

RFP

Town of Johnstown, Colorado

Request for Proposals

Downtown Johnstown Branding & Wayfinding Project

Michael Baker's Primary Contact
with Town of Johnstown

Kristin Cypher | Project Manager
165 S Union Blvd (Suite 1000)
Lakewood, CO 80228
kristin.cypher@MBakerIntl.com
(720) 280-4349

2022.04.08



Michael Baker

INTERNATIONAL

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Suite 1000
Lakewood, CO 80228
www.michaelbakerintl.com

Cover Letter & Statement of Project Understanding

April 8, 2022

Attn: Sarah Crosthwaite
Economic Development Manager - Town of Johnstown
450 South Parish Avenue
Johnstown, CO 80534
scrosthwaite@johnstownco.gov

Re: Downtown Johnstown Branding & Wayfinding RFP

Dear Sarah and Members of the Selection Committee:

We are very pleased to have this opportunity to offer our skills, talents, and passions for the Downtown Johnstown Branding & Wayfinding Project. With a solid background in planning and design and a focus on branding, signage and wayfinding, we are excited for the opportunity to work with the Town of Johnstown and stakeholders to create a branding and wayfinding program that celebrates and enhances the character and legibility of downtown Johnstown and the larger Johnstown community. Having worked with a number of Colorado special districts and communities to design branding, signage and wayfinding elements that enhance their amenities and destinations, we understand how deeply a well-designed brand that is integrated into a robust signage program can impact the sense of place and user experience of a community. We also understand how branding, signage and wayfinding elements have direct ties to economic benefits that help draw both new and existing users to resources and amenities that may not be obvious or understood without a compelling brand and memorable directional and informational signage. Seen through the lens of downtown marketing and tourism, branding and wayfinding do more than just help people recognize and navigate an area, they can also tell an evocative and compelling story about place and people, contribute significantly to how a community is perceived, used, and accessed, and create a competitive place identity that helps draw people and resources to community amenities and destinations.

As a quickly growing Front Range community, Johnstown's new branding and wayfinding need to support a variety of audiences and amenities across a diverse and expanding community. The updated branding and wayfinding designs also need to highlight Johnstown's historic downtown as a unique community amenity, and help potential visitors access downtown assets and destinations with clarity. The updated branding and wayfinding offers an opportunity to creatively design a system that not only functions more efficiently and effectively, but is also responsive to the needs for flexible/changeable messaging and ease of maintenance for a system expected to grow. Our responsive history of fostering successful partnerships across a wide variety of stakeholders ensures we will develop a new branding and wayfinding program that is both celebrated and achievable. We will work with you and your stakeholders to create wayfinding and branding materials that are inspiring, accurately designed, reflective of current cost and construction estimates, and implementable in ways that are both responsive and realistic.

Michael Baker has a local reputation and history of providing outstanding support to clients, partners, and the public across Colorado. Our well-rounded and experienced Team is ideally suited to provide a full continuum of branding and wayfinding expertise that will help the Town of Johnstown successfully envision and implement the new branding and wayfinding program. Our staff skill sets, expertise, and knowledge allow us to provide value for all the needed signage types and locations, as well as the outreach and project coordination necessary to support stakeholders, Town staff, community members, and downtown representatives throughout the branding process. The Michael Baker Team will be lead by Project Manager Kristin Cypher, who brings over 20 years of experience in historic preservation/documentation, community branding, signage and wayfinding design, and who has proven success in designing and implementing Colorado community and special district branding and signage. She will be supported by the Michael Baker Planning Team Project Manager, Anne Kuechenmeister, who has experience in project oversight and stakeholder coordination, and who has worked with downtown's and special districts throughout Colorado to help them plan for rapid growth and fund improvements through grant identification and grant-writing. Wayfinding structural and transportation engineering needs will be provided by Brett Higgins, PE, Michael Baker's Transportation Traffic Manager, and project review, stakeholder outreach support, budget and quality control checks will be undertaken by Jennifer Carpenter, AICP, and Ted Hyde, both of whom are accomplished project managers with a background in community placemaking and stakeholder outreach. In addition to our Michael Baker staff, we are also partnering with Tory Humphrey at AdLight Group for wayfinding construction expertise. With his experience as a Colorado signage fabricator, Tory will support the team's cost estimation and phasing recommendations with accuracy, and responsiveness to our current rapidly fluctuating Colorado materials and fabrication market.

At Michael Baker, our mission is to deliver you the highest level of service, providing scalable support which allows us to remain flexible and cost-efficient, from the smallest tasks to the largest full-service projects. Should you have any questions regarding this proposal, please feel free to contact our Project Manager, Kristin Cypher; she can be reached at kristin.cypher@mbakerintl.com, or by phone at 720.280.4349. We appreciate the opportunity to submit our proposal for your consideration and look forward to working with you.

Sincerely,

Michael Baker International, Inc.



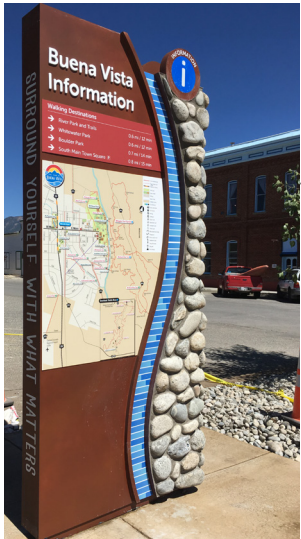
Stephen Pouliot, PE
Vice President, Office Executive

Kristin Cypher
Project Manager

Firm Overview

Michael Baker International, Inc. (Michael Baker) is a leading global provider of engineering and consulting services including urban design, planning, transportation, structural, municipal, federal, and water resources services. Founded in 1940, Michael Baker now employs over 3,500 personnel worldwide has more than 100 offices across the United States and internationally, and is ranked 11th in Transportation Engineering in Engineering News Record's (ENR) Top 25 Design Firms. Serving clients from both public and private sectors in international, national, state, and local markets, Michael Baker has created value for clients by delivering innovative and sustainable solutions for infrastructure and the environment.

For this contract, we will provide services from our local Lakewood, Colorado, office. The firm's local resources include more than 60 experienced personnel offering expertise in branding, signage and wayfinding, historic preservation, community planning, transportation planning, traffic engineering, GIS, CDOT project delivery, and community outreach. Our Lakewood office has earned a reputation for providing responsive client service and superior creative technical solutions to clients across a wide spectrum of design, engineering and planning services, and branding and wayfinding services provided to the Town of Johnstown under this contract will be completed by Michael Baker Staff.



Our blend of technical expertise, history of working on Colorado wayfinding programs, and history of installed wayfinding programs in Colorado communities give us the essential skills and mindset to help deliver the branding and wayfinding program (image of installed kiosk signage in Buena Vista, Colorado).

Central to the success of any branding and wayfinding program is its ability to communicate a memorable, compelling, understandable, and authentic story about place. Done with heart, community branding and wayfinding do more than help people navigate a community they can also tell an evocative and compelling story about place and people, and contribute significantly to how a community is perceived, understood and accessed.

As a community with a rich history and rapidly evolving present, Johnstown is in a unique position to capitalize on emerging community ideas, while not losing sight of what makes its resources, history, and places unique. The new brand will stand on the shoulders of the existing history and character of the Town, while also charting a path for Johnstown's dynamic future.

Our team understands community branding. We have worked with other Colorado communities to solidify visions for both overall community brands and district-specific branding projects, with exceptional outcomes. We have seen first-hand how transformative branding and marketing projects can be, and how closely they are linked to community character and growth. We also deeply

understand how critical it is to create branding and marketing plans that balance the desire for change with the realities of budgets and timeframes, and the potential adjustments of transitioning into new community branding ideas and stories.

For the Johnstown Branding and Wayfinding Project, our team will provide the data, perspectives and tools needed to guide the big-picture design concepts, ensuring they are not only realistic and achievable, but also informed by the most up-to-date thinking in regard to community branding, marketing, placemaking, and wayfinding ideals. Throughout the process, the team will structure and lead all charettes and community design meetings, ensuring potential ideas and concepts are grounded in Johnstown's history and sense of place, and choices regarding preferred alternatives clear and understandable. As final big-picture visions are finalized, the role of the team will expand to include a more detailed analysis of identified marketing concepts, ensuring the final brand concept and marketing plan are accurately designed, costs estimated in detail, and implementation plans grounded in what will be required to implement the new community brand.

With a background in branding, wayfinding, project management, planning, urban design, graphic design, community consensus-building, and community placemaking, Michael Baker is at the intersection of the unique and nuanced skills needed to create the new branding and wayfinding plan:

- ✓ As urban designers, we understand the importance of having signage as part of a larger system of improvements that work together to reinforce a strong sense of place and character.
- ✓ As community planners, we have over 20 years of experience in Colorado communities, and know first-hand the unique issues, perspectives and concerns of local businesses, property owners, and residents.
- ✓ As communicators and consensus-builders, we have facilitated successful municipal and multi-jurisdictional branding and wayfinding projects throughout Colorado, and know how to encourage dialogue, understanding and agreement among the (sometimes) diverse viewpoints and cultures within a community.
- ✓ As graphic designers, we have developed strategies, logos and calls to action for branding & wayfinding projects that have become rallying points for marketing, promotion and storytelling.
- ✓ As signage designers, we have award-winning built signage programs throughout Colorado, with a focus on municipal, downtown, and trail signage & wayfinding projects.

Unlike a firm that only focuses on branding and wayfinding, Michael Baker's additional urban design, planning, placemaking, facilitation and engineering skills allow us to bring a broader and deeper perspective to the process of developing a branding and wayfinding program, and our experience working with communities throughout the state ensures we understand how to work with your resources and your stakeholders.

Our Experience & Approach

OUR EXPERIENCE AND APPROACH TO BRANDING & WAYFINDING

A great community brand does more than just make a statement about a place. If you scratch the surface, underneath every great brand are connections - threads and stories and relationships between people and their community that have meaning and value, and which go beyond logos and taglines to draw attention to what makes people feel happy about where they live.

As place designers who focus on creating community brands and wayfinding, we know - firsthand - the power of branding to improve connections between people and place, and people and each other. And the resulting joy and happiness that comes out of this increased sense of connection to community is a great attractor - not just of new community members, but of new businesses, new development, and new resources. A brand that helps people feel more connected has a direct line to economic development, because a brand that compellingly tells a story of the collective shared experience of a place is a powerful attractor and builder, with a siren song that calls out expansively to people and resources.

In an age marked by large and difficult social and environmental issues, many communities are realizing the best solutions to these struggles begin with the creativity and commitment of local people coming together to envision collective, altruistic, cooperative, and local responses. However, in an age of increasing mobility and social transience, the question of how to build connection to neighbors, community and place is not just relevant, but paramount. In many ways, one solution to this question of increasing connection can be answered with design. Places that are designed to build community - walkable, open, interesting, fine-grained, green, safe places - have more than just aesthetic benefits, they actively promote happy, easy interactions between people, and make them feel more connected and attached to each other.

Seen through the lens of community design, branding and wayfinding also has a role - a critical role - in helping to build a better, more connected community. A brand that highlights community assets, aspirations and sense of place has the power to illuminate the connections between people and the place they live (or want to live). And, ultimately, each other. And through this sense of connection, fondness and attachment grows, and a community draws together - for the benefit of all.

Example of one of the preliminary brand options for the Crestone Creative District, including the primary brand tagline "Where Living is an Art" and the expanded marketing taglines for other community marketing niches.

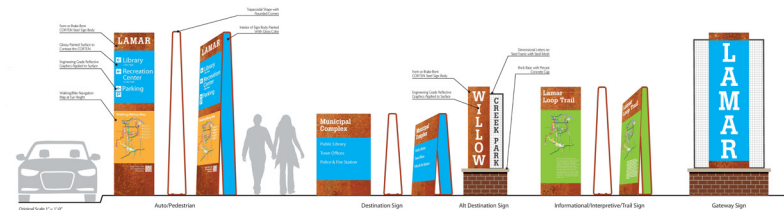


In our past work in helping communities create brands and wayfinding programs, our goal has been this: Increase connection. Inspire devotion. Build joy. Reveal stories and special places. Talk to people about the locations and things they love about their community, and reflect these back through wayfinding and branding that validates, reveals and inspires.

We feel our success in working with other Colorado communities to help create better brands is grounded in our placemaking approach, which looks at branding as a partnership built on listening to stories, drawing out narratives, and putting a spotlight on the things that make a community special. And then using the alchemy of design to draw these - often intangible, but sometimes concrete - unique qualities into brands and wayfinding that go beyond a logo or simple directional information to include placemaking elements that unite people and place, and inspire them to engage with their community and each other.



Our team experience working with diverse groups, age ranges and backgrounds provides a rich perspective on how to engage with community respectfully and across potential barriers (Images from the Lamar Master Plan, that included branding and wayfinding designs).

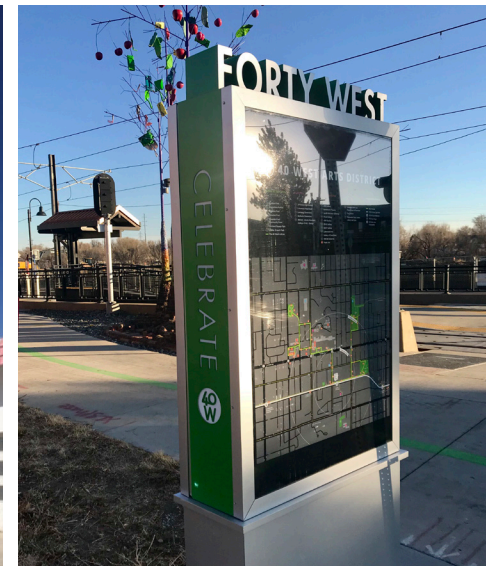


Our Experience & Approach

SIMILAR PROJECTS

Michael Baker has an extensive list of projects that meet the requirements listed in this RFP. A table of representative projects is listed below (including work completed by Kristin Cypher prior to employment at Michael Baker).

Name	Type of Project	Location	Firm's Role in the Project	Status of the Project
Leadville/Lake County Signage & Wayfinding	Signage & Wayfinding Planning/Design	Leadville, CO	Planning, Design, Detailing, and Implementation	Phase 1 Installed in 2019/2020
Mary Carter Greenway Trail Signage and Wayfinding	Signage & Wayfinding Planning/Design	Littleton, Sheridan, and Englewood, CO	Planning, Design, Detailing, and Implementation	Installed in 2016/2017
Trinidad Creative District Branding & Wayfinding	Branding, Signage & Wayfinding Planning/Design	Trinidad, CO	Planning, Design, Detailing, and Implementation	Designs Completed 2016
Buena Vista Signage & Wayfinding	Signage & Wayfinding Planning/Design	Buena Vista, CO	Planning, Design, Detailing, and Implementation	Phase 1 Installed in 2016
Paonia Signage, Wayfinding & Branding	Branding, Signage & Wayfinding Planning/Design	Paonia, CO	Planning, Design, Detailing, and Implementation	Designs Completed 2019
Downtown Littleton Branding, Signage & Wayfinding	Branding, Signage & Wayfinding Planning/Design	Littleton, CO	Planning, Design, Detailing, and Implementation	Installed in 2016
40 West District Placemaking Plan	Branding, Signage & Wayfinding Planning/Design	Lakewood, CO	Planning, Design, Detailing, and Implementation	Installed in 2015
Louisville Trail Signage & Wayfinding	Branding, Signage & Wayfinding Planning/Design	Louisville, CO	Planning, Design, Detailing, and Implementation	Original Project 2015, New Updates Underway
Estes Park Temporary Parking Signage	Signage & Wayfinding Planning/Design	Estes Park, CO	Planning, Design, Detailing, and Implementation	Installed in 2021
'Smart City' Signage for Srinagar/Jammu	Signage & Wayfinding Planning/Design	Kashmir, India	Planning, Design, Detailing, and Implementation	Designs Completed 2017
Crestone Branding, Signage & Wayfinding	Branding, Signage & Wayfinding Planning/Design	Crestone, CO	Planning, Design, Detailing, and Implementation	Designs Completed 2017
Mt. Crested Butte Branding, Signage & Wayfinding	Branding, Signage & Wayfinding Planning/Design	Mt. Crested Butte, CO	Planning, Design, Detailing, and Implementation	Currently Underway
Estes Park Downtown Signage & Wayfinding	Signage & Wayfinding Planning/Design	Estes Park, CO	Planning, Design, Detailing, and Implementation	Currently Underway



Project examples from Leadville, Buena Vista, and the Lakewood 40W Creative District

Experience of Project Team - Leadville/Lake County Signage & Wayfinding Plan

LOCATION

Leadville, Colorado

CLIENT AND REFERENCES

Client: City of Leadville, Colorado, Lake County, Colorado, and Get Outdoors Leadville

Beth Heimke

Director - Lake County Public Health Agency

bheimke@co.lake.co.us

719-293-5737

DATE OF PROJECT INVOLVEMENT & SPECIFIC SERVICES PERFORMED BY THE FIRM

Dates: 2018/2019

Services Provided: Design, Planning, Public/Stakeholder Outreach, Cost Estimation, Construction Documentation, Construction/Fabrication Support

COST & SCOPE OF THE PROJECT

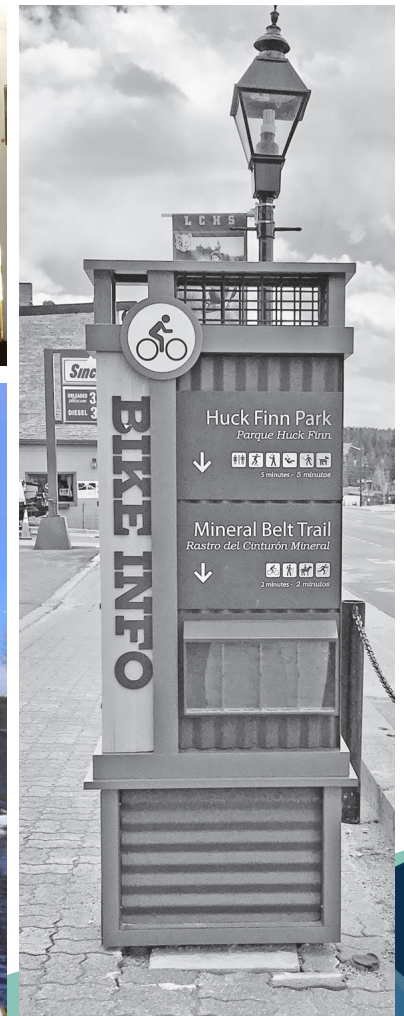
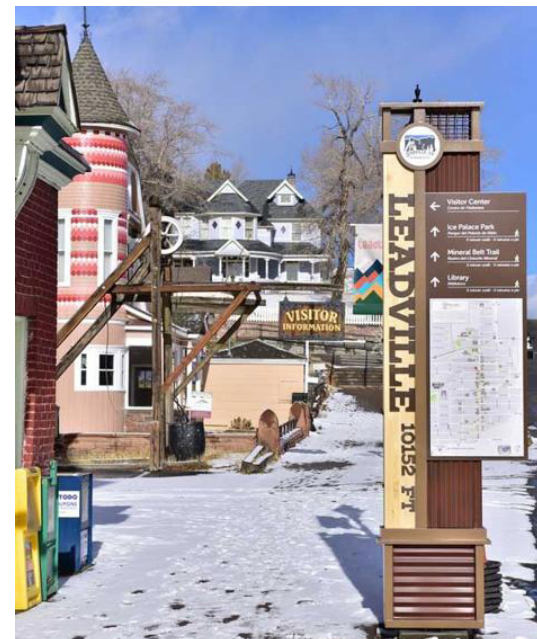
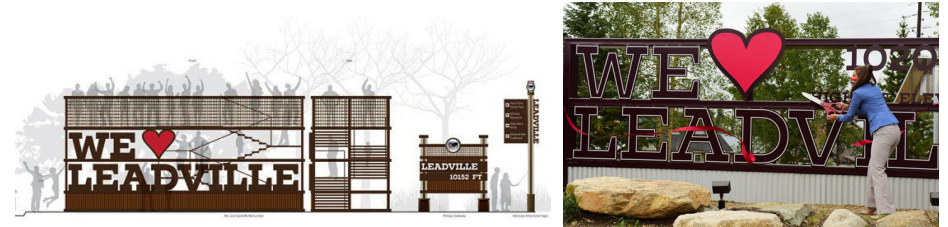
Cost: \$120,500

Scope of the Project: Create a signage and wayfinding master plan for the City of Leadville and the larger Lake County area.

PROJECT DESCRIPTION

As the highest elevation City in the United States, the Leadville/Lake County Signage and Wayfinding Project included designing auto, pedestrian, historic/interpretive, trail, transit/shuttle, and gateway signage and wayfinding for the City of Leadville and the surrounding Lake County trails and open spaces. As a tourist-driven location, Leadville needed the new signage to help both residents and out-of-town visitors safety and effectively find parking, amenities, trails, parks, and downtown shops and attractions - all accessed from a central CDOT roadway. A full assessment of current signage messaging and locations was conducted, and data processed determine existing functionality. Once the assessment was complete, a preliminary design concept was created for all signs, and subsequent edits were made to ensure brand standards, naming systems, and CDOT standards were met. The signage design and materials were chosen to reflect the historic mining and settlement history, character, and aesthetics of the region, and specified to be durable and adaptable to heavy snow accumulations, intense sunshine, and ease of maintenance. A field study was conducted, and all signage designs were finalized and detailed, and a fabricator was commissioned to produce and install the signs. Materials were chosen to adhere to budget, CDOT standards, and wind-load/high altitude snow/weather needs. Beginning with the new gateway sign, the preliminary signage designs for Phase 1 auto, pedestrian, historic/interpretive, and destination signs were installed in 2018/2019. The remaining signage will be installed within the next 2-5 years.

PROJECT ILLUSTRATIONS



Experience of Project Team - Mary Carter Greenway Trail Signage

LOCATION

Littleton, Sheridan, and Englewood, Colorado

CLIENT AND REFERENCES

Client: South Suburban Parks and Recreation and the Municipalities of Littleton, Englewood, and Sheridan, Colorado

Mike Braaten - Deputy Executive Director
South Suburban Parks and Recreation
6631 South University Boulevard
Centennial, CO 80121
MBraaten@ssprd.org
303-483-7003

DATE OF PROJECT INVOLVEMENT & SPECIFIC SERVICES PERFORMED BY THE FIRM

Dates: 2014/2016

Services Provided: Design, Planning, Public/Stakeholder Outreach, Cost Estimation, Construction Documentation, Construction/Fabrication Support

COST & SCOPE OF THE PROJECT

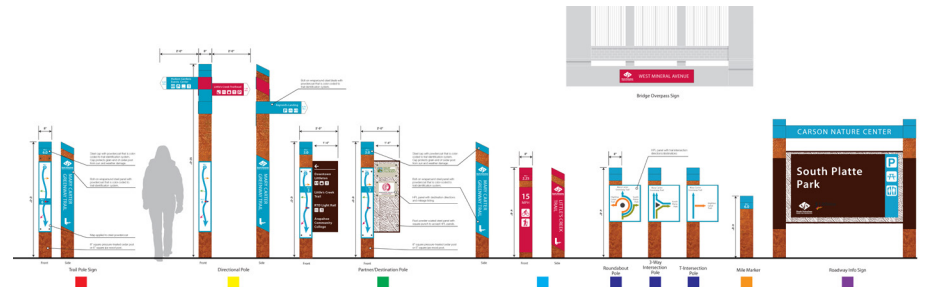
Cost: \$65,000

Scope of the Project: Create a signage and wayfinding master plan for the multi-jurisdictional Mary Carter Greenway Trail and its adjacent parks, open spaces, and recreational destinations.

PROJECT DESCRIPTION

The Mary Carter Greenway Trail Signage & Wayfinding Plan included the design, implementation, and existing signage removal plan for all signage associated with a multi-jurisdictional trail running along the South Platte River. One of the most important goals of the new signage palette was to ensure the design is reflective of the character and sense of place of the trail and the South Platte River corridor. It was also critical that the construction materials for the new signs be durable, affordable, and in keeping with the construction and maintenance practices of the South Suburban Parks and Recreation (SSPR) sign shop. To achieve these goals, the signage materials were chosen in a two-tier fashion. The foundation of the signage is constructed of a powdercoated bent metal sheet that wraps around a cor-ten steel pole. To allow for transparency and easy replacement of messaging elements, a portion of the powdercoated bent metal wrap included a punched steel sheet that made it easy for maps and informational pieces to be bolted onto its surface. Color and icons are used in the signage palette to brand different resources and daylight their amenities (Mary Carter Greenway Trail, South Platte Park, Historic Downtown Littleton, etc.) and to make the user experience of navigating the trail system easier and more straightforward.

PROJECT ILLUSTRATIONS



Experience of Project Team - Downtown Littleton Branding, Signage & Wayfinding

LOCATION

Littleton, Colorado

CLIENT AND REFERENCES

Client: City of Littleton, Colorado

Denise Stephens - Economic Development Director

City of Littleton

2255 West Berry Avenue

Littleton, CO 80120

dstephens@littletongov.org

303-795-3760

DATE OF PROJECT INVOLVEMENT & SPECIFIC SERVICES PERFORMED BY THE FIRM

Dates: 2014/2015

Services Provided: Design, Planning, Public/Stakeholder Outreach, Cost Estimation, Construction Documentation, Construction/Fabrication Support

COST & SCOPE OF THE PROJECT

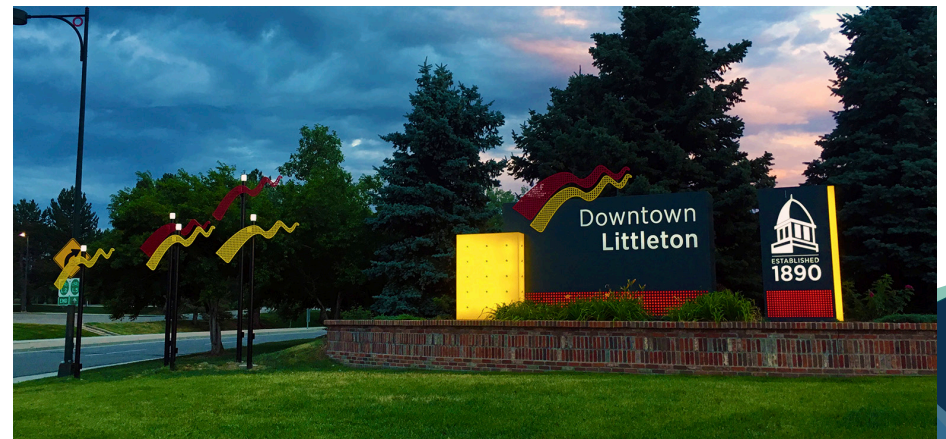
Cost: \$55,000

Scope of the Project: Create a signage and wayfinding master plan for historic downtown Littleton, Colorado.

PROJECT DESCRIPTION

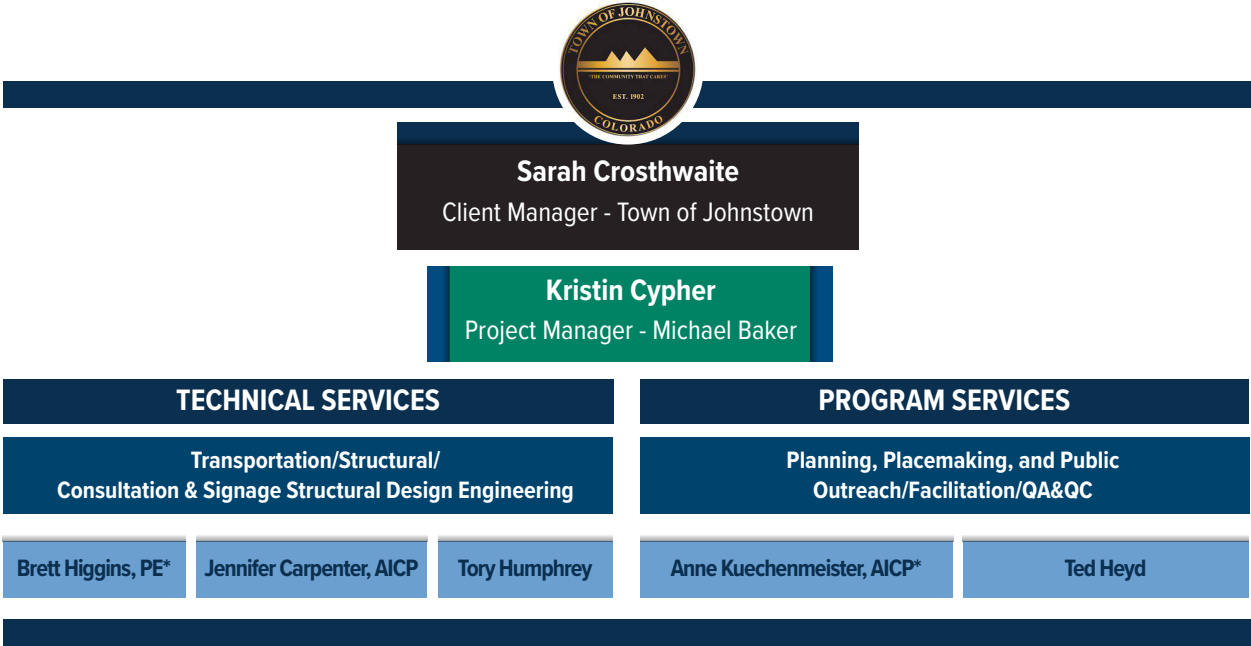
The Littleton Signage and Wayfinding Project was a multi-year effort to document and tell the story of historic downtown Littleton, while simultaneously helping visitors navigate in and around the historic downtown district. Working in collaboration with the Littleton Museum staff, the project began by documenting the historic destinations within downtown Littleton, including gathering historic photographs that illustrated the architectural history of significant cultural and historic properties over time. Once the history had been documented and geographically referenced, the signage palette was developed. Each sign within the district was assigned a unique historic photo, which was embedded within a frosted material near the top of the sign and illuminated at night. In addition to the historic imagery on each sign, there were also several 4-sided historic interpretive poles designed for destinations with historic significance. These poles were in areas of the downtown where people naturally gathered, helping to provide opportunities for people to read the historic stories at their leisure. Although the signs were grounded in history, the final preferred designs were very modern, reflecting the character of modern Littleton's brand and color palette. The signage design included signage for autos, pedestrians, light rail/transit users, historic/interpretive signage, trail connection signage, and gateway monuments of varied sizes. **In 2016, the signage project won the Colorado Governors Award for urban design.**

PROJECT ILLUSTRATIONS



Experience of Project Team - Team Composition

TEAM ORGANIZATIONAL CHART



***Project Service Leads**

Team Roles & Organization

The Michael Baker Project team will work hand-in-hand with representatives and stakeholders from the Town of Johnstown to create a supported program for the new branding and wayfinding improvements. Our team has proven success in developing Colorado community branding and wayfinding plans, and our familiarity with the processes of collaborating to create celebrated brands and successfully constructed wayfinding elements will ensure both the brand and the signage are interrelated and built on reciprocal strengths. In our past experience, we have found that having one experienced team design both the branding and the wayfinding both saves costs and creates stronger and more integrated deliverables.

Throughout the project, the line of communication between the Town of Johnstown representatives and the Michael Baker project team will be direct, open, and accessible. We view our relationships with communities as partnerships, and enjoy the process of vetting ideas and concepts with staff. We also respect your understanding of resources and personnel, and will work to design a branding and wayfinding package that is sensitive to the long-term costs of maintaining proposed plans and improvements. We look forward to working collaboratively and energetically with the Johnstown project management staff.

Kristin Cypher - Project Manager

Kristin has served as a project manager on numerous Colorado municipal improvements including: the Town of Avon Main Street, the Englewood Downtown and Medical Center Action Plan, the Englewood Complete Streets Project, the Town of Eagle Broadway Streetscape, the Glenwood Springs 7th Street Streetscape, the Town of Windsor Action Plan, the Timnath Downtown Design Guidelines, the Steamboat Springs Downtown Streetscapes and Design Guidelines Project, the Fort Collins College Avenue Corridor Plan, the Fort Collins Midtown Urban Design Plan, the Milliken Downtown Plan, and the Lamar Parks, Trails and Open Space Master Plan. She has also served as the project manager for over 15 successful community, trail and special district branding and wayfinding projects throughout Colorado.

At the statewide level, Kristin was selected as a consultant for the Colorado Creative District program, where she brings her expertise in downtown branding, planning and design to both designated and emerging creative districts. She has worked in Trinidad, Colorado Springs, Lakewood, Crestone, Louisville, Leadville, Buena Vista, Paonia, Longmont, Estes Park, and Ridgway on branding and signage programs that help celebrate the unique creative culture of each community, and has completed branding, placemaking and signage and wayfinding for the multi-jurisdictional Mary Carter Greenway Trail, the Town of Ignacio, the Derby community (in Commerce City, Colorado), and downtown Pueblo. Kristin has also worked on the statewide Colorado Healthy Places initiative, bringing her awareness of designing great places for people to walk, bike and recreate to one of the three pilot Healthy Places communities – Lamar, Colorado. Kristin was also selected to work internationally on a Smart Cities signage & wayfinding project for Kashmir, India. Her work on this project was honored with the province being awarded the highest Smart Cities funding (June 2017).

Kristin is respected for her inspiring approach to project development, including developing public involvement plans, leading/facilitating public outreach efforts, researching and writing planning and design documents, creating presentations and developing ideas through free-hand sketching and modeling. Kristin is passionate about signage & wayfinding, branding, placemaking, planning and design, and brings this focus and awareness into every project.

Experience of Project Team - Resumes of Project Team

Kristin Cypher - Urban Planner/Wayfinding & Branding Specialist

Project Role: Project Manager

Skills: Urban Design, Planning, Signage/Wayfinding Design, Placemaking, Public Outreach, Project Management, Map-Making

Qualifications: Kristin is an Urban Planner with a specialization in community Wayfinding and Branding. Her background includes developing a wide variety of award-winning signage programs for communities, downtown districts, trail and open space systems, CDOT-managed corridors, special districts (creative districts, historic districts), transit systems, and privately-managed properties. Many of her built signage programs were designed for Colorado's high altitude mountain environment, and in conjunction with CDOT corridors and roadways. She has also worked internationally on signage for the 'Smart Cities' initiative in India. As an urban designer and planner, Kristin centers her signage program design approach in community-building, planning, tourism, and economic development, and excels in connecting community signage to community marketing and storytelling.

Project Examples:

- **40 West Arts District Placemaking Project**, Lakewood, Colorado
- **Buena Vista Community Signage & Wayfinding Plan**, Buena Vista, Colorado
- **Castle Pines Signage & Wayfinding Concepts**, Castle Pines, Colorado
- **College Avenue Wayfinding**, Fort Collins, Colorado
- **Crestone Creative District Wayfinding**, Crestone, Colorado
- **Derby Signage & Wayfinding Plan**, Commerce City, Colorado
- **Downtown Urban Design & Streetscape Plan**, Steamboat Springs, Colorado
- **Estes Park Parking Signage & Wayfinding**, City of Estes Park, Colorado
- **Ignacio Community Branding, Signage and Wayfinding Plan**, Ignacio, Colorado
- **Leadville - Lake County Signage & Wayfinding Plan**, Leadville, Colorado
- **Mammoth Lakes Gateway**, Mammoth Lakes, California
- **Milliken Identity and Wayfinding**, Milliken, Colorado
- **Open Space, Parks & Trails Wayfinding Plan**, Louisville, Colorado
- **Pueblo Unified Signage Plan**, Pueblo, Colorado
- **Ralston Fields Wayfinding**, Arvada, Colorado
- **Ridgway Creative District Wayfinding**, Ridgway, Colorado
- **Town of Paonia Branding, Signage, and Marketing Plan**, Paonia, Colorado
- **Trails and Recreation Master Plan**, Lamar, Colorado

Brett Higgins, PE - Senior Traffic Engineer

Project Role: Wayside Sign Design Oversight

Skills: Signage Design Planning, CDOT Signage Design, Signage Structural Engineering

Qualifications: Brett is a Senior Traffic Engineer with over 20 years of professional experience in a variety of large and small complex transportation/civil engineering projects ranging from initial planning studies, traffic design to construction inspection/final closeout of a project. His diverse background includes project and program management, traffic signal timing, traffic analyses, corridor studies, traffic signal, signing, striping, and maintenance of traffic design. Brett has extensive experience with developing signing design plans and has successfully completed many signing design plans for CDOT projects which typically include overall proposed sign placement, sign layout details, cross sections and post and foundation sizing based on CDOT's sign design standards.

Project Examples:

- **Denver RTD FasTracks Program Support Consultant for the I-225 Rail Line Project, Aurora, Colorado.** The I-225 Rail Line project is a 10.5 light rail line within the City of Aurora, Colorado connecting RTD's existing Nine Mile Station on the Southeast Light Rail Line to the upcoming Peoria Station located on the East Rail Line which was recently completed as part of the FasTracks Eagle P3 Project. One Brett's many roles was to design RTD's Park-n-Ride class III supplemental guide signs for the highways, freeways and off-ramps within the Denver Metro area per CDOT standards, develop signing plans and coordinate with CDOT on the installation of the signs.
- **U.S. 36 Managed Lane/Bus Rapid Transit (BRT) Design-Build Program Management Support, Denver, Colorado.** The project intent was to improve mobility along the corridor by offering multiple transportation options including RTD's improved BRT system, a new commuter bikeway and travel via the new managed lane or general purpose lanes. Brett developed preliminary 30% guide sign signing, striping and traffic signal plans for the US-36 Corridor which included interchanges, BRT stations, Managed Lanes and Bus on Shoulder.
- **I-15 CORE Corridor Expansion Design-Build, Lehi, Utah to Spanish Forks, Utah. UDOT.** Brett served as a traffic design lead for two segments of the project which included developing freeway guide sign plans for 12 miles of I-15 (including managed lane tolling signs) through 5 interchanges.
- **SH161/-25/US 85 Interchange and Corridor Improvements, El Paso County, Colorado. CDOT Region 2.** Brett provided signing plans, details and layouts per CDOT standards for ground mount and overhead mounted class III guides signs.

Ted Heyd - Project Manager - Planning

Project Role: Planning/Public Outreach/Facilitation/Quality Control

Skills: Community Planning, Transportation Planning, Public Outreach, Placemaking, Project Management, Multi-Lingual Wayfinding Signage Design, Advanced Spanish Speaker

Qualifications: Ted is a senior transportation planner who specializes in the management of multimodal planning and design projects. He has over 20 years of experience on projects throughout the western U.S. working with clients and stakeholders from the roadway corridor-scale up to statewide efforts. For clients including cities, counties, state DOTs, and private developers Ted has managed and assisted on bicycle / pedestrian master plans; highway, bridge, and roadway improvements; transit system expansions; and environmental impact reduction strategies. His work has involved extensive research, technical writing, budget / schedule development and tracking, community engagement, and public speaking. He is accustomed to managing and thrives in working alongside large multi-disciplinary teams.

Project Examples:

- **13th Avenue Multimodal Mobility Study, Aurora, Colorado.** The City of Aurora identified a 4-miles section of 13th Avenue as a primary corridor for improving multimodal transportation options for all ages, abilities, and income levels. Ted is managing the consultant team responsible for completion of the study that, when finalized, will present a new vision for the future of transportation on 13th, a preliminary design for a new shared use path on the corridor, and a series of funding recommendations to support implementation. Ted's work on the project thus far has included support of in-depth existing conditions analysis, two rounds of community engagement, and a family-friendly active streets event where several temporary changes were installed and tested on a two-block section of the street to solicit feedback from community members. With design of the recommended pathway now evolving, Ted continues to work closely with project engineers and city staff from various departments to identify potential impacts and design solutions to avoid or reduce them.
- **Walk & Wheel Grant Technical Assistance, Colorado Front Range Communities.** Ted led a technical assistance team that advised 10 Front Range communities on ways to improve their bicycle and pedestrian networks. Working alongside municipal clients, Ted assisted on the development of citywide bicycle master plans, Complete Street roadway profiles, and the design of protected bike lane pilot projects on collector streets. Ted also managed project communications with the program.

Experience of Project Team - Resumes of Project Team

Anne Kuechenmeister, AICP - Planning Department Manager

Project Role: Planning/Public Outreach/Facilitation/Quality Control

Skills: Community Planning, Transportation Planning, Public Outreach, Placemaking, Project Management, Multi-Lingual Wayfinding Signage Design, Advanced Spanish Speaker

Qualifications: Anne specializes in public engagement for diverse communities for land-use and active transportation. Her work has focused on identifying strategies and tools to engage populations in complex conversations and build their capacity for decision making. Her active transportation work has focused on adaptively redesigning urban arterials to meet more multi-modal demands and evaluating land use code.

Project Examples:

- **Community Transportation Networks Planning and Design, Denver, Colorado.** Anne is responsible for developing a communication, outreach and engagement strategy for simultaneous multi-modal improvement projects within the project area. She developed custom project chalk stencils to put temporary information in the path of sidewalk and bike lane users to advertise the project website. Anne is on the planning project team for the northwest area supporting public outreach and engagement, and providing conceptual designs and cost estimates of various bike facilities for the proposed corridor improvements.
- **Havana Street Corridor Study, Aurora, Colorado. City of Aurora.** Anne led the public and stakeholder engagement for the Havana Street Corridor. The project focused heavily on virtual engagement due to COVID-19 restrictions. Led virtual workshops, public meetings and used MetroQuest to create a virtual engagement suite. Newsletters using Adobe Spark led to more innovative information distribution for the corridor-wide transportation study. The purpose of this study is to provide safe, convenient and reliable mobility choices to users of all ages, incomes, and abilities.
- **Lakewood Colfax Pedestrian Safety Project, Lakewood, Colorado.** Anne worked with the City of Lakewood to continue to develop concepts for removing a lane of through traffic in each direction along Colfax Avenue and putting in safe and comfortable pedestrian facilities. Part of this work included identifying and pursuing additional grant funding, working with the area business improvement district and finding solutions for reducing risk to impaired pedestrians.

Jennifer Carpenter, AICP - Senior Associate & PM

Project Role: CDOT Coordination & Facilitation

Skills: Signage Design Planning, CDOT Multi-Modal Design Standards, CDOT Pedestrian & Bike Safety Standards

Qualifications: Jennifer is a well-rounded traffic and transportation planner with experience working in both the public and private sectors. Her passion is improving safety within her community. She has managed traffic and planning efforts while ensuring coordination with other disciplines to provide a cohesive project from start to finish. Many of her projects have been followed by completion of successful grant applications that allow for implementation of the projects she completes. She has a vast range of experience working on multimodal transportation solutions, analyzing traffic operations, conducting corridor studies and safety studies, preparing successful grant applications, access control plans, traffic impact studies, shared parking studies, signal warrant studies, and evaluating complete street and intersection designs.

Project Examples:

- **CDOT Region 4 Bike & Pedestrian Safety Study, CDOT R4.** Jennifer is responsible for guiding the evaluation of bike and pedestrian safety on all CDOT roads in Region 4. This study introduced a proactive approach to crash analysis by identifying systemic improvements on roads whose characteristics were similar to high crash locations. The systemic and hot spot analysis resulted in the selection of ten top locations for which innovative engineering countermeasures were identified to reduce existing and potential crashes. For each of the top locations, conceptual designs, planning level cost estimates and benefit to cost ratios have been completed to support future safety grant applications.
- **Havana Street Corridor Study, Aurora, Colorado.** Jennifer worked collaboratively with the City, the On Havana BID, agency stakeholders and the public to ensure that this multimodal corridor study was supported by key stakeholders, leading to successful implementation of proposed solutions for all users. Her team identified more than 70 strategies to improve safety and mobility for vehicles, bicycles, pedestrians, and transit riders along the corridor. Eight of the key strategies were advanced into conceptual designs and cost estimates to support future grant funding applications. A list of potential funding sources was provided to guide future funding opportunities and promote implementation of the designs. Prior to completing this project Michael Baker supported the City on a successful grant to implement the proposed bulb outs (as noted in the key strategies), providing immediate value to the City.

Tory Humphrey - AdLight Group

Project Role: Signage Fabrication, Installation & Costing Expertise

Skills: Signage Fabrication, Sign Cost Estimation, Colorado Signage Maintenance and Upkeep.

Qualifications: Tory has been in the sign industry for over 25 years. As a young boy, he worked for his father's sign company and learned a great deal about installation and quality control. Tory then worked for The Signtist for 12 years, gaining a great deal of knowledge as well as long term customers. Tory transitioned to Ad Light in 2008 and has been an integral piece of the company's growth and overall emphasis on our employees and customers' experience. His expertise lies in sales management and project management –with a large emphasis on signage fabrication, installation, and maintenance.

Project Examples:

- **City of Englewood Open Space & Park Signage, Englewood, Colorado.** Ad Light Group fabricated and installed 17 monument signs in open park space throughout Englewood, Colorado. With special considerations for placemaking, such as visibility, traffic flow, and timelines, the team helped build a connection between residents and visitors and the urban community.
- **High Line Canal Trail Signage (Phase 2), Aurora, Colorado.** The High Line Canal Trail is a 71 mile long continuous trail which spans across 11 governmental jurisdictions in Colorado. The pedestrian trail alongside the High Line Canal allows residents to enjoy nature in an otherwise urban environment. The recreational trail is also used by more than 500,000 people annually! ArtHouse Design strategically developed and designed the wayfinding program. Ad Light Group was contracted directly by the City of Aurora to build and install signage for the trail section running through Aurora, Colorado. The scope included fabricating and installing trail signs, street signs, and a wayfinding kiosk. The posts supporting the trail signage appear as wooden beams, but are actually powder coated square aluminum tubes. By using aluminum in place of wood, the signs are more durable, weather resistant, and will be able to be used and enjoyed for all future visitors and trail users.

Experience of Project Team - Statement of Philosophy & Project Understanding

TEAM PHILOSOPHY

Community branding and wayfinding tell a story, evoke an emotion, and communicate a sense of place to residents, visitors, staff and investors. They both carry a great deal of weight. As a community with an existing logo and signage - currently in place across a variety of platforms, mediums, departments and neighborhood spaces - the new branding and wayfinding project may be seen by some members of the Johnstown community to be a potentially monumental (and costly) implementation effort. And although largely functioning as invisible background noise right now, the existing logo will be brought front-and-center during the branding process, and people who never seemed to care about the logo before may resist attempts to create a unique brand for the downtown district, and new signage that speaks to the overall community. Some of this resistance will be due to the pull of the familiar and a fear of change - underscored by the rapid pace of visible change and growth throughout the Front Range over the past decade. Although briefly slowed by the recession of 2008, growth has continued to put pressure on Front Range resources, facilities and communities. And this pressure is not only felt in the streets and budgets of rural and suburban areas, it is also felt in the hearts, minds and daily experiences of people struggling to adapt to an increasing in-migration of new residents, and their associated needs and impacts. As an instrument of social change, the branding and wayfinding project will need to address these concerns front-and-center - helping the Johnstown population understand that an updated downtown district brand grounded in the character, people, places and aspirations of the community will help attract wanted development, resources and people - and repel those things that don't help build community and place. In taking an informed look at what constitutes the downtown brand, Johnstown has an opportunity to really dig into what is important, valuable and sacred to the community, and celebrate this through an updated, responsive and memorable brand, and a wayfinding program that both celebrates the brand and helps people find important community resources, destinations, and special places.

Overall Project Approach

Our overall approach the Johnstown Branding and Wayfinding Program will be informed through collaboration and responsiveness. We enjoy working side-by-side with our clients, and pride ourselves in going the extra mile to ensure that a project is both well-received and championed. We also have the flexibility and experience to address any unexpected parameters with knowledge and grace, and excel in our ability to quickly mobilize to creatively resolve difficult and complex problems. We choose our pursuits carefully, and with an eye to the best match-up of our skills and passions with client needs. The Town of Johnstown Branding and Wayfinding Program represents an unique and exciting opportunity to bring our best ideas and experience to a place that aligns with our passions and experience.



Branding and Wayfinding for the 40West Creative District in Lakewood, CO



Color Set 1

Color Set 2

Project Technical Approach - Johnstown BRANDING

DETAILED SCOPE & PROJECT APPROACH - BRANDING

PHASE 1: ASSESSMENT/RESEARCH

MAY-JUNE 2022

The branding project will kick-off with a process of discovery that identifies the existing messages and materials currently being used to communicate about downtown Johnstown, the overall community goals, and exploration of what downtown Johnstown means for residents and stakeholders. The assessment and research stage will draw from both current community research being undertaken as part of the brand analysis (completed by the Town of Johnstown), existing planning and design documents, and original research, surveying and documentation. All information gathered during the assessment and research project phase will be summarized in a 'Discovery Book' deliverable.

Task 1: Project Kick-Off Meeting

During the kick-off meeting, the branding team will meet with the City of Englewood to cover the following:

- ✓ Final Project Schedule & Milestones
- ✓ Preferred Methods of Team Communication
- ✓ Project Contact List
- ✓ Document Review List
- ✓ List of Desired Mapping & Graphic Information to Be Provided to the Branding Team
- ✓ Preliminary Project Implementation Budget
- ✓ Public Outreach Plan
- ✓ Community Survey Questions & Format
- ✓ Project Stakeholder Approach & Stakeholder Team Composition
- ✓ List of 'Competitor Communities' (drawn from communities identified by the branding team and Town staff)

Deliverables:

- ✓ Final Project Schedule & Milestones
- ✓ Final Project Contact List
- ✓ Final Public Outreach Plan
- ✓ Final Community Survey Questions & Format
- ✓ Stakeholder Team List
- ✓ 'Competitor Communities' List

Task 2: Document Review

In order to understand the progress Johnstown has already undertaken to gather community vision and direction, the branding team will review relevant past documents that relate to the new branding effort. Examples of 'on the books' documents that will be reviewed include:

- ✓ Community Livability Report (and all related 'National Citizen Survey' documents pertaining to Johnstown)
- ✓ Johnstown Community Indicators Report
- ✓ Comprehensive Planning Documents
- ✓ Census Information
- ✓ Johnstown Sign Code
- ✓ Johnstown Retail Assessment
- ✓ Downtown Economic Development Strategy & Incentive Policy
- ✓ Parks and Recreation Master Plan/Parks, Trails & Amenities Map
- ✓ Downtown Planning/Design Documents

The branding team will also review current redevelopment projects within the Town, and their associated plans and details. NOTE: The final document list will be determined during the project kick-off meeting.

Deliverable:

- ✓ Document Summary Paper



Clear and legible project graphics help the branding team communicate with stakeholders, the client and each other - temporary project signage installed throughout the Johnstown community will help advertise the branding and wayfinding project, and encourage community members to participate in surveys and outreach events

Project Technical Approach - Johnstown BRANDING

Task 3: Stakeholder Interviews

In order to understand how existing stakeholders market and promote the downtown district, the branding team will work with the project manager to develop a list of stakeholders that represent a cross-section of Town departments, major local institutions, non-profits, industry representatives and groups that contribute to the downtown Johnstown community. Once this list has been finalized (during the kick-off meeting), the branding team will create an introduction letter and invitation for each stakeholder group. The invitation letter will outline the branding project and the stakeholder roles and responsibilities, and ask for each group to appoint a representative that will serve on the stakeholder team. Once the stakeholder team has been confirmed and finalized, a meeting will be held with the stakeholder team. During the meeting, the following questions will be asked of each stakeholder:

- ✓ What is your message?
- ✓ Who are your target audience members? How would you define their character traits and goals?
- ✓ How do you currently communicate your message to your target audience (materials, taglines, graphics, events, etc)?
- ✓ What are your organizations goals for the future?
- ✓ Who are your competitors?

Each stakeholder will be provided with these questions in advance and asked to bring to the meeting physical copies of any existing marketing and messaging materials used by their group. During the interviews, these materials will be displayed in a collage format, so a visual picture of how the current Johnstown brand is being expressed can be gathered.

Deliverable:

- ✓ Stakeholder Interview Summary Notes

Task 4: Brand Journey Mapping

In order to understand the existing ways in which the downtown Johnstown brand is being communicated, the branding team will undertake a visual audit of the Johnstown community, documenting the physical ways in which the current brand is being expressed. In addition to the visual audit, the branding team will also review the current branding messages. Using the messages and materials provided by stakeholders during Task 3 as a starting point, the branding team will dig more deeply into the physical and on-line ways in which different stakeholders are communicating their messages about the downtown Johnstown brand.

Using the concept of 'Journey Mapping' as an organizational tool, the branding team will collect the data gathered during the visual audit and message review, and combine them into narratives.

Each narrative will be grouped according to preliminary downtown Johnstown 'target audiences' - archetypical profiles of people that downtown Johnstown is trying to reach through branding (potential examples of an archetypical profiles could be "downtown shopper" or "potential resident" or "local business owner"). The preliminary target audience profiles will be drawn from the list gathered during the Task 3 stakeholder interviews.

In order to confirm the preliminary target audience profiles, the branding team will meet with the project manager and a smaller stakeholder group (the 'project management team') to present the target audience profiles and their character traits, and ask the project management team to finalize the profiles and goals associated with each target audience group.

After the target audience profiles have been finalized, the final journey mapping will be completed and presented to the project management team for review and comment.

Deliverables:

- ✓ Brand Journey Map
- ✓ Preliminary Target Audience Profiles, Character Traits and Goals

Task 5: Community Survey & Branding Project Announcement

The first outreach to the Johnstown community will be in the form of an on-line and paper community survey. Designed around a series of questions, the community survey will fill in knowledge gaps regarding community character, brand and sense of place. Since much work has already been done in regard to surveying the community, the branding survey will be targeted and focused, with an emphasis on cataloging the character, amenities and attributes that make up the downtown Johnstown community brand. The following types of questions represent examples of typical community survey topics:

- ✓ When friends and family visit you, where in downtown Johnstown do you take them?
- ✓ Where do you go in downtown Johnstown in the evenings and weekends?
- ✓ What are Johnstown's 3 best assets?
- ✓ What do you think are the 3 biggest challenges, or negatives, about Johnstown?
- ✓ What could or should be done in downtown Johnstown to get people to spend more time/money here?
- ✓ What do you think downtown Johnstown should be known for?

In order to raise awareness about the branding and wayfinding project, the branding team will design a series of temporary signs and posters to be displayed throughout the Johnstown community that advertise the project and the survey.

Project Technical Approach - Johnstown BRANDING

Designed around an “Downtown Johnstown Is...” graphic, the temporary signs and posters will be installed in locations where people currently gather, and contain a QR code and URL link to the on-line survey. In order to encourage participation in the survey, members of the branding team will also perform intercept surveys at two different locations within Johnstown community, during two different days. The community survey will be available for two weeks - a week prior to the May 2022 open house, and a week after the open house. The intercept surveys will be used to kick-off the two week community survey event.

Prior to the May 2022 open house and community survey launch, the branding team will create a project information card designed to be mailed to the Johnstown community and distributed to stakeholders at key Johnstown locations. The project info card will outline the project scope, purpose, timeline and opportunities for community input. Social media will support the branding/wayfinding project launch, and members of the branding team will be responsible for managing the social media arm of the project.

Deliverable:

- ✓ Community Survey
- ✓ Project Info Card & Social Media Page(s)
- ✓ Graphics and Materials for a Booth at the May 2022 Open House
- ✓ Summary of Community Survey Results

Task 6: Community Character Workshop

Working with the stakeholder team identified at the beginning of the project, the branding team will host a ‘Character Workshop’ in which participants will be given three different colors of sticky notes, and asked to write their ideas for downtown Johnstown’s character traits from the past, present and future. Once all participants have written several character traits for each time period, the different sticky notes will be placed in large groupings within the meeting space (grouped according to ‘past’, ‘present’ and ‘future’ categories). After all the sticky notes are placed into groups, the meeting participants will be divided into three smaller groups, each assigned to one of the color-coded sticky note categories. In the smaller groups, the stakeholders will be tasked with organizing the sticky notes by theme or concept, moving the sticky notes around so that similar character traits are placed together. Once the similar character traits are grouped, the smaller teams will then be given an additional sticky note color to be used to write overarching categories for each sticky note grouping. At the end of the exercise, each ‘past’, ‘present’ and ‘future’ group will have a list of character traits that define the Johnstown community.

Prior to the Community Character Workshop, the branding team will compile and organize the community character traits collected during the community survey. After working with the stakeholders to facilitate their character trait ideas, the community survey character trait information will be presented and compared to the stakeholder character traits. The final meeting

summary will combine the community survey character traits and the stakeholder character traits into a final snapshot and summary of the words and phrases that define Johnstown’s character and sense of place.

Deliverable:

- ✓ Summary Paper of Johnstown’s Primary Character Traits - ‘Community Character Profile’

Task 7: Brand Discovery Book

In order to summarize the data and information collected during the Assessment/Research project phase, the branding team will create a ‘Brand Discovery Book’ that condenses all deliverables from this stage of the project. The Brand Discovery Book will be submitted to the project management team for review and comment.

Deliverable:

- ✓ Brand Discovery Book



The Michael Baker team is currently working with the Town of Mt. Crested Butte to design and implement a new community branding and wayfinding project. These images represent the final preferred logo and some examples of how the new logo will be expressed in social media, signage, and business cards.

Project Technical Approach - Johnstown BRANDING

PHASE 2: BRAND DEVELOPMENT JULY - AUGUST 2022

During the Brand Development project phase, the branding team will take the information gathered during the Assessment phase, and use it to help shape the defining character traits, attributes and assets of the downtown Johnstown community and its target audiences. Structured around a stakeholder group 'Community Character Workshop', the Brand Development phase will begin with a deeper look into the preliminary target audience groups identified during the Assessment/Research project phase. After creating compelling final snapshots of each target audience archetype, the branding team will help the Town understand the following about each target audience:

- ✓ Attributes and Amenities of the Downtown Johnstown Community that Appeal to Each Target Audience Archetype
- ✓ Downtown Johnstown Community Character Traits that Relate to Each Target Audience
- ✓ Primary Influencers of Each Target Audience (what drives their choice of Downtown Johnstown versus other competing communities)
- ✓ Primary Goals of Each Target Audience (an example of a target audience and their associated goal could be "Potential Resident" and "I want to find a home in Johnstown")

After profiling and finalizing the Johnstown target audiences, the branding team will craft a 'Brand Promise' for each group. The brand promise will include an overview of how the downtown Johnstown brand relates to each target audience, and the messages that will have the greatest strategic impact for each group.

As the target audience messages are being finalized, the branding team will also be working to create a 'Strategic Brand Platform' for the overall Johnstown community. The Brand Platform will include a narrative describing the overall community brand experience, and a community brand voice profile for Johnstown. At the end of the Brand Development phase, the branding team will host a community open house to facilitate final consensus regarding the overall community brand experience, promise and voice.

Task 1: Draft Target Audience Attribute and Amenity Profile

Using the information gathered to date, the branding team will create a master attribute and amenity list. This will include the following:

- ✓ Assets (things the City controls, like parks, trails, destinations, amenities, etc)
- ✓ Lifestyle Offerings (things like walkability, friendliness, 'Open for Business', etc)

- ✓ Johnstown Goals & Mission Statements (things like 'become more bicycle friendly' and 'grow more local food')

Using the Brand Journey target audience group profiles, the branding team will assign relevant attributes and amenities to each target audience to create a draft profile of which downtown Johnstown Attributes and Amenities are valued by that target audience group.

Deliverable:

- ✓ Draft target audience profiles with associated attributes and amenities

Task 2: Stakeholder Group Target Audience Attribute and Amenity Review

In order to finalize the list of attributes and amenities associated with each target audience group, the branding team will facilitate a stakeholder meeting in which the preliminary target audience attributes and amenities are displayed, potentially added to, and finalized.

Deliverable:

- ✓ Final target audience profiles with associated attributes and amenities

Task 3: Community Open House to Rank the Attributes and Amenities for Each Target Group

After finalizing the target audience profiles and their attributes and amenities, the branding team will host a community open house in which each target audience profile and its attributes and amenities are displayed, and the amenities and attributes are ranked by the meeting participants.

Deliverable:

- ✓ Weighted ranking of attributes and amenities for each target audience profile.

Task 4: Draft Brand Promise Statements

The highest ranking attributes and amenities for each target audience will be combined with the community character traits (defined during Task 6 of the Assessment/Background project phase) to form the draft Brand Promise statements that begin to crystalize the kinds of messaging that will be relevant to each target audience group. The draft Brand Promise statements will be presented to the small stakeholder group for review and comment.

Deliverables:

- ✓ Draft Brand Promise Statements
- ✓ Summary of stakeholder group comments on the draft Brand Promise statements

Project Technical Approach - Johnstown BRANDING

Task 5: Refine and Finalize the Brand Promise Statements, Brand Experience & Brand Voice

The brand promise statements summarize what downtown Johnstown will do for each target audience. The Brand Experience is a redrafting of target audience profiles, informed and refined by the Brand Promise. The Brand Voice is the language used to speak to each target audience. During Task 5, the final brand will be linked to its expression for each target audience, ensuring the downtown Johnstown brand is tailored to reflect community marketing and messaging needs.

Task 6: Strategic Brand Platform (SPB) Book

The Brand Promise, Voice and Experience, as well as the process taken to generate them, will be documented in the SPB book. The SPB book will be organized around the Journey Mapping exercise, showing how brand strategy for each of the target audiences should be addressed, as well as presenting the overall downtown Johnstown Brand.

Deliverables:

- ✓ Draft Strategic Brand Platform Book
- ✓ Book Review with Stakeholder Group
- ✓ Final Strategic Brand Platform Book



Paonia branding and wayfinding designs (completed in 2019)

PHASE 3: BRAND MANAGEMENT SEPTEMBER 2022

During the Brand Management project phase, the branding team will create the identity and visual representation materials of the brand, as well as the strategies for implementing and championing the brand.

Task 1: Brand Logo & Tagline Options

Building on the Brand Experience, Brand Promise and Brand Voice, the branding team will develop three (3) preliminary concepts for a new downtown Johnstown logo and tagline. The preliminary logo and tagline options will be presented to the stakeholder group for review and comment, and the revised options presented to the Johnstown community during a public open house. During the open house, meeting participants will vote on their preferred logo and tagline option, and use sticky notes to record their overall impressions and comments regarding the preliminary logo and tagline development. Based on the feedback and direction received from the stakeholders and the Johnstown community, the branding team will craft a final logo and tagline option, and present this to the stakeholder group for review, comment and final direction.

The final revised logo and tagline will be introduced to the Johnstown community through media releases, articles and potentially a brand release event in which the new logo and tagline are installed (in locations coordinated and vetted with the stakeholder group, based on available funding) NOTE: brand launch and wayfinding design launch can be combined into one event at the end of both projects).

Deliverables:

- ✓ Three (3) Preliminary Logo and Tagline Options
- ✓ Community Open House Graphics and Materials
- ✓ Final Revised Logo and Tagline
- ✓ Designs for Logo and Tagline Installation Projects



Project Technical Approach - Johnstown BRANDING

Task 2: Creation of the Brand Marketing Plan and Associated Deliverables

Working in collaboration with the small stakeholder group, the branding team will draft a preliminary marketing plan, which will detail the internal and external brand advertising pieces, create brand identity graphics in both print and web formats, and outline a public relations program for the new downtown Johnstown brand. The draft marketing plan will be presented to the stakeholder group for review and comment, and revised to create the final marketing plan and action implementation matrix. As part of the final marketing plan, preliminary production costs for each type of internal and external brand expression piece (like print ads, email marketing campaigns and brand media kits) will be summarized. After summarizing the associated costs for each type of brand expression piece, the branding team will work with the Town stakeholders to prioritize the timeframes and budgets for implementing the brand expression pieces. The final marketing plan will include the brand expression pieces and their associated costs and timeframes for implementation. The marketing plan will also include resources and champions needed to promote the brand.

Deliverables:

- ✓ Preliminary Marketing Plan
- ✓ Brand Identity Graphics
- ✓ Public Relations Program
- ✓ Implementation Matrix (including associated hard and soft costs)
- ✓ Outline of Resources and Champions Needed to Implement the Brand
- ✓ Final Marketing Plan & Materials



Town of Ignacio Branding & Wayfinding project deliverables & outreach process images

Project Technical Approach - Johnstown WAYFINDING

DETAILED SCOPE & PROJECT APPROACH - WAYFINDING PHASE 1: ASSESSMENT/RESEARCH OCTOBER-NOVEMBER 2022

The goal of Phase 1 is to understand both the existing physical conditions of Johnstown's signage and wayfinding elements, and the stakeholder goals and concerns regarding the new Wayfinding Sign Program. Building on the understanding and perspectives gained during the branding portion of the project, one of the most important goals of the first wayfinding project phase will be to use the successful components of the completed branding research and design development, and build on this foundation through additional documentation and analysis. Phase I will result in a comprehensive inventory of background data and a thorough understanding of all the factors/conditions that will influence the signage and wayfinding designs and recommendations, and the final design direction for the preferred signage and wayfinding palette. During Phase 1, the consultant team will approach the project from two levels:

Getting Started Step 1 – Stakeholder Engagement

There are several stakeholder groups and organizations who will be impacted by improvements to Johnstown's signage and wayfinding. During the process of developing signage and wayfinding locations, messaging, and concepts, we will collaborate with representatives from these groups to understand their perspectives, ideas and goals – incorporating this direction into the project design recommendations. The preliminary list of Johnstown stakeholders includes (this list will be expanded/refined based on the group participation during the branding project phase):

- ✓ Tourism & Marketing Representatives
- ✓ Open Space & Trail Representatives
- ✓ Parks & Recreation Representatives
- ✓ Historic Preservation Representatives
- ✓ Transportation & Parking Representatives
- ✓ Economic Development Representatives
- ✓ Planning Commission
- ✓ Town Council
- ✓ Public Library Representatives
- ✓ School District Representatives/Parents of Students
- ✓ Planning Department Representatives
- ✓ Police/Fire Department Representatives
- ✓ Code Enforcement Representatives
- ✓ CDOT Representatives
- ✓ Regional Trail Representatives

Ideally, meetings and conversations with each of these stakeholder groups will be done in conjunction with their regularly scheduled meetings/events. The final stakeholder meeting schedule will be coordinated with the Town of Johnstown project manager and the Stakeholder Working Group (SWG).

Getting Started Step 2 - Survey of Existing Conditions

As the design team begins to collect critical issues and establish relationships with the project stakeholders, our team members will simultaneously begin work with the project manager to catalogue and map the existing conditions of Johnstown's existing signage infrastructure, streets/pathways, and community destinations, working toward a final analysis that comprehensively documents the existing Johnstown signage and wayfinding conditions. During this portion of the analysis, we will work with the project manager and the SWG to determine if any changes are required to the signage location/messaging work completed to date, and recommend any needed adjustments. As the design team begins to understand the conditions and potential of existing resources, a clearer picture of their impacts on the planning and design of signage and wayfinding elements will emerge.

Task 1: Project Initiation - On-Site Kick-Off Meeting & Site Analysis

Prior to the kick-off meeting, we will work with the project manager to finalize a list of meeting participants, and review the information needed (i.e. existing identity standards and/or existing complementary plans) to present and facilitate the kick-off meeting stakeholder discussion. This discussion will include members of the SWG (and any other needed representatives brought forward from the branding process), and will cover:

- ✓ Finalize the documents to be reviewed during the background information-gathering process
- ✓ Facilitate a discussion regarding the feasibility of reusing existing locations, poles, and hardware (research regarding the potential reuse of existing locations/poles/hardware will be completed by the design team during the site analysis period)
- ✓ Discuss maintenance, budget, schedule and phasing for potential new signage
- ✓ Review existing plans for wayfinding elements, and implementation status
- ✓ Discuss zoning or other code requirements for the signage, and have the PM direct us to the correct documentation for existing Johnstown signage standards and guidelines
- ✓ Create a list of regulatory agencies (in addition to CDOT) that will need to be contacted in order to understand their viewpoints regarding the visual characteristics/maintenance/installation of new Johnstown signage
- ✓ Review and finalize the project scope and schedule
- ✓ Outline the preferred methods of project communication

Project Technical Approach - Johnstown WAYFINDING

- ✓ Discuss the initial critical issues surrounding the project
- ✓ Solidify objectives of plan and planning process
- ✓ Review the proposed public outreach plan, including stakeholder involvement and preferred communication with identified core stakeholder group representatives
- ✓ Finalize times/dates/locations for project-related events (either virtual or in-person or both) and feedback opportunities
- ✓ Present an overview of the background documents to be reviewed
- ✓ User Group Discussion - Facilitate an interactive discussion regarding what user groups the signage is intended to serve, and their potentially unique needs
- ✓ Destination Discussion - Facilitate an interactive exercise to locate and name important Johnstown destinations
- ✓ Accompany project team on site walk/drive within the project area to talk about existing conditions, existing signage, and critical issues to consider when developing locations, messaging, and designs for the final signage palette

Deliverables:

- ✓ Final Project Schedule & Milestones
- ✓ Final Project Contact List & Project Communication Preferences
- ✓ List of Documents to be Reviewed & Summary of Existing Johnstown Signage Regulations and Code Requirements
- ✓ Maintenance/Budget/Schedule/Phasing Summary
- ✓ Contact List of Regulatory Representatives to be Included in the Project
- ✓ Summary of Project Critical Issues & Objectives
- ✓ Final Public Outreach Plan (including dates, location, formats)
- ✓ Summary Paper of Project Critical Issues and Preliminary Johnstown Destinations

Task 2: Document Existing Conditions

The team will partner with the PM and the SWG to understand, inventory, and analyze existing conditions within the project area. We will review the existing physical conditions of the signage and wayfinding elements, focusing on a comprehensive condition analysis documented in ArcGIS or similar. The goal of the analysis of physical conditions will be to establish the strengths and weaknesses of the existing signage, and opportunities for signage and wayfinding improvements/adjustments/removals/additions. The following elements will be analyzed and documented for condition/opportunity/potential:

- ✓ Existing Maps/Trail Mapping
- ✓ Resource Signage (parks, trails, etc)

- ✓ Existing Signage Palette (materials, locations, condition, messaging, adherence to established signage codes/standards)
- ✓ Existing Bike Route Signage/Infrastructure
- ✓ Existing Bike/Pedestrian Conditions
- ✓ Existing Public Art Locations
- ✓ Existing Historic/Cultural Resources (including existing historic signage)
- ✓ Existing Parking/Trailhead Signage
- ✓ Existing Urban Design Streetscape Conditions (especially within the downtown area)
- ✓ Existing “Nodes” & Destinations: Activity Centers, Existing Parks, Existing Parking Areas, and other Community Amenities & Resources

Deliverable:

- ✓ Existing Conditions Summary Report

Task 3: Context Analysis

In order to understand the context of the planned signage & wayfinding improvements, the design team will meet with representatives of any regulatory agencies (such as CDOT) which have jurisdiction over the rights-of-way or visual characteristics of potential Johnstown signage. A final list of agencies/representatives will be developed during the project kick-off meeting. After meeting with these representatives, the design team will forward meeting notes detailing the results of these discussions to the project manager.

Deliverable:

- ✓ Context Analysis Summary Report

Task 4: DRAFT Wayfinding System Report & Design Plans

Developed from input received during the on-site analysis, stakeholder input, context analysis, and discussions with Town staff, the design team will create a summary document detailing the following:

- ✓ Evaluation of the existing wayfinding plans, project vision and goals, wayfinding project map(s), wayfinding best practices, users’ needs, destinations, zoning requirements, regulatory and jurisdictional issues
- ✓ Family of sign typologies - identity and graphics recommendations/details for each recommended sign type
- ✓ Message schedule and location plan outlining all information and directional elements proposed on the signage
- ✓ Destination Selection and

Project Technical Approach - Johnstown WAYFINDING

Prioritization: A consistent approach to selecting and prioritizing destinations is necessary where limited space is available on signs for information and a multitude of potential destinations exists. Criteria for destination selection and prioritization will be developed and applied to develop a preliminary destination list developed by town staff and stakeholders.

- ✓ Detailed mapping outlining the locations and condition of existing signage within the project area
- ✓ Recommendations for updating/removing existing signage, and a list of needed additional sign types (orientation maps, decorative sign toppers, customized street name signs, and mile markers will also be explored in order to create a complete and seamless navigational experience for area and visiting bicyclists and pedestrians)
- ✓ Best Practices Report - summary of the technical requirements per AASHTO Guide for Bicycle Facilities, MUTCD, and ADA Accessibility Guidelines along with best practices from model cities. Best practices for navigation both on-street and off-street will be described including methods of route identification, destination selection and prioritization, installation and maintenance.

The draft document will be presented to the project manager and SWG for review, and additional comments regarding the document will be collected from the project manager and the final document revised and submitted.

Deliverable:

- ✓ DRAFT Wayfinding System Report & Design Plan

PHASE 2: SIGNAGE & WAYFINDING DESIGN NOVEMBER 2022 - FEBRUARY 2022

Task 1: Preliminary Design Options

Developed from input received during the first project phase, the preliminary design options will illustrate 2-3 conceptual designs for the Signage and Wayfinding Plan, including incorporated branding options, pedestrian, directional, orientation and identification signage for the typologies identified during Phase 1. The preliminary design options will be presented to the project manager and SWG for review and comment, prior to presenting ideas to the larger public.

Deliverable:

- ✓ 2-3 Conceptual Signage & Wayfinding Designs (including pedestrian, directional, orientation, and identification signage)

Task 2: Community Outreach Graphics & Presentation Materials

Using the design direction established during Task 1, the design team will create a series of advertisements, graphics and outreach materials for the first public workshop. The preliminary materials will be presented to the project manager and the Signage Committee for review and comment, and refined prior to distribution to the community.

Deliverable:

- ✓ Advertisements & Outreach Materials for the First Wayfinding Public Workshop

Task 3: Community Workshop #1: Preliminary Designs

The first community workshops will present the project to the community, and solicit feedback regarding the preliminary signage and wayfinding designs, locations, messaging and primary pedestrian/bicycle/auto routes and connections. The workshop format will allow community members to take in the information and provide feedback at their own pace, and members of the design team will be on-hand to answer questions, provide direction and facilitate participation in the interactive materials. Comments and direction from the workshops will be summarized and presented to the project manager and the SWG. Our team has the ability to host both in-person and virtual community workshop events, and the final preferred format for these events will be discussed during the project kick-off meeting and refined as needed, if COVID restrictions change.

Deliverable:

- ✓ Community Workshop #1 Summary Memo (including comments and direction from the workshop participants)

Task 4: Preliminary Design Options Community Survey

Following on the heels of the virtual or in-person Community Workshop #1, the design team will create an online survey of the 2-3 design options and open the survey for comments and participation for a two-week period after the first community workshop. Responses to the community survey will be summarized and presented to the Signage Committee for review and comment.

Deliverable:

- ✓ Community Survey Summary Memo

Task 5: Refinement of Design Options

The team will take the preliminary design options and feedback received from the community workshop, and develop a set of refined designs and corresponding cost estimates for each. The refined signage design ideas will be presented to the project manager and the SWG for review and comment.

Project Technical Approach - Johnstown WAYFINDING

Deliverable:

- ✓ Final Signage & Wayfinding Designs & Preliminary Cost Estimates

Task 6: Sign Quantities & Cost Estimates

After refining the final designs and acquiring preliminary cost estimates, the design team will apply the preferred designs to the locations and routes identified in Phase 1 - creating a master list of locations and quantities of each sign type. The master list will be used to create a final quantity/type-based cost estimate and phasing/implementation plan, which will be presented to the project manager and the SWG for review and discussion.

Deliverable:

- ✓ Final Signage Messaging & Location Plan
- ✓ Signage Types/Quantities Summary
- ✓ Final Signage Cost Estimate & Phasing/Implementation Plan

Task 7: Community Open House Graphics & Presentation Materials

The design team will create a series of advertisements, graphics and outreach materials for the Community Open House. The preliminary materials will be presented to the project manager and the Signage Committee for review and comment, and refined prior to presentation at the event.

Deliverable:

- ✓ Advertisements & Outreach Materials for the Community Open House

Task 8: Community Open House to Review Final Design Direction

In order to solicit feedback on the final design direction, the design team will host a community open house, where the final designs will be presented for review and comment. Prior to the open house, the design team will meet with the project manager and the SWG to review the materials to be displayed at the open house. A summary of the open house comments will be distributed to the project manager/SWG for review and comment.

Deliverable:

- ✓ Community Open House Summary Memo (including comments and direction from the open house participants)

Task 9: FINAL Wayfinding System Report & Design Plans

The final design package will include the following elements: Final Design Intent Drawings (exact dimensions, letter heights, materials, mounting details, color specifications, and material performance standards) with written statement regarding rationale for design

choices, materials, method of fabrication, and how systems can be modified over time; Statement of Probable Cost for the fabrication, installation, and maintenance of the system, including number of various sign types, and locations; Bid documents for a competitive request for proposal for fabrication and installation bids; Style guidelines to inform future signage implementation.

Deliverables:

- ✓ Final Design Intent Drawings (exact dimensions, letter heights, materials, mounting details, color specifications, and material performance standards) with written statement regarding rationale for design choices, materials, method of fabrication, and how systems can be modified over time
- ✓ Scaled mock ups of potential sign types and concepts (as needed for reference and project understanding, potentially to be used at combined branding/signage launch celebration). Our approach allows for a portion of the project budget to be used for installation of some branding/signage elements, if desired by the Town of Johnstown.
- ✓ Statement of Probable Cost for the fabrication, installation, and maintenance of the system, including number of various sign types, and locations
- ✓ Bid documents for a competitive request for proposal for fabrication and installation bids



Downtown Littleton Brand and Gateway Signage Installed & Illuminated

PROJECT SCHEDULE - BRANDING

PROJECT TIMELINE

13-17 WORK EFFORT 17 DELIVERABLE 13 TEAM MTG. 22 PUBLIC MTG.

		MAY	JUN	JUL	AUG	SEP
ASSESSMENT / RESEARCH	Project Kickoff	13				
	Document Review	16-20 20				
	Stakeholder Interviews		27			
	Brand Journey Mapping		May 27 - Jun 24			
	Brand Journey - PM / Stakeholder Meeting		24			
	Community Survey / Project Announcement	Mid-May - Mid-June				
	Community Character Workshop	tbd				
	Brand Discovery Book			30		
BRAND DEVELOPMENT	Draft Target Audience Attribute and Amenity Profile			1-8 8		
	Stakeholder Target Audience Attribute and Amenity Review			11-22 22		
	Open House to Rank Attributes and Amenities for Target Audiences					29
	Draft Brand Promise Statements				1-5 5	
	Stakeholder Draft Brand Promise Statement Review				8-19	
	Final Brand Promise, Brand Experience, and Brand Voice				19	
	Draft Strategic Brand Platform Book				22-230	
	Stakeholder Draft Strategic Brand Platform Review					30
	Town Council Presentation					9
	BRAND MANAGEMENT	Logo and Tagline Alternatives Generation				
Open House to Review Logo and Tagline Options						20
Final Logo and Tagline						21
Designs for Logo and Tagline Installation Projects						26
Creation of Brand Marketing Plan and Associated Deliverables						30
Stakeholder Brand Marketing Plan and Deliverable Review						30
Finalization of Brand Marketing Plan and Associated Deliverables						30

ASSESSMENT / RESEARCH

BRAND DEVELOPMENT

BRAND MANAGEMENT

DISCOVERY
What does the present day look like? What is the future vision?

DEFINING CHARACTER & ATTRIBUTES
What supports our vision?

RESEARCH & ANALYSIS
Who is your audience?

- Demographics
- Surrounding Community Review
- Message Review
- Visual Audit
- Document Review
- Budget Review
- Journey Mapping/Target Audience

GOAL SETTING
What defines success?

CHARACTER & ATTRIBUTES
How do you define Downtown Johnstown?

BRAND VOICE
How downtown Johnstown talks to and interacts with the audience.

BRAND EXPERIENCE
What do residents and visitors think about downtown Johnstown?

BRAND PROMISE
Who downtown Johnstown is and why it matters.

LOGO & TAGLINE
Look and feel that brings the brand to life.

MARKETING PLAN
How downtown Johnstown sells the brand.

PUBLIC RELATIONS

- Web: Blogs / RSS Feeds, Web / Social Media PR, Podcasts, E-Newsletters
- Events: Sponsorships, Philanthropy, Partnerships, Promotions
- Print: Newsletters, Articles, Media Kits, Promotions

ADVERTISING (INTERNAL)

- Web: Intranet, Training, IM / Email, Social Media
- Events: Presentations, Training, Team Building, Promotions
- Print: Payroll Stuffers, Brochures, Brand Manuals, Reports, Flyer / Poster

REMAINING IDENTITY SYSTEM

- Web: Website / Intranet, Social Media, Training, Administrative Systems, Brand Manual
- Print: Signage, Uniforms, Vehicle Identification, Forms, Brand Manual, Letterhead / Cards / Etc., Administrative Systems

ADVERTISING (EXTERNAL)

- Web: Website, Banner Ads, Blogs / RSS Feeds, Social Media, Email Marketing
- TV / Radio: Commercials, Infomercials, Feature Spots
- Print: Print Ads, Direct Mail, Brochures, Media Kits, Flyers / Posters

PROJECT SCHEDULE - WAYFINDING

PROJECT TIMELINE

13-17 WORK EFFORT 17 DELIVERABLE 13 TEAM MTG. 22 PUBLIC MTG.

		OCTOBER 2022	NOVEMBER 2022	DECEMBER 2022	JANUARY 2023	FEBRUARY 2023
PHASE 1	Project Initiation - On-Site Kick-Off Meeting & Site Analysis	7				
	Document Existing Conditions	1-28 31				
	Context Analysis	17-28 31				
	DRAFT Wayfinding System Report & Design Plans		1-29 16 30			
PHASE 2	Preliminary Design Options			9 1-23 23		
	Community Outreach Graphics & Presentation Materials				2-4 5 12	
	Community Workshop #1: Preliminary Designs				13-27 31	
	Preliminary Design Options Community Survey					1-15 16
	Refinement of Design Options					15-27 28

		MARCH 2023	APRIL 2023
PHASE 2	Sign Quantities & Cost Estimates	1-15 16	
	Community Open House Graphics & Presentation Materials	16-20 21	
	Community Open House to Review Final Design Direction	23 31	
	FINAL Wayfinding System Report & Design Plans		3-21 24
	Branding & Wayfinding Celebration Event (date/format TBD)		tbd

Professional Fee

TOTAL PROJECT COSTS

DOWNTOWN BRAND IDENTITY: \$50,000
WAYFINDING SIGNAGE PLAN & IMPLEMENTATION: \$50,000

TOTAL COSTS: \$100,000

NOTE: Our project team would prefer to spend the remaining \$30,000 project budget (of the stated \$130,000 total project budget) to install branded elements (including potential wayfinding elements) in conjunction with a branding and wayfinding celebration event to be held at the end of the project. Some funding for planning this event will need to come out of the remaining budget, but the design team expectation is that the majority of the available funds will be used for the installed pieces and event materials. In our past work with other Colorado communities on branding, signage, and wayfinding projects, we have found that having the ability to celebrate the project with an installation event is a wonderful way to honor the process and the community participation and dedication throughout.



Our team has experience hosting both large-scale project celebration events, as well as more humble temporary signage installation workshops and everything in between. We would look forward to using some of the available project funding to organize a celebratory capstone event that honor the Johnstown Branding, Signage & Wayfinding project.

