



ABOUT CIVIC RESULTS



Heidi K. Williams

President & CEO



Maggie Graves

Program Manager



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Program & Operations Associate

ABOUT MAYOR HARMON



Marissa Harmon

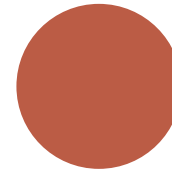
Mayor-Lone Tree

Owner – Roots & Mane



Programs at Civic Results

- Metro Mayors Caucus
- Mayors Leadership Academy
- Future Housing Coalition
- Building Bridges



Small Business Owner in Thornton Heidi's Story

- Navigating City Hall was not a good experience
- Poor Customer Service (or the lack thereof)
- Delays – Building Permits, Fire Department, etc.
- Ran for Mayor in 2011 and served for two terms
- Worked with Economic Development Staff via the City Manager to improve policies (among other things!)



• *Walk through* **What's Working Now?**

property before

is about to be an amazing Economic Development team in Thornton!!

preapplication



Small Business Grants

- *Business Improvement Grant (BIG)*
- *2017 South Thornton Attraction & Revitalization (STAR)*
- *Exterior Improvement Grants – Targeted to Enhance Façade on Certain Properties*
- *Support for businesses out of compliance*



Alliance/Alianza Center

- *Business Outreach*
- *Introduce to Center and Chamber Resource Guide*
- *Facilitate with business & city dept's.*

• *Code, Fire,
Planning and
Building*

Departments



Small Business Owner in Lone Tree

- Navigating City Hall was positive
- Certificate of Occupancy – one week early
- No Delays
- 15-minute same day window
- Walk property with owner or superintendent
- Ran for City Council in 2022? and served for two years
- Ran for Mayor in 2024 – in second year

Marissa's Story





| City of Lone Tree 2025





Steamboat
Springs

Fort Collins

Boulder

Idaho Springs

Denver

Vail

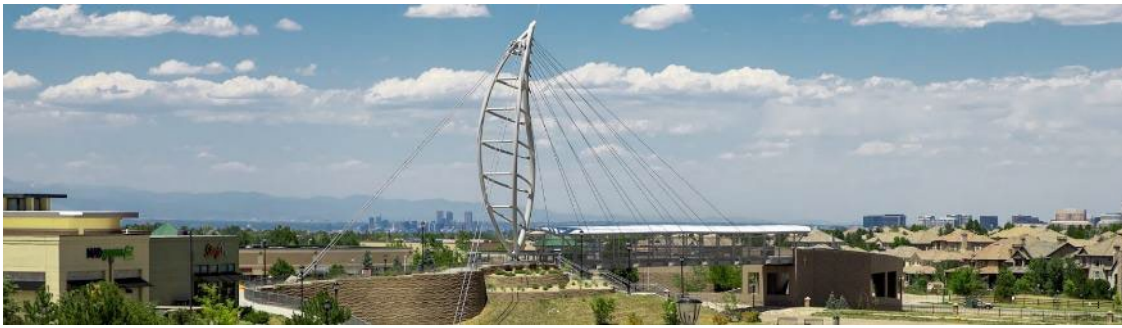
Glenwood
Springs

Aspen

Colorado
Springs



CITY OF
LONE TREE
COLORADO





**35,000 Jobs +
5,000 Housing Units**
Planned for the
Lone Tree City Center



5
Light Rail Stations




15,000
Resident Population



30,000
Daytime Population




\$1.5 Billion
Annual Retail Sales in
Lone Tree, Anchored
by Park Meadows



**Award Winning
Arts Center**
Including a 500 Seat Main Stage
Theater, Event Hall & Terrace




30 Million
Annual Visits to
Lone Tree




4 Of The Top 5
Douglas County Property Taxpayers
Are in Lone Tree







Thank You!



Vitality in Business Economy (VIBE) Task Force



Business Friendly Practices Toolkit

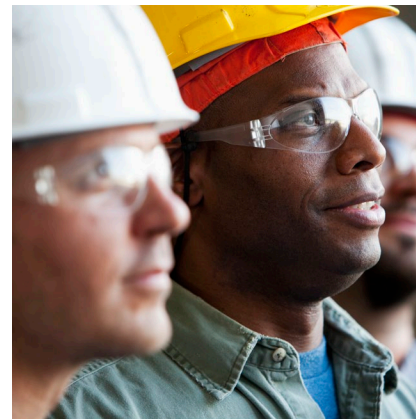
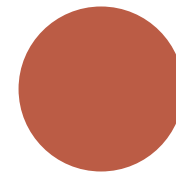
- Spearheaded by Mayor Harmon
- Best Practices for Local Governments
- Idea Sharing
- Low Cost – High Impact Solutions
- Regional Collaboration
- Collaborate with Private Sector
- Menu of Options from which to choose
- Available on Civic Results Website

Future Housing Coalition

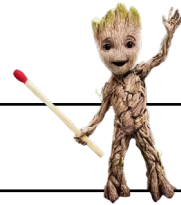
The four-part Missing Middle Housing Toolkit

1. Communication Engagement Plan for Local Governments
2. Policy and Land Use Regulations
3. Private Industry Construction & Development
4. Financing Tools and Options

In Partnership with:



Turning Business Challenges into Municipal Opportunities



Opportunity	Challenge It Addresses
Streamlined processes for certain types of projects	Complex, inconsistent or duplicative permitting slows down progress and creates frustration for developers and staff alike.
Small businesses can't afford delays – lost revenue hurts	Lengthy approval timelines disproportionately hurt small businesses who lack capital to absorb delays.
Faster sales tax revenue for municipality	Delays in opening mean lost municipal revenue and missed economic vitality in commercial districts.
Incentives for projects that meet your goals	Cities often lack mechanisms to actively attract mission-aligned development (e.g., affordable housing, green buildings, mixed-use).
Create goodwill with your businesses	Adversarial or bureaucratic interactions with city processes create mistrust and a perception that local government is anti-business.



Turning Business Challenges into Municipal Opportunities



Predictability & transparency	Business owners feel “stuck in limbo” when timelines are unclear or requirements shift unexpectedly.
Cross-department coordination	Siloed departments create bottlenecks and require applicants to repeat information or resolve conflicting directives.
One-stop business resource center	Entrepreneurs don’t know where to start or who to talk to—especially first-time or non-English-speaking applicants.
Feedback loops with business owners	Cities rarely ask for direct feedback, so issues persist unchecked and businesses feel unheard.
Digital permitting & licensing tools	Manual processes are time-consuming, prone to error, and limit after-hours access.



Questions?

