CITY OF FARGO

2025 DOWNTOWN PARKING STUDY

THE CITY OF Fargo FAR MORE

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Introduction

KLJ Engineering LLC and Kimley-Horn recently completed a downtown parking study for the City of Fargo. The purpose was to evaluate public parking demand, maintenance needs, and asset management in downtown Fargo utilizing industry standard practices. The existing and projected conditions are summarized herein. Refer to the appendices listed below for a detailed analysis and summary of study findings.

- Existing Parking Inventory and Utilization (Appendix A)
- Demand & Utilization Analysis (Appendix B)
- Parking Agreement Analysis (Appendix C)
- Parking Service Delivery Organization Analysis (Appendix D)
- Parking Operations, Maintenance & Capital Needs Analysis (Appendix E)

Data and Previous Study Precedents

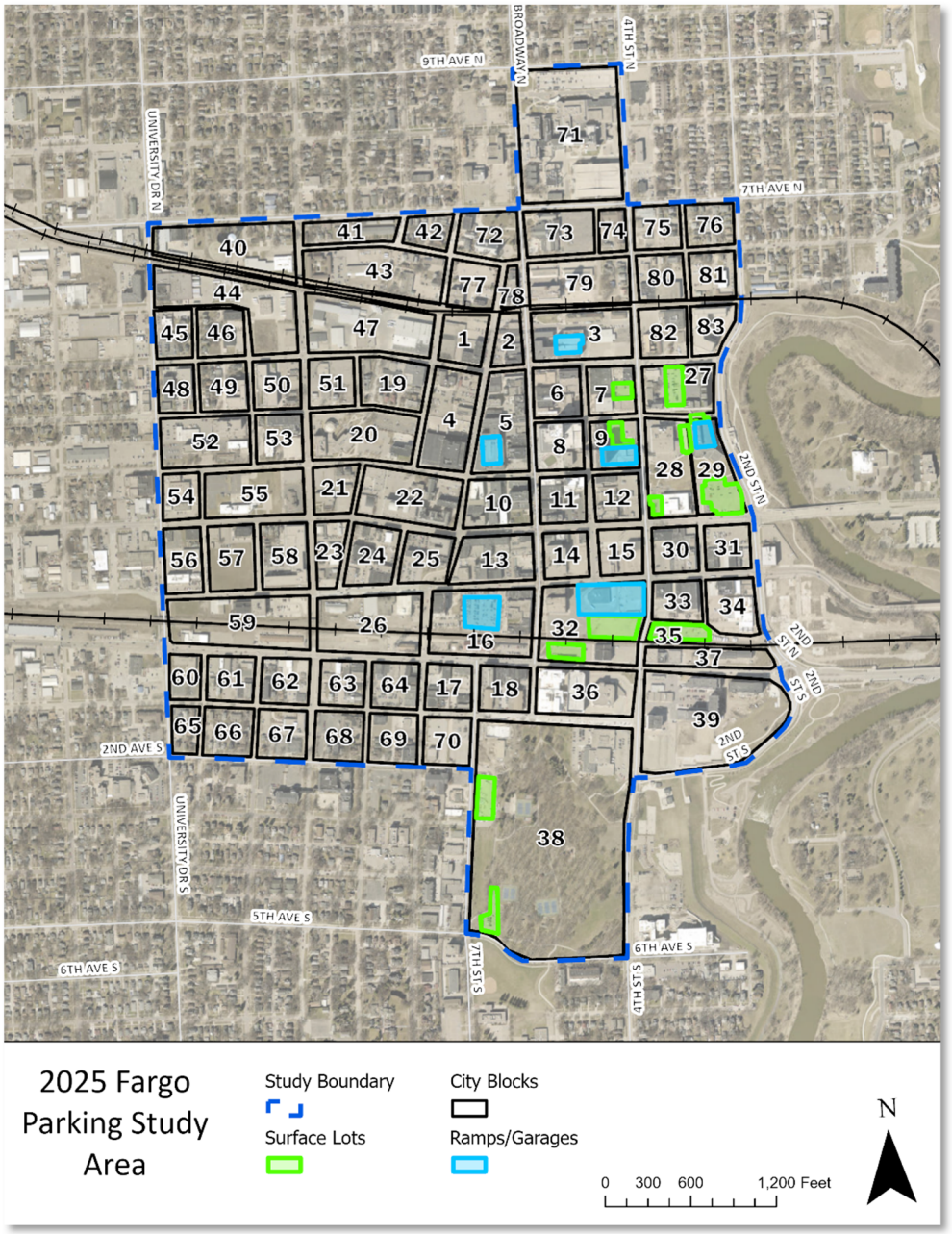
The analysis involved a review of data from the following studies:

- *1999 Fargo Downtown Parking Study* (1999 Study)
- *2012 Fargo Parking Evaluation* (2012 Study)
- *2015 Parking Ramp Site Evaluation* (2015 Study)
- *2018 Fargo/West Fargo Parking & Access Requirements Study* (2018 MetroCOG Parking Study)
- *2018 Downtown InFocus/2023 Take Action Update*
- *2050 Baseline Demographics Forecast*
- *2024 Growth Plan Update*
- *2024 Facilities Report*

Existing Parking Inventory and Utilization

The 2025 Fargo Parking Study's study area is defined as Fargo's *Central Business District*. The 2025 study expanded the study area from the previous *2012 Study* to include a total of 83 blocks (**Figure ES1**). The 2025 study also differs from the *2012 Study* in that it provides analysis for public/City owned on- and off-street parking facilities only.

Figure ES1 - Study Area and Block Number Assignment



Study Area Parking Inventory Methodology

Field inventory data was collected on a single (mid-week) business day from 9am to 4pm on Thursday May 22, 2025. Eight (8) hourly counts were conducted each hour between 9am and 4pm using a combination of drones that captured aerial imagery, field personnel, and data provided by Interstate Parking (IP) for the City owned structured parking facilities.

On- and Off-Street Parking Inventory

Within the *2025 Fargo Parking Study's* study area, there are currently a total of 4,896 on- and off-street public parking spaces. The public parking inventory is nearly evenly distributed between on- and off-street facilities (54% and 46% respectively). **Table ES1** summarizes the study area's total public on- and off-street parking supply, with the addition of Americans with Disabilities Act (ADA) details.

Table ES1 - Public Parking Inventory: On- and Off-Street Parking

Public Parking Inventory Summary Totals					
All Blocks	**On-Street (Inclusive of ADA)**	**On-Street ADA Spaces**	**Off-Street (Inclusive of ADA)**	**Off-Street ADA Spaces**	**Total Parking**
TOTALS	**2,654**	78	**2,242**	75	**4,896***
% of Total Public Parking	**54%**	1.6%	**46%**	1.7%	**100%**

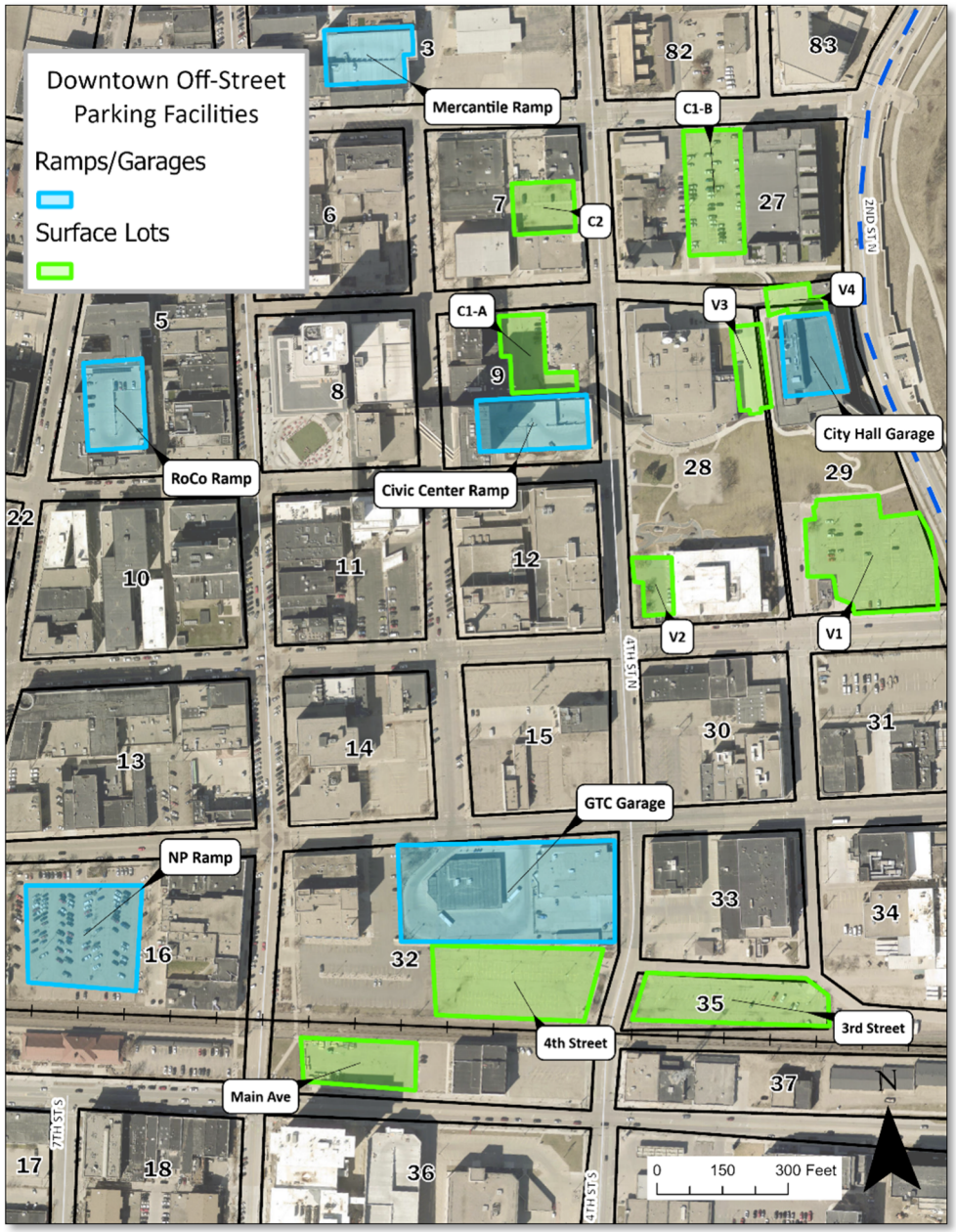
**Total Off-Street Inventory excludes NP Ramp spaces (461).*

Public Off-Street Parking Facilities

The City-owned parking facilities include 12 surface-lots, four (4) parking ramps, and two (2) underground garages.

Figure ES2 shows the locations of City-owned public off-street parking facilities (lots, ramps, garages - Island Park off-street lots not shown). Although NP Ramp is shown, it has been excluded from the current inventory as it was not yet open to the public when this study was completed.

Figure ES2 - Downtown Off-Street Parking Facilities Inventory Map



On- and Off-Street Occupancy & Peak/Average Utilization

In accordance with parking and mobility industry standards, on- and off-street parking utilization typically adheres to the following guidance:

On-Street Utilization

- Under 60% is underutilized
- 60-80% is optimal on-street parking utilization
- 80% or greater is approaching effective full utilization rate.

Off-Street Utilization

- 90% or greater is approaching effective full occupancy.

Table ES2 details that peak weekday utilization for on-street parking occurred at 12pm with 41% occupied. On-street average utilization is 37%. This is significantly underutilized per industry standards.

Table ES2 - On-Street Average and Peak Public Parking Utilization Summary

On-Street Hourly Parking Utilization, Thursday, May 22, 2025									
Total Capacity: 2,654	**Totals**								
	9am	**10am**	**11am**	**12pm (Peak)**	**1pm**	**2pm**	**3pm**	**4pm**	**Hourly Avg.**
Total Occupancy	910	951	984	**1087**	1070	978	919	918	**977**
% Occupied	34%	36%	37%	**41%**	40%	37%	35%	35%	**37%**

Table ES3 (next page) summarizes off-street peak and weekday average utilization. Due to the unavailability of hourly utilization data for the GTC and City Hall garage, the NP ramp being under construction, and Island Park Pool lot being closed for construction activity at the time of the survey, these have been removed from the utilization totals. Weekday peak utilization for off-street parking occurs between 11 am and 12 pm with a peak average of 37%. The average hourly utilization for the ramps is 40% whereas the lots are 32%. Both the peak and average utilization are well below industry standards for effective utilization. Refer to **Figure ES3** and **Figure ES4** for maps of the study area peak and average utilization for on- and off-street facilities.

Table ES3 - Off-Street Average and Peak Public Parking Utilization Summary

Block #	Ramp Name	Total Ramp Capacity: 1056	Off-Street Hourly Parking Utilization by Ramp								
			Time of Day	9am	10am	11am	12pm	1pm	2pm	3pm	4pm	Hourly Avg.
3	Mercantile	354	% Utilized	21%	24%	25%	26%	24%	23%	21%	21%	23%
5	RoCo	460		44%	47%	47%	50%	49%	46%	45%	45%	47%
9	Civic Center	242		52%	55%	55%	54%	52%	52%	51%	48%	52%
			Average Ramp Utilization	**38%**	**41%**	**42%**	**43%**	**41%**	**39%**	**38%**	**38%**	**40%**
Block #	**Lot Name**	**Total Lot Capacity: 833**	**Off-Street Hourly Parking Utilization by Lot**								
			Time of Day	**9am**	**10am**	**11am**	**12pm**	**1pm**	**2pm**	**3pm**	**4pm**	**Hourly Avg.**
7	C2	40	% Utilized	18%	20%	30%	33%	33%	33%	35%	35%	30%
9	C1-A	32		59%	**66%**	**66%**	56%	**63%**	59%	**66%**	59%	**62%**
27	C1-B	109		52%	50%	55%	52%	51%	57%	57%	57%	54%
28	V2	16		44%	**63%**	**69%**	**75%**	**69%**	**81%**	**75%**	50%	**66%**
29	V1	147		6%	10%	10%	13%	15%	14%	16%	16%	13%
29	V3	38		39%	32%	32%	39%	21%	24%	32%	47%	33%
29	V4	12		58%	42%	50%	**67%**	50%	58%	58%	58%	55%
32	4th Street	167		23%	25%	28%	23%	22%	25%	24%	22%	24%
32	Main Ave	66		2%	2%	2%	2%	2%	0%	2%	2%	2%
35	3rd Street	146		55%	56%	**60%**	56%	56%	57%	55%	51%	56%
38	Island Park	60		1%	1%	1%	1%	1%	1%	2%	2%	1%
			Average Lot Utilization	**30%**	**31%**	**33%**	**33%**	**32%**	**33%**	**35%**	**32%**	**32%**
Total Current Public Parking Off-Street Capacity:		**1,889***	**Total Off-Street Parking Utilization**	**34%**	**36%**	**38%**	**38%**	**37%**	**37%**	**37%**	**35%**	**37%**

**Due to the unavailability of hourly utilization data for the GTC and City Hall garage, the NP ramp being under construction, and Island Park Pool lot being closed for construction activity at the time of the survey, these have been removed from the total public off-street parking capacity and utilization rates.*

Figure ES3 - On- and Off-Street Peak Utilization

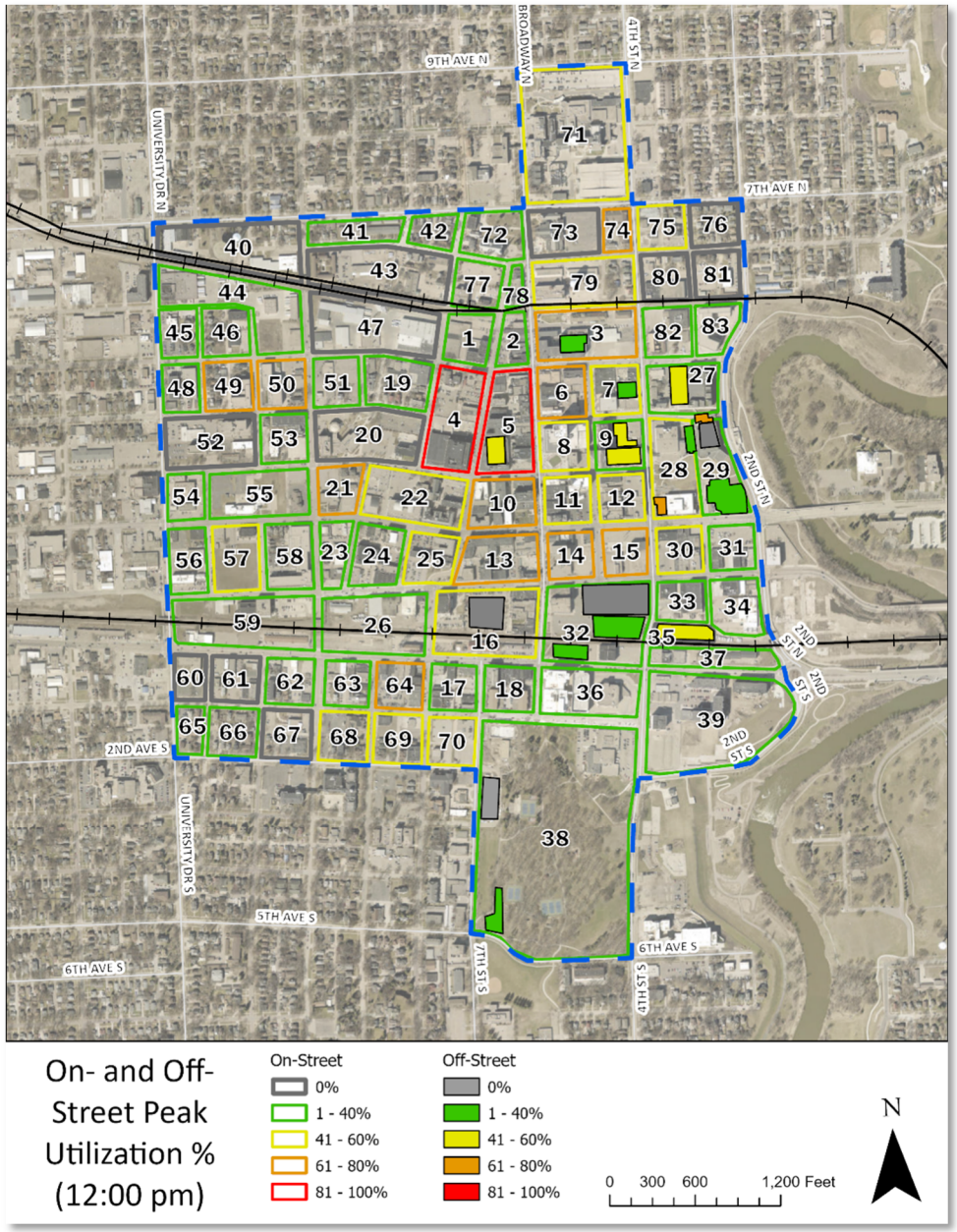
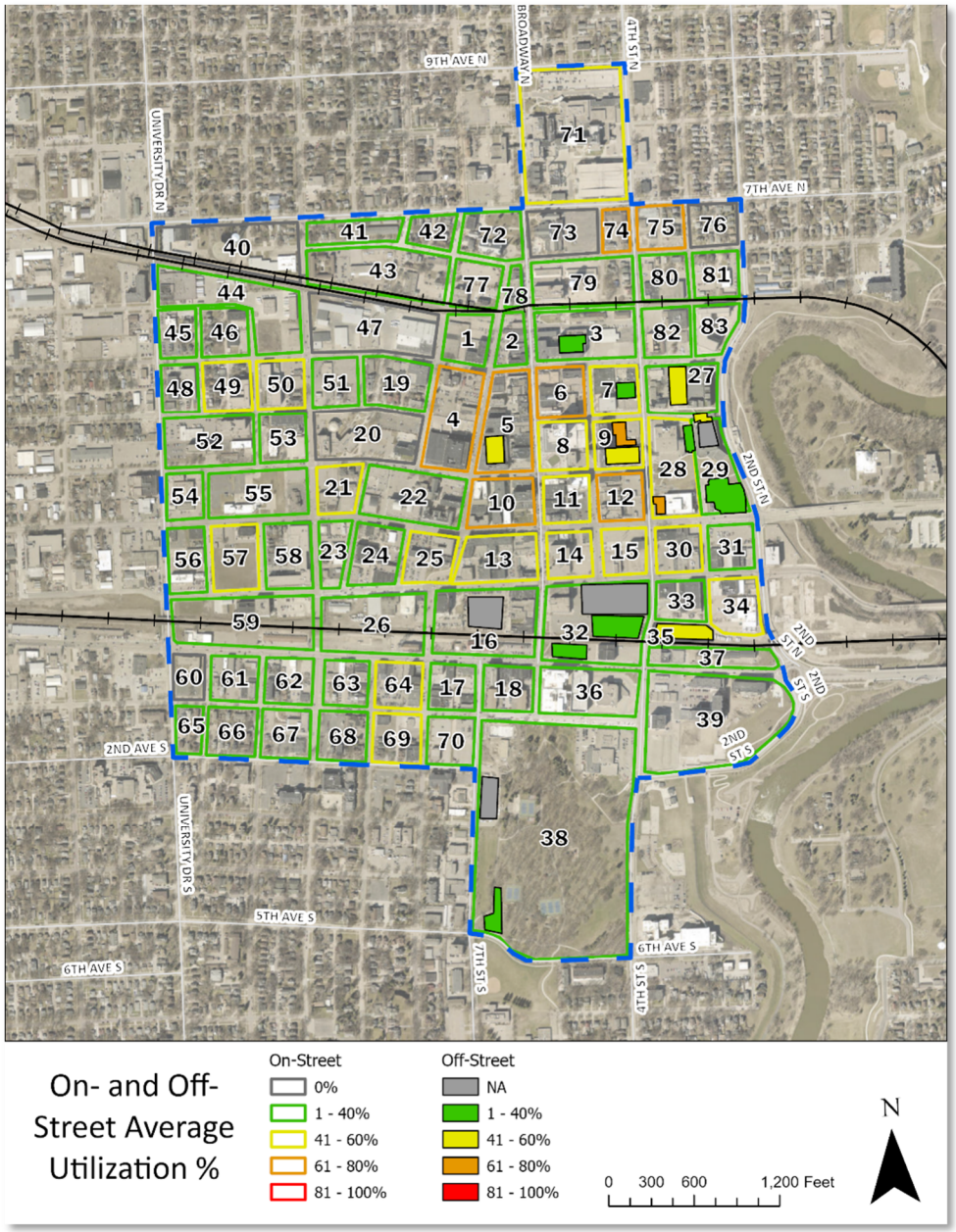


Figure ES4 - On- and Off-Street Average Utilization



On-Street Parking v. Adjacent Ramp Utilization

The study reviewed on-street time zone turnover for the highest utilization blocks to better understand impacts on utilization. In addition, a comparison was made between the utilization of the on-street parking immediately adjacent to the parking ramps.

Turnover of on-street parking along block 5 as well as on-street parking along Broadway between NP Avenue to 4th Street North between the hours of 11am and 2pm was considered. It was determined that nearly 10 percent of the on-street parking along block 5 was in violation of the time zones. This increased to 18 percent along the Broadway corridor.

Comparison of the peak utilization for on-street parking adjacent to the three active parking ramps suggests the abundance of free on-street parking may influence the low utilization of the off-street parking facilities. The peak hour utilization for on-street parking adjacent to RoCo and Civic Center was 20% higher than the ramps (refer to **Table ES4** for RoCo). This increases to 50% for Mercantile.

Table ES4 – On- and Off-Street Public Parking Occupancy Comparison at RoCo

On- and Off-Street Public Parking Occupancy Comparison					
Time	Roberts Commons		Adjacent Blocks *		Total Parking Demand
	Capacity	Utilization	Capacity	Utilization	
11 am	460	47%	343	64%	436
12 pm	460	50%	343	70%	470
1 pm	460	49%	343	70%	466
2 pm	460	46%	343	57%	407
3 pm	460	45%	343	59%	409

**Peak utilization. Included Blocks: 2, 4, 5, 6, 8, 10*

The study data suggests the three ramps on-line at the time of the study would be able to support nearly all of the parking needs for the adjacent blocks (blocks directly connected to the ramp block). Some items to consider as the city looks to better utilize the ramps may be increased enforcement for on-street parking and reductions in the on-street parking time zones.

Future Demand & Utilization Analysis

As was outlined in the existing inventory and utilization discussion, the current public City-owned parking inventory in the downtown Fargo study area outpaces current demand. However, how does this compare to future demand? As shown in the following sections, the existing inventory appears to meet the Downtown parking needs for the next 20 years.

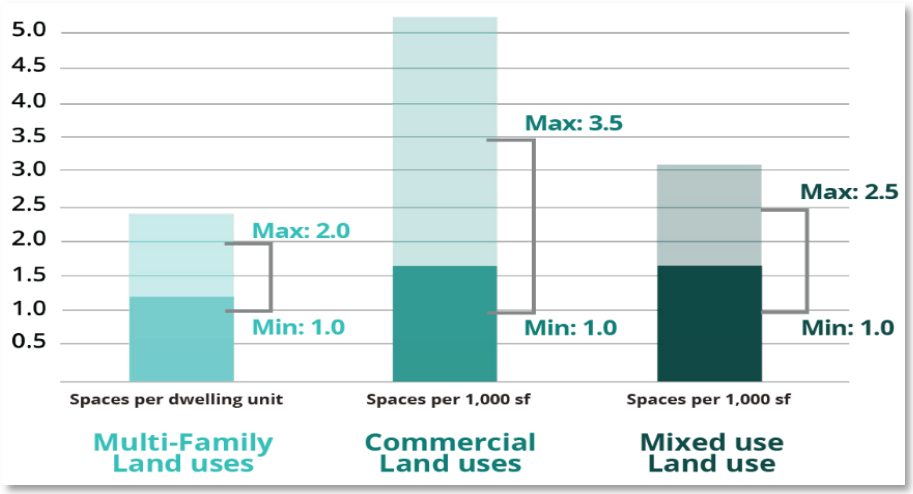
Land Use and 2026 Land Development Code (LDC) Guidance

A major theme of Fargo's 2024 Growth Plan Update was the acknowledgment that the Land Development Code (LDC) was outdated regarding the code's minimum parking standards and parking placement requirements. The 2024 Growth Plan[1] and the 2018 MetroCOG Parking Study[2] supported the intention to rethink City growth that was previously guided by traditional land use planning and instead implement a "place type" land use planning methodology. The "place-type" approach aims to apply the appropriate minimum and also establish maximum parking requirements, which are aligned with national parking standards. As such, guidance from the 2018 MetroCOG Parking Study was utilized herein for the demand and future parking needs analysis (See **Figure ES5 -** Retrieved from the 2018 MetroCOG Parking Study).

[1] Fargo Growth Plan 2024. Retrieved from: https://czb.app.box.com/s/94b9qbo0rwb03d7vln4z0j2m6o3o6nvm

[2] Metro COG Fargo / West Fargo Parking and Access Requirements Study (2018), pg. 35. Retrieved from https://fmmetrocog.org/application/files/7115/4421/8218/Report_Draft_revisions_reduced_size__12-5-2018.pdf

Figure ES5 –Min. / Max. Parking Requirements



Projected Utilization and Demand

The 2024 Growth Plan and development of the 2026 LDC are direct outcomes of the 2023 Downtown *InFocus* Study which reiterated that a reduction in on- and off-street parking would have little impact on the overall future parking demand as there is ample capacity within the existing parking ramps.

The City of Fargo's downtown development strategy, well documented within the 2024 Growth Plan Update[3] and the 2023 Downtown *InFocus* Study[4], identified underutilized sites available for potential (re)development (**Figure ES6).** Parking requirements related to potential (re)development projects (i.e., a new convention center), at underutilized sites would require parking needs to be determined by existing codified minimum and maximum parking requirements and the square footage, occupancy, and land use place-type of proposed new development.

Also shown in **Figure ES6** are the locations of public *AND* privately owned off-street parking facilities. There are approximately 50 privately owned off-street parking facilities present in downtown Fargo, which adds to the downtown parking supply, which have not been accounted for in the current study.

Figure ES6 - Underutilized Sites and Surface Parking Map

[3] *Fargo Growth Plan 2024. Retrieved from: https://czb.app.box.com/s/94b9qbo0rwb03d7vln4z0j2m6o3o6nvm*

[4] *2023 Downtown InFocus Take Action plan. Retrieved from: https://download.fargond.gov/0/downtown_fargo_in_focus_-_update_-_nov2023.pdf. Map Source: Downtown InFocus Take Action plan. Pg. 44.*

Future Parking Demand

This study used the following control inputs to produce a rough order magnitude (ROM) estimate for downtown parking demand for the years 2035 and 2045:

- Study Years (1999, 2012, 2025)
- Current 2025 Fargo/Moorhead MSA Population
- Forecasted "Most Likely" Population (MSA - 2035 and 2045)[5]
  - Population Growth Estimated Percent Increase (MSA)
- Total 2025 Parking Capacity (5,357 on- and off-street spaces)
- Available Parking Spaces per 1,000 People (MSA)
- 2025 Average parking demand
- 2025 Peak parking demand

Based on potential future development, **Table ES5** provides generalized parking demand ratios which can be applied to anticipated or proposed future (re)development projects.

Table ES5 – Generalized Parking Demand

Generalized Parking Demand				
Land Use	**On + off-Street Spaces**	**Off-street Spaces**	**Per Unit**	**Maximum / Minimum (# of Spaces provided/used)**
Commercial	3.49	2.85	1,000 SF*	3.5 / 1.0
Mixed Use	1.74	1.54	1,000 SF	2.5 / 1.0
Residential	1.05	1.08	Spaces per Dwelling Unit	2.0 / 1.0

**SF = Square Feet of Leasable Space*

Table ES6 shows the resulting future parking supply output as calculated based on the static/current 2025 parking supply, control points for available parking spaces per 1,000 people, and estimated MSA population percent increase. Based on **Table ES6** data points, three demand scenarios are considered, herein.

Table ES6 - Estimated Demand Forecast for years 2035 and 2045

Estimated Demand Forecast for years 2035 and 2045								
Year	**Population / Forecasted "Most Likely" Population (MSA)**	**Total Current Parking Supply (On- and Off-Street Capacity Combined)***	**Parking Spaces Available Per 1,000 People (MSA)***	**Population % Increase**	**Current Avg. Demand**	**Future Avg. Demand**	**Current Peak Demand**	**Future Peak Demand**
2025	276,882	4,896	1.77	11%	**1,811**	NA	**1,934**	NA
2035	318,346	4,896	1.54	15%	NA	**2,083**	NA	**2,224**
2045	335,540	4,896	1.46	5%	NA	**2,187**	NA	**2,335**

**Excludes the NP Ramp*

[5] *METRO COG MSA Population Forecast Projections – "Most Likely" Retrieved from: https://www.fmmetrocog.org/application/files/7416/6783/1804/FM-Metro-Population-Projection_DRAFT_November_2022.pdf*

1. "No Build" – Low Growth Demand (Average Demand)

In the "No Build" scenario, parking capacity remains static (no additional parking is added to the system) while future demand is based population growth using average utilization. This results in an estimated 2,083 spaces required to meet average utilization in 2035 and 2,187 in 2045. Even with this projected increase, the existing 2025 public parking supply is more than sufficient to accommodate future parking demand in this scenario. The projected average utilization increases from 37% in 2025 to 45% in 2045, which is still underutilized by industry standards.

2. "No Build" – High Growth Demand (Peak Demand)

Parking capacity remains static based on the current parking supply, and the future demand is based on peak utilization and population growth. This results in an estimated peak weekday parking demand of 2,224 in 2035 and 2,335 peak weekday demand in 2045. The current 2025 public parking supply of 4,896 is more than sufficient to accommodate future parking demand over the 20-year forecast horizon. The projected peak utilization increases from 41% in 2025 to 48% in 2045.

3. "Full Build Utilization" – Land Use Demand

This method considers the amount of development that can be supported with the current public parking supply. The parking capacity remains static, but it assumes that underutilized parcels within the study area will be developed. Therefore, it is necessary to outline how future parking demand is affected as square footage of development increases in downtown Fargo over time.

Table ES7 provides an example matrix of incremental build out of underutilized land and how future parking demand is affected as square footage of development increases in downtown Fargo over time.

The data provides an estimation of future parking space required in relationship to land use type and average of minimum and maximum parking spaces required per 1,000 SF of development (commercial/mixed use) or by spaces required per dwelling unit (residential). In this example, for simplification, new development is distributed evenly among land use types. The results show that additional parking would not be warranted until the cumulative new development in downtown were to reach approximately 550,000 SF of additional development/building space.

Table ES7 - Example Parking Demand Threshold: Triggering Need for New Off-Street Public Parking Facilities

Example Parking Demand Threshold: Triggering Need for New Off-Street Public Parking Facilities							
Land Use	Average of Min. / Max. Recommended # of Spaces	Per Unit	Future New Development Parking Spaces Required by Square Footage: Increment Examples				
			10,000	50,000	100,000	200,000	550,000
Commercial	2.25	**Spaces per 1,000 SF**	22.5	112.5	225.0	450.0	1,237.0
Mixed Use	1.75	**Spaces per 1,000 SF**	17.5	87.5	175.0	350.0	963.0
Residential	1.5	**Spaces per Dwelling Unit**	15.0	75.0	150.0	300.0	825.0
Total Required Parking Spaces			**55.0**	**275.0**	**550.0**	**1,100.0**	**3,025.0**

**Example Residential based on applying a constant of 1,000 sq. ft. per dwelling unit*

Public parking supply outpaces current demand and future demand for the next 20 years. The anticipated opening of the NP ramp in the fall of 2025 will add additional capacity and increase the public parking surplus well beyond the industry standard full utilization rates. However, the opening of the NP ramp will likely alleviate "spot" location parking "deficiencies" such as adjacent to Block 5 and the RoCo ramp, and the Broadway corridor. Future growth, redevelopment and reinvestment will certainly increase parking demand and create localized parking challenges. However, the future demand projections included herein suggest the current parking infrastructure will support redevelopment and growth through 2045.

Parking Agreement Analysis

This section reviews the various agreements associated with development, ownership, and management of public parking facilities.

Public-Private Partnerships

In the past ten years, Public-Private Partnerships (P3) agreements have been used to expand public parking supply at Roberts Commons (RoCo), Mercantile, and Northern Pacific Avenue (NP) ramps. There are multiple agreements tied to each of these public parking facilities, including condominium and lease agreements. Opportunities to enhance the existing development agreements are limited due to restrictions set forth in the North Dakota Century Code. However, the following opportunities for enhancements of future P3 agreements are provided for consideration.

Enhancement Opportunities

It is suggested the City retain a more active role in defining the scope of services for the facility management associated with future agreements, preferably maintaining the contract for the facility management.

Condominium agreements should clearly define and map operations and maintenance roles and responsibilities and more accurately define cost sharing for these activities based on historical financial information. This could include integrating common area maintenance responsibilities under one vendor contract to gain economies of scale.

Parking Management Agreement

The City has traditionally outsourced the day-to-day operations of public parking to a third-party vendor. In 2014, the City entered into a parking management agreement with Interstate Parking (IP) to operate and maintain off-street public parking lots and parking garages. Since 2014, the contract with IP has been amended six times. The following enhancement opportunities should be considered as the City develops a Request for Proposal for Parking Management Services in the coming months.

The City would benefit from the development of a new, modern parking management agreement. The City's public parking portfolio, and the needs of the program, has changed dramatically since 2014. As a reflection of this change, a new parking management agreement would provide the City and its selected third-party parking management operator with clear and consistent expectations for the delivery of quality public parking services.

Enhancement Opportunities

Several enhancement opportunities for the new contract include:

- **Revise** the contract compensation model from a majority management fee model to a pass-through expense with minority management fee model. This model would provide greater transparency to the City regarding the types and volumes of operating expenses at each facility. This model also allows for greater flexibility for the City to add or remove parking facilities from the portfolio without the need to amend the contract.

- **Establish** a base minimum term of 3 years with multiple 1-year options, not to exceed 5 years. These terms provide stability for the City and the operator, while maintaining the ability to modernize future contracts to respond to changing parking demands and needs.
- **Identify** a City department or division and main point of contact as the contract administrator for this agreement. Identifying the City agency and individual, or designee, will be important to actively manage the contract and provide a consistent path of communication between the third-party parking management operator and the City.
- **Incorporate** updated City requirements for parking operations functions including but not limited to:
    - Liquidated Damages and Termination Clauses
    - Operator and Subcontractor Insurance Requirements
    - Fiscal Agent Guidelines
    - E-Commerce Standards including PCI compliance
    - Information Technology Data Terms and Conditions including but not limited to cybersecurity provisions
- **Clarify** operations, maintenance, management, and enforcement requirements of the third-party vendor on a facility-by-facility basis. Removing roles and responsibilities ambiguities will set service expectations for all parties.
- **State** applicable City equipment the parking management operator would maintain and utilize over the course of the contract. Furthermore, clearly state expectations for equipment the parking management operator would need to supply as part of the contract.
- **Provide** the selected parking management operator's office space within Downtown Fargo at the site of a public parking facility free of charge. Stipulate within the agreement the office hours of operation the selected operator shall maintain for the benefit of customer-facing interactions and provide a home-base for parking operations service delivery.
- **Integrate** a modified scope of services into the new contract based on the findings of the organizational analysis being conducted by the project team as part of the Parking Study. This modified scope of services will provide a clear delineation of roles and responsibilities for the City and for its third-party parking management operator that is mutually beneficial to both parties.

Parking Service Delivery Organization Analysis

This Parking Service Delivery Organization Analysis Summary highlighted the following aspects of Fargo's public parking system:

- Parking Service Delivery Model
- Governing Legislation and Policy
- Financial Performance

Alongside this current understanding of how the City delivers public parking services, this summary reviewed industry standard practices from three peer communities to inform recommended adjustments and enhancements to the delivery of these services in the future. The peer community review included:

- Lincoln, Nebraska
- Sioux Falls, South Dakota
- Cedar Rapids, Iowa

Based on our understanding of the current public parking service delivery system and informed by the peer community benchmarking there are several enhancement opportunities the City should consider as it modernizes its public parking system. Several of these potential system enhancements can be implemented as part of a modernizing contract between the City and a third-party parking management operator. They include:

- Municipal Code Modifications
- Organizational and Operational Consolidation
- Financial Fund Consolidation
- Parking Management Enhancements

Current Parking Organization Conditions

Historically, the City has outsourced the majority of daily parking operations to a third-party parking management operator. Parking services are currently provided by City departments and private entities. Each entity takes on a service function within the parking facilities and the entity responsible for each function varies among parking facilities. Currently, the parking system is largely managed by Interstate Parking (IP); however, the structure is fragmented, and several responsibilities are still managed by City departments.

Existing Governing Legislation and Policy

A review of the Fargo Municipal Code was completed as it relates to parking operations, and a summary is provided below.

Parking Commission

The Parking Commission is an advisory board, of five members, who review all parking-related issues in the downtown area. However, the commission has not met since June 24, 2021, and as of June 23, 2025, the Board of City Commissioners has approved the conclusion of the Parking Commission. Responsibilities are now the responsibility of City staff with approval authority lying with the City Commission.

Parking Regulations

Article 8 Section 10 outlines the various parking regulations that can be enforced in the City. Enforcement is to be provided by the Police Department or its designee.

Parking Permit Programs

Article 8 Section 21 pertains specifically to residential parking permits and district formation process, permit qualifications, permit issuance, and modification of permit districts. The City Engineer investigates to determine the feasibility of a residential permit program in the proposed area, and City Commission is responsible for reviewing and approving/rejecting the request. Interstate Parking has the authority to issue off-street parking permits for their managed lots and garages.

Parking Enforcement

Article 8 Section 16 outlines the parking ticket issuance process, how tickets are paid, and any related fees or penalties for failure of payment. Parking tickets are issued by police officers or appropriate representatives. Vehicles having delinquent parking tickets are permitted to be impounded by the City.

Municipal Parking System

Article 18 Section 7 defines the purpose of the municipal parking system and their owned/acquired parking facilities. The code also designates a municipal parking authority which has since been decommissioned.

Financial Performance

The Fargo parking operation budget is generated from monthly and transient paid parking at nine ramps and lots which fund a variety of operational expenses, including facility management payments to IP, and debit service for previous improvements made for the Mercantile, Roberts Commons, and NP ramps.

There are also several types of Tax Increment Financing (TIF) bond programs that apply to City parking debt obligations. For the 2024 budget year, revenue per stall ranged from $97 to $1,669 across the off-street parking facilities, while Operating Expenses (OpEx) per stall ranged from a low of $2 to a high of $671 for larger lots and ramps.

These projections include the opening of the new NP Avenue Ramp, and it is assumed that all revenues will hold constant from 2027 onward based on the assumption no significant parking facility or paid parking changes will occur between 2027-2035. Overall, cash flow is projected to remain positive as a direct result of Tax Increment Financing (TIF) and other non-operating sources, with high debt service and operating expenses like management fees

continuing to outpace operating revenue. Anticipated TIF revenue is a significant source of budget balancing, particularly beginning in 2029.

Peer Community Comparison

Fargo's parking operation takes on a hybrid model with both public and private entities managing parking facilities. Majority of responsibilities are given to Interstate Parking (IP). The three comparison cities have a variety of different organizational and operational models. Cedar Rapids has entirely outsourced their organization and operations. The City maintains a high level of control allowing *ParkCR* to manage the day-to-day operations. Sioux Falls and Lincoln have similar organizational models, and both maintain a degree of control over the parking system. Despite differences, each City has streamlined their parking system to a single public department or outsources their parking management.

Fargo could adopt a model similar to Lincoln; a small City department overseeing the parking system with all other responsibilities outsourced to a private parking operator. This would require the consolidation of all organizational and operational responsibilities to one entity. Fargo utilizes three separate parking-related special revenue funds pertaining to parking operations management and maintenance. Total revenue and expense numbers are calculated using the sum of the three funds. Overall, the City's financial model is fragmented and should aspire to transition to an Enterprise Fund as program revenues increase.

Peer community findings are shown in **Table ES8**.

Table ES8 – Service Delivery Comparison

	Fargo, ND	Cedar Rapids, IA	Sioux Falls, SD	Lincoln, NE
Organizational Model	Parking Commission*	Contract/ Business District	Consolidated Department	Consolidated Department
Operational Model	Hybrid-Operation	Outsourced Management	Hybrid-Operation	Outsourced Management
Finance Model	Special Revenue Fund	Enterprise Fund	Enterprise Fund	Special Revenue Fund
Program Financials	**NOI:** $-558,009	**NOI:** $-360,681	**NOI:** $-52,310	**NOI:** $2,988,499
Number of Spaces	4,896 spaces	~6,158 spaces	3,820 spaces	~12,175 spaces
Cost/Space/Year	**$536**/space/year **$218**/space/year (OpEx only)	**$501**/space/year **$488**/space/year (OpEx only)	**$793**/space/year **$472**/space/year (OpEx only)	**$920**/space/year **$430**/space/year (OpEx only)

**Parking Commission was dissolved 6/23/2025.*

Enhancement Opportunities

Based on the existing public parking service delivery system characteristics and informed by the peer community comparisons, there are several enhancement opportunities the City should consider as it modernizes its public parking system. Several of these potential system enhancements can be implemented as part of a modernizing contract between the City and a third-party parking management operator.

Municipal Code Modifications

Article 8 of the Fargo Municipal Code provides the legislative framework and foundation for the delivery of Fargo's public parking services, providing City staff with tools to administer, manage, and enforce public parking. The City should consider several municipal code enhancements (Table ES9).

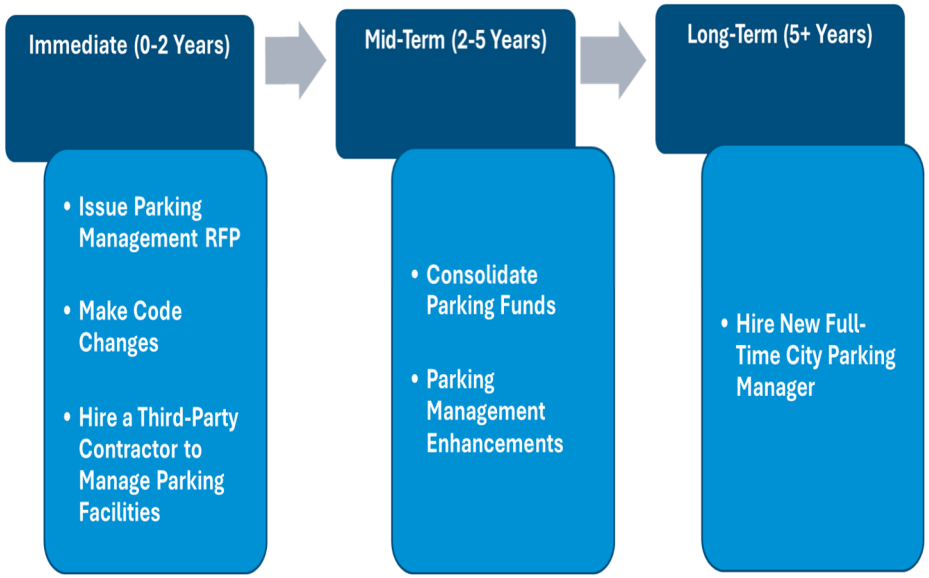
Table ES9 - Municipal Code Modification

Enhancement	Existing Code/Practice	Potential Enhancement
Parking Ticket Fine Amounts	• Warning tickets are issued for first time parking offenses	• First offenses should be fine amounts as stated in § 1.03.05 • Promotes enforcement
Parking Ticket Appeals	• Tickets may be appealed in 5 days • Appeals reviewed by Police Department	• 10-day extension for appeals. • Allow appeals to be conducted by police-designated third-party contract
Vehicle Impoundment	• Vehicle with delinquent parking tickets may be impounded • Police Department's responsibility	• Expansion of delinquent parking definition to three or more parking related infractions • Allow designated third-party contractor to tow

Organizational and Operational Consolidation

There are ten public and private entities that have a role in delivering public parking services in Downtown Fargo. Over the past several years, a parking group of City staff has been assembled by the Department of Planning & Development to try and overcome this agency fragmentation. The parking group meets on a somewhat regular basis to discuss any significant changes to the public parking system and advise on recommendations to bring forward to City Commission by the Department of Planning. As another public parking ramp comes online in 2025, it is recommended the City should consolidate parking operations to a central department through the following steps outlined in **Figure ES7**.

Figure ES7- Parking Organizational Analysis Recommendation Timeline



Financial Fund Consolidation

Revenues and expenses associated with the delivery of public parking services is currently fragmented across five separate City financial funds (**Table ES10**). It is recommended the City integrate all parking-related revenues and expenses in one fund, which will allow City staff to accurately track the financial performance of the public parking system in one place. With an eventual public policy goal of making the public parking fund a self-sufficient and revenue producing Enterprise Fund, consolidating all parking-related revenues and expenses will allow the City efficiently track its ongoing progress towards this ambitious goal (**Figure ES8**). Due to significant debt service and some capital improvements, positive cash flow will be reliant on uncertain TIF funding and other non-operational sources (**Figure ES9**).

Table ES10 - Financial Fund Enhancements

Enhancement	Existing Funds	Potential Enhancement
Financial Funds	Parking funds: 1. Parking Citation Revenue 2. Parking Enforcement Expenses 3. Ramp Debt Service 4. On-Street Parking Equipment 5. Capital Reserve and Maintenance Expense	• All parking revenue and expenses should be consolidated into one fund. • One fund makes it easier to track financial performance of the parking system

Figure ES8 - Net Operating Income 2023-2032

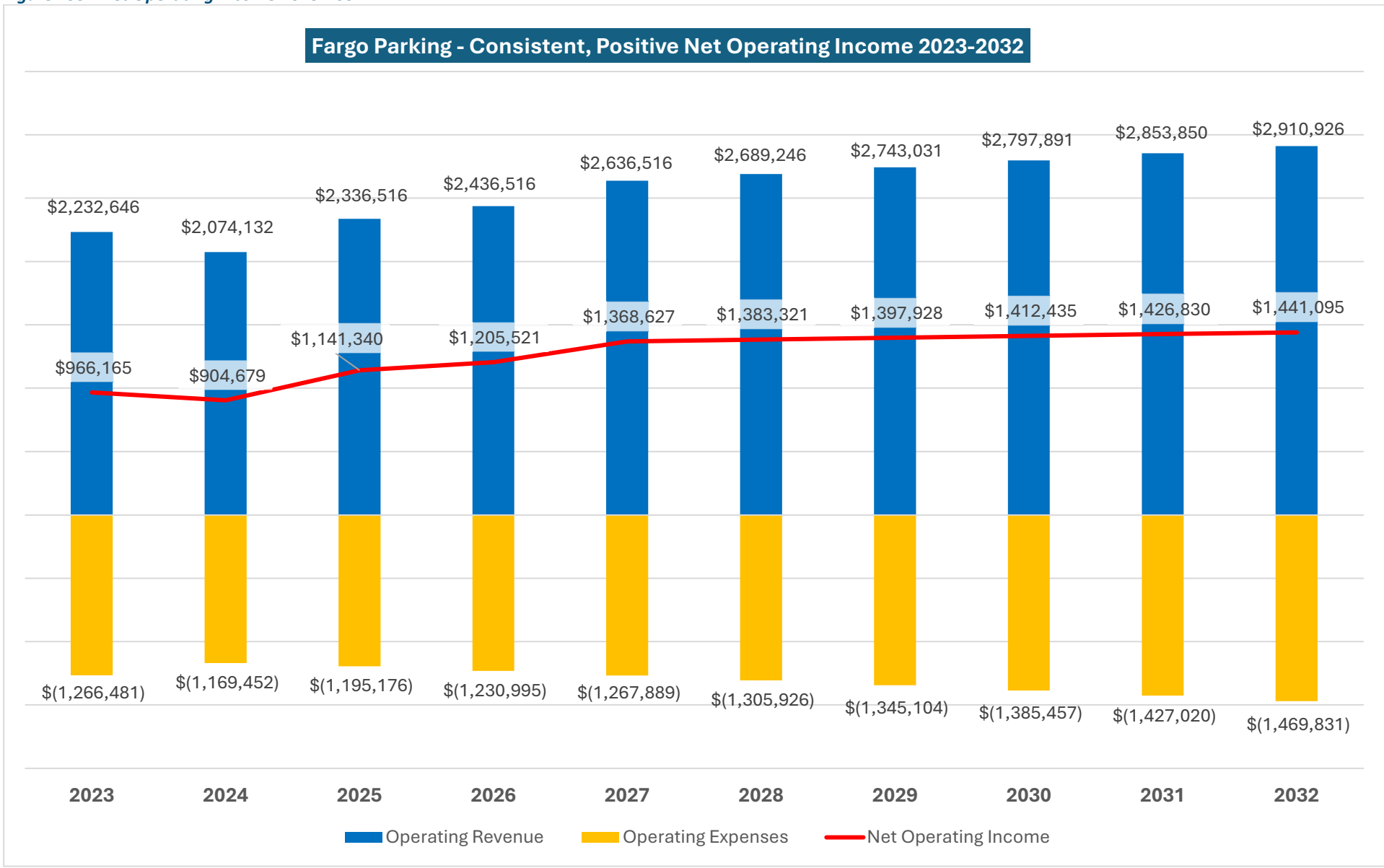
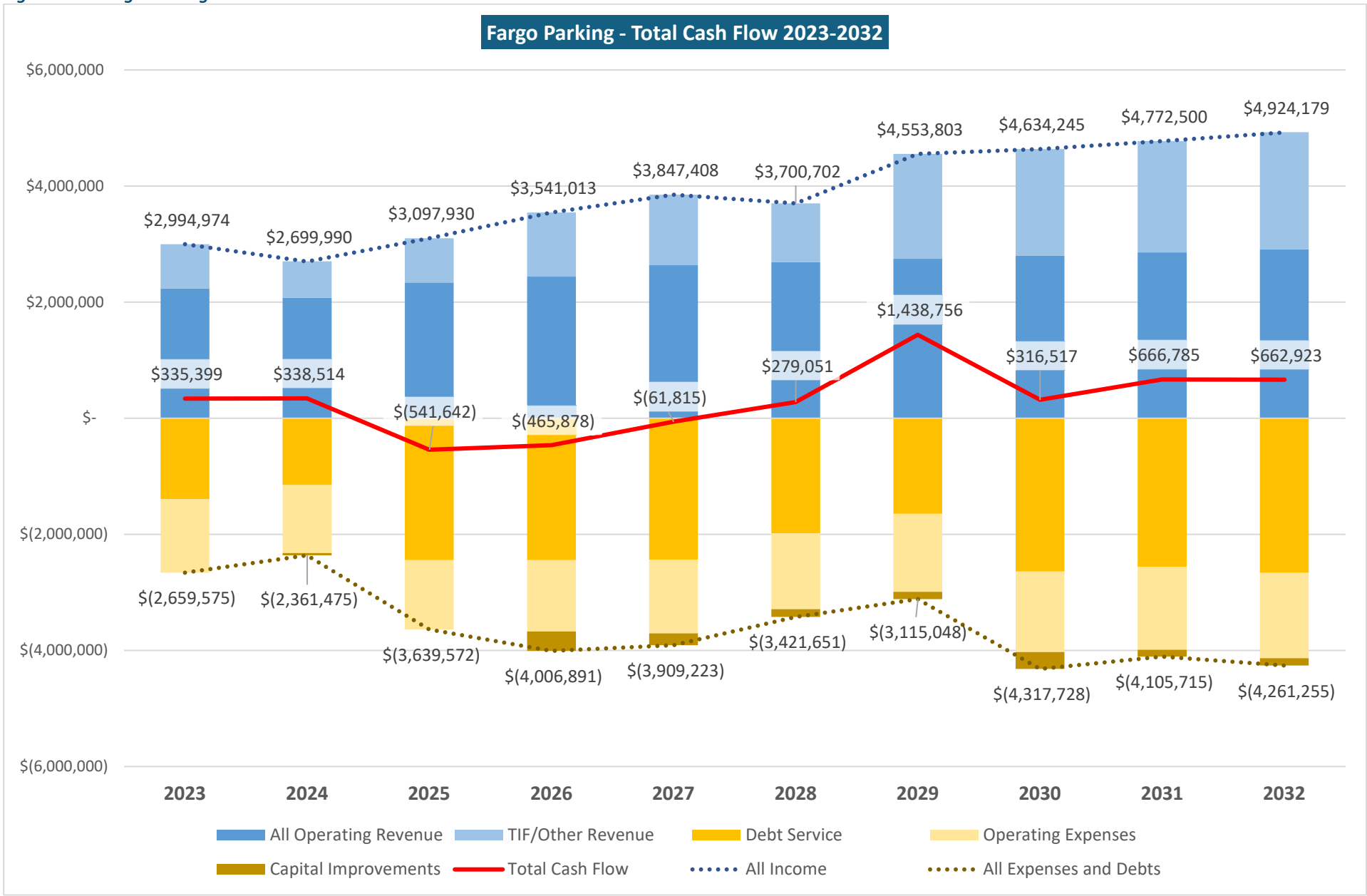


Figure ES9 - Fargo Parking: Total Cash Flow 2023-2032



Parking Management Enhancements

Based on the results of the peer community comparison, the parking utilization study and anecdotal feedback from City staff and partners, the City has the opportunity to enhance the management of Downtown public parking (**Table ES11**).

Table ES11 - Parking Management Enhancements

Enhancement	Existing Management Practices	Potential Enhancement
On-Street Parking Management	• Time limited zone on-street • Mostly 90-minute parking • Code outlines RPP program but is not widely used	• Expanded hours/days of operation • Utilize shorter time limits on-street to promote turnover and long-term parking in off-street lots • Promote and expand the RPP system • Explore charging for parking
Off-Street Parking Management	• Two-hour free parking in lots and ramps • Evening and weekend parking	• Remove or reduce 1st hour of free parking • Extend paid parking into evening and Saturday's • Maintain parking predictability

On-Street Parking

There are limitations via state legislation that prohibits the charging of parking via parking meters or parking fees. However, time limits are used to create on-street parking turnover and promote parking availability. The City should explore extending these time limited hours of operation to promote parking turnover and availability later into the evening and on Saturday's when parking demand has increased. The City should actively promote and expand the Residential Parking Permit Program authorized by Article 8 Section 21 of the Municipal Code as it would prioritize resident parking needs and support the increased Downtown residential population.

Off-Street Parking

The City currently offers two hours of free parking in many of its off-street lots and ramps, in addition to evening and weekend free parking. As demand continues to increase in these non-paid timeframes, the City should explore removing or reducing the first hour's free parking and extend paid parking into the evening and on Saturday's. Charging for parking during these timeframes will maintain predictable parking availability in lots and ramps and has the opportunity to increase program revenues and sustain a revenue producing public parking Enterprise Fund. Changes to lot and ramp rates and restrictions should include a stakeholder engagement and notification process and be developed in coordination with the City's third-party parking management operator.

Parking Operations, Maintenance & Capital Needs Analysis

The City of Fargo seeks to establish a comprehensive asset maintenance program (AMP) for its parking garages to facilitate planning, funding, and implementation of the upkeep of these facilities. As such, this study included the development of an AMP to provide a high-level, annualized budgetary cost projection for anticipated typical maintenance repairs and replacement items based on their useful life. A 10-year timeline was selected to provide budgeting estimates relevant for the City's decision-making processes.

Implementation of a comprehensive parking structure AMP is critical to protect the City of Fargo's substantial capital investments, maximize the structures' service lives, minimize cost and operational impacts related to repairs, and maximize patron safety and experience. Performing regularly scheduled and ongoing maintenance greatly reduces the rate of deterioration of a parking structure; thereby reducing the overall costs and downtime for repairs. Ongoing maintenance also provides a safer, more inviting facility for patrons and can improve daily operations.

The AMP encompasses 6 structured parking facilities the City of Fargo currently owns and maintains within Downtown Fargo, including the under-construction NP Avenue Ramp that will open in late 2025. A summary of the parking garages included within this program is noted below.

Civic Center Ramp	Roberts Commons Ramp	Mercantile Ramp
City Hall Ramp	GTC Garage	NP Avenue (opening late 2025)

General Maintenance

Parking facilities are unique and therefore require a specific maintenance program. In comparison to other building structures, these "open" structures are typically exposed to more severe conditions such as moisture, changing environmental conditions, thermal movements, vehicular loading, exposure to chlorides, freeze / thaw cycles, snow and ice, and potentially harsh chemicals. Understanding the components of an active and ongoing maintenance program, and their associated recurrence intervals, allows the City to prepare for and coordinate staffing, costs, and potential downtime. In addition to staffing requirements, a maintenance program is generally comprised of the following major categories:

- **Routine and Preventive Maintenance (operational cost)** – Also referred to as "housekeeping", routine maintenance items are standard tasks that should be performed to ensure safe and proper daily operations of the facility.
- **Repair and Replacement Maintenance (capital investment)** – These maintenance items are required when an element is damaged and requires specialized repair or reaches the end of its useful service life and requires replacement.

To further describe these main 2 categories, the following descriptions are utilized:

- **Structural Maintenance** – Tasks related to the building structure's floor slabs, ceilings, beams, columns, walls, and other framing members. In addition to concrete, masonry, and steel framing, structural maintenance items include bearing pads, sidewalks, barrier restraints, bollards, parapets, and railings.
- **Waterproofing Maintenance** – Tasks related to the building's expansion joints, joint sealants, traffic coatings, sealers, split slab systems, and roofing.

- **Operational Maintenance** – Tasks related to the function and operations of the parking garage systems in an effort to reduce downtime and increase patron safety. These tasks include doors and hardware, mechanical / electrical / plumbing / fire protection systems (MEPF), elevators, parking access and revenue control equipment, safety checks, security systems, graphics, and snow / ice control.
- **Aesthetic Maintenance** – Tasks related to general appearance of the structure, such as cleaning, landscaping, interior and exterior finishes, glazing systems and painting.

The repair / replacement items identified within this initial AMP include elements within Structural, Waterproofing, Operational, and Aesthetics categories. The MEPF and aesthetic portions of this report are based on our experience at other similar garages built within the same time frame. Performing regular routine and preventive maintenance will delay and likely reduce the magnitude of, but will not eliminate, the need for repairs and replacement of structural, waterproofing, or MEPF components.

Repair and replacement maintenance typically require a trained professional to observe, assess, and recommend repairs as part of a regular condition assessment program. Assessments should be performed on a 5-year cycle, at a minimum. Annual walk-throughs looking for major items are also recommended as part of routine / preventative maintenance to be performed by the City. A qualified parking consultant / engineer should be engaged to conduct condition assessments of each of the garages on a regular, periodic basis. The assessments are intended to be detailed observations of all the major systems within the project boundary, in addition to a detailed review of the structural elements. Condition assessments should be scheduled more frequently as the service age of a structure increases.

Once the recommended repairs have been identified, a firm with expertise in parking garage repairs should be retained to design and detail the specialty recommendations including proper material selection and methods of repair. Once restoration construction documents are prepared, a specialty contractor should be selected to perform the work for many of these items.

Repair and Replacement Maintenance (Capital Expenditures)

Capital reserves should be put aside each year to cover the costs for items such as structural, waterproofing, operational, and aesthetic repairs or replacement. Budgetary cost projections have been prepared to provide the City with an overall, general indication of annual funding that may be required for items requiring repair and/or replacement over the next 10 years. However, predicting repair costs for aging facilities is difficult and therefore, the City should refresh these costs regularly to align with condition assessments as they are completed. These costs are in addition to the annual expenses for routine and preventative maintenance.

The recommended average annual maintenance and repairs costs for the years 2026-2035 are summarized in Appendix E. The average capital reserve costs recommended are shown in **Table ES12.** These are budgetary in nature and should be updated as routine condition assessments are conducted. Refer to Appendix E for additional information regarding use of the opinions of cost presented herein.

Table ES12 - Summary of Costs for Years from 2026-2035

All Parking Structures 2026-2035	
Annualized Average Maintenance Cost per Year	$229,000.00
Annualized Average Maintenance Cost incl. Soft Costs per Year	$275,000.00
Average Cost per Space per Year	$151.00
Average Cost per SF per Year	$0.41

Industry standards related to capital expenditure projections vary significantly; anywhere from $60 to $200 per space per year. The NPA Facility Maintenance Manual indicates $70 to $110 per space per year and $30 to $40 per space per year for preventive maintenance of a garage and a surface lot, respectively. These figures do not include full system replacement costs. A standard of $75 to $100 per space per year is often used for the first 10 years of a parking facility life cycle for capital expenditure reserves. This figure will typically trend upwards over time.

In addition to the hard construction costs for any line item, there are additional "soft" costs typical for the design and procurement of a capital improvement project. These costs will likely vary depending on whether public or private procurement methods are used. Additional costs include general conditions, mobilization, overhead/profit, equipment, and design fees.

It should be noted that the overall cost to repair and/or replace any element within a facility can be impacted by original construction quality, type of construction, environmental exposure, the types of systems in a facility, prior repair and maintenance practices, and the value the owner places on cleanliness and maintenance. Routine cleaning and maintenance can maximize the life of the elements and system within the facility.

Other Costs

The AMP included herein focuses on the primary structural, waterproofing, operational, mechanical / electrical / plumbing / fire protection systems and aesthetic systems currently anticipated within the City's parking facilities. However, there are many other costs which must be considered within the overall operations of a parking program. These include personnel, operating, and routine maintenance costs which have not been included in the 10-year budgetary cost for repair and maintenance included herein.

Appendix A: Parking Inventory and Utilization Results and Summary

MEMO

TO: City of Fargo; C/o Mark Williams and Kim Citrowske

FROM: KLJ Engineering, LLC; Ian Severson

DATE: September 26, 2025

SUBJECT: City of Fargo Downtown Parking Study; Phase I - Parking Inventory Results Summary

The purpose of the 2025 Downtown Fargo Parking Study is to provide an updated evaluation of the City of Fargo's downtown public parking demand, maintenance needs, and parking asset management. This 2025 study provides an update to the previous *2012 Fargo Parking Evaluation*, the original 2003 Parking study, and its subsequent update in 2007.

The 2025 study area is defined as Fargo's *Central Business District*. Similar to the 2012 study, the 2025 study expanded the study area from previous studies to include 47 additional blocks for a total of 83 blocks. The approximate boundaries of the 2025 study area started on 7th Ave N across the Northern boundary, with an additional block bordering around the location of the Sanford Hospital. On the Southern End, the study boundary followed 2nd Ave S with an extension going around Island Park down to 5th/6th Ave S. The remainder of the study boundary was enclosed by University Dr on the West side, and 2nd St N transitioned into 4th St S on the Eastern boundary.

The 2025 study differs from the 2012 study in that it provides analysis for only the public/city owned on- and off-street parking facilities within the study area, excluding privately owned off-street parking facilities.

The study area is shown in **Figure 1** on the following page.

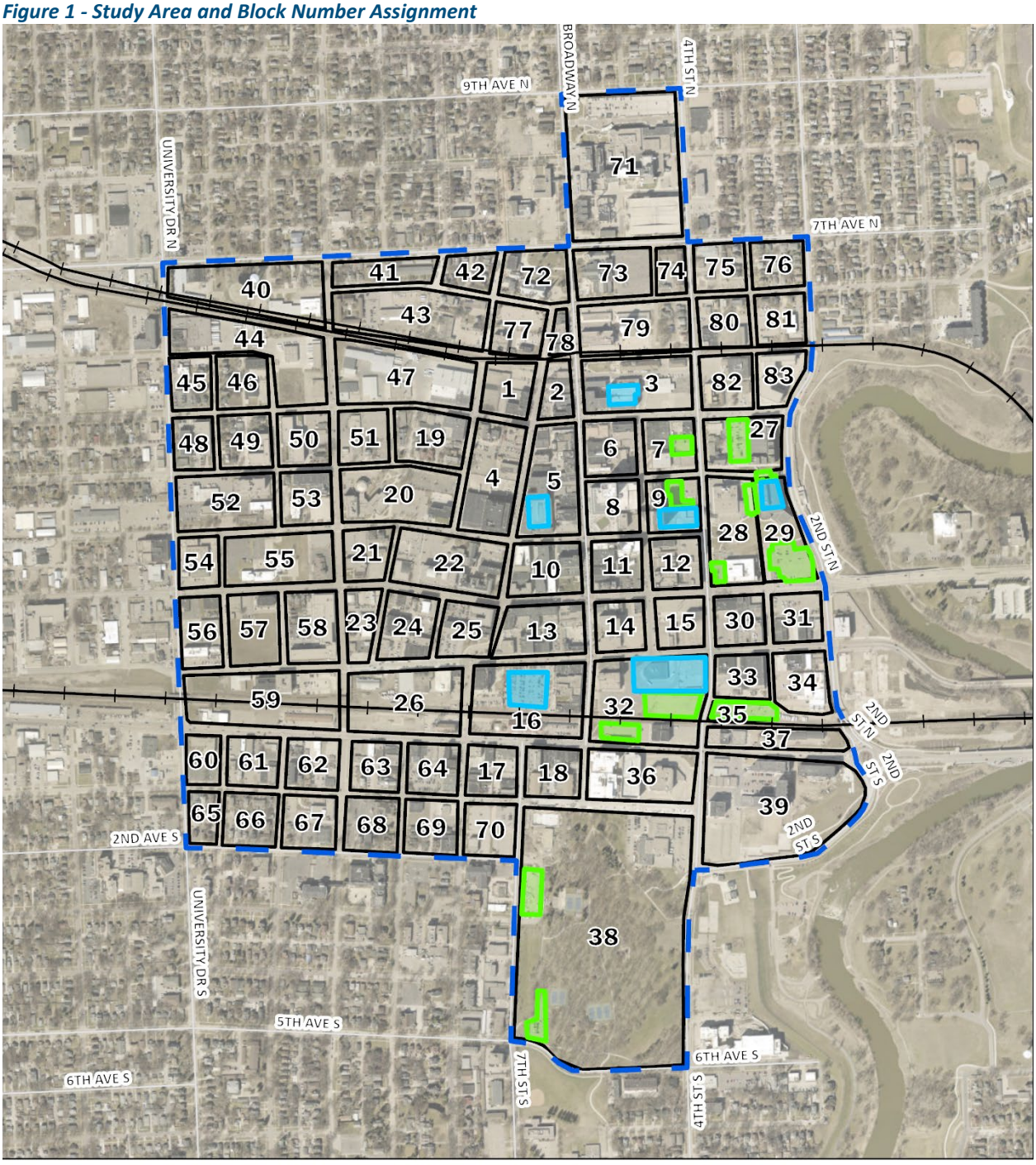
Existing Parking Inventory and Utilization

A comprehensive inventory of existing city-owned public on- and off-street parking facilities was developed within the Fargo downtown study area (Refer to **Figure 1**).

The inventory included the total number of parking spaces and utilization (occupancy) percentages for each facility. On- and off-street City owned parking facilities included the following parking types/categories:

- On-street parking
- Off-street surface parking (surface lots)
- Off-street structured parking (parking ramps/structures/garages)

Figure 1 - Study Area and Block Number Assignment



Study Area Parking Inventory Methodology

The primary objective of the inventory component of the Study was to establish an inventory and utilization summary with review of occupancy/usage rates of public city-owned on and off-street facilities. Field inventory data was collected on a single (mid-week) business day from 9am to 4pm on Thursday May 22, 2025, using a combination of drones, field personnel, and data provided by Interstate Parking for structured parking facilities.

The 2025 study area was broken down into blocks aligning with the 2012 Parking Evaluation Study. Due to the size of the current study area being larger than the 2012 study, additional blocks were sequentially integrated as dictated by the expanded study area.

Two drones were utilized to document the study area for the purpose of data collection with the exception of the area adjacent to the Sandford Hospital on Broadway. This small portion of the study area does not allow drone operations per Federal Aviation Administration (FAA) regulations. This area required field personnel to collect data due to flight restrictions (the “no fly” zone). Drone flights were conducted for each of the eight (8) data collection times. The drones collected aerial photo data, in addition to the manual count data for the “no fly” zone, and the images were post-processed and utilized to conduct the parking counts. The drone imagery enabled parking counts which included the number of on- and off-street surface lot parking spaces occupied on each block.

Because drone imagery could not capture inside parking ramp or garage structures, counts and utilization rates for those facilities were provided by Interstate Parking records for the same day/time intervals for May 22, 2025. However, data for the GTC garage and City Hall parking ramp were not available and have been excluded from the utilization tables.

Additionally, public parking facility information for city owned surface lots, ramps, and garages were extrapolated from desktop website reviews, onsite field work, and Interstate Parking interviews and collected data resources and included the following information for each public off-street parking facility:

- Date built.
- Type (structure/lot)
- Number of spaces (by type – ADA, EV, etc.)
- Location (address)
- Structural assessments (if any)
- Parking rates (monthly, transient, special event)
- Parking utilization information (monthly, transient, special event)

Refer to **Table 1** on the next page for a detailed tabular summary of public / city-owned off-street parking facilities (also shown graphically in **Figures 1, 2, and 3**).

Table 1 - City Owned Off-Street Parking Facility Descriptions

Block #	Name	Ownership / Availability	Type	Date Built	Location	Total Capacity	ADA Access Capacity	Parking Rates	Utilization Information
3	Mercantile Garage	City / Public	Parking Ramp	2020	410 5th St N	354 (18 reserved)	9	Monthly Rate: $115.00 Daily Rate: 0-2 Hours FREE 2-4 Hours $3.00 4-6 Hours $5.00 All-Day $8.00 Lost Ticket Fee $8.00 Free evenings 5 PM - 3 AM & Weekends	Residential and Public Usage
5	Roberts Commons	City / Public	Parking Ramp	March, 2017	217 Roberts St N	460 (36 reserved; 10 EV)	10	Monthly Rate: $140.00 Daily Rate: 0-2 Hours FREE 2-4 Hours $3.00 4-6 Hours $5.00 All-Day $8.00 Lost Ticket Fee $8.00 Free evenings 5 PM - 3 AM & Weekends	10 ChargePoint EV Charging Stations Available. Residential parking offered.
7	C2 Surface Lot	City / Public	Surface Lot	2023	401 3rd Ave N	40	2	Monthly Rate: $70.00 Free Evenings 5 PM - 8 AM & Weekends	ADA available, mainly commercial
9	C1-A Surface Lot	City / Public	Surface Lot	2023	222 4th St N	32	0	Monthly Rate: $70.00 Free Evenings 5 PM - 8 AM & Weekends	ADA available, mainly commercial

Block #	Name	Ownership / Availability	Type	Date Built	Location	Total Capacity	ADA Access Capacity	Parking Rates	Utilization Information
9	Civic Center Ramp	City / Public	Parking Ramp	1980s, expansion 2022	411 2nd Ave N	242	7	Monthly Rate: $140.00 Daily Rate: $1.75 / Hour $8.75 All-Day Lost Ticket Fee $8.75 Free evenings 5 PM - 3 AM & Weekends	ADA parking with some spaces not in compliance. Radisson Blu Hotel Parking, Combined with Civic Center.
16	NP Ramp (location of previous surface lot)	City / Public (Under Construction)	Parking Ramp (Under Construction)	2025	650 NP Ave N	461 (8 EV, Reserved TBD)	9	TBD	ChargePoint EV Charging Stations Available. Help serve Residential and Theater parking.
27	C1-B Surface Lot (City Center)	City / Public	Surface Lot	2018	301 3rd Ave N	109	5	Permit Only: Mon - Fri 7am - 5pm Open to Public: 5pm to 7 am Everyday	City Center Lots Permits
28	V2 - Library	City / Public	Surface Lot	2009	102 3rd St	16	4	Visitor Only: 7am - 9pm (3 hr. limit) Open to Public: 9pm to 7 am	Library Visitors

Block #	Name	Ownership / Availability	Type	Date Built	Location	Total Capacity	ADA Access Capacity	Parking Rates	Utilization Information
29	City Hall	City / Employee Only	Garage (Underground)	2018	225 4th St N	87	5	Private Access	City Hall Employees Only
29	V1 - City Hall & Library	City / Public	Surface Lot	NA	102 3rd St	147	12	Visitor Only: 7am - 9pm (3 hr. limit) Open to Public: 9pm to 7 am	City Hall and Library Visitors
29	V3 - City Hall	City / Public	Surface Lot	2018	225 4th St N	38	3	Visitor Only: 7am - 9pm (3 hr. limit) Open to Public: 9pm to 7 am	City Hall Visitors
29	V4 - City Hall	City / Public	Surface Lot	2018	225 4th St N	12	0	Visitor Only: 7am - 8pm (3 hr. limit) Open to Public: 8pm to 7 am	City Hall Visitors
32	GTC Garage	City / Permit Only	Garage (Underground)	Repairs December, 2019	502 NP Ave	186	6	Monthly Rate: $106.00	Permit Only (Monthly)

Block #	Name	Ownership / Availability	Type	Date Built	Location	Total Capacity	ADA Access Capacity	Parking Rates	Utilization Information
32	4th Street Surface Lot	City / Public	Surface Lot	NA	20 4th Street N	167	5	Monthly Rate: $80 1 hr.: $1 2hr: $2 3hr: $3 4Hr: $4 5+ hr. / all day $5 Free evenings 5pm-8am and Weekends	ADA available, mainly commercial
32	Main Avenue	City / Public (Inactive)	Surface Lot	NA	501 Main Ave	66	2	NA	Inactive
35	3rd Street Surface Lot	City / Public	Surface Lot	NA	20 Machinery Row N	146	2	Monthly Rate: $80.00 Free Evenings 5 PM - 8 AM & Weekends	ADA available, mainly commercial
38	Island Park Pool	City / Public (Under Construction)	Surface Lot	2025	616 1st Ave S	80	3	Free	Fargo Parks, No Overnight
38	Island Park Surface Lot	City / Public	Surface Lot	NA	7th St S and 6th Ave S Corner	60	0	Free	Fargo Parks, No Overnight

Parking Inventory and Utilization Results

Current Parking Inventory

Study area parking counts were collected on Thursday, May 22, 2025. Eight (8) hourly counts were conducted on the hour between 9am and 4pm.

Within the *2025 Fargo Parking Study's* study area, there are currently an available total of 4,896 on- and off-street public parking spaces. This total excludes the 461 anticipated available spaces (inclusive of 9 ADA spaces) with the introduction of the new NP ramp, which is currently under construction.

Table 2 summarizes the current total public parking inventory for on- and off-street parking facilities.

- The public parking inventory is nearly evenly distributed between on- and off-street facilities (54% and 46% respectively).
- Of the total parking available to the public currently, there are 2,654 on-street parking spaces (54% of total public parking capacity), inclusive of 78 ADA spaces (2.9% of total on-street parking and 1.6% of total public parking).
- The currently available publicly owned off-street parking capacity total is 2,242 spaces (46% of total public parking capacity). The total off-street public parking capacity is inclusive of 75 off-street ADA accessible spaces (3.3% of total off-street parking and 1.5% of total public parking capacity).

Table 2 - Public Parking Inventory Summary

Public Parking Inventory Summary Totals (May 22, 2025*)					
All Blocks	**On-Street (Inclusive of ADA)**	**On-Street ADA Spaces**	**Off-Street (Inclusive of ADA)**	**Off-Street ADA Spaces**	**Total Parking**
TOTALS	**2,654**	**78**	**2,242***	**75**	**4,896***
% of Total Public Parking	**54%**	**1.6%**	**46%**	**1.5%**	**100%**

**Total Parking Inventory, and Total off-street parking inventory, excludes NP Ramp spaces (461).*

Table 3 on the following pages provides a breakdown of study area total on- and off-street public parking by block number and parking categories. **Table 3** totals differ from **Table 2** totals in that it adjusts the study area on- and off-street total parking capacity to 5,357 total spaces, accounting for the 461 spaces of the NP ramp (Block 16) slated to open in the fall of 2025. The 461 NP ramp spaces are included in the **Table 3** inventory to capture the overall near-term parking inventory but are excluded from **Table 2**.

*Table 3 - Public Parking Inventory: On- and Off-Street Parking by Block (*May 22, 2025)*

Public Parking Inventory by Block (May 22, 2025*)					
Block #	On-Street (Excluding ADA)	On-Street ADA Spaces	Off Street (Excluding ADA)	Off Street ADA Spaces	Total
1	20	0	0	0	20
2	35	1	0	0	36
3	51	0	345	9	405
4	55	4	0	0	59
5*	68	2	450	10	530
6	66	3	0	0	69
7	60	0	38	2	100
8*	38	1	0	0	39
9	49	1	267	7	324
10*	66	4	0	0	70
11*	52	1	0	0	53
12	54	2	0	0	56
13	73	0	0	0	73
14	60	2	0	0	62
15	52	0	0	0	52
16*	49	3	452**	9**	513
17	39	3	0	0	42
18	57	2	0	0	59
19	46	0	0	0	46
20	0	0	0	0	0
21	21	0	0	0	21
22	63	5	0	0	68
23	30	0	0	0	39
24	59	0	0	0	59
25	33	0	0	0	33
26	44	0	0	0	44
27	24	2	104	5	135
28	25	2	12	4	43
29	18	0	264	20	302
30	43	1	0	0	44
31	23	0	0	0	23
32	52	4	406	13	475

Public Parking Inventory by Block (May 22, 2025*)					
Block #	On-Street (Excluding ADA)	On-Street ADA Spaces	Off Street (Excluding ADA)	Off Street ADA Spaces	Total
33	37	1	0	0	38
34	21	0	0	0	21
35	0	0	144	2	146
36	53	3	0	0	56
37	21	1	0	0	22
38	71	0	137	3	211
39	18	1	0	0	19
40	0	0	0	0	0
41	31	0	0	0	31
42	27	0	0	0	27
43	11	0	0	0	11
44	22	0	0	0	22
45	14	2	0	0	16
46	33	0	0	0	33
47	0	0	0	0	0
48	14	0	0	0	14
49	13	0	0	0	13
50	14	0	0	0	14
51	6	2	0	0	8
52	18	0	0	0	18
53	20	5	0	0	25
54	18	6	0	0	24
55	49	0	0	0	49
56	20	0	0	0	20
57	86	2	0	0	88
58	30	0	0	0	30
59	33	0	0	0	33
60	0	0	0	0	0
61	24	0	0	0	24
62	18	0	0	0	18
63	13	2	0	0	15
64	46	1	0	0	47
65	16	1	0	0	17

Public Parking Inventory by Block (May 22, 2025*)					
Block #	On-Street (Excluding ADA)	On-Street ADA Spaces	Off Street (Excluding ADA)	Off Street ADA Spaces	Total
66	37	0	0	0	37
67	19	0	0	0	19
68	32	0	0	0	32
69	24	0	0	0	24
70	31	0	0	0	31
71	34	0	0	0	34
72	20	6	0	0	26
73	0	0	0	0	0
74	3	0	0	0	3
75	10	0	0	0	10
76	0	0	0	0	0
77	23	0	0	0	23
78	36	1	0	0	37
79	13	0	0	0	13
80	4	0	0	0	4
81	10	0	0	0	10
82	30	1	0	0	31
83	28	0	0	0	28
TOTALS	**2,576 (2654 w/ ADA)**	**78 ADA**	**2,619 (2703 w/ ADA)**	**84 ADA**	**5,357**
% of Total Public Parking	**48%**	**1.4%**	**49%**	**1.6%**	**100%**

** = Indicates a road closure for an indicated block at the time of inventory on May 22, 2025. Road closures affected the ability to accurately count available On-Street Parking at these locations. ** = the 461 total NP ramp spaces in Block 16 which are still under construction / not open to the public.*

Public Off-Street Parking Facilities

Public off-street parking facilities in the Downtown Fargo area provide additional parking offered at hourly and monthly rates, with parking at the Island Park surface lot offered for free. These city-owned parking facilities within the study area include 12 surface lots, four (4) parking ramps, and two (2) underground garages for a total of 18 off-street publicly owned parking facilities. **Table 4** below breaks down the public off-street parking facilities provided and their respective capacities.

Table 4 - Public Off-Street Parking Facilities List

Public Off-Street Parking Facility Capacity				
Block #	**Name**	**Total Spaces**	**ADA Spaces (from total spaces)**	**Ownership**
3	Mercantile Ramp	354	9	Public
5	Roberts Commons Ramp	460	10	Public
7	C2 Lot	40	2	Public
9	C1 Lot	32	0	Public
9	Civic Center Ramp	242	7	Public
16	NP Ave Ramp*	461	9	Public
27	C1- B Lot (City Center Lofts)	109	5	Public
28	V2 Lot****	16	4	Public
29	V1 Lot****	147	12	Public
29	V3 Lot****	38	3	Public
29	V4 Lot****	12	0	Public
29	City Hall Garage**	87	5	Public
32	4th Street Lot	167	5	Public
32	Main Ave Lot***	66	2	Public
32	GTC Garage	186	6	Public
35	3rd Street Lot	146	2	Public
38	Island Park Lot	60	0	Public
38	Island Park Pool*	80	3	Public
	TOTALS	**2703**	**84**	

** = Under Construction; ** = City Employee Parking Only; *** = Currently Inactive; **** = Visitor Only Parking during business hours and Free after 8/9pm.*

On-Street Public Parking Occupancy Counts

As the industry's standard practices have established, on-street public parking typically adheres to the following utilization guidance:

- Under 60% utilization is underutilized
- 60-80% observed utilization is optimal on-street parking utilization
- 80% or greater utilization is approaching effective full utilization rate.

On the following page**, Table 5** breaks down the on-street parking occupancy per block on an hourly basis on Thursday, May 22, 2025. Of the 2,654 total on-street parking spaces available, 1,087 (41%) of the parking spaces were occupied during the peak utilization time of 12:00 p.m. on Thursday, May 22.

Blocks within the central Downtown area adjacent to the Broadway corridor, such as **blocks 4 through 6, 10, 12,** and (line items highlighted in green in **Table 5**), experienced some of the highest utilization rates (consistently over 50% utilization at all eight survey times). However, there may have been elevated rates of utilization on the Broadway corridor blocks due to on-street road closures caused by construction improvements located at the intersection of Broadway N and 2nd Ave N, restricting surrounding available on-street parking spaces. Other blocks recorded as having high utilization rates on the day of inventory (50% or greater, at various peak times of the day), included blocks 7 through 9, 11, 13 through 15, 21, 25, 30, 34, 49, 69, 71, 74, and 75.

Overall, despite construction, there were no blocks that utilized 100% of available on-street parking, with an average utilization rate of 37% across all study area blocks between the inventory times of 9am to 4pm. Per industry standards, public parking in the Study area is significantly underutilized, suggesting there is an overall surplus of on-street parking in Downtown Fargo.

Table 5 - On-Street Public Parking Occupancy, Thursday, May 22, 2025

On-Street Parking Occupancy, Thursday, May 22, 2025									
Block #	Total Spaces by Block and % of Total Study Area Parking Capacity	Hourly Parking Counts and Utilization Rates by Block							
		9 a.m.	10 a.m.	11 a.m.	12 p.m.	1 p.m.	2 p.m.	3 p.m.	4 p.m.
1	20	6	3	3	5	4	3	2	3
	0.8%	30%	15%	15%	25%	20%	15%	10%	15%
2	36	3	6	4	7	7	6	4	8
	1.4%	8%	17%	11%	19%	19%	17%	11%	22%
3	51	15	13	9	33	26	19	12	19
	1.9%	29%	25%	18%	65%	51%	37%	24%	37%
4	59	42	33	48	48	43	38	42	37
All times > 50% Occupancy	2.2%	71%	56%	81%	81%	73%	64%	71%	63%

On-Street Parking Occupancy, Thursday, May 22, 2025									
Block #	Total Spaces by Block and % of Total Study Area Parking Capacity	Hourly Parking Counts and Utilization Rates by Block							
		9 a.m.	10 a.m.	11 a.m.	12 p.m.	1 p.m.	2 p.m.	3 p.m.	4 p.m.
5*	70	49	54	49	62	63	44	46	55
All times > 50% Occupancy	2.6%	70%	77%	70%	89%	90%	63%	66%	79%
6	69	47	57	50	54	57	43	44	46
All times > 50% Occupancy	2.6%	68%	83%	72%	78%	83%	62%	64%	67%
7	60	25	26	32	29	33	32	25	24
	2.3%	42%	43%	53%	48%	55%	53%	42%	40%
8*	39	16	19	18	19	24	19	19	21
	1.5%	41%	49%	46%	49%	62%	49%	49%	54%
9	50	24	26	27	19	24	27	27	23
	1.9%	48%	52%	54%	38%	48%	54%	54%	46%
10*	70	45	45	51	50	47	47	48	52
All times > 50% Occupancy	2.6%	64%	64%	73%	71%	67%	67%	69%	74%
11*	53	13	28	33	29	30	30	25	29
	2.0%	25%	53%	62%	55%	57%	57%	47%	55%
12	56	37	43	43	30	39	37	32	32
All times > 50% Occupancy	2.1%	66%	77%	77%	54%	70%	66%	57%	57%
13	73	31	36	31	51	36	47	42	50
	2.8%	42%	49%	42%	70%	49%	64%	58%	68%
14	62	21	23	24	42	38	29	39	33
	2.3%	34%	37%	39%	68%	61%	47%	63%	53%
15	52	24	31	32	32	32	36	30	26
	2.0%	46%	60%	62%	62%	62%	69%	58%	50%
16*	52	14	16	14	28	30	25	16	25
	2.0%	27%	31%	27%	54%	58%	48%	31%	48%
17	42	8	10	11	14	13	10	10	11
	1.6%	19%	24%	26%	33%	31%	24%	24%	26%
18	59	18	17	22	22	25	28	23	26
	2.2%	31%	29%	37%	37%	42%	47%	39%	44%

On-Street Parking Occupancy, Thursday, May 22, 2025									
Block #	Total Spaces by Block and % of Total Study Area Parking Capacity	Hourly Parking Counts and Utilization Rates by Block							
		9 a.m.	10 a.m.	11 a.m.	12 p.m.	1 p.m.	2 p.m.	3 p.m.	4 p.m.
19	46	13	10	11	8	7	12	6	4
	1.7%	28%	22%	24%	17%	15%	26%	13%	9%
20	0	0	0	0	0	0	0	0	0
	-	-	-	-	-	-	-	-	-
21	21	16	14	15	14	11	4	4	3
	0.8%	76%	67%	71%	67%	52%	19%	19%	14%
22	68	28	21	31	28	33	27	23	14
	2.6%	41%	31%	46%	41%	49%	40%	34%	21%
23	30	2	2	2	5	6	4	5	5
	1.1%	7%	7%	7%	17%	20%	13%	17%	17%
24	59	20	20	19	19	24	17	12	19
	2.2%	34%	34%	32%	32%	41%	29%	20%	32%
25	33	25	21	18	18	13	12	8	10
	1.2%	76%	64%	55%	55%	39%	36%	24%	30%
26	44	10	12	12	7	10	10	10	6
	1.7%	23%	27%	27%	16%	23%	23%	23%	14%
27	26	3	3	3	6	5	4	7	5
	1.0%	12%	12%	12%	23%	19%	15%	27%	19%
28	27	11	16	13	14	12	13	9	5
	1.0%	41%	59%	48%	52%	44%	48%	33%	19%
29	18	3	5	7	6	7	7	5	5
	0.7%	17%	28%	39%	33%	39%	39%	28%	28%
30	44	27	26	26	22	24	20	22	21
	1.7%	61%	59%	59%	50%	55%	45%	50%	48%
31	23	9	9	9	8	8	8	6	6
	0.9%	39%	39%	39%	35%	35%	35%	26%	26%
32	56	11	10	11	6	9	13	7	8
	2.1%	20%	18%	20%	11%	16%	23%	13%	14%
33	38	18	15	11	15	10	10	5	11
	1.4%	47%	39%	29%	39%	26%	26%	13%	29%
34	21	10	11	9	8	13	12	11	7
	0.8%	48%	52%	43%	38%	62%	57%	52%	33%
35	0	0	0	0	0	0	0	0	0
	-	-	-	-	-	-	-	-	-

On-Street Parking Occupancy, Thursday, May 22, 2025									
Block #	Total Spaces by Block and % of Total Study Area Parking Capacity	Hourly Parking Counts and Utilization Rates by Block							
		9 a.m.	10 a.m.	11 a.m.	12 p.m.	1 p.m.	2 p.m.	3 p.m.	4 p.m.
36	56	4	5	8	10	9	5	8	9
	2.1%	7%	9%	14%	18%	16%	9%	14%	16%
37	22	4	5	3	6	5	5	4	2
	0.8%	18%	23%	14%	27%	23%	23%	18%	9%
38	71	9	3	15	18	20	12	14	16
	2.7%	13%	4%	21%	25%	28%	17%	20%	23%
39	19	4	2	1	4	0	0	0	0
	0.7%	21%	11%	5%	21%	0%	0%	0%	0%
40	0	0	0	0	0	0	0	0	0
	-	-	-	-	-	-	-	-	-
41	31	8	8	8	7	7	5	7	13
	1.2%	26%	26%	26%	23%	23%	16%	23%	42%
42	27	5	4	4	5	4	2	2	3
	1.0%	19%	15%	15%	19%	15%	7%	7%	11%
43	11	0	2	0	0	0	0	1	1
	0.4%	0%	18%	0%	0%	0%	0%	9%	9%
44	22	5	8	8	6	4	8	8	5
	0.8%	23%	36%	36%	27%	18%	36%	36%	23%
45	16	2	4	4	4	4	5	4	4
	0.6%	13%	25%	25%	25%	25%	31%	25%	25%
46	33	5	6	5	3	4	3	9	8
	1.2%	15%	18%	15%	9%	12%	9%	27%	24%
47	0	0	0	0	0	0	0	0	0
	-	-	-	-	-	-	-	-	-
48	14	9	3	2	2	4	3	4	1
	0.5%	64%	21%	14%	14%	29%	21%	29%	7%
49	13	9	9	9	8	11	6	4	4
	0.5%	69%	69%	69%	62%	85%	46%	31%	31%
50	14	8	9	9	11	6	5	5	5
	0.5%	57%	64%	64%	79%	43%	36%	36%	36%
51	8	0	0	0	1	1	2	1	0
	0.3%	0%	0%	0%	13%	13%	25%	13%	0%
52	18	1	0	2	0	1	2	0	2
	0.7%	6%	0%	11%	0%	6%	11%	0%	11%

On-Street Parking Occupancy, Thursday, May 22, 2025									
Block #	Total Spaces by Block and % of Total Study Area Parking Capacity	Hourly Parking Counts and Utilization Rates by Block							
		9 a.m.	10 a.m.	11 a.m.	12 p.m.	1 p.m.	2 p.m.	3 p.m.	4 p.m.
53	25	6	7	8	8	7	7	6	5
	0.9%	24%	28%	32%	32%	28%	28%	24%	20%
54	24	6	6	6	7	6	5	6	6
	0.9%	25%	25%	25%	29%	25%	21%	25%	25%
55	49	4	4	4	3	3	4	3	3
	1.8%	8%	8%	8%	6%	6%	8%	6%	6%
56	20	3	6	7	7	3	6	3	3
	0.8%	15%	30%	35%	35%	15%	30%	15%	15%
57	88	33	35	37	44	36	36	33	32
	3.3%	38%	40%	42%	50%	41%	41%	38%	36%
58	30	5	6	6	6	9	7	5	6
	1.1%	17%	20%	20%	20%	30%	23%	17%	20%
59	33	11	13	12	13	14	13	13	10
	1.2%	33%	39%	36%	39%	42%	39%	39%	30%
60	0	0	0	0	0	0	0	0	0
	-	-	-	-	-	-	-	-	-
61	24	1	1	2	0	1	2	3	7
	0.9%	4%	4%	8%	0%	4%	8%	13%	29%
62	18	9	6	3	2	5	6	8	8
	0.7%	50%	33%	17%	11%	28%	33%	44%	44%
63	15	1	3	2	3	2	1	2	4
	0.6%	7%	20%	13%	20%	13%	7%	13%	27%
64	47	20	21	20	30	26	23	24	23
	1.8%	43%	45%	43%	64%	55%	49%	51%	49%
65	17	3	4	3	1	0	0	0	0
	0.6%	18%	24%	18%	6%	0%	0%	0%	0%
66	37	4	3	2	2	2	4	4	4
	1.4%	11%	8%	5%	5%	5%	11%	11%	11%
67	19	0	0	0	0	0	0	1	1
	0.7%	0%	0%	0%	0%	0%	0%	5%	5%
68	32	12	8	13	16	16	9	12	13
	1.2%	38%	25%	41%	50%	50%	28%	38%	41%
69	24	12	10	11	13	17	12	12	7
	0.9%	50%	42%	46%	54%	71%	50%	50%	29%

On-Street Parking Occupancy, Thursday, May 22, 2025									
Block #	Total Spaces by Block and % of Total Study Area Parking Capacity	Hourly Parking Counts and Utilization Rates by Block							
		9 a.m.	10 a.m.	11 a.m.	12 p.m.	1 p.m.	2 p.m.	3 p.m.	4 p.m.
70	31	13	13	13	13	11	15	13	7
	1.2%	42%	42%	42%	42%	35%	48%	42%	23%
71	34	18	19	22	19	21	19	20	14
	1.3%	53%	56%	65%	56%	62%	56%	59%	41%
72	26	3	3	7	10	7	6	4	3
	1.0%	12%	12%	27%	38%	27%	23%	15%	12%
73	0	0	0	0	0	0	0	0	0
	-	-	-	-	-	-	-	-	-
74	3	2	2	2	2	2	2	2	2
All times > 50% Occupancy	0.1%	67%	67%	67%	67%	67%	67%	67%	67%
75	10	7	6	6	6	6	6	6	7
All times > 50% Occupancy	0.4%	70%	60%	60%	60%	60%	60%	60%	70%
76	0	0	0	0	0	0	0	0	0
	-	-	-	-	-	-	-	-	-
77	23	3	6	5	8	6	7	6	5
	0.9%	13%	26%	22%	35%	26%	30%	26%	22%
78	37	7	3	5	14	16	21	19	13
	1.4%	19%	8%	14%	38%	43%	57%	51%	35%
79	13	2	8	5	7	2	3	3	2
	0.5%	15%	62%	38%	54%	15%	23%	23%	15%
80	4	0	0	0	0	0	0	1	1
	0.2%	0%	0%	0%	0%	0%	0%	25%	25%
81	10	0	0	0	0	0	0	0	2
	0.4%	0%	0%	0%	0%	0%	0%	0%	20%
82	31	5	5	5	6	6	4	7	4
	1.2%	16%	16%	16%	19%	19%	13%	23%	13%
83	28	3	4	2	4	3	4	6	4
	1.1%	11%	14%	7%	14%	11%	14%	21%	14%
TOTAL (All Blocks)	**2654**	**910**	**951**	**984**	**1087**	**1070**	**978**	**919**	**918**
	100%	**34%**	**36%**	**37%**	**41%**	**40%**	**37%**	**35%**	**35%**

** = Indicates a road closure for an indicated block at the time of inventory on May 22, 2025. Road closures affected the ability to accurately count available On-Street Parking at these locations.*

Off-Street Public Parking Occupancy Counts

Of the 18 total off-street public parking facilities inventoried (surface lots and ramp/garage structures), 14 of those facilities are currently accessible to the public.

Of the four (4) off-street public parking facilities currently not accessible to the public, their current status and utilization are as follows:

- City Hall garage is open to employees only.
- GTC Garage allows parking by permit only.
- Island Park Pool surface lot is currently closed for construction.
- The new NP Ave ramp is currently under construction (scheduled to open Oct. 2025) and once opened, is intended to be utilized for public and contract parking.

On the day of inventory (May 22, 2025), only seven (7) of the total 16 off-street facilities currently in operation exceeded a 50% utilization rate (line items highlighted in green in Table 5) at peak times, which included the following:

- Roberts Commons Ramp (reached a 50% occupancy at 12pm only)
- C1-A Surface Lot
- Civic Center Ramp
- C1-B Surface Lot (City Center Lofts)
- V2 Surface Lot
- V4 Surface Lot
- 3rd Street Surface Lot

On the following pages, **Table 6** breaks down the hourly occupancy of each public off-street parking facility. Note that hourly occupancy data for the NP Ramp, City Hall Garage, GTC parking structures, as well as the Island Park Pool lot were not included in the off-street facility utilization rates presented herein due to various factors that included current construction, reconstruction, and lack of access and/or unavailable hourly data.

The line-item entries for public parking ramps and garage facilities currently in operation show the occupancy division between transient parkers versus monthly parkers. Of the 2,242 off-street parking spaces (which excludes the 461 NP ramp spaces not yet in operation), 723 (38%) of the parking spaces were occupied during the peak hour of 12:00 p.m. on Thursday, May 22.

As was observed with the on-street parking, the off-street parking is also significantly underutilized with a system wide off-street peak utilization rate of 38% occurring at 11am and at 12pm. Based on these low peak utilization rates, it is apparent that the currently available off-street public parking supply in the downtown study area is underutilized by industry standards.

Table 6 - Off-Street Public Parking Occupancy, Thursday, May 22, 2025

Off-Street Parking Occupancy, Thursday, May 22, 2025											
Block #	Name	Capacity	Parking Type	Hourly Parking Counts and Utilization Rates by Block							
				9 a.m.	10 a.m.	11 a.m.	12 p.m.	1 p.m.	2 p.m.	3 p.m.	4 p.m.
3	Mercantile Garage	354	Transient Parkers	16	19	19	17	17	16	12	14
			Monthly Parkers	57	65	71	74	67	64	61	60
			Total Parkers	**73**	**84**	**90**	**91**	**84**	**80**	**73**	**74**
			%	**21%**	**24%**	**25%**	**26%**	**24%**	**23%**	**21%**	**21%**
5	Roberts Commons (RoCo) Ramp	460	Transient Parkers	78	79	79	90	89	84	82	86
			Monthly Parkers	126	136	138	140	135	127	125	119
			Total Parkers	**204**	**215**	**217**	**230**	**224**	**211**	**207**	**205**
			%	**44%**	**47%**	**47%**	**50%**	**49%**	**46%**	**45%**	**45%**
7	C2 Lot	40	**Total Parker**	**7**	**8**	**12**	**13**	**13**	**13**	**14**	**14**
			%	**18%**	**20%**	**30%**	**33%**	**33%**	**33%**	**35%**	**35%**
9	C1-A Lot	32	**Total Parkers**	**19**	**21**	**21**	**18**	**20**	**19**	**21**	**18**
			%	**59%**	**66%**	**66%**	**56%**	**63%**	**59%**	**66%**	**59%**
9	Civic Center Ramp	242	Transient Parkers	33	27	23	22	19	20	21	21
			Monthly Parkers	93	105	110	109	108	105	103	96
			Total Parkers	**126**	**132**	**133**	**131**	**127**	**125**	**124**	**117**
			%	**52%**	**55%**	**55%**	**54%**	**52%**	**52%**	**51%**	**48%**
16	NP Ramp	461**	Total Parkers	-	-	-	-	-	-	-	-
			%	-	-	-	-	-	-	-	-
27	(C1-B) City Center Lofts	109	**Total Parkers**	**57**	**55**	**60**	**57**	**56**	**62**	**62**	**62**
			%	**52%**	**50%**	**55%**	**52%**	**51%**	**57%**	**57%**	**57%**

Off-Street Parking Occupancy, Thursday, May 22, 2025											
Block #	Name	Capacity	Parking Type	Hourly Parking Counts and Utilization Rates by Block							
				9 a.m.	10 a.m.	11 a.m.	12 p.m.	1 p.m.	2 p.m.	3 p.m.	4 p.m.
28	V2 Lot	16	**Total Parker**	**7**	**10**	**11**	**12**	**11**	**13**	**12**	**8**
			%	**44%**	**63%**	**69%**	**75%**	**69%**	**81%**	**75%**	**50%**
29	V1 Lot	147	**Total Parkers**	**9**	**15**	**15**	**19**	**22**	**20**	**24**	**23**
			%	**6%**	**10%**	**10%**	**13%**	**15%**	**14%**	**16%**	**16%**
29	V3 Lot	38	**Total Parkers**	**15**	**12**	**12**	**15**	**8**	**9**	**12**	**18**
				39%	**32%**	**32%**	**39%**	**21%**	**24%**	**32%**	**47%**
29	V4 Lot	12	**Total Parkers**	**7**	**5**	**6**	**8**	**6**	**7**	**7**	**7**
			%	**58%**	**42%**	**50%**	**67%**	**50%**	**58%**	**58%**	**58%**
29	City Hall Garage	87*	Total Parkers	-	-	-	-	-	-	-	-
			%	-	-	-	-	-	-	-	-
32	4th Street Lot	167	**Total Parkers**	**39**	**41**	**46**	**39**	**37**	**41**	**40**	**36**
			%	**23%**	**25%**	**28%**	**23%**	**22%**	**25%**	**24%**	**22%**
32	Main Ave Lot	66	**Total Parkers**	**1**	**1**	**1**	**1**	**1**	**0**	**1**	**1**
			%	**2%**	**2%**	**2%**	**2%**	**2%**	**0%**	**2%**	**2%**
32	GTC Garage	186*	Total Parkers	-	-	-	-	-	-	-	-
			%	-	-	-	-	-	-	-	-
35	3rd Street Lot	146	**Total Parkers**	**80**	**82**	**87**	**82**	**82**	**83**	**81**	**74**
			%	**55%**	**56%**	**60%**	**56%**	**56%**	**57%**	**55%**	**51%**
38	Island Park Lot	60	**Total Parkers**	**5**	**8**	**8**	**7**	**8**	**7**	**14**	**9**
			%	**1%**	**1%**	**1%**	**1%**	**1%**	**1%**	**2%**	**2%**
38	Island Park Pool Lot	80*	Total Parkers	-	-	-	-	-	-	-	-
			%	-	-	-	-	-	-	-	-

Off-Street Parking Occupancy, Thursday, May 22, 2025											
Block #	Name	Capacity	Parking Type	Hourly Parking Counts and Utilization Rates by Block							
				9 a.m.	10 a.m.	11 a.m.	12 p.m.	1 p.m.	2 p.m.	3 p.m.	4 p.m.
Total Inventory		2,703	Total Parkers	649	689	719	723	699	690	692	666
Total Utilization of Public Off-Street Parking*		1,889*	%	34%*	36%*	38%*	38%*	37%*	37%*	37%*	35%*

* Total available off-street parking capacity, excluding the spaces of the NP Ramp (currently under construction), City Hall, and GTC garages (not currently open to the public) and Island Park Pool lot spaces (under construction). No utilization data was available for these facilities. This decreases the relevant operational total off-street parking capacity at the time of the inventory from 2,703 (total anticipated off-street inventory) to 1,889 spaces that are currently available to the public.

On the following pages, **Figures 2 and 3** display the locations of the city-owned public off-street parking facilities (surface lots, ramps/garages) within the study area.

Figure 2 - Downtown Off-Street Parking Facilities Inventory Map

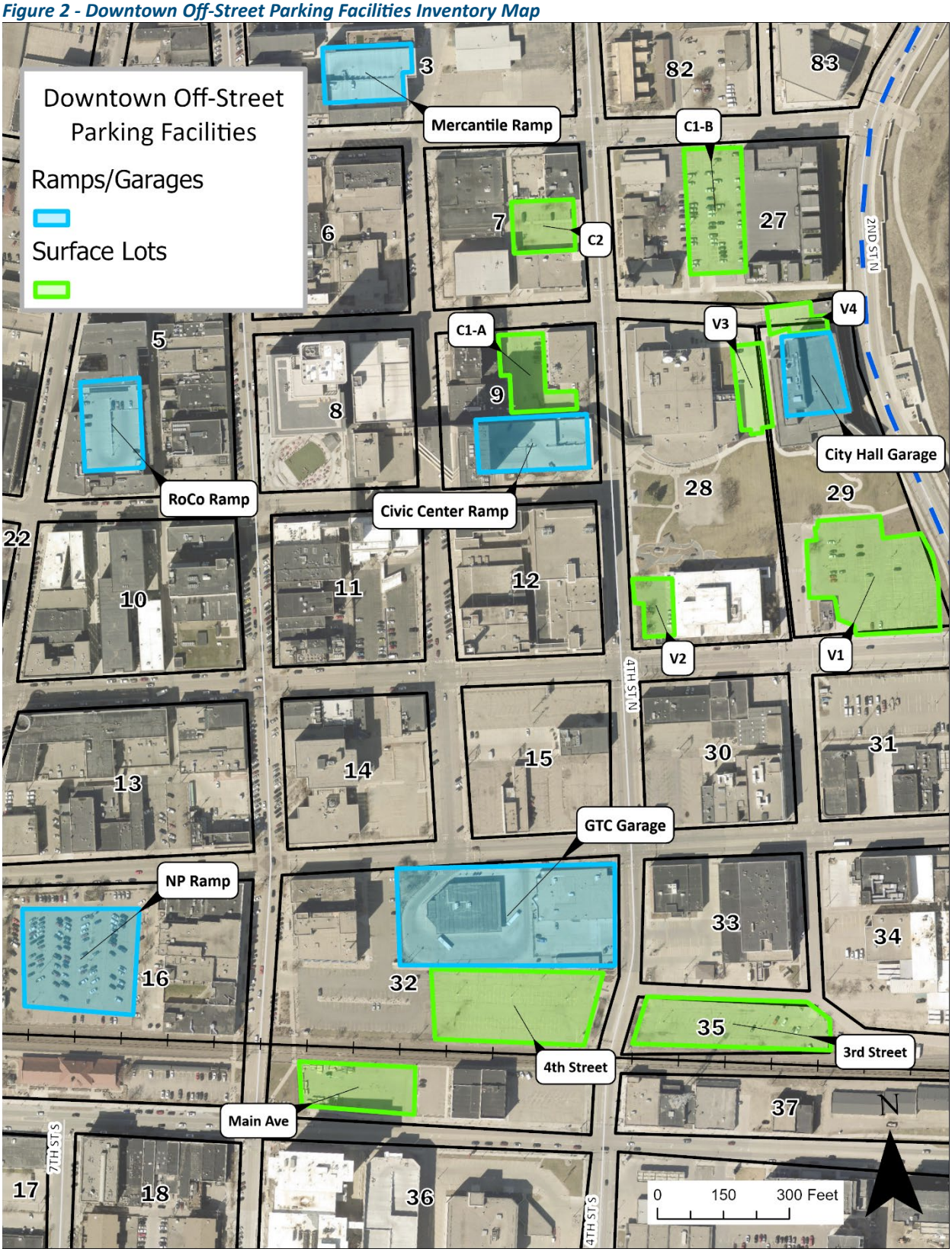
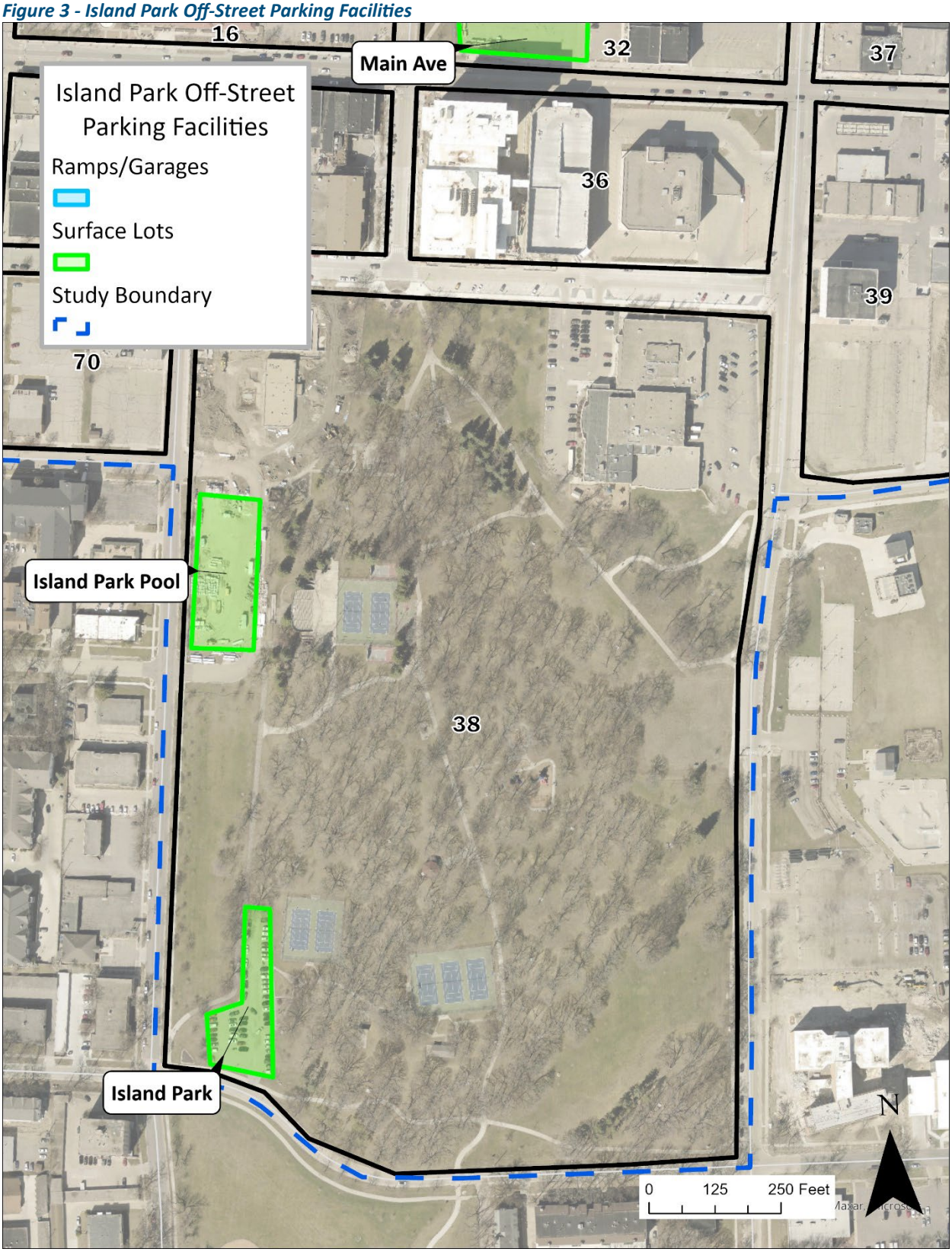


Figure 3 - Island Park Off-Street Parking Facilities



On- and Off-Street Average and Peak Utilization

To more wholistically understand the state of public parking utilization within Fargo's Downtown Parking Study Area, parking inventory data was analyzed to produce tabular data and maps for on- and off-street average and peak utilization percentages.

Average Utilization

The drone survey data collected on May 22, 2025, shows, that for the vast majority of on-street parking spaces, average utilization reaches a high range of 61% to 80% at blocks 4, 5, 6, 10, and 12 in the core of downtown, and also on blocks 74 and 75 in the study area periphery on the northeast side near the Sanford Medical facilities. The remaining on-street parking of the 76 blocks of the study area does not surpass 60% average utilization, with the majority of these having less than a 40% average on-street utilization. Refer back to **Table 5** for off-street by-block hourly utilization percentages.

Similarly, for off-street parking facilities, the C1-A and V2 surface lots (blocks 9 and 28, respectively) reach average utilization rates ranging between 61% and 80%. Five (5) facilities fall within 41% to 60% average utilization rate, with the remaining seven (7) facilities falling within the 1% to 40% average utilization rate. Refer back to **Table 6** for off-street by-block hourly utilization percentages.

Peak Utilization

Percentages for on-street parking fall within the highest range of 81% to 100% utilization only around block 4 (RoCo adjacent) and block 5 (RoCo adjacent and Broadway Street).

Weekday peak utilization for off-street parking occurs between 11 am and 12 pm with a peak utilization rate of 38%. The average hourly utilization for the ramp/garage facilities is 40% whereas the lots have a slightly lower average peak utilization rate of 32%. Due to lack of data for the GTC and City Hall garage, NP ramp being under construction, and Island Park Pool lot being closed at the time of the survey, these have been removed from the utilization totals.

Notably, the Roberts Commons ramp does not exceed 50% at peak utilization time, despite the higher adjacent on-street parking utilization rates, which may provide evidence that transient parkers are opting to utilize the free on-street parking in this area. The C1-A, V2, and V4 surface lots do experience peak utilization rates between 61% to 80%, however the remaining ramps, garages, and surface lots exhibit peak utilization percentages well below 60%.

On the following pages, **Table 7** summarizes the total study area *on-street average and peak parking utilization*. **Table 8** summarizes *total off-street average and peak parking utilization*, separately breaking down ramp and surface lot capacities and occupancies. Following these tables, two study area maps are provided showing combined *average utilization* (**Figure 4**) and combined *peak utilization* (**Figure 5**) for on- and off-street parking facilities.

Table 7 - On-Street Average and Peak Parking Utilization Summary

On-Street Hourly Parking Utilization, Thursday, May 22, 2025										
Time of Day		9am	10am	11am	12pm (Peak)	1pm	2pm	3pm	4pm	Hourly Avg.
Total On-Street Capacity: 2,654	Total Spaces Occupied by Hour	910	951	984	**1087**	1070	978	919	918	**977**
Total On-Street Parking Utilization % by Hour		34%	36%	37%	**41%**	40%	37%	35%	35%	**37%**

Table 8 - Off-Street Average and Peak Parking Utilization Summary

Block #	Ramp Name	Total Ramp Capacity: 1056	Off-Street Hourly Parking Utilization by Ramp								
			Time of Day	9am	10am	11am	12pm (Peak)	1pm	2pm	3pm	4pm	Hourly Avg.
3	Mercantile	354	% Utilized	21%	24%	25%	26%	24%	23%	21%	21%	23%
5	RoCo	460		44%	47%	47%	50%	49%	46%	45%	45%	47%
9	Civic	242		52%	55%	55%	54%	52%	52%	51%	48%	**52%**
Average Ramp Utilization Rates				**38%**	**41%**	**42%**	**43%**	**41%**	**39%**	**38%**	**38%**	**40%**

Block #	Lot Name	Total Lot Capacity: 833	Off-Street Hourly Parking Utilization by Lot								
			Time of Day	9am	10am	11am	12pm (Peak)	1pm	2pm	3pm	4pm	Hourly Avg.
7	C2	40	% Utilized	18%	20%	30%	33%	33%	33%	35%	35%	30%
9	C1-A	32		59%	**66%**	**66%**	56%	**63%**	59%	**66%**	59%	**62%**
27	C1-B	109		52%	50%	55%	52%	51%	57%	57%	57%	54%
28	V2	16		44%	**63%**	**69%**	**75%**	**69%**	**81%**	**75%**	50%	**66%**
29	V1	147		6%	10%	10%	13%	15%	14%	16%	16%	13%
29	V3	38		39%	32%	32%	39%	21%	24%	32%	47%	33%
29	V4	12		58%	42%	50%	**67%**	50%	58%	58%	58%	55%
32	4th Street	167		23%	25%	28%	23%	22%	25%	24%	22%	24%
32	Main Ave	66		2%	2%	2%	2%	2%	0%	2%	2%	2%
35	3rd Street	146		55%	56%	**60%**	56%	56%	57%	55%	51%	56%
38	Island Park	60		1%	1%	1%	1%	1%	1%	2%	2%	1%
Average Lot Utilization Rates				**30%**	**31%**	**33%**	**33%**	**32%**	**33%**	**35%**	**32%**	**32%**
Current Public Parking Total Off-Street Capacity	1,889*	Total Off-Street Utilization		**34%**	**36%**	**38%**	**38%**	**37%**	**37%**	**37%**	**35%**	**37%**

*Due to the unavailability of hourly utilization data for the GTC and City Hall garage, the NP ramp being under construction, and Island Park Pool lot being closed for construction activity at the time of the survey, these have been removed from total off-street parking capacity and utilization rates.

Figure 4 - On- and Off-Street Average Utilization

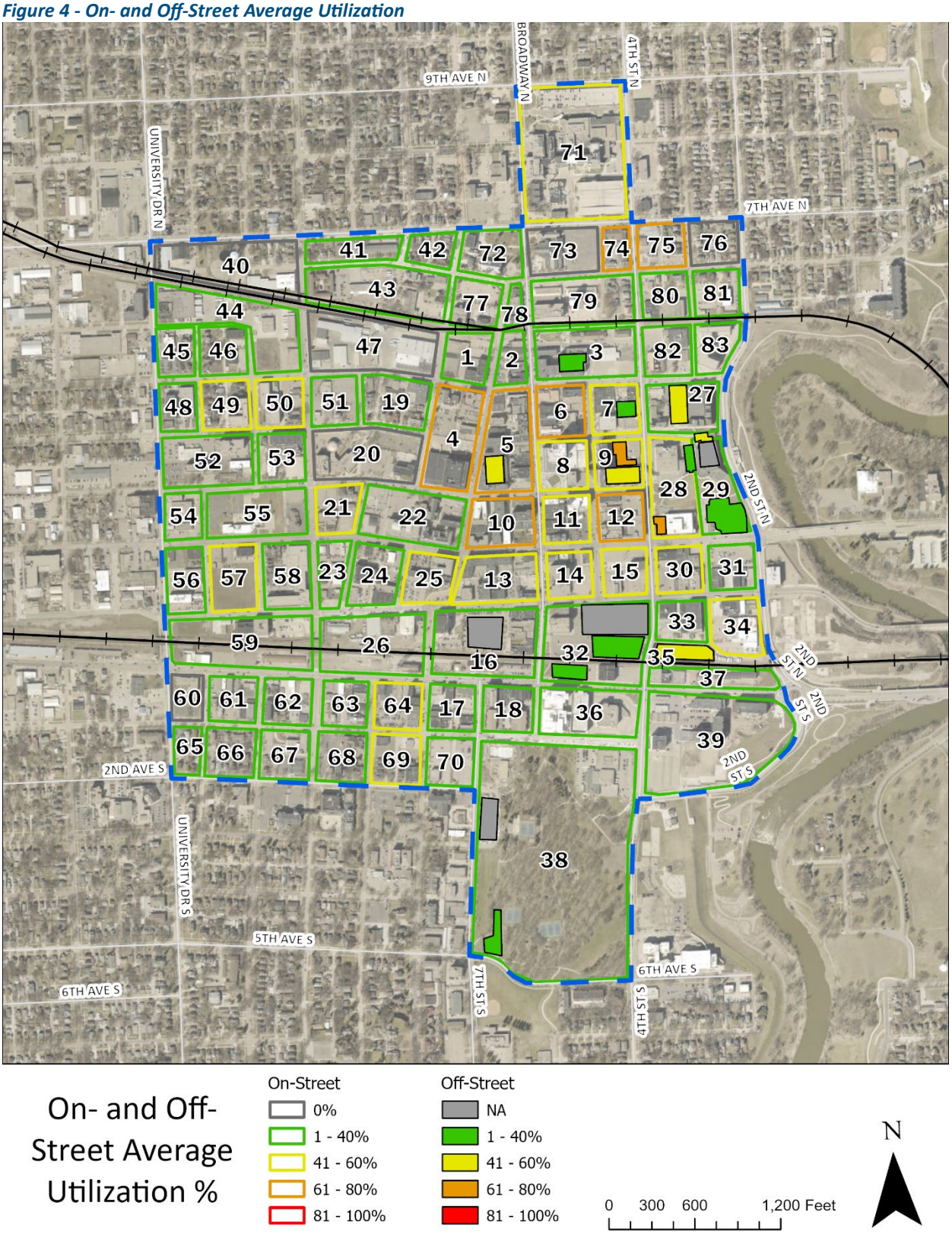
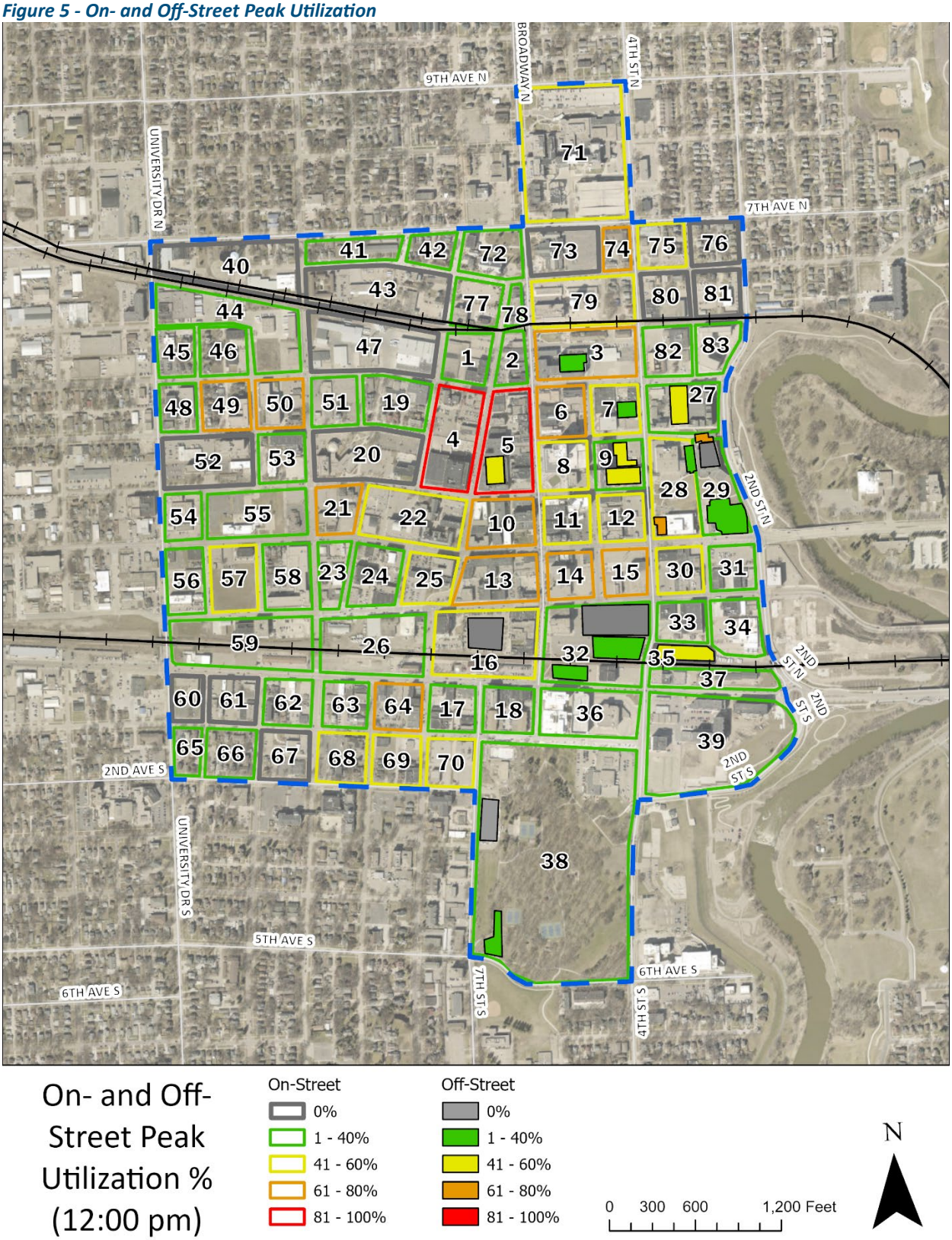


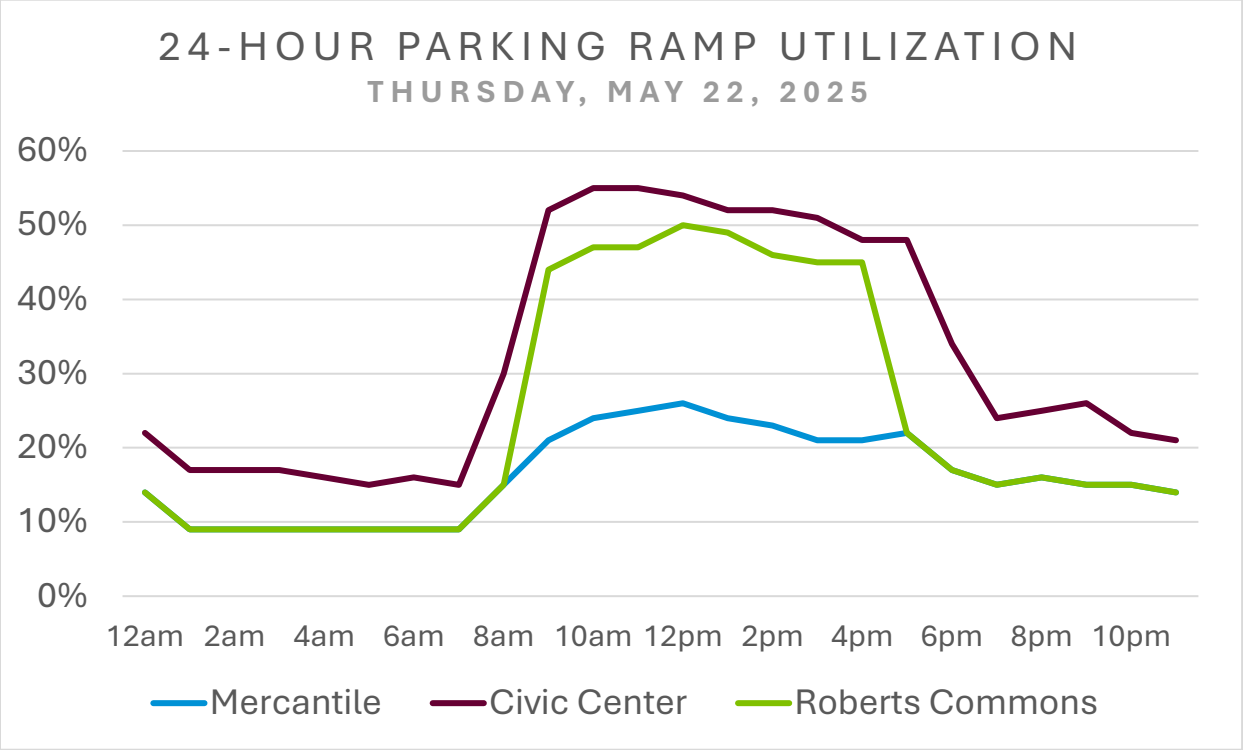
Figure 5 - On- and Off-Street Peak Utilization



Overnight Ramp Data

From **Table 8** data, **Figure 6** below charts the 24-hour ramp utilization rates for May 22, 2025. Note that overnight parking is highly underutilized at roughly 15% to 20% utilization, with maximum daytime parking ramp utilization peaking at 11am at the Civic Center Ramp (55% utilization) to 12pm at the Roberts Commons ramp (50% utilization). The Mercantile ramp has a low daytime peak utilization of 26% and the NP Ramp is not open for service at the time of authoring this report.

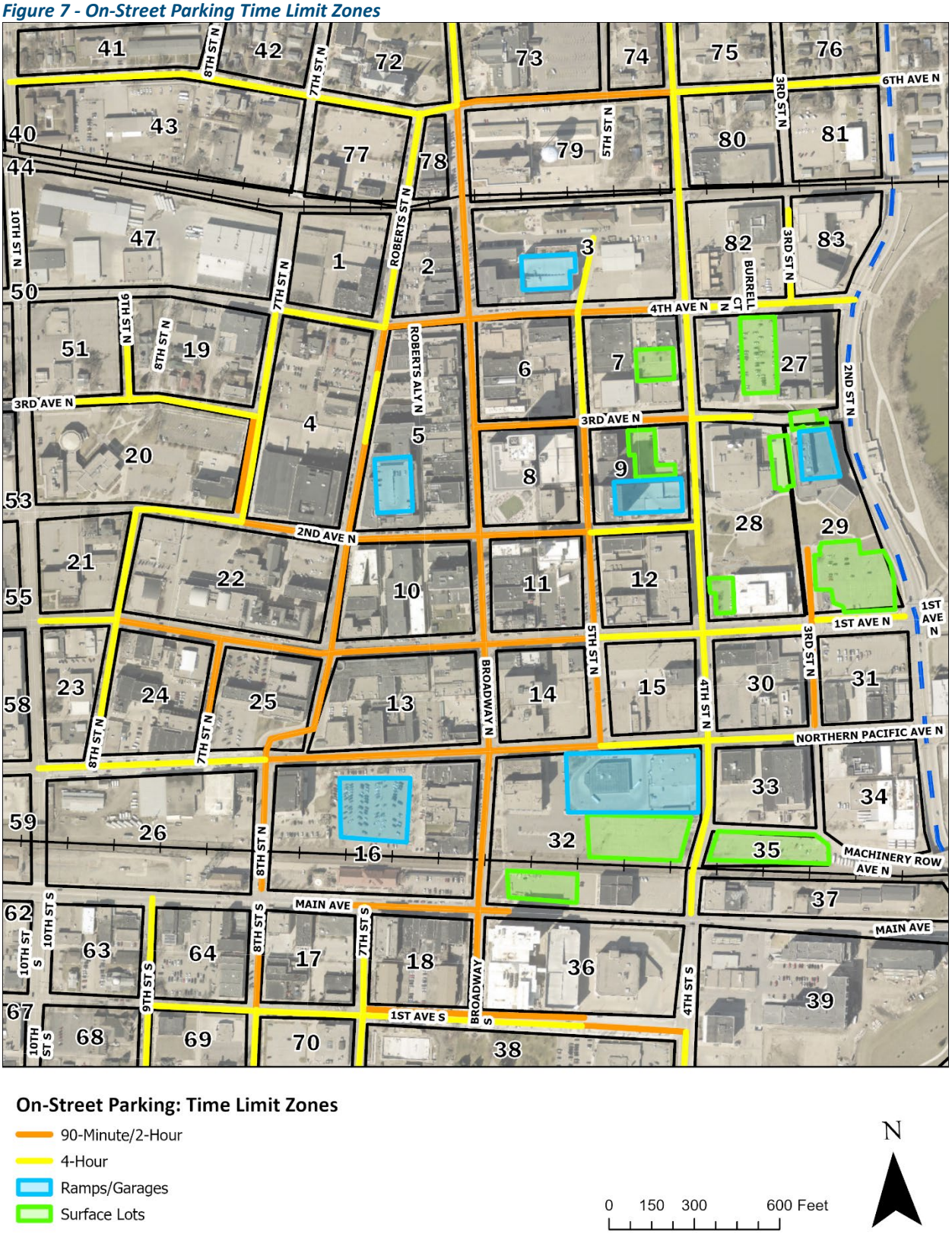
Figure 6 - 24-Hour Parking Ramp Utilization



On-Street Parking: Time Zone Turnover

In addition to analyzing on- and off-street average and peak study area public parking utilization, on-street time zone turnover was analyzed for the highest utilization areas within the study area. **Figure 7** shows the on-street time zones (90minute/2hr and 4-hour zones) within the study area. Based on ticket issuance data provided by the City, it was determined that 20 percent of the tickets issued were for time zone violations. In addition, the study area accounts for nearly 15 percent of all tickets issued. The purpose of this analysis was to determine if additional enforcement may help improve the utilization of the ramps and off-street parking.

Figure 7 - On-Street Parking Time Limit Zones



Using the study's drone imagery, a time-lapse was used to assess on-street parking turnover of on-street parking adjacent to the RoCo ramp (block 5) as well as Broadway from NP Avenue to 4th Street North.

Table 9 shows block 5 on-street occupancy with respect to the time-zone limits. Notably, 1 vehicle which was parked within a 4-hour zone (not present at 10am but was verified from drone imagery to be present from 11am through 3pm) and 6 vehicles parked in 90min/2hr zones (for a total of 7 vehicles), all exceeded their time zone limits. This accounts for nearly 10 percent of the on-street parking capacity on this block. This could be indicative of the transient parker's propensity to utilize free on-street parking, versus paying for ramp parking. The relatively lower utilization of the Robert Commons ramp, versus the higher overall utilization of the adjacent on-street parking provides some evidence for this.

Table 9 - Block 5 On-Street Utilization: 11am to 2pm, May 22, 2025

Block 5 On-Street Utilization 11am-2pm					
	Capacity	11am	12pm	1pm	2pm
Occupancy	70	49	62	63	44
Occupied %	100%	70%	89%	90%	63%
Occupied 1 Hour	-	-	22	16	10
Occupied 2 Hours	-	-	-	15	5
Occupied 3 Hours	-	-	-	-	**7***

* These 7 vehicles represent 6 vehicles that were parked in 90min/2hr time zones, and 1 vehicle parked within a 4-hour zone (11am to 3pm) in which the parkers exceeded their time zone limits.

Table 10 provides similar on-street parking turnover rates for the Broadway Street segment, also adjacent to the Robert Commons and Mercantile ramps. Based on parking ticket issuance data provided by the City for the study area, this stretch of Broadway accounts for approximately seven percent of all tickets issued and is the most ticketed street in the study area. On-street parking is zoned for 90-minute/2-hour parking, with the majority being 90-minute. Based on the data from 11am to 2pm on May 22, 2025, it was determined that a maximum of 26 vehicles (18%) of the available parking spots, appear to have been in violation of the posted time zones during the peak time. This suggests that additional enforcement may help encourage use of the nearby ramps.

Table 10 - Broadway On-Street Utilization

Broadway On-Street Utilization 11am-2pm					
	Capacity	11am	12pm	1pm	2pm
Occupancy	145	87	110	98	79
Occupied %	100%	60%	76%	68%	54%
Occupied 1 Hour	-	-	38	25	12
Occupied 2 Hours	-	-	-	26	8
Occupied 3 Hours	-	-	-	-	11

On-Street Ramp-Adjacent Utilization

Roberts Commons: Table 11 highlights the area of on-street peak occupancy and utilization for blocks 2, 4, 5, 6, 8 and 10 which are adjacent to block 5 and the Roberts Commons ramp. From the inventory analysis, it is clear that the peak utilization times of 12pm and 1pm for on-street parking adjacent to the Roberts Commons ramp experiences a 20% higher occupancy than the ramp itself. In addition, the data suggests that, excluding the peak hours, the parking ramp has adequate capacity to support the parking demand. If the desire of the city is to increase ramp parking utilization, the city may want to consider revisiting on-street parking time zones to encourage use of the ramps.

Table 11 – Roberts Commons On- and Off-Street Public Parking Occupancy Comparison; Thursday, May 22, 2025

On- and Off-Street Public Parking Occupancy Comparison, Thursday, May 22, 2025					
Time	Roberts Commons		Adjacent Blocks		Total Parking Space Demand
	Capacity	Percentage Occupied	Capacity	Percentage Occupied	
9 a.m.	460	44%	343	59%	405
10 a.m.	460	47%	343	62%	429
11 a.m.	460	47%	343	64%	436
12 p.m.	460	50%	343	70%	470
1 p.m.	460	49%	343	70%	466
2 p.m.	460	46%	343	57%	407
3 p.m.	460	45%	343	59%	409
4 p.m.	460	45%	343	64%	427

*Peak utilization. Included Blocks: 2, 4, 5, 6, 8, 10

Mercantile Ramp (Table 12): Off-street occupancy for the Mercantile ramp is roughly half of the utilization of the adjacent on-street parking (blocks 2, 3, 6, 7, 79, and 82). The data suggest that peak utilization for the ramp could possibly be increased to 60 percent or more if on-street parking options were less attractive through additional enforcement or reduced time zones.

Table 12 – Mercantile Ramp On- and Off-Street Public Parking Occupancy Comparison; Thursday, May 22, 2025

On- and Off-Street Public Parking Occupancy Comparison, Thursday, May 22, 2025					
Time	Mercantile Ramp		Adjacent Blocks		Total Parking Space Demand
	Capacity	Percentage Occupied	Capacity	Percentage Occupied	
9 a.m.	354	21%	260	37%	171
10 a.m.	354	24%	260	44%	199
11 a.m.	354	25%	260	40%	193
12 p.m.*	354	26%	260	52%	227
1 p.m.	354	24%	260	50%	215
2 p.m.	354	23%	260	41%	188
3 p.m.	354	21%	260	37%	171
4 p.m.	354	21%	260	40%	178

*Peak utilization. Included Blocks: 2, 3, 6, 7 , 79, 82

Civic Center Ramp (Table 13): Off-street occupancy for the Civic Center ramp is roughly equivalent to adjacent on-street parking (blocks 7, 8, 9, 12, 28). Unlike the Roberts Commons and Mercantile ramps, the parking demand adjacent to the Civic Center ramp consistently averages around 50 percent utilization. However, there are also more 4-hour parking time zones adjacent to the ramp. It is feasible to increase the utilization of the ramp by reducing the on-street time zones to be 90-minute/2-hour zones.

Table 13 – Civic Center Ramp On- and Off-Street Public Parking Occupancy Comparison; Thursday, May 22, 2025

On- and Off-Street Public Parking Occupancy Comparison, Thursday, May 22, 2025					
Time	Civic Center Ramp		Adjacent Blocks		Total Parking Space Demand
	Capacity	Percentage Occupied	Capacity	Percentage Occupied	
9 a.m.	242	52%	232	49%	240
10 a.m.	242	55%	232	56%	263
11 a.m.*	242	55%	232	57%	265
12 p.m.	242	54%	232	48%	242
1 p.m.	242	52%	232	57%	258
2 p.m.	242	53%	232	55%	256
3 p.m.	242	51%	232	48%	235
4 p.m.	242	48%	232	45%	221

*Peak utilization. Included Blocks: 7, 8, 9, 12, 28

In **Tables 10, 11 and 12** above, the total "Demand" highlights that the ramps could be better utilized if on-street parking time zones were better enforced or times reduced to encourage use of the ramps. Refer back to **Figure 7** for the on-street time zones (90minute/2hr and 4-hour zones), blocks, and ramp locations within the study area.

Inventory and Utilization Summary

The existing public city owned on- and off-street parking facilities currently in operation have a total weekday average utilization rate of approximately 37% and peak utilization of 41%. These utilization rates do not account for the space utilization rates for the City Hall garage and GTC ramp, which could not be inventoried at the hourly intervals due to accessibility and/or lack of data. It also excludes the new NP ramp and the Island Park Pool lot, which were both under construction at the time the parking inventory was conducted. Based on industry standards, public parking utilization within the study area is underutilized.

Additionally, the current utilization does not factor in the available supply of private parking. Factoring in the private parking supply in the study area (approximately four available additional surface parking lots), the city could assume a further decrease (from 37%) in the overall parking utilization percentage within the study area.

Another factor that may impact on the low utilization of the off-street parking is the abundance of free on-street parking adjacent to the ramps. The study data suggests the three ramps on-line at the time of the study would be able to support nearly all of the parking needs for the adjacent blocks (blocks directly

connected to the ramp block). Some items to consider as the city looks to better utilize the ramps may be increased enforcement for on-street parking and reductions in the on-street parking time zones.

In summary, based on the current public city-owned parking inventory in the downtown Fargo study area, the available public parking supply outpaces current demand.

Appendix B: Parking Demand and Utilization Analysis and Summary

MEMO

TO: City of Fargo; C/o Mark Williams and Kim Citrowske
FROM: KLJ Engineering, LLC; Ian Severson
DATE: September 26, 2025
SUBJECT: City of Fargo Downtown Parking Study; Phase I – Demand and Utilization Analysis

Demand & Utilization Analysis

The purpose of this memo is to provide an updated evaluation of the City of Fargo's downtown public parking demand. Prior studies conducted in 1999 (Fargo Downtown Parking Study) and 2012 (Fargo Parking Evaluation) concluded parking was adequate for their respective study areas for the current study year and future horizon, although, the location of parking in proximity to the heavy use areas could be expanded to better serve the demand. Suggestions for future structured parking facilities were discussed in both prior studies. A site evaluation was conducted in 2015 (City of Fargo Parking Ramp Site Evaluation) to address these concerns. Of the seven sites considered in the 2015 study, three of the sites have since been built (Roberts Commons and Mercantile) or are under construction (NP). With the addition of the newly structured public parking facilities, the city has set out to determine what impact this has had on the parking supply and demand forecast. As will be outlined in this memo, the current public parking inventory appears to be adequate to serve the study area well into the future. In addition, it suggests that additional development can be supported on underutilized lots/blocks to encourage economic growth downtown as suggested by the *2018 Downtown InFocus* and 2*023 Downtown InFocus Take Action Update* studies without having to add public parking.

Data and Previous Study Precedents

The demand and utilization analysis involved a review and extrapolation of data from key available studies listed in the bullet points below. These study precedents, along with data inventory and related utilization and demand calculations, were relied on to assist in determining an approximate future demand for Fargo's downtown public parking in the short- (2035) and long-term (2045). References to these key studies are provided throughout this memorandum.

- *1999 Fargo Downtown Parking Study* (1999 Study)
- *2012 Fargo Parking Evaluation* (2012 Study)
- *2015 Parking Ramp Site Evaluation* (2015 Study)
- *2050 Demographics Forecast Study for the FM Metropolitan Area* (2018 Demographics Forecast Study)
- *2018 Metro COG/Fargo/West Fargo Parking and Access Requirements Study* (2018 MetroCOG Parking Study)
- *2024 Growth Plan Update*
- *Fargo LDC 2026* (in-progress)
- *2018 Downtown lnFocus* including the *2023 Take Action Update* (2018/2023 Downtown InFocus Study)
- *2024 Fargo Transportation Plan*

Study Comparisons

Firstly, it is important to note that the two previous study's geographic areas varied from that of the 2025 Study. The 1999 Study incorporated an area approximately the same size as the 2025 Study, but inventory days and times varied between a "primary" and "secondary" study area. The 2012 Study inventoried a smaller study area identifying only 36 blocks. Whereas the 2025 study area added 47 blocks to the 2012 Study for a total of a larger 83-block study area.

Table 1 below summarizes key utilization data from the preceding inventory and utilization task of this 2025 Study. It is notable that increases in total on- and off-street parking capacity is attributed to the differences in study area size with each study, as well as the addition or exclusion of parking capacity/facilities based on study area geography, and/or the addition or removal of public parking off-street facilities since 1999. Additionally, public, and private off-street capacity inventoried in the 1999 Study is combined and was not able to be separated based on the context of the 1999 Study method and data sets provided (i.e., "Public-only" off-street parking facility data was not specifically provided in the 1999 Study). Please note, total public off-street capacity of 2,242 spaces included in **Table 1** excludes the 461 spaces of the NP ramp (under construction). In addition, off-street average and peak utilization rates include the capacities and normalized utilization rates for the spaces available within the GTC ramp, City Hall Garage, and Island Park Pool surface lot, but exclude the anticipated 461 NP ramp spaces.

Table 1 - Parking Study Utilization 1999 to 2025

Parking Study Utilization 1999 to 2025: Total On- and Off-Street Public Parking Capacity / Average and Peak Public Parking Utilization										
		On-Street Parking Utilization				Off-Street Parking Utilization				
Parking Study Year	Parking Study Inventory Day of Week & Date	Total On-Street Capacity	% of Total On- and Off-Street Capacity (4,896 Spaces)	On-Street Avg. Utilization	On-Street Peak Utilization (Time of Day)	Total Public Off-Street Capacity	% of Total Public On- and Off-Street Capacity (4,896 Spaces)	Off-Street Avg. Utilization	Off-Street Peak Utilization (Time of Day)	Total City-Owned/Public Off-Street Parking Facilities (Lots + Ramps)
2025	Thurs. May 22	2,654	54%	37%	41% (12pm)	2,242*	46%	37%**	38%** (11am and 12pm)	18 (14 currently available to the Public)
2012	Wed. Aug. 31 & Thurs. Sept. 1	1,622	43%	46%	54% (12pm)	2,138	57%	52%	56% (11am)	11
1999	*Weekday, Summer, 1998*	1,198	49.6%	*Data Not Available*	55% (3pm)	*1,220*	50.4%	67%	76% (10am)	5

*Total public off-street capacity of 2,242 spaces excludes the 461 spaces of the NP ramp (under construction). **Off-street average and peak utilization rates exclude the anticipated 461 NP ramp spaces, however, include the capacities and normalized utilization rates for the spaces available within the GTC ramp, City Hall Garage, and Island Park Pool surface lot.

In summary, while **Table 1** does not provide a strict apples to apples comparison due to previously mentioned inconsistencies from study to study, the 1999 and 2025 study areas captured approximately the same geography with their respective study areas. Therefore, since 1999, it is reasonable to conclude that parking capacity in the study area has increased while utilization has decreased.

Key Takeaways (Table 1 Data). Since 1999:

- Total on-street supply/capacity has increased by 1,456 spaces (121.5% increase). Meanwhile, on-street average and peak utilization has decreased.
- Total off-street supply/capacity has increased by 1,022 spaces (84% increase). During this same timeframe, off-street average and peak utilization has decreased.
- Total on- and off-street combined parking supply/capacity increased by 2,478 spaces (102.5% overall study area parking portfolio increase) to current 2025 supply/capacity of 4,896 total spaces (not including future NP Ramp).
- The number of public (city-owned) off-street parking facilities has increased from five (5) in 1999 to 18 in 2025. Some items to note:
    - 1999 structured parking facilities included GTC Garage, Civic Ramp (formerly Radisson Ramp), and US Bank Ramp (formerly First Bank Ramp).
    - 2012 structured parking facilities did not change from the 1999 facilities.
    - Island Park Ramp is not included in the 2012 study as it was not yet on-line. In addition, it is excluded from the current study as it was recently sold to a private entity.
    - The US Bank Ramp has since been demolished due to structural issues and replaced with a private ramp associated with the new Block 9 development. Hence, it has been omitted from the current study. In addition, two new, city owned, structured parking facilities have been brought on-line (Roberts Commons and Mercantile ramps) since the 2012 study was completed.

Table 2 summarizes the current 2025 weekday public parking supply, demand, and surplus/deficiency.

Table 2 - 2025 Average and Peak Parking Demand

2025 Average and Peak Parking Demand					
Parking Scenario	**Parking Type**	**Supply**	**Demand***	**Utilization**	**Surplus**
Current Average Weekday	Public	4,896	***1,811***	37%	***+3,085***
Current Peak Weekday	Public	4,896	***1,934***	38%	***+2,962***

*As data to support utilization of the GTC Garage, City Hall Garage, and Island Park Pool Lot was not available at the time of the study, the demand at these facilities has been normalized utilizing the average hourly and peak demand for the remaining study area.

Key Takeaways (Table 2 Data): There is currently a significant surplus of public parking supply at both the average and peak weekday scenarios. Average and peak weekday demand are 37% and 38% of public parking supply, respectively. There is an average and peak public parking supply surplus of 3,085 spaces and 2,962 spaces respectively.

Summary

The inventory data analysis is indicative of a 2025 public parking system that has a surplus of capacity for both on- and off-street public facilities considered separately, and/or combined. This data suggests the future growth outlined in the 2018 *Downtown InFocus* study may be able to be supported without the need to invest in additional public parking and supports development on underutilized surface parking lots.

Land Use Analysis and 2026 Land Development Code (LDC)

A major theme of Fargo's 2024 Growth Plan Update was the acknowledgment that the Land Development Code (LDC) was outdated regarding the code's minimum parking standards and parking placement requirements. The 2024 Growth Plan, along with previous planning reports that have been produced, namely the 2018 MetroCOG Parking Study, supported the intention to rethink the city's growth that was previously guided by traditional future land use planning category assignment, in place of "place type"[1] future land use planning methodology.

Findings and recommendations from these previous studies have prompted the City of Fargo to redress its approach to future development. By establishing "place types" in lieu of traditional future land use designation methodology, it enables the city to steer growth in a logical and appropriate "place type" fashion to address infill development, encourage multi-modal access and mobility, improve access management, improve pedestrian, and bike safety, and improve walkability within the downtown study area.

This relational "place type" parking supply and demand approach, which applies a more appropriate minimum, *and more importantly,* ***sets a maximum parking requirement*****,** is more in tune with national parking standards for urban areas. This approach can more appropriately set parking requirements based on the square footage (SF) of future development. This parking demand methodology presents a paradigm shift from traditional minimum parking requirements and still factors in future development's building SF and the intensity and density of site development (e.g., employment centers, entertainment, commercial, and retail place types, mixed use residential, and public institutional buildings, etc.), and their associated land uses.

The 2026 LDC work that is in progress will ultimately update the code and guide future land use in downtown Fargo. With a refined and modernized land use code, it will serve to inform recommended parking thresholds based on each specific land use category.

Parking System Needs & Improvements (On- and Off-street)

In alignment with the Fargo LDC 2026 efforts, downtown Fargo's future parking needs should be based on recommended parking thresholds associated with land use "place type" (i.e., predominant downtown land uses such as government/public institutional, commercial, mixed use, and residential). Guidance from the 2018 MetroCOG Parking Study[2] was utilized herein for the demand and future parking needs analysis.

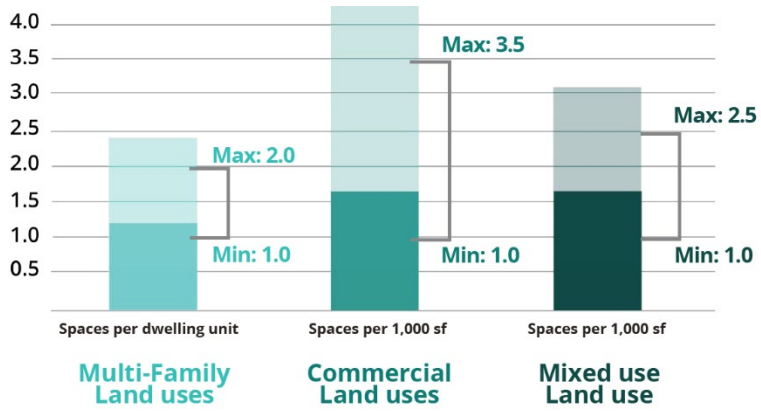
[1] Fargo Growth Plan 2024. Retrieved from: https://czb.app.box.com/s/94b9qbo0rwb03d7vln4z0j2m6o3o6nvm
[2] Metro COG Fargo / West Fargo Parking and Access Requirements Study (2018), pg. 35. Retrieved from https://fmmetrocog.org/application/files/7115/4421/8218/Report_Draft_revisions_reduced_size__12-5-2018.pdf

"Excessive parking requirements make market-rate housing more expensive, reduce the amount of space for non-parking uses, increase impervious surface, and encourage people to drive more frequently. When minimum parking requirements are implemented, even those that do not drive share in the cost of parking through higher retail prices, higher rents, and other taxes. Deregulating off-street parking allows the market to determine parking supply levels, creates more walkable development patterns, and begins to level the playing field for all travel modes. Additionally, mobility services like Uber and Lyft, and – eventually – the widespread adoption of driverless vehicles, are likewise contributing to a trend toward needing less parking and more pick-up/drop-off space. Even if traffic volumes and driving mode split were to stay the same, the demand for parking will decline, making the implementation of parking maximums a powerful and necessary tool to prepare for emerging transportation trends."

The revised minimum, and addition of maximum parking requirement threshold recommendations shown in **Figure 1,** are set forth in the 2018 MetroCOG Parking Study. These recommendations are intended to guide allocation of appropriate parking capacity thresholds geared to future development "place type" land use practices.

The study also sets forth recommendations for appropriate parking capacity and shared parking lot design for future developments, which employs a parking recommendation based on parking spaces required per 1,000 SF of applicable building SF by land use type. Parking minimum and maximum recommendations from the study were made as follows:

Figure 1 – 2018 Min. and Max Parking Requirements Appropriate to Downtown Application



"It is recommended that the cities of Fargo and West Fargo adopt parking maximums in combination with minimum requirements to provide developers with the flexibility to provide parking over demand while preventing excessive parking from being constructed. The parking ranges shown ***[Figure 1]*** *summarize potential minimum and maximum requirements for the land use typologies for which demand was determined. Each of the minimum requirements is set below the existing demand to ensure that enough parking is provided,* ***but the maximums are set below the volume of parking that is currently provided to ensure that excess parking is not constructed."***

Projected Utilization and Demand

Another point of reference utilized in determining parking demand and potential improvements was the 2023 Downtown InFocus Study. This study evaluated progress on downtown development outlined in prior studies issued in 2016 and 2018. Considerable progress had been made on the development identified in 2018. The 2023 Downtown InFocus Study suggested improvements to the growth plan, LDC, Broadway and 2nd Avenue N corridor. It also suggested potential redevelopment of underutilized property along the Riverfront, adjacent to the 2nd Street N corridor. The 2024 Growth Plan and ongoing development of the 2026 LDC are direct outcomes of the 2023 Downtown InFocus Study. Recommendations to improve the

Broadway corridor included an alternate roadway section with the conversion of the on-street parking along one side of the street to parallel parking, which would reduce the on-street parking capacity. The proposed plans for the 2nd Avenue reconstruction between Broadway and 4th Street N would nearly eliminate on-street parking to allow for flexibility for more downtown activities associated with Broadway Square. Development within the Riverfront includes the potential to redevelop a portion of the visitor parking lot (V1) on the south side of City Hall while adding capacity to the Civic Ramp. As suggested in the 2023 Downtown InFocus Study and reiterated herein, a reduction in on- and off-street surface parking would have little impact on the overall future parking demand as there is ample capacity in the neighboring parking ramps.

Additionally, the 2023 Downtown InFocus Study, citing a 2022 parking study completed by Walker Consultants, found that parking supply was adequate to support demand within the study area, with the exception of the area bounded by 8th St S, Broadway, 1st St N, and the BNSF Railroad north of Main Avenue. As such, the current NP Avenue parking ramp project site was projected to be able to support the current and future development within this area.

Potential Redevelopment Locations

The City of Fargo's downtown development strategy, well documented within the 2024 Growth Plan Update[3] and the 2023 Downtown InFocus Study[4] identified underutilized sites within the 2025 downtown parking study that are available for potential development or redevelopment.

Figure 2 on the next page shows the underutilized site map, extracted for this report from the Downtown InFocus Take Action study. With numerous public and privately owned sites in downtown that are potentially available for future development or redevelopment, this impact on future parking demand, based on the current parking supply and surplus, needs to be considered.

With the variability of future development projects coming to fruition over time (i.e., the development processes of project funding, design, review, approval, and construction), there is a degree of educated guesswork involved with accurately projecting future parking demand. On the one hand, any new development regarding parking demand would be assessed via existing codified minimum and maximum parking requirements. But, additionally, future parking demand cannot be calculated solely on the existing known underutilized acreage or square footage of the currently inventoried underutilized sites or proposed buildings.

In addition to underutilized sites, it also documents the locations of public *AND* privately owned off-street parking facilities. As the map shows, there are more than 50 privately owned off-street parking facilities and/or locations within the 2025 downtown parking study area.

[3] Fargo Growth Plan 2024. Retrieved from: https://czb.app.box.com/s/94b9qbo0rwb03d7vln4z0j2m6o3o6nvm
[4] 2023 Downtown InFocus Take Action plan. Retrieved from: https://download.fargond.gov/0/downtown_fargo_in_focus_-_update_-_nov2023.pdf

Figure 2 - Downtown Fargo Underutilized and Surface Parking Site Map

Map Source: Downtown InFocus Take Action plan. Pg. 44. Retrieved from: https://download.fargond.gov/0/downtown_fargo_in_focus_-_update_-_nov2023.pdf

Generalized Parking Demand

Table 3 provides generalized parking demand ratios which can be applied to expected redevelopment projects and concepts identified at underutilized sites in Downtown Fargo in the coming decades.

Table 3 – Generalized Parking Demand

Generalized Parking Demand				
Land Use	**On + off-Street Spaces**	**Off-street Spaces**	**Per Unit**	**Maximum / Minimum (# of Spaces provided/used)**
Commercial	3.49	2.85	1,000 SF*	3.5 / 1.0
Mixed Use	1.74	1.54	1,000 SF	2.5 / 1.0
Residential	1.05	1.08	Spaces per Dwelling Unit	2.0 / 1.0

*SF = Square Feet of Leasable Space

The 2025 downtown parking study has documented significantly low average and peak utilization rates for public parking facilities, which are well under the industry parking standards for full utilization. The study also shows the clear documentation of a significant surplus of public on- and off-street parking capacity, which is also supported by data included in the 2023 Downtown InFocus Study. Therefore, this study takes a more general approach to projecting future parking demand by using the following control inputs to produce an approximate demand for the years 2035 and 2045:

- Study Years (1999, 2012, 2025)
- Current 2025 Fargo/Moorhead MSA Population
- Forecasted "Most Likely" Population (MSA* - 2035 and 2045)[5]
    - Population Growth Estimated Percent Increase (MSA*)
- Total 2025 Parking Capacity (4,896 on- and off-street spaces)
- Available Parking Spaces per 1,000 People (MSA*)
- 2025 Average parking demand
- 2025 Peak parking demand

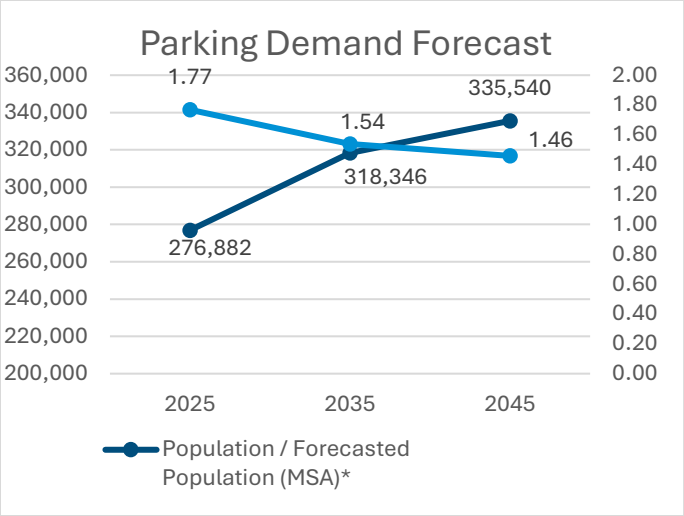
The resulting future demand output (**Table 4**) is calculated based on the static 2025 parking supply of 4,896 parking spaces, and the control points for available parking spaces per 1,000 people and population percent increase.

[5] METRO COG MSA Population Forecast Projections – "Most Likely" Retrieved from: https://www.fmmetrocog.org/application/files/7416/6783/1804/FM-Metro-Population-Projection_DRAFT_November_2022.pdf

Table 4 - Estimated Demand Forecast for years 2035 and 2045.

Estimated Demand Forecast for years 2035 and 2045								
Year	Population / Forecasted Population (MSA)*	Total Parking Supply (On- and Off-Street Capacity Combined)	Parking Spaces Available Per 1,000 People (MSA)*	Population % Increase	Current Avg. Demand	Future Avg. Demand	Current Peak Demand	Future Peak Demand
2025	276,882	4,896	1.77	11%	**1,811**	NA	**1,934**	NA
2035	318,346	4,896	1.54	15%	NA	**2,083**	NA	**2,224**
2045	335,540	4,896	1.46	5%	NA	**2,187**	NA	**2,335**

Over time, we see the decline in availability of parking spaces per 1,000 people based on holding the 2025 parking supply constant. Therefore, three demand scenarios have been considered.



1. "No Build" – Low Growth Demand (Average Demand)

In the "No Build" scenario, parking capacity remains static (no additional parking is added to the system) while future demand is based population growth using average utilization. This results in an estimated 2,083 spaces required to meet average utilization in 2035 and 2,187 in 2045. Even with this projected increase, the existing 2025 public parking supply is more than sufficient to accommodate future parking demand in this scenario. The projected average utilization increases from 37% in 2025 to 45% in 2045, which is still underutilized by industry standards.

2. "No Build" – High Growth Demand (Peak Demand)

Parking capacity remains static based on the current parking supply, and the future demand is based on peak utilization and population growth. This results in an estimated peak weekday parking demand of 2,224 in 2035 and 2,335 peak weekday demand in 2045. The current 2025 public parking supply of 4,896 is more than sufficient to accommodate future parking demand over the 20-year forecast horizon. The projected peak utilization increases from 41% in 2025 to 48% in 2045.

3. "Full Build Utilization" – Land Use Demand

This method considers the amount of development that can be supported with the current public parking supply. The parking capacity remains static, but it assumes that underutilized parcels within the study area will be developed. Therefore, it is necessary to outline how future parking demand is affected as square footage of development increases in downtown Fargo over time.

Table 5 provides an example matrix of incremental build out of underutilized land and how future parking demand is affected as square footage of development increases in downtown Fargo over time.

The data provides an estimation of future parking space required in relationship to land use type and average of minimum and maximum parking spaces required per 1,000 SF of development (commercial/mixed use) or by spaces required per dwelling unit (residential). In this example, for simplification, new development is distributed evenly among land use types. The results show that additional parking would not be warranted until the cumulative new development downtown were to reach approximately 550,000 SF of additional development/building space.

Table 5 - Example Parking Demand Threshold: Triggering Need for New Off-Street Public Parking Facilities

Example Parking Demand Threshold: Triggering Need for New Off-Street Public Parking Facilities							
Land Use	Average of Min. / Max. Recommended # of Spaces	Per Unit	Future New Development Parking Spaces Required by Square Footage: Increment Examples				
			10,000	50,000	100,000	200,000	550,000
Commercial	2.25	Spaces per 1,000 SF	22.5	112.5	225.0	450.0	1,237.0
Mixed Use	1.75	Spaces per 1,000 SF	17.5	87.5	175.0	350.0	963.0
Residential	1.5	Spaces per Dwelling Unit	15.0	75.0	150.0	300.0	825.0
Total Required Parking Spaces			55.0	275.0	550.0	1100.0	3,025.0

*Example Residential based on applying a constant of 1,000 sq. ft. per dwelling unit

Issues, Constraints, and Policy Guidance

Reiterating the public parking capacity surplus this study has determined, the anticipated opening of the NP ramp in the fall of 2025, will add additional capacity and increase the public parking surplus well beyond the industry standard for full utilization rates. Where this study has identified the highest peak utilization rates, the opening of the NP ramp will likely alleviate "spot" location parking "deficiencies" such as adjacent to Block 5 and the RoCo ramp, and the Broadway corridor. Cumulatively, in the near future, the public parking supply will remain more than adequate until major development causes additional utilization of existing parking surplus.

A key takeaway from the demand and utilization analysis is to note that in the isolated locations where [on-street] peak parking demand is highest at 12pm, this peak utilization occurs on-street adjacent to existing ramps that are clearly underutilized (i.e., Roberts Commons ramp).

Parking Perception vs. Reality

With nearly 5,000 public parking spaces in Downtown Fargo, nearly half of those spaces are available under the highest weekday parking peak demand. Future redevelopment and reinvestment will certainly

increase parking demand and create localized parking challenges, yet the future demand projections included herein suggest there would be adequate parking spaces available through 2045.

A potential remedy to this phenomenon would entail a cultural shift in parking behavior and public parking information dissemination, where parkers become both educated about ramp parking options and convenience, and financially motivated/incentivized to not "circle the block" looking for "free" on-street parking, and in turn, use the currently underutilized ramp parking that is abundantly available.

In addition, the data suggests existing public parking inventory could support new development without the need to add additional parking. Further exacerbating the downtown parking surplus is the inclusion of the 50+ private parking facilities in downtown Fargo, which were not considered in the current study. The perception that there is not enough parking in downtown can be better managed with better/more public information dissemination regarding the status of parking options throughout downtown Fargo.

Appendix C: Parking Agreement Analysis Summary of Findings

MEMO

TO: Mark Williams, Assistant Director of Planning, City of Fargo
Kim Citrowske, Planning Coordinator, City of Fargo

FROM: Robert Ferrin, Kimley-Horn

DATE: July 18th, 2025

SUBJECT: City of Fargo Parking Agreement Summary of Findings

Parking Agreement Analysis

The City of Fargo has entered into several public-private partnership agreements to support economic development and increase public parking availability in the Downtown area. This summary of findings analysis provides an overview of each of the three public-private partnerships, with an emphasis placed on added responsibilities the City will be assuming in the future as part of these agreements. This summary of findings analysis also includes a high-level review of the City's existing parking management agreement and opportunities for enhancement in the future.

Public-Private Partnership Agreements

In the past ten years, the City of Fargo has entered into several public-private partnership agreements to support economic development and increase public parking availability in the Downtown area. Public-private partnership agreements have been used to expand public parking at the following locations:

- Roberts Commons (RoCo) Parking Garage (opened 2017)
- Mercantile Parking Garage (opened 2020)
- Northern Pacific Avenue (NP) Parking Garage (opening 2025)

Due to the complex nature of these mixed-use developments and underlying public-private partnerships, there are multiple agreements tied to each of these public parking facilities. The following agreements were reviewed as part of this summary:

<u>Roberts Commons (RoCo) Parking Garage</u>

- Parking Agreement between City of Fargo and DFI Roberts, LLC (5-22-2017)
- First Amendment to the Parking Agreement between the City of Fargo and DFI Roberts, LLC (6-19-2017)
- Declaration Establishing a Plan of Condominium Ownership (10-13-2017)

- U.S. Government Lease for Real Property between the General Services Administration (GSA) and the City of Fargo (12-13-2022)

Mercantile Parking Garage

- Development Agreement by and Between City of Fargo, North Dakota and Great Plains Mercantile Holdings, LLC (11-15-2019)
- Lease Agreement between the City of Fargo and Great Plains Mercantile Holdings, LLC (2-7-2022)
- Declaration Establishing a Plan of Condominium Ownership by Great Plains Mercantile Holdings, LLC (2-17-2023)
- Declaration Establishing a Plan of Condominium Ownership by T&K Property Management, LLC (6-23-2023)
- Parking Lease Agreement between the City of Fargo and T&K Property Management, LLC (11-2-2023)
- U.S. Government Lease for Real Property between the General Services Administration (GSA) and the City of Fargo (3-13-2023)

Northern Pacific Avenue (NP) Parking Garage

- Development Agreement by and Between City of Fargo, North Dakota and Great Plains NP Holdings, LLC (10-31-2022)

Each of the listed agreements was reviewed by the project team. Key takeaways were developed that highlight applicable agreement language that directly impacts day-to-day parking operations at each facility or will have an impact on future parking management operations. These key takeaways of each agreement, organized by parking facility, are included below. Following these key takeaways are potential enhancement opportunities the City may consider if an agreement amendment were to be pursued in the future. These potential enhancement opportunities could also be applied to future public-private partnership agreements the City is a party to.

Roberts Commons (RoCo) Parking Garage

Key Takeaways

The Roberts Commons Parking Agreement between the City of Fargo and DFI Roberts, LLC expired in 2022 at the end of a five-year term. This five-year term is a requirement of the North Dakota Century Code Section 48-02.1-03 regarding public-private partnerships. The following takeaways were documented for this now expired agreement:

- City shall own the Garage
- DFI shall manage the Garage and maximize net operating income (NOI)
- Parking fees shall be determined by DFI, subject to City approval

- DFI may retain the services of Garage Management Company, subject to City approval
- Revenues shall be deposited to the City monthly, less operating expenses
- By April 15th of each year, DFI shall provide an Annual Report to the City
- No later than December 1st of each year, DFI shall provide to the City a proposed budget, subject to City approval
- Examples of parking expenses are included in the agreement as Exhibit B

A Declaration Establishing a Plan of Condominium Ownership was also developed for the Roberts Commons Parking Garage. This condominium agreement has the following parking management specific terms:

- Percentage of interest in common areas is defined as 80% for the garage unit and 20% as the wrap unit.
- 72 full time parking spaces shall be made available to Eligible occupants (residents)
    - Rented per monthly market rate without days or hours restrictions

A U.S. Government Lease for Real Property between the General Services Administration (GSA) and the City of Fargo, dated 12-13-2022 provides the GSA 30 parking spaces in the Roberts Commons Garage at a monthly cost of $129 for years 1-5, $179 per month for years 6-10, and $229 per month for years 11 and 12. The commencement date of the 12-year agreement was 1-1-2023.

Enhancement Opportunities

While the development agreement has expired, the Condominium agreement remains in place. The condominium agreement includes maintenance responsibilities for various parties. An enhancement to this agreement would include clearly stating operations and maintenance roles and responsibilities (O&M document) with a map indicating where those activities should take place and the frequency at which these should take place. This map and supporting operations and maintenance spreadsheet would be provided to the City's third-party vendor to ensure compliance with the City's contract and to ensure common areas are cared for according to the terms of the condominium agreement.

This O&M document should consider the "percentage of interest in common area" definition in the condominium agreement and consider previously incurred expenses for common area projects to determine if the 80/20 split in expenses reflects the common area incurred expenses to date. It may be advantageous for the City to consider integrating the remaining commons area maintenance responsibilities outside of the garage into a future parking management agreement. If this integration were to take place, the City should consider the process by which expenses are paid by the Condominium Association to the City for services rendered under a new parking management agreement.

Mercantile Parking Garage

The Mercantile Parking Garage is the most complex of the three public-private partnerships and includes a review of six applicable agreements as part of this analysis. Therefore, the key takeaways are organized by each applicable agreement.

Key Takeaways

Condominium Agreement (Great Plains Mercantile Holdings, LLC)

- Percentage of interest in common areas is defined as 79% for the garage unit and 21% as the wrap unit.
- Garage Unit Operation includes inspection and maintenance schedule
- Parking Allocations are outlined in agreement
    - 100 full time parking spaces made available to eligible occupants (residents)
    - Up to 75 spaces placed at the top of a waitlist for the Black Building

Condominium Agreement (T&K Property Management, LLC)

- References parking lease agreement and parking garage easement with City of Fargo (interest to be assigned to Condo Association)

Parking Lease Agreement between the City of Fargo and T&K Property Management, LLC

- Landlord (City) leases to Tenant (T&K Property Management, LLC) 6 parking spaces on lower level of garage unit, 5 spaces on level one, 3 spaces on level two, Storage on level three
- 40-year term at $1,820 / month with a 2% annual increase
- 5 additional spaces at $53/month (5-year fixed fee, then market rate monthly fee)

Parking Lease Agreement between the City of Fargo and Great Plains Mercantile Holdings, LLC

- This lease does not grant Great Plains the right to use any parking spaces or afford Great Plains any parking rights.

Development Agreement by and Between City of Fargo, North Dakota And Great Plains Mercantile Holdings, LLC

- Agreement made 11-15-2019, however development closing did not occur until 3-8-2023, expires 3-8-2028
- Garage Operations are articulated in Exhibit F of the Parking Agreement
- Similar agreement to Roberts Garage

U.S. Government Lease for Real Property between the General Services Administration (GSA) and the City of Fargo

- Lease of 50 parking spaces by GSA from City of Fargo for the Mercantile Parking Garage

- 8-year term with escalating monthly rates commencing on 4/1/2023, expires 4/1/2031
    - 1-5 years @ $129
    - 6-8 years @ $179

Enhancement Opportunities

There are several enhancement opportunities that have been identified for the Mercantile Parking Garage agreements. Specifically related to the condominium agreement, the agreement should include an O&M document with a map indicating where those activities should take place as this information is currently in multiple documents. The O&M document should consider the "percentage of interest in common area" definition in the condominium agreement. It should also consider previously incurred expenses for common area projects to determine if the 79/21 split in expenses reflects the common area expenses incurred to date. It may be advantageous for the City to consider integrating the remaining commons area maintenance responsibilities outside of the garage into a future parking management agreement. If this integration were to take place, the City should consider the process by which expenses are paid by the Condominium Association to the City for services rendered under a new parking management agreement.

Regarding the development agreement, the City should explore the removal of Great Plains Mercantile Holdings, LLC as the Garage Management Company contract holder or the City should have a more active role in defining the scope of services for the Garage Management Company ahead of any vendor changes at the facility. If the City is not able to remove Great Plains Mercantile Holdings, LLC as the Garage Management Company contract holder, the City should include the Mercantile Parking Garage in the parking management operator solicitation (Operator RFP) and note the selected vendor will need to contract separately with Great Plains Mercantile Holdings, LLC for work at the facility.

Regarding the GSA lease for 50 spaces at the Mercantile Ramp, it may be advantageous for the City to transfer this lease for a portion of, or all 50 spaces, to the NP Avenue Ramp once completed in late 2025. The new NP Avenue Ramp is in closer proximity to the Federal Courthouse and Federal Buildings than the Mercantile Ramp.

Northern Pacific Avenue (NP) Parking Garage

Key Takeaways

The following are key takeaways pertaining to the Development Agreement by and Between City of Fargo, North Dakota and Great Plains NP Holdings, LLC dated 10-31-2022:

- City and Developer will enter into a parking operations, maintenance, and use agreement (Parking Agreement) as defined in Exhibit F of the Parking Agreement
- Residents get first priority on "Full Time Parking Spaces" that have no use restrictions

- Market rate shall mean the rate charged by City for comparable parking spaces and rights at its downtown Fargo facilities
- Global Development, LLC shall be entitled to no less than 50 spaces at no fee (40-year term). Global Development, LLC is an adjacent landowner to the NP Parking Garage site.
- Off-peak public parking hours are before 8am and after 5pm Monday through Friday and all day on weekend and holidays

Enhancement Opportunities

Similar to the Mercantile Parking Garage agreements, there are several enhancement opportunities the City should explore. First, the City should explore the removal of Great Plains NP Holdings as the Garage Management Company contract holder or the City should have a more active role in defining the scope of services for the Garage Management Company ahead of selection. If the City is not able to remove GP NP Holdings as the Garage Management Company contract holder, the City should include the NP Parking Garage in the parking management operator solicitation (Operator RFP) and note the selected vendor will need to contract separately with GPM Holdings for work at the facility.

Second, when a condominium agreement is put in place, an O&M document with a map indicating where those activities shall take place should be included. The "percentage of interest in common area" definition in the condominium agreement should be developed based on expense analyses conducted at Roberts Commons and Mercantile Parking Garages.

Parking Management Agreement

The City of Fargo has traditionally outsourced the day-to-day operations of public parking to a third-party vendor under contract with the City. In 2014, the City entered into a parking management agreement with Interstate Parking to operate and maintain off-street public parking lots and parking garages. Since 2014, the contract with Interstate Parking has been amended six times as listed below:

- Amendment #1 dated 8-17-2015
  - Conveyed pay stations from Interstate Parking to City
- Amendment #2 dated 1-4-2016
  - On-Street Enforcement and Ticket Issuance/Appeal/Collections were added
- Amendment #3 dated 3-1-2017
  - Additions and removals of parking facilities
- Amendment #4 dated 4-6-2020
  - Snow removal responsibilities added
- Amendment #5 dated 4-18-2022
  - Facility modifications

- Amendment #6 dated 4-20-2023
    - Facility modifications and added funds

Key Takeaways

Key aspects of the original agreement, still in force, include:

- Compensation via a comprehensive management fee where net revenues are deposited to the City of Fargo on a monthly basis after the payment of program expenses. Most program expenses fall under a management fee assessed by Interstate Parking to the parking program.
- Several pass-through program expenses, specifically listed in the contract, are included in overall program expenses and include utilities, elevator maintenance, and capital improvements.
- Staffing plan has not been updated from the original contract in 2014.
- Sample maintenance schedule is included, however it is not specific to the City of Fargo or its facilities.
- Provision that within 180 days of the commencement date Interstate Parking shall prepare for approval by the City an operations manual describing specific procedures to be used to manage, maintain, and operate the properties.
- Provision for Interstate Parking to lease space in the Ground Transportation Center (GTC) and include those expenses in the management fee assessed to the City.

Subsequent amendments and authorizations expanded the scope of services of Interstate Parking under the original agreement. These expanded scope of services included:

- Authorizing parking enforcement within off-street facilities (6-17-2015)
- Authorizing Interstate Parking to enforce Downtown overnight parking (9-18-2019)
- Adjustments to the citation issuance and collection process (9-3-2020)
    - First-time violators receive a “Welcome” citation per six months
    - Addition of a $50.00 service fee for unpaid citations
- An equipment lease for the City to provide Interstate Parking with that includes the following parking operations tools:
    - One GO 4 enforcement scooter
    - Cover all parking equipment license fees, software updates, etc.
    - Acquire and install a second LPR unit
    - Fund all parking enforcement equipment capital and replacement expenses including citation management software and hardware

Enhancement Opportunities

The City would benefit from the development of a new, modern parking management agreement. The City's public parking portfolio, and the needs of the program, has changed dramatically since the first contract was signed in 2014 with Interstate Parking. As a reflection of this change, a new parking management agreement would provide the City and its selected third-party parking management operator with clear and consistent expectations for the delivery of quality public parking services. Several enhancement opportunities for the new contract include:

- **Revise** the contract compensation model from a majority management fee model to a pass-through expense with minority management fee model. This model would provide greater transparency to the City regarding the types and volumes of operating expenses at each facility. This model also allows for greater flexibility for the City to add or remove parking facilities from the portfolio without the need to amend the contract.

- **Establish** a base minimum term of 3 years with multiple 1-year options, not to exceed 5 years. These terms provide stability for the City and the operator, while maintaining the ability to modernize future contracts to respond to changing parking demands and needs.

- **Identify** a City department or division and main point of contact as the contract administrator for this agreement. Identifying the City agency and individual, or designee, will be important to actively manage the contract and provide a consistent path of communication between the third-party parking management operator and the City.

- **Incorporate** updated City requirements for parking operations functions including but not limited to:
    - Liquidated Damages and Termination Clauses
    - Operator and Subcontractor Insurance Requirements
    - Fiscal Agent Guidelines
    - E-Commerce Standards including PCI compliance
    - Information Technology Data Terms and Conditions including but not limited to cybersecurity provisions

- **Clarify** operations, maintenance, management, and enforcement requirements of the third-party vendor on a facility-by-facility basis. Removing roles and responsibilities ambiguities will set service expectations for all parties.

- **State** applicable City equipment the parking management operator would maintain and utilize over the course of the contract. Furthermore, clearly state expectations for equipment the parking management operator would need to supply as part of the contract.

- **Provide** the selected parking management operator office space within Downtown Fargo at the site of a public parking facility free of charge. Stipulate within the agreement the office hours of operation the selected operator shall maintain for the benefit of customer-facing interactions and provide a home-base for parking operations service delivery.

- **Integrate** a modified scope of services into the new contract based on the findings of the organizational analysis being conducted by the project team as part of the Parking Study. This modified scope of services will provide a clear delineation of roles and responsibilities for the City and for its third-party parking management operator that is mutually beneficial to both parties.

These outlined enhancement opportunities should be considered as the City develops a Request for Proposal for Parking Management Services in the coming months.

Appendix D: Parking Service Delivery Organization Analysis Summary of Findings

MEMO

TO: Mark Williams, Assistant Director of Planning, City of Fargo
Kim Citrowske, Planning Coordinator-Long Range Planning, City of Fargo

FROM: Robert Ferrin, PTMP, Kimley-Horn and Associates, Inc.

DATE: August 18th, 2025

SUBJECT: City of Fargo Parking Service Delivery Organization Analysis Summary of Findings

Parking Organization Analysis

The City of Fargo owns a portfolio of public on-street and off-street lots and ramps in and around the Downtown area. This parking portfolio facilitates access to Downtown restaurants, retail, special event venues, employers, and residents. Historically, the City has outsourced the majority of daily parking operations functions to a third-party parking management operator. As the public parking system has grown, primarily through the use of public-private partnerships, the City is interested in understanding how these public parking services are delivered today and how they could be delivered in the future. This Parking Service Delivery Organization Analysis Summary of Findings highlights the following aspects of Fargo's public parking system:

- Parking Service Delivery Model
- Governing Legislation and Policy
- Financial Performance

Alongside a current understanding of how the City delivers public parking services, this Summary of Findings reviews industry standard practices from three peer communities to inform recommended adjustments and enhancements to the delivery of these services in the future. The peer community review includes:

- Lincoln, Nebraska
- Sioux Falls, South Dakota
- Cedar Rapids, Iowa

This Parking Service Delivery Organization Analysis summary should be utilized in tandem with the Parking Agreement summary with a stated goal of modernizing the contract between the City and a third-party parking management operator.

Current Conditions

The Parking Service Delivery Organization Analysis highlights the following aspects of Fargo's public parking system:

- Parking Service Delivery Model
- Governing Legislation and Policy
- Financial Performance

Parking Service Delivery Model

The City of Fargo has several public on-street and off-street lots and ramps. This section will explore how the City delivers service to these parking facilities. Parking services are provided by both City departments and private entities. The entities are as follows:

- Department of Engineering
- Department of Public Works
- Department of Facilities Management
- Department of Information Services
- Department of Planning & Development
- City Auditor
- Fargo Police Department
- Department of Finance
- Interstate Parking (Outsourced Parking Management Operator)
- Private Developers as part of Public - Private Partnerships (Kilbourne Group)

Each of these entities takes on a service function within the parking facilities and the entity responsible for each function can vary from parking facility to parking facility. This summary will focus on the overall public parking system, inclusive of the on-street and off-street programs. Functions were divided into three categories, administration, operations, and technology.

On-street functions are overseen by 8 of the 10 entities. On-street functions include curb use requests, parking enforcement and citation issuance, parking management tools, permits, and customer service. Off-street responsibilities are overseen by all of the entities. Off-street functions include enforcement and adjudication, facility maintenance, facility operations, and security.

On-Street Administrative Responsibilities

Administrative responsibilities include citation adjudication and collections, various curb use requests/closures, and parking rate setting. A full breakdown of each responsibility and the corresponding entity can be found in ***Table 1.*** The entity responsible for citation adjudication depends on the entity who wrote the citation. The various curb use requests are handled by the Department of Engineering. Temporary parking closures are also handled by the Department of

Engineering but also must have the approval of the Facilities, Public Works, the Police Department, and Interstate Parking. Finally, parking citation collections is the responsibility of the City Auditor's Office.

Table 1: Entity Responsibility for On-Street Administrative Functions

Administrative Functions	Engineering	Facilities	Public Works	Planning	Police	Interstate	Auditor
Citation Adjudication			■		■	■	
No Parking Restriction Requests	■						
ADA Parking Requests	■	■					
Time Limit Restriction Requests	■						
Permit Parking Restriction Requests	■						
Loading Zone Requests	■						
Miscellaneous Curb Use Requests	■						
Temporary Parking Closures	■	■	■	■	■		
Parking Citation Collections							■

On-Street Operational Responsibilities

On-street operations include parking enforcement, parking restriction signage, and any related customer service. Parking enforcement includes citation issuance and towing. Citations can be issued by the Department of Public Works, the Police Department, and Interstate Parking, while towing is the responsibility of the Police Department. Parking signage is installed by the Department of Engineering. All customer service is managed by Interstate Parking, as shown in ***Table 2*** below.

Table 2: Entity Responsibility for On-Street Operational Functions

Operational Functions	Engineering	Public Works	Police	Interstate
Parking Citation Issuance		■	■	■
Parking Towing			■	
Parking Restriction Signage	■			
Customer Service				■

On- and Off- Street Technology Responsibilities

This portion of responsibilities encompasses various parking operations technologies, both hardware and software, that enhance the parking management system. On- and off-street parking technology is shared and managed by the same entities; however, off-street facilities utilize security cameras. These technology solutions help enhance parking enforcement, citation and permit management, and financials received from citations. Parking enforcement technology is used primarily by Interstate Parking but is also used by the City Auditor's Office. The Police Department is responsible for inputting citations while the Auditor uses the technology for auditing and reporting. A full breakdown of responsibilities can be seen in ***Table 3***.

Table 3: Entity Responsibility for On- and Off- Street Technology Functions

Technology Functions	Information Services	Police	Auditor	Interstate
Parking Enforcement Technology				
Parking Citation Management System				
Permit Management System				
Payment Merchant of Record				
Digital Payment Platform				
Security Cameras (Off-Street)				

Off-Street Administrative Responsibilities

Off-street administrative responsibilities are fairly similar to on-street responsibilities, however, there are additional banking services and customer service. Banking service is the responsibility of the Department of Finance and Interstate Parking manages customer service as seen in ***Table 4***.

Table 4: Entity Responsibility for Off-Street Administrative Functions

Administrative Functions	Public Works	Planning	Police	Interstate	Auditor	Finance
Citation Adjudication						
Banking Services						
Customer Service						
Parking Citation Collections						
Rate Setting						

Off-Street Operational Responsibilities

Off-street parking operational responsibilities include the parking citation system, facility maintenance, and wayfinding/signage. Off-street parking enforcement responsibilities are operated by the same entities that operate on-street parking. Additional maintenance is required for off-street parking facilities; a full breakdown of this maintenance can be found in ***Table 5***. Wayfinding, signage, and lighting on street are all maintained by the Department of Engineering. Light and heavy maintenance, structural repairs, elevator maintenance, and security are managed by the Department of Planning & Development, in coordination with Facilities. Remaining operational responsibilities within the parking facility are managed by Interstate Parking. Parking facilities operations are dispersed to seven entities, leading to inefficiencies in the management structure.

Table 5: Entity Responsibility for Off-Street Operational Functions

Operational Functions	Engineering	Facilities	Public Works	Planning	Police	Interstate	P3
Parking Citation Issuance			■		■	■	
Parking Towing					■		
Wayfinding & Informational Signage	■					■	
Light Maintenance				■		■	
Power Washing						■	
Snow Removal		■				■	
Trash Removal		■				■	
Graffiti Removal		■				■	
Signing and Striping	■	■				■	
Lighting	■					■	
Heavy Maintenance		■		■			
Concrete/Structural Repair		■		■			
Traffic Coating/Sealing		■				■	
EV Charging Stations		■					
Elevators				■			■
Landscaping						■	
Security				■		■	■
Emergency Call Boxes						■	

Overall, the parking system is largely managed by Interstate Parking; however, there are still several responsibilities managed by City departments. This organizational and operations structure is fragmented, which could lead to inefficiencies in the delivery of quality parking services.

Governing Legislation and Policy

This section of the document will review any legislation or City policies that pertain to the delivery of parking-related services in Fargo. The reviewed sections include:

Parking Regulations

Relevant Code Sections:

- Article 8 Section 10 – Parking Regulations

Summary

Article 8 Section 10 of the Fargo Municipal Code outlines the various parking regulations that can be enforced in the City. These various codes pertain to either where parking is prohibited for safety purposes or the manner in which parking must occur. § 8-1005 states restrictions on where and when loading and unloading can occur on City streets, specifically it shall be unlawful to load or unload freight from a semitrailer between the hours of 7-9am and 4-6pm and that loading is prohibited on all principal and minor arterial roadways.

§ 8-1006 discusses time-limited parking zones, which the City Engineer has responsibility over. They have the ability to post time-limited parking zones in publicly owned or operated parking lots or ramps. City Engineer also has the authority to extend, change, adjust parking zones, should it be warranted by traffic conditions. The section establishes time limit parking zones and prohibits a vehicle from being reparked within the same block, lot, or ramp for a period longer than the posted time limit restriction. § 8-1006.2 discusses parking permit only zones in publicly operated ramps and gives the Planning and Development Director the authority to establish these zones.

§ 8-1026 designates passenger loading zone areas. These loading zones are for 10-minute loading and unloading activities at specific times as outlined in the code. These timeframes include Thursday at 10pm until Friday at 3am, Friday at 10pm until Saturday at 3am, and Saturday at 10pm until Sunday at 3am.

Parking Permit Programs

Relevant Code Sections:

- Article 8 Section 21 – Residential Parking Permit Programs

Summary

This section of code pertains to residential parking permits, specifically the permit district formation process, permit qualifications, permit issuance, and modification of permit districts. § 8-2104 to § 8-2108 pertains to the permit district formation process. To form a residential parking

permit district, one must file a petition with the City Engineer. Petions are required to specify the parking problems that would warrant the need for a residential permit district. The filer must also identify peak parking times and causes of parking problems. In addition, the filer is required to clearly define the proposed area, collect 50% of the total properties to agree to the petition, and pay a $50 filing fee.

Following the submission of the petition, the City Engineer investigates to determine the feasibility of a residential permit program in the proposed area. The City Engineer conducts surveying and data collections and must hold one neighborhood meeting to help inform the development of the proposed district. The City Engineer is also able to amend or deny the petition and must propose a suitable alternative if amended.

Following the investigation, the City Engineer then submits the results of the original designation or rejection to the City Commission. If the City Engineer makes changes to the original petition, then they are responsible for submitting a written proposal to the City. The City Commission must then hold a public hearing to discuss the proposal. If the proposal receives more than 50% of signatures against the proposal by citizens of the area, then the proposal is denied. The City Commission determines if the proposal is adopted or denied after they have considered the following:

- the proposal is consistent with public policy
- the proposed district is predominantly residential
- the proposed district is at least 60% occupied during identified peak hours
- the formation of the district would lower congestion and improve safety
- the size of the district is large enough to address the problem
- there's no reasonable alternative
- there is adequate public transportation to assist changes parking demand
- any other unique identified issue

§ 8-2109 identifies how residential parking permits are issued. Property owners in a residential permit parking district are eligible for a permit. One household may be issued no more than 2 permits, with the initial cost of a permit being $20 per month and the second permit being $25 per month. The resident must provide proper proof of residency and vehicle registration. Residential permits must be renewed annually and renewal costs $10. § 8-2113 outlines the process of modification or removal of a permit district. The process of petitioning the modification or removal of a permit district is the same process as the designation process. The City Commission must hold a public hearing and then it is permitted to modify or remove a permit district if all criteria are met.

Interstate Parking has the authority to issue off-street parking permits for their managed lots and garages. A breakdown of permit types, permits issued, and average permit price can be found in

Table 6. Majority of the issued permits are non-reserved monthly parking permits that allow 24/7 access to the off-street facility. Interstate Parking also issues reserved parking permits. The average price of a non-reserved parking space is $95, with reserved permits averaging $146. Interstate Parking also sells secure bike rack parking in the Roberts Common Garage priced at $5. Interstate Parking also has a nights and weekends permit which is not currently used.

Table 6: Permit Issuance Summary

Type of Permit	Permits Issued	Average Rate
24/7 Non-Reserved Parking*	1,009	$95
24/7 Reserved Parking	87	$146
Secured Bike Rack Parking Only	3	$5

*Permit totals include validations to area businesses (such as hotels and banks)

Parking Enforcement

Relevant Code Sections:

- Article 8 Section 0126 – Removal of Vehicles
- Article 8 Section 1606 – Parking Tickets
- Article 8 Section 1612 – Delinquent Parking Tickets – Impounding of Vehicles
-

Summary

§ 8-1606 outlines the parking ticket issuance process, how tickets are paid, and any related fees or penalties for failure of payment. Parking tickets are issued by police officers or appropriate representatives. Ticket recipients may dispute the charge within five days of the ticket's issuance. If the recipient does not wish to dispute or the ticket is found valid, then the recipient have ten days to pay the ticket. Tickets for improper parking and parking in a no standing/stopping/parking zone are priced at $20. Parking in an area reserved for handicap will result in a fine of $100. Failure to pay a ticket within the allotted time with result in additional fees. After ten days the fee is an additional $5 and after 30 days it's an additional $40.

§ 8-1612 states that vehicles having delinquent parking tickets are permitted to be impounded by the City in accordance with the process outlined in § 8-0126. § 8-0126 outlines that vehicles can be impounded by the police department if they are in violation of any traffic code. Vehicle owners are required to remove the vehicle and pay any fees related to fines and storage costs. The owner is able to dispute the impoundment within 15 days and a review will be held within 5 days.

Municipal Parking System

Relevant Code Sections:

- *Article 18-07 – Municipal Parking System*

Summary

This portion of the code defines the purpose of the municipal parking system and their owned/acquired parking facilities. The code also designates a municipal parking authority which has since been decommissioned.

Financial Performance

The Fargo parking operation budget is comprised of revenues generated from monthly and transient paid parking at ten ramps and lots:

- NP Avenue Lot*
- 3rd Street Lot
- 4th Street Lot
- Main Avenue Lot
- C1 & C2 Lot
- Civic Center Ramp
- GTC Ramp
- Mercantile Ramp
- Roberts Commons Ramp

*NP Ramp is currently under construction and not generating revenue

These revenues fund a variety of operational expenses, including facility management payments to Interstate Parking, as well as debit service for previous improvements made for the Mercantile, NP, and Roberts Commons ramps. There are also several types of Tax Increment Financing (TIF) bond programs that apply to City parking debt obligations.

For the 2024 budget year, revenue per stall ranged from $97 to $1,669 across the off-street parking facilities, while Operating Expenses (OpEx) per stall ranged from a low of $2 to a high of $671 for larger lots and ramps. A financial pro forma for 2023-2035 is shown in the chart on the next page. The data is derived from the following sources:

- 2023-2024 actuals statements
- 2025-2027 detailed financial projections
- Rough estimate projections for 2028-2035 revenues, OpEx, debt payments, etc.

These projections include the opening of the new NP Avenue Ramp, and it is assumed that all revenues will hold constant from 2027 onward based on the assumption no significant parking facility or paid parking changes will occur between 2027-2035.

Table 7: Parking Program Financial Pro Forma (2023-2035)

	Actual		Projected										
Budget Category	**2023**	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031**	**2032**	**2033**	**2034**	**2035**
Operating Revenue[4]													
Civic Ramp	$ 476,463	$ 471,589	$ 518,950	$ 518,950	$ 518,950	$ 529,329	$ 539,916	$ 550,714	$ 561,728	$ 572,963	$ 584,422	$ 596,110	$ 608,033
RoCo Ramp	$ 824,354	$ 744,744	$ 909,500	$ 909,500	$ 909,500	$ 927,690	$ 946,244	$ 965,169	$ 984,472	$ 1,004,161	$ 1,024,245	$ 1,044,730	$ 1,065,624
GTC Ramp	$ 45,601	$ 49,059	$ 48,150	$ 48,150	$ 48,150	$ 49,113	$ 50,095	$ 51,097	$ 52,119	$ 53,161	$ 54,225	$ 55,309	$ 56,415
4th St Lot	$ 125,679	$ 122,039	$ 155,150	$ 155,150	$ 155,150	$ 158,253	$ 161,418	$ 164,646	$ 167,939	$ 171,298	$ 174,724	$ 178,219	$ 181,783
3rd St Lot	$ 165,721	$ 179,188	$ 187,250	$ 187,250	$ 187,250	$ 190,995	$ 194,815	$ 198,711	$ 202,685	$ 206,739	$ 210,874	$ 215,091	$ 219,393
Mercantile Ramp	$ 416,879	$ 414,710	$ 465,450	$ 465,450	$ 465,450	$ 474,759	$ 484,254	$ 493,939	$ 503,818	$ 513,894	$ 524,172	$ 534,656	$ 545,349
C1 Lot FPD	$ 5,368	$ 2,864	$ 5,885	$ 5,885	$ 5,885	$ 6,003	$ 6,123	$ 6,245	$ 6,370	$ 6,498	$ 6,627	$ 6,760	$ 6,895
C2 Lot FCPH	$ 14,231	$ 14,832	$ 16,050	$ 16,050	$ 16,050	$ 16,371	$ 16,698	$ 17,032	$ 17,373	$ 17,720	$ 18,075	$ 18,436	$ 18,805
Main Ave Lot	$ 30,131	$ 30,131	$ 30,131	$ 30,131	$ 30,131	$ 30,734	$ 31,348	$ 31,975	$ 32,615	$ 33,267	$ 33,932	$ 34,611	$ 35,303
NP Ave Lot/Ramp[5]	$ 128,219	$ 44,975	$ -	$ 100,000	$ 300,000	$ 306,000	$ 312,120	$ 318,362	$ 324,730	$ 331,224	$ 337,849	$ 344,606	$ 351,498
All Operating Revenue	$ 2,232,646	$ 2,074,132	$ 2,336,516	$ 2,436,516	$ 2,636,516	$ 2,689,246	$ 2,743,031	$ 2,797,891	$ 2,853,850	$ 2,910,926	$ 2,969,146	$ 3,028,528	$ 3,089,099
Operating Expenses (All Lots/Ramps)[1]	$ (1,266,481)	$ (1,169,452)	$ (1,195,176)	$ (1,230,995)	$ (1,267,889)	$ (1,305,926)	$ (1,345,104)	$ (1,385,457)	$ (1,427,020)	$ (1,469,831)	$ (1,513,926)	$ (1,559,344)	$ (1,606,124)
Net Operating Income (All Lots/Ramps)	$ 966,165	$ 904,679	$ 1,141,340	$ 1,205,521	$ 1,368,627	$ 1,383,321	$ 1,397,928	$ 1,412,435	$ 1,426,830	$ 1,441,095	$ 1,455,220	$ 1,469,185	$ 1,482,975
TIF/Other Revenue	$ 762,328	$ 625,858	$ 761,414	$ 1,104,497	$ 1,210,892	$ 1,011,456	$ 1,810,772	$ 1,836,354	$ 1,918,650	$ 2,013,252	$ 2,092,983	$ 2,125,329	$ 2,157,235
Total Debt Service[2]	$ (1,393,094)	$ (1,154,349)	$ (2,444,396)	$ (2,444,396)	$ (2,437,334)	$ (1,982,726)	$ (1,645,944)	$ (2,642,272)	$ (2,562,195)	$ (2,664,424)	$ (2,908,507)	$ (2,907,284)	$ (2,898,170)
Capital Improvements													
Civic Ramp	$ -	$ -	$ -	$ (216,000)	$ -	$ (12,720)	$ (8,175)	$ (39,760)	$ -	$ (21,240)	$ (132,495)	$ (14,880)	$ (19,685)
Mercantile Ramp	$ -	$ -	$ -	$ (28,000)	$ (11,330)	$ (14,310)	$ -	$ (201,600)	$ -	$ (15,930)	$ (13,310)	$ (16,740)	$ (31,750)
RoCo Ramp	$ -	$ -	$ -	$ (4,000)	$ (45,320)	$ -	$ (69,215)	$ (8,960)	$ (13,800)	$ -	$ (27,225)	$ (80,600)	$ (25,400)
GTC Ramp	$ -	$ -	$ -	$ (50,500)	$ (119,480)	$ (78,970)	$ (21,800)	$ (35,280)	$ (79,925)	$ (71,390)	$ (140,360)	$ (25,420)	$ (98,425)
New NP Ave Ramp	$ -	$ -	$ -	$ (33,000)	$ (33,990)	$ (34,980)	$ (35,970)	$ (39,200)	$ (40,250)	$ (41,300)	$ (42,350)	$ (43,400)	$ (46,990)
Total Capital Improvements[3]	$ -	$ (37,674)	$ -	$ (331,500)	$ (210,120)	$ (140,980)	$ (135,160)	$ (324,800)	$ (133,975)	$ (149,860)	$ (355,740)	$ (181,040)	$ (222,250)
Total Cash Flow	**$ 335,399**	**$ 338,514**	**$ (541,642)**	**$ (465,878)**	**$ (67,935)**	**$ 271,071**	**$ 1,427,596**	**$ 281,717**	**$ 649,310**	**$ 640,063**	**$ 283,956**	**$ 506,190**	**$ 519,790**

[1] 2028-2035 OpEx based on 2027 projected OpEx with 3% annual inflation.

[2] Includes debt obligations for Mercantile, NP, and ROCO ramps.

[3] Includes miscellaneous repairs, maintenance recommended by Walker with 3% annual inflation applied from 2027 and thereafter. Individual ramp expenditures were not available for 2023 or 2024.

[4] Operating revenue projections for 2025 estimated at 7% above 2024 revenue; 2% increase for 2027 onward.

[5] NP Ave Lot is deprecated in early 2025 and will reopen as a ramp in late 2025.

[6] Other revenue includes citation revenue, transfers from other departments for enforcement, and general fund transfers.

Overall, cash flow is projected to remain positive as a direct result of Tax Increment Financing (TIF) and other non-operating sources, with high debt service and operating expenses like management fees continuing to outpace operating revenue. Anticipated TIF revenue is a significant source of budget balancing, particularly beginning in 2029.

Industry Standard Practices

Public parking programs in three peer communities were researched to compare the delivery of public parking services in those cities to that of Fargo. This peer community comparison also highlights industry standard practices being utilized in these three cities that may be applicable to Fargo in the future and inform a modernized parking management operator contract. The peer communities reviewed include:

- Cedar Rapids, Iowa
- Sioux Falls, South Dakota
- Lincoln, Nebraska

Peer community findings can be found in the tables below, followed by key takeaways from each program. Please refer to **Appendix A** to see a full breakdown of parking industry standards for organizational, operational, and financial models. Comparison tables will be utilizing models outlined in **Appendix A**.

Peer Community Comparison

Service Delivery

Table 8: *Service Delivery Comparison*

	Fargo, ND	Cedar Rapids, IA	Sioux Falls, SD	Lincoln, NE
Organizational Model	**Parking Commission*:** Parking was managed by a parking commission who was commissioned by the City Commission. The parking commission was in charge of reviewing all parking-related issues. *Parking Commission was dissolved 6/23/2025.	**Contract/ Business District:** Parking is outsourced and managed by a private vendor known as ParkCR. The City establishes goals for the parking system to help lead ParkCR.	**Consolidated Department:** The City manages all parking internally. The City has a Public Parking Manager and an advisory board that advises City Council on parking related policy decisions.	**Consolidated Department:** The City created a division under the Department of Urban Development to administer all aspects of public parking in Lincoln.

	Fargo, ND	Cedar Rapids, IA	Sioux Falls, SD	Lincoln, NE
Operational Model	**Hybrid-Operation:** Management of parking operations is managed by both public and private entities. This hybrid model leans more towards outsourcing. Majority of maintenance, enforcement, and operations are managed by Interstate Parking.	**Outsourced Management:** ParkCR is fully responsible for parking facility management.	**Hybrid-Operation:** The City of Sioux Falls conducts parking facility management internally and externally. There is funding that is allocated for outsourced maintenance.	**Outsourced Management:** Parking facility management and operations are managed by Park&Go. The city has 6 FTE with the rest of operations managed by a private contractor.
Finance Model	**Special Revenue Fund:** Fargo has three special revenue funds that pertain to parking. They are funds for parking operations, parking-related repairs and replacements, and parking surplus.	**Enterprise Fund:** All revenue generated by parking is organized in one fund. The fund can only be used for parking related matters.	**Enterprise Fund:** All revenue generated by parking is organized in one fund. The fund can only be used for parking related matters.	**Special Revenue Fund:** The fund generates revenue specifically from parking meters and gated parking. The revenue is only to be used for off-street parking facilities.
Program Financials	**2024 Revenue:** $2,315,792 **2024 Expenses:** $2,873,801 **NOI:** $-558,009	**2024 Revenue:** $3,447,197 **2024 Expenses:** $3,086,516 **NOI:** $-360,681	**2024 Revenue:** $2,978,475 **2024 Expenses:** $3,030,785 **NOI:** $-52,310	**2024 Revenue:** $14,191,226 **2024 Expenses:** $11,202,727 **NOI:** $2,988,499
Total Number of Spaces	4,896 spaces*	~6,158 spaces	3,820 spaces	~12,175 spaces
Cost/Space/ Year Calculations	$536/space/year $218/space/year (OpEx only)	$501/space/year $488/space/year (OpEx only)	$793/space/year $472/space/year (OpEx only)	$920/space/year $430/space/year (OpEx only)

**Excludes the 461 anticipated spaces of the new NP ramp.*

Key Takeaways

The City of Fargo's parking organization was managed by the Parking Commission; however, the Commission was concluded on June 23, 2025. Fargo's parking operations takes on a hybrid model with both public and private entities managing parking facilities. Majority of responsibilities are given to Interstate Parking, a private parking management operator under contract with the City.

The cities chosen for the industry's best practice have a variety of different organizational and operational models. Cedar Rapids has entirely outsourced their parking organization and operations to a private entity. The City maintains control on a high level, allowing ParkCR the ability to manage the day-to-day operation of parking facilities. Sioux Falls and Lincoln have similar organizational models with each City still maintaining some degree of control over the parking system. Both cities use a self-operated model meaning management is done in-house.

While each having a different organizational and operational model, the major takeaway is that each city has streamlined their parking system to a single public department or outsourcing parking management to an established parking operator. Fargo could adopt a model more similar to Lincoln. The City would have a small department who oversees the parking system, and all other responsibilities outsourced to a private parking operator. This would require the consolidation of both organizational and operational responsibilities to one entity.

Fargo utilizes three separate parking-related special revenue funds. Each of the three funds pertain to parking operations management and maintenance. Total revenue and expense numbers are calculated using the sum of the three funds. Overall, the City's financial model is fragmented and should aspire to transition to an Enterprise Fund as program revenues increase.

Facilities and Permits

Table 9: *Facilities Comparison*

	Fargo, ND	Cedar Rapids, IA	Sioux Falls, SD	Lincoln, NE
Number of Ramps	6 Ramps (2 underground)	7 Ramps	5 Ramps	15 Ramps
Number of Lots	12 Lots	6 Lots	15 Lots	6 Lots
Number of Spaces	4,896 spaces (2,654 on-street, 2,242* off-street)	~6,158 spaces (1,215 on-street, 4,943 off-street)	3,820 spaces (903 on-street, 2,917 off-street)	~12,175 spaces (~2,400 on-street, 9,775 off-street)
On-Street Parking Rates	Free	$1.00/hour	$1.50/hour	$1.50/hour
Off-Street Parking Rates (Hourly)	$0.00 - $1.75 /hour	$0.75/hour	$1.25/hour	1.50/hour

	Fargo, ND	Cedar Rapids, IA	Sioux Falls, SD	Lincoln, NE
Off-Street Parking Rates (Daily)	~$8/day	Hourly Rate Only	Hourly Rate Only	13.50/day
Off-Street Parking Rates (Monthly)	$70 – $140 /month	$45 – $95/month	$49 – $87/month	$75 – $105/month
Off-Street Paid Hours of Operation	8am-5pm M-F (Paid) 5pm-8am and weekends (Free)	Paid all times	9am-5pm M-F (Paid) 5pm-9am and weekends (Free)	First Hour Free, otherwise paid all times
Types of Permits Issued	Residential Parking Permits; Monthly Parking Permits	Monthly Parking Permits	Monthly Parking Lease (Permit)	Monthly Parking Permit

**Excludes the 461 anticipated spaces of the new NP ramp.*

Figure 1: *On- and Off-Street Hourly Parking Rates*

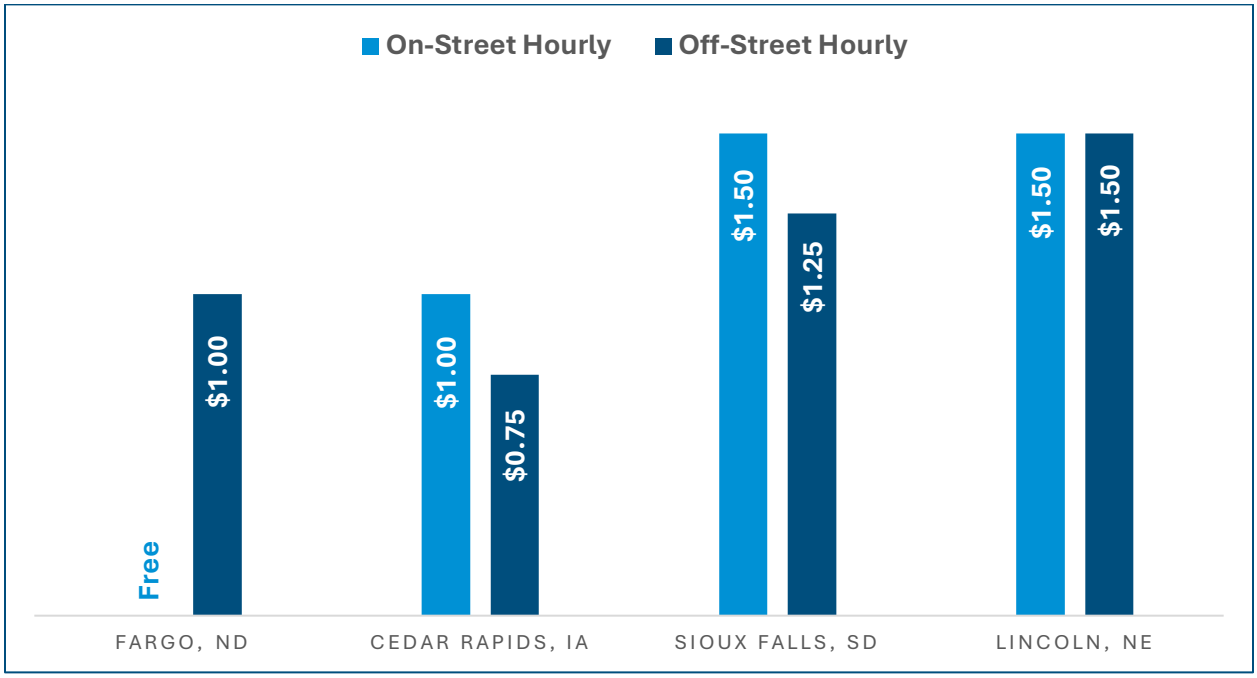


Figure 2: *Off-Street Daily Parking Rates*

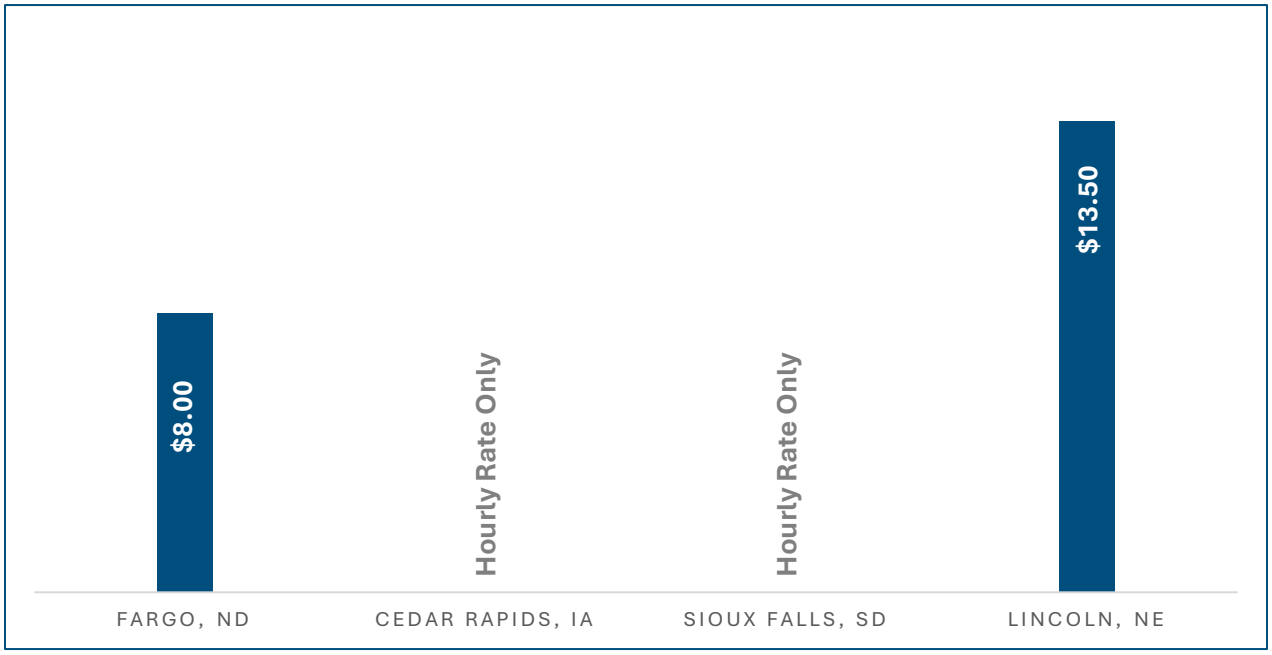
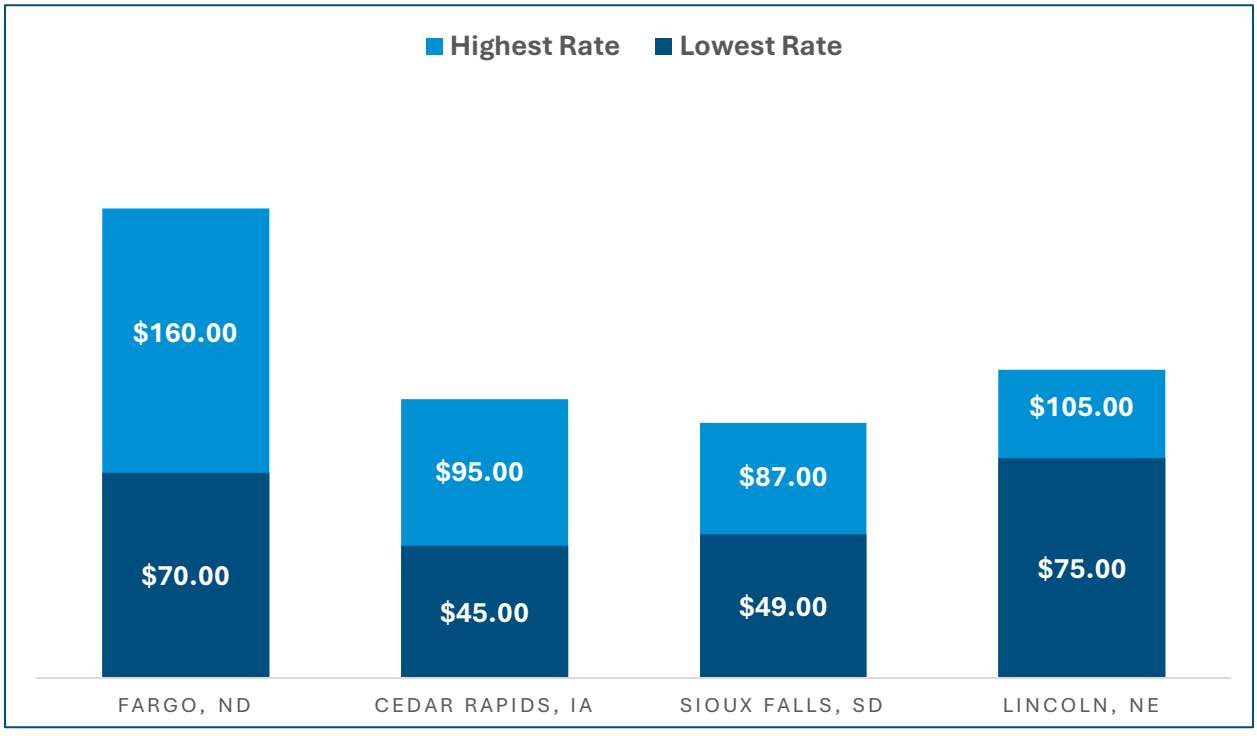


Figure 3: *Off-Street Monthly Parking Rates*



Key Takeaways

The City of Fargo has 18 off-street parking facilities (inclusive of the new NP ramp) and approximately 2,654 on-street parking spaces, with free on-street parking. The cities of Cedar Rapids and Sioux Falls have similar parking inventories to Fargo. Lincoln has significantly more parking ramps leading to a higher off-street parking space count. All three of these benchmarked cities charges for parking in their downtown areas. Parking rates for all three cities ranges from $0.75 to $1.50 per hour. While the downtown residential populations of each reviewed City, including Fargo, is roughly similar (between 2,500-3,500 residents) the downtown employee populations range significantly (between 10,000-27,000 employees). The number of employees Downtown, coupled with local and regional attractions, pays a significant role in the total number of public parking spaces.

The Fargo municipal code outlines a residential permit parking program that allows residents to purchase a parking permit that can be used in a residential parking district. The City has not properly utilized the residential permit parking system. Interstate Parking sells monthly parking permits for their off-street ramps. Rates vary based on ramp. The other three cities have permit systems for monthly parking in their off-street parking facilities. These permit programs allow residents, businesses, and visitors to purchase a parking permit that can be used in a specific ramp.

Enforcement

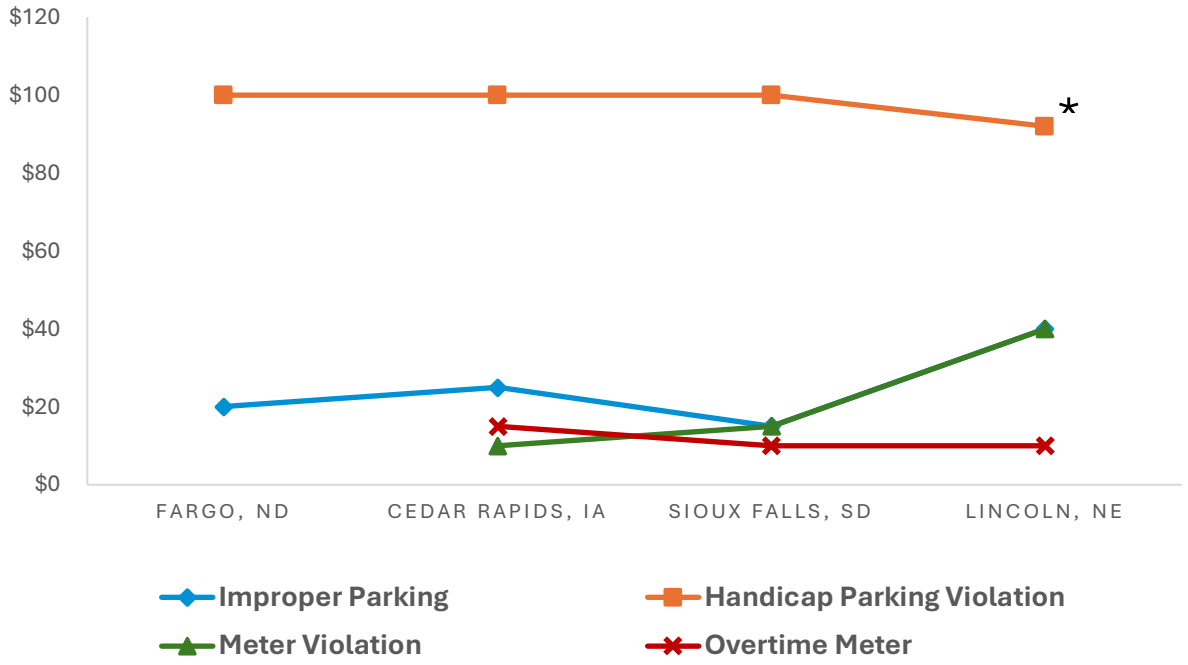
Table 10: *Enforcement Comparison*

	Fargo, ND	Cedar Rapids, IA	Sioux Falls, SD	Lincoln, NE
Hours of Operation	8:00 AM to 5:00 PM	9:00 AM to 5:00 PM	9:00 AM to 5:00 PM	8:00 AM to 6:00 PM
Days of Operations	Monday - Friday	Monday - Friday	Monday - Saturday	Monday - Saturday
Fine Structure	$20 for improper parking, $100 for improper parking in a handicap space	$25 for improper parking, $10 for meter violations, $15 for overtime meter, $100 for improper parking in a handicap space	$15 for improper and prohibited parking, $10 for overtime meter, $100 for improper parking in handicap spaces	$40 for improper parking, $10 for overtime parking, $92 for improper parking in handicapped, additional $100 for second and third/subsequent offenses

	Fargo, ND	Cedar Rapids, IA	Sioux Falls, SD	Lincoln, NE
Enforcement Authority	Interstate Parking (outsourced operator), Fargo PD	ParkCR (outsourced operator), Cedar Rapids PD	Sioux Falls PD, Public Parking Division	Park&Go Meter Officers (outsourced operator), LPD's Traffic Enforcement Team
Number of City Staff	3 Enforcement Officers	3 Enforcement Officers	8 Full-time Employees*	6 Full-time Employees*
Citation Issuance	Parking tickets are placed physically on the vehicle.	Parking tickets can be administered physically or sent through the mail.	Parking tickets are placed physically on the vehicle.	Parking tickets are placed physically on the vehicle.
Citation Adjudication	The ticket holder can dispute the parking ticket within five days of the ticket's issuance. The review will be held within five days of the request. If the ticket is not voided, the ticket holder may submit a hearing in the Fargo Municipal Court.	The ticket holder may appeal the ticket within 10 days of the ticket's issuance. Appeals are first handled by the Administrative Review Panel and further appeals are heard by the municipal court.	Ticket holders can petition for an appeal and must pay a fee of $5.	Within 14 days, an appeal can be made that is reviewed by the Parking Service Division. An addition hearing can be requested following the first within 14 additional days.
Citation Collection	The citation must be paid in 10 days before the incursion of fees. Citations can be paid online, in-person, or mailed in.	If the ticket is received physically, the recipient has 3 days to pay the citation. If the ticket is mailed the recipient has 10 days. Payment may be made online or in one of the citation boxes.	Parking tickets must be paid within 15 days of the date of issuance. Citations can be paid online, in-person, or mailed in.	Citations can be paid online for $2.70 or be mailed or brought in person to the City Parking Services & Development office. Citation collection is done through the Parking Services Division.
Technology Used	Handheld Enforcement Device	License Plate Recognition (LPR)	Handheld Enforcement Device	Handheld Enforcement Device, LPR

** Enforcement staff number unknown*

Figure 4: *Parking Citation Rates based on Type*



*$92 for improper parking in handicapped, additional $100 for second and third/subsequent offenses

Key Takeaways

The City of Fargo's enforcement operations are very similar to the enforcement of the benchmarked cities. The fine structure for the benchmarked cities includes improper parking and parking in a handicap zone which is similar to Fargo. However, these three cities also have fine structures for overtime parking, which is a parking infraction for parking longer than the paid time. Figure 4 shows a comparison of parking citation rates based on the citation type. It is industry standard practice that this fine amount is smaller than the fine for parking without paying for the meter. Cedar Rapids and Lincoln uses License Plate Recognition (LPR) which allows for more efficient enforcement operations.

Enhancement Opportunities

This Parking Service Delivery Organization Analysis Summary highlighted the following aspects of Fargo's public parking system:

- Parking Service Delivery Model
- Governing Legislation and Policy
- Financial Performance

Alongside this current understanding of how the City delivers public parking services, this summary reviewed industry standard practices from three peer communities to inform recommended adjustments and enhancements to the delivery of these services in the future. The peer community review includes:

- Lincoln, Nebraska
- Sioux Falls, South Dakota
- Cedar Rapids, Iowa

Based on our understanding of the current public parking service delivery system and informed by the peer community benchmarking there are several enhancement opportunities the City should consider as it modernizes its public parking system. Several of these potential system enhancements can be implemented as part of a modernizing contract between the City and a third-party parking management operator. They include:

- Municipal Code Modifications
- Organizational and Operational Consolidation
- Financial Fund Consolidation
- Parking Management Enhancements

Municipal Code Modifications

Article 8 of the Fargo Municipal Code provides the legislative framework and foundation for the delivery of public parking services in Fargo. This legislative framework provides City staff with tools to administrate, manage, and enforce public parking. As the City's parking program evolves, so too must the municipal code. There are several municipal code enhancements the City should consider as the public parking program evolves.

Parking Enforcement

There are multiple aspects of the Municipal Code as it relates to parking enforcement that have the opportunity for enhancement.

Parking Ticket Fine Amounts

While not written in the Municipal Code, it is a policy to issue an initial warning ticket for all parking offenses in Fargo. It is recommended this policy be removed, and instead the first observed offense produces a ticket and fine amount as stated in § 1-0305. Adjusting this policy will preserve limited enforcement personnel resources for more active enforcement operations while utilizing a fine structure to gain compliance with the parking public, thus increasing safety and system efficiency.

Parking Ticket Appeals

The current code allows for a person receiving a parking ticket five days from the date of issuance to appeal the validity of the ticket. The review shall be conducted within five days of the request by a person designated by the chief of police or by a representative of the police department to conduct such proceedings. It is recommended the City extend the time period allowance for a person receiving a parking ticket to appeal the validity of the ticket to ten days. It is also recommended the City allow a firm or entity that has been designated by the Police Department or Board of City Commissioners to review parking appeals, in this case the City's third party parking management operator.

Vehicle Impoundment

§ 8-1612 and § 8-0126 states the Police Department has the ability and authority to impound and remove vehicles for having delinquent parking tickets. The code should be expanded to included language granting a parking operator, the authority to tow vehicles. This code section should also stipulate the minimum requirements for being deemed delinquent. Parking delinquency should include three or more parking tickets issued, unpaid, and not under appeal to be eligible for vehicle impoundment. This scofflaw policy, codified, represents the City's policy to allow a parker to come into compliance and have multiple chances to do so before their vehicle is removed from a City street or City owned and operated lot or ramp.

Parking Management

The Municipal Code states that the Planning and Development Director has the authority to establish permit-only parking zones in off-street parking facilities. The fees for such a parking permit shall be approved by resolution of the board of commissioners. It is recommended that either the City Traffic Engineer have the authority to set rates and restrictions in lots and ramps

owned or operated by the City of Fargo or have the authority to set rates and restrictions via a resolution approved by the board of commissioners. If the authority resides with the board of commissioners, rates could be changed via the annual budget approval process or during the course of the year via resolution to the board of commissioners.

Alongside parking rates and restrictions in off-street lots and ramps, the City should consider expanding the authority of the City Traffic Engineer to establish on-street restrictions via posted signage for parking time limits, loading zones of any kind, and other parking prohibitions. The current code is very specific as to the type of on-street posted restriction that can be implemented, for example ten-minute parking areas at specific times. Providing the City Traffic Engineer added flexibility would allow the City to proactively respond to new and emerging on-street parking and curbside demands in a more comprehensive manner.

Organizational and Operational Consolidation

There are ten public and private entities that have a role in delivering public parking services in Downtown Fargo. Over the past several years, a parking group of City staff has been assembled by the Department of Planning & Development to try and overcome this agency fragmentation. The parking group meets on a somewhat regular basis to discuss any significant changes to the public parking system and advise on recommendations to bring forward to City Commission by the Department of Planning.

As another public parking ramp comes online in 2025, and the Downtown continues to experience growth, development, and increased parking demands, it is recommended the City organizationally and operationally consolidate the delivery of public parking services to more effectively deliver these services in the future. The following steps should be taken to move towards a more consolidated operation.

1. **Determine** the proper City department to oversee public parking. The Department of Planning & Development has become the de facto City entity overseeing public parking. The parking group should recommend to the City Commission the Department that will officially be responsible for public parking and be the main point of contact on the matter of public parking.

2. **Hire** a full-time City staff member within this identified Department to be the main point of contact for the public parking program. This Parking Manager position would also serve as the main point of contact for the City's third-party parking management operator and be the contract administrator for that contract and other parking associated contracts.

3. **Authorize** and properly resource the City's third-party parking management operator to fulfill all day-to-day parking operations for the Downtown Parking Program. Where possible, the City should retain ownership of capital assets however the operations and maintenance of these capital assets should be the responsibility of the City's third-party parking management operator. For example, parking revenue control equipment and parking enforcement equipment should be an owned asset of the City in order to retain this equipment from contract to contract. However, the City should not be responsible for the daily operations and maintenance of this equipment and instead consolidate that responsibility with the parking management operator.

The parking group should be retained as a City staff advisory group the Parking Manager can meet with on a somewhat regular basis to ensure continued collaboration between City entities and the City's parking management operator. The parking group would be a resource to the Parking Manager, especially at the onset of their tenure at the City.

Financial Fund Consolidation

Revenues and expenses associated with the delivery of public parking services is currently fragmented across multiple City financial funds. This fragmentation includes the following public parking activities that are not included in an overarching parking fund:

- Parking Citation Revenue
- Parking Enforcement Expenses (Daytime and Nighttime Operations)
- Ramp Debt Service
- On-Street Parking Equipment
- Capital Reserve and Maintenance Expenses

It is recommended the City account for all public parking related revenues and expenses in one fund account. Integrating all parking related revenues and expenses in one fund will allow City staff to accurately track the financial performance of the public parking system in one place. With an eventual public policy goal of making the public parking fund a self-sufficient and revenue producing Enterprise Fund, consolidating all parking related revenues and expenses will allow the City efficiently track its ongoing progress towards this ambitious goal. As a revised parking fund is created, the City should be sensitive to only including public parking related assets, revenues, and expenses in the fund. Parking that is not open to the public and only serves internal parking needs associated with the City use on-site should not be included in the parking fund. The parking fund should only include parking assets that have the opportunity to, or are currently, revenue generating.

Parking Management Enhancements

Based on the results of the peer community comparison, the parking utilization study and anecdotal feedback from City staff and partners, the City has the opportunity to enhance the management of Downtown public parking.

On-Street Parking

From an on-street perspective, it is understood there are limitations via state legislation that prohibits the charging of parking via parking meters or parking fees. However, time limits can and are used in the Downtown to create on-street parking turnover and promote parking availability. The City should explore extending these time limited hours of operation to promote parking turnover and availability later into the evening and on Saturday's when parking demand has increased. Coupled with these changes, the City should actively promote and utilize the Residential Parking Permit Program authorized by Article 8 Section 21 of the Municipal Code. Expanding this Residential Parking Permit Program would prioritize resident parking needs and support the increased Downtown residential population.

Off-Street Parking

The City currently offers two hours of free parking in many of its off-street lots and ramps, in addition to evening and weekend free parking. As demand continues to increase in these non-paid timeframes, the City should explore removing or reducing the first hour's free parking and extend paid parking into the evening and on Saturday's. Charging for parking during these timeframes will maintain predictable parking availability in lots and ramps and has the opportunity to increase program revenues to support the public policy goal of sustaining a revenue producing public parking Enterprise Fund. Any changes to lot and ramp rates and restrictions should include a robust stakeholder engagement and notification process and be developed in coordination with the City's third-party parking management operator.

APPENDIX A:

Parking Organizational, Operational, and Financial Models

Parking System Organizational Model Options

As the parking profession has evolved, several very effective parking system organizational models have emerged. Each of these models has its own strengths and weaknesses depending on several factors including the parking system's size, degree of development, programs offered, political landscape, community goals, and other factors.

Parking management best practices from a program organizational perspective, center on the concept of a "vertical integration" of parking functions. This contrasts with the typical "horizontally fragmented" organizational structures that tend to evolve naturally in many municipal parking organizations across the U.S.

Horizontally fragmented systems are defined by the compartmentalization of parking functions and responsibilities, such as on-street parking, enforcement, and parking structures, among multiple, disparate departments or entities. The police, facilities management, and accounting departments all may play a role, yet no singular entity has responsibility for, perspective on, or understanding of all the interrelated functional areas that comprise a parking system. In this scenario, there is no overall accountability for parking. Or put another way, parking is everyone's part-time job, but no one's full-time responsibility.

The most effective models utilized in North America are summarized below:

1. **The Consolidated or Vertically Integrated City Department Model:** The consolidated or "vertically integrated" city department model is characterized by a department head with complete responsibility for the management of all parking-related program elements. Primary elements include off-street parking facilities, on-street parking resources, overall program financial performance, parking system planning, and enforcement.

2. **Parking Authority or Commission Model:** In the parking authority model, a detailed management agreement and defined mission and vision guide all aspects of parking operations. In most cases, a small staff led by a president or executive director engage a private parking operator to manage day-to-day operations. This model places all the major stakeholders at the same table via a parking authority board or commission, which often results in all parties gaining a deeper understanding of the complexities of parking and the often-competing interest of various constituent groups. The parking authority often has bonding capacity.

3. **Contract or Business District Model:** In an increasing number of communities around the country, downtown business improvement districts or downtown development authorities have taken over operational responsibility for parking. Parking is governed by a well-defined operating agreement that sets specific expectations and guidelines for the management of parking assets. These contracts or operating agreements are typically reauthorized every three to five years based on whether the defined contract goals were achieved. If reauthorized, it is not uncommon for new goals and program objectives to be set for the next contract period.

4. **Parking District Model:** The parking district model is defined by an overarching goal of creating a comprehensive parking management function under the aegis of one management entity. In most cases, the parking district's geographic boundaries and responsibility for district improvements (parking, transportation demand management, clean and safe programs, events/programming, etc.) are managed to better promote downtown vitality and activation. Parking thus becomes a tool for economic development, place making and other larger district goals.

While there are several variations and hybrids of these models, these are the four primary alternatives commonly seen across the country. Each of these models will be detailed in more depth in the following sections. Yet despite the details, they all have one common factor that contributes to their success: They all address the major problem associated with the "horizontally fragmented" systems that compartmentalize parking functions and responsibilities, so parking is everyone's part-time job, but no one's full-time responsibility. These models are further summarized on the table on the next page.

Parking Organizational Model Options Table

	Consolidated Department	Parking Authority/ Commission	Contract/ Business District	Parking District
Defining Characteristics	All primary parking functions under one functional department.	Parking management responsibilities managed by an executive director and a community-based board.	Leverages an existing strong and effective business district or development authority.	Typically has a defined geographic area and may include other funding sources such as special assessments, in-lieu-fees, impact fees, etc.
Organizational Structure	Vertically integrated department within the city structure.	An authority or commission structure created by city council with defined responsibilities and objectives. Typically lead by a community-based board of directors and an executive director.	An existing organization that has proven its effectiveness is given responsibility to manage parking via a well-defined management agreement.	A district-based board is created to manage parking within a defined area leveraging district-based funds to meet the areas' parking and transportation needs. Typically led by an executive director.
Critical Elements	The common and critical element of all these options is the "vertical integration" of all aspects of parking management under a single operational entity (compared to the typical municipal fragmentation of various functions such as enforcement, operations, on-street, off-street, finance/accounting, planning, etc.) Managing all program components in a comprehensive and integrated manner allows for improved synergies, policy coordination and enhanced program performance organized around a holistic program vision and mission.			
Primary Advantages	City retains maximum control and is generally easiest to achieve politically.	Provides a degree of separation from politics. Engages key stakeholders in a meaningful way. Put everyone in the same boat, rowing in the same direction.	Leverages strong and existing agencies that have a vested interest in seeing parking and transportation issues effectively addressed.	Creates a geographically based entity that is focused on leveraging district-based revenues to create specific district-based solutions.

Primary Disadvantages	Parking may not be a core competency and may require new investments in staff and resources. City remains the focus of parking related concerns which can lead to undesirable political issues.	Requires some relinquishment of control by the City. However, if this is not the core competency of the City this may be a good thing. Can create "yet another board" that already invested community members may not have the bandwidth to accept.	Requires some relinquishment of control by the City. It is important that the BID or DDA critically assess its capacity to take on this complex venture and that their board is fully informed and on-board. Can lead to taking the agency "off-mission" if not done well.	Addresses only a limited area and therefore may have limited resources.
Example	Raleigh, NC	Pittsburgh Parking Authority	Ann Arbor DDA, Capital City Development Corporation – Boise, ID	Boulder Downtown and University Hill Management District

Operational Models

While every parking program operates slightly differently, most can be categorized into one of three primary approaches for operating parking programs:

1. **Self-Operation:** The organization operates the parking program itself. For example, a municipal parking organization administrates, manages, and enforces all public on-street parking and off-street parking assets with organizational staff.

2. **Hybrid-Operation:** The organization operates portions of the parking program. In this example, specific aspects of the parking program are outsourced to a third-party vendor under contract with the parking organization. In some cases, off-street parking operations and enforcement are outsourced under a hybrid-operation model. The organization utilizes its own staff for other portions of the operation, prioritizes leadership and senior management positions.

3. **Outsourced-Operation:** A private parking management firm is hired to handle daily operations and maintenance through a management contract. Through the management contract, the private parking management firm is paid a fixed management fee and/or a percentage of gross revenues and is reimbursed by the owner (parking organization) for all costs incurred in the operation.

Parking Operational Model Options Table

	Self-Operation	Hybrid-Operation	Outsourced Management
Defining Characteristics	In-house management of parking assets	In-house and contract approach to management of parking assets (City retains a high level of control)	Management contract approach to providing parking management expertise (City retains a high level of control)
Primary Advantages	Highest level of control, however it requires more city investment. All parking revenues remain with the City.	Ability for the City to outsource aspects of the parking program that are more susceptible to market volatility while retaining decision making authority and core program oversight.	Some loss of control, however, can be an effective way to improve operations if parking management is not a core city competency.
Primary Disadvantage	Require a true commitment in terms of staff hiring training and development. Requires significant investment in facilities management and maintenance. All parking revenues remain with the City.	Still requires some City staff to oversee contract, facilities and provide overall program management. A management fee must be paid. In some cases, performance incentives are used to reward parking management firms for achieving defined performance metrics.	Still requires some City staff to oversee contract, facilities and provide overall program management. A management fee must be paid. In some cases, performance incentives are used to reward parking management firms for achieving defined performance metrics.
Examples	Tampa, Florida	Raleigh, NC	Lexington Parking Authority, KY

Financial Models

Alongside parking system organization and operational models, varying financial model options exist for parking programs. While these terms may vary by jurisdiction, most can be categorized into one of three primary approaches for financially organizing parking programs:

1. **Enterprise Fund:** An enterprise fund establishes a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. Under enterprise accounting, the revenues in expenditures of services are separated into separate funds with their own financial statements, rather than commingled with the revenues and expenses of all other government activities. Enterprise funds are required to be self-sustaining financially. Municipal water, sewer, and power utilities are often set up as Enterprise Funds.

2. **Special Revenue Fund:** A special revenue fund accounts for the proceeds of specific revenue sources that are legally restricted to expenditures for a specific purpose. In the example of a parking program, a special revenue fund may be established to account for parking meter revenue proceeds to be restricted for use on expenditures related to the operations, maintenance, and replacement of parking meter assets. Special revenue funds in parking programs are often utilized as a mechanism to fund capital replacement of physical assets.
3. **General Fund:** A general fund is the primary operating fund of a government entity. If a parking program if financially organized into the broader organization's general fund, all revenues and expenses reside in the greater fund. While parking related expenses and revenues may be reported separately, the parking program is fully financially integrated into the broader organization financial structure.

Financial Model Options Table

	Enterprise Fund	Special Revenue Fund	General Fund
Defining Characteristics	All parking related revenues and expenses are organized within one fund.	A portion of parking related revenues are legally obligated to parking related expenses in a restricted fund.	All parking related revenues and expenses roll up to the organizations general fund.
Primary Advantages	Parking related revenues can be reinvested into the program without competition from other agencies or organizational functions.	A portion of parking related revenues can be used for specific parking expense needs and program reinvestment.	Parking revenue fluctuations can be offset by other general fund revenues on an as-needed basis.
Primary Disadvantages	Fluctuations in parking revenue, specifically revenue losses, must be offset by reductions in parking related expenses. This may include staff expense reductions and increase deferred maintenance obligations.	Only a portion of parking revenues are available for direct investment in parking related expenses, creating inflexibility in overall program investment strategy.	Parking organization must compete for limited general fund revenues for program investments, regardless of how much revenue is generated by parking program.
Example	Raleigh, NC	Minneapolis, MN	Denver, CO

Appendix E: Parking Operations, Maintenance & Capital Needs Analysis

MEMO

TO: Mark Williams, Assistant Director of Planning, City of Fargo
Kim Citrowske, Planning Coordinator-Long Range Planning, City of Fargo

FROM: Robert Ferrin, PTMP, Kimley-Horn and Associates, Inc.

DATE: September 22, 2025

SUBJECT: City of Fargo Parking Operations, Maintenance, and Capital Needs Analysis

Parking Operations, Maintenance & Capital Needs Analysis

The City of Fargo seeks to establish a comprehensive asset maintenance program for its parking garages to facilitate planning, funding, and implementation of the upkeep of these facilities. This asset maintenance program is intended to provide a high-level, annualized budgetary cost projection for anticipated typical maintenance repairs and replacement items based on their useful life. Therefore, a 10-year timeline has been selected to provide budgeting estimates relevant for the City's decision-making processes. Data sources used for these estimates, such as from Walker Consultants and others, have 10-year outlooks. We aimed to avoid skewing the annualized maintenance and repair cost estimates by looking at an excessively long outlook timeframe, such as 20 years.

Implementation of a comprehensive parking structure maintenance program is critical to protect the City of Fargo's substantial capital investments, maximize the structures' service lives, minimize cost and operational impacts related to repairs, and maximize patron safety and experience. Performing regularly scheduled and ongoing maintenance greatly reduces the rate of deterioration of a parking structure; thereby reducing the overall costs and downtime for repairs. Ongoing maintenance also provides a safer, more inviting facility for patrons and can improve daily operations.

The scope of this report encompasses 6 structured parking facilities the City of Fargo currently owns and maintains within Downtown Fargo, including the under-construction NP Avenue Ramp that will open in late 2025. These facilities, when combined, provide approximately 1,816 parking spaces for both public and private users. This Asset Maintenance Program (AMP) identifies anticipated repair and maintenance needs across a 10-year budgeting horizon. A summary of the parking garages included within this program is noted below.

The following facilities, shown in the map on the next page, comprise the City's existing structured parking facilities:

Civic Center Ramp	Roberts Commons Ramp	Mercantile Ramp	City Hall Ramp	GTC Garage	NP Avenue (opening late 2025)

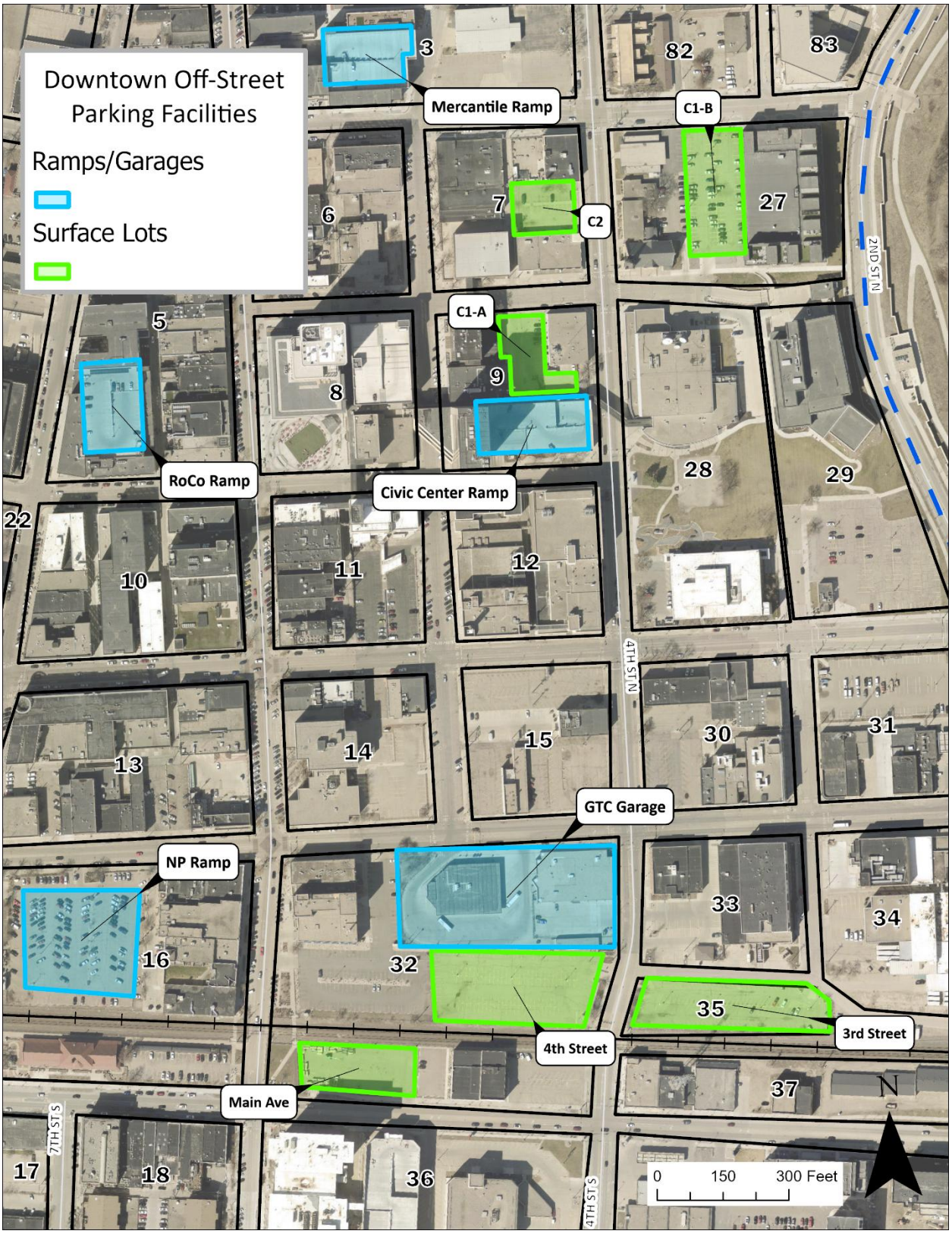


***Figure 1**: Downtown Fargo Existing Parking Facilities, Structured Parking found in blue.*

We have records of recent condition assessment reports for 5 of the 6 parking garages. One report by Walker Consultants assesses 4 of the 6 parking garages, **not including the as-yet forthcoming NP Avenue Ramp or the City Hall Ramp**, which is dated January 8, 2024 (Walker Report). The Walker Report included observed deficiencies (as of 2024) to the structural, waterproofing, operational, and aesthetic systems at each garage. This AMP incorporates the prioritized repair recommendations from the condition assessment reports and considers additional elements which are likely to require investment within the 10-year horizon. Recommendations regarding routine and preventive maintenance procedures (see Routine and Preventative Maintenance section) and general practices when considering repairs and replacement (see Repair and Replacement Maintenance section) are also included. Reference the individual condition assessment reports for more detailed descriptions of the parking garages, the major components in each parking facility, and their current conditions.

Another report by Walker Consultants dated June 30, 2022 regarding the relatively new City Hall parking deck (Built 2020) assesses water intrusion issues but doesn't address costs. A more recent report regarding the City Hall parking deck by KLJ, Miller Dunwiddie, and Kimley-Horn dated January 24, 2025 provides more detail and an opinion of probable cost to repair the leaking water proofing and improve drainage of the City Hall parking deck (KLJ Report). Neither of the published reports regarding the water-intrusion issues at the City Hall garage are relevant to the purposes of this work because the issues reported on are one-time outlier expenses related to substandard original construction and not related to typical capital repairs expected in parking structures.

General Maintenance

Parking facilities are unique and therefore require a specific maintenance program. In comparison to other building structures, these "open" structures are typically exposed to more severe conditions such as moisture, changing environmental conditions, thermal movements, vehicular loading, exposure to chlorides, freeze / thaw cycles, snow and ice, and potentially harsh chemicals. These facilities are also unique in that vehicles and pedestrians interact. Therefore, maintenance requirements must address both user groups to avoid damage to vehicles, reduce potential for personal injuries, reduce system failures, and reduce premature deterioration.

Understanding the components of an active and ongoing maintenance program, and their associated recurrence intervals, allows the City to prepare for and coordinate staffing, costs, and potential downtime. In addition to staffing requirements, a maintenance program is generally comprised of the following major categories:

- **Routine and Preventive Maintenance (operational cost)** – Also referred to as "housekeeping", routine maintenance items are standard tasks that should be performed to ensure safe and proper daily operations of the facility. Preventive maintenance items are performed to protect capital investment and help attain early diagnosis of problems to prevent/reduce major repairs in the future. Observations for and the routine / preventive maintenance itself are primarily the responsibility of the parking garage management

company or in-house staff and do not need to be observed or implemented by a design professional or by a contractor. If something looks cracked, rusted or broken then it should be recorded for internal/professional assessment, and referred internally for staff repair or externally to an engineer/contractor if special experience or skill is required to repair. Generally, the cost of the associated maintenance has been combined into operational costs in this report as it is understood that these items will primarily be the responsibility of the parking garage management company or in-house staff.

- **Repair and Replacement Maintenance (capital investment)** – These maintenance items are required when an element is damaged and requires specialized repair or reaches the end of its useful service life and requires replacement. Repair and replacement have been combined as it is understood that these items will be observed by the engineer as part of regular condition assessments administered by the City. Costs for these maintenance items are typically funded through Capital Expenditures procedures.

To further describe these main 2 categories, the following descriptions are utilized:

- **Structural Maintenance** – Tasks related to the building structure's floor slabs, ceilings, beams, columns, walls, and other framing members. In addition to concrete, masonry, and steel framing, structural maintenance items include bearing pads, sidewalks, barrier restraints, bollards, parapets, and railings.
- **Waterproofing Maintenance** – Tasks related to the building's expansion joints, joint sealants, traffic coatings, sealers, split slab systems, and roofing.
- **Operational Maintenance** – Tasks related to the function and operations of the parking garage systems in an effort to reduce downtime and increase patron safety. These tasks include: doors and hardware, mechanical / electrical / plumbing / fire protection systems (MEPF), elevators, parking access and revenue control equipment, safety checks, security systems, graphics, and snow / ice control.
- **Aesthetic Maintenance** – Tasks related to general appearance of the structure, such as cleaning, landscaping, interior and exterior finishes, glazing systems and painting.

The repair / replacement items identified within this 5+ Year initial AMP include elements within Structural, Waterproofing, Operational, and Aesthetics categories. The MEPF and aesthetic portions of this report are based on our experience at other similar garages built within the same time frame. Consult an MEPF and architectural consultant for a more comprehensive view of the potential maintenance costs associated with the MEPF and aesthetic portions of the garage. The following narrative is intended to expand upon the maintenance matrices included in Appendix B and provide further description for some, but not all, of the maintenance items. This narrative and the matrices should be used together during the implementation of this program.

Routine & Preventive Maintenance

Structural System

Observe structural systems – Note any observed concrete or structural steel deterioration. Items to look for include failing concrete patches, delaminations, spalls, cracks, leaking, leaching, rusting, and scaling steel. Water penetration through slabs or structural elements can be indicative of cracking. Therefore look for indications like staining, leaking, leaching, and peeling paint. Observations should all be noted and marked for further assessment during detailed inspections. Figures 1 through 12 contain pictures and brief descriptions of items to look for when observing the structural system for deterioration.

Façade Structure – Generally observe façade elements like bricks courses, window frames, or panels to significantly mis-align or discrete lack of plumbness at panel joints. Observe any precast / façade connections which appear to have distress, cracking, or rusting.

Connection Elements – Generally observe connection of steel elements to supporting elements. Where steel is connected to concrete look for missing/loose steel nuts at anchor bolts. Where steel is connected together look for missing or loose bolts, or welds that look to be broken.

Figure 1- Failing Concrete Patch

Figure 2 - Concrete Delamination

Figure 3 - Concrete Spall

Figure 4 – Fine Crack, 0.1" Width or Less

Figure 5 – Medium Crack, 0.01" to 1/32" Width

Figure 6 – Wide Crack, greater than 1/32" Width

Figure 7 – Leaking Crack

Figure 8 – Leaching Concrete

Figure 9 – Ponding Water

Figure 10 - Structural Steel Rusting

Figure 11 - Structural Steel & Rust Scaling

Figure 12 - Exposed Reinforcement

Roofing and Waterproofing

Observe roofing – Roofing materials above the stair and elevator towers should be inspected for damage, cracks, deterioration, and leaks. Note observed areas where water getting through below the roofing.

Observe joint caulk sealants – review joint sealants for cracks, deterioration, bonding failures, and leaks. Sealants to be reviewed include floor sealants at control and construction joints as well as architectural sealants at masonry, doors, windows, storefronts, glazing, and façade. See Figures 13 and 14. Note that rain events, washdowns, and thawing of accumulated snow are good opportunities to locate leaks from the underside of the parking levels or within enclosed occupied spaces.

Observe expansion joints sealants – Review expansion joint sealants for leakage, damage, and trash buildup. Check for leakage on the underside by noting stains left by fluid passing through the sealants. Expansion joint sealant systems in parking garages typically consist of winged gland sealants or epoxy bonded gland sealants. Note that repairs of these systems should be completed by a certified representative of the manufacturer due to the installation requirements and warranties. See Figure 15.

Figure 13 – Typical Construction Joint

Figure 14 – Typical Joint over Steel Beam

Figure 15 – Typical Winged Expansion Joint

Observe Traffic Bearing Membranes – A surface applied traffic coating is typically located on parking floors over occupied space or rooms required to be waterproofed. They are also sometimes placed over entire floor plates to enhance the durability of a floor system. Inspect coated areas for physical damage, peeling, bubbling, debonding, discoloration, tearing, or cracking in the membranes. Traffic bearing membranes located in areas with vehicular turning movements (such as end bays, top and bottom of ramps, and entry exits) are more susceptible to damage and should be observed closely.

Observe Split Slab Sealant Systems – While not known to be present in these subject parking garages, some facilities feature a split slab system consisting of a concrete topping slab over a waterproofing membrane, in turn, over a structural slab. This membrane is not visible since it is covered from above and below. Evaluating its effectiveness includes observing the underside for signs of leakage or by means of a flood test (A flood test typically requires a contractor to implement).

Operational Observations and Maintenance

Cleaning

Sweeping – Removal of sand and grit buildup on driving aisles by hand sweeping, especially in turns, will minimize the wear and tear on slab surfaces. Daily sweeping of high pedestrian traffic areas alleviates safety concerns and enhances level of service. Note any excessive oil spots, spills or dirt buildups and remove them. Sweeping of upper floors and stairways can minimize creation of dust as compared to using a leaf blower, which should be used on vehicular access points, lower levels, or during off-hours. Dirt and debris should be kept away from drains to avoid clogging. See Figure 16.

Figure 16 - Stain Buildup

Figure 17 – Typical Trash Receptacle

Trash removal – Daily trash / litter removal maintains a good overall appearance of the parking garage and tends to discourage further littering. Trash receptacles should be emptied prior to becoming 2/3 full. Stairwells are especially prone to litter and trash buildup creating safety concerns and encouraging pest infestation. Remove any hazards such as glass bottles. Ensure that stairwells have a clean, fresh smell. See Figure 17.

Clean elevators – Routine cleaning of elevators is critical to long term service as well as ongoing patron experience. Doors and call buttons should regularly be wiped down. Floors and windows should be clear of trash and cleaned routinely. The elevator door track (both in the cab sill and the landing sill) must be kept clean through vacuuming or air pressure spraying to ensure the grooves are clear. Note that cleaning any windows from within the elevator shaft requires certain safety precautions and may require a qualified elevator technician.

Clean stairs – In addition to sweeping and trash removal, handrails should be wiped down, ideally when completing the sweeping operations for efficiency. The windows should also be kept clean on a regular basis which also allows for review of the seals and joint sealants noted above.

Clean expansion joints – Dirt and debris should be swept or blown off the expansion joints (including the grooves on top of the joints) to allow proper function and avoid premature deterioration. Trash buildup on expansion joints can quickly damage the joint and can void any existing warranties. Do not use high pressure water blasting to clean joints.

Power sweep – Floors should be swept with mechanized sweepers designed for parking garages on a routine basis to supplement localized hand sweeping. Care should be taken when driving these vehicles over expansion joints. Ideally, this is a 2-person operation with one person operating the equipment and the other using a broom or blower to get debris out of corners and areas which cannot be directly accessed by the vehicle.
Note – sweepers used inside a parking garage must be suited for the height and weight restrictions in a parking garage. Coordinate with an engineer on the load restrictions of these vehicles.

Power washing/wash-downs – Washing, including low pressure rinsing (hoses), medium pressure power washing (<4,000psi), and high pressure washing (>4,000 psi) is intended to protect the structure by removing sand/salts and grease/oil buildup while increasing safety for vehicles and pedestrians. It will also provide for more visible parking and traffic markings. Ideally, power washing should be done in the spring to help remove salts that may have accumulated from winter de-icing agents. Frequent wash downs will help the long term durability of the structure by removing much of the chloride buildup on the slab surface from road salts. Garden sized hoses are not large enough or provide enough water pressure to accomplish this task. However, extreme care must be taken using medium and high pressure washing, especially on joints and coatings, as this pressure can damage components. It is recommended to coordinate the power washing and especially the wash-downs with the drain system flushing and checks. Wash-downs should be carefully considered in older parking garages and avoided in parking garages with concrete delamination areas that add up to more than 1% of the total concrete surface area.

Discharge from power washing efforts must be coordinated with the local jurisdiction. Reclaiming the oily runoff may be required in lieu of discharging to storm or sanitary sewers. Protect the drains during washing operations using burlap or hay bales to filter the water and keep sand out of the drains. Remove protection immediately after washing. Other proprietary systems capture all the runoff in water tanks and can recycle grey water for reduced water usage.

Spot removal of oil and grease may require chemical detergents be used. Ensure that chemicals are nontoxic and biodegradable. Where there are membrane coatings, review the manufacturers literature to ensure that the cleaning products used are acceptable so as not to harm the membrane. See Figure 18.

Figure 18 – Dirt / Stains on Driving Surface

Figure 19 - Ponding Water

Remove ponded water – Ponded water should be removed by squeegee or broom as it can quickly deteriorate concrete slabs, precast connections, and become a patron nuisance. Allowing ponded water to evaporate can leave behind high concentrations of salts and chlorides that then soak into the concrete to the reinforcing steel which will begin to corrode. The rust products produced are roughly three times the size of the original steel and will eventually crack and spall the concrete, exponentially increasing the rate of deterioration. See Figure 19.

Clean parking equipment and EV charging stations – Parking access control equipment and EV charging stations should be kept clean by regular wiping downs of the exterior surfaces to remove dust and dirt. Note and report any physical damage.

Doors and Hardware

Check mechanized doors – Mechanized doors (e.g. roll down at loading dock areas) should be inspected for damage and proper operations.

Check doors – Doors and hardware should be inspected for damage, vandalism, and proper operations (close and latch properly). Ensure all doors are operational, paying special attention to any panic hardware. This includes latches, closures, sweeps, hinges, locks, and any tracks. See Figure 20.

Figure 20 - Typical Door with Signage

Lubricate doors & other door hardware – Moving parts, such as latches, hinges, bearings, locks, tracks, and door closures should be lubricated in accordance with manufacturer recommendations throughout the parking garage.

Electrical System

Check light fixtures – Fixtures should be checked for cleanliness, damage, and deterioration. Note and replace any lamps that are dimly lit or completely out. Also note any dark areas that may require additional light fixtures. Light fixture controls (e.g. time clocks, photocells, and/or occupancy sensors) should be checked, cleaned, and calibrated to ensure proper operation in accordance with the manufacturer's recommendations. Ensure that any timeclocks are reset, as needed, to account for seasonal time changes.

Replace LED Drivers - If LED fixtures are installed then a fixture / component (driver, LED board, etc.) replacement program should be performed when fixtures reach approximately 80% of design life or degrade in light output below minimum standards. In addition, any lenses or reflectors should be cleaned and replaced at that time as well. See Figure 21.

Replace Fluorescent Bulbs - Fluorescent strip fixtures are generally located within stairwells and elevator lobbies if LED fixtures are not already being used. See Figure 22. Fluorescent fixtures do not necessarily have to be replaced with LED fixtures, but a regular inspection of stairwell / elevator lobby lights should be performed. Bulbs and ballast should be replaced as required.


Figure 21 - LED Light Fixture


Figure 22 – Fluorescent Light Fixture

Check exposed conduits - Any exposed conduit and conduit supports should be inspected for damage, deterioration, or signs of water infiltration. Repair or replace sections of conduit / supports as required.

Inspect special units – Electrical outlets, conduit, transformers, electric vehicle charging stations, and any other electrical components should be inspected for damage, deterioration, corrosion, exposed wires, and proper operation. Electrical convenience outlets are in some parking decks and should be inspected for damage and proper operation. Where exposed, proper weatherproof coverings should be inspected for damage and replaced where missing and as required.

Figure 23 - Typical Lit Exit Sign

Check emergency exit lights/signs – Emergency exit lights / signs should be inspected for damage, alignment, and illumination and should be tested according to the manufacturer's instructions. These signs should be visible from a distance and not be obstructed by signage, lighting, or structure. Ensure exterior exit signs / lights are operational and weathering does not impede visual illuminance. See Figure 23.

Check generator for proper operation – If a parking garage has a backup emergency generator then the generator should be inspected and verified to be in proper working order in accordance with the manufacturer's service recommendations.
Check distribution panels – Electrical distribution panels should be inspected for breaker alignment, loose or deteriorated connections, exposed wires, damage, and overall cleanliness to ensure proper operation.

Fire Alarm Devices – Fire alarm horns / strobes, pull-stations, smoke / heat detectors should be inspected to ensure proper operation. Damaged, worn, or missing devices should be repaired / replaced as required. In addition, conduit and wiring associated with fire alarm devices should be inspected for deterioration / corrosion and replaced / repaired as needed.

Elevators

Inspect elevators – Inspect elevators for proper operation and ensure that all lights and indicators are working. Check elevator certificate and inspection dates and verify that the elevator's inspection is not out of date. See Figure 24.

Figure 24 - Elevator at River South (photo courtesy of the 2022 SC Condition Assessment Fluorescent Light Fixture)

In addition to observing the condition and general cleaning of the doors, interior, and tracks, replacing light bulbs and possibly reattaching a loose panel or handle connection is all that is anticipated to be handled through routine housekeeping.

Preventive maintenance, beyond very minor repairs or lamp replacement will require a specialized elevator technician following procedures outlined by the elevator manufacturer. Any repairs that require removal of panels or access to the interior of the elevator shaft must be performed by a specialized elevator technician. A regularly scheduled maintenance program is recommended.

HVAC System

Inspect for proper operation – Ductless split systems, electric unit heaters, and ventilation units in the accessory rooms and enclosed spaces should be inspected for proper operations in accordance with the manufacturer's recommendations. Confirm that any louvers are clear of obstructions. The roof mounted air outlet in the stair towers should be checked to confirm they are clear of obstructions and fastened properly. Noisy operations can indicate clogged filters, needed belt adjustments, required lubrication, and should be repaired as needed. Observe condensation lines to ensure they are discharging to the appropriate drains and not in a walking pathway.

Clean and replace filters – When filter types allow, clean and reuse filters for the HVAC equipment. Replace HVAC filters when dirty or as required.

Preventive Maintenance – A regularly scheduled maintenance program is recommended and likely requires a specialized HVAC technician.

Mechanical and Plumbing System

Check / clean floor drains – Floor area drain grates and piping should be kept clear of dirt, sediment, and debris. See Figure 25. Clogged drains will create ponding and lead to concrete deterioration. In addition, misaligned, broken, and/or missing grates should be repaired or replaced. Water leaks at connections and piping should be noted and repaired. Floor drains should be flushed regularly with a high volume of water. At least one flush should be performed in early springtime to wash out any sand or salts that were used during wintertime ice/snow control. Drains should be protected with burlap or other means to prevent clogging from any sand buildup.

Figure 25 – Typical Floor Area Drain

Check sump pump for proper operation – All sump pumps (elevator, etc.), where installed, should be checked for cleanliness and proper installation in the sump pit. Operations of sump pump should be inspected in accordance with manufacturer's recommendations. Sump pumps and pits are typically, but not exclusively, located at the bottom of each elevator shaft.

Check oil / grit interceptor for proper operation – Observe the oil / grit interceptor compartments for clogs, debris, trash buildup, and water flow. Also determine next recommended cleaning in accordance with manufacturer recommendations.

Check the fire protection system – Fire alarm pull stations, horn strobes, alarm, central dialer, fire extinguishers, standpipe lines, fire pump, and hose connections should be inspected and tested for proper operation in accordance with local fire code requirements and NFPA 25 "Standard for the Inspection, Testing, and Maintenance of Water-Based Fire Protection Systems" or NFPA 72 "National Fire Alarm Code", accordingly. Pull stations are located at most elevators and stairways. In addition, piping and equipment should be checked for damage and/or deterioration of the units and connections. Standpipe connections and threads should be checked for damage. Sprinkler heads should be checked for damage, corrosion, and proper operation. See Figure 26.

Figure 26 - Typical Fire Department Connection

Check fire extinguishers – Check for damage and vandalism to the fire extinguisher unit and the cabinet. Check the charge on fire extinguishers and that the inspection is current. See Figure 27.

Figure 27 - Typical Fire Extinguisher

Check smoke / heat detectors – Inspect and test smoke/heat detectors for damage and proper function in accordance with manufacturer's recommendations. Smoke / heat detectors are typically located at each of the stair towers and generally throughout the parking garages. See Figure 28.

Observe and clean piping – Parking deck sprinkler and drainage piping should be observed for obvious damage, leaking, corrosion and insulation. Insulation should be intact without any tears or other deterioration. Piping protective coatings (paint) should also be intact with no signs of deterioration. Check pipe hangers and sleeves for signs of rust, loose fittings, or general deterioration.

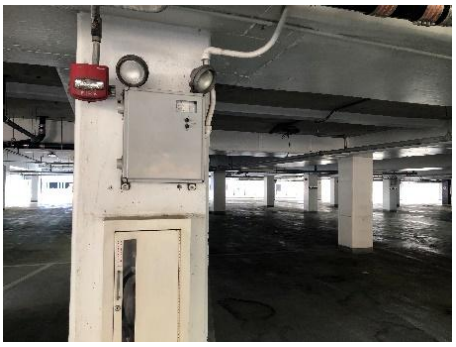


Figure 28 – Typical Smoke Detector

Winterize piping –Water lines should be cleared of water during winter months unless protected from freezing within rooms or with heat tracing tape. Hose bibs and water lines designed with insulation and heat tracing elements should be inspected for damage and proper operations.

Mechanical Ventilation – Enclosed parking garages that do not meet openness requirements have mechanical ventilation systems installed to supply fresh air into the garage and help remove buildup of noxious gases. These systems should be regularly tested to ensure proper operation, in accordance with the manufacturer's written instructions.

Parking Control Equipment

Equipment – Parking control gates and equipment should be maintained in accordance with manufacturer recommendations. Ensure the gates are correctly positioned and working properly. Monitor other access control equipment for damage and contact the manufacturer or local service technician if operational issues are reported. See Figure 29.

Figure 29 - Gated Access

Check wheel stops – If wheel stops were installed they should be checked for damage and correct placement to ensure they are performing the intended function. Out of place wheel stops can cause a pedestrian tripping hazard. See Figure 30.

Figure 30 - Typical Wheel Stop

Safety

Check handrails – Handrails and guardrails should be inspected for deterioration and rigidity. Loose railings should be repaired promptly. Handrails and guardrails are in each stair tower and along the perimeters of some parking areas. See Figure 31.

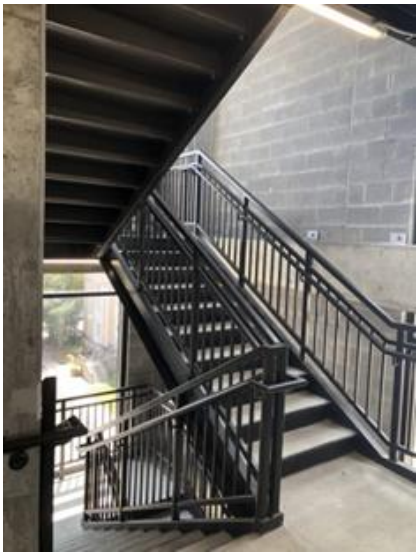


Figure 31 -Typical Stair Railings

Check convex mirrors – Convex mirrors should be checked for cleanliness and proper alignment.

Figure 32 - Typical Barrier Cable

Check barrier cables – If barrier cable was installed, cable barriers and fencing should be inspected for loose and deteriorated sections and connections. See Figure 32.

Check stair nosings – Stair nosings should be intact, firm, slip resistant, and of contrasting color to the remainder of the tread. Ensure stair nosings do not pose any tripping hazards.

Check fencing – Fencing along railings and cable barriers should be inspected for loose and deteriorated sections and connections.

Check bollards and pipe protection – Bollards and pipe protection should be checked for damage and repaired as needed. If these items are painted, touch up paint on a regular basis.

Eliminate tripping hazards – During walks of the facility, look for potential tripping hazards and seek to remove them. Typical tripping hazards are present where there is a change in level of more than ½". This can occur at curbs, wheel stops, or other floor mounted obstructions. If the item cannot be removed, such as at a curb, ensure that the face and top 6" are painted a contrasting color to increase the visibility of the element.

Security Monitoring System

Check CCTV cameras and hardware – Camera alignment, communications, cleanliness, and mounting hardware should be checked. Cameras and wires should be checked for damage, vandalism, and/or deterioration.

Inspect elevator cab communications and alarms – Elevator cab call and alarm buttons should be cleaned, tested for proper operation, and have the illumination checked.

Test emergency call station (panic button) – Observe call station for damage, deterioration, vandalism, and alignment. Inspect and test panic buttons per manufacturer recommendations to ensure proper performance. Inspect blue lights associated with panic buttons for proper operation. Emergency call stations are typically located on each parking level at each stair tower. See Figure 33.

Figure 33 - Typical Emergency Call Station

Wayfinding and Graphics

Check signage – Inspect plate metal signs and painted signs for secure fastening, cleanliness, corrosion, correctness, placement, legibility, and overall appearance. Ensure that the paint/graphics are not sun bleached or deteriorating in any way. Ensure accessible spaces are properly marked and that permit or any other reserved parking spaces are clearly marked and easily differentiated from parking available to all patrons. Signage should provide clear directions from the exterior to the interior, to parking, back to the exit, and from the exit safely back into traffic. See Figure 34 for sample plate metal signage.

Figure 34 - Example Plate Metal Signage

Check headache bars – Inspect overhead headache bars for placement, legibility, height, and damage. Evaluate whether additional headache bars are needed inside the parking garage and install them. See Figure 35.

Check striping – Inspect pavement markings for legibility and overall appearance. Routine cleaning will promote the appearance of the striping, arrows, and other pavement markings. Touch up paint in areas where it has deteriorated.

In addition, re-striping will be required after sealers are installed, traffic membranes are replaced, or other concrete repairs are completed on the floor surfaces.

Figure 35 - Typical Headache Bar

Snow and Ice Control

Physical removal - Attempt to remove snow before vehicles pack it down to reduce the potential for ice patches. A rotary broom can be effective to remove light snow or early in the weather event. Ensure the removal vehicle height and axle weight is appropriate for the interior of the parking garage. The blade and equipment should be equipped so it does not damage the concrete, joint sealants, traffic coatings, or expansion joints. This can be done by using a heavy rubber blade edge and plow shoes or casters that will maintain a minimum ½" clearance above the parking surface. Take special care on expansion joints and traffic membranes with any equipment as damaging these elements will void their manufacturer warranty. Clearly mark expansion joints and other items above slab level to indicate their presence to equipment operators.

Attempt to remove snow and ice parallel to the expansion joints to avoid damaging them. Use sand to improve traction. However, drains should be protected from sand and sediments with temporary burlap, or equivalent, filters. Do not pile snow in any areas unless explicitly allowed by the construction documents.

De-icers – There are multiple deicers on the market today. It is recommended to minimize the use of salts to protect the concrete slab, reinforcing steel, and landscaping. Salts include sodium chloride and calcium chloride, both of which can be harmful to structural steel and concrete. Take extra care using sand and chemicals on traffic coatings. Refer to manufacturer's literature for acceptable snow removal procedures.

Sand, in combination with deicing salts, can provide an effective solution. The use of heated sand can also improve deicing operations. Application prior to the weather event, or as soon as possible, is recommended. Drains should be protected so that sand does not wash directly into them. Then, prompt removal and flushing of the drain lines at the end of the winter season is required.

Calcium Magnesium Acetate (CMA) also does not harm concrete but is more effective on ice than snow. It is slower acting than salt and will perform at temperatures down to approximately 20-deg F. It turns ice to mush which can then be removed. However, it is more expensive than a sand/salt mixture.
Potassium acetate is a deicer commonly used at airports. It is used in the liquid form and is effective to –15°F.

Prilled Urea does not damage concrete but is fairly expensive when compared to a sand/salt mixture. Its effectiveness is limited in low temperatures.
Ethylene Glycol is commonly used at airports and does not damage concrete but is more expensive than urea.

Never use ammonium nitrate or ammonium sulfate which can destroy concrete by direct chemical attack on concrete reinforcement. Also, never use potassium chloride as it is highly corrosive.

Refer to other sections regarding washing the floors off after the winter season.

Aesthetic Observations and Maintenance

Figure 36 - Dead Vines to be Removed from Facade

Landscaping

Exterior – Remove trash, mow grass, trim overhanging or encroaching plant life, and weed as necessary. See Figure 36.

Finishes

Check flooring and ceilings – If flooring tiles and acoustical ceiling tiles are located within enclosed rooms and spaces, they should be checked for damage, deterioration, water spots, and overall appearance.

Exterior/Interior – Inspect for failing or deteriorated paint on all surfaces. Remove, prime and refinish affected surfaces. Interior walls, columns, ceilings, railings, doors, stairs, rails, pipe guards, piping supports, and miscellaneous metals which are painted throughout the parking garage should be reviewed.

Note any damaged or deteriorating galvanized surfaces. These will often require cold-galvanizing repair paint or high-performance coatings as opposed to standard exterior paint.

Paint should be “breathable” due to the structural system being exposed. Also, use low VOC paints in compliance with local laws.

Anti-graffiti paints / coatings have been shown to be effective and should be considered is graffiti is noted as being an issue.

Overall appearance – The overall appearance should be well kept, clean, and inviting. Check all areas of parking garage for overall appearance and clean / paint / refinish as needed.

Repair & Replacement Maintenance

Elements within a parking facility will deteriorate over time and need repair or replacement. Repair or replacement is required when an element reaches the end of its useful service life or damage / deterioration is evident. Repair and replacement maintenance typically require a trained professional to observe, assess, and recommend repairs as part of a regular condition assessment program.

General

Repair / replacement maintenance items are historically more time consuming and costly in the overall maintenance of a parking facility. Performing regular routine and preventive maintenance will delay and likely reduce the magnitude of, but will not eliminate, the need for repairs and replacement of structural, waterproofing, or MEPF components. The repair / replacement maintenance items should be evaluated and updated during each condition assessment. For consistency with routine / preventive maintenance items, this schedule is divided into major categories of the parking facility: Structural, Waterproofing, Operational, and Aesthetic.

This maintenance program identifies items that will need to be repaired or replaced, but does not provide specific, detailed repair procedures as that is beyond the scope of this report. In general, implementation of these recommended maintenance and repair items can be phased and scheduled around the Owner's parking program to accommodate patron usage during the repair process. Many of the recommendations require specialized knowledge to design, detail, and construct.

A qualified parking consultant / engineer should be engaged to conduct condition assessments of each of the garages on a regular, periodic basis. This professional, or a site and pavement expert, should conduct condition assessments of the associated site facilities. These assessments are based on visual observations and limited sounding of existing conditions. The assessments are intended to be detailed observations of all the major systems within the project boundary, in addition to a detailed review of the structural elements. Condition assessments are most effective when accompanied by an opinion of probable repair cost that the Owner can use to prepare capital budgets to implement necessary recommended repairs. Condition assessments should be scheduled more frequently as the service age of a structure increases.

Various materials testing services can be utilized to help gauge the internal health of building materials beyond the ability of visual observation. Materials testing should be conducted with condition assessments for correlation of observations to the test results. Useful concrete testing can help diagnose chloride ion contamination (rebar rust potential), overly acidic concrete (pH), carbonation contamination (durability), concrete strength deficiency (safety), and other problematic concrete properties. It is often recommended to conduct at least 2 chloride ion concentration tests on the roof level, 2 tests on the first elevated level, and 2 random tests on other levels (minimum total of 6 with 8 to 10 being recommended). Tracking material test information over time will provide additional information to supplement the visual assessments and surface sounding. The type and extent of testing should be guided by an experienced parking professional.

Once the recommended repairs have been identified, a firm with expertise in parking garage repairs should be retained to design and detail the specialty recommendations including proper material selection and methods of repair. Once restoration construction documents are prepared, a specialty contractor should be selected to perform the work for many of these items.

Structural

The structural maintenance schedule includes a non-destructive, walk-through, visual assessment of the parking garage to observe the curbs, floor slabs, beams, columns, and walls for delamination, spalls, cracking, leaking, leaching and any other problems such as ponding or concrete dusting. Chain drags and other concrete tests may be performed at that time. For example, chloride and carbonation testing may be recommended to determine the amount of chloride contamination and the chemical stability of the concrete, respectively. Steel and other connections will be evaluated for rust and other deterioration of the surrounding concrete. Bearing ledges will be observed for deterioration, alignment, and bearing surface areas. Exposed structural steel will be evaluated for corrosion, and general performance.

Stair and elevator cores will be observed for the same structural performance criteria as the rest of the parking garage.

Vehicular and pedestrian restraint systems such as bumper walls, cable barriers, guardrails, and bollards will be observed for damage, looseness, and corrosion.

Waterproofing

Expansion joints, construction joints, and control joints will be evaluated for general performance and appearance. Additionally, architectural joint sealants in storefronts, glazing, doors, and the façade will be reviewed. Waterproofing sealers and membranes will be evaluated for performance. Insulation will be observed for deterioration or any obvious signs of problems.

Operational

Piping systems, area drains, and drain covers will be observed for damage, corrosion, and missing parts. Lighting systems will be observed for performance, damage, and corrosion. It is recommended that a light meter survey be taken on a routine basis to ensure proper lighting levels are maintained.

Striping will be observed for visibility and deterioration. Signage and graphics will be observed for visibility, legibility, placement, damage, and deterioration. Fire extinguishers, pull stations, horn strobes, and lit Exit signs will be observed to determine if they need to be replaced.

Steel railings and stair nosings will be observed for damage, rust or any other issue that would decrease performance.

Aesthetics

The interior and exterior aesthetics consist of the paint and facades and should be observed to determine if the parking garage needs repainting or the façade is showing signs that further investigation is warranted to evaluate its performance.

Budgetary Cost Projections

Repair and Replacement Maintenance (Capital Expenditures)

Capital reserves should be put aside each year to cover the costs for items such as: structural, waterproofing, operational, and aesthetic repairs or replacement. Kimley-Horn has developed budgetary cost projections to provide the City with an overall, general indication of annual funding that may be required for items requiring repair and/or replacement over the next 10 years. The limited time horizon for the applicability of the annualized costs noted is based on the fact that repair costs for the parking garages do not increase linearly. It is known to be difficult to predict the repair cost increases that occur as parking structures age and so we recommend that the City refresh these cost projects after a decade based on updated condition assessments that take into account actual conditions. These costs are in addition to the annual expenses for routing and preventative maintenance.

The recommended average annual maintenance and repairs costs for the years 2026-2035 are summarized in the table below. These values are based Kimley-Horn's experience and on the Parking Structures Assessment and Asset Management Plan provided by Walker Consultants in 2024 for the RoCo, Mercantile, Civic and GTC facilities. This assessment breaks out the specific costs for 10 years of repairs and by parking garage facility. We have applied a 3% annual inflation rate to all subsequent years after the identified maintenance and repairs would begin in 2026. The average capital reserve costs recommended by Kimley-Horn are shown in Table 2. More detailed cost summaries for each parking deck can be found in Appendix A.

***Table 1**: Summary of Repair & Maintenance Costs for Years 2026-2032*

All Parking Structures	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Annualized Maintenance Cost per Year	$332,000	$211,000	$141,000	$156,000	$345,000	$134,000	$170,000	$376,000	$182,000	$243,000
Annualized Maintenance Cost incl. Soft Costs pear Year	$398,400	$253,200	$169,200	$187,200	$414,000	$160,800	$204,000	$451,200	$218,400	$291,600
Average Cost per Space per Year	$219	$139	$93	$103	$228	$89	$112	$248	$120	$161
Average Cost per SF per Year	$0.60	$0.38	$0.25	$0.28	$0.62	$0.24	$0.31	$0.68	$0.33	$0.44

The average annual maintenance and repair costs over the next 10 years from 2026-2035 are summarized in **Table 2**.

***Table 2**: Summary of Costs for Years from 2026-2035*

All Parking Structures 2026-2035		
Annualized Average Maintenance Cost per Year	$	229,000
Annualized Average Maintenance Cost incl. Soft Costs per Year	$	275,000
Average Cost per Space per Year	$	151
Average Cost per SF per Year	$	0.41

In addition to the hard construction costs for any line item, there are additional "soft" costs typical for the design and procurement of a capital improvement project. These costs will likely vary depending on whether public or private procurement methods are used. Additional costs include:

- General Conditions, Mobilization, and Profit/Overhead are contractor-added costs to a typical project above and beyond the hard construction cost. Like design fees, a more detailed bid and construction phase process will generally result in higher percentages for these contractor costs but provides a higher level of responsibility for the general contractor to manage construction activities, maintain operations of the garage, and to respond to quality issues.
- Design fees are included on capital expenditures since the repair or replacement typically involves engineering expertise to assess, design, and document the required repairs. Oftentimes, a set of construction documents (plans and specifications) must be prepared with sufficient detail to be permitted through the local agency as well as be bid out to multiple contractors. The level of detail required may be tied to how the project items will be procured. A detailed bidding process with extensive upfront specifications and quantified bid estimates will likely require a higher design fee when compared to a private entity soliciting 2 or 3 quotes directly from contractors based on simplified information. It is assumed that the City-controlled Capital Expenditures will require a more detailed design and bid process. An average expected design fee equal to 20% of the hard construction costs have been considered for the program, although actual fees will vary depending on the actual repairs being designed and the total construction cost. Oftentimes, design fees will comprise a higher percentage on projects with a lower construction cost compared to those projects with a higher construction cost.

The purchase of equipment *has not been* included with capital expenditures, even though most purchases will exceed the $5,000 threshold that delineates annual operations items and capital expenditures.

It is recommended to continue a detailed condition assessment and materials testing program. These should be performed on a 5-year cycle, at minimum. Annual walk-throughs looking for major items are also recommended as part of routine / preventive maintenance performed by the Client.

To assist with budgeting for capital expenditures, an annualized budget amount was determined by dividing the total cost of the maintenance program by 10 years. To ensure that no funding shortfalls

occur within this timeframe, it is recommended that the City perform a savings-to-expenditures analysis to confirm that annualized budgets are sufficient. The attached Maintenance Cost matrix in Appendix A is based upon industry standard or typical recurrence intervals for each identified line item. Many facility owners seek to plan and budget for those repairs to be completed in conformance with those intervals, thus establishing a long-term plan that calls for some level of maintenance activities to generally take place each year.

Industry standards related to capital expenditure projections varies significantly; anywhere from $60 to $200 per space per year. The NPA Facility Maintenance Manual indicates $70 to $110 per space per year and $30 to $40 per space per year for preventive maintenance of a garage and a surface lot, respectively. These figures do not include full system replacement costs. A standard of $75 to $100 per space per year is often used for the first 10 years of a parking facility life cycle for capital expenditure reserves. This figure will typically trend upwards over time.

The overall cost to repair and/or replace any element within a facility can be impacted by original construction quality, type of construction, environmental exposure, the types of systems in a facility, prior repair and maintenance practices, and the value the owner places on cleanliness and maintenance. Routine cleaning and maintenance can maximize the life of the elements and system within the facility. However, there becomes a time where the systems are still functioning but is beyond their expected useful life. An Owner may elect to defer maintenance if it is still functioning. However, the attached projections are based on anticipated useful life of each component. It has also been our experience that the more line items in the detailed assessment, the higher the projections tend to be.

Other Costs

This parking maintenance program focuses on the primary structural, waterproofing, operational, mechanical / electrical / plumbing / fire protection systems and aesthetic systems currently anticipated within the City's parking facilities. There are many other costs which must be considered within the overall operations of a parking program. These other operational costs, such as the following, are not included or considered as part of this budgetary cost projection:

- Staffing and Personnel
- Annual Operating Costs

In addition to personnel costs, annual operating costs of a parking garage typically include elements such as:

- Advertising / marketing
- Office supplies
- Licenses, fees, taxes
- General liability insurance
- Security monitoring
- Uniforms
- Elevator maintenance
- Equipment maintenance (blowers, sweepers, power washing, vehicles, etc.)
- Utilities (telephone, water, sewer, storm, electric, internet)

- General maintenance
- Trash removal
- Cleaning / sweeping
- Safety checks
- MEP/FP ongoing maintenance
- Touch up painting
- Striping/signage ongoing maintenance
- Fire suppression ongoing maintenance
- Snow / ice removal

The list above also includes routine/preventive maintenance items, also referred to as "housekeeping". Routine maintenance items are standard tasks that must be performed to ensure safe and proper daily operations of the facility.

Disclaimer: Opinions of probable maintenance costs provided herein are based on the information known to Consultant at this time and represent only the Consultant's judgment as a design professional familiar with the construction industry and is predicated on each year's identified maintenance items being completed as part of a comprehensive restoration effort. The Consultant has no control over the cost of labor, materials, equipment, or over the Contractor's methods of determining prices or over competitive bidding or market conditions. If individual maintenance repairs are undertaken, the unit prices may be much higher. The Consultant cannot and does not guarantee that proposals, bids, or actual construction costs will not vary from its opinions of probable costs.

Report Limitations

The budget analysis included herein has been based, in part, on information provided by the Client. This budget analysis is intended solely for the project described herein. Kimley-Horn cannot guarantee that financial projections contained in this study will be realized, as actual performance will be determined by many factors including price and demand fluctuations in the market. Use of these projections is intended for the Client only and is at the Client's own risk.

Kimley-Horn and Associates, Inc. endeavors with this report to assist the Owner in planning for the operations, maintenance, and repair of the parking garages. This report is based on the limited reviews conducted and the professional opinion and experience of Kimley-Horn. Our capital expenditure recommendations provide general repair items but do not provide specific repair details or specifications. The report is not a warranty or guarantee of the items noted. The extent of our evaluation was limited, and we cannot guarantee that the program has discovered every possible operational condition that will occur.

Throughout a facility's service life, it will be exposed to environmental conditions detrimental to the structural integrity and the systems, operational, and aesthetic conditions. Kimley-Horn cannot guarantee the level of protection that these recommendations will provide over time. However, preventative maintenance performed by the Owner can help to minimize the long-term repair needs.

This report has been prepared in accordance with the professional standard of care. No other warranties or guarantees, express or implied, are made or intended. This report has been prepared solely for the Client for the purpose stated herein and should not be relied upon by any other party for any other purpose. Specifically, this report may not be used in connection with actual renovation or construction of any kind. The conclusions in this report are based on the limited scope of work described herein. Any reliance on this report by any party other than the Client shall be without liability to Kimley-Horn and Associates, Inc. or its employees.

Appendix A: Maintenance Program Costs

See attached page A-1

Appendix A: Repair + Maintenance Program Costs

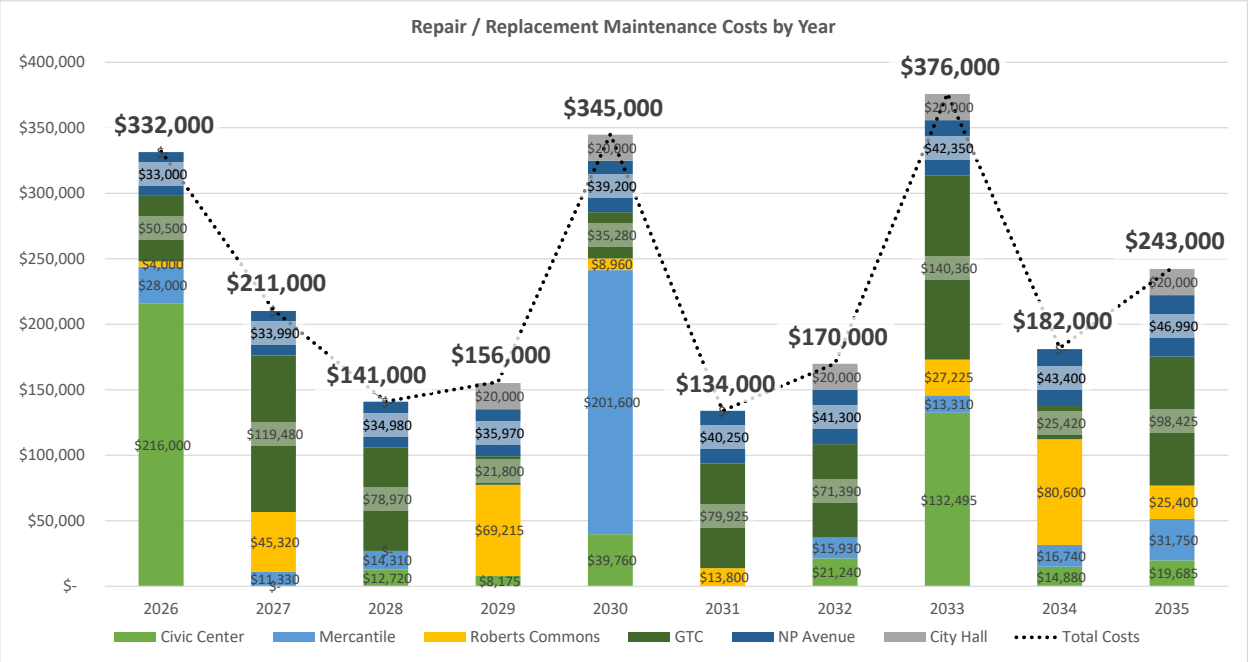
	Year Built	Total SF	# of Spaces
Civic Center	1984	77,040	250
Mercantile	2020	139,016	369
Roberts Commons	2017	163,158	454
GTC	1983	57,000	185
NP Avenue	2026	177,012	461
City Hall	2020	54,100	97

GTC square footage is estimated.

All Parking Decks	
Average Annual Cost	$229,000
Average Annual Cost per Space	$126 / space
Average Cost per SF per Year	$0.37 / sf
Civic Center	
Average Annual Cost	$47,000
Average Annual Cost per Space	$126 / space
Average Annual Cost per SF	$0.61 / sf
Mercantile	
Average Annual Cost	$34,000
Average Annual Cost per Space	$90 / space
Average Annual Cost per SF	$0.24 / sf
Roberts Commons	
Average Annual Cost	$28,000
Average Annual Cost per Space	$60 / space
Average Annual Cost per SF	$0.17 / sf
GTC	
Average Annual Cost	$73,000
Average Annual Cost per Space	$390 / space
Average Annual Cost per SF	$1.28 / sf
NP Avenue	
Average Annual Cost	$40,000
Average Annual Cost per Space	$85 / space
Average Annual Cost per SF	$0.23 / sf
City Hall	
Average Annual Cost	$10,000
Average Annual Cost per Space	$103 / space
Average Annual Cost per SF	$0.18 / sf

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Civic Center	$ 216,000	$ -	$ 12,720	$ 8,175	$ 39,760	$ -	$ 21,240	$ 132,495	$ 14,880	$ 19,685
Mercantile	$ 28,000	$ 11,330	$ 14,310	$ -	$ 201,600	$ -	$ 15,930	$ 13,310	$ 16,740	$ 31,750
Roberts Commons	$ 4,000	$ 45,320	$ -	$ 69,215	$ 8,960	$ 13,800	$ -	$ 27,225	$ 80,600	$ 25,400
GTC	$ 50,500	$ 119,480	$ 78,970	$ 21,800	$ 35,280	$ 79,925	$ 71,390	$ 140,360	$ 25,420	$ 98,425
NP Avenue	$ 33,000	$ 33,990	$ 34,980	$ 35,970	$ 39,200	$ 40,250	$ 41,300	$ 42,350	$ 43,400	$ 46,990
City Hall	$ -	$ -	$ -	$ 20,000	$ 20,000	$ -	$ 20,000	$ 20,000	$ -	$ 20,000
Total Costs	$ 332,000	$ 211,000	$ 141,000	$ 156,000	$ 345,000	$ 134,000	$ 170,000	$ 376,000	$ 182,000	$ 243,000

2027-2035 costs inflated at a 3% annual rate.



Appendix B: Routine & Preventative Maintenance Matrix

See attached pages B-1.

Appendix B

	DAILY	WEEKLY	MONTHLY	QUARTERLY	SEMI-ANNUALLY	ANNUALLY	AS REQ'D	NOTES
STRUCTURAL ITEMS								
STRUCTURAL SYSTEM:								
Note any observed concrete deterioration / cracking				X				
Note any observed structural steel deterioration				X				
Note any displaced or bulging bearing pads						X		
Note water leakage through cracks and joints				X				
Note precast connection cracks or deterioration or rust				X				
Detailed walk-through inspections						X		
Materials Testing for Chlorides							X	
ROOFING / WATERPROOFING:								
Check joint sealant in floors			X					
Inspect windows/doors/walls/seals			X					
Inspect expansion joints			X					
Inspect traffic membranes for wear and deterioration			X					
Inspect perimeter walls for signs of leaking			X					
Inspect underside of transfer level for signs of leaking			X					
OPERATIONAL ITEMS								
CLEANING:								
Sweep and pick up trash localized areas	X							
Sweep and/or use Leaf blower at main vehicular and pedestrian access points	X							
Sweep and pick up trash all areas		X						
Empty trash receptacles	X							
Clean restroom floors/fixtures	X							
Clean restroom walls		X						
Wipe down doors and call buttons (inside and outside)	X							
Clean elevator floors		X						
Polish stainless steel elevator doors		X						
Clean elevator door tracks in the floor sill			X					
Clean elevator walls/windows (interior)			X					
Clean elevator walls/windows (exterior)					X			
Sweep stairway floors and wipe down handrails	X							
Clean stairway windows			X					
Clean lobby/office floors	X							
Clean lobby/office windows		X						
Clean door frames			X					
Clean expansion joints			X					
Power sweep parking-area floors		X						
Remove grease and oil drippings				X				
Power wash parking/wash down- high use areas				X				
Power wash parking/wash down- all areas of floors					X			
Remove cobwebs, infestations		X						
Check for graffiti	X							
Remove graffiti		X						
Remove ponded water (squeegee to floor drain or vacuum up)	X							
Clean exterior façade						X		
Clean parking-control equipment and EV charging stations		X						
DOORS AND HARDWARE:								
Check doors close latch and lock properly	X							
Check hardware on doors, including any panic hardware (if present)	X							
Lubricate doors and other door hardware			X					

Appendix B

	DAILY	WEEKLY	MONTHLY	QUARTERLY	SEMI-ANNUALLY	ANNUALLY	AS REQ'D	NOTES
ELECTRICAL SYSTEM:								
Check parking area and stair tower light fixtures	X							
Check exposed conduit and outlets and cover plates		X						
Check and clean photocells and occupancy sensors on lighting fixtures			X					
Check office / room lighting operations	X							
Relamp lighting fixtures							X	
Check illuminated emergency lighting system and fixtures	X							
Check illuminated EXIT signage	X							
Check generator for proper operation			X					NOTE 1
Check lightning rods			X					
Test GFCI circuits					X			
Check distribution panels					X			
Check EV charging stations for proper operations		X						
ELEVATORS:								
Inspect for proper operation	X							
Check cab panels and handrails	X							
Check indicators and other lights (overhead, call buttons, etc)	X							
Perform preventive maintenance			X					NOTE 2
HVAC SYSTEM:								
Inspect ductless split systems for proper operation (each room and space)	X							
Inspect electric unit heaters for proper operation (each room and space)	X							
Check ventilation and fan operations (each room)		X						
Check roof mounted air outlet in stair and elevator towers			X					
Confirm louvers are operational			X					
Clean Filters			X					
Replace Filters				X				
Perform preventive maintenance				X				NOTE 1

1 For regular preventive maintenance, emergency service and inspections, see equipment manufacturer's recommendation and service contract.

2 For regular preventive maintenance, emergency service and inspections, item should be under service contract or in-house staff should be trained to provide required service.

Appendix B

	DAILY	WEEKLY	MONTHLY	QUARTERLY	SEMI-ANNUALLY	ANNUALLY	AS REQ'D	NOTES
MECHANICAL / PLUMBING								
Inspect sanitary facilities for proper operation	X							
Check sanitary sewage ejector duplex system for proper operation			X					
Check/clean floor drains and covers	X							
Check elevator sump pump for proper operation			X					
Check oil/grit interceptor for proper operation			X					
Check electric water heater for proper operation			X					
Observe backflow preventor for proper operation			X					
Observe fire protection system for proper operation			X					
Observe fire pump for proper operation			X					
Test the fire protection system					X			
Inspect charge on fire extinguishers			X					
Check operation of smoke and heat sensors			X					
Clean garage sprinkler and drainage pipes of dirt/exhaust buildup					X			
Flush drainage system						X		
Check drainage system for leaks or blockages					X			
Check insulation on piping						X		
Winterize drain systems (flush and drain)						X		
Winterize water supply systems (flush and drain as appropriate)						X		
PARKING EQUIPMENT:								
Inspect parking system for proper operation	X							
Perform preventive maintenance on parking system					X			
SAFETY:								
Check handrails/guardrails for looseness	X							
Check stair nosings for visibility/contrast and soundness	X							
Check fencing for damage		X						
Check bollards and pipe guards for damage		X						
Eliminate tripping hazards	X							
SECURITY MONITORING SYSTEM:								
Check CCTV cameras and hardware are operational	X							
Check Emergency Responder Radio Antenna/Repeater System	X							
Confirm that elevator cab communications and alarms are operational	X							
Check panic buttons (blue light phones) for proper operation	X							
Test panic buttons (blue light phones)		X						
Check gates at pedestrian bridges for proper closing and latching	X							
WAYFINDING AND GRAPHICS:								
Check sign placement			X					
Clean signs and graphics					X			
Check sign legibility				X				
Check sign illumination	X							
Check entry clearance bars				X				
Inspect striping appearance					X			
SNOW/ICE CONTROL:								
Check for icy spots							X	
Deicing operations							X	
Remove snow and ice							X	
AESTHETIC ITEMS								
LANDSCAPING:								
Remove trash	X							
Mow, trim and weed		X						

Appendix B

	DAILY	WEEKLY	MONTHLY	QUARTERLY	SEMI-ANNUALLY	ANNUALLY	AS REQ'D	NOTES
Trim shrubs			X					
Prune trees and larger plants						X		
Fertilize / Weed treatments				X				
Update planting materials				X				
Mulch plant bed areas				X				
Ensure landscaping around BMPs are maintained per the standards of that device				X				
FINISHES:								
Note any damaged ceiling tiles in rooms			X					
Note any damaged flooring or tiles or carpet in rooms			X					
PAINTING:								
Search for rust on doors/door frames				X				
Search for rust on handrails/guardrails				X				
Search for rust on exposed pipes/conduit				X				
Search for rust/failing paint on any surfaces				X				
Check wall paint appearance in offices and rooms			X					
Check curb paint appearance			X					
Touch up paint			X					
Repaint							X	

1 For regular preventive maintenance, emergency service and inspections, see equipment manufacturer's recommendation and service contract.

2 For regular preventive maintenance, emergency service and inspections, item should be under service contract or in-house staff should be trained to provide required service.

Appendix C: Maintenance Needs Checklist

General/ Structural	Recurrence (years)	Notes	
Test material chloride intrusion	5	Chloride infiltration into the concrete increases over time. Consistent testing allows for the chloride ion concentrations to be tracked. Industry standard is at least every 5 years but may need to be increased based on visual observations.	
Concrete repairs (1/2% of floor area assumed)	7	Based on experience, concrete repairs, including precast connections will need to be addressed in this interval. However, maintaining the waterproofing has direct impact on the amount of concrete repairs.	Repair mortar manufacturers include: Sika Corp, Sonneborn, Sto Corp, and Tamms Industries. Specific repair mortars vary with application.
Replace bearing pads	10	Precast bearing pads should last the life of the structure. However, as part of the assessment, some may have "walked out" or deteriorated unusually requiring ongoing replacement.	
Masonry repairs	5	Based on experience, masonry repairs will need to be addressed in this interval.	

Exposed structural steel repairs and refinishing (Steel angle supports)	7	Based on experience, steel repairs (other than precast connections) will need to be addressed in this interval.	Every 5-7 years
Expansion Joints-repair	2	Ongoing, minor repairs are typical in the life of an expansion joint.	
Expansion Joints-replace	10	Typical warranties are 5 years but can sometimes be extended to 10 years. Service life should be longer than the typical warranty if properly maintained. Industry standards[1] indicate service life of 8 to 12 years.	Expansion joint manufacturers include: MM Systems, Watson Bowman (BASF), Emseal, and Lymtal International. Actual system type varies with application.
Repair control/construction joints	4	Ongoing, minor replacement of joint sealants are typical within the design service life.	
Replace control/construction joints	8	Typical warranty is 5 years. Service life should be longer than the warranty if properly maintained.	Sealant manufacturers include: Pecora Corp, Tremco, Sika Corp, and LymTal International. Care must be taken to ensure traffic grade sealants are used for horizontal applications.
Penetrating Sealer-apply	5	Typical warranty is 5 years. Without extensive testing, it is difficult to know the effectiveness of	Penetrating silane sealers include: Chem-trete BSM 400 by Degussa, Klereseal 9100-S by Pecora, and

		existing sealer, but Industry standards[1] indicate a service life of 5 to 10 years.	Iso-Flex 618-100 by LymTal International.
Roofing-repair	5	Ongoing, minor repairs are typical in the life of a roof.	
Roofing-replacement	25	Industry standards[1] indicate the effective service life of a roof to be 25 years.	
Split-slab membrane repair	5	Due to the waterproofing membrane not being exposed directly to traffic or UV, deterioration should be minimal. However, minor, spot repairs are anticipated every 5 years.	
Split-slab membrane replace	25	With proper maintenance, the split slab waterproofing system can have up to a 20-25 year service life[1].	
Traffic Coating-apply	8	Traffic coatings (exposed on top of slabs) have a standard warranty of 5 years. Use and maintenance will dictate whether or not the service life can be extended beyond that. Experience indicates that the service life is up to 8 years.	Traffic coating manufacturers include: Neogard, Tremco/Vulkem, and LymTal International. Final layers and thicknesses depend on application.
		Industry standards[1] indicate the effective service life of door and window sealant to be 10 years as	

Doors and Windows sealants - replace	10	it is not subject to traffic wear and tear. At that point, funds should be allocated for repairs.	
Glazing sealants-replace	10	Industry standards[1] indicate the effective service life of glazing sealant to be over 10 years as it is not subject to traffic wear and tear. At that point, funds should be allocated for repairs.	
Gaskets at doors and windows- replace	10	Industry standards[1] indicate the effective service life of doors and window gaskets to be 10 years. At that point, funds should be allocated for repairs.	
Stair nosings-replace	8	Nosings wear down or deteriorate and funds should be allocated in this timeframe to replace failed nosings.	
Bumper Walls-repair	10	Unless impacted, these repairs are covered under the concrete repairs noted above.	
Infill Chain Link Fencing - replace (1/2 of existing)	10	Chain link fencing should be repaired when rusted or the connections have deteriorated and it cannot perform the intended function.	
Cable Barriers-repair	5	Barrier cables and the anchors are exposed to the weather and tend to deteriorate due to moisture intrusion. This results in ineffective and loose cables. Typical cable installations are only warrantied for 1 or 2 years but the overall life is	

Cable Barriers-replace	20	much longer if properly maintained. Barrier cables have to be replaced along the entire run, not just a section. Repairs are anticipated every 5 years to a portion of the cables with total replacement needed about 20 years after installation.	
Bollards-repair	2	Bollards and pipe guards should be repaired or replaced when they have been physically struck and damaged. These items can last for 10+ years without significant repairs other than repainting.	
Bollards-replace	5		
Pipe guards-repair	2		
Pipe guards-replace	5		
Parapets-repair	10	Unless impacted by a vehicle, which requires immediate attention, these repairs are typically covered under the concrete repairs noted above, such as spall repairs and grout pocket replacements.	
Railings rust-spot resurface	2	Railings should be touched up and repainted as part of ongoing maintenance. Major repair or replacement of a section is typically required due to a rusted connection to the concrete surfaces.	
Railings scaling-spot resurface	2		

Railings-replace	10		
Railings-repaint	6		

Footnotes:

[1] "Parking Garage Maintenance Manual-Guide for Maintenance and Repairs", Fourth Edition, Copyright 2004, National Parking Association (NPA) and the Parking Consultants Council (PCC)

Operational	Recurrence (years)	Notes
Doors-replace	15	Industry standards[1] indicate the effective service life of doors and windows to be 15 years. At that point, funds should be allocated for repairs.
Perform light meter survey	3	Ongoing light meter surveys should be performed to study the degradation of the lamps and fixtures over time.
Lighting Systems-replace (excluding lamps)	15	Typical light fixture service life is 15 years. Ongoing maintenance for ballasts (every 5 years) and lamps are required within this time frame.
Generator - replace	25	Generators should be on a maintenance service plan. Typical life cycle cost analyses use a 20 to 30-year replacement schedule. Standby generators, when limited in use, typically deteriorate due to corrosion, obsolete parts, etc. rather than overuse.
Elevator Interior Upfit (overhaul)	15	Recurrence is based on experience of a typical parking garage elevator. At this interval, worn and outdated components are typically updated and interior materials are upgraded.[1]
Elevators-replace	30	Hydraulic equipment most likely require replacement at about 30 years, electrical components at 20-25 years, and traction equipment at 35 years of service depending on the ongoing maintenance plan

		implemented.[1]
Ductwork-replace	30	Industry standards[1] indicate a design service life of 30 years. However, extreme exposure warrants a more frequent replacement schedule.
Fans-replace	15	Industry standards indicate that fans should be replaced on a 15 year cycle.[1]
Drainage System-replace	25	With ongoing, minor repairs, the drainage system service life is typically greater than 25 years.[1]
Drain Covers/Grates-repair or replace	5	Drain covers and grates are subject to damage and deterioration, requiring ongoing maintenance.
Sump pump-repair or replace	20	Sump pumps parts tend to deteriorate due to non-use over a long period of time.
Oil/Water Separator-repair or replace	20	Separators, even when periodically cleaned, tend to corrode and become ineffective over time.
Pipe-repair or replace	15	Piping is subject to deterioration based on exposure, requiring ongoing maintenance.

Fire pumps - replace	15	Industry standards[1] indicate that fire pumps may need to be replaced every 15 years.
Parking and Revenue Control System (PRCS)	10	Most warranties are 1 to 2 years on equipment and software. At the 10 year mark, technology and software have advanced enough that existing systems become obsolete, maintenance becomes increasingly more expensive, finding replacement parts becomes more difficult, and moving parts internally begin to wear out, even with continual maintenance.
Fire Extinguishers and Cabinets- replace	10	Extinguishers and cabinets replacements tend to be due to rust and becoming damaged from vandalism.
CCTV - replace cameras	10	In addition to the equipment simply beginning to wear out, the technology changes tend to render systems obsolete after the 10 year mark and it becomes more difficult getting maintenance and repair parts.[1]
Replace panic buttons (blue light phones)	10	In addition to the equipment simply beginning to wear out, the technology changes tend to render systems obsolete after the 10 year mark and it becomes more difficult getting maintenance and repair parts.[1]
Striping-restripe	5	Painted floor graphics, including stripes, become worn off by traffic and fade due to dirt and subsequent cleanings.[1]

Signage-replace	15	Graphics tend to fade and deteriorate due to exposure to weather, sun, and environment.[1]

Footnotes:

[1] "Parking Garage Maintenance Manual-Guide for Maintenance and Repairs", Fourth Edition, Copyright 2004, National Parking Association (NPA) and the Parking Consultants Council (PCC)

Aesthetic	Recurrence (years)	Notes
Painting-repaint	10	Typical warranties are 1 to 3 years with an anticipated service life of 5 years. However, this may be extended due to being more aesthetic in nature.
Façade-repair	5	Based on experience, repairs to the facade will need to be addressed every 3-5 years.

Footnotes:

[1] "Parking Garage Maintenance Manual-Guide for Maintenance and Repairs", Fourth Edition, Copyright 2004, National Parking Association (NPA) and the Parking Consultants Council (PCC)