



Resilient Recovery Plan

2022 IMPACT REPORT

February 2023



TABLE OF CONTENTS

LETTER FROM THE FISCAL RECOVERY MANAGER.....	3
INTRODUCTION.....	4
How We Got Here	4
Implementation Status	5
PANDEMIC STATUS & IMPACTS	5
FUNDING	6
American Rescue Plan Act Funds	6
Additional Funding Supporting Recovery.....	7
PROJECTS ACROSS RECOVERY THEMES	8
Health	8
Equity & Community Resilience	15
Economic Recovery	24
Environmental Resilience.....	30
Government Operations.....	30
APPENDIX	35
A. 2023-2024 ARPA Projects	35
B. ARPA Projects Related to Council Priorities	36
C. Projects by Type.....	37
D. Additional Recovery Metrics.....	38

LETTER FROM THE FISCAL RECOVERY MANAGER

TO MAYOR ARNDT & CITY COUNCIL MEMBERS,

It is my pleasure to present the annual report on the implementation of the Resilient Recovery Plan and the impact of the City's recovery work during 2022.

This report provides an overview of the impacts of recovery work across the community, with a specific focus on programs funded by the City's American Rescue Plan Act (ARPA) dollars. In 2022, there were nearly 40 active recovery-related programs funded by ARPA that tie directly to the themes and outcomes laid out in the Resilient Recovery Plan. These programs were managed by staff throughout the City organization and supported by departments including Accounting, Purchasing and Legal to ensure all federal and city requirements were met. Moving toward recovery and creating resilience is an extremely collaborative process, and along with City staff, dozens of community partners have also supported this work.

While the report touches on all ARPA-funded programs, it does not provide all of the detailed information and stories we have gathered on these activities. That report would be too long. However, the breadth of the work being done by so many people, and the many hours spent to ensure that work is done in compliance with federal regulations, and meets our recovery goals and outcomes, is a tribute to the dedication of city personnel and our external partners in making Fort Collins a more inclusive and vibrant place to live.

As we transition from recovery to resilience in the coming year, many of these programs will continue with additional ARPA funding, along with several new ARPA-funded programs. They will continue to help our community heal and to support our recovery. If you would like additional information on any of these programs, you may review the public-facing Recovery Dashboard at fcgov.com/RecoveryDashboard.

Finally, I would like to acknowledge and thank Recovery Policy and Engagement Specialist, Sarah Meline for her excellent work compiling and writing this report.

Thank you,

Joanne Cech

Joanne Cech
Fiscal Recovery Manager

INTRODUCTION

From Recovery to Resilience

In collaboration with the community, the City of Fort Collins adopted the Resilient Recovery Plan in March 2022 to guide long-term response and rebuilding from the COVID-19 pandemic.

Rather than focusing the recovery effort on “bouncing back” or “returning to normal”, Fort Collins’ Resilient Recovery Plan seeks to make bold, long-term investments during recovery to create a more resilient community. It focuses on bouncing forward and building a community that is better able to weather future disruptions.

Implementation of the plan is well underway. Since plan adoption, 38 recovery-related programs have launched across the themes of Health, Equity and Community Resilience, Economic Recovery, Environmental Resilience and Government Operations. An additional 28 programs were approved through the recent Budgeting for Outcomes (BFO) process and will launch in 2023.

Although the days of stay-at-home orders and high COVID-case counts are behind us, the impacts of the pandemic are still being felt, and many in the community are still struggling, especially as supply chain issues, labor shortages and high inflation persist. The City must continue to be nimble and ensure recovery is focused on addressing what the community needs most in order to become more resilient. While 2022 was a year defined by recovery, 2023 will be a year focused on resilience.

PURPOSE OF THIS REPORT

The purpose of this report is to provide an annual update on the implementation of the Resilient Recovery Plan and spending of the City’s American Rescue Plan Act (ARPA) dollars.

It is designed specifically for City leadership and the community to better understand how ARPA-funded programming supports the themes and outcomes laid out in the Resilient Recovery Plan, and how this work is helping Fort Collins achieve the vision that all Fort Collins residents and businesses can participate in a resilient, vibrant and inclusive future.

How We Got Here:

After nearly a year of plan development, the Fort Collins Resilient Recovery Plan was adopted in March 2022. The plan was the result of an extensive development process that included robust public engagement.

Four specific recovery themes emerged from public engagement efforts: **Health, Equity and Community Resilience, Economic Recovery and Environmental Resilience**. A fifth theme, **Government Operations**, was also added¹. Within each of these themes, specific outcomes and objectives were identified to guide long-term recovery and build resilience. Many of these outcomes and objectives are extensions of work the City and community have already begun, while others represent new and innovative efforts.

Funding from the federal American Rescue Plan Act (ARPA) provided the City with significant resources to support programming to achieve outcomes and objectives in the Recovery Plan. This programming, along with other federal, state and local funding and partnership with the community and local partners is critical to fully recover from the pandemic.

¹ Additional information about this addition can be found on page 8.

Implementation Status:

Implementation of the Recovery Plan is well underway. As of November 2022, all \$28.1M of ARPA funding received by the City has been allocated to dozens of different programs, with large amounts of funding going directly to local businesses and community partners to support economic and social recovery. This is a significant milestone of plan implementation.

The impacts of the ARPA-funded programs launched in 2021 and 2022 are being felt, with metrics and stories indicating that these projects are making a difference to those in need. In 2023, many of these projects will continue, along with the launch of additional projects to achieve recovery outcomes and themes, including environmental resilience.

PANDEMIC STATUS & IMPACTS

The federal government is forecasted to end the COVID-19 Public Health Emergency in May 2023. The pandemic may soon be considered ended, but its impacts have not.

Many sectors of the economy are still struggling to recover even as revenue rebounds. Inflation, workforce challenges and supply chain issues persist making it difficult for businesses to keep up with increased expenses. The state of Colorado has only seen a 6% increase in wages between 2021 and 2022, which has not matched the rate of inflation, causing additional challenges for individuals and families, especially those who may still be behind on expenses because of pandemic-caused disruptions.

This is especially true for segments of the community disproportionately impacted by the pandemic. Systemic inequalities in income and poverty; socioeconomic inequities in education, skills and wages; as well as intergenerational inequities; with particular impacts on children, seniors, families with children, and young adults are still very much in place. Within these segments of the population, inequities related to gender, race and ethnicity continue to be exacerbated.

Mental and physical health impacts from the pandemic also persist, especially for youth. In a recent survey of students in Larimer County, there has been an increase in the number of students with “poor mental health.” This has been backed up by evidence from local schools, childcare providers and parents. Young people are still struggling from the impacts of the pandemic, in ways beyond just learning loss.

It is important to continue to address these impacts and work with the community to better understand what is needed most to lessen them. It is just as important to incorporate resiliency into this work so that as recovery occurs, there are also improvements in systems so that they are better able to weather future disruptions.



FUNDING

Recovery efforts are supported by a variety of funding sources and partners, both public and private.

The federal American Rescue Plan Act (ARPA), like the Coronavirus Aid, Relief and Economic Security (CARES) Act before it, provides the City with significant dollars to achieve community priorities around recovery. Along with ARPA funding, the City has received a variety of other federal and state funds, as have local businesses, nonprofits and community partners. As implementation of the City's recovery plan continues, and we continue to move forward from the pandemic, additional tools must be leveraged and continued collaboration is needed.

American Rescue Plan Act Funds:

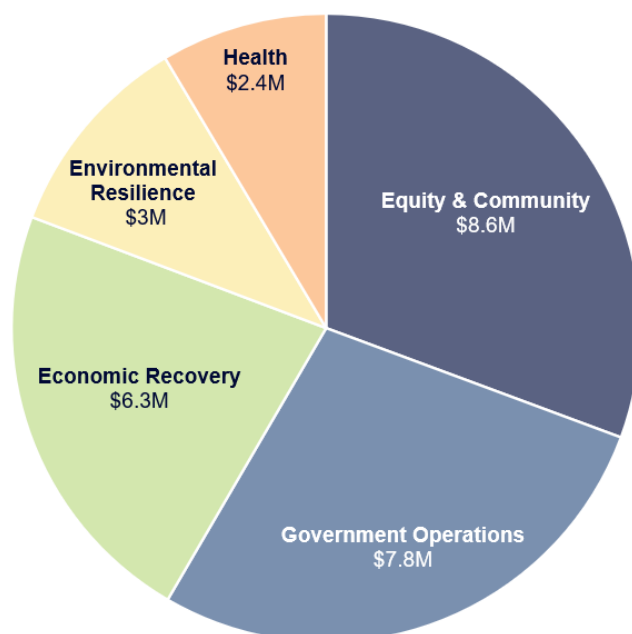
The federal American Rescue Plan Act established \$1.9 trillion in COVID-19 relief funding, including \$350 billion for State and Local Fiscal Recovery Funds (SLFRF) to aid state and local recovery. **A total of \$28.1M in ARPA SLFRF has been allocated to the City of Fort Collins.** These funds are flexibly designed so each recipient can meet unique local needs, including support for the populations and businesses hardest hit by the pandemic.

As of November 2022, all SLFRF funding received has been allocated by City Council in four separate tranches:

- \$4.2M: Ordinance No. 079, 2021: Shorter-term projects to address immediate needs for response and recovery
- \$4.0M: Allocated in the 2022 Adopted Budget
- \$4.1M: Ordinance No. 062, 2022: Mid-Cycle Appropriation to address emerging recovery needs
- \$15.8M: Allocated in the 2023-2024 Adopted Budget

Funding is spread across the recovery theme areas of Health, Equity and Community Resilience, Economic Recovery, Environmental Resilience and Government Operations.

ARPA Allocation to Date: Across Recovery Theme Areas*



** A specific Government Operations category was added to capture administrative costs, critical infrastructure improvements and workforce solutions needs for the City to implement recovery-related programming. This category also includes the \$2.5M for matching funds to support regional community-focused projects, which will be reclassified as they are assigned to specific projects.*

Additional Funding Supporting Recovery:

Beyond ARPA SLFRF dollars, other federal, state and local grants received by the City are being used to support recovery work along with other City priorities. Below is a summary of grants received by the City in 2022 that relate to outcomes in the Resilient Recovery Plan.*

Grant Name	Awarding Agency	Department Awarded	Budgeted Amount
Air Quality Monitoring	Environmental Protection Agency (EPA)	Environmental Services	\$499K
Carnegie Center Grant	Fort Collins Downtown Development Authority (DDA)	Cultural Services	\$214K
Charge Ahead Colorado Grant Program (EV Charging Stations)	Colorado Energy Office	Operation Services	\$54K
Child Care Operations Stabilization Grant	Colorado Office of Early Childhood (Child Care Stimulus Grants program)	Recreation, Cultural Services	\$114K
Community Revitalization Grant	Colorado Creative Industries	Cultural Services	\$2.4M
HOME Investment Partnership Program – ARPA	US Department of Housing and Urban Development	Social Sustainability	\$2.6M
Innovative Housing Strategies Program	Colorado Department of Local Affairs (DOLA)	Affordable Housing	\$2.2M
Local Air Monitoring	Environmental Protection Agency (EPA)	Environmental Services	\$108K
Mobile Home Park Backflow Preventer	Larimer County	Community Development & Neighborhood Services	\$132K
Pools Special Initiative Funding	Colorado Department of Local Affairs (DOLA)	Recreation	\$12.5K
Transportation Demand Management Seed Funding Grant	Colorado Department of Transportation (CDOT)	FC Moves	\$101K
Victim Assistance and Law Enforcement (V.A.L.E.) Grant Program	CO Division of Criminal Justice	Police Services	\$49K
Victims of Crime Act (VOCA) Program	Department of Justice	Police Services	\$22K
WaterSMART SWEP	Colorado Water Conversation Board	Utilities	\$160K
Workforce Innovation Grant	Larimer County	Gardens on Spring Creek, Volunteer Services, Neighborhood Services	\$150K
Workforce Sustainability Grant	CDHS, CO Office of Early Childhood	Recreation, Cultural Services	\$28K
		TOTAL:	\$8.6M

*Annual CDBG and Home formula grants and grant funds received prior to 2022 are not included in this chart. However, those grants are also be used to support recovery-related efforts.

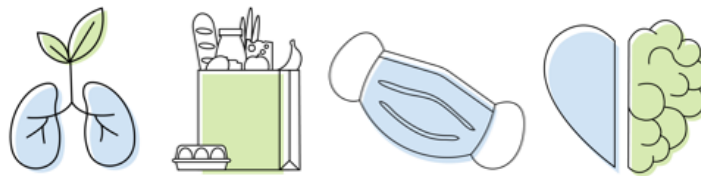
As recovery work continues over the next several years, the City is committed to continuing to pursue additional funding opportunities that support not only outcomes laid out in the Recovery Plan, but also priorities laid out in other key City plans such as the Housing Strategic Plan and Our Climate Future Plan.

PROJECTS ACROSS RECOVERY THEMES

The following section includes a summary of all recovery-related projects active in 2022. Each project is listed by Recovery Theme and includes the program name, managing Service Area, project status, budget and a brief summary, along with key outcomes and impacts. ARPA-funded programs approved in the [2023-2024 Adopted Budget](#) have not yet launched, and are listed in Appendix A. These projects will be included in future versions of this report.

Addition of Government Operations: After additional discussion with project managers and leadership, along with analysis of how other ARPA-recipient communities are categorizing projects, the Recovery Executive Team approved the addition of a fifth “theme” for categorizing recovery programs – Government Operations. This new category better captures administrative costs, technology improvements and critical infrastructure upgrades needed for the City Organization to implement recovery-related work. Programs previously categorized as “other” have been moved to this category, as well as several previously housed under the theme of Economic Recovery.

Health



When asked about COVID-19 recovery, community members consistently indicated that physical and mental well-being are priorities that were deeply impacted by the pandemic. By ensuring residents’ overall health is valued and supported, our community will be more resilient.

Health Outcomes:

- 1a. Support clear and effective communication of public health orders.
- 1b. Enhance efforts to ensure basic needs are met in the community.
- 1c. Mental and physical health are valued as necessary and prevention-based.

Outcome 1a: Support clear and effective communication of public health orders.

Outcome 1a includes the objectives of sharing clear, consistent public health guidance and ensuring access and availability of personal protective equipment (PPE) as well as COVID-19 tests.

PFA TecGen PPE Gear	Poudre Fire Authority (PFA)	In Progress	\$150,000
---------------------	-----------------------------	-------------	-----------

TecGen51 gear is reusable PPE (Personal Protective Equipment) that protects firefighters from exposure to bodily fluids, chemicals, COVID-19 variants, and other illnesses. This gear is more durable than the plastic gowns used on COVID-19 related calls in 2020 and 2021. It allows first responders to do their job more safely while on emergency calls. Funding this upgraded gear with ARPA dollars meant first responders were equipped with better gear faster.

Key Metrics: All firefighters (approx. 200) have been outfitted with TecGen gear (gear is now being purchased for volunteer firefighters)

Outcome 1b: Enhance efforts to ensure basic needs are met in the community.

Outcome 1b includes the objectives of supporting nonprofits and networks that provide essential needs to vulnerable residents, increasing access to multiple modes of transportation so community members can access basic needs and improving air quality for all.

This is an area that the City also supports through a variety of other programs. Annually, the City provides grants to numerous nonprofits and local partners who connect those in need with crucial resources (food, housing, medical services, transportation, etc.). Air quality is also a high priority for the City, along with increasing connectivity and multimodal transportation.

Social Services Recovery	Sustainability Services	In Progress	\$150,000
--------------------------	-------------------------	-------------	-----------

This program provides grant funding to nonprofits and other local partners who support those most in need. The City has long provided grant funding to local nonprofits and community partners who serve vulnerable community members, however this additional funding increases capacity for social services programs throughout Fort Collins. These organizations have the expertise and experience to best serve vulnerable community members.

In 2022, 10 organizations were awarded funding through the Social Services Recovery Program. These organizations serve a wide variety of community members, including seniors and individuals living with disabilities.

Program Highlights:

- 1,875+ subsidized meals provided to Meals on Wheels clients
- 23,000 lbs. of fresh produce acquired for distribution at the Food Bank's mobile food pantry at Poudre High School
- [SAINT](#) provided 12,255 rides to 289 Fort Collins residents
- 139 seniors received support through [A Little Help's](#) Older Adult Services program
- 99 home safety projects completed through the Volunteers of America Handyman Program to better support the safety and independence of older adults

"The Volunteers made it possible for my husband to remain at home."

– Client served by Volunteers of America Handyman Program

Key Metrics:

- 5,481 individuals served

Outcome 1c: Mental and physical health are valued as necessary and prevention-based.

Outcome 1c includes objectives focused on expanding access and affordability of mental and behavioral health services, along with enriching cultural experiences.

Mental Health Response Team

Police Services

In Progress*

\$660,429⁺

The City's Mental Health Response Team (MHRT) is an innovative co-response team consisting of Fort Collins police officers and UCHealth clinicians. The team works together to provide critical care to those experiencing mental and/or behavioral health issues before, during and after 911 crisis calls. ARPA funds were used to accelerate the build-out of this team, covering costs of needed startup equipment along with community outreach and engagement.



Mental and behavioral health has been deeply impacted by the pandemic, exacerbating pre-existing gaps and stretching limited resources. By accelerating the buildout of this team with ARPA funds, MHRT is better able to help more community members in need of critical assistance for mental and/or behavioral health challenges. They also help those in crisis move toward a path of recovery.

** After ARPA funds for this program are exhausted, the team will continue through funding from General Funds.*

+ This amount is lower than originally allocated. The MHRT program was able to meet its programmatic needs at a lower cost than originally anticipated.

"The team we have assembled is so dedicated to meeting the mental health needs in our community. I can't express how impressed I am with how they continually strive to improve the lives of those they come in contact with."

– Sgt. Andrew Leslie, MHRT Supervisor



Key Milestones and Metrics:

- Team coverage 7 days / week
- Responded to 2,700+ calls for service
 - 41% increase in call volume from 2021
 - 4x the call volume compared to 2018, when the first co-responder position was hired at the City
- The primary goal of the team is redirecting individuals from being ticketed, arrested or transported to the emergency department unnecessarily (also known as diversion).
- In 2022:
 - 1012+ of total community members contacted by the team were not at risk of a ticket, transport to jail or transport to the emergency department
 - 54 contacts were diverted from a ticket, arrest or transport to the emergency department
 - 97 contacts could not be diverted and officers did have to enforce a warrant, write a ticket or required transport to the emergency department
- 70+ trainings provided and community events attended
- The first police department in Colorado to launch and use the [Vitals App](https://www.fcgov.com/police/mental-health) and the first co-responder program in the nation to do so.

STORIES OF RESILIENCE:

“One person’s kindness can change the world.”

Listen to how MHRT has impacted those it has interacted with, including Dallas’ story of working through trauma and addiction to find recovery at

[fcgov.com/police/mentalhealth](https://www.fcgov.com/police/mental-health)

Additional Information: [Fcgov.com/police/mental-health](https://www.fcgov.com/police/mental-health)



Mental Health, Addiction & Teen
Diversion Services

Municipal Court

In Progress

\$75,000



The pandemic has exacerbated mental and behavioral health issues, stretching already under-resourced programs and resources. Additionally, the pandemic highlighted gaps in available resources and the lack of pathways to access resources for specific populations such as youth, BIPOC (Black, Indigenous, People of Color), LGBTQIA+ and first responders. This program supports the creation of teen diversion programs and competency evaluations involving defendants with mental illness and/or substance use disorders in the City's Municipal Court.

Competency Evaluation: Funding covers the costs of competency evaluations for Municipal Court clients. To date nearly two dozen evaluations have been performed, in some cases leading to charge dismissal.

Restorative Traffic Circle: Teens and young adults (aged 21 and under) who have serious traffic infractions and misdemeanors can deal with their charges in a more meaningful way through the Restorative Traffic Circle program. Participants work with court staff, first responders, family members and community members to learn about the impact of unsafe driving and are encouraged to be mindful of safer driving behaviors. If they successfully complete the program, their original charge(s) are dismissed.

In 2022, four Restorative Traffic Circle meetings were held, with 40+ participants, aged 15 to 21. To date, 31 participants have successfully completed the program.

"I have been a way safer driver, slowing down, leaving space for others."

– Restorative Traffic Circle Participant

"I liked that my daughter was given a second chance and I feel we both learned a lot from the class on how to be a safer driver."

– Parent of a Restorative Traffic Circle Participant

Key Metrics:

- 40+ teens and young adults diverted to Restorative Traffic Circle program
- 31 participants completed the Restorative Traffic Circle program to date
- 10 competency evaluations completed, 29 charges dismissed

Cultural Services Access Fund for Low-Income Residents

Community Services

In Progress \$185,000

Enriching cultural experiences have an important tie to mental well-being. Through public engagement during Recovery Plan development, community members expressed that access to cultural venues and events was important to healing, making connections with others and building a more vibrant community. Reducing barriers to accessing these cultural services helps ensure that all members of the community can experience these benefits.

The Cultural Services Access Fund provides households with access to enriching cultural experiences across Fort Collins, including the Lincoln Center, Museum of Discovery and Gardens on Spring Creek. This program is typically funded by nonprofits and other City funding. In 2022, an additional \$185,000 in ARPA funds were allocated to the program to increase the number of income-qualified community members able to access cultural services facilities and programming. The ARPA funds also paid for the creation of translated signage at facilities so they can be more inclusive and welcoming to Spanish-speaking visitors.



In 2022, a total of 33,741 community members participated in events and programming at the Lincoln Center, Museum of Discovery and Gardens on Spring Creek through the Cultural Services Access Fund. ARPA funding directly supported 3,800 income-qualified community members, which was used to provide memberships, free or reduced admissions, free special event admissions, education program scholarships and free and reduced rental space. In 2023, staff expects to provide cultural services access to even more community members with the ARPA funds.

“THANK YOU for collaborating with us on an engaging and fun event for our families to enjoy! Mentors shared that some children REALLY did not want to leave! AND that families told them they were excited to go back and explore. Looking forward to more events we create together in the future.”

– Poudre School District Early Head Start Program

Key Metrics:

- 33,741 community members benefited from the access program in 2022.
 - 3,800 of these were income-qualified and their access was funded by ARPA dollars
- Fort Collins Museum of Discovery supported 5 no cost field trips for Poudre School District Title 1 Schools

Reduced Fee Scholarship Funding Increase

Community Services

Complete

\$100,000

"The way the program works really gives dignity to those in need- it doesn't make us feel less than and gives us access to amazing opportunities. I am so grateful!"

– Reduced Fee Scholarship Recipient

The Reduced Fee Scholarship Program gives low-income, vulnerable and underserved community members access to recreation facilities, recreation programs and childcare services.

This program lowers barriers and expands opportunities for all members of the Fort Collins community to participate in recreation programming and benefit from the positive mental and physical impacts it has on health. Demand for this program far exceeds funding annually, so this increased financial support is crucial for serving additional community members.

In 2022, there were more than 7,800 enrollments* in the program, with 1,703 households approved for reduced recreation fees. Childcare, youth sports, swim lessons, adult fitness, creative arts and adaptive recreation were the most accessed activities.

Community members enrolled in this program have expressed that assistance is extremely valuable, allowing themselves and their families access to enriching recreation opportunities. In a survey of reduced fee participants, a majority of respondents indicated that the value of the program met expectations.

"The program made a huge impact in my cancer recovery. I visit the Foothills Rec Center and the staff are supportive."

– Reduced Fee Scholarship Recipient

Key Metrics:

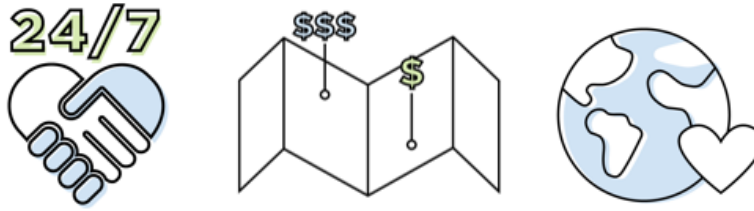
- 1,703 households approved for reduced recreation fees
- 7,800 total program enrollments*
- 88% of survey respondents indicated that the value of the program met expectations

** This number includes enrollments subsidized by ARPA dollars, state grants and reduced fee scholarships from Recreation. In 2021, when no ARPA funding was used to support the program, there were 5,680 enrollments.*

Additional Information: [FCGov.com/recreation/reducedfeeprogram](https://fcgov.com/recreation/reducedfeeprogram)



Equity & Community Resilience



Equity and Community Resilience focuses on creating a more connected, vibrant and inclusive community for all. It includes taking a community-led approach to recovery, focusing on fostering a sense of belonging and taking action to ensure all who live here can thrive.

Equity & Community Outcomes:

- **2a.** Foster a sense of belonging and community trust.
- **2b.** Accelerate the City’s Housing Strategic Plan’s vision that “everyone has healthy, stable housing they can afford.”
- **2c.** Expand and leverage existing partnerships to quickly connect people experiencing homelessness (PEH) to resources and services.

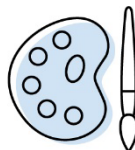
Outcome 2a: Foster a sense of belonging and community trust.

Objectives for Outcome 2a include fostering a culture of belonging, supporting neighborhood-driven resilience, promoting diverse cultural artists and organizations, and codesigning multicultural activities with the community. These are efforts the community expressed are needed during the creation of the Recovery Plan. By fostering a sense of belonging in Fort Collins and enhancing community trust, we are better able to heal and build strength.

Cultural Services Community Programs Manager & Program Support	Community Services	In Progress	\$169,575
--	--------------------	-------------	-----------

This program focuses on integrating arts and cultural experiences throughout the community to foster a sense of diversity, connection and belonging. It also supports the local creative sector by engaging artists from varied social, socio-economic, and ethnic identities and communities. To date, programming has occurred within three distinct categories:

- **Co-creation:** Working alongside community members and community groups to co-create initiatives that meet the goals and objectives of all parties involved. *Example:* Our Animal Body, a collaborative community poetry project led by a community-based artist team.
- **Pop-up performances:** Hiring artists to perform in public spaces (parks, trails, etc.) with little or no advanced promotion. *Example:* Acoustics in the Park pop-up series.
- **Plugging in:** Hiring artists to support events planned by nonprofits and other community groups where their presence can enhance the experience. *Example:* Hiring live musicians to perform at CARE Housing resident events.



These efforts help foster a sense of belonging in our community, especially for historically underserved groups, many of whom have been disproportionately impacted by the pandemic. Community members have said that these efforts are important not only for creating a culture of belonging and inclusivity, but also for supporting healing and reconnecting after the isolation and missed opportunities experienced during the pandemic. There is also evidence that participation in the arts has mental and physical health benefits. Although difficult to measure, these impacts are extremely important for the overall health of our community.



Program Highlight:

The City has partnered with the Boys and Girls Club of Larimer County to bring local artists into clubs and engage students in art-centered activities. Launched in late 2022, this partnership is already getting great reviews, connecting youth to art of all types and fostering an appreciation for creativity.

“While students might get nervous to engage in dancing, singing or event painting at first, it’s clear our partnership with Boys and Girls Club of Larimer County is having an impact. For example, while painting stones for a collaborative visual arts piece, (which will be gifted back to Boys and Girls Club), one student leaned back in their chair, raised their arms and exclaimed, “I am an artist!”

Examples like this reinforce the importance of quality opportunities for underserved communities to experience and possibly develop deeper interest in the arts, not to mention the opportunity to connect with local artists who teach, guide and encourage exploration in diverse artistic disciplines.”

– Nick Heimann, Cultural Services Community Program Manager

Key Metrics:

- An estimated 1,900+ community members attended 85+ hours of programming
- 35+ events held

Special Events Recovery Grant	Executive Services	In Progress	\$125,000
-------------------------------	--------------------	-------------	-----------

This program provides grants to organizations hosting local events to help cover security and safety costs.

Many events continue to struggle to return after cancelations in 2020 and 2021. Events often rely on funding generated from a previous year's event to fund subsequent years, and this model was disrupted by the pandemic. While many events were able to return to the community in 2022, others did not yet feel comfortable returning due to fears about potential COVID-caused cancelations or were unable to return due to lost revenue and increased costs.

Covering costs of required safety and security measures through this grant makes it easier for events to be held. Events – be it a marathon, music festival, craft fair, or Earth Day celebration – are a vital part of the culture of Fort Collins, helping create a more vibrant community.

Key Metrics:

- Grants were awarded to more than a dozen different events
- Total attendance at these events exceeded 43,300



Native American Community Relations Specialist	Executive Services	In Progress	\$313,217
--	--------------------	-------------	-----------

This position works directly with the Fort Collins Native American community and local Native-serving nonprofits to build relationships, conduct community engagement and support community-led initiatives.

The Native community has been disproportionately impacted by the pandemic and has historically been underserved by the City. There is a need to build strong and trusting relationships with the Native community to address urgent needs and challenges arising from the pandemic as well as to address issues that have long impacted the local Indigenous community.

Key Milestones: Position filled in late 2022.

Diversity, Equity and Inclusion Professional Services	Executive Services	Complete	\$25,000
---	--------------------	----------	----------

Funding to support the establishment and expansion of an Equity and Inclusion Office in the City, which coordinates equity and inclusion efforts and strengthens relationships with vulnerable populations and community partners. This funding amplifies the ability of the Equity and Inclusion Office to conduct crucial work related not just to recovery but also the diversity, equity and inclusion goals of the City and community.

In 2022, the Office partnered with dozens of community partners to host a variety of local events. These efforts are essential to demonstrating and advancing the City's commitment to equity for all and creating an environment that fosters a culture of belonging. Support was offered to match the needs of each event, including interpretation and translation services as well as facilities and food for residents to gather, learn and connect.

Some events are not new, but how the City is now demonstrating support and collaboration feels different to the community. These initiatives have increased trust between community groups, agencies, and local government.

Examples of events and gatherings supported by this funding include the Northern Colorado Intertribal Powwow, Pride Proclamation and Reception, Equity Indicators Community Forums, Latinx Resource Fair, and Equity and Bias Trainings.

Key Metrics:

- Funding supported 14+ community-led events locally
- Nearly 5,500 children and adults of diverse identities benefited from program dollars

Additional Information about the Equity and Inclusion Office: [FCGov.com/Equity](https://www.fcgov.com/equity)



Language Access Services for Council Meetings
and High Priority Civic Engagement Events

Executive Services

In Progress

\$34,560

This program provides funding for Spanish interpretation at City Council meetings and high-priority civic engagement events. Reducing barriers to accessing City meetings and events is important to fostering a sense of belonging and creating a more equitable community. It also helps build trust between the community and the City. These efforts not only relate to recovery work, but also to City priorities around diversity, equity and inclusion.

In the first part of 2022, funding was used to provide Spanish interpretation at all regular Council Meetings. However, during that time, there were never more than two or three community members using interpretation services at meetings. Staff determined that these funds could instead be pivoted to other work while additional conversations are held with the Spanish speaking community to better understand their needs around civic engagement.

Funds were pivoted to cover costs for interpretation at other high-priority civic engagement events, which ensured Spanish-speaking community members received crucial information about services and resources.

Highlight: City collaborated with the Housing Team and Elevation Community Land Trust to hold a session about how to seek homeownership for low-income households. This event was attended by mostly Spanish speaking community members who, without interpretation services, would not have been able to participate in the session.

Key Milestones: Interpretation provided at 20+ community events

Expanded Community Outreach and Engagement

Information and Employee Services

Not Started

\$55,000

Funding to expand, systematize and enhance engagement with diverse groups, including those who have been historically underserved and most impacted by the pandemic.

These efforts not only support the recovery outcome of fostering a sense of belonging and trust within the community (specifically between the City and the public) but also helps those who have been historically left out of decision-making have their voice heard. Launch for this program has been delayed due to staffing transitions, but will begin in 2023.

Neighborhood Resilience Projects

Planning, Development & Transportation

In Progress

\$40,000

Funds for this project support the popular Adopt a Neighbor volunteer program, allowing community members to easily connect with those who need support. It also increases connection and placemaking in neighborhoods through Asphalt Art Projects.

Adopt a Neighbor: Funding was used to update software for the City's volunteer site (Engage) to establish a "bulletin board" matching system. This system is more efficient than the previous manual staff matching process.



Overall, the time to match volunteers has significantly decreased since this upgrade – allowing residents in need to get connected more quickly to volunteers willing to serve. As the bulletin board continues to be used, and more outreach is done about the updated system, staff expect to have additional information about the impact of the bulletin board on volunteerism in the community.

Volunteer Story:

An Adopt A Neighbor volunteer dropping off groceries had not heard from the community member she was helping out by the usual time, so she stopped by the house and found that the neighbor had fallen and could not reach the phone to call for help. The volunteer called for emergency services, stayed with the community member until paramedics arrived, and visited them in the hospital every day until they returned home. When they returned home, they had their favorite grocery items waiting for them and a meal train to support them while recovering.

Learn More: fcgov.com/neighborhoodservices/adopt

Asphalt Art: Asphalt Art is an outdoor, community-led project that fosters connection between residents and enhances the unique character of neighborhoods – building a stronger sense of place and community.



There is a wealth of evidence that neighborhoods with a stronger sense of connection and belonging are more resilient, especially in times of crisis. By enhancing programming that allows neighbors to support each other through volunteerism, the City is strengthening support networks communitywide. There is a strong appetite from community members for ways to connect safely and reengage with neighbors. Pilot projects of Asphalt Art in the City brought a sense of neighborhood pride and allowed neighbors to reconnect after isolation during the pandemic.

In 2022, ARPA dollars supported maintenance at three existing installations, with more than 100 community members showing up to support the work. In 2023, funding will be used to support two to three new projects in vulnerable neighborhoods.

Learn More: fcgov.com/bicycling/asphaltart



Outcome 2b: Accelerate the City’s Housing Strategic Plan’s vision that “everyone has healthy, stable housing they can afford.”

Outcome 2b includes the objectives of preserving existing affordable housing, while increasing housing stability and overall housing supply, affordability and diversity. Housing stability and affordability are a high priority within the City, and this outcome builds upon housing goals laid out in the City’s Housing Strategic Plan, City Plan and Our Climate Future Plan.

Eviction Legal Fund	Planning Development & Transportation	In Progress	\$240,000
---------------------	---------------------------------------	-------------	-----------

Eviction and risk of eviction are still high even as other pandemic impacts subside. Local BIPOC community members, Spanish-speaking residents, people with disabilities and low-income households are disproportionately impacted as they experience higher rental costs, lower income levels and higher rates of poverty. This program is contributing to housing stability for local individuals and families.

This program provides eviction prevention education and support, with funds going to local community partners who specialize in this work. Specific services provided through this program include:

- Eviction Legal Clinics
- “Know Your Rights” Training
- Direct Client Representation
- Inclusive Educational Outreach

In 2022, this program kept more than 300 families housed. Hundreds of community members are participating in programming each quarter, and hundreds more are indirectly benefiting from the services and self-help resources offered. More than 30 local landlords also signed proactive mediation agreements as a part of this program, agreeing to take their eviction cases to mediation programs before filing eviction cases in court. Trainings and events through the Eviction Legal Fund program have also been an important bridge to connect vulnerable community members with other resources.

Key Metrics:

- 57 landlords directly served in 2022
- 539 renters directly served in 2022
- 30+ landlords signed proactive mediation agreements for eviction issues

Affordable Housing Fee Credit Fund	Sustainability Services	In Progress	\$350,000
------------------------------------	-------------------------	-------------	-----------



This program provides subsidies to developers building affordable housing projects within the community, increasing the amount of affordable housing available. It ties not only to the Recovery objective of increasing the supply of local affordable housing, but also to a number of Housing Strategic Plan priorities.

In 2022, affordable housing fee credits were provided to 12 apartments at two different local communities currently under construction. These apartments will be priced to households earning no more than 30% area median income.

Additional Program Information: [FCGov.com/socialsustainability/developmentincentives](https://fcgov.com/socialsustainability/developmentincentives)

Heartside Hill	Sustainability Services	In Progress	\$1,100,000
----------------	-------------------------	-------------	-------------

Funding for the development of the Heartside Hill project. This development is being funded in partnership with local, regional and state partners. If approved through the development review process, the project will create 71 new units of affordable rental housing in Fort Collins.

This project demonstrates the City's commitment to the local match required for the childcare facility portion of the development (funded through a grant from the Colorado Department of Local Affairs (DOLA)). It also provided evidence of local support needed to move forward with the application for Low-Income Housing Tax Credits in 2022. Funding this project with ARPA funds frees up additional City funding to support other local affordable housing initiatives. Allowing more housing projects to move forward in a timely manner will support the recovery outcomes related to housing stability and the City's overall affordable housing goals.



Outcome 2c: Expand and leverage existing partnerships to quickly connect people experiencing homelessness (PEH) to resources and services.

Outcome 2c includes the objectives of expanding funding to community organizations that serve PEH, accelerating plans for a 24/7 shelter and supporting regional solutions related to housing and support of PEH. Similar to Outcome 2b, this outcome builds upon goals laid out in the City's Housing Strategic Plan and City Plan.

Homelessness Services*	Sustainability Services	In Progress	\$1,192,000 Total
------------------------	-------------------------	-------------	-------------------

The City has used ARPA dollars to fund a variety of different programming related to homelessness in Fort Collins. This additional funding helped prevent homelessness in Fort Collins from increasing during the pandemic, in contrast to many communities across the nation.

The majority of this funding was granted to nonprofits and community partners who provide services and programming directly to people experiencing homelessness. The strategies being funded are proven to reduce the likelihood of prolonged or chronic homelessness and connected those in need to resources and support. Specific initiatives funded in 2022 include:

- **Expansion of Outreach Fort Collins** to include street outreach coverage of midtown.
- **Increased Case Management** to connect individuals with crucial resources and services, including housing.
- **24/7 Sheltering:** Access to 24/7 shelter provides better outcomes for people experiencing homelessness because of increased stability due to daytime shelter access.
- **Expanded Seasonal Overflow Shelter** to support more individuals during extreme winter weather.
- **Rapid Rehousing Programming:** Short-term rental assistance and services so people can obtain housing quickly and increase self-sufficiency.
- **Murphy Center:** Funding to support expanded hours and general operations to increase access to services.

Key Metrics:

- 1,137 individuals served in shelters
- 46 additional individuals participated in case management
- 378 additional individuals participated in navigation sessions
- 119 clients moved into housing after accessing case management and resource navigation
- 35 families, and 10 individuals housed through Rapid Rehousing

*NOTE: Homelessness initiatives have been funded through three individual programs – 24/7 Shelter, Homelessness Initiatives and Support Services, and Rapid Rehousing.



Utilities Pandemic Assistance

Utilities

In Progress

\$460,000

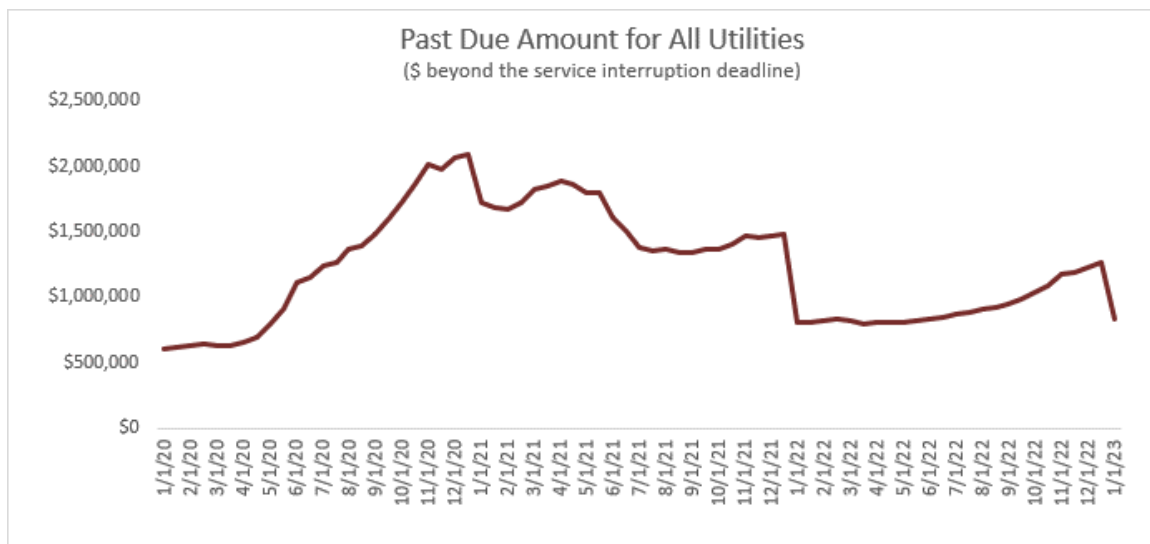
This program provides direct financial assistance to Fort Collins Utilities customers struggling to pay bills due to the pandemic. Although the pandemic itself has subsided, many community members still struggle with utility bills, and it can be extremely difficult to catch up once behind.

“My wife and myself tested positive twice in the past 3 months with COVID, as well as all five of my children testing positive for it at various times. This impacted my ability to be at work regularly as well as depleted my paid time off, causing me to have to take unpaid days to care for my wife and children while sick. This in turn caused the inability to afford to keep our bills current and still put food on the table.”

– Utilities Pandemic Assistance Recipient

After receiving financial assistance from the program, 94.9% of all utility accounts (residential, commercial and property management) became current, lessening the potential for utility shut-offs. The City has received dozens of thank yous from customers who received assistance, with the majority of those benefiting from the program being renters with an annual income of less than \$50,000.

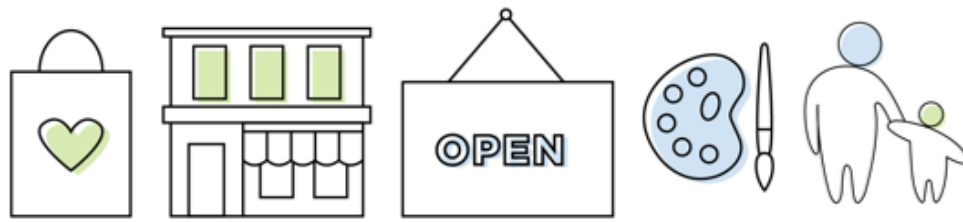
The program has also reduced the City’s overall utility debt. The chart below demonstrates the impact the Direct Payment Assistance Program had on the City’s Overall Utility Past-due Balance. Since the program began in November 2021, the balance has reduced significantly.



Key Milestones: More than 1,300 residential and commercial customers provided assistance

Additional Information: [FCGov.com/utilities/covid-assistance](https://www.fcgov.com/utilities/covid-assistance)

Economic Recovery



Economic impacts from the pandemic on businesses, employers and employees are still being felt throughout the community. In order to have a robust economic recovery, and create more economic resilience, both individuals and businesses must be supported.

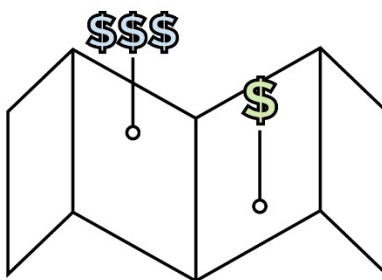
Economic Outcomes:

- **3a.** Small businesses, creatives and nonprofits have the resources they need to thrive.
- **3b.** Safe and stable employment, current and future.
- **3c.** Equitable and affordable childcare is accessible.

<u>Economic Strategic Plan</u>	<u>Sustainability Services</u>	<u>In Progress</u>	<u>\$100,000</u>
--------------------------------	--------------------------------	--------------------	------------------

Funds to develop an updated strategic plan for the Economic Health Office (EHO) to lay out a roadmap for long-term economic recovery efforts. The current Economic Strategic Plan does not reflect changing priorities and business needs from the pandemic. Having an updated plan means EHO will be better positioned to support businesses and the local economy during recovery and beyond. The Economic Health Strategic Plan will also include a focus on circular economy. Circular economy is about rethinking products and processes to eliminate and reduce waste, while effectively using natural resources to increase supply chain resilience, create sustainable employment opportunities and ensure the resilience of our natural and built environment. Staff is working closely with the selected consultant to develop strategic recommendations and an implementation plan that will support the local economy and community.

Key Milestone: The consultant has conducted stakeholder engagement, asset mapping, benchmarking research, and cluster verification. Currently working to incorporate discovered data into a comprehensive strategic plan.



Outcome 3a: Small businesses, creatives and nonprofits have the resources they need to thrive.

Outcome 3a includes objectives to enhance support services and tools to enable businesses to conduct business and weather pandemic impacts.

Expanded Technical Assistance for Small Businesses	Planning, Development and Transportation	In Progress	\$111,258
--	--	-------------	-----------

This program provides enhanced and expanded technical assistance to businesses and individuals navigating the development review process with the City. Businesses, especially smaller businesses with limited resources and those unfamiliar with the Building and Development Review process, require additional support to navigate the review process, especially if changes or adjustments are required. This program helps businesses better position themselves to successfully navigate the Development Review process by getting the support they need for project management, site planning, surveying and design.

2022 was a pilot year for the program, and fewer businesses than expected received grants, mainly because fewer small businesses went through the Building and Development Review process than anticipated. However, the businesses that did receive funding, all with fewer than 20 employees, indicated that the grant was extremely impactful. The grants allowed them to lessen the financial barrier typically faced by businesses going through the review process, allowing them to efficiently get expansion plans approved.

Key Metrics: 3 grants awarded, one for development review, one for a minor amendment and one for a building application.

Additional Program Information: [FCGov.com/developmentreview/technical-assistance-program](https://fcgov.com/developmentreview/technical-assistance-program)

For Fort Collins	Sustainability Services	In Progress	\$190,000
------------------	-------------------------	-------------	-----------



The For Fort Collins campaign and website provide support to businesses impacted by the pandemic, connecting them to resources and promoting “shop local” messaging to encourage community members to support local businesses.

Businesses continue to face immense challenges, including increasing expenses, supply chain issues and workforce challenges. For Fort Collins provides support to local businesses through mentorship, marketing and connection to resources. It also serves an important platform to amplify business stories and send the message of how important it is to support local businesses

as they work to stabilize and recover. Stories have been shared on the For Fort Collins website from businesses that have not traditionally been spotlighted, which has been critical for helping them feel seen and connected to the City Organization.

Key Metrics:

- Nearly 13,000 total website visits in 2022
- Nearly 6,000 new webpage visitors
- 18 business stories featured on the site in 2022

More Information: ForFortCollins.com

Multicultural Business and Entrepreneur Center (MBEC)

Sustainability Services

In Progress

\$400,000

The Multicultural Business and Entrepreneur Center (MBEC) provides support, training and resources for local businesses and entrepreneurs of all sizes, with a specific focus on providing support for historically underserved community members.

Launched in 2022, MBEC is a free, bilingual center that provides businesses and entrepreneurs easy access to business service providers, resources, mentorship and specialty training. It is a source of critical resources for small businesses, including many new and minority owned businesses. Since its launch, the Center has held 175+ appointments with more than 100 different individuals.

Along with connecting many businesses with training and resources, MBEC provides support for businesses looking to apply for grants, helping them improve their applications to apply for competitive funding. Twenty-one businesses who were initially declined grant funding from the City's first round of Small Business Recovery Grants received funding in round two after working with the MBEC to become eligible (for example, obtaining a Business License) and improve their applications.

Now that the center is fully staffed, capacity for appointments has increased, and staff expect to support even more businesses in 2023.

Key Metrics:

- 175+ appointments held with more than 100 different businesses
- 27 new businesses established with support from MBEC

Additional Program Information: [FCGov.com/business/mbec](https://www.fcgov.com/business/mbec)



Small Business Grants	Sustainability Services	In Progress	\$1,060,000
-----------------------	-------------------------	-------------	-------------

Businesses continue to face immense challenges from the pandemic. Many small businesses still struggle to stabilize due to increased costs to attract customers, supply chain issues and workforce challenges. By providing grant support to small businesses, they can make adjustments to their practices to stay open, financially recover and build resilience.

The Economic Health Office deployed two rounds of grant funding in 2022. More than 200 businesses applied and 161 small businesses were awarded grants to support stabilization, workforce and talent acquisition and technical assistance. Grants were awarded to a wide variety of businesses including food service, health and wellness, retail, artists and manufacturing.

Specific uses for the grants include:

- Hiring experts to increase businesses' web presence and digital marketing abilities
- Purchasing specialized manufacturing tools and training to produce products locally and avoid supply chain issues.
- Relaunching a mentorship program to increase female representation in the clean energy sector by matching women with workplace opportunities.

"I am beyond excited! Thanks to this grant I was able to purchase the equipment I've been dreaming about!"

– Small Business Grant Recipient

Within the coming months, additional information will be gathered from grantees to better understand the impacts of these grants and how they supported local business recovery and resilience.

Key Metrics:

- 161 small businesses provided a total of \$828,000 in grant funding

Capital Project Business Liaison*	Sustainability Services	In Progress	\$275,000
-----------------------------------	-------------------------	-------------	-----------

As businesses continue to experience economic disruption, construction projects at their location are especially impactful on sales and success. The Capital Project Business Liaison provides support to businesses affected by City construction projects, ensuring they have the information, resources and support they need throughout the project. Creating this position and funding support for impacted businesses allows them to sustain themselves during disruptions and build long-term resilience.

Since being filled in mid-2022, this position has been actively engaging with businesses across



the community, including businesses near the newly renovated Linden Street. The position is also overseeing a Capital Project Assistance Grant Program. Many City of Fort Collins capital construction projects saw major supply chain issues and delays due to the pandemic, creating additional challenges for businesses located in construction areas. To support these impacted businesses, the Economic Health Office is providing one-time payments to businesses located in impacted zones. More than a dozen grants have already been awarded, with funds being sent out in early 2023.

Key Metrics: In 2022, 17+ grants awarded to businesses impacted by construction, totaling more than \$34,000. Funds are currently being disbursed. In 2023, another 29+ grants totaling \$58,000 will be awarded.

**This position was approved as a classified exception position prior to being funded with ARPA dollars. ARPA funded this position in 2022; in 2023 the position's funding will be converted to General Fund.*

Outcome 3b: Safe and stable employment, current and future.

Outcome 3b has a variety of objectives, focused on both individuals and employers. These objectives include:

- Support partnerships that develop the workforce businesses need.
- Bring in trainings available regionally but not locally directly to Fort Collins.
- Prioritize learning loss mitigation programs and services that support students with high risk factors and/or are part of historically underserved populations.
- Support the ability of businesses and nonprofits to find and recruit labor that meets their needs.
- Enhance the ability of businesses to implement flexible labor practices (i.e., remote, hybrid, gig/ contractual, variable shifts, job share, etc.).

Learning Loss Mitigation	Sustainability Services	In Progress	\$400,000
--------------------------	-------------------------	-------------	-----------

Students of all ages experienced learning loss and developmental setbacks due to the pandemic and it will take a long time for these setbacks to be fully understood and addressed. However there are many local programs working to address these setbacks and support students' ability to make up for losses and thrive. To support this critical effort, the City funded the Learning Loss Mitigation Grant program, which provides grant funds to local partners working in this space. In 2022, eight different organizations received grant funding.

Program Highlights:

- Establishment of a Learning Hub program in local high schools, which provides tutoring and case management to struggling students
 - Students selected for the Learning Hub program showed progress in attendance, class completion and course recovery
- 31 additional youths served through the Center for Family Outreach
- 91% of youth who participated in ChildSafe's Child Abuse Treatment Program for K-12 students saw a reduction in trauma symptoms
- 16 additional students accessed reading and speech-language therapy to help reduce learning loss through the Children's Speech and Reading Center
- Summer of Discovery Program through Boys and Girls Club of Larimer County served 662 Fort Collins youths

Program Highlight:

In an analysis by Poudre School District on the growth effect of summer learning programs, it was found that participants in the Boys and Girls Club Summer of Discovery Program showed the highest academic growth of all 5 programs in the analysis. The growth effect of students who participated in the program was equivalent to 11.5 weeks of additional school-year instruction.

Key Metrics: 1,321 students served across programs

Outcome 3c: Equitable and affordable childcare is accessible.

Outcome 3c includes the objectives of advancing regional, systemic and sustainable childcare solutions, along with supporting efforts to recruit, develop and retain employees in early childhood education.

Childcare System Support	Sustainability Services	In Progress	\$170,000
--------------------------	-------------------------	-------------	-----------

Childcare systems, already strained locally, were strained even more by the pandemic. By providing resources to community partners who work in the childcare space, the City can increase access to affordable, reliable childcare locally. This not only provides needed support for children but increases equity and economic stability - especially for women, who often bear the responsibility of caregiving.

In 2022, four different organizations were provided with funding.

Program Highlights:

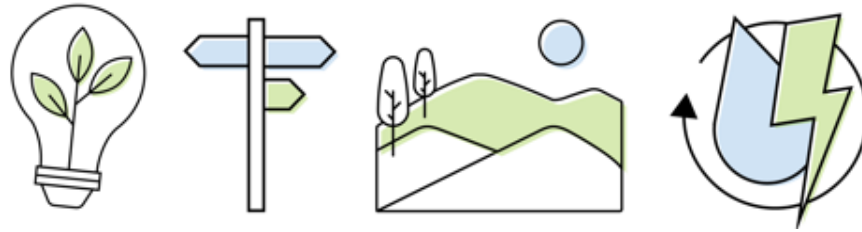
- Funding supported a Behavioral Health Team at the Boys and Girls Club of Larimer County
 - In 2022, approximately 175 youths benefited through the services provided by this team
- Annual professional development training costs covered for 32 local early childhood educators, who work with 200+ local children in need of childcare
- City of Fort Collins Recreation hired a behavioral specialist for childcare and youth programs
 - This specialist focuses on the emotional and behavioral difficulties of youth, which have increased since the pandemic. They provide individualized support to children in need along with coping techniques and training for families and staff to create a positive atmosphere for children in need
 - In 2022, the specialist worked with approximately 150 children, and 42 staff
- Additional childcare scholarships provided for local low- and moderate-income families to cover childcare costs

“My husband and I suddenly took custody of our two grandsons, now ages 2 and 3. Making ends meet for a family of four on a retirement income was not enough, so I got a job. This grant has been a saving grace for the family. Without the grant, I would have had to leave the workforce and let our family live in poverty, relying on social benefits. We are grateful to be in a position to keep the children going to quality childcare and to have a household that meets our needs.”

– Larimer County Child Fund Scholarship Recipient

Key Metrics: 830 individuals served

Environmental Resilience



Environmental resilience is a key factor in creating a recovery that is vibrant, resilient and inclusive. In order to build back better and be better able to weather future disruptions, including impacts from climate change, our community must become more resilient.

Environmental Outcomes:

- **4a.** Commit to environmental justice and resilience in pursuit of our climate, zero waste, energy, water and other sustainability goals.
- **4b.** Resilient infrastructure is reliable and affordable.
- **4c.** Open space, natural amenities and healthy ecosystems are resilient, protected and accessible.

Several projects related to environmental resilience have been approved in the Adopted 2023-2024 Budget. A list of these projects can be found in Appendix B. Details of these projects and their impacts will be included in future reports. The City also conducts significant work related to each of the Environmental Resilience Outcomes annually, as outlined in the Our Climate Future Plan, City Plan and Housing Strategic Plan.

Government Operations

After additional discussion with project managers and leadership, along with analysis of how other ARPA-recipient communities are categorizing their projects, the Recovery Executive Team approved the addition of a fifth “theme” for categorizing Recovery Projects – Government Operations. This new category better captures administrative costs, technology improvements and critical infrastructure improvements needed for the City to implement recovery-related programs. ARPA-funded programs previously categorized as “other,” as well as several previously housed under the theme of Economic Recovery have been moved to this category.

Recovery Communications	Finance	Complete	\$50,000
-------------------------	---------	----------	----------

ARPA funds were used to support ongoing pandemic communications, as well as the public outreach and engagement for the development of the Resilient Recovery Plan.

As pandemic conditions continued to evolve, the ability to quickly communicate with residents and businesses so they had updated information to keep themselves and their loved ones safe was critical. Additionally, public engagement efforts, including targeted engagement with groups most impacted by the pandemic, supported the creation of a community-centered recovery plan that reflects what residents want most to achieve a more resilient recovery.

Recovery Administration	Finance	In Progress	\$823,000
-------------------------	---------	-------------	-----------

Staff and administrative costs for the oversight and implementation of the Resilient Recovery Plan, including the deployment and monitoring of ARPA funds.

Staffing is needed to support recovery work at all stages – development of the Recovery Plan, plan implementation, management of ARPA funds and required compliance and reporting. Without this staffing and associated administrative costs, getting recovery-related projects launched and monitored would not be possible.

Parking Structure Critical Preventative Repairs	Planning, Development and Transportation	In Progress	\$1,348,000
---	--	-------------	-------------

Funding for critical repairs to downtown parking structures to prolong their lifespans and increase structural integrity.

Bids for this project came in significantly higher than anticipated. To cover the increased costs, funding for Parking Structure Security Upgrades was pivoted to this project. Additionally, the MHRT program was able to meet its programmatic needs at a lower cost than originally anticipated, so the excess was pivoted to support this project as well.

After identifying and hiring contractors, work for this project is now underway.

Parking Structure Security Upgrades	Planning, Development and Transportation	No Longer ARPA Funded
--	--	-----------------------

This project includes a variety of security upgrades to increase safety within parking structures and ensure each structure has adequate security. Funding these critical security upgrades will make parking structures safer for community members to use, encouraging them to use parking structures and shop at downtown businesses.

Because bids for the other parking structure program (above) came in significantly higher than expected, the choice was made by staff to pivot the \$446,000 originally allocated to this program to fund Parking Structure Critical Preventative Repairs. These security upgrades are still proceeding with other, non-ARPA funds.

Crisis Communications Plan	Information and Employee Services	In Progress	\$130,000
----------------------------	-----------------------------------	-------------	-----------

Funds to support the development of a comprehensive crisis communications plan for the City that can be applied to a variety of different emergency events.

Having a centralized crisis communications plan means the City will be better able to quickly and effectively communicate crucial information to community members during an emergency. Having key information in a timely fashion allows community members to take action to keep themselves and their loved ones safe.

Key Milestones: A consultant for this project has been hired and plan development work will begin in early 2023.



HR Staff Support	Information and Employee Services	In Progress	\$268,000
------------------	-----------------------------------	-------------	-----------

Additional staff and funding to support hiring and workforce management within the City's HR Department. Human Resources supports hiring and personnel data management for the City, as well as for four partner agencies.

The City is not yet recovered from the consequences of the pandemic hiring freeze, significant staff turnover and the great resignation. Increasing staff capacity allows HR to more efficiently assist staff in expediting requests for talent so that the City has the workforce needed to serve the community. Additional programmatic funding allows staff to increase the reach of job postings to connect with qualified candidates. Applicant pools are greatly reduced from pre-pandemic levels, meaning more work is required to reach qualified candidates.

Work on this program is still in its early stages, however, staff are already reporting that having additional HR staff to handle recruitment and the initial screening of candidates has greatly reduced the burden on hiring managers.

COVID-Related Hybrid Meeting Spaces and Community Wi-Fi	Information and Employee Services	In Progress	\$1,300,000
---	-----------------------------------	-------------	-------------

The project focuses on updating spaces and systems within the City to support secure hybrid work environments as well as improve Wi-Fi access at Cultural Services and Recreation facilities. The majority of work required for this program has not been completed, but the planning and preparation phases of the program are progressing.

Hybrid Meeting Spaces: The City's shift to hybrid work means that meeting workspaces need to be reconfigured to accommodate hybrid meetings, and systems need to be upgraded to better handle the increased amount of IT support. Updating workspaces to have these capabilities will allow the City to conduct essential business more efficiently and safely. This work includes the conversion of part of the 2nd Floor of 215 North Mason to a "hotel model," which will be a flexible space staff can work from as needed.

Community Wi-Fi: Wi-Fi access in public spaces is vital for many community members, especially those who do not have reliable internet at home. Expanding connectivity capabilities in public City spaces will increase community members' ability to access important resources and conduct needed work they may not be able to complete elsewhere. Additionally, IT staff are working with the Poudre Public Library District to explore programming to increase the digital literacy of community members and City staff.

Key Milestones: 215 Space Conversion is underway, as are Wi-Fi upgrades to seven public spaces across the City

Cyber Risk Management	Information and Employee Services	In Progress	\$275,000
-----------------------	-----------------------------------	-------------	-----------

This project allows the City to address needed cybersecurity updates to safeguard all City devices and users from digital attacks and phishing attempts.

The pandemic amplified the need to improve the City's cyber risk management strategies. Increased hybrid work and new technologies require increased security and safety measures to avoid cybersecurity breaches. Completing this work helps ensure that the City Organization and staff will be better positioned to serve community members without disruption, especially in evolving work environments that include hybrid models. With these upgrades, the City's virtual assets will be more secure and employees will have a more secure work environment, regardless of location.

Key Milestones: Multifactor authentication (MFA) rolled out throughout the City organization.

ONGOING ENGAGEMENT

Extensive public engagement was critical for the creation of a Recovery Plan that reflected what the community needed most to achieve pandemic recovery and build resilience. Engagement continues to be important during Plan implementation to ensure that work continues to align with community priorities and serves those most impacted.

In the City's 2022 Annual Community Report, respondents were asked to evaluate the City's response to the COVID-19 pandemic. About 6 in 10 respondents thought the City had done a very good or good job in its pandemic response, which was similar to the rating given in 2021.

Along with specific engagement around the City's response to the pandemic, ongoing engagement is occurring through budget, strategic planning and other large City initiatives. Many parts of the community are still struggling but have a desire to build resilience and an interest in collaborating with the City organization to achieve goals.

Engagement is also being done at the programmatic level. ARPA-funded programs are gathering ongoing feedback from those they serve in order to make needed adjustments to improve outcomes. Examples of this program-level engagement include:

- Post-appointment surveys of visitors to the Multicultural Business and Entrepreneur Center (MBEC) to evaluate the Center's customer service and ability to connect businesses to resources
- Ongoing conversations with artists and creatives about challenges and needed support through the Cultural Services Community Program
- In-depth conversations with the local Native American community about priorities and collaboration opportunities through the Native American Community Relations Specialist
- Surveying and conversations with small business grant recipients about the impact of the grant they received along with challenges faced by the business community

As programs continue, additional program-level engagement is planned, and new projects launched in 2023 all include an engagement component.



CONCLUSION

Implementation of the Resilient Recovery plan is well underway. The allocation of the City's \$28.1M in ARPA SLFRF funding represents a key milestone in achieving the outcomes laid out in the plan, and the community is already benefiting from the impacts of ARPA-funded programs.

As Fort Collins continues to move forward from the pandemic, impacts from it persist and will take years to overcome, especially for groups who have been disproportionately impacted. More than just “returning to normal,” recovery work in Fort Collins must continue to focus on bouncing forward and creating systems and structures that are more resilient. This concept is supported by the public and will help create a community that is stronger and better able to weather future disruptions. The City must continue to be nimble and adjust strategies as recovery continues to ensure it continues to address pandemic impacts and build resilience.



APPENDIX

A. 2023-2024 ARPA Projects

The following is a summary of all ARPA-funded programs in the 2023-2024 Adopted Budget. Programs marked with an asterisk* are continuations or expansions of ARPA programs funded in previous cycles.

Project Name	Offer Number	Budgeted Amount
Health		
Social Services Recovery*	50.8	\$360,000
Parks Lawn & Garden Equipment Replacement	43.17	\$70,000
Cultural Services Access Fund for Low-Income Residents*	83.1	\$300,000
Reduced Fee Scholarship Funding Increase*	31.17	\$200,000
Equity & Community Resilience		
Equity Grant Fund	72.1	\$400,000
Cultural Services Community Programs Manager & Program Support*	50.7	\$298,819
Eviction Legal Fund*	24.7	\$400,000
Affordable Housing Land Bank Expansion	31.20	\$1,000,000
SSD Recovery Specialist*	31.13	\$147,923
Homelessness Initiatives – Recovery & Stabilization*	31.12	\$1,072,000
Homelessness Initiatives / Programs Ongoing City Support*	31.3	\$796,000
Homelessness Initiatives & Programs Increase*	31.11	\$402,000
Economic Recovery		
Art to Live (Support for Creatives in the Community)	50.15	\$170,000
Multicultural Business and Entrepreneur Center (MBEC)*	33.7	\$936,006
Expanded Technical Assistance for Small Businesses*	23.10	\$243,253
Advancing Accessible Permitting	23.26	\$158,000
Childcare Space Modifications at Northside Aztlan Center	43.23	\$421,932
Childcare System Support*	45.2	\$976,123
Land Use Code Update Phase 2	23.8	\$670,000
Environmental Resilience		
Building HVAC Electrification & Efficiency Replacements	15.29	\$2,437,653
Lincoln Center Converting Stage Lighting to LED	81.1	\$227,278
Contractual Mobile Home Park Code Compliance & Building Evaluation	24.12	\$344,000
Government Operations		
Municipal Court Services – Technology	68.8	\$225,000
ARPA Local Match for State Funds	10.11	\$2,500,000

*Programs funded in 2023-2024 that were also funded in prior years

B. ARPA Projects Related to Council Priorities

All programs funded with ARPA dollars tie directly to the Resilient Recovery Plan which was created at the direction of Council's #26 Priority: Create a targeted, specific plan for community recovery. Many programs also tie to other Council Priorities and are listed below.

NOTE: Some projects relate to multiple priorities are listed multiple times

Council Priority	ARPA-Funded Program
#2. Juvenile Diversion	Municipal Court Services – Mental Health, Addiction and Teen Diversion Services
#5. Advance Regionalism	Heartside Hill Local Match for State Funds
#8. Attract and Retain Competitive and Diverse Talent	HR Staff Support
#17. Improved Air Quality	Building HVAC Electrification & Efficiency Replacements
#23. Develop a Circular Economy Plan	Economic Health Strategic Plan
#24. Partner with PSD for Workforce Development	Local Match for State Funds
#25. Affordable, Quality and Accessible Childcare Infrastructure	Childcare System Support Childcare Space Modifications at the Northside Aztlan Center
#27. Access Funding for Parks (O&M, refresh, new parks)	Parks Lawn & Garden Equipment Replacement
#31. Homelessness Initiatives	24/7 Shelter at Fort Collins Rescue Mission Homelessness Initiatives Homelessness Initiatives and Support Services Homelessness Initiatives Increase Homelessness Initiatives & Programs: Ongoing City Support Rapid Rehousing

Additionally, the following projects related directly to the City's ability to successfully create and implement a plan for recovery:

- Recovery Communications
- Recovery Administration
- ARPA Contractual Senior Buyer
- Economic Health Strategic Plan
- Crisis Communications Plan

C. Projects by Type

ARPA-funded programs fall into three general types:

- Programs addressing pandemic-related needs and ongoing services
- Programs that break new ground
- Government operations programs

Each of these program types supports recovery work in slightly different ways. Programs addressing pandemic-related needs and ongoing services support recovery by providing additional resources to work that may already be happening but needs additional support due to increased or shifting needs from the pandemic. This category includes projects like social services recovery grants and recreation reduced fee scholarships. While these programs were in place pre-pandemic, the need for them increased due to the negative impacts from COVID-19.

Other programs break new ground and represent new ways the City is collaborating with the community to support recovery, inclusivity and resilience. This category includes programs like the Multicultural Business and Entrepreneur Center (MBEC), which fills a need in the business community that has not been filled before. Government operations programs are also critical for recovery, as they cover administrative costs, infrastructure improvements and technology upgrades needed to implement recovery-related programming.

Programs Addressing Pandemic-Related Needs and Ongoing Services

- PFA TecGen PPE
- Homelessness Initiatives & Rapid Rehousing
- Social Services Recovery Grants and Recovery Specialist
- Learning Loss Mitigation
- Childcare System Support
- Childcare Space Modifications at North Aztlan Center
- Utilities Payment Assistance for Customers
- Affordable Housing Fee Credit Fund
- Recreation Reduced Fee Scholarships
- Cultural Services Access Programs
- Special Events Recovery Grants
- For Fort Collins
- Small Business Grants
- EHO Strategic Plan
- Neighborhood Resilience Projects
- Lincoln Center Lighting
- Parks Lawn & Garden Equipment Replacements
- Building HVAC and Efficiency Replacements

Programs that Break New Ground

- Mental Health Response Team (MHRT)
- Municipal Health Addiction and Teen Diversion Services
- Cultural Services Community Programs
- Native American Community Relations Specialist
- Capital Project Business Liaison
- Multicultural Business and Entrepreneur Center (MBEC)
- Crisis Communications Plan
- Eviction Legal Fund
- Expanded Community Outreach and Engagement
- DEI Professional Services
- Language Access Services for Council Meetings and High Priority Civic Events
- Expanded Technical Assistance for Small Business
- Heartside Hill
- Equity Grant Fund
- Art to Live
- Affordable Housing Land Bank Expansion
- Land Use Code Update Phase 2
- Mobile Home Park Code Compliance
- Advancing Accessible Permitting
- ARPA Match for Capital Projects - To be used as matching funds to support regional community-focused projects

Government Operations Programs

- Parking Structure Critical Repairs
- HR Staff Support
- COVID-Related Hybrid Meeting Spaces
- Cyber Risk Management
- Recovery Administration
- Recovery Communications
- Risk Management
- Municipal Court Technology
- Senior Buyer

D. Additional Recovery Metrics

Each ARPA-funded recovery program collects a wealth of metrics to measure outcomes and impacts, which cannot all be contained in this summary report. Additional program metrics and stories, updated quarterly, can be found on the public-facing Recovery Dashboard at fcgov.com/RecoveryDashboard.

