



TOWN OF JOHNSTOWN

Downtown Master Plan





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January 18, 2024

Town of Johnstown
 Attn: Sarah Crosthwaite
 450 South Parish Avenue
 Johnstown, CO 80534



RE: Downtown Master Plan Project RFQ

Dear Ms. Crosthwaite and Selection Committee:

RVi is a local team with one thing in common: we all left our previous firms around the Front Range to spearhead innovation in a stagnant industry. Our mission is to work with the public, cities, organizations, planners, engineers, counties, private developers, and all those in between. Together, we aim to co-create design strategies rooted in understanding and driven by data, resulting in captivating places shaped by people and their lived experiences.

We're tried-and-true locally, but nationally strong - which means we bring the power and knowledge of best-practice placemaking in small and large communities across the country. Our teammates in Arizona, Texas, Florida, and North Carolina are a fluid part of our local team, ensuring that the right professional skill set is included at the right time and for the right opportunity.

Our culture is built around entrepreneurship, and we challenge ourselves and each other by constantly asking: What are you doing to inspire great design today for the people we are serving? It's the call to action that drives how we work, a mandate to foster highly inspirational and collaborative environments that uncover radical possibilities by evoking the full talents of everyone on the team by thinking about people first.

We're the right partner for Johnstown because you're looking for a new approach to uncovering the authentic future of Johnstown and continue to build trusting relationships and breathe effective and creative strategies into your visioning and master planning process. Our team's empathetic and people-based approach to placemaking, dives head-first into creative possibilities, and will work with all partners to co-create and realize the next great iteration of Downtown Johnstown.

We've taken a keen interest in the Johnstown project because it speaks to the very core of why we all left our previous firms to start an RVi office in Colorado: how can we help unique places and the people who live, work, and play in them become the truest, most authentic version of themselves? What's the opportunity to get people downtown and to help it be even more successful? To connect experiences and drivers of activity? To create a cohesive experience with a distinct vibe and keep businesses in business? What we found, it's not just about what the land can do - there are always infinite possibilities. It's about what the place can do for the people and how they want to live, both today and in future generations.

Thank you for your consideration. We look forward to the possibility of working as your visioning and master planning partner to help downtown Johnstown become the best future version of itself. If you have any questions, I can be reached via cell at 720.989.3010 or via email at wwagenlander@rviplanning.com.

Thank you for your consideration,

Will Wagenlander
 RVi Colorado Director of Planning
 143 Union Boulevard, Suite 700, Lakewood, CO 80228
 720.989.3010 (mobile) • 303.928.6727 ext. 1627 (direct) • wwagenlander@rviplanning.com

Will Wagenlander is the company representative responsible for coordinating with Town of Johnstown representatives. He is authorized to make decisions and represent RVi.

FIRM DESCRIPTION



Our purpose is to inspire people to be outside and engage in the community around them.



143 Union Boulevard, Suite 7000
Lakewood, CO 80228
www.rviplanning.com

As planners and landscape architects, we embrace every opportunity to advance our mission by creating memorable and engaging outdoor experiences. Founded in 1982, RVi has grown into a national firm with a broad range of project experience that inspires our team to think creatively. The firm has offices in Colorado, Arizona, Florida, North Carolina, and Texas. We approach each new opportunity with an adventurous spirit, a collaborative mindset, and a desire to consistently raise the bar for our clients and for the communities we serve.

RVi is widely recognized for its creative contributions in land use analysis, community planning, and design of outdoor spaces. Our 40-year legacy allows us to leverage the combined expertise of our team members from across the country, providing planning and landscape architecture services for a wide variety of project types.

CREATIVITY | STRATEGIC THINKING | PROCESS | PASSION

+ PHILOSOPHY

Places for whom, again?

Historically, designers, developers, engineers, and planners approach a project with a strong personal idea of what should happen, ideas that are only reinforced over time and replicated as a standard. But is that good design? Are we being thorough if we haven't taken the time to learn about the people who use a space, understand the barriers and enablers of their behavior, and use our talents to make their experiences more seamless, intuitive, and rewarding?

Empathy is the path to meaningful design.

We approach our work as champions for the people – their stories about reality and possibility are our platform for analysis and innovation. We engineer value by observing and documenting the values, needs, desires, and behaviors of all users in a space, and crafting data-informed strategies that help community leaders prioritize features, functions, and economic initiatives that will deliver the highest quality return on experiences over time. We look beyond what land can do to how and why community is and could be experienced using a people-focused approach, leading to unique places people want to be.

+ UNDERSTANDING

Downtown Johnstown's diversity of businesses, history, traditional Main Street composition, and walkable accessibility have resulted in an authentic destination that's grown increasingly attractive to businesses, residents, and visitors when compared to larger, less-personal urban centers. The local flavors, neighbors, businesses, architecture, and feel are all part of the attraction—definitive markers of differentiation, the Master Plan must carry these successes forward and augment them with a new vision and corresponding improvements that position Downtown as the cultural and physical center of Johnstown.

Building on existing energy to realize implementable and supported solutions.

The Master Plan will not be completed in a vacuum. Significant public and private investments have spurred concurrent plans and improvements, creating energy and momentum within Downtown. Our process will align with these ongoing initiatives to continue the positive momentum and support necessary to realize a transformed Downtown that is unique to the people, history, and context of Johnstown.

Johnstown is changing and Downtown should be at the intersection of everything.

The Master Plan must prepare for the right type of growth and change by aligning economics, land use, urban design, infrastructure, and mobility to realize complementary and effective solutions that will position Downtown as the center of the community. Downtown improvements offers the opportunity to connect existing historic neighborhoods to the west with new neighborhoods to its north and east. Our team features land use, organizational development, economic, engagement, and transportation engineering experts with the professional expertise to identify complementary solutions that will elevate Downtown as Johnstown's cultural and physical center.

Everything in Downtown has a Jobs-to-Do for the community.

People hire brands, products, and other individuals to accomplish specific jobs



for them, ranging from shoes to plumbing to gym memberships. If we examine different aspects of Downtown Johnstown in the same light, we might ask: Who does Downtown serve? What jobs is it performing well? How can various parts of Downtown and adjacent areas (both old and new) work together to do their jobs better and provide outstanding experiences that keep people coming back? By doing so, we can realize the next iteration of Downtown that addresses the specific needs of residents, businesses, and visitors, resulting in a more resilient and viable Downtown. Our Jobs-to-Do approach offers valuable insights into the functionality of every aspect and establishes a framework for consistently innovating lifestyle experiences.

An effective plan for Downtown should prompt clear and immediate action.

Visions, findings, and solutions must be communicated effectively to diverse audiences to drive understanding, acceptance, and support. Broader understanding is achieved with an actionable plan that people understand, support, and want to implement. The Master Plan must include language and content that resonates with stakeholders and speaks to the multiple types of audiences that must be engaged to realize a functional and supported plan that is ready for implementation.

Success is meeting people where they are.

As Johnstown continues to grow and evolve, so do the types of people that call the community "home." 88% of people speak English, with 7% Spanish and 4% Vietnamese. 27% of the population is age 1-18, and 73% of the population is 18-64. Only 3% of the population has less than a high school education. Collectively, they represent a diverse audience—which mandates a diverse approach to bring them into the conversation. In-person, online, and hybrid outreach techniques will help ensure all voices that want to be heard have a place in this process. We make it convenient to reach people where they already are, such as community events, organization meetings, and school events, and provide information through forums and channels they already use to invite them to help shape their community.

+ OBSERVATIONS



Downtown is Hidden

What We Saw:

- Downtown is located on the eastern edge of Johnstown, away from the surrounding neighborhoods.
- Gateways are dominated by parking lots and underutilized parcels, not informing visitors of what lies beyond.
- Downtown is physically constrained by railways and regional highways.

What If:

- Each gateway included transportation, land use, and urban design recommendations that complement the Downtown streetscape enhancements to inform and encourage visitors and exploration?
- Downtown's streetscape along South First Street is expanded past its formal boundaries to create a larger visual footprint?
- Mobility and transportation networks are expanded into older neighborhoods and newly annexed areas to create safe and accessible routes for residents that will stimulate the area and position Downtown as the center of the community?



Downtown Has No Residents

What We Saw:

- Downtown lacks a significant number of residential or mixed-use buildings.
- Many buildings are one-story structures, with no option for second-story residences.
- Residents of existing neighborhoods to the west have limited multi-modal connections that encourage walking and biking into Downtown.

What If:

- More residents were added to Downtown to increase ownership and activity?
- Underutilized parcels in Downtown were identified for new multi-family development?
- Buildings could be adaptively reused for residential housing?
- Intentional multi-modal connections and greenways to new residential developments from Downtown were implemented during the development of newly annexed areas?



Downtown Needs to Welcome Visitors

What We Saw:

- The Southern Gateway to Downtown does not encourage exploration or visitation.
- Extensive truck and commercial traffic on Parish Avenue detracts from the Downtown experience.
- Limited outdoor seating/amenity space along Parish Avenue sidewalks has an impact on user experiences and discourages visitors.

What If:

- A truck bypass route can be identified when the newly annexed area is redeveloped to remove large trucks from Parish Avenue?
- Outdoor seating can be strategically placed along streets and alleys to encourage visitors to stay and explore?
- Access control, redevelopment, and streetscape improvements could be implemented at the northwest corner of First and Parish to create a welcoming gateway?

1

LOCAL GROWS HERE

Listen to learn and be one with Johnstown.

- a. **Data Deep-Dive.** What does the Downtown already know about itself? What does Downtown need to know more about?
- b. **Cultural Immersion.** What makes Johnstown, Downtown, and its people unique?
- c. **Coalition Building.** Who should we be working with? What other processes and plans need to be considered?
- d. **Where are the people at?** Let's meet people where they are and when it's convenient to develop a complete mosaic of community perspectives.

2

READ BETWEEN THE LINES

Define the Downtown experience.

- a. **User Ethnography-Lite.** Who are the users and how do they experience Downtown?
- b. **Market Analysis.** What businesses are missing in Downtown? What are the unique market opportunities?
- c. **Trends.** What are other Downtown's doing? What best practices can Johnstown incorporate?
- d. **Inspirational Ideas.** What is special about Downtown Johnstown? How can we build on these differentiators?

3

FACILITATE CREATIVE EXCHANGE TO BUILD VISION

The Big Community Brainstorm.

- a. **Research**
 - Statistically valid surveys
 - Focus Groups with Businesses
 - Interviews with Patrons
- b. **Strategy**
 - Visioning Collaborations
 - Jobs to Do Framework
 - Message/Website Content
- c. **Promotion**
 - Library Bookmarks
 - Yard Signs in Parks
 - Project Business Cards
 - Notices in City/Agency Forums
 - In-School Distribution
 - Cinco de Mayo Festival Pop-Up
 - Media Releases
 - Social Media

4

TELLING AN ACTIONABLE LOCAL STORY

Go beyond canned graphics and technical jargon to engage broad audiences to achieve support

- a. **Actionable Next Steps.** No plan on a shelf, a path to implementation.
- b. **Clear Roles.** Define who and what are responsible to implement the plan.
- c. **Visual Storytelling.** Use graphics and inspiration to tell the story so that broad audiences understand why.

Building a plan to guide creation of the Plan.

Our approach is based on our experience with key issues that can adversely and positively affect quality planning. Our strategies/solutions for identified potential issues for this project are summarized below.

ISSUE	STRATEGY/SOLUTION	ISSUE	STRATEGY/SOLUTION
Parking System Management	<p>→ Analyze current and future parking inventory, conditions, and local perspectives. Subsequent tasks will recommend short, medium, and long-term solutions.</p>	Lack of Pedestrian Safety & Connectivity	<p>→ Identify alternative truck routes, car-oriented streets, and new pedestrian routes (including alleys and parking lots). Employ creative urban design and streetscape improvements to encourage pedestrian crossing at specific locations and inform drivers about an "Active Space/Slower Pace."</p>
Physical Expansion of Downtown	<p>→ Explore Downtown expansion scenarios and potential issues. Identify future uses, transportation improvements, and programmatic initiatives for complementary and supportive integration of newly annexed parcels.</p>	Collaboration w/East Parish Ave. Alleyway Imp.	<p>→ Examine opportunities to create easy access for bikes and pedestrians, safe crossings at street intersections, and walking connections from the public parking lot to Parish and across the alley. Determine viability of active uses on building frontages and identify areas for murals or other high-impresion/low-impact public art.</p>
Event Management	<p>→ Identify public space(s) to design and activate the Downtown experience. Establish and apply best practices in regional DDA's related to event management.</p>	Creating a Traffic Detour to Minimize Heavy Vehicle Traffic on Parish Ave.	<p>→ Understand the nature and volume of truck, car, bicycle, & pedestrian traffic to maximize flow. Analyze roadway expansion opportunities to manage CDOT-projected 60-80% increase in vehicles per day by 2050. Identify strategies to capture drive-by business while mitigating commercial traffic. Coordinate with Johnstown, CDOT, and Weld County to analyze traffic scenarios & viable truck bypasses.</p>
Attracting Retail & Entertainment Businesses	<p>→ Inform missing market areas and service gaps with new uses and business opportunities that drive daytime and nighttime visitation.</p>	Current & Future Parking Supply/ Inventory	<p>→ Develop inventory of on-street parking and public parking lots for the two miles of roadway within the study area and analyze parking utilization during the highest usage of the day/week. Develop strategies that meet the needs of businesses, residents and patrons while considering nature of use, duration, shared configurations, turnover, access routes, and flexible entertainment uses</p>
Unified Vision for Downtown	<p>→ Promote understanding and acceptance. Incorporate the "Local Grows Here" brand, wayfinding, and information from Task 1 and 2 into the visioning process. Our people-first approach harnesses the lived experiences of Downtown residents as a foundation to foster empathy and understanding of the who/how/ why behind project decision-making.</p>	Future Land Uses	<p>→ Examine regional market gaps, underutilized parcels, and market demand to identify highest and best uses for future development opportunities. Reconcile potential land uses with Johnstown Comprehensive Plan, housing requirements, and vision directives to enhance the Downtown experience.</p>
Aging Streetscape/ Streetscapes not Conducive to Downtown Expansion	<p>→ Increase Downtown's visual footprint by prioritizing and extending elements of future improved streetscapes (including branding and wayfinding) into historic neighborhoods and newly annexed areas.</p>	Corridor/ Street Type Recomm.	<p>→ Establish a hierarchy of circulation with pedestrian- and vehicle-focused street types that establish a sense of place, unite historic neighborhoods with newly annexed areas, separate commercial traffic, and identify safe passage corridors for bikes and pedestrians.</p>
Lack of Public Spaces Downtown	<p>→ Coordinate with landowners to identify and prioritize existing on-street parking, underutilized parcels, parking lots, and other areas for future use as a collection of engaging public spaces.</p>	High-level Infrastructure Needs	<p>→ Identify supportive infrastructure and investments needed to realize priority improvements in Downtown and in newly annexed areas. Explore how public infrastructure investments and private partnerships can contribute to infrastructure investments that realize the vision.</p>
Lack of Outdoor Dining	<p>→ Identify alternative truck routes for commercial vehicles on Parish and strategies to convert public parking and right-of-way into inviting outdoor dining experiences.</p>		

TASK 1: Project Kick-Off & Project Management

Scope elements related to beginning and managing an efficient, successful project.

TASK ACTIONS

Kick-off: A project kick-off meeting with the Johnstown project manager to identify project success factors and finalize scope, schedule, Project Management Plan, and Public Participation Plan (*draft documents to be developed by Consultant prior to meetings*).

Project Administration: Invoicing, progress reports, subconsultant management, team meeting management, 15-minute weekly check-ins between Johnstown and the RVi Project Manager to review current work items, scope, schedule, and budget (virtual).

Stakeholder Communication: Meetings with and updates to the Johnstown elected leadership, Town departments, Downtown stakeholders, and others (as needed).

DELIVERABLES

- Meeting minutes and action items
- Final scope, schedule, and budget
- Draft and final Project Management Plan
- Draft and final Public Participation Plan
- Monthly invoicing and progress reports

TASK 2: Immersion & Engagement

Project elements related to data identification/collection and public/stakeholder participation. These activities are required to develop a stakeholder-supported vision and corresponding Master Plan.

TASK ACTIONS

Site Assessment: Summarize the physical aspects of Downtown, determine opportunities and constraints of the current conditions. Factors analyzed may include land uses, parcel disposition/ownership, topographic conditions, vegetation, environmental conditions, view corridors, traffic/multi-modal conditions, existing/proposed roadways, parking, building forms/massing, and/or others as needed.

Project Data Analysis: Gather and review data and information related to the project, including relevant foundational plans, Downtown processes, engineering standards, design standards, zoning, utilities, demographics, economics, or other cultural factors.

Public & Stakeholder Engagement: Facilitate both in-person and virtual engagement of project stakeholders and the public. Our philosophy is to **“meet people where they are”** to understand the experiences,

needs, and values of key groups and individuals in the community and co-create project directives based on their support. This data will guide the development of vision alternatives and identification of solutions in subsequent phases.

The process begins with a collaborative development of the Public Engagement Plan and identification of the Master Plan Stakeholder Committee and City Staff. Recommended public and stakeholder engagement activities include:

- A *Statistically Valid Survey of Johnstown residents* using the City’s CRM and resident records to gather perspective on draft vision scenarios/potential improvements, and inform a final community-supported direction (*optional*)
- *Interviews with Johnstown staff* across multiple departments to gather municipal opportunities and constraints
- *Planning workshops with the Master Plan Stakeholder Committee*, including a kick-off meeting to begin the project; a Visioning Workshop to review survey results and draft Downtown vision statements; and a Project Activation Charrette to action the vision and identify supportive improvements

- *Email blasts using the Johnstown CRM email list* to listen to, educate, and inform residents and businesses about project needs, processes, next steps, and outcomes
- *Attendance at Johnstown’s Cinco De Mayo Festival* to present the final draft vision and corresponding physical and programmatic solutions for public comment and review

Organizational Review & Development (performed by CLA): A programmatic meeting with Johnstown to understand opportunities and constraints related to funding/revenue streams, organizational development, and collaboration with Downtown Johnstown. Work includes:

- Develop a work plan and budget for Master Plan implementation
- Identify financial/human resources
- Identify potential sources of additional resources
- Determine statewide best practices for Johnstown optimization
- Identify benefits and impacts of expanding Downtown’s current boundaries

TASK 2 (CONT'D): Immersion & Engagement

Economic Opportunity Analysis: Performed by Economic Planning Systems (EPS). Complete the Downtown Market Study, Business Mix, and White Space Analysis. Conduct a technical study to understand and evaluate the existing business environment and business mix in Downtown. Includes:

- Inventory current businesses in Downtown and categorize by type
- Review available data on area rents, sales prices, and vacancies
- Profile two or three successful small downtowns in the Front Range regarding their business mix and other keys to success
- Participate in DDA or other business stakeholder meeting to discuss area strengths, weaknesses, and needs
- Identify opportunities for expanding Downtown and/or Downtown supportive development on the held property.
- Evaluate existing business recruitment policies/practices and available economic development incentives. Suggest any recommended changes

DELIVERABLES

- Site Assessment & Project Analysis
- Public Engagement Plan
- Community Survey Findings
- Email Blast Communication Content
- Staff Interview Findings
- Vision Workshop
- Project Activation Charrette
- CLA Downtown Expansion & Development Report
- Presentation Content for Public Meetings

TASK 3: Visioning & Design Directive

Develop a project vision to guide physical and programmatic improvements in later phases.

TASK ACTIONS

Community Needs

Prioritization: Inform vision concepts by prioritizing key community needs and required features of Downtown through the perspective of end-users and the project team. Prioritization activities include:

- Development of user profiles and stories to understand key behaviors and needs from the built environment using feedback from the people who spend time Downtown
- Development of a Jobs-to-Do Framework that prioritizes features of the built environment for development consideration based on the user profiles and stories

Downtown Visioning:

Collaboration with the project team to develop two high-level vision scenarios with related planning principles. Draft vision scenarios will be presented to Johnstown in digital format for revision to a final draft project vision

for further consideration by Johnstown, the Stakeholder Committee, and the public. After public input is received and actioned, the vision and principles will be finalized and used to guide development/evaluation of Downtown planning solutions.

Design Directive

Development: After Johnstown and the Stakeholder Committee review and approve the final vision, a Design Directive will illustrate how the project vision, principles, and Community Needs Prioritization inform a strategic brief for targeted design actions in Task 4.

DELIVERABLES

- Downtown User Profiles & Stories
- Jobs-to-Do Framework
- 2 Draft Vision Scenarios
- Final Vision & Project Principle
- Project Design Directive

OPTIONAL TASK

The following task is not included in our overall project budget and is offered as a suggested optional task for consideration.

Statistically Valid Survey

(\$10,000): Performed by RRC and Associates. Conduct a statistically valid survey of Johnstown residents and business owners relative to the development of Downtown vision alternatives. RVI will work with RRC and Johnstown to develop questions to test the two vision alternatives and associated guiding principles with members of the community. Includes:

- Mailing postcards to invite participants to an on-line survey
- Concludes once a statistically valid population response is received
- Collect a statistically valid sample for segmentation and comparisons across geographic and demographic groups in the community
- Allows flexibility for resident participation
- Tabulate results and develop a written report including findings; make data available in PowerPoint format

TASK 4: Solution Development, Selection & Activation

Create, develop, and evaluate physical and programmatic solutions for Downtown Johnstown.

TASK ACTIONS

Development of Draft Solutions: Prepare Downtown planning scenarios that activate the vision, Design Directive, and project findings. Scenarios may include new land uses, areas of focus, public spaces, multi-modal improvements, traffic management and parking recommendations, public realm enhancements (buildings, streetscapes and alleys), organizational improvements, and/or programmatic activations.

Concept Review & Finalization: Review draft solutions with Johnstown and the Steering Committee before refining the preferred solutions into a Final Concept Plan. Finalization actions include:

- Debut the final vision and Concept Plan at Downtown’s Cinco de Mayo Festival for public comment

- Utilize the Social Pinpoint virtual engagement platform and the Johnstown CRM platform to solicit comments and prioritize improvements with the public in a digital forum
- Present final Concept Plan to Stakeholder Committee, Johnstown staff, and relevant decision-makers for final amendments
- Produce Final Plan with supporting graphics, narratives, and associated land use summaries and exhibits

Costing, Financing Mechanisms & Phasing:

Develop high-level costs to construct, operate, and maintain improvements. Identify potential financing mechanisms, suitable partners, jurisdictions, and potential phasing scenarios to execute the Downtown Master Plan Vision.

Final Master Plan Report: Develop a Final Master Plan Report that promotes understanding and drives support with accessibility to a wide range of stakeholder audiences. Sections may

include the Master Plan development process; a summary of public feedback integration; the Design Directive; the final Downtown vision; the economic opportunities report; the final Master Plan with supporting exhibits; and an Implementation Action Plan.

DELIVERABLES

- Draft Downtown Planning Solutions
- Draft Concept Plan for Public Review
- Final Concept Plan with Narrative & Supporting Exhibits
- High-Level Cost Estimates
- Phasing Scenarios
- Implementation Action Plan
- Final Master Plan Report

COORDINATION WITH CDOT

Coordinating with CDOT and being familiar with CDOT processes will be important when thinking about future improvements as they relate to transportation. Our team has worked on a number of projects where the roadway is under CDOT jurisdiction but is within a local agency. Our team understands the proactive coordination required with CDOT during planning efforts, as well as how to incorporate factors that will be important during project implementation on a CDOT facility.



PROJECT TEAM & RESUMES

Our Team will be led by Will Wagenlander, an urban planner and designer with over 19 years of experience working on a diverse and wide range of urban design, transportation, and placemaking projects.

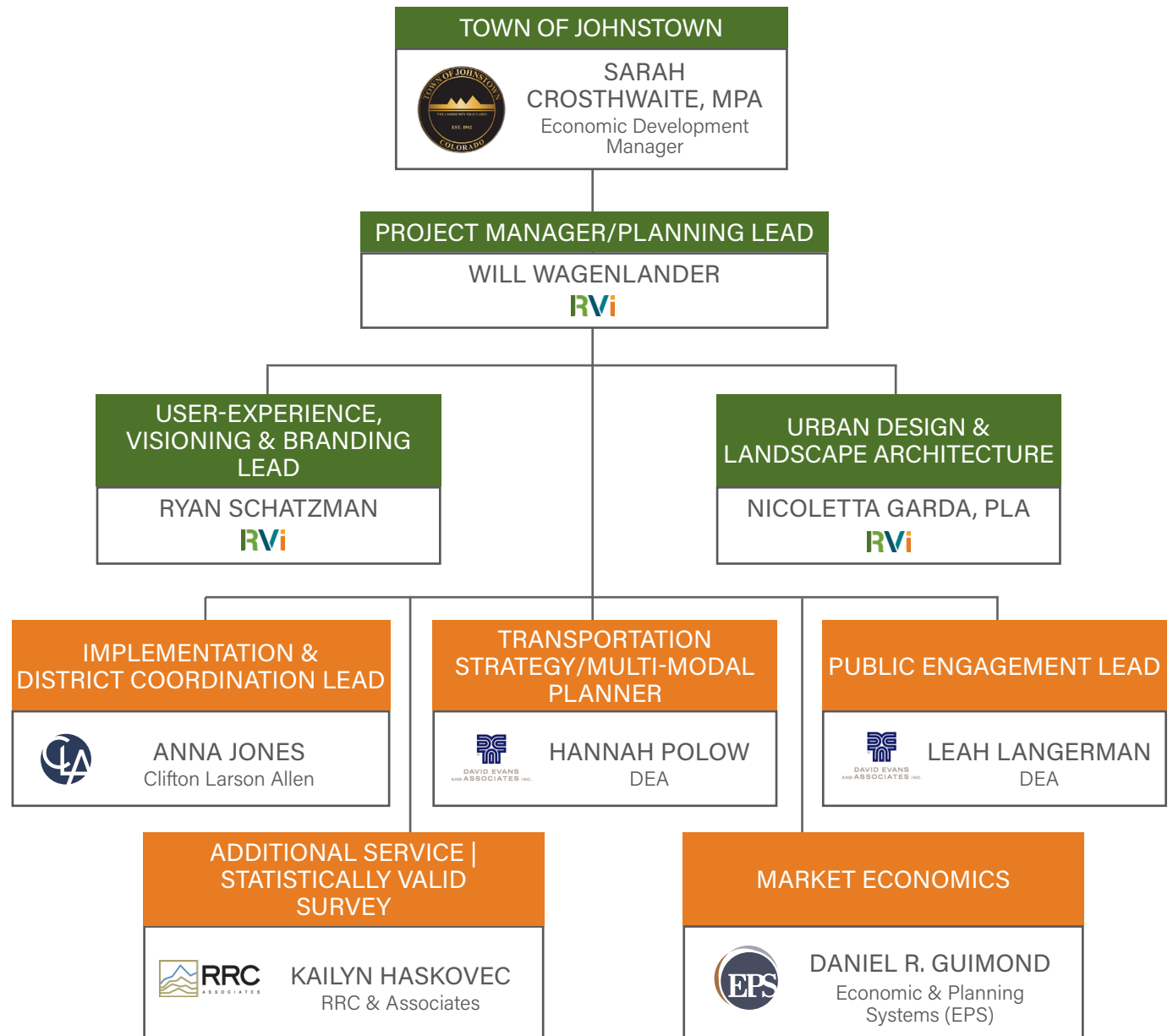
He will be our Team's primary point of contact. Key personnel shown represent a diverse but efficient group who have the capacity to address the needs of Downtown users and the totality of the Downtown's built environment to arrive at implementable and supported solutions. The Team has worked together on multiple projects for a wide range of clients.

Team's history of working together on previous successful projects

Our Team features a diverse range of firms and personnel who have a proven track record in executing successful projects for various clients including the Downtown Windsor Master Plan and the City of Wheat Ridge's I-70 aesthetics project. We have selected subconsultants with the expertise to deliver exceptional professional services to the Town of Johnstown. Our relationships are built on trust, quality design product, and a solid reputation for consistently delivering projects on-time and on-budget.

Positive Relationships & Project Transparency

We know you've worked hard to build and maintain relationships. Our people focused approach will build on your hard work by implementing a transparent and collaborative process that presents viable solutions and more importantly, the reasons behind them to your valued partners.



ADDITIONAL FIRM-WIDE PROJECT SUPPORT

30+ licensed Landscape Architects, 5+ AICP Certified Planners, 5+ LEED® Accredited Professionals, 2 SITES Accredited Professionals, Multitude of Planners, Designers and Project Managers, and depth of Administrative Support Staff

WILL WAGENLANDER | Project Manager/Planning Lead



Will has spent his 18-year planning and urban design career advocating for the needs of all people in the built environment. He approaches every opportunity with a collaborative style, bringing simplicity to complicated situations and giving clients and communities a voice to inform creative, implementable plans that address the complete environment. His relationships in the places and organizations he serves are the foundation of his management approach; he views project communication and stakeholder engagement and critical paths to project success.

His combined experience at landscape architecture, planning, and transportation engineering firms lends to an integrated understanding about how to deliver projects that get built on time within the budget.

SELECTED PROJECT EXPERIENCE

EDUCATION

University of Colorado,
Master of Urban Design;
Master of Urban &
Regional Planning

University of Puget Sound,
Bachelor of Arts – History

COMMUNITY INVOLVEMENT

Urban Land Conservancy (ULC); Transit Oriented Development Committee

HONORS & AWARDS

Downtown Denver Partnership Leadership Program

** indicates experience prior to joining RVI*

Windsor Downtown Alliance
Downtown Master Plan

City of Denver, Colorado
Park Hill Golf Course Small Area Plan*
Cherry Creek Dr. Street Design*
Various Station Area Plans*
Multi-Modal Community Networks*
Various Small Area Plans*

City of Longmont, Colorado
Longmont Mainstreet Corridor Study*

City of Lakewood, Colorado
Station Area Master Infrastructure Plan (MIP) for TOD*

City of Wheat Ridge, Colorado
Wheat Ridge I-70 Aesthetic Improvements
Ward Road Station Visioning Plan*

City of Aurora, Colorado
64th Avenue Urban Design & Multi-modal Study*

TOD Development Viability Analysis, Design Guidelines Development & Branding*

Texas State Parks
Northeast Texas Trails to Rails State Park Feasibility Analysis

The following projects were managed by Will prior to joining RVI Planning + Landscape architecture while with David Evans and Associates.

64th Avenue Mainstreet Urban Design & Mobility Study City of Aurora, Colorado

In collaboration with multiple City departments, key stakeholders, and developers, led the creation of a guiding vision and full-scale solutions for a new 64th Avenue main street/urban center in Northeast Aurora. Developed impact analysis of improvements and cost estimates to inform creative multi-modal transportation and adaptive re-use strategies. Drafted urban design guidelines and standards to create a unique sense of place with a unified main street environment that enhanced the relationship between transportation and urban design.

Keys to Success: Repurposing existing infrastructure to minimize impacts to the right-of-way and private property while achieving the project's vision.

Wheat Ridge I-70 Aesthetic Improvements City of Wheat Ridge, Colorado

Led the development of concept-level aesthetic and landscape improvements along the City's interstate frontage and exits to create a branded gateway to the City of Wheat Ridge. Managed interdepartmental

coordination and multi-modal planning with CDOT and the City. Designed streetscapes, gateway concepts, monumentation, and landscaped environments to strengthen the community's brand at its front door. Visioning and concept outcomes assisted the City in securing important bond funding for design and construction of improvements that are currently in progress.

Keys to Success: The development of improvements that were crafted with and supported by all City of Wheat Ridge department leaders to meet CDOT standards.

Park Hill Golf Assessment City of Denver, Colorado

As consultant team project manager for the City of Denver's Park Hill Golf Course Assessment, Will managed a diverse mix of subconsultants, stakeholder engagements, and public collaborations to explore community mobility/urban design opportunities and create a future vision for the development. He worked with the City of Denver to strategically engage surrounding communities and populations most impacted by potential changes to give them the largest voice in shaping the vision.

Keys to Success: Public engagement and interdepartmental coordination to incorporate contextually responsive elements that were desired by adjacent, underserved communities.

PROJECT TEAM & RESUMES

RYAN SCHATZMAN

User-Experience, Visioning & Branding Lead



Ryan is a multidisciplinary strategy leader who specializes in exploring new ideas to maximize the potential of every project. Before bringing a fresh perspective to planning and landscape

architecture, he led global design and strategy efforts for various Marriott, SC Johnson, and Proctor & Gamble brands, discovering unique ways to connect with consumers and create valuable experiences that improve people's lives. He fuses world-class design thinking and creative storytelling into the placemaking process, helping clients and teammates approach design with a deeper understanding of people, trends, lifestyles, and usability. The result leads to more valuable information and smarter decision-making.

SELECTED PROJECT EXPERIENCE

Windsor Downtown Alliance
Downtown Master Plan

City of Wheat Ridge, Colorado
Wheat Ridge I-70
Aesthetic Improvements

Peak Development
Canyon Pines – Design & Brand Strategy, Identity Development & Design Guidelines*

Richmond American Homes
Trails at Overland Ranch – Design & Brand Strategy, Identity Development*

Water Valley Company
Raindance – Design & Corporate Strategy*

Rock Creek HOA
Rock Creek – Community Engagement & Trends Development, Design Guideline Updates*

Taylor Morrison
Trailstone – Visioning, Design & Brand Strategy, Identity Development*

Meritage Homes
York Station – Visioning, Design Strategy & Brand Strategy, Identity Development*

NICOLETTA GARDA, PLA

Urban Design & Landscape Architecture



Nicoletta has 5 years of experience providing sustainable design solutions for a variety of project types including parks, recreation facilities, commercial, residential, mixed-use,

and hospitality. She recognizes the potential for spaces and values the opportunity to partner with both clients and the community to turn places into destinations. Nicoletta is a talented landscape designer who has worked across numerous climates providing landscapes that sustain and allow for a symbiotic relationship between the built and natural environment.

SELECTED PROJECT EXPERIENCE

Windsor Downtown Alliance
Downtown Master Plan

Texas State Parks
Northeast Texas Trails to Rails State Park
Feasibility Analysis

City of Wheat Ridge, Colorado
Wheat Ridge I-70
Aesthetic Improvements

City of Evans*
DaVinci Park

Extell Group*
Mayflower Base Village
Master Plan

City of Cheyenne*
Reed Avenue Rail Corridor

Colorado Parks and Wildlife*
Staunton State Park
Campground and Dines Parcel

Sweetwater State Park
Master Plan

Cameo Shooting and Education Complex

Denver Parks and Recreation*
Bible Park

ANNA JONES

Implementation & District Coordination Lead



Anna provides all facets of district formation and management for metropolitan districts, business improvement districts and multi-jurisdictional authorities. Specialties include strategic planning, long-term financing, TABOR election preparation,

capital improvement planning and implementation, and board facilitation. Prior to CliftonLarsonAllen, Anna was appointed by Mayor Michael B. Hancock to lead the NDCC, an initiative to focus diverse infrastructure investments and programmatic efforts in north Denver neighborhoods through partnerships and collaborative efforts. She has led project management, community outreach and development, healthy living, downtown planning and special improvement district projects.

SELECTED PROJECT EXPERIENCE

Town of Windsor, Colorado
Strategic Plan (2008)

CliftonLarsonAllen
Public Manager

City and County of Denver
Executive Director, North Denver Cornerstone Collaborative (NDCC)

Progressive Urban Management Associates
Senior Vice President

University of Colorado at Denver
Adjunct Professor, Masters of Urban and Regional Planning

PROJECT TEAM & RESUMES

HANNAH POLOW

Transportation Strategy/Multi-Modal Planner



Hannah has over 12 years of transportation planning experience. She leads planning projects including delivering updates to previous plans to develop viable concepts to be carried through design. In addition to her multi-modal expertise where she considers all modes as part of the transportation system, she has contributed to many design projects and understands the challenges associated with transitioning from concept to final design. She brings a realistic optimism to identifying solutions that can be successfully implemented.

SELECTED PROJECT EXPERIENCE

Boulder Valley School District, Colorado

Boulder Community School of Integrated Studies (BCSIS) & High Peaks Elem. School Traffic Study

Alicia Sanchez International Elem. School Traffic & Parking Study

City & County of Denver, Colorado

26th Street Neighborhood Bikeway

Neighborhood Planning Initiative (NPI) Near Northwest & Near Southeast Transportation & Market Studies

City of Littleton, Colorado

Mineral Mobility Improvements Planning Study

City of Aurora, Colorado

64th Avenue Multi-Modal Study



LEAH LANGERMAN

Public Engagement Lead



Leah has 17 years of experience facilitating public engagement for transportation and planning projects and 20 years of experience in the engineering and planning industry. She strategically develops tailored public engagement approaches specific to each project's needs. Leah focuses on equitable community engagement by removing barriers to participation and involving those who have been underrepresented. Her approachable personality and honest, timely communication of information builds trust with stakeholders.

SELECTED PROJECT EXPERIENCE

City of Wheat Ridge, Colorado

Youngfield Street Beautification

32nd Ave. Multi-Modal Improvements

City of Littleton, Colorado

Mineral Mobility Improvements

City of Aurora, Colorado

64th Ave. Multi-Modal Transportation & Urban Design Study

Arapahoe County, Colorado

Parker Road Corridor Improvements

Arapahoe County 2040 Transportation Master Plan Update

Boulder County, Colorado

Boulder County Trans. Master Plan Update



KAILYN HASKOVEC

Statistically Valid Survey (Additional Service)



Kailyn brings a unique perspective with a background in state and local government, parks and recreation, transportation, and social research. She can interpret qualitative and quantitative data to provide strategic recommendations and policy direction. Kailyn has managed a variety of parks and recreation studies, community surveys, market analyses, and tourism sentiment research.



SELECTED PROJECT EXPERIENCE

Parks, Recreation & Community Needs Assessments

Willamalane Park & Recreation District

Evergreen Park & Recreation District

Mesa, AZ

Outdoor Recreation Research

Quandary Peak, CO

Jefferson County Open Space, CO

Upper Colorado Wild and Scenic

Tourism, Special Event & Economic Research

Beaver Creek Mountain Resort, CO

City of Lafayette, CO

Town of Vail, CO

Ski Area Market Assessments

Mt. Garibaldi, BC

The Balsams, NH

Quarry Road, ME

DANIEL R. GUIMOND

Market Economics



Daniel has over 35 years of experience in market and financial analysis and development planning. He has worked on over 40 downtown development, commercial revitalization, and historic preservation projects. These assignments include market analysis and determination of retail, residential, and other development potentials; overall development strategy; specific project feasibility; financing; and implementation strategies.



SELECTED PROJECT EXPERIENCE

Johnstown Plaza Fiscal Analysis

Johnstown, Colorado

Ledge Rock Center Fiscal & Economic Impact Analysis

Johnstown, Colorado

Downtown Retail Strategy

Steamboat Springs, Colorado

Parker Downtown Market Study

Parker, Colorado

Denver Retail Conditions & Opportunities Study

Denver, Colorado

Midtown Corridor Redev. Study

Fort Collins, Colorado

Downtown Vision & Strategic Plan

Durango, Colorado

Downtown Master Plan

Montrose, Colorado

RELEVANT EXPERIENCE/PROJECTS WITH REFERENCES

WINDSOR DOWNTOWN VISION & MASTER PLAN

Downtown Development Authority & Town of Windsor



Windsor, CO



REFERENCE

Windsor Downtown Alliance
Michelle Vance, Executive Director
661.333.5932
director@windsordda.com

PROJECT DESCRIPTION

RVI is exploring new downtown experiences with the Windsor community to envision its next chapter. Critical to the project's success were the initial community listening sessions. A listen-first perspective helped to alleviate public anger about controversial decisions that were made in the past. This intentional approach ensured that all community voices were heard unimpeded by consultant ideas and solutions that are often developed in isolation and can lead to incomplete solutions that address the wrong issues. At RVI, community engagement isn't a box to check, with a handful of community presentations selling a pre-baked idea. People have much to say and want to be heard – so we create opportunities to do more with them than just listen. Our goal is not only to engage the public and stakeholders but to facilitate trusting and lasting relationships, the most critical element to the realization and execution of a supported vision and plan. As part of this process, RVI adopts a people-first approach that creates avatars of diverse community members (business owners, students, homeowners, etc.) and outlines their specific needs and desires. This allows participants to examine issues with empathy and understanding.

RELEVANT EXPERIENCE/PROJECTS WITH REFERENCES

YOUNGFIELD/GATEWAYS

City of Wheat Ridge



Wheat Ridge, CO



REFERENCE

City of Wheat Ridge
Patrick Goff, City Manager
303.995.6465
pgoff@ci.wheatridge.co.us

PROJECT DESCRIPTION

As project manager, Will led the development of both planning-level aesthetic and landscape improvements and final design of improvements along the City's I-70 interstate frontage road and at exits to create a welcoming and branded gateway for visitors and residents to the City of Wheat Ridge. Both planning and design phases were guided and measured by a vision-based design directive that outlined the Jobs-to-Do that the finished project needed to perform. This creative strategy-based visioning process created a simple and logical process that tied improvements to the overarching vision. This ensured that implemented improvements executed the overarching vision. Activities include:

Stakeholder Engagement | Visioning | User Experience | Interdepartmental Coordination | CDOT Coordination | Development of conceptual monumentation | Streetscape & Landscape Improvements | Gateway Monumentation | Multi-modal Transportation Planning | Utility Feasibility

These activities worked in tandem to strengthen the community's brand and community gateway. Visioning and concept development assisted the City of Wheat Ridge in securing important bond funding for final design and construction of improvements that are now underway.

LOOKING GLASS

Land Asset Strategies, LLC



Parker, CO



REFERENCE

Land Asset Strategies, LLC

Don Guerra, Principal

303.905.3496

Don.Guerra@

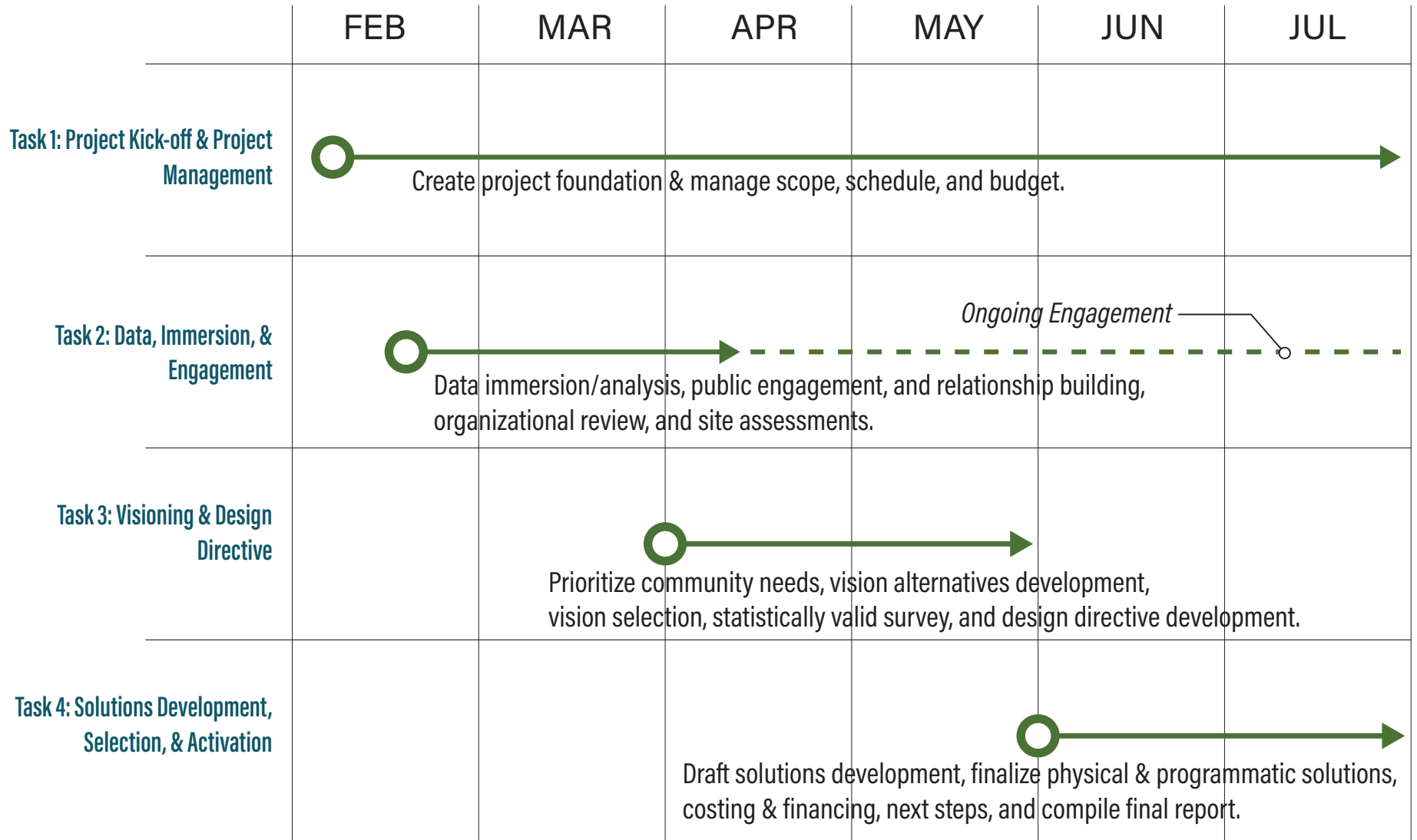
landassetstrategies.com

PROJECT DESCRIPTION

Looking Glass is a new master planned community in Parker, Colorado. This community is in the urban periphery and lacked a community core/Main Street. RVI was engaged by the developer to create an overarching vision and corresponding conceptual plans for a new community center. As part of this process, RVI developed a user-focused design charrette that charted potential users of the community core and identified market-appropriate businesses that could be successful given the developments location. At the conclusion of this workshop, RVI developed an overall vision and market mix that was used to develop two market-viable community center alternatives for consideration. The vision and alternatives are now being used to engage jurisdictions to identify and solve potential access issues and with potential development partners. Critical to project success was:

- Early engagement of area commercial brokers to understand and identify market gaps and site needs
- Development of two, very different alternatives that meet similar client goals and outcomes
- Coordination with surrounding improvements to provide multi-modal and vehicular access
- Development of configurations that leverage the site and communities intrinsic value including views, connections to parks, and integration with nearby residential areas to create seamless transitions

PRELIMINARY PROJECT TIMELINE



PROFESSIONAL FEE

RATE SCHEDULE

RVi Hourly Rate Schedule	
Role	Rate
Principal	\$220-275
Associate Principal	\$190-250
Practice Director	\$160-230
Project Director	\$150-230
Senior Project Manager	\$200-230
Project Manager	\$160-200
Associate Project Manager	\$140-160
Senior Landscape Architect (LA)/Planner (AICP)	\$190-220
Landscape Architect (LA)/Planner (AICP)	\$150-180
Sr. Design/Planning Associate	\$150-200
Design/Planning Associate	\$100-150
Design/Planning Intern	\$90-110
Project Administrator	\$80-175

CLA Hourly Rate Schedule	
Role	Rate
Principal	\$175

DEA Hourly Rate Schedule	
Role	Rate
Transportation Strategy/Multi-Modal Planner/Public Engagement Lead	\$175
Senior Planner	\$260
Junior Planner	\$115

RRC Hourly Rate Schedule	
Role	Rate
CEO	\$180
Associate	\$130
Data Analysts	\$100
Support Staff	\$70

EPS Hourly Rate Schedule	
Role	Rate
Senior Principal	\$270
Senior Associate	\$175

COST ESTIMATE

Cost Proposal by Task	
Task	Fee
Task 1: Project Kick-off & Management	\$18,000
Task 2: Immersion & Engagement	\$28,000
Task 3: Visioning & Design Directive	\$26,000
Task 4: Solution Development, Selection, & Activation	\$28,000
TOTAL	\$100,000
Optional: Statistically Valid Survey	\$10,000
TOTAL (with Optional Statistically Valid Survey)	\$110,000

