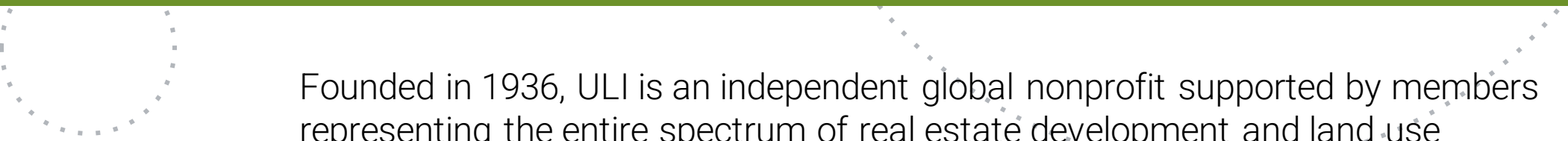




ULI'S MISSION

The mission of the ULI is to shape the future of the built environment for transformative impact in communities worldwide.



Founded in 1936, ULI is an independent global nonprofit supported by members representing the entire spectrum of real estate development and land use disciplines. ULI Indiana is one of 53 ULI District Councils in North America. There are also ten (10) in Europe and six (6) in Asia.

ULI Indiana's Technical Assistance Panels

- ULI facilitates an open exchange of ideas, information, and experience among industry leaders and policy makers dedicated to creating better places. ULI focuses on outreach to encourage creative, practical solutions for the most challenging issues facing today's urban, suburban, and rural communities around the world.
- ULI works with communities to:
 - Deliver fresh insights and discover innovative solutions to complex real estate development and land use challenges;
 - Provide candid and unbiased input from expert land use professionals who volunteer their time and expertise to serve as panelists; and
 - Kickstart critical conversations and deliver results in two-day to one-week concentrated efforts.

Partners & TAP Focus

Through ULI's national Curtis Infrastructure Initiative, ULI Indiana has partnered with the Indianapolis Metropolitan Planning Organization to investigate the spatial mismatch between jobs and workers in metro Indianapolis, with a focus on creating more equitable access to the region's manufacturing, distribution, and logistics (MDL) jobs.



Panelists



Kevin Buchheit
TAP Chair
Senior Planner
Kreig DeVault



Mitch Barloga
Active Transportation
Manager
Northwestern Indiana
Regional Planning
Commission



Andrew Bradley
Policy Director
Prosperity Indiana



Traci Kapsalis
Executive Vice
President
Jones Lang LaSalle



Chris Pryor
Chief Advocacy Officer
MIBOR REALTOR
Association

A group of approximately seven people are seated around a large wooden conference table in a modern meeting room. They appear to be in a meeting or collaborative work session. On the table are several laptops, water bottles, coffee cups, and plates of food. One laptop in the foreground shows a map. The room has large windows with a view of a city, and a decorative wall with a leaf pattern is visible on the right. The overall atmosphere is professional and focused.

Summary of Problem & Questions to Answer

Summary of Problem

Investigate the perceived/actual mismatch between the location of jobs and housing in the Indianapolis metropolitan region – jobs in manufacturing, distribution, and logistics (MDL)

- >> MDL jobs are available in suburbs
- >> Qualified workers in the City
- >> Region lacks good connection for the two

TAP Goal: Provide guidance for the MPO to pursue in future planning projects and connect the MDL industry (land and business owners, tenants, and brokers) to supplement the MPO's on-going relationships and planning work



TAP Questions

1. What are the factors contributing to the spatial mismatch of workers and jobs (wages, housing, childcare, transportation, etc.) in Central Indiana?
 - Can we rank these or quantify the degree each contributes to the problem?
2. Who has the power to influence these factors?
3. What are potential solutions?

Stakeholder Interviews

Hamilton County

Innovation District leadership

Boone County

City of Indianapolis

Municipal professional staff (e.g.,
Cumberland, McCordsville)

IndyGo

Indy Chamber

MIBOR

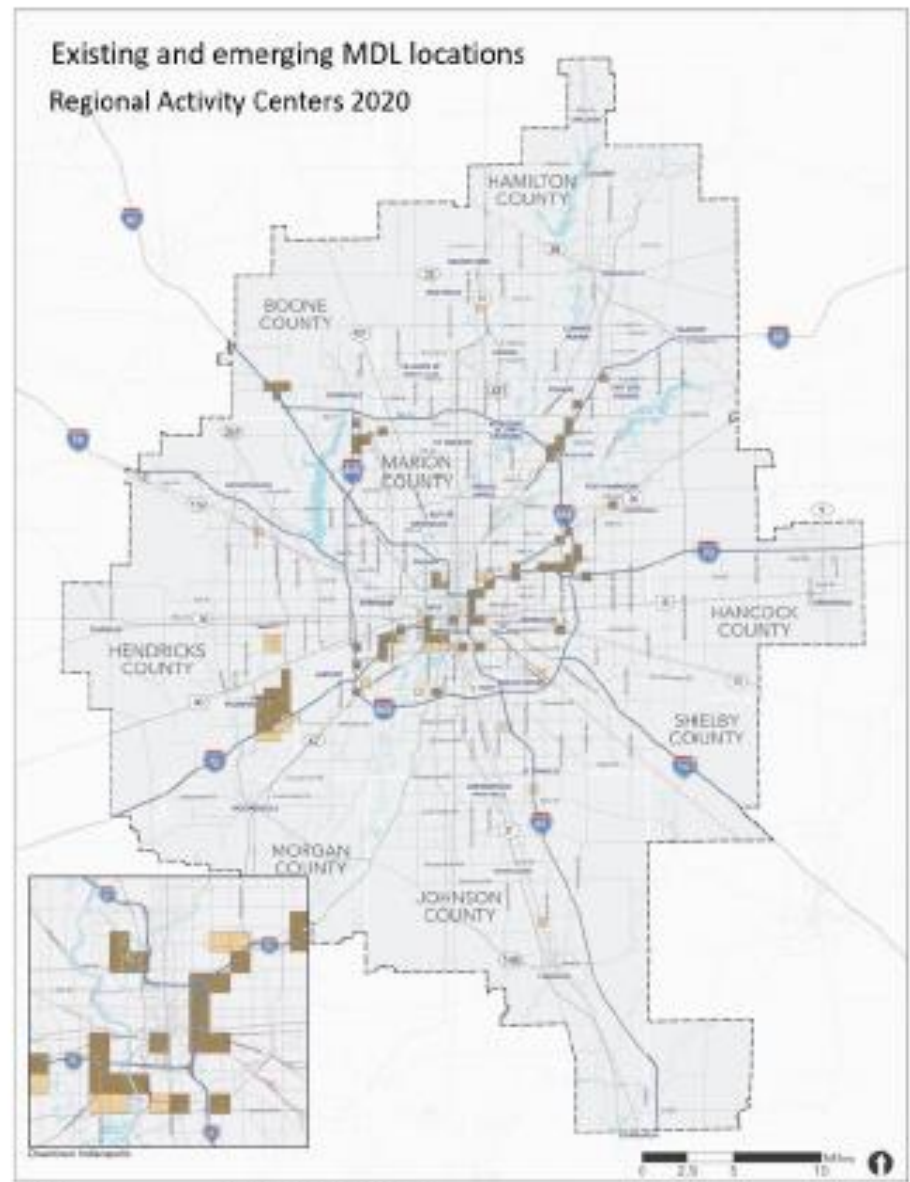
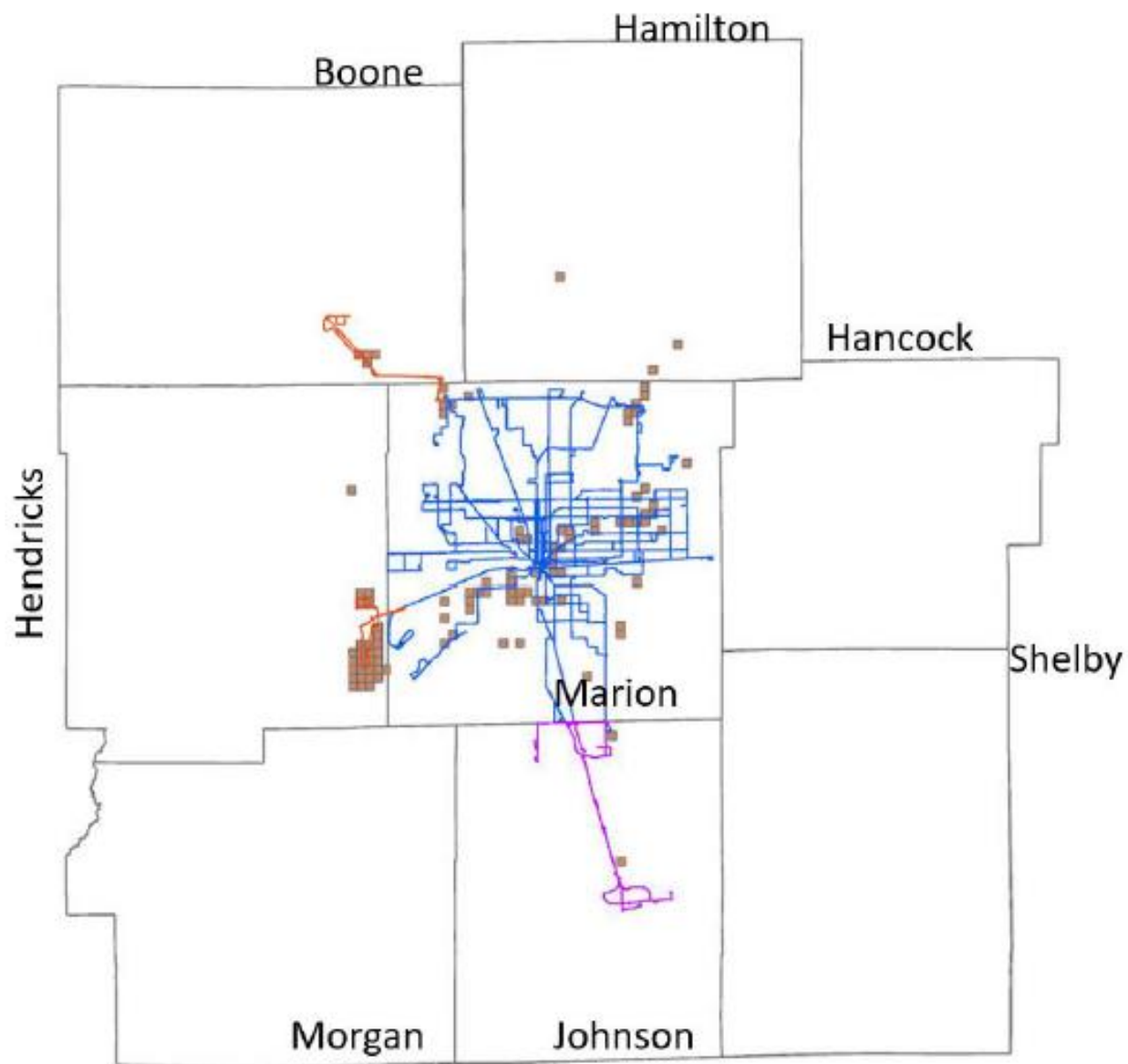



What's Going Right?

- Marion County's Inclusive Incentive policy around bus stops, wages, etc. are helpful.
- Employers have a desire to expand transportation network/options.
- There is interest from some municipalities to expand transit routes into their geography to complete a regional transit system.
- Some communities are considering how to provide wraparound services.

Focus

- There IS a mismatch (not just perceived).
- Defining the mismatch is different for everyone... no one problem and many contributing factors.
- Calling it a 'spatial' mismatch is perhaps a misnomer. The mismatch can be more than transportation, skills, and education, etc.
- Unlimited factors – those that rose to the top include: business, workforce, transportation and access, housing, economic development and policy, and community and land use planning.





Business Climate

Business Climate

- Businesses are the demand; talent is the supply.
- Qualitative analysis (not quantitative)
- It's also a quality-of-life issue – a quality-of-life issue that becomes a business issue.
- Transportation is an issue – regionally, locally, and with the last mile

What We Learned

- Upon site selection – labor is often one of the first questions asked (international companies are placing more of an emphasis on this than national companies) however there is not a lot of effort spent on the “how” of getting people to these jobs on the front end
- The labor market in this sector is exceptionally competitive, businesses are introducing new incentives and policies to retain employees
- Challenges in providing wraparound services, amenities, and connections to service industries (e.g., childcare, quick-serve restaurants etc.)
- Some businesses ignore these issues until they reach a tipping point
- Transportation – there are challenges in getting people to their jobs
- Some training is being conducted in-house at businesses.
- A larger, regional approach to training could help but would be best positioned in places in the region where the need is greatest

Who Can Influence Change?

- Employer engagement is critical in working toward resolution.
- Business community needs to engage in policy making
- Public-sector professional staff play a role, but cannot carry the full load
- Elected officials need to be champions for change

Potential Solutions

- Business owners offering flexibility are having better success retaining talent, some options include:
 - Offering flexibility – a 4-day, 10-hour shift work week vs 5-day, 8-hour shift
 - Offering employees free lunches/meals
 - Offering extra vacation /PTO
- Offering shuttle service or potentially pooling of several businesses within a complex to share cost in shuttle service from nearest bus stop or centralized pick-up points within Marion County
- Revisit wages – increased /competitive wages can assist in a family's ability to solve for their transportation, housing as well as employee loyalty challenges
- Work with locality to offer localized solutions, such as childcare or subsidized childcare (e.g., Logansport) as that is often a barrier for employees



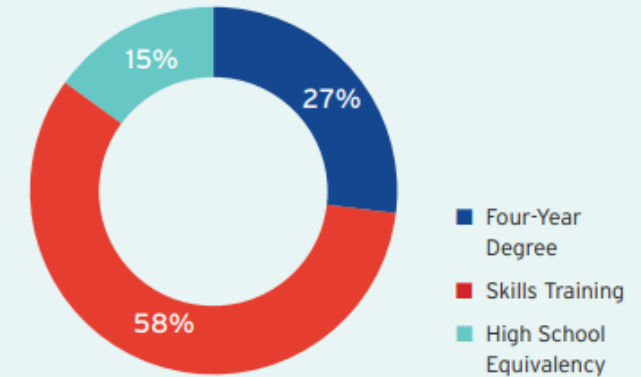
Workforce Climate

What We Heard and What the Data Shows

- In Indiana, a majority of jobs (58%) **require skills training** beyond a high school degree, but not a four-year degree, but only 47% of Hoosier workers have had access to the skills training necessary to fill these in-demand careers. The pandemic and economic disruptions **further widened** the misalignment in talent supply and demand in Central Indiana.

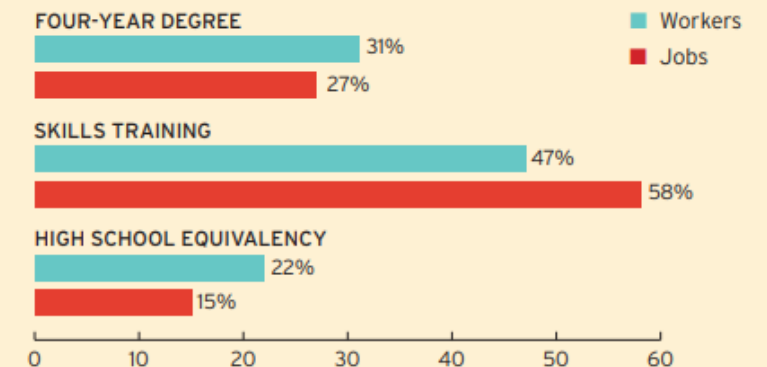
A MAJORITY OF JOBS (58%) REQUIRE SKILLS TRAINING BEYOND HIGH SCHOOL, BUT NOT A FOUR-YEAR DEGREE.

INDIANA'S JOBS BY EDUCATION REQUIREMENT, 2018



BUT TOO FEW WORKERS CAN ACCESS THE SKILLS TRAINING AND EDUCATION NEEDED TO FILL IN-DEMAND JOBS.

INDIANA'S JOBS AND WORKERS BY EDUCATION LEVEL, 2018



What We Heard and What the Data Shows

- Only 43% of workers in Central Indiana have a good job with at least \$40,000 in annual wages and private health insurance, and nearly a third of Hoosiers do not have sufficient income to meet basic needs (i.e., adequate housing, childcare, etc.). The United Way of Central Indiana finds that 34% of families in the region are in poverty or are ALICE (Asset Limited, Income Constrained, Employed) households. These challenges can be found throughout the region, but are concentrated in specific geographies and communities, including people of color. Meeting those needs through wages and/or incentives to businesses and planning for access is important.

County	Poverty Households		ALICE Households		Poverty & ALICE Households		Households with Children in Poverty or ALICE	Senior Households (65+) in Poverty or ALICE
	Count	%	Count	%	Count	%		
Boone	1,466	6%	5,403	22%	6,869	28%	18%	40%
Hamilton	5,213	4%	20,430	17%	25,643	21%	14%	40%
Hancock	1,922	7%	5,838	21%	7,760	28%	19%	42%
Hendricks	3,821	6%	10,963	18%	14,784	24%	18%	38%
Marion	56,307	15%	96,515	26%	152,822	41%	41%	50%
Morgan	2,580	10%	5,643	22%	8,223	32%	31%	39%
Putnam	1,396	10%	3,224	24%	4,620	34%	33%	40%
TOTAL	72,705	11%	148,016	23%	220,721	34%	29%	46%

↑
11.7%
 Increase in Asian Households

↑
8.14%
 Increase in Black Households

↑
5.5%
 Increase in Hispanic Households

↓
0.5%
 Decrease in White Households

What We Heard and What the Data Shows

- People with means, especially the younger generation, are choosing where they want to live, first based on desired lifestyle, quality of place, and amenities, and then find jobs there. However, a sizeable proportion of the population are either place-dependent due to financial, care-giving, or cultural reasons, or may be transient not by choice (i.e., due to economic or housing instability).



Who Can Influence Change?

- The Indiana General Assembly has asserted final authority over many of the policy levers previously available to local government to address barriers to the workforce, including wages, scheduling, and paid leave; housing, including inclusive zoning and tenant protections; and even 'ban the box' decisions.
- Local stakeholders were pessimistic for state-wide policy change; however, local policymakers can still be a voice for the workforce needs of their communities.
- Coalitions of stakeholders have been successful in bringing nuance to workforce needs and creating consensus for change, including the Indiana Skills2Compete Coalition who has brought together employers, workforce advocates and bipartisan policymakers to bring about changes such as the Indiana Workforce Ready Grant.
- Similarly, the Hoosier Housing Needs Coalition has brought together housing providers and advocates to successfully increase workforce housing availability, including through eviction filing sealing legislation and through participation in broader conversations such as the General Assembly's Housing Task Force.

Potential Solutions

- Any solutions to removing barriers between the workforce and in-demand jobs must include participation from employers, the workforce, and the community organizations who know the local environment.
- Due to preemption of local policy options, solutions to workforce barriers must be approached at the state level. This includes policies involving:
 - poverty reduction
 - housing stability and affordability
 - asset-building and consumer protections



Transportation & Access

What We Heard

- No one seems to believe that transportation can/will happen. Those who feel this is an issue for their business will have to pay up to help bring solutions to a reality.
- Substandard transit network that needs to reach further.
- Employers are not thinking about where their workers are coming from and how they will get to the business.
- Driving isn't cheap – the average price of automobiles rose 5% over last year.

Importance pertaining to questions:

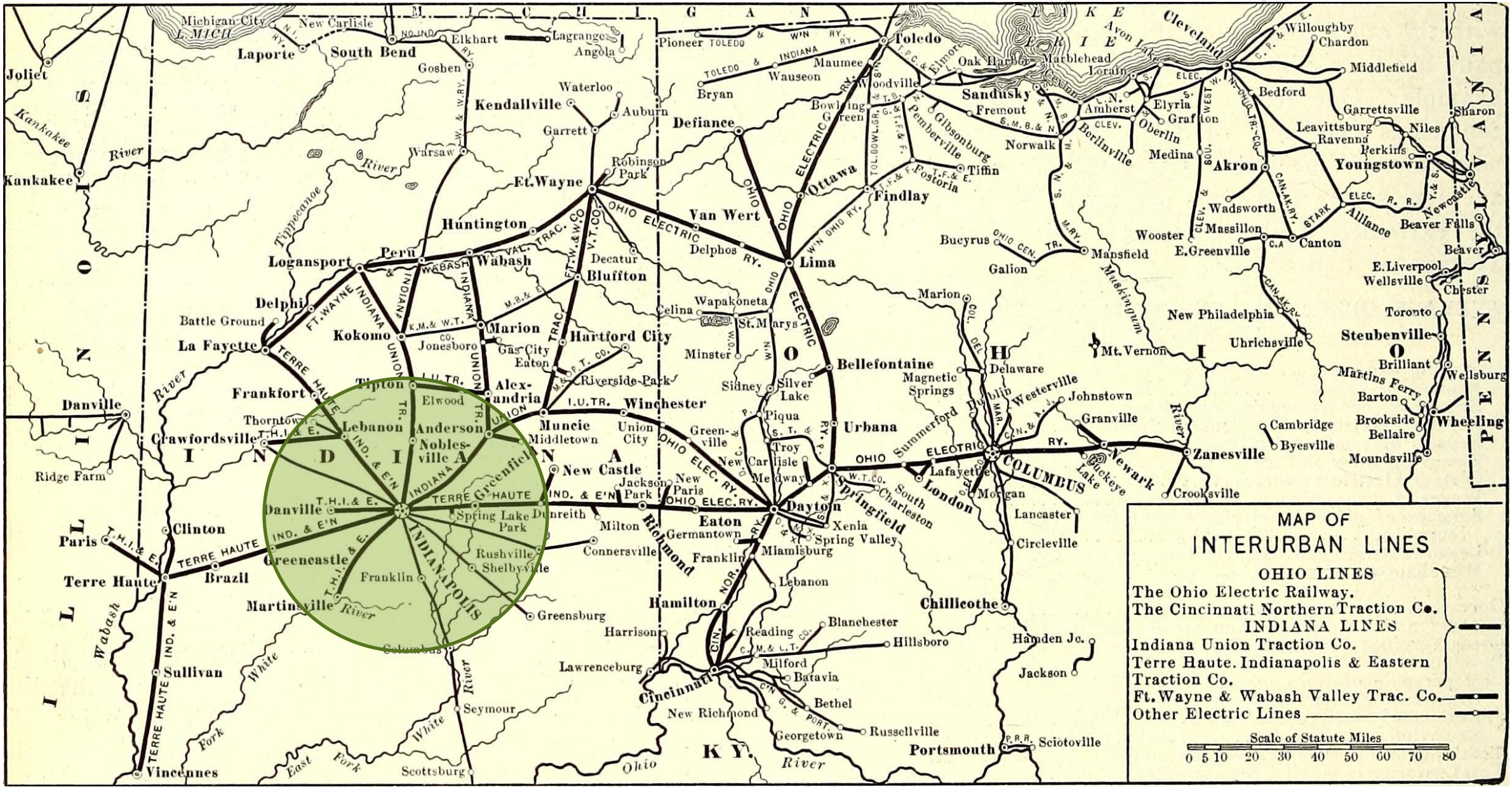
Lack of reliable and safe transportation connections to employment centers provides a clear mismatch between jobs and workers. Not everyone owns an automobile (93.7% of those in Indiana do) and are reliant on alternative transportation sources to access employment. These people include those too young to drive, people who cannot afford an automobile, people with disabilities, and the elderly. Employers desire transit connections to their locations but are unwilling to subsidize the costs.

Who Can Influence?

- Municipal officials including mayors, council people, engineers, planning and public works directors, board of zoning appeals, and plan commission members.
- Indy MPO
- Federal and state legislators
- Business leaders
- Advocacy groups

Potential Solutions

- Expanding transit lines to reach areas of high employment outside Marion County.
- Improve “last-mile” transportation options from transit stops. These include infrastructure improvements which provide safe bicycle and pedestrian access along road corridors accessing jobs.
- Encourage all municipal entities to adopt a Complete Streets ordinance or policy to ensure the inclusion of infrastructure that safely accommodates all intended users of a corridor. This includes pedestrians, bicyclists, people with disabilities, transit, and motorized vehicles.
- Have employee incentives for riding their bike to work. These include subsidies such as monetary bonuses and new bicycles.
- Promote the Central Indiana Regional Transportation Authority’s Commuter Connect website which provides resources for those interested in ridesharing, vanpooling or finding a “bike buddy” to commute to work with.
- Need to provide local leaders with the tools and citizen support to expand transit connections and improve street infrastructure.
- Enable opportunities for increased access by non-motorized means, even with electric bicycles. This will lead to a significant reduction of transportation costs and may help workers live closer to their jobs.
- Consider reviving old-interurban lines for light rail use.



Housing Environment

What We Heard and What the Data Shows

- There is a mismatch between jobs and housing – insufficient supply, price point, product type, and location mismatch
- New housing is too expensive – stakeholders noted new construction averages around \$350,000 for a single-family home; incomes have not kept pace with increasing housing costs
- While housing in Indianapolis is often considered affordable, when you add in transportation costs it equates to 50% of a household's income
- There is interest in building more workforce housing, but there are limits on money and time on tax credits. Financing pressures are also making these projects difficult. A few political leaders are open to changing zoning to encourage more affordable and dense development, but we still face a lot of resistance to this type of development.
- Diversified housing options are of interest. People aren't wanting something from the 1950's but they are interested in going back to a vibrant mix of densities, typologies, and price points like we had during those times.
- Neighborhood and community quality-of-life is also a critical factor in where people choose to purchase a home.

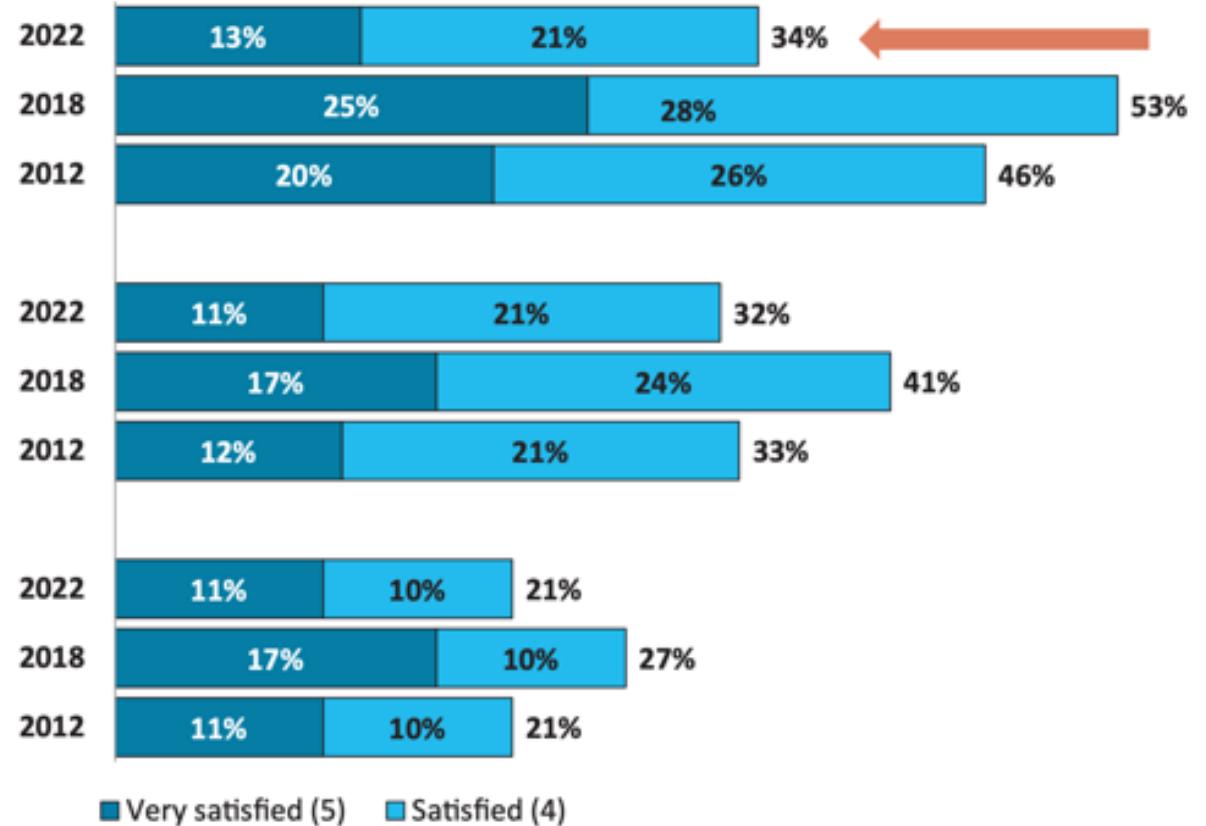
Significant Drop in Satisfaction with Housing Affordability

Satisfaction with community on a scale of 1 to 5

The affordability of housing, including apartments, townhomes, and houses

Level of property taxes and other local taxes

Availability and quality of public transportation



Housing + Transportation Affordability

- Economists often highlight Indianapolis as an affordable place to live.
- When factoring in the price of transportation, Central Indiana's affordability all but vanishes

	Housing Cost (% of income)	Transportation Cost (% of income)	Housing + Transportation Cost	Average Household Income
Boone	32%	27%	59%	\$83,100
Hamilton	35%	26%	61%	\$98,200
Hancock	27%	27%	54%	\$74,100
Hendricks	29%	26%	56%	\$81,900
Johnson	27%	26%	53%	\$72,400
Marion	22%	23%	45%	\$48,000
Morgan	24%	27%	50%	\$64,300

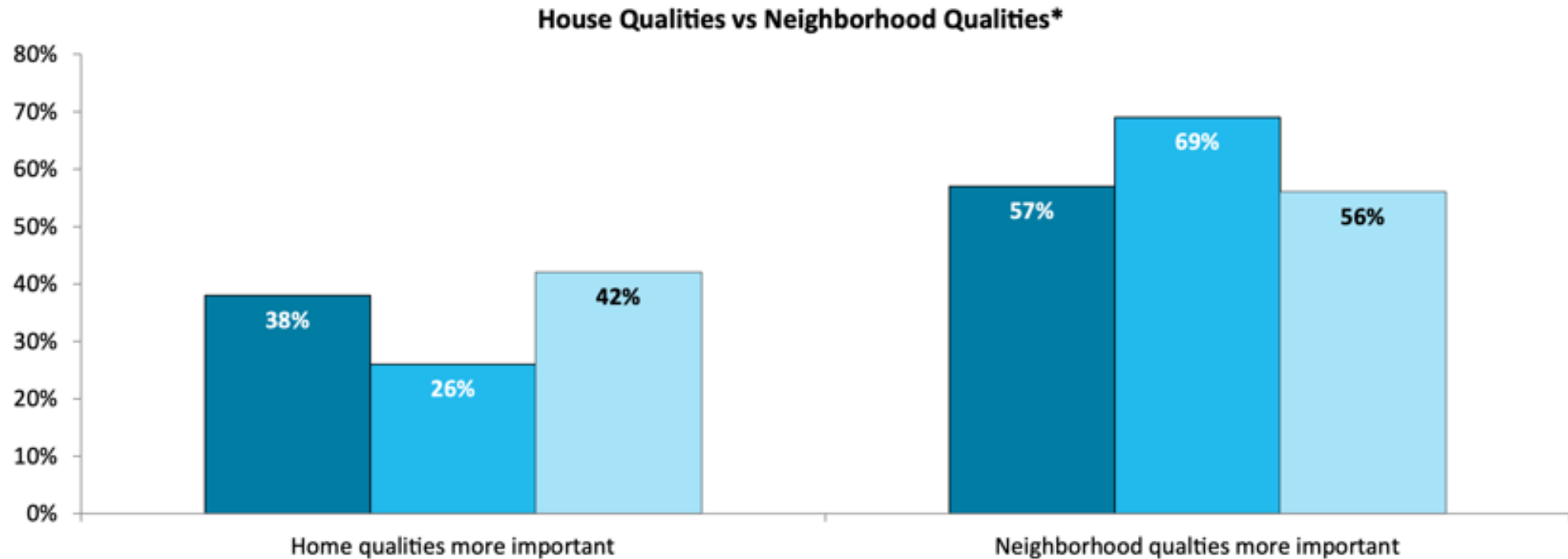
Housing and Transportation Affordability Index

Why It Is Important

- Without adequate transportation options, the location of housing that meets the needs of workers is critical.
- Housing supply is the biggest challenge facing the region, but diversity of options is also significant. Not every community has the diversity of prices, types, and densities that workers need or want.
- People want to have a variety of housing options within the community as their housing needs change over time (e.g., aging in place)
- Many Black residents still experience housing disparities as a result of redlining and discrimination. This also affects other populations of color and immigrant communities.
- People are expecting their communities to invest in quality-of-life amenities.

Over Half Put Neighborhood Qualities Before House Qualities

Percentage of those who say house quality is more important increases from 2018

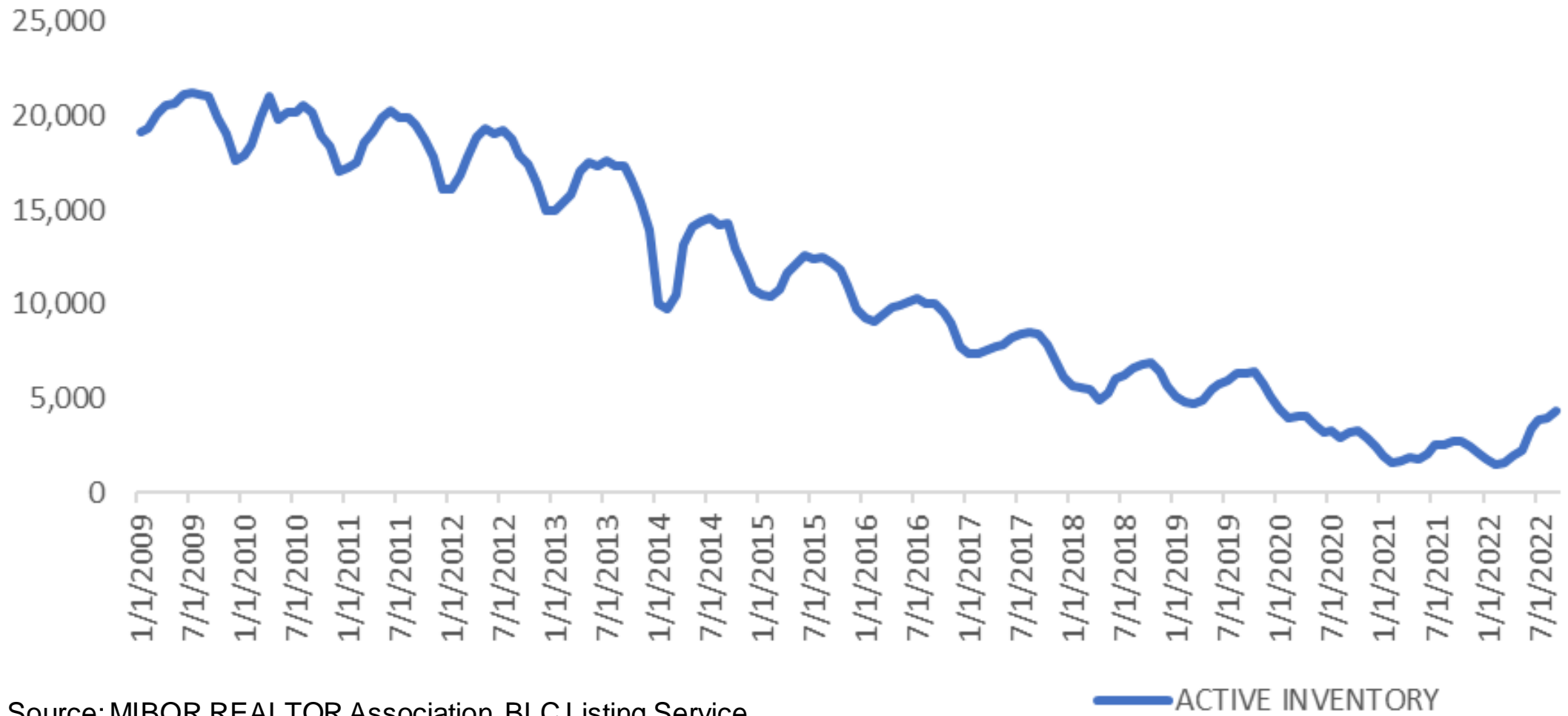


*Language slightly different in 2012

■ 2012 ■ 2018 ■ 2022



ACTIVE INVENTORY, SINGLE FAMILY, BLC[®] SERVICE AREA: 2009-2022(10)



Source: MIBOR REALTOR Association, BLC Listing Service

Potential Solutions

- We need to fully understand the current state of housing options across the region
- We need to educate stakeholders on the need for diverse housing options by price, type, and location
- Communities need to invest in quality of place
- We need to increase the supply, access, and habitability of housing across the region

A group of approximately seven people are seated around a large wooden conference table in a modern meeting room. They are engaged in a discussion, with some looking at laptops and others gesturing. The room features large windows, a decorative wall with a leaf pattern, and blue chairs. The overall atmosphere is professional and collaborative.

Economic Development & Policy Considerations

What We Heard

- While the region is attractive to logistics operations, not every community has the available land. For example, Marion County has to be intentionally selective with limited amount of available land while other communities are giving the land away.
- The central Indiana region may be suffering from bad economic development strategy. Are we putting too much energy into going after jobs that may be less relevant in the future?
- A significant part of the State economic development story has been built around logistics and transportation. That which has historically been a labor-intensive industry is quickly becoming automated. While manufacturing, distribution, and logistics will remain important to the “Crossroads of America,” these businesses are anticipated to grow in employment and then shrink considerably due to ongoing and increasing automation.
- As a region/state, Indiana may have ascended to the Peter Principle. Have we risen to the level where we’re incompetent? We can compete for new economic, but we can’t always close the deal. We may not be doing the things to lift the floor of benefits and services to help the region win. (Think Amazon HQ2.)
- Under-the-radar efforts on a micro-level are addressing some of these challenges independently. For example, an immigrant community on the east side of Marion County has organized its own “transit” efforts (shuttle/carpool) for its own benefit.

What We Heard

- Public policy on a local level doesn't support or can't always implement quality-of-life improvements (e.g., walkability).
- The challenges of Unigov (and the size and complexity of Marion County) are different/greater than those faced by individual donut communities.
- The availability of greenfield land has driven industrial development and Indiana's success in this sector farther and farther from the urban center. Manufacturing, distribution, and logistics jobs will be transformed and less labor intensive – we need to figure out what is going to replace it, train for it, and hit the ground running.
- The economic development champions in other places in this region are choosing to not participate in this conversation. Some in those places who are interested in digging into these industries are encouraged otherwise – these industries have become “a non-starter” in some communities' economic development plans.
- Policy development requires multiple levels of education on all aspects of workforce issues (e.g., housing, transportation) – for policy makers, for the general public. Being able to see and “touch” real examples of these aspects and what they could look like in their community is important to advance this discussion and devise solutions.

Who Can Influence?

- Policy and law makers at statewide, regional, and local levels.
- Economic development professionals and allied organizations.
- Individual and collective businesses in manufacturing, distribution, and logistics.
- The entrepreneurial spirit of ambitious immigrants and residents.

Potential Solutions

- Establish a full and evolving understanding by all influencers of the impact of technological advances (e.g., automation) on “sweet-spot” business sectors.
- Collaborate on efforts to “crystal-ball” emerging opportunities and develop advance training and business attraction policies.
- Facilitate the development of a network.
- Connect disconnected efforts.
- Build on the strengths of the collective.



Community & Land Use Planning

What We Heard

- Neighborhood nodes can provide opportunities to live and work in close proximity. Placemaking in these areas help make these places enjoyable and desirable over time. Make those nodes viable as a complete community through thoughtful integration of typically divergent land uses. (15-min neighborhood concept)
- Planners figured this out a long time ago, and such was the routine design of cities. Urban design veered dramatically after World War II when the world became more car-centric.
- Zoning variances are being approved in BRT corridors that fly in the face of adopted community development policy (surfacing parking lots).
- Development is guiding community rather than the community directing development, and there has been a generational change in the makeup of the community on a parcel-by-parcel basis, 1,000 acres at a time.
- Are our current land use decisions tracking with what we want to have happen in our communities or are there policies that can help guide this progress?

Who Can Influence?

- State and local elected officials
- Public and private economic and community development officials and thought leaders
- Residents and community-based organizations
- Members of appointed boards and commissions who deliberate and act upon requests for development approval and the professionals who advise them

Potential Solutions

- Engage elected officials in efforts to coordinate development policy across the region based on a shared, unified vision
- Commission work by professionals to help guide these efforts
- Provide intentional and on-going training to decision-making bodies in the development approval process and for the roles they occupy

Ranking of Contributing Factors

Ranking

1. Policy and economic development strategy
2. Political will
3. Business decisions and site selection
4. Lack of Transportation options – expanding transit options and non-motorized transportation (lack of)
5. Workforce – it's a people problem and a people solution (training, childcare, and wraparound services)
6. Lack of housing supply (diversity and options)

Future Thinking

Future Thinking

- It was clear that everyone agrees that there is a problem, but there isn't a consensus as to the root of the problem – or who is ultimately responsible for the solution.
- Are we asking the right questions? Are we solving for 40 years ago instead of today? Are there changes coming that will replace the outstanding issues with a whole new set of problems?
- If we think through scenarios of the impacts of our current policies and strategies, are we creating new issues or recreating the issues of our past?
- The questions we are asking today will have to evolve with technological advances. We need to think beyond the next 10 years.
 - If we add 100's of units of workforce housing around large industrial sites in what are traditionally cornfields, as those businesses automate, what will happen to the residents when the jobs are eliminated? What will happen to the large industrial parks and structures? What types and sizes of communities and quality of life will exist between the industrial parks?

Future Thinking

- A common takeaway was that “We’re still building for an American Dream that doesn’t exist, and people on both sides of this issue want a diversity of options.” We need to focus on eliminating the barriers that are preventing those options.
- The MPO can play a leadership role in centering racial equity in their planning efforts, increasing awareness and finding solutions for the region.
- We need regional AND local strategies created by coalitions that consider the needs and impacts on business, potential workers, local decision-makers, and service providers.
- And ultimately, we need to make sure we’re chasing, incentivizing, supporting, and building businesses that will be here long-term and help build community.



OUR THANKS TO

Our Partners, Panelists, Volunteers, & ULI Indiana

Q&A

Contact Indiana@uli.org