

# Project Understanding

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**“A CITY IS NOT AN ACCIDENT  
BUT THE RESULT OF COHERENT  
VISIONS AND AIMS.”**

**– LEON DRIER, THE ARCHITECTURE  
OF COMMUNITY.**



Beginning with a decree by the Virginia General Assembly in 1633, the City of Williamsburg has been planned for and consciously designed to be an economical, efficient, and desirable community. John D. Rockefeller Jr. had vision in 1926 when he reinvested in the City’s history and the City itself has continued to encourage new development on scale and in character of the original town with each subsequent Comprehensive Plan over the last 60 years. The 2013 Comprehensive Plan outlines several key initiatives relative to economic vitality and transportation, including:

- Encourage high quality commercial and institutional development consistent with the character of the City in order to expand the City’s economic base.
- Identify areas suitable for infill development and redevelopment, and develop strategies to encourage such development and redevelopment.
- Support the economic development goals of the City’s Economic Development Authority as reflected in the EDA’s Economic Development Strategic Plan.
- Cooperate with the Colonial Williamsburg Foundation, the College of William and Mary, and Riverside Healthcare Systems to coordinate their land use planning and economic development efforts with the City’s Comprehensive Plan and Economic Development Strategic Plan.
- Improve and expand bicycle and pedestrian facilities as an important part of the transportation system, with special emphasis on filling in gaps to create a safe and interconnected system with connections to transit services.
- Support the Williamsburg Area Transit Authority’s provision of an acceptable level of transit service for the Williamsburg area, including the continuation of the Williamsburg Trolley service, an improved system of bus shelters, and maintaining a regional multimodal hub at the Williamsburg Transportation Center.
- Incorporate traffic-calming measures in appropriate locations to minimize traffic impacts on the City’s neighborhoods. D. Evaluate existing parking regulations and facilities to ensure that adequate parking is provided for residents and visitors.

The City of Williamsburg plans to implement these initiatives by engaging a planning consultant to analyze the opportunities and needs in Downtown Williamsburg and develop a Parking Master Plan that meets the needs of visitors, downtown merchants and employees, City residents, the Colonial Williamsburg Foundation, and the College of William and Mary. The Study will focus on the Downtown Area, an area generally bounded by train tracks to the north, South Nassau Street to the east, Mimosa Drive to the south, and South Boundary/Richmond Road/ Virginia Avenue to the west.

Williamsburg is unique, and faces challenges and opportunities not often seen by towns of its size. The City has a thriving economy and continues to experience growth in both commercial and residential development. The City is also located in the epicenter of historic and educational enterprises, and experiences large influxes in demand due to tourism. The current parking policies and practices have been influenced by the need to support small business, historic tourism, residents,

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and students. However, it has become necessary to reevaluate and revise existing management strategies and operational practices to better accommodate current and future needs.

In order to create an exceptional downtown parking system, it is important to take a comprehensive approach to parking and transportation in the Downtown area. We understand the City's resources are limited, and must also adequately accommodate a wide variety of users. Our analysis will focus on opportunities to improve the efficiency and effectiveness of the existing parking and transit options without investing significant capital, taking advantage of the services already available in the community, such as extensive walking and biking paths, WATA trolley service and transit service, and parking garages and lots. We will also advise the City on the advantages and disadvantages of various capital investment opportunities based on our analysis of the impact of future development and policy changes on the Downtown area.



The team assembled for this engagement is as unique as the City itself. John, Jeff, Bill, and Megan have extensive experience providing planning, operational, transit, and traffic consulting services for municipalities across the country and understand the challenges and opportunities in front of the City as they begin the Master Planning process. Our goal is to provide you with an implementable, project specific action plan outlining the recommended parking and transit implementation items, a timeframe for implementation, the conceptual costs for all proposed parking and transportation solutions, a Master Plan map identifying key developments; and a discussion of the various methods to fund the proposed solutions. A inclusive plan that can be used to inform planning decisions for years to come as it is incorporated into the City's next Comprehensive Plan, the Williamsburg Economic Development Plan, and the Five year Capital Improvement Plan.

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Walker’s proposed approach to this project is organized around the City’s objectives as outlined previously within this proposal and the scope of work section presented within the City’s RFP and also discussed herein. Walker agrees to perform all of the scope of work items contained within the City’s RFP. Moreover, Walker represents that it experienced and qualified to perform these tasks.

Based on the RFP, we understand that the City’s scope is generally organized into the following key elements:

1. Stakeholder Input: See subsequent section for an in-depth explanation of our proposed stakeholder input program.
2. Parking Utilization Observations and Analysis: Walker will perform an inventory of existing parking spaces located within the study area, documenting name and location of facility, capacity, user assignments and restrictions, rates, access and revenue controls, and usage during peak hours.
3. Existing and Future Parking Conditions, Needs, and Recommendations: Existing parking supply/demand conditions are determined by comparing an adjusted portion of parking capacity, allowing for user maneuvers, to the observed usage. If needed, we do adjust for seasonality. An inventory of proposed future development projects will be developed through a collaborative Walker/City effort. Future parking demand will then be projected based on the proposed development activity and compared against the projected parking supply, using a parking supply/demand model developed for this project. Parking policies and practices are identified based on interviews with city staff and through observation. Opportunities to improve and coordinate conflicting approaches are then identified.
4. Review and Recommendations for Parking Management Strategies: Using the results of the parking supply/demand analysis and review of parking policies and procedures, we will develop recommendations for parking management strategies with an eye toward coordinating both on- and off-street parking inventories and developing strategies that support economic development and retail parking needs. Specifically, we will evaluate parking rates, time restrictions, user assignments, enforcement days and hours, the use of parking technologies, parking citations rates, parking enforcement policies and practices, to name a few. We will also review and comment on existing cooperative agreements between major community stakeholders.
5. Improved Parking Experience: Specific recommendations will be developed to improve the parking experience. This will include consideration of walking distances, enhancements to parking facility wayfinding, the use of technology, and coordinated policies and programs that improve the user experience.
6. Implementation Plan and Budget: The implementation plan includes a “to do” list for the City, a schedule for implementing change, downtown parking master plan map, an assessment of ease of implementation, the projected monetary impact on revenues and/or expenses, and a financial plan that the City can implement to fund parking-related improvements.
7. Review for Transit: In order to provide a well balanced approach to the Downtown Parking Master Plan, it is important to understand the impact of



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transit on the parking system. We will review available data and information on transit services provided by WATA. We will also utilize the lessons learned during the WATA transit portion of our study at the College of William and Mary.

8. Presentation: Based on Walker's experience with similar parking plans, we often find that the "recommendations" step typically benefits from a slightly extended process to first develop one or two alternative strategies, facilitate feedback from the client and community, identify and address funding options for the preferred strategy, and then finally refine the plan before final implementation on action items are developed. This element of the plan includes a presentation.

### ANALYSIS OF EXISTING DOWNTOWN PARKING FACILITIES

Our planning philosophy is to promote consensus building among diverse interests. Start-up meetings with steering committees and opportunities for community input are important to establish overall goals and objectives for our master planning efforts. Input from business leaders and owners, customers, visitors, residents, and other affected parties is critical to developing a plan that gains widespread acceptance and support. Additionally, the City has already stated in the RFP that a Study Work Group, consisting of representatives from the City Manager's office, the Planning Department, Public Works Department, Police Department, and the Purchasing Agent, has been created to oversee the Plan.

We believe that it is very important to first establish overall study goals and objectives. You are requesting a large-scale study of your parking services. Therefore, it is very important that the study stay focused on the pertinent issues and that all parties involved in providing input and reviewing the results have the same expectation as to what the final product will entail. For these reasons we are proposing that the first task of the study focus on consensus building, establishing study goals and objectives, study methodology, and data collection requirements.

### STAKEHOLDER INPUT

A successful planning process requires proper preparation at the outset. This includes research to identify possible stakeholders and their interests before examining the issues and defining the problem. Without an adequate problem definition, the solutions proposed are likely to be inadequate. Understanding the problem includes:

- Listening to stakeholders;
- Making our own observations; and
- Forming judgments based on our experience with hundreds of municipal planning engagements.

Listening begins with a thorough review of the RFP for this project, stakeholder meetings and interviews, and the administration of an internet-based survey. Stakeholders can provide invaluable information that assists the consultant in defining the problem. We envision conducting two days of stakeholder meetings near the onset of the project, during the first week or two of the project allowing elected officials, City staff, College representatives, select merchants, and citizens to



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**parking...what parking?**

What's the current Glenwood parking supply?  
What's the parking demand for restricted parking locations? Why can I never find a parking space downtown? Will the new City parking structure really relieve parking? Is more parking really needed?

The City has contracted with Walker Parking Consultants to complete a **parking study update** for downtown Glenwood Springs to answer these questions and more.

**THE PRIMARY GOALS:**

- to create a parking system that will serve downtown businesses, residents, employees, and visitors.
- to encourage new development and redevelopment within the downtown core.

Part of reaching the goal is getting feedback from the community!

**Go to [www.cogs.us](http://www.cogs.us) to participate in a parking survey. We appreciate your input!**

**An open house will be held November 7th.** Watch for notices in the Post Independent and on the City website.

E-mail, fax or mail your survey to Rosa or Jeremiah. They are available to answer any questions and to discuss the survey or any parking concern!

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| <b>Rosa Mendez Silver</b><br>Transportation Manager<br>City of Glenwood Springs<br>2301 Walkstein Rd<br>Glenwood Springs, CO 81601<br>970.384.6437 (Office)<br>970.945.2410 (Fax)<br><a href="mailto:rosa.silver@cogs.us">rosa.silver@cogs.us</a> | <b>Jeremiah Simpson</b><br>Parking Consultant II<br>Walker Parking Consultants<br>5350 S. Kuylen Serran, Suite 220<br>Greenwood Village, CO 80111<br>303.694.4622 Ext. 115 (Office)<br>303.694.4647 (Fax)<br><a href="mailto:jeremiah.simpson@walkerparking.com">jeremiah.simpson@walkerparking.com</a> |
|---|---|

share their thoughts regarding issues and challenges, vision, and goals.

In addition to the stakeholder meetings, we suggest that an on-line survey be employed. With input from City officials, we will develop and conduct a short internet-based survey questionnaire. The purpose of this questionnaire will be to determine users' parking and transportation habits and gauge the attitudes of parkers toward issues such as walking distances, parking preferences, carpooling, etc. The electronic survey would be hosted by Walker through our contract with SurveyMonkey, a nationally recognized internet survey firm. Internet links to the approved survey would be distributed via email by the City and/or advertised publicly. An internet link to the survey form can also be posted to the City's website.

The qualitative information gathered during this stage of the project will provide the team with a better understanding of the community's thoughts and ideas relative to existing and future parking and transportation needs in order to fine tune our program approach.

### PARKING POLICIES AND PRACTICES REVIEW

A review of parking policies and practices includes an objective look at the rules that govern parking and the activities that the City employs to enforce these rules. The overall objective of this task is to provide a professional outsider's perspective with the aim to help the City make its parking system the best it can be. We will gather information on historic parking occupancy at public facilities. During this task we will also spend time discussing future development plans with the City and major stakeholders in order to understand where and how new development will occur in the downtown area and how these developments will impact parking.

### PARKING SUPPLY AND DEMAND

Walker will further familiarize itself with the existing conditions, plans, layouts, and locations of all parking facilities, both public and private, and major parking demand generators. Familiarization is a shared effort. Walker will also spend time in the City to gain first-hand familiarity with existing conditions, challenges, opportunities, and constraints. Moreover, the earlier stakeholder intake program will provide valuable research to inform the consultant team's views of the existing conditions.

Walker will confirm the existing parking supply and conduct occupancy counts. The existing parking supply will be categorized by type (on-street, off-street, structured, surface lot) and by ownership (private or public). Walker will also inventory bike parking spaces as part of this effort. Occupancy counts will be conducted over a period of time to capture user trends and enable Walker to clearly convey the trends of vehicle presence in the study area. The occupancy counts will then be compared to the effective parking supply (actual supply less 10% to 15%) to determine the estimated parking adequacy on a block-by-block basis. Some of the questions that need to be resolved include:

- What is the parking supply?
- What is the parking demand?
- Is there a surplus or deficit?
- What will parking conditions be like in the future?



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- Is additional parking required? If so, how much?
- Who needs additional parking?



Most recently, Walker performed a city-side survey of parking conditions in Tysons Corner, VA in anticipation of the opening of WMATA's Silver Line. Occupancy rates for the majority of privately owned facilities within a four square mile of one of Tysons four metro stations was recorded and correlated to building occupancy rates. This data will provide the government agency with baseline conditions against which to measure future parking changes in the area. Walker also recently completed a supply and demand analysis for the Borough of State College, PA. Data was collected during both a typical weekday and a Saturday during a football game in order to understand existing conditions. Walker projected future demand in order to assess the adequacy of the parking system to support future parking needs over a ten year period. Parking surpluses and shortages were identified on both a block by block and zone by zone basis.

Parking is not an end in and of itself; rather it is a derivative of the demand for other activities and the travel characteristics of the market area. The quantity and type of activities within a market area most often determines the overall need for parking, as well as unique demand characteristics that relate to time-of-day, day-of-week and time-of-year variations. Therefore, Walker's approach to projecting future parking demand will apply the knowledge we will have gained from the supply analysis and the input from stakeholders and city planners in order to fully understand future changes in the study area. Once the calculation of future parking demand is complete, it will be compared to the existing parking supply to determine the future parking adequacy. The parking adequacy in the study area is communicated in tabular and graphic form and identifies the parking conditions on a block-by-block and/or zone-by-zone basis. In addition to our own collections, Walker will utilize any relevant information provided by the City.

The supply and demand study findings will serve two purposes. First, it will provide both the City with a solid understanding of existing conditions and a baseline against which to measure future progress. Our analysis will present the City with a roadmap of potential future opportunities and challenges relative to parking demand. The quantitative data gained during this phase, together with the stakeholder input, will help inform the approach to providing an integrative and comprehensive management plan.

The benefit of this approach is a parking plan based on your community values and pro-actively designed to meet your future needs before they become issues. Our recommendations are tailored to match your constituency's wants, needs and desires for the parking system and the economic realities specific to the City.

### EVALUATION OF VARIOUS PARKING STRATEGIES WHICH COULD BE USED IN THE DOWNTOWN AREA

#### PARKING MANAGEMENT AND OPERATIONS

Since parking garages are often the most expensive solution to addressing a parking problem, Walker works hard to develop other cost effective options including achieving a better utilization of existing parking assets. It is common for some cities to experience parking problems that manifest themselves as perceived problems

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created by a mismanagement of existing parking resources. Oftentimes, through a better distribution of existing parking resources, a parking garage construction project can be eliminated or deferred.

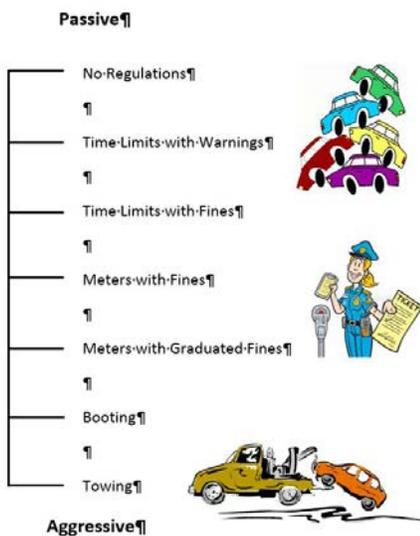
The first step in addressing the City's parking management practices and policies will be to understand the City's current operating procedures, code requirements, and parking programs. It will also be important to review the recommendations presented in the previous studies and how the City has implemented those recommendations. Assessing current conditions will help us better understand:

- How the City manages their existing parking assets,
- What the relationship between on- and off-street parking is,
- What the City charges for parking,
- The condition the City's existing parking garage facilities, from structural, functional, and operational standpoints,
- What marketing strategies are in place to disperse relevant information,
- How parking enforcement is practiced,
- If existing management practices are effective,
- The impacts of the City's wayfinding and signage,
- What, if any, transportation demand management strategies are in place,
- How parking citations are handled,
- What the City's administrative roles include, and
- How the department is organized and staffed.

We will also spend time discussing short- and long-term goals for the parking system with you in order to understand what you hope to achieve, the role parking plays in the City's overall Master Plan, budget, and your general time frame to implement changes. The aim of this review will include maximizing the effectiveness of existing parking resources.

Our goal is to provide you with a comprehensive, step-by-step parking management and implementation plan that addresses the following:

- Assessment of the feasibility of transitioning from paid parking to free parking, considering the impact to the City's finances and the economic impact to local businesses,
- Evaluation and recommendations for parking management strategy for on- and off-parking systems, including addressing time limits, the effectiveness of existing parking rates, the relationship between on- and off-street rates, hours of operation, citations, and validations,
- Identification of future parking demand sources and phasing, specifically the impact of the conversion of the mid-block area north of Duke of Gloucester Street to other non-parking uses,



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- Recommendations to be implemented within public parking system (both on- and off-street), new “state-of-the-art” technologies available, the estimated cost of these changes, and time frame, and
- Recommendations related to the use of the internet/website to communicate parking and wayfinding information to the general public, marketing and public relations strategies, and the use of signage and wayfinding around the downtown.

Walker will review the City’s parking operation with an eye toward embracing best practices employed by other communities and making the parking enterprise the best it can be, offering a high level of customer service and state-of-the-art facilities and management practices.

### ALTERNATIVES ANALYSIS/SITE PLANNING

While the first part of the analysis will focus on management of existing resources, including issues such as enforcement, time limits, parking rates, policies, zoning, and other agreements; it may be necessary to consider the construction of additional parking facilities to accommodate existing and future parking needs. With the understanding gained from the completion of Task A above, Walker will develop solid, achievable recommendations for improving the current parking conditions and meeting future parking demand efficiently and cost-effectively. Some of the questions that will need to be resolved include the following:

- If necessary, how can the parking capacity be increased?
- What are the strengths and weaknesses of the alternatives for increasing parking capacity and how do they compare with each other?
- How much does each of the alternatives cost to implement?
- Where is the parking needed?
- Can the capacity of existing parking facilities be increased? If so, how?
- What phasing plan is recommended in order to provide adequate parking when it is needed?
- Can a parking structure be built on proposed sites?
- Can parking demand be better distributed amongst existing parking assets, enabling the City to defer the addition of more parking?

The objective of the site planning analysis will be to determine the advantages and disadvantages of constructing parking on various sites within the defined study area and to recommend the most appropriate site(s). To that effect, Walker will use the results of our supply and demand analysis to focus on localized areas with high parking demand projected to occur.

Each site included as a possible development location will be evaluated according to how well it ranks with site selection criteria considerations. Initially, criteria value rankings are somewhat subjectively established by Walker. Different values are exchanged and analyzed to establish a hierarchy that is agreed to by the City and the key stakeholders. By this means, a consensus site recommendation can be more easily found.



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Walker will work with the City representatives to identify a subjective decision matrix that is used to measure the appropriateness of each site. The points awarded for each alternative are determined first by assigning a score to each criterion. Some of the criteria, such as project cost, can be scored objectively. For subjective criteria, such as land availability, a value of 5 = excellent, down to 1 = poor, can be awarded. Next, each criterion is weighed by assigning it points, the sum of which totals 100 points. The preliminary matrix findings are reviewed with the City and revised. By considering each detail about a potential development site, the City can select the best option available.

### REVIEW ZONING ORDINANCE

While the Downtown Parking District does not require parking for non-residential uses, we will review the residential parking requirement as well as the site design requirements in the site plan section of the zoning ordinance and how that affects the location of parking on a site, what type of facility is constructed, and access to the site from the street. We will offer recommendations to modify those design criteria, if called for, to better serve land use and community character objectives for the downtown.

### DEVELOPMENT OF AN OVERALL MASTER PLAN FOR ON- AND OFF-STREET PARKING FACILITIES IN THE DOWNTOWN AREA.

The findings and recommendations of the earlier tasks are evaluated and combined in order to develop of an overall Parking Master Plan for the City of Williamsburg. The nexus of this plan includes the successful collaboration of team members and the consolidation of a plan that effectively considers and balances parking and the transportation system. To appropriately blend the various elements of this plan together will require the development of a recommended plan for operational changes and physical improvements, including the phasing of components corresponding to projected needs. This includes an implementation plan for recommended parking solutions and proposed integration with the WATA public transportation system.

Key ingredients of this detailed plan will include a matrix of recommended parking and transportation implementation items for the City, including a timeframe for implementation; conceptual costs for all proposed parking and transportation solutions; a Master Plan map identifying key developments; and a discussion of the various methods to fund the proposed solutions. The Master Plan document will focus on:

- Effectively managing existing parking facilities,
- Opportunities to develop new parking facilities (both surface and structured), as well as options to expand or restripe existing facilities,
- Develop new cooperative agreements on parking between the City of Williamsburg, the Colonial Williamsburg Foundation, the College of William and Mary, and other institutional uses in the Downtown area if needed, and

| IMPLEMENTATION SUMMARY  |            |           |           |        |
|---|------------|-----------|-----------|--------|
| RECOMMENDATIONS   | TIME FRAME |           |           |        |
|   | ONGOING    | 1-3 YEARS | 3-5 YEARS | FUTURE |
| Encourage private developers and employers to utilize Travel Demand Management strategies and programs  |            |           |           |        |
| Encourage private developers and employers to utilize ideas from this plan to manage parking demand through creative strategies   | ■          |           |           |        |
| Continue to support Transportation Management Associations or organizations as they work with property/business owners and employees to institutionalize TDM strategies | ■          |           |           |        |
| <b>Location</b>   |            |           |           |        |
| Enhance Denver's parking-related information and resources  |            |           |           |        |
| Create an integrated parking website that serves as a primary source of information for all parking related matters.  |            | ■         |           |        |
| Explore online capacity to provide additional administrative functions including permit applications and real time parking conditions announcements.                    |            |           |           | ■      |
| Improve way finding and the availability of information for off-street parking facilities   |            |           |           |        |
| Encourage parking operators and providers to offer better information about off-street availability   | ■          |           |           |        |
| Monitor success of Park NOW Denver and adjust or expand to other high parking demand areas throughout the city  |            |           | ■         |        |
| <b>Use new language in the Denver Zoning Code to support shared parking arrangements</b>  |            |           |           |        |
| Develop a "Shared Parking FAQs" brochure or webpage with information on shared parking as it relates to the Denver Zoning Code as well as private agreements.           |            | ■         |           |        |
| Evaluate the use of Denver Zoning Code shared parking arrangements and monitor and adjust those provisions as needed.   |            | ■         |           |        |
| <b>Timing</b>   |            |           |           |        |
| Monitor parking needs and provide new recommendations   |            |           |           |        |
| Continue to work with stakeholders to determine time restrictions that support parking and access needs   | ■          |           |           |        |

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- Recommending any needed changes to existing parking and site plan standards contained in the Zoning Ordinance
- Identifying opportunities to improve communication between the City and parkers, through wayfinding and signage, marketing efforts, website, etc.

Before finalizing the Master Plan document, Walker will present a draft to the City and the Study Work Group for review. The City's comments will be incorporated into the draft and a final version of the plan will be present to the City. In addition to provide the City of Williamsburg with a final report outlining the Parking Master Plan, Walker will present our findings and recommendations to the City at two public meetings.

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## Scope of Services

WALKER UNDERSTANDS THAT ONE OF THE PRIMARY GOALS OF THIS PROJECT IS TO DETERMINE HOW FUTURE DEVELOPMENT WILL IMPACT EXISTING PARKING CONDITIONS IN THE DOWNTOWN AREA AND HOW THOSE CHANGES WILL AFFECT PARKING OPERATIONS. ADDITIONALLY, THE BOROUGH PLANS TO USE FINDINGS AND RECOMMENDATIONS OF THE PROPOSED COMPREHENSIVE PARKING STUDY TO SUPPORT THE DEVELOPMENT STRATEGY OUTLINED IN THE MASTER PLAN. AFTER REVIEWING THE MAIN COMPONENTS OF THE CITY'S PROPOSED SCOPE OF WORK FOR THIS ENGAGEMENT, WE SUBMIT THE FOLLOWING SCOPE OF WORK. NOTE THAT WALKER'S SUGGESTED APPROACH FOR ACCOMPLISHING THE MAIN COMPONENTS OUTLINED IN THE CITY'S RFP IS PRESENTED IN BLUE TEXT. THE CITY'S ORIGINAL TEXT IS PRESENTED IN BLACK TEXT.

- A. Analysis of existing downtown parking facilities.
  - (1) Meet with the City, including representatives from the City Manager's office, Planning Department, Public Works Department, Police Department, and the Purchasing Agent, as well as Walker's team members to discuss background issues and materials, key stakeholder concerns, and define project lines of communication and work session dates.
    - a. Consider applicable recommendations for future land use in the Downtown Planning Area contained in the current Comprehensive Plan and existing zoning regulations.
    - b. Consult with the Colonial Williamsburg Foundation and the College of William and Mary to determine current and future parking needs and expansion plans.
    - c. Obtain and review the following information (as available) from City representatives:
      - 1. Employment – The most recent and accurate data the City can provide for the study area.
      - 2. Number of residents living within the study area;
      - 3. Possible Future developments – This includes type of land use, square footage or other relevant units, development location and timeline, and whether any existing parking spaces will be displaced;
      - 4. Forecasted growth rates for employment and residential populations;
      - 5. Copies of any previous parking studies, community master plans or downtown market studies;
      - 6. Local zoning ordinance (website);
      - 7. Aerial photographs and AutoCAD base maps of the study area.
      - 8. Transaction and revenue data for the parking system, including permit sales and meter revenue by month for the last five years.
      - 9. Historic public parking occupancy data for the last three years.
  - (2) Inventory existing downtown parking facilities and parking management solutions including: the Prince George Parking Garage, Parking Terrace, on- and off-street parking regulations, bus stops and transit facilities (including Colonial Williamsburg stops), and outlying surface parking lots.
    - a. Confirm the inventory of on-street and off-street parking spaces in the study area. Inventory will be tabulated and summarized on a block-by-block and/or zone-by-zone basis. Tabulation will include block identification, capacity, public vs. private, parking rates, and time restrictions. Our survey will include all public spaces, and private lots greater than 5 spaces.
    - b. Perform a parking space occupancy count survey for all public and private on-street and surface lot parking facilities located within the study area on a typical weekday and Saturday in Late March or early April. Counts will include late morning, mid-day, and evening counts;

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specific times will be established.

- (3) Survey existing users including businesses and employees, institutions, customers in the downtown area, and William and Mary student representatives.
  - a. Conduct stakeholder meetings over the course of two (2) days to obtain input on existing parking conditions. City representatives will coordinate the meetings. The meetings will take place during Walker's first site visit.
  - b. Develop a short Internet-based questionnaire for an on-line survey.. City representatives will make arrangements to advertise the website link, so that residents, business owners and tourists can access the website and provide input for the study. Once the survey is complete, Walker will include findings in our analysis.
- (4) Analyze seasonal competition for space in public parking facilities between college students, visitors to Colonial Williamsburg, local merchant customers and employees; and recommend solutions to alleviate and/or manage that conflict effectively.
- (5) Analyze patterns of use of the existing downtown parking facilities.
  - a. Extrapolate parking occupancy counts to reflect conditions that would occur during the busiest season, based on historical data, Urban Land Institute recommended presence factors, or other means.
  - b. Analyze the existing parking demand and break down into sub-areas within the study area, taking into consideration current parking counts, additional demand, and likely changes to the parking supply.
- (6) Inventory bicycle parking facilities.
- (7) Analyze current enforcement systems, practices, and fees.
  - a. Develop an understanding of the following:
    1. On- and off-street parking policies;
    2. Parking enforcement policies;
    3. Rate and fines structures;
    4. Parking system financial statements;
    5. Parking system strategic and business plans;
    6. Logistical problems;
    7. Parking permits;
    8. Program administration; and
    9. Departmental organization and staffing.
  - b. Develop recommendations regarding:
    1. Customer service;
    2. Parking policies and objectives;
    3. Parking rates and fines;

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4. Methods of designating parking areas;
  5. Strategies for controlling the use of parking facilities;
  6. Staffing;
  7. Shared parking;
  8. Proper function of a department to handle on-street and off-street parking; and
  9. Enforcement policies.
- B. Evaluation of various parking strategies which could be used in the downtown area.
- (1) Evaluate free parking versus paid parking options and the impact of paid parking on local businesses. Evaluation should include fiscal impact analysis comparing parking revenue lost to potential business generated from a free parking system, as well as impacts on employee parking. **Identify the pros and cons of both options.**
  - (2) Evaluate current parking management in off-street parking areas (ex. time limits on parking; meter versus ticket; ticket validation by downtown merchants, etc.).
  - (3) Evaluate state-of-the-art parking management systems for both on-and off-street parking.
    - a. Walker will comment on the pros and cons of various parking management strategies, technologies, equipment and processes. Participating in the solicitation and bidding process for any new systems can be provided as an additional service.
  - (4) Evaluate parking information systems, wayfinding signage, and marketing efforts.
    - a. Develop recommendations regarding:
      1. Parking meters;
      2. Ticket validation;
      3. Shared parking;
      4. Time limits;
      5. Wayfinding/signage;
      6. Marketing efforts;
      7. Use of technology;
      8. Use of internet/website; and
      9. Zoning Ordinance.
  - (5) Evaluate parking and site plan standards contained in the Zoning Ordinance.
    - a. Consider shared parking provisions, parking geometrics, and landscaping requirements..
  - (6) Identify options for new agreement structures between City, Colonial

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Williamsburg, the College of William and Mary, and other downtown uses to accomplish recommended actions.

- (7) Evaluate the impact of any future conversion of the mid-block parking area north of Duke of Gloucester Street at Merchants Square to other non-parking uses.
  - a. Create a shared parking model for projected future developments.
  - b. Analyze the future parking demand within the study area, taking into consideration current parking counts, additional demand, and likely changes to the parking supply. Projection will be phased over the ten-year planning horizon and will segment short-term visitor needs from long-term employee needs.
  - c. Identify any parking shortages during current, future and long-term future conditions.
- (8) Meet with City representatives and project team to review preliminary findings and recommendations before development of an overall parking master plan begins.
- C. Development of an overall master plan for on- and off-street parking facilities in the downtown area.
  - (1) Recommend how current parking facilities in the Downtown Planning Area can be more effectively managed (time limits, pay versus free, metering, etc.). If more parking is needed, recommend locations for future surface and/or structure facilities in the Downtown Planning Area.
    - a. Develop options for expanding the parking supply. Determine if there is a need for new parking facilities in the Downtown.
    - b. For each new parking concept, estimate out-to-out dimensions (lot and structure), probable building height, and parking capacity. Detailed floor plans and isometrics will not be provided.
    - c. Review existing vehicular and pedestrian access and circulation patterns for their relationship to existing and proposed parking generators and the parking supply, especially with respect to walking distances.
    - d. Determine possibilities of expanding existing parking facilities to meet parking needs previously identified.
    - e. Determine possibility of expanding existing parking through re-stripping existing lots.
    - f. Determine the possibility of increasing future parking supply through shared use of parking locations.
    - g. Develop an opinion of probable construction or project cost for each alternative on a conceptual basis without the benefit of design drawings.
    - h. Evaluate the various alternatives on the basis of qualitative criteria to be mutually agreed upon with the City using a weighted matrix. Evaluation criteria may include items such as cost, location, visibility, pedestrian access, vehicular access, traffic impact, aesthetics, and future versatility.



## Scope of Services

meeting basis for an additional fee.

F. Additional Services (If Authorized)

- (1) Please note, Walker's fee proposal does not include the cost to provide the additional services. Walker can perform the additional services on an hourly basis in accordance with the attached hourly rates.