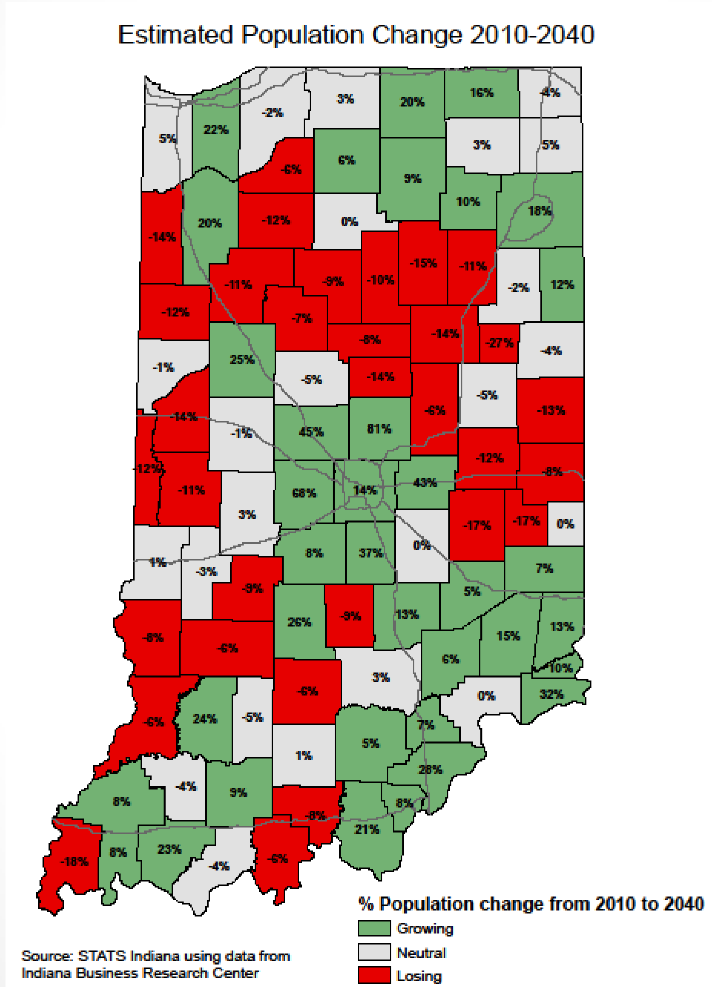
THE METROPOLIS OF INDIANA OR THE STATE OF INDIANAPOLIS?

- The inter-related future of county, region, and state
- Market niches, competitive advantages and risks
- Important concepts
  - Compete v collaborate
  - Thickness versus cost
- The four critical books
  - Caught in the Middle, The Great Inversion, The New Economy of Jobs, and the Metropolitan Revolution

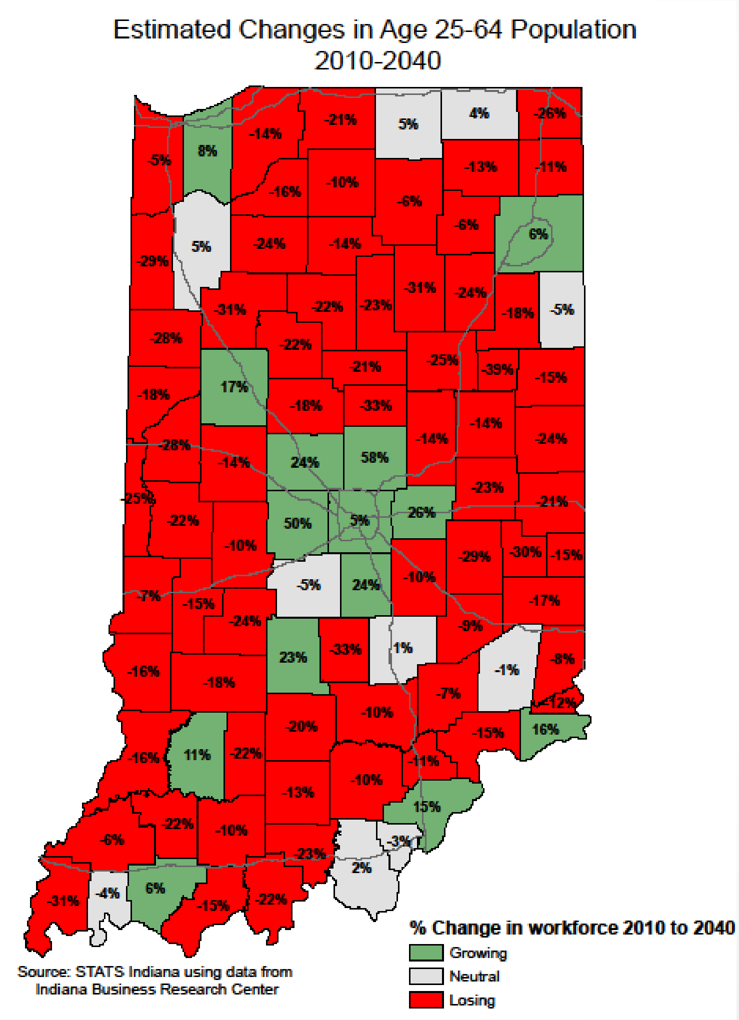
METROPOLIS OF INDIANA

POPULATION CHANGE 2010 TO 2040



METROPOLIS OF INDIANA

WORKFORCE CHANGE 2010 TO 2040



METROPOLIS OF INDIANA
METRO IS GROWING

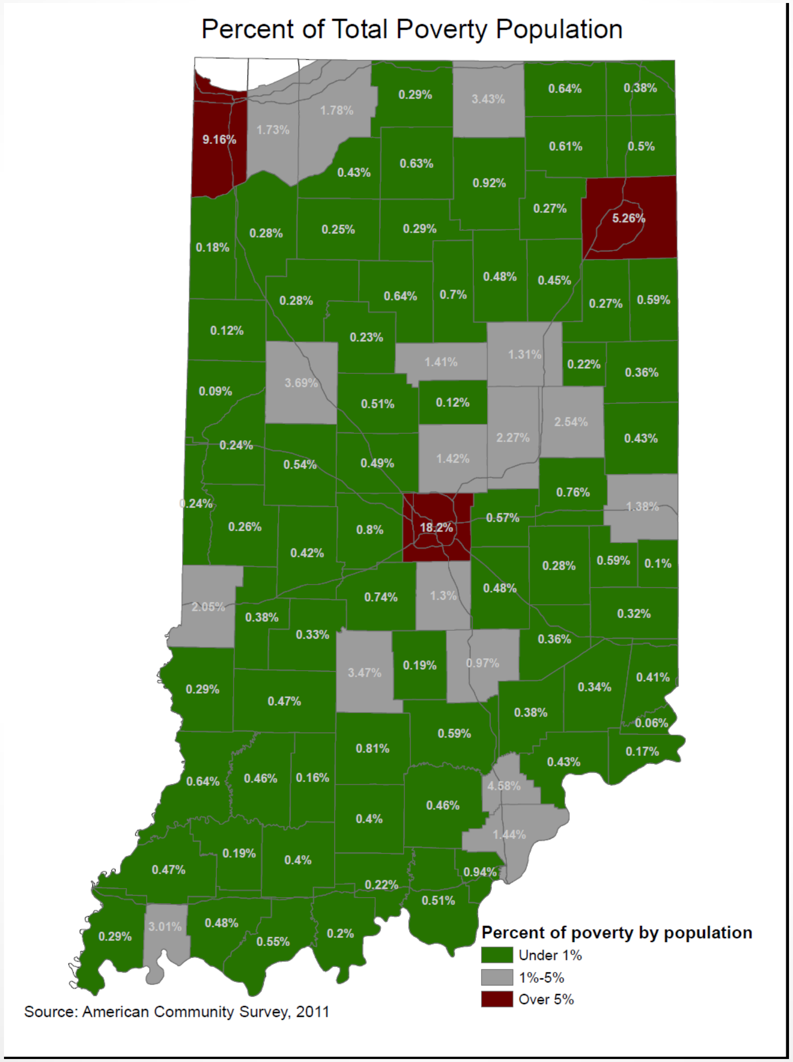
- Stats Indiana population change 2010 to 2040
  - Marion County 14%
  - Metro Indianapolis (minus MC) 43%
  - Other metros 10
  - Rural Indiana -2%
  - Metro from 5 million (78%) to 6m (81%)
  - Rural from 1.4m (22%) to 1.3m (19%)
    - 56% (118,444) more seniors
    - -144,643 non-seniors
- Workforce (25 to 64)
  - Metro Indianapolis 17%
  - Other metro -2% (-34,897)
  - Rural Indiana -16% -116,174

METROPOLIS OF INDIANA
INTERDEPENDENCY

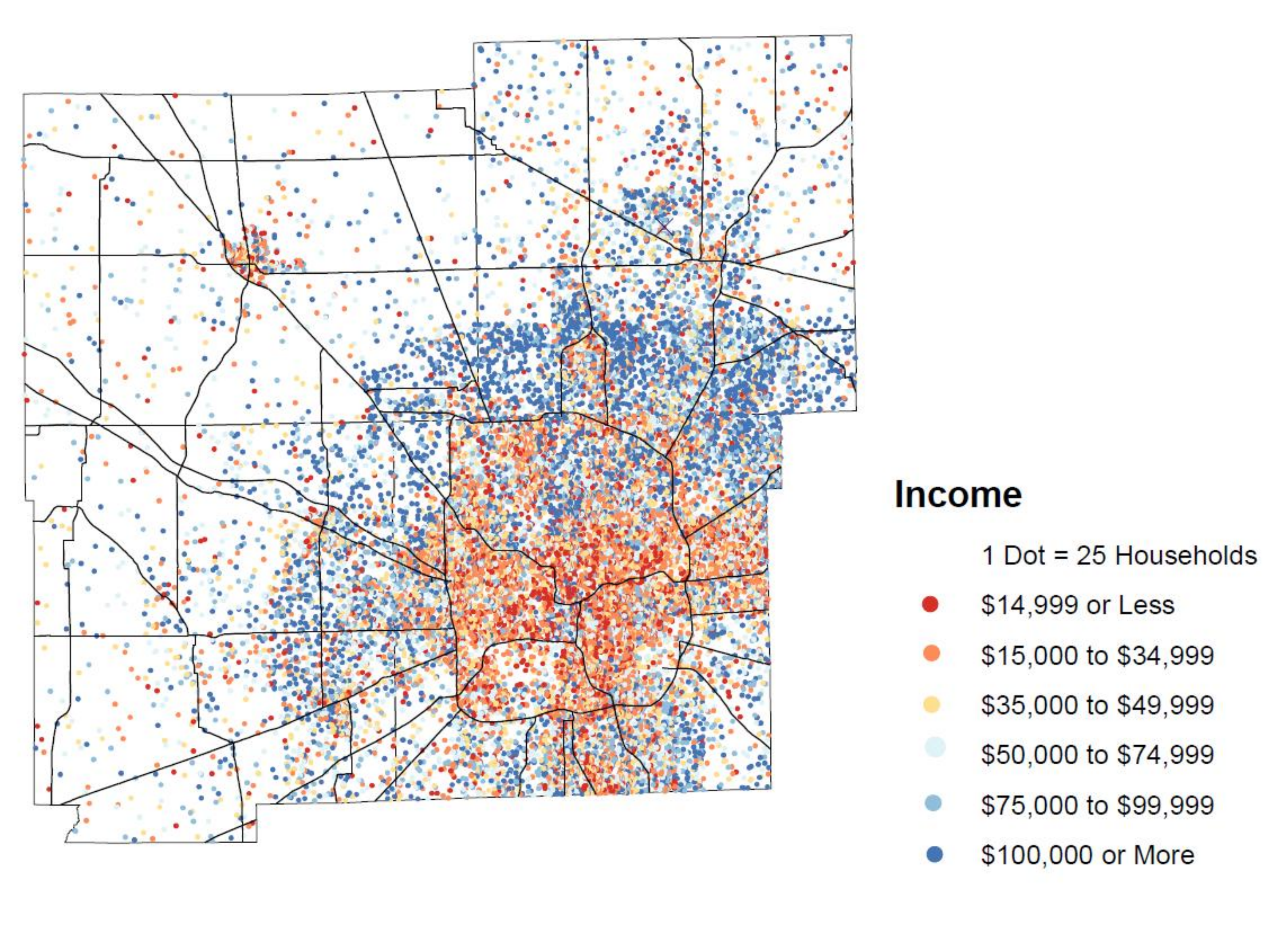
- Source of growth
  - Marion County (aka the challenge for Marion County)
    - In 2010 net out migration of 880 households
      - -2,219 to rest of metro indy ($200,000,000 net income loss)
      - -347 to rest of US
      - 438 in from rural Indiana
      - 1,269 in from other metro Indiana
  - Metro Indy (including Marion County)
    - In 2010 net from Indiana into metro Indy of 20,000 households
    - IN 2010 net out of state into metro Indy migration of minus 2,000 households

METROPOLIS OF INDIANA

SHARE OF INDIANA POVERTY 2011



INCOME DISTRIBUTION



METRO INDIANA EMPL0YMENT

- Marion County
  - 18% of all Indiana jobs
  - 24% of all wages
  - Less than 2% of all land
  - 14% of population

- Metro Indiana (not Marion County)
  - 63% of all jobs
  - 59% of all wages
  - Less than 49% of all land
  - 64% of population

REASONS FOR OPTIMISM
MARKET BASED APPROACH

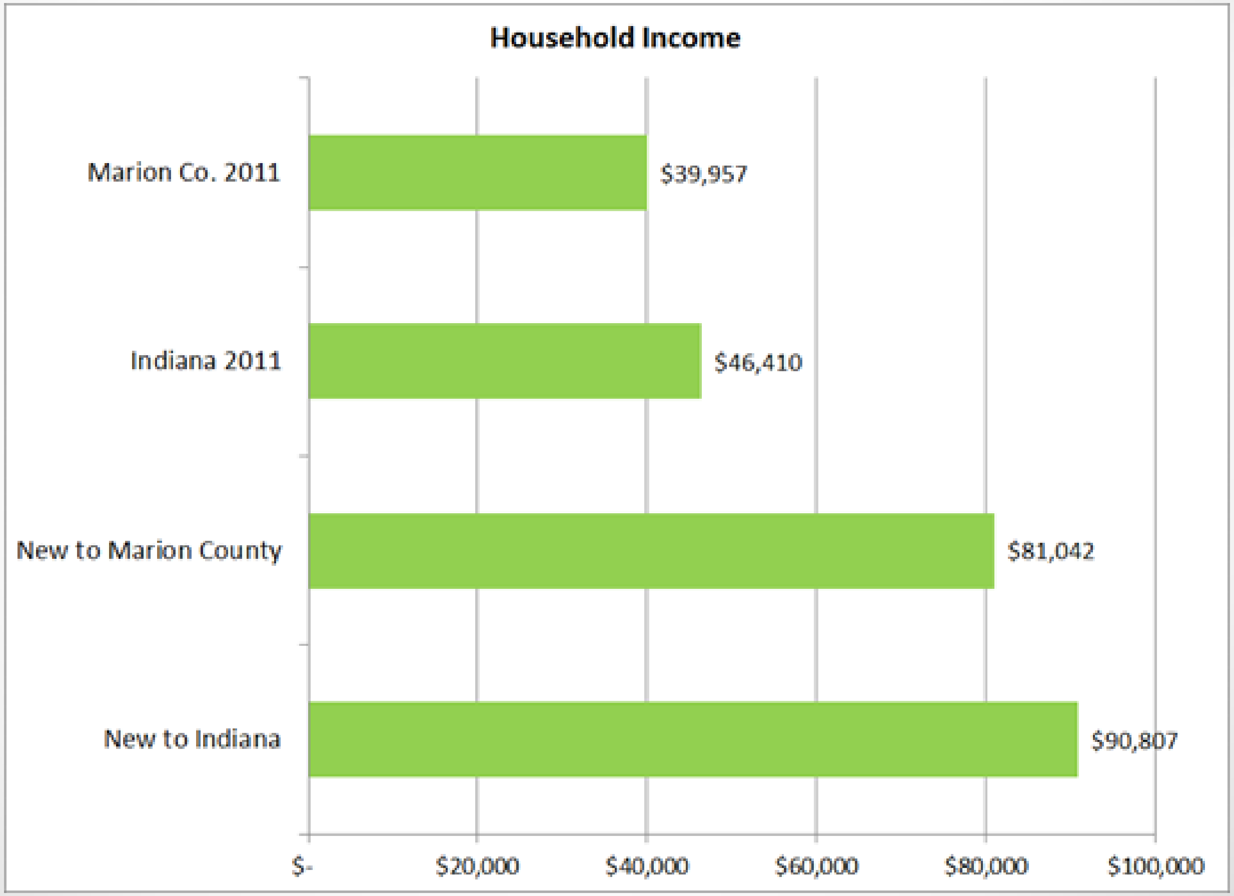
- The power of unigov
- Maximize opportunity / mitigate risks
  - Downtown Indianapolis (city, region, state)
  - Within Indianapolis
    - Competitiveness index (key places)
    - Millennials / boomers (key people)
    - Authentic urbanism / sustainability (key niches)
    - Clusters
      - Innovate, produce, and ship
      - Motorsports
  - Suburbs
    - New urbanism

DOWNTOWN INDIANAPOLIS

- 4% of all Indiana jobs
  - Central Indiana 31%
  - Marion County 20%
- $9.3 billion of investment since 1990
- 22 million visitors
  - 1,187,147 convention room nights, $3.6 billion in spending
- Attracting out of state households / retaining in-state millennials
- Becoming a neighborhood
  - Residential sales price up 50%, compared to 11% county wide (2000 to 2012)

DOWNTOWN INDIANAPOLIS

- Perhaps most importantly



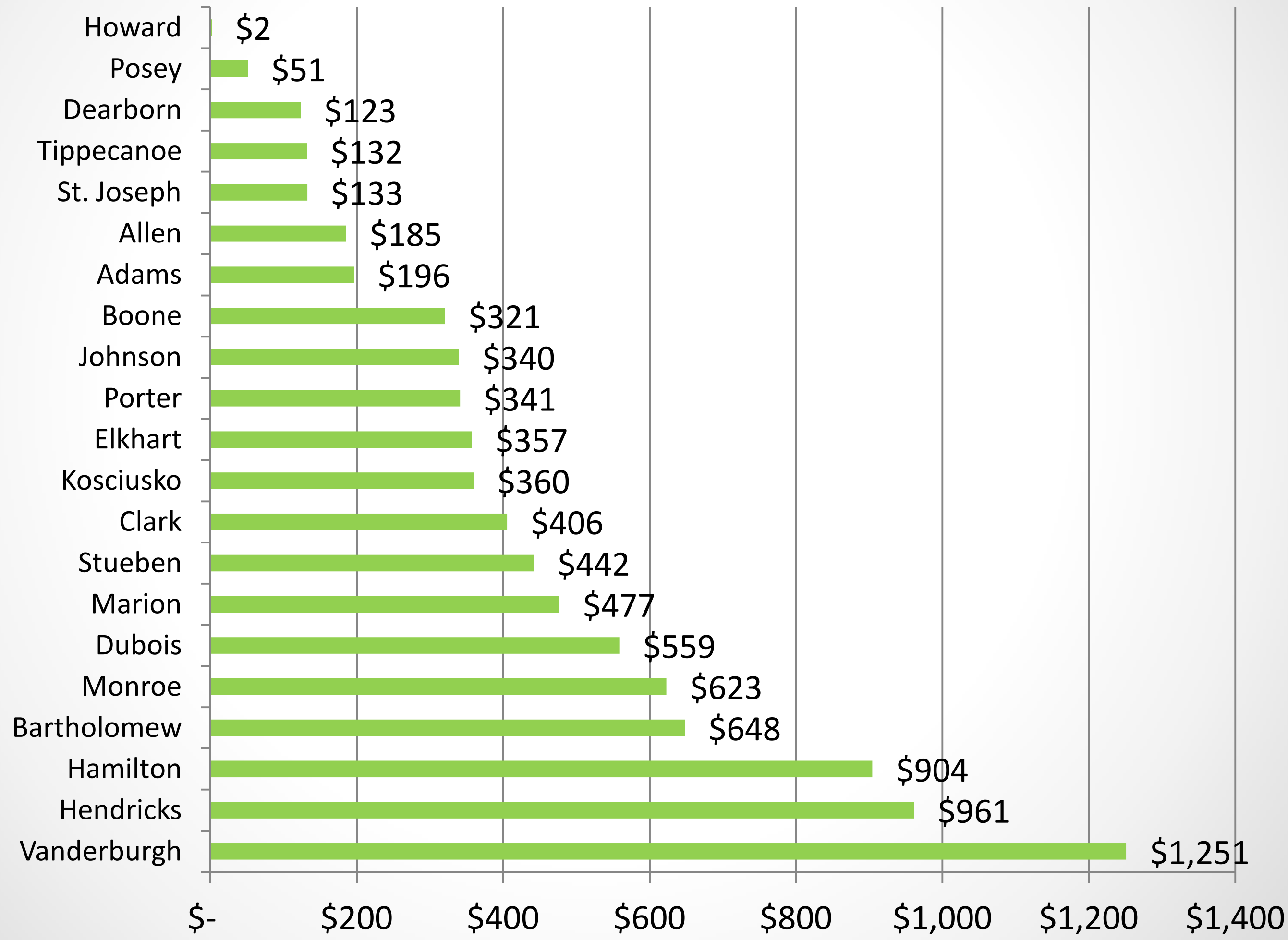
CAUSES FOR CONCERN

- Disproportionate share of poverty in Marion County
  - 53% of population
  - 76% of all poverty
- Unigov
  - Can’t export poverty (as so many other places do)
  - Have resources to address and we must do this
    - Proactive intervention (social and physical) and education are critical
- Suburbs
  - The great inversion / must have a core
  - Generic strategies
- Investment issues
  - Tax policy (donor counties / tax exempt assets)
  - Capital maintenance
  - Complacency

MORE CAUSES FOR CONCERN

- Rural
  - How to attract / retain households
- Investment issues
  - Tax policy (donor counties / tax exempt assets)
  - Capital maintenance
  - Complacency (aka downtown is doing great)

CONTRIBUTOR COUNTIES PER IFPI



FINAL THOUGHTS

- **Compete and collaborate**
- **Commitment**
  - **To quality and value**
    - Thickness versus cost (city, region, and state)
      - Create our niche
        - Innovate, produce, ship
        - Preserve what made us great / aspire to great
          - Family, stability, and tradition
          - Innovate and invent
          - Authentic urbanism
  - **Think long term(address the causes)**
    - Attract more households
    - Growing incomes of those that live here
    - Attract more jobs and private investment
    - Grow property values
- **Investing in our future rather than manage our decline**