

CITY OF NEW CASTLE PLANNING COMMISSION
Community Room
1 Municipal Blvd.
New Castle, DE 19720
Monday, May 18, 2026
7:00 p.m.

Agenda

1. Roll Call
2. Approval of Minutes
3. **Discussion** regarding preparation of possible ADU zoning code addition survey to be recommended to City Council.
4. Public Comments as related to agenda items. Three minutes per person with a maximum of one hour of public comment.

If you are unable to attend questions and comments will be taken via email up to 3:00 p.m. on Monday, May 18, 2026 at info@newcastlecity.delaware.gov.

Posted 5-11-2026

Join Zoom Meeting

<https://us02web.zoom.us/j/83248529644?pwd=NE9LY0VFaS9vMVEyMU9JS0NIV24wUT09>

Meeting ID: 832 4852 9644

Passcode: 033173

Items on the agenda may be discussed out of sequence.

New Castle City Planning Commission Meeting
Minutes
New Castle Senior Center
400 South Street, New Castle, DE
March 23, 2026 – 7:00 p.m.

Members Present: Margo Reign, Chair
Cynthia Batty
Marc-Anthony Williams
Stephen Franklin
Tamara Stoner
David Majewski

Absent: Brie Rivera, Vice Chair
Kristin Zumar

Also Present: Christopher J. Rogers, City Planner
Lisa Hatfield, City Solicitor

Ms. Reign called the March 23, 2026, Planning Commission meeting to order at 7:00 p.m. Roll call followed and a quorum to conduct business was declared.

Minutes

March 9, 2026 – A motion to approve the minutes of the March 9, 2026, Planning Commission meeting as presented was made by Mr. Williams. The motion was seconded by Mr. Franklin and was unanimously passed.

March 9, 2026 – A motion to approve the minutes of the March 9, 2026, Planning Commission public hearing as amended was made by Ms. Batty. The motion was seconded by Mr. Majewski and was unanimously passed.

Public Comment

There was no public comment.

Old Business

Review of Accessory Dwelling Units and discussion of information needed to move forward.

Ms. Reign recapped the history of the Planning Commission’s review of Accessory Dwelling Units (ADU), noting that the Delaware State Housing Commission (DSH) gave a presentation on ADUs in November 2024. Ms. Reign stated that she met with City Council regarding their interest in hearing a recommendation from the Planning Commission (PC). The PC was tasked to provide a thorough document to Council with recommendations as to what should be considered. Ms. Reign reviewed items that should be included in a document for Council’s consideration, including:

- Lot size.
- How big the ADU can be.
- Can it be separate from the main dwelling.
- Can it be attached to the main dwelling.
- Is there a maximum or minimum size.
- Should it be one (1) or two (2) stories.
- Parking and utility connections.
- Should the homeowner be on site.
- Should it be only for immediate family use.
- Can it be rented to a third party.
 - Should it be a long-term or short-term rental.
 - Should there be a lease between the parties.
- A permitting process should be established.

A discussion of ADUs and how to approach the task ensued. Ms. Batty noted that the population of New Castle has been static for quite some time, and hundreds of units have been added to the housing market. She questioned whether a survey should be conducted to gauge residents' interest in being able to add an ADU to their property for older or younger relatives before the PC does too much research. Ms. Tantillo concurred that a survey would be a good idea, and the parameters of a survey were discussed.

Ms. Reign noted that DSH had stated that ADUs could be one of many possible answers to affordable housing. Mr. Rogers noted that the Town of Lewes has an excellent definition of an ADU:

An ADU is a dwelling unit customarily incidental and subordinate to the principle residential use of the land or residential building and located on the same lot with the principal use. An ADU provides complete independent living facilities including its own cooking, sleeping and sanitation facilities and may take forms including conversion of an existing dwelling into two living spaces or units, a detached dwelling unit, a dwelling unit attached to the primary dwelling, a dwelling that is part of an accessory structure such as a detached garage or a converted portion of a garage.

Ms. Tantillo recommended that Ms. Reign inform City Council of the PC's intention and get their support before having Mr. Rogers conduct more research. She added that if a mailer is being considered it would have to wait until the next budget recommendation.

The lack of population growth in New Castle and nationally was discussed, and it was noted that this is reflected in the schools and will start showing up in the workforce; and because the aging population will not change ADUs can become more important to house the elderly. It was noted that there is a cost to adding or renovating to create an ADU.

Ms. Tantillo recommended that Ms. Reign send her the suggestions for a survey and she will work with Mr. Rogers to draft a survey. During discussion Ms. Hatfield explained that

recommending ways to bring business into the City is within the purview of the PC via the Comprehensive Plan (CP). Mr. Rogers added that the CP and Zoning provide the opportunities for population growth and a mix of a variety of uses, businesses, and industries; but economic incentives are a legislative function. During further discussion of the CP, Mr. Rogers noted the status of several of the approved developments. He added that typically surveys are held at the CP level about the direction in which the City should go in before a zoning amendment; cautioning that if a survey is used the Commission should be careful with the information that is received. Ms. Hatfield added that when the surveys come back, the information can be disseminated in its native form but it cannot be discussed.

Ms. Batty noted that she has documentation on how other cities have handled ADUs and will share that data with the commissioners. She asked Mr. Rogers to share any examples that he may have regarding how other municipalities have dealt with ADUs as well.

The consensus of the commissioners was to move forward with a survey and to have Ms. Reign go to Council. Ms. Reign recapped that:

- Ms. Batty will do a first draft of the survey.
- Ms. Tantillo will work with Mr. Rogers to review the draft survey.
- Ms. Reign will take the proposal to City Council.

Discussion and possible vote of the Planning Commission Rules of Procedure

Ms. Hatfield reviewed revisions made to the Rules of Procedure at the last PC meeting. A discussion followed and corrections/edits were made to Article VII Section 7A.

A motion was made by Mr. Majewski to approve the Rules of Procedure of the Planning Commission with the changes to Article VI Section 7A as recommended by the City Solicitor. The motion was seconded by Mr. Franklin and was unanimously passed.

Review of Approved City Council Resolution 2025-51 – A Resolution Addressing Remote Participation in City Meetings.

Ms. Reign explained that City Council passed Resolution 2025-51 allowing for remote participation in City meetings if members are unable to participate in person. Ms. Hatfield explained that Commissioners can participate remotely for up to one-half of the scheduled meetings per year.

In response to a question from Mr. Rogers, Ms. Hatfield stated that all documents presented during meeting must be available to all members attending by zoom, including members of the public. She further explained that presenters can bring documents on a flash drive to be shown on the screen, or large board renderings can be displayed in front of the camera.

HAC Report

Mr. Franklin reported that four (4) items were reviewed at the last HAC meeting:

- Two (2) applications were approved for minor revisions.

Planning Commission Meeting
March 23, 2026

- One (1) application was not reviewed by HAC prior to the work being completed. Mr. Franklin explained the project.
- Review of Signage in the Historic Commercial District was tabled to the April meeting.

There being no further business to discuss, Ms. Reign called for a motion to adjourn.

A motion to adjourn was made by Mr. Majewski and seconded by Ms. Stoner. The motion was unanimously passed and the meeting adjourned 8:35 p.m.

Respectfully submitted,

Kathleen R. Weirich
City Stenographer

May 11, 2026

To: The Planning Commission

From: Margo Reign, Chair

RE: ADUs and Survey Discussion at the May 18, 2026 meeting

To bring everyone up to speed, the survey of city residents for possible consideration of allowing ADUs, was presented to the City Council at their April meeting. Initially, they were not receptive or understanding of why we are looking into ADUs. I then explained a news story I had heard that morning about 30% of adults between 22 and 34 in New Jersey are still living with their parents. I further explained that we are considering ADUs for young adults or older parents. It was only with this explanation that the council agreed to the survey, with the stipulation that they review and approve the survey. I am hoping we can provide a draft of a survey for them to review at their June meeting.

Apparently, ADUs are becoming a hot topic. In Delaware Senate Bill 87 sponsored by Sen. Ross Huxtable is aiming to legalize and expand ADUS statewide in Delaware. It requires local governments to permit attached, detached, or interior ADUs on single-family lots, aiming to reduce restrictive zoning, prohibit HOAs from banning them, and tackle the state's housing shortage.

Existing Local ADU Regulations (As of late 2024/2025):

- New Castle County: Amended its code (Ordinance 24-087) in September 2024 to allow detached ADUs on lots as small as 0.5 acres (down from 2 acres) and removed the annual cap on permits.

I will be asking Chris and Lisa at our meeting to clarify what is considered an ADU and what can currently be done in New Castle under our current code.

Cynthia has graciously provided a first draft of the survey, which is attached. Please review it and come prepared to discuss it. While at our last meeting we thought the survey could be vague to get an idea of how people felt, based on the reaction of council please consider the following prior to our discussion:

- Should the construction of an ADU be initially only for family members or a care giver?
- How big should a lot be for the allowance of an ADU?
- Below is the AI answer to the question of how many adults over the age of 20 still live with their parents. And the second question, how many parents are living with their children?

AI Overview

Approximately **18% to 19%** of adults aged 25–34 lived in a parent's home in 2023–2024, while nearly half (roughly 50%) of young adults aged 18–29 are living with their parents. Overall, about **one in**

three (33%) U.S. adults aged 18–34 live with their parents due to high housing costs and economic factors. [1, 2, 3, 4]

Key Trends and Demographics:

- **Age Factor:** At age 22, roughly two-thirds of young adults are living with parents or relatives.
- **Declining with Age:** While common in the early 20s, this decreases to roughly 15.9% of 30-year-olds living at home.
- **Gender:** Young men (20%) are more likely to live with parents than young women (15%) in the 25–34 age group.
- **Regional Differences:** In high-cost areas like New Jersey and California, over 38% to 44% of young adults (18-34) live with parents. [1, 2, 3, 4, 5]

Reasons for Living at Home:

- **High Living Costs:** Rising rents, high home prices, and student debt.
- **Financial Survival:** For many, it is a strategy to save money for a deposit or manage living expenses. [1, 2, 3]

AI Overview

Based on the latest data as of late 2025 and early 2026, approximately **9% to 25%** of U.S. adults aged 65 and older live with their children, depending on how "living with children" is defined (e.g., as a guest in a child's home versus a multigenerational household where the parent may still own the home). [1, 2]

Key Statistics on Living Arrangements (2024–2025)

Recent analysis of U.S. Census Bureau data reveals a steady increase in these arrangements: [1]

- **Living in a Child's Household:** Approximately **14%** of adults who live in someone else's household (not their own) are the parent of the head of the household, according to [AARP](#).
- **Unmarried and Living with Children:** As of 2023, about **9%** of Americans aged 65 and older were unmarried and living with one or more of their children, per a [Pew Research Center analysis](#).
- **Multigenerational Households:** Broadly, about **25%** of adults aged 65+ live in multigenerational households, which include at least two adult generations (often a parent and an adult child), according to 2024 data analyzed by the [Center for Aging Families](#). [1, 2, 3, 4, 5]

Factors Driving the Trend

The increase in older adults living with their children is influenced by several economic and social factors: [1, 2, 3]

- **Economic Support:** Pooling resources helps families manage rising housing costs and inflation.
- **Caregiving Needs:** Many families choose coresidence to provide [elder care or child care](#) within the family unit.
- **Cultural Differences:** Living with children is more common among certain demographics; for instance, Asian and Hispanic seniors are statistically more likely to live in multigenerational settings than non-Hispanic White seniors. [[1](#), [2](#), [3](#), [4](#), [5](#)]

Gender and Living Arrangements

Living arrangements for those over 65 often differ by gender. According to [Pew Research](#), **20% of women** aged 65 and older live in multigenerational households, compared with **15% of men**. Women are also more likely to live in a child's home rather than being the primary householder themselves. [[1](#), [2](#), [3](#), [4](#)]

ACCESSORY DWELLING UNITS (ADU)

City of New Castle
Planning Commission
November 21, 2024



DEFINING AN ADU

- A smaller, independent residential dwelling unit located on the same lot as a standalone (i.e., detached) single-family home. (*American Planning Association*)
- A dwelling unit customarily incidental and subordinate to the principal residential use of the land or residential building and located on the same lot with the principal use. An ADU provides complete independent living facilities, including its own cooking, sleeping, and sanitation facilities, and may take forms including conversion of an existing dwelling unit into two living spaces or units, a detached dwelling unit, a dwelling unit attached to the primary dwelling, a dwelling unit that is part of an accessory structure such as a detached garage or a converted portion of a garage. (*Lewes, DE*)
- An accessory apartment or accessory cottage (*Milford, DE*)
 - Accessory Apartment – a separate complete housekeeping unit that is contained within the structure of a single-family detached dwelling.
 - Accessory Cottage – a separate and subordinate dwelling unit that is located on the same lot as a single-family detached dwelling but is contained in a detached garage or other outbuilding.
- A second dwelling unit either in or added to an existing single-family detached dwelling, or in a separate accessory structure on the same lot as the principal dwelling, for use as a complete, independent living facility with provisions within the accessory unit for cooking, eating, sanitation, and sleeping. Such a dwelling is clearly accessory to the use of the main or principal dwelling. (*Rock Hall, MD*)

CITY OF NEW CASTLE ZONING CODE

- **No permitted use in current Code that is akin to an ADU such as granny flats, in-law suites, carriage homes**
- “The renting of one room to nontransient roomers or boarders.” (R-2, HR Accessory uses and structures)
- Accessory uses and structures clearly incidental and customary to and associated with the permitted use (all zoning districts except AH)
- Accessory buildings (§ 230-33)
 - Permitted - side or rear yard
 - Max height 15-ft
 - Setback 5-ft from any property line and 10-ft from principal building
 - All buildings in aggregate cannot occupy more than 30% of required rear and side yard

ADU CONSIDERATIONS

- Permitted use
- Setbacks
- Types of ADU
- Lot size
- Size of ADU
- Parking
- Utility connection
- Ownership
- Long-term/short-term rentals
- Permitting process/Inspections

PERMITTED USE & SETBACKS

- **By-Right or Permitted use**
 - Option suggested by DE Housing Authority
- **Permitted by Conditional Use**
 - Ex. approval of application or approval of application with conditions (Milford, DE)
- **Limit to certain zoning districts**
 - No suggested by DE Housing Authority
- **Only 1 ADU permitted per lot, or no limit?**

- **Setbacks**
 - Meet setbacks of zoning district
 - Meet setbacks of accessory structures

TYPES OF ADU'S

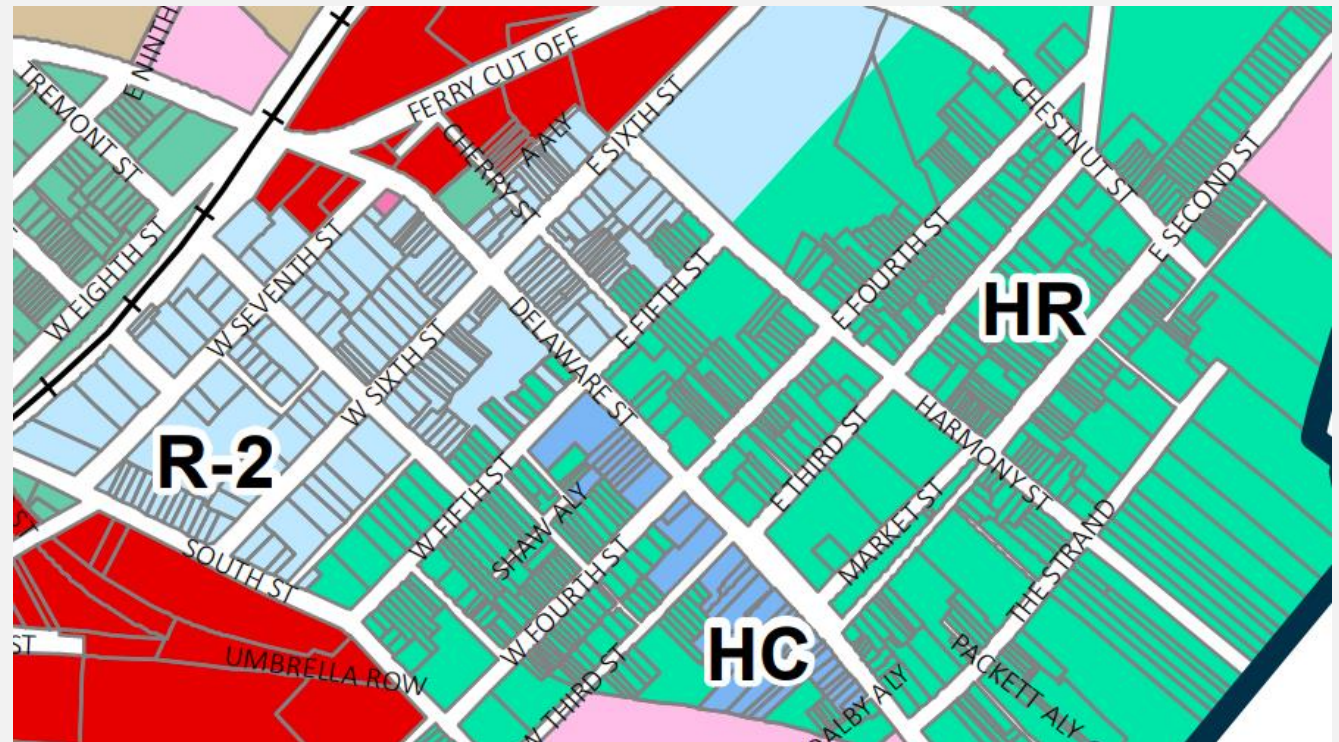
- New construction – addition or detached structure
- Conversion of existing space such as a garage (attached/detached) or attic/basement



Source: City of Folsom, CA

LOT SIZE

- Current Code – Minimum lot size
 - R-1, R-2, R-3 – 2,000 sf (one-family attached) to 7,500 sf (one-family detached)
 - HR & HC – 1,700 sf (any permitted building type sf/family)
- Lots in HR, HC are small and narrow



SIZE OF ADU

- No regulations on size of ADU
- ADU within main dwelling – max percentage of floor area
- Detached structure
 - Max percentage of floor area of main dwelling
 - Set maximum
 - Percentage or max, whichever is greater

PARKING & UTILITY CONNECTION

- **Parking**
 - 2 spaces – typical of residential
 - Need an additional parking space
 - No additional parking required
- **Utility connection**
 - Electric – from existing connection or new dedicated meter
 - Sewer – from existing connection or new connection
 - Water – connected to existing dwelling with emergency shutoff valve

OWNERSHIP

- Does the homeowner need to live on the property?
- Would ADU only be for immediate family?
- Could main dwelling and ADU both be rented?

LONG-TERM & SHORT-TERM RENTALS

- **ADU's only long-term rental?**
 - **Need to determine minimum rental period, such as 12 months**
- **Can ADU's be short term rentals?**
 - **Code permits Tourist Homes**
- **Current Code does not define short- or long-term rentals**

PERMITTING PROCESS

- Will need to establish a permitted process for ADU's
- What are the administrative capabilities to handle ADU's?
- No more than 40 ADU building permits to be issued within 1st 12-months of effective date of ordinance; no limit after 1st year
- Waive/ reduce permit or impact fees?
 - Waive tax if ADU is in an affordable range (Lewes, DE)
- Inspections for new construction to follow existing inspection process

WHY ARE ADU'S IMPORTANT

- Increase housing supply
- Option for affordable housing
- Multi-generational housing option
 - aging-in-place
 - children just out of college
- Uses existing infrastructure

PATH FORWARD

- **Questions**
- **Next Steps**



Accessory Dwelling Unit Study Example

Dummy data – for explanation only
Cynthia Batty, April 28, 2026



Who takes the study, and how statements are written

Demographic breakdown

Each stakeholder is asked to identify themselves by neighborhood, age and renter/owner; this study does not depend on individual to identifying themselves but rather focuses on the perceptions of each demographic group.

Business unit	Owner	Renter
Shawtown	15	3
Van Dyke Village	13	
Historic District	25	
Boothhurst	12	
Other 1	---	---
Other 2	---	---
Other 3	---	---
Other 4	---	---
Other 5	---	---
Undefined	---	---

Note: X

Statement design

All positive statements. Respondents asked to show their agreement with the statement, and then their feeling about how important it is. Statements are worded from the perspective of the respondent. The response is a five-point bipolar Likert scale. Each question is followed by a question asking how important this matter is to the respondent, again using a bipolar Likert scale.

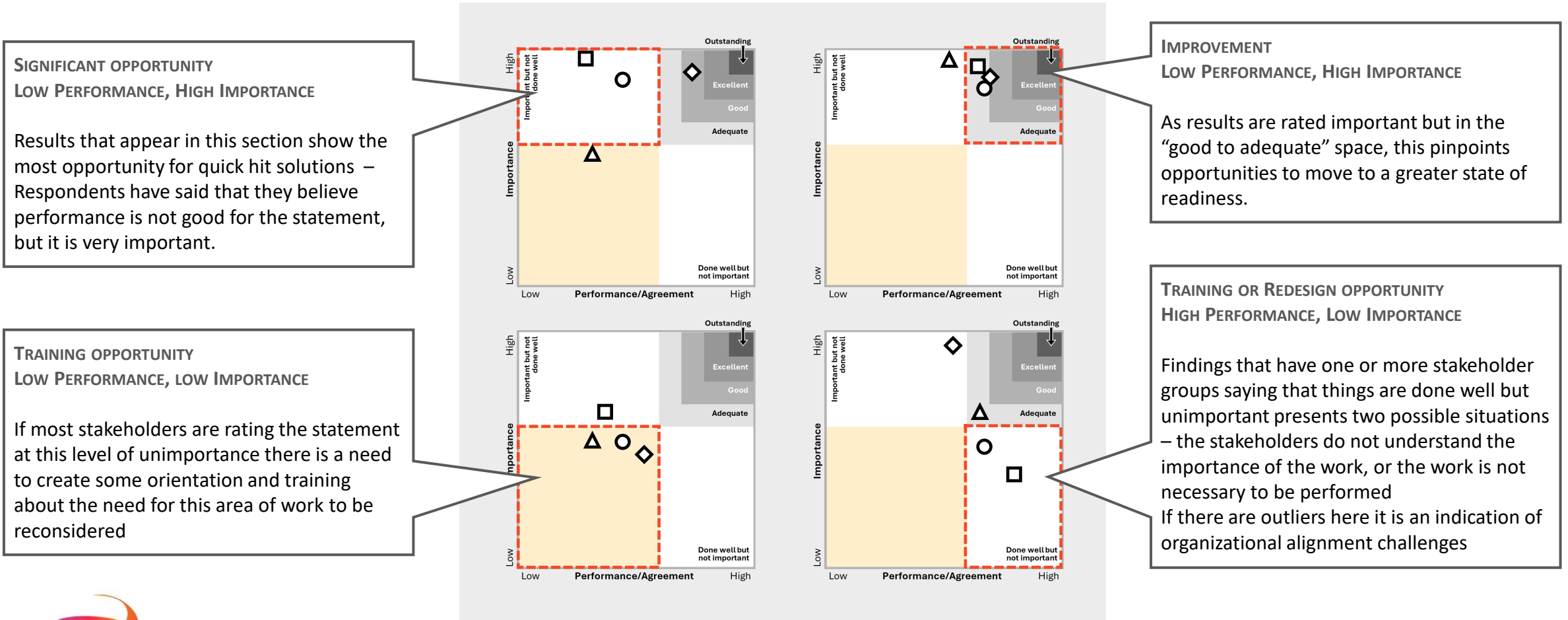
Statement 1. It would be good for my neighborhood to be allowed to construct accessory dwelling units on our property.

	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree
A. Please rate your agreement with this statement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Completely unimportant	Unimportant	Neither unimportant nor important	Important	Very important
B. Please rate the importance to you of the statement above:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

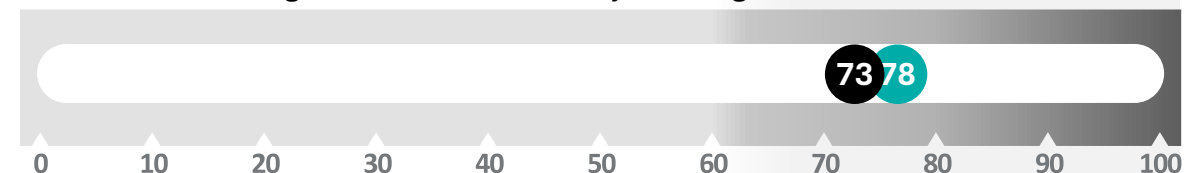
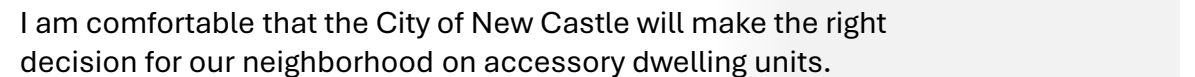
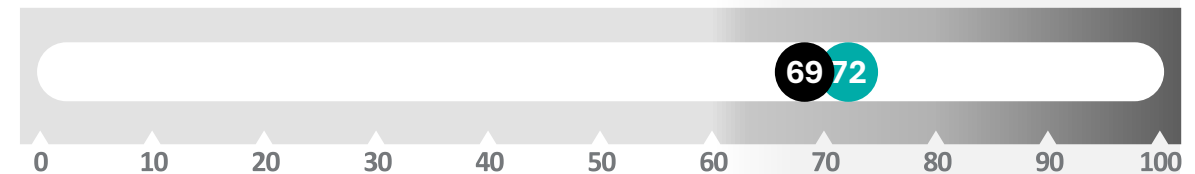
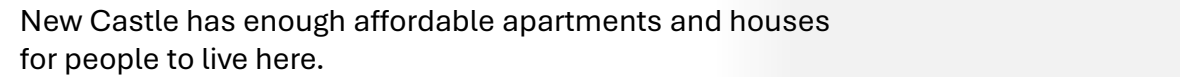
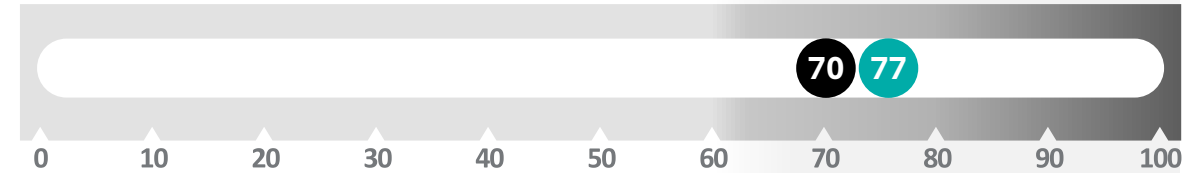
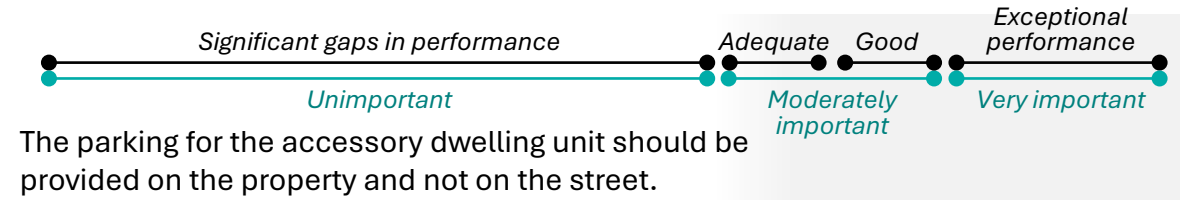
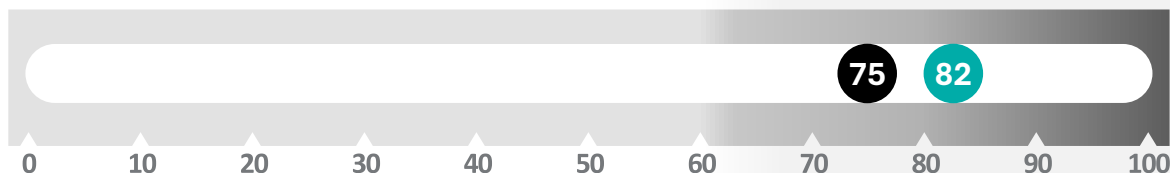
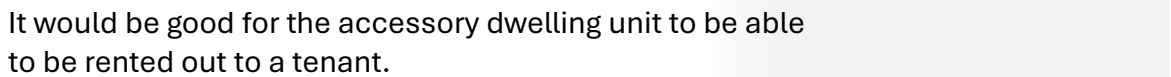
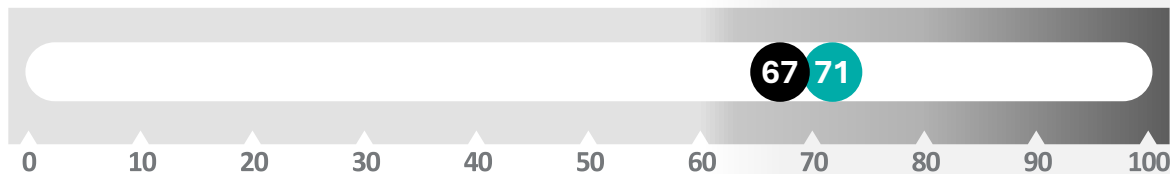
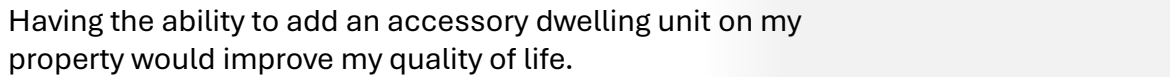
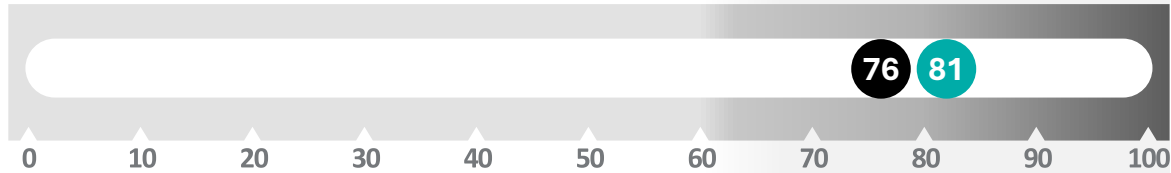
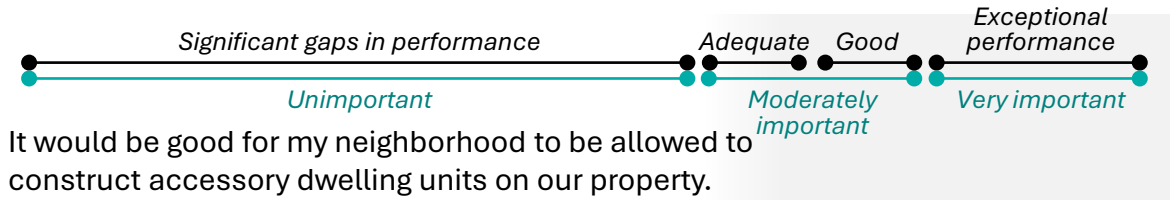
How to read the quadrant charts

New Castle please note: this is an example – for the ADU study the interpretation of the quadrants will be somewhat different – but so you can see the value of the methodology.

The placement of the responses on the quadrant chart shows at-a-glance how the various roles in the organization perceive the statement and provides immediate insight into areas that need to be addressed; the study design uses statements that represent good practice, so low ratings of importance are a call to action.



Summary of Question Responses (aggregated)



● Performance/Agreement score ● Importance score

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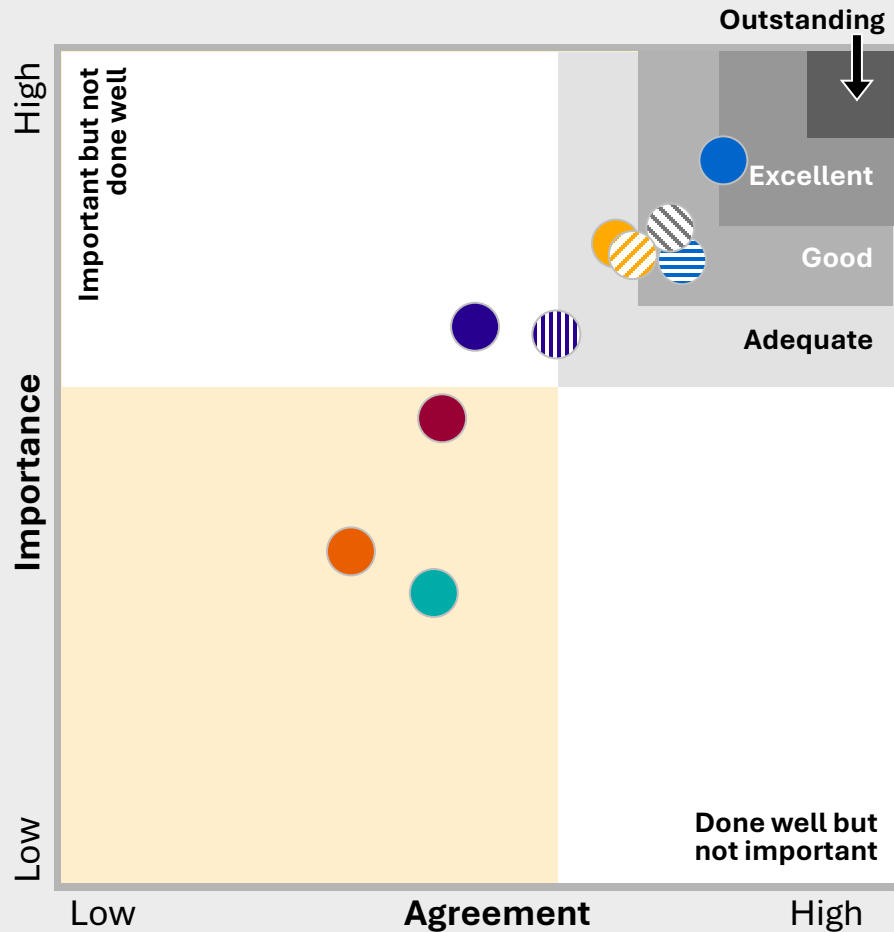
EXAMPLE DATA





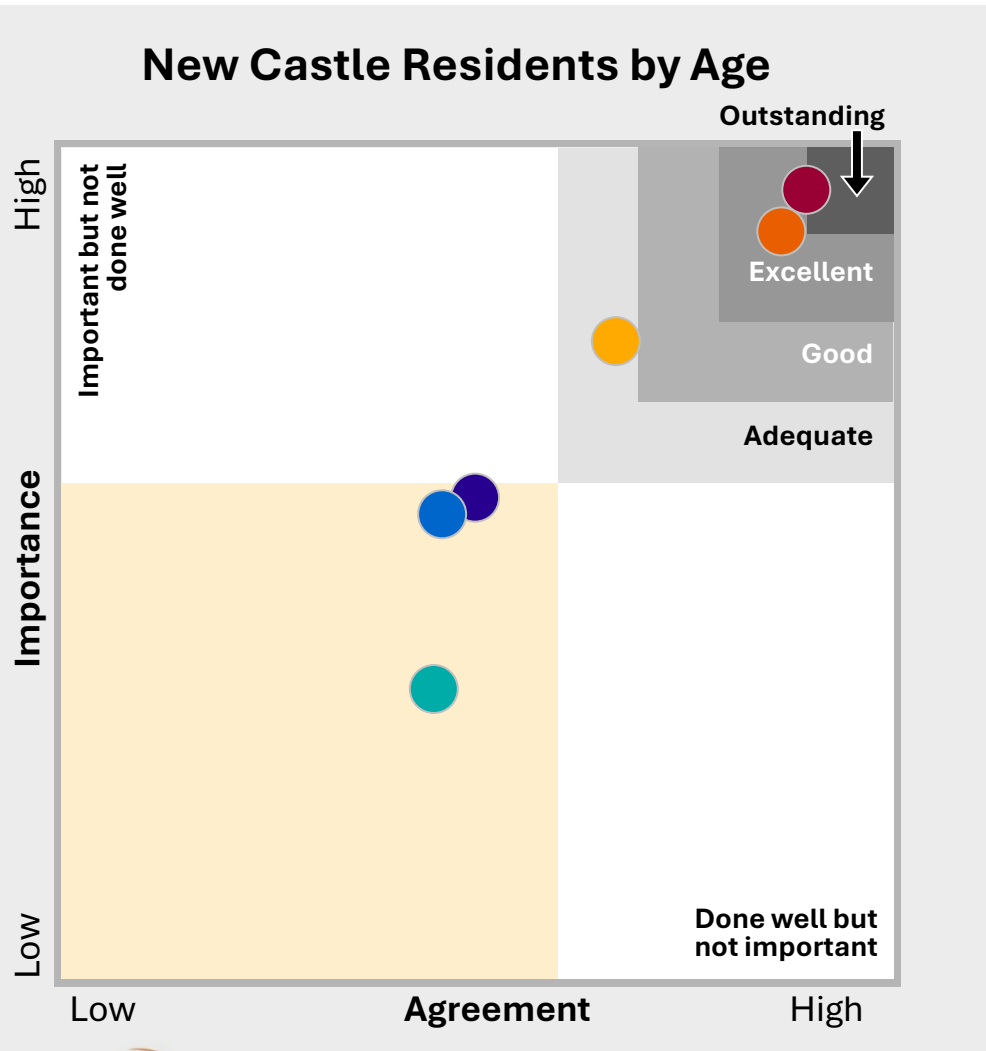
Question 1. It would be good for my neighborhood to be allowed to construct accessory dwelling units on our property.

New Castle Residents by Neighborhood



Stakeholder	Response Count
Shawtown	---
Van Dyke Village	---
Historic District	---
Boothhurst	---
Other 1	---
Other 2	---
Other 3	---
Other 4	---
Other 5	---
Undefined	---

Question 1. It would be good for my neighborhood to be allowed to construct accessory dwelling units on our property.



Stakeholder	Response Count
18 to 24	---
25 to 34	---
35 to 44	---
45 to 54	---
55 to 64	---
65 or over	---

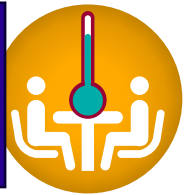
Delivery Methodology

Appendix Materials



Sentiment Barometer Methodology

New Castle please note: the proposed shorter study will take about 5 minutes for a respondent to complete. This methodology is for a more complex study.



Less than 5 minutes from respondents generates deep insight into the relationship.

Time	Initiate: 1-2 days	Test: 10 days elapsed time	Report: 5 days elapsed
Primary Activities	<p>Introductory meeting if required with either or both executives or program leaders</p> <p>Client executive/program leader identifies candidates to respond for both client and provider team (can be done by email or in introductory call)</p> <p>Stakeholder group names are identified (if not, standard set of stakeholders are used)</p> <p>Dates set for study start, close, and communications</p> <p>Initial communication of intent to perform this study sent by both client and provider executives</p> <p>Optional kickoff meeting if desired by the participants</p>	<p>Finalize initial communications</p> <p>Day 1: Client and provider executive send first request emails to participants with URLs for study – each stakeholder group receives unique URL</p> <p>Marvel DC monitors response against expectations and provides updates</p> <p>Day 5: Client and provider executive send second request to participate</p> <p>If required, third request is sent on Day 8</p> <p>If there is a response challenge, Marvel DC works with the company to address it</p>	<p>Analyze data</p> <p>Prepare and deliver graphical results; deliverable for wider distribution prepared as directed by client and provider</p> <p>Prepare recommendations for each party and both parties (3 separate sets)</p> <p>Discussion with executives on how to proceed</p>
Deliverables	<p>{ W }</p> <ul style="list-style-type: none"> List of respondents from both companies by stakeholder group Initial communication letter complete and sent Draft invitation letters for client/provider review Survey instruments prepared for both parties (Optional) Kickoff meeting for participants 	<ul style="list-style-type: none"> Final invitation letters Final URLs for both parties Ongoing support of survey process 	<p>{ W } { W } { W }</p> <ul style="list-style-type: none"> Report with recommendations for both parties (Optional) Workshops with each party and a joint workshop; workshops must be completed within 2 weeks of report delivery Roadmap to help both parties improve their understanding of the services relationship and be able to work effectively together

{ W } Optional Workshops



How the Sentiment Barometer Study is Delivered

New Castle please note: delivery will be scaled to city however this gives you an idea of how it is done.

The Engagement Model

- The provider engages both their own account team and the client team
- Provides the overall service level report (optional but can be summarized; insight is helpful into the state of services to the extent possible)
- The study is anonymous; respondents are only asked to identify their role (stakeholder group) in the services relationship; even role may be pre-determined in the study design so respondent only answers questions.
- Both teams validate that the stakeholder group names are accurate for the account if possible. There are a standard set of stakeholder groups, but these can be tweaked as needed
- At least 2 (and as many more as possible) respondents from each stakeholder category on both sides are suggested. Alternatively, the stakeholders can be aggregated into a single score though this provides less insight and actionable data. Each stakeholder group can receive a unique URL.
- Invitation should come from the highest-ranking person possible on both the provider and client side. There is existing suggested invitation and reminder language to ensure respondents understand their responses are anonymous and they are highly encouraged to be honest and frank, and the survey takes less than 15 minutes. A separate email with unique URL for stakeholder group must be prepared and sent; users do not need to be aware of this segregation.
- The best response comes the invitation from an internal email.
- Survey open for 10 days; individual engagement results ~5 days later

The Deliverable by Client Engagement

- Outcomes will be reviewed, and deliverable will include recommendations for both provider and client for specific actions
- The quadrant charts by question and the summaries provide a detailed roadmap of gaps in perception and awareness of terms of reference to the contracted services for both parties
- Follow-up recommended meetings to explain results and discuss recommendations to both parties:
 - 1.5 hours with provider
 - 1.5 hours with client
 - 1.5 hours with combined team to develop a roadmap to improve the relationship
- Additional consulting can be added as desired

The Deliverable by Total Engagement

- For engagements involving multiple accounts, data will be averaged across the total number of accounts for a high-level view
- Data will be analyzed by category with observations of patterns in groups of clients or all clients



Relationship Barometer Assessment Methodology

Analysis

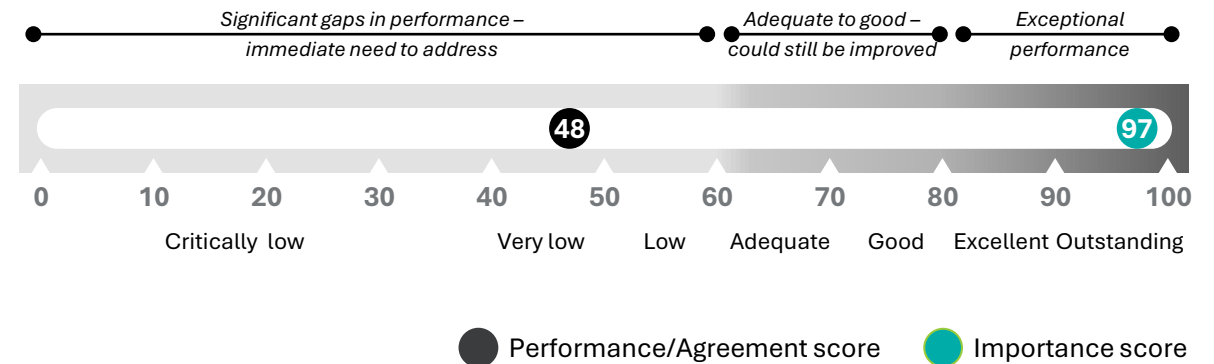
Average satisfaction scores are calculated for each question based on stakeholder group. The standard five-point Likert scale has been converted to an average satisfaction score represented as a figure between zero and 100. The following ratings table displays the conversion.

Scale	1	2	3	4	5
Factor	0	25	50	75	100
	Highly dissatisfied	Dissatisfied	Neither satisfied or dissatisfied	Satisfied	Highly satisfied

An index has been calculated for each section as an average of the questions asked for the specified section.

Interpreting the results

In our experience with surveys over the past decade the following scale can be used as a general interpretation of the results.





Cynthia Batty

Advisor

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- Design Intelligence – Cynthia created Design Intelligence in 2024 to provide consulting to providers and clients on relationship assessments, transformation support and improving RFP responses.
- Marvel DC – Cynthia is a consultant for Marvel-DC, bringing 25 years of sourcing experience and collegial relationships with most of the Marvel-DC staff dating back a decade and more. Cynthia has advised on IT tendering, contract creation and sourcing implementations, managed services transition, client-service provider governance optimization and operating process alignment, and transformation/organizational change management and communications across multiple industries.
- Governance – Cynthia has advised many of the Fortune 50 companies on how to manage their provider relationships, ensuring that the expected value and innovation from the contractual relationship is realized. She developed key assessments for sourcing maturity, sourcing capability, and an assessment to determine how well both sides in a relationship understood the basic terms of reference of their relationship. Each of these studies allowed both the provider and client to focus on areas of improvement so that they could realize better services and have a quality relationship. Transaction types included IT infrastructure, cloud services, application development, financial back office, and actuarial valuation outsourcing, and more. She served clients in the Banking, Insurance, Energy, and Public Sector areas, among many others. She is the author of many white papers on Relationship Governance.
- Career History – At ISG, Cynthia was both a director providing consulting services to clients, and for six years, the Chief Knowledge Officer of the firm. She was a key developer of ISG’s FutureSource sourcing methodology and developed the materials, processes, and templates for the firm to deliver this innovative sourcing approach. She developed the ISG approach to provider governance, including the process models, assessments, templates, role descriptions, service level training, and more; her work is behind the ISG business ISG Governance Services.
- Prior to joining ISG in 2003, Cynthia was Vice President, Operational Systems at Simon & Schuster, and before that had many roles at the Agfa division of Bayer, Inc., managing typeface production, licensing and marketing, industry relations, competitive intelligence, and market research.
- Cynthia serves on the Municipal Planning Commission of New Castle, Delaware.



ADU Barometer

Statements

Description for top of survey

The City of New Castle is considering amending zoning laws to permit the addition of accessory dwelling units to existing homes in the city. An accessory dwelling unit (ADU) is a small, independent residential dwelling unit located on the same lot as a single-family home. It is typically smaller than the principal residential building and located on the same lot. An ADU provides complete independent living facilities, including its own cooking, sleeping, and sanitation facilities, and may be:

- a conversion of an existing dwelling unit into two living spaces or units
- a detached dwelling unit
- a dwelling unit attached to the primary dwelling a dwelling unit that is part of an accessory structure such as a detached garage or a converted portion of a garage.

These accessory dwelling units may be occupied by family members, caregivers, or rental tenants, depending on the zoning laws.

Categories	Statement number	Perception Statement	Required?	Perception Response
Demographic	Statement D1	Please tell us your age range.	Yes	18 to 24 25 to 34 35 to 44 45 to 54 55 to 64 65 or over
Demographic	Statement D2	Please tell us your neighborhood.	Yes	Need complete list. Shawtown Van Dyke Village Historic District Boothhurst Etc. Other (please explain)
Demographic	Statement D3	Are you a renter or an owner?	Yes	Owner Renter Other (optional explanation)
ADU	Statement 1	It would be good for my neighborhood to be allowed to construct accessory dwelling units on our property.	Yes	Strongly Disagree, Disagree, Neither Disagree nor Agree, Agree, Strongly Agree
ADU	Statement 2	Having the ability to add an accessory dwelling unit on my property would improve my quality of life.	Yes	Strongly Disagree, Disagree, Neither Disagree nor Agree, Agree, Strongly Agree
ADU	Statement 3	It would be good for the accessory dwelling unit to be able to be rented out to a tenant.	Yes	Strongly Disagree, Disagree, Neither Disagree nor Agree, Agree, Strongly Agree
ADU	Statement 4	The parking for the accessory dwelling unit should be provided on the property and not on the street.	Yes	Strongly Disagree, Disagree, Neither Disagree nor Agree, Agree, Strongly Agree
ADU	Statement 5	New Castle has enough affordable apartments and houses for people to live here.	Yes	Strongly Disagree, Disagree, Neither Disagree nor Agree, Agree, Strongly Agree
ADU	Statement 6	WHAT ELSE?	Yes	Strongly Disagree, Disagree, Neither Disagree nor Agree, Agree, Strongly Agree
Leadership	Statement 7	I am comfortable that the City of New Castle will make the right decision for our neighborhood on accessory dwelling units.	Yes	Strongly Disagree, Disagree, Neither Disagree nor Agree, Agree, Strongly Agree
Other comments		Please tell us if you have other comments related to these statements. You may write as much as you like.	No	
Other comments		If you would like to be contacted to discuss this further, please provide your name and phone number or email.	No	

Agreement Statement	Agreement Response	Notes
Please rate the importance to you of the statement above	Completely unimportant, Unimportant, Neither unimportant nor important, Important, Very important	
Please rate the importance to you of the statement above	Completely unimportant, Unimportant, Neither unimportant nor important, Important, Very important	
Please rate the importance to you of the statement above	Completely unimportant, Unimportant, Neither unimportant nor important, Important, Very important	
Please rate the importance to you of the statement above	Completely unimportant, Unimportant, Neither unimportant nor important, Important, Very important	
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