



# Focus on Longmont: Share Your Vision, Create Our Legacy

*Deliberation Guide*

City of Longmont  
Civic Center  
350 Kimbark Street  
Longmont, CO 80501  
Main: (303) 776-6050  
Fax: (303) 651-8590

July, 2005



# *Table of Contents*

	<u>Page</u>
<b>Introduction to Focus on Longmont</b>	1
<b>Direction for the Future 1:</b> Enrich the Experience of Living in Longmont	4
<b>Direction for the Future 2:</b> Enhance the Environment, Natural and Built	8
<b>Direction for the Future 3:</b> Expand Prosperity through Innovation, Efficiency and Education	13
<b>Direction for the Future 4:</b> Extend the Principles of Cooperation and Shared Responsibility Throughout the Community	17
<b>Appendix:</b> Background Information on Directions for the Future	21



## Introduction to Focus on Longmont

*Focus on Longmont: Share Your Vision, Create Our Legacy* is a 10-month community-wide discussion project that City Council authorized last year in order to get as much public input as possible about some very important decisions the City will have to make in order to achieve this. The purpose of *Focus on Longmont* is to develop widely-supported strategic policies that, if implemented, will help Longmont remain a distinct community with adequate resources to sustain the kind of life residents want to enjoy for decades or even generations into the future.

Phase 1 of the *Focus on Longmont* project, which concluded in mid-April, invited residents (1) to describe what they consider uniquely good about Longmont and what it is like at its best; and (2) to sketch their vision for the city's future. Participants in Phase 1 identified and affirmed certain core community values and offered more than 500 ideas, suggestions, and recommendations for the future.

(1) The “positive core” of life in Longmont features six key elements:

- *Small town feel* — Longmont has a “real downtown,” values small businesses, and takes pride in its history.
- *Quality natural environment* — Longmont residents value a clean environment with many spaces remaining in a natural or semi-natural state. Accordingly, City policies are eco-friendly.

- *Celebrating together* — Longmont appreciates, welcomes, and celebrates the variety of backgrounds, heritages, and cultures of all its residents.
  - *Opportunity for all* — The community values education and recognizes the importance of offering people many different job opportunities. People care about seeing others succeed.
  - *An engaged community* — Longmont residents believe in “giving back” to the community that has afforded them a high quality of life. Everyone can—and should—“make a difference” in Longmont. The community wants to bridge cultural divides and reach out to people in the wider world to which it belongs.
  - *Facilitative city leadership* — City government has a flexible, innovative, pragmatic “culture” that supports employees who are responsive to residents’ needs and concerns, and who treat them as individual persons, not just as customers. The City also supports and facilitates community action.
- (2) When asked to imagine Longmont fifteen years from now, participants in Phase 1 offered certain images of the future that were repeated over and over again:
- *A vibrant downtown with great “curb-appeal”* — Downtown is home to a great variety of small businesses, arts and cultural activities, and community “happenings.”

- *Vital retail centers across the city* — Shopping areas are designed and located in ways that reinforce and strengthen the city’s neighborhoods, making them great places to live and connecting them to one another.
- *Healthy environment* — Longmont continues to enjoy an abundant supply of good water; takes steps to keep its air as clean as possible; and ensures that every part of the city is a good place to live, work, and play.
- *Connected trails, parks, and open space* — Pedestrian trails parks and open space connect with each other and with all areas of the city.
- *A variety of entertainment* — Music, art, cultural festivities, and recreational activities of a great variety enrich community life, make downtown come alive, and draw people together.
- *Prosperity* — Plenty of jobs that offer all residents the opportunity to earn a good income and that make it possible to afford the cost of living in Longmont.
- *Volunteerism and connecting people as citizens* — Every member of the community—no matter their age, education, income, ability, or skills—has something he or she can contribute to making Longmont a great place to live. If everyone pitches in, everyone will benefit.
- *Quality education* — As a community, Longmont values education at all levels, from pre-school through adult continuing education. Through partnerships with business, the St. Vrain School District, and Front Range Community College the City reinforces the message that education is an indispensable element of Longmont’s high quality of life, and in turn demonstrates its commitment to education by helping to ensure that everyone has the opportunity and the motivation to learn.
- *Diversity as the Heart of Longmont* — Longmont is a better place to live because of the diversity of its residents.
- *Housing opportunities for everyone* — The community is committed to finding ways to ensure that all people who work in Longmont can afford to live in Longmont.

### ***The Challenge of “Build-Out”***

Our ability to preserve Longmont’s core community values and to realize residents’ vision of Longmont as a community that affords everyone a high quality of life depends on what happens as the city “builds-out.” Build-out is the point in time when there’s no more new land available inside the city limits. From now until build-out, the amount of undeveloped property in Longmont will be increasingly limited. If we want to sustain our community’s quality of life, we need to start making the best choices right now about how to use that property. The type, timing, and location of residential and commercial development that occurs between now and build-out will affect every aspect of life in Longmont, from city



service levels and the local business climate to our community’s character and visual appeal.

For one thing, build-out can have a substantial impact on a city’s budget. For example, the number of building permits issued for new construction will slow down. As a result, growth-related income such as building permit fees, impact fees, and construction use taxes could dry up. In addition, sales tax and property tax revenue from new businesses and residents might decrease and even level off.

On the other hand, build-out can reduce City expenses. For example, growth-related City staff positions in the planning, finance, and building inspection departments may no longer be needed. Also, fewer new roads, parks and public buildings will have to be built in order to keep pace with growth.

In the future, Longmont will change the direction in which it continues to grow and build. Instead of continuing to build out, it will start to build in. Because of this, the future presents opportunities to redevelop and to focus our energies on things that will enhance our quality of life. But in order to make the most out of those opportunities, we need to act now. We need to adopt strategies that will enable the City to re-develop and revitalize areas in order to keep all of Longmont vibrant.

Will the financial impact of build-out on Longmont be positive or negative? The answer to this question depends in large part on the policies that the City puts in place and that the community supports—which is why the Focus on Longmont community discussion project is so important.

## ***Deliberating Directions for Longmont's Future***

This deliberation guide, and the deliberative forums it will be used in, address the question of how Longmont can remain a distinct community with adequate resources to sustain the quality of life residents want to enjoy for decades or even generations into the future. What will serve as the best foundation for providing (or expanding and improving) the facilities, amenities, and services we currently enjoy?

Phase 2 will involve residents in the task of evaluating several alternative ways of answering these questions. There will be two community-wide forums, one on July 16 and the other on July 30. The first one is open to all residents. Participants in the second forum have been selected at random to constitute a representative sample of the community. Both groups will take up the question, “How can we best ensure that Longmont continues to be a distinct community with enough resources to sustain the quality of life its residents want to enjoy?” In particular, what should the City begin doing now so that our standard of living can be sustained or even improved?

Here are four different Directions for the Future that Longmont could take:

***Direction for the Future 1: Enrich the Experience of Living in Longmont.*** This Direction for the Future says we can best ensure that Longmont continues to be a distinct community with adequate resources to sustain a high quality of life for all its residents *by preserving Longmont's “small town feel” while giving it more “big city appeal.” Residents who favor this Direction stress the desirability of promoting the arts and of celebrating our cultural richness and variety.*

***Direction for the Future 2: Enhance the Environment, Natural and Built.*** This Direction for the Future says we can best ensure that Longmont continues to be a distinct community with adequate resources to sustain a high quality of life for all its residents *by ensuring that we continue to live in a place where the landscape is open and pleasing to look at, and where everything that is built on it—houses, stores, office buildings, schools—preserves and even accentuates its beauty.*

***Direction for the Future 3: Expand Prosperity through Innovation, Efficiency, and Education.*** This Direction for the Future says we can best ensure that Longmont continues to be a distinct community with adequate resources to sustain a high quality of life for all its residents *by emphasizing efficiency and innovation in both business and government, and by ensuring that all our young people graduate from high school with the knowledge and skills they will need to become productive adults.*

***Direction for the Future 4: Extend the Principles of Cooperation and Shared Responsibility throughout the Community.*** This Direction for the Future says we can best ensure that Longmont continues to be a distinct community with adequate resources to sustain a high quality of life for all its residents *by improving the ability and willingness of citizens and city government to work together in partnership, and of citizens to work constructively and productively with each other.*

Your task today will be to try to reach a shared conclusion about which of these Directions for the Future is most appealing or most promising as a way to ensure that Longmont continues to be a distinct community with adequate resources to sustain a high quality of life for all its residents. Which of the “things that can be done”—the strategies and actions associated with the four Directions—do you believe Longmont should start working on today? Which ones do you think have the best chance of success? Which strategies and actions do you think are most desirable?

The data presented in the Appendix provide background information to set the stage for the Directions for the future. Information was gathered from the City of Longmont Community Profiles and the U.S. Census Bureau, among other sources.



## Direction for the Future I: Enrich the Experience of Living in Longmont

This Direction for the Future says we can best use City resources to secure a sustainable quality of life by preserving Longmont’s “small town feel” while giving it more “big city appeal.” Residents who favor this Direction stress the importance of cultural richness and variety. They believe there are two keys to sustaining a high quality of life in Longmont for years to come: first, a thriving arts community that affords both residents and visitors ready access to the best in music, drama, literature, sculpture, and other fine arts; and second, an annual calendar full of citywide events that enable residents to share in celebrating the wonderful diversity—the histories, customs, and achievements—of the many different people who make Longmont such a special place to live. Both of these should revolve around a lively downtown where people work, live, and shop. Downtown should be the focal point of community life, drawing residents in and letting them “rub shoulders” in a genuine “public space.” Renewing downtown should therefore be considered an essential ingredient in the effort to enrich the experience of living in Longmont.

### *Examples of this Direction for the Future*

At least 20 states encourage private investment in historic buildings by offering tax credits for rehabilitation, giving businesses an incentive to rebuild rather than tear down. In San Francisco’s Ghirardelli Square, an old chocolate factory became an internationally famous shopping center. In Charlottesville, Virginia, the downtown post office was

transformed into the main branch of a regional library. In Boston, Faneuil Hall—once a government meeting place—is now a major tourist attraction with shops and eateries. Elsewhere, factories have been turned into convention centers, train stations have been transformed into restaurants, and department stores have been converted into hotels.

Historic preservation, downtown revitalization, and adaptive use benefit the entire community as well as particular segments such as businesses, merchants, and homeowners. Designating a particular neighborhood or district as an historic place can enhance property values and resale opportunities for individual homeowners. A report by the *Michigan State Historic Preservation Office* showed that “the stabilizing influence and protection that an historic district provides also may encourage private investment and increased property tax revenues for local governments.” According to the *National Trust for Historic Preservation*, the benefits that individual homeowners reap from preservation may spill over and affect the community as a whole, leading to aesthetic improvements in historic districts as well as greater local tax revenues.

It is no secret that historic sites, structures, and landscapes are popular tourist attractions. Americans seek to combine recreational and educational experiences that teach them about local and national history. Research has found the vacationers who visit historic sites tend to stay longer and spend more money than other types of travelers.



### ***Why should Direction 1 be the City's priority?***

If this Direction for the Future were the City's highest priority when making policy, what benefits would it have? What good things would be achieved?

- "Culture" is hard to define, but we know it when we see it. It has to do with the things that "humanize" us: a sense of history; the desire to express ourselves through art; respect for learning and knowledge; an appreciation for what is not mass-produced and mass-marketed; and the ability to take pleasure in such simple things as good food and well-designed buildings that make us feel comfortable. Many communities have a pleasant environment, a high standard of living, clean streets, safe neighborhoods, and an abundance of opportunities for recreation and entertainment. But few offer these things and "culture" as well. Making cultural variety and excellence our priority will greatly strengthen Longmont's prospects for becoming a unique and attractive community that will have little trouble sustaining itself.
- Investing in "cultural capital" has proved to be an economic stimulus in other communities. The group Americans for the Arts notes that "The arts inspire us, soothe us, provoke us, involve us, and connect us... But they also create jobs and contribute to the economy." For example, the *National Endowment for the Arts* recently funded a detailed statistical analysis of 91 communities that have some type of not-for-profit arts organization, such as a repertory company, theater group, ballet, dance troupe, symphonies, chamber music orchestra, or jazz ensemble. This study, *Arts & Economic Prosperity*, found that:

*"The nonprofit arts, unlike most industries, leverage significant event-related spending by their audiences, with non-local audiences spending 75 percent more than their local counterparts. The arts attracts visitors downtown and extends the business day, garages stay open until midnight, and stores draw more customers."*

Arts-related expenditures create more local employment, enhance resident household income, and generate municipal sales and property tax revenue. The average person who attends a not-for-profit art event spends nearly \$23 per person above and beyond the price of admission. Non-residents spend even more: \$38.05 per person.

## ***What Can be Done?***

Supporters of Direction 1 recommend taking actions like these:

1(a). The City should take the lead in creating regular citywide celebrations that promote a stronger understanding of, appreciation for, and unity among Longmont's diverse groups. These events should be tied to downtown, where people naturally congregate. Doing so would boost commercial activity where we want it most.

1(b). The City should take the lead in encouraging all residents to contribute to culture and the arts in Longmont. For example, the City could facilitate establishment of a voluntary program within the business community by which businesses support public art and not-for-profit arts organizations.

1(c). Many cities, including Longmont, have a 1 or 2 percent public art fee or a building permit requirement for inclusion of art in commercial and civic buildings. Longmont's "Art in Public Places" ordinance stipulates that funds equal to 1 percent of City capital construction costs be set aside for public art projects. We should consider increasing this figure.

1(d). Other efforts, such as "adopt a sculpture" programs or art walk brick sales, could be initiated for participation at the individual citizen level.

1(e). The City should facilitate a community effort to generate support for a state-of-the-art performance-and-exhibition facility, one like the award-winning Arvada Center for the Arts and Humanities. If this isn't feasible, we should try a more modest and unique approach, such as Loveland's restored Rialto Theater (now anchoring a successful redevelopment of 4th Street with numerous new restaurants), that would serve as an anchor for downtown or some other important activity center.

1(f). The City could initiate a partnership with property owners, the Downtown Development Authority, and the Chamber of Commerce to make downtown the heart of arts and culture activity in Longmont.

1(g). The City might create a staff position and hire a person to take responsibility for cultural and artistic development in the community.

1(h). The City could initiate programs to encourage all citizens to learn enough of a second language (Spanish or English) to interact successfully with others on at least a very basic level (e.g., saying hello, giving directions, asking whether a person speaks one's own first language, knowing the names of common, everyday things like "street," "doctor," "school," "building," "police," "bus," "park," etc.) The City, the schools, and FRCC might work together to create a short, intensive program to help residents achieve a rudimentary level of fluency. This could open the way to Longmont becoming a leading example of how a community flourishes when cultural diversity is embraced.

- Arts and cultural events and performances could have a significant economic impact on Longmont’s hotels, restaurants, and shops. Promoting arts and culture venues is a well-tested, successful method to jumpstart neighborhood redevelopment, which leads to higher assessed values, property tax revenue, and sales tax collections.
- A reputation for excellence in arts and culture could enhance the Longmont “brand” as a desirable place to live, thus supporting home prices.
- Creating a “Longmont Arts Center” (whether composed of new facilities, remodeled buildings, or a combination of the two) would provide a venue to attract artists to the community and to foster locally-grown talent. It would also be an opportunity to provide a multi-purpose facility that could be used for community celebrations, school events, conferences, and private functions. Direct and indirect revenues to the City from such a facility would be sufficient to warrant the investment.
- We already have a solid basis for building our future on culture. Many painters, sculptors, musicians, and other artists already live and work here. All we need to do is commit to constructing our identity around the arts and taking a few modest steps to help them grow. Similarly, the cultural heritage of Longmont residents is already rich and varied. We just need to support more and better celebrations of that variety. Finally, Longmont residents have a well-developed sense of the importance of history in shaping a community’s identity and character. They want to recall and honor that history in more-public ways.
- There are very few places in America of Longmont’s size that offer people a genuine “small town feel” with actual “big city appeal.” In most of them—Charlottesville, Virginia; Burlington, Vermont; Iowa City, Iowa; Missoula, Montana; Urbana-Champaign, Illinois; Panama City, Florida—a college plays an important role in community life. Typically, what gives “college towns” their distinctive appeal are a lively arts community (galleries, museums, exhibitions, performance venues, movie theatres), a well-educated and outward-looking populace, a variety of good restaurants, unique stores, and established neighborhoods that give them “character.” Another key feature is a “traditional” downtown where people go on a regular basis—to work, to do errands, to “go home,” and to enjoy themselves in their spare time. These features of community life are both the source and product of creative, productive activity. Focusing on reviving downtown would not only boost commerce, it would kick-start the effort to strengthen cultural life in Longmont. Relocating Front Range Community College and making it an “anchor” at one end of Main Street would generate foot traffic and would enable the college to become a partner with whom the City and businesses could work.

- There is a school of thought among economic developers that entrepreneurs are drawn to places with “culture.” They relocate to places that offer an attractive quality of life, and then invest locally. Focusing on the quality of life that “culture” creates will foster an entrepreneurial spirit in Longmont that will translate into economic energy, local jobs, and a growing, stable tax base.
- Like Direction 2, but unlike Directions 3 and 4, the results of emphasizing Direction 1 can be experienced—seen, felt, etc. It’s crucial for the success of any community effort that people are heartened and encouraged by the successes they have and the progress they make.

### ***Why shouldn’t Direction 1 be the City’s priority?***

What’s the down side of this Direction for the Future? What costs or undesirable consequences might it have?

- Turning Longmont into a community that has a “small town feel” with actual “big city appeal” just isn’t practical. The features we associate with college towns are not accidental. They exist because there is a steady demand for them. Many of the people who create this demand—those who are willing to pay for “culture”—are the students, faculty, and administrators. If Longmont had a similar customer base, it would see similar results. But we don’t, and it’s a mistake to think we can create it just by expanding the number of courses that Front Range Community College offers, or even by getting a branch campus of a four-year institution like Regis University.
- If the City were to survey Longmont residents and ask them about their interest in cultural events and facilities, it would find that the great majority would say they already have access to all they want. Available facilities include the Vance Brand Civic Auditorium, the Longmont Museum (both City-operated), and Sandstone Ranch. There are plenty of festivals, too, such as Rhythm on the River. Most people don’t go to concerts, or museums, or art shows more than once or twice a year—probably much less frequently than that. They’re busy with, and content with, the kind of life they currently lead: one centered on private satisfactions such as family outings, school-related events, and social gatherings. They live in Longmont because it offers what it currently offers, not in spite of what it doesn’t. When folks here want something that’s not available in Longmont, they go to Boulder or Denver. At most, they’ll turn out for a few local events. In short, there just isn’t broad support by folks in Longmont for the amount of investment needed to fully develop a sustainable arts-and-culture environment.
- Even if we did succeed—after a long time and at great expense—in making Longmont the “arts capital of the West,” or a “cultural Mecca,” we’d end up like Boulder: our cost of living would skyrocket, we would lose our ability to restrain and direct growth, and Longmont would



lose the “small-town” feel and other advantages we currently enjoy. The choice we face is not, *Should we be Longmont and also like Boulder or Denver?* The choice we must make is, *Should we be Longmont or like Boulder and Denver?*

- Asking the City to do more in the area of culture entails devoting scarce resources to activities that perhaps aren't as needed as other services. Raising additional revenue would require raising the sales tax, which would dampen retail sales.

- Longmont is too large a community to mobilize quickly in support of a future-based on culture. It's easier (and more important) for a small community like Loveland to do so, especially when, as in Loveland's case, the infrastructure (the existing foundries) are already in place. We can't move fast enough or with adequate support community-wide to get out in front of and stay ahead of competition from Denver, Boulder, Arvada, and other communities.
- Creating a major cultural facility like the Arvada Center is misguided. Longmont's cultural organizations can't afford to rent the facilities we already have. With Denver and Boulder as well as Arvada close by, it will be extremely difficult for a new large facility to keep from losing money. If an arts center were a good investment, it would have already been built privately. It is a risky proposition that might end up being a tax-supported and under-utilized “white elephant.”
- “The arts” today is a lifestyle that increasingly only well-off people can afford to enjoy. We value being a real community. We don't want to become a “golden ghetto.” If Longmont were to become a thriving arts-based community, that very success might drive out people who could no longer afford the cost of living here.
- Everyone should learn a second language? This just isn't plausible. At most, some people might be willing to participate in some kind of one day cultural awareness program, perhaps with an intensive language component.



## Direction for the Future 2: Enhance the Environment, Natural and Built

This Direction for the Future says we can best use City resources to achieve a sustainable quality of life by ensuring that, wherever we are in Longmont, we are surrounded by “sights, scents, and sounds” that refresh us, uplift our spirits, and instill in us a feeling of wellness, security, and contentment. The keys to achievement of this goal are clear air (and therefore greater reliance on energy sources other than fossil fuels), abundant clean water, plentiful parks and open space, and a conscious community commitment to using these assets as wisely and prudently as possible. Residents who favor this Direction urge us to consider the importance to our happiness of appreciating Longmont’s natural loveliness and its potential for achieving unique visual appeal. They believe that the firmest foundation on which to construct a sustainable future is something that people will find only in Longmont: the experience of living in a place where the landscape is open and pleasing to look at and easy to enjoy, and where the things we build upon it—stores, roads, houses, etc.—do not detract from its beauty.

### *Examples of this Direction for the Future*

Many communities choose to invest in their “environmental capital” by emphasizing open space and parks. In Burlington, Vermont, for example, a public will existed in the community to acquire and protect substantial amounts of open space. But the city needed to accommodate more infill development,

because land was at a premium. As a result, purchasing land to preserve open space was expensive. Residents approved a one percent property tax for acquisition and maintenance of open space. Closer to home, the City of Boulder launched its open space program in the 1960s. The County has joined in, with the result that open space now helps define the character of both.

In Minneapolis, the community chose to invest in public parks rather than open space. In the late 19th century, Minneapolis established an independent park commission to create “the finest and most beautiful system of public parks and boulevards of any city in America.” The founders believed this would add many millions of dollars to the future value of real estate in the city. They were right. The original investment has paid off. There are 6,000 acres in the system: one acre of parkland for every 66 citizens, or to put it another way, every home within 6 blocks of a park. The property and land values of neighborhoods and downtown property adjacent to parks have shown enormous increases. Every nickel spent on the parks and green space produces a dollar in new value—a 20-fold return.

### *Why should Direction 2 be the City’s priority?*

If this Direction for the Future were the City’s highest priority when making policy, what would be the benefits? What good things would be achieved?

- In the first half of the 1990s, Colorado was the fourth fastest growing state in the nation. In an article in Newsweek, Christopher John Farley described that period as one in which:

*“Subarus full of Easterners and Range Rovers stuffed with Californians started trekking to the Rocky Mountain states. The refugees were tired of big-city life, traffic jams, crime and shopping malls, so they moved to a new mecca, stretching from Montana to New Mexico, where the air was clean and the water was clear.”*

Ironically, however, the traffic congestion, crime and shopping malls followed the newcomers here. As Farley observes,

*“It was paradise, except for the fact that it needed more strip malls, so those were promptly built. And pretty soon some of the friends and relatives of the settlers moved in, which meant a few more strip malls were required, not to mention houses and more roads. Before long, paradise started to look a lot like Toledo, Ohio. Or Los Angeles.”*

Spend some time in any congested, sprawling metropolitan area anywhere in this country, and then come back to Longmont. What do you notice? Sunshine, clear air, that incomparable view of Longs Peak, open space that almost completely encircles the city, the smaller-scale and less-hurried way of life we enjoy, people outdoors doing a host of things that are good for them: walking, biking, skiing, horseback-riding, running, playing soccer. Aren't you relieved to be home? Aren't you glad you don't live where you've just returned from? Living in Longmont, it's easy to forget just how fortunate we are to reside in an urban area that doesn't seem like one, largely because of the clean and beautiful natural environment we inhabit. Our environment is conducive not only to our physical health, but to our mental health as well. It affects our outlook, our attitudes, our energy and motivation. By actively protecting and enhancing it, we ensure that Longmont will always be the best place we know to come home to.

- Longmont is what it is in large part because of where it is. Longmont is in the West. Its residents are Westerners. If we want Longmont to become a mature, sustainable community that retains the desirable features it currently possesses, it must remain a city of the West. And the West is nothing if not a distinctive, magnificent natural environment—as our daily view of Longs Peak reminds us.
- We have a responsibility as a community to practice strong stewardship over the land, water, and air that has been placed by preceding generations in our care, and which we hold in trust for the generations that succeed us. There is still time to preserve and even enhance Longmont's environment. But we must act now, because the door is being slammed shut by the habits of permitting development with too few environmental restrictions and relying almost solely on private transportation.



- A clean, healthy environment is not at odds with business and prosperity. Quite the contrary. Businesses want to be where people—both management and employees—want to live. And people want to live in places like Longmont. Promoting a “green-built” office and technology park could help attract high profile corporate tenants and perhaps even a headquarters campus, thus leading to higher assessed property values and tax revenue.
- As the environment deteriorates in other parts of the country, and as people increasingly gain the ability to choose where they live, people will be seeking communities where they can enjoy healthy lifestyles. A larger and higher-income employment base in Longmont would better support local merchants and generate more sales tax revenue.
- Business benefits when people come here for the landscape and climate. We all know that tourism is important for Colorado. What will happen to the tourists if our home starts to resemble their home? A reputation for open space, agricultural preservation, and a pristine environment could enhance the Longmont “brand” as a desirable place to live, thus supporting home prices.
- Everywhere the environment includes not just land, air, and water, but also what we place on and do to our natural surroundings. The “built” environment consists of houses, streets, office buildings, plants and factories, highways, utility lines, outdoor advertising (billboards and other signs). The way these are designed, planned, constructed, and maintained is just as important to our well-being as the natural environment. If we don't want Longmont to become indistinguishable from the type of development that is occurring nearby, we need to make sure that we give as much thought to our built environment as we do to the natural environment.

- Longmont has a history of preserving its water supply and the quality of the water. This commitment by past generations can be used not only to meet the water supply needs of our community, but also to manage, preserve, and enhance the rivers and streams throughout Longmont. The water supply has attracted wonderful businesses and employers to Longmont. Our environment needs to be protected to ensure that it will continue to attract such businesses and employers for future generations.
- People are beginning to worry about the “sameness” that has resulted from the economic success of large national corporations that own chains of retail stores, restaurants, even medical and dental offices. People are beginning to rediscover the desirability of local uniqueness and authenticity. They appreciate easy access to big stores, malls, and other businesses they patronize. But they don’t want to be overwhelmed by them. They don’t want to see them everywhere they look. They want to recapture some of the variety that American communities once exhibited. And that means striking a better balance between new businesses and established ones, and between unique local businesses and the chain businesses that operate nationwide.
  - One important way to do that is to revitalize existing structures. Apart from aesthetic historical considerations, demolishing existing buildings and constructing new ones is a costly proposition in terms of the labor, materials, and craftsmanship needed for a new construction project. Rehabilitation is often seen as an expensive option, but studies have found that the rehabilitation costs per square foot are often significantly less than the costs of new construction.
  - Another thing we can do is encourage local developers and builders (as Missoula, Montana has done) who have a stake in Longmont and care about it. They’ll be more responsive to our concerns and wishes than national corporations that don’t know our community or don’t have a strong stake in it.
- Unlike Directions 1 and 3, this Direction for the Future provides opportunities for everyone in the community to contribute in a multitude of ways, from recycling and conserving water to helping keep parks and trails clean. The more people who can participate in pursuing a Direction for the Future, the more likely it is that we will be able to build a sustainable, high quality of life for everyone on the foundation it describes.
- Like Direction 1, but unlike Directions 3 and 4, the results of emphasizing Direction 2 can be experienced—seen, felt, etc. It’s crucial for the success of any community effort that people are heartened and encouraged by the successes they have and the progress they make.

## What Can be Done?

Supporters of Direction 2 recommend taking actions like these:

2(a). Longmont has chosen to develop both a quality parks system and to focus on open space as a quality of life amenity. By collaborating with Boulder County and Colorado State Parks, the City has stretched its open space funds to extend open space along the St. Vrain River eastward to St. Vrain State Park. Open space now exists along three sides of Longmont’s boundaries. We should continue expanding the City’s Open Space Program to set aside even more land that otherwise might be developed.

2(b). Link Longmont’s reservoirs, parks, and open space with trails so that people can travel on foot or by bicycle to reach any part of the city. Strengthen the system of trails within and between neighborhoods and connect them to recreational areas.

2(c). Create and stick to an architectural “theme” for downtown that will give Longmont a unique and increasingly well-known identity.

2(d). Citizens who walk, bicycle, or (perhaps) take public transportation to work should be rewarded in some manner, such as receiving recreation center credits. Building on the existing City-sponsored “bike to work days,” we might try an annual “bike to work” week to encourage alternative transportation. (Local businesses could sponsor breakfast stops, bicycle tune-up clinics, etc. along the main bike routes.)

2(e). Solve the downtown parking problem, e.g., by locating parking elsewhere and providing free, convenient transportation to downtown.

2(f). Eliminate “eyesores,” perhaps by helping residents who are unable to do so to clean up, improve, and maintain their property.

2(g). After the City provides the funding to establish new parks, trails, and similar outdoor amenities, it should actively seek commitments from the community to take on responsibility for upkeep, perhaps through business-neighborhood partnerships or an “Adopt a Trail” program.

- Unlike Directions 1, 3, and 4, Direction 2 benefits all members of the community equally. Everyone, irrespective of age, physical fitness, income, etc. can enjoy the benefits it provides.
- Environmental quality of life is an important factor in the decision-making of many businesses that are considering relocating.
- Longmont has already made a great start on this Direction for the Future. We enjoy and abundance of mature trees. We’ve set aside a lot of open space and created a lot of parks. We can easily expand our efforts to create a “garden

## What Can be Done?

2(h). Work with RTD to create rail stations and promote ridership. Use City funds to offer incentives for private investment to develop the areas surrounding the stations and make them enjoyable destinations to walk and bike to.

2(i). The City should establish and enforce regulations concerning new construction (open space, landscaping, removing trees, use of durable, attractive building materials) that keep Longmont from looking like every other suburban development along the Front Range. High standards actually attract builders and buyers who want to work and live more responsibly with respect to the environment.

2(j). The City should encourage and provide incentives for “built green” construction of new houses and commercial buildings.

2(k). The City should enforce its municipal regulations concerning noise and impose penalties sufficient to ensure compliance.

2(l). Currently, the City works in several ways to increase the availability and quality of Longmont’s affordable housing stock. These efforts should be expanded.

2(m). Make it feasible and practical for people to get from one place in Longmont to any other place without having to drive their own cars, perhaps through substantially increased RTD service (as in Boulder).

2(n). When considering new programs or facilities, ask businesses to support their operation and upkeep with financial help and volunteers.

2(o). Adopt a “build green” culture in which both residents and businesses regard environment-friendly construction as important.

2(p). Promote recycling of all kinds so that Longmont becomes known as “the conservation city,” setting itself apart from the “throw-away society” that’s so much in evidence elsewhere.

at the foot of the mountain.” This is an advantage the other Directions don’t offer.

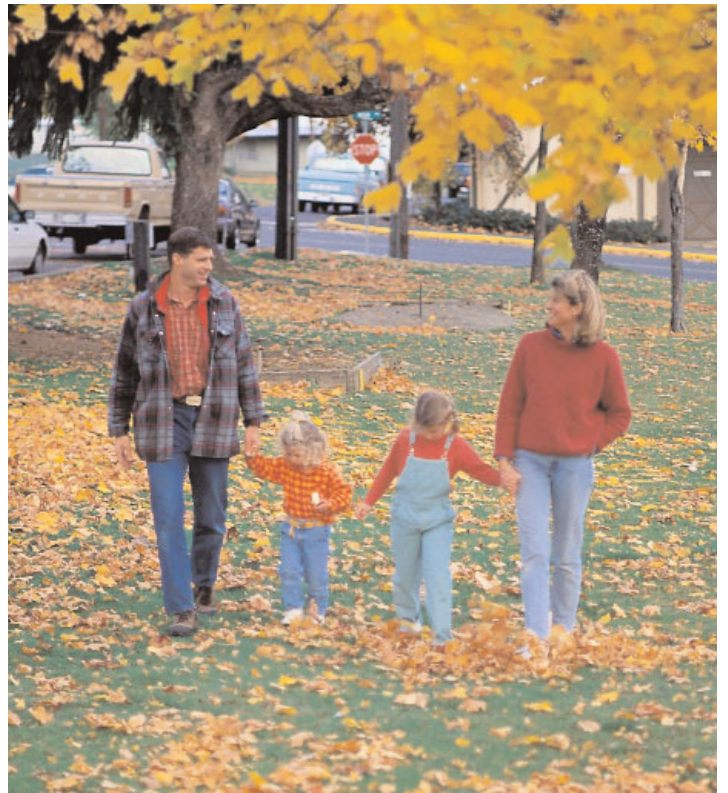
- Of all the things we as a community can leave our children and grandchildren, the most important and valuable is a pristine environment.
- Burlington, Vermont neglected Lake Champlain for so long that it was almost permanently and irretrievably polluted. Similarly, many Front Range communities are now almost completely dependent on automobiles for transportation. We mustn’t make this kind of irreversible mistake in Longmont.

## Why shouldn’t Direction 2 be the City’s priority?

What’s the down side of this Direction for the Future? What costs or undesirable consequences would it have?

- Some aspects of the environment are within our control, others aren’t. We have our own water supply, and we should hold onto it. But we can’t do much about air quality. Even if motor vehicles were banned from Longmont, air quality would depend chiefly on what Denver, Boulder, and other communities choose to do about development, transportation, manufacturing processes, and power-generation. We can push for a regional response to the problem of deteriorating air quality, but realistically there isn’t much we can do to about it by ourselves.
- Ask people to park away from the downtown and take a shuttle in is unrealistic. A more successful strategy (one used by many communities) is to manage demand for parking, particularly by people who work downtown, through parking permit programs and enforcing a ban on parking for more than 2 hours at a time.
- Assisting business driven out of a revitalized downtown by higher rents would be expensive, and as a practical matter, unworkable. The collision of rising rents with marginal existing business can’t and shouldn’t be avoided. It is part of the normal economic cycle for more-viable businesses that can afford the higher rents to displace less-profitable ones. Interfering with that cycle would produce inefficiencies and distortions in the market.
- The costs of protecting the natural environment and improving the built environment, especially the short-term costs, would be prohibitively high and would hit families with modest incomes the hardest. Neither businesses nor taxpayers will accept the costs associated with efforts such as investing heavily in mass transit, purchasing open space, keeping cars out of downtown, and defending lawsuits from developers whose property rights are being infringed. Such costs will merely make it more expensive to live and do business in Longmont, with the result that only higher-income households will be able to continue living here.
- Probably most people think we’ve already got enough parks, trails, and perhaps even open space. Do we really want to put scarce resources into more? Would what we gain be worth the cost?
- Even if it were feasible to create and enforce a particular architectural style, or “theme,” do we want all the houses and buildings in Longmont to look alike? A real community respects the individuality of its members, and so permits and encourages them to express their individual tastes in design, color, and construction. It doesn’t force them to conform to a particular vision of what is aesthetically desirable.

- Suggestions such as establishing an architectural theme for downtown and making downtown pedestrian-only will be resisted by merchants and commercial property owners as a deterrent to business. Are we as a community willing to pay more in taxes to compensate businesses for any negative impact on them of such changes?
- Changing, adding to, or making more stringent the residential and non-residential design standards Longmont currently has will put us at a disadvantage relative to other communities, which will continue making it easy for developers and builders to operate profitably. As a result, our housing stock will stagnate and continue to age. Pressure to re-develop existing properties and make them more profitable will mount. Small businesses will be priced out of Longmont. Middle-income families with children will be forced to look elsewhere for bigger and newer homes.





## Direction for the Future 3: Expand Prosperity through Innovation, Efficiency and Education

This Direction for the Future says we can best use City resources to protect our quality of life by remembering that it is built on a foundation of material prosperity. Residents who favor this Direction believe we need to do more to establish and sustain a business-friendly environment. Companies and individuals who want to conduct business here should encounter as few obstacles and disincentives as possible. In order for a community to weather the inevitable changes in the national economy, it needs to have a balanced local economy with a good mix of industries and commercial activities that offer a wide range of employment opportunities. This is crucial as well because, as supporters of this Direction point out, no community can truly thrive if a portion of its members struggle to make ends meet. In order for the community to do so, everyone must prosper individually. All citizens must be able to meet their basic needs (food, shelter, health care) before they can think about more education or improving their prospects for employment. Residents need to be able to find good jobs locally, and businesses can't perform at a high level without well-trained employees. Increasingly, employees need people who are creative, are flexible, have multiple skills, and are innovative in their thinking. Our schools therefore must produce graduates who will become the next generation of successful entrepreneurs, managers, and skilled workers. A prosperous community will thus offer abundant opportunities for people to acquire the education or training they need, through whatever means they learn best.

### *Examples of this Direction for the Future*

Investing in “human capital” can benefit communities, regions and even entire states. In Virginia, for example, 23 taxpayer-supported Workforce Development Services (WDS) centers are located on or near community college campuses. These centers meet the requirements of both employers (e.g., for Oracle, Cisco, ASE, etc.) who need employees with certain knowledge and skills and of students who need classes beyond the basic academic curriculum in order to become bookkeepers, cosmetologists, nurse's aides, truck drivers, etc.

Virginia was moved to establish the WDS centers by demographic trends:

During this decade, the leading edge of...[the baby boom]...will begin to hit retirement and the Commonwealth [of Virginia] will experience a major increase in its 55-and-over population. The net result of this will be a “graying” of the overall population. One implication of this event is that younger entry-level workers will be in short supply. This should significantly elevate the importance of workforce services in facilitating the efficient and effective use of existing labor resources by getting younger trained workers into the workforce, and by retraining or upgrading the skills of older incumbent workers.

Subsequent research has shown that, for every \$1 Virginia invests in human capital via the workforce training/education from the WDS centers, the state's economy receives \$8 in benefits. Moreover, the WDS Centers make a significant contribution toward meeting some of Virginia's more critical workforce needs. In 2002-2003 they produced enough graduates to meet 100 percent of the annual demand for respiratory therapists; 36 percent of the demand for registered nurses; 58 percent of the demand for physical therapist assistants; and 29 percent of the demand for licensed practical nurses.

Nationally, the Center on the Educational Quality of the Workforce estimates that a 10 percent increase in training/education level leads to a 4.9 to 8.5 percent increase in the dollar value of manufacturing output, and a 5.9 to 12.7 percent increase in the dollar value of non-manufacturing. Moreover, these estimates of annual increased economic output are not one-time benefits—they are part of a stream of economic benefits that continue over the entire time that training recipients are active in the labor force.

### ***Why should Direction 3 be the City's priority?***

If this Direction for the Future were the City's highest priority when making policy, what would be the benefits? What good things would be achieved?

- Business activity is the foundation on which all sustainable communities are built. It produces not only the goods and services we want, but also the jobs, salaries, and wages we need in order to live. It also generates the tax revenue that supports government activity, and the profits that expand our economy (a portion of which become the charitable contributions that support the work of not-for-profit organizations). Business is "the engine of progress"—it responds innovatively, efficiently and effectively to what people want. It is the source of the innovations and efficiencies that enable us to improve our standard of living. Nothing is possible without it. For this reason a robust economy must always be our priority.
- Most people prefer to spend most of their income on a combination of goods and services that are unique to them. Obtaining these is what enables them to get what they personally want out of life. They don't want to be compelled to spend their hard-earned dollars on things that are less important to them than they are to other people. Compulsory spending—taxes, fees, and other government-imposed costs—renders them less free to realize their particular vision of the good life. For this reason, most people want to keep public spending to a minimum. They want government to provide only those services that benefit everyone, or that the private sector is unable or unwilling to provide at a comparable or lower cost. They understand that the healthier the private sector is and the smaller government is, the stronger and more sustainable the community as a whole is.

## ***What Can be Done?***

Supporters of Direction 3 recommend taking actions like these:

3(a). Just as the private sector is adapting to the global economy with new innovations and greater efficiency, municipal government needs to adapt to rapidly-changing circumstances. The City should "think outside the box" when it comes to services, partnerships, management, citizen relations, and public decision-making.

3(b). The City should contract with organizations—for profit or not-for-profit—for services that the latter can perform more economically and should concentrate on providing those services that municipal government must or can best undertake.

3(c). With the cooperation of the business sector, launch an "Invest in Longmont" campaign to encourage people to patronize local businesses, especially those that are unique or especially important for realizing our vision for Longmont.

3(d). Convene businesses to ascertain what products and services they have to get from outside Longmont, and then discuss strategies for enabling and encouraging them to purchase locally.

3(e). When deciding whether to recruit a business to Longmont, consider whether the jobs it will create can be filled locally, rather than by moving existing employees—especially if incentives are contemplated.

3(f). Be more strategic with partners such as business, not-for-profit-organizations, school district, and community-based organizations so that each performs optimally what it can do best.

3(g). Work with the Office of the Governor and the state legislature on measures that would benefit Longmont. Hiring a Capitol lobbyist for the City might be worth considering.

3(h). Create more opportunities for efficiency—and effectiveness—enhancing partnerships by leveraging City assets.

3(i). Strengthen relationships between the City, business, the schools, and the community at large. Find ways to study problems and opportunities and to make decisions collaboratively. Share responsibility and authority with partners.

- If local government must utilize public revenues, it should do so as efficiently as possible. Its job is to serve the community—all the community. Where business is concerned, the City should confine its efforts to providing incentives and creating partnerships. If enough people want to see improvements made, the community will find a way to pay for them. The political process is not for deciding what life in Longmont should be like—it's for

## What Can be Done?

3(j). When talking with a company about relocating to Longmont, it's important not to "give away the store." The City needs to be careful not to offer incentives that in the long run don't represent a sound investment. Companies that want to come here should accept the community's priorities, standards, and expectations. We have assets they consider attractive. The City should negotiate with them so that the outcome protects and promotes Longmont's interests.

3(k). The City should work with the schools, business, FRCC, and the community to ensure that all Longmont-area students have meaningful opportunities to obtain the education or training they need. This means providing a wide range of choices, including vocational education, that are geared to the different interests students have and to the different ways individual students learn best. It might also mean that the community as whole, not just the schools, should set clear, broadly-supported educational standards and goals for our young people.

3(l). Community groups, businesses, and even individual residents might "adopt" a school or a group of students who need more support than the schools can provide.

3(m). Without excellent schools, company CEOs may decide against enrolling their own children locally. As a result, Longmont might lose both the companies and the enormously beneficial role that CEOs play in a community when they are resident for an extended period of time.

3(n). The City should support efforts to ensure that all children, but especially those who are "at risk," begin school ready to learn. Providing universal, high-quality early childhood education is the single most important thing the community can do to ensure that all students emerge from their K-12 education with the knowledge and skills they should have.

3(o). Ensure that the City's Capital Improvements Program is aligned with its plan for and zoning of enough land to accommodate the commercial and industrial development and tax base that will be necessary to sustain the City's ability to provide quality services. Areas that are targeted for employment and commercial development must be adequately served by utilities and transportation systems.

3(p). Help FRCC relocate some of its facilities to help anchor the downtown business area.

providing those services that everyone needs and benefits from. Collective "choices" can be made legitimately only through the free and mutually beneficial decisions of individuals pursuing their private goals in the marketplace.

- Even if the great majority of residents wish to authorize the City to invest public resources in projects that will contribute to Longmont becoming a mature, sustainable

community, the fact remains that improvements can't be made unless those resources are adequate. Ultimately, public funds are generated by business activity and the various taxes that businesses and consumers pay. Not making prosperity our priority will only mean that we will have fewer public resources to devote to the public undertakings we agree on.

- Because commerce is the bedrock of any community, Longmont needs to focus on creating and sustaining a business-friendly environment. A business-friendly environment, however, must include a first-rate educational system. Businesses require well-trained employees whose creativity will lead to new innovations and whose participation in the competitive free market will force them to find new, better, and less expensive ways to do things. Not surprisingly, good schools are one of the chief reasons businesses are started in or move to a community—and then stay there. Our schools thus need to produce skilled graduates who will become the next generation of adults whose efforts in the workplace keep businesses in Longmont and its economy strong. But skilled graduates also earn more money on the job than their less-skilled counterparts do. And because they make better salaries and wages, they are able to buy more. Good schools thus turn out not only the producers of goods and services a community needs, but the consumers it needs as well. A larger, higher-income local work force would increase sales tax revenue from shopping at local merchants.
- The presence of Front Range Community College benefits our community in many ways, especially by educating young people who are not bound for a four-year college but who want to acquire the skills needed for technical jobs. But FRCC depends heavily on revenue generated by providing training to employees of local companies. If we start to lose, or fail to attract, good companies (like Amgen, for example) because we don't have high school graduates with the basic skills and ability to learn that those companies need, FRCC could be forced to reduce its course offerings locally, or perhaps even close its Longmont campus altogether.
- Longmont's budget depends on sales tax and property tax from existing businesses. Retaining these businesses is essential to the city's financial health. Ensuring a well-educated and properly-trained local workforce would contribute to business retention and perhaps even expansion. Education and training could increase entrepreneurship and hence more business creation and employment within Longmont.
- If we are concerned about ensuring that Longmont's population remains diverse, the community must do what we can to preserve the affordability of living in Longmont. The best way to make certain it does is by having a diverse local economy that provides a variety of jobs, is able to

weather downturns in the larger economy it's part of, and grows at high enough a rate to keep everyone's income rising. Longmont is part of a regional economy. In order to compete effectively in that economy we need to be able to compete with neighboring communities, including, if necessary, offering business incentives. Incentives should be considered in appropriate cases because of the long-term net benefit to the community.

- Longmont has the advantage of being a full-service, free-standing community with city-owned water, sewer, and electric utilities. This affords Longmont the opportunity to use these assets to obtain benefits from service partnerships with other local governments in the region. Partnerships can result in lower infrastructure and operational costs for residents of the partner cities. Similarly, sales tax-sharing agreements can help ensure that revenue is returned to those areas that bear the costs of providing services.

### ***Why shouldn't Direction 3 be the City's priority?***

What's the down side of this Direction for the Future? What costs or undesirable consequences would it have?

- We don't need to make expanding our prosperity a priority because it is every community's most pressing concern. That's inevitable. People always make sure they are doing the best they can to improve their personal standard of living. The private sector is so competitive that we can never take our economy for granted. The problem is, when people talk about putting commerce first, they tend to forget about everything else. "Business" or "the economy" is a bit like "national security"—it's a trump card some people play to close off public discussion of anything other folks want to talk about. It's unhealthy in all sorts of ways to be obsessed with the bottom line, including economically. We have to understand that the things that make a community a great place to live and visit are precisely those things that create and maintain a good business environment. People don't live here or visit here to enjoy the economy—they live here and visit here because of the things that make a robust economy possible.



- Because so many people work outside Longmont, our local economy will never be more important to our community's well-being and sustainability than the larger economies of the Denver area, Colorado, and the U.S. as a whole. We can afford to make other things (e.g., investing in our environment, culture, and the community) our priority because they will pay off big in terms of the business they generate over the long-term.
- Unfortunately, an emphasis on prosperity usually means "more of the same." In the U.S. economy today, that means more "big box" mega-stores, more chains, more strip malls, more sprawling development and traffic congestion. It's not in the long-term interest of our community to have our local businesses driven out by competition from large national and international companies that do not have a significant stake in Longmont's quality of life.
- Longmont should not offer businesses incentives. People pay taxes in order to receive public services. Directing public tax dollars into propping up commercial development is a misuse of public funds.
- Regional partnerships sound good; they imply cooperation for mutual benefit. But they can unintentionally lead to infrastructure investment decisions that are not in the interests of one or more of the partners. A binding commitment to provide a service such as water or electrical power beyond the city limits can result in the City losing money if costs, market prices, or demand for the service changes over time.



## Direction for the Future 4: Expand the Principles of Cooperations and Shared Responsibility Throughout the Community

This Direction for the Future says we can best use City resources to ensure Longmont remains the community we want to call home by improving the ability and willingness of citizens and City government to work together in partnership, and of citizens to interact with each other with mutual respect and appreciation. Residents who favor this Direction want us to recognize that the heart, soul, and mind of a community reside in its people. We should build on our strong civic relationships, positive attitudes, and community-oriented values to make Longmont stand out as brilliant example of what a free, self-governing people can achieve when they take personal responsibility for their common future, share equally in the work of setting priorities, and commit themselves to moving forward together.

### *Example of this Direction for the Future*

Investments in “community capital” can directly improve the quality of life in a community. In the neighboring cities of Fargo, North Dakota and Moorhead, Minnesota, for example, local governments provided funding to the not-for-profit sector to promote diversity. In the early 1990s, a group of community leaders drawn from the school system, social services, local government, and the not-for-profit community came together to address the mounting friction between the area’s growing population of migrant workers, primarily Hispanic, and the increased number of refugees who would then be resettled there. Among the largest new ethnic groups

were Bosnians, Sudanese, Kurds, and Somalis. The group of leaders believed that understanding the value of diversity is an education process. It comes easily to some, but not so easily to others. They knew they had to be proactive in creating a community where difference was not only accepted, but valued as well.

With funding from four local governments, the United Way, the community foundation, a local corporation, and a national foundation, Fargo and Moorhead created Cultural Diversity Resources, Inc. During the decade that followed, plans were developed by volunteer citizen action teams to address issues and opportunities in education, employment, housing, media, and health. One obvious problem across all these issue areas was language. In 1997, Cultural Diversity Resources, Inc. started the Community Interpreters Service to schedule bilingual interpreters for more than 4,500 new residents who needed assistance navigating community systems. In one year the client base for these services increased by 30 percent. Almost 5,000 people have learned about cultural differences through workplace and community training programs. The school system and parents have worked on an inclusive curriculum that embraces the many nationalities represented in public schools. Mutual-assistance associations are forming and multiethnic leadership training has led to new people participating in community affairs.

A strong community produces many sorts of benefits, including economic payoffs. Consider the case of Tupelo, Mississippi, an isolated city of 35,000 in an overwhelmingly poor rural part of the South. Tupelo is home to more than 40 Fortune 500 or internationally-recognized companies. The Tupelo area is the largest producer of upholstered furniture and the second largest manufacturer of all furniture sold in the world. It has the largest non-metropolitan health care facility in the United States.

Why did this happen? One key was the community-building role of the local newspaper. In the 1930s, the owner of the paper set out (despite considerable local resistance) to become part of the civic leadership of the community while raising the tough issues in the forum that his newspaper provided—issues ranging from labor relations to race. He and his supporters understood and promoted three important principles of renewal: working together, education, and community involvement. All three ideas point of the same concept: we are all in this together.

### ***Why should Direction 4 be the City's priority?***

If this Direction for the Future were the City's highest priority when making policy, what would be the benefits? What good things would be achieved?

- Just as a community requires a physical infrastructure—water and sewer pipes, streets, telephone lines, street signs, and so on—it also needs a “civic infrastructure”: the connections, relationships, attitudes, habits, and processes that are essential in order for people to respond effectively to the problems, needs, or opportunities that affect everyone. This civic infrastructure is the practical expression of what we call “community”: the value we place on friendliness and civility among people who don't know each other; acceptance of responsibility for life beyond one's door; mutual respect; open-mindedness; commitment to the good of the community; dialogue; concern for the well-being of others; inclusiveness; leadership; democratic decision-making procedures; and other essential elements of a healthy public life.
- A community that is able to respond effectively to problems, needs, and opportunities is one that “works.” Such a community experiences fewer unresolvable issues, divisive conflicts, and intractable problems and crises than communities that are nothing more than a collection of persons and groups who happen to occupy the same space, each of whom are trying to go their own way without reference to their neighbors and fellow citizens. If “build it and they will come” was ever true, it's true of a community that works. People want to live in, and companies want to do business in, a community that has the ability, skill, and willingness to adapt constructively and productively to change.

## ***What Can be Done?***

Supporters of Direction 4 recommend taking actions like these:

4(a). Ask all members of the community to take personal responsibility for responding to the needs, problems, desires, and opportunities the community encounters—urge them to ask themselves, What can I do? This should include even young people. The City and the schools might work together to create a community service program to encourage people to contribute to our community in a host of ways.

4(b). During the past five years, the City has partnered with the community in developing and implementing a multi-cultural plan and has developed comprehensive community involvement strategies. These need to be continually refined and expanded.

4(c). The City's existing leadership development program for neighborhood group leaders should do more to facilitate the creation of leadership programs and classes with a focus on organizational skills, civic responsibility, and collaboration that introduces residents to leadership in a variety of contexts, from the family up to and including inter-city or regional affairs, thereby affording a large number of people multiple points of entry into positions of public responsibility. Many cities have a leadership program like this (including Fort Collins and Loveland), usually run jointly by the City and the Chamber of Commerce.

4(d). Encourage and enable people occupying key positions in local government, business, not-for-profit organizations, and the community to speak up and out, to demonstrate the passion they feel about Longmont and the efforts to make it even better than it is, to exercise leadership, and to take risks on the community's behalf.

4(e). The City should establish a “community mentors” program whose volunteers would meet newcomers to Longmont, form relationships with them, and help them integrate themselves into the community.

4(f). Following the example of cities like St. Paul, Minnesota, the City's Neighborhood Group program should extend its reach in order to connect neighbors and neighborhoods to each other through networks that enable them to

- By spreading both responsibility and authority as widely as possible throughout the community, citizens can learn to behave less like (often dissatisfied) customers and more like partners. When people have responsibility for and the authority to act on problems or opportunities, they become energized, creative, and ultimately less reliant on the City to do things for them. Public safety and social services are two large categories in the City's budget. A portion of these expenses perhaps could be redirected to other community needs or desires if Longmont's residents demonstrate a higher level of community-mindedness and collaboration.

## What Can be Done?

communicate with each other about problems or issues of common concern. In turn, these “horizontal” networks” should be connected “vertically” with City government in a way that affords citizens meaningful opportunities to provide input and to influence the making of decisions.

4(g). City-sponsored but resident-organized block parties—maybe as many as 4 per year—would help neighbors get to know each other. This would make it easier to establish a “council of neighborhoods,” like the one in St. Paul, which is organized from the block-level up.

4(h). We should work with our local media—the newspaper, public access cable television, and radio stations—to create forums for dialogue and deliberation. If the private sector cannot or will not do this, the community should take it upon itself to create alternatives.

4(i). The City should hire a person to serve as liaison between it and the schools, thereby building strong relationships, creating partnerships, and putting community volunteers into the schools and students into the community.

4(j). If it doesn’t have one already, the City should enhance public access cable programming (perhaps with the assistance of Front Range Community College students) that focuses on Longmont people, events, and issues.

4(k). As a symbol of unity in diversity, why not make Longmont the “City of Bridges”? We could construct small but prominent bridges between different areas and neighborhoods. This would demonstrate (and facilitate) our connections to each other while also emphasizing the distinctive character and identity of the different places where people live.

4(l). As Direction 1 also recommends, everyone should learn enough of a second language (Spanish or English) to interact successfully with others on at least a very basic level (e.g., saying hello, giving directions, asking whether a person speaks one’s own first language, and knowing the names of common, everyday things). The City, the schools, and FRCC might work together to create a short, intensive program to help residents achieve a rudimentary level of fluency.

- Perhaps the biggest benefit of increasing the responsibility and authority of citizens is that they will feel they have more control over life in their neighborhoods and community. As a result, they take a greater interest in local government. Longmont has many volunteer positions on boards and commissions that go unfilled or that depend on the same small group of people. City government can’t operate democratically and effectively when its advisory bodies have to go begging for members. One thing City government can do is to ask existing board and commission members to go directly to other people and persuade them to participate.

- Retail leakage—spending money at stores outside of Longmont—might be reduced and sales tax revenue increased if Longmont residents placed a higher value on supporting local merchants.
- A reputation for “diversity and community” could enhance the Longmont “brand” as a desirable place to live, thus supporting home prices.
- Building “community” in Longmont will make us safer, less isolated, less frustrated, less angry, and less afraid. People who feel this sense of community have good relationships with one another, and that breeds trust and mutual confidence. Civic engagement also helps develop the leaders we will need for future generations. It’s crucial, therefore, that in building “community” we focus on our young people.
- Of all the Directions for the Future presented here, Direction 4 does the most to reach out to all Longmont residents and provide them with opportunities to connect themselves with the City and the broader community. Direction 4 is a pre-requisite for widespread citizen participation in the efforts that Directions 1, 2, and 3 recommend. Direction 4 is also a pre-requisite for an adequate community response to matters of equal opportunity, equity, and fairness that must be addressed in order to close the various gaps—economic, educational, etc.—that exist between people in Longmont.
- The proposal in Direction 1 to encourage everyone to learn a little of a second language would do a great deal to weave the human fabric of our community into stronger cloth.
- “Community” is “civic capital”—an asset the value of which we can’t afford to let decline. As with any asset, we need to invest it so that it grows. Direction 4 shows us how to do this. If our civic capital increases, as a community we will be more effective, more efficient, and more satisfied with our efforts to meet needs, respond to challenges, and seize opportunities. We will find it easier and more productive to take steps such as those mentioned in Directions 1, 2, and 3.

### *Why shouldn’t Direction 4 be the City’s priority?*

What’s the down side of this Direction for the Future? What costs or undesirable consequences would it have?

- It’s unrealistic to think that a city of 80,000 (and growing) can ever be a community in the sense “community” is usually meant. When we think of a “community,” we think of small towns in New England, not medium-sized cities in an urban area of several million. None of us will ever get to know, even just a little bit, more than a very small number of our fellow residents. Longmont is actually a small “society,” an inevitably impersonal place where an immense variety of people live their lives in ways

that can and often do conflict. We can aspire to civility and decency, and even to a less-impassioned, more-cooperative approach to resolving our differences. But we can never approach the kind of community envisioned by Direction 4. The buy-in of too many individuals, organizations, and groups would be required for it to work. It would consume too much of most people's time, which is already stretched thin. Like all cities, Longmont is a place for people to work, to make homes, to raise families, and to enjoy leisure activities. The vast majority ask only that the City provide basic services and otherwise avoid adding to their burdens and responsibilities.

- It's hard to see what the City could—or should—do to “build community.” A community can create a government for itself, but the reverse isn't true. “Community” is something that the residents of a place generate through their interactions with each other. The very idea of using government to promote more or better interactions just isn't consistent with what community is all about.
- Involvement in community life has a downside. There are undesirable aspects of life in a place where everyone knows you, knows what you're doing, and forms judgments about both. Life in “community” can be oppressive, short on privacy, restrictive, and disapproving of individuality and personal freedom. We should preserve the Longmont we have, and maybe make some improvements, but we shouldn't attempt the kind of thorough-going transformation Direction 4 recommends.
- Cultivating “community” might have unintended consequences. For example, it could create a division between people who reside inside the city limits and people whose lives are tied closely to Longmont but who happen to live outside the city limits. It might also create divisions between people who've lived here for a long time and those who've lived here only a short time. Finally, and



perhaps most important, it could reinforce the division between “insiders” who are willing to conform to the community ideal and live by its informal rules, and “outsiders”—those who just want to live freely and privately, without taking an interest in or even having to pay much attention to what goes on outside their families and the circle of friends and acquaintances they've voluntarily chosen to associate with.

- Again, it isn't reasonable to expect everyone to learn a second language. If people are disposed to do this, we should encourage them. But the fact of the matter is that everyone must learn to speak English, because all our activities are conducted in English. Because this is not true for Spanish, it need not and should not receive equal emphasis.



# Appendix: Background Information on Directions for the Future

The data presented in this Appendix provide background information relevant to the four Directions for the Future. Information was gathered from the City of Longmont Community Profiles and the U.S. Census Bureau, among other sources.

## Direction 1: Enrich the Experience of Living in Longmont

Exhibit 1.1

Community Amenities in Longmont	
Hospitals	1
Assisted care / retirement communities	12
Churches	58
Library	1
Golf courses	4 (3 public)
Airport	1 (municipal)
Neighborhood parks	29
Community parks	4
Hotel/motel rooms	452
District and nature areas	6
Greenways	6
Shopping centers	1 major regional center 18 + neighborhood centers
Major supermarkets	7
News media	1 major newspaper
Radio stations	1
Major banks	12 + branches
College	1 community college

Source: City of Longmont, Longmont Community Profiles, Other Quality of Life Statistics.

Exhibit 1.2

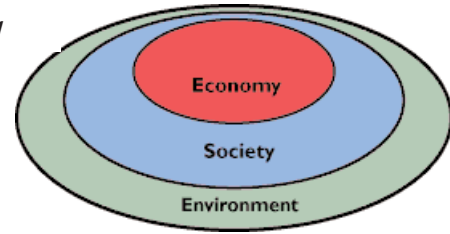
Key Longmont Assets
Boulder County Fairgrounds
Macintosh Lake
Proximity to Rocky Mountain National Park and to 29 ski areas
Rhythm on the River
Sandstone Ranch
The Longmont Museum
The Longmont Symphony Orchestra
The Longmont Theatre Company
Union Reservoir
Vance Brand Civic Auditorium

Source: City of Longmont, Longmont Community Profiles, Other Quality of Life Statistics.

## Direction 2: Enhance the Environment, Natural and Built

Exhibit 2.1 depicts a sustainable community as three concentric circles representing the environment, society and the economy. In this view, society and the economy depend on natural environment.

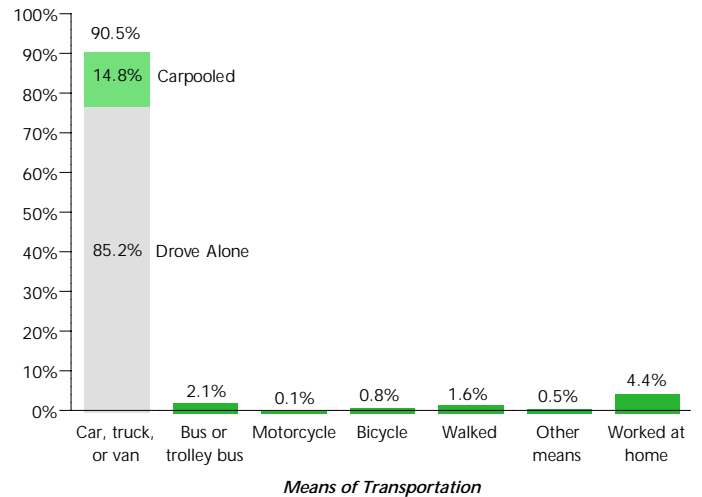
Exhibit 2.1



Source: <http://sustainablemeasures.com/Sustainability/ABetterView.html>

The graph below depicts Longmont residents' means of transportation to work as of 2000, according to the U.S. Census.

Exhibit 2.2  
How Longmont Residents Get To Work



## Direction 3: Expand Prosperity through Innovation, Efficiency and Education

The table below lists the top employers in Longmont as of November 2004.

Exhibit 3.1

Company Name	Product	Employees
St. Vrain Valley Schools	School district	3,400
Longmont United Hospital	Regional hospital	1,212
Seagate Technologies	Computer disk drives	1,200
ConAgra Foods	Value added turkey products	950
Maxtor Colorado	Computer disk drives	850
City of Longmont	City government	814
Intrado	911 Database and mapping	754
Amgen	Biopharmaceuticals	600
McLane Western	Grocery distribution center	545

continued on following page...

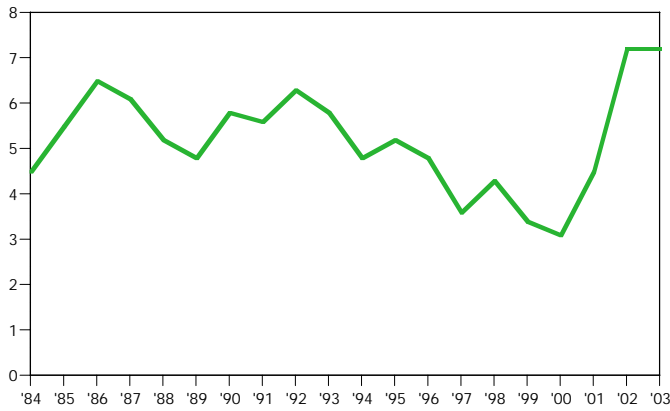
**Exhibit 3.1 (continued)**

Company Name	Product	Employees
Federal Aviation Administration	Aviation control center	380
Digital Globe	Satellite imagery	350
Xilinx	Programmable Logic software	340
Longmont Clinic	Medical services	339
Daily Times-Call	Newspaper and printing	285
PharMerica	Regional billing office	215
Cornice, Inc.	Computer storage element	150
AMD	Semiconductors	140
Woodley's Fine Furniture	Household furniture	136
Circle Graphics	Digital billboards	124
Mentor Graphics	Software tools	113
Array BioPharma	Pharmaceutical research	110
Lund International	Automobile products	105
STMicroelectronics	Engineering design of microelectronics	105
Sun Construction and Design	Construction and design	101

Source: City of Longmont, Longmont Community Profiles, Neighborhoods.

A sustainable community strives to employ as many residents as possible. The graph below shows the unemployment rate of Longmont residents from 1984 to 2003.

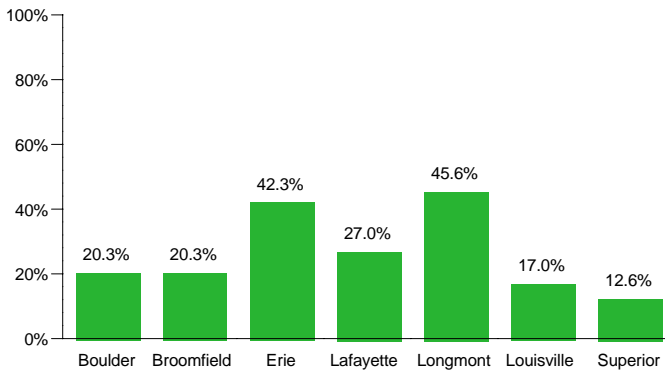
**Exhibit 3.2**  
**Longmont Unemployment Rate**



Source: City of Longmont, Longmont Community Profiles, Employment and Income.

The graph below depicts the percentage of persons who both live and work in Longmont, compared to other nearby communities.

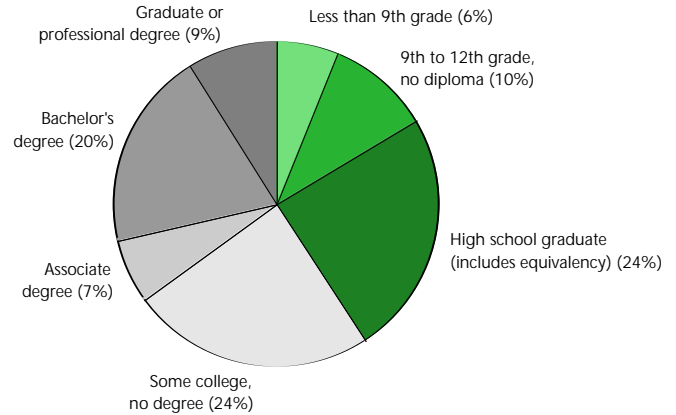
**Exhibit 3.3**  
**Residents Who Also Work in Longmont**



Source: City of Longmont, Longmont Community Profiles, Employment and Income.

The exhibit below displays the educational distribution of Longmont residents over the age of 18. Data are from the 2000 U.S. Census.

**Exhibit 3.4**  
**Formal Education of Longmont Residents**



Source: City of Longmont, Longmont Community Profiles, Employment and Income.

**Direction 4:**  
**Extend the Principles of Cooperation and Shared Responsibility Throughout the Community**

The table below shows 51 registered neighborhood groups that work with each other and with the City to address matters of shared concern.

**Exhibit 4.1**

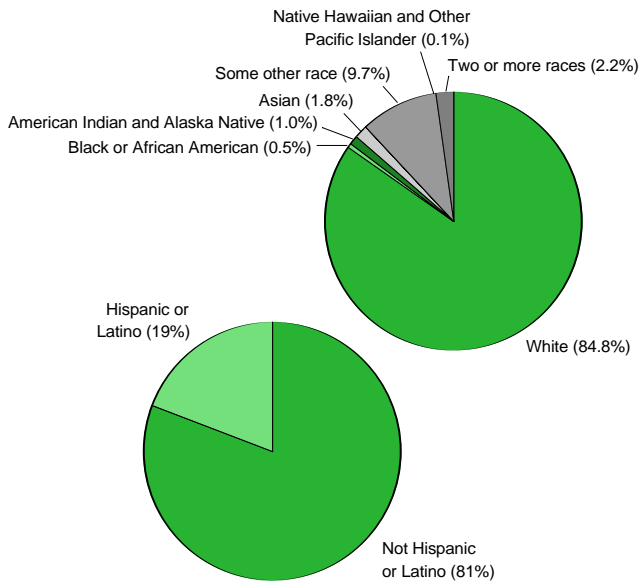
Group Name	Group Name
1. 9th and Hover	27. Meadowview - Carriage Manor
2. Aspen Grove Village	28. Mill Village
3. Bohn Farm Neighborhood	29. Mountain View HOA*
4. Champion Greens	30. Paramount Village Comm.
5. Clover Creek	31. Parkcrest HOA*
6. Cubhouse Terrace at Ute Creek	32. Park Place Condominiums
7. Columbia - Yale Drive	33. Parkridge West
8. Creekside I	34. P.A.T.I.O.
9. Fox Creek Farm	35. Pleasant Valley
10. Fox Hill	36. Prospect
11. Fox Hill Ridge HOA*	37. Quail Crossing
12. Fox Hill - Filings II & III	38. Rainbow Ridge
13. Garden Acres North	39. Reynolds Farm
14. Golden Pond Estates	40. Southmoor Park
15. Grand Meadow Mobile HOA*	41. Southridge Heights
16. Grand View Heights II	42. Sugarmill Farms
17. Hillside	43. The Meadows
18. Historic Eastside	44. The Shores
19. Historic Westside	45. The Summit
20. Kensington	46. Twin Peaks Village
21. Lake McIntosh Farms	47. Valley Subdivision
22. Lashley Village HOA*	48. Villas at Park Crest
23. Longmont Estates Greens	49. West Point Village
24. Loomiller Neighborhood	50. Westlake Village
25. Madison Park Townhomes	51. Wolf Creek
26. Meadowview	

\* Homeowners Association.

Source: City of Longmont, Longmont Community Profiles, Neighborhoods.

The pie chart below shows the ethnic/racial composition of Longmont.

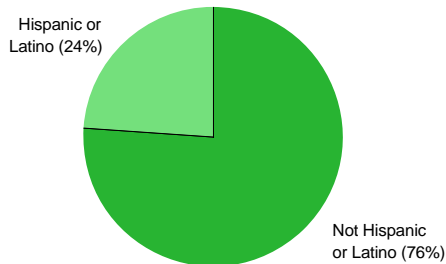
**Exhibit 4.2**  
*Diversity of Longmont*



Source: U.S. Census Bureau, 2000 Census.

The exhibit below displays Longmont's projected ethnic composition for 2009. The Hispanic/Latino is projected to increase 5 percent over the next five years.

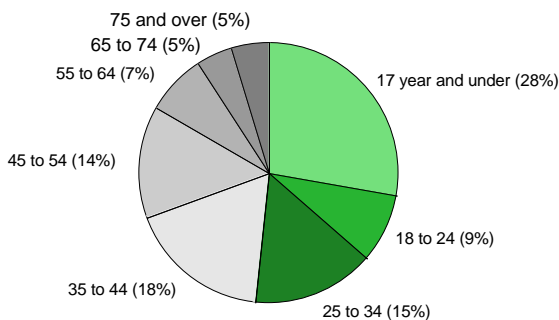
**Exhibit 4.3**  
*Ethnicity of Longmont Residents in 2009*



Source: PCensus and BBC Research & Consulting.

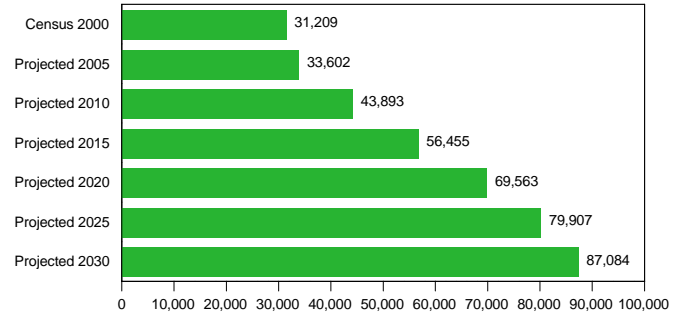
The following two exhibits display the age distribution of Longmont residents in 2000 and projected Boulder County senior population.

**Exhibit 4.4**  
*Age of Longmont Residents*



Source: U.S. Census Bureau, 2000 Census.

**Exhibit 4.5**  
*Projected Boulder County age 60 and over Population*



Source: Colorado Demography Section Forecasts: Population by Age — Estimates & Forecasts (1990-2030) <http://www.dola.state.co.us/demog/Populations/PopulationsTotals/ForecastsMainPage.htm>

The table below shows two different growth scenarios projecting population until build-out when the City will have over 100,000 residents.

**Exhibit 4.6**  
*Build-Out Population Projections*

	2003	2005	2010
Conservative Scenario <sup>(1)</sup>	76,515	81,169	85,507
Aggressive Scenario <sup>(2)</sup>	77,569	82,293	95,400
	2015	2020	2025
Conservative Scenario <sup>(1)</sup>	92,570	98,259	101,679
Aggressive Scenario <sup>(2)</sup>	101,679	-	-

Notes: Population at build-out from Comprehensive Plan projected to be 101,679.  
(1) Build-out projected in year 2022.  
(2) Build-out projected in year 2012.

Source: Final Demographic and Economic Forecasts - Longmont Area Comprehensive Plan Update, July 1, 2003.