

# Webinar

## ULI Kansas City: Regional Perspectives from Kansas City, St Louis, and Indianapolis

Date: June 04, 2020

00:00:00 --> 00:00:04: Good afternoon everybody. Welcome back to RULI District conversations are

00:00:04 --> 00:00:07: Kansas City making a city we can all afford.

00:00:07 --> 00:00:10: Great stuff. This week. My name is Kevin McGinnis and

00:00:10 --> 00:00:13: the CEO of the Keystone Community Corporation.

00:00:13 --> 00:00:16: We're excited about this week show we this is our

00:00:16 --> 00:00:18: first regional conversation.

00:00:18 --> 00:00:21: This is definitely going to be a very interesting spin

00:00:21 --> 00:00:22: on our series.

00:00:22 --> 00:00:25: But first let me start with a few housekeeping items.

00:00:25 --> 00:00:28: Thank you all for all of our regional sponsors.

00:00:28 --> 00:00:31: You saw them on the opening slides for the show

00:00:32 --> 00:00:32: this week.

00:00:32 --> 00:00:35: Without your support, we cannot make this happen,

00:00:35 --> 00:00:39: so appreciate all the support that we've seen from our

00:00:39 --> 00:00:40: regional sponsors,

00:00:40 --> 00:00:42: and again to kind of reset everybody.

00:00:42 --> 00:00:45: The goal of these conversations is how do we move

00:00:46 --> 00:00:46: forward?

00:00:46 --> 00:00:49: How do we as a development community come out of

00:00:49 --> 00:00:53: this pandemic out of this situation that we've all been

00:00:53 --> 00:00:56: facing as a stronger community and we really want this

00:00:56 --> 00:00:59: to be a conversation? So don't forget there's a QA

00:00:59 --> 00:01:02: function at the bottom of your zoom browser,

00:01:02 --> 00:01:06: your zoom application. Please be asking your questions.

00:01:06 --> 00:01:08: Get them up early. Get them up as they hit

00:01:08 --> 00:01:08: you.

00:01:08 --> 00:01:10: Please use the crowd voting function.

00:01:10 --> 00:01:13: It's been fantastic to really help us understand which

questions

00:01:13 --> 00:01:16: will be most important to the community for us to  
00:01:16 --> 00:01:17: get to.

00:01:17 --> 00:01:19: Last week we actually went over on Q&A so we  
00:01:19 --> 00:01:21: might do something like that again,  
00:01:21 --> 00:01:23: this time, so use that function.

00:01:23 --> 00:01:26: In this week we're doing something a little different with  
00:01:26 --> 00:01:27: the format.

00:01:27 --> 00:01:29: Usually kind of layout. How we're going to do the  
00:01:29 --> 00:01:30: format,  
00:01:30 --> 00:01:32: but since we have a regional guests on this week,  
00:01:32 --> 00:01:35: we're going to jump straight into bringing our panelists on.  
00:01:35 --> 00:01:38: And then we're going to go into the opening the  
00:01:38 --> 00:01:40: conversation to the community through that QA function,  
00:01:40 --> 00:01:43: and just to kind of set the stage is where  
00:01:43 --> 00:01:43: we've been.

00:01:43 --> 00:01:46: You know, these are three weeks sessions in Kansas City,  
00:01:46 --> 00:01:49: and then we break into this regional conversation where we  
00:01:49 --> 00:01:51: bring in some folks from out of town to help  
00:01:51 --> 00:01:54: us understand their perspectives and so on.

00:01:54 --> 00:01:57: Week one. In this mini series we talked about measuring  
00:01:57 --> 00:02:01: value and how it impacts development patterns and the  
implications  
00:02:01 --> 00:02:03: associated with those development patterns.

00:02:03 --> 00:02:06: Now we two we talked about making good use of  
00:02:06 --> 00:02:10: existing infrastructure in good development patterns to  
maximize outcomes and  
00:02:10 --> 00:02:13: then last week we had the opportunity to talk about  
00:02:13 --> 00:02:16: now and a really healthy conversation about good examples  
that  
00:02:16 --> 00:02:20: exist in otherwise weak development patterns and kind of  
this.

00:02:20 --> 00:02:22: 19 Post 1950 Kansas City and how focusing on these  
00:02:22 --> 00:02:25: types of developments can make newer parts of the city.  
00:02:25 --> 00:02:27: More productive and so on.

00:02:27 --> 00:02:28: And so as I said this week,  
00:02:28 --> 00:02:31: we are thrilled to host our regional peers to really  
00:02:31 --> 00:02:33: expand our understanding.

00:02:33 --> 00:02:35: Talk about what others are seeing and doing,  
00:02:35 --> 00:02:37: and frame up some of the things for us to  
00:02:37 --> 00:02:39: think about in terms of best practices.

00:02:39 --> 00:02:43: And remember again, ultimately you the community are  
going to

00:02:43 --> 00:02:44: help drive this conversation,  
00:02:44 --> 00:02:46: so use that QA function,  
00:02:46 --> 00:02:48: get your questions and vote up the ones you think  
00:02:48 --> 00:02:49: are most important.  
00:02:49 --> 00:02:52: If you don't want to ask a question or don't  
00:02:52 --> 00:02:54: have one really kind of helps us out as we  
00:02:54 --> 00:02:56: get into the Q&A portion of.  
00:02:56 --> 00:02:58: Of this week show. So alright,  
00:02:58 --> 00:03:00: let's let's get to it.  
00:03:00 --> 00:03:02: It's my honor to bring on our guest this week.  
00:03:02 --> 00:03:04: If you guys can all join us.  
00:03:04 --> 00:03:06: So let me introduce them first.  
00:03:06 --> 00:03:10: Is Sean northup? Sean is the deputy director at the  
00:03:10 --> 00:03:13: Indianapolis Metropolitan Planning organization NPO.  
00:03:13 --> 00:03:15: We also are joined by John Nations.  
00:03:15 --> 00:03:18: He's a member of the law firm of Evans and  
00:03:18 --> 00:03:21: Dixon and CEO of the Polaris Strategies Group,  
00:03:21 --> 00:03:22: both based in Saint Louis.  
00:03:22 --> 00:03:25: John also has some really good context.  
00:03:25 --> 00:03:27: He was former president, CEO,  
00:03:27 --> 00:03:31: BI State Development Organization and three term mayor of  
00:03:31 --> 00:03:33: Chesterfield,  
00:03:31 --> 00:03:33: Mo, which according to the 2010 census,  
00:03:33 --> 00:03:36: is the 14th largest city in Missouri and then also  
00:03:36 --> 00:03:40: is one of the fastest growing regions in Western Suburbs  
00:03:40 --> 00:03:41: in western Saint Louis.  
00:03:41 --> 00:03:45: So I think he brings some really interesting perspectives  
00:03:45 --> 00:03:47: here.  
00:03:45 --> 00:03:47: Also joined by Michael Collins,  
00:03:47 --> 00:03:51: managing director at JE Dunn Capital Partners and former  
00:03:51 --> 00:03:52: president  
00:03:51 --> 00:03:52: and CEO of Port Casey.  
00:03:52 --> 00:03:55: So gentlemen, thanks for joining in this week.  
00:03:55 --> 00:03:57: Sean, I think I want to start with you.  
00:03:57 --> 00:04:00: Actually, as you heard about what we've been talking about,  
00:04:00 --> 00:04:03: I was hoping you could paint a picture of Indianapolis  
00:04:03 --> 00:04:06: in comparison to Kansas City and Saint Louis.  
00:04:06 --> 00:04:10: You know, some general benchmark things to help us  
00:04:10 --> 00:04:13: understand  
00:04:10 --> 00:04:13: the differences there and then briefly tell us a little  
00:04:13 --> 00:04:14: bit about NPO.  
00:04:14 --> 00:04:17: Sure yeah, happy too. So I'm Sean northup.  
00:04:17 --> 00:04:22: I'm the deputy director of the Indianapolis Metropolitan

## Planning Organization

00:04:22 --> 00:04:25: and so the equivalent of us in Kansas City would  
00:04:25 --> 00:04:25: be mark.  
00:04:25 --> 00:04:28: And then in Saint Louis and be East West gateway.  
00:04:28 --> 00:04:31: I was. I'm a numbers guy and so I was  
00:04:31 --> 00:04:34: just kind of looking at some of the differences in  
00:04:34 --> 00:04:35: size and population.  
00:04:35 --> 00:04:39: So Indian Kansas City are both approximately 2.1 million  
00:04:39 --> 00:04:41: people  
00:04:39 --> 00:04:41: in the Metropolitan area.  
00:04:41 --> 00:04:45: Saint Louis is larger. It's about 2.8 million people.  
00:04:45 --> 00:04:50: Indianapolis and Saint Louis County are almost identical in  
00:04:50 --> 00:04:52: population  
00:04:50 --> 00:04:52: right around a million people,  
00:04:52 --> 00:04:54: but Saint Louis is like half again.  
00:04:54 --> 00:04:58: Larger Saint Louis County is like half again larger than  
00:04:58 --> 00:05:00: Indianapolis Marion County,  
00:05:00 --> 00:05:02: with about the same population,  
00:05:02 --> 00:05:04: so it's a little lower density there.  
00:05:04 --> 00:05:07: Kansas City is a very large city.  
00:05:07 --> 00:05:11: It's about 75% of Indianapolis and Indianapolis is  
00:05:11 --> 00:05:15: consolidated cities,  
00:05:11 --> 00:05:15: so Indianapolis is a very large single jurisdiction.  
00:05:15 --> 00:05:18: But about half the population of Indianapolis,  
00:05:18 --> 00:05:21: so that's kind of how they compare when we're talking.  
00:05:21 --> 00:05:25: Regionally, though, Saint Louis is a bit larger than the  
00:05:25 --> 00:05:26: other two.  
00:05:26 --> 00:05:29: That's a good perspective gone when we were talking earlier  
00:05:29 --> 00:05:30: this week.  
00:05:30 --> 00:05:33: You talked about how timely this conversation was for Saint  
00:05:33 --> 00:05:33: Louis,  
00:05:33 --> 00:05:36: and so our development patterns being discussed in Saint  
00:05:36 --> 00:05:40: Louis.  
00:05:36 --> 00:05:40: And how are they driving policy considerations while they're  
00:05:40 --> 00:05:40: driving  
00:05:40 --> 00:05:40: a lot of things.  
00:05:40 --> 00:05:43: Frankly, and this is a really timely discussion for us  
00:05:43 --> 00:05:44: to have.  
00:05:44 --> 00:05:46: You know, the big issue we've had in Saint Louis  
00:05:46 --> 00:05:48: and talking about now for a number of years,  
00:05:48 --> 00:05:51: but it's really come to the forefront is how is  
00:05:51 --> 00:05:53: our region structure in our visions made,  
00:05:53 --> 00:05:56: and consequently what is that producing for the region one

00:05:56 --> 00:05:58: of the biggest issues we've had over the last few  
00:05:58 --> 00:05:59: years is that.  
00:05:59 --> 00:06:02: Is the movement that's colloquially known as Better  
Together,  
00:06:02 --> 00:06:03: but it's a question of,  
00:06:03 --> 00:06:05: you know, our city in Saint Louis is not in  
00:06:05 --> 00:06:06: Saint Louis County.  
00:06:06 --> 00:06:08: Those are two separate jurisdictions.  
00:06:08 --> 00:06:11: Saint Louis County itself has about 91 cities in it.  
00:06:11 --> 00:06:15: We've got tremendous factionalism with regard to  
governmental entities.  
00:06:15 --> 00:06:18: And so that people have been looking at is with  
00:06:18 --> 00:06:20: the decision making structure that we have.  
00:06:20 --> 00:06:22: How are we making decisions?  
00:06:22 --> 00:06:24: What is it produced for the region?  
00:06:24 --> 00:06:25: And as we move in,  
00:06:25 --> 00:06:27: you know, through the 21st century is this the best  
00:06:27 --> 00:06:30: structure in order to allow Saint Louis to really compete  
00:06:30 --> 00:06:32: into Excel in the 21st century?  
00:06:32 --> 00:06:35: It's interesting to note, you know we will talk about  
00:06:35 --> 00:06:38: some of the differences between the communities that are on  
00:06:38 --> 00:06:39: the call,  
00:06:39 --> 00:06:41: but they are communities actually have a lot more in  
00:06:41 --> 00:06:42: common.  
00:06:42 --> 00:06:45: One thing to note is the Saint Louis literally sits  
00:06:45 --> 00:06:48: exactly halfway between Indianapolis and Kansas City.  
00:06:48 --> 00:06:51: Chicago, Saint Louis and Kansas City have the three largest  
00:06:51 --> 00:06:52: rail yards in the country.  
00:06:52 --> 00:06:55: They're doing tremendously good things in Indianapolis,  
00:06:55 --> 00:06:56: but when you look at it,  
00:06:56 --> 00:06:59: evolving economy in the 21st century question is,  
00:06:59 --> 00:07:01: where do we all sit together and what do we  
00:07:01 --> 00:07:02: have in common?  
00:07:02 --> 00:07:05: And on a broader perspective with bring this home for  
00:07:05 --> 00:07:08: the Heartland is the heartland of America is the largest  
00:07:08 --> 00:07:09: contiguous agricultural.  
00:07:09 --> 00:07:12: Playing on the planet are farmers are becoming incredibly  
more  
00:07:12 --> 00:07:15: productive and more efficient and working together.  
00:07:15 --> 00:07:18: We can make our entire region of the country with  
00:07:18 --> 00:07:20: the opening of the Panama Canal with a bunch of  
00:07:21 --> 00:07:24: investments going on in other areas of the country working  
00:07:24 --> 00:07:28: together, we stand an incredible opportunity to really

advance everything throughout the heartland.

00:07:28 --> 00:07:29: So in Saint Louis itself,

00:07:29 --> 00:07:30: you know we're trying to get people to look at

00:07:30 --> 00:07:33: it,

00:07:33 --> 00:07:36: not just Saint Louis, in and of itself as what

00:07:36 --> 00:07:37: what we can do,

00:07:37 --> 00:07:40: but how Saint Louis can thrive and its partnerships with.

00:07:40 --> 00:07:43: Kansas City and Indianapolis and cities throughout the Heartland,

00:07:43 --> 00:07:46: which includes Des Moines and Omaha and some other places.

00:07:46 --> 00:07:48: But we really have much more in common.

00:07:48 --> 00:07:50: If you want to focus on those,

00:07:50 --> 00:07:53: then really what our differences are in working together,

00:07:53 --> 00:07:54: we can do a lot,

00:07:54 --> 00:07:57: and that's that's Fortunately, is driving a lot of the

00:07:57 --> 00:07:59: conversation in Saint Louis right now.

00:07:59 --> 00:08:01: It's a. It's an interesting perspective to think about.

00:08:01 --> 00:08:04: You know what we call Coop Etition

00:08:04 --> 00:08:07: frenemies and and things along those lines of you know,

00:08:07 --> 00:08:08: at the end of the day,

00:08:08 --> 00:08:12: we're competing with the coasts for talent and for economic

00:08:12 --> 00:08:12: development,

00:08:12 --> 00:08:15: innovation, economy, resources, those types of things.

00:08:15 --> 00:08:19: But in time we're competing amongst each other's regional center.

00:08:19 --> 00:08:21: So that's a great perspective on.

00:08:21 --> 00:08:24: I appreciate that bring you into the conversation a little

00:08:24 --> 00:08:24: bit.

00:08:24 --> 00:08:26: Yeah, Brooks from outside of Kansas City,

00:08:26 --> 00:08:29: you know we've spent the last three weeks talking,

00:08:29 --> 00:08:30: not just on the panel,

00:08:30 --> 00:08:33: but we also have people that are participating in this

00:08:33 --> 00:08:37: week's webinar and watching for maybe the first time so.

00:08:37 --> 00:08:39: If you can kind of rewind a little bit up

00:08:39 --> 00:08:39: for us,

00:08:39 --> 00:08:42: the three weeks of conversations that we've had about

00:08:42 --> 00:08:43: Kansas

00:08:43 --> 00:08:46: City Connect.

00:08:43 --> 00:08:46: Paint a macro picture of the development patterns,

00:08:46 --> 00:08:49: the development issues, some of the things we talked about.

00:08:49 --> 00:08:53: It's extremely timely conversation for Kansas City because of

things

00:08:53 --> 00:08:56: like the Downtown Council 2030 initiative or the Key Spirit

00:08:56 --> 00:08:56: Playbook.

00:08:56 --> 00:08:58: What's your take on? You know,

00:08:58 --> 00:09:01: kind of the first three weeks of conversations and how

00:09:01 --> 00:09:03: it pertains to this regional issue.

00:09:05 --> 00:09:08: So you know when you look at that from Kansas

00:09:08 --> 00:09:10: City and from a regional issue,

00:09:10 --> 00:09:14: you know what John said is and actually what Sean

00:09:14 --> 00:09:16: said is so so spot on with.

00:09:16 --> 00:09:19: We actually have a much much more in common than

00:09:19 --> 00:09:20: we actually do then.

00:09:20 --> 00:09:25: We actually probably originally thought about when you're

00:09:25 --> 00:09:29: talking about regionalism and really from a Kansas City's perspective.

00:09:29 --> 00:09:31: For those of you not from the area,

00:09:31 --> 00:09:35: it's pretty spread out from Kansas City the the actual.

00:09:35 --> 00:09:36: Around your Kansas City, Mo.

00:09:36 --> 00:09:39: And then we actually move out to the Kansas City

00:09:39 --> 00:09:40: Metro,

00:09:40 --> 00:09:43: Kansas City, Mo. Properties 300 and 390 square miles wide.

00:09:43 --> 00:09:45: So in errors it has areas of density.

00:09:45 --> 00:09:49: It's mainly attributed to the downtown for the greater

00:09:49 --> 00:09:52: downtown area and then goes further South to the Country Club

00:09:52 --> 00:09:53: Plaza area.

00:09:53 --> 00:09:56: And then when you look at the area outside of

00:09:56 --> 00:09:57: Kansas City proper,

00:09:57 --> 00:10:00: the Greater Kansas City Metro area you actually start your

00:10:00 --> 00:10:04: we're starting to see our pockets of dense development in

00:10:04 --> 00:10:07: suburban ring area that we didn't have 10 years ago.

00:10:07 --> 00:10:10: And so that is really prompted the response of,

00:10:10 --> 00:10:14: you know, when we've had a resurgence of downtown

00:10:14 --> 00:10:15: Kansas City with more jobs,

00:10:15 --> 00:10:18: a few more jobs with more multifamily housing,

00:10:18 --> 00:10:20: with more hospitality and hotel.

00:10:20 --> 00:10:23: And now the streetcar. Now it's going to the question

00:10:23 --> 00:10:26: of what is being left out in our communities,

00:10:26 --> 00:10:30: and what's being left out from an industry step perspective?

00:10:30 --> 00:10:33: An when we're looking at the opportunities in Kansas City

00:10:33 --> 00:10:34: where we need to,

00:10:34 --> 00:10:38: we've been looking at what are some of the constraints?

00:10:38 --> 00:10:41: As well as what are some of the opportunities that

00:10:41 --> 00:10:44: we have moving forward in Kansas City in Greater Kansas

00:10:44 --> 00:10:47: City to do what we do best and not really

00:10:47 --> 00:10:50: focus on something that Saint Louis or Indianapolis may do

00:10:50 --> 00:10:52: best and but what is that?

00:10:52 --> 00:10:55: What policy is an agenda setting and what it's what

00:10:55 --> 00:10:58: incentive practices do we need to really create that

00:10:58 --> 00:11:03: cooperition?

00:10:58 --> 00:11:03: As you stated Kevin, it's something that governmental

00:11:03 --> 00:11:05: entities ironically

00:11:03 --> 00:11:05: have a problem with the Times.

00:11:05 --> 00:11:08: But in the in the private sector competition happens all

00:11:08 --> 00:11:09: the time.

00:11:09 --> 00:11:13: Whether you see a need that you both can become

00:11:13 --> 00:11:16: stronger within to actually acquire or.

00:11:16 --> 00:11:19: Provide that new expertise or revenue source.

00:11:19 --> 00:11:22: Why can't cities or why shouldn't cities be the same

00:11:22 --> 00:11:22: way?

00:11:22 --> 00:11:25: Looking at from a regionalism approach,

00:11:25 --> 00:11:29: as there are things much more attributed to.

00:11:29 --> 00:11:31: Saint Louis or Indianapolis, then for ourselves,

00:11:31 --> 00:11:35: to actually benefit from how can we collectively look at

00:11:35 --> 00:11:35: those but?

00:11:35 --> 00:11:37: We're looking at Kansas City.

00:11:37 --> 00:11:41: You know? We're obviously from an equitable development

00:11:41 --> 00:11:44: standpoint.

00:11:41 --> 00:11:44: You know people are wanting to see what's going to

00:11:44 --> 00:11:46: happen next in their communities.

00:11:46 --> 00:11:49: What's the infrastructure look like?

00:11:49 --> 00:11:52: What is the goal in their communities to actually bring

00:11:52 --> 00:11:52: them up?

00:11:52 --> 00:11:56: Because they see what's going on downtown and our

00:11:56 --> 00:11:59: development

00:11:56 --> 00:11:59: patterns in downtown is still in its infancy,

00:11:59 --> 00:12:02: and I think a lot of people don't realize that

00:12:02 --> 00:12:05: giving covid and post code in the infancy of downtown

00:12:05 --> 00:12:06: is actually very.

00:12:06 --> 00:12:08: Um nimble but also very fragile,

00:12:08 --> 00:12:11: and so those are the things that talking of last

00:12:11 --> 00:12:14: week in the weeks before that are very important of

00:12:14 --> 00:12:15: our conversations.

00:12:15 --> 00:12:17: Yeah, no, I appreciate that Michael.

00:12:17 --> 00:12:20: It's interesting to think about that long horizon when you



00:12:20 --> 00:12:24: think about the lot of people have seen downtown revitalization

00:12:24 --> 00:12:25: that it's still early.

00:12:25 --> 00:12:28: It's still, you know, kind of fragile based on what's

00:12:29 --> 00:12:30: going on around us.

00:12:30 --> 00:12:32: It's an interesting perspective, John.

00:12:32 --> 00:12:35: As we talk about macro drivers in these development patterns,

00:12:35 --> 00:12:38: home buying is high on the list.

00:12:38 --> 00:12:40: The Indianapolis NPO partnered with my board,

00:12:40 --> 00:12:44: your regional Realtor Association, on a large pole about regional

00:12:44 --> 00:12:45: home buying preference.

00:12:45 --> 00:12:48: Can you talk about the findings?

00:12:48 --> 00:12:51: Yeah, sure so. Two Association of Realtors had done this

00:12:52 --> 00:12:55: survey several times led by Doctor Chris Nelson,

00:12:55 --> 00:12:57: who at the time was at University of Utah.

00:12:57 --> 00:13:00: I think is somewhere else now US here somewhere and

00:13:00 --> 00:13:04: basically was asking people where do you live now versus

00:13:04 --> 00:13:06: where do you want to live and then what kind

00:13:06 --> 00:13:10: of things do you consider when you're deciding where to

00:13:10 --> 00:13:10: lift?

00:13:10 --> 00:13:12: Deciding what type of home to buy?

00:13:12 --> 00:13:14: What type of neighborhood to live in?

00:13:14 --> 00:13:18: They saw some macro trends nationally that were reflected completely

00:13:18 --> 00:13:19: in our local survey.

00:13:19 --> 00:13:22: We. We often joke that like sure,

00:13:22 --> 00:13:24: the national stuff is the national stuff,

00:13:24 --> 00:13:28: but it's different here in Indianapolis and I'm sure market

00:13:28 --> 00:13:32: says that particularly in the Midwest that like we're different,

00:13:32 --> 00:13:34: we need to see it for ourselves.

00:13:34 --> 00:13:37: So that's why we partnered with with my neighbor to

00:13:37 --> 00:13:38: do this.

00:13:38 --> 00:13:40: Here we saw it was a huge survey.

00:13:40 --> 00:13:43: It was twelve counties. It was plus or minus like

00:13:43 --> 00:13:43: 95%

00:13:43 --> 00:13:46: confidence level and like over 3000 responses.

00:13:46 --> 00:13:51: So it was actually statistically significant for each County.

00:13:51 --> 00:13:54: We found that the old standbys of schools,

00:13:54 --> 00:13:59: perception of safety and affordability were still kind of at

00:13:59 --> 00:14:03: the top of people's decisions about where to live.

00:14:03 --> 00:14:06: But we saw things like walkability places to walk,

00:14:06 --> 00:14:11: to access to restaurants, and parks as being higher and  
00:14:11 --> 00:14:15: higher in the pecking order of where people were going.  
00:14:15 --> 00:14:18: We did it in 2012 and again in 2018,  
00:14:18 --> 00:14:22: and it moved up those those walkability factors.  
00:14:22 --> 00:14:24: We've got to a point where we're comfortable,  
00:14:24 --> 00:14:26: just like Narm is comfortable.  
00:14:26 --> 00:14:29: Considering that a fourth walkability as a fourth piece that's  
00:14:29 --> 00:14:32: as critical as school safety and affordability.  
00:14:32 --> 00:14:35: The other piece was people are deciding where to live,  
00:14:35 --> 00:14:39: which neighborhood to live in before they're deciding which  
house,  
00:14:39 --> 00:14:40: which is a flip from,  
00:14:40 --> 00:14:42: you know, greater than 10 years ago,  
00:14:42 --> 00:14:45: where the house features are the most important thing is  
00:14:46 --> 00:14:48: getting the right number of bedrooms,  
00:14:48 --> 00:14:49: getting the right master suite.  
00:14:49 --> 00:14:53: Whatever it was, neighborhood is is more important here  
than  
00:14:53 --> 00:14:53: those.  
00:14:53 --> 00:14:55: The last thing that was really,  
00:14:55 --> 00:14:59: really interesting was that we asked people where you  
currently  
00:14:59 --> 00:15:00: live,  
00:15:00 --> 00:15:03: what type of neighborhood where you would like to live,  
00:15:03 --> 00:15:06: and then we looked at the pipeline of housing coming  
00:15:06 --> 00:15:10: on board and we found some really interesting discrepancies  
there.  
00:15:10 --> 00:15:13: So between where people said they currently live and said  
00:15:14 --> 00:15:15: where they want to live,  
00:15:15 --> 00:15:18: there was between 10 and 20 point discrepancy for places  
00:15:18 --> 00:15:19: that were mixed.  
00:15:19 --> 00:15:22: Use suburban or mixed use urban or downtown,  
00:15:22 --> 00:15:25: so people were not said they don't live in those  
00:15:25 --> 00:15:26: areas right now,  
00:15:26 --> 00:15:29: but want to. Housing only suburb was kind of the  
00:15:29 --> 00:15:32: big loser there then people said yeah,  
00:15:32 --> 00:15:35: I live in housing only suburb but that's not where  
00:15:35 --> 00:15:36: I necessarily want to be.  
00:15:36 --> 00:15:40: The other big winner there was was rural surrounded by  
00:15:40 --> 00:15:43: no one and there were a lot of people who  
00:15:43 --> 00:15:44: had a preference.  
00:15:44 --> 00:15:46: Rural preference in our region,  
00:15:46 --> 00:15:49: particularly in some of the outlying counties.

00:15:49 --> 00:15:52: Then when we compared that to the pipeline of housing  
00:15:52 --> 00:15:54: that's coming on line,  
00:15:54 --> 00:15:57: we saw another huge Delta to the degree that 80  
00:15:57 --> 00:15:57: to 85%  
00:15:57 --> 00:16:01: of the housing. Product that's coming online in our region  
00:16:01 --> 00:16:05: is single family detached on quarter acre lots or larger  
00:16:05 --> 00:16:08: and that accounted for like slightly over 50%.  
00:16:08 --> 00:16:10: Fifty 1% of the preference majority.  
00:16:10 --> 00:16:15: But we're overbuilding that single family detached market by  
more  
00:16:15 --> 00:16:15: than 30%.  
00:16:15 --> 00:16:19: That's gotten a little bit better in the last couple  
00:16:19 --> 00:16:19: of years,  
00:16:19 --> 00:16:23: but it's really astounding here because we have a very  
00:16:23 --> 00:16:25: strong downtown in Indianapolis.  
00:16:25 --> 00:16:29: We have some suburbs who have built really great suburban.  
00:16:29 --> 00:16:31: Mixed use density strong cores,  
00:16:31 --> 00:16:35: walkable cores surrounded by neighborhoods and we have a  
lot  
00:16:35 --> 00:16:39: of sophisticated urban home builders based out of our  
market.  
00:16:39 --> 00:16:42: So Onyx and Easton and Milhouse and Main Street in  
00:16:42 --> 00:16:46: our suburban markets are all in various degrees of becoming  
00:16:46 --> 00:16:49: national home builders for walkable urban product types.  
00:16:49 --> 00:16:51: They're based here in Indianapolis.  
00:16:51 --> 00:16:57: They're all successful here in Indianapolis and we're still  
missing  
00:16:57 --> 00:16:59: the mark by a huge degree.  
00:16:59 --> 00:17:03: Interesting stuff John. What are the key infrastructure you  
know?  
00:17:03 --> 00:17:06: We talked about infrastructure a couple weeks ago reusing  
infrastructure,  
00:17:06 --> 00:17:10: maximizing outcomes related to that in these good  
development patterns.  
00:17:10 --> 00:17:14: What are some key infrastructure assets an initiatives in  
Saint  
00:17:14 --> 00:17:17: Louis that other cities on this program today should take  
00:17:17 --> 00:17:18: note of and why?  
00:17:18 --> 00:17:21: Thank you. We actually have a couple of really important  
00:17:21 --> 00:17:21: ones,  
00:17:21 --> 00:17:24: but I want to take 15 seconds before I answer.  
00:17:24 --> 00:17:26: Then follow up on what Sean said 'cause he mentioned  
00:17:26 --> 00:17:28: something that's really,  
00:17:28 --> 00:17:31: really important. And that is the kind of the affordability

00:17:31 --> 00:17:33: in the heartland of the country when you can kind  
00:17:33 --> 00:17:35: of compare it to other places.  
00:17:35 --> 00:17:37: One of the things we know maybe the audience doesn't  
00:17:37 --> 00:17:39: know is living in the Heartland has one of the  
00:17:39 --> 00:17:42: highest economic qualities of life in the country.  
00:17:42 --> 00:17:43: Not just that it's affordable,  
00:17:43 --> 00:17:45: but for instance, the Federal Reserve.  
00:17:45 --> 00:17:46: Based here in Saint Louis,  
00:17:46 --> 00:17:49: will tell you that the economic quality of life in  
00:17:49 --> 00:17:49: Saint Louis,  
00:17:49 --> 00:17:52: which measures the per capita income over the cost of  
00:17:52 --> 00:17:54: living ranks in the top 10 in the country.  
00:17:54 --> 00:17:56: And so when people are trying to get people to  
00:17:56 --> 00:17:57: move to the Harlem,  
00:17:57 --> 00:17:59: you can say the same thing you can get in  
00:17:59 --> 00:18:01: the same thing in Kansas City and Indianapolis.  
00:18:01 --> 00:18:04: I know, because people have seen those numbers.  
00:18:04 --> 00:18:05: So when you're recruiting people,  
00:18:05 --> 00:18:07: if you get him here and they say,  
00:18:07 --> 00:18:09: wait a minute, I can live in this community can  
00:18:10 --> 00:18:12: make X and I can live like this and you  
00:18:12 --> 00:18:13: find out that they stay.  
00:18:13 --> 00:18:16: So that's really important. I apologize for aggressive Kevin.  
00:18:16 --> 00:18:17: Let me get you know John,  
00:18:17 --> 00:18:19: I just want to reiterate,  
00:18:19 --> 00:18:22: that's one of the key selling points for Indianapolis all  
00:18:22 --> 00:18:22: the time too.  
00:18:22 --> 00:18:25: That's that's something that all three of our communities.  
00:18:25 --> 00:18:27: I think really have in common.  
00:18:27 --> 00:18:30: I think it will just get stronger in this post.  
00:18:30 --> 00:18:33: Covid world, too, because we've heard all of this coastal  
00:18:33 --> 00:18:35: flight that's happening because of density and.  
00:18:35 --> 00:18:37: Mix here so I I think we were hearing the  
00:18:37 --> 00:18:39: same thing in Kansas City.  
00:18:39 --> 00:18:41: Sorry, John, know that's right and what we've also seen  
00:18:41 --> 00:18:44: you know we have a lot of friends whose kids  
00:18:44 --> 00:18:46: moved in New York and they moved to the coast.  
00:18:46 --> 00:18:49: And then with the pandemic you know they came home  
00:18:49 --> 00:18:49: to live.  
00:18:49 --> 00:18:51: And they found out they could work at home,  
00:18:51 --> 00:18:54: Live in the Midwest. All those kinds of very much  
00:18:54 --> 00:18:55: more affordable.

00:18:55 --> 00:18:56: And now they want to stay,  
00:18:56 --> 00:18:58: you know. And that's why you see some of the  
00:18:58 --> 00:19:01: bigger companies now saying we're going to reevaluate this.  
00:19:01 --> 00:19:04: We may even adjust pay based on where people live  
00:19:04 --> 00:19:06: in the country so they can maintain their standard of  
00:19:06 --> 00:19:07: living,  
00:19:07 --> 00:19:09: but could also be a cost saving for companies.  
00:19:09 --> 00:19:12: To allow their employees to actually live back in the  
00:19:12 --> 00:19:12: heartland,  
00:19:12 --> 00:19:15: those not have. Yeah, those people are going back to  
00:19:15 --> 00:19:18: Shawn's point about what their housing preferences are  
going to  
00:19:18 --> 00:19:18: be like.  
00:19:18 --> 00:19:21: It kind of take us right back to alright now.  
00:19:21 --> 00:19:24: They also expect certain infrastructure pieces to be in place,  
00:19:24 --> 00:19:25: so back to the question,  
00:19:25 --> 00:19:28: John. Infrastructure assets and initiatives that you guys have  
going  
00:19:29 --> 00:19:29: on.  
00:19:29 --> 00:19:31: Yeah, you know Saint Louis heads in a really interesting  
00:19:32 --> 00:19:32: place.  
00:19:32 --> 00:19:35: Strategically, it is the furthest point you can get North  
00:19:35 --> 00:19:38: on the Mississippi River completely unobstructed by locks  
and dams.  
00:19:38 --> 00:19:42: Generally unobstructed by ice. Whether you measure the  
Saint Louis  
00:19:42 --> 00:19:44: port by either value or volume it ranks is the  
00:19:44 --> 00:19:47: second or third busiest inland port in the United States,  
00:19:47 --> 00:19:50: with the investment going on in the Gulf.  
00:19:50 --> 00:19:52: One of our key strategic issues here is how do  
00:19:52 --> 00:19:55: we expand Saint Louis and develop his true capabilities as  
00:19:56 --> 00:19:58: a freight and logistics hub for the entire heartland?  
00:19:58 --> 00:20:00: This is a really really big issue.  
00:20:00 --> 00:20:04: Everybody talks about it, but in partnership with Kansas City,  
00:20:04 --> 00:20:07: for instance, and Michael knows better than anybody 'cause  
he  
00:20:07 --> 00:20:09: ran the report in Kansas City.  
00:20:09 --> 00:20:10: But trying to move. Good,  
00:20:10 --> 00:20:13: then make the heartland more successful is a key key  
00:20:13 --> 00:20:14: driver in Saint Louis.  
00:20:14 --> 00:20:16: One thing about Saint Louis?  
00:20:16 --> 00:20:17: Same is true Kansas City.  
00:20:17 --> 00:20:19: You can pick it up and move it.

00:20:19 --> 00:20:21: So what you look at is where can we really  
00:20:21 --> 00:20:23: compete in the 21st century?  
00:20:23 --> 00:20:25: And when you look at how the shipping lines have  
00:20:25 --> 00:20:26: changed,  
00:20:26 --> 00:20:27: how the pandemic is affected,  
00:20:27 --> 00:20:29: this portion over the last two weeks.  
00:20:29 --> 00:20:32: But how the ships are going to come through the  
00:20:32 --> 00:20:35: new Panama Canal into the Gulf right now?  
00:20:35 --> 00:20:38: If you drove East West dividing line between where the  
00:20:38 --> 00:20:41: company is supplied from the East Coast or the West  
00:20:41 --> 00:20:44: Coast deadline would be East of Indianapolis.  
00:20:44 --> 00:20:48: We have the opportunity with some of the infrastructure  
investments  
00:20:48 --> 00:20:50: that are both going on and possible to go on  
00:20:50 --> 00:20:54: to shift that line substantially to the West and improve  
00:20:54 --> 00:20:55: the Midwest as a true cargo hub.  
00:20:55 --> 00:20:58: You know we're living in a time now.  
00:20:58 --> 00:21:01: Things are shifting dramatically over the last three months.  
00:21:01 --> 00:21:03: Over the last few years.  
00:21:03 --> 00:21:06: But a lot of people don't realize is that while  
00:21:06 --> 00:21:08: the farmers have become more successful,  
00:21:08 --> 00:21:12: the transportation and some other logistics investments have  
not.  
00:21:12 --> 00:21:14: And as I mentioned, I think at least I think  
00:21:14 --> 00:21:15: I mentioned it.  
00:21:15 --> 00:21:19: It is actually become cheaper to import corn and soybeans  
00:21:19 --> 00:21:22: from Argentina and Brazil into the Southeastern United  
States than  
00:21:22 --> 00:21:25: it is to move it from our heartland into those  
00:21:25 --> 00:21:28: into those areas. We've had trouble moving the harvest even  
00:21:29 --> 00:21:31: to offload it out to the Pacific Northwest.  
00:21:31 --> 00:21:34: So right in the center of the heartland.  
00:21:34 --> 00:21:36: You have the cities coming together to look at this  
00:21:36 --> 00:21:38: as a common opportunity in Missouri.  
00:21:38 --> 00:21:41: You know, too often people look at it as it's  
00:21:41 --> 00:21:43: Saint Louis competing with Kansas City.  
00:21:43 --> 00:21:46: What's nice about this issue is it is the one  
00:21:46 --> 00:21:49: issue that is bringing our state together with the work  
00:21:49 --> 00:21:51: that Michael has done have been involved in over in  
00:21:51 --> 00:21:54: Kansas City. What's going on here in Saint Louis with  
00:21:54 --> 00:21:55: the Saint Louis Regional Freeway?  
00:21:55 --> 00:21:58: You go down to the legislature in Jefferson City now  
00:21:58 --> 00:21:59: and it is the issue.

00:21:59 --> 00:22:02: That kind of brings everybody together to make our state  
00:22:02 --> 00:22:05: more productive and we have tremendous opportunities.  
00:22:05 --> 00:22:07: The other big thing that people are talking about in  
00:22:07 --> 00:22:08: Saint Louis,  
00:22:08 --> 00:22:10: which is really great, is Lambert Airport.  
00:22:10 --> 00:22:12: It's been growing now again,  
00:22:12 --> 00:22:14: like everything else the last two months has been tough.  
00:22:14 --> 00:22:17: But the airport has been growing in order to make  
00:22:17 --> 00:22:18: our regions thrive,  
00:22:18 --> 00:22:20: we have to have good air access.  
00:22:20 --> 00:22:22: Lambert has been doing a very good job of that  
00:22:22 --> 00:22:24: and it has become a regional priority.  
00:22:24 --> 00:22:27: You may have heard around the country and effort about  
00:22:27 --> 00:22:28: privatizing the airport.  
00:22:28 --> 00:22:31: That discussion is kind of going up and down.  
00:22:31 --> 00:22:35: I understand yesterday that the mayor actually pulled her  
application  
00:22:35 --> 00:22:37: to with the FAA to privatize the airport,  
00:22:37 --> 00:22:39: but there's some other things going on.  
00:22:39 --> 00:22:42: So Saint Louis is working really hard to position itself  
00:22:42 --> 00:22:44: in the 21st century to play a player,  
00:22:44 --> 00:22:45: not just for Saint Louis.  
00:22:45 --> 00:22:48: Because it's not a matter of downtown Saint Louis competing  
00:22:48 --> 00:22:49: with Saint Louis County anymore.  
00:22:49 --> 00:22:52: It's how Saint Louis can partner with Kansas City and  
00:22:52 --> 00:22:55: the regions in the states around us to really improve  
00:22:55 --> 00:22:57: everybody in every region.  
00:22:57 --> 00:23:01: And what's good for Saint Louis and friendly what's good  
00:23:01 --> 00:23:05: for everybody on this program today is that helps everybody  
00:23:05 --> 00:23:07: throughout the heartland.  
00:23:07 --> 00:23:09: John, I really took to add to that John all  
00:23:09 --> 00:23:12: I guess I really have to do is say put  
00:23:12 --> 00:23:13: in brackets for Kansas City.  
00:23:13 --> 00:23:17: Insert here around everything else that he had talked about  
00:23:17 --> 00:23:19: with regard to infrastructure.  
00:23:19 --> 00:23:22: Because there are so so uniquely tied together.  
00:23:22 --> 00:23:25: A lot of people don't notice when John's talking about  
00:23:25 --> 00:23:26: ports.  
00:23:26 --> 00:23:29: Kansas City doesn't re establish itself as a port hub.  
00:23:29 --> 00:23:32: Again without the help of Saint Louis and I was  
00:23:32 --> 00:23:35: and I was again John saying going down in Jefferson  
00:23:35 --> 00:23:36: City working together.

00:23:36 --> 00:23:41: Looking at that infrastructure Anan providing that Kansas City now

00:23:41 --> 00:23:42: provides over 200%

00:23:42 --> 00:23:45: more than what it did prior to 2015,

00:23:45 --> 00:23:49: with port Infrastructure and most of it goes into Saint

00:23:49 --> 00:23:52: Louis and then just dispersed from there.

00:23:52 --> 00:23:55: When you're looking at the others freight,

00:23:55 --> 00:23:58: Kansas City is with when you look at the freight

00:23:58 --> 00:24:02: lines going in East and West connectivity you see what's

00:24:02 --> 00:24:05: happened in the past with the port of LA and

00:24:05 --> 00:24:09: the longstanding kind of. The hold downs at La Port

00:24:09 --> 00:24:09: in New York,

00:24:09 --> 00:24:12: New Jersey. Port of Georgia Ports authority.

00:24:12 --> 00:24:16: All of those are looking inward to say we've got

00:24:16 --> 00:24:19: to get our product from overseas into the heartland much

00:24:19 --> 00:24:20: more quickly.

00:24:20 --> 00:24:24: We need to establish relationships with the inland ports and

00:24:24 --> 00:24:26: the inlands in the inland cities.

00:24:26 --> 00:24:29: What they call them. And then you look at KCI

00:24:29 --> 00:24:30: Airport,

00:24:30 --> 00:24:33: which is actually being renovating as we speak right now.

00:24:33 --> 00:24:37: You have an area I'm not trying to leave Indianapolis

00:24:37 --> 00:24:37: Alpha.

00:24:37 --> 00:24:41: When you look at. Missouri Kansas City and Saint Louis

00:24:41 --> 00:24:44: with what they're looking at from a a freight movement

00:24:44 --> 00:24:47: and people movement system activity.

00:24:47 --> 00:24:49: You see the exact same things happening.

00:24:49 --> 00:24:53: Everyone's pretty much on the same page with Kansas City.

00:24:53 --> 00:24:55: You also look at the at the streetcar.

00:24:55 --> 00:24:58: This isn't any different than what John would say as

00:24:58 --> 00:25:01: well when you're looking at the streetcar in the node.

00:25:01 --> 00:25:05: That initial spine, which wasn't considered to be something of

00:25:05 --> 00:25:07: significant value at first,

00:25:07 --> 00:25:09: has become a tremendous asset.

00:25:09 --> 00:25:11: And building out downtown Kansas City,

00:25:11 --> 00:25:13: which on on on on a measure.

00:25:13 --> 00:25:17: It's never happened before. And then now with the element

00:25:17 --> 00:25:21: of the progression of expansion of expanding down to the

00:25:21 --> 00:25:22: University of Missouri,

00:25:22 --> 00:25:26: Kansas City area as well as expanding into the riverfront,

00:25:26 --> 00:25:30: connecting people connecting nodes of opportunity,

00:25:30 --> 00:25:33: where people want to be that is where we have



00:25:33 --> 00:25:36: to continue to focus on in order to be competitive  
00:25:36 --> 00:25:37: with the coasts.  
00:25:37 --> 00:25:39: What are we going to have in the?  
00:25:39 --> 00:25:43: In our communities from an infrastructure component that actually does  
00:25:43 --> 00:25:45: bring people back to where they came from,  
00:25:45 --> 00:25:48: where they where they were born or where they went  
00:25:48 --> 00:25:49: to school.  
00:25:49 --> 00:25:52: To where they work now in Kansas City or the  
00:25:52 --> 00:25:56: areas that we're talking bout Indianapolis Saint Louis that focuses  
00:25:56 --> 00:25:59: on I still want the same type of transit connectivity  
00:25:59 --> 00:26:02: that I had in some other place that I lived  
00:26:02 --> 00:26:04: in previous to Kansas City or the areas here.  
00:26:04 --> 00:26:06: I still want that livability.  
00:26:06 --> 00:26:09: Now I have affordability. And now when you include that  
00:26:09 --> 00:26:13: with connecting transit lines and we're doing well with the  
00:26:13 --> 00:26:14: streetcar in OKC,  
00:26:14 --> 00:26:18: ACA is also doing significant progress with bus Rapid Transit  
00:26:18 --> 00:26:19: in areas that are.  
00:26:19 --> 00:26:23: Insufficient need of bringing people in areas that need economic  
00:26:23 --> 00:26:27: opportunity connecting them to jobs not just connecting them from  
00:26:27 --> 00:26:30: one excuse me from one poor place to another poor  
00:26:30 --> 00:26:34: place, but connecting them to jobs and opportunities so that  
00:26:34 --> 00:26:37: they can thrive and actually get through a job  
00:26:37 --> 00:26:40: on time and not waiting for transit getting up at  
00:26:40 --> 00:26:43: 5:00 in the morning to get ready for 8:00 o'clock  
00:26:43 --> 00:26:44: in the morning job.  
00:26:44 --> 00:26:48: How do we? How do we remove those those constraints  
00:26:48 --> 00:26:49: and so I'm really,  
00:26:49 --> 00:26:53: really excited about all this conversation that we're having.  
00:26:53 --> 00:26:55: Bolton, Indianapolis and Saint Louis.  
00:26:55 --> 00:26:58: Because there's a lot that we can glean on what  
00:26:58 --> 00:27:01: we've all experienced and what we can actually help each  
00:27:01 --> 00:27:04: other move forward in\_ And if I could just what Michael  
00:27:04 --> 00:27:07: just said the changes taking place in Saint Louis when  
00:27:07 --> 00:27:09: I was at by stating what you see with CCA  
00:27:09 --> 00:27:12: in Kansas City under Robbie Makinen is getting the community  
00:27:12 --> 00:27:16: to stop talking about public transit like it's a welfare  
00:27:16 --> 00:27:19: program and understand that it is an essential element of

00:27:19 --> 00:27:22: a successful economic development strategy which is a sea change.

00:27:22 --> 00:27:26: They've looked at it as an economic development element in

00:27:26 --> 00:27:28: New York and in the big cities in.

00:27:28 --> 00:27:30: Michael Kors for a long time in the Midwest.

00:27:30 --> 00:27:33: Unfortunately the conversation was very different,

00:27:33 --> 00:27:35: which you know, kind of always shocked me.

00:27:35 --> 00:27:39: Frankly, because if you don't have a good public transportation

00:27:39 --> 00:27:39: system,

00:27:39 --> 00:27:43: you're going to have a tremendously difficult time competing economically

00:27:43 --> 00:27:46: in our major cities and watching what the streetcar is

00:27:46 --> 00:27:49: doing in Kansas City is is really heartening to see,

00:27:49 --> 00:27:53: but it's understanding what those essential elements of a successful

00:27:53 --> 00:27:55: economic development strategy really are.

00:27:55 --> 00:27:57: The other thing you know why?

00:27:57 --> 00:27:59: Kansas City is such a natural partner,

00:27:59 --> 00:28:02: rather than such a natural adversary for Saint Louis.

00:28:02 --> 00:28:04: Not only the things that Michael talked about,

00:28:04 --> 00:28:07: but Kansas City actually has the better connections with not

00:28:07 --> 00:28:09: only Missouri's largest trading partners,

00:28:09 --> 00:28:12: but the country's largest trading partners,

00:28:12 --> 00:28:15: which are Canada and Mexico because they have the largest

00:28:15 --> 00:28:17: rail yard in the country in Kansas City with tremendous

00:28:17 --> 00:28:20: connectivity that bodes well for for things as far as

00:28:20 --> 00:28:23: Denver and for Kansas City in Saint Louis and Indianapolis

00:28:23 --> 00:28:26: and Chicago and the cities all over the Heartland Omaha,

00:28:26 --> 00:28:28: Des Moines, and you name it.

00:28:28 --> 00:28:28: So I think of it.

00:28:28 --> 00:28:30: Yeah, I know you guys are.

00:28:30 --> 00:28:32: You guys are showing up right next to me on

00:28:32 --> 00:28:33: my screen right now.

00:28:33 --> 00:28:36: I feel like we should lock arms and talk about

00:28:36 --> 00:28:36: what?

00:28:36 --> 00:28:38: How great things are together.

00:28:38 --> 00:28:41: The Better Together piece he want to take over use

00:28:41 --> 00:28:42: of transit trains.

00:28:42 --> 00:28:46: Big part of this conversation like kind of Titus back

00:28:46 --> 00:28:48: to land use a little bit.

00:28:48 --> 00:28:52: So like Saint Louis, Indianapolis passed the transit referendum in

00:28:52 --> 00:28:52: 2016.

00:28:52 --> 00:28:55: What drove that discussion for Indy?

00:28:55 --> 00:28:57: And then how has it impacted land use?

00:28:57 --> 00:29:00: So give us give us kind of the story there.

00:29:00 --> 00:29:03: Yeah, there were some astounding statistics right?

00:29:03 --> 00:29:06: Leading up to our transit studies so.

00:29:06 --> 00:29:09: We are one of the most affordable housing markets in

00:29:09 --> 00:29:13: the country right there with Kansas City and Saint Louis

00:29:13 --> 00:29:14: and a few others,

00:29:14 --> 00:29:16: but were compared to other large markets,

00:29:16 --> 00:29:20: incredibly affordable housing market. Percentage of income we get spent

00:29:20 --> 00:29:21: on transportation.

00:29:21 --> 00:29:23: We're not competitive at all.

00:29:23 --> 00:29:27: We actually spend more on transportation Indianapolis per capita than

00:29:27 --> 00:29:30: people spend who live in on either the Coast,

00:29:30 --> 00:29:32: New York or LA. Almost any other market in the

00:29:33 --> 00:29:33: country.

00:29:33 --> 00:29:37: We came out #2 most expensive transportation market and then.

00:29:37 --> 00:29:40: When Rachete at Harvard had done some work on on

00:29:40 --> 00:29:41: upper mobility,

00:29:41 --> 00:29:44: we found that Indianapolis is one of the least upwardly

00:29:44 --> 00:29:46: mobile places in the country,

00:29:46 --> 00:29:49: and it was that transportation costs that was really a

00:29:49 --> 00:29:50: differentiator.

00:29:50 --> 00:29:53: We dug in. It was the transportation costs.

00:29:53 --> 00:29:56: Here were so absorbent that they were the single costs

00:29:56 --> 00:30:00: that were keeping most households in poverty and causing people

00:30:00 --> 00:30:04: who were born into poverty in Indianapolis to never ascend

00:30:04 --> 00:30:07: the social economic ladder into actually die.

00:30:07 --> 00:30:10: In poverty and we see this show up in health

00:30:10 --> 00:30:13: outcomes and health and disparities,

00:30:13 --> 00:30:15: we see it show up in racial disparities.

00:30:15 --> 00:30:18: We see it show up in quality of life and

00:30:18 --> 00:30:21: life expectancy in all sorts of different ways,

00:30:21 --> 00:30:25: but that lack of access to work and to school

00:30:25 --> 00:30:27: was really a critical factor.

00:30:27 --> 00:30:30: So that led us to prove a referendum in 2016.

00:30:30 --> 00:30:34: It's raising roughly \$60,000,000 a year to expand the local

00:30:34 --> 00:30:37: bus network is the biggest thing that it does to

00:30:37 --> 00:30:38: provide.

00:30:38 --> 00:30:42: More frequency and longer hours but also to build three

00:30:42 --> 00:30:44: major bus rapid transit lines,

00:30:44 --> 00:30:46: two of which as of last week,

00:30:46 --> 00:30:48: have now been federally funded.

00:30:48 --> 00:30:51: One is open and one is in kind of late

00:30:51 --> 00:30:54: stages of design and about to start construction.

00:30:54 --> 00:30:58: So that's going to drop in 100 bus rapid transit

00:30:58 --> 00:30:59: stations.

00:30:59 --> 00:31:02: We're talking buses that come every 10 minutes for 20

00:31:02 --> 00:31:03: hours a day,

00:31:03 --> 00:31:06: seven days a week in dedicated lanes.

00:31:06 --> 00:31:09: So major potential for land use impact.

00:31:09 --> 00:31:12: And one of the things that we're doing in one

00:31:12 --> 00:31:15: of the links that I shared that I know Kevin

00:31:15 --> 00:31:18: will push out after the presentation is that the MPO

00:31:18 --> 00:31:20: tracks land use.

00:31:20 --> 00:31:24: Development around those bus rapid transit stations,

00:31:24 --> 00:31:26: and so when we take the 100 BRT stations,

00:31:26 --> 00:31:29: you think that's great opportunity for impact.

00:31:29 --> 00:31:32: But we're only talking about like 1%

00:31:32 --> 00:31:35: of the Indianapolis is total land area and so we

00:31:35 --> 00:31:36: get into these fights about.

00:31:36 --> 00:31:40: You might want to rethink that storage unit that you're

00:31:40 --> 00:31:42: putting right at the BRT intersection.

00:31:42 --> 00:31:45: Or you might not want to put gas station right

00:31:45 --> 00:31:46: there.

00:31:46 --> 00:31:49: Real challenge. Every single square foot of Indianapolis?

00:31:49 --> 00:31:53: Our zoning code. Puts at risk of not being walkable.

00:31:53 --> 00:31:57: Mixed use density, and so that's been a process for

00:31:57 --> 00:31:58: us to go through.

00:31:58 --> 00:32:01: I saw in the Q&A there is a question about

00:32:01 --> 00:32:03: looking at zoning codes.

00:32:03 --> 00:32:07: Were working with a group led by Gould Evans on

00:32:07 --> 00:32:08: my friend Abby.

00:32:08 --> 00:32:10: On the on the call there great.

00:32:10 --> 00:32:13: They've been very, very helpful in this.

00:32:13 --> 00:32:15: Urban Three is on that team too,

00:32:15 --> 00:32:19: but there there helping lead a process to redesign our

00:32:19 --> 00:32:21: zoning code around.

00:32:19 --> 00:32:21: The BRT lines. Some of the takeaways there that I

00:32:21 --> 00:32:24: think are worth sharing.

00:32:25 --> 00:32:26:

00:32:26 --> 00:32:30: Focus on what is allowed and make it easier.  
00:32:30 --> 00:32:32: Make the table easier to read.  
00:32:32 --> 00:32:36: Make the allowable uses. Make sure that they are in  
00:32:36 --> 00:32:40: conformance with the teody plans or the small area plans  
00:32:40 --> 00:32:41: that you have.  
00:32:41 --> 00:32:44: Because once you establish what the codes are,  
00:32:44 --> 00:32:46: the goal is to do less.  
00:32:46 --> 00:32:48: Variance is not the problem.  
00:32:48 --> 00:32:52: We have kind of three major problems here.  
00:32:52 --> 00:32:55: Bad stuff is allowed absolutely everywhere in the code.  
00:32:55 --> 00:32:58: Good stuff is very, very difficult to get built without  
00:32:58 --> 00:32:59: a variance,  
00:32:59 --> 00:33:00: and so it's scaring away,  
00:33:00 --> 00:33:05: even well. Capitalized and sophisticated developers because  
the variance process  
00:33:05 --> 00:33:08: could take them a year and lead to a lot  
00:33:08 --> 00:33:09: of public opposition.  
00:33:09 --> 00:33:12: So the codes and the plan being not an alignment  
00:33:12 --> 00:33:13: is costly,  
00:33:13 --> 00:33:16: and then nobody knows about these issues unless you're  
actually  
00:33:16 --> 00:33:18: trying to get the work done.  
00:33:18 --> 00:33:21: So the goal should be to not have variances for  
00:33:21 --> 00:33:23: the good stuff and require variances.  
00:33:23 --> 00:33:24: For the for the bad stuff,  
00:33:24 --> 00:33:26: it's been a real challenge for us.  
00:33:26 --> 00:33:28: So I want to jump into the Q&A.  
00:33:28 --> 00:33:30: I feel like we could go on with this just  
00:33:30 --> 00:33:32: this conversation with you 3 for quite awhile,  
00:33:32 --> 00:33:35: so a reminder to everybody that's watching the QA function  
00:33:35 --> 00:33:37: at the bottom is live answer.  
00:33:37 --> 00:33:38: Or get your question in there.  
00:33:38 --> 00:33:41: There's also a crowd voting function that's available so you  
00:33:41 --> 00:33:43: can kind of if you don't have a question,  
00:33:43 --> 00:33:45: please take a look at him and built the ones  
00:33:45 --> 00:33:48: that you think are the most relevant for this group  
00:33:48 --> 00:33:50: to answer and address for the crew that we have  
00:33:50 --> 00:33:54: today. So I want to start off with a question  
00:33:54 --> 00:33:54: here.  
00:33:54 --> 00:33:58: How is each community dealing with making sure low density  
00:33:58 --> 00:34:01: new development can pay its fair share for needed hard  
00:34:01 --> 00:34:05: and soft infrastructure compared to more compact Urban  
Development and

00:34:05 --> 00:34:09: redevelopment that sometimes is built on existing infrastructure,  
00:34:09 --> 00:34:11: returning an ROI to municipalities sooner?  
00:34:15 --> 00:34:18: I'll jump in we're not this is this is a  
00:34:18 --> 00:34:21: real challenge is that and I know you guys had  
00:34:21 --> 00:34:26: a great discussion about downtown development subsidizing other areas where  
00:34:26 --> 00:34:31: we have been very successful doing is establishing TIF districts,  
00:34:31 --> 00:34:35: tax increment finance districts around most of our urban centers  
00:34:35 --> 00:34:39: so that they can capture some funds and reinvest them  
00:34:39 --> 00:34:40: in into their own area.  
00:34:40 --> 00:34:43: That's been a really useful tool for.  
00:34:43 --> 00:34:45: String of mayors for Indianapolis.  
00:34:45 --> 00:34:49: Some of the suburban mayors have utilized bond banks and  
00:34:49 --> 00:34:53: development commissions to invest in Carmel's case,  
00:34:53 --> 00:34:58: like hundreds of millions of dollars into building walkable downtown  
00:34:58 --> 00:34:59: development.  
00:34:59 --> 00:35:02: The low density stuff does not pay for itself.  
00:35:02 --> 00:35:05: This is a little bit exacerbated in Indianapolis.  
00:35:05 --> 00:35:10: We have we have a tax structure that actually exacerbates  
00:35:10 --> 00:35:10: this,  
00:35:10 --> 00:35:13: so we few years ago constitutionally capped.  
00:35:13 --> 00:35:15: Property tax at 1% for homeowners,  
00:35:15 --> 00:35:17: 2% for renters and 3%  
00:35:17 --> 00:35:20: for commercial property so that basically pulled the rug out  
00:35:20 --> 00:35:23: from underneath a lot of municipal services.  
00:35:23 --> 00:35:26: So somebody I saw earlier mentioned that Kansas City is  
00:35:26 --> 00:35:30: a 2 billion dollar budget with half a million people.  
00:35:30 --> 00:35:33: Indianapolis has a million people and has about a 1  
00:35:33 --> 00:35:34: billion dollar budget,  
00:35:34 --> 00:35:37: right? So it's we're very low tax state.  
00:35:37 --> 00:35:40: It's caused municipalities be more and more reliant on  
00:35:41 --> 00:35:43: tax and so the impact on housing has been a  
00:35:43 --> 00:35:44: race to the top.  
00:35:44 --> 00:35:47: It's been how many 300 and 400 and \$500,000 suburban  
00:35:48 --> 00:35:51: track homes can be built because they're going to pay  
00:35:51 --> 00:35:53: not only High Sheriff property tax,  
00:35:53 --> 00:35:56: it's worth the loss on the property tax.  
00:35:56 --> 00:35:58: Maybe to make up for it and income tax,

00:35:58 --> 00:36:01: and so that's been a real challenge.  
00:36:01 --> 00:36:04: The wrong ones.  
00:36:04 --> 00:36:05: Johnny away on that one.  
00:36:05 --> 00:36:07: Yeah, I know if this is a subject to be  
00:36:07 --> 00:36:08: honest with you,  
00:36:08 --> 00:36:11: we could probably spend 3 hours on and every community  
00:36:11 --> 00:36:12: could talk about it.  
00:36:12 --> 00:36:15: You know, in Saint Louis where we've been looking at  
00:36:15 --> 00:36:16: over the last two generations,  
00:36:16 --> 00:36:19: is that the population has been spreading out,  
00:36:19 --> 00:36:21: but it hasn't been growing as much.  
00:36:21 --> 00:36:22: This is part of, you know,  
00:36:22 --> 00:36:25: this is another one of the considerations that's driving the  
00:36:25 --> 00:36:28: entire talk about what is the structure of the region,  
00:36:28 --> 00:36:30: you know and how is it coming together.  
00:36:30 --> 00:36:34: Developments are financed in a variety of different ways  
depending  
00:36:34 --> 00:36:35: on what type of development.  
00:36:35 --> 00:36:37: It is and where it is.  
00:36:37 --> 00:36:40: But looking at what are the true infrastructure costs of  
00:36:40 --> 00:36:43: the land use decisions is a key conversation in Saint  
00:36:43 --> 00:36:44: Louis.  
00:36:44 --> 00:36:47: You know Saint Louis? You know we talked about it.  
00:36:47 --> 00:36:49: It's 3 million people. But if you also look at  
00:36:49 --> 00:36:51: the density of it,  
00:36:51 --> 00:36:53: particularly in the Western suburbs,  
00:36:53 --> 00:36:55: and some of the adjoining counties,  
00:36:55 --> 00:36:57: it has been a primary topic.  
00:36:57 --> 00:37:00: We're spreading out, but we're not growing that attaches the  
00:37:00 --> 00:37:02: infrastructure costs.  
00:37:02 --> 00:37:04: There are different ways to develop things,  
00:37:04 --> 00:37:06: so I don't want. And so I don't want to  
00:37:06 --> 00:37:10: try to in three minutes over simplify the financial structure  
00:37:10 --> 00:37:10: Saint Louis,  
00:37:10 --> 00:37:13: because it could take an hour to explaining it,  
00:37:13 --> 00:37:15: and whether it's equitable or inequitable.  
00:37:15 --> 00:37:19: But then, but there's no question about how the demands  
00:37:19 --> 00:37:23: on the infrastructure have had to stretch further than ever  
00:37:23 --> 00:37:23: before.  
00:37:23 --> 00:37:26: Well Kevin, you know this very well and people from  
00:37:26 --> 00:37:29: Kansas City notice very well we've been.  
00:37:29 --> 00:37:32: We've acquired Kansas City as a whole and acquired

property  
00:37:32 --> 00:37:34: and is continuously grown.  
00:37:34 --> 00:37:37: We also are. We also have a state line with  
00:37:37 --> 00:37:38: the state of Kansas,  
00:37:38 --> 00:37:42: and that's continuously grown. I think everyone has been trying  
00:37:42 --> 00:37:44: to say who's going to grow the fastest,  
00:37:44 --> 00:37:48: the Northland in Kansas City has grown significantly in on  
00:37:48 --> 00:37:49: the Missouri side.  
00:37:49 --> 00:37:52: You have Southwest of Kansas or Kansas City in Overland  
00:37:52 --> 00:37:53: Park,  
00:37:53 --> 00:37:56: and places likely would. Those suburbs have grown significantly?  
00:37:56 --> 00:37:58: But again, it's just this.  
00:37:58 --> 00:38:02: John stated it's the same people that are moving around.  
00:38:02 --> 00:38:05: We haven't significantly grown. We also have a mindset.  
00:38:05 --> 00:38:09: Sometimes we're just afraid to look up when we're talking  
00:38:09 --> 00:38:13: about dense development instead of just looking more horizontally,  
00:38:13 --> 00:38:16: which is not doing what it should be for the  
00:38:16 --> 00:38:16: return.  
00:38:16 --> 00:38:19: Also, one of the things that we need to look  
00:38:19 --> 00:38:22: at is what is the exact return and invention investment  
00:38:22 --> 00:38:25: of infrastructure need to look like for the city so  
00:38:25 --> 00:38:28: that people have an understanding.  
00:38:28 --> 00:38:30: Of what those costs are and why they have to  
00:38:30 --> 00:38:31: make the decisions.  
00:38:31 --> 00:38:33: If there is a bad development,  
00:38:33 --> 00:38:36: the city needs to say no to that development.  
00:38:36 --> 00:38:37: If there's a good development,  
00:38:37 --> 00:38:39: what do we need to make sure?  
00:38:39 --> 00:38:42: And those developments need to be attached to jobs?  
00:38:42 --> 00:38:44: We're doing a lot. We need more jobs in Kansas  
00:38:44 --> 00:38:45: City.  
00:38:45 --> 00:38:47: This make no bones about it to to with stand  
00:38:47 --> 00:38:50: the the multifamily housing that we continuously build,  
00:38:50 --> 00:38:52: which is great for us.  
00:38:52 --> 00:38:55: We have a great product from developers that are building  
00:38:55 --> 00:38:56: a lot of multi family.  
00:38:56 --> 00:38:58: We need more office space.  
00:38:58 --> 00:39:01: We need more jobs in those office spaces.  
00:39:01 --> 00:39:04: But you also have a connector here where we're also  
00:39:04 --> 00:39:07: trying to focus on what is the right investment look



00:39:07 --> 00:39:10: like for Kansas City or downtown Kansas City for the  
00:39:10 --> 00:39:12: Northland, for eastern Jackson County,  
00:39:12 --> 00:39:15: which would go further East of Kansas City for South  
00:39:15 --> 00:39:18: Johnson County for Johnson County for Overland Park,  
00:39:18 --> 00:39:21: Kansas City, KS. You start to get these while these  
00:39:21 --> 00:39:24: are all different municipal governments at the end of the  
00:39:24 --> 00:39:28: day we're all using these this infrastructure in the same  
00:39:28 --> 00:39:31: way I'm traveling through all of these different parcels of  
00:39:31 --> 00:39:32: communities.  
00:39:32 --> 00:39:34: The other component to that is,  
00:39:34 --> 00:39:35: what does it look like?  
00:39:35 --> 00:39:38: What does the cities need with regard to an ROI?  
00:39:38 --> 00:39:42: People can take it. Your constituencies can take the  
understanding  
00:39:42 --> 00:39:44: of what does it mean for you to actually be  
00:39:44 --> 00:39:45: able to build out.  
00:39:45 --> 00:39:46: What is the true cost?  
00:39:46 --> 00:39:48: What does it mean to the taxpayer?  
00:39:48 --> 00:39:50: Also, what does it mean?  
00:39:50 --> 00:39:51: What do you get in return?  
00:39:51 --> 00:39:53: What do you need in return?  
00:39:53 --> 00:39:56: How is that prioritized? I think that's what true public  
00:39:56 --> 00:39:59: private partnerships need to be in the future is very  
00:39:59 --> 00:40:00: transparent on both sides.  
00:40:00 --> 00:40:02: What do you need from each other?  
00:40:02 --> 00:40:07: In order to actually grow an efficient and effective manner.  
00:40:07 --> 00:40:09: You are you touched on multifamily housing,  
00:40:09 --> 00:40:10: so I want to go back.  
00:40:10 --> 00:40:12: In the Q&A, I want to go back to the  
00:40:13 --> 00:40:14: housing issue little bit.  
00:40:14 --> 00:40:16: Sean in your real estate study.  
00:40:16 --> 00:40:20: What was the preference of owner versus rental housing  
options  
00:40:20 --> 00:40:24: and is there a disconnect between new construction in  
downtown  
00:40:24 --> 00:40:27: and the preference between owner and rental units?  
00:40:27 --> 00:40:31: Um? Downtown, let me put that one aside for a  
00:40:31 --> 00:40:31: second,  
00:40:31 --> 00:40:34: 'cause it's a completely different submarket,  
00:40:34 --> 00:40:35: right so?  
00:40:35 --> 00:40:39: About 60% of people who rent in our market said  
00:40:39 --> 00:40:41: they wanted to own a home.  
00:40:41 --> 00:40:43: By and large, they tended to be younger,

00:40:43 --> 00:40:47: unmarried, living in an urban environment and low income.  
00:40:47 --> 00:40:49: The higher income you were,  
00:40:49 --> 00:40:52: the less you wanted to switch what you were doing.  
00:40:52 --> 00:40:55: So people over \$100,000 who were renters,  
00:40:55 --> 00:40:57: 90% of 1 stay renters.  
00:40:57 --> 00:41:01: That's mainly been the market for downtown Indianapolis.  
00:41:01 --> 00:41:03: We've been building luxury condos.  
00:41:03 --> 00:41:05: There's not a lot the market rate.  
00:41:05 --> 00:41:09: If you're downtown, Indy is pretty expensive.  
00:41:09 --> 00:41:13: So it stands apart from the whole rest of our  
00:41:13 --> 00:41:16: market like most thriving downtowns do.  
00:41:16 --> 00:41:20: And I think that the market is not being missed  
00:41:20 --> 00:41:23: downtown from a rent to own standpoint.  
00:41:23 --> 00:41:27: You could argue there's a massive market for people that  
00:41:27 --> 00:41:29: want to live closer to work.  
00:41:29 --> 00:41:32: Downtown is our largest job cluster.  
00:41:32 --> 00:41:36: It's definitely losing share to the suburban areas.  
00:41:36 --> 00:41:39: And so that's that's a challenge,  
00:41:39 --> 00:41:43: but. It's our largest single and employment sector is that  
00:41:43 --> 00:41:47: is the downtown hospitality sector and so I think there's  
00:41:47 --> 00:41:50: a huge market for people to be housed close to  
00:41:50 --> 00:41:54: those jobs. But economically, it's been very tough to build  
00:41:54 --> 00:41:58: a lot of density at more affordable price points downtown,  
00:41:58 --> 00:42:00: so there's there is a disconnect there,  
00:42:00 --> 00:42:04: but I think it's between rental versus versus owner,  
00:42:04 --> 00:42:07: but it's not really concentrated downtown,  
00:42:07 --> 00:42:09: it's more in the housing stock,  
00:42:09 --> 00:42:11: you know. Another point to add to what Sean is  
00:42:12 --> 00:42:12: saying,  
00:42:12 --> 00:42:13: which I think is important.  
00:42:13 --> 00:42:16: We don't yet know when we probably won't know for  
00:42:16 --> 00:42:18: a few years what the total effect of the 2017  
00:42:18 --> 00:42:21: federal tax law changes are going to have on this.  
00:42:21 --> 00:42:24: There were substantial changes to mortgage interest  
deductions and all  
00:42:24 --> 00:42:25: kinds of things,  
00:42:25 --> 00:42:27: and you hear a lot of talk now about how  
00:42:27 --> 00:42:29: much of a benefit is there to own a home  
00:42:29 --> 00:42:30: out right?  
00:42:30 --> 00:42:32: If you got if you run into the mortgage interest  
00:42:33 --> 00:42:33: deduction,  
00:42:33 --> 00:42:36: is that going to affect what the market is?

00:42:36 --> 00:42:39: I'm old enough to remember when they did the tax  
00:42:39 --> 00:42:40: overhaul in 1986.  
00:42:40 --> 00:42:43: It wasn't until about 1991 or 1992 that you really  
00:42:43 --> 00:42:45: saw the effect on the real estate market when a  
00:42:46 --> 00:42:49: lot of the commercial people went into bankruptcy as a  
00:42:49 --> 00:42:50: result of the 86 tax change.  
00:42:50 --> 00:42:54: Now it's interesting that even in this pandemic and some  
00:42:54 --> 00:42:57: other things going on with the economy.  
00:42:57 --> 00:42:59: Some of the companies that are doing the best.  
00:42:59 --> 00:43:02: Are the companies that are that are massively buying up  
00:43:02 --> 00:43:05: single family homes in order to rent him out and  
00:43:05 --> 00:43:08: buying up condominiums to rent him out on a true  
00:43:08 --> 00:43:11: corporate basis? So we're going to see all of this  
00:43:11 --> 00:43:14: shake out over the next few years as a result  
00:43:14 --> 00:43:16: of those two set 1017 tax changes.  
00:43:16 --> 00:43:19: And that's really going to be interesting to watch.  
00:43:19 --> 00:43:21: The effect this has on the market.  
00:43:21 --> 00:43:23: That's right in interesting point for sure.  
00:43:23 --> 00:43:27: Hey Michael, I want to be respectful of the audience  
00:43:27 --> 00:43:27: is time.  
00:43:27 --> 00:43:30: We said we're going to do 45 minutes.  
00:43:30 --> 00:43:32: So that's a wrap on this week's conversation,  
00:43:32 --> 00:43:34: but I do hate stick around.  
00:43:34 --> 00:43:36: We're going to follow up with some Q&A with these  
00:43:37 --> 00:43:37: guys afterwards.  
00:43:37 --> 00:43:40: We've got a couple more questions that we absolutely want  
00:43:40 --> 00:43:41: to get to,  
00:43:41 --> 00:43:43: but let me do some quick housekeeping items.  
00:43:43 --> 00:43:46: Don't forget, these conversations are all recorded.  
00:43:46 --> 00:43:48: You can go to [kansascity.uli.org](http://kansascity.uli.org),  
00:43:48 --> 00:43:51: which I've been assured is the right way this week.  
00:43:51 --> 00:43:53: Share it with your Contacts to see this,  
00:43:53 --> 00:43:55: and then be on the lookout for an email.  
00:43:55 --> 00:43:58: I think Sean references will be sending an email out  
00:43:58 --> 00:44:01: to folks who registered for this week show.  
00:44:01 --> 00:44:04: And more information on today's topics that link to the  
00:44:04 --> 00:44:05: view this web and R,  
00:44:05 --> 00:44:09: you know additional resources that everybody shared with  
00:44:09 --> 00:44:12: us.  
00:44:09 --> 00:44:12: These are. It's a great list from the other regions  
00:44:12 --> 00:44:12: this week,  
00:44:12 --> 00:44:15: so take a look at it and then a quick

00:44:15 --> 00:44:16: reminder to everybody.

00:44:16 --> 00:44:19: Join us for Coffee Connect tomorrow at 8:30 there Zoom

00:44:19 --> 00:44:20: info on the website,

00:44:20 --> 00:44:24: open some members. Non members really an opportunity to connect

00:44:24 --> 00:44:27: with the rest of the community so please join us

00:44:27 --> 00:44:30: there from 8:30 to 9:30 tomorrow morning and remember next

00:44:30 --> 00:44:33: week we're going into a new series.

00:44:33 --> 00:44:35: And we're going to be in a new four week

00:44:35 --> 00:44:35: segment.

00:44:35 --> 00:44:37: So come back, join us over your lunch hour,

00:44:37 --> 00:44:39: share your lunch with us,

00:44:39 --> 00:44:42: and we're going to dive into an extremely important and

00:44:42 --> 00:44:44: timely conversation around equitable development.

00:44:44 --> 00:44:47: We talk about the history and the impacts and the

00:44:47 --> 00:44:48: issues of racism,

00:44:48 --> 00:44:50: white privilege, and how has driven a lot of the

00:44:50 --> 00:44:53: housing developments and a lot of the development patterns that

00:44:53 --> 00:44:54: we've seen.

00:44:54 --> 00:44:57: We're going to talk about the effects that incentives have

00:44:57 --> 00:44:57: had,

00:44:57 --> 00:45:00: the role of incentives in that conversation,

00:45:00 --> 00:45:02: and the effects of policy and regulations over the.

00:45:02 --> 00:45:05: The next three weeks, and then we're going to regional

00:45:05 --> 00:45:07: conversation about those topics as well.

00:45:07 --> 00:45:09: So we hope you come back and join us for

00:45:09 --> 00:45:09: those.

00:45:09 --> 00:45:12: By the way, those conversations are open up to all

00:45:12 --> 00:45:13: of our regional participants as well.

00:45:13 --> 00:45:15: So if any of you want to join us for

00:45:15 --> 00:45:16: those conversations,

00:45:16 --> 00:45:19: please do so and thanks you guys for joining us.

00:45:19 --> 00:45:21: Let's stick around and get to a few more of

00:45:21 --> 00:45:21: these questions.

00:45:21 --> 00:45:24: Next was pretty cool. Sean already touched on this when

00:45:24 --> 00:45:26: we got someone from Oklahoma City on this week,

00:45:26 --> 00:45:28: but they've talked. They asked the question,

00:45:28 --> 00:45:32: you know, Oakland City being relatively same sizes these markets.

00:45:32 --> 00:45:34: The question is have any of your cities under gone?

00:45:34 --> 00:45:36: Recent code update, and if so,

00:45:36 --> 00:45:40: can you share lessons learned and tips you have for  
00:45:40 --> 00:45:41: us move forward?  
00:45:44 --> 00:45:48: Yeah man, that's been that's been challenging so we got  
00:45:49 --> 00:45:53: a challenge grant back in 2009 or 2010 to revisit  
00:45:53 --> 00:45:57: the zoning code for the first time since 1960.  
00:45:57 --> 00:46:01: And it was back when the Obama administration was doing  
00:46:01 --> 00:46:04: the Partnership for Sustainability.  
00:46:04 --> 00:46:08: So as EPA, HUD, and DEOTI altogether.  
00:46:08 --> 00:46:11: And that was, that was a good turning point.  
00:46:11 --> 00:46:15: We did process. All the free zone where we restructured  
00:46:15 --> 00:46:16: the zoning code.  
00:46:16 --> 00:46:19: That was a good place to start.  
00:46:19 --> 00:46:21: It made it a little easier to follow.  
00:46:21 --> 00:46:24: I think. I think that if you if you have  
00:46:24 --> 00:46:27: a code that's really old and really not doing good  
00:46:27 --> 00:46:31: job getting it organized is probably a place to start.  
00:46:31 --> 00:46:34: We got really aggressive with like green factors and trying  
00:46:34 --> 00:46:38: to build sustainability into it in ways that have been  
00:46:38 --> 00:46:41: really hard to utilize since that new effect I I  
00:46:41 --> 00:46:44: would recommend Baby stepping it a little bit.  
00:46:44 --> 00:46:49: The most important thing is getting form getting intensity  
00:46:49 --> 00:46:53: right.  
00:46:53 --> 00:46:57: Really focus on on those pieces making sure that the  
00:46:57 --> 00:47:00: local plans we we didn't talk much about regional centers  
00:47:00 --> 00:47:03: and and the importance of dense areas,  
00:47:03 --> 00:47:04: but I heard echoed a couple of times in earlier  
00:47:04 --> 00:47:07: conversations.  
00:47:07 --> 00:47:10: Same thing that we're hearing in India,  
00:47:10 --> 00:47:11: which is like 4% of our land area accounts for  
00:47:11 --> 00:47:13: 40%  
00:47:13 --> 00:47:15: of our gross regional product,  
00:47:15 --> 00:47:18: right? These walkable, dense urban?  
00:47:18 --> 00:47:20: Centers are critical to our strength fiscally.  
00:47:20 --> 00:47:22: Our strength is a job center,  
00:47:22 --> 00:47:25: so make sure zoning is right there.  
00:47:25 --> 00:47:26: Make sure your code supports those places and allows them  
00:47:26 --> 00:47:29: to expand,  
00:47:29 --> 00:47:32: and you know you're not talking about everywhere.  
00:47:32 --> 00:47:34: You don't have to somebody else in here had asked  
00:47:34 --> 00:47:36: what's the magic number for density.  
00:47:36 --> 00:47:39: There is no magic number for density,  
00:47:39 --> 00:47:39: right? It's a balance across the whole area and that's

00:47:39 --> 00:47:42: we did an urban three map for Indianapolis,  
00:47:42 --> 00:47:44: and I stared at it for a long time.  
00:47:44 --> 00:47:47: The stuff that's four or six units per acre will  
00:47:47 --> 00:47:49: never pay for itself.  
00:47:49 --> 00:47:52: Made up for by places that are 60 to 100  
00:47:52 --> 00:47:52: units.  
00:47:52 --> 00:47:55: Break right so it's really a balancing act.  
00:47:55 --> 00:47:58: We are way out of all three of our communities  
00:47:58 --> 00:48:01: are way out of balance and probably need some re  
00:48:01 --> 00:48:02: balancing there.  
00:48:02 --> 00:48:06: I would focus. 1st and then the the other stuff.  
00:48:06 --> 00:48:10: Let the subdivision ordinance let the variance is kind of  
00:48:10 --> 00:48:11: guide what you do.  
00:48:14 --> 00:48:17: Alright, anybody else want to weigh in on code changes  
00:48:17 --> 00:48:19: before we go to the next question?  
00:48:19 --> 00:48:23: Nope, alright cool. So the mayor of Independence,  
00:48:23 --> 00:48:26: Mo has weighed in with the question this week.  
00:48:26 --> 00:48:30: So independence Mo did a new comprehensive development  
plan.  
00:48:30 --> 00:48:33: It was a year of internal technical work at your  
00:48:33 --> 00:48:36: community outreach led by a citizen committee,  
00:48:36 --> 00:48:39: an outside consultant delivered a great result.  
00:48:39 --> 00:48:41: This is not a question.  
00:48:41 --> 00:48:42: This is more of a comment.  
00:48:42 --> 00:48:44: We also periodic question.  
00:48:47 --> 00:48:50: It's not a question, but mayor where if you're still  
00:48:51 --> 00:48:51: on,  
00:48:51 --> 00:48:52: I hope you're doing well.  
00:48:52 --> 00:48:56: I will speak independence. They've done a lot of studying  
00:48:56 --> 00:48:59: of really trying to understand where where they are moving  
00:48:59 --> 00:49:01: forward in the future,  
00:49:01 --> 00:49:04: and I commend her leadership as well as her team  
00:49:04 --> 00:49:04: there,  
00:49:04 --> 00:49:07: led by the city manager and Assistant City manager and  
00:49:07 --> 00:49:10: their team on really trying to find out what is  
00:49:10 --> 00:49:13: and is not going to work for them in the  
00:49:13 --> 00:49:15: future. So I really.  
00:49:15 --> 00:49:17: Saint Mayor Wear for her leadership.  
00:49:17 --> 00:49:20: I really just under lifting up that Bale and saying  
00:49:20 --> 00:49:20: OK,  
00:49:20 --> 00:49:22: what do we have to deal with and how we're  
00:49:22 --> 00:49:24: going to deal with it?

00:49:24 --> 00:49:26: And the mayor did a good job of identifying.

00:49:26 --> 00:49:27: You know what needs to be done.

00:49:27 --> 00:49:30: When I was mayor, I overhauled Arizona code in the

00:49:30 --> 00:49:33: comprehensive plan and her elements of get the right text,

00:49:33 --> 00:49:35: technical people and for goodness sakes,

00:49:35 --> 00:49:38: get your community involved. She looks like they spent a

00:49:38 --> 00:49:38: year doing it.

00:49:38 --> 00:49:40: She's to be commended for that.

00:49:40 --> 00:49:42: That's how you make it successful.

00:49:42 --> 00:49:44: Engaging your citizens in and get them vested in the

00:49:44 --> 00:49:46: future of the community.

00:49:46 --> 00:49:48: So when we were doing some of the prep work

00:49:48 --> 00:49:48: for this,

00:49:48 --> 00:49:51: there was a theme that came up between Saint Louis

00:49:51 --> 00:49:53: and Indianapolis that was pretty interesting.

00:49:53 --> 00:49:56: There's some restructuring conversations going on.

00:49:56 --> 00:49:58: In Saint Louis, general to how we how Saint Louis

00:49:58 --> 00:50:01: can address some of these issues and then Sean you

00:50:01 --> 00:50:02: talked about you.

00:50:02 --> 00:50:03: Some of the consolidation work.

00:50:03 --> 00:50:04: Can you guys talk about,

00:50:04 --> 00:50:07: you know as it relates to kind of mayor?

00:50:07 --> 00:50:10: We're just said, how are the communities looking at

00:50:10 --> 00:50:12: restructuring

00:50:12 --> 00:50:14: how you looking at tackling these issues?

00:50:14 --> 00:50:17: Engaging community? Some of those types of things.

00:50:17 --> 00:50:19: So, John, you want to start off a little bit?

00:50:19 --> 00:50:20: You talked a little bit about what was going on

00:50:20 --> 00:50:22: in Saint Louis.

00:50:22 --> 00:50:24: Yeah, it's been a very robust conversation,

00:50:24 --> 00:50:27: but particularly over the last few years,

00:50:27 --> 00:50:30: but reorganizing the region has been a topic.

00:50:30 --> 00:50:32: For almost 150 years, the city of Saint Louis left

00:50:32 --> 00:50:33: Saint Louis County in what is known as the Great

00:50:33 --> 00:50:35: Divorce.

00:50:35 --> 00:50:39: In the 1870s and over the last 100 years.

00:50:39 --> 00:50:41: At least, there have been multiple efforts about putting it

00:50:41 --> 00:50:44: back together and let the region taught more.

00:50:44 --> 00:50:48: Is 1 region one of the things that happens in

00:50:48 --> 00:50:50: Saint Louis that they solved with the Indianapolis Unigov

00:50:50 --> 00:50:53: situation?

00:50:50 --> 00:50:50: Is that with all of the jurisdictions,

00:50:50 --> 00:50:53: it has become difficult. It's not become difficult.

00:50:53 --> 00:50:56: It's kind of always been difficult for the region to  
00:50:56 --> 00:50:58: really speak with one voice.  
00:50:58 --> 00:51:00: On key matters and the way it plays out in  
00:51:00 --> 00:51:01: the press.  
00:51:01 --> 00:51:03: Not that you know somebody can't do it or somebody  
00:51:03 --> 00:51:05: doesn't have good ideas.  
00:51:05 --> 00:51:07: But what happens in the public is you talked to  
00:51:07 --> 00:51:09: one elected official in one jurisdiction,  
00:51:09 --> 00:51:11: another one every time there's an issue.  
00:51:11 --> 00:51:14: People sitting at home on TV look at 5 different  
00:51:14 --> 00:51:16: elected officials about what the answer is,  
00:51:16 --> 00:51:19: and it makes it very difficult to get a consensus  
00:51:19 --> 00:51:19: going forward.  
00:51:19 --> 00:51:22: On top of that, it's hard to execute a true  
00:51:22 --> 00:51:23: regional plan when you got,  
00:51:23 --> 00:51:24: you know. Like I said,  
00:51:24 --> 00:51:26: we have 91 cities in Saint Louis County.  
00:51:26 --> 00:51:29: I was mayor or one of the larger ones.  
00:51:29 --> 00:51:32: Frankly, in Chesterfield, in West Saint Louis County.  
00:51:32 --> 00:51:35: But just look at some of the challenges that we  
00:51:35 --> 00:51:35: have.  
00:51:35 --> 00:51:38: If you bring a development near Lambert Field or you  
00:51:38 --> 00:51:40: try to get people to invest in Lambert Field,  
00:51:40 --> 00:51:42: which they should be doing.  
00:51:42 --> 00:51:43: And it does go on,  
00:51:43 --> 00:51:45: you look at it and you've got 23 cities within  
00:51:45 --> 00:51:47: 3 miles of Lambert Field.  
00:51:47 --> 00:51:49: And sometimes when you bring in a development,  
00:51:49 --> 00:51:52: you're talking about dozens of acres or 100 acres.  
00:51:52 --> 00:51:55: You're talking about being in front of multiple boards of  
00:51:55 --> 00:51:55: Alderman,  
00:51:55 --> 00:51:56: so on top of that,  
00:51:56 --> 00:52:00: what is the best way that all that that fractured  
00:52:00 --> 00:52:03: structure can also lead to results that really nobody likes?  
00:52:03 --> 00:52:06: Where is the development? Why is it going in different  
00:52:06 --> 00:52:07: places?  
00:52:07 --> 00:52:09: Why are some communities left behind?  
00:52:09 --> 00:52:12: You know some communities that ought to be doing better  
00:52:12 --> 00:52:13: and deserved do better.  
00:52:13 --> 00:52:15: You need to be brought onboard into more of a  
00:52:15 --> 00:52:19: regional conversation so it ultimately came up with a  
proposal



00:52:19 --> 00:52:22: that was proposed to put on a statewide Missouri ballot  
00:52:22 --> 00:52:25: to reorganize Saint Louis in a lot of communities across  
00:52:25 --> 00:52:25: the state,  
00:52:25 --> 00:52:28: looked at it, and they weren't even in favor of  
00:52:28 --> 00:52:30: having a statewide ballot outside of Saint Louis.  
00:52:30 --> 00:52:34: They weren't in favor of having statewide ballot 'cause how  
00:52:34 --> 00:52:34: they?  
00:52:34 --> 00:52:37: Technical communities. But what you have to look at in  
00:52:37 --> 00:52:40: the 21st century is what is your decision making structure?  
00:52:40 --> 00:52:42: How do you make decisions?  
00:52:42 --> 00:52:44: How fast can you make decisions in order to compete  
00:52:44 --> 00:52:47: with other people you know around the country,  
00:52:47 --> 00:52:49: the structure of the city's name Luis came up with.  
00:52:49 --> 00:52:51: You know, over 100 years ago,  
00:52:51 --> 00:52:53: the power is very dispersed.  
00:52:53 --> 00:52:55: There's no really one person you could go to make  
00:52:55 --> 00:52:57: a decision on behalf of the city,  
00:52:57 --> 00:53:00: which is a little different than than Saint Louis County.  
00:53:00 --> 00:53:03: And so when you're competing with other cities and you  
00:53:03 --> 00:53:06: need to get things done more quickly with people,  
00:53:06 --> 00:53:08: always say is it takes a long time to get  
00:53:08 --> 00:53:11: consensus and to make a decision in Saint Louis.  
00:53:11 --> 00:53:13: And if we're going to really thrive in the 21st  
00:53:13 --> 00:53:13: century,  
00:53:13 --> 00:53:16: we have to speed up how the data is compiled,  
00:53:16 --> 00:53:17: how the decisions are made,  
00:53:17 --> 00:53:20: and how quickly we can execute opportunities.  
00:53:20 --> 00:53:22: So Sean Unigov, I mean,  
00:53:22 --> 00:53:25: seems to be a compare contrast moment a little bit.  
00:53:25 --> 00:53:27: Yeah, yeah, so you know,  
00:53:27 --> 00:53:30: I. I mean, Indianapolis was way ahead when they did  
00:53:30 --> 00:53:31: this back in 1970.  
00:53:31 --> 00:53:36: They consolidated essentially the entire region into one  
00:53:36 --> 00:53:39: municipality,  
00:53:39 --> 00:53:41: saved a bundle compared to like what Saint Louis is  
00:53:41 --> 00:53:45: looking at with 80 jurisdictions,  
00:53:45 --> 00:53:47: and multiply that by police and fire and courts and  
00:53:47 --> 00:53:50: and public works and everything like that.  
00:53:47 --> 00:53:50: A lot of that has been streamlined here,  
00:53:50 --> 00:53:52: by and large. I think it's been a good thing  
00:53:52 --> 00:53:54: there was a bit of an original.  
00:53:54 --> 00:53:58: Because one of the purposes of doing Unigov was to

00:53:58 --> 00:54:02: attract and build a major research University in the center  
00:54:02 --> 00:54:03: of downtown,  
00:54:03 --> 00:54:06: which they did. The flip side of that is the  
00:54:06 --> 00:54:10: lawmakers couldn't politically touch the K12 education  
system,  
00:54:10 --> 00:54:14: but led the urban district that covered the original city  
00:54:14 --> 00:54:17: boundaries to have major disparities.  
00:54:17 --> 00:54:22: This didn't stop white flight from happening in Indianapolis  
and  
00:54:22 --> 00:54:22: so,  
00:54:22 --> 00:54:25: but what happened was all the flight.  
00:54:25 --> 00:54:28: Happened within the same municipality and so it captured  
00:54:28 --> 00:54:32: about 30 years of suburban growth and allowed the city  
00:54:32 --> 00:54:36: to have some flexibility in maintaining a downtown and  
preserving  
00:54:36 --> 00:54:40: assets. Kind of selectively. There's never enough to go  
around,  
00:54:40 --> 00:54:44: but they had certainly more choices and more streamlined  
decision  
00:54:44 --> 00:54:45: making process.  
00:54:45 --> 00:54:47: Not to say it wasn't without,  
00:54:47 --> 00:54:49: you know, some major challenges.  
00:54:49 --> 00:54:53: So while there were resources to provide to struggling black  
00:54:53 --> 00:54:54: neighborhoods,  
00:54:54 --> 00:54:57: they didn't always receive those resources.  
00:54:57 --> 00:55:00: Representation has been a major problem.  
00:55:00 --> 00:55:04: The black vote in Indianapolis has been severely diluted by  
00:55:04 --> 00:55:04: unigov.  
00:55:04 --> 00:55:09: We still have not had an African American mayor.  
00:55:09 --> 00:55:11: So there's been some real challenges,  
00:55:11 --> 00:55:15: and we're accounting that's for the last 20 years been  
00:55:15 --> 00:55:16: roughly voting 60%  
00:55:16 --> 00:55:18: for Democrats. But we've had at least,  
00:55:18 --> 00:55:22: even if not slightly more Republican representation.  
00:55:22 --> 00:55:25: So that's been a challenge at the Statehouse,  
00:55:25 --> 00:55:28: an at city level.  
00:55:28 --> 00:55:30: But that that political delusion is interesting.  
00:55:30 --> 00:55:31: There is a quote here.  
00:55:31 --> 00:55:33: I wanted to share really quickly.  
00:55:33 --> 00:55:35: It was from a General Assembly men in 1969 when  
00:55:35 --> 00:55:38: they passed Unigov at the Statehouse was not a referendum  
00:55:38 --> 00:55:39: here.  
00:55:39 --> 00:55:41: It was just an act that was passed by the

00:55:41 --> 00:55:41: state.

00:55:41 --> 00:55:43: We call him the Super City Council.

00:55:43 --> 00:55:46: They just make decisions for the city occasionally that just happened.

00:55:46 --> 00:55:47: happened.

00:55:47 --> 00:55:48: Ned Lamkin said in 1969.

00:55:48 --> 00:55:51: I think we learn to live together with your neighbors

00:55:51 --> 00:55:53: in this community and learn to bear your fair share

00:55:53 --> 00:55:55: of the burden in meeting its problems.

00:55:55 --> 00:55:57: Or you'll have to move elsewhere.

00:55:57 --> 00:55:59: Where you're. Prejudices, your pocketbooks,

00:55:59 --> 00:56:03: and your consciousness can again be protected from the responsibilities

00:56:04 --> 00:56:06: required by the realities of our cities.

00:56:06 --> 00:56:09: So I mean, it's pretty good synopsis of what it

00:56:09 --> 00:56:13: was and that everyone is kind of sharing in it.

00:56:13 --> 00:56:16: We we are facing this same issue today where the

00:56:16 --> 00:56:20: city of Indianapolis budget is roughly a billion dollars because

00:56:20 --> 00:56:24: of the switch from property tax to income tax,

00:56:24 --> 00:56:27: we now have 1/4 million people that commute that live

00:56:27 --> 00:56:30: outside of Marion County and commute in.

00:56:30 --> 00:56:34: And that's a loss because we only collect tax where

00:56:34 --> 00:56:37: people live and not where they work.

00:56:37 --> 00:56:39: In Indiana, it's pretty unique here.

00:56:39 --> 00:56:41: That's a loss of 1/2 billion dollars of revenue,

00:56:41 --> 00:56:44: and that services that people are using.

00:56:44 --> 00:56:46: That's that's police and fire and Rd maintenance.

00:56:46 --> 00:56:50: While they're in Indianapolis that they're not paying for when

00:56:50 --> 00:56:50: they're out,

00:56:50 --> 00:56:53: so we have conversations about commuter tax,

00:56:53 --> 00:56:54: which are going nowhere fast.

00:56:54 --> 00:56:57: We have conversations about regional sales tax,

00:56:57 --> 00:56:59: which right now the state keeps all sales tax.

00:56:59 --> 00:57:02: There's no local, there's a half cent local sales tax

00:57:02 --> 00:57:05: that only goes outside of Indianapolis,

00:57:05 --> 00:57:09: so there's some structural challenges that we have not figured

00:57:09 --> 00:57:09: out yet.

00:57:09 --> 00:57:12: That we need to work through as a result of

00:57:12 --> 00:57:13: this by a larger than say,

00:57:13 --> 00:57:16: though, Indigo indie Univov did do a lot of the

00:57:16 --> 00:57:18: things that John is talking about.

00:57:18 --> 00:57:21: We were able to streamline a lot decisions.

00:57:21 --> 00:57:24: Guys I gotta I gotta throw the flag now we're

00:57:24 --> 00:57:27: at we're at the end I fascinated by the conversation.  
00:57:27 --> 00:57:29: I appreciate all of your input this week.  
00:57:29 --> 00:57:32: It's been a great conversation and I'm sure we could  
00:57:32 --> 00:57:33: expand it.  
00:57:33 --> 00:57:35: We could have done. I think John said earlier we  
00:57:35 --> 00:57:38: could do 3 hours on most of these topics.  
00:57:38 --> 00:57:39: So thank you all three of you,  
00:57:39 --> 00:57:42: Sean John Michael, for taking some time and sharing with  
00:57:42 --> 00:57:44: the Community this week.  
00:57:44 --> 00:57:46: Thank you all for participating this week.  
00:57:46 --> 00:57:49: I not only want to thank ULI Kansas City team  
00:57:49 --> 00:57:51: Joy and Sam for helping us put this on,  
00:57:51 --> 00:57:52: but I also want to thank.  
00:57:52 --> 00:57:54: Kelly nice ulic. Saint Louis,  
00:57:54 --> 00:57:58: the executive director there and Jennifer Millikin at ULI  
Indianapolis  
00:57:58 --> 00:58:00: for making this possible.  
00:58:00 --> 00:58:03: This is great that we can pull this together and  
00:58:03 --> 00:58:06: most importantly I want to thank everybody for being online,  
00:58:06 --> 00:58:10: asking the questions and being a part of the conversation.  
00:58:10 --> 00:58:12: So thank you very much and that's all we have  
00:58:12 --> 00:58:13: time for.  
00:58:13 --> 00:58:16: We look forward to seeing everybody see y'all next time.

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