



The Next Evolution of Economic Development

ECONOMIC DEVELOPMENT STRATEGY
& TARGET INDUSTRY ANALYSIS



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A SUSTAINED UNEMPLOYMENT RATE OF 2-3% IN RECENT YEARS CREATED A VERY TIGHT, AND VERY COMPETITIVE LABOR MARKET, MAKING IT CHALLENGING FOR BUSINESSES TO ATTRACT AND RETAIN HIGH QUALITY TALENT.

INTRODUCTION

The original Advance Longmont was a target industry analysis and economic development strategy that began implementation in 2014. The Advance Longmont market assessment, conducted in 2013, found Longmont to be uniquely positioned at the intersection of high technology and traditional manufacturing, having grown in recent years as a residential destination with a welcoming nature, vibrant outdoor lifestyle, and a “do-it-yourself” attitude.

The study also recognized Longmont as a community in flux. Just as employment started recovering from the recession that began in 2008, in 2013 one of Longmont’s largest employers, DigitalGlobe, announced its relocation outside the city. Weeks later, devastating floods rocked the community, destroying homes and infrastructure. While these events presented challenges unlike any Longmont had faced in recent history, they also presented a unique opportunity for the city to revisit its goals and objectives and catalyze efforts to more effectively direct growth and redevelopment guided by the Advance Longmont strategy.

In 2018, five years into implementation of Advance Longmont, Longmont found itself in very different circumstances, facing very different opportunities and challenges than in 2014.

By any measure, Longmont’s economy was booming, and our comprehensive and collaborative approach to economic development was working:

- Since 2014, Longmont Power & Communications has completed the buildout of NextLight, a citywide, community-owned, 100% fiber-optic broadband network that offers fiber-to-the-premise for both commercial and residential customers within the City limits, making Longmont Colorado’s first “Gigabit City” and positioning the city to be a leader in digital communications and a global information hub. In 2018, PCMag named NextLight as the fastest ISP in the country.
- From cutting edge industries such as aerospace, renewable energy, information technology, and biosciences, to support industries such as plastics, metals, and machining, Longmont boasts a diverse industry base with high technology and high growth industry concentrations higher than the national average.
- Thanks to the leadership of the City of Longmont and Longmont Downtown Development Authority, our downtown area is undergoing a remarkable revitalization with unprecedented levels of private investment and a tax base growing faster than surrounding communities.
- The St. Vrain Valley School District is now nationally recognized as one of the most innovative in the country, offering some of the most rigorous STEM education programs.
- Longmont’s recent Enterprise Zone and Opportunity Zone designations have created an even more appealing environment.

The community was also facing a new set of challenges that come with success and growth:

- Real estate options no longer met the continued growth of Longmont's existing industry base or the attraction of new entrants to the market in any meaningful way.
- A sustained unemployment rate of 2-3% in recent years created a very tight, and very competitive labor market, making it challenging for businesses to attract and retain high quality talent.
- While Longmont continued to offer the most affordable housing market in Boulder County, the community still faced the struggles of a growing population and its impacts on housing affordability, putting the median home sale price in Longmont in 2018 out of the reach of affordability for any family in Longmont earning even 120% of Median Household Income.
- Our current transportation network is falling behind our economic progress, and in 2018 there was a statewide transportation funding shortfall of over \$9 billion with no promise of funding in the foreseeable future.
- Not only did we find ourselves with opportunities and new challenges not envisioned in 2014, we also found ourselves in the path of growth in one of the fastest growing regions in the nation, and recognized that now was the time to determine whether we let that growth happen to us or we take the reins and re-focus and align our collective resources toward achieving the kind of growth we want – the kind that increases opportunity and prosperity for all of Longmont's residents while preserving what is real and accessible about Longmont. Choosing the latter, we embarked on creating a new framework for economic development for our community, Advance Longmont 2.0.



OUR LOCAL ECONOMY

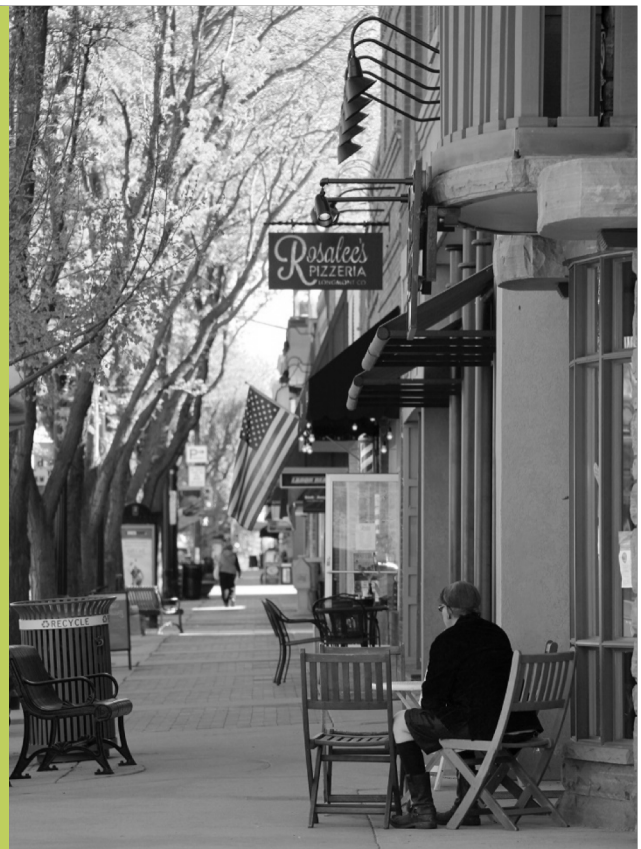
In economic development, we focus on two distinct sectors of Longmont's economy: its primary industry and its local economy.

The local economy is a recycling & multiplying machine. Money spent on a slice of pizza at a local pizza shop is used to pay its employees. Those employees then buy groceries. The grocery store pays its employees and then those employees spend money elsewhere. This process is repeated in a virtuous cycle as money is “recycled” through a variety of local businesses. One study in 2014 showed that up to \$45 of every \$100 spent at a local economy is recycled a second time (let alone a third or fourth time).

Usually, most of the jobs in a community exist in the local economy. In 2016, 59% of jobs in the Boulder MSA were in local businesses. This is in line with national trends. The recycling and multiplying effect assists in these job creation efforts. As money moves from the bank account of an employee to a cash register at another business, businesses can grow and thrive.

Unlike our local businesses, primary industry gets more than half of its revenue from outside the region. The employees get paid wages that mostly don't come from elsewhere in the local economy, thus creating a new source of spending for a local economy. These employees spend money at barbers, mattress stores, restaurants, grocery stores, and movie theaters just like everyone else. That money gets recycled through our local businesses, but it is sourced from outside our local economy.

Importantly, primary industry does not necessarily mean a large employer or a factory. Primary employers can range from high-tech aerospace startups to brewers and anywhere in between. Unlike in past generations, present day city economies have diversified and are no longer dependent on one single company or concentrated industry. There are numerous primary employers in any one local economy. This encourages a more resilient community as well: during economic downturns, the whole community is not endangered if one company shuts down or one industry sector struggles.



THE NEXT EVOLUTION OF ECONOMIC DEVELOPMENT



PRIMARY INDUSTRY DEVELOPMENT

Economic development began as primary industry development. With the recognition that primary employers represent a substantial contribution to a community, economic developers armed themselves with marketing campaigns, policy tools, and incentives to attract and retain primary employers. This was the first iteration of economic development.

Primary industry development usually contains two core efforts: business retention & expansion (BRE), and business attraction. BRE programs help current primary employers stay in the community and expand in the community. In Longmont, the ELEVATE Longmont program is a volunteer-supported BRE program that helps solve problems for our local primary employers. This can vary widely, but often includes helping resolve infrastructure issues, talent recruitment, supply chain connections, and more.

Attraction efforts use marketing campaigns to increase the visibility of a community to C-suite executives and site selectors. In some cases, incentive packages are offered to help improve the odds that a primary employer will move to the community. This is not the focus of primary industry attraction, however. Better marketing of Longmont increases the likelihood that we end up on the shortlist for big and small projects for relocation or expansion.



ENTREPRENEURIAL DEVELOPMENT

After decades of primary industry development, many economic development organizations recognized the importance of an entrepreneurial ecosystem. The success of Silicon Valley as a global entrepreneurial hub sparked the interest of many urban centers elsewhere in the United States to create their own entrepreneurial ecosystem.

Often, economic developers focus on high-growth scalable startups. These startups represent future primary industry employers. This is strategic: instead of dedicating resources exclusively to the retention and attraction of already established primary employers, communities can grow their own. Longmont EDP's Advance Startup Community programs, including Innovate! Longmont, are aligned with this focus.

Entrepreneurial development does not have to exclusively focus on startups. It can also focus on new local businesses. These businesses help create new points of recycling & multiplying in our local economy. They are main street retailers, service industry companies, and others. Longmont EDP's Advance Local Business programs and associated grants encourage the growth of new local businesses.

The broad focus of entrepreneurial development is building a powerful entrepreneurial ecosystem. This requires connecting people, risk capital, accelerator programs, events, organizations, and other resources to serve the entire local ecosystem. By focusing on the entire ecosystem, gaps can be identified and filled with new programming or organizations. Dense networks encourage innovation and entrepreneurship to thrive.



PLACEMAKING

Around the early 2000s, there was a growing consensus that place matters. The regeneration of many urban centers after decades of decline helped fuel this consensus. Placemaking focuses on human-scale design: making areas of a city pedestrian friendly, encouraging mixed-use development, preserving green space, and other important place-based policies.

In Colorado, the redevelopment of Lower Downtown (LoDo) in Denver provides an excellent example of this evolution of economic development as placemaking. What once was a forgotten part of the city is now a vibrant, rejuvenated urban center with new transit options. The rapid recent success of Longmont's Main Street and creative district is another excellent example of economic development as placemaking.

In today's tough talent environment, placemaking is a powerful tool to attract young talent to a community. Younger talent, particularly Millennials and the up-and-coming Generation Z, desire affordable urban living. Placemaking fuels better talent attraction and retention in a community.

However, placemaking also serves a vital economic function: window shopping. Pedestrian-friendly areas help provide foot traffic to the retailers and shops in the areas. The increase of people walking by provides the opportunity for more shopping and more dollars in a local economy. Economic development as placemaking helps serve our local economy.



COLLABORATION

In recent years, collaboration has been recognized as an increasingly important area for economic development. Some challenges must be addressed by combining the resources and knowledge of different organizations and people. Other times, new programs are created as a collaboration between more than one organization.

Advance Longmont 1.0 called for the Advance Longmont Partners: a roundtable of local institutions to improve collaboration. There have been many successes over the past five years from the Partners. Some projects morphed into a collaboration and others sourced directly from the Partners working together. They include:

- North Metro Enterprise Zone designation
- Innovate! Longmont accelerator program
- Opportunity Zone designation

- Local Business Advisory Committee
- “Workforce Housing Solutions” recommendations
- Grant administration

Collaboration has been an incredibly effective tool to help create new programs and solutions as the need arises. The Advance Longmont Partners continue to be a keystone of community collaboration, trust, and insight. This collaboration fuels effective economic development: whether it's new programs for entrepreneurial development or quickly resolving a new problem for a primary employer, collaboration allows us to work better together.



COLLECTIVE IMPACT

Advance Longmont 2.0 recognizes the need for a new evolution of economic development: collective impact. Economic development as collective impact aligns organizations, people, and resources to implement what matters. The goals and strategies shared later in this plan represent a common vision for Longmont that require an entirely new level of community-wide collaboration.

While economic development as collaboration tend to be a one-time collision between organizations or people to create a specific project or program, collective impact is a system-wide orientation of organizations and people to achieve a common vision. Collaboration is creating a project or initiative together; collective impact invites organizations to create their own programs aligned with the broader community vision. FSG, a premier national foundation, defines collective impact as:

A structured way to bring people together to achieve social [or economic] change.

It's an adaptable model for change. Advance Longmont 2.0 champions this as the next evolution of economic development. No longer is it sufficient for organizations to work in silos only to work together on specific projects; our shared economic challenges require a collective response.

Collective impact has four key components

Analyze the Landscape requires a deep and wide investigation of our community. Using data, engagement with community stakeholders, and a review of current or existing plans, this component asks us to take a clear picture of what's going on. Advance Longmont 2.0 incorporates a comprehensive market assessment into this section.

Initiate Dialogue is a thorough engagement with community stakeholders. Data can only go so far: on-the-ground discussions with members of the community can reveal emergent priorities for the community. Current plans may have missed the mark or compromised on real, urgent issues. Initiating thorough dialogue allows us to understand ongoing conversations and integrate Advance Longmont 2.0 into current work.

Create a Common Agenda merges the data, conversations, current plans, and identified priorities into a complete vision for our community. It represents the core strategic plan of Advance Longmont 2.0, but is designed as a larger community framework for action.

Implement & Learn invites our community to participate in an iterative deployment of tactics, initiatives, and projects to achieve our common agenda. Implementing collective impact uses a structured framework of diverse, cross-organizational, and cross-community working groups to take the common agenda and figure out the best way to fulfill the identified priorities.

This model is a nationally recognized and implemented process to bring together local governments, citizen leaders, private sector businesses, non-profits, and other engaged members of the community to achieve change. Advance Longmont 2.0 champions collective impact as a model for our community to tackle our toughest economic challenges.



The background of the slide is a dark, grayscale image. It features a faint, semi-transparent molecular or crystal lattice structure overlaid on a blurred image of a person's face. The person appears to be looking upwards and slightly to the side. The overall tone is professional and scientific.

ADVANCE LONGMONT 2.0

ANALYZE THE LANDSCAPE



STRATEGIC ALIGNMENT

Our analysis began with an exploration of all current strategic plans and priorities in the city. The full report is available in Appendix A. We included the Envision Longmont Comprehensive & Multimodal Plan, the Downtown Development Authority Master Plan, the Sustainability Plan, Advance Longmont 1.0, and identified City Council priorities from their 2018 Council Retreat.

It became clear that while different plans used different language, the community had many shared priorities in five key areas: economic vitality, quality of life, environmental stewardship, community cohesion, and a connected city.

It was also evident, however, that new priorities existed. All the plans analyzed had been developed and ratified after 2014, when Advance Longmont 1.0 had been finalized. An increased emphasis on multimodal transportation and connectivity, as well as a renewed focus on sustainability, did not exist in Advance Longmont 1.0.

It was encouraging to see strong alignment already in a shared vision and direction for the city shared between all the plans. Advance Longmont 2.0 did not need to reinvent the wheel; instead, it would simply integrate with all the current work.

MARKET ASSESSMENT

“Top-line growth doesn’t ensure bottom-line prosperity.” – Amy Liu, Brookings Institution



Inspired by this quote from Amy Liu, our market assessment uses three lenses of analysis: growth, prosperity, and inclusion. Growth is the standard economic developer’s toolbox: unemployment, GDP, exports, etc. Prosperity examines how shared that growth is among different occupations, industries, and the general populace. Inclusion investigates how shared that growth is among different racial and ethnic groups in our population.

This report includes some charts and data to help make sense of the narrative. It does **not** include all data analyzed to inform our community dialogue or the common agenda presented later in this document. Please visit advance.longmontedp.org to view an interactive dashboard of all data analyzed.

GROWTH

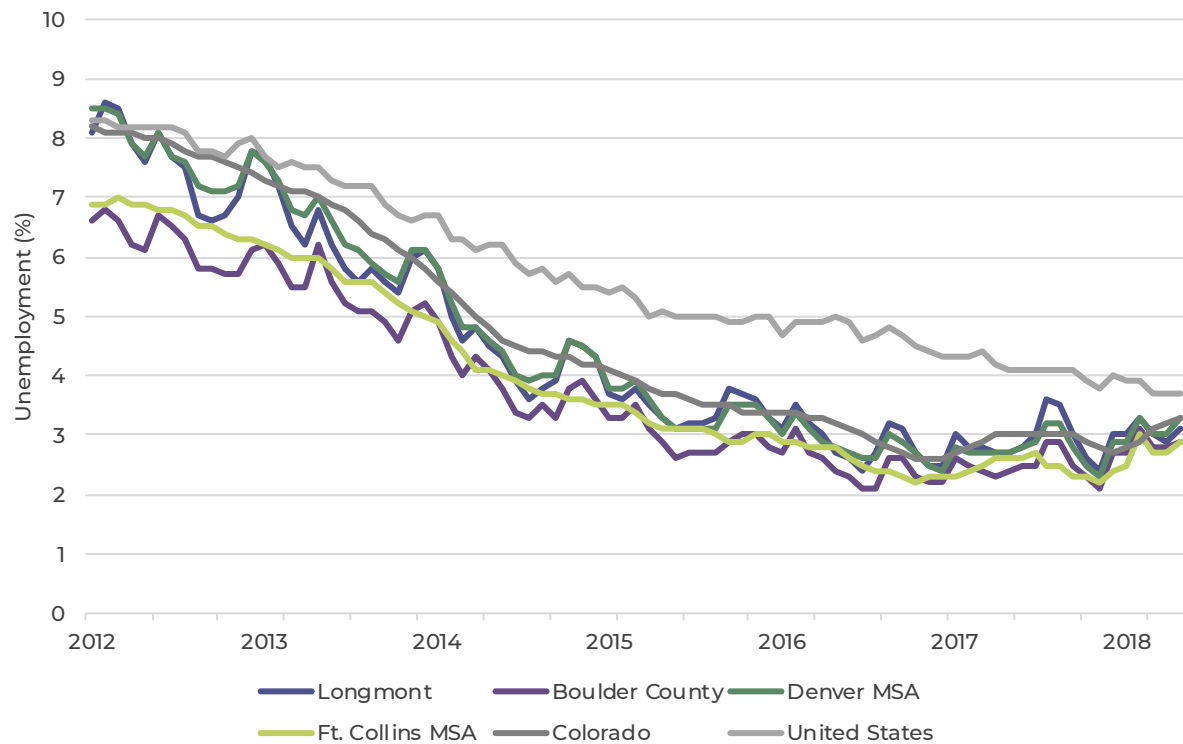
Growth is one of three key components to measuring a local economy’s success. It shows that the region, on aggregate, is better-off than the year previously. Growth indicates small and large businesses are selling goods, investors are financing new projects, and a region is providing more opportunities for individuals and families. Analyzing growth includes employment, output, exports, and earnings.

Over the past five years, since Advance Longmont was adopted, **Longmont has seen rapidly dropping unemployment rates** and an increasingly tight labor market. This is in line with trends in Boulder County, the Denver-Metro Region, and the state.

Longmont unemployment remains consistently 0.5% higher than Boulder County between 2014 and 2018. Regional economic performance has greatly improved since 2012, when the unemployment rate was 7.5% in Longmont. This is the result of a recovering national economy, the growth of local industry, and the heightened competitive performance of Colorado compared to other states.

Longmont and the region remain consistently lower than national unemployment during the whole period studied (on average, 8.0% in 2012 and 3.9% in 2018). This suggests Longmont retains a competitive advantage against other regions for industry and employment.

UNEMPLOYMENT BY REGION



Industry job growth data also reflects this trend. Growth in total jobs is slowing across all regions, although Longmont saw a sharper decline between 2016 and 2017 compared to Boulder County and the State of Colorado.

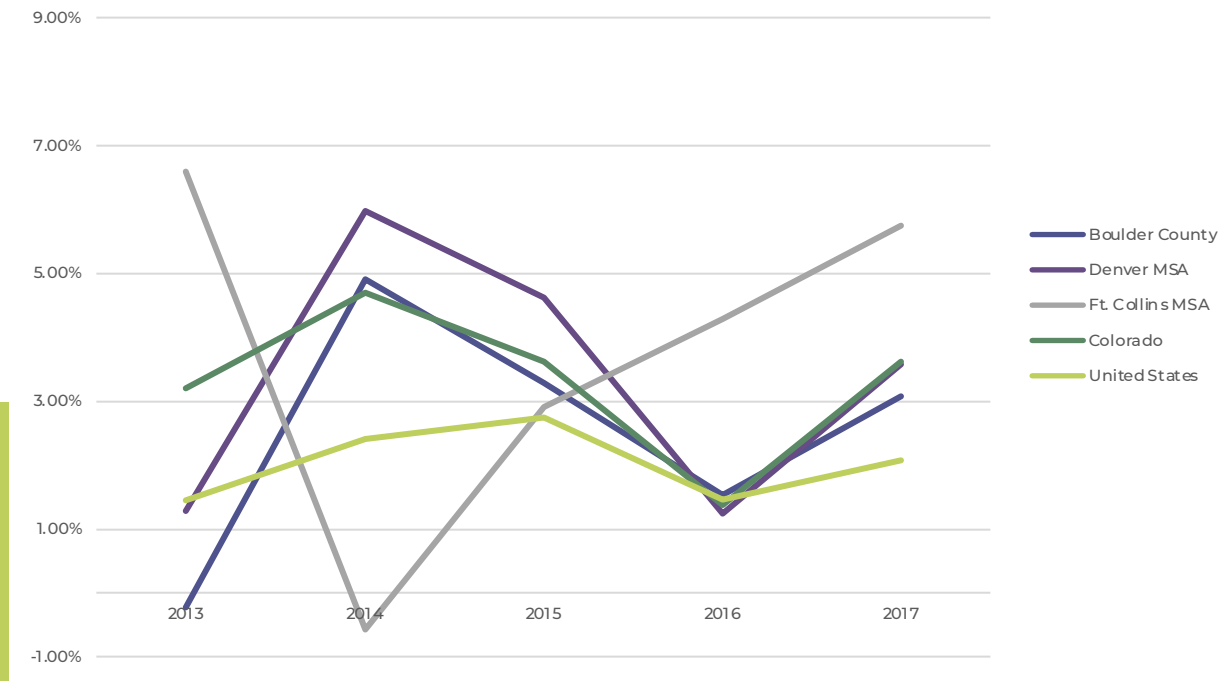
Slowing job growth can indicate many things, including limited real estate and a shrinking talent pool. Since this slowing pace is seen across all regions, it may also reflect increasing efficiency across the economy (especially since unemployment rates are low).

Moreover, since job growth is still positive, this shows Longmont is still a growing region with a strong industrial base that retains a competitive edge compared to other regions in the nation.

Furthermore, total employment figures show steadily increasing employment within Longmont. **In 2017, nearly 50,000 people were employed in the Longmont area and estimates for 2018 show persistent growth in total employment.** Combined with steady job growth and declining unemployment, it is clear Longmont has a strong economic base for jobs and job growth.

These strengths similarly pose threats for future economic performance: a severely tight labor market can threaten business growth without an influx of talent to fill open – and future – jobs.

REAL GDP GROWTH BY REGION



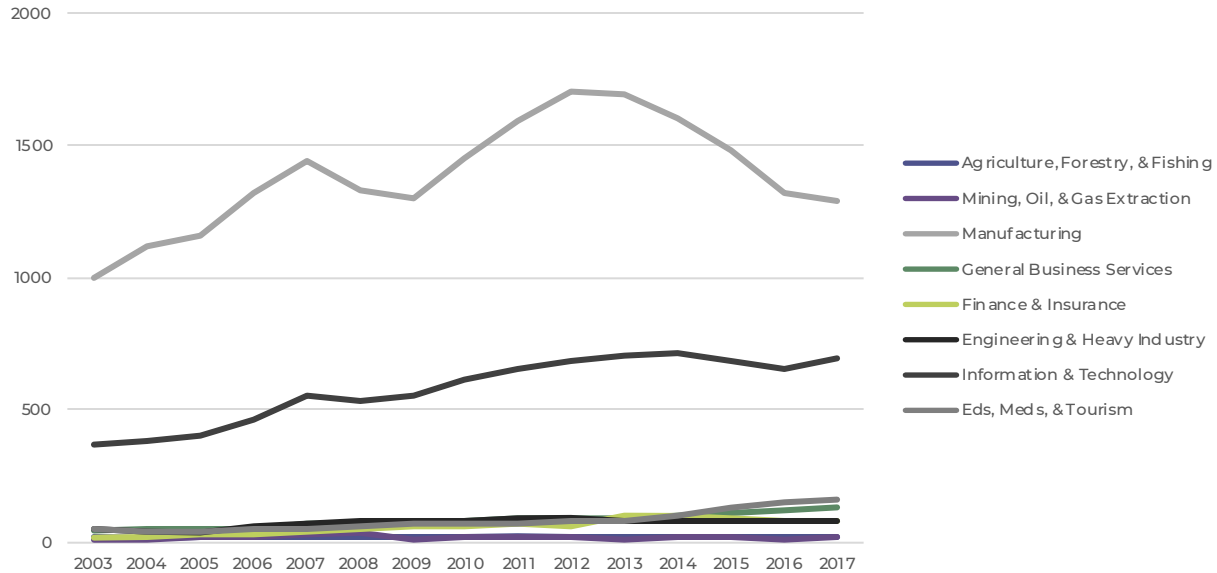
Real GDP growth has consistently remained above national trends between 2013 and 2017. **The Boulder MSA area has tracked consistently with Denver and Colorado performance.** In recent years, the Fort Collins MSA has outperformed all other regions of study, nearly reaching 6% real GDP growth in 2017.

Consistent real growth reflects a strong local economic base that continues to improve overall output and outpaces inflation levels. Industry continues to grow and overall production levels remain well-above national trends.

Similarly, **export growth in Boulder County has tracked consistently with all other areas.** While export growth bottomed out in 2016, seeing a 6.75% contraction in exports, this is aligned with negative export growth in Ft. Collins, Denver, Colorado, and the nation. 2017 saw a recovery, with all regions showing positive export growth, and early indications for 2018 indicate consistent positive export growth.

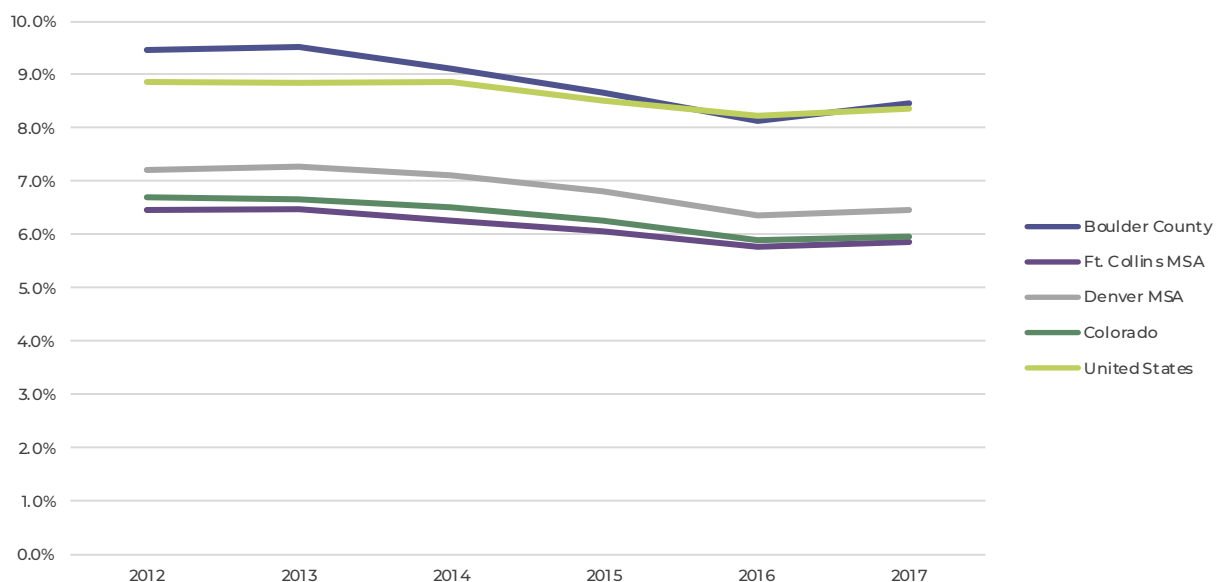
These figures track exports to foreign markets, not between metropolitan- or county-areas within the United States.

TOTAL EXPORTS BY INDUSTRY BOULDER COUNTY



According to Brookings in their Export Monitor 2018 report, not all regions recovered in 2017. Counties heavily dependent upon tourism, travel, pharmaceuticals, and aircraft exports showed slow or negative growth. Boulder County's **strong export strength in Information & Technology** industries as well as growth in both education/medical/tourism and general business services industries have helped recent recovery. However, over the longer-term, **the manufacturing base of the county has provided the largest share of exports.**

SHARE OF JOBS GENERATED BY EXPORTS



This is particularly important because, compared to local metropolitan areas and the state in total, **Boulder County is more intensely reliant on foreign exports for jobs**. Boulder County relies on exports for jobs aligned with national averages (8.5% in Boulder County and 8.4% in the US). The rest of the state averages 6.0% for the share of jobs reliant on foreign exports, with some variation by metropolitan areas.

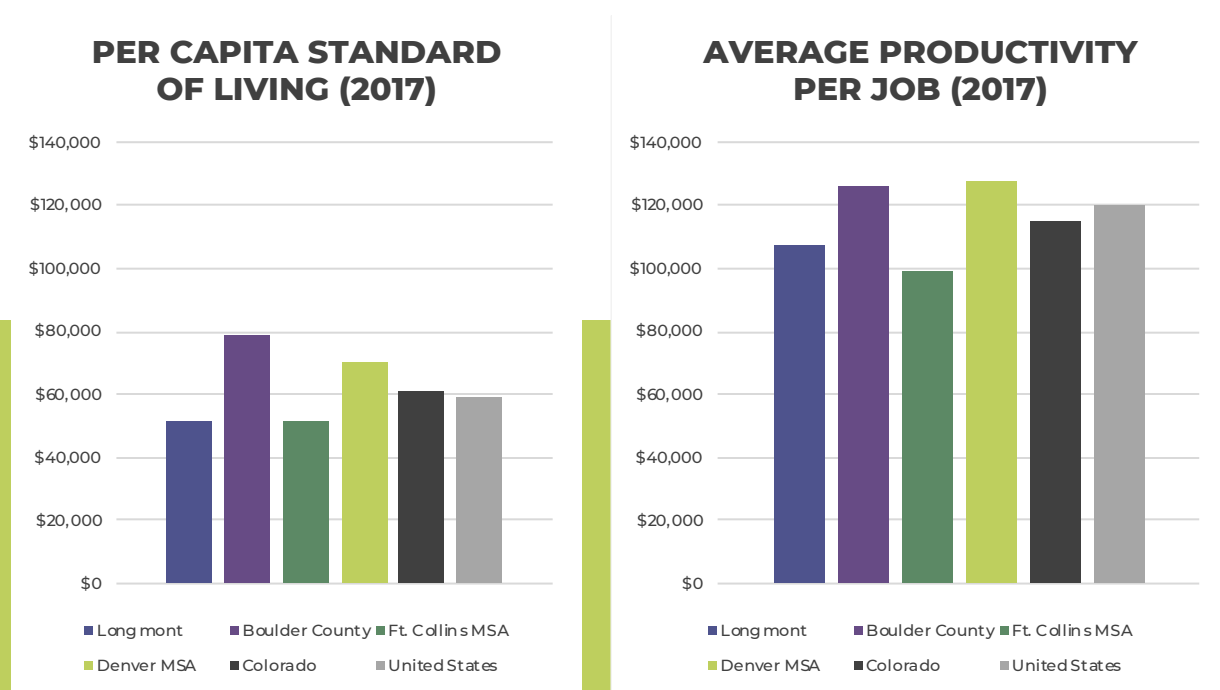
A growing foreign export base in information & technology indicates a competitive international strength for Boulder County in the coming years. Keeping global markets open will help in preserving and enhancing the job base in Boulder County.

More data is available at advance.longmontedp.org, including hourly earnings growth and jobs figures. You can explore all data points in the Growth lens.

PROSPERITY

Growth in overall output doesn't mean those gains are shared equally among workers or families; growth in a region may also come with increased cost-of-living that diminishes the real earnings of workers. Prosperity examines this second key component of economic development through productivity gains, relative earnings, underemployment, and measures of inequality.

The standard measure is to look at per capita output, which is an assessment of the area standard of living. **Longmont is below statewide average per capita output** and Boulder County per capita output, but is in line with the Ft. Collins MSA per capita output. This means that there is a disparity of over \$20,000 in average standard of living for people living in Longmont compared to all of Boulder County.



While per capita output is an important measure, the average output per job – essentially, productivity – is also important to examine. **Longmont is highly productive and closer to Boulder County averages**, but does not meet national averages of productivity per job. This likely reflects the distribution of industry jobs with a small proportion in advanced industry compared to the rest of the nation.

Median family income, however, shows **Longmont is in line with Colorado for family income, and outperforms the rest of the nation**. Taken together, these three data sets show Longmont is weighted toward familial units with more than one earner. Increasing the share of workers in high-productivity jobs will boost both the standard of living and median family income.

Labor utilization also yields important insights. Like unemployment, **Longmont and Boulder County outperform the rest of the state and nation in labor utilization**. U-3 is the standard unemployment rate; U-4 and U-5 measure “marginally attached” workers (individuals who have looked for work in the past year but aren’t actively looking right now). U-6 includes “marginally attached” workers and *involuntary part-time workers*: workers who want to be full-time but can’t find full-time work. **In Longmont, about 2.4% of workers are involuntary part-time** (the difference between U-6 and U-5), while the national average is 3.1% and the state average is 2.6%. This means decreasing unemployment and increasing job creation is substantially benefitting families and individuals with full-time employment

LABOR UTILIZATION & UNDEREMPLOYMENT (AVERAGE FOR Q3 2017 TO Q2 2018)				
Location	U-3	U-4	U-5	U-6
Longmont	2.91	3.06	3.47	5.83
Boulder	2.5	2.63	2.98	5.01
Ft Collins	2.5	2.63	2.98	5.01
Denver	2.78	2.93	3.32	5.58
Colorado	3	3.1	3.5	6.1
United States	4.1	4.4	5	8.1

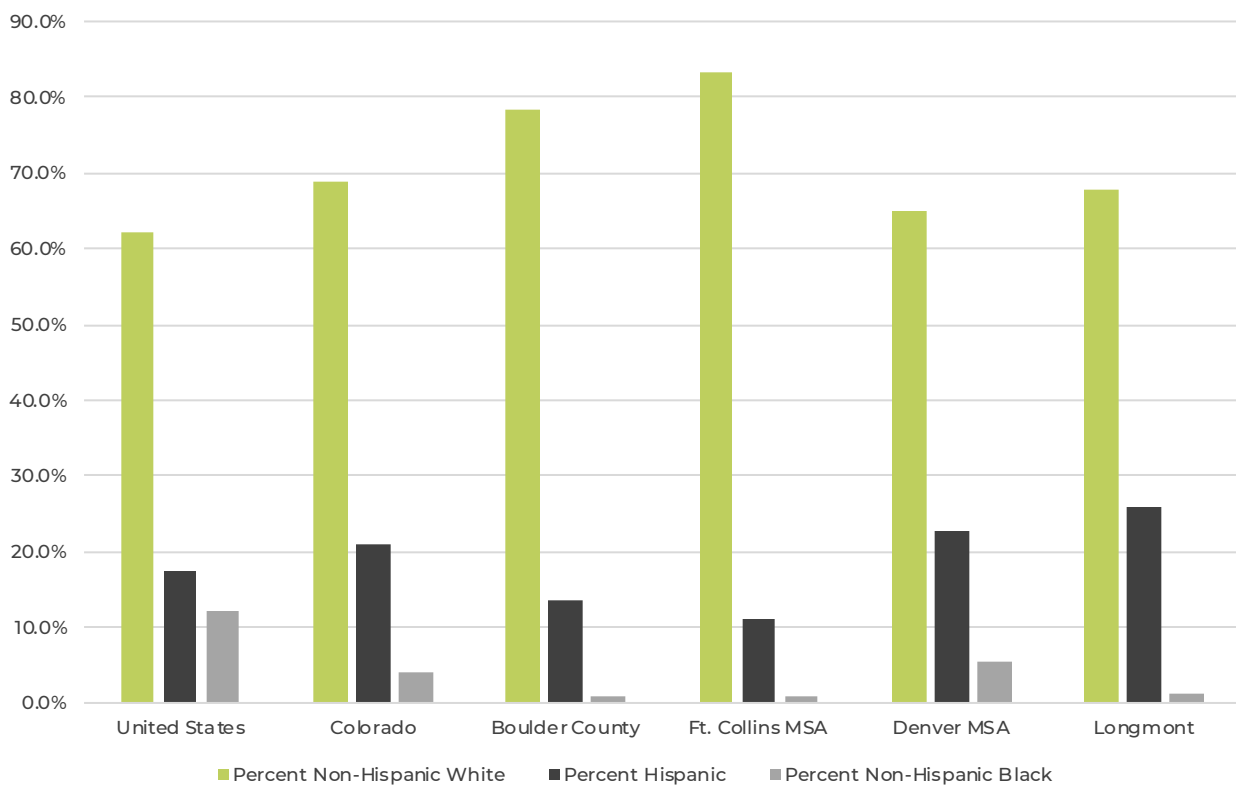
Source: Bureau of Labor Statistics Current Population Survey; author's calculation
Local estimate modeled for state & national average using U-3 as a baseline measure. All numbers in percentage values.

More data is available at **advance.longmontedp.org**, including living wage comparisons and measures of inequality. You can explore all data in the Prosperity lens.

INCLUSION

The final goal for economic development, inclusive growth, guarantees that opportunities are shared across the community. Often, inclusive growth focuses on building opportunities for minority groups in a community. It also focuses on building opportunities in neighborhoods and places that have historically lacked them; the ability for innovation in place-targeted programs and policies has been recently assisted by newly available data. The purpose of inclusive growth is to guarantee that a lifting tide raises *all* boats, not just the boats of families living in one area of a city.

DEMOGRAPHIC GROUP DISTRIBUTION

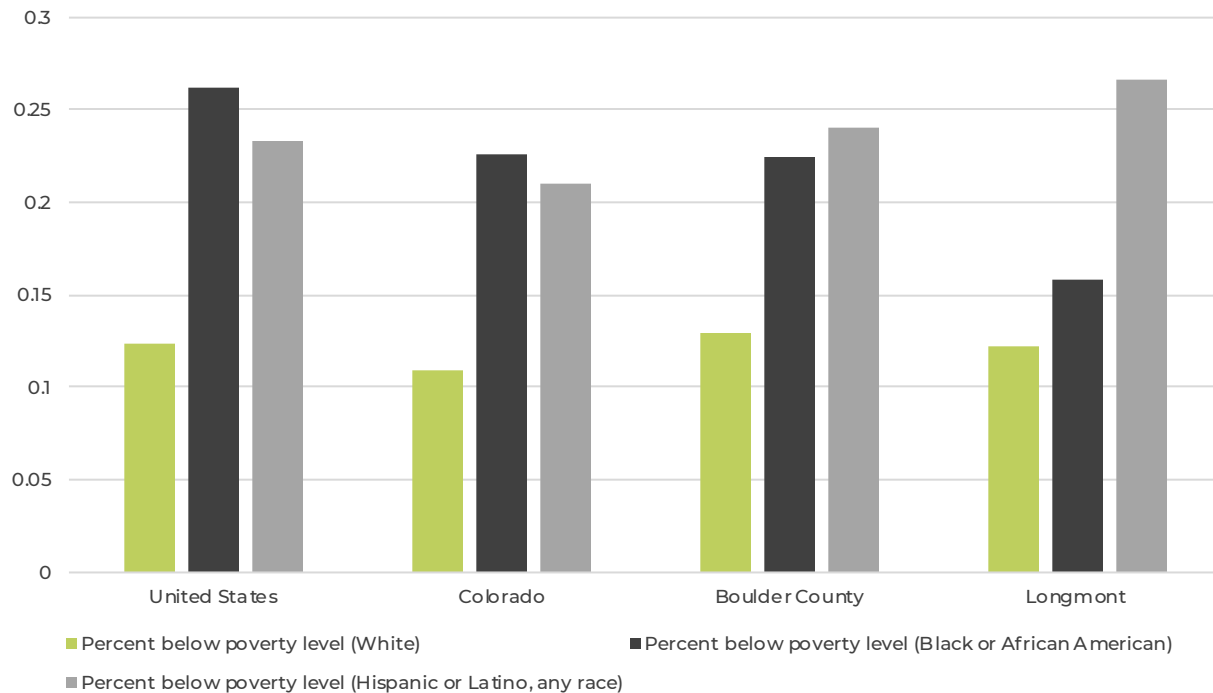


Longmont has a high concentration of Hispanic and Latino individuals and families compared to the state and the nation. Along with non-Hispanic whites, these two demographic groups describe roughly 93.8% of the population in Longmont. Due to the lack of availability of reliable data for other minority groups in Longmont, the focus for this section will primarily compare White, Hispanic, and Black outcomes.

This is not to suggest that there is no disparity in outcomes for other minority groups; however, reliable comparisons can't be made due to the availability of data.

Moreover, given the prominence of Hispanic individuals and families in the Longmont area, a thorough investigation of potential (if any) difference in outcomes will be important in framing and developing an effective and inclusive economic development strategy.

TOTAL POVERTY BY RACE AND ETHNICITY



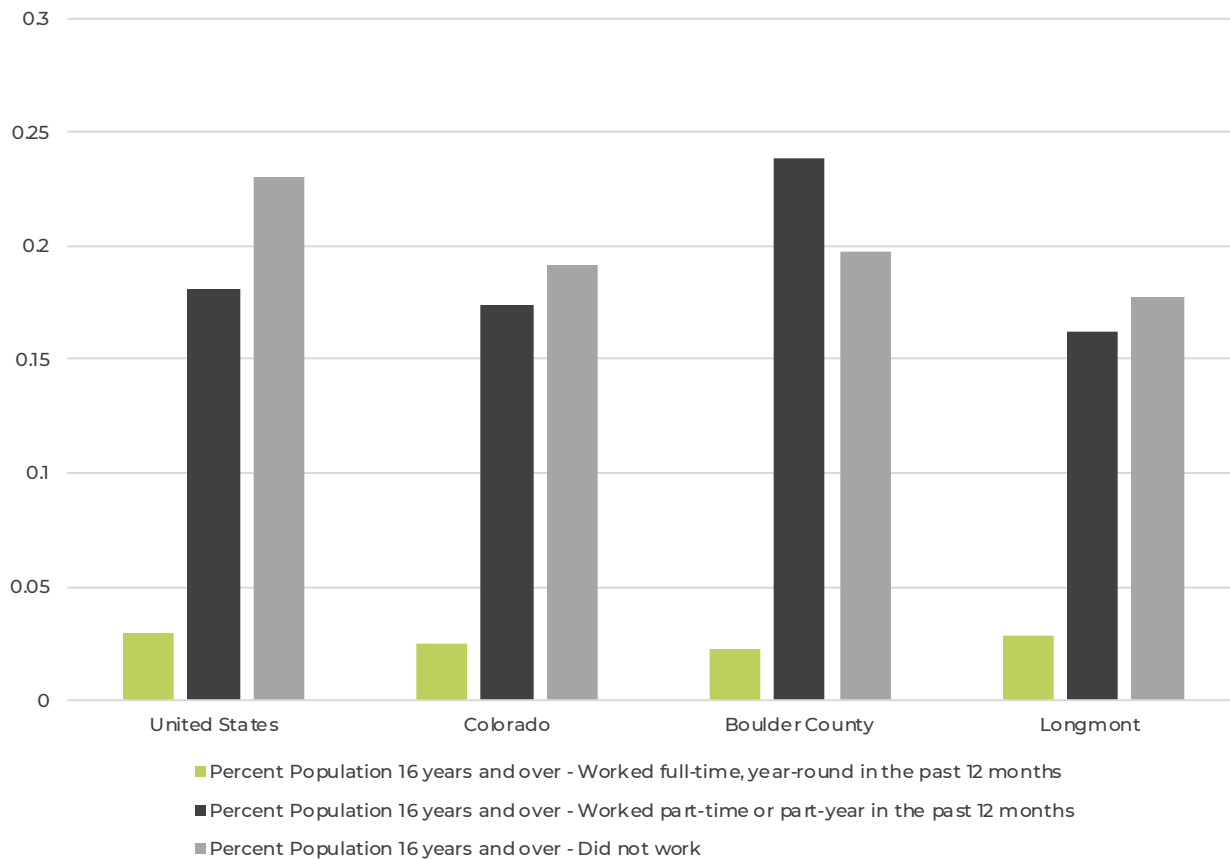
Poverty is greatly accentuated among Hispanic or Latino individuals of any race. **There is a 14.4% difference in poverty rates between White and Hispanic or Latino individuals in Longmont**, which is a greater gap than in the county, state, or nation. That gap is only matched by the national average for the White-Black gap in poverty rates. Crucially, there is overlap in this data as Hispanic or Latino can describe some people in the “white” category and some in the “black” category. This means the specific percentages are less useful than the comparisons between different regions.

Still, the economic opportunity presented to Hispanic or Latino individuals appears to be very different than White individuals. This disparity encouraged a deeper dive into different lenses of poverty: some are presented in this document and all are available at advance.longmontedp.org.

Poverty rates are accentuated by the frequency of work. **2.9% of full-time workers live in poverty in Longmont**, slightly higher than the statewide average but in-line with national averages; whereas, 16.2% of part-time workers in Longmont (either those working part-time or

part-year) live in poverty, but this outperforms statewide and national averages. The exact reasons this is happening is unclear. Further, **17.8% of those who did not work live in poverty**, also outperforming county, state, and national averages.

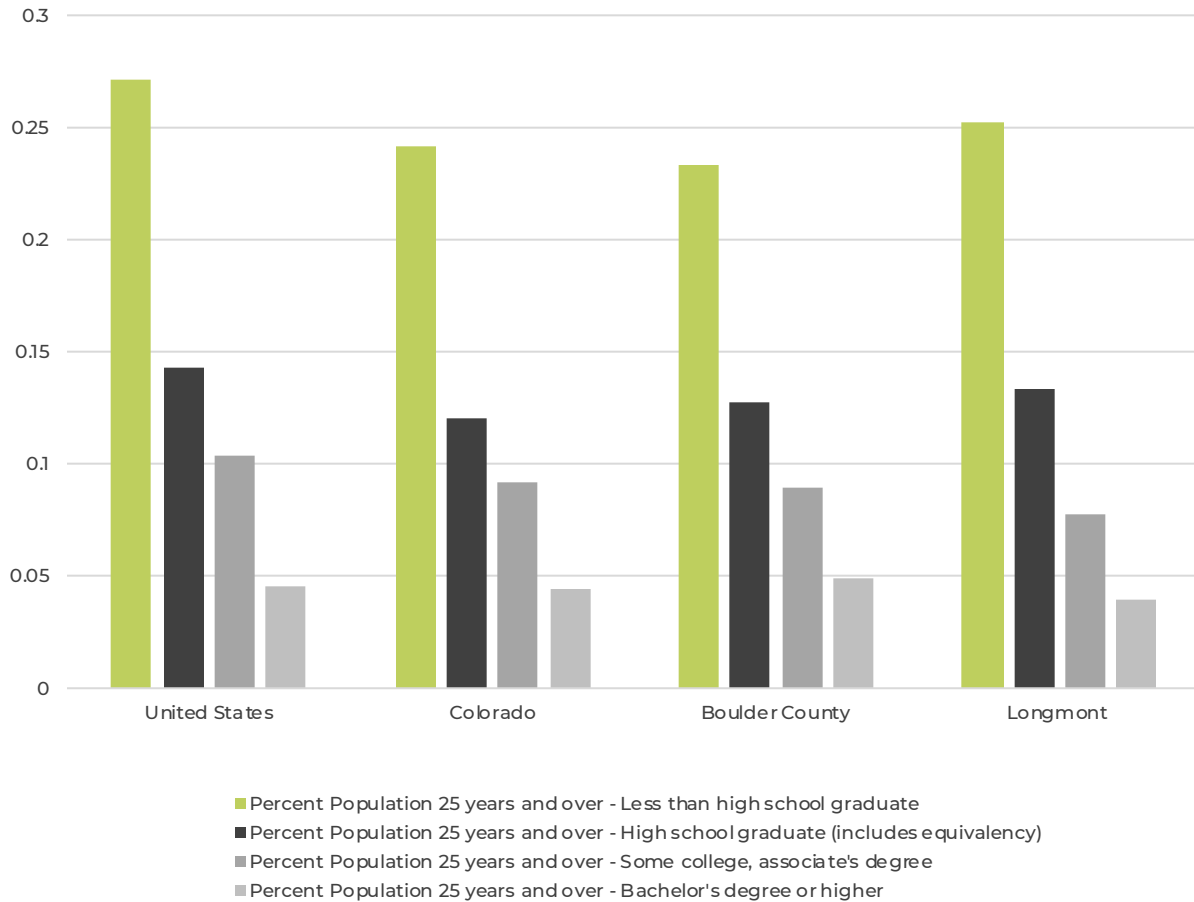
TOTAL POVERTY BY WORKING STATUS



This suggests many individuals live in households or families with multiple sources of income (since this tracks poverty rate by individual).

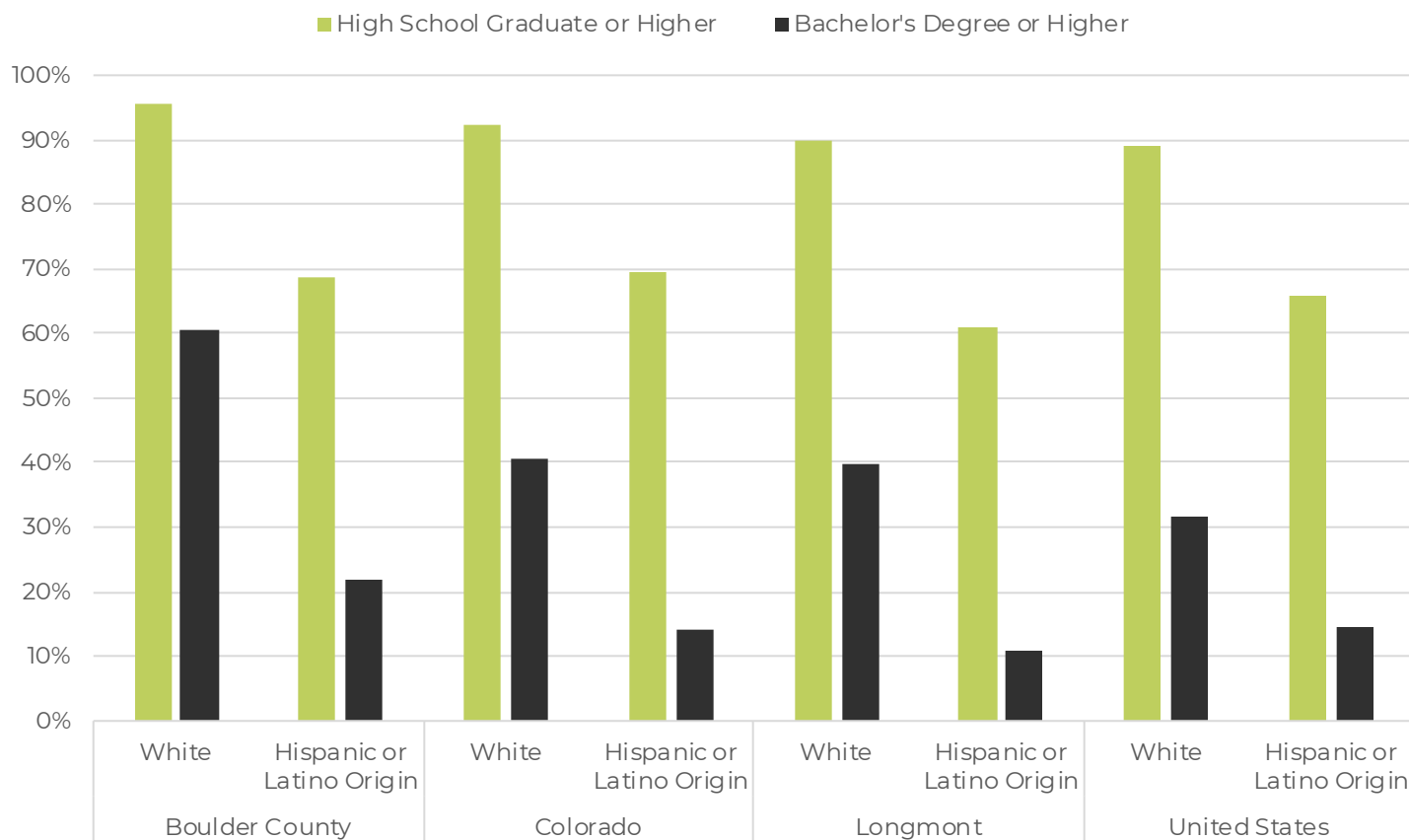
This is further accentuated by rates of education. **Longmont population with some college education or a bachelor's degree or higher have a lower share of those in poverty compared to the rest of the county, state, and nation.** Despite higher poverty rates for those with a high school diploma or less in Longmont compared to the rest of the county or state, these trends are closely in line with county and state trends. Of course, a 1% difference means almost 1,000 more people live in poverty, so small differences should not be ignored.

TOTAL POVERTY RATE BY EDUCATION



It becomes clear, however, that **the level of education is likely a key explanatory factor between Hispanic/Latino and white poverty rates.** The chart on the next page compares education levels between white and Hispanic/Latino groups. While 40% of white individuals in Longmont have a Bachelor's degree, just 11% of Hispanic/Latino individuals have attained that level of education. Similarly, 90% of white individuals have a high school diploma or higher, compared to just 61% of Hispanic/Latino individuals. Married with the above data regarding poverty rates, this is likely a key factor in explaining the disparity in poverty rates. A diploma does not guarantee success; however, it does open doors for economic opportunity and employment.

EDUCATION LEVELS BY RACE OR ETHNICITY



More data is available at advance.longmontedp.org, including many more snapshots about poverty. You can explore all data in the Inclusion lens.

CONCLUDING THOUGHTS ON MARKET ASSESSMENT

This trifecta approach of growth, prosperity, and inclusion reveals important characteristics in our local economy. A tight labor market and strong growth outcomes are not always evenly shared among different occupations or racial and ethnic groups. Education gaps persist and those gaps have real consequences for the economic resilience of Longmont.

This market assessment also yielded crucial insights into job performance, wage growth, and local economic performance. All data points are available at advance.longmontedp.org for further examination.



INDUSTRY CLUSTERS

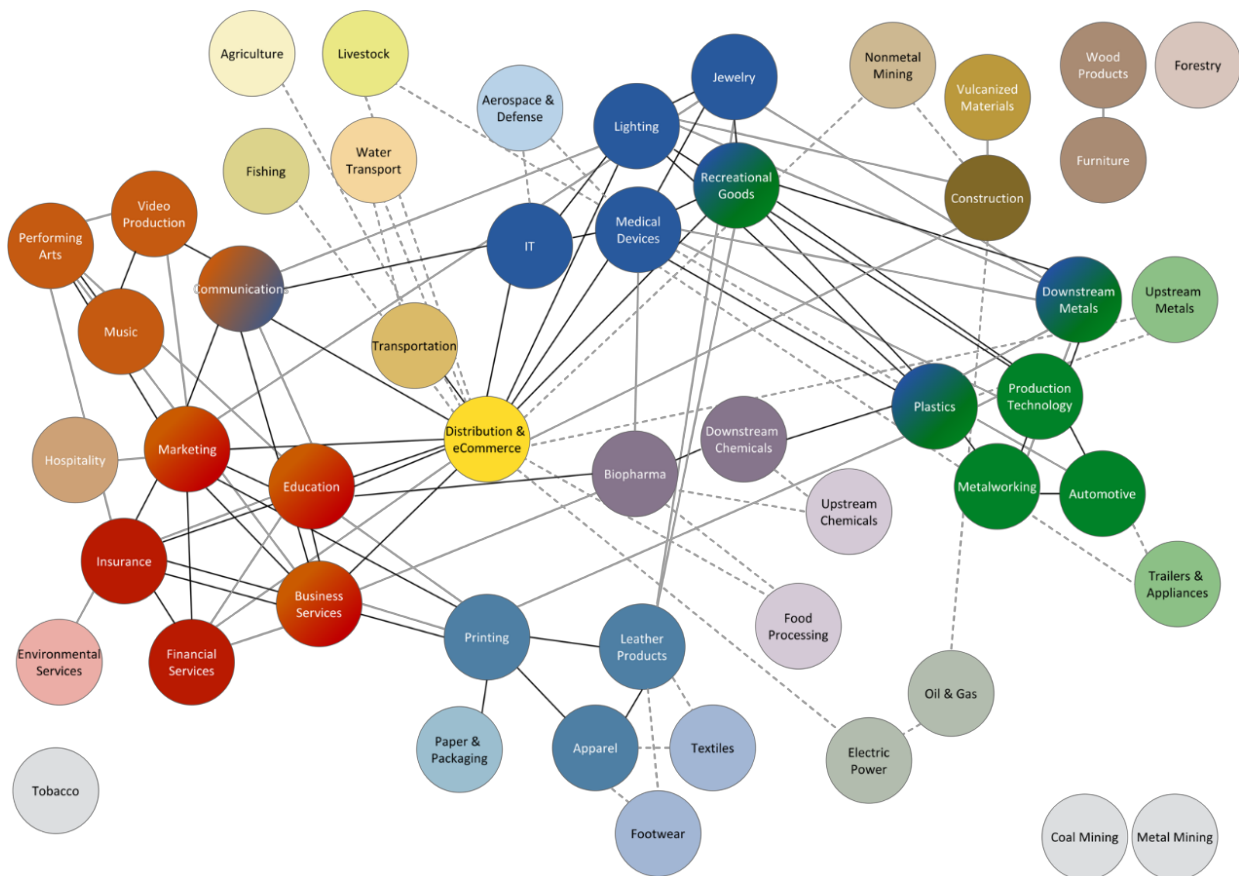
Industry clusters are a regional concentration of related industries. Clusters composed of primary industries and companies – those that source 50% or more of their revenue from outside of the region – are the engine of a regional economy. The companies serve local, national, and global markets; revenue flows from elsewhere into the region. Clusters composed of local industries and companies sell products and services primarily for the local market: the restaurants, accountants, and hairdressers of the community. These companies help circulate revenue and serve as the foundation of any local economy.

In the United States, **64% of total employment is in local industry**. Yet, half of all income – and nearly 97% of all patents – belong to primary industry. Local small businesses, service and retail establishments, and publicly-funded entities like school districts and municipalities are the main sources of employment. However, high-growth startups and companies that will provide innovative breakthroughs in brewing technology, integrated circuitry, or the next big “thing” are unique in providing higher wages and revenue compared to their local counterparts.

This cluster analysis uses a methodology developed by the Harvard Institute for Strategy & Competitiveness and the U.S. Economic Development Administration. Many different localities use different terms and definitions for a variety of clusters, like “clean tech” or “advanced manufacturing.” Developed in 2016, the U.S. Cluster Mapping Project provides a standardized method of analyzing and comparing industry clusters. This allows easy comparisons to other regions and states in the United States, using a shared language and definition for understanding clusters. See Appendix B for more information on the methodology of this approach and a full list of primary and local clusters with their descriptions.

PRIMARY INDUSTRY CLUSTER LINKAGES

Stronger, darker lines indicate stronger linkages between clusters



REGIONAL CONCENTRATION (LQ)

Location Quotient (LQ) is a proportion comparing the relative concentration of an industry in a local economy with the average concentration of the industry at a national level. If an industry has an LQ of 2.0, this indicates the local economy has 100% more jobs per capita in that industry than the national average for a local economy. An LQ of 1.0 indicates the industry is regionally concentrated at the same level as the national average. An LQ of 1.2 or greater indicates “strong concentration” at a local level. An LQ of 0.8 or less indicates “weak concentration” at a local level.

This is a useful visual tool to examine competitive industries. Clusters in the top-right quadrant (LQ > 1.0 and positive job growth) are strong for the economic base and should be priorities. Bottom-right clusters (LQ < 1.0 and positive job growth) represent emerging industries: those with high-growth but with relative under-concentration in the area. Top-left clusters (LQ > 1.0 and negative job growth) are clusters that are concentrated in the region, but have seen negative job growth. These clusters could represent future priorities depending upon their level of concentration and if job growth becomes positive. Bottom-left clusters (LQ < 1.0 and negative job growth) are clusters that are under-concentrated in the region and have seen job losses. These clusters may still be priorities, depending upon their linkages with other clusters in the region.



The full analysis of industry clusters using this visual tool is available at advance.longmontedp.org.

REFINING TARGET INDUSTRY CLUSTERS

By targeting specific industry clusters, Longmont can accentuate local competitive advantages to build a more robust local economy. For example, targeting specific industries narrows the focus of national marketing campaigns that promote Longmont's economic base. Instead of just a generic message, we can tell a more effective story about Longmont's manufacturing base or breweries or other industries.

Using the above data tools regarding linkages and LQ, a select number of clusters emerged as strong candidates for target industry clusters. These clusters were either already highly concentrated industries with some growth potential or high-growth potential industries. We also used existing on-the-ground knowledge about our primary employers and the potential to grow certain industries to inform which clusters we selected.

Importantly, we also considered linkages. If a food and beverage company wishes to expand into the Longmont market, it isn't enough to simply focus on the food and beverage industry. Likely, they will need a host of related talent and industry needs in distribution, warehousing, processing, and manufacturing. By combining the linkage data with the data on regional concentration, we arrived at four specific targeted industry clusters.

Once the targeted industry clusters were defined, we refined the list of the specific industries within each cluster to add an additional layer of data-driven economic development. Our target industries do not include any industries that have 0 jobs and no projected future growth, any small industries (less than 10 jobs) that experienced negative growth in the last five years, and any industries that had projected long-term decline.

ADVANCE LONGMONT 2.0 TARGET INDUSTRY CLUSTERS

These targeted industries reflect competitive strengths for our community, either in concentration or growth potential. These targeted industries will compose the core of Longmont Economic Development Partnership's work in primary industry attraction and entrepreneurial development.



SMART MANUFACTURING

This cluster is building the next frontier of advanced technology: from optical devices to smart city technology, storage batteries to surgical instruments. These are companies manufacturing and designing these devices that are instrumental (literally) to so many new industries.

Fast Facts: Longmont has 7x the national average concentration of these industries and is expected to grow almost 2% over the next 5 years.



BUSINESS CATALYSTS

This cluster is in the business of helping other businesses do business. These companies are a part of our business support infrastructure – those companies that catalyze success in all other industries (hence, business catalysts). These companies include specialized consultants, data processing and hosting, marketing & design, and more.

Fast Facts: The Business Catalysts Cluster is expected to grow 13% in the next 5 years and has about \$99,000 in average earnings.



FOOD AND BEVERAGE

This cluster is manufacturing, producing, and selling food and beverages. These are companies like Smucker's & Left Hand Brewing.

Fast Facts: Longmont has nearly 5x the national average concentration in these industries and is expected to grow 15.7% over the next 5 years.



KNOWLEDGE CREATION & DEPLOYMENT

This cluster is pushing the boundary of our scientific knowledge. These are private R&D labs and any kind of biotech/engineering/physical or life science lab.

Fast facts: This cluster is expected to grow 5% in the next 5 years and has almost \$128,000 in average earnings.

INITIATE DIALOGUE

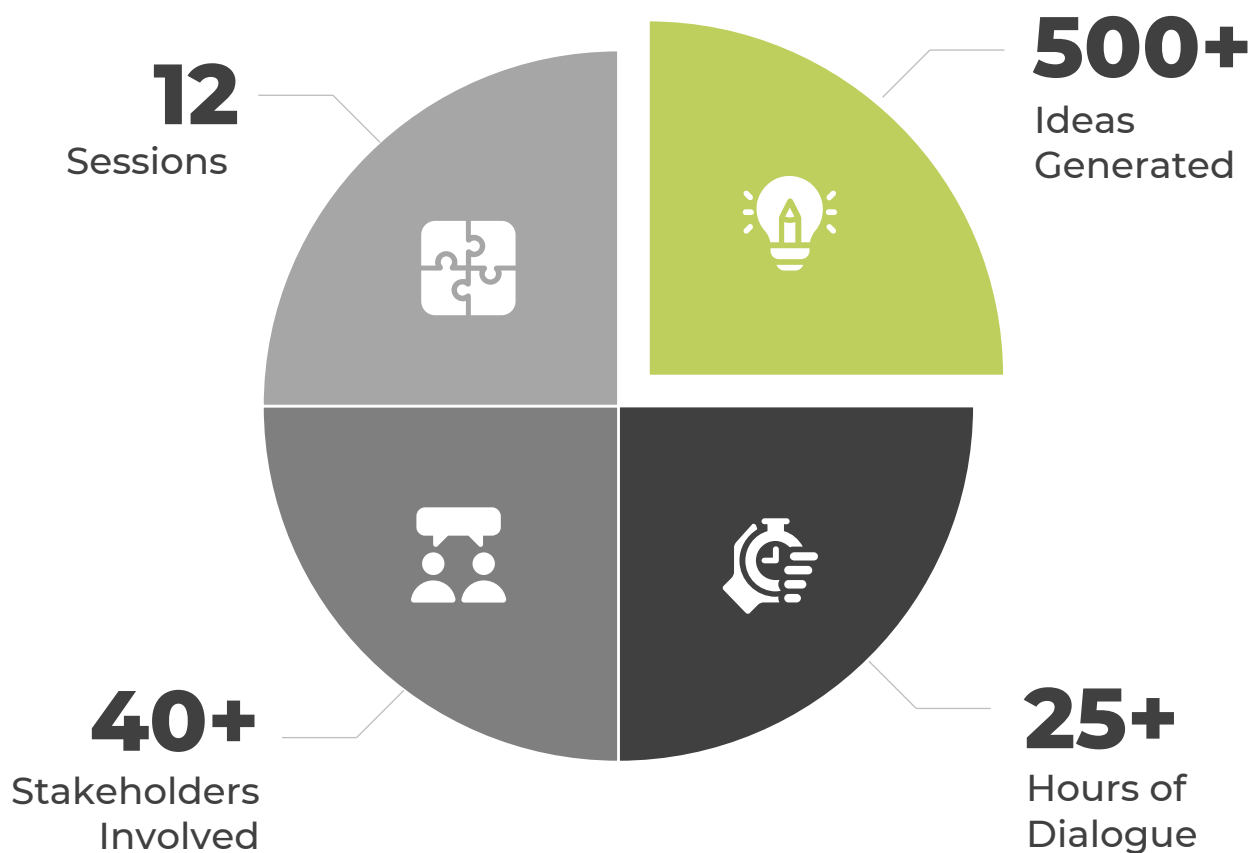
After the comprehensive market assessment was completed and new target industry clusters were defined, Longmont EDP conducted a thorough and intensive stakeholder engagement process. In collective impact models, this is called the “initiate dialogue” or “initiate action” phase.

Advance Longmont 1.0 identified five core focus areas: Business Climate, Education & Workforce Development, Entrepreneurship & Innovation, Real Estate & Infrastructure, and Quality of Life. Each had their own goals and tactics in Advance Longmont 1.0. We convened groups of stakeholders that we had worked with in each of these focus areas.

Using a proprietary facilitation and concept development process, we worked with our stakeholders to identify bold priorities for our community, short- and long-term issues we should address as a community, and our shared economic challenges. We also discussed community successes from the past five years and how to replicate these successes moving forward.

In these discussions, it became evident that a new framework for work would be necessary. Take the challenge of attracting millennial talent to Longmont, a common concern from our industry partners and some community stakeholders. It is often at the intersection of three issues: good paying jobs, affordable housing, and social amenities. Those three issues fell into three different categories: business climate, real estate & infrastructure, and quality of life. Attracting millennial talent is not the only issue where this was true. Many issues lay at the intersection of multiple focus areas from Advance Longmont 1.0. The Advance Longmont 2.0 framework, presented in the next section, reflects this important challenge.

Our dialogue generated hundreds of ideas that compose the framework for Advance Longmont 2.0. Stakeholders voted in each session on their favorite ideas; in later sessions, they developed out these ideas into strategic action plans that will be passed along to the working groups implementing Advance Longmont 2.0. These ideas were then consolidated into a strategic framework with specific priorities.



CREATE A COMMON AGENDA

Our common agenda reflects the market assessment data, the conversations among community stakeholders, and the important priorities shared by our community. This agenda is based on the idea of a “civic stack.” Each layer represents a unique and important asset to our community.



LAND & INFRASTRUCTURE

It is the bottom, structural layer to our civic stack. Land use and zoning policy, roads and sidewalks, transit options, and commercial shipping modes all compose this layer. It is the basic foundation to everything else.



BUILT ENVIRONMENT

It is composed of all the actual property developed on the land. It is a focus on residential and commercial real estate, but it also considers how each neighborhood or place “feels.” The built environment is crucial to creating real spaces for our people and community, the next layer.



PEOPLE & COMMUNITY

It is the layer with all our families, all our talent, all of what makes our community magical. It also includes the intangible social capital of networks and civic organizations: the meetings, the dinner parties, and the community events.



ACTIVITY & INDUSTRY

It is the top layer that relies on everything else. Strong infrastructure, a comprehensive built environment, and our community allows industry and jobs to thrive in Longmont. It encourages new amenities, entrepreneurship, and the actual growth of our economy. Industry relies on everything else to be here to thrive; everything else relies on industry to help grow the tax base and job opportunities for all.

By combining this methodology of the civic stack with the ideas developed in our stakeholder engagement process and the market assessment data, we arrived at our common agenda. This agenda is intentionally flexible and adaptable. The identified priorities do not include specific tactics; the action-oriented work will be championed by working groups discussed in the next section. This allows Advance Longmont 2.0 to respond to new challenges in our community, take advantage of new opportunities as they arrive, and still make a difference on the most important issues.

TALENT



Goal: Longmont successfully recruits and retains new, needed talent while building an industry- and future-responsive talent infrastructure.

PRIORITIES

- 1 Build industry relevant talent pipelines to respond to current demands.**
Example: Working with local community college to design a new program to fill specific manufacturing labor force needs
- 2 Design effective career pathways to meet future demands.**
Example: Integrating program offerings at St. Vrain Innovation Center that build skills expected to be needed in 20 years' time
- 3 Invite new talent into our community from around the nation.**
Example: Recruit from a specific geographic market to meet talent demand in a specific industry, like engineering services

PLACE



Goal: Longmont is a vibrant and amenity-rich community that offers a diverse mixture of options for play, food, culture, and unique experiences.

PRIORITIES

- 1 Create engaging and colorful urban centers, especially in downtown.**
Example: Leveraging private financial capital and federal incentives to redevelop the 200 block on Main Street over the medium-run
- 2 Develop a vibrant river corridor as a strong community asset.**
Example: Anchor futuristic entrepreneurial development with a world-class research facility on lands adjacent to the river corridor
- 3 Ensure residential affordability for current and future residents.**
Example: Actively educate real estate partners on opportunities for development and the structure of Longmont's inclusionary housing ordinance

INDUSTRY



Goal: Primary, local, and startup companies in Longmont thrive with a collaborative business environment with easy access to financing, real estate, and mentorship.

PRIORITIES

- 1 Pursue strategic growth in each target industry cluster.**
Example: Deploy a national economic development marketing campaign that recruits food manufacturing entrepreneurs from across the nation
- 2 Construct a powerful “no wrong door” ecosystem for all businesses.**
Example: Integrate resource providers with a shared data platform that unites business owners, resource providers, and regional organizations
- 3 Attract new real estate investment to meet primary industry and startup needs.**
Example: Publicize benefits of Opportunity Zone designation for investment and development in mixed-employment zones in Longmont to build new commercial properties

CONNECTIVITY



Goal: Longmont is the gold standard for multimodal transportation, offering multiple modes and points of access throughout the city, the region, and the nation.

PRIORITIES

- 1 Build a comprehensive intracity multimodal transit system.**
Example: Expand bike connectivity and protection with painted lanes, identified connected corridors, and bike share docks at strategic intervals
- 2 Connect Longmont to the region with an accessible transportation system.**
Example: Pursue peak rail service to Longmont from Denver
- 3 Invest in the future development of the Vance Brand airport as an integral infrastructure asset.**
Example: Develop a community-supported, data-driven, achievable strategy for land use at and around the airport

IMPACT



Goal: Longmont is nationally recognized as a city that solves problems together: we unite organizations, resources, and people from all sectors to implement what matters.

PRIORITIES

- 1 Transform the Advance Longmont Partners into a world-class collective impact group.**
Example: this whole Strategy!
- 2 Increase funding for economic development and business development.**
Example: Explore alternative funding models that combine public and private dollars to increase impact from a variety of economic development organizations
- 3 Leverage private sector leadership in all initiatives.**
Example: Align key stakeholders driven by the ASPIRE Leadership Council to improve placemaking projects in Longmont



IMPLEMENT & LEARN

Collective impact is a model that solves two key problems: organizational alignment and shared economic challenges that can't be addressed by one organization alone. It is a model for bringing together these organizations in a structured way to address our shared economic challenges.

COLLECTIVE IMPACT IMPLEMENTATION MODEL

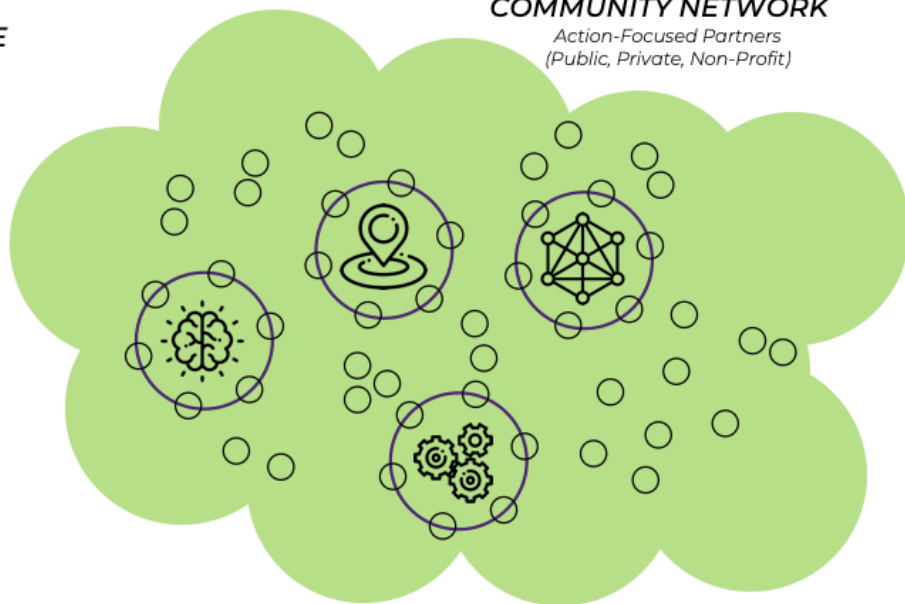
STEERING COMMITTEE *Implementing & Monitoring*



BACKBONE *Organizational Support*



COMMUNITY NETWORK *Action-Focused Partners (Public, Private, Non-Profit)*



The **Steering Committee** oversees the progress of Advance Longmont 2.0. The Advance Longmont Partners, a roundtable of community stakeholders originating in Advance Longmont 1.0, will evolve into the steering committee for Advance Longmont 2.0.

The **Backbone** provides support to all ongoing work. As the convening organization for Advance Longmont 2.0, it makes sense that Longmont Economic Development Partnership will serve as the backbone to all ongoing initiatives.

The **Community Network** is composed of action-focused partners: public sector leaders, business owners, engaged citizen leaders, non-profit directors, and more. This network is crucial to the success of the collective impact model. By convening cross-organizational partners to implement the common agenda outlined previously, we can align organizational resources and address our shared economic challenges.

The community network is then organized into four working groups for Talent, Place, Industry, and Connectivity. Since the Impact focus area of our common agenda informs the entirety of this plan, we decided not to convene an Impact working group. The whole strategy is the Impact working group!

IMPLEMENTING THIS STRATEGY REQUIRES THREE STEPS



ASSEMBLE WORKING GROUPS

We will seat a diverse cross-organizational mixture of engaged action-oriented partners who want to achieve the shared goals and priorities in our common agenda. While institutions and organizations may appear to be obvious partners, it is also important to include engaged citizens in our community who want to be involved.



DESIGN OUR ACTION PLANS

Each working group will be responsible for designing tactical action plans that achieve the outlined goals and priorities in our common agenda. This is the birthplace for the specific tactical initiative and for dialogue around better aligning organizational resources. Each action plan will identify low-hanging fruit, short-term goals, and long-term goals.



BUILD OUR NEURAL NETWORK

Each working group will deploy its action plans. This is an iterative process: one that is repeatable and one that we can all learn from. Not every initiative will succeed; not every project will work. Over time, this builds a neural network of institutional knowledge shared amongst our community network.

Longmont Economic Development Partnership seated these working groups in early June to begin implementation of this strategy.

THE ADVANCE LONGMONT PARTNERS

Over the past five years, we have had great success with our Advance Longmont Partners. Originally commissioned in the Advance Longmont economic development strategy, this partners group represents the primary and crucial economic development partners in Longmont. This team of community collaborators and partner organizations have been the crucial backbone of support for many successes. Longmont would not be the community it is today without the Advance Longmont Partners.

Out of recognition of our new opportunities and challenges we face, the Partners collectively decided to commission an updated economic development strategy for the city. This strategy would update the target industries to reflect new economic conditions and provide a new framework for economic development.

Our Steering Committee moving forward for Advance Longmont 2.0 will be comprised of a group of partner organizations we will still call the Advance Longmont Partners.

- Jessica Erickson, President/CEO of Longmont Economic Development Partnership
- Scott Cook, CEO of Longmont Area Chamber of Commerce
- Kimberlee McKee, Executive Director of Longmont Downtown Development Authority
- Erin Jones, Executive Director of Workforce Boulder County
- Jillian Baldwin, Executive Director of Longmont Housing Authority
- Pete Salas, Chair of Boulder County Latino Chamber of Commerce
- Ron Thomas, Executive Director of TinkerMill
- Sharon King, Executive Director of Boulder County SBDC
- Elena Sandoval-Lucero, VP of Boulder County Campus for Front Range Community College
- Patty Quinones, Assistant Superintendent of Innovation, St. Vrain Valley School District
- Nancy Rezac, Executive Director of Visit Longmont
- Joni Marsh, City of Longmont
- Whitedove Gannon, Startup Longmont
- Dedicated City Council Representative



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APPENDIX A: STRATEGIC ALIGNMENT

Recent strategic planning efforts have produced multiple master plans for various complementary entities within the City of Longmont. The following sections highlight areas of alignment and similarity between the following plans:

- Envision Longmont Multimodal & Comprehensive Plan (City of Longmont)
- Downtown Longmont Master Development Plan (Downtown Development Authority)
- Sustainability Plan (City of Longmont)
- Advance Longmont (Longmont Economic Development Partnership)

Key Findings

1. There is substantial overlap between strategic plans. There is broad consensus on vision and direction for the City of Longmont and the steps necessary to achieve that vision.
2. There are very few initiatives that exist in one plan that do not exist in another. The initiatives that do not have a complement in another plan are a result of the scope of the sponsor organization (e.g. business promotion for Longmont EDP or wayfinding & signage for the DDA).
3. To align with the updates in Envision Longmont, an update to the Longmont EDP Advance Longmont strategic plan is necessary.

The following plans are also integrated with the 2018 goals outlined at the City Council retreat.

VISIONS

The strategic plans offer the following core visions:

*Promote a more **sustainable** Longmont, by taking care of the needs of the present generation without compromising the ability to meet the needs of future generations; and a **resilient** Longmont, by increasing the capability of the City and its partners to anticipate risk, limit impact and bounce forward rapidly by adapting and learning in the face of disruptive shocks and stresses.*

Envision Longmont

Downtown is the heart of Longmont, home to a robust mix of innovative and creative businesses, as well as being the hub of cultural life, diverse housing, and civic activities. Downtown's authentic and progressive atmosphere welcomes people of all ages, cultures, incomes, and abilities from across the Front Range, and is a point of pride for the entire Longmont community.

DDA Master Plan

An engaged community that promotes environmental stewardship, economic vitality, and social equity to create a sustainable and thriving future for all.

Sustainability Plan

Sitting at the intersection of high-technology and manufacturing, Longmont exemplifies the best of the Front Range, offering a unique combination of infrastructure, high quality of life, skilled workforce, and business friendly climate while remaining affordable and welcoming.

Advance Longmont

Longmont will be the world's greatest village, where children are most fortunate to be born and raised, where people will have access to food, shelter and everyone has the opportunity to thrive and feel they belong. Longmont will have a developed Main Street from Pike Road to Highway 66, and a river corridor that stretches from the Sugar Mill to the Fairgrounds as a vibrant economic, residential, cultural and entertainment epicenter that is sustainable and respects the natural environment.

2018 Council Retreat

There is a shared purpose in these visions: Longmont becomes an economically thriving, sustainable city that offers the best quality of life and welcomes all people.

CORE STRATEGIC DIRECTIONS

After reviewing the initiatives, core areas, and tactics in each strategic plan, **five** shared core strategic directions emerged: economic vitality, quality of life, environmental stewardship, community cohesion, and a connected city.

The following pages show the areas of overlap between the plans and 2018 Council Goals in areas of focus in each core strategic direction.



Area of Focus	Economic Vitality			
	Job Opportunities	Entrepreneurship & Small Business	Workforce & Talent	Industry Infrastructure
Envision Longmont	"Recruit, support, incentivize, and retain quality businesses to provide a comprehensive range of job opportunities and promote economic diversity" (p. 76)	"Promote and increase opportunities for collaboration, innovation, and entrepreneurship." (p. 77)	"Foster an educated and skilled workforce that meets the needs of local businesses and increases economic opportunities for residents." (p. 80)	"Address building space, infrastructure needs, and other considerations of target industries and the workforce." (p. 78)
DDA	"Grow and diversify the employment base in Downtown... [and] explore, develop, and utilize incentives to target job creation." (p. 20)	"Encourage the startup and growth of small businesses through incentive programs, provision of information, assistance, and active recruitment." (p. 21)	"Provide support for increased employment and job mobility opportunities for workers with a range of skill sets." (p. 20)	"Encourage appropriate and creative development at the full entitled land use intensity." (p. 22)
Sustainability Plan	"Work with local economic development organizations to support local businesses and attract and expand green industry / clean tech jobs" (p. 44)	"Work with neighborhood groups, Latino Chamber, and others to identify local businesses and entrepreneurs with needs not addressed." (p. 46)	"Partner with local educational institutions to connect sustainability knowledge and workforce needs." (p. 47)	N/A
Advance Longmont	"Goal: Longmont has a premier business climate for its target industries." (p. 109)	"Goal: Longmont is an ideal home for startups at all stages of development and recognized center for innovation" (p. 115)	"Goal: Longmont is home to a diverse and talented workforce, including skilled manufacturing workers and well-educated young professionals." (p. 112)	"Goal: Longmont offers a competitive mix of competitive real estate, buildings, and infrastructure for target industry businesses and residents." (p. 119)
2018 Council Retreat Goals	"Become a nationally recognize geographic center of science, technology, engineering, education, arts, and entrepreneurialism."		"Bring together private industry, local government, non-profits, higher education, and St. Vrain Valley School district to ensure the highest quality, best prepared workforce in the western US."	_____

Area of Focus	Quality of Life		
	Affordable & Workforce Housing	Cultural Vibrancy	Future Redevelopment
Envision Longmont	"Ensure there are affordable and accessible housing options that meet the needs of residents of all ages, abilities, and income levels." (p. 46)	"Ensure all Longmont residents have access to arts, cultural, and learning opportunities they need to thrive and prosper." (p. 50)	"Employ a range of strategies to transform centers, corridors, and other areas of change into vibrant places that serve adjacent neighborhoods as well as the broader community." (p. 27)
DDA	"Encourage development of infill housing to achieve a mix of housing types at a range of price points." (p. 43)	"Vision: Downtown is a thriving destination infused with arts, entertainment and cultural activities that attract people of all ages and diverse backgrounds." (p. 31)	"Facilitate redevelopment of underutilized and blighted properties through incentives, partnerships and land assembly." (p. 43)
Sustainability Plan	"Maintain and improve the community's affordable housing stock...that meets the needs of our workforce, our businesses, and our residents now and into the future." (p. 31)	"As our community grows and becomes increasingly diverse... [we must work] together to create a community in which all residents feel engaged." (p. 35)	"Prioritize infrastructure improvements to ensure connectivity between under-served areas and community amenities." (p. 32)
Advance Longmont	"Ensure that Longmont has a competitive supply of housing for workers of all levels [ages, income, occupation]" (p. 114)	"Goal: Longmont has a highly attractive quality of life and diverse community, with a thriving arts, culinary, and entertainment culture." (p. 123)	"Continue to redevelop sites that offer the potential to become economic development and cultural anchors for Longmont." (p. 124)
2018 Council Retreat Goals	"Full spectrum of attainable housing for all incomes and stages of life."	————	"Thoughtful development and redevelopment of the focus areas in Envision Longmont that keeps the end goals in balance."

Environmental Stewardship		
Area of Focus	Ecological Preservation	Resource Use and Protection
Envision Longmont	"Protect and conserve Longmont's natural resources and environment." (p. 66)	"Preserve Longmont's historic and cultural...[and] agricultural resources." (p. 69 –70)
DDA	"Encourage greater development intensity and vertical mixed use, especially of surface parking and other underutilized land." (p. 42)	"Encourage and prioritize projects that deliver a mix of uses or that fill a gap in the use mix." (p. 42)
Sustainability Plan	"Minimize the negative effects of development and human activities on natural systems by identifying, protecting, enhancing, and restoring critical environmental resources at all scales." (p. 71)	See Air Quality, Energy, Food Systems, Waste, and Water sections of plan for full efficiency recommendations
Advance Longmont	N/A	N/A
2018 Council Retreat Goals	"Protect and respect our natural public amenities as part of the development process."	

Area of Focus	Community Cohesion		
	An Accessible and Welcoming City	Celebrations of Diversity	Neighborhood Identity
Envision Longmont	"Ensure that all residents have equitable access to resources and opportunities to participate in the community and enjoy life." (p. 51)	"Recognize and celebrate the cultural diversity of Longmont's residents." (p. 52)	"Maintain and enhance the character of established neighborhoods." (p. 26)
DDA	"New and enhanced civic spaces, streets and alleys are exceptionally designed to ensure people feel safe and welcome." (p. 25)	"Curate and promote events that show creativity, art, heritage, and culture, and have multicultural appeal." (p. 32)	"Ensure that changes [in future development]...maintain a respect for the historic character of Downtown." (p. 42)
Sustainability Plan	Objective A vibrant community where all residents have equitable access to the opportunities needed to thrive." (p. 37)	"Engage more diverse members in community leadership roles at the neighborhood, local and/or regional level." (p. 37)	"Expand existing neighborhood programs to enhance sustainability, resiliency, and quality of life in their neighborhoods." (p. 38)
Advance Longmont	"Develop social amenities that help retain and attract workers." (p. 113)	"Build minority participation in the Chamber of Commerce and civic processes... [and] approach them about assisting with a plan for a more inclusive presence." (p. 110)	"Further expand neighborhood identity development...[by] continuing grants and other programs that bolster neighborhood identities, revitalization, and community spirit." (p. 125)
2018 Council Retreat Goals	Priorities included evaluation of projects in four areas: Sugar Mill-Hwy 119 Gateway, St. Vrain Creek Corridor, Hover Street Corridor, and Midtown/North Main Street Corridor		

Area of Focus	Connected City		
	Comprehensive Transit	Pedestrian Access	Alternative Modes of Transportation
Envision Longmont	"GP2: A Complete, Balanced, and Connected Transportation System" (p. 37)	"Continue to provide sidewalks and paths to accommodate pedestrians throughout the City." (p. 41)	"Promote less polluting alternatives to the single-occupant vehicle trip, including carpooling, transit use, bicycling, walking...and through alternative mode incentive programs." (p. 42)
DDA	"Vision: Access to Downtown is easy, safe and low-stress for people...by any form of transportation." (p. 35)	"Maintain a safe and enjoyable walking environment for pedestrians of all ages and abilities." (p. 37)	"Encourage the use of alternative modes of transportation [such as buses, ride- and car-shares] to access downtown." (p. 38)
Sustainability Plan	"Objective: Invest in an efficient transportation system that enhances mobility, equitable supports multiple modes of transportation, reduces environmental impacts, and supports a healthier community."	"Support growth in active transportation...[by] continuing to expand options for and infrastructure to support modes such as bicycling and walking." (p. 84)	"Coordinate with RTD to expand service and hours to key community locations...[and] on publicizing car/van pooling." (p. 82 – 83)
Advance Longmont	"Improve public transportation options for Longmont residents and workers." (p. 121)	N/A	N/A
2018 Council Retreat Goals	"Connected, efficient, innovative, affordable local and regional transportation."		