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1902

Town of

Johnstown



2021 JOHNSTOWN AREA COMPREHENSIVE PLAN

November 2021



ACKNOWLEDGMENTS

COMMUNITY MEMBERS

Thanks for your continued dedication throughout the planning process. Your input was invaluable in the creation of this plan.

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 Jason Grentz
 Jessica Salo
 Larry Storms
 Lila Montez (former member)
 Patricia Kiovsky (former member)
 Paul Kingsolver (former member)
 Scott Hayward



PLAN AT A GLANCE

THE PROCESS

This Plan was a community driven process that listened to and responded to those that live, work, and play in Johnstown; ultimately giving the community an opportunity to develop policies and programs that are shaped by them and for them.

COMMUNITY INPUT



19
 STAKEHOLDER
 INTERVIEWS



1,238 ON-LINE
 QUESTIONNAIRE &
 QUICK POLL RESPONSES



1,200 FACEBOOK
 PARTICIPATION
 (SHARES, LIKES,
 COMMENTS, ETC.)



7
 PLAN AUDITORS



7 STEERING COMMITTEE &
2 COUNCIL WORK SESSIONS



VIRTUAL TOWN HALL WITH
700 VIDEO VIEWS

THEME IDENTIFICATION



**DIVERSE (COMMUNITY,
 ECONOMY, & LAND USES)**



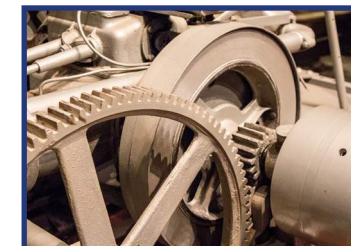
**SMALL TOWN,
 FAMILY FRIENDLY**



**ALTERNATIVE & SAFE
 TRANSPORTATION MODES**



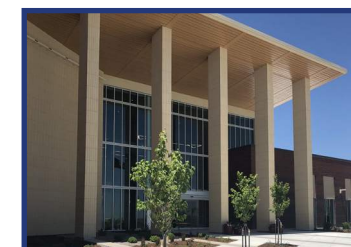
**PRESERVED HERITAGE,
 FARMLAND, & OPEN SPACE**



**FORWARD THINKING,
 ADAPTIVE**



**VIBRANT HISTORIC
 DOWNTOWN**



**CONNECTED
 (PEOPLE & PLACES)**



**IMPROVED OUTDOOR
 RECREATION**

WHAT WE HEARD: OPPORTUNITIES TO MAKE OUR TOWN MORE...

RESILIENT	VIBRANT	CONNECTED
<p>Maintain natural buffers around town.</p> <p>Encourage a balance of land uses.</p> <p>Diversify housing stock.</p> <p>Preserve agricultural heritage.</p> <p>Enhance cultural experiences.</p> <p>Preserve historical architectural heritage.</p> <p>Work to support strong fire and school districts.</p> <p>Mitigate floods and natural hazards.</p>	<p>Needed services:</p> <ul style="list-style-type: none"> » Grocery store/drug store » Light industrial/Employment » Big box commercial » Medical <p>Attract more retail, restaurant, and entertainment options.</p> <p>Promote outdoor cafes, art galleries, hobby shops.</p> <p>Develop sustainable business opportunities.</p>	<p>Strong neighborhoods, connected to the larger community and to a wide range of recreational and wellness opportunities.</p> <p>Safe and accessible motorized and non-motorized transportation options</p> <p>Neighborhoods and businesses supported by reliable infrastructure, including broadband.</p> <p>Small town feeling of being welcome, safe, and engaged.</p> <p>Community activities and spaces that bring neighbors of all ages together.</p> <p>Relationship to surrounding natural lands and agricultural uses.</p>

GUIDING PRINCIPLE

Johnstown celebrates our small-town heritage built from strong agricultural roots. We promote dynamic approaches to innovation and new trends while maintaining our quality of life. Johnstown is a resilient, vibrant, and connected community that offers diverse and inclusive opportunities for generations of residents to live, work, and play.



THREE INTEGRAL THEMES



1. Johnstown is Resilient

Johnstown's culture, values, and mix of land uses, services, and natural amenities cultivate our high quality of life and adaptability as a resilient community.



2. Johnstown is Vibrant

Johnstown is a vibrant community that leverages our walkable, historic downtown, and traditional neighborhoods, with new innovative commercial and residential areas, offering diverse opportunities to enjoy and create lively and thriving business areas, neighborhoods, and civic spaces.



3. Johnstown is Connected

Johnstown provides a purposefully-designed and connected network of neighborhoods, transportation routes, events, services, and spaces to create a safe and inclusive environment for our diverse and growing community.

THE RESULT

Using the Guiding Principle and Integral Themes as a foundation for the Johnstown Area Comprehensive Plan, the community-informed opportunities were turned into the below overarching policies statements to direct the future of our town. As Johnstown continues to grow, it is important that residents, businesses owners, and governmental and non-governmental groups, among others, keep these policy statements present in their day-to-day work to ensure that conversations and actions contribute to making Johnstown a more resilient, vibrant, and connected community.

OVERARCHING POLICY STATEMENTS

WHERE WE LIVE



Where we live should be a safe and connected network of neighborhoods that offer all residents opportunities to live, work, and play in Johnstown.

WHERE WE WORK & SHOP



Where we work and shop should capitalize on our historic downtown, agricultural heritage, and strategic location along the I-25 to cultivate businesses that can offer diverse jobs and services –strengthening our community resilience and maintaining our vibrant community character.

WHERE WE PLAY



Where we play should incorporate natural and cultural values to develop and support year-round recreational opportunities that are inclusive of and accessible to all and that contribute to the health and wellbeing of our diverse and growing community.

HOW WE MOVE



How we move should rely on safe and inclusive multi-modal transportation options that connect residents and visitors with each other and to jobs, services, and recreation opportunities within and beyond town boundaries.

WHERE WE SERVE



How we serve should provide an efficient and consistent level of public services and amenities that are conducive to making our town resilient, vibrant, and connected.



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Where we Play



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CHAPTER 1: INTRODUCTION

WHY THE PLAN UPDATE?

Much has changed since the Town's last Comprehensive Area Plan, adopted in 2006. As one of the fastest growing municipalities in the Front Range, Johnstown has grown from approximately 8,900 residents in 2006 to an estimated 18,000 in 2020. While prior developments were dominated by residential subdivisions near the Town's traditional core, more recent developments have been dominated by mixed-use, retail, and employment projects in the Town's northwest. This updated plan anticipates and accommodates future growth within the Town's Growth Management Area (GMA) while working to connect and harmonize the traditional and newer areas of the town.

The development and adoption of a Comprehensive Plan is mandated through Colorado Revised Statutes (C.R.S. 31-23-206) to be used as a long-range guiding documents that provide the policy framework for implementing regulatory tools like zoning, subdivision regulations, annexations, and updates to Town codes and standards. Colorado State Statute also stipulates that Comprehensive Plans must remain relevant. For this reason, the Johnstown Area Comprehensive Plan (the Plan) is intended to be flexible, adapting to changing conditions and unanticipated events. The Plan is recommended to be annually audited for progress, and reviewed and updated every five years. Minor modifications may occur in interim years whenever major demographic shifts or policy changes occur that would impact the accuracy and direction of the elements in this Plan.

WHILE COLORADO'S LAW IDENTIFIES COMPREHENSIVE PLANS AS ADVISORY ONLY,

Zoning and land use regulations are meant to be developed in accordance with the Comprehensive Plan. Proposed land use changes are reviewed for compliance with the future land use map and goals in this Plan.

WHO IS THIS COMPREHENSIVE PLAN FOR?

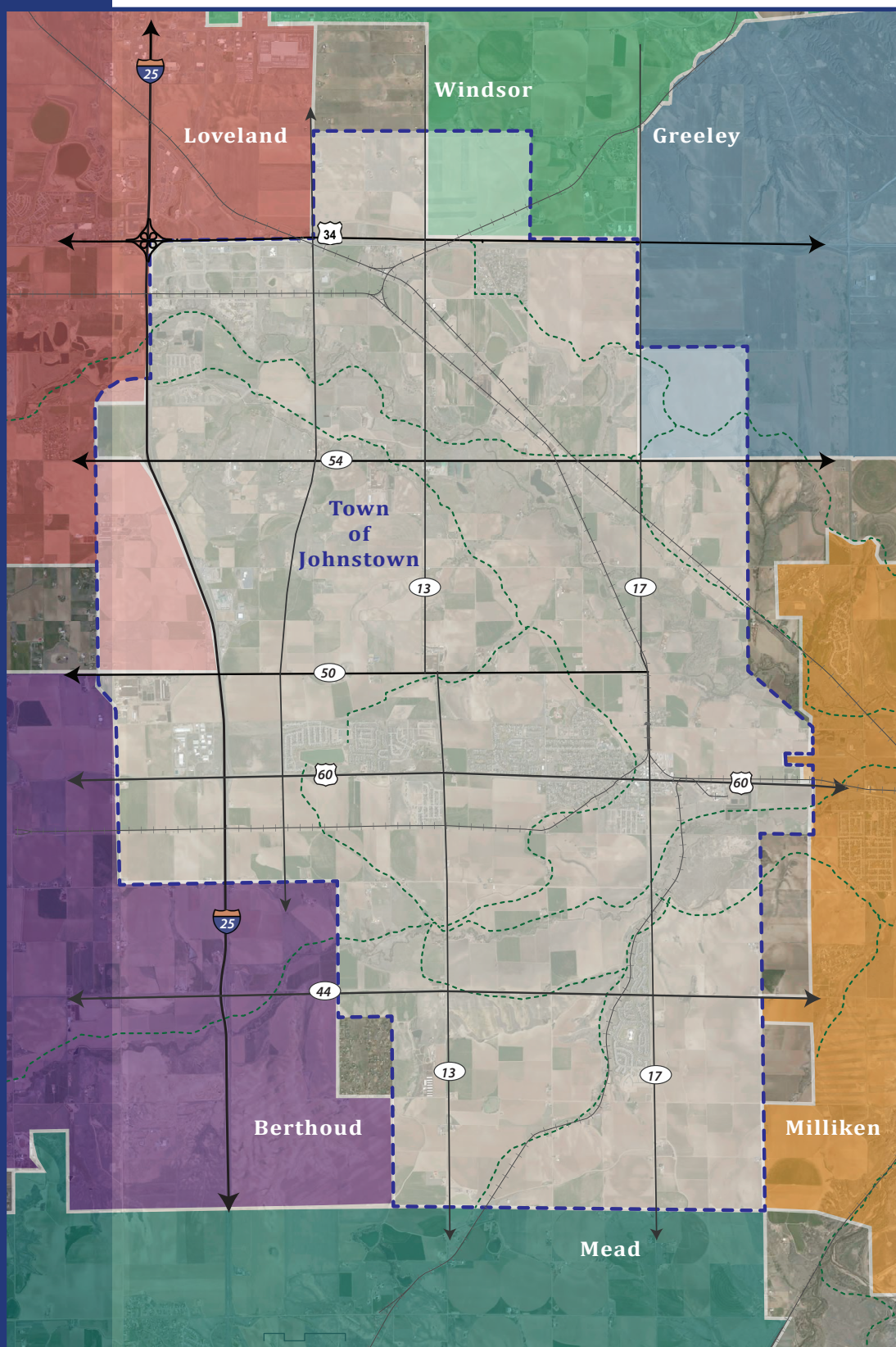
This Plan provides high-level direction for the future for the 48-square mile Growth Management Area (Map 1). This Plan is designed for Town leaders to guide and for community members to understand future development and redevelopment considerations for the Johnstown area from now into the next 20 years.

The Plan is designed for:

- Planning & Zoning Commission, Town Council, and Town staff to make decisions regarding:
 - Development applications
 - Provision and extension of community services and infrastructure
 - Regional coordination efforts with other jurisdictions and agencies
- Residents or potential buyers interested in the location of new streets, parks, trails, or community facilities and services; or how neighboring lands might develop.
- Business, property owners, or prospective developers interested in land use recommendations or development policies for their property.
- Adjacent jurisdictions interested in collaborating with the Town and managing their own growth and land uses.

The Plan can be used to inform updates and decisions based on Town plans for location and size of streets, parks and trails; improving our economic and activity centers; and guiding water, sewer, and other necessary infrastructure investments and improvements.

MAP 1. GROWTH MANAGEMENT AREAS

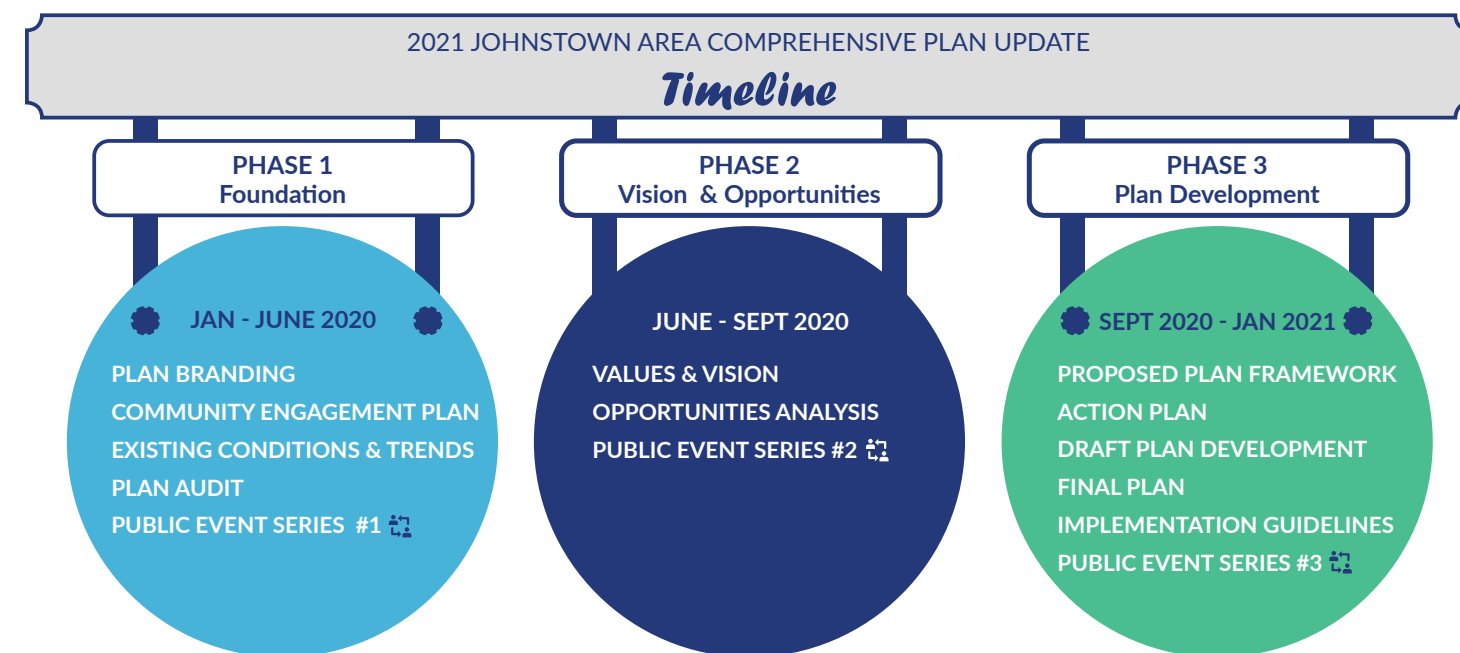


DEVELOPMENT OF THE PLAN

This Plan was developed with input from the community and the Planning & Zoning Commission, and will be adopted by Town Council. This work was done in three phases over a period of 13 months; from January 2020 to January 2021. As illustrated in Figure 1, all phases involved a public event series to listen to and respond to those that live, work, and play in the town. Community input served to substantiate existing policies and inform new ones, and to prioritize and direct implementable strategies. More importantly, it gave town residents an opportunity to develop policies and programs that are shaped by them and for them.

Outreach efforts were made possible thanks to contributions from key town staff who offered their invaluable support with day-to-day coordination, particularly as they navigated a heightened digital reality with the onset of the COVID-19 pandemic. Town staff supported the design and distribution of communication materials on the project's website and on the Town's social media platforms. They also assisted in distributing other tangible materials like yard signs and posters throughout the community.

FIGURE 1. PLAN TIMELINE



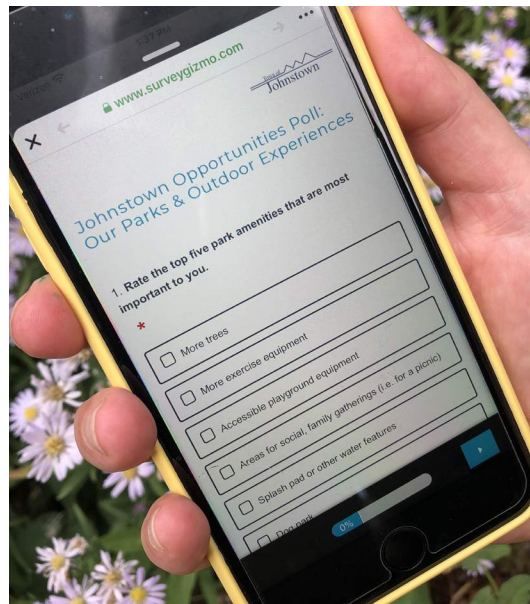
WHILE ENGAGEMENT EFFORTS TOOK PLACE PRIMARILY ON-LINE,

The community was notably adept in keeping connected and engaged. The Appendix includes a summary of the different planning phases, including the methods of and results from the community engagement activities.

Another group that played an instrumental role in supporting and informing the process, was the Steering Committee (SC). SC Members (below) were a sounding board during the planning process, ensuring that every step of the process was consistent with the character of the community. They accomplished this by being active participants throughout the planning process; providing thoughtful ideas and valuable feedback; weighing-in on decisions; collaborating with other groups, and evaluating and editing the final plan draft proposed to the Planning & Zoning Commission. The Town Council also had multiple opportunities to contribute to the planning process at different stages throughout the development of the Plan.

STEERING COMMITTEE MEMBERS

NAME	ORGANIZATION/ROLE
Alex Sauer	Rural/Ag Liaison
Amy Tallent	Town Council Liaison
Bruce Weber	Planning and Zoning Commission
Isaiah Flores	Planning and Zoning Commission
Jason Grentz	Planning and Zoning Commission
Larry Storms	Planning and Zoning Commission
Lila Montez	Planning and Zoning Commission
Patricia Kiovsky	Planning and Zoning Commission
Paul Kingsolver	Planning and Zoning Commission



ORGANIZATION OF THE PLAN

Chapter 2. Plan Foundation, highlights the elements that set the intention behind the Plan. Chapter 3. Johnstown Today, portrays a snapshot of existing conditions, accomplishments since the last Plan, desires from the community, and opportunities going forward. Chapter 4. Johnstown Tomorrow, presents the goals and strategies to achieve the Plan's guiding principle and integral themes. Chapter 5. Future Land Use, offers a conceptual framework for the location, density and intensity of future development. Lastly, Chapter 6. Implementation Plan, outlines the implementation strategies, anticipated timeliness, and resources to steer the future of Johnstown.

RELATIONSHIP TO OTHER PLANS

This Plan is connected to other local and regional planning efforts. Coordination with these efforts is important and could inform the development and refinement of other plans. The plans of Larimer and Weld Counties, the North Front Range Metropolitan Planning Organization, and adjacent municipalities, such as Berthoud, Greeley, Loveland, Mead, Milliken, and Windsor should be taken into account to achieve the desired future for the larger North Front Range region. Coordination with regional entities may focus on regional transportation, land use compatibility, open space and wildlife protection, resource conservation, provision of water and sewer, and education and economic development, to mention a few. The Town also coordinates with our local special districts, such as fire, school, and library districts to help plan their future system improvements.

To access the most recent version of the plans listed below and other resources, please visit the Town's Planning and Development Department website at www.johnstown.colorado.gov/planning.

- Zoning Map
- Various Design Guidelines
- Johnstown Transportation Master Plan
- Downtown Johnstown Improvement Master Plan
- Landscape Standards and Specifications
- Parks, Trails, Recreation and Open Space Master Plan

FIGURE 2. ORGANIZATION OF THE PLAN





CHAPTER 2: PLAN FOUNDATION

This Plan is the result of extensive community input. Initial outreach efforts sought to capture the community's values (Figure 3), from which a series of ideas were distilled to develop the Plan's preliminary Guiding Principles and Integral Themes (previously shown on page III). Before these could be finalized, a work session was held with the Steering Committee to ensure alignment with the Town's Mission, Vision, and Values (MVV) (Figure 4). Together, these community-driven components served as the foundation for the plan.

FIGURE 3. COMMUNITY'S VALUES WORD CLOUD

Words submitted by the community.
The larger the font, the more times it was repeated.

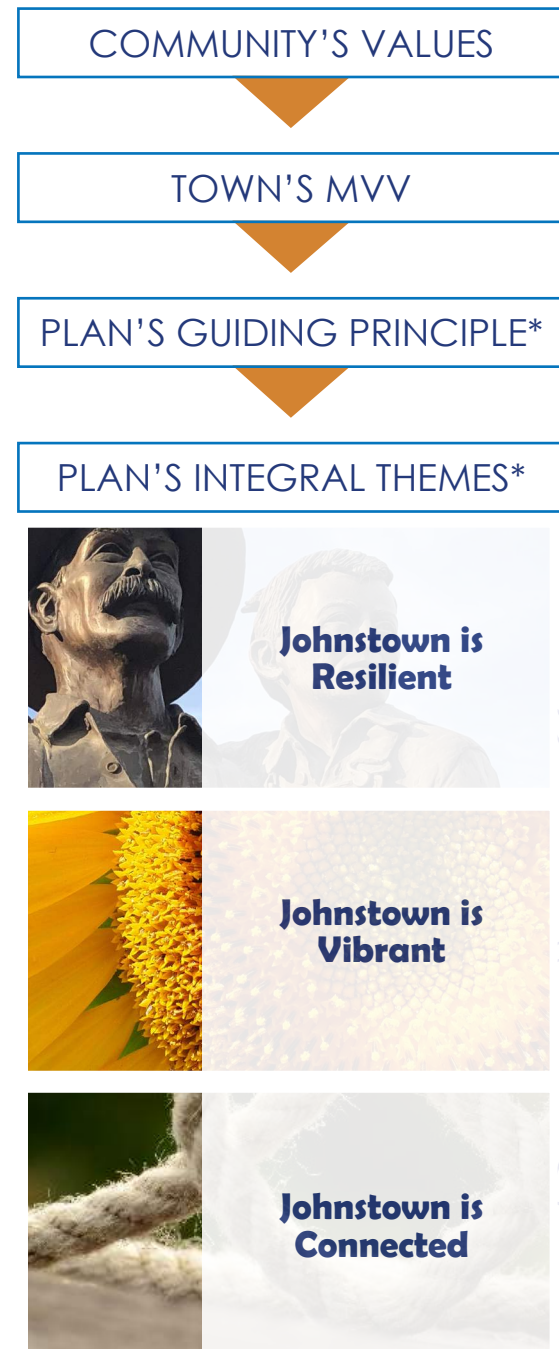


FIGURE 4. TOWN OF JOHNSTOWN'S MVV



Five elements, along with their respective policies, goals, and strategies were further distilled from community input to support the Plan's Guiding Principle and Integral Themes. The interconnection of all these foundational pieces is illustrated on the Plan's Foundation graphic (Figure 5) on the next page.

FIGURE 5. PLAN'S FOUNDATION



WHERE WE LIVE

Where we live should be a safe and connected network of neighborhoods that offer all residents opportunities to live, work, and play in Johnstown.



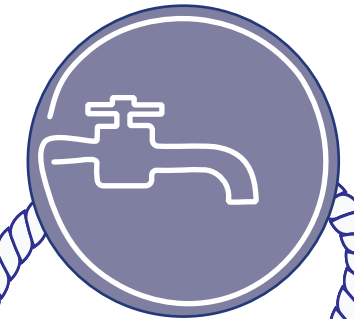
WHERE WE PLAY

Where we play should incorporate natural and cultural values to develop and support year-round recreational opportunities that are inclusive of and accessible to all and that contribute to the health and wellbeing of our diverse and growing community.



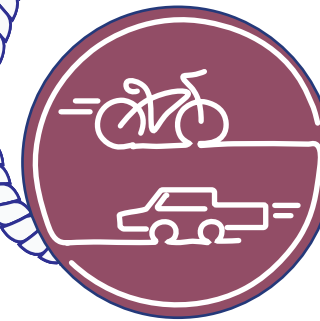
HOW WE SERVE

How we serve should provide an efficient and consistent level of public services and amenities that are conducive to making our town resilient, vibrant, and connected.



WHERE WE WORK & SHOP

Where we work and shop should capitalize on our historic downtown, agricultural heritage, and strategic location along the I-25 to cultivate businesses that can offer diverse jobs and services –strengthening our community resilience and maintaining our vibrant community character.



HOW WE MOVE

How we move should rely on safe and inclusive multi-modal transportation options that connect residents and visitors with each other and to jobs, services, and recreation opportunities within and beyond town boundaries.



*Plan's guiding principle and integral themes are described on page III.



CHAPTER 3: JOHNSTOWN TODAY

OVERVIEW

This chapter presents a series of existing conditions “snapshots” to illustrate where the Johnstown community is today. The snapshots are based on the best and most recent available data from the Town of Johnstown, Weld and Larimer Counties, the Census, and other sources, including ‘what we heard’ from over 300 community submissions during the Plan’s first phase.

POPULATION DEMOGRAPHICS

Johnstown’s population and land area are split between Weld and Larimer counties, with most of the Town located in Weld County. Johnstown, like other Front Range communities, has experienced rapid population growth over the past decade; growing from a population of 10,096 in 2010 to an estimated 18,000 in 2020—a 78% increase. Future projections for Larimer and Weld Counties estimate a 2.5% annual growth rate from now into 2030 (Colorado State Demographer). This increase is likely to impact Johnstown due to its location and available land. As shown in Figure 6, Johnstown’s largest age group (32%) is under 18 years, indicating that Johnstown is attractive to families.

Furthermore, as shown below, while Johnstown is primarily White (80%) there is also a substantial Hispanic community (15%). This is a larger Hispanic representation than Larimer County (12%), although lower than Weld County (29%) or Colorado State (21%) (ACS 5-Year Estimates, 2019).

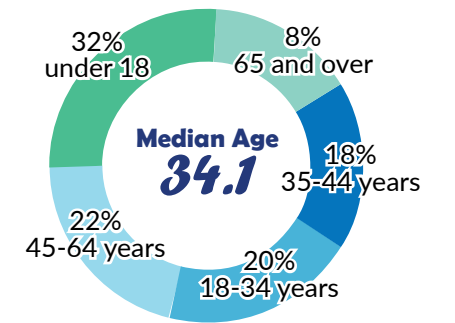


FIGURE 6. POPULATION BREAKDOWN BY AGE GROUP

(Source: ACS 5-Year Estimates, 2019)

TABLE 1. ETHNICITY

(Source: ACS 5-Year Estimates, 2019)

GROUP	PERCENT
White alone	80
Hispanic (of any race)	15
Asian alone	3
Two or more races	1
Black or African American alone	1
American Indian alone	0
Native Hawaii & other Pacific Islands alone	0
Some other race alone	0



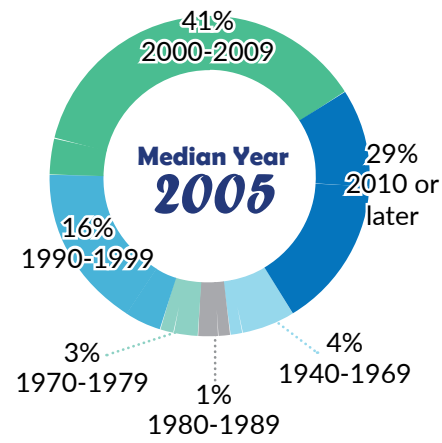


FIGURE 7. YEAR HOME BUILT
(Source: ACS, 5-Year Estimates, 2019)

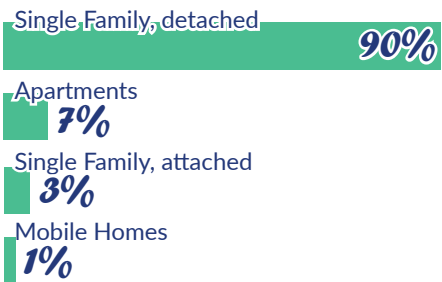


FIGURE 8. HOME TYPES
(Source: ACS, 5-Year Estimates, 2019)

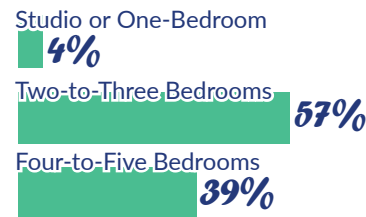


FIGURE 9. AVERAGE NUMBER OF BEDROOMS
(Source: ACS, 5-Year Estimates, 2019)

EXISTING CONDITIONS

Housing Demographics

Johnstown is a family-oriented community with 3,872 families, about 75% of town residents. Johnstown’s average household size is 2.87 people—a little bigger than the state’s average at 2.56.

As of 2019, Johnstown had a total of 5,329 housing units. The housing stock is fairly new, with nearly three-quarters of the homes built in 2000 or later.

The median property value in Johnstown is \$283,400 and over 75% of the housing stock is valued between \$200,000-\$400,000.

Housing Types

As of 2019, 90% of housing units in Johnstown were single-family, detached homes on individual lots. Approximately 5% of housing was apartment-style housing, 3% were single-family, attached, and 1% were mobile homes. Over half of Johnstown’s housing units are two and three-bedroom homes. A majority of the other homes are four-to-five bedrooms. Very few studio and one-bedroom units have been built. The predominant housing type in Johnstown is a two- or three-bedroom single-family detached home. These types of homes are generally occupied by families with children still in the house. However, the lack of smaller studio and one-bedroom units as well as apartment or attached units such as townhouses, creates a barrier for lower- or fixed-income and first-time home buyers looking to establish in Johnstown. It is noteworthy that residential development continues to grow at a relatively high rate, and newer high-density multifamily projects have been built in recent years near activity centers—with more than 700 new units added in the past two to three years.

Occupancy & Vacancy Rate

Vacancy status is an indicator of the housing market and is used to assess the demand for housing and identify housing turnover. Johnstown’s homeowner vacancy rate is .8%, meaning that over 99% of homes are currently occupied. Additionally, Johnstown’s owner-occupancy rate is high (89%). These numbers indicate a very stable housing situation for most residents, but also highlights the possibility that those new to Johnstown, seeking a different lifestyle (i.e., low maintenance living, newlywed/empty-nester), or seeking housing for the first time may have difficulty finding appropriate and affordable housing. This scenario would be even more difficult when looking for rental properties as the vacancy rate is 0%, meaning the whole rental stock is currently occupied.

Housing Affordability

One indicator of housing affordability is the ability of residents to purchase a home. Housing is considered affordable if it costs about one-third or less of what the people living in the area earn, also known as the Area Median Income (AMI). The median income for all cities across the country is defined each year by the U.S. Department of Housing and Urban Development (HUD). The 2018 AMI for Johnstown area is \$90,240 for a three-person family (100% AMI). However, as shown on Table 3, households that make 50% or less of AMI, would only have access to 9% of Johnstown’s housing stock.

TABLE 2. AFFORDABLE HOUSING STOCK BASED ON AMI

AMI Percentage	30%	50%	80%	100%
AMI	\$27,072	\$45,120	\$72,192	\$90,240
Max. Monthly Rent	\$377	\$828	\$1,505	\$1,956
Max. Affordable Home Price	\$81,802	\$179,757	\$326,688	\$424,642
Total Housing Stock Affordable	About 1%	About 9%	About 65%	About 86%

(Source: ACS, 2018)

Another indicator of housing affordability is the percentage of cost-burdened households. These are households “who pay more than 30% of their income for housing” and “may have difficulty affording necessities such as food, clothing, transportation, and medical care.” (US Department of Housing and Urban Development). With a median monthly mortgage cost in Johnstown of \$1,876 and a median monthly rent of \$1,589, approximately 16% of owners and 29% of renters reported spending 30% or more of their income on housing in Johnstown.

In addition to the Johnstown Housing Authority that oversees a 24-unit elderly apartment complex, two other organizations that work in the Johnstown area to help residents find and maintain a place to live are [NeighborToNeighbor](#) (serving Larimer County) and the [Greeley-Weld Housing Authority](#).

Ratio of Residential to Commercial

Johnstown has several existing commercial and mixed use districts: Downtown, near the I-25 and Highway 34 (“2534”) interchange, and the I-25 interchange at Hwy 60. As seen on Map 2, there is a stark difference in the acreage occupied by commercial/industrial and residential spaces. Additional analysis of commercial and retail areas is provided in the next section, ‘where we work & shop’.

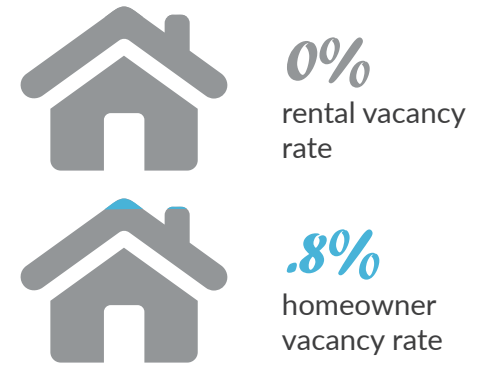


FIGURE 10. VACANCY RATES
(Source: ACS, 5-Year Estimates, 2019)

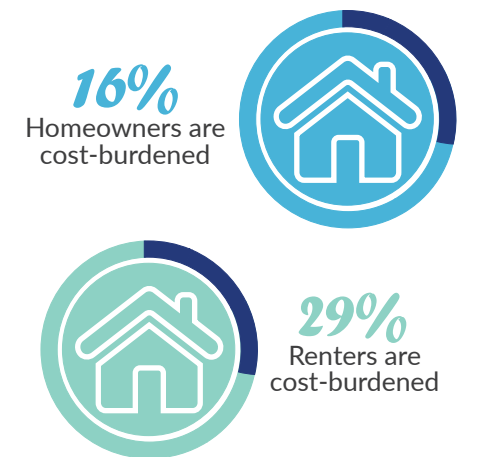


FIGURE 11. COST-BURDENED HOUSEHOLDS
(Source: ACS, 5-Year Estimates, 2019)

WHAT WE HEARD FROM THE COMMUNITY

“Having family friendly neighborhoods where kids can play outside and ride bikes.”

“Having a King Soopers Marketplace or other grocery store would be nice.”

“Add more retail, restaurants, and a grocery store near the center of town.”

“More mixed-use neighborhoods with emphasis on walkability and diversity.”

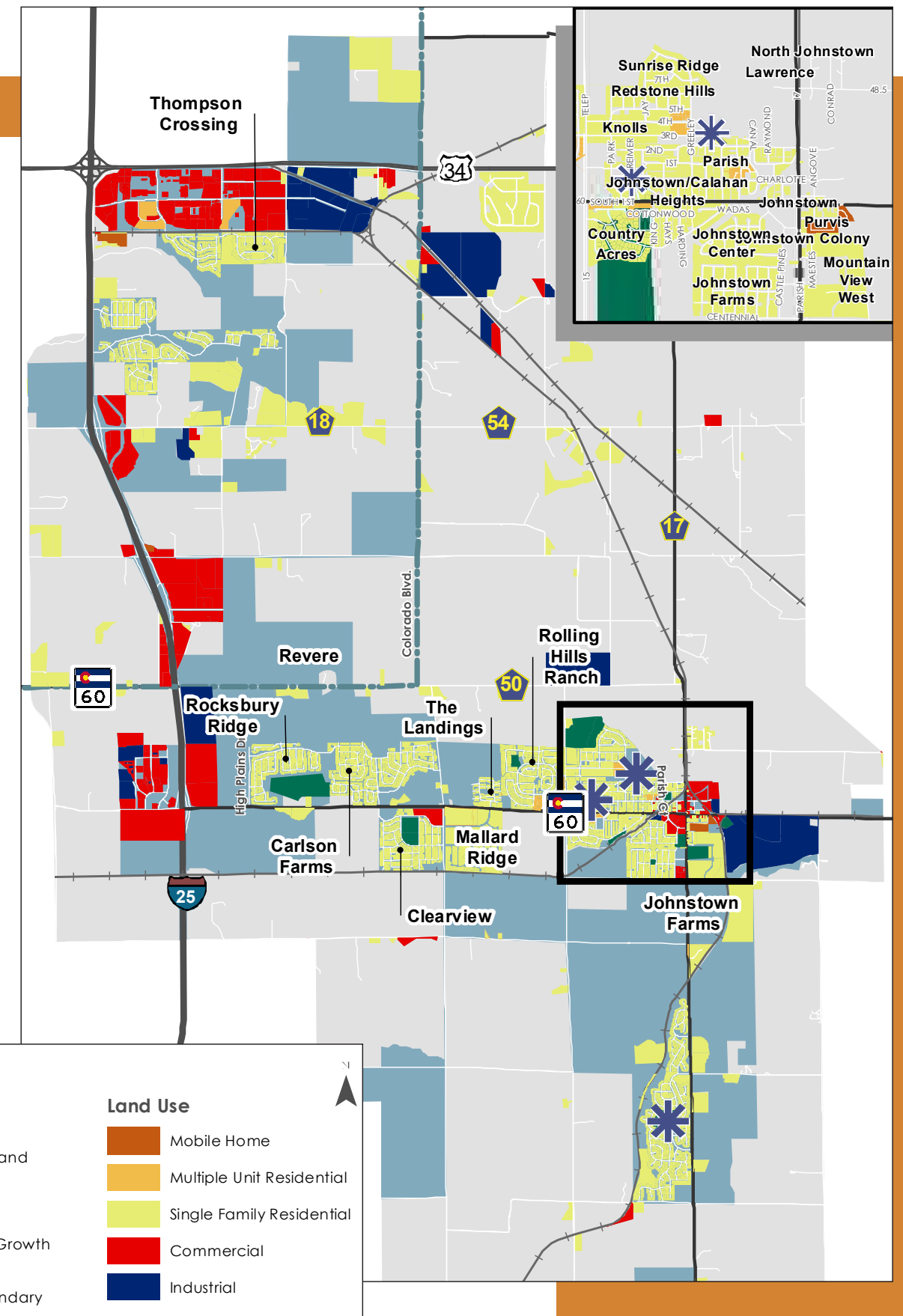
ACCOMPLISHMENTS SINCE THE LAST PLAN

As recommended in the 2006 Plan, different housing types have been encouraged to support the housing needs of diverse residents. In particular, the Town has seen an increase in high density multifamily housing in recent years, with more than 700 new units built near activity centers in the past two to three years.

Johnstown’s overall housing stock is fairly new, with nearly three-quarters of the homes being built in the last twenty years. New residential neighborhoods continue to be built at a relatively high rate, and given the 2.5% annual growth rate for Larimer and Weld Counties from now into 2030, it can be expected that residential development pressures will continue to grow. As Johnstown responds to these pressures, it must ensure that the housing stock not only continues to respond to increasingly diverse housing needs, but also that it is balanced with employment and service opportunities; overall, making neighborhoods more resilient, vibrant, and connected.

OPPORTUNITIES MOVING FORWARD

- Diversify housing and neighborhoods to provide a wider variety of unit types (from apartment living to large estate lots) and accommodate different lifestyles and income levels.
- Ensure that adequate infrastructure and facilities, such as roads, parks/trails, services, water quality, and other utilities, are provided with new development.
- Promote the development of new homes (or provide incentives to retrofit old homes) for residents who want to age in place.
- Ensure new housing developments meet infrastructure standards.
- Improve connections within neighborhoods, to schools, to downtown, and other destinations.
- Balance residential with commercial land uses to promote local job opportunities as the town grows and develops.
- Support new residential developments to build more “complete” neighborhoods with housing near services, parks, transportation, and employment opportunities with neighborhood-scale activity/commercial centers.



Legend

- | | |
|----------------------------|---------------------------|
| Schools | Mobile Home |
| Local Parks and Recreation | Multiple Unit Residential |
| Johnstown | Single Family Residential |
| Johnstown Growth Boundary | Commercial |
| County Boundary | Industrial |

MAP 2. NEIGHBORHOOD AREAS

(Source: Logan Simpson, 2020)

WHERE WE WORK & SHOP

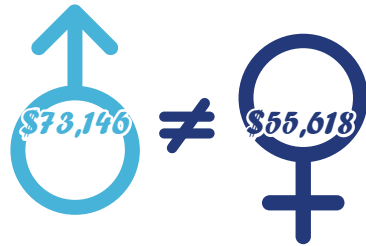


FIGURE 12. AVERAGE MALE/FEMALE SALARIES IN COLORADO

(Source: datausa.io, 2019)

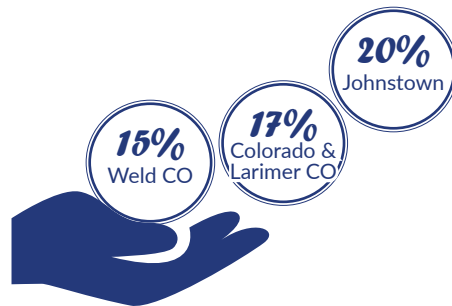


FIGURE 13. RETIREMENT INCOME COMPARISON

(Source: ACS, 5-Year Estimate, 2018)



FIGURE 14. TOP 3 INDUSTRIES EMPLOYING THE MOST RESIDENTS

(Source: Datausa.io, 2019)

EXISTING CONDITIONS

Employment Demographics

According to the 2019 American Community Survey (ACS), Johnstown has 9,565 residents aged 16 and over, 85% of which are in the labor force. Also, the town has a median per capita income of \$39,265 and a median household income of \$100,025, these numbers are significantly higher than Larimer and Weld Counties' per capita income (between \$31-\$37K) and median household incomes (between \$71-\$74K). While gender-specific data is not available for Johnstown, State-level data indicates that in 2019, full-time male employees in Colorado made 1.32 times more than female employees (Datausa.io, 2019). With 13% of town residents being seniors 65 and over, it is not surprising that the percentage of households with retirement income (20%) is higher than Weld and Larimer County, and Colorado as a whole (15-17%) (ACS, 2018).

Industries

The most common employment sectors for those who live in Johnstown are Retail Trade, Health Care & Social Assistance, and Manufacturing. The highest paying industries in Johnstown, by median earnings are Computer & Mathematical Occupations (\$116,800); Installation, Maintenance, & Repair Occupations (\$88,646); and Computer, Engineering, & Science Occupations (\$81,111) (Datausa.io, 2019). **Note:** Census data is tagged to a residential address, not a work address.

Key local employers include the Weld RE-5J School District, Coca-Cola, FedEx, Canyon Bakehouse, and Scheels. As shown on Map 3 (page 19), the areas with the largest concentration of employees are: Downtown, Johnstown Plaza, and the Mountain View area.

Commuting Patterns of Primary Workers

Of the 6,232 Johnstown residents in the workforce (based on individuals holding a primary job -the highest paying job for a worker), only 420 work in Johnstown and the rest leave the town for work. Average commute time for those driving out of town for work is 30 min. This is 5-7 more minutes than the mean commute time for workers from all of Larimer and Weld counties, and across the state.



FIGURE 15. COMMUTING PATTERNS OF PRIMARY WORKERS

(Source: On the Map, 2018)

Local Businesses

A history of local entrepreneurship dates to Johnstown's first days when two important industries developed: a milk condensory and a unique year-round sugar factory that used "discard" molasses to produce high quality sugar. The Mohawk Milk Company, later the Carnation Milk Company, was built in 1913, and the Great Western Sugar Factory was built in 1925.

In 2017, Johnstown had 275 businesses or roughly one business per 52 residents (Table 4). These establishments range from home businesses to manufacturers and large national retailers. Several of these businesses in and around Johnstown are agriculture-related, including irrigation, feed, and supply retailers.

Commercial Land Uses

Commercial and employment development has grown rapidly over the past 10 years. In particular, the 2534 and Johnstown Plaza developments have provided the opportunity for a variety of retailers and businesses to capitalize on the desirable I-25/US 34 interchange and frontage. Also, Iron Horse provides additional land for large employers and manufacturing along US 34.

Areas that provide opportunities for additional commercial and employment uses include existing and rapidly-developing properties along the I-25 and US 34 corridors. The industrial area adjacent to downtown also houses several successful long-time businesses. The mix of uses and zoning in the historic downtown area and adjacent undeveloped lands offer attractive opportunities for commercial, employment, and mixed-use projects.

As shown on Map 2 (page 15), the land occupied by commercial (623 acres) and industrial (55 acres) areas reveals some imbalances when compared to residential areas (3,675 acres). Table 5 provides a more detailed comparison of residential to commercial ratios based on parcels tagged with a land use. As Johnstown continues to grow, it would be useful to guide development towards a desired ratio.

Oil & Gas

The oil and gas industry is a major economic driver for Weld County. While mineral extraction in the area does fluctuate, the industry has consistently been a major employer. While always changing, the Colorado Oil and Gas Conservation Commission (COGCC) showed 280 active wells in the Johnstown Growth Management Area as of August 2020. Horizontal drilling has allowed these wells to be consolidated into smaller footprints; however ongoing debates over safety and appropriate setbacks at the state level may impact development over time.

TABLE 3. SURROUNDING COMMUNITIES' RATIO OF EMPLOYER BUSINESSES TO RESIDENTS

MUNICI-PALITY	RESI-DENTS	BUSI-NESSES	RATIO
Johnstown	14,386	275	52
Milliken	6,362	129	49
Windsor	23,386	739	31
Firestone	12,282	197	62
Mead	4,315	124*	35

(Source: ACS Statistics for Employer Firms, 2017)

*Business directory used as Census data was not available.

TABLE 4. INCORPORATED AREAS' RATIO OF RESIDENTIAL TO COMMERCIAL

MUNICI-PALITY	ACRES		RATIO
	RES.	COMM.	
Mead	1,341	182	7.4: 1
Milliken	855	133	6.4:1
Berthoud	1,441	330	4.4:1
Wellington	1,126	281	4.0:1
Fort Collins	10,633	3,174	3.4: 1
Windsor	3,823	1,244	3.1:1
Greeley	6,678	2,285	2.9: 1
Timnath	1,232	475	2.6:1
Johnstown	1,307	585	2.2: 1
Firestone	1,237	601	2.1: 1
Loveland	6,120	3,235	1.9: 1

(Source: Weld and Larimer County Assessor Parcels (tagged with a land use.), 2020)

WHAT WE HEARD FROM THE COMMUNITY

“Focus on sustainable industr[ies] and honor our agricultural heritage by being good stewards of the land.”

“Encourage the establishment of more locally-owned restaurants, breweries and retailers.”

“New commercial areas to build job opportunities and more diverse industry here so that families don’t have to rely on jobs in nearby communities.”

OPPORTUNITIES MOVING FORWARD

- Assess which industries to attract to existing and emerging commercial clusters to best support the community.
- Seek to balance larger, more intense commercial uses along the periphery of town and major corridors, while encouraging smaller, more local, “boutique” commercial uses in Downtown.
- Assess the desire and potential location for different industrial types (i.e. manufacturing end user goods) that may help promote local employment.
- Attract businesses and services to support senior residents.
- Identify ways to more holistically involve senior residents in community affairs.



Transporting Goods and Services

Johnstown’s location adjacent to the I-25 and to a key Great Western Railroad (GWRR) interchange, gives the Town a strategic advantage for transporting goods and services across the region. More detailed information about Johnstown’s regional transportation is found on pages 24-27 of this document.

ACCOMPLISHMENTS SINCE THE LAST PLAN

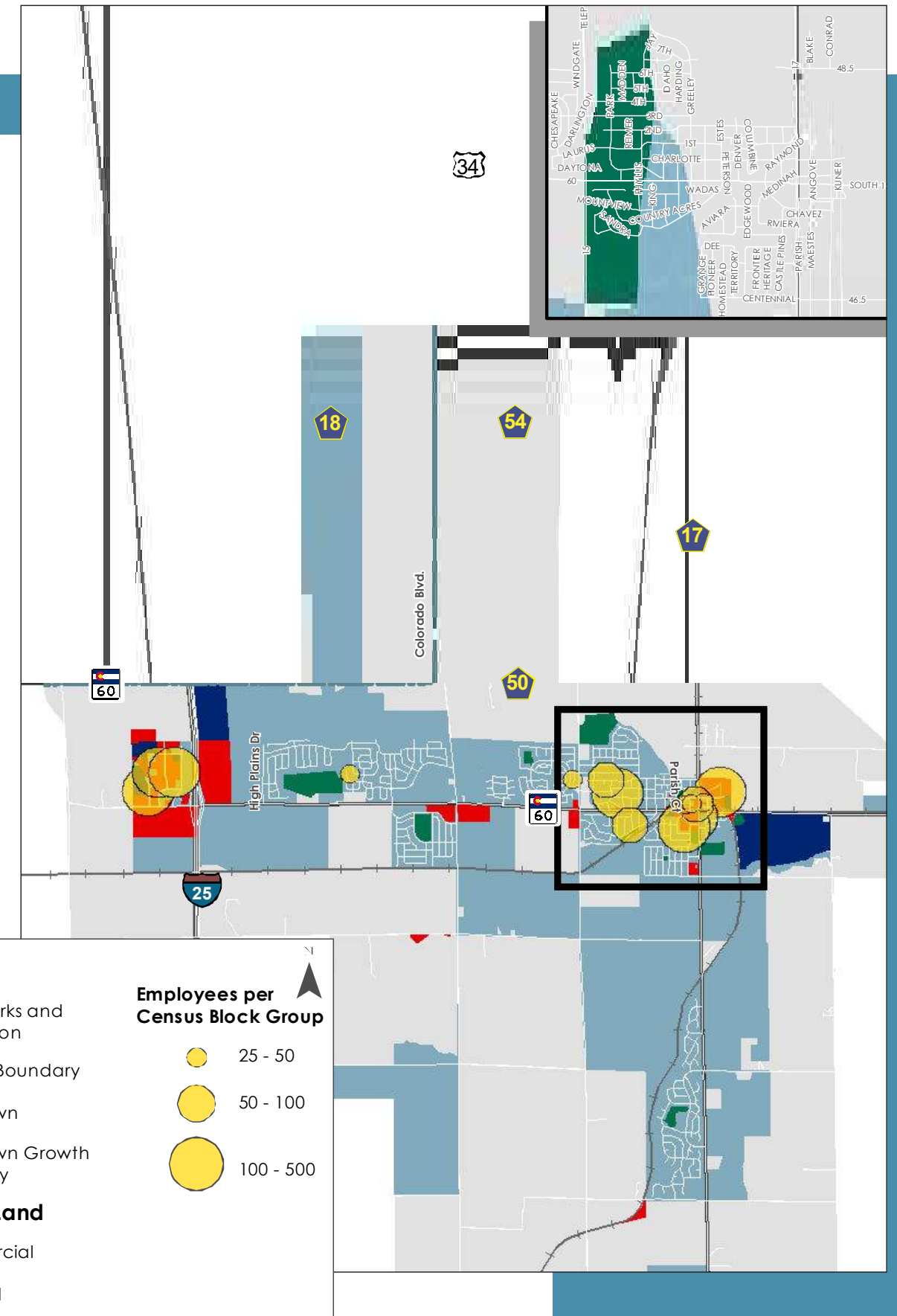
Consistent with the direction set in the 2006 Plan, the Town of Johnstown identified the 2534 area as a key location to capitalize on the market, transportation corridors, and the provision of utilities. The 2534/Johnstown Plaza project, located at the intersection of I-25, U.S. 34, and the GWRR, includes 600-acres of mixed-use development with a strong focus on big box commercial and multifamily residential uses. Its strategic location draws local and regional shoppers from Northern Colorado and beyond. In addition to its contribution to tax revenue, the 2534 area is appreciated by many in Johnstown as it allows for higher intensive uses on the periphery of town, while keeping low intensity and small scale uses in the Historic Downtown.

Despite this balance, growth and popularity of the 2534/Johnstown Plaza project brought some additional growth pressures to Johnstown’s Historic Downtown. From additional entertainment alternatives, to parking, amenities, and character concerns, residents asked for improvements to their valued downtown. To address these and other concerns, the Downtown Improvements Master Plan was developed in 2007.

Many elements of the 2007 Downtown Plan have been implemented including a major shift from diagonal to parallel parking along Parish Ave. resulting in increased sidewalk space with a complementary palette of site furnishings. Additionally, gateway signage was established near the north entrance to the downtown area. The plan called for redevelopment of the old Town Hall location which was completed as well with the construction of a new Town Hall south of Hwy 60 along Parish Ave.

Another accomplishment was the 2016 establishment and 2020 update of an Economic Development Incentive Policy in “to sustain the fiscal health of the community, promote employment opportunities and enhance the quality of life in the Town.” Based on long-term benefits that a business may bring to Johnstown, the Town has a list of potential incentives for interested business owners. To further this effort, the Town has budgeted for one staff member to be devoted to economic development activities to expand opportunities for new businesses and retain existing business in the Town.

The value that Johnstown places on its businesses was evident in relation to the 2020 global corona virus pandemic (SARS-CoV-2/ COVID-19). The Town Council responded swiftly with substantial grant funding (\$1 million) to help sustain local businesses.



Legend

- Local Parks and Recreation
- County Boundary
- Johnstown
- Johnstown Growth Boundary

Employees per Census Block Group

- 25 - 50
- 50 - 100
- 100 - 500

Employment Land

- Commercial
- Industrial

MAP 3. EMPLOYMENT LAND USES
(Source: Logan Simpson, 2020)

HOW WE PLAY

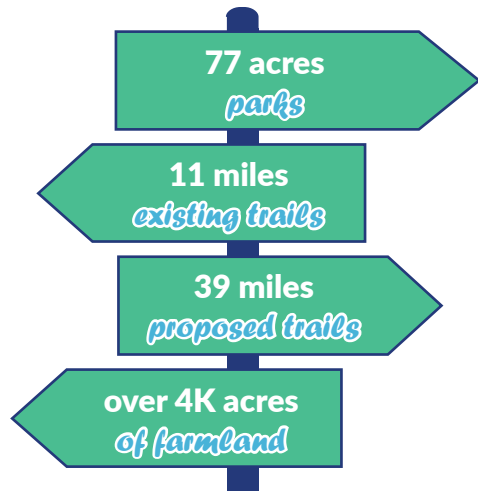


FIGURE 16. NATURAL AREAS
 (Source: Cotrex, Weld County Parcels, Comap (2020) and Johnstown Area Comprehensive Plan (2006))

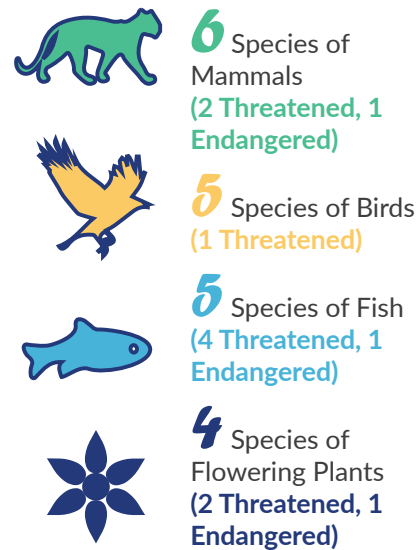


FIGURE 17. LARIMER AND WELD COUNTIES SPECIES
 (Source: U.S. Fish and Wildlife Service, 2020)



EXISTING CONDITIONS

Parks & Open Spaces

Johnstown’s eight public parks encompass 77 acres of public recreational land. This equates to 5.35 acres of public-dedicated recreational area per 1,000 residents. In addition, there are three private conservation easements in the GMA with the intent of maintaining natural areas. When comparing this level of service with other similar Colorado communities (Table 66) Johnstown’s level is lower. However, Johnstown does have an expansive growth area conducive to increasing the level of service with more parks and open space as it develops.

TABLE 5. PARKS AND OPEN SPACE ACRES/1,000 RESIDENTS COMPARISON

MUNICIPALITY	PARKS	OPEN SPACE
Mead	38.4	48.2
Greeley	7.0	5.7
Firestone	6.8	52.1
Loveland	6.4	56.8
Windsor	5.4	9.8
Johnstown	5.3	0

(Source: Comap, 2020)

An important distinction to make is that while “parks” are generally maintained by a municipality, metro district, or HOA for public access, open space is often state land or under a conservation easement, and public access can be limited. In fact, this is the case for the Johnstown GMA’s existing open spaces, which are under private conservation easements with no public access.

While some of Johnstown’s more traditional residential areas provide playgrounds and natural areas, some are dedicated to and managed by home-owner associations (HOAs). Newer developments in recent years tend to have common areas managed and owned by metropolitan districts. Open areas, parks, and trails managed by these entities are considered public areas.

Farmlands and Vegetation

The overall Johnstown community has historically been an agricultural community, based primarily on sugar beets and wheat. These two crops continue to be common today, in addition to others like beans, onions, alfalfa, and sunflowers.

As shown on Map 4, most of the undeveloped areas within Johnstown’s GMA, 48,636 acres, are in agricultural production. In 2020, in-town agricultural land decreased by approximately 325 acres (13% of total agriculture) due to new development construction.

Wildlife Corridors

Johnstown’s river corridors and irrigation ditches extend for approximately 86 miles through the GMA. These important habitats provide food and shelter to a host of wildlife. Approximately 75% of species known or likely to occur in Colorado are dependent on wetland and riparian areas. Therefore, it is important to continue to protect these corridors, particularly when they make up only about 1.5% of the State’s surface area (Colorado Division of Wildlife).

Another important habitat for wildlife species is farmlands. With approximately 4,461 acres of agricultural land within town limits and 19,700 acres in the overall GMA areas, many species depend on the food and shelter found in these areas, which are also often located along ditch corridors. (USDA Cropscape, 2019). With diminishing farmlands (6,500 acres less today than 10 years ago) and continued development pressures, it is important to address opportunities for conservation and protection of these lands for environmental benefits and to maintain the open and agriculturally-connected character of the town.

Trails

Today, within its GMA, Johnstown has 11 mile of existing public trails and 39 miles of proposed trails that will ultimately connect along the main river corridors—Loveland to Milliken and Berthoud to Milliken. Additional trails are envisioned for safe school access and along ditch corridors.

Indoor Recreation

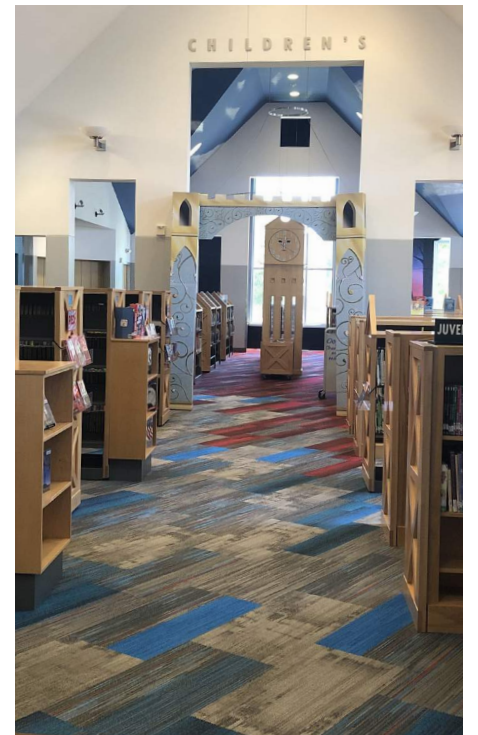
As for indoor recreational facilities, Johnstown residents benefit from the new [Johnstown Community YMCA](#), built in 2020. The 70,000-square-foot facility is owned by the Town and operated by the YMCA of Northern Colorado. The “Y” houses a full service gym and pool, as well as a preschool and other fitness and wellness programs. Also, it has a lighted multi-sport field for local events. The Community YMCA is a membership-based facility that strives to support all residents; they offer [financial assistance](#) to those unable to afford the full fee.

More indoor recreation options are offered by the Thompson Rivers Parks & Recreation District (TRPR) that maintain six facilities across the Johnstown-Milliken area.

Both the YMCA and the TRPR District host events and provide health and fitness programs, recreational sports, and activities for all ages, from toddlers to seniors.



Johnstown Community YMCA
 (Source: Logan Simpson)



Glenn A. Jones, M.D. Memorial Library
 (Source: Logan Simpson)



WHAT WE HEARD FROM THE COMMUNITY

“Outdoor life is necessary to the mental and physical well-being of people. Also, we are Colorado and people love to enjoy the scenery here and the weather. Let’s make this an important part of the framework we are building.”

“We need dog parks,” and “parks that provide gathering and play spaces for all ages.”

“Would love to have safe trails off of 60 that connect our neighborhoods and schools together.”

“[Trails] need to be considered as a system”; “Alternative exercise equipment added to trails.”

Other Indoor Community Facilities

Part of the High Plains Library District and supported by the Town, the Glenn A. Jones, M.D. Memorial Library is frequented by Johnstown’s residents of all ages to borrow books, participate in interactive learning activities, or make use their print/copy services and meeting rooms. Also, Johnstown’s older adults (55+) benefit from the many helpful services offered by the Johnstown Senior Center. Older adults visiting or calling the center can get assistance and information on housing, social activities, nutrition, recreation, transportation, referral services, and community programs. The center also serves nutritious meals once a week.

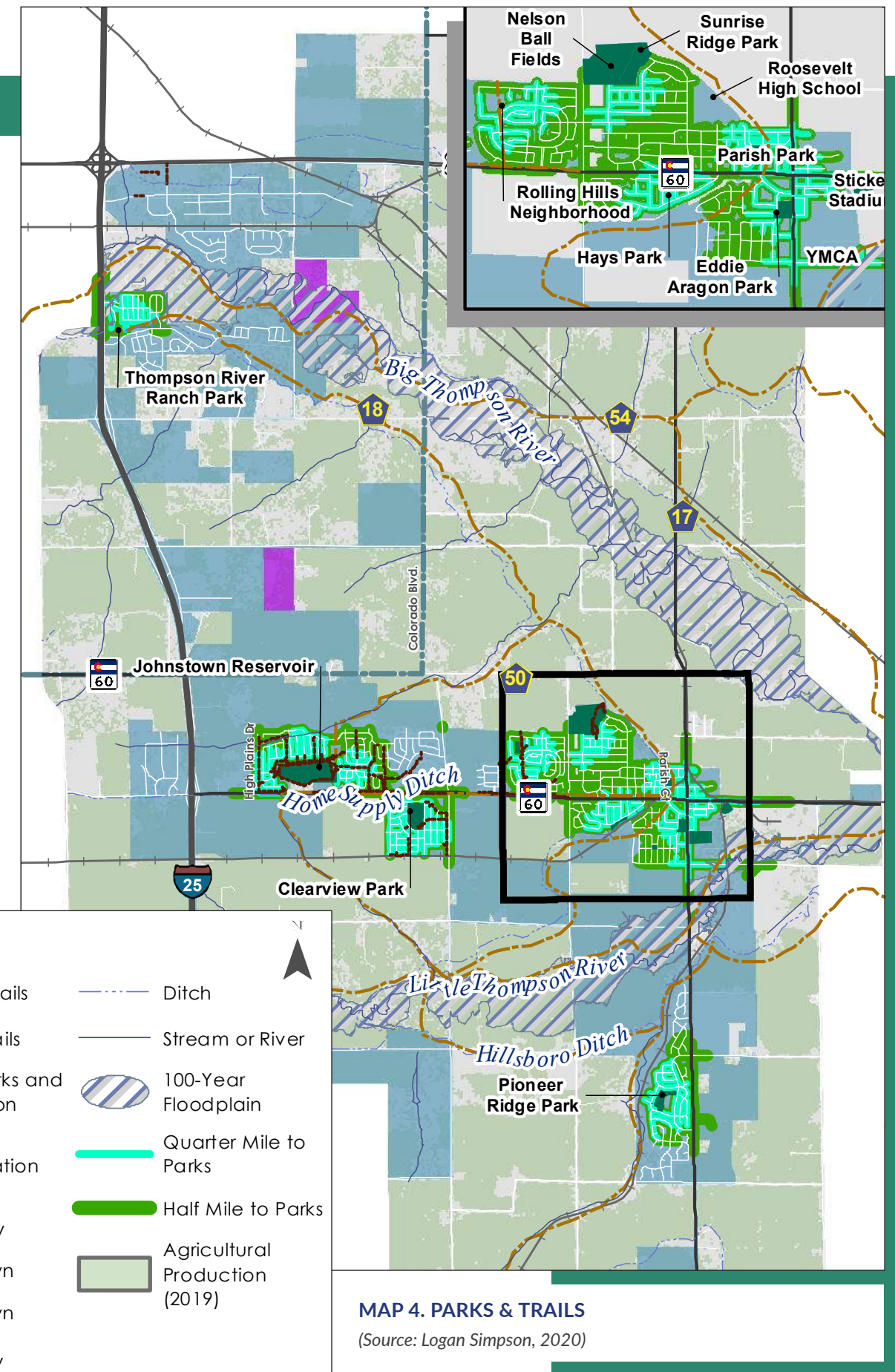
ACCOMPLISHMENTS SINCE THE LAST PLAN

In 2003, just three years before adopting the last Comprehensive Plan, Johnstown and Milliken collaborated to develop the Johnstown/Milliken Parks, Trails, Recreation and Open Space Master Plan with the intention to establish a road map for “nurturing the social and economic connection[s] by providing a safe, integrated physical connection via a trail system.” The plan proposed a trail network along with definitions and standards for four trail types: arterial transportation corridor trail, river corridor trail, neighborhood trail, and discovery trail. While the joint plan has provided much direction and resulted in trail enhancements, Johnstown’s residents find there are still many opportunities for improvements. Many comments received in the development of this Comprehensive Plan centered on the need for safe, adequate, and accessible trail connections.

Another Town accomplishment that has allowed Johnstown’s residents ‘to play’ is the construction of the new, state-of-the-art community recreation center, the Johnstown Community YMCA, discussed above. Opened in May 2020, local YMCA offers fitness, wellness, sports, and aquatics programs for all ages, as well as camps and education programs from toddlers to teenagers.

OPPORTUNITIES MOVING FORWARD

- Update the Parks Open Space and Trails Plan to identify needs for different types, sizes, and locations of parks and connections, and leverage new development and park dedication requirements. Part of this work could also involve working with the Colorado Division of Wildlife on understanding and protecting sensitive areas as well as ways to manage disruption to migration corridors, seasonal use areas, and keystone species from new development.
- Assess adding more direct trail connections between Downtown and the “2534” area.
- Explore ways to work with farmers and landowners to preserve the farming landscape and traditions valued by many in the community.



MAP 4. PARKS & TRAILS

(Source: Logan Simpson, 2020)

HOW WE MOVE

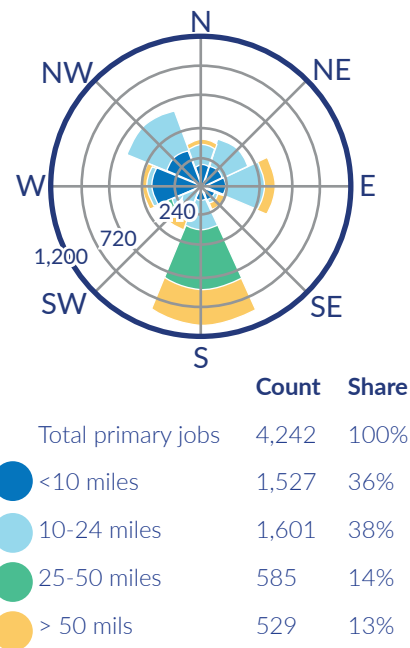


FIGURE 18. COMMUTING DIRECTIONS

Source: On the Map, 2017

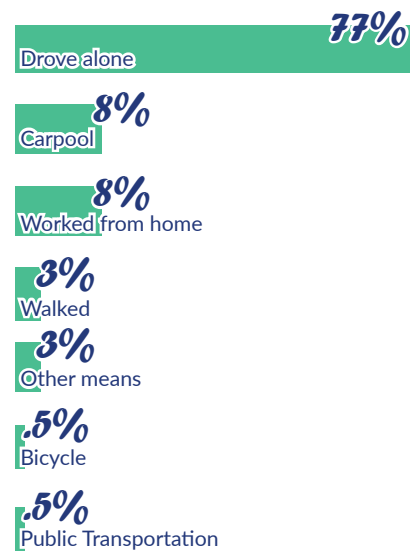


FIGURE 19. JOHNSTOWN'S RESIDENTS TRANSPORTATION TO WORK

(Source: ACS, 5-Year Estimate, 2019)



EXISTING CONDITIONS

Time at the wheel

While the mean travel time for Johnstown residents who commute to work is 30 minutes (1 hour /day), 13% of residents spend 1 hour or more at the wheel each direction (2 hours/day.)

With 5,623 residents leaving town for work and 3,824 non-residents coming into town for work (on the Map, 2017), our local and regional transportation networks see a lot of traffic on a weekly basis. This situation is exacerbated when 79% of Johnstown residents drive alone to work.

Regional Roadways

Johnstown's location is mostly east of I-25, surrounded by neighboring communities, and adjacent to a Great Western Railroad interchange. This positions many area roads as significant regional connections to other North Front Range communities and the Denver metropolitan area. These regional roadways include I-25, US 34, SH 56, SH 60, SH 257, and SH 402. In the past several years traffic along the I-25 corridor and along US 34 have increased significantly. New developments in northwest Colorado, have brought increased traffic volumes to US 34.

Walking and Biking

Much of the existing inventory of walking and bicycle paths is thanks to the vision of the Johnstown and Milliken communities who collaborated in 2003 to develop a Parks, Trails, Recreation and Open Space Master Plan. Additionally, the Town's street design standards specify the width and surface for sidewalks and bikeways depending on the street type (i.e. arterial, collector, local, and on residential or commercial areas) and whether they should be attached to the main road.

Walk Score (Walkscore.com) offers an insight into a area's walking and biking conditions. This tool, initially developed for the real estate industry, assesses walking based on the distance to amenities such as schools, parks, and grocery stores; and biking, based on features such as bike lanes and trails, hills, road connectivity, and destinations. While Johnstown's neighborhoods around the historic downtown score better than those around 2534 area (Figure 20), the Town can find ways to improve walking and biking for residents overall. Community input has indicated a desire for enhanced walking and biking connections between neighborhoods, to downtown, and to the larger region, including safe routes to school.

Other Trails

Johnstown currently has 11 miles of trails and 39 miles of proposed trails. More detailed information around trail conditions can be found in the previous section, 'how we play'.

Railroad

The Great Western Railroad passes through the center and north of Johnstown. It has been in operation in the area for over 100 years. It was originally built to serve the Great Western Sugar Company and was also used as passenger rail from Loveland to Johnstown. While today, it is only used for commercial purposes, several groups are working on passenger rail solutions to mitigate current commuting and traffic issues.

Other Modes of Transportation

Alternative means for individuals to get around and beyond Johnstown (other than by driving a car) are currently limited. Some of the available options are:

- The CDOT managed Bustang bus has stops in Fort Collins and Loveland—transporting passengers to Denver for \$9-\$10 one-way trips (2020).
- Neighboring Park & Ride options (also managed by CDOT) at the intersection of I-25 and: US 34, SH 392, and SH 56.
- An appointment-based van service for elderly and handicapped residents and Transportation for the senior nutrition program, are both provided by the Weld County Area Agency on Aging.
- Additionally, there are three Park and Ride lots located along I-25 at interchanges (SH 56, SH 60, and SH 402) to facilitate car-pooling.

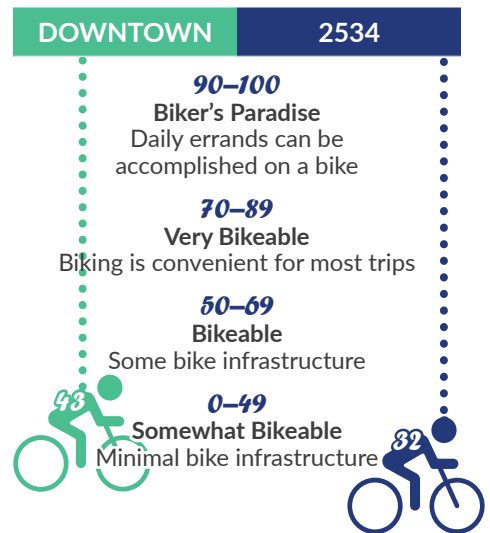
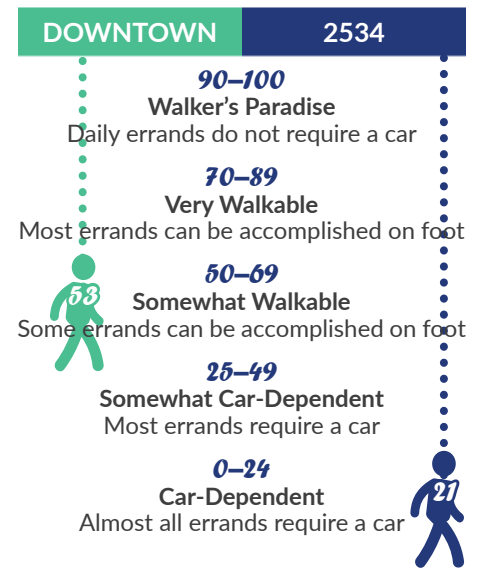


FIGURE 20. JOHNSTOWN WALKING (ABOVE) AND BIKING (BELOW) SCORES

(Source: Walkscore.com, 2019)



WHAT WE HEARD FROM THE COMMUNITY

“Speed bumps put in on heavily-trafficked areas with children.” “Sidewalks should be a standard for common routes to schools.”

“More convenient and direct access to 2534 and Centerra from Downtown Johnstown and the growing residences around Hwy 60 and County Rd 13.”

“Have a local, small, daily bus that picks up on Parish or near the new rec center and takes you up near Scheels and vice versa.”

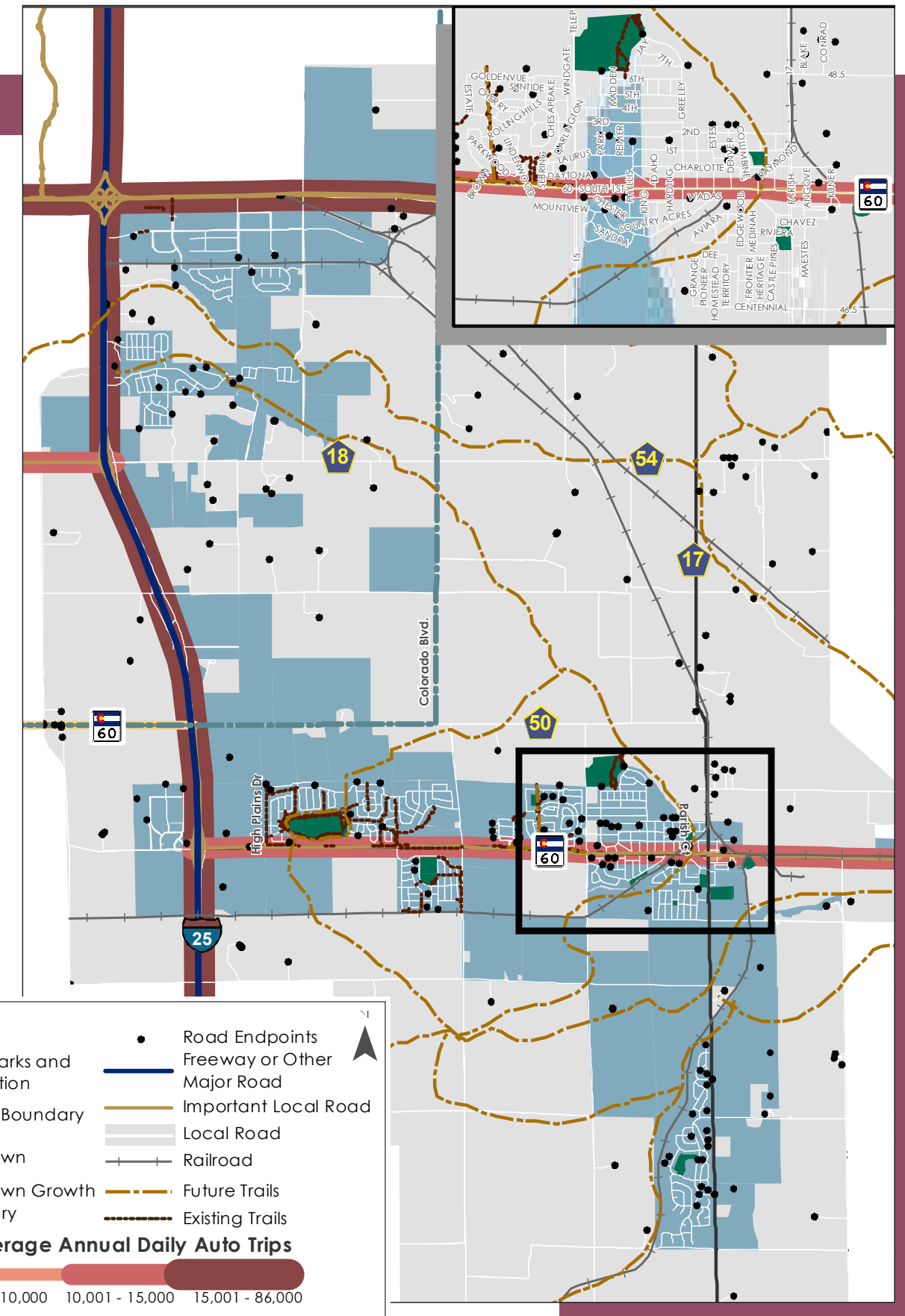
“Consider regional connectivity (Bustang, RTD, buses to Greeley, Fort Collins, Rail options, etc). Getting people out of cars is necessary.”

ACCOMPLISHMENTS SINCE THE LAST PLAN

Soon after adopting the last Comprehensive Plan, the Town of Johnstown started working on its Transportation Master Plan. Adopted in 2008, the Plan included a series of short (2008-2013), mid (2014-2020), and long-range (2021-2035) projects addressing intersection improvements, widening sections of roadways, constructing the I-25 parallel arterials, paving of county roads, and completing missing roadway links and railroad crossings. As development occurs, roadway, walk, and trail improvements are constructed by developers to address development’s impact on the transportation system.

OPPORTUNITIES MOVING FORWARD

- Residents of Johnstown currently rely primarily on cars for transportation (within and outside of town). However, Johnstown has the opportunity to provide additional multi-modal transportation services to encourage active transportation options and promote the community’s health, equity, and wellbeing.
- Residents have indicated connectivity as a major issue. Whether by car, bike, foot, or transit, traveling is made difficult by a lack of straight connecting roads, railroad tracks, and dead-ends. Reviewing trails, roads, and overpass connections will be important to keeping a unified community character.
- Given the high traffic count on Hwy 60 and its proximity to neighborhoods and schools, improving traffic safety and walking and biking paths along this road should be a top priority for the Town.
- Two of the Town’s guiding documents impacting transportation, the Street Design Standards (2004) and the Parks, Trails, Recreation and Open Space Master Plan (2003), were last updated almost 20 years ago. During the same time, the Town’s population has more than doubled. The Town has an opportunity to update these two documents and ensure they not only address today’s context and trends but also the resident’s strong desire for enhanced connectivity.



MAP 5. TRANSPORTATION ROUTES AND ROAD CLASSIFICATIONS

(Source: Logan Simpson, 2020)

HOW WE SERVE

EXISTING CONDITIONS

Schools

The 3,872 Johnstown families are currently served by two school districts: Weld County School District RE-5J (Johnstown-Milliken) and Thompson School District R2-J, which also serve Loveland, Fort Collins, Milliken, and Berthoud. In January 2021, the School Board approved replacements for its one high school and one of the two elementary schools located in Johnstown, expanding capacities and facilities for the Johnstown student body. The other high school is being tuned into a future middle school.

Senior Center

The Johnstown Senior Center is another group resource for the community. The center offers seniors the opportunity to join friends and meet others through programmed events, support groups, exercise classes, games, and meals. The center also serves as a community meeting space.

Community Events

Community events take place largely in the warmer, summer months, and are organized by the downtown business community. The Town of Johnstown supports these events and encourages these and other gatherings that bring the community together and strengthens social ties. Johnstown community events are well attended and supported by the local and neighboring communities.

Johnstown Historical Society

In 1998, the Town of Johnstown and the Johnstown Historical Society began a cooperative effort to establish Johnstown's first museum by purchasing the historic Parish House (710 Charlotte St.) from a private seller. The Parish House was the last house built by Town Founders Harvey and Mary Parish in 1914 and is an important piece of Johnstown's history. The house has been restored to preserve the structure's integrity and currently hosts public exhibits and programs throughout the year. While owned by the Town, the Parish House Museum is run by the Historical Society. There are other buildings of historic significance in Johnstown, similar to the Parish House; however, the Town does not yet have an historic buildings inventory nor regulations to celebrate and protect this legacy.

Fire Districts & Police

Johnstown has and regularly reviews an IGA with two fire districts: the Front Range Fire Rescue Protection District and the Loveland Fire Rescue Authority. Johnstown has a dedicated Police Department which serves all of Johnstown. Additionally, the Larimer and Weld County Sheriffs' Departments support the unincorporated areas around Johnstown. All emergency responders in the area have agreements for mutual aid and prioritize responses to those closest and most able to respond quickly to ensure the best service possible.



Taste of Johnstown, 2019



BBQ Day, 2019



National Night Out, 2018

(Source: Town of Johnstown Facebook Page)

Natural Hazards

The Big Thompson River floodplain runs from the northwest portion of the Town, where the river intersects I-25, east and south through the northern half of Johnstown, just north of the Thompson River Ranch neighborhood, and exiting the GMA around CR 19 and CR 48 ½. The Little Thompson River corridor and floodplain traverse the southern portion of the Johnstown GMA, southwest (near the Hwy 56/I-25 interchange), heading east and north to CR 19 and just north of Centennial Dr. (CR 46½). Both of these river corridors experienced severe flooding in 2013, which led to new regulatory floodplain Mapping by FEMA effective in 2021. Development and main transportation routes in these areas may be at risk during major flooding events. Town ordinances, as well as FEMA standards, require any development in the floodplain to provide documented elevations that elevate structures above the 1% (100-year) base flood elevation. The Town participates in the National Flood Insurance Program (NFIP) which provides the ability for homeowners to obtain flood insurance, and works closely with state floodplain officials to ensure timely updates to information.

Emergency Preparedness & Hazard Mitigation

The Town participates in preparedness planning with both Larimer and Weld Counties and the fire districts, who offer excellent resources for decision makers and the public. Both counties maintain Hazard Mitigation Plans that include all the municipalities and identify potential hazards and mitigation measures. They also each operate an Emergency Operations Center, from which coordinated efforts and responses can be executed.

Internet & Broadband

Johnstown's broadband coverage of 89% falls on the lower end of service coverage when compared to neighboring communities (Figure 21). Moreover, of the connected households in Johnstown, 19% have access to only one, or no, wired internet providers. Wired internet, as opposed to wireless internet, is the fastest and most reliable option. Johnstown's internet speed through current service providers is reported to provide at least 25 Megabytes per second (Mbps), with average speeds dramatically fluctuating over time. In Johnstown, like in all of Colorado, internet reliability is linked to affordability. According to [Broadbandnow](#), Colorado is struggling to keep up with the rest of the U.S., only 3% of the state's residents have access to a standalone internet plan under \$60 per month.

On a 2020 election, Town residents voted to opt-out of SB-152. At the moment, the Town has partnered with neighboring towns to actively pursue an assessment of regional broadband options.



EMERGENCY PLANNING RESOURCES INCLUDE

Emergency alert systems on the radio, phones, and television.

Outdoor Warning Systems, particularly to warn for tornados.

Individual family preparedness guidance on emergency kits, and family plans.

Specific plans for vulnerable communities.

Pre-planning for evacuation, pre-identified disaster shelters, and practicing for various scenarios.

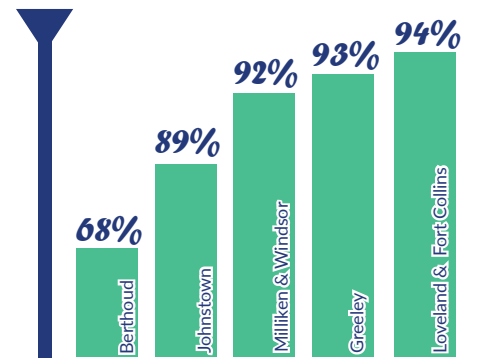


FIGURE 21. BROADBAND COVERAGE IN JOHNSTOWN AND NEIGHBORING COMMUNITIES

Source: Broadbandnow, 2020)

WHAT WE HEARD FROM THE COMMUNITY

“Enhance internet/networking capabilities.”

“The success of vehicle trip reduction during the pandemic has hinged on the accessibility to work from home with reliable internet connection.”

“Water quality could be improved.”

Regarding historical preservation, we “need surveys, codes, reviews of demos, and exterior alterations, etc.”

“Encourage the use of electric vehicles with charging stations.”

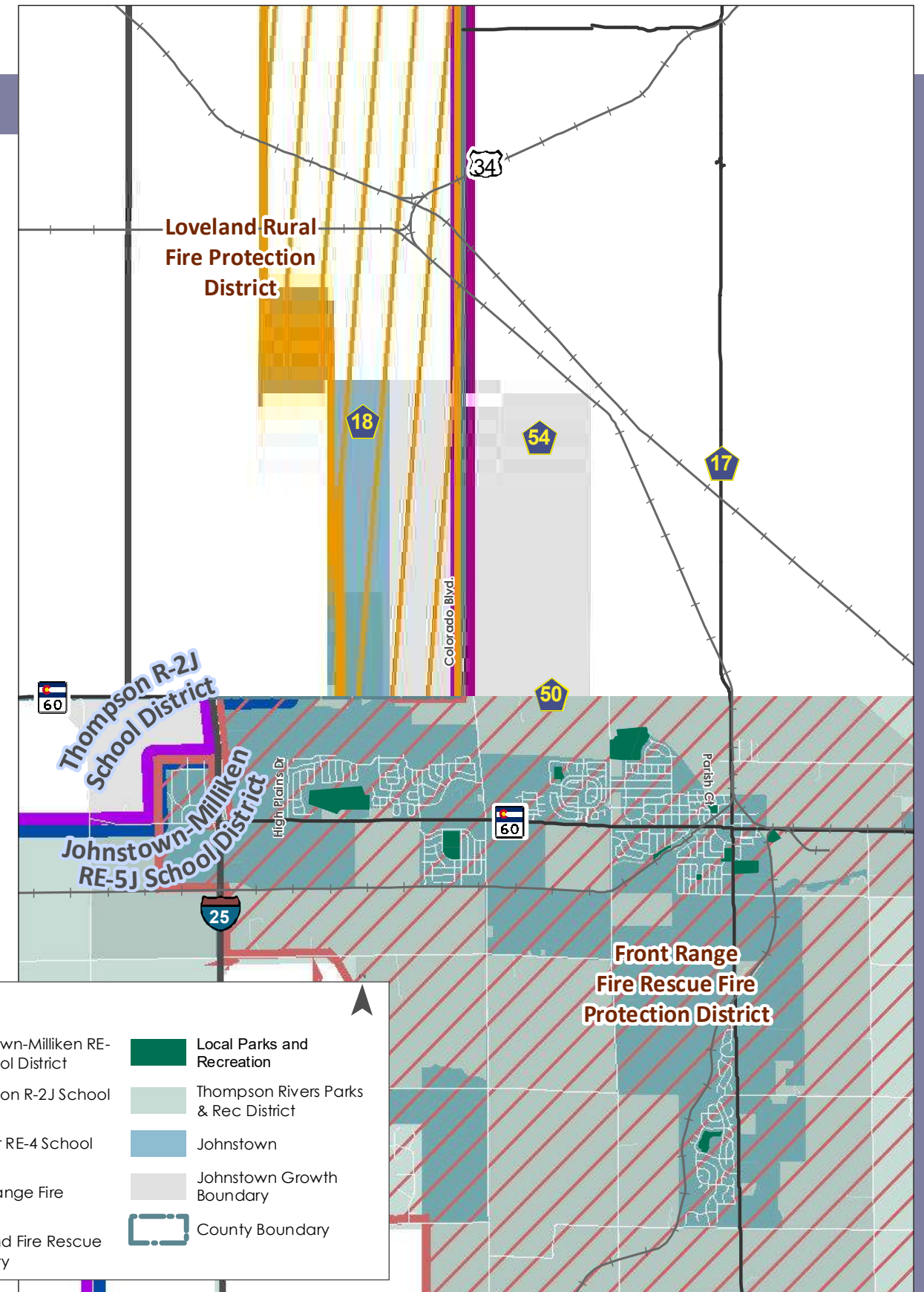
ACCOMPLISHMENTS SINCE THE LAST PLAN

Weld and Larimer Counties developed their own Multi-Jurisdictional Hazard Mitigation Plan in 2016 and are in the process of updating them in 2020. The two plans outline the risks and mitigation strategies for municipalities under their jurisdiction. The Weld County Emergency Preparedness Guide is a separate document and provides an overview of disaster information as well as detailed tips to help people get started with individual emergency plans during and after a disaster.

As for local efforts, Larimer County recently completed a new regulatory floodplain Mapping project for large sections of the Big Thompson River, following the Federal Emergency Management Agency’s 2020 guidelines. The Town updates the Town ordinances, in conjunction with these updated studies, as needed.

OPPORTUNITIES MOVING FORWARD

- Develop regulations to honor and protect buildings of architectural and historical significance.
- Ensure that adequate infrastructure and facilities, such as roads, parks/trails, services, water quality, and other utilities, are provided with new development.
- Discourage construction in and disturbance of the floodplain to protect wildlife and hydrological systems, and to minimize risk to life and property.
- Assess ways to improve internet connectivity for residents, not only enhancing business and school development but also overall communication for services to emergency response, making the town technologically competitive for decades to come.



MAP 6. COMMUNITY RESOURCES

(Source: Logan Simpson, 2020)



CHAPTER 4: JOHNSTOWN TOMORROW

OVERVIEW

This chapter is organized by the five Plan Elements. Each section highlights the policies, goals, and implementation strategies to steer the future of Johnstown.

- **Policies:** These are five clear and concise policy statements, one for each element, that set the stage for the day-to-day operations of Town Leadership, Staff, and other decision makers.
- **Goals:** There are 12 goals spread across the five overarching policies. Goals illustrate the desired future ideals the Town strives to achieve.
- **Implementation Strategies:** There are 59 implementation strategies that outline the course of action to achieve the goals. Strategies are listed in more detail in Chapter 6: Implementation, where they are illustrated on a Implementation Table that includes the anticipated champions, partners, and resources, among other considerations needed to achieve the goals.

As explained in Chapter 2: Foundation, efforts were made to ensure that each and every policy, goal, and strategy is consistent with the Plan's Guiding Principle and Integral Themes, contributing to making Johnstown a more resilient, vibrant, and connected Town to live, work, and play.

GUIDING PRINCIPLE

Johnstown celebrates our small-town heritage built from strong agricultural roots. We promote dynamic approaches to innovation and new trends while maintaining our quality of life. Johnstown is a resilient, vibrant, and connected community that offers diverse and inclusive opportunities for generations of residents to live, work, and play.



THREE INTEGRAL THEMES



1. Johnstown is Resilient

Johnstown's culture, values, and mix of land uses, services, and natural amenities cultivate our high quality of life and adaptability as a resilient community.



2. Johnstown is Vibrant

Johnstown is a vibrant community that leverages our walkable, historic downtown, and traditional neighborhoods, with new innovative commercial and residential areas, offering diverse opportunities to enjoy and create lively and thriving business areas, neighborhoods, and civic spaces.



3. Johnstown is Connected

Johnstown provides a purposefully-designed and connected network of neighborhoods, transportation routes, events, services, and spaces to create a safe and inclusive environment for our diverse and growing community.



WHERE WE LIVE

Overarching Policy

Where We Live should be a safe and connected network of neighborhoods that offer all residents opportunities to live, work, and play in Johnstown.

Goals & Implementation Strategies

GOAL L1 | ENSURE NEIGHBORHOOD CHARACTER AND AMENITIES CONTRIBUTE TO THE HEALTH AND WELLBEING OF DIVERSE RESIDENTS.

- L1.1. Update land use regulations to address balance of residential and non-residential development consistent with the Future Land Use Plan; to create complete neighborhoods within and surrounding activity centers; to include design guidelines and wireless design standards for high quality developments; and to promote creative and diverse housing types and neighborhoods.
- L1.2. Require connectivity of street and trail networks into and beyond new development, ensuring connection opportunities for future development on adjacent undeveloped lands, and creating safe routes to schools.
- L1.3. Create a measurable standard to require affordability/attainability, and universal design, in a certain percentage of housing units within new residential developments, or seek other techniques to address long term affordability in the community. Ensure updated code efforts include collaboration with local equitable housing advocates to identify and promote options and tools to create appropriate housing for senior and low-to-medium income households.
- L1.4. Address long-term livability options for seniors by encouraging developments with universal design features and continuing care retirement communities (CCRCs). Additionally, by working with local housing advocates and entities to include options for low-to-medium income seniors and to promote a retrofit assistance program to keep seniors in their homes.

GOAL L2 | REVITALIZE AND MAINTAIN DOWNTOWN AS THE HEART OF THE COMMUNITY.

- L2.1. Update Downtown Design Guidelines to reflect current community values and needs (e.g. enhanced streetscape, curbside management, and gathering places, among others); to promote the preservation, renovation, and adaptive reuse of historic structures; to review development requirements for downtown projects (parking, open space, landscaping, etc); and to provide clear regulatory guidance for decision-making.
- L2.2. Update land use regulations to encourage mixed-use structures and higher density housing types in and adjacent to the Downtown Area.
- L2.3. Seek to expand the extents of Downtown as development and redevelopment near the current core area is proposed, utilizing more urban design standards to encourage an active streetscape and mix of uses.

GOAL L3 | HONOR THE AGRICULTURAL HERITAGE OF THE JOHNSTOWN AREA.

- L3.1. Assess the potential for implementation of agricultural preservation and conservation programs (e.g. easements, Transfer of Development Rights (TDR), etc.).
- L3.2. Update land use regulations to encourage development to have agricultural elements and themes (e.g. orchards, community gardens, re-purposing agricultural structures, etc.) into their design. Alongside this effort, collaborate with new and existing neighborhoods, special districts, and other community partners to implement agricultural elements and themes in neighborhoods and facilities.
- L3.3. Establish relationships and collaborate with local agricultural producers, community partners and the business community in order to create new opportunities to connect local residents with local agricultural products and to develop an Agricultural Day to raise awareness of and build pride for local agriculture.
- L3.4. Promote awareness about the presence of farm vehicles and enhance farm-related signage to encourage appropriate driving behavior in emerging areas of development with significant active agricultural lands.





WHERE WE WORK & SHOP



Overarching Policy

Where We Work and shop should capitalize on our historic downtown, agricultural heritage, and strategic location along the I-25 to cultivate businesses that can offer diverse jobs and services—strengthening our community resilience and maintaining our vibrant community character.

Goals & Implementation Strategies

GOAL W1 | STRENGTHEN EMPLOYMENT CENTERS TO DIVERSIFY THE TOWN'S ECONOMIC BASE AND PROVIDE JOBS.

- W1.1. Collaborate interdepartmentally to create flexible regulations that accommodate evolving economic trends and industries, and attract new business interests and investment (e.g. renewable energy, business incubators, artists/makers spaces, synergistic businesses, etc.).
- W1.2. Assess incentives and business programs to attract and retain industries that provide high quality jobs (i.e. salaries and benefits) as well as needed goods and services to the community.

Some ideas suggested by the community are:

- Businesses and services for diverse age groups and needs.
- Destination businesses (e.g. microbreweries and dine-in galleries among others) that contribute to social gathering and recreation spaces.
- Businesses and partners that can help diversify and enhance Downtown options for restaurants, shops, and entertainment.

- W1.3. Highlight and align economic development programs and tools to include opportunities for local agricultural, tourism, and recreation industries. This effort should also include working with local groups to develop, establish, and maintain a repository of available resources for interested parties to engage in agritourism activities.

GOAL W2 | BALANCE MORE INTENSE COMMERCIAL USES ALONG MAJOR HIGHWAY CORRIDORS WHILE HAVING NEIGHBORHOOD-SCALE COMMERCIAL IN THE DOWNTOWN AND THROUGHOUT THE COMMUNITY TO ENSURE CONVENIENT ACCESS TO JOBS, GOODS, AND SERVICES FOR ALL RESIDENTS.

- W2.1. Analyze the potential impact and utilization of new incentive areas to encourage development, redevelopment, and investment in key locations (i.e., URA, TIF, DDA), in collaboration with area businesses, owners, and other Town departments.
- W2.2. Work with Downtown businesses, property owners, and residents to develop a strategy and design approach for Downtown that includes public improvements, encourages private investment, and favors home occupation businesses (that demonstrate that they will not have adverse effects on surrounding properties).
- W2.3. Promote appropriate, mixed-density residential development in and adjacent to employment and commercial centers to enliven these areas, and provide options to live, play, and work in close proximity.





WHERE WE PLAY

Overarching Policy

Where We Play should incorporate natural and cultural values to develop and support year-round recreational opportunities that are inclusive of and accessible to all and that contribute to the health and wellbeing of our diverse and growing community.

Goals & Implementation Strategies

GOAL P1 | ENHANCE, MAINTAIN, AND INCREASE RECREATIONAL SPACES AND AMENITIES TO BE ENJOYED BY ALL AGES AND ABILITIES.

- P1.1. Review and update the Parks, Recreation, Open Space and Trails Plan.
- P1.2. Develop an ADA and community informed checklist for the review, maintenance, and update of Town parks and ensure priority projects are included in the Town's Capital Improvements Plan.
- P1.3. Develop a Multi-Purpose Regional Park Master Plan.
- P1.4. Establish standards for the consistent integration of thematic and educational elements in the design of recreational areas and trails. Some considerations suggested by the community are: having signs and markers that identify species, farms, floodplains, etc.
- P1.5. Assess opportunities to take advantage of local water features (i.e. Big Thompson and Little Thompson Rivers and the Johnstown Reservoir) for diversifying recreation options –to provide fishing and non-motorized water sports, among other activities.
- P1.6. Update land use regulations to incorporate pocket parks and natural areas in all commercial and employment centers to create public spaces and to offset environmental impacts, ensuring continuity of parks, trails, and open spaces wherever possible.
- P1.7. Assess opportunities, partnerships, and funding to prioritize the acquisition and/or conservation of key open space and greenway corridors, including those shared with neighboring municipalities.
- P1.8. Update land use regulations to facilitate improvements to Downtown public spaces that create inviting and flexible gathering options and that support year-round cultural and entertainment activities.
- P1.9. Create an advisory group for community members to contribute to parks and recreation planning ensuring efforts are consistent with community desires.



WE PLAY EVERYWHERE...

While the list of goals and strategies for Where We Play may seem short in comparison to other elements, all other elements (where we live, work, and shop, and how we move and serve) address the importance of recreational spaces and amenities, including the connectivity of neighborhoods and trails, increasing safety for non-motorized travelers (pedestrians and bicyclists), and protecting natural assets, among others.



HOW WE MOVE



Overarching Policy

How We Move should rely on safe and inclusive multi-modal transportation options that connect residents and visitors with each other and to jobs, services, and recreation opportunities within and beyond town boundaries.

Goals & Implementation Strategies

GOAL M1 | PROVIDE AN EFFICIENT, SAFE, AND COMPREHENSIVE TRANSPORTATION SYSTEM INTEGRATING MOTORIZED AND NON-MOTORIZED TRANSPORTATION OPTIONS.

- M1.1. Regularly update the Transportation Master Plan to reflect changing needs and trends and to include a bike and pedestrian circulation plan as well as the efficient integration of micromobility.
- M1.2. Collaborate with railroad and irrigation ditch companies to enhance existing and create new pedestrian connections while honoring the historic character of the rail lines and the irrigation ditches.
- M1.3. Conduct a comprehensive analysis and update of the Street Design Standards (consider Larimer County Urban Area Street Standards (LCUASS)); the Transportation Plan; and the Parks, Recreation, Open Space and Trails Plan to ensure updated strategies are coordinated with each other.
- M1.4. Update land use regulations to include requirements for bike lanes and multi-modal trails to ensure connectivity with current and future development—within and adjacent to Town boundaries. Alongside this effort, analyze options to expand impact fees to support multi-modal transportation options.
- M1.5. Collaborate with local agencies and school districts to develop a clear implementation plan to create safe routes for cyclists and pedestrians to local schools. Update development codes to require this connectivity with new or redevelopment.
- M1.6. Update land use regulations to incentivize or require parking lots for high density and non-residential uses to incorporate EV charging stations.

GOAL M2 | ALIGN TRANSPORTATION AND ECONOMIC EFFORTS TO SUPPORT AND PROMOTE THE LOCAL ECONOMY.

- M2.1. Conduct a feasibility study to assess opportunities and funding options for a local shuttle or micro-transit service to connect residents and visitors to local destinations (e.g. from Downtown to 2534 area and vice versa).
- M2.2. Assess and update sign design standards (consider Tourist-Oriented Development signage—blue signs) for major corridors and activity centers to ensure high quality, cohesive, and compatible designs that promote local businesses and reduce the need for large signage.

GOAL M3 | BUILD AND STEWARD PARTNERSHIPS TO COLLABORATIVELY ADDRESS TRANSPORTATION IMPROVEMENTS OF REGIONAL IMPACT.

- M3.1. Collaborate with regional agencies and neighboring communities to develop and maintain a transportation system that separates different modes of transportation (e.g. vehicular, bicycle, equestrian, pedestrian, etc.) and that enhance connectivity and safety of shared trails.
- M3.2. Work locally and with adjacent jurisdictions to reduce trail gaps by prioritizing the construction of proposed trails and sidewalks that create needed connections for people to actively and safely move within and beyond town boundaries.
- M3.3. Work with the community to improve seniors' transportation options (consider the [NFRMPO One-Call One-Click Center](#)).
- M3.4. Identify partnerships and resources for joining existing and emerging North Front Range public transportation services and projects.
- M3.5. Identify partnerships with joint funding that subsequently allow the Town to annex appropriate county roads into the Town and upgrade and realign as needed for the most efficient regional transportation system possible.
- M3.6. Collaborate with CDOT to proactively and efficiently address traffic volumes, intersections, points of access, and overall safety on SH 60 and US 34.
- M3.7. Leverage the I-25 designation as an [Alternative Fuels Corridor](#) to plan for the provision of EV infrastructure at interchanges.
- M3.8. Proactively work with area railroad groups to coordinate safe and appropriate rail crossings for current and future transportation needs.





HOW WE SERVE



Overarching Policy

How we serve should provide an efficient and consistent level of public services and amenities that are conducive to making our town resilient, vibrant, and connected.

Goals & Implementation Strategies

GOAL S1 | DIRECT COMMUNITY GROWTH IN A MANNER THAT WILL PROVIDE FOR THE EFFICIENT AND EFFECTIVE EXTENSION OF PUBLIC SERVICES AND FACILITIES.

- S1.1. Develop a measuring/monitoring and reporting system for Town infrastructure to ensure efficient upgrades and maintenance.
- S1.2. Host regular meetings with school, fire, and parks districts to collaborate on upgrades to existing facilities and on securing locations for new facilities.
- S1.3. Continue encouraging the community-scale development of health services for diverse age groups and needs (e.g. Day Care Centers for medically compromised persons).
- S1.4. Create an implement a consistent design theme for new and existing Gateways.

GOAL S2 | ENSURE TOWN PLANNING EFFORTS AND INVESTMENTS ARE SUSTAINABLE AND CONTRIBUTE TO THE COMMUNITY'S QUALITY OF LIFE.

- S2.1. Pursue more regional, state, and federal grant opportunities and seek grant writing assistance to capitalize on funding opportunities.
- S2.2. Prioritize and seek out public and private partnerships and appropriately located and designed development proposals that maximize positive fiscal impacts and contribute to this Plan's guiding principle.
- S2.3. Collaborate with neighboring towns to enhance connectivity with adjacent existing and future developments for the efficient development of utility infrastructure and emergency response.
- S2.4. Identify and pursue local and regional projects for the improvement of public services, including alternative and multi-modal transportation options and other technological advancements (e.g. broadband, small cell connectivity, advanced metering, electric vehicles, etc.).

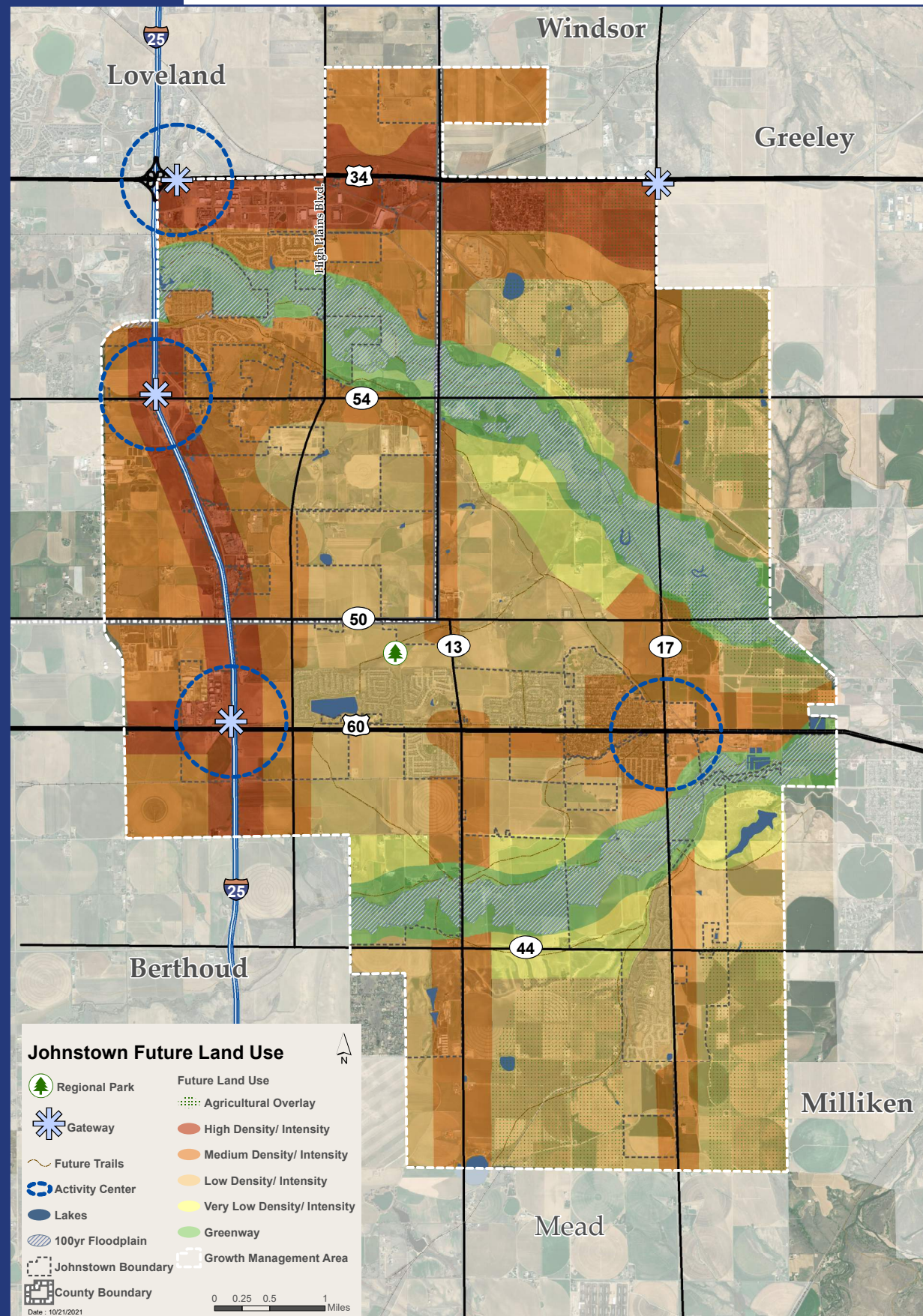
- S2.5. Leverage public engagement opportunities to educate on, discuss, define, and prioritize sustainability goals. Once goals are established, ensure their alignment across all Town efforts. Along this effort, promote water conservation approaches and practices in the community.
- S2.6. Assess community desire to update land use and building codes to require (or incentivize) development to meet updated quality, sustainability, and infrastructure standards (e.g. universal design, green and solar infrastructure, radon mitigation, etc.). Alongside this effort, investigate override of PUD and HOA documents to allow the use of and retrofits for environmentally friendly infrastructure.
- S2.7. Collaborate with local and regional schools to create a civic leadership curriculum and internship opportunities for individuals of all ages to learn about and contribute to Town affairs and to cultivate a community of leaders. Alongside this effort, work with the community to create a community corps of volunteers that can support community efforts.

GOAL S3 | ENSURE ALL DEVELOPMENTS IS IN BALANCE WITH THE NATURAL ENVIRONMENT.

- S3.1. Identify and geographically define natural hazards and sensitive areas and recommended setbacks or mitigation to more appropriately incorporate these areas into planning efforts (e.g. hazard mitigation, environmental conservation, recreation and access) and to reference them in development reviews.
- S3.2. Update development standards to minimize disruption and restrict development within regulatory wetlands and the floodplain.
- S3.3. Work with the community to facilitate the formation of an emergency planning group (including public works, emergency responders, and interested community members) to conduct regular meetings.
- S3.4. Update development standards to include right-of-way landscaping requirements that use green infrastructure—to protect, restore, and mimic the natural water cycle.
- S3.5. Assess opportunities to protect vital viewsheds along major corridors and gateways to highlight Johnstown's unique natural features (e.g. rivers, mountains, protected agricultural lands, etc.).
- S3.6. Update current lighting code requirements and consider upgrading it to encourage Dark Sky approaches—for the efficient and safe utilization of outdoor lighting technologies with minimal disruption to the environment.



(Source: Logan Simpson, 2021)



CHAPTER 5: FUTURE LAND USE MAP

OVERVIEW

The Future Land Use (FLU) Map helps direct desired growth patterns by identifying the characteristics of land use categories and where those categories are distributed across the Town’s 48-square mile growth management area. The FLU Map reflects the locational and spatial direction of the Comprehensive Plan’s Goals and Strategies and is consistent with the integral themes ensuring all uses contribute to making Johnstown more vibrant, resilient, and connected. Also, the FLU Map takes into consideration the adjacency of uses; natural features and environmentally sensitive areas such as agricultural lands, greenways, rivers, and floodplains; and multi-modal transportation access and circulation, including the Town’s gateway entrances and activity centers. When the Planning and Zoning Commission and Town Council are presented with land use decisions for residential and commercial development, subdivision of land, or zoning changes, the following future land use categories should be discussed and applied.

The Future Land Use of the adjacent communities of Greeley, Windsor, Milliken, Loveland, Berthoud, and Mead have been consulted to ensure consistency with regards to compatible land uses, transportation corridors, and resource protection. To ensure coordinated development in the **3-Mile Planning Area** surrounding Johnstown’s proposed growth management area, intergovernmental agreements are in place with Loveland and Berthoud and a cooperative planning agreement is in place with Weld County.

Three-Mile Planning Area

The 3-Mile Area responds to a state requirement whereby municipalities must describe where and how they may annex land within three miles of its town boundaries. Johnstown’s potential annexations are anticipated to occur between Town boundaries and the GMA, and fall short of the 3-mile boundary. This Comprehensive Plan shall satisfy State requirements for the “Three Mile Plan” and the “3- Mile Area” boundaries.

FUTURE LAND USE CATEGORIES & DESCRIPTIONS

The Future Land Use categories are meant to provide flexibility for future development, respond to economic changes, and reduce unnecessary plan amendments. Development trends are constantly changing and the once sought after suburb versus city style development is moving toward a greater mix of uses intended to distribute basic commercial and retail services among the neighborhoods.

The densities and intensities noted on the plan indicate a functional difference in how these areas might operate with relation to:

- compatible land uses
- traffic patterns and volumes
- size of the street network that might serve an area
- size and scale of buildings
- amount of activity and impacts generated by a use

Johnstown intends that these general areas of development will incorporate a mix of uses, integrating appropriate residential types and densities near or within areas of compatible commercial and employment to facilitate the opportunity to work, live, and play in the community and neighborhoods.

Additionally, with the COVID pandemic of 2020, the Town anticipates that many companies may reevaluate their space and employee needs, while homeowners may change their housing and lifestyle choices. Taking all of this into consideration, the Town decided to move away from land use categories in favor of defining densities and intensities assuming a mix of uses across the board.

The next pages describe the land use categories, general locations, intent, desired character, and other desired features. The land use categories are accompanied by character images and photos to illustrate the desired look and feel for the overall area and the building scale.

HIGH DENSITY/INTENSITY (HDI)

INTENT & DESIRED CHARACTER

A High Density/Intensity area (HDI) will be generally characterized by a high percentage of non-residential uses, with some residential possibly integrated into larger development areas. These HDI corridors and nodes will accommodate and experience larger volume of traffic and be located along busy arterial and highway corridors, and especially at interchanges and intersections.

These areas are intended to provide high-quality, high-visibility locations for retail, office, and employment activities, with some light industrial uses that can appropriately mitigate impacts and contribute to the employment base. These areas will have taller, larger-scale structures, a wider span of business hours, large parking areas, and a mix of uses that create economic synergies. Gathering spaces, entertainment venues, and walkable and enjoyable retail areas may be located adjacent to larger “big box” retailers. Town Gateways will also benefit from these HDI locations where most travelers may first be made aware that they are in Johnstown.

While HDI areas are largely served by vehicular transportation with speeds of 35 mph or more, these areas may also serve as ideal locations for transit facilities, and multi-modal trails that allow cyclists and pedestrians to safely connect to the services offered from neighboring residential areas. Residential may be integrated into mixed-use structures, or be provided as stand-alone complexes, whereby residents can easily access employment, entertainment, and shopping opportunities, as well as the nearby transportation network and any transit facilities.



RECOMMENDATIONS

Uses:

Mix of commercial, employment, and higher density residential uses to enliven the area. Active and attractive streetscape along major corridors, with parking shared among multiple uses, and situated to the sides and rear of development to better accentuate the businesses and entryways.

Signage that is master planned for larger development for consistency and aesthetics.

Density Range:

No maximum.

Intensity:

Given range of uses, no specified floor-to-area ratio.

Approximate Land Use Balance:

80+% non-residential to a maximum of 20% residential.



MEDIUM DENSITY/INTENSITY (MDI)

INTENT & DESIRED CHARACTER

A Medium Density/Intensity area (MDI) will generally be characterized by a more balanced, and wider-ranging mix of land uses—incorporating walk-up apartment buildings, townhomes, small lot (3,500-5,000 SF) attached and detached single-family housing, in close proximity to neighborhood-scale shopping, personal services, restaurants, small medical facilities, and facilities such as libraries and recreational centers. MDI areas may also occur along arterials and other major corridors, and may serve as the next layer away from the High Density/Intensity areas they may neighbor, as a transition to lower density neighborhoods. MDI's will offer complete neighborhoods with a diversity of shops and services, including schools and civic facilities, within walking or biking distance from residential areas; and offer good walking connections along with larger-scale multi-modal trails.

Commercial uses may be developed as stand-alone sites or be grouped in small 10 to 20-acre centers or campuses. Johnstown's Downtown would be ideal for this level of development. Reuse and redevelopment of existing structures may occur, with historic residences and structures changing to offices, boutiques, or personal services with alley-served parking. Commercial centers in an MDI will feature more walkability, perhaps offering covered arcades or awnings, pedestrian-scaled signage, shade trees and nice landscaping that helps slow traffic and break-up parking areas, and enjoyable outdoor spaces to gather. Rooftop and sidewalk patios, along with courtyard plazas offer patrons enjoyable places to meet and eat, gather and chat with friends.

Residential neighborhoods will provide a range of housing options and provide street and trail connections to adjacent neighborhoods. Housing will be encouraged to provide porches that extend closer to the sidewalks, and garages that are alley-loaded or setback to offer a safer, slower, and more interesting streetscape. Future considerations may include accessory dwelling or carriage house units to increase affordability and diversity. These are great neighborhoods to encourage and accommodate a diversity of lifestyles and income ranges, and allow active-agers to remain in Johnstown once larger family homes and yards may be less desirable.

RECOMMENDATIONS

Uses:

Mix of neighborhood-scaled commercial and civic areas with moderate density residential.

Attractive streetscape along major corridors, more suburban-style development, and walkable, pedestrian scale commercial areas that connect to adjacent neighborhoods.

Signage is pedestrian-scale along walking areas. Along streets, signs are monument-style or master-planned for larger development for consistency and aesthetics; large signs would serve as multi-tenant or development-scale monumentation and entry features.

Density Range:

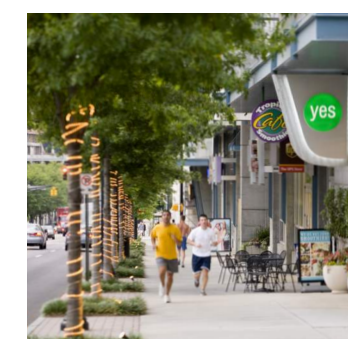
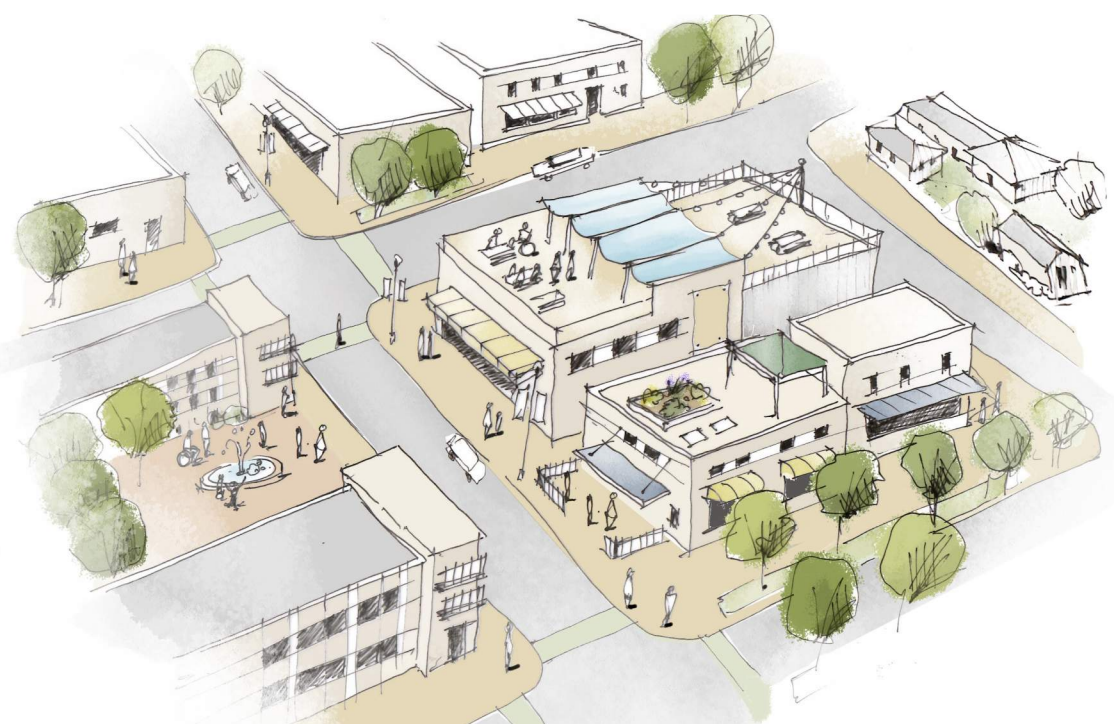
5-16 DU/Acre.

Intensity:

Max of 4 stories, 70% lot coverage, 20-foot setbacks from roadways with screened parking areas.

Approximate Land Use Balance:

30-40% non-residential to 60-70% residential uses.



LOW DENSITY/INTENSITY

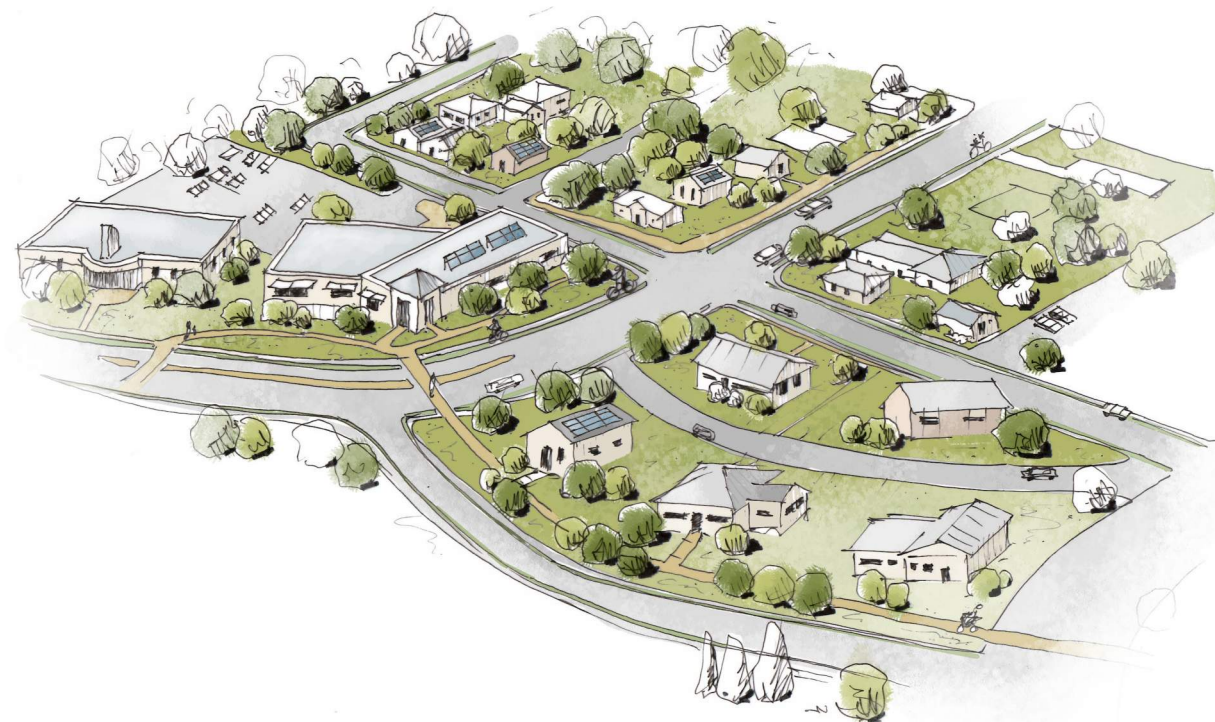
INTENT & DESIRED CHARACTER

A Low Density/Intensity area (LDI) will be generally characterized by a higher percentage of residential, predominantly lots for single-family detached homes, with some lower-density townhomes or duplex/patio homes. Commercial will be less prominent and focused on neighborhood-level services such as a convenience store, gas station, dance/karate studio, auto shop, salon, or restaurant, and civic uses (parks, library, schools).

Low Density/Intensity areas will occur along collector and local street corridors, and are likely to be adjacent to MDI and HDI areas, which serve to buffer LDIs from major street corridors and busier commercial areas. LDI's will strive to offer complete neighborhoods with easy access to neighborhood services, parks, schools, and be connected to adjacent neighborhoods and multi-modal corridors with trails and walks.

Commercial areas in LDIs will feature smaller building footprints (±3,000-30,000 SF), and be focused on providing smaller-scale retailers and services aimed at serving the immediate neighborhood and community, with more walkability and attractive landscaping that helps slow traffic and break-up parking areas, and enjoyable outdoor spaces to gather. Sidewalk patios and plazas offer patrons enjoyable places to meet and eat, gather and chat with neighbors. The commercial uses may occur in small commercial centers with multiple businesses, with cumulative commercial areas of around 100,000 SF.

Residential neighborhoods will provide multiple housing and lifestyle options within a more suburban setting. An LDI neighborhood may utilize winding internal streets and cul-de-sac configurations; perimeter fencing and landscaping for buffers, pocket parks and playgrounds within neighborhoods, connected to a trail system. These provide another great solution for integrating a range of lifestyles, incomes, and ages into a neighborhood.



RECOMMENDATIONS

Uses:

Streets and spaces support lower volumes of vehicles and people, with most homes and driveways accessing from local streets.

Attractive streetscape is presented along major corridors, with a more suburban-style development dominated by residential, but still allowing commercial uses and centers for small-scale uses that directly serve nearby neighborhoods and local residents.

Signage is pedestrian-scale along walking areas. Along streets, signs are monument-style or master-planned for commercial centers, and/or with adjacent neighborhoods, for consistency and aesthetics.

Density Range:

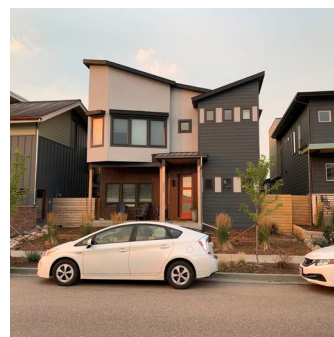
4-10 DU/Acre.

Intensity:

Maximum of 3 stories, 70% lot coverage, 20-foot setbacks from roadways with screened parking areas.

Approximate Land Use Balance:

15-20% non-residential to 80-85% residential uses.



VERY LOW DENSITY/INTENSITY

INTENT & DESIRED CHARACTER

Very Low Density/Intensity (VLDI) areas will typically develop adjacent to more natural corridors of floodplains, rivers, reservoirs, prime agriculture conservation, bluffs or highly-sloped area, and other natural features to better accommodate and allow the unique features to be integrated into the design of the development.

These neighborhoods and areas will be generally characterized by a mixture of larger-lot, estate-style residential, integrated with clusters of lower-density townhomes and duplex/patio homes to create additional housing opportunities, while conserving the natural features these VLDI areas are intended to integrate with and protect. Cluster-style development allows a mix of housing types, adjacent to expansive open spaces and natural areas intended to buffer these features from more intensely-developed areas.

The Town would expect to see low volume streets, open-style fencing, trails that connect through the neighborhood, and a more native/natural landscape and plant mix. VLDI's will rely on adjacent neighborhoods and corridors for access to services, parks, schools, and nearby services.



RECOMMENDATIONS

Uses:

Streets and spaces support low volumes of vehicles and people, with all homes and driveways accessing from local streets.

Significant open space and natural area conservation through the use of cluster development or specific building envelopes on estate lots.

Open rail fencing, natural grasses and landscape elements, protected natural features.

Density Range:

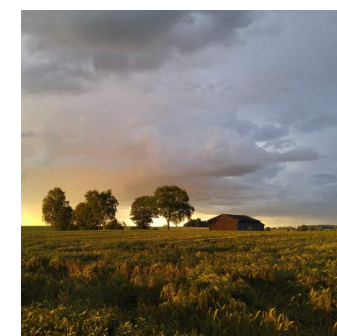
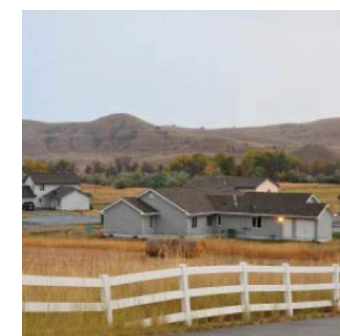
1-2 DU/Acre.

Intensity:

Maximum of 2 stories, building envelopes clarifying setbacks and intensity of development.

Land Use Balance:

100% residential uses



ACTIVITY CENTERS

INTENT & DESIRED CHARACTER

Activity centers have been identified as strategic areas that support local and regional transportation networks, living, employment, recreation, and services. These areas are intended to be mixed-use centers that make a highly efficient use of space by offering high-density residential areas supported by a diversity of shops and services and a vibrant public realm.

Activity Centers continue to develop at highway interchanges, Downtown, and generally in conformance with other characteristics of a High Density/Intensity area. While three of the four activity centers are located along the I-25 corridor making them convenient for motorized travelers, these centers should also connect to the Town's trail network, facilitating and encouraging active modes of transportation, and enhancing recreation opportunities for the community. These centers are ideal opportunities for the Town to consider future transit or other transportation services, and connections to nearby systems.

RECOMMENDATIONS

Uses: See High Density / Intensity category.

Density: No maximum.

Intensity: No specified floor-to-area ratio.

Approximate Land Use Balance: 85-90% non-residential to max 15% residential uses.



GATEWAYS

GENERAL LOCATION

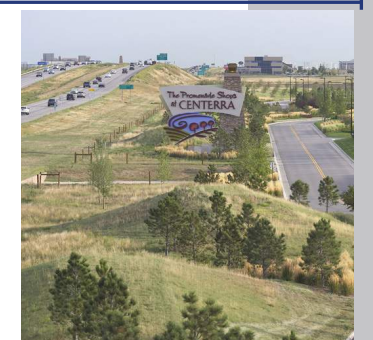
At key, high traffic entrance points.

INTENT & DESIRED CHARACTER

These are unique entrances into Town. Gateways are intended to define our community –both in terms of physical limits and identity, to welcome residents and visitors, and to slow traffic well outside Town limits.

These gateways should be designed and landscaped to create cohesive, attractive, and celebratory landmarks that pay homage to Johnstown's character and values.

Activity Centers



Gateways

INTENT & DESIRED CHARACTER

This designation is primarily intended for floodplain areas, as established by the adopted FIRM/FEMA maps and studies. These areas are natural areas for flooding—to capture and channel stormwater in large storm events, offer high habitat and ecosystem value, and should be avoided when considering areas for new development or redevelopment to protect life, property, and natural assets. These areas offer opportunities for conservation of natural areas and landscapes, as well as low impact recreational trails. Greenways may also be located adjacent to irrigation ditches, reservoirs, wetlands, and other ecologically-significant areas.

The greenway/floodplain areas include natural open space, trails, and river access. While sections of this land use may be on private land, efforts should be made to increase and maintain public access and to enhance connections for regional recreation and wildlife movement.

RECOMMENDATIONS

Uses: Passive recreation.

Density: N/A.

Intensity: N/A.



INTENT & DESIRED CHARACTER

This agriculture preservation overlay represents areas identified by the United States Department of Agriculture (USDA) as prime for agriculture. As a “Right to Farm County”, Weld County recognizes the importance of maintaining productive agricultural lands to support the economies of scale required for agricultural operations. Johnstown concurs and welcomes the continued production of agricultural products within its Growth Management Area.

While many acres of Johnstown’s prior surrounding agricultural lands have been converted to development, the Town is open to working with the community to preserve and conserve areas of ongoing production and prime agricultural lands.

Innovative financing and land use tools exist and should be considered to assist those interested in maintaining their agricultural businesses and way of life.

RECOMMENDATIONS

Uses: Large lot residential, ranch, farm, pastures, stables, and arenas.

Special uses may be allowed for agri-tourism purposes (lodging, demonstrations, workshops, fairs, retail farm sales, special event facilities, etc.). Additional uses may be added to land use regulations that can enable the community to protect this resource while exploiting opportunities to extract the highest value for preserved agricultural lands.

Density: 2 DU/Acre

Intensity: Accessory/additional uses in harmony with and proportion to primary functioning agricultural use.





CHAPTER 6: IMPLEMENTATION

OVERVIEW

This chapter identifies a series of specific steps to be taken by the Town and community partners to achieve the Plan’s Guiding Principle, Integral Themes, and its respective goals and implementation strategies.

IMPLEMENTATION STRATEGIES

Building on the 2006 Comprehensive Plan, the following implementation strategies were confirmed, refined, or expanded. Additionally, community input informed a series of opportunities that resulted in new strategies. These strategies are intended to influence future zoning and regulation changes, suggest potential financing tools, leverage partnerships, prioritize capital investments, and establish new programs and services. The resources and partnerships required for each implementation strategies should be considered in conjunction with annual budgeting and capital planning.

The implementation strategies presented in this document are dynamic and they may be adjusted over time based on availability of new or improved information, changing circumstances, resource availability, and anticipated effectiveness, so long as they remain consistent with the intent of the Comprehensive Plan.

Implementation strategies are outlined by the following characteristics:

Type

- **Regulatory Reform:** Some development regulations and standards will need to be updated to ensure consistency with the goals and objectives of the Comprehensive Plan.
- **Capital Projects:** These major infrastructure investments and funding partnerships are specifically relevant to the implementation of the Comprehensive Plan goals and objectives but should be considered in conjunction with other capital improvements and related plans to determine priorities, project efficiencies, and timing of capital improvement expenditures.
- **Plans and Studies:** Specific locations or initiatives that may require additional support and direction at a more detailed level than what is established

in this Comprehensive Plan. These include site-specific development guidelines, master and/or subarea plans, and feasibility or funding studies.

- **Programs and resources:** These may include developing an educational program, marketing campaign, or a repository of resources to inform the public, encourage civic engagement, and overall, invite the community to contribute to the success of the Comprehensive Plan efforts. Programs and resources may also involve seeking or continuing collaborative efforts with local and regional organizations.

Champion & Partners

CHAMPION/PARTNERS	ACRONYM
<i>Building</i>	<i>Bldg.</i>
<i>Public Works</i>	<i>PW</i>
<i>Planning & Development</i>	<i>P&D</i>
<i>Communications</i>	<i>Comms.</i>
<i>Economic Development</i>	<i>ED</i>
<i>Finance</i>	<i>F</i>
<i>Police</i>	<i>P</i>
<i>Town Clerk</i>	<i>TC</i>
<i>Town Manager</i>	<i>TM</i>
<i>Department of Local Affairs</i>	<i>DOLA</i>
<i>Colorado Department of Transportation</i>	<i>CDOT</i>
<i>Fire Districts</i>	<i>FD</i>
<i>School Districts</i>	<i>SD</i>
<i>Planning and Zoning Commission</i>	<i>P&ZC</i>
<i>Housing Authority</i>	<i>HA</i>
<i>Johnstown Senior Center</i>	<i>JSC</i>
<i>Johnstown Historical Society</i>	<i>JHS</i>
<i>Johnstown Housing Authority</i>	<i>JHA</i>
<i>Weld and Larimer Counties</i>	<i>WLCC</i>
<i>Greeley-Weld Housing Authority</i>	<i>GWHA</i>
<i>Thompson Rivers Parks & Recreation District</i>	<i>TRPRD</i>
<i>North Front Range Metropolitan Organization</i>	<i>NFRMPO</i>
<i>Great Western Railroad</i>	<i>GWR</i>

Effectiveness/Impact

How effective a strategy is in generating tangible results:

- **Low:** somewhat effective, or slow to go into effect but still important
- **Medium:** more effective with some visible results shortly after implementation
- **High:** once completed, immediate results

Anticipated Cost

- **\$:** an anticipated cost less than \$20,000
- **\$\$:** an anticipated cost of \$20,000 - \$100,000
- **\$\$\$:** an anticipated cost over \$100,000

Anticipated Implementation Timeline

- **Short-term:** 0-5 years
- **Mid-term:** 5-10 years
- **Long-term:** 10-20 years or more

ROLES OF IMPLEMENTATION

Annual Workplan

Each year, the Town Manager and Planning and Development Director should collaboratively develop a workplan with key strategies for the year, based upon the Implementation Matrix. Resources and budgeting should be based upon implementing this Annual Work plan.

Tracking progress over time is crucial to ensuring the success of this Plan. It can be easy to lose track of how many improvements are made over time or to focus on strategies that steer away from identified priorities, targets, or resources. For this reason, Staff should identify accessible and important indicators and track their progress over time as part of the Annual Workplan to assess outcomes and maintain accountability.

The Town Manager and Planning & Development Director will have ultimate responsibility to coordinate audits and updates to the Plan and the Implementation of the Annual Work plan.

Town Council Prioritization Considerations

Ultimately, Town Council prioritizes the implementation of this Plan. Decisions are made based on a variety of changing conditions and priorities. Prioritization may change based on changing funding levels and/or sources (e.g., grant funding that must be used for a certain type of project); new opportunities for partnerships; and the emergence of new private development projects. The following criteria can help Town Council in determining the priority of strategies to implement:

- **Health, Safety, Welfare, and Code Compliance:** Strategy involves projects that improve public health, safety, welfare, or ensure code compliance.
- **Ease of Implementation:** Strategy capitalizes on opportunities to be easily implemented (i.e., low cost with large gains, staff capacity, development-ready projects, available property, etc.).
- **Community Significance:** Strategy provides benefit to a large number of people within the community, contributes to community vision and goals and to balancing needs across the community.

- **Partnerships for Funding:** Strategy leverages partnerships for funding (i.e., Regional Partners, federal or state grants, private sources, etc.).
- **Satisfies Urgent Need:** Strategy satisfies urgent needs within the community (i.e. transportation and safety improvements).
- **Completes Phasing of Current Projects:** Strategy completes phases of current projects that are yet to be completed.

Community Leadership

The community, and other governmental and non-governmental agencies, including community advisory committees, also have a role in the Johnstown Area Comprehensive Plan. Empowering them to take action will not only contribute to building civic leadership but also further the implementation of this Plan. The 'Community Leadership' Handout provides information and resources needed to take action. The goal is for community organizations to collaborate with the Town to find mutually beneficial solutions, pool resources, and assist in gathering data and monitoring the success of the implementation strategies. The Community Leadership Handout should be a live document that continues to evolve and improve based on community contributions, and should be made available on the Town's website, and promoted at community organizations and public facilities, including schools.

Plan Integration

Town Leadership and the Planning and Development staff should ensure consistency between the Johnstown Area Comprehensive Plan and development proposals, development regulations, and land use codes. Additionally, the Town should work to integrate the Plan's Implementation Strategies into the Town's Capital Improvement Plans to ensure implementation.

Plan Updates

Though the goals and strategies contained in this Plan were developed to guide the Town's decision-making into 2040, the Plan is intended to be flexible and adapt to changing conditions. The Plan should be reviewed and updated at least every 5 years. Minor modifications may occur in interim years whenever major demographic shifts or policy changes occur that would impact the accuracy and direction of the elements in this Plan. As change occurs, however, the Plan's Guiding Principle and Integral Themes should continue to provide the foundation for the Plan.

IMPLEMENTATION TABLE

The next couple of pages offer an illustration of the Implementation Table. Town Staff will work from a live version in an Excel Format. For the most up to date version of this table, please contact the Planning & Development Department.



WHERE WE LIVE

STRATEGY	TYPE	CHAMPION	PARTNERS	EFFECTIVENESS/ IMPACT	COST	TIMELINE
GOAL L1 ENSURE NEIGHBORHOOD CHARACTER AND AMENITIES CONTRIBUTE TO THE HEALTH AND WELLBEING OF DIVERSE RESIDENTS.						
<i>L1.1.</i> Update land use regulations to address balance of residential and non-residential development consistent with the Future Land Use Plan; to create complete neighborhoods within and surrounding activity centers; to include design guidelines and wireless design standards for high quality developments; and to promote creative and diverse housing types and neighborhoods.	Regulatory Reform	P&D	Bldg.	High	\$\$	short-term
<i>L1.2.</i> Require connectivity of street and trail networks into and beyond new development, ensuring connection opportunities for future development on adjacent undeveloped lands, and creating safe routes to schools.	Regulatory Reform	P&D	Bldg., PW	Medium	\$	on-going
<i>L1.3.</i> Create a measurable standard to require affordability/attainability, and universal design, in a certain percentage of housing units within new residential developments, or seek other techniques to address long term affordability in the community. Ensure updated code efforts include collaboration with local equitable housing advocates to identify and promote options and tools to create appropriate housing for senior and low-to-medium income households.	Plan/Study Regulatory Reform	P&D	Bldg., JHA, Habitat	Medium	\$	on-going

<i>L1.4.</i> Address long-term livability options for seniors by encouraging universal design features and continued care amenities and facilities. Additionally, by working with local housing advocates and entities to include options for low-to-medium income seniors and to promote a retrofit assistance program to keep seniors in their homes.	Program/ Resource Regulatory Reform	P&D	Bldg., JHA	Medium	\$	long-term
GOAL L2 REVITALIZE AND MAINTAIN DOWNTOWN AS THE HEART OF THE COMMUNITY.						
<i>L2.1.</i> Update Downtown Design Guidelines to reflect current community values and needs (e.g. enhanced streetscape, curbside management, and gathering places, among others); to promote the preservation, renovation, and adaptive reuse of historic structures; to review development requirements for downtown projects (parking, open space, landscaping, etc); and to provide clear regulatory guidance for decision-making.	Regulatory Reform	P&D	PW	Medium	\$\$	on-going
<i>L2.2.</i> Update land use regulations to encourage mixed-use structures and higher density housing types in and adjacent to the Downtown Area.	Program/ Resource	P&D	PW, Bldg.	Medium	\$	on-going
<i>L2.3.</i> Seek to expand the extents of Downtown as development and redevelopment near the current core area is proposed, utilizing more urban design standards to encourage an active streetscape and mix of uses.	Regulatory Reform	P&D		Medium	\$	on-going



WHERE WE WORK & SHOP

GOAL L3 | HONOR THE AGRICULTURAL HERITAGE OF THE JOHNSTOWN AREA.

<p>L3.1. Assess the potential for implementation of agricultural preservation and conservation programs such as, easements, Transfer of Development Rights (TDR), and similar.</p>	Plan/Study	P&D	Bldg., PW	Medium	\$	mid-term
<p>L3.2. Update land use regulations to encourage development to have agricultural elements and themes (e.g. orchards, community gardens, re-purposing agricultural structures, etc.) into their design. Alongside this effort, collaborate with new and existing neighborhoods, special districts, and other community partners to implement agricultural elements and themes in neighborhoods and facilities.</p>	Regulatory Reform	P&D	Bldg., PW	Medium	\$	on-going
<p>L3.3. Establish relationships and collaborate with local agricultural producers, community partners and the business community in order to create new opportunities to connect local residents with local agricultural products and to develop an Agricultural Day to raise awareness of and build pride for local agriculture.</p>	Program/Resource	P&D	Comms.	High	\$	short-term
<p>L3.4. Promote awareness about the presence of farm vehicles and enhance farm-related signage to encourage appropriate driving behavior in emerging areas of development with significant active agricultural lands.</p>	Program/Resource	P&D	PW, Comms.	Low	\$	on-going

STRATEGY	TYPE	CHAMPION	PARTNERS	EFFECTIVENESS/IMPACT	COST	TIMELINE
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GOAL W1 | STRENGTHEN EMPLOYMENT CENTERS TO DIVERSIFY THE TOWN'S ECONOMIC BASE AND PROVIDE JOBS.

<p>W1.1. Collaborate interdepartmentally to create flexible regulations and standards that accommodate evolving economic trends and industries, and attract new business interests and investment (e.g. renewable energy, business incubators, artists/makers spaces, synergistic businesses, etc.).</p>	Regulatory Reform	P&D	All Town Departments	Medium	\$	mid-term
<p>W1.2. Assess incentives and business programs to attract and retain industries that provide high quality jobs (i.e. salaries and benefits) as well as needed goods and services to the community.</p> <p>Some ideas suggested by the community are:</p> <ul style="list-style-type: none"> • Businesses and services for diverse age groups and needs. • Destination businesses (e.g. microbreweries and dine-in galleries among others) that contribute to social gathering and recreation spaces. • Businesses and partners that can help diversify and enhance Downtown options for restaurants, shops, and entertainment. 	Regulatory Reform	ED	TM, P&D	Medium	\$	mid-term



WHERE WE PLAY

<p>W1.3. Highlight and align economic development programs and tools to include opportunities for local agricultural, tourism, and recreation industries. This effort should also include working with local groups to develop, establish, and maintain a repository of available resources for interested parties to engage in agri-tourism activities.</p>	Program/ Resource	ED	TM	Medium	\$	on-going
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GOAL W2 | BALANCE MORE INTENSE COMMERCIAL USES ALONG MAJOR HIGHWAY CORRIDORS WHILE HAVING NEIGHBORHOOD-SCALE COMMERCIAL IN THE DOWNTOWN AND THROUGHOUT THE COMMUNITY TO ENSURE CONVENIENT ACCESS TO JOBS, GOODS, AND SERVICES FOR ALL RESIDENTS.

<p>W2.1. Analyze the potential impact and utilization of new incentive areas to encourage development, redevelopment, and investment in key locations (i.e., URA, TIF, DDA), in collaboration with area businesses, owners, and other Town departments..</p>	Plan/Study	TM	F, P&D	Medium	\$	mid-term
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<p>W2.2. Work with Downtown businesses, property owners, and residents to develop a strategy and design approach for Downtown that includes public improvements, encourages private investment, and favors home occupation businesses (that demonstrate that they will not have adverse effects on surrounding properties).</p>	Plan/Study	ED	P&D, PW	Medium	\$	short-term
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<p>W2.3. Promote appropriate, mixed-density residential development in and adjacent to employment and commercial centers to enliven these areas, and provide options to live, play, and work in close proximity..</p>	Regulatory Reform	P&D	PW, Bldg.	Medium	\$	on-going
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STRATEGY	TYPE	CHAMPION	PARTNERS	EFFECTIVENESS/ IMPACT	COST	TIMELINE
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GOAL P1 | ENHANCE, MAINTAIN, AND INCREASE RECREATIONAL SPACES AND AMENITIES TO BE ENJOYED BY ALL AGES AND ABILITIES.

<p>P1.1. Review and update the Parks, Recreation, Open Space and Trails Plan.</p>	Plan/Study	PW	P&D	Medium	\$\$	on-going
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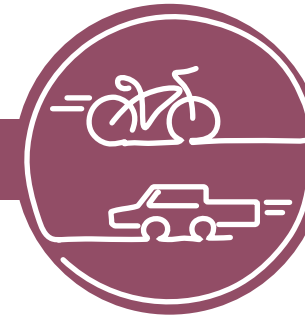
<p>P1.2. Develop an ADA and community informed checklist for the review, maintenance, and update of Town parks and ensure priority projects are included in the Town's Capital Improvements Plan.</p>	Program	PW	P&D	High	\$	short-term
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<p>P1.3. Develop a Multi-Purpose Regional Park Master Plan.</p>	Plan/Study	PW	P&D, Comms	Medium	\$	mid-term
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<p>P1.4. Establish standards for the consistent integration of thematic and educational elements in the design of recreational areas and trails. Some considerations suggested by the community are: having signs and markers that identify species, farms, floodplains, etc.</p>	Plan/Study	PW	P&D, Comms	Low	\$	mid-term
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<p>P1.5. Assess opportunities to take advantage of local water features (i.e. Big Thompson and Little Thompson Rivers and the Johnstown Reservoir) for diversifying recreation options –to provide fishing and non-motorized water sports, among other activities.</p>	Program/ Resource	P&D	PW, Comms.	Low	\$	short-term
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<p>P1.6. Update land use regulations to incorporate pocket parks and natural areas in all commercial and employment centers to create public spaces and to offset environmental impacts, ensuring continuity of parks, trails, and open spaces wherever possible.</p>	Program/ Resource	P&D	PW, Comms.	High	\$	short-term
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HOW WE MOVE

<i>P1.7.</i> Assess opportunities, partnerships, and funding to prioritize the acquisition and/or conservation of key open space and greenway corridors, including those shared with neighboring municipalities.	Plan/Study	PW	P&D, Larimer & Weld Counties	Medium	\$	mid-term
<i>P1.8.</i> Update land use regulations to facilitate improvements to Downtown public spaces that create inviting and flexible gathering options and that support year-round cultural and entertainment activities.	Program/Resource	P&D	PW, Bldg., ED	Medium	\$	on-going
<i>P1.9.</i> Create an advisory group for community members to contribute to parks and recreation planning ensuring efforts are consistent with community desires.	Program/Resource	PW	P&D, Comms.	Low	\$	short-term

STRATEGY	TYPE	CHAMPION	PARTNERS	EFFECTIVENESS/IMPACT	COST	TIMELINE
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GOAL M1 | PROVIDE AN EFFICIENT, SAFE, AND COMPREHENSIVE TRANSPORTATION SYSTEM INTEGRATING MOTORIZED AND NON-MOTORIZED TRANSPORTATION OPTIONS.

<i>M1.1.</i> Regularly update the Transportation Master Plan to reflect changing needs and trends and to include a bike and pedestrian circulation plan as well as the efficient integration of micromobility.	Plan/Study	PW	P&D, TE	Medium	\$	on-going
<i>M1.2.</i> Collaborate with railroad and irrigation ditch companies to enhance existing and create new pedestrian connections while honoring the historic character of the rail lines and the irrigation ditches.	Capital Project	PW	P&D, DC, RRC	Low	\$\$\$	long-term
<i>M1.3.</i> Conduct a comprehensive analysis and update of the Street Design Standards (consider Larimer County Urban Area Street Standards (LCUASS)); the Transportation Plan; and the Parks, Recreation, Open Space and Trails Plan to ensure updated strategies are coordinated with each other.	Plan/Study	PW	P&D, TE	Medium	\$\$	short-term
<i>M1.4.</i> Update land use regulations to include requirements for bike lanes and multi-modal trails to ensure connectivity with current and future development—within and adjacent to Town boundaries. Alongside this effort, analyze options to expand impact fees to support multi-modal transportation options.	Plan/Study	P&D	PW, TM	High	\$	short-term
<i>M1.5.</i> Collaborate with local agencies and school districts to develop a clear implementation plan to create safe routes for cyclists and pedestrians to local schools. Update development codes to require this connectivity with new or redevelopment.	Capital Project	PW	P&D, SD	High	\$\$	on-going

STRATEGY	TYPE	CHAMPION	PARTNERS	EFFECTIVENESS/ IMPACT	COST	TIMELINE
M1.6. Update land use regulations to incentivize or require parking lots for high density and non-residential uses to incorporate EV charging stations.	Capital Project	P&D	PW, ED	Low	\$\$	long-term
GOAL M2 ALIGN TRANSPORTATION AND ECONOMIC EFFORTS TO SUPPORT AND PROMOTE THE LOCAL ECONOMY.						
M2.1. Conduct a feasibility study to assess opportunities and funding options for a local shuttle or micro-transit service to connect residents and visitors to local destinations (e.g. from Downtown to 2534 area and vice versa).	Plan/Study	PW	P&D, ED	Low	\$	mid-term
M2.2. Assess and update sign design standards (consider Tourist-Oriented Development signage –blue signs) for major corridors and activity centers to ensure high quality, cohesive, and compatible designs that promote local businesses and reduce the need for large signage.	Regulatory Reform	P&D	ED, PW, Comms.	Medium	\$	short-term
GOAL M3 BUILD AND STEWARD PARTNERSHIPS TO COLLABORATIVELY ADDRESS TRANSPORTATION IMPROVEMENTS OF REGIONAL IMPACT.						
M3.1. Collaborate with regional agencies and neighboring communities to develop and maintain a transportation system that separates different modes of transportation (e.g. vehicular, bicycle, equestrian, pedestrian, etc.) and that enhance connectivity and safety of shared trails.	Capital Project	PW	P&D, NFRMPO, CDOT	Medium	\$\$\$	long-term
M3.2. Work locally and with adjacent jurisdictions to reduce trail gaps by prioritizing the construction of proposed trails and sidewalks that create needed connections for people to actively and safely move within and beyond town boundaries.	Capital Project	PW	P&D, Larimer & Weld Counties	Medium	\$\$	on-going

M3.3. Work with the community to improve seniors' transportation options (consider the NFRMPO One-Call One-Click Center).	Program	JSC	P&D, PW, Comms.	Low	\$	on-going
M3.4. Identify partnerships and resources for joining existing and emerging North Front Range public transportation services and projects.	Plan/Study	PW	P&D, NFRMPO, CDOT	Low	\$	mid-term
M3.5. Identify partnerships with joint funding that subsequently allow the Town to annex appropriate county roads into the Town and upgrade and realign as needed for the most efficient regional transportation system possible.	Capital Project	PW	P&D, Larimer & Weld Counties	Medium	\$\$\$	mid-term
M3.6. Collaborate with CDOT to proactively and efficiently address traffic volumes, intersections, points of access, and overall safety on SH 60 and US 34.	Capital Project	PW	P&D	Low	\$\$\$	on-going
M3.7. Leverage the I-25 designation as an Alternative Fuels Corridor to plan for the provision of EV infrastructure at interchanges.	Capital Project	PW	P&D	Low	\$\$	mid-term
M3.8. Proactively work with area railroad groups to coordinate safe and appropriate rail crossings for current and future transportation needs.	Capital Project	PW	GWR, UP	High	\$\$	mid-term



HOW WE SERVE

STRATEGY	TYPE	CHAMPION	PARTNERS	EFFECTIVENESS/ IMPACT	COST	TIMELINE
GOAL S1 DIRECT COMMUNITY GROWTH IN A MANNER THAT WILL PROVIDE FOR THE EFFICIENT AND EFFECTIVE EXTENSION OF PUBLIC SERVICES AND FACILITIES.						
<i>S1.1.</i> Develop a measuring/monitoring and reporting system for Town infrastructure to ensure efficient upgrades and maintenance.	Capital Project	PW	TM	High	\$\$	on-going
<i>S1.2.</i> Host regular meetings with school, fire, and parks districts to collaborate on upgrades to existing facilities and on securing locations for new facilities.	Program	P&D	SD, FD, TRPRD	Medium	\$	on-going
<i>S1.3.</i> Continue encouraging the community-scale development of health services for diverse age groups and needs (e.g. Day Care Centers for medically compromised persons).	Program/Resource	P&D	ED, WLCC	Low	\$	on-going
<i>S1.4.</i> Create an implement a consistent design theme for new and existing Gateways.	Capital Project	P&D	ED, PW	Medium	\$\$	mid-term
GOAL S2 ENSURE TOWN PLANNING EFFORTS AND INVESTMENTS ARE SUSTAINABLE AND CONTRIBUTE TO THE COMMUNITY'S QUALITY OF LIFE.						
<i>S2.1.</i> Pursue more regional, state, and federal grant opportunities and seek grant writing assistance to capitalize on funding opportunities.	Program/Resource	PW	P&D, E, Comms.	High	\$	on-going
<i>S2.2.</i> Prioritize and seek out public and private partnerships and appropriately located and designed development proposals that maximize positive fiscal impacts and contribute to this Plan's guiding principle.	Program/Resource	PW	P&D, ED	High	\$	on-going

<i>S2.3.</i> Collaborate with neighboring towns to enhance connectivity with adjacent existing and future developments for the efficient development of utility infrastructure and emergency response.	Capital Project	PW	P&D, WLCC	High	\$\$\$	on-going
<i>S2.4.</i> Identify and pursue local and regional projects for the improvement of public services, including alternative and multi-modal transportation options and other technological advancements (e.g. broadband, small cell connectivity, advanced metering, electric vehicles, etc.).	Capital Project	PW	P&D, Bldg.	High	\$\$\$	on-going
<i>S2.5.</i> Leverage public engagement opportunities to educate on, discuss, define, and prioritize sustainability goals. Once goals are established, ensure their alignment across all Town efforts. Along this effort, promote water conservation approaches and practices in the community.	Plan/Study	PW	Comms., P&D	Medium	\$	mid-term
<i>S2.6.</i> Assess community desire to update land use and building codes to require (or incentivize) development to meet updated quality, sustainability, and infrastructure standards (e.g. universal design, green and solar infrastructure, radon mitigation, etc.). Alongside this effort, investigate override of PUD and HOA documents to allow the use of and retrofits for environmentally friendly infrastructure.	Development	P&D	Bldg., PW	Medium	\$	on-going

STRATEGY	TYPE	CHAMPION	PARTNERS	EFFECTIVENESS/ IMPACT	COST	TIMELINE
S2.7. Collaborate with local and regional schools to create a civic leadership curriculum and internship opportunities for individuals of all ages to learn about and contribute to Town affairs and to cultivate a community of leaders. Alongside this effort, work with the community to create a community corps of volunteers that can support community efforts.	Program/ Resource	Comms.	P&D, PW, TM	High	\$	on-going

GOAL S3 | ENSURE ALL DEVELOPMENTS IS IN BALANCE WITH THE NATURAL ENVIRONMENT.

S3.1. Identify and geographically define natural hazards and sensitive areas and recommended setbacks or mitigation to more appropriately incorporate these areas into planning efforts (e.g. hazard mitigation, environmental conservation, recreation and access) and to reference them in development reviews.	Plan/Study	P&D	PW	Medium	\$	mid-term
S3.2. Update development standards to minimize disruption and restrict development within regulatory wetlands and the floodplain.	Regulatory Reform	P&D	Bldg., PW	High	\$	on-going
S3.3. Collaborate with Weld and Larimer Counties to Develop a local Emergency Management Plan. Alongside this effort, work with the community to facilitate the formation of an emergency planning group (including public works, emergency responders, and interested community members) to conduct regular meetings and emergency related tabletop exercises.	Plan/Study	P, F	P&D, PW, WLCC	Medium	\$	mid-term
S3.4. Update development standards to include right-of-way landscaping requirements that use green infrastructure —to protect, restore, and mimic the natural water cycle.	Regulatory Reform	P&D	Bldg., PW	Medium	\$	short-term

S3.5. Assess opportunities to protect vital viewsheds along major corridors and gateways to highlight Johnstown’s unique natural features (e.g. rivers, mountains, protected agricultural lands, etc.).	Regulatory Reform	P&D	Bldg.	Low	\$	short-term
S3.6. Update current lighting code requirements and consider upgrading it to encourage Dark Sky approaches —for the efficient and safe utilization of outdoor lighting technologies with minimal disruption to the environment.	Regulatory Reform	P&D	Bldg., TM	Medium	\$	short-term

APPENDIX A: GLOSSARY OF TERMS

Activity Center: a general term for mixed-use centers that integrate a range of uses and activities which complement and support each other. Typically, an activity center includes a predominant type of use, such as commercial or employment-related, that is then supported by a mix of one or more other uses, such as residential, civic, or institutional.

Agritourism: any activity carried out on a farm or ranch that allows members of the general public, for recreational, entertainment, or educational purposes, to view or enjoy rural activities, including farming, ranching, historic, cultural, harvest-your-own activities, or natural activities and attractions.

Americans with Disabilities Act (ADA): the ADA recognizes and protects the civil rights of people with disabilities and is modeled after earlier landmark laws prohibiting discrimination on the basis of race and gender. The ADA covers a wide range of disability, from physical conditions affecting mobility, stamina, sight, hearing, and speech to conditions such as emotional illness and learning disorders.

American Community Survey: A demographics survey program conducted by the U.S. Census Bureau. Data is collected for 1-year and 5-year periods.

Annexation: the process of bringing property into the Town limits. The Town may annex land one of two ways: by receiving a petition from a consenting property owner with land contiguous with the Town boundary, or when a property has been completely encircled by land located in the Town's jurisdiction (referred to as an "enclave") for a period of no less than three years.

Attainable/Affordable Housing: decent, attractive, safe, and sanitary accommodation that is affordable for the full spectrum of the Town's residents. While a cost of no more than 30% of gross household income is a good rule of thumb for affordability, there will be some circumstances where higher or lower thresholds may be more applicable.

Buffer: 1) a strip of land, fence, or border of trees, etc., between one land use and another, which may or may not have trees and shrubs planted for screening purposes, designed to set apart one use area from another. An appropriate buffer may vary depending on uses, districts, size, etc.; 2) districts established at or

adjoining commercial-residential district boundaries to mitigate potential frictions between uses or characteristics of use.

Census: an official enumeration of the population, with details as to age, sex, occupation, etc.

Civic: relating to the duties or activities of people in relation to their town, city, or local area.

Compatible Land Use: a land use which may by virtue of the characteristics of its discernible outward effects, exist in harmony with an adjoining land use of differing character. Effects often measured to determine compatibility include, but are not limited to, noise, odor, light, and the presence of physical hazards such as combustible or explosive materials.

Comprehensive Plan: a community driven, long-range plan designed to guide decision-making for Town leaders and to help community members understand future development and redevelopment considerations over the next 20 years.

Connectivity: The degree to which roads and paths are connected and allow for direct travel between destinations.

Conservation Easements: a voluntary legal agreement between a landowner and another entity (usually a land trust) that places restrictions on the use of a piece of property. Common examples of use restrictions include prohibiting building on the property or preventing mining on the property. That said, landowners retain many of their rights, including the right to use the land (for purposes such as agriculture) and to sell it or pass it on to their heirs.

Cost-Burdened Households: households who pay more than 30% of their income for owning or renting a home and who may experience hardship affording necessities such as food, clothing, transportation, and medical care.

Crime Prevention through Environmental Design (CPTED): a multi-disciplinary approach of crime prevention that uses urban and architectural design and the management of built and natural environments. CPTED strategies aim to reduce victimization, deter offender decisions that precede criminal acts, and build a sense of community among inhabitants so they

can gain territorial control of areas, reduce crime, and minimize fear of crime. CPTED is pronounced 'sep-ted' and it is also known around the world as Designing Out Crime, defensible space, and other similar terms.

Density: For residential areas, the number of homes per net acre of land. For non-residential areas, by floor area ratio: the number of square feet of building area per net acre of land.

Design Guidelines: written statements, explanatory material, graphic renderings and/or photographs intended to inform property owners and the public of specific examples of techniques and materials appropriate to achieve identified design goals and objectives.

Downtown: the core area of Johnstown that has a mix of residential, business, and civic uses.

Economic Development: establishing new businesses and increasing the number of economic growth practices that can grow a local economy through diversification, number, or partnerships.

Economic Profile System (EPS): a tool created by Headwaters Economics to build customized socioeconomic reports of U.S. counties, states, and regions. EPS uses published statistics from federal data sources, including the U.S. Census Bureau, Bureau of Economic Analysis, and Bureau of Labor Statistics. The Bureau of Land Management and Forest Service have made significant financial and intellectual contributions to the operation and content of EPS.

Floodplain/ 100-year floodplain: a floodplain is a generally flat area of land next to a river or stream. It stretches from the banks of the river to the outer edges of the valley. 100-year floodplain refers to any area that has a one percent chance of experiencing a base flood in any given year.

Gateway entrances: attractive and celebratory entrances that welcome residents and visitors into town. Key gateway entrances, like near the Downtown, may serve to help slow traffic well outside Town limits.

Goal: illustrate desired future ideals and are derived from the community vision and themes.

Green Infrastructure: the interconnected system of parks, open space, trails, waterways and other natural

areas that connect the Town to its natural environment and which provides environmental functions and benefits like mitigating stormwater runoff.

Growth Management Area (GMA): an area beyond Town limits that can reasonably be expected to annex as growth continues. Properties within the GMA will only become a part of the municipality at the desire of the property owner, and as these areas become adjacent to an expanding Town boundary.

Growth Rate: a measure over time of the increase or decrease in Town population compared to the Town's population at a specified date. Growth rates are usually expressed as a percentage and applied to time increments of one, five, or ten years.

Hazardous Areas: areas prone to danger due to natural or man-made features. Often a floodplain is considered a hazardous area as damage to life and property can occur in the event of a flood.

Health: a state of physical, mental, and social well-being, and not merely the absence of disease or infirmity. Health is a resource for everyday life, not the objective of living. Health is a positive concept emphasizing social and personal resources, as well as physical capacities.

Infrastructure: the basic facilities and installations that help a government or community run, including roads, schools, phone lines, sewage treatment plants, and power generation, among others.

Intensities (of Land Uses): refers to the extent to which a land parcel is developed in conformity with zoning ordinances, typically measured by the floor area ratios (FAR) to indicate the gross floor area divided by the lot area).

Intergovernmental Agreement (IGA): any agreement that involves or is made between two or more governments in cooperation to solve problems of mutual concern.

Land Use: Characteristic of the typical development or activity that occurs on the land.

Land Use Regulation (and Zoning): the municipal or local laws or regulations that indicate the permitted use of the property in accordance with the Town's regulations and guidelines.

Median Household Income: the income cut-off where half of the households earn more, and half earn less.

Micromobility: transportation using lightweight vehicles such as bicycles or scooters, especially electric ones that may be borrowed as part of a self-service rental program in which people rent vehicles for short-term use within a town or city.

Mitigate/Mitigation: measures required or taken to avoid, minimize, compensate for, or offset definable negative impacts of development on the environment, public facilities and services, or other issues of community concern defined by ordinance.

Mixed-Use Development: development that integrates two or more distinct land uses, such as residential, commercial, and office, with a strong pedestrian orientation.

Mobility: methods of getting from point of origin to point of destination. **Monitoring:** observe and check the progress or quality of (something) over a period of time; keep under systematic review

Multi-Jurisdictional: a group of cities, counties, or a combination of both.

Multi-Modal Transportation: a street or path that supports more than one type of transportation including walking, bicycling, busing, driving, or others.

Pandemic: an outbreak of a disease that occurs over a wide geographic area and affects an exceptionally high proportion of the population.

Primary Job: the highest paying jobs for an individual worker, this includes one job per worker and may be in the public or private sector.

Quality of Life: in planning terms, quality of life means the attributes or amenities that combine to make an area a good place to live. Examples include the availability of political, educational, and social support systems; good relations among constituent groups; a healthy physical environment; and economic opportunities for both individuals and businesses.

Resilient/ Resilience: The ability to change, adapt, or prepare for change that allows a return to normal to happen more quickly.

Retrofitted (homes or roads): to furnish or enhance homes or roads with new or modified parts or features not available or considered necessary during the original construction.

Stakeholders: a person or group who has a vested interest in the project.

Strategy: outlines a course of action to guide decision-making to achieve the goals.

Streetscape: the overall appearance of a street and the features related to both it and the directly associated public realm, including medians, street trees and other landscaping, street-facing building treatments, entry features, walls, fences, amenities including street furniture and public art, and associated facilities such as street lights, utilities, signage, sidewalks, and trails.

Transfer of Development Rights (TDR): is a voluntary, incentive based program that allows landowners to sell development rights from their land to a developer or other interested party who then can use these rights to increase the density of development at another designated location. While the seller of development rights still owns the land and can continue using it, a conservation easement is placed on the property that prevents further development. A TDR program protects land resources at the same time providing additional income to both the landowner and the holder of the development rights.

Universal Design: design of the built environment that promotes access, to the greatest extent feasible, for all people regardless of age, size, ability, or disability.

Walkable/Walkability: a physical design and environment with availability of safe, accessible, connected and inviting facilities that encourage and result in more pedestrian activity for a variety of purposes.

