

**CITY OF NEWARK
DELAWARE**

**PLANNING COMMISSION
PARKING SUBCOMMITTEE
MEETING MINUTES**

March 1, 2018

**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
Jay Hodny, GIS Technician
Courtney Mulvanity, Parking Supervisor

Mr. Frank McIntosh called the Parking Subcommittee meeting to order at 2:05 p.m.

1. CHAIR'S REMARKS

Mr. McIntosh: Here we go. Okay, thank you all for being here. It's been a busy Wednesday.

Mr. Will Hurd: It's Thursday.

Mr. McIntosh: That's how busy Wednesday was. Right on through. Oh, I didn't use this [microphone]. Well I won't repeat that. Okay, so we have . . . and we're learning this just now . . . did you ever hear that everything is just now? I learned that an hour ago. How did you just get it now? Anyway, that's all I have to say about that. We're going to have a good agenda today. We're getting the latest and greatest on GIS coming up soon, which is a very exciting thing, I think, for the City and for parking and for anything that we're doing. It's just a great tool. At the last meeting we accomplished quite a bit. We did rush out a little bit at the end, so there may be some lingering comments. And, Jordan, you may have some fresh comments on capacity. We'll be asking for them in a little bit. I do want to welcome Jordan back. He's all in one piece. We're happy. He went to spend some time in Israel and then Australia, and he didn't invite me, which I thought was wrong. But I'm over it, Jordan, sort of.

Mr. Alan Silverman: They wouldn't have understood you with your accent.

Mr. McIntosh: Sure they would. I've always had a good time with Aussies. Okay, so, that whole capacity issue is something we're going to be talking about in a little bit, but it's a very important piece of our whole puzzle. Today, we're going to look at the latest matrix. This should have all been delivered to you by email, so you've had a chance to look it over. Mike is

going to kind of walk us through it. We'll get our comments back on that. We'll get some comments from the audience and we'll move on from there.

The questions that we'll be looking at as we listen to this presentation is, is this what we want? That's a key question. Are any of the implementation plans in the wrong category? We're really not about implementation, so I'm saying to you that that's merely suggestions on our part. But, you know, if something jumps out at you, that is certainly information that Mary Ellen and Mike will want to have. What capacity do we have to develop? Keeping in mind as Mike goes through the matrix as it stands, to think about the capacity stuff we talked about a month ago. Because that does need to be added to the matrix. And, then again, what instruction, I say that in quotes, would you want to give the Planning Department vis-à-vis implementation. So that's that piece.

We will be developing a narrative on this whole project. We've got kind of a draft that we worked through and kicked around a little bit but it needs quite a bit more massaging. It will help the reader understand the thrust of the recommendations that we're making and how the charts and the matrix work. So, it's a very important document to have accompanying the rest. And it's further important, because people, in general, will tend to look at the narrative report and not the charts, and so on. So, it's important that that narrative capture what it is that we've done here.

We do have to . . . we've got a couple of options with capacity. When our work is done here, which could be today, this goes before the Planning Commission. They have to approve it. From there it goes to the City Council, and they have to approve it. So those are two more steps along the way, and when this meeting ends, we'll begin that whole process of putting together a plan to present to both of those bodies. And, obviously, putting it in the best possible light that we can. But there's no guarantee that there might not be changes in it.

So, with regards to capacity, one thing that has to be done is it needs to be incorporated into the matrix. We don't have any control over capacity. None, whatsoever. That's . . . really, the Planning Commission doesn't either. The only place where there's control there is at the City Council level. And where it requires expenditure, in particular, they're going to have to allocate the funds or reallocate them, or whatever. And so, we will have really three options. We can have another meeting and we can go through all that, and we'll have it all laid out. And we can, you know, make suggestions and so on, and so forth. We can do that. That's not a problem. We have a sixth meeting scheduled anyway, so we can.

Another way of approaching it would be to put it all together, send it out to you as a document over email, and allow you to clean it up. Well, not clean it up, but make suggestions, send them back and we go from there. Alright? In the meantime, we will be putting together the final document, if this is our last meeting, and that will go out to you, as well. That, for sure, will go out to you as a document, and you will have the opportunity to put some last comments in if it's necessary to do that, and then we'll consider it final in terms of if we're all in agreement. And, so far, we have been, so chances are, it will stay that way. If we have another meeting, then we can deal with it at that meeting, and we will. But that's pretty much where we are right now. And you have your hand up.

Mr. Silverman: With respect to capacity, you mentioned capacity in the context of what the City could provide. We have capacity that may also be provided as a result of new development . . .

Mr. McIntosh: That's true.

Mr. Silverman: And we have capacity that's controlled by others that, at least, I think we're talking about accessing and making available to supplement the capacity that the City already controls. So that's the way I see capacity – making use of the resources that are out there, and allowing some of that free capacity to come online, as it were.

Mr. McIntosh: Which is fine, and I understand that, but the final thing is with the City Council, in the end. And we would hope and expect that there will be some of that other stuff you're talking about. Yes?

Ms. Mary Ellen Gray: I think I'm thinking of capacity in a different way. When you say capacity, I'm thinking of capacity to implement what is being articulated on the final report. That's what I'm looking at, but you're looking at capacity as far as parking capacity.

Mr. Silverman: Physical capacity.

Ms. Gray: Physical. Okay.

Mr. McIntosh: Well, the idea behind capacity is to look at the solutions that we've come up with and then say do we have the capacity to do that? Okay? That's squarely, solely it, right? So, when you look at it that way, in the final analysis, even if it's somebody saying I'll build you a garage, that's still up to the City Council to say, yeah, we want you to. Or, no, we'd rather have somebody else build it. I don't know. But they have the control over expenditures. Now there are many things that don't require money that are in these solutions. Any other comments on those opening remarks? Okay, well then, you've heard it.

2. MINUTES OF THE JANUARY 24, 2018 PARKING SUBCOMMITTEE MEETING

Mr. McIntosh: The minutes were . . . you have a copy of them in front of you. I believe they were sent out to you, as well. And looking at them, they have been amended. Is that correct, Michelle?

Ms. Michelle Vispi: We didn't have any corrections submitted.

[Secretary's Note: Minor corrections to the January 24, 2018 Parking Subcommittee minutes were submitted by Dr. John Morgan on February 14, 2018, and incorporated into the draft copy of the minutes. The corrected draft was printed and made available to the subcommittee members at the March 1, 2018 meeting.]

Mr. McIntosh: No corrections? Should we all get like . . . how about getting the popsicles or whatever those things are out there. Lollipops, and give everybody one. That's very good. So, a motion to accept the minutes as written?

Mr. Hurd: I so move.

Mr. Jordan Abada: Second.

Mr. McIntosh: Okay, all in favor. Opposed? Good.

MOTION BY HURD, SECONDED BY ABADA, THAT THE MINUTES OF THE JANUARY 24, 2018 PARKING SUBCOMMITTEE MEETING BE APPROVED.

VOTE: 8-0

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

NAY: NONE

ABSENT: NONE

MOTION PASSED

3. UPDATES TO GIS PARKING MAP (JAY HODNY)

Mr. McIntosh: Updates to the GIS parking map . . . Jay, are you ready?

Mr. Jay Hodny: Okay, good afternoon. I'm Jay Hodny, here with the City of Newark. And based on the last time Courtney [Mulvanity] and I were here, with the comments presented, we went back and we did some improvements to the parking map. I'll just kind of go through those quickly and then open it up for any other comments.

[Secretary's Note: During the presentation, Mr. Hodny and Mr. Mulvanity referred to an online map being displayed for the benefit of the Parking Subcommittee and members of the audience.]

Ms. Gray: Jay, if you could maybe articulate that this is on our website, right?

Mr. Hodny: Yes.

Ms. Gray: Okay. So, anybody can go and use this?

Mr. Hodny: You can go onto the City of Newark's website, scroll down to City Maps, click on that button, and that will open up the GIS gallery, and here's the parking map, right here, if you click on it.

Ms. Gray: Thank you.

Mr. Hodny: And that opens what we're looking at now. So, there was one question in the past about putting the Google base map on this as the underlying base map. And I looked into it, and that's been debated for about 10 years. So, the issue between Google and our software vendor, ESRI, is, on many levels, they are competitors. And, so, with ESRI, they have a relationship with Microsoft with the Bing maps. And we pay a small fee to use the Bing maps as background on the parking map. Well Bing maps don't have any sort of cultural information like restaurant names and locations. So, I took what is called open street maps, and that's the map you see in the background here, and I went in and I took all the Downtown Newark Partnership businesses that are on that list, and I added all those points on the map. So, you've got all the different restaurants and pharmacies and camera shops and so on the map. Now, it's static. You can't click on that location and get additional information about the restaurant, but at least you have some information about the restaurants in relation to each other along Main Street and so on. Yes?

Mr. Lee Mikles: Is that live, or will you have to maintain it?

Mr. Hodny: That is live. I mean, I can go in and edit it. It's very easy to edit. It's a web browser GIS.

Mr. Mikles: So as a restaurant changes or a store changes, it would be your responsibility . . .

Mr. Hodny: It falls back on us, yes.

Mr. Chris Locke: Do you realize you've got some restaurants missing?

Mr. Hodny: Like I said, the list on there is from the Downtown Newark Partnership list.

Mr. Locke: Got it.

Mr. Hodny: That's given to me from Communications and I add those . . . now, we can add them all, but whatever you guys want to do is fine. But I started with the DNP list and if we want to expand them, that's fine. It's easy enough to do. So that, I think, was a good compromise to the Google map question.

Now let's see, we improved the symbology quite a bit. So, you can see the names of the lots a little better. The legend over here is showing you the times on the meters. For the UD parking

garages, I was able to symbolize with their logo. The residential lots are here and there's quite a bit of information on what is there. If you want to apply for a permit, you click on this and that takes you to our application page and you would fill it out, and so on.

So, we made sure that our meter rates are current. We had one street where they were not current. And I guess after our recent Council meeting, we don't have to update meter rates right now. The one neat thing is we were able to get the count from Lot 1 and it is now being displayed in the GIS map, as well as on the sign on Main Street downtown. And they're within a few seconds of each other. There's a refresh rate, but about every minute, I think, they refresh.

Mr. Mike Fortner: So there are three spots open?

Mr. Hodny: There are three spots open, yes. That's not counting handicapped spots. Those handicapped spots, those five spots, are not part of this count. So, it is possible that you could pop into this map and see a -1 or -2 as people have entered the lot and they're driving around waiting for somebody to leave. The sign on Main Street doesn't go negative. We don't want that to happen. It stays at 0, otherwise there would be mass hysteria. I'm trying to think, oh yeah, I have some statistics. In the last month, we've had about 506 views, so somebody has found the map and looked at it about 506 times.

Mr. Hurd: The same person?

Mr. Hodny: Now some of that is my time or Courtney's time looking at it . . .

Mr. Silverman: And that's without any major advertising?

Mr. Hodny: That's correct. This is just a replacement of what was there. And on Sunday, January 28, we had 142 views on that date. And we looked, there was no big City of Newark event going on. I certainly wasn't working on the map on that day. So, someone found it or word got around, and people were looking at it.

What's going to happen, I think, going forward is Lots 3 and 4 are going to get a sign on the street and then we'll update the script and have those counts for Lots 3 and 4, as well.

Mr. Courtney Mulvanity: We currently have a waive for a bid in the Finance Department for the countdown signs. It probably will be another month or so before this gets in front of Council pending their review. But once that is in front of Council, we hope that that will push through our countdown signs for Lot 3 and Lot 4.

Mr. Hodny: Yes, sir?

Mr. Locke: What's the total cost of those signs?

Mr. Mulvanity: Well, proposed on the waiver of bid is about \$50,000, and that includes the . . . right now we're currently in trial in Lot 1. If we want to keep those signs, we have to pay for them. So that would also include the Lot 1 cost, as well.

Mr. Hodny: There was a question about linking camera views into this app. That kind of treaded over into the Police Department's area, and the cameras are up for crime solving and crime deterrent. They're really not open for pictures to see if there are empty spaces in the lots. We struck that one down.

Mr. Silverman: Could that be changed by Council?

Mr. Hodny: I don't know how those decisions are made. It's certainly possible but, again, I don't know . . .

Mr. Silverman: It seems to be an underutilization of a very expensive resource.

Mr. Fortner: What I understand is that they don't want that . . . then you'd be able to see where the police can't see. Basically, it gives away the security. People could log onto the thing and say, oh, they can't see over here very well.

Mr. Silverman: I think that's an issue that should be argued before Council.

Mr. Hodny: One or two other things . . . there was discussion around adding the University surface lots and private business surface lots. That's certainly doable on the GIS map, but that's going to come down to some decision between the City and the University and the private businesses. So, whenever that's worked out, if we all decide we want to add those surface lots to the GIS map, that's straightforward stuff to do.

As far as parking meters, again, you can get in, click on a meter, and see this space, the hours, the cost, and so on. There is technology available to show time left on meters and so on. We might be able to do something like green means open, red is filled, yellow means there's still some time left, or something like that. That's a little different technical hurdle and we're probably not there yet, and I don't know if we need to be there yet at that level of detail.

So, there's plenty of things we can do, but this is a significant improvement from the original one that we put together 6-9 months ago. Yes, sir?

Mr. Rob Cappiello: So rather than change colors on open spaces versus unopen meters, you've already got your color code according to hours and how many hours . . .

Mr. Hodny: Right.

Mr. Cappiello: Just have them flash. Or, you know, have a blue flashing dot saying it's open and ones that are static are the ones that are full.

Mr. Hodny: Yeah, I mean, those kinds of things are probably doable. When you start stepping outside of the configurable template and you go into customizing, you know, doing coding, then it gets a little bit stickier and we have to support the maintenance of it on our side. Not a big deal really, we just need to figure out and decide how we want to show the data. So, a flashing button or color code, or what-have-you. You know, the other thing is, people pop this open on their phone and they're driving down Main Street looking at it. That may not be such a good thing. That might be a little dangerous.

Mr. Mulvanity: We have discussed where, instead of doing individual meters, we do it by zone or by street. So, if you were to look at this and what, currently, is on Center Street, it might say that we have two open meters available on Center Street, rather than doing individual meters.

Mr. Hodny: I think this, outside of this, Courtney and I are working on, you know, we're getting, he's getting all sorts of data on meter usage and lot usage, and so on, through the graphing technology and the parking software, as well as the mapping technology in GIS, we can start looking at where the meters are being used the most. And how full are the lots all the time. In a small town like this, it's probably fairly easy just to look at a table of data and say that, but we can now link the table and bring in the GIS and actually produce what are called heat maps or whatever to kind of give us a little better spatial understanding of the usage of our parking facilities. Yes, sir?

Mr. Locke: The red dots represent sidewalks?

Mr. Hodny: I'm sorry, do you mean the red arrows?

Mr. Locke: No, the little red hashmarks.

Mr. Mulvanity: Those are a loading zone. I believe those are loading zone meters right there.

Mr. Locke: No. No, these little red hashmarks that he's pointing to.

Mr. Fortner: Those appear to be sidewalks.

Mr. Locke: They're sidewalks.

Mr. Mulvanity: Oh, they're walkways. That's actually part of the base map.

Mr. Hodny: I have no control over that.

Mr. Locke: You have no control over that? It's a little confusing. It looks like property lines of the property rather than . . . I know you have a legend but . . . that's it.

Mr. Hodny: So I think the restricted municipal lots are painted in red. Sorry, the permitted lots. The parking lot legend gives you a little bit of more information on surface lots. These are information on where you go to pay, if you get lost or whatever the reason might be. The red and blue arrows are in and out, entrances and exits.

Mr. Mulvanity: And there is a lot of information on this map. You can remove layers. So, if you are, if you don't want to see the parking meters, you're only concerned with the surface lots, you could hypothetically turn off the parking meters and kind of clean this map up a little bit, depending on what you're actually looking for.

Mr. Locke: That's great.

Mr. Hodny: So you just go over into this layer list and it's just click and play, on and off.

Mr. Silverman: Now, I have a question on your description. If you'll click on Lot 2, again, for me and bring up the information that's available about Lot 2? Okay, 70 spots available for permit use. Do we know how many spots are vacant in there at any one time?

Mr. Mulvanity: They are not on the bid for countdown signs. I will say, that parking lot is not reserved parking. So we, actually, do oversell that parking lot. Just off the top of my head, we may have 85-90 permit-holders in the lot. But if I'm a permit-holder and I go into that parking lot and it is full, I have no guarantee to parking in that parking lot. I don't have a reserved space.

Mr. Silverman: Okay, where I was heading with this, we had talked around the table earlier if you showed the lot behind the Galleria, we had three available spaces. Maybe from a cash flow point of view, the parking lot surface Lot 2 maybe should not be in a permit system, but it should be available for in and out, particularly if the Galleria lot is full. So, we can start making some policy decisions like that. Let those long-term people find places to park. Other places, like down the street at Trabant Center.

Mr. Mulvanity: It's something to look at. We do have to keep in mind that that parking lot alone has three different leases in it. So, it essentially used to be a smaller parking lot, Lot 2. We actually leased another property from another owner to connect those two properties right there. So right there you're looking at actually three different leases the City has with owners. And some of those leases . . . I know one of those leases is a 99-year lease, and then we get into annual renewal of leases after that. So that would have to be a discussion, I think, one, we have with landowners first, that they would go along with that, and, secondly, it would be something we would likely have to take to Council after that conversation.

Mr. Locke: Follow-up question to Alan's. The leases with those three property owners, I don't think the leases would say they're only allowed for monthly permits. You just have use of it for municipal parking.

Mr. Mulvanity: Correct. I don't believe their leases say actually what we could do with the parking lot. I am more thinking in terms of if the owner is unhappy with the situation back there, they might want to not renew their lease with the City, and then we would be losing parking. But I don't want to speculate on what the owner wants to or does not want to happen in that parking lot. So, it would be a discussion we would have to have with those owners.

Mr. Locke: Can you go down to Lot 5 on the map?

Mr. Hodny: Oh, there are 8 empty spaces now.

Mr. Mulvanity: It changes very quickly.

Mr. Locke: Can you just pull that information up on Lot 5? Okay, so Lot 5 is just like Lot 2, correct?

Mr. Mulvanity: Well, the big difference being that it is reserved spaces. So, essentially, somebody that would get a parking permit in that lot, space 72 is my parking spot. So, we can't oversell that parking lot. It's by space.

Mr. Locke: And do you find that most of the customers for Lot 5 are someone who is parking their car to then use the bus route. Is there any survey or data on that?

Mr. Mulvanity: I don't have a survey for it but, from personal experience, it's mostly students that live on Main Street. It may be those from University Courtyard that don't have enough parking for the number of people living in their apartment versus the number of spaces they get. A lot of people come over for that parking lot. But there's a number of different kinds of people that use that parking lot. We do have businesses in there, as well. There are some spaces rented by Klondike Kate's, for instance, and Hertz Rental Car. So, it's multi . . . there's a lot of different uses for a parking space in that parking lot.

Mr. Locke: And what's the cost for that monthly permit?

Mr. Mulvanity: It's \$85 per month. We do it on a six-month term, and that's \$510 over six months.

Mr. Locke: Okay. And then go back to Lot 2. And then just click the info again. Okay, I see that on Lot 5 you had sold out and here you have permit only. You don't have sold out, but it sounds like you are sold out. And how much do you charge for that parking lot?

Mr. Mulvanity: It is also \$85 per month, on a six-month term.

Mr. Locke: Why would you not charge more money for a premium parking space?

Mr. Mulvanity: There are a lot of business owners in that parking lot and we have generally . . . historically, any time we have tried to raise that amount, there is a lot of pushback, more so than in Lot 5, against raising prices.

Mr. Hurd: You're saying sell Lot 5 for more?

Mr. Locke: No, well you can go either way. Where I'm going right now is Lot 2 is the premium parking lot in the City and you could probably get \$125-140 a month for that spot. And Lot 5 is priced way too low, because we sell parking spaces at 257 and we got sort of extra spaces there. So, your Lot 2 is way, way under market. What businesses are pushing back? I don't

understand. They're not reserved for businesses. They're reserved for first-come first-served, so what do you care about that?

Mr. Mulvanity: So, essentially, the people that are in that parking lot have the first right to renewal. So, essentially, I'm not going to take away a permit from a business and give it to someone else. They have the first right to renewal, and that's where you start getting a business that has maybe two or three spots in that parking lot and we're charging them on a six-month basis. If you change that number from \$85 per month x3, to \$140 per month x3, and then you charge them a six-month amount, on a six-month term, that is a big increase to the business owner . . .

Mr. Locke: Okay, yeah . . .

Mr. Mulvanity: And that's where you start seeing a lot of pushback.

Mr. Locke: That makes sense. You have 70 spots. Can you take off the information so I can show you the buildings. You have, really, six businesses. You have Honey Grow, the Mexican restaurant, you have 7-Eleven, Newark Bagel, Central Perk, and the UPS Store. So, you have about eight businesses, of which none of those businesses have more than 4,000 square feet. So why don't you just say to the businesses, okay, you're going to get X amount of spaces, 2-3 spaces based on your square footage, and we'll give it to you at \$85. That's going to free up about 50-55 spots that you then can charge \$125 a spot for.

Mr. Mulvanity: It's not just Lot 2 businesses that we sell permits to, or the ones that are connected to Lot 2. For instance, a few years ago we moved all the businesses that were in Lot 1. We were trying to open up parking for people in Lot 1, so we got all the monthly permits in Lot 1 out of Lot 1, and moved them over to Lot 2. Then, we also do give businesses that are near Lot 3 and Lot 4 the opportunity to get spaces in Lot 2, as well. So, for instance, we have a few restaurants that are more so in that center part, like where Center Street is, that actually do park all the way down in Lot 2 and then walk to their business. So, there is the opportunity for businesses that aren't directly connected to Lot 2 to have permits. And then it was a strategic decision to move parking from areas that, generally, have a high occupancy and get those monthly permit-holders out of that lot and into a consolidated area for monthly parking.

Mr. Locke: Okay, so Lot 2 then, it's fair to say, the first right of refusal are the adjoining businesses, then the businesses across the street, and then all other businesses, in that priority, correct?

Mr. Mulvanity: Right. Correct. So the businesses that already have the permit would have the right to renew their permit, and then incoming businesses also are considered. They get an opportunity for at least two permits in that parking lot, and then, from there on out, if there are any open spaces, which rarely there are, that's when we kind of open it up to either more parking for the businesses or to the public.

Mr. Locke: So of the 85 parking permits you gave for Lot 2, how many are owned by Newark businesses?

Mr. Mulvanity: That's difficult for me to say right off the top of my head.

Mr. Locke: Give me an estimate.

Mr. Mulvanity: A pure estimation, I would probably say 65.

Mr. Locke: Okay. Alright. Because one of the issues that has been discussed is employee parking, so there's 20 spots possibly there that could be used by Newark businesses in the future? I'm asking a question.

Mr. Mulvanity: Oh, I'm sorry. Could you repeat the question?

Mr. Locke: There's a potential of maybe 20 spaces available for employee parking there, assuming your estimate of 65 is accurate.

Mr. Mulvanity: Essentially, yes. But you would be taking a permit away from somebody else at that point. Because that whole parking lot is full. We have 95 people in that parking lot for parking. So, while the spaces aren't reserved, that's why it gives us an opportunity to over . . . I'm not going to say overfill the parking lot . . . but we can sell more parking than we have spaces, because not everyone is going to be in the parking lot at the same time.

Mr. Locke: Right.

Mr. Mulvanity: And, generally, we just simply keep an eye on making sure that our parking lot never hits 100% of capacity, where our permit-holders that are paying us are not able to find parking.

Mr. Locke: Right. And because it's oversubscribed, I'm assuming you must be asking when do you expect to use this parking lot. That's how you're able to oversubscribe it?

Mr. Mulvanity: Is the question by contract?

Mr. Locke: I guess. You know, how are you able to oversubscribe? I mean, if I'm paying you \$85 a month and I pull in there and I can't get a parking space, what's my remedy?

Mr. Mulvanity: Generally, people would come to us and say I just pulled into Lot 2 and I couldn't find parking. What they ultimately would do, they want to come to us, they have to find parking somewhere, so they come to our office and I would, generally, put them in Lot 3, as its, comparatively to Lot 1 and Lot 4, the less busy parking lot. I would put them in Lot 3 for the day and tell them to park there, and then I would call one of my cashiers and tell them, hey, I'm giving them a temporary exemption for the day, let them out at the end of the day. But it is very rare that that happens.

Mr. Locke: Okay, so roughly that parking lot is generating about \$8,500 in revenue. How many meters could you put back there, and is there any data on how much those meters would generate?

Mr. Mulvanity: I don't have data on how much those meters would generate. It's very street-specific when it comes to meters, and in this instance, parking lot-specific. Because it's never been an hourly parking lot, at least not since I've been here, I don't really know what the utilization would be of it. So, it would be very difficult for me to give you an honest answer on that.

Mr. Locke: Okay. Thank you very much.

Mr. McIntosh: Anything else?

Mr. Hodny: No, I think we covered everything.

Mr. McIntosh: Well, great presentation. Thank you very much.

Mr. Hodny: You're welcome.

Mr. McIntosh: There's so much potential with this as we go down the road. That last conversation just had a . . . kind of opens your eyes up to some of the things that could happen. Hey, how many spaces are we up to? We had a little bet going here on the spaces.

Mr. Silverman: For Lot 1?

Mr. McIntosh: Nine was the . . .

Mr. Rind: It was nine.

Mr. McIntosh: Yeah, I think you owe me money. As a matter of fact, I'm sure of it.

Mr. Hodny: Ten free spaces.

Mr. McIntosh: That's double digit. Okay. Alright.

4. FURTHER COMMENTS ON CAPACITY

Mr. McIntosh: So, did anybody have . . . we're moving on . . . did anybody have any additional comments on capacity that they didn't get out last time? Go ahead, Alan.

Mr. Silverman: I'd like to go back to this issue of cameras. One of the things that has been identified in our discussion and leads to capacity as to whether it can be done or not, is a feeling of relative safety through lighting and surveillance, is what gives people the motive to park distance from the front door of where they want to go. If they feel safe walking 2-3 blocks, particularly at night, that's extremely important in marketing. Yet, we hear that the Police Department is reluctant to have their street surveillance system be available as a marketing tool. Yet I would think if there was somebody who was up to mischief and wanted to stake out a parking lot, they would go there beforehand and eyeball where the cameras weren't able to see. So, I think that's something that should be considered. Safe parking, particularly at night, is an extremely important marketing tool, and I don't think it should be driven by what one department feels is an apparent limitation.

Mr. McIntosh: Thank you. Well, being there are no other comments on that, does anybody in the audience have any comment on capacity? Okay. So . . .

Mr. Silverman: Mr. Chairman? If I promise not to say anything for the rest of the meeting?

Mr. McIntosh: Really?

Mr. Silverman: Yes. We'll have that little countdown clock on me. This is something Will and I talked about . . .

Mr. McIntosh: You're involving him?

Mr. Silverman: Yes. My partner in crime. With respect to capacity, I think it would benefit the group in our thinking, and those who have to go through our recommendations and make decisions, that if we begin to display our information with the parking maintenance and our descriptions with a hierarchy of capacity, and deal from a point of view of what's within Planning and the Commission's purview with respect to ordinance changes and the kinds of things that can be done under law, what's involved with capacities within the City, particularly the GIS as we saw in the very excellent presentation, police participation in the street public safety, marketing with the City marketing efforts, Public Works with the maintenance involved, the Parking group . . . so that would be another grouping of capacities and our discussion would extend from that, and then a category that I call others, which would be the University of Delaware, the downtown business partnership, and private interests who have parking available or have interest in parking, I think would make what we're trying to say a little easier to understand and digest.

Mr. McIntosh: Thank you. Okay, so before we leave capacity, then, what I want you to think about over the next hour and before we leave today, are we going to have another meeting?

How are we going to handle that? Are we going to handle it via a document that is sent out to you? Do you think there's benefit in coming back together again? It doesn't matter to me either way. But whatever it is, we'll make sure that that gets out to the public so that they know what we're doing with that, and it will be up to you to make that decision.

Mr. Hurd: Do you want our thoughts on that now or at the end?

Mr. McIntosh: I think we want to get into the matrix a bit.

5. REVIEW OF PARKING POLICY MATRIX

Mr. McIntosh: Okay, Mike, the matrix. That's a great movie.

Mr. Fortner: Okay, thank you. So, first of all, there is the original matrix from last month. There is some writing there in blue. Changes I tried to keep in blue. So, there were things that were requested to be added and a few things taken away or changed. And I tried to show that in the blue on that. And, so, from that, we had the problems that were, kind of, our original talking points. And then we had the discussion and solutions and implementation. For the matrices, the four, I took the strategic issues and I gave a color code to each strategic issue and kept kind of the structure of a solution. I kind of gave it an annotated solution. So, it's heavily annotated, just to give a quick rundown of the different things. And then that lead to an implementation strategy, and I tried different approaches to kind of group them.

The first one, Level 1, or 1, I think is maybe close to . . . what I tried to do is sort of with capacity is the lower level is what I called low-hanging fruit. So we'd have relatively feasible capacity to do this. It wouldn't have as high level of controversy. And then, of course, they're color coded toward the strategic solution. So, you have things that would be fairly easy and within the City's capacity to do is things like public education and marketing strategy, linking GIS real-time, which we just had a demonstration on, but that's for the City's webpage. Then wayfinding signage, something that's, of course, in the pipeline. And then review of the Zoning Code for impediments to creative parking solutions.

If you go to the middle, these would be things that have some expenses and would probably have some difficulty in passing. Development of smart downtown parking app, which would be time and money in getting that right. Reduce or eliminate Zoning Code mandated parking requirements. Changes to the Zoning Code, as you know, anything that involves changes to Code is going to have some difficulty for a lot of these issues. And negotiating a lease agreement with the University. Maybe that could be a low one, but I think there will be some challenges with that, as well.

And then on the high one you have the internal downtown bus route, which is expensive and the feasibility is in question. Amending the zoning to create parking districts is a very complicated redesign of the Zoning Code and parking system downtown. Negotiating a lease agreement with private property owners would be very difficult. And a centrally located downtown parking garage, again, is expensive and controversial.

When you get to the second chart, I did a different kind of grouping. The lower grouping, again, you get the same wording all around, but just grouped them in a different way. So, Policy Layer 1, which is sort of easier to implement and is one way of improving parking is by parking management. And, so, this is generally a low cost, and oftentimes not everything lower controversy, but it's easier for the City to do, to manage parking better. And that's probably the first thing we should do. And, so, by parking wayfinding systems, public education, of course a dynamic fee structure, of course we know that's a difficult one, and also GIS capabilities. So that's all part of managing what we currently have.

And then you get to the next layer, which is the Zoning Code reform, and those are the policies for changing or updating our Zoning Code to make more sense for the City.

And then, finally, probably the most difficult thing would be increasing the supply, and those things represent things that would increase the supply downtown. Of course, negotiating agreements with the University and private owners, building a parking garage, and internal circular bus route.

Then we go to 3, which is a different way of grouping, which is a timeline. Timeline layer on the bottom are things that could be rolled out fairly quickly, in less than a year. The wayfinding that we just had a presentation on. You know, we already have, pretty much, a working, or soon will have, a fully working online thing. Getting wayfinding signage that we're doing and putting it on the web and public marketing campaign . . . these things could be implemented fairly in the short term.

Medium range, within two years, is getting into everything from addressing some of the Zoning Code issues to negotiating with the University, to development of a smart app that people could use from their smart phones and help them find, more effectively, parking.

And then, finally, the long term. These would probably take a lot of years to implement. Of course, a centrally located parking garage, negotiating with private owners, which we've been doing for years, and then, of course, a bus system.

And, finally, the fourth matrix is . . . this is where I tried to bring it back to when we did the survey. We did a little roundtable thing and identified the parking issues and we did a survey online. And, so, we came up with the high priorities. So, these are the rankings of priority 1 through priority 5. So the first one was both the highest and most frequent we decided, which was amend the Zoning Code parking requirements. And, so, those were the solutions that would go towards that priority.

So, priority 2 was decoupling, which is also a Zoning Code amendment, but that was also put out as #2, so I put reviewing the Zoning Code to see if there were impediments for creative parking solutions. Different property owners working together to create a parking solution, if there were impediments to that.

Priority 3, construction of a public parking building structure. That is what it is.

Priority 4 was peak versus off-peak parking fee structure. And so those things address some of those implementations.

And, finally, the last one was public lot capacity. That's it's full at certain times and not others. And we're addressing this with the real-time GIS and negotiating lease agreements, and an internal bus circular route.

So those are the things. We're just kind of look at all of these solutions and ideas and trying different groupings. So, I heard Alan's suggestion on the different kind of capacities. That could be something I could play with, as well, for a grouping of who is responsible for it. The Planning Commission would do the Zoning Code and whatever else, probably mostly Zoning Code stuff. Public Works would do this, or Parking Division would handle those things. There may be something there.

Mr. McIntosh: Okay, thank you. So, discussion. First, the placement that you have of the public education and marketing strategy campaign, I don't necessary agree with.

Mr. Fortner: In which chart? All of them?

Mr. McIntosh: Just . . . the first one and the last one, in particular.

Mr. Fortner: That it's a low-hanging fruit?

Mr. McIntosh: Well, it's a low-hanging fruit in one respect, and that is that you can do it quickly. So, let's leave it there. It can be done relatively quickly. When you come over and look at the policy matrix, and this is where it starts to fall apart a little bit.

Mr. Fortner: Is it 1, 2 or 3?

Mr. McIntosh: This is #2. In my view, and I think the view of the group that we had together discussing it, it's probably the most important thing we can do to get people inside and outside of Newark . . . people outside coming here, and people who are inside that are here all the time . . . to understand what is available here, and that there is parking. A lot of people don't go to Grain because I don't know if I'm going to get a parking space down there. Why should I bother? I'll go to Capers and Lemons. They have a lot of parking and it's not that much further away. We have to get people to understand that there is a lot of parking in Newark and it's been addressed in a way that makes it even better than it ever was, and this is a good place to come. That is going to take some very bright people who are involved with strategic marketing to develop the ideas and the like. Now, we may be able to get some pro bono stuff on that, but it is not going to happen without, you know, some serious expertise being put into it. If we treat it like it's an orphan, then that's what we're going to get. And, so, all the rest of this stuff that we're talking about doing will be, you know, kind of compromised, because we're still dealing with the one thing that's in people's head, saying if I go to Newark, I can't park. And that's what we have to change. And, so, this is really a central strategy to everything else that's being done to ensure that people don't think that way. Just think about how many people won't go into Wilmington because they think they're going to get mugged or robbed or whatever. And that's just not true. I go into Wilmington all the time. I used to go in there every day and never once did that happen to me or anybody that I knew. But that is a perception. So, I would just suggest that that needs to become a much higher priority.

Mr. Fortner: Well, none of these do I rank by priority. For example, in #2 . . .

Mr. McIntosh: I may be using the wrong word there. I'm just saying that this is . . .

Mr. Fortner: That it's important, yeah.

Mr. McIntosh: It is very important. It is a low-hanging fruit if it's addressed properly or if we get the right people . . .

Mr. Fortner: Well, perhaps under low-hanging fruit, so implementation, for example, in 1, so it's a low-hanging fruit in the fact that it can be done very inexpensively through Facebook and things like that.

Mr. McIntosh: I don't think that's true.

Mr. Fortner: Well, Facebook doesn't cost anything, and I'm just making one analogy. If you're looking at another way where you described, we talked about radio advertisements and more expensive types of media, of course that would be more expensive and less feasible.

Ms. Gray: If I could? I think . . . two things – one, I think you're talking about putting together an overall plan, if you will, and things to do. So that, to me, looks like a consultant would do that, and something outside of our in-house expertise. And, two, I think it would be helpful before we start talking about particulars, maybe have the group look at which approach makes the most sense out of the matrices, or whether you want to do another categorization of these. That's just a thought.

Mr. Hurd: I was sort of following with you. I think this is, the marketing we were talking about, the public education, is less about the channel. It's about developing an integrated strategy that pulls in all the departments so that there's a consistent message that goes out from everyone who talks about it, and that it goes out to a variety of places, but it's consistent. So

when the Parking Department is talking about something, or anyone is talking about parking in the City, that there's a consistent message about we've got lots of places to park and we have lots of ways to find out how to park. We've got apps, we've got, you know . . . so that you're always pushing that broader strategy and not just, hey look at the app or don't forget to look at the map. It's changing the message.

Mr. Locke: Yeah, I was just going to say I like the matrix. I think you did a great job, Mike. I like the color coding, too. It makes it easy to follow along, which is great. Jumping on what Frank said, in the second matrix, when I read that, which is improved public parking managements, and you've got public education and marketing strategy campaign. Okay, pretty broad, you know, that could be anything. But then when I look at the red items, parking wayfinding signage with real-time, development of a smart downtown parking app, linking GIS real-time, that really addresses the yellow one, which is we're trying to educate the public that, hey, there's parking here. And those three things really do a lot to educate the public that there's plenty of parking here. It doesn't address the marketing strategy, which I think we do need some sort of marketing campaign. So, maybe that's what we change it to, just marketing strategy campaign. Because I think the red ones take care of the public education. The one countdown sign in Lot 1, it's huge. I can't tell you how many people have said, oh, okay. And I drive by there and I look at it every single time. Oh, what's it like at 9:00 p.m. tonight, or what's it like at 9:00 a.m.? And merchant feedback is, let's get the other ones out there. Because that really gives you real-time data and everybody starts living and breathing it. And I think it's a great way to continue this conversation.

Mr. Mikles: I think these are awesome. I think the one that I kept coming back to was the, I'll say the fruit one.

Mr. Silverman: What page are you referring to?

Mr. Mikles: Level 1. Number 1. But I'm wondering, like, it talks about cost and controversy to implement, and I was looking for one that talks about what's going to give us the biggest impact. Could we rank these based on impact of . . . so, one of these might be hard but it's going to solve the . . . like, let's say the marketing campaign ends up being expensive, but that's the thing that's going to solve it. I don't know how to . . . I know this isn't really a ranking, it's more of an organization, but I'd love to look at this from what's the impact. Like which of these thoughts that have come out of these discussions are going to do the most towards addressing our long-term issue of either parking perception or parking issues.

Mr. McIntosh: That's excellent, and I think that's probably a really good idea to see what we can do with that. I mean, it's not going to be perfect, but there are some things that have a higher impact than others.

Mr. Mikles: It tells us where to start.

Mr. McIntosh: And then we have, you know, ultimately, you've got . . . we're looking at this whole [inaudible] if you do all these things, right? And then it's going to work, but there's a few that if you don't do, the other things don't work. So that's what you're going to have to struggle with and maybe we can help you right here today in that process. Okay, anybody else? Rob? Rich?

Mr. Hurd: So I was going to sort of talk about the matrix organization, and I think impact is a key piece because I think if we don't understand that and we can't explain it in the narrative section of the report, then it might get overlooked because people, again, with that capacity will say that's going to take a lot of time and energy. Let's do something easy. Well, the easy things only get you so far, probably. When I'm looking at these and they're all spread out and talking about it, what I see in my head in the final picture is kind of the policy layer matrix, but then ranked from a timeline, because there's a fairly close correspondence between the timeline and the policy, because they sort of build on each other. You know, we improve the

management of parking and people finding available parking. And then on top of that, we start looking at Zoning Code so that we can start to maybe free up parking that's currently tied up in private lots or things. And, then, the last thing to build onto that is we start adding new capacity to the system . . . other capacity, new spaces, I'll say spaces . . . to the system after we've kind of freed up what we can through zoning and other things. So that's sort of the timeframe, to my mind. So then if we kind of shuffle these, because there's a couple that are, like, move out of improved parking management and into zoning code reform because of the timeline. It's sort of . . . they bridge to the next, sort of, piece. So that, in my mind, is how I sort of see the implementation steps. And then the other piece we'd have to do, I think, is to pull that out on the side and say, okay, this is the sequence we think we need to do it in, which means the first chunk of work is, okay, this is all City and Parking Department because it's going to be all that signs and app and such, which gives the Planning Commission time to do Zoning Code review, which gives the Council time to look at lease agreements and garages and such.

Mr. Locke: Mike, your dynamic fee structure for municipal parking rates, I see that this was drafted as of today. Do you have any difference of opinion based on the most recent meetings?

Mr. Fortner: I haven't had a chance to review the debate at Council but I do have it as a kind of moderately difficult thing to do. And I think it, obviously, it's a great idea, let's do it. They didn't say that. So, I don't have a different opinion of it. I think it's a moderately hard sell for the community and there's lots of resistance, and an education campaign, and things like that. So, I think it's a medium-hanging fruit and I think it's something that I have in the medium range for timeline. And it's a parking management type of issue.

Mr. McIntosh: Well one thing I did clear up is that we did not make a recommendation to City Council of any sort, even though we were accused of it.

Mr. Rind: Thank you. Isn't that the whole purpose of this?

Ms. Gray: Yes.

Mr. Rind: And we haven't done that yet.

Mr. McIntosh: We haven't done anything yet. Well, that's not true. We have not made a recommendation yet, and I made that very clear. Hopefully that will never come up again. Alright then, it might be beneficial to, do we all agree, I kind of see people nodding, that having an impact matrix would be a good move? Is that agreed or disagreed?

Mr. Hurd: Yeah.

Mr. Mikles: Is it one that we decide?

Mr. McIntosh: We can.

Ms. Gray: Yeah.

Mr. McIntosh: We can say what we think is most impactful. All the stuff is right here in the center . . . and let me just finish for a second. We can rank them if we wanted to, one through whatever the number is. And then, you know, we can sort it out that way. Or we could group them in saying these are the most important ones. Some of them, I mean, just as a for instance, if the garage is the most important, that's also going to be the most challenging because of the money and other stuff that goes around it. So just because it's the most impactful, doesn't mean it gets done. But that's where that gap analysis would come into place, and you would look at it and say what do you have to do to remove the gap between a garage and no garage. And then you may say, no, we can't do that, and we'll have to put it off to the side. But something else you could do, and it's still in the impactful area. But it seems to me that . . . I had this discussion with Mary Ellen on the phone and she was asking me if these seem

to hit it all, and for whatever reason, I could not get past that these four seem to be pretty good, but the obvious one is impact, and it's not here.

Mr. Locke: Great. So the impact would not be probability of success, it's just what we think, or if we did X it would have a greater . . . yeah, okay. Which is kind of like matrix 4 but a little bit more fine tuning. Because if we rank these as priorities, meaning we thought they were the most impactful . . . but, good point.

Ms. Gray: So . . .

Mr. McIntosh: Alright, so . . .

Ms. Gray: I'm sorry. Is there one matrix that gets kind of close to that, that we could maybe get input on today? Okay. Maybe we can get some comments on today so we can fine tune that.

Mr. McIntosh: Okay, we can take them one at a time. Let's say that there is high impact . . . none of these are low impact, I don't think. Oh, we got . . . yes?

Mr. Hurd: We have a suggestion.

Mr. McIntosh: You can't talk yet. Now you can talk.

Mr. Jim Jones: Well, thank you for breaking protocol and allowing me to speak before my time here.

Mr. McIntosh: We don't really have any protocol.

Mr. Locke: We don't really have any.

Mr. Jones: I'm Jim Jones and I'm a resident up in District 5. I finally got that memorized now and I've been coming to these meetings pretty regularly. I just wanted to offer this one thought before you went a whole lot farther with this question about impact. Clearly, in terms of trying to explain to anybody else, you want to be able to talk about that. But having gone through these matrices, and I did my homework, so that meant I spent more time with this than my wife was really pleased about, I would make . . . let me just call something to your attention to see what you think about it. If you look at the sheet #2, matrix focus areas #2, then I'm looking at policy layers 1, 2, and 3. And as I'm trying to explain to myself what I'm looking at, it occurred to me, and this is what I'm putting out here for your consideration, policy layer #1 is really about how to use the existing parking as efficiently as possible. In other words, maximize efficiency of the existing system. Number 2 is about examining how we calculate the demand and how much do we tell people they need to build, or do they need to build any, and all the rest of it. In other words, demand is the key word there. And then #3, of course, is the supply. And everything I've ever thought about parking and all that has to do with balancing supply and demand. So, it occurred to me that, not that this is the only one to look at, but this is a pretty useful way of thinking about the big thing we're all trying to do here.

Then, having said all that, then you look at, for me anyhow, I look at sheet #1 and sheet #3. One of them is low-hanging fruit, the other is timelines, and it occurs to me that the thing that's probably going to be the easiest to explain to the public will be we're maximizing the efficiency of our system. And then as far as whether or not you're going to increase supply or change demand and all the rest of it, that probably has to happen at the same time. You have to figure out what your demand is and then make your supply match up to it. So that's why when you raised the question about impact, my initial thought was, wow, the impact of a 200-space garage is real different from the impact of a 700-space garage, and so we can't just say that a garage has a certain impact. So that's why I wanted to get this in here before you went too far,

because I'm not sure that trying to talk about the impact now is the best way to go forward with this. That's my comment.

Mr. Locke: Tremendous comments. Really, really good. Maybe what we want to do on matrix #2, Mike, because I love the way you kind of [inaudible] each of those levels, so policy layer #1 would be changed to managing existing supply and demand. Layer #2 would be evaluating demand. And Layer #3 is increasing supply to match demand. Did you get . . . are we good? Okay.

Ms. Gray: What was [inaudible]?

Mr. Mikles: Evaluating demand.

Mr Locke: Evaluating or measuring demand.

Mr. Hurd: Or adjusting.

Mr. Locke: Or adjusting demand is better.

Mr. Fortner: The way you described layer 1 was right on. Layer 2, how we manage it . . .

Mr. Locke: Adjust.

Mr. Fortner: How we adjust demand . . . basically, we're not adjusting demand, we're . . . it's how we regulate new parking and how we're going to view it going forward. Because we're talking about eliminating parking requirements that a developer has to do for certain locations or whatever. And that's not regulating demand so much, it's sort of like changing the way we evaluate how we create our built environment for a walkable community. It didn't quite capture it. That's why I have Zoning Code reform 2. It's the way we're going to try to build our environment. We're looking at our Zoning Code and it will change the way developers have to build parking. But #1 is exactly right. It's sort of like the basic thing. We have to take what we . . . the most efficient thing we can do is take what we have and manage it well. And so that's #1, and then part 2 really is, if we need more, creating more.

Mr. Locke: That's adjusting demand.

Mr. Hurd: I think that . . .

Mr. Fortner: But that's, but then Zoning Code reform is . . .

Mr. Hurd: I think it's more about saying that right now, it probably needs to be slightly rephrased, because right now the consensus around the table is that we're asking people to supply more parking than is truly needed for their space or for the area, and also in areas that aren't accessible. So not just sort of unmatched demand but inaccessible supply. So, we may need to rephrase it to say you're trying to have a better sense of . . . I'm blanking on the word . . . but understand how is parking going to be used and how a car is used in the downtown. Because I think we're starting to say there are uses and such that are not as car-dependent, and we can also push that use or that demand to other places. So, we're also balancing supply, maybe. Or balancing demand. I don't know.

Mr. Fortner: Yeah, I mean centralized parking rather than five spaces here and five there for single use.

Mr. Hurd: You know, where we say if we decouple, let's take decouple multi-family residential. Well, there are . . . people are going to bring cars. We know that. But we're saying we don't want those cars just sitting downtown. We want a better use of that land space. We want to push those sitting cars to a university lot or to something on the outside edge. Or to some

other place than the downtown district. We want the downtown district parking to be focused on customers and visitors, basically, I think. So maybe it's changing the focus of that parking . . . I don't know.

Mr. Locke: I think you're right on, Will. And it's adjusting public perception. Making the community more walkable, which is what we talked about a few meetings ago. There were totally buildings built without parking in Newark. This requirement of having parking for every new project is a recent phenomenon. Less than a decade old. So, there were plenty of buildings . . . we built them . . . that did not have any parking for the residents. So, I think the second box is adjusting demand or adjusting market demand perception. Whatever you want to say.

Mr. Mikles: Is it managing our approach to parking? Is it changing our approach to parking?

Mr. Fortner: It is changing our approach to parking. How we do parking, yeah.

Mr. Hurd: I was going to build on that. It's changing the culture, is what we've been talking about. It's I don't have to park behind the building I live in or the building I'm shopping in. And the challenge will be to express this in a way to say the way that will make the downtown area healthier and to allow for more variety of building uses, is to remove the parking directly behind those buildings and put it in locations that are either already parking or are more centrally located or more remote, for their use, and then find alternate ways to get to that. So, if I live on Main Street, I don't park on Main Street because parking on Main Street is for transient visitor kind of things. So, we want you to park someplace else, and you have to start thinking about that shift. That I park my car there and I live here. Or I park my car there and I shop there. So it's . . .

Mr. McIntosh: Well, that's interesting. When we opened a new facility at Junior Achievement . . . it's not new anymore but it was, at the time . . . everybody, my staff of 20, all wanted to park out front. I said, well, that's nice. Where are our customers going to park? Or do you care? Well, not really. We want to park out front. So, I gave them a dose of reality and said they're not parking out front. And so we came to a solution around it. But, you know, even that, there is somebody who would always want to park out front, and say well I have to just run in and run out, and the like. So, you almost had to force that on them, and that's in an environment that I had a modicum of control over. But I love what you just said, Will. That's perfect. So, the business owners, you know, the restaurants, all the folks who are downtown have to change their own thinking. Right? If I want my customers to come here and do business with me, you know, they're the priority. They're the ones that we're focusing in on. I don't know how we get that, but I think Alan has the solution. And he did promise, I recall earlier, that he would not say anything else. But, as you can see, with that microphone in his hand, and those of you who are listening to this, he has the microphone in his hand and he's looking . . . okay, go ahead.

Mr. Silverman: I've been watching all the cable news networks. I'm using Washington speak. You misunderstood me. That was for that time we were talking about.

Mr. McIntosh: Oh, no. Go ahead, Alan.

Mr. Silverman: To answer your question, we've already offered a solution and that's, literally, the cost of parking. That's how we drive people to park elsewhere. That's how we make it more economical to not want to park behind my living building on Main Street because it's cheaper to park three blocks away. So, we've offered that carrot and the stick.

Mr. Hurd: I'm looking at this and I'm thinking that that marketing strategy that we're discussing really has to move into that, if we're going to call this middle one culture, marketing moves into there. Because that's where we start talking about how are we doing it differently. Everything in the efficiency is about information. And that's less about marketing. It's more about just getting better information out there. But to change the culture, we have to do the marketing.

And I think that that dynamic fee structure . . . not to raise that . . . but that will, I think, become more effective when we've got things . . . so when we've started to develop outlying employee parking lots, now we can say Lot 1 is going to get more expensive, because now there's an option. Until there's an option, the only choice is I have to pay more in Lot 1 and I don't want to do that. But if we say, alright, here's the thing. Everybody, you know, all the downtown merchants, we've got Pearson Lot, we've got whatever, we've got some options for you now, and now we're going to start pushing. Because, again, that's going to shift the culture of students aren't going to be able to park across the street from their class building. They're going to have to go to a parking garage. They're going to have to a meter. It's now we're culturally pushing people with the dynamic of money and with the Zoning Code and with all those other tools we have. And then we start adding capacity and adding a garage or something, if that still is needed to fill in the holes.

Mr. McIntosh: The only comment I would make about the marketing strategy, people, when they hear that, they want to push it aside because that's going to cost me money, or what does that do? They don't understand the value of it. And so somehow, and I guess that will rest on our shoulders in the narrative, because I agree that it certainly would be in this adjusting demand kind of category, is that if you don't do that, in my humble opinion, if you do not do that, the rest of it doesn't work. It simply does not. So, yes, Alan?

Mr. Silverman: On that particular topic, through the fine work that's being done by the GIS people, we have the ability to measure that. GIS can show the instant results. They do it with the number of parking spaces right now in Lot 1. So, to answer your question, we need to recommend that the system be continued that allows the people who have to make the kind of decisions we're talking about – adding lots, did the change in the Code affect things, did changing cost of parking affect things – we have that and it has to be a major component, and it should be in here as a monitoring and ongoing feedback loop.

Mr. McIntosh: Alright, so, then we probably don't want to . . . thank you, Jim . . . don't want to do that stupid thing that Chris came up with about doing impact.

Mr. Locke: How did I get blamed for that?

Mr. Hurd: That was Lee. It's okay, Chris.

Mr. McIntosh: Boy, I'm sorry about that. Anyway. Okay, so but we do want to . . . is it area #1, parking policy matrix focus 1 or 2? I'm sorry. It is #2 that we were writing up, but do we want to make that #1?

Mr. Mikles: I like the approach [inaudible].

Mr. McIntosh: That's a good approach, yeah.

Mr. Locke: That sounds like my son when he's studying [inaudible].

Mr. Mikles: I like the approach of how we use our existing stuff. I do think, too, we need to focus it more on how do we manage the City's approach to parking to adjust demand for parking. If we start to say the parking culture, that gets it broader and it does bring in the marketing campaign, I think. But I think the marketing campaign needs to be part of the existing . . . it needs to be a part of every parking spot we have, whether it's a future parking spot or an older one. And then the top one, I think, that makes a lot of sense is increase supply.

Mr. McIntosh: Well, maybe what we can do is put the marketing strategy in all three boxes.

Mr. Hurd: Yeah.

Mr. McIntosh: That would draw attention, right?

Mr. Mikles: That would definitely highlight the importance.

Mr. McIntosh: Do you want to speak?

Mr. Cappiello: Absolutely. If you put all this effort into it and don't tell anybody, it just falls flat, and it really won't do any good. And I tell people all the time about the \$5 all day just a block-and-a-half from our church. And we did the same thing with a concert that just happened at the church last week. The music director said I've got this problem. I've got all the Newark Symphony Orchestra and the chorus, and they all expect to park in our lot. And, pretty much, if they all park here, we'll be short X number of spaces just for them, and have no space for any of the people who want to come in. I said go to the parking website for the City. It will give you a map and tell your people to go park someplace else. Just like your employees. And he said, well, you know, they're not going to like that. I said, I'm sure they won't. The people who are playing in the symphony and regularly singing with the symphony chorus, they're used to being able to get that, you know, right in front of the door. I said tell them to go park down the street for \$5. And, so, most of them did. Most of them found other places to park, and it was one of the best attended concerts they've done in a long time.

Mr. Rind: I just wanted to mention, do not get too fixated on the \$5. It might not always be \$5. It's been \$5 for about three years now, so it's likely to change in the fall.

Mr. Silverman: See what the demand has done? It's driven up the cost.

Mr. Rind: Correct.

Mr. McIntosh: So that was your whole purpose of being here.

Mr. Cappiello: So I shouldn't print up the t-shirts?

Mr. McIntosh: I think at least the people who have been coming to the meetings, including the audience, should get a preferred rate.

Mr. Mikles: At least, the t-shirts.

Mr. Rind: When I get a preferred rate, you'll get a preferred rate.

Mr. McIntosh: Oh, sure.

Mr. Rind: I pay the same as everybody else.

Mr. McIntosh: Oh, yeah, I've heard that.

Mr. Rind: I can prove it if I had to.

Mr. McIntosh: I'm sure. I believe you. Alright, so that's the change we're going to make.

6. COMMENTS ON FINISHED PRODUCT

Mr. McIntosh: So, now we're back to how do we want to handle the gap analysis. Do you want to deal with it via email or do you want to have another meeting?

Mr. Locke: Not that I want another meeting, but I think we put all this time into it. I think maybe a rough draft can get circulated to everybody, we review the rough draft, and then we come back with comments. Maybe it's not a two-hour meeting, but it's a one-hour meeting. Kind of get all the founding fathers and mothers together to go through the declaration of parking before we submit it.

Mr. Hurd: Yeah, I was actually going to say that from a public meeting standpoint, I don't think that we can review and approve the final document through email. I think that's going to cause some issues. So, I think bringing the draft back here, providing comments and corrections or edits, and such, and then from that, saying the final is going to come out. I think approving the final might be okay, but I think that the review and comment process should be open. So, I would say one more.

Mr. McIntosh: Is there consensus around that? Okay. I don't care one way or the other. That's fine with me. So, we'll do that. And I just have to say that I think this work has been spectacular, and I appreciate every one of you being here and making your contributions that you have. It should become a model for how we deal with things in the City of Newark, where we openly invite people from the audience to participate and we get around the table and get our sleeves rolled up and come together on the issues, as opposed to sitting on the sideline with bows and arrows. So, anyway, thanks for that. And I think we need to come up with a date.

Mr. Hurd: And public comment, too.

Mr. McIntosh: And public comment.

Ms. Gray: The fourth Wednesday of March is March 21.

Mr. Fortner: That's the third, March 21.

Ms. Gray: Oh, that's the third. I'm sorry, we've been doing the fourth. So that would be the 28th.

Mr. Mikles: That's Spring Break.

Mr. Locke: We have Spring Break coming up.

Ms. Gray: When is Spring Break?

Mr. Abada: I believe it's March 26.

Mr. Locke: Yeah, so the 21st sounds like a good date.

Ms. Gray: The 21st might be better.

Mr. Locke: I don't think we need that much time to . . .

Mr. McIntosh: That's easy for you to say.

Mr. Mikles: I can't make it [inaudible] the 21st.

Mr. McIntosh: I don't care. It is Steve [inaudible]'s birthday on the 21st. Just saying.

Mr. Hurd: The 21st works better for me, too.

Mr. McIntosh: Okay, the 21st.

Mr. Fortner: That's a week earlier. The minutes . . . I don't know. I mean, people like their minutes early.

Ms. Gray: Michelle, that will be three weeks from now.

Ms. Vispi: I can probably get them done a week ahead of time.

Mr. Locke: That's fine. That's more than enough time.

Mr. Rind: So is it going to be on a Wednesday or the Thursday?

Mr. Fortner: Wednesday.

Mr. Rind: The 21st?

Mr. McIntosh: Yes, Wednesday the 21st.

Mr. Rind: I'm going to be late, but I can come.

Mr. Locke: Well, we'll try to get it done before you get here.

Mr. Rind: I can probably be here by 2:15.

Mr. Locke: Oh, that's not bad.

Mr. Rind: For Chris, that's on time.

Mr. Locke: That's on time for me.

Mr. McIntosh: That's on time.

Mr. Locke: That's actually early.

Mr. McIntosh: How is that late?

Mr. Rind: To me, that's late.

7. PUBLIC COMMENT

Mr. McIntosh: Well I think our business is done here today.

Mr. Hurd: Public comment.

Mr. Mikles: Public comment.

Mr. McIntosh: Except for the public comment.

Mr. Jones: I'll defer to you.

Mr. McIntosh: Jean? Well, just say hi or something.

Ms. Gray: Rich, did you have something?

Mr. Rind: I just had an update.

Mr. McIntosh: Okay, hold on just a minute.

Ms. Jean White: I have come in unprepared. I haven't looked at these. I can't really say I have any jewels of wisdom. I am sitting here, though, as a resident who shops downtown and I am wondering, I know that the focus is on students, because they are the ones who are taking a lot of the parking but, nevertheless, I think that one has to consider how this is going to affect residents who want to come downtown in terms of the cost of parking and finding a parking place.

Mr. Locke: My response would be I don't think we are focusing just on students. We are focusing on parking as it affects the entire City. Students are one aspect of it, but I think this committee has worked on a holistic approach to many different avenues about parking.

Ms. White: Okay. That may be so but when you're talking about it, I'm hearing much views of students. Not the views of students, but shifting people a different way.

Mr. Locke: If I look at the minutes, I bet I haven't mentioned students until you just raised it.

Ms. White: Well we have our parking problem because of the large number of University of Delaware students who have apartments all around the town, including downtown. I mean there are other reasons beside parking that have some issue.

Mr. McIntosh: Rich, did you . . .

Mr. Rind: Thanks. When we were talking about solutions a couple of meetings ago, maybe the last meeting or the one before it, one of the ideas was to come up with a daily rate for the lot that's behind Pearson and Graham that perhaps employees of Main Street could use. And, unbeknownst to me, we already have such a thing, which is awesome.

Mr. Hurd: Aren't you the director?

Mr. Rind: But we do already have it. Visitors who do not need to be affiliated with the University can buy either one of these two that I'll mention. A visitor can buy a pass that's \$8 flat rate, and that's for up to 24 hours. But it's only valid in the lots behind Pearson and Graham on nights and weekends. Which is when the merchants would need it anyway, starting at 4:00 p.m. until 7:00 a.m. the next morning. So, you could park that entire length of time for \$8.

We also have something that's actually for people who would use it regularly. Something which would be even more economical. There's a monthly permit that's called the nights and weekend permit. Also in that lot, it would be available to be used at 4:00 p.m. and it's only \$17 for the whole month.

Mr. Silverman: Wow.

Mr. Hurd: Whoa.

Mr. Rind: So, I mean, that's virtually free. I know I say that all the time, but it really is if you work, you know, 3-4 days a week, it's like \$1 a day. So, you know, those two things exist today. They can be bought online. You just go on our website, buy it, enter your license plate, enter your credit card, and you're done. So those things exist as we speak.

Mr. Cappiello: I'm sorry, the first rate for the single use, 4:00 p.m. to 7:00 a.m. was \$8?

Mr. Rind: Eight dollars. And for that lot, we arranged for it to be 4:00 p.m. at the request of the City of Newark's merchants.

Mr. Locke: And the \$17 monthly? Where is that [inaudible]?

Mr. Cappiello: Same lots?

Mr. Rind: Yeah, it's a night and weekend permit but it's available at almost any lot we have, but those are the lots we thought it would be most beneficial. Or even the lot by the railroad tracks. It's valid there, as well. But the one behind Pearson and Graham seems to be the one that has the most interest.

Mr. Abada: So, I actually purchased the nights and weekends pass my sophomore year, and it has been one of the most liberating purchases of my entire life. I think it was \$90 for the entire year and you can park in any University surface spot after 5:00 p.m. and up until 7:00 a.m. So, I could park there on Friday night at 5:00 p.m. and I'd have to move it by 7:00 a.m. You can park in pretty much any University of Delaware parking lot after 5:00 p.m. without any specific pass. So, it has been an incredible investment.

Mr. Locke: That's great.

Mr. Mikles: Again, that's a perception in marketing.

Mr. Silverman: Yeah.

Mr. Cappiello: Put it out there.

Mr. McIntosh: Get it out there, people. If we build it, they will come.

Ms. Gray: I'm looking at Courtney and Jay. Is this something we could link and post on our parking website? On the map somewhere? Post that link to where you can purchase these?

Mr. Silverman: Yeah, they also said they have not put the University lots in yet. This may be the reason why they now can put them in, and color them differently and reference back to this limited parking.

Mr. Mulvanity: Right. We can pretty much handle those parking lots, the University of Delaware parking lots, just like we did with our lots, with the University of Delaware symbol. And I'm guessing if we can make that University of Delaware symbol clickable and actually come up with their rates, hours of operations, and monthly passes, I don't see any reason why we couldn't do that.

Mr. Mikles: Great.

Mr. Rind: I would just caution to only put the link to the parking website, as opposed to posting rates and rules. Because that's just one more place that has to be changed when we change these things, inevitably.

Mr. Mulvanity: Right.

Mr. Rind: So we always try to stay away from posting any rate talk on any, even our own, websites. We just try to refer everything back to the parking website, so it will always be current. So, just night and weekend parking available for City of Newark visitors, click here for more information. And then once they get to that page, they can read the visitor parking options.

Mr. Mulvanity: Right. We'll direct them to you guys.

Mr. Silverman: A thought on that. Do we want to experiment market just on those in toward the CBD lots? The central business district lots that we had talked about? Because there was a mention that this was available on any University lot.

Mr. Rind: It is. But certainly, for your purposes, you'd want to highlight the fact that it could be used behind Pearson and Graham Hall and over by the railroad tracks. Those are the lots, I think, that are most appropriate.

Mr. Silverman: So maybe when we identify on the GIS the University lots that are participating, call them participating lots, and just identify those close-in lots. Certainly, there's some control, and our feedback loop will tell us whether people are starting to use this.

Mr. McIntosh: Well, I would think that we want to get this out to all the employers, as well. And the churches. Employers and churches.

Mr. Cappiello: What we had talked about earlier, about the value of Lot 2, and they're currently paying \$85 to have one of their employees park there in the evening for the month, I would pay \$17 for my employee to park 4:00 p.m. to 7:00 a.m.

Mr. Rind: You could park five of them for the same price.

Mr. Cappiello: And I would say, guess what, as an employee benefit, I'm going to cover your parking. Look at what a great employer I am. You just have to go over there. It's one block that side, instead of a half-block over here.

Mr. McIntosh: I think that's called manna from heaven.

Mr. Locke: That is great because that now frees up, possibly, Lot 2 for other things.

Mr. Cappiello: Right. You give them a cheaper, better solution.

Mr. Locke: That is great.

Mr. Abada: But I think it may be important to recognize that that permit is not necessarily available before 5:00 p.m. So, it would still not affect employees that are there at 4:00 p.m.

Mr. Locke: It does, because one of the things that has been discussed is employees of restaurant and retail stores that are staying at night. So, it's ideal because if you're a server at a restaurant, when do you usually start? Four o'clock or 4:30 for the dinner crowd, and you're out by midnight. So that 7:00 a.m. restriction . . . yeah, so it's a phenomenal opportunity for, especially, restaurant operators.

Mr. Rind: That was the thought process. It was Ryan German from Caffé Gelato who asked for the 4:00 p.m., because our normal rule is 5:00 p.m. across campus for those restrictions to be lessened. But for that particular lot, we made it 4:00 p.m. at their request.

Mr. Cappiello: And how many spots are in there total?

Mr. Rind: Oh, over 500.

Mr. Cappiello: Just so you know, because I've walked across that lot.

Mr. Rind: Which are 90% empty at those times of day.

Mr. Locke: Oh my goodness.

Mr. Silverman: Kind of a parking building equivalent.

Mr. McIntosh: Yeah.

Mr. Cappiello: So you think it can solve that?

Mr. Locke: Unbelievable. We're talking about marketing. We're talking about getting information out.

Mr. McIntosh: Okay, let's . . . excuse me, gentlemen.

Mr. Cappiello: Don't make him gavel.

Mr. McIntosh: Let's leave. It's 3:40 p.m. This has all been great fun, right, but, you know, I don't know about you, but I have things I could be doing.

Mr. Jones: I'm happy to be here . . .

Mr. McIntosh: Jim, you are an official member of the committee.

8. PRESENTATION FORMAT TO PLANNING COMMISSION

[Secretary's Note: Presentation format to the Planning Commission will be discussed at the March 21, 2018 meeting.]

There being no further business, the Planning Commission Parking Subcommittee meeting adjourned at 3:45 p.m.

As transcribed by Michelle Vispi
Planning and Development Department Secretary

Attachments

Exhibit A: [Policy Parking Matrix Charts 1-4 and Revised Parking Problem Matrix](#)