

Proposal For

Downtown Johnstown Masterplan Project

Town of Johnstown, CO



**russe||+
mills**

JANUARY 18, 2024



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January 18, 2023

Sarah Crosthwaite
Economic Development Manager
Town of Johnstown
450 South Parish Avenue
Johnstown, CO 80534

Re: Downtown Johnstown Masterplan Project

Dear Sarah,

We are excited to submit the following proposal to you. After reviewing the materials enclosed with the RFP, we wish to express interest in being selected as the design team to help realize the vision and goals for the Downtown Johnstown Masterplan Project. We believe we are a perfect selection for your needs and have summarized our attributes below for your consideration:

Previous Experience within Project Area - Russell + Mills was previously involved in the South Boulder Road Connectivity Plan as well as the Sign Code update, where both projects interface with the Downtown and project areas. This familiarity with Downtown provides us with an understanding

Collaborative and Flexible Attitude - We understand the need for consistent collaboration and flexibility that are ingrained in this overall project. As a firm, these are some of our key values and attributes. We envision a strong working relationship with City Staff and anticipate the need to be flexible in approach and schedule on a variety of tasks and protocols with this project. We will remain engaged and involved through every step of the project, facilitating a holistic approach.

Experience with Downtown Core Streetscapes - Our experience with a number of streetscape efforts in Downtown Core settings ranges from master planning, corridor design to design and implementation. Working within complex existing conditions with highly invested and concerned retail/commercial stakeholders brings a level of complexity to these projects unlike other efforts and we have successfully helped navigate this complexity on projects including the Linden Street Renovations project in Fort Collins, University Hill Event Street in Boulder, multiple downtown Alley Renovation projects in Fort Collins, the West Elizabeth Corridor Design and the Lincolnway Corridor and Streetscape plan in Downtown Cheyenne, WY.

Extensive Stakeholder Engagement Experience in Downtown Settings - Through our extensive experience with stakeholder engagement efforts in Downtown Settings, we believe we can help craft a highly effective public engagement strategy that is defensible, inclusive and engaging with an eye on minimizing controversy and satisfying the diverse participants with retail/commercial oriented concerns as well as City Staff concerns. Our focus will be on gaining consensus through multiple types of engagement and alternative options.

Local and National Experience - Our practice is a design firm that focuses on creating memorable places for people, and understand how to create timeless design. In addition to urban projects in Colorado, we have worked in New York, St. Louis, Chicago, Wyoming and many other locations throughout the U.S. We have a deep rooted belief in functional design that avoids trends to become memorable, elegant and permanent. We create spaces for people, respecting context, history while promoting the future use and vision, that allows for flexibility, while also allowing for organic downtown growth for business.

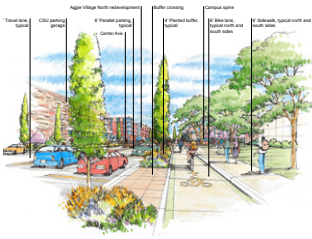
After reviewing the RFP, we believe that we have created a passionate team that shares a commitment to quality and can proceed with this project immediately and efficiently from the moment we are contracted.

Kind regards,

_____, Principal and Authorized Representative of Russell + Mills

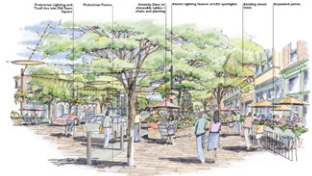
crussell@russellmillsstudios.com 970.631.2072

statement of qualifications



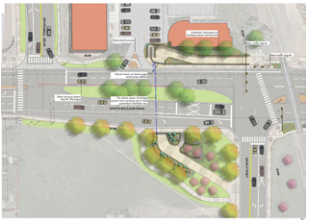
Prospect Rd. Corridor

Headquartered in Fort Collins, Colorado, Russell + Mills is a nine-person award winning firm, in business for 16 years, specializing in landscape architecture, urban design, and master planning. Russell + Mills planning and design process emphasizes a truly collaborative approach – enabling the team to successfully bring their client's vision to life. A contextual perspective is emphasized in all planning and design efforts, working to connect with the surrounding community with timeless, inspiring design. From design and conceptual programming, to construction documentation and administration – the end-to-end services Russell + Mills Studios provides has made the firm a trusted, full service resource for clients across a multitude of sectors, throughout the region and nationally.



Linden St. Renovations

Urban design, streetscapes, and downtown planning/design is at the core of our practice. Our experience working with DOT's as well as municipalities provides us with a basis for addressing a variety of streetscape conditions including multi-modal corridors, commercial corridors, downtown conditions and visioning, parkways and arterial roadways. We share a design philosophy focused on creating memorable and comfortable places that resonate with people.



South Boulder Road Connectivity

Russell + Mills is based in Fort Collins, CO with an additional office located in Central Denver to serve client needs in the Denver Metro region. Fort Collins Staff are available for this project with an average of 25% availability.

Licensure

Licensed Landscape Architects in CO, CA, NV, WY, ID, NY, NC, OH

Honors + Awards

Russell + Mills has had significant involvement in or led the consulting efforts on many award winning projects including the following. Each of the following projects:

APA Colorado Merit Award General Planning

West Elizabeth Enhanced Travel Corridor Plan, 2016

Honor Award - Sustainability and Environmental Planning - Fort Collins Climate Action Award

West Elizabeth Enhanced Travel Corridor Plan, 2016

APA Colorado Merit Award

West Central Area Plan/Prospect Rd. Corridor Plan, 2016

Urban Impact Award - Urban Land Institute

Downtown Alley Enhancements Program, Fort Collins, CO, 2019

City of Fort Collins Urban Design Award

Downtown Alley Enhancements, West Mountain Alley/Old Firehouse Alley, Seckner Alley, Fort Collins, CO, 2019

APA Colorado Honor Award

Fort Collins Downtown Plan, 2017

APA Colorado Honor Award

Community Engagement, Boulder Civic Area Vision Plan, 2014

APA Colorado Merit Award

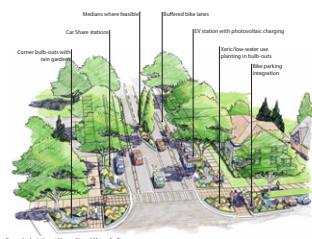
Historic Preservation, Buckinghorse Master Plan, 2012



West Elizabeth ETC



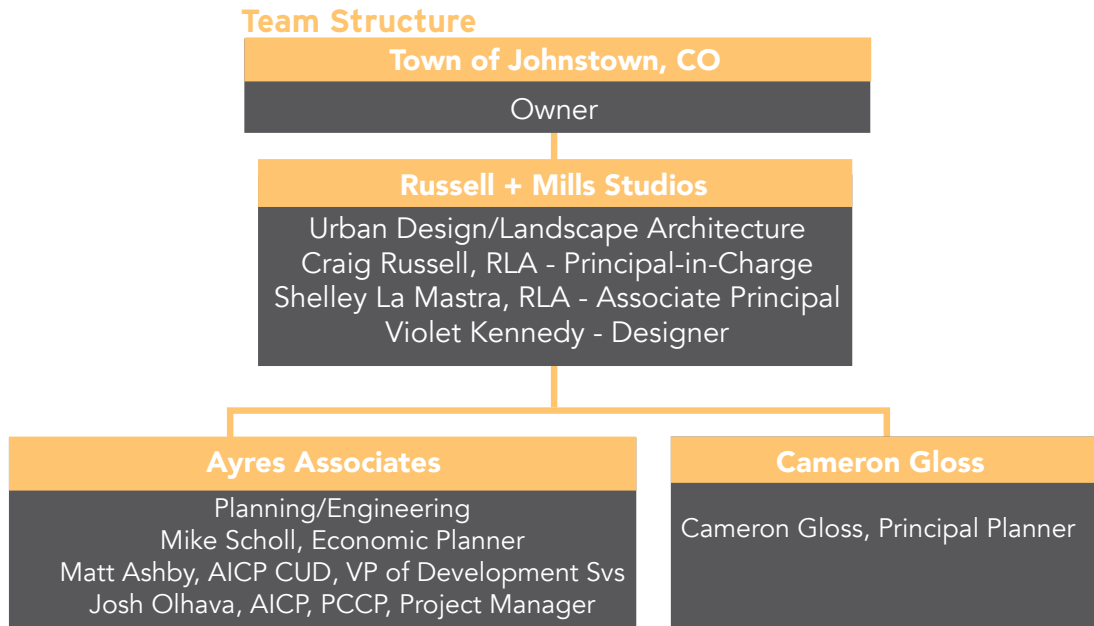
Boulder Civic Area Vision



West Central Area Plan

Design Team Members

In response to this RFP we have assembled a strong consultant group that have proven experience in this region with public realm projects. All team members have worked together previously on successful projects. This facilitates an efficiency in communication and collaboration among team members throughout the design process. The overall team structure is shown below, followed by a short summary of the key firms:



Russell + Mills Studios

Russell + Mills Studios will lead the Master Planning team. We bring a strong collaborative attitude towards the project and will actively engage in all public involvement efforts while working extensively with Town Staff to execute an implementable plan.

Russell + Mills Studios was started in 2007 in Fort Collins, CO, and currently employs nine planners and landscape architects. Our design philosophy and our passion is focused on creating memorable and comfortable spaces for people, while responding to site conditions in innovative and sustainable ways. We employ a design process that involves clients and stakeholders throughout, ensuring client satisfaction. Design accountability is an important value to both partners as well, and we take strides to ensure that the various effects of a design or planning decision are well understood by both clients and ourselves. Our complementary abilities and collaborative skills provide clients with a rare synergy that has produced a number of award-winning projects.

Russell + Mills Studios has served as the lead designer and planner on a variety of public street scape projects and Downtown Visioning projects including the Linden Street Revitalization in Fort Collins Downtown, University Hill Event Street Design in Boulder, the Downtown Fort Collins Alleys & Integrated Walkways Masterplan, nine Fort Collins Downtown Alley Enhancements, Cheyenne Downtown Lincolnway Corridor/Streetscape Plan, Cody Streetscape Master Plan in Cody, WY and the Boulder Civic Area Master Plan. We are intimately familiar with what it takes to execute a successful project in the public realm that is as simple as possible to maintain while meeting design objectives and achieving longevity. We have extensive expertise in public outreach and communicating with stakeholders for input and consensus.



University Hill Event Street, Boulder, CO

Ayres Associates

Mike Scholl, with Ayres Associates, will provide economic analysis, advise on scenarios for the recently annexed properties and develop strategies for the implementation and funding of the Downtown Streetscape and other public infrastructure projects. Matt Ashby, with Ayres will bring his expertise to outreach and visioning efforts.

Ayres Associates Planning + Development

Our Development Services division was founded eight years ago by former public-sector planners and professionals that identified a missing link between private-sector practice and local public-sector needs. Our team comprises former public-sector professionals who work to build long-term relationships with our community partners. With our experiences rooted in public-sector planning, our team of industry leaders strive to provide a creative and customized approach to a community's needs. From concept through construction, we're more than your project partner – we're the knowledgeable navigator to see you through the process. A few of our planning services include:

- Economic and Housing Analysis
- Zoning Codes/Amendments
- Housing Development Plans and Capital Formation
- Development Review Assistance
- Comprehensive Planning
- Community Planning/Urban Design
- Branding and Visioning
- Brownfield/Infill Redevelopment
- Engagement and Meeting Facilitation
- Downtown/Main Street Planning
- Grant Writing/Administration
- Process Improvement Facilitation
- On-Call Planning Support Services



Fort Collins Downtown Alley Enhancements, Fort Collins, CO

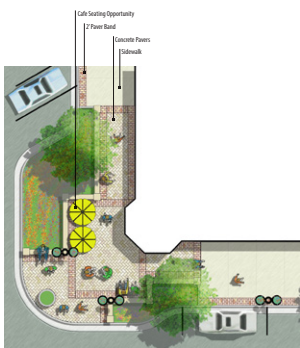


Cody Downtown Core and Streetscape Plan, Cody, WY

Cameron Gloss

Cameron Gloss will bring his combination of private sector consulting and municipal planning experience to assist with project visioning and goal development, community outreach efforts, development scenarios for the recently annexed properties as well as design standards and code implementation.

Prior to private sector planning consulting, Cameron was Planning Director for the City of Fort Collins and other communities in Colorado and Oregon. His extensive experience on Downtown Planning efforts including the Fort Collins Downtown Plan and Cheyenne, WY Downtown Plan will be a valued asset in all project phases.



Lincolnway Downtown Streetscape Plan, Cheyenne, WY



Craig Russell, RLA, Principal - Project Manager - Russell + Mills Studios

A founding studio partner, Craig is regarded in the industry for his broad range of design and master-planning expertise – from urban spaces to public parks + gardens to corporate sites, campuses and civic centers. He’s also an accomplished illustrator in various types of visualization – recognized for his ability to bring projects to life at the early concept phase. Craig’s a multiple award winner from the American Society of Landscape Architecture and a former professor at Colorado State University.



Shelley La Mastra, RLA - Associate Principal - Russell + Mills Studios

An Associate Principal with rich experience across disciplines, Shelley has become recognized for her local Fort Collins Land Use Code expertise and blend of technical skills with design aptitude. This combination has proven to be instrumental in seeing projects through from conceptual design to construction. Shelley has expertise in urban design and development planning with a strong aptitude for code compliance and interpretation and is known regionally for her expertise in this area. She currently serves as Chair of the Land Use Review Commission in Fort Collins. Her understanding of the entitlement process and regional Land Use Codes has been instrumental in bringing projects through the process in a timely and comprehensive manner.



Violet Kennedy, Landscape Architect

With a background as an illustrative artist, Violet brings a passion for combining art and technology to our work. Harboring a deep passion for sustainable, pragmatic and visually pleasing design, Violet strives to not only implement but explore the intersectionality of these concepts in her work.

Representative Projects for Russell + Mills Studios

- Fort Collins Downtown Plan, Fort Collins, CO
- Lincolnway Downtown Corridor/Streetscape Plan, Cheyenne, Wyoming
- Downtown Streetscape Master Plan, Cody, WY
- Boulder Civic Area Visioning Master Plan, Boulder, CO
- Downtown Pedestrian Enhancements Master Plan, Sheridan, WY
- Prospect Road Corridor Plan and Streetscape Design, Fort Collins, CO
- Cheyenne Alleys Enhancements Feasibility Study Cheyenne, WY
- Elizabeth and Shields Underpass Design /Const. Documents, Fort Collins, CO
- Downtown Streetscape Master Plan, Cody, WY
- South Boulder Road Pedestrian/Bicycle Connectivity Plan - Louisville, CO
- Linden Street Renovations, Fort Collins, CO
- Downtown Fort Collins Alleys Master Plan, Fort Collins, CO
- University Hill Event Street Design and Construction Documents, Boulder, CO
- University Hill Alley Enhancements Plan, Boulder, CO
- Fort Collins Downtown Alleys Design and Construction Documents - 7 alleys, Fort Collins, CO
- Fort Collins Alleys - West Myrtle Alley Enhancements, Fort Collins, CO
- West Elizabeth Multi-Modal Corridor Design, Fort Collins, CO



**Mike Scholl, Planning and Economic Development Professional
Ayres Associates**

Mike has two decades of nationwide planning experience with consultants, community groups, and most recently as economic development manager for the City of Loveland. More than five years as a legislative assistant to U.S. congressmen adds to the depth of Mike’s understanding of planning, from funding through community implementation. Mike’s responsibilities include research and evaluation of data related to social, housing, economic, population, environmental, and land use trends; developing planning studies and reports; performing plan reviews; preparing permits; researching and analyzing residential and commercial development projects; reviewing and preparing environmental assessments, plans, and documents; and conducting field evaluations and assessments.



**Matt Ashby, AICP CUD, VP of Development Services
Ayres Associates**

Matt is a trailblazer in community development. After 15 years of public sector service, Matt moved to the private sector in 2015. Using his local government roots to help communities advance their vision, Matt is well versed in downtown development, comprehensive and strategic planning, code writing, design review, and zoning entitlements. As a brownfield practitioner, Matt has helped communities leverage EPA brownfield grants into millions of dollars of public and private investment in rural communities and urban industrial districts. Matt’s downtown street credentials include projects with Colorado and Wyoming Main Street Programs as well as an appointment directing Windsor, Colorado’s Downtown Development Authority.

Selected Experience

- Plan Cheyenne Comprehensive Plan, Cheyenne, WY
- Land Use and Development Code Update, Brighton, CO
- Main Street Strategic Planning, Wellington, CO
- Downtown Development Authority, Executive Director/Staffing, Windsor, CO
- Economic Development Manager (2008-2019), City of Loveland, CO
- On-Call Comprehensive Planning, Estes Park, CO
- Laramie Housing Feasibility Analysis, Laramie Main Street Alliance
- MakerSpace, Erie, CO
- Evans Master Plan, Evans, CO
- On-Call Technical and Comprehensive Planning Services, Severance, CO
- On-Call Planning and Community Development Services, Greeley and Estes Park, CO
- Downtown Development Authority Project Manager, Windsor, CO
- Fee Study Analysis, Larimer County and Estes Park, CO
- Design Guidelines Updates, McWhinney Development, Johnstown, CO



Cameron Gloss, AICP, Principal

Cameron has over 35 years of public and private sector experience as a community planner. His areas of expertise include the development of community comprehensive plans, subarea, downtown and neighborhood plans, preparation and implementation of land use codes and guidelines, restructuring of development review processes, and community sustainability. He has been involved in several planning projects for a range of local, state, and private sector interests across the western region. Much of his work has focused on comprehensive planning for small and mid-sized communities and implementation strategies for infill and redevelopment. Cameron has worked throughout his career to provide practical solutions to issues facing communities – he has proven to be extraordinarily effective because he can see the interrelationship between “big picture” thinking and the design, construction and financing details needed to realize the broader community vision. He is highly regarded in the Fort Collins community for building work relationships and generating innovative solutions to difficult issues and was recognized in 2006 by the Fort Collins Coloradoan as one of the Top 5 People Who Make a Difference.

Education

B.S. Geography with emphasis in Urban Studies, Arizona State University, 1983

Professional Registrations

Member, American Institute of Certified Planners (AICP)

Member, American Planning Association (APA)

Awards + Honors

Colorado Chapter, American Planning Association, City of Fort Collins Development Review Guide, 2008

Colorado Chapter, American Planning Association, City of Fort Collins Downtown Plan, 2016

Wyoming Chapter, American Planning Association, Laramie Area Growth Plan, 2023

National + Regional Presentations

Innovative Design in the New West, Moderator and Panelist, APA National Conference, 2003

REFILL Fort Collins, Presenter, APA National Conference, 2006

Saving the World through Zoning, Panelist, Rocky Mt Land Use Institute Conference, 2007

Development Review Processes Made Easier, Presenter and Moderator, APA National Conference, 2009

Regulating Riparian Areas, Presenter and Moderator, APA National Conference, 2013

Small Town Comprehensive Planning, Panelist, APA National Conference, 2013

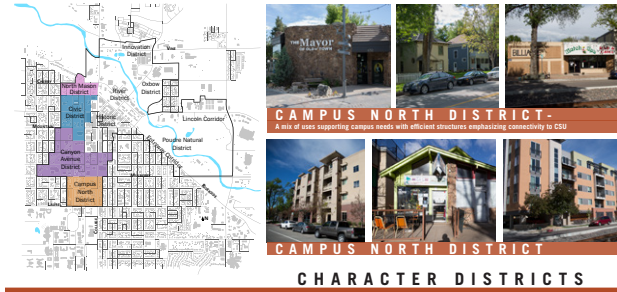
Planning for Solar Energy, Panelist, APA National Conference, 2015

A State of Growth, Panelist, AIA Colorado State Conference, 2018

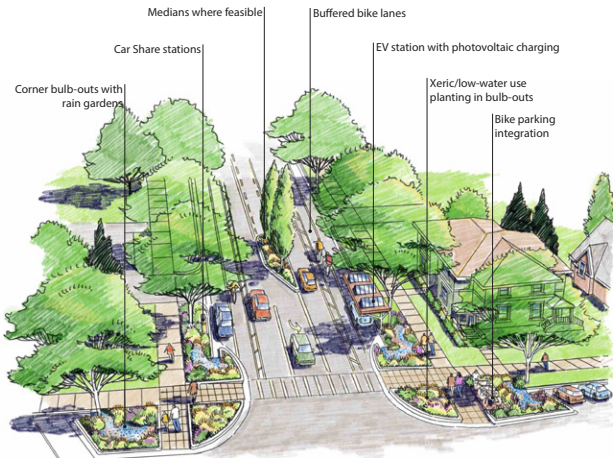
Panel of Front Range Planning Directors, Rocky Mt. Land Use Institute Conference, 2015-2020

Selected Relevant Experience

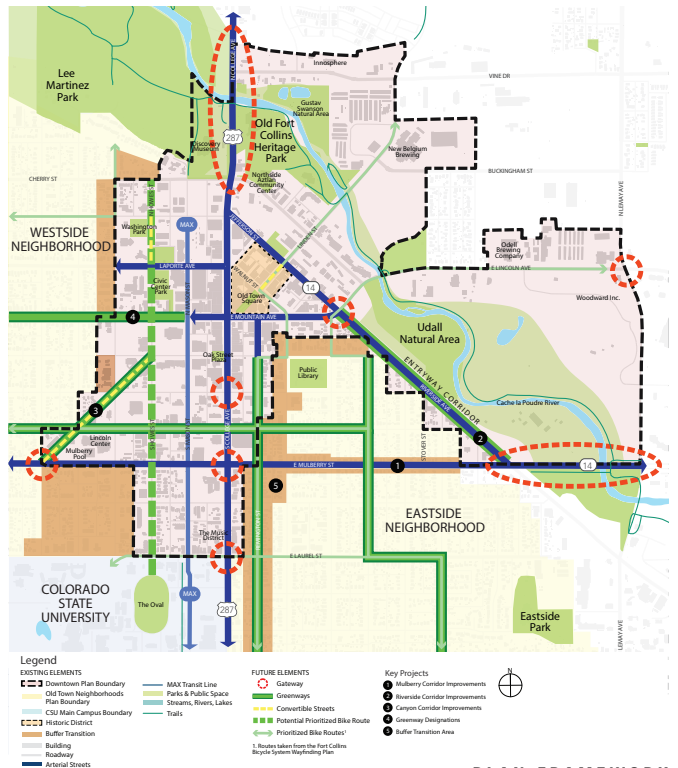
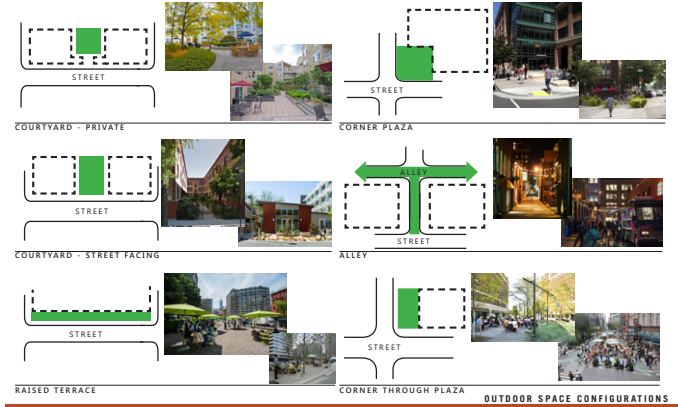
- 2024 Cheyenne Downtown Plan, Cheyenne, WY
- Fort Collins Downtown Plan and Development Code, Fort Collins, C
- Fort Collins City Plan (2016 Comprehensive Plan Update), Fort Collins, CO
- 2014 Ketchum Comprehensive Plan, Ketchum, Idaho
- Colorado State University 2010 Master Plans, Fort Collins, CO
- Harmony Gateway Standards and Guidelines, Fort Collins, CO
- Redevelopment Project Analysis (REFILL II), Fort Collins, CO
- City Project Manager of REFILL, Fort Collins, CO



CHARACTER DISTRICTS



Example depiction at Howes St. and Magnolia St.



Fort Collins Downtown Plan

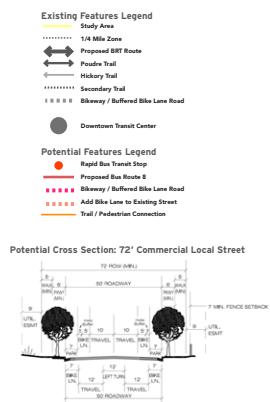
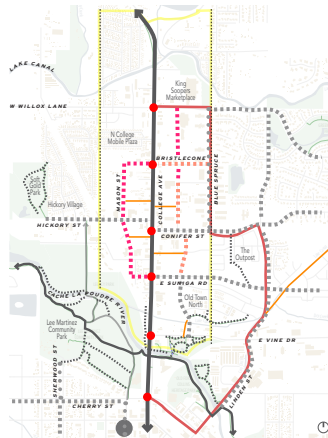
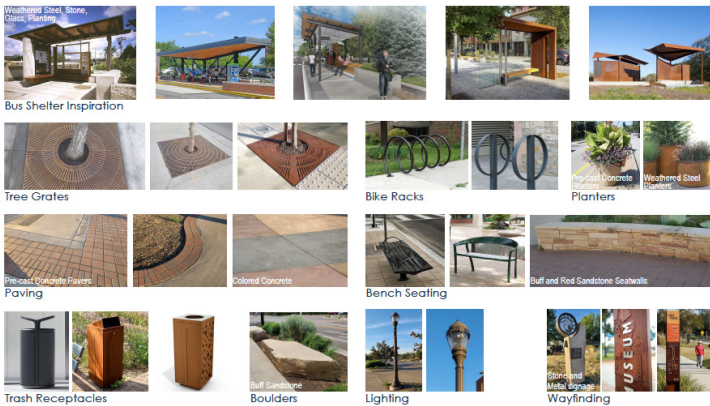
Client: City of Fort Collins

The Fort Collins Downtown Plan was developed over the course of 2016 through a number of iterative community planning workshops. The Downtown plan extends beyond the downtown core to three gateway areas where infill and redevelopment continues to occur at a high rate. Downtown areas were categorized into character districts which reflect distinctive characteristics as streets, buildings and sites. Design guidelines were prepared for each key Character District that act as a basis for future zoning and land use code updates. The character district design guidelines are intended to provide a level of flexibility while still capturing community goals and aspirations for maintaining and enhancing downtown character.

Clark Mapes | City Planner - City of Fort Collins
970.221.6225 | cmapes@fcgov.com



CONCEPT PLACEMAKING ELEMENTS *Rustic Modern with Traditional elements*

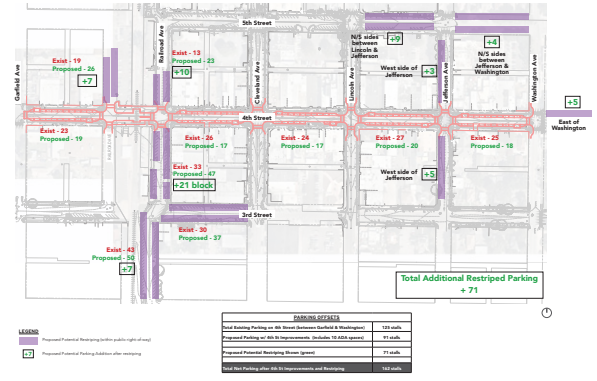
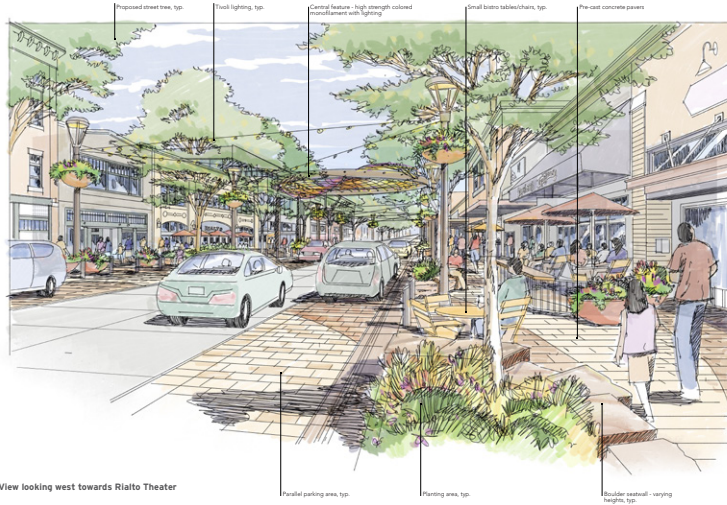


North College BRT and Multi Modal Corridor Plan

Client: Fehr and Peers/City of Fort Collins

Russell + Mills Studios is working with Fehr and Peers and the City of Fort Collins to develop a plan for implementing BRT along the North College Corridor in Fort Collins. Multi-modal facilities and connections as well as future road alignments and improvements to existing road networks are proposed, including improved crossings and intersection improvements. In addition, land use and design standard recommendations are proposed that increase density in the area, while providing affordable housing. A component of this includes recommendations for regional detention facilities to assist with lowering development costs. A robust community outreach effort informs decision making and has been a critical component of the overall plan.

Clay Frickey | Redevelopment Program Manager
970.416.2517 cfrickey@fcgov.com



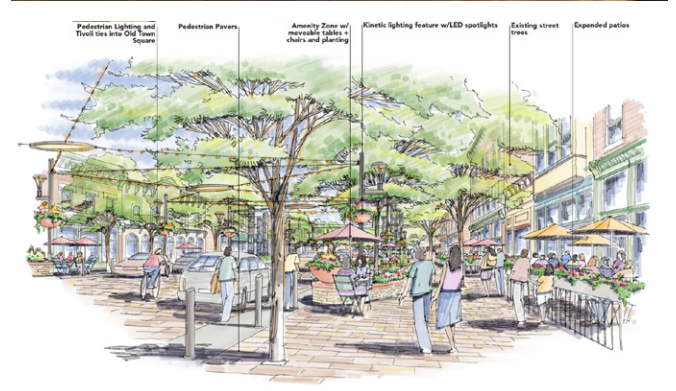
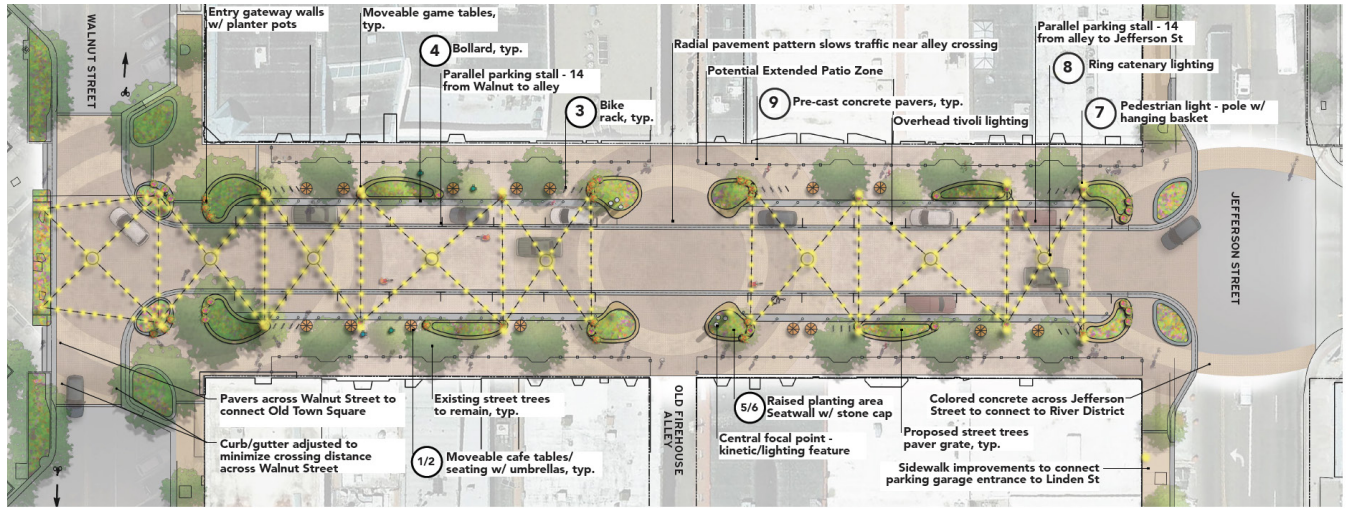
Loveland Downtown HIP Streets - 4th Street Improvements Project

Client: City of Loveland, Colorado

Russell + Mills is currently working with the City of Loveland, CO to design and implement five blocks of enhanced streetscape in the core of Downtown Loveland. Building on previous visioning efforts, the project emphasizes business owner outreach and economic vitality through strong and effective placemaking.

The corridor has been designed to allow for ease of street conversion to flexible event space to facilitate the numerous events held in Downtown Loveland, while allowing for day-to-day experience that is safe, comfortable, human scaled and allows for broad, enhanced pedestrian zones with human scaled elements. Parking loss due to the conversion of diagonal parking to parallel parking was offset through a parking and restriping analysis on adjacent streets, resulting in a net increase of 71 surface parking stalls.

Nicole Hahn, PE | City of Loveland Engineer - Public Works Department
 Direct: (970) 962-2769 Nicole.Hahn@cityofloveland.org



Linden St. Renovations

Client: Ditesco/City of Fort Collins, CO

Russell + Mills Studios provided a master plan, urban design and construction documentation services in developing a vision for the renovation of Linden Street in Downtown Fort Collins as a convertible event street. The plan emphasizes pedestrian connectivity and amenities in an effort to create a street condition that connects Old Town Square to the River District. As a flexible festival street, the space is designed as a flush, curbsless plaza that can be closed to vehicles during events while maintaining business access if necessary. Patios for adjacent businesses can be expanded if desired and parking is modified from existing diagonal conditions to an overall parallel condition.

Dillon Willett, Project Manager City of Fort Collins - Engineering

Ph: 907-726-7685 dwillett@fcgov.com



The Exchange

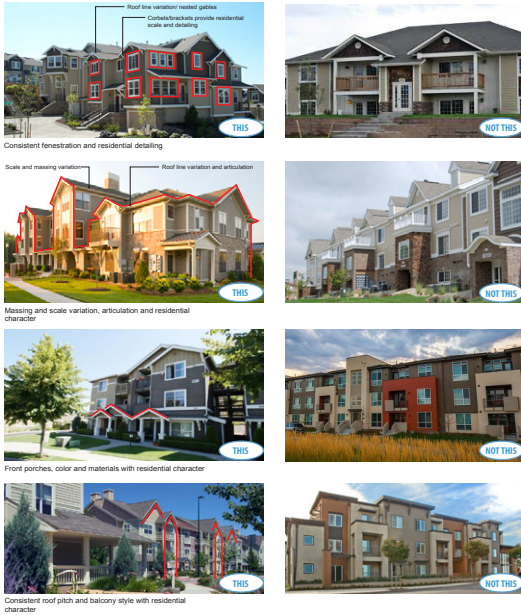
Client: Brinkman Construction

Russell + Mills Studios led the design and entitlement for The Exchange development in Downtown Fort Collins. The project was a previously dilapidated and underutilized parking lot that was envisioned to be a destination location near the northern end of Old Town. The project utilizes shipping containers that create an intimate and enclosed space with restaurants, bars and shops opening on to a plaza and open green. The project also spurred the inception of its own entertainment district which allows flexibility between outdoor patio spaces. Custom benches and seating create a space that is both comfortable and flexible for festivals or a busy weekend afternoon. The project was constructed and opened in 2018.

Kevin Brinkman | Brinkman Real Estate
970.267.0954 kevin.brinkman@brinkmanre.com

Design Guidelines for Multi-Family Redevelopment & Infill

Multi-family redevelopment and infill should emphasize compatibility with adjacent neighborhoods and relate to a dominant residential character. The guidelines emphasize means of articulation or modulation to reduce large, monotonous masses and feel more residential in scale.



Street Retrofitting Concept

The following example shows how street retrofitting concepts could potentially be applied to a neighborhood street to improve aesthetics, calm traffic, increase comfort for bicyclists and pedestrians, manage stormwater, and meet other community goals.

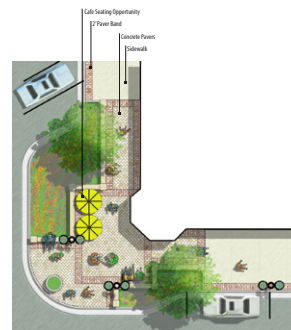
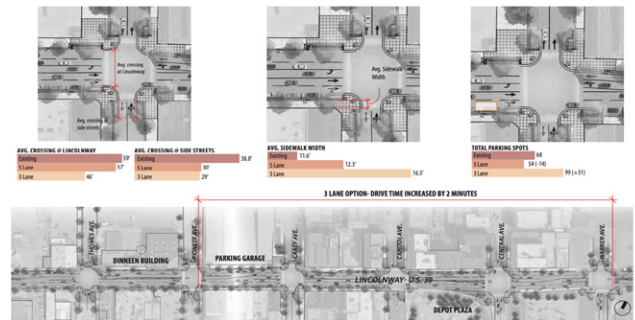
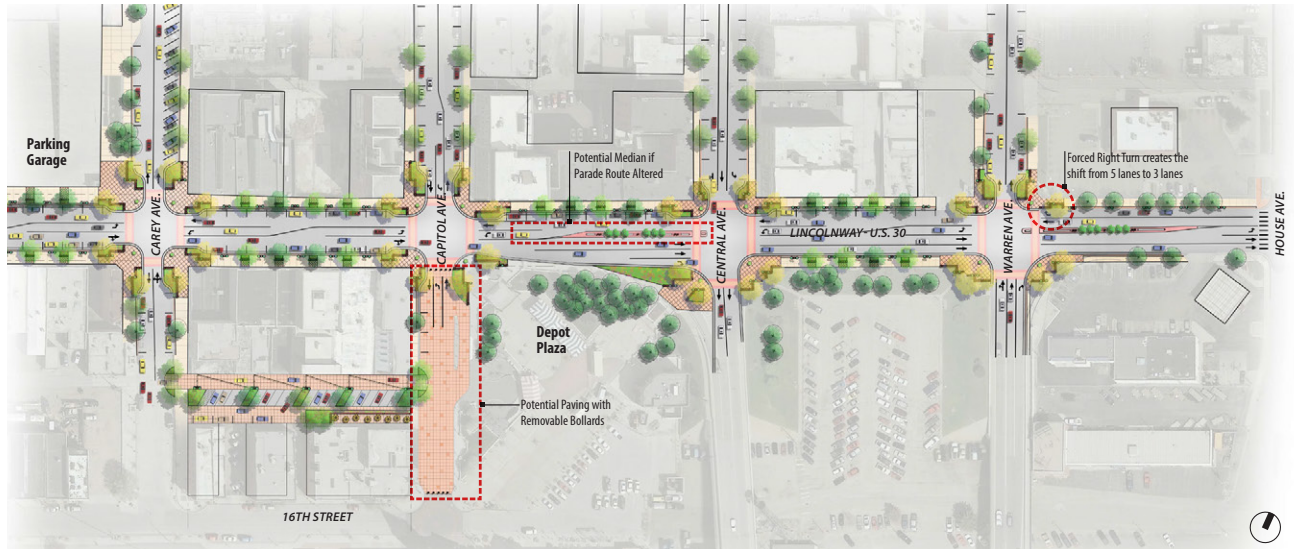


Community engagement efforts consisted of workshops, neighborhood walk-thrus and mobile outreach efforts at local farmers markets, neighborhood centers and events

West Central Area Plan

Client: City of Fort Collins, CO

The West Central Area Plan is a community-driven and highly collaborative plan for the neighborhoods directly adjacent to Colorado State University in Fort Collins – an aging area facing increased pressure from student housing development, the growth of the university, and the impacts of significant infill and redevelopment. The West Central Area Plan, adopted in 2015, provides a vision, policy direction, and road map for project implementation for the neighborhoods directly adjacent to the Colorado State University (CSU) main campus in Fort Collins, CO. With a land area of approximately 3.6 square miles, the West Central presently houses about 14.2% of the City's entire population on 6.7% of its total land area – making it the highest density area of the city. Design guidelines which support neighborhood character were developed through a series of public workshops that identified issues, established key elements of neighborhood character and listed desirable, community supported elements that should be included in the guidelines.



Lincolnway Downtown Corridor and Streetscape Plan

Client: Cheyenne Metropolitan Planning Organization

Russell + Mills Studios worked with the Cheyenne MPO, City of Cheyenne and Fehr and Peers to complete a placemaking study for the Downtown Cheyenne core. The project focuses on the character of Lincolnway, a state and federal highway, through Downtown and examines the roadway and streetscape design, gateway designs and landuse through this area. Level of service analyses for several alternative roadway designs will help determine the roadway cross-section and lead to developing the overall roadway design approach. Elements from the Downtown historic context are integrated into the streetscape with the goal of enhancing the look and feel based on public input from a series of workshops and surveys.

Tom Mason, Director- Cheyenne MPO 307-637-6299 tmason@cheyennecity.org



Boulder Civic Area Plan

Client: City of Boulder, CO

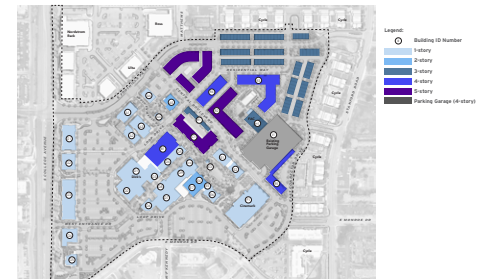
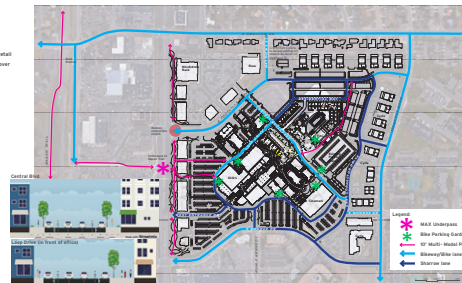
Russell + Mills Studios is provided master planning, urban design and illustration services to assist the City of Boulder in developing a long-term vision for the Boulder Civic Park and Civic Area. The Master Plan emphasizes park edge conditions and connections to important destinations as well as activation of the park through a broad range of activities attracting a diverse demographic. A Market Hall is envisioned anchoring the east end of the park along 13th street connecting north to Pearl Street Mall and the Civic Campus is envisioned as the Western Anchor. In addition, strategies for mitigating the Boulder Creek Floodway and relocating buildings within the floodway were developed.



Vail Civic Center Area Master Plan

Client: Town of Vail, Colorado

The Vail Civic Area Plan defines a vision for an eleven-acre central civic and gathering space within the Town of Vail and provides a framework for redevelopment, expansion and repurposing of current public buildings, with strong multi-modal connections to Gore Creek, Lionshead and Vail Village. The plan is focused on placemaking and involved a rigorous community outreach process that dramatically exceeded levels of engagement and input from community members. Russell + Mills supported the planning team with urban design efforts and helped define outdoor gathering places, pedestrian linkages and a connection with nature can be used to create a place with character, spirit, and soul.



Foothills Mall Redevelopment

Client: McWhinney

Russell + Mills is currently involved as the lead planner/designer for the Foothills Mall Redevelopment with McWhinney in Fort Collins, CO. The project seeks to create a more diverse mix of land uses, including medium-density residential, office/commercial and retail types that capitalize on a plan for greater connectivity to adjacent areas and activated outdoor spaces. Additional residential uses provide a retail customer base and allow for greater activation of the project as a whole.

Land uses, parking, density, building heights, character and open space networks were extensively analyzed to develop a plan that can be phased and implemented over time, while meeting City of Fort Collins Land Use Code requirements.

Schedule

The schedule outlined below details approximate estimated dates for completion and duration of tasks. Key engagement efforts are outlined in yellow.

Task	2024					
	Feb	March	April	May	June	July
1. Analysis and Outreach	[Orange bar]					
Kickoff Meeting	[Yellow bar]					
Base Information and Mapping	[Orange bar]					
Current Document Review	[Orange bar]					
Goals and Visioning		[Orange bar]	[Yellow bar]			
Identify consultant and City staff roles		[Orange bar]				
Opportunities and Challenges		[Orange bar]				
2. Preliminary Master Planning			[Orange bar]			
Preliminary Master Plan Alternatives			[Orange bar]			
Cost Analysis - Publicly funded components			[Orange bar]			
Preliminary Phasing			[Orange bar]			
Implementation and Funding Strategies			[Orange bar]			
Activation Concepts Images			[Orange bar]			
Preliminary Wayfinding Integration			[Orange bar]			
Stakeholder Engagement - Master Plan Alternatives Preferences				[Yellow bar]		
3. Final Master Plan					[Orange bar]	
Final Illustrative Master Plan					[Orange bar]	
Final Streetscape Master Plan					[Orange bar]	
Land Use Plan					[Orange bar]	
Illustrative Materials - Supporting Illustrations, Example Images					[Orange bar]	
Phasing and Implementation					[Orange bar]	
Economics Summary						[Orange bar]
Design Standards and Code Recommendations						[Orange bar]
Master Plan Report Document Draft						[Orange bar]
Master Plan Report Final						[Orange bar]
Plan Adoption						[Yellow bar]



SUMMARY OF ESTIMATED FEES

The fees shown below represent a summary of fees per consultant per phase of work with estimated total hours per firm.

Town of Johnstown

Downtown Johnstown Masterplan Project

1/18/24

Hourly as required - not to exceed

Phase/Task Description	Russell Mills			Ayre Associates				Task Total
	Craig Russell	Shelly La Mastra	Violet Kennedy	Matt Ashby	Mike Scholl	Josh Olhava	Cameron Gloss	
	Principal (hrs)	Project Manager (hrs)	Designer (hrs)	VP of Development (hrs)	Planning & Econ. Dvlpmt (hrs)	Project Manager (hrs)	Principal (hrs)	
	\$140	\$125	\$75	\$250	\$190	\$175	\$150	
Phase 1: Analysis and Outreach								\$41,655
Analysis and Outreach								\$41,655
Kickoff Meeting	4	2	2		4	1	2	\$2,195
Base Information and Mapping	2	6	2					\$1,180
Current Document Review	4	6						\$1,310
Transportation and Streets Master Plan			2					\$150
Trails and Connectivity Plans			2					\$150
Parks and Open Space Plans			2					\$150
Comprehensive Plan			2				4	\$150
Existing Conditions Analysis	4	8						\$2,160
Existing and Future Land Use			2				2	\$450
Zoning			3				2	\$525
Existing Utilities - Sewer/Water, etc.			4					\$300
Connectivity			2					\$150
Open Space Networks and Public Spaces			4					\$300
Viewsheds			2					\$150
Historic Assets			2					\$150
Existing Parking Analysis			8					\$600
Goals and Visioning								\$0
Preliminary Vision and Goals	2	4	10	8	6	4	6	\$6,270
Example Images	2	2	12					\$1,430
Stakeholder Engagement - Goals, Issues, Needs	4	4	6			4		\$2,210
Downtown Focus Groups Listening Sessions	3	3		8	6		6	\$4,835
On-line survey and outreach	1	2					6	\$1,290
Event and Attraction Based Outreach		4	4	4	6		6	\$3,840
Opportunities and Challenges								\$0
Design Opportunities and Constraints	2	2						\$530
Parking Expansion	4	4						\$1,060
Destinations and Activation	1	6						\$890
Connectivity	2	2	8					\$1,130
Opportunity Parcels		4						\$500
Open Space and Gathering	2	6	8					\$1,630
Economic Opportunities/Challenges	2	4			16	6		\$4,870
Example Images		4	8					\$1,100
Phase 2: Preliminary Master Planning								\$35,245
Preliminary Master Planning								\$35,245
Preliminary Master Plan Alternatives					6		12	\$2,940
Preliminary Downtown Streetscape Plan Alternatives	4	12	8		4			\$3,420
Supporting Illustrations	24	8						\$4,360
Cost Analysis - Publicly funded components	2	4	12		10	4		\$4,280
Preliminary Phasing	2	10						\$1,530
Implementation and Funding Strategies	4	4			12	4	8	\$5,240
Activation Concepts Images	2	4	16					\$1,980
Preliminary Wayfinding Integration	4	6	8				6	\$2,810
Stakeholder Engagement - Master Plan Alternatives Preferences								\$0
Downtown Focus Groups Listening Sessions	2	4		4	4		4	\$3,140
On-line survey and Outreach	1	1						\$265
Event and Attraction Based Outreach		4	4	4			6	\$2,700
Community Open House	2	2	2	4			6	\$2,580
Phase 3: Final Master Plan								\$22,980
Final Master Plan								\$22,980
Final Illustrative Master Plan	8	4	12					\$2,520
Final Streetscape Master Plan	4	8	16					\$2,760
Land Use Plan		4	8				6	\$2,000
Illustrative Materials - Supporting Illustrations, Example Images	8		6					\$1,570
Phasing and Implementation	2	6	4					\$1,330
Economics Summary	1				12			\$2,420
Design Standards and Code Recommendations	4	6	10				8	\$3,260
Master Plan Report Document Draft	4	12	16					\$3,260
Master Plan Report Final	2	8	12					\$2,180
Plan Adoption	2	4					6	\$1,680
Work Effort Subtotal	121	184	229	32	86	23	96	771
Cost per labor category	\$16,940.00	\$23,000.00	\$17,175.00	\$8,000.00	\$16,340.00	\$4,025.00	\$14,400.00	\$99,880

\$99,880