

**CITY OF NEWARK
DELAWARE**

**PLANNING COMMISSION
PARKING SUBCOMMITTEE
MEETING MINUTES**

November 16, 2017

**Council Chamber
2:00 p.m.**

Present at the 2:00 p.m. meeting were:

Chair: Frank McIntosh

Committee Members Present: Jordan Abada
Rob Cappiello
Will Hurd
Chris Locke
Lee Mikles
Rich Rind
Alan Silverman

Committee Members Absent: None

Staff Present: Mary Ellen Gray, Planning and Development Director
Mike Fortner, Planner
Marvin Howard, Parking Manager

Mr. Frank McIntosh called the Parking Subcommittee meeting to order at 2:13 p.m.

1. CHAIR'S REMARKS

Mr. McIntosh: This meeting will come to order. Okay, we're going to try something a little different today. So this is going to be kind of a full audience participation meeting. And in my limited experience with municipal government, I haven't seen that just yet, but we're going to have it today. We have some business to take care of before that, but when we get into the discussion of the issues, we're going to break into small groups. Those in the audience that wish to participate in those small groups will be able to do so, and I hope you do, one and all, and we'll get to some solutions around the first three of the six issues that came about. Next month, we'll do the final three. From there, we will look at that and say, did we miss anything along the way that, by these discussions, that we've picked up on? We'll consider that. If those things are, in fact, worthy of further consideration, we'll do that.

In January, the idea is to take a look at the solutions and determine whether or not the capacity exists to actually enact them. There's nothing worse than having a strategic plan that cannot be enacted because the resources are not available. So we'll either determine that those resources can be acquired or we can suggest to the ruling bodies that these are the resources you need to get to employ these solutions that we've determined to have against the issues that have been identified.

So once we've done that, we'll, basically, in February, wrap up and send our conclusions to the Planning Commission, which I think would, in turn, send them to the City Council. I don't know who the City Council sends them to, but they'll figure it out. But they should send them to somebody. Anyway, we'll have that and we can go on our merry ways and do what is best for us and our life.

2. MINUTES OF THE OCTOBER 25, 2017 PARKING SUBCOMMITTEE MEETING

Mr. McIntosh: So, having said that, we have the minutes of the October 25, 2017 meeting of this Parking Subcommittee and were there changes?

Ms. Michelle Vispi: Dr. Morgan submitted some changes.

Mr. McIntosh: Okay, and I think I did see those. Those are in your packets, if you haven't seen them. Someplace. There it is. Okay. So it's on a piece of paper like this. So take a moment to just review that and then I would accept a motion to . . .

Mr. Will Hurd: It wasn't in everyone's packet.

Ms. Vispi: No, it was only in the three packets of the Planning Commissioners.

Mr. McIntosh: Okay, well here it is. Near the bottom of page 17, Dr. Morgan was quoted as saying, "And I think one part I'd like to make...", and it should have said, "And I think one point I'd like to make..." One part versus one point. See, I read point. I'm sorry. That's the change. Given that, is there a motion to accept the minutes as amended?

Dr. John Morgan: Mr. Chairman, also I pointed out that Mr. Jones is actually Dr. Jones.

Mr. Jim Jones: Jim doesn't use Dr. Jones unless people are trying to get a grade out of him.

Mr. McIntosh: So you don't take that as a friendly amendment? No? Okay, I got it.

Mr. Jones: There aren't many things I won't respond to, but Jim is just fine.

Mr. McIntosh: We'll come up with a few names and we'll just test them out with you. How's that? For now, we'll go with Mister. So, is there a motion to accept the minutes as amended?

Mr. Hurd: So moved.

Mr. McIntosh: Second?

Mr. Jordan Abada: Second.

Mr. McIntosh: All in favor? Against? Alright, thank you.

MOTION BY HURD, SECONDED BY ABADA, THAT THE MINUTES OF THE OCTOBER 25, 2017 PARKING SUBCOMMITTEE MEETING BE APPROVED.

VOTE: 8-0

AYE: ABADA, CAPPIELLO, HURD, LOCKE, MCINTOSH, MIKLES, RIND, SILVERMAN

NAY: NONE

MOTION PASSED

3. WEST CHESTER EXPERIENCE WITH PARKING GARAGES

Mr. McIntosh: Okay, so Jim, you're on.

Mr. Jones: Alright.

Mr. McIntosh: This is Jim Jones. He was with us last month and . . .

Mr. Jones: Should I talk into a microphone?

Ms. Mary Ellen Gray: Yes, please.

Mr. McIntosh: Yes, of course you should, even though you have a nice baritone voice. You must have been great in the classroom.

Mr. Jones: Depends . . .

Mr. McIntosh: On who you talk to, I understand.

Mr. Jones: On a lot of things. Yeah.

Mr. McIntosh: The people who called you Doctor, who were looking for something.

Mr. Jones: Very few people ever fell asleep in my classroom.

Mr. McIntosh: He's going to expound upon the things that he talked about at last month's meeting, which we thought deserved some additional comments. So go ahead.

[Secretary's Note: During the course of the discussion, Mr. Jones referred to a memorandum he prepared for the Planning Commission Parking Subcommittee dated October 27, 2017, titled Impact of Parking Garages on West Chester, Pennsylvania, which can be accessed via a link to Exhibit A at the end of this transcript.]

Mr. Jones: Alright, well I worked real hard to get it down to that length. I apologize if it's still too long, but let's just say that there's a whole book that could be written about all of this. So rather than review what's in that, step-by-step, I'm going to assume that everybody has read through it and if you have questions, you're going to get a chance in a moment. I'll make my comments real short.

The only thing I wanted to add to it . . . the question that I got was what were the impacts of the garage? So I went pretty much with what I would call primary impacts. But there are secondary and tertiary, as you can imagine, that this thing kind of snowballs, so I just wanted to mention two other things that aren't in that memo that I think might be useful to this group. One is that I referred to the 2010 garage as the replacement for the 1973 garage. That was the first one that West Chester built and, actually, that will be a chapter in a book that I'm going to start working on next year. But my point being is that they went through a process that looks a whole lot like what you're going through right now. So if anybody wants to hear more about what happened between 1969 and 1972 to lead to the first garage, I am equipped to go and talk about that.

Mr. McIntosh: Okay.

Mr. Jones: The other thing I would say at this point here, you'll notice that the very first impact I listed was more expensive parking, because overall that is the biggest thing. Several of the items on that list of other impacts actually were efforts to kind of offset the cost of expensive parking, like renting out the garage and that kind of stuff, and putting solar panels on top and all the rest of it. So if anybody wants to go for a garage, that's when you have to spend some time wrestling with the cost of parking. I don't know if you want to see it today, but I spent a bunch of time and worked up a spreadsheet, and worked out some numbers. Somebody said can you do it for a \$1.50 an hour, and it turns out there are about ten different assumptions. Depending on how you make those assumptions, that's going to affect what your price per space is going to be. I'll just give you one example. Our 2010 garage, as I call it the Chestnut Street garage, I actually went back online and double-checked the prices and all the rest of it. They're getting \$1.50 an hour for a space there. They are open for . . . they are collecting money 111.5 hours a week. So if you max that out and that space was full every one of those hours, you'd bring in \$176 and change. Clearly that's not going to happen. And, in fact, what they do have is if you go and park by day, you reach a maximum of \$9.00 a day, even though

the garage is open for 14 hours. And it's six days a week that they're open, so, in other words, if you park that way, then you're going to get \$54 for the space, not \$176. And if you go with a monthly parking pass, which they also sell, they cost \$80. So \$20 a week. So, in other words, how much revenue does that one space produce? Somewhere between \$20 and \$176, depending on how you use it. And there are plenty more examples of assumptions you need to work out, but that gives you an idea of what kind of range we're talking about. Yes, Alan?

Mr. Alan Silverman: Is that garage attended or unattended?

Mr. Jones: It's attended. And, in fact, we . . . I guess it's not we anymore . . . they actually subcontract out the garage management. And so the garage management firm has their office in that garage. So that's the one where everybody is and the other garages, sometimes there are attendants there, but otherwise they need extra people to get called out of that office to go over there and do stuff.

The last thing I'm going to mention has to do . . . this is, again, secondary or tertiary effects, because we had so many people from the community that were in here last time, and I know especially people in the central business district are interested in all this . . . what's the effect of more expensive parking on a business district? Well, I think of it this way, but you do what you want, when you increase the price of parking, you're increasing what I call the shopping overhead. Somebody who is making a decision about where to go and shop says, okay, if I'm going down there, I'm going to have to factor in extra money for parking my car. What that means is that some businesses can attract the customers for whom that overhead is not a problem, but other businesses can't. You're not going to get a Dollar General on Main Street. You probably don't want a Dollar General on Main Street but, nevertheless, that's an example of somebody who would not be . . . whose customers aren't ready to pay the overhead. But just looking at existing businesses that are down there, I'll name two that I know pretty well. Cameras Etc. will probably be okay. They're probably not going to be real happy about the increased price but, on the other hand, their customers come down there and pay big money for the things that they buy, so they might pay it anyhow. National 5&10, I'm not so sure. That's the kind of store that has managed to change itself many, many times over a long period of time, so maybe they'll figure out how to survive in a new environment, but that's one of the considerations, I think, for business owners is that if you're going to raise the price of parking, it means it's going to change the kinds of customers that you can attract and, therefore, it might change the kinds of things you have to sell in order to get them in there.

Mr. Silverman: Jim, did the City of West Chester use an analysis of the sales tax generated downtown as a surrogate for measuring the impact of business before and after?

Mr. Jones: I'm going to say no. And to be quite honest, I'm pretty sure they didn't because I don't remember ever seeing that anywhere. Since sales tax is collected by the state, we don't really have a good grip on that. One of the things at the local level, the municipality level, is you really have no idea how much a business generates, because they have no reporting requirement to you. One of the side effects of this change and what kind of customers will come and pay for the parking, at least in West Chester, and this is after the 1999 garage, which is the second one, and that's really where the whole garage-building thing snowballed, is liquor licenses. Alright? Lots of those. Now there were some other things that affected that, as well. It's not simply a consequence of garages. But, on the other hand, that was a kind of business that could generate, that would bring people who would pay for the parking. And so if anybody has been up in West Chester in the last 10 years has probably noticed that it's a fine dining destination. Well, from a public works and police point of view, it's also a little bit more of a mess to handle, too. But, again, I apologize, I brought that up in response to what Alan asked because one of the questions that has always been on people's mind in local government is how much do these liquor licenses earn, and how much are they paying? And the answer is there is no way . . . we have no access to any data that would tell us that.

Ms. Vispi: Can you pass the microphone, please?

Mr. Jones: What's that?

Ms. Vispi: No, you're fine.

Mr. Mike Fortner: We'll pass the other one, that way you can answer.

Mr. Jones: Sure.

Mr. Rob Cappiello: Rob Cappiello. I think your point about impact to business goes only so far, in that what's the customer you're looking to attract. I think the 5&10 isn't looking to attract as much of the person driving into downtown Newark. I think they've geared themselves towards a student-based or pedestrian-based customer more so than the camera shop, who, I don't know how many high-end cameras and things they're selling to students. They're probably selling those more to residents who are coming in looking for that sort of thing.

Mr. Jones: Point well taken.

Mr. Cappiello: So I think a change in the parking might show up on the radar for the 5&10 but not drastically impact their foot traffic. Because I think, really . . . and I say that because we're right across the street from the 5&10 . . .

Mr. Jones: Right.

Mr. Cappiello: At the church, and really, by far, the highest number of users of that place are students.

Mr. Jones: I think you're probably right. And what I did not do was go walk down Main Street and look at every business and try to puzzle this out for each one of them. I just named two off the top of my head that I know well. But you're right, you'd probably should go think about that in terms of the different kinds of businesses down there and figure out which ones can adapt to a more expensive parking environment, and which ones might have a harder time.

Mr. McIntosh: Jim, are you . . . is that . . .

Mr. Jones: I'm good, yeah.

Mr. McIntosh: I know that, but are you . . . okay, any questions?

Mr. Chris Locke: A couple of questions. Thank you, Mr. Jones . . . Dr. Jones. Trying to get a good grade.

Mr. Jones: Don't do that.

Mr. McIntosh: Call him Jonesy.

Mr. Locke: Thanks for this. I appreciate it. A couple of things. If someone had said to West Chester, we'll build you a \$12 million garage for free, how would West Chester like that idea?

Mr. Jones: Well I'm going to open with . . . and now I'm going to sound like either a professor or a politician . . . West Chester is not of one mind, okay. It's not of one mind, so I don't think there's a West Chester answer to that question.

Mr. Locke: The municipality of West Chester.

Mr. Jones: Wow, okay, once again, the municipality consists of elected officials, plus staff, plus the people that actually have to go out and do the real work, okay? So I'm being sort of . . . I would love to be able to give you a short answer. But of course last month when you asked for a short answer, you got this memo instead. So that's kind of how I work. But I would say this,

one of the questions that would come to my mind if I was an elected official and somebody made that offer is, okay, then what kind of control over, for example, the price of parking in a private facility exists? There are private lots in West Chester. And they are, thank goodness, the number of spaces that they entail is relatively small because . . . but they are totally useless in terms of solving parking problems. They exist solely for the benefit of the property owner, obviously, and if they don't feel like being open at the time when everybody else needs a parking space, they're not open.

Mr. Locke: What I'm trying to do is address some of the issues you raised in your memo here. I'm point-blank saying someone would build a \$12 million garage and give it to the City for them to run and control forever. That would take care of a lot of concerns you have voiced here in this . . .

Mr. Jones: It would. It still wouldn't address . . . put it this way, the big one still hanging out there is what does it do to the price of parking, because those affects . . . I'll give you an example of something that happened in West Chester. I will also add, in a moment, why I think that you might not have as big a problem with it here, is you raise the price of parking in the central business district, and then people who are trying to avoid paying that parking will park in the adjacent neighborhood. And so now your question becomes how far will people walk to avoid paying how much money? And this is being recorded so I won't tell you what kind of lengths we went to to avoid the \$0.10 toll on I-95 back in the early 70s, but let's just say I know we burned more gasoline avoiding it than the \$0.10.

Mr. Locke: Obviously if the municipality doesn't have debt coverage or anything like that, then the price is not as much of an issue.

Mr. Jones: Well the reason why it might not be the same kind of problem here, and this is where you folks with all the knowledge of Newark are going to go and figure this out, is your neighborhoods don't butt up against the central business district in the same way that they did there, right? Now I am aware that the University butts up against it and certainly last month one of the things that people talked about was what was the price of parking at the University and how does that affect the price of parking in the central business district. But, for example, I'm pretty sure, outside of me and my wife, nobody is going to park up in my neighborhood and walk down here. By the way, I walked to this meeting. So maybe that's not going to be the same kind of problem here, but still, I'll bet you whoever owns Newark Shopping Center these days is going to be concerned about it. You get the idea.

Mr. Locke: Okay. And your example of Cameras Etc., were you stating that as an example because of the expense of the cameras they sell or because they're a specialty shop and people are more destined to drive to a specialty shop than say a general . . .

Mr. Jones: I was taking a wild guess, to be honest with you here. I remember when they first opened, I knew Paul, the original owner, and I got all my stuff there, and all the rest of it. And now that I'm back in town, that's where I get all my camera stuff. I don't get that much anymore but, still, I like to shop locally, so that was one of the places that I know. There are plenty of businesses on Main Street that are all new in the last 25 years, and so I'm not as familiar with how they operate.

Mr. Locke: Thank you very much.

Mr. Silverman: One of the things that is used by the feds in evaluating the economic impact and outreach of an area is when they're doing SMSA [Standard Metropolitan Statistical Area] work . . .

Ms. Gray: Sorry, SMSA? What's that?

Mr. Jones: SMSA?

Mr. Silverman: That's a central city with more than 50,000 people and surrounding county.

Mr. Jones: Oh, right.

Mr. Silverman: Is whether radio advertising and newspaper advertising is used. And I would look at Cameras Etc., since they do advertise on local radio throughout the region, that, as you described, they're probably more of a destination, attracting people from outside of the corporate limits, than a walk-up operation.

Mr. Jones: Certainly in my day, I remember Lincoln Camera up on the west side of Wilmington . . . I don't know if they still exist or not . . . and Cameras Etc. And other than that, it was go to Manhattan or mail order, or something like that. Sorry, there was Newark Camera. That's right, I forgot, they were here too.

Mr. McIntosh: Alright, well thank you very much. Any comments from the audience? Yes?

Dr. John Morgan: Thank you. I'd like to start with a quick question. In West Chester, is there a parking validation program that the merchants use and, if so, is it a discounted parking validation program? In Newark it's \$0.50 on a dollar.

Mr. Jones: Okay, in West Chester, yes, there is a parking validation program, but I do not know what the financials are.

Dr. Morgan: Thank you. And I guess to try to make a long story short, I would urge that everybody carefully study the map on the last page of Jim Jones' report, because I think it helps to illustrate that although there are similarities between our local situation in Newark, there also are significant differences. For one thing, the university in West Chester is a substantial distance, at least seven blocks away, from the downtown business district. And so you're going to have much less of an issue with students parking in the downtown area and then walking to the university. Whereas if you build a garage in downtown Newark, especially in Lot 1, I think you can expect that a very large proportion of the people who park there will be students and others associated with the University.

And the other point to mention is that in downtown West Chester there is a nice rectangular grid of streets which provides plenty of opportunities for communication by car in every direction, north and south, east and west. Whereas in the City of Newark, we have two streets which are one-way, east and west, and we have a railroad line which cuts the town in half . . . the CSX line . . . and I think it means that some of the issues associated with the extra traffic generated with large parking garages are much more easily handled in West Chester than they ever could be in the City of Newark, as long as it maintains the current street grid pattern. Thank you.

Mr. Locke: A question for Dr. Morgan. Why do you assume that UD students would use a parking garage in Lot 1 when we've heard that they do not use the parking garage that UD provides both right across from Deer Park and also right by the Buffalo Wild Wings building?

Dr. Morgan: Well I think that as long as the rate to park either in the lot or in a parking structure in Lot 1 is less than that of what the University is charging for short-term parking, which is \$2.00 an hour, both cost and convenience will indicate that many, many, many students and some faculty members, also, will be parking there. And I see Rich Rind nodding his head.

Mr. Locke: So with that theoretical premise, then if we keep the price in that parking garage in Lot 1 at the same price as UD, then the assumption may not be correct.

Dr. Morgan: I think that if the City is able to raise the cost to park in Lot 1 to at least match the University's rate, but that, of course, will also mean raising the rate to park at meters to be at

least as high as the rate to park in the lot, then it wouldn't fill up with students, right? But those are assuming . . .

Mr. Locke: You're assuming a parking garage driver is also a meter driver, and a lot of times they are not.

Dr. Morgan: Well it's a complex issue that needs to be thought about very carefully.

Mr. Jones: To that last comment there, whether or not parking garage prices drive meter prices, they don't have to. But in my memo I pointed out that one of the reasons why it did in West Chester, and this is not just West Chester's invention, it's kind of a good parking practice, is if you want to go and turn over your on-street spaces quickly, you put the day parkers up in the garage, and then you have to come up with an incentive to do it. So one way to do that is with pricing. Certainly other ways to do that are with these validations. Another way is to go out there and look at the cars and put three-hour parking signs. There are a bunch of ways to do it. But pricing is certainly one of the ways to do it.

Mr. Cappiello: So my only question was you were talking about the map and foot traffic compared to West Chester versus Newark, and you mentioned the CSX line and one-way. So you're saying that it's either an actual or perceived barrier that people say I could cross over the railroad tracks, but it's over there. So I'm not going to go over there because that's on the other side of the tracks. So even though, theoretically, someone could get underneath the railroad track or go around at valid points, in their mind, that's a perceived barrier to the actual Newark footprint?

Dr. Morgan: Well if I could explain what I meant, if you take, for example, Lot 1, there's an entrance into it on Main Street, and on Delaware Avenue there's an entrance into it and an exit out of it. The only exit is onto Delaware Avenue, right?

Mr. Cappiello: Correct.

Dr. Morgan: Now, so let's imagine what would happen if you have a nice big 400 or 600 space parking garage where Lot 1 now is, and it actually pays for itself. And moreover, it's paying for itself by attracting additional customers for downtown businesses as opposed to students getting a cheap monthly parking pass, for example. Right? You're going to have to get a lot more traffic, right? Hundreds more cars every hour going in and out, if you're looking at customers. And the only way to get out of Lot 1 is to go out on Delaware Avenue, and if you're headed east, that's okay. But if you're headed west, you've got to go up to Academy Street, make a left turn, go up to Main Street and make another left turn, go through crosswalks which are signalized and all this. So I'm talking about the additional traffic. That's the main issue, right? Whereas West Chester, which has a much more interconnected grid pattern, has many more opportunities for people to navigate their way out of town. If one street gets clogged up, they can choose another street.

Mr. Silverman: With respect to trying to compare West Chester's grid to Newark, that's a given. The only way to answer Dr. Morgan's conundrum is that in order to reduce traffic coming through Newark, we reduce parking opportunity. That solves the traffic flow problem. That's a given issue. And maybe we close Delaware Avenue off through the University campus, and that will solve the downtown parking issue. It reflects the same logic.

Mr. McIntosh: Can I have that [microphone] from you? Can we strike that last comment? Only kidding, Alan. Yes?

Mr. Jones: I was just going to make an observation based on Mr. Silverman's last comment. When I lived up in West Chester we spent a lot of time on U.S. Route 202, and spent more than a little time being involved in the various stages of trying to expand its capacity from King of Prussia on south. And every time they opened up a new section, it was like you had a highway

to yourself. And within one or two months maybe, it got just as crowded as it ever was. And of course somebody, who I can't remember who it was, told me one of these sort of axioms of traffic planning is that if you build it, they will fill it up. So I think that's pretty much what we could say the same thing about parking, as well.

Mr. McIntosh: Well thank you, all. Thanks, Jim, for your comments. I really appreciate it. Just bring that back here.

4. SMALL GROUP DISCUSSION – IDENTIFIED ISSUES

Mr. McIntosh: We're going to move on to the next part of our agenda, and this is going to require you to move around a little bit, so just pay attention. The three subjects that we're going to talk about today . . .

Mr. Locke: Mr. Chairman, I have a question about this, if possible.

Mr. McIntosh: Okay.

Mr. Locke: I'm a little confused by this because during your absence we had done this survey and had listed high priorities, medium priorities and low priorities. Though these are part of those priorities, they're kind of feely touchy type of stuff rather than the actual meat and potatoes of the high priorities and the medium priorities. So I'm just kind of wondering . . . and I like the small group idea . . . but I was just wondering what happened to this survey we all did and said here are the high priorities and here are the medium priorities, and when are we going to really discuss about the meat and potatoes rather than the string beans and green beans.

Mr. McIntosh: I'm not sure I agree with you.

Mr. Locke: Okay.

Mr. McIntosh: The only thing here that might be a little fuzzy is the cultural thinking around parking, but parking distribution is certainly meat and potatoes. You know, zoning issues, those come right from . . . but be that as it may, when we went through our process at the last meeting, we took into consideration everything that was on that list. Well not everything. We stopped at, I think, the top eight. And those eight turned into these six, plus the stormwater, which we didn't quite know what to do with.

Mr. Locke: I guess I'll need fellow . . . it was my understanding . . . I mean, I agree with you that some of this is covered in this, but the survey was a much more specific work order. For example, amending the Zoning Code parking requirements versus Zoning Code issues, suburban versus urban parking. So that's an action item and this is kind of like let's talk about it. The second one was decoupling of onsite rental units. The third was construction of a public parking structure. So, I mean, if we're going to include that with this list, that's fine, I just . . .

Mr. McIntosh: From my point of view, certainly it's all open. These were the things that came out of the discussion and we agreed with them at the time. And so that's . . . they may have been translated, because of the verbiage that was being used at the meeting, a little differently than they might otherwise be, but there's no reason why anything that's in the prior document cannot be part and parcel to the solution.

Mr. Locke: Great.

Mr. McIntosh: But the thinking was that the Zoning Code covered a lot of things. Parking distribution covered a lot of things. The economics of parking, which I think came up in this last meeting, as did the employee parking, which hadn't been addressed, it turns out we thought those were pretty important. So I think that anything within the solution stage is fair game. Alright? Now whether or not that becomes the final piece of it is another matter. This piece is

designed to get the people involved in each of these issues to be able to go into them deeply, and bring those kinds of things up in terms of a solution. We're not thinking about problems anymore. We're thinking about solutions.

Mr. Locke: That was my concern.

Mr. McIntosh: Solutions, solutions, solutions. I don't want to hear about any problems.

Mr. Locke: Right. That was my concern, that we were going to just do a feel-good report to Planning Commission and say, we looked at parking and here are some . . . I'm looking at here's the problem and here's how we're going to solve it.

Mr. McIntosh: Who was it that said the system is in the solutions, or something like that?

Mr. Locke: I believe you did, Mr. McIntosh.

Mr. McIntosh: I did? And somebody paid millions of dollars for that. Okay. At any rate, so what we need to focus on in the next 50 minutes or so is solutions. Let's not try to get back into the weeds. Let's talk about how we address these issues that came about at the last meeting and what are the potential solutions to them. It doesn't matter putting a price tag on anything. It may be that's a restriction, but that's not our job right now. Our job right now is to come up with solutions and they can be wild and wooly. It doesn't matter. We'll take care of them later and hone it down. But we're looking for solutions thinking for the next 50 minutes or so.

Mr. Locke: Great.

Mr. McIntosh: When we come back, what we're going to do is report out from each group. So I want each group to have somebody who is going to be willing to do that report-out. So when you report-out for the zoning group, the rest of us will listen and if we have something to upgrade that with, then we will say, well did you think of this or that? And you'll say, oh wow, why didn't I think of that? So let's put that in there, or not. And then when we're done with that, we're pretty much done for the day. Okay? So that's an incentive. And then we'll come back the next month and do the same thing over again.

So we'll need a reporter. We're going to break into three groups. One group will stay here with me, and that will be the cultural group. Will is going to take the Zoning Code to the left side, back, and the parking distribution will be at the right side front, as I'm looking at it. And now who is going to be in what? You can argue with me later, but for now, Rich, Jim, Marvin and myself will be talking about the cultural things. Chris, Lee, John and Mary Ellen will be in the zoning. And the parking distribution will be Rob, Jordan, Jean and Mike. Okay? Everybody got that?

Mr. Hurd: Yes.

Mr. McIntosh: Alright. So here is the cultural. Zoning is in the corner to my left, in the back. And then parking is where Dr. Morgan and Jim and Jean are sitting right now. Okay?

Dr. Morgan: Are we doing the first three, or are we doing . . . zoning is in the sixth spot.

Mr. McIntosh: No, we're just doing . . . it's not in any particular order.

Breakout Groups:

- Group 1 – Cultural Thinking about Parking: Frank McIntosh, Rich Rind, Jim Jones, Marvin Howard
- Group 2 – Zoning Code Issues: Will Hurd, Chris Locke, Lee Mikles, John Morgan, Mary Ellen Gray

- Group 3 – Parking Distribution/Availability: Alan Silverman, Rob Cappiello, Jordan Abada, Jean White, Mike Fortner

[Secretary's Note: Members of the Parking Subcommittee and audience assembled in different corners of the room for breakout sessions at 2:50 p.m.]

BREAKOUT GROUP 1 – CULTURAL THINKING (MCINTOSH, RIND, JONES, HOWARD)

Mr. McIntosh: Okay, so just to frame it very briefly, a lot of the stuff that we talked about last week came around the whole idea of what is the thinking of people, which really, ultimately, drives a lot of other things, right? I mean, so let's just talk about that. I mean I think that a lot of people believe if they can't park out in front of the bank, then there's a parking problem. Now I'm doing that as an extreme, but probably not so much so, depending upon who the individual is. I've talked with many people and said why do you have a parking problem? Well, they expect me to go in one of the lots. I said well they're not bad. They're very friendly.

Mr. Rind: That's right. Very economical, too.

Mr. McIntosh: The attendants are always smiling unless you have your wipers on when it's raining. Then they're really ticked at you.

Mr. Jones: You know, I think of it as three categories of people who hold the opinion that you just described and that would be mothers with children in strollers, folks who are shopping and going to have their hands full, and people who are in a hurry. Because otherwise the rule of thumb that I always figured was if everybody would walk two blocks, there is no parking problem anywhere. But two blocks along Main Street there, you're looking at adding ten minutes each way to whatever it is you're doing.

Mr. McIntosh: So . . . okay, go.

Mr. Howard: I guess my other thought there would be a lot of has to do with this perception is time of day. People say, you know, we have parking issues in the City of Newark and a lot of it is there are times of the day when we do. Those peak times when people want to come in and people do different things, and say oh well only a certain percentage is full. But during the peak times they are full and that gives the perception that we have a parking problem in the City of Newark.

Mr. McIntosh: And they, correct me if I'm wrong, to add to that, that parking problem exists for any time of the day in their mind.

Mr. Howard: Right. Exactly. Any time of day in their mind.

Mr. McIntosh: Like if you go into Wilmington, you're going to get mugged, right? You're not, but that's a perception. Okay. So let's think about if that's the case, and I think there's a pretty good deal of evidence, anecdotal, that that is the case, and what do we do to change people's thinking about it? Because that's really what has to happen.

Mr. Rind: Well, to me, this gets back to the whole rate idea. If the prime time is when we have challenges, that's when it should cost more. We want to drive people's behavior to the fringes to where there is space available, to the extent that we can. Which was the whole concept of the 9 to 5 peak time rates. To me, the easiest way to change people's behavior is through cost. The example I always give . . . and it doesn't even have to be a lot of money, necessarily. I think in this case it has to be a little bit more only because the proposal was to double the rate. Well that's still only the same as my competing rates. It's still the best location, so I don't think many people would flee because of that. But the best example I can give where cost can control people's behavior is have any of you shopped at an Aldi grocery store?

Mr. Jones: Oh, yeah.

Mr. McIntosh: We don't have one.

Mr. Rind: So they have this system with the carts where you have to put a quarter in to take the cart. And you do your shopping and you go through the checkout line. They put your food back in the cart for you and you wheel it out to your car and throw it in the trunk, and then you put the cart back and you get the quarter back. It's just a quarter. Now you could have spent \$50 or \$100 in the store, but just that quarter prevents the parking lot from being filled with shopping carts on a Saturday afternoon. You will never see a stray cart in an Aldi parking lot because people want that quarter back. And when I'm lazy, I just let it go. And within 30 seconds, somebody comes and grabs it. So it doesn't even have to be a lot of money to change people's behavior. So if it is a lot of money, it will really change behavior. So I think that's . . . at least that's the philosophy that we use. We want people to park in the outskirts, so we make it cheap out there. If we want to dissuade them from parking in the core, we make it expensive. It's really just supply and demand.

Mr. Howard: I kind of agree with that, to a degree. I just think the closeness of all of our parking lots in the City . . . Lot 1 being at the Galleria is pretty much directly across the street, and a block up is our Lot 3 and 4. So in my mind, if you raise the rate in Lot 1 where you feel you have your highest student parking, they're just going to move a block across the street. So, in my opinion, I don't see it working because of how close they are. You say raising Lot 1 but you have Lots 3 and 4 directly . . . so you're just going to move the problem.

Mr. Rind: I get it. You have to do all of them in this case.

Mr. Howard: Yeah, you see you're just moving the problem. At the last meeting they came back and a lot of people at Council said just raise it in that lot.

Mr. Rind: That wouldn't work.

Mr. Howard: It's not going to do anything except move the problem.

Mr. Rind: Essentially across the street.

Mr. Howard: You're just moving your problem. And in doing that, what you're doing is all your restaurant traffic is in Lots 3 and 4. So what do you think is going to happen when you push that traffic across the street? People coming down for lunch in the high traffic restaurant district won't have any available spots.

Mr. McIntosh: Well I think that is absolutely true but I come from Boston and it's \$20 for 15 minutes, you know, for parking. And then we're going to tow you anyway, just for the fun of it. So if I have to pay \$2.00 or \$3.00 for parking, I say, wow, I'm in hog heaven, you know. So there's that, but I do agree with you that a small amount of money can drive . . . the old Pathmark stores, for a very brief period of time, tried that quarter thing . . .

Mr. Rind: The cart system.

Mr. McIntosh: For the carts, and people rebelled. They totally rebelled. And they just said, okay, then, we're not doing that anymore. Of course, they were also rife with a lot of other problems, like their customer service was horrible and so on. So this is the final straw, right? I'm going to find another place to shop. But I think Aldi, from what I've heard . . .

Mr. Rind: And they've had that system forever.

Mr. Jones: Well they originated in Germany, which is pretty much a standard way for all big groceries store to handle it in Europe.

Mr. Rind: Yeah, because here they're still the exception in terms of . . .

Mr. Howard: I haven't seen it in over 15 years.

Mr. Rind: Well there's one right across the street from where I . . .

Mr. Howard: I mean I remember it 15 years ago . . .

Mr. Jones: There's one down towards Elkton. There's one in Exton. And I was just shopping in one out in Des Moines the other day.

Mr. Howard: I just haven't seen that quarter . . .

Mr. Rind: Well Aldi just built their first two Delaware stores in the last year. Prior to that, you had to go to Elkton.

Mr. McIntosh: Where are they?

Mr. Rind: One is in Middletown and one is in Camden.

Mr. McIntosh: Okay, well that makes sense. Middletown is where everybody wants to be, I guess.

Mr. Rind: Prior to coming to the University of Delaware, I worked in Manhattan in the parking industry and I had a 10 block walk from where I parked to my office. It was expected, routine, and I was thrilled to have it.

Mr. Jones: What town was this in?

Mr. Rind: Manhattan.

Mr. Jones: Oh, Manhattan. Sure.

Mr. Rind: And it was completely expected and I had no issue with it. It didn't matter if it was raining or snowing. And it was just accepted.

Mr. Howard: I can tell you I'm in the office all the time and we also have to look at the geographic of where our students are coming from. We have a big population from New Jersey. A big population coming from New York. And they're used to, like you said, paying \$20 to park, where they're going to get all their money within the first 4-5 hours. So raising the rate in Lot 1 the way we're looking to do it, I can guarantee you isn't going to affect any of the traffic. We have a lot of our exchange students, and when they come in, that's when our parking lot fills up.

Mr. Jones: ELI, yeah.

Mr. Howard: [inaudible] cars. The number is not going to move them. We need another solution that may help with this . . .

Mr. Jones: Raise the price of parking to match or exceed the University's and then figure out how to make this validation program work so that the people who are parking in these lots and are going to businesses . . .

Mr. Rind: Are not the ones being affected.

Mr. Jones: Don't wind up paying twice as much.

Mr. McIntosh: Well there's that and then another thing that struck me as I was looking at that survey they did a couple of years ago, the Haahs survey.

Mr. Howard: Tim Haahs.

Mr. McIntosh: And, you know, the Trabant garage has got a lot of room it. So we didn't experiment fully, I think, with the trolley system. But if we were to put a trolley system back in place, and get people into your garage, and have trolleys leaving there frequently . . . not every 15 minutes, maybe, but every 5 or 10 minutes . . . I mean you see that happen at the airport when they're trying to sell that . . .

Mr. Rind: The remote parking.

Mr. McIntosh: Remote parking, and you know, they have those buses going all around . . .

Mr. Jones: And the idea is if you see the back of one leaving that you just missed, you can see the next one coming. That's the kind of . . .

Mr. McIntosh: Yeah. And so they don't fill up . . . I mean sometimes they do . . . but most of the time they're relatively empty, and that's okay because if we're filling your garage . . . so I can choose to wait for that or I can walk. You know, I would probably walk.

Mr. Rind: I would too, depending on how far I had to go.

Mr. McIntosh: But maybe if I was going to the Newark Shopping Center, maybe, and I had some time constraints, maybe I'd wait for the trolley. But, by and large, I'd walk. But I would have a choice. And so if that trolley were there . . . and then the other, I think one of the reasons why the trolley didn't work is because we didn't really advertise it. I mean, to the best of my knowledge anyway. In order to change behavior, you've got to bombard people with things. And if you put one ad in the paper and then two months later put another ad in the paper, that's wasting money, right? It's got to be constant and it's got to be in a lot of different places. Billboards and whatever. So if you support that trolley with the right marketing, you'll get people's attention. And, guess what, we can send you down to the Trabant garage. See I like the idea of different parking prices, right? So if that's less than what we're charging in you're in the downtown area, then we're going to put you on a trolley and, you know, maybe we make a deal with the shopping center, College Square, and maybe the trolley goes through there and picks people up and brings them down. I don't know. It picks up people at the hotel when they get finished building and brings them down. I don't know, that's just . . . it seems to me that if we make it easier for them to park more remotely, and we don't charge as much for it, well, why not? Why do people use the economy lot anyway at the airport? So they're not paying the other higher prices. Frankly, now, they've got people so thinking about parking in an economy lot, those outside remote lots are cheaper.

Mr. Rind: They're much cheaper.

Mr. McIntosh: Much cheaper. But people will still park in the economy lot. And it's not that much closer. So anyway . . .

Mr. Howard: I guess I would have to question . . . I think you'd have to get everybody, as a City, on the same page. Kind of like people now see parking as a revenue generator. You know, I mean everybody is selling off their parking because they can get money for it.

Mr. Jones: They're selling off their operations?

Mr. Rind: Do you mean other businesses like . . .

Mr. Howard: No, not the operations. I'm talking about . . .

Mr. Rind: Like . . . renting people space, like churches . . .

Mr. Jones: They're selling the actual use of the space.

Mr. Howard: They're actually selling the use of the space because they know they can get at least \$100, easy, per month, per car, and they understand how valuable that parking is. And so I think a lot of what we're talking about is going to be just a temporary solution. You move them to the shopping center. Once that shopping center rebuilds, which they're in the process of doing, again, people are looking at that space to put a building that's going to make them money.

Mr. Jones: Well I'll tell you, if I was going to go put up a parking garage, that shopping center parking lot is where I wouldn't want to put it. I don't know about getting people to use it, but in terms of the ease of designing a garage to fit the space, that's the primo location down there.

Mr. Rind: They have so much room.

Mr. Jones: But you're right . . .

Mr. Howard: It's . . . I think a lot of this is because there's still a lot of building going on in Newark and I would see it being a temporary solution. And I think we need to be looking at, say, a 15-20 year solution here.

Mr. Jones: Right.

Mr. Howard: We're behind the time, and that's what we . . .

Mr. McIntosh: Well, you know, I get that. If we have a multiplicity of solutions, so that it's not just raising the rates . . . if you raise the rates absent anything else, I don't think you've solved anything.

Mr. Howard: Right.

Mr. McIntosh: You may have temporarily solved it, but people will figure it out. They'll figure it out, and then the next thing you know it's sort of like the, what are those insects that come in that smell? They find a way to get in your house no matter what.

Mr. Jones: Okay. Right.

Mr. McIntosh: Stink bugs.

Mr. Jones: Stink bugs, yeah.

Mr. McIntosh: So if we do that and if we have another strategy that says let's fill the Trabant garage, alright . . . let's use that, let's do something else which we haven't talked about yet . . . I don't know what it is, but let's do something else . . . and you wind up with three or four things that you coordinate. But no matter what you do, I think you have to advertise it. You know, market it. And I don't . . .

Mr. Jones: I have an idea of how to accomplish a lot of what you guys are talking about, all at the same time. Whether it's do-able, you're going to tell me, right?

Mr. McIntosh: We don't know. We don't care.

Mr. Jones: Because the way you control parking in existing lots, you have a pretty easy way to count how many spaces are available at any given time. I don't know if you report that in real-time to any location, but I just hinted at that somewhere in my memo. Just imagine . . . and I'll

describe the whole system I have in mind here . . . we're going to have a shuttle bus that's going to go from Newark Shopping Center to up to Trabant and back . . .

Mr. Rind: Essentially from one end to the other.

Mr. Jones: Exactly.

Mr. Rind: Let's say Trabant to Newark Shopping Center.

Mr. Jones: We're going to have whatever we need on each of your parking pay stations to be able to tell how many cars are in the lot at the same time. And then we're going to go put up a sign, and I would use that right at the old Pomeroy Trail right-of-way because that land is not anybody else's land. So as you're coming up Main Street . . .

Mr. Rind: As you're starting on Main Street.

Mr. Jones: To see a sign that says Lot 3 – six available spaces, Lot 4 – five available spaces, Lot 1 – next runaround . . . give it a name so we know it's not a shuttle bus . . . due in two minutes. Something like that. So then you come in here and you see that and say, okay I'm going to shoot for Lot 3 or whatever. You can make some intelligent choices about where to park just based on that one information point and it sort of will address a little bit of the advertising questions you raised, because it will be there and everybody will see it every time they come into town. Put one down there and then you put one down here at the other end of Delaware Avenue, and you're on your way to at least allowing the drivers to figure out where to go.

Mr. Rind: Yeah, as you enter . . .

Mr. Howard: We're in the process right now of . . . piggybacking off of the University of Delaware . . .

Mr. Jones: Okay.

Mr. Howard: Our trial process should start next week of Lot Full countdown signs . . .

Mr. Jones: Okay, good.

Mr. Howard: In Lot 1. We put the poles up the last two days and hopefully by Monday we'll actually have the signs up and operational, doing a test pilot for Lot 1.

Mr. Jones: Okay.

Mr. Howard: Where it will give you the amount of spaces available in that particular lot. And we're going to trial that with this particular company that you guys are utilizing, and we're using it, called Parking Logix, as well.

Mr. Jones: Okay, right.

Mr. Howard: This is really all they do, but you'll be able to create an app that you can get on someone's cell phone. There's a lot of different things you could do with it as you move on with it, but also sending that information up to a sign at the top of Main Street reminded me. That's not set right now. Right now it's just trying to get it in.

Mr. Rind: Start small.

Mr. McIntosh: Are you planning on doing an app?

Mr. Howard: We've talked about that.

Mr. McIntosh: I think that's an outstanding idea.

Mr. Howard: We've talked about it but the main thing is having, like you said, something up there around the library when you're first entering onto Main Street, where it's going to list you all of our lots and the spaces available. So depending on where you're going, you'll know if I'm going to the 5&10 but I can see that Lot 1 is completely full but Lot 3 has vacancies, I'm just going to park in Lot 3.

Mr. Jones: Pull in there now, right.

Mr. Howard: I've got the convenience. I'm going to park and I know they have empty spaces. So those are some of the proactive things that we're working on.

Mr. Jones: Yeah.

Mr. Howard: But with everything in the City, we have to get through a trial process.

Mr. McIntosh: So what I've got written down here is the rates. Variable rates. Having a shuttle bus. Having a marketing campaign. Signage.

Mr. Rind: Communication. Parking communication.

Mr. Jones: What's the phrase here? It's occupancy availability or space availability, or something like that. But, yeah, in a way that you can get . . . let's say the app, of course, is the lowest cost way to do it. The sign is a bigger cost item, for sure. But on the other hand, old geezers like me don't drive around with a smart phone and need that.

Mr. Howard: The majority of the people coming down . . . you know when you're coming to the City of Newark, you know that occupancy is going to change. So it's really going to hit you when you hit the top of Main Street.

Mr. Rind: Yeah, and you really don't want people staring at their phone while they're driving so that's why a big sign on the sidewalk . . .

Mr. Jones: Yeah, and as far as where the sign goes, you don't want to put it too far downstream because if it says six spaces available, but by the time you got there they're all gone . . .

Mr. Rind: They're going to be gone.

Mr. Jones: You'll be p.o.'d.

Mr. Howard: Again, that comes down to having spaces . . .

Mr. Jones: I mean you run the program here but I read through enough of that stuff to get the sense that other than those peak times, you do have enough spaces. Now this is why you don't want to go build a big parking garage down at Newark Shopping Center because 20 years from now when everybody is bicycling everywhere on their solar bikes, then you just built a building that's useless. So building more infrastructure to handle parking, if you don't need it, that would . . . and I should probably be full disclosure here, I was the guy that always voted for the cheapest version of these parking garages . . . I was always the minimal kind of guy because I walked everywhere. I never drove anywhere in West Chester. So that's just me. But anyhow it just seems that building infrastructure for a problem that is only sporadic . . .

Mr. McIntosh: Again, my whole thing around this is I have never had a parking problem.

Mr. Jones: Same here.

Mr. McIntosh: No matter what time of day or night I come here. One time . . . excuse me, never is not true . . . one time I was going to Lee's place, Grain, but it was a big fundraiser and it was a rainy, rainy night, and so I had to park a little bit further away. But I still got a parking space. But I didn't get it in his lot.

Mr. Rind: Yes. He has a nice big lot.

Mr. McIntosh: Yes. So I really never had that, and I'm saying what's the problem?

Mr. Rind: My wife is a frequent visitor to Main Street to have lunch with our girls who are students here [inaudible] and, for the life of me, I can't get her to use my lots.

Mr. Jones: It costs too much.

Mr. Rind: She won't use the validations even though it provides free parking. She won't do it. She parks at the meter right in front of the store. But she gets it every single time.

Mr. McIntosh: So it's really . . . that's why this marketing thing . . .

Mr. Rind: It's more of a perception than a reality.

Mr. McIntosh: The only way to change that perception is by marketing the reality. So if the perception is the reality, we need to now change that perception. And the only way you're going to do that is to get it into peoples' mind that it isn't a problem. So you put the signs up, which you probably don't need really, but the sign said there's parking, so that makes me feel comfortable.

Mr. Rind: Even if you don't need it, that's correct. It illustrates the fact that they're not at zero.

Mr. Jones: Right. There's a parking space and there's where it is.

Mr. McIntosh: Yeah, and they're going to see that no matter whether they're coming at 3:00 in the afternoon, when there's all kinds of parking, right? They're still going to see the signs.

Mr. Rind: And even if occasionally one of the locations reads full but the other ones have capacity, they're going to be, okay, no problem. I'll just go over there.

Mr. McIntosh: I mean, really, because the lots are close enough together that it isn't . . .

Mr. Rind: Well that's the cultural . . .

Mr. McIntosh: Even the Trabant garage . . .

Mr. Rind: It is.

Mr. McIntosh: Isn't that far away.

Mr. Rind: It's the cultural aspect of it. If your destination is, let's say, the bookstore and you parked at Trabant, that sounds far away in your mind. You think, oh my God, that's far. Park at Christiana Mall on a Saturday afternoon.

Mr. Jones: Right.

Mr. McIntosh: Exactly.

Mr. Rind: You're going to be parking twice as far from the front door as from Barnes & Noble to Trabant. But yet it feels different because you didn't pass 20 other stores on the way, you just

passed other cars. Because I was just at the mall last weekend and I can't believe how far away I had to park.

Mr. Jones: Bring your hiking boots.

Mr. McIntosh: Oh yeah.

Mr. Rind: It would be like parking at Perkins to go to Main Street. That's what it was like, how far it was.

Mr. McIntosh: But people will do it.

Mr. Rind: Very willingly.

Mr. McIntosh: They fill those darn lots, right? I mean, they really do. And the perception is that's what's going to happen when I go there. If I go there at Christmas time, unless I get there at 5:00 a.m., I'm going to be walking . . .

Mr. Rind: And you're okay with it.

Mr. McIntosh: And you're okay with it. So . . . Jordan, Happy Thanksgiving.

Mr. Abada: Thank you. You as well.

Mr. McIntosh: We'll see you when you come back. Thank you, my friend.

Mr. Abada: For the next meeting, is there [inaudible] when that next meeting will be?

Mr. McIntosh: It's probably going to change.

Mr. Rind: Yes, because it's scheduled for Christmas week.

Mr. McIntosh: Yes, so it will be before that. It will be about a month from now. About.

Mr. Abada: So probably like that week is finals, so I finish early, so that would be perfect.

Mr. McIntosh: Okay.

Mr. Abada: Thank you. Happy Thanksgiving.

Mr. Rind: Take care.

Mr. McIntosh: Eat hearty and drive safely. So it may be the most important thing that we can say about the cultural issue is to get a darn good marketing campaign going that changes people's belief. And then that marketing campaign has to be supported by things like signs and apps, etc. And parking . . . it hasn't stopped anybody from going to the beach, has it?

Mr. Rind: No. That's right.

Mr. McIntosh: They changed that on the weekends . . . now it ticks me off but I still do it, right?

Mr. Rind: Well that's the overriding thing is that you could build the most beautiful parking garage in the world, but if it's in the middle of nowhere, no one is going to park there.

Mr. Jones: Right.

Mr. Rind: I mean it has to be near something that people actually go to visit. Or at least perceived to be near.

Mr. McIntosh: Yeah.

Mr. Rind: Something that people actually go to, because otherwise it doesn't matter.

Mr. Jones: The garage is not the destination.

Mr. Rind: That's correct. That's the accessory.

Mr. McIntosh: Did you see the sign that . . . signs, I guess . . . that St. Francis has on I-95?

Mr. Rind: For the ER wait times?

Mr. McIntosh: Yes.

Mr. Rind: My wife works there so she talks about them.

Mr. McIntosh: Yeah, 33 minutes wait time, 20 minutes wait time . . .

Mr. Rind: It's always a low number.

Mr. McIntosh: Now I've never tested it out, thank God.

Mr. Rind: I've asked her the question. She goes that is the time it will take from when you walk in to be triaged, not necessarily to be seen by a doctor.

Mr. McIntosh: Yeah.

Mr. Rind: But you're not going to just sit there for three hours and nobody has even called you up to the window.

Mr. McIntosh: Well at Christiana Care you can be there for two days. Take that one, it's a cadaver over there.

Mr. Rind: But that . . . I think where you were going with that is that seeing that sign every day, even if you have no need . . .

Mr. McIntosh: Yes.

Mr. Rind: When you do have a need six months from now . . .

Mr. McIntosh: Yes.

Mr. Rind: You're like, oh well they have the lowest time.

Mr. McIntosh: Yes, because I'm going to die waiting at Christiana Care.

Mr. Rind: I'm not going. That's exactly . . .

Mr. McIntosh: Not only will I get treated earlier, God will be there, you know.

Mr. Rind: Right, you've got some divine intervention.

Mr. McIntosh: Exactly.

Mr. Rind: Now they . . . obviously St. Francis is fighting other battles. They're not in the best part of town.

Mr. McIntosh: Yes, they are. There's a lot of battles.

Mr. Rind: But that's right. So they're changing the perception that Christiana is the only place to go. Because that is the perception now.

Mr. McIntosh: And that's what we have to do here because I don't . . . I mean the problems of parking in Newark, I think, are rather minimal. The data, even the old data, which I hate using old data, which is why I didn't even bother, but the data supports the fact that there's, even on the side streets, there's always the space there, except in a couple of instances where, you know, all the meters were taken.

Mr. Rind: Alright, I have a question for you concerning the, I guess it's the east end of Main Street. The Newark Shopping Center. They have the big shopping center parking lot and didn't One Easton build a garage back there for their tenants? I could swear that they did but I don't know that for a fact. Where the old bowling alley was.

Mr. Howard: Yes, they did. They did for their tenants.

Mr. Rind: So this goes to the whole uncoupling thing, right? Because on one end you've got Trabant. Interspersed throughout you've got all the municipal lots. You've got meters up and down. At the other end, if you had access, official access, to Newark Shopping Center, which is a lot of parking, even if they were going to charge for it, so what. I'm charging for it at the other end, too. So what? You've got the entire central business district covered from one end to the other with available parking. Big amounts on the ends, lesser amounts in the middle, you price it appropriately, and you've got it covered. But that's their private lot and I'm not allowed to park there if I'm going . . .

Mr. Jones: Yeah.

Mr. Rind: To the bookstore, for example. Technically, I'm not allowed to do that. They can tow me. That's a problem. I don't know what the solution is. Don't get me wrong.

Mr. McIntosh: Walk into the co-op and then go out by the side door . . .

Mr. Jones: Right.

Mr. Howard: But then there's the other side of that, you've got our lots in the middle, and you've got your lots where you set your own rates, which is where people don't want to go down there because it's so much more expensive . . .

Mr. Jones: Right.

Mr. Howard: So there has to be some kind of collaboration, you know, on both ends.

Mr. Rind: I would agree with that. Raise your rates.

Mr. Howard: You're from the University side [inaudible]. We're here and we're not in the parking business.

Mr. Rind: And that is part of the problem because I'm setting my rates to solve my issues. Marvin is setting his rates to solve his issues, and Newark Shopping Center is not charging anybody because that's what they want to do. So everybody is working for themselves, as primarily they should.

Mr. McIntosh: So now we have to be . . .

Mr. Rind: But the greater good has to come into it somehow.

Mr. McIntosh: Yeah, the greater good. Now, frankly though, Trabant, isn't it \$5.00 a day?

Mr. Rind: Only Friday, Saturday and Sunday.

Mr. McIntosh: That's right. Only on Friday, Saturday and Sunday.

Mr. Rind: All three days on the weekend. But during the week, it's the regular rate, Monday through Thursday.

Mr. McIntosh: So an issue . . . we're not supposed to be talking about issues . . . but an issue is the three factors of public, university and private.

Mr. Rind: Just call it private, yeah. Because they're not the only one. Even Grain has a private lot that nobody else is technically welcome to use.

Mr. Howard: Correct.

Mr. McIntosh: With differing prices.

Mr. Rind: And permissions.

Mr. McIntosh: Alright, I just broke my own rule but that's okay. But I wanted to capture it.

Mr. Rind: Well that's not really the problem but it's a roadblock to the solution.

Mr. McIntosh: It's a roadblock, but that's just something we'll deal with later. But it's nice to know that. I won't bring it up publicly because then I will look like . . .

Mr. Rind: Because if you added all that capacity together and all the demand together . . .

Mr. Howard: Which is what . . .

Mr. Rind: You're in beautiful shape.

Mr. Howard: Different places, different [inaudible]. You know, you've got Trabant so you can add that into our counts for parking in downtown Newark. And you can't really add that because they control their own parking. There are separate rates . . .

Mr. Rind: I could just put up a full sign every day and nobody can park there, and just make card-swipers get in.

Mr. Howard: You could say it's [inaudible] only.

Mr. Rind: That's right.

Mr. Howard: So we have to really . . .

Mr. Rind: And for events, we use that. We had the big Biden event last week on the 9th, I think it was, and we didn't let anybody in until 11:00 a.m., because the event started at noon. So all the people that park there on a daily basis were all pissed off.

Mr. Howard: We are trying to do, with the space we have available, some creative things that we're trying to get Council to look at.

Mr. McIntosh: Yeah.

Mr. Howard: Like, again, meters right around the University, to move them to 8 hours. I think we should take the cap off altogether.

Mr. Jones: Yeah.

Mr. Rind: I agree with you.

Mr. Howard: Who cares? Take the cap off.

Mr. Rind: If you want to park there all day, knock yourself out. It's \$20.00, or whatever.

Mr. Jones: Do you take credit cards on those meters?

Mr. Howard: Yes. And lower the rate. When we increase the hours that you can park around the University, you'll start to fill up the streets that we can never get people to park on. We have streets where students wouldn't park because they were only four hour meters, and they're out there for . . . now they have to come back . . .

Mr. Rind: And feed it again.

Mr. Howard: And feed it again. So once we took that up to eight hours, that whole street started to fill up.

Mr. Jones: Fills up, yeah.

Mr. Howard: Which means you're pulling people out of your hourly lots. And we're putting them actually closer to . . .

Mr. McIntosh: To where they want to be.

Mr. Howard: Where they want to be. We've also looked at . . . there are a lot of streets around the newer University buildings that, if we were to make them . . . [inaudible] . . . where if you were to make them one-way streets . . .

Mr. Jones: One-way, yeah.

Mr. Rind: Yeah, you could grab a lot of parking.

Mr. Howard: You could pick up a whole lot of parking.

Mr. Jones: That's why West Chester has all one-way streets. Because they used to all be two-way and . . .

Mr. Howard: Yeah, we've been looking at that, and I think we're going to implement that, but I think we were kind of maybe waiting to see . . .

Mr. Rind: Yeah, because you could mix these [inaudible].

Mr. Howard: We have a lot of streets where, you know, because it has two-way traffic, you can't park there. So if we make them one-way, now you can pick up a lot . . .

Mr. Rind: A lot of capacity.

Mr. Howard: A lot of capacity.

Mr. McIntosh: So is there any other ideas about changing perception?

Mr. Rind: But even that, Marvin, to go to that point, like Kent Way and Orchard, and all of those meters, and Academy, can you make those like super-cheap on nights and weekends, and draw some of that traffic away from Main Street?

Mr. Howard: On nights and weekends we don't have problems with lots.

Mr. Rind: What about on-street? On Main Street? Because if the meters on Main Street were \$2.00 an hour, and the ones in front of Pearson and Graham Hall were only \$0.50 an hour, I think that would make a difference.

Mr. Howard: That's another way to look at it, but on the nights and the weekends, there's availability in parking lots.

Mr. Rind: Even during peak dinner hours?

Mr. Howard: Yes. For the most part, on the weekends you can pretty much find . . .

Mr. McIntosh: But unless people know about it, it's like . . .

Mr. Rind: They're painting with a broad brush.

Mr. McIntosh: Yes.

Mr. Rind: Parking is a hassle in Newark.

Mr. McIntosh: There's just a parking problem in Newark. Don't go there.

Mr. Howard: We've got to change that.

Mr. Rind: Yes.

Mr. McIntosh: That's what has to be changed. And that's going to require some money to change that. I mean if you were Nissan, when they went from Datsun to Nissan, they spent a pile of money, and they were able to make that transition. I worked for Junior Achievement. We were going to change the name of Junior Achievement to something else and we didn't have the money to do it, so we didn't. There was too much name equity. So you've got a problem with people's perception of parking here and that's what we have to attack. And the only way . . . and then it has to be supported by other things like signs and apps and whatnot. . .

Mr. Howard: Signs and apps and marketing.

Mr. Rind: Social media.

Mr. Jones: I'm assuming this new and innovative things that newspaper coverage is not enough to really solve the problem you're describing.

Mr. McIntosh: Oh, no, everything . . . when you're doing a massive marketing campaign, you have to . . .

Mr. Jones: Hit them all.

Mr. McIntosh: You have to touch them all, right? And then you've got to get people to go viral with it. And we can do that with social media.

Mr. Jones: Okay.

Mr. McIntosh: Get people saying, hey I parked in Newark. No problem. Right?

Mr. Rind: Because this is mostly about the surrounding community. Because the students, nothing deters them from going to Main Street. Nothing at all. So we don't even have to worry about them. They're good. They're coming one way or another.

Mr. McIntosh: And they'll ferret out all the things. Like somebody will say, you know they dropped the rates on Orchard Street, wow.

Mr. Rind: Oh, yeah, absolutely.

Mr. Jones: An idea, and this is something that they actually are implementing up in West Chester, is that you charge, let's call it \$1.00 an hour, for parking, and you don't charge them for the first hour. But as soon as they're there for 65 minutes, then you're into the second hour and now you're charging \$2.00. At that point, it's a dollar after that. So, in other words, the first hour is free. And in terms of buzz, obviously it moves people out in a hurry, so you might lose some money that way but, on the other hand, it certainly is like we're cutting you a break. And so people talk about that.

Mr. McIntosh: So the whole marketing thing supported by the other things, it has a chance. It has a really good chance. And then we have to get the parties that are, you know, the available parties that have the parking to agree to do something that will . . .

Mr. Howard: I think that's where . . .

Mr. McIntosh: But if we were able to fill your garage, you'd be happy with that.

Mr. Rind: Absolutely.

Mr. McIntosh: So is it worth, you know, doing something else to get there? It's all a matter of barter back and forth. The private lots, well, you know, there's nothing coming to me at the moment, but if they're parking in . . . let's just say they're parking in Simon Eye's lot, right? And now they need a new pair of glasses. Well I parked there. I'll go in there and see what they have. Where otherwise they may not. So there is, you know, ways of presenting this that would be attractive, I think, to all different sorts of people.

Mr. Howard: Well, like I said, I'm open to looking at all that, but I'm always trained to look at the side of why they would say no.

Mr. Rind: Of course.

Mr. Howard: The legal issues involved.

Mr. Rind: Well, yeah, the people that already have the private lots would be inclined to say no. Absolutely they would.

Mr. McIntosh: Sure.

Mr. Howard: And then you have the liability issues, too.

Mr. Jones: Yeah, a fender bender in your parking lot. Whose problem is it?

Mr. Howard: Or somebody slips and falls in the winter time in your parking lot. There's just a lot of . . .

Mr. Rind: I don't know that it's necessarily taken away from them, but if you could get them to actually charge for it, then the market would take care of it. You know, if you had to pay that for all of them, then now you've just expanded capacity dramatically. Like in the past, to park in Simon Eye's lot, I'd have to need glasses. I'm not going down to Main Street for that, but if I could just park there and pay whatever the fee is, whether it's a meter or an app or [inaudible], I would do it. And now you've increased your capacity dramatically and you haven't billed to anything. You haven't spent one dime actually. Because that's what the big cities have that we don't have, is that everyone is charging.

Mr. Howard: Right.

Mr. Rind: In Boston, New York, and Chicago. Everybody is charging, so the market takes care of the pricing. And if one place has capacity and another one is full, they're going to tweak their rates to even that out. There will always be somewhere to park. It's just we only have . . . it's just you and me officially, right? And everyone else is doing it under the table.

Mr. Jones: Well you go back to the late 60s, I guess it was, when they started the Newark Parking Authority, and that was a small version of what you're describing, which is getting Dr. Cox and all those people to make their backyards available because everybody had separate lots back then. I lived on Main Street and I walked everywhere because I wasn't about to go try and drive in and out. I just knew where to park my car and leave it. So the process they went through then and, again, it was a different time, whether you'd get that kind of cooperation out of people nowadays, I'm skeptical.

Mr. Rind: Yeah.

Mr. McIntosh: Well, you know, if you sit the people down . . . what we were doing in the past is talking about this parking thing, when we had those parking workshops, and my observation as we sat around this table was that nobody that is, you know, has skin in the game is at the table. You weren't here. Lee wasn't here. We didn't have . . . you're the guys who are affected by what we're doing and we're not talking to you, you know? And that's how I got to be chairman of this group.

Mr. Howard: Well and the other side of what you guys are really talking about is this thing now has a requirement which is what they're over there now talking about with density.

Mr. Jones: Right.

Mr. Howard: And it's zoning. And a lot of what they're saying is the City right now is forcing you to add a certain amount of parking with your building.

Mr. Jones: Yeah.

Mr. Howard: If you make that adjustment, these guys are [inaudible]. Now you've got [inaudible] parking because you build these buildings, or these office buildings, [inaudible] your footprint bigger [inaudible], where are they going to park? So there's all kind of things that have to work together.

Mr. McIntosh: Well that's part of that employee parking thing. I'm going to just check and see how these folks are doing.

Mr. Rind: The employee thing, that's one of the things that sunk the desire to raise the rates in the off-street lots because the merchants were, where are my employees going to park?

Mr. Jones: Yeah, I saw that in the newspaper.

Mr. Rind: They shouldn't be parking in their own lots. You don't want them there.

Mr. Howard: See that's the . . .

Mr. Rind: You don't want them there. If you go to the mall and there's a stripe on the parking lot. The employees have to park beyond that. If you go to Lowe's or Home Depot, they have different color stripes and those are employee parking, and they're way in the back of the lot.

Mr. Howard: These people are complaining and I'm like, your employees are taking up . . . what do you think, they're parking at the back of the lot?

Mr. Rind: Yeah, they're parking right up at the door.

Mr. Howard: They're parking as close as they can get, which is why your customers have to park farther away. The students aren't the only problem.

Mr. Rind: Because actually, the students would probably want to park closer to Delaware Avenue because it's closer to The Green, which is what their destination is.

Mr. Jones: Yeah.

Mr. Howard: So it's not just the students. It's the employees.

Mr. Rind: You don't want the employees in there. So you give them a low cost alternative that's a couple of blocks away and make them walk.

Mr. Howard: And we had, before this whole got just completely shut down, we had [inaudible], which I believe they're still going to bring it up here, I think at the December 4 meeting, where we're going to talk about meter rates.

Mr. Rind: Yeah. Because your plan was not just the rate problem. You were going to raise it in all three lots and then lower the outskirt meters, and so that's where the employees are going to park. You're going to park way down here and you're going to walk a couple of blocks.

Mr. Howard: He's going to park further down past the shopping center.

Mr. Rind: That's correct. You had that solution.

Mr. Howard: And we were going to take and make them 8 hour meters.

Mr. Rind: That's right.

Mr. Howard: Eight hour meters, bring the rate down to \$1.00 or even lower. We can work on the number, whatever that number is.

Mr. Rind: It could even be lower than what the card rate is at Lot 1. So your employees would actually pay less. But now they're a few blocks away and these spaces are empty for your customers. Everybody wins.

Mr. Howard: We had a plan.

Mr. Rind: You definitely did. You had the bases covered.

Mr. Howard: Yeah, we had a plan.

Mr. Jones: I don't know, but have you ever found that people who don't like what you're doing will lie about it?

Mr. Rind: Never, right? Never, ever.

Mr. Howard: And then the other side of it, I don't want to get off track . . .

Mr. Jones: And we're still recording, too, so keep that in mind.

Mr. Howard: This is no secret, but you're talking about validation . . .

Mr. Rind: There's a lot of abuse?

Mr. Howard: There's so much abuse.

Mr. Jones: This guy when he talks about collecting validation stickers and all . . . first I'll say, are you spending money in every one of these businesses to get one of these?

Mr. Howard: No, he's not.

Mr. Jones: Well then you shouldn't be getting a validation sticker.

Mr. Rind: He's just walking up to the counter and asking for them.

Mr. Howard: Right.

Mr. Jones: Well that sounds to me like that program needs to be tightened up in some ways.

Mr. Howard: It used to be tight, or the City may have to take a stand and say . . .

Mr. Rind: Well I think your recommendation was the business pays for the whole thing.

Mr. Jones: Pay full price.

Mr. Rind: Or at least gets reduced, at the bare minimum.

Mr. Howard: If you're a business on Main Street, every year you're [inaudible]. They raise their rates. They raise their rates every year.

Mr. Rind: Absolutely they do.

Mr. Howard: They're raising their rates to stay . . .

Mr. Rind: Stay with the cost of living.

Mr. Jones: Cover whatever overhead.

Mr. Howard: Cost of living. Inflation. The City of Newark parking, we don't do that. We haven't raised the rates in 20 years. And then when you hit them all at once, it looks like it's a lot.

Mr. Rind: It looks horrendous, right? If you think about it, it's a 100% increase, but it's the first time in 20 years.

Mr. McIntosh: That's why it's better to do it incrementally.

Mr. Rind: That's why I never skip a year at the University of Delaware, even it's is 1% or 2%. I hit it every year. I don't hit visitors every year because I want to stay on whole dollar amounts for change making and things like that.

Mr. McIntosh: Come and sit here, quickly.

Mr. Howard: I'm going to take off.

Mr. McIntosh: Thanks, Marvin.

Mr. Rind: Thank you, Marvin.

Mr. McIntosh: Did I miss something I should have written down here when I was gone?

Mr. Rind: I don't think so. It's in the recorder, but no, I don't think so.

BREAKOUT GROUP 2 – ZONING CODE ISSUES (HURD, LOCKE, MIKLES, MORGAN, GRAY)

Mr. Hurd: Alright, when Frank broke this out I was working on the assumption that my job was going to be to kind of guide this and then report back, so I don't mind being the reporting person.

Mr. Mikles: Perfect.

Mr. Hurd: So the useful document for looking at this question is the parking study done by Kirsten Jones. She had done a survey of other cities' parking standards.

Mr. Mikles: Similar cities, yeah.

Mr. Hurd: And several solutions that could be done to address parking, three of which have to do with parking standards. The three basic methods are, 1) revise the standards just across the board . . .

Dr. Morgan: I'm supposed to join your group.

Mr. Locke: I love it. Intellectual discussions. I love it.

Mr. Hurd: Her research indicated that in many areas, Newark's parking standards are higher than in many other cities. The other thing to do is to localize it. To say in this area, around the downtown core, it's one set of standards. In the area outside, it's this. And further out, maybe it's a third, depending on how your density works.

And then the third one is to discuss having parking maximums. So instead of saying it's one per, you say this use can't have more than X number of spaces. My reading of the literature and looking around things, if you're going to use districts, then parking maximums start to make sense because you can sort of say in my highly developed area, that's where I want to limit the area devoted to parking.

Mr. Mikles: Right.

Mr. Hurd: But as soon as I move out, you know, I go to College Square, no, I don't want to do that because it's its own thing. So I certainly don't want BB zoning that may be occurring outside the downtown district to have that same requirement. What are people's thoughts on this?

Dr. Morgan: Could I throw in a thought?

Mr. Hurd: Sure.

Dr. Morgan: I'm not sure that what I'm about to suggest is legal, or whether it could be legal. I mean because you can pass laws which are unconstitutional, right?

Mr. Hurd: Yes.

Dr. Morgan: And which violate equal protection clauses of the Constitution, right? But if I could follow-up to that two minute discussion that Chris and I had at the last meeting about a grocery store in downtown Newark . . .

Mr. Locke: Yeah, I read the minutes of that . . .

Dr. Morgan: As I said at that meeting, I absolutely would support have no parking requirement whatsoever for a downtown grocery store because it would be a huge community service. It would be great for everyone. Everyone would benefit from it, right? But let's now think about what the permitted uses would be. Because if you have a Zoning Code that is written such that a grocery store is one of thirty different permitted uses, how can you say that you're going to

waive parking restrictions for the grocery store and not allow . . . but still have parking restrictions if somebody wants to bring in some business that generates a high volume of traffic and needs a lot of parking. For example, if somebody wanted to open yet another beer and pizza joint on the first floor of a parking garage structure, I would not support waiving the parking restrictions.

Mr. Hurd: So that's where we have in the Code currently, parking standards for different uses. So it's not by zoning district. It is by . . . so you say retail stores, all types, supermarkets . . .

Dr. Morgan: Okay.

Mr. Hurd: Bookstores, entertainment centers, department stores are one thing . . .

Mr. Locke: Yeah, I think what you're arguing is a similar . . . if it's for the benefit of the community, we're willing to waive it. The problem with that is, who gets to make that decision?

Mr. Mikles: Right.

Mr. Hurd: Yes.

Mr. Locke: And I think your idea, Will, is a good one, where you have a three tier system. Clearly, a College Square has a different parking requirement than a pizza and beer place on Main Street. And I think . . .

Mr. Hurd: Or like you say, a pizza place, you know, Grotto's in College Square has different parking than Grotto's on Main Street.

Mr. Locke: Exactly right.

Mr. Hurd: So the same business, same use . . .

Mr. Mikles: Right.

Ms. Gray: Right.

Dr. Morgan: And different clientele, yes.

Mr. Locke: And I think that's where you get into this, where there's going to be a parking requirement for downtown. There's going to be a parking requirement for suburbia. And there's another parking requirement for whatever the third tier may be. Because you want to maximize the real estate value in your downtown area for taxable base, not for parking. And that's where it gets into who has the responsibility to provide parking. It can be the government, it can be private, or it can be a partnership between the two. But that's a whole different discussion. What we're talking about here is the Zoning Code.

Dr. Morgan: Okay, well if I could go back to the Zoning Code, what I'm trying to suggest is that maybe there needs to be greater particularity or granularity in the permitted uses with the parking standards for the different things. I mean, for example, if one were to say that a downtown grocery store, where 90% of the clientele would be walk-in, does not need to provide any parking of its own. Right?

Mr. Locke: But that where, I think, you're going to get into lawsuits because if I'm a business owner and say, oh, wait, if I bring in a grocery store, I don't need any parking. But if I bring in a group therapy of handicapped children, I need a whole bunch of parking. That's where you're going to get into it. I think you have to look at the Zoning Code. What's the parking requirement for downtown and the other areas?

Dr. Morgan: True. But my point is that if the City works with the land developer, right . . . I mean spot zoning is usually not a good idea . . .

Mr. Hurd: Right.

Dr. Morgan: But if it is going to be done, it needs to be done in a cooperative manner.

Mr. Locke: But it never does. That's what I'm saying.

Dr. Morgan: Okay.

Mr. Locke: All you do is get people ticked off and you get the City involved in lawsuits. You want to try to avoid that.

Mr. Hurd: Maybe that's where you get into maximums. You say within this district there is still a parking requirement, but it's a maximum, not a minimum, so you can keep the economic . . . so you can get enough development going because you haven't said half of your lot has to be parking. Ten thousand square feet of store and 10,000 square feet of parking. That doesn't . . . maybe it's not sustainable. Two thousand square feet of parking and 10,000 for the grocery store, you know . . .

Mr. Locke: Right. Exactly.

Dr. Morgan: But if I could also just follow-up to your point, Chris, about maximizing the taxable revenue. You also need to look at the expenses, right? It may well be that the way the City of Newark could maximize its taxable revenue is to have a hell of a lot more bars on Main Street. But then there's the expense of the extra police, right? And you really need to look at both sides.

Mr. Locke: That's not what . . . when I said that, that's is not what I'm talking about. What I'm talking about is you build a building that is now worth \$15 million and you knock down three houses that were worth \$150-300 thousand. That building is not going to need a lot more City services than those three houses are, because it's residential versus residential.

Dr. Morgan: Sure.

Mr. Locke: And, more importantly, you now have gotten instead of three utility accounts, you may have 25 utility accounts, which this City . . .

Dr. Morgan: Right.

Mr. Locke: Whether we want to admit it or not, is totally beholden to utilities.

Dr. Morgan: Yeah, let me say I agree with you on the residential side, but I see the commercial side on Main Street as different.

Mr. Locke: Depends what's the commercial.

Dr. Morgan: I'm sorry?

Mr. Locke: It depends what the commercial use is.

Dr. Morgan: Exactly. Yes.

Mr. Locke: A bunch of lawyers are not going to need any City services. I agree with you. If you open a 10,000 square foot bar where they're doing half-price drinks on Friday, that's a whole different situation. I don't think anybody . . . we haven't had that type of development here

since the early 90s. I mean if you look at what's been going on in the last 15-20 years, it is high quality restaurateurs. They're not the old days of Stone Balloon in the 1980s.

Mr. Mikles: True. Driven by the rent.

Mr. Locke: That's exactly right.

Ms. Gray: Right.

Mr. Hurd: And then it's probably, to some extent, driven by the clientele that's already present to sort of say this may not market as well. And maybe, as you said, the rent, it's like I can't open a business that caters to walk-in students because . . .

Mr. Locke: That's right.

Mr. Hurd: I can't make my . . .

Mr. Locke: You can't make the rent. Your rent on any commercial rent cannot be more than 10% of your gross. If you're a good retailer, restaurateur or whatever, you don't want to spend more than 10% of your gross revenue on rent.

Mr. Hurd: Yeah.

Mr. Locke: So rent's pretty high in downtown. So you've got to really hit big numbers to make it make sense.

Mr. Mikles: Which is why the merchants aren't there.

Mr. Locke: It's what?

Mr. Mikles: It's why the merchants aren't there. The storefronts. The retailers.

Ms. Gray: Right.

Mr. Mikles: Because they can't get the sales per square foot.

Ms. Gray: Right, they can't . . .

Mr. Hurd: Well maybe hopefully if we can start to reuse smaller buildings and things . . .

Mr. Locke: That's it. That's the key.

Mr. Hurd: Then that can . . .

Dr. Morgan: I'll just throw out what may seem like a wild idea. Some 30 years ago when I was visiting New York City, I spoke with a friend who is a faculty member of New York University who told me that the university bought up and owned a fair amount of property in the immediate adjacent neighborhood. And they made conscious decisions to not try to maximize their rent, but rather to rent to certain kinds of merchants that they wanted to have within one or two blocks of their campus. Now, of course . . .

Mr. Locke: When you're a university and you have billions and billions of dollars in endowments, you can make those very utopian-type decisions. When you're a business person and you have to pay a mortgage and you have employees who are counting on you, you can't make those utopian decisions.

Dr. Morgan: Well that's all true. What I'm trying to say is that one way of getting more retail on Main Street would be to try to cooperate with the University. I know it takes two to tango,

but if the University could be persuaded to buy up certain property . . . I know it would take it off the tax base . . . then to have certain . . .

Mr. Locke: You are the only person in Newark that is advocating the UD to own more privately-owned properties.

Dr. Morgan: But it's going to happen anyway.

Mr. Locke: Make sure this is being recorded. John Morgan said he wants the University to buy more property.

Dr. Morgan: Very selectively.

Mr. Locke: Selectively.

Dr. Morgan: In one area. In one area.

Mr. Locke: The most valuable. The downtown area. That's the most valuable real estate in Newark.

Dr. Morgan: But how else are you going to get more retail there, Chris?

Ms. Gray: Well why do we want . . .

Mr. Locke: I'll tell you how.

Ms. Gray: Why do we want more retail?

Dr. Morgan: Well, a lot of . . . at some of these recent meetings, whether it's meetings of the Council or like this, I've heard . . . in fact, it was in the newspaper, the Newark Post, right . . .

Ms. Gray: Right?

Dr. Morgan: There were restaurant owners saying we need more retail.

Mr. Hurd: It's becoming kind of one dimensional.

Mr. Locke: You know, the market will bear itself out. Here's the deal. If I'm a retailer and I'm like, wow, I've got Taverna, I've got Grain, and a lot of people are coming down here on Friday and Saturday night. I'm going to open up my shop here. Yeah, maybe I'm not going to open 2,500 square feet. Maybe I'm going to open 1,000 square feet or 1,250. The retailers understand it. And you have to be a specialty retailer. You can't be just, you know, a bunch of sweat suits. You've got to have a reason why someone, while they're waiting to go sit at Grain, is going to come into your shop to browse and, hopefully, buy. That's the type of retailer . . . and more importantly, it is not the government's job to pick and choose which retailers, which restaurants are going to be in our downtown. These are privately held properties. If the government owned all of downtown, well then you can do whatever you want. But this is not a mall. The properties are owned by individual owners. And those individual owners, through individual businesses, will negotiate what they want to negotiate. What we're here to talk about is the Zoning Code . . .

Mr. Hurd: Yes.

Mr. Locke: And how to change it. Not . . . the stuff you're talking about, that's that group over there.

Mr. Hurd: Now what can happen, though, is that through the Zoning Code you can encourage development for the 1,000 square foot storefronts . . .

Ms. Gray: Right.

Mr. Locke: Absolutely.

Mr. Hurd: To make them feasible.

Ms. Gray: Exactly.

Mr. Locke: And the way you do that is to reduce the parking requirements.

Mr. Hurd: Exactly.

Mr. Locke: Because then I have a 10,000 square foot building that I don't have to put parking underneath. Now I have the flexibility to rent it to a 1,000 square foot retailer and a 4,000 square foot restaurateur.

Mr. Hurd: Yeah.

Mr. Locke: That's what you need. Because when I only have 5,000 square feet and I've got all these restaurant guys saying I want all of it . . .

Mr. Hurd: Yeah, there's nothing left.

Mr. Locke: That's what happens.

Mr. Hurd: Alright, so would I be right in saying that there seems to be some support for the idea of parking districts within the City? It seems like we can agree that there are areas of the City that can support full suburban style parking and, in fact, require it because of the distances, whereas there are other areas where you say we're so compact and so tight that we have to share parking. We have to kind of . . . you have to be pedestrian.

Mr. Mikles: Yes.

Mr. Hurd: What I'm trying to figure out is if there's a middle space. Burlington, Vermont has some similar situations to us, and they have three zones. They have a downtown, what they called a shared use, and then a neighborhood district. So they have, kind of, I think shared use is kind of that cross-over . . .

Mr. Locke: That's the second? Shared use?

Mr. Hurd: So to my mind, if we had it, it would be like Cleveland Avenue or maybe even down Elkton/South Main Street.

Mr. Locke: Maybe some of the side streets.

Mr. Hurd: Some of the side streets where you see small amounts of commercial mixed in with the residential. So there's some car traffic and some walking, but it's not isolated. And then you hit Suburban Square.

Mr. Locke: Right.

Mr. Hurd: That's how I kind of see it is there's probably is some sort of gray zone around the downtown or somewhere out on its own space that can kind of support that.

Mr. Mikles: That would be the shared?

Mr. Hurd: That would be sort of . . . what do we call it? Shared or it may have to have a different name for it. Using Burlington as an example, what they've done is they've said things

like cinemas in the downtown, no parking requirement. In the shared use, one per four seats. In the neighborhood, one per four seats. For community centers, it's one per 1,000 gross, 2.5 per 1,000, and then 3.3 per 1,000. So it's kind of a zoned . . .

Mr. Mikles: Yeah.

Mr. Hurd: You can sort of see it getting bigger. The other question I think that sort of sits around on this is to say, you know, this is a huge list of uses, and we've got a huge list of uses in the Zoning Code already.

Ms. Gray: That we do.

Mr. Hurd: Does that make sense to keep . . . if we say within the downtown district, we're going to try to limit the amount of parking, does it make sense to simplify, also, the uses and definitions that we use in that space?

Mr. Mikles: I think it does. We should not make any distinction for any of the businesses. Just say . . . if we want to try and encourage the density that's going on there and let's just say there are no parking requirements at all for the CBD and make that a tight area, and then the shared use and . . .

Mr. Locke: I think basing it geographically rather than use . . .

Mr. Mikles: Yeah.

Ms. Gray: Yes.

Mr. Locke: Is a better way legally as well as management-wise.

Mr. Hurd: I mean some of these, they make sense if you're looking at them as a standalone thing. What's a good one? Undertakers. A very specific kind of use. Here it's one off-street parking space per 60 square feet of floor area available for seating accommodations. And that's kind of like, you have to have cars because they're all going to come and they're all going to go.

Mr. Locke: But there's a problem with use . . .

Mr. Hurd: But that's like, I can see outside of the downtown district, you have to sort of say if you're putting in an undertaker, you've got to make sure you cover the cars and this is . . . it may take some further research to sort of say this is an accepted number. There's a whole secondary conversation about the validity of these parking numbers.

Mr. Locke: Exactly. And my concern is if you start using use as a barometer, well 20 years ago one of the biggest retail tenants in America was Blockbuster Video.

Mr. Hurd: Yeah.

Mr. Locke: They're gone. Heck, even Best Buy today, which was a gigantic tenant just five years ago, is gone now. And retail is changing so dramatically in the last three years with Amazon and everybody buying online, I hate to see us get . . . because that, 1) would be laborious, and 2) we'll miss 50% of whatever is going to happen six years from now . . .

Mr. Mikles: True.

Mr. Locke: So I kind of agree with Lee that you're better off to say Main Street from here to there has got this particular. Cleveland Avenue and Haines Street has this thing, you know.

Ms. Gray: So you're saying . . . so it's being a district kind of accommodation. Being a district base . . .

Mr. Locke: Right.

Ms. Gray: That there would be certain parking requirements per district.

Mr. Locke: Right. Or none for, say, downtown.

Ms. Gray: Or none for that category.

Mr. Hurd: So, yeah, it may take a little more study to say there are particular uses that are either heavily dependent or actually it would probably be more that would maybe require an increase over the base number of whatever we pick.

Mr. Locke: Right.

Mr. Hurd: Or whatever is picked, I should say. Because there's a probably a number that covers like 80% . . .

Mr. Mikles: Right.

Mr. Hurd: Of the uses. And maybe it's the shopping center, you know, one per 250 of square footage.

Mr. Locke: Yeah, exactly.

Dr. Morgan: I need to leave in a couple of minutes . . .

Mr. Hurd: Okay.

Dr. Morgan: And so I will just leave you with a general thought . . .

Mr. Locke: Happy Thanksgiving?

Dr. Morgan: Thank you. And all of you.

Mr. Mikles: Nice try.

Dr. Morgan: And that is that, so I've never been to Burlington, Vermont in my life . . .

Mr. Locke: It's beautiful.

Dr. Morgan: And what I would say, you know, so I don't know how well, or not so well, these parking requirements in Burlington, Vermont work. And I think that it would be most valuable . . .

Mr. Locke: If we take a trip up there. Let's take a trip up there.

Dr. Morgan: Yeah, good. But what I'm trying to say is I think it would be most valuable to identify a college town as similar as possible to Newark . . .

Mr. Hurd: That's what this list is.

Mr. Locke: It's Burlington.

Dr. Morgan: Which doesn't have a parking problem and then try to adopt the same sort of rules that they have.

Ms. Gray: And if I may, quickly . . .

Dr. Morgan: You don't need to reinvent the wheel is what I'm saying.

Ms. Gray: And if I may, quickly. My first planning job was in the City of Bloomington in Indiana back in 1995. Okay, so we're reaching way back. And that's the home of Indiana University . . .

Dr. Morgan: Right.

Ms. Gray: And a very similar demographic. Very similar to where the university and the town integrated. They do have a little bit more of a separation of the downtown and the school, but it's all integrated. They have a downtown district with no parking, and they've been doing that since before I got there.

Dr. Morgan: You mean no parking or no parking standards?

Ms. Gray: I'm sorry, no parking requirements. In the downtown district, the standard is you do not have to provide parking.

Mr. Locke: And I have a slew of reading material that shows that most municipalities are going away from parking requirements.

Ms. Gray: So there are other college towns but Kirsten just didn't pick it up in that. So I'm just saying that's an example.

Dr. Morgan: That's a good point to make. Well I think we could agree that if the University of Delaware's main campus were a mile from downtown Newark . . .

Mr. Hurd: Or half a mile.

Dr. Morgan: There would not be a parking problem in downtown Newark.

Ms. Gray: Right.

Mr. Locke: That's right.

Dr. Morgan: Of course, I think also some of the businesses would lose their customers.

Mr. Mikles: Right.

Mr. Locke: You're exactly right.

Ms. Gray: Right. Yeah.

Mr. Hurd: You'd have a different business mix.

Dr. Morgan: Grotto's would not be there. Okay, I have to go.

Ms. Gray: Thank you.

Dr. Morgan: Happy Thanksgiving.

Ms. Gray: Happy Thanksgiving to you, sir.

Mr. Hurd: So maybe that's . . . let's go back to the first question. In the downtown area, is there ever a reason to require parking on the actual parcel itself?

Mr. Locke: My gut would be if it's a place like a theater. I mean, I'm talking like where there's a show.

Ms. Gray: Yeah.

Mr. Locke: You know, so you know you're going to get 400 cars on a Friday or Saturday night. That's something that comes to my mind. But other than that sort of civic center type of, you know, I don't see that for your downtown area. I think what's going to happen is if we reduce the requirement to zero, the economics of building a garage would make so much more sense . . .

Mr. Hurd: Yeah.

Mr. Locke: But the City will never have to build it. You will have private developers doing it because it will make economic sense to do it. So that's really what I see. I see this as not only development for today, but to get us to that next level that we need to go to.

Mr. Hurd: Yeah.

Mr. Locke: That's why I'm such an advocate for . . .

Mr. Hurd: The one thing I would . . . and I don't know how to research this to figure it out . . . is accessibility. Handicapped accessibility. Because if you say you can't park near my place, you park down the street two blocks or you find one of the parking spots on the street or, you know, and if you say I'm a doctor's office, it's going to look really bad if you don't actually have a place . . .

Mr. Mikles: But that would be their business choice.

Mr. Locke: That's a business decision.

Mr. Hurd: But I don't know if there's a . . . I don't know how the ADA would come into play on this.

Mr. Locke: I can tell you. The ADA parking requirement, and Mary Ellen can back me up on this, is based on how many parking spaces you provide in that particular spot.

Mr. Hurd: Okay.

Mr. Locke: So for every 25 spaces, 0-25, you have to provide one ADA spot.

Mr. Hurd: Okay, so if you as the shop owner were ever to say I'm going to provide parking, the first space is handicapped and the second space is not.

Mr. Locke: Based on the range, right. So if you don't have any parking requirements, you don't have to provide any ADA.

Mr. Hurd: Right, but as soon as you provide it, even if it's not required . . .

Mr. Locke: Now to go back to your doctor's example, if a doctor comes to me and says I want to rent your space, he may have that requirement on a marketability . . .

Mr. Mikles: Right.

Mr. Locke: He'll be like, hey, I'm a doctor, I have to have handicapped, what do you have? So they may not go to Main Street Plaza for office space . . .

Mr. Hurd: Right.

Mr. Locke: But they may go to Pomeroy Station because I have parking and I can give that to them.

Ms. Gray: Yes.

Mr. Locke: So that's where that comes into play.

Mr. Hurd: Okay.

Mr. Mikles: I like this idea.

Mr. Locke: I like this idea, too.

Ms. Gray: As a merchant, would that be something that would turn you off as far as . . .

Mr. Mikles: No because . . . my thinking is that . . . and I'm on the upper east side of Main Street, so . . . I think as long as it's even for everybody, I don't think it's . . . like we have an advantage and Deer Park has an advantage because we have parking on our edges . . .

Ms. Gray: Right, you've got parking outside.

Mr. Mikles: And that becomes a market thing for us. We can tell people we have parking and that becomes a positive for us. But if everybody on Main Street didn't have parking, I think then it's just, you know, it's not my store is better or worse off than any other one. It's just we all are subject to Newark's parking availability, not my own, I guess. That's what I see.

Ms. Gray: Okay.

Mr. Mikles: And then I would also say that as a retailer, I don't want to be in the business of plowing a parking lot or taking care of it and stuff like that. So taking that requirement, taking that additional responsibility out, I think this would make this spot more attractive for me as an option that I don't have to deal with parking. I don't have to plow the lot or clean it or salt it. Those sorts of things.

Mr. Hurd: Right.

Mr. Mikles: Because there's just not a parking opportunity. And I also think that creating a community that is focused on walkability, I really think that that gives us a lot more opportunities. And I think that's a better . . .

Mr. Hurd: Right.

Mr. Locke: Yeah, this downtown zero parking requirement does make . . . and they're talking about it in culture . . . makes the downtown area a much more walkable setting.

Mr. Hurd: It brings up the . . . because people are always like I don't want to park and walk so far to my place. It's like have you seen the Christiana Mall?

Mr. Locke: Exactly.

Ms. Gray: Right.

Mr. Hurd: I did this for someone in Kennett, I laid . . . it was either Christiana or Concord Mall over top of Kennett Square. It's like it's the same size.

Mr. Mikles: I saw you did that, yeah.

Mr. Locke: You're absolutely right.

Ms. Gray: Yeah.

Mr. Hurd: And it's like, there it is. You're parking in Oaklands and you're walking in.

Mr. Mikles: It's not to say we can't go with market solutions for that but I think, as a merchant, and we're just talking about that downtown, but sort of eliminating that as an issue allows us to create a denser, more walkable, more interesting . . .

Ms. Gray: Yes.

Mr. Locke: It creates opportunities for those retailers. I can't tell you that if I didn't have to provide parking at 132 East Delaware Avenue . . .

Mr. Mikles: Exactly.

Mr. Abada: Happy Thanksgiving everybody.

Ms. Gray: Happy Thanksgiving, Jordan. Thank you so much for coming. We appreciate your participation.

Mr. Locke: That's what we consider a category B, meaning it's not right on Main Street but still a great place for lawyers, doctors, dentists, retailers, small shops. Oh my God, the growth we would see in the City of new business . . . because there's a ton of businesses that want to be here but they just can't . . . the space is so limited that they just can't do it.

Mr. Hurd: Not that we should be considering it entirely but one of the issues that came up in the last meeting and I think that they're dealing with, you know, you have the issue of like employee parking. Not that you park employees in your lot, because you can't afford to do that . . .

Mr. Mikles: Right.

Mr. Hurd: If there are fewer opportunities . . . fewer lots around to maybe take advantage of . . . to say I can't use the Simon Eye lot in the evening because it's gone because they built something on it, you know . . .

Mr. Mikles: Exactly.

Mr. Hurd: That becomes a . . . there's a public safety aspect to it that you have to sort of say within this whole district we have to make people feel safe . . .

Mr. Locke: Right.

Mr. Hurd: Walking the four blocks that they're going to have to do to get to where they're going.

Mr. Mikles: That's right. And I think with it being piecemeal now that, like nobody on Main Street is going to have enough parking spots for all of their employees . . .

Mr. Hurd: Right.

Mr. Mikles: So right now it's sort of a partial solution that it's a hodge-podge. But if we say, look, we've got to solve it for everybody because there is no parking, essentially, I think that becomes more of a Newark solution as opposed to just one business is going to benefit more than the other because they've got less parking.

Mr. Hurd: Okay.

Ms. Gray: Where do your employees park now?

Mr. Mikles: We have the luxury that we've worked out a deal with Fulton Bank.

Ms. Gray: Okay.

Mr. Mikles: So we can park there. And then our offices are actually above the doctor's office just east of Fulton Bank, and our employees can park there.

Ms. Gray: Okay.

Mr. Mikles: So we've got those two spots. And then our lot, all the way back, the spot that we dug out all the trees that we made gravel, we let them park there.

Ms. Gray: Now where would they . . . if we instituted this and let everybody sort of free-for-all, where would they park? Would that be a challenge for you? I'm just playing devil's advocate.

Mr. Mikles: No, I hear you. And to put it into like one of the businesses square downtown, like HomeGrown, like Sasha down there . . .

Ms. Gray: Yeah.

Mr. Mikles: So she has a couple of spots but essentially no parking. They have to get creative. Like they have to find a spot and . . .

Mr. Locke: One thing we talked about at the merchant committee . . . we just had a meeting yesterday . . . was we would love to see an area designated for employee parking downtown . . .

Ms. Gray: Okay.

Mr. Locke: And the City run shuttle [inaudible] . . .

Ms. Gray: Okay, kind of like Unicity.

Mr. Locke: Yeah. So maybe Lot 5, which is down there, that would be a great employee lot . . .

Ms. Gray: So you designate it . . .

Mr. Locke: Have a shuttle just run around Main Street.

Mr. Hurd: College Square has a lot of empty space.

Mr. Mikles: That was even brought up.

Mr. Locke: Somebody mentioned College Square, as well. So that would be a great way to do it.

Ms. Gray: Okay.

Mr. Locke: Until we solve this hodge podge of everything, it's unlikely that it's going to be an effective way to do it.

Ms. Gray: Okay.

Mr. Locke: But, I'll tell you, it has definitely addressed something . . . the discussion of raising the rates to \$2.00, got all the merchants like, wait a minute, we have to come up with an idea.

Ms. Gray: Right, do you think that was kind of a coalescing kind of . . .

Mr. Locke: It was definitely a silver lining to how everybody was upset about the rate increase . . .

Mr. Hurd: It's probably that for a while it was on the side that it was cheap enough that you could . . .

Mr. Mikles: Right.

Mr. Hurd: Or not so expensive that you could still . . . something that's like you hit the barrier.

Mr. Locke: That's exactly right. \$2.00 is the barrier.

Ms. Gray: It appears to be.

Mr. Locke: Without a doubt. Without a doubt. Which is good to know.

Ms. Gray: It is. It was helpful.

Mr. Hurd: Because we can use the economics as ways to shift demand. You've got to know where your . . .

Mr. Mikles: Exactly.

Mr. Locke: And it also shows how many Lot 3, 4, 1 maybe, even, is being used by employees.

Mr. Mikles: Yeah, that's what I was thinking.

Ms. Gray: Interesting. Right.

Mr. Locke: We've always thought that this is a student issue. But it may not be as much of a student issue. It may be more of an employee issue.

Ms. Gray: Okay.

Mr. Hurd: Well Lot 1 we knew was students. Lot 3 and 4 is not.

Ms. Gray: Yeah, right.

Mr. Hurd: Three and four, I just figured it was the lunch time crowd. Well, maybe not. Well, both. The employees park there and then . . .

Mr. Locke: And you get the lunch crowd.

Mr. Hurd: And you get the lunch crowd.

Ms. Gray: Right.

Mr. Hurd: Alright, so downtown we'll say no parking required. Now here's the question. Where do we draw the line? Because . . . and I don't know if we can entirely get into that but, for instance, the line has to avoid the Newark Shopping Center, I think. Because that is a shopping center with a density of business that starts to kind of require . . .

Mr. Locke: Correct.

Mr. Hurd: The parking space. Or requires some. To my experience, it's on the edge of where people are going to walk to because it's on the other side of Chapel.

Mr. Locke: Well with the exception of you've had a lot of residential development going on past Chapel Street. You've got Easton. You've got 200 units. You've got Main Street Courtyard. We have 43 units there. 257 East Main Street has 14. There are plans, I know . . . so we do have people that would walk in that area. I would . . . and we've always done this where Chapel Street was the cut-off, and we talk about it all the time . . . and everybody from that part of Chapel down, they're all like stepchildren.

Mr. Mikles: Yeah.

Mr. Locke: And he's actually a redheaded stepchild. So you may want to say from the beginning of Main Street, which is I guess Library Avenue and Main Street, all the way down to, at some point, to South Main Street. Where that is, whether that's City Hall or a little bit beyond City Hall, I think that's your downtown. And then you get into these tiered streets. Center Street, Chapel Street, and all that. That's still part of your downtown. You know, East Delaware Avenue is still part of your downtown. So I think you kind of do that area. East Cleveland Avenue is up for discussion because East Cleveland Avenue really does not have a lot of commercial businesses. You have Herman's Meat Market, you have the pizza place, and Enterprise Rent-A-Car. For the most part, East Cleveland Avenue is still residential.

Mr. Hurd: Yeah.

Mr. Locke: So that may be your second tier.

Mr. Hurd: You've got a little clump . . .

Mr. Mikles: From the train tracks . . .

Mr. Hurd: At least you had some that were there but now are not there as much.

Mr. Mikles: The train tracks to Delaware Avenue.

Mr. Locke: Delaware Avenue to the train tracks, yeah. And all the side streets that connect it.

Mr. Mikles: Right.

Mr. Locke: Because Haines Street between Delaware and Main Street should definitely be your downtown. Haines Street past Delaware Avenue, maybe not so much.

Mr. Mikles: And then what about extending down South Main?

Mr. Locke: South Main you have to pick a point. I would argue, minimally, it's to City Hall.

Mr. Hurd: Yeah.

Mr. Locke: And then you may want to go up to West Park Place.

Mr. Hurd: I was going to say that, yeah.

Ms. Gray: Yeah, the ordinance for the Downtown DNP is West Park Place.

Mr. Mikles: Okay.

Mr. Locke: Right.

Ms. Gray: So that might be . . .

Mr. Mikles: You could follow that mapping.

Ms. Gray: Yeah.

Mr. Hurd: We could follow the DNP, yeah. Okay. I realize that throwing out the Newark Shopping Center, it's not like they're suddenly put a big building in the middle of the parking lot or something. And no one is going to build another Newark Shopping Center.

Mr. Locke: But what would be great for Newark Shopping Center is that beautiful frontage that runs along Main Street . . .

Mr. Mikles: Yeah.

Mr. Locke: Build a building right there.

Mr. Hurd: There was talk of like a bank or something . . .

Mr. Locke: I would have liked to have seen like we have on the rest of the street. A beautiful brick building, retail shops, residential above.

Mr. Mikles: It would really connect it.

Ms. Gray: It would, yes.

Mr. Hurd: And maybe they couldn't because of parking.

Mr. Mikles: Right.

Mr. Locke: That's exactly why they didn't. That's exactly why they didn't do it. Because we looked at the lot before the Washington Group bought it and parking was just going to kill you. So it didn't make any sense.

Ms. Gray: Okay.

Mr. Locke: That's why One Easton built that five story parking garage. They didn't have a choice.

Mr. Hurd: Alright, so . . .

Mr. Mikles: So Delaware Avenue doesn't parallel South Main . . .

Mr. Hurd: No.

Mr. Mikles: So . . .

Mr. Hurd: South Main is what used to Elkton Road.

Mr. Mikles: Right, so where we . . .

Mr. Hurd: Delaware comes across Main and comes across . . .

Mr. Mikles: So is it just the one line of West Main, or South Main?

Mr. Hurd: Yeah. Yeah, South Main is only one . . .

Mr. Mikles: So there's no . . . so we don't extend the finger . . . we don't finger off of that anywhere is what I'm saying?

Mr. Locke: On South Main?

Mr. Mikles: On Amstel or whatever.

Mr. Locke: Yeah, the problem you've got is you've got Apple Road, which is all residential, so you wouldn't want to do that.

Ms. Gray: Yeah.

Mr. Locke: That would be crazy. And Amstel, it's all been developed at this point. You've got the University of Delaware all on one side . . .

Mr. Mikles: Right.

Mr. Locke: And then the rest of it has been completely developed. And then the part that's on the left-hand side of Amstel has got some UD property, too.

Mr. Mikles: Okay. I just wanted to try to be as . . .

Ms. Gray: No, absolutely.

Mr. Hurd: There really isn't a lot coming off of it.

Ms. Gray: Yeah, you need to think about that.

Mr. Hurd: I mean everything commercial really fronts on South Main.

Mr. Locke: Exactly right. The side streets off of Main – Chapel between this area and those little streets – you want that to be your downtown area. Choate Street, Center Street, you know, New Street, Linden Street, those type of things.

Mr. Mikles: This will help traffic too. I mean people, instead of going down there trying to find a spot, they just know that they've got to get a spot outside.

Mr. Hurd: Yeah, when the parking garage was first being talked about, it's like, you know, it's a shame that this didn't happen earlier because the [inaudible] place to put one is kind of right up there. Or right about there as you come into town.

Mr. Locke: Right.

Mr. Hurd: Like the front of the Newark Shopping Center.

Ms. Gray: Right.

Mr. Hurd: If that was the parking garage, I'd come downtown, I'd park, and then I would walk in past Chapel and . . .

Mr. Locke: Well you could still do that. Years ago we had met with the City about building a parking garage. Taking Lot 5 and part of our property that adjoins to Lot 5, and putting a garage right there with residential above the garages. And that's still a possibility. That would be a great location for employee parking with that shuttle idea.

Ms. Gray: Yeah.

Mr. Hurd: Yeah.

Mr. Locke: So you've got . . . there's still possibilities you can do there.

Mr. Mikles: Alright, so we think we've got the CBD part of this mapped out.

Mr. Locke: Right.

Mr. Mikles: So then shared use.

Mr. Hurd: So what's sort of the intermediate spaces?

Mr. Locke: Probably Cleveland Avenue.

Mr. Hurd: Well Cleveland . . . that's right, Cleveland is on the other side . . . and I was thinking that if said we'd use the neighborhood at the shopping center, which is what, 1 to 250, or 4 to 1,000 . . . a shopping center is 4 spaces per 1,000 square feet. So yeah, 1 to 250. So the shared space can maybe be 1 to 500.

Mr. Locke: Right.

Mr. Hurd: As a first pass.

Mr. Locke: And also maybe where you have one and two bedroom units, maybe give one parking space instead of two. Three to four bedrooms, instead of three or four, make it two. So you're promoting some density but not too dense in the downtown area.

Ms. Gray: Yeah.

Mr. Mikles: I like that.

Mr. Locke: So you can do a townhouse with a single car garage . . .

Ms. Gray: Right, and stack the parking.

Mr. Locke: Instead of three parking spaces.

Mr. Hurd: So basically the shared use is maybe half of what the requirement would be . . .

Ms. Gray: I like that metric.

Ms. Mikles: Yeah.

Ms. Gray: It's a good starting point.

Mr. Hurd: This is a way to sort of balance it. So shared use, we say that's Cleveland . . .

Mr. Locke: It would be anything on the other side of Delaware Avenue. Where Benny Street is. You know, those type of . . .

Mr. Hurd: Yeah.

Mr. Locke: If you're going down Delaware . . . I'm terrible with east, west, south . . . so whatever you think that is.

Mr. Hurd: Yeah. It's like, to my mind, it's always like a one or two block band surrounding . . .

Mr. Mikles: I was thinking that, too.

Ms. Gray: Yeah. Okay.

Mr. Locke: That's good. So we just have to look at a map and kind of color it in.

Ms. Gray: Yeah, okay.

Mr. Hurd: And the neighborhood is the full requirements. Maybe it's the shopping center except possible high uses. I think, you know, like theaters or something, where you say I know that when this thing happens, I've got 150 cars coming in.

Mr. Locke: You're going to have a ton of cars. Right. Exactly.

Mr. Hurd: Because it's [inaudible]. So anything retail or office related, you know, it's going to be about that density.

Mr. Locke: And your suburban is Fairfield, Fairfield Crest, College Square . . .

Ms. Gray: Yeah.

Mr. Hurd: Well that's the neighborhood. It's like everything outside . . .

Mr. Locke: It's everything else, yeah.

Mr. Mikles: Right.

Mr. Hurd: So all those shopping centers, yeah, you've got to have the parking spaces.

Mr. Locke: Now one thing I'm not an advocate usually of this stuff, but in the suburban area do we incentivize it to do certain things. So if you provide . . . if you're willing to pay for a City shuttle to come and take your . . .

Mr. Hurd: Right.

Mr. Locke: So that you reduce some of your parking requirements, so that would help people going to a particular shopping center. So if I'm a college kid and I don't want to go to Whole Foods downtown, but I want to go to Acme but I've got to shuttle, I can go back and forth. Maybe you give that developer some incentive to reduce his parking spaces.

Mr. Hurd: The book on determining parking, that's actually the method they say. You determine what your required parking load is. And then you say, okay, now, what can I do to reduce that . . .

Ms. Gray: To reduce it. Right.

Mr. Hurd: Demand. You can say . . . because we've talked about it . . . it's like if I put myself on the UD bus loop, you take a space out.

Mr. Locke: Exactly.

Mr. Mikles: I like that.

Mr. Hurd: If I provide ten, you know, so many bike spaces per square footage, okay, take another space out.

Mr. Locke: Right.

Mr. Mikles: But they've got to . . . like we've got to be legit and clear on these things. Clear that they offer a benefit, as well.

Mr. Locke: Oh yeah. Absolutely.

Mr. Hurd: I'm almost thinking that the LEED requirements for development really got into some of that. Because they said, you know, you get a point if you're within a quarter mile of three transit stations.

Ms. Gray: Right.

Mr. Mikles: Right.

Mr. Locke: That's exactly right.

Mr. Hurd: So that's something they thought . . . use that metric.

Mr. Mikles: We could look to how LEED does it. That's a good idea. Do we have any LEED buildings?

Mr. Locke: Oh, yes. Every building built since 2006 has to have at least a minimum of 25 LEED points.

Mr. Mikles: Okay.

Mr. Hurd: Which isn't anything like certified, but it's . . .

Mr. Locke: No, but it's a minimum threshold.

Ms. Gray: It's a start.

Mr. Locke: But it's a start, right.

Ms. Gray: Right, and under site plan approval process, that's a component. You have to . . .

Mr. Mikles: Okay. So what's . . . how many points is silver?

Mr. Locke: Forty-nine?

Mr. Mikles: Okay, so they're close.

Mr. Hurd: Well it varies because each system has its own points scale. So there's new construction, there's renovation . . .

Mr. Locke: Right. That's true.

Mr. Mikles: I don't know much about it at all.

Mr. Locke: Yeah, it's tough to get 49 points.

Ms. Gray: Yeah.

Mr. Mikles: I thought it was.

Mr. Locke: Or silver, or platinum, or gold. I mean you really . . . it's accessible to get 25, but you've still got to work at it. It's not like an automatic. You know, you've got to make sure your demolition is done correctly, what type of drywall you're using . . .

Mr. Mikles: Okay.

Mr. Locke: Are you putting in green roofing. How many bikes . . .

Mr. Hurd: Yeah, there's a bunch that are kind of easy to get off the top. And then there's deeper ones about how you demolish, how you construct, where you get the materials from . . .

Mr. Mikles: I didn't know that was a part of it. Okay. That's great.

Mr. Hurd: Yeah, it's like if you got everything within 500 miles, then you get credits for local sourcing. And then recycled content and . . .

Mr. Locke: Right, like our demolition, when we demolish buildings, we tell our companies, okay, we want this site [inaudible] to recycle, what's going to go to the dump, and all that. Because you get points for that.

Mr. Mikles: Interesting.

Mr. Hurd: Alright.

Mr. Mikles: Have we solved this?

Mr. Locke: I mean, yeah, we're doing great.

Ms. Gray: I think we're good.

Mr. Locke: We just have to do the language and color a map in. We're good. We're a great group. Once Morgan left, everything got done right. And that's on the recording, John.

Mr. Hurd: Aside from, basically, location to transit and bikes, are there any other things you see reducing car usage to a suburban style?

Mr. Mikles: Walkways?

Mr. Locke: Yeah, I was thinking walkways, too.

Ms. Gray: Yeah, and bike paths.

Mr. Mikles: Sidewalks . . .

Ms. Gray: It might be . . .

Mr. Locke: Connecting to existing bike paths would be good.

Ms. Gray: Yeah. Certainly making connections . . .

Mr. McIntosh: How are we doing here?

Mr. Hurd: We almost have it solved.

Ms. Gray: We're solving . . .

Mr. Mikles: Give us something else.

Ms. Gray: We're going to take on world peace.

Mr. Locke: A couple of minutes and we'll have world peace.

Ms. Gray: One thing I was thinking of is Newark has a bike plan.

Mr. Locke: Right.

Ms. Gray: And if there is an opportunity to provide connections in your immediate area, perhaps a fee in lieu towards the bike plan to maybe . . .

Mr. Locke: Yes, I like that.

Ms. Gray: Making a connection. Like the Pomeroy Trail was mentioned the other day.

Mr. Hurd: Yeah.

Ms. Gray: For example, having a fund that we could use to, I would assume . . . and I'm sorry, it's been a while since I looked at the bike plan . . . but if it hasn't been, then we should prioritize the links that need to be made . . .

Mr. Locke: Right.

Ms. Gray: And then it goes to that fund . . .

Mr. Locke: So you can eventually get the entire city [inaudible] . . .

Ms. Gray: And once that's done, then once we get that link funded, then we can build it.

Mr. Hurd: So you're saying if you're doing anything like, do a fee in fee in lieu of parking, possibly, to fund transit-related things.

Ms. Gray: Yes.

Mr. Hurd: Which is interesting because I read an article about, it was talking about Vancouver, but it's basically how to bring in density in a way that is sort of supportable. Because a lot of people freak out about dense buildings, but . . .

Ms. Gray: Oh yeah. It scares a lot of people.

Mr. Hurd: And one was that you give density bonuses. The density bonuses are tied to payments to things that the City wants to have but can't afford.

Ms. Gray: Right. Exactly.

Mr. Locke: I was just thinking that.

Ms. Gray: That's what a fee in lieu of concept is.

Mr. Locke: I was just thinking Parks and Rec. Maybe if you're a suburban developer and you want to get rid of ten parking spaces, well put something to the Parks Department so that we can grow our parks and make our parks better, which gets people out and riding their bikes and walking.

Mr. Hurd: Right. But the point there was that if the public can get a tangible benefit from the density bonus to the developer . . .

Ms. Gray: And see something built . . .

Mr. Hurd: As opposed to just it's going into a fund . . .

Mr. Mikles: Right.

Mr. Hurd: For something . . .

Mr. Locke: Yeah, right.

Ms. Gray: And that's where prioritizing your links and/or improvements to parks comes in.

Mr. Mikles: Exactly. Things that are directly connected to this.

Mr. Hurd: Right.

Mr. Mikles: I like it.

Mr. Locke: Put a green roof on. If you put a green roof on, that obviously helps the stormwater management, so maybe you can take off ten spots or whatever. You've got to come up with the formula. You know what that is.

Mr. Hurd: That's harder. That's less of a balancing . . . I'm thinking about if you're making it easier for people to get to your space in other ways . . .

Mr. Locke: Oh, without a doubt.

Mr. Hurd: And I think that's what Jim had mentioned last month. He had said keep in mind we're talking about how to fund and support a mode of transportation. And so how many resources and time are we putting into this mode and what are we doing about the other ones? About biking and pedestrian transit.

Mr. Locke: Exactly.

Mr. Hurd: And this is one way to start to balance it. To say we're going de-emphasize, to bring the other one up.

Mr. Mikles: Very good.

Mr. Hurd: Okay.

Mr. Mikles: I like it.

Mr. Locke: We're good. We just need a map to color in, and we're good.

Ms. Gray: Alright.

BREAKOUT GROUP 3 – PARKING DISTRIBUTION/AVAILABILITY (SILVERMAN, CAPPIELLO, ABADA, WHITE, FORTNER)

Mr. Fortner: Okay, so we've got this recording. This is going to be transcribed. We're on parking distribution and availability at certain times of day. That's what we're discussing. Okay.

Mr. Abada: So the first thing that came to my mind was the distribution, especially during class times. So on Main Street a lot of the time you're allotted to an eight hour maximum on timing. For the lots on Amstel Avenue, I'm not sure if Main Street is similar, but you're allowed to press up to eight hours. So we're thinking about possibly reducing that time to two hours or three hours to help reduce some of that congestion.

Mr. Fortner: You mean the lot, the on-street parking with the meters?

Mr. Abada: Correct.

Mr. Fortner: Okay. You can go up to eight hours in some places?

Mr. Abada: Yes.

Mr. Silverman: That's very limited. There are no eight hour meters downtown.

Mr. Abada: So on Amstel Avenue by Purnell and Kirkbride, those meters, I believe, go up to eight hours or six hours. Either one of those.

Mr. Fortner: You're talking about Amstel. Okay.

Mr. Abada: Is that not considered . . .

Ms. White: They might if they haven't already. But they might.

Mr. Fortner: So those are more for people that are going to stay longer. For the University, going to class, people going to the music hall, so maybe they might need more. It's not people that they need a quick in and out. I guess there are some businesses up there.

Mr. Abada: Yeah.

Mr. Fortner: I guess, Saxby's and . . .

Mr. Abada: Correct.

Mr. Fortner: I guess so there's a different mindset with some of those. The same with maybe Haines Street. Not Haines Street, but Academy Street in front of Graham Hall.

Mr. Silverman: And there's an eight hour City parking lot behind Skid Row, right at Delaware and . . .

Mr. Abada: Sure.

Mr. Fortner: The bookstore. Those are eight hours?

Mr. Silverman: They're eight hours.

Ms. White: You're talking about the meters.

Mr. Fortner: Meters where you can put in up to eight hours on a credit card. So what's the on-street? What's the maximum you can go on those then?

Mr. Silverman: It varies.

Mr. Abada: I think it's two hours.

Mr. Fortner: It varies?

Mr. Abada: Is it two hours?

Ms. White: No, it's four hours on Academy there. I know that already.

Mr. Fortner: Oh, it is? Okay.

Mr. Silverman: It's two hours and it's different segments.

Mr. Fortner: Different segments. But your theory is correct, or your ideology there is correct in the sense that you want quicker turnaround times and you don't want someone parked, especially in the hard downtown, you wouldn't want someone parking there eight hours.

Mr. Abada: Now that he's mentioned it, I'm not sure how reasonable it is to reduce a two hour maximum to a one hour maximum.

Mr. Fortner: Yeah. You want to give a chance for restaurant people, I guess.

Mr. Abada: Exactly.

Mr. Fortner: Two hours is probably what they're thinking.

Mr. Cappiello: I mean I think of going out and dining myself, if I'm going into a downtown area and there's a restriction or limit at the meter and I'm going, I have to make the decision am I going into this restaurant and I'm going to be able to get out in two hours. Probably not. I like to talk too much. We're going to be here for a couple of hours, and then you go and you find a longer term solution.

Mr. Silverman: So you didn't know that for \$5.00, you can park across from the Deer Park all of Friday. You could be there the whole night.

Mr. Cappiello: The whole day for \$5.00.

Mr. Silverman: Yes, all day for \$5.00.

Mr. Fortner: If you're going to Deer Park.

Mr. Silverman: That's not advertised. I see parking distribution as an information problem. When I come in Main Street and I get to Center Street, I'll turn right. That's the first public lot that comes into my mind, to park behind the old Happy Harry's, the new Walgreens.

Mr. Cappiello: Right.

Mr. Silverman: If I'm not real familiar, I don't know that there's another lot a half block up the street, where if I had turned left, that opens me up to a whole new world. I don't know that the University has \$5.00 parking all day Friday, all day Saturday, and all day Sunday at the other end of Main Street, when I'm willing to park two-and-a-half blocks down to Caffé Gelato, where I can go there for the Frank Sinatra wine dinner and be there for four hours.

Mr. Cappiello: Right.

Mr. Silverman: So, you know, I think part of our parking distribution problem is the knowledge of where parking is. The City has their P symbol on the street in some places. They don't have their parking symbol in other places. There's no way when I come into Newark that there's, even in the Newark parking lot or on the Pomeroy Trail area of Newark, to show me where parking places are, long term, short term, so I've got an idea.

Mr. Cappiello: No, I agree. I think communication is key because if I have someone coming to visit me for a meeting at my church, and I know we have limited parking at our church, and if it's mid-day, when our pre-school is in session, I pretty much direct someone to go to one of the other lots. Go to Lot 1 because it's right there. But that's a higher rate. If I can send them a block-and-a-half down and it's \$5.00 all day . . .

Mr. Silverman: And it's a nice day . . .

Mr. Cappiello: Yeah, why not?

Mr. Silverman: Why not?

Mr. Cappiello: I didn't know that.

Mr. Silverman: Part of our parking distribution problem is not necessarily the physical distribution of parking places, but getting the user of that space to distribute themselves within the available parking to meet their particular needs.

Mr. Cappiello: Right.

Mr. Silverman: And that's where we talk, generally, about how do we have a central clearing facility for parking?

Mr. Cappiello: Oh, to say how many are available at 2:00 on a Friday afternoon?

Mr. Silverman: At tomorrow afternoon. If I'm a parent and I'm coming in for a weekend, is there anybody at the City I can call to say, hey where's the best place for me to park?

Mr. Fortner: Well you can't call the City and do that. We don't get calls . . . but, yeah, you can call the City.

Mr. Silverman: If I can't go online . . . because occasionally the City will put out a message that we've bagged the meters for Christmas week. Why can't that kind of communication exist 24 hours a day? And maybe if we ever get the technology with the in and out, be able to show that there are five places available in the Walgreens parking lot and there are 25 places available across the street.

Mr. Cappiello: So it could be as simple as, like you said, the signage to say this lot versus another lot, or this lot versus long term, you know, down at the end of the block.

Mr. Silverman: Yes.

Mr. Cappiello: And if you're able to get that link to an app to the City page, and the City page basically gives you a real quick drawing with those Ps marked on it . . .

Mr. Silverman: Yeah.

Mr. Cappiello: People pretty much can figure out I'm heading down Main Street, okay, another block on this side and two blocks up on that side.

Mr. Silverman: And in talking with the University very informally, the University implies we're an Ivy League campus. They're not going to put a flashing sign down in Old College saying \$5.00 all day, next right.

Mr. Cappiello: Yeah.

Ms. White: Any why aren't they doing that?

Mr. Abada: It looks crass.

Mr. Silverman: The culture of the University.

Ms. White: Okay.

Mr. Silverman: But he says the University, in talking, would participate in a centralized here's the . . . I don't even know what they call that . . . here's the Deer Park University building with 200 spaces available, on Friday, Saturday, and Sunday, you can park all day for \$5.00. And it would have the City lots and the Jones' lot and the Newark High School lot, and whoever else out there was offering spaces. You make a choice.

Mr. Cappiello: Now Lot 1 does have an LED sign that sometimes is on that says Full. But do any of the other ones have that?

Mr. Silverman: The City has been working on that.

Mr. Fortner: The City . . . the other two are booth lots so sometimes the guy can manage them. Like I was there last weekend and I think Lot 4 was full, and the guy put out a little sign to go to

Lot 3 then. That's a big convenience there to have it on Center Street. You can choose your one. But it's not a . . .

Mr. Abada: There's an entrance on Main Street where once you pull in, you don't have a choice. You can't back out.

Mr. Silverman: Oh yeah, at Dunkin Donuts.

Mr. Cappiello: Yeah, to Lot 1.

Mr. Abada: No, no, no. That one as well, but there's also one for Lot 4, right there at Catherine Rooney's. And the one behind Panera Bread and Chipotle.

Ms. White: That's Lot 3.

Mr. Abada: That's Lot 3? When you pull in at the entrance on Main Street, you can't pull back out because there's people coming in behind you if that lot is full.

Mr. Silverman: Yeah.

Mr. Fortner: Well, yeah . . .

Ms. White: You could go out onto Center Street, though.

Mr. Abada: Right.

Mr. Silverman: No, no, but once you commit to the turn and I come in behind him . . .

Ms. White: Right?

Mr. Silverman: And we both discover we can't get in the lot, he can't move.

Mr. Fortner: Well you can get into the lot, right?

Ms. White: You're talking about pulling into Lot 3.

Mr. Cappiello: What people don't understand is you can take a ticket and it's ten minutes free.

Ms. White: There's ten minutes, so you can pull out.

Mr. Cappiello: So you don't even have to get out of your car. You can go right to the exit, scan it and the gate will open and let you out.

Mr. Silverman: But where does it say that?

Mr. Abada: Exactly.

Mr. Cappiello: It doesn't.

Mr. Abada: Exactly.

Mr. Cappiello: I know that only because I've done it on Lot 1 when there's high foot traffic of students. For me to get to our parking lot behind the church on Delaware Avenue, I have to go through those crosswalks and through all those lights.

Mr. Silverman: Yeah, so you'll loop it.

Mr. Cappiello: It will take me 15 minutes to go around the corner, but if I go through Lot 1 . . . take a ticket and go straight to the exit and scan it, then I can go straight out and into my lot.

Mr. Silverman: Now see there's a traffic management . . .

Ms. White: I agree.

Mr. Cappiello: The thing is, you're right, it's not communicated that you don't have to back out. You can take a ticket and go right to the exit.

Mr. Fortner: But there's no Lot Full sign in Lot 3 or 4, right? So if you're coming in, you don't know there's no parking spaces. So you go and you drive . . . I've been through a lot with our, awhile back, with some of the wayfinding. I was on the design committee and they did a lot of improvement with wayfinding. That's always a problem, especially the way our lots are construed. But if you were to go in, you don't know there's no spots there. So you take your ticket, you're driving around and you don't see anything. So then you wind up . . . you're supposed to go to the booth and say I could find anything, and hopefully the booth attendant will direct you. Now that we have those two lots are sort of semi-connected, that's helpful too.

Mr. Silverman: Yeah, with the three people that are lined up behind you waiting to pay and the booth guy is trying to tell you, oh you're not from here? Go up to where the Dunkin Donuts is and two driveways up, take a left. You can't have it work that way.

Ms. White: I think it . . .

Mr. Fortner: Well you can't have a billboard right in front of the entrance . . .

Mr. Silverman: Yes you can.

Mr. Fortner: You can't have a big billboard if people are going to read the whole thing right there. Yes, you can, but that's delaying things too.

Mr. Silverman: Not when it's sitting on the Pomeroy Trail as you're coming into Newark.

Mr. Fortner: So people are driving and you're expecting them to read, okay, if the lot is full, you can go to these lots, too.

Mr. Silverman: I do it going down the turnpike all the time . . .

Ms. White: Well . . .

Mr. Fortner: That's the same . . .

Mr. Silverman: When I'm coming up to the tollbooth.

Mr. Fortner: It's the same concept. The booth guy does customer service and directs people. I don't think there's that big of a delay. Things do get back up there, but . . .

Mr. Cappiello: Well, you know, I agree you shouldn't have real wordy signs because that can cause problems . . .

Ms. White: Yes.

Mr. Cappiello: But a directional wayfinding sign with Ps and something that says short term or long term.

Mr. Silverman: It's either red or green.

Mr. Cappiello: And then that in itself is going to cause people to think, wait a minute, this is a 20 minute trip or a four hour trip. Because they know why they're coming into Newark.

Mr. Silverman: Yeah.

Mr. Cappiello: They know for what purpose. The people coming to church service know they're coming in for service. It's going to be an hour plus beforehand. And if you stop to have a cup of coffee on the wait out and you're going to chat with your old neighbor, that's going to be two-and-a-half hours.

Mr. Silverman: And, see, ideally the merchant wants not only the church people but also the activities that use the church . . .

Mr. Cappiello: Yeah.

Mr. Silverman: The choral group we talked about the last time. We're done, let's go up on Main Street and get coffee. They're going to spend a little money there.

Mr. Abada: Right.

Mr. Silverman: As opposed to, I have ten minutes on the meter, see you guys.

Mr. Cappiello: That's right. So if they're already in and especially if they have \$5.00 all day type of thing, then they're going to say, you know I've been meaning to go down and check out that place. I'll walk down there and check it out. Versus, if I have to go walk back there and put more money in there just so I can turn around and walk back, I'm just going to leave.

Mr. Silverman: Yeah.

Mr. Cappiello: And I've done that same situation. I've been somewhere and you go, alright, we have 20 minutes left, do we have time to check that out or do we just leave?

Mr. Silverman: So the distribution, in my mind, applies in two camps. Are there enough parking places where people want them? Are there physical spaces? Are they distributed where you can get them?

Mr. Cappiello: Right.

Mr. Silverman: And then is there a system that causes the user of that space to self-distribute? So they're parking in a resource that reflects their need. Yeah, I can park at a two hour meter and theoretically go out every two hours and lump my quarters in. Or I can go up the street and park in the University garage for \$5.00 for the whole day and I've got to walk a half-block. Which is more convenient for me?

Mr. Cappiello: See, I think that's a huge thing to be able to communicate that. Because we have events and concerts on Fridays and Saturdays, and we're limited. If I can tell someone a block-and-a-half up . . . and we have plenty of people that require close parking but, by far, people are okay with walking. And so I would love to be able to tell them . . .

Mr. Fortner: But you can tell them that.

Mr. Cappiello: Until now, I didn't even know it existed.

Mr. Fortner: Oh yeah. But you can tell them that.

Mr. Cappiello: And how many times have I been coming here? Like, every day, and I had no idea.

Mr. Silverman: And our parking in Newark is dynamic. When I worked for the County and I worked in Wilmington, I drove my car in at 7:30 a.m. and parked in the garage, and it didn't move until 5:00 or 5:30 p.m. Newark doesn't work that way. If I'm a University student and I have a 10:00 or 11:00 a.m. class on Tuesdays and Thursdays, I'm down here at 9:30 a.m. and I'm out of town by 1:00 p.m. unless I'm using the library. If I come in for dinner, I'm coming in at 4:30 or 5:00 p.m., maybe 6:00 or 7:00 p.m. So the windows of demand are not uniform.

Mr. Cappiello: Right.

Mr. Silverman: If it's a holiday when the University is not in session, it's a different dynamic.

Mr. Fortner: Ms. White?

Ms. White: Just to go in a different direction, I certainly did not know that the University of Delaware's parking garage is \$5.00 Friday, Saturday and Sunday. Not that I would use it, but I didn't know it.

Mr. Silverman: And we didn't learn it until it was offered here.

Ms. White: Right, but my question is the University's garages either aren't making enough money or they wish they were making more money. I don't know what their finances are. And I'm surprised that they didn't advertise it, because it's not just limited to University employees and students. You would have thought that they would have been advertising it beyond their UD boundaries. So that's a surprise to me. And I can see why, if the City knew, which I guess the City didn't know, I mean, you know, parking and things . . . if those who are managing our Lot 1, 3, and 4 and the meters, if they did know, I think that they, the City, would have to get permission to advertise it. Or let's say it would be in cooperation with the University rather than advertising a private lot. Now once there's the cooperation, I think it's fine.

Mr. Silverman: That's why I'm suggesting that this distribution method is essentially a communication model. Both voluntary . . .

Ms. White: Cooperation.

Mr. Silverman: Cooperation . . . with your church operation you may see your ebb and flow is such that you've got five spaces that are continuously available. At \$50 a month, that's \$250 that's coming into your congregation. You're still paying for the asphalt, the insurance on that spot, the maintenance, the snowplowing, the water run-off fees because your drains now going to be inspected by the City [inaudible]. You may only offer those spaces at certain times and then withdraw at certain times, but you can go to the big board for the central repository . . .

Mr. Cappiello: I don't know that the church would ever be . . . but that's an interesting idea.

Mr. Silverman: My fire company, the station on Ogletown Road, we leave out 32 parking spaces. The Ford dealership uses them and now the hotel is going to be using them. The Toyota dealership used to use them. And they parked their employees in our parking lot so that their parking lot remained open for their customers to drive in.

Mr. Abada: Which lot is this?

Mr. Fortner: This is . . .

Mr. Cappiello: Off Ogletown.

Mr. Abada: Okay.

Mr. Cappiello: Across from the big, main post office at the far end of Main Street.

Mr. Abada: Yes.

Mr. Silverman: Now the way our contractual relationship was, that was available . . . the other user parking was available during certain time periods, and we controlled that. When we had a big event where we were going to use all of our parking places, then that wasn't available. And we timed it that it worked out great for us. Most of their mechanics and all shut down at 5:00 p.m., cleared out those spaces, and the half dozen cars that were left didn't impact us.

Mr. Cappiello: Right.

Mr. Silverman: So we were generating \$1,600 a month on something that we had to maintain anyway . . .

Mr. Cappiello: Right.

Mr. Silverman: For our use. Which paid for the repaving, snowplowing, and [inaudible].

Mr. Cappiello: Sure.

Mr. Silverman: And there are commercial outfits who will privately get together with everybody who has a parking space in Newark and say do you want to participate in [inaudible].

Mr. Cappiello: We actually had someone come by. One of our trustees was doing yardwork and someone approached him on a Saturday and said, hey we'll take care of it. We will put these meters up. We take care of maintaining them. People pay at the meter. If there's a problem, they call us, they don't call you.

Mr. Silverman: And we send you a check once a month.

Mr. Cappiello: And send you a check. And so it did come up to the Board of Trustees. They tabled it for right now as we're finishing a building project back there. You know, I don't know how they would carve out a date or time to do that.

Mr. Silverman: But on parking distribution, I'd like to see a mechanism set up where whether the City advertises it or the Downtown Newark Partnership advertises it . . . and I'm going to pick some numbers . . . we have 3,000 parking spaces and we're looking for a vendor who will manage those spaces for public purposes. You will contract with the [inaudible], yada, yada, yada.

Mr. Cappiello: Right.

Mr. Silverman: And then that way, it's that group that takes care of if there a liability involved. I have no idea how they structure it [inaudible]. My dental practice [inaudible]. They can have it after 5:00 in the afternoon.

Mr. Cappiello: Yeah, that's a good point because if you know you rarely ever use your lot after 5:00 p.m., maybe an emergency as a dentist you're in there, but 98% of the time, you're out and that space is sitting empty.

Mr. Silverman: Plus, if there is a problem, say hey this is Dr. So-and-So. I have contract number 135 in the City of Newark and there seems to be a problem in my lot. And it's the vendor that takes care of it.

Mr. Fortner: You don't actually have to have a new vendor to do that. I mean the City would enter into that agreement with you, as well. We would put City meters in there. I guess . . . I don't know how all those work out, but I guess they would just turn off or say no charge during the hours that you wanted to park . . .

Mr. Cappiello: Yeah, you'd have to be able to . . .

Mr. Silverman: Yeah.

Mr. Cappiello: Communicate.

Mr. Fortner: Yeah, a concert on Friday nights.

Mr. Silverman: These new electric meters, with the electric meters, somebody in the City sits at what I'm going to call switchboard and show my age, sits at the switchboard and says okay, meters 1 through 100, flash free.

Mr. Fortner: So those are things that we've always tried to acquire, so come to the City first rather than . . .

Mr. Cappiello: Oh yeah. Other than it got brought up for about three minutes at the trustees ...

Mr. Fortner: Yeah.

Mr. Cappiello: But someone did approach us, and that was several months ago.

Mr. Silverman: I'll put on my private sector hat. I wouldn't trust the City. It's inconsistent. It's underfunded. It's up to the whim of the Council whether we're going to do it this budget year. My parking meters are worn out. Oh well we can't replace those every five years. I'd rather deal with the private concern where I have an annual contract and I know what my obligations are and what their obligations are. And if there's dispute, I want to be able to [inaudible] it.

Mr. Fortner: Well I just think that was totally ridiculous, what you said. But I would check with the City. I'm just saying. That's just ridiculous that you said that. That you wouldn't even check with the City. The guy over there manages parking. I just can't believe you said that. It's just ridiculous.

Mr. Silverman: For the first time in five years, we've got two people who you'd need to go to for parking. It's not part of a division [inaudible] Finance Department. Well the Police control this piece of it. How long is that going to last when the Council is saying we're going to lay off City employees?

Mr. Fortner: Well . . .

Ms. White: I don't think they're laying that kind of people off.

Mr. Fortner: They're not laying that kind of people off. So the City has an office right at the Galleria to complain to. Where is this third party going to be? Detroit?

Mr. Silverman: So you're making part of my point. There's a system here that's not being used.

Mr. Fortner: Well, okay. I mean, you just made kind of I wouldn't go to the City kind of thing. I don't know why I'm so offended by that, but I just think it was ridiculous that you say it like that.

Ms. White: What is the system that's not being used? I haven't followed your thinking. The system that's not being used.

Mr. Silverman: There's a parking whatever in the Galleria where the gentleman from the church can go and make arrangements to have the City cross-lease his parking lot.

Ms. White: They could, but it sounded like the church, at this point, is either not interested or whatever. But I . . .

Mr. Cappiello: Okay, so let's focus back on distribution availability at certain times. The church is not looking to lease any of their spaces out.

Ms. White: But no private owners or private lot would be . . . even if this plan that you . . .

Mr. Silverman: It would have to be all voluntary.

Ms. White: It would be all voluntary. Okay, that's what I wanted to be sure of.

Mr. Abada: So I need to run to get to class. I'll give you guys my card just so you have it.

Mr. Silverman: Okay.

Mr. Cappiello: But I understand the concept and I think that could work, you know . . .

Mr. Silverman: As a way to manage the distribution.

Mr. Cappiello: Yeah, whether it's a private entity or the City, or however, yes, looking at the total number of spaces and saying this is a 9:00 a.m. to 5:00 p.m. office building, you know a 9 to 5 group of offices, so you're looking for downtown evening events and shopping and that sort of things, so 5:30 we open up those spots over there. And then, you know, this one over here we shut off because we know [inaudible]. I think that's absolutely a viable thought.

Mr. Silverman: Or particularly on religious holidays where there may be a particular demand, you could alert somebody, hey, remember we've got Christmas Eve midnight services and we anticipate this many people, to kind of make sure that you've got that many places available.

Mr. Cappiello: Right. I think, by far, we utilize our lot very well. Saturdays there are not a lot of events, so we've got some flexibility, but I know the church has been talking about trying to do some other things with the building space because we do have the available parking on Saturdays for things . . . there are events where people want to come Monday through Friday, and trying to get them to come on a Saturday. So we're trying to do our own, spread out and say, look this is a great thing. Would you consider coming in on a Saturday because it makes it easier for us to manage? So we're trying to line things up, our own stuff. But, yeah, I understand. That's a great point.

Mr. Silverman: We have parking distributed relatively evenly. You know, the availability of that parking is either private and not available, or it's limited hours . . .

Mr. Cappiello: Right.

Mr. Silverman: Or it's 24 hours a day.

Mr. Cappiello: So if, yeah, I guess you wouldn't really look at an apartment where there's housing above it and say could that be multi-shared because . . .

Mr. Silverman: Well one of the things we're talking about is multi-shared. I'm a landlord. Okay, I'm down here at the new one in the shopping center. What's the name of that one?

Mr. Cappiello: Newark Shopping Center?

Mr. Fortner: Do you mean the one back . . . One Easton? Yeah, One Easton.

Mr. Silverman: Okay, One Eastman has separated their parking from their units.

Mr. Cappiello: Oh really?

Mr. Silverman: Yes, so when I come in to rent a unit, they would say, Mr. Silverman, do you also want to rent a parking space? Well how much is it? \$100 a month. No, I don't think I need one. So they have an inventory of units that is not linked to the apartment.

Mr. Cappiello: So they may have availability.

Mr. Silverman: So they may be using this say . . . let's get creative here. I am a University student and I can park at One Easton. I know that the University loop bus goes right by Cleveland Avenue and down Chapel Street. I'll park remotely over there, in a shelter, it's well-lit, there's a security guard so you know it's safe after dark, and then take the University loop bus. But how do you get that known to the public to try to get people to self-distribute and make the choices?

Ms. White: I'm curious how many of the apartments are occupied in One Easton and how many of the separate parking places are used?

Mr. Silverman: I don't know. This is part of the information that we've never tracked.

Mr. Fortner: They would have had the same kind of zoning code, so they would have two for every unit.

Ms. White: But of the two for every unit, how many are occupied? I'm just curious how many free ones are just sitting there?

Mr. Fortner: I don't know.

Mr. Silverman: And then see the gentleman from Lang, they take their obligation to the subdivision regulations literally. If I'm required to have ten parking spaces and my people in my apartment are only renting eight, those two sit there. Other developers, other income-producing people, say I have ten units and I have eight occupied, I'll participate in the [inaudible]. I'll get a couple of those guys who are in my apartments to see if they have friends who would like to rent a parking space. Well maybe that should be in the general pool.

Mr. Cappiello: Right.

Mr. Silverman: Rather than taking the law literally that says ten spaces required, at all times there have to be ten spaces, and they can only be used by the people who are there.

Mr. Cappiello: That are residing there. Yeah.

Mr. Silverman: Or, wait, they're all income. If I can go out and say there are no parking spaces available for my apartments, do you still want to rent, and people say I don't need a parking space, and I rent them the apartment, now I have 20 parking spaces at \$50 a month, cash in my pocket, that I put the word out on the street with my business card someplace and I've got a black market underground business.

Mr. Cappiello: Right. You're right, I'm sure that does happen. That there are people who will find the college kid and say you just come in and you leave your check here, and you can park in that spot right there for you at all times.

Mr. Silverman: And it's an underground [inaudible]. I used to park my car at a Sunoco station that as on Main Street. It cost me \$5.00 a month . . .

Mr. Cappiello: That's now the Season's Pizza, right?

Mr. Silverman: No, it's the bicycle shop.

Mr. Cappiello: Oh, across the street. Okay.

Mr. Silverman: By the shopping center. Remember the Sunoco station that used to be near the Newark Shopping Center?

Ms. White: I'm not sure if I do.

Mr. Fortner: Did you want to say something?

Ms. White: Well I'm not sure. The different private lots, I think you've been thinking about them, but I'm not sure what you've been thinking. So your private lots and maybe after-hours or at certain times of the day, people are allowed by the owner to park there. How is it going to be controlled? In other words, if you had a large lot, would you have a gate that goes up? Or are you going to put meters in? What is the method by which it would be controlled?

Mr. Silverman: The party concerned puts in meters.

Ms. White: Okay, the one you're talking about? I know there was a move, quite a while ago, to integrate lots that were private, such as the one behind Cameras Etc. and Iron Hill, before the latest issues that are going on there, to try to convince the owners there and on Haines Street to be part of a private lot thing. And I think the idea there was the City would manage it and they would put gates in. That didn't fly because the owners didn't want it to happen, but I'm just wondering, let's say in the lots I've mentioned, the proposal would be to put meters in each individual one? That's how it would be handled?

Mr. Silverman: It depends. If the City system has a metered system, if the private concerns [inaudible] would sublease.

Ms. White: And so the meter would be operating all the time or only after-hours. Before-hours, anybody could park there?

Mr. Silverman: With the smart meters, whoever controls the smart meters can program them any way they want.

Ms. White: So it would be controlled by . . . are you thinking by the City or the Parking Division, or by the company . . .

Mr. Silverman: It could be a private entity or the City.

Mr. Fortner: Well the one, the Trader's Alley, that was, the owner wanted to do it, but if that building would have went through . . . and it did get approved, I guess . . .

Mr. Silverman: No, it was before that.

Ms. White: This was way before that. Way before . . .

Mr. Fortner: Way before that? Okay. I was just thinking of Trader's Alley. That would have become, the private lot would have become run as a public lot so everyone could park there but would pay.

Ms. White: But it wasn't just there. There were neighboring lots. The idea was to integrate them.

Mr. Fortner: Yeah, before that, right.

Ms. White: It didn't happen.

Mr. Fortner: And that would have been managed . . . a City-managed lot.

Ms. White: That was meant to be a managed one. It was meant to be a gated lot.

Mr. Fortner: Yeah.

Mr. Silverman: The condition of the original subdivision [inaudible] to be a monitored lot. Nobody had the responsibility of monitoring it.

Ms. White: I'm going beyond . . . I'm going much further back in time than what you're thinking about.

Mr. Fortner: There was a plan to have all the spaces integrated.

Ms. White: Right.

Mr. Fortner: But all the property owners weren't interested in doing that.

Ms. White: Yes. Right.

Mr. Fortner: Trader's Alley, that would have been operated like a public lot and through something like his situation, that would probably be best served with meters. It would probably be the most practical way to do something like that.

Ms. White: I see. Okay. I just was . . .

Mr. Fortner: The same with Simon Eye. If they wanted to participate in something like that. I'm just saying, the meters could be in operation during certain times, and then when the business is operating, then they wouldn't be in operation.

Ms. White: And then they would not be in operation.

Mr. Fortner: It would be free.

Mr. Cappiello: So, you know, one concern that came up when this was presented is how do you discourage someone who parked there last night, knowing that they could park and pay at that meter, from coming back in the morning when our pre-school is in session, and pulling up to the meter and saying, geez, I can't put any money in here, but look at all these cars. I'm just going to leave my car here anyway.

Mr. Silverman: Ewing Towing.

Ms. White: Yes.

Mr. Cappiello: And that's who we use now, but that means someone has to . . .

Mr. Fortner: It should be clear.

Mr. Cappiello: Someone has to stand there and identify that, wait a minute, you have a 3-year-old coming into our pre-school, and you don't.

Mr. Fortner: That's true.

Mr. Cappiello: Keep walking and when you come back, your SUV is going to be gone.

Mr. Fortner: Don't you have to do that now?

Mr. Cappiello: We do. But I'm just saying if you open it up to public parking at other times, when people start to become more aware that I parked there yesterday, and I was there Saturday and I could park there, why can't I park there on Sunday?

Mr. Fortner: Yeah, they could become confused. It could be confusing. This public lot has meters.

Mr. Silverman: No public parking during the day.

Mr. Cappiello: Yeah.

Ms. White: But somebody could do it anyway. They wouldn't . . .

Mr. Silverman: And it's controlled by the same sign that you use from your computer to advertise your church events.

Ms. White: Do your church members have a card that they [inaudible] in their nursery school or anything? I mean, I park . . .

Mr. Cappiello: We do. Monday through Friday, the staff and then the parents get issued a parking pass that they have to display . . .

Ms. White: Inside the car.

Mr. Cappiello: On the car. And we have occasionally had to shuttle someone down to Ewing because grandma and grandpa didn't get the pass from the parents and they parked there anyway. And then they decide to go up on Main Street, and then they go, I don't know, the car has been there for like three hours. We should get rid of it. It's embarrassing, but it works.

Mr. Silverman: And still it's designed for dropping off for school and leaving, not for, oh, while we're here let's . . .

Mr. Cappiello: Correct. And we have to remind our own church [inaudible] of the same thing. We say yes, we appreciate you supporting and coming into church and doing things, but we have events like the musical all day, and we have evening events. This isn't a spot for you to come and then go shopping on Main Street or go out to dinner. We really, unless you're coming to an event here at the church, you should seek other parking. That's a tough pill to swallow.

Mr. Silverman: One of the things that a walkable city that I hope the Code people are talking about is these systems become more integrated in people's thinking, where we design true drop-off areas. You're not going to park under the portico at the hotel where you're dropping off some passengers. It's just not made for it. Yes, you may leave your car there while you go in and look for somebody and bring them out, but it's not like, oh, while we're here, we're going to go up to Main Street.

Mr. Cappiello: Right.

Mr. Silverman: So some of that is in the design and the more we get into the Uber car [inaudible], the more we're going to see demands for waiting areas for people when the Uber is coming. And the Uber driver knows where to pick me up and I know that it's lighted and it's safe. So that's an evolution that's kind of [inaudible]. Because I don't expect to own two cars in five years. And I'm going to be relying on . . . I'll have somebody here and that's going to cost me [inaudible].

Mr. Cappiello: Right.

Mr. Silverman: It's cheaper than automobile insurance.

Mr. Cappiello: Yes. And safer to a certain degree.

Mr. Silverman: So anyway where are we back on this issue?

Mr. Cappiello: So as far as parking distribution, we're thinking that an integrated system . . . we're not talking about cost. We're not talking about functionality or how could it possibly . . . the recommendation could be an integrated system looking at all available spots, whether that's private or City-run, to help better distribute, and then . . .

Ms. White: And advertising the University's.

Mr. Cappiello: Yeah, so just straight out communication of what we already have available, where the public parking is, and which would be considered short term versus long term.

Mr. Silverman: With the technology today, I can sit right here and go on an app and see where the University has this. It's going to be in front of this building.

Mr. Cappiello: And how many minutes.

Mr. Silverman: And how many minutes it's away.

Mr. Cappiello: Right.

Mr. Silverman: I should be able to find out whether there's any parking spaces left in a public lot.

Mr. Cappiello: Right. So I would say that those static type signs would be advertising parking, long term, short term, and then a link to the app.

Mr. Silverman: And whatever sensors may be available.

Mr. Cappiello: To say go to this app and this will even give you more detail on where you can . . . and maybe that app is going to tell them, okay your short term parking is 98% full but long term is only 57% full. So if you want to take a shot, go to the short term. But if you just want to go another two blocks, go to the long term.

Mr. Silverman: And it may even have a map on it that says here's the lot . . . here is where you want to go. It's 800 feet.

Mr. Cappiello: Right. I tell you, I enjoy the driving app . . .

Mr. Silverman: Yes.

Mr. Cappiello: And that sort of thing. Especially in the areas that I'm not familiar with because it will tell you turn right in 800 feet. And I know that . . . I'm not looking down there, I'm looking here for that turn.

Mr. Silverman: Or I'd better move over and get in that right lane.

Mr. Cappiello: So I think that definitely will be a help. But that is only as effective as the communication of the availability.

Mr. Silverman: Yes.

Mr. Fortner: There's a lot of technology infrastructure that needs to be in place, too.

Mr. Cappiello: Right. And I think it would be great if that's integrated between the City and maybe this public . . .

Mr. Silverman: Well we have three lots . . .

Mr. Cappiello: Lots and the University.

Mr. Silverman: Well we have City-owned, we have private lots and we have University lots. So they're the three actors that need to cooperate.

Mr. Cappiello: And is it really hurting any one of those entities if they share that information?

Mr. Fortner: What if they don't have that information?

Mr. Cappiello: Right.

Mr. Fortner: Unless they have it.

Mr. Cappiello: No, right. What I'm saying is if there any barrier from the University to say I don't want the City to know I've got 30 open spots over here.

Mr. Silverman: The lawyers will stand up and say you don't want the liability. Somebody comes into your University lot on Saturday and they slip and fall on the ice, they're going to sue us. That's why the University stopped letting the public use the University to Lewes bus. At one time there was a shuttle that you could get on that would ride between north campus and Lewes campus . . .

Mr. Cappiello: Really?

Mr. Silverman: But the green eye shade people started saying we have a liability.

Ms. White: But the University doesn't worry about liability using their main parking lots though. Anybody could go in there.

Mr. Fortner: During special events we park in Graham and . . .

Ms. White: Yeah, but I mean anybody can . . .

Mr. Fortner: So, there's not . . .

Ms. White: And as far as the parking garage on Academy . . .

Mr. Silverman: That's a very good question. Do they have a Delaware corporation within their corporation that holds the mortgage on that parking building who says, oh, you fell in our parking building? Here's the ABC Delaware Corporation, LLC. They carry an insurance policy. Or, here's the cash box for the day. That's the total assets for the corporation.

Ms. White: All I'm saying is that the University garages, the two that I'm thinking of, any visitor or anybody can park there. That's not . . .

Mr. Silverman: Look at the University stadiums here. They draw 25,000 people.

Ms. White: No, they like the money . . . there are three parking garages . . .

Mr. Silverman: It depends what hat you're talking to.

Mr. Cappiello: Right.

Mr. Fortner: Well the biggest barrier we're talking about with sort of this app is it's a lot of technology infrastructure. The City is moving in that direction to be able to use different forms of technology to do it but it seems like Council hasn't been approving that.

Mr. Silverman: That's . . .

Mr. Fortner: But that's the direction we're heading in, that you would have to have these kinds of counts. They're kind of expensive, too. And then to develop an app . . . I'm skeptical on apps. I go to Philadelphia all the time and I don't know that city very well, but I just look for the parking sign, and I go there. I don't have anything telling me where there's ten parking spaces. I just go find it. Nor would I probably download that app. I don't know whether I'd use it. Maybe. I don't know. But it just seems like you go down and here's a parking garage, you find the parking structure. So the most important thing, I think, is wayfinding. You need to see the sign or . . .

Mr. Cappiello: Yeah, I think if I'm going in occasionally, once or twice, into an area, I probably wouldn't download an app. But if I'm going to come in . . . if I'm a student and I know for the next ten weeks at this time of day I need to find a parking spot, especially when I took longer to brush my teeth this morning than I should have, I'm going to want to go to a spot one time that I know I'm going to be able to park.

Mr. Fortner: I guess, like, for downtown, I already know where to park downtown. I go downtown a lot and I drive, and I know, well there's 4 or 3. So you have people that come in every once in a while. They're not going to download the app. And then you've got people who come in all the time. They're not going to download the app. Would you download an app? But, you know, it's just like . . . I don't know.

Ms. White: My experience is different than all of you. Of course I'm a long term resident. I know all the parking. I have a goal to not . . . to pay as little to the City . . . I never want to park in a meter, okay?

Mr. Fortner: Yeah.

Ms. White: And I object to the fact that other people who put their credit card in, when they move away, it erases the time. I think that's unethical of the City to do that, and they get the full amount. But at any rate, I park in Lot 3 and Lot 4, and also private lots like behind Bing's Bakery and things like that. And I've never not gotten a parking place in 3 or 4. Now maybe you're not going right at restaurant time or dinner time, but it's not been a problem.

Mr. Fortner: That's kind of been my experience. If Lot 4 fills up, I go to 3, and usually you can find a spot there.

Ms. White: In 3 I've always found a place. And I also use validation. And this morning I was at National 5 & 10 . . . and National 5 & 10 is not just for students. There's a lot of other people that shop there. It was portrayed inaccurately, I do think, because I'm a longtime lover of National 5 & 10 and buying things there, and I'm not buying University of Delaware stuff in the front part. And then I got validation for my parking. And so I do think if the . . . this is a different issue . . . if the prices of Lot 3 and 4 are put way up, one has to think about the effects on the rest of us that are not University students. That's a different issue. We're not dealing with this issue.

Mr. Silverman: Now there is technology that could easily solve the student problem but City Council has already shown they [inaudible] budget, and that's license plate readers. The University has every license plate of every student on campus. You could literally come into a parking garage that's no student parking, the license plate reader would read your license plate and it would give you a red light here and a green light there, and conduct you right out.

Mr. Fortner: First of all, the University would never share that information. They won't share the names and addresses, and second of all, the University actually might come to go to a restaurant, too. We want them to drive to a restaurant. Why would we kick a University of Delaware student out? We don't know what that University student is doing.

Mr. Silverman: We're in never-never land here. There are no . . .

Mr. Fortner: I know but that's just ridiculous. The idea that a student would drive up and you'd say, no, you can't park here based on a license plate reader. We don't know what that student is going to do. They could be going to a restaurant. Why would we kick that person out?

Mr. Silverman: That's just the chance you take.

Mr. Fortner: What?

Mr. Silverman: Why can't I get on a University bus?

Mr. Fortner: But you're not going to kick a University . . . a student can park where they want. And we don't know that they're going to the campus. Just because they're a student, does that mean they're automatically going to campus?

Mr. Cappiello: I think if the parking is there and the student is willing to pay for it, you have to let them park.

Mr. Fortner: Yeah.

Mr. Cappiello: I mean I know I wouldn't give money to my son to do it. Even if it's coming out of his piggybank and that's what he wants to do.

[Secretary's Note: The breakout sessions ended at 3:39 p.m., at which time members of the Parking Subcommittee reassembled at the front of the room and audience members returned to their original seating.]

5. REPORT-OUTS AND UPGRADES

Mr. McIntosh: Well I heard that everybody solved all the world's problems, not just the parking problems, such as they may be, in Newark. Thanks for doing that. We have three report-outs and why don't we start with . . . Alan, who in your group is reporting out?

Mr. Cappiello: Am I?

Mr. Silverman: Yes.

Mr. Cappiello: Okay. We really didn't associate . . .

Mr. McIntosh: Hold on. Stop, Alan. No, you're Alan.

Mr. Cappiello: This is Rob Cappiello. So we spoke about parking distribution and availability at certain times of the day. The overriding thought was to try and get some sort of inventory management system, whether it's private or City-run, to help identify that and drive the vehicles to those open spots, as well as better communicate, just by wayfinding signs, where the parking is available, short-term versus long-term. We feel as though there is just not sufficient communication to someone coming into downtown Newark where the public lots are. Until I sat down an hour ago, I didn't know that it was \$5.00 all day on Friday down at the one across from the Deer Park. And we do . . . we have events that our lot is packed and I'd love to be able to offer that for a Friday night concert. And certainly the people can walk a block-and-a-half to our church. And that's not an unreasonable ask, if they're coming to an event to be able to say it's only \$5.00. And you can go and spend all day there. In fact, some of the people that have knowingly or unknowingly parked in our lot to go out on Main Street, I now have another option to offer them. To say you don't have to feed the meter next door. You don't have to go to Lot 1 that you think is overpriced or for whatever reason. Go a block-and-a-half down, it's \$5.00 and then you don't have to worry about Ewing pulling your car out of my lot.

Mr. Silverman: And it's well-lit and safe.

Mr. Cappiello: Yeah, I think it's a fantastic option. So that in itself, if we're able to effectively communicate to people, as they're entering the City, where the lots are, long-term and short-term, and if we can get to the point where we can communicate availability, even better. If there is the ability to put that out through an app, I think people who are coming down on a regular basis would certainly look to use that. I think your one-time or two-time users probably aren't going to look to download an app, but if the concern is a student who has class at 8:00 a.m. for the next nine weeks, they'll download the app and be able to come into the City and pull it up and say I'm not going to pull into Lot 4 because down at the end of the block there is a spot open. I'm going to go right there, and go there first, especially if they also know that it's cheaper. They'll certainly do that.

Mr. McIntosh: Is that it?

Mr. Cappiello: Do you have anything else to add?

Mr. Silverman: We kicked around the notion that parking distribution was not only an asphalt and paint distribution problem, but was more of getting the user to self-distribute rather than trying to crowd into the first lot with the first sign they see. To really take a holistic approach at what parking is available and what best suits their particular needs, which I think you very well described.

Mr. McIntosh: Are there any comments or upgrades to that? Any ideas?

Mr. Locke: I think the application is a great idea for UD students. Maybe we can coordinate something with UD and the City when the freshmen come in, to say use this parking app, and get them already used to the idea of it. Obviously a UD student is more likely, more apt, to use an app than maybe me or Alan. But for them, it's part of their normal daily living, at this point. Everything is an app.

Mr. Cappiello: And we had spoken briefly about families coming down for Parents' Day or a weekend to come visit children. And I'm a University of Delaware parent. I have both children at the University right now, and we do get those communications that come out about upcoming events, Alumni Weekend and that sort of thing. If it was just something included with that saying here's the parking app, so when you come down to visit, you don't have to go serpentine all the way through the City trying to find someplace. Here's how you can figure out where you want to go.

Mr. Lee Mikles: One thing I think also, real-time availability might be a hard challenge to get but Google, for instance, can tell us, when you look on it, it will say the average capacity. Is it busy or not, based on time of day, and it's just . . . however it's making its magic calculations . . . but we kind of know which lots are busy, which are good lots to go for, so if we, based on the app, based on the time you look at it, you'd say it's Friday, this lot is usually empty or not full. Or it's lunch time and this one is full. Until we get to some real-time availability, that might be a nice way to infer it.

Mr. Hurd: In that sort of category of consideration, did you look at flex parking and employee usage, or were you just looking at sort of understanding capacity?

Mr. Silverman: It was just on a gross basis. We didn't break it down for populations.

Mr. Cappiello: Yeah, there was another topic at the next meeting to talk about employee parking.

Mr. Hurd: Okay.

Mr. McIntosh: One thing that . . . we had a presentation at the Planning Commission about a new system that's being used, the survey thing. What is that? It begins with a G.

Mr. Hurd: GIS?

Mr. McIntosh: Yes, GIS. God is . . .

Mr. Cappiello: Awesome.

Mr. McIntosh: No, GIS.

Mr. Cappiello: Oh, I thought you said GIA.

Mr. McIntosh: No. God is super. Okay. Anyway, this is being put in various and sundry places and it has a lot of capacity. I asked the question whether or not we could tell how many people were in the lots, how many cars, or how many spaces were open, through the system. And, as it stands, it doesn't do that, but it could, as I understood the answer that I got from the person. So that might be something we could look at because the system is in place, apparently, or about to be, and if an add-on to it would solve a different issue, then isn't that worth, you know, looking at? So that's just something that we might want to add to this, you know, solution phase.

Mr. Cappiello: So I wasn't there for that presentation . . .

Mr. McIntosh: It didn't sound like I was either, but . . .

Mr. Cappiello: So is it . . .

Mr. Silverman: I won't embarrass you, but you were sleeping.

Mr. McIntosh: I was sleeping. I knew it.

Mr. Cappiello: So is it more like a smart meter that can tell when a car has pulled out and is now vacant? And then you have the ability to enhance that to report out that it's been vacated?

Mr. Hurd: For the parking meters, most of them are smart meters, or all are smart meters with sensors, that can tell when the space is occupied. And I think from reading the City report, the signs are in-house now and getting ready to be installed for the lots, for capacity, it sounded like. The ones from ParkingSoft. Because that was the other thing that they were working on was signs outside the entrances to the various lots saying Lot 3 has 44 spaces. And ideally that sign tells you about all three lots, so you can sort of say Lot 1 still has 100 spaces, you know, you want to go that way.

Mr. McIntosh: Okay, that's great. Thank you for your good work there. I'm going to say that the cultural thing we'll do next because it piggybacks a lot of what you were talking about.

I think that probably the most important that we saw coming out of this was some sort of marketing strategy . . . major marketing strategy . . . to get people to understand that there is parking in Newark. And it would have to be a multi-faceted marketing strategy that included social media, that included print ads, and that included radio ads . . . whatever it would take . . . but spending a fair amount of money to get the perception changed about the parking in Newark. Because when you look at the statistical data that people have done, generally speaking, there isn't a parking problem. But things that are problematic tend to be colored with a broad brush, right? So what might be a parking problem at noon on Tuesday or at 8:00 p.m. on Friday, is now 24/7. Just don't go there. It's a parking problem. So to change that

perception, the reality is that it isn't, but to change that, it's going to take a fair amount of marketing strategy. So that was sort of like the #1 thing.

But in addition to that, how would that be supported? Well, bring back the shuttle bus. You know, have signs. As you were talking about, have signs showing available spaces, and how much longer it takes for the shuttle bus to get to your place. And the shuttle bus would start maybe at Trabant Center and maybe go over to College Square and come back down. But they'd be running continuously. There wouldn't be a shuttle bus. There would be more than one shuttle bus, so that the wait time wouldn't be there. And we used airport parking as one of the examples of how they had made that work there, and work very well. Creating an app for the whole parking thing, a parking app that would give a lot of information. And while I agree with you the students are most likely to use it, people that are coming down, they might start using it too. If we advertise it enough . . . I mean I never thought I would use an app, but look at my phone. It's full of them. So maybe they would, but it's not going to happen unless we do something constructively to make that happen. One of the other things was variable rates for the parking lots, and one of the things that we determined was that any one of these things might be helpful but if we didn't do all of them, then we really weren't going to get very far. It had to be a very concentrated effort across the lines and also getting, really, the public lots, the private lots, and University lots, all in sync with each other. So talking about how this is going to work and working it to the best advantage of all three. And, you know, we'll have to bring Tip O'Neill back, but getting to the compromise. An ugly word these days, but some kind of a compromise that all three of them could see the benefit that they get from it, while others are also benefitting. That is pretty much what we came up with. Did I miss anything? Oh, you weren't there. I lost my whole committee. Where did they go? Did I do good, Jim?

Mr. Jones: Very good.

Mr. McIntosh: I'm going to call you Jonesy. That's what I want to call you. Jonesy.

Mr. Jones: I will answer to that.

Mr. Locke: I still like Dr. Jones. I just picture Indiana Jones with the hat.

Mr. Jones: I'll tell you what, if you really want to impress me, just call me Sibusiso [inaudible].

Mr. McIntosh: That's too many syllables. Too many syllables. Sibosibo Sobini. No, I don't think so. That's not going to happen, Jimbo. Jimbo, that's just not going to happen.

Any upgrades for that thinking? No? Okay and so now we go to the third group, which is the zoning group. And they told me they solved not only their issues, but everybody else's too.

Mr. Hurd: I'm trying to decide if we start at the end or the beginning or the middle. What we came to, I think, is a quick understanding that it made more sense in Newark to look at, to do parking requirements based on geography and less on use. That obviously will also start to support things like the economics of parking, on development and sizes of buildings and redeveloping existing spaces and things like that. What we are suggesting is that within the downtown district, and we considered that to be from the railroad station, the railroad tracks to Delaware Avenue, Library Avenue down to South Main, down to West Park. So that band. I don't know if that corresponds to the DNP's boundaries but that's kind of what we see as the boundaries. Within that downtown, there is no parking requirement for anything that you put up – retail, residential, whatever. No requirement.

Mr. Silverman: Is that retro?

Mr. Hurd: No.

Mr. Locke: We didn't discuss it.

Mr. Hurd: We didn't discuss it. I don't think you can say . . . you might be able to say I'm going to turn my parking lot into something, and have that conversation about it. But I don't think you can say it's all gone. It's just the redevelopment of things would fall under that. Within an area, and at first pass it was sort of a two block, which is not a good distance really in the City, but still, it's sort of a band of space around the outside of the downtown, is the area we called the shared space. And within that area, so that would be like Cleveland Avenue because it's on the other side of the railroad tracks and below Delaware, the requirements would be basically half of whatever, half of the Zoning Code requirements. And we were considering . . .

Mr. Locke: I'm sorry, I was just pointing out the downtown area. Half would be within [inaudible].

Mr. Hurd: So in that area what we're proposing is to say it's one parking space for every 500 square feet of space – retail, office, whatever. And then outside of that, basically everywhere else, what we called the neighborhood area, is one space for every 250. So we're basically using the shopping center standard in the Code and then modifying it based on geography and location and proximity to the downtown.

We talked a little bit about then starting to work into the Code what we talked a little bit about previously, and what Parking Reform Made Simple talks about really, to say here is your minimums, or here is your requirements, these can now be modified by actions that you take or by the location that encourages non-auto access to the site. We were thinking basically leaning on LEED for some of their credits, because they give you credits for being in close proximity to transit stops, to having bike parking, and I think for LEED for bike it's indoor bike storage and changing facilities, for instance. So if you're an office building, just bike storage is enough, but if you have a changing facility, now I can bike to work, I don't need a car, and spaces start to go away. And that anyone who wants to essentially reduce their parking requirement by paying a fee in lieu of, that money would fund, essentially, connections to other transit things. So connections to the Pomeroy Trail, construction of bus stops, pay for the shuttle bus or things like that, to basically make the trade-off of reducing the parking go to fund something that supports access to the site by non-auto.

Mr. Fortner: Okay, so no parking requirements downtown, but you are proposing some sort of fund for downtown?

Mr. Locke: That's for the suburban area where you pay the . . .

Mr. Fortner: Oh, this is for the suburban area.

Mr. Locke: Yes. Downtown would be just zero, in those limited areas I was pointing out.

Mr. Hurd: So where you would have a parking requirement, there would be a mechanism by which you could say I would like to only provide half of the parking required, and I'm going to pay a fee in lieu of because maybe I'm not close to a transit stop, maybe I don't want to put in bike changing stations, or things like that, but I'm going to put in money because I'm right near the Pomeroy Trail. I'm going to put in money for the City to build a bike path between my site and the Pomeroy Trail, so now there's a connection to a bike network. We talked a little bit about using the Bike Newark's . . . they have a list of . . . a plan, so the money would fund some sort of ranked list of items on that plan. The same for transit in the Comp Plan or something like that. You could say these are things that will make this even more walkable or bikeable and such, and so that's where that money goes.

Mr. Fortner: I think that's very progressive and good. I think we should still consider something even downtown since downtown is so dependent on transit development and pedestrian and bicycling, that even if you redevelop downtown, some sort of mechanism where you pay in to the parking system, but also to improve pedestrian and create those kinds of links, too. That'd be just my suggestion. But I like the idea of eliminating parking requirements. It's just like

when we have a parking waiver system. Developers pay into a fund to . . . and in return the developers get something for that. So we're giving them a lot and they can pay into something to do that.

Mr. Hurd: We didn't get into that. I would say, personally, I think based on some of the other conversations here, there probably is enough parking spaces downtown, as long as we don't take them all away. And it's fairly well served, currently, by transit, especially when the shuttle would add to that. So I think the nature of the development that's going to happen downtown is different than what would happen outside. So if I wanted to put an office building on the edge of . . . in College Square or something like that, and I wanted to consider the parking impact of that, that's a place where I would say okay I'm going to have bike parking and changing as part of my plan because I want my employees to have an easier way to get in. That's my mechanism for reducing parking there. I don't think very many people are going to put an office building downtown. Their rent and their traffic won't support that kind of development. So I hear what you're saying but I don't know that there's much development that would happen downtown that's going to have that same additional impacts to have the need for having additional transit paths, as it were.

Mr. Silverman: Having some experience in implementing these zones, I would recommend that any lines that be drawn in the text talk about going to the rear property line because you can't have one side of Delaware Avenue under one code and the other side of Delaware Avenue under the other standard. That gets lost in time. It needs to be memorialized.

The second . . . where you talked about your 500 square feet and those ratios. Was that for both residential and non-residential? How would you handle residential? Would you reduce spaces to one per unit?

Mr. Hurd: So, yeah, the one to 500 would be for retail, office, and commercial spaces, basically, that already have parking requirements, usually based on square footage of space. Residential we would say, essentially, would be half of whatever the residential requirement is. We didn't look through that whole code.

Mr. Silverman: Okay.

Mr. Hurd: You know, if it's currently one-and-a-half . . .

Mr. Locke: It would be one car for a 1-2 bedroom, instead of two cars. And it would be two cars for a 3-4 bedroom, instead of four cars or three cars.

Mr. Silverman: Okay, because that was kind of left out.

Mr. Hurd: Yes, it was.

Mr. Silverman: And with respect to credit for public transit, remember we have . . . and this is probably for next time . . . we have DART, for whatever it's worth. We have the Unicity system. And then we have the UD private system. And because of the uniqueness of Newark, we somehow have to give credit for the fact that there's a UD bus line that's serving a complex that's predominantly UD students. We can't just say it has to be a DART bus or it has to be the Unicity bus. So somehow we have to integrate that million carrier a year system into this. And that's for next time.

Mr. Hurd: The mechanics of it would have to be worked out but what we were looking at is, you know, if you are near or can become near, or can be on that bus line, then there should be some corresponding reduction in parking requirements. But how that works out, we don't know.

Mr. Locke: Yeah, and if I could just add . . .

Mr. McIntosh: Excuse me, would you mind repeating what you said about the one car, two bedroom? Because you didn't have a microphone.

Mr. Locke: Sure. Okay, to go back to the issue of residential requirements for that second tier, we would cut the parking requirements for residential use in half. So one- and two-bedroom would only have a one parking space requirement. Three- and four-bedroom would have a two parking space requirement, instead of the two and four that it has currently.

And just to piggyback what Will said, we see these three geographic areas really giving an opportunity for the downtown to just burst up with energy because . . . and you raised the issue of what about existing properties? Well those properties could come back to us and say, hey, now that I'm in the downtown area, I want to take these parking spaces and put retail in there. And we see this as a great opportunity to bring those small retail users are now available. Because now your rates on that second tier of Delaware Avenue, I think, will come down and you can really attract a lot of businesses to those areas that are currently being used for parking spaces. So that's why we didn't see to go with the requirements [inaudible] because they're going to bring a lot of benefit to the City by doing this.

Mr. McIntosh: Okay, well I think you did really, really good work. You didn't solve world peace, though, and you promised that you would do that.

Mr. Locke: We're solving world peace, one street at a time.

Mr. McIntosh: Excuse me, I'm just going by what you said, Chris.

Mr. Silverman: But the Chair made us stop. We would've been there.

Mr. McIntosh: It always falls on my shoulders. Anyway. Okay. Well, thank you. I think this was productive. Do you?

Ms. Gray: Yes.

Mr. Hurd: Yes.

Mr. McIntosh: Is that an affirmation?

Ms. Gray: Yes.

Mr. Silverman: Yes.

Mr. Hurd: Yes.

Mr. McIntosh: Alright, well good, because we're going to do the same thing next month.

Mr. Cappiello: The date for next month's meeting?

Mr. McIntosh: That's something we need to talk about because it needs to be changed, I believe.

Mr. Mikles: So December 27 . . .

Unidentified Speakers: [inaudible]

Mr. McIntosh: That's what we did this time.

Unidentified Speakers: [inaudible]

Mr. McIntosh: Does the 21st work for everybody?

Mr. Cappiello: 21st?

Mr. McIntosh: Yes. I should check before I commit to that. I've got a haircut scheduled.

Mr. Locke: That'll only take 5 minutes.

Mr. McIntosh: The thing that ticks me off about this is that they now charge by the hair. That's really wrong.

Mr. Locke: Mine takes a half-day.

Mr. Silverman: Well that's why they call it a senior haircut.

Ms. Gray: Does the 21st work?

Mr. McIntosh: Yes.

Ms. Gray: Okay.

Mr. McIntosh: I'll change the appointment for the hair. It's my Christmas haircut. You understand, right? Rob understands.

6. PUBLIC COMMENT

Mr. McIntosh: Alright folks. Thank you very, very much. I'm going to assume that there's no public comment. Jean? Jim?

Mr. Jones: [inaudible]

Mr. McIntosh: We've heard enough from you, Jonesy. Well thank you all. I think it was very, very productive. And we exceeded expectations again. We'll keep it up. Thank you very much. Have a great day.

There being no further business, the Planning Commission Parking Subcommittee meeting adjourned at 4:08 p.m.

As transcribed by Michelle Vispi
Planning and Development Department Secretary

Attachments

[Exhibit A: West Chester Parking Experience](#)

[Exhibit B: Issues Identified at 10/25/17 Meeting](#)

[Exhibit C: Parking Code Requirements](#)

[Exhibit D: Comp Plan V Walking Communities](#)

[Exhibit E: Parking Subcommittee Meeting Plan](#)