Select Projects

REVITALIZATION/CORRIDOR/SUB-AREA/SPECIFIC PLANS

South Garfield Village Specific Plan, City of Monterey Park, California – The project included pedestrian and bicycle planning, urban design guidelines, and parking and zoning analysis for preparation of a Specific Plan that addresses the future use and intensity of development along an urban village area. The area will be station location for the Gold Line LRT Extension. The plan addresses future mixed-use, parking, and densities to better prepare the area for embracing transit and benefiting from transit-oriented development opportunities. Immediate improvements include better aesthetics and place-making design as well as improvements to incorporate Complete Streets elements, including improved tree canopies, pedestrian connectivity, sidewalk dining, and separated bicycle facilities. Shane served as the project manager.

San Marcos Creek Specific Plan Update, City of San Marcos, California – The project is an update to the original specific plan that was adopted prior to the recession and loss of redevelopment powers. The project will update the specific plan to address current market issues, develop an infrastructure financing strategy and re-adjust plan principles to account for existing new development opportunities. Shane is responsible for the retail market analysis and project financing strategies.

North Atlantic Boulevard Corridor Vision and Strategy, City of Long Beach, California – To guide the disposition and potential development of Successor Agency Parcels, the City commissioned a vision plan and strategy for the North Atlantic Boulevard corridor from the City limits south to 60th Street. The visioning process included extensive public engagement, community focus groups, engagement of community youth and a design charrette. The process resulted in a vision plan and a set of strategic projects and policies to better integrate the street corridor with the surrounding neighborhood, business district and high school. The plan incorporated better pedestrian crossings, projected bicycle lanes and the use of a boulevard system paralleled by pedestrian scale local streets in the residential areas.

Valley Boulevard Corridor Specific Plan Health and Wellness Elements, Bloomington, California/County of San Bernardino/Southern California Association of Governments – The County of San Bernardino was developing a specific plan for Valley Boulevard through unincorporated Bloomington. An element of the plan included creating policies and design for healthy communities. The element addressed parks and recreation programming, a health assessment, and incorporation of pedestrian and bicycle elements into the overall corridor design. Shane served as the project manager.

Tennessee Correction Academy Facilities Master Plan, Tullahoma, Tennessee – The Tennessee Correction Academy has served as the central training academy for the Tennessee Department of Correction for decades. The facility needed extensive reinvestment to better fulfill the organization’s education mission and bring the academy into accordance with POST accreditation standards. The master plan created a 10-year vision and prioritized projects to expand academy services, improve distance learning capabilities, and grow in training capacity. The vision created a walkable campus, maintained the historic integrity of the property, implemented green BMPS for stormwater treatment and developed architectural standards to guide project development and plan implementation. Shane was the principal planner for the master planning process.

Anderson Township Ohio Riverfront Plan, Anderson Township, Ohio - Anderson Township is a suburban area just west of Cincinnati on the Ohio River. The Township looked to update a plan for the riverfront area which included a mix of residential, industrial and entertainment areas. The plan sought to engage the public to create a plan that re-discovered the riverfront as an asset of the community, allowed for expansion of entertainment options,
improved multi-modal access to the area through bicycle and walking trails and expand options for multi-use development and higher density housing to improve housing choice. Shane was the principal planner on this project.

**Nashville International Airport - Airport Master Plan, Nashville, Tennessee** - CHA was engaged by the Nashville Airport Authority to conduct a new master plan for the Nashville International Airport. The plan included both airside and landside facilities. The planning group was responsible for providing recommendations to the authority on future land use opportunities for landside properties owned by the authority and to harmonize airport plans with existing community comprehensive land use strategies. Shane was the lead technical planner for the landside recommendations.

**Whiting Lakefront Redevelopment Plan, Whiting, Indiana** - The plan addressed developable space, public access, recreation, habitat restoration, and economic development for the area of Whiting between Lake Michigan and the 119th Street business district. The plan creates a roadmap for over $80 million in public improvements to reconnect Whiting’s residents to the lakeshore, improve wildlife habitat and natural areas, reduce stormwater runoff and improve water quality through low-impact development treatments, and improve active and passive recreation options. The plan also addresses additional private development opportunities, including more diversification of housing opportunities and multi-family housing development, mixed-use development along 119th Street, potential joint-development opportunities between the City of Whiting and BP, and creative financing mechanisms to leverage local resources. The plan used extensive public input and a community charrette to form the basis of the vision and goals for redevelopment. Shane was the project manager for this project.

**Speed Zone Redevelopment Master Plan, Speedway, Indiana** - This project guided the Speedway Redevelopment Commission through a strategic planning and design process to create a master plan and redevelopment strategies. The project focused on improving economic opportunities within and around the Main Street corridor and existing industrial area just south of the Indianapolis Motor Speedway (IMS). The master plan and redevelopment strategies provided a new vision for the area – one well suited to attract new business investment and improve the quality of life and entertainment options for Speedway residents and visitors to the IMS. The planning process focused on sustainability and a “complete streets” concept and included detailed master land-use plan for the area, streetscapering, architectural guidelines, development and attraction strategies, and strategies for business cooperation and financing. The project also includes an extensive public participation and public relations strategy to engage stakeholders and the public during the planning process. This project increased development interest in the area within a short time period. The Speed Zone Master Plan received the 2008 IN-APA Outstanding Plan award, a 2008 Honor Award for Engineering Excellence from the American Council of Engineering Companies (ACEC - Indiana Chapter), and a 2008 IN-ASLA Award for Landscape Architecture, and has been recognized by the Urban Land Institute in a 2008 Advisory Report. Shane was the principal and project manager for the redevelopment master plan.

**Kokomo US 31 Corridors Comprehensive Plan, Kokomo, Indiana** - The State of Indiana has begun construction of a new US 31 route around an existing congested bypass originally constructed in the 1950s. When the original bypass opened, businesses once located in Kokomo’s thriving downtown moved to the outskirts. The community developed a plan to ensure this did not happen by developing new land use standards for the new corridor and improving the urban context of the existing corridor. The plan included redevelopment opportunities and a new balance of mixed-use development in the existing corridor while allowing for industrial economic development along the new corridor’s interchanges. The plan also included improving the existing 31 as an urban corridor with bicycle and pedestrian facilities as well as a complete streets approach to access. Shane served as the project manager and principal for the plan.

**Findings of Need for Redevelopment Study and Preliminary Plan for Redevelopment Area No. 2, Speedway, Indiana** - The Speedway Redevelopment Commission wished to redevelop this corridor, which consists of older obsolete strip retail development with an approximate 50 percent vacancy rate. Findings of blight along the Crawfordsville Road corridor and surrounding areas posed the biggest reason for redevelopment within this area, along with substandard building conditions, fringe economy, and crime. The project team guided the
Redevelopment Commission and Speedway community through a public planning process to gain consensus on creating a master plan for the area. The plan incorporated strategies for attracting businesses and offering a mix of housing within the area. The plan also called for improved pedestrian and bicycle facilities to link with neighborhoods and retail areas. Several public meetings were held to gain community consensus on the most important issues to address in the plan. Shane was the principal for the project.

Mount Vernon Downtown Redevelopment Plan, Mount Vernon, Indiana - Mount Vernon is located along the banks of the Ohio River. The city of almost 8,000 has a very historic and picturesque downtown separated by abandoned railroad tracks and old industry that used to occupy the river banks. The project team worked with the City to develop a holistic redevelopment plan for the downtown and riverfront. This plan includes both a physical design plan for aesthetic improvements coupled with a strong plan for economic development, business cooperation, public relations, and event programming. The planning process included extensive public participation that brought stakeholders and the community together to identify issues and work directly with the project team staff to craft the vision and plan. This ensured the plan embodies the wishes, needs, and dreams of the community, and that the implementation of identified items is owned by the community. The project team provided technical assistance and facilitation to the process, including services such as meeting facilitation, design technical assistance, retail and housing market analysis, and public opinion surveying. Shane was the project manager.

Vale Park East Corridor Plan, Valparaiso, Indiana - The City of Valparaiso continues to face development pressures on its northeast side. Vale Park Road was a 2-lane road, not designed to work as a major east-west thoroughfare, but it was handling increasingly higher volumes of traffic in a mainly residential neighborhood. The intent of the project was to facilitate increasing traffic volumes, creating a signature gateway corridor into the city and improving safety for pedestrians and residents surrounding the road. The project team worked closely with City officials, a project advisory committee, and the public through community meetings to develop a corridor plan that included alternatives for roundabouts and other traffic calming measures, public art and other aesthetic elements, and a combination of sidewalk improvements and the addition of a multi-use trail to turn an overtaxed road with safety concerns into an effective community amenity. Shane was the project manager.

Porter County Airport Zone Economic Development Plan, Valparaiso, Indiana - Porter County Regional Airport serves the City of Valparaiso, Indiana and greater Porter County. The intent of the master plan was to unify future land use and growth measures between the City and County around the airport property and improve overall site availability for economic development that will take advantage of airport amenities. The plan addressed issues such as infrastructure, shovel-ready site availability and potential project financing options. Shane served as the economic development planner for the project.

URBAN DESIGN

South Garfield Avenue Streetscape and Roadway Improvements, City of Monterey Park, California – After adoption of the South Garfield Avenue Specific Plan, the City allotted over $1 million for the initial implementation of the plan. This included design of a center median and mid-block crossing to improve the overall aesthetics and pedestrian safety and circulation for the area. The mid-block crossing design introduced the first pedestrian hybrid crossing beacon and incorporated LID storm water management bio-retention within the mid-block bulb-out to treat storm water and provide for aquifer recharge. Shane served as the project manager and principle urban designer.

Canary Residential Development, Jeddah, Saudi Arabia - The developer was seeking to construct a residential community marketed towards the expatriate population. The plan provided concepts that had to address security issues, circulation, recreation, school access and access to religious facilities. The plans included LEED elements, sustainable infrastructure options, native vegetation, facilities to improve walkability, housing choice, and interconnectivity with surrounding neighborhoods.
Main Street Design, Speedway, Indiana - Speedway, Indiana, has undertaken the redevelopment of downtown Main Street to revitalize the surrounding urban mixed-use commercial corridor. Main Street reconstruction will include replacing existing sidewalk and streets and add improvements such as curbside parking, a bicycle cycle-track, and amenity areas. Also, stormwater will be captured and treated using LID techniques, including permeable pavers and curbside bio-retention systems. These improvements will greatly benefit the City’s aesthetic qualities and encourage outdoor use and alternative transportation. Shane was responsible for the overall urban design programming for this project.

Whiting Standard Diamonds Stadium Schematic Plan/Design, Whiting, Indiana - The Whiting Lakefront Development Plan called for a new stadium to serve Whiting High School and Calumet College. The client wanted the stadium to be minor league quality with a design budget of $5.5 million. The design team developed a stadium concept that included professional grandstands, team facilities, common areas for events and a blending of the stadium into the historic streetscape of 119th street, Whiting's downtown commercial district. The final design included innovative use of green space, green bmp options for storm water and architecture that mirrored the heritage of the historic district. Shane was principal on the schematic site design and served as an urban design advisor for the overall stadium design.

Whiting 117th Street Recreational Activity Area Schematic Plan/Design, Whiting, Indiana - This $6 million project turned an abandoned brownfields site near Whiting’s residential neighborhoods into a world class sports facility to serve Little League, Calumet College Softball and Whiting High School tennis. The park also includes a restroom/picnic facilities that pull its architecture from the historic Whiting pavilion and green BMP practices to treat stormwater. The project also creates a new gateway into Whiting Lakefront Park. Future phases of the project include a world-class skate park as well as a pedestrian bridge to traverse a railroad corridor that boasts over 80 trains daily. Shane served as the project principal on the schematic site design and served as an urban design advisor for the final design.

16th Street Reconstruction, Speedway, Indiana - This $26.2 million project consists of realigning 16th Street and constructing a new roadway pavement between the existing Crawfordsville Road intersection with Georgetown Road and the existing intersection of 16th Street and Holt Road. Two intersections will be redesigned as roundabouts, and Polco Street will also be realigned. Improvements include combined concrete curb and gutters, stormwater inlets, and a gravity storm sewer system, as well as multi-use paths and concrete sidewalks. Georgetown Road will be closed from 16th Street to 25th Street and will become a pedestrian linear park. Also, included in this project is the relocation of Dry Run, which will require four new structures. This complex urban project includes coordination of multiple utilities, private and public entity coordination, urban design features, and funding complexities. Shane served as the urban design advisor on the project, overseeing landscape architecture and streetscaping components.

Indianapolis Motor Speedway Linear Park Plan (Georgetown Park), Speedway, Indiana - The Indianapolis Motor Speedway and the Town of Speedway realized a new and grander entrance was needed for the racing capital of the world. Project priorities included creating a more pedestrian-friendly atmosphere around the track while providing for active and passive recreation opportunities, which were in short supply within the Town of Speedway. The concept plan includes sports venues, an interpretive pedestrian promenade featuring public art, and landscaping that also serves to buffer surrounding residential neighborhoods from the track activities. The pedestrian facilities are integrated into the community’s larger pedestrian trail network. Shane was the project manager.

177th Street/Oxbow Landing Commercial PUD Plan, Hammond, Indiana - This 25-acre site utilized CDBG-D funding to develop new infrastructure on a site that was previously occupied by dilapidated apartments. Adjacent to the Kennedy Avenue/Borman Expressway the site was prime for new commercial and office development. The city initiated a PUD plan for the site to allow for development flexibility while encouraging mixed commercial and light industrial development. The site plan included a new parkway entrance and pedestrian facilities linking the site with the nearby Oxbow Park. Due to funding requirements of the CDBG monies, the planning and design of the new 177th street had to be complete in just over six weeks with substantial expenditures of the federal funding
within 6 months. The project team worked closely with the City to ensure a smooth procurement process and construction schedule as not to leave federal funding on the table. Shane was the principal on the project.

**Portage Northside Development Schematic Design Charrette, Portage, Indiana** - This quick study looked at the layout of a transit-oriented mixed-use development in northern Portage adjacent to an existing NICTD transit station. The development included scaled housing as well as light commercial development. The site plan also included new access to the site from nearby US 12. Shane was the project manager.

**East Chicago Marina/Ameristar Casino Schematic Design Charrette, East Chicago, Indiana** - This quick study focused on the Pastrick Marina/Jeorse Park area in better uniting elements of the casino, marina and nearby park to the surrounding neighborhoods and Cline Avenue. The site is currently isolated from the surrounding residential neighborhoods by numerous Class I railroads and Cline Avenue, a four-lane elevated interstate grade highway. Currently there is no way for residents to access this area other than by automobile. Elements included adjustments to parking, expansion of the park and recreation areas, extension of the Marquette Greenway Trail to the site and connections with nearby Gary and Whiting. Shane was the project manager.

**116th Street Downtown Schematic Design Charrette, Fishers, Indiana** - This quick study focused on 116th street, a major regional arterial that traverses downtown Fishers. With over 30,000 ADT, and numerous uncontrolled access points the road is often congested and detracts from the commercial growth in the area. The quick study included reshaping the 4-lane roadway into an urban boulevard that included “complete streets” grade side access streets with on-street parking, sidewalks and on-street bicycle facilities and an access controlled boulevard. The plan resulted in little additional property acquisition and improved commercial viability for adjoining businesses. The plan also called for public gathering space in the existing underutilized Town Hall entrance area.

**4-H Fairgrounds Charrette, Hancock County, Indiana** - This project was an intensive study of the physical and operation aspects of the Hancock County 4-H Fair, involving Hancock County commissioners, Hancock County 4-H, and Purdue University Cooperative Extension. It provided recommendations on changes to physical aesthetics, flow, and venues for the fair. It also provided recommendations on proposed alternative locations for the fairgrounds.

**Design Charrette, Markle, Indiana** - This intensive design charrette provided recommendations for changes to the physical aesthetics of the community, including location of parks, housing, changes to downtown façades, unification and standardization of signage, and capitalizing on natural amenities.

### ECONOMIC/WORKFORCE DEVELOPMENT

**Laguna Woods Retail Market Analysis, City of Laguna Woods, California** – This project is a component of the General Plan Update. This project consists of a technical, but comprehensive update to each State-required element to comply with 10+ years' worth of changes to State General Plan law. Shane oversaw a retail market analysis to determine future retail growth potential and advised the project team on economic development policy.

**Rancho Santa Margarita Retail Market Analysis, City of Rancho Santa Margarita, California** – This project is a component of the General Plan Update. This project consisted over updates to the land use, economic development, circulation and safety elements. Shane oversaw a retail market analysis to determine future retail growth potential and the development of the economic development element of the plan.

**Jefferson Street United Merchant Partnership Strategic Plan, Nashville, Tennessee** - JUMP is a CDC that primarily serves the North Nashville neighborhood of Nashville. This neighborhood is located directly north of downtown and is primarily a lower-income and minority area. It also borders major higher education institutions such as Tennessee State University, Fisk University and Meharry Medical College. CHA was engaged to facilitate a strategic planning process to improve the capacity of JUMP to provide serves and build relationships with Nashville Metro...
Government to position JUMP to lead a new master planning effort for the North Nashville area. Shane was a principal planner on this effort.

**Port of San Antonio Airports Metrics Analysis, San Antonio, Texas** - Port San Antonio is a mixed-use business and industrial park located adjacent to the former Kelly Air Force Base, in San Antonio, Texas. The authority wanted to conduct an objective comparison of competitive airports using several various economic development metrics. Shane was responsible for developing site selection metrics and guiding the team on data sources to provide measurable and defensible statistics and rankings.

**City of Noblesville Economic Analysis, Noblesville, Indiana** – The City of Noblesville, a City of 53,500 located within the Indianapolis Metropolitan Area, wanted to assure a balance between being business friendly and preserving the unique quality of life of the community. A portion of the study included a full economic analysis of the community to help Noblesville better understand its current and emerging strengths. Analyses included a target industry cluster analysis to determine target industries for retention, expansion and attraction as well as a full real estate market analysis to understand barriers for development and growth within the community.

**Boone County Economic Development Strategic Plan, Boone County, Indiana** - Developers and planners in Boone County were frustrated with the fact that economic development and land use policy never agreed. The planning process combined the comprehensive plan update the county plan commission was conducting with a strategic planning process to set economic development policy with the local EDC. The process included a combined steering committee appointed by the county and the county EDC, numerous focus groups, and local technical taskforces centered around issue areas in the plan. The resulting plan resulted in a new land use policy that supported job creation and economic development but also allowed for natural resource and farm production protection. The final plans were well supported by a wide range of stakeholders. Shane was the principal and project manager.

**Chicago Skills-Gap Analysis, Workforce Boards of Metropolitan Chicago, Chicago, Illinois** – The State of Illinois began an initiative to develop better workforce planning and training coordination for each of Illinois’s workforce investment regions. The Chicago region focused on assessing supply and demand gaps for key occupations within the region’s strong and emerging industry clusters. The analysis included assessing occupational outlooks for the region, developing skills profiles and comparing current training programs with future skill needs.

**Charlotte Region Cluster Growth Study, Charlotte, North Carolina** - Developed a ranking system to analyze the top growth industries within the regional economy based upon the factors of employment growth, wages, and entrepreneurial activity to help the Charlotte Partnership understand major drivers within the local economy.

**Downtown Retail Market Analysis, Logan’s Landing Inc., Logansport, Indiana** - This project was a qualitative and quantitative market analysis to analyze retail possibilities for Logansport’s downtown. The study combined focus groups, surveys, a community charrette, and analysis to create a better understanding of downtown’s strengths, weaknesses, and market opportunities for retail expansion. Shane was the project manager.

**Focus Clinton County 2005: A Plan for Business Development, Clinton County, Indiana** - Focus Clinton County 2005 was a strategic planning process that included in-depth community analysis to develop a better understanding of the health of Clinton County’s economic base, an inventory and matrix of the small business climate, and a strategic action planning process that engaged community leaders as well as the general citizenry. Shane was the project manager.

**Greendale Strategic Vision Plan, Greendale, Indiana** - The City of Greendale wanted to jumpstart better planning and coordination within the community. Undertaking a strategic plan led by the City’s redevelopment commission, decision-making stakeholders from the plan commission, redevelopment commission, housing authority, Mayor’s office and council came together to set priorities and goals that included a future update of the comprehensive plan and development ordinances. Shane was the principal and project manager.
Indianapolis Health Industry Workforce Gap Analysis, Indiana Health Industry Forum, Indianapolis, Indiana - IHIF commissioned a report on the state of the workforce for health industries in Indiana, this included medical service industries as well as medical manufacturing and pharmaceuticals. The study was conducted to determine the state of the health workforce, gaps between workforce supply and market demand, and strategies for addressing these gaps. The study utilized a newly developed database called JOWE to analyze and organize workforce, skills, and economic data in new and useful ways.

Indianapolis Private Industry Council Biosciences Workforce Analysis, Indianapolis, Indiana - Teamed with Thomas P. Miller & Associates to analyze both the demand and supply sides of the healthcare delivery, medical manufacturing, and biosciences R&D industries in the Central Indiana area. The aim was to develop workforce development and economic development strategies to enhance Indiana’s competitiveness in the biosciences sector.

Orange County Strategic Plan, Orange County Economic Development Partnership, Orange County, Indiana - The Orange County Strategic Plan included an economic assessment of the county’s economic base and demographic and workforce profile and developed an action-based strategic plan to provide recommendations on policy change and provide a roadmap for implementation.

Strategic Assessment of Manufacturing Competitiveness, Logansport, Indiana Economic Development Foundation, Logansport, Indiana - Logansport concluded that new approaches to economic development were needed in a changing economy, one characterized by speed, quality of products, embodiment of new technology, enhanced skills of workers, and global competition. This in-depth assessment analyzed Logansport’s manufacturing sector with a view toward identifying near- and long-term action steps that might enhance manufacturing competitiveness. The project included statistical assessment, in-depth interviews with leading manufacturers, and dialogue with a steering committee made up of manufacturing, business, and civic leaders.

The Horizon Project: Economic Development Planning for Elkhart County, Indiana - The Horizon Project was launched in 2000 in conjunction with the Center for Economic and Community Development at Ball State University and Koehn Consulting to vision and plan of Elkhart County. The project was designed to be informative, inclusive, and action-focused. The intention was to provide data that enabled participants to gain a common understanding and a factual explanation for recent changes in the community economy and to conduct a participatory planning process that resulted in a vision for the future that is shared by leaders and citizens.

Western Piedmont Comprehensive Economic Development Strategy, Hickory, North Carolina - The CEDS covered an 11-county area of Western North Carolina hard hit by the loss of high-wage furniture and textile manufacturing. The strategies addressed issues such as workforce development, retraining, and economic development strategies including cluster foci and tourism development. Participants in the planning process included local municipalities, all counties involved, local economic development agencies, two local councils of governments, and the state departments of commerce and employment security.

Quality of Life Indexing Assessment, West Lafayette, Indiana - As part of a routine update to a strategic development plan for the City of West Lafayette, Indiana, convened a steering committee and community forum process and updated economic base analyses. Particular emphasis was given to the growth elements of the local economy: growth companies and new business starts. As an exploratory supplement to the update, completed an empirical study on the city’s stock of quality-of-life amenities, particularly those perceived as attractive to innovation economy workers. The supplement was inspired in part by the work of Richard Florida, whose 2002 book, “Rise of the Creative Class,” inspired many local economic developers to rethink their approach to building business.
San Bernardino County Community Plans Continuum Project, County of San Bernardino, California - As part of the countywide planning process for the largest county in the U.S., the Community Plans Continuum is providing strategic planning for 26 unincorporated communities throughout the County. The plans are strategic in nature and address each community’s direction and vision, aligning them with the overall Countywide Vision. Communities range from the San Bernardino Mountains to the Mojave Desert. The project includes intensive immersion weeks where multiple facilitations teams are immersed in each community conducting collaborative public workshops. Six group project managers are assigned several the 26 plans and are responsible for utilizing technical team experts to facilitate community capacity building, infrastructure and transportation, land use and urban design, environmental and resiliency, housing, and finance to help develop goals, objectives, and action plans to address the issues and needs of each community. Shane serves as the overall Project Director and project manager.

Laguna Woods General Plan Update, City of Laguna Woods, California – This project is a component of the General Plan Update. This project consists of a technical, but comprehensive update to each State-required element to comply with 10+ years’ worth of changes to State General Plan law. Shane oversaw a retail market analysis to determine future retail growth potential and advised the project team on economic development policy.

Rancho Santa Margarita General Plan Update, City of Rancho Santa Margarita, California – This project is a component of the General Plan Update. This project consisted over updates to the land use, economic development, circulation and safety elements. Shane oversaw a retail market analysis to determine future retail growth potential and the development of the economic development element of the plan.

Monterey Park General Plan Healthy Community and Sustainable Community Elements and General Plan EIR Addendum, City of Monterey Park, California – The project included creating existing conditions report identifying health issues, behaviors, and environmental conditions that might be contributing to health outcomes; sustainability metrics, such as resource use; and current efforts to promote health and sustainability. Facilitated community workshops and outreach efforts solicited input and generate excitement and understanding of opportunities to achieve a healthy and sustainable community. Goals, policies, and implementation actions based on the existing conditions findings and community input for the two new general plan elements was created. Shane served as a principle planner on the project.

Shasta Lake General Plan Update, City of Shasta Lake, California – the update focused on a new vision and objectives for the growth of Shasta Lake. The plans elements included an emphasis on improving niche retail opportunities in the downtown core as an alternative to chain retail development, expanding mixed-use development, and enhancing the business climate through infrastructure expansion and shovel-ready infill opportunities. Shane led the public engagement and land use elements of the plan.

PLANoblesville – Noblesville Comprehensive Plan, Noblesville, Indiana – Noblesville, a City of approximately 51,000, a suburb of Indianapolis and a county seat, needed to update their comprehensive plan. The plan update included extensive community and stakeholder engagement that resulted a plan that merged economic development strategies with overall land use planning within the community. This included a high focus on expanding quality of life amenities, increasing amenity value for young professionals, protecting a historic downtown and walkable core and creating a business climate that would foster business expansion and entrepreneurship. Shane was the principal and project manager.

Boone County Comprehensive Plan, Boone County, Indiana - Developers and planners in Boone County were frustrated with the fact that economic development and land use policy never agreed. The planning process combined the comprehensive plan update the county plan commission was conducting with a strategic planning process to set economic development policy with the local EDC. The process included a combined steering committee appointed by the county and the county EDC, numerous focus groups, and local technical taskforces centered around issue areas in the plan. The resulting plan resulted in a new land use policy that supported job creation and economic development but also allowed for natural resource and farm production protection. The final plans were well supported by a wide range of stakeholders. Shane was the principal and project manager.
Haubstadt Vision - A Comprehensive Plan, Haubstadt, Indiana - The Town of Haubstadt, located in southern Gibson County, had never had any planning or land-use regulations. To maintain their quality of life and improve upon their small-town feel, the Town embarked on a comprehensive plan to establish land-use regulations. Through an extensive public engagement process utilizing brainstorming charrettes and citizen task groups, the Town created a comprehensive strategy for quality of life that included improving public safety, infrastructure development, establishing a consistent look and feel to the community, and laying the groundwork for establishing zoning regulations and control of the town’s 2-mile fringe. The plan was extremely well received and supported by the community. Shane was the project manager.

City of Nappanee Comprehensive Plan Update, Nappanee, Indiana - The City of Nappanee needed a 5-year update of their comprehensive plan. The process included updating analysis from the original comprehensive plan, updating land-use and zoning maps, and assessing goals, objectives, and strategies. Shane was the project manager.

Porter County Urban Planning Studies, Porter County, Indiana - The Porter County planning studies laid the foundation for a comprehensive plan for the entire county. Using a combination of analysis and public input, the study provided recommendations to the county commissioners for land use and growth policy at a county-wide and sub-county level. Recommendation areas included housing, transportation, environment, parks and recreation, economic development, and land-use regulation.

Putnam County Comprehensive Plan Update, Putnam County, Indiana - Putnam County’s previous comprehensive plan was 15 years old. The project team worked with the County to create an updated countywide comprehensive plan to direct future growth and development while preserving the county’s most treasured assets. Along with an extensive public input process, the plan focused on preservation and management of mineral extraction areas as well as laying the groundwork for better farmland protection through ordinance and land preservation programs. Shane was the project manager.

Putnam County Thoroughfare Plan, Putnam County, Indiana - With a new comprehensive land use plan, the county’s thoroughfare plan was updated to provide for a transportation network that will assist in implementation of new smart growth strategies. Elements of the thoroughfare plan included a reduction in paved roads and increase in gravel roads in intensive farming areas, identification of bridge widening necessary for farm implements, and plans for participation in the state’s trails plan. Shane was the project manager.

City of Richmond Comprehensive Plan Update, Richmond, Indiana - This was an update and rewrite of the City’s comprehensive land-use plan originally prepared in the early 1990s. The update employed a strong public input component to re-craft goals and strategies for community growth. Additional areas were added to the original plan, including housing development, economic development, and government cooperation and communications. Shane was the project manager.

Whiting Comprehensive Plan, Whiting, Indiana - Whiting’s aggressive beautification and redevelopment strategies including a new historic district, redevelopment area and lakefront plan called for an update of the existing comprehensive plan. The project team worked closely with the city to ensure the preservation of the compact, mixed-use and walkable nature of the traditional neighborhoods and commercial corridors. Shane was the principal and project manager.

DEVELOPMENT ORDINANCES & CURRENT PLANNING

Laguna Woods Medical Marijuana Dispensary Analysis, City of Laguna Woods, California – As part of an investigation into the regulation of medical marijuana dispensaries, the City conducted a study to determine parking and trip generation demand, and best practices regarding the regulation and permitting of these facilities. The project produced a white paper on best practices and recommendations. Shane served as the project manager.
City of El Monte On-Call Architectural and Design Review Services, City of El Monte, California – The City contracted for on-call architecture and landscape architecture development review. Typical projects included determining compliance with the General Plan and development codes, compliance with the 2012 Design Guidelines, architectural character assessment and evaluation of design best-practices. Shane serves as the project manager.

Cass County Subdivision Ordinance Re-write, Cass County, Indiana – Cass County recently adopted a new comprehensive plan which called for better protection of farm operations. The current ordinance encouraged strip development and little construction or stormwater standards. The ordinance re-write focused on improving construction standards, harmonizing subdivision requirements with the zoning ordinance, improving stormwater standards and infrastructure review process, allowing for small lot splits while requiring compliance for larger developments and improving and simplifying the review and approval process. Shane was the principal and project manager.

US 31 Upgrade Hamilton County Planning and Zoning Analyses, Hamilton County, Indiana - INDOT is upgrading US 31 to interstate grade standards from the City of Indianapolis to South Bend Indiana. CHA is responsible for the design and right-of-way acquisition for the segment through Hamilton County which includes the northern suburbs of Indianapolis. The planning and zoning analyses were used during the appraisal and acquisition phases to help appraisers better understand the impacts of comprehensive plans and zoning regulations on the potential highest and best use of property to reach more realistic acquisition prices and ensure adequate compensation for damages that may be due to zoning regulation. Shane was the principal planner on this project.

City of Noblesville Unified Development Ordinance Audit, Noblesville, Indiana – The City of Noblesville, a City of 53,500 located within the Indianapolis Metropolitan Area, wanted to assure a balance between being business friendly and preserving the unique quality of life of the community. CHA was hired to review the complete development ordinance based upon current best practices, ease of use, and impact on development. CHA also conducted public engagement sessions and focus groups to get feedback from a variety of stakeholders within the community. CHA provided a constructive critique of the ordinance that included detailed-level recommendations for changes to the current ordinance as well as high level recommendations for more major changes to the ordinance over time. Recommendations included re-organization of the ordinance with ease of use from the end-user in mind and a move towards more mixed-use flexible standards.

Town of Pittsboro on-Call Services, Pittsboro, Indiana – CHA provides on-call services to the Town of Pittsboro, a small community and suburb of Indianapolis. Services include providing development consultation to residents and businesses, processing and reviewing permits and petitions, and providing staff services to the Town’s plan commission and board of zoning appeals. Shane serves as the principal and client manager overseeing services provided.

Knowledge Economic City Master Plan Review, Jedda, Saudi Arabia – CHA provided peer plan review services to the Saudi Arabia General Investment Authority (SAGIA), in coordination with the Knowledge Economic City Development Co. to review and provide recommendations for changes to the draft master plan for creation of a new town development outside of Jedda, Saudi Arabia. This new town would provide for diversified industrial development and complementary commercial and residential uses in a dense and walkable arrangement. The development would be tied into the Jedda metropolitan area through the road and public transportation network. CHA provided overall design review, compliance review for SAGIA design requirements and recommendations to SAGIA on adoption or further refinement. Review areas included transportation, land use, architectural character, design guidelines and regional integration. Shane was the project manager on the project.

Bainbridge Zoning Ordinance, Bainbridge, Indiana - The Town of Bainbridge, a small community located off of US 36, had created a comprehensive plan to manage growth but had never enacted any land-use controls. The Town was beginning to feel growth pressures from Indianapolis and decided they wanted to be proactive about protecting the image of their community. Shane worked closely with the Plan Commission members in creating a set of ordinances that protected the town’s community character while still balancing landowner rights. The process not only included ordinance development, but most importantly included continuing education and
training to ensure the Plan Commission understood the ordinances, their intent, and how to apply them. Shane also worked with the Putnam County Plan Commission staff in negotiating an inter-local agreement for County staff to supply enforcement and administration services for the Town’s ordinance. The ordinances themselves were prepared in a very user-friendly format, making it easy for an individual to locate all major regulations regarding their property in one location in the document. Shane was the project manager.

**Oxbow Landing PUD Ordinance and Design Guidelines, Hammond, Indiana** - The ordinance and design guidelines addressed a flexible form-based policy for light-industrial and commercial development along a key interchange of Kennedy Avenue/Borman Expressway. The final ordinance included design guidelines, architectural character guidelines, flexible parking regulations and a floating quota for outlot development to assure compact development while still satisfying local retail demand. Shane was the principal and project manager.

**Speed Zone Special District Zoning Ordinance (Form-based code), Indianapolis, Indiana** - Implementation of the Speed Zone Master Plan in Speedway, Indiana, called for creation of zoning and design guidelines to preserve urban characteristics, improve pedestrian access, and create a unique sense of place. The project team worked with the City of Indianapolis Department of Metropolitan Development to create new special districts within the City/County’s overall zoning ordinance (which includes jurisdiction over Speedway) to implement these objectives. The special district uses a form-based hybrid approach coupled with local design review to provide for flexibility while maintaining the standards of the local community. Shane was the project manager on this project.

**Zoning and Subdivision Control Ordinance Updates, Putnam County, Indiana** - With The project team’s completion of a new comprehensive plan and thoroughfare plan, new development ordinances were necessary for plan implementation. It was determined that a complete redraft of the ordinances was necessary to reduce duplication and inconsistencies, improve user-friendliness, and ease the burdens of administration. The new ordinances are focused on improving the climate for farm operations, concentrating urban growth around existing municipalities, and reducing minor subdivisions and strip development. Shane was the project manager for this project.

**Whiting Unified Development Ordinance, Whiting, Indiana** - The new Whiting Lakefront Development Plan and comprehensive plan called for an overhaul of Whiting’s UDO. The project team worked closely with the city to redefine land uses based upon the more modern and flexible NAICS classification system, maintain the integrity of the traditional neighborhoods and walkability within the community. Flexible parking standards and form-based standards for the retail districts were important to the overall execution of the ordinance. Shane was the principal and project manager.

**AIRPORTS**

**Nashville International Airport - Airport Master Plan, Nashville, Tennessee** - CHA was engaged by the Nashville Airport Authority to conduct a new master plan for the Nashville International Airport. The plan included both airside and landside facilities. The planning group was responsible for providing recommendations to the authority on future land use opportunities for landside properties owned by the authority and to harmonize airport plans with existing community comprehensive land use strategies. Shane was the lead technical planner for the landside recommendations.

**Porter County Airport Zone Economic Development Plan, Valparaiso, Indiana** - Porter County Regional Airport serves the City of Valparaiso, Indiana and greater Porter County. The intent of the master plan was to unify future land use and growth measures between the City and County around the airport property and improve overall site availability for economic development that will take advantage of airport amenities. The plan addressed issues such as infrastructure, shovel-ready site availability and potential project financing options. Shane served as the economic development planner for the project.
OTHER PLANNING PROJECTS

**Indianapolis Bikeways Master Plan, Indianapolis, Indiana** - This was the City of Indianapolis’ first dedicated Bicycle Master Plan. The Plan establishes goals, objectives, and benchmarks that pertain to improving safety, expanding mobility options, and increasing the number of trips taken by bicycle within Marion County by 2020. Recommendations are organized around the Six Es of a bicycle friendly community, as established by the League of American Bicyclists. Currently, the City of Indianapolis is recognized by the League as a Bicycle Friendly Community at the Bronze level. It is the intention of the City to attain a Platinum designation in the next eight years – through successful implementation of this Plan’s recommendations.

**Whiting Parking Analysis and Plan, Whiting, Indiana** - New projects within the City of Whiting including acquisition of Whihala Beach County Park, the new Whiting Lakefront Park project, 117th street recreation fields, Standard Diamonds Stadium and existing parking concerns along 119th street led to a study to determine overall parking supply and demand. The final plan included a phased strategy for simplifying the locations and identification of public parking, shared parking, and wayfinding. Future strategies included paid parking options for heavy parking areas including the parks. Shane was the principal and project manager.

**School Zone Traffic Study/Safe Routes to School, Danville, Illinois** - The Danville Area Transportation Study conducted a Zone Traffic Circulation Study for six schools in four school districts located within and near Danville, Illinois. The Study identifies existing traffic patterns and volumes for student pick up and drop off, bus operations and staging, pedestrian and bicyclist mobility, faculty and staff parking, through traffic, and additional activities involving the public right-of-way. Recommendations outline how to better use existing school properties and right-of-way to improve traffic flow, safety, and access while reducing conflicts.

**Cabela’s Site Constraint Analysis, Hammond, Indiana** - Cabela’s, the World’s Foremost Outfitter and destination retailer, worked with the project team to conduct a site constraint analysis and conceptual master plan for a 230,000-sft retail store and accompanying complementary development. The site was approximately 120 acres nestled between the Little Calumet River, Borman Expressway, and US 41 on Hammond’s south side. This site would serve not only to provide good access to the Chicago market, but also to revitalize a stagnant retail corridor within the city. The site presented many issues, including flooding, wetlands, and access. The project team worked with the City, USACE, DNR, and INDOT to identify constraints to development on the site and potential solutions for development to occur. The solutions included a full conceptual plan for site access integrating current access to US 41 and the Borman Expressway, estimates on maximum build-out capacities for retail and parking, a preliminary plan for stormwater, and a plan for flood protection that could result in a significant cost-savings to the client.

**Civic Center Parking Analysis and Plan, Evansville/Vanderburgh County, Indiana** - The Evansville/Vanderburgh County Building Authority needed to assess a myriad of parking regulations and special spaces around the Civic Center and Convention Center due to expansion of the convention center. The project team assessed current issues including an overall inventory and demand analysis and made recommendations to improve parking capacity including overall parking expansion and demand management strategies.

**Cordry-Sweetwater Environmental Assessment, Brown County, Indiana** - Cordry-Sweetwater is a pair of lakes surrounded by medium-density housing mainly utilizing septic. The residents of Cordry-Sweetwater Homeowners Association were concerned over the changing water quality in the lakes. The project provided analysis on development suitability, delineated areas of projection, analyzed potential sources of water quality degradation, and served as a pilot for later land-use planning and formation of a conservancy district.

**Fiscal and Policy Plan for Eastside Annexation, Mount Vernon, Indiana** - The City of Mount Vernon sought to initiate a voluntary annexation for several industrial/commercial parcels along SR 62. This area was targeted for redevelopment and was to receive city incentives and services, including being designated a tax-increment financing district. The project included a fiscal impact analysis to ascertain the costs and benefits to the City’s fiscal
resources if the annexation were to occur, as well as a plan to provide non-capital and capital services to the newly annexed territory. Shane was the project manager.

**Fiscal and Policy Plan for Westside Annexation, Mount Vernon, Indiana** - The City of Mount Vernon sought to initiate an involuntary annexation of numerous residential, commercial, and industrial properties that were partially surrounded by the current municipal limits. This area was already receiving some municipal services, including secondary fire protection. The project included a fiscal impact analysis to ascertain the costs and benefits to the City’s fiscal resources if the annexation were to occur and a plan to provide non-capital and capital services to the newly annexed territory. The project also included an analysis of equity relief for owners within the annexation area and an assessment of annexation alternatives such as payment in lieu of taxation. Shane was the project manager.

**LaPorte Center Redevelopment Project, LaPorte, Indiana** - The City of LaPorte has over 100 acres of brownfields located in their center city area. The purpose of this project was to secure a brownfields pilot project grant from the US Environmental Protection Agency to conduct Phase I and II environmental impact assessments and to tie a strong public input program into development planning for redevelopment and a return of the property onto the tax rolls.

**Neighborhood Analysis, Marion, Indiana** - Developed a survey instrument and provided training for a comprehensive housing assessment for selected neighborhoods in Marion. The analysis was meant to assess the current conditions of the housing stock and provide recommendations to address blighted areas, as well as specific programs to address housing deficiencies and physical repairs.

**RESEARCH/PUBLIC POLICY**

**Competitive T: America’s Next Revolution in Transportation** - For the US and world economy to reach the economic potential of the “innovation economy” now beginning to take root, personal mobility will be essential. While much can be achieved by information exchange via advanced telecommunications and computers, research on entrepreneurship points to the importance of face-to-face creative exchange. Further open and free labor mobility enables national economies to function more efficiently both within and globally. The Competitive T project is a report on the current state of transportation within the United States and what policy decisions are facing the country now and in the future.

**Fiscal Impacts of Business Recruitment Study, Indianapolis, Indiana** - The Ladders for Success initiative, a collaboration of state agencies and non-profits servicing the underprivileged, commissioned this study to better understand the impact of business recruitment decisions on social service demands within communities. Using a case study approach, the research team developed a guidebook for communities to conduct self-studies to understand how recruitment decisions, wage levels, and job categories can play a role in changing and shifting demands for social services. This can lead to better planning and coordination between economic development agencies and social service organizations to plan for changes in the local economy. Shane was the project manager.