

ADVANCE LONGVIEW

An Economic Development Strategy

Executive Summary



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Advance Longview is an economic development strategic plan for Longview. In-depth quantitative and qualitative research, along with creative thinking about new opportunities, have resulted in an **Advance Longview** plan that provides direction for strategies that support pursuing new industry sectors and developing programs and services to take Longview's economic development goals to new heights.

The development of the **Advance Longview** plan was led by the **Longview Economic Development Corporation (LEDCO)** team working with **Boyette Strategic Advisors**. The strategic planning process began in December 2022, and the **Advance Longview** plan was completed in September 2023.

"It is obvious that Longview is not a town of egos but one who's leadership wants to focus on goals and strategies that will be good for all Longview residents. Therefore the **'Best Longview is yet to come'** and with the implementation of **Advance Longview** will be realized sooner than later. "

- **Boyette**

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17.7%
Projected Growth of Cloud Data Center 2022 - 2030

100,000
Texans Employed in Semiconductor Industry

7%
Compound Annual Growth Rate Aviation & Aeronautics 2025

65.7%
Firearms Manufacturing Growth 2017 - 2021

\$1.4 Billion
Legacy Business & Industry Gross Regional Product 2022



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Become the Aviation Hub of East Texas

Partner with LeTourneau University	Create a collaborative relationship with the airport and LeTourneau	Establish a robust Aviation entrepreneurship & innovation program	Promote Longview's Aviation assets	Develop Aviation sector expertise	Create an Angel Investor fund
<ul style="list-style-type: none"> ▪ Create an Aviation Task Force with LETU ▪ Inventory all aviation assets in Longview & identify potential opportunities ▪ Attract high-profile Aviation Industry experts to Longview 	<ul style="list-style-type: none"> ▪ Conduct a skills assessment of LETU aviation & aeronautics students ▪ Develop aviation & aeronautics career pathway(s) 	<ul style="list-style-type: none"> ▪ Identify suitable property for an innovation center ▪ Determine programs and services to be offered ▪ Integrate LETU students and programs into the innovation center 	<ul style="list-style-type: none"> ▪ Create an aviation brand for Longview ▪ Develop an aviation-focused social media platform ▪ Partner with LETU to cross-promote university news and economic news related to aviation & aeronautics 	<ul style="list-style-type: none"> ▪ Focus on select industry events to attend ▪ Identify trade publications, blogs, social media and other resources to enhance staff expertise 	<ul style="list-style-type: none"> ▪ Identify capital funding sources for Longview entrepreneurs operating in the aviation space ▪ Explore the development of an angel fund for aviation entrepreneurs



Position Longview to Attract a Major Semiconductor Manufacturing Facility

Identify potential site(s) for a Semiconductor facility	Develop Semi-conductor sector expertise	Explore development of educational programs to meet talent demand	Understand the competitive incentive environment
<ul style="list-style-type: none"> ▪ Determine specific site needs for semiconductor manufacturing ▪ Research recently announced semiconductor sites ▪ Market available sites and other Longview assets to large semiconductor manufacturers ▪ Confirm utility infrastructure is in place 	<ul style="list-style-type: none"> ▪ Focus on select industry events to attend ▪ Identify trade publications, blogs, social media and other resources to enhance staff expertise ▪ Work closely with utility partners 	<ul style="list-style-type: none"> ▪ Conduct a limited scope workforce assessment ▪ Partner with all regional education institutions to enhance or develop programs to address skills gaps 	<ul style="list-style-type: none"> ▪ Explore recent successful semiconductor locations to determine the incentives offered ▪ Consider local and state incentives offers ▪ Complete an impact evaluation and analysis using data from a recently announced project



Repurpose, Reuse, Redevelop/Develop to Create New Product

Implement redevelopment opportunities	Redevelop/develop new sites	Market existing buildings	Support redevelopment of existing public spaces	Explore opportunities for a downtown hotel	Consider potential uses for vacant retail space
<ul style="list-style-type: none"> ▪ Identify economic development recommendations contained in the earlier studies ▪ Incorporate recommendations from the prior studies into current product development/redevelopment plan 	<ul style="list-style-type: none"> ▪ Determine Likely site needs for each of the Longview target sectors ▪ Ensure that sites and business parks are aesthetically inline with other Longview properties ▪ Consider the possibility of assembling a large-acre site that is outside the Longview city limits 	<ul style="list-style-type: none"> ▪ Eliminate references to former owners/tenants of available buildings ▪ Identify new names that accurately describe the property and/or its potential future use ▪ Work with the City of Longview to develop incentive programs related to additional commercial/retail development 	<ul style="list-style-type: none"> ▪ Determine appropriate uses of each property ▪ Understand commercial development opportunities in the Longview Junction area ▪ Provide input on projects that potentially impact economic development an/or talent attraction 	<ul style="list-style-type: none"> ▪ Reference previous study ▪ Consider a smaller, boutique-type property 	<ul style="list-style-type: none"> ▪ Inventory existing vacant retail space ▪ Determine appropriate uses of each property ▪ Include available space appropriate for commercial redevelopment in the LEDCO sites and buildings database



Provide Comprehensive Support Services to Business & Industry

Create a transparent and effective system to engage employers with workforce challenges

- Develop concierge services to address talent needs of existing businesses
- Engage with education community to understand how they can mobilize quickly to support employers
- Consider establishment of sector groups to discuss training needs and identify commonalities

Engage students in 8th grade to begin career exploration

- Identify available pathway programs related to employer workforce needs in K-12 schools
- Expand the Big Techs program to create a regional event for students and families to experience hands-on work opportunities

Explore partnership opportunities with post-secondary education institutions

- Capture talent needs of existing employers through data analysis and an enhanced Business Retention & Expansion (BRE) program
- Work with education partners to develop or refine programs to address skills gaps



Pursue Cool & Creative Opportunities to Enhance Livability in Longview

Create an entrepreneurial culture in Longview	Launch a Talent Recruitment & Retention initiative	Establish a relocation incentive program to enhance the talent pipeline	Explore opportunities around minor league sports franchises
<ul style="list-style-type: none"> ▪ Inventory existing services and identify critical gaps ▪ Facilitate collaboration among existing entrepreneurial organizations and services ▪ Integrate LeTourneau students and others into the entrepreneurial ecosystem ▪ Expand entrepreneurship offerings in K-12 schools ▪ Create an accelerator or business incubator 	<ul style="list-style-type: none"> ▪ Partner with post-secondary institutions to market to alumni who have left the Longview area ▪ Identify key markets that Longview companies use to recruit talent to Longview ▪ Create a marketing program to reach into the identified areas with Longview messaging 	<ul style="list-style-type: none"> ▪ Determine missing key skills in Longview ▪ Develop an incentive for people with those skills to relocate to Longview ▪ Define parameters of who will qualify for the incentive based on needed skills/occupations 	<ul style="list-style-type: none"> ▪ Identify sports leagues that have minor league franchises

