



Resilient Recovery Plan

2024 Impact Report

April 2025



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LETTER FROM THE FISCAL RECOVERY MANAGER

TO MAYOR ARNDT AND 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 American Rescue Plan Act (ARPA) funds.

The end of 2024 marked a key milestone for recovery programming. The majority of ARPA funds the City received have been spent and all remaining funds are fully obligated for spending in 2025 and 2026.

Work in 2024 continued to center on shifting from recovery to resilience by supporting community members most in need and creating more resilient systems and structures. This work is strengthening our community and helping to create a more vibrant, inclusive Fort Collins.

2024 also saw significant work to obligate funding and comply with federal spending regulations. Per U.S. Treasury Rules, all ARPA funds needed to be fully obligated by December 31, 2024. ARPA program managers, along with Accounting, Purchasing and Legal staff worked extensively to ensure all funds were secured in contracts, purchase orders (PO's) and memos of understanding (MOU's) by the deadline. Their efforts were critical to ensuring that ARPA funds continue to benefit the community and City organization. I want to thank them, along with the dozens of community partners involved in recovery work. It is truly inspiring to see the transformative impacts these funds have had on the community.

I'd also like to extend my sincere thanks to Recovery Communications Specialist Sarah Meline, for all her hard work putting this annual report together.

As we look to 2025 and 2026, when recovery efforts "wind down", work will shift. We will further evaluate the impacts of ARPA funds on the community and analyze lessons learned as we navigated the ARPA process – there are a lot! I look forward to applying our lessons learned to other City work and continuing to see the rippling impacts of ARPA funds.

Thank you,



Joanne Cech
Fiscal Recovery Manager

INTRODUCTION

From Recovery to Resilience

The City's Resilient Recovery Plan guides long-term response to and rebuilding from the pandemic, including the spending of the City's American Rescue Plan Act (ARPA) funds.

Rather than “bouncing back” from the pandemic or “returning to normal”, Fort Collins' Resilient Recovery Plan seeks to make transformative, long-term investments to create a more resilient and inclusive community; a community that is better able to weather future disruptions.

Resilient Recovery Plan Vision:

Fort Collins residents and businesses can participate in a resilient, vibrant and inclusive future.

Federal ARPA funding provided Fort Collins with significant resources to achieve outcomes and objectives laid out in the Resilient Recovery Plan (Recovery Plan). Following extensive community engagement, the City's ARPA funding has gone to more than 50 projects across more than a dozen different City departments, with the majority of funding directly benefiting the community.

The City received the first half of its ARPA funding in May 2021. Some of that funding was used to address immediate needs in the community during the COVID-19 pandemic. The City also used the 2022 Budgeting for Outcomes (BFO) process to allocate additional ARPA funds to address immediate needs. The remainder of the City's ARPA funding was received in June 2022. Allocation of the remaining ARPA funding was completed with a 2022 mid-cycle offer process and the 2023-24 BFO process - both of which were guided by the Resilient Recovery Plan and what the community and Council believe is needed most to achieve recovery and build resilience.

Most of the City's ARPA-funded projects completed work in 2024, although some projects will continue to into 2025 and 2026. Per federal guidelines, all funding spent in 2025 and 2026 had to be obligated by December 31, 2024. Obligating these funds took significant amounts of time, but was critical to comply with federal guidelines and ensure the City could fully use its ARPA dollars.

As outstanding ARPA-funded projects wrap up over the next two years, efforts will shift toward further evaluating recovery-related work. Evaluation will include assessing impacts of ARPA-funded programs and identifying lessons learned, and how they can be applied to other City work.

Purpose of this Report:

The purpose of this report is to provide an annual update on the implementation of the City's Resilient Recovery Plan and spending of the \$28.1 million of American Rescue Plan Act (ARPA) funds we received. It is designed specifically for City leadership and the community to better understand how ARPA-funded programming supports the themes and outcomes within the plan.

FUNDING

The federal American Rescue Plan Act (ARPA), like the Coronavirus Aid, Relief and Economic Security (CARES) Act before it, provided the City significant funds to achieve community recovery priorities. Along with ARPA funding, the City has received other federal and state support, as have local businesses, nonprofits and community partners. Beyond programs supported by ARPA funds and other grants, the City supports a variety of other recovery work funded by General Fund and other sources.

American Rescue Plan Act Funds

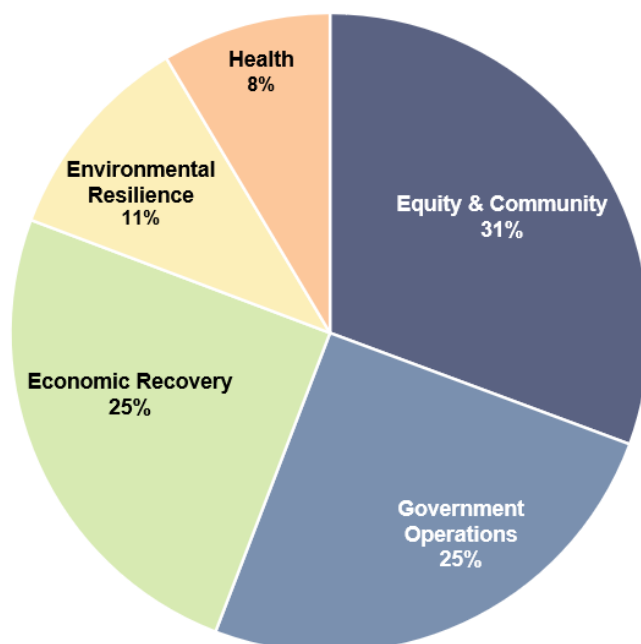
ARPA established \$1.9 trillion in COVID-19 relief funding, including \$350 billion for State and Local Fiscal Recovery Funds (SLFRF) to aid state and local recovery. **\$28.1M in ARPA SLFRF was allocated to the City of Fort Collins.** These funds are flexibly designed to meet unique local needs, including support for the populations and businesses hardest hit by the pandemic.

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
- \$4.1M: Ordinance No. 145, 2021: Allocated in the 2022 Budget
- \$4.0M: Ordinance No. 063, 2022: Mid-Cycle Appropriation to address emerging recovery needs
- \$15.8M: Ordinance No. 126, 2022 and Ordinance No. 145, 2023: Allocated in the 2023-2024 Budget

The City's ARPA funding is spread across the recovery theme areas of Equity & Community, Government Operations, Economic Recovery, Environmental Resilience and Health.

ARPA Allocation Across Recovery Theme Areas*



**\$800,000 shifted from Government Operations to programs in Economic Recovery in 2024.*

Spending to Date

As of December 31, 2024, the City has spent approximately \$23.1M of its total \$28.1M in ARPA SLFRF Funds. The remaining \$5M has been obligated to programs that will compete work in 2025 and 2026.

ARPA Spending as of December 31, 2024:



As of December 31, 2024, the City has spent \$23.1M of its \$28.1M ARPA SLFRF funds.

Administrative Overhead Fee

Originally, all ARPA-funded programs were scheduled to complete spending by the end of 2024. Therefore, the Recovery Administration program – which covers staff and administrative costs for the oversight of ARPA funds – was only budgeted through 2024. However, due to the number of ARPA-funded programs slated to operate into 2025, and federal compliance requirements that go into 2027, there is a need to continue recovery administration into 2025 and 2026. This will ensure the City continues to meet all federal reporting and audit requirements.

To cover the additional administrative budget, the Recovery Executive Team authorized a 4.6% overhead fee on all open ARPA-funded programs (excluding those with subrecipients and funds already contracted). The overhead fee, combined with underspend from the Local Match program (Government Operations), will cover recovery administration work into 2025 and 2026.

The overhead fee impacted 20 ARPA subsidiaries. The adjusted budgets for each of these programs are reflected in the program summaries included within this report.

2025-2026 Budget Repurpose

During the 2025-2026 Budgeting for Outcomes (BFO) process, the Budget Lead Team (BLT) elected to repurpose unspent ARPA funds from several programs to put toward priorities in 2025-2026 Budget. These funds were reallocated to 2026 homelessness services initiatives and Licensing, Permitting and Code Enforcement system replacement (Accela transition).

The following programs were impacted:

PROGRAM	RECOVERY THEME	REPURPOSE AMOUNT	REPURPOSED USE
Mental Health Response Team	Health	\$28,979	Accela transition
Reduced Fee Scholarship Funding Increase	Health	\$95,400	Homelessness services
Expanded Technical Assistance for Small Businesses	Economic Recovery	\$96,009	Homelessness services
Risk Management/Cyber Risk Management	Government Operations	\$86,200	Accela transition
Crisis Communications Plan	Government Operations	\$13,556	Homelessness services Accela transition

The adjusted budgets for each of these programs are reflected in the program summaries included within this report.

Additional Grant Funding Supporting Recovery

Grants received by the City in 2022, 2023 and 2024 that relate to outcomes in the Recovery Plan total more than \$31.5M. These funding opportunities support not only outcomes laid out in the Recovery Plan, but also priorities in other key City plans such as the Housing Strategic Plan and Our Climate Future Plan.

Grants received include:

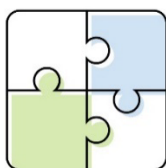
- \$114K: Child Care Operations Stabilization Grant
- \$2.4M: Community Revitalization Grant
- \$169K: Environmental Justice Grant Program
- \$55K: Live Music Fund (for music-centered Cultural Community Programs work)

Additional City Funding Supporting Recovery

The City also supports a variety of non-ARPA funded work that aligns with the Recovery Plan. More than \$79M non-ARPA dollars allocated in the 2022 and 2023-2024 City Budgets align with recovery-related outcomes and objectives.

Examples of work funded include:

- Digital Access and Equity Program (includes Get FoCo App)
- Transit Workforce Future Proofing
- Air Quality Monitoring Fund



REPORTING AND COMPLIANCE

Reporting and compliance requirements for spending ARPA funds are rigorous. Significant amounts of staff time are required to ensure spending follows all federal rules and regulations.

Compliance and Obligation Deadlines

Federal spending rules stipulate what must be included in ARPA-funded contracts and work orders, which often lengthens the purchasing and contracting processes. ARPA purchases also require additional documentation and are subject to the City's annual single audit.

In May 2024, the U.S. Treasury Department (Treasury) issued updated guidance on obligating ARPA SLFRF funds. Under the updated rules, ARPA SLFRF funds needed to be fully obligated by December 31, 2024. Once obligated, funds need to be spent by the end of 2026. Funds unobligated by the start of 2025 must be returned to Treasury.

To ensure all unspent ARPA funds were obligated, the Recovery Team worked closely with ARPA program managers, Accounting, Purchasing and Legal to secure funds through contracts, PO's and MOU's. 20 programs will continue into 2025 and 2026, along with the Recovery Administration program.

Reporting

Quarterly, the City is required to submit a report on all ARPA spending and projects to Treasury. Staff also provide quarterly reports with spending and metrics to the Executive Leadership Team, along with a mid-year and annual report. The annual report is also shared with Council and the community. The Recovery Dashboard (fcgov.com/RecoveryDashboard) provides public-facing updates related to recovery work.

FUTURE OF ARPA-FUNDED PROGRAMS

Not all ARPA-funded programs will continue after ARPA funds are exhausted.

Some programs are one-time projects that need one-time investments to complete. Others were tied specifically to immediate pandemic response and are no longer needed.

Several programs existed prior to the pandemic and tied closely with outcomes in the Resilient Recovery Plan. The City was able to fund these programs with ARPA dollars, often at higher levels than previously. ARPA funds also provided an opportunity to pilot projects that aligned with recovery work along with Council and community priorities.

The future of ARPA-funded programs was evaluated during the 2025-2026 BFO process. Not all programs submitted to BFO were approved, and some that were approved are funded at reduced levels. A statement about the future of each ARPA program is included in the program summaries below.

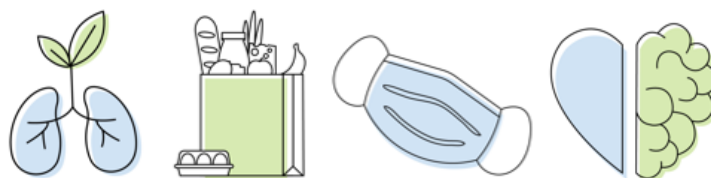
PROJECTS ACROSS RECOVERY THEMES

The following section includes a summary of all ARPA-funded projects. Each project is listed by Recovery Theme and includes the program name, project status, total allocation amount and summary of work, along with key outcomes and impacts.

The listed allocation amount reflects any budget changes (administrative overhead fee, 2025-2026 budget repurpose, etc.). Some programs received funding through multiple tranches (i.e., funded in both the 2022 Budget and 2023-2024 Budget). The budget listed for these programs is the total amount of allocation across all tranches.

NOTE: Programs are marked as complete or in progress based on whether ARPA funds for the program have been exhausted. Not all programs will continue after ARPA funds are used. A statement about the future of each program is included in the summary of work.

Health



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.

Social Services Recovery	Complete	\$512,696
<i>Funded in the 2022 Budget and 2023-2024 Budget</i>		

This program provides grant funding to nonprofits and other local partners who serve the community's most vulnerable residents. The City has long provided grant funding to local nonprofits and community partners. These organizations have the expertise and experience to best serve residents in need. The additional ARPA funding for this work increased capacity for social services programs throughout Fort Collins.

In 2024, nine organizations were awarded funding though the Social Services Recovery program:

- Boys & Girls Clubs of Larimer County – behavioral health support for youth
- CARE Communities (CARE Housing) – housing stability program
- Crossroads Safehouse – domestic violence high-risk team implementation
- Disabled Resource Services – disability services for independence
- Food Bank of Larimer County – mobile food pantry at Poudre High School
- Fort Collins Rescue Mission – meals for people experiencing homelessness
- ISAAC of Northern Colorado – crisis funds for high vulnerability immigrant families in recovery
- Neighbor to Neighbor – housing solutions programming
- The Matthews House – Family to Family Program funding

Now that funds have been exhausted, this grant program will not continue.

Key Metrics:

- 15,868 individuals served since program launch; 6,214 in 2024.

"Disabled Resource Services gave me the tools and encouragement to rebuild my life. Their services aren't just helpful – they're lifesaving."

- Disabled Resource Services Client

2024 Program Highlights:

- ARPA funds covered purchase of 30,800+ lbs of fresh produce for mobile food bank at Poudre High School.
- 470 Boys & Girls Clubs attendees served by the Behavioral Health Team, accessing Social Emotional Learning programs as well as one-on-one therapy sessions.
- 24 local families facing crises received emergency funds and resource navigation support through ISAAC of Northern Colorado.
- ARPA funds provided 15 households rental assistance through Neighbor to Neighbor.
- Braille machine purchased by Disabled Resource Services to produce critical resources for residents who are blind or visually impaired.



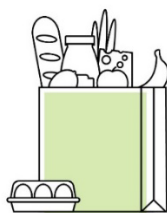
Boys and Girls Club Behavioral Health Team Staff member sets up activity for Club youth. SOURCE: Boys and Girls Clubs of Larimer County

Social Services Recovery Specialist**In Progress****\$183,828***Funded in the 2022 Budget and 2023-2024 Budget*

This position manages the application process along with all required reporting and compliance of grant programs within the Social Sustainability Department, including the Social Services Recovery Program, Learning Loss Mitigation Program, Childcare System Support Program and Homelessness Services Grants. In 2024, the position managed more than two dozen ARPA-funded grants.

This contractual position is estimated to end in May 2025. Moving forward, grants will be managed by other Social Sustainability Department staff.

For additional information, refer to [Social Services Recovery Program](#), [Learning Loss Mitigation Program](#), [Childcare System Support Program](#) and [Homelessness Services programs](#).

**Parks Lawn and Garden Equipment Replacement****Complete****\$70,000**

Funds to purchase electric handheld lawn and garden equipment for use in parks and cemeteries. Unlike gas-powered equipment, electric lawn and garden equipment has no direct emissions, helping improve air quality for community members and staff. Some ARPA funds also covered electrical upgrades at the Fossil Creek Maintenance Facility, which were needed to charge the new equipment.

The ARPA funds for this program have been instrumental for conversion to electric equipment, allowing the City to seamlessly comply with the State of Colorado's Regulation 29, which bars the use of gas-powered handheld and push equipment between June and August, beginning in 2025.

In 2023 and 2024, ARPA funds were used as a local match to secure equipment conversion grants from the Regional Air Quality Council. This grant and the ARPA dollars have elevated Parks' equipment conversion percentage from 56% to 89%!

"The conversion program has made a marked improvement to the work environment of our staff. To be able to eliminate the health risk of hauling gasoline, skin exposure and breathing exhaust from equipment sitting 2 feet from the operator's face is huge... our staff are very grateful."

- Mike Brunkhardt, Parks Senior Supervisor

Key Metric: 89% of Parks' lawn and garden equipment has been converted to electric-powered.

This program will continue with funding approved in the 2025-2026 Adopted Budget. Staff will also continue to pursue grant opportunities that support conversion efforts.

Mental Health Response Team

Complete

\$629,607*

The City's Mental Health Response Team (MHRT) is an innovative co-response team consisting of Fort Collins police officers and UHealth clinicians. The team works together to provide critical care to those experiencing mental and/or behavioral health issues before, during, and after crisis calls. ARPA funds were used to accelerate build-out of the team.

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 was able to more quickly expand support to community members in need of critical assistance for mental and/or behavioral health challenges.

As of January 2023, staffing costs for this team transitioned to be funded with General Fund dollars, however ARPA funding continued to cover programmatic costs such as training, outreach and equipment into Q3 2024.

"I am most proud of the program's tangible impact on the community, evidenced by improved mental health outcomes and a more supportive environment. The strengthened relationships with stakeholders reflect the collaborative efforts that have made the program a true asset to patrol, showcasing our team's commitment to enhancing overall well-being and safety."

- Sgt. Andrew Leslie, MHRT Supervisor

Key Program Milestones and Metrics:

- 758+ individuals diverted from jail and/or emergency services department.
- Responded to 4,200+ calls for service, 1,864 calls in 2024.
- 200+ community engagement presentations.

*\$28,979 originally reserved for this program was repurposed to support Accela transition work in the 2025-2026 Adopted Budget.

Additional Information: fcgov.com/police/mental-health



FCPD Officers at 2024 Open Streets event.

Mental Health, Addiction and Teen Diversion Services Complete \$74,504

The pandemic exacerbated mental and behavioral health issues, stretching already under-resourced programs. It also highlighted gaps in available resources and the lack of pathways to access resources. The projects funded under this program seek to reduce those barriers.

Competency Evaluation: Funding covered the cost of competency evaluations for City Municipal Court clients. To date, more than four dozen evaluations have been performed, in some cases leading to charge dismissal.

Restorative Traffic Circle: Teens and young adults (aged 20 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 adopt safer driving behaviors. If participants successfully complete the program, their original charge(s) is (are) dismissed. Of graduates, the majority have not received a new traffic violation since program completion.

This program will continue with funding in the 2025-2026 Adopted Budget.

"I really enjoyed being able to redeem my actions as well as give back to my community."

- Restorative Traffic Circle Participant

"[The Restorative Traffic Circle is an] easy, fair process, great eye-opening experience for my son and myself."

- Parent of Restorative Traffic Circle Participant

Key Program Metrics:

- Since program start, 120 teens and young adults have been diverted to Restorative Traffic Circle program, and 125+ traffic complaints have been dismissed.
- Since program start, 44 competency evaluations have been completed, 145+ charges dismissed.



Display of safe driving posters made by Restorative Traffic Circle participants.

Cultural Services Access Fund for Low-Income Residents Complete \$477,657

Funded in both 2022 Budget and 2023-2024 Budget

The Cultural Services Access Fund provides qualifying community members access to enriching art and cultural experiences at City of Fort Collins cultural facilities including The Lincoln Center, Fort Collins Museum of Discovery and The Gardens on Spring Creek. Specifically funded programs include free field trips for Title 1 schools (including field trip transportation costs), free performances at facilities, camp scholarships and free facility use. Feedback from the program has been positive. Students and teachers from local schools appreciate how the program increases access to cultural programming, which many students would not otherwise experience. Funds have also allowed each facility to become more welcoming to Spanish-speaking visitors through the translation of signage.

Historically, this program has been funded by contributions from nonprofit partners, grants and limited City funds. ARPA funding significantly expanded the program, allowing additional community members to access Cultural Facilities. In 2022 an additional \$185,000 in ARPA funds were allocated to the program and an additional \$300,000 of ARPA funds were allocated in the 2023-2024 Budget to continue this increased level of programming and access.*

This program will continue at a reduced rate with \$150,000 approved in the 2025-2026 Adopted Budget.

"Over the past several years, outreach opportunities at the Lincoln Center have been amazing and vital to our PSD students... we have been able to provide experiences in the performing arts that many students would otherwise never experience."

- Melissa Flail, PSD Performing Arts Curriculum Facilitator

Key Metrics and Outcomes:

- In 2024, 55,484 individuals participated in access programs, 12,976 of those were ARPA funded.
- Since program start, more than 40,000 individuals have benefited from ARPA funding used for cultural access programs.

*Budget reduced after Administrative Overhead Fee applied.



Community members explore the Museum of Discovery.

Reduced Fee Scholarship Funding Increase Complete \$200,000*

Funded in both 2022 Budget and 2023-2024 Budget

The Reduced Fee Scholarship program provides 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 experience the benefit such programming has on physical and mental health.

Funding for this program comes from ARPA dollars, other recreation funds and philanthropic donations. Demand for this program far exceeds funding annually, so the increased financial support from ARPA was critical for serving additional community members during and following the pandemic.

Key Metrics:

- 3,227 households approved for reduced recreation fees.
- 17,000+ total enrollments
- Childcare, youth sports, swim lessons and adaptive recreation programs were the most accessed activities supported by ARPA dollars.

*\$95,400 originally reserved for this program was repurposed to support homelessness services projects in the 2025-2026 Adopted Budget. Key metrics reflect 2022 and 2023.

Additional Information: fcgov.com/recreation/ReducedFeeProgram



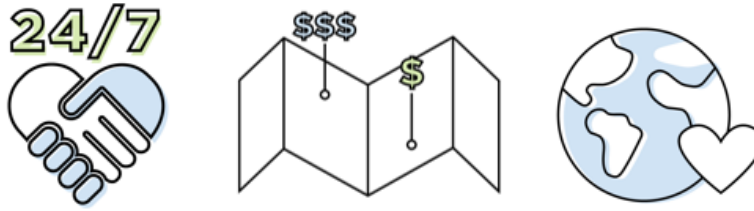
Youth Recreation participants playing softball.

PFA TecGen PPE Gear Complete \$137,946

TecGen 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 Outcome: All firefighters (approx. 210) have been outfitted with TecGen gear. Future gear replacements, including gear for volunteer firefighters, will be funded with non-ARPA funds.

Equity & Community Resilience



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.

Support for Creatives in the Community (Art to Live) Complete \$168,692

NOTE: This program also ties closely to the theme of Economic Recovery, which includes the outcome "small businesses, creatives and nonprofits have the resources they need to thrive."

Art to Live provided grants to local creatives (artists, designers, musicians, etc.), significantly impacted by the pandemic. The goal of the program was to financially support and foster local working artists. As a part of the grant requirements, artists offered free opportunities for community members to experience their art (free performances, free exhibits, First Friday Art Walk events, etc.). These opportunities reached an estimated 8,500 community members.

Feedback from this program has been incredibly positive. Recipients indicated that funds allowed them to continue working on their artistic endeavors and often allowed them to explore new mediums or test out the marketability of their work. Several musicians who received grants were able to record albums and share their music with a larger audience.

"Art to Live reminded me that my dreams to create are important, valuable, and worthy. Thank you for this beautiful opportunity!"

- Art to Live Grant Recipient

"It was incredibly validating as an artist to receive the grant... The grant inspired me to keep going, work harder and trust in myself, as well as my work."

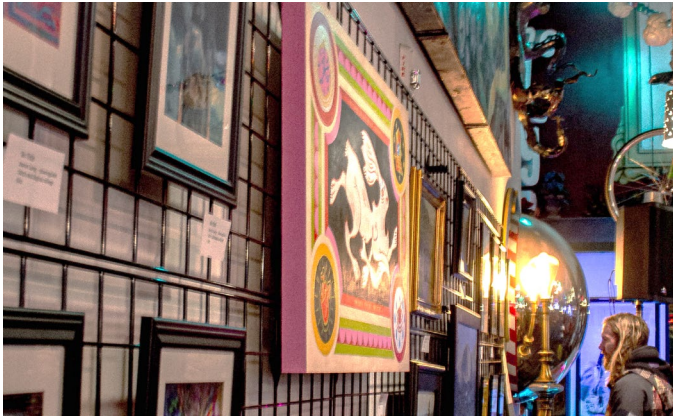
- Art to Live Grant Recipient

There are no plans to continue this program now that funds have been exhausted.

Key Metrics:

- 46 grants awarded, 24 grants in 2024.
- Approximately 8,500 community members reached.

Additional Information: fcgov.com/Art2Live



Display of Art to Live-funded art at The Lyric.



Advertisement for recipient's event.

Cultural Services Community Programs Manager and Program Support

In Progress

\$459,036

Funded in both 2022 Budget and 2023-2024 Budget

This program integrates arts and culture experiences into the Fort Collins community by activating unconventional public spaces. It also supports the local creative sector by engaging artists from varied social, socioeconomic, and ethnic identities and communities. The following approaches are used by the program:

- **Pop-Up performances:** Artists and creatives pop-up in public spaces such as along trails, in parks or within neighborhoods. *Examples:* Art at the Stops Pop-ups, Wearable Wonders Pop-ups
- **Supporting events:** Support for events planned by nonprofits and other community groups whose event aligns with the Cultural Community Program's mission. *Examples:* Pride Month celebration with local drag performers, compensating artists performing during the Latiné and Hispanic Heritage Month Celebration at the Gardens on Spring Creek.
- **Co-Creation:** Working alongside community members and artists to co-create initiatives that meet program goals. *Example:* Our Animal Body, a collaborative community poetry project led by a community-based artist team.
- **Curation:** The program highlights the diversity of creative people and artistic disciplines in the local community.

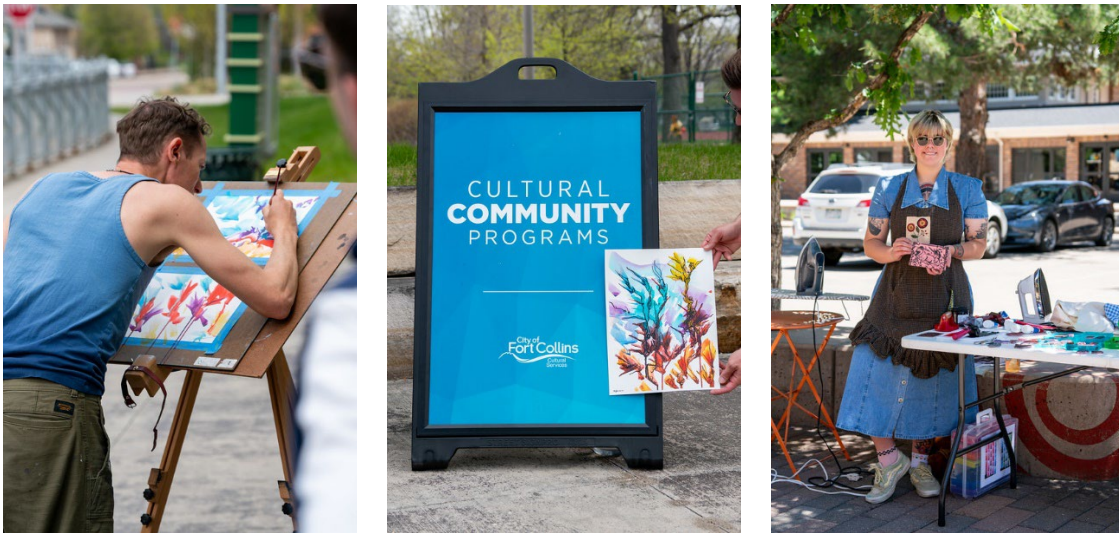
"I didn't believe the City cared about artists like me until now."

- Local artist and program participant

Through this program, artists have not only connected with residents, but also with each other, helping create a sense of belonging and community. Many times, participating in programming has been a “spark” that leads to additional work and collaboration. A local dance studio attributes much of their growth to involvement in the program - and a partnership has formed between local artists and the Boys & Girls Clubs of Larimer County to provide arts programming for club youth.

In addition to ARPA funds, this program received \$55K grant funds from the Bohemian Foundation (\$25K in 2023, \$30K in 2024). Funds were used for music-centered programming.

The Cultural Community Programs manager position and programming will continue after ARPA funding is exhausted with funds approved in the 2025-2026 Adopted Budget.



Local artists at 2024 Cultural Community pop-up events.

Key Program Metrics:

- Since program launch:
 - 15,000 community members reached.
 - 430+ hours of programming.
 - 285+ events held.
 - 600+ local artists involved.

Additional Program Information: fcgov.com/CCP



Advertisement for 2024 Art at the Stops event.



Advertisement for Wearable Wonders pop-up events.

Special Events Recovery Grant Complete \$123,104

This program provided grants to organizations hosting local events to help cover safety and security costs. Many events rely on funding generated from a previous year's event to fund subsequent years. This model was disrupted by event cancellations during the pandemic, leaving many event promoters struggling to hold events.

Events – be it a marathon, music festival, craft fair or community celebration – are a vital part of the culture of Fort Collins, helping create a more vibrant community. Subsidizing costs of required safety and security measures through this grant enables them to be held.

"[The event industry] is often overlooked in discussions of economic impact, yet plays a key role in our community's appeal, vibrancy and entertainment."

- Elodie Vigneron, Special Events Lead Specialist

Funds from this program were also used to help purchase vehicle intrusion barricades to use for permitted special events. These barricades are important for safety and security, especially at larger events.

This program is complete, and all funding has been spent.

Key Metrics:

- 27 grants awarded to local events, 13 in 2023.
- Total attendance for grant supported events exceeds 60,000.

Native American Community Relations Specialist In Progress \$307,114

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

The Native community has historically been underserved and was also disproportionately impacted by the pandemic. The primary goal of the program is to build strong relationships with Native community members to address impacts from the pandemic and issues impacting the local Native community.

Dedicated funding for this work was critical for building relationships with the Native community. Collaboration with the local Native community has increased and trust is being built.

"This program has opened up lines of communication between multi-generational Native community members to meet and connect. The program has also connected staff to the Native community to start establishing stronger ties to City programs and services."

- Claudia Menendez, City of Fort Collins Equity Officer

This program does not have funding in the 2025-2026 Budget. The contractual Native American Community Relations Specialist position is scheduled to end in 2025. The newly formed First Peoples Community Center plans to provide space for Native cultural gatherings. Future Tribal consultation will be paid for by City departments, and include collaboration with the Equity & Inclusion Office, along with partners such as the Museum of Discovery, Colorado State University, and local nonprofit Trees, Water & People.

Key Program Outcomes and Impacts:

- Established Native Nations Community Advisory Panel.
- Developed City Land Acknowledgement in collaboration with Native Nations Community Advisory Panel.
- Facilitated development of the First Peoples Community Center (FPCC) nonprofit.
- Established Native Community Garden at the Gardens on Spring Creek.
 - 3,000 lbs of food grown and distributed to Native community members.
- Developed annual Bison Blessing at Soapstone Prairie Natural Area.
- Collaborated with community partners to host Indigenous Peoples Day celebrations.
- Coordination and support of cultural gatherings (powwows, culture night meetings, etc.).



Staff and volunteers work in the Native Community Garden at the Gardens on Spring Creek.

Equity Grant Fund Complete \$400,000

The Equity Grant Fund provided funding to local individuals, nonprofits and community partners to support community-led work assisting those especially impacted by the pandemic, including youth, older adults, LGBTQIA+ individuals, veterans and other historically underserved groups.

42 grants were awarded since the program launched in 2023. Funded initiatives include:

- Bilingual navigation programming for immigrants at Alianza Norco.
- Subsidized rent for local community organizations at United Way of Larimer County Community Impact Center.
- Yarrow Collective youth Seed Circles and Xinachtli programming.
- Increased staffing support at Vindeket Foods.
- Support for Fuerza Latina programming including Community Empowerment Clinics.
- Neighbor to Neighbor housing assistance program.
- ISAAC Adelante Youth Fellowship Program expansion.
- Expanded programming and equipment giveaways through Launch: Community Through Skateboarding.

This program created and strengthened relationships with many local organizations, some of whom had never closely worked with the City before. Staff were able to connect them to City resources and other community partners working in similar spaces. For example, staff was able to connect one recipient, the NoCo Latino Chamber of Commerce, to the City's Multicultural Business and Entrepreneur Center, Larimer County Extension Office, Larimer County Workforce Center and NOCOBiz Connect. These groups are now aligning and collaborating.

There are currently no plans to continue this program now that funding has been utilized.



Launch: Community through Skateboarding events



Equity Grant recipient Vindeket Foods

2024 Program Highlights and Impacts:

- ARPA funding more than doubled the number of older adults impacted by A Little Help's programming in 2024 (391 older adults served). [A Little Help](#) provides older adults essential support (transportation, yard work, technology assistance, etc.) through the help of volunteers.
- [FoCo Café Meal Exchange](#) program served 9,129 meals (compared to 3,562 in 2023).
- [NoCo Latino Chamber of Commerce](#) connected with more than 150 businesses and hosted numerous events and educational sessions.
- 250 [Sound Affects Music](#) performances subsidized in lower-income, Medicaid-based, long-term care facilities.
- Additional BIPOC youth (grades 4-8) served through [CSU's True Color Effects youth leadership program](#).
- Rent subsidized for seven small non-profits housed at the [Community Impact Center](#).
- Local [Youth Celebrate Diversity](#) members launched a Social Justice Chapter.
- [Alianza Norco](#) provided 317 hours of additional bilingual navigation programming.
- Rent subsidized for eight BIPOC and LGBTQ+ partner organizations housed at United Way of Larimer County's [Community Impact Center](#).



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

Complete

\$32,472*

This program provided funding for Spanish interpretation at City Council meetings and high-priority civic engagement events, increasing the City's ability to provide consistent language access services. These efforts help create more inclusive and equitable community engagement.

Funding for this program is fully spent, but the city continues to provide Spanish interpretation and remains committed to engaging with Hispanic/Latinx community members. To help foster this effort, the Equity and Inclusion Office formed a group called Community Connectors, made up of Spanish-speaking community leaders. This group regularly engages with staff and councilmembers to discuss and learn about City policies and programs, providing valuable feedback and perspective.

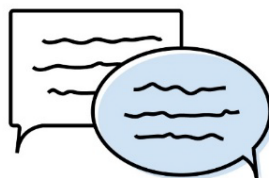


Community Connectors meet with councilmembers.

Key Metrics:

- Interpretation provided at 68 community events. Events included:
 - Council Meetings, Council Work Sessions, Strategic Plan and BFO focus groups, CSU Inclusive Excellence Symposium and more.
- Purchased real-time interpretation equipment to pilot in public-facing facilities (Municipal Court, Recreation Facilities, Connexion).

* Budget for this program was reduced in Q1 2023 after some funding moved to the ARPA DEI Professional Services Program.



Expanded Community Outreach and Engagement Complete \$56,539*

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

Staff and consultants worked with local community partners to create and vet an updated guide for community engagement. This “Practical Guide to Inclusive Public Engagement” benefits staff by providing clear guidance and tools to conduct effective, equitable engagement that aligns with project goals and avoids resource waste. The guide also means community members will benefit from more inclusive and accessible participation with local government.

The City’s updated Public Engagement Guidelines are now available to staff via SharePoint, accompanied by additional resources like project plan templates, worksheets and inclusive engagement guidance. A citywide public engagement assessment is scheduled for 2025 (funded with non-ARPA dollars). This assessment will build upon work that has already been completed.

ARPA funds also supported the development of a Language Access Guide. This guide provides best practices and guidelines for when material should be translated into other languages vs. being available in other languages upon request. The guide is currently being reviewed by the Equity and Inclusion Office before rollout to the City organization.

Key Milestones:

- Updated Public Engagement and Language Access guidelines vetted by community partners.
- Updated Public Engagement Guidelines shared with City staff.
- Language Access Guide drafted.

*Funding transferred from the ARPA Crisis Communications Plan to cover outstanding consultant costs to complete the project.

Homelessness Services In Progress \$3,633,510

Funded in 2021, 2022 Budget, 2022 mid-cycle and 2023-2024 Budget

The City has used ARPA dollars to fund a variety of different programming related to homelessness. This additional funding helped slow the growth of homelessness in Fort Collins during the pandemic, in contrast to many communities across the nation. It continues to provide critical support to those experiencing homelessness locally, providing shelter, resource and housing navigation, and other core services.

The majority of funding was granted to nonprofits and community partners who provide services and programming directly to people experiencing homelessness. Specific initiatives funded include:

- **Expansion of Outreach Fort Collins** to include street outreach coverage of midtown and north Fort Collins.
- **Increased Case Management and Resource Navigation** 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 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 core services.

Homelessness services programming will continue to be funded in 2025 and 2026, at a reduced rate compared to the previous several years (when funded with ARPA). \$2 million has been allocated to homelessness services programming in the 2025-2026 Adopted Budget. Funds include General Fund dollars and approximately \$200,000 in ARPA funds.

Key Program Metrics:

- 3,747 unique individuals served in shelters.
- 194 clients moved into housing after accessing case management and resource navigation.
- 7,486 individuals supported with case management services.
- 35 families and 10 individuals housed through Rapid Rehousing.

Eviction Legal Fund

In Progress

\$640,000

Funded in 2021, 2022 Budget and 2023-2024 Budget

This program contributes to housing stability for local individuals and families through eviction prevention education and support. The majority of funds went directly to local community partners who specialize in this work. This program supports both renters and landlords. Specific services provided through this program include:

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

Funds were also used to train Mediation and Restorative Justice staff and volunteers. This training better prepares staff and volunteers to navigate eviction-related cases.

The Eviction Legal Fund will continue with funding approved in the 2025-2026 Adopted Budget.

Key Program Metrics:

- 210 landlords directly served.
- 3,200 renters directly served.
- 20+ mediation volunteers trained in eviction-related issues.

2024 Program Highlights:

- 1,101 renters served
- 108 landlords served
- Attorneys represented 136 clients in non-court appearances.
- 366 renters reached through “Know Your Rights” trainings.
- 1,119 people received educational materials.
- 49 eviction mediation and housing hotline volunteers trained.

Additional Program Information: fcgov.com/NeighborhoodServices/Eviction-Legal-Fund

Heartside Hill Complete \$1,100,000

This program provided one-time funding for the development of the Heartside Hill project in southeast Fort Collins. This development is being funded in partnership with local, regional and state partners. The project will create 71 new units of affordable rental housing in Fort Collins.

Affordable Housing Land Bank Expansion In Progress \$1,000,000

This program provides funds to support the City's Land Bank. With these funds, staff anticipate purchasing five acres on which at least 100 homes may be built. Funding this project with ARPA funds frees up additional City funding to support other initiatives.

The Land Bank was not funded in the 2025-2026 Adopted Budget.

Additional Program Information: [fcgov.com/SocialSustainability/LandBank](https://www.fcgov.com/SocialSustainability/LandBank)

Affordable Housing Fee Credit Fund Complete \$350,000

This program provided subsidies to developers building affordable housing projects within Fort Collins, increasing the amount of affordable housing available. The homes supported with affordable housing fee credits will be deed restricted for at least 30 years, some for 40 years, providing homes to generations of low wage-earning households.

In 2022 and 2023, funding provided fee offsets for 25 newly constructed homes targeting households earning 30% (20 homes) and 40% (5 homes) of area median income at three affordable housing communities.

The dedicated ARPA funding for this program allowed staff to pilot the administrative processing of affordable housing fee credits. This saved time and effort by City Council, developers and City staff. This pilot program was considered a success and City Code was amended to include this process when funding is appropriated.

This program will continue with Community Capital Improvement funding approved in the 2025-2026 Adopted Budget.

Additional Program Information: [fcgov.com/SocialSustainability/DevelopmentIncentives](https://www.fcgov.com/SocialSustainability/DevelopmentIncentives)

Utilities Direct Customer Assistance Complete \$458,233

This program provided direct financial assistance to Fort Collins Utilities customers struggling to pay bills due to the pandemic. ARPA funds were combined with funds from Platte River Power Authority to support both residential and commercial customers in need.

After receiving financial assistance from the program, more than 95% of all utility accounts (residential, commercial and property management) became current, lessening the potential for utility shut-offs. The City 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.

Although pandemic-related assistance has ended, Utilities offers several other financial assistance programs.

Key Outcome: 2,052 residential and commercial customers provided assistance.

Diversity, Equity and Inclusion Professional Services Increase Complete \$26,734

This program was completed in 2022 and supported the establishment and expansion of a City Equity and Inclusion Office. ARPA funding amplified 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.

Since 2023, programing for the Equity and Inclusion Office has been funded by General Fund.

Key Outcomes:

- 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

Neighborhood Resilience Projects Complete \$33,113

Funds for this project supported updates to the popular [Adopt a Neighbor](#) volunteer program, allowing community members to easily connect with those who need support. It also increased 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.

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. It also encourages traffic calming, increasing the safety of neighborhoods.

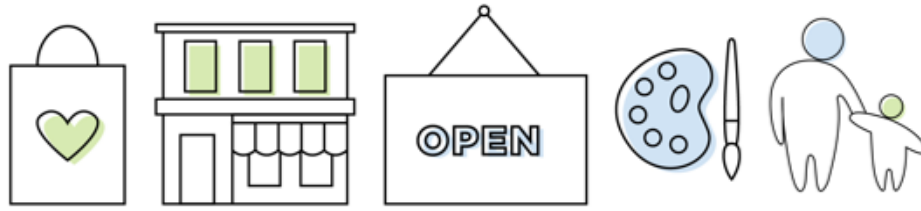
ARPA funding covered installation and maintenance for three different projects. Additional asphalt art projects have been funded by non-ARPA dollars.

Learn More: fcgov.com/bicycling/AsphaltArt



Community members working on asphalt art project in their neighborhood.

Economic Recovery



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.

Multicultural Business and Entrepreneur Center (MBEC) In Progress \$1,369,837*

Funded in 2021 and 2023-2024 Budget

Funded in 2021 and launched in 2022, MBEC is a free, bilingual center that provides holistic support, training and resources for local businesses and entrepreneurs of all sizes, with a specific focus on supporting historically underserved community members. It is the only local entrepreneurial support organization that provides navigation support for City processes and full-time bilingual staff.

MBEC acts as a conduit between the client business and many other entities, including other City departments (Sales Tax, Planning Development and Transportation) and other local entities (Poudre Fire Authority, Larimer County Health). MBEC also strategically partners with local organizations, including Fuerza Latina, ISAAC, Fort Collins Area Chamber of Commerce and Larimer County Small Business Development Center. These partnerships and direct connections make it easier for businesses to navigate regulations and processes.

In 2024, the Economic Health Office received the 2024 Excellence in Economic Development Gold Award from the International Economic Development Council (IEDC). The award was specifically given for work in the “Entrepreneurial & Small Business Development” category. IEDC judges specifically praised MBEC’s work to facilitate communication between government entities and client businesses.

MBEC also provided grants for emerging businesses who make less than \$250,000 in gross revenue a year. Grants were used for bookkeeping support, legal support, workforce development, marketing and technical assistance. This grant program allowed newer businesses, who typically do not qualify for other COVID impact funding, to obtain critical resources for stabilization and recovery.

MBEC will continue for at least two more years with funding approved in the 2025-2026 Adopted Budget. The Center will operate with one fewer navigator position due to reduced funding.

Key Metrics:

- 740 appointments held with more than 320 different businesses since program launch.
 - 300 appointments held with 136 different businesses in 2024.
- 50% more appointments held in Q1 and Q2 of 2024 compared to the same period in 2023.
- 125 new businesses established with support from MBEC.
- MBEC Grant program served 24 businesses.

*Leftover funds from the For Fort Collins program moved to MBEC.

Additional Program Information: fcgov.com/business/mbec

Expanded Technical Assistance for Small Businesses In Progress \$249,375*

Funded in 2022 Budget and 2023-2024 Budget

This program enhances and expands technical assistance available to businesses navigating the Development or Building Review processes through grants and increased staff support. Review processes can be challenging for businesses to navigate, especially small businesses with limited resources.

32 small businesses and nonprofits were awarded grants ranging from \$300 to \$7,500. Applicants used funds for technical services including project management, consulting, site planning, landscape design, engineering, surveying, lighting design, architecture, sprinkler design and construction.

In addition to grants, funds supported additional staff time and resources to help businesses better understand the Building and Development Review processes. While helping businesses navigate, staff were able to learn more about the challenges and barriers businesses face. This led to the creation of a [Development Review Road Map](#), designed for restaurants to learn more about the Development Review process and standards that apply to restaurants.

This program will end in the first half of 2025. Staff are partnering with the Economic Health Office to continue to support businesses navigating Development and Building Review processes.

"[Through this program] we were able to extend technical support that communicated a message to the effect of, 'We recognize the barriers and challenges that you face. We believe you are vital to our community, and we are here to help.'"

- Kayla Redd, City Planning Specialist and Small Business Technical Assistance Grant Coordinator

Key Metrics and Impacts:

- 32 grants awarded to small businesses and nonprofits navigating Development and Building Review processes.
- Improved customers service and positive relationships with businesses.
- Creation of [Development Review Road Map](#) for restaurants navigating the Development Review Process. This resource is the first of its kind in Northern Colorado.

*\$96,009 originally reserved for this program was repurposed to support homelessness services initiatives in the 2025-2026 Adopted Budget.

Advancing Accessible Permitting**Complete****\$149,537**

Originally, APRA funds for this program were going to be used to purchase new software to manage online permitting. However, due to delays in the larger City-wide Licensing, Permitting and Code Enforcement project, these funds were pivoted to support the work and permitting required to upgrade housing in mobile home parks, affordable housing units and rental units.

The program provided small grants to assist residents in these units. Eligible projects included:

- Upgrades to electrical wiring/outlets.
- Upgrades to water heaters, furnaces and air conditioners.
- Installation and replacement of decks, stairs, ramps and/or handrails.
- Roof repair or replacement.
- Installation of energy efficient windows.

Demand for grants far exceeded funds available - more than 300 applications were received with funding asks totaling more than \$2 million. Funding covered critical repairs to 50 homes, all rentals and/or located in mobile home park communities.

These repairs will improve the safety and livability of the homes for 20-50 years, meaning that both current and future tenants will benefit from them. Repairs also benefit small landlords, many of whom lost income during the pandemic and deferred maintenance on properties.

"By investing in upgrades that enhance the long-term safety and livability of affordable rental properties and mobile homes, we make our community safer, more resilient, and affordable in the future."

- Alyssa Stephens, Rental Housing Manager

This program represented a critical "proof of concept" for providing direct investments for the safety and resiliency of rental housing and mobile homes. Some funding has been identified to continue supporting these types of grants, but limited to climate resilience upgrades, rather than safety-related upgrades.

Key Program Metrics and Highlights:

- Funded repairs and upgrades on approximately 50 housing units. Examples of repairs and upgrades include projects to reduce fire danger, increase home comfort and safety, and ensure housing units meet minimum Code standards.
- Average age of rental properties that received repairs was 52 years.



Example of grant funded project in a mobile home park community: Addition of a wheelchair ramp.

For Fort Collins

Complete

\$158,632

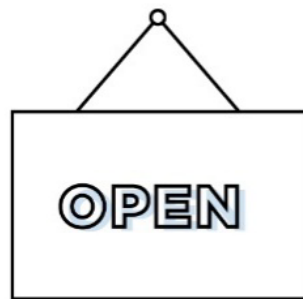
The For Fort Collins campaign and website centered on supporting local businesses and highlighting their critical role in the community. The program connected businesses to resources (grant opportunities, Keep NoCo Open signage, marketing support, etc.) and encouraged community members to shop local and support local businesses throughout the pandemic.

During the campaign, a For Fort Collins website was established to act as a hub for business resources and highlight Fort Collins' diverse local businesses. The website featured stories from a variety of businesses, showcasing the diversity of the local business community. The site also featured shop local messaging, including a "Shop Local Pledge" and tips for supporting local businesses in the midst of pandemic restrictions and supply chain issues.

The For Fort Collins campaign has ended and the For Fort Collins website has been sunset. The Economic Health Office continues to provide a variety of support to local businesses.

Key Program Metrics:

- 69,267 total website visits, 35,692 in 2024.



Small Business Grants

Complete

\$1,049,783

The Economic Health Office deployed two rounds of grant funding to support businesses struggling to stabilize from the pandemic. Grants were awarded to a wide variety of business types including food service, health and wellness, retail and manufacturing. Grant support to small businesses enabled them to stabilize, financially recover and build resilience.

Key Outcome:

- 157 small businesses provided a total of \$811,000 in grant funding.

"These funds were used to get a better handle on the accounting side of the business...using a higher skilled, local accounting firm helped us find some financial holes that I was able to address and make the business stronger."

- Small Business Grant Recipient

Specific uses for the grants include:

- Hiring experts to increase businesses' web presence and marketing abilities.
- Purchasing specialized manufacturing tools and training to produce products locally and avoid supply chain issues.
- Train and/or hire employees to meet demand.
- Reward existing employees (bonuses, raises, etc.) to increase retention.
- Relaunching a mentorship program to increase female representation in the clean energy sector by matching women with workplace opportunities.

Land Use Code Update**in Progress****\$643,120**

Funding for code changes, professional services, consulting and public engagement efforts related to the City's Land Use Code.

In 2023, funds supported additional public engagement efforts for Phase 1 of the project, allowing community members to share feedback about code changes. Funds for Phase 2, the Future of Commercial Corridors and Centers, are being used to hire consultants and conduct robust community engagement.

In October 2024, more than 50 residents attended six neighborhood site visits to discuss potential impacts of proposed code changes and share feedback on the strengths and challenges of local commercial spaces. Additional engagement events included a community forum and business engagement event held in partnership with the Fort Collins Area Chamber of Commerce. These events engaged more than 100 residents and business leaders.

Program Milestones and Highlights:

- Hired consultants to support Future of Commercial Corridors and Centers work.
- Spanish interpretation at multiple community conversations and public engagement events, allowing Spanish speaking community members to participate in critical conversations about Land Use Code updates.
- 120+ community members participated in engagement events for the Future of Commercial Corridors and Centers Phase.

Funding for regularly scheduled code updates (upkeep, corrections, etc.) is included in the City's budget. Any additional major Land Use Code updates are not yet fully defined; therefore, funding is yet to be determined.

Additional Information: OurCity.fcgov.com/land-use-code-phase-2



Community members attending a neighborhood site visit to explore impacts of proposed Land Use Code changes.

Capital Projects Business Liaison

Complete**\$240,448**

The Capital Projects Business Liaison provides support to businesses affected by City construction projects, ensuring they have the information, resources and support they need throughout the project. It also provides the opportunity to build stronger relationships between the business community and City organization.

Staffing costs for the Liaison were covered by ARPA funds in 2022 and then transitioned to be covered by General Fund in 2023. The Capital Projects Liaison position is now classified and funded out of Economic Health's budget.

Remaining ARPA programmatic funds were used to provide grants to businesses through the Capital Project Assistance Grant Program. This program provided grants to businesses impacted by construction projects delayed due to COVID-19, including businesses near the recently renovated Linden Street.

Key Metrics:

- Capital Projects Business Liaison engaged with 500+ businesses in 2023.
- 45+ grants awarded to businesses impacted by construction, totaling more than \$92,000.



Construction work in northwest Fort Collins

Economic Strategic Plan

Complete**\$99,885**

Funds covered the development of an updated Economic Health Strategic Plan. The previous Strategic Plan did not reflect changing priorities and business needs resulting from the pandemic. Having an updated plan means the Economic Health Office (EHO) is better positioned to support businesses and the local economy in a post-pandemic world.

Key Outcome: Plan adopted by City Council in fall of 2023.

View the Completed Plan: fcgov.com/business



Childcare System Support**in Progress****\$1,170,786****Funded in 2022 Budget and 2023-2024 Budget*

Childcare systems, already strained locally, were strained even more during pandemic and continue to be so. By providing resources to community partners who work in the childcare sector, 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 2024, six different organizations were provided funding:

- Boys & Girls Clubs of Larimer County – scholarships for youth at Harmony Village location
- La Familia (The Family Center) – early childhood program support
- United Way of Larimer County – Larimer Child Care Fund
- Teaching Tree Early Childhood Learning Center – staff retention program and scholarships for low- and middle-income families
- The Rector, Wardens, Vestry of St. Luke’s Episcopal Church – St. Luke’s full-day childcare project

Once funds are fully spent, this grant program will not continue.

Additionally, funding covered a behavioral health specialist position to support youth and adults participating in Recreation programming. Due to the success of this position, it will continue with funding approved in the 2025-2026 Adopted Budget.

Key Metrics: 1,662 individuals served since program launch.

2024 Program Highlights:

- 122 school-year scholarships provided for Boys & Girls Club of Larimer County Harmony Club youth.
- Bonuses for Respite Care staff increased staff retention and helped ensure adequate staffing levels to cover demand for care services.
- Full-time childcare center opened at St. Luke’s Episcopal Church.
- Continued support of a behavioral health professional position to support City Recreation programs.

*Budget for this program increased after additional funding transferred from the Learning Loss program.

Heartside Hill Childcare Center**In Progress****\$800,000**

Funding to support construction of an early childhood education center at the Heartside Hill development. If the timeline of the project does not align with the timeline of spending under federal ARPA rules, funding will be repurposed to purchase land for the [City’s Land Bank](#).

NOTE: These funds were originally part of the Local Match program and listed under Government Operations.



Learning Loss Mitigation

Complete**\$376,045***

Students of all ages experienced learning loss and developmental setbacks due to the pandemic. These setbacks still linger. To support local students' ability to recover and thrive, the City funded the Learning Loss Mitigation Grant program, which provided grant funds to local partners working in this space. In 2022, eight different organizations received grant funding and several of the grant projects continued into 2023.

Key Metric: 2,300+ students served.

Program Highlights:

- 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 youth.
- Support for purchase and outfitting of 'Evie', Poudre Libraries' all-electric bookmobile.

*Spending for this program was lower than initially budgeted. Remaining funds transferred to Childcare System Support.

"The community, and especially kids, recognize Evie and library staff in different contexts around town. When we bring Evie to a school we hear the kids say, 'hey! I saw you in my neighborhood this summer!' or when we go to the Museum of Discovery, we hear folks say, 'hey! I saw you at the Farmers' Market!' Being the public face of the library in contexts where folks don't expect to see the library is a true joy."

- Poudre Libraries Mobile Services Coordinator



Community members visit Evie.

Childcare Space Modifications at Northside Aztlan

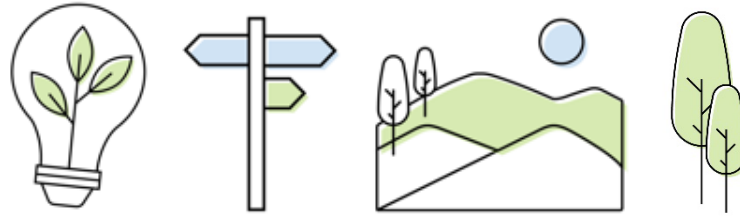
Complete**\$421,932**

Upgrades to the childcare spaces at the Northside Aztlan Community Center to allow additional children to be served through onsite youth programs. Due to increased construction costs, General Fund dollars and Recreation Reserves were used in addition to ARPA funds to cover upgrades.

Key Metrics:

- Additional 421 youth served due to space upgrades and expansion.

Environmental Resilience



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.

The City also conducts significant work related to each of the Environmental Resilience Outcomes using general fund dollars and other grants, as outlined in the [Our Climate Future \(OCF\) Plan](#), [City Plan](#), and [Housing Strategic Plan](#). In 2023, a 0.50-cent sales tax was passed (Parks & Recreation, Transit and Climate 2050) to support parks and recreation facilities, climate programs and the transit system.

Building HVAC Electrification and Efficiency Replacements In Progress \$2,334,118

This program funds upgrades to HVAC systems in several City facilities, which will reduce the carbon footprint of buildings and increase efficiency. Upgrading this infrastructure allows the City organization to lead by example and provide healthy, efficient and comfortable indoor spaces in facilities, many of which are accessed by vulnerable community members. Several HVAC systems in City facilities were nearing end of life, and ARPA funds allowed them to be replaced before failure.

Key Milestone: HVAC retrofits are in progress.

Contractual Mobile Home Park Code Compliance and Building Evaluation In Progress \$341,784

This program includes enhanced engagement, support and code compliance for mobile home park communities. Residents of mobile home parks often do not qualify for utility rebates or programs to increase efficiency. This program is designed specifically to pilot efficiency upgrades to units, along with other repairs and updates needed for mobile home park units to meet code compliance standards.

After working to establish and build relationships with mobile home park communities in 2023, work shifted toward rolling out programming to improve livability, efficiency and code compliance.

The contractual position supporting this work will end in March 2025. Staff provided Council an update about mobile home park oversight and enforcement work on February 25, 2025, which included discussion about the impacts of ARPA-funded work in mobile home parks and potential future funding opportunities.

Key Metrics and Impacts:

- 64 mini-grants provided funding for new roofs, electrical upgrades, new windows, skirting repair, fence repair and deck/porch repair (37 homes in 2024, 27 in 2023).
- MHP Residents' Rights Team created a local compliant system to connect residents directly to Neighborhood Services staff.
- Six mobile home park residents serving as paid community consultants to support work.
- Taught 350 mobile home park residents do-it-yourself skills including plumbing and power tool use.
- Regular clean-up events and resource fairs held at mobile home parks. Clean-up events in 2023 resulted in the removal of more than 170,000 lbs of trash.

*Mobile Home Park Clean-Up Event***Lincoln Center Converting Stage Lighting to LED****Complete****\$227,278**

Upgrades to lighting on stages at the Lincoln Center. Converting to LED lights significantly reduces the carbon footprint of the events center and increases building efficiency.

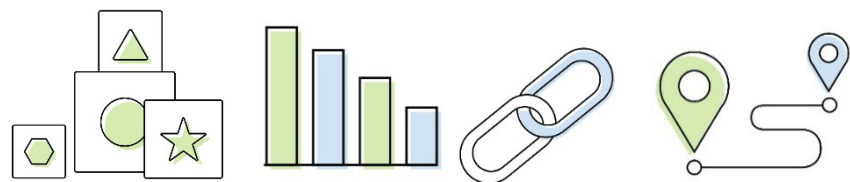
Additionally, these energy-saving LEDs allow for a wider range of colors and effects, making performance lighting more dynamic.

"Our old lights were 575 watts and the new LED lights are 125 watts. Essentially, we are saving 80% in energy costs and usage!"

- Lincoln Center Theater Operations Manager Matthew Schlieff

Key Metric: Estimated 80% savings in energy costs and usage.

Government Operations



Government Operations includes the administrative costs, technology improvements and critical infrastructure improvements needed for the City to implement recovery-related programs.

Recovery Administration	In Progress	\$1,814,866
<i>Funded in 2021 and 2022 mid-cycle</i>		

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.

Recovery Administration will be required until early 2027. Funding for administration expenses will be sourced from the 4.6% overhead fee applied to open ARPA programs and underspend from the Local Match program (Government Operations).

Accela Replacement	In Progress	\$125,188 *
Funds originally allocated to the Mental Health Response Team, Risk Management/Cyber Risk Management program and Crisis Communications Plan were repurposed to help fund Accela Replacement efforts.		

Accela is a critical software that manages workflows and processes for permits, projects, licenses and code enforcement. Many different departments, including Building Services, Development Review, Engineering, Zoning and Neighborhood Services, use this software. Upgrading and modernizing the software will streamline workflows, benefiting staff and residents. The updated, cloud-based system the City is migrating to is more accessible, efficient and futureproof.

ARPA funds represent a small portion of the budget for this project, which includes software licensing fees, change management, buildout and training.

HR Staff Support In Progress \$821,204

Funded in 2022 mid-cycle and 2023-2024 Budget

Additional staff and funding to support hiring and workforce management for the City and four partner agencies. Along with staff, this program includes advertising funds to market to qualified candidates via LinkedIn, Indeed and other hiring platforms.

This program significantly enhanced Human Resources (HR) capacity. The increased capacity and advertising resources allowed HR to streamline the recruitment process, improve candidate engagement, and expand outreach to attract top talent – helping ensure the City has the quality workforce needed to serve the community.

This program will continue after ARPA funds are exhausted. General Funds approved in the 2025-2026 Adopted Budget will cover the costs of a Recruiting Specialist and advertising funds.

Key Program Milestones and Metrics:

- 93% of hiring managers surveyed reported satisfaction with the process of working with recruiters to fill positions.
- Upgraded access to LinkedIn, Indeed and other hiring platforms to enhance recruitment efforts.
- Fourfold increase in visibility of job applications, leading to more applicants.

Contractual Senior Buyer In Progress \$167,363

All ARPA spending must adhere to federal and City purchasing requirements, which often require RFPs, bids and other contracting processes. In order to effectively manage this increased volume of work, the Purchasing Department needed additional capacity to handle ARPA-funded purchases and service agreements. Adding a Senior Buyer position helps Purchasing more efficiently manage the increased volume of work, allowing for more efficient processing and distribution of ARPA funds.

While this position was originally contractual, the contractor joined Purchasing as a classified employee when a position opened in 2024. ARPA funds are covering the position until June 2025, when the bulk of ARPA-related purchasing activities will be complete. Once ARPA funds are fully spent, the position will again be covered by Operations Services funds.

Key Milestone: Position filled in summer 2023.

Municipal Court Technology In Progress \$225,000

This program funds updated case management software for the City's Municipal Court. Updated software that is more efficient, secure and usable for staff and community members is crucial to the operations of the Court. This software is also better integrated with Police Services and the City Attorney's Office.

Key Milestone: Contracting for this updated software is complete. Bulk of work will occur in 2025.

Crisis Communications Plan Complete \$103,930 *

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

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

The plan has been finalized, and all City communications staff have been trained on its use. Ongoing plan updates will be managed by the Communications and Public Involvement Office and any associated costs will come out of General Funds.

Key Milestone: Plan completed. All City communications staff trained on how to use the plan in Q3 and Q4 2024.

*This program had several budget shifts. \$13,556 was repurposed to support homelessness services initiatives and Accela transition work in the 2025-2026 Adopted Budget. Some funding was also shifted to the Expanded Community Outreach and Engagement program to cover its 4.6% administrative overhead fee and contracting expenses.

COVID-Related Hybrid Meeting Spaces and Community Wi-Fi Complete \$1,506,324*

This project improved Wi-Fi access at Cultural Services and Recreation facilities, and funded upgrades to systems and spaces to support secure hybrid work during and after the pandemic.

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 increased residents' ability to access online resources.

Hybrid Meeting Spaces: The City's shift to a hybrid work model meant that workspaces needed to be reconfigured and systems upgraded to accommodate the new model. Updating workspaces to have these capabilities allows the City to conduct essential business more efficiently.

Key Program Milestones:

- Wi-Fi upgrades at Mulberry Pool, Foothills Activity Center, Lincoln Center, Museum of Discovery and other City recreation facilities.
- 215 Hybrid Space converted to "hotel model".
- Creation of three hybrid meeting spaces in City facilities (Council Chambers, Colorado River Room, CIC Conference Room) for meetings, trainings and conferences.

Future Wi-Fi upgrades and meeting space technology updates will be part of the regular technology replacement cycle.

*Budget increased by \$200,000 from Cyber Risk Management to accommodate increased costs.

Cyber Risk/Risk ManagementIn Progress\$268,676*

Funded in 2022 mid-cycle and 2023-2024 Budget

The pandemic amplified the need to improve the City’s cyber risk management strategies. Increased hybrid work and new technologies necessitate cybersecurity upgrades to safeguard all City devices and users from digital attacks and phishing attempts that could hamper service delivery. With these upgrades, the City’s virtual assets are more secure, and employees have a safer work environment, regardless of location.

Primary components of this project include:

- Multifactor Authentication (MFA)
- Identity Access Management (IAM)
- Endpoint Protection
- Offline Backups

ARPA funds enabled the City to prioritize these upgrades, laying the foundation for cybersecurity updates over the next several years. Funds covered the costs of hiring expert consultants to evaluate the current state of cybersecurity systems and define a roadmap of needed work.

Ongoing costs related to cybersecurity upgrades will be funded by non-ARPA dollars.

Key Milestones:

- Multifactor authentication (MFA) rolled out throughout the City organization.
- Offline backup work complete.
- IAM assessment and roadmap work complete.

*Several budget shifts have been made to this program. \$200,000 was shifted to the COVID-Related Hybrid Meeting Spaces and Community Wi-fi Project. \$86,200 originally reserved for this program was repurposed to support Accela transition work in the 2025-2026 Adopted Budget.

Accounting Revenue ReplacementComplete\$1,000,000

Funded in 2021 and 2022 mid-cycle

This funding was originally housed under the Local Match program and earmarked for the creation of a new 24/7 shelter for men experiencing homelessness, operated by Fort Collins Rescue Mission. Leadership opted to change the funding source for the shelter from ARPA funds to General Fund dollars. \$1,000,000 of General Fund from the City’s budget for Accounting personnel was swapped for the \$1,000,000 ARPA funds. This swap avoids challenges with the federal deadlines to spend ARPA dollars and the anticipated timeline of shelter buildout. This swap was thoroughly reviewed by Legal and Accounting and allows the City to support the building of a new shelter while also complying with federal rules.

The 24/7 men’s shelter is no longer an ARPA program and is funded instead with General Funds.

Parking Structure Critical Preventative Repairs Complete \$1,329,075

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 Mental Health Response Team 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.

Key Milestone: Work completed.

Recovery Communications Complete \$50,000

ARPA funds supported ongoing pandemic communications in 2021, as well as public outreach and engagement for the development of the Resilient Recovery Plan.

As pandemic conditions evolved in 2021, rapid and efficient communication with residents and businesses was critical to ensure they had up-to-date information to keep themselves, their loved ones, and their customers safe. Additionally, public engagement efforts - including targeted engagement with groups most impacted by the pandemic - supported the creation of a community-centered Recovery Plan. The plan reflects what residents felt was most needed to achieve a resilient recovery.

After funding was exhausted, additional communication related to the Resilient Recovery Plan was funded from the Recovery Administration program (listed above).



COVID-Related outreach campaigns during the pandemic.

ONGOING ENGAGEMENT

Public engagement was critical for the creation of the Recovery Plan and continues to play a key part of plan implementation and ARPA programming.

Recovery-related feedback is gathered from the annual community survey and engagement for large City initiatives (e.g., Strategic Plan). In the City's 2022, 2023 and 2024 Annual Community Surveys, 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 and recovery efforts, which was similar to the rating given when the question was first asked in 2021.

Engagement is also being done at the programmatic level. ARPA-funded programs gather regular feedback from those they serve and adjust programming as needed to improve outcomes and impacts. Examples of this program-level engagement include:

- Collaboration with mobile home park communities to create programming that addresses community-specific needs for the Contractual Mobile Home Park Code Compliance and Building Evaluation program.
- Consultation with Native Nations Advisory Panel and indigenous community to create a City of Fort Collins Land Acknowledgement.
- Feedback survey for hiring managers to evaluate the process of working with HR's Talent Management Team.
- 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.
- Feedback collected from Expanded Technical Assistance for Small Business grant recipients led to updates to award amounts and eligibility criteria. These changes increased program participation.

CONCLUSION

2024 was another critical year for implementation of the Resilient Recovery Plan and the spending of ARPA funds. Most of the City's ARPA-funded programs completed work in 2024, and some programs will continue into 2025 and 2026. Funds for these programs are fully obligated in compliance with federal Treasury rules.

Some ARPA-funded programs will continue with other funding approved in the 2025-2026 Adopted Budget, although not all. Many of the programs continuing were expanded or piloted with ARPA dollars – providing critical services to those most impacted by the pandemic and also illustrating the importance of partnering with the community to build resilience.

Even after ARPA funds are exhausted and implementation of the Resilient Recovery Plan is complete, the City will continue to build resilience and work to make Fort Collins a stronger, more vibrant and inclusive community for all.

APPENDICES

A. Completed ARPA Programs

Programs are listed by Recovery Theme and include the year they were completed.

Health
<ul style="list-style-type: none">• PFA TechGen PPE Gear – 2023• Social Services Recovery Grants – 2024• Parks Lawn and Garden Equipment Replacement – 2024• Mental Health Response Team (MHRT) – 2024• Mental Health, Addiction and Teen Diversion Services – 2024• Cultural Services Access Fund for Low-Income Residents - 2024• Reduced Fee Scholarship Funding Increase - 2024
Equity & Community Resilience
<ul style="list-style-type: none">• Utilities Direct Customer Assistance – 2023• Diversity, Equity and Inclusion Office – Professional Services Increase – 2023• Affordable Housing Fee Credit Fund – 2023• Neighborhood Resilience Projects – 2024• Equity Grant Fund - 2024• Support for Creatives in the Community (Art to Live) – 2024• Special Events Recovery Grant – 2024• Language Access Services for Council Meetings and High Priority Civic Engagement Events – 2024• Expanded Community Outreach and Engagement – 2024• Heartside Hill – 2024
Economic Recovery
<ul style="list-style-type: none">• Economic Strategic Plan – 2023• Small Business Grants – 2024• Learning Loss Mitigation - 2024• Childcare Space Modifications at Northside Aztlan – 2024• For Fort Collins – 2024• Advancing Accessible Permitting – 2024• Capital Projects Business Liaison – 2024
Environmental Resilience
<ul style="list-style-type: none">• Lincoln Center Converting Stage Lighting to LED – 2023
Government Operations
<ul style="list-style-type: none">• Recovery Communications – 2022• Accounting Revenue Replacement - 2024• Parking Structure Critical Preventative Repairs – 2024• Crisis Communications Plan – 2024• COVID-Related Hybrid Meeting Spaces and Community Wi-Fi – 2024

B. ARPA Projects Listed by Service Area

Community Services
<ul style="list-style-type: none"> • Parks Lawn and Garden Equipment Replacement • Cultural Services Access Fund for Low-Income Residents • Reduced Fee Scholarship Funding Increase (Recreation) • Art to Live (Support for Creatives in the Community) • Cultural Services Community Programs Manager and Program Support • Childcare Space Modifications at Northside Aztlan • Lincoln Center Converting Stage Lighting to LED
Executive Services
<ul style="list-style-type: none"> • Special Events Recovery Grant • Native American Community Relations Specialist • Equity Grant Fund • Language Access Services for Council Meetings and High Priority Civic Engagement Events • Diversity, Equity and Inclusion Office – Professional Services Increase
Finance
<ul style="list-style-type: none"> • Recovery Administration • Contractual Senior Buyer • Recovery Communications
Information and Employee Services
<ul style="list-style-type: none"> • Expanded Community Outreach and Engagement • Building HVAC Electrification and Efficiency Replacements • Crisis Communications Plan • HR Staff Support • Cyber Risk Management/Risk Management • COVID-Related Hybrid Meeting Space and Community Wi-Fi
Municipal Court
<ul style="list-style-type: none"> • Mental Health, Addiction and Teen Diversion Services • Municipal Court Services – Technology
Police Services
<ul style="list-style-type: none"> • Mental Health Response Team
Planning, Development and Transportation (PDT)
<ul style="list-style-type: none"> • Accela Replacement • Expanded Technical Assistance for Small Businesses • Advancing Accessible Permitting • Land Use Code Update • Parking Structure Critical and Preventative Repairs • Neighborhood Resilience Projects

Poudre Fire Authority (PFA)
<ul style="list-style-type: none"> PFA TecGen PPE Gear
Sustainability Services
<ul style="list-style-type: none"> Social Services Recovery Social Services Recovery Specialist Homelessness Services Heartside Hill Heartside Hill Childcare Center Affordable Housing Land Bank Expansion For Fort Collins Multicultural Business and Entrepreneur Center (MBEC) Capital Projects Business Liaison Childcare System Support Contractual Mobile Home Park Code Compliance and Building Evaluation* Eviction Legal Fund* Affordable Housing Fee Credit Fund Economic Strategic Plan Small Business Grants Learning Loss Mitigation
Utilities
<ul style="list-style-type: none"> Utilities Direct Customer Assistance

*Programs moved from PDT due to recent department reorganization.

C. ARPA Projects by Type

ARPA-funded programs fall into several general types:

- Pandemic response
- Pilot
- Ongoing
- System / infrastructure improvements
- Opportunistic

Each of these program types supports recovery work in different ways.

Pandemic Response Programs	
<p>Pandemic response programs are generally one-time programs established to mitigate negative pandemic impacts or respond to an immediate need created by the pandemic.</p>	<ul style="list-style-type: none"> • Utilities Direct Customer Assistance • Small Business Grants • PFA TecGen PPE Gear • Recovery Communications • Recovery Administration • HR Staff Support • Learning Loss Mitigation • Special Events Recovery Grants • Senior Buyer • Social Sustainability Recovery Specialist
Pilot Programs	
<p>Pilot Programs are new programs that positively impacted an already underserved segment of the community disproportionately impacted by the pandemic. Many of these programs had been proposed previously, and ARPA funding gave the City the opportunity to fund and pilot them.</p>	<ul style="list-style-type: none"> • Multicultural Business and Entrepreneur Center (MBEC) • Eviction Legal Fund • Contractual Mobile Home Park and Code Compliance Building Evaluation • Cultural Services Community Programs • Native American Community Relations Specialist • Heartside Hill (Affordable Housing) • Heartside Hill Childcare and Youth Programs (Local Match) • Childcare Space Modifications at Northside Aztlan • Expanded Technical Assistance for Small Businesses • Equity Grant Fund • Mental Health, Addiction and Teen Diversion Services • Art to Live (Support for Creatives in the Community) • Capital Projects Business Liaison • Advancing Accessible Permitting
Ongoing Programs	
<p>Ongoing programs are programs that existed prior to the pandemic, and support historically underserved groups in the community. The City was able to fund these programs at higher levels with ARPA dollars, providing critical assistance to our most vulnerable community members, who were also disproportionately impacted by the pandemic.</p>	<ul style="list-style-type: none"> • Homelessness Programs (7) • Social Services Recovery Grants • Childcare System Support • Affordable Housing Fee Credit Fund • For Fort Collins • Increased Funding for the Reduced Fee Scholarship Program (Recreation) • Cultural Services Access Programs • Neighborhood Resilience Programs (Adopt a Neighbor, Asphalt Art) • Affordable Housing Land Bank Expansion • Economic Health Strategic Plan

System / Infrastructure Improvements	
System / Infrastructure Improvement programs are one-time investments to improve infrastructure, efficiency and communication, as well as provide updated software and equipment to ensure the City can serve its residents and build resilience.	<ul style="list-style-type: none"> • Building HVAC and Efficiency Replacements • Lincoln Center LED Stage Lighting • Parks Lawn and Garden Equipment Replacement • COVID Hybrid Meeting Spaces and Community Wi-Fi • Parking Structure Critical and Preventative Repairs • Municipal Court Services - Technology • Cyber Risk Management/Risk Management • Crisis Communications Plan
Opportunistic	
Opportunistic programs: ARPA funds also provided an opportunity to fund Council and community priorities that also align with recovery work.	<ul style="list-style-type: none"> • Mental Health Response Team (MHRT) • Land Use Code Update • Expanded Community Outreach and Engagement • Diversity, Equity and Inclusion Office – Professional Services Increase • Language Access Services for Council Meetings and High Priority Civic Engagement Events

D. ARPA Projects Related to Council Priorities

All programs funded with ARPA dollars tie directly to the Resilient Recovery Plan, which was created to achieve the 2021-2023 Council priority to “Create a targeted, specific plan for community recovery.” Below is a matrix of ARPA-funded programs that tie to Council Priorities, both the previous Council’s priorities and 2024-2025 Council Priorities.

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

2024-2025 Council Priorities

Council Priority	ARPA-Funded Program
Operationalize city resources to build and preserve affordable housing.	<ul style="list-style-type: none"> • Affordable Housing Land Bank Expansion • Heartside Hill • Affordable Housing Fee Credit Fund

<p>Improve human and social health for vulnerable populations. <i>(continued)</i></p>	<ul style="list-style-type: none"> • Social Services Recovery Grants • Mental Health Response Team • Mental Health, Addiction and Teen Diversion Services • Cultural Services Access Fund for Low-Income Residents • Increased Funding for the Reduced Fee Scholarship Program (Recreation) • Native American Community Relations Specialist • Equity Grant Fund • Diversity, Equity and Inclusion Office – Professional Services Increase • Eviction Legal Fund • Utilities Direct Customer Assistance • Homelessness Programs (7) • Learning Loss Mitigation • Childcare System Support • Childcare Space Modifications at Northside Aztlan • Contractual Mobile Home Park Code Compliance and Building Evaluation • Advancing Accessible Permitting
<p>Advance a 15-minute city by igniting neighborhood centers.</p>	<ul style="list-style-type: none"> • Land Use Code Update
<p>Pursue an integrated, intentional approach to economic health.</p>	<ul style="list-style-type: none"> • Economic Strategic Plan • Capital Projects Business Liaison • Multicultural Business and Entrepreneur Center (MBEC) • Small Business Grants
<p>Reduce climate pollution and air pollution through best practices, emphasizing electrification.</p>	<ul style="list-style-type: none"> • Parks Lawn and Garden Equipment Replacement • Building HVAC Electrification and Efficiency Replacements • Contractual Mobile Home Park Code Compliance and Building Evaluation • Lincoln Center Converting Stage Lighting to LED
<p>Make government more accessible, approachable and fun.</p>	<ul style="list-style-type: none"> • Language Access Services for Council Meetings and High Priority Civic Engagement Events • Expanded Community Outreach and Engagement • Expanded Technical Assistance for Small Business • Capital Projects Business Liaison • Municipal Court Services -Technology • Crisis Communications Plan

Previously Adopted Council Priorities (2021-2023)

Council Priority	ARPA-Funded Program
#2. Juvenile Diversion	<ul style="list-style-type: none"> • Municipal Court Services - Mental Health, Addiction and Teen Diversion Services
#5. Advance Regionalism	<ul style="list-style-type: none"> • Heartside Hill • Local Match
#8. Attract and Retain Competitive and Diverse Talent	<ul style="list-style-type: none"> • HR Staff Support
#17. Improve Air Quality	<ul style="list-style-type: none"> • Building HVAC Electrification and Efficiency Replacements • Parks Lawn and Garden Equipment Replacement
#23. Develop a Circular Economy Plan	<ul style="list-style-type: none"> • Economic Health Strategic Plan
#25. Affordable, Quality and Accessible Childcare Infrastructure	<ul style="list-style-type: none"> • Childcare System Support • Childcare Space Modifications at the Northside Aztlan
#27. Access Funding for Parks (O&M, refresh, new parks)	<ul style="list-style-type: none"> • Parks Lawn and Garden Equipment Replacement
#31. Homelessness Initiatives	<ul style="list-style-type: none"> • 24/7 Shelter • Homelessness Initiatives and Support • Homelessness Initiatives Increase • Homelessness Initiatives – Recovery & Stabilization • Homelessness Initiatives/Programs Ongoing City Support • Homelessness Initiatives & Programs Increase • Rapid Rehousing