



IMAGE SOURCE: CITY OF DELPHI, MIKE TETRAULT

ACKNOWLEDGMENTS

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THE CITY OF DELPHI



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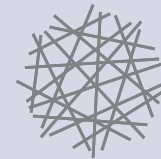
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PREPARED BY:



HWC
ENGINEERING

ADOPTED 02.06.2023

**CITY OF DELPHI
LOCAL RESOLUTION APPROVING THE
CITY OF DELPHI COMPREHENSIVE PLAN
PL-21-109
Resolution 2023-2**

WHEREAS, the CITY OF DELPHI identified adequate reason to analyze the City of Delphi's Comprehensive Plan, and

WHEREAS, the CITY OF DELPHI hired HWC Engineering to define and describe the issues, advise options, and make recommendations to address various issues in the near future, and

WHEREAS, the CITY OF DELPHI received federal Community Development Block Grant dollars from the Indiana Office of Community and Rural Affairs to fund this study in the amount of \$50,000 and contributed the local match paid for by the City of Delphi General Fund in the amount of \$5,560.00 for this project, and

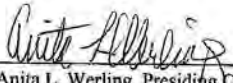
WHEREAS, the CITY OF DELPHI reviewed the process and completed study thoroughly and is satisfied with the services performed, information contained therein, and methodology applied;

WHEREAS, the CITY OF DELPHI received one copy of this document for our records and will keep them on file in the town offices for future reference, and

BE IT RESOLVED by the Common Council of the CITY OF DELPHI that the final document considered the input from the Community, received approval by the Indiana Officer of Community and Rural Affairs and is hereby approved by said Council.

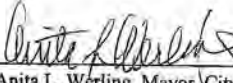
Adopted by the City Council of Delphi, Indiana this 6th day of February, 2023 at 6:00 PM local time.

Passage by a Majority of the Common Council:


Anita L. Werling, Presiding Officer


Attest: Leanne Aldrich, Clerk-Treasurer

Approved/ Vetoed by me, the Mayor this 6th day of February, 2023.


Anita L. Werling, Mayor, City of Delphi


Attest: Leanne Aldrich, Clerk-Treasurer

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IMAGE SOURCE: DLZ CORPORATION

CHAPTER 01

EXECUTIVE SUMMARY



Image Source: Photographs in the Carol M. Highsmith Archive, Library of Congress, Prints and Photographs Division.

INTRODUCTION

The City of Delphi, rich in pride and history, is located in north central Indiana just east of the Lafayette Metropolitan Area. With an admired downtown district on the National Register of Historic Places, a school system with a reputation of excellence, and recent investments into City infrastructure, Delphi's assets and location make it an attractive place for residential, business, and industrial growth.

The City of Delphi is poised for growth in the coming years. This comprehensive plan will help the City continue to accommodate this new growth and development while keeping Delphi's values, character, and charm intact.

PLANNING AREA

In 2022, the City of Delphi received a \$50,000 grant from the Indiana Office of Community and Rural Affairs (OCRA) to develop the City's first-ever comprehensive plan. The planning jurisdiction for this comprehensive plan is the incorporated boundary of the City of Delphi. Previously, the 2008 Carroll County Comprehensive Plan provided land use guidance for the City of Delphi.

KEY PLAN STRATEGIES

Five key strategies were identified through public input and guidance from the Comprehensive Planning Committee. These strategies serve as the foundation of this comprehensive plan and are integrated into the goals and action items in subsequent chapters. The key strategies of the 2022 Delphi Comprehensive Plan are as follows:

INCREASE QUALITY HOUSING OPPORTUNITIES

To build upon its strong sense of community pride and to continue to be a desirable place to live, Delphi must ensure it has the right mix of housing options for all phases of life. A range of housing options to support moderate growth are needed, and the City will seek to pursue options through public/private partnerships with regional builders as well as make effort to support infill development on lots in existing neighborhoods. Continued efforts will be spent on code enforcement efforts, including new programs such as a Residential Rental Inspection Program and rehabilitation programs for residential properties.

EXPAND LOCAL GOVERNMENT CAPACITY

The City will work to ensure an appropriate local governmental structure is in place to carry out Delphi's vision, operate at a high level-of-service, and expand capacity as the City grows. City departments will work towards developing succession plans, and the City will direct more efforts towards centralizing communications efforts to provide clear messaging on upcoming meetings, events, and initiatives. To enable the City to make better decisions at the local level, Delphi will work to establish an Advisory Plan Commission and work towards providing in-house

building inspection services. Efforts will be spent to determine if the City should pursue an Extra Territorial Jurisdiction ordinance, enabling the City to have more input on developments that may occur adjacent to city limits. New funding mechanisms, like a stormwater utility fee, will be investigated.

SUPPORT LOCAL JOBS AND WORKFORCE

The City of Delphi will attract and retain workers in the community by considering initiatives that promote local industries, support housing, offer training, and connect youth to job opportunities. Stakeholder groups repeatedly noted that all levels of the workforce – from entry level to executives – need attainable housing opportunities. Initiatives to bridge the gap between secondary schools and local career opportunities are a high priority for the City, as well as identifying appropriate locations for new businesses and industry in the Delphi community. The City will strengthen relationships with existing like-minded entities, such as the Carroll County Economic Development Corporation, on the promotion and marketing of such locations.

INVEST IN QUALITY OF PLACE

With strategic public investments, Delphi should look to build upon its existing amenities and strengthen the quality of place for its residents. Investments include plans for the City's first-ever bicycle and pedestrian master plan and parks and recreation master plan. Plans like these will give the City guidance on these areas of particular interest for the community so that resources can be used wisely. Furthermore, continued efforts and support will be contributed to complete the Broadway Broadband Ring Project, a major City initiative aimed to provide reliable broadband access throughout Delphi.

STRENGTHEN A VIBRANT DOWNTOWN

Delphi must continue to highlight its historic downtown to further enhance and diversify economic opportunities. The City will work to support the newly formed Delphi Main Street and take steps to not only retain and expand existing businesses, but to attract new businesses to downtown Delphi. These efforts will include developing a downtown business recruitment strategy and a resources and incentives toolkit. To support the character and charm of downtown Delphi, the City will work towards establishing a local preservation district and work to appropriately direct truck traffic away from the downtown core.



IMAGE SOURCE: INDIANA LANDMARKS

CHAPTER 02

GENERAL BACKGROUND

INTRODUCTION

The City of Delphi, with a population over 2,900, is located in central Indiana and is the county seat of Carroll County. Situated between the major metropolitan areas of Indianapolis and Chicago, the City is approximately twenty minutes northeast of Lafayette, Indiana and is included in the Lafayette Metropolitan Statistical Area (MSA). Delphi's regional location and its access to waterways – the Wabash River to the west and Deer Creek running through the City – have played a role its history being heavily influenced by various transportation methods. The Wabash and Erie Canal has been a focal point in the City's rich history, and the Wabash and Erie Canal Interpretive Center welcomes visitors interested in learning about the history.

Delphi boasts numerous architecturally and historically significant buildings that date back as far as the 1850s. The City's downtown commercial district was listed on the National Register of Historic Places in 2010. In 2012, Delphi was chosen as a Stellar Community by the Indiana Office of Community and Rural Affairs. This designation resulted in funding for several projects within the City, including restoration of the Delphi Opera House, façade rehabilitations of downtown buildings, water infrastructure improvements, pedestrian-friendly streetscape enhancements, and the development of a gateway and hiking-biking trail from East Washington Street to the Wabash and Erie Canal Park. Completion of the Stellar Communities initiative has encouraged increased commerce and investment in the city.

DEMOGRAPHICS

According to the 2020 U.S. Census, Delphi's total population is 2,961. This represents a 2.4% increase in population since 2010 (2,893), outpacing Carroll County (0.8%) but less than that of Indiana (4.7%). The median age of Delphi residents is 37.4 years, younger than both the County (43.2) and State (37.8).

The educational attainment of residents appears to be lower than that of Carroll County and the State of Indiana. Of those 25 and older living in Delphi, 78.6% have a high school diploma or higher and 14% have a bachelor's degree or higher. In comparison, 88.1% of Carroll County residents and 89.4% of Indiana residents have a high school diploma or higher. Approximately 15.4% of Carroll County residents and 27.2% of Indiana residents have a bachelor's degree or higher.

Delphi currently has a total of 1,221 housing units. Approximately 53.7% are owner-occupied units, 33.7% are renter-occupied, and 12.6% are vacant. The State's current ratio is 64.4% owner-occupied units and 25.2% renter-occupied units. The City has a lower percentage of vacant units than Carroll County (15.8%) but a higher percentage than the State (10.4%). The median home value of owner-occupied units is \$87,400, which is lower than the State of Indiana (\$148,900).

To determine housing affordability in a community, a common rule is that housing should be no more than 30% of your gross monthly income. In Delphi, 22.3% of households with a mortgage are spending greater than 30% of their income on housing costs. Slightly over 30% of rental households are spending greater than 30% of their income on rent and housing costs. This is a slightly higher percentage than Carroll County (26.4%) but is lower than the State (46.1%). This indicates that housing is generally affordable in the City of Delphi.

Although housing is generally affordable, the median household income in the City of Delphi (\$45,781) trails both Carroll County (\$56,159) and the State of Indiana (\$58,235). The unemployment rate for Carroll County in March 2022 (2.7%) matched the State. Approximately 882 people in Delphi are employed full-time. Manufacturing is by far the largest employment industry for these employed residents, representing 33.7% of jobs.

The following graphics provide a snapshot of Delphi's demographics based on 2020 U.S. census.

HOUSING OCCUPANCY



2,961

2020 POPULATION



2.4%

POPULATION CHANGE
2010-2020



37.4

MEDIAN AGE

EDUCATION & INCOME



78.6%

POPULATION AGE 25+ WITH A
HIGH SCHOOL DIPLOMA OR
HIGHER



14.0%

POPULATION AGE 25+ WITH
A BACHELORS DEGREE OR
HIGHER



\$45,781

MEDIAN HOUSEHOLD
INCOME

HOUSING OCCUPANCY



53.7%

OWNER OCCUPIED



33.7%

RENTER OCCUPIED



12.6%

VACANT

HOUSING



1,221

HOUSING UNITS



\$87,400

MEDIAN HOME VALUE



30.2%

RENT GREATER THAN 30% OF
HOUSEHOLD INCOME

EMPLOYMENT



882

DELPHI RESIDENTS EMPLOYED
FULL-TIME



33.7%

WORKFORCE IN THE
MANUFACTURING INDUSTRY



2.7%

UNEMPLOYMENT RATE
(CARROLL COUNTY)

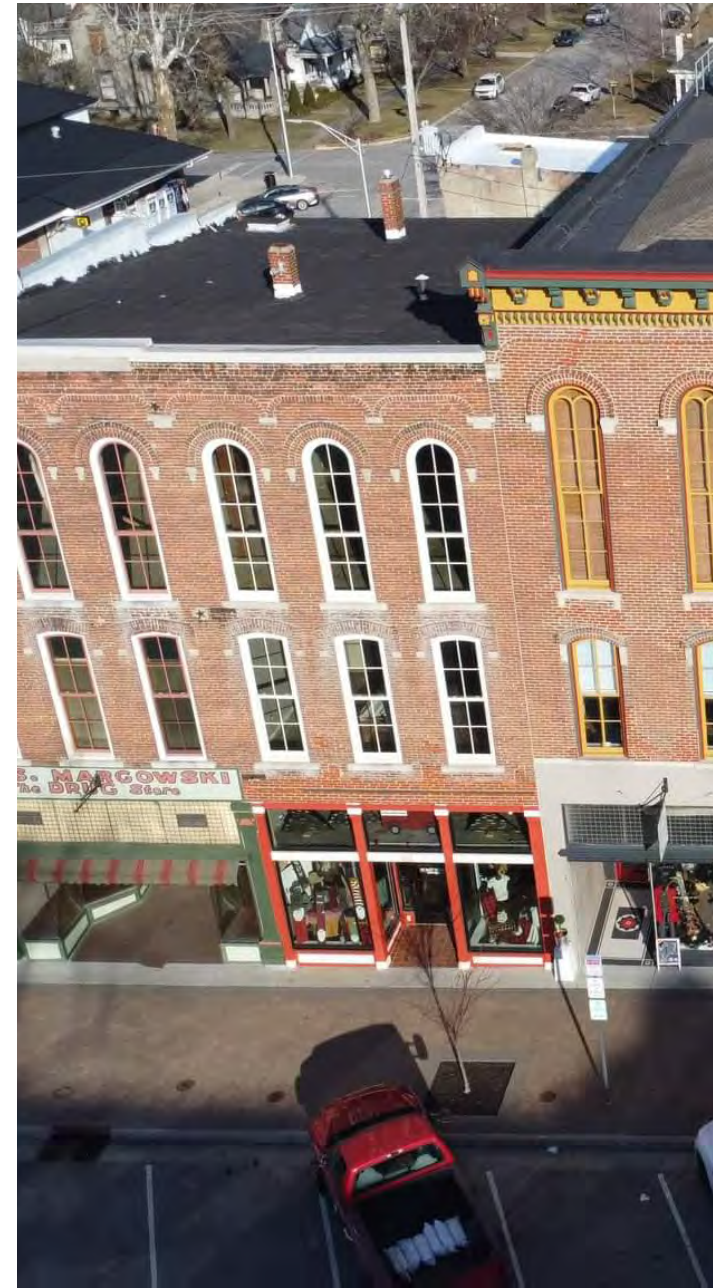


Image Source: Delphi Main Street Facebook Page



ANCHOR INSTITUTIONS

The following anchor institutions are established entities within Delphi that are invested in the City's success. These anchor institutions are an important key to the City's economic development, wellbeing, and cultural growth.

CARROLL COUNTY CHAMBER OF COMMERCE

The Carroll County Chamber of Commerce strives to provide members with services, programs, and benefits to promote success among members, ultimately enhancing the well-being of Carroll County. The Chamber supports the retention of local businesses and collaborates with the Carroll County Economic Development Corporation to attract new businesses.

CARROLL COUNTY COMMUNITY FOUNDATION

Since 1997, the Carroll County Community Foundation has connected people, resources, and causes to produce a positive and sustainable change in the communities they serve. The Carroll County Community Foundation manages community endowment funds, donor-advised funds, designated/agency funds, operating endowment funds, field of interest funds, non-permanent funds, and scholarship funds. The Foundation also manages special projects, provides scholarships to area teens, and offers grants to assist area nonprofit organizations.

CARROLL COUNTY ECONOMIC DEVELOPMENT CORPORATION

The Carroll County Economic Development Corporation strives to be a proactive leader in a unified pursuit to provide a dynamic and prosperous economy for the citizens and employers of Carroll County. Located in the Hoosier Heartland Industrial Park, the EDC provides business resources and has recently reactivated the Leadership Carroll County Program, a 9-month leadership program designed to assist in the development of current and emerging leaders of Carroll County.

DELPHI COMMUNITY SCHOOL CORPORATION

The Delphi Community School Corporation serves over 1,300 students enrolled in kindergarten through high school. The school district is comprised of the Delphi Community Elementary School and Camden Early Childhood Center, Delphi Community Middle School, and Delphi Community High School.



Image Source: Delphi Community School Corporation Website

DELPHI LIONS CLUB

Delphi Lions Club is the local chapter of Lions Club International, a global service club organization. Volunteers participate in meaningful community projects. Projects address a variety of needs, but often focus on vision, hunger, and the environment. The Lions Club also supports youth through scholarships, recreation, mentoring, and programming.

DELPHI MAIN STREET

Delphi Main Street is an up-and-coming community organization focused on the success of downtown Delphi. The organization's mission is to foster a vibrant, prosperous growing Main Street where businesses thrive, history is celebrated, and the future is promising for future generations.

DELPHI OPERA HOUSE, INC.

Delphi Opera House, Inc. was established in 2013 to operate the historic Delphi Opera House. The DOHI provides quality programming consisting of local, regional, and national performers, theatrical productions, and lectures. The DOHI also manages rentals of the space for various events.

DELPHI PRESERVATION SOCIETY

Founded in 1994, the Delphi Preservation Society, Inc., is a nonprofit organization that strives to preserve the historic architectural and cultural integrity of Delphi, Indiana. One of their major success stories is their role in the restoration of the Delphi Opera House.

DELPHI PUBLIC LIBRARY

The Delphi Public Library is a lending library located in downtown Delphi at Main and Indiana Streets. The building was originally constructed in 1905 with funds donated by the Carnegie Foundation. The Library strives to play a role in the education, entertainment, and well-being of the people of Delphi and Carroll County.

INDIANA PACKERS CORPORATION

Headquartered in Delphi, the Indiana Packers Corporation (IPC) is a meat processing and distribution company that has established itself as an industry leader in the Midwest region. With 33.7% of the workforce in the manufacturing industry, IPC is a driving factor as the largest employer of Delphi residents.

ROTARY CLUB OF DELPHI

The Rotary Club of Delphi is a service organization that was founded in 1939. The Club hosts periodic meetings and supports student initiatives including attendance at the Rotary Youth Leadership Awards Camp and the Annual World Affairs Conference and collaboration with the Interact Club of the Delphi Community High School. They also award scholarships to Delphi High School graduates.

US AGGREGATES

In 1993, US Aggregates purchased the Delphi Quarry. The quarry produces numerous high quality materials, including limestone. US Aggregates strives to give back to the communities in which they are established. In Delphi, they worked with the Wabash and Erie Canal Association to restore a two-mile section of the historic canal. The quarry's lake offers a place for water rescue teams to practice and also serves as a water source for the fire territory.

WABASH & ERIE CANAL, INC.

Formed in 1972, Wabash & Erie Canal, Inc. is a 501(c)(3) nonprofit corporation dedicated to preserving the Canal in Delphi as a significant part of Indiana's history. The organization operates and maintains an interpretive center, pioneer village, canal boat tours, and more. The Interpretive Center is an interactive, volunteer-driven museum that tells the story of the Wabash and Erie Canal's 44-year operational history. Wabash & Erie Canal, Inc. brings in an estimated 12,000 visitors each year.



Image Source: US Aggregates Website



Image Source: Wabash and Erie Canal Website

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CHAPTER 03

COMPREHENSIVE PLANNING COMMITTEE

INTRODUCTION

The success of a comprehensive plan is driven by involvement of residents and business owners. The process of developing the Delphi Comprehensive Plan was guided by public engagement that included a Comprehensive Planning Committee, multiple Stakeholder Groups, an online survey, and numerous public open house workshops. The plan was commissioned by the City of Delphi and Mayor Anita Werling and shall be a guiding document for future decision making for the City's long-term vision.

PROCESS TO DEVELOP THE PLAN

The City of Delphi contracted with HWC Engineering to guide the City through the comprehensive planning process. The City and HWC Engineering crafted a planning process for Delphi that followed the following four phases:

PHASE 1: PROJECT KICK-OFF AND VISIONING (APRIL – MAY)

KEY EVENTS

- ▶ Initial Coordination Visit | March 18, 2022
- ▶ Comprehensive Planning Committee Meeting #1 | April 27, 2022

PHASE 2: CONSENSUS BUILDING (MAY – JULY)

KEY EVENTS

- ▶ Project Website | April 25, 2022
- ▶ Public Survey | May 25 – June 19, 2022
- ▶ Community Workshop | June 7, 2022

- ▶ Stakeholder Interviews | June 22 – June 23, 2022
- ▶ Comprehensive Planning Committee Meeting #2 | July 14, 2022

PHASE 3: PLAN DEVELOPMENT (AUGUST – SEPTEMBER)

KEY EVENTS

- ▶ Comprehensive Planning Committee Meeting #3 | August 24, 2022
- ▶ Big Ideas Open House | August 31, 2022
- ▶ Draft Plan Review | September 14, 2022
- ▶ Comprehensive Planning Committee Meeting #4 | September 14, 2022
- ▶ OCRA Review | September 16, 2022

PHASE 4: PLAN REVIEW AND ADOPTION (OCTOBER – DECEMBER)

KEY EVENTS

- ▶ Public Presentation | Date TBD
- ▶ Comprehensive Plan Final Draft | Date TBD
- ▶ Plan Commission Hearing | Date TBD
- ▶ City Council Hearing | Date TBD

COMPREHENSIVE PLANNING COMMITTEE

A Comprehensive Planning Committee (CPC) was formed and represented numerous aspects of the Delphi community. The CPC was tasked with providing insight into the wants and needs of the Delphi community. The CPC members acted as community liaisons and advocates for the plan. Meetings were held throughout the planning process, and CPC members reviewed input received from the public.

CPC MEETING 1

The kickoff meeting for the CPC included an introduction to the planning process, a project timeline, key demographic information about Delphi, and a review of the results of a pre-meeting survey that had been distributed to CPC members. This survey identified some of the strengths, opportunities, and areas of improvement from the CPC's perspective.

CPC MEETING 2

The second CPC meeting was scheduled after three of the main public engagement opportunities were completed: the public input survey, stakeholder meetings, and public input meeting. The CPC reviewed the results of these public engagement opportunities and reached a consensus on the key community topics the comprehensive plan should address.

CPC MEETING 3

At the third CPC meeting, the CPC reviewed detailed goal statements and action items for the key community topics identified at the previous CPC

meeting. The CPC prepared for the "Big Ideas Open House" where the goal statements and action items would be presented to the public for feedback. The CPC also started discussions on the Future Land Use Map.

CPC MEETING 4

The final CPC meeting included a review of the draft Comprehensive Plan and Future Land Use Map. Comments and insight from the committee was incorporated into the draft plan prior to it being sent to the Indiana Office of Community and Rural Affairs (OCRA) for review. Final steps and the plan adoption process was reviewed with the CPC.

PUBLIC ENGAGEMENT

As community involvement is a key component in developing a comprehensive plan, the CPC developed a robust public engagement plan to ensure those interested in the future of Delphi were given opportunities for their voices and opinions heard. Public engagement opportunities consisted of both online and in-person engagement and included the following:

PROJECT WEBSITE & VIDEO

A project website was created to inform the public on the comprehensive plan process and provide updates on engagement opportunities. The website, which launched on May 2nd, 2022, was used as a central hub to connect residents to meeting schedules and summaries, links to the online survey and draft documents, and other project components. A video was also created and posted on the project website to inform residents of the comprehensive plan process and promote public engagement.

COMPREHENSIVE PLANNING COMMITTEE MEMBERS

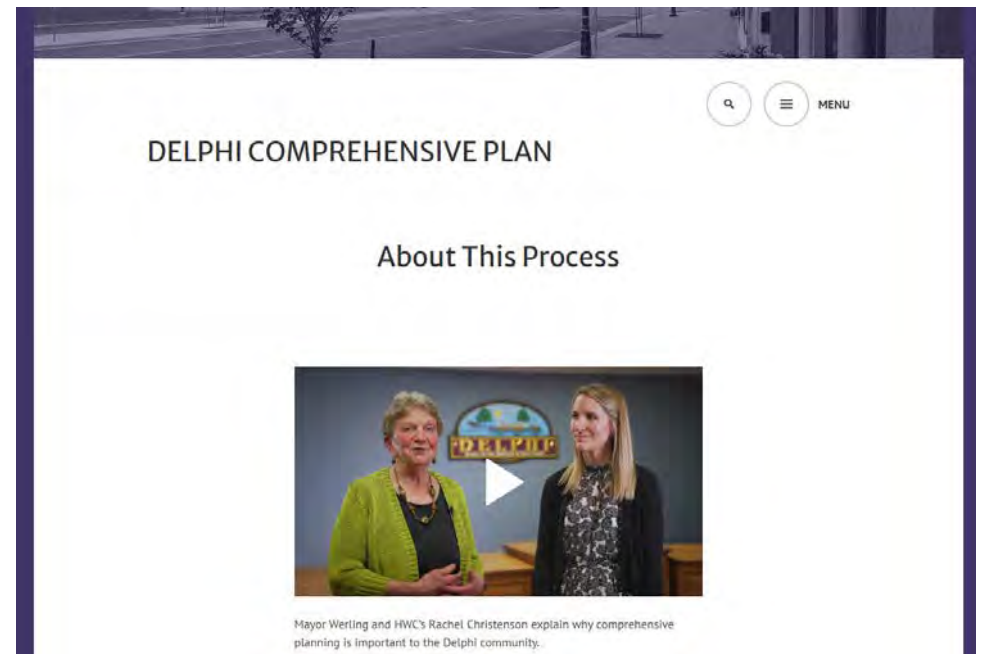
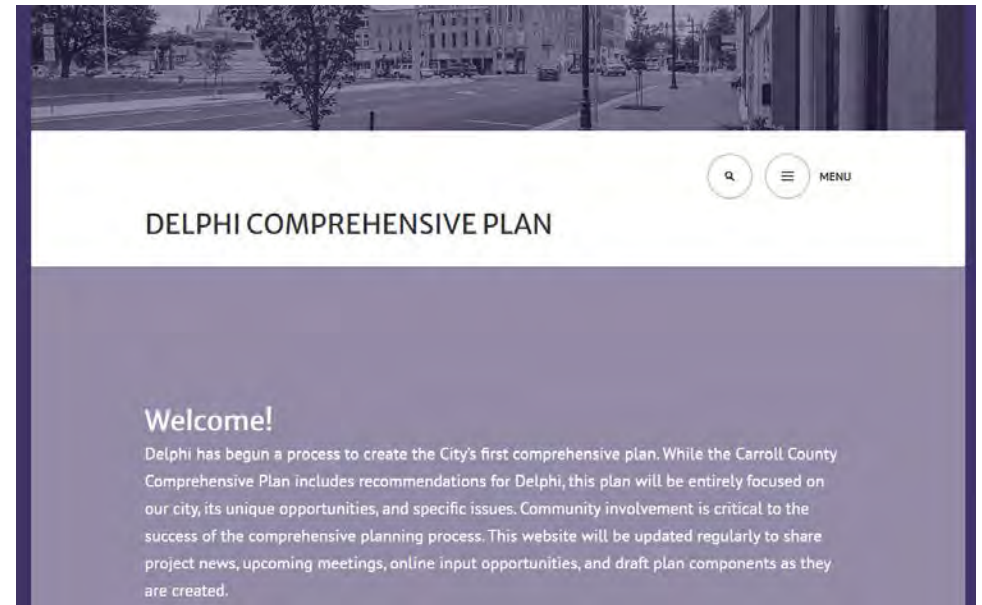
NAME	ENTITY REPRESENTED
ANITA WERLING	Mayor
GAYLE CONNER	City Council Representative
JT DOANE	Community Development Director
KAMRON YATES	Area Plan Commission Director
JESS LAMAR/NATE LAMAR	Realtor
ANN-MARIE CIRCLE	School District Representative
GWEN FLORA	Agriculture
JOE MAYFIELD	Heritage/Historic Preservation
JULIA LEAHY	Tourism Representative
ELYSE PERRY	Young Adult
ERIN JUBRIL	Main Street
SPENCER KINGERY	Public Safety
ANN HUGHES	Business Community Representative
AARON LYONS	Street & Parks Department
CRAIG MYERS	Infrastructure Representative
JACK CROSS	Service Organization
INGER COWAN	Local Economic Development
MIKE TETRAULT	Other (Canal Center)
TYLER MOSE	Entrepreneur/Media Co./AirBNB
GIL SMITH	Health Services
BARB MAYFIELD	Delphi Opera House

PUBLIC INPUT SURVEY

The online public input survey, which was available from May 24th through June 19th, 2022, received 183 responses from the Delphi community. The survey featured questions on various topics and aimed to assess the public's view of a variety of topics in the community, such as housing, placemaking, parks and recreation, utility infrastructure, and transportation. A summary of survey results is included in the Appendix.

KEY FINDINGS FROM THE PUBLIC SURVEY:

- ▶ Delphi has a strong sense of community pride and passion.
- ▶ Delphi needs more single-family and mid-level housing.
- ▶ More code enforcement on properties is desired.
- ▶ Trails and outdoor amenities are seen as an asset, and respondents want extensions and improvements.
- ▶ More programming and capital improvements are wanted in the parks system.
- ▶ Delphi may not offer enough attractive jobs and opportunities for young professionals.
- ▶ There may not be enough entertainment activities for the Gen Z age group.
- ▶ Maintaining historic structures in the downtown is important.
- ▶ More restaurants and retail businesses are desired in the downtown area.



Project Website and Video

STAKEHOLDER MEETINGS

Five stakeholder group meetings were held between June 22nd and June 23rd, 2022. Four meetings were held in-person at the Delphi Community Center and one meeting was held online. The groups were formed based on the key community topics that were identified by the CPC and the public input survey, which included housing, workforce development, City department heads, downtown and quality of place, and youth and young adults.

KEY FINDINGS FROM STAKEHOLDER MEETINGS:

- ▶ There is a need to increase the housing stock with a mix of quality housing types.
- ▶ A local building inspection system is desired.
- ▶ Recent and planned infrastructure investments have the community prepared for growth.
- ▶ City departments are facing staffing issues.
- ▶ Diversity of businesses, shops, and restaurants are desired downtown.
- ▶ Sidewalks are great, but parking downtown is difficult to access and poses safety risks with disrupted sight lines.
- ▶ Increased programming is needed downtown and within public parks.
- ▶ There are not enough amenities and activities for younger generations and families.
- ▶ There is a lack of awareness and knowledge of local jobs and industries.

COMMUNITY WORKSHOP

A Community Workshop was held on June 7th, 2022, from 6:00 pm to 7:30 pm at the Delphi Community Center. Approximately 30 members of the public attended and participated in the meeting, providing ideas and feedback. A brief presentation was given at the start of the workshop introducing the process and the parties involved. After the presentation, participants were encouraged to complete activities at a variety of stations that were setup throughout the venue.

KEY FINDINGS FROM THE COMMUNITY WORKSHOP:

- ▶ Attendees widely agreed that the parks and trails in Delphi are a great asset to the community.
- ▶ The Hoosier Heartland Highway was identified as a positive addition to the area and as a factor that can lead to future development opportunities.
- ▶ New home development is greatly needed for the City.
- ▶ There is desire to increase code enforcement efforts to address unoccupied buildings.
- ▶ Support for the various cultures in the community was mentioned as an area for the City to improve upon.
- ▶ On an aerial map of Delphi, attendees identified locations they desire/foresee future residential, commercial, parks/open space, and industrial uses.



Big Ideas Open House



HELP PLAN THE FUTURE OF OUR COMMUNITY!

CITY OF DELPHI COMPREHENSIVE PLAN

BIG IDEAS OPEN HOUSE

August 31st 2022

6:00 - 7:00 pm

Community Center

311 N. Washington Street

More information at
www.delphicompplan.com



BIG IDEAS OPEN HOUSE

A Big Ideas Open House was held on August 31st, 2022, from 6:00 pm to 7:00 pm at the Community Center. Approximately 25 members of the public attended. The purpose of the Big Ideas Open House was to present the key topics and issues heard throughout the planning process and proposed strategies to address them. The key topics were presented on boards throughout the meeting venue, and participants were asked to review the “big ideas” and indicate whether they agreed or disagreed. Staff from HWC Engineering, City of Delphi staff and leadership, and CPC members were available to answer questions and listen to participant feedback.

KEY FINDINGS FROM THE BIG IDEAS OPEN HOUSE:

- ▶ Open House participants agreed with the overarching goals that were identified for the plan.
- ▶ The City of Delphi should be mindful of methods used to redirect semi-truck traffic through the downtown so that it does not discourage valuable vehicular traffic.
- ▶ Participants strongly supported strategies to create local jobs and develop the workforce.
- ▶ Meeting participants were also supportive in the City having a building inspector or commissioner.

PUBLIC HEARING

After comments are received from the Indiana Office of Community and Rural Affairs, the City of Delphi will start the adoption process by scheduling a public hearing during a regularly scheduled Carroll County Area Plan Commission meeting. Feedback from the public will be included in this section in the final draft of the Plan.



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IMAGE SOURCE: LIBRARY OF CONGRESS

CHAPTER 04

LAND USE

INTRODUCTION

Land use and development patterns in Delphi have been heavily influenced by various forms of transportation throughout the City’s history. Early on, waterways shaped industries along the northern and western edges of the City with the arrival of railroads establishing business activity in the central heart of the City. The development and continuous expansion of highways have shifted large industries from the heart of the City out to the periphery. The extension of the Hoosier Heartland Highway, completed in 2013, has improved connectivity to the City of Delphi and offers opportunities for both commercial and residential growth. Moving forward, the City must be strategic in how these infrastructure investments impact land use planning efforts.

KEY FINDINGS

- ▶ Sites appropriate for new large-scale industrial or commercial uses should be identified.
- ▶ An annexation plan for the City should be considered.
- ▶ Walkable neighborhoods and mixed use are important to residents.

EXISTING CONDITIONS

Delphi has an established downtown core that serves as the heart of not only the City of Delphi, but also Carroll County. In 2012, the State of Indiana designated the City of Delphi as a Stellar Community, resulting in a nearly \$20 million investment in the City with revitalization efforts in the downtown. In addition to a thriving downtown, commercial and large-scale industrial uses exist along U.S. 421 on the northwest and southeast sides of the City.

Residential uses have historically surrounded the downtown area, with pockets of developments clustered near Deer Creek and along U.S. 421. Larger estate residential and agricultural uses are primarily located on the northern and eastern edges of the City. Several of the public parks and recreational sites are situated along the City’s waterways, with multiple trail connections.

Future land use planning is imperative to the City of Delphi. A Future Land Use Maps is a tool to help guide land use decisions. The map illustrates how the community wants to grow and evolve in the future.

Oftentimes, the future land use map can be confused with a zoning map. A zoning map shows how parcels within a community are zoned. It dictates how land can be used and what can be built on a parcel today. The zoning map is developed from of a zoning ordinance, which is developed through a comprehensive planning process.

When a parcel owner wants to rezone a property, a Plan Commission can use the future land use map as a guide on whether to recommend a rezone approval to the City Council.

The Delphi Future Land Use Map was developed through a series of meetings with the CPC. Future land use classifications were based off the future land use classifications found in the 2008 Carroll County Comprehensive Plan. Classifications were modified to meet the needs of the City of Delphi.

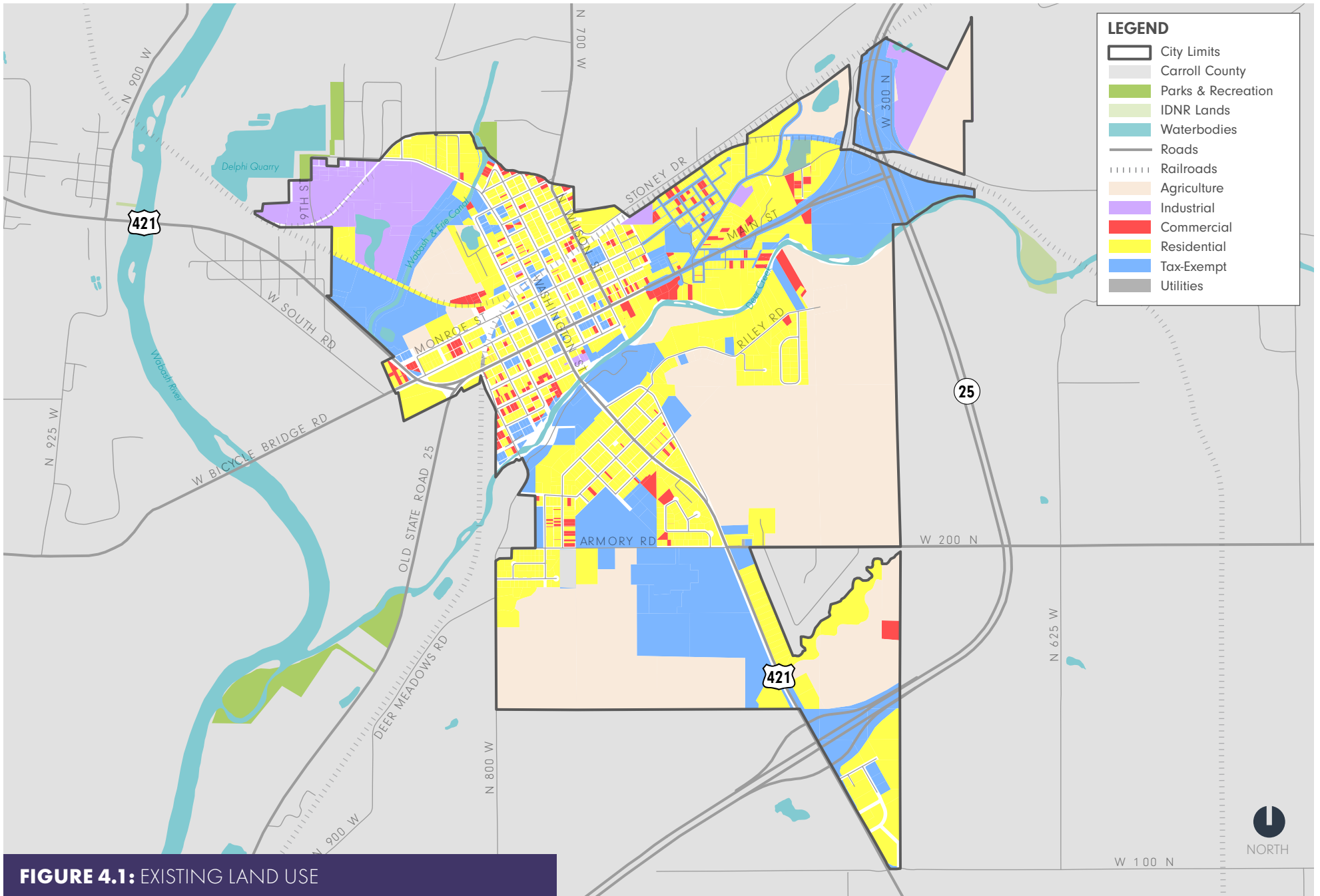


FIGURE 4.1: EXISTING LAND USE

FUTURE LAND USE CLASSIFICATIONS

Land in Delphi is categorized by the following future land use classifications:

LOW DENSITY RESIDENTIAL: Land used or designated for single-family detached housing including estates, conservation subdivisions, and large lot subdivisions with a density greater than or equal to one dwelling unit per acre with access to sewer and water service.

MEDIUM DENSITY RESIDENTIAL: Land used or designated for single-family residential development with a density of two to four dwelling units per acre with access to sewer and water service.

HIGH DENSITY RESIDENTIAL: Land used or designated for single-family detached subdivisions with four to eight dwelling units per acre or multiple family developments (duplexes, townhomes, apartments, and condominiums) with six to twelve units per acre with access to sewer and water service.

MIXED USE: Land used or designated for designed developments that include a mix of land uses, such as commercial, residential, and office.

GENERAL COMMERCIAL: Land used or designated for a broad range of commercial uses and developments that serve the surrounding neighborhoods and region. Commercial uses can include professional offices, commercial services, retail, general offices, entertainment, restaurants, gas stations, and hotels.

DOWNTOWN MIXED USE: Land used or designated for downtown commercial uses that accommodate a variety of commercial, residential, and institutional uses and may include second-story residential uses. This category provides local goods, services, and restaurants to adjacent and nearby neighborhoods.

INSTITUTIONAL: Land used or designated for public services, government operations, and government facilities. This category also includes uses commonly associated with public and private institutions like schools, churches, libraries, and large cemeteries.

INDUSTRIAL: Land used or designated for small- to large-scale industrial uses, such as warehouses, manufacturing, distribution, assembly, or other similar uses.

INDUSTRIAL / FLEX OPTION: Land used or designated primarily for future industrial land uses. Development of commercial, business park, or residential land uses also may be considered.

MINERAL RESOURCES: Land used or designated for the extraction/processing of mineral resources including limestone and gravels.

PARKS AND RECREATION: Land used or designated for private or public parks, trails, recreation, or open space, including commercial recreational facilities, RV parks, golf courses and nature areas.

COMMUNITY FEEDBACK

During the community input process, discussions were primarily focused on large sections of undeveloped land and areas along the major transportation network. Participants at the Community Workshop indicated the desire for additional residential and park/recreational uses to be designated in the undeveloped, traditionally agricultural, land in the southern and eastern portions of the City. Input on commercial and industrial uses were mainly directed to nodes near the Hoosier Heartland Highway and U.S. 421.

Although 87% of survey respondents “agreed” or “strongly agreed” that agriculture is an important component to Delphi, many comments were focused on development opportunities.

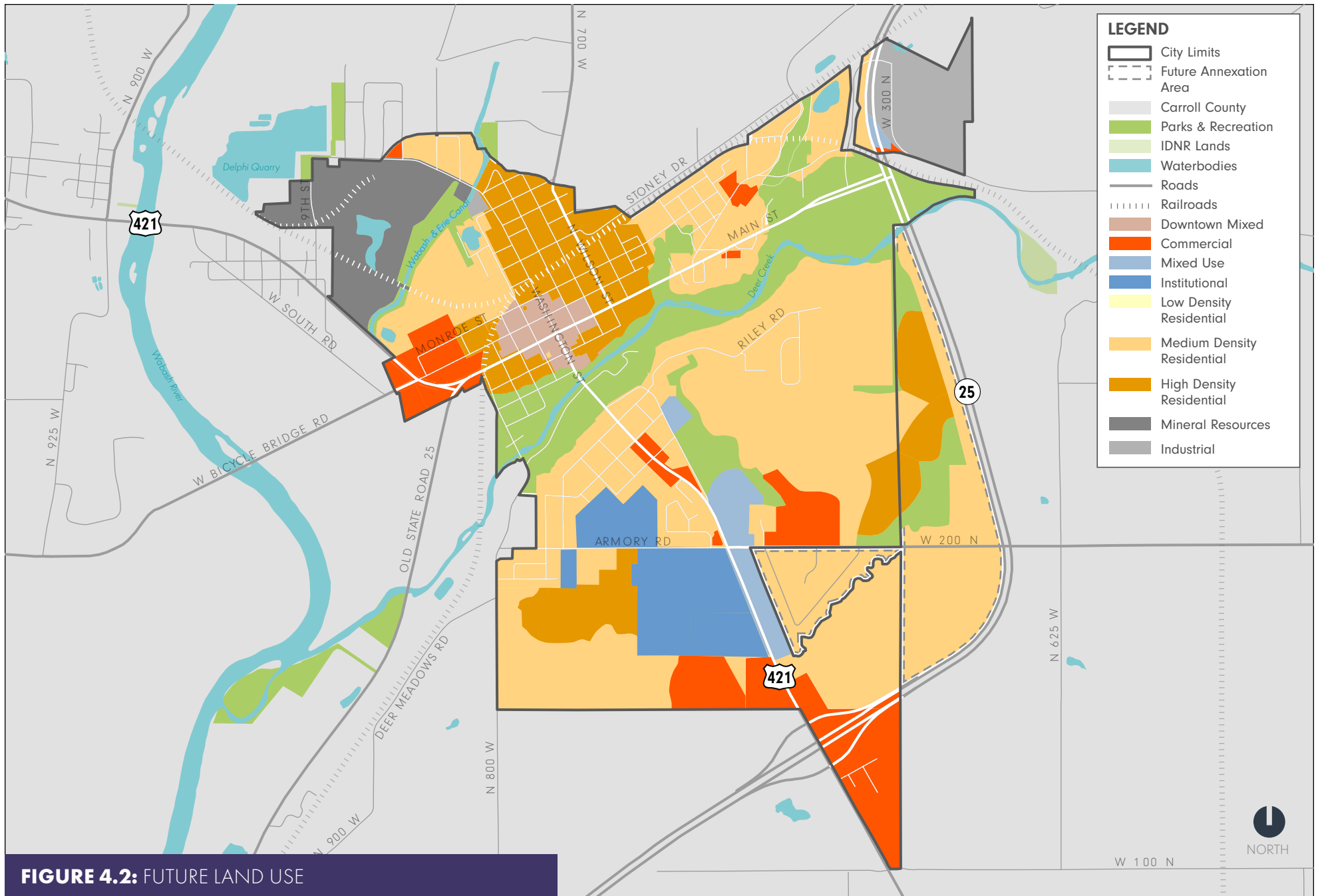


FIGURE 4.2: FUTURE LAND USE

GOALS & ACTION ITEMS

GOAL 1:

USE THE FUTURE LAND USE MAP AS A GUIDE FOR POTENTIAL LAND USE CHANGES AND ORDINANCE UPDATES.

Delphi's Future Land Use Map is a tool and resource for the Delphi community to use to guide future development. The map takes into consideration the recommendations and input of the 2008 Carroll County Comprehensive Plan, the transportation network, infrastructure network, current conditions and economic trends, as well as public input and guidance from the Comprehensive Planning Committee.

ACTION ITEMS

- ▶ Make the Future Land Use Map available to staff, City officials, residents, and developers and help educate these groups on the importance of land use planning.
- ▶ Update Delphi's Zoning and Subdivision Ordinances and respective zoning map to reflect the City's vision.
- ▶ Identify key areas of the City in which extra standards may be appropriate through an Overlay District in a Zoning Ordinance update, such as the downtown area, environmentally sensitive areas, or key transportation corridors.

GOAL 2:

ENGAGE IN LAND USE OPPORTUNITIES AND ACTIVITIES ADJACENT TO CITY LIMITS.

Areas immediately adjacent to Delphi's city limits have the potential to become incorporated areas of the City if annexation were to happen. Therefore, it is prudent of the City of Delphi to be aware of the type of development activities happening in these areas as they have potential to affect adjacent City properties or become part of the City in the future.

ACTION ITEMS

- ▶ Consider developing an annexation plan to establish areas the City would be interested in acquiring. Areas identified should be strategic, meaning they contribute to the City for specific purposes, such as economic development, residential development, or quality-of-life purposes.
- ▶ Consider adopting an Extra Territorial Jurisdiction (ETJ) ordinance to extend planning and zoning jurisdiction into unincorporated areas adjacent to city limits to ensure new development is in-line with the City's overall vision.



CHAPTER 05

GOVERNMENT & FISCAL CAPACITY

INTRODUCTION

The City of Delphi has over 35 staff members and elected officials that contribute to the day-to-day operations of the City. While the municipality functions successfully with its current structure, it is approaching a period in which many of its long-term department leaders are reaching retirement age. This represents both a challenge and opportunity to develop new leadership that maintains the high level of service to the community.

KEY FINDINGS

- ▶ Upcoming retirements of long-time staff suggest transition plans are needed to pass on institutional knowledge.
- ▶ There is a gap between the younger generations and career opportunities within City departments.
- ▶ There is a desire for improved communications between the City and the public.
- ▶ New staff positions, such as a communications director, could be considered.

EXISTING CONDITIONS

The elected officials of Delphi consist of a mayor, a city council, and a clerk-treasurer. The five-member city council is made up of elected officials that serve on a four-year term. The City Council serves as both the City's legislative body and fiscal body and is responsible for the passage of ordinances and budgetary issues. The Clerk-Treasurer's office is responsible for the account of the City, maintaining court records, water billing, and handling the payroll of City employees. The City's mayor, also elected on a four-year term basis, is responsible for managing the day-to-day operations of the City government. The mayor also oversees the following City departments:

- ▶ Community Development
- ▶ Delphi Municipal Airport
- ▶ Street and Parks
- ▶ Police
- ▶ Wastewater
- ▶ Water Works

Delphi's Clerk-Treasurer's office is the financial hub of city government. The office typically oversees a budget of \$3.8 million to \$4.2 million annually. The office is responsible for every financial record for the City, including financial records related to grants and bonds. The City of Delphi proudly holds over two years of reserve funds and a million dollar certificate of deposit (CD).

With a number of long-term employees approaching retirement age, the City must be strategic in its structuring and how it plans to continue operations into the future. Succession plans will need to be in place to transfer institutional knowledge onto the next generation of department leaders and employees. The City has also experienced difficulties with

fully staffing its various departments, most notably the Police and Water Works Departments. Additionally, offices like the Clerk-Treasurer's office have concerns about managing a growing workload without growing staff. An emphasis should be placed on preparing departments for growth and recruitment efforts. Using local tools, like the reestablished Leadership Carroll County program, can be instrumental in helping to develop new local leaders on Delphi's staff.

The City of Delphi also has several boards and commissions filled with appointed members. City boards and commissions include the following:

- ▶ Board of Public Works & Safety
- ▶ Airport Board
- ▶ Delphi Redevelopment Commission

The City of Delphi currently participates in the Carroll County Area Plan Commission, which handles all planning and zoning operations for the City. Among other duties, the Area Plan Commission is responsible for the review and issuance of building permits, performing building inspections, and enforcement of the Delphi Zoning Ordinance. If the City moves towards establishing an Advisory Plan Commission, some or all of these services could be provided by the City. This will help provide a higher level of service to residents and businesses within the city limits.

As part of this comprehensive planning process, the City's existing Zoning Ordinance and Subdivision Control Ordinance was reviewed. Potential changes and updates were identified that would help ensure alignment between the goals of the comprehensive plan and the City's development code. The full analysis is included in the appendix.

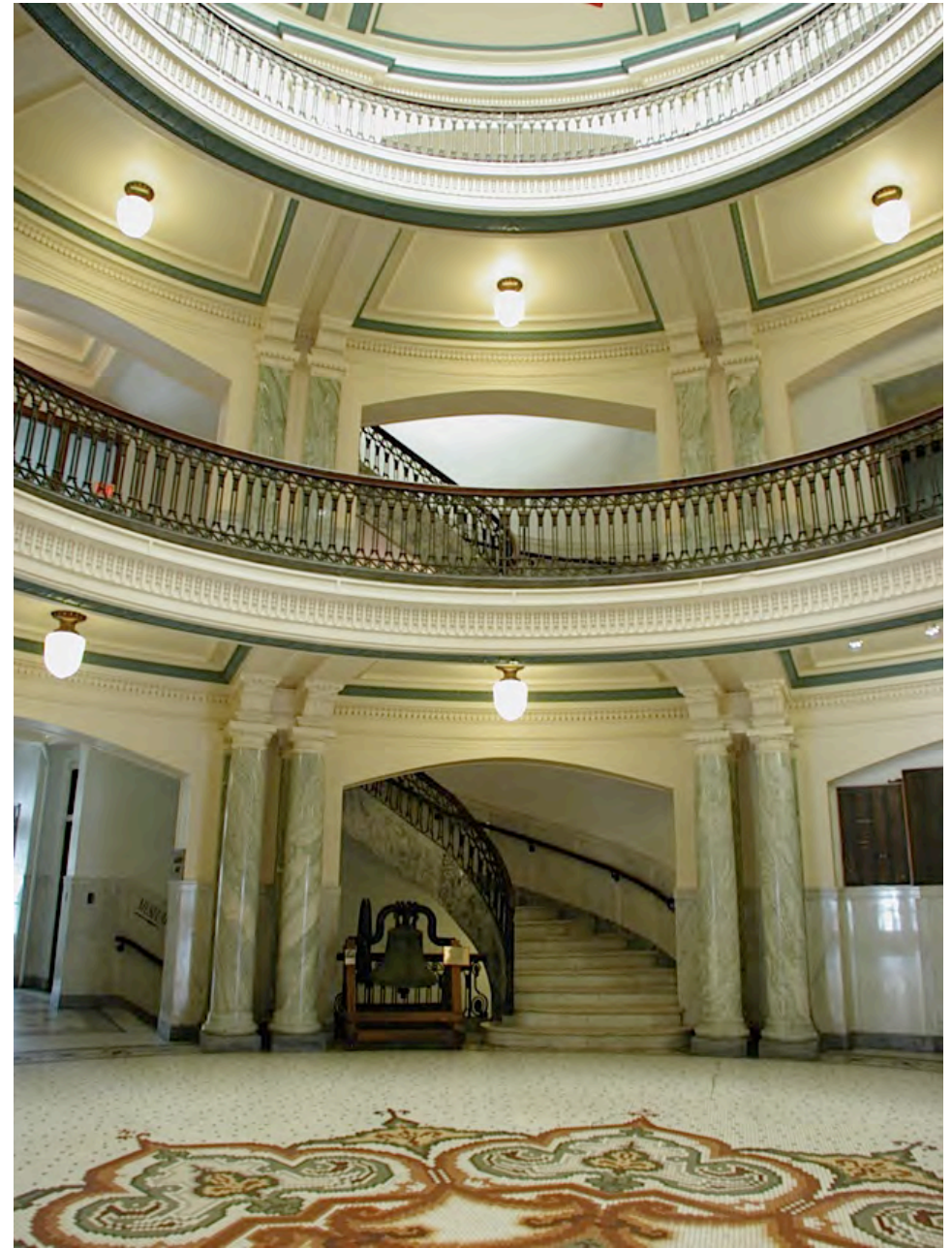


Image Source: Carroll County Government Website

COMMUNITY FEEDBACK

Delphi residents have a strong sense of community pride for their city. As a result of their pride, the issue of building conditions and code enforcement throughout the city was discussed often during public input sessions and the online survey. Only 29% on survey respondents “agreed” or “strongly agreed” that Delphi’s current code enforcement actions are adequate. Many residents also expressed support for the creation of a local building inspection program, noting that it may increase accountability among property owners, mainly of rental units, to keep their properties and buildings well maintained.

Public input also indicated a desire for increased communications and engagement in the community, with less than 40% of survey respondents believing that the City effectively communicates information to the public.

GOALS & ACTION ITEMS

GOAL 1:

ENSURE AN APPROPRIATE LOCAL GOVERNMENTAL STRUCTURE IS IN PLACE TO CARRY OUT DELPHI’S VISION, OPERATE AT A HIGH LEVEL-OF-SERVICE, AND EXPAND CAPACITY AS THE CITY GROWS.

The City of Delphi must be intentional about implementing appropriate boards, commissions, and staff to support an efficient, fiscally responsible, and responsive local government tasked with carrying out the community’s vision.

ACTION ITEMS

- ▶ Develop staff growth and succession plans for each Department.
- ▶ Enroll staff in the Leadership Carroll County program to improve leadership skills.
- ▶ Consider forming a Delphi Advisory Plan Commission.
- ▶ Explore options for the City to begin performing building inspector/commissioner activities.
- ▶ Centralize communications efforts by hiring or contracting work to a communications director to provide clear messaging on upcoming meetings, events, and City initiatives.



IMAGE SOURCE: CITY OF DELPHI

CHAPTER 06

PUBLIC FACILITIES & SERVICES

INTRODUCTION

Maintaining public infrastructure is a critical element of daily operations for the City and its residents. The availability and capacity of utilities can also help facilitate new development and growth, but lack of infrastructure could stifle it. In recent years, Delphi has been proactive in its efforts to invest in the City’s water works and wastewater facilities to ensure the community is prepared for future growth. It will be important for the City to leverage its infrastructure investments to not only maintain, but expand, its high-quality services in the community.

KEY FINDINGS

- ▶ The public seems satisfied with the current level of service the City provides.
- ▶ Recent and planned infrastructure upgrades have the City prepared for growth.
- ▶ The City may want to consider developing a stormwater utility.

EXISTING CONDITIONS

The City of Delphi has continually devoted itself to providing high quality facilities and services for its residents. The City has recently taken on multiple infrastructure investment projects, including the completion of a \$13 million upgrade to the water works system, and a planned \$52 million expansion to the wastewater collection and treatment system. While these investments reflect a commitment to its current residents, they also put Delphi in a prime position for potential residential and economic growth.

All City departments are located within the City Building in downtown Delphi at 201 S. Union Street, with the exception of the Wastewater Department which is located at the Wastewater Treatment Plant at 2251 Old State Road 25. The City plans to move the Water and Street departments to facilities planned adjacent to Well #5, thus freeing up space in the City building for expansion of other departments.

POLICE DEPARTMENT

The Delphi Police Department consists of seven employees, including the Police Chief and several Patrol Officers. While there have been annual investments in equipment and fleet, there are concerns with staffing the Department as the number of officers needed to maintain a high level of service increases.

FIRE DEPARTMENT

DELPHI TRI-TOWNSHIP FIRE PROTECTION TERRITORY

Emergency fire and rescue services for the City of Delphi are provided by the Delphi Tri-Township Fire Territory. The volunteer force consists of 35 members and serves Deer Creek, Madison, and Tippecanoe Townships within Carroll County.

COMMUNITY DEVELOPMENT

The Delphi Community Development Department is currently made up of a director and a code enforcement inspector. The Department is located within the City Building and is responsible for overseeing economic and business development efforts, as well as property inspections for code enforcement.

PARKS DEPARTMENT

The Parks Department is responsible for maintenance and upgrades at the numerous parks throughout Delphi. The Delphi Parks System offers amenities such as shelters and picnic areas, playground equipment, sports facilities, and extensive trail systems, but does not currently provide programming. The Parks and Street Departments are currently under common Superintendent leadership.

WATER WORKS

Delphi's Water Works Department is responsible for bringing safe, clean water to the City's residents. The Department maintains six wells around the City that pump fresh groundwater from deep in the earth to four storage tanks that serve customers and the needs of the Fire Territory. Delphi also has a Wellhead Protection Program that protects the source of drinking water from contamination and pollution by managing land-use activities and potential contaminant sources in areas that overlie the local aquifer. The Department used to maintain seven wells, but Well #6 has been decommissioned. As such, the Wellhead Protection Area around Well #6, depicted in Figure 6.1, is no longer active. Recent investments to the Water Works facilities have included the addition of wells, storage tanks, and pumping stations that will help supply residents' drinking needs for years to come.

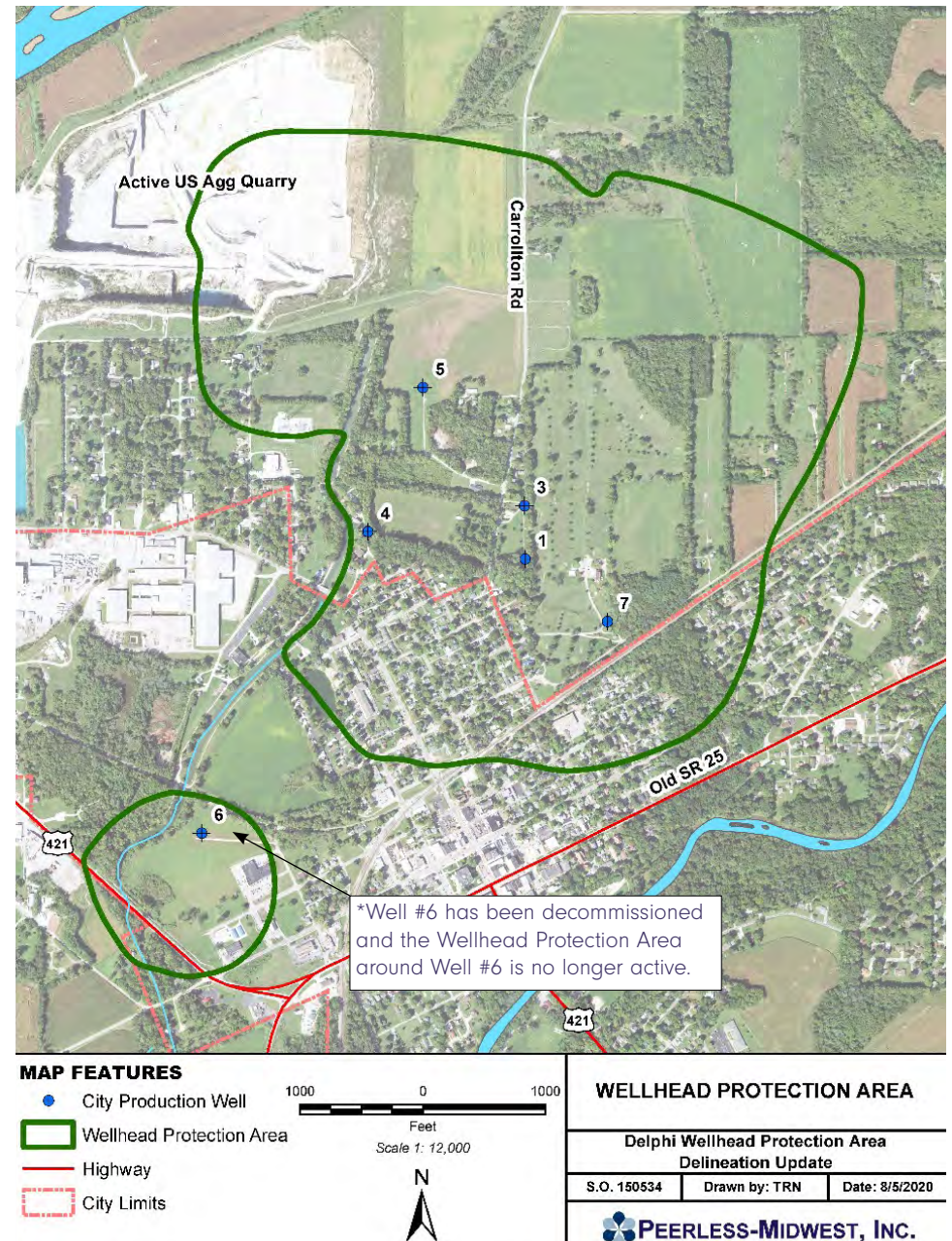


FIGURE 6.1: WELLHEAD PROTECTION AREA



Image Source: Delphi Municipal Airport

WASTEWATER

Located on the southwest edge of Delphi, the Wastewater Department is responsible for the treatment of the wastewater effluent from the City's residences and businesses. The wastewater system consists of several miles of sewer lines, eight lift stations, and the wastewater treatment plant. Planned investments to the wastewater system are projected to double the treatment plant's capacity within five years.

In addition to the wastewater treatment and bio-solids disposal, the Department is also in charge of maintenance of the plant and handling major rain events and system breakdowns that occur. Stormwater management is starting to become a higher priority in Delphi and opportunity exists for the City to develop a stormwater utility that could help fund a new City department and future stormwater infrastructure projects.

STREET DEPARTMENT

Under the same leadership as the Parks Department, Delphi's Street Department maintains approximately 18 miles of City streets and sidewalks. The Department is also responsible for the maintenance of paved hiking trails, snow and leaf removal, stormwater basins, street sweeping, and sign installation. The Department also handles Delphi's trash and recycling services.

DELPHI MUNICIPAL AIRPORT

Established in 1969, the Delphi Municipal Airport is located just outside of the city limits. The airport is a National Plan of Integrated Airport Systems (NPIAS) general aviation airport and is governed by the Board of Aviation Commissioners (BOAC). The facilities also include a terminal building with meeting rooms, fuel and maintenance services, and hangars available for lease.

COMMUNITY FEEDBACK

Feedback from the online community survey indicated a strong belief that the City’s facilities and services are of good quality. Results from the survey indicated that 82% of respondents feel that existing government buildings and facilities are accessible and are in good condition. Slightly over 82% of respondents “agreed or strongly agreed” that the fire protection in Delphi is reliable, along with the 71% of those that “agreed or strongly agreed” that police protection is reliable.

While it can oftentimes be difficult for residents to fully evaluate the performance and capacity of underground utilities, 78% of respondents “agreed or strongly agreed” that access to sewer and water is needed to support new housing in the community. Approximately 60% respondents believe that existing sanitary sewer services are adequate, with 57% agreeing that water quality in Delphi is generally good.

GOALS & ACTION ITEMS

GOAL 1:

CONTINUE TO PROVIDE HIGH-QUALITY PUBLIC FACILITIES AND SERVICES TO DELPHI RESIDENCES AND BUSINESSES.

The City of Delphi has a strong foundation of quality public facilities and services that support current residences and businesses and has the capacity to support future growth. City leadership should continue to invest in current and future facilities and services to maintain the high-level of service the Delphi community has grown to expect.

ACTION ITEMS

- ▶ Continue to make accessibility improvements to public facilities as outlined in the 2021 City of Delphi Americans with Disabilities Act (ADA) Transition Plan.
- ▶ Continue progress on investments and upgrades to the City’s wastewater system.
- ▶ Consider implementing a stormwater utility and fee to fund City-wide storm sewer improvements and maintenance of the system.
- ▶ As industry and growth occurs in the Delphi community, ensure appropriate upgrades are made to the facilities and structures at the Delphi Municipal Airport.

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IMAGE SOURCE: PHAROS TRIBUNE

CHAPTER 07

PLACEMAKING

INTRODUCTION

With a vibrant downtown, extensive parks and trail systems, and a quality school system, it is no wonder that Delphi is considered by many as a great place to live. With its selection as a Stellar Community in 2012, the City was able to invest in downtown revitalization efforts and has continued that momentum with projects that include improvements to the pedestrian network and streetscapes in the commercial district, infrastructure upgrades, and trail connectivity. Outside of the downtown area there are numerous public parks and the Delphi Historic Trail System that offer recreational amenities for residents to enjoy. Even with all of its existing amenities and small-town charm, there is still a desire from Delphi residents to expand dining and entertainment options, as well as activities and amenities for younger generations. Such improvements can elevate the quality of life for existing residents and can help attract new people and families to the area.

KEY FINDINGS

- ▶ A vibrant downtown is essential to the success of the community and the quality of life of Delphi’s residents.
- ▶ More dining, entertainment, and shops are desired.
- ▶ Further coordination of downtown businesses (hours of operation, programming, events, etc.) is needed.
- ▶ Continuing work on historic buildings and supporting infrastructure is important.

EXISTING CONDITIONS

One of Delphi’s greatest strengths is its offerings of quality-of-life amenities. Delphi’s historic downtown district serves as the heart of the City with public spaces and a multitude of local shops and restaurants. The downtown square is listed on the National Register of Historic Places as the Delphi Courthouse Historic District featuring architecturally significant buildings that date back to the 19th and early 20th centuries. As part of the Stellar Community investment projects, the Delphi Opera House was renovated in 2015 and is a focal point in the community, hosting dozens of concerts and theater productions annually. These performances and events are estimated to attract more than 5,000 people to Delphi each year. Other major cultural events hosted in the community include the Old Settlers Festival, Canal Days, and the Indiana Bacon Festival.

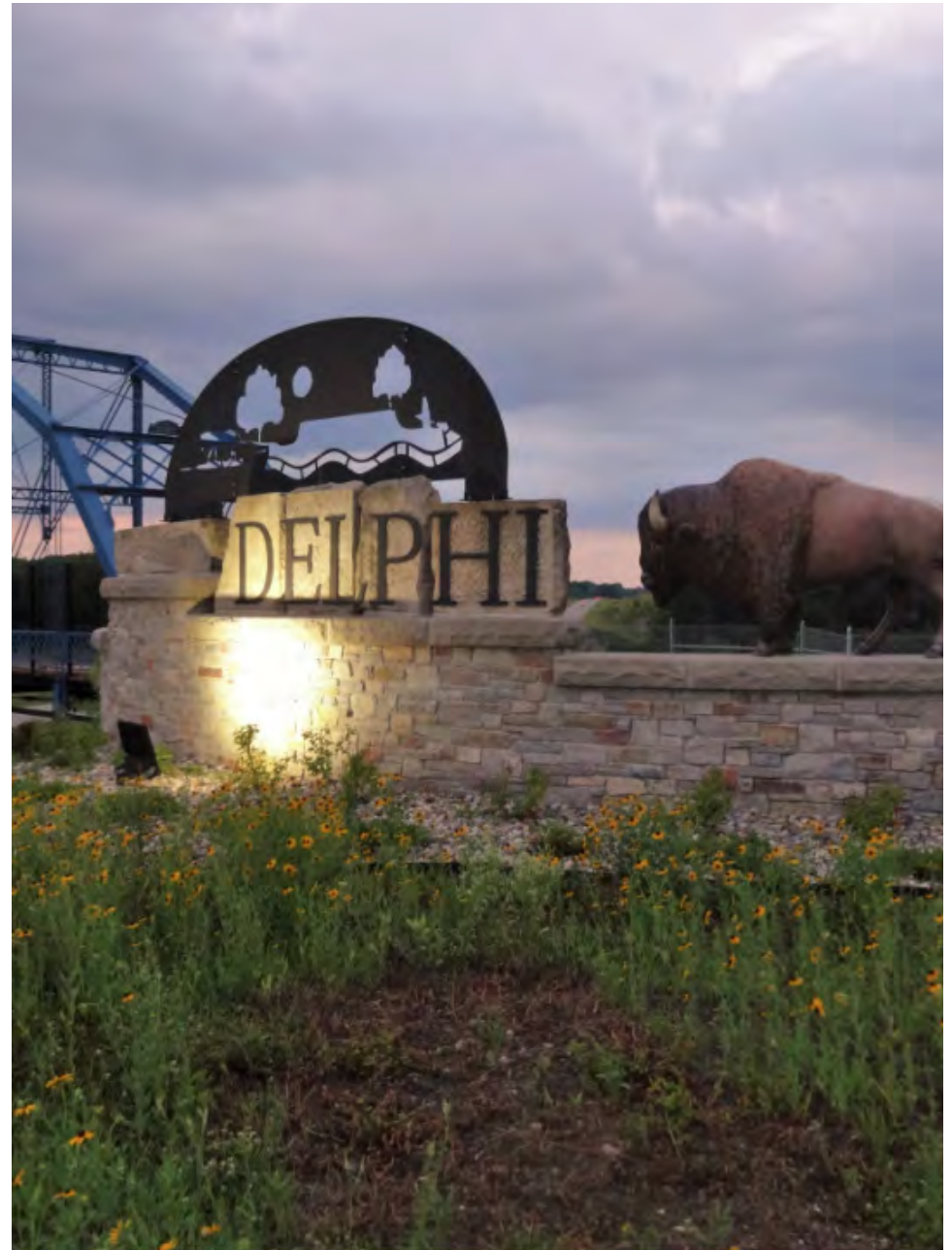
The recently established Delphi Main Street is a non-profit organization whose mission is to foster a prosperous downtown area by growing and promoting businesses and activities. The organization actively works on improving Delphi’s quality of place through programming, promotion, and events in the community.

Delphi also offers extensive outdoor recreational amenities, including five public parks and over 14 miles of trails within the Delphi Historic Trail System. A more comprehensive look at the Parks and Recreation facilities is included in Chapter 13.

The Delphi Community School Corporation serves close to 1,400 students from Pre-Kindergarten through high school. The school system has consistently scored well in the State grading system in recent years and is a source of pride in the community. The Corporation and its facilities are located within city limits on the south side of Delphi. The City is also located within 20 miles of the Purdue University and Ivy Tech campuses.

COMMUNITY FEEDBACK

Nearly 74% of online survey respondents “agreed” or “strongly agreed” that there is a strong sense of community pride in Delphi, with 82% believing that the overall appearance of the City is satisfactory. Just over 83% of respondents also indicated that Delphi is a great place to raise a family. Just as passionate as they are for their community, Delphi residents strongly desire opportunities to improve upon the factors that drive the quality of life. Over 75% of respondents “disagreed” or “strongly disagreed” that there are enough entertainment activities in Delphi for residents aged 9-24.



Bison-Tennial Sculpture Project (image source: IN.gov)

GOALS & ACTION ITEMS

GOAL 1:

ENHANCE AND MAINTAIN DELPHI'S HISTORIC, SMALL-TOWN ATMOSPHERE.

Delphi's distinctive assets contribute to the strong sense of pride among residents and a tight-knit community feel. Maintaining this atmosphere, including Delphi's historic character, scenic beauty, and small-town values, will remain vitally important as the City moves into the future.

ACTION ITEMS

- ▶ Support the Delphi Main Street organization and consider providing funds for services contracted with the City.
- ▶ Create and implement a corridor plan to enhance the entryways into the City.
- ▶ Identify critical community assets and establish programs or policies to ensure their protection.

GOAL 2:

ENSURE APPROPRIATE FACILITIES ARE IN PLACE TO SUPPORT SMALL BUSINESSES, AND TOURIST AND ENTERTAINMENT BUSINESSES IN DELPHI.

Many of the assets in Delphi have seen growing success, such as the Delphi Opera House and downtown Delphi's burgeoning restaurant scene. However, in order for these assets to continue to grow, the City of Delphi will need to work to ensure support amenities are encouraged and available.

ACTION ITEMS

- ▶ Use the 2022 hotel study to attract a hotel developer to the City, taking into consideration Delphi's demand generators, visitor amenities, and potential development sites with easy access and visibility.
- ▶ Promote existing overnight accommodations in Delphi, such as local Airbnb's and camping at the Wabash and Erie Canal RV Park.



IMAGE SOURCE: IN.GOV

CHAPTER 08

ECONOMIC DEVELOPMENT

INTRODUCTION

With proximity to larger cities in the region (Indianapolis, Lafayette, Chicago), established industries, and quality-of-life amenities, Delphi offers many attractive qualities that it can leverage into economic development opportunities. Delphi’s historic downtown district serves as the hub for commercial activity with a variety of local shops, restaurants, and businesses, while larger-scale industrial sites provide numerous employment opportunities along the City’s northern and southern edges. The recently established Delphi Main Street organization and the Carroll County Chamber have been active in efforts to promote local businesses and advocate for economic growth.

The Regional Economic Acceleration and Development Initiative (READI) also awarded the Greater Lafayette Region a \$30 million grant that will spark residential development in the region and a trails project along the Wabash River Corridor. Carroll County is a participating county in the Greater Lafayette Region. Additionally, the City of Delphi is an Opportunity Zone. In 2022, the City worked with the Purdue Center for Regional Development to create a marketing prospectus for potential investors.

KEY FINDINGS

- ▶ The City of Delphi has been proactive in developing tools and incentives to spur economic development.
- ▶ More support is needed for workforce development.
- ▶ Opportunities exist to connect Delphi’s youth to career opportunities in the Delphi area.

EXISTING CONDITIONS

According to the latest data from the Environmental Systems Research Institute (ESRI), manufacturing is the largest employment industry for Delphi residents, representing 33.7% of the jobs. This data is supported by the fact that there are several large-scale manufacturing and industrial employers – Indiana Packers Corporation and US Aggregates, Inc. – located on the outer edges of the City. While these industries provide plenty of employment opportunities, employers have faced difficulties with attracting workers to the community as housing for all levels of the workforce – ranging from entry level to executives – has been limited.

Established in 2012, the Delphi Redevelopment Commission (DRDC) focuses on economic development strategies, identifying areas of interest and eliminating blight within district boundaries established by resolutions of the DRDC and the Delphi City Council. In coordination with the DRDC, the City of Delphi offers various incentives for development investments through several Tax Increment Financing (TIF) Districts and three Housing TIF (HoTIF) Districts.

Tax Increment Financing (TIF) Districts are an economic development tool that captures property taxes in a geographical area and uses them to spark redevelopment. By utilizing TIF District revenues, a city can finance public projects and infrastructure, such as streets, sewer and water, sidewalks, and other similar improvements that can help attract developers to the area. Delphi’s TIF District includes the following:

- ▶ The commercial areas of downtown Delphi, including a commercial strip west of U.S. 421.
- ▶ The industrial park on the City’s northwestern edge.
- ▶ A proposed industrial expansion area to the northeast on SR 25 to SR 218. Some of this district is outside of Delphi’s corporate limits but is part of an interlocal agreement between the City and the Carroll County Commissioners.

HoTIF Districts help to incentivize housing developers and encourage them to pursue opportunities within a community. Similar to commercial TIF Districts, property taxes generated by new residential housing within the TIF Allocation Area are used for public improvement projects and can help make developments more attainable and can lead to more housing. HoTIF Districts include the following:

- ▶ The Canal District.
- ▶ The Burnbrae Farms Development Area.
- ▶ The Armory Road Residential Development Area.

In addition to the TIF areas, the City also has a Riverfront Development District that promotes revitalization efforts in the downtown commercial district. Established in 2020, the district allows restaurants and eateries the opportunity to apply for low-cost liquor licenses from the State of Indiana. The boundaries of the district include Monroe Street to the north, Deer Creek to the south, Indiana Street to the east, and Market and Wabash Streets to the west.

In addition to the Delphi Redevelopment Commission, there are other organizations critical to economic development in Delphi, including the Carroll County Economic Development Corporation (EDC) and the Carroll County Chamber of Commerce. The Carroll County EDC is a resource for entrepreneurs considering sites for new enterprises as well existing business owners exploring relocation or expansion. In the Delphi area, the EDC helps to promote sites in the Delphi Industrial Park and the Hoosier Heartland Industrial Park. Economic tools the EDC promotes are property tax abatements, Tax Increment Financing (TIF), and Community Revitalization Enhancement District (CRED) incentives.

The Carroll County Chamber of Commerce supports member businesses by offering promotional opportunities, tools, and resources. The Chamber supports the retention of local businesses and collaborates directly with the Carroll County EDC to attract new business opportunities. The

Chamber offers a variety of funding and training programs through the BizExcel program. The BizExcel program offers a low-interest loan program, training funds, a business planning and management course, and business counseling.

COMMUNITY FEEDBACK

While Delphi offers many amenities and a variety of local businesses, an emphasis was made throughout the community input process on the desire for more restaurants and retail businesses. Over 75% of survey respondents “agreed” or “strongly agreed” that more restaurants are needed downtown, with nearly 83% believing that more retail is needed. There was also support for further growing and assisting local and small businesses, with over 84% of respondents believing that incentives should be offered to support small businesses in the community.

Workforce development was another area of focus of responses to the survey and among the Stakeholder Groups. Providing support for housing, skill training, and other amenities to help attract and retain the local workforce was highlighted as a key issue for the City during community discussions. Nearly 64% of survey respondents “disagreed” or “strongly disagreed” with the statement that there are enough jobs available in Delphi, along with over 74% indicating that there are not enough jobs for different levels of skill available in Delphi. Stakeholder meetings indicated that there is a gap between students and career opportunities in the Delphi area, and it was suggested that there is a gap between students and careers in the trades.

GOALS & ACTION ITEMS

GOAL 1:

ATTRACT AND RETAIN WORKERS IN THE COMMUNITY BY CONSIDERING INITIATIVES THAT PROMOTE LOCAL INDUSTRIES, SUPPORT HOUSING, OFFER TRAINING, AND CONNECT YOUTH TO LOCAL JOB OPPORTUNITIES.

The City of Delphi must take short- and long-term steps to further support the attraction and retention of employees linked to existing industries and businesses in the Delphi community.

ACTION ITEMS

- ▶ Use the action items identified in the Housing Chapter (9) to ensure the workforce, from entry level to executives, have attainable housing opportunities.
- ▶ Partner with the Delphi Community School Corporation to encourage further skills training and to link job opportunities, such as vocational training programs and programs that support the local workforce.
- ▶ Consider developing student internship opportunities to support local governmental capacity.
- ▶ Develop a youth taskforce to weigh-in on City initiatives, with the overarching goal to attract youth to future local government employment opportunities.
- ▶ Partner with community entities, such as the Carroll County Economic Development Corporation or the Carroll County Community Foundation, to promote internships and job opportunities with employers within the City.

GOAL 2:

IDENTIFY APPROPRIATE ECONOMIC TOOLS AND DEVELOPMENT SITES IN DELPHI TO ATTRACT AND RETAIN INDUSTRIES AND EMPLOYERS.

In addition to working to attract and retain workforce for existing Delphi industries and employers, the City of Delphi should continue efforts to attract and retain industries and employers to help expand the Delphi economy. Efforts should continue to build on existing relationships and partnerships with the Carroll County Economic Development Corporation and Carroll County Chamber of Commerce.

ACTION ITEMS

- ▶ Ensure utility availability and transportation connectivity to sites identified for future commercial and industrial development.
- ▶ Partner with the Carroll County Economic Development Corporation on the promotion and marketing strategy for the identified development sites and, in particular, shovel-ready sites.
- ▶ In partnership with the Carroll County Economic Development Corporation, develop an incentives toolkit that helps attract larger employers to the Delphi community.
- ▶ Provide transparent communication to residents on project progress and incentive/funding efforts.

GOAL 3:

INVEST IN EFFORTS TO SUSTAIN AN ECONOMICALLY DIVERSE AND STABLE DOWNTOWN DISTRICT.

It is no secret that vibrant downtowns sell more than local goods and services – they can sell a city to new companies and industries. The City of Delphi has a stellar downtown foundation that the City should continue to build upon to attract larger economic development opportunities.

ACTION ITEMS

- ▶ Prepare a Downtown Revitalization Plan to help identify the unique economic needs and projects needed to ensure the future success of downtown Delphi.
- ▶ Develop a downtown business attraction program. Components of the plan should include identifying desired downtown businesses to help prioritize recruitment efforts as well as a resources and incentives toolkit.
- ▶ Develop a ‘retention and expansion’ toolkit for local/downtown businesses that pulls together local retention programs and opportunities from Delphi Main Street, the Carroll County Economic Development Corporation, and the City of Delphi.
- ▶ Work with Delphi Main Street and local business owners to identify retention and expansion barriers and develop programs to respond to these issues.

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CHAPTER 09

HOUSING

INTRODUCTION

Delphi is widely viewed as a desirable place to live and raise a family, but the lack of housing development in recent years has stalled the City’s growth. Delphi’s population mildly increased from 2010-2020, but without new housing, the community faces challenges in retaining and attracting residents. With the City’s investments in local utilities and quality-of-life factors, the City is primed to support moderate growth. Recent trends indicate that workers are increasingly choosing a place to live based on amenities and then finding employment, which represents an opportunity for Delphi to incentivize housing development and redevelopment to attract and retain residents.

KEY FINDINGS

- ▶ A mix of quality housing options will be important to growing the population.
- ▶ Delphi needs to address blighted and vacant properties.
- ▶ The City should consider public/private partnership opportunities to address the needs of large- and small-scale developers/builders.
- ▶ The City is updating its Zoning and Subdivision Control Ordinance to ensure future residential developments reflect the character of the City.

EXISTING CONDITIONS

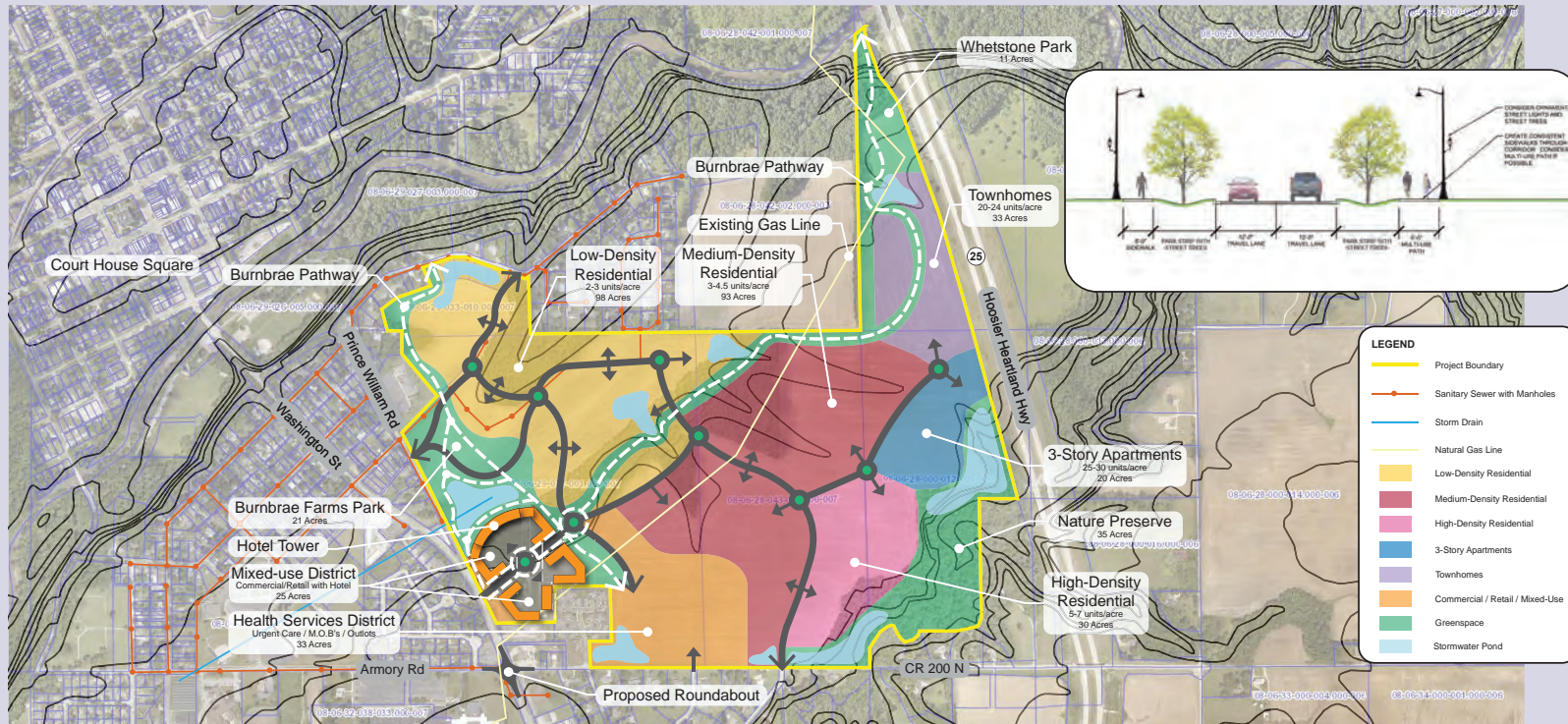
According to the 2020 U.S. Census, Delphi’s population increased 2.4% from 2010-2020 which outpaced Carroll County (0.8%) but was less than the State (4.7%). To support continued growth, the City will need to keep up with the housing demands of residents in all phases of life.

The American Community Survey (ACS) Housing Summary indicates that there are 1,221 total housing units in Delphi. Of those housing units, 53.7% of homes are owner-occupied, 33.7% are rentals, and 12.6% structures are vacant. Delphi’s percentage of vacant homes is lower than that of Carroll County (15.8%) but higher than the State average (10.4%).

In recent years, the City has seen a decline in the number of single-family homes constructed in the community. According to the ACS Housing Summary, only 11% of the housing stock in Delphi was built in the past twenty years; the preceding twenty years (1980-2000) saw approximately 17% of the housing stock constructed. These numbers, along with the fact that 56% of the City’s housing stock was built 1950 or earlier, means the homes in Delphi are aging significantly and new home construction is not keeping pace with current market demands.

A positive result of an older housing stock is that Delphi features many architecturally historic structures and homes. In fact, two residential housing districts in Delphi are being nominated to the National Register of Historic Places. The Delphi Preservation Society, founded in 1994, is a local non-profit organization that helps preserve the historic architectural and cultural integrity of the community through revitalization efforts and annual awards.

In recent years, the City of Delphi has been proactive in working to recruit housing investors. In 2021, Delphi unveiled a development plan for the Burnbrae Farms Addition, a 275-acre tract of land between Prince William Road, Riley Road, County Road 200 North, and the Hoosier Heartland. The development plan, adopted by the Area Plan Commission and City Council, calls for seven sub-areas for different types of housing, a commercial area, and greenspace. To further incentivize housing developers, the Delphi Redevelopment Commission (RDC) established the area as a Housing Tax Increment Finance (HoTIF) District, a mechanism that would allow the RDC to help fund infrastructure for the housing development, such as roads, waterlines, sewers, and stormwater drainage.



Low-Density Residential



Apartments



Townhomes



High-Density Residential



Medium-Density Residential

BURNBRAE FARMS SUB-AREA PLAN | DELPHI, IN
OCTOBER 21st, 2021



FIGURE 9.1: BURNBRAE FARMS DEVELOPMENT

COMMUNITY FEEDBACK

Throughout the public input process, housing issues were consistently discussed as a critical factor for many different aspects of the community. Over 73% of survey respondents “agreed” or “strongly agreed” that building new housing in Delphi is important to growing the population. In addition to single-family residential homes, respondents also identified the need for more affordable and mid-level housing in the community. These sentiments were shared by the various stakeholder groups and the Steering Committee, which acknowledged the fact that more housing options are needed to support all levels of the City’s workforce.

Considerable feedback was received during the public engagement process on the importance of maintaining the community’s overall appearance, with nearly 90% of survey respondents that “agreed” or “strongly agreed” Delphi needs to address abandoned properties.

GOALS & ACTION ITEMS

GOAL 1:

PROVIDE A RANGE OF HOUSING OPTIONS THAT SUPPORT MODERATE GROWTH.

Support new construction at all levels – single-family homes, apartments, townhomes, and other housing types – to meet the demands of residents in all phases of life.

ACTION ITEMS

- ▶ Update the City’s Zoning and Subdivision Control Ordinance to ensure it is developer-friendly and reflects the City’s vision for the future.
- ▶ Pursue options for public/private partnerships with regional builders.
- ▶ Develop a program to connect builders to opportunities for infill development on lots in existing neighborhoods.
- ▶ Use the Housing Tax Increment Finance (HoTIF) tool as a way to incentivize developers to invest in Delphi.

GOAL 2:

CONTINUE CODE ENFORCEMENT EFFORTS TO ADDRESS BLIGHTED PROPERTIES.

The City of Delphi has started a successful code enforcement program in recent years. The City should continue to build off this success by developing supplemental initiatives.

ACTION ITEMS

- ▶ Develop an action plan for enforcement in targeted areas of the City, such as gateway corridors and areas near public spaces.
- ▶ Consider developing a Residential Rental Inspection Program (RRIP) to ensure health and safety standards are in place and to raise the quality level of rental housing.
- ▶ Develop a rehabilitation program for residential properties. This program may include a revolving loan fund to help homeowners finance improvements.

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IMAGE SOURCE: CARROLL COUNTY COMET

CHAPTER 10

TRANSPORTATION

INTRODUCTION

Delphi's east-west connectivity was greatly improved in 2013 with the completion of Indiana Department of Transportation's Hoosier Heartland project. This project transformed State Road 25, the primary east-west corridor through Delphi, into a new, four-lane limited access highway. The Hoosier Heartland Highway is an asset to the community, improving accessibility to both Lafayette and Fort Wayne.

This investment has addressed Delphi's most significant transportation needs, allowing the City to focus future investment in other categories. Future investment is needed in the form of bicycle and pedestrian accommodation, local road and street work, and related improvements.

KEY FINDINGS

- ▶ Residents have expressed the need for expansion and repair of existing trails and sidewalks throughout the City.
- ▶ Improved pedestrian accessibility for all ages and abilities is needed.
- ▶ Residents and business owners have expressed concern of having too much heavy truck traffic in the downtown area.

EXISTING CONDITIONS

PRINCIPLE ROADWAYS

State Road 25 is the primary east-west corridor running through Delphi. The two-lane rural highway, originally constructed in the 1930s, was renovated by the Indiana Department of Transportation (INDOT) as part of the Hoosier Heartland project. The project involved replacing State Road 25 with a new four-lane, limited-access highway that connects Lafayette to Fort Wayne. The 12-mile stretch between Lafayette and Delphi opened in October 2012. The remaining portion of the highway, between Delphi and Logansport, opened a year later in October 2013. The renovated Hoosier Heartland Highway is an asset to Delphi, promoting connectivity and economic development across northern Indiana. U.S. 421 is an important north-south corridor that crosses through the City, linking the Delphi to Monticello in the north and Frankfort in the south.

Delphi has a variety of functionally classified roadways that create a hierarchy of streets comprising the City's transportation network. This classification system was created by the Federal Highway Administration (FHWA) and used by INDOT to evaluate how roadways function within a given transportation network. The categories of classification include the following:

- ▶ interstates, freeways and expressways,
- ▶ principal arterials,
- ▶ minor arterials,
- ▶ major and minor collectors, and
- ▶ local streets.

The Functional Classification Map illustrates the hierarchy of roadways in Delphi.

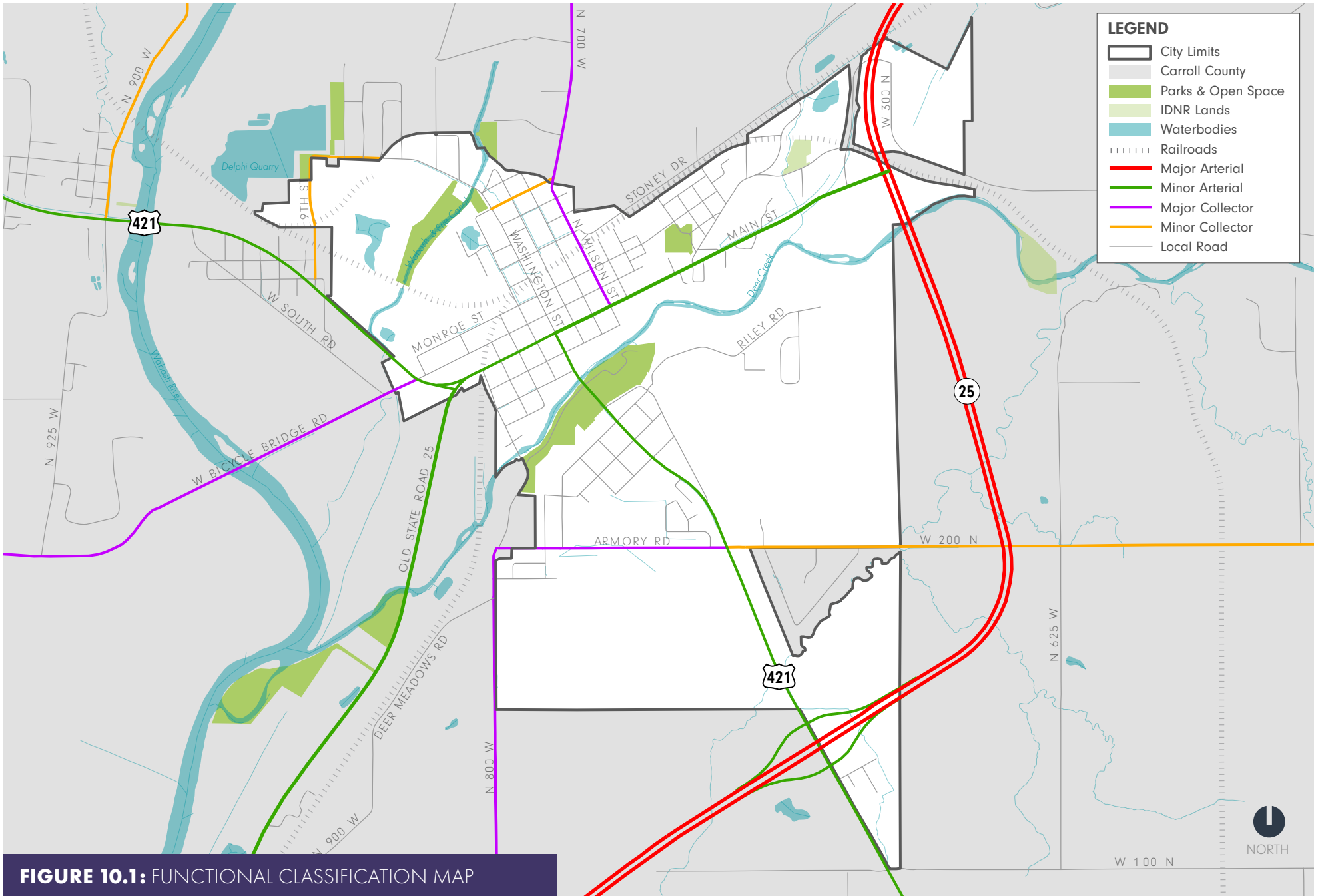


FIGURE 10.1: FUNCTIONAL CLASSIFICATION MAP

RAILROADS

There is one active rail line that runs through Delphi. Norfolk Southern is a Class I freight railroad in the eastern United States that operates and maintains approximately 1,440 miles of track in Indiana. The line through Delphi is part of a larger segment that bisects the state, crossing through Fort Wayne and Lafayette. Trains pass through Delphi approximately every seventeen minutes.

TRAILS AND SIDEWALKS

Although Delphi has a well-developed trails system (see Chapter 13 – Parks and Recreation), there are opportunities to improve sidewalks and pedestrian accessibility throughout the City. Sidewalks are absent in some neighborhoods and should be renovated in others. As part of Delphi’s Americans with Disabilities (ADA) Transition Plan, a sidewalk and curb ramp inventory was completed in 2021. The City intends to use the maps produced from this inventory to identify locations where non-ADA-compliant ramps and sidewalks exist, then prioritize repairs in these areas on an annual basis.

AIRPORT

Founded in 1969 by two local farmers, the Delphi Municipal Airport is a National Plan of Integrated Airport Systems (NPIAS) general aviation airport located just outside the City of Delphi and 15 miles away from Lafayette. The airport owned by the City of Delphi and is governed by the Board of Aviation Commissioners. The airport strives to serve the surrounding communities, as well as visitors, and offers a 4,000-ft runway, fuel, free tie-downs and landings, and leasable hangars. The runway is instrument rated for landings.

COMMUNITY FEEDBACK

Most of the community feedback regarding transportation focused on sidewalks and trails. 58.49% of survey respondents agreed or strongly agreed that sidewalks in Delphi are “generally available, accessible, and in good condition.” Although sidewalks and trails are generally viewed favorably, the consensus in Delphi is that both need to be expanded and/or upgraded to improve pedestrian accessibility throughout the City. Some residents complained that the sidewalks in Delphi are “horrible,” “in poor shape,” “cracked,” “warped,” or otherwise missing completely. Similarly, survey respondents commented that trails need to be repaved and better lit. Residents believe this state of disrepair deters walkability and creates a potential safety hazard, especially for children and the elderly. Damaged sidewalks are often inaccessible to individuals with wheelchairs and strollers. Finally, it’s important to note that sidewalks are missing in critical areas. For example, there are no sidewalks connecting Delphi Community High School and Middle School to the downtown along U.S. 421.

GOALS & ACTION ITEMS

GOAL 1:

PROVIDE A SAFE AND WELL-CONNECTED TRANSPORTATION SYSTEM THAT SUPPORTS NOT ONLY VEHICLES, BUT PEDESTRIANS AND CYCLISTS.

ACTION ITEMS

- ▶ Take steps to appropriately redirect semi-truck traffic out of downtown Delphi.
- ▶ Ensure street standards are up to date, follow current best practices, and include bicycle and pedestrian facilities.
- ▶ Use the 2021 Delphi Americans with Disabilities Act (ADA) Transition Plan to identify locations where non-ADA-compliant ramps and sidewalks exist, then prioritize repairs in these areas on an annual basis.
- ▶ Adopt supporting policies, like a vulnerable road user ordinance, that enhance opportunities for appropriate bicycle and pedestrian options.
- ▶ Continue to maintain the City's PASER roadway rating assessment and use the Indiana Department of Transportation's Community Crossings Funding program to leverage local paving funds.
- ▶ Work with the Federal Railroad Administration to create a quiet zone, meaning railroads will cease the routine sounding of horns when approaching grade crossings.
- ▶ Consider adopting a golf cart ordinance.



Freedom Bridge Across Hoosier Heartland Highway (Image Source: DMZ)

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CHAPTER 11

AGRICULTURE

INTRODUCTION

Although agricultural activity remains an important part of the economy and culture in Carroll County, there is a limited amount of farmland remaining within Delphi’s city limits. As such, Delphi residents have expressed an interest in pursuing business development in other sectors beyond agriculture. That said, there remains an interest in supporting family farms and agricultural-related businesses in Delphi. Furthermore, urban agriculture is a growing trend as more residents have an interest in supplementing one’s personal food choices, saving money, supporting local food banks, and/or supplying for-profit enterprises.

KEY FINDINGS

- ▶ Farming remains an important way of life for Carroll County residents, but Delphi is looking to expand its local economic opportunities beyond agriculture.
- ▶ Support remains for family farms and mid-level agricultural-related businesses in Delphi.

EXISTING CONDITIONS

There are approximately 535 acres of agricultural land in Delphi’s incorporated boundaries. The largest agricultural parcels are found on the east and southwest sides of the City. Most of the adjacent land use found in Carroll County, outside of Delphi’s boundary, is agricultural.

According to the 2017 Census of Agriculture, Carroll County ranks ninth in the state in terms of total market value of agricultural products sold (approximately \$250 million). On average, the net cash farm income was \$106,056 per farm in 2017. Common crops grown in Carroll County include corn and soybeans. Common livestock include hogs, cattle, and goats. Delphi has historically been known for its large pork-packing business. Even today, Carroll County’s largest employer, Indiana Packers

Corporation, is located just south of the City. Agricultural heritage is strong in Carroll County. In fact, 94% of farms in the County are considered family farms.

There is no ‘Agricultural’ zoning district in the City of Delphi. Agricultural uses are not listed as a permitted use in any zoning district except for the Floodplain Overlay District.

COMMUNITY FEEDBACK

Although Carroll County has a strong agricultural background, community feedback indicates that Delphi should invest in business development strategies that extend beyond farming. One respondent commented that there is “too much focus on just farming [in Delphi]” and expressed the “need to look to future business development.” Additionally, another respondent wrote that, “while agriculture will always be an important part of Delphi’s economy, we should consider strategies that would allow Delphi to attract and retain businesses that would attract a more affluent population.” Where agricultural practices are to continue, there was emphasis on supporting family farms and pursuing mid-level agri-business opportunities to take advantage of the County’s agricultural strengths.

GOALS & ACTION ITEMS

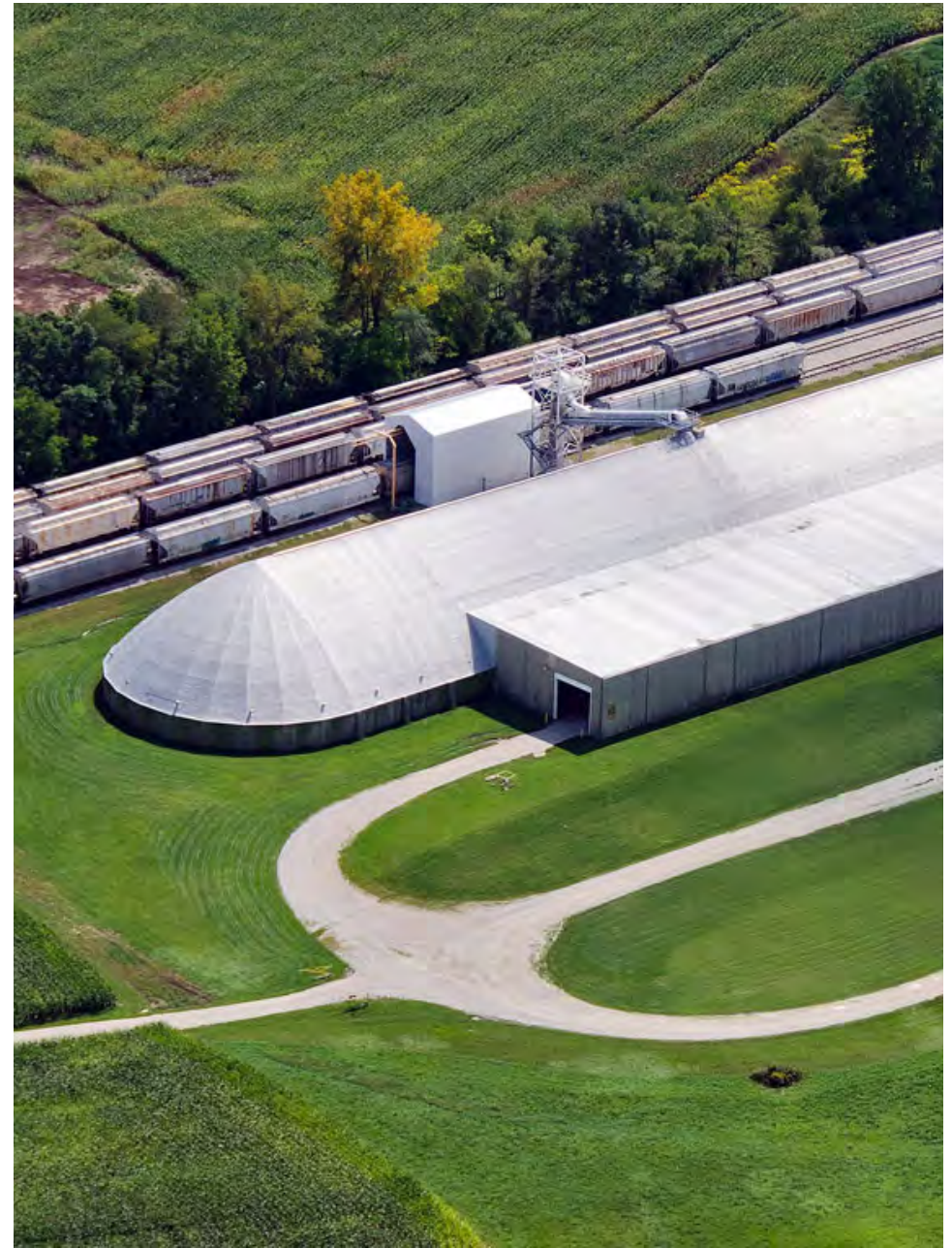
GOAL 1:

PROMOTE LAND USE POLICIES THAT ENCOURAGE GROWTH AND DEVELOPMENT TO OCCUR WITHIN CITY LIMITS AND PROVIDE APPROPRIATE TRANSITIONS INTO UNINCORPORATED CARROLL COUNTY.

The City of Delphi actively encourages growth and development to occur within city limits. In turn, this helps to promote and retain the agricultural character of Carroll County. This symbiotic relationship is important to ensuring agriculture is supported in the Delphi community, and special attention should be given to the transition areas between city and county land uses, as well as urban agriculture practices.

ACTION ITEMS

- ▶ Update development ordinances to require appropriate buffer areas between land uses.
- ▶ Ensure City policies and ordinances support agriculture-related businesses.
- ▶ Consider recruiting and incentivizing agriculture-related businesses to locate in Delphi.



Anderson's Agricultural Wholesale Facility (photo source: Anderson Plant Nutrient Group)

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IMAGE SOURCE: INDIANA LANDMARKS

CHAPTER 12

NATURAL RESOURCES

INTRODUCTION

The City of Delphi is primarily surrounded by flat, agricultural land interlaced with rivers and streams and dappled with patches of woodland. Within city limits, most greenspace is part of a designated park or situated on agricultural land. There are no nature preserves or state parks in or around Delphi. With protected natural areas already limited, it is necessary that the City of Delphi continue to preserve woodlands and natural features whenever possible. This is especially important as Delphi considers increasing housing inventory to accommodate new and existing residents.

KEY FINDINGS

- ▶ Deer Creek is a key natural resource for the City of Delphi.
- ▶ As a part of the Deer Creek-Sugar Creek Watershed, it's important that Delphi protects water quality in Deer Creek and the Wabash River.
- ▶ The City of Delphi should continue to preserve natural areas along Deer Creek, from the Monon High Bridge to Trailhead Park, that serve as vital riparian habitat.

EXISTING CONDITIONS

DEER CREEK

Deer Creek is a predominant natural feature for the City of Delphi. The stream runs through Delphi, south of Main Street, and enters the Wabash River near Trailhead Park. Both Deer Creek and the Wabash River are important waterways, each providing vital riparian habitat and supporting ample recreational opportunities in Carroll County.

DEER CREEK-SUGAR CREEK WATERSHED

Delphi is located within the Deer Creek-Sugar Creek Watershed, which drains into the Wabash River via three tributaries: Deer Creek, Sugar Creek, and Buck Creek. Because of its connection to the Wabash River, it is especially important to preserve natural areas and protect water quality along Deer Creek. According to the Nature Conservancy, the Wabash and its connected rivers are an important source of drinking water for 72% of Indiana counties. As City leaders consider future land use decisions, river-friendly policies that protect and improve downstream water quality should be encouraged. Additionally, a variety of plant and animal species call the Wabash River home, including osprey, bald eagles, bobcats, and river otters. In addition to these species, the river is home to 120 endangered, threatened, or rare plants and animals. Protecting woodlands on either side of Deer Creek can help support the survival of these species while also creating opportunities for residents and visitors alike to appreciate native wildlife.

STONE QUARRY

Currently owned by US Aggregates, the quarry located just northwest of the City of Delphi produces numerous high-quality materials, including limestone. The quarry is also an important source of water for the Wabash

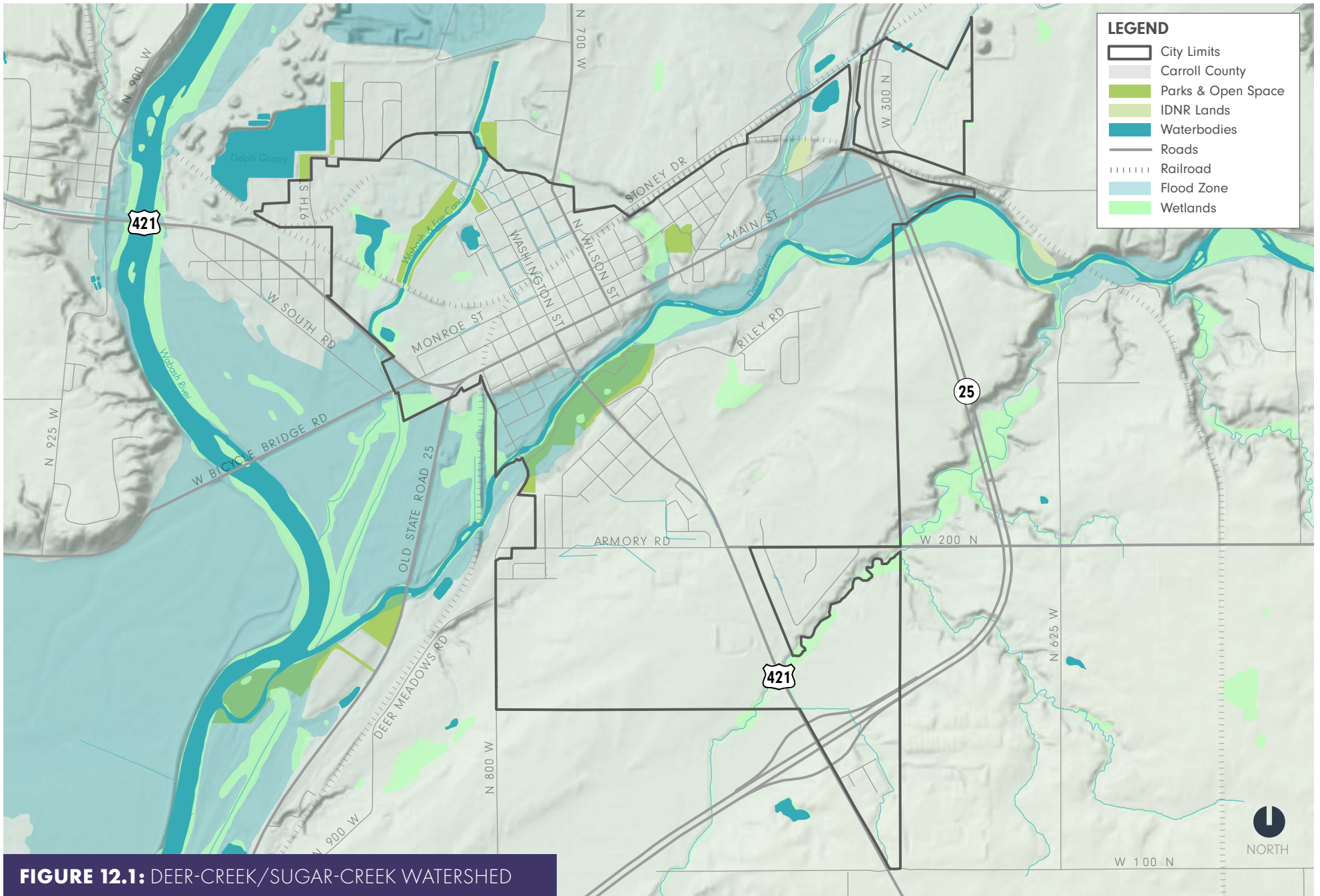


FIGURE 12.1: DEER-CREEK/SUGAR-CREEK WATERSHED

and Erie Canal. According to the US Aggregates website, approximately three million gallons of water are diverted from the quarry into the Wabash and Erie Canal every day. Since 1994, this partnership between US Aggregates and the Wabash & Erie Canal, Inc. has allowed residents and visitors alike to relive the unique history of Delphi.

COMMUNITY FEEDBACK

In the community input survey, respondents noted that “preserving nature is incredibly important” and emphasized the inherent beauty that trees add to the City of Delphi. Natural areas, including Deer Creek and the surrounding woodlands, are considered an asset to the community but may not be accessible to everyone. One survey respondent suggested adding a “wheelchair-friendly path to the creek” since one does not currently exist. Another respondent suggested that there needs to be more “public access and boating nodes... along Deer Creek and [the] Wabash River” to help support recreational opportunities.

GOALS & ACTION ITEMS

GOAL 1:

PRESERVE AND PROTECT NATURAL AREAS ALONG DEER CREEK.

Deer Creek provides an important amenity to the City of Delphi. The creek and its floodplain serve as critical habitat for animals and plants. Healthy, natural areas along the creek help Delphi with flood protection and the removal of pollutants from the water supply.

ACTION ITEMS

- ▶ Update ordinances to encourage context-sensitive development practices that protect areas adjacent to Deer Creek and its floodplain.
- ▶ Partner with the Carroll County Soil and Water Conservation District to connect Delphi property owners with Best Management Practices (BMP’s) and appropriate environmental programs.
- ▶ Identify parcels in the floodplain that may be appropriate to transition into park and open space lands and work with the Parks Department to prepare an acquisition and management plan.

GOAL 2:

PRESERVE AND ENHANCE DELPHI'S URBAN FOREST.

With protected natural areas already limited, it is necessary that the City of Delphi continue to preserve woodlands and natural features whenever possible. This is especially important as Delphi considers increasing housing inventory to accommodate new and existing residents. Delphi's existing urban forest helps to filter air and water, control storm water, conserve energy and provide shaded animal habitat. To maintain these benefits, the City should take intentional steps to invest in the City's urban forest.

ACTION ITEMS

- ▶ Review the existing urban forestry ordinance and consider reactivating the Delphi Urban Forestry Committee.
- ▶ Work with the National Arbor Day Foundation to become a Tree City USA.
- ▶ Continue updating the Tree Inventory and consider adopting a Management Plan that helps manage and care for trees in public spaces and right-of-way.
- ▶ Update development ordinances to include language that preserves quality trees in wooded areas and on lots that are being developed.



The Monon High Bridge spanning Deer Creek (image source: Pharos Tribune)

GOAL 3:

PROTECT AND SUSTAINABLY MANAGE DELPHI'S NATURAL RESOURCES.

Natural resources are bountiful in Delphi, and the City must work to ensure those natural assets are maintained for generations to come. Special efforts to protect resources, such as sunlight, air quality, and mineral resources, should be taken.

ACTION ITEMS

- ▶ Ensure development ordinances protect all natural resources in Delphi, including sunlight, air quality.
- ▶ Work to identify another water resource point other than the quarry.
- ▶ Revise landscape requirements in development ordinances to encourage native vegetation and green infrastructure.



IMAGE SOURCE: CNHINEWS

CHAPTER 13

PARKS & RECREATION

INTRODUCTION

Delphi is home to many great park and trail amenities that take advantage of the City’s location near waterways and natural resources. The Wabash River, Wabash and Erie Canal, and Deer Creek provide beautiful backdrops for the parks and trail heads and offer unique opportunities for experiences that leverage the City’s history with the waterways. The City has also invested significantly in its facilities, most recently by adding the Delphi Dog Park at Riley Park to its inventory in 2022. Residents have consistently noted the quality of the parks and trails and recognize them as a wonderful asset to the community. However, community feedback has also identified a need to upgrade some of the older recreational facilities and equipment, as well as provide better programming at the parks.

KEY FINDINGS

- ▶ Delphi’s Historic Trails system is seen as an asset to residents and visitors alike.
- ▶ Upgrades and improvements are needed at several park facilities.
- ▶ There is a strong desire for increased programming within public parks and spaces.
- ▶ Additional amenities, such as a community pool or splash pad, are wanted by community members.

EXISTING CONDITIONS

Delphi is home to approximately 37.5 acres of public parks, over ten miles of pedestrian trails, and features many recreational opportunities for residents of all ages. Throughout the community input process, residents identified the parks and recreation facilities in Delphi as a strong assets and foundational pieces to the community.

DELPHI HISTORIC TRAIL SYSTEM

The Delphi Historic Trails System offers over 10 miles of trails around the City. Trails are open to walkers, runners, and bikers. The two longest trails in Delphi, both 1.5 miles, are the Riley-City Trail and the Monon High Bridge Trail. The Riley-City Trail weaves through Riley Park and follows along Deer Creek. The Monon High Bridge Trail traces along part of the abandoned Monon Railroad line. Trail maps and brochures are available to residents and visitors, complete with parking information, marked rest areas, and nearby parks.

The City of Delphi is actively working to improve its trails system. In 2019, Carroll County was awarded \$1,274,939 through the Indiana Department of Natural Resources’ Next Level Trails grant program to renovate the Monon High Bridge Trail. A new bicycle trail has also been proposed along Carrollton Road and Stoney Creek Road.

DELPHI CITY PARK

Located east of downtown Delphi along Samuel Milroy Road off of Main Street, the 4-acre City Park is the City’s oldest park, dating back to the early twentieth century. The park features a large playground, a basketball court, open play fields, a tenth-mile hiking track, restroom facilities, and various park shelters. A large historic shelter house is also located at the park and is available to rent by the public.



FIGURE 13.1: HISTORIC TRAILS MAP

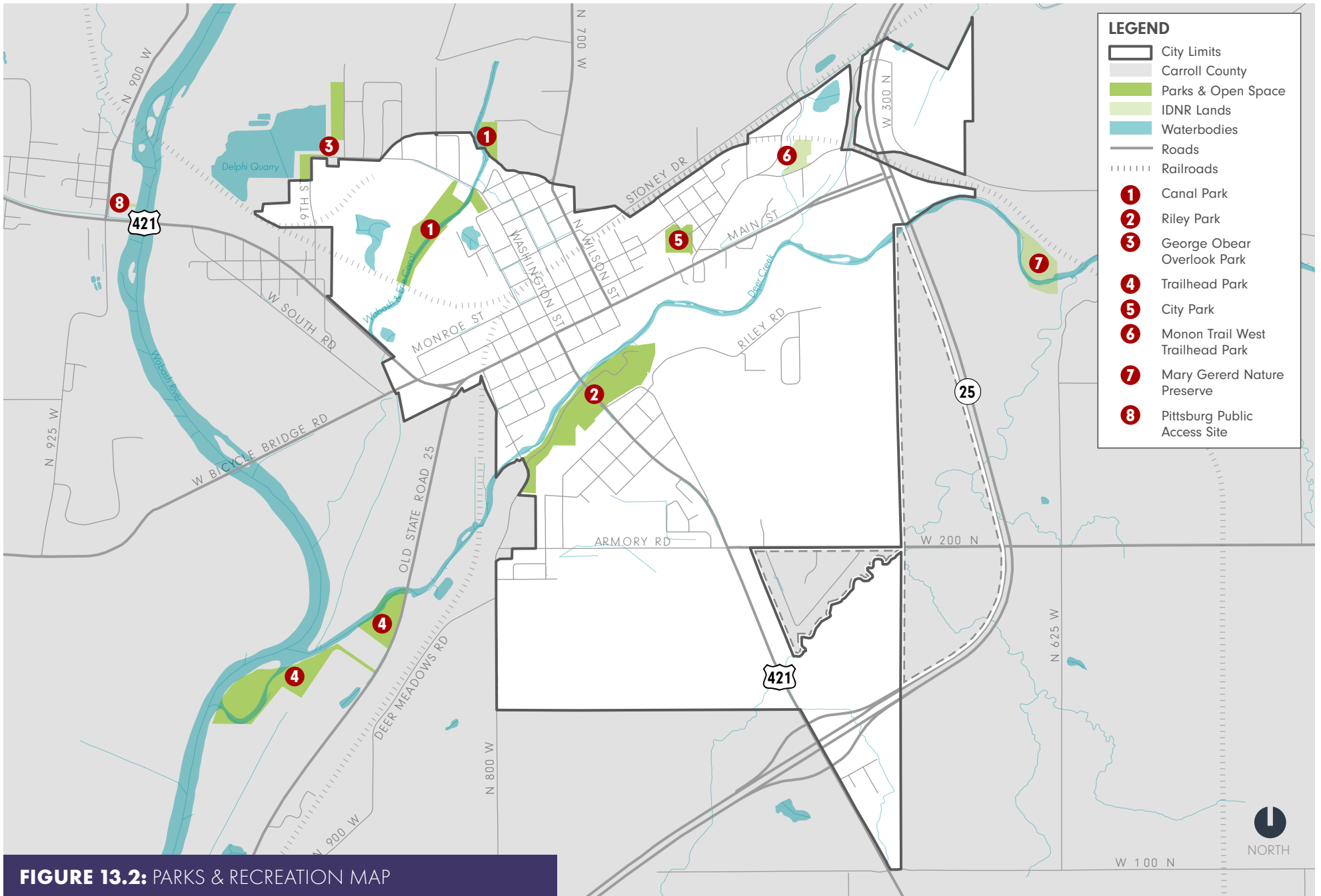


FIGURE 13.2: PARKS & RECREATION MAP

RILEY PARK

Named after Hoosier poet, James Whitcomb Riley, Riley Park is Delphi's largest and most popular park. Located southeast of downtown Delphi along Deer Creek, the 18-acre park offers a lighted baseball/softball field with a concession stand, basketball and tennis courts, a 0.25-mile pedestrian path with exercise stations, modern playground facilities, boardwalks with water access, a suspension bridge over Deer Creek, and numerous park shelters. Riley Cabin is a year-round facility with restrooms and is one of several structures at the park that can be rented for private use.

RILEY PARK ANNEX

Located west of Riley Park, the Annex has been gradually created by land acquisitions through the 1990s. The park features soccer fields, baseball/softball diamonds, restrooms, and the recently added Delphi Dog Park. A trail connects the Annex to Riley Park under the Washington Street Bridge.

CANAL PARK

Canal Park is situated on the Wabash & Erie Canal and is home to the Canal Interpretive Center, an interactive museum that exhibits the history of the waterway. The Canal, constructed in the 1800s, was the longest man-made waterway ever built in the United States and has been an integral part of Delphi's history. Along with the Canal Center, the park features trails, playground equipment, and a recreational vehicle (RV) park for camping.

GEORGE OBEAR OVERLOOK PARK

Donated to the City by U.S. Aggregates in 2003, George Obear Overlook Park is Delphi's newest park. The park is located north of the Canal Center and features grassy areas with picnic tables and a twenty-foot tower that offers beautiful views of the nearby working stone quarry and lake.

TRAILHEAD PARK

Located southwest of Delphi along Old State Road 25, Trailhead Park sits on Deer Creek and offers access to the water for fishing and canoeing. The park features picnic shelters, tables, grills, and a pedestrian suspension bridge with access to the Delphi Historic Trail System.

WABASH RIVER GREENWAY

In addition to the robust park and trails system in Delphi, the City is also a stakeholder in the regional greenway initiative called the Wabash River Greenway. This master planning effort will create a vision document for greenway routing through the Wabash River corridor and the primary study area includes a five county region. The City of Delphi has a seat on the Steering Committee for this effort.

CARROLL COUNTY COUNTRY CLUB

Just outside of city limits is the Carroll County Country Club, a nine-hole golf course with additional tees to make an 18-hole round. The Club offers men's and women's leagues used by the high school golf team. Adjacent to the course is a year-round restaurant and bar.

COMMUNITY FEEDBACK

The parks and recreational facilities offered in Delphi are strong factors in the quality of life for its residents. Over 84% of survey respondents believed that City parks are well-maintained, and nearly 79% "agreed" or "strongly agreed" that the parks offer a variety of playground/child-friendly equipment. Although the parks and trails are widely considered an asset to the community, many residents feel that the parks are underutilized with events and programming. Comments submitted on the online survey and during the public workshop also indicated the desire for additional community amenities such as a splash pad, as well as the need for equipment at parks that is accessible for people of all ages and physical abilities.

GOALS & ACTION ITEMS

GOAL 1:

CONTINUE BUILDING UPON DELPHI'S PARKS AND RECREATION SYSTEM AND PROVIDE FACILITIES AND PROGRAMMING THAT MEET THE NEEDS OF RESIDENTS AND VISITORS.

Dating back to the turn of the century, Delphi's Park System has long been an important quality-of-life component to the City of Delphi. The City should continually reinvest in the Parks System for current and future generations to enjoy.

ACTION ITEMS

- ▶ Develop a Five-Year Parks and Recreation Master Plan that follows guidelines set forth by the Indiana Department of Natural Resources (IDNR) and plans for future facilities, programming, and added staff capacity.
- ▶ Update City development standards to require new residential developments to offer park and recreation amenities or be located within walking distance of an existing park, recreational area, or open space.
- ▶ Update City development standards to support the use of floodplain areas as public recreational use and open space.

GOAL 2:

EXPAND THE FISCAL CAPACITY OF THE PARKS DEPARTMENT.

Although City officials understand the value of parks and recreation, there is oftentimes not enough funding to cover all the needs of a parks and recreation system. To safeguard against budget reductions, the City of Delphi should look to diversify revenue streams.

ACTION ITEMS

- ▶ Consider reestablishing a parks board.
- ▶ With support of a Parks and Recreation Master Plan, the City should work to develop appropriate revenue-generating facilities within the park system.
- ▶ Support the inception of a "Friends of Delphi Parks" or similar volunteer group whose mission is to work alongside the Department to improve and promote the parks system.
- ▶ Establish a relationship with an existing non-profit entity, like to Carroll County Community Foundation, to assist the City in fundraising efforts including capital campaigns, endowment campaigns, and grant pursuits.

GOAL 3:

CONTINUE TO INVEST IN AND EXPAND THE DELPHI HISTORIC TRAILS SYSTEM.

The Delphi Historic Trails System is an incredible amenity to the City of Delphi. Efforts should continue to be made to expand, maintain, and promote this recreational asset.

ACTION ITEMS

- ▶ Complete a City-wide Bicycle and Pedestrian Master Plan that identifies areas for trail extensions and improvements to the Delphi Historic Trail System, as well as opportunities for programming and regional connectivity.
- ▶ Investigate a bike-share program.
- ▶ Continue involvement in the Wabash River Greenway initiative.



Trailhead Park suspension bridge connecting the park with the Delphi Historic Trails system.

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CHAPTER 14

BROADBAND ACCESS

INTRODUCTION

As the City of Delphi looks towards the future, broadband stands out as a key area for improvement. Although the City has several Internet service providers, residents still struggle with the affordability and reliability of broadband. That said, the City of Delphi is prepared to address this issue and has laid the foundation for the expansion of high-speed Internet access. The City's 2022 partnership with Broadway Broadband should enhance the way that employers, businesses, and schools operate in Delphi, while also providing a quality-of-life benefit to residents.

KEY FINDINGS

- ▶ Delphi has several high-speed Internet options, but these options are not generally considered affordable or reliable.
- ▶ The City of Delphi is working to address broadband issues with the Broadway Broadband Ring Project.

EXISTING CONDITIONS

In partnership with the Indiana Office of Community & Rural Affairs (OCRA), Purdue University's Center for Regional Development maintains the Rural Indiana Stats online database. This database provides comprehensive information on a variety of topics, including digital inclusion. Information on digital inclusion is conveyed through digital divide profiles, speed test profiles, digital distress mapping, and remote work/e-learning vulnerability mapping.

According to 2020 Digital Divide Profile for Carroll County, approximately 18.6% of the County's population did not have access to Internet services. For Carroll County residents with Internet access, 93.8% were without access to 100/20 Mbps Internet speeds. Additionally, the digital divide in Carroll County is significant. Stanford University defines the digital divide as the "gap between the underprivileged members of society, especially

the poor, rural, elderly, and handicapped portion of the population who do not have access to computers or the internet; and the wealthy, middle-class, and young Americans living in urban and suburban areas who have access." To measure the digital divide in Indiana counties, Purdue University produces a Digital Divide Index (DDI) score. This score ranges in value from 0 to 100, where 100 indicates the most severe digital divide. Carroll County received a score of 50.6, indicating a moderately concerning digital divide.

Based on Purdue's 2020 Speed Test Profile for Carroll County, Internet speeds are considered poor. The median download speed was 9.542 Mbps and the median upload speed was only 1.878 Mbps. This is compared to state median speeds of 22.199 Mbps and 6.116 Mbps. Additionally, digital distress mapping from 2020 indicates that most of Carroll County is experiencing high digital distress. Digital distress occurs when an area has (1) a high percent of homes with no internet access or accessing the internet only through cellular data and (2) a high percentage of homes with no computing devices or relying only on mobile devices. The same mapping exercise indicates that the City of Delphi is experiencing moderate digital distress.

Finally, Purdue's 2020 map of remote work/e-learning vulnerability indicates that most of Carroll County, including parts of the City of Delphi, are considered highly vulnerable. Purdue University defines vulnerability as the inability of residents to work remotely or learn online in a given area. As an increased share of the workforce and companies shift to remote work, highly vulnerable areas will miss out on valuable economic opportunities.

Although the City of Delphi has several Internet service providers, including Frontier, Sparklight, Zayo, and T-Mobile, there have been complaints regarding reliability and speed. In June of 2022, the City of Delphi took action to address these complaints. The City Council passed an ordinance approving the use of American Rescue Plan Act (ARPA) funds for the Broadway Broadband Ring Project. This project involves a partnership

with Broadway Broadband, a property of the Miami-Cass Rural Electric Membership Corporation, for the construction of a fiber ring in and around the City of Delphi. The project, which includes a total investment of \$594,712.72, aims to increase affordable access to broadband internet for residents and businesses in Delphi. Once construction on the project begins, buildout will take 9 to 12 months.

COMMUNITY FEEDBACK

According to feedback received on the public input survey, most Delphi residents (62.63%) agree that high-speed internet options are unaffordable, and even more residents (71.82%) agree that broadband in the City is unreliable. The City of Delphi has taken this feedback into consideration and is working to resolve the issue with the Broadway Broadband Ring Project. The City, and its residents, acknowledge that broadband access and reliability is vital to Delphi's success. 77.47% of survey respondents agree that utilities (including broadband) need to be expanded in Delphi to encourage new development. Small and large employers alike rely on the Internet for daily operations. Additionally, broadband access is a quality-of-life benefit for many residents. The Internet is an important tool for completing homework assignments, managing personal health, applying for jobs, staying informed, and for recreational use. As Delphi expands broadband access, it also opens the door to a new population of remote workers, especially those seeking a charming, historic community to call home.

GOALS & ACTION ITEMS

GOAL 1:

ENSURE DELPHI RESIDENTS AND BUSINESSES HAVE ACCESS TO RELIABLE, CONSISTENT, AND AFFORDABLE BROADBAND SERVICES.

For Delphi to remain an attractive place to live and work, access to suitable broadband is essential. The COVID-19 pandemic highlighted the importance of internet access and speed, with many residents working from home and students participating in school online. Broadband is quickly becoming an essential utility.

ACTION ITEMS

- ▶ Continue work with the Miami-Cass Rural Electric Membership Corporation to complete the Broadway Broadband Ring Project.

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IMAGE SOURCE: CARROLL COUNTY.COM/ET

CHAPTER 15

HISTORIC & ARCHAEOLOGICAL RESOURCES

INTRODUCTION

Delphi is a city with a rich history, weaved together by narratives of ingenuity. Much of the City’s history has been influenced by various forms of transportation. In 1828, the first state highway was routed through Delphi. Stagecoaches and mail routes traversed through the City on their way across the state. Beginning in the 1840s, the Canal Era in Delphi was marked by the development of the Wabash and Erie Canal, which connected Toledo to Evansville. At 468 miles in length, the Wabash and Erie Canal was the largest fabricated structure in the United States and the second-longest canal in the world. By 1858, railroads had arrived in Delphi and later an electric interurban rail service connected the City to points in the East and West. Today, the City is full of lasting reminders of this rich history, from a re-watered section of the Wabash and Erie Canal to historically and architecturally significant buildings downtown. With abundant historic and archaeological features at hand, the City of Delphi should take steps, not only to preserve, but to maintain, renovate, and promote these sites to both residents and visitors.

KEY FINDINGS

- ▶ Maintaining historic buildings in the downtown is important to Delphi residents.
- ▶ Historic properties could be more accessible to visitors of different ages and abilities.
- ▶ There are opportunities to promote Delphi’s historic resources online.

EXISTING CONDITIONS

HISTORIC DISTRICTS

For years, the Delphi Courthouse Square Historic District has been the only historic district within Delphi’s city limits. The district was listed on the National Register of Historic Places in 2010. According to the City of Delphi’s website, the historic district includes the blocks immediately surrounding the courthouse square, extending east to include the City Building and Delphi Public Library. A total of forty-three buildings are included within the historic district, many dating from the 1850s to the 1870s. Thirty-one of the buildings (72%) are considered “contributing” structures. Several buildings within the district are listed individually on the National Register, including the 1864 Old Delphi City Hall and Opera House, the Niewerth Building, and the Carroll County Courthouse.

As of 2022, two residential historic districts are in the process of being listed on the National Register of Historic Places.

- ▶ The proposed South Delphi Historic District is roughly bounded by North Street on the north, Summit Street on the south, Prince William Road on the East, and Wabash Street on the west.
- ▶ The proposed Delphi Residential Historic District is roughly bounded by the Norfolk Southern Railroad on the north, Water Street and Front Street and East Main Street on the south, Bowen Drive on the east, and Hamilton Street on the west.

The Deer Creek Valley Rural Historic District, located just outside of Delphi, was listed on the National Register in 2002. The district includes 44 contributing buildings, 17 contributing sites, and 13 contributing structures. The district contains several historic bridges, cemeteries, and farmsteads, including the notable Mears Family Farmstead.

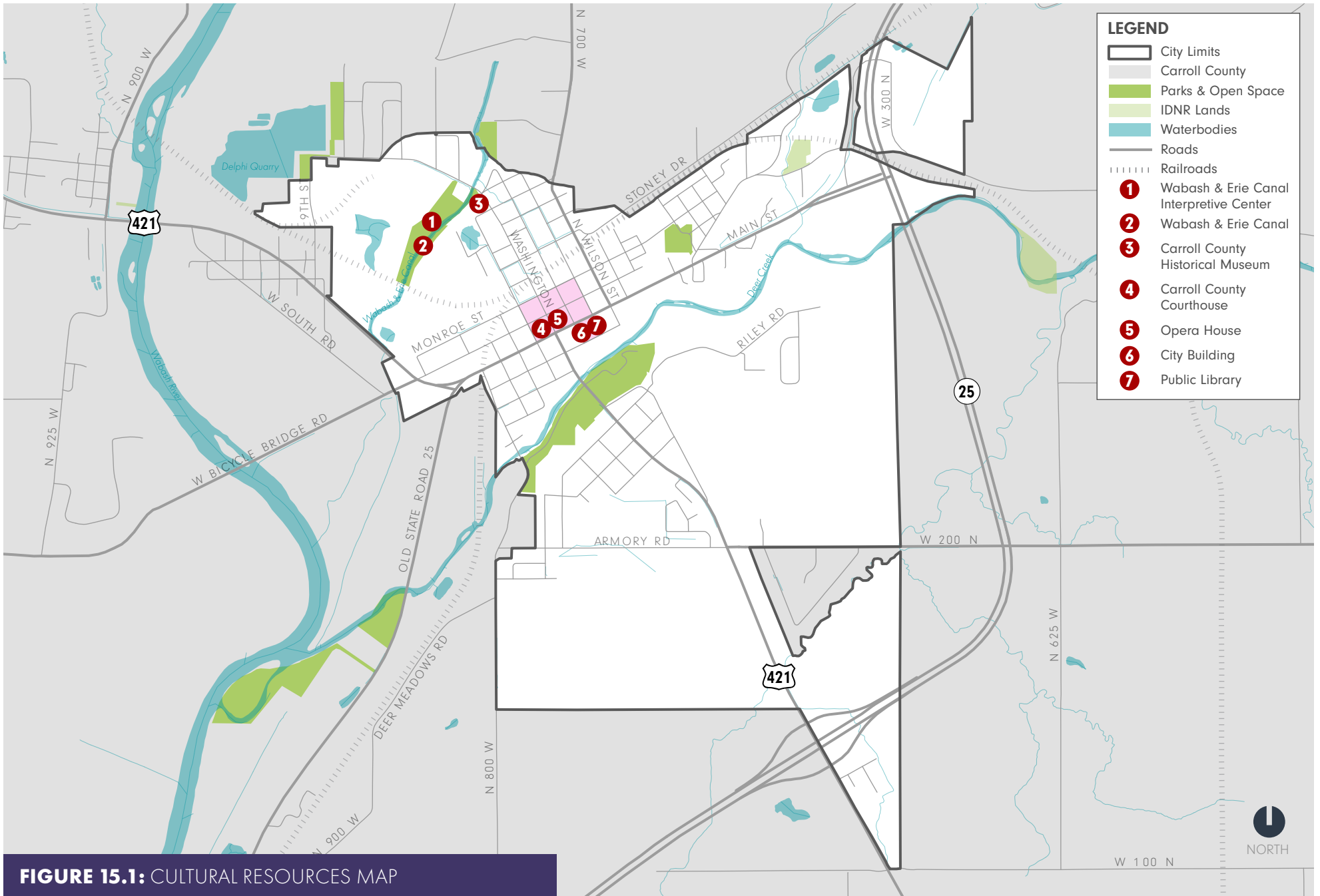


FIGURE 15.1: CULTURAL RESOURCES MAP

HISTORIC LOCALES

In addition to the Delphi Courthouse Square Historic District, several buildings, structures, and sites in and around the City are listed on the National Register of Historic Places, including the following:

- ▶ Barnett-Seawright-Wilson House (i.e. "The Brick")
- ▶ Baum-Shaeffer Farm
- ▶ Carroll County Courthouse
- ▶ Carroll County Infirmary (Manor)
- ▶ Carrollton Bridge
- ▶ Delphi City Hall and Opera House
- ▶ Delphi Lime Kilns
- ▶ Delphi Methodist Episcopal Church
- ▶ Foreman-Case House
- ▶ Franklin Street Stone Arch Bridge
- ▶ Lock No. 33 (Part of the Wabash & Erie Canal)
- ▶ Niewerth Building
- ▶ Sunset Point
- ▶ Washington Street Stone Arch Bridge
- ▶ Wilson Bridge



Delphi Lime Kilns (photo source: Wabash and Erie Canal)



Interior of the Delphi Opera House (photo source: City of Delphi)

DELPHI OPERA HOUSE

The Delphi Opera House is one of the most notable historic sites in the City. According to the Opera House's website, the building was originally constructed in 1864 as the Assion-Ruffing City Hall. Designed for merchants Joseph Assion and John Ruffing, the red brick Italianate building featured retail on the ground floor, office and/or residential rooms on the second level, and a spacious meeting room on the third floor. Although never intended for government use, the building is adorned with an engraved limestone arch reading, "City Hall." The building was instead designed for public gatherings and the third-floor hall was regularly used for theater performances, lectures, dinners, concerts, dances, and other community events.

In 1881, John Lathrope, a local business owner and musician, partnered with John Ruffing to remodel the third floor of the City Hall into a grand opera house. The Lathrope & Ruffing Opera House held its opening performance in April of 1882. In the following decades, the opera house was in constant use, offering a variety of entertainment options, from concerts to traveling theater troupes. As the years went on, the theater became known simply as the Delphi Opera House and was used for community gatherings, as well as traveling performances. By the 1910s, the Opera House was losing its popularity and failing to compete with motion picture theaters. The third-floor opera house was closed in 1914.

The building is owned by the Delphi Preservation Society which has worked for decades towards its restoration. The opera house was the centerpiece of the City of Delphi's Stellar Communities application in 2012 and reopened as a performing arts venue in 2015 under the management of Delphi Opera House, Inc.

THE WABASH AND ERIE CANAL

The Wabash and Erie Canal plays an important role in Delphi's history. Today, that history is honored at the Wabash and Erie Canal Park and Interpretive Center. With the only navigable section of the historic canal in Indiana, the Canal Park features replica boat tours. The interpretive center contains interactive displays explaining the history and operation of the canal. Additional attractions at the site include the following:

- ▶ Reed Case House
- ▶ Van's Blacksmith Shop/Jim's Carpentry Shop
- ▶ Fur-Trapper's Cabin
- ▶ Snack Shack
- ▶ Speece Shelter House
- ▶ Boone's Tavern
- ▶ Bowen Log House/Canal Inn
- ▶ Railway Baggage Barn
- ▶ Mule Barn
- ▶ Towpath and Trails System

COMMUNITY FEEDBACK

Delphi's historic properties are a unique asset, especially those found downtown in and around the Delphi Courthouse Square Historic District. The majority of residents (90.66%) agree or strongly agree that maintaining historic buildings downtown is important. One Delphi resident commented that the City should "[ensure] that all historic buildings are taken care of and loved."

That said, improvements could be made to revitalize historic buildings across Delphi and make them more accessible to residents and visitors. Survey respondents commented that public buildings and parks in the City are not always wheelchair accessible. Residents of all ages and abilities should be able to enjoy Delphi's historic properties, especially those located in the downtown historic district and at Canal Park. Information about historic resources could also be more accessible. One survey respondent noted that Delphi's historic sites need "more social media presence... [and] better web sites." Modernizing the way that people learn about and explore Delphi's historic sites could help promote these destinations and add value to the visitor experience. Finally, there were several comments suggesting minor improvements, like landscaping, to make historic properties in Delphi more appealing.

GOALS & ACTION ITEMS

GOAL 1:

WORK ALONGSIDE PRESERVATION-FOCUSED ENTITIES ON CONTINUED HISTORIC PRESERVATION EFFORTS IN DELPHI.

Historic preservation efforts in Delphi have helped to keep the City as a heritage tourism destination: downtown Delphi is vibrant and economically viable and event venues like the Wabash and Erie Canal Interpretive Center and Delphi Opera House bring tourists every year. These efforts should continue to be built upon, as preservation requires continual effort.

ACTION ITEMS

- ▶ Consider establishing a historic preservation commission and a local preservation district in the downtown historic district.
- ▶ Consider becoming a Certified Local Government (CLG) through the Indiana Department of Natural Resources.
- ▶ Develop appropriate design guidelines for the downtown historic district.
- ▶ Consider expanding the matching grant program to go beyond facades to assist preservation/rehabilitation efforts in the downtown historic district.
- ▶ Consider updating the Historic District Walking Tour component of the Delphi website to be more interactive and user-friendly on mobile devices.

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IMAGE SOURCE: DELPHI FIRE DEPARTMENT FACEBOOK

CHAPTER 16

HAZARD MITIGATION

INTRODUCTION

Delphi is ordinarily a quiet, charming, Indiana city. However, the City must be prepared to respond to costly and potentially life-threatening emergencies, including flash floods, a tornado, extreme heat, and damaging winds, should they occur. According to the Federal Emergency Management Agency (FEMA), there have been 51 disaster declarations in Indiana since 1953. Of those 51 disasters, 15 occurred in Carroll County. Most disasters (13 of 15) have been weather-related. Given climate trends, weather-related disasters are predicted to occur with more frequency and intensity in the coming years, putting more populations and infrastructure at risk.

KEY FINDINGS

- ▶ The Carroll County Emergency Management office is a resource for the City of Delphi.
- ▶ Emergency-related information could be more widely available in Delphi.
- ▶ The City of Delphi should be prepared to respond to disasters associated with unique natural features, structures, and facilities, including Deer Creek, the NS Rail Line, and the Delphi Quarry.

EXISTING CONDITIONS

The City of Delphi relies on the Carroll County Emergency Management office to assist during a public crisis. The Emergency Management office is a one-person operation prepared to respond to emergencies of all types, including weather and hazardous materials emergencies. The office is equipped with a mobile operations center, enabling responders to set up barriers and light towers at the site of an emergency. The Emergency Management office supports, and is supported by, other emergency services, including law enforcement, fire, and EMS.

Should an emergency exceed the capacity of the Carroll County Emergency Management office, the Director can reach out to a neighboring county. The Emergency Management office has mutual aid with White, Cass, Howard, Clinton, and Tippecanoe County. Indiana is also divided into ten Homeland Security Districts. These districts provide critical emergency response on a regional basis. Carroll County is part of District 4, which encompasses the West Central region. At the state level, the Indiana Department of Homeland Security’s Emergency Management and Preparedness Division can also lend support.

The State of Indiana requires all cities, towns, and counties to adopt and update comprehensive emergency management plans (CEMPs) and participate in emergency planning and disaster preparedness activities. Prior to 2022, each incorporated city and town in Carroll County had its own Emergency Management Plan. The Carroll County Emergency Management office is rewriting the County Emergency Operations Plan (EOP) to include all incorporated cities and towns under one umbrella. By combining all entities into one county plan, municipalities will be better able to assist one another. The updated plan will provide Carroll County, and its political subdivisions, with a systematic approach to the resolution of problems caused by the threat or occurrence of disasters. The plan aims to save lives and protect property by developing programs and emergency operational capabilities that address mitigation, preparedness, response, and recovery for all types of disasters.

In addition to the County Emergency Operations Plan, another emergency plan is in the works. The Carroll County Emergency Management Office and the Delphi Street & Parks Department Superintendent are collaborating on a Levee Emergency Protection Plan. The purpose of this plan is to prevent loss of life, property damage, and environmental damage by preventing a breach of Delphi's levee system and developing an evacuation protocol for residents. This plan demonstrates the excellent working relationship between the City and the County. Both entities are willing to support one another in any way possible.

The City of Delphi currently owns and operates three outdoor warning sirens. The sirens are activated via the Carroll County 9-1-1 center. Sirens are distributed throughout the City at Carrollton Road, 101 S Union, and at the Delphi High School. Additional warning notifications for all county residents are available through CodeRED. This application allows citizens to receive road closures and weather warnings directly to their home phone, cell phone, or email free of charge. The City of Delphi also has an 'Emergency Services' page on its website, although the contents of the page are limited. The page includes brief descriptions of emergency departments and their phone numbers, but it doesn't include copies of emergency plans, information about CodeRED, evacuation protocols, or basic emergency preparedness information for Delphi residents.

Like all communities, Delphi has unique natural features, structures, and facilities that have the potential to become hazards. Although the likelihood of an emergency happening here may be rare, it is still important to identify potential issues and have a response plan. Some unique features to be mindful of include, but are not limited to, the following:

- ▶ Deer Creek and the Wabash River
- ▶ Norfolk Southern Rail Line
- ▶ Hoosier Heartland Highway
- ▶ The Delphi Quarry
- ▶ The Delphi Municipal Airport



Norfolk Southern 9016 Railway through Delphi, Indiana

Flooding is a potential hazard associated with Deer Creek and the Wabash River. Most of central Delphi, on either side of Deer Creek, lies within a flood zone. Transportation networks in and around Delphi, including the Norfolk Southern (NS) rail line and the Hoosier Heartland Highway, also pose a threat due to the transportation of hazardous materials and the potential for fatal crashes. The Delphi Quarry poses a hazard primarily for drowning-related accidents. Some individuals, especially young people, may be tempted to swim in quarries; however, doing so can be extremely dangerous due to steep drop-offs, deep water, sharp rocks, and cold temperatures. Lastly, the Delphi Municipal Airport should be prepared for crises, such as airplane crashes.

COMMUNITY FEEDBACK

Based on feedback from the public input survey, it is clear that Delphi residents see many of the unique natural features, structures, and facilities discussed previously in this chapter as community assets. The Hoosier Heartland Highway dramatically improves transportation flow and connectivity through the region. Likewise, the NS rail line helps move goods and raw materials across the state. Deer Creek and the Wabash River provide recreational opportunities and support vibrant riparian ecosystems. Nonetheless, residents have identified safety hazards associated with these assets. One survey respondent commented that there are “too many railroad crossings” and another suggested relocating the railroad. The NS rail line passes through the heart of Delphi and a crash at a rail crossing would likely be disastrous. Similarly, the City of Delphi should be prepared to respond to flooding from local waterways and crashes along high-speed vehicular corridors.

GOALS & ACTION ITEMS

GOAL 1:

ENSURE EMERGENCY PREPAREDNESS INFORMATION IS WIDELY AVAILABLE TO DELPHI RESIDENTS.

While the Carroll County Emergency Management office does great work to keep the County safe, there are opportunities for the City of Delphi to build on the County’s efforts and better safeguard the lives of residents.

ACTION ITEMS

- ▶ Redesign the ‘Emergency Services’ page on the City’s website to include emergency preparedness. Offer guidance to the public on CodeRED, first aid kits, emergency kits, family plans during emergencies, (especially for seniors, those with disabilities, pets, and children), sheltering in place, and evacuations.

GOAL 2:

ENSURE CITY FACILITIES ARE PROPERLY EQUIPPED AND STAFF ARE TRAINED TO HANDLE COMMON EMERGENCY SITUATIONS.

Preparedness is the first step in successfully navigating an emergency situation. The City of Delphi can take steps to ensure staff is trained and facilities have the proper equipment and tools needed to keep an emergency from becoming a disaster.

ACTION ITEMS

- ▶ Offer a yearly training session for City employees to review basic safety protocol for common emergency situations, including fires, tornadoes, floods, and active shooters.
- ▶ Routinely inspect municipal buildings and facilities to ensure safety equipment, such as smoke detectors and fire extinguishers, are in place and in working order.
- ▶ Identify potential hazards in municipal buildings and facilities as well as any deficiencies in meeting state codes for public safety elements and develop a plan for corrective actions.



Flooding along the Tippecanoe River below the Oakdale Dam prompted the American Red Cross to establish an evacuation center at the First Presbyterian Church in Delphi. (Image Source: Carroll County Comet)



Firefighters in Delphi put out a fire. (Image Source: Delphi Fire Department Facebook)

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CHAPTER 17

APPENDIX

IMPLEMENTATION CHART: LAND USE

GOAL 1: USE THE FUTURE LAND USE MAP AS A GUIDE FOR POTENTIAL LAND USE CHANGES AND ORDINANCE UPDATES.

ACTION ITEM	RESPONSIBLE PARTY	POTENTIAL FUNDING SOURCE
<p>A. Make the Future Land Use Map available to staff, City officials, residents, and developers and help educate these groups on the importance of land use planning.</p>	<p>Community Development Director</p>	<p>City Budget</p>
<p>B. Update Delphi’s Zoning and Subdivision Ordinances and respective zoning map to reflect the City’s vision.</p>	<p>Mayor, Community Development Director, Carroll County APC</p>	<p>City Budget</p>
<p>C. Identify key areas of the City in which extra standards may be appropriate through an Overlay District in a Zoning Ordinance update, such as the downtown area, environmentally sensitive areas, or key transportation corridors.</p>	<p>Mayor, Community Development Director, Carroll County APC</p>	<p>City Budget</p>

GOAL 2: ENGAGE IN LAND USE OPPORTUNITIES AND ACTIVITIES ADJACENT TO CITY LIMITS.

ACTION ITEM	RESPONSIBLE PARTY	POTENTIAL FUNDING SOURCE
<p>A. Consider developing an annexation plan to establish areas the City would be interested in acquiring. Areas identified should be strategic, meaning they contribute to the City for specific purposes, such as economic development, residential development, or quality-of-life purposes.</p>	<p>Mayor, City Council</p>	<p>City Budget</p>
<p>B. Consider adopting an Extra Territorial Jurisdiction (ETJ) ordinance to extend planning and zoning jurisdiction into unincorporated areas adjacent to city limits to ensure new development is in-line with the City’s overall vision.</p>	<p>Mayor, Community Development Director, Carroll County APC</p>	<p>City Budget</p>

IMPLEMENTATION CHART: GOVERNMENT & FISCAL CAPACITY

GOAL 1: ENSURE AN APPROPRIATE LOCAL GOVERNMENTAL STRUCTURE IS IN PLACE TO CARRY OUT DELPHI'S VISION, OPERATE AT A HIGH LEVEL-OF-SERVICE, AND EXPAND CAPACITY AS THE CITY GROWS.

ACTION ITEM	RESPONSIBLE PARTY	POTENTIAL FUNDING SOURCE
A. Develop staff growth and succession plans for each Department.	Mayor, Department Directors	—
B. Enroll staff in the Leadership Carroll County program to improve leadership skills.	Mayor, Department Directors	City Budget
C. Consider forming a Delphi Advisory Plan Commission.	Mayor, City Council, Carroll County ACP	—
D. Explore options for the City to begin performing building inspector/commissioner activities.	Mayor, City Council	—
E. Centralize communications efforts by hiring or contracting work to a communications director to provide clear messaging on upcoming meetings, events, and City initiatives.	Mayor, City Council	City Budget

IMPLEMENTATION CHART: PUBLIC FACILITIES & SERVICES

GOAL 1: CONTINUE TO PROVIDE HIGH-QUALITY PUBLIC FACILITIES AND SERVICES TO DELPHI RESIDENCES AND BUSINESSES.

ACTION ITEM	RESPONSIBLE PARTY	POTENTIAL FUNDING SOURCE
<p>A. Continue to make accessibility improvements to public facilities as outlined in the 2021 City of Delphi Americans with Disabilities Act (ADA) Transition Plan.</p>	<p>ADA Coordinator</p>	<p>OCRA Public Facilities Program, City Budget</p>
<p>B. Continue progress on investments and upgrades to the City’s wastewater system.</p>	<p>Wastewater Department</p>	<p>OCRA Wastewater and Drinking Water Program, IFA State Revolving Fund</p>
<p>C. Consider implementing a stormwater utility and fee to fund City-wide storm sewer improvements and maintenance of the system.</p>	<p>Mayor, City Council</p>	<p>—</p>
<p>D. As industry and growth occurs in the Delphi community, ensure appropriate upgrades are made to the facilities and structures at the Delphi Municipal Airport.</p>	<p>Board of Aviation Commissioners</p>	<p>Board of Aviation Commissioners Budget</p>

IMPLEMENTATION CHART: PLACEMAKING

GOAL 1: ENHANCE AND MAINTAIN DELPHI'S HISTORIC, SMALL-TOWN ATMOSPHERE.

ACTION ITEM	RESPONSIBLE PARTY	POTENTIAL FUNDING SOURCE
A. Support the Delphi Main Street organization and consider providing funds for services contracted with the City.	Mayor, City Council	City Budget
B. Create and implement a corridor plan to enhance the entryways into the City.	Mayor, Community Development Director, City Council	City Budget
C. Identify critical community assets and establish programs or policies to ensure their protection.	Community Development Director	City Budget

GOAL 2: ENSURE APPROPRIATE FACILITIES ARE IN PLACE TO SUPPORT SMALL BUSINESSES, AND TOURIST AND ENTERTAINMENT BUSINESSES IN DELPHI.

ACTION ITEM	RESPONSIBLE PARTY	POTENTIAL FUNDING SOURCE
A. Use the 2022 hotel study to attract a hotel developer to the City, taking into consideration Delphi's demand generators, visitor amenities, and potential development sites with easy access and visibility.	Mayor, Carroll County EDC	—
B. Promote existing overnight accommodations in Delphi, such as local Airbnb's and camping at the Wabash and Erie Canal RV Park.	Mayor, Wabash & Erie Canal, Inc., Carroll County Chamber of Commerce	—

IMPLEMENTATION CHART: ECONOMIC DEVELOPMENT

GOAL 1: ATTRACT AND RETAIN WORKERS IN THE COMMUNITY BY CONSIDERING INITIATIVES THAT PROMOTE LOCAL INDUSTRIES, SUPPORT HOUSING, OFFER TRAINING, AND CONNECT YOUTH TO LOCAL JOB OPPORTUNITIES.

ACTION ITEM	RESPONSIBLE PARTY	POTENTIAL FUNDING SOURCE
<p>A. Use the action items identified in the Housing Chapter (9) to ensure the workforce, from entry level to executives, have attainable housing opportunities.</p>	<p>Mayor, Community Development Director, Carroll County EDC</p>	<p>—</p>
<p>B. Partner with the Delphi Community School Corporation to encourage further skills training and to link job opportunities, such as vocational training programs and programs that support the local workforce.</p>	<p>Mayor, Delphi Community School Corporation</p>	<p>Rural Economic Development Loan & Grant Program</p>
<p>C. Consider developing student internship opportunities to support local governmental capacity.</p>	<p>Mayor, Department Directors</p>	<p>City Budget</p>
<p>D. Develop a youth taskforce to weigh-in on City initiatives, with the overarching goal to attract youth to future local government employment opportunities.</p>	<p>Mayor, City Council, Delphi Community School Corporation</p>	<p>—</p>
<p>E. Partner with community entities, such as the Carroll County Economic Development Corporation or the Carroll County Community Foundation, to promote internships and job opportunities with employers within the City.</p>	<p>Mayor, Carroll County EDC, Carroll County Community Foundation</p>	<p>Rural Economic Development Loan & Grant Program</p>

IMPLEMENTATION CHART: ECONOMIC DEVELOPMENT (CONT.)

GOAL 2: IDENTIFY APPROPRIATE ECONOMIC TOOLS AND DEVELOPMENT SITES IN DELPHI TO ATTRACT AND RETAIN INDUSTRIES AND EMPLOYERS.

ACTION ITEM	RESPONSIBLE PARTY	POTENTIAL FUNDING SOURCE
A. Ensure utility availability and transportation connectivity to sites identified for future commercial and industrial development.	Mayor, Community Development Director	—
B. Partner with the Carroll County Economic Development Corporation on the promotion and marketing strategy for the identified development sites and, in particular, shovel-ready sites.	Mayor, Carroll County EDC	City Budget, TIF Funds
C. In partnership with the Carroll County Economic Development Corporation, develop an incentives toolkit that helps attract larger employers to the Delphi community.	Mayor, Carroll County EDC, City Council	—
D. Provide transparent communication to residents on project progress and incentive/funding efforts.	Mayor, City Council	—

IMPLEMENTATION CHART: ECONOMIC DEVELOPMENT (CONT.)

GOAL 3: INVEST IN EFFORTS TO SUSTAIN AN ECONOMICALLY DIVERSE AND STABLE DOWNTOWN DISTRICT.

ACTION ITEM	RESPONSIBLE PARTY	POTENTIAL FUNDING SOURCE
<p>A. Prepare a Downtown Revitalization Plan to help identify the unique economic needs and projects needed to ensure the future success of downtown Delphi.</p>	<p>Mayor, Community Development Director, Delphi Main Street</p>	<p>City Budget</p>
<p>B. Develop a downtown business attraction program. Components of the plan should include identifying desired downtown businesses to help prioritize recruitment efforts as well as a resources and incentives toolkit.</p>	<p>Mayor, Community Development Director, Delphi Main Street, Carroll County EDC</p>	<p>City Budget</p>
<p>C. Develop a ‘retention and expansion’ toolkit for local/downtown businesses that pulls together local retention programs and opportunities from Delphi Main Street, the Carroll County Economic Development Corporation, and the City of Delphi.</p>	<p>Mayor, Community Development Director, Delphi Main Street, Carroll County EDC</p>	<p>City Budget</p>
<p>D. Work with Delphi Main Street and local business owners to identify retention and expansion barriers and develop programs to respond to these issues.</p>	<p>Mayor, Community Development Director, Delphi Main Street, Local Business Owners</p>	<p>—</p>

IMPLEMENTATION CHART: HOUSING

GOAL 1: PROVIDE A RANGE OF HOUSING OPTIONS THAT SUPPORT MODERATE GROWTH.

ACTION ITEM	RESPONSIBLE PARTY	POTENTIAL FUNDING SOURCE
A. Update the City’s Zoning and Subdivision Control Ordinance to ensure it is developer-friendly and reflects the City’s vision for the future.	Mayor, Community Development Director, Carroll County APC	City Budget
B. Pursue options for public/private partnerships with regional builders.	Mayor, Community Development Director	City Budget
C. Develop a program to connect builders to opportunities for infill development on lots in existing neighborhoods.	Community Development Director, Carroll County EDC	City Budget
D. Use the Housing Tax Increment Finance (HoTIF) tool as a way to incentivize developers to invest in Delphi.	Mayor, City Council	HoTIF Funds

GOAL 2: CONTINUE CODE ENFORCEMENT EFFORTS TO ADDRESS BLIGHTED PROPERTIES.

ACTION ITEM	RESPONSIBLE PARTY	POTENTIAL FUNDING SOURCE
A. Develop an action plan for enforcement in targeted areas of the City, such as gateway corridors and areas near public spaces.	Mayor, Community Development Director	City Budget
B. Consider developing a Residential Rental Inspection Program (RRIP) to ensure health and safety standards are in place and to raise the quality level of rental housing.	Mayor, Community Development Director	City Budget
C. Develop a rehabilitation program for residential properties. This program may include a revolving loan fund to help homeowners finance improvements.	Mayor, Community Development Director	IHCD Owner Occupied Rehabilitation Program, City Budget

IMPLEMENTATION CHART: TRANSPORTATION

GOAL 1: PROVIDE A SAFE AND WELL-CONNECTED TRANSPORTATION SYSTEM THAT SUPPORTS NOT ONLY VEHICLES, BUT PEDESTRIANS AND CYCLISTS.

ACTION ITEM	RESPONSIBLE PARTY	POTENTIAL FUNDING SOURCE
A. Take steps to appropriately redirect truck traffic out of downtown Delphi.	Mayor, City Council	—
B. Ensure street standards are up to date, follow current best practices, and include bicycle and pedestrian facilities.	Mayor, Street and Parks Dept.	—
C. Use the 2021 Delphi Americans with Disabilities Act (ADA) Transition Plan to identify locations where non-ADA-compliant ramps and sidewalks exist, then prioritize repairs in these areas on an annual basis.	ADA Coordinator	City Budget
D. Adopt supporting policies, like a vulnerable road user ordinance, that enhance opportunities for appropriate bicycle and pedestrian options.	Mayor, City Council	City Budget
E. Continue to maintain the City’s PASER roadway rating assessment and use the Indiana Department of Transportation’s Community Crossings Funding program to leverage local paving funds.	Mayor, Street and Parks Department	INDOT Community Crossings Matching Grant
F. Work with the Federal Railroad Administration to create a quiet zone, meaning railroads will cease the routine sounding of horns when approaching grade crossings.	Mayor, City Council, Federal Railroad Administration	—
G. Consider adopting a golf cart ordinance.	Mayor, City Council	—

IMPLEMENTATION CHART: AGRICULTURE

GOAL 1: PROMOTE LAND USE POLICIES THAT ENCOURAGE GROWTH AND DEVELOPMENT TO OCCUR WITHIN CITY LIMITS AND PROVIDE APPROPRIATE TRANSITIONS INTO UNINCORPORATED CARROLL COUNTY.

ACTION ITEM	RESPONSIBLE PARTY	POTENTIAL FUNDING SOURCE
A. Update development ordinances to require appropriate buffer areas between land uses.	Mayor, City Council, Carroll County APC	City Budget
B. Ensure City policies and ordinances support agriculture-related businesses.	Mayor, City Council	—
C. Consider recruiting and incentivizing agriculture-related businesses to locate in Delphi.	Mayor, Carroll County EDC	—

IMPLEMENTATION CHART: NATURAL RESOURCES

GOAL 1: PRESERVE AND PROTECT NATURAL AREAS ALONG DEER CREEK.

ACTION ITEM	RESPONSIBLE PARTY	POTENTIAL FUNDING SOURCE
A. Update ordinances to encourage context-sensitive development practices that protect areas adjacent to Deer Creek and its floodplain.	Mayor, City Council, Carroll County APC	City Budget
B. Partner with the Carroll County Soil and Water Conservation District to connect Delphi property owners with Best Management Practices (BMP's) and appropriate environmental programs.	Mayor, Carroll County Soil and Water Conservation District	—
C. Identify parcels in the floodplain that may be appropriate to transition into park and open space lands and work with the Parks Department to prepare an acquisition and management plan.	Mayor, Street and Parks Department	Wabash River Heritage Corridor Fund (WRHCF), IDNR Land and Water Conservation Fund

GOAL 2: PRESERVE AND ENHANCE DELPHI'S URBAN FOREST.

A. Review the existing urban forestry ordinance and consider reactivating the Delphi Urban Forestry Committee.	Mayor, City Council	—
B. Work with the National Arbor Day Foundation to become a Tree City USA.	Street and Parks Department	City Budget
C. Continue updating the Tree Inventory and consider adopting a Management Plan that helps manage and care for trees in public spaces and right-of-way.	Street and Parks Department	City Budget
D. Update development ordinances to include language that preserves quality trees in wooded areas and on lots that are being developed.	Mayor, City Council, Carroll County APC	City Budget

IMPLEMENTATION CHART: NATURAL RESOURCES (CONT.)

GOAL 3: PROTECT AND SUSTAINABLY MANAGE DELPHI'S NATURAL RESOURCES.

ACTION ITEM	RESPONSIBLE PARTY	POTENTIAL FUNDING SOURCE
A. Ensure development ordinances protect all natural resources in Delphi, including sunlight, air quality.	Mayor, City Council, Carroll County APC	City Budget
B. Work to identify another water resource point other than the quarry.	Mayor	City Budget
C. Revise landscape requirements in development ordinances to encourage native vegetation and green infrastructure.	Mayor, City Council, Carroll County APC	City Budget

IMPLEMENTATION CHART: PARKS & RECREATION

GOAL 1: CONTINUE BUILDING UPON DELPHI'S PARKS AND RECREATION SYSTEM AND PROVIDE FACILITIES AND PROGRAMMING THAT MEET THE NEEDS OF RESIDENTS AND VISITORS.

ACTION ITEM	RESPONSIBLE PARTY	POTENTIAL FUNDING SOURCE
<p>A. Develop a Five-Year Parks and Recreation Master Plan that follows guidelines set forth by the Indiana Department of Natural Resources (IDNR) and plans for future facilities, programming, and added staff capacity.</p>	<p>Mayor, Street and Parks Dept.</p>	<p>City Budget</p>
<p>B. Update City development standards to require new residential developments to offer park and recreation amenities or be located within walking distance of an existing park, recreational area, or open space.</p>	<p>Mayor, City Council, Carroll County APC</p>	<p>City Budget</p>
<p>C. Update City development standards to support the use of floodplain areas as public recreational use and open space.</p>	<p>Mayor, City Council, Carroll County APC</p>	<p>City Budget</p>

IMPLEMENTATION CHART: PARKS & RECREATION (CONT.)

GOAL 2: EXPAND THE FISCAL CAPACITY OF THE PARKS DEPARTMENT.

ACTION ITEM	RESPONSIBLE PARTY	POTENTIAL FUNDING SOURCE
A. Consider reestablishing a parks board.	Mayor, City Council	—
B. With support of a Parks and Recreation Master Plan, the City should work to develop appropriate revenue-generating facilities within the park system.	Mayor, City Council	IDNR Land and Water Conservation Fund, Wabash River Heritage Corridor Fund (WRHCF)
C. Support the inception of a “Friends of Delphi Parks” or similar volunteer group whose mission is to work alongside the Department to improve and promote the parks system.	Mayor, Community Development Director	—
D. Establish a relationship with an existing non-profit entity, like to Carroll County Community Foundation, to assist the City in fundraising efforts including capital campaigns, endowment campaigns, and grant pursuits.	Mayor, Community Development Director	—

GOAL 3: CONTINUE TO INVEST IN AND EXPAND THE DELPHI HISTORIC TRAILS SYSTEM.

ACTION ITEM	RESPONSIBLE PARTY	POTENTIAL FUNDING SOURCE
A. Complete a City-wide Bicycle and Pedestrian Master Plan that identifies areas for trail extensions and improvements to the Delphi Historic Trail System, as well as opportunities for programming and regional connectivity.	Mayor, Community Development Director	IDOH Bicycle and Pedestrian Planning Grant Program
B. Investigate a bike-share program.	Mayor, Community Development Director	Community Health & Wellness Partners
C. Continue involvement in the Wabash River Greenway initiative.	Mayor, Community Development Director	—

IMPLEMENTATION CHART: BROADBAND ACCESS

GOAL 1: ENSURE DELPHI RESIDENTS AND BUSINESSES HAVE ACCESS TO RELIABLE, CONSISTENT, AND AFFORDABLE BROADBAND SERVICES.

ACTION ITEM	RESPONSIBLE PARTY	POTENTIAL FUNDING SOURCE
A. Continue work with the Miami-Cass Rural Electric Membership Corporation to complete the Broadway Broadband Ring Project.	Mayor, City Council, Miami-Cass Rural Electric Membership Corporation	—

IMPLEMENTATION CHART: HISTORIC & ARCHAEOLOGICAL RESOURCES

GOAL 1: WORK ALONGSIDE PRESERVATION-FOCUSED ENTITIES ON CONTINUED HISTORIC PRESERVATION EFFORTS IN DELPHI.

ACTION ITEM	RESPONSIBLE PARTY	POTENTIAL FUNDING SOURCE
A. Consider establishing a historic preservation commission and a local preservation district in the downtown historic district.	Mayor, City Council	—
B. Consider becoming a Certified Local Government (CLG) through the Indiana Department of Natural Resources.	Mayor, City Council	—
C. Develop appropriate design guidelines for the downtown historic district.	Mayor, City Council	City Budget
D. Consider expanding the matching grant program to go beyond facades to assist preservation/rehabilitation efforts in the downtown historic district.	Mayor, Community Development Director, City Council	IDNR Historic Preservation Fund, City Budget
E. Consider updating the Historic District Walking Tour component of the Delphi website to be more interactive and user-friendly on mobile devices.	Mayor, Community Development Director	City Budget

IMPLEMENTATION CHART: HAZARD MITIGATION

GOAL 1: ENSURE EMERGENCY PREPAREDNESS INFORMATION IS WIDELY AVAILABLE TO DELPHI RESIDENTS.

ACTION ITEM	RESPONSIBLE PARTY	POTENTIAL FUNDING SOURCE
<p>A. Redesign the ‘Emergency Services’ page on the City’s website to include emergency preparedness. Offer guidance to the public on CodeRED, first aid kits, emergency kits, family plans during emergencies, (especially for seniors, those with disabilities, pets, and children), sheltering in place, and evacuations.</p>	<p>Mayor, Board of Public Works and Safety</p>	<p>City Budget</p>

GOAL 2: ENSURE CITY FACILITIES ARE PROPERLY EQUIPPED AND STAFF ARE TRAINED TO HANDLE COMMON EMERGENCY SITUATIONS.

<p>A. Offer a yearly training session for City employees to review basic safety protocol for common emergency situations, including fires, tornadoes, floods, and active shooters.</p>	<p>Mayor, Clerk-Treasurer’s Office</p>	<p>City Budget</p>
<p>B. Routinely inspect municipal buildings and facilities to ensure safety equipment, such as smoke detectors and fire extinguishers, are in place and in working order.</p>	<p>Mayor, Board of Public Works and Safety</p>	<p>City Budget</p>
<p>C. Identify potential hazards in municipal buildings and facilities as well as any deficiencies in meeting state codes for public safety elements and develop a plan for corrective actions.</p>	<p>Mayor, Board of Public Works and Safety</p>	<p>City Budget</p>

PUBLIC ENGAGEMENT RESULTS



PUBLIC PARTICIPATION RESULTS

CITY OF DELPHI
COMPREHENSIVE PLAN

STEERING COMMITTEE MEETING 2
JULY 14, 2022

COMMUNITY WORKSHOP

- Over 25 participants attended

STAKEHOLDER GROUPS

- Number of Meetings: 7
- Total Participants: 17

ONLINE SURVEY

- Number of Responses: 183

PROJECT WEBSITE

- Number of Views: 685



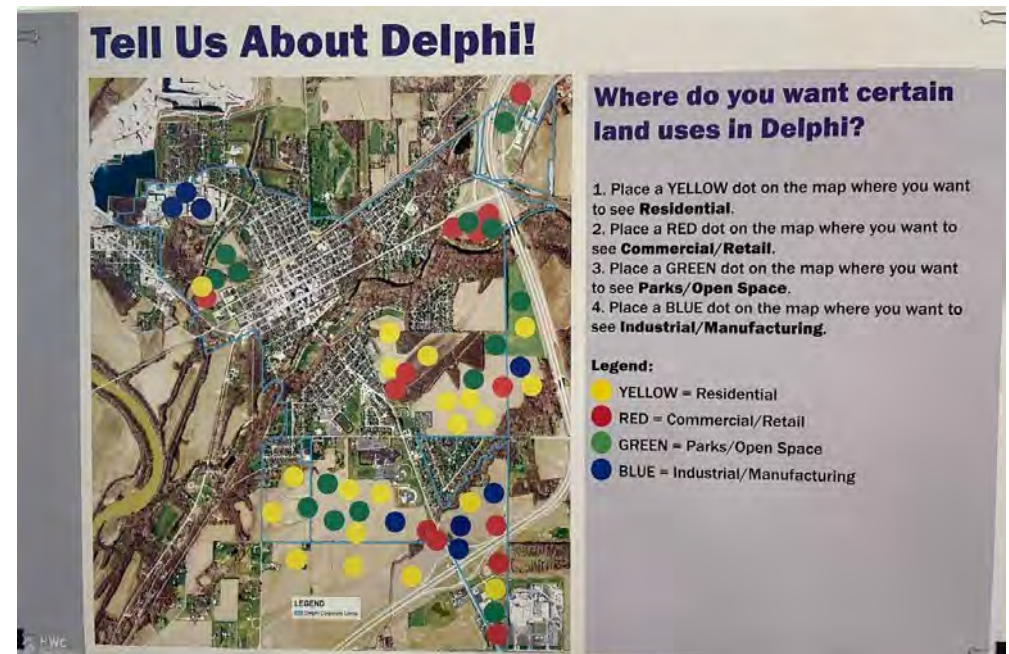
COMMUNITY WORKSHOP

“What are Delphi’s assets?”

- Trails & parks
- Historic buildings & resources
- Hoosier Heartland Highway
- School system

“What can be improved?”

- Home development
- Restaurants & entertainment options
- Unoccupied buildings
- Support for the various cultures in the community
- Opportunity for a hotel



STAKEHOLDER GROUPS

Key Takeaways

HOUSING	<ul style="list-style-type: none"> • Tough to build anything new due to lack of land. Blighted/vacant properties could be opportunities. • Diverse options are needed for all phases of life. • Inspection system is desired. • There is a lack of interest from ‘big’ builders to construct 1-2 lots spread through city. Clustered lots or 10-15 lot subdivisions more attractive.
WORKFORCE DEVELOPMENT	<ul style="list-style-type: none"> • Not enough housing to support workforce on all levels. • Lack of childcare & transportation has affected workforce numbers. • There is a need to promote manufacturing & other trades as good, attractive careers to younger generations. • Retail options & convenience are attractive to workers (ex: restaurants/fast food, department stores, etc.). • Encourage people to ‘come back home’ after higher education, jobs, etc.

STAKEHOLDER GROUPS

Key Takeaways

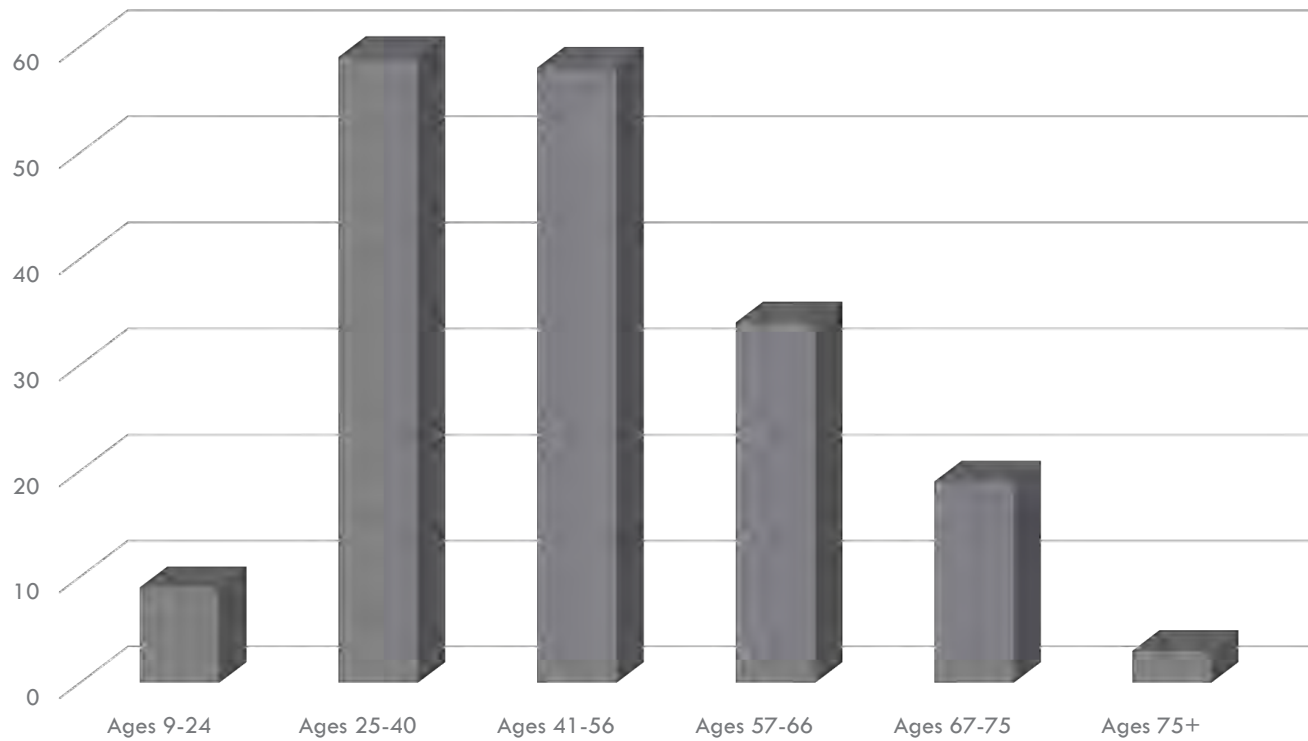
<p>DEPARTMENT HEADS</p>	<ul style="list-style-type: none"> • Recent & planned infrastructure investments has community prepared for growth. • More resources (funding, staff) for departments will be needed with growth. • Younger residents not aware of/interested in local government jobs available.
<p>DOWNTOWN, QUALITY OF PLACE</p>	<ul style="list-style-type: none"> • Diversity of businesses, shops, restaurants, etc. is desired. • Programming & promotion of events/businesses would engage residents. • Sidewalks are great, but parking in downtown is hard to access & see around. • Inconsistent business hours in the community & downtown is a large obstacle. • Opportunities to celebrate various cultural groups within the community are encouraged. • Front-end education & resources for business owners could be beneficial.

STAKEHOLDER GROUPS

Key Takeaways

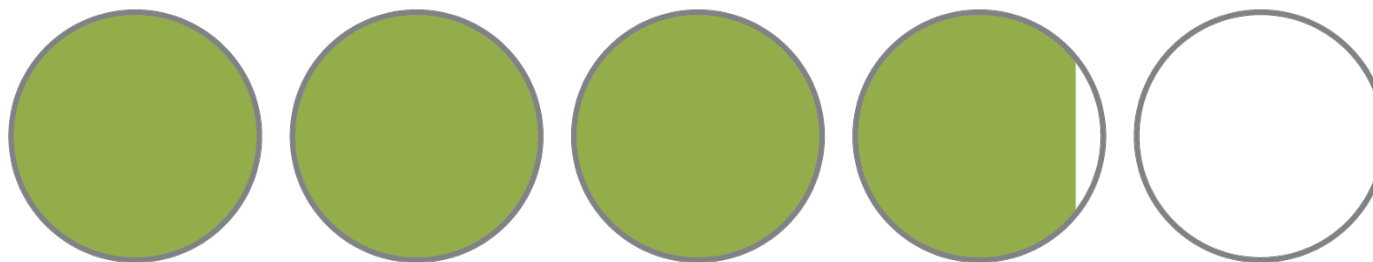
YOUTH & YOUNG ADULT	<ul style="list-style-type: none">• Not enough amenities & activities for younger generations & families. Often go to other communities for activities.• Apartments & rental units are desirable for early stages of adulthood. Smaller space & low maintenance options are wanted.• There is a lack of knowledge of local jobs (manufacturing, government). Job fairs, online promotion, etc. would help awareness.• Sports & recreation options outside of school are wanted.• Students generally do not walk/bike to school due to connectivity issues & conditions of roads/sidewalks.
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COMMUNITY INPUT SURVEY: DEMOGRAPHICS



COMMUNITY INPUT SURVEY: QUALITY OF LIFE

3.56 AVERAGE RATING



COMMUNITY INPUT SURVEY RESULTS

Consensus Responses	
GOVERNMENT, PUBLIC FACILITIES, & SERVICES	<ul style="list-style-type: none"> • Exist. Government buildings (City Building, Community Center, Park Shelters, etc.) are accessible and in good condition. • Fire protection in Delphi is reliable. • The Police Department in Delphi is reliable.
HOUSING	<ul style="list-style-type: none"> • Building new housing in Delphi is important to growing the population. • Access to water and sewer is needed to support new housing. • Delphi needs more single-family homes. • Delphi needs more mid-level housing. • Delphi needs to address abandoned properties.
PLACEMAKING (COMMUNITY WELLNESS, CULTURE, & EDUCATION)	<ul style="list-style-type: none"> • There is a strong sense of community pride in Delphi. • The overall appearance of Delphi is satisfactory. • Delphi is a great place to raise a family. • Delphi does not offer attractive jobs & opportunities for young professionals. • There are not enough entertainment activities for Gen Z (aged 9-24).

COMMUNITY INPUT SURVEY RESULTS

Consensus Responses	
DOWNTOWN & HISTORIC RESOURCES	<ul style="list-style-type: none"> • Sidewalks & walkable areas in downtown are in good condition. • Downtown signage (streets, parking, businesses) is present & clear. • Maintaining the historic buildings in downtown is important. • More restaurants are needed downtown. • More retail businesses are needed downtown.
UTILITIES & TRANSPORTATION INFRASTRUCTURE	<ul style="list-style-type: none"> • High-speed internet options (broadband) in Delphi are not reliable. • There are opportunities for walking & biking throughout Delphi.
PARKS & RECREATION	<ul style="list-style-type: none"> • Delphi’s parks are well-maintained. • Delphi’s parks offer a variety of playground/child-friendly equipment.

COMMUNITY INPUT SURVEY: COMMON WRITTEN RESPONSES

- Strong sense of community pride & passion for the small-town feel.
- More public communication/engagement is wanted.
- Accessibility to amenities, buildings, and sidewalks for people with all abilities is a concern.
- Trails & outdoor amenities are seen as an asset, and respondents want extensions and improvements.
- More programming at parks & open spaces is desired.
- More housing options at all levels is needed.
- More code enforcement for rental units and abandoned properties is wanted.
- Programming/activities for the youth & young adults is wanted.
- Respondents indicated a need for training & programming for developing skills for local jobs.
- A vibrant downtown – with diverse shops, restaurants, businesses, etc. – is important. Coordination of events and general business hours would be effective.
- A splash pad or pool is highly desired.

PUBLIC PARTICIPATION

KEY THEMES

HOUSING

- Addressing needs of large- & small-scale developers
- Code enforcement/rental property improvement/building inspections
- Proper utilities & infrastructure to support housing

DOWNTOWN

- A vibrant downtown is essential
- Desire for more restaurants & businesses
- Coordination of downtown businesses (hours of operation, programming, events, etc.) for greater good of community
- Continuing work on historic buildings & infrastructure is important

PARKS & RECREATION

- Desire for trails & sidewalks
- Programming & event opportunities
- Additional amenities (Gen Z, community pool, splash pad, etc.)

JOBS & WORKFORCE DEVELOPMENT

- Bridging gap between potential workforce & job opportunities is important
- Housing needs for all levels of workforce (entry level – executive)
- Training opportunities are desired

BIG IDEAS OPEN HOUSE

STRENGTHEN A VIBRANT DOWNTOWN

The City must highlight its historic downtown to further enhance and diversify economic opportunities.

BIG IDEA #1

Support the Delphi Main Street Organization.

- Consider funding a part- or full-time Executive Director position.

BIG IDEA #2

Develop a downtown business attraction program.

- Focus business development efforts in the downtown area on local/small businesses, and direct larger commercial activity to other portions of the City.
- Determine desired downtown businesses to prioritize recruitment efforts.
- Develop a resources and incentives tool kit to assist in attracting desired businesses to downtown Delphi.

BIG IDEA #3

Work with INDOT to redirect truck traffic out of the downtown area.

- Ensure the City has an on-staff representative to coordinate efforts.

BIG IDEA #4

Pursue efforts to retain and expand local businesses.

- Develop a tool kit that pulls together existing local retention programs and opportunities from Delphi Main Street, the Carroll County Economic Development Corporation, and the City of Delphi.
- Work with Delphi Main Street and local business owners to identify retention and expansion barriers and develop programs to respond to these issues.

BIG IDEA #5

Partner with the Delphi Preservation Society to establish a local preservation district.

- Consider creating a Historic Preservation Commission to manage the district.
- Update City ordinances to include appropriate design guidelines for the downtown district and overlay districts along important gateway corridors.
- Consider establishing a matching grant program to assist preservation and rehabilitation efforts.

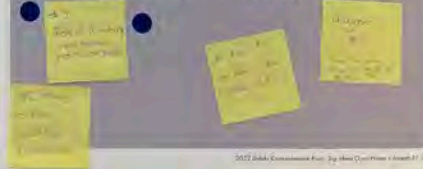
AGREE?

Place a sticky dot here!



DISAGREE?

Use a post-it note to tell us what statement(s) you disagree with and why!



INCREASE QUALITY HOUSING OPPORTUNITIES

To build upon its strong sense of community pride and continue to be a desirable place to live, Delphi must ensure that it has the right mix of housing options for all phases of life.

BIG IDEA #1

Provide a range of housing options that support moderate growth.

- Support new construction at all levels – single-family homes, apartments, townhomes, and other housing types – to meet the demands of residents in all phases of life.
- Pursue options for public/private partnerships with regional builders.
- Seek opportunities for infill development on lots in existing neighborhoods.

BIG IDEA #3

Develop a rehabilitation program for residential properties.

- Identify areas suitable for residential infill or redevelopment, such as vacant or abandoned properties.
- Consider a revolving loan fund to help residential property owners improve structures and/or properties.



BIG IDEA #2

Continue code enforcement efforts to address blighted properties.

- Develop an action plan for enforcement in targeted areas of the City, such as gateway corridors and areas near public spaces.
- Consider developing a Residential Rental Inspection Program (RRIP) to ensure health and safety standards and to raise the quality level of rental housing.

AGREE?

Place a sticky dot here!



DISAGREE?

Use a post-it note to tell us what statement(s) you disagree with and why!



EXPAND LOCAL GOVERNMENT CAPACITY

Ensure an appropriate local governmental structure is in place to carry out Delphi's vision, operate at a high level-of-service, and expand capacity as the City grows.

BIG IDEA #1

Consider forming a Delphi Advisory Plan Commission.

- By establishing an Advisory Plan Commission, the City can better control development and manage growth in ways that fit its long-term vision.

BIG IDEA #2

Consider adopting an Extra Territorial Jurisdiction (ETJ) ordinance.

- The City may consider extending their planning and zoning jurisdiction to unincorporated areas adjacent to city limits to ensure development is in-line with the City's overall vision.

BIG IDEA #3

Explore options for the City to begin performing Building Inspector/Commissioner activities.

- Inspections could initially be handled on a contract or part-time basis, with the potential for City to create a full-time position as the need grows.

BIG IDEA #4

Prepare City departments for the future.

- Develop a succession plan for each department in order to transfer institutional knowledge and maintain a high level-of-service to the City.

BIG IDEA #5

Centralize communications efforts to provide clear messaging on upcoming meetings, events, and City initiatives.

- Consider contracting this work or developing a position within the City to handle these tasks.

BIG IDEA #6

Consider developing a Stormwater Utility Fee.

- Much needed City-wide storm sewer improvements and maintenance could be funded through the implementation of this utility fee.

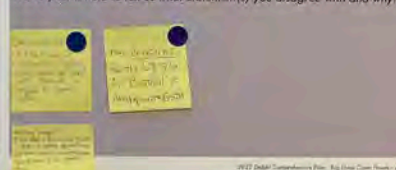
AGREE?

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DISAGREE?

Use a post-it note to tell us what statement(s) you disagree with and why!



SUPPORT LOCAL JOBS AND WORKFORCE

Attract and retain workers in the community by considering initiatives that promote local industries, support housing, offer training, and connect youth to job opportunities.

BIG IDEA #1

Ensure the workforce has appropriate housing options in Delphi.

- All levels of the workforce – ranging from entry level to executives – need attainable housing opportunities.

BIG IDEA #2

Create internship and student leadership programs.

- Consider developing student internship opportunities to support governmental capacity.
- Develop a youth taskforce to weigh-in on City initiatives.
- Partner with community entities, such as the Carroll County Economic Development Corporation (CCEDC) or Carroll County Community Foundation, to promote internships and job opportunities with employers within the City.

BIG IDEA #3

Partner with the Delphi Community School Corporation to encourage further skills training and link job opportunities.

- Advocate for vocational training programs at high school level that can lead to local career paths outside of traditional college degree programs.

BIG IDEA #4

Identify appropriate locations in Delphi to attract industries and employers.

- Ensure utility availability and transportation connectivity to sites.
- Partner with the Carroll County Economic Development Corporation (CCEDC) on the promotion and marketing of shovel-ready sites.
- Provide transparent communication to residents on project progress and incentive/funding efforts.

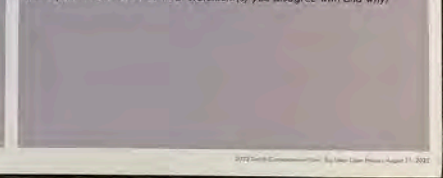
AGREE?

Place a sticky dot here!



DISAGREE?

Use a post-it note to tell us what statement(s) you disagree with and why!



BIG IDEAS OPEN HOUSE

INVEST IN QUALITY OF PLACE
 With strategic public investments, Delphi should look to build upon its existing amenities and strengthen the quality of place for its residents.

BIG IDEA #1
Develop a Bicycle and Pedestrian Master Plan.

- Plan should identify areas for trail extensions and improvements to the Delphi Historic Trail system, as well as potential regional connections.
- Identify gaps in pedestrian sidewalks and address connectivity issues.

BIG IDEA #2
Develop a Parks and Recreation Master Plan.

- Plan should make recommendations on appropriate programming and event opportunities for residents in public parks, such as movie nights, sports/recreation leagues, camps, etc.
- The Plan should also make recommendations on new facilities needed, such as a splash pad, youth center, or community pool.

BIG IDEA #3
Continue efforts to expand quality broadband access throughout Delphi.

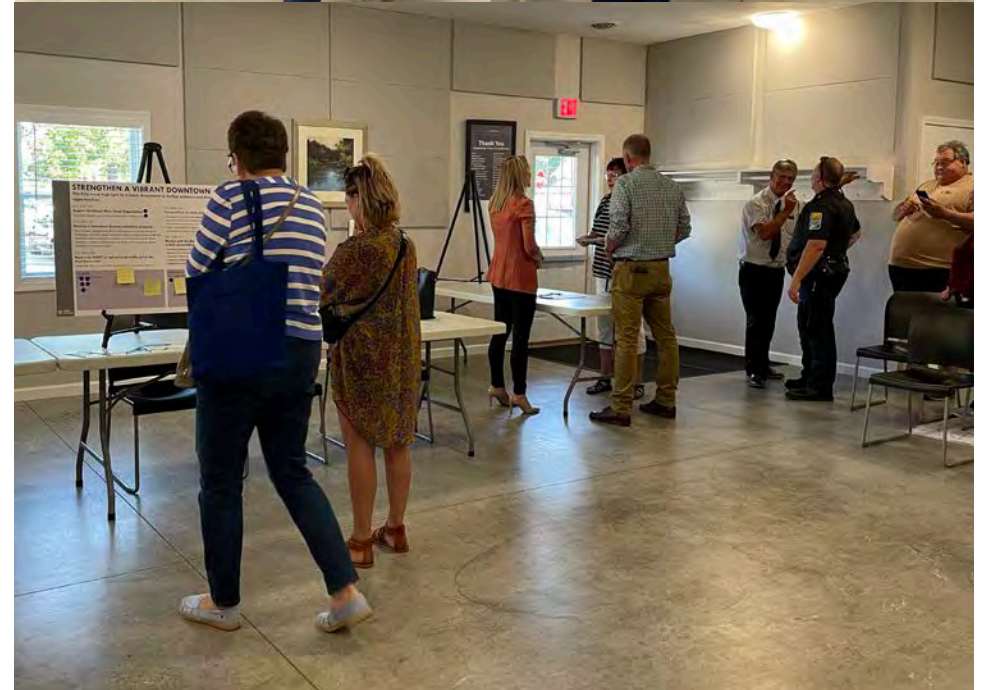
- Ensure City plans to extend broadband infrastructure are completed and on schedule.

AGREE?
 Place a sticky dot here!

DISAGREE?
 Use a post-it note to tell us what statement(s) you disagree with and why!

HWC ENGINEERS

2022 Delphi Comprehensive Plan - Big Ideas Open House - March 9, 2022



PUBLIC INPUT SURVEY QUESTIONS

The City of Delphi has partnered with *HWC Engineering* develop the City's first-ever comprehensive plan. A comprehensive plan establishes the community's vision for Delphi's future and outlines how the City will evolve over the next 10-15 years. This plan will be a guidance document that leaders, residents, and business owners can reference as decisions are being made about the future of Delphi.

Please help us identify community issues and opportunities by taking this 10-minute survey. These survey results, along with community data, will serve as the foundation for drafting a community-wide vision statement and supporting goals.

1. Survey Respondent Demographics

What is your relationship to Delphi?

- Current Delphi resident or business owner.
- Neighboring county resident or business owner.
- I grew up in Delphi but live somewhere else now.
- I'm not from the area, but I'm interested in the future of Delphi.

What is your generation/age range?

- Gen Z: Born between 1997 – 2012 (aged 9 – 24)
- Millennial: Born between 1981 – 1996 (aged 25 – 40)
- Gen X: Born between 1965 – 1980 (aged 41 – 56)
- Boomer II: Born between 1955 – 1964 (aged 57 – 66)
- Boomer I: Born between 1946 – 1954 (aged 67 – 75)
- Silent Generation: Born between 1928 – 1945 (aged 76 – 93)
- The Greatest Generation: Born before 1928 (aged 94+)

2. Government, Public Facilities, and Services

Please rate your level of agreement with the following statements:

(Strongly Agree, Agree, Disagree, Strongly Disagree, Unsure)

- Decision making is transparent to the general public.
- Delphi effectively communicates information to the public.
- Delphi welcomes citizen engagement and participation.

- There is strong collaboration between local government and local organizations.
- The Delphi website is effective and communicates important information.
- Existing government buildings (City Building, Community Center, Park Shelters, Gazebo, etc.) are accessible and in good condition.
- The City's current code enforcement actions are adequate.
- Fire protection in Delphi is reliable.
- The Police Department in Delphi is reliable.
- Delphi's trash and recycling collection services are adequate.

Do you have any other comments you would like to share related to government, public facilities, and services?

3. Housing

Please rate your level of agreement with the following statements:

(Strongly Agree, Agree, Disagree, Strongly Disagree, Unsure)

- The overall housing stock is well-maintained.
- Building new housing in Delphi is important to growing the population.
- More buildable lots are needed in Delphi.
- Access to water and sewer is needed to support new housing.
- Delphi needs more single-family homes.
- Delphi needs more multi-family units.
- Delphi needs more mid-level income housing.
- Delphi needs more affordable housing.
- Delphi needs to address inadequate/failing septic systems.
- Stricter code enforcement is needed to maintain Delphi's residential properties.
- Delphi needs to address abandoned properties.

Do you have any other comments you would like to share related to housing?

4. Placemaking (Community Wellness, Culture, Education)

Please rate your level of agreement with the following statements:

(Strongly Agree, Agree, Disagree, Strongly Disagree, Unsure)

- There is a strong sense of community pride in Delphi.
- The overall appearance of Delphi is satisfactory.
- Delphi is welcoming to outsiders/newcomers.
- Delphi is a great place to raise a family.
- Delphi offers attractive jobs and opportunities for young professionals.
- Delphi is a great place to retire.
- Access to healthcare for Delphi residents is convenient.
- Healthy lifestyle and food choices are available in Delphi.
- There are enough community events for families.
- There are ample entertainment activities for Gen Z (aged 9 – 24).
- There are ample entertainment activities for Millennials (aged 25 – 40).
- There are sufficient resources/activities for aging adults.
- Delphi schools offer quality education for students.
- Delphi schools offer adequate technology and trade courses.
- Public spaces (parks, downtown, etc.) are programmed well in Delphi.

Do you have any other comments you would like to share related to placemaking (community wellness, culture, and education)?

5. Downtown and Historic Resources

Please rate your level of agreement with the following statements:

(Strongly Agree, Agree, Disagree, Strongly Disagree, Unsure)

- Delphi's downtown is vibrant.
- There is enough public art downtown (murals, sculptures, etc.).
- There are adequate resources available to help downtown property owners with business development.
- There are enough downtown events for families.
- There are enough downtown events for adults.
- Adequate parking is available downtown.

- Sidewalks and walkable areas in downtown are in good condition.
- Downtown businesses and other facilities are easy to access by persons of any age or physical condition.
- Downtown signage (streets, parking, businesses) is present and clear.
- Downtown buildings are in good condition.
- Maintaining the historic buildings in downtown is important.
- More restaurants are needed downtown.
- More retail businesses are needed downtown.
- There is enough variety of businesses downtown.

Do you have any other comments you would like to share related to downtown and historic resources?

6. Utilities and Transportation Infrastructure

Please rate your level of agreement with the following statements:

(Strongly Agree, Agree, Disagree, Strongly Disagree, Unsure)

- Water quality is generally good.
- Water utility rates are affordable.
- Sanitary sewer services are adequate.
- Sanitary sewer utility rates are affordable.
- High-speed internet options (broadband) in Delphi are affordable.
- High-speed internet options (broadband) in Delphi are reliable.
- Roads are generally in good condition.
- Sidewalks are generally available, accessible, and in good condition.
- There are opportunities for walking and biking throughout Delphi.
- Delphi has an appropriate road network to support growth.

Do you have any other comments you would like to share related to utilities and transportation infrastructure?

7. Parks and Recreation

Please rate your level of agreement with the following statements:

(Strongly Agree, Agree, Disagree, Strongly Disagree, Unsure)

- Delphi's parks are well-maintained.
- Delphi's parks offer a variety of playground/child-friendly equipment.
- Delphi offers enough parks and recreation/sports programs for children.
- Delphi offers enough parks and recreation/sports programs for adults.
- Delphi effectively communicates about parks and recreation programs.
- The trails in Delphi connect to locations that I want to access.
- The trails and playground equipment are accessible to persons of all ages and physical abilities.
- The current park amenities are utilized well for community events.

Do you have any other comments you would like to share related to parks and recreation?

8. Economic Development

Please rate your level of agreement with the following statements:

(Strongly Agree, Agree, Disagree, Strongly Disagree, Unsure)

- Delphi has a pro-business environment.
- There are enough jobs available in Delphi.
- There are enough jobs for different levels of skill available in Delphi.
- Delphi employers offer competitive wages and benefits.
- Agriculture is an important component to Delphi's economy.
- Delphi has enough industry diversity for employment opportunities.
- Delphi would benefit from a local vocational and technical career center for student and adult education.
- Delphi needs more business parks (large-scale commercial and industrial business).
- Delphi needs more small-scale commercial property space.
- Incentives should be offered to support small businesses.
- Water, sewer, and broadband utilities need to be extended to encourage

new development.

- More restaurants are needed in Delphi.
- Delphi would benefit from a business incubator or co-working space.

Do you have any other comments you would like to share related to economic development?

9. Agriculture and Natural Resources

Please rate your level of agreement with the following statements:

(Strongly Agree, Agree, Disagree, Strongly Disagree, Unsure)

- Delphi does a good job of protecting its woodlands and natural open spaces.
- Delphi does a good job of protecting its waterways.
- Delphi has adequate natural resources.
- The natural resources in Delphi need to be promoted more effectively.
- Agriculture is an important component to Delphi.
- Delphi does a good job of protecting agricultural/farming practices.

Do you have any other comments you would like to share related to agriculture and natural resources?

Thank you for participating in Delphi's Comprehensive Plan Survey! To learn more about the planning process and upcoming public engagement opportunities, please visit <https://delphicomplan.com/>.

COMPREHENSIVE PLANNING COMMITTEE MEETINGS



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Please Sign In!

Delphi Comprehensive Plan - Steering Committee Meeting #1
Community Center
April 27th, 2022, at 6:30 pm

Name	Email
1. Gil Smith	gilsmith396@msn.com
2. MIKE TETRAULT	DIRECTOR@CANALCENTER.ORG
3. GWEN FLORA	gwenflora@yahoo.com
4. Julia Leahy	julia@carrollcountychamber.com
5. Jack Cross	crossapp@gmail.com
6. J. T. Doane	jt@delphi.k12.in.us
7. Erin Jubril	erinjubril@gmail.com
8. Ann-Marie Crede	crelea@delphi.k12.in.us
9. Anita Worling	anita@cityofdelphi.org
10. J.T. Doane	comdevelop@cityofdelphi.org
11. Spencer Kingery	councilat4@cityofdelphi.org
12. Gayle Conner	council3@cityofdelphi.org
13. Aaron Lyons	strat@cityofdelphi.org
14. Barb Mayfield	barb.mayfield@gmail.com
15. Joe Mayfield	joe.mayfield5@gmail.com
16. Kamron Yates	kamronyates@gmail.com
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Please Sign In!

Delphi Comprehensive Plan - Steering Committee Meeting #2
Community Center
July 14th, 2022, at 6:30 pm

Name	Email
1. Julia Leahy	
2. Gil Smith	gilsmith396@msn.com
3. Anita Worling	anita@cityofdelphi.org
4. J.T. Doane	comdevelop@cityofdelphi.org
5. Spencer Kingery	councilat4@cityofdelphi.org
6. Gwen Flora	gwenflora@yahoo.com
7. Inger Cowan	icowan@ncempire.com
8. Gayle Conner	gconner@live.com
9. Jack Cross	crossapp@gmail.com
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Please Sign In!

Delphi Comprehensive Plan - Steering Committee Meeting #3
 Community Center
 August 24th, 2022, at 6:30 pm

Name	Email
1. Ann-Marie Crecie	cirecra@delphiokla.com.us
2. Gil Smith	gilsmith396@msn.com
3. Kumron Yates	kumron.yates@gmail.com
4. Anita Werling	mayer@cityofdelphi.org
5. JT Doane	comdevelop@cityofdelphi.org
6. Gayle Conner	council3@cityofdelphi.org
7. Barbara Mayfield	barb.mayfield@gmail.com
8. Joe Mayfield	joe.mayfield5@gmail.com
9. Jessica Lamar	jesslamarrealty@gmail.com
10. Nate Lamar	nathamlamar@hotmail.com
11. MICHAEL TETRAULT	DIRECTOR@CANALCENTER.ORG
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Please Sign In!

Delphi Comprehensive Plan - Steering Committee Meeting #4
 Community Center
 September 14, 2022, at 6:00 pm

Name	Email
1. Gayle Conner	gconner@live.com
2. Gil Smith	gilsmith396@msn.com
3. Barb Mayfield	barb.mayfield@gmail.com
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Meeting Summary

Delphi Comprehensive Plan – Steering Committee Meeting 1
April 27, 2022 – 6:30pm

1. Introductions

2. Project Overview

- Comprehensive Plan FAQ, timeline
- Community engagement plan
- Demographic snapshot

3. Topics of Discussion

- *What are the top issues you want this plan to accomplish?*
 - Strategic residential and commercial development
 - Improve infrastructure
 - Close divide between long time residents and newer residents
 - Expansion of trails and outdoor amenities
 - Opportunities for youth/young residents
 - Grow skill set of students
 - Create future leaders
 - Establish a place where people want to stay (or come back to after higher education or jobs elsewhere)
 - Maintain a good community for future generations
 - Improve housing options
 - Enhance community participation and coordination of events
 - Expand local businesses and tourism opportunities
 - Make getting things done easier, more efficient
 - Look to expand/improve upon positive aspects of community
- *What are some of the factors that drive the quality of life in Delphi?*
 - Feel of community
 - Sense of pride, respect of community
 - School system
 - Cultural and outdoor amenities
 - Local restaurants
- *What are some of the biggest issues or weaknesses that Delphi is facing?*
 - Housing stock, options
 - Where to build?
 - More units are needed to support workforce
 - Existing amenities/community are seen as desirable for new and/or returning residents
 - Numerous amenities and positive features of the City are based on 'good weather'
 - Need more options (entertainment, activities, etc.) for 'bad/inclement weather'

1

- Job creation, workforce development
- Infrastructure
 - Sanitary sewer, Wastewater Treatment Facility
- Lack of resources to support non-English speaking students, staff within school system
- Transportation issues
 - Traffic detours due to construction
 - Truck route – plans started, but stopped around 2008

4. Next Steps

- Project Website – www.delphicompplan.com
- Online Engagement & Survey – May
- In-person Workshop – May
- Stakeholder Discussions - May
- Steering Committee Meeting #2 – June

2



Meeting Summary

Delphi Comprehensive Plan – Steering Committee Meeting 2
July 14, 2022 – 6:30pm

1. Welcome Back!

2. Project Progress Update

3. Public Participation Results & Discussion

- Community Workshop
- Stakeholder Groups
 - There is a need/desire for a Building Inspector – this also ties into code enforcement issues. Need to ensure things are built properly to begin with to avoid run-down properties in the future.
 - Tear down houses that are abandoned or in poor condition – these are cost effective infill properties.
 - There is a disconnect between school offerings and what students want. Students are on 4-year college track, but are not aware of career paths with skilled trades, local job options, or other alternatives.
 - Are there opportunities for internship programs? Students/young adults often travel for internship programs in today's environment.
 - People think of local manufacturing jobs as factory floor work, and don't understand the various opportunities available – accounting, HR, administration, etc.
 - All of the young residents that participated stated that they want to end up back in Delphi at some point – after higher education, job/culture experience, etc. This is a huge compliment and opportunity.
 - Hard to envision what their next housing step is.
 - How do you make it easy for kids to come back to Delphi in the future after school or when they are ready to start a family?
 - Kids want a place to hang out – only current option is Dairy Queen. More options are needed.
 - Transition plan(s) for city department heads is needed, as many are reaching retirement age.
 - Hoping to do a parks plan next – need to establish a visions for parks. Goal is to start the process in fall 2022.
- Online Survey
 - Discussion question: Are there really a lot of abandoned properties?
 - Maybe not a large number, but the ones existing are very noticeable.
 - Estimated 20 or so abandoned properties.
 - Many properties are not abandoned but should not be inhabited.
 - Many abandoned/dilapidated properties are rentals – need a way to address issues (code enforcement/building codes).
 - Owner occupied houses – how do you help when people can't afford to fix their property up.
 - City is looking into grant opportunities for clean-up efforts.
 - Delphi does not offer jobs/opportunities for young professionals.
 - Activities are needed for youth and young adults.
 - Need continual investment in downtown buildings.

- There are many concerns with broadband, but City is taking active steps to address this issue.
- No consensus on road conditions/connectivity – may need to be revisited.
- Main Street Organization has gotten back up and running and is now sanctioned by the state. Main Street Board is working on being more active/proactive and getting people interested. Overall vision is making downtown welcoming.
 - Farmers Market is now happening on 2 Saturdays a month.
 - Working in conjunction with the “Do It In Delphi” campaign.
 - Grant received from community foundation for downtown map/event kiosks.
 - Monthly meetings are drawing a lot of people in.
 - Need to share Comp Plan data with Main Street to help them make priorities.
- There is a need to centralize communications so that businesses know about sports tournaments, events at Opera House, etc. Kiosks will help, but there is a gap.
- The faith community does not appear to be well represented in the public input data. What connections can be made?
 - Churches/places of worship have very active youth programs.
 - They could be a partner with many activities.
 - What are they doing that we need to connect with?
 - Maybe a stakeholder meeting with churches/places of worship?
 - Churches/places of worship may be seeing things that government does not.
- What are some of the needs that the Township Trustees see?
- Delphi is a great place to retire to. What are the needs of the senior citizens?
 - What are their unmet needs?
 - Is there a desire for more amenities, like pickle ball?
- Agricultural industry is in need of workers – farm workers, seed dealers, tech jobs, etc.
 - Opportunities to connect students to jobs.
 - Ivy Tech has a precision ag degree that could lead to a tractor maintenance position.
- If population grows, what are the additional needs of the community?
- The 2018-2020 Leakage/Surplus data for Carroll County showed there was significant leakage in restaurant spending for the county as a whole.
 - Leakage also shown for most areas.

4. Next Steps

- Steering Committee Meeting #3 – August
- Big Ideas Open House - August
- Comprehensive Plan Rough Draft - September
- Steering Committee Meeting #4 – September

DELPHI ZONING AND SUBDIVISION CONTROL ANALYSIS



A. CIVIC BLUEPRINT

Delphi Zoning and Subdivision Control Analysis

27 September 2022

Civic Blueprint reviewed the City's Zoning Ordinance and Subdivision Control Ordinance (referred to as the Ordinances in this analysis), and the pending Comprehensive Plan to identify changes necessary to update the City's development code. The following recommendations are intended to identify the nature and direction of changes to be made and are not intended as specific text changes to the ordinances.

OVERALL

- Combine the Zoning Ordinance and Subdivision Control Ordinance into one, easy-to-use document. This Unified Development Ordinance (UDO) will reduce duplication and confusion by having the primary codes affecting land use in one ordinance.
- Organize the content of the UDO in a more intuitive manner removing conflicts and duplications.
- Create a digital, hyperlinked version of the new UDO to allow easier navigation.
- Change the writing style of the UDO plain English to make it more accessible and easier to use.
- Use tables to display information more concisely, wherever possible, and incorporate additional graphics to convey concepts.
- Add language to allow the Official Zoning Map to be an electronic map.
- Clarify the required approval processes. Align the processes with state law and identify which applications can be approved at the staff level and which applications require approval by the Plan Commission, Board of Zoning Appeals, or the City Council.

- The improvement standards conflict between documents. Incorporate standards by reference to remove duplication and conflicts.
- Group similar standards together. Currently, standards for parking, signage, and other improvements are spread throughout the ordinance.
- Simplify the approval process text by referring to department forms and rules of procedure.
- Use a schedule of meetings to drive the process and provide more certainty in the approval process. The schedule should address filing deadlines, Technical Advisory Committee meeting dates, revised plan submittal deadlines, and public meeting dates.
- Consider extending the City's zoning jurisdiction to unincorporated areas adjacent to the city limits to ensure future development aligns with the City's overall vision. If this occurs, additional zoning districts may be necessary to address the context and uses within the unincorporated area.

COMMENTS ON SPECIFIC ELEMENTS OF THE ORDINANCES

ZONING DISTRICTS

- The residential districts should govern by context (scale and form) rather than by lot size.
- A broader range of residential districts is needed to conserve the City's character and meet market demand for more lifestyle options.
- Consider rezoning areas where development is encouraged with the appropriate zoning district. Control the character of the proposed development through design review.
- Broaden the range of housing options permitted in the UDO to provide a range of housing options to support moderate growth.
- Create a mixed-use zoning district for downtown. A higher level of design review should be part of review process for this district. Address character standards such as orientation to the street, setback, building height, parking, and first floor transparency.
- Adjust the permitted uses and development standards within districts to reduce the need for variances or planned developments.
- More zoning districts are required to achieve Delphi's desired goals.
- Restrict the permitted uses within highly visible highway corridors. This will keep undesirable uses out of the corridor and locate them to a more appropriate location within the City.

Page 2 of 5

Page 1 of 5

- Update the floodplain overlay district with the most recent State regulations.
- Organize zoning district regulations into tables grouped by district type (e.g. residential, commercial, etc.)
- If extraterritorial jurisdiction (ETJ) is implemented, additional zoning districts may be needed to address uses within the ETJ and align with the goals and objectives identified in the Comprehensive Plan.

PERMITTED USES

- Create a Permitted Use Table to better convey what uses are permitted in the various zoning districts.
- Refine the uses on the Permitted Use Table to align with the Comprehensive Plan.
- Reduce the need for special exception approvals by noting special conditions required for certain uses. For example, a commercial use may require a landscape buffer or fence when abutting a residential use.
- Update telecommunications provisions to incorporate small cell facilities and be consistent with applicable law.

IMPROVEMENT STANDARDS

- Include property maintenance standards in the UDO.
- Add a section on assurances for completion and maintenance of improvements.
- Include a section on infill development standards to encourage growth on vacant and underutilized land. Provide flexibility to achieve high-quality infill projects to strengthen, and be compatible with, existing neighborhoods.

Landscaping

- Create landscape standards section to address the City's desires for beautification and the reduction of conflicts between different types of land uses.
- Use graphics to illustrate landscape requirements.

Lighting

- Create lighting standards section so the lighting of non-residential uses does not negatively impact residential neighborhoods.

Parking

- Consolidate the parking requirements into one location.
- Consider setting a limit to the maximum number of parking spaces that can be provided.
- Adjust the parking requirements to reflect the nature of the use to avoid creating unnecessary parking that goes unused.

- The standards need to be evaluated and reduced where appropriate. Ensure uses do not require an exorbitant amount of parking which has ripple effects on urban form, infrastructure requirements, etc.
- Shared parking and parking requirements for downtown need to be addressed.

Signage

- Update sign standards so they are consistent with the updated court ruling regarding Reed V. Gilbert and subsequent cases.
- Add standards for electronic message signs.
- Discuss desired sign restrictions. For example, restricting pole signs along certain corridors, prohibition on billboards, etc.

RESIDENTIAL DESIGN GUIDELINES

- Update the performance and maintenance surety standards to align with state law.
- Allow a variety of architectural standards. Be context sensitive. For example, architectural standards don't need to be as rigorous for a residential site near industrial uses.
- Encourage pedestrian and bicycle connectivity with neighborhoods.

ADMINISTRATION AND ENFORCEMENT

- Review and improve the approval procedures to provide more certainty about each process.
- Cover the duties of the Zoning Administrator, Plan Commission, City Council, and any other committees involved in the development review process.
- Consider whether a Design Review Board is needed to assist in reviewing development proposals.
- Enhance the enforcement provisions of the UDO. Language should be added allowing a ticketing process as a tool for enforcement. This is a simple tool that is more effective in creating compliance than the current option of filing a suit in court.

PROCESS AND PERMITS

- Create an expanded process chapter.
- Provide clear descriptions and requirements for the various approvals and permits needed.

- Remove the minimum area requirements for planned developments. Given the existing development pattern in the City, a planned development containing mixed-uses and specialized standards may be appropriate downtown.

DEFINITIONS

- Expand the definitions section and move them to the end of the UDO.

SUBDIVISION CONTROL ORDINANCE

- Clarify the different types of subdivisions available in the City.
- Remove conflicting standards and requirements that conflict with the provisions of the Zoning Ordinance and City Construction Standards.
- Expand on the design standards for subdivisions to ensure they align with the Comprehensive Plan.
- Refine and expand the standards for required improvements to ensure they align with the Comprehensive Plan.
- Clarify the process for obtaining approvals for the various types of subdivisions.
- Update procedures and standards to meet the requirements of state law.

CONCLUSION

Due to the level of the revision necessary for the Zoning Ordinance and Subdivision Control Ordinance to meet state requirements, reflect the pending Comprehensive Plan, align with industry standards, and be more user friendly, we recommend a complete update of the ordinances into a Unified Development Ordinance.