Delphi Stellar Communities

Before and After

Cory J. Whitesell, P.E.
Partner, Director of Planning – HWC Engineering
Agenda

- Introduction and Overview
- Projects: Before and After
- Lessons Learned
- Budget Outcome
Introduction and Overview
Stellar Origins: Wabash and Erie Canal Center
Stellar Origins: Trails and Safe Routes to School
Stellar Origins: Delphi Preservation Society
What is Stellar Communities?

• Multi-agency program to provide technical support and funding to complete public projects

• Goal is to implement a comprehensive revitalization plan in 3-4 years

• Partnership with INDOT, IHCDA and OCRA
Stellar Vision

To capture the advantage of the Hoosier Heartland Highway, the community will make strategic investments to activate and revitalize its core downtown area and historic neighborhoods.
Strategic Investment Plan

- Invest in downtown buildings
- Create a pedestrian friendly streetscape
- Invest in historic neighborhoods
- Enable downtown housing
Stellar Projects: Before-After
Projects

• Opera house
• Facades
• Apartments
• Parking
• Owner occupied repair
• Streetscape
• Gateway trail
• Water improvements
Delphi Opera House: location
Delphi Opera House: before
Delphi Opera House: proposed
Delphi Opera House: today
Delphi Opera House:
today
## Opera House Overview

| Scope       | Restoration of 1865 Assion Ruffing “City Hall”  
|            | Creation of state of the art performing arts venue and community rooms  
|            | 10,000 square foot Addition  

| Funding     | $1.59m IHCDA – CDBG Grant  
|            | $0.97m OCRA – CDBG Grant  
|            | $0.20m Jeffris Foundation  
|            | $1.56m Capital Campaign  
|            | $4.32m Total ($4.0m budget)  

| Key Challenges and Lessons Learned | Successful in use of construction manager to control costs and manage unforeseen issues on 1865 building restoration  
|                                   | No city funds involved  

| Results | Now in 2\(^{nd}\) Year of programming  
|         | Bringing local and regional acts to Delphi  
|         | Jeff Daniels Band headlined year 1  

---

[Image: OR.jpg]
Downtown Facades: locations
Downtown Facades: before
Downtown Facades: proposed
Downtown Facades: today
118 – 120 W. Main Street
122 W. Main Street
101 – 103 S. Washington Street
## Facades Overview

<table>
<thead>
<tr>
<th>Scope</th>
<th>Restoration of 35 facades in downtown Delphi</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Funding</strong></td>
<td></td>
</tr>
<tr>
<td>$1.58m OCRA – CDBG Grant</td>
<td></td>
</tr>
<tr>
<td>$0.06m Business Owner Match</td>
<td></td>
</tr>
<tr>
<td>$0.16m City Match</td>
<td></td>
</tr>
<tr>
<td>$1.80m Total (1.67m Budget)</td>
<td></td>
</tr>
<tr>
<td><strong>Key Challenges and Lessons Learned</strong></td>
<td>Even with a focus on estimating, bids came in over budget</td>
</tr>
<tr>
<td></td>
<td>Value engineering helped control costs and kept unforeseen conditions from really increasing costs</td>
</tr>
<tr>
<td></td>
<td>Local architect helped communications with businesses, but helped them partner with a larger firm for confidence in the scope of work</td>
</tr>
<tr>
<td><strong>Results</strong></td>
<td>Restored facades have attracted new businesses (example: Brick and Mortar Pub, Blue Moose Ice Cream)</td>
</tr>
<tr>
<td></td>
<td>Property owners have invested in interior renovations</td>
</tr>
</tbody>
</table>
Owner Occupied Housing: locations
## Owner Occupied Housing Overview

| Scope                      | • Phase 1 – 10 Units  
|                           | • Phase 2 - TBD       |
| Funding                   | $250,000 – IHCDA – Phase 1 |
| Key Challenges and Lessons Learned | • While the construction is relatively simple, it requires a firm to oversee it with significant experience with IHCDA |
| Results                   | • Repaired house without functioning kitchen  
|                           | • Repairs helped one property owner keep her home |
Downtown Apartments: location
Downtown Apartments: before
Downtown Apartments: proposed
Downtown Apartments: today
# Downtown Apartments Overview

| Scope                  | • Split site housing development  
|                       | • 16 units downtown  
|                       | • 26 units at north site  |
| Funding               | $7.5 m- Private Development with IHCDA Tax Credits (no City dollars included) |
| Key Challenges and Lessons Learned | • Restoration of downtown building alone not cost effective  
|                       | • Split site approach was critical to making project succeed  
|                       | • Strong development partner (Keller Development) was critical to meeting city’s vision  |
| Results               | • Stone House Restaurant relocated to this building  
|                       | • Strong occupancy of both structures  
|                       | • Eliminated industrial use from neighborhood north of downtown  
|                       | • Project demonstrated the viability of downtown housing |
Downtown Parking Proposed: location
## Downtown Parking Overview

| **Scope** | Project did not proceed  
|           | Goal was to establish all day/off-street parking |
| **Funding** | $0.5-1.0 m IHCDA – CDBG grant was initially targeted |
| **Key Challenges and Lessons Learned** | One site was not eligible for grant funding per IHCDA rules since there were unpaid taxes on one of the properties  
|           | Agreement could not be reached to acquire other property  
|           | Other sites were too far from downtown away to be effective |
| **Results** | No project was constructed  
|           | City will monitor parking needs, and on a demand driven basis convert on-street parking from parallel to angle parking |
Downtown Streetscape: location
Downtown Streetscape: before
Downtown Streetscape: proposed
Downtown Streetscape: today
Downtown Streetscape: today
Murphy Fountain Restoration
# Downtown Streetscape Overview

<table>
<thead>
<tr>
<th>Scope</th>
<th>Eight blocks of downtown streetscape improvements</th>
</tr>
</thead>
</table>
| Funding | $3.13m – INDOT  
$1.04m – Local  
$4.17m – TOTAL ($4.26m budget) |
| Key Challenges and Lessons Learned | Historic concerns were expected to result in an adverse impact, so mitigation measures were incorporated proactively (allowing us to meet other restoration goals)  
Value engineering was successful in controlling costs  
Proactive management was required due to concurrent work on facades, Opera House, apartments, water, sewer, electric and related work |
| Results | Streetscape has created a pedestrian friendly environment  
Real benefit will be evident in 2017 as this will be the first year without downtown construction for some time |
Downtown Streetscape: location
Gateway Trail Phase 1: before
Gateway Trail Phase 1: proposed
Gateway Trail Phase 1: today
Gateway Trail: today (Phase 2)
## Gateway Trail Overview

### Scope
- 1,600 lf Phase 1 + 1,900 Phase 2 = 3,500 lf trail
- Additional 1,000 lf of trail built with streetscape project
- Connects schools, downtown, neighborhoods, and Wabash and Erie Canal Center
- Improvement of Safe Routes to School route

### Funding
- $2.19m – INDOT
- $0.56m – Local Match
- $2.75m ($2.8m budget)

### Key Challenges and Lessons Learned
- Scoping Phase 1 to avoid the railroad accelerated work.
- Multiple options were reviewed for Phase 2 walls before choosing sheet piling and cast-in-place concrete.
- Historic restrictions and budget eliminated bridge gateway feature

### Results
- Active use of trail
Downtown Water Improvements: location
Downtown Water Improvements: construction
**Downtown Water Improvements Overview**

<table>
<thead>
<tr>
<th>Scope</th>
<th>Replacement of water mains, meters and service lines for nine blocks in the downtown</th>
</tr>
</thead>
</table>
| Funding | $0.43m – INDOT Exchange Program  
$0.83m - Local  
$1.26m – TOTAL ($750,000 original budget) |
| Key Challenges and Lessons Learned | • Mains and services were old and undersized improvements were needed before streetscape project  
• Individual assessment of future water needs for each building will avoid tearing up walks in the future, but increased the costs to meet those needs  
• Use of the INDOT exchange program provided partial funding for water mains, overcoming the budget gap. |
| Results | • Water system can now provide fire protection for downtown buildings, which enabled the Opera House and Downtown Apartments |
# Budget Breakdown

<table>
<thead>
<tr>
<th>Source</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants</td>
<td>$10.7m</td>
</tr>
<tr>
<td>Local Match</td>
<td>$2.4m</td>
</tr>
<tr>
<td>Private Sources/Tax Credits</td>
<td>$9.1m</td>
</tr>
<tr>
<td>Utility Department</td>
<td>$0.7m</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$22.9m</strong></td>
</tr>
</tbody>
</table>
Did Delphi accomplish their Strategic Investment Plan?

- **Invest in Downtown Buildings**
  - 35 facades
  - Opera House
  - 2 downtown apartment buildings
  - New businesses have opened

- **Create a Pedestrian Friendly Streetscape**
  - Streetscape upgraded

- **Invest in Historic Neighborhoods**
  - 10 houses improved
  - 1 block restored with 26 apartments
  - Trail through neighborhoods

- **Enable Downtown Housing**
  - 16 units downtown
  - Private investment in downtown housing
THANK YOU

Cory J. Whitesell, P.E.
Partner, Director of Planning – HWC Engineering