

# hello.

## Town of Alpine

REQUEST FOR PROPOSALS  
**TOWN OF ALPINE MASTER PLAN**

October 15, 2024

Cushing  
Terrell.



October 15, 2024

Town of Alpine  
250 River Circle  
Alpine, WY 83128

**RE: Request for Proposal | Alpine Master Plan**

Dear Mayor Green and Selection Committee,

By celebrating rich culture and heritage, providing quality recreation, showcasing art, supporting local businesses, and offering places and ways for neighbors to connect, Alpine has it all. It's no wonder so many choose to live, work, and play here.

With a deep understanding of the unique challenges your town faces—from balancing growth with sustainability to enhancing recreational opportunities—our team is confident in offering solutions that align with Alpine's vision and values.

While we are proud of our success in developing and updating Comprehensive Plans across Colorado and the Mountain West, we recognize that this project is unique. It will require innovative ideas and customized methods to meet your needs. Our submittal represents a true and complete expression of our experience, approach, and enthusiasm for this project.

Cushing Terrell has risen to the forefront of planning and urban design in the Mountain West. Our planning work has promoted sustainable economic development and brought meaningful social and cultural benefits to many growing communities.

In both our professional work and our ongoing research, we strive to promote our approach to planning and Urban Design that:

- Maximizes social impact
- Engages communities
- Optimizes urban resources
- Communicates values and creates value for all involved.

At Cushing Terrell, we know that real, authentic, and innovative community participation is critical to the success of a Master Plan update for Alpine. Our commitment to an inclusive planning process is showcased in our equity-centered approach to community engagement. We employ a combination of virtual, online and in-person engagement and outreach strategies that are tailored to different communities' needs.

We prioritize serving communities like Alpine that are facing growth issues, economic diversification, and are struggling to retain portions of their rural or historic character. We understand these issues of context and community identity. It's exciting, rewarding, and very difficult work. We also excel at it, which is why we keep coming back to places like Alpine. We bring reality to a community's vision and offer inspiration and a practical roadmap for implementation.

A final note of interest. We have the right mix of the vibrancy of youth combined with solid visionaries who are grounded with experience and knowledge to tackle this complex planning effort. Thanks for considering our team.

Sincerely,

**Laura Dougherty**, AIA  
Architect | Principal-in-Charge  
[LauraDougherty@cushingterrell.com](mailto:LauraDougherty@cushingterrell.com) | 720.598.9255

**Nora Bland**, AICP  
Project Manager | Director of Planning  
[norabland@cushingterrell.com](mailto:norabland@cushingterrell.com) | 720.598.9269

## About Cushing Terrell

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Cushing Terrell is an 86 year old, full-service architecture, engineering, and planning firm with 17 offices around the country. Our approach is locally based and hands-on, with the responsiveness and creativity of a small-scale office.

At the same time, we are uniquely able to leverage the strengths and knowledge of a national design and planning firm, commanding the resources that have supported Cushing Terrell's rise to the forefront of planning and design. At Cushing Terrell, we treat our clients as friends. While we have a very large bench of professionals and support structure, we are steeped in a small office mentality.

***We are a great big, little firm!***

Firm-wide, Cushing Terrell has experience leading challenging community and urban planning, visioning, and assessment of revitalization potential across the US. Our team is well-rounded, with experience and expertise in both public and private-sector planning, public infrastructure planning, public outreach, GIS, and more.

We are committed to creating innovative, sustainable, and community-centric solutions that maximize social impact, engage communities, optimize urban resources, and communicate values to create value for our clients.

Our approach emphasizes inclusive planning processes, celebrating local character and identity, balancing growth with environmental stewardship, and providing practical roadmaps for implementation aligned with the unique vision and needs of each community we serve.

## Our Services

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ARCHITECTURE  
BUILDING PERFORMANCE  
BUILDING SCIENCES  
CIVIL ENGINEERING  
COMMISSIONING  
ELECTRICAL ENGINEERING  
ENERGY SERVICES  
FIRE PROTECTION  
GRAPHIC DESIGN  
HISTORIC PRESERVATION  
INTERIOR DESIGN  
LANDSCAPE ARCHITECTURE  
LAND SURVEYING  
MECHANICAL ENGINEERING  
PLANNING & URBAN DESIGN  
REFRIGERATION ENGINEERING  
STRUCTURAL ENGINEERING  
VISUALIZATION

## By the Numbers

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500+  
team members

1.3B  
annual construction volume

86  
years in business

100+  
green-certified projects since 2005

17  
office locations

1  
client-driven mission



# PROJECT TEAM



# Laura Dougherty

AIA | LEED AP

PRINCIPAL-IN-CHARGE | ARCHITECT

Laura leads Cushing Terrell’s Denver design studio, is a project manager, senior architect and an associate principal in the firm. Laura has actively managed and/or directed projects at various scales of size and type ranging from multifamily affordable housing to higher education, healthcare and government. Laura’s strengths lie in leading complex teams of architects, engineers and specialists through complicated projects from programming through design and construction. Her passion is to engage a project in the planning stages, participate in community meetings and build strong consensus for forward thinking solutions. As a LEED Accredited professional since 2004, she brings sustainable design sensitivity to each project, backed by her strong technical experience.

## Relevant Experience

- Lot L Affordable Housing and Transit Interceptor Garage; Telluride, CO
- Shandoka Building F Affordable Housing; Telluride, CO
- Lumberyard Affordable Housing Neighborhood; Aspen, CO
- ArtSpace Salida Affordable Housing; Salida, CO
- Basalt Facility Assessment and Capital Improvements Plan; Basalt, CO
- Basalt Master Plan; Basalt, CO



# Wayne Freeman

PLA | CLARB

SUPPORTING PRINCIPAL-IN-CHARGE | LANDSCAPE ARCHITECT

As a principal, Wayne has 35 years of professional experience in landscape architecture, land planning, urban planning, and multi-discipline project delivery. He did his first comprehensive plan and wrote his first development code in 1991 for his hometown of Godfrey, Illinois. Wayne has developed comprehensive planning efforts and urban design assignments in primarily rural communities across the U.S. and Western Canada. He has led public outreach efforts across these communities, some of which include difficult public participation exercises – one notably between the Hatfield and McCoy family members in West Virginia.

## Relevant Experience

- Granite Ridge Master Plan; Alpine, WY
- Town Master Plan; Ennis, MT
- Lumberyard Affordable Housing; Aspen, CO
- Mountain Area Master Plan; Steamboat Springs, CO
- Belgrade Downtown Design Plan; Belgrade, MT
- Chaffee County Comprehensive Plan Update; Chaffee County, CO
- Trout Creek Master Plan; Buena Vista, CO
- Basalt Master Plan; Basalt, CO





## Nora Bland

AICP

PROJECT MANAGER | DIRECTOR OF PLANNING  
| COMMUNITY OUTREACH SPECIALIST

Nora is a certified urban planner, project manager, and leader with a background in nonprofit work and sustainability planning. She thrives in complex scenarios where multiple stakeholders, issues, projects, and solutions collide. Nora specializes in designing award-winning community engagement efforts that are inclusive, creative, results-driven, and fun! As a leader of Cushing Terrell’s planning team, Nora has expanded the firm’s community engagement program, leveraging her creativity and problem-solving skills on projects from housing and land use, to urban design and placemaking.

### Relevant Experience

- Town of Lochbuie Comprehensive Plan; Lochbuie, CO
- Basalt Master Plan; Basalt, CO
- Together Chaffee County Comprehensive Plan; Chaffee County, CO
- Carbondale Comprehensive Plan Update; Carbondale, CO
- Mountain Area Master Plan; Steamboat Springs, CO
- DU Kennedy Mountain Campus Master Plan; Red Feather Lakes, CO
- Town Master Plan & Downtown Streetscape Plan; Ennis, MT



## Randy Rhoads

AIA

DIRECTOR OF AFFORDABLE HOUSING

Randy has managed multiple teams of professionals simultaneously throughout the U.S. to develop various models of housing that are affordable, attainable and/or combinations of market rate units. He is a creative advisor on envisioning and building beautiful, responsive, and sustainable family housing neighborhoods. He has developed more than 6,000 affordable housing units in 13 states, totaling more than \$1 Billion in construction. He brings over 30 years of real-world experience in identifying constraints and opportunities for affordable/attainable housing that are consistent with industry best practices and unique housing needs.

### Relevant Experience

- Lot L Affordable Housing and Transit Interceptor Garage; Telluride, CO
- Shandoka Building F Affordable Housing; Telluride, CO
- ArtSpace Salida Affordable Housing; Salida, CO
- Lumberyard Affordable Housing Neighborhood; Aspen, CO
- Alpenglow Phase 2 Affordable Housing; Whitefish, MT





## Art Malito

PLA

LANDSCAPE ARCHITECT | URBAN PLANNER

Art is a passionate advocate for urban design and landscape architecture, from establishing a planning vision through the execution of intricate site detailing. He enjoys the elements of placemaking that create a strong public realm and directly improve the quality of life for all users. Art has assisted in developing Master Plans, Sub-area Plans, and Design Guidelines, all crucial to laying the proper framework for landscape architecture. His wide professional experiences in urban design and planning, parks and recreation, higher education, resorts and hospitality, and master planned communities give him a vast perspective on design.

### Relevant Experience

- Town of Lochbuie Comprehensive Plan; Lochbuie, CO
- Routt County Master Plan; Routt County, CO
- Mountain Area Master Plan; Steamboat Springs, CO
- DU Kennedy Mountain Campus Master Plan; Red Feather Lakes, CO
- Norte-Sur Equitable Transit Oriented Development Strategic Plan; Tucson, AZ
- City of Boise Zoning Rewrite Neighborhood Visualization; Boise, ID
- Urban+Farm Community Master Plan and Design Guidelines; Bozeman, MT



## Alex Modrzecki

AICP

URBAN PLANNER

Alex's background in economics has informed a holistic and forward-looking approach to planning and design projects. He specializes in geographic systems, data visualization, and graphic communication. Alex has a passion for using data-driven quantitative analysis to uplift peoples' voices and lived experiences. This passion has led to a range of professional experiences in food security, active mobility, environmental design, and urban morphology. Alex's primary objective is to create places that are functional, sustainable, and contextually sensitive to each community's unique character. Alex will provide expertise in GIS base mapping, site analysis, and graphic communication.

### Relevant Experience

- Montana Department of Commerce Housing Supply & Land Suitability Analysis; Statewide
- Glenwood Springs Comprehensive Plan; Glenwood Springs, CO
- DU Kennedy Mountain Campus Master Plan; Red Feather Lakes, CO
- Lewistown Comprehensive Plan; Lewistown, MT
- Belgrade Downtown Design Plan; Belgrade, MT
- Town of Lochbuie Comprehensive Plan; Lochbuie, CO
- Urban+Farm Community Master Plan and Design Guidelines; Bozeman, MT





## Charles Trowell

URBAN DESIGNER | GIS SPECIALIST

Charles brings a passion and advocacy for participatory planning, collaborative design, and space-making to Cushing Terrell. His background allows him to sit at the intersection of architecture, urban design, and planning. He has a variety of experience working within public, private and academic settings on projects, placemaking efforts, research, and plans. Before Cushing Terrell, he worked for the business district of one of the country’s fastest growing cities and brings a programming and economic development lens to each project. His familiarity with collaborating alongside various stakeholders allows him to recognize the dynamics of working in diverse, urban communities while supporting sustainable and equitable projects and plans for clients and communities.

### Relevant Experience

- Lot L Affordable Housing and Transit Interceptor Garage; Telluride, CO
- Federal Heights Comprehensive Plan Update; Federal Heights, CO
- Broomfield Comprehensive Plan; Broomfield, CO
- Clearly Belgrade Master Plan; Belgrade, MT
- Norte-Sur Equitable Transit Oriented Development Strategic Plan; Tucson, AZ
- Belgrade Downtown Design Plan; Belgrade, MT



## Matt Mathes

PLA

OPEN SPACE | PARKS PLANNING

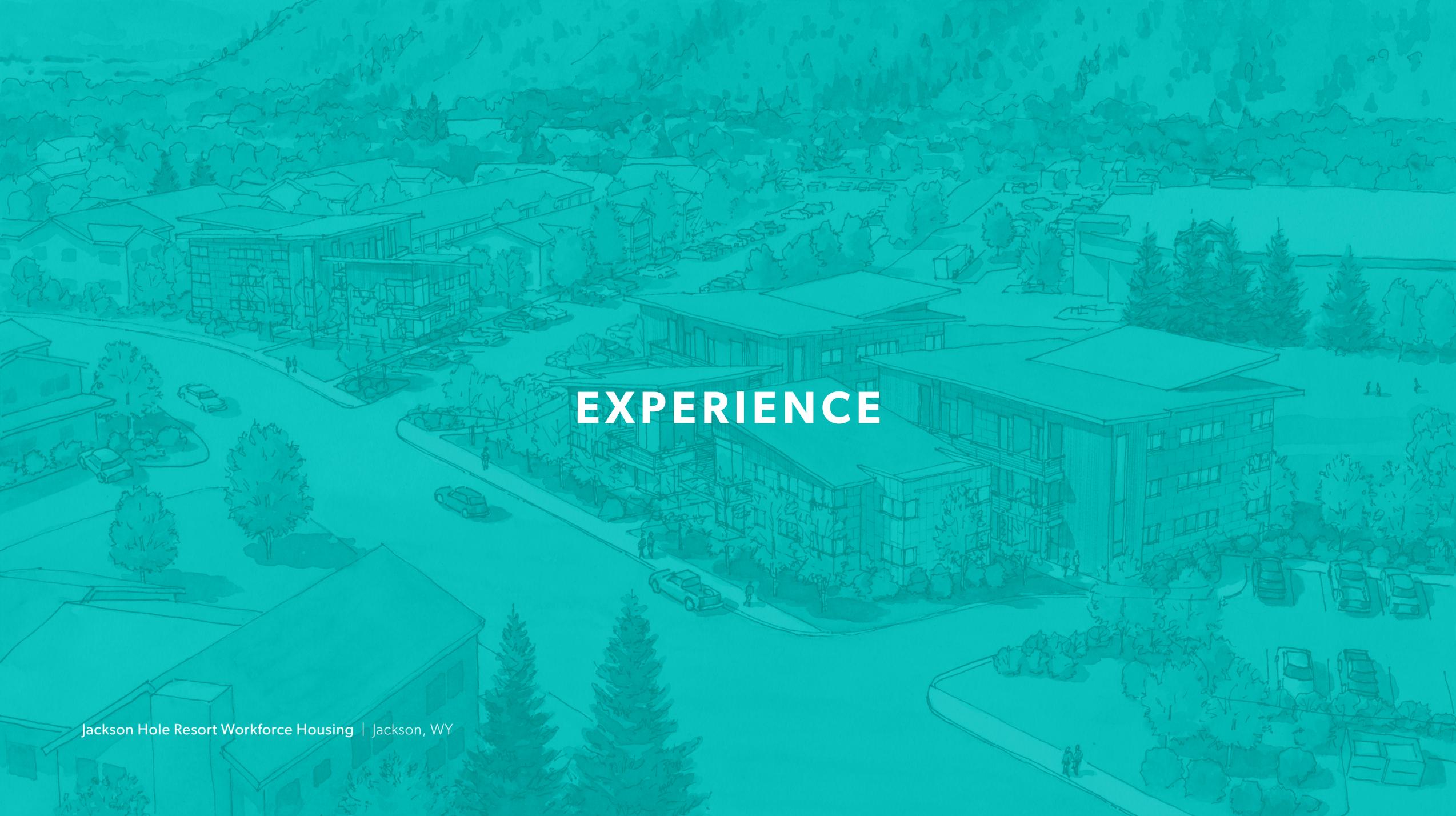
Matt is a highly experienced professional in federal planning, urban design, urban planning, and landscape architecture. He has prepared conceptual site plans and cost estimates for park, recreation, and open space sites for communities in AZ, CA, FL, OR & WA. His expertise includes contract management, landscape architecture, permitting, environmental reviews, and strategic planning. With his passion for creating sustainable, vibrant, and efficient environments, he has transformed urban spaces into aesthetically pleasing and environmentally responsible places.

### Relevant Experience

- Lewistown Growth Policy; Lewistown, MT
- Town of Lochbuie Comprehensive Plan; Lochbuie, CO
- Broomfield Comprehensive Plan; Broomfield, CO
- Fraser Comprehensive Plan; Fraser, CO
- City of Covington Comprehensive Plan and Annexation; Covington, WA\*
- Yuba City Parks & Recreation Facilities Plan; Yuba City, CA\*

*\*Completed prior to joining Cushing Terrell*



An aerial architectural rendering of a modern multi-story residential complex, overlaid with a teal color. The drawing shows several interconnected buildings with large windows and balconies, surrounded by trees and parking areas. The word "EXPERIENCE" is prominently displayed in white, bold, uppercase letters across the center of the image.

# EXPERIENCE

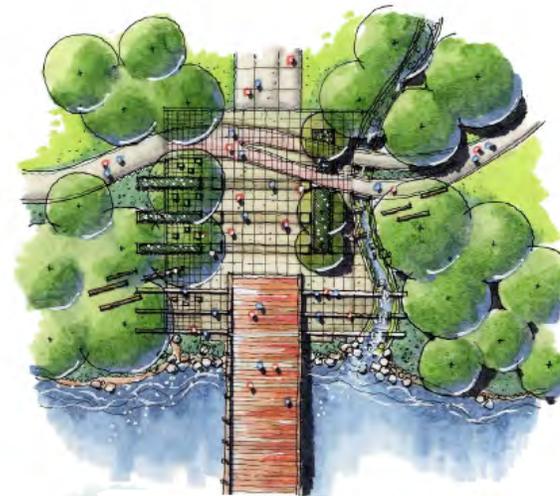
Jackson Hole Resort Workforce Housing | Jackson, WY

# Master Planning Experience

Cushing Terrell's master planning process is one that has been proven again and again as an energizing, engaging, informative and effective way to guide and unite both leadership and the community in a common vision. Our team has been proud to successfully complete educational, municipal, and regional visioning master plans, comprehensive plans, special district plans (downtown, Urban Renewal District), and community outreach programs throughout Colorado and the Western U.S. for the following entities:

Parker Master Plan; Parker, CO  
Superior Comprehensive Plan; Superior, CO  
Broomfield Comprehensive and Transportation Plan  
Town of Buena Vista Feasibility & Conceptual Land Use Plan  
Lafayette Code Update  
Town of Fraser Comprehensive Plan  
City of Federal Heights Comprehensive Plan  
City of Glenwood Springs Comprehensive Plan Update  
Town of Carbondale Comprehensive Plan Update  
Routt County Master Plan  
Town of Basalt Master Plan and Facilities Plan  
Together Chaffee Comprehensive Plan  
Steamboat Springs Mountain Area Master Plan  
Town of Lochbuie Comprehensive Plan  
DU Kennedy Mountain Campus Master Plan  
City of Belgrade - Clearly Belgrade Comprehensive Plan,  
Mayfair Meadows Park, Growth Policy and Downtown Urban  
Renewal Plan

Farmway Village Master Plan  
Lewistown Growth Policy  
Envision Ennis Master Plan  
Blackfeet Industrial Park Master Plan  
One Big Sky District Development Plan  
Kalispell - Glacier Town Center, North Town Center,  
Downtown Core Revitalization Plan  
Port Coquitlam Downtown Action Plan  
South Kalispell Urban Renewal Plan  
Livingston Medical District New Town  
Livingston Downtown Streetscape Plan  
Urban+Farm Community Master Plan and Design Guidelines  
Carlin Master Plan  
West Downtown Boise Neighborhood Master Plan  
Riverfront Urban Renewal Area Plan  
Alton Downtown Riverfront District  
Tucson Norte-Sur Equitable Transit Oriented Development Strategic Plan



“Cushing Terrell conducted an assessment of roughly 900 acres of land along with a mixture of water rights and a 1,300 acre-foot reservoir. During this time Cushing Terrell spent a lot of time in our town conducting interviews with community members, analyzing the site with existing infrastructure and reviewing the water rights. We highly recommend that you engage Cushing Terrell for your project. I believe you will be as pleased as we have been.”

**Phillip Puckett**  
Former Town Administrator  
Town of Buena Vista



# Fraser Comprehensive Plan

FRASER, CO

The Town of Fraser is a small mountain community in the Fraser River Valley in Grand County, Colorado. It's situated north of the Town of Winter Park along US Highway 40, approximately 10 minutes from the Winter Park Ski Resort. The area is renowned for its snow-capped peaks, ski areas, abundant recreational opportunities, access to public lands, and relaxing open space.

The Town of Fraser hired Cushing Terrell to update its Comprehensive Plan to provide a renewed vision for its future and a clearer direction for land use in its Three Mile Area. Fraser is experiencing issues common among those with a recreation and tourism-based economy, including increased traffic, parking challenges, and a lack of affordable housing. A unique opportunity exists in Fraser to create a downtown or "Riverwalk District" along the Fraser River, just off Highway 40. With in-house architectural and landscape services, Cushing Terrell is also preparing an illustrative Riverwalk Subarea Plan with implementation strategies for the Town to realize this District's potential.

**Project Dates:** March 2024 - ongoing

**Contact:** **Garrett Scott**, *Garrett Scott, Town Planner*  
970.505.0467 | [gscott@town.fraser.co.us](mailto:gscott@town.fraser.co.us)

**Services Provided:** Planning, Urban Design, Community Engagement



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# Federal Heights Comprehensive Plan Update

FEDERAL HEIGHTS, CO

The City of Federal Heights is a small community geographically but with a growing population of 14,000, an updated guiding document is critical to chart the path for the community's future. Last updated in 1997, the City's current Comprehensive Plan has not provided enough detail and direction to effectively serve leadership or the community, so Cushing Terrell was hired as a team of problem solvers.

Cushing Terrell was also selected because of our experience with equity-centered community engagement efforts that have successfully engaged Spanish-speaking populations across the state. Increasing redevelopment pressures, reliance on sales tax, and high turnover of commercial uses are among the issues the team is addressing. With Bus Rapid Transit planned along Federal Boulevard estimated to be operational in 2029, Cushing Terrell is developing strategies to prevent displacement while optimizing opportunities for transit-oriented redevelopment.

**Project Dates:** November 2023 - ongoing

**Contact:** **Tim Williams**, *Community Development Director*  
303.412.3558 | [communitydevelopment@fedheights.org](mailto:communitydevelopment@fedheights.org)

**Services Provided:** Planning, Urban Design, Community Engagement





# Town of Basalt | Master Plan Update

BASALT, CO

Cushing Terrell completed an aspirational Master Plan that will guide growth and accomplish community intentions for the next 10 years. Using design, graphics, and opportunity sites to communicate, the Plan updated stated goals and objectives and recommended courses of action for future growth and development of land, public facilities, and services, with a strong focus on environmental and economic sustainability. This Plan provides the policy framework for regulatory tools like zoning, subdivision regulations, annexations, and extra care was taken to outline coordination with the two counties. The Plan establishes a process for orderly growth and development to address both current and long-term needs and provides a balance between the few remaining stretches of open space left in the Roaring Fork Valley.

Ten neighborhood typologies were created to provide additional guidance with considerations allowed for adaptations that are appropriate for a particular neighborhood.

## A Focus On Engagement

The community engagement process included over 20 public meetings, 34 interviews, and resulted in over 5,000 total data points received. Multiple community engagement events ranged from traditional to out-of-the-box, including open houses, ride-alongs, online surveys, issue-based workshops, neighborhood meetings, a Hispanic community picnic, and high school work sessions.

**Date of Completion:** December 2019

**Contact:** James Lindt, Assistant Planning Director | 970.279.4397 | [james.lindt@basalt.net](mailto:james.lindt@basalt.net)

**Services Provided:** Planning, Urban Design, Architecture, and Civil Design



Above: Option A - Retail Anchor - Redevelopment of the Clark's Market



# BELGRADE DOWNTOWN DESIGN PLAN

## Engagement Summary

### OUTREACH CHANNELS:



### ENGAGEMENT METHODS:



### WHAT WE HEARD:

The top 10 themes that emerged through all engagement channels were:



To learn more, visit:  
[beheardbelgrade.com/downtown-design-plan](http://beheardbelgrade.com/downtown-design-plan)

# Belgrade Downtown Design Plan, Development Code Rewrite, & Urban Renewal Plan

BELGRADE, MT

As Belgrade grows beyond its identity as a bedroom community to Bozeman, its citizens desire deeper connections to the heart of their community with places to live, shop, and socialize — all connected by a safe and efficient mobility network.

With buildings in disrepair, unsightly utilities, disconnected pedestrian and bicycle infrastructure, and an overall lack of cohesiveness, the City core needed increased investment, infrastructure improvements and a long-range vision. Cushing Terrell hosted a series of virtual design charrettes to understand stakeholder priorities and shape the downtown design that considered circulation, parking, urban design, streetscapes, local businesses, and fiscal sustainability. This series of long-range planning projects was the outcome of a Growth Policy update completed by Cushing Terrell in 2019 and the creation of an Urban Renewal District. Our designers and planners then completed the Downtown Design Plan in 2020 which utilizes the existing Urban Renewal District to advance goals of focusing limited resources on impactful projects to spur economic development. A development code rewrite informed all design decisions and outcomes. Orbital renderings created by Cushing Terrell's designers can be viewed here: <https://www.ctenvision.com/dbv/>

Cushing Terrell has been the primary planning and urban design consultant for Belgrade over the past several years on many projects and has assisted the community plan for the future.

**Project Dates:** January 2019 - ongoing

**Contact:** Jason Karp, Planning Director | 406.388.3763 | [jkarp@cityofbelgrade.net](mailto:jkarp@cityofbelgrade.net)

**Services Provided:** Planning, Landscape Architecture, Urban Design and Infrastructure Planning





# Broomfield Comprehensive Plan and Transportation Plan Update

BROOMFIELD, CO

Cushing Terrell and consultant partners were recently hired by the City and County of Broomfield to “plan for the plan” or do some of the legwork to prepare City/County staff for the undertaking of updates to their Comprehensive Plan and Transportation Master Plan in 2025/2026. The team is tasked with analyzing existing conditions and reporting on the implementation status of over 50 related, specialized plans to better align planning efforts City-wide and ensure various departments are working towards the goals outlined in the Comprehensive Plan.

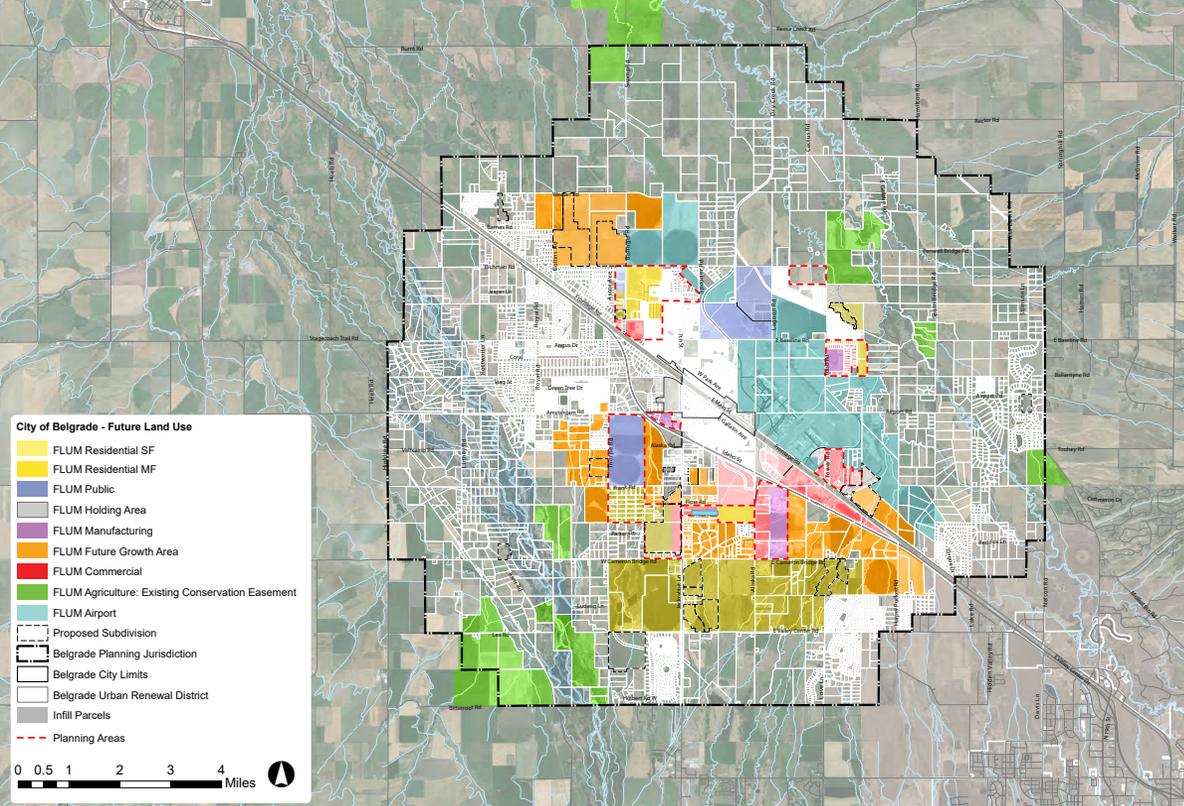
To ensure Broomfield takes an innovative approach to these plan updates, the team is researching best practices and trends of peer communities that can be applied to Broomfield and other communities in which we work. We are developing a Public Engagement Plan (PEP) for the entirety of Phase 2 (Develop the Plan) that includes stakeholder identification, committee recommendations, detailed participation strategies, and a draft schedule. A key component of the PEP is the identification of equity engagement metrics and an equity priority map to target communities that may be harder to reach and can be excluded from planning processes.

**Project Dates:** February 2024 - ongoing

**Contact:** **Lynn Merwin**, *Planning Manager*  
303.438.6381 | [imerwin@broomfield.org](mailto:imerwin@broomfield.org)

**Services Provided:** Planning, Urban Design, Community Engagement

**Cushing  
Terrell.**



# Clearly Belgrade

BELGRADE, MT

Clearly Belgrade is the City of Belgrade’s comprehensive, strategic master planning effort to develop a unified vision for growth across the community’s planning area. Belgrade is experiencing unprecedented growth in and around the community, with projected growth between 4,800 to 6,000 people between 2019 and 2030, generating a demand for adequate housing, employment opportunities, utility, transportation infrastructure, goods and services, and recreational opportunities. The planning effort will evaluate and update the City’s guiding documents concurrently with plans for Transportation, Water and Wastewater Infrastructure, Future Land Use, and Parks, Trails & Recreation. The community-wide effort aims to benchmark a comprehensive snapshot and develop an aligned plan for adequate housing and services to maintain the livability that attracts people to the community. In addition, the effort will develop an innovative web-based platform unique to Belgrade that improves access, analysis, and interaction with the City’s current and future planning documents.

The master planning process is grounded in inter-departmental collaboration, inter-agency coordination, and community engagement, gathering input from various sources while collaborating with local, regional, and state partner agencies informed by the valuable input of residents, businesses, and stakeholders throughout our community. The master planning effort will span the next 24 - 36 months with a study area that focuses on future growth and development within the City and will reach into the surrounding boundary to consider changes in the extraterritorial planning jurisdiction and Gallatin County.

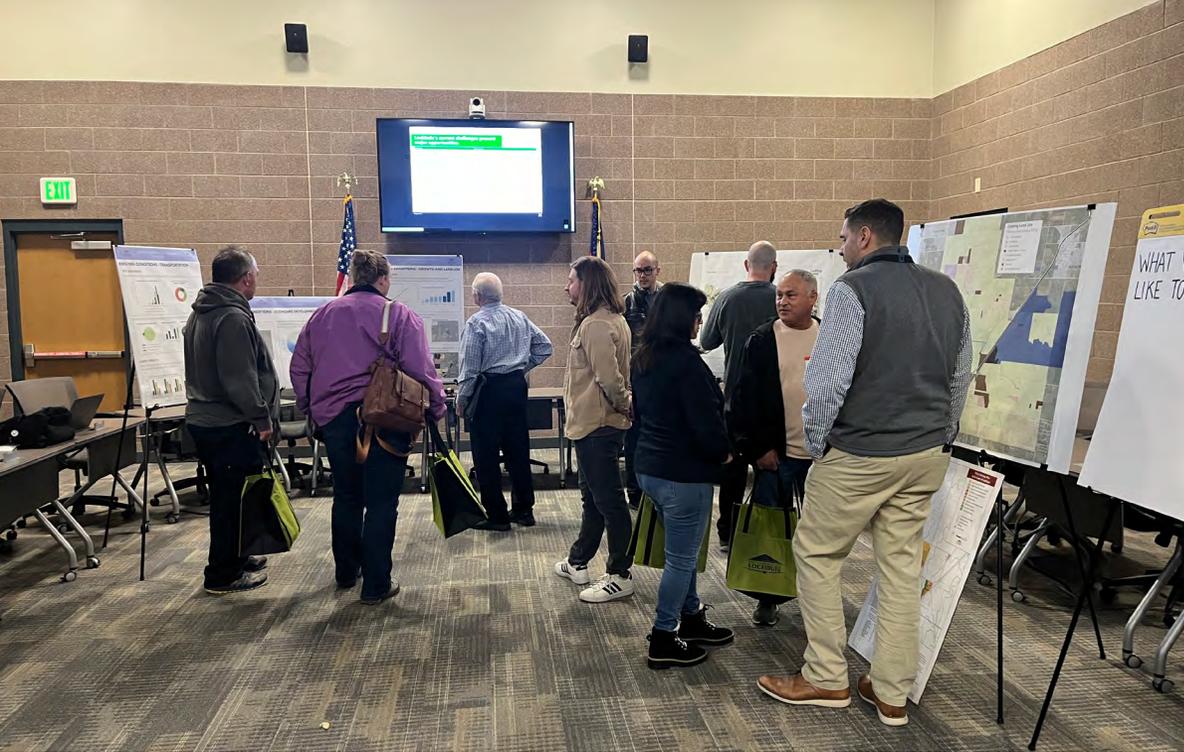
**Project Dates:** August 2023 - ongoing

**Contact:** Jason Karp, Planning Director | 406.388.3763 | [jkarp@cityofbelgrade.net](mailto:jkarp@cityofbelgrade.net)

**Services Provided:** Planning, Landscape Architecture, Graphic Design, Community Engagement

# Clearly BELGRADE

LIVE • WORK • THRIVE



# Lochbuie Comprehensive Plan

LOCHBUIE, CO

Cushing Terrell was hired to update Lochbuie's Comprehensive Plan. As part of the larger Denver metro area, Lochbuie has seen increased growth in the form of low-density development without a strong commercial tax base to support necessary infrastructure improvements. Their previous comprehensive plan did not include growth projections or a comprehensive analysis of existing conditions, and therefore, its recommendations were not based on reality or an understanding of how the community is likely to develop.

**Community Engagement Process** - With a high population of Spanish-speaking residents, an inclusive community engagement process is paramount to the planning effort's success. Our work leading bilingual engagement efforts and our proposed approach that centered on equity were also cited as reasons why we were contracted.

**Lake Henry Park Conceptual Plan** - Cushing Terrell is working with the Town of Lochbuie to provide a conceptual plan for the 40-acre Henry Reservoir property. The plan will include preferred levels of service, future amenity locations, trails, or other critical topics that the Town can use to work towards future funding and improvements.

**Project Dates:** May 2023 - ongoing

**Contact:** **Chris Kennedy**, Community Development Director  
303.990.5324 | [CKennedy@Lochbuie.org](mailto:CKennedy@Lochbuie.org)

**Services Provided:** Planning, Landscape Architecture, Urban Design, Community Engagement



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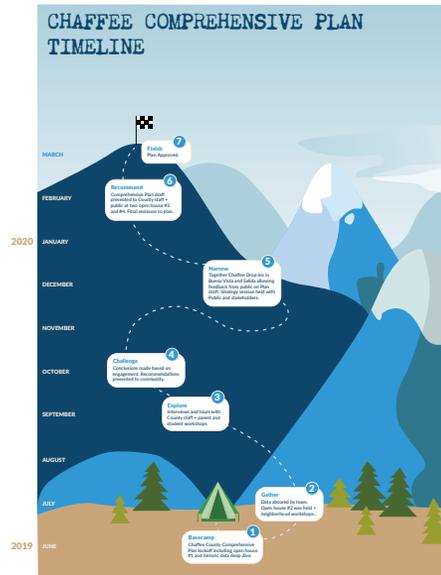
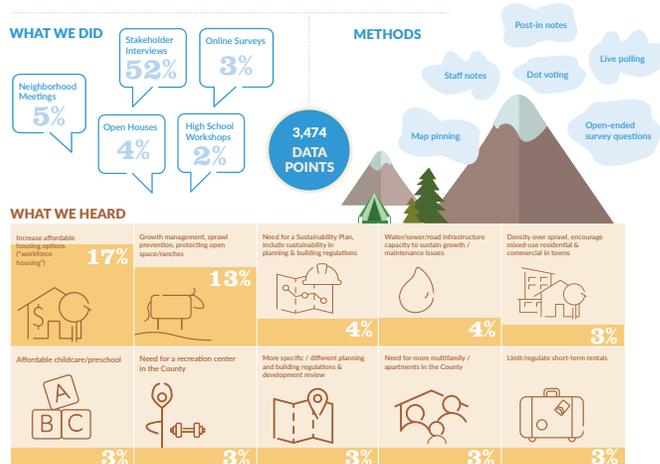
# “Together Chaffee County” Comprehensive Plan Update

CHAFFEE COUNTY, CO

Chaffee County is a diverse canvas of varying geographies, climate, culture, and land uses. An estimated 83% of Chaffee County is publicly managed land. Meanwhile, the County saw unprecedented residential growth on its unincorporated county lands, experiencing a 15% loss of farmland over a five-year period. As such, the critical element introduced in the 2020 Plan update was the addition of four sub-area plans, complete with future land use maps and a series of prioritized action steps -- including infrastructure projects -- that enabled each of the community’s goals to be accomplished on the ground. In the process, CT helped envision growth and development patterns for every parcel across the County’s 160,000+ acres.

**Community Engagement Process** - Because of the 20-year gap since the last update -- and a shift in regional demographics -- the plan developed out of an extended but calculated public outreach and education process that included open houses, neighborhood meetings, drop-in events, stakeholder interviews, high school workshops, and a series of online surveys.

## CHAFFEE COUNTY PUBLIC ENGAGEMENT



**Date of Completion:** August 2020

**Contact:** Jon Roorda, Planning Manager Chaffee County  
719.530.5566 | [jroorda@chaffeecounty.org](mailto:jroorda@chaffeecounty.org)

**Services Provided:** Planning, Graphic Design, Community Engagement

**Award:** 2021 APA Colorado Chapter Public Outreach Award Winner

**Video:** <https://vimeo.com/585049668>



**Cushing Terrell**



# Town of Carbondale Comprehensive Plan Update

CARBONDALE, CO

Carbondale’s escalating housing costs, shifting economy, and strained mobility network threaten its diverse, family-friendly character. In mid-2021, the Cushing Terrell team was contracted to address these emerging challenges in a focused update to the Comprehensive Plan. With an eye toward climate action, multimodal mobility, and services for a community of all ages and abilities, the Update will also turn the key for redevelopment opportunities in underutilized areas of the Town’s core.

**Community Engagement Process** - To coincide with the Town’s high population of Hispanic community members, all engagement was available in both English and Spanish, including an Open House held entirely in Spanish with bilingual facilitators. Cushing Terrell created a project website with Bang the Table and employed various online engagement tools throughout the project. The Community Engagement Plan included a diversity of types of meetings, including in-person and virtual open houses, pop-up booths, design charrettes, and stakeholder focus group interviews.

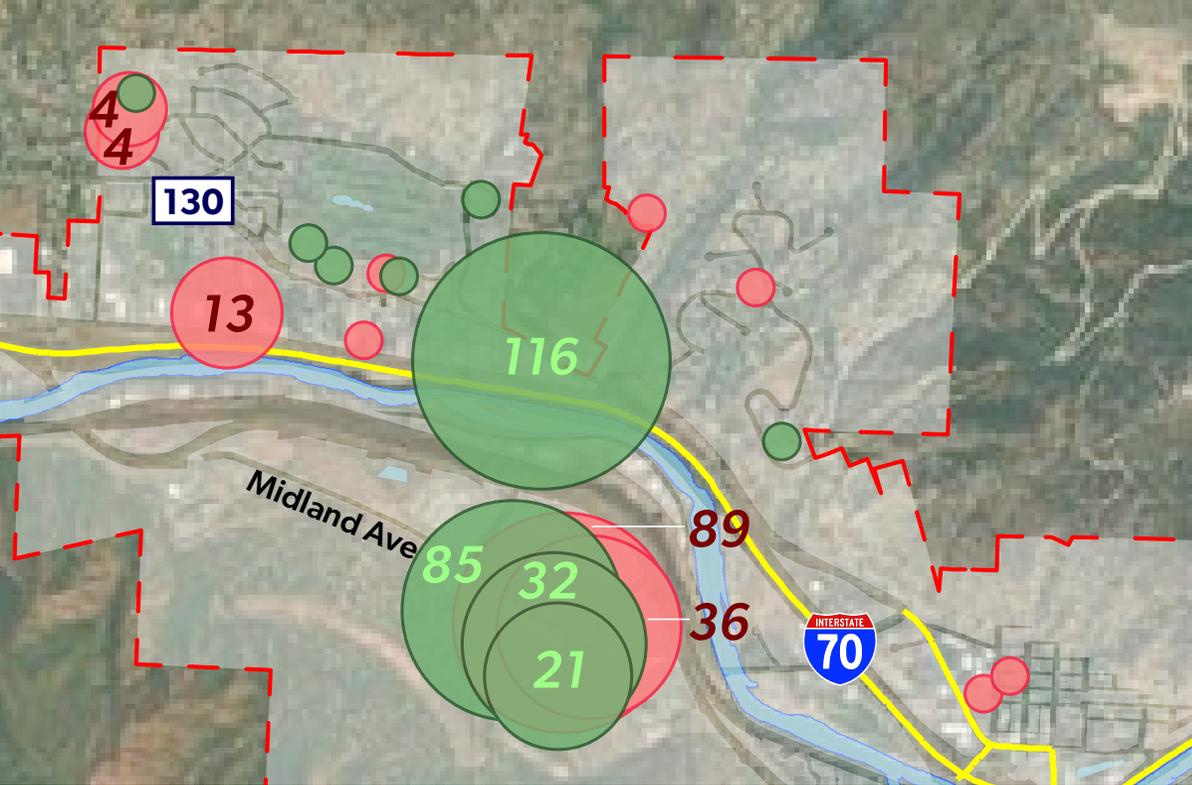
**Date of Completion:** October 2022

**Contact:** **Jared Barnes**, Planning Director on behalf of Janet Buck, Planning Director (retired)  
[jbarnes@carbondalecto.net](mailto:jbarnes@carbondalecto.net) | 970.510.1208

**Services Provided:** Planning, Landscape Architecture, Graphic Design, Community Engagement



**Cushing  
Terrell.**



# Glenwood Springs Comprehensive Plan

GLENWOOD SPRINGS, CO

For the Southern Ute tribes and those that followed, Glenwood Springs has a sacred history as a place of community gathering and healing. Today, it continues to be a cultural, recreational, and commercial hub where the Colorado River and the Roaring Fork Valley meet. A thriving community serving residents, workers, and thermal tub-soakers, Glenwood Springs' mountain-town identity as a recreational destination with relatively attainable living and working opportunities is shifting as a recent uptick in development has limited housing and job offerings. Geography and topography further stress the mobility network as natural hazards routinely threaten community access and water resources. The comprehensive plan update Cushing Terrell completed aims to help local leaders and citizens understand the impacts of certain growth management approaches in an effort to understand how policy changes might affect Glenwood Springs' character. A careful look at innovative growth and urban design recommendations, including examining code and design guidance techniques, will enable the City to move more seamlessly into its expanded role as a home base for all who seek to live, play, and make a living within its bustling charm.

**Date of Completion:** March 2023

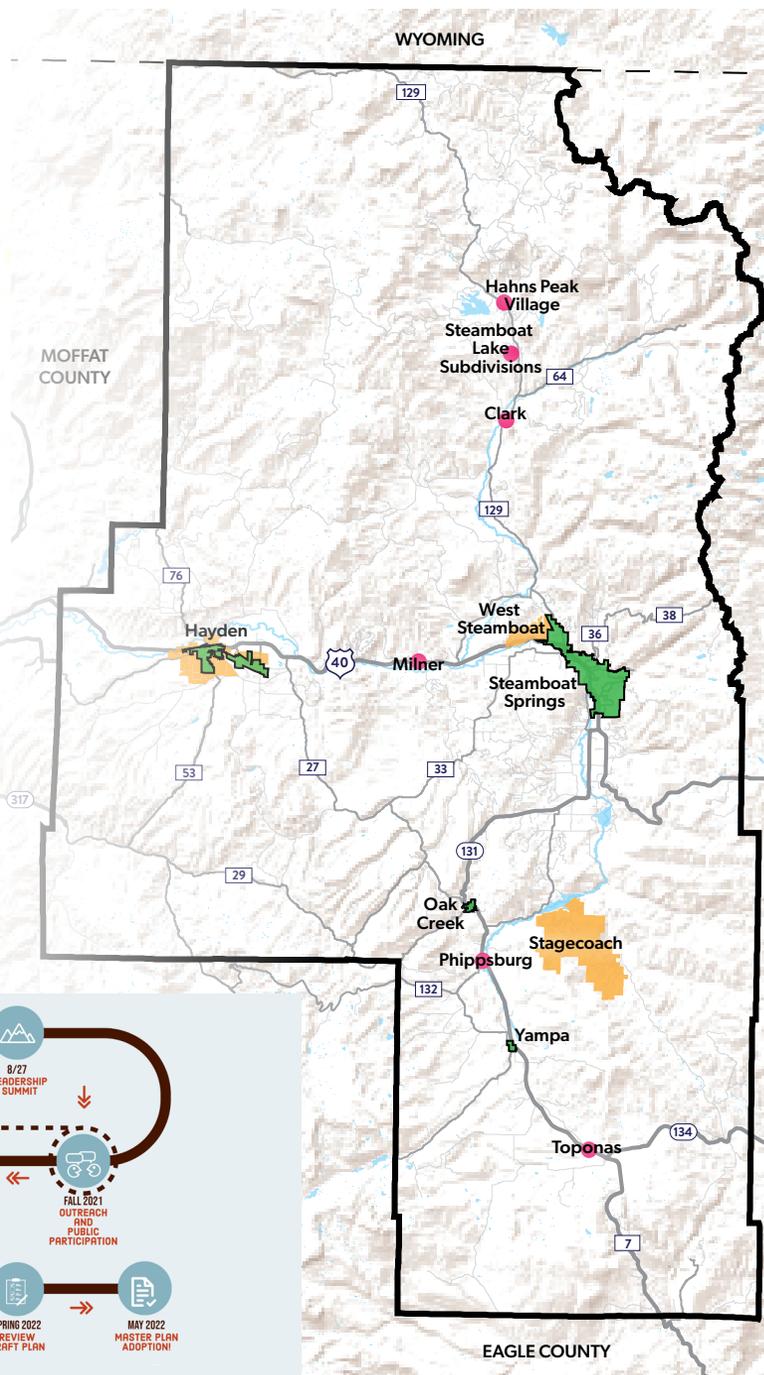
**Contact:** Hannah Klausman, Planning Director | 970.384.6407 | [hannah.klausman@cogs.us](mailto:hannah.klausman@cogs.us)

**Services Provided:** Planning, Community Engagement



**Cushing Terrell.**

-  Growth, Land Use & Infrastructure
-  Historic & Cultural Resources
-  Housing & Economy
-  Mobility & Transportation
-  Recreation & Tourism
-  Open Space & Agriculture
-  Sustainability & Climate Action
-  Natural Resources & Hazards
-  Public Health & Equity



# Routt County Master Plan

ROUTT COUNTY, CO

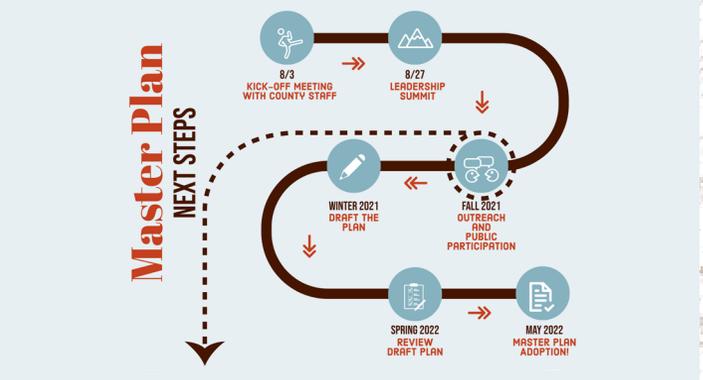
Cushing Terrell assisted Routt County in updating its almost 20-year old Master Plan. Between 2000 and 2018, Routt County’s population grew 30%, changing the dynamics of the community. Changing demographics, strained water resources, growth pressures, rising home prices, regional transportation issues, recreation conflicts, and the continued threats to rural/agricultural character are all pressure points that led County leadership to initiate the development of a new long-range plan.

Among other needed updates, Cushing Terrell crafted an updated future land use framework that used a tiered approach to address the County’s unique municipalities and unincorporated communities. Three distinct tiers of areas suitable for different types of growth were established, and the nature of development was clearly defined for each. This provided the County with a clearer lens to look at growth, as well as flexibility to allow a project that checks all the boxes to come to fruition. The Plan’s Implementation Plan provides a roadmap with actionable steps to work towards achieving the vision established by the community through outreach.

**Date of Completion:** August 2022

**Contact:** Kristy Winner, Planning Director | [kwinsler@co.routt.co.us](mailto:kwinsler@co.routt.co.us) | 719.530.5567

**Services Provided:** Planning, Landscape Architecture, Community Engagement, Civil Engineering





## Envision Ennis Master Plan

ENNIS, MT

Ennis is a tourist based community on the west side of Big Sky, Montana. Ennis has a population of roughly 1,000 but is facing with unprecedented growth as Big Sky grows on the west side of Lone Peak Mountain. Centered on the mythical and world renowned Madison River, Ennis has become a tourist mecca for trout fishing, skiers, hunters, and visitors to nearby Yellowstone National Park.

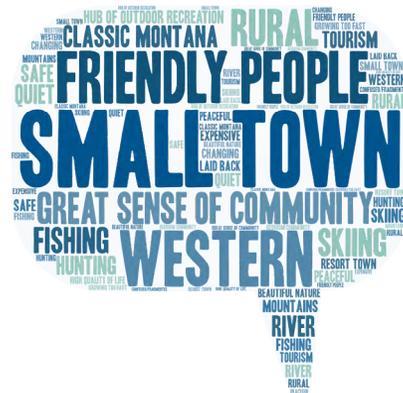
Cushing Terrell was hired to work with the community to develop its first community master plan including public engagement, land use planning, community development opportunities, transportation alternatives, and affordable and locally attainable housing. A critical part of the project was analyzing and updating infrastructure and utility systems at a high level to anticipate growth patterns and voids in the system. Much of the town is a mixture of pockets of wells and septic scattered in with modern utility services, and understanding how to upgrade and modernize the town was critical to the plan's success.

*Date of Completion:* June 2022

*Contact:* **Lisa Roberts**, Commissioner | [lisa.roberts@evrealestate.com](mailto:lisa.roberts@evrealestate.com) | 406.570.4683

*Services Provided:* Planning, Landscape Architecture, Community Engagement

*Project Website:* [cushingterrell.com/envisionennis](http://cushingterrell.com/envisionennis)



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# Urban+Farm Community Master Plan and Design Guidelines

BOZEMAN, MT

This 100-acre agrarian-themed community is designed around a village core that highlights sustainable food production, physical well-being, and social connectivity.

Cushing Terrell's landscape architecture, planning, and architecture teams meld open space, wetlands, parks, trails, orchards, and gardens to create a dynamic neighborhood gathering area. The landscape design incorporates various local eco-climates with a focus on drought tolerant, native, and edible landscapes. The core provides a variety of outdoor experiences for residents and visitors with a farming influence woven throughout the designed elements.

The central green includes a recreation pond and plazas rimmed by restaurants, cafes, markets, and a large greenhouse. The greenhouse, as planned, will serve as a source of food for the cafes, restaurants, and village residents. Additionally, the proximity of residential units will infuse the community center with vitality and engagement.

**Date of Completion:** 2021 - 2021 - Ongoing

**Contact:** Tom Berkley, Director of Development Outlaw Real Estate Partners  
508.728.1088 | [tom@theoutlawpartners.com](mailto:tom@theoutlawpartners.com)

**Services Provided:** Urban Planning, Landscape Architecture, Architecture



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# Aspen Lumberyard Affordable Housing Neighborhood

ASPEN, CO

The 11-acre Lumberyard Affordable Housing Neighborhood site will serve as a new dynamic gateway to Aspen and will create 277 new affordable homes for a community that is facing a severe affordable housing crisis. Cushing Terrell visited numerous existing affordable housing developments in Aspen, sat down with city staff and local stakeholders, and worked with City Council to understand Aspen/Pitkin County Housing Authority's Vision related to Affordable Housing. Through this, Cushing Terrell crafted the following Vision for the Lumberyard Neighborhood:

*A stable, thriving, affordable neighborhood that is pedestrian friendly, environmentally sustainable, connected, and welcoming that looks, lives, and feels authentically Aspen.*

Cushing Terrell has followed an equally rigorous process in assisting Aspen in determining a pathway forward related to Sustainability. Workshops were held with Aspen city staff and other local environmental stakeholders and through a consensus process arrived at a list of "Must Haves" in terms of environmental stewardship and resiliency which led the project to pursue aggressive 75% Net Zero on-site energy offsets, decarbonization, and Enterprise Green Communities Plus certification.

**Project Dates:** July 2021 - ongoing

**Contact:** **Chris Everson**, Affordable Housing Development Senior Project Manager  
970.429.1834 | [chris.everson@aspen.gov](mailto:chris.everson@aspen.gov)

**Services Provided:** Architecture, Planning, Landscape Architecture, Interior Design, Public Outreach, Sustainability, Fire Protection, Electrical, Mechanical, and Plumbing Engineering



To learn more, visit:  
[aspencommunityvoice.com/lumberyard](https://aspencommunityvoice.com/lumberyard)

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**SHORT-TERM (YEARS 1-3)**

**Gondola Plaza Enhancements**

- A1** Relocate Gondola Base
- A2** Demo Gondola Building/Renovate Plaza

**Ski Time Square Improvements**

- B1** STS East End Turnaround
- B2** STS Streetscape Improvements

**Gondola Transit Center Redevelopment**

- C1** Turnaround
- C2** Sawtooth, Controlled Access

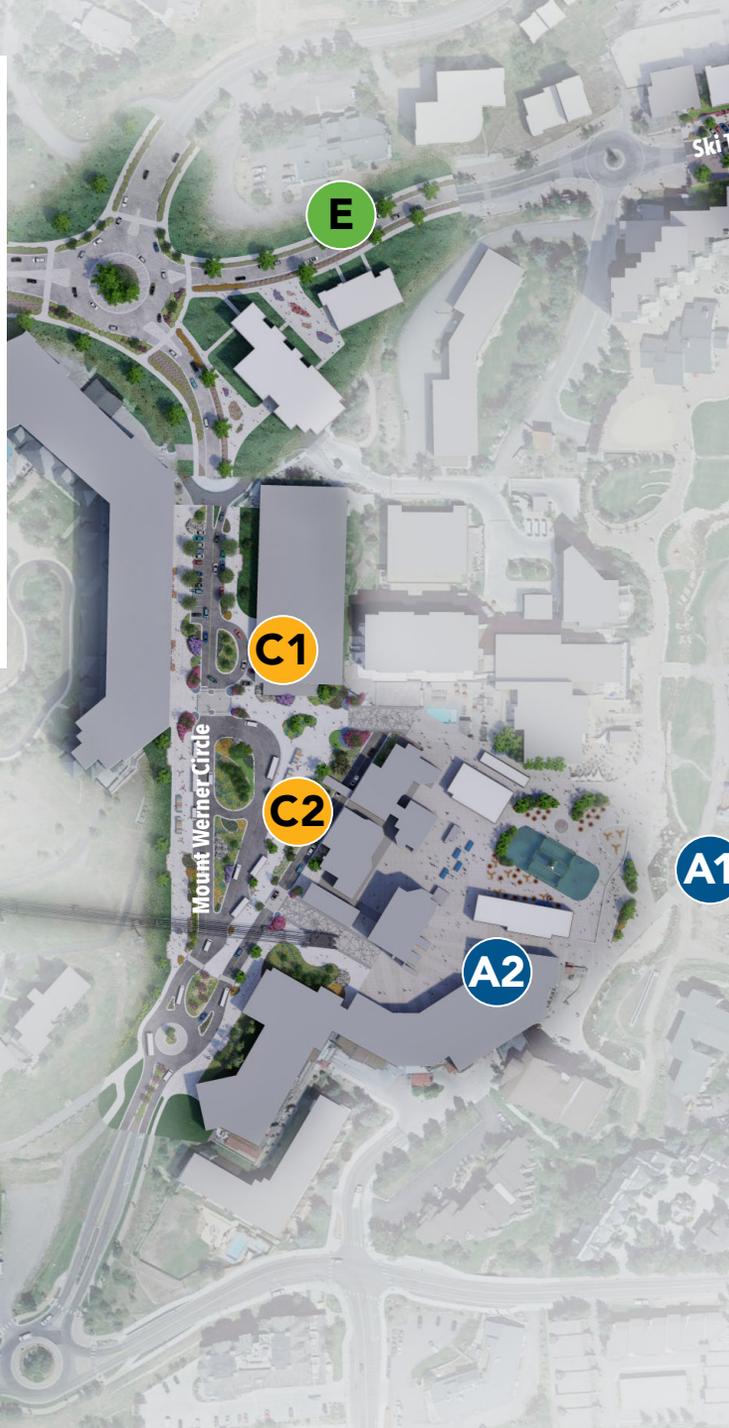
**LONG-TERM (YEARS 4-10)**

**Meadows Lot Redevelopment**

- D1** High Capacity Gondola
- D2** Meadows Lot Parking Structure

**ALTERNATIVE OPPORTUNITIES**

- E** Ski Time Square Drive Realignment
- F** Knoll Parking Lots Redevelopment



# City of Steamboat Springs Mountain Area Master Plan

STEAMBOAT SPRINGS, CO

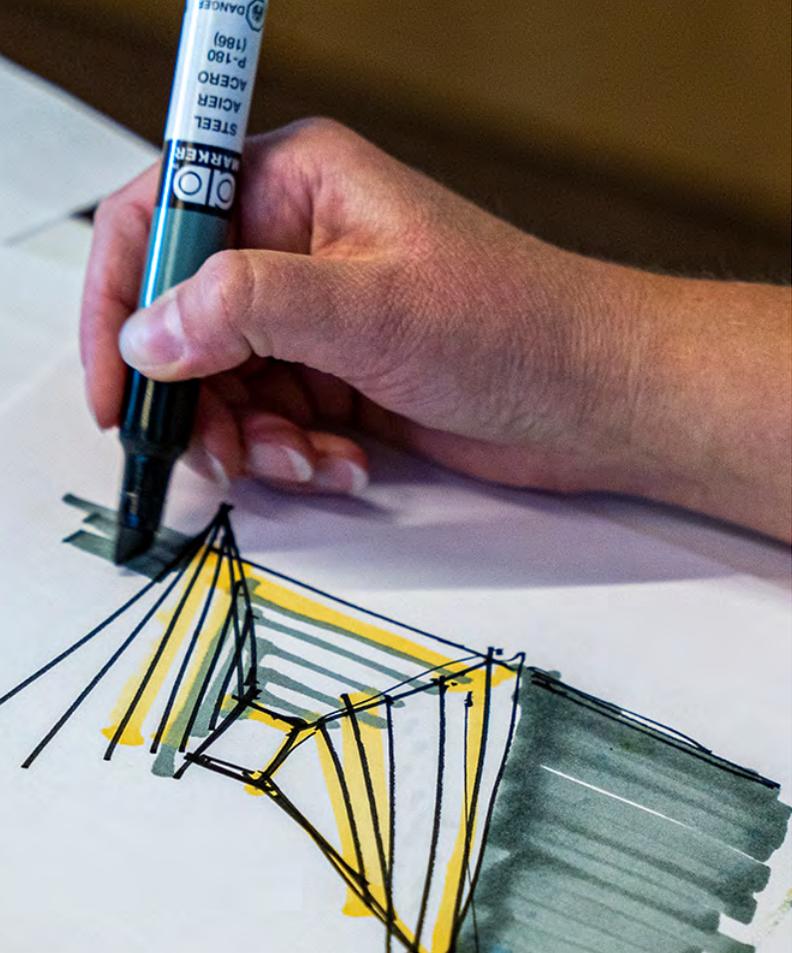
Embracing a long history of successful city-wide plans and urban redevelopment efforts, the City of Steamboat Springs ventured to create a master plan to revitalize the City's ski resort base area to boost year-round vibrancy. After seeing a decade of average but uninspiring redevelopment, the Mountain Area Master Plan amalgamates the best parts of several previous planning efforts to come up with physical solutions and policy adjustments to bring the Mountain Area into a new period of prominence. Utilizing mostly virtual tools, the planning team focused on a community input-driven approach that translates public and stakeholder commentary into interventions that will create meaningful change - Identity and Character of the Built Environment, Economic Vitality, and Mobility.

A substantial effort was made to involve a spectrum of business and community leaders to fully understand how such a wide variety of people move to and through a complicated base area where businesses struggle and vitality is lacking due to difficult grade separations and the attraction of a nearby bustling downtown.

*Date of Completion:* June 2021

*Services Provided:* Planning, Landscape Architecture, Urban Design, Community Engagement

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### APA Award

After 18 months of intensive involvement in creative public outreach and engagement, for the Chaffee County Comprehensive Plan, Cushing Terrell was awarded the APA Award for Community Engagement.



To learn more about Cushing Terrell's outreach approach, visit:

<https://vimeo.com/535935795/6d9df0462d>

## Equity-Centered Engagement

At Cushing Terrell, we know that real, authentic, and innovative community engagement is critical to the success of comprehensive planning efforts. Our work in other communities throughout the Mountain West underscores our ability to recognize that citizens are very proud of the community they live, play, and work in. For Alpine, residents enjoy an ideal location, a high quality of life, and access to premier recreation opportunities. As the Master Planning process begins, we will build off our experience in Wyoming's diverse communities that face similar challenges. We will identify positive outcomes from previous planning efforts to help embark on a community-wide conversation as we identify key issues, opportunities, and challenges.

### Inclusion

We understand that traditional approaches to outreach can exclude some community members due to language barriers, feedback methodology, the location and time of engagement events, and more. Therefore, we use targeted outreach and marketing strategies to reach communities and populations that have historically been left out of planning processes. We employ non-traditional engagement that invites participants to define project values and reach agreements while keeping the door open for creative, fun, and fiscally responsible expression.

### Access

Given the occasional difficulty with large, face-to-face

engagement, our focus is on facilitating activities that are accessible and equally immersive, whether in-person or virtual. The goal is to reach large audiences and key stakeholders to achieve a broad understanding of the community's vision.

### Transparency

Keeping accurate and measurable metrics of the process and then reflecting on what information we've gathered from the community instills trust. We employ this by hosting and regularly updating a project website to display what we've heard from the community so far and give people the opportunity to engage further. This level of transparency helps residents feel empowered because their voice is being heard and that the plan ultimately reflects their values and priorities.

### Respect

From its unique natural amenities to its historic Downtown, Alpine is rich in character. This can, however, lead to differing opinions about what that character should look like in the future. We pride ourselves on our ability to facilitate conversations that at times can be divisive, but by leveraging shared community values, ultimately result in solutions that are sensitive to the needs of all.

Our approach will focus on building connections, meeting people where they are, and learning from the collective wisdom of people who live and work in the Town. As a part of all our endeavors, we strive to capture themes of community pride, identify place-based stories, and celebrate each neighborhood's sense of identity.



# Methodology & Approach

## Phase 1

### TASK 1: PROJECT MANAGEMENT

We are committed to the active participation of all our team members as a part of this effort. To manage the day-to-day activities, project timelines, and budget, Nora Bland (project lead) will be available to the Town Project Manager throughout the process. Nora will attend project management check-ins and be responsible for the following deliverables:

- Contract scope of work refinement and finalization
- Project management meetings
- Scheduling and project administration
- Task management and quality controls
- Subcontractor coordination and contract administration
- Monthly invoicing

#### *Subtask 1.1: Project Kick-off Meeting*

We will begin the Plan process with a Project Kick-off Meeting to verify project assumptions, scope, timelines, and deliverables. Participants will confirm project goals and objectives, identify existing issues, and define big picture desired outcomes and measures of success for the planning process. We will confirm regular project management meetings and participants. The Cushing Terrell team will also conduct an in-person visit and tour with Town staff to understand what areas of the community should be preserved and get a sense of areas that can accommodate growth and infill.

### TASK 2: OUTREACH & ENGAGEMENT PLAN

Based on information gathered during the project kick-off, the project team will deliver an Outreach and Engagement Plan (OEP) that will include dates and detailed community outreach tasks to be held during the entire project. The OEP is an interactive spreadsheet (updated weekly) that includes all major outreach channels, such as (virtual or in-person) open houses, workshops, pop-ups, interviews, and stakeholder meetings. This task will:

- Establish goals for engagement
- Identify key stakeholders/partner organizations
- Establish a flexible and adaptable engagement schedule
- Solidify marketing and outreach campaign strategy
- Determine overseeing groups/committees
- Establish data gathering strategy to further define target demographics/underrepresented audiences and define listening strategies for each

One of the primary goals is to creatively engage a broad spectrum of community stakeholders through the Master Plan Update process – including residents, business and property owners, service providers, nonprofits, and other community partners. We will strategically spread different outreach and engagement efforts out over the course of the project to ensure ample opportunities for input are available.

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## Methodology & Approach

### TASK 3: OUTREACH ROUND 1 - ANNOUNCE

#### Add-on - Subtask 3.1: Project Webpage and Branding

Our team will work with staff to develop content for a project webpage hosted through either the Town's website or carried as a link on Cushing Terrell's website. The webpage will serve as the main information portal for the project so that the community can learn about the Master Plan. It will also have multiple interactive tools for community members to give input throughout the duration of the project. Our in-house branding and marketing experts will develop a project logo and branding templates to create a distinct identity that will be reflected in all work products and materials.

#### Subtask 3.2: Kick-off Outreach Event

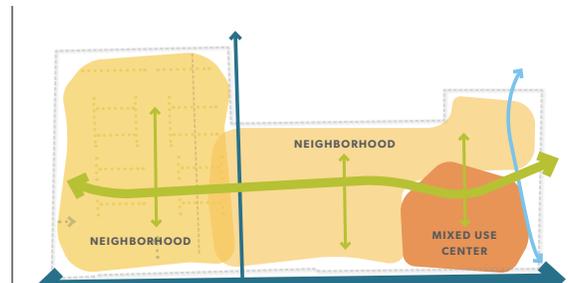
The purpose of this initial engagement effort is to spread awareness for the project, advertise the project website, and have high-level visioning conversations with community members. We recommend that this event be tagged onto an existing Town event to leverage its attendance and to ensure we're reaching a diverse set of residents. We'll capture attention and input with an interactive activity while announcing the project to the community and providing the website for a constant line of communication.

#### Subtask 3.3: Community Survey

The project team will develop a survey asking questions similar to those used in the Kick-off Outreach Event. Mirroring survey questions to in-person allows for straightforward and transparent reporting. Unless otherwise indicated by the Town, the team will conduct this survey via Survey Monkey (consultant's account). It is recommended that the survey be available for approximately one month, and the team will work with the PIO to broadly advertise this survey to gather a wide range of demographic responses. Stakeholder partners identified in Task 1 will be critical to this advertising effort.

#### Phase 1 Deliverables:

- Project Kick-off Meeting & Site Visit
- Weekly Project Management Meetings
- Outreach & Engagement Plan
- Project Webpage & Branding Materials
- Kick-off Outreach Event
- Community Survey
- Town Planning & Zoning Commission Update
- Town Council Update



## Phase 2

### TASK 4: RESEARCH & ANALYSIS

#### Subtask 4.1: Existing Plans/Studies Review

Our process begins with research. We will identify materials necessary to develop a baseline of information that will inform the Plan Update.

#### Subtask 4.2: Land Use & Community Character Studies

##### Add-on - Community Character Study

Our team will review local development patterns and neighborhood amenities that contribute to Alpine's sense of place. This inventory will consider neighborhood context and will help define the nature of new development and redevelopment, and how this affects the overall community character. Community character is about placemaking, Town pride, authenticity, citizen-led arts & culture, visual quality, and public improvements that reflect the heart and soul of a community.

##### Land Use & Zoning Code Review

It is critical that our team familiarize ourselves with the current land uses, zoning regulations, historic resources, and building code requirements. While a detailed code audit is not part of this Plan Update, we will conduct an initial scan of codes that



CONTINUED

## Methodology & Approach

regulate development to identify areas where they could be improved. We'd like to answer the question: "If our codes are not allowing/producing the desired type of development, what changes need to be made?"

### Primary scope objectives will include:

- Review existing development and building codes and related policies
- Identify current best practices (locally, regionally, nationally)
- Define gaps and recommendations for new policy or code amendments

### TASK 5: OUTREACH ROUND 2 - GATHER

#### Add-on - Subtask 5.1: Stakeholder Interviews

In addition, the team will hold up to four (4) stakeholder focus group meetings on key planning elements identified by Town staff through Round 1 of engagement. These discussions are smaller than a community workshop with up to 15 attendees representing public, private, and nonprofit groups. They are free-flowing dialogues that will explore existing issues, assets, and opportunities. If the topic was housing, for example, we would assemble affordable housing developers and financiers, real estate/market experts, housing activists/nonprofits, and Randy Rhoads, Cushing Terrell's Director of Affordable Housing would lead the discussion.

#### Subtask 5.2: Community Workshop #1

Community Workshops are larger-scale, open-house style events that correspond to project phases. Each will be designed to answer a question, solve a problem, or confirm community priorities. The purpose of Workshop #1 will be to hold a community visioning session and begin to understand what issues are elevated by the community.

#### Phase 2 Deliverables:

- Existing Plans/Studies Review
- Community Character Analysis
- Land Use & Zoning Code Review
- Stakeholder Interviews
- Community Workshop #1
- Refined Collective Vision Statement
- Existing Conditions Report/SWOT Analysis

CONTINUED

## Methodology & Approach

### Phase 3

#### TASK 6: INFRASTRUCTURE INVENTORY

The Team will conduct an inventory of infrastructure through visual review, photo documentation, interviews with Town staff of elements including water & Sewer, sidewalks, recreation facilities and roads. We will develop a summary of findings documents including conceptual level improvements and cost estimates.

#### TASK 7: DRAFT RECOMMENDATIONS/STRATEGIES

##### *Subtask 7.1: Policy Recommendations*

We will develop a set of draft policy recommendations based on all analyses conducted thus far, community input, and best practices. An Implementation Strategies Matrix will outline action items for plan implementation, responsible parties, and general target dates/timelines. The Matrix will also prioritize alternatives, outlining specific alternative actions to be completed by the Town over a period of ten years and the amount of funding needed to complete those actions. We will also identify potential regional and community partners and funding sources, as applicable.

#### TASK 8: DRAFT PLAN

Cushing Terrell will distill the information gathered from the

community and staff and provide a plan that defines a broad community vision, goals, and strategies required to achieve the vision. The Draft Plan Update will reflect a compilation of existing conditions, a detailed summary of the community outreach process, the preferred growth scenario, and infrastructure recommendations. The Draft Plan will be a visual expression of the planning process and include high-quality graphics to articulate design principles and other takeaways.

#### TASK 9: OUTREACH ROUND 3 - CONFIRM

##### *Subtask 9.1: Community Workshop #2*

When Draft Plan elements are ready for review, we will share them with the community at our second Workshop event. We will ask for feedback on the Draft Recommendations through a series of interactive stations. This Workshop can be held both in-person and virtually (on a different date).

##### *Subtask 9.2: Public Engagement Summary*

This will be the summation of our public engagement effort. It will detail the outreach and listening methodologies used, audiences targeted, quantitative metrics of people reached, responses gathered, and attendees to meetings and focus groups. This section will also include the specific strategies employed to reach traditionally under-represented populations.

#### *Phase 3 Deliverables:*

- Infrastructure Analysis & Recommendations
- Draft Policy Recommendations
- Draft Master Plan
- Town Council Update
- Workshop #2
- Public Engagement Summary



CONTINUED

## Methodology & Approach

### Phase 4

#### TASK 10: FINAL PLAN & ADOPTIONS

##### *Subtask 10.1: Final Draft Master Plan Update*

We will work with staff to make adjustments to the Draft Plan based on feedback from the community, stakeholders, and elected officials. The revised plan narrative and associated maps and visualizations will be incorporated into a highly graphic and user-friendly Final Draft Plan Update. An electronic format of the Final Master Plan will be made available. Any large format maps will be provided in PDF format. All documents related to survey responses, graphics, schedules, appendices, addenda, and narrative will be delivered in electronic format. Spreadsheets and charts will be delivered in Excel format, including supporting data for all tables and graphs.

##### *Subtask 10.2: Final Plan Approvals*

Cushing Terrell will prepare draft and final draft presentations for the Planning Commission and the Town Council as part of the public review process. The schedule for plan review and public hearings will be determined by Town staff. We will provide the Town with a Final Master Plan Update and all supporting digital files post-plan adoption.



## Base Cost Proposal

Phase 1 .....	\$30,000
Phase 2 .....	\$25,000
Phase 3 .....	\$35,000
Phase 4 .....	\$10,000
<b>Subtotal</b> .....	<b>\$100,000</b>
<i>Reimbursables (Team travel, printing)</i> .....	<i>\$15,000</i>
<b>Project Total</b> .....	<b>\$ 115,000*</b>

## Cost Proposal with Recommended Add-ons

Phase 1 .....	\$50,000
Phase 2 .....	\$65,000
Phase 3 .....	\$80,000
Phase 4 .....	\$40,000
<b>Subtotal</b> .....	<b>\$240,000</b>
<i>Reimbursables (Team travel, printing)</i> .....	<i>\$15,000</i>
<b>Project Total</b> .....	<b>\$ 250,000**</b>

\*The Base Cost Proposal includes a minimal update to the plan. It excludes the project website and branding, stakeholder interviews, additional workshop events, and additional analyses by specialized subconsultants (housing and market studies).

\*\*The Cost Proposal with recommended add-ons reflects the add-ons outlined in the methodology and approach. Cushing Terrell will work with the Town to modify the scope and fee to meet budgetary constraints.





# thank you.

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