City of Fort Collins

City Council
Work Session Agenda

March 24, 2026 at 6:00 PM

Emily Francis, Mayor
Julie Pignataro, District 2, Mayor Pro Tem
Chris Conway, District 1
Josh Fudge, District 3
Melanie Potyondy, District 4
Amy Hoeven, District 5
Anne Nelsen, District 6

Council Information Center (CIC)
300 Laporte Avenue, Fort Collins

Cablecast on FCTV
Channel 14 on Connexion
Channel 14 and 881 on Comcast

Carrie Daggett	Kelly DiMartino	Delynn Coldiron
City Attorney	City Manager	City Clerk

City Council members may participate in this meeting via electronic means pursuant to their adopted policies and protocol: Rules of Procedure

ATTENDANCE OPTIONS

- Meetings are open to the public and can be attended by anyone in person by anyone.

- Meetings are televised live on Channels 14 & 881 on cable television.

- Meetings are livestreamed on the City's website, https://fortcollins.gov/fctv.

CITY COUNCIL WORK SESSION
6:00 PM

A) **CALL MEETING TO ORDER**

B) **ITEMS FOR DISCUSSION**

1. **Staff Report: Transfort Optimization Study Update**

   The purpose of this item is for Transfort staff to provide an update to Council on the outcome of the Transfort Optimization Study and Plan. The Transfort Optimization Plan is a fiscally constrained, short-range service plan that aligns Fort Collins' transit network with current financial realities, community needs, and long-term sustainability goals, with a focus towards increasing ridership and better serving transit-reliant populations and high-travel corridors. Developed through extensive public engagement, data analysis, and national best practices, the plan prioritizes frequency, reliability, and equitable access while maintaining a fare-free system. The recommended scenario establishes a streamlined, grid-based network that strengthens high-demand corridors, improves connectivity to key destinations, and operates within available resources.

2. **Council Priority: Affordable & Sustainable Growth**

   The purpose of this item is to seek direction from Council on their priority to promote affordability and sustainable growth by making development predictable, efficient, and cost effective. Staff propose two main work streams: Program and System Refinement and Removing Regulatory

Barriers. Program and System Refinement will focus on improving the customer experience, updating legacy software, and reducing processing times of development applications. Removing Regulatory Barriers will better align all land use regulations to reduce conflicting regulations, balance trade-offs, and achieve development that is more consistent with the City's goals. Staff will leverage the Ad Hoc Committee by meeting every other month to seek the committee's direction on each component of these work streams.

3. **Downtown Parking Strategy Implementation Roadmap**

The purpose of this item is to provide background and an implementation plan to address the best use and sustainability of the downtown parking system. This plan aims to support a vibrant downtown, provide a customer-focused system for all users, and ensure a financially sustainable parking system.

C) ANNOUNCEMENTS

D) ADJOURNMENT

Upon request, the City of Fort Collins will provide language access services for individuals who have limited English proficiency, or auxiliary aids and services for individuals with disabilities, to access City services, programs and activities. Contact 970.221.6515 (V/TDD: Dial 711 for Relay Colorado) for assistance. Please provide advance notice. Requests for interpretation at a meeting should be made by noon the day before.

A solicitud, la Ciudad de Fort Collins proporcionará servicios de acceso a idiomas para personas que no dominan el idioma inglés, o ayudas y servicios auxiliares para personas con discapacidad, para que puedan acceder a los servicios, programas y actividades de la Ciudad. Para asistencia, llame al 970.221.6515 (V/TDD: Marque 711 para Relay Colorado). Por favor proporcione aviso previo. Las solicitudes de interpretación en una reunión deben realizarse antes del mediodía del día anterior.

File Attachments for Item:

1. Staff Report: Transfort Optimization Study Update

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March 24, 2026

WORK SESSION AGENDA
ITEM SUMMARY
City Council

STAFF

Kaley Zeisel, Transfort Director
Steve Zupparo, Transfort Senior Operations Manager

SUBJECT FOR DISCUSSION

Staff Report: Transfort Optimization Study Update

EXECUTIVE SUMMARY

The purpose of this item is for Transfort staff to provide an update to Council on the outcome of the Transfort Optimization Study and Plan. The Transfort Optimization Plan is a fiscally constrained, short-range service plan that aligns Fort Collins' transit network with current financial realities, community needs, and long-term sustainability goals, with a focus towards increasing ridership and better serving transit-reliant populations and high-travel corridors. Developed through extensive public engagement, data analysis, and national best practices, the plan prioritizes frequency, reliability, and equitable access while maintaining a fare-free system. The recommended scenario establishes a streamlined, grid-based network that strengthens high-demand corridors, improves connectivity to key destinations, and operates within available resources.

BACKGROUND / DISCUSSION

Goals:

- Fare-free access: Keeping transit free ensures equity and attracts riders

- Inclusive engagement: Engage diverse voices to shape priorities

- Best practices alignment: Following industry standards supports ridership recovery

- Adaptation to travel patterns: Adjust service to new post-COVID travel habits

- Intuitive design: Clear, simple navigation encourages use

- Financial feasibility: Plans must be realistic and sustainable

Expense & Revenue Summary:

- Transit expenses have grown by ~50% since 2019, consistent with national industry trends (50–70%), driven by personnel, vehicle repair, and contracted services.

- While City revenues have increased, Transfort faces declining external funding (loss of $750k FLEX partnership, $200k FASTER grant in 2026).

- Rising costs continue to outpace revenues, creating a widening funding gap.
- To remain financially sustainable, Transfort must reduce service levels.

The Path to a Final Scenario: There were three primary elements that drove the recommended Principles and Design Priorities

- Feedback – Input from public, staff, and stakeholders
- Evaluation – Analysis of scenarios and current system using diverse data inputs
- Best Practices – Apply proven industry practices for ridership improvement

Recommended Principles to guide the future transit system: The following principles were developed during the course of the project that are recommended be used to guide future Transfort service planning, including when to increase, decrease, modify, or remove service.

- **Frequency**
- **Productivity**
- **Equity**
- **Simplicity**
- **Efficiency**

Final Scenario Highlights:

- Ridership Growth – Lean, grid-like system; strengthens top-performing routes
- Community Focus – Guided by outreach; prioritizes high-need areas and key destinations (schools, healthcare, shopping, services, housing)
- Grounded in Financial Constraints – Retools low-performing routes; tested for resource and operational viability

Dial-A-Ride Impacts:

- Service area will shrink slightly with the new fixed-route network.
- FTA requires paratransit within ¾ mile of routes, with strict service and eligibility rules. Costs are difficult to control, and trips cannot be denied.
- Mitigation Strategies:
  - 'Legacy' all existing clients outside the new area to be picked up at their residence, even though it is outside of the new service area.
  - Update Dial-A-Taxi Program (in place since 2014) to allow trips originating outside the service area. Trips will be allowed to originate anywhere in the Growth Management Area, and allow for a subsidy to any location, up to $15 on the taximeter.

Overall Engagement Approach:

Public engagement was conducted in two main phases. The first phase presented options for multiple scenarios to emphasize the tradeoffs in different planning principles. The second phase focused on garnering feedback for the final recommended scenario that was presented to Council during the October 28, 2025 Work Session. Across both phases, Transfort implemented a multi-modal, equity-centered strategy, utilizing a combination of the following engagement methods:

- Surveys and data collection

- Public events and tabling

- Boards and Commissions, and other stakeholder meetings

- Targeted outreach

- On-board rider engagement via printed information

- Digital and print communications

The engagement effort emphasized inclusion of transit-dependent populations, students, seniors, people with disabilities, business stakeholders, and the broader community to inform and refine the recommended optimization plan.

Please see "Summary of Public Engagement Activities" for a comprehensive list of engagement activities (Attachment 1).

Updates since October 28, 2025 Work Session:

Below is a summary of the feedback heard from the community since previous work session:

- Route eliminations (specifically in the Taft Hill, Mulberry and Laporte corridors) were the most controversial and overwhelmingly would have affected transit-reliant populations

- Frequency reductions would significantly affect reliability and rider satisfaction (MAX especially).

- Transit alignment is critical for student access, including Poudre School District, Front Range Community College and Colorado State University.

- Communication during service changes will be critical to ensure continued positive outcomes for riders.

Based on community and stakeholder feedback, several refinements were made to the originally proposed system map.

Feedback from the Colorado State University Alternative Transportation Fee Advisory Board (ATFAB) and the Associated Students of CSU (ASCSU) influenced changes to Routes 7 and 2 to better support connections and schedule reliability. Transfort staff met with ATFAB twice following the October 28, 2025 Council Work Session, on November 17, 2025, and March 2, 2026, to gather additional feedback and present updated routing. Route 7 was redesigned to continue serving the CSU Transit Center, similar to its current alignment. While the route's frequency decreases from 30-minute to 60-minute headways, this reflects operational realities, as 30-minute trip times were not feasible under the proposed service plan. Route 2 was also slightly adjusted to serve CSU via Lake Street rather than remaining on Prospect adjacent to campus; this change did not affect the route's overall travel time.

Community input from public outreach and stakeholder groups supported retaining Route 6. In follow-up conversations, including those at the Transportation Fair and the Transfort Open House, community members emphasized the importance of maintaining transit access along Taft Hill Road to connect residents with education, employment, and other essential services. At the same time, operational analysis determined that Route 2 could be operated with one fewer vehicle than originally planned, allowing those resources to be reassigned to provide hourly service on Route 6.

Community feedback also shaped modifications to Route 9. The original proposal included a new route connecting CSU and the Downtown Transit Center; however, feedback from students and community members highlighted the importance of maintaining Route 9. As a result, resources from the proposed new route were repurposed to restore the full Route 9 without requiring additional vehicles. It should be noted

that there are other existing connections for those needing to travel between the Downtown and CSU Transit Centers.

Timeline for Implementation

Most system changes will be implemented in August 2026, aligning with the new incoming classes at CSU and Poudre School District, including the majority of route changes, service hours and frequency adjustments. Additionally, Bus Stop to Bus Stop service will end throughout the service area, and Dial-A-Ride Sunday service will end.

Some route adjustments require more significant infrastructure updates, for example, construction of ADA-compliant bus stops. These adjustments are anticipated to be effective later in 2027. This mainly affects changes to Routes 14 and 18.

Fixed Route Transit Network
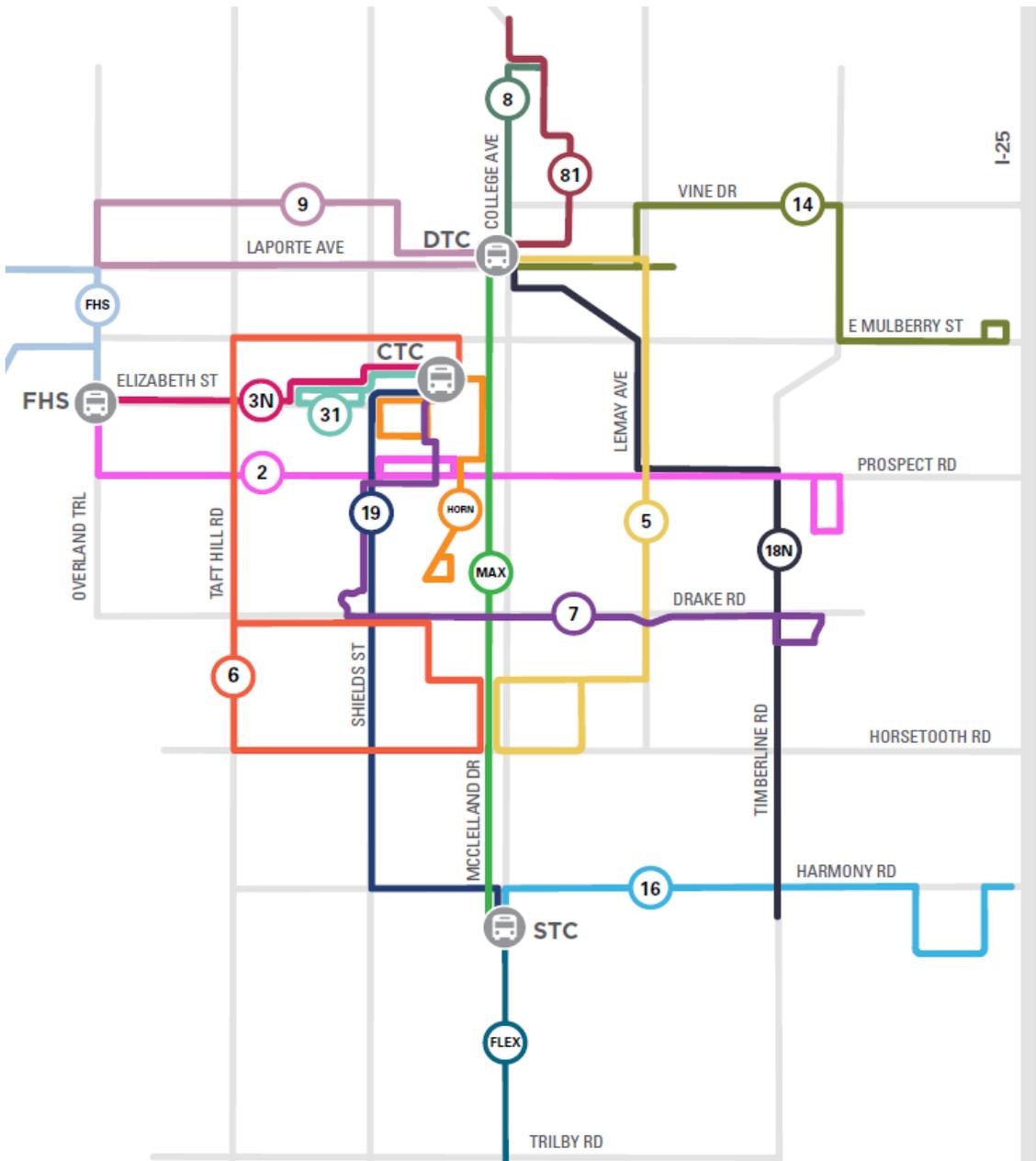
FREQUENT NETWORK

High-frequency routes (every 20 minutes or better) that form the backbone of the system.

(MAX) (3N) (31) (8) (HORN)

CORE NETWORK

Reliable 30-minute service that connects neighborhoods and feeds into the frequent network.
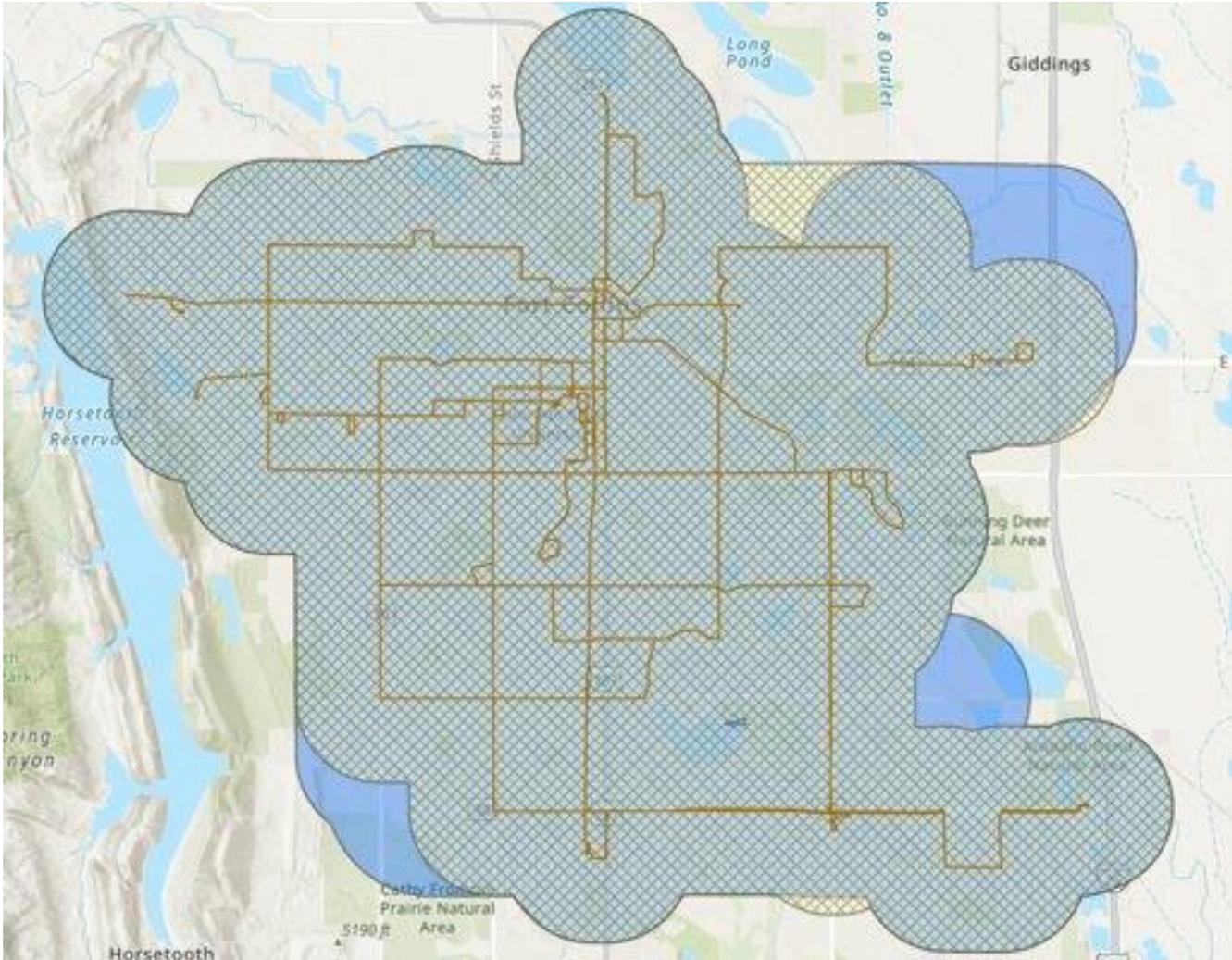
(81) (19) (5) (2) (14) (9)

LOCAL NETWORK

Lower-frequency routes that provide essential access to neighborhoods outside the busiest corridors.

(7) (18N) (16) (6)

Dial-A-Ride Paratransit Service Area

Map Key

�(blue)	Areas that will no longer be included in the service area
▨ (tan)	Areas where the service area will increase
▨ (teal)	New Dial-A-Ride service area

ATTACHMENTS / LINKS

1. Summary of Public Engagement Activities
2. Presentation

Transfort Optimization – Summary of Public Engagement Activities

Purpose

The Transportation Optimization Plan is short-term transit service plan grounded in financial constraints, focused on community needs and growing ridership.

This overview summarizes public engagement conducted to support the Transfort Optimization project. Engagement has been designed to align with the project's Public Involvement Plan (PIP), ensuring broad, inclusive, and equitable community participation. Outreach efforts have intentionally prioritized transit riders, transit-dependent populations, and historically underserved communities, while also engaging key institutional, business, and advocacy stakeholders.

Public engagement has occurred across multiple phases. This memo summarizes engagement conducted during:

1. **Spring/Summer 2025 Engagement**
2. **Fall/Winter 2025-2026 Engagement**

<u>**Spring/Summer 2025 Engagement Activities**</u>

Spring and Summer 2025 engagement focused on collecting system performance feedback, identifying community priorities, and gathering input to help shape and evaluate optimization scenarios. Three scenarios were presented to the public for feedback to help develop the recommended scenarios. The final recommended scenario was developed based on best practices, data evaluation and public feedback.

Institutional and Educational Outreach

Targeted outreach was conducted with major educational partners to ensure input from student populations, faculty, and staff. These partners represent a significant portion of Transfort ridership.

Engagement activities included:

- Colorado State University (CSU)
  - Surveys distributed to students, faculty, and staff
  - Tabling at CSU Earth Day Festival
- Poudre School District (PSD)
  - Surveys distributed to students, parents, and staff

Surveys collected feedback on current transit usage, service gaps, service hour needs, and West Elizabeth corridor priorities.

Rider and General Public Outreach

Extensive outreach targeted existing riders and potential transit users. These activities emphasized accessible and convenient opportunities for participation.

Engagement activities included:

- On-board bus outreach and surveys

- Public open house events

- Tabling at community events including:

    o EcoFest

    o Bike to Work Day

    o Wellness and Retirement Expo

    o Larimer County Office on Aging Resource Fair

    o Housing Catalyst Summer Splash event

    o Parkwood East neighborhood event

Outreach tools included survey distribution, informational materials, demonstration vehicles, and direct staff engagement with community members.

Advisory Boards, Commissions, and Government Partner Outreach

Engagement with advisory boards and government partners provided technical input, policy guidance, and community perspective. Outreach included presentations, facilitated discussions, and feedback sessions with:

- City Council (May 2025)

- Transportation Advisory Committee (TAC)

- Citizen Advisory Committee (CAC)

- Transportation Board

- Senior Advisory Board

- Disability Advisory Board

- Dial-A-Ride and Transit Accessibility Committee (DARTAC)

- Climate Equity Committee

- Larimer County Mobility Committee

- City of Fort Collins Planning Department staff

Earlier engagement with TAC and CAC in 2024 introduced optimization concepts and supported the selection of guiding principles used to develop transit scenarios presented during 2025 engagement.

Business Community Outreach

Engagement with business organizations focused on understanding workforce travel needs, economic development priorities, and service reliability concerns.

Stakeholders engaged included:

- Midtown Business Improvement District (BID)
- Downtown Development Authority (DDA)
- Chamber of Commerce – Local Legislative Affairs Committee (LLAC)
- North Fort Collins Business Association (NFCBA)

Equity-Focused and Housing Community Outreach

Recognizing that optimization can significantly impact transit-dependent populations, targeted outreach was conducted with organizations serving vulnerable and lower-income residents.

Engagement activities included:

- Housing Catalyst resident survey distribution and event outreach
- CARE Housing resident focus group engagement
- Community Connectors meetings focused on mobile home communities and Spanish-speaking populations
- Lived Experience Advisory Council (LEAC) engagement focused on individuals experiencing homelessness

Broad Outreach Tools

To supplement in-person engagement, the following outreach methods were implemented:

- OurCity project webpage and updates emailed to page followers
- Social media outreach
- Transfort Newsletter sent to subscribers
- Email communications with community partners
- Physical flyers distributed at key locations and events
- Meeting-in-a-box materials to support partner-led engagement

Fall/Winter 2025-2026 Engagement Activities

Fall/Winter 2025-2026 engagement focused on continued refinement of optimization concepts, including the recommended operational plan, validation of community priorities, and maintaining stakeholder awareness as project development progressed.

Business and Economic Stakeholder Outreach

Continued engagement with business organizations ensured the project remained aligned with workforce mobility and economic vitality considerations.

Engagement included:

- Midtown Business Improvement District (Email outreach)
- Chamber LLAC meeting presentations
- North Fort Collins Business Association meetings
- Downtown Development Authority email outreach

Advisory Board and Government Outreach

Fall/Winter engagement-maintained collaboration with advisory groups and government partners through formal meetings and targeted updates.

Stakeholders engaged included:

- TAC/CAC hybrid meetings
- Transportation Board presentations
- City Council (October 2025)
- Senior Advisory Board presentations
- Larimer County Mobility Committee presentation
- Disability Advisory Board presentation

Community and Equity-Based Outreach

Winter engagement continued prioritizing populations historically reliant on transit and populations that face mobility barriers.

Engagement included:

- Lived Experiences Advisory Committee (LEAC) meetings
- Community Connectors engagement with Spanish-speaking and mobile home communities
- CARE Housing resident outreach

- Housing Catalyst resident outreach

Public Events and Community Engagement

Staff maintained a presence at public events to provide accessible engagement opportunities, including:

- Ride NoCo Transportation Fair (Feb. 2)
- Transportation Projects Fair (Feb. 6)
- Public Open House (Feb. 9)

Youth, Student, and School Outreach

Outreach continued with student populations to capture travel needs and feedback from youth riders.

Engagement included:

- PSD flyer distribution to students, parents, and faculty
- Associated Students of CSU (ATFAB) meeting engagement (Nov. 17 and Mar. 2)
- Front Range Community College meeting engagement

Rider and Accessibility Community Outreach

Focused outreach ensured continued engagement with riders and accessibility advocates.

Engagement included:

- On-bus outreach using flyers and QR codes linking to project materials and surveys
- COFC Utilities bill flyer (mailed to all households who receive a paper utility bill in Feb.)
- Disability Advisory Board engagement
- Dial-A-Ride and Transit Accessibility Committee engagement
- Flyers mailed to human services agencies and non-profits

Summary

Across both engagement phases, Transfort utilized a multi-modal and equity-centered engagement approach combining:

- Surveys and data collection
- Public events and tabling

- Stakeholder meetings and presentations

- Focus groups and targeted outreach

- Rider-based engagement

- Digital and print communication tools

City of
Fort Collins

March 24, 2026

Transfort Optimization Implementation

Kaley Zeisel, Transfort Director
Steve Zupparo, Sr. Transit Manager

y Service Changes: Tradeoffs and Improvements

City of Fort Collins

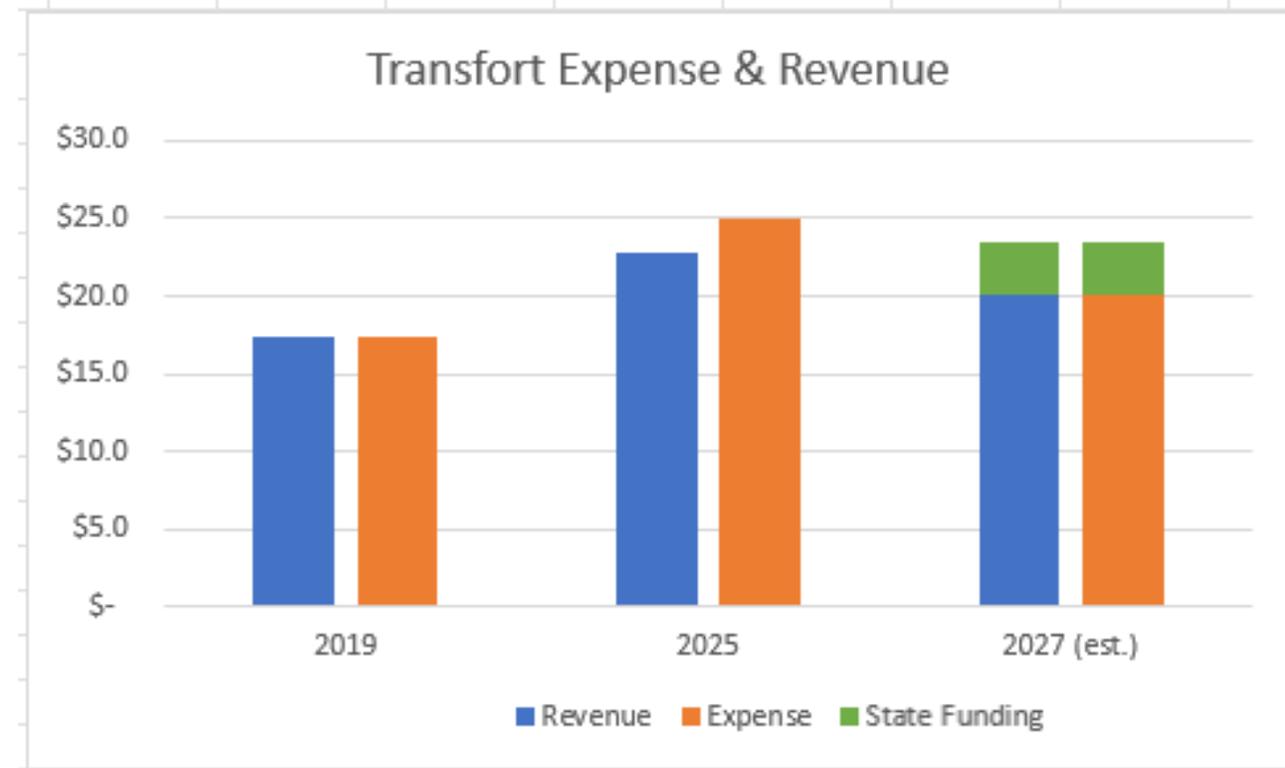| 🚫 Service Eliminations	▶ Service Enhancements

• Routes **10, 11, 12**: suspended ➡ removed
 	
• **Sunday** service: Fixed Route + Dial-A-Ride
 	
• Bus-Stop-to-Bus-Stop service removed
	• **Network Enhancements:**
	  • Route Realignments: 2, 3/32, 8, 14, 16, 18, 81
	  • New Service: Timberline, East Prospect, CSU Campus Connections, East Mulberry
	
	• **Frequency Improvements (minutes):**
	  • **MAX**: 10 peak/20 off-peak ➡ 15 all day
	  • Routes **5, 9, 14**: 60 ➡ 30 peak/60 off-peak
	  • Route **8**: 30 min ➡ 20 min
	
	• **Improved Bus Operator Schedules**

Shifting resources from low-performing services to more **frequent** and **reliable** core routes, while improving bus operator schedules
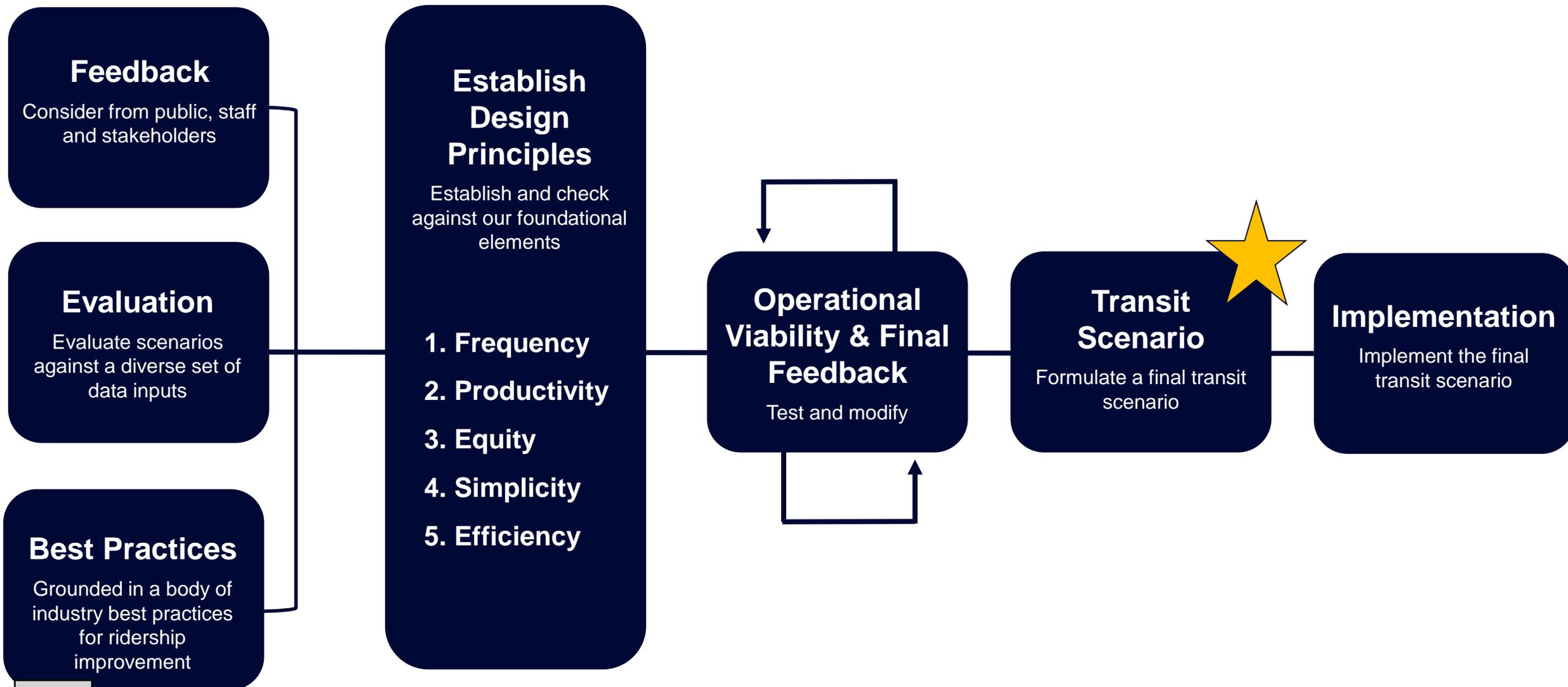
ancial Overview

Expenses

- Transit industry expenses have grown 50-70% since 2019
- Fort Collins projects a ~50% increase (2019–2026)
- Major cost drivers: personnel, vehicle repair, and contracted transportation services

Revenue

- Revenue growth has occurred primarily at the City level (General Fund and 2050 Tax)
- Key external losses: FLEX, FASTER
- Expense growth continues to outpace revenue increases
- Anticipated new State funding source in 2026 (SB24-230)

Transfort Expense & Revenue

th to the Recommended Transit Scenario

City of **Fort Collins**

Feedback

Consider from public, staff and stakeholders

Evaluation

Evaluate scenarios against a diverse set of data inputs

Best Practices

Grounded in a body of industry best practices for ridership improvement

Establish Design Principles

Establish and check against our foundational elements

1. Frequency
2. Productivity
3. Equity
4. Simplicity
5. Efficiency

Operational Viability & Final Feedback

Test and modify

Transit Scenario

Formulate a final transit scenario

Implementation

Implement the final transit scenario

treach Process and Feedback

Outreach at a Glance

574
Survey Responses

41
Meetings

8
Events

4
Open Houses

Additional Outreach Channels

- Website & Social Media
- Newsletters & On-Board Flyers
- Boards, Commissions, Committees

What We Heard

1. Equity & Access Concerns

- Route eliminations (6, 9, 10)
- Impacts transit dependent riders

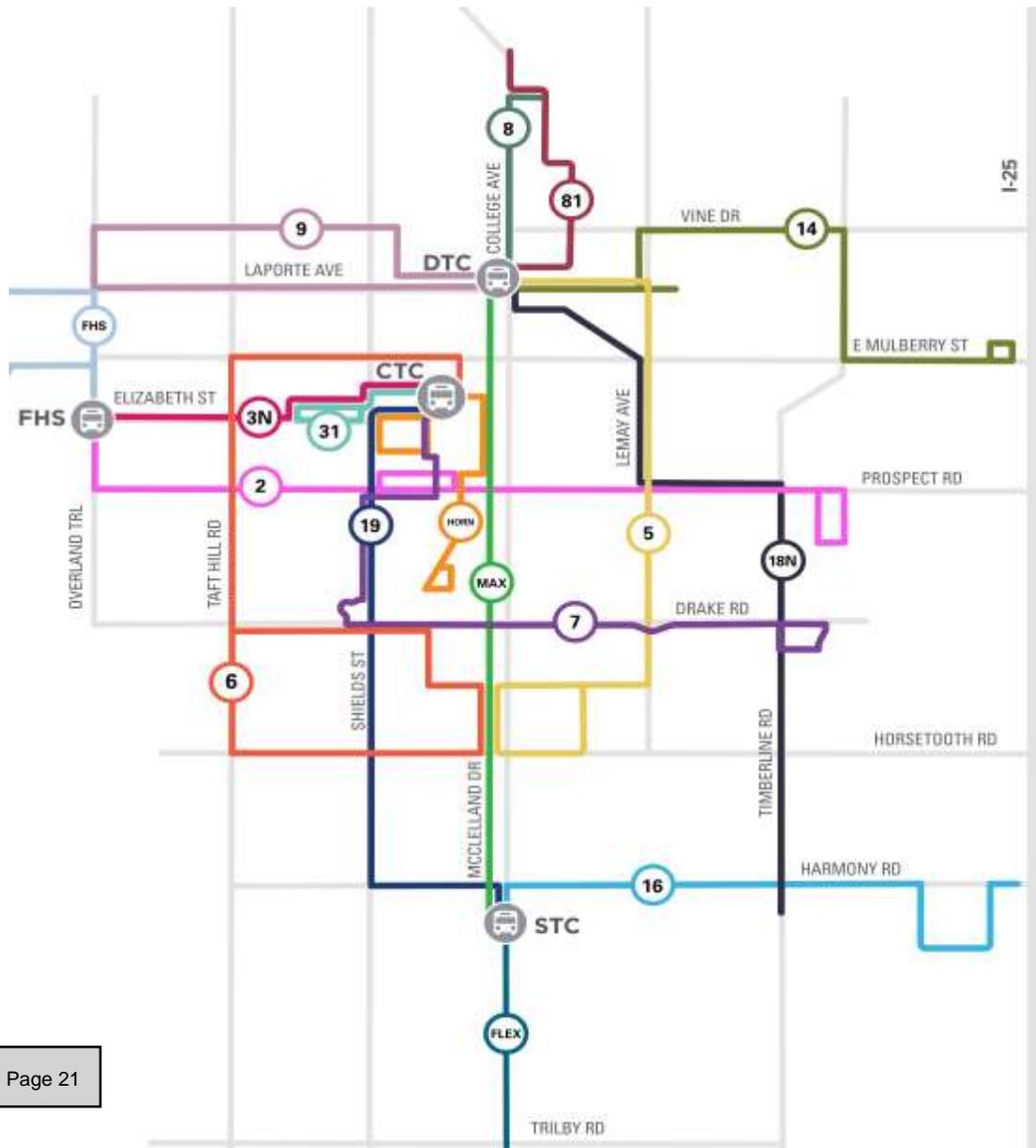**2. Frequency > Coverage**

- Strong support for higher frequency

3. Education Connectivity Matters

- PSD ↔ FRCC ↔ CSU connections critical

4. Communication & Safety

- Communication is critical for positive outcomes
- Safety/accessibility concerns

nal Map – Fixed Route

City of **Fort Collins**

Key Changes

7 **Route 7: Realignment**
- Adjust service to connect into CSU Transit Center

2 **Route 2: Connection to Lake Street**
- Connect eastbound into Lake Street
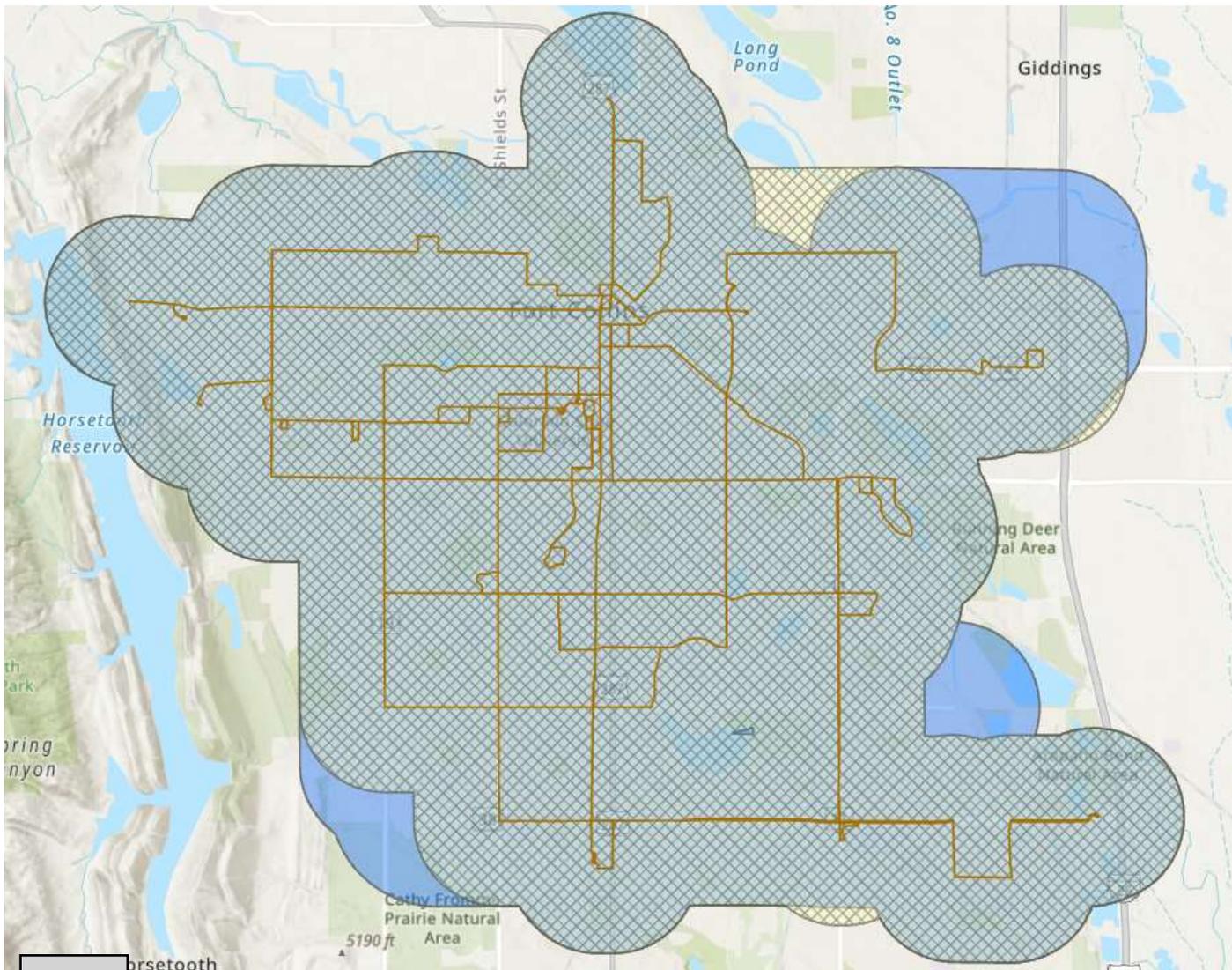
9 **Route 9: Maintain Service**
- Preserve service on Laporte Avenue
- Removal of additional DTC to CTC connection

6 **Route 6: Maintain Service**
- Preserve service on Taft Hill Road
- Additional resources available through retiming

6

al Map – Dial-A-Ride Service Area

City of **Fort Collins**

Dial-A-Ride Service Area Expanded

The final service area is larger than initially proposed due to the addition of Routes 6 and 9.

Impact Mitigation Actions

o Legacy access preserved for existing clients who fall outside of the new service

o **Dial-A-Taxi voucher program** updated to support riders outside of the service area
- Service area expanded to Growth Management Area
- Service available any time of day, any day of the week

Map Key

(blue)	Areas that will no longer be included in the service area
(cross-hatch)	Areas where the service area will increase
(cross-hatch)	New Dial-A-Ride service area

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timization Implementation Timeline

City of
Fort Collins

Phase 1 – August 2026

Phase 2 – 2027 (Anticipated)

August 2026

- Majority of system changes implemented
- Route, service hours, and frequency adjustments go live
- Bus-Stop-to-Bus-Stop service ends
- Sunday Dial-A-Ride service ends

2027 (Anticipated)

- Route 14 and Route 18 new alignments implemented
- Requires ADA-compliant bus stop construction
- Timeline dependent on right-of-way needs and stop construction

Most service changes occur in August 2026, with **Routes 14 and 18** following once ADA bus stop construction is complete.

City of Fort Collins

Questions?

ed Route Frequencies

FREQUENT NETWORK
High-frequency routes (every 20 minutes or better) that form the backbone of the system.

MAX 3N 31 8 HORN

CORE NETWORK
Reliable 30-minute service that connects neighborhoods and feeds into the frequent network.

81 19 5 2 14 9

LOCAL NETWORK
Lower-frequency routes that provide essential access to neighborhoods outside the busiest corridors.

7 18N 16 6

File Attachments for Item:

2. Council Priority: Affordable & Sustainable Growth

The purpose of this item is to seek direction from Council on their priority to promote affordability and sustainable growth by making development predictable, efficient, and cost effective. Staff propose two main work streams: Program and System Refinement and Removing Regulatory Barriers. Program and System Refinement will focus on improving the customer experience, updating legacy software, and reducing processing times of development applications. Removing Regulatory Barriers will better align all land use regulations to reduce conflicting regulations, balance trade-offs, and achieve development that is more consistent with the City's goals. Staff will leverage the Ad Hoc Committee by meeting every other month to seek the committee's direction on each component of these work streams.

March 24, 2026

WORK SESSION AGENDA ITEM SUMMARY
City Council

STAFF

Lori Schwarz, Deputy Director, Planning, Development & Transportation
Clay Frickey, Planning Manager
Sylvia Tatman-Burruss, Senior Policy & Project Manager

SUBJECT FOR DISCUSSION

Council Priority: Affordable & Sustainable Growth

EXECUTIVE SUMMARY

The purpose of this item is to seek direction from Council on their priority to promote affordability and sustainable growth by making development predictable, efficient, and cost effective. Staff propose two main work streams: Program and System Refinement and Removing Regulatory Barriers. Program and System Refinement will focus on improving the customer experience, updating legacy software, and reducing processing times of development applications. Removing Regulatory Barriers will better align all land use regulations to reduce conflicting regulations, balance trade-offs, and achieve development that is more consistent with the City's goals. Staff will leverage the Ad Hoc Committee by meeting every other month to seek the committee's direction on each component of these work streams.

GENERAL DIRECTION SOUGHT AND SPECIFIC QUESTIONS TO BE ANSWERED

1. Does the proposed work plan align with Council's expectations?

2. Does Council agree with staff's plan for engaging with the Ad Hoc Committee?

BACKGROUND / DISCUSSION

On March 3, 2026, Council adopted priorities for their term along with the 2026-2030 Strategic Plan. One of Council's priorities is to promote affordability and sustainable growth by making development predictable, efficient, and cost effective. Staff seeks direction on a work plan to make progress on this Council priority.

Policy Foundation and Background

The purpose of land use regulations is to ensure that the built environment aligns with the desires of the community. Regulations require regular updates to ensure they stay aligned with the community's evolving needs. Fort Collins's system of land use regulations builds on the vision and community engagement of the myriad adopted policies and plans, including:

- City Plan

- Housing Strategic Plan

- Our Climate Future

- Transit Master Plan

- Urban Forest Strategic Plan

Staff have consistently updated regulations to fulfill the vision of these policies and plans. The challenge that has emerged is that the goals of these plans are in tension and the resulting regulations introduce conflicting standards. This can lead to protracted negotiations during the development approval process that make the process less predictable and efficient.

Another challenge is the number of Codes that apply to development. Developments must comply with the following Codes:

- Land Use Code

- Building Code

- Municipal Code

- Stormwater Criteria Manual

- Electric Service Standards

- Larimer County Urban Area Street Standards

- International Fire Code

Different departments within the City and outside the organization act as stewards of these Codes. Each department then updates the Code they steward on their own timeline independently of other Code updates. This results in internally consistent Codes that are not always aligned with other Codes.

The proposed work plan aims to consider regulations and processes in their entirety rather than individually as described above. There are two main components for reviewing development projects: the process and the regulations. As such, staff proposes two work streams related to this Council priority.

Work Stream 1: Program and System Refinement

This work stream will focus on refining the development services program, increasing customer support resources and replacing the legacy software system. This work began in early 2024 and multiple inter-related initiatives are underway to simplify, streamline, and improve business processes. Staff provided Council updates on most of the related initiatives in several memos last year.

Development Services Program (previously referred to as Development Review Oversight)

The Development Services Program is a cross-departmental service system housed within the Planning, Development & Transportation (PDT) Service Area that coordinates and delivers the City's development review, permitting, and inspection processes.

The program ensures that development proposals, from small residential projects to large-scale commercial and neighborhood developments, are reviewed efficiently, consistently, and in alignment with adopted plans, Codes, and Council priorities.

Acting as the system facilitator, PDT leads coordination across participating departments including planning, engineering, transportation, utilities, building safety, PFA, and other external review partners. The program aligns technical review functions into a unified, customer-centered process with clear

systems, escalation paths that define decision-making throughout the process, and measurable performance outcomes

The Development Program Principles include:

- **Operate as One System** – Work as a unified team across departments and disciplines.

- **Make Trade-offs and Guardrails Explicit** – Clearly define expectations, boundaries, and decision criteria.

- **Empower Within Guardrails** – Enable staff to make informed decisions within clear parameters.

- **Start Early, Solve Early** – Engage issues early to resolve challenges before they escalate.

- **Measure, Learn, and Adapt** – Use data and experience to continuously improve outcomes.

- **Be Cost-Effective** – Deliver high-value results through efficient use of time and resources.

Work in this area will continue to build out the organizational support system necessary to ensure the achievement of these principles as well as success criteria to confirm the program is accomplishing its purpose.

Customer Support and Experience

There are multiple projects planned and underway to improve customer experience throughout the development submittal and approval process. Work that has been completed include wayfinding signage and a digital information screen at 281 North College to improve the customer experience with the Development Services Center. Staff is continuing to focus on ways to provide a welcoming, in-person environment for those that are planning new businesses or construction within the city. The Development Services Center is also a pilot area for a new customer experience survey for the City.

Other work includes understanding the voice of all customers through defined personas for the wide-ranging customer base. Customers may include new homeowners, design professionals, business owners or large-scale developers - each with specific needs and knowledge base. In better understanding customer needs, staff will be able to further increase customer outreach and navigation services both in person and online through digital tools and technology solutions.

The City is also taking steps to ensure continuity of customer experience throughout the entirety of their development review. This will include continuing coordinators in the Development Review process and the addition of coordinators in the Building Permit Review process. Additionally, customer champions will be identified in each Development Program department to ensure closer coordination and fewer surprises for customers through the overall review process.

FC CLEAR – Pathway to Progress

One of the largest digital transformations that the City of Fort Collins has undertaken is the replacement of the legacy software program that manages the development review and building permit processes. The project, internally referred to as FC CLEAR (City Licensing, Enforcement, Approval and Review), is headed by teams in Planning and Development Services (PDS) and Information Technology. The project kicked off in May 2024 and includes all departments involved in the Development Services program. Additional departments that are responsible for licensing across the City are also included in the overall phased scope of this work.

To date, City staff have worked with consulting teams to assess and define all workstreams in the first phase of the project. Configuration of these workstreams is underway and initial testing has begun. Staff anticipates one of the largest phases of this work, data migration, to begin in the next several weeks.

Expected outcomes of this work include:

- Round-the-clock online access to submit applications, check status, and track project milestones.

- More transparent communication through real-time status updates.

- Reduced need for in-person visits as more services move online.

- Faster turnaround times due to better internal workflows and fewer bottlenecks in the review process.

Reduce Processing Times

Work in this area has been ongoing since 2022, and great strides have been made in improving the processing times in Development Review. These include:

- Days that a plan is with the city has been reduced by 49%

- Days from submittal to decision has been reduced by 123%

- Projects approved in 3 rounds or less has been increased by 52%

- Projects approved in 2 rounds or less has been increased by 34%

Multiple strategies have been identified to continue to build upon this work including:

- Improving quality of submissions

- Systems to address issues swiftly and reduce miscommunication

- Systems to better manage workloads and eliminate backlogs

- Setting and tracking processing time reduction goals

This work will also be reviewed throughout the regulatory work stream to ensure recalibration as barriers are removed.

<u>**Work Stream 2: Removing Regulatory Barriers**</u>

The purpose of this work stream is to align the regulations, fees, and systems related to new development to better meet the goals set forth in City Plan. As part of this work stream, staff will work across departments to remove, replace, or fix the systems of regulatory layers that present the biggest challenges to meet goals. Staff will evaluate programs, incentives, and costs and fees through a lens of a simplified customer experience, to provide growth and development that supports community resilience, creates jobs, provides housing choices, and contributes to cleaner air.

Prior efforts to remove regulatory barriers focused on individual Codes and regulations. While this has improved the clarity of some regulations it has not resolved conflicts between different regulations. This work stream will look at all Codes and regulations that apply in different contexts and propose updates to these regulations to remove conflicts, yield outcomes that better align with the City's goals, and balance trade-offs between different City priorities. Staff propose assessing regulations holistically in the following contexts:

1. Infill
2. Greenfield
3. Neighborhood infill

Ad Hoc Council Committee

Staff propose that the Ad Hoc committee formed and approved by Council on March 3, 2026 meet on a regular cadence to engage with staff findings and offer feedback on the work outlined in work streams 1 and 2 above. Below is a rough cadence and topics for the committee:

Phase 1 (across 2 meetings): All Topics, Existing Conditions

- Staff will review Code conflicts, barriers to development, and City-specific "levers" for regulatory changes.
- Staff will work with committee members to develop Guiding Principles for the committee work based on desired outcomes and identified conflicts and barriers.
- Based on the Guiding Principles and identified outcomes, staff will work with committee members to prioritize work in each topic area.

Phase 2 (3 meetings for each topic): Each Topic Sequentially

- Concept Development of regulatory changes based on impact, cost, and trade-offs
- Explore impact vs. cost/time for each potential change based on guiding principles
- Explore potential trade-offs to service delivery, cost burden, and desired outcomes
- Review of fees, credits, and their application to different development types
- Review of programs

Phase 3 (concluding 2027): All Topics, Implementation and Review

- Code drafting/adoption of planned regulatory changes
- Implement new fee schedule
- Strategy to optimize programs
- Customer experience mapping

This process mirrors how staff approached updating the Land Use Code. The distinction between the previous Land Use Code updates and these packages of updates based on context is that this process will consider all regulations that apply in these contexts including:

- Land Use Code
- Historic Preservation
- Utilities
- Street/right-of-way standards
- Building Code

By reviewing all regulations at once staff anticipate resolving conflicting standards and aligning all regulations with a common goal. What follows is a brief description of the work involved in each phase of this proposed process. Staff will meet with the Ad Hoc Committee during each step of this process followed by meetings with the full Council for key decisions and direction setting.

Audit Regulations

The first step in this process will be a quick audit of existing regulations. The audit will identify all regulations that apply within each development context. The audit will then identify which standards conflict. Much of this work is complete from the Land Use Code audits from Council's recently adopted updates to the Land Use Code. This work will leverage these Land Use Code audits and include audits that are underway of other applicable Codes. Staff will summarize the findings of the audit and present them to Council at a work session.

Guiding Principles

After the regulatory audit staff will develop draft guiding principles for Council to consider that will act as the north star for this body of work. These guiding principles will help ensure all proposed updates remain aligned with the goal of removing regulatory barriers while achieving the goals of overarching policies and plans.

Prioritization

Staff will utilize the audit and guiding principles to prioritize potential regulatory updates. Prioritization will focus on addressing the biggest barriers to affordability and making the regulations more aligned and predictable.

Concept Development

Concept development will involve staff developing updates to all applicable regulations based on the list developed during the prioritization phase. These concepts will likely involve making changes to multiple regulatory documents. Staff will present these concepts as complete packages to Council so that Council can gain a better understanding of how these regulations work together to shape development.

Draft Code Updates & Adoption

After Council provides direction on the concepts for Code updates, staff will develop a draft ordinance of all Code updates for Council's consideration. Council will then have an opportunity to provide any feedback they have prior to adopting the final version of these Code updates.

Fees & Programs

When the regulatory updates approach the Code development phase another team will begin aligning fees and programs with the new land use regulations. The purpose of this work will be to calibrate fees to the impact of development on systems and ensure any programs supporting these different development contexts support the desired outcomes of Council. This phase of work will follow the same process as the other regulatory updates.

Timeline

Work on each work stream is underway and will continue through the end of 2027. Not all components of each work stream will begin immediately. Staff propose staggering the work to begin advancing a portion of the work immediately while continuing to provide core services to the community. The table below shows a proposed project schedule for each component of the proposed work plan.

	Q2 2026	Q3 2026	Q4 2026	Q1 2027	Q2 2027	Q3 2027	Q4 2027
Program and System Refinement							
Development Program	🟩	🟩				🟩	🟩
Customer Experience	🟩	🟩				🟩	🟩
FC Clear	🟩	🟩	🟩	🟩	🟩	🟩	🟩
Removing Regulatory Barriers							
Infill/Business	🟩	🟩	🟩	🟩	🟩	🟩	🟩
Greenfields			🟩	🟩	🟩	🟩	🟩
Neighborhood Infill			🟩	🟩	🟩	🟩	🟩
Fees & Programs					🟩	🟩	🟩

Proposed Metrics

Staff will work with committee members to establish progress metrics for each topic. Potential metrics may include:

- Percentage of projects approved by right

- Percentage of community where multi-unit development is a permitted use by right

- Percentage of projects that complete approval process in three rounds or less

- Construction of affordable housing units

- Units constructed in targeted infill areas identified in City Plan

- Mix of housing types and uses in existing commercial centers and neighborhoods

NEXT STEPS

Based on Council feedback at the work session, staff will populate a schedule for the Ad Hoc committee with proposed topics and proposed full-Council touchpoints.

ATTACHMENTS / LINKS

1. Presentation

Council Work Session, Council Priority: Affordable & Sustainable Growth

Lori Schwarz, Clay Frickey, Sylvia Tatman-Burruss

3-24-2026

1. Does the proposed work plan align with Council's expectations?

2. Does Council agree with staff's plan for engaging with the Ad Hoc Committee?

Council Priority: Affordable and Sustainable Growth

Description: This priority will remove, replace or fix the systems and regulatory layers creating the biggest challenges to build. We will evaluate programs, incentives, and costs and fees through a lens of a simplified customer experience.

y Problems to Solve

Multiple, complex and sometimes conflicting regulations and fees causing delays and increased costs

Expectations are not clear and not driven through the organization

Cross departmental collaboration can be challenging and inefficient, causing delays

Limited cohesive strategy, empowerment and ownership

Inefficiencies and inconsistencies with program resourcing, training, technology

ordable & Sustainable Growth

City of
Fort Collins

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Development Program          <----------------------------->   Ad Hoc Committee
Ongoing Internal Work
```

Program Definition	Customer Support	Process Time	FC Clear

| Fees	Code Updates: Infill/Business	Code Updates: Greenfield	Code Updates: Neighborhood Infill	Engagement
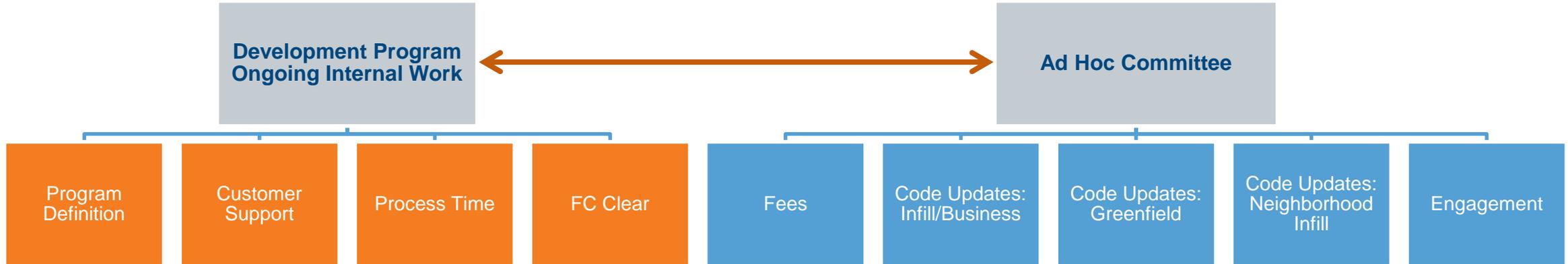
Ongoing Internal Program Work:
- Focused on internal systems and administration
- Success criteria for the program
- Clear decision-making pathways
- Understanding and supporting customer experience
- Technological solutions for program success
- Regular updates reported to Council

Exploring Code Updates:
- Define current state and identify service-level goals
- Identify pain points and discuss trade-offs to regulatory changes
- Engage stakeholders in the committee meetings throughout

5

licy Foundation and Background

Align regulations with Adopted City Plans and Policies

- Land use regulations ensure the built environment aligns with the needs and desires of the community.

- Regulations require regular updates to ensure they stay aligned
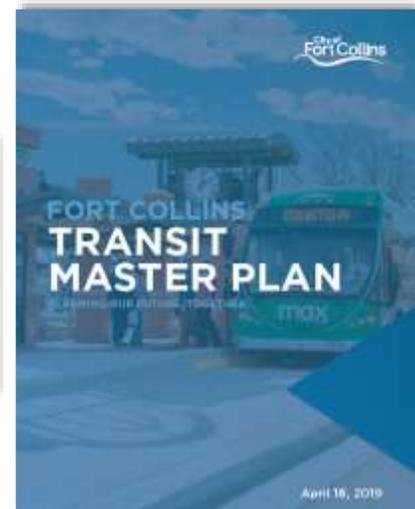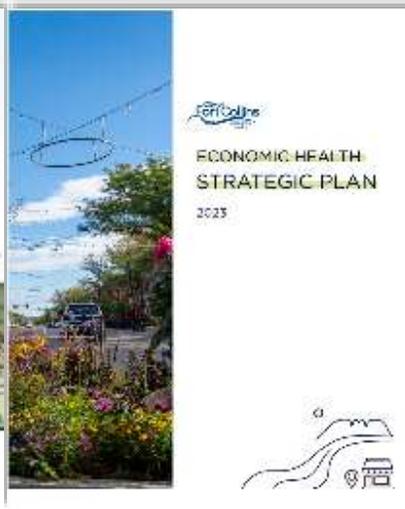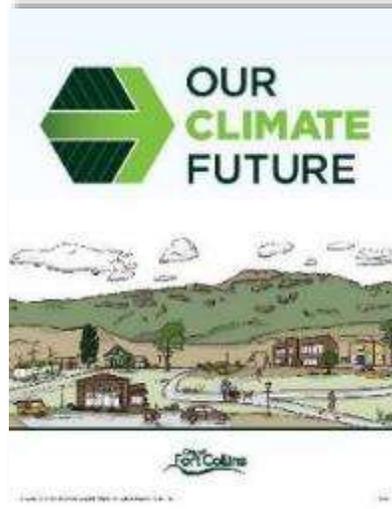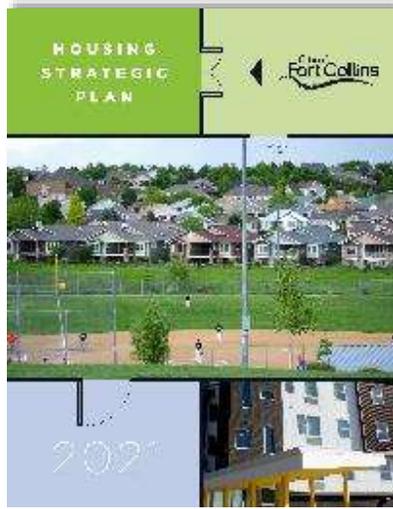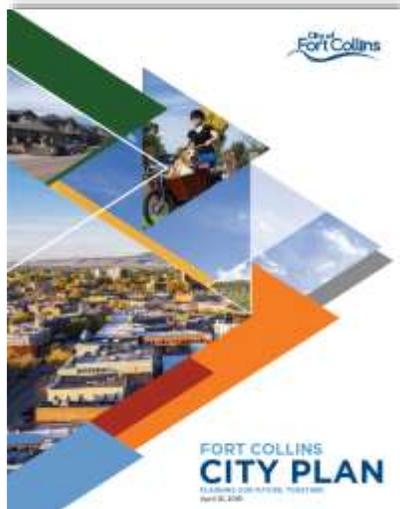
Developments must comply with the following codes:

- Land Use Code
- Building Code
- Municipal Code
- Stormwater Criteria Manual
- Electric Service Standards
- Larimer County Urban Area Street Standards
- International Fire Code

- Different departments within the City and outside the organization act as stewards of these Codes.

General Goals:
- Reduce barriers and conflicts in development Codes
- Unify regulations for an easier user experience

Infill/Business:
- Reduce use and parking requirements
- Increase "by right" approvals
- Implement new transit centers
- Increase predictability of development standards and choices
- Implement "one stop shop" for starting a business

Greenfield:
- Unified system for infrastructure implementation
- Predictable environmental standards
- Affordable housing land banking

Neighborhood Infill:
- Increase missing middle housing choices
- Lift use restrictions for more business choices in neighborhoods

velopment Fees Goals

General Goals:

- Establish an updated philosophy on fee types (expansion fees, review fees and inspection fees)
- Align fees to updated processes and development types
- Calibrate a strategy for fee credits and waivers with a focus on Affordable Housing projects
- Explore other solutions are costs

Infill/Business:

- One-stop shop to start a business

Greenfield:

Neighborhood Infill:

- Pre-approved ADU design

...posed Sequencing & Timing

Phase 1 (across 2 meetings): All Topics, Existing Conditions
- Review audit of code conflicts, barriers, and City-specific "levers" for regulatory changes
- Develop Guiding Principles based on desired outcomes and identified conflicts/barriers
- Based on the Guiding Principles and identified outcomes, prioritize staff work

Phase 2 (3 meetings for each topic): Each Topic Sequentially
- Concept Development of regulatory changes based on impact, cost, and trade-offs
- Explore impact vs. cost/time for each potential change based on guiding principles
- Explore potential trade-offs to service delivery, cost burden, and desired outcomes
- Review of fees, credits, and their application to different development types
- Review of programs, as applicable

Phase 3 (concluding 2027): All Topics, Implementation and Review
- Code drafting/adoption of planned regulatory changes
- Implement new fee schedule
- Strategy to optimize programs
- Customer experience mapping

Hoc Committee: Work Plan – At a Glance

City of Fort Collins

Phase	Phase 1	Phase 2				Phase 3	
Topic	Q2 2026	Q3 2026	Q4 2026	Q1 2027	Q2 2027	Q3 2027	Q4 2027
Orientation and Existing Conditions							
Code Updates: Infill/Business		■					
Code Updates: Greenfields			■				
Code Updates: Neighborhood Infill				■			
Fees + Programs					■		

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File Attachments for Item:

3. Downtown Parking Strategy Implementation Roadmap

The purpose of this item is to provide background and an implementation plan to address the best use and sustainability of the downtown parking system. This plan aims to support a vibrant downtown, provide a customer-focused system for all users, and ensure a financially sustainable parking system.

March 24, 2026

WORK SESSION AGENDA ITEM SUMMARY
City Council

City of
Fort Collins

STAFF

Ginny Sawyer, Policy and Project Manager
Eric Keselburg, Sr Parking Services Manager
Drew Brooks, Deputy Planning, Development, and Transportation Director

SUBJECT FOR DISCUSSION

Downtown Parking Strategy Implementation Roadmap

EXECUTIVE SUMMARY

The purpose of this item is to provide background and an implementation plan to address the best use and sustainability of the downtown parking system. This plan aims to support a vibrant downtown, provide a customer-focused system for all users, and ensure a financially sustainable parking system.

GENERAL DIRECTION SOUGHT AND SPECIFIC QUESTIONS TO BE ANSWERED

1. What additional questions or feedback do Councilmembers have regarding parking and/or the recommended roadmap?

2. Do Councilmembers support the roadmap timing?

BACKGROUND / DISCUSSION

The bulk of the background for this item is in the Agenda Item Summary from December 9, 2025 which is provided as an attachment. As noted in these materials, the City has managed a complex parking system in the downtown area for decades. The system includes surface parking, garage parking, and on-street parking, all with a variety of fee structures.

The current parking system model does not provide the right parking choices needed for the people who come downtown, and it does not address the various demand challenges. Users are often frustrated due to reliance on enforcement and the use of low-dollar paid parking in less desirable facilities. The system is not cost neutral in regard to funding necessary maintenance.

Most stakeholders agree that increased garage use and having the financial capability to maintain infrastructure is a good thing. There is also agreement that parking turnover is good and that employee parking is an issue needing better solutions. When on-street parking is at 80-85% capacity and turnover is reliant on enforcement we see enforcement addressing parking shuffle rather than actual turnover.

The system has evolved overtime and includes the following milestones and legacy features:

- Downtown parking meters deactivated in the 1960s

- Old Town (Remington) Parking Structure built (1984)

- Civic Center Parking Structure built (1999)

- Firehouse Alley Parking Structure (2017)

- Multiple surface lots historically managed by the City

- Courtesy 1st overtime ticket has been a long-standing practice

The parking system is experiencing challenges in both infrastructure maintenance and best practice/most efficient use to achieve financial sustainability, parking efficiency, and economic retail benefit. While "free" parking is a strong desire from a portion of our community, when no one pays everyone pays.

Changes to the parking system will be significant to stakeholders and will be met with mixed feedback. Knowing this, and taking study findings and public feedback into account, staff is recommending a roadmap that aligns with previous Council direction and leads to a more sustainable and efficient system.

Parking System Roadmap

Near-term Actions in Process Based on Previous Council Discussions

Fees/fines:

Staff is implementing increases to both permits and most fines. This increase leaves costs below industry standard but is a first step to increase revenue and establish annual review and updates.

Overtime Violations:
- 1st: free to $10
- 2nd: $10 to $25
- 3rd: $25 to $50
- 4th: $50 to $75
- 5th: $100 (no change)

Restricted Parking Violations:
- $25-$35

Vision Zero Violations (parking in a bicycle lane, too close to, or on/across, the sidewalk)
- $25-$40

Estimated $200k annual increase from permits and about $300K increase from fines.

- Anticipated fine increase is a conservative estimate and not reflective of expanded enforcement, evenings and Saturdays.

Permits will increase by $10 upon renewal.

In process and will start by June 1, 2026.

Garage Enforcement:

Staff is implementing automated license plate readers (APLRs) in the garage structures. Gates in the garages were removed in 2019. Upon removal, Parking Services saw an approximate 25% drop in revenue. As enforcement has increased, that drop is now estimated at 11% from gated. Installation of ALPRs will ensure increased accountability and payment in the garages.

Need to acquire and install readers. Estimated cost $200K, appropriation coming to Council. Installed and operational by Q1 2027. Conservative revenue estimates at $75K/year.

Expanded On-Street Enforcement:

Parking Services is moving to a 6-day/week enforcement operation between 8 a.m.- 6 p.m. starting March 23, 2026. Extended hours have been discussed as a means to offer more consistent turnover during high demand hours. Anticipated revenue collection from expanded hours is conservatively estimated at about $100K, with increased presence and management.

Starts March 23, 2026.

Downtown Employee Parking:

An important user of downtown parking are the downtown employees. While there is agreement that it is counter-intuitive to have employees utilizing spaces that customers could use, this is a practice that occurs. Staff is actively working on options for both alternative parking and reduced permits available through employers as well as a discounted option through Get FoCo.

Reduced permit through employers-targeting June 1, 2026 availability. Seeking partnerships for alternative parking for both City/County employees and downtown employees.

Parking Enforcement Vehicle Technology:

The current technology available to Parking Services presents challenges in both scheduling and traffic back-ups when the vehicles need to stop to issue citations. Parking Services is pursing updated technology that will allow a more seamless experience for both enforcement officers and surrounding traffic.

RFP out for vendor. Anticipate implementation by Q3 2026.

Demand and Capacity Study:

A demand and capacity study evaluates the system as a whole and provides a data-driven look at needed parking spaces both in real time and for future projections. The last study was conducted in 2013 and revealed a need for 910 spaces at that time. The Firehouse Alley Parking Structure added 215 public spaces in 2017 (which are all that have been added to the system since 1999.)

Study is underway and anticipated completion is June 2026.

Mid-Term Actions and Next Steps

On-Street Pay Infrastructure:

Based on Council conversations, staff is moving towards an on-street paid parking model. Any version of paid parking will require infrastructure (kiosks) even though a pay-through-app service is anticipated to be the preferred method of payment. Costs to install the entire payment kiosk system is estimated at $1.27 M, which is currently available in parking reserves. This cost could shift based on vendor and services provided. Revenue estimates for on-street paid parking are ~ $2.5M/annually.

Prior to acquisition of infrastructure, a Code change allowing on-street collection of parking fees is required. This ordinance change to include "on-street" collections will be brought forward in May 2026.

Timing for on-street paid parking is reliant on procuring and installing the infrastructure, including the appropriation of the funds from Parking Reserves. Getting from an RFP to contract to product in hand is estimated to take 6-9 months. Staff is also sensitive to both community feedback and the construction impacts anticipated from the water line replacement scheduled in early 2027.

Given these considerations, the earliest soft launch implementation would be summer/ fall 2027 with full enforcement beginning shortly after. A soft start could also begin in January 2028, after the holiday season, with full enforcement beginning in early spring.
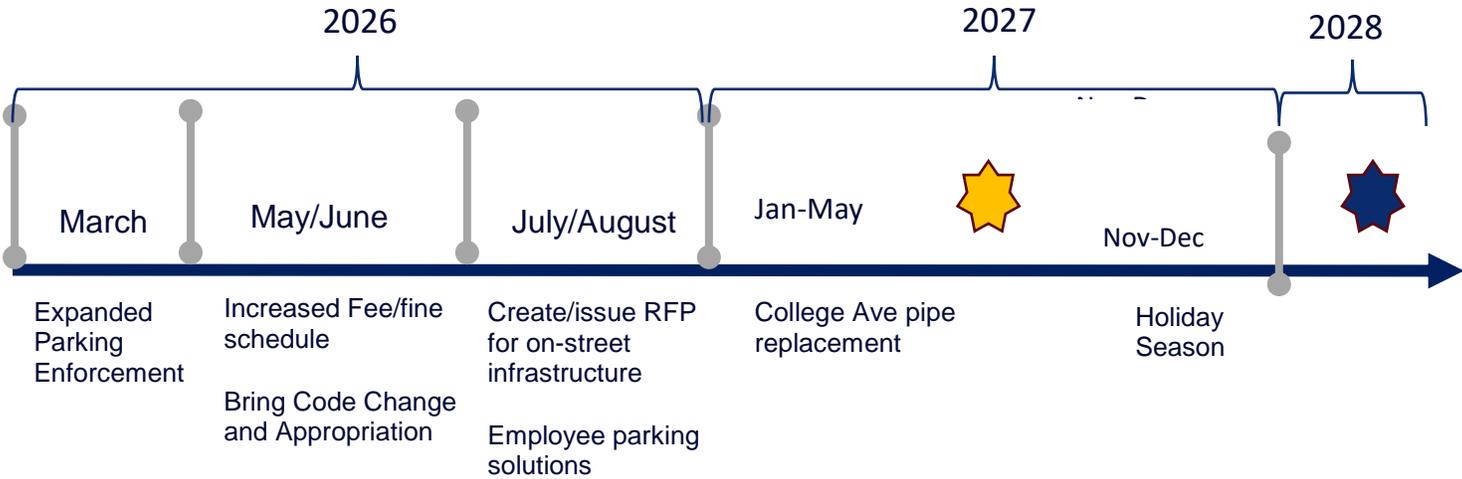
Timeline

Earliest paid on-street implementation. Dependent on equipment arrival.

2028 paid on-street implementation.

Future Action and Longterm Considerations

Staff anticipates on-going evaluation and monitoring of the parking system as a whole. It will be important to ensure any changes are achieving the desired results and to be nimble to any needed adjustments.

Longterm, it may be beneficial to create and utilize a committee or governance group that would assist and advise on potential pricing scenarios and any program changes. This governance structure could also engage in strategic planning to include asset management prioritization and the beneficial use of anticipated future revenues

ATTACHMENTS / LINKS

1. Work Session Agenda Item Summary, December 9, 2025 (copy)
2. Parking FAQs
3. Presentation

December 9, 2025

WORK SESSION AGENDA
ITEM SUMMARY
City Council

STAFF

Drew Brooks, Deputy Director of Planning, Development, and Transportation
Eric Keselburg, Sr Parking Services Manager

SUBJECT FOR DISCUSSION

Parking Study Engagement Report and Implementation Strategies

EXECUTIVE SUMMARY

The purpose of this item is to provide an update on efforts relating to the Downtown Parking Optimization Study and the recommended strategies, specifically observations and feedback received regarding the Downtown Fort Collins study area, as recommended and presented during the August 12, 2025, Council Work Session. Parking Services staff, in partnership with the Downtown Development Authority, have been working closely with Walker Consultants to identify immediate and future parking policy and models.

GENERAL DIRECTION SOUGHT AND SPECIFIC QUESTIONS TO BE ANSWERED

1. Does Council support a phased approach to implement the optimized downtown parking system?

BACKGROUND / DISCUSSION

Parking Services is tasked with the management and enforcement of a parking system consisting of 4,846 public parking spaces in the downtown area of Fort Collins. This inventory of spaces includes 3,149 on-street spaces and 1,697 off-street spaces in three (3) parking structures and six (6) surface lots. For the purpose of the downtown paid-parking discussion, this primarily focus includes the centralized area of an identified approximately 800 on-street parking spaces in the downtown area, and the modifications made to better align with our downtown community. Additionally, the department manages twelve (12) Residential Parking Permit Zones adjacent to Colorado State University (CSU) campus.

Parking Services has operated as a quasi-enterprise department for decades, with revenues generated by the department covering nearly all operating expenses, but reliant on the General Fund for major maintenance, as well as, technology, equipment and vehicle upgrades. The primary revenue streams for the department are violation citations, hourly parking structure fees, and monthly permit fees from the parking structures and surface lots. The following graph shows the trend, including General Fund allocation, caused by the impact of the pandemic. Parking Services received General Funds between 2021 – 2024. Beginning in 2025, Parking Services is not receiving any offsetting General Fund contribution.

Parking Revenue/Funding
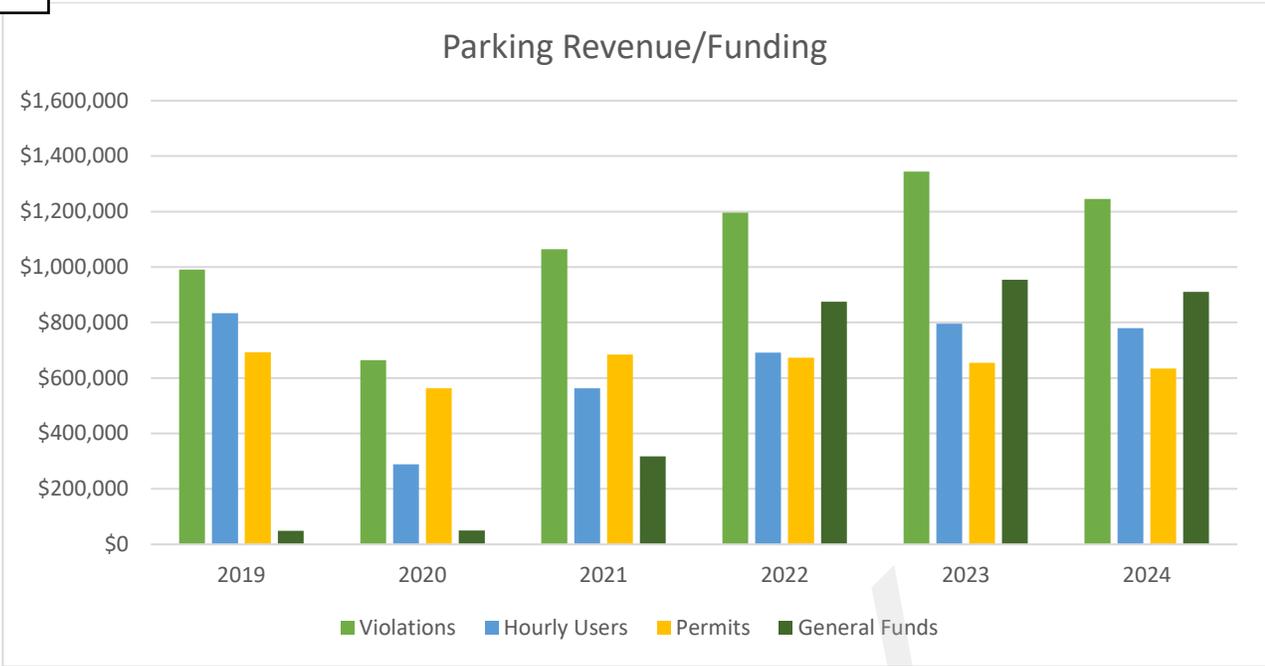
Parking Services was one of the most heavily impacted City departments during the pandemic, through recovery. The pandemic exposed the fragility of a system which is not self-sufficient, and reliant on General Fund contributions, versus developing a model of self-sufficiently, which is best practice across the parking industry.

The current rates for permit holders, hourly users, and citations are illustrated below:

Parking Services has not raised its rates for hourly parking structure users since 2009, and most violation fines have not changed since approximately 2003. This was highlighted when maintenance was deferred during the pandemic, identifying the need for a model which will ensure regular and ongoing maintenance and repairs to the parking structures/assets.

It has become evident that Parking Services, under the current revenue model, cannot meet general operation and maintenance requirements, without relying on General Fund contributions. Ideally, Parking Services would generate revenue to manage and maintain the parking system, including asset management, and technological advancements to better serve the customer.

Parking Services Study and Goals

Since 2023, Parking Services has contracted with Walker Consultants, a leading parking and transportation consultant firm, to fully analyze the current system and make recommendations for strategic improvements. This study has been conducted in strong partnership with the Downtown Development Authority (DDA), which has provided extensive support including funding, data resources, engagement networks, and strategic guidance.

Parking Services has identified outcome goals for the parking system, which have been informed by the changing conditions from the 2013 Parking Plan until today. The primary goals are:

1. To support a vibrant and active downtown economy,

2. Develop a customer-focused system that provides choice for all parkers and modes,

3. Establish a parking system that is financially sustainable and aligned with community goals.

A vibrant and active downtown would make it easier for people to reach their destination, improve the public's perception of parking ease and availability, balance parking demand and more evenly distribute it across the system, incentivize longer-term parkers to park in underutilized parking garages, enhance economic growth by establishing a market-based price mechanism to incentivize efficient use of parking to support parking space turnover, support and encourage different modes and transportation choices, and provide appropriate placement of parking garage(s) around the periphery of downtown which would provide parking capacity and allow the ability to reimagine the space use.

A customer-focused parking system that provides choice for all parkers and modes of transportation would support those people who value choice, and a paid parking model provides a market-based approach where a menu of different options is provided. It would ensure that the most convenient spaces are available to those who value them the most and make a distinction between the most valuable curb space along the busiest streets downtown and less valuable curb space along less busy streets a little further away from the center of activity. There is value in maximizing the efficiency of the parking system and ensuring that parking assets are being used and allocated adequately and as intended. Customer choice would leverage supportive, rather than punitive, enforcement and reduce ticket-writing and enforcement revenue over time.

Finally, a parking system that is financially sustainable and aligned with community goals would have a dedicated funding mechanism to fund additional new parking assets when or if they are needed. It would utilize parking revenues to offset management, maintenance, administration, and other costs associated with the parking system. An updated parking model would reduce "trolling" activity, which will decrease traffic circulation and on-street congestion and lower carbon emissions. It would allow for the ability to fund other improvements that may complement the parking system or reduce the need for parking, such as micromobility or bicycle/pedestrian infrastructure improvements and support and encourage different modes and transportation choices. If no one is paying for parking, then everyone is paying for parking, this would ensure that the people who need parking are the ones paying for it and that people who do not own vehicles and/or do not park downtown are not subsidizing parking.

Fiscal Picture

Historically, operational revenue and expenses for Parking Services track closely, however, the imbalance in revenue versus expenses impacted by the 2020 pandemic, caused the observed shortfalls to be met through General Fund subsidy.

Parking: Operational Revenue vs. Expense
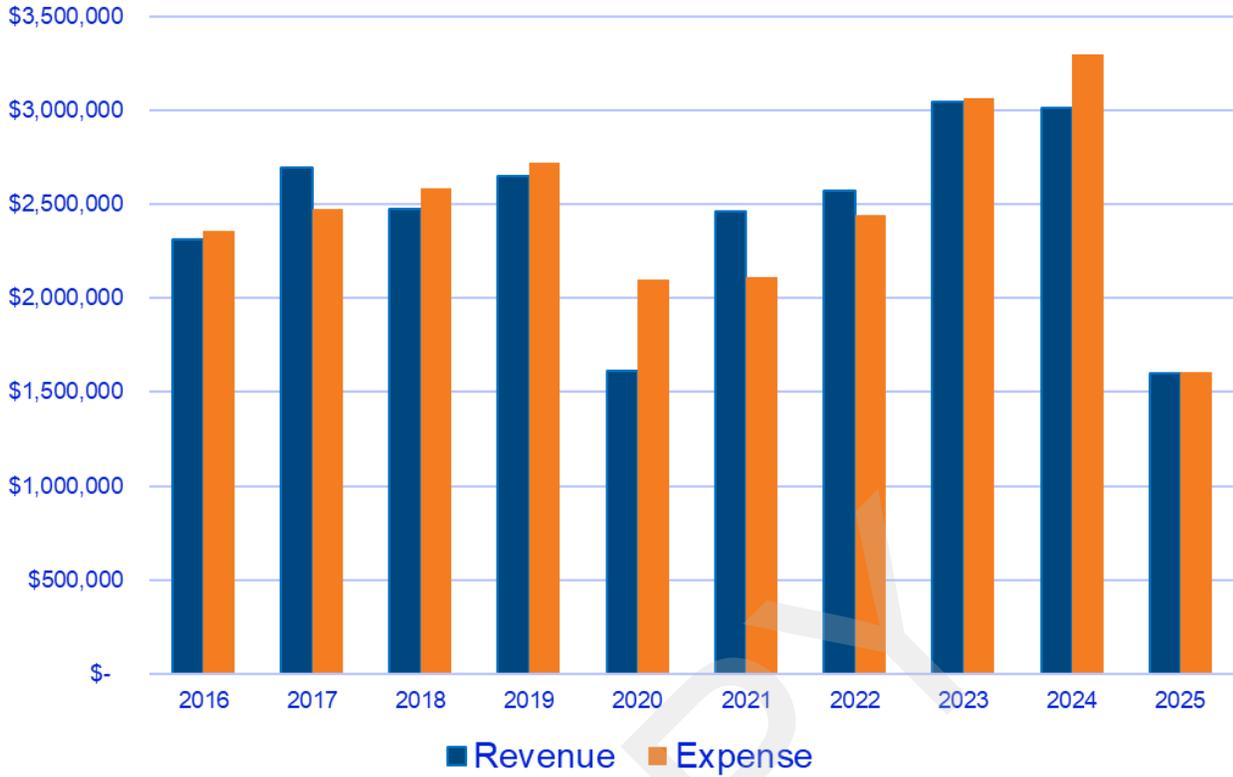
Past Maintenance and Capital

Historically, significant maintenance or other capital costs are met through non-Parking Services revenue sources. The General Fund subsidy amount was increased between 2021 – 2024, to offset the revenue impact caused by the 2020 Pandemic. In addition, Parking Services relied on American Rescue Plan Act (ARPA) funding to complete deferred parking structure repairs and maintenance and elevator retrofit/repairs.

Parking: Other Fund Sources
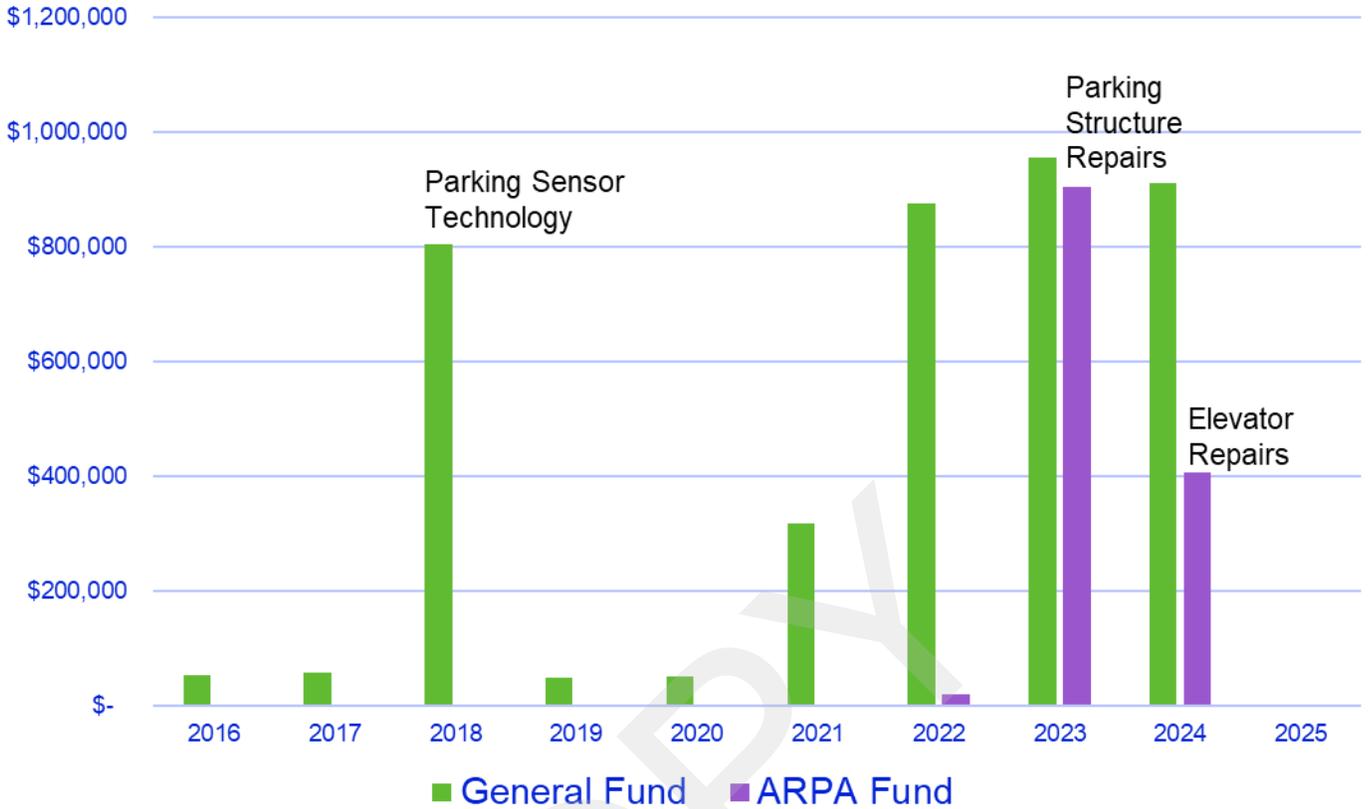
Current Maintenance and Capital

Parking Services' revenue recovered, while still receiving a General Fund subsidy; the result was a growing balance of the Parking Services reserves. Parking Services is no longer receiving General Fund subsidy in 2025 and going forward. There are projects underway which will deplete a large portion of the reserve balance; the Civic Center Parking Structure is receiving a full stairway replacement, $1.2M, and Parking Services contributed, $450k, to the remodel of the Parking Services office location, to support the Municipal Court expansion in the 215 N Mason building.

Parking: Pandemic Revenue vs. Expense with General Fund

Legend: ■ Expense ■ Revenue ■ General Fund
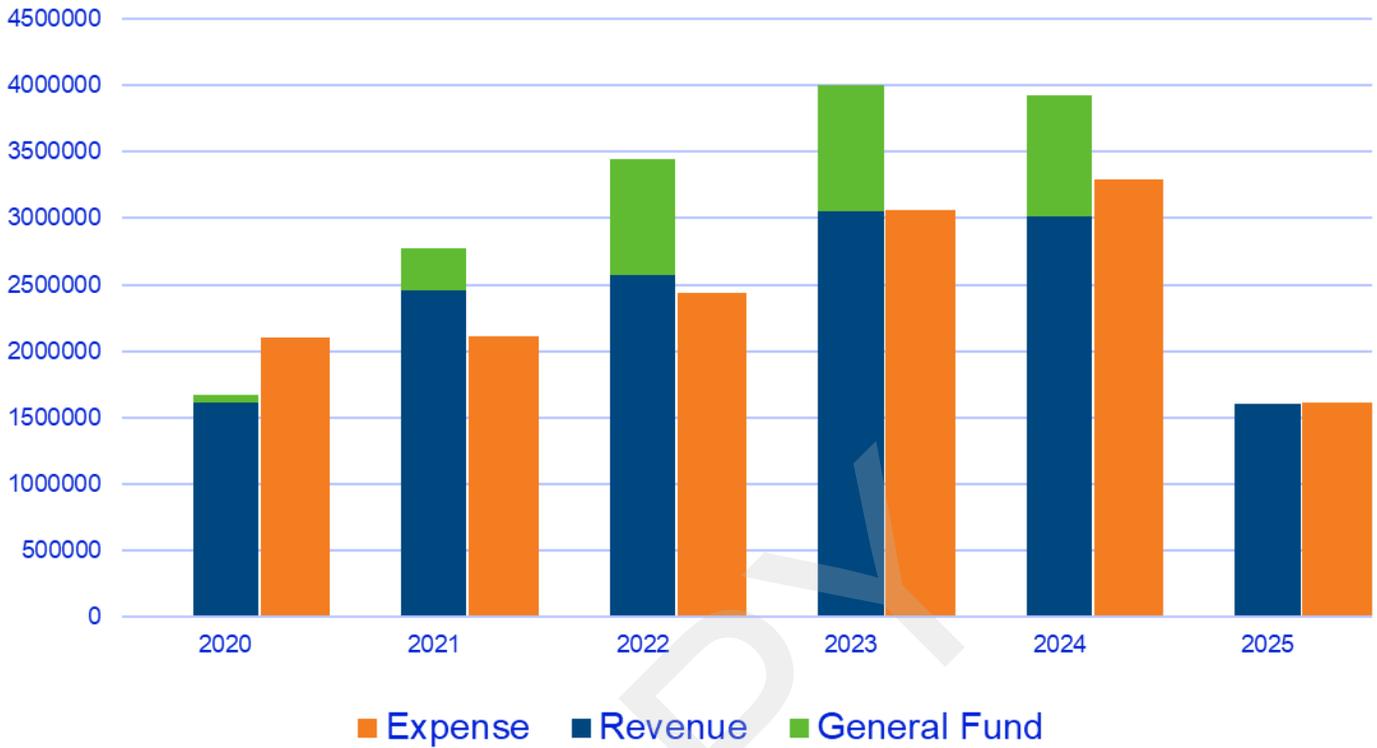
Indicators of Demand

As Fort Collins continues to grow in population, regional visitors to the downtown, and ongoing infill and development, the existing parking methodology struggles to manage the strain on the existing system.
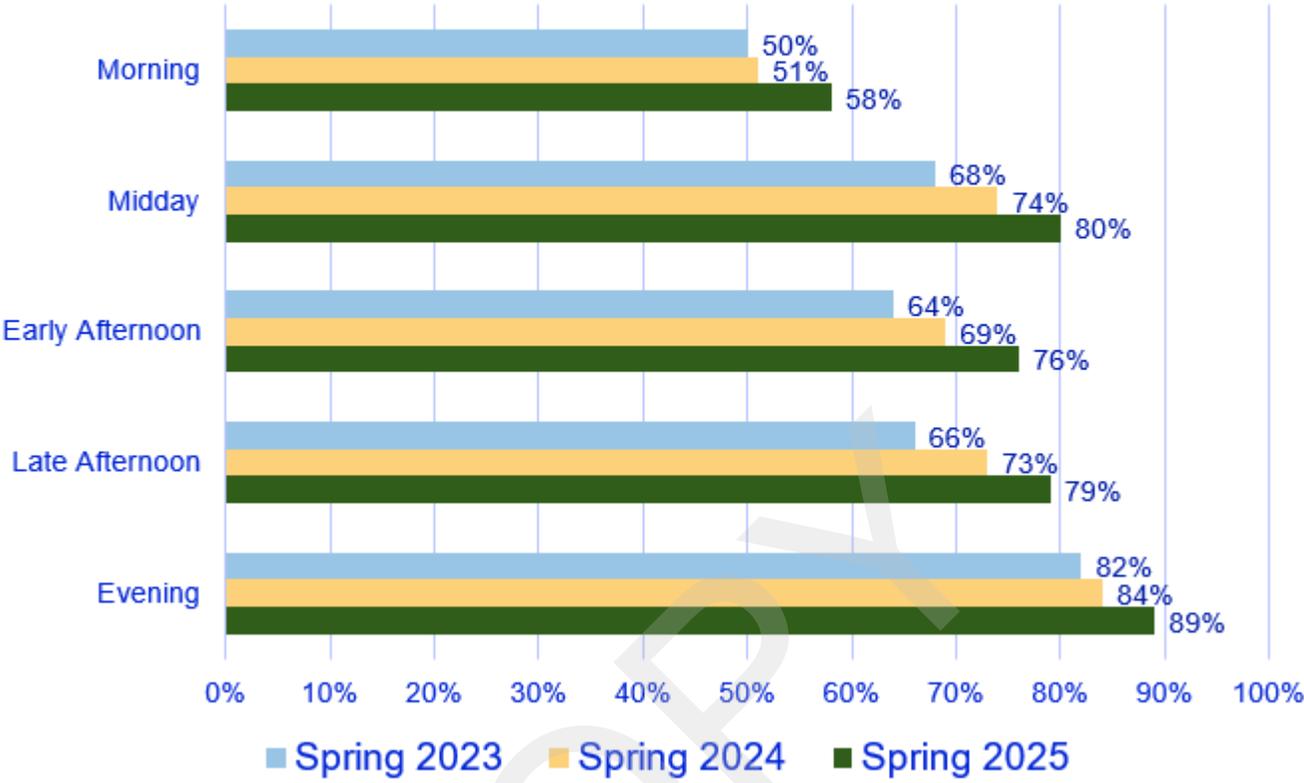
It has been identified in both the 2013 Parking Plan and in the 2017 Downtown Plan that Fort Collins is operating under an upside-down model, where the close and convenient parking availability is free, whereas the further away and less-convenient parking has an associated cost. This phenomenon was identified, and still holds true, that:

> Because parking structures charge a fee and are typically less convenient, employees and visitors alike avoid them and will "troll" around for free on-street parking. The 2013 Parking Plan identified this as "parking structure avoidance" due to the "upside-down pricing".

> This practice creates congestion, air pollution, and a perception that there is no parking available and general frustration.

Parking Services has been collecting point-in-time data collection specific to occupancy, duration of stay, and unique user; and demand indicators show that the perception of low parking availability is a reality on-street during certain peak times and locations within the downtown parking system. It is important to note that industry standards observe that parking occupancy levels that meet, or exceed, 80-85% occupancy, are considered unhealthy. The following graphs show the trend of data collected over three (3) spring data collection periods, and the increase of on-street occupancy. As well, the recent Spring 2025 data collection does highlight midday and early evening occupancy, which are near or exceeding the 80-85% healthy threshold:

Indicators of Demand

	Spring 2023	Spring 2024	Spring 2025
Morning	50%	51%	58%
Midday	68%	74%	80%
Early Afternoon	64%	69%	76%
Late Afternoon	66%	73%	79%
Evening	82%	84%	89%

Average Occupancy

Lunch – 15 of 24 block faces at 80% or above
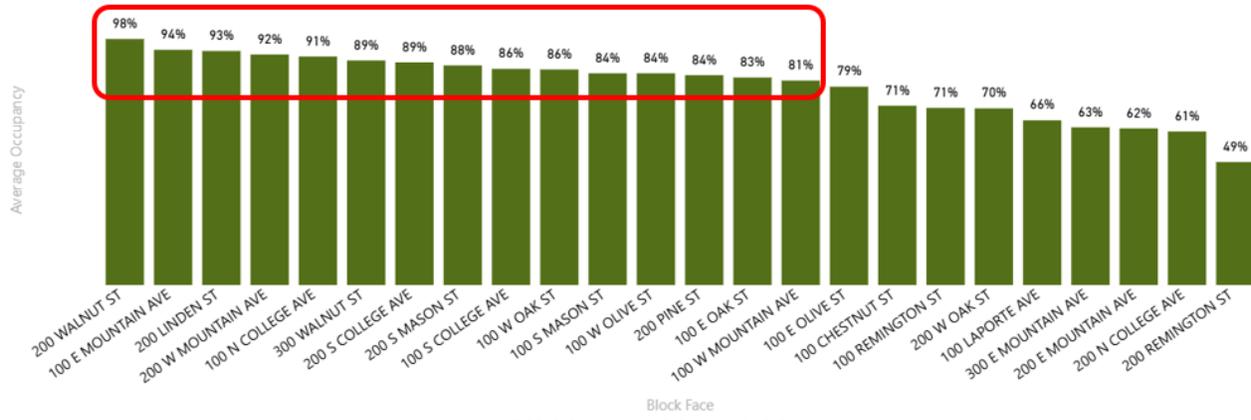
Midday	80%

Block Face

Midday- 11;30am-1:00pm

● Spring 2025 Study

Average Occupancy

Dinner – 22 of 24 block faces at 80% or above

Evening: 89%

100 S MASON ST — 100%
200 WALNUT ST — 99%
200 LINDEN ST — 97%
100 S COLLEGE AVE — 96%
200 W OAK ST — 95%
100 E MOUNTAIN AVE — 94%
200 S COLLEGE AVE — 93%
100 N COLLEGE AVE — 92%
100 W OAK ST — 92%
200 S MASON ST — 91%
200 N COLLEGE AVE — 90%
100 W MOUNTAIN AVE — 89%
300 WALNUT ST — 89%
100 REMINGTON ST — 88%
200 E MOUNTAIN AVE — 88%
100 LAPORTE AVE — 88%
200 PINE ST — 87%
100 CHESTNUT ST — 87%
200 W MOUNTAIN AVE — 86%
100 E OAK ST — 85%
300 E MOUNTAIN AVE — 84%
100 E OLIVE ST — 81%
100 W OLIVE ST — 79%
200 REMINGTON ST — 79%

- Spring 2025 Study

Evening- 5:30pm-7:00pm

Parking Structure occupancy at all three (3) garages rarely exceeds 60-70%. The exceptions may include Friday and Saturday nights and during special events, when parking structure occupancy may be higher.

CCPS

1st floor:	104
2nd floor:	228
3rd floor:	228
4th floor:	226
5th floor:	53
ADA/EV:	21
Total:	**860**
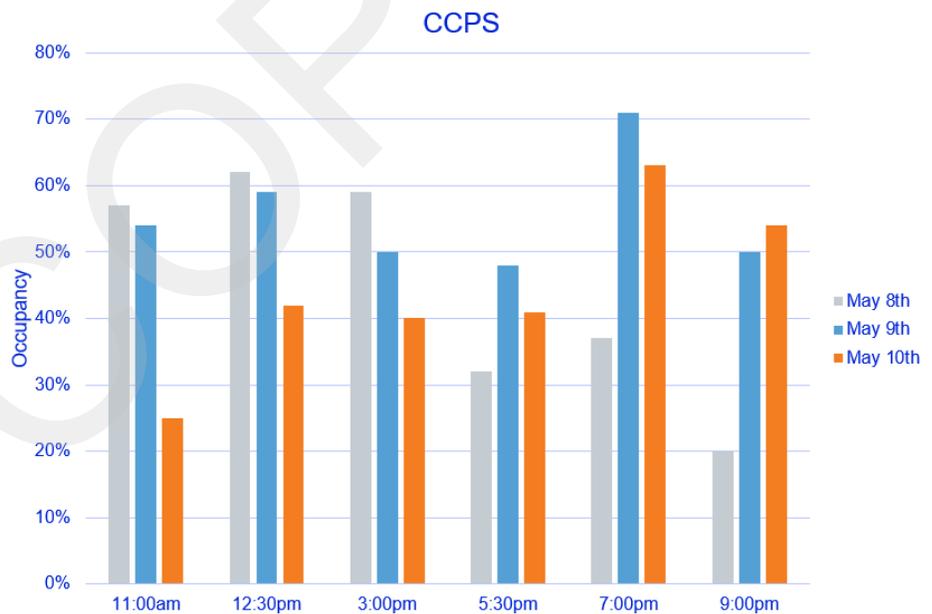
Occupancy Average:	45%	54%	50%	40%	57%	41%

OTPS

1st floor:	60
2nd floor:	80
3rd floor:	85
4th floor:	84
ADA:	5
Total:	314

OTPS
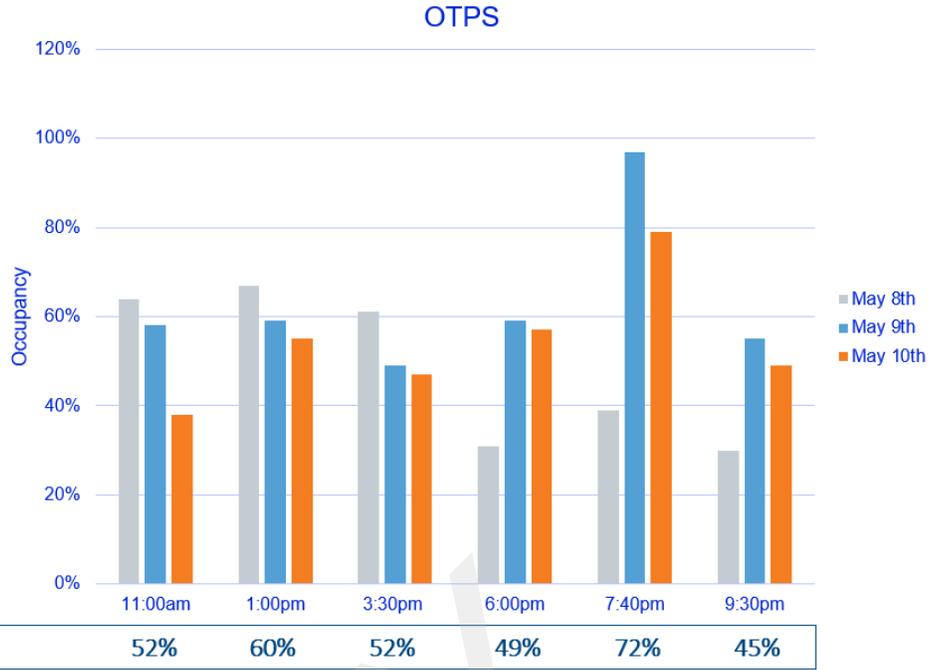
Occupancy Average:	11:00am	1:00pm	3:30pm	6:00pm	7:40pm	9:30pm
	52%	60%	52%	49%	72%	45%

FAPS

2nd floor:	71
3rd floor:	132
ADA/EV:	12
Total:	215

FAPS
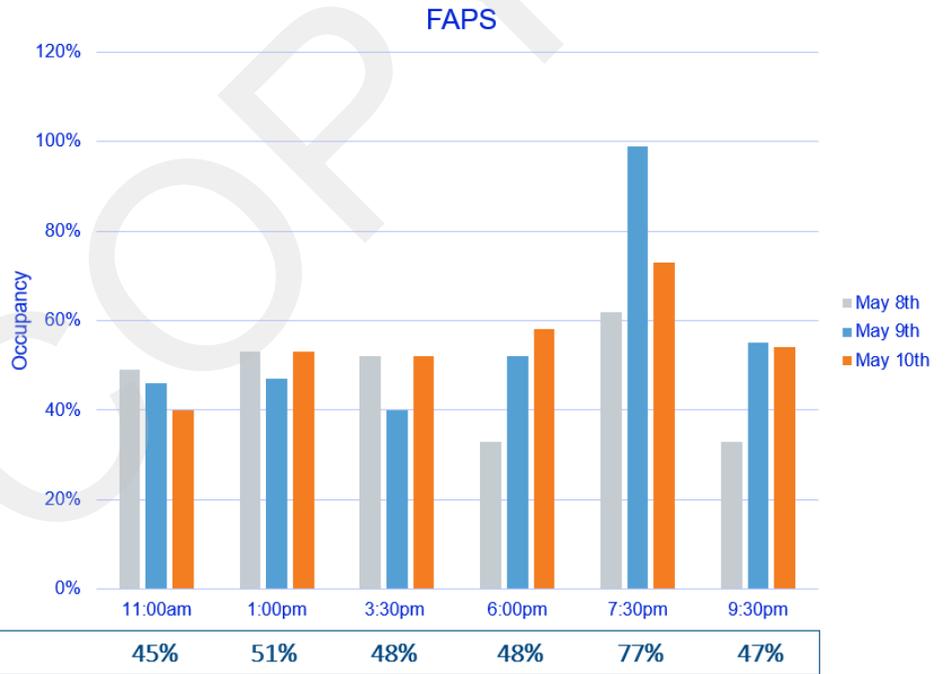
Occupancy Average:	11:00am	1:00pm	3:30pm	6:00pm	7:30pm	9:30pm
	45%	51%	48%	48%	77%	47%

The parking garages regularly have parking capacity, regardless of on-street parking occupancy strain.

Recommended Implementation Strategies, per August 12th Council Work Session

The study recommended a paid parking downtown area, with an identified 1,328 parking spaces. Additionally, an expanded time-regulated area would come into effect in conjunction with the introduction of the paid on-street parking area, to help minimize the spillover parking demand and to help prevent parking demand "crowding out" from the managed areas into the less managed ones, and/or from paid parking areas into free locations. Recommendations were based on the following criteria: must be a contiguous area, include mid- to high-density block faces, include block faces where peak occupancy reaches or exceeds 75%, include both sides of the street, and the full length of block face.

2025 FORT COLLINS PARKING STUDY
**PROPOSED POTENTIAL NEW OR
EXPANDED RPPP ZONES**
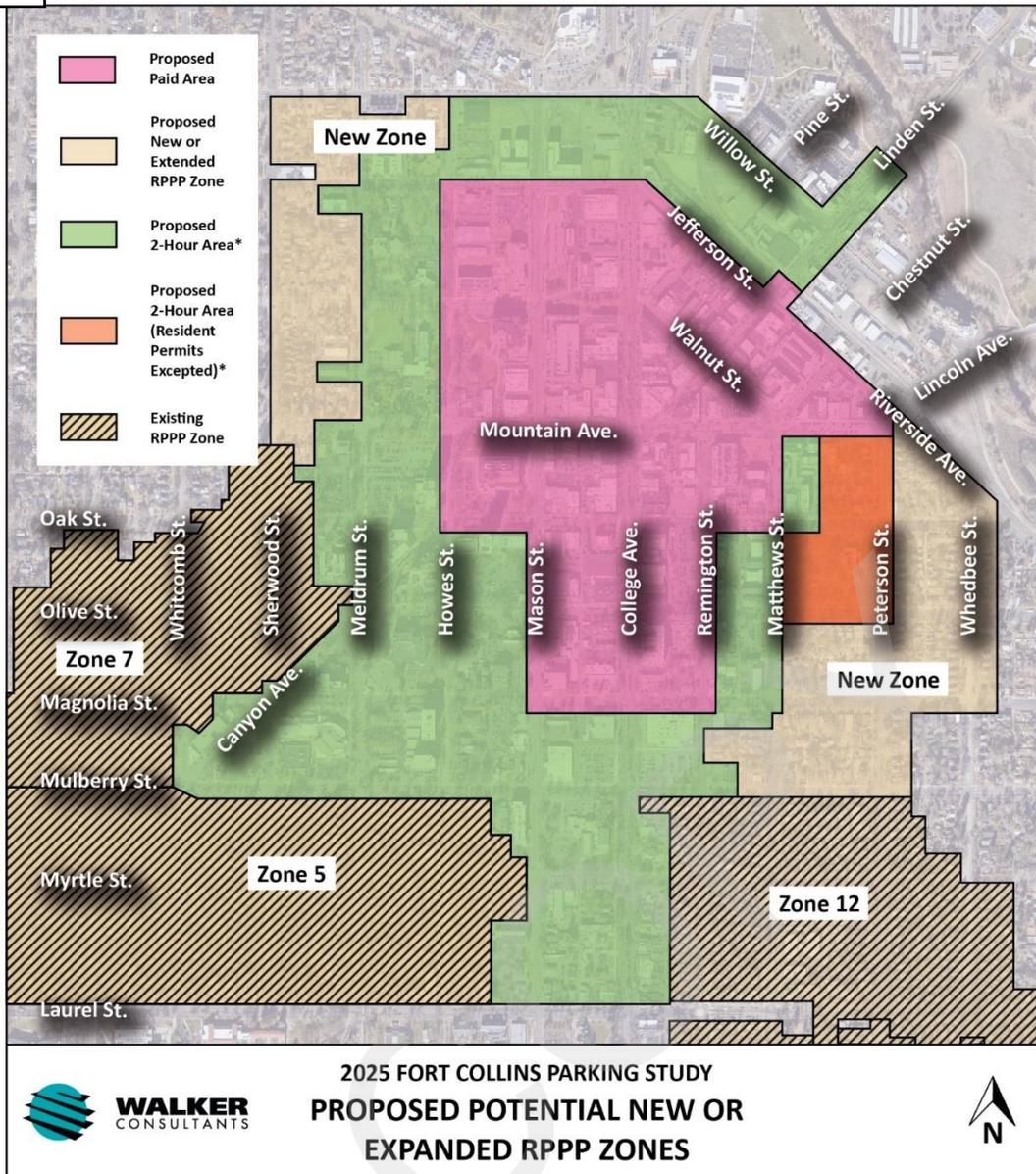
Paid On-street – Parking Services Recommendation

Parking Services assessed the proposed boundary area, considering supply challenges of the existing parking garages and the ability to displace government and co-working employees. The footprint of the paid parking area, as recommended by Parking Services, considers supply and demand challenges and parking inventory reduction pressures. The shaded area inlaid atop the Walker Consultants recommendation, accounting for ~800 parking spaces, and alleviating identified system pressures.

Through community and partner discussions and feedback received pertaining to broader employee impact; the boundary area was modified to ensure capacity needs can be absorbed within the updated/recommended boundary area.
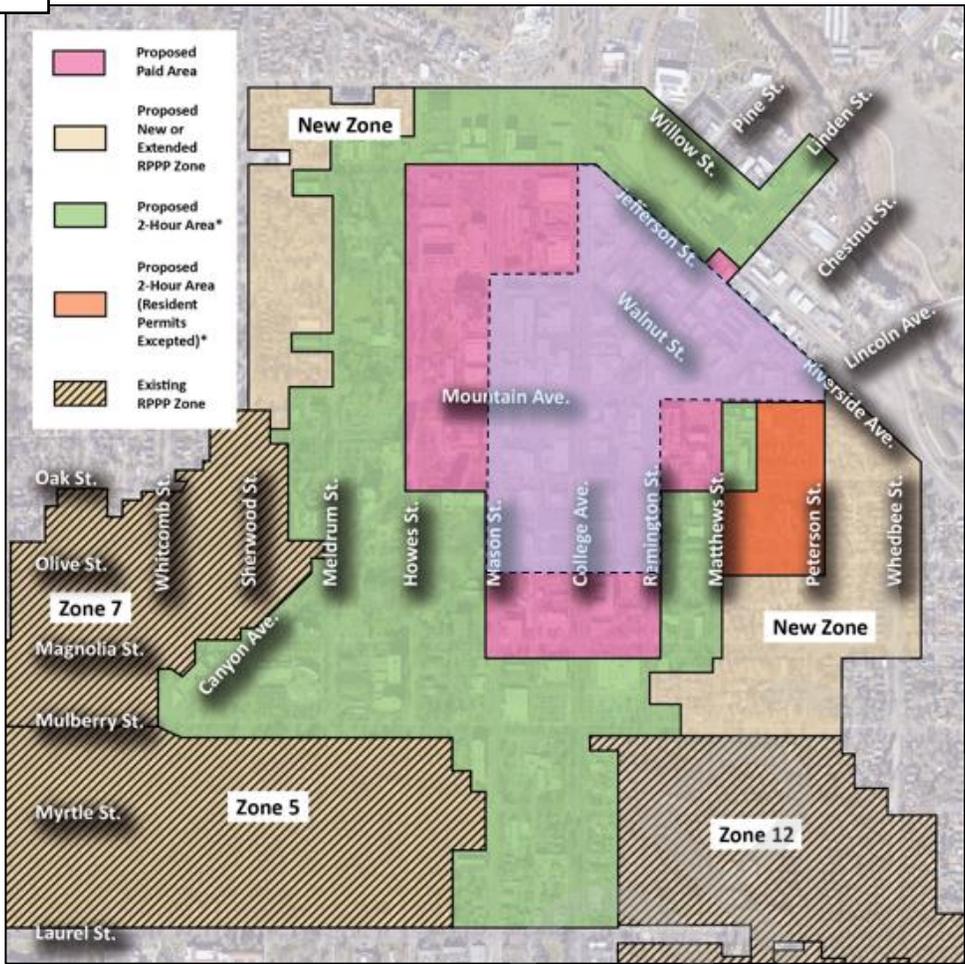
Evolving Needs & Demand

Supply challenges of existing structures, coupled with demand challenges of employee base at/around the periphery of the Walker Consultants' recommendation, added to the reduction pressures of a private lot along Linden Street & Willow Street and the ongoing discussion of the Oak & Remington public parking lot, caused a thorough review to address evolving needs and demand. The change in the on-street paid parking boundary area can alleviate parking pressures and account for capacity needs, as identified by Walker Consultants, the current parking system overall has enough capacity as long as the Remington Lot is online and remains a public lot.

Downtown City Employees:
supports **454** employees,
CCPS permits: **130**
324 employee parking needs

Willow St development and
private parking lot reduction
~100 parking spaces

CCPS total spaces: **900**
Permit spaces: **747**
Current oversell: **1110**

Larimer County:
supports **500** employees,
CCPs permits: **300**
200 employee parking needs

FAPS total spaces: **215**
Permit spaces: **160**
Current oversell: **224**

OTPS total spaces: **324**
Permit spaces: **249**
Current oversell: **361**

Oak & Remington surface lot
development and potential
public parking space
reduction: **163**

Co-working District: ~545
professionals downtown daily

The reduced boundary area better aligns with the current demand challenges in the immediate/short-term, whereas retaining the broader boundary area may have caused additional disruption and capacity concerns.
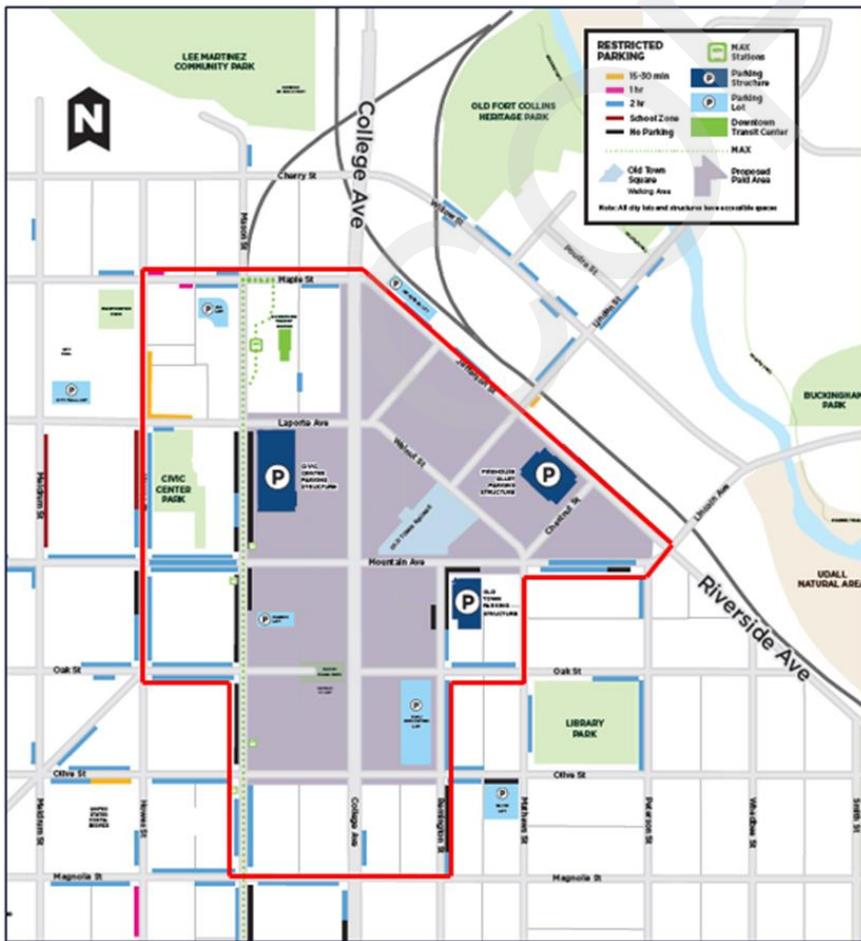
Demand Adjustments

On-Street and Surface Lots:

- The "footprint" of the paid parking area does not physically change the number of spaces available in which to park within the system, so it therefore does not change either actual or effective capacity.

- Demand Adjustment: Total parking demand is assumed to decrease by 10% following the introduction of paid parking. This reduction reflects the expectation that some parkers will choose alternative options, such as parking in nearby garages with lower rates or seeking other travel or parking alternatives.

Off-Street Parking Garages:

- Demand Adjustment: As the on-street parking will have a fee associated, total parking demand is assumed to increase by 5% following the introduction of paid parking. This increase reflects the expectation that some parkers will choose alternative options, such as parking in nearby garages with lower rates.

Engagement

Community engagement was ramped up from the initial draft of Walker Consultants' Fort Collins 2025 Parking Study: Implementation & Action Plan, presentation to Council during the August 12, 2025, Council Work Session. Presentations and conversations took place with Boards & Committees and community meetings were held with the downtown businesses and the public. The primary challenge was a lack of productive dialogue about implementation options, but rather a near constant expression of views that paid parking is not a viable solution for Fort Collins. This did limit community feedback pertaining to desired implementation ideas; however, feedback provided did offer some, albeit limited recommendations.

Boards & Committees

June 12	July 16	Aug 8	Aug 12	Aug 20	Sept 11	Sept 17
DDA – Board of Directors	Transportation Board	Local Legislative Affairs Committee	Council Work Session	Economic Advisory Board	DDA – Board of Directors	Downtown Open House

Larimer County	Downtown Public Engagement			Larimer County	Disability Advisory Board	Council Work Session
Sept 26	Oct 16	Oct 24	Oct 25	Nov 12	Nov 17	Dec 9

& Community Engagement

Top feedback during the business engagement event:

- Interest in providing downtown employee permit options

- Inclusion of a short grace period to allow for quick pick-ups and deliveries

- Preference for a phased implementation rather than an abrupt, all-at-once change

- Support for 4-hour limits in paid parking areas to encourage turnover

- Importance of preserving the unique character and charm of Old Town

Summary of feedback received:

Concerns over Impact on Businesses - A majority of community member and small business owners oppose on-street paid parking, arguing it will:

- deter visitors,

- hurt downtown businesses,

- discriminate against local owners.

They believe the proposal benefits city revenue at the expense of small businesses, reduces sales and foot traffic, and lacks transparency and trust in its planning process. Many business owners expressed concerns about the current economic pressures they are experiencing such as high increases in property taxes and rents, increasing costs due to tariffs, and general inflation post-pandemic.

Too Expensive to Come Downtown - People on a budget need affordable or free parking options near Old Town, paid parking would discourage visits and make downtown less accessible.

Benefits to implement paid parking were also shared.

- Will increase the availability of on-street parking for those that need it.

- Parking Services will be funded without using tax dollars; the system is funded by those using it, not everyone, including those who do not visit Old Town.

- Encourages more sustainable modes of transportation.

- Current time restrictions, 2 hours, does not provide enough time to shop, dine, and visit, this will provide options.

Immediate Internal Updates

Internal changes may be made immediately, regardless of paid-parking implementation. These ideas were originally paused to allow for the optimization process to unfold; however, these are steps which may be taken immediately.

- Adjust parking violation fine amount; not Traffic Infraction or Overtime Violation: Current $25
  - Increase to $35 base fine
- Adjust parking permit pricing for parking garage permits: Current (pre-paid) $20 - $50
  - Increase each by $10
- Expand days and hours of operation: Current, primarily, Monday – Friday 8:30 a.m. – 5:00 p.m.
  - Increase downtown presence to Monday – Saturday, 8:00 a.m. – 6:00 p.m.
- Install parking access and revenue control systems in each parking garage: Current- absent
  - Gated system- Old Town Parking Garage
  - Fixed License Plate Recognition System- Civic Center Parking Garage and Firehouse Alley Parking Garage

These updates are budget-neutral, except for the installation of the parking access and revenue control systems; this cost is estimated to be $320,000 and is considered in the up-front investment cost of the project in-full.

Revenue- Internal Updates, Parking Structure Permits & Citation Fines

These updates are budget neutral. The parking garage permit fee increase and parking citation fine increase, as requested, do not align with industry standard; however, updating to current market rate would be considered a shock to our users.

Revenue Metric	Potential Revenue
Total Annual Parking Revenue in 2024 (minus GF subsidies)	$2.8M
Parking Structure Permits	$270k
Parking Citations	$310k
Total Potential Increased Gross Annual Potential Parking Revenue	$580k
Total Potential Gross Annual Parking Revenue (Existing + Potential)	$3.3M

Parking Structure Permit increase of $10 per month. This increase does not align with Walker Consultants' recommendation and would remain below peer City comparables; however, this is an immediate internal change which would assist with transition of optimization plan implementation. This is assuming no behavior changes.

Permit Location	Count	Cost per Month	Current - Monthly Revenue	Cost per Month; $10 increase	Monthly Revenue; $10 increase	Annual Increase (monthly X12)
CCPS Covered	1074	$40.00	$42,960	$50.00	$53,700	$128,880
CCPS Roof	568	$20.00	$11,360	$30.00	$17,040	$68,160
FAPS	208	$50.00	$10,400	$60.00	$12,480	$24,960
OTPS Covered	274	$40.00	$10,960	$50.00	$13,700	$32,880
OTPS Roof	141	$20.00	$2,820	$30.00	$4,230	$16,920

Total Permits	Monthly Revenue	Annual Revenue	Monthly Revenue; $10 increase	Annual Revenue; $10 increase	Annual Increase
2,265	$78,500	$942,000	$101,150	$1,213,800	$271,800

Parking citation fines have not been updated since 2003. Only addressing the restricted violation fine amount, this increase does not align with Walker Consultants recommendation and would remain below peer City comparables; however, this is an immediate internal change which would assist with transition of optimization plan implementation. The restricted violation fine amount, paired with an expanded schedule to include Saturdays (permitted only never executed), would result in a total revenue gain of approximately $300,000. This is assuming no behavior changes. After this initial increase, citation and permit fees should incur regular annual increases to reach market rate in the next five years.

At **5-day** a week:

Total Citations	Annual Revenue (at $25/citation)	Annual Revenue (at $35/citation)	Annual Increase (at $35/citation)
17,209	$430,225	$602,315	$172,090

At **6-day** a week (restricted):

Additional Restricted	Total Restricted	Annual Revenue (at $25/citation)	Annual Revenue (at $35/citation)	Annual 1-day Increase (at $35/citation)
3,442	20,651	$516,250	$722,785	$120,470

At **6-day** a week (Over-time- 10,624 annual):

Add. Over-time	Total Over-time	Current 5-day Annual Revenue	Annual OT Revenue adding Saturday	Annual OT Increase adding Saturday
2,125	12,749	$92,330	$110,796	$18,466

6-day total: $138,936

Revenue- Paid Parking

Taking Walker Consultants calculation of the original number of parking spaces, 1,328, within the identified paid-parking boundary area, based on the concept of "revenue per occupied space per hour", and modifying it to the reduced footprint of approximately 800 parking spaces For every hour paid parking is in effect, the number of spaces proposed for the paid on-street system and multiplied the number of spaces occupied at that hour systemwide by the proposed hourly rate. Systemwide percent occupancy was used to project/estimate the number of occupied spaces per hour based on the limited summer and spring on-street occupancy data, which is limited across the system and does not cover the entirety of the proposed paid area, as shown. Also, it is assumed that the systemwide percent occupancy would be unchanged for the purposes of the model.

To further explain the process, spring systemwide on-street percent occupancy, according to recent data, is 54% on weekdays. Multiply the number of identified parking spaces, 800 by 54% to get 432 occupied spaces. Then multiply that by the proposed rate of $2; and replicate for each hour, i.e. 10 a.m., 11 a.m., etc. Since occupancy data was only able to be collected every 2 hours, keeping with Walker Consultants averaging between hours to get percent occupancy values for the hours missing.

The key benefit of this methodology is that it does not rely at all on length of stay data, either current or projected. Meaning, from a revenue perspective with a flat hourly rate in place, it is irrelevant if there are 4 vehicles in a space for 1 hour each or 1 vehicle in a space for 4 hours each. In both cases, gross revenue would be $8, assuming $2 an hour. This is important since length of stay data is very limited, and there is difficulty to model or predict how lengths of stay might change with paid parking introduction. Also, it does not change based on whether there are time limits in place or not with paid parking; it is solely looking at hourly occupancy.

Assumptions were made about potential demand adjustment due to on-street implementation (10% adjustment down) and assumed 85% payment compliance. Also factored were credit card transaction fees and an assumed average length of stay of 1.2 hours, based on the limited length of stay data provided, as such fees would only be charged once per transaction, not once per hour.

Revenue Metric

The parking methodology strategies which may be implemented immediately would result in revenue generation. The recommendation includes paid on-street in the designated ~800 parking stall area of the

downtown with parameters around occupancy thresholds, adjusting the rates for parking garage permits and updating citation fine amounts.

Summary of potential increased revenues, including implementing immediate internal action items:

Revenue Metric	Potential Revenue
Total Annual Parking Revenue in 2024 (minus GF subsidies)	$2.8M
Parking Structure Permits	$270k
Parking Citations	$310k
Paid Parking (On-Street and Off-Street Surface)	$2.5M
Total Potential Increased Gross Annual Potential Parking Revenue	$3.1M
Total Potential Gross Annual Parking Revenue (Existing + Potential)	$5.9M

Revenue expenditure

Staff recommends that a network of multi-space meters be deployed across the proposed paid on-street area and in surface lots. Parking Services calculated that 64 multi-space meters would be needed to service the entire new paid area as proposed, and to replace the existing Mason Lot multi-space meter.

In order to promote a positive customer experience and to minimize instances of persons waiting in line to pay, which might particularly be an issue during peak parking periods, even if pay-by-phone is the preferred payment method, it is recommended that pay-on-foot (POF) multi-space meters be installed according to the following criteria:

- Parkers should not be more than 300 feet away from a multi-space meter.

- Parkers should have access to a multi-space meter on the same block face on which they parked (parkers should not have to cross the street to pay).

  o Multi-space meters may not be feasibly installed in street medians, but median parkers are required to cross to one side of the street or the other in any case and can therefore make use of multi-space meters installed on either side of the street along with block-face parkers.

- 2 multi-space meters should be available, regardless of distance or spacing, for block faces with more than 20 spaces, including median spaces.

The original recommendation identified a price point per meter of $5,000 - $8,000, depending on vendor and services provided. Following community feedback and a strong desire to ensure every user has an option to park and enjoy the downtown area, the cost per meter has increased based on the need for both options of Credit Card only and Credit Card and Bill acceptor multi-space meter options.

The capital cost of a POF station largely depends on its payment configuration. Credit-card-only (CC-only) units, which process payments through cards or mobile apps but do not accept cash, are generally the most cost-effective option; these machines typically range in price from $9,000 to $13,000 per unit. Multi-space meters that fully support cash and bill payments, in addition to credit cards, require the most infrastructure and servicing, including vaults, bill acceptors, coin hoppers, and change dispensers. As a result, the capital cost for these comprehensive cash, and credit card systems typically falls between $20,000 and $30,000 per unit. The cost estimate per meter, to serve all user types at a convenient location

is estimated at 35 credit card only meters, $11,000, and 29 credit card and bill acceptor meters, $25,000; with an average installation cost per meter at $2,500. Equipment and installation: $1,270,000.

The associated recurring cost includes monthly subscription and annual maintenance, however, maintenance may be achieved via internal City staff; such as a Facilities Technician.

Additionally, the need to update downtown signage to reflect new methodology and improved wayfinding, is anticipated to cost $150,000. Park Guidance Systems in each of the three City managed parking garages also need to be considered, and has been identified in the immediate action plan.

Summary of up-front revenue expenditure:

The up-front "all-in" cost of a multi-space parking meter, including hardware, software, configuration, and installation, ranges from $11,000 to $25,000, depending on the vendor and services provided.

Type	Multi-Space Meters (CC Only)	Multi-Space Meters (CC + Bill Acceptor)	Total
Number of Pay-on-Foot multispacer meters	35	29	64
Capital Cost			
Unit Cost	$11k	$25k	
Installation / Site Preparation Cost per Unit	$2.5k	$2.5k	
Total Capital Cost	$470k	$800k	$1.27M

Additional implementation investment costs include updated downtown parking signage, improved wayfinding signage, and parking garage parking access and revenue control systems.

Updated Downtown and Improved Wayfinding Signage			$150k
Parking Structure – Improved Access Control		Fixed LPR (x2)	Gated System (x1)
		$150k	$170k
			$1.75M

Parking Services Recommendation of Paid On-Street Parking Implementation

Based on the community feedback received and Walker Consultants' recommendations and efforts assessing downtown Fort Collins, regarding a paid on-street implementation plan, Parking Services would recommend build out of the ~800 parking stalls and associated ~64 POF multi-space parking meters along with an on-street fee of $2.00/hour with a maximum 4-hour parking session. In the identified surface lot(s) an associate fee of $1.50/hour with no maximum period. The parking garages would remain unchanged; $1.00/hour, with the 1st hour free, with no maximum period. To support the area surrounding the paid parking area; the time-regulated area would, initially, remain as is, with some necessary review and adjustment based on current business and turnover need.

The hours of operation would be scheduled, with existing Parking Enforcement staff, to include proactive Saturday enforcement of all Traffic Code in the downtown area.

Parking access and revenue control systems should be installed, with a gated system (at the DDA's request) in the Old Town Parking Structure, and Fixed License Plate Recognition systems in both Civic Center Parking Structure and Firehouse Alley Parking Structure.

Revenue Opportunities

Parking Services becoming financially sustainable should allow for improved maintenance of the downtown parking system on a broader level:

- Timely parking garage maintenance & repairs

- Updated park guidance systems

- Customer friendly technology upgrades

- Address parking supply issues, i.e.- parking garages

- Restripe & refresh ground markings

- ADA updates to parking spaces and sidewalks

In addition to the parking system, there may be additional future possible contributions:

- Holiday Lights

- Open Streets/First Friday

- Downtown Flowers

- Art in Public Places

Metrics of Successful Implementation

Customer experience. Do users seem to have clarity about the availability of the different parking products and how to use them? Are regulations understandable? Is payment a simple process? Has the city successfully phased in enforcement, such as providing zero-dollar warning citations at first (e.g., for the first 30 days) as an education mechanism? An indicator for success would be if customer complaints and reported experiences have returned to pre-implementation levels, or close to them, after one year; for users to get used to on-street paid parking and accept it.

Parking utilization. What does on- and off-street parking utilization look like after implementation? How does it compare with before implementation? Did systemwide parking utilization change more than a few percent during peak and off-peak times? An indicator would be if systemwide occupancy has not changed more than a percent or two, or has increased, as well as if average lengths of stay on-street have decreased and increased in the garage; indicating that facilities are being used as intended.

Spillover parking. Is the new on-street payment requirement causing any spillover parking onto peripheral free parking streets or private lots? An indicator of success would be that complaints about spillover parking, or non-residential parking demand during peak times, have not substantially increased after one year.

Revenue generation. Are new revenues covering a sufficient percentage of the added administrations/labor of managing on-street payment and enforcement, as well as covering outstanding maintenance items and repairs for the existing garages? An indicator of success would be that all additional administrative and labor costs are being covered, and sufficient revenue exists to pay for all outstanding parking facility maintenance and repairs over time.

Downtown sales or food & beverage tax revenue. Are downtown visits staying consistent? Are sales and food & beverage tax maintaining or increasing? An indicator of success would be that such revenues have remained steady in the year after implementation.

NEXT STEPS

Parking Services will implement immediate action items. Staff recommends taking additional time to engage with business owners, downtown employees, visitors, and the local public, to share the soon to be finalized Pro Forma, and to begin the process of developing a governance model. Staff would like to share progress with Council in Quarter 2 of 2026, prior to starting the timeline for on-street paid implementation.

ATTACHMENTS

1. Parking Services Work Session Presentation, August 12, 2025 (copy)
2. Presentation

Parking FAQs

Why not keep on-street parking free?

The current downtown parking system is considered an "upside-down" model, where the close and convenient parking spaces are free, whereas the low-dollar paid parking spaces are in parking garages. Free parking spaces are never truly free - the cost is simply paid in less visible ways. When parking is offered at no charge, someone still pays to build it, maintain it and manage it.

Our current downtown parking model does not encourage longer visits which is where business benefit from potential additional shopping. While on-street parking may be free, it limits how long someone may visit downtown and limits spaces for quick trips. Pricing parking appropriately helps ensure that spaces are available when people need them, that maintenance costs are covered and that the system is fair and financially sustainable over time.

If Fort Collins continues with free downtown parking, costs of building and maintaining garages, enforcement, snow removal, lighting, repairs, technology, etc still need to be covered. That funding would have to come from other sources such as sales tax, property tax, or reductions in other services.

Is the parking system currently losing money?

Yes. With ongoing maintenance requirements, the three City-managed parking garages operate at a loss.

Has the City delayed important garage maintenance?

No. Maintenance planning was adjusted due to financial and operational impacts from COVID-19.

A 2019 condition assessment identified needed repairs in the Civic Center Parking Structure. Due to pandemic-related impacts and reduced downtown activity, maintenance was deferred until parking behavior and funding stabilized.

Are two parking officers assigned per vehicle?

No. Parking Enforcement Officers operate with one officer per vehicle with the exception of the downtown route where two officers are assigned due to:

- High traffic volumes
- Safety considerations
- The need to issue citations efficiently on both sides of the street

Why are many tickets currently issued as "courtesy" tickets?

Currently, the first overtime violation is issued as a $0 "courtesy" citation which provides education on the parking system. Moving from $0 to $10 results in:

- Approximately $71,000 from a $10 first-time fine
- Approximately $140,000 from adjusted escalating fines (assuming no behavior change)
- Approximately $170,000 from expanded Saturday enforcement

How much will paid on-street parking cost to implement?

The estimated upfront cost for implementing paid on-street parking is approximately $1.7 million. This includes signage and parking access and revenue control systems.

Estimated additional annual revenue from paid on-street parking is approximately $2.5 million.

Will paid parking hurt local businesses?

We have heard that some businesses fear/believe that paid in-street parking will hurt the downtown businesses. Paid on-street parking is common in successful downtowns across the country. When parking is priced and managed properly:

- Customers are more likely to find available spaces near the businesses they want to visit.

- Employees and long-term parkers move to garages or off-street lots, freeing up curb space for shoppers.

- Downtown areas maintain or even increase overall foot traffic, because customers don't waste time circling for a free space and they are not limited by a 2-hour window of parking.

A managed parking system ensures spaces are available when people want to shop, dine, or run errands, helping support healthy, vibrant businesses downtown.

Will the on-street parking use the same app as the garages?

Yes. The Park Mobile app will be utilized as well as credit card and cash kiosks strategically placed along block faces.

City of Fort Collins

March 24, 2026

Parking Services: Downtown Parking Implementation Strategy Roadmap

Ginny Sawyer
Project & Policy Manager

Eric Keselburg
Sr. Manager, Parking Services

Drew Brooks
Deputy Director, Planning,
Development and Transportation (PDT)

estions

1 What additional questions or feedback do Councilmembers have regarding parking and/or the recommended roadmap?

2 Do Councilmembers support the roadmap timing?

oblem Statement

- The current parking system model is not providing the right parking choices needed for the people who come Downtown to shop, dine, play and work.

- The current model is not addressing the demand distribution challenges that frustrate users because of its reliance on enforcement, and the use of low-dollar paid parking in less desirable facilities.

- The current model is unable to fulfill its required goals to fund maintenance priorities.

als

1. Support a vibrant and active downtown economy.

2. Customer-focused system that provides choice for all parkers and modes.

3. A parking system that is financially sustainable and aligned with community goals.

y Strategies – Aligned to Goals

- Improve use of and access to the system
- Expand multimodal parking supply and functionality
- Improve our biggest compliance challenges

- Clear wayfinding
- Provide more permit options
- Provide real time parking information

- Expand paid parking on-street and lots
- Create a governance model
- Create an adjustable pricing system

- Fee and Fine Alignment
- Garage Enforcement
- On-Street Enforcement
- Downtown Employee Parking
- Parking Enforcement Vehicle Technology
- Demand and Capacity Study

City of Fort Collins

Fees/Fines

- Increase to all fines and to permit fees ($10) upon renewal.

- Overtime violations:
  - 1st: free to $10
  - 2nd: $10 to $25
  - 3rd: $25 to $50
  - 4th: $50 to $75
  - 5th: $100 (no change)

Other Fines:
- Restricted Parking: $25 to 35
- Vision Zero: $25 to $40

- Estimated revenue:
  - $200k from permits
  - $300k from fines

Start date June 1, 2026

Garage Enforcement

- Installation of automated license plate readers (APLRs) in the garage structures.

- Without gates or full system of accountability, revenues are down by 11% from previous.

- Appropriation for $200k from Parking Reserves coming to Council for the installation costs.

- Estimated revenue once installed (conservative) is $75K annually.

Ready by Q1 2027

ar-Term Actions

Expanded On-Street Enforcement

- Moving to 6-day/week enforcement from 8am-6pm (Monday-Saturday.)

- Provides more consistent turnover during high-demand hours.

- Estimated revenue increase is $100K/annually.

Start date March 23, 2026

Downtown Employee Parking

- Includes City, County, and Downtown business employees.

- General agreement, that employees using high-demand parking does not meet goals.

- Working on employer purchased permits and a reduced permit through Get FoCo.

- Also pursuing partnerships with private property owners.

Underway

ar-Term Actions

Parking Enforcement Vehicle Technology

- Replacement of 20+ year legacy system.

- Provides continuity between cars and enforcement officers.

- Reduces need for current stopping and blocking traffic.

- Better customer service. Will include some foot patrol increasing the role of "ambassador."

Start date Q3 2026

Demand and Capacity Study

- Last completed in 2013.

- Will provide valuable information for both current and future parking system strategies.

- Report will identify inventory need and potential gaps.

Findings anticipated in June 2026

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On-Street Pay Infrastructure

- Code change – May 2026

- Appropriation for kiosks (1.27M from Parking Reserves)

- RFP creation and process – June to Sept 2026

- Equipment installation – Nov 2026 to Q1 2027 depending on arrival

- Planned soft launch at implementation with full activation 2-3 months later

- Estimated Revenue - $2.5M/annually

Timeline

Earliest paid on-street implementation. Dependent on equipment arrival.

2028 paid on-street implementation.

2026

2027

2028

March

May/June

July/August

Jan-May

Nov-Dec

Expanded Parking Enforcement

Increased Fee/fine schedule

Create/issue RFP for on-street infrastructure

College Ave pipe replacement

Holiday Season

Bring Code Change and Appropriation

Employee parking solutions

ng-Term Outlook
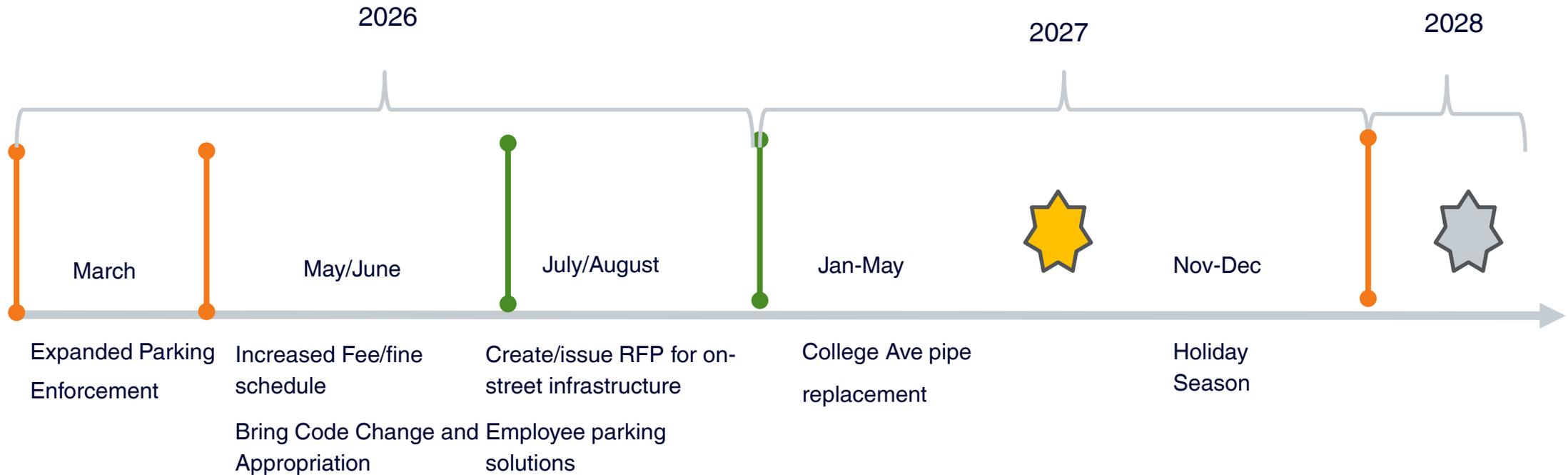
- On-going evaluation and monitoring of the parking system as a whole.

- Possible creation of committee or governance group that would assist and advise on potential pricing scenarios and any program changes, and;

- Engage in strategic planning to include asset management prioritization and the beneficial use of anticipated future revenues, including:

Maintenance:
Timely parking garage maintenance and repairs
Updated park guidance systems
Customer friendly technology upgrades
Address parking supply issues (parking garages)
ADA updates to parking spaces and sidewalks

Community Benefit:
Holiday Lights
Open Streets/First Friday
Downtown Flowers
Art in Public Places

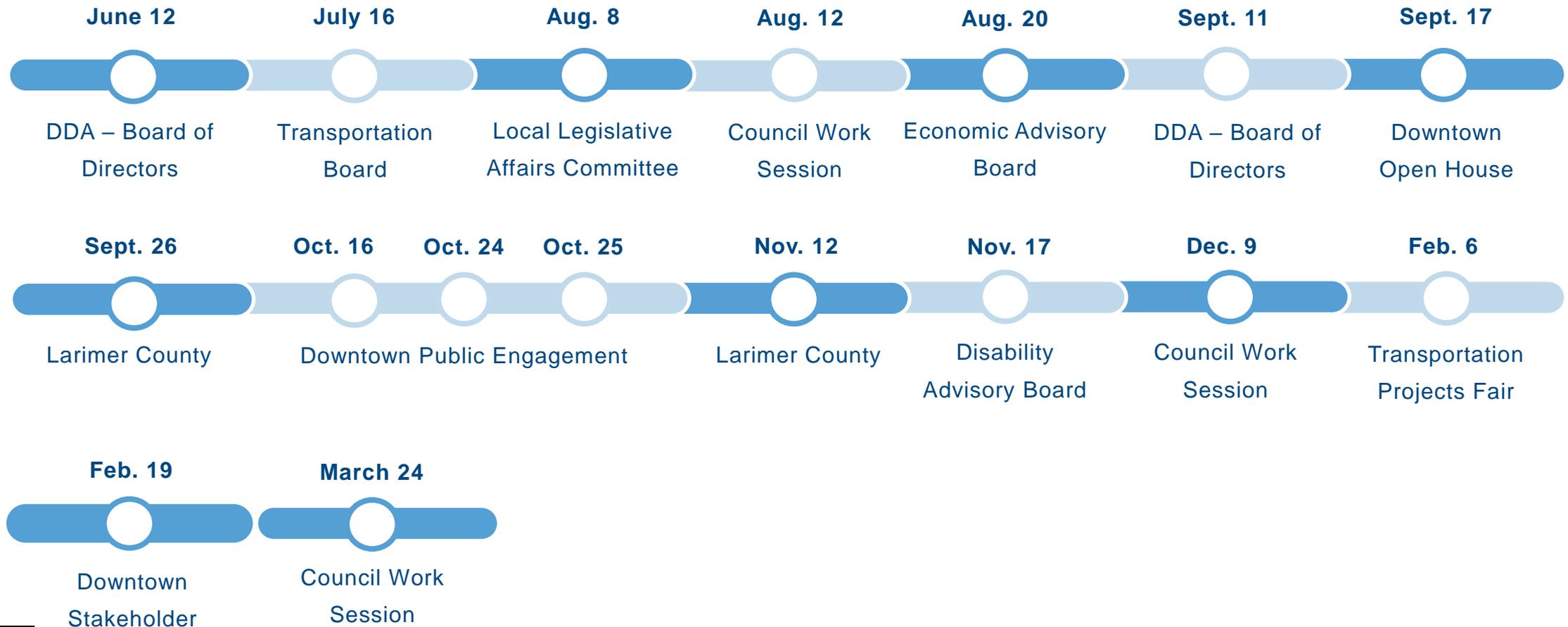Page 84

trics of Successful Implementation

Customer experience. Do users have clarity about the availability of the different parking options? Are regulations understandable? Is payment a simple process?

Parking utilization. What does on- and off-street parking utilization look like after implementation? How does it compare with before implementation? Did systemwide parking utilization change more than a few percent during peak and off-peak times?

Spillover parking. Is the new on-street payment requirement causing any spillover parking onto peripheral free parking streets or private lots?

Revenue generation. Are new revenues covering a sufficient percentage to manage on-street payment and enforcement, as well as covering ongoing maintenance items and repairs for the existing garages?

Boards & Committees and Community Engagement

June 12
DDA – Board of Directors

July 16
Transportation Board

Aug. 8
Local Legislative Affairs Committee

Aug. 12
Council Work Session

Aug. 20
Economic Advisory Board

Sept. 11
DDA – Board of Directors

Sept. 17
Downtown Open House

Sept. 26
Larimer County

Oct. 16

Oct. 24

Oct. 25
Downtown Public Engagement

Nov. 12
Larimer County

Nov. 17
Disability Advisory Board

Dec. 9
Council Work Session

Feb. 6
Transportation Projects Fair

Feb. 19
Downtown Stakeholder

March 24
Council Work Session

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estions

1 What additional questions or feedback do Councilmembers have regarding parking and/or the recommended roadmap?

2 Do Councilmembers support the roadmap timing?