

**AGENDA**  
**Town of Lyons Economic Development Commission**  
**August 19, Meeting**  
**10AM – 11:30 AM**  
**Trustee Chambers**

- I. Welcome
- II. Roll Call
- III. New Member Intros
  - 1. Kim Mitchell
  
- IV. BOT Priorities:
  - 1. Business Friendly standards
  - 2. LRAP Update
  - 3. BOT Goals and Guidance from Retreat
  - 4. Library District Parking Letter
  
- V. Focus Area Updates
  - 1. Marketing & Tourism Updates
  - 2. Business Development Updates
  - 3. Design & Planning Updates
  - 4. Member Services
  
- VI. Other topics of interest
  - 1. Main Street Update
    - a. National Main Street Conference
    - b. Certified Local Government
    - c. Quarterly Report
    - d. Technical Resources

# Food for Thought on the Discussion Regarding Business Friendly Local Government

Business friendly certification for local governments: [http://bfc-see.org/Certification\\_criteria](http://bfc-see.org/Certification_criteria)

<http://wiseeconomy.com/the-entrepreneurs-and-the-local-government-people-should-be-friends/>

<http://www.lgnz.co.nz/assets/Publications/Business-friendly-councils.pdf>

Licensing requirements often stem from state-level agencies. But this doesn't mean local governments can't help to expedite the process. McConnell, for example, said some local agencies provide clarity and work to streamline requirements across multiple offices.

"Trying to make sure [licensing requirements] are not barriers, but just steps, is what a lot of local governments are looking at," McConnell said.

<http://www.nlc.org/media-center/news-search/how-local-leaders-can-make-their-city-small-business-friendly>

## **The Entrepreneurs and the Local Government People should be friends**

I wrote the following recently as a result of an invitation to do a guest post for [Krista Whitley's](#) blog, [KeepinUpWithKrista.com](http://KeepinUpWithKrista.com). [Krista](#) is the CMO of a firm called Negrico and one of the mavens of the Downtown Project community in Las Vegas, which I wrote about [here](#) and [here](#) (with more in the hopper). Krista's audience is mostly entrepreneurs and small business owners, and ironically, the day I planned to start writing something was the same day I was doing a [webinar on how local governments can more effectively support small businesses](#). So one thing led to another, and it was pretty interesting to try to turn the explanation of how local government and small business thinking differs inside out from what I was doing later that day. A little finessing later and I think I have something that makes a reasonable amount of sense.

So I thought you might be interested in seeing how one might explain the framework that community professionals live in to small business people — and if the small business people

you encounter seem kind of foreign to you, perhaps this will help you make sense of them to. And if you think my advice to them should have been different, please let me know!

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I don't have a lot of entrepreneur peers in my everyday life. Which is a little weird, because I've been either an entrepreneur or an intrapreneur for most of the last 20 years.

That's also a little weird because I work with local governments and economic development people, and they all want entrepreneurs these days. Furiously. I'm even teaching a class for local government people about how to better enable entrepreneurs and small businesses in their communities today, which is a topic no one was looking at five or seven years ago.

They're finally starting to realize that the Magic Giant Employer with a Million Jobs is probably not going to land in their laps any time soon, and they are starting to come around to the idea that their best bets for a healthy local economy come down to you guys, the entrepreneurs and small business and startup types.

And that's damn hard for a lot of them. It's not only a big shift in skill set, but frankly, y'all are... hard to deal with. Hard.To.Deal.With.

Sorry.

Here's why:

Entrepreneurs and small businesses need a few key things to thrive (well, a ton of things, but here's a few that are almost universal):

- Self-sufficiency
- Speed
- Focus
- Efficiency.

Sounds good. But here's the way I had to explain the world that you all live in to the local government people, who often wonder why their local small businesses are so hard to deal with:

- Independence
- Over Capacity
- Impatience
- Myopia

Before you get pissed at me, hear me out. These are all the other side of the coin from the four items I listed before.

**Independence/Self Sufficiency:** We all know that an entrepreneur needs to be pretty tough to handle the rejections, the frustrations, the setbacks, etc. But sometimes we over-estimate our self-sufficiency. Don't tell me what to do, I shouldn't have to live by your rules. We think we're cowboys, masters of all we survey, rugged individualists who don't need nothin' from no one. Until, at some point, we do.

**Over Capacity:** Entrepreneurs almost always bite off more than they can chew. Sometimes by choice, sometimes because they're just like that. Add things like families or day jobs or houses to maintain or other responsibilities, and you're dealing with people whose time is massively overloaded. And that means that we're not often real patient with "unnecessary" things that get in our way.

**Impatience:** What's our mantra, at least our internal mantra? Usually, NOWNOWNNOW. Nuff said.

**Myopia:** I'm not sure if that's a normal word for most people. It is for me because I've always been one, not just metaphorically, but in reality. I'm badly nearsighted (as in don't look through my glasses, you'll get a headache type of nearsighted). But I'm also nearsighted when it comes to my business. You know where you're focus has to be if you're going to make this business thing work. Things that aren't impacting my core business...they're distractions. They get in the way. They frustrate me.

All of that is well and good as long as all I have to deal with is myself. But every once in a while you have to deal with your local permit-giving people, or you want the city to change one of their regulations, or you get contacted by the economic development people who want to help you, but you have a nagging feeling that they have no idea how to actually help you. What gives?

When you hit that, it might help to take a look through their glasses for a minute. What does their world look like? Here's how I described it to them. And they pretty much agreed.

**Responsibility:** They have a lot of people to report to. A lot. Not only bosses and department heads, but city managers, council members, board members, mayors, etc. Political types. And in a lot of communities, many of the "bosses" that have the most say over their futures may not have much understanding of the world in which they have to try to get things done. We have this bad habit in the US of not always electing the most knowledgeable types. And even when our local government friends do get to work in an environment of well-informed leadership, they also have a deep and serious responsibility to the Public. Most local government people I know take that responsibility very seriously. And it's like having a few thousand kids or pets that you need to look out for. I have trouble remembering whether I fed my dog sometimes. Being responsible for the well being of a whole city... yow.

**Protecting:** A lot of the justification for many of the things local government people do, like zoning and permits, comes legally out of something called “police powers.” Police powers are given when there’s a need to protect people from the bad choices of other people (like robbery, or attacks, or buildings that are built crappy and fall down on people.) Those local government people are given the responsibility for protecting everyone in town. You may not feel like you need protecting (and you might be right, or you might be myopic, it depends), but it’s still part of their job description, to protect.

**Scrutiny:** Want to feel like you like under a microscope? Go to work for a city. Between your dozens or hundreds of bosses, the conventional media and the fact that everyone they meet is a potential amateur investigative reporter, you’d be looking over your shoulder, too.

**Caution:** One common theme of all of the above traits is that they all push hard against the idea of taking risks, experimenting, little bets, fail forward... all that stuff that entrepreneurs swim in every day. When you ask them to give you a waiver, to bend a rule for your really cool project, to support a new program that you heard worked really well three states over, what you’re really asking them to do is take a big risk in about the most risk-adverse environment you can imagine. They might even know they need to change something, and the person or department you’re talking to might even be more willing to take risks because they know that the old way isn’t working. But they have to do that within a world that hates risk with a fury.

None of that is to say that you can’t get that variance or build support for that change in the law. None of that is to say that they are stuck in the 1930s, that they’re just a brick wall, that they can’t change. But it is to say that if you want to get it done, you have to understand how to work with what they have and where they are.

You study a prospective market’s needs and issues before you start trying to sell to them, and you tell them about your product in a way that makes the most sense to the people you’re trying to sell it to. It’s the same thing here. To get what you want/need, it makes sense to understand where they are coming from and help them use what you have to offer to change their system.

- **Try to be patient.** They have a specific process that they have to go through, and chances are they don’t have a whole lot of control over that approval process. And the people that they need to get that approval from (planning commissions, city councils, boards of directors) are usually volunteers who do this in addition to their usual jobs and lives. Depending on what you need and who volunteered for those boards or commissions or councils, they may be flying by the seat of their pants, too. Whatever touches them isn’t going to happen instantaneously. Plus, some of that delay (maybe not all, but at least some) is actually baked into the structure of the process. There’s limits as to how often they’re allowed to meet and how many weeks of public notice about a meeting have to happen

before the even so that it's legal. That's so that the Protecting and Scrutiny and Caution needs can be addressed. When you have to make a big decision, you might say that you're going to sleep on it. Whatever you're asking is going to make a change that could impact a lot of people, either directly or by changing the rules that future people have to live by. If you had that Responsibility, and the purpose of your job was to Protect the community from things that could have a negative impact down the road, you'd want to think it over, too.

- **Be a partner.** Their rules may prevent them from being overly buddy-buddy, but that doesn't mean you can't build a professional partnership. It's in both of your best interests to succeed, although (like any good partnership), your exact needs may not be in total lockstep. Make clear that you understand and honor their obligations and that you want to seek mutual benefit. We sometimes treat government as a service provider, like a gas station or a Wal Mart, but that's not what a partner does.
- **Give them facts.** It's a lot more effective for a local government person to push their internal system to do something out of the ordinary if they have concrete data to back it up. Give them more data than the zoning process or petition or whatever asks for. Don't kill them with an impenetrable file of factoids — put some of the thought into it that you use in communicating with your customers. Make the information that they/you need as accessible and digestible as possible.
- **Listen.** You listen to customers, and you know that they don't always immediately tell you their deepest concerns. Put a couple of layers of responsibility and scrutiny on top of that, and you get the professional but inflexible stance that often makes entrepreneurs complain about "bureaucrats." So give your customer development skills a workout. Listen, really listen — to the facts and the minutiae, and to the underlying issues and priorities to. Try to understand what drives your local government person — the rules, yes, but also the organization priorities. The strategic plan. The political realities. If you can tie your project into their program's goals, you've got a much better chance of getting some flexibility in the process details.

None of that is to say that local governments and economic development agencies and the like do everything right, or that they don't need to change, and often change massively. The strange thing about writing this post is that I'm usually the one telling those guys that they need to get it in gear, that they need to learn how to adapt and change more quickly and deal better with fast-moving issues like those that often face small businesses. I don't always make friends when I do that.

But like every relationship that matters, it's a two-way street. As our businesses get smaller and more flexible, and as our cities get more complex and more intertwined, we all have to realize sooner or later that we're not cowboys — and that neither our cities nor our businesses can operate as islands. Like it or not, we depend on each other.

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I've had the great good fortune to get to know a lot of the folks involved in the Downtown Project in Las Vegas over the past few months (including Kristi!). And one of the things that has fascinated me about the Downtown Project has been the Container Park. When I've talked to both city staff and Downtown Project staff about that project, I've heard the joke that they used to call it "Variance Village." In the zoning and building code world, a variance is when the city waives or relaxes a regulatory requirement as a sort of special exception — usually because it would be impossible to meet that standard in this situation (lot's too narrow, existing buildings etc.) and because it wouldn't put anyone or anything at risk of getting hurt if they waived that rule in this case.

It took several months longer than someone had planned to get all the approvals in place so that they could start building the Container Park. I've heard a few Downtown Vegas business people (not the people who were directly involved with the project, but sort of the regular residents of the area) attribute that to the stupidity or sluggishness of "government bureaucracy"

The Container Park is built of shipping containers. The big metal boxes that roll around on the back of trucks and train cars.

Do you know how to build a three-story building out of shipping containers? I sure don't. And given that no one else in the US has done this yet, I would bet there's not a lot of folks out there who do.

Like pretty much any city in the country, Las Vegas had no experience with building out of shipping containers. And the rules that had been set up to protect people from having a building collapse on their heads, or getting food poisoning from a restaurant, or any of the other things that we take for granted that other people won't be able to do to us.... those rules were written for a completely different kind of place.

So what do you do if you want a good thing to happen, but your rules don't fit and it's your job to make sure that the public is protected? You work it out. You figure it out. Which is what the Downtown Project and the City did. But of course, that takes time.

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Like it or not, we're depending on each other. You're a huge piece of the economic and the general future of your community. But you need them and they need you.

And if they give you a hard time, let me know. I can make some hair curl if I have to.

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"WHAT'S GOOD FOR BUSINESS IS ALWAYS. GOOD FOR THE TOWN"

The goal of business is to profit for the individual business owner. Business decisions are made on that basis, and that has gone a long way to make this country materially wealthy. Businesses cannot be expected to know the cumulative effects of their decisions, thus there are some cases where, because of the type of business or the characteristics of the town, decisions made on that basis will not help, but only hurt the town. An example is when the operation of an industry would pollute the town's rivers and therefore its drinking water. In every case the planning commission considers, it must carefully weigh all the benefits (social, economic and environmental) the town will gain, against all the costs it will have to bear. If the costs are larger, the proposal should be turned down.

There is no doubt that small businesses play a critical role in fostering the economic vitality of a community, generating both jobs for residents and revenue for the city. That is why it's important for city leaders to understand effective strategies for supporting and encouraging small business development. Whether it's creating space for innovation, cutting red tape or proactively engaging the business community, there are many successful approaches that can be adopted by city leaders across the county.

At the NLC University Leadership Summit being held from August 13—16 in Santa Clara, Calif., economic development expert Amy Holloway will guide participants through strategies highlighted in NLC's recent Big Ideas for Small Business report that can foster stronger economic growth in their communities.

### **Creating Space for Innovation**

City governments can play an important role in ensuring start-ups and entrepreneurs have the space they need to develop their products and services. Many cities have established incubators to help accelerate the pace at which innovative start-ups can launch their businesses.

Incubator spaces, such as 1871 in Chicago, are low-cost office space where start-ups can develop their products and business plans. These collaborative workspaces also typically provide entrepreneurs with access to educational workshops, networking and other opportunities designed to build their capacity as business owners.

Not only does 1871 help to increase the likelihood that a new business will succeed, but by holding weekly “open government hack nights,” it also serves as a way to strengthen ties between local government officials and the tech start-up community. Through this model, Chicago is intentionally choosing to foster a community of innovation, providing the promise of sustained economic health in the city.

### **Making Regulations Make Sense**

The regulatory environment in cities and towns should be designed to help small businesses open safely and quickly, not create unnecessary hurdles for business owners. At the same time, cities can more effectively serve business owners when they understand the “rules of the road” when it comes to permitting, licensing and zoning.

To this end, New York City’s government is addressing this issue by ensuring that the regulations for small business are easily understood. Through “Starter Guides,” a local entrepreneur is able to find easily accessible information regarding the specific business that they intend to open, and the laws that are directly applicable to their work. By making this information user-friendly, New York has lowered the barriers to starting a business, thereby creating a culture of opportunity for all.

### **Proactively Engaging the Business Community**

Establishing a city with a culture of supporting small businesses and innovation requires the business community having a voice at the table. In Cincinnati, the Small Business Advisory Committee (SBAC), which includes representation from small business owners in the community, was developed to serve as a counsel to the Mayor, City Council and other local leaders on issues that impact small businesses.

The SBAC has helped the city better assist small business, including the formation of a one-stop, centralized web portal with information for local business owners on services and opportunities they might not otherwise learn about. SBAC also created “jump teams,” which are coordinated teams of city staff from across departments that provide streamlined and coordinated support to help small businesses open their doors more quickly.

In just these few examples, it is clear that there are many opportunities for city leaders to help foster a successful, innovative local economy.

#### **Local development strategy**

- City/Municipality has developed an implementation plan and determined the priority projects
- The Strategy has been adopted by the City/Municipality Assembly

#### **Organizational unit in charge of local economic development (LED Office)**

- City/Municipality has established an organizational unit in charge of local economic development (LED Office)

### **Permanent Business Council**

- There is a board (Business Council) providing advice to City/Municipality officials regarding issues and concerns of the business community

### **System of services for issuing construction permits**

- City/Municipality has valid spatial-planning documentation enabling issuance of building permits
- City/Municipality has a database of construction lots that can be offered to potential investors
- City/Municipality provides written description of procedure for issuing construction permits (City/Municipality has a Guide to the process of issuing construction permits)
- City/Municipality provides information on the status of a specific request/case, when requested by the party or other participants in the process – investor (via Internet, phone)
- City/Municipality provides information on the expenses of utilities outside the jurisdiction of LG (electricity, telecommunication services etc.)

### **Activities for business environment quality and investment promotion in City/Municipality**

- City/Municipality has up-to-date brochures and promotional materials regarding business conditions and investment potentials in local economy
- City/Municipality has updated the part of its Internet presentation referring to the business conditions and investment potentials in local economy (in local and English language)

### **City/Municipality develops cooperation between public and private sectors**

- City/Municipality officials periodically/when needed meet the representatives of local business community, in order to jointly resolve issues/problems of general importance for the citizens and businesses

### **Adequate infrastructure and reliable utility services**

- City/Municipality has mid-term and long-term infrastructure development plans
- City/Municipality conducts annual infrastructure development plans

### **City/Municipality implements transparent tax policy and tax collection policy stimulating local economic development**

- Decision on the land use fee is available at City/Municipality Internet presentation (revised version as well)
- Decision on land development fee is available at City/Municipality Internet presentation (revised version as well)
- Decision of utility fees is available at City/Municipality Internet presentation (revised version as well)

### **Information technology and communication**

- City/Municipality has introduced Internet and e-mail communication into its daily operations

## Six key principles for creating a business friendly council

<http://www.lgnz.co.nz/assets/Publications/Business-friendly-councils.pdf>

What enables councils to be effective, innovative and world class in the role of championing business success?

The following section summarises six key principles that underpin a council culture that understands and responds to local business needs. This includes understanding and balancing the impacts that compliance requirements have on business with broader social and environmental outcomes.

The principles are drawn from the Core City councils' 14 case studies and an international review of best practice. The six principles are as follows:

1. build excellent relationships and partnerships – at the heart of a business friendly council;
2. context matters – identify local challenges and local business needs;
3. provide certainty and clarity for business decision-making;
4. make every interaction with business count;
5. be proactive and look for opportunities to support businesses; and
6. respond rapidly and flexibly to business after major emergencies.

Success often depends on the context within which a principle is being applied, and the specific ways in which a council applies it. These guidelines recognise how challenging it is to take a principle and apply it on the ground. Councils will face different challenges and often it's a matter of grasping opportunities when they appear in order to create change. Therefore, to provide a richer understanding of how the principles can be applied and what is required to apply them, the principles listed below are referenced to real examples taken from 14 case studies. The case studies can be read in full in Section Five.

### **Principle one: Foster excellent relationships and partnerships**

- Establishing a collaborative culture, skills and processes should be a priority. If a council is not currently partnership focused, developing an organisational culture based on partnerships will take intentional effort from within your organisation over a sustained period.
- Developing a set of shared tangible outcomes (in other words, defining common ground) is a critical first step to building good collaboration with business. To work together, we first need

to understand how local businesses operate, their needs and goals and, equally, how we can help business understand council functions, goals and statutory responsibilities.

- Excellent relationships are built over time and councils need to invest long-term resources for relationship management. Councils need to identify the best ways to interact and communicate with the business community. However, face to face contact is always critical. Knowing your key business contacts and being able to “pick up the phone” is essential to maintaining good communications.
- Relationships can be hard won but easily lost. Formalizing key council-business relationships (eg through business forums, memorandum of understanding or relationship manager approaches) can ensure continuity of council business relationships even when key staff move on.
- Focus effort where the greatest gains can be made. This can mean prioritizing which organizations are critical to build partnerships with and when councils should get involved in business initiatives. Often getting involved early on as a partner creates greater gains than coming in as a regulator towards the end of a project
- Important gains can be made when councils think outside the box and move beyond their traditional role in partnership projects

#### **Principle two: Context matters – identify local challenges and local business needs**

- Different cities and communities face different challenges. Some cities and regions face rapid population growth with the associated pressure on infrastructure and housing provision, while others face static population growth and skills shortages. Equally, no business climate is perfect for every kind of company; rather different types of firms will have different requirements from business friendly councils. Councils need to identify the key challenges affecting their local economy. They need to understand their local business and industry composition and links to other regions. This is best done working alongside business. Councils can then go on to identify collaborative initiatives that can help overcome structural barriers and effectively meet the collective needs of local enterprises.
- Find comparative programs and services nationally and internationally and learn from them. Contact the organizations that have delivered those programs and services and identify what their critical success factors and challenges were. Identify whether you need to adjust and tailor to the specific context of your local area. Pilot business friendly processes or services to test and fine tune them before you roll them out more widely.
- Develop and implement economic development strategies in active partnership with business stakeholders. Remember that a strategy is a means not an end – its development needs to generate collective buy-in from partners so it will be championed and implemented by everyone. The strategies vary in scope and in identified priorities, reflecting the context-specific nature of planning for business friendly cities.

#### **Principle three: Provide certainty and clarity for business decision-making**

- Business needs clarity and certainty around planning requirements and regulations to make sound decisions.

This is particularly critical for major investments. Council plans and regulations (eg spatial plans and building consents) need to be internally coherent in order to be implemented by staff in an

integrated and consistent way. This may require appropriate up-skilling of some council staff on what the council's strategies, plans and regulations are, and how they might require them to change how they undertake their role.

**Principle four: Every interaction with business counts**

- Councils interact with businesses in a wide variety of ways (from developing strategies to repairing pavements outside business premises.) Each interaction has the potential to improve or undermine a business's relationship with council. Identify your council's touch-points with businesses and work internally to improve those experiences.
- Develop mechanisms to record interactions and information gathered through them so that a knowledge base on what businesses think is developed. These can be used to inform further developments or the council's programs and policies.
- Engage with businesses when planning something that will impact on them and seek their views on how to mitigate any negative impacts.
- Use every interaction to proactively ask questions about issues council is considering, rather than relying on input from formal consultation processes.
- Be willing to co-ordinate council responses to key business requests.
- Ensure comprehensive communication with businesses on council activities, decision making processes, requirements and business services so that businesses know why councils are – or are not – undertaking certain activities. Ensure they are aware of the services their council provides.

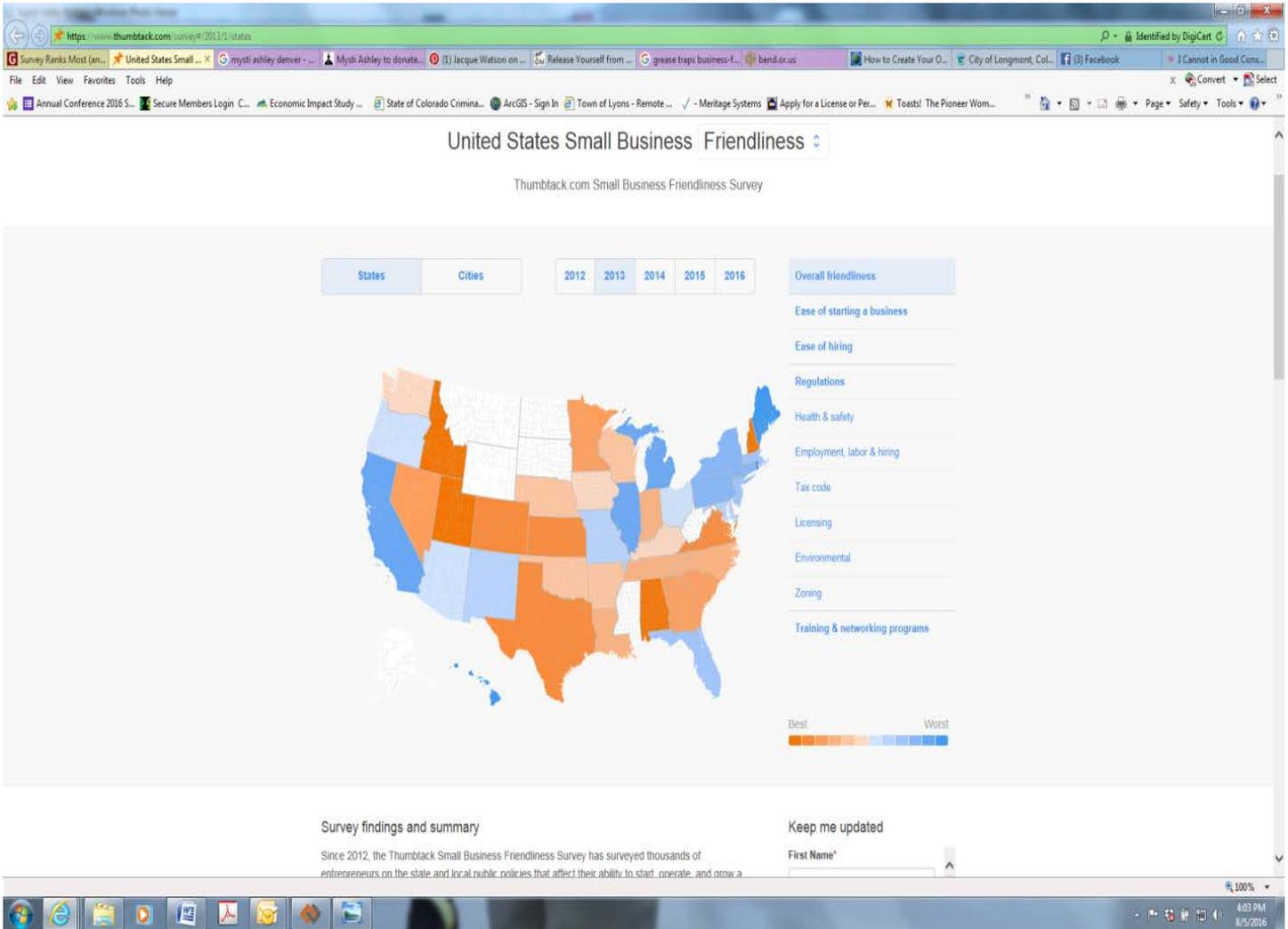
**Principle five: Be proactive and look for opportunities**

- Councils can play a role in helping businesses to leverage new opportunities and they can do this by being proactive in recognizing those opportunities.
- Sufficient allocation of resources should be made to support the effective facilitation and co-ordination required to scope and develop new opportunities as they are identified.
- With business needs in mind, it may be possible to identify "win-win" outcomes by focusing on solutions that provide mutual benefits, either by solving multiple problems, or by producing efficiencies for both business and the council. Another example of the latter is where packages of tailored solutions for businesses can be provided.
- Time is a cost for business. It is common for business friendly councils to adopt a case management approach for their consenting processes to ensure that consents are processed in a robust but time efficient way. Consider if it is possible to expand upon this approach and set up processes and arrangements to improve council responsiveness for other business needs.

**Principle six: Respond rapidly and flexibly after major disruptions to business**

- In a natural disaster councils need to respond rapidly and flexibly to business needs. In post-disaster situations, the agenda for councils and their partners should be kept very simple – to help local businesses in any way possible.
- To achieve this councils need to:
  - establish role clarity for agencies to improve their ability to respond rapidly in a crisis situation;
  - establish excellent communication to provide information and promote services and assistance available to businesses; and

-- bring in the necessary market facing skills to engage



# Lyons Recovery Action Plan - Update, September 2016 - Jacque

Priority a=Vital b=Important c=desirable	Timeframe			Recommendations		Resources Needed \$ - \$250K \$\$ - \$250K-\$1M \$\$\$ - \$1M-\$2.5M \$\$\$\$ - \$2.5M	Key Party	Stake-holders	Current Status	
	2014	2015	2016	2017	Priority (a, b or c)					Directly Flood-Related
<b>Economic Development and Recovery</b>										
<b>ECONOMIC GOAL 1: Leverage state, municipal and private sector resources to facilitate economic recovery</b>										
ECON 1.1 Denver Regional Council of Governments Main Street Enhancement Project - Phase II							Town Staff	EB / EDC / LAHC	Construction will be completed Sept. '16	
ECON 1.2 Formation of Urban Renewal Authority and blight study							Town Staff	Town Staff / BOT / EDC	Completed in 2015	
ECON 1.3 Redevelopment of the Longmont Water Treatment Plant Property							Town Staff	Town Staff / BOT / EDC	Can be done in 2016 if grant funds are obtained	

## BOT Workshop – Budget Goals and Guidance

Saturday, August 13, 2016

Depot: 9:00 am to 12:00 pm

### List three good things that have happened in Lyons in the past 3-5 years:

LRLD	Strong Leadership	CIRSA Compliance
BoCo IGA	Relationship with State/Regional	Codification
Main St. Streetscape	Housing to Forefront	WWTP
Website Electronic	Sales Tax Increase	Rec. & Med. Marijuana
Sustainable Businesses	Flood Recovery	Influence
Infrastructure Improvements	Standing After a Punch	Picture Rock Trailhead
Ability to Solve Most Problems	Financial Management	Water Quality

### Describe Lyons Now:

Small Town	Historical	• Volatile
Artistic	Community Oriented	Beautiful
Relaxing	Ecologically Mindful	• Struggling
Transitioning	Evolving	Diverse
Recovering	• Fractured	• Conflicted
Educated	• Divisive	Peaceful
Nature Friendly	• Broken	• Change Adverse
Booming	Mindful	Eclectic
Citizen Active		

### What would you like to see happen in the Next 1 – 2 Years

- Finish flood recovery projects with limited risk (Parks; Bridges; Ponds)
- Permanent affordable housing project
- Confluence functioning normally
- Stabilize utility funds
- Urban Renewal Authority Project
- Winter events
- Update Zoning Codes
- Annex eastern corridor
- Improve Permitting and Enforcement
- Motel project underway / Increase lodging
- Document lessons learned from flood and funding
- Extend Utilities to eastern corridor
- Improve trust in local government
- Re-establish reserves
- Capital projects (2-5 years)

### What could be working more effectively or should be changed in Lyons and its services to the community?

- Direct line between BOT policy and staff action
- Trust in local government
  - Need clear line of sight: strategy; policy; action
- Legal review timeliness and process

- Communication
  - Internal consistency
  - Community Stakeholders
  - Wording; tone; authority
  - Consistency and timeliness
  - Developmental friendly
  - Increase face-to-face and small group meetings
- Development process for residents and businesses needs simplified (Process Improvement)
- Understanding Financial Situation
  - Analysis
  - Reports
  - Evaluate grants/projects more carefully

**If you could change anything about Lyons what would it be?**

- MEAN contract
- No one-way traffic
- Remove blight
- Get housing – not green space – from developers
- Build rec. center; mini golf; swimming pool
- Dog park land should be contributing more to community
- Remove islands
- Acquire more land
- Town wide wifi – free
- Multiuse trail to Estes Park
- Trust in local government

**What words would you use to describe what you think Lyons should be in 10 years?**

Affordable	Welcoming	Funky
“Mountain”	Sustainable (Socio; economically; ecologically)	Connected
Community Oriented	Stable Utility Funds	Prepared
Resilient	Destination	Independent
Cohesive	Rebuilt	Prosperous
Diverse		

**What is holding the community back from being all it can be?**

- Lack of buildable land
- Parking
- Location
- Lack of rental housing
- Divisiveness of people
- Misinformation
- Social Media
- Lack of trust of government (at all levels)
- Money

**Town of Lyons  
Goals and Guidance  
2016 Budget Prep Session  
August 13, 2016  
Board of Trustees Questions**

**What words would you use to describe Lyons today?**

**What words would you use to describe what you think Lyons should be in 10 years?**

**List three good things that have happened in Lyons in the past 3-5 years.**

**What would you like to see happen in the next 1-2 years?**

**What could be working more effectively or should be changed in Lyons and its services to the community?**

**What is holding the community back from being all that it could be? (Identify weaknesses and issues.)**

**What are Visitors First Impressions of the Town?**

**How could we improve our communication with the public?**

**If you could change anything about Lyons what would it be?**

**If anything was possible and resources were available, what should Lyons do or acquire?**

**Other comments or Ideas to Share with Group:**

What are the overall goals that you would feel are the most critical? (Check only five.)

1. 5 To attain long-term financial stability
2. 0 To implement goals according to the existing Lyons Comprehensive Plan
3. 2 To finish recovery goals from Lyons Recovery Action Plan
4. 2 To increase economic development efforts overall
5. 2 Improve communication and relationship with our citizens
6. 0 Implement more sustainable practices throughout the community
7. 3 Annexation and Development of Eastern Corridor properties
8. 1 To improve the appearance of our community
9. 1 Enforce nuisance ordinances (junk, vehicles, sewer lines and facilities)
10. 0 To create a more professional image of the town
11. 4 To improve effectiveness and efficiency of town staff / contractors
12. 1 Update our building permit / development processes
13. 1 Improve the Town's infrastructure (water, sewer lines and facilities)
14. 0 Increase Lyon's involvement at the regional and state levels
15. 1 Update Zoning Regulations and Land Use Codes and Sign Codes
16. 0 Implement components of Park & Recreation Master Plan
17. 1 Update the Capital Improvement Plans
18. 4 Develop Affordable Housing Options
19. 0 Develop policies and regulate rentals, ADUs, Air BnBs
20. 3 Update the Comprehensive Plan to reflect post-flood goals and priorities
21. 0 Pursue a new Town Hall / municipal campus
22. 0 Pursue a recreational community center / swimming pool
23. 0 Other – Please List

Prioritize the Following Flood Recovery Projects: (1 High – 8 Low)

- 6 Stream Recovery
- Bohn Park
- 2 McConnell Bridge
- 1 2<sup>nd</sup> Avenue Bridge
- 2 Public Works Building
- Lyons Valley River Park / McConnell Ponds
- Storm Water Improvements
- 1 Affordable Housing Project

\* Six Trustees Present for Workshop

August 19, 2016

Board of Trustees  
Town of Lyons  
PO Box 49  
Lyons, CO 80540

To the Board of Trustees:

We, the Lyons Economic Development Commission, wish to express our support and willingness to partner with the Lyons Area Library District, with regard to share parking at the location currently known as the RTD Parking Lot, 4<sup>th</sup> Avenue and Broadway.

DOUBLE GATEWAY  
TO THE ROCKIES

As a group that supports businesses in this community, we see the important need for as much public parking, available to downtown visitors, as possible. If the Board of Trustees participates in the intergovernmental agreement with the Lyons Area Library District to locate the library facility at the RTD Parking Lot, then the EDC recommends that the agreement state that all parking be available to both library employees and patrons as well as business employees and customers.

Sincerely,

Jay Malito  
Chair  
Economic Development Commission  
Town of Lyons

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**TOWNOFLYONS.COM**

**Town of Lyons**  
**Economic Development Commission**  
**Economic Impact Analysis**

*Businesses succeed best when they understand the market in which they operate. The Economic Development Commission (EDC) has created a tool that analyzes the impact of events on Lyons businesses, but we need your help!*

**What is it?**

The Economic Impact Analysis is an expansive collection of data that demonstrates an overall assessment of economic impact trends of Lyons businesses. The information collected compares industry averages and other local information including wedding guests, special events, RMNP visitors, and weather, against daily receipt data from businesses.\*

\* Receipt data is converted into ratios, and all original data is deleted before it is submitted. Even the individual ratios are protected as they are rolled into industry averages. Furthermore, a non-disclosure agreement (NDA) is available for each participating business, to legally enforce information disclosed by the business remains confidential with the Town employee partnering with the business.

**How it Helps Your Business?**

The EDC will provide each participating business personalized results, comprised of a comparison of your results along the local industry averages, and against the comprehensive event data across a year-long time period. These results will allow you to tailor your operations and services to succeed by better capturing event patrons.

**How it Helps Your Business Community?**

Not only does the EDC want to provide this resourceful information to Lyons businesses, but it also wants to better understand the economic impact of events on businesses. With the information, the EDC can refine future work plans to reflect support of successful ‘business friendly’ events, and offer objective data to help businesses realign plans for improved commerce.

The EDC will also present the analysis to the Board of Trustees. The provided data will increase their understanding of how different events impact the business community, and help inform them for other business- and funding – related decisions.

**What Do You (Business) Have to Do?**

Participating businesses will enter each day’s receipts from the previous year. Once entered, the dollar amounts are eliminated, and automatically converted into ratios. The business will then send the finalized ratios to the partnering Town employee, who will merge data into the comprehensive industry analysis, and return personalized results to the business.

**Who is the EDC?**

The Economic Development Commission is a volunteer group commissioned by the Town of Lyons, to increase sustainable value through enhanced management and services. The EDC works to protect and enhance the accessibility, attractiveness and economic sustainability of the Lyons Business District, by creating and facilitating development activities on behalf of local businesses and property owners that add or retain jobs and generate revenues.

Please don’t hesitate to get in touch for more information. We’re looking forward to working with you!

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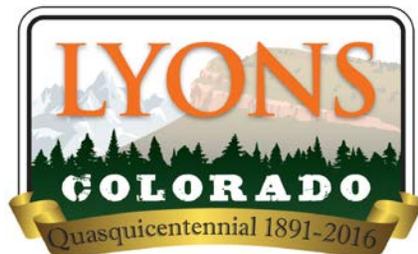
Timestamp	7/15/2016 10:09:59
Please select your community	Lyons
What year are you reporting for?	2016
Which Quarter are you reporting for?	Quarter 2 (April, May, June)
How many FULL-TIME jobs were added to your Main Street district this quarter?	3
How many PART-TIME jobs were added to your Main Street district this quarter?	2
Please list the names of NEW businesses in your Main Street district (if applicable).	Bates Motel II, Gatherings
How many hours did your Main Street BOARD log this quarter?	87
How many hours did other volunteers log for Main Street this quarter?	
How many building rehabilitation projects and/or facade renovations were completed this quarter?	5
How much PRIVATE investment went into all of the building rehabilitation projects and/or facade renovations?	31400
How much PUBLIC investment went into all of the building rehabilitation projects and/or facade renovations?	0
How many new construction projects were completed this quarter?	0
How much PRIVATE investment went into the new construction project(s)?	0
How much PUBLIC investment went into the new construction project(s)?	
How many buildings were sold this quarter?	
How much PRIVATE investment went into building sales?	0
How much PUBLIC investment went into building sales?	0
How many public improvement and/or infrastructure projects were completed this quarter?	1
How much PUBLIC investment went into the above mentioned improvement or infrastructure projects?	670000
Please list all building rehabilitation and facade renovations.	Gatherings 447 Main St., Metamorphosis Tattoo 339 B Main St., Bates Motel II 310 Main St., Button Rock Bakery 405 Main St., Mojo's Taqueria 216 Main St.
Please list all new construction.	
Please list all building sales.	
Please list all public improvement or infrastructure projects.	Lyons Historic Depot Restoration Project
How many events did your local Main Street program host or help coordinate this quarter?	6
What was the (estimated) attendance for all of the events this quarter?	520
Please list all events counted above.	May & June (2) Lyons Last Thursdays, EDC/Main St. hosted Chamber Social, Colo Creative Industries "Detour" visit/interview, Lyons Good Old Days, Visitors Center Opening

How many FULL-TIME jobs were lost in the Main Street district this quarter?	1
How many PART-TIME jobs were lost in the Main Street district this quarter?	0
Please list the names of businesses that CLOSED or RELOCATED outside of your Main Street district (if applicable).	Lyons Love Limited
How many volunteers participated in Main Street meetings, events, and projects this quarter?	8
How many housing units were added to the Main Street District?	0
Please list the types of the NEW businesses listed above (if applicable).	
What types of businesses have been added? [Restaurant]	0
What types of businesses have been added? [Retail]	1
What types of businesses have been added? [Professional]	0
What types of businesses have been added? [Services]	1
How many NEW businesses have opened or relocated to your Main Street district?	2
How many businesses closed or relocated outside of your Main Street district?	1
How many hours did your Main Street VOLUNTEERS log this quarter?	55
How much PRIVATE investment went into the above mentioned improvement or infrastructure projects?	0
What types of businesses have been added? [4]	
What types of businesses have been added? [5 or more]	



National Main Street Conference  
Milwaukee, WI  
May 22-25, 2016

Lyons, Colorado  
Jacque Watson & Arielle Hodgson



The 2016 National Main Street Center's Main Street Now conference, held in Milwaukee, WI, can best be described as incredibly informative and inspiring. Throughout the three-day conference, we were submerged in creative ideas and design, innovative planning and implementation processes, lessons learned, and community-strengthening outcomes. Along with the enlightening messages from the seminars, we made several new connections with not only other Colorado Main Street communities' members, but also with members across the country – all of which offered new perspectives on the encompassing goal of Main Street America. Overall, the opportunity was invaluable, and we already have plans to implement new ideas and strategies within Lyons.

One of the overarching takeaways from the conference centers around the importance of being open to change, by leveraging creativity from the uniqueness and character of our town. The speaker, author and coach, Peter Kageyama, offered several examples and strategies on this in his Opening Plenary & Reception keynote presentation. His presentation included a trip across the U.S., highlighting revitalization creativity, from seemingly simple ideas. A couple in particular that stood out to us were the super hydrophobic (waterproof) designs used on sidewalks in Washington, and the metal mice placed throughout a town in South Carolina – both representations of ingenuity through the areas' characteristics.

We were acquainted with the During the Historic and Quaint Port Washington and Cedarburg mobile workshop, we learned the history of the Duluth Trading Company in Port Washington, and how the small town thrived with the hugely successful business. The Duluth founders had settled on a building in the Port that was occupied by businesses, and not available to buy. Their perseverance eventually paid off, and they purchased the building. When the trading company moved into the new building, the community was concerned about parking and overwhelming congestion in the town; however, will the business quickly became a focal point of downtown commerce, and people were willing to park blocks away. This had a secondary benefit, allowing patrons to be exposed to other businesses.

During the same mobile workshop, the group was acquainted with the volunteer-ran Rivoli Theater. The Rivoli Theater was built in the late 1800s, and began operating as a theater in 1936; in 2006, the theater was at risk of being shut down, so the Historical Society purchased the building and took management of theater. Today, the theater shows movies daily, and has become a town treasure. Ticket sales and fundraisers support ongoing preservation and renovation of the historical building. The Historical Society took the risk of relying on volunteers and donations to keep the theater operating, but by opening the restoration efforts to the community, the involvement resulted in town-wide support.

This mobile workshop also hosted Port Washington's City planners, who presented an ongoing housing project on the lakefront. Initially, the project proposal received negative feedback from the locals, but by setting a hard objective of transparency, through continuous public outreach and open involvement, the plan reflects the community's voice, and now retains a positive response from the locals.

We then learned of a success of an architecture firm in Cedarburg, WI. In the mid-1990s, the Kubala Washatko Architect firm relocated its studio to an abandon historic power plant that had been scheduled to be demolished. The firm's founders purchased the building just prior to the demolition, and by utilizing State and Federal resources, the warehouse was rehabilitated into a sustainable and



productive work space. Many features of the building were restored, including the giant steel-sash windows, keeping its historical integrity intact.

During the Frank Lloyd Wright tour, we were exposed to several beautifully designed buildings, and the crucial role of historical preservation. Frank Lloyd Wright, who is widely regarded as a pioneer in modern architecture was born in Wisconsin, and several of his designs are located in the state. Throughout the years, the value of his historic importance had been disregarded, and unfortunately, some of his work has been destroyed. However, today, through support of preservation and historical societies, buildings of his design are increasingly protected through historical designations. These ongoing efforts illustrate the importance of historical preservation in any community.

In addition to the numerous ideas, achievements, processes, and lessons taken from the three-day conference, we gained insight from other communities' trials and successes through conversations with attendees from across the country. Furthermore, the deeper connections made with fellow Colorado Main Street members was one of the most important outcomes from the conference. The relationships developed instill support and collaboration among the Colorado communities, and – we think – will translate to stronger Colorado Main Street Communities overall. We are so grateful for this opportunity and excited for the future of Lyons Main Street.

