



Resilient Recovery Plan

2023 IMPACT REPORT

March 2024



TABLE OF CONTENTS

LETTER FROM THE FISCAL RECOVERY MANAGER	3
INTRODUCTION.....	4
FUNDING & COMPLIANCE.....	5
PROJECTS ACROSS RECOVERY THEMES	7
Health.....	7
Equity & Community Resilience	14
Economic Recovery	26
Environmental Resilience	35
Government Operations	38
ONGOING ENGAGEMENT	42
APPENDICES.....	43
A. Completed ARPA Programs	43
B. Projects by Type	43
C. ARPA Projects Related to Council Priorities	46

LETTER FROM THE FISCAL RECOVERY MANAGER

TO MAYOR ARNDT & CITY COUNCIL MEMBERS,

It is my pleasure to present the annual report on the implementation of the Resilient Recovery Plan and the impact of the City's recovery work in 2023.

This report provides an overview of the impacts of recovery work across the community, with a focus on programs funded by the City's American Rescue Plan Act (ARPA) dollars.

2023 was a critical year for recovery-related work. There were more than 50 active ARPA-funded programs, which tie directly to the themes and outcomes laid out in the Resilient Recovery Plan.

Work over the past year has centered around shifting from recovery to resilience, on 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.

ARPA programs are managed by staff throughout the City organization and supported by departments including Accounting, Purchasing and Legal to ensure all federal and city requirements are met. All involved with ARPA programming have full-time positions in addition to the work they do with ARPA funds. Their continued commitment and belief in the importance of the work we are doing – with support from dozens of community partners - is truly inspiring. I want to acknowledge and thank them for their incredible work.

2023 was the third year of ARPA programming in the City. As we move into 2024, when many of our ARPA programs will be completed, I look forward to seeing the continued impacts of this transformative work.

Thank you,

Joanne Cech

Joanne Cech
Fiscal Recovery Manager

INTRODUCTION

From Recovery to Resilience

The City received the first half of its ARPA funding in May 2021 and some of that ARPA funding was used to address immediate needs in the community during the COVID-19 pandemic. The City also used the 2022 BFO process to allocate additional ARPA funds to address immediate needs.

While still in the midst of pandemic response, the City embarked on a robust engagement and planning effort to leverage remaining ARPA funds for recovery. In collaboration with the community, the City created the Resilient Recovery Plan to guide long-term response to and rebuilding from the pandemic. The plan was adopted by City Council in March 2022.

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 Budgeting for Outcomes process, both of which were guided by the Resilient Recovery Plan.

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.

The federal American Rescue Plan Act (ARPA) funding provided Fort Collins with significant resources to achieve outcomes and objectives laid out in the Resilient 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.

During 2023, programs that began in 2021 and 2022 continued to have positive impacts, and ARPA projects funded in the 2023-2024 budget were launched. These programs reflect what the community and Council believe is needed most to achieve recovery and build resilience.

As we move into 2024, much work remains to be done. The City will benefit from funds flowing into the community in 2024 as our journey through recovery and into resilience continues.

Purpose of this Report:

The purpose of this report is to provide an annual update on the implementation of the Resilient Recovery Plan and spending of the City's American Rescue Plan Act (ARPA) dollars. It is designed specifically for City leadership and the community to better understand how ARPA-funded programming supports the themes and outcomes within the Resilient Recovery Plan, and how this work is helping achieve the vision of the Recovery Plan.

FUNDING & COMPLIANCE

The federal American Rescue Plan Act (ARPA), like the Coronavirus Aid, Relief and Economic Security (CARES) Act before it, provided the City significant dollars 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 funds a variety of other recovery work funded by General Fund and other City funding sources.

American Rescue Plan Act Funds

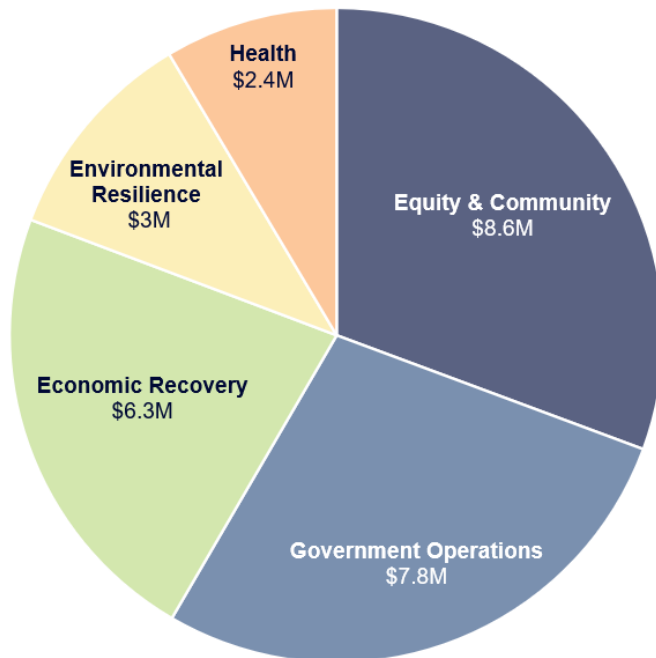
The federal American Rescue Plan Act established \$1.9 trillion in COVID-19 relief funding, including \$350 billion for State and Local Fiscal Recovery Funds (SLFRF) to aid state and local recovery. **\$28.1M in ARPA SLFRF was allocated to the City of Fort Collins.** These funds are flexibly designed 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
- \$4.0M: Allocated in the 2022 Adopted Budget
- \$4.1M: Ordinance No. 062, 2022: Mid-Cycle Appropriation to address emerging recovery needs
- \$15.8M: Allocated in the 2023-2024 Adopted Budget

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*



**The Government Operations category includes the \$2.5M for Local Matching Funds to support regional community-focused projects. These projects will be reclassified to different theme areas as they are assigned to specific projects.*

Additional Grant Funding Supporting Recovery

Grants received by the City in 2022 and 2023 that relate to outcomes in the Resilient Recovery Plan total more than \$30M. 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:

- \$10.71M: Rebuilding American Infrastructure with Sustainability and Equity (RAISE) Grant Program
- \$114K: Child Care Operations Stabilization Grant
- \$2.4M: Community Revitalization Grant

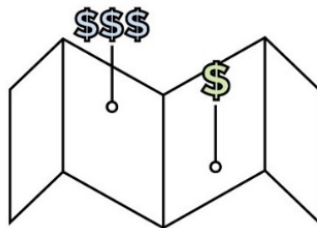
Additional City Funding Supporting Recovery

More than \$79 million of the work funded in the 2022 and 2023-2024 City Budgets align with recovery-related outcomes and objectives, which support the vision laid out in the Resilient Recovery Plan and other critical City priorities.

Examples of work funded include:

- Digital Access & Equity Program (includes Get FoCo App)
- Transit Workforce Future Proofing
- Seed Funding for a Partner-Led Sustainable Business Program

Additional information about this non-ARPA funded work can be found on the City's Recovery Dashboard (fcgov.com/recoverydashboard).



Reporting and Compliance

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

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.

Quarterly, the City is required to submit a report of all ARPA spending and projects to the U.S. Department of 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.

PROJECTS ACROSS RECOVERY THEMES

The following section includes a summary of all ARPA-funded recovery-related projects active in 2023. Each subject is listed by Recovery Theme and includes the program name, managing Service Area, project status, total allocation amount and brief summary, along with key outcomes and impacts.

Some programs have 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. ARPA-funded programs that have completed work are marked as “Complete” and also listed in Appendix A.

Health



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

Health Outcomes:

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

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

Objectives:

- Share clear, consistent public health guidance.
- Ensure access and availability to personal protective equipment (PPE) and COVID-19 tests.

PFA TecGen PPE Gear Poudre Fire Authority (PFA) Completed May 2023 \$137,945*

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.

*Original budget for this program was \$150,000. Unused funds were returned to general ARPA account when program was completed.

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

Objectives:

- Strengthen nonprofits and other existing networks that provide essential needs such as food to those most vulnerable in Fort Collins.
- Improve air quality for all community members, especially historically underserved groups, and adapt to air quality impacts we cannot control (e.g., emissions from wildfires).
- Increase access to multiple modes of transportation.

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

Social Services Recovery Sustainability Services In Progress \$500,364

Funded in the 2022 Budget and 2023-2024 Budget

This program provides grant funding to nonprofits and other local partners who serve vulnerable community members. 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. This additional funding increases capacity for social services programs throughout Fort Collins.

In 2023, nine organizations were awarded funding through the Social Services Recovery Program, with funds benefiting a wide variety of community members, including children and individuals living with disabilities. Funded programs included:

- ChildSafe Colorado, child abuse treatment program.
- Behavioral Health Team / programing at Boys and Girls Clubs.
- Mobile Food Pantry at Poudre High School.
- Inclusion of judicial diversion students in Poudre Libraries Imaginantes bilingual outreach program.
- Alianza NORCO driver's license navigation program.

Key Metrics:

- **9,654 individuals** served since program launch, 4,173 in 2023.

"The staff are just wonderful, and they genuinely care about the children and how they're feeling."

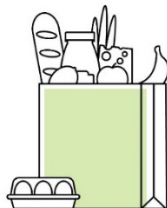
- Parent of Boys and Girls Club Participant

2023 Program Highlights:

- 685 youth served by the Behavioral Health Team at the Fort Collins and Harmony Boys and Girls Clubs.
- Expansion of Poudre Library Imaginantes program to include judicial diversion students and additional professional counseling resources.
- 124 Fort Collins residents achieved increased stability through Alianza NORCO's driver's license navigation program.
 - 52 residents received or renewed licenses.

"They helped during a time when I was impacted by COVID-19 to help with my bills and to obtain my driver's license."

- Alianza NORCO Driver's License Navigation Program Participant



Social Services Recovery Specialist Sustainability Services In Progress \$147,923

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 2023, the position managed more than two dozen ARPA-funded grants.

For additional information, refer to Social Services Recovery Program (pg. 8), Learning Loss Mitigation Program (pg. 32), Childcare System Support Program (pg. 34) and Homelessness Services programs (pg. 24).

Parks Lawn & Garden Equipment Community Services In Progress \$70,000 Replacement

Funds to purchase electric handheld lawn and garden equipment for use in parks and cemeteries. Electric lawn and garden equipment produces lower emissions than gas-powered equipment, helping improve air quality for community members and staff.

"The Parks Department is proud to be part of the solution to reduce emissions and improve air quality. We are one of the leading municipalities in our reduction of gas-powered handheld equipment."

- Mike Brunkhardt, Parks Senior Supervisor

The ARPA funds for this program have been instrumental in the conversion to electric equipment. They were used as a local match to secure a \$100,000 equipment conversion grant from the Regional Air Quality Council. This grant and the ARPA dollars have elevated the equipment conversion percentage from 56% to 83%!

Along with producing less emissions, the electric equipment is easier to maintain and train staff in its operation. Staff have also shared that they appreciate not smelling like exhaust at the end of their shift.

Key Metric: 83% of Parks' handheld lawn and garden equipment has been converted to electric-powered.

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

Objectives:

- Ensure access and affordability to local mental and behavioral health services, including those in need of bilingual, multicultural providers.
- Expand opportunities and lower barriers to public access to cultural experiences and venues.

Mental Health Response Team Police Services In Progress \$660,412

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 Health Response Team Staff

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

As of January 2023, staffing costs for this team are being covered by General Funds, however ARPA funding continues to cover programmatic costs such as training, outreach, and equipment.

"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:

- 519 individuals diverted from jail and/or emergency services department.
- Responded to 3,000+ calls for service.
- 100+ community engagement presentations.

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

Mental Health, Addiction & Teen Diversion Services Municipal Court In Progress \$75,000

This program supports the creation of innovative teen/young adult diversion programs and competency evaluations involving defendants with mental illness and/or substance use disorders in the City's Municipal Court. The pandemic exacerbated mental and behavioral health issues, stretching already under-resourced programs and resources. 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 covers the costs of competency evaluations for Municipal Court clients. To date nearly three dozen evaluations have been performed, in some cases leading to charge dismissal.

Restorative Traffic Circle: Teens and young adults (aged 21 and under) who have serious traffic infractions and misdemeanors can deal with their charges in a more meaningful way through the Restorative Traffic Circle program. Participants work with court staff, first responders, family members and community members to learn about the impact of unsafe driving and are encouraged to adopt safer driving behaviors. If they successfully complete the program, their original charge(s) is (are) dismissed. Of graduates, the vast majority (more than 80%) have not received a new traffic violation since program completion.

"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, more than 100 teens and young adults have been diverted to Restorative Traffic Circle program, and 92 traffic complaints have been dismissed.
- Since program start, 34 competency evaluations have been completed, 90+ charges dismissed.



Display of safe driving posters made by Restorative Traffic Circle participants

Cultural Services Access Fund Community Services In Progress \$485,000 for Low-Income Residents

Funded in both 2022 Budget and 2023-2024 Budget

The Cultural Services Access Fund provides qualifying community members with 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, free performances at facilities, camp scholarships and free facility use. Funds have also allowed each facility to become more welcoming to Spanish-speaking visitors through the translation of materials and signage.

Typically, this program has been funded by contributions from nonprofit partners, grants and limited City funds. ARPA funding has 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.

Key 2023 Metrics: In 2023, 66,705 individuals participated in access programs, 23,841 of those were ARPA funded.



Children explore Museum of Discovery



Museum of Discovery staff person shows off snake

2023 Highlights:

- ARPA funds have allowed more Poudre School District students to access the Museum of Discovery, The Lincoln Center and The Gardens on Spring Creek through field trips. Funds not only subsidize admission and program fees but cover transportation and staffing costs for field trips. These specific costs are often a barrier for schools wishing to take students on field trips.

"Taking my 4th and 5th grade choir to The Lincoln Center was a remarkable opportunity, especially for kids who typically lack exposure to the arts. The experience sparked their imagination, dissolved barriers, and kindled newfound appreciation for the arts."

- Poudre School District Teacher

Reduced Fee Scholarship Community Services In Progress \$300,000 Funding Increase

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 benefit from the positive mental and physical impacts it has on 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 is critical for serving additional community members.

Key 2023 Metrics:

- 1,524 households approved for reduced recreation fees.
- 9,469 total enrollments (7,800 enrollments in 2022)*.
- Childcare, youth sports, swim lessons and adaptive recreation programs were the most accessed activities supported by ARPA dollars.

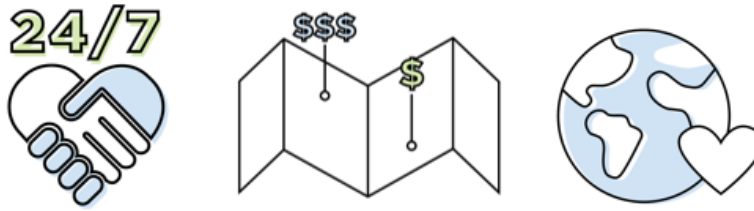
**Enrollments subsidized by ARPA dollars, recreation funds and philanthropic donations. In 2021, when no ARPA funding was used to support the program, there were 5,680 enrollments.*

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



Groups plays basketball on outdoor court

Equity & Community Resilience



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

Equity & Community Outcomes:

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

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

Objectives:

- Foster a culture of belonging.
- Support neighborhood-driven resilience while also improving social capital and capacity.
- Promote and increase the visibility and support of the diverse cultural artists and organizations in Fort Collins
- Codesign multicultural activities and generative spaces for improved access and opportunities.

Cultural Services Community Programs Community Services In Progress \$468,394 Manager & Program Support

Funded in both 2022 Budget and 2023-2024 Budget

This program aims to provide accessible opportunities for community members to experience and engage with local arts and culture. It also supports the local creative sector by engaging artists from varied social, socio-economic, 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 so community members can experience art where they already are. *Example:* Let's Ride musicians and artist pop ups at Transfort stations and bus stops.
- **Supporting events:** Hiring artists to support events planned by nonprofits and other community groups whose event aligns with the Cultural Community Program's mission. *Example:* 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 seeks to highlight a diverse range of creative people and artistic disciplines.



ImpressIt Pop-up Art Series

Key Program Metrics:

- Since program launch, 7,450+ community members attended 260+ hours of programming.
 - 158+ events held.
 - 250+ artists hired.

“I didn’t believe the City cared about artists like me until now.”

- Local artist and program participant

2023 Program Highlights:

- Continued partnership with Boys and Girls Club of Larimer County to bring local artists into clubs and engage students in art-centered activities.
- Coordinated several pop-up series featuring music, literary arts, print making and more.

Additional Program Information: fcgov.com/CCP



2023 Performing Arts Pop-Up Series

Support for Creatives in the Community (Art to Live) Cultural Services In Progress \$170,000

NOTE: This program also ties closely to Recovery Outcome 3a, “small businesses, creatives and nonprofits have the resources they need to thrive.”

Art to Live provides grants to local creatives (artists, designers, musicians, etc.), who were significantly impacted by the pandemic. The goal of this program is to financially support and foster local working artists, who then offer free opportunities for community members to experience art.

“[This program] not only supports local artists who were negatively impacted by the pandemic, but also provides free art viewings/participations for the community. Art brings people together, and we are proud to be a resource for artists as they recover.”

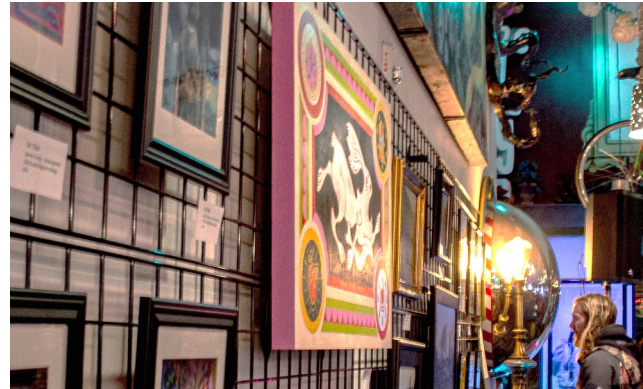
- Solara Clark, Art to Live Project Coordinator

In 2023, more than 162 applications were received, and 22 grants were awarded. 24 grants were awarded for 2024. Impacts from the grant will be shared in future reports after artists complete their grant projects, however staff have already received thanks and appreciation from recipients.

Additional Information: [Fcgov.com/art2live](https://fcgov.com/art2live)



Artist painting



Display of Art to Live-funded art at The Lyric

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

This program provides grants to organizations hosting local events to help cover security and safety costs. Many events continue to struggle to return after cancellations in 2020 and 2021 since they often rely on funding generated from a previous year's event to fund subsequent years. This model was disrupted by the pandemic, and increased costs persist.

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

Key Metrics:

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

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

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

The Native community has been disproportionately impacted by the pandemic and has historically been underserved by the City. Building strong and trusting relationships with Native community members to address impacts from the pandemic and issues that have long impacted the local Indigenous community is a priority.

“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

Key Program Milestones:

- Hired Native Nations Community Advisory Panel.
- Development of City Land Acknowledgement with Native Nations Community Advisory Panel.
- Hosted City’s first Tribal Consultation with Kiowa and Northern Cheyenne Tribes.
- Supported Soapstone bison herd blessing.
- Collaborated with community partners to host Indigenous Peoples Day celebration.
- Supported founding of First Peoples Community Center non-profit.



Community members celebrate the 2023 Indigenous People’s Day Celebration

Equity Grant FundExecutive ServicesIn Progress\$400,000

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

This program launched in the spring of 2023 and provided 20 grants to a variety of local groups. 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.

Key 2023 Metrics and Impacts:

- 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.
- Sound Affects Music put on 40 live performances in long-term care settings, reaching more than 500 older adults.

ADELANTE SUMMER YOUTH FELLOWSHIPS EMPOWERING YOUTH WITH PROFESSIONAL DEVELOPMENT; IMPACTING HOST SITES



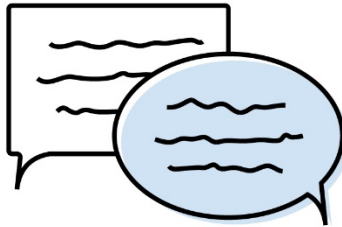
Adelante Youth Fellowship Program promotional photo

Language Access Services for Council Meetings Executive Services In Progress \$26,294* and High Priority Civic Engagement Events

This program provides funding for Spanish interpretation at City Council meetings and high-priority civic engagement events. This work helps create more equitable civic engagement, facilitating collaboration on local projects, problem-solving and collective decision making.

Key Metric: Interpretation provided at 47 community events since program start, including many related to City budgeting and the City’s Strategic Plan.

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



Expanded Community Information & Employee Services In Progress \$55,000 Outreach and Engagement

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

These efforts not only support the recovery outcome of fostering a sense of belonging and trust within the community (specifically between the City and the public), but also help those who have been historically left out of decision-making have their voices heard.

Thus far, funding has been used to purchase upgraded interpretation equipment for use at engagement events and meetings. It is also being used to support the development of updated Community Engagement and Language Access Guides.

Staff and consultants are working with local community partners to vet these guides and ensure they align with community needs to have more inclusive and accessible participation with local government.

Neighborhood Planning, Development & Transportation Completed Jan. 2024 \$33,133* Resilience Projects

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.

Learn More: fcgov.com/neighborhoodservices/adopt

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

Installation and maintenance for three different projects was supported with ARPA funding. More than 100 community members showed up to support work on these projects.

Learn More: fcgov.com/bicycling/asphaltart

*Program completed under budget.



Community members help with asphalt art projects

Diversity, Equity and Inclusion Executive Services Completed March 2023 \$33,266* (DEI) Professional Services

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.

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](https://www.fcgov.com/equity)

*Budgeted amount was increased due to a funding shift from Language Access Services Program.



2022 Juneteenth Celebration

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

Objectives:

- Preserve existing affordable housing.
- Increase housing supply, affordability, diversity, and choice by 10% of overall housing stock by 2040.
- Increase housing stability and renter protections.

Eviction Legal Fund Planning Development & Transportation In Progress \$640,000

Funded in 2021, 2022 Budget and 2023-2024 Budget

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

This program provides eviction prevention education and support, with the majority of funds going 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 are also being used to train Mediation and Restorative Justice staff and volunteers. This training better prepares staff and volunteers to navigate eviction-related cases.

Key Program Metrics:

- 102 landlords directly served.
- 2,102 renters directly served.
- 22 mediation volunteers trained in eviction-related issues.
- Achieved eviction avoidance in 94% of the cases that had support from an attorney.

2023 Program Highlights:

- An average of three families per week were kept in their homes through direct legal representation.
- Resolved 119 eviction/housing-related cases that required an attorney.
- Resolved conflicts through mediation in 11 cases and assisted 65 landlords and tenants through conflict coaching.
- Trained volunteers in 22 mediation training sessions.
- Offered 29 Know Your Rights Trainings and other educational events with 605 attendees.
- Provided 6 “Ask a Lawyer” legal clinics for 709 participants.

Impact Story:

A couple with three young children living in a local mobile home park experienced a backup of sewage in the home, which made it unlivable.

The park management refused to take responsibility for the situation and the couple contacted the Eviction Legal Fund for assistance. Attorneys were able to step in to ensure the home was cleaned up, repairs were made, and the family received compensation for loss of use and expenses.



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

This program provides funds to support the City's Land Bank. The Land Bank is a long-term affordable housing tool that helps ensure land will be available in the future to increase the stock of affordable housing units. With these funds, staff anticipate purchasing 5 acres to build at least 100 homes.

Funding this project with ARPA funds frees up additional City funding to support other local affordable housing initiatives. Allowing more housing projects to move forward in a timely manner will support the recovery outcomes related to housing stability, and the City's overall affordable housing goals.

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

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

This program provides 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 and has already broken ground. The project will create 71 new units of affordable rental housing in Fort Collins.

Affordable Housing Sustainability Services Completed September 2023 \$350,000
Fee Credit Fund

This program provides 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, this funding provided fee offsets for 25 newly constructed homes targeting households earning 30% (20 homes) and 40% (5 homes) 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.

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



Northfield Commons Development

Utilities Pandemic Assistance Utilities Completed April 2023 \$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.

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

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



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

Objectives:

- Expand funding to community organizations that operate programs and services that support PEH.
- Accelerate plans for a 24/7 shelter for those experiencing homelessness.
- Support regional solutions such as the Northern Colorado Continuum of Care and Coordinated Assessment and Housing Placement System through funding and leadership.

Homelessness Services Sustainability Services In Progress \$3,462,000

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 in Fort Collins. This additional funding helped slow the growth of homelessness in Fort Collins since 2020, 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 this funding was granted to nonprofits and community partners who provide services and programming directly to people experiencing homelessness. The strategies being funded are proven to reduce the likelihood of prolonged or chronic homelessness. 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.

Key Program Metrics:

- 2,896 unique individuals served in shelters.
- 194 clients moved into housing after accessing case management and resource navigation.
- 3,800 individuals supported with case management services.
- 35 families, and 10 individuals housed through Rapid Rehousing.



2023 Program Highlights:

- Outreach Fort Collins made 14,458 contacts within coverage area, 1,435 service connections and 460 agency referrals.*
- ARPA-funded Homeward Alliance Housing Specialist helped 61 households secure stable housing, prevented an additional seven households from losing housing.
- ARPA-funded Homeward Alliance Resource Navigator served an additional 250 individuals.
- Expansion of resource navigation services for people experiencing homelessness to new locations including the Larimer County Jail, Larimer County Courthouse and Fort Collins Rescue Mission.

*Total contacts. Program only partially funded by ARPA funds.

Economic Recovery



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

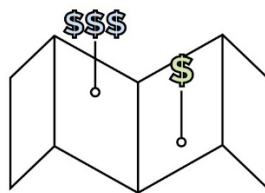
Economic Outcomes:

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

[Economic Strategic Plan](#) [Sustainability Services](#) [Completed December 2023](#) [\\$100,000](#)

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.



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

Objectives:

- Enhance support services and tools to enable operations to be soundly positioned for successful recovery, including but not limited to capital access, translation of information in multiple languages, etc.
- Support smooth and timely ability for facility modification to deliver goods and services with increased public safety protocols.
- Focus on programs and services that support historically underserved community members.

Expanded Technical Planning, Development & Transportation In Progress \$354,511 Assistance for Small Businesses

Funded in 2022 Budget and 2023-2024 Budget

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

After piloting the program in 2022, updates were made to the award amount and eligibility criteria for 2023. These changes increased the number of grants awarded to businesses and increased the impact on awardees.

Key Metrics: 21 grants awarded to small businesses and nonprofits since program launch.

"I am overwhelmed by y'all's generosity and proud to be the first parklet patio in Fort Collins."

- Technical Assistance Grant Recipient

"Thank you for making my dream come true!"

- Technical Assistance Grant Recipient

Program Highlights:

- Improved customer service and positive relationships with businesses moving through Building Review and Development Review processes.
- Creation of "Development Review Road Map" for restaurants navigating the Development Review Process. This resource is the first of its kind in Northern Colorado.

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



Advancing Accessible Planning, Development & Transportation In Progress \$158,000 Permitting

This program centers on improving the City’s permitting systems and technology, so they are more accessible, efficient and easier to use for both customers and staff.

The pandemic closed City offices open to the public, including those for building permitting. When closures occurred, staff rapidly deployed online permitting systems, moving from an entirely paper-based permitting system within days. This change not only allowed permitting to continue during the stay-at-home period of the pandemic, but also increased access to the system. While the improved online process has increased access, it remains inefficient and inaccessible for many and has need for further improvement to “futureproof” the process for a growing community.

Originally, APRA funds for this program were going to be used to purchase new software to manage online permitting. However, due to City-wide efforts to improve digital accessibility and customer experience, staff decided to pivot these funds to a grant program modeled on the successful Technical Assistance grant program and Mobile Home Park Code Compliance grant program.

This program will offer small grants to assist with the cost of permitted work in mobile home parks, affordable housing units and rental units within city limits. Grants will be given to eligible projects that require a building permit, including:

- 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.

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

The For Fort Collins campaign and website provide support to businesses impacted by the pandemic, connecting them to resources and promoting “shop local” messaging to encourage community members to support local businesses. The program engages with a diverse group of businesses and highlights the vibrant business community in the city.

Key Program Metrics:

- 33,575 total website visits since site launch.
- Nearly 8,000 new visitors in 2023.

2023 Highlights:

- Launch of digital storytelling guide.
- Expansion of seasonal Shop Local Pledge to include physical marketing materials.



More Information: [ForFortCollins.com](https://www.fortcollins.com)

Multicultural Business and Sustainability Services In Progress \$1,336,006 Entrepreneur Center (MBEC)

Funded in 2021 and 2023-2024 Budget

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

Funded in 2021 and launched in 2022, MBEC is a free, bilingual center that provides businesses and entrepreneurs easy access to service providers, resources, mentorship and training. It is a source of critical resources for small businesses, including many new and minority owned businesses. Since its launch, the Center has held nearly 440 appointments with more than 245 different businesses.

In 2023, MBEC launched grants for fledgling businesses who make less than \$250,000 in gross revenue a year. Grants can be used for bookkeeping support, legal support, workforce development, marketing and technical assistance. This grant program allows newer businesses, who typically do not qualify for other COVID impact funding, to obtain critical resources for stabilization and recovery.

Key Metrics:

- 440 appointments held with more than 245 different businesses.
- 40% increase in appointments during 2023.
- 80 new businesses established with support from MBEC.

2023 Highlights:

- Program fully staffed with support from three full-time Business Connectors.
- 248 appointments held with more than 130 different businesses in 2023.
- Grant program served more than two dozen businesses.
- Improved customer service management tools to better serve MBEC clients.

Additional Program Information: FCGov.com/business/mbec



Employee at local business adjusts machine

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

City construction projects near local businesses are especially impactful on sales and success as businesses continue to experience post-pandemic economic disruption. What would have been a minor to medium impact on the businesses now becomes a major disruption on the heels of their pandemic recovery.

The Capital Project Business Liaison program provides support to businesses affected by City construction projects, ensuring they have the information, resources and support they need throughout the project. Creating this position and funding support for impacted businesses allows them to sustain themselves during disruptions and build long-term resilience. It also provides the opportunity to build relationships between the business community and City organization.

Beginning in 2023, staffing costs for the Liaison are now covered by General Funds. Remaining ARPA program funds are being used to provide grants to businesses through the Capital Project Assistance Grant Program. This program provides grants to businesses impacted by construction projects delayed due to COVID, including businesses near the recently renovated Linden Street.

Key Metrics and Program Highlights:

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



Utilities-related construction work in northwest Fort Collins

Land Use Code Update Planning Development & Transportation In Progress \$670,000

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, allowing additional community members to share feedback about code changes.

2023 Program Highlights:

- 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.
- 14 walking tours held in collaboration with community members to explore potential impacts of the updated Land Use Code. Approximately 160 community members attended these events.

Additional Information: fcgov.com/lucupdates

Small Business Grants Sustainability Services Completed January 2024 \$1,060,000

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 businesses including food service, health and wellness, retail, artists and manufacturing. By providing grant support to small businesses, they were able to make adjustments to stabilize, financially recover and build resilience.

Key Outcome:

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

*Number is lower than previous reports. Some businesses did not end up using grant funds due to extenuating circumstances.

"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."

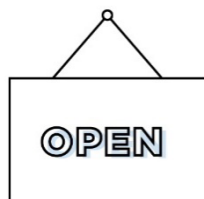
- Small Business Grant Recipient

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.

"[With this funding] I was able to keep my business open, purchase things that we needed to stay open and continue to grow the business."

- Small Business Grant Recipient



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

Objectives:

Individual/Employee:

- Support partnerships that develop the workforce businesses need.
- Bring in training that is available regionally but not directly to Fort Collins.
- Prioritize learning loss mitigation programs and services that support students with high risk factors and/or are part of historically underserved populations.
- Reduce barriers that inhibit students/families from full participation in educational, workforce and employment opportunities.

Business/Employer:

- Support business and nonprofit ability to find and recruit labor that meets their needs.
- Enhance the ability of businesses to implement flexible labor practices (i.e., remote, hybrid, gig/contractual, variable shifts, job share, etc.).

Learning Loss Mitigation Sustainability Services Completed January 2024 \$376,045*

Students of all ages experienced learning loss and developmental setbacks due to the pandemic and these setbacks still linger. There are many local programs working to address these setbacks and support students' ability to make up for losses and thrive. To support this critical effort, the City funded the Learning Loss Mitigation Grant program, which provides grant funds to local partners working in this space. In 2022, eight different organizations received grant funding and several grant projects continued into 2023.

Key Metric: 2,300+ students served since program launch.

Program Highlights:

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

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

Impact Story:

Poudre Libraries purchased and outfitted an all-electric bookmobile to better reach a variety of underserved communities. The van, nicknamed 'Evie', was funded by the City, Larimer County and a local foundation is extremely popular. Since launched it has served nearly 10,000 individuals at 183 programs in diverse locations.



Community members visit Evie

"Something I'm very excited about is the way that 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

Outcome 3c: Equitable and affordable childcare is accessible.

Objectives:

- Advance regional, systemic and sustainable childcare solutions.
- Original and collaborative strategies are needed to address the compounding challenges facing the childcare industry.
- Recruit, develop and retain dedicated employees in the early childhood education profession.

Childcare Space Modifications at Community Services Northside Aztlan Community Center In Progress \$421,932

Funding to upgrade childcare spaces at the Northside Aztlan Community Center, which will 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 and Milestones:

- Indoor construction is complete.
- Outdoor construction in progress.
- Space upgrades will allow an estimated 240 additional youth to be supported during summer childcare programs.



Childcare System Support Sustainability Services In Progress \$1,170,078*

Funded in 2022 Budget and 2023-2024 Budget

Childcare systems, already strained locally, were strained even more by the pandemic, and continued to be so in 2023. By providing resources to community partners who work in the childcare space, the City can increase access to affordable, reliable childcare locally. This not only provides needed support for children but increases equity and economic stability - especially for women, who often bear the responsibility of caregiving.

In 2023, six different organizations were provided funding. Funded programs include support for childcare scholarships, workforce training and short-term respite care for children with disabilities.

Key Metrics: 1,218 individuals served since program launch.

2023 Program Highlights:

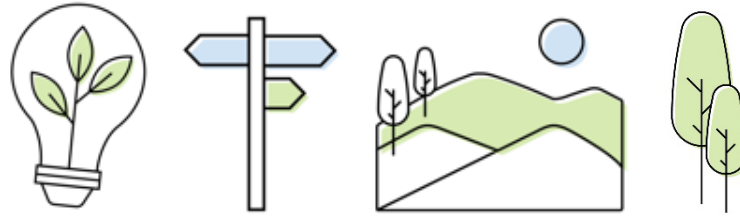
- 88 school-year scholarships provided for Boys & Girls Club of Larimer County Harmony Club youth.
- Bonuses for Respite Care staff increased staff retention and helped ensure adequate staffing levels to cover demand for care services.
- Support for creation of CARE Housing Community Building at Heartside Hill development, which will include a childcare facility.
- Early Childhood Council (ECE) of Larimer County – pilot program to support ECE workforce training and retention.
- Continued support of a behavioral health professional position to support City Recreation childcare programs.

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



Harmony Village Youth pose with trophy during flag football tournament at annual Boys Club of Larimer County Turkey Bowl.

Environmental Resilience



A healthy environment is a critical part of a resilient community. Strengthening our community’s environmental resilience is important in order to better weather impacts from climate change and other disruptions.

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 annually, 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.

Outcome 4a: Commit to environmental justice and resilience in pursuit of our climate, zero waste, energy, water and other sustainability goals.

Objectives:

- Identify criteria, process and funding options to revitalize neighborhood and community parks.
- Accelerate support to address vulnerabilities to natural hazards, including proactive mitigation actions and preparing the community to minimize impacts to people, property, and critical facilities.
- Support community- and neighborhood-led workshops for community members to identify sustainable solutions to support resilience.
- Decrease barriers and increase access to local sustainable food production and agriculture.

There are no ARPA-funded programs tied to this outcome, however the City supports this work through a variety of other funds and programming. A summary of much of the work related to this outcome can be found in the [OCF Next Moves Workplan](#).

Additional Information: [FCGov.com/ClimateAction/OCF-NextMoves](https://www.fcgov.com/ClimateAction/OCF-NextMoves)

Outcome 4b: Resilient Infrastructure is reliable and affordable.

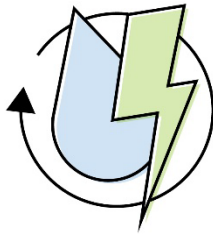
Objectives:

- Access to healthy, energy- and water-efficient indoor spaces, including homes and work environments.
- Transportation and mobility systems are resilient to a variety of expected and unexpected disruptions.
- Reliable water and electric infrastructure are more resilient to a variety of expected and unexpected disruptions.

[Building HVAC Electrification Information & Employee Services In Progress \\$2,437,653 & Efficiency Replacements](#)

This program funds upgrades to HVAC systems in several City facilities that 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.

Key Milestone: Contractors hired, HVAC equipment is in procurement phase.



[Contractual Mobile Planning, Development & Transportation In Progress \\$344,000 Home Park Code Compliance And Building Evaluation](#)

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.

In 2023, work on this program centered on establishing and building relationships with community partners and mobile home park communities. Extensive planning was done with these groups to determine how to best support mobile home park communities and code compliance work. Work in 2024 will build on this planning and include additional park cleanup events and efficiency upgrade programs.

Key Milestones:

- Public Engagement Specialist position hired.
- Community clean-up events and resource fairs held at seven mobile home parks, removing more than 170,000 lbs of trash in 2023.
- Mini-grants provided for new roofs, windows, skirting repair, fence repair and deck/porch repair for 27 homes in 2023.

Lincoln Center Converting Cultural Services Completed December 2023 \$227,278
Stage Lighting to LED

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

Outcome 4c: Open space, natural amenities and healthy ecosystems are resilient, protected and accessible.

Objectives:

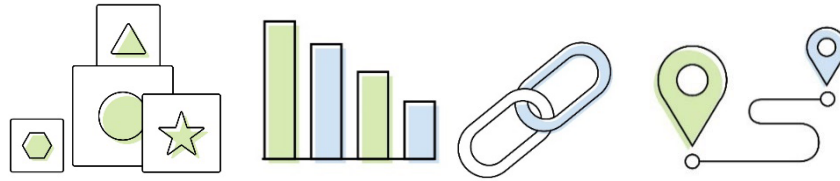
- Acquire, expand, conserve, improve, update and revitalize natural areas and open space, including associated asset management to support the physical and mental health of residents.
- Increase access to parks, as well as expand, add and improve them.
- Identify vulnerabilities to natural hazards, identify proactive mitigation actions, and prepare adequately to minimize impacts to people, property, and critical facilities.
- Support a healthy and diverse urban tree canopy to reduce air and light pollution and lower energy costs.

There are no ARPA-funded programs tied to this outcome, however the City supports this work through a variety of other funds and programming, including the [Natural Areas Master Plan](#) and [Parks & Recreation Master Plan](#).



View from Kestrel Fields Natural Area

Government Operations



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

Local Match **Finance** **In Progress** **\$2,500,000**

These funds are earmarked to support regional community-focused projects related to recovery. Additional details about specific projects supported by these funds will be included in future reports.

Recovery Administration **Finance** **In Progress** **\$847,176**

Funded in 2021 and 2022 mid-cycle

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.

* Budget amount fluctuates as other ARPA-funded programs close and unused funds are returned to this account to be repurposed as needed.

Senior Buyer **Finance** **In Progress** **\$172,424**

All ARPA spending must adhere to federal and City purchasing requirements, which often requires 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. This position supports this the increased volume of work, allowing for more efficient processing and distribution of ARPA funds.

Key Milestone: Position filled in summer 2023.

Parking Structure Planning, Development & Transportation In Progress \$1,348,617
Critical Preventative
Repairs

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

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

Key Milestone: Project work is underway at each of the downtown parking garages.



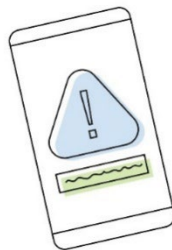
Civic Center Parking Garage

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

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.

Key Milestone: Draft plan created. Plan will be tested and finalized in 2024.



HR Staff Support Information & Employee Services In Progress \$839,089

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. Increasing staff capacity allows HR to assist other City departments more efficiently with requests for talent so the City has the workforce needed to serve the community. HR staff have made efforts to streamline the hiring process and provide additional support to hiring managers. These improvements result in better experiences for both hiring managers and candidates. In 2023, 95% of hiring managers surveyed reported satisfaction with the process of working with recruiters to fill positions.

Along with staff, this program includes programmatic funds to market to qualified candidates via LinkedIn, Indeed and other hiring platforms.

Key Program Milestones and Metrics:

- All three contractual HR positions filled.
- Upgraded access to LinkedIn, Indeed and other hiring platforms to enhance recruitment efforts.
- Fourfold increase in number of individuals clicking on sponsored positions on Indeed in 2023.

COVID-Related Hybrid Information & Employee Services In Progress \$1,500,000* Meeting Space and Community Wi-Fi

This project focuses on improving Wi-Fi access at Cultural Services and Recreation facilities, as well as updating spaces and systems within the City organization to support secure hybrid work.

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.

Hybrid Meeting Spaces: The City's shift to hybrid work means that meeting workspaces need to be reconfigured to accommodate hybrid meetings, and systems need to be upgraded to better handle the increased amount of IT support of hybrid work. Updating workspaces to have these capabilities will allow the City to conduct essential business more efficiently and safely.

Key Program Milestones:

- Wi-Fi upgrades completed 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 for meetings, trainings and conferences.
- 50+ pieces of equipment donated to Poudre Library for digital literacy program, including laptops, webcams, 3D printer and power banks.

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

Cyber Risk/Risk Management Information & Employee Services In Progress \$368,676*

Funded in 2022 mid-cycle and 2023-2024 Budget

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

The pandemic amplified the need to improve the City's cyber risk management strategies. Increased hybrid work and new technologies require increased security and safety measures to avoid cybersecurity breaches. With these upgrades, the City's virtual assets will be more secure, and employees will have a safer work environment, regardless of location.

Key Milestones:

- Multifactor authentication (MFA) rolled out throughout the City organization.
- Planning and preparation for access management, identity governance and other security features is underway.

*\$200,000 shifted to COVID-Related Hybrid Meeting Spaces and Community Wi-fi Project.

Municipal Court Technology Municipal Court 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.

Key Milestone: Contracting for this updated software is underway.

Recovery Communications Finance Completed January 2022 \$50,000

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



ONGOING ENGAGEMENT

Extensive public engagement was critical for the creation of a Resilient Recovery Plan and continues to be important during plan implementation to ensure that work aligns with community priorities and serves those most impacted.

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 and 2023 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 are gathering ongoing feedback from those they serve and adjust as needed to improve outcomes. Examples of this program-level engagement include:

- Creation of the Native Nations Advisory Panel to support ongoing engagement with the Indigenous community, including Tribal consultation on Natural Areas and Utilities projects.
- 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.
- 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.
- Vetting of updated language access and public engagement guidelines by community partners to help ensure they address increased inclusion and access to City government.
- Feedback collected from Technical Assistance for Small Business grant recipients. This feedback led to updates to award amounts and eligibility criteria that increased program participation.

CONCLUSION

2023 continued implementation of the City's Resilient Recovery Plan using ARPA funding.

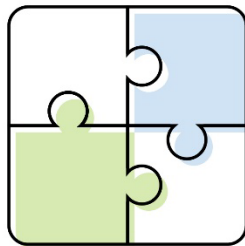
All \$28.1 million of the City's ARPA SLFRF funds have now been allocated. Many programs that began in 2021 and 2022 are complete or close to completion. Programs funded in the 2023-2024 Budget have launched and are impacting the community. More than 50 ARPA-funded programs were active in 2023, and work focused on meeting community needs and shifting from recovery to resilience.

As Fort Collins continues to move forward from the pandemic, City staff and leadership will determine the future of programs after ARPA and evaluate the impact of Recovery Plan-related work. Even after ARPA funds are exhausted and implementation of the Resilient Recovery Plan is complete, the City will work to continue to build resilience and make Fort Collins a stronger, more vibrant and inclusive community for all.

APPENDICES

A. Completed ARPA Programs

Project	Recovery Theme	Completion Date
PFA TecGen PPE Gear	Health	May 2023
Neighborhood Resilience Projects	Equity & Community Recovery	January 2024
Diversity, Equity and Inclusion (DEI) Professional Services	Equity & Community Recovery	March 2023
Utilities Pandemic Assistance	Equity & Community Recovery	April 2023
Affordable Housing Fee Credit Fund	Equity & Community Recovery	September 2023
Economic Strategic Plan	Economic Recovery	December 2023
Small Business Grants	Economic Recovery	January 2024
Learning Loss	Economic Recovery	January 2024
Lincoln Center Converting Stage Lighting to LED	Environmental Resilience	December 2023
Recovery Communications	Government Operations	January 2022



B. Projects by Type

ARPA-funded programs fall into several general types:

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

Each of these program types support recovery work in slightly different ways.

Pandemic response programs are generally one-time programs established to mitigate negative pandemic impacts or respond to an immediate need created by the pandemic. Programs in this category include the Utilities Payment Assistance for Customers program which supported customers unable to pay their utility bills because of the pandemic.

Pandemic Response Programs

- Utilities Payment Assistance for Customers
- Small Business Grants
- PFA TecGen Gear
- Recovery Communications
- Recovery Administration
- HR Staff Support
- Learning Loss Mitigation
- Special Events Recovery Grants
- Senior Buyer
- SSD Recovery Specialist

Pilot Programs are new programs that positively impacted an already underserved segment of the community that was 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. Programs in this category include the Art To Live Grant, Equity Grants and Native American Community Relations Specialist.

Pilot Programs

- Multicultural Business and Entrepreneur Center (MBEC)
- Eviction Legal Fund
- Contractual Mobile Home Park & Code Compliance Building Evaluation
- Cultural Services Community Programs
- Native American Community Relations Specialist
- Heartside Hill
- Heartside Hill Childcare (Local Match)
- Childcare Space Modifications at North Aztlan Center
- Expanded Technical Assistance for Small Businesses
- Equity Grants
- Mental Health, Addiction & Teen Diversion Services
- Support for Creatives in the Community (Art to Live)
- Capital Project Business Liaison
- Advancing Accessible Permitting

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. This category includes the Recreation Reduced Fee Scholarship program and Cultural Services Access Programs.

Ongoing Programs

- Homelessness Programs and Rapid Rehousing
- Social Services Recovery
- Childcare System Support
- Affordable Housing Fee Credit Fund
- For Fort Collins
- Recreation Reduced Fee Scholarships
- Cultural Services Access Programs
- Neighborhood Resilience Programs (Asphalt Art)
- Affordable Housing Land Bank Expansion
- Economic Health Strategic Plan Update

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 it's residents and build resilience. Programs in this category include the Parks Lawn & Garden Equipment Replacement program and Building HVAC and Efficiency Replacements.

System / Infrastructure Improvements

- Building HVAC and Efficiency Replacements
- Lincoln Center LED Stage Lighting
- Parks Lawn & Garden Equipment Replacement
- COVID Hybrid Meeting Spaces & Community Wi-Fi
- Parking Structure Critical Repairs
- Municipal Court Technology
- Cyber Risk Management / Risk Management
- Crisis Communications Plan.

Opportunistic programs: ARPA funds also provided an opportunity to fund Council and community priorities that also align with recovery work. Programs in this category include the buildout of the Mental Health Response Team (MHRT) and DEI Professional Services funding.

Opportunistic

- Mental Health Response Team (MHRT)
- Land Use Code Update
- Expanded Community Outreach and Engagement
- DEI Professional Services
- Language Access Services for Council Meetings and High Priority Civic Engagement Events

C. 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 previous Council term’s 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 term’s priorities and 2024-2026 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
Improve human and social health for vulnerable populations.	<ul style="list-style-type: none"> Social Services Recovery Mental Health Response Team Mental Health, Addiction & Teen Diversion Services Cultural Services Access Fund for Low-Income Residents Reduced Fee Scholarship Funding Increase Native American Community Relations Specialist Equity Grant Fund Diversity, Equity and Inclusion (DEI) Professional Services Eviction Legal Fund Utilities Pandemic Assistance Homelessness Services Learning Loss Mitigation Childcare System Support Childcare Space Modifications at North Aztlan Center Contractual Mobile Home Park & Code Compliance Building Evaluation
Advance a 15-minute city by igniting neighborhood centers.	<ul style="list-style-type: none"> Land Use Code Update
Pursue an integrated, intentional approach to economic health.	<ul style="list-style-type: none"> Economic Strategic Plan Capital Project Business Liaison Multicultural Business and Entrepreneur Center (MBEC) Small Business Grants
Reduce climate pollution and air pollution through best practices, emphasizing electrification.	<ul style="list-style-type: none"> Parks Lawn & Garden Equipment Replacement Building HVAC Electrification & Efficiency Replacements Contractual Mobile Home Park & Code Compliance 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 • Advancing Accessible Permitting • Capital Project Business Liaison • Municipal Court Technology • Crisis Communications Plan
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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 for State Funds
#8. Attract and Retain Competitive and Diverse Talent	<ul style="list-style-type: none"> • HR Staff Support
#17. Improved Air Quality	<ul style="list-style-type: none"> • Building HVAC Electrification & Efficiency Replacements • Parks Lawn & Garden Equipment Electrification and 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 Center
#27. Access Funding for Parks (O&M, refresh, new parks)	<ul style="list-style-type: none"> • Parks Lawn & Garden Equipment Replacement
#31. Homelessness Initiatives	<ul style="list-style-type: none"> • 24/7 Shelter • Seasonal Overflow Shelter • Homelessness Initiatives • Homelessness Initiatives and Support Services • Homelessness Initiatives Increase • Homelessness Initiatives & Programs: Ongoing City Support • Rapid Rehousing