

Chapter 9 - Institutions - William and Mary & Colonial Williamsburg - Draft 2

Since its establishment in 1699, Williamsburg has been defined by its major public institutions. William & Mary and Bruton Parish Church preceded the City and were its first institutional partners. The **Virginia's** colonial government was based here from Williamsburg's founding in 1699 until the capital was moved to Richmond in 1780. The Publick Hospital, which became Eastern State Hospital, was a major presence in the City from 1773 until completing its move to James City County in 1970. Finally, the Colonial Williamsburg Foundation traces its origin to 1926 when John D. Rockefeller, Jr. began the restoration of the Colonial Capital. William & Mary and Colonial Williamsburg comprise 43% of the City's total land area. This chapter will discuss the impact of these two institutions on the City.



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WILLIAM & MARY

William & Mary, one of the nation's premier state-assisted liberal arts **university** has played an integral role in the City from the start. The university was chartered in 1693 by King William III and Queen Mary II, and is the second oldest **higher** educational institution in the country. William & Mary's total enrollment in the fall of 2018 was 8,817 students, 6,377 undergraduate, 1,830 undergraduate and 610 first professional students. The university provides high-quality undergraduate, graduate and professional education, and is comprised of the Schools of Arts and Sciences, Business Administration, Education, Law, and Marine Science. The university had 713 full-time faculty members and 182 part-time faculty members in 2018/19.

The centerpiece of the university is the Wren Building, attributed apocryphally to the English architect Sir Christopher Wren. It is the oldest academic building in continuous use in the United States, constructed between 1695 and 1699, prior to the founding of Williamsburg. The Wren Building, together with the Brafferton (1723) and the President's House (1732), comprise the Historic Campus of William & Mary. The restoration of the Wren building was the first project undertaken in Williamsburg by John D. Rockefeller, Jr. Along with the restored Colonial Williamsburg Historic Area, this original campus is a character defining feature of Williamsburg.



Rendering from The College of William and Mary 2015 Campus Master Plan

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Physical Improvements

- The Historic Campus served the needs of the university from 1693 until 1920.
- From 1920 until 1950, the “Old Campus” was developed west of the Wren Building to the Crim Dell area.
- The “New Campus” was developed in the 1960s with buildings of a modern design.
- Strategic infill took place between 1980 and 2002.
- Since 2005, William & Mary has completed construction or renovation of :
 - The Jamestown Residence Halls on Jamestown Road which house 388 students;
 - The School of Business at the northwest corner of Jamestown Road and Ukrop Way provides 160,000 square feet of classroom, office and meeting spaces;
 - A Parking Garage on Campus Drive adjacent to Adair Gymnasium;
 - The 112,000 square foot School of Education on Monticello Avenue;
 - The Integrated Science Center Phases I, II & III on Landrum Drive;
 - The Cohen Career Center adjacent to the Sadler Center;
 - The Jimmy Laycocke Football Facility on Gooch Drive;
 - The Lake Matoaka Amphitheater;
 - Eleven new Fraternity Houses along Ukrop Way with 187 beds;
 - Tucker and Tyler Halls on the old campus;
 - Tribe Square (56 beds in 14 four bedroom apartments);
 - Richmond Hall;
 - One Tribe Place;
 - Shenkman Jewish Center on Jamestown Road;
 - Landrum Hall;
 - Smith-McGlothlin grandstand;
 - Wren Ramp.



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Projects under construction:

- West Utilities Plant;
- Alumni Center Renovation & Expansion (projected completion Spring 2020);
- Fine Arts Phase 1 & 2 (projected completion Summer 2021);
- Reveley Garden.

Projects in the pre-planning stage:

- Muscarelle Museum Renovation & Expansion;
- Sadler Center West Addition;
- **ISC4** Integrated Science Center Phase 4.

Future Projects based on the Campus Master Plan:

- Renovate portions of Swem Library;
- Renovate Ewell Hall;
- Construct Fine Arts Phase III;
- Renovate Campus Center;
- Renovate additional dormitories;
- Renovate Washington Hall;
- Kaplan Arena Improvements;
- Renovate Adair Hall;
- Replace Jones & Morton Halls;
- Replace Commons Dining Hall.

Planning Issues-Cooperative Planning Goals

William & Mary, as an arm of the Commonwealth, is exempt from City land use regulation, making ~~This~~ makes it particularly important that the university and the City work together to preserve Williamsburg's very special character. The City does not wish to interfere with the university's ability to plan and decide on land use issues interior to the campus, but becomes concerned if peripheral land uses create ~~these~~ issues affecting adjoining City neighborhoods, commercial areas and historic areas.



~~While many college towns have given up on close-in residential neighborhoods adjacent to campus, Williamsburg will not surrender the character and livability of these valuable and historic neighborhoods. It is important for the City and William and Mary to work together for the betterment of both entities while protecting our neighborhoods. Seeking more input from City Boards for proposed project adjacent to the City will help build positive relationships between our neighborhoods, the City and William and Mary.~~

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Architectural Character

The architectural character of the university is of utmost importance to both the university and the City. Recognizing the ~~importance~~ **significance** of this issue, the university developed a Campus Design Guidelines Report in May, 2003. This document formulates design guidelines to help re-establish the consistency of planning and design principles exemplified in the Old Campus, and envisions “a unified campus image and character based on the historic expression of the Old Campus and the Sunken Garden Quadrangle, formulated on a new framework of clearly organized pedestrian pathways and public spaces. The disparate images portrayed by multiple existing campus precincts will be consolidated into a seamless transition between three newly defined campus landforms: North Campus, South Campus and West Woods.” The general architectural framework in this report **echoes** the urban design concerns expressed in Chapter 4 – Community Character as well as in the Design Guidelines adopted by the City’s Architectural Review Board. The university and the City need to work cooperatively ~~together~~ to make sure that new buildings constructed on ~~the~~ campus complement the character of the surrounding City



neighborhoods, and that new construction in the City does the same for the character of the university. The area adjoining the Old Campus is located in the City’s Architectural Preservation District, and the New Campus adjoins the Corridor Protection District along Jamestown Road and Monticello Avenue.

Student Housing

William & Mary’s total enrollment in fall of 2018 was 8,817 students, which includes 6,377 undergraduates, 1830 graduate and 610 first professional students. Of the 6,377 undergraduates, 6,300 were enrolled as full time students (99%). Of the 2,440 graduate and first professional students, 1,686 were enrolled as full-time students (69%).

William & Mary Fact Book: Enrollment

Table ENR-1.1. 10 Year Fall Enrollment by Level, 2009-2018.

Fall	Total	Undergraduate	Graduate	First Professional
2018	8,817	6,377	1,830	610
2017	8,740	6,285	1,848	607
2016	8,617	6,276	1,707	634
2015	8,484	6,301	1,542	641
2014	8,437	6,299	1,509	629
2013	8,376	6,271	1,473	632
2012	8,258	6,171	1,456	631
2011	8,200	6,071	1,484	645
2010	8,000	5,898	1,468	634
2009	7,874	5,836	1,400	638

Source: Office of Institutional Research Headcount Files
 Note: Includes all enrolled students: full-time, part-time, and unclassified.

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On-campus housing is available for 5,065 residents (57% of total students). Since 2011 William & Mary added 771 beds to its housing inventory. In February 2019, the university announced plans for a sophomore year experience with a required on-campus residential component beginning with the Class of 2023.

There is a great demand for student housing on campus and in the area surrounding the university, which has an impact on the largely single-family neighborhoods adjacent to the university along Richmond Road and Jamestown Road. It is the responsibility of the College to provide an appropriate amount of student housing on the campus. Additionally, City regulations were developed to encourage appropriate student-oriented housing off-campus to supplement the housing provided by the university.

The following apartment/bedrooms have been added adjacent to the university to provide additional student housing since 2010:

- Tribe Square (2010) at 249 Richmond Road provides 14 four-bedroom apartments with 56 beds with 10,634 square feet of first floor commercial;
- Prince George Commons (2011) at 525 Prince George Street provides seven one-bedroom apartments on the second floor with 9,770 square feet of commercial on the first floor;

- City Lofts (2012) at 1406 Richmond Road provides 95 one-bedroom apartments with up to 143 student beds.
- Griffin Arms (2013) at 515 Prince George Street with eight 3-bedroom apartments on the second and third floors with 3,808 square feet of commercial on the first floor.
- One Tribe Place (2013) at 415 Richmond Road purchased by William & Mary as a student dormitory.
- Richmond Hall (2017) at 902 Richmond Road as a student dormitory with 102 rooms.
- Midtown Row (2018) at 215 Monticello Avenue approved as student oriented housing with 240 apartments with 620 beds and 68,500 square feet of commercial on the first floor of the four new buildings.

In addition to these projects, there are other options that can help meet the need for student housing:

- Construction of additional student housing on the main campus.
- Construction of new multifamily units in the Midtown Planning Area as redeveloping all or a portion of the Lawson Apartments on Mount Vernon Avenue for higher density student apartments. See Chapter 8 – Commercial and Economic Development for more detailed information on the Midtown Planning Area.
- Construction of new multifamily units planned for High

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Street Williamsburg, Quarterpath at Williamsburg, and in the Downtown area. While these are not planned specifically as student housing, these new units will give students wishing to live off-campus additional options outside of the traditional close-in City neighborhoods. See Chapter 10 – Commercial and Economic Development for more detailed information on these areas.

Commercial Development Adjacent to the Main Campus

One of the successes of the City's planning efforts in the last ten years is the redevelopment of the College Commercial area on the north side of Richmond Road between Armistead Avenue and Scotland Street and the Downtown area to provide more businesses to serve students on the main campus. The following businesses have located in these areas since 2010:

- The Cooke Building/747 Scotland Street - Brickhouse Tavern (2014) & Cultural Cafe (2016)
- Tribe Square/249 Richmond Road - Chick-A-Fil-A (2018) & W&M's Entrepreneurship Hub & Launchpad (2019)
- Triangle Building/200 Armistead Avenue - Rick's Cheesesteak (2015) & Luck Kee Hair (2017) & Justified Bakeshop (2018).
- Prince George Commons/521 Prince George Street - Amber

Ox (2017) & Three Sisters Boutique (2016)

- Griffin Arms/515 Prince George Street - The Hounds Tale (2015) & Oishii (2015)
- Imperial Building/501 Prince George Street - The Barkery (2018)
- Hitchens Building/441 Prince George Street - Lokal Foods & Meats (2016)
- Armistead Building/421 Prince George Street - Quirks of Art (2017) & Kilwin's (2015)
- Shops on Henry/110 S Henry Street - Mellow Mushroom (2018), Precarious Beer Hall (2019) and Secret Garden (2019).

Other nearby locations with commercial expansion that will also serve student needs are the Arts and Cultural District Mixed Use area between Brooks Street and Bacon Avenue ~~the Williamsburg Shopping Center~~, and redevelopment of Monticello Shopping Center and Midtown Row ~~Shopping Center~~ (see Chapter 10 – Commercial and Economic Development).

William & Mary's administration and the William & Mary Real Estate Foundation should work closely with the City's Planning Department and Economic Development ~~Manager Director~~ to help encourage appropriate redevelopment in these areas.

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While the City's Architectural Review Board **does not review state owned property**, it should closely review the design of any new proposed building **by the W&M Real Estate Foundation, W&M Endowment Association and other non-state owned entities affiliated with W&M** before approving the demolition of existing buildings to make sure that the proposal conforms to the City's Design **Review** Guidelines.

Traffic and Parking

Traffic flow and parking in and around the university is an important concern for the City, and resulted in the Jamestown Road Area Traffic and Parking Study, prepared for the City and William & Mary by Kimley Horn and Associates in 2004. Issues that were addressed by the study included improvements to sidewalks and crosswalks, geometric improvements to the Ukrop Way/Jamestown Road intersection, improvements to the residential permit parking program, consideration of traffic calming measures for the Griffin Avenue/Newport Avenue cut-through traffic, and consideration of a roundabout at the College Corner intersection.

The College Corner Transportation Study in 2005 further studied the College Corner intersection, and recommended that a roundabout not be constructed because vehicular/pedestrian conflicts make it operationally difficult. The university and the

City should work closely together on any future projects that create traffic and parking impacts on City neighborhoods adjoining the campus.

William & Mary has hired Walker Parking as a consultant to provide a parking and transportation study. The purpose of the study is to assist and guide W&M in future decisions regarding facilities, operations, and the general business of parking and transportation. This includes building on previous work that Walker performed in 2012-13. The project includes a study of existing parking and transportation demand conditions, stakeholder input, an analysis of parking and transportation demand, and a solutions study aimed at providing specific recommendations to encourage and maximize, or optimize, the use of the W&M parking and transportation system.

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Pedestrian and Bicycle Facilities

Pedestrian and bicycle facilities are an important part of the university, and the following improvements have been completed or have approval:

- ~~Installed~~ Bike lanes on Richmond Road from Scotland Street to College Corner.
- ~~Installed~~ Bike lanes on Jamestown Road from Ukrop Drive to College Corner.
- Monticello Avenue multi-use trail from Ironbound Road to Treyburn Drive (completion Summer 2020).
- Sidewalk on Compton Drive from Brooks Street to Monticello Avenue (2021).
- Midtown Row cycle track on Monticello Avenue. (Summer 2021).
- Midtown Row multi-use path along Richmond Road. (Summer 2021).
- Strawberry Plains & John Tyler multi-use trail (Study 2021).

Facilities needed:

- High Street Williamsburg is a major destination for students. A bicycle and pedestrian link has been completed from the main campus to the new School of Education, but there is no connection from the School of Education to the sidewalk on Treyburn Drive, which connects to High Street. A sidewalk needs to be extended all the way to Monticello Avenue, and a signalized pedestrian crosswalk at the Treyburn/Monticello Avenue intersection. The university will need to work with the Virginia Department of Transportation to implement this improvement, since VDOT maintains and controls the intersection.
- A pedestrian connection (crosswalk) needs to be made at the north end of Treyburn Drive at the Ironbound Road intersection, connecting the bicycle and pedestrian facilities to the Dillard Complex and Plumeri Park.
- A sidewalk is needed along the north side of Jamestown Road in front of Phi Beta Kappa Hall.

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THE COLONIAL WILLIAMSBURG FOUNDATION

~~Colonial Williamsburg has attracted more than 53 million visitors since 1932. This 301-acre area encompasses the majority of the 18th Century Colonial Capital, established in 1699. Williamsburg flourished for the next 80 years, until the capital was moved to Richmond in 1780. The removal of the capital began a period of decline until 1926 when John D. Rockefeller, Jr. inspired by Reverend W. A. R. Goodwin, began the restoration of the colonial city.~~

~~Colonial Williamsburg is owned and operated by The Colonial Williamsburg Foundation, a not-for-profit organization. The Foundation is charged with running the 301-acre Historic Area, a “living history” museum that encompasses most of the 18th century Colonial Capital.~~

~~In 1926, inspired by the Rector of Burton Parish, Reverend W. A. R. Goodwin, John D. Rockefeller, Jr. began the restoration and reconstruction of Virginia’s Colonial Capital. Since then, the 301-acre restored city and museum known as the Colonial Williamsburg Foundation has attracted more than 53 million visitors.~~

Colonial Williamsburg’s Historic Area features more than 173 acres of landscaping and greenspace along with more than 620 structures, some dating back to the late 17th century, The Colonial Williamsburg Historic Area and its surrounds have over 620 structures dating from the late 17th through the 21st century that contribute to its National Historic Landmark District designation. Of these structures, 88 are considered to be original, with additional structures either having been built on original foundations, containing original elements, or built based on other evidence of their existence. Notable buildings include the Governor’s Palace, the Capitol, the Courthouse, Bruton Parish Church, Raleigh Tavern and the Powder Magazine. ~~Eighty acres of gardens and greens have also been recreated.~~ The Colonial Williamsburg’s Historic Area is the centerpiece of the City’s Architectural Preservation District (see Chapter 4 – Community Character).

~~The Colonial Williamsburg Foundation preserves and interprets the Historic Area, as described by Colonial Williamsburg Foundation President Colin Campbell:~~

The Historic Area is the core of the Colonial Williamsburg Foundation. It is the focus and a resource for our education efforts and has, ~~indeed for everything we do.~~ It is a remarkable collection of original buildings and reconstructions, trade sites

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and shops, greens and gardens, livestock and rare breeds, coaches and wagons, four taverns working in eighteenth-century fashion, and three-hundred-year old boulevards and byways. No wonder that, when he visited the Williamsburg Restoration, President Franklin Roosevelt proclaimed our central thoroughfare, the mile-long Duke of Gloucester Street, “The most historic avenue in all America.”

~~In 2012 the Foundation’s mission expanded to include its role as America’s center for history, citizenship and democracy, reflecting the evolution of programming over the previous decade and emphasizing a more significant international presence.~~

The Foundation operates two world class museums, the DeWitt Wallace Decorative Arts Museum, the Abby Aldrich Rockefeller Folk Art Museum and Bassett Hall (together know as the Art Museums of Colonial Williamsburg) as well as the John D. Rockefeller Jr. Library. Additionally, the Foundation is extensively involved in educational outreach, including through the donor-funded Teacher Institute.

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The Historic Area

The Colonial Williamsburg Historic Area defines the character and **helps to drive** the economy of the City. **In 2018, The Foundation employed 1,928 full and part-time employees.** Initially conceived as areas on and near Duke of Gloucester Street with concentrations of restored buildings, the Historic Area has evolved and grown since the Restoration began in 1926. In 1939, formal boundaries of the “Restored Area” were established, which included areas along Duke of Gloucester, Francis and Nicholson Streets, and the adjoining historic campus of William and Mary. This was expanded in 1949 to include Waller Street and more of the east-west streets. The official name was changed to the “Historic Area” in 1962, and 1968 saw an expansion to include the Public Hospital and Custis blocks, the Timson house and several other areas. In 2002, 128 acres were added to the Historic Area, consisting of areas adjacent to the Custis garden site **(currently under archaeological excavation)** and the Williamsburg Inn, Bassett Hall and its surroundings, and the pasture northwest of the Timson House.

In 2009, Duke of Gloucester Street was designated as one of America’s Great Streets by the American Planning Association. The City’s planning and zoning regulations have always kept the protection of this important national resource as a high priority.

The “Historic Colonial Area” zoning district was established with the City’s original zoning ordinance in 1947, and enabled the Board of Zoning Appeals to permit the restoration or reconstruction of colonial buildings, and to allow their uses for uses that existed in the 18th Century. Additional controls were administered by a Board of Architectural Consultants established in 1958, which approved the architectural design of buildings. The regulations were refined to their current state in 1991, when a separate “Colonial Williamsburg Historic Area” zoning district was created, and when the Board of Architectural Consultants became the Architectural Review Board, reviewing the architectural character of the Architectural Preservation District which included the Historic Area.

The interpretation of the Historic Area is Williamsburg’s most important attraction, illustrated by Colonial Williamsburg’s credo: “That the future may learn from the past.” Colonial Williamsburg, along with other history museums nationwide, is dealing with changing demographic and public tastes, competition with other vacation destinations, and a decline in the appeal of historic attractions.

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Resort Facilities

Colonial Williamsburg offers 826 ~~guest hotel~~ rooms and suites in ~~five diverse facilities~~ four distinct hotels (The Williamsburg Inn, Williamsburg Lodge, Autograph Collection, Williamsburg Woodlands Hotel & Suites and ~~Cascades &~~ Griffin Hotel), along with 26 Colonial Houses located in the Historic Area, ~~through a wholly-owned for profit subsidiary~~. A 30,000 square foot spa and fitness center, 45 holes of golf, tennis and other recreational facilities are also offered. In addition, Colonial Williamsburg operates four unique historic dining ~~to its four historic~~ taverns (King's Arms, Chowning's, Christiana Campbell's & Shields) and ~~seven two~~ hotel restaurants and ~~one freestanding restaurant~~ are located in the ~~MS Museum Support District~~.

~~The majority of the resort activities~~ Resort activities are scheduled montlly and occur throughout the campus, some activities require reservations and/or additional fees. Most of the recreational activities are located south of the Historic Area between South England Street and Quarterpath Road via the The Spa of Colonial Williamsburg, The Golden Horseshoe Golf Club and Williamsburg Inn Tennis Club. ~~and include the Williamsburg Inn, the Williamsburg Lodge and Conference Center, Spa and the Golden Horseshoe golf courses.~~

In the past, this area has been designated as a combination of Colonial Williamsburg Support land use (hotel and conference facilities) and Parks, Parkway, Recreation land use (golf courses). To more clearly differentiate this area, it is now designated as Colonial Williamsburg Resort land use. This land use is implemented by the existing MS Museum Support District and RS-1 Single Dwelling zoning districts.

Support Facilities

Supporting the Historic Area is a wide array of facilities, including the Visitor Center on Visitor Center Drive, Bruton Heights School Education Center north of the Historic Area, the Stable complex on Lafayette Street, and the Vehicle Maintenance Facility on Route 60 East. A new musket range opened in 2016 on South England Street. Major renovations to the Williamsburg Inn were completed in June 2017. Also, in 2017, The Foundation broke ground on a 65,000 square foot ~~for the~~ expansion of the Art Museums of Colonial Williamsburg which will hold it's grand opening in spring 2020~~is scheduled to open in the fall of 2019~~. Renovations to the Williamsburg Lodge were completed in July 2018. These uses are designated as Colonial Williamsburg Support land uses, implemented by the MS Museum Support zoning district.

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Planning Issues Cooperative Planning Goals

The Colonial Williamsburg Foundation is subject to the City's land use regulations, and it is important for the Foundation and the City to work together to preserve the special character of both the City and the Colonial Williamsburg Historic Area. The importance of this cooperative relationship is illustrated by the fact that the Foundation is both the City's largest taxpayer and the largest property owner.

Architectural Character

The maintenance of the architectural character of the Historic Area and the surrounding area is a critical planning issue. Over the years, the City has built upon the skill and expertise of Colonial Williamsburg staff, supplementing their knowledge and expertise in the restoration of the Historic Area with complementary City regulation of land use and architectural character. While the Foundation's stewardship of the Historic Area is unmatched, the continued disposition of properties to **private ownership** surrounding the Historic Area makes the City's role in protecting its setting even more important. The City's Architectural Review Board ~~needs to~~ work closely with developers to ensure that new buildings constructed along the edges of the Historic Area complement its quality and character.

Open Space

The Colonial Williamsburg Historic Area is an essential element of the City's open space system, particularly in its relationship to the Downtown area. Coupled with the campus of the William & Mary, the 301 acre Historic Area provides the City with a quantity and quality of open space that is unmatched by any other City in the Commonwealth.

Merchants Square

Merchants Square is the City's premier commercial area **offering more than 40 restaurants and shops**. It is ideally situated between the Colonial Williamsburg Historic Area and William & Mary. It was developed by Colonial Williamsburg in the 1930's, and has evolved into both a tourist shopping area and a regional shopping and dining destination. Merchants Square, the Williamsburg Lodge and the Williamsburg Inn now comprise a historic district recognized on the National Register of Historic Places.

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The City has been involved in planning for Merchant's Square since the 1953 Comprehensive Plan. Recent City activities in the area are: the construction of the Prince George Parking Garage and the completion of streetscape improvements for Prince George Street and North Henry Street.

~~Chapter 10—Commercial and Economic Development proposes zoning changes for Merchants Square and the areas to the north and south that will provide opportunities for increasing the number of permanent residents, thereby enhancing the economic and social vitality of the downtown area, and enabling it to continue to function as a true mixed-use development.~~

Traffic and Parking

Traffic flow and parking in and around the Historic Area and Merchants Square is important both for the Foundation and the City. Parking has long been a cooperative venture, with the City policing parking lots that are owned and maintained by the Foundation.

A Downtown Parking Study was completed by Walker Parking Consultants in September of 2016. The goals of the parking system are centered on providing the most efficient and friendly parking experience to patrons and visitors. Walker's recommendations for the City incorporate the following strategies

that promote effective management of the downtown parking supply:

- Prudent use of available parking technologies;
- Clear, effective on-street parking enforcement;
- Assistive zoning strategies, such as shared parking provisions for new development;
- Clear and understandable signage and wayfinding;
- Management of available on-street and off-street parking demand.

Traffic and parking will be discussed in more depth in Chapter 8 Community and Economic Development.

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RECOMMENDATIONS:

Work with the university to:

- ~~Work with the university to~~ Evaluate, coordinate and implement recommendations of the parking study performed by Walker Parking in the Summer of 2019.
- ~~Work with the university to~~ Investigate active modes of transportation for not only students but residents of the City to safely navigate campus and the City. ~~investigate the use of a bike share or scooter program both on and off campus.~~
- ~~The university needs to~~ Construct a sidewalk from the school of education to Monticello Avenue.
- ~~Work with the university to~~ Construct a bicycle and pedestrian connection at the north end of Treyburn Drive at the Ironbound Road intersection.
- ~~Work with the university to~~ Construct a sidewalk along the north side of Jamestown Road in front of Phi Beta Kappa Hall.
- William & Mary should actively collaborate with City Board and staff to

RECOMMENDATIONS:

Work with the Foundation: ~~Colonial~~ Williamsburg Foundation

- To update infrastructure (such as Wi-Fi, streets, signage bathrooms and lighting) in the Historic Area and Downtown to enhance the visitors experience.
- ~~Work with the Foundation~~ On assessing the future of the Visitor Center, Place Farms and the Governor's Inn property.
- ~~Work with the Foundation~~ On filling vacancies in Merchants Square to include the Goodwin Building and the vacant space formerly occupied by Binns.
- ~~Work with the Foundation~~ On assessing the potential for expansion of Merchant's Square to the south to include parking necessary for any expansion.
- Encourage a mix of stores Downtown to attract a cross-section of the community to include visitors, students and residents.
- To keep the Kimball Theater open in Merchants Square as a functioning live performance auditorium and movie theater venue.