



Delta County
Colorado

Opportunity Zone

Investment Prospectus 2020

“Created by the confluence of two rivers, Delta County is surrounded by nature’s spectacular display (or just showing off) of her incredible powers. The Grand Mesa casts a watchful eye on the valleys below, while the Black Canyon waits patiently for you to seek out the depths of power of its canyon walls.”

[Colorado.com](https://colorado.com)

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Sunflowers near Grand Mesa

Acknowledgments

Your Partners in Delta

Delta County

501 Palmer Street, Suite 227
Delta, CO 81416
Phone: 970-874-2100

City of Delta

360 Main Street
Delta, CO 81416
Phone: 970-874-7566

Town of Paonia

214 Grand Avenue
Paonia, CO 81428
Phone: 970-527-4102

Delta Area Chamber of Commerce

301 Main Street,
Delta, CO 81416
Phone: 970-874-8616

Region 10

145 S Cascade,
Montrose, CO, 81401
Phone: 970-249-2488

One Delta County

560 Dodge Street
Delta, CO 81416
(970) 874-2188 (office)
(970) 275-0717 (cell)

Invest in Delta County

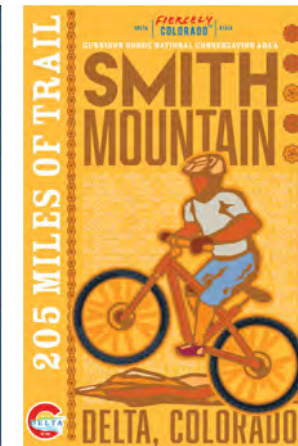
Delta County is a thriving community which is why we want you to start your investment process as soon as possible. If you are ready to get the discussion going, please contact one of these community leaders to help you take advantage of our Opportunity Zones and do business in our community.

Photo by

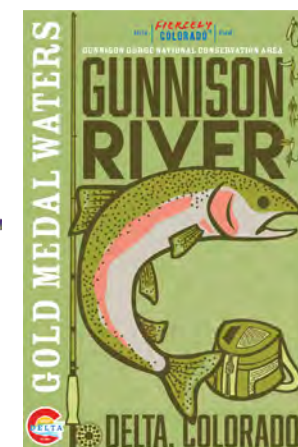
Jeri D. Mattics

ONLY IN DELTA COUNTY

Gunnison Gorge Recreational Area



Delta County is located on Colorado's Western Slope at the base of Grand Mesa, the largest flat top mountain in the world. This region is home to the delightfully diverse communities of Cedaredge, Crawford, Delta, Hotchkiss, Orchard City and Paonia. Delta County's story is one of agriculture pioneers, mining, land, public lands, and water development, and as a result, we are home to endless opportunities for family fun and adventure.





Delta County, Colorado

Delta County is located adjacent to Mesa, Gunnison, and Montrose Counties. The County was formed in 1883 and named for a natural delta where the Uncompahgre River flows into the Gunnison River. These two rivers are an integral part of life in Delta County, as they shaped much of the surrounding topography creating the Black Canyon of the Gunnison, Escalante Canyon, and Dominguez Canyon, offering recreational opportunities for residents.

Delta County supports a thriving business environment and local economy, and offers unrivaled outdoor recreation amenities. Delta County is in an ideal position to leverage Opportunity Zone capital for development through committed local leadership, existing private investment, and a community ready to move forward. The local economy is driven by an entrepreneurial spirit, thriving small businesses, and unique agricultural opportunities.

Delta County is home to over 30,000 people and is poised for growth. Historically, coal mining was a major economic driver, but energy and

industry trends have adversely impacted Delta County's local mines. However, the county's local economy is well diversified and rebounded quickly due to an abundance of other employment opportunities for former miners, including broadband-fiber installation. This has led to widespread availability of high-speed broadband in the county, which supports the ongoing demand for housing, recreation, and the development of data-based industry

To build on current momentum, Delta County identified Opportunity Zones as a complementary economic development tool that can be leveraged effectively to support development objectives and goals. In developing this prospectus, regional market opportunities were identified that align with pro-investment growth trends including, agriculture, small business, commercial, industrial, residential, and mixed-use development opportunities. The remainder of this prospectus describes these pro-investment conditions and identifies specific investment grade projects, ready to leverage capital investment.



OUR COMMUNITIES

Elsewhere Studios - Paonia, CO

Our Communities

Delta County is home to six communities that play a major role in making the county what it is. Although not all the communities are in OZs they all offer their own unique characteristics, offering lifestyle choices for residents and a business climate suited to a variety of needs.

Town of Crawford

Crawford features a vibrant farming and ranching community long been known as a cow town and for its cattle drives down main street, which is Hwy. 92, each spring and fall. Crawford is the gateway to the North Rim of the Black Canyon of the Gunnison National Park which provides numerous outdoor activities such as snowshoeing, snowmobiling and cross-country skiing in the winter and hiking, biking and photography in the summer.



Orchard City

A smaller town filled with fruit farms, about 11.4 square miles. Aside from being a top produce distributor, Orchard City is known for scenic landscapes, wineries, river spots for fishing, museums, and restaurants.

Paonia

Paonia derives its name from the peony flower and has a unique culture rooted in arts and agriculture. Town park is the social heart of the town and there are two performing arts centers that attract national know artists and performers. Most restaurants are in or within walking distance of downtown and feature tastes of the fertile North Fork Valley on Colorado's Western Slope. Paonia is also home to KVNf Public Radio, renowned for serving nearly 10,000 square miles.



City of Delta

The City of Delta is the county seat and the most populous area of the county. Delta sits at the confluence of the Uncompahgre and Gunnison rivers. Attractions include Fort Uncompahgre, a reconstruction of an original frontier trading post, the "City of Murals," acres of parkland (including a new bike park), the Dominguez-Escalante National Wilderness Areas, and at the heart of the community, the historic downtown. A Farmers' Market and multiple fresh fruit and vegetable stands are open during the summer.



Town of Hotchkiss

About 20 miles east of the City of Delta, Hotchkiss is home to the Delta County Fair. It has a rich agricultural and western heritage and the town's namesake is an inductee to the Cowboy Hall of Fame. In addition, Hotchkiss has developed a strong creative arts community.

Town of Cedaredge

Small agricultural community known for beef cattle, apples, peaches, and wine. Attractions include Cedaredge Golf Club, Historic Pioneer Town, and multiple art galleries. Cedaredge is the gateway to Grand Mesa and a popular destination for outdoor recreation offering camping, hiking, fishing, hunting, biking, snowmobiling, and four-wheeling. The Powderhorn Resort located 30 miles north of town, is a local favorite and is a great family ski resort.

OPPOR TUNITY ZONES

About Opportunity Zones

U.S. investors held an estimated \$6.1 trillion in unrealized capital gains at the end of 2017. Opportunity Zones leverage this pool of money to promote economic development by providing federal capital gains tax advantages for investments made in these areas. Investors can realize deferral and reduction of capital gains taxes in investments held for at least 5 years with additional incentives available for investments maintained in Opportunity Zones for 7 and 10 years.

For Delta County, differentiating factors include a diversifying economy, robust community assets that foster quality of life and tourism, an entrepreneurial culture, and various completed studies and reports that indicate a promising local economy able to support a multitude of investment opportunities. Delta County offers a favorable business environment, business friendly local leadership, and numerous local and state incentives. Currently, well-vetted prospective developments include, mixed-use riverfront development, downtown development, light manufacturing, commercial development, agriculture manufacturing facilities, and businesses focused on environmental sustainability.

The 3 Main Benefits of Opportunity Fund Investing



Defer Payment

Opportunity Funds allow investors to defer payment of the capital gains until December 31st, 2026.



Reduce Owed Taxes

Opportunity Fund investing reduces the tax investors owe by up to 15% after seven years.



Pay Zero Tax on Gains

Investors can enjoy tax free capital gains earned from investments through the Opportunity Fund.

“The typical profile of an OZ real estate investor is someone who is interested in tax savings, wealth-building, and preservation with a medium- to long-term hold period.”

Meg Epstein, Forbes Councils



To learn more about Opportunity Zone basics, visit the U.S. Treasury, IRS, or State of Colorado webpages



ECONOMIC DYNAMICS

Economic Dynamics

Delta County is home to diverse economic niches rooted in entrepreneurial and small business culture. Proactive development organizations, a robust array of state incentives, and positive economic momentum make Delta County a strong place to invest and do business. Delta County offers pro-investment economic conditions for agriculture and value-added food processing including a temperate climate for agriculture, a large amount of farmland, available water resources. The county has specialization in solar energy with a world-leading solar technician training school and a strong tourism industry based on the area's vast amount of natural resources.

Colorado offers development incentives aimed at spurring economic growth across the state. These incentives could be paired with the Opportunity Zone incentive for projects that occur in the County's zones. These incentives include:

- Advanced Industry Tax Credit – aids companies operating in the Advanced Manufacturing, Aerospace, Bioscience, Electronics, Energy and Natural Resources, Infrastructure Engineering, and Information Technology
- Cash Collateral Support (SSBCI) – program that creates access to capital for small and medium sized businesses
- Business Loan Funds (CDBG) – locally driven program involving 14 regions that provides funding used to stimulate development through loans and loan guarantees to businesses
- Planning and Feasibility Study (CDBG) – program to determine the feasibility of a project or plan that meet an economic objective of the state
- Colorado Capital Access (SSBCI) – grants small and medium sized businesses access to capital by utilizing public resources to encourage lending
- Colorado Credit Reserve (CRR) – increases the availability of credit to small businesses
- Colorado FIRST and Existing Industry Job Training (CFEI) – grants for companies relocating to companies or expanding to net new hires

- Colorado Microloans – provides small loans to start-ups and entrepreneurial small businesses that are underserved by traditional debt markets
- Early Stage Capital and Retention Grant – supports companies using technologies developed in early stage startups
- Rural Jumpstart Zone – Rural Jump-Start Zone program is a tax relief program for new businesses and new hires who locate into certain designated areas, including Delta County called Jump-Start zones
- Enhanced Rural Enterprise Zone – Offers state income tax credits that incentivize businesses that locate and develop non profit organizations to assist with the needs of these communities

Delta County is also part of many proactive community economic and development organizations. These organizations are ready to assist prospective investors, businesses, and developers succeed in Delta County and include:

- ONE Delta County, new economic development organization focused on sustainability and creation of additional jobs
- Cedaredge, Crawford, City of Delta, Hotchkiss, and Paonia Chambers of Commerce
- Region 10, a non-profit supported by the local and county government that providing small business services and regional development services and support
- Colorado Office of Economic Development and International Trade
- Pro-active and engaged local government
- Uncompahgre Development Corporation is a privately held non-profit corporation. It was formed by a group of local businessmen in 1968 to assist with economic development projects in Delta County. It has been instrumental in providing leadership and financial assistance for multiple projects over the past 52 years including the development of Delta Business Park

OUR DEAL FLOW

Our Deal Flow

Delta County works with local stakeholders to carefully craft our Deal-Flow which includes a variety of potential residential, commercial, and mixed-use projects. Potential projects are positioned to provide investors with an understanding of the development opportunities in the Delta County and its communities. The team identified these projects by engaging critical partners and stakeholders that are prepared to work with investors to activate these opportunities. These projects align well with the Opportunity Zone incentive as they are intended to be transformative in nature and will have significant community impact in these distressed census tracts if they are realized. Most potential projects have been framed in a way that should provide a substantive return on investment creating a win-win for the community and potential investors.



Delta's Gunnison Riverfront District (DGRD)

The famed Gunnison River is the second largest river in Colorado. It is known for unparalleled viewsheds and award-winning fishing across the Western Slope.

Delta's Gunnison Riverfront District (DGRD) will be comprised of a mix of uses including commercial small-scale retail and office, diverse housing product, outdoor recreationally themed businesses, and active open space.

The famed Gunnison River is the second largest river in Colorado. It is known for unparalleled viewsheds and award-winning fishing across the Western Slope. The Gunnison serves as an uncharted asset running through the City of Delta's Opportunity Zone. The city and a property owner have assembled several hundred acres along and adjacent to the Gunnison River. In addition, there are several dozen underutilized properties both in the City and County of Delta positioned for redevelopment.

Delta City has initiated a preliminary riverfront masterplan to guide in its discussions with opportunity zone investors and developers. It is envisioned that the Delta's Gunnison Riverfront District (DGRD) will be comprised of a mix of uses including commercial small-scale retail and office space, lodging, diverse housing product, outdoor recreationally-themed businesses, and active open space. The masterplan assumes a 10-20-year build-out on approximately 500 acres with a projected investment of \$750,000,000.



OPPORTUNITY TYPE

Investor, Investor-Developer: Interested OZ investors will work initially with Delta Development Corp (DDC). DDC will serve as the investor's entre to opportunities listed in this prospectus. It is also available to assist investors interested in opportunities not listed in the prospectus.

DDC will provide detailed information on early stage DGRD projects – programmatic and financial. DDC will work with investors to either manage their investments in DGRD projects or introduce them to selected developers with separate projects and establish new agreements. In addition, DDC is available to partner with an investor-developer wishing to pursue one or more developments with the DGRD.

Financial Overview

The DGRD key players anticipate initiating a 3 year (2021-2023) public improvement and 1st phase development program with public and private investment totaling up to \$30,000,000.

KEY PARTIES

There are three key parties, that will have a significant influence regarding the development program and its timing in Delta's Gunnison Riverfront District. They are briefly described below:

- **City of Delta** – The City owns 150 acres of land within the DGRD. Much of the land was a former public golf course. The City has entered into an agreement with the Dallas Development Group (DDG) (see below). The City will play an active role in determining future land-use and zoning programming for the DGRD. It will place an emphasis on quality integrated mixed-use development, active open and recreational spaces and full community and visitor access.
- **Dallas Development Group (DDG)** – DDG owns 200 acres of DGRD property. DDG has conditional site control of a total of 350 acres. DDG is working with the City of Delta and the community to determine the highest and best uses for the DGRD. The previously mentioned master planning effort will identify a mix of private and public uses as well as a 10-20-year development program for the district.
- **Delta Development Corporation (DDC)** – The DDC will partner with the City of Delta and the DDG to prioritize, fund and oversee targeted development opportunities. The DDC's primary mission will be to raise Opportunity Zone capital to accomplish DGRD objectives, with a focus on the first 10-years of development activity.

Key parties will work together to ensure the DGRD is a development priority within the City and greater Delta region. The City of Delta will clearly articulate the community's development and quality of life priorities to be encompassed in the DGRD master plan and assist developers in entitling property and implementation of their development programs. The DDG will partner with developers and the DDC to finance and provide business acumen to each investment as it is planned and executed within the District. The DDG will serve as the master developer adapting its role subject to the requirements and partners involved in each development.



PRELIMINARY:
For discussion only

Gunnison River - Delta, CO

Delta Development Corporation

The DDC is in the formative stages and will be operated by local business executives and governed by a board comprised of public-private community leaders from Delta County.

The Delta Development Corporation (DDC) will serve as an experienced business and development partner for investors wishing to take advantage of investment opportunities in Delta County.

The DDC is a for-profit limited liability corporation that is focused on the following objectives:

- Identify low-risk real estate opportunities in Delta County based on land and market economics. Assist with project packaging when appropriate.
- Identify new business start-ups or existing business expansion opportunities that demonstrate long-term growth potential and provide support when appropriate.

- Raise investment capital which will foster growth and enhance quality of life assets in Delta County within its Opportunity Zones.

The DDC is operated by local business executives and governed by a board comprised of public-private community leaders from Delta County. It will operate a Qualified Opportunity Fund (QOF) in compliance with provisions of Section 1400Z-2 of the Internal Revenue Code of 1986, as amended. The equity fund will operate as a limited liability company (LLC).

The fund will prepare an offering memorandum, investor's subscription agreements, an operating statement, custodial agreement and due diligence questionnaires providing investors with objectives, risks and terms of investments. The fund will rely on SEC Regulation D as an unregulated private placement offering. *



Devil's Thumb Golf Course

OPPORTUNITY TYPE

Investor, Investor-Partner, Investor-Developer

DDC's primary mission is to build a portfolio of investment worthy real estate and business opportunities that will result in the attraction of equity capital to Delta County. Key roles include:

- Market Delta County's OZ prospectus to investors with the goal of attracting equity capital that aligns with an investment strategy developed by the DDC.
- Attract investors that wish to partner with selected developers or businesses to expand a project's capacity and expertise.
- Assist selected developers in raising investment capital utilizing the experience and credibility of the DDC to link and manage the investor-developer deal structure.

KEY PARTIES

The DDC is operated by a CEO and President. In addition, its Board of Directors include several key business and government leaders.

The key point of contact is the Director of One Delta County, Greg Pope: (970) 275-0717.

ROI and Initial Conditions

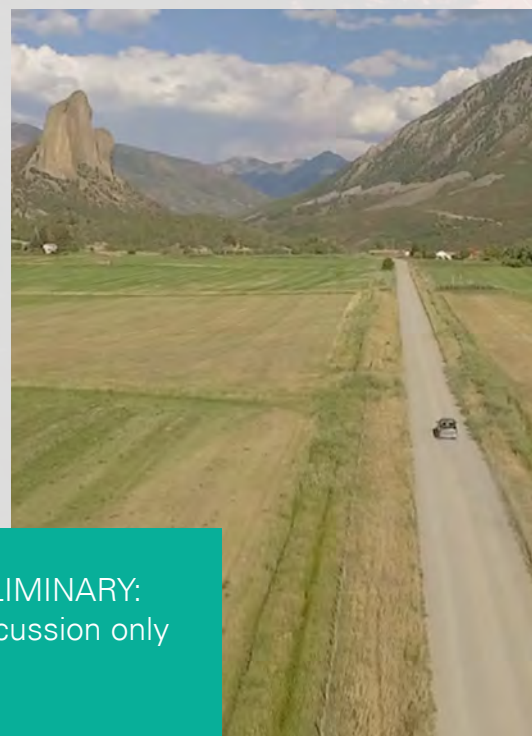
Investors will receive a 12% preferred return on investment. Overall return on investment will be subject to real estate and business final terms. A total return on investment of between 15-20% will be the DDC's goal for its investors.

Other Relevant Information

*final language subject to legal review and approval

Financial Overview

The DDC will operate with a goal of raising up to \$20,000,000 in equity capital to support Riverfront Redevelopment, development of targeted publicly owned land, and other Opportunity Zone properties and businesses. It will establish effective public-private partnerships intended to manage investment risk and to produce quality development and business outcomes over a 10-year period. Estimated total project investment \$500,000,000 over a 10-20-year period (review prospectus projects 1st Edition-Winter 2020 for additional detail).



Downtown Investment

The City of Delta has over a dozen adaptive re-use projects positioned for investment in its opportunity zone. Paonia is experiencing growth in upper income households and has demand for quality workforce housing, both single- and multi-family.

Both the City of Delta and Paonia are designated as Opportunity Zones. An investor-developer willing to partner with each community will find a multi-year development agenda waiting.

Delta County's downtowns offer contrasting opportunities. The City of Delta is a regional hub. Bounded by the Gunnison and Uncompahgre Rivers and as a backdrop the Grand Mesa Mountain range - the largest flat-topped mountain in the world. Paonia is equally as scenic, but definitely unique. Paonia has the feel of the old west with modern amenities and a growing business base. Its growth will fuel a need for new housing and new services. Both the City of Delta and Paonia are designated as Opportunity Zones.

City of Delta Vision

To serve as the Western Slope's entrepreneurial talent and visitor hub attracting young households to live, work, and recreate.

The City of Delta has over a dozen adaptive re-use projects positioned for investment in its opportunity zone. In addition, numerous infill developments, both commercial and residential present themselves. Paonia is experiencing growth in upper-income households and has demand for quality workforce housing - both single and multi-family.

Why Invest in Downtown Delta?

When my husband and I moved to the City of Delta from Denver, we planned on starting a business. We ended up starting a business and buying one. The City of Delta is full of business opportunities.

Town of Paonia Vison

To offer a unique Western Slope lifestyle - organically growing strong neighborhoods, families, and sense of authentic community.

Why Invest in Downtown Paonia?

Paonia is a crossroads for people traveling North, South, East, and West. That is how my family discovered the town and then decided to move here. Housing and small business development will be the cornerstone of our growth.



City of Delta, CO
City Hall & Main Street

ECONOMIC INDICATORS

INDICATOR (PERIOD)	VALUE	TREND
Population (2000-2020)	38,908	↑
Households (2000-2020)	15,463	↑
Median Home Value (2020-2025, estimated)	\$263,559	↑
Median Household Income (2020-2025, estimated)	\$50,022	↑

Source: ESRI, Community Profile, 2020

TOP 5 RETAIL GAPS IN DELTA COUNTY

INDUSTRY GROUP	DEMAND (retail potential)	SUPPLY (retail sales)	RETAIL GAP
Health Care & Personal Care Stores	\$29,928,255	\$4,794,675	\$25,133,580
Other General Merchandise Stores	\$19,604,789	\$5,851,756	\$13,753,033
Food Services & Drinking Places	\$32,120,423	\$20,475,959	\$11,644,464
Blg Materials, Garden Equip. & Supply Stores	\$25,582,889	\$13,991,805	\$11,591,084
Restaurants/Other Eating Places	\$30,370,252	\$18,903,564	\$11,466,688

PRELIMINARY:
For discussion only

OPPORTUNITY TYPE

Investor/Developer: The majority of the opportunities in the City of Delta and Paonia will be modest investments with relatively short development timelines. There are potential partnerships with the property owners that will be explored on a case by case basis. A developer with access to capital gains will be directed to development opportunities that can be packaged in reasonable time period.

KEY PARTIES

For the City of Delta and Town of Paonia it is recommended that an interested investor-developer or investor initiate contact with the respective city-town managers. Each public official will be able to direct an interested party to both real estate and business opportunities ensuring productive initial engagements.

ROI RANGE AND INITIAL CONDITIONS

The return on investment will vary. Real estate is appreciating at a healthy rate. Housing and build to suit commercial buildings should generate double digit returns over the life of the Opportunity Zone investment.

OTHER RELEVANT INFORMATION

There are many long-standing smaller businesses that will be in transition over the next 1-5 years. There will be an evolving list of real estate and business investment opportunities for the well initiated in both downtown areas.

WEBSITES

Paonia: <http://www.townofpaonia.com/>
City of Delta: <https://cityofdelta.net/>



Paonia, CO

Individual Quick Freeze (IQF)

Phase I feasibility study has been completed and determined that sufficient conditions exist to warrant a Phase II feasibility study for developing a regional preservation facility. The Phase II Study is in process.

A regional processing facility with the capacity to quick-freeze area crops would provide an opportunity to divert tens of millions of pounds of wasted agricultural produce into value-added production.

The Western Slope of Colorado produces two of the region's most recognized fresh produce products – sweet corn and peaches. Colorado peaches and Olathe Sweet Corn enjoy substantial name recognition and consumer preference in their fresh market distribution areas.

Annual output averages roughly 72 million pounds of corn and 26.5 million pounds of peaches. This represents most of the production in the state and provides about \$40 million in income to the area's producers each year. Agricultural products grown in Delta County and the Western Slope region are distributed throughout a multi-state area during the harvest season. Most growers are generally limited to selling fresh product due to a lack of suitable processing capacity to make preserved products.

There are few regional processing options. Those located in other parts of the country are generally an unfeasible alternative for local producers. The lack of suitable preservation options regionally forces growers to dispose of unsold surplus crop which equates to 10% of the Western Slope's annual harvest of corn and peaches. This equates to 10 million pounds of wasted produce each

year, worth \$4 million. This number grows even larger when other types of agricultural produce are considered.

Developments in processing, preservation, and packaging technologies, including individual quick freezing (IQF), allow producers to offer innovative, high-quality valued-added products to their customers. Possible applications include:

- Dried and frozen consumer end products such as frozen pieces
- Ingredients for commercial kitchens
- Ingredients for food preparation in schools and restaurants
- Ingredients used by value-added processors for flavorings in frozen form for making dairy snack products, baked deserts, soups, salsas, and beverages

A regional processing facility with the capacity to quick-freeze area crops would provide an opportunity to divert tens of millions of pounds of wasted agricultural produce into value-added production and provide access to alternative sales channels, diversified product offerings, and enhanced local economic activity.

Delta County in partnership with other Western Slope communities has completed a phase I feasibility study that determined sufficient conditions exist to warrant a phase II feasibility study for developing a regional preservation facility. A phase II feasibility study will identify an appropriate site for a facility within the Western Slope region. It may be possible to create an Opportunity Fund to activate an IQF project and encourage local growers to participate by investing capital gains.

OPPORTUNITY TYPE

Investor/developer – Initially local growers may be brought together by a larger development entity such as the Delta Development Corporation to invest in an Opportunity Fund specifically geared toward development of an IQF facility in an opportunity zone. Once complete and an understanding of the potential project is refined, Delta Development Corporation and local growers may consider partnering with other investors at the regional and national level to fill any financial gaps. A developer specializing in IQF facilities should be included in the partnership to complete development and may also provide some level of financial investment

KEY PARTIES

Local Growers: Due to the benefits an IQF facility could afford local growers, there is a potential opportunity to engage producers. Producers could participate in an investment entity likely structured as an opportunity fund to begin seeding money for an IQF facility.

- **Delta County:** Delta County could help with site location as it owns property that would be suitable to support an IQF facility. The county could also assist with the entitlement process.
- **Region10:** Region10 could provide incentive assistance through Enterprise Zone tax credits, Opportunity Zone, and other Colorado business incentives.
- **ENGAGE:** ENGAGE provides Food/AG business programs that helps with food and agriculture related venture programs. ENGAGE also offers broader entrepreneurship programs that could fit with a new IQF project.

Armory Building

The Delta Armory Building was built in the 1920's and as the name suggests, initially served as a National Guard armory.

The three-story, 13,000 square-foot brick Armory Building has been vacant for several years and needs rehabilitation but retains values due to its historic architecture and deep ties to the history of the City of Delta.

The building was also a significant hub for community functions and included other business uses after the departure of the National Guard. The building has been vacant for several years and needs rehabilitation. Even with the need for redevelopment, the building possesses significant re-use potential. Two similar Armory Buildings in Colorado have been successfully redeveloped in Craig, CO and Golden, CO. For the City of Delta, there is a similar opportunity for the armory building which could support multi-family housing in downtown or could be developed into a multi-use community space.

The building is three stories, including a basement. The lot the building sits on encompasses three quarters of an acre. The basement and main floor are each 5,822 SF. The upper floor is an additional 2,064 SF. There is a preliminary plan in place to redevelop the Armory Building into 10, two-bedroom flats, though additional engineering could be completed to lower the basement and increase the number of units that fit into the existing structure.

The Armory building is located just east of Main street and could promote walkability and connectivity to downtown businesses, residential development to

the east, and other destinations. The property is approximately eight city parcels, including a large parking lot that makes up about half the site and could support additional development. There is also an opportunity to redevelop additional properties in the same city-block as the armory. The block is currently anchored by a United States Post Office, but if redeveloped for the highest and best-use, the armory could become a major destination and anchor for this block and downtown. While a development of a second building on the adjacent parking lot could support two-bedroom flats, there is also an opportunity to develop new public space.



OPPORTUNITY TYPE

The Armory Building's current property owner is an experienced developer who has completed many extensive renovations throughout Colorado. The owner is willing to partner with investors and is flexible on financial terms and participation. He is also willing to sell the property to a developer/investor.

The City of Delta and Delta County could participate in the project if it were to include a community-oriented component. Public uses of interest include co-working, cultural, gathering, and recreation uses.

(Scenario B continued) Subdividing the building and land could be considered to increase the value of the land/new development and the existing building.

The objective in this scenario will be to incorporate attractive private and public uses into the redevelopment plan for the property. Subdividing the property will allow land to be developed subject to land configuration and development type. Scenario B potentially offers both the community and developer several options making the project more beneficial to both parties. Including one or more public uses would be attractive to the community and increase activity on and around the site. A trade-off could include increased housing density on the site leading to more innovative design while improving the potential return on investment.

ROI and Initial Conditions

Scenario A: builds off the financial sources and uses summary above. This assumes the development of 10-15 market rate lofts in the armory building. Rents for each unit would range from \$900 to \$1,350 per month. This structure anticipates an 8% cap rate and the use of local assistance and historic tax credits. This scenario anticipates a total cost to redevelop the building of approximately \$2.7 million. An Opportunity Fund equity investor could reasonably participate in 26% of the deal by investing \$700,000. An investor could likely expect a 5-7% annual return on investment and an ownership interest that could be refinanced and cashed out at the end of 10 years subject to final terms.

Scenario B: A slightly different set of terms and conditions would apply should the Armory Building project expand its scope and include development of the adjacent parking lot. In this case, a public-private partnership could be formed between the developer/investor group and the City of Delta and/or DURA. Currently the building and adjacent land are one parcel.



PRELIMINARY:
For discussion only

KEY PARTIES

Key parties include the property owner/developer, the City of Delta, and Delta Urban Renewal Authority (DURA) which promotes redevelopment in the City of Delta's downtown and can provide incentives to do so. Public participation for the project is possible through potential partnerships with the City of Delta and DURA.

- **Property Owner/Developer** – Likely will be the lead developer for this project and oversee construction and maintain majority ownership in the building.
- **Investor** – An investor could provide additional equity in the project to help increase scale of the project and promote development of other properties on the Armory Building Block.
- **City of Delta** – The City of Delta can assist with the entitlement process and may provide financial assistance or public improvements to promote the project.
- **Delta Urban Renewal Authority (DURA)** – DURA can provide Tax Increment Financing (TIF) for the Armory Building project.

CONCEPTUAL SOURCES AND USES OVERVIEW

USES	AMOUNT	PERCENT
Project Development	\$80,000	3%
Real Estate Acquisition	\$289,000	11%
Construction	\$1,925,500	72%
A/E/C Design	\$192,000	7%
Legal/Finance	\$192,000	7%
Total	\$2,678,000	100%

USES	AMOUNT	PERCENT
Developer Equity	\$289,000	11%
Conventional Debt	\$820,000	30%
Fed Historic Tax Credits	\$369,000	14%
OZ/Opp Fund Equity	\$700,000	26%
Public/Institutional	\$500,000	19%
Total	\$2,678,000	100%

Delta County Gateway Property

■ This 169-acres of prime developable land in Delta County, Colorado sits along US-50 due west of City of Delta.

Delta County would like to see the site developed with a mix of uses that could promote both economic development and community development.

The term "Gateway tradition" has been invoked to describe the system which routes to the most important travel gateways between the Continental Divide and the Colorado River. One of the gateways is located near a Delta County parcel on the Gunnison River.

The site is owned by Delta County who is seeking a developer/investor interested in proposing a project that provides economic development benefits to the county and its residents. With an average traffic count of 18,000 vehicles per day, the site runs adjacent to both sides of US-50 in an area considered the City of Delta's western gateway to Delta County, the Gunnison River Valley, and the rest

of Colorado. The City of Delta is 5 miles to the southeast and Grand Junction is 30 miles to the northwest. The Gunnison River sits south of US-50 with a rail line following its path.

Delta County wishes to maximize the site's potential to serve both the Grand Junction and regional markets. There are several development objectives, important to the County that future development could satisfy. First, is to expand the county's industrial land-use inventory. There is an opportunity to develop facilities for value added agriculture product manufacturing, food processing, and/or distribution. All are viewed as opportunities within the region and for the

site.

Given the site's proximity to the Dominguez Escalante National Conservation Area, the Grand Mesa and the Gunnison River it is a natural launch pad for outdoor enthusiasts and tourists. The County wishes to better leverage the many outdoor recreational opportunities throughout the region and this site along US 50 could serve as a centralized recreational logistics center. There is also an existing Old Spanish trail trace, which would create a unique experience for visitors to walk along the actual trail that offers layers of history and has river access.

Finally, agriculture is a growth industry in Delta County and the region. Organic crops, non-GMO grains, natural livestock production by a growing number of farmers and small businesses have created a unique and impressive supply chain on the Western Slope. Distribution of the natural produce, quality livestock and meat products as well as continued advancement and improvements through research and development present new business opportunities, both for Delta County and the subject site. County officials and local business leaders wish to take advantage of Delta County's unique role in Colorado and the nation as an agricultural innovator and natural food producer.

There are no environmental issues on the undeveloped 169-acres. There are mild topographical differences across the site. The site currently lacks water and sewer access. The city and county are working to extend water services to new users in proximity to the site which will create opportunities to connect water and sewer infrastructure.



OPPORTUNITY TYPE

An investor/developer with experience in the development of business parks and/or recruiting and establishing businesses will align well with the county's objectives for this site. The site's development will likely rely on the formation of a strong public-private partnership. This partnership may be initiated with the creation of a masterplan for the site and adjacent areas that serves to guide future development and identify how public amenities will support commercial and industrial investment.

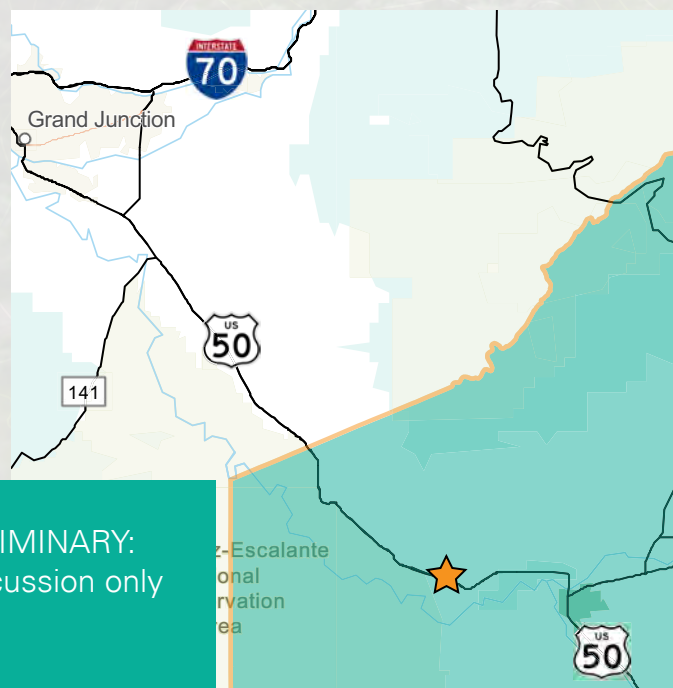
ROI and Initial Conditions

Delta County will work with an investor/developer to ensure the establishment of financially successful development. The risk associated with any development, including development of the County land will be managed in part through the structuring of a mutually beneficial public-private partnership. The investor/developer will be encouraged to set an industry accepted "reasonable return on investment" rate. An ROI that allows for a prudent and sound investment by both the public and private sectors.

KEY PARTIES

Key parties include Delta County, the City of Delta, the Bureau of Land Management, and nearby business, ENGAGE, and Region10. A key component of investment in the site is securing funds for the installation of water and sewer infrastructure. Delta County has prioritized the development of this land as a regional business and recreational gateway.

- **Delta County** – The county owns the site and is committed to turning it into a productive, beneficial part of the community.
- **City of Delta** – The city wants to develop its western edge and create an attractive mixed-use gateway and entry into the city.
- **Bureau of Land Management** – The site backs into land owned by the BLM. Collaboration with the Bureau could lead to deeper investment in the surrounding area.
- **Nearby businesses** – There is a large local agricultural business located north of this site that is working to secure water access. If successful, this could create an opportunity to extend water to the county own 200-acres. This business also offers new business and supply chain opportunities.
- **ENGAGE** – ENGAGE provides resources to foster innovation and entrepreneurial activity in Delta County and could lead to development tied to ag-innovation.
- **Region10** – Region10 is the economic development organization serving Delta County and 5 other counties. Region10 could aid with business attraction efforts for this site.



PRELIMINARY:
For discussion only

Delta Brick and Climate Company

Delta Brick & Climate Company (DBCC) is a sustainable manufacturing company located in Montrose, Colorado. DBCC's core products include patio pavers, tile, and brick manufactured from sediment clogging Paonia Reservoir.

The Project Goal is to relocate from an industrial park to near a former mining operation. DBCC hopes to use methane leaking from abandoned coal mines in the region to power the new facility.

DBCC's mission is to have four positive impacts on the Western Slope Region: increase water resilience; slow greenhouse gas emissions; create quality job opportunities; produce healthy profits. DBCC has identified two main product markets including clay products and greenhouse gas management.

DBCC's clay products market includes growing populations in Colorado and Utah, as well as northern portions of New Mexico, and Arizona. Target customers are homeowners, contractors, and architects that are involved in building new homes or remodeling existing units.

DBCC is building an online presence to drive sales and complement existing relationships.

Greenhouse gas management has the potential to grow into a multibillion-dollar industry in the coming decades. This will primarily be done through carbon offset markets where tax credits are bought and sold. DBCC will monetize greenhouse gas management through these carbon offsets. These offsets are generated through waste methane, the principal component of coal gas and a potent climate pollutant. There are multiple carbon offset markets that pay per ton of greenhouse gas that

is offset. One of the more well-known markets is the California Cap and Trade Program which will pay approximately \$12 per ton of offset greenhouse gasses.

There are billions of tons of greenhouse gasses emitted every year that can potentially be captured and converted; this in turn creates the greenhouse gas management industry's multibillion-dollar potential. DBCC is positioned to take advantage of this relatively new market opportunity by plugging a mining site, capturing, and then burning the gas to create an additional revenue stream.



OPPORTUNITY TYPE

Investor partner: DBCC is an innovative company that solves multiple environmental challenges and delivers a high-quality consumer product. Product and manufacturing process innovation is a strength of DBCC. The company is seeking a partner with business skills to complement existing manufacturing strengths.

Ideally, an Investor partner will provide strong business acumen including financial resource and market development. It is anticipated that an investor would also bring equity to help DBCC scale. An investor/partner will receive an ownership stake in DBCC and is expected to help drive sales, revenue growth, and diversification into new markets.

ROI and Initial Conditions

The DBCC offers two investment opportunities. The first opportunity is in the production of brick and tile. This business will enjoy healthy growth as it expands its capacity and market. It expects to reach a market value to be determined at the time of investment. In order to progress, it must purchase equipment and secure a line of working capital. The brick and tile business is seeking a capital raise of \$1,000,000-\$1,500,000, depending on which mine site is selected. If this capital is made available in the form of an OZ investment a preferred return of 5% will be provided along with interest to be negotiated in DBCC subject to final conditions and terms.

DBCC's long-term objective is greenhouse gas management. A second opportunity focuses on the desire of DBCC to use former mine-generated methane, which is currently fouling the region's environment. As described earlier, the capture of this methane will establish a cap and credit market with a long-term objective of greenhouse gas management. It is possible that DBCC will work with an investment partner to align both opportunities, establishing a much larger market opportunity and return on investment.

Financial Overview

DBCC has a defined business plan to guide growth, new facility development, and market strategies. This includes expansion into the carbon capture and offset markets and innovation in clay products that will drive future revenue growth.

DBCC projects that it will be cash-flow positive after one full year and has been operating since January of 2020. Revenues from clay products for 2020 are projected at approximately \$4,000 per month, though DBCC did not experience significant sales until June 2020. In 2021, revenues from sales of clay products are projected at nearly \$250,000.

KEY PARTIES

Key parties include DBCC ownership, Delta County, the Town of Paonia, coal operators, as well as state and federal regulatory bodies. Two of the key components for business expansion include access to Paonia Reservoir (which has been secured) and proximity/access to an abandoned mine for the resources needed to produce tile (multiple possibilities exist). Access to a coal mine and use of Paonia Reservoir requires permitting from federal and state regulatory agencies as well as approval from local governments. DBCC has good working relationships with Delta County and the Town of Paonia, which is near where it would like to build a new facility. DBCC is also presently extracting silt from Paonia Reservoir. The next step includes securing a site near a mine and continuing to maintain positive relationships with key parties.

- **DBCC Ownership** – Responsible for daily operations and production of clay products and carbon capture
- **Delta County** – Responsible for zoning and may provide some incentives to promote development of DBCC's new factory
- **Town of Paonia** – May play a role in development approval for DBCC's new factory and may be a future customer of tile products to build new sidewalks. The town could apply for a grant in partnership with DBCC to fund new sidewalk construction with DBCC products.
- **Coal Operators** – Cooperation of coal operators is needed to secure a former mine site to access methane. This likely requires the operator to sell the future site of DBCC's new factory. Old mine sites often require remediation and responsibility for remediation needs to be determined when the site is sold.
- **Regulatory bodies** – Permitting is required to extract methane from former mine sites as well as sediment from Paonia Reservoir. Cooperation with regulatory bodies will be required to ensure these permits are secured and DBCC has access to the natural resources needed for business operation and production.

WEBSITE & SOCIAL MEDIA



Website: <https://deltabrick.com/>



<https://www.instagram.com/deltabrickandclimate/?hl=en>

PRELIMINARY:
For discussion only

The Delta Elevator



■ The Delta Elevator was recently purchased (in April of 2019) from the Esplin family who successfully operated since 1974. It locally sources most of its non-GMO grains including corn, oats, and wheat.

The Delta Elevator was purchased in April of 2019, realizing a breath of fresh air after 40+ years as a conventional feed mill. It locally sources most of its non-GMO grains including corn, oats, and wheat.

The Delta Elevator was purchased in April of 2019, realizing a breath of fresh air after 40+ years as a conventional feed mill. It locally sources most of its non-GMO grains including corn, oats, and wheat. The business has a loyal customer base covering much of the western slope stretching into Utah and New Mexico. The new ownership has transitioned the business from a commodity focus to diversifying its product inventory with value added mixes.

David and Michelle Livingston are continuing The Delta Elevator's tenure as a family-run business. In their first year of

ownership, the Livingston's have been intentional about establishing a culture that builds a well-networked agricultural community, achieves persistent product improvement, and expands markets for Western Slope farmers.

The business needs to replace and modernize its equipment and inventory management systems in order to improve efficiencies and expand its product base. Future modernization and business efficiencies investments include;

Upgraded product staging and increased bin capacity, and automation equipment,

- Product handling and packaging equipment,
- Flatbed and Augur vehicles,
- Enhanced marketing program and a market needs analysis
- Security / fencing

These and other improvements will improve product offerings and enhance revenue generation. Total investment will range between \$500,000-\$750,000

OPPORTUNITY TYPE

Investor or Investor/Partner: The Delta Elevator business owners wish to grow the business. In order to do so, investment is focused on modernizing operations and automating delivery, product assembly and increased distribution. It is estimated that an investment of up to \$750,000 will be required to fully modernize and update business operations.

Once the investment has been completed, an annual growth of 10-15% annually over a 5-year period is projected. The owners are looking for either an investor whose partnership interest ends following the 10-year Opportunity Zone investment period or an active business partner that will invest capital for modernization and assist with marketing and business operations.

KEY PARTIES

David and Michelle Livingston – Purchased business in 2019. Active partners operating business with plans to expand.

WEBSITE

 <https://www.thedeltaelevator.com>

SOCIAL MEDIA

 <https://www.facebook.com/pages/category/Agricultural-Service/The-Delta-Elevator>

 <https://www.instagram.com/thedeltaelevator/>

RECENT ARTICLES

https://www.highcountryshopper.com/community/delta/high-country-highlights-the-delta-elevator-and-sunshine-mesa-farm---building-bridges/article_75dd5340-203f-11ea-878f-47705169a2b0.html

https://www.deltacountyindependent.com/news/delta/delta-elevator-is-under-new-ownership/article_067b3154-c72e-5a05-8147-3128a3e569ab.html

<https://copace.com/sunshine-mesa-farm-and-delta-elevator-install-solar-arrays-through-colorados-c-pace-program/>

ROI Range and Initial Conditions

Investor Only – 5% preferred return and 20% of net cash flow over investment period

Investor/Partner – to be determined subject to investment level and defined role as business partner

Other Relevant Information

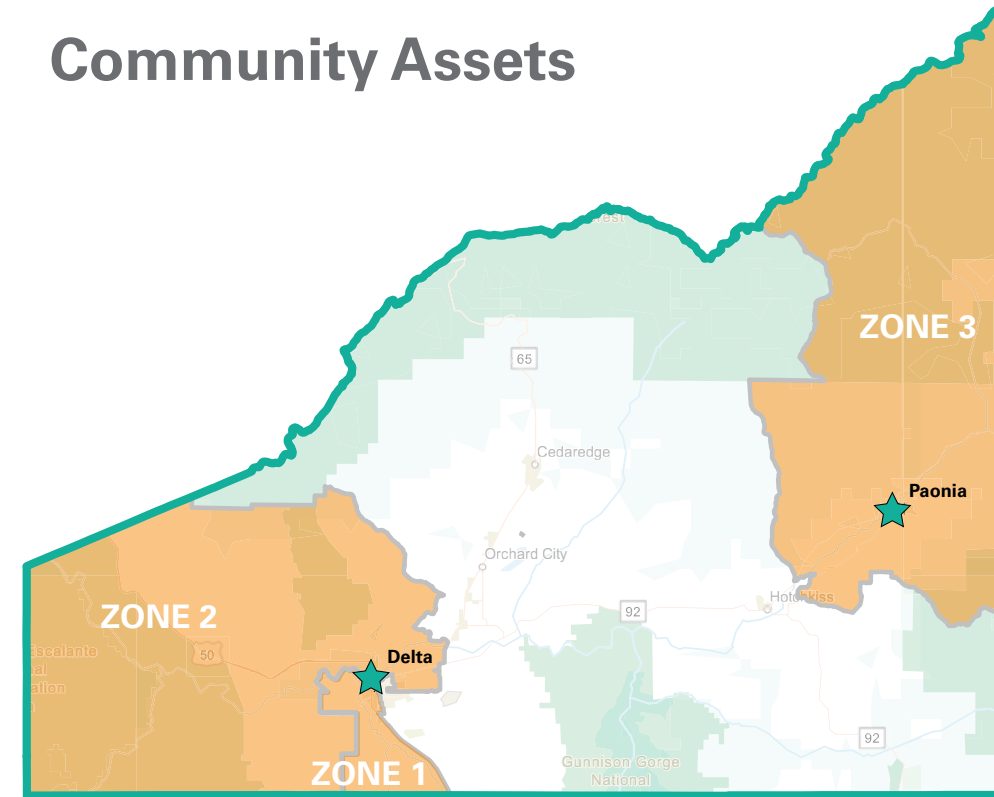
David and Michelle also own and operate Sunshine Mesa Farm, a pastured poultry farm at their residence in Hotchkiss, CO. Additionally, Michelle serves on the board of the Valley Organic Growers Association. These ties to the agricultural community provide us with insight and direct experience with producers and consumers.



PRELIMINARY:
For discussion only

COMMUNITY ASSETS

Community Assets



Delta County is home to a diverse mix of community assets. These include transportation, lifestyle/quality of life, education, and a pro-investment economic climate. The County's assets capture the pride of the community while also providing strong anchors ready to be complemented with new development.

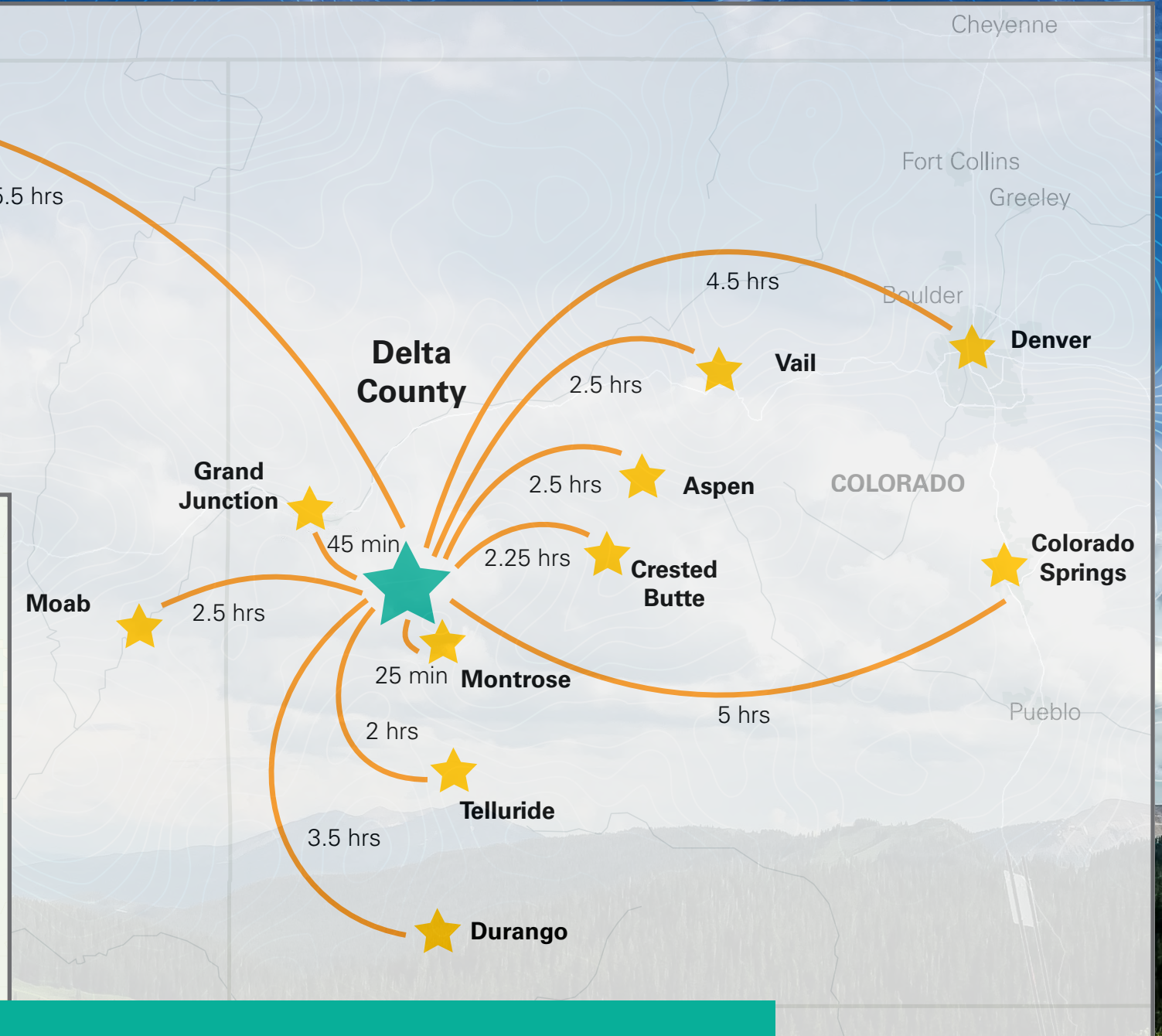
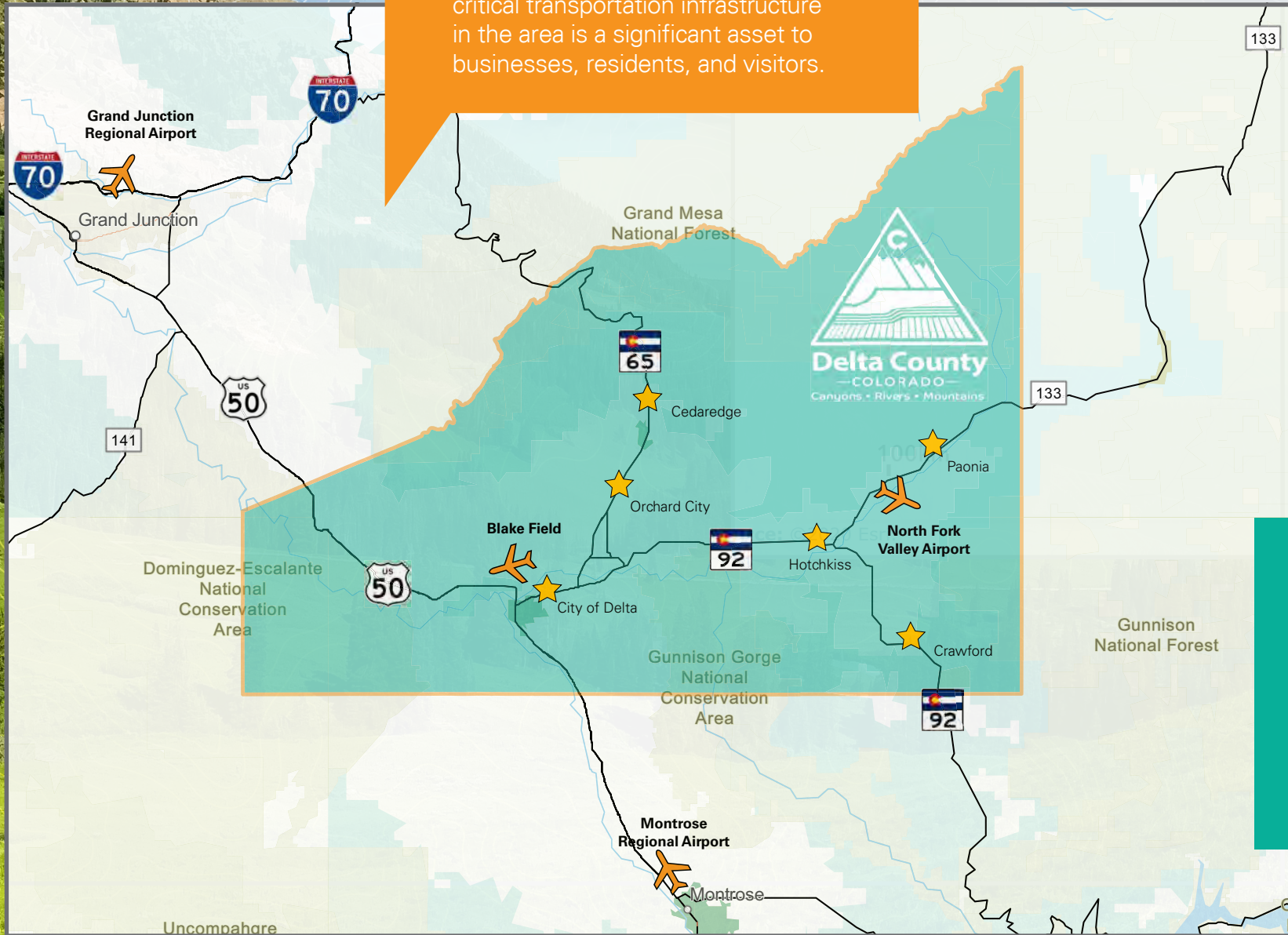
Lifestyle

Delta County has many recreational lifestyle options that foster an exceptional quality of life amenity. The County is home to many recreational assets including two national conservation areas, a national park, and acre upon acre of public lands ranging from river valley to mountain.



Transportation

Delta County's location offers access to key interstates, airports, rail, and other infrastructure. Interstates and airports connect they county to destinations throughout Colorado, the United States, and the world. The critical transportation infrastructure in the area is a significant asset to businesses, residents, and visitors.



Proximity to Other Destinations

Delta County is proximate to some of the most popular winter sport destinations in the United States. County residents and visitors are no more than a 2.5 hour drive from Vail, Aspen, and Crested Butte making Delta County an attractive place for outdoor enthusiasts to live and work.



Broadband

Innovative community leaders work together and have made unprecedented strides in establishing a fiber network for our communities. This network provides abundant and redundant services to the community to bring affordable broadband into the region. The project works with a number of partners including Delta Montrose Electric Association (DMEA), Tri-State Generation, and local, state and federal governments. As such internet connectivity is widespread within Delta County, including up to symmetrical gigabit fiber services**. Delta County's high-speed internet enables businesses to operate and individuals to live in the beauty of a rural community without the limitations of inadequate internet service. In our communities you can work remotely, access telemedicine, and take advantage of online learning opportunities seamlessly thanks to locally owned and operated internet companies.

Power

High-speed internet connectivity is widespread within Delta County. Elevate Internet, a local ISP headquartered in the nearby county of Montrose, began building a 100% fiber-to-the-home infrastructure in 2016. Elevate is now providing symmetrical gigabit internet speed, as well as telephone and television services to businesses and residential locations in the Towns of Paonia, Cedaredge, Hotchkiss, Orchard City, and Crawford; and to the businesses of downtown Delta. Elevate has connected the Delta County School District, the Technical College of the Rockies, and the Delta County Memorial Hospital to its high-speed network**. Elevate contracts with Lightworks Fiber, a

local fiber installation company in Delta, which employs numerous former coal miners who found themselves displaced when the mines closed. Elevate's fiber internet enables businesses to operate and individuals to live in the beauty of a rural community without the limitations of inadequate internet service. In our communities you can work remotely, access telemedicine, and take advantage of online learning opportunities seamlessly thanks to your locally owned and operated internet company.

Delta-Montrose Electric Association (DMEA), is a not-for-profit electric cooperative, which has served Delta County (aside from the City of Delta, which maintains its own electric municipality) for more than 80 years. In July of 2020, DMEA transitioned to a new wholesale power supplier, Guzman Energy. This switch empowered DMEA to increase its use of renewable energy within its power portfolio including the ability to produce up to 20% of its own power right here in Delta and Montrose Counties. DMEA has partnered with Solar Energy International (SEI) on projects in the past, including a Solar in Schools initiative with the Delta County School District. Guzman Energy also provides DMEA with the unique opportunity to develop specialized power rates to boost economic development within Delta County. DMEA is dedicated to powering our valley forward with local, financially responsible, and increasingly renewable energy.

*not available to all locations as infrastructure continues to be constructed. Check out <http://www.broadbandnow.com> to find out who provides services to Delta County.

**not available to all locations as infrastructure continues to be constructed. Check out Elevateinternet.com to see if your area has service available.



Education

Education is a key component to any thriving community. Delta County has quality education institutions that cover the K-12, traditional four-year college, and technical college student. These educational institutions help foster a robust talent pipeline for Delta County in many different industries.

- **Solar Energy International (SEI)**
Solar Energy International empowers people around the world through the education of sustainable practices. Through the Renewable Energy Education Program (REEP), SEI offers hands-on workshops and online courses in solar PV, micro-hydro, and solar hot water. SEI also works cooperatively with grassroots and development organizations in the Americas, Africa, Micronesia, and the Caribbean.
- **Technical College of the Rockies**
A public institution governed by the Delta County Joint School District #50J Board of Education that receives state and federal funding. Designated by the Colorado State Board for Community Colleges and

Occupational Education as an agent for postsecondary training in Western Colorado. Technical education programs offered are approved/accredited by the Colorado Community College System and through the Council on Occupational Education.

- **Colorado State University Organic Research Station at Rogers Mesa**
The Western Colorado Research Center (WCRC) consists of three stations that collaborate to advance knowledge in the agricultural, biological, soil and water-related sciences, while also promoting regional engagement in community development, food systems and natural resources projects. Located centrally on Colorado's Western Slope, the research stations at Fruita and Orchard Mesa are based in Mesa County, home to a diversity of irrigated crops, while the research station at Rogers Mesa is in the high-altitude agricultural area of Delta County
- **Western Colorado University**
Located in Gunnison, CO offers engineering, computer and other sciences, and a liberal arts curriculum. The University is public and

has about 2,900 students and offers master's degrees.

- **Colorado Mesa University**
Located at the base of the San Juan Mountains, the Montrose and Grand Junction campuses provide access to a variety of associate and bachelor's degree programs in a scenic, smaller community campus setting.
- **Alternative K-12**
In addition to a renowned public-school system, Delta County has a variety of alternative K-12 education options that provide families a diverse offering of school choices. Families can choose from options ranging from experiential learning, Montessori, and home school alternatives.

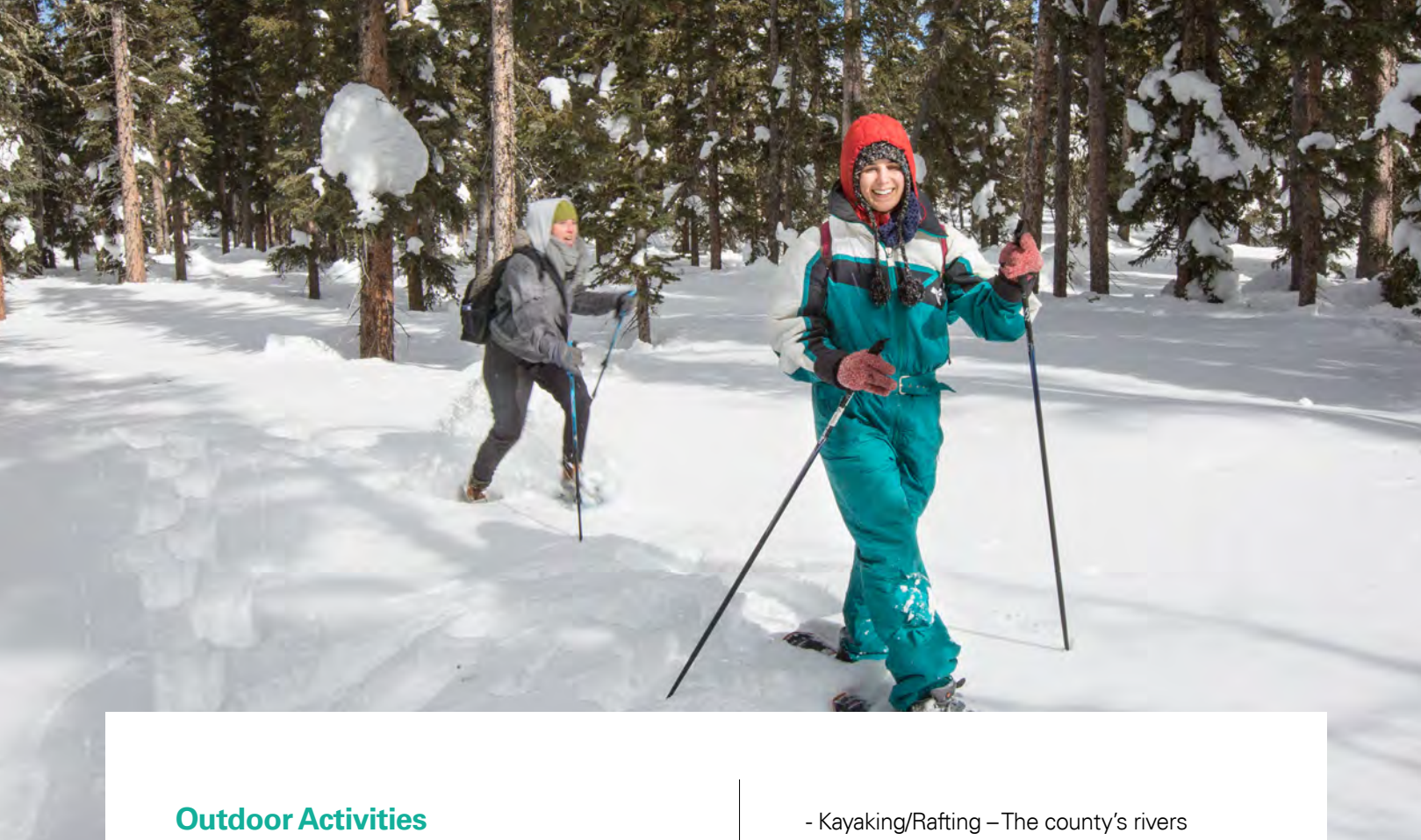
Health/Wellness

Health and wellness are an important characteristic of quality living and contributes to the overall wellbeing of a community in terms of its economic and social potential. Delta County has a robust hospital system with the Delta County Memorial Hospital and its clinics along with other smaller health clinics and fitness activities.

- Delta County Memorial Hospital (DCMH) -

provides general medical and surgical care for inpatient, outpatient, and emergency room patients, and participates in the Medicare and Medicaid programs. In 2016 DCMH was named one of the top 20 rural hospitals in the nation by the National Rural Health Association (NRHA)

- Delta County Memorial Hospital also has Family Medicine, Pulmonary, Rheumatology, and Oncology Clinics. Clinics include:
 - Premier Women's Healthcare of Delta
 - Delta Montrose Home Health Services
 - DCMH Urgent Care - Delta
 - West Elk Clinic Hotchkiss
 - West Elk Walk- In Clinic Paonia
- River Valley Family Health Center in Delta and Montrose counties is a Federally Qualified Health Center (FQHC). The Delta County clinic is a partnership with the Center for Mental Health. Complete Connected Care in Delta County houses behavioral health, dental, and medical providers
- City of Delta – Parks, Recreation, & Golf department offers a fitness department and other recreational and wellness activities for the community



Outdoor Activities

Delta County is located in the heart of Colorado's Western Slope at the base of the Grand Mesa. The region is rooted in agriculture, mining, land, and water development. Accordingly, the region offers diverse trails, stream sections, and canyons. Highlights include antiques, gold medal fishing, golf, trails, museums, hunting, and recreational public land.

- Fishing – Some of the most pristine fishing in North America can be found in Delta County's Gold Medal rivers and streams such as the Gunnison River. The county's rivers and lakes are also favorites for boating and canoeing.
- Hiking – Many multi-use trails are in the county for hiking, biking, ATV, and equestrian uses.
 - The Crag Crest National Recreational Trail
 - Smith Mountain
 - North Rim of the Black Canyon National Park
 - Dominguez–Escalante and Gunnison Gorge NCAs

- Kayaking/Rafting – The county's rivers including the Gunnison offer class I to V rapids for white-water rafting. The Grand Mesa has over 300 lakes and a few streams.

Public Lands

72% of Delta County is managed by public lands agencies. Delta County offers parks, wilderness, and conservation areas for all kinds of recreational enthusiasts. The U.S. Forest Service and the Bureau of Land Management (BLM) both have an established presence in the region.

- Scenic Byways - The National Scenic Byways Program is part of the U.S. Department of Transportation, Federal Highway Administration. The program is a grass-roots collaborative effort established to help recognize, preserve and enhance selected roads throughout the United States.
- National Parks, National Conservation Areas, Wildernesses and Wilderness Study Areas have all been set up through Congressional action in the area.

- State Parks - Attracting over 11 million visitors per year, Colorado's 42 state parks and statewide recreation programs are a cornerstone of Colorado's economy and quality of life, offering some of the highest quality outdoor recreation destinations in the state.

Arts and Culture

Delta County a rich cultural heritage rooted in art. There are many art galleries and organizations in the county that demonstrate diverse culture manifested through multiple mediums including fiber, clay, agriculture, performance theatre, and music.

- **Agriculture**
Wineries combine food and art by offering wine and cheese tastings within fine art galleries. Art gardens demonstrate rare orchid-covered springs to sage and cactus deserts.

- **Visual Art**
A wide range of visual artists call Delta County home. In addition to painters and fabricators, some local artists utilize unique mediums including carved gourds, pottery, ceramics, hand-woven and hand-spun items, yarn, fleece and rovings, and picture pillows.
- **Performance Art**
Delta County has performing art centers focused on building community, about providing a place of expression for residents of all types.
- **Culinary Art**
Delta County has several popular eating establishments from bistros to steakhouses. There is also breweries, distilleries, wineries, and farm to table eating opportunities. The dining options are part of the unique culture of the region. The options are diverse and include casual fine dining, coffee shops, dinner, family dining, take-out, and live/lounge bar music.





Agriculture

Agriculture is an important economic driver for the entire region. Agritourism is also an important component of the Delta County economy. According to the 2012 Agriculture Census there are 1,250 farms (covering 250,760 acres.) More than 90 percent of all farms in Delta County are operated by a family or individual. Crops are grown throughout the year and includes such products as sweet corn, grapes, peaches, apples, cherries, pinto beans, onions, and many more. Delta County also boasts the highest concentration of organic farms.

The County's agricultural heritage is on display year-round through festivals and events including Delta County Fair, Paonia's Cherry Days, and Delta's Deltarado. Cedaredge is host to the Apple Fest in October, which brings together local businesses, apple orchards, artists, musicians, 250+ vendors, and over 20,000 event attendees. Other events include the West Elks Wine Trail in August and Mountain Harvest Festival in Paonia in September.

In addition to agricultural events and festivals, residents and visitors can experience a variety of agritourism destinations. Local farms and ranches

allow visitors to pet lambs and goats, learn about felting, find the freshest produce and see a farm in full production with green houses, chicken coops and pig stalls. Visitors can see unique animals from roadside or schedule tours.

Local organizations also offer a variety of agricultural-focused workshops that teach about growing, preserving, prepping and eating the finest crops. From Cedaredge to Paonia, there is something going on to pique your curiosity and your taste buds.

Entrepreneurial Culture

Delta County is home to a thriving entrepreneurial culture. Rooted in the hardworking nature of locals, this culture permeates into the business community encouraging firms and individuals to take business risks in the name of innovation, opportunities to scale and expand, and ultimately foster and complement existing commerce in the area. This culture also fuels a growing creative sector with a creative coalition and creative districts.

- Expression in food and agriculture is reflected in the community's values, and its strength and opportunity for commercialization has been expressed formally

- Western Slope Crop Preservation Facility recently indicated that the demand, infrastructure, and supply conditions in the area are suitable to warrant a full-scale feasibility study of developing a regional crop preservation facility

- An EDA study in 2016 and the Delta County Steering Committee extrapolated that a food processing manufacturing facility would be a good fit for the community based on existing factors

- **ENGAGE**

The ENGAGE Project is a multifaceted EDA funded initiative that supports, leverages, and creates the resources necessary for an innovative and entrepreneurial community. ENGAGE provides a business incubator and supports entrepreneurs to develop, operate, and grow successful local businesses.

- A growing creative sector is an economic driver for the area and has the potential to grow much larger with steady community support.

- North Folk Valley Creative Coalition - comprised of the 3 towns of Paonia, Hotchkiss and Crawford – offers a thriving community for visionary artists, creative businesses, and a special quality of life. The coalition's goal is to grow the valley's economy by attracting more visitors, encouraging artists/creatives to find homes in the area, and revitalizing the community among other things.

- Paonia Creative District (in OZ) – The district helps the local area the administer a strategic plan to grow the creative economy. With the designation, Paonia received an award package including financial support, technical assistance, marketing support, access to grants, CDOT highway signs, and leadership training.





COMMUNITY DUE DILIGENCE

Community Due Diligence

Delta County has completed many plans that identify a clear pathway for community success. These plans establish clear development goals and action items for the county and include:

- **Economic Development Administration Economic Assessment**

Analyzed the Delta County economy and included a three phased action plan based on assessment. Other EDA funded studies include:

- EDA funded Summer Study (2016), the Steering Committee identified three projects for implementation – Hotel, Riverfront Development, and Food Manufacturing Incubator
- EDA Funded Delta County Feasibility Study, examined prospective food manufacturing facility, hotel development, and riverfront development in Delta County

- **City of Delta Strategic Plan** (2016-2018) represents the first-ever economic development plan created by the City of Delta

- **Macroeconomic assessments** of Delta County provided quarterly by the Colorado Mesa University Business Department

- **Colorado Demography Office**
Delta County Community Profile (2018) – provided a second glimpse in addition to ESRI and EMSI data of the basic community data and compares it to the state average. Metrics such as income, spending, birth, deaths, housing, etc.

- **Delta Downtown Urban Renewal Plan** (DURA 2017), produced to reduce, eliminate, and prevent the spread of blight in the area
- Delta County's existing online presence highlighting in depth community quality of life factors, business statistics, and tourism potential
- Western Slope Food Preservation Facility Phase I Feasibility Study Report, which determined demand, infrastructure, and supply conditions in the area are suitable to warrant a full-scale feasibility study of developing a regional crop preservation facility using technology such as Individual Quick Freeze (IFQ) or Dehydration
- Delta County, Colorado Master Plan, May 2018, which outlined the area's vision and goals as well as strategies to achieve them.

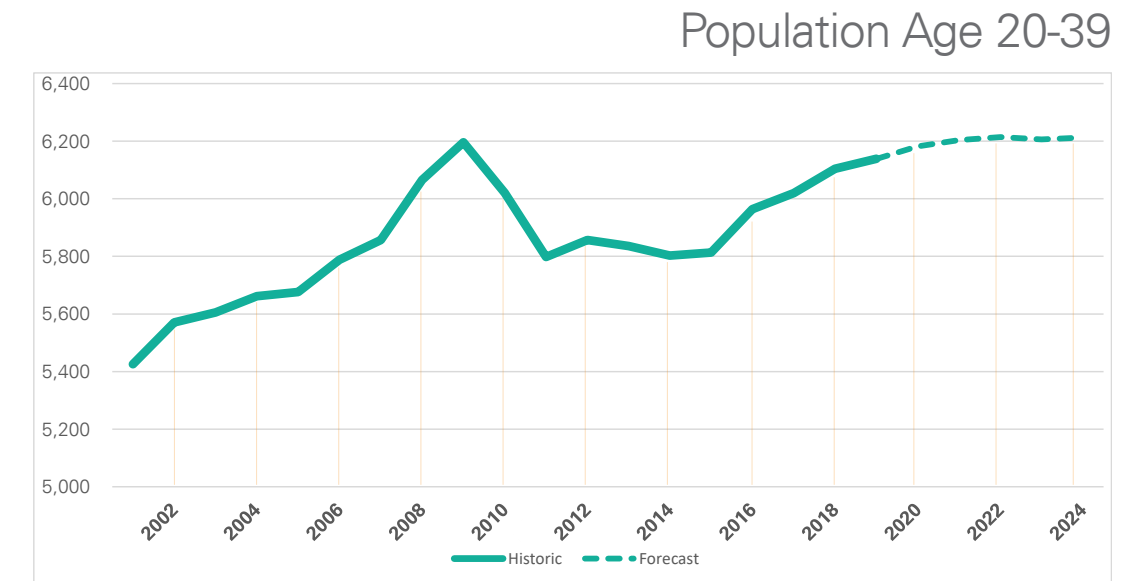
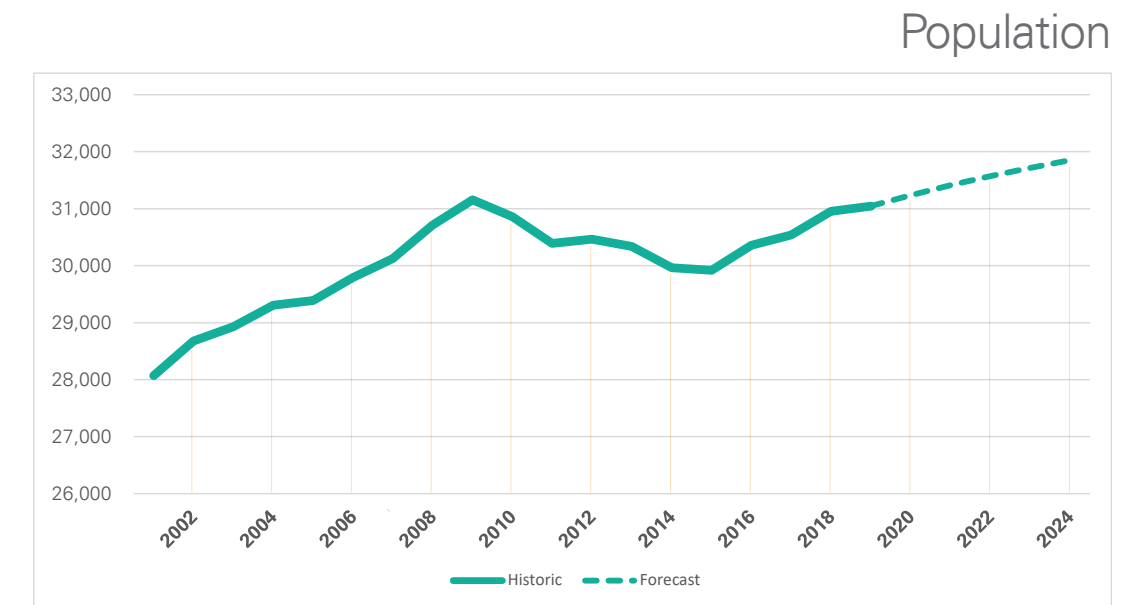
ECONOMIC DATA

Economic Data

County-Wide Data

Delta County's population has demonstrated growth since 2015 which is projected to increase through 2024. From 2015 to 2018, Delta County added more than 1,000 new residents. It is projected that the county will add nearly 1,000 more new residents to 2024. New housing will be needed to support additional residents which will also create added demand for services.

The population of county residents age 20-39 has grown by nearly 300 residents from 2015 to 2018. Future growth of this cohort is projected to continue slowly and stabilize by 2024, adding approximately 100 new residents. Projected growth in this age cohort suggests a need for diverse housing options that allows residents to transition from rental to home ownership. These residents are also likely to have or be at the beginning stages of starting families which will increase demand for public and private family-oriented services including schools.

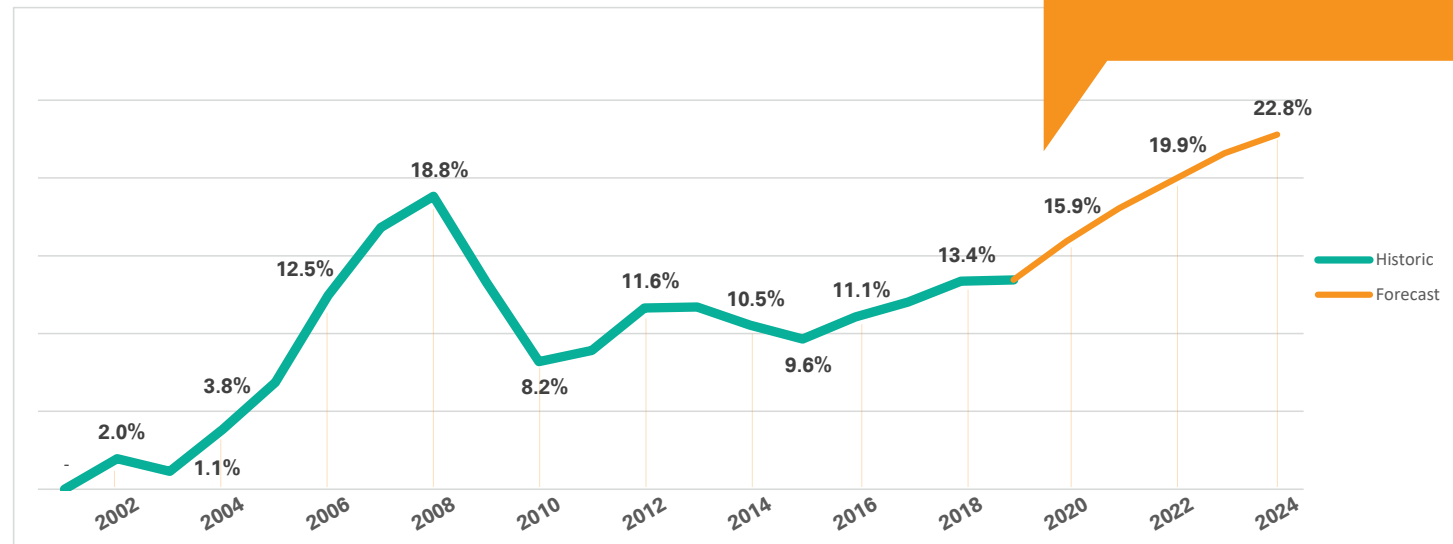


Check out our online Delta County Dashboard at: https://public.tableau.com/profile/sam.matel#!/vizhome/Book1_15870639039850/DeltaCounty?publish=yes

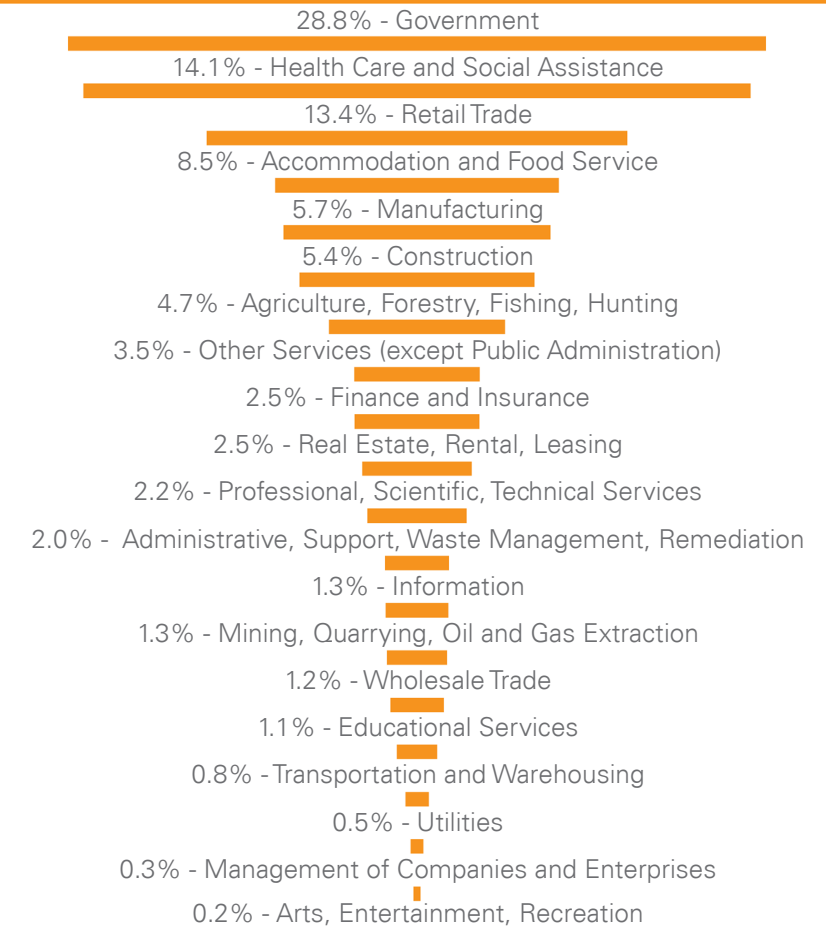


Forecasted growth trends are **positive** from 2019 to 2024 and are indicative of a **strong local economy**

Job Growth (since 2001)



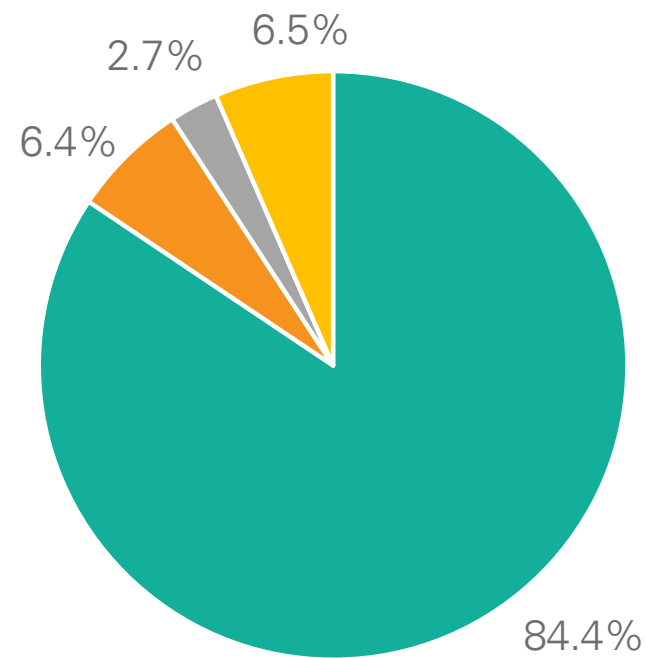
All Jobs (as % of Total)



Government accounts for 28.8% of all jobs in Delta County. Healthcare is the second largest industry by employment in the county followed by Retail Trade, Accommodation & Food Services, and Manufacturing.

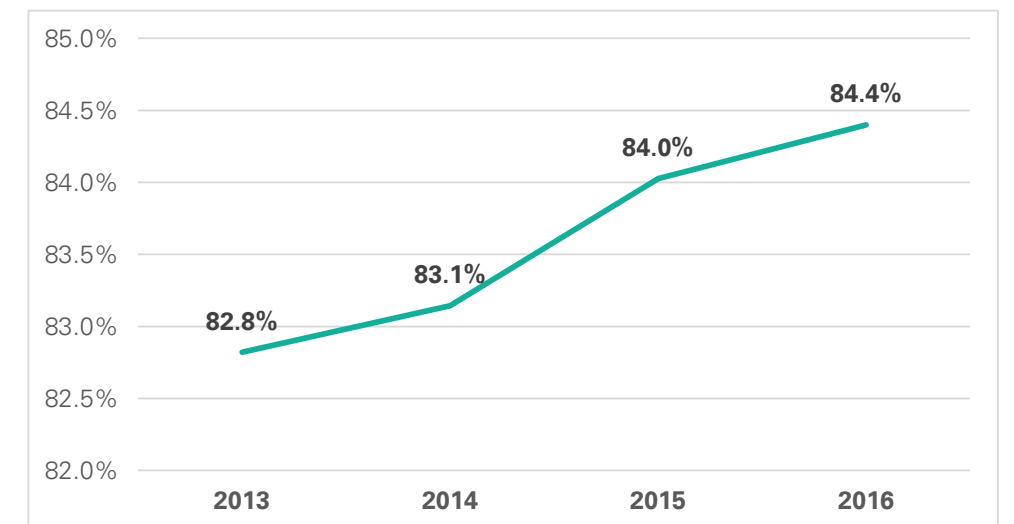
Firms Based on Employment Size

Small businesses are prevalent throughout Delta County as 84.4% of all businesses have fewer than 20 employees. The large percentage of small businesses in the county suggest they are a major economic driver and their success is critical to maintaining a healthy Delta County economy. There is likely a significant amount of investment opportunities related to these small businesses.



The percentage of total businesses that are under 20 employees has grown since 2013. Continued growth in number of firms under 20 employees suggests that **pro-small business** market conditions exist throughout the county.

Percent of Firms under 20 Employees



Check out our online Delta County Dashboard at:
https://public.tableau.com/profile/sam.matel#!/vizhome/Book1_15870639039850/DeltaCounty?publish=yes



Contact Delta County

Whether you're looking to start an Opportunity Fund, already have investments in mind, or just want to get more information about investing in Delta County, Colorado's Opportunity Zones, we want to talk to you.

Delta County has committed leadership and a variety of economic and community development partners with years of experience assisting businesses small and large. Let us help you explore what Delta County has to offer.