



AYRES

Downtown Johnstown Branding & Wayfinding

Town of Johnstown

Due April 8, 2022

Ingenuity, Integrity, and Intelligence.

www.AyresAssociates.com



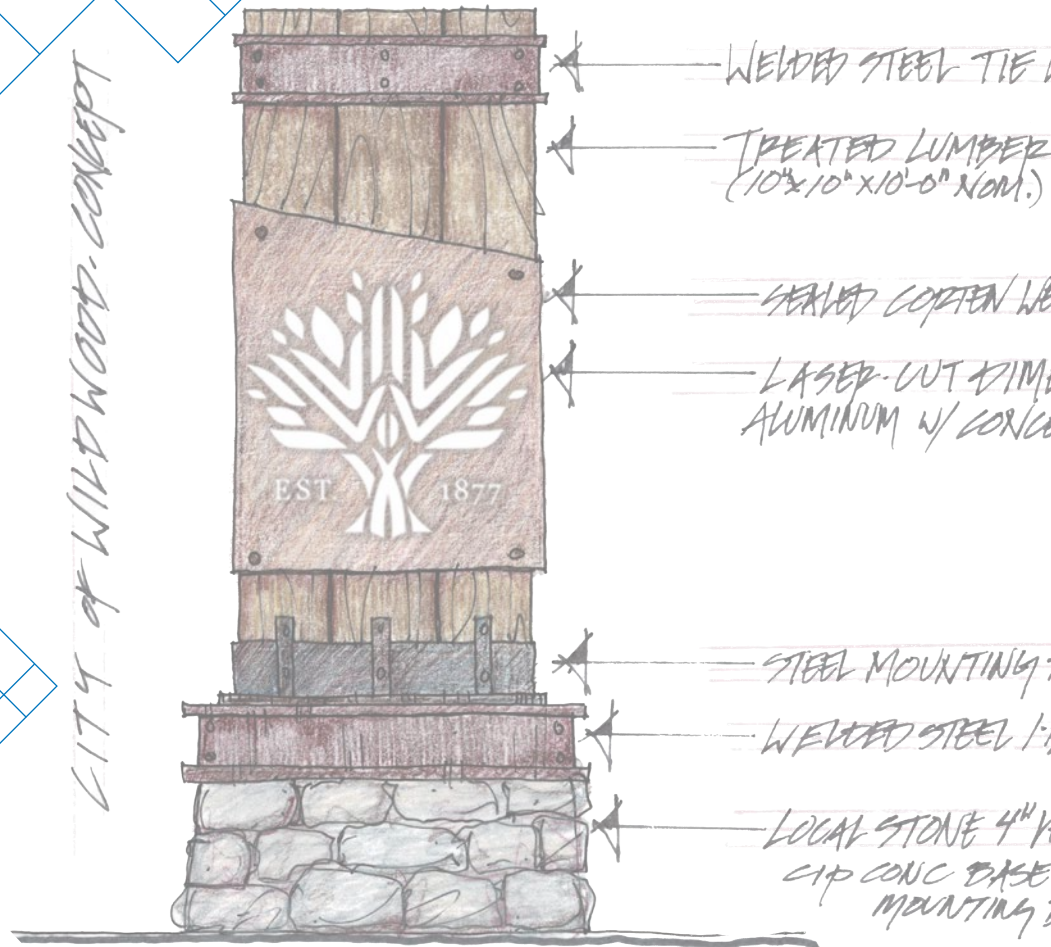


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April 8, 2022

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

Re: Downtown Johnstown Branding & Wayfinding Project

Dear Ms. Crosthwaite:

Thank you for this opportunity to share with you and the Town of Johnstown our excitement and appreciation of the significant investment and visioning that comes with creating a unique Brand and Wayfinding for your Downtown. Ayres has partnered with over 20 communities throughout Colorado taking on similar challenges. We bring valuable experience, tools, and lessons-learned that will not only develop a pleasing and stand out brand, but also one that's successfully launched and implemented in a multitude of ways. While our experience extends beyond Colorado, our core team is local, with our offices in Fort Collins and Cheyenne. We are passionate about helping Colorado towns celebrate their unique identity and help discover new and creative ways to showcase all they have to offer.

Wayfinding is an economic development strategy. Without setting it within that context, you'll have trouble justifying the expense to the public. We provide a 360-degree perspective on how community branding and wayfinding support economic development. Additionally, we understand the organizational framework of how the branding of downtown could evolve into a framework that supports business development. This understanding comes from working with and managing downtown organizations. We've assembled our team with that in mind.

As you'll see in our proposal, we've assembled a team of experts that bring extensive experience working with towns all across the country, with a local working knowledge and presence. Along with our team of landscape architects, community engagement & branding experts, Ayres also has an award-winning GIS Specialist, as well as in-house structural, electrical, and traffic engineers to streamline the coordination of construction documents to ensure the designs are complete, cohesive, and a master plan is in place to guide you through implementing the final vision.

We appreciate the opportunity and look forward to speaking with you more about how we can assist you and the Town of Johnstown successfully develop and implement the Downtown Branding & Wayfinding plans.

Sincerely,

Ayres Associates Inc



Craig Stoffel, PLA, ASLA
Landscape Architect
970.732.2245
StoffelC@AyresAssociates.com



Matt Ashby, AICP, CUP
Principal Urban Planner
307.286.5825
AshbyM@AyresAssociates.com

About Ayres

With 350+ innovative problem-solvers nationwide, we stand with integrity behind thousands of projects that strengthen communities and our country's infrastructure, economy, and environment. How? Through our experts' clear communication and confident navigation of projects.

Firm Information

Firm Name: Ayres Associates Inc

Business Address: 3665 JFK Parkway, Bldg. 2, Suite 100, Fort Collins, CO 80525

Phone: 970.223.5556

Ayres is a predominately public-sector professional services engineering firm; it always has been. This emphasis on public-sector clients frees us from the conflicts of interest that can hamper other firms. We will have the Town's best interests at heart throughout the contract.

Landscape Architecture/Planning

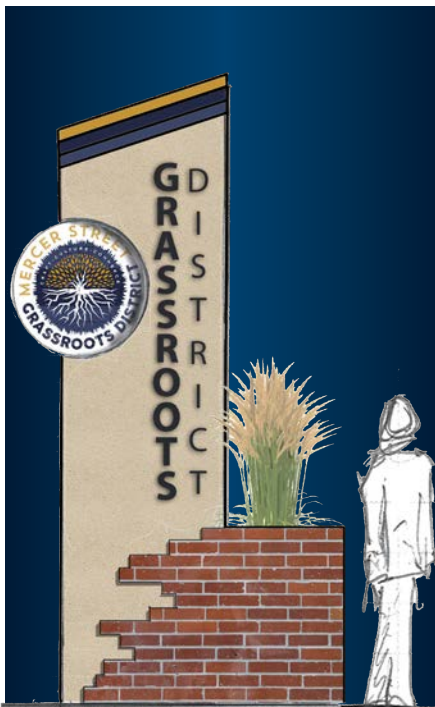
Transforming the spark of an idea into a series of actionable steps makes achieving a brighter future possible. From concept to construction, **we're more than your project partner** – we're the knowledgeable navigator to see you through the process. Our services and areas of expertise that will help you with this project include:

- Branding/Identity/Economic Development
- Wayfinding design and placement
- Public engagement strategies
- Consensus building
- GIS mapping
- Downtown & Economic Development

Collaboration

Our landscape architects **customize user group and public engagement** based on your community's unique structure, characteristics, and opportunities. Creative techniques deployed include placemaking exercises, scenario planning, design sprints, interactive settings, feedback sessions at popular community events, online surveys, social media stations, project websites, and stakeholder interviews. Through our innovative engagement processes, we translate stakeholders' hopes and aspirations into actionable strategies.

Over the next few pages, you will be introduced to the project team, get a feel for our selected project work, and dive into our approach and process. We hope by the end of this proposal you understand and trust who we are as a company, team, and individuals.



Project Manager

Craig Stoffel, PLA, ASLA

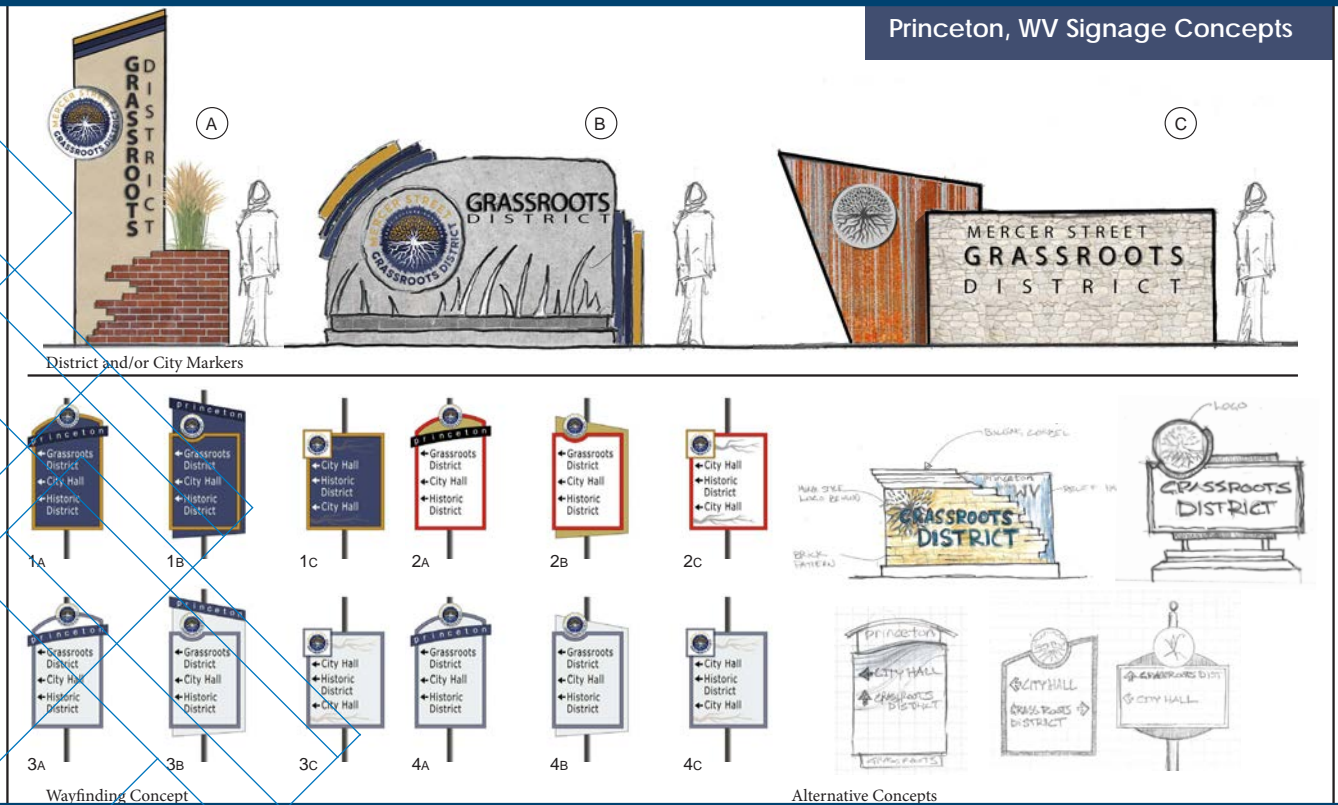
Landscape Architect

(c): 970.732.2245

StoffelC@AyresAssociates.com

PROJECT TEAM/RESUMES

Princeton, WV Signage Concepts



District and/or City Markers

Wayfinding Concept

Alternative Concepts

Town of Johnstown




PROJECT MANAGER
Craig Stoffel, PLA, ASLA




COMMUNITY PLANNER
Josh Olhava, AICP, PCCP



COMMUNITY ENGAGEMENT
Matt Ashby, AICP CUP



STRUCTURAL ENGINEER
Jacob Zander, PE



BRANDING
Ben Muldrow

KEY TEAM MEMBER BIOS

Craig Stoffel, PLA, ASLA | Project Manager

Craig’s passion lies in the creative visioning and the conceptual design process, utilizing his talent for sketching to capture initial ideas during workshops and design charrettes to facilitate public engagement and input through real-time review and analysis. He brings well over a decade of experience in a broad range of projects, including downtown master planning, complete street design, wayfinding and gateway monument design, green infrastructure, EPA brownfield and area-wide urban revitalization planning, community parks & regional trails, recreation and sports facilities, and educational campus design.

Josh Olhava, AICP, PCCP

Josh has over a decade of experience helping communities develop and achieve their goals. His unique skill set allows him to brainstorm big picture ideas and transform them into functional and implementable action items. As a client’s representative, he has inherited wayfinding plans from designers and engineers that missed the mark in practicality and site context, leading to a quick pivot and redesign effort. Josh understands and values that each community is unique and that planning efforts should reflect these unique characteristics from start to finish.

Matt Ashby, AICP CUD

Matt brings a wealth of public experience to the communities he works with, leveraging urban planning expertise into tangible, value-added deliverables for clients. After eight years serving as Planning Services Director for Cheyenne, Wyoming, Matt brings a unique perspective to the Ayres multidisciplinary team. His enthusiasm for vibrant community development sharpens the focus of Ayres’ work on downtown development, Main Street visioning and strategic planning, and landscape architecture. Matt has assisted over 25 communities through Colorado with the Main Street Colorado program.

Ben Muldrow

Ben Muldrow, based in Milton, Delaware, is a talented graphic artist with experience in a wide variety of marketing applications. He provides community identity and branding services for communities across the United States. Ben has worked on a number of projects specializing in the development of city and neighborhood identities, wayfinding strategies, and promotional marketing material, including creation of the Lyons VIBE branding system.

Brief resumes are included on the following pages.



Craig Stoffel, PLA, ASLA

Landscape Architect/Project Manager

Craig has well over a decade of experience in a broad range of projects, including downtown master planning, complete street design, wayfinding and gateway monument design, green infrastructure, EPA brownfield and area-wide urban revitalization planning, community parks, recreation and sports facilities, regional trails, and educational campus design. Craig brings a passion for creative visioning and the conceptual design process, utilizing his talent for sketching to capture initial ideas during workshops and design charrettes to facilitate public engagement and input through real-time review and analysis. He is also a guest lecturer, teaching sketch workshops at Universities and design firms, as well as events and conferences across the country. Craig has also shown his commitment to the American Society of Landscape Architects (ASLA) Colorado Chapter, serving as chapter president in 2017-2018.

Total Experience

16 Years

Registrations

Professional Landscape Architect, CO, AZ

Education

BS, Landscape Architecture, Colorado State University

Select Experience

- Main Street Corridor Streetscape Concept Design, Springfield, CO
- Hwy 85 Corridor Landscape Design, Evans, CO
- Downtown Corridor Planning, Wildwood, FL
- Main Street and Median Beautification, Cortez, CO*
- Historic Downtown Gateway Monuments, Farmington, NM*
- Old Town South Revitalization Master Plan, Yuma, AZ*
- LEADS Redevelopment Assistance, Cheyenne, WY
- Cheyenne West Edge Brownfield Revitalization, Cheyenne, WY*
- EPA Smart Growth Implementation (SGIA), Anthony, NM*
- Aztec North Main Street Corridor Expansion TOD, Aztec, NM*
- ECWRPC-Small Business and Community Technical Assistance Program, Multi County, WI

* While under previous employment



Josh Olhava, AICP, PCCP Community Planner

With a strong background in community and strategic planning, Josh is well versed in land use planning policies, procedures, and regulations, including their impact on the built environment. He has experience working in the public sector as a community planner on policy and plan implementation, code amendments, development review, and organizational process improvements.

Josh has served in varying capacities on teams developing comprehensive plans and updates, regional plans, and corridor studies for communities in Ohio and Colorado. As a certified planner and certified change practitioner, Josh uses his diverse skills to develop effective solutions to land use issues. He's highly regarded by communities he's worked in for leading and guiding creative and innovative planning initiatives. As a natural problem solver, Josh enjoys bringing together community members and stakeholders to develop a framework to achieve common goals and objectives that embody community values.

Select Experience

- Downtown Development Authority, Program Management, Windsor, CO
- On-Call Urban Planning, Greeley, CO
- Community Master Plan, Evans, CO

Years of Experience

11 Years

Education

BS, Community and Regional Planning, Iowa State University

MS, Community Planning, University of Cincinnati

Registration/Certification

American Institute of Certified Planners, Prosci Certified Change Practitioner



Matt Ashby, AICP, CUD Community Engagement

Matt is a trailblazer in community development. After 15 years of public sector service, Matt moved to the private sector in 2015. Using his local government roots to help communities advance their vision, Matt is well-versed in downtown development, comprehensive and strategic planning, as well as code writing, design review, and zoning entitlements. His downtown street experience includes projects with Colorado and Wyoming Main Street Programs as well as an appointment directing Windsor's Downtown Development Authority. Recent project highlights include the Cheyenne West Edge district revitalization, and Lamar's Prairie Crossroads brownfield initiative. Matt's eye for innovation has been recognized by his peers, with project accolades including the American Planning Association's Daniel Burnham Award for the Cheyenne Metropolitan Planning Organization's PlanCheyenne and the 2020 Governor's Award for Best of Place for the Windsor Mill project in Windsor, Colorado.

Select Experience

- Colorado Pickaxes, Downtown Branding for 20+ Colorado Communities
- Strategic Planning, Brand Strategy, Granby, CO
- Grassroots District Branding & Wayfinding, Princeton, WV
- Unified Development Code, Greeley, CO
- Main Street Strategic Planning, Wellington, CO
- On-Call Comprehensive Planning, Estes Park, CO

Years of Experience

22 Years

Registration/Certification

American Institute of Certified Planners, Certified Urban Designer



Jacob Zander, PE Structural Engineer

Jacob joined Ayres' structural engineering staff in May 2014, bringing experience from five summer internships, including two with Ayres' structural engineering group and three with the City of Chippewa Falls Engineering Department. He has experience in design, quantity calculations, reviews, construction observation and inspection, construction staking, and survey on bridge, dam, roadway, and utilities projects. His responsibilities include the engineering of various types of highway, railroad, and pedestrian bridges and related structures, including long-span bridges, curved and highly skewed bridges, and sign and pedestrian bridges; bridge rehabilitation and structural repairs; foundations and retaining structures; manholes; dams; and other miscellaneous structures.

Total Experience

8 Years

Registrations

Registered Professional Engineer, CO, IA, MN, OH, WI

Education

BS, Civil Engineering, University of Wisconsin-Platteville

MS, Civil Engineering, University of Illinois at Urbana-Champaign,

Select Experience

- Pedestrian Bridge Foundation Design, Loveland, CO
- Altoona River Prairie Development, Various Foundation Designs
- Boxelder Stormwater Authority, Retaining Wall Design, Loveland, CO
- City of Phillips, Clock Tower Foundation Design
- SCWSD, Generator Foundation Design
- Territory Unlimited, Hydraulic Structure and Foundation Design

“Ayres has been instrumental in helping the City successfully manage its awarded grant funds. The expertise, strategic and thoughtful approaches, great communication, and flexibility we have received have been tremendous assets in this process. The Ayres team is adept with program development, proposal writing, budget development, and so much more.”

Brandon Cammarata

Former Planning and Development Director, City of Cheyenne



Ben Muldrow Branding

Ben Muldrow is a talented graphic artist with experience in a wide variety of marketing applications. He provides community identity and branding services for communities across the United States. Ben has worked on a number of projects specializing in the development of city and neighborhood identities, wayfinding strategies, and promotional marketing material. The Downtown Promotion Reporter, a national trade publication on marketing downtowns, called Ben a “branding guru” in a 2004 article on community logos. He also has been published in the National Trust’s Forum Journal on Rural Preservation Through Branding. Ben has been a speaker at the 2004, 2007, 2009, 2010, 2011, and 2013 National Main Streets Conference on community branding. In 2020, Ben was invited to be a founding contributor for Proud Places, a platform to share creative ideas, provide peer-to-peer support, and inspire community members to shape their place.

Years of Experience

21 Years

Select Experience

- Colorado Pickaxe – Downtown Branding, 20+ Colorado Communities
- Granby Chamber of Commerce Branding, Granby, CO
- Downtown La Crosse Brand Touch Manual, La Crosse
- Economic Development, Lancaster, PA



Arnett Muldrow is the nation’s premier place branding firm. They specialize in community branding, downtown revitalization, economic development, and historic preservation. As city planners as well as marketing professionals, they understand the challenges a community faces when projecting a brand identity, and they base their recommendations on a foundation of sound planning principles and market opportunities. With their focus on planning and economic development, community identity has always been a part of their planning processes. They have developed more community, county, & regional branding and marketing initiatives than any other firm in the country.

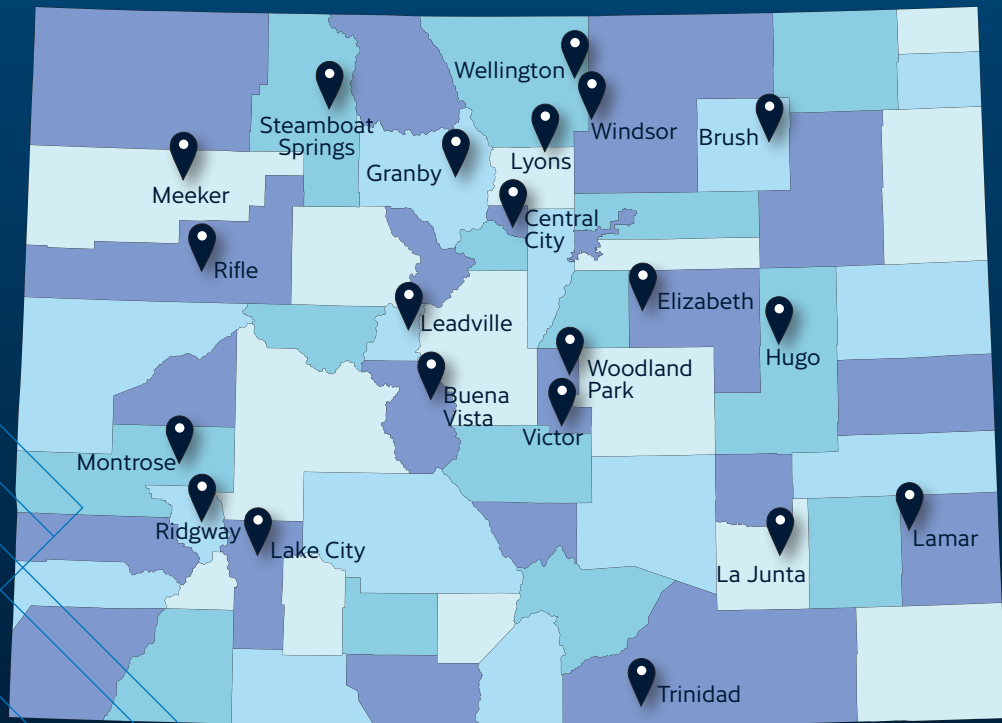
Based in Greenville, South Carolina and Milford, Delaware, Arnett Muldrow has been developing brand identities for community based economic development since January of 2002. They have worked in **40 states, 5 countries**, and over **600 communities**, their commitment to place branding is their passion.

Arnett Muldrow’s experience covers a wide array of client situations. They have worked with local governments, downtown development organizations, tourism bureaus, economic development agencies, main street programs, and regional partnerships. Each community has unique challenges and their recommendations are tailored to their specific needs. Their community identity projects seek to draw from the culture, history and values of each place. This includes marketing strategies to build local pride, expand the customer base, retain talent and businesses, attract new visitors, and recruit new investment.



WE COMBINE THE PERSPECTIVE OF **URBAN PLANNING**, THE LENS OF **ECONOMIC DEVELOPMENT**, AND A COMMITMENT TO THE **PRESERVATION OF PLACES** IN EVERY PLACE BRANDING EFFORT WE UNDERTAKE.

SIMILAR EXPERIENCE AND REFERENCES



MAIN STREET COMMUNITIES



MAIN STREET PICKAXE TOOLKIT

Multiple Locations, CO

The Ayres team understands the power of a good story. Our approach has always been to develop communication tools with and for our clients, which is what we did for Colorado's Main Street Pickaxe Project. Through the use of collaborative activities and workshops, we helped 19 Main Street organizations assess their current communication strategies, develop visual and verbal collateral, and identify local success stories. Beyond learning about various communication tools, the Main Street organizations were left with the skills needed to effectively communicate their impact to various target audiences, which is essential when recruiting new volunteers and donors, courting new business owners, partnering with investors, and cultivating sponsors. Our efforts helped create messages that will grow and produce results over time. Ayres and Colorado Main Street won the 2019 Colorful Colorado Award from Downtown Colorado, Inc., for their work on the Pickaxe Project.



VIBE is the new name for Lyons Main Street program, with branding concepts created during their Pickaxe Workshop.



We believe Elizabeth is a Great Place to Call Home

Here at Elizabeth Main Street, we're here to deliver on the promise of giving you the perfect reason to stay home.



One of the best benefits of the Pickaxe Workshops was the ability to focus time and effort on communications. Often a lost art, creating a message is typically rushed and may not effectively target your audience. Just like strategic planning retreats (which every community should regularly conduct), a communications workshop can be just the ticket to help elevate your ability to demonstrate positive achievements.

Colorado's Main Street communities are pioneers. They are reinventing the traditional path to success and are determined to make a difference. For more information on the Pickaxe Project or to find out how your community can join the downtown grassroots revival, contact **Gayle Langely** at gayle.langely@state.co.us at the Colorado Main Street Program.

Community messaging helped to identify storylines of how people talk about the great things their hometown offers through a series of Main Changers.



HISTORIC ELIZABETH
WINE
— IN THE —
PINES

The Pickaxe workshop helped create a graphic identity for the Wine in the Pines event, leveraging the Main Street's brand equity with the popularity of this annual event.



About the Pickaxe Team: **Matt Ashby** is a trailblazer in community development. After 15 years in local government as a planning director, Matt has translated his experience into helping communities succeed as a consultant for Ayres Associates. **Ben Muldrow** is a graphic designer and marketing guru, pioneering the art of place branding to help towns and regions promote their stories. With a passion for small business, Ben owns and operates Arnett-Muldrow and Associates. For more information contact **Matt** at AshbyM@AyresAssociates.com or **Ben** at ben@arnettmuldrow.com and don't forget the power of the Pickaxe.

AYRES+ARNETT MULDROW=A partnership that works

Ayres and Arnett Muldrow have a long partnership of teaming or collaborating on jobs from the shores of Florida to the mountains of West Virginia, to a long and dynamic collection of work throughout Colorado and Wyoming. As an urban planning firm who truly paved the path of modern community branding, the partnership and connection with Ayres just made sense. In 2019, we were tasked with the creation of a comprehensive toolkit for economic development storytelling. We traveled the state and developed what we called Pickaxe, the tools to mine your community's personality and craft a true Character Based Economic Development platform. We created and grew this platform to now include 25 communities across the state.

Ayres and Arnett Muldrow place the same value on engaging the community, embracing the passions of the people, and creating solutions that work.



ARNETT MULDROW CO BRANDING





MERCER ST. GRASSROOTS REDEVELOPMENT

Princeton, WV

The Princeton Renaissance Project selected Ayres to lead a reimagining of Mercer Street, Princeton's downtown district. After a history of negative impressions, recent progress is changing the economic fortunes of this area.

Working to build upon the positive, Ayres hosted an "immersion workshop" to explore the textures, colors, and stories that define the essence of change on Mercer Street. From these discussions we created the new storyline describing how Princeton is changing and encapsulating it into a place brand and tagline reflecting a new future for Mercer Street that builds upon its assets. Welcome to the Mercer Street Grassroots District, where craft, commerce, and culture come to thrive!

Since the launch of the brand, no less than eight new businesses have launched, with confidence bolstered by a shared sense of pride and optimism. New ventures to join the Grassroots movement include Appalachia Coffee House, Sophisticated Hound Brewery, and Blue Ridge Bee Company. Ayres also helped launch the branding with a rollout video: <https://youtu.be/ZoRfGfnf-iY>



MERCER STREET GRASSROOTS REDEVELOPMENT



Following the success of the Grassroots District branding, momentum continues to build in Princeton. Ayres is proud to have supported several additional community development initiatives, including establishment of a wayfinding program, creation of a streetscape handbook, and generation of a redevelopment vision for Copeland Square Park, the community's preeminent downtown gathering space.

As redevelopment has progressed, reimagining Copeland Square evolved into detailed planning, including construction cost estimating and support assistance in the completion of application materials for a Land and Water Conservation Grant.





HUGO MAIN STREET ASSISTANCE

Hugo, CO

Hugo is home to 765 pioneering spirits hell-bent on making a difference on Colorado's high plains. With a busy state highway and bustling commercial district, Ayres provided strategic planning to help them launch a Main Street program to aid in focusing the energy of these passionate residents. Working under a technical assistance grant through Colorado Main Street, Ayres listened to the aspirations of local leaders and translated their enthusiasm into a mission and vision to guide day-to-day activities. We helped define a series of actionable steps, packaged in a strategic plan to help drive forward progress.

As is common with new organizations, Hugo Main Street needed help finding their voice and communicating the purpose of the organization. Partnering with Ben Muldrow, Ayres rolled out our signature Pickaxe Economic Impact Toolkit, establishing a brand identity and vernacular for the program. Hugo is a special community, and this process



helped to tap into their local pride to encapsulate what's unique. The messaging offers economic boosters with persuasive language to help draw new business while offering locals an understanding of why the program is important. To help in addressing the question, "What is Hugo Main Street?", our team packaged elements into a rollout video to launch the program and build momentum. Have a look at our Hugo Rollout Video at <https://youtu.be/sfDiXXgqx2M> or scan the QR code at right with your mobile device.

Why do we love Hugo? Ayres knows that working in small communities can bring huge results, and Hugo Main Street is well on its way to big things!

Project deliverables included strategic planning, workplan development, branding, and communications.





STRATEGIC PLANNING + BRANDING

Granby, CO

Ayres has been active in planning for Granby's future for several years now. Engaged to assist the Granby Chamber create a strategic plan in 2018, Ayres helped focus the organization on its three primary activities: *We are the Partner of Business, the Activator of Place, and the Navigator for Our Amazing Visitors. Our efforts are focused on fostering an exceptional hometown environment, supporting a backdrop for thriving business, all while providing locals and guests an unforgettable mountain experience.*



The brand evolved to help tell this story. With assistance from Ben Muldrow, the three-part mission was illustrated effectively. Yet during a refresh of the Strategic Plan in 2020, it became clear that the identity organization needed another look. To help reintroduce the entity to the community, and to launch a new future, the Granby Chamber will be repositioning itself to better reflect its mission beyond traditional Chamber initiatives. While still focused on supporting business, activating main street and crafting great experiences, the new name and branding will allow the organization to navigate a new future to achieve great things. This transition also welcomed organizing key initiatives around the Main Street 4-Point Approach, helping organize volunteer and staff initiatives. With all the pieces in place, the Chamber launched a refreshed

mission and vision, along with a work plan to aid in prioritizing initiatives focused on their mission to assist business, promote placemaking and cultivate great experiences for locals and visitors alike.

(This project was paid for with the support of Colorado Main Street.)



COLORADO MAIN STREET CONSULTING

Various Locations, Colorado

Main Street districts face a unique set of challenges that often change on a daily basis. Understanding this dynamic is what sets Ayres apart – we know what it's like to serve on the front lines of community revitalization. This experience has helped us to structure several assistance programs that have been deployed by the Colorado Main Street Program. We are pre-qualified to deliver services to all of Colorado's 22 certified programs.

Whether it's starting up a new program, or refreshing a seasoned Main Street, our team has the expertise needed to jumpstart actionable strategies. Here are a few of the services we've provided over the years:

[Board of Director's Handbook/Training](#)

This toolkit was originally developed for the State Program, with a handbook containing helpful hints and tips for managing a board. This program is offered annually to Main Streets who might have experienced board turnover or just need a refresher on best practices.



COLORADO MAIN STREET CONSULTING

Strategic Planning

Creating a vision and communicating your purpose are critical to creating a well-functioning organization. Ayres has completed plans for a dozen communities, helping to align their mission and vision with key committee activities.

Annual Workplan

As a spinoff from Strategic Planning, developing annual workplans is an important element of Main Street activity. Prioritizing action items is essential, as is outlining the necessary step-actions so volunteers and staff know the process to advance complicated community development endeavors. We often pair our workplans with How-To Guides that provide a deeper dive into critical activities so our program managers aren't left high and dry.

Special Project Studies

If you've got a great idea, we have the folks who can explore how to make it a reality. Ayres has been hired on by Main Streets to explore key projects and initiatives, including feasibility studies, fiscal market analysis, redevelopment strategies and wayfinding programs. We enjoy bringing a four-point approach to projects by thinking through how each of the points might be relevant.

Development Assistance

Our team has extensive experience facilitating redevelopment projects – with projects totaling over \$100 million and counting. We can assist with developer recruitment and selection, incentive and deal structuring as well as TIF financing. Our history working with CRAs, URAs, and DDAs will bring expert knowledge to your side of the negotiations.



Signature Workshops/Deliverables

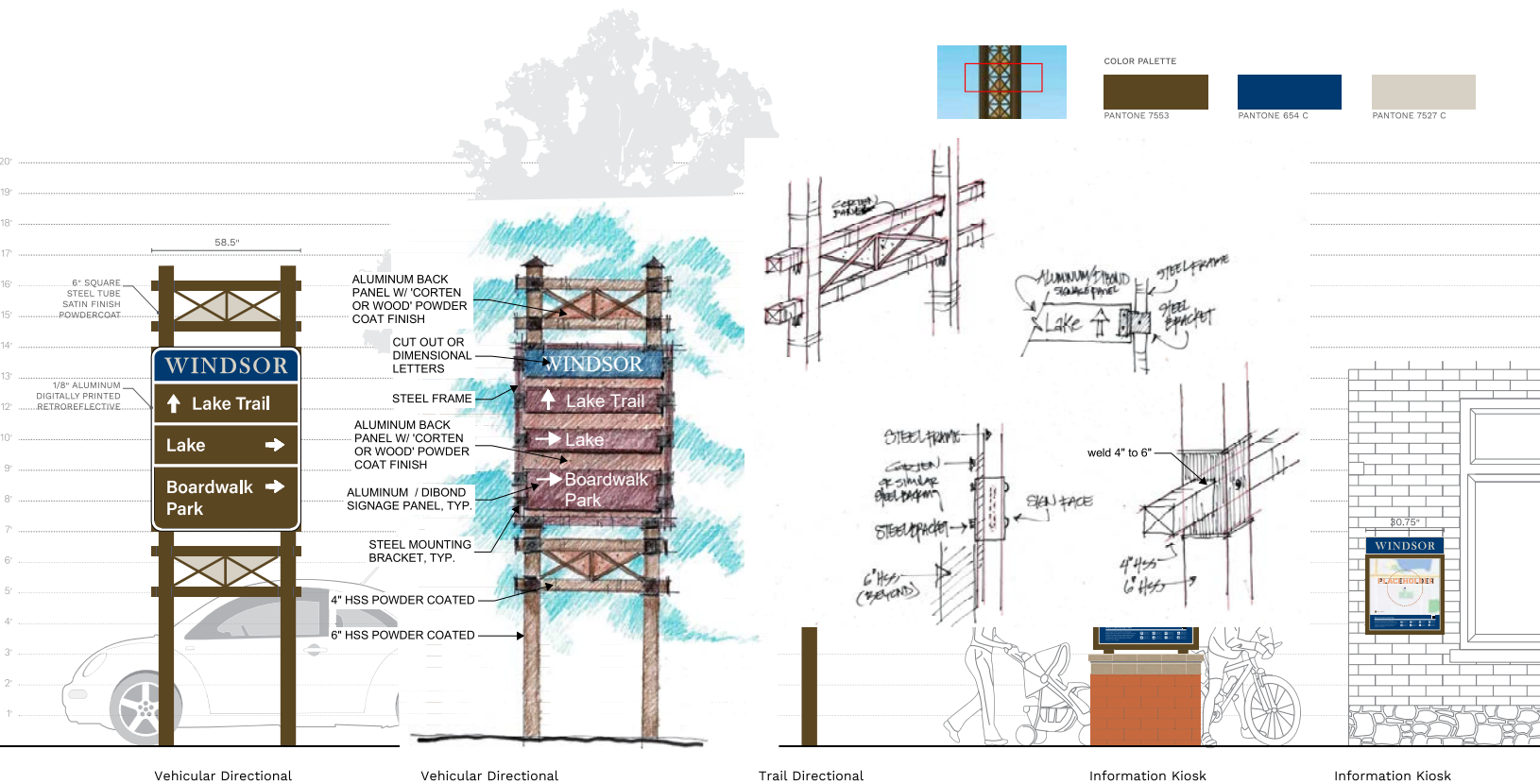
When Colorado Main Street needed innovation, they turned to Ayres for help. Our team is able to work with State Coordinating Programs to develop solutions that deliver results. The following offerings demonstrate our innovation and programs that could be tailored to the needs of your communities.

Pickaxe – Storytelling for Economic Success

When Main Streets face increasing competition for finite resources, they must be able to effectively demonstrate impact. Yet we've found too often that our programs are bashful in promoting their results. Pickaxe was developed in conjunction with Ben Muldrow to deliver toolkit that teaches managers how to communicate effectively to key audiences. Packaging storythreads with visual branding, this workshop is one of our most powerful and effective!

Futures Visioning – Strategic Planning for Economic Success

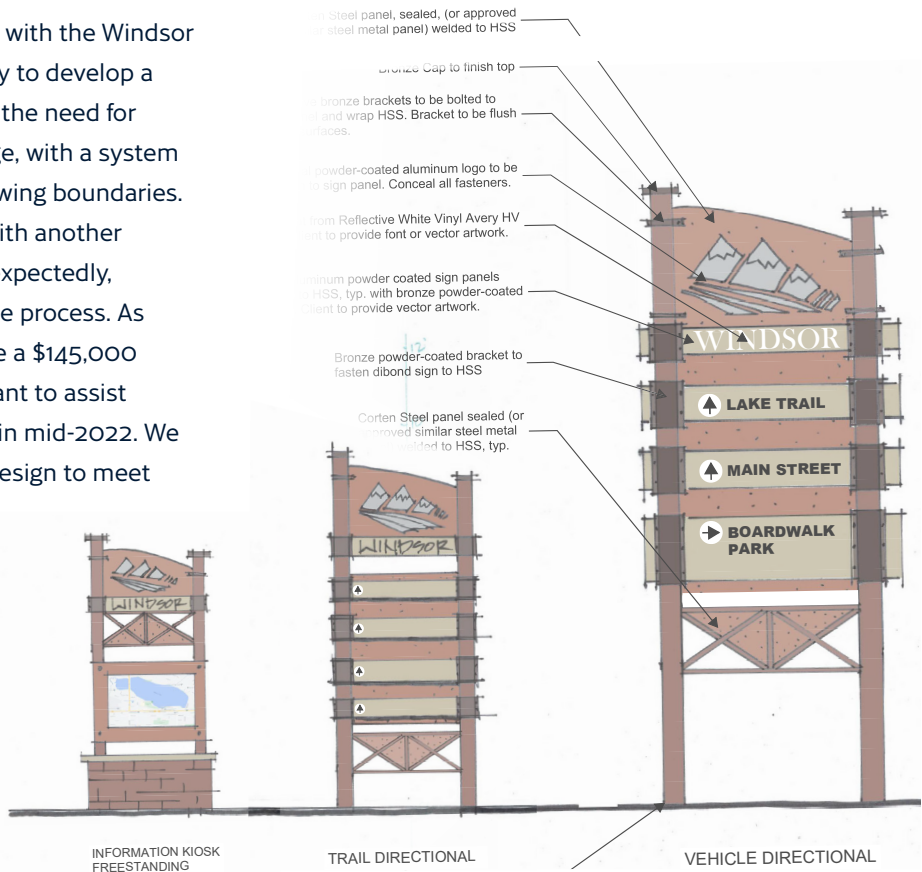
Organizing an economic development strategy can be overwhelming and somewhat foreign to Main Street organizations. In fact, we find that Economic Vitality is often the most difficult point for programs to effectively implement. Using our engaging workshop structure, our team is able to quickly identify key action items to promote economic growth.



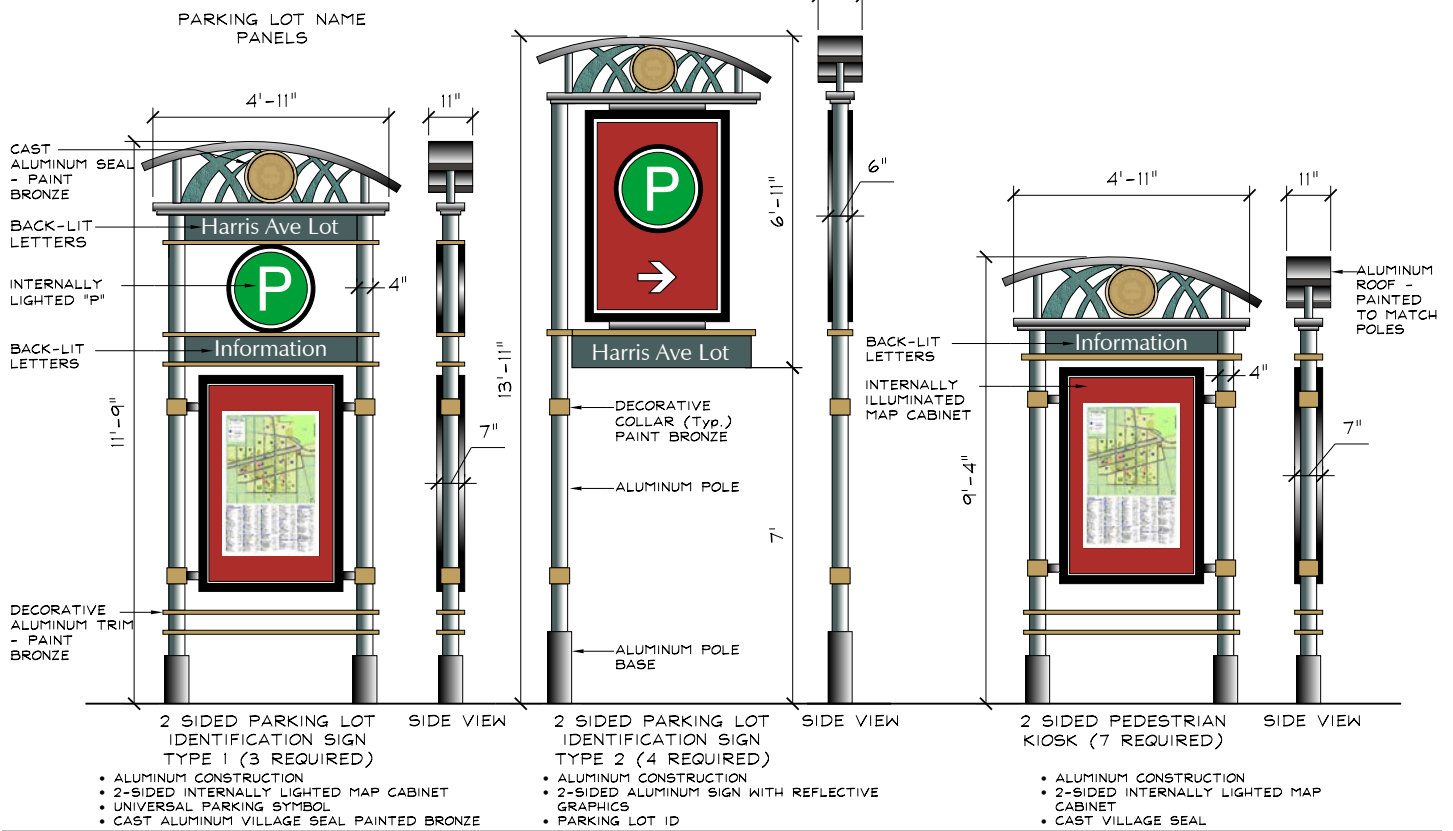
WINDSOR WAYFINDING

Windsor, CO

The Ayres Team has been working with the Windsor Downtown Development Authority to develop a wayfinding package that balances the need for character-based downtown signage, with a system that can expand to the Town's growing boundaries. After having started the process with another firm, who dropped the project unexpectedly, Ayres has been working to right the process. As DDA staff, Ayres has helped secure a \$145,000 CDOT Revitalizing Main Street Grant to assist with installation of the first phase in mid-2022. We have been working to adjust the design to meet CDOT Region 4 requirements, while also providing signage that reflects the unique identity of Windsor. This recent experience provides us with the insight needed to make sure your project is designed for implementation.



Parking Deck



CENTRAL BUSINESS WAYFINDING

La Grange, IL

The Village of La Grange desired a system of wayfinding signs and information kiosks directing visitors to points of interest and destinations within the Village's Central Business District. The scope included the production of a base map for the study area, concept designs, master plan, preliminary design and location plan, map graphics, final design and bidding documents, bidding, contract award recommendation, construction administration, shop drawing review and approval, color selection, fabrication and installation review, and final acceptance.

Sign types included parking lot/ramp directional entry signs, pedestrian informational kiosks, and directional wayfinding signs.



BICYCLE/PEDESTRIAN WAYFINDING

Multiple WI Locations

The design of pedestrian and bicycle wayfinding sign systems can be similar to designing an effective system for vehicles, but the attention that Ayres pays to the needs and experience of users on foot and bike can take that design to another level.

Wayfinding signs for pedestrians and cyclists should also consider providing distances to destinations, measured in miles or minutes walked, and the location of amenities such as public restrooms.

These wayfinding networks may also incorporate informational kiosks or interpretive signs that enrich the user experience and ensure that they can confidently plan a trip tailored to their interests and abilities. Photo is from Whitewater, WI project.



VEHICULAR WAYFINDING

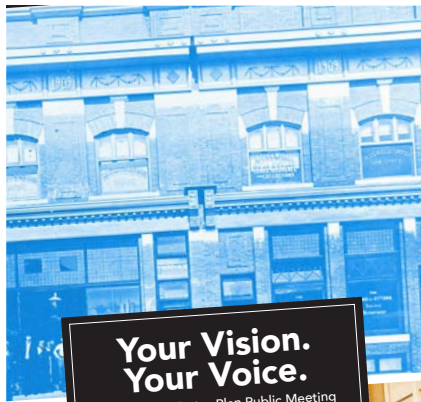
Greenfield, WI

As part of the Layton Avenue resurfacing project, Ayres provide streetscape design services to enhance the aesthetics and safety of the community's City Center. This project creates a character for this section of Layton Avenue. The design leads users to the City's core while still being low maintenance.

The City Center section will be a dynamic entryway into downtown Greenfield. Gateway features, custom light poles, colored pavement and landscaping distinguish the City Center from the adjoining area. A project-themed custom fence reinforces the site design while discouraging mid-block crossing. Ayres' work includes the development of a community-wide wayfinding system that builds off the theme of City Center improvements.



ARNETT MULDROW EXPERIENCE



insulting team will be sharing as and gathering reaction.

uesday, April 19th from 6:30-8:30 PM at 120 Central Ave. N.

rovide your input TODAY at w.downtownSwiftCurrent.ca and fill out the survey!



Laramie, Wyoming

Client Contact

Trey Sherwood
Executive Director
Laramie Main Street Alliance
115 Iverson Ave
Laramie, WY
307-760-3355
Downtownlaramie@gmail.com



Arnett Muldrow and Orion Planning Group led a team of firms that completed a downtown master plan update for Laramie, Wyoming. The plan included a detailed look at the development opportunities in downtown including the expansion of the district northward and better connections along Iverson and University Street between the University of Wyoming and downtown.

Finally, the plan addressed a way to coordinate the multiple organizations that were each playing a role in the revitalization of downtown: Laramie Main Street, the Downtown Laramie Business Association, and the Downtown Development Authority (which had been defunded for a number of years). The recommendation of the Laramie Main Street Alliance allowed for each organization to maintain its distinct identity while being allied with an umbrella organization that follows the national Main Street model. Laramie has already started implementing the marketing components of the plan and is working on several of the key redevelopment sites.



The plan included a comprehensive branding and marketing strategy that unified the image of the community around a theme that juxtaposed its western image with that of a sophisticated college town.

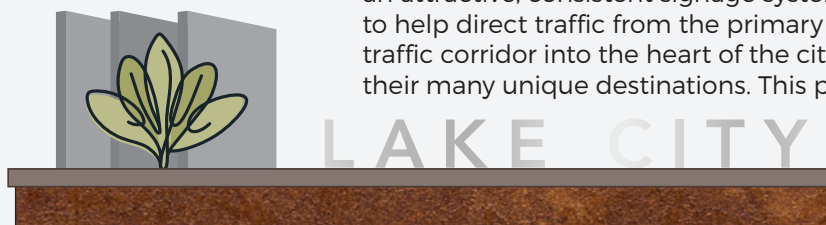


Lake City

South Carolina

Client Contact

Randy Wilson
 Project Architect
 Greater Lake City Community
 Development Office
 randylwilson@me.com
 803.240.9050



In 2017, Arnett Muldrow was hired by Greater Lake City Community Development Office to develop a wayfinding master plan for Lake City, South Carolina.

The goal of the wayfinding master plan was to cultivate the visitor experience, generate community pride, and develop an attractive, consistent signage system to help direct traffic from the primary traffic corridor into the heart of the city to their many unique destinations. This plan

also included pedestrian signs, parking signs, custom street signs, and recommendations for signage for the Sauls Street character district.

This system was inspired by the historic architecture and agricultural heritage of downtown Lake City.

The process consisted of reconnaissance of existing conditions, stakeholder roundtable sessions, identifying and ranking system destinations, designing sign typology, developing a sign schedule, as well as providing cost estimates phasing strategies and for implementation.





“From the beginning, Ayres staff took ownership of the project, demonstrating a unique passion that resulted in a quality design. The Ayres team worked collaboratively with City staff and Council members to create a place that the whole community can be proud of.”

Michael Golat
Administrator, City of Altoona

References

The quality of our services is demonstrated by the extent of repeat business we enjoy from our clients; we believe this is a true reflection of our clients' satisfaction toward our overall performance.

Our experience has shown us that close and open communication with our clients is the foundation for a successful working relationship. We place a high priority on understanding our clients' needs, openly addressing issues, involving clients in decision-making, and resolving project concerns. In every project we undertake, our goal is always client satisfaction.

We invite you to contact the references listed below for a firsthand account of our work.

City of Granby, CO Chamber of Commerce

Lauren Huber
Executive Director
970.887.2311
lauren@granbychamber.com

City of Princeton, WV

Lori McKinney
304.425.6425
lori@princetonrenaissanceproject.org

Colorado Department of Local Affairs

Gayle Langley
720.498.0563
gayle.langley@state.co.us

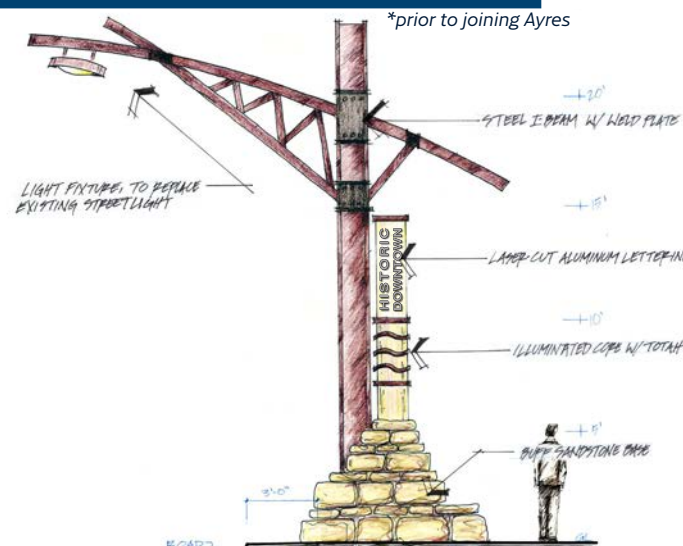
Town of Hugo, CO

Gillian Laycock
Main Street Program Manager
720.278.1757
hugomainst@gmail.com

City of Laramie

Trey Sherwood
Laramie Main Street Alliance
307.760.3355

EXAMPLE OF CRAIG'S CONCEPT WORK



UNDERSTANDING/APPROACH





Understanding and Approach

The Town of Johnstown is embarking on an exciting journey, with the potential to generate economic opportunities, create a Town identity that captures the essence and instills a sense of pride, and raise awareness of the existing community assets and amenities that are at the heart of what makes Johnstown a great place to live, work and play.

That's what's so exciting for us, working with you to showcase all the great places and energy the Town of Johnstown has to offer.

As noted in our cover letter, we've worked with, as well as managed, downtown organizations. This unique experience sets us apart and has helped us craft our approach, both in community engagement and messaging. Successful branding relies on meaningful outreach, historic research and site-specific context. We rely on our experience and expertise to ensure these ideas are carried through so that the end result is actionable, constructable, and implementable over time as funding is secured.

“I like the direct nature both Ben (Muldrow) and Matt (Ashby) have. They aren't afraid to tell it how it is and position themselves as experts on the matter. Instead of coming into a community and being meek, they take the time to know the community and then deliver very powerful (and might I add, accurate) results.”

Chelsea Rosty,
Former Main Street Manager
and Director of Business
Innovation & Tourism

City of Montrose/Montrose DART



While on our walking/biking tour after learning of this effort in Johnstown, we had the opportunity to explore and also got to briefly chat with some new residents out and about with their two young kiddos. They had just moved to town a week prior, and shared with us a main draw for them was the great amenities (YMCA/Library) and the infrastructure already in place.





4-Part Community Engagement Process

(supplemented with on-line community pages, newsletters and stakeholder & Town staff meetings)

Our approach to your project will be tailored to the 3 phases outlined in the following pages, but generally we see a successful approach including the following:

Part 1: Walking Tour with Town staff and key stakeholders, followed by an intro/kickoff public meeting that will serve as both informative outreach as well as a general overview of the project's goals & objectives.

Part 2: Public workshop focused on exploring the heart and personality of Johnstown. Participants will be guided through several activities, including but not limited to location and asset mapping exercises, visual preference dot voting, and a values wall where citizens can write down or draw what they love most about Johnstown. The workshop will conclude with the presentation of preliminary sketch concepts informed by the input gathered.

Part 3: Public Presentation with refined concepts for the Downtown Brand and how we arrived there.

Part 4: Brand Launch Party with social media campaigns, downtown newsletters and flyers, and an event at a community park (YMCA/Eddie Aragon Park) with music, games and branded swag.



WE KNOW THE SIGNS!

Ayres has been developing wayfinding systems and landmark gateways for communities for more than 20 years. Our team possesses the experience and creative zeal necessary to build wayfinding systems that reflect the unique character of a community while being buildable, affordable, and compliant with local and state regulations and guidelines.

Our proven design approach includes three critical components that help us deliver effective and attractive wayfinding signage:

1. Active involvement of staff members, community stakeholders, and the public;
2. Branding and thematic identification that builds on public input and capitalizes on a place's reputation and personality;
3. Relationships with sign manufacturers enabling us to verify that our design solutions are easy to read, viable, and cost effective, as well as attractive.

SERVICES

- Wayfinding master planning
- Downtown wayfinding
- Bicycle/pedestrian wayfinding
- Vehicular wayfinding
- Campus wayfinding
- Interpretive signage
- Kiosks
- Gateway signage
- Themed signage
- Mockups

PHASE 1: DOWNTOWN BRAND IDENTITY DEVELOPMENT

Getting to the essence of a community is what Ayres does best. Our proven track record of helping over 25 communities throughout Colorado create unique identities that capture the character, history and energy, while providing marketable, memorable brands that are celebrated and instill a sense of pride in the community is what our Team will bring to the Town of Johnstown.

Task 1: Community Engagement

Our Team will kick-start the process of engagement with a variety of tools and approaches. Our 4-Part community engagement process allows for meaningful listening and incorporating ideas, developing and distilling concepts, iterative exchanges, and final presentation and celebration event for the resulting Brand.

Task 2: Historical Context and Future Horizons

Taking a deep-dive into the history of the Town of Johnstown is critical to understanding the heart of the community and character. It takes more than a Wikipedia page scan to get to truly know and understand where you came from and where Johnstown is going. We've worked with similar communities that are attracting families and growing beyond anyone's projections. We bring an understanding of how to embrace growth and ensure the character and sense of place remains intact.

Task 3: Brand Strategy Development & Presentation

It's critical to bring the Town's identified stakeholders along on this journey. Getting early participation results in buy-in and champions of the Brand and it's eventual roll-out. Engagement in the process will result in partners, and the Ayres Team is well-versed in leading diverse groups of folks through a consensus-building effort that ensures all voices are heard and everyone feels a sense of ownership to the resulting designs.

Task 4: Implementation and Launch Event

Creating a Brand is half the battle, successful implementation throughout the Downtown is an entirely different feat. We have lessons-learned and strategies that can dramatically impact the awareness and embracement of the Brand so that it's adopted and promoted as an asset to the Downtown community.

Deliverables for Phase I :

- Brand Guidelines for production for all utilized platforms
- Summary Report of the research and engagement process and feedback received
- Brand identity toolkit for reproducing Brand
- A Brand that is both unique to Downtown that compliments or incorporates the existing Town branding



EXAMPLE OF CRAIG'S CONCEPT WORK

**prior to joining Ayres*

PHASE 2: WAYFINDING PLAN

Every journey should have a good map and a path to the destination. Our Team will deliver a guiding document that identifies the comprehensive vision of the wayfinding elements throughout the Town, that can be flexible and adaptable to meet the needs of the future and the unexpected.

Task 1: Develop Town Master Wayfinding Plan

Ayres will develop a Town master plan (map) identifying all the types of signs and locations. The Town can then use this as a reference tool, as well as a checklist, marking off completed portions as funding is procured and installations are completed. Classification of signage types will be identified to ensure the goals of guiding all users throughout the corridor.

Task 2: Develop a Phasing Plan

Complimenting the Town Wayfinding Master Plan, Ayres will develop a phasing plan for installation that will not only help to plan budgets, but also identify a hierarchy for priority locations that will have the most impact as funding is secured.

SHOW ME THE MONEY!



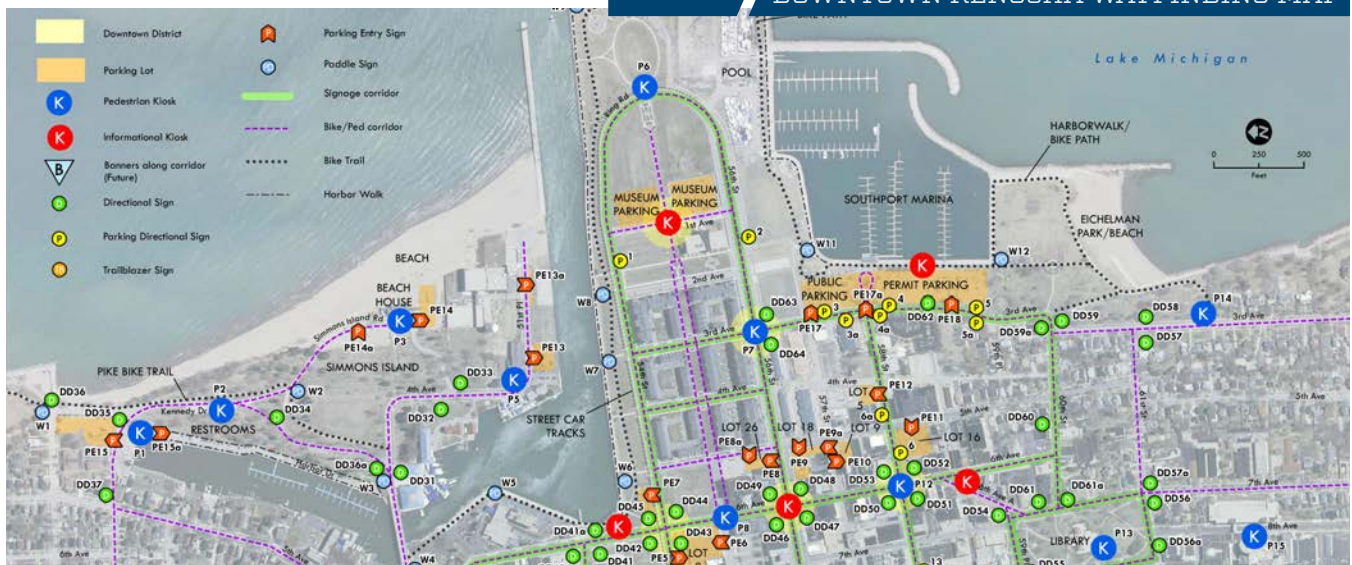
Ayres knows that innovative plans require funding to get off the ground. As part of our process, we propose that Johnstown consider submitting a grant to the CDOT Revitalizing Main Streets program. **Wayfinding is a fundable project** and we've already written **7 successful** applications for this program. With awards up to \$150,000, your wayfinding program could start out with a bang!

Deliverables for Phase 2 :

- Town Wayfinding Master Plan document.
- Phasing Plan for budgetary and prioritization.



DOWNTOWN KENOSHA WAYFINDING MAP



PHASE 3: DOWNTOWN WAYFINDING PLAN

With the Branding and Location Plan established, our Team of experts will identify opportunities for applying / implementing the Branding in a variety of creative ways and in distinctive locations that maximize the impact and benefit to the community and all audiences. We will dial-in the location plan to identify the key public assets and an additional phasing plan if needed.

Task 1: Downtown Signage Program

Ayres will work to develop the signage program, identifying designs for each of the sign classifications, types and mediums, specific to their inherent audiences as well as proposed locations. **Our in-house traffic engineer, Nathan Silberhorn**, can provide essential insight for the related requirements for crosswalk/ pedestrian markings, and any CDOT regulatory hurdles that may come along the way.

Task 2: Bidding Documents

This is where the rubber meets the road. The Town will benefit from our Team's experience as urban designers, landscape architects and planners. We bring a wealth of experience in construction documentation and specifications. Our approach to QA/QC ensures we deliver designs that are complete, coherent and constructable. We have relationships with various fabricators that we can engage along the way for budgeting and savings opportunities.

Deliverables for Phase 3 :

- Signage classification and location plan
- Bid Documents including construction drawings and specifications.




Our **in-house structural engineer, Jacob Zander** will provide the engineered foundation designs, and our **in-house electrical engineer, Matthew Tisdell** will provide any associated lighting design for the monuments and signage.

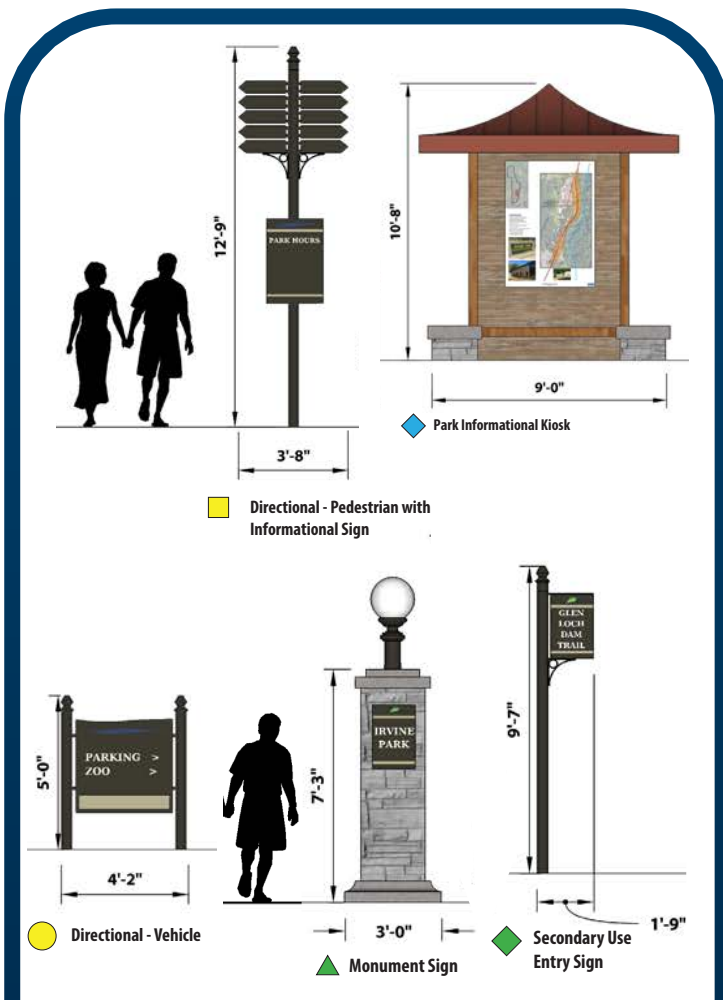
EXAMPLE OF CONCEPT WORK



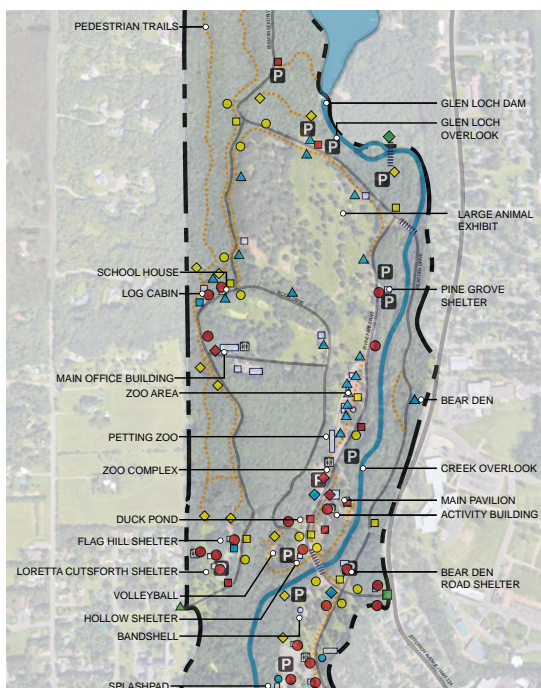
SCHEDULE & FEES



												
	2022										2023	
	April	May	June	July	August	September	October	November	December	January	February	March
PHASE 1: DOWNTOWN BRAND IDENTITY												
Meeting(s) with Town & Stakeholders (On-site)												
Research and Site Visits / Interviews (On-site)												
Public Engagement Sessions (On-site)												
Brand Strategy Development												
DELIVERABLE: Present Preliminary Findings and Concepts to Town / Stakeholders (On-site)												
Branding Concept Refinement												
DELIVERABLE: Present Final Branding Concept to Town Council (On-site)												
Branding Launch Events (On-site)												
PHASE 2: TOWN WAYFINDING PLAN												
Identify signage classifications & Locations (On-site)												
Identify Signage Phasing and Budgeting												
DELIVERABLE: Town Wayfinding Plan & Phasing Document												
PHASE 3: DOWNTOWN WAYFINDING PLAN												
Develop Signage Programming & Key Public Assets (On-site)												
Develop Bidding Documents Drawings and specifications												
DELIVERABLE: For-Construction Drawings & Specifications (Bid Docs)												
Note: All stakeholder and public meetings, presentations and meetings are intended to be in-person and will comply with State and/or local public health orders as the final determinant. Periodic progress check-in meetings with the design team may be virtual if pre-determined and agreed upon by the Town.												



**CHIPPEAWA FALLS IRVINE PARK
WAYFINDING SYSTEM**



PHASE 1: DOWNTOWN BRAND IDENTITY	
On-Site	Project Kickoff Meeting
	Outreach Strategy
On-Site	Site Visits / Historical Research
On-Site	Stakeholder Meetings
On-Site	Public Workshops
	Brand Development
On-Site	Presentations (CC/PC)
	Bi-weekly Team meetings
On-Site	Brand Launch Event
SUBTOTAL	\$48,860

PHASE 2: Town Wayfinding Master Plan	
On-Site	Signage Locations
	Mapping / GIS
	Budgeting ROM / Phasing
SUBTOTAL	\$19,100

PHASE 3: Downtown Wayfinding Plan	
On-Site	Key Public Asset Identification
	Develop Bid Package
	Drawings & Specifications
SUBTOTAL	\$42,540

Total Johnstown Branding & Wayfinding	
SUBTOTAL	\$110,500
Reimbursables	\$3,000
GRAND TOTAL	\$113,500

*hourly breakdown by staff and task can be made available at the Town's request.