

# Fort Collins City Council Work Session Agenda

6:00 p.m., Tuesday, December 9, 2025  
300 Laporte Avenue, Fort Collins, CO 80521

## NOTICE:

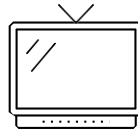
Work Sessions of the City Council are generally held on the 2nd and 4th Tuesdays of each month. Meetings are conducted in a hybrid format, however there is no public participation permitted in a work session.

City Council members may participate in this meeting via electronic means pursuant to their adopted policies and protocol.

## How to view this Meeting:



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



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



Meetings are livestreamed on the City's website, [fcgov.com/fctv](https://fcgov.com/fctv).

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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 48 horas de aviso previo cuando sea posible.



While work sessions do not include public comment, mail comments about any item on the agenda to [cityleaders@fcgov.com](mailto:cityleaders@fcgov.com)





# City Council Work Session Agenda

**December 9, 2025 at 6:00 PM**

Jeni Arndt, Mayor  
Emily Francis, District 6, Mayor Pro Tem  
Susan Gutowsky, District 1  
Julie Pignataro, District 2  
Tricia Canonico, District 3  
Melanie Potyondy, District 4  
Kelly Ohlson, District 5

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

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

Carrie Daggett  
City Attorney

Kelly DiMartino  
City Manager

Delynn Coldiron  
City Clerk

## **CITY COUNCIL WORK SESSION 6:00 PM**

### **A) CALL MEETING TO ORDER**

### **B) ITEMS FOR DISCUSSION**

#### **1. Community Report: Housing Catalyst**

The purpose of this item is for Housing Catalyst to provide a community report including information on current activities and future initiatives.

#### **2. Parking Study Engagement Report and Implementation Strategies**

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.

#### **3. Parks and Recreation 2050 Tax Update**

The purpose of this item is to provide an update on the Parks and Recreation 2050 Tax implementation strategy and work, since the last presentation at the February 11, 2025, Council Work Session.

#### **4. Staff Report: Council End of Term Report 2024-2025**

The purpose of this item is to review the status and progress of the Priorities identified by Council and highlight the work and accomplishments that this Council has overseen.

### **C) ANNOUNCEMENTS**

## **D) ADJOURNMENT**

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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. Community Report: Housing Catalyst**

The purpose of this item is for Housing Catalyst to provide a community report including information on current activities and future initiatives.



December 9, 2025

# WORK SESSION AGENDA ITEM SUMMARY

City Council



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## STAFF

Julie Brewen, Chief Executive Officer, Housing Catalyst  
Kristin Krasnove Fritz, Chief Real Estate Officer, Housing Catalyst

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## SUBJECT FOR DISCUSSION

**Community Report: Housing Catalyst**

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## EXECUTIVE SUMMARY

The purpose of this item is for Housing Catalyst to provide a community report including information on current activities and future initiatives.

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## ATTACHMENTS

1. Presentation



HOUSING  
CATALYST

# Current Activities & Future Initiatives

2025 UPDATE TO FORT COLLINS CITY COUNCIL

# Building Community. Inspiring Change.

Just as a house is built upon a solid foundation, Housing Catalyst is built upon its mission:

*To create vibrant, sustainable communities  
throughout Northern Colorado*

To achieve its mission, Housing Catalyst operations focus on its triple bottom line:



Maintaining fiscal viability  
of the organization



Achieving a social goal by  
providing affordable housing and  
supportive services



Achieving environmental  
sustainability

# Housing Catalyst is...



...a mission-driven real estate developer at the leading edge of affordable housing, forging public-private partnerships to build and preserve affordable homes in Northern Colorado.



...the largest affordable property manager in Northern Colorado with communities in Fort Collins and Wellington.



...the Public Housing Authority (PHA) serving Fort Collins, Wellington, and Larimer County.



...a quasi-governmental entity. The agency is overseen by a Board of Commissioners appointed by the City of Fort Collins but is not itself a government agency.

# Our History

**1937**

The Housing Act of 1937 paves the way for local housing authorities

**1977**

Headquarters established at 1715 W Mountain

**1988**

Fort Collins Housing Authority begins managing Wellington's public housing program

**2015**

Redtail Ponds opens as the first Permanent Supportive Housing Community in Northern Colorado

**2021****1971**

Fort Collins Housing Authority created with a resolution from the City of Fort Collins

**1980**

Fort Collins Housing Corporation founded

**2010**

Organizational restructuring creates capacity for real estate development

**2016**

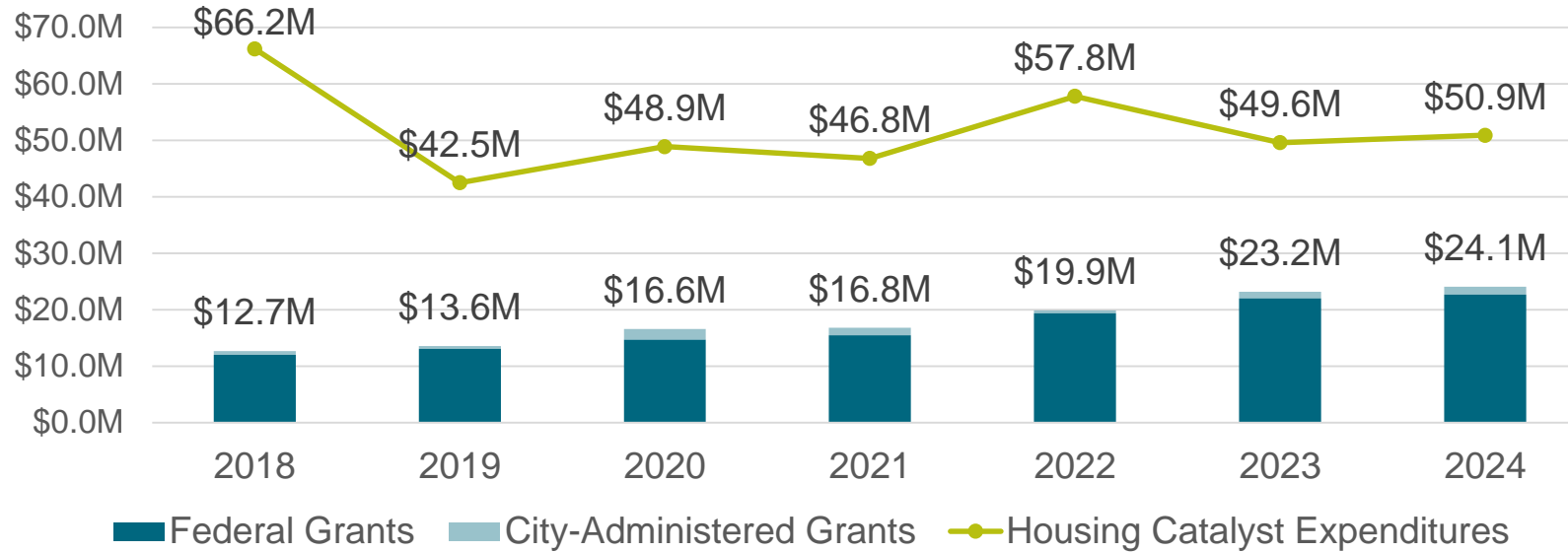
Fort Collins Housing Authority becomes Housing Catalyst

**2022**

Housing Catalyst joins MTW Demonstration Program

# Economic Impact of Housing Catalyst

## RETURN ON INVESTMENT



**For every \$1 of city administered funding, Housing Catalyst generated:**

**\$47.75**

in direct Housing Catalyst spending

**\$67.13**

in economic output

**\$18.43**

in additional worker earnings

## ECONOMIC IMPACT

**\$510.0**

MILLION IN ECONOMIC OUTPUT

**405**

JOBS SUPPORTED ANNUALLY

**\$140.0**

MILLION IN WORKERS' EARNING

**\$296.5**

MILLION IN VALUE ADDED

*Economic impact estimates for Larimer County based on Housing Catalyst expenditure data from 2018 to 2024.*



# Homes with Affordable Rents

- 2,100+ residents live in homes with affordable rents managed by Housing Catalyst
- 1,100+ homes across Fort Collins and Wellington
- Portfolio includes 1- to 4-bedroom apartments, townhomes, and duplexes
- Targeting individuals and families earning 30-80% of the area median income



**\$25k**  
is the average  
household income  
among residents

**28.8%**  
of residents are under  
the age of 18



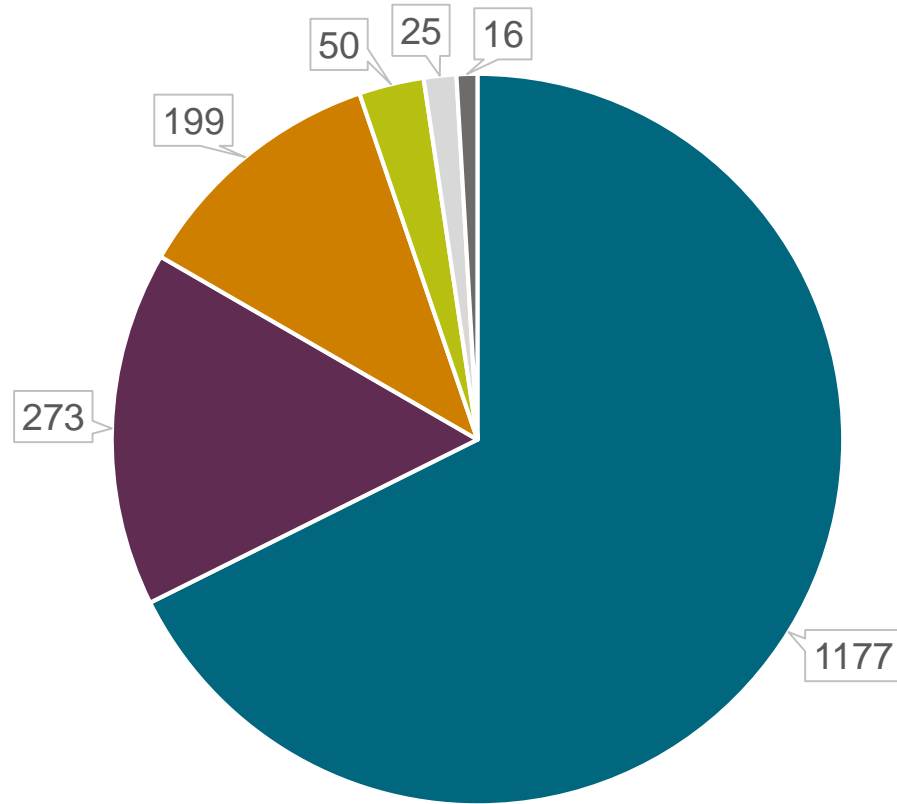
# Rental Assistance Programs

1,740  
vouchers administered

\$20.9M  
in Housing Assistance Payments

2,859  
residents supported

92  
households exited  
homelessness



- Housing Choice Vouchers
- Mainstream
- Veterans Affairs Supportive Housing (VASH)
- Family Unification Program (FUP)
- Emergency Housing Vouchers (EHV)
- Foster Youth to Independence

## ECONOMIC IMPACT

\$163.6  
MILLION IN ECONOMIC OUTPUT

89  
JOBS SUPPORTED ANNUALLY

\$65.4  
MILLION IN WORKERS' EARNING

\$114.7  
MILLION IN VALUE ADDED

*Economic impact estimates for Larimer County  
based on Housing Catalyst expenditure data  
from 2018 to 2024.*



# Permanent Supportive Housing

Permanent Supportive Housing (PSH) targets people who have experienced homelessness, have one or more disabilities, experience multiple barriers to housing, and need supportive services.

Housing Catalyst manages two PSH communities in Fort Collins.



# Increasing the Supply of Affordable Housing



2024

Plum Place



2025

Village on Impala



2027

Village on Eastbrook



TBD

Downtown Development

## ECONOMIC IMPACT

**\$144.3**

MILLION IN ECONOMIC OUTPUT

**98**

JOBS SUPPORTED ANNUALLY

**\$42.2**

MILLION IN WORKERS' EARNING

**\$80.2**

MILLION IN VALUE ADDED

*Economic impact estimates for Larimer County  
based on Housing Catalyst expenditure data  
from 2018 to 2024.*



# Partnerships for Affordable Housing



2025

Heartside Hill



2026

302 Conifer



2026

Windtrail Apartments



2027

Switchgrass Crossing



2028

The Grove in Bloom

# Looking Ahead



## UNCERTAINTY

- Economic Outlook
- Funding Availability
- Federal Priorities



## VOLATILITY

- Tariffs
- Inflation
- Tax Credit Pricing



## FEWER RESOURCES

- Budget Cuts (Local, State, Federal)
- Staff Cuts and Delays
- End of Pandemic-Era Funding

## BOTTOM LINE:

PHAs (including Housing Catalyst) need to *maximize all available resources* to build new affordable homes and provide high-quality services in our communities.

***PHAs are uniquely equipped to respond to these challenges – we were built for this!***

# Questions?



HOUSING  
CATALYST

HOUSINGCATALYST.COM

***info@housingcatalyst.com***

**File Attachments for Item:**

**2. Parking Study Engagement Report and Implementation Strategies**

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.

December 9, 2025

# WORK SESSION AGENDA ITEM SUMMARY

City Council



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## STAFF

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

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## SUBJECT FOR DISCUSSION

### Parking Study Engagement Report and Implementation Strategies

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## 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.

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## GENERAL DIRECTION SOUGHT AND SPECIFIC QUESTIONS TO BE ANSWERED

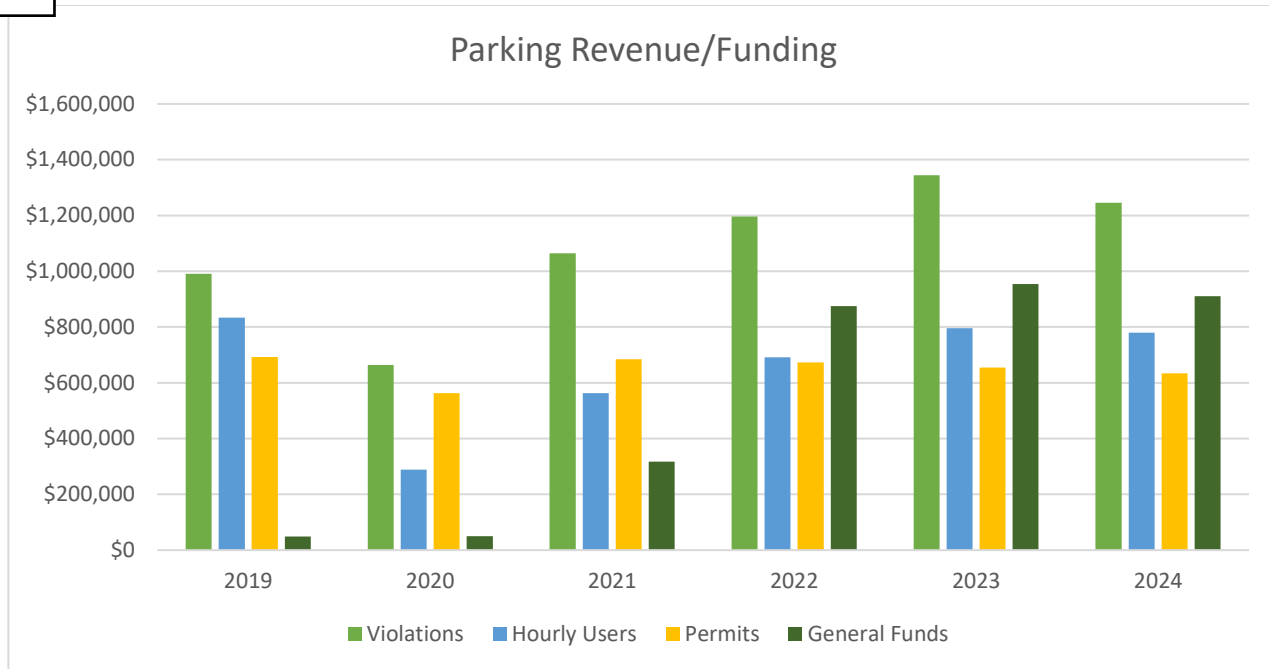
1. Does Council support a phased approach to implement the optimized downtown parking system?

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## 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 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-sufficiency, 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.

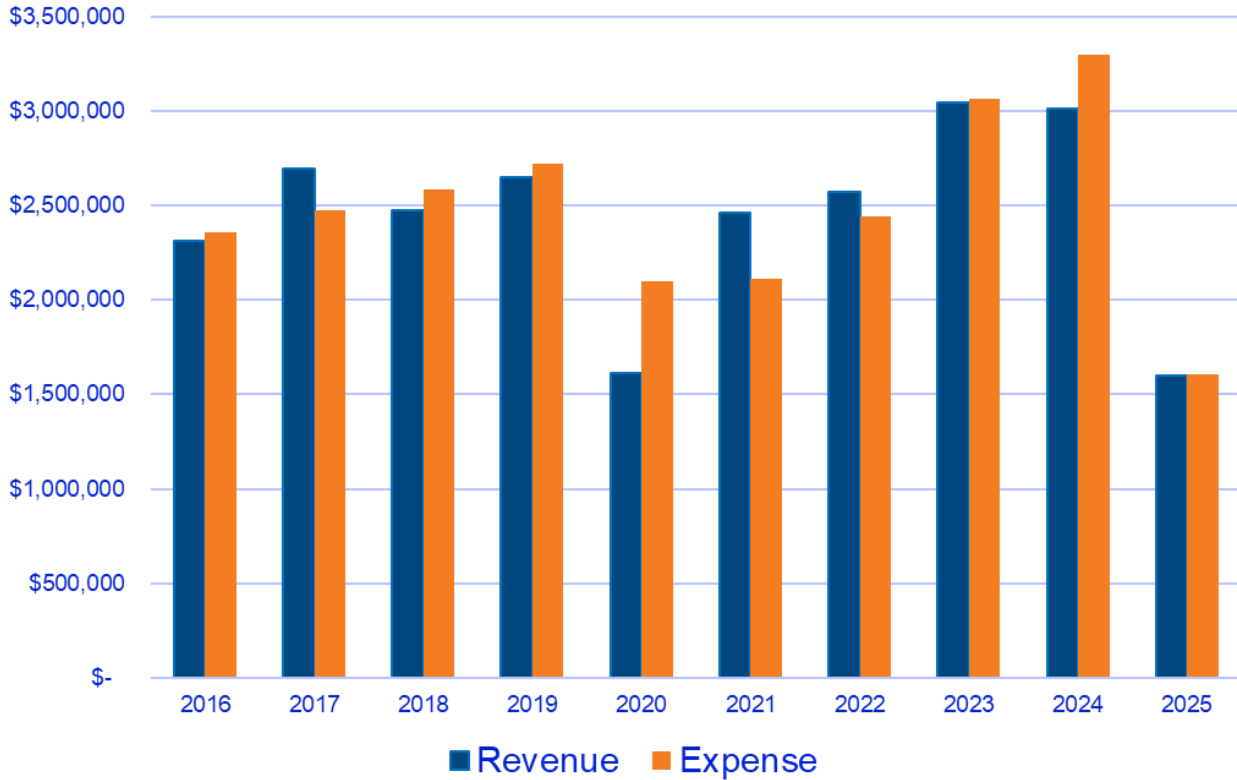
A customer-focused parking system that provides choice for all parkers and modes of transportation would support those people who value choice, and a paid parking model provides a market-based approach where a menu of different options is provided. It would ensure that the most convenient spaces are 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.

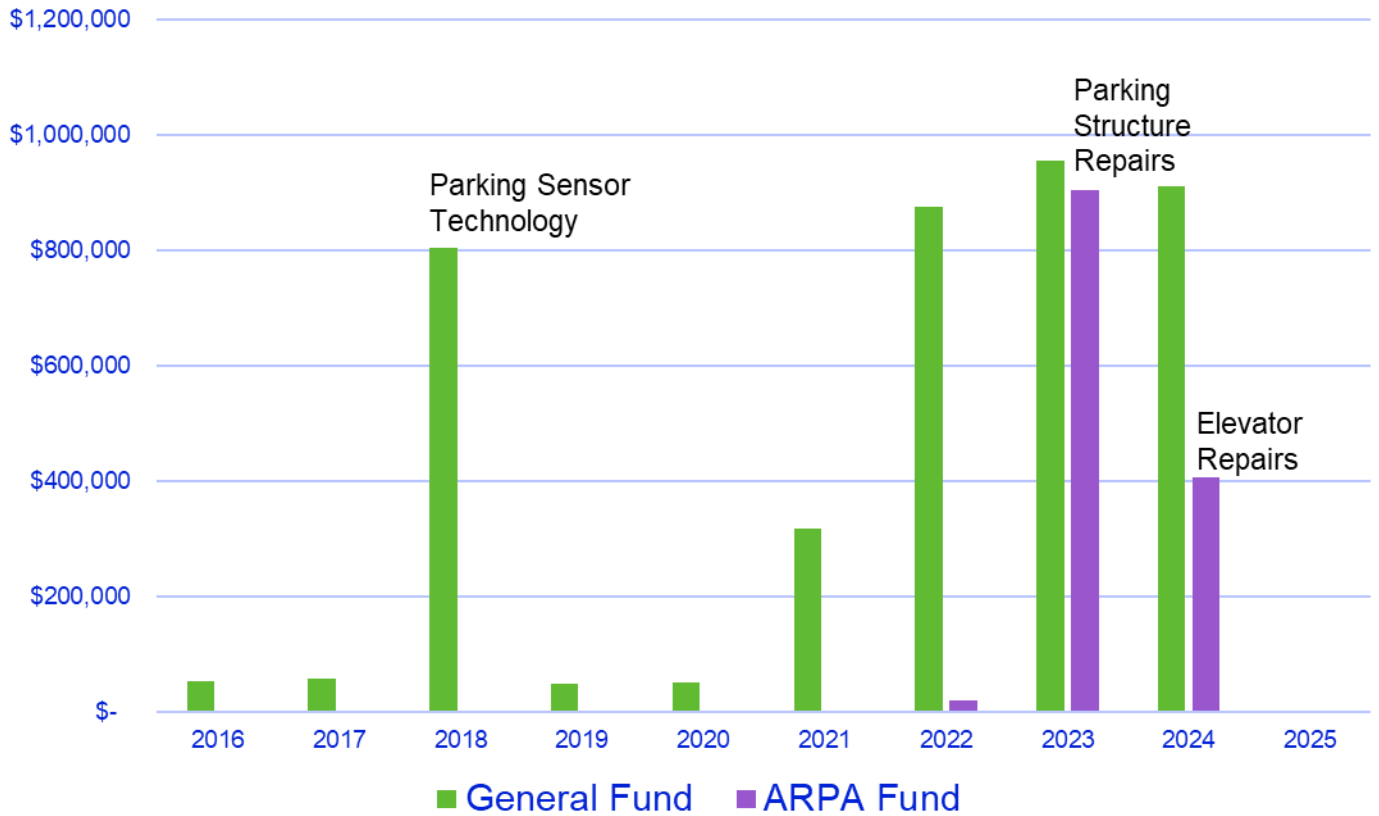
### Parking: Operational Revenue vs. Expense



### 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.

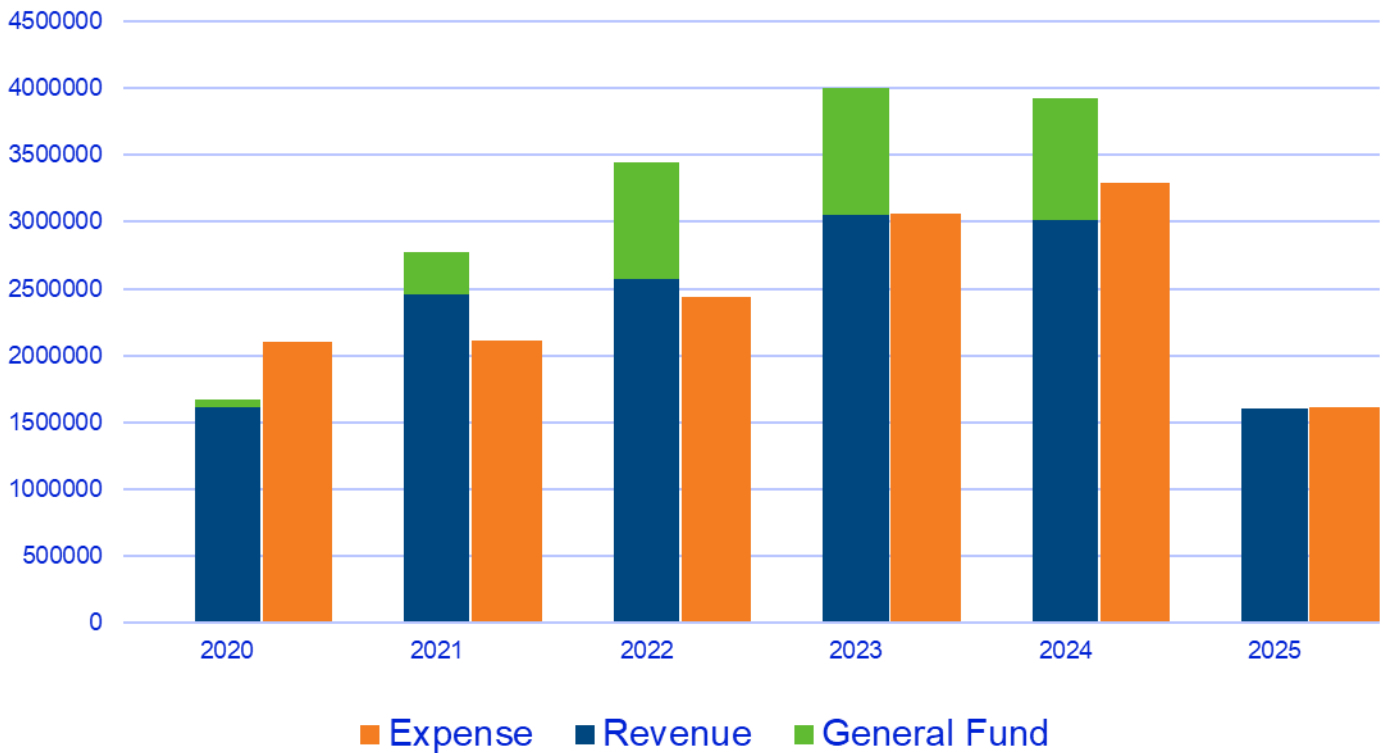
## Parking: Other Fund Sources



### 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



### 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.

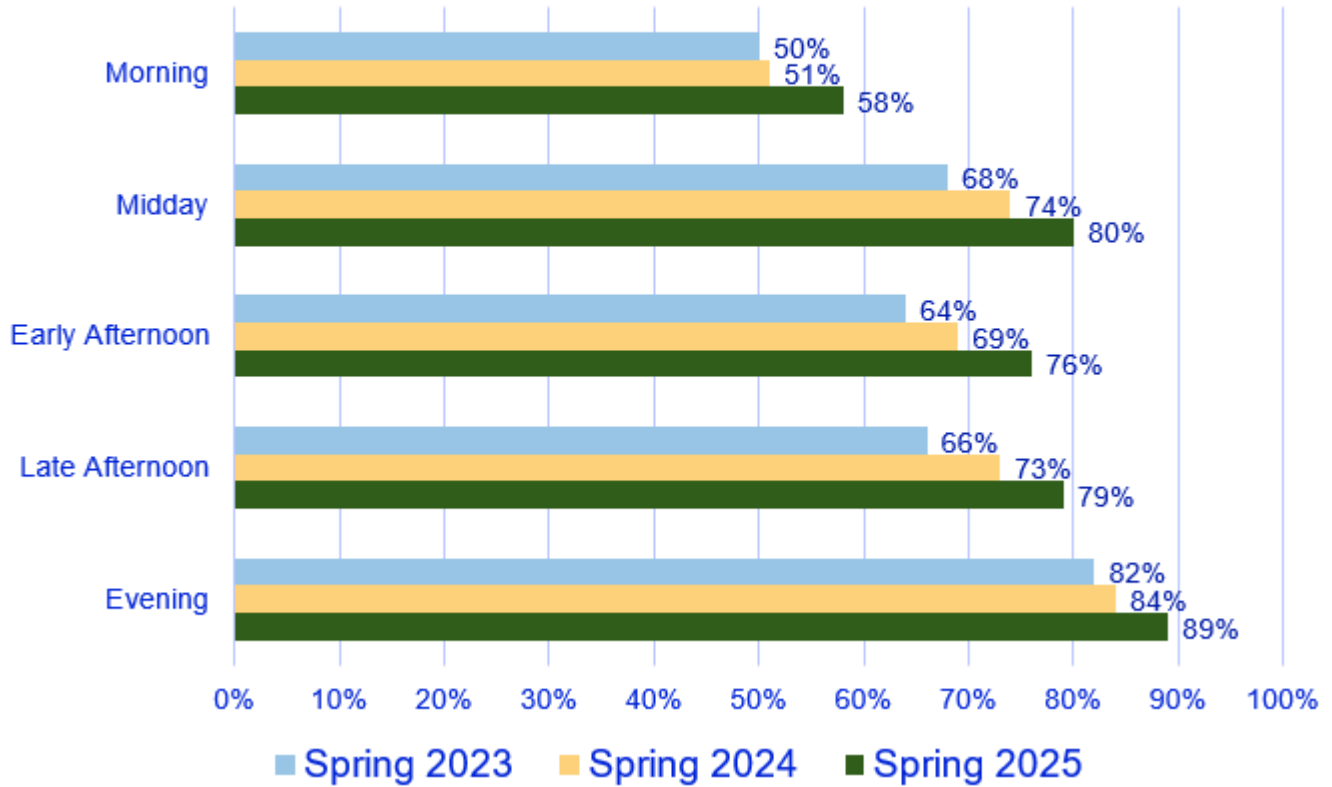
It has been identified in both the 2013 Parking Plan and in the 2017 Downtown Plan that Fort Collins is operating under an upside-down model, where the close and convenient parking availability is free, whereas the further away and less-convenient parking has an associated cost. This phenomenon was identified, 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

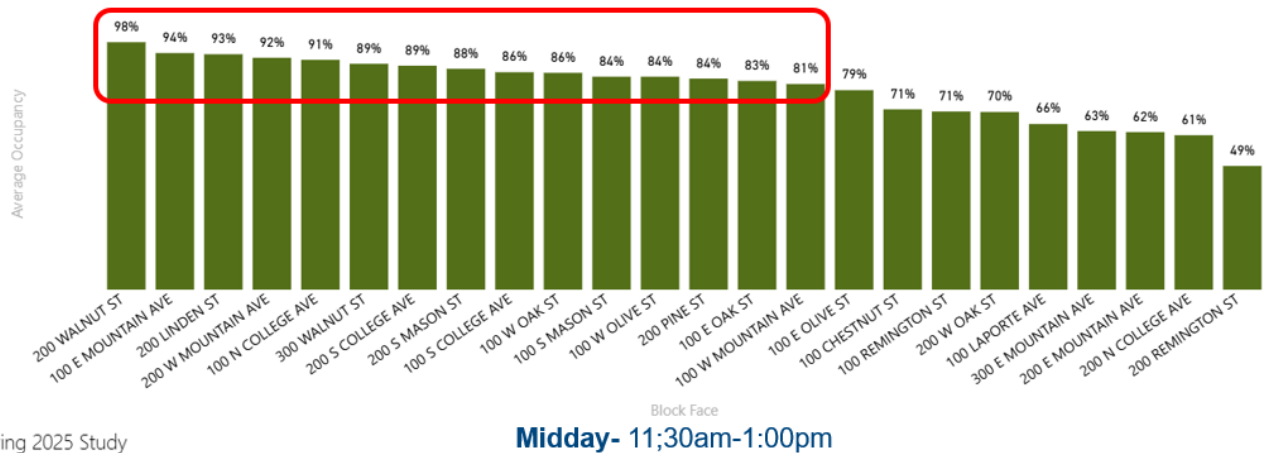


## Average Occupancy

Midday

80%

Lunch - 15 of 24 block faces at 80% or above



Spring 2025 Study

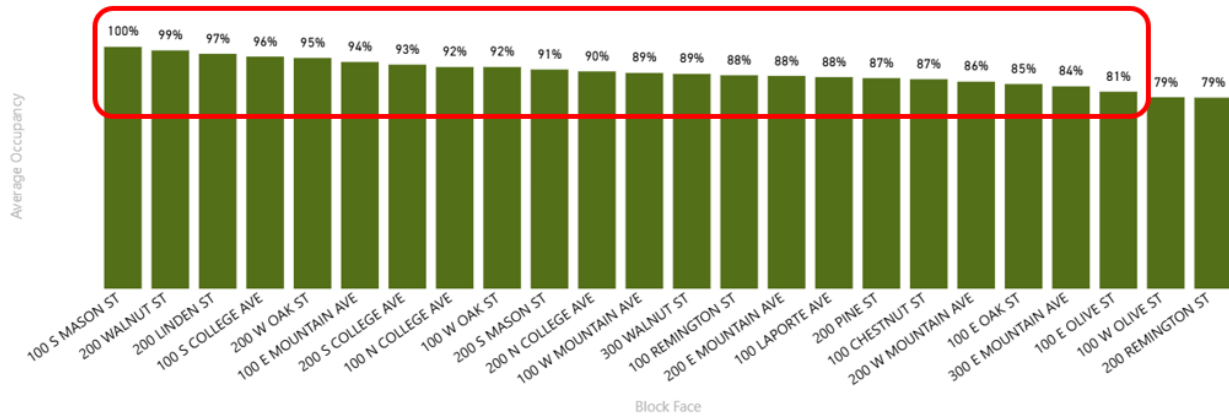
Midday- 11:30am-1:00pm

# Average Occupancy

Evening

89%

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



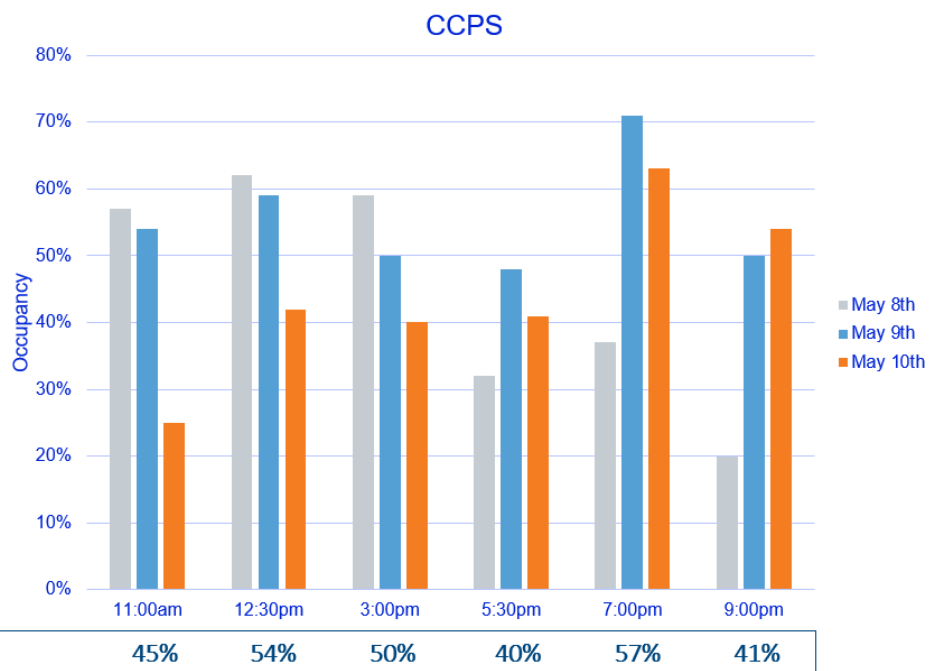
● Spring 2025 Study

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

1 <sup>st</sup> floor:	104
2 <sup>nd</sup> floor:	228
3 <sup>rd</sup> floor:	228
4 <sup>th</sup> floor:	226
5 <sup>th</sup> floor:	53
ADA/EV:	21
<b>Total:</b>	<b>860</b>



Occupancy Average:

45%

54%

50%

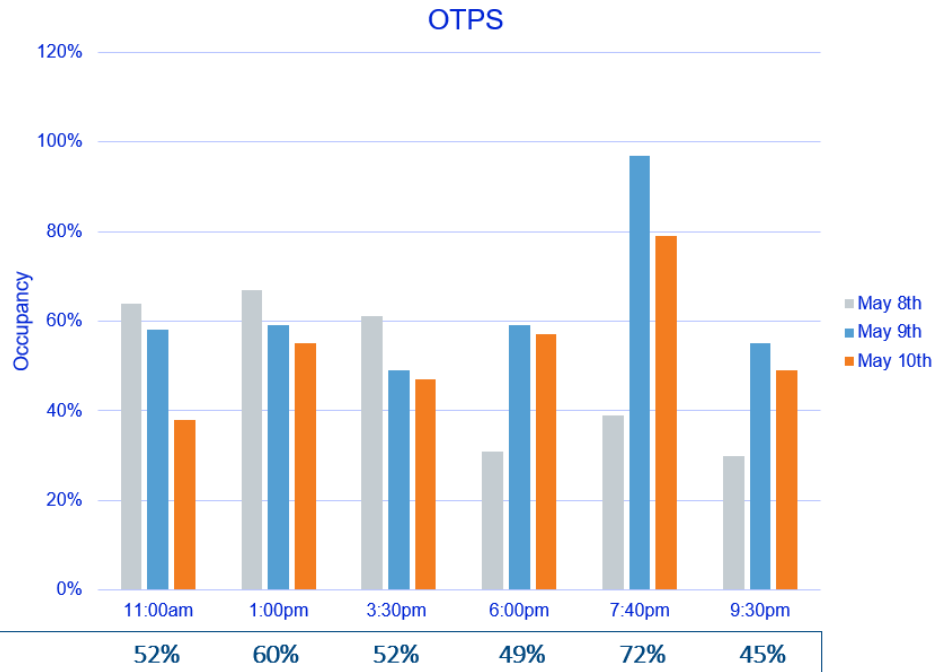
40%

57%

41%

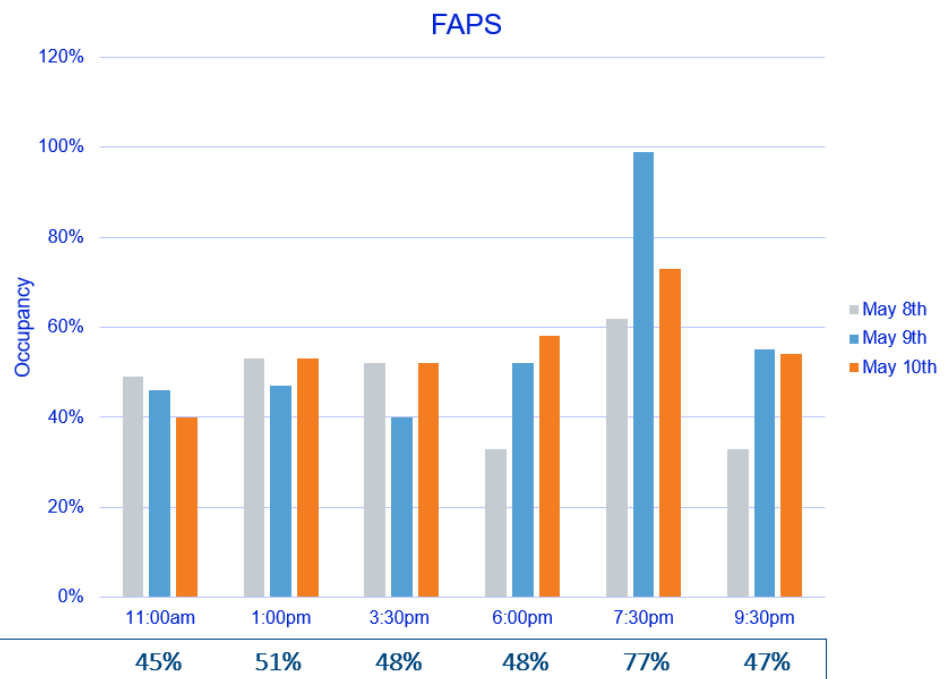
## OTPS

1 <sup>st</sup> floor:	60
2 <sup>nd</sup> floor:	80
3 <sup>rd</sup> floor:	85
4 <sup>th</sup> floor:	84
ADA:	5
<b>Total:</b>	<b>314</b>



## FAPS

2 <sup>nd</sup> floor:	71
3 <sup>rd</sup> floor:	132
ADA/EV:	12
<b>Total:</b>	<b>215</b>

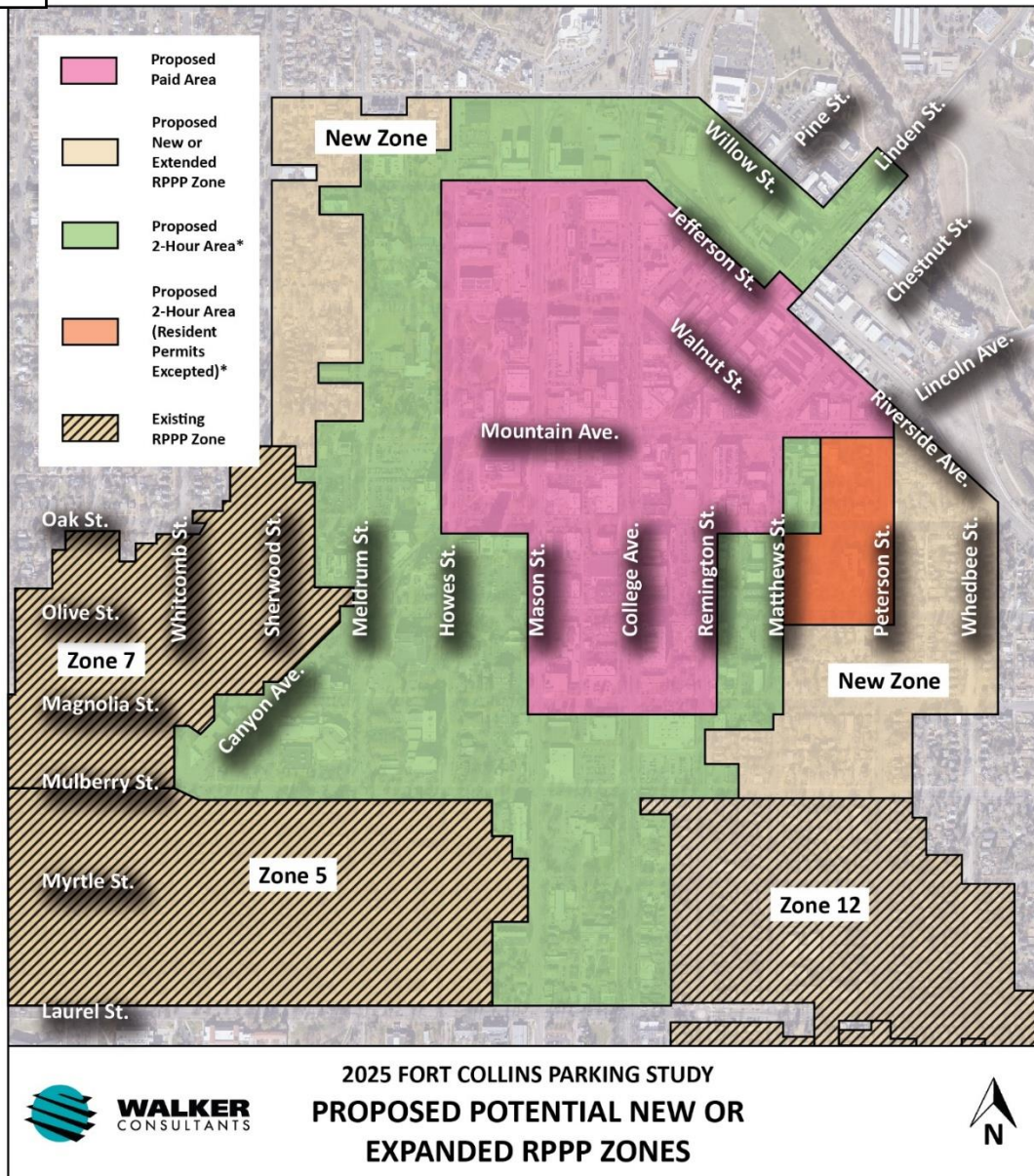


The parking garages regularly have parking capacity, regardless of on-street parking occupancy strain.

### Recommended Implementation Strategies, per August 12<sup>th</sup> 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.



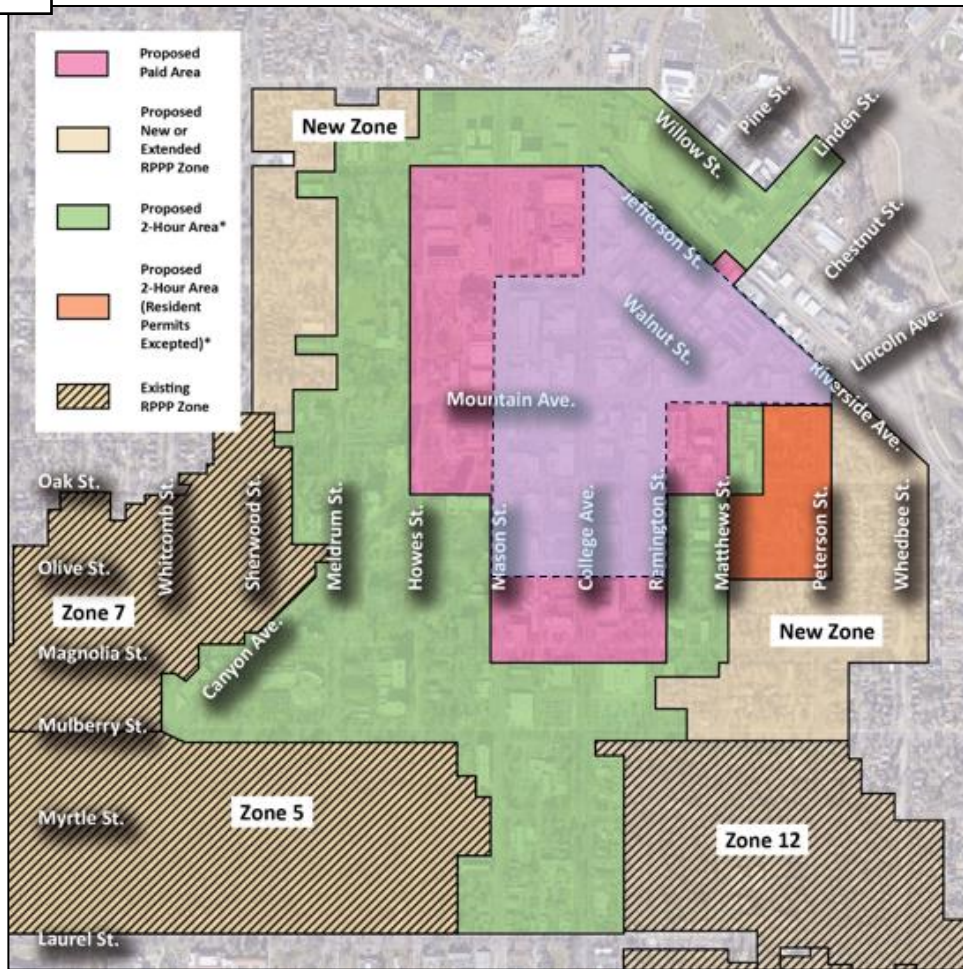


### Paid On-street – Parking Services Recommendation

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

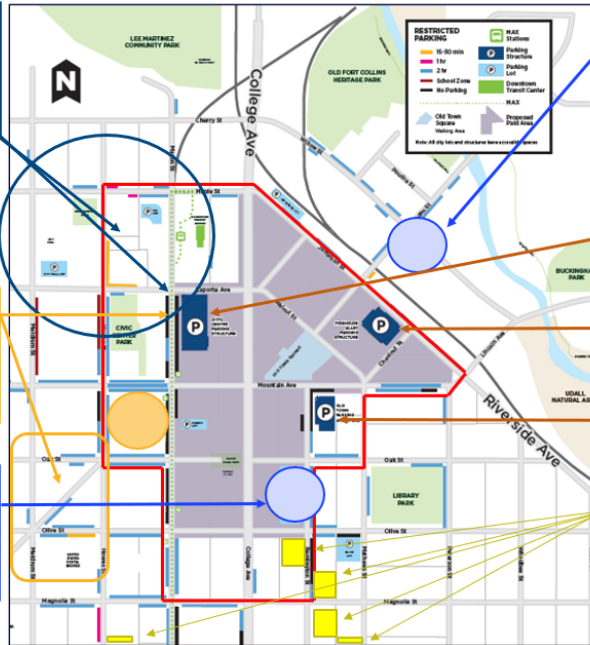
Supply challenges of existing structures, coupled with demand challenges of employee base at/around the periphery of the Walker Consultants' recommendation, added to the reduction pressures of a private lot along Linden Street & Willow Street and the ongoing discussion of the Oak & Remington public parking 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.

Item 2.

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

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

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



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

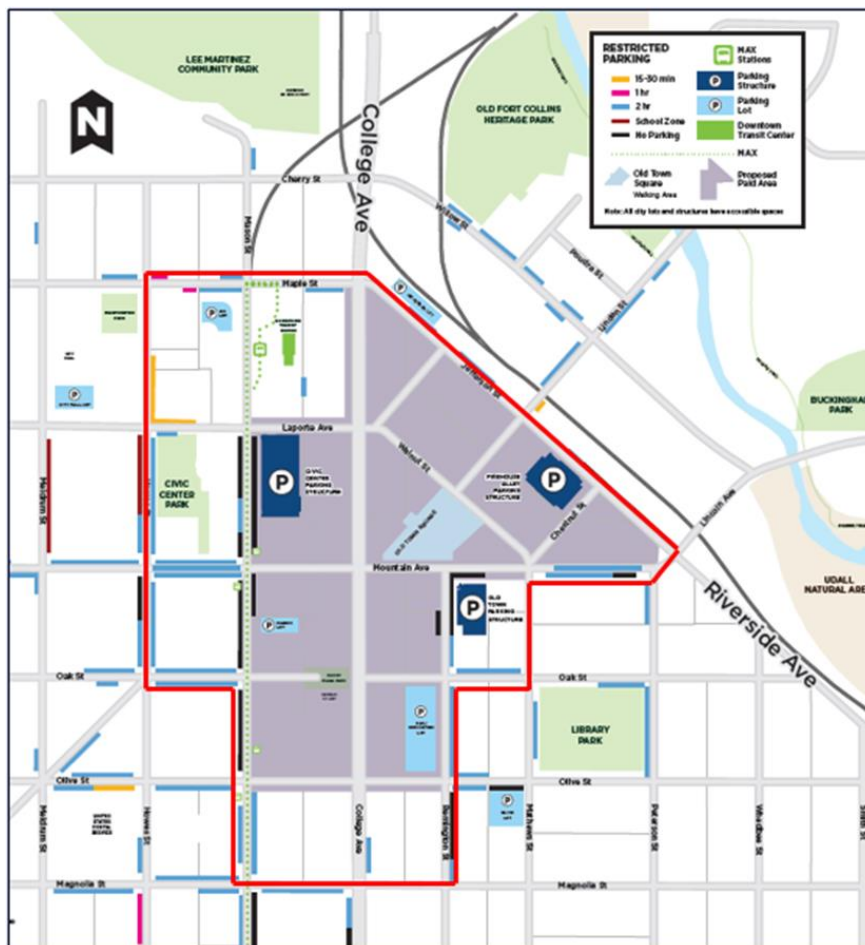
CCPS total spaces: **900**  
Permit spaces: **747**  
Current oversell: **1110**

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

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

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.

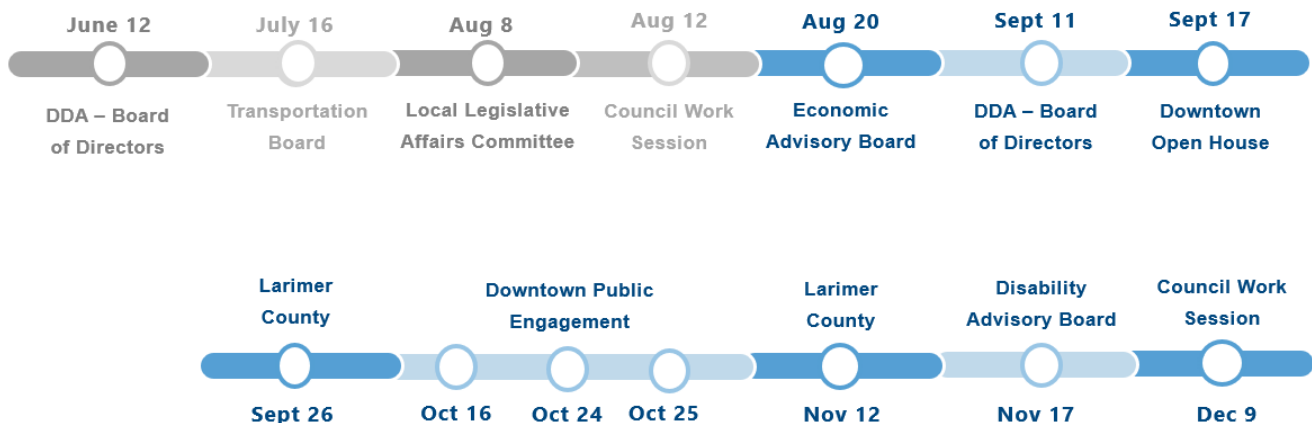
### Off-Street Parking Garages:

- 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



## & 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
<b>Total Potential Increased Gross Annual Potential Parking Revenue</b>	<b>\$580k</b>
<b>Total Potential Gross Annual Parking Revenue (Existing + Potential)</b>	<b>\$3.3M</b>

**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
<b>Paid Parking (On-Street and Off-Street Surface)</b>	<b>\$2.5M</b>
<b>Total Potential Increased Gross Annual Potential Parking Revenue</b>	<b>\$3.1M</b>
<b>Total Potential Gross Annual Parking Revenue (Existing + Potential)</b>	<b>\$5.9M</b>

### 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).
  - 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 multispace meters	35	29	64
<b>Capital Cost</b>			
Unit Cost	\$11k	\$25k	
Installation / Site Preparation Cost per Unit	\$2.5k	\$2.5k	
<b>Total Capital Cost</b>	<b>\$470k</b>	<b>\$800k</b>	<b>\$1.27M</b>

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

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

#### 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 1<sup>st</sup> 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

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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

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

# Parking Services –

## Downtown Parking Optimization Study

**Eric Keselburg**

Sr. Manager, Parking Services

**Drew Brooks**

Deputy Director, PDT





- Strategic Alignment & Goals
- Fiscal Picture & Indicators of Demand
- Study Highlights & Recommendations
- Next Steps

COPY



- What questions do Councilmembers have on the supply & demand and financial analysis of our downtown parking system?
- What feedback do Councilmembers have on next steps to implement paid on street parking and other proposed changes to the parking system?



## TRANSPORTATION & MOBILITY (T&M)

T&M 3: Transform the parking system to better align supply and demand and incentivize sustainable outcomes in a place-based manner across the city.

- A strategic approach to the City's parking system and requirements can help achieve many other goals related to housing, climate and transportation. Incentivizing behaviors to make progress in these spaces requires a context-specific approach based on a number of factors including density, economic activity and availability of structured parking.
- In Downtown specifically, the existing parking model incentivizes additional vehicle trips as the spaces that are ideal for longer-term parking (garages) cost more than the spaces better suited for short stays (on-street). This results in a revenue model that is not sustainable for the long-term maintenance of the parking structures or the Parking Services team and increases congestion Downtown.
- Successfully implementing transportation demand and targeted land use strategies can reduce automotive congestion and the increasing need for associated parking across the community.
- In 2023, City Council supported advancing a workstream to look at new models for pricing Downtown parking.

## Goals:

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.





# 1. Support a vibrant and active downtown economy.

- Make it easier for people to reach their destination.
- Improves 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 into underutilized parking garages.
- Enhances 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.
- Appropriate placement of parking garage(s) around the periphery of downtown, to provide parking capacity and allow the ability to reimagine the space use.



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



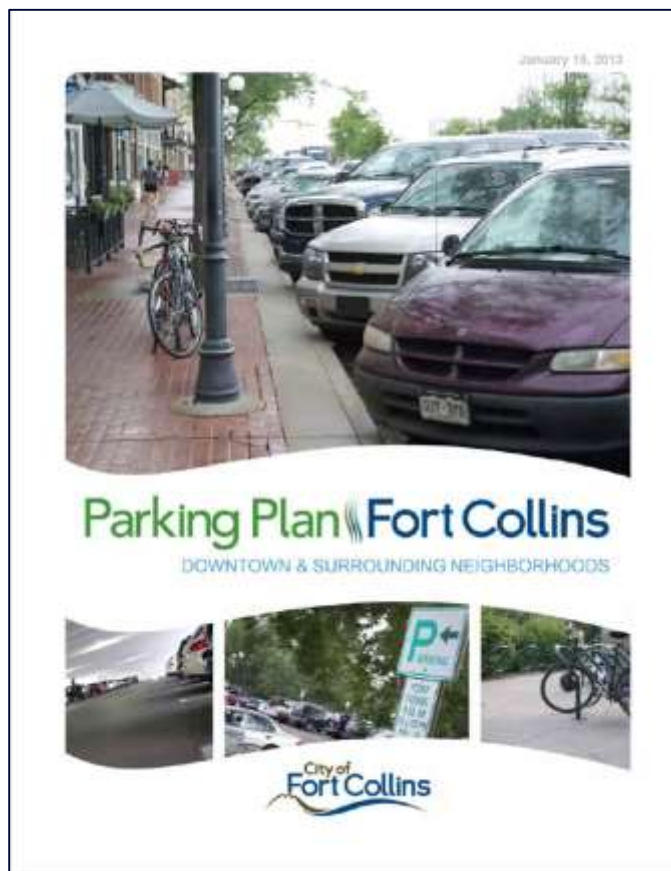
- People generally value choice, a paid parking model provides a market-based approach where a menu of different options are provided.
- Ensure that the most convenient spaces are available to those who value them the most.
- Make a distinction between the most valuable curb space along the busiest streets downtown and less valuable curb space along less busy streets a little further away from the center of activity.
- Maximize efficiency of the parking system and ensure that parking assets are being used and allocated adequately and as intended.
- Leverage supportive, rather than punitive, enforcement and reduce ticket-writing and enforcement revenue over time.

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



- Dedicated funding mechanism to fund additional new parking assets when or if they are needed.
- Utilize parking revenues to offset management, maintenance, administration, and other costs associated with the parking system.
- Reduce “trolling” activity, which will decrease traffic circulation and on-street congestion and lower carbon emissions.
- 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.
- Support and encourage different modes and transportation choices.
- 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.

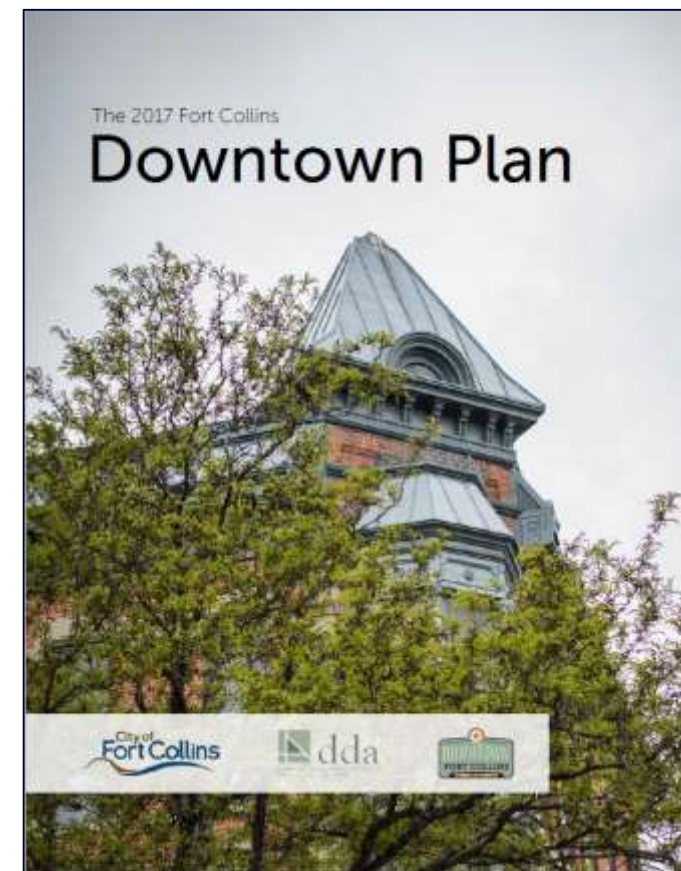
# Upside-down Pricing



2013 – Parking Plan

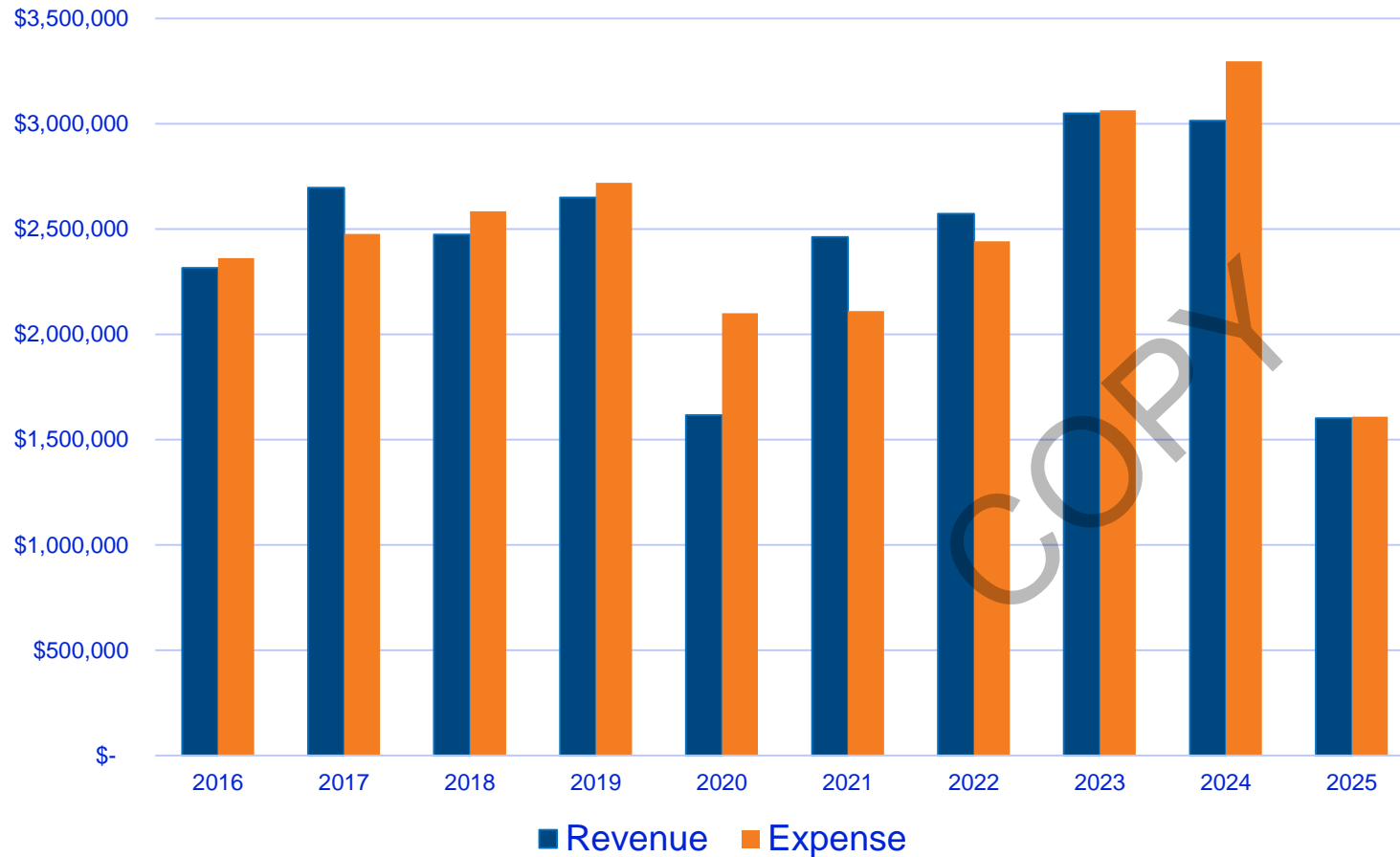
The **most convenient and desirable on-street spaces are free** while **less convenient garage parking costs money**. This discourages the use of parking garages and encourages driving around looking **(trolling) for available on-street spaces**. This practice creates congestion, air pollution, a perception that there is no parking available and general frustration.

The 2013 Parking Plan identified this phenomenon as “**parking structure avoidance**” due to “**upside down pricing**”.



2017 – Downtown Plan

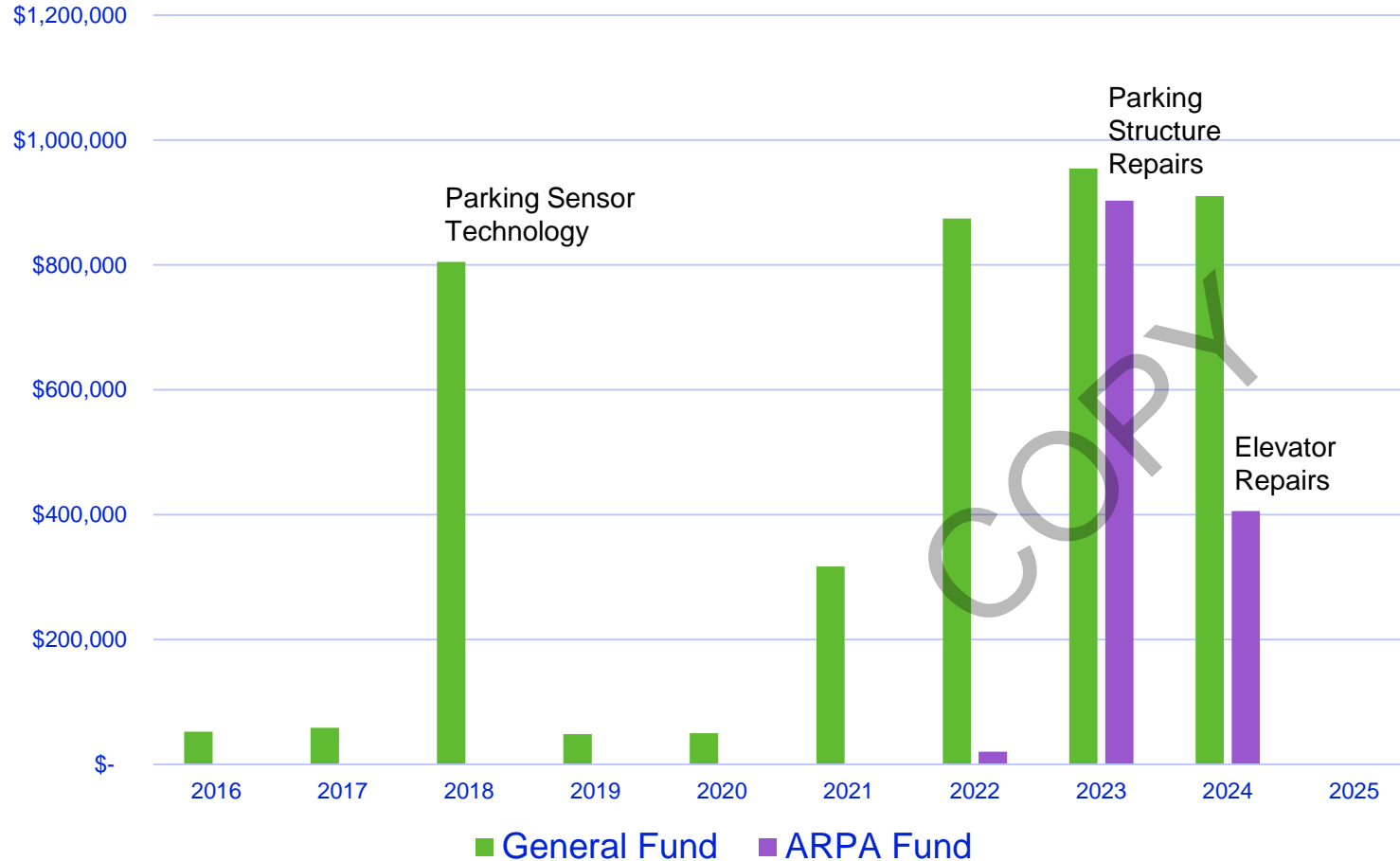
Parking: Operational Revenue vs. Expense



- Historically, operational revenue & expense for Parking Services track closely.
- The imbalance in revenue versus expense from 2020 – 2024 is representative of the significant pandemic impact from initial losses through recovery in 2024.
- Pandemic revenue shortfalls were met through General Fund subsidy.



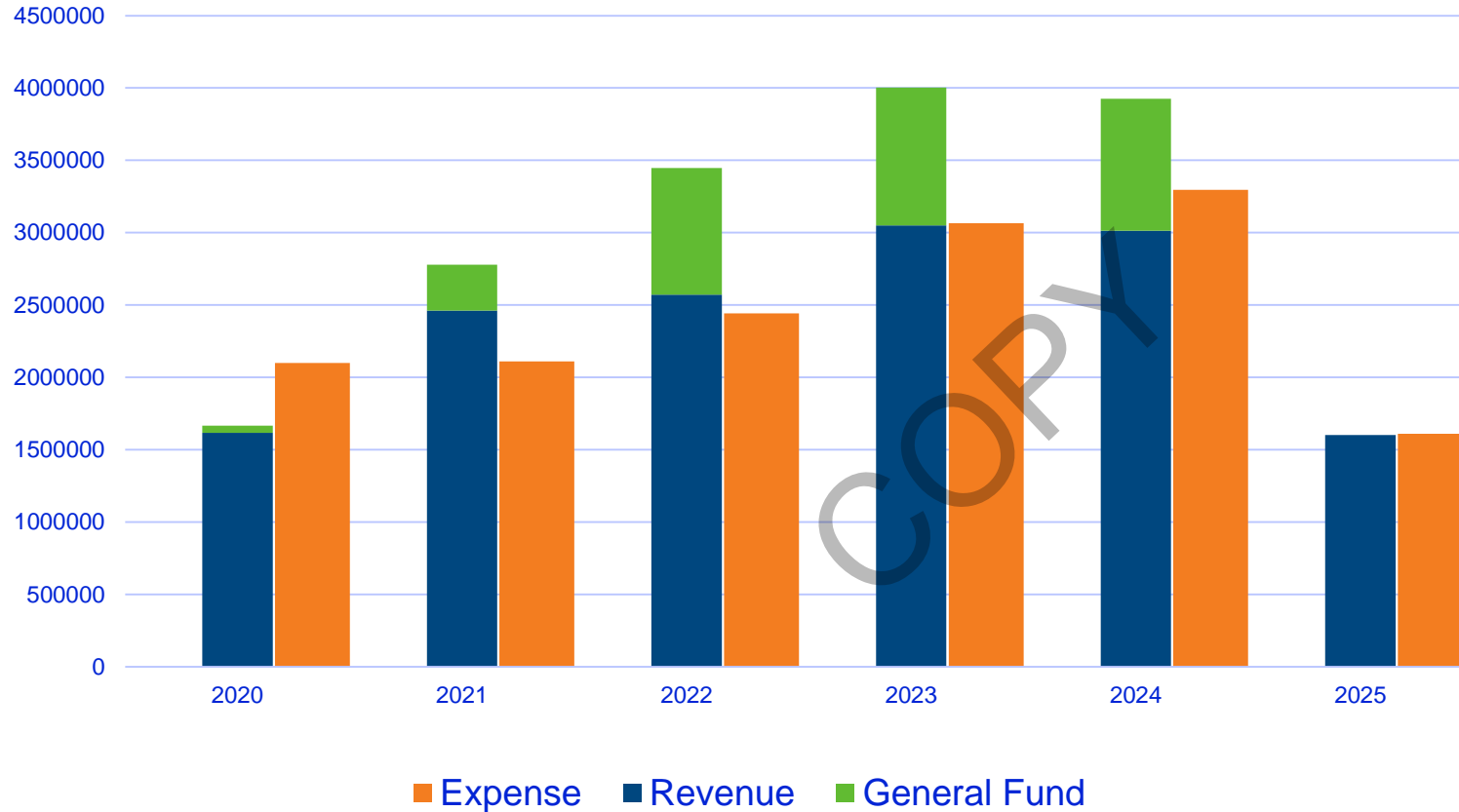
## Parking: Other Fund Sources



- Historically, significant maintenance or other capital costs are met through non-Parking Services revenue sources.
- A sustainable parking system requires additional revenue collection to effectively plan for and meet maintenance and capital costs.

# Parking Funds: Current Maintenance & Capital

Parking: Pandemic Revenue vs. Expense with General Fund

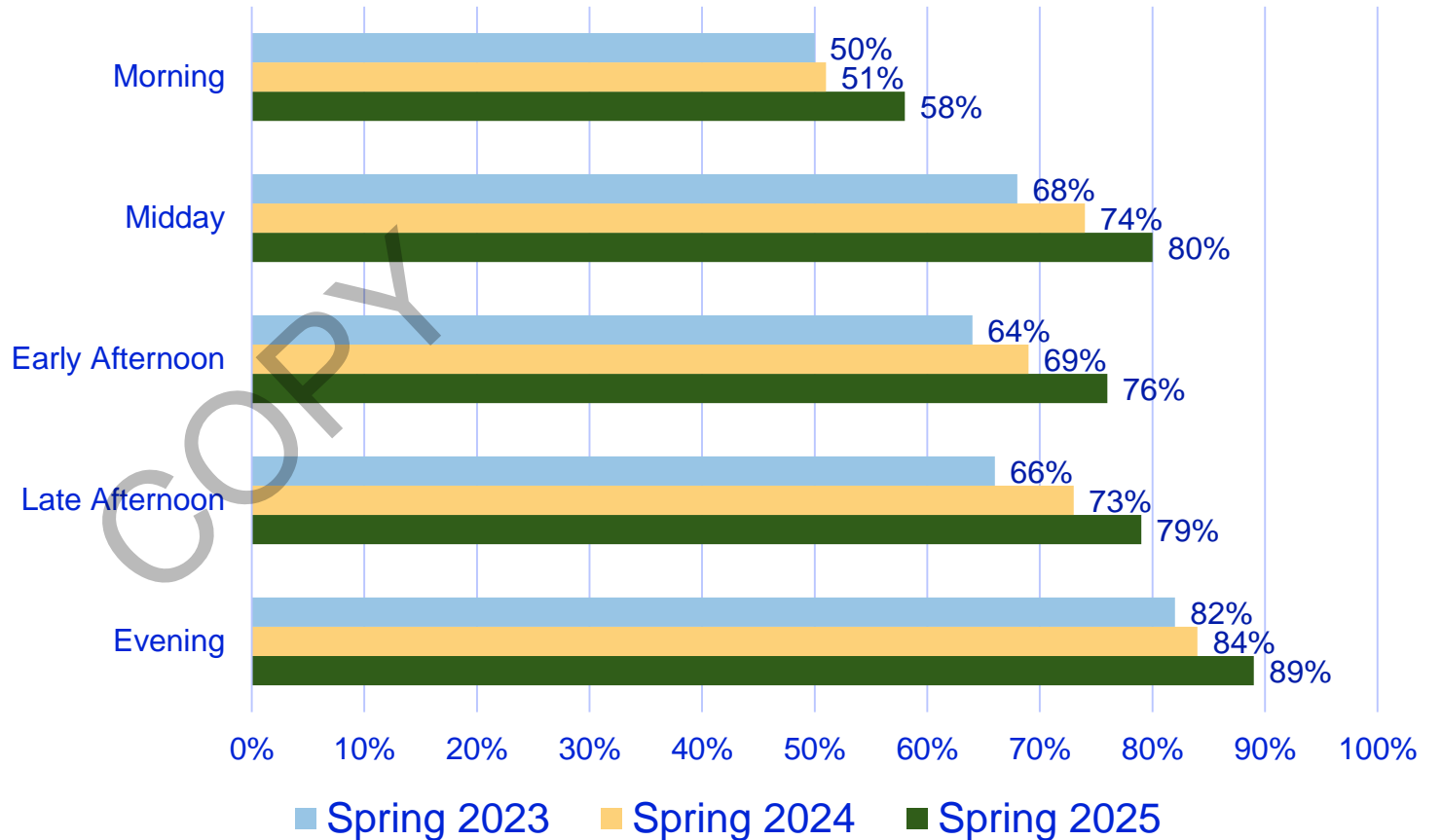


- Parking Services revenue recovered while the Parking Fund was still receiving General Fund revenue
- This resulted in Parking Services reserve balance growing
- Projects funded from Parking Services reserves in 2025:
  - Stairwell Replacement : \$1.2M
  - Parking Services office move to support Municipal Court expansion: \$450k

**On-street occupancy** is considered unhealthy at 80%-85% or above (meaning, there is limited on-street parking space availability).

Several block faces in the downtown core exceed healthy level(s) throughout the day.

## Indicators of Demand

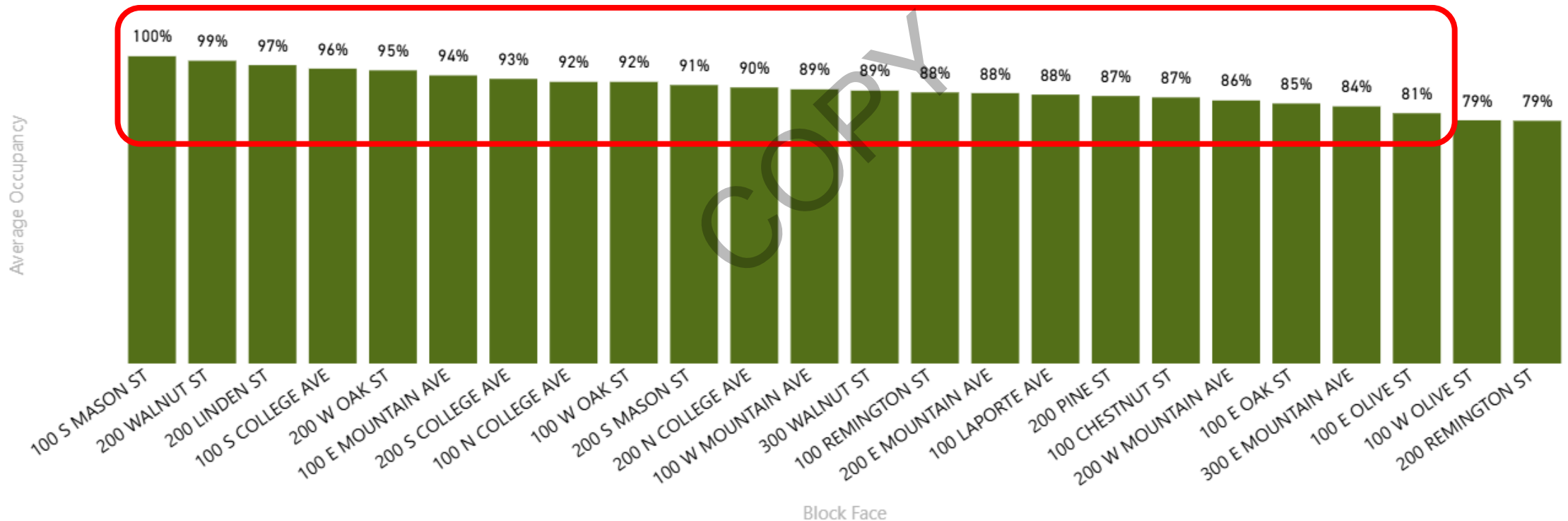


# Average Occupancy

Evening

89%

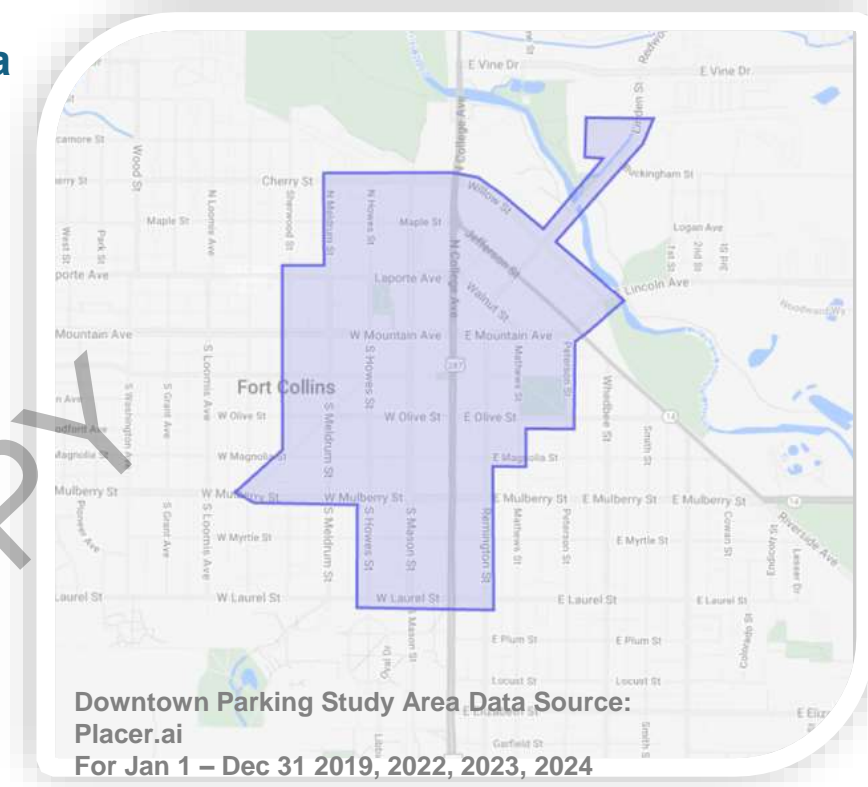
Dinner - 22 of 24 block faces at 80% or above



## Downtown Fort Collins “Parking Study Area” Data Placer.ai

**“Out-of-Market Visitor” definition:** Number of unique people who visit the Downtown Parking Study Area, but do not live or work in it. Any person whose residence is located outside the Study Area is considered an out-of-market visitor.

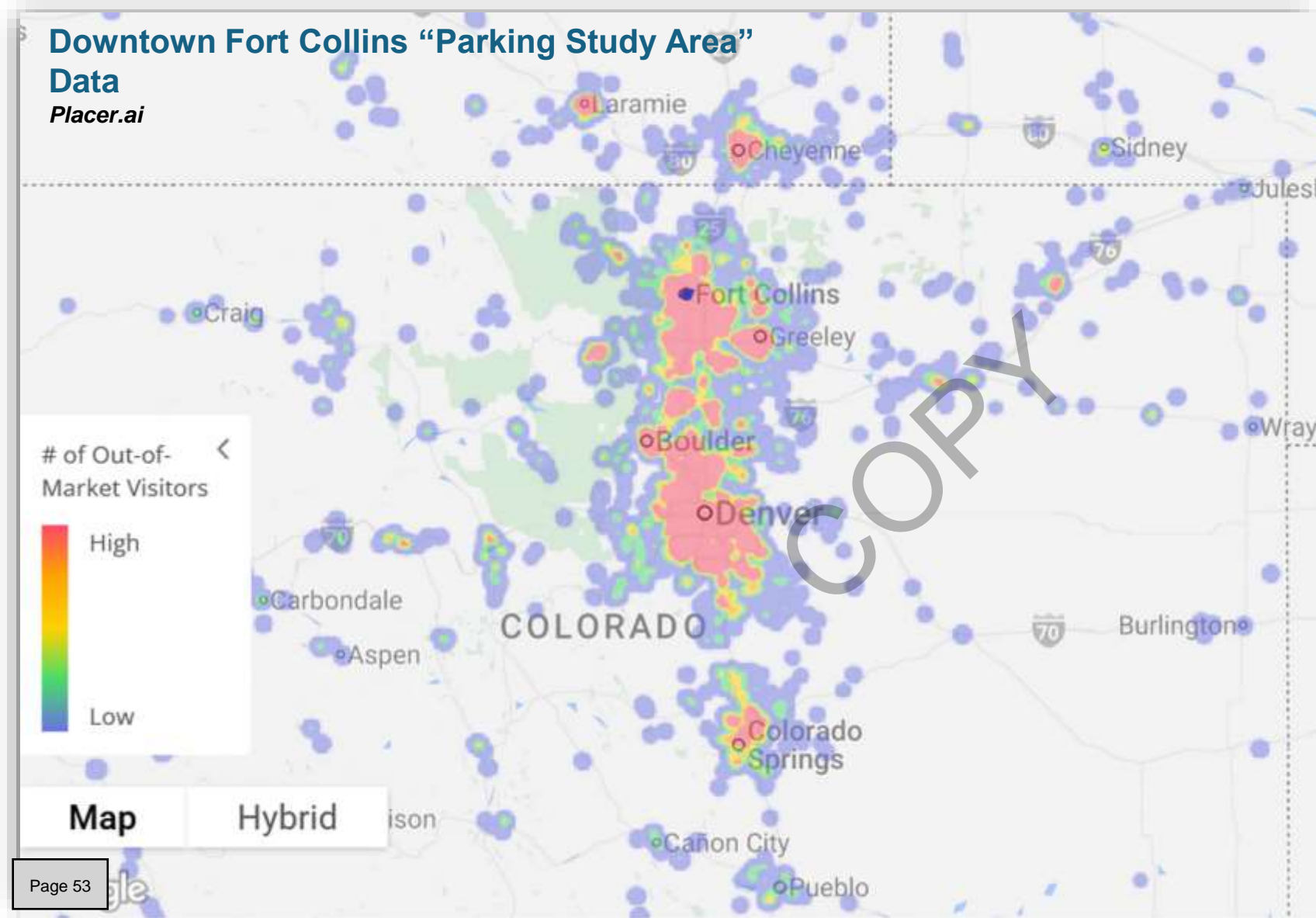
**“Visits” definition:** Number of unique daily visits. Overnight visitors, such as hotel patrons, are counted once per day spent in the Study Area.



### Total Visitation Metrics by Year

	2019	2022	2023	2024
<b>Out-of-Market Visitors</b>	2.4M	2.2M	2.1M	2.1M
<b>Visits</b>	12.9M	11.9M	12.3M	12.4M
<b>Avg. Daily Time Spent in Study Area on Given Day</b>	123 min	116 min	119 min	117 min





## Travel by Distance

Heat map depicting the number of unique Visitors from the greater region that visited the Downtown Parking Study Area in 2024.

## Downtown Fort Collins “Parking Study Area”

### Data

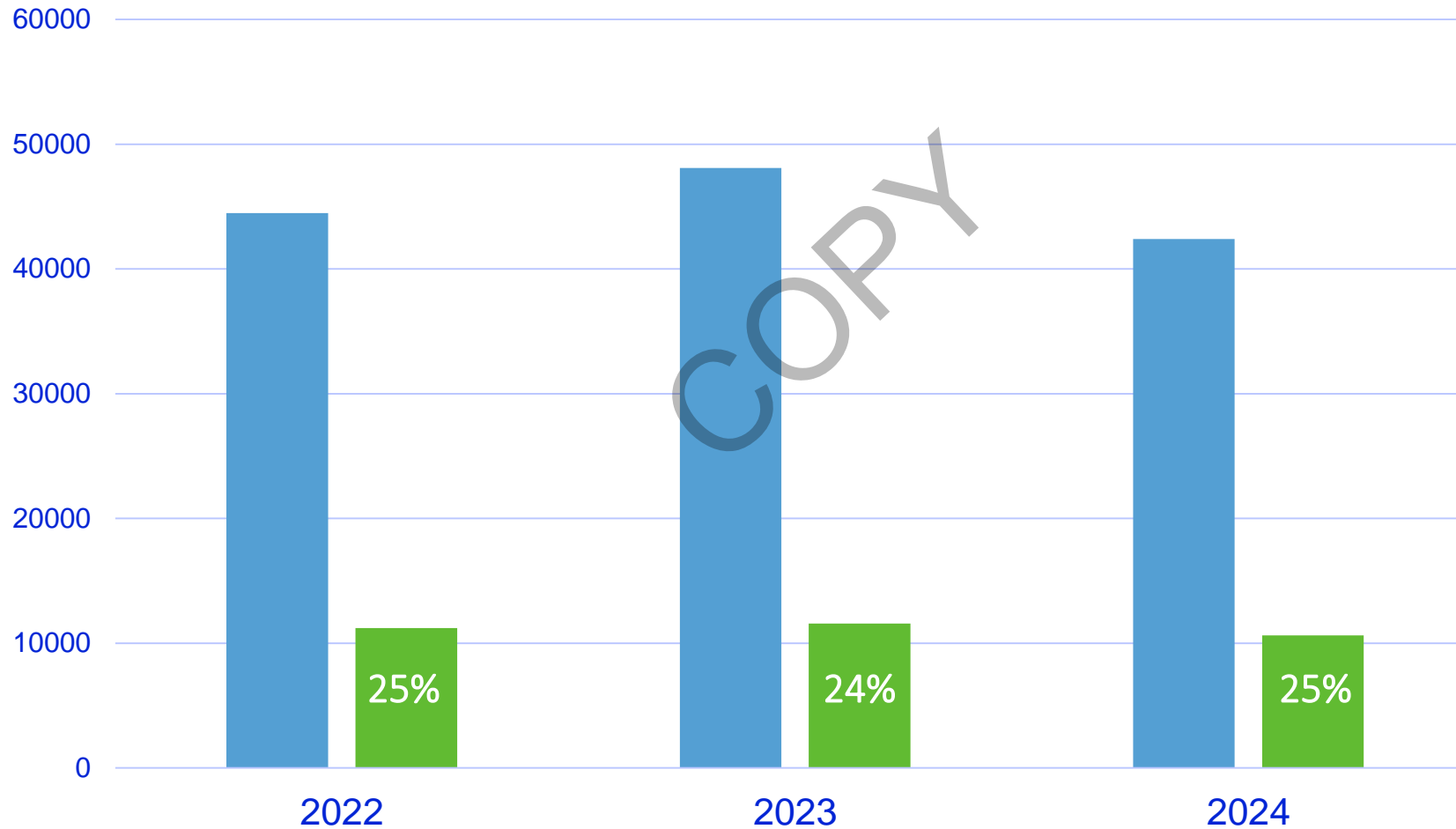
Placer.ai

**Visitor Travel by Distance:** These figures represent the distance in miles that unique Out-of-Market Visitors travel to reach the Study Area, commonly representing the distance that visitors live from the Study Area.

In 2024, 1.8M unique visitors, or 87% of all visitors, traveled 3 miles or greater to reach the Study Area.



Comparison of Overtime Citations



■ Total Citations Processed ■ Total Overtime Citations Issued



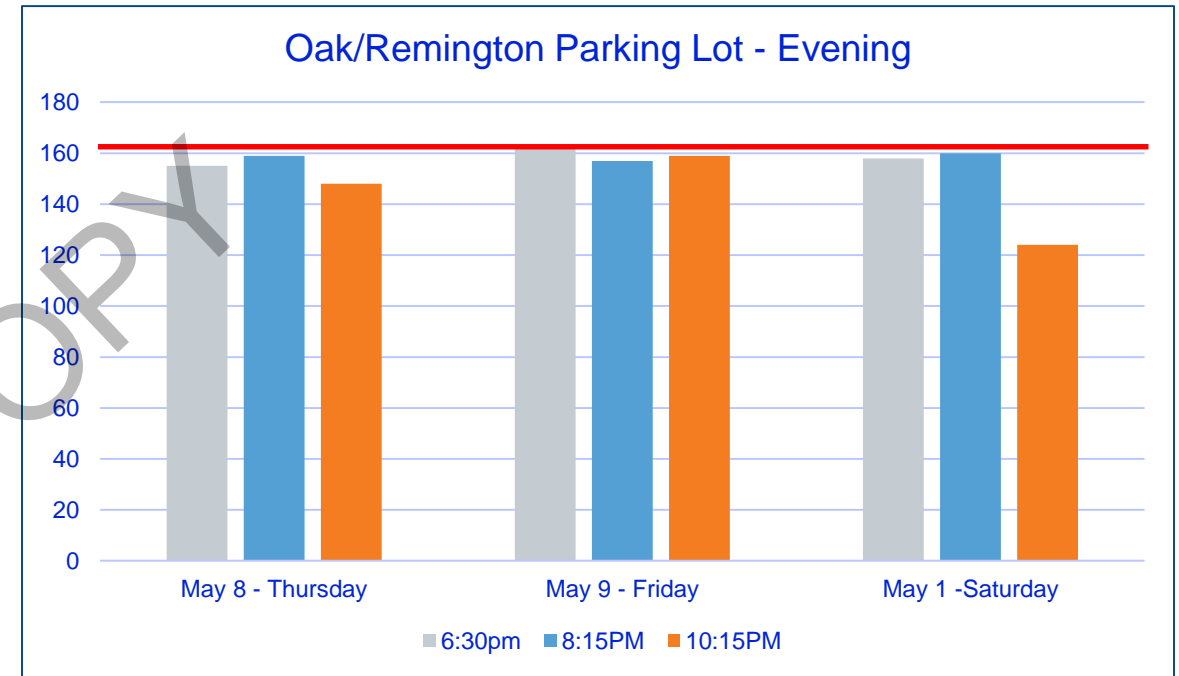
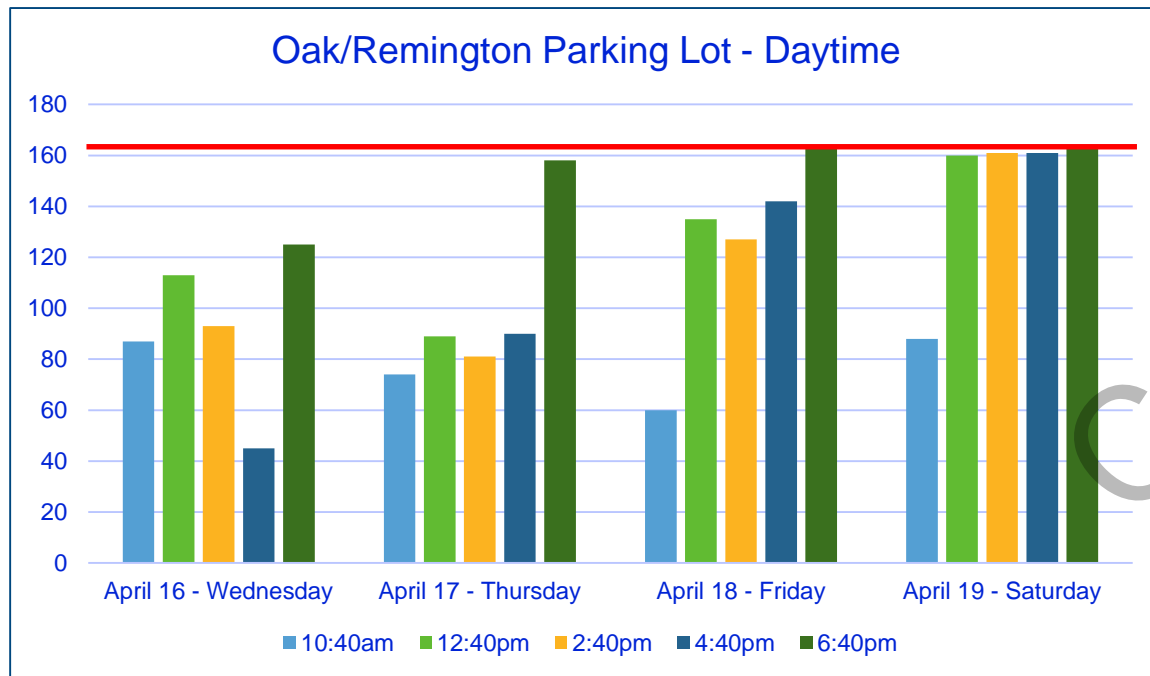


## What is the typical time you spend downtown per stay?

Over 80% of respondents typically spend more than 2 hours visiting downtown.

ANSWER CHOICES	RESPONSES
2 hours or less	18.95%
2 to 4 hours	63.34%
4 to 8 hours	12.71%
8 to 12 hours	4.46%

# Occupancy Study



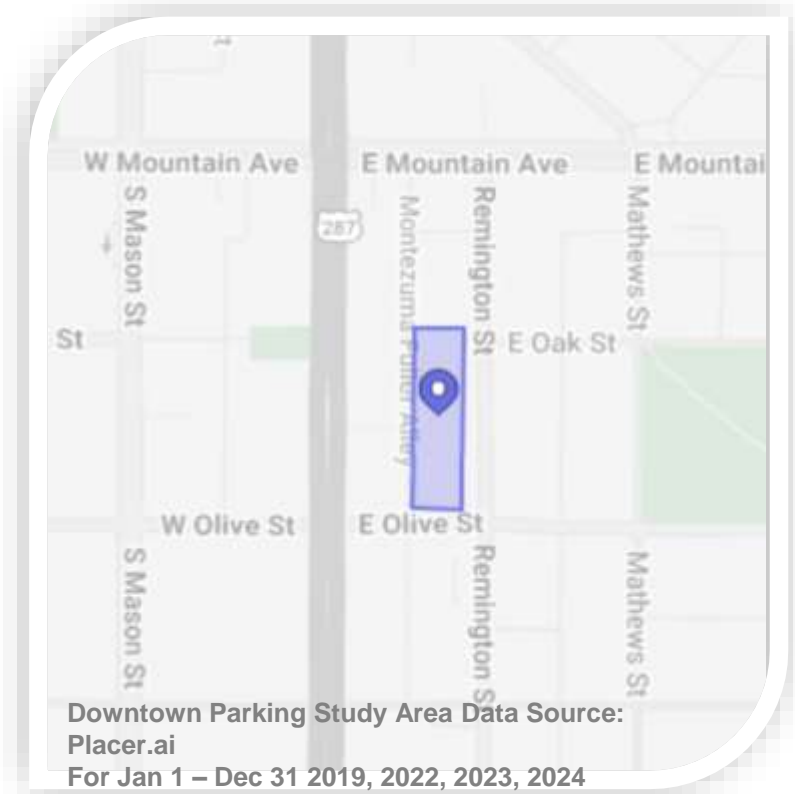


Downtown Fort Collins “Oak/Remington Parking Lot” Data

Placer.ai

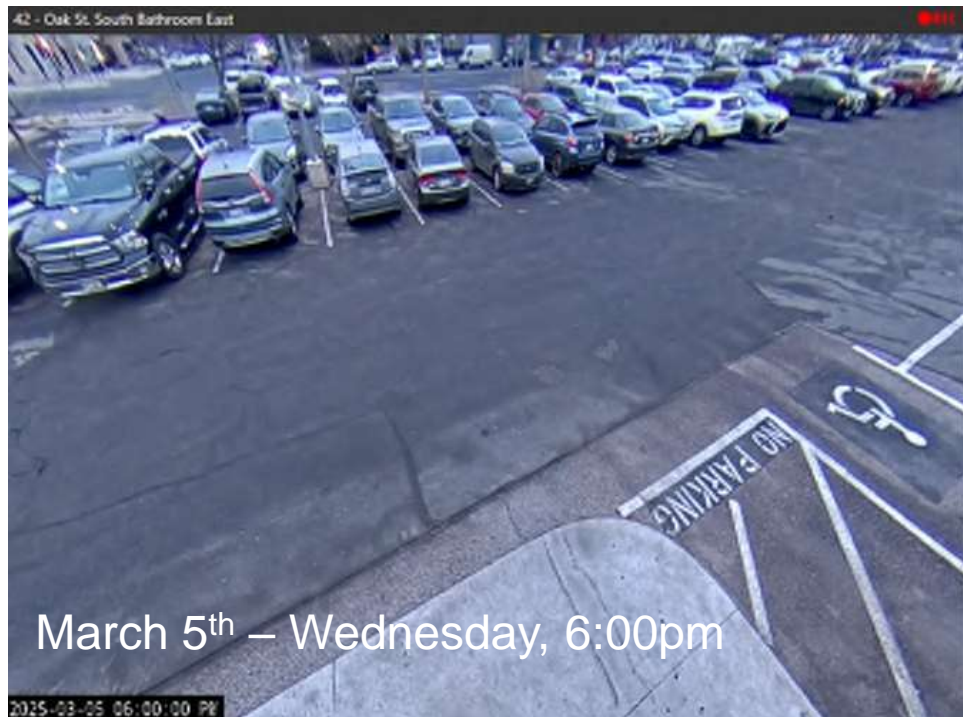
“**Visitor**” definition: Number of unique people that visit the Oak/Remington Parking Lot.

“**Visits**” definition: Number of visits to the parking lot, which can include people who visit one or more times.

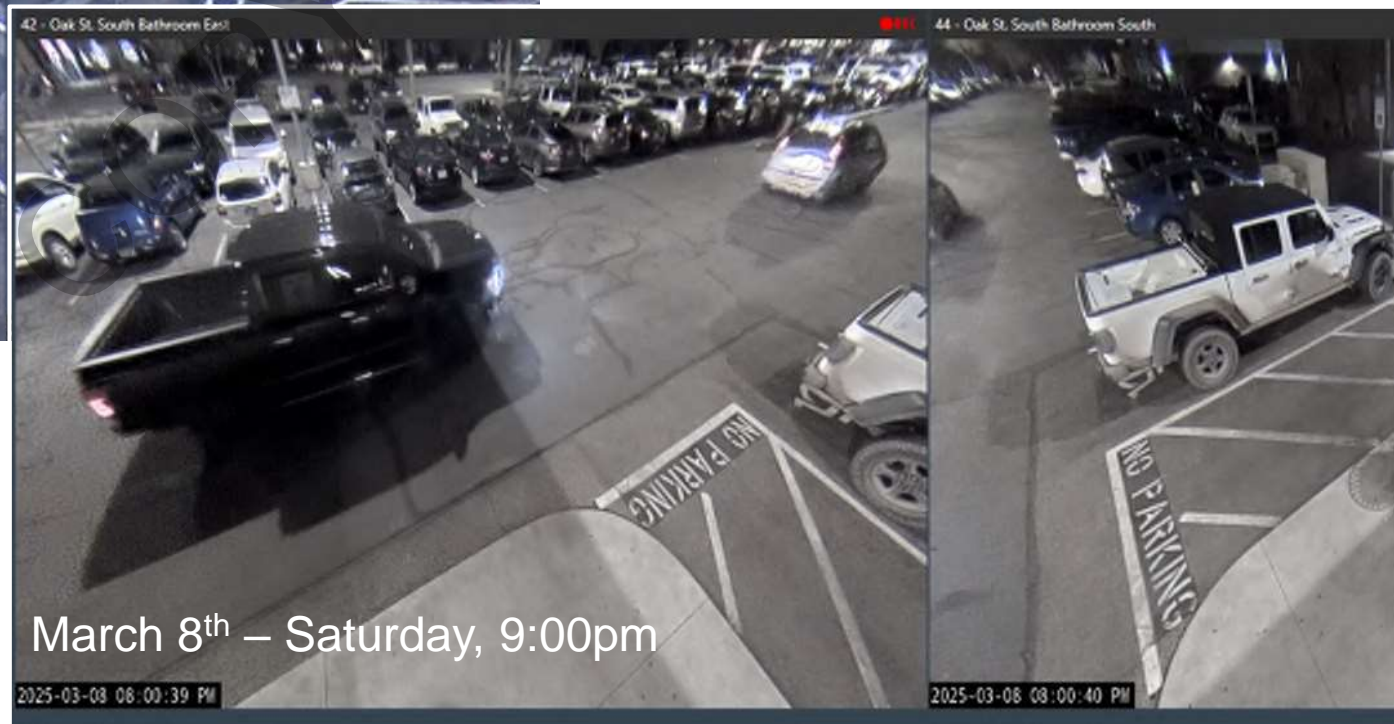


Total Visitation Metrics by Year	2019	2022	2023	2024
Visitors	73.8K	80.6K	95.7K	107K
Visits	135.6K	169.1K	201.4K	212.9K

## Item 2. Indicators of Demand - Oak/Remington Surface Lot



Still photos of the Oak/Remington parking lot, as provided from the Downtown Development Authority's security cameras.





# Study Recommendations & Strategies

How We Reach Our Goals

## Short-Term (1-2 years), or as soon as possible

Expand Paid Parking to On-Street & to Surface Lots

Implement Time-Limited Parking Zone(s) Surrounding On-Street Paid Area

Align Enforcement with Paid and Time-Limited Parking Hours/Days

Improved Parking Wayfinding Signage

Review and Adjust Garage Hourly Parking Rates

Review Employee/Monthly Parking Permit Program

Implement New or Expanded RP3 Zones Surrounding Proposed Paid and Time-Limited Areas

Review and Adjust RP3 Permit Rates

Review Existing RP3 Zones

Adjust Enforcement Model and Violation Fine Amounts

Explore Governance Model

## Medium-Term (3-5 Years)

Menu of Employee and Commuter Permit Options

Improve and Streamline Loading Downtown

Shared Parking Agreements to Leverage Underutilized Private Parking Supply

Real-Time Parking Wayfinding & Guidance Signage

## Long-Term (5-10 Years)

Move Towards Parking Enterprise Model

Variable or Graduated Paid Parking Pricing Model

Reduce Carbon Emissions from Commercial Loading Downtown

Expand Public Parking Supply (New Garages)



## id On-street - recommendation

The study recommends paid on-street parking with the following criteria:

- Must be a contiguous area,
- Included mid- to high-density block faces,
- Included block faces where peak occupancy reaches or exceeds 75%.
- Both sides of the street, and the full length of block face.

Total parking spaces included in **blue** boundary area: 1,328



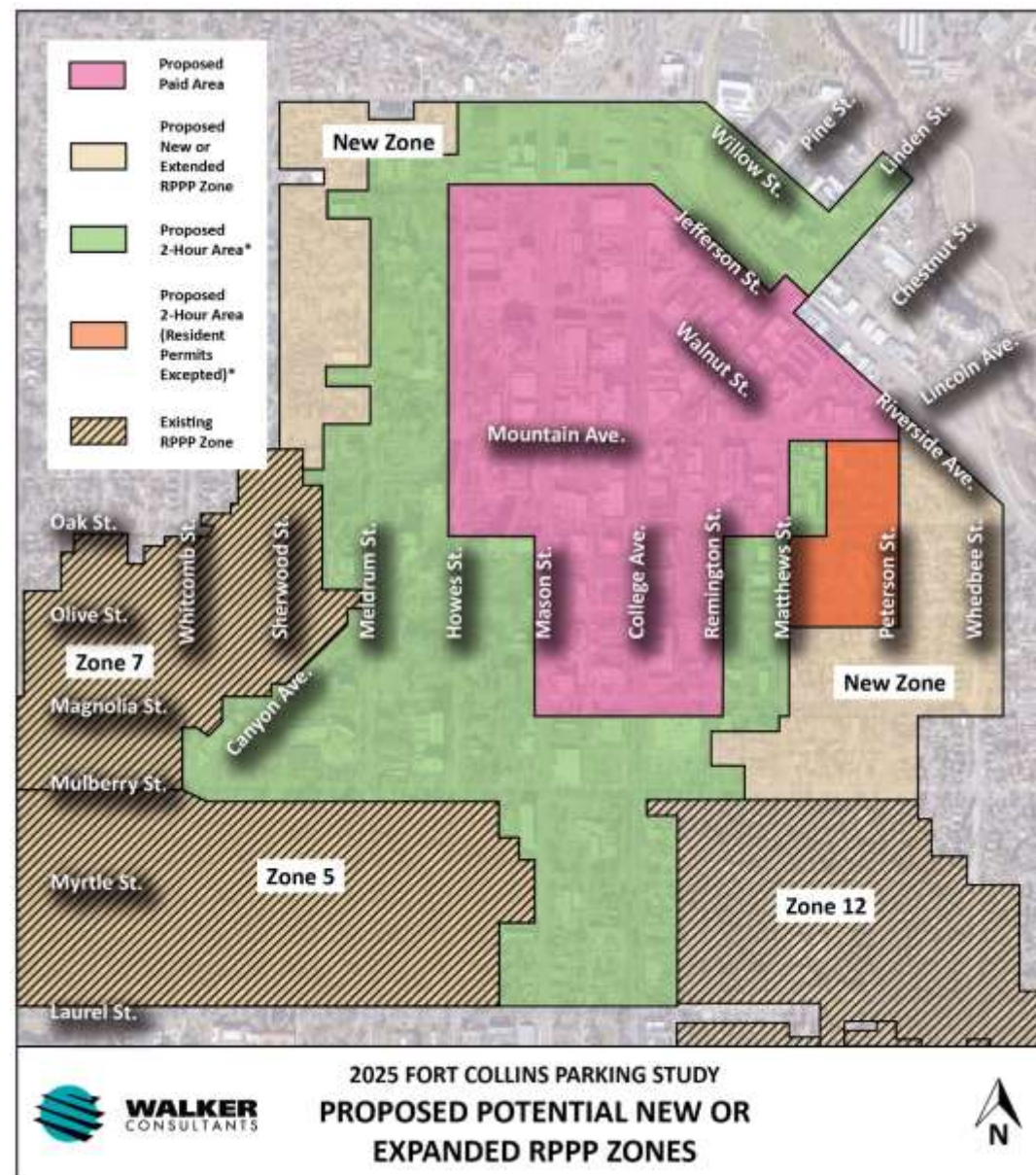


# Implementation - short-term strategies

These are strategies that can be implemented or should be implemented within the next 1 – 2 years, or as soon as possible.

- Time-limited area would be implemented in conjunction with the introduction of paid on-street parking in the downtown area, including a proposed additional new/expanded RP3 area(s).

The goal is to minimize neighborhood impact with the expansion of a managed parking system.



## Up-front Investment

The up-front “all-in” cost of a multi-space parking meter, including hardware, software, configuration, and installation, ranges from \$5,000 to \$8,000, depending on the vendor and services provided.

- These costs do not include ongoing capital costs such as maintenance and software/platform subscriptions.

Calculated Number of Meters Needed	Cost per Multi-Space Meter		Projected Total Cost of Multi-Space Meters, Including Installation	
	Low-End	High-End	Low-End	High-End
118	\$5,000	\$8,000	\$590,000	\$944,000

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	\$150,000	
Parking Structure – Improved Access Control	Low-End	High-End
	\$195,000	\$500,000

Sign replacement costs may be considered as part of ongoing maintenance expenditures.

## Potential Revenue Impact

Revenue Metric	Low End of Potential Range	High End of Potential Range
Total Adjusted Annual Parking Revenue in 2024	\$2.8M	\$2.8M
Additional Estimated Potential Gross Revenue from Expansion of <b>Paid Parking</b> (On-Street and Off-Street Surface)	\$2.4M	\$4.2M
Additional Estimated Potential Gross Revenue from Adjusted Parking Structure Permit Rates	\$100k	\$800k
Additional Estimated Potential Gross Revenue from Adjusted Residential Parking Permit Rates	\$0	\$60k
Additional Estimated Potential Gross Revenue from Adjusted Citation Fines	\$310k	\$420k
<b>Total Estimated Increased Gross Annual Potential Revenue Impact</b>	<b>\$2.8M</b>	<b>\$5.5M</b>
<b>Total Estimated Gross Annual Parking Revenue (Existing + Potential)</b>	<b>\$5.6M</b>	<b>\$8.3M</b>

## Potential Revenue Impact – Paid Parking

- Establish a flat-rate framework for **on-street** paid parking with an hourly rate in place of between \$1.50 and \$2.00 per hour.
- Establish a flat-rate framework for existing **off-street** surface parking with an hourly rate in place of between \$1.00 and \$2.00 per hour.

Revenue Metric	Low End of Potential Range	High End of Potential Range
Additional Estimated Potential Gross Revenue from Expansion of <b>Paid Parking</b> (On-Street and Off-Street Surface)	<b>\$2.4M</b>	<b>\$4.2M</b>

The study recommends that:

- Time limits either be eliminated or extended to 4 hours for on-street parking within the paid area.
- Surface lots where public parking is currently provided as time-limited and free be treated the same as paid on-street parking from an operational perspective, including not having a grace period in place.
- Hours and days for which paid parking is in effect in the garages be the same as for the on-street system and the off-street surface lots; from 10 AM to at least 8 PM from Monday to Saturday.

## Paid On-Street Parking in Selected Peer Communities

A review of peer communities reveals that Fort Collins is one of the few cities that currently does not charge for on-street parking.

City	Paid On-Street Parking?
<b>Fort Collins, CO</b>	<b>No</b>
Manhattan, KS	No
Bozeman, MT	No
Idaho Springs, CO	Yes
Boulder, CO	Yes
Colorado Springs, CO	Yes
Manitou Springs, CO	Yes
Aspen, CO	Yes
Eugene, OR	Yes
Columbia, MO	Yes
Davis, CA	Yes
Missoula, MT	Yes
Chico, CA	Yes
Columbus, OH	Yes
Sacramento, CA	Yes
Seattle, WA	Yes
College Station, TX	Yes
Leavenworth, WA	Yes
Park City, UT	Yes
16 of 19 – Paid On-Street Parking	85%



## Success Achieved

### Idaho Springs-

Between 2019, when paid parking was implemented, and 2022, downtown Idaho Springs experienced a 41% increase in sales tax revenue.



Pre- and Post-Paid Parking Downtown Sales Tax Revenue				
2018	2019	2020	2021	2022
\$1,355,740	\$1,503,905	\$1,479,348	\$1,831,997	\$2,125,476

# Success Achieved

## Manitou Springs-

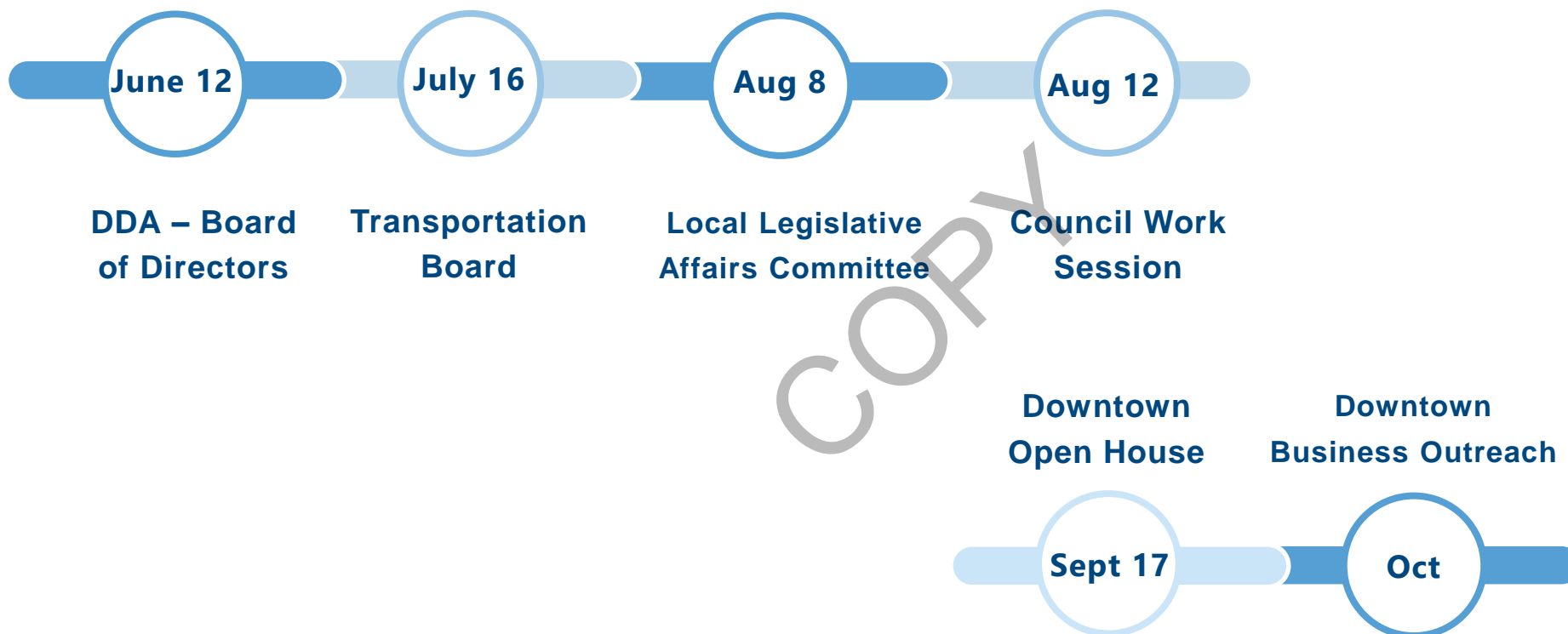
Between 2013, when paid parking was implemented, and 2019, downtown Manitou Springs experienced a 232% increase in sales tax revenue.



**Pre- and Post-Paid Parking Downtown Sales Tax Revenue**

2013	2014	2015	2016	2017	2018	2019
\$1,899,611	\$2,365,574	\$3,997,951	\$5,412,284	\$5,822,915	\$5,765,695	\$6,325,070

## Boards & Committees



## Community Engagement

## Question 1

- What questions do Councilmembers have on the supply and demand and financial analysis of our Downtown Parking System?

## Question 2

- What feedback do Councilmembers have on next steps to implement paid on street parking and other proposed changes to the parking system?





# Questions & Discussion



**Eric Keselburg**

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**Drew Brooks**

Deputy Director, PDT

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# Parking Services: Downtown Parking Optimization Study and Implementation Strategies

**Eric Keselburg**

Sr. Manager, Parking Services

**Drew Brooks**

Deputy Director, Planning,  
Development and Transportation (PDT)



1. Fundamental Problem and Goals
2. Community Feedback
3. Evolving Needs: Supply and Demand Mapping
4. Immediate Action Items
5. Recommended Implementation Timeline
6. Staff Recommendation



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



- The current parking system model is not providing the parking choices needed for the people who come Downtown to shop, dine, play and work.
- The current model is incapable of 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 its maintenance priorities because it can't achieve cost neutrality.

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



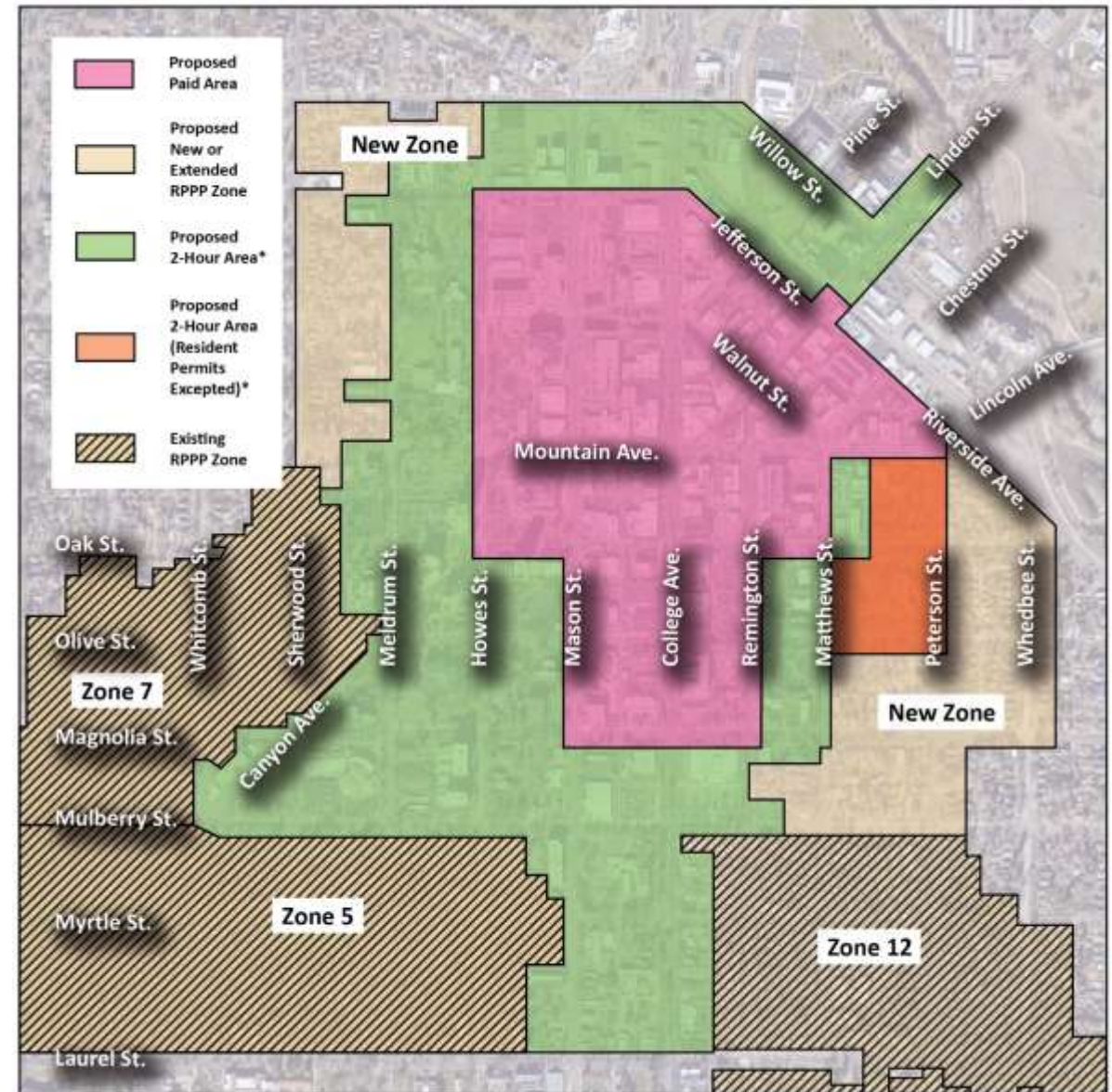
- Expand paid parking on-street and lots
- Create a governance model
- Create an adjustable pricing system



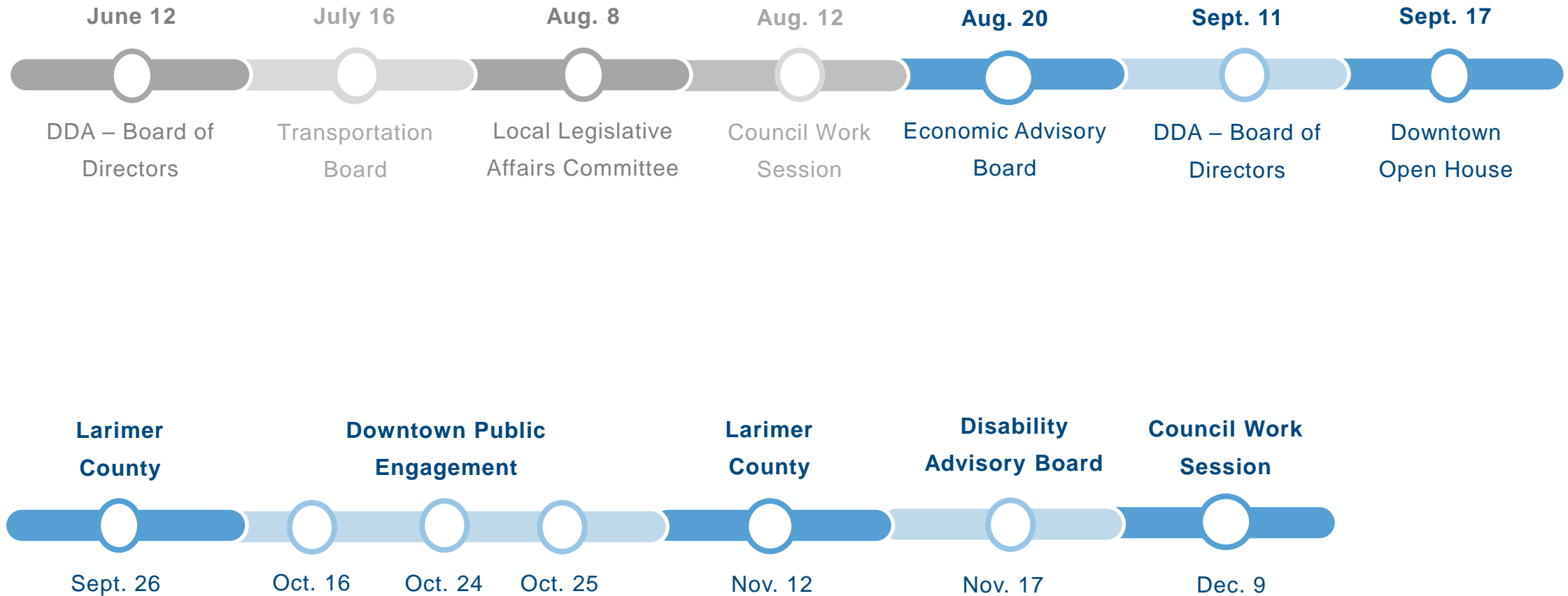
These are strategies that can be implemented or should be implemented within the next 1-2 years, or as soon as possible.

- Time-limited area would be implemented in conjunction with the introduction of paid on-street parking in the downtown area, including a proposed additional new/expanded RP3 area(s).

**Goal: Minimize neighborhood impact with the expansion of a managed parking system.**



## Boards & Committees and Community Engagement





# Here are the top things we heard

## Sept. 17: Business Engagement Meeting

- 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

## Oct. 6, 24, 25: Public Engagement Meetings

- Incentivize parking garage use
- Better understanding of broader community goals
- Understand the need related to Travel Demand Management goals



## Concerns About 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.

## Too Expensive to Come Downtown

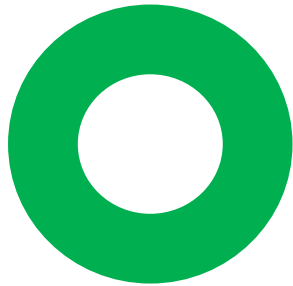
People on a budget need affordable or free parking options near Old Town, paid parking would discourage visits and make downtown less accessible.



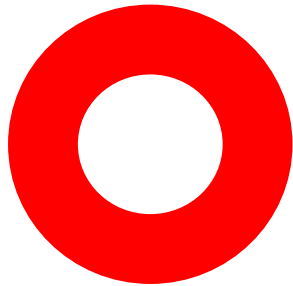
## Benefits

- Increases 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.

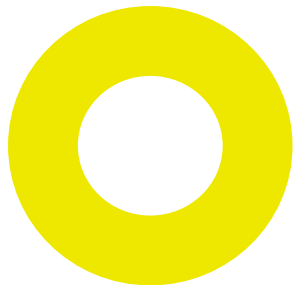
Garage  
Occupancy



On-Street  
Occupancy



Surface Lot  
Occupancy



Current State



Initial  
Proposal



Initial  
Proposal



Initial  
Proposal



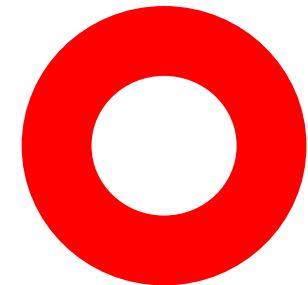
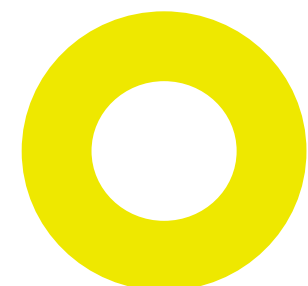
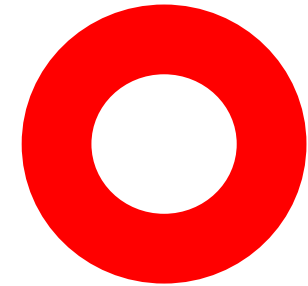
Loss of  
inventory



Loss of  
inventory

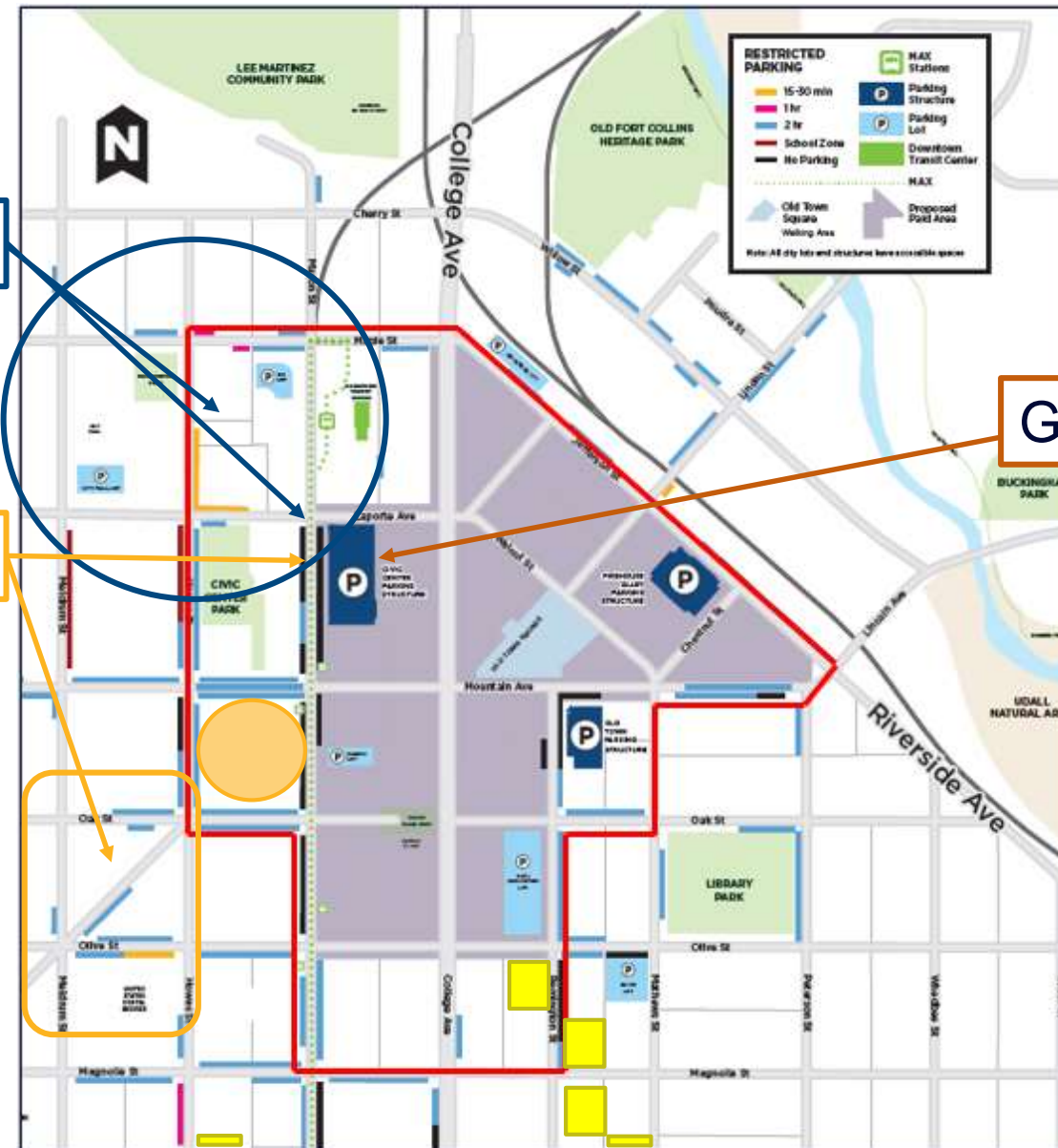


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inventory



Future State

# Solving Needs and Demand – Westside High Demand Pressures

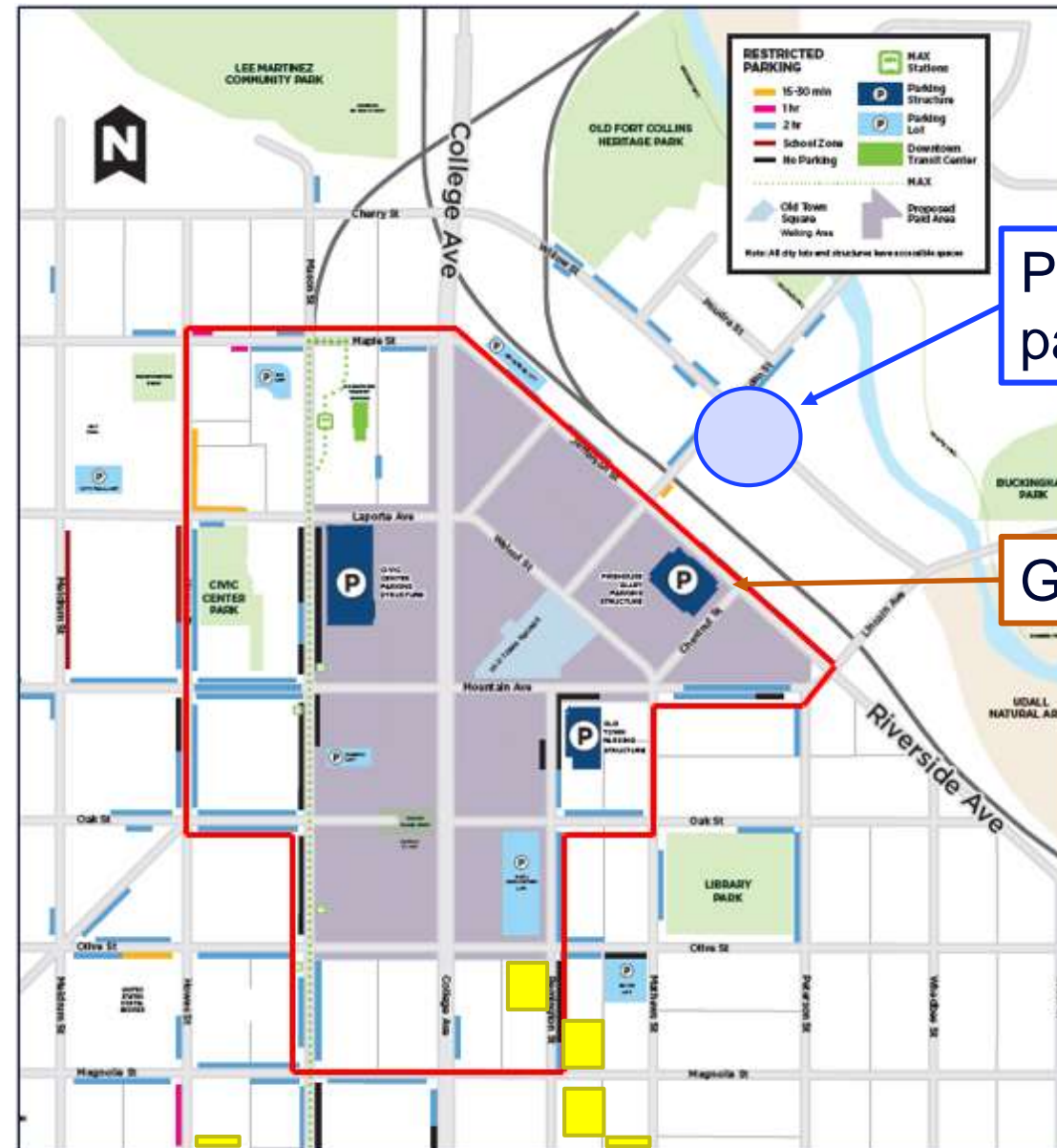


City employees: **450**

County employees: **500**

Garage parking spaces: **900**

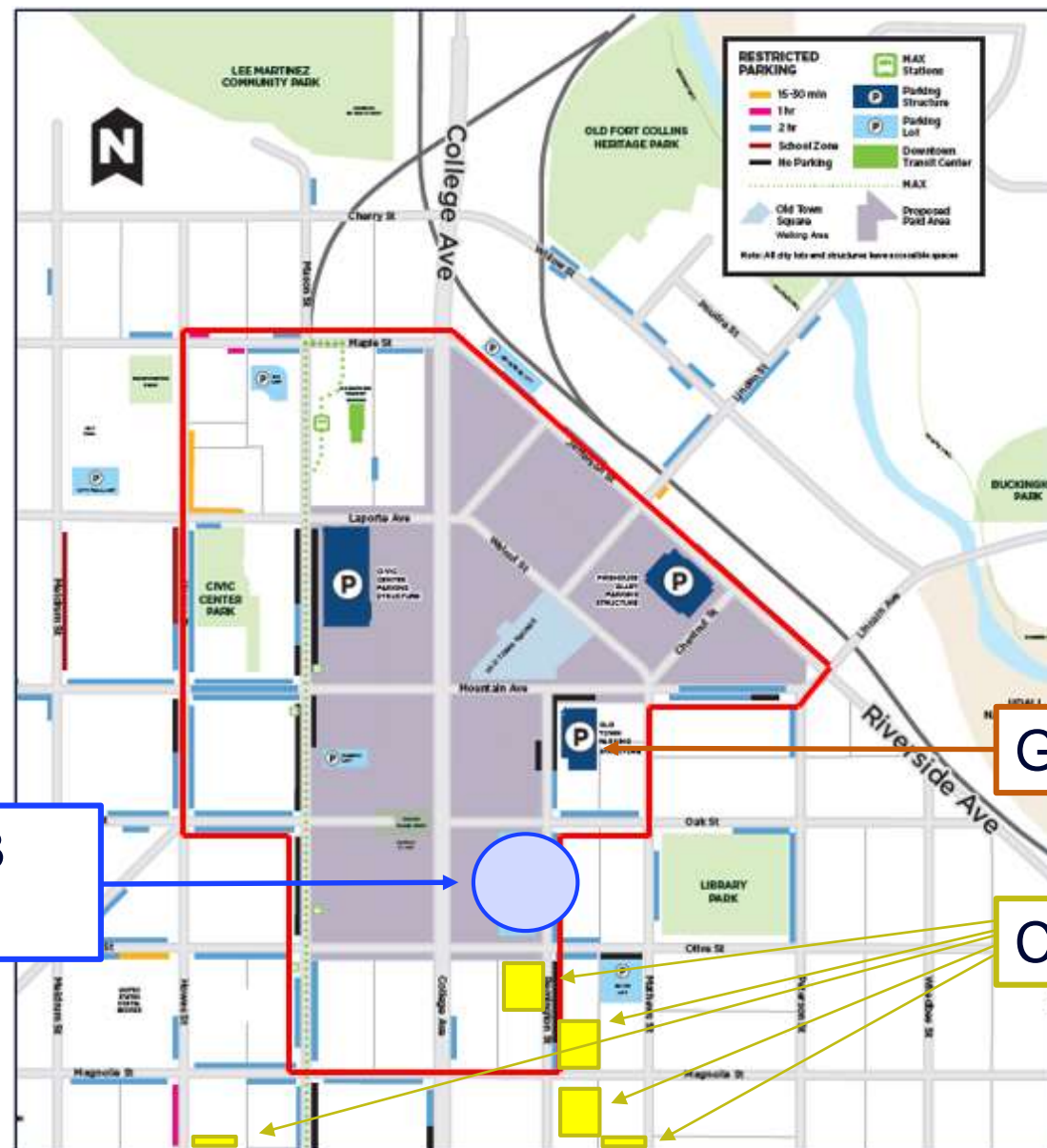
# Solving Needs and Demand – Northeast Inventory Reduction



Potential reduction of **100** parking spaces

Garage parking spaces: **215**

# Item 2. Solving Needs and Demand – Southeast Pressures



Garage parking spaces: **324**

Co-working employees: **545**

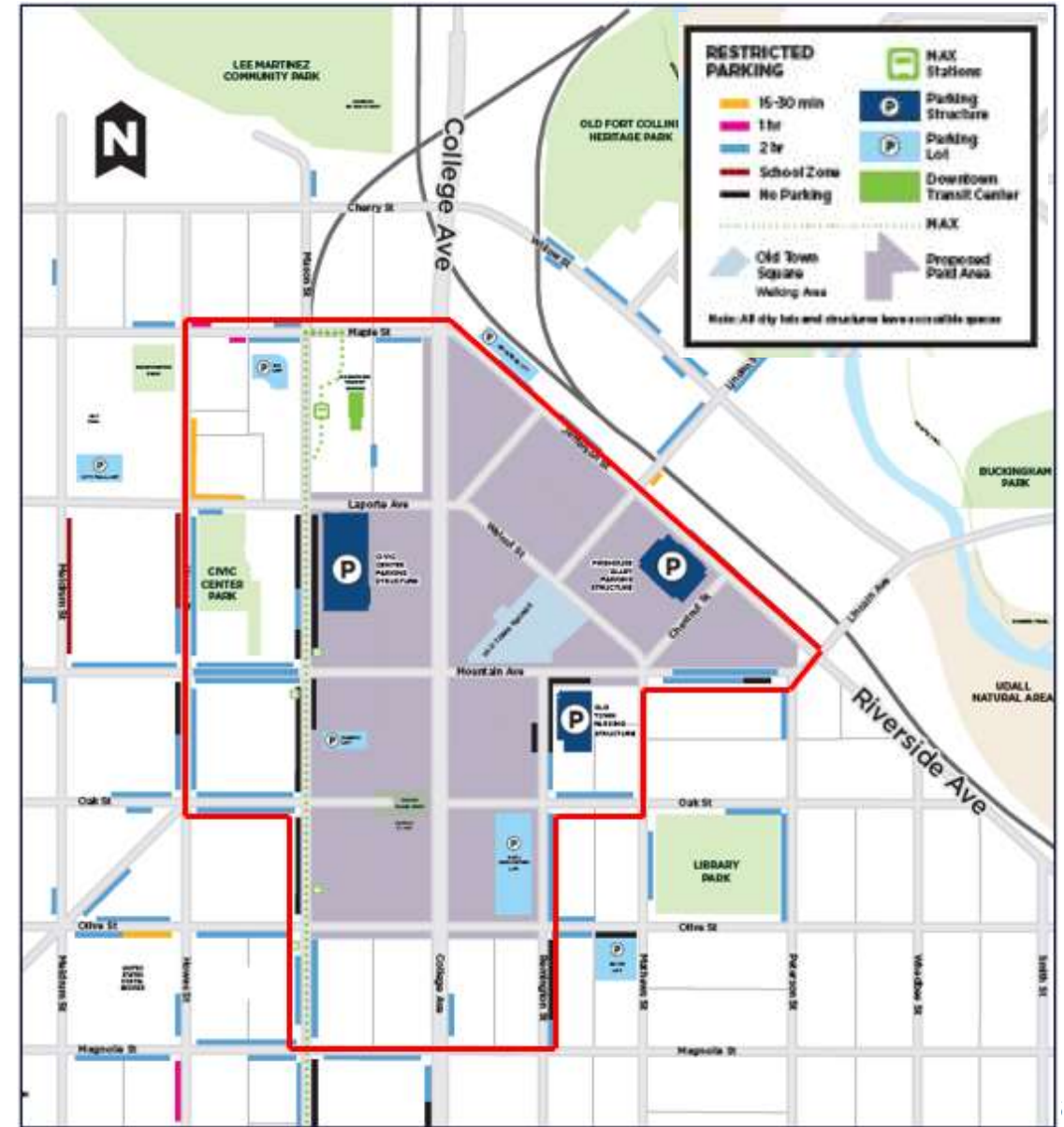
Potential reduction of **163** parking spaces



## Recommended on-street paid parking:

- Approximately **800** on-street paid parking spaces included in **shaded** area.
- Requires approximately **64** multi-space meters.

**Note:** The **red** boundary shows original consultant recommended area for on-street paid parking. This larger area includes approximately **1,328** on-street spaces requiring **118** shared meters.

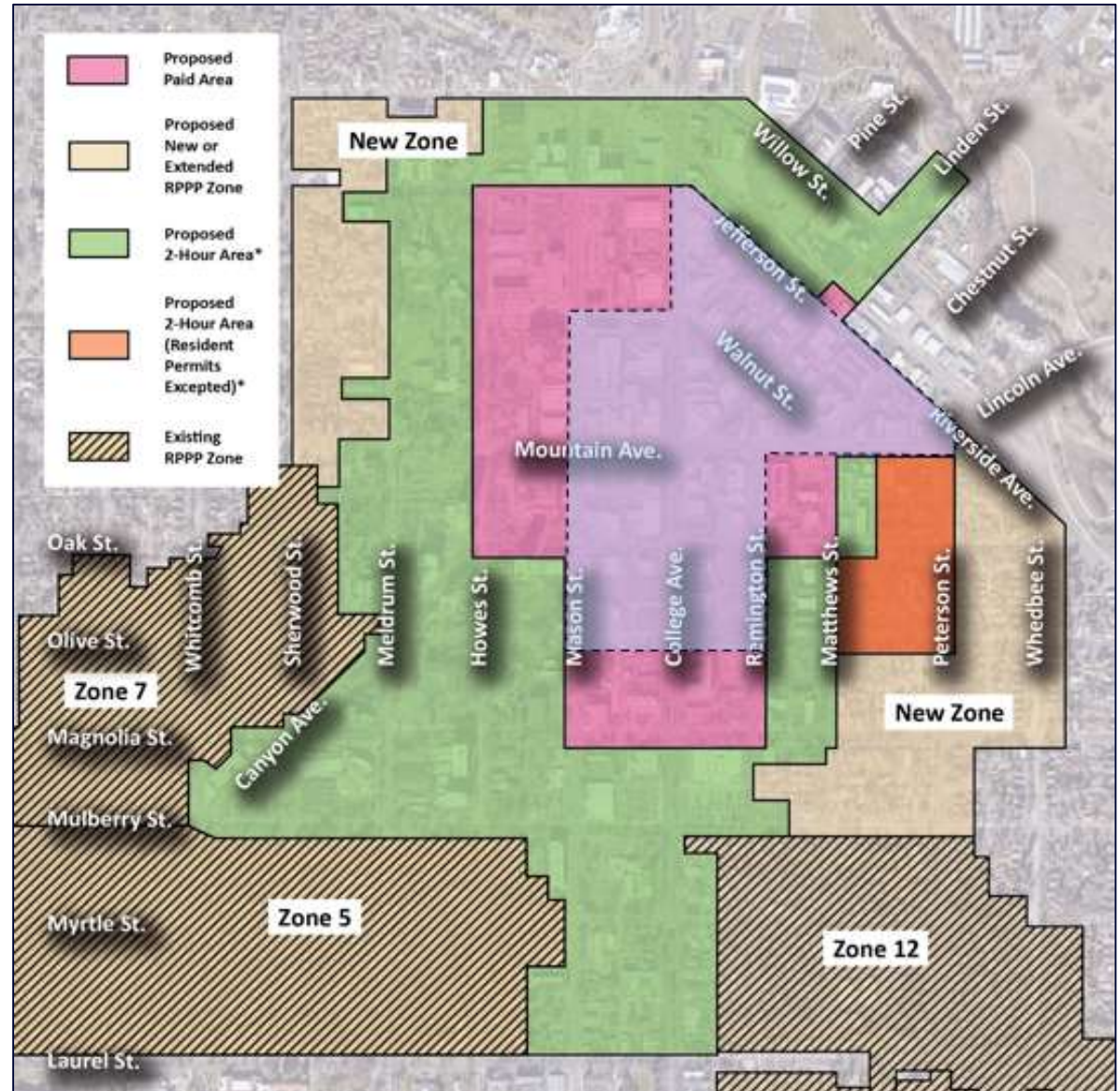


# Downtown Parking Map: Phased Approach

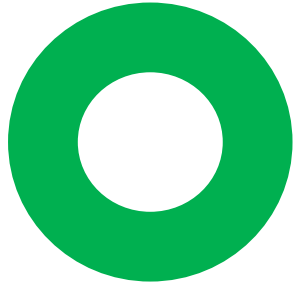
Recommend a reduced paid-parking **area** and a phased approach of the time-regulated **area**.

No immediate changes; modify as needs are identified, versus full implementation of surrounding **area**.

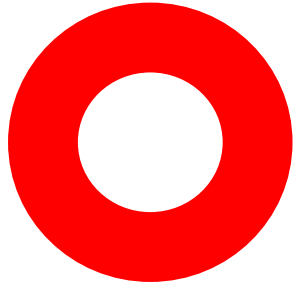
Extended/new RP3 **zones** – future need dependent.



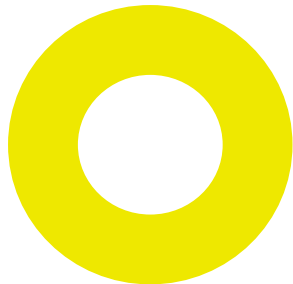
Garage  
Occupancy



On-Street  
Occupancy



Surface Lot  
Occupancy



Current State



Updated  
Proposal



Updated  
Proposal



Updated  
Proposal



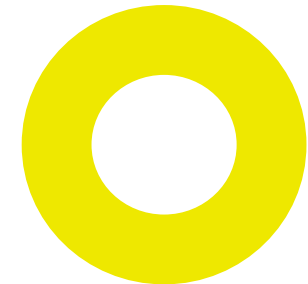
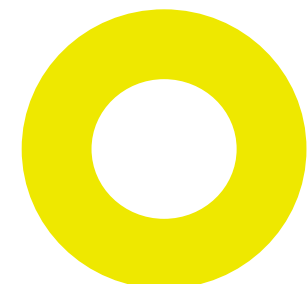
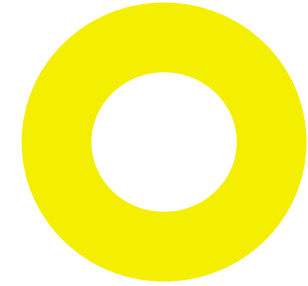
Loss of  
inventory



Loss of  
inventory



Loss of  
inventory



NEW Future State



## Next Steps...

1. Improve parking garage use and access by installing parking access and revenue control system(s)
2. Update fines & fees
  - Update parking violation fine amount
  - Update parking garage parking permit pricing
3. Improve compliance by expanding enforcement days and hours of operation



## Additional Engagement Work

- Present and share pro forma with partners
  - Report completion by end of year (2025)
  - Goal to complete by Spring of 2026
- Establish partner work group to form governance model
  - Goal to complete by Spring of 2026
- Progress Update to Council Q2 2026

# Commended Implementation Timeline

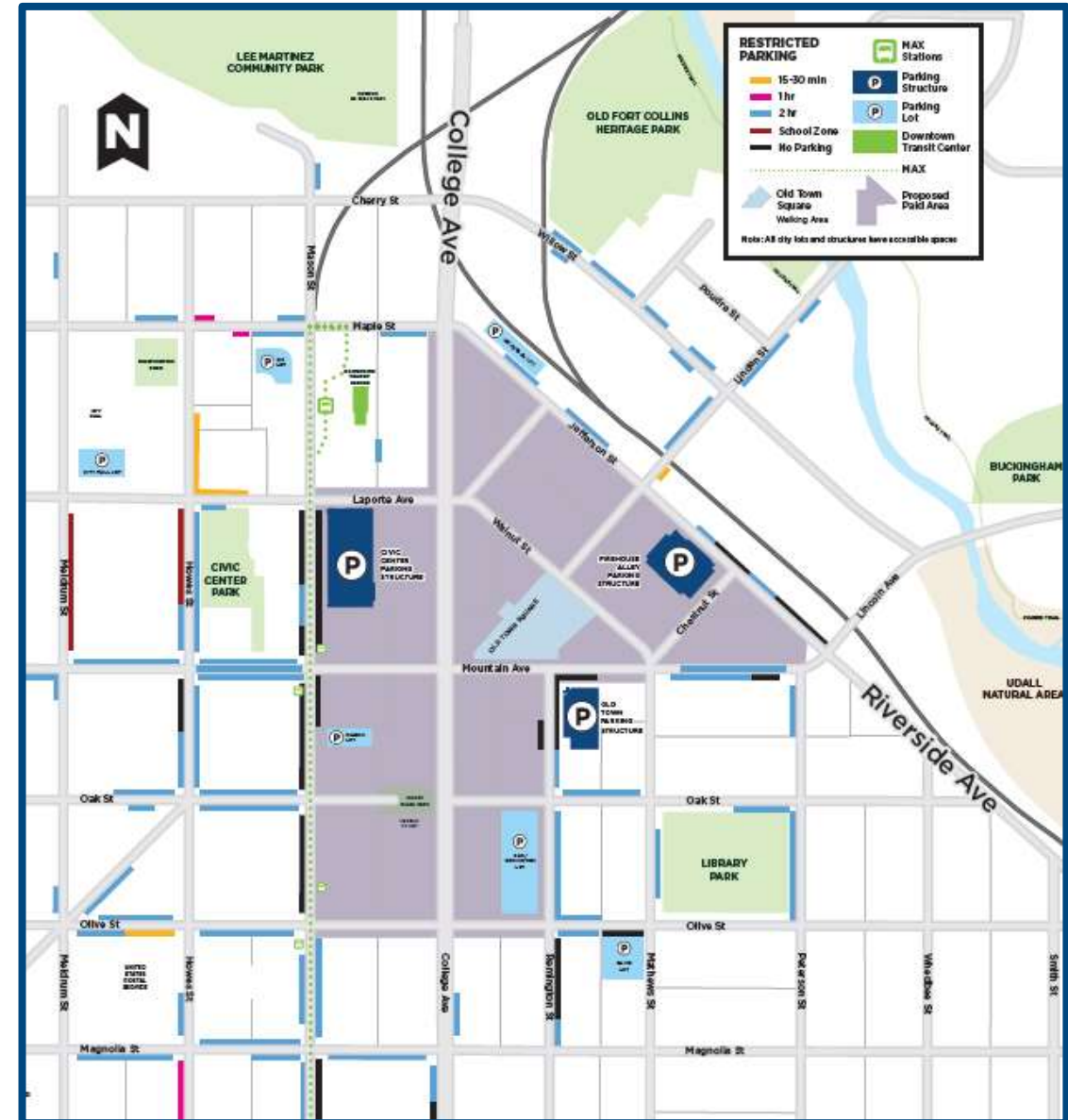
1. **Possible new first step- additional engagement:** 2-3 months
2. **Appropriate funding and update existing ordinance:** 1-2 months
3. **Request for Proposal:** 1-3 months + acquisition and installation of equipment, 3-6 months
  - Pay stations/kiosks
  - Access Control System(s)
4. **Work with internal partners:** 1-2 months
  - Update downtown signage
  - Wayfinding signage
  - Audit of existing time-regulated area
  - Staff scheduling to support Saturday service
5. **Receive approval:** 1 month
  - Update violation fine and permit fee amount
  - Establish menu of parking garage permit options

**Implementation timeline:** approximately 12 months  
Including additional engagement 12-15 months



# id On-Street Parking: Parking Services Recommendation

- Implement paid on-street parking in the shaded area, ~800 stalls and ~64 meters/pay stations
- Time-regulated parking areas, no change (review and adjust only)
- Fee schedule:
  - **On-street:** \$2.00/hour, max 4-hours
  - **Surface lot:** \$1.50/hour, no max
  - **Parking garages:** \$1.00/hour with first hour free, no max
- Hours of operation:
  - Monday-Saturday, 8 a.m.-8 p.m.
  - Paid area(s), 10 a.m.-8 p.m.
- Update Ordinance, Fines, and Fees
- Install parking access revenue control systems in the parking garages





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

- Timely parking garage maintenance and repairs
- Updated park guidance systems
- Customer friendly technology upgrades
- Address parking supply issues (parking garages)
- Restripe and refresh ground markings
- ADA updates to parking spaces and sidewalks

## **Future possible contributions:**

- Holiday Lights
- Open Streets/First Friday
- Downtown Flowers
- Art in Public Places



# Strategies 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?

**Downtown sales tax revenue.** Are downtown visits staying consistent? Are sales and food and beverage tax maintaining or increasing?



- As soon as feasible - implement immediate action items.
- Spend additional time engaging with business owners, downtown employees, visitors, and the local public, sharing the pro forma and developing a governance model.
- Update existing Traffic Code to support future planning of downtown parking management.
- Share progress with City Council Q2 of 2026.



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



# Questions and Discussion



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**File Attachments for Item:**

**3. Parks and Recreation 2050 Tax Update**

The purpose of this item is to provide an update on the Parks and Recreation 2050 Tax implementation strategy and work, since the last presentation at the February 11, 2025, Council Work Session.



# WORK SESSION AGENDA ITEM SUMMARY

City Council



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## STAFF

Dean Klingner, Community Services Director  
LeAnn Williams, Community Services Deputy Director  
Jill Wuertz, Sr. Manager, Park Planning & Development

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## SUBJECT FOR DISCUSSION

### Parks and Recreation 2050 Tax Update

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## EXECUTIVE SUMMARY

The purpose of this item is to provide an update on the Parks and Recreation 2050 Tax implementation strategy and work, since the last presentation at the February 11, 2025, Council Work Session.

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## GENERAL DIRECTION SOUGHT AND SPECIFIC QUESTIONS TO BE ANSWERED

1. What feedback do Councilmembers have on the Parks and Recreation 2050 Tax implementation strategy?

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## BACKGROUND / DISCUSSION

### Description of the Parks and Recreation 2050 Tax

In 2023, Fort Collins voters approved the passage of a new, half cent sales tax, providing dedicated funding to Parks and Recreation, Climate Programs, and Transit until 2050. Parks and Recreation receives half of the half cent, which currently equates to approximately \$10M-\$11M, annually. The intent of the funding is to supplement, and not replace, existing funding for specified purposes. The entire half cent tax will be reconciled to the stated percentages by the end of 2030, 2040 and 2050.

Broadly, the ballot language allows the Parks and Recreation funding to be used for two purposes:

1. Replacement, upgrade, maintenance, and accessibility of park facilities
2. Replacement and construction of indoor and outdoor recreation and pool facilities

The adopted ballot language is as follows, "50% for the replacement, upgrade, maintenance, and accessibility of parks facilities and for the replacement and construction of indoor and outdoor recreation and pool facilities."



## Funding Cycles

In June 2024, Council made an initial appropriation of the available funds, and Parks and Recreation teams began implementation. Working through a framework of prioritization, staff used the funding to **expand capacity within work teams, accelerate parks and recreation infrastructure replacements, and strategically transform the scale of parks and recreation capital projects.**

The 2025/26 budget cycle was approved in November of 2024 and built on the 2024 budget themes above with offers including:

- Offer 54.11 Parks Enhancement- 3.0 FTE Parks and Recreation Expanded Infrastructure Replacement Program Operations (2025: 183,376; 2026: 354,379)
- Offer 54.12 Parks and Recreation Infrastructure Replacement Projects (2025: \$5,768,750; 2026: \$5,787,968)
- Offer 54.13 Ongoing - Parks and Recreation Infrastructure Replacement Program Operations (2025: \$460,769; 2026 \$477,941)
- Offer 60.9 Parks Infrastructure Replacement Program (2025: \$865,619; 2026: \$868,953)
- Offer 76.2 Design for EPIC Ice Chiller (2025: \$400,000)

In addition, on February 18, 2025, Council approved updates to City Financial Policies that updated information on the Management and reporting of 2050 Tax Proceeds (2.4.A) and included language on limiting the construction of new indoor and outdoor recreation and pool facilities to 20% of the overall proceeds within the 50% parks and recreation share of the 2050 tax.

Mid-cycle appropriations include:

- EPIC Ice Chiller: Ordinance No. 133, 2025, Making Supplemental Appropriations and Appropriating Prior Year Reserves for the Edora Pool Ice Center Chiller Replacement and Rink Renovation Project and Related Art in Public Places (\$3,030,000)

## Types of Projects and How They are Determined

- New/Creation: New development is guided by the 2021 Parks and Recreation Plan – ReCreate.
- Operations and Maintenance: Daily tasks needed to keep parks running, including utility payments, amenity support materials, staffing, etc.
- Preventative Maintenance: Less frequent, but recurring maintenance, such as painting, filling cracks in asphalt, surfacing refreshes, pump filter replacements, etc.
- Repair & Replacement: Minor or major repairs and/or replacements to assets due to end of useful life, safety issues, vandalism, without major changes, etc.
- Update-Redesign/Rebuild: Includes site planning and engagement of new and existing infrastructure and amenities; typically, 20-30 years beyond original site plan; Process can also be driven by a change of use and involve only a portion of a site.

Financial definitions help convey and define the scale and timeframe of projects. The City's definition of capital includes: May require more than one year to complete (Note: capital project funds are non-lapsing); has a definite beginning and end as contrasted to continuous maintenance; consists of a design and/or construction contract/work order with a vendor or contractor and/or other City departments; requires the creation of an appropriated budget of at least \$50,000. Typically repairs, preventative maintenance and smaller replacements utilize lapsing funding and are not considered capital.

## The Parks and Recreation 2050 Tax Strategy

The implementation strategy, dictated by the 80/20 policy split and planning work underway, is to prioritize both Parks and Recreation projects together, through shared frameworks, and implement work across the system at various stages of asset life cycles to most effectively utilize the funding. Overall, the 2050 Tax Strategy positions the City to maintain safe, functional, and welcoming public spaces, deliver major improvements and reinvest in aging parks and facilities in ways that support equity, sustainability, and a high quality of life for all Fort Collins residents.

### Work Completed to Date (2024-present)

#### Capital:

- **NACC Front Desk Replacement:** The Northside Aztlan Community Center front desk project, mostly completed in September 2024, was entirely funded by the 2050 Tax, delivering significant improvements: enhanced safety features provide better separation between staff and the public; a new front desk offers improved sightlines, allowing staff to clearly monitor building entries and activities more effectively than the previous desk; turnstiles with a self-check-in option enable pass holders to scan and enter without front desk interaction, improving customer service; and the redesigned front desk gives the Northside Lobby a refreshed, modern appearance.
- **NACC Childcare Project:** The Northside Aztlan Community Center childcare project was completed in early 2024. The approximately \$1 million ARPA project, with 15% contributed from the 2050 Tax, replaced the licensed childcare space at the Northside Aztlan Community Center.
- **NACC Gymnasium Improvements:** The Northside Atzlan Community Center gymnasium construction project, completed in mid-September, introduced a retractable volleyball net system that improves efficiency and safety and sound-mitigating baffles and panels installed on the ceiling and walls for significant noise reduction during events.
- **The Farm at Lee Martinez Park - Tack Shed Addition:** The tack shed expansion at the Farm at Lee Martinez Park, enhances the facility's ADA access, functionality and safety. It was completed before the start of 2025 summer programs at a total cost of \$138,422, with a 5% contribution from the 2050 Tax.
- **Westfield: Tennis courts replacement**

#### Repair/Replacement/Preventative Maintenance:

- **EPIC/Edora:** parking lot replacement
- **Greenbriar:** parking lot replacement
- **Greenbriar:** Tennis courts & Basketball court replacements
- **Overland:** Bridge Repair
- **Buckingham:** ADA parking and walkway improvement
- **Lee Martinez:** Bathroom waterline replacement
- **Lee Martinez:** Baseball lighting repairs
- **Leisure:** Fence replacement
- **Fossil Creek:** Park lighting repairs
- **Spring Canyon:** Dog park shelter repair
- **Spring Canyon:** Irrigation controller replacement
- **Twin Silo:** BMX track asphalt repair

- Various irrigation pump and raw water delivery repairs (Fossil Creek, Greenbriar, Overland, City Park, English Ranch, Golden Meadows, Spring Canyon, Waters Way)
- Various playground repairs (Rabbit Brush, Fossil Creek, Twin Silo, Buckingham, Rogers, Ridgeview, Registry, Miramont, Stewart Case, Cottonwood Glen, Warren, Troutman, Water's Way)
- Various asphalt repairs (Rogers, Lee Martinez, Rolland Moore, City Park)
- Various court repairs (Edora, Lee Martinez, Landings, Warren, Rolland Moore, Spring, City Park, Fossil Creek)
- Various sidewalk repairs (Cottonwood Glen, City Park, Eastside, Greenbriar, Rogers)

#### PLANNING AND DESIGN (in process):

##### Capital:

- Southeast Community Center: In Design Development with anticipated groundbreaking 2<sup>nd</sup>/3<sup>rd</sup> quarter 2026. Scope and Budget approved by City Council in November 2026. Anticipated completion in 2028. <https://ourcity.fcgov.com/secc>
- Rolland Moore Tennis Complex & Playground Renovation: Site planning and design to 30% schematics with an anticipated completion in December 2025. Public engagement sessions were held both in-person and via online survey with several hundred contact points. Information received from our community and key stakeholders have informed the design process. <https://ourcity.fcgov.com/rollandmoore>
- Landings Park Update: Site planning and design to 30% schematics with an anticipated completion in late Spring of 2026. A recent public engagement session was held in-person near the park, and it is anticipated to engage with the community via online survey in early 2026 during the next stage of the design process. <https://www.fcgov.com/parkplanning/landings-park>
- Soft Gold Park Update: Scope development for consultant team to advance design to conceptual site plan. Preliminary public engagement and community stakeholders have provided initial input to inform the scope development and pre-planning for the park. <https://www.fcgov.com/parkplanning/soft-gold-park-update>

##### Repair/Replacement/Preventative Maintenance:

- Greenbriar Pond repair: engineering design to replace pond lining
- Rolland Moore pump station evaluation: engineering design to replace irrigation pump system
- Fossil Creek baseball plaza: engineering design for plaza concrete replacement
- Spring Canyon playground slide: design and construction documents to replace hillside slide

#### UNDER CONSTRUCTION:

##### Capital:

- The Edora Pool Ice Center (EPIC) Ice System and Rink Replacement: The project replaces the facility's original ice plant and chiller system, dasher boards, rink flooring, and safety glass across both sheets. These systems have reached end-of-life, and replacement is essential to maintain safe, efficient, and sustainable operations. Construction is planned for mid-April-November 2026. The project includes a temporary cooling system to reduce the duration of rink closures and maintain access for key programs. Once complete, EPIC will continue to serve as the regional hub for figure skating, hockey, and community ice recreation while also strengthening Fort Collins' ability to attract tournaments and events that create an economic impact for the community.

- This project will reduce the overall O&M cost for Ice with the refresh of the rinks and chiller system. The new chiller system is estimated to save~\$100K per year in cost plus has an estimated GHG reduction of 360 metric tons of CO2 per year.
- The Farm at Lee Martinez Park – Fencing Replacement: Existing animal containment fencing around perimeter of farm. Estimated completion December 2025
- Spring Canyon Community Park Splashpad Safety: Highest priority safety concern for Parks operations to relocate underground pump controls in a confined space into above ground pumphouse. Project will construct an addition onto the existing playground restroom to enclose spray pad pump and controls. Adds two gender neutral restrooms to the existing playground restroom. Estimated completion Summer 2026.
- Fossil Creek Trail Realignment at Stanton Creek: (partnership with Stormwater and Natural Areas) Realigns segment of Fossil Creek trail and replaces two bridges as part of larger stormwater channel improvement project. Improves trail alignment from safety and maintenance perspective. Estimated completion Summer 2026.

#### OVERALL PROGRAM ADMINISTRATION:

Hiring: Successful onboarding of an Infrastructure Replacement Program Manager, Finance Analyst and Communications Specialist (2024), Sr Park Planner and GIS Analyst II (2025).

Program Planning:

- Recreation Asset Management Plan: The City of Fort Collins owns and operates a diverse set of recreation assets, including community centers, aquatic facilities, athletic complexes, and specialized amenities such as the Farm at Lee Martinez Park. Many of these facilities are aging and face deferred maintenance challenges. With the recent passage of the 2050 Tax a comprehensive and objective asset management approach was needed to guide reinvestment, prioritize equity in service delivery, and ensure long-term cost efficiency.
  - In early 2025, the City issued an RFP to complete this work. Facility Engineering Associates (FEA), an employee-owned firm with more than 30 years of experience in asset management and capital planning for municipalities, was selected through the competitive procurement process.
  - The project is expected to be completed in Q1 2026. This allows for the results of the project to be used in the planning and creation of the 2027-2028 budget.
- Park Update Prioritization Criteria: Description as follows
- Asset Management Software: The Parks department is partnering with the Natural Areas Department to acquire an asset management software system that will track the lifecycles of assets systemwide. This will support preventative maintenance tracking, work planning, and establish a platform that can be used by all Community Service Area departments.

#### **Progress on Park Update Prioritization Criteria**

Multiple parks require updates to meet current code, current community needs, and to improve functionality. Council requested a follow-up presentation on decision criteria to determine sites for park update-redesign/rebuild stage in the February 11, 2025, Council Work Session. A data-informed decision framework has been developed to identify the prioritization of park updates based on the 2021 P&R Plan-Evaluation Criteria listed below.

2021 Parks and Recreation Plan ReCreate-Evaluation Criteria:

- Community Needs: Are the community's needs being met?
- Usage: How well is the site being used?

- Condition of existing amenities: What is the condition of existing amenities?
- Design & Function: Is the overall design still relevant and does it enhance the user experience? Does the park or facility still function as designed?

#### The Park Update Prioritization Tool:

To address these evaluation criteria questions systematically, a tool was developed using data to reflect community and park conditions. The tool process starts with removing any parks developed in the last ten years that are early in their lifecycle (8 parks). Then each remaining park is assigned a total score based on external contextual conditions surrounding the park, to address community needs and changing surrounding land uses, and park internal conditions including the condition of amenities, the quality of the user experience and function. The parks with the greatest need for an update (20 parks) are then assessed on readiness for redevelopment. Data for the criteria was chosen based on case studies for park updates in other cities as well as prioritization decision frameworks used in other Fort Collins plans. Data was selected based on consistency, availability, and on completeness that covers the entire city to ensure the assessment was fair, comprehensive, and repeatable. The table below details the quantitative data that was used to reflect evaluation criteria external and internal to the park.



**External** Park Conditions

<b>Population Density</b>	<b>Dataset:</b> 2020 Census blocks	<b>Source:</b> US Census
How does it support the evaluation criteria?	How is it measured?	
<p>Dense residential areas can indicate:</p> <ul style="list-style-type: none"> <li>• A need for public open space due to lack of private open areas</li> <li>• Higher levels of use and maintenance</li> <li>• Greater impact for the 15 min city</li> </ul>	<p>Population divided by census block acres with Natural Areas and Parks removed to accurately reflect density.</p> <p>1) 13-30 pop/acre 3) 7-12 pop/acre 5) 0-6 pop/acre</p>	

<b>Urban Renewal Areas</b>	<b>Dataset:</b> Urban Renewal Areas	<b>Source:</b> Fort Collins Urban Renewal Authority (URA) <a href="#">Home - Urban Renewal Authority</a>
How does it support the evaluation criteria?	How is it measured?	
<p>Urban Renewal Areas indicate:</p> <ul style="list-style-type: none"> <li>• Changing conditions around the park</li> <li>• Support and interest in the area around the park</li> </ul> <p>According to the URA website the Urban Renewal Authority focuses on redeveloping the urban core, with particular attention paid to areas with aging infrastructure and unsafe conditions.</p>	<p>Buffer URAs by .25 and .5 mile</p> <p>1) Within .25 mi of a URA 3) Between .25 mi and .5 mi 5) &gt;than . 5 mi from a URA</p>	

<b>Equity &amp; Health</b>	<b>Dataset:</b> EnviroScreen Census block map	<b>Source:</b> Colorado Department of Public Health and Environment (CDPHE) <a href="#">Colorado EnviroScreen 2.0   Colorado Department of Public Health and Environment</a>
How does it support the evaluation criteria?	How is it measured?	
<p>EnviroScreen illustrates areas with:</p> <ul style="list-style-type: none"> <li>• Marginalized communities</li> <li>• Environmental hazards</li> <li>• High concentrations of health issues</li> <li>• Climate change vulnerability</li> </ul> <p>These are areas where access to high quality outdoor spaces could have a greater impact on improving health equity, and better meeting community needs.</p> <p>According to the Colorado EnviroScreen website, EnviroScreen was developed through a partnership between the Colorado Department of Public Health and Environment and teams from <a href="#">Colorado State University</a> and the <a href="#">Colorado School of Public Health</a>. The tool includes 35 indicators to calculate a score that provides a quantifiable measurement of combined environmental stressors.</p>	<p>A number from 1- greatest need to 5- less need was assigned to the EnviroScreen block group model output.</p> <p>1) 81-100 EnviroScreen model 2) 61-80 EnviroScreen model 3) 41-60 EnviroScreen model 4) 21-40 EnviroScreen model 5) 0-20 EnviroScreen model</p>	

<b>Internal Park Conditions</b>	
<b>Park Asset Conditions</b>	<u>Dataset:</u> Park Infrastructure Replacement Plan (IRP) Asset Condition Assessment. <i>Average of all park amenities per site; updated to reflect recent replacements</i> <i>Source: Fort Collins Parks</i>
How does it support the evaluation criteria?	How is it measured?
Condition of the amenities can impact: <ul style="list-style-type: none"> <li>Quality of the user experience and extent of use</li> <li>Maintenance need and future safety issues</li> <li>Aesthetics</li> <li>Code compliance</li> <li>Multiple low-scoring assets indicate low quality park experience</li> </ul>	Average score of all park assets' physical condition  0 (non-functional) – 5 (very good)

<b>Park Master Plan</b>	<u>Dataset:</u> Age of last comprehensive park plan that reflects the current park layout and assets. <i>Source: Fort Collins Parks</i>
How does it support the evaluation criteria?	How is it measured?
Up to date Master Plans indicate: <ul style="list-style-type: none"> <li>Level of service considerations meeting community needs</li> <li>Activities and programming that support all ages and enhance the user experience</li> <li>Water conserving and habitat supporting landscapes</li> <li>Standards compliance (ADA 1990, 2010, Playground Safety)</li> <li>Operations and maintenance efficiencies</li> </ul>	Review of park files  1-No Master Plan 2-Plan Yr 1980-1990 3- Plan Yr 1991- 2010 5- Plan Yr 2011- 2015

#### Results of the Park Update Prioritization Tool:

The result of the analysis is shown listing the parks in three categories. The first list with the lowest scores features the parks with the greatest need that will be assessed for update readiness. The second list features parks with higher scores with less need for a full update. The final list features parks built in the last ten years, that do not require an update.

#### Readiness Assessment for Park Update:

The criteria scoring analysis is a helpful step to identifying parks that might be well suited for an update. From this list of parks, staff will further assess Park update project readiness with factors such as:

- Strategic priority alignment
- Partnerships, grants & synergy with other City projects and plans
- Safety, vandalism, continued preventative maintenance issues
- Size and usage dictates repair/replacement versus entire update (e.g. Mini parks)

The tool should be flexible and be re-run with updated data and criteria every 2-3 years to account for changing conditions. Update projects can take between 2-4 years to complete based on size, complexity and available funding. Costs are comparable to per/acre costs for new parks.

#### 1. Candidate parks for an update

*\*Lowest scores (in alphabetical order)*

- Alta Vista Park
- Beattie Park
- City Park
- Creekside Park
- Freedom Square Park
- Indian Hills Park
- Landings Park
- Lee Martinez Community Park
- Legacy Park
- Leisure Park
- Old Fort Collins Heritage Park
- Romero Park
- Rolland Moore Community Park
- Rossborough Park
- Soft Gold Park
- Spencer Park
- Spring Park
- Warren Park
- Washington Park
- Woodwest Park

#### 2. Medium priority parks for an updates

*\*Higher scores (in alphabetical order)*

- Archery Range
- Avery Park
- Blevins Park
- Buckingham Park
- Civic Center Park
- Cottonwood Glen Park
- Eastside Park
- Edora Community Park
- English Ranch Park
- Fossil Creek Community Park
- Golden Meadows Park
- Greenbriar Park
- Harmony Park
- Homestead Park
- Library Park
- Miramont Park
- Oak Street Plaza
- Overland Park
- Rabbit Brush Park
- Registry Park
- Ridgeview Park
- Rogers Park
- Spring Canyon Community Park
- Stewart Case Park
- Troutman Park
- Water's Way Park
- Westfield Park

### 3. New parks built in the last ten years

#### *\*Parks listed (chronologically)*

- Radiant Park
- Twin Silo Park
- Crescent Park
- Poudre Whitewater Park
- Sugarbeet Park
- Traverse Park
- Dovetail Park
- Tailwinds Park

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## NEXT STEPS

The next phase of 2050 Tax implementation focuses on strengthening data-driven prioritization for park and recreation facility reinvestment while preparing Council for upcoming capital project decisions. Staff will bring forward information for the 2027–2028 Budget process that clearly outlines how funds are allocated among preventative maintenance and replacement needs, park updates, and recreation facility investments, in alignment with Council-adopted financial policies such as the 20% cap on new recreation facilities. Budget planning will also incorporate the newly adopted CCIP Program (2026–2035) to ensure the 2050 Tax is applied strategically across related capital projects. In parallel, staff will advance the new parks and recreation asset management system and continue identifying opportunities to prioritize work that deliver multiple long-term benefits, including reducing operations and maintenance burdens. Over the coming years, the community will see significant construction milestones for major projects such as the Southeast Community Center, EPIC ice system replacement, and multiple park updates.

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## ATTACHMENTS

1. [Council Work Session Agenda Item Summary, February 11, 2025](#) (copy)
2. Parks and Recreation Advisory Board Meeting Minutes and Park Planning Reference Slides, December 3, 2025 (draft)
3. Presentation

February 11, 2025

# WORK SESSION AGENDA ITEM SUMMARY

City Council



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## STAFF

Dean Klingner, Community Services Director  
LeAnn Williams, Recreation Director  
Mike Calhoon, Parks Director  
Jill Wuertz, Sr. Manager, Park Planning & Development

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## SUBJECT FOR DISCUSSION

**2050 Tax Implementation: Parks and Recreation.**

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## EXECUTIVE SUMMARY

The purpose of this item is to provide an update on the Parks and Recreation 2050 Tax implementation strategy and work. Information will be provided on the following topics:

- Description of the Parks & Recreation 2050 Tax
- The 80/20 Split
- Types of Projects, and How They are Determined
- Completed Projects, and Projects in the Queue
- Next Steps

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## GENERAL DIRECTION SOUGHT AND SPECIFIC QUESTIONS TO BE ANSWERED

1. What feedback do Councilmembers have on the Parks and Recreation 2050 Tax implementation strategy?

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## BACKGROUND / DISCUSSION

### Description of the Parks and Recreation 2050 Tax

In 2023, Fort Collins voters approved the passage of a new, half cent sales tax, providing dedicated funding to Parks and Recreation, Climate Programs, and Transit until 2050. Parks and Recreation receives half of the half cent, which currently equates to approximately \$10M-\$11M, annually. The intent of the funding is to supplement, and not replace, existing funding for specified purposes. The entire half cent tax will be reconciled to the stated percentages by the end of 2030, 2040 and 2050.



Broadly, the ballot language allows the Parks and Recreation funding to be used for two purposes:

1. Replacement, upgrade, maintenance, and accessibility of park facilities
2. Replacement and construction of indoor and outdoor recreation and pool facilities

The adopted ballot language is as follows, *“50% for the replacement, upgrade, maintenance, and accessibility of parks facilities and for the replacement and construction of indoor and outdoor recreation and pool facilities.”* In June 2024, the Council made an initial appropriation of the available funds, and Parks and Recreation teams began implementation. Working through a framework of prioritization, staff is using the funding to expand capacity within work teams, accelerate parks and recreation infrastructure replacements, and strategically transform the scale of parks and recreation capital projects. In 2024, the City completed improvements and projects at more than 20 park locations.

After a budget process in 2024, which included offers for the Climate and Transit portion of the tax as well, the following appropriations were made for the first year of the 2050 Parks & Recreation tax funding.

#### 2024 Budget Appropriations:

- Building Capacity & Data to Expand P&R Infrastructure Replacement \$552,586 (staffing): This offer adds four full-time employees to build capacity to plan, design and construct programs and projects.
- Accelerated Parks and Recreation Infrastructure Replacement \$750,000: This offer provides resources required to ramp up Parks and Recreation Infrastructure Replacement Programs (IRPs). This program is essential to keeping park and recreation facilities and infrastructure safe, and in usable condition. It is also imperative to preserve equity within the community to ensure that every household, regardless of the age of the neighborhood, has access to high-quality parks and recreational experiences
- Transform Scale of Parks and Recreation Capital Projects Delivered - \$4,000,000: This funding provides a new scale of resources which will allow for larger, more transformational projects to start; although completion of larger projects may take several years. Early funding would be encumbered for design, development and procurement.
- Any collected funds in excess of what is listed above will go into a reserve fund (~approx. \$4-5M in 2024).

#### Additional information related to all offers:

- The staffing model for 2024 allows the IRP to ramp up, and includes funding for positions starting in 2024, 2025, and 2026.
- It is typical for multiple IRP projects to overlap over an extended period. In this budget cycle, projects from the plans listed above will begin, but are subject to change based on other situations (partnerships, safety issues, vandalism issues, continued preventative maintenance projects, etc.) that may arise.
- The dedicated funding from the 2050 Tax will be supplemented with existing appropriations from historical general fund support in the Operations Services Department, and potential other funding, to complete facility replacement and improve sustainability and green infrastructure in alignment with additional strategic objectives.
- The Parks system has approximately \$50M in deferred asset management needs, which is tracked by the following metric: [Parks Asset Management Funding](#)

## The 80/20 Split

At the August 27, 2024 Work Session, which included an update on the Parks and Recreation 2050 Tax Strategy, Councilmembers expressed general support for the proposed 80/20% percentage split of life-of-tax funds. Staff outlined the split between asset management and upgrades to existing parks, park facilities and recreation facilities (80% over the life of the tax), and capital for new and replacement recreation facilities and pools (20% over the lifetime of the tax). The primary rationale for this guideline is simply to operationalize a practice of prioritizing maintenance and replacement of existing parks, recreation centers and parks facilities (80%) over building new capital investments. In a follow-up memo, staff revisited assumptions based on existing analysis to determine that a split of 80% of the dedicated Parks and Recreation proceeds from the 2050 tax should be sufficient to resource the Parks and Recreation asset management needs.

For both Parks and Recreation, these gaps were projected as the funding needs over the next 20 years. An approximate gap of \$110M for Parks, and \$55M for Recreation, combine for a total anticipated gap of \$165M. Over the 20 years in the projections, that represents an average annual need of \$8.25M per year. It is important to note that construction cost inflation over time, growth rates of local sales tax, updated asset assessments, and changing community needs will require these priorities, and new funding needs to be periodically updated over the lifetime of the tax.

From an operational perspective, Parks and Recreation will be implementing the funding in two distinct ways. The first is building out asset management programs in Parks, and for Recreation facilities. This work is well underway and includes on-going evaluation, prioritization, and optimizing replacement of all Parks and Recreation facilities. The second is for stand-alone large capital projects that are one-time in nature and could include replacement of an existing recreation facility (i.e. Mulberry Pool) and new facilities (i.e. Southeast Community Center (SECC)). Based on the demands for ongoing asset replacement, it is unlikely that the tax could support additional new Recreation centers beyond the two listed. However, the life of the tax is long enough that circumstances may change in the future to make this possible.

The August 27 Work Session was focused on the possible large capital needs in Recreation (the Southeast Community Center and the Mulberry Pool Replacement). The upcoming Work Session will provide additional information, strategy and guidance for the “replacement, upgrade, maintenance, and accessibility” portion of the tax.

## Types of Projects and How They are Determined

Sites move through stages, typically referred to as their life cycle. These stages include:

- *New/Creation:* New development is guided by the 2021 Parks and Recreation Plan – ReCreate. Capital Expansion Fees are the primary funding source for new neighborhood and community parks, but general fund, direct developer contributions and dedicated taxes have been used in the past. New Recreation facilities have been funded by a variety of sources, with dedicated taxes (Community Capital Improvement Project (CCIP), Building on Basics, a dedicated 5-year tax for EPIC, etc.) being the largest source.
- *Operations and Maintenance:* Daily tasks needed to keep parks running; includes utility payments, amenity support supplies, staffing, etc. Typically funded through the General Fund for parks.
- *Preventative Maintenance:* Projects over ~\$7500, typically not covered by Operations and Maintenance, that are less frequent but recurring. Example projects include painting structures to extend life span, filling cracks and potholes in asphalt to prevent degradation from water intrusion, surfacing refreshes in playgrounds to maintain impact attenuation, pump part replacements to maintain irrigation reliability, lining raw water pipes to maintain water supply reliability, court surface repairs to maintain playability, etc. This work focuses on minimizing risk, improving safety and extending the life

span of the asset. Preventative maintenance utilizes lapsing funds in both the General Fund and the 2050 Tax.

- *Repair & Replacement:* Minor or major repair and replacement to assets due to end of useful life, safety issues, vandalism, regulatory or code compliance, material changes, etc. are funded by the 2050 Tax. Example projects include conversion of asphalt courts to post-tension concrete, replacement of windows broken by vandalism to more vandal resistant materials, etc. Replacements are guided by the following plans:
  - 2022 Parks Infrastructure Replacement Plan
  - 2022 Recreation Department Operational & Program Plan
- *Update-Redesign/Rebuild:* Site planning and community engagement of new and existing infrastructure and amenities. Typically, 20-30 years beyond original site plan. This process can also be driven by a change of use or changing conditions and may involve only a portion of a site or the entire park. Updates can be funded by the 2050 Tax and other sources (donation, CCIP, etc.). The 2021 ReCreate: Parks and Recreation Plan created a basic evaluation criterion when engaging the community on updates. In addition, this work follows recommendations in the 2021 Parks and Recreation Plan:
  - 2021 P&R Plan - Action 1.1- Expand the usability of existing parks.: Parks, like other built infrastructure, have a life cycle. Recreational preferences, design preferences, and neighborhood demographics change over time. Periodically, parks must be evaluated to determine whether they are meeting community needs and performing as well as they could be.
    - 2021 P&R Plan-Evaluation Criteria:
      - Community Needs: Are the community's needs being met?
      - Usage: How well is the site being used?
      - Condition of existing amenities: What is the condition of existing amenities?
      - Design & Function: Is the overall design still relevant and does it enhance the user experience? Does the park or facility still function as designed?
  - Additional prioritization criteria (see below).

#### Completed Projects and Projects in the Queue

In 2024, 2050 Tax funds have been invested in more than 20 park and recreation locations throughout the City. Following recommendations from the 2024 budget process, the information below summarizes work to date:

#### - Build Capacity:

The vision of the ballot and ordinance languages has been incorporated into writing offers for the 2025/26 BFO offers, as well as discussions at the Parks and Recreation Advisory Board & Council (~80/20 split between asset management and new capital; allocating through BFO; discussion on SE Community Center).

Staff hiring has taken place and of the four staff requested in 2024, three are now onboard and a re-organization of the Park Planning and Development division has taken place. Three additional staff will be hired as part of the 2025/26 BFO offers.

This funding will also create a 10-year Recreation Capital Improvement Program (CIP) Plan, starting in 2025.

- Accelerate Parks and Recreation Infrastructure Replacement

Funds have been invested in more than 20 park and recreation locations throughout the City. Projects completed focused on partnership opportunities (improving the EPIC parking lot in coordination with Operation Services) or shovel ready projects that help us prepare for larger work to come (such as improving tennis courts around the City prior to the Rolland Moore tennis center planning, design & construction project); and/or fully completing existing projects underway (work at Northside Aztlan Center for the front desk and childcare outdoor spaces). Additional examples of projects completed with this funding include: Greenbriar Tennis & Basketball Court Replacement, Westfield Tennis Courts Replacement, Overland Park Bridge Repair, Wallenberg spur of the Spring Creek Trail bridge replacement, pump repairs, asphalt repairs (Rogers, Martinez, Rolland Moore).

- Transforming Scale of Parks and Recreation Capital Projects

Capital projects on the near horizon include the renovation of the Rolland Moore tennis center and playground, and renovation of the front desk area at Northside Aztlan Community Center. Landings Park renovation is also being scoped from this funding.

The Parks Infrastructure Replacement Plan guides decision-making for replacement as discussed above. However, prioritization of park upgrade criteria has not occurred. Staff will work on developing criteria by studying precedent examples, such as:

- Atlanta Data-Driven Mapping Tool for Prioritizing Parks & Recreation Investments + Capital Improvements: [Equity Data Tool](#)
- [Criteria Based System for MPRB](#) (Minneapolis Park and Recreation Board) Capital and Rehabilitation Project Scheduling - 2016

Initial concepts are to combine relevant data already collected from the IRP plan with additional criteria such as neighborhood safety, changing neighborhood conditions, additional equity demographics, level of service, etc. Concurrent to the development of this program, the planning and design phase for Soft Gold Park will begin, since it meets much of the criteria listed above.

In addition to the projects mentioned above, the design of the new Southeast Community Center is underway. Additional project ideas are listed below after the 2025/26 budget offers.

Staff are focusing this exciting investment in our community to build capacity internally for additional projects, accelerate parks and recreation infrastructure replacements, and strategically transform the scale of parks and recreation capital projects.

- 2025/26 Budget

- Offer 54.11 Parks Enhancement- 3.0 FTE - Parks and Recreation Expanded Infrastructure Replacement Program Operations (2025: 183,376; 2026: 354,379)
- Offer 54.12 Parks and Recreation Infrastructure Replacement Projects (2025: \$5,768,750; 2026: \$5,787,968) added to 2024 capital funding
  - Identified capital projects include:
    - NACC Front Desk Replacement
    - NACC Childcare Project
    - NACC Gymnasium Improvements
    - Lee Martinez Farm Tack Shed Addition

- Spring Canyon Splashpad Safety (moving pump controls above ground)-Design & Construction
- Rolland Moore Tennis & Playground - Planning
- Landings Park Update - Planning
- Alta Vista Update - Planning
- Romero Update – Planning
- Freedom Square Update-Planning
- Soft Gold Update - Planning
- Legacy Update-Planning
- Offer 54.13 Ongoing - Parks and Recreation Infrastructure Replacement Program Operations (2025: \$460,769; 2026 \$477,941)
- Offer 60.9 Parks Infrastructure Replacement Program (2025: \$865,619; 2026: \$868,953)
- Offer 76.2 Design for EPIC Ice Chiller (2025: \$400,000);

### **NEXT STEPS**

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We anticipate the creation of a dashboard to support project tracking and progress, transparency, and accountability after the GIS Analyst II position is onboarded. Precedent sites include:

- [Parks CIP Experience](#) from Frisco, TX
- [MPRB Capital Improvement Program Dashboard](#) from Minneapolis

Periodic updates will also be posted to City websites as the implementation of 2050 Tax funding continues.

### **REFERENCES**

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1. [Parks Infrastructure Replacement Program](#)
2. [Recreation Home Page](#)



# MINUTES

CITY OF FORT COLLINS • BOARDS AND COMMISSIONS



## Parks and Recreation Advisory Board REGULAR MEETING

December 3, 2025 – 5:30 PM

222 Laporte – Colorado River Room

### 1. CALL TO ORDER: 5:44 PM

### 2. ROLL CALL

- a. Board Members Present –
  - Nick Armstrong – Chair
  - Meghan Willis – Co-Chair
  - Josh Durand – Secretary
  - Ken Christensen
  - Marcia Richards
  - Paul Baker
  - Lorena Falcon
- b. Board Members Absent –
  - Mike Novell
- c. Staff Members Present –
  - LeAnn Williams – Deputy Director, Community Services
  - Kendra Benson – Executive Administrative Assistant, Community Services
  - Dean Klingner – Director, Community Services
  - Jill Wuertz – Senior Manager, Park Planning and Development
  - David Hansen – Manager, Park Planning and Development
- d. 2050 Parks and Recreation Tax Update – Jill, David, LeAnn, Dean
  - The board was asked if they support the policy recommendations as presented for the utilization of the Parks and Recreation 2050 Tax. A motion to approve the recommendations as presented was made by Nick and seconded by Ken. All voted in favor at 8:04.



## 2050 Tax Implementation: Park Update Prioritization

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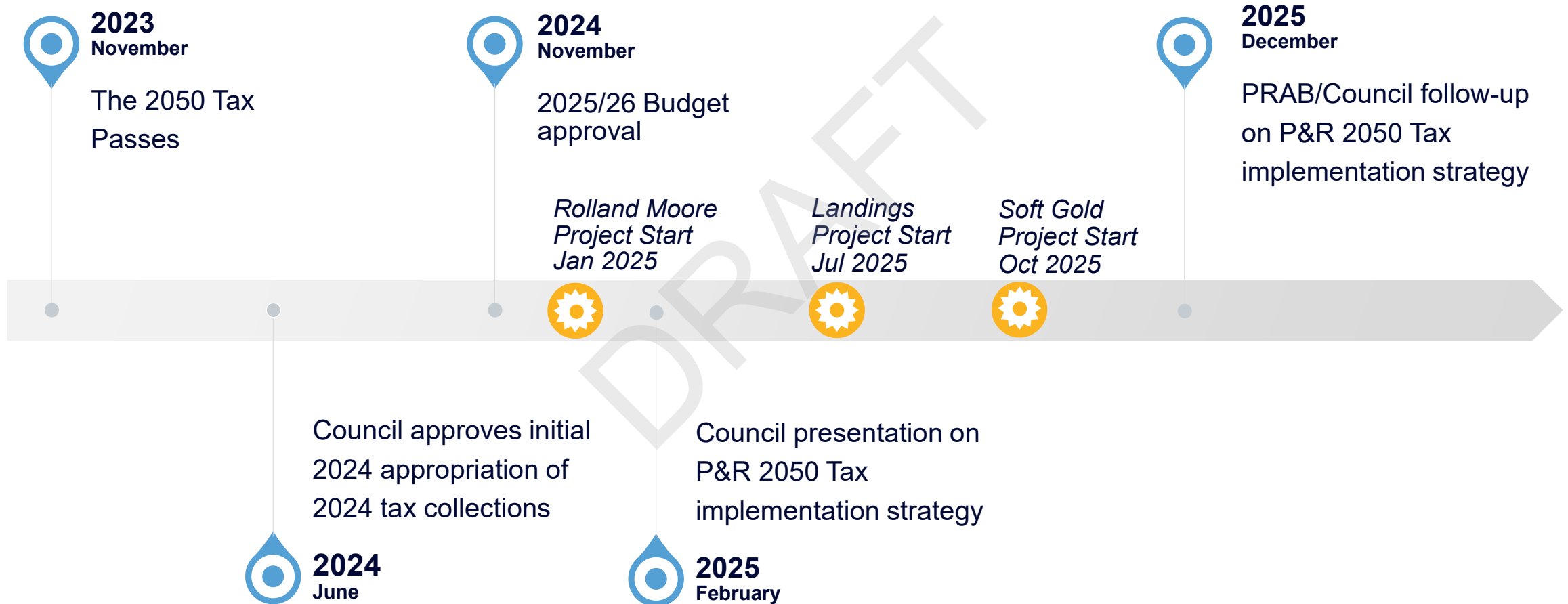
**Jill Wuertz**

Park Planning & Development  
Sr. Manager

**David Hansen**

Park Planning & Development  
Manager

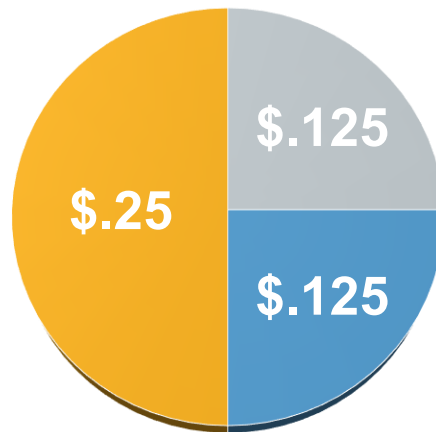
# Parks and Recreation 2050 Tax Milestones



## 2050 Tax Overview:

- ½-cent sales tax
- Passed in November 2023
- Expires in 2050
- Spending shall supplement funding and not replace

## 2050 Tax For Every \$100



## 2050 Parks and Recreation Tax Language

Replacement, upgrade, maintenance, and accessibility of parks facilities and for the replacement and construction of indoor and outdoor recreation and pool facilities

# Parks and Recreation By The Numbers




**10** Recreation  
Facilities




**55** Parks



**4** Pools  
1 outdoor &  
3 indoor



**37** Average  
age of Fort  
Collins'  
parks

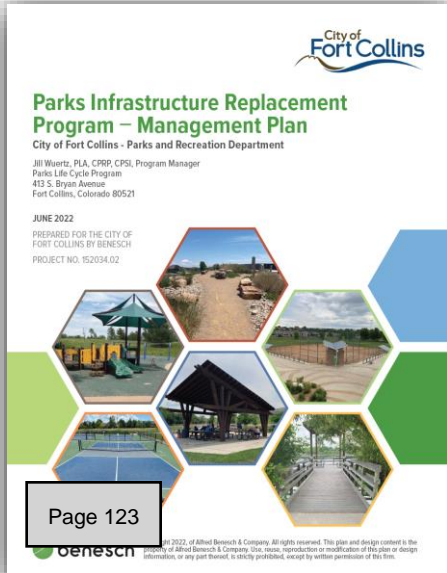
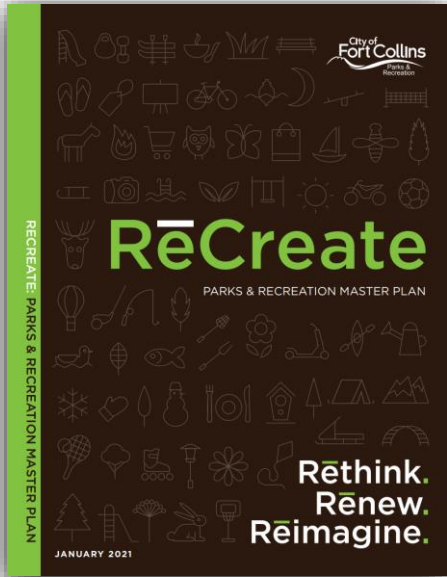


**1 Million+**  
Number of annual  
Recreation program  
participants



**1,627**  
Annual hours spent on  
playground  
maintenance, repairs &  
inspections





A data-informed tool is needed to determine parks that are ready for an **Update: Redesign/Rebuild**

### Tool Goals

- Repeatability
- Adaptability
- Includes critical elements
- City buy-in
- Equitable recommendations
- Community-needs focus
- Complexity to simplicity
- Support the evaluation criteria

### 2021 ReCreate Plan Evaluation Criteria

Are the community's needs  
being met?

How well is the site being  
used?

What is the condition of  
existing amenities?

Is the design still relevant,  
and does it enhance the  
user experience?

Does the park or facility  
still function as designed?

Park  
Inventory  
(with sites  
built after  
2015  
removed)

#### External Park Conditions

- Population Density
- Proximity to Urban Renewal Areas
- CDPHE Enviroscreen



#### Internal Park Conditions

- Average Asset Condition
- Site Master Plan Age

#### Candidate Parks for Update

- 
- 
- 
- 

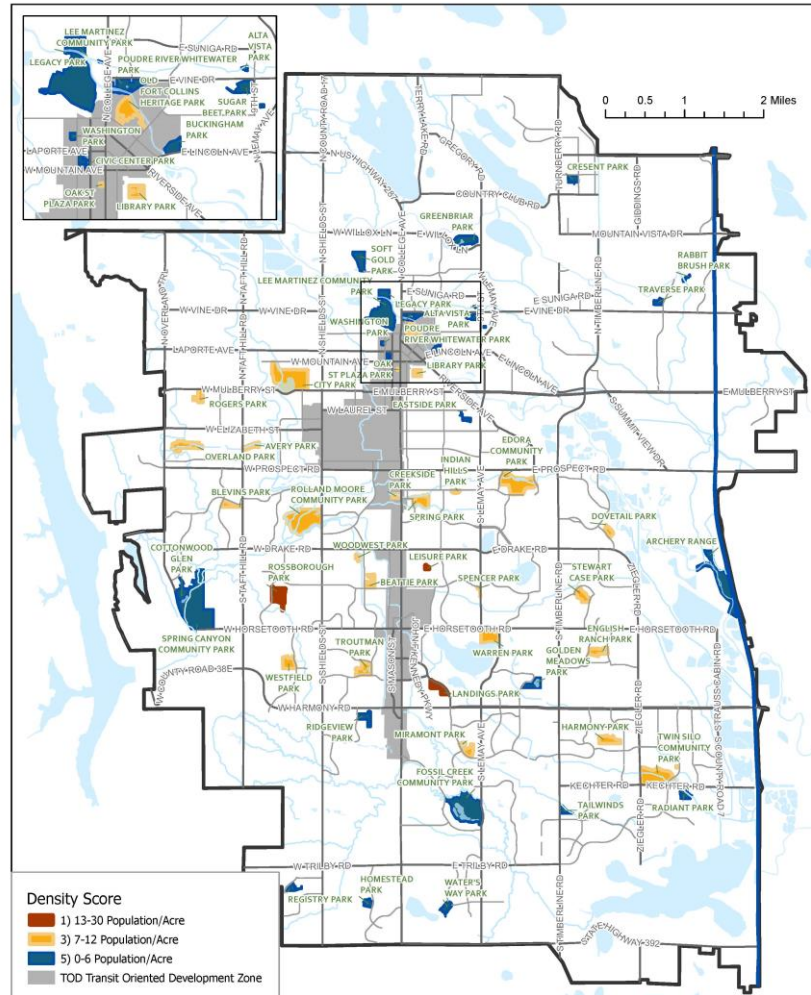
#### Project Readiness



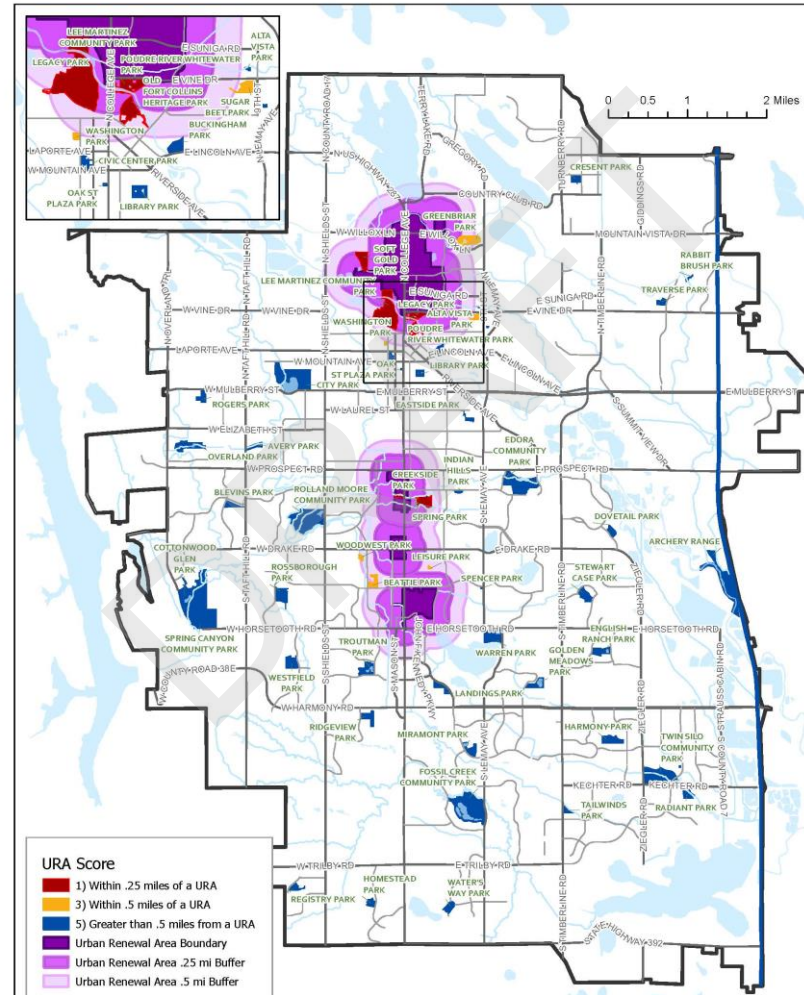
	Data	How it supports the evaluation criteria	How is it measured
<b>Density</b>	<p>2020 Census Block</p> <p>US CENSUS</p>	<p><b>Dense residential areas can indicate:</b></p> <ul style="list-style-type: none"> <li>• A need for public open space due to lack of private open areas</li> <li>• Higher levels of use and maintenance</li> </ul>	<p>Population divided by census block acres with Natural Areas and Parks removed.</p> <p>1) 12-30 pop/acre 3) 7-12 pop/acre 5) 0-6 pop/acre</p>
<b>Urban Renewal Areas</b>	<p>Urban Renewal Authority Districts</p> <p>FORT COLLINS URBAN RENEWAL AUTHORITY (URA)</p>	<p><b>Urban Renewal Areas indicate:</b></p> <ul style="list-style-type: none"> <li>• Changing conditions around the park</li> <li>• Support and interest in the area</li> </ul>	<p>Buffer URAs by .25 and .5 mile</p> <p>1) .25 mi from URA 3) .5 mi from URA 5) &gt;.5mi from URA</p>
<b>Equity &amp; Health</b>	<p>Enviroscreen Census Block Group Map</p> <p>COLORADO DEPARTMENT of PUBLIC HEALTH &amp; ENVIRONMENT (CDPHE)</p>	<p><b>Enviroscreen illustrates areas with:</b></p> <ul style="list-style-type: none"> <li>• Marginalized communities</li> <li>• Environmental hazards</li> <li>• High concentrations of health issues</li> <li>• Climate change vulnerability</li> </ul> <p>These are areas where access to high quality outdoor spaces could have a greater impact on improving health equity, and better meeting community needs.</p>	<p>Convert Enviroscreen Census Block Group score to 1-5.</p> <p>1) 81-100 Score 2) 61-80 Score 3) 41-60 Score 4) 21-40 Score 5) 0-20 Score</p>

# Criteria Maps – External Park Conditions

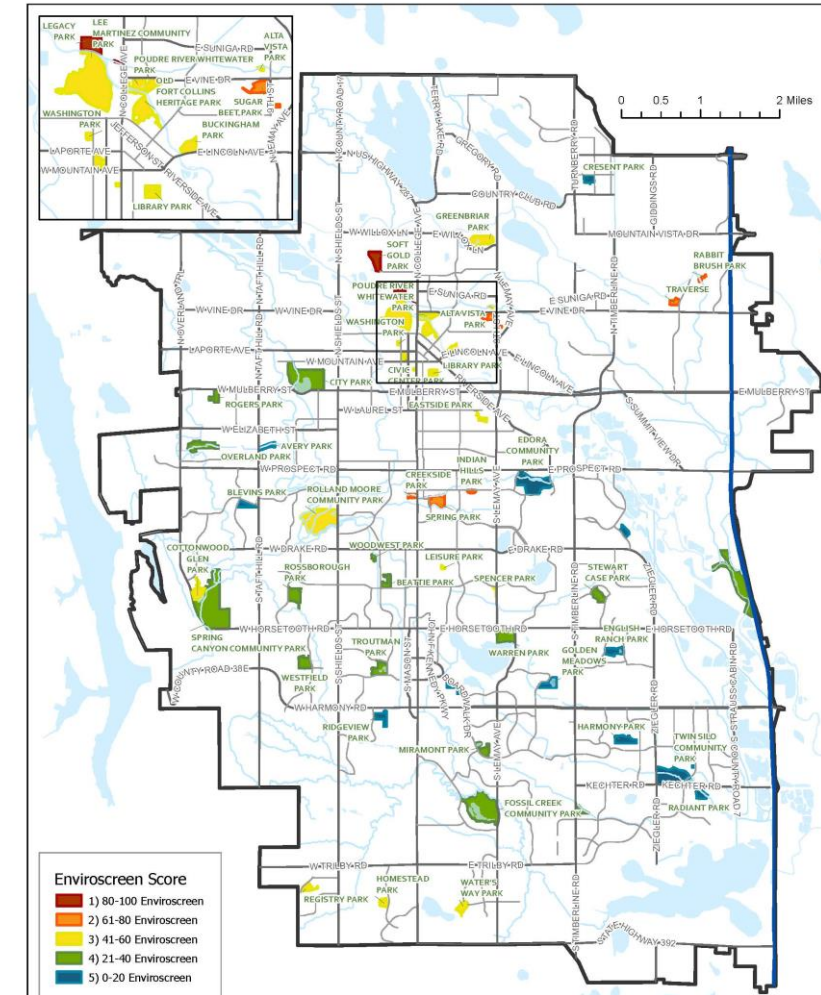
Density



Urban Renewal Areas



Enviroscreen







	Data	How it supports the evaluation criteria	How is it measured
<b>Park Asset Conditions</b>	<p>Park Infrastructure Replacement Plan (IRP) Asset Condition Assessment</p> <p>FORT COLLINS PARKS</p>	<p><b>Condition of the amenities can impact:</b></p> <ul style="list-style-type: none"> <li>• Quality of the user experience and extent of use</li> <li>• Maintenance need and future safety issues</li> <li>• Aesthetics</li> <li>• Code compliance</li> <li>• Multiple low-scoring assets indicate low quality park experience</li> </ul>	<p>Average score of all park assets' physical condition</p> <p>0 (non-functional) – 5 (very good)</p>
<b>Park Master Plan</b>	<p>Record of a comprehensive park plan that reflects the current park layout and assets</p> <p>FORT COLLINS PARKS</p>	<p><b>Master Plans indicate:</b></p> <ul style="list-style-type: none"> <li>• Level of service considerations meeting community needs</li> <li>• Activities and programming that support all ages and enhance the user experience</li> <li>• Water conserving and habitat supporting landscapes</li> <li>• Standards compliance (ADA 1990, 2010, Playground Safety)</li> <li>• Operations and maintenance efficiencies</li> </ul>	<p>Review of park files</p> <p>1-No Master Plan 2-Plan Yr 1980-1990 3- Plan Yr 1991-2009 5- Plan Yr 2010+</p>

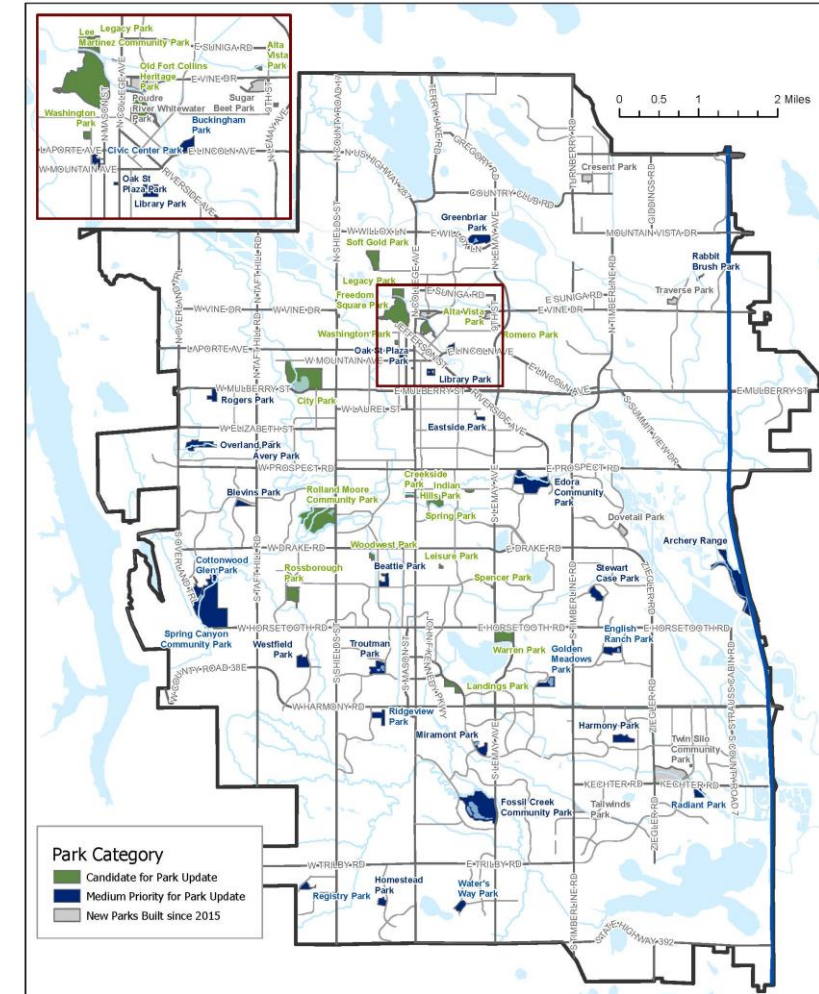
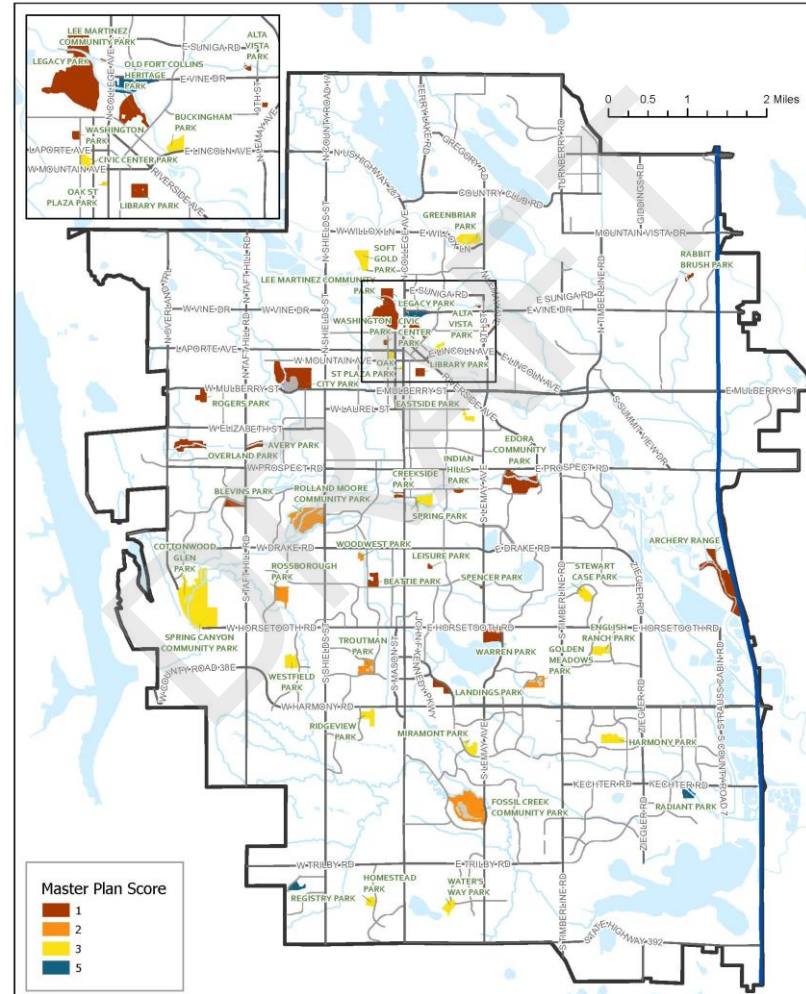
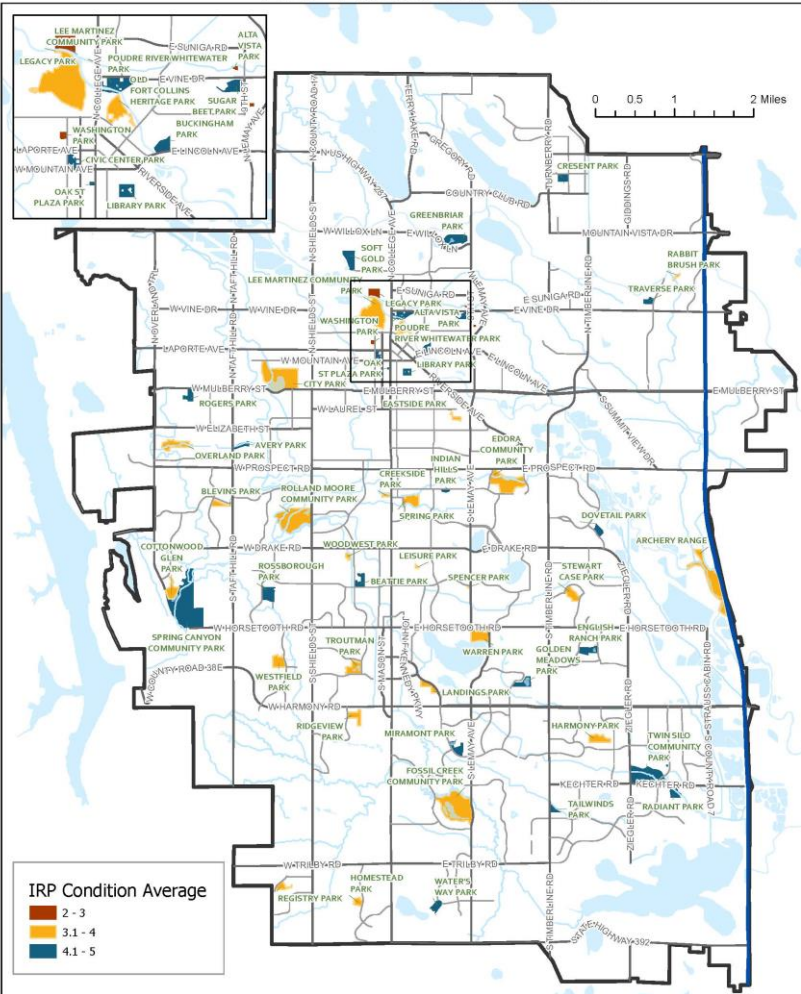


# Criteria Maps – Internal Park Conditions

## IRP Asset Condition

## Park Master Plan

## Category Map



# Results of Park Update Prioritization

## Candidate Parks for Update

*Lowest scores listed in alphabetical order*

- Alta Vista Park
- Beattie Park
- City Park
- Creekside Park
- Freedom Square Park
- Indian Hills Park
- Landings Park
- Lee Martinez Park
- Legacy Park
- Leisure Park
- Old Fort Collins Heritage Park
- Rolland Moore Park
- Romero Park
- Rossborough Park
- Soft Gold Park
- Spencer Park
- Spring Park
- Warren Park
- Washington Park
- Woodwest Park

## Medium Priority Candidate Parks for Update

*Listed in alphabetical order*

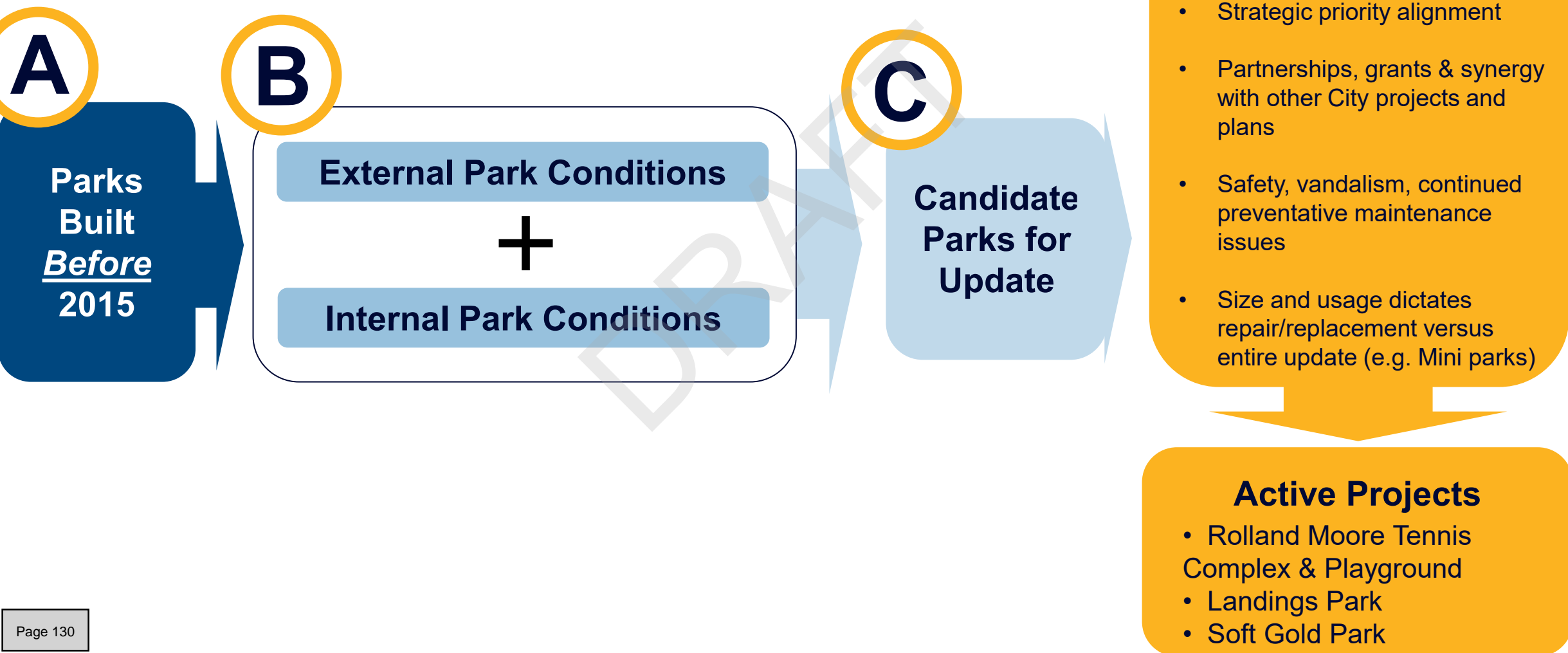
- |                        |                      |
|------------------------|----------------------|
| • Archery Range        | • Homestead Park     |
| • Avery Park           | • Library Park       |
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| • Cottonwood Glen Park | • Rabbit Brush Park  |
| • Eastside Park        | • Registry Park      |
| • Edora Park           | • Ridgeview Park     |
| • English Ranch Park   | • Rogers Park        |
| • Fossil Creek Park    | • Spring Canyon Park |
| • Golden Meadows Park  | • Stewart Case Park  |
| • Greenbriar Park      | • Troutman Park      |
| • Harmony Park         | • Water's Way Park   |
|                        | • Westfield Park     |

## New parks built in the last ten years

*Listed chronologically*

- Radiant Park
- Twin Silo Park
- Crescent Park
- Poudre Whitewater Park
- Sugarbeet Park
- Traverse Park
- Dovetail Park
- Tailwinds Park

# Identifying Parks Ready for Update/Redesign









# Thank You!

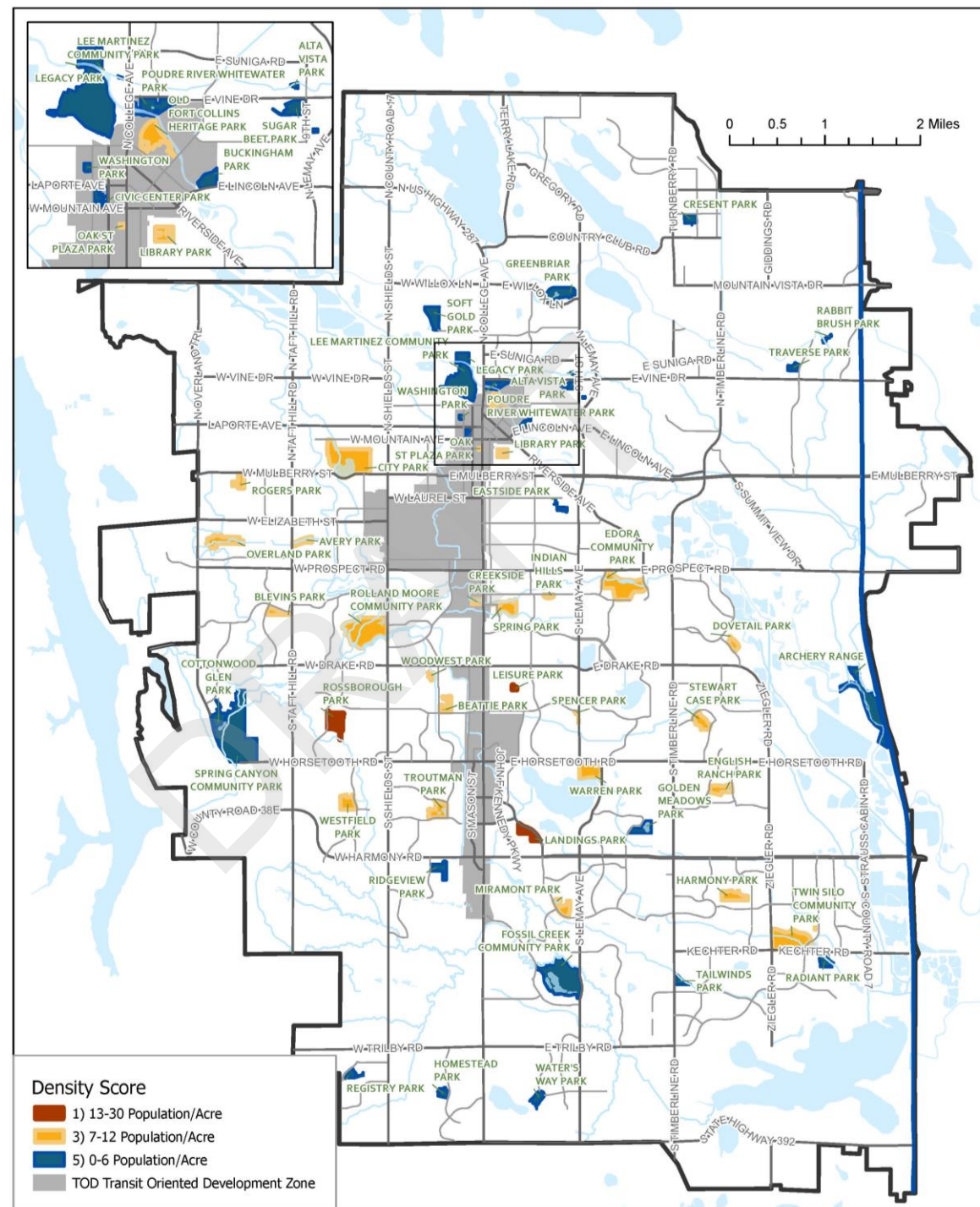
DRAFT



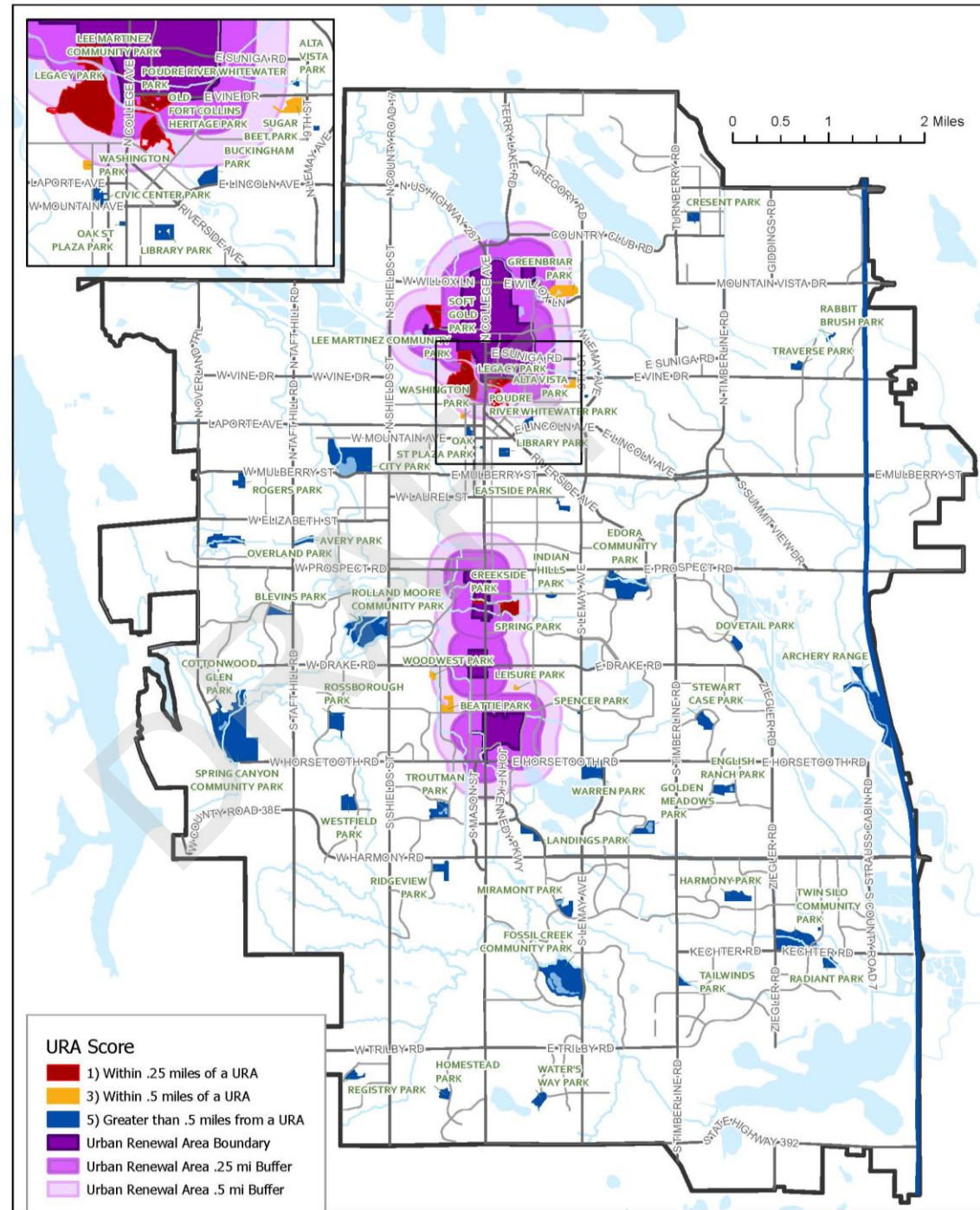
**2050 Tax Project Sign  
(Spanish on reverse)**



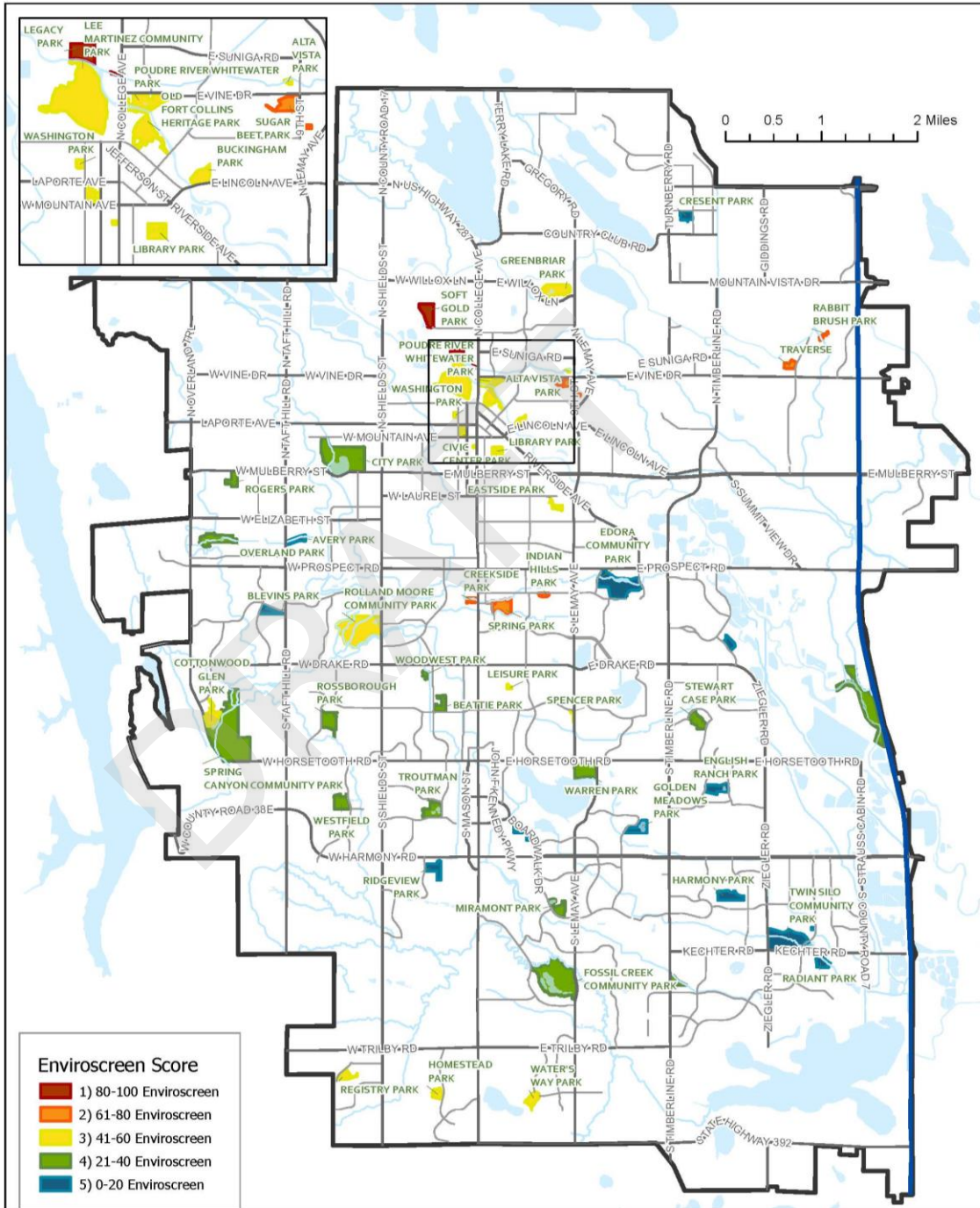




# Item 3. Urban Renewal Areas

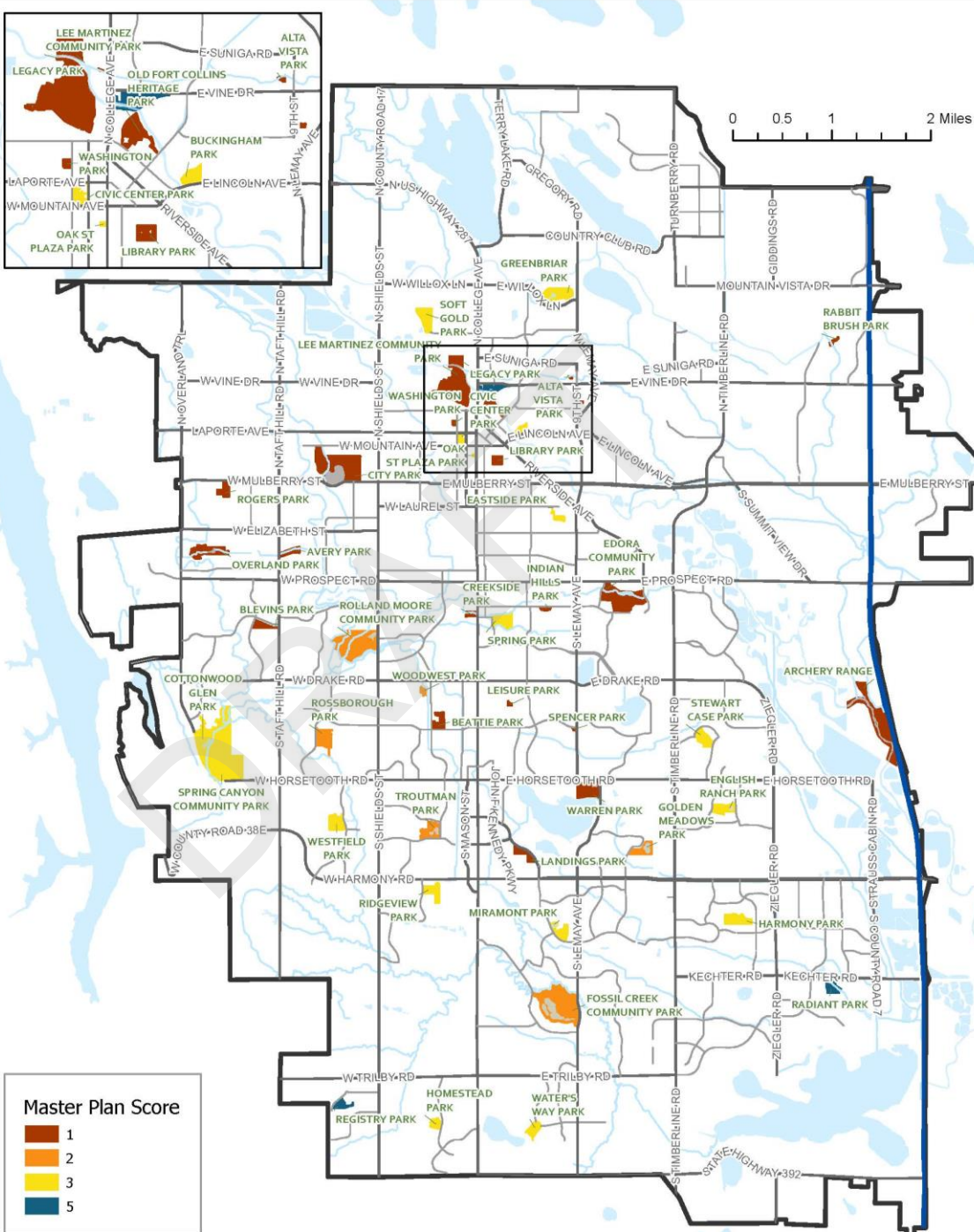




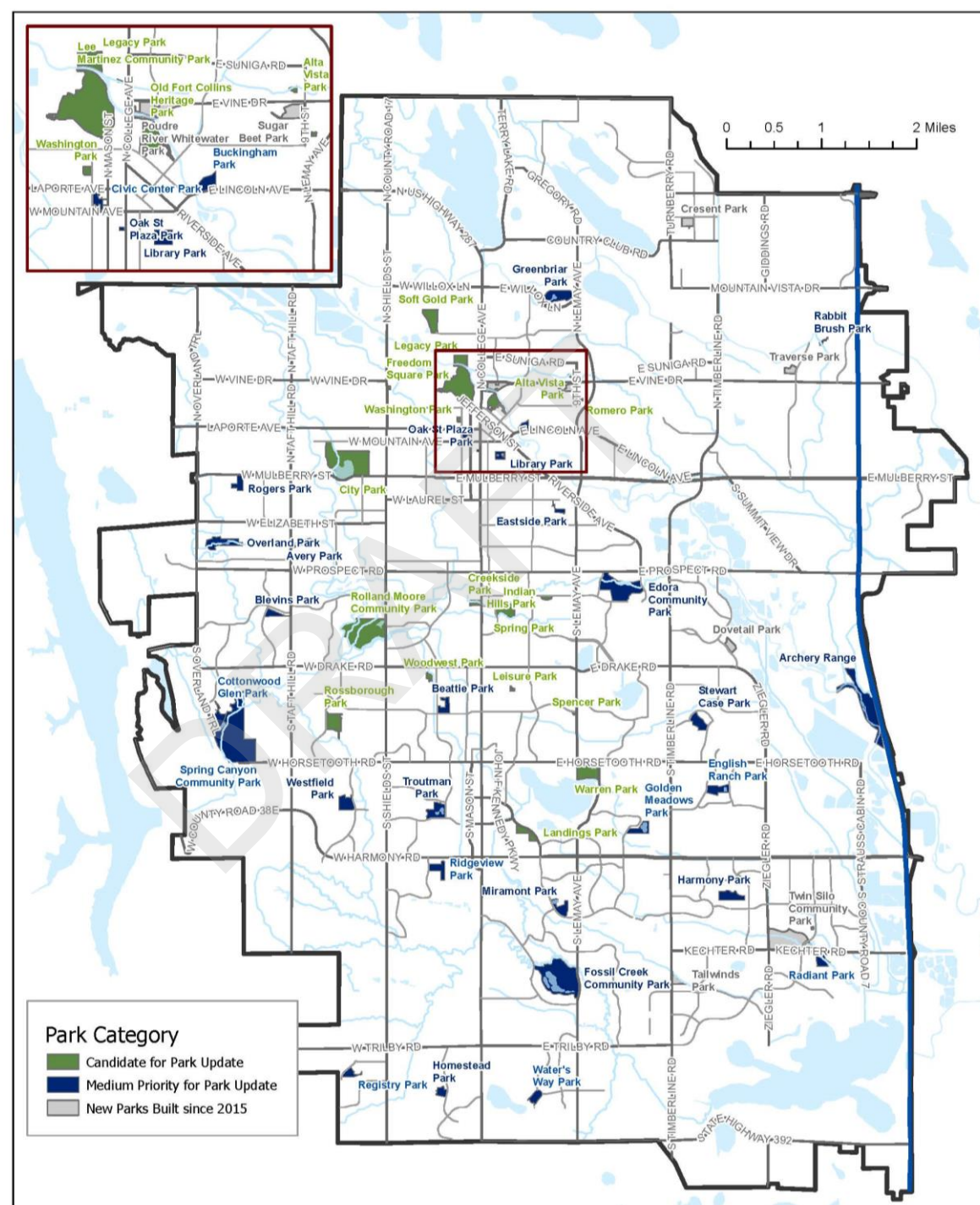




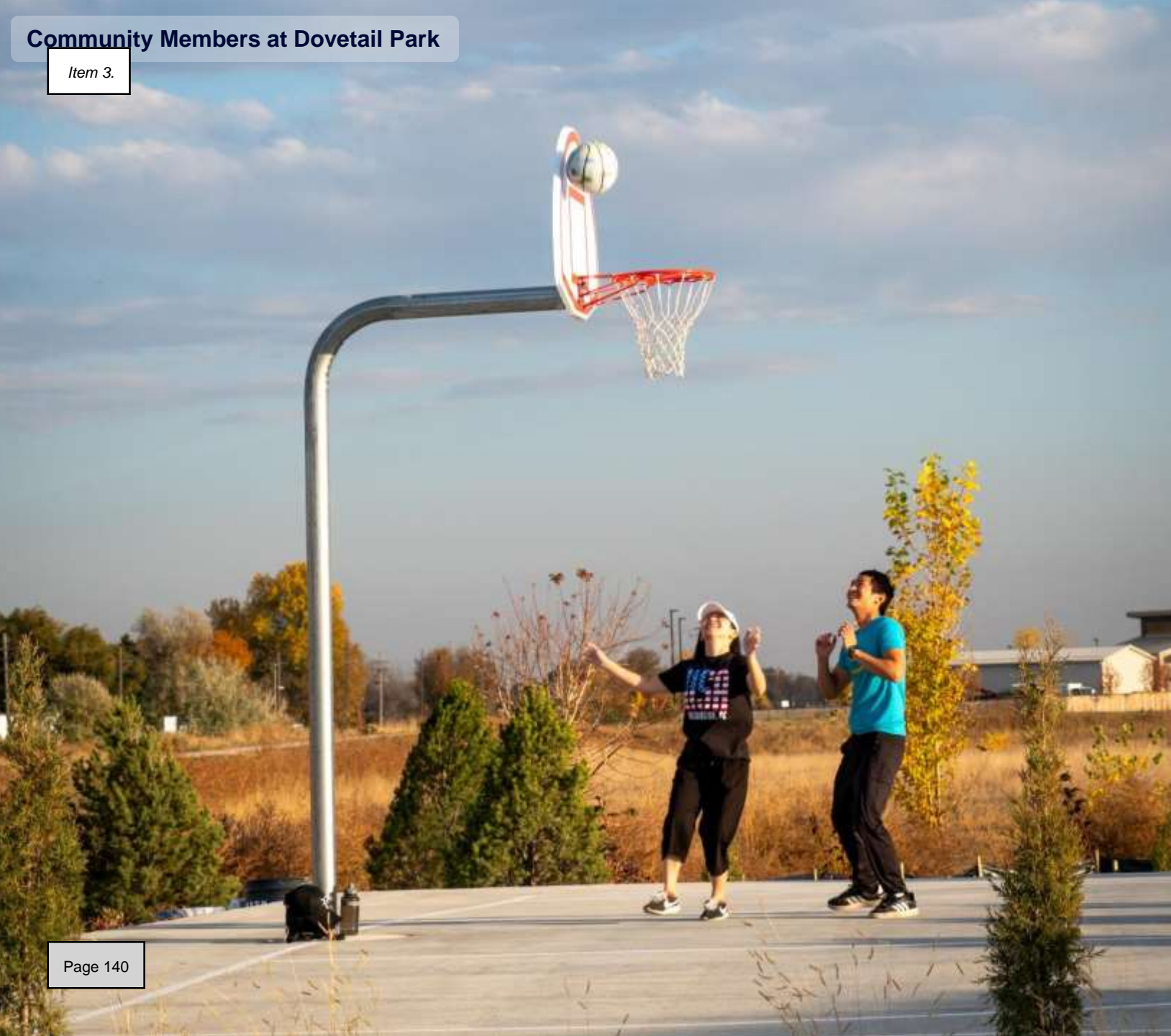




# Item 3. Park Update Results







## 2050 Tax Implementation: Parks & Recreation Update

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**Dean Klingner**

Community Services Director

**LeAnn Williams**

Community Services Deputy Director

**Jill Wuertz**

Park Planning & Development  
Sr. Manager

**What feedback do  
Councilmembers have on the  
2050 Parks and Recreation Tax  
implementation strategy?**



## 2050 TAX OVERVIEW:

- ½-cent sales tax
- Passed in November 2023
- Expires in 2050
- Spending shall supplement and not replace
- Allocations: 25% Transit, 25% Climate, and 50% for Parks & Recreation

## 2050 Parks and Recreation Tax Language

Replacement, upgrade, maintenance, and accessibility of parks facilities and for the replacement and construction of indoor and outdoor recreation and pool facilities



# How should 2050 P&R tax be split between eligible elements?

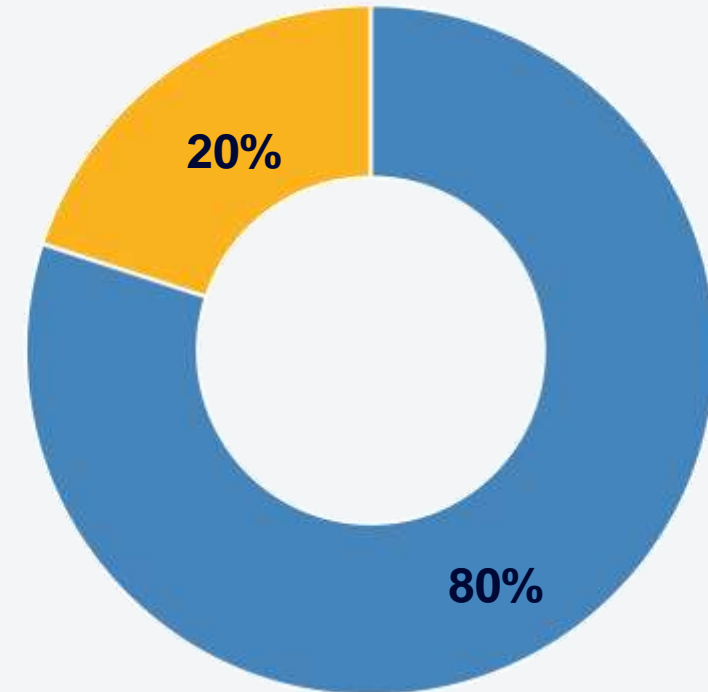
## LIFE OF TAX = 27 YEARS

\$10.5M (2024 dollars) x 27 years @ 2.5%  
projected sales tax growth  
= **~\$402.5 million**

~80% = ~\$322M replacement/update

~20% = ~\$80.5M replacement and  
construction of indoor and outdoor recreation  
and pool facilities

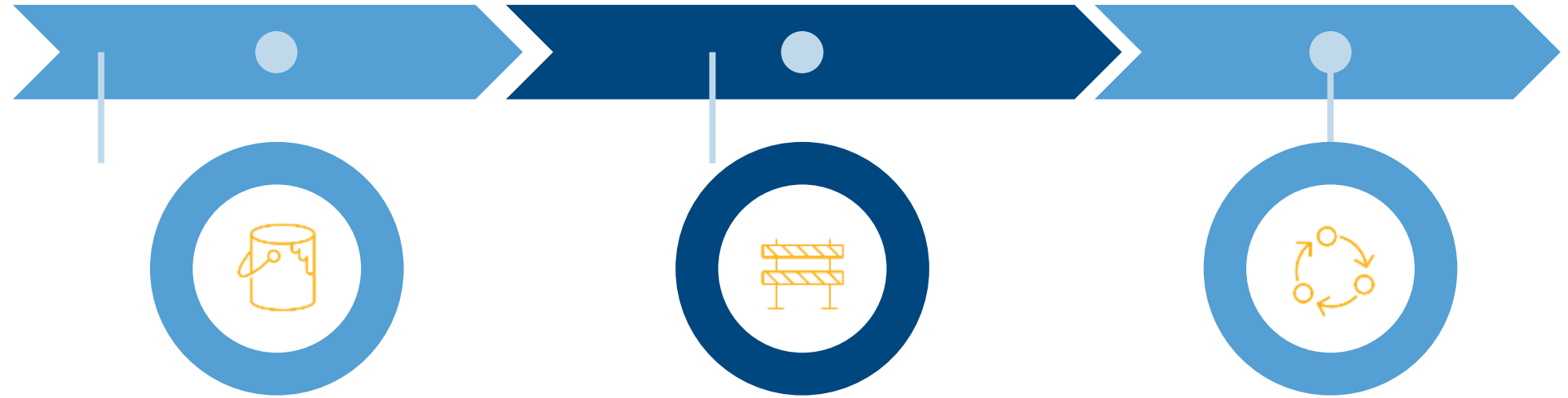
## 2050 Parks and Recreation Funds Split



**80%** - Allocated for the replacement, upgrade, and maintenance of parks and recreation amenities

**20%** - Allocated for the replacement and construction of indoor and outdoor recreation and pool facilities

# How To Allocate The 80%



## PARKS PREVENTATIVE MAINTENANCE

## PARKS AND RECREATION REPAIR/ REPLACEMENT

## PARK UPDATES

**Annual:  
~\$8.4M**

\$750K-\$1.5M

\$1-\$5M

\$4-\$5M

## Work on Prioritization Criteria for Park Updates

- ✓ Utilize Existing Data from Parks IRP Plan
- ✓ Find Additional Data
  - ✓ Changing neighborhood conditions

### 2021 ReCreate Plan Evaluation Criteria

- Are the community's needs being met?
- How well is the site being used?
- What is the condition of existing amenities?
- Is the design still relevant, and does it enhance the user experience?
- Does the park or facility still function as designed?

Park  
Inventory  
(with sites  
built after  
2015  
removed)

### External Park Conditions

- Population Density
- Proximity to Urban Renewal Areas
- CDPHE Enviroscreen

+

### Internal Park Conditions

- Average Asset Condition
- Site Master Plan Age

### Candidate Parks for Update

- 
- 
- 
- 

### Project Readiness

### Candidate Parks for Update

*Lowest scores listed in alphabetical order*

- Alta Vista Park
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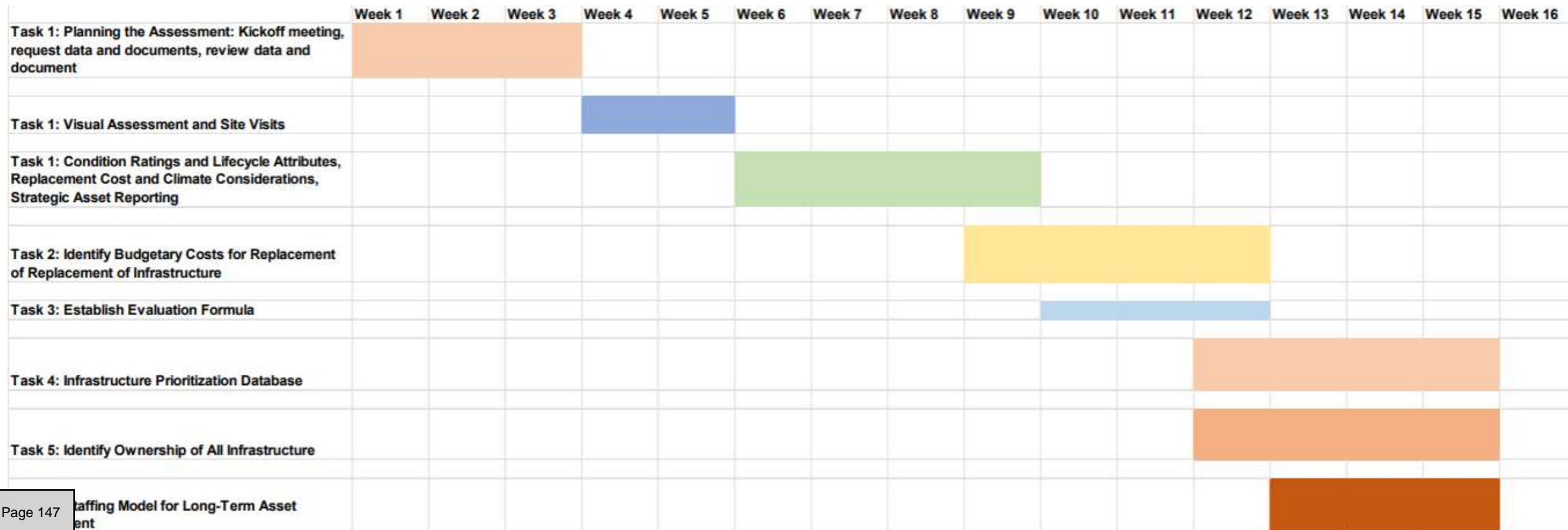
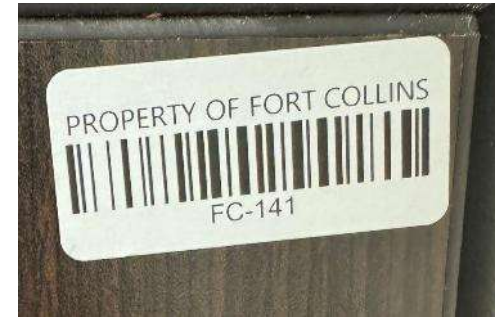
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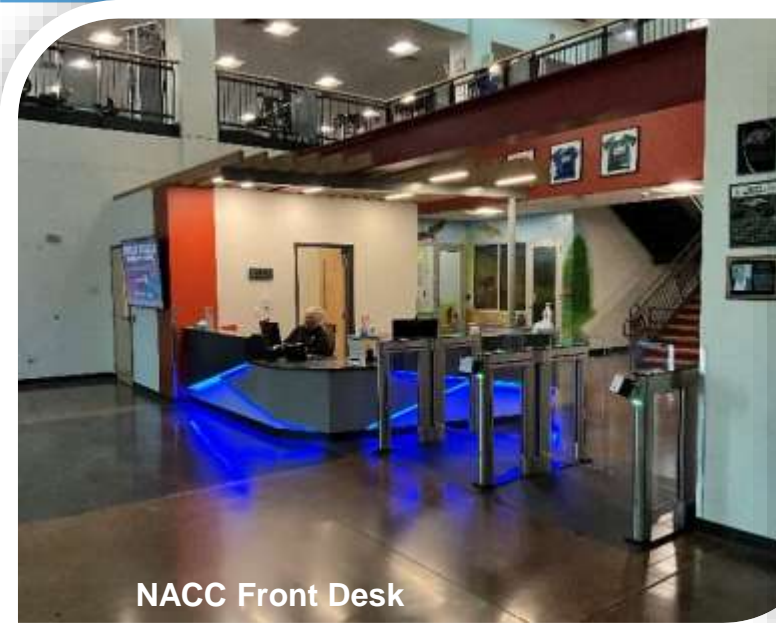
## Recreation Asset Management Program

- ✓ Initial inventory complete
- ✓ Anticipate completion in Q1 2026

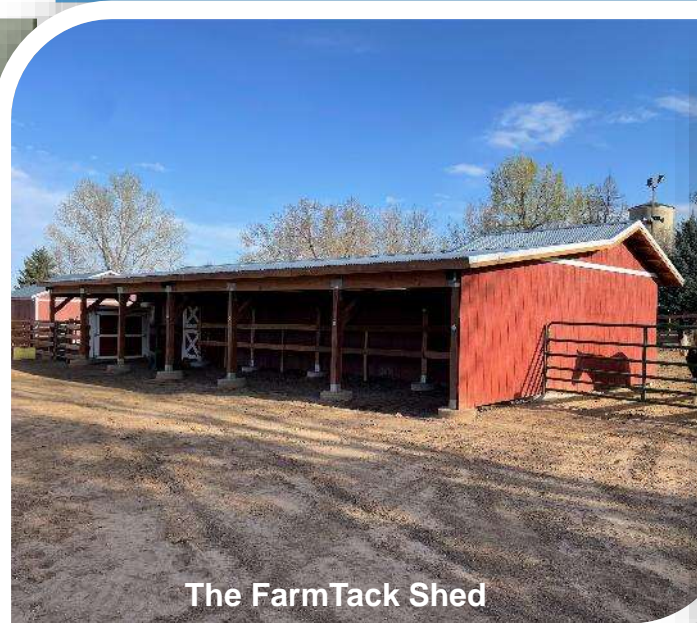




Item 3. Projects Completed



NACC Front Desk



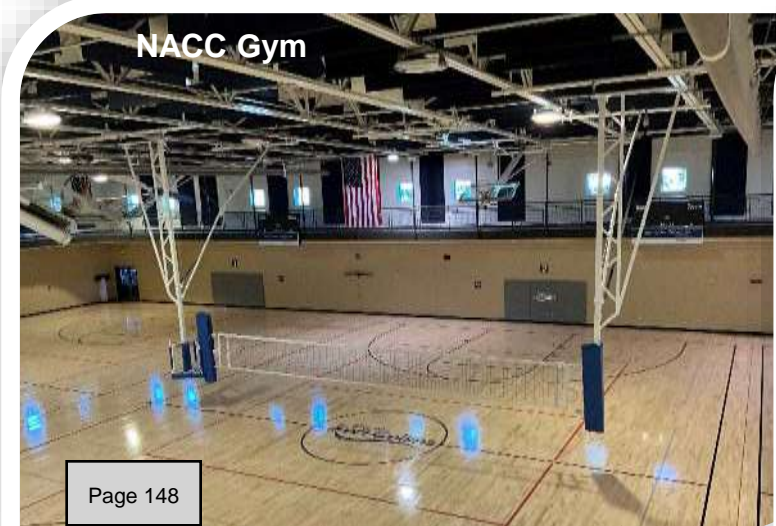
The FarmTack Shed



Lee Martinez Court Resurfacing



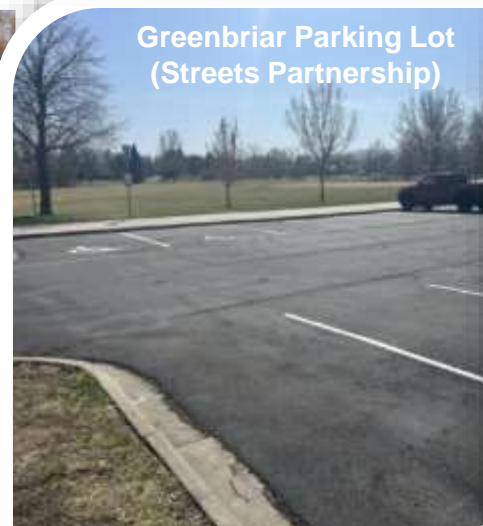
Rabbitbrush Playground PIP



NACC Gym



Buckingham ADA improvement

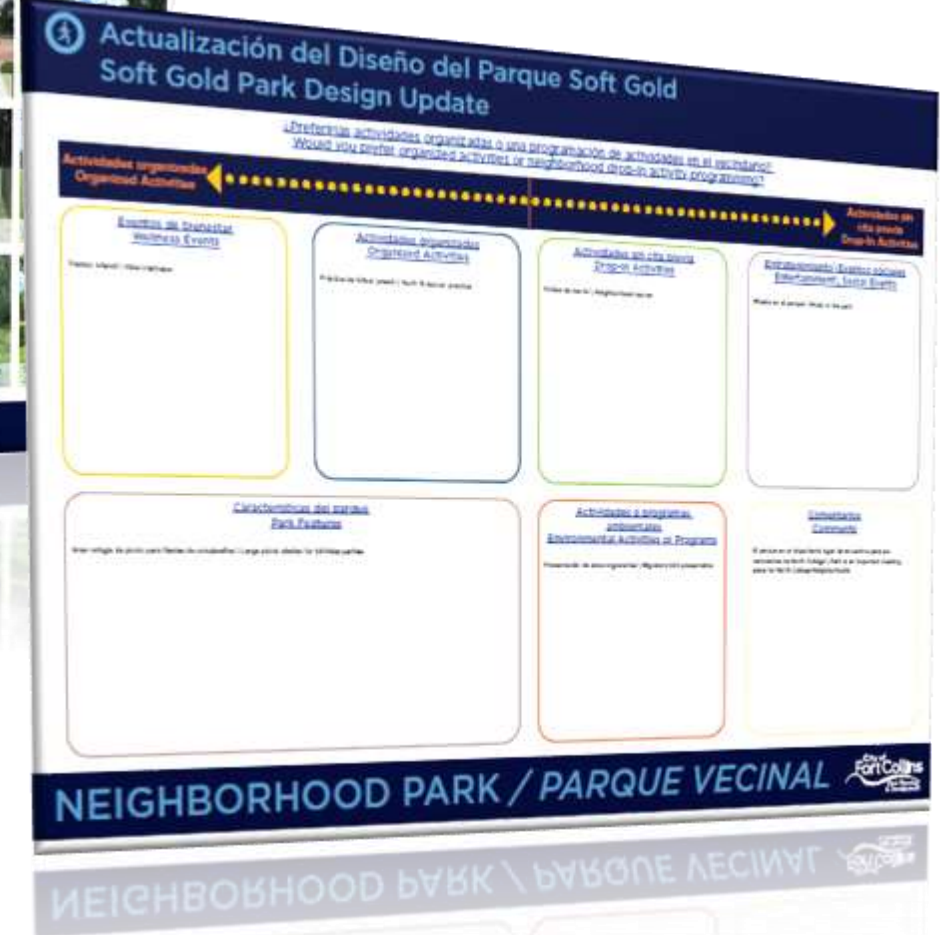
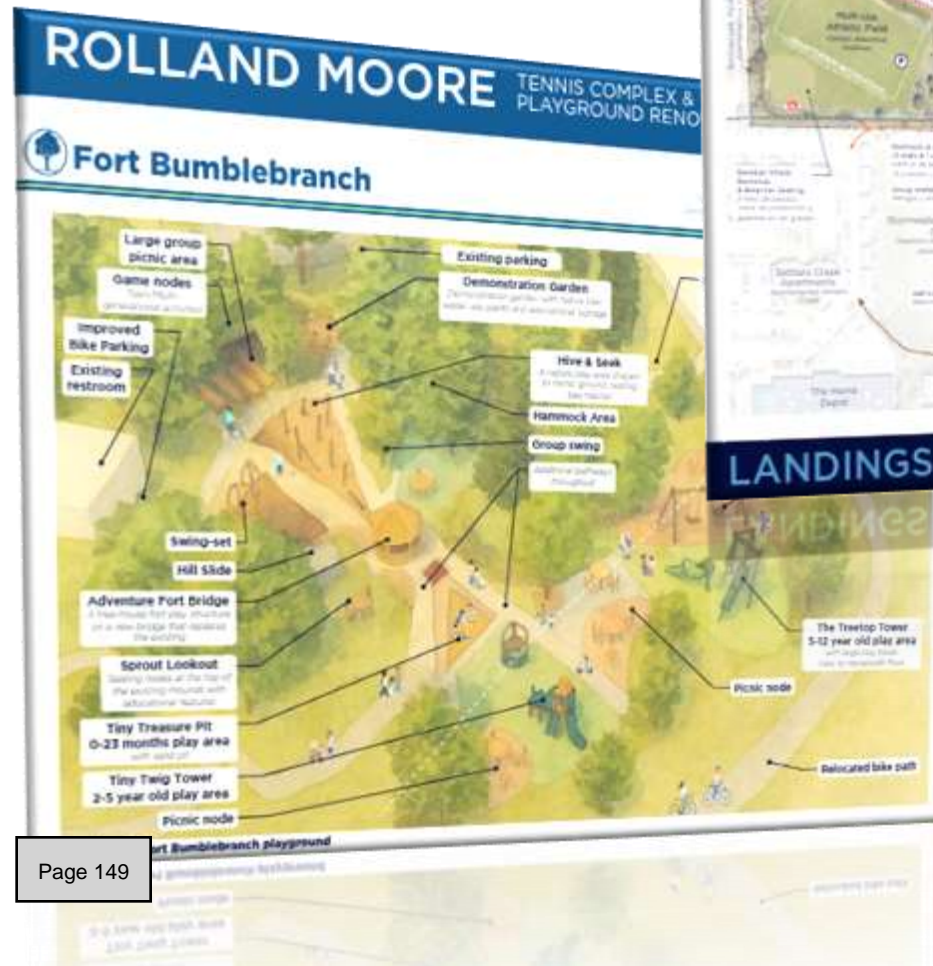


Greenbriar Parking Lot  
(Streets Partnership)

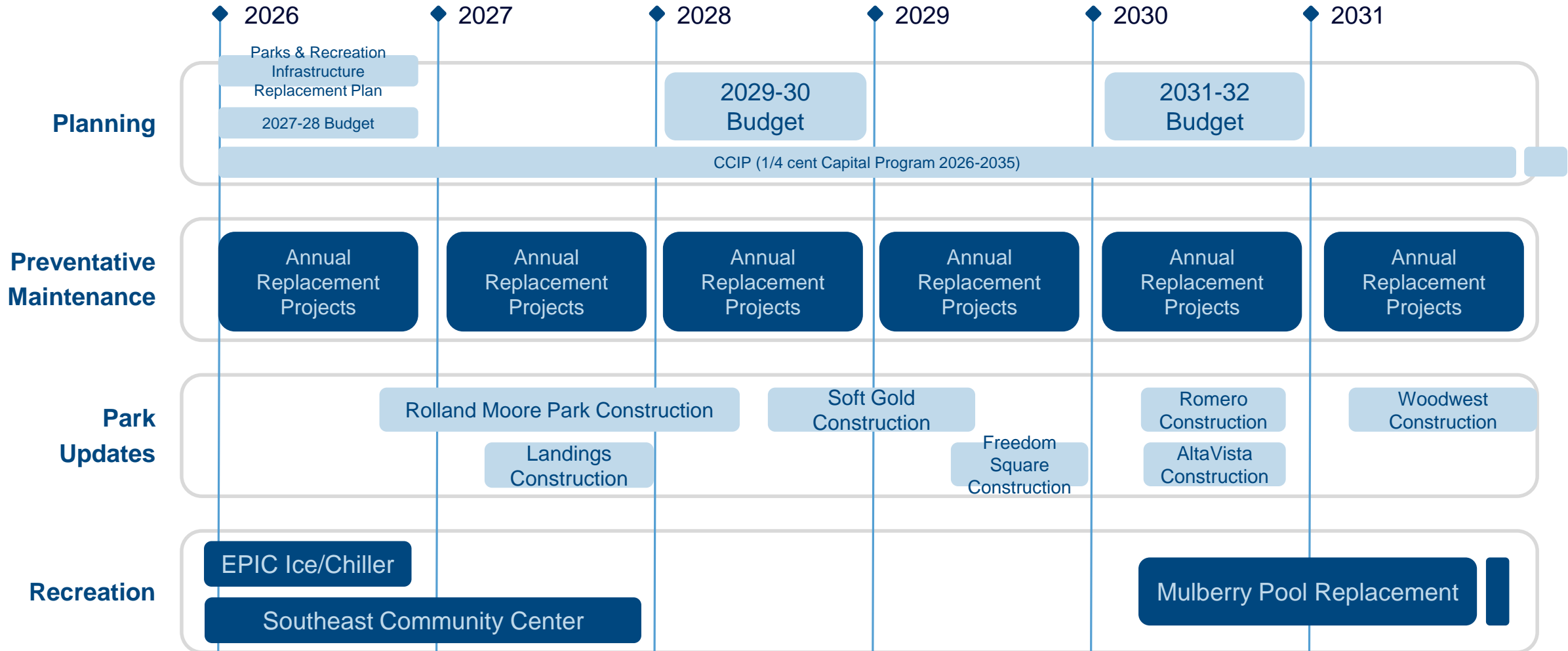


City Park Walkway





# Year Look Ahead / Revisited Every 2 Years





**What feedback do Councilmembers have on the 2050 Parks and Recreation Tax implementation strategy?**



**2050 Tax Project Sign  
(Spanish on reverse)**





# Parks and Recreation By The Numbers




**10** Recreation  
Facilities




**55** Parks



**4** Pools  
1 outdoor &  
3 indoor



**37** Average  
age of Fort  
Collins'  
parks

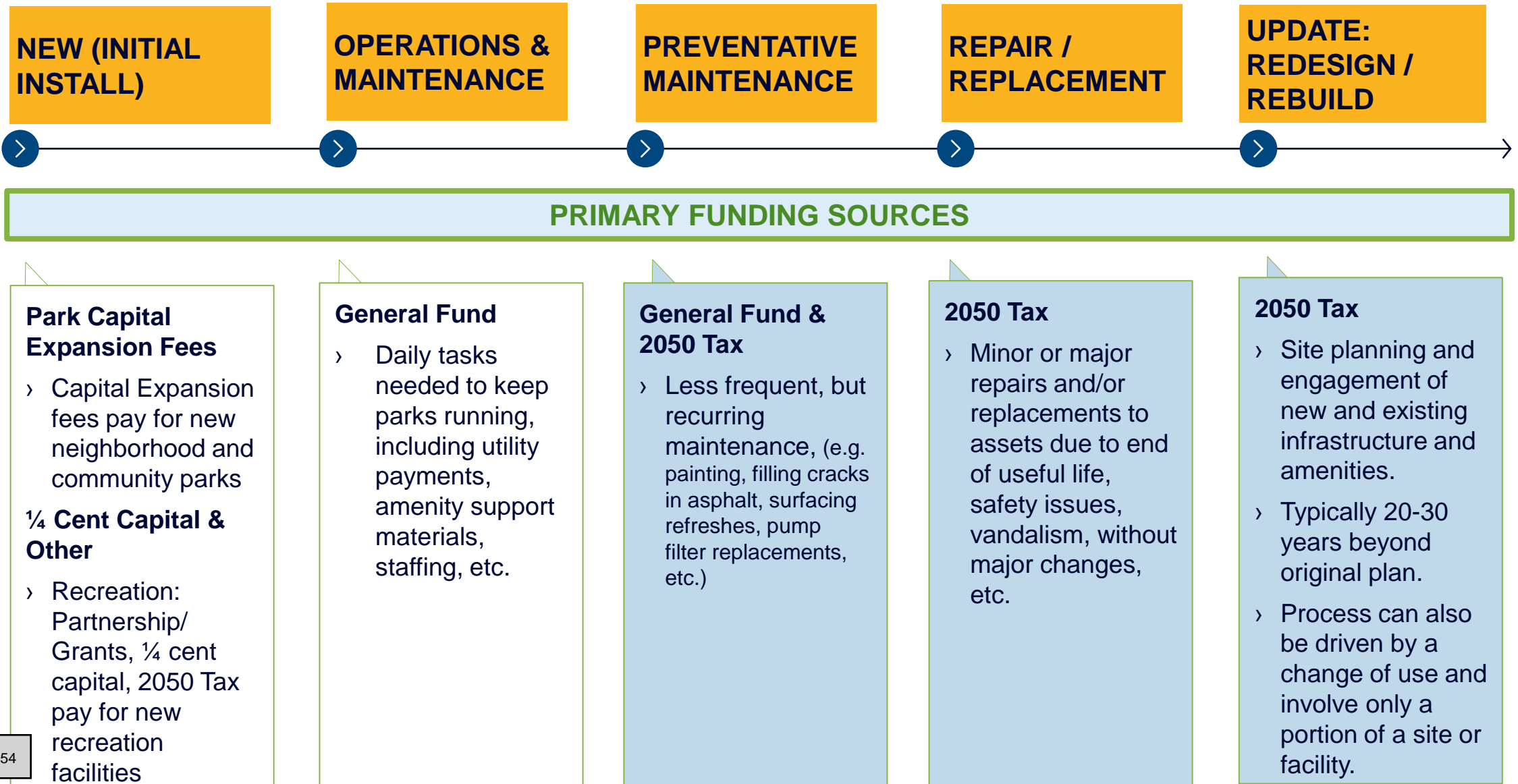


**1 Million+**  
Number of annual  
Recreation program  
participants



**1,627**  
Annual hours spent on  
playground  
maintenance, repairs &  
inspections

# The Cycle of a Park or Recreation Facility





**Asphalt Repairs**



**Painting**



**Surface Infill**



**Court  
Resurfacing**



**Lee Martinez Community Park: Before Replacement**



**Lee Martinez Community Park: After Replacement**







Missing xeric landscaping

Little architectural interest; outdated

End of useful life playground with missing play value

ADA upgrades needed for hardscapes







**File Attachments for Item:**

**4. Staff Report: Council End of Term Report 2024-2025**

The purpose of this item is to review the status and progress of the Priorities identified by Council and highlight the work and accomplishments that this Council has overseen.

December 9, 2025

## WORK SESSION AGENDA ITEM SUMMARY

City Council



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### STAFF

Ginny Sawyer, Project and Policy Manager

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### SUBJECT FOR DISCUSSION

**Staff Report: Council End of Term Report 2024-2025**

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### EXECUTIVE SUMMARY

The purpose of this item is to review the status and progress of the Priorities identified by Council and highlight the work and accomplishments that this Council has overseen.

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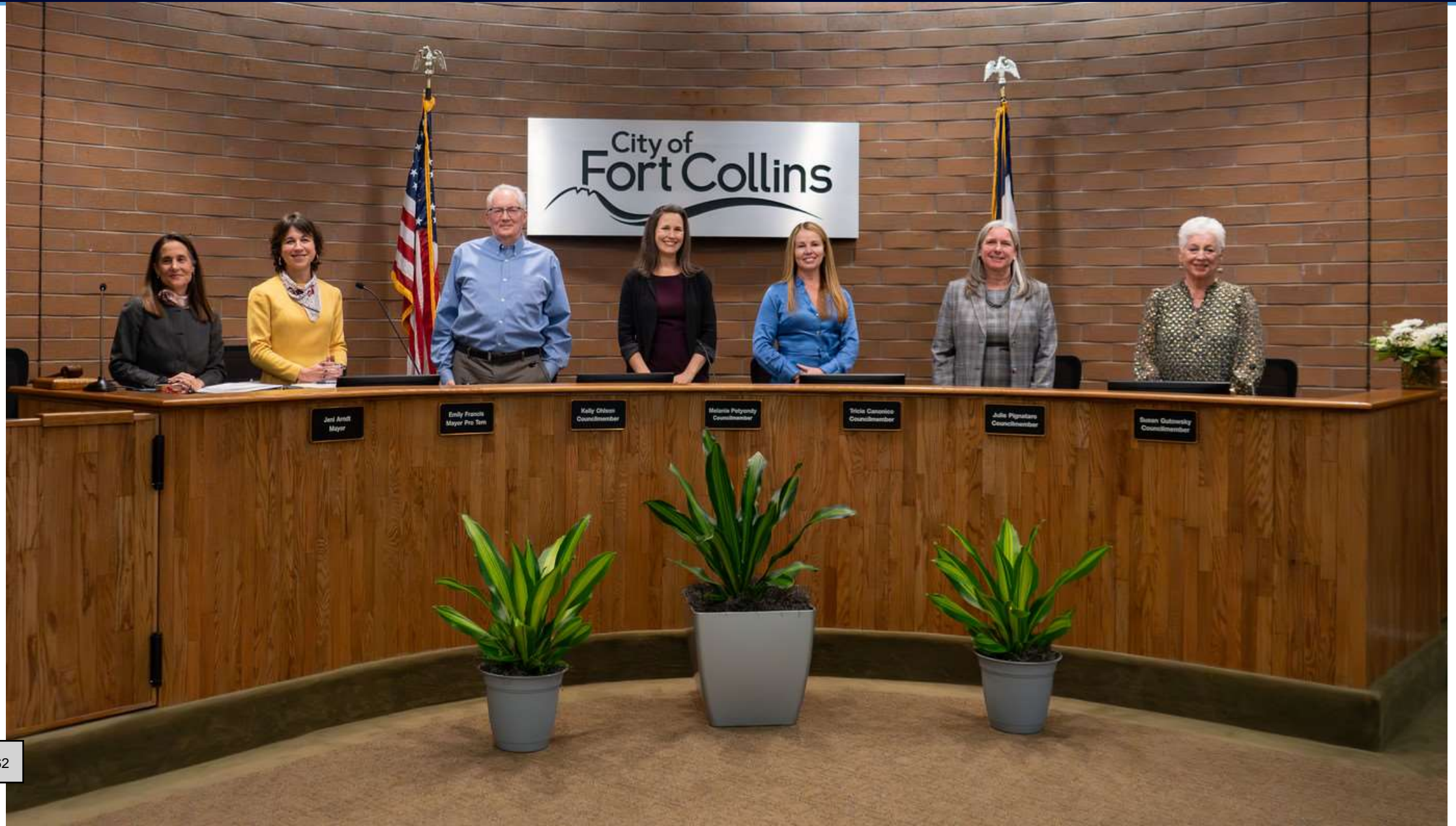
### ATTACHMENTS

1. Presentation



# 2024-2025 End of Term Report







**24 months**

**98 Tuesday meetings (~3.5 hours) .... 343 hours.**

**To date:**

**1,478 public comment sign-ups (~2 minutes)...2,956 minutes (49 hours) of public comment!**

**256 Resolutions**

**384 Ordinances**



### Neighborhood & Community Vitality

- Operationalize City Resources to Build and Preserve Affordable Housing
- Improve Human and Social Health for Vulnerable Populations



### Economic Health

- Pursue an Integrated, Intentional Approach to Economic Health
- Advance a 15-minute City by Igniting Neighborhood Centers



### High Performing Government

- Develop a Hughes Site Master Plan
- Make Government More Accessible, Approachable and Fun
- Modernize and Update the City Charter



### Transportation & Mobility

- Advance a 15-minute City by Accelerating Our Shift to Active Modes



### Environmental Health

- Accelerate Zero Waste Infrastructure and Policies
- Reduce Climate Pollution and Air Pollution Through Best Practices, Emphasizing Electrification
- Protect Community Water Systems in an Integrated Way to Ensure Resilient Water Resources and Healthy Watersheds

## Operationalize City Resources to Build and Preserve Affordable Housing

### **Streamline Development Approvals**

- 90-day review & regional alignment

### **Housing Stability and Homelessness Programs**

- Eviction prevention, legal aid, and rental registration (~70% of landlords registered); Advancing ADUs; county-wide homelessness strategic plan.

### **Reduce Costs and Barriers to Development**

- Fee offsets and fee credits; High Density Utilities and water conservation studies

### **Establish Sustainable Funding Mechanisms**

- CCIP dollars

### **Leverage Assets and Regional Collaboration**

- Land Bank acquisitions (Laporte, Montava);  
Coordinating the Regional Housing Needs  
Assessment







## Improve Human and Social Health for Vulnerable Populations

### Human Services & Homelessness Funding

- Council approved competitive funding supporting 22 human service programs (\$785k) and 9 homelessness programs (\$446k), with total FY25 human service grants reaching \$1.1M

### Direct Support to Vulnerable Populations

- Programs like the Grocery Tax Rebate, Get FoCO Digital Doorway, Gardens for All, Legal Funds (immigration and eviction), Mobile Home Park repairs, and Neighborhood Mini-Grants provided significant assistance

### Environmental Health & Air Quality Initiatives

- Healthy Homes conducted in-home air quality and radon assessments, weatherization, and fire safety workshops



## Pursue an Integrated, Intentional Approach to Economic Health

### **Business Resilience & Engagement**

- Listening sessions to identify & shape strategy

### **Licensing & Compliance Improvements**

- Streamlining of licensing processes and implementing interim improvements to enhance the business experience.

### **Workforce Development & Equity**

- ~\$40K in training grants for small businesses; regional Job Quality & Access Tool supports career pathways & workforce mobility.

### **Business Attraction & Enterprise Zone Support**

- Prospective companies & potential investment; Enterprise Zone redesign to ensure equitable access to tax credits and job creation.





## Advance a 15-minute City by Igniting Neighborhood Centers

### Land Use Code Updates

- Commercial Corridors and Centers Land Use code updates adopted.

### 15-Minute City & Place-Based Assessment

- Place-Based Assessment report; data on visitation, traffic patterns, and multi-modal access informs retail and land use planning.

### Retail Strategy & Economic Health Integration

- Assessments to identify gaps in neighborhood centers, support local businesses, and align Commercial Corridors planning with broader economic and 15-Minute City goals.



## Advance a 15-minute City by Accelerating Our Shift to Active Modes

### Community Engagement & Safety

- Asphalt art projects; Open Streets event (~14,000 attendees); Hosted the National Safe Routes to School

### Funding & Budget Support

- \$1.7M grant & budget supporting active mode maintenance, quick-build safety improvements, asphalt art continuation, and high-injury network upgrades.

### Multi-Modal Infrastructure & Trails

- 23 lane miles of buffered/improved bike lanes, 4 miles of separated bike lanes, 13 bike/ped crossings, Strategic Trails Plan adoption, and \$67M in capital transportation projects under construction.







## Accelerate Zero Waste Infrastructure and Policies

### Expanded Yard Trimmings Composting

- Curbside yard trimmings collection automatically included in the new hauling program led to 46–80% more households participating.

### Infrastructure Planning for Food Scraps & C&D

- Grant funded effort identified feasible pathways for food waste composting and construction & demolition recycling. CCIP funding.

### County Collaboration & Funding

- Exploring partnership with Larimer County for mixed C&D facility.



## Reduce Climate Pollution and Air Pollution Through Best Practices, Emphasizing Electrification

### Building Electrification & BPS Pilot

- Pilot of Building Performance Standards utilizing 5 buildings to test policy assumptions.

### Zero Carbon New Construction Code

- Adoption utilizing community advisory and Code Review Committee engagement guiding recommendations.

### Incentive Programs & Infrastructure Planning

Residential electrification incentives remain; evaluating distribution grid and operational technology to support future energy transition.

### Electrification of Transportation & Fleet Vehicles

- Electric Vehicle Readiness Roadmap (EVRR) update underway; Panasonic SMART grant pilot supports fleet electrification and EV charging infrastructure, with Phase 2 negotiations ongoing.





## Protect Community Water Systems in an Integrated Way to Ensure Resilient Water Resources and Healthy Watersheds

### One Water Action Framework

- Phase I completed, Phase II scope in development to refine goals, strategies, and a comprehensive One Water Plan.

### Halligan Water Supply Project

- Key milestones: 60% dam design, CSU hydraulic model, 1041 permit approvals, and public engagement; funding strategies include CWCB loans, state programs, and grants.

### Water Efficiency Plan & Water Supply Requirements & Allotments

- Adopted and implemented



## Develop a Hughes Site Master Plan

### Civic Assembly

- First time process implemented resulting in ballot referral.

### Ballot Outcome

- Civic Assembly recommendation approved by voters.



# orities and Progress: High Performing Government

## Make Government More Accessible, Approachable & Fun

### Digital Accessibility; Access Fort Collins

- Digital audits & training, Access FC implemented

### Customer & Digital Experience Enhancements

- Implementation of Qualtrics platform; Website redesign, legislative management, 311 services, and eNewsletter system improvements.

### Community Engagement & FUN Initiatives

- Creative social media campaigns, events like Bike to Work Day, EcoFest, cultural celebrations, and seasonal activities fostered community connection and participation.







## Modernize and Update the City Charter

### Election Code Committee

- Work throughout term resulting in 6 recommended charter changes.

### Ballot Outcome

- 5 of 6 Charter amendments approved.



# ditional Highlights

- Banning of puppy/kitten retail sales
- Urban Forest Strategic Plan
- Updated appeals process
- Strategic Trails Plan
- Natural Areas Strategic Framework
- Mobile Home Park work
- Noise related ordinances
- Hard budget work
- Passage of:
  - Street Maintenance tax renewal
  - Community Capital Improvement Program tax renewal
  - On-going Natural areas tax renewal





## Special Shout-Out: Urban Renewal Authority

- \$3.22 million loan and \$100k grant to a new 76-unit income-restricted affordable housing project to be constructed at 302 Conifer Street.
- Purchased:
  - Former Budget Host motel at 1513 North College Ave.
  - Former Albertsons property at 1636 North College Ave.
- Received \$12.4 million to help fund projects in the North College Urban Renewal Plan area.
- \$293k partnership with the City and Fort Collins DDA to accelerate pedestrian and bicycle infrastructure improvements at the intersection of Vine Drive and Jerome Street.





- Oak Street Project
- Siphon Overpass
- Active Modes/Bike infrastructure
- College and Trilby
- Shields Street
- Mountain Brick repair
- Street Maintenance Program
- Pedestrian Sidewalk Program
- LaPorte Ave
- Centre Ave



- Art in Public Places 30<sup>th</sup>
- Tailwinds Park Opening
- The Farm 40<sup>th</sup>
- Connexion 20,000 customers
- Center for Creativity opening
- 911 Memorial Grand Opening
- Veteran's Plaza sign unveiling
- Transfort 50<sup>th</sup>
- Gardens on Spring Creek 20<sup>th</sup>





- Business Celebrations
- Cultural celebrations
- First Fridays
- CityWorks 101
- FoCo Pop concerts
- Bike to work days
- Open Streets
- Eco-fest
- Volunteer Engagement/Next Gen
- Neighborhood Night Out







What reflections do  
Councilmembers have?

Are there other  
accomplishments you  
would like to share?

