





Economic Development

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5.1 Overview

5.1.1 Introduction to Economic Development

Operating and maintaining a thriving community requires significant financial investments in public facilities, roadway and utility infrastructure, and beautiful, desirable community amenities such as parks, trails, and more. There are several methods by which a municipality can generate the necessary funds including property taxes, impact fees, and bonds. In some cases, large property taxes and other fees can sustain an entire town, but this is rarely ideal and works for only a select few conveniently located bedroom communities. Traditionally, the aforementioned revenue-generating mechanisms are supplemented by sales tax collected from local economic activity. For this reason, behind each functional and thriving community is a successful local economy. Economic development is often vital to generating the additional income to install, maintain, and improve public infrastructure, services, and properties including roads and sidewalks, parks, schools, libraries, police and fire stations, and their employees. Whether a locality does or does not have sufficient economic activity will ultimately determine if it succeeds or becomes obsolete. Successfully understanding and implementing the principles and ideas outlined in this chapter will empower City Officials and property owners to further refine Delta into a desirable, viable, and sustainable place.

The economic development chapter discusses the present state of Delta's economy: its strengths and weaknesses, its role throughout the region, and opportunities to capitalize on in the future. This chapter should be reviewed periodically and updated within the context of all other General Plan chapters and against the broader context of changing economic, social, and political standards of the City.

5.2 Existing Conditions

In order to better understand community needs and future opportunities, an inventory was conducted establishing existing conditions and resources. This section details current economic activity within and nearby the City.

5.2.1 Main Industries in and around Delta City

AGRICULTURE AND FARMING

Alfalfa hay is the main crop of the Delta area. Due to the dry climate in the Delta region, farmers are able to control hay moisture content when it is baled, which is vital in preventing mold growth. Other crops farmed in the area are corn, grain, wheat, and barley.

Delta is also home to several dairy farmers

who sell products both locally and regionally. Some cattle are kept within city limits, others are raised nearby in unincorporated areas.

POWER (UTILITIES)

One of the main sources of income for Delta is a power plant operated by the

Intermountain Power Agency, known as the Intermountain Power Project or IPP. It is also referred to as Intermountain Power Service Corporation or IPSC. This coal-powered plant supplies power for much of Los Angeles County in California. The Plant was originally designed for four units, but only two have been built. Each unit produces 900 megawatts of electricity.

As of March 2019, the Plant is considering downsizing - something that would significantly impact Delta City employment.

MINING

Materion: Materion (formerly known as Brush Wellman) is a mine and refining plant located at one of the few sources of concentrated beryllium in the world. The Plant is a mill and finishing facility for beryllium, a high-strength, lightweight metal used in military, aerospace, and medical industries. The ore for the Plant comes from Brush Wellman's mine, located 50 miles west in the Topaz-Spor Mountains. This is North America's only developed source for the metal. The facility is located here due to the remoteness of the area, as beryllium dust is highly toxic, and the proximity of the Intermountain Power Project.

Graymont Lime: Graymont Lime has a plant in the Cricket Mountains, about 32.5 miles southwest of Delta. It is one of the 10 largest lime plants in the United States. It was previously owned by Continental Lime.

Fossils and minerals: A great attraction of Millard County's economy is fossil digging. Trilobite fossils are relatively common in the region west of Delta. A number of local companies maintain fossil dig areas where visitors are allowed to dig their own fossils for a small fee.

Also near Delta is Topaz Mountain which derives its name from the topaz that is abundant throughout the region. Other minerals and rocks found throughout the area include obsidian, opal, and geodes.

5.2.2 Delta City Location Quotients

A location quotient is calculated using the industry employment data of local and regional economic areas. By comparing the percent of local industry employment of the total local employment to that of the regional industry employment, information regarding whether a locality is importing or exporting a certain good or service can be found. A location quotient of one (1) means that the locality produces a sufficient amount of the good or service to provide for the community. If the location quotient is greater than one (1), the locality

produces excess which they export to the surrounding region. If the location quotient is less than one (1), the locality does not produce enough of the given good or service to adequately meet the needs of the community and thus import the good or service that they lack. Location quotients for industries present in Delta City in 2012 are shown in the table below. Also included are location quotients calculated for Millard County relative to the State of Utah.

All data used to calculate these quotients was acquired from the United States Census Bureau's Economic Census.

As demonstrated in table 5.2.2, Delta City serves the larger region in several industries including retail trade; information; finance and insurance; professional, scientific, and technical services; administrative, support, waste management, and remediation services; educational services; healthcare and social assistance; arts, entertainment, and recreation; accommodation and food services; and others (excluding public administration).

RETAIL TRADE

The Retail Trade sector comprises establishments selling products primarily to individuals rather than corporations. This includes grocery and general merchandise stores as well as more specialized businesses like bicycle shops or furniture stores. Delta's location quotient for retail trade implies that the City exports goods and services from retail trade to surrounding areas. In other words, people from other communities come to Delta in order to obtain these types of goods and services. Nonresidents of Delta that are likely to patronize retail establishments within the City include Hinckley and Sutherland residents. There are also many outdoor recreationists passing through as they travel to and from the many natural amenities throughout central and southern Utah.



INFORMATION

The Information sector comprises establishments engaged in producing and distributing information and cultural products, providing the means to transmit or distribute these products as well as data or communications, and processing data. The location quotient of roughly 1.82 means that people from nearby communities are using businesses located in Delta City to meet their information service needs.

FINANCE AND INSURANCE

The Finance and Insurance sector comprises establishments primarily engaged in financial transactions (specifically, transactions involving the creation, liquidation, or change in ownership of financial assets) and/or in facilitating financial transactions. This includes establishments such as banks and similar institutions, insurance agencies, and loan companies.

PROFESSIONAL, SCIENTIFIC, AND TECHNICAL SERVICES

The Professional, Scientific, and Technical Services sector comprises establishments that specialize in performing these respective activities for others. Each requires a high degree of expertise and training. Activities performed include: legal advice and representation; accounting, bookkeeping, and payroll services; architectural, engineering, and specialized design services; computer services; consulting services; research services; advertising services; photographic services; translation and interpretation services; veterinary services; and others.

ADMINISTRATIVE AND SUPPORT AND WASTE MANAGEMENT, AND REMEDIATION SERVICES

The Administrative and Support and Waste Management and Remediation Services sector comprises establishments performing routine support activities for the day-to-day operations of other organizations. Activities performed include office administration, hiring and placing of personnel, document preparation and similar clerical services, solicitation, collection, security and surveillance services, cleaning, and waste disposal services.

EDUCATIONAL SERVICES

The Educational Services sector comprises establishments that provide instruction and training in a wide variety of subjects. This instruction and training is provided by specialized establishments, such as schools, colleges, universities, and training centers. These establishments may be privately owned and operated for profit or not for profit, or they may be publicly owned and operated. They may also offer food and/or accommodation services to their students.

HEALTHCARE AND SOCIAL ASSISTANCE

The Healthcare and Social Assistance sector comprises establishments providing health care

INDUSTRY	DELTA - MILLARD COUNTY	MILLARD COUNTY - UTAH STATE
Mining	NA	NA
Utilities	0.101980	27.703101
Construction	NA	NA
Manufacturing	NA	1.431256
Wholesale trade	NA	3.456791
Retail trade	1.720826	1.313521
Transportation and warehousing(002)	0.323656	0.820547
Information	1.818636	0.178925
Finance and insurance	2.312959	0.440395
Real estate and rental and leasing	NA	0.078901
Professional, scientific, and technical services	2.718165	0.368266
Management of companies and enterprises	NA	NA
Administrative and support and waste management and remediation services	3.368993	0.208167
Educational services	4.020143	0.444909
Health care and social assistance	1.873204	0.948284
Arts, entertainment, and recreation	4.020143	0.146280
Accommodation and food services	1.200822	1.025752
Other services (except public administration)	4.020143	0.730414

Table 5.2.2: Regional Location Quotients by Industry, 2012

and social assistance for individuals. The sector includes both healthcare and social assistance because it is often difficult to distinguish the boundary between these two activities. Establishments in this sector deliver services from trained professionals.

ARTS, ENTERTAINMENT AND RECREATION

The Arts, Entertainment, and Recreation sector includes a wide range of establishments that operate facilities or provide services to meet varied cultural, entertainment, and recreational interests of their patrons. This sector comprises (1) establishments that are involved in producing, promoting, or participating in live performances, events, or exhibits

intended for public viewing; (2) establishments that preserve and exhibit objects and sites of historical, cultural, or educational interest; and (3) establishments that operate facilities or provide services that enable patrons to participate in recreational activities or pursue amusement, hobby, and leisure-time interests.

ACCOMMODATION AND FOOD SERVICES

The Accommodation and Food Services sector comprises establishments providing customers with lodging and/or preparing meals, snacks, and beverages for immediate consumption. The sector includes both accommodation and food services establishments because the two activities are often combined at the same establishment. Some establishments within Delta that fit this category include the Diamond D Motel, Deltan Inn Motel, Rancher Motel and Cafe, and most of the restaurants throughout the City. Although current market demands for this industry sector are being met, the condition of several accommodation and hospitality establishments is not of a quality acceptable to many residents and visitors.

According to the calculated location quotients, industry goods and services that are not easily accessible in Delta but are available somewhere within the county are utilities, wholesale trade, and manufacturing.

UTILITIES

The Utilities sector comprises establishments engaged in the provision of the following utility services: electric power, natural gas, steam supply, water supply, and sewage removal. Within this sector, the specific activities associated with the utility services provided vary by utility: electric power includes generation, transmission, and distribution; natural gas includes distribution; steam supply includes provision and/or distribution; water supply includes treatment and distribution; and sewage removal includes collection, treatment, and disposal of waste through sewer systems and sewage treatment facilities.

Excluded from this sector are establishments primarily engaged in waste management services. An establishment nearby Delta that fit this category is the Intermountain Power Plant (see subsection 5.2.1)

WHOLESALE TRADE

The Wholesale Trade sector comprises establishments engaged in wholesaling merchandise, generally without transformation, and rendering services incidental to the sale of merchandise. The merchandise described in this sector includes the outputs of agriculture, mining, manufacturing, and certain information industries, such as publishing.

MANUFACTURING

The Manufacturing sector comprises establishments engaged in the mechanical, physical, or chemical transformation of materials, substances, or components into new products.

Establishments in the Manufacturing sector are often described as plants, factories, or mills and characteristically use power-driven machines and material handling equipment. However, establishments that transform materials or substances into new products by hand or in the worker's home and those engaged in selling to the general public products made on the same premises from which they are sold, such as bakeries, candy stores, and custom tailors, may also be included in this sector.

5.2.3 Commercial entities with current business licenses in Delta

As of March 2019, 218 establishments had commercial business licenses for use within Delta City limits. An up-to-date list of these establishments can be found in the Delta City website.

5.2.4 Commercial Corridors and Zoning

Map 5.1 shows areas within city limits that are currently zoned for commercial or industrial use. Delta's current and historic primary commercial corridor is the state highway which becomes Main Street as it passes through the center of the City.

Another commercial land use regulation relevant to Delta is the Millard County enterprise zones. An enterprise zone is an area where incentives such as tax concessions are offered to encourage business investment and provide jobs for the residents.

5.2.5 Public Events

Delta City currently hosts several annual and biannual events attracting people throughout the

community, the County, and beyond. These events are sponsored by different groups, including the County, whose fairgrounds are within city limits, the City, and even private entities. With good publicity and appropriate efforts to advertise the events and celebrations, these gatherings have the potential to be a significant source of revenue for the City.

Previously held events in and around Delta are:

- Annual Fourth of July celebrations
- Biannual softball tournaments
- Rock climbing events at the fairgrounds
- Millard County Raceway events
- BMX
- Motocross
- Millard County Fair, August
- Days of the Old West PRCA Rodeo, June
- Annual Stock show, May
- The Snow Goose Festival, put on by the local Chamber of Commerce
- 5k and 10k "Wild Goose Chase"
- Quilt show
- The Delta Car Show, September
- The Topaz Triathlon
- Hinckley Utah 24th of July Celebrations

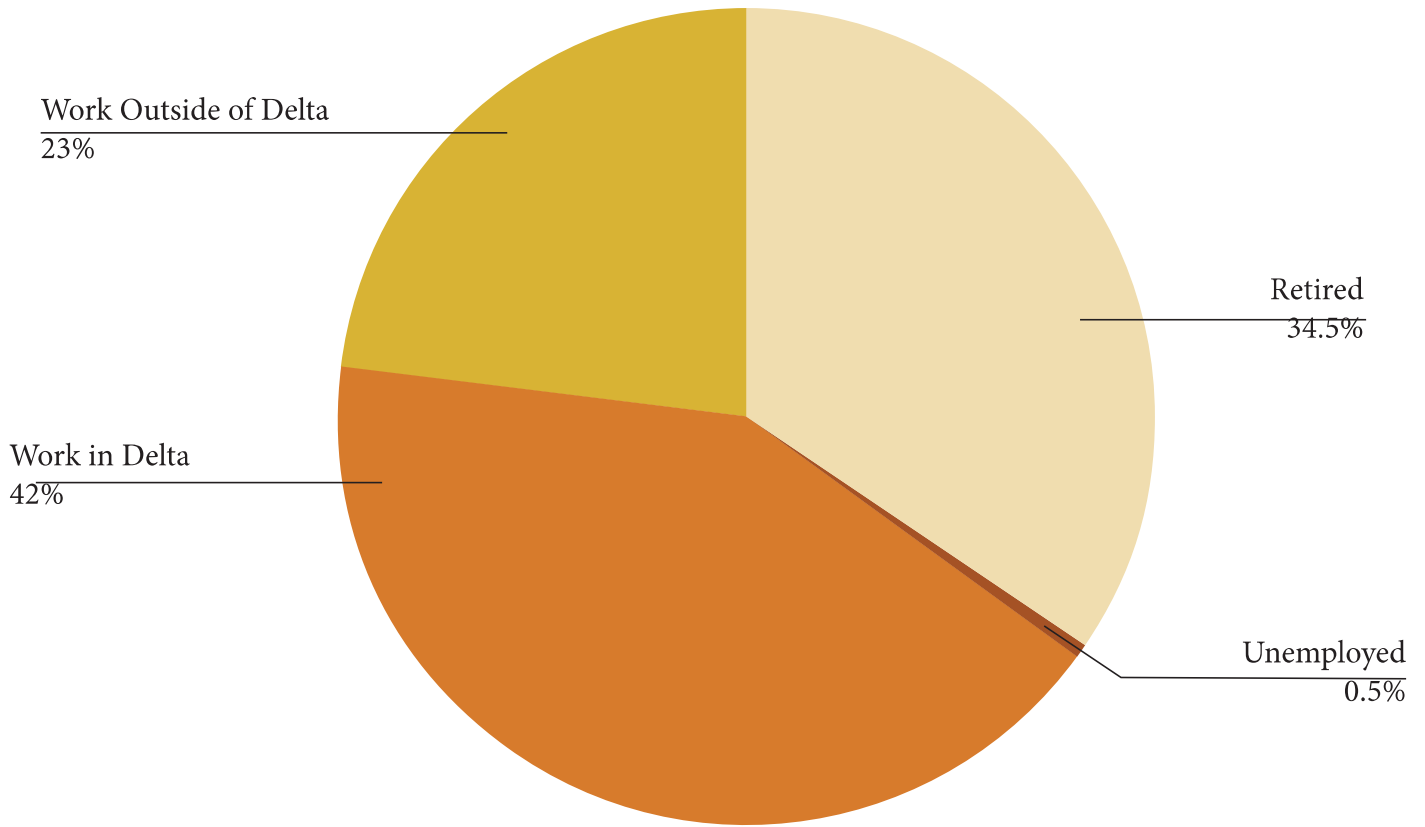
Some of these events are advertised on local radio stations, the internet, and in the weekly Millard County Chronicle Progress

5.3 Public Input

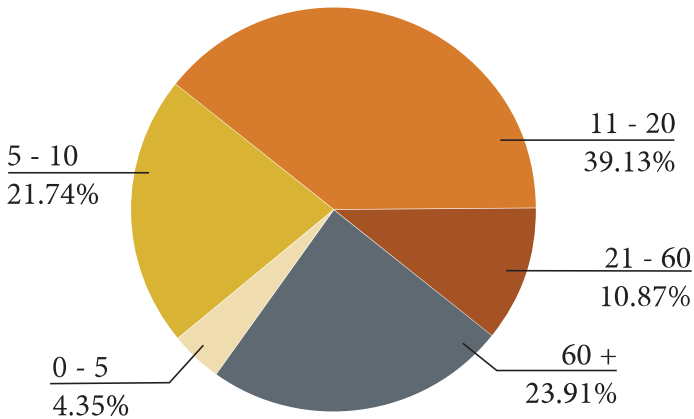
Collecting and addressing public input in the drafting of a General Plan is integral to the success of the Plan and the community. Ideas and goals that are created



Figure 5.3.1.1 : Q3 - Please select the statement that best represents your situation.



If you work outside of Delta, how many miles outside of the City is your place of employment?



using resident input are far more likely to come to fruition than those that are formed without public participation. Throughout the writing process of Delta City’s General Plan, residents, property and business owners, and developers were asked to share their thoughts, recommendations, and desires for the future of the City.

The following subsections explain the methods used to obtain this feedback and the accompanying results.

Although some of the information and feedback gleaned from resident input has already been

synthesized into previous sections and subsections of this chapter, it is also included here for clarity.

Over the course of the creation of this General Plan, there were six public meetings. During the first two meetings, the executive committee discussed what they would like to see in the vision statement and goals. After drafting a vision statement and element goals, two more meetings provided opportunities for individual residents to give insight, feedback, and comments to the BYU team. A survey was then conducted to gather further public input. In the final two meetings, after hearing public comment, the Plan was recommended to and adopted by the City Council. All public input relevant to this chapter has been included in this section.

5.3.1 Survey Data

A survey composed by the BYU team and the Executive Committee was dispersed to Delta residents, business owners, and property owners via social media and water bills. Of the estimated 3,478 people currently living in Delta (as per the American Community Survey’s 2017 data), 193 residents, or 5.5%, participated in the survey. Consequently, it should be acknowledged that the data summarized in this subsection represents the insights of a small portion of Delta’s population and may not be proportionally representative of the opinions of the community as a whole. Survey questions pertaining

in some way to economic development in Delta areshown in graphics throughout this chapter.

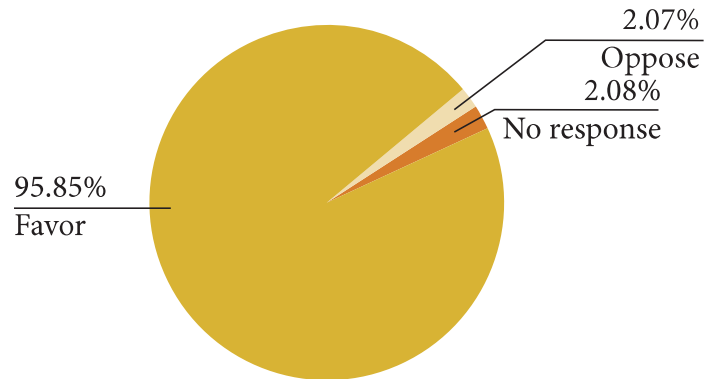
5.3.2 Public Meetings

The topic lists in the subsequent section summarize resident comments from each of the public input meetings held at the Community Center on Main Street. Those who attended were encouraged to provide feedback on goal statements, idea lists, questions, and maps drafted for each of the 8 General Plan elements. A scanned image of the economic development map used at these meetings can be seen on page 154.

COMMERCIAL ENTITIES WITHIN RESIDENTIAL AREAS

Several residents offered thoughts and opinions concerning the location of commercial entities within residential areas. While some experienced inconveniences due to the heavy traffic generated by certain

Figure 5.3.1.3 : Q7 - Do you favor or oppose encouraging commercial growth within the City?



land uses and wanted all businesses relocated outside of neighborhoods, other residents and business owners

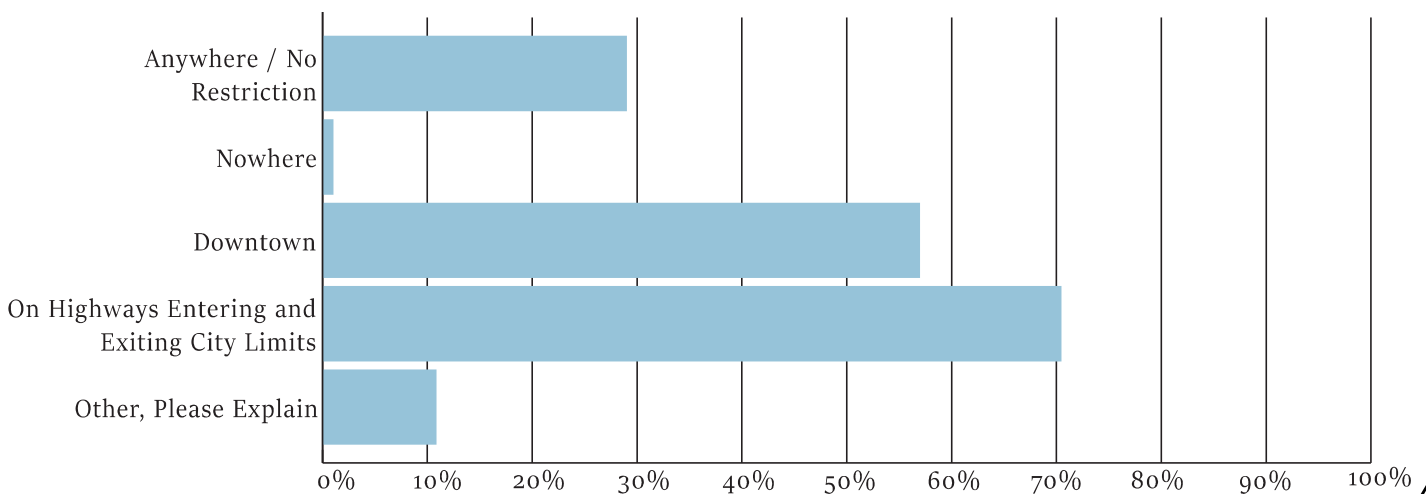
INDUSTRY	% OF RESPONDENTS
Agriculture, Hunting, Mining	9.84%
Construction	3.63%
Manufacturing	4.15%
Wholesale or Retail Trade	3.11%
Transportation, Warehousing, Utilities	8.81%
Information	0.52%
Finance, Insurance, Real Estate	1.55%
Professional, Scientific, & Administrative Services	5.18%
Education, Health Care, & Social Assistance	21.76%
Arts, Entertainment, Recreation, Food Services	3.63%
Public Administration	3.63%
Other. Please explain	4.66%

Table 5.3.1.2 : Q4 - If employed, select the option that best describes the industry in which you work.

Explanations in the “other” category included:

- Pilot
- Intermountain Power Service Corporation
- Food retail as a graphic designer
- Rentals

Figure 5.3.1.4 : Q8 - Where in the City should commercial growth occur? Choose all that apply.



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felt that the City should consider each business individually since not all were resulting in nuisances for nearby homeowners. Some suggestions were to incentivize all business owners, especially those located near residences, to relocate to commercial zones. Since there are several vacant buildings on Main Street, it was proposed that this may also be helpful to revitalize the City's main commercial corridor and historic downtown center.

VACANT BUILDINGS

Many different individual residents expressed a desire to revitalize currently vacant lots and buildings

Figure 5.3.1.5 : Q9 - What types of commercial growth would you like to see in Delta? i.e. restaurants, grocery stores, services, industrial development, etc.

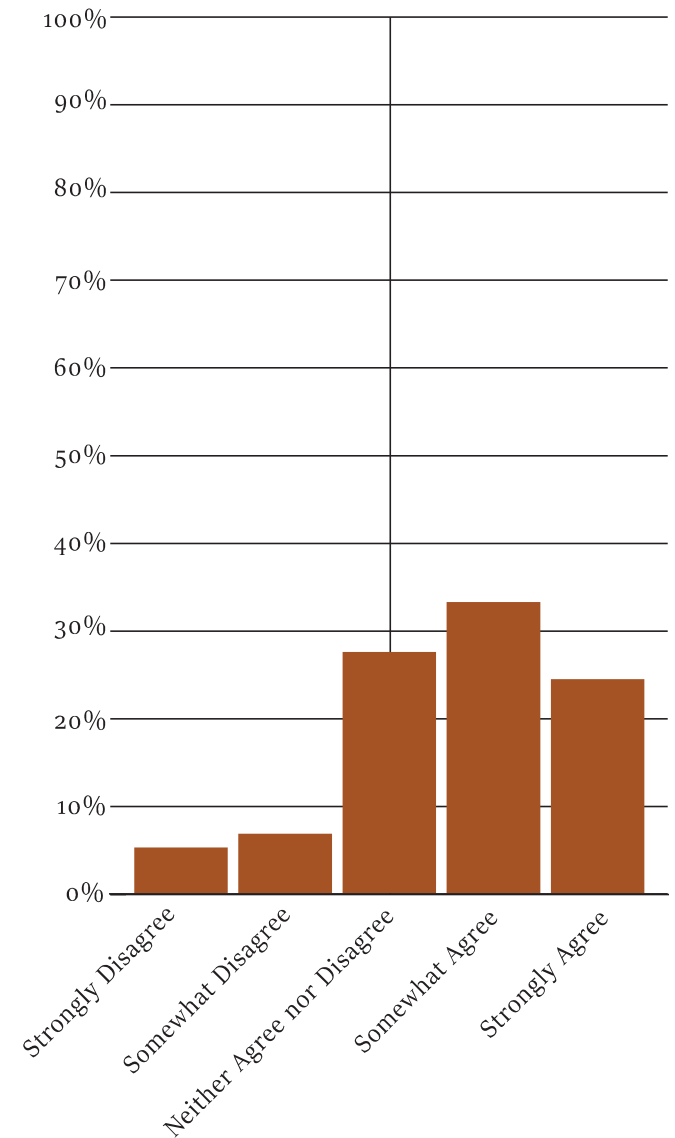


to provide the amenities they feel are lacking within the community. Many expressed ideas and desires to take initiative, but they lacked the necessary funds and expertise to accomplish such a project on their own. Coordination and communication among interested residents could prove helpful in creating desirable public spaces for gathering and recreating.

MAIN STREET

Often mentioned throughout discussion regarding economic activity in Delta was the current state of Main Street, especially compared to its liveliness in the past. Residents expressed great nostalgia for the Main Street of years passed, sharing that they missed the sociality of a functional Main Street and hoped to somehow recreate it. Incentivizing businesses to relocate there and organizing a local farmers market were a couple of ideas offered to help make this happen.

Figure 5.3.1.6 : Q13 - How do you feel about the statement: "The City should encourage or sponsor more community events"?



RECREATION AND ENTERTAINMENT

Commonly brought up was the apparent lack of safe and desirable recreational opportunities for children and youth. Several residents proposed the development of a family recreation type center and discussed how to make it financially accessible and sustainable within the community. Others discussed whether it should be privately or publicly owned and operated. Conversely, several residents expressed that they believed there to be plenty of opportunities and facilities for entertaining young people and keeping them productively busy already present throughout the City.

TAX REVENUE USAGE AND SIDEWALKS

Sidewalks were an active topic throughout both public meetings. Since economic development within the City can directly affect the method, quality, and timing of sidewalk installation a significant item of interest was how sidewalks should be financed, and how the City should determine when and where to install them. Universally felt among residents was disapproval for the current system of requiring private residents to pay for and install sidewalks on their own. This can be a significant financial burden on individuals and as the residents currently understand it, could very likely result in a spotty sidewalk system throughout the City. Some residents were confident that with better budgeting and smarter investments, citywide sidewalk installation could be funded or at least subsidized using revenue generated by local sales tax. In the event that this is not sufficient funding, many residents stated that they would be willing to pay an extra tax specific to sidewalk development in order to help the City generate the revenue to pay for and execute the installations. They were in favor of this so long as sidewalk installation and revitalization happened first in locations decided to be a priority as per resident desires, and done in phases as funds permitted, understanding that a project of this size requires time and significant financial investment.

ACQUIRING POTENTIAL INDUSTRY

Several residents were interested to know what the City is actively doing to acquire long term business and commercial development to diversify the local economy. A general sentiment of the community is a desire to create a local economy that includes jobs of sufficient quality and wage to support growing families. Delta locals often send their children off for college but the children struggle to find decent careers near their hometown that would allow them to move back and settle down.

Industries that people felt would have the best chances of success in the area include:

- Building and Manufacturing—proximity to train
- Distribution services
- Solar plant
- Recycling plant

Figure 5.3.1.7 : Q14 - What types of events?
Please explain:



A few individuals discussed how nice it was that I.P.P. provided the funds for the City’s firetrucks and police cars, and hoped that future industry could and would make similar investments in the local community. Others emphasized how important it is that potential businesses are ensured the necessary workforce and infrastructure before deciding to locate within the City.

EVENTS WITH ECONOMIC OPPORTUNITY

Some existing events that residents felt could prove economically productive to the City pending proper publicizing and adequate hospitality services to accommodate visitors include:

- Annual Fourth of July celebrations

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- Biannual softball tournaments
- Rock climbing events at the fairgrounds
- Millard County Raceway events
- BMX
- Motocross
- Millard County Fair, August
- Days of the Old West PRCA Rodeo, June
- Annual Stock show, May
- The Snow Goose Festival, put on by the local Chamber of Commerce
- 5k and 10k “Wild Goose Chase”
- Quilt show
- The Delta Car Show, September
- The Topaz Triathlon
- Hinckley Utah 24th of July Celebrations

MOTEL SITUATION

A common concern among residents was the condition and quantity of visitor accommodation options within the City. Some even worried that there were potential risks to public health. Renovating and restoring these establishments would, in most cases, cost too much for business owners to afford, and economic motivations are slim since enough rooms are regularly rented out for them to remain profitable. An idea mentioned for bet-



tering the current situation included researching and seeking grants and partnerships to fund motel and hotel renovations.

5.4 Goals

Delta’s community vision is to foster a thriving city by preserving Delta’s heritage, expanding the local economy, and facilitating a sense of community. Pursuing the goals below will help Delta establish a more sustainable economy, strengthen the sense of community among residents, and provide the financial and social means by which the City can preserve its distinct, desirable characteristics. These goals are further supported by the strategies found in the Approach and Opportunities section of the chapter.

GOAL 1: MAINTAIN AND SUPPORT LOCAL BUSINESSES

GOAL 2: ENCOURAGE BEAUTIFICATION AND REVITALIZATION OF CITY AND PRIVATE PROPERTIES IN ORDER TO PROVIDE A DESIRABLE ENVIRONMENT FOR NEW COMMERCIAL ENTITIES.

GOAL 3: FOSTER AN ENVIRONMENT THAT IS ATTRACTIVE TO NEW BUSINESSES THAT PROVIDE A LIVING WAGE.

GOAL 4: IMPROVE WAYFINDING SIGNAGE AND HOSPITALITY SERVICES THROUGHOUT THE CITY TO CREATE AN INVITING ATMOSPHERE AND AESTHETIC FOR TRAVELERS PASSING THROUGH.

5.5 Approach and Opportunities

The overarching purpose of a General Plan is to help the community achieve its vision. Although the economic development chapter’s primary focus within the community is to increase local economic activity, it can also play a vital role in preserving Delta’s heritage and strengthening its sense of community. History, stories, and character naturally draw people to the City. Some of the greatest tourist cities in the world are also some of the oldest and most economically productive: Rome, Paris, Cairo, and London are all excellent examples of this. Closer to home, another example is Provo’s Center Street. The early 20th century brick buildings add depth, history and character to the area while shops, restaurants, wide sidewalks and urban landscaping create an economically productive space entirely conducive to social activity. Comprehensively, this is what makes a community thrive.

This section suggests strategies intended to help individual parties work together to achieve community goals. Each goal is discussed individually, considering community planning principles, public input, and potential opportunities that the City may choose to explore in order to ensure maximum effectiveness. The subsequent tables designate responsibilities and actions to individual parties.

5.5.1 Goal 1: Maintain and support local businesses

Supporting locally owned businesses is beneficial to the local economy in several ways. When residents spend their money within the City instead of in other municipalities or even outside of the County, the profit and sales tax generated by their purchases stays within the City. The profits are then used to provide better services, amenities, and increase overall resident wealth. Consequently, the more Delta residents and visitors spend at local businesses, the more revenue will be available to improve the safety, beauty, and completeness of the community.

For local business owners, participating in the Chamber of Commerce provides several opportunities to increase revenue and improve services. Some of the most direct benefits come as businesses develop relationships and professional connections with each other. This can decrease issues of finding the right employee or sub-service provider. Chambers often hold social and professional events for members to mingle with each other and to learn valuable skills and techniques. The Chamber also gives local businesses a unified voice within government. Legislative actions frequently impact businesses, so elected officials and City Staff welcome input regarding those impacts.

A less direct, but even more vital benefit of involvement in a Chamber of Commerce is positive public perception. Although exact figures vary from community to community, consumers commonly associate membership in a Chamber of Commerce with businesses that are reputable, trustworthy and that produce higher quality goods and services. Membership also improves visibility to potential customers as they look for local options.

One way to help increase commerce within the City is to lower the barrier of entry for local businesses. Government Officials, specifically the Planning Commission, can accomplish this by establishing tax breaks and discounted impact fees for small-scale, locally owned and operated commercial entities. This, combined with the efforts of residents to support and patronize local businesses, will help to create an economic and social environment in which local commerce can thrive.

To initiate this shift of focus to local business, the Mayor must coordinate efforts to inventory locally-owned and operated businesses to improve resident awareness and encourage them to better support the local economy.

The Executive Committee can also encourage the development of new business by reducing parking stall allotments required for new development in the municipal code. This is helpful because standard parking requirements often produce an oversupply of parking. This is especially likely as alternative transportation options such as biking and walking become more viable throughout the City. Providing parking can also be

very expensive, potentially pricing out potential small businesses.

Equally important to attracting new businesses is nurturing existing ones by helping them make their interiors, exteriors, and landscaping more inviting to customers. It is the responsibility of the City Council to spearhead the creation and enforcement of property maintenance standards for commercial zones. Landscapes can be regulated to prescribe certain amounts of living vegetation as well as what types of plants and other features are used. Additionally, the removal of litter, temporary signage, and other detritus should be enforced to prevent nuisance issues.

5.5.2 Goal 2: Encourage beautification and revitalization of city and private properties in order to provide a desirable environment for new commercial entities

The current municipal code provides language for mitigating and remedying public nuisances. These nuisances can come in many forms ranging from excessive weeds to disruptive noises. Nuisance ordinances are intended to help maintain a clean and safe community, but can only do so as long as they are enforced. It is the responsibility of community members to notice and report these potential nuisances and blights to the City so local officials can contact property owners and take the necessary enforcement steps. If, after an established time period, the nuisance has not been removed or addressed, the City has the responsibility and authority to fix the nuisance and assess the property owner the associated cost.

Part of making a business-friendly environment is creating an environment where customers would like to shop and where other business owners would like to locate. Planting street trees and utilizing open space around private properties for beautification is an opportunity for business owners and developers to not only increase the value of their own land but create an environment which welcomes new business.

The enforcement of public nuisance ordinances is a task best lead by the Mayor. Ordinances written to better create a beautiful environment for all residents and visitors to the City is a benefit that can only be realized if the Mayor takes the lead in enforcing said ordinances. As the head of the executive committee, it is the Mayor's responsibility to lead in the enforcement of city ordinances and code once written and adopted by the town.

The coordination of planting street trees is an effort that can best be lead by the Mayor. A coordinated effort to beautify the town could begin with the addition of urban vegetation a responsibility that could possibly be delegated to a beautification committee upon creation by the Mayor.

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A beautification commission is a committee of volunteers dedicated to encouraging, organizing, and incentivizing beautification efforts throughout the City. Once established by the executive committee, Beautification Committee tasks and responsibilities other than those discussed above may include:

- Encouraging civic awareness in beautification efforts
- Encouraging improvement of commercial property by establishing a recognition program
- Influencing the quality of new development and improvement of existing properties by reviewing existing ordinance and petitioning for modification as appropriate
- Reviewing and recommending specific projects and programs to the Planning Commission and City Council as appropriate
- Encouraging and coordinating volunteer efforts to install or maintain plantings or other beautification projects on public rights of way and in other community spaces

The beautification committee will be most successful if the residents are equally invested. Gaining momentum within the community can take time, but patience and persistence will yield a more connected and beautiful City that is welcoming to visitors and businesses alike.

5.5.3 Goal 3: Foster an environment that is attractive to new businesses that provide a living wage

Possibly the most important way that residents can help attract new businesses to Delta is to patronize the existing local businesses. As potential businesses reach out their existing counterparts, a positive recommendation of resident interest is an encouraging sign. As discussed above in Goal 1, business participation in the Chamber of Commerce is also key to attracting business to Delta.

Another opportunity for the governmental bodies in Delta is to research market opportunities within Delta. By determining what services are not available that are also desired by residents, members of the Planning Commission, members of the City Council, the Mayor, and other City staff can identify businesses and industries that can flourish in the area. Delta can then create

incentives tailored directly to these industries and businesses in order to ease their location to the area.

5.5.4 Goal 4: Improve wayfinding signage and hospitality services throughout the City to create an inviting and aesthetic atmosphere for travelers passing through.

Perhaps the most valuable way to encourage visitors to contribute to local commerce is to ensure that main corridors throughout the City are well kempt and lively and inviting. Main Street and Center Street have the potential to be social, community-oriented spaces where residents and visitors both can enjoy the authentic, small-town feel. Incentivizing development and business relocation to these central areas will be vital to attracting outsiders to patronize businesses within the City. More on how different members of the community can revitalize the Historic Downtown can be found under Goals 1, 2, and 3.

Business owners have the unique opportunity to capitalize on natural amenities around Delta and develop them for profit. Sustainable success will require investments in persistent, innovative marketing locally and regionally. As this outdoor economy evolves, the City Council can help it to establish more traction by increasing wayfinding signage along major corridors, especially at the entrances of the City. This will be helpful in attracting travelling recreationalists to patronize local establishments including retail, restaurants, and accommodations. Candidates for wayfinding signage should be regularly inventoried by local officials to determine which amenities will be most successful at encouraging visitors to spend time inside the City. The funds generated by providing goods and services to visitors increases wealth within the local economy and, over time, creates more opportunities for employment. Local officials can also coordinate tourism efforts with the County to increase regional awareness of good recreational options in the City.

As business owners and City officials continue to build up the market for outdoor recreation, it is important to have the help of community members to maintain the local amenities such as hotels and rest stops. Creating health and safety requirements for hospitality services within Delta will encourage the upkeep of local tourist-oriented businesses and will increase the likelihood of people stopping and staying in Delta as they travel through the town on their way to various local recreation destinations.

RESIDENTS	BUSINESS OWNERS AND DEVELOPERS	PLANNING COMMISSION	CITY COUNCIL	MAYOR
Buy local	Participate in a Chamber of Commerce	Create incentives that lower the barrier of entry for local businesses	Establish property maintenance standards for commercial zones	Coordinate an effort to inventory local businesses to improve resident awareness
Seek out local services		Reduce parking requirements		

Table 5.5.1: Economic Development Goal 1 Approach and Opportunities

RESIDENTS	BUSINESS OWNERS AND DEVELOPERS	PLANNING COMMISSION	CITY COUNCIL	MAYOR
Participate with Beautification Commission	Purposefully landscape and utilize open spaces	Establish a Beautification Commission		
				Plant street trees
		Enforce public nuisance ordinances		

Table 5.5.2: Economic Development Goal 1 Approach and Opportunities

RESIDENTS	BUSINESS OWNERS AND DEVELOPERS	PLANNING COMMISSION	CITY COUNCIL	MAYOR
Buy local	Participate in a Chamber of Commerce	Research basic sector industries that could thrive in Delta		
Seek out local services		Solicit and incentivize appropriate basic sector industries		

Table 5.5.3: Economic Development Goal 3 Approach and Opportunities









RESIDENTS	BUSINESS OWNERS AND DEVELOPERS	PLANNING COMMISSION	CITY COUNCIL	MAYOR
Help maintain the condition and high quality of environmental and recreational facilities	Determine what natural amenities have the potential to be profitable for Delta’s economy		Increase wayfinding signage for local amenities	
		Coordinate with county efforts for tourism		
	Market services to individuals traveling to and from the west desert		Establish health and safety requirements for hospitality services within Delta	
		Inventory local amenities as candidates for wayfinding signage		

Table 5.5.4: Economic Development Goal 4 Approach and Opportunities



**MAP 5.1:
ECONOMIC ZONES**

**Economic Development:
Economic Zones**

-  (A-1) Agricultural 1
-  (A-5) Agricultural 5
-  (H-C) Highway Commercial
-  (C-B) Commercial Business
-  (I-1) Industrial 1
-  (I-D) Industrial Development
-  TownBoundary
-  Roads

