



# TOWN OF DANVILLE

## Town of Danville: Economic Development Services For Five-Year Economic Development Strategy

STATEMENT OF QUALIFICATIONS | MARCH 21, 2025

### Contact Information

#### Lead Firm Name

HWC Engineering (HWC)

#### Address

135 N. Pennsylvania Street  
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Indianapolis, IN 46204

#### Project Manager + Main Point of Contact

Chris Hamm, AICP  
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#### Authorized to Negotiate

Cory Whitesell, PE  
Director of Planning  
& Landscape Architecture  
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317-753-2200

#### Ben Comer, President

Danville Redevelopment Commission  
Town of Danville  
49 N. Wayne Street  
Danville, Indiana 46122

#### Re: RFQ for Economic Development Services

Dear Ben,

Our team recognizes that the Town of Danville intends to create an Economic Development Plan that will establish a long-term vision and action plan to promote sustainable economic prosperity for the residents of Danville. From our recent work on your Comprehensive Plan, our team understands that there are two primary economic development opportunities that this initiative must capture while still maintaining the character of the community.

The first key opportunity is to develop a strategy to promote employer sites, particularly in the southeast near Gordon Graham Field, which will allow you the opportunity to diversify and expand your tax base. Because of the existing transportation constraints, these sites are not well suited for large scale logistics seen elsewhere in the County. Instead, this gives the Town of Danville the opportunity to focus on an entrepreneurial ecosystem with a range of small to large employer sites, combined with supportive entrepreneurial services. This strategy can be used to encourage and drive a long-term, sustainable business environment with businesses that can grow deep roots in Danville and become part of the community for generations into the future.

The second key challenge for the Redevelopment Commission is deciding how to support and enhance the vitality of downtown. Multiple premier sites exist in the greater downtown area that are good candidates for redevelopment. Each opportunity comes with a unique context and questions related to incentive levels, parking/traffic impacts, and impacts to adjacent businesses. Through this study, HWC will be able to help you establish clear goals and expectations for downtown development projects to better understand how to make factual decisions on which projects to support and at what levels.

HWC brings a strong set of skills and experience that are directly relevant to these needs:

- HWC has strong experience leading greenfield development planning, including recently helping Zionsville plan for employer sites around the Indy Exec Airport.
- HWC has a strong record of performance supporting downtown revitalization planning (Greenwood, Peru, Washington) and in implementing public private partnerships (Kokomo, Crawfordsville, Muncie, The Fort (Lawrence)).
- HWC has a strong local understanding from our work on your most recent Comprehensive Plan, as well as the recent Hendricks County Comprehensive Plan. We are invested in your community and understand the landscape in both Danville and Hendricks County.

We are excited about the opportunity to continue to work with Danville on this important project.

Sincerely,



Chris Hamm, AICP | Vice President of Economic Development | HWC Engineering



**HWC**

ENGINEERING



**PURDUE**  
UNIVERSITY

Center for Regional Development

# Project Team

Your Project Manager will be **Chris Hamm**. Chris is HWC's Vice President of Economic Development and has 28 years of experience helping communities plan and implement successful economic development strategies.

Chris will be supported by **Cory Whitesell**, **Rachel Christenson**, **Jennifer Barclay**, and **Laurie Christie** in this process.

Cory serves as HWC's Director of Planning and Landscape Architecture. He brings over 28 years of experience in helping Indiana communities build plans and strategies that produce results. Cory led the most recent Comprehensive Plan for Danville and has been part of comprehensive plans for Hendricks County, Avon, and Plainfield. He has also led READI 1.0 planning for the 180 Alliance and READI 2.0 planning for CIRDA.

Rachel serves as HWC's Planning Studio Lead. She brings over 18 years of planning expertise to the team and previously served as Planning Director and Interim Town Manager for the Town of Pendleton.

Jennifer is an HWC Planner who has focused on downtown development throughout her 15+ year career. As the former Economic Development and Planning Director for the City of Angola, she oversaw several downtown-focused infill projects and redevelopment for a community similar in scale and density to Danville.

Finally for HWC, Laurie will serve as your Client Liaison as a proud Danville resident, ensuring effective communication between Danville and the project team throughout the project.

Our team will be supported by the Purdue Center for Regional Development (PCRD). PCRD will help with the economic data and employment forecasting aspects of this project.

## Staff Availability and Capacity

The HWC team proposed in this Statement of Qualifications was selected based on their previous experience with similar projects, expertise with the specific items noted within the RFQ, and familiarity with the Town of Danville. Additionally, this team is in a position to begin immediately upon notice to proceed and complete the negotiated scope on time and on budget.



**Chris Hamm, AICP**  
PROJECT MANAGER



**Cory Whitesell, PE**  
DIRECTOR OF PLANNING AND  
LANDSCAPE ARCHITECTURE



**Rachel Christenson, AICP**  
PLANNING STUDIO LEAD



**Jennifer Barclay**  
PLANNER



**Laurie Christie**  
CLIENT LIAISON



**Purdue Center for  
Regional Development  
(PCRD)**

**See pages 11-13 for full resumes of our project team.**



# Specialized Experience and Knowledge



In Franklin, HWC's plan demonstrated how to leverage quality of life and infrastructure improvements to generate \$230 million in private economic development.



HWC planning efforts have led to several key projects that are helping to transform New Albany's urban core. This started with the Comprehensive Plan that built community consensus around an infill and redevelopment strategy given the limited greenfield development opportunities within the community. Planning efforts for the New Albany Housing Authority and an update to the Parks and Recreation Master Plan have led to new housing redevelopment opportunities, trail connectivity, Ohio River engagement opportunities, and downtown redevelopment investment.

## Results Based Economic Development Planning

HWC's approach to economic development plans has a proven track record of helping communities across Indiana attract private investment, foster local job growth, and grow local workforce. Our process is centered on building a clear playbook for success that will help communities achieve short-term wins as well as provide the decision-making framework to allow the flexibility necessary to accommodate long-term success. This playbook is supported with clear, practical, and data driven implementation strategies designed specifically to bring the community's goals to fruition.

Our process prioritizes stakeholder engagement to build consensus around these goals and strategies, outlines best practices in current economic development activities, and identifies funding strategies to help support the plan's implementation. Simply put, our economic development plans help deliver success. Some key examples of this include:

- **Franklin:** Our plan created the framework to support \$30 million in retail investment and \$200 million in industrial development.
- **Montgomery County:** Our plan built the community consensus and identified the steps necessary to attract \$540 million in investment and 500 new jobs.
- **Clinton County:** Our plan built the implementation steps that led to \$38 million in investment and 100 new jobs with multiple additional developments underway.
- **Whitestown:** Our plan helped to structure and prioritize the growth occurring for one of the fastest growing communities in Indiana and set the framework for both redevelopment within the community's core as well as development around Whitestown's newest interstate interchange.
- **Greenwood:** Our downtown plan was the foundation on which over \$80 million of public private partnerships have delivered revitalization within the community core.

## User Friendly Planning Documents

Our plans are designed with the end user in mind. They include customized branding to help promote the planning process and the final plan product. Our plans also include graphics designed to share the story of the plan and allow the end users to quickly understand the information the plan is conveying. Given the scope of this project, this plan will also include two to four-page site evaluation cut sheets for targeted properties that can serve as marketing pieces as the Town is having conversations with developers and end users about the unique opportunity for development that each target property provides.

Additionally, HWC's Planning and Landscape Architecture Department consists of 26 individuals who are ready to support graphic design and production to illustrate the economic development strategies for this project.

# Specialized Experience and Knowledge

## Local Experience

Through our recent work on the Danville Comprehensive Plan, HWC has a firsthand understanding of the opportunities and constraints that exist regarding economic development efforts within the Town. Additionally, with the recent completion of the Hendricks County Comprehensive Plan, we also have an understanding on the context of Danville within the broader County. HWC has strong experience helping communities manage development pressures from their location at the urban to rural fringe around greater Indianapolis. This includes Mooresville, Martinsville, Pendleton, Monrovia, Whiteland, and Jamestown.

## Data/Market Driven Strategy Development

Economic development is both an art and a science. Data driven strategies offer not only the greatest opportunity for short-term success, but also allow for the flexibility to adjust tactics as trends and market conditions change over time. Given this, we have partnered with the Purdue University Center for Regional Development (PCRD) to provide data analysis services regarding regional, statewide, and national economic development trending, opportunity analysis, and workforce assessment. Purdue has extensive experience in these types of projects in regions across the country, and PCRD has access to the most comprehensive data sources and innovative data tools to support this analysis. Combining PCRD's analysis with HWC's local market and trending data will help ensure the Economic Opportunity Analysis (EOA) and related employment forecast noted in the RFQ are a data driven forecast supply and demand model that will help position Danville to have the right development sites, at the right time, to maximize the future economic growth potential for the community.

## Site Inventory and Readiness Evaluation

HWC has extensive experience in economic development site inventory and analysis projects across the State of Indiana. This work includes everything from a single lot "red flag" analysis to 800-acre development master plans. We have been involved in multiple OCRA Site Certified evaluations, site due diligence reports for private sector development clients, and site development capacity analysis as part of economic development planning efforts for public sector partners. A few key projects are noted in the projects section of this Statement of Qualifications, but one interesting project we are just getting underway is in Richmond, Indiana. An institutional land owner, Reid Health, a regional health partner in East Central Indiana, has asked us to complete a site evaluation of 110 acres they own at an interchange along I-70 in Richmond. For this project, we are gathering market data, performing site condition analysis, establishing the mixed-use concept development plan, and providing preliminary engineering analysis. We will also be facilitating an RFP/Q to potential developers for interest in the property.

## Custom Tailored Engagement Process

HWC works with clients to develop custom engagement processes for each project that we work on. We have a robust set of tools and methodologies at our disposal to create the most impactful overall engagement strategy, including hybrid, in-person, and online engagement alternatives. Based on the significant amount of public engagement data we have already been able to collect during the Danville Comprehensive Plan process, it is likely that outreach efforts for the development of the Five-Year Economic Development Strategy, beyond that of the Steering Committee or Technical Advisory Group, will be more targeted to key stakeholders in the community. These conversations are usually most productive when held in person (either individually or in groups). We will work with you to identify the most appropriate engagement strategy for this project.

## Danville by the Numbers



**10,559**

2020 Population



**541**

Open House Survey Responses



**1,578**

Online Workshop Visitors



**3,738**

Map Comments



**979**

Initial Survey Responses

**HWC's public engagement strategy for Danville's Comprehensive Plan resulted in outstanding participation, which only strengthened the results.**



# Similar Projects: Economic Development Strategies

## Zionsville, IN

In partnership with the Town of Zionsville and the Hamilton County Airport Authority, HWC developed a plan for the 8,000-acre area that surrounds the Indy Executive Airport. The plan established strategies for adding new employer sites, housing, and mixed-use development within the context of a busy regional airport. Development strategies were carefully considered to identify development that could take advantage of proximity to the airport for shipping and travel, while also being compatible with flight safety and noise considerations. The key to the success of the plan was the establishment of the almost 800-acre employer site district with airport access as well as a new mixed-use "Airport Village" district.

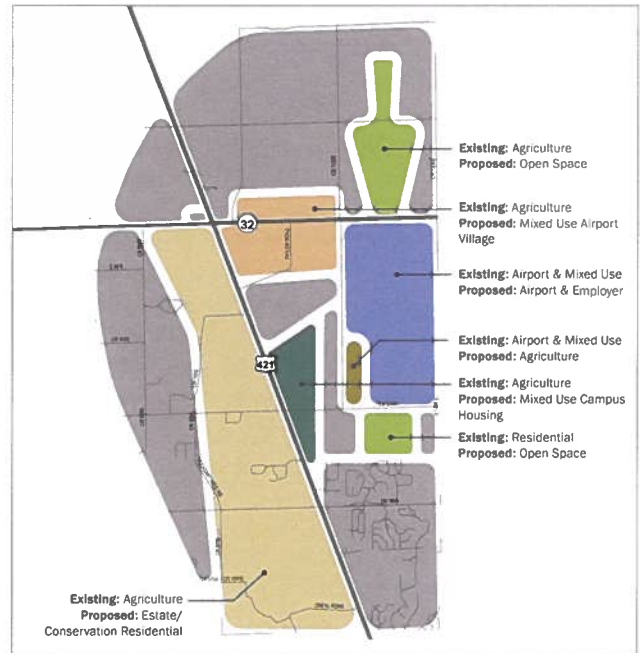


FIGURE B.3 - LAND USES THAT ARE MODIFIED WITH THIS PLAN

## Martinsville, IN

When I-69 was slated to radically change transportation routes and development patterns in Martinsville, the community turned to HWC to assist with planning its response with an ambitious multi-jurisdictional planning effort. This effort included Morgan County, Martinsville, and Mooresville concurrently updating their Comprehensive Plans while also developing a common corridor economic development plan for SR 37/I-69.



This joint planning effort led to community consensus on where interchanges were needed, where future development should be located, how transportation routes should be updated, and the cost/benefit analysis that infrastructure investments would have and their overall return on investment.

As I-69 budget cuts later threatened to significantly limit key access points along the corridor, the community was able to use these planning documents to demonstrate community support for the plan and justify their economic return on investment. As a result, the key local access points were constructed pursuant to the plan, and an additional \$35 million of INDOT funding was secured to enhance the access and road connectivity within the City.

In addition to the initial planning effort, HWC has updated Comprehensive Plans for Martinsville and Morgan County that reflect the final configuration of interchanges. Development is underway at multiple locations along the corridor.

## Franklin, IN

After completing the City of Franklin's Comprehensive Plan, HWC was asked to build an economic development strategy to promote development/redevelopment around the I-65/SR 44 interchange. King Street serves as the primary gateway corridor leading to Franklin College



and the historic downtown square from I-65. Decades of disinvestment and decline led to significant blight within the project area. HWC inventoried target parcels and analyzed their development capacity, built local consensus around the desired land use mix and character, outlined key infrastructure improvements necessary to activate the interchange, held stakeholder conversations with key land owners, and crafted a detailed set of implementation strategies to jump start private investment in the area. HWC also facilitated conversations with potential developers.

HWC then assisted the City in securing \$4.3 million from INDOT to support the King Street Reconstruction project and supported the issuance of Franklin's first TIF bond to support additional improvements to the corridor. Since the completion of the plan, the City has secured new hotels at the interchange, development or redevelopment of multiple new retail establishments, new residential development near the interchange, and over \$200 million in new industrial investment.

# Similar Projects: Economic Development Site Analysis

## Johnson County, IN

To manage the impacts of the construction of the new I-69 corridor, as well as take advantage of the opportunities that the corridor will provide, Johnson County engaged HWC's team to develop a plan for the new corridor. Analysis included outlining needed transportation and infrastructure improvements, evaluating development/redevelopment impacts, performing site analysis on the areas surrounding all three I-69 interchanges, and identifying potential funding alternatives to support desired improvements. The plan also included the development of an overlay district to guide future development/redevelopment activities within the corridor. Specific attention was given to the mix of land uses, the spatial orientation of buildings/development, and the aesthetic characteristics of anticipated development activity.

As part of the site analysis, HWC evaluated the development potential of individual parcels around the interchanges, outlined development constraints for the parcels, and developed strategies to make the parcels more likely to develop. Since the completion of the plan, HWC has been engaged to work with the County Redevelopment Commission to oversee key infrastructure improvements in the area, work to pursue state and federal funding support, and develop floodplain management strategies to enhance the development potential of their Tax Increment Finance areas along I-69.



## Columbus, IN

The industrial area is an 800-acre development site south of the City of Columbus and the former airport site was home to a handful of individual industrial developments. HWC was tasked with collecting market data, engaging key stakeholders, and performing a thorough site evaluation to determine redevelopment potential. The development area presented many unique challenges, including:

- Existing runways that occupied nearly half of the site but were utilized as test track facilities
- Floodplain and stormwater management constraints hindered development of much of the site
- Utilities were undersized to facilitate the full development potential of the site
- Significant thoroughfare improvements were required

Ultimately, the plan included a land use analysis, infrastructure analysis, and the creation of a modular redevelopment plan to best phase in infrastructure to allow early development alternatives for the site. This strategy would allow for a structured revenue stream to be created for the area's Tax Increment Finance district to grow in a manner to support the needed infrastructure improvements over time.



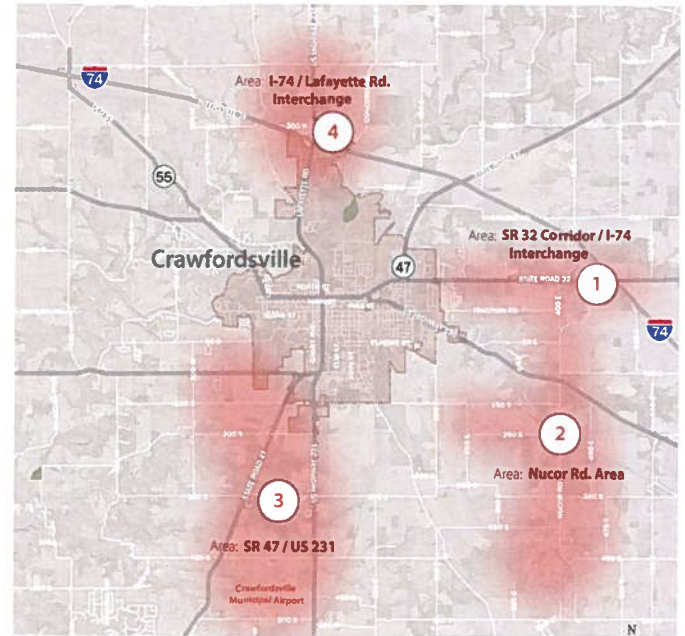


# Similar Projects: Economic Development Site Analysis

## Montgomery County, IN

After helping Montgomery County complete their first ever Comprehensive Plan, HWC was engaged to develop a targeted Economic Plan for the County. The plan looked at key development areas and established sub area plans for each. Each sub area plan included parcel level development capacity analysis, an assessment of their relative priority as related to the other sub areas, development policies and activation strategies, infrastructure needs analysis, and both short-term and long-term implementation strategies. HWC was then engaged by the County's Redevelopment Commission to help implement key elements of the strategy around the County's highest priority area, the interchange at I-74 and SR 32.

Since the completion of the plan, the County has secured multiple projects around the interchange. These investments have resulted in over \$540 million in private capital investment and the creation of 500 new jobs.



# Similar Projects: Downtown Development and Public Private Partnerships

## Crawfordsville, IN



As the cornerstone of their Stellar Communities initiative, the City of Crawfordsville turned to the HWC team to deliver this unique support program for local entrepreneurship. The Fusion 54 facility integrates City and County growth entities (Chamber, Visitor's Bureau, Main Street) with a co-working studio and Wabash College's Center of Innovation, Business, and Entrepreneurship. The project was delivered as a public private partnership.

## Greenwood, IN



Photo Source: Greenwood.in.gov

HWC assisted the City of Greenwood in identifying opportunities to help attract future investment in the downtown area and build a civic and economic center in the downtown urban core. The project established a complete understanding of current conditions, which included analyzing market and demand data, site analysis, establishing the core vision and goals for redevelopment, and establishing the tools and methods to implement infill redevelopment work. Currently, public private partnerships are driving over \$80 million in investment in the downtown.

# Similar Projects: Downtown Development and Public Private Partnerships

## Kokomo, IN

HWC was part of the development team that partnered with the City of Kokomo's Redevelopment Commission and Community Development Corporation to execute the Lofts @ Union Street. This project was a public private partnership that included Kokomo's first luxury downtown apartment community.

The project included 35 loft style apartments and a 400-space parking structure and required demolition of existing parking lots, enhanced streetscape elements, and complicated utility relocations/modifications. Featuring high-end amenities, rooftop views, and secured building access, the lofts are within walking distance to shopping, dining, sports, and entertainment, adding to the urban, modern feel of Kokomo's revitalized downtown district.



## Lawrence, IN

HWC was part of the development team that worked with the Fort Harrison Reuse Authority and multiple private sector investors to facilitate the development of several public private projects within the Fort Master Plan. Some of these projects included the redevelopment of existing facilities and others took advantage of undeveloped but underutilized properties.

These projects included a 224-unit apartment complex, single-family housing neighborhoods, mixed-use buildings, office buildings, and commercial properties. Our team also worked to create additional development ready lots by designing utility and grading plans for pads that would be ready for a developer to build on in the future.





# Project Approach

Our approach to this plan emphasizes building consensus around a set of data driven implementation strategies to promote and support short-term and long-term economic success for Danville. Work will begin with the formation of the project Steering Committee, the formation of the Technical Advisory Group, and proceed to include extensive local, regional, State, and national market data, trend analysis, and best practice research to best position Danville for economic success, on your terms, moving forward. Key stakeholder engagement and targeted site analysis will support the planning effort to ensure the final product is a clear playbook for how best to move forward. Once the Steering Committee approves a final draft of the plan for recommendation, the document will be submitted to the Planning Commission and the Danville Town Council for consideration as an amendment to the Economic Development section of the Danville Comprehensive Plan.



We will begin working with the Steering Committee to clearly define the primary objectives of this planning process and outline the project approach. This will include a review and summary of all existing plans (both local and regional) and gathering relevant current economic profile data that may influence the scope of this effort.

## Key Tasks/Deliverables:

- Staff kickoff/organizational meeting
- Existing plan review
- Updated economic profile
- Formation of Staff Technical Advisory Group
- Steering Committee kickoff meeting
- Initial site and business tour



This phase will engage Purdue University Center for Regional Development (PCRD) and will include reaching a consensus on the methodology of the background data analysis, the completion of the Economic Opportunity Analysis (EOA), the completion of the employment and other forecast documents, and the completion of this work.

## Key Tasks/Deliverables:

- Steering Committee meeting for sign off on process methodology
- Stakeholder meetings
- Completion of EOA
- Completion of employment forecast
- Delivery of economic analysis report

# Project Approach



## SET ACHIEVABLE GOALS



Next, we will work collaboratively with staff and the Steering Committee to identify specific recommendations and strategies to implement the vision and address economic priorities. This phase will also include identifying and analyzing key potential development sites within the community. This will include greenfield, redevelopment, and brownfield sites and will assess the development potential and development constraints for the targeted sites. Planning will also include early strategy discussion on best practices to attract investment and end users to the sites.

### Key Tasks/Deliverables:

- Draft economic development goals and strategies
- Key property owner outreach
- Site inventory and analysis
- Steering Committee meetings - sites and strategies
- Best practices analysis
- Opportunities and constraints analysis
- Developer conversations
- Rough Draft - Economic Development Plan



## DEFINE ACTION STEPS



In the final phase of the project, we will help you prioritize the strategies and craft a clear playbook to help you deliver the vision. The action plan will focus on your biggest opportunities and identify implementation steps, responsibilities, and funding strategies. Once complete, this plan will then be presented for final amendment into the Danville Comprehensive Plan.

### Key Tasks/Deliverables:

- Finalize draft implementation strategies
- Prepare Draft Plan
- Steering Committee meetings - review Rough Plan Draft
- Prepare Public Draft
- Prepare Final Draft Plan
- Final Plan presentations - Plan Commission and Town Council



# Resumes



## Chris Hamm, AICP

Project Manager

**28+ years of industry experience**

Chris is the Vice President of Economic Development at HWC. His responsibilities include providing a variety of urban planning and economic development services, including comprehensive planning, land use regulations, economic and demographic analyses, strategic planning, and specialized studies. He has a diverse economic development and planning background, including previously serving as Senior Planner and Economic Development Director for the City of Noblesville, Indiana for 12 years. Chris also served as President and CEO of the Greater Kokomo Economic Development Alliance, Vice President of Republic Development, (a national private land development firm), owner of a business whose focus was entitlement and incentive negotiations services, and a senior-level private sector planning and economic development consultant.

### Relevant Experience

#### Economic Development

- Walesboro Industrial Area Land Development Plan, Columbus, IN
- Economic Development Strategic Plan, Franklin, IN
- Downtown Redevelopment Plan, Greenwood, IN
- Economic Development Strategic Plan, Whitestown, IN
- Economic Development Plan, Montgomery County, IN
- I-69 Economic Development Plan, Martinsville, IN
- Redevelopment Commission Consultant, Montgomery and Johnson Counties, IN
- Economic Development and Site Location Consulting, Clinton County, IN
- Economic Development Strategic Plan, Angola, IN
- I-69 Liberty Church Road Interchange Economic Development Plan, Martinsville, IN
- US 31 Corridor Economic Development Plan, Hamilton County, IN
- READI 1.0 and 2.0 Regional Plans and Applications, North Central Indiana Region
- Noblesville Corporate Campus, Noblesville, IN\*

*\*Previous Employer*



## Cory Whitesell, PE

Director of Planning & Landscape Architecture

**28+ years of industry experience**

Cory specializes in facilitating complex planning and design projects that involve coordination between multiple units of government and various community stakeholder groups. He has extensive experience in leading public interaction, including planning meetings, design charrettes, focus group meetings, stakeholder interviews, and public meetings. With over 28 years of experience in a variety of design disciplines, Cory's approach blends urban design ideas, public policy, and technical/engineering solutions.

### Relevant Experience

#### Hendricks County Experience

- Comprehensive Plan, Danville, IN
- Comprehensive Plan, Hendricks County, IN
- Thoroughfare Plan, Hendricks County, IN
- Thoroughfare Plan, Plainfield, IN
- New UDO, Avon, IN
- Murphy Aquatic Park, Avon, IN
- New UDO, Brownsburg, IN

#### Economic Development

- Walesboro Industrial Area Land Development Plan, Columbus, IN
- Economic Development Plan, Montgomery County, IN
- SR 32/I-74 Economic Development Plan, Montgomery County, IN
- US 231/I-74 Economic Development Plan, Montgomery County, IN
- US 231 South Economic Development Plan, Montgomery County, IN
- I-69 Economic Development Plan, Martinsville, IN
- I-65 Economic Development Plan, Franklin, IN
- SR 1 Corridor Plan (I-74), SEI READI
- SR 20 Economic Development Plan (I-69), Angola, IN
- Interchange Economic Development Plan (I-74), Clinton County, IN
- Interchange Economic Development Plan (I-74), Jamestown, IN
- Economic Development Plan, Whitestown, IN
- Economic Development Plan, Nashville, IN

# Resumes



## Rachel Christenson, AICP

Planning Studio Lead

18+ years of industry experience

Rachel earned her Bachelor of Landscape Architecture degree from Ball State University in 2006 and previously served as Planning Director and Interim Town Manager for the Town of Pendleton. Over her 18-year career, she has expertly guided comprehensive plans and specialized plans for bikes/pedestrians, downtown revitalizations, parks, and more. Additionally, she has secured over \$103 million in state, federal, and local grants for cities and towns. Rachel has been part of the Board of Directors for the South Madison Community Foundation since 2019 and serves as a Central Region Representative for the APA-IN Board of Directors. She was also part of the inaugural board of directors for the Main Street Pendleton organization where she served for four years.

### Relevant Experience

#### Economic Development

- Interchange Master Plan, Pendleton, IN\*
- Community Sports and Wellness Center, Pendleton, IN\*
- Tax Increment Finance District Expansion, Pendleton, IN\*

#### Downtown/Historic Preservation

- Downtown Revitalization Plan, Pendleton, IN (in progress)
- Local Façade Grant Program Development, Pendleton, IN\*
- Town Hall Exterior Rehabilitation, Pendleton, IN\*
- Main Street Revitalization Program, Pendleton, IN\*
- Downtown Revitalization Plan, Pendleton, IN\*

*\*Previous Employer*



## Jennifer Barclay

Planner

15+ years of industry experience

Jennifer is a collaborative and enthusiastic partner in development, placemaking, and community development. She brings 15 years of experience in local government and the private sector, most recently serving as the Economic Development and Planning Director for the City of Angola. She has guided comprehensive plans, unified development ordinance rewrites, parks and recreation master plans, downtown master plans, and more. Jennifer has collaborated closely with developers, local organizations, and various commissions and boards to develop effective solutions that align with property owners' goals while keeping communities' best interests in mind. Additionally, Jennifer served as an instrumental member on the Board of Directors for the Angola Main Street organization, achieving national accreditation.

### Relevant Experience

#### Economic Development

- Carroll County, IN
- Lagro, IN
- Steuben County, IN\*
- Tax Increment Finance District Expansion, Angola, IN\*
- Development Incentive Analysis, Angola, IN\*

#### Downtown/Historic Preservation

- Local Façade Grant Program, Angola, IN\*
- Downtown Revitalization Plan, Angola, IN\*

#### Thoroughfare Plans

- Clayton, OH\*

#### Comprehensive Plans

- New Albany, IN
- Tipton County, IN
- DeKalb County, IN
- Parke County, IN
- Auburn 2040, Auburn, IN\*
- Noble County, IN\*
- Marion, IN\*
- PLAN Clayton, Clayton, OH\*

*\*Previous Employer*



# Resumes

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## Laurie Christie

Client Liaison

**25+ years of industry experience**

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Laurie has had a long-time career in Indiana government and politics, serving for more than 15 years as the Executive Director and Co-Director of the Indiana Election Commission, having been appointed by three Indiana governors. Laurie was an associate member of the National Association of Secretaries of State (NASS) for several years and attended national conferences all over the United States to discuss election policies and procedures.

Laurie has worked in the business development field, representing engineering and architectural professional services, for more than 25 years. She was appointed to the ACEC Indiana Funding Committee for many years, serving as both the Secretary and Chairperson of that Committee while a member. Laurie was also a long-time member of the Indiana Department of Natural Resources Foundation for more than 12 years and served as the Treasurer of the Foundation for many of those years.

Laurie has been active in many hands-on projects for local communities and participated as a panel moderator at the annual Purdue Road School in West Lafayette and was a member of the Purdue LTAP Group Road Safety Audit to analyze Manhattan Road in Putnam County in the spring of 2015. She has organized and participated in many public outreach events for local public agencies and has successfully written grant funding applications for trail projects during her career.

Laurie continues to assist local communities and candidates with public outreach efforts and campaigns and is active in her community in various clubs and organizations.

