ENGINEER

Lawrence brings over 33 years of experience in electrical engineering and design and serves as the head of the electrical division within Integrated MEP. He has experience in a variety of project types including education, health care, institutional, industrial, commercial, and residential. His philosophy is built on designing systems that are functional and efficient while considering the constructability, maintainability, controllability and value to the client. Through thorough study and design, Lawrence is able to deliver designs that are practical, cost effective, and seamlessly integrated.

EDUCATION

University of South Florida, Bachelor of Science in Electrical Engineering

REGISTRATIONS & AFFILIATIONS

Professional Engineer: CO, WY

SELECT EXPERIENCE

Horizon Hills Clubhouse - Loveland, CO
Fort Collins Country Club - Fort Collins, CO
Windsor Charter Academy (Included 11,000 SF gym and recreation facility) - Windsor, CO
Poudre River Learning Center - Greeley, CO
Timnath Elementary School Facility Upgrades - Timnath, CO
D-BAT Baseball and Softball Facility - Windsor, CO
Highland Meadows Tennis Center - Windsor, CO
Windsor High School, Kula Performance Athletic Facility - Windsor, CO
Town of Kersey, Town Hall - Kersey, CO



energetics
Energy & Daylighting Solutions

ELIZABETH GILLMOR, PE, BEMP, LC, LEED AP

PRESIDENT



EDUCATION

University of Colorado, Bachelor of Science, Architectural Engineering; Minor in Applied Math

REGISTRATIONS & AFFILIATIONS

ASHRAE Certified Building Energy Modeling Professional (BEMP)

Lighting Certified (LC) – National Council on Qualifications of Lighting Professionals

LEED Accredited Professional

PROJECT ROLE: SUSTAINABILITY CONSULTANT

Elizabeth founded Energetics in 2015 to provide creative, timely, and cost-effective energy, daylighting, and sustainability solutions to building owners and design teams seeking a higher level of energy savings. Elizabeth is a nationally recognized expert in the field of energy modeling, energy codes, building electrification, and lighting/daylighting, and brings an unparalleled enthusiasm and creativity to her projects.

- Experienced project manager and energy modeler for hundreds of projects enrolled in the Xcel EDA program and Fort Collins Integrated Design Assistance Program (IDAP), helping clients obtain millions of dollars in utility rebates
- Over 50 LEED Certified projects documented (EAc1/c2/p2, IEQc8.1)
- Schools: Experience with BEST Grants and CHPS-Colorado
- Affordable Housing: LIHTC energy compliance via Enterprise Green Communities, Energy Star, Zero Energy Ready Homes, National Green Buildings Standard, LEED Homes/Midrise, and utility allowance modeling and calculations
- Energy modeling for financing: 179(d) tax deductions, 45L tax credits, HUD 221(d) (4)/223 financing, and C-PACE (Commercial Property Assessed Clean Energy)
- Living Building Challenge and Net Zero Energy design experience
- Expert in Energy Codes and Performance Method compliance
- City and County of Denver service: Green Buildings Ordinance Technical Advisory Committee, 2019 & 2022 Denver Building Code IECC Technical Advisory Committee, and Net Zero Energy Implementation Plan Commercial Advisory Gp
- Modeling expertise: OpenStudio, EnergyPlus, eQuest, AGI32, Radiance, Ecotect, DAYSim

SELECT EXPERIENCE

Aspen Hills Clubhouse & Pool
Boulder Country Club Pool House
Erie Town Hall Expansion – Erie, CO
Gold Lake Resort – Boulder County, CO
Mountain View Clubhouse & Pool
Winter Park Rendezvous Center – Winter Park, CO
YMCA Camp Chief Ouray Dining Hall – Granby, CO
Academy at Mapleton – Boulder, CO
Atlantic Senior
Cornell Senior Apartments (The Point at Nine Mile)
Denver Gateway 55+
Eben Ezer Assisted Living
Eben Ezer Phases 2-4 Assisted Living
Immaculata II
Kappa Tower II Senior Housing
MorningStar Senior & Assisted Living - Fort Collins

** Completed with Previous Firm*

2./

PROJECT APPROACH



This Page:
Lobby at Williston Parks & Recreation
District, Community and Recreation Center

PROJECT UNDERSTANDING

Community Pride, Place, & Purpose

PROJECT SIGNIFICANCE

The proposed Senior Center & Community Facility is an important investment in Johnstown’s social infrastructure. In partnership with the Town of Johnstown and Thompson Rivers Parks & Recreation, the facility will provide recreational, social, and intergenerational programming that supports wellness, learning, and civic engagement for residents of all ages—seniors, youth, and working families. Its proximity to the existing recreation center and Centennial Park creates a connected hub of services and flexible programming, allowing the Town to balance senior-focused amenities with broader community use.

This project comes at a pivotal moment for Johnstown, which has nearly doubled its population since 2010 and is expected to continue growing in the coming years. The facility will create a welcoming, vibrant space that fosters connection, strengthens civic ties, and enhances quality of life for future generations.

UNDERSTANDING THE PROGRAM

The Senior Center & Community Facility is envisioned as a versatile, multi-use hub designed to serve Johnstown’s growing and diverse population. Based on the RFP, Addendum, and site walk, the facility will include approximately 16,500 SF with a \$10 million overall project budget, inclusive of design, FF&E, and site development. It will feature a balanced mix of multi-generational amenities, flexible community spaces, and recreational areas that can adapt to a wide range of programs and events.

Our team understands the importance of balancing programming between this facility and the adjacent recreation center to create complementary services, maximize efficiency, and support long-term flexibility as the community grows.

PROJECT PLANNING PARTNERS

Design is inherently a collaborative process, and we believe the most successful projects are born from a true team approach—sharing ideas, fostering open dialogue, and respecting the voices of our clients and community. At Collab Architecture, we tailor each process to the unique identity of the places we work. For Johnstown, that means listening to the Town, Thompson Rivers Parks & Recreation, and residents to understand the vision, priorities, and context shaping this facility.

Our team brings both a local lens and statewide perspective, informed by experience with public and community-driven projects across Colorado. We aim to offer creative solutions specific to Johnstown’s needs, while applying proven strategies from similar efforts to ensure success.

We approach programming and activation holistically—designing spaces that meet current needs and stay adaptable for future generations. By prioritizing flexible, functional environments, we empower users, staff, and partners to shape how the space is used. Our role is to refine the program, foster creativity, and deliver goal-driven solutions that position this facility as a lasting investment in Johnstown’s civic life.



Program Area	Key Features
Multi-generation Focused Amenities	Dedicated wellness spaces for exercise and dance, craft and recreation lounge, and spaces for social activities such as card games and group gatherings.
Community & Event Spaces	Flexible community hall (partitionable for multiple events), catering kitchen, and group meeting rooms for public use and rentals.
Recreation Spaces	Fitness and multipurpose rooms supporting intergenerational programs, adaptable for both structured classes and informal use.
Support Spaces	Administrative offices, storage areas, and child-watch areas to ensure operational efficiency.
Indoor-Outdoor Connections	Outdoor plazas and connections to Centennial Park trails, with outdoor restrooms and seating for park visitors.
Parking & Accessibility	Approximately 125 parking spaces with enhanced ADA accessibility (1:10 ratio), intuitive circulation, EV-ready infrastructure, and a dedicated bus drop-off zone.



Above: Project Kick-Off with Town of Silverthorne for the Recreation Center Expansion.

OUR APPROACH

The design and construction process for the Johnstown Senior Center & Community Facility will move through multiple, interrelated paths of inquiry, including site analysis, programming, detailed design studies, cost modeling, and construction planning. Our approach is focused on delivering a facility that is both functional and inspiring—serving the diverse needs of Johnstown's seniors, youth, and families—while remaining within the established budget and timeline. Our proposed approach is structured around four key phases:

- Phase 1:** Discovery & Project Foundation
- Phase 2:** Vision & Concept Development
- Phase 3:** Finalizing Design & Documentation
- Phase 4:** Construction

Throughout these phases, we maintain a collaborative and iterative process, built around key milestones where progress and findings are reviewed with the Town of Johnstown, Thompson Rivers Parks & Recreation, Senior Center Representatives and other stakeholders (the Design Committee). Ideas, concepts, and cost considerations are presented, discussed, tested, and refined to ensure alignment with project goals.

Between these milestones, our interdisciplinary team will continue iterative design exploration—informing and refining programming, site planning, and building layouts to ensure a cohesive and visionary design. From schematic design through construction documentation, permitting, and construction administration, we will guide the project from concept to completion, ensuring a smooth handoff and a facility that reflects the Town's aspirations.

On the following pages we have outlined some key considerations and activities for each phase.

1. / Discovery & Project Foundation:

This phase kicks off with a Visioning Session to align on goals, define the scope of work, and establish a framework for collaboration and decision-making. This shared understanding will guide deeper inquiry into program validation, site analysis, infrastructure review, and benchmarking of peer facilities.

Program Review and Functional Analysis - We will begin with a focused review of the program elements outlined in the RFP and addendum to confirm space requirements—such as senior amenities, community gathering areas, recreation components, and support spaces—while evaluating how they complement programming at the adjacent recreation center. This analysis will also consider operational needs, use patterns, accessibility, and opportunities for flexibility and shared use. Insights from this process will shape design exploration and ensure alignment with the Town's budget and long-term goals.

Utility & Site Infrastructure Review - Our team will conduct a comprehensive review of the 7.8-acre Centennial Park site to address all development and infrastructure considerations for the Senior Center & Community Facility. This includes evaluating existing survey, geotechnical, and topographic data, along with a focused analysis of floodplain risks. We'll also assess the Centennial Park Master Plan to ensure seamless integration with current amenities and long-term goals.

To address infrastructure, we will verify the status and capacity of existing utilities, complete the utility report checklist, and coordinate with Town Engineering Director Doug Gossett through a detailed page-turn session. A Final Utility Report will document system requirements and needed upgrades, while a Drainage Report will assess runoff and propose stormwater solutions per the Town's checklist.

Traffic and access will be analyzed in a Traffic Report to confirm entrance functionality and network capacity. Parking and circulation will be designed to prioritize accessibility and comfort, featuring ~125 spaces, 1:10 ADA compliance, angled parking, one-way flow, and pedestrian-friendly pathways tailored to older adults.

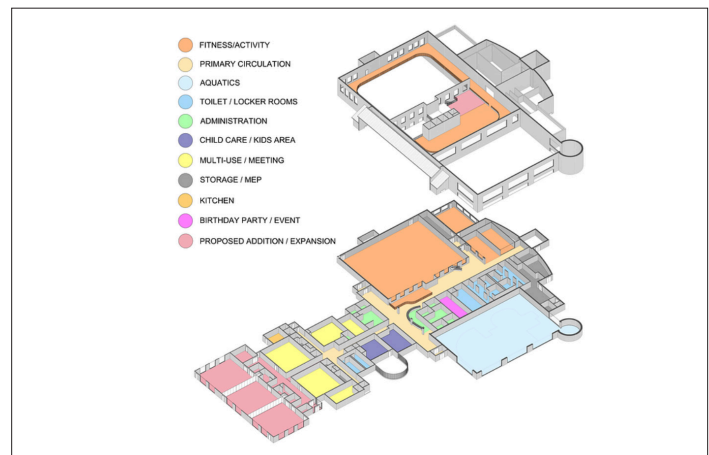
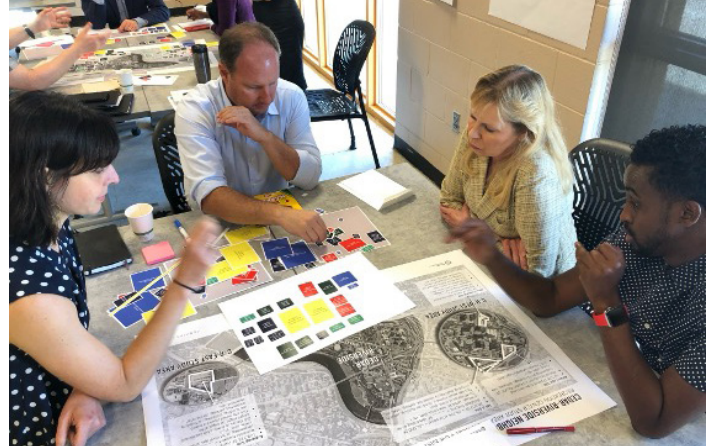
Activities:

- **Project Kick-Off Meeting:** Meeting with the Design Committee and full design team to outline project goals ("Conditions of Satisfaction"), priorities, and communication protocols.

Great design brings communities together. What story will the new Johnstown Senior & Community Facility tell?

Activities Continued:

- **Visioning Session:** A collaborative discussion to define community values, program goals, and initial design direction, including integration with the Master Plan.
- **Program Validation:** Refine and confirm space needs, functional requirements, and user priorities.
- **Initial Risk Assessment:** Identify potential challenges—physical, operational, or utility-related—that may impact planning, and develop strategies to address or mitigate them.
- **Utility Page Turn:** Session with Town Engineering and Planning to review site utilities, drainage, and checklists.
- **Client Engagement Framework:** Outline structure for interviews, public input, design reviews, and decision points.
- **Project Timeline & Milestones:** Develop a realistic project schedule with key benchmarks to align with the Town's planning goals.
- **Phase Presentation & Sign-Off:** Present progress and key decisions to stakeholders for review and approval prior to advancing to the next phase.



Above: Chris Kastelic leading Public Engagement Meeting; Town of Erie Programming Plan.

2. / Vision & Concept Development

During this phase, we will work closely with the Design Committee to define a building concept that reflects the finalized program, site opportunities, and constraints. Priorities such as connectivity to Centennial Park, space flexibility, inclusivity, operational efficiency, and cost-effectiveness will guide our process.

Site Development Plan - Using Phase 1 data, we will create a comprehensive site plan integrating building massing, adjacencies, circulation, drainage, and future expansion, while enhancing connections to Centennial Park and incorporating age-friendly features. To align with local requirements, we'll coordinate with Planning and Development through a pre-application meeting to review the Site Development Plan Checklist and confirm the path forward. This proactive step will reduce risks, streamline approvals, and lay a solid foundation for the next phase.

Public Engagement & Operational Efficiencies - We'll facilitate programming workshops, public presentations, and stakeholder reviews to gather input and build community support. In parallel, we'll evaluate workflows and staffing implications to ensure long-term operational efficiency.

Concept Design Development - We will prepare multiple integrated site and building concepts based on preliminary programming and site analysis. The Design Committee will review and refine these concepts, with the preferred option advancing into Schematic and Design Development with increasing detail.

Activities:

- **Programming Workshops:** Focused sessions with the Design Committee to confirm space uses, adjacencies, and operational needs.

- **Public & Stakeholder Engagement Meeting:** Conduct early outreach and presentations to the community to gather feedback and build support.
- **Site Page Turn & Pre-Application Meeting:** Coordinate with Planning & Development and Engineering to review the site, utilities, and applicable checklists.
- **Sustainability & Resiliency Strategies:** Identify energy-efficient systems, water-wise landscaping, solar infrastructure opportunities, and durable, low-maintenance materials to reduce long-term operational costs and environmental impact.
- **Concept Design Options:** Develop and present site and building concept options, including diagrams, and renderings.
- **Bid Support:** Prepare and review the bid set to support the creation of the contractor RFP and assist the Town through the bidding and selection process.
- **Schematic Design:** Refine the selected concept into schematic floor plans, elevations, and 3D views for presentation to Town Council and the public.
- **Phase Presentation & Sign-Off:** Present progress for review and approval prior to advancing to the next phase.

3. / Final Design & Documentation

With a preferred concept approved, Phase 3 focuses on refining the design, coordinating with engineers, and producing the construction documents needed for bidding, permitting, and construction. The goal is to deliver a high-quality, buildable set of documents that align with the project vision, technical standards, budget, and regulatory requirements.

Design Detailing & Consultant Coordination – Building on the schematic design, we will refine layouts, materials, and systems in collaboration with structural, MEP, and civil consultants. Interdisciplinary coordination meetings will ensure integrated solutions and minimize conflicts.

General Contractor Procurement – We will support the Town in issuing the RFP, participating in pre-bid meetings, and responding to questions. Once selected, we'll onboard the contractor and begin coordination on constructability, phasing, and value engineering.

QA/QC & Permitting – Our team will lead internal and external reviews to ensure documents are accurate, coordinated, and code-compliant. We'll conduct page-turns with the Town and contractor, prepare permit submittals, and coordinate with all Authorities Having Jurisdiction (AHJs) to avoid delays.

Activities:

- **Finalize Design:** Refine architectural and engineering systems, materials, and details based on approved design direction.
- **Informational Public Engagement Meeting:** Provide updates and visual materials to inform and engage the broader community as the design is finalized.
- **Project Visuals, Renderings, and Marketing Package:** Deliver presentation-ready graphics, renderings, and messaging to support public communication and Council updates.
- **Design Development:** Advance the approved schematic design into a coordinated set.
- **Construction Documentation & Engineering Coordination:** Develop detailed documents and specifications, incorporating input from all disciplines to support bidding and permitting.
- **Phase Presentation & Sign-Off:** Present key decisions for approval before advancing to construction.



Above: Conceptual Summary Report Completed for Town of Silverthorne



Designing for All Ages: Elements of a Multi-Generational Facility

A successful multi-generational facility prioritizes inclusivity, flexibility, and ease of use. Clear wayfinding and universal design principles ensure the building is navigable and welcoming to users of all ages and abilities. Thoughtful acoustic planning promotes comfort in both quiet and active areas, while approachable technology supports diverse program delivery without overwhelming users. Flexible spaces allow the facility to evolve with changing needs—accommodating everything from fitness classes and workshops to community events. By understanding the types of programs and activities that bring people together, we can curate environments that foster connection, learning, and lifelong wellness.

4. / Construction

With design documentation complete and a contractor selected, Phase 4 transitions the project into active construction. During this phase, our focus shifts to construction administration—supporting the Town, contractor, and consultants to ensure the project is executed according to design intent, schedule, and budget. Our office is located just 15 minutes from the site, allowing us to maintain a strong, consistent on-site presence throughout construction. This proximity enables us to respond quickly, resolve issues efficiently, and provide hands-on support at every stage.

Activities:

- **Weekly OAC Meetings:** Facilitate structured meetings to review schedule, submittals, and field coordination.
- **Site Observation Reports:** Conduct regular site visits and document progress, quality, and conformance to design.
- **Submittals & RFIs:** Review and respond to contractor submittals, product data, and RFIs in a timely manner.
- **Construction Clarifications & ASIs:** Provide design clarifications and supplemental instructions as needed.
- **Punch List & Closeout:** Assist with final inspections, punch list documentation, and project handover.

COST MANAGEMENT

Budgeting Methodology and Cost Control

Our team has a deep understanding of the balance between expectations and available resources. We've successfully delivered high-performing facilities within tight budgets by maintaining close collaboration between the design team, owner, and consultants. This ensures all parties share a clear understanding of project scope, priorities, and quality benchmarks from the start.

Target Value Design

We begin by developing a conceptual cost model early and test design decisions against it throughout the process. Once the design direction is confirmed to align with the budget, we advance drawings for key elements—such as space planning, structure, and systems—to better understand cost implications. This proactive, cost-targeted approach allows us to stay on track without sacrificing key components, reducing the risk of late-phase redesign or cuts to quality or program.

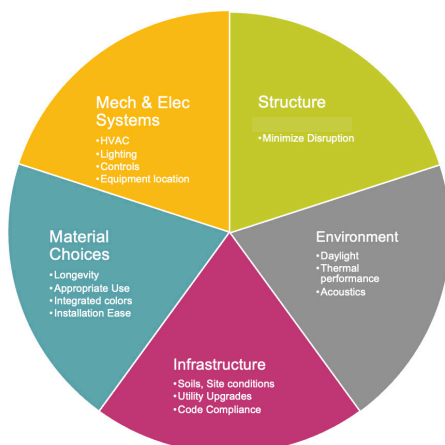
We also work diligently to manage scope creep. As new ideas emerge, we evaluate them with respect to the overall budget, offering thoughtful alternatives so the owner can make informed decisions. Continuous, real-time cost feedback allows for better control and value-driven choices at every step.

Value Analysis

As with any public project, it's likely that desired features may challenge the available budget. We view value engineering not as reduction, but as an opportunity to seek the best solutions that preserve quality and function. We provide clear comparisons of systems, materials, and layout options—highlighting pros, cons, and cost impacts—so stakeholders can confidently prioritize what matters most.

Recognizing Cost Drivers

Especially in a complex, multi-use facility like this, understanding how costs are distributed is key to budget alignment. Our experience allows us to quickly identify cost drivers and plan efficient layouts, systems, and materials to deliver a facility that is not only affordable but highly impactful for the community.



ENGAGING THE COMMUNITY

Public Outreach Strategy

At the outset of the project, we will work with the Town of Johnstown to establish a tailored public engagement strategy that reflects both the community's values and the Town's communication goals. While the current intent includes two public engagement meetings, we understand that the level and type of outreach will be determined during project kickoff. Our first step will be to collaboratively define what success looks like—clarifying what information we need from the public, what we intend to share and when, and how community input will be incorporated into the design process.

Our approach includes a flexible toolbox of engagement options, which may include:

- Community open houses and workshops
- Focus groups and stakeholder meetings
- Surveys (online or in-person)
- Pop-up events at Centennial Park or other local venues
- Digital outreach via a project website, email updates, and virtual presentations

To reach a wide range of voices—including older adults, youth, individuals with disabilities, and working families—we will prioritize accessibility and inclusivity in all public-facing activities. Whether through in-person events or virtual platforms, we will aim for a transparent, two-way dialogue that keeps residents informed and engaged throughout the process.

Our team will lead the development of all outreach materials, coordinate logistics, and synthesize feedback to ensure public input meaningfully informs design decisions. Once the engagement strategy is refined with Town staff and stakeholders, we will launch outreach efforts at key milestones to build consensus around the vision and priorities for this new multi-generational facility.



Pop-Up with City of Arvada



Focus Group Workshop - City of Ouray



Design Storytelling Exercise - Town of Erie



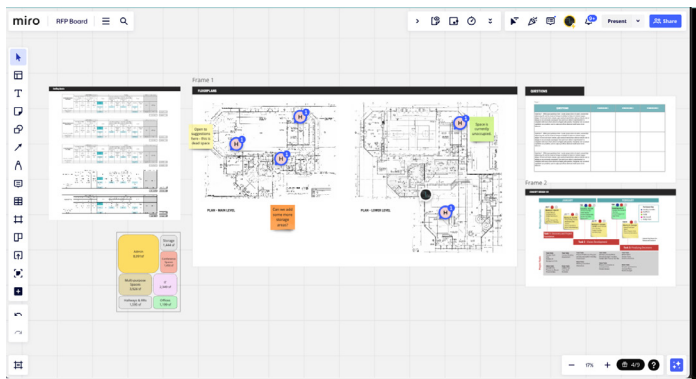
Stakeholder Charrette - Town of Silverthorne

COMMUNICATION TOOLS

Miro Board - An Interactive Workspace

To foster clear communication and streamline collaboration, we use Miro as an interactive project management tool—a digital hub we’ve successfully implemented with clients including Silverthorne, Ouray, Erie, and Rifle. Miro allows us to organize and store all key documents, schedules, reports, meeting notes, and design visuals in one centralized location, giving stakeholders a real-time snapshot of project progress at any point in the process.

More than just a reference tool, Miro invites direct stakeholder interaction—participants can leave comments, tag team members, and engage with materials live during meetings or asynchronously. This approach keeps everyone aligned, encourages ongoing feedback, and ensures that decision-making is both collaborative and informed.



Bringing Vision to Life: Immersive Concept Review in Ouray

Most recently, our team worked closely with the City of Ouray to develop and present three concept options for the new Bathhouse and Community Center. These concepts were shared directly with City Council during a public work session, where our team guided council members through each option, highlighting programming, site integration, and cost considerations.

To create a more immersive and interactive experience, we produced 3D rendered videos that allowed council and community members to understand how each concept would look and function within the context of the surrounding park and landscape. These visual tools proved invaluable in helping the City evaluate the options holistically, leading to meaningful feedback and ultimately, council approval to move forward with the preferred direction.

3D Visuals & Rendering Capabilities



QUALITY CONTROL

To ensure quality control throughout both design and construction, we rely on a clear set of tools and processes that guide project management, decision-making, and team coordination. The following strategies are embedded in our workflow to maintain alignment, track accountability, and deliver successful outcomes from start to finish.



Quality Control throughout the Process

The true success of any project can only be seen after many years of operation and use, and that success begins in the details. First, we recognize that the most critical decisions are made in the earliest stages of design, where the greatest impact on cost can be realized. We develop detailed plans early in the process to give the client team plenty of opportunities to react to details in the design and reach consensus. Second, we use tracking logs to record project issues for owner and design team tracking, capturing everything from the smallest details to the largest spaces. Finally, before any design documents or drawings are issued, our entire team, including consultants, conducts thorough quality control review sessions on the deliverables. By issuing more thorough and complete work with proficient coordination, the owner's document review can focus on content and more relevant issues without the distraction of misaligned information.



Everyone Knows Their Role

Before we begin the complex process of design and planning, we will clearly delineate responsibilities within the team. This may seem obvious, but it cannot be underestimated. Our responsibility matrix is an essential tool to ensure that tasks, decisions, or scopes of work are not ambiguous or overlooked. The matrix includes planning and drawing tasks, the decision-making chain of command, and the responsible parties for design, implementation, and final decision-making. By establishing these responsibilities early, there is less chance that scope or responsibilities will be delayed or omitted.



Solve Issues Together as a Team

As designers, we often feel we must solve every issue that arises on a project, but it's important to remember that our consultant group possesses a wealth of information about the Johnstown community, as well as expertise in operations, maintenance, programs, and procedures. The best solutions draw from all of this expertise. To maximize meeting effectiveness, we will come prepared to each meeting with clear decision points and the necessary information to make informed decisions, including functional impacts, cost implications, supporting data, and consultant feedback.



You Always Know Where We Stand

We believe regular, thorough updates on the project design are important for open communication. We have found, especially on complex projects with a large group of stakeholders, that project leaders often request updates with limited warning. Rather than scrambling to describe the status upon every request, we regularly produce a project executive summary outlining major aspects of the project—budget status, schedule status, pending decisions, current team tasks, upcoming tasks, and alternates/options. This regular, clear communication helps our entire team stay aligned with project expectations.

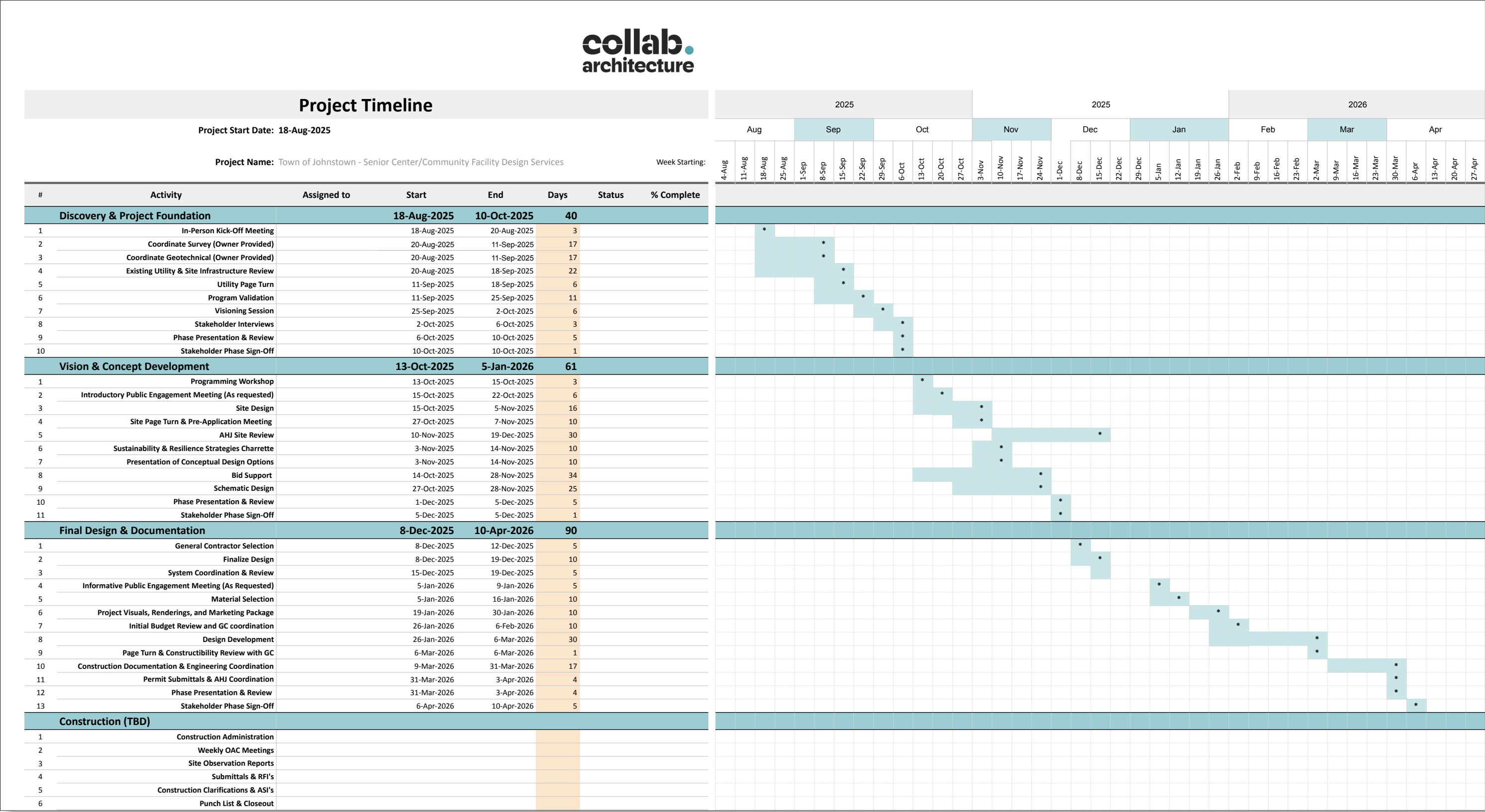


Nothing Falls Through the Cracks

We learned long ago that it is not the major space decisions that often challenge our projects, but rather the tracking of minute details that separates truly great facilities from the mediocre. Our tracking matrix records owner comments from document review meetings, facility tours, phone conversations, and emails. Items are recorded on the list, assigned responsibility, and integrated into the documents.

PROPOSED SCHEDULE

Below is a proposed schedule outlining the design team's recommended timeline for completing the project. This preliminary schedule is intended to serve as a starting point and will be refined upon award to align with the Town's goals, priorities, and stakeholder availability. A planned pause for the December holiday break has been incorporated to accommodate seasonal scheduling needs.



3./

FEE & REFERENCES



FEE PROPOSAL

Base Fee

	COLLAB ARCHITECTURE	BHA Design (Landscape Architecture)	JVA Consulting Engineers (Civil Engineering)	JVA Consulting Engineers (Structural Engineering)	Integrated MEP (MEP Engineering)	TOTAL
PHASE 1: DISCOVERY & PROJECT FOUNDATION						
Fixed Fee	\$26,500.00	\$8,225.00	\$9,775.00	\$9,200.00	\$6,037.50	\$59,737.50
PHASE 2: VISION & CONCEPT DEVELOPMENT						
Fixed Fee	\$106,000.00	\$13,550.00	\$16,100.00	\$18,400.00	\$17,037.50	\$171,087.50
PHASE 3: FINAL DESIGN & DOCUMENTATION						
Fixed Fee	\$92,750.00	\$30,660.00	\$46,000.00	\$23,000.00	\$27,600.00	\$220,010.00
PHASE 4: CONSTRUCTION						
Fixed Fee	\$39,750.00	\$7,425.00	\$12,650.00	\$12,650.00	\$5,525.00	\$78,000.00
FEE TOTAL	\$265,000.00	\$59,860.00	\$84,525.00	\$63,250.00	\$56,200.00	\$528,835.00

As-Needed Services

	Aqua Engineering (Irrigation Design)	Energetics (Sustainability Consultant)	TOTAL
PHASE 1: DISCOVERY & PROJECT FOUNDATION			
Fixed Fee	\$1,380.00	\$3,405.00	\$4,785.00
PHASE 2: VISION & CONCEPT DEVELOPMENT			
Fixed Fee	\$2,070.00	\$7,225.00	\$9,295.00
PHASE 3: FINAL DESIGN & DOCUMENTATION			
Fixed Fee	\$7,590.00	\$5,325.00	\$12,915.00
PHASE 4: CONSTRUCTION			
Fixed Fee	\$4,650.00	\$0.00	\$4,650.00
FEE TOTAL	\$15,690.00	\$15,955.00	\$31,645.00

STANDARD HOURLY RATES	
Principal Architect / Engineer	\$250 / hour
Project Manager	\$225 / hour
Project Designer / Engineer	\$145 / hour
Interior Designer	\$125 / hour
Model Technician / Clerical	\$115 / hour

Due to our close proximity to the project site, we do not anticipate any reimbursable expenses outside of direct printing and reproduction services. Our location allows us to attend meetings and conduct site visits without incurring additional travel-related costs.

REIMBURSABLE EXPENSES	
Printing Services, Materials, Supplies	Cost + 15%

PROJECT REFERENCES

In addition to the references included with our project experience, we've provided a list of additional project references below.

TOWN OF SILVERTHORNE, RECREATION CENTER EXPANSION

Steven Herrman

Park, Recreation, Open Space and Trails Director

970.262.7375

steven.herrman@silverthorne.org

CITY OF OURAY, COMMUNITY HUB

Joe Brown

Parks & Recreation Director

970.325.7077

jbrown@cityofouray.com

TOWN OF ERIE, COMMUNITY CENTER EXPANSION

Rachel Wysuph

Recreation Division Manager

303.926.2791

rwysuph@erieco.gov

"From the beginning, Collab demonstrated a strong commitment to collaboration. They listened closely to the Town's needs, incorporated stakeholder input, and translated complex priorities into clear design solutions. Their ability to communicate concepts—through graphics, presentations, and construction documents—was key in building community understanding and support. Notably, the marketing materials they developed helped articulate the project vision to a wide audience and still serve as a valuable reference on our website.

This expansion is one of the Town's most important investments in recent years, and its success is vital to maintaining public trust.

Collab's approach not only aligned with our goals but elevated them, creating a design that reflects Silverthorne's values. Their consistent delivery of quality work on time has helped protect our reputation, and their professionalism has built strong relationships with our staff, contractors, and community."

- Steven Herrman

Park, Recreation, Open Space & Trails Director



"Jordan and his team brought an unmatched ability to connect with our community and stakeholder group, helping us capture a shared vision and real needs for this facility. Their creative engagement strategy—like the #GRWM animated survey—led to nearly 80% participation from local students and sparked the highest level of overall community engagement I've seen in Ouray. Their work was instrumental in building support, aligning priorities, and securing unanimous City Council approval. This project would not be where it is today without their leadership and approach."

- Joe Brown

Parks & Recreation Director



A NEW CHAPTER FOR COMMUNITY LIFE IN JOHNSTOWN

Senior Center / Community Facility Design Services





TODAY'S AGENDA

01. Our Team

02. The Process from Idea to Reality

03. Our Best Advice

OUR TEAM



Our Team

Who We Are – An Experienced Team that Understands Johnstown and this Project



JORDAN LOCKNER, AIA, NCARB
Principal-in-Charge

- Primary contact
- Coordination between stakeholders and design team
- Coordination of programming and concept designs
- Final architectural review



CHRIS KASTELIC, AIA, LEED AP
Programming Specialist

- Assistance in coordination between stakeholders, user groups, and design team
- Lead programming and concept designs
- Final architectural review



BRYAN MERRITT
Project Manager

- Project detail coordination
- Consultant coordination
- Management of drawing deliverables
- Facility conditional assessments
- Visuals package coordination

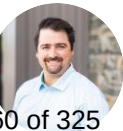
It's All in Our Name.

Collaboration is at the heart of what we do.

- Founded on **collaboration** as our core principle.
- We **listen first** and value all voices.
- We **value close partnerships** with the project team to streamline processes.
- We provide **expertise and proactive coordination** throughout each phase.
- We believe in **making the process fun!**



stop, **collaborate**, & listen.



PLANNING A MULTI-GENERATIONAL FACILITY

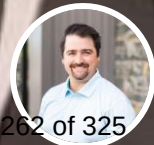
Answering All the Questions – From Idea to Reality





HOW WILL THIS TAKE SHAPE?

How Your Community Defines their Center



Public Participation Plan

An Understanding of the Various Input Forums



STEERING COMMITTEE

- Project Planning Team
- Regular Meetings
- Authority to make decisions



STAFF MEETINGS

- Focused discussions
- Specific input on planning and activities
- Intensive working sessions



FOCUS GROUP

- Diverse stakeholders
- Community partners and stakeholders
- Exchange of ideas and Information
- Vision and Support Network



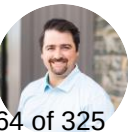
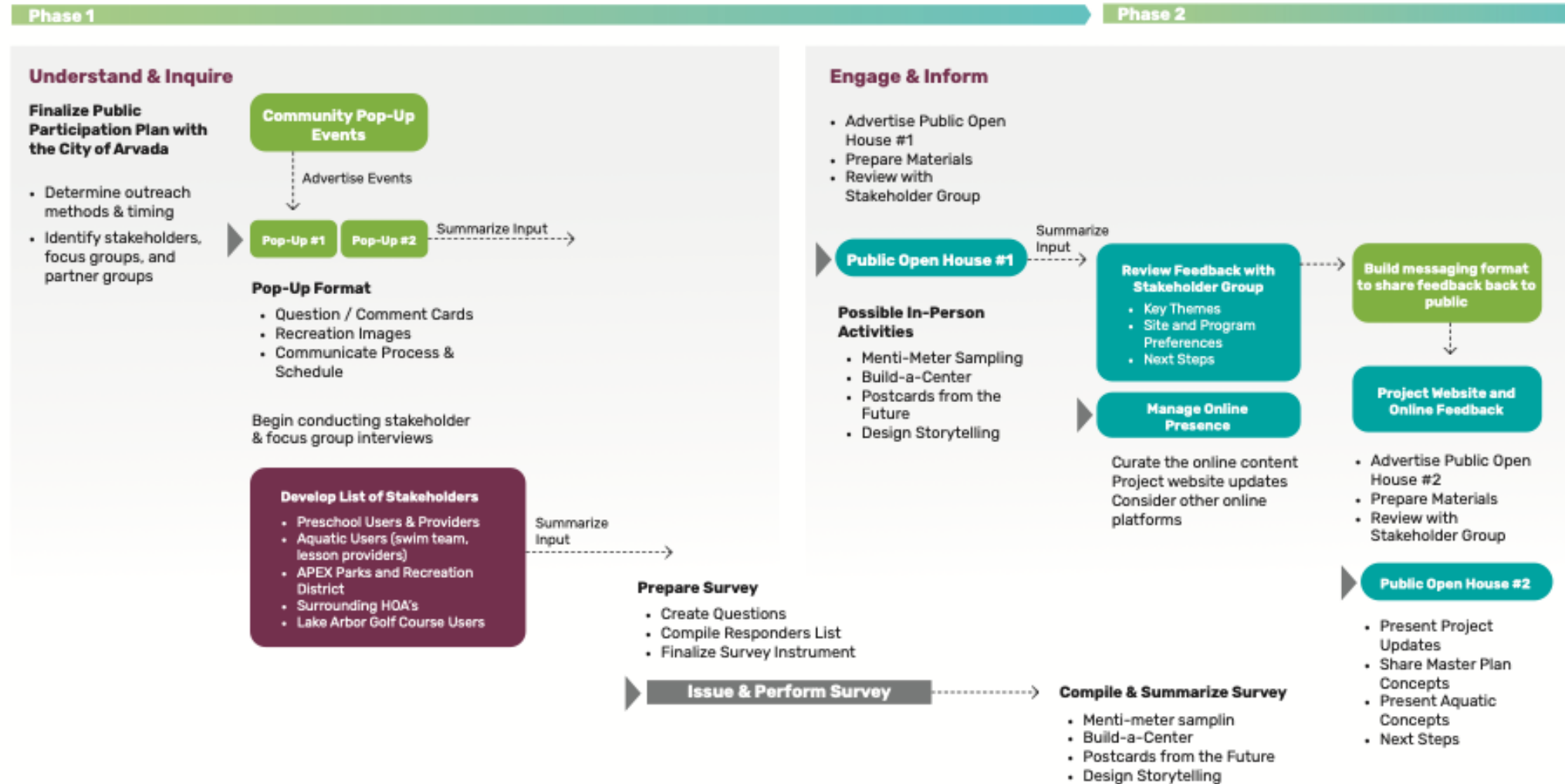
COMMUNITY TOWN HALL

- Open House Format
- Project Overview
- High-level communication
- Key Milestones



The Public Participation Plan

We Must Have a Clear Roadmap for Engaging the Community



Public Outreach

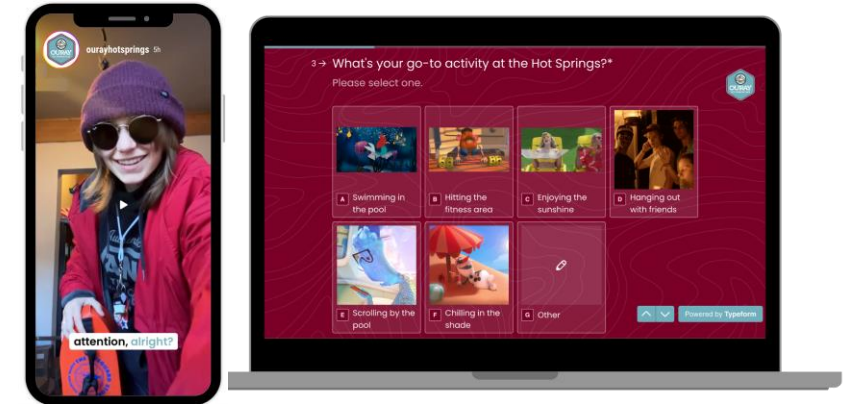
Interactive Engagement



Park "Pop-up"



Meeting in a Box



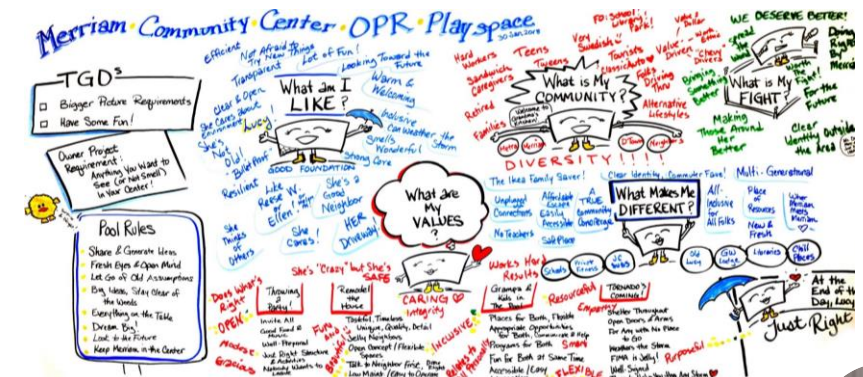
Student Engagement



Postcards from the Future

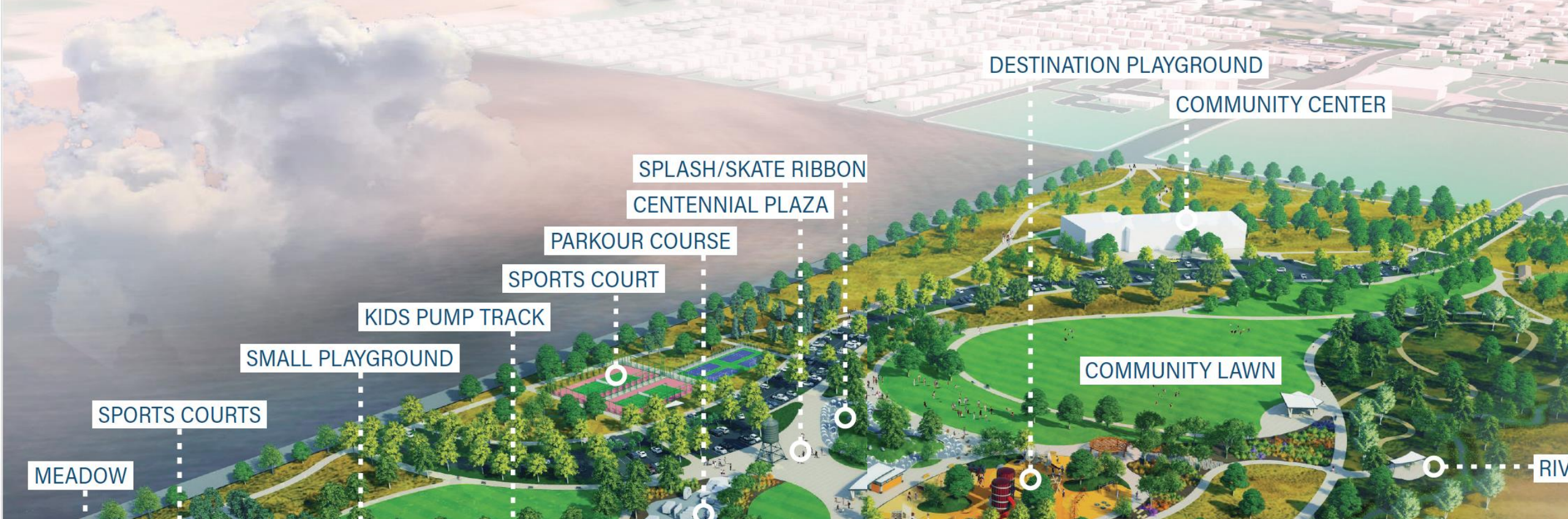


Build-a-Center



Design Story Telling





WHAT WILL IT INCLUDE?

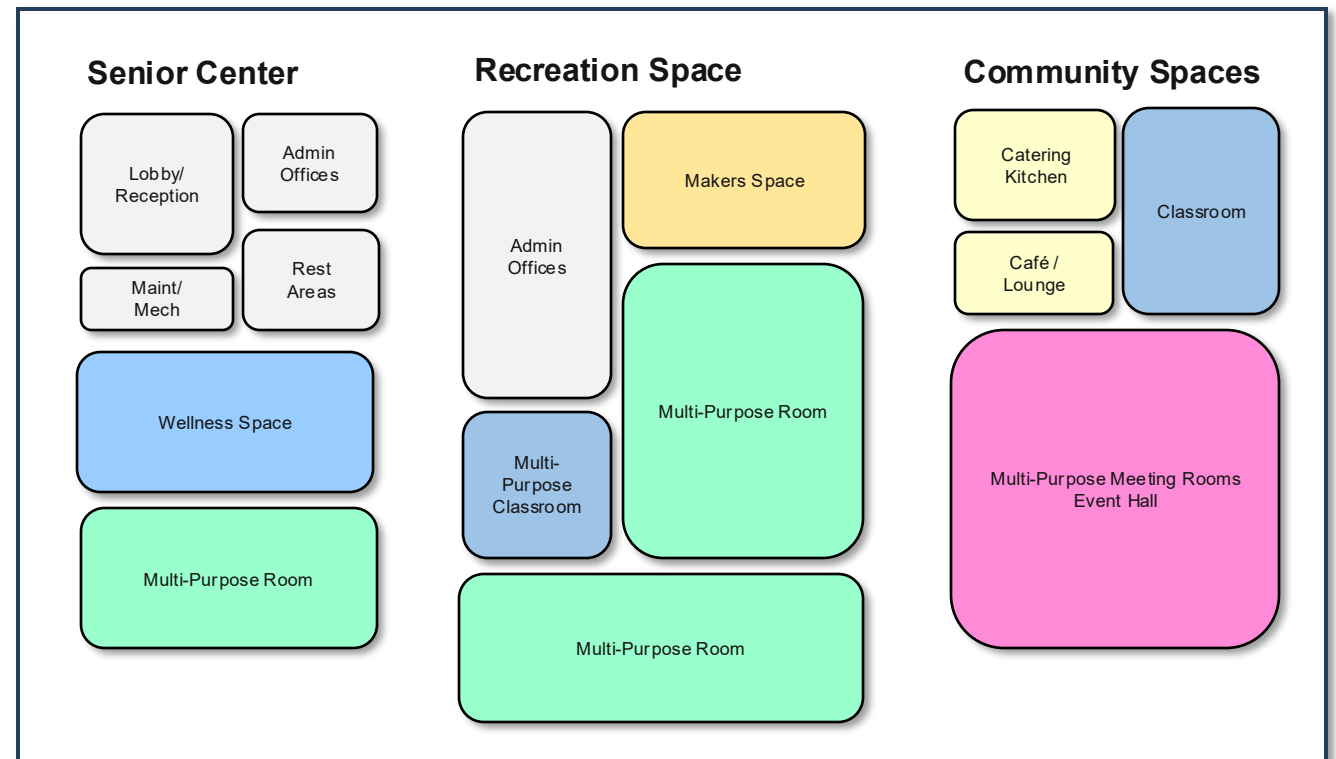
Activities with Broad Community Appeal



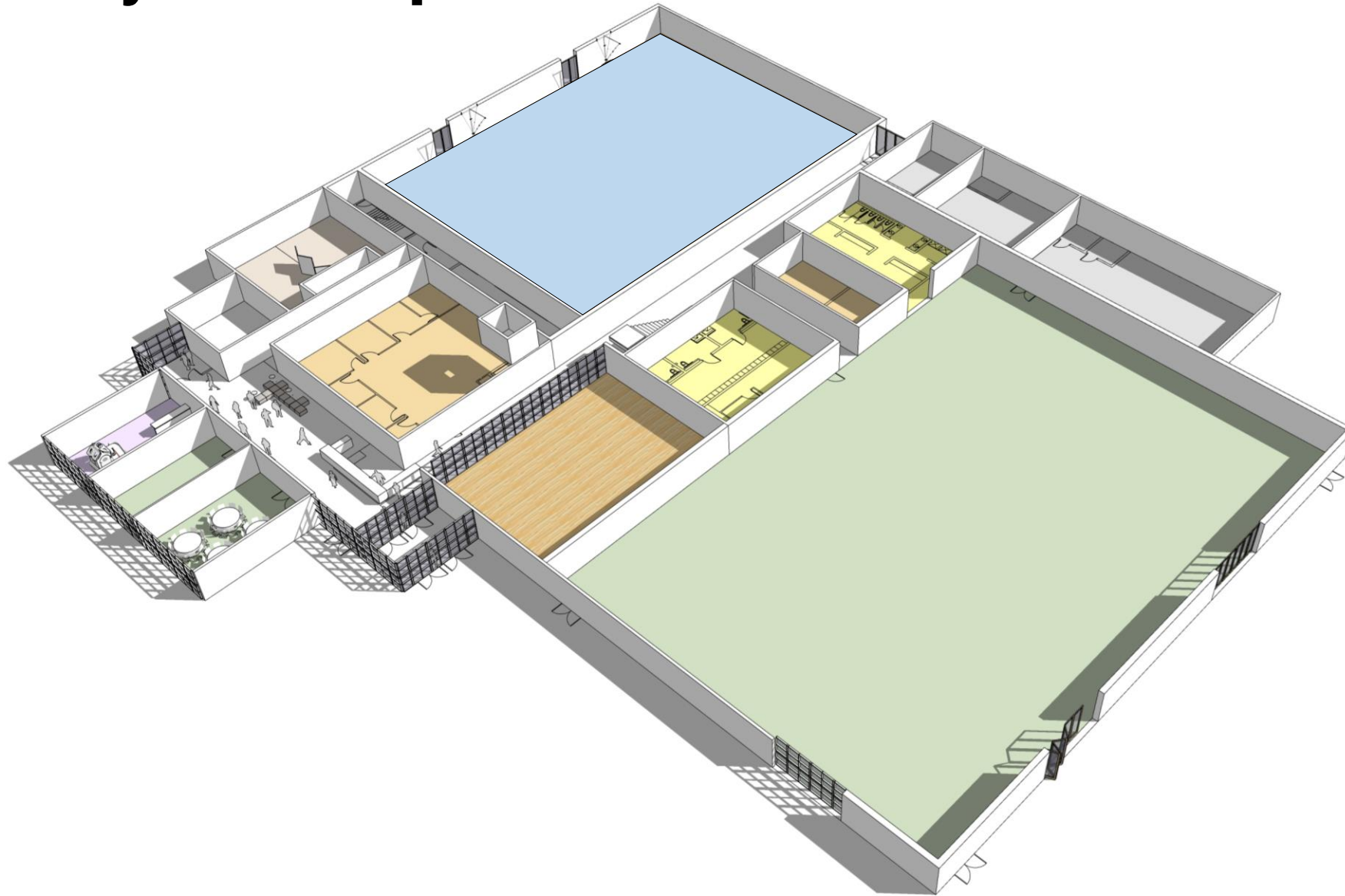
The Project “Recipe”

1. Refining your overall activity goals.
2. Understanding the functional and operational distinctions.
3. Finalize a program of spaces that serve this need.

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The Project “Recipe”



Right Sizing the Project

Always ask the following questions....

- What is the optimal size of the space?
- Does this space provide maximum benefit for money spent?
- Is it offered elsewhere in the community and region?
- Can it be added later, phased in future additions?
- Can it share space in scheduling or shared use?
- And finally...when does it become so multi-use that it is multi-useless?



Holistic Sustainability

Operational Sustainability

- Efficiency of plan
- Flexibility of Spaces
- Ease of Operation and Maintenance
- Future Growth planning

Financial Sustainability

- Reliable Operational and Revenue Projections
- Enterprise Approach to Profit Centers
- Maintenance and Replacement Fund

Environmental Sustainability

- Resource Efficient
- Lower Utility Costs
- Better Indoor Air Quality
- Regenerative Systems

Culturally Sustainability

- Safe, Inclusive, and Equitable
- Resilient to Social and Natural Stressors
- Social Hub to Combat Isolation



Universal Design

- Clear Wayfinding
- Acoustic Planning
- Environmental Comfort
- Approachable Technology
- Flexible
- Quiet and Active Zones
- Safety and Defensible Space



WHAT WILL IT LOOK LIKE?

A Design that Reflects the Johnstown Community



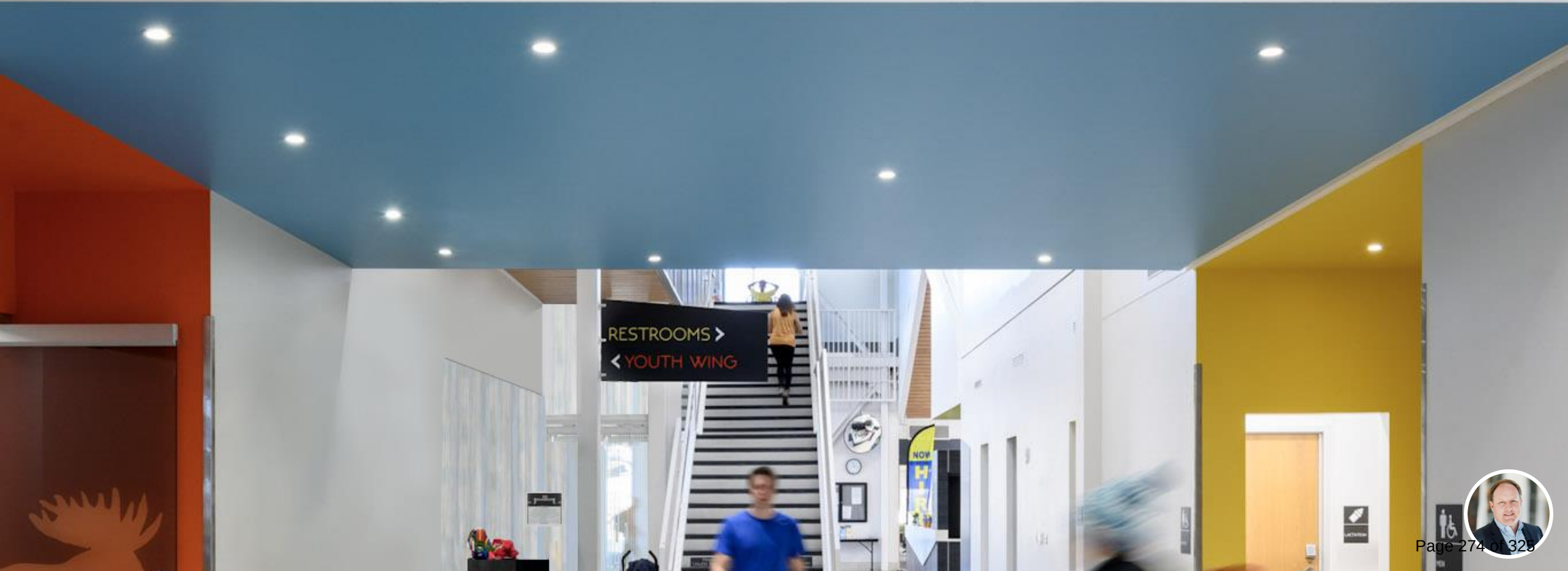
A Concept that Fits the Community

- Develop concepts that are efficient, affordable and achievable
- Gauge the type of building character that reflects Johnstown
- The building should be cost-effective and functional



WHAT WE'VE DESIGNED WITH OTHER COMMUNITIES

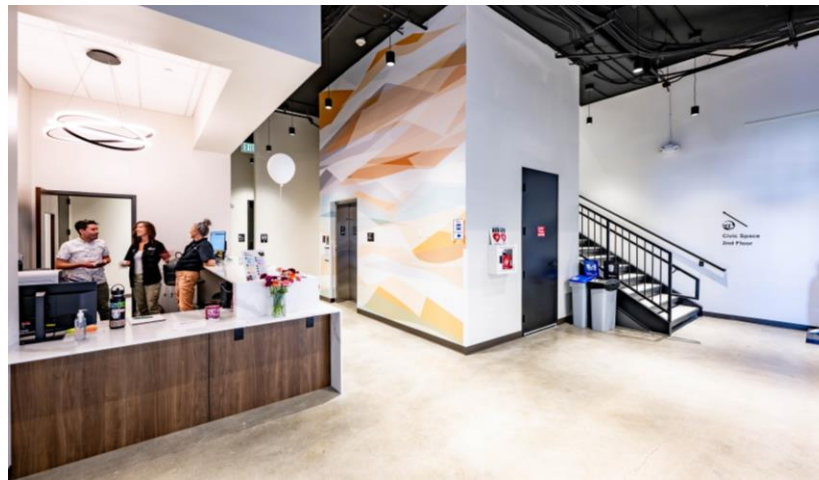
Looking to our Past Experience for Guidance



Commerce City Recreation Center Study



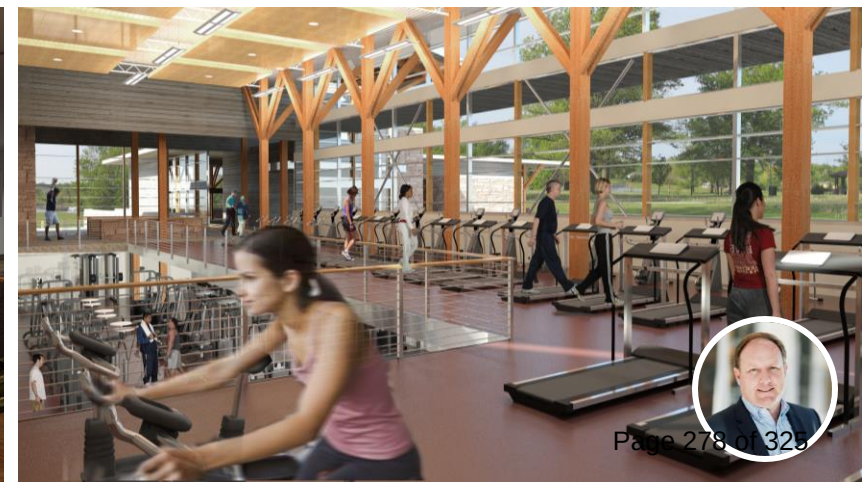
Superior Downtown Civic Space



Lantern House Community Center



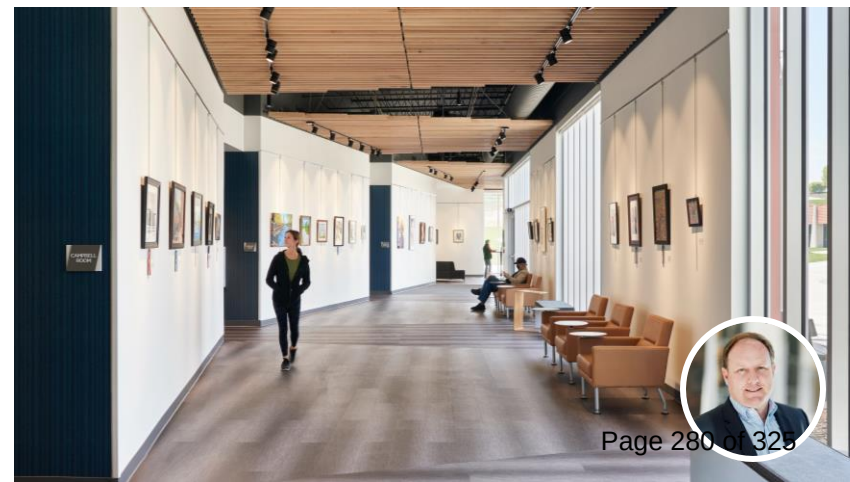
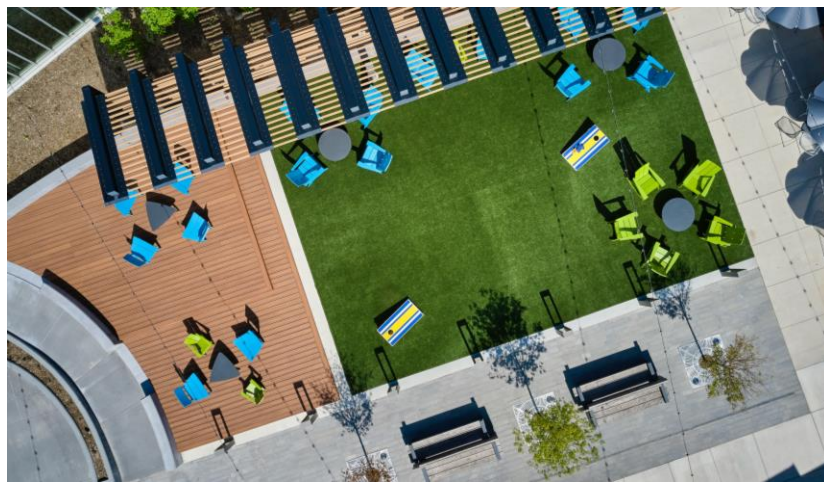
Estes Valley Recreation Center



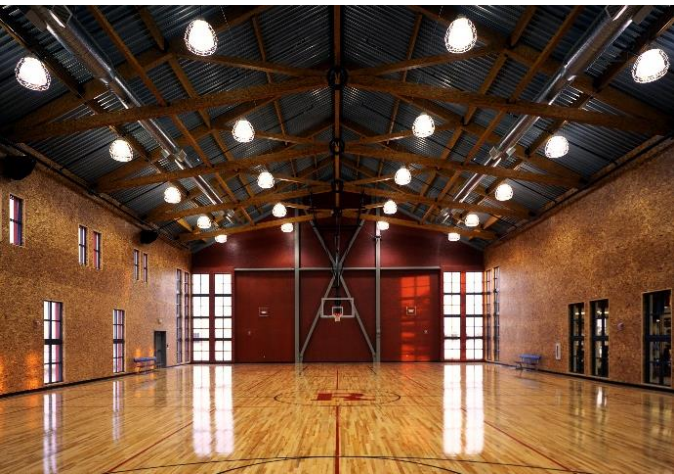
Fruita Community Center



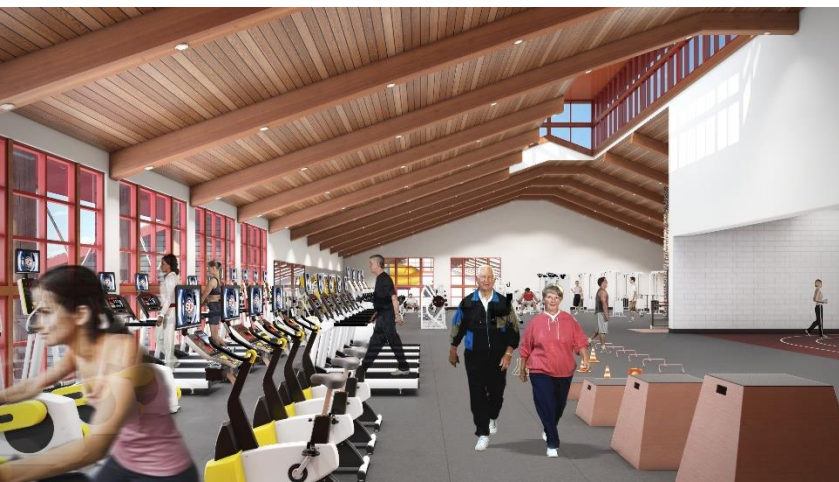
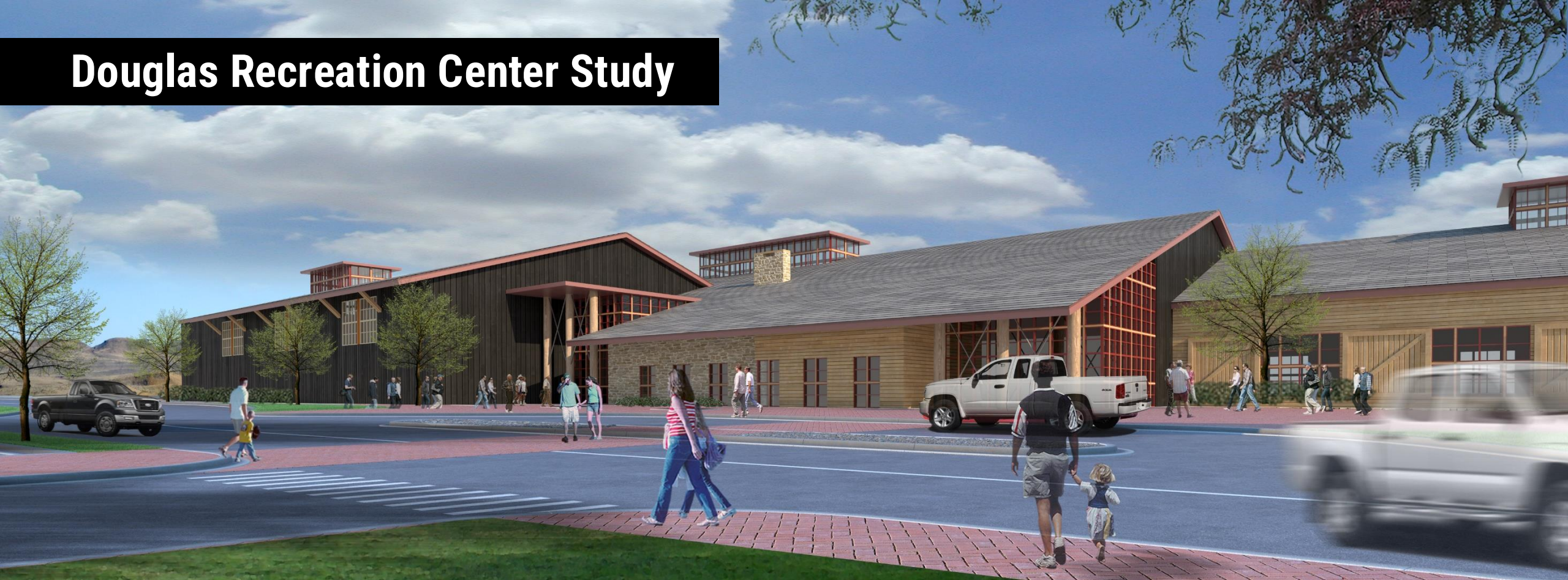
Merriam Community Center



Reunion Recreation Center



Douglas Recreation Center Study



WHAT WILL IT COST?

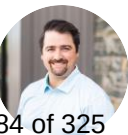
Establishing a Realistic Budget and Designing to it



Cost Analysis

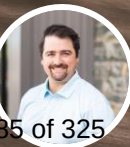
- Early Program Level Budgeting Tools:
 - Build a cost model to the budget, don't just estimate the design
 - Understand the cost drivers
 - Continuous tracking throughout process

Build a Total Project Budget	
✓	Construction Costs
✓	Contingencies
✓	Site Impacts
✓	Development Fees and Costs
✓	Entitlements
✓	Equipment and Furnishings
✓	Surveys, Reports, Testing, Inspections
✓	Move-in and Start-up

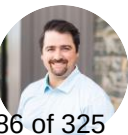
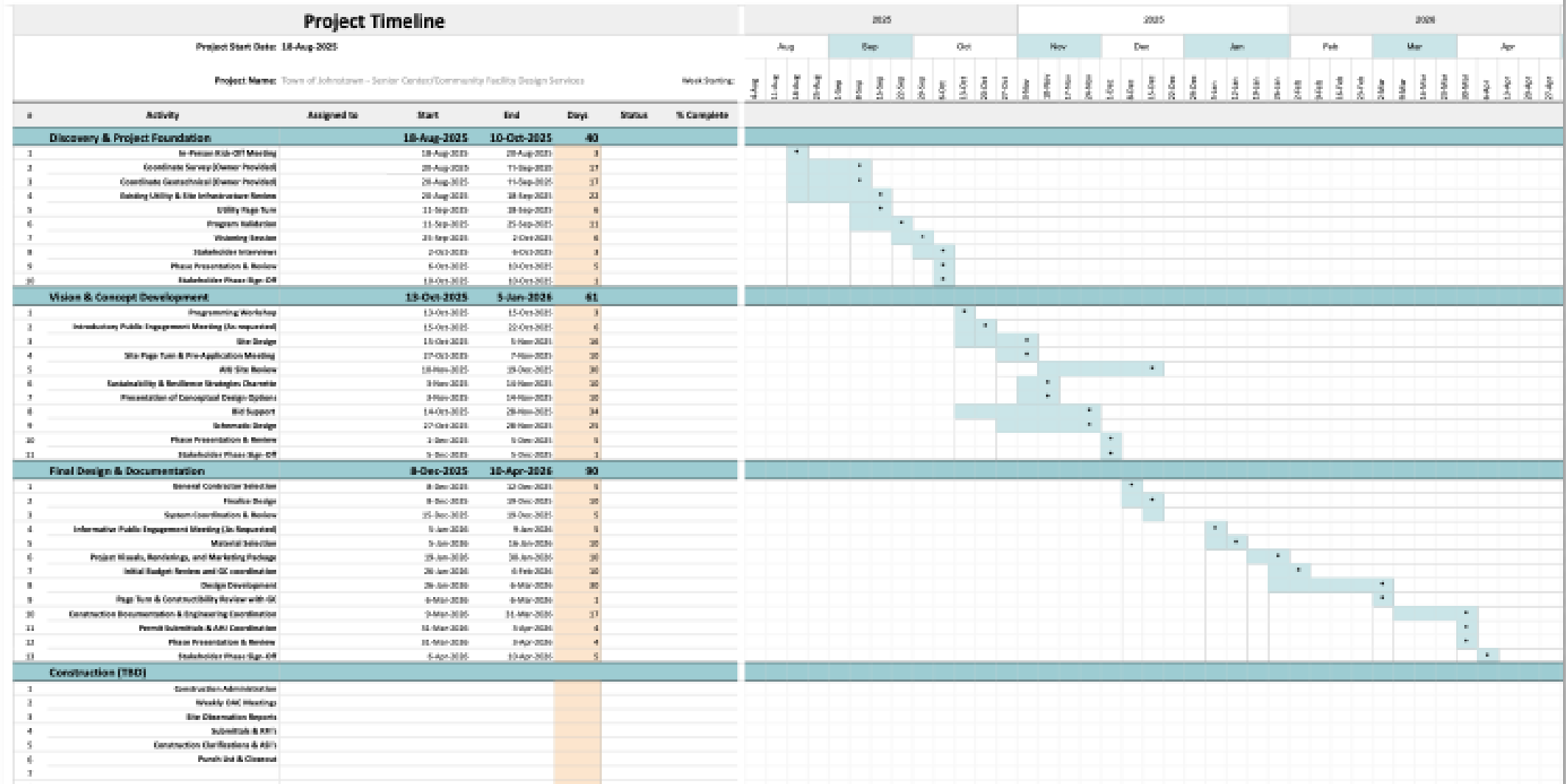


HOW WILL WE ACCOMPLISH ALL THIS?

A Work Plan and Schedule Focused on Results



Work Plan



Planning Charettes



We are Hands-on

We use a collaborative, charette based process
The best ideas come from our collective knowledge



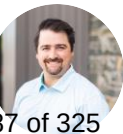
Idea Based Design

Exciting tools for communicating the design



Have Fun

We collaborate – The project can be successful and fun



Communication Tools

Tools to Ensure that We Are Always on the Same Page

PROJECT TOOLBOX

INTERNAL KICK-OFF

Establish common goals & trust. Outline project goals and communication plan.

MIRO BOARD

Live creative workspace where everyone participates

RESPONSIBILITY MATRIX

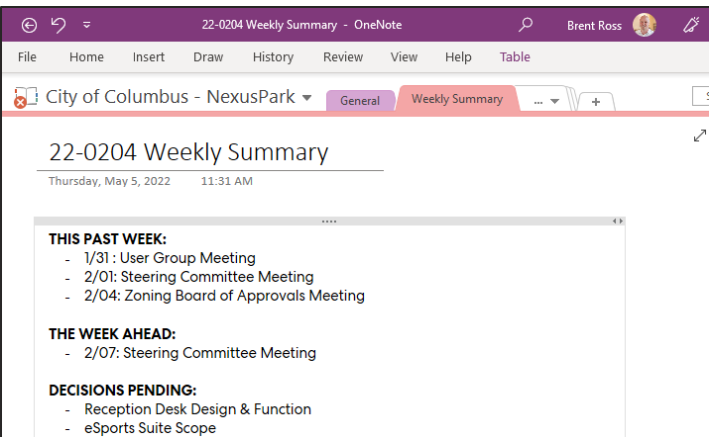
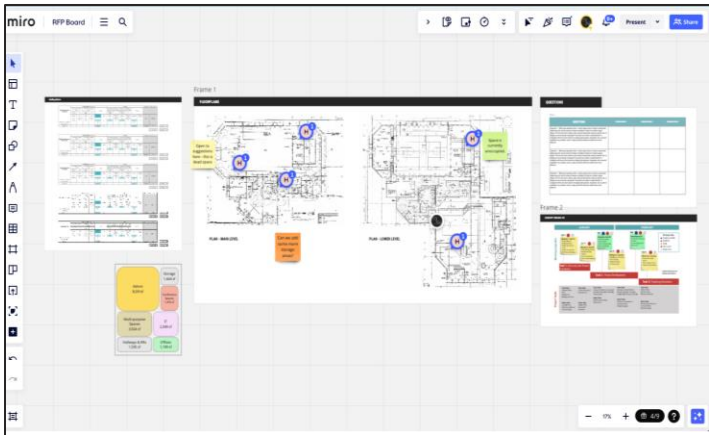
Clear roles and decision flow

DETAIL TRACKING MATRIX

Nothing falls through the cracks

WEEKLY EXECUTIVE SUMMARY

Regular project status report



SOU McNeal-SRC GENERAL OWNER COMMENTS										SCD Job No. 143			
Comments: DESIGN DEVELOPMENT DRAWINGS dated Nov. 4, 2015													
Item No.	Comment By	Category	Room No.	Comment	Comment Date	Phase	Dwg No.	Detail No.	Spec Section	Spec Paragraph	Responsibility	Consultant Response	Completed Response only Review only
				HEEL = Health, Physical Education, ATHL = Athletics DG = Drew Gilliland, FMP; BA = Bruce Abalos, FMP STU = Students CRL = Cost Revision Log Item DM = Dave Meyer, FMP; EC = Brad Christ, FMP									
				FMP = Facilities Management & Planning SOU standards will change in December. New information for LED lighting, USB port locations, Chicago brand faucets, toilet fixtures and hand dryers. Changes will be evident in the body of the document (bold text)									
1	DG	Gen			11/19/15	DD					SOU		X
2	BA	Gen		Clarify water meter notes and COA involvement in civil site plan	12/08/15	DD					ZCS	Complete	X
3	FMP	Gen		One-lantern Room at McNeal Main Level and SFC Lower Level shall be 4'-6" auto-coupler compatible. Provide 4'-0" door. Provide 18" deep shelves. Provide floor mounted mop sink and mop rack, clearances per Bruce's sketch.	11/19/15	DD					SCD		X
4	DG	Gen		Minimum LEED Certification is now SILVER.	12/22/15	DD					ALL	Design team is targeting LEED Silver	X
5	DG	Gen		SOU is not required to follow the State of Oregon SEED Program. Project must meet LEED Silver minimum to get fee exemption. (Project is targeting 20% energy savings over LEED baseline)	12/22/15	DD					ALL		X
6	CRL	Gen		One CPU interior partitions and foundations - interior partition walls will be gypsum board in all cases	12/22/15	DD					SCD		X
7	CRL	Gen		Change SOG to 4'	12/22/15	DD					SCD-ZCS	Completed	X
				Reduce foundation wall footings by temporary bracing									X



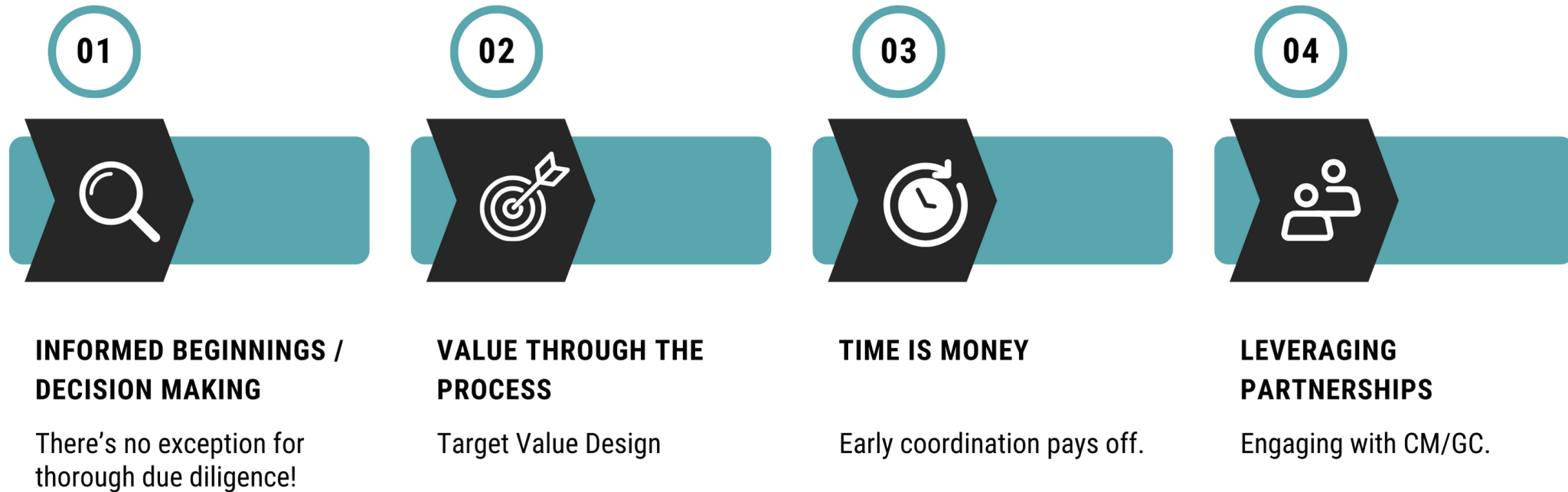
HOW DO WE ENSURE SUCCESS?

Seeing the Vision through to Construction



Providing Value through Process

How Our Team Provides Guidance throughout the Project.

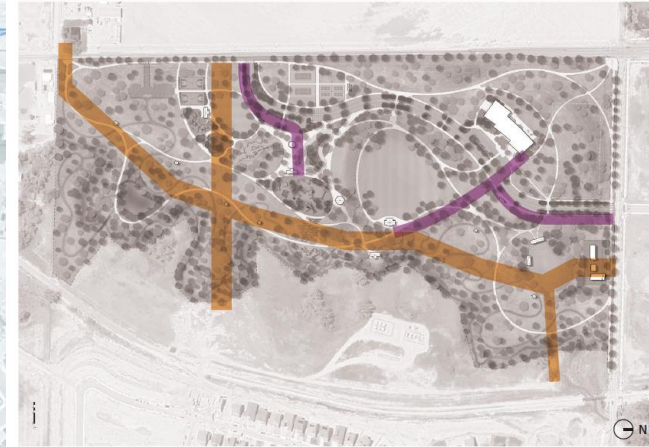
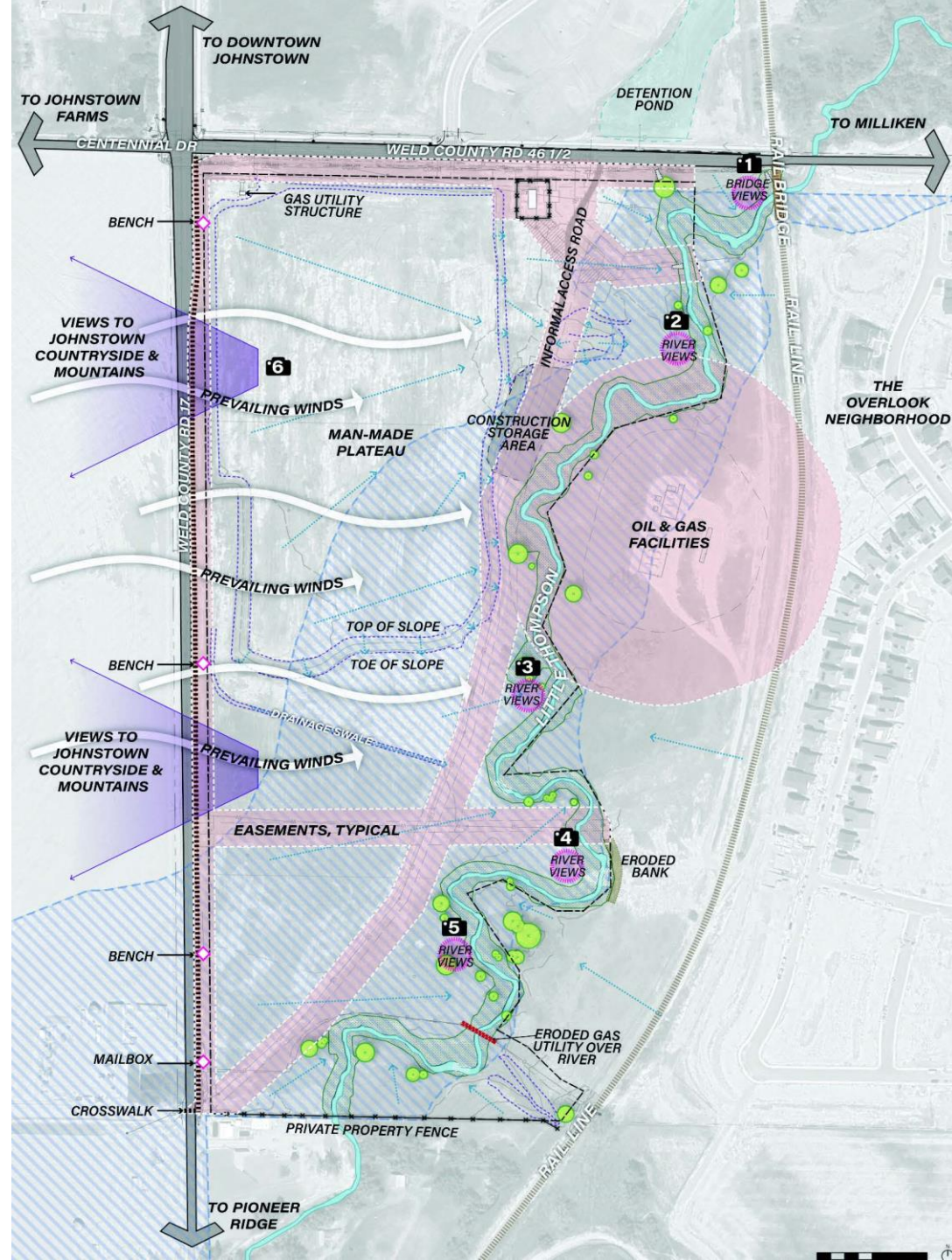




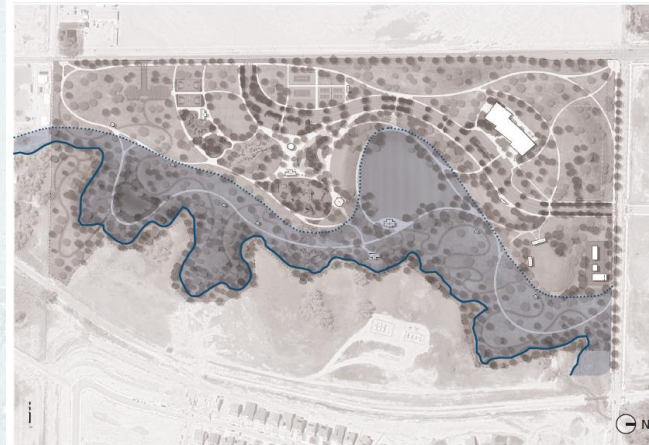
INFORMED BEGINNINGS

There's no exception for thorough due diligence!

- Review existing knowledge
- Initial risk assessment
- Review of utility, storm, development plan checklists
- Utility & site infrastructure review
- Program review & functional analysis
- Understanding of circulation, traffic, and drainage



Existing Utilities Corridor Proposed Utilities

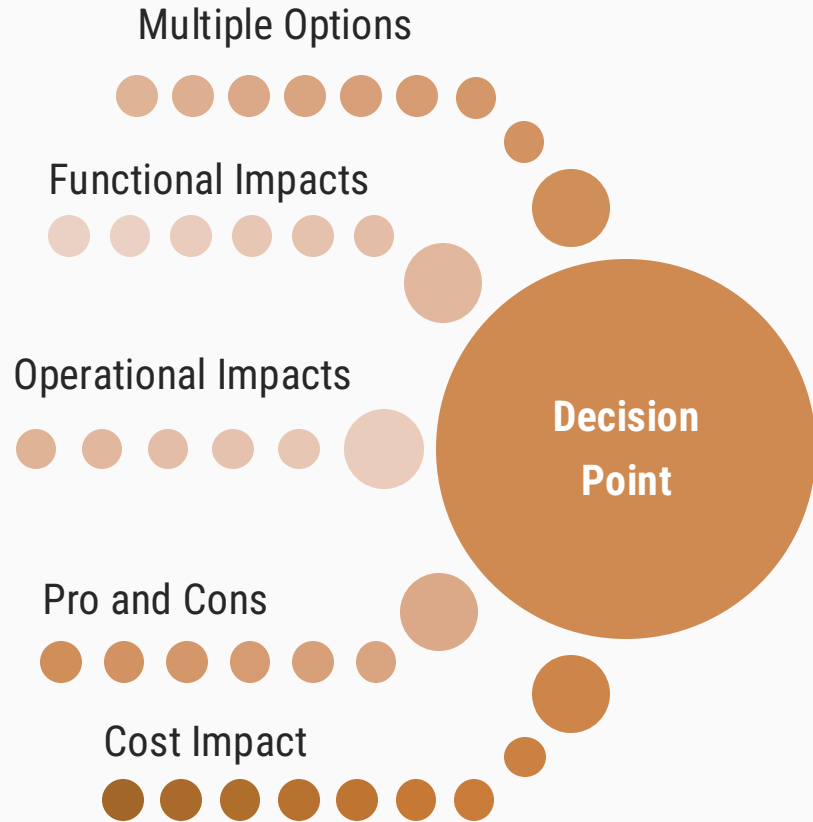


Proposed Floodplain Proposed 100-Year Flood Line Little Thompson River



Decision Making

CONSIDERATIONS



DECISION FLOW

Summarize

RESOLUTION

If Decision a isn't made...

- Develop Action Items for Answers
- Set the Deadline for Information
- Communicate Team Responsibilities
- Next Steps





VALUE THROUGH THE PROCESS

Target Value Design

Target Value Design

Design to the budget, don't just estimate the design.

Initial Cost Model

Work with stakeholders to build based on scope and budget.

Independent Cost Analysis & Validation

Our team will provide an in-depth cost analysis review.

Budget Tracking

Ongoing, real-time cost and scope management with local cost data.

Tie Cost to Benefit

Prioritization – Giving you tools to decide where your money is best spent to provide maximum benefit.





TIME IS MONEY

Early coordination pays off.

Pull Schedule

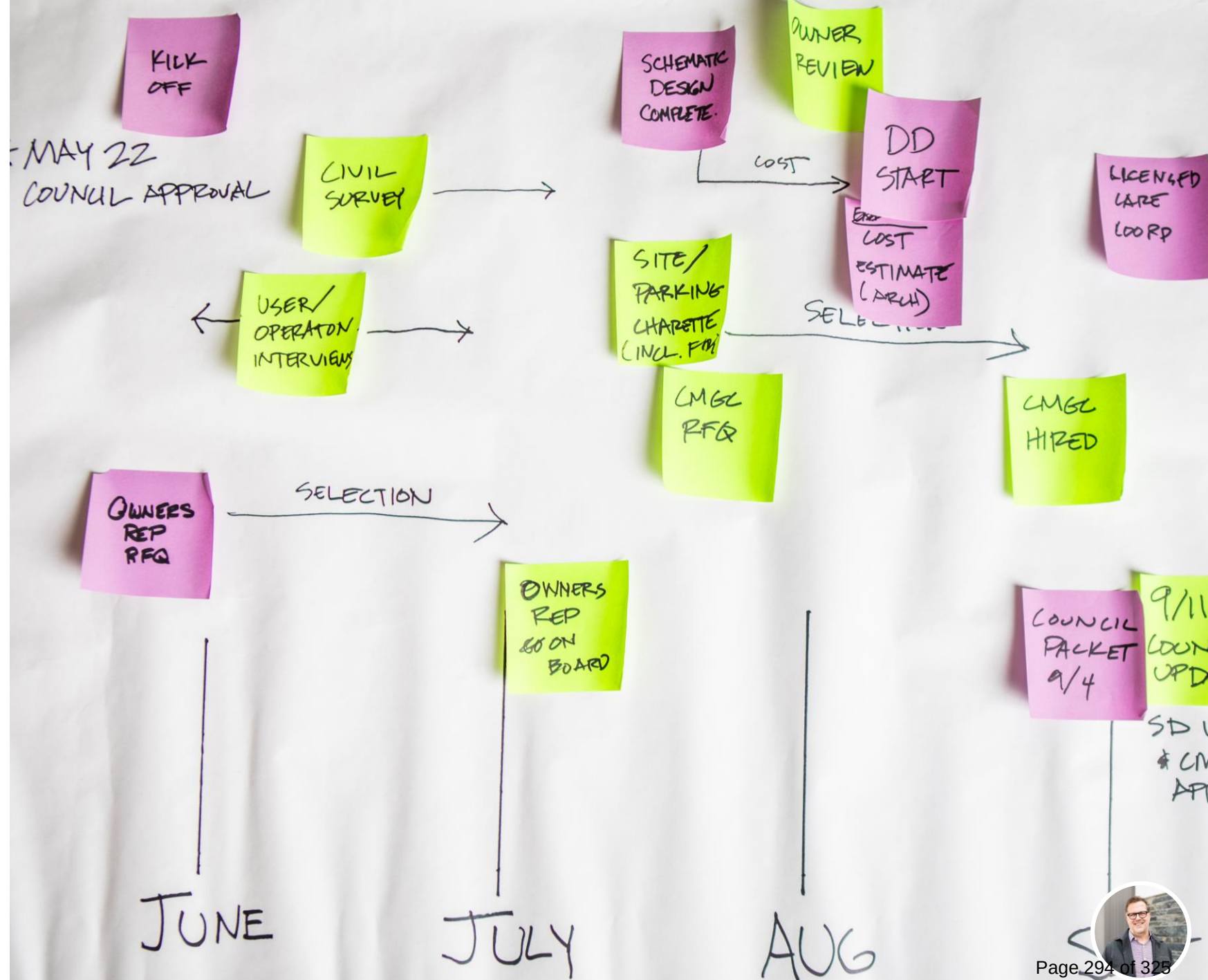
Working backwards from key milestones.

Built-In Momentum

Active coordination on similar projects gives us real-time insight for faster, smarter planning.

QA/QC Throughout the Process

BIM coordination, page turns, and phase presentations eliminate surprises.





LEVERAGING PARTNERSHIPS

Engaging with CM/GC.

Mutual Benefit of the CM/GC Delivery...

Trust & openness.

Provide schedule & cost advisory.

Insight into market conditions

Listening carefully & respecting all views.

Sharing of ideas & perspectives.

We will...

Work hand & glove with chosen CM.

Establish confidence in the project.

Actively **listen** to all guidance.

Leverage our shared relevant experience.

Design with Johnstown at the heart.

Act as careful **stewards**.



**Our mission is to give you the tools to
make smart, confident decisions for the
benefit of this wonderful community.**

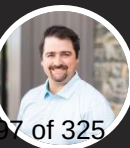




OUR BEST ADVICE

- There is no substitute for thorough due diligence
- Focus on lifelong learning, socialization, and wellness
- Timeless, high quality, and unique design to Johnstown
- Financial prudence and stewards of public resources
- Make sure you have reliable data for confident decisions
- Noticeably transform Johnstown's multi-generational experience

"The Community that Cares."





450 S. Parish Avenue
Johnstown, CO 80534
970-587-4664
JohnstownCO.gov

Town Council Agenda Communication

Agenda Date: August 18, 2025

Subject: Sign Construction Locations

Attachments: 1. Sign Location Map
2. Exhibits

Presented by: Matt LeCerf, Town Manager

Agenda Item Description:

Last year, Council directed Staff to update signage around the Highway 60 corridor of Town. Currently we are working on design concepts which will be provided to Town Council for formal approval prior to construction to ensure that the concepts meet the objectives and intent of the Town Council. To compliment the design, Staff is requesting feedback from Council to ensure the locations are identified and approved by Council. Staff is asking for a formal motion on this item approving the locations proposed or to provide Staff with alternative sites Council would prefer.

Enclosed is a map showing various pin locations of existing, replacement, or proposed signs for Council to consider. Details and specific request related to the map are as follows:

Yellow Pins:

Existing Sign 1: This sign is attached as Exhibit A. Town Council requested the replacement of this sign with an LED sign at its current location (this concept is represented in the primary motion for approval). Staff is happy to accommodate this request, but would advise Council about its replacement with an LED and subsequent readability with the 45 MPH speed limit on Highway 60. Staff may need to engage with CDOT on the replacement of the sign and there is a chance that upgraded electric will be necessary with the LED reader sign. Alternatively, we may be able to move this sign to the west and at one of the corners of the intersection of Carlson and Highway 60 with approved permitting. Installation at this location would be a "V-shaped" sign that allows for viewing from multiple locations at the intersection. An easement may need to be acquired for this installation that also allows for the community to see the sign while stopped at the light safely. The general area of this alternative location is labeled as Exhibit B.

Existing Sign 2: This sign is attached as Exhibit C and Exhibit D. Town Council did not request for the replacement of this sign, but it has reached its useful life and is showing signs wear and tear. Replacement of this sign would welcome visitors to the Downtown, a key focus and representation of the fabric of our community. This sign would not be LED, but rather a ground illuminated static sign.

Green Pins:

New Sign Option 1: This proposed new sign location is attached as Exhibit E. This sign would be

located at the Johnstown Town Hall at the corner of Settler's Way and Parish Avenue, and would be set back far enough to ensure line of sight for vehicular traffic. This site would include a "V-shaped sign for viewing at multiple locations at the intersection.

New Sign Option 2: This proposed new sign location is attached as Exhibit F. This sign would be located along Parish Avenue, near the intersection of Centennial Drive. This would be a typical double-sided sign that would include an LED application.

Red Pins:

The red pins identified are not planned for construction at this time and are only for informational purposes looking into the future. With the exception of the I-25 and Highway 60 interchange enhancements made as part of the I-25 improvements there are no monument/gateway signs notifying vehicles they have entered into Johnstown. In an effort to create better awareness, preliminary locations have been identified along Highway 60 from both the east and west, and on Colorado Blvd. (CR 13) and Parish Ave. (CR 17) have been identified for future signage. Additional locations have been identified along Highway 34 that are not displayed in this map simply because of the scale and effectiveness of the maps primary purpose.

As we continue to move forward with this project, it is important to note that in some instances based on where the Council would like signage constructed, there maybe additional coordination challenges . These challenges would include potential acquisition of easement on property and/or electrical service to power LED lighting or monitor displays envisioned by Council for this project. Staff is also receptive to feedback from Council if we missed the mark on your direction related to sign installations or locations.

Strategic Plan Alignment:

Organizational Excellence & Public Trust

- Engage, inform and involve the community

Safe & Welcoming Community

- Provide and maintain public safety services and awareness in our community

Quality Infrastructure & Facilities

- Ensure future viability of infrastructure and facilities

Legal Advice:

Not Applicable

Financial Advice:

Funding in the amount of \$150,000 was allocated for this project. Based on the number of sign locations requested by Council, additional funding may be necessary pending the final design and construction costs.

Recommended Action:

Staff recommends installation of signage as follows:

- Replacement of the sign on Highway 60 with a "V-shaped" sign closer to the intersection (this is not represented and is different than the motion for approval below).
- Replacement of the Existing Sign 2
- Installation of a new Sign Option 2 at Centennial Park

Suggested Motions:

For Approval: I move to approve the location of three (3) new signs: the first to replace the sign identified as Existing Sign 1 on the attached map east of the Highway 60 and Carlson Blvd with an LED sign at its current location, the second sign to replace the Existing Sign 2 with a static Downtown Johnstown sign, and the third to install a new LED sign at the Centennial Park property site. The final design will be presented to Council for approval at a future Council meeting.

Alternative Approval: I move to approve the location of [number] of new signs at the following locations:.....

For Denial: I move to not install any new signs, proposing to leave the current signs in place at this time.

Reviewed and Approved for Presentation

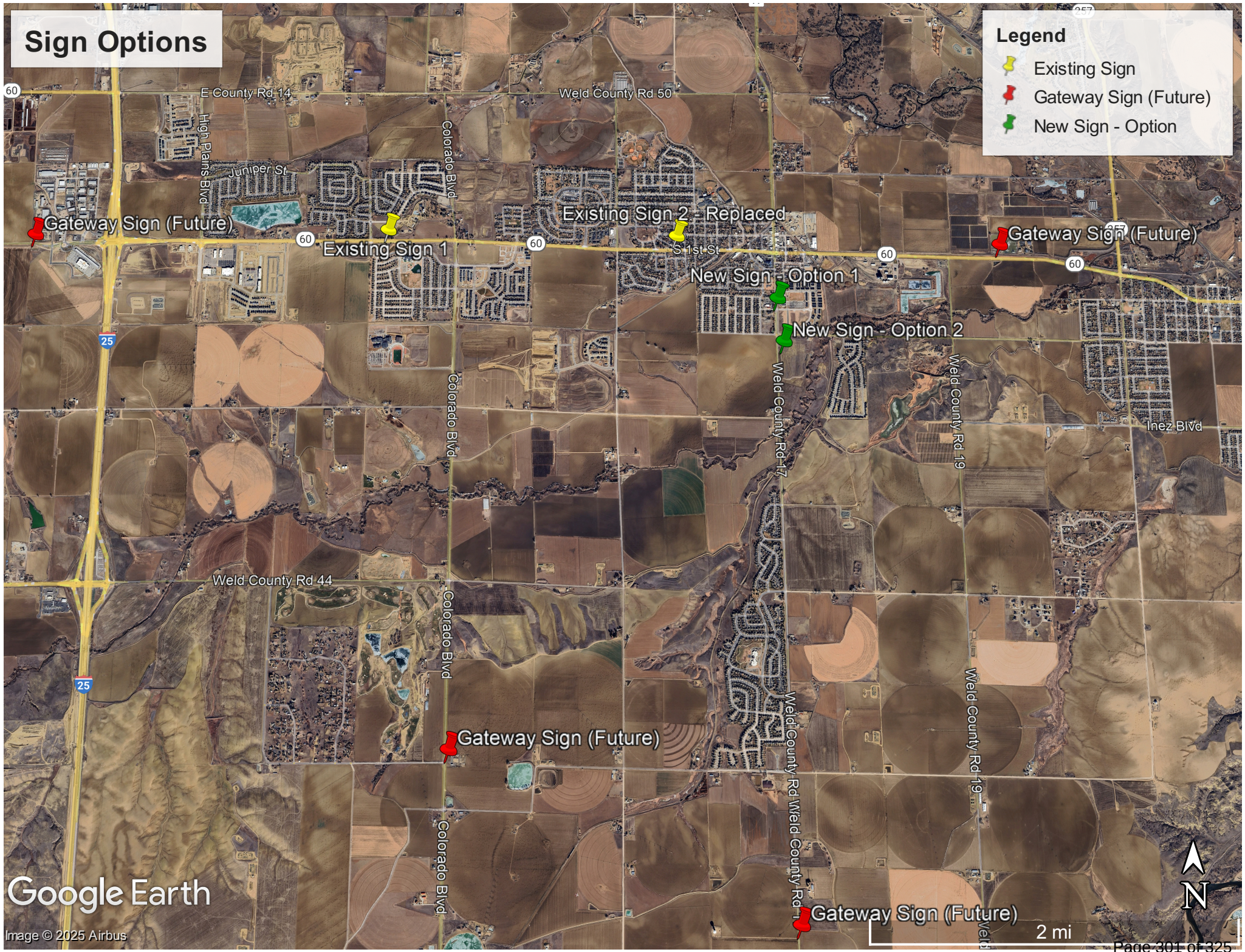


Town Manager

Sign Options

Legend

- Existing Sign
- Gateway Sign (Future)
- New Sign - Option



Google Earth

Image © 2025 Airbus


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Page 301 of 325

EXHIBIT A



EXHIBIT B



EXHIBIT C



EXHIBIT D



EXHIBIT E



EXHIBIT F



2025 Q2 Report for the Town of Johnstown

From the Johnstown Downtown Development Association

JDDA Financials

2025 Q2 Financials – Attachments Included

Starting Balance:	\$ 12,548.83
Cash In:	\$ 8,629.80 (1) Monthly Quarterly Treasurer's Report
Expenditures:	\$ 18,924.54 (2) Monthly Quarterly Treasurer's Report
Change in Credit Card	\$ 224.49
Ending Balance:	\$ 2,487.58

Strategic plan to revitalize the Town's historic downtown.

1. The JDDA continues to support in the investment and development of a vibrant and interconnected downtown as adopted per the Town's strategic plan.

Events

1. Previous Events including the Results/Outcome of the Event: These events continue to keep people engaged and emotionally invested in our town rather than traveling outside for the same services.
 - a. Cinco de Mayo – This year we saw a large drop in attendance and foot traffic, which we believe to be from road closures on Parish and HWY 60, lack of sponsorships and out newly hired event planner.

Upcoming Events for 2025:

1. We have locked in the same 4 events as previous years.
 - a. Cinco De Mayo on May 3rd from 1-5pm
 - b. Fall Fest will be on September 13th from 1-5pm.
 - c. Trick or Treat Street will be on October 25th from 10am-1pm.
 - d. Johnstown Jingle will be on December 7th from 2-5pm.

Other than events, things we are doing to position downtown as the focal point of Johnstown:

1. Welcome Bags – This program is still very successful, and we are now delivering more than 300 welcome bags we out in April. The RHS Interact Club works with us to help pack the bags and deliver them to the new residents. Our next round of welcome bags will kick off in September 2025.

2. We are continuing to gain membership, and we are putting more efforts and energies towards networking events as well as workshops. Both are things that our members are wanting and asking for!
3. We launched the JDDA Connect in January, and we do monthly meeting/networking at different locations around Johnstown. We give town updates, JDDA updates and allow time to network and connect! These are continuing to gain traction, and we are committed to staying consistent with them to continue to build.
4. We have a Marketing firm that is working to promote all our members, promote our events, create our downtown marketing for our events that align with the downtown brand!
5. Mountain Wave Marketing has started working on Fall Fest along with our board.

Community Give Back/Involvement

1. The JDDA donated to After Prom in April.
2. The Jr. Livestock Sale for kids through the Larimer County Livestock Auction presented at our June JDDA Connect.

Social Media/Website

1. We continue to work with Tiffany from Mountain Wave Marketing, and she is amazing and really has grown our social media presence significantly!

JDDA Members

JDDA Members:

1. We currently have 63 members for 2025

Member Pricing:

1. \$125 Downtown Members – Brick and Mortar Businesses located in our JDDA Boundaries
2. \$250 Community Partners – Businesses outside the JDDA Boundaries with a vested interest in Downtown Johnstown
3. \$65 Non-Profit Members – Must submit a 501-C3

Member Benefits:

1. Business listing on our website VisitDowntownJohnstown.com
2. Opportunity to include information in the Community Welcome Bags
3. Social Media Networking and Marketing each month
4. Event Discounts for the JDDA Hosted Downtown Events and
5. Workshop Benefits
6. Group Marketing Opportunities
7. Sponsorship opportunities

8. Free Workshops for our members.

JDDA Board Position:

1. We currently have all Board Positions filled.
2. Board members
 - a. Amy Roe
 - b. Donna Derrera
 - c. Tami Kramer
 - d. Stephanie Podtburg
 - e. Austin Foss
 - f. Justin Tuttle
 - g. Sarah Grosboll
 - h. Larry Williams
 - i. Ken Mickelson

What the Members want from the JDDA

We sent out a survey to all our members and to our downtown members to really understand what they want to receive from the organization. Based on the results the following are the most important things that our members want to see!

1. Events
2. Business After Hours
3. Town advocacy
4. Member Workshops

At some point in Q3 we plan to send out another survey to our members.

Johns

	Transaction date	Transaction type	Num
Dues income	07/24/2024	Invoice	1715
	07/25/2024	Invoice	1716
	07/25/2024	Invoice	1717
	07/28/2024	Invoice	1723
	07/28/2024	Invoice	1722
	08/02/2024	Invoice	1728
	08/10/2024	Invoice	1739
	08/24/2024	Invoice	1740
	08/26/2024	Invoice	1742
	08/28/2024	Invoice	1753
	08/28/2024	Invoice	1760
	08/30/2024	Invoice	1700
	09/03/2024	Invoice	1772
	09/03/2024	Invoice	1702
	10/11/2024	Invoice	1786
	10/25/2024	Invoice	1794
	10/26/2024	Invoice	1795
	11/06/2024	Invoice	1796
	11/25/2024	Invoice	1800
	11/29/2024	Invoice	1801
	11/30/2024	Invoice	1805
	12/12/2024	Invoice	1806
	12/12/2024	Invoice	1807
	12/23/2024	Invoice	1809
	12/23/2024	Invoice	1808
	12/31/2024	Invoice	1810
	01/03/2025	Invoice	1811
	01/04/2025	Invoice	1812
	01/10/2025	Invoice	1813
	01/12/2025	Invoice	1814
	01/15/2025	Invoice	1816
	01/16/2025	Invoice	1817
	01/16/2025	Invoice	1817
	01/19/2025	Invoice	1818
	01/24/2025	Invoice	1820
	01/27/2025	Invoice	1821
	01/29/2025	Invoice	1822

02/06/2025	Invoice	1831
02/08/2025	Invoice	1832
02/21/2025	Invoice	1835
02/25/2025	Invoice	1836
02/25/2025	Invoice	1838
02/25/2025	Invoice	1837
03/13/2025	Invoice	1847
03/21/2025	Invoice	1856
03/22/2025	Invoice	1857
03/31/2025	Invoice	1862
03/31/2025	Invoice	1863
04/03/2025	Invoice	1866
04/07/2025	Invoice	1871
04/09/2025	Invoice	1874
04/09/2025	Invoice	1873
04/11/2025	Invoice	1875
04/15/2025	Invoice	1879
04/17/2025	Invoice	1882
04/17/2025	Invoice	1881
04/17/2025	Invoice	1880
04/24/2025	Invoice	1888
04/30/2025	Invoice	1894
05/01/2025	Invoice	1899
05/02/2025	Invoice	1900
05/20/2025	Invoice	1904
06/26/2025	Invoice	1907

Total for Dues income

TOTAL

Transaction Report

Johnstown Downtown Development Association

July 23, 2024-July 22, 2025

Name	Memo/Description
Exodus Moving	Annual Membership Dues - Partnered Member
Bank of Colorado	Annual Membership Dues - Partnered Member
Precision Family Eyecare	Annual Membership Dues - Downtown Business
American Capital Home	Annual Membership Dues - Downtown Business
Eleve Dance Academy	Annual Membership Dues - Downtown Business
Connections Christian Church	Membership - Non Profit
All Things Good NFP	Membership - Non Profit
The Junk Crew	Annual Membership Dues - Partnered Member
NuWave Garages LLC	Annual Membership Dues - Downtown Business
Cassidy's	Annual Membership Dues - Downtown Business
Duck Donuts	Annual Membership Dues - Partnered Member
Comcast	Annual Sponsorship - July 2024 - July 2025
Connected Chiropractic	Annual Membership Dues - Downtown Business
Johnstown Breeze.	Annual Membership Dues - Downtown Business
Black Sheep Eatery	Annual Membership Dues - Downtown Business
Good Day Pharmacy	Annual Membership Dues - Downtown Business
Crime Scene Detective	Annual Membership Dues - Partnered Member
Servpro	Annual Membership Dues - Partnered Member
The Lowery Group	Annual Membership Dues - Partnered Member
Johnstown Lunchbox	Annual Membership Dues - Downtown Business
Faith Lutheran	Membership - Non Profit
Northern Colorado Radon	Annual Membership Dues - Partnered Member
Santiago's Mexican Restaurant	Annual Membership Dues - Downtown Business
Hays Market	Annual Membership Dues - Downtown Business
Imprint Family Chiropractic Dr Melissa	Annual Membership Dues - Downtown Business
Dashing Hair and Beauty	Annual Membership Dues - Downtown Business
A Little Help	Membership - Non Profit
Rider Chiropractic	Annual Membership Dues - Downtown Business
State Farm - Veronica Schlagel	Annual Membership Dues - Downtown Business
Johnstown Barbershop	Annual Membership Dues - Downtown Business
TopCo Realty	Annual Membership Dues - Downtown Business
Roy Huckle Credentialed Wealth Advisors	Annual Membership Dues - Downtown Business
Roy Huckle Credentialed Wealth Advisors	DISCOUNT Annual Membership Dues - Downtown Business
Carroll's Critters	Annual Membership Dues - Downtown Business
Mary's Mountain Cookies	Annual Membership Dues - Downtown Business
Stitches LLC	Annual Membership Dues - Downtown Business
Ace Hardware of Johnstown	Annual Membership Dues - Downtown Business

Diede HomeTeam Inspection Service	Annual Membership Dues - Partnered Member
Rocky Mountain Accounting	Annual Membership Dues - Downtown Business
Legends A Meadery	Annual Membership Dues - Partnered Member
catering@eatchg.com	Annual Membership Dues - Downtown Business
Drip Bar	Annual Membership Dues - Partnered Member
Weld RE5J	Membership - Non Profit
LYS Salon	Annual Membership Dues - Downtown Business
J-town Jog	Membership - Non Profit
TBK Bank	Annual Membership Dues - Downtown Business
Full Circle Vet Care	Annual Membership Dues - Downtown Business
Wellspring Therapeutics	Annual Membership Dues - Downtown Business
Shane Durben Northern Colorado Real Estate	Annual Membership Dues - Downtown Business
Ace Hardware of Johnstown	Annual Membership Dues - Downtown Business
Front Range Finest LLC	Annual Membership Dues - Partnered Member
Trinity Chiropractic	Annual Membership Dues - Downtown Business
Erb Element	Annual Membership Dues - Partnered Member
Shine Bright	Annual Membership Dues - Downtown Business
J Town Nutrition	Annual Membership Dues - Downtown Business
Pregnancy Greeley	Membership - Non Profit
TDS Telecom	Annual Membership Dues - Partnered Member
The Journey Financial Group	Annual Membership Dues - Partnered Member
Nathan Green DDS	Annual Membership Dues - Downtown Business
High Country Catering	Annual Membership Dues - Downtown Business
Sexy Sammies	Annual Membership Dues - Partnered Member
YMCA of Johnstown	Membership - Non Profit
Chad Young	Annual Membership Dues - Downtown Business

Cash Basis Tuesday, July 22, 2025 04:35 PM GMTZ

Amount

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Johns

	Transaction date	Transaction type	Num
Dues income	01/03/2025	Invoice	1811
	01/29/2025	Invoice	1822
	04/07/2025	Invoice	1871
	08/10/2024	Invoice	1739
	07/28/2024	Invoice	1723
	07/25/2024	Invoice	1716
	10/11/2024	Invoice	1786
	01/19/2025	Invoice	1818
	08/28/2024	Invoice	1753
	02/25/2025	Invoice	1836
	06/26/2025	Invoice	1907
	08/30/2024	Invoice	1700
	09/03/2024	Invoice	1772
	08/02/2024	Invoice	1728
	10/26/2024	Invoice	1795
	12/31/2024	Invoice	1810
	02/06/2025	Invoice	1831
	02/25/2025	Invoice	1838
	08/28/2024	Invoice	1760
	07/28/2024	Invoice	1722
	04/11/2025	Invoice	1875
	07/24/2024	Invoice	1715
	11/30/2024	Invoice	1805
	04/09/2025	Invoice	1874
	03/31/2025	Invoice	1862
	10/25/2024	Invoice	1794
	12/23/2024	Invoice	1809
	05/01/2025	Invoice	1899
	12/23/2024	Invoice	1808
	04/17/2025	Invoice	1882
	01/12/2025	Invoice	1814
	09/03/2024	Invoice	1702
	11/29/2024	Invoice	1801
	03/21/2025	Invoice	1856
	02/21/2025	Invoice	1835
	03/13/2025	Invoice	1847
	01/24/2025	Invoice	1820

04/30/2025	Invoice	1894
12/12/2024	Invoice	1806
08/26/2024	Invoice	1742
07/25/2024	Invoice	1717
04/17/2025	Invoice	1881
01/04/2025	Invoice	1812
02/08/2025	Invoice	1832
01/16/2025	Invoice	1817
01/16/2025	Invoice	1817
12/12/2024	Invoice	1807
11/06/2024	Invoice	1796
05/02/2025	Invoice	1900
04/03/2025	Invoice	1866
04/15/2025	Invoice	1879
01/10/2025	Invoice	1813
01/27/2025	Invoice	1821
03/22/2025	Invoice	1857
04/17/2025	Invoice	1880
04/24/2025	Invoice	1888
08/24/2024	Invoice	1740
11/25/2024	Invoice	1800
01/15/2025	Invoice	1816
04/09/2025	Invoice	1873
02/25/2025	Invoice	1837
03/31/2025	Invoice	1863
05/20/2025	Invoice	1904

Total for Dues income

TOTAL

Transaction Report

Johnstown Downtown Development Association

July 23, 2024-July 22, 2025

Name	Memo/Description
A Little Help	Membership - Non Profit
Ace Hardware of Johnstown	Annual Membership Dues - Downtown Business
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Duck Donuts	Annual Membership Dues - Partnered Member
Eleve Dance Academy	Annual Membership Dues - Downtown Business
Erb Element	Annual Membership Dues - Partnered Member
Exodus Moving	Annual Membership Dues - Partnered Member
Faith Lutheran	Membership - Non Profit
Front Range Finest LLC	Annual Membership Dues - Partnered Member
Full Circle Vet Care	Annual Membership Dues - Downtown Business
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Weld RE5J	Membership - Non Profit
Wellspring Therapeutics	Annual Membership Dues - Downtown Business
YMCA of Johnstown	Membership - Non Profit

Cash Basis Tuesday, July 22, 2025 04:35 PM GMTZ

Amount

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Johnstown Downtown Development Association
Quarterly Treasurer's Report
For 2nd QTR 2025

Beginning Cash	\$ 12,548.83
Cash In	\$ 8,629.80 (1)
Cash Out	\$ 18,924.54 (2)
Difference to card	\$ 224.49
Ending Cash	\$ 2,478.58

(1)
Cash In :

(2)
Cash out :
Dues

(3)
Adjustments:

* NET INCREASE IN CASH in 2nd QTR

** NET Decrease CASH YTD 2025 is

Statement of Activity

Johnstown Downtown Development Association

April 1-June 30, 2025

DISTRIBUTION ACCOUNT	TOTAL
Income	
Beer Garden Sales	1,222.90
Dues income	2,380.00
Event Income	4,950.00
Unapplied Cash Payment Revenue	
Workshops	76.90
Total for Income	\$8,629.80
Cost of Goods Sold	
Gross Profit	\$8,629.80
Expenses	
Advertising	\$250.00
Marketing	4,500.00
Website	288.00
Total for Advertising	\$5,038.00
Bank Charges	240.86
Event Expenses	7,722.73
Insurance	0
Property/Liability Insurance	4,067.00
Total for Insurance	\$4,067.00
Legal, Accounting and Professional	1,200.00
Licenses, Fees and Filing Fees	25.00
Office Supplies	-141.44
QuickBooks Payments Fees	2.99
Rent	240.00
Square Fees	29.40
Uncategorized Expense	500.00
Total for Expenses	\$18,924.54
Net Operating Income	-\$10,294.74
Other Income	
Other Expenses	
Net Other Income	0
Net Income	-\$10,294.74

Statement of Financial Position

Johnstown Downtown Development Association

As of June 30, 2025

DISTRIBUTION ACCOUNT	TOTAL
Assets	
Current Assets	
Bank Accounts	
BBQ Days acct 8128	
General Fund	2,478.58
Petty Cash	
Total for Bank Accounts	\$2,478.58
Accounts Receivable	
Accounts Receivable (A/R)	-121.07
Total for Accounts Receivable	-\$121.07
Other Current Assets	
Undeposited Funds	
Total for Other Current Assets	0
Total for Current Assets	\$2,357.51
Fixed Assets	
Furniture and Equipment	1,092.77
Total for Fixed Assets	\$1,092.77
Other Assets	
Total for Assets	\$3,450.28
Liabilities and Equity	
Liabilities	
Current Liabilities	
Accounts Payable	
Credit Cards	
FNBO CREDIT CARD 1366	188.56
Total for Credit Cards	\$188.56
Other Current Liabilities	
BBQ Days holding account	22,558.61
Total for Other Current Liabilities	\$22,558.61
Total for Current Liabilities	\$22,747.17
Long-term Liabilities	
Total for Liabilities	\$22,747.17
Equity	
Retained Earnings	-8,083.21
Net Income	-11,213.68
Total for Equity	-\$19,296.89
Total for Liabilities and Equity	\$3,450.28



Town of Johnstown

July 2025

Building Permit Statistics

Single Family Residential

Current Month: 33 Issued ytd: 331

Commercial

*New Building Issued ytd 12

Duplex	3-plex	4-plex	5-plex	6-plex	7-plex	Apartment Bldgs
16	0	0	0	0	0	8

Other Residential

(basements/alterations/additions)

Issued ytd 619

Other Commercial

* (tenant finish/alterations/additions)

Issued ytd 70

Fees collected at permit issuance	Residential YTD	Commercial YTD
Construction Valuation	\$127,423,413.96	\$42,092,188.47
Building permit fees	\$946,322.13	\$527,987.15
F&F or F&F Credit	\$0.00	\$0.00
Paving	\$0.00	\$0.00
Water Upgrade	\$0.00	\$0.00
Water & Sewer Reimbursement	\$0.00	\$0.00
Raw Water Development Fee	\$1,937,628.00	\$178,646.00
Water Meter	\$156,644.00	\$9,790.00
Water Tap	\$2,245,404.00	\$208,146.00
Sewer Tap	\$2,868,404.00	\$782,208.00
Regional Sewer Development fees	\$1,403,500.00	\$19,000.00
Sewer Inspection Fee	\$30,800.00	\$5,000.00
Park	\$154,000.00	\$85,000.00
Use Tax	\$2,016,383.84	\$769,549.07
Larimer Use Tax	\$215,561.18	\$110,960.77
Open Space Impact Fee	\$436,348.00	\$207,480.00
Library Impact Fee	\$419,547.00	\$199,584.00
Public Facilities Impact Fee	\$580,668.00	\$276,024.00
Police Facilities Impact Fee	\$264,319.00	\$125,664.00
Transportation Facilities Impact Fee	\$1,014,947.00	\$482,496.00
402 Interchange Fee	\$64,524.00	\$73,752.00
High Plains Blvd Reimbursement Fee	\$0.00	\$0.00
West Water Fee	\$216,310.00	\$0.00
Reinspection Fee	\$12,150.00	\$200.00
TOTAL FEES (YTD)	\$ 14,983,460.15	\$4,061,486.99

The Community That Cares

www.TownofJohnstown.com

P: 970.587.4664 | 450 S. Parish Ave, Johnstown CO | F: 970.587.0141

Building permits issued for individual dwelling units - 1991 to (date)

[illegible]

*Starting in 2023, number represents total number of units constructed including all single-family type structures. This number does not include apartments. Prior to 2023, the number represents single-family units only.

The Community That Cares

www.TownofJohnstown.com

P: 970.587.4664 | 450 S. Parish Ave, Johnstown CO | F: 970.587.0141

Statement of Activities - Actual to Budget - Johnstown 7-31-25									
YMCA of Northern Colorado									
Account Group Name	July 2025				YTD 2025				Annual Budget 2025
	Actual	Budget	Actual to Budget \$ Difference	Actual to Budget % Difference	Actual	Budget	Actual to Budget \$ Difference	Actual to Budget % Difference	
086904 - Johnstown									
Revenue									
Contributions	8,865	625	8,240	1318.47%	121,882	25,375	96,507	380.32%	37,500
Noncash Contributions	0	0	0	0.00%	0	0	0	0.00%	0
Program Revenue	127,534	157,204	(29,670)	(18.87%)	771,106	802,482	(31,377)	(3.91%)	1,315,987
Membership Revenue	120,350	131,999	(11,648)	(8.82%)	900,452	949,780	(49,329)	(5.19%)	1,645,002
Rental Income	2,420	6,000	(3,580)	(59.67%)	46,498	42,000	4,498	10.71%	72,000
Other Revenue	0	838	(838)	(100.00%)	60	5,863	(5,803)	(98.98%)	10,050
Total Revenue	259,170	296,665	(37,495)	(12.64%)	1,841,287	1,825,500	15,787	0.86%	3,080,539
Expenses									
Salaries and Wages	158,591	149,370	9,221	6.17%	913,633	932,896	(19,264)	(2.06%)	1,729,443
Benefits	12,053	8,407	3,646	43.37%	72,587	58,311	14,276	24.48%	106,182
Payroll Taxes	15,072	14,273	799	5.60%	90,954	93,890	(2,936)	(3.13%)	167,767
Program Supplies & Expenses	6,328	5,850	477	8.16%	56,949	36,829	20,119	54.63%	62,340
Occupancy	34,862	64,107	(29,245)	(45.62%)	366,462	425,817	(59,355)	(13.94%)	728,785
Advertising & Promotion	0	0	0	0.00%	0	0	0	0.00%	0
Fundraising Expenses	0	0	0	0.00%	29	0	29	0.00%	0
Office Expenses	(147)	1,309	(1,456)	(111.24%)	13,376	4,707	8,669	184.19%	7,210
Technology	2,584	0	2,584	0.00%	3,128	0	3,128	0.00%	0
Travel & Related Expenses	50	188	(138)	(73.33%)	426	1,463	(1,036)	(70.84%)	2,400
Conferences & Training	0	138	(138)	(100.00%)	725	963	(237)	(24.63%)	4,150
Organizational Dues	0	1,785	(1,785)	(100.00%)	4,189	12,495	(8,306)	(66.48%)	21,425
Insurance	2,620	2,620	0	0.00%	11,573	24,745	(13,172)	(53.23%)	29,988
Miscellaneous Expense	0	45	(45)	(100.00%)	(610)	1,315	(1,925)	(146.38%)	1,840
Depreciation	717	1,132	(415)	(36.68%)	5,718	7,925	(2,208)	(27.85%)	13,586
Intra Y Allocation									
Total Expenses	232,729	249,224	(14,790)	(5.25%)	1,539,325	1,601,355	(57,308)	(3.10%)	2,875,116
Change in Net Assets	26,441	47,442	(22,705)	(153.19%)	301,962	224,145	73,095	299.16%	205,423
Intra Y Allocation - Original	34,325	32,620	1,705	5.23%	253,301	248,579	4,722	1.90%	432,081
Intra Y Allocation at 15.3 %	35,607				235,517	245,007			439,893
Total Expenses with Allocation	268,336				1,774,841	1,846,362			
Change in Net Assets with Allocation	(9,166)				66,446	(20,862)	87,308		
Note: Intra Y Allocation is referred to as Facility Expenses in the Facility Management Agreement									