

# CACHELA POUDRE *River*

National  
Heritage  
Area

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## MANAGEMENT PLAN 2013



# Acknowledgements

## Organizations

- Poudre Heritage Alliance (PHA) – oversight and coordination
- Poudre Learning Center – staff support and facilities use
- National Park Service – oversight and technical support
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- City of Fort Collins facilities staff – technical support, meeting setup
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# *Cache la Poudre River National Heritage Area* **Management Plan**

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- Northern Colorado Cultural Tourism Plan 2011
- People of the Poudre Ethnohistory
- Native American Consultation (letter)
- State Historic Preservation Officer Concurrence
- Environmental Review – Categorical Exclusion

# How to Use this Document

## Making Sense of the CALA Management Plan

**Congratulations!** If you are reading this, then you have already begun your journey into the heart of the Cache la Poudre River National Heritage Area (CALA) – a world of riveting stories, educational opportunities, beautiful landscapes and epic adventure.

The primary purpose of this document is to outline the goals and strategies that CALA officials will use to administer the heritage area, but this plan does much more than that. It also contains a thorough analysis of the historical themes that make the CALA special, and a comprehensive inventory of all the cultural and natural resources within its boundaries.

Because of the diverse content found within these pages, this plan is useful to a number of different audiences, from K-12 teachers and college professors, to local governments and non-profits, to Colorado residents and visitors in search of interesting and entertaining ways to spend their time. The following is an overview of the general contents of the plan, the purpose of the various elements that comprise it, and how it is organized.

### **Volume 1 - Foundations**

The first volume of the plan focuses primarily on the background information that defines the CALA and makes a case for its uniqueness and subsequent importance. A snapshot of current conditions, historical and cultural background, natural and cultural attraction inventories, and overviews of complementary organizations and initiatives help to lay the foundation for the actions to come. The audience for this portion of the plan will include anyone that wants to expand their knowledge about the national heritage area program, the CALA's vital statistics, or the fun places to go and cool things to do along the Poudre River.

**It's as  
easy as  
1-2-3!**

Volume 1:  
Foundations

Volume 2:  
Operations

Volume 3:  
Appendix

## **Volume 2 - Operations**

The second volume of the plan focuses on the process of setting goals and developing plans of action. Strong vision and mission statements, followed by a set of goals and objectives, interpretive strategies, a solid business approach, and implementation plan lead the way to success. The audience for this portion of the plan will include PHA Board members, prospective partners, potential lenders or anyone interested in the important things that the PHA wants to accomplish within the CALA, and the methods and resources they plan to use in making it all happen.

## **Volume 3 - Appendices**

The third and final volume of the plan contains a plethora of great information that was simply too voluminous to be included in the plan itself. The Appendix is divided into two parts, containing items in actual hard-copy format, and items on a compact disc. Much of the material found in the Appendix represents the actual source documentation used to write much of the plan itself, particularly Volume 1. Such materials include historical pieces, technical reports, an ethno-history, a current roster for the Poudre Heritage Alliance, federal legislation regarding heritage areas, cultural and environmental review products, and more.

# **Frequently Asked Questions**

The following are some frequently asked questions regarding the management plan and other related topics.

### **What is a national heritage area?**

National heritage areas are administered by the National Park Service, but differ from national parks in that they are not generally owned and managed by the federal government. National heritage areas are often comprised largely of private land, and are designated as areas that hold some significant level of historical or cultural importance at a national level, or have made some other contribution to our national heritage.

### **Why develop a management plan?**

Federal regulations require all national heritage areas under the auspices of the National Park Service to be governed by a management plan. The purpose of the plan is to compile background information about the heritage area, develop a series of goals and objectives by which to administer the heritage area, and an action plan designed to carry out projects.

### **Who should read the plan?**

Anyone interested in 1) the attractions that the CALA has to offer, 2) the breadth of background information on the area, or 3) getting involved in carrying out the action plan for the area.

**How should the plan be used?**

The plan serves as a repository of vital information on the CALA, as well as a set of goals and an action plan for the area. The plan will primarily be used by the Poudre Heritage Alliance as a guide during implementation. However, the plan may also be used as a source of reference and even a very detailed guide book for those visitors in need of additional information on the area.

**How much did the plan cost to develop and how long did it take?**

Many organizations hire consultants to develop management plans like this one, which can cost well over \$100,000. However, in the spirit of participation and support for the CALA, the City of Greeley Planning Department donated staff time over the course of 2-3 years to perform technical work, and coordinate the overall development of the plan. The other municipalities represented on the PHA Board (City of Fort Collins, Larimer County, Town of Windsor, Town of Timnath, and Weld County) were also very generous in providing meeting space, information, review time, and other support to the project.

**Was the public involved in the development of the plan?**

Yes. Because a National Heritage Area is a grassroots, community-driven organization, involving as many voices and perspectives in development of this management plan was extremely important as the Heritage Area worked to identify its mission, goals, interpretive themes and implementation strategies. Through the process, the Poudre Heritage Alliance also was able to identify potential partners and stakeholders.

Throughout the development process, PHA Board and staff held a total of seven public open houses in the two counties (Larimer and Weld) through which the Cache la Poudre River flows. Meetings were held in the municipalities of Windsor, Greeley, and Fort Collins; the Fort Collins meeting was held very near the border of the Cache la Poudre Heritage Area's fourth municipality, the Town of Timnath. Indian tribes with historical roots in the area were contacted: the Cheyenne-Arapaho, the Ute, Southern Ute, Ute Mountain Ute, and Northern Arapaho. The management plan also was made available for public viewing on the National Park Service's Planning, Environment and Public Comment website. A more detailed explanation of public involvement can be found on pages 23 and 24.

**Who developed the plan?**

The management plan was developed by City of Greeley staff with the guidance and oversight of the Poudre Heritage Alliance Board, and the National Park Service. Support throughout the process was received from many sources including all of the local municipalities represented in the CALA.

**Does the CALA or PHA have any authority over private property?**

No. Although under the auspices of the National Park Service, the CALA is not federally-owned and managed like a national park. The CALA consists largely of private land. The PHA does not have the authority to acquire land or exercise any sort of land use controls over lands within the boundaries of the CALA. The general

purpose of the PHA and the CALA is to protect and enhance the area by recognizing its significance, telling its story and promoting it to the world.

**What happens next?**

Now that the plan is complete, the PHA will move on to the implementation phase. The implementation matrix presented at the end of Volume 2 outlines all of the goals, objectives and action steps put into place for purposes of accomplishing the organization's vision and mission desires. The matrix also includes a list of projects, resources that will be needed, and strategies for implementation. The PHA welcomes contributions to the cause in the form of cash, in-kind or volunteer labor.

# Executive Summary

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## **What is a National Heritage Area?**

A National Heritage Area (NHA) is a place where natural, cultural, historic, and scenic resources combine to form a cohesive, nationally distinctive landscape arising from patterns of human activity shaped by geography. These regions are acknowledged by Congress for their capacity to describe nationally important stories about the evolution of our nation.

## **NOT a National Park**

A National Heritage Area is not a unit of the national park system; in most cases, no lands within heritage areas are owned or managed by the National Park Service (NPS). NHAs are managed by local coordinating entities and accomplish their goals through partnerships with governments, organizations, businesses, and individuals. One of the primary tasks of this group of stakeholders is to develop a management plan and implementation strategy for the area. The NPS provides limited technical and financial assistance while decision-making authority is retained by the local communities.

## **History of the National Heritage Area Program**

Since 1984, Congress has created forty-nine National Heritage Areas, from Massachusetts to Alaska. In the first ten years of the program, heritage areas largely reflected preservation planning, resource conservation, and economic development concerns regarding how to revitalize older industrial corridors, such as in the Blackstone River Valley



National Heritage Corridor. In 1996, Congress approved new designations encompassing larger regions united by shared heritage and connected historic patterns, such as the Tennessee Civil War National Heritage Area, which includes the entire state of Tennessee. More recently, there has been a trend toward designating larger areas reflecting historic themes and patterns, such as aviation history in Dayton, Ohio and the American Revolution in New Jersey. Some recent efforts, such as Freedom's Frontier National Heritage Area, created a single heritage area encompassing resources and stories from multiple states.

## **Cache la Poudre River National Heritage Area (CALA) Boundaries**

The Cache la Poudre National Heritage Area extends to the boundaries of the river's 100-year flood plain, and winds some 44 miles across the foothills and plains of northern Colorado from the border of the Arapahoe-Roosevelt National Forest northwest of Fort Collins, to its confluence with the South Platte River east of Greeley.

## **Prehistory of the CALA**

Humans have occupied northern Colorado for at least 12,000 years, largely as nomadic hunters and gatherers. Prehistory in the Platte River drainage, which includes the lower Poudre River, can be partitioned into the following five broad stages:

1. Paleo-Indian (12,000 BC-5,500 BC) is characterized by highly nomadic hunters of mammoth, giant sloth, camels and large bison.
2. Archaic (5,500 BC-AD 150) is characterized by broad-based adaptation with wider use of small game animals, more gathering, plant food processing, storage and the first evidence of habitation structures.
3. Late Prehistoric or Ceramic (AD 150-1540) is characterized by a shift from the use of dart/atlatl weapons to bow and arrow, the introduction of pottery, and the adoption of agriculture with the appearance of villages.
4. Proto-Historic (AD 1540-1860) begins with Coronado's arrival on the Texas coast bringing horses, guns, diseases, and trade goods from Europe to North America. On the Central Plains, horse-mounted nomadic buffalo hunter cultures emerge.
5. Historic (AD 1860 to present) begins when Europeans/Euro-Americans arrive and create written records.

During the 400 years between Coronado and the present, the Poudre region was occupied by a succession of groups, beginning with earlier tribes including Upper Republican, Dismal River Apache, proto-Shoshone, which gave way to modern tribes

such as Arapaho, Cheyenne, Ute, Kiowa, Comanche, Sioux, Pawnee, and possibly Shoshone.

## **History of the Cache la Poudre River**

The Cache la Poudre River was so-named after William H. Ashley's Rocky Mountain Fur Company hid a cache of gun powder and lead in the river's bank in 1825 during a trapping expedition. The Cache la Poudre was swifter and more difficult to ford in those days and many wagons were lost as early explorers searched for suitable land for settlement. These hardy souls were eventually able to bend the river to their will and soon early northern Colorado settlements such as Greeley and Fort Collins began to grow along its banks. The river served as the life-blood to the region, providing irrigation for crops, drinking water, and eventually raw materials for industry, and even recreation in the midst of a semi-arid landscape averaging about 15 inches of annual rainfall. It is against this hard-scrabble backdrop of early colonization along the frontier that modern water law as we know it in the West evolved through the idea of "prior appropriation" – first in time, first in right.

## **National Significance of the CALA**

The stories of the Cache la Poudre River National Heritage Area (CALA) are a microcosm of early Americans' struggles to tame the western frontier of the United States. The CALA provides visitors and residents the opportunity to understand the often adversarial, sometimes harmonious relationship between nature and culture that dominated the early history of the American West. The resolve and ingenuity exhibited by early settlers in their battle against the rugged environment of the late nineteenth century Cache la Poudre River resulted in a historical legacy of critical contributions to the disciplines of agriculture, engineering and law, without which northern Colorado and perhaps much of the West could not have been settled.

## **Establishment of the CALA**

In 1986 Congress mandated a National Recreation Area (NRA) feasibility study on the 18.5-mile segment of the river stretching from northwest Fort Collins to the Larimer-Weld County Line. The study concluded that the river could be designated as an NRA with a federal agency in the lead role despite limited federal lands in the NRA. However, potentially affected landowners expressed anxiety over private property rights, potential use of condemnation, and mistrust in federal and local governments.

In 1989 a City of Fort Collins task force advised against NRA designation and instead recommended designation as a National Heritage Corridor (NHC) with stronger local control. A 1990 NPS feasibility study concluded that the Cache La Poudre basin has national significance regarding "the history of Water Law and Water Development..." Questions as to whether or not the proposed NHC met NPS criteria delayed official designation of the NHC until 1996, when Congress established the Cache la Poudre River Corridor as part of the national heritage area program.

Despite the designation by Congress, technical errors within the legislation further delayed work on the NHC. In the interim, the Poudre Heritage Alliance (PHA), a local non-profit was created to carry out the intent of the legislation until it could be amended. Amendments to the legislation were proposed in 1998, 1999, 2001, and 2002, but were not passed by Congress until 2009. During this time the PHA worked with the NPS to conduct a series of natural resource and historical studies, develop an administrative plan, and complete a set of promotional materials for the heritage area.

## **Cultural and Natural Attraction Inventory**

The cultural and natural resources of the CALA are what make it special, and attract visitors to learn more about the area and its unique history. These resources stand as living memorials to its national significance, and help tell the area's story. This inventory is organized by "upper" and "lower" river geography, and includes cultural resources such as museums, historic structures and learning centers, as well as natural attractions such as parks, natural areas and wildlife viewing sites.

## **Goals and Objectives for the CALA**

During the fall of 2010, The Poudre Heritage Alliance (PHA) conducted a "visioning" workshop designed to identify a series of guidance statements for the CALA including: vision statement, mission statement, series of major goals and objectives. These guidance statements serve as over-arching policies that guide all aspects of the management plan from educational programming to interpretation and business and financial planning.

**Vision:** The Cache la Poudre River National Heritage Area is a renowned attraction that combines opportunities for education on the central theme of Western water law with a healthy natural environment of abundant wildlife and breathtaking scenery, all supported by premiere facilities, including trails, visitor centers and interpretive exhibits.

**Mission:** The Poudre Heritage Alliance serves the Cache la Poudre River National Heritage Area, providing current and future generations the opportunity to understand and celebrate the area by careful planning and facilitation of educational programs and related amenities in collaboration with residents, private sector and government entities.

**Goal 1:**        **Maintain and enhance the capacity of the PHA to accomplish its mission as the administering entity of the Heritage Area.**

**Objective 1.1:**        Develop and responsibly manage capital and human resources needed to ensure the success of the HA.

**Objective 1.2:**        Develop and implement a plan or series of planning documents to support the vision and mission statements above.

**Objective 1.3:**        Serve as a liaison within the CALA between residents, private sector organizations, local governments and national entities to represent diverse interests and geography and create a premiere amenity.

**Goal 2:**        **Tell the story of the CALA through interpretive amenities, educational programs and research projects that broaden public awareness of the Heritage Area, thereby enhancing its sense of place and strengthening its value to the community.**

**Objective 2.1:**        Facilitate educational and interpretive programs related to the natural landscape as they relate to the historic, economic, legal, cultural and scientific significance of the Poudre River.

**Objective 2.2:**        Develop interpretative and educational amenities that convey the primary interpretive themes and outline interesting sites to visit.

**Objective 2.3:**        Capitalize on opportunities to collaborate with schools and universities on research projects to expand existing knowledge about the HA.

**Goal 3:**        **Encourage a balance within the CALA between the preservation of natural, cultural and economic resources, public access to the Cache la Poudre River, and the rights of private property owners to the use and enjoyment of their lands.**

**Objective 3.1:** Stay abreast of physical, cultural and other conditions and changes within the heritage area, and encourage preservation where deemed appropriate, particularly related to heritage and historical amenities.

**Objective 3.2:** Support public access to the educational and related recreational activities of the heritage area when not in conflict with private property rights.

**Goal 4: Develop and promote the CALA as a premiere nature and heritage tourism destination and a resource for local and regional economic development.**

**Objective 4.1:** Promote the heritage area to build a strong base of supporters, while simultaneously developing the CALA's reputation for natural and cultural significance at the regional and national levels to attract more visitors to Northern Colorado from across the nation.

## **Interpretive Plan**

The interpretive plan focuses on interpretation – the art of telling a story about a place through the use of themes. Through this planning effort, the Poudre Heritage Alliance (PHA) endeavors to guide more balanced, cohesive and comprehensive interpretation across the heritage area, while raising the visibility of the CALA and its managing entity, the PHA, through marketing, promotions and partnerships.

**Interpretive Goal and Objectives:** Through interpretive and educational programming and media, the Poudre Heritage Alliance will build a deeper understanding of the Poudre River's national significance including its role in influencing water development, water law, and water management. The PHA will accomplish this broad goal through execution of the following objectives:

- Establish a consistent framework for the interpretation of the CALA's resources and national significance.
- Develop interpretive content that will raise awareness of and reflection on the importance of the river and its development and use from pre-settlement through modern times.
- Create a forum for the continued research, discussion and celebration of the Cache la Poudre River and water-related resources and issues.

- Inspire interest, cooperation and commitment among existing and potential partners to implement interpretive programming, media and activities.
- Inspire the development of fun, memorable and compelling visitor experiences along the river corridor.
- Expand visitation and heritage tourism in the Larimer and Weld County region of northern Colorado.

## **Interpretive Framework**

For the purpose of organizing interpretation throughout the CALA and amongst a number of partners, the PHA has developed the following framework for interpretation of the CALA's national significance and collection of resources. This framework includes the following overarching theme and four primary themes:

**Overarching Theme:** Water development and the establishment of water law within Colorado's Cache la Poudre River Basin influenced how the arid West manages, distributes and conserves one of its most precious resources.

**Primary Theme 1:** Settlement in the Cache la Poudre River Basin highlighted tensions over the use of water, an ongoing issue in the arid American West.

**Primary Theme 2:** Conflict over the use of Cache la Poudre water led to new water laws, institutions, and allocation methods that greatly influenced the development of the American West.

**Primary Theme 3:** Irrigators developed innovative techniques for diverting, delivering, and measuring water in the Cache la Poudre River Basin that still endure in the American West.

**Primary Theme 4:** Debates over the appropriate use of the Poudre River's water continue today.

## **Business Plan**

A business plan is a formal document that expresses an organization's business goals, the reasons why those goals are thought to be attainable, and the methods to be used for reaching them. Business plans generally also contain background information about the organization and its management team.

Because this business plan is a chapter in the larger strategic management plan for the Cache la Poudre River National Heritage Area (CALA), so as to avoid duplication, this



section will be somewhat abbreviated as compared to stand alone business plans, and rely on other sections of the management plan to supply additional detail as needed. The business section of this management plan includes the following components:

1. CALA and PHA Business Goals
2. Organizational Analysis
3. Products and Services
4. Marketing Analysis
5. Financial Strategies

## **Implementation**

Any plan is only as good as its implementation strategy, so the goal of the following section is to identify the parties, resources, ideas and key tasks needed to carry out the goals of this management plan. The "Plan Implementation Table" is organized according to the structure of the goals, objectives, and action steps identified earlier in the plan. The table is intended to be used as an organizational tool for purposes of keeping track of the various pieces of the plan that have been accomplished, and what pieces still need work.

## Cache la Poudre River National Heritage Area Management Plan Implementation Table

Goals	Objectives	Action Steps	Identified Projects	Parties Responsible and/or involved	General Timeframe	Key Project Components & Resources
<b>Goal 1 – Organizational Capacity:</b> Maintain and enhance the capacity of the Poudre Heritage Alliance (PHA) to accomplish its mission as the administering entity of the HA.	<b>Objective 1.1:</b> Develop and responsibly manage capital and human resources needed to ensure the success of the HA.	<b>Actions:</b> <ul style="list-style-type: none"> <li>• Manage funding from all sources</li> <li>• Develop and implement the management plan</li> <li>• Coordinate fundraising activities</li> <li>• Apply for other grant funds</li> <li>• Hire and manage dedicated PHA staff</li> <li>• Provide strategic direction and governance structure for the heritage area.</li> <li>• Oversee projects related to planning, interpretation, education, economic development and other topics that fall within the purview of the CALA.</li> <li>• Ensure compliance with federal law through coordination with NPS</li> <li>• Maintain organizational bylaws.</li> </ul>	NPS disbursements	Future PHA staff, Board	On-going	Funds, equipment, expertise
			Interpretive projects	Future PHA staff, Board,	On-going	Funds, time, equipment, expertise
				Future PHA staff, Board	As-needed	Ideas, funds, time, equipment
				Future PHA staff, Board	As-needed	Time, equipment
				PHA Board	2012 – 2013	Time, funding for salary, match to access federal funds
				PHA Board	On-Going	Leadership, follow-through, time
			Mgt. plan and interpretive plan implementation	Future PHA staff, Board	On-Going	Funds, time, equipment, ideas
				Future PHA staff, Board; NPS staff	On-Going	Time, follow-through
<b>Goal 1 – Organizational Capacity</b>	<b>Objective 1.2:</b> Develop and implement a plan or series of planning documents to support the vision and mission statements above.	<b>Actions:</b> <ul style="list-style-type: none"> <li>• Develop, maintain and update a management plan for CALA.</li> <li>• Develop, maintain and update an interpretive plan.</li> <li>• Develop, maintain and update a business plan.</li> </ul>	By-laws review and update	PHA Board	Updated 2013; On-Going	Follow-through
			Mgt. plan	Future PHA staff, Board	On-Going	Time, funds, equipment, follow-through
			Interpretive section of mgt. plan	Future PHA staff, Board	On-Going	Time, funds, equipment, follow-through
			Business section of mgt. plan	Future PHA staff, Board	On-Going	Time, funds, equipment, follow-through

# Cache la Poudre River National Heritage Area Management Plan Implementation Table

Goals	Objectives	Action Steps	Identified Projects	Parties Responsible and/or involved	General Timeframe	Key Project Components & Resources
<b>Goal 1 – Organizational Capacity</b>	<b>Objective 1.3:</b> Serve as a liaison within the CALA between residents, private sector organizations, local governments and national entities to represent diverse interests and geography and create a premiere amenity.	<b>Actions:</b> <ul style="list-style-type: none"> <li>Continue to serve as the main contact of CALA with National Park Service;</li> <li>Continue to sponsor/facilitate events such as children’s water festivals;</li> <li>Continue to support research efforts in the academic community where feasible, applicable and appropriate.</li> </ul>		Future PHA staff, Board  CCWCD, NCWCD  UNC, CSU	On-Going  Annual  As needed	Advertising, funds, equipment, clear direction  Funds, staff; materials  Funds, partnerships
<b>Goal 2 – Story Telling:</b> Tell the story of the CALA through interpretive amenities, educational programs and research projects that broaden public awareness of the HA, thereby enhancing its sense of place and strengthening its value to the community.	<b>Objective 2.1:</b> Facilitate educational and interpretive programs related to the natural landscape as they relate to the historic, economic, legal, cultural and scientific significance of the Poudre River.	<b>Actions:</b> <ul style="list-style-type: none"> <li>Base programs on the interpretive themes as outlined in the interpretive planning section of the management plan;</li> <li>Participate in activities such as water festivals and sustainability fairs;</li> <li>Facilitate CALA tours and similar field-trips for students and other visitors;</li> <li>Involve the public including students in the design of programs.</li> </ul>	Various events regularly held	Future PHA staff; Board; relevant agencies; land owners/managers  Future PHA staff; Board; CCWCD, NCWCD  Future PHA staff; Board; relevant agencies, school officials, land owners/managers; transport service providers  Future PHA staff; Board; public (land owners, general public); students (K-12, college)	Begin implementing interpretive strategies FY13  On-Going  On-Going  Future interpretive workshops beginning in FY13	Interpretive section of mgt. plan to be used as guide; funds for materials and design services; time to implement  Registration funds; display materials  Appropriate destinations; clear cost structure (transportation, admission, food); transportation source; permission forms; program funding unless cost recovery  Targeted invite list to ensure participation; ability for attendees to provide input

## Cache la Poudre River National Heritage Area Management Plan Implementation Table

Goals	Objectives	Action Steps	Identified Projects	Parties Responsible and/or involved	General Timeframe	Key Project Components & Resources
<b>Goal 2 – Story Telling</b>	<b>Objective 2.2:</b> Develop interpretative and educational amenities that convey the primary interpretive themes and outline interesting sites to visit.	<b>Actions:</b>				
		<ul style="list-style-type: none"> <li>Develop and distribute signage, brochures and other materials;</li> <li>Facilitate the development of specialized viewing areas;</li> </ul>	CALA brochure and video; Meet the PHA Brochure;	Future PHA staff  Board to identify; future staff to work with land owners/managers to implement	On-Going  Begin 2013-2014	Funds for reproduction of materials; inventory monitoring  Ideas; land owner, manager, agency cooperation is key; funds for design and construction; reference interpretive section of mgt. plan
		<ul style="list-style-type: none"> <li>Develop portable and permanent educational exhibits or kiosks for use in the CALA and for promotion;</li> </ul>	Traveling displays; PLC Monument Tower	Board; staff; PLC; Poudre Trail, Fort Collins, Larimer County	Begin 2013-2014	Ideas; land owner, manager, agency cooperation; funds for design/construction; reference interpretive section of mgt. plan
		<ul style="list-style-type: none"> <li>Develop informative and interactive web and other electronic communications;</li> <li>Complete and sustain a guidebook;</li> </ul>	New web site created  2011 CALA Guide Book	Board members overseeing consultant work  PHA Board Members	Completed 2012 Ongoing updates  Completed 2010-2011; Updates, revisions, reprints on-going	Funds for consultant fees, hardware, software, etc.  Funds for reproduction of guide books; time to update and reprint
		<ul style="list-style-type: none"> <li>Collaborate with libraries, museums and archives to develop, provide access to, and protect a rich and continuous collection of oral histories, documents, photos, videos and other pertinent materials;</li> </ul>		PHA Board; staff; CSU/ UNC/Greeley/Fort Collins libraries, Greeley/ Windsor/Fort Collins museums, CSU Water Archives; donators of collectibles	Contacts with archives made 2010-2011	Cooperation of libraries, museums, archives is key; identifying donators to add materials to collections important; time to catalogue and coordinate collections
		<ul style="list-style-type: none"> <li>Facilitate accessible visitor education centers;</li> </ul>	Existing centers; future centers TBD	Poudre Learning Center; Environmental Learning Center; I-25 Visitor Center	Existing centers on-going	Support existing centers with info, materials
		<ul style="list-style-type: none"> <li>Involve the public in the design of interpretive materials.</li> </ul>		PHA staff; Board; Fort Collins; general public; select groups	Interpretive projects to begin 2012-2013	Ideas, funds for design and construction, public workshops

## Cache la Poudre River National Heritage Area Management Plan Implementation Table

Goals	Objectives	Action Steps	Identified Projects	Parties Responsible and/or involved	General Timeframe	Key Project Components & Resources
<b>Goal 2 – Story Telling</b>	<b>Objective 2.3:</b> Capitalize on opportunities to collaborate with schools and universities on research projects to expand existing knowledge about the HA.	<b>Actions:</b>				
		<ul style="list-style-type: none"> <li>Encourage research by university students on CALA mission/vision-related subject matter;</li> </ul>	CSU water data project; liaison is Robert Ward	Future PHA staff and Board; CSU, UNC students and faculty	On-Going	Strategy/methods for encouraging research on CALA; cooperation from universities
		<ul style="list-style-type: none"> <li>Collaborate with schools, universities and other organizations that do research within the CALA and/or on outside issues affecting the CALA, and encourage use and preservation consistent with findings;</li> </ul>	CSU water data project; liaison is Robert Ward	Future PHA staff and Board; CSU, UNC students and faculty	On-Going	Strategy/methods for collaborating with research entities
<b>Goal 3 – Striking a Balance:</b> Encourage a balance within the CALA between the preservation of natural, cultural and economic resources, public access to the Cache la Poudre River, and the rights of private property owners to the use and enjoyment of their lands.	<b>Objective 3.1:</b> Stay abreast of physical, cultural and other conditions and changes within the HA, and encourage preservation where deemed appropriate, particularly related to heritage and historical amenities.	<ul style="list-style-type: none"> <li>Provide funding, letters of support and cooperation when feasible.</li> </ul>	CSU water data project; liaison is Robert Ward	Future PHA staff; Board; current and future collaborators	On-Going	Funding to award as needed; application/intake process for requests
		<b>Actions:</b>				
		<ul style="list-style-type: none"> <li>Stay abreast of current events and proposed development and other changes in the HA, particularly when heritage and/or historical amenities could be impacted;</li> </ul>		Future PHA staff; Board; CALA municipalities (planning departments, historic preservation units); citizens' groups, state and federal agencies	On-Going	Monitoring of various info sources; presentation to Board and discussion
		<ul style="list-style-type: none"> <li>Comment formally on development and other projects within the HA when appropriate, particularly when heritage and/or historical amenities could be impacted;</li> </ul>	Specific language to this end in management plan	Future PHA staff; Board; CALA municipalities (planning departments, historic preservation units); citizens' groups, state and federal agencies	On-Going	Clear understanding of issue; Clear position on issue; Understanding of systems for commenting on projects; thoroughly vetted comment language
		<ul style="list-style-type: none"> <li>Communicate to the public and other organizations that the HA has no regulatory authority for direct preservation and remains neutral on issues.</li> </ul>		Future PHA staff; Board	On-Going	Identification of audiences and methods for communicating this message

# Cache la Poudre River National Heritage Area Management Plan Implementation Table

Goals	Objectives	Action Steps	Identified Projects	Parties Responsible and/or involved	General Timeframe	Key Project Components & Resources
Goal 3 – Striking a Balance	Objective 3.2: Support public access to the educational and related recreational activities of the HA when not in conflict with private property rights.	<b>Actions:</b>		Future PHA staff; Board; municipalities; land owners; raft/bike outfitters; state/fed agencies	On-Going; campaign to begin 2012-2013	Clear message; strong partnerships owners/users of CALA land and municipalities; methods for conveying message
		<ul style="list-style-type: none"> <li>Support outdoor safety along the Poudre River;</li> </ul>		Future PHA staff; Board; Poudre River Trail Board and staff; Larimer County Open Space staff; Fort Collins staff	On-Going	Forum through which to voice support; specific trail segment project to comment on
		<ul style="list-style-type: none"> <li>Support the continued development of an interconnected trail system that links the Poudre Trail with other regional amenities and voice such support by giving input on Poudre River Trail and other projects whenever possible;</li> </ul>				
		<ul style="list-style-type: none"> <li>Distribute promotional literature informing the public of the location of appropriate activities along the river;</li> </ul>	2011 CALA Guide Book; CALA brochure	Future PHA staff; Board; outfitters; cultural and educational facilities; municipalities (parks, museums, open space); state/fed entities; general public; select segments of public	GUIDE BOOK COMPLETED 2011 BROCHURE COMPLETED 2013 Updated versions as needed	Funds to reproduce materials; staff time to distribute
		<ul style="list-style-type: none"> <li>Coordinate with owners of historically significant properties on the state and local national registers of historic places to provide amenities.</li> </ul>		Future PHA staff; Board; municipalities (historic preservation units); state/fed registers; historic property owners	On-Going; program not yet started	Clear idea as to exactly what the property owner would be providing to the CALA (time, extent of access, etc.); clear operating procedures to implement agreement



## Cache la Poudre River National Heritage Area Management Plan Implementation Table

Goals	Objectives	Action Steps	Identified Projects	Parties Responsible and/or involved	General Timeframe	Key Project Components & Resources
<b>Goal 4 – Planning for Tourism:</b> Develop and promote the CALA as a premiere nature and heritage tourism destination and a resource for local and regional economic development.	<b>Objective 4.1:</b> Promote the heritage area to build a strong base of supporters, while simultaneously developing CALA's reputation for natural and cultural significance at the regional and national levels to attract more visitors to Northern Colorado from across the nation.	<b>Actions:</b> <ul style="list-style-type: none"> <li>Install/maintain signage in and around CALA to promote its presence and facilitate visitation;</li> <li>Maintain a supportive electronic presence and package of printable materials;</li> <li>Work closely with the NPS to promote CALA;</li> <li>Work closely with government and private entities to promote the CALA;</li> <li>Work closely with chambers of commerce, convention and visitors bureaus, and economic development and tourism organizations to promote CALA;</li> <li>Participate in local and regional events to promote CALA.</li> </ul>	Recent directional sign projects along major roadways	PHA Board; future staff; CDOT; municipalities	Signs installed 2009-2011	Funds for sign fabrication, installation, maintenance, replacement; appropriate locations
			Current CALA website build; current guide book and brochures	PHA Board; future staff; distribution points	On-Going; website, brochures and guidebook updated 2010-2011	Funds for web-hosting, consulting services, reproduction of printed materials; time and follow-through for updates
				Future PHA staff; Board, NPS staff	On-Going	Strategies for how to promote CALA through NPS
				Future PHA staff; Board, municipalities, outfitters, property owners, non-profits, fed/state agencies	On-Going	Strategies for how to promote CALA through municipalities and business; strong contact list; time for face-to-face meetings/presentations; canned presentation
				Future PHA staff; Board, tourism agencies for all four cities/towns and two counties	On-Going	Strategies for how to promote CALA through COC's and CVB's; strong contact list; time for face-to-face meetings/presentations; canned presentation
			Potato Days, water festivals, earth day, community events; trail events	Future PHA staff; Board; event planners; sources for event advertising	On-Going	Portable displays; canned presentation; funds for registration and travel

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## VOLUME

# FOUNDATIONS

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- Overview of Natural Heritage Area Program
- Overview of Cache la Poudre National Heritage Area
  - Prehistory and History
  - Ecological Overview
- Cultural and Natural Resource Inventory
  - Potential Partnerships
  - Related Planning Efforts

# The National Heritage Area Program: An Overview

## National Heritage Areas

A National Heritage Area is a place where natural, cultural, historic, and scenic resources combine to form a cohesive, nationally distinctive landscape arising from patterns of human activity shaped by geography. These patterns make National Heritage Areas representative of the national experience through the physical features that remain and the traditions that have evolved in them. These regions are acknowledged by Congress for their capacity to describe nationally important stories about the evolution of our nation. Continued use of the National Heritage Areas by people whose traditions helped to shape the landscapes enhances their significance.



National Heritage Areas are managed by a local coordinating entity in partnership with various stakeholders. These stakeholders include individual citizens; local, state, and federal governments; nonprofit groups; and private sector groups.

Together these stakeholders work to preserve the integrity of their distinct landscape and local stories so that future generations will understand their relationship with the land. This collaborative approach does not compromise traditional local control over and use of the land.

Using this approach, National Heritage Areas are based on their constituents' pride in their history and traditions and their interest and involvement in retaining and interpreting their special landscapes. Heritage areas work across traditional boundaries in order to collaboratively shape a plan and implementation strategy that preserves the area's unique and distinct qualities.

For more information, visit [www.nps.gov/history/heritageareas](http://www.nps.gov/history/heritageareas)

## **National Parks vs. National Heritage Areas**

A National Heritage Area is not a unit of the national park system; in general, no lands within heritage areas are owned or managed by the National Park Service (NPS). In the isolated cases where land within the established boundaries of a National Heritage Area is owned by the federal government, it is as a result of prior legislation establishing the site, such as a military installation or a national forest.

The federal government does not acquire land, manage land, or impose land use controls through the establishment of a National Heritage Area. Rather, National Heritage Areas accomplish their goals through partnerships with governments, organizations, businesses, and individuals. Thus, NPS involvement is advisory in nature and provides technical, planning and limited financial assistance to National Heritage Areas, and decision-making authority is retained by the local people and communities.

The NPS does play a role in the management plan review process and evaluation of progress regarding its implementation. The NPS also has discretion regarding National Heritage Area Program funds.

Heritage conservation efforts result from a community's pride in its history and traditions and its interest in seeing them preserved. Preserving the integrity of the local stories and the cultural landscape means that future generations of the community will be able to understand and define who they are, where they come from, and what ties them to their home. Heritage areas can thus ensure key educational and inspirational opportunities in perpetuity, without compromising local control over use of the landscape. It is the responsibility of the people living within a heritage area to protect, interpret and preserve the heritage area's resources.

The designation of a National Heritage Area is recognition of a community's efforts to identify the natural and cultural resources, which define its sense of place and its stories. Designation recognizes nationally distinctive landscapes and the role of these distinctive landscapes in defining the collective American cultural landscape. Designation also provides important recognition of local community-based efforts to preserve this distinctive character.

Heritage Areas are based on partnerships. The partnership approach generates opportunities for creative input on the desired future of a community from a broad range of constituents and their diverse perspectives. Collaborative idea-sharing and planning fosters a spirit of cooperation and can unite a community in pursuit of a common cause. The participants are able to refresh continually the sense of place they seek to preserve. Association with the NPS makes significant technical expertise available to assist the community with all stages of this process, from the identification of important resources to planning for preservation, interpretation and the education of future generations.

## **History of the National Heritage Area Program**

Since 1984, Congress has created forty-nine National Heritage Areas, stretching from the Essex National Heritage Area in Massachusetts to the newly designated Kenai Mountain-Turnagain Arm National Heritage Area in Alaska. In the first ten years of the federal program, Congress typically designated historic transportation corridors. Among the first designated areas—and now firmly established—are Illinois and Michigan Canal National Heritage Corridor, Blackstone River Valley National Heritage Corridor, Path of Progress National Heritage Tour Route, the Quinebaugh and Shetucket Rivers Valley National Heritage Corridor, and the Delaware and Lehigh National Heritage Corridor. These initial heritage areas largely reflected preservation planning, resource conservation, and economic development concerns regarding how to revitalize older industrial corridors.

In 1996, Congress approved more new designations, many of which continued the focus on corridors. Others however, reflected the influence of local activists who pushed for a different approach to designate large regions united by shared heritage and connected historic patterns. The Rivers of Steel National Heritage Area focused on the folkways, industrial history, and labor history of the greater Pittsburgh region. Silos and Smokestacks National Heritage Area looked at the interplay of agriculture and industry in northeast Iowa. Cane River National Heritage Area focused on connections and interplay, this time between Louisiana's Creole and African American cultures. The largest heritage area was the Tennessee Civil War National Heritage

Area, where citizens, historians, and officials insisted on state boundaries to define a program to better protect, interpret, and enhance resources and stories from the Civil War through Reconstruction.

More recently, Congress has designated both corridors and areas as National Heritage Areas. There has been a trend toward designated larger areas reflecting historic themes and patterns: aviation history in Dayton, Ohio; the American Revolution in New Jersey; Abraham Lincoln in Illinois; and the Mormon pioneer experience in Utah. Four recent efforts: Freedom's Frontier

National Heritage Area; the Journey Through Hallowed Ground National Heritage Area; the Great Basin Natural Heritage Route; and the Gullah/Geechee Cultural Heritage Corridor, created a single heritage area encompassing resources and stories from multiple states.



# The Cache la Poudre River National Heritage Area: How it came to be

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## **CALA Boundaries**

The Cache la Poudre National Heritage Area (CALA) extends to the boundaries of the River's 100-year flood plain, and winds some 44 miles across the foothills and plains of northern Colorado from eastern boundary of the Arapahoe-Roosevelt National Forest northwest of Fort Collins, to its confluence with the Platte River east of Greeley.

## **Genesis of the CALA**

In 1986 Congress designated the Upper Cache La Poudre River as a Wild and Scenic River encompassing 75 miles of river above the community of Poudre Park, northwest of the city of Fort Collins. At the same time Congress mandated a National Recreation Area (NRA) feasibility study on the lower stretches of the river. The city of Fort Collins and the USDA Forest Service were the lead agencies. The NRA study, undertaken between 1986 and 1989, covered an 18.5-mile segment of the river (from Taft Hill Road at the northwest corner of the city of Fort Collins Urban Growth Area to the Larimer-Weld County Line). It included a corridor approximately one-mile wide encompassing the 100-year floodplain.

The report was intended to be a resource document for the city, county and federal decision-makers and potentially affected land and property right owners with the study area. It did not intend to make a recommendation on National Recreation Area designation. Endorsement or recommendation against NRA designation was to be made by the city of Fort Collins and Larimer County after extensive public involvement. The authors of the report indicated, "the most fundamental purpose of the study is to explore the most desirable future or planning direction for the river and how this may be best achieved."

The study concluded that the Cache la Poudre River was feasible for NRA designation. However, an NRA designation would require a federal lead agency and this lead agency could only administer federal policy and regulation on federal lands, and this limited federal ownership presented a potential dilemma. Even assuming some modest level of federal land acquisition over the course of several years, there probably would not be substantial federal land ownership.

Out of the series of public meetings came a clear signal and set of concerns from potentially affected landowners. Considerable anxiety was expressed over the issue of private property rights, the use of condemnation, impacts of private property owners and mistrust in federal and local governments. At the request of the landowners, a meeting was held with then Congressman Hank Brown to discuss his vision for the area and to address their concerns. He encouraged their involvement in drafting of a set of "landowner policies" to be utilized in the formulation of any potential NRA, and most importantly to assure that basic rights and concerns be addressed and adhered to.

## **A National Heritage Corridor**

Late in 1989 the city of Fort Collins named a task force to investigate the legislative and management issues related to the NRA. The task force advised against NRA designation and recommended instead designation as a National Heritage Corridor (NHC). The Fort Collins City Council continued to push for a strong local planning initiative to set the stage for NHC designation. Eventually the NPS was invited to carry out a feasibility study for the 18.5-mile stretch of river that had been the focus of the NRA study. This evaluation was completed in December 1990. The study concluded that the entire Cache la Poudre basin has national significance since it possesses exceptional value in illustrating or interpreting "the history of Water Law and Water Development in the Cache la Poudre River Basin and the Rocky Mountain West." However, this study also determined that resources related to this theme within the proposed NHC were fragmentary and lacked sufficient scope to qualify for national significance using criteria in the NPS management policies. Also the opportunities for recreation, public use and enjoyment, and scientific study were found to be similar to other rivers along the Front Range of Colorado and were not considered superlative.

After failures to pass bills in 1990 and 1991, Senator Hank Brown introduced Senate Bill 342, the "Cache La Poudre River Corridor Act" in February of 1995. In October 1996, Congress enacted public Law 104-323 establishing the Cache la Poudre River Corridor and providing for the interpretation of the "unique and significant contributions to our national heritage of the cultural and historical lands, waterways and structures within the Corridor."

As a result of this designation the Cache la Poudre River Corridor became part of the national heritage area program. The Corridor's significance centered largely around the cultural resources associated with the development of western water law and the water delivery system that serves the region, both of which played a key role in shaping communities in north central Colorado.

## **A National Heritage Area**

Soon after passage of the bill, mistakes were identified and questions arose about the wording of some sections. Proposals to amend the legislation were presented and discussed in Congress during the spring of 1998, but disagreements between the Colorado Congressional delegation and solicitors from the Department of Justice and the Department of the Interior over the corrections were not resolved. On February 3, 1999, Senator Wayne Allard introduced S. 340, which proposed technical corrections to amend the Cache la Poudre River Corridor, but no action was ever taken on this bill.

In September 1999, notwithstanding the continuing lack of clarity in the appointment clause of the legislation, Colorado Governor Bill Owens transmitted the names of the prospective Commissioners to the Honorable Bruce Babbitt, the Secretary of the Interior, for approval. Then NPS Director Robert Stanton replied to this transmittal explaining that Commission appointment could not be made until Congress addressed the technical corrections issues by legislative amendments.

Late in 1999, the prospective Commissioners formed the Poudre Heritage Alliance (PHA) to carry out the intent of the legislation until the Commission could be officially appointed. By the spring of 2000, the PHA decided to continue with the project and try to implement the Cache la Poudre River Corridor as a local entity, even if a resolution on the federal legislation could not be reached.

In the spring of 2001 revised technical corrections bills were introduced in both houses of Congress, S. 903 and H.R. 1880, but as of December 2002, the issue of technical corrections had not been resolved.

While waiting for the technical corrections to the legislation, the PHA achieved designation as a Colorado non-profit organization (501c3) and applied for tax-exempt status. The PHA also worked with the NPS to launch five separate studies of the heritage area from winter 2001 to summer 2002.

The funded studies included the following: 1) inventory of water-related resources; 2) analysis of evolution of landscape; 3) formulation of management alternatives for the corridor (started late 2001); 4) interviews with long-time residents of Weld and Larimer Counties; and 5) study of evolution of the water-delivery system along the river.

In March of 2003, the PHA began work on an administrative plan, holding a series of public open houses in Greeley, Fort Collins and Windsor. Work on the plan was continued that summer by intern Ryan Staychock. Between 2005 and 2009, the PHA completed a series of promotional projects, including interpretive panels, signage and a video about the heritage area.

On March 30, 2009, the revised legislation was finally passed by Congress, and a memo was released later that year officially activating the Cache la Poudre River as a National Heritage Area. The required management planning effort was launched in March 2010, and the following month an official task agreement was submitted to the National Park Service, making the PHA eligible for federal funding.

## **Public Involvement**

Extensive public involvement was employed during the development of the management plan. In the fall of 2010, every property owner within the CALA (approx. 2,500) was noticed and invited to attend a public kick-off meeting.

Government agencies, non-profits and business owners were also invited. Notice was also provided to the general public via press release and public service announcements in the Fort Collins Coloradoan and the Greeley Tribune. The purpose of the initial meetings was to educate land owners and the public on the basics of what a national heritage area is; how it will be administered; and what impacts it could have on people's lives. Kick-off meetings were held in Fort Collins, Windsor and Greeley. Between 40 and 50 people were in attendance at these meetings.

Although no Native American tribes currently reside in or near the CALA, the PHA and NPS invited 12 of the closest tribal leaders to provide input in the planning process prior to the second round of public meetings. None of the tribal leaders contacted responded to the invitation.

The second round of public meetings took place in the fall of 2011 for the purpose of updating land owners and the public on the progress of the management plan. At this stage in the process, the PHA had developed vision and mission statements and a series of goals, objectives and action steps by which to guide and implement the management plan. The PHA was also beginning the development of an interpretive

plan, so attendees of these meetings had the opportunity to voice their opinions on what facets of the CALA are most important and how those facets should be celebrated and interpreted. Meetings were held in Fort Collins and Greeley. Notice was provided directly to individuals that attended the first meeting and potential CALA partners. Notice was also provided via press release and public service announcements in the Fort Collins Coloradoan and the Greeley Tribune. Meetings were attended by 30 to 40 people.

When a draft of the management plan was complete, a third round of announcements and public meetings took place in the spring of 2012 for the purpose of presenting the draft management plan to area land owners and the general public, who were encouraged to comment on the document at the meeting or by requesting a copy of the plan from a PHA Board Member at the convenience of the interested party. Meetings were held in Fort Collins and Greeley and notice provided directly to individuals who attended the first meetings and potential CALA partners. Notice of the draft plan and its availability for viewing also was provided via the CALA website, public service announcements and press release in the Fort Collins *Coloradoan* and the Greeley *Tribune*. Following review by the regional office of the NPS, the plan also was posted on the NPS Planning, Environment and Public Comment website.

As a final effort to include the Native American tribes in the planning process, the PHA sent a letter of invitation to 17 representatives of affiliated tribes in October 2012. The PHA received one response, but no further follow up was required.





CACHE LA POUDRE RIVER NATIONAL HERITAGE AREA



1980

1990

2000

2010

1986 Congress designates 75 miles of Upper Cache La Poudre near Poudre Park as Wild and Scenic River.



December 1990 NPS completes feasibility study concluding that entire Cache La Poudre basin has national significance.

February 1995 Senator Hank Brown introduces S. 342, the "Cache La Poudre River Corridor Act".



Feb. 1999 National Park Service and Larimer and Weld Counties agree to begin Interpretive Plan.

Spring 2000 PHA joins Alliance of National Heritage Areas (ANHA), private organization comprised of existing national heritage areas.



2002 PHA members attend HA Association meetings in D.C., Rhode Island and South Carolina

April 2002 PHA organizes interpretive workshop; Judge Greg Hobbs and State Engineer Dick Stenzel address group.

2005 Cache la Poudre River National Heritage Area wayside interpretive panels installed along trail system



June 28, 2006 Promotional Cache la Poudre River National Heritage Area video completed



1989 City of Fort Collins task force advises against National Recreation Area designation and recommends instead designation as a National Heritage Corridor



May 1991 Senator Hank Brown presents S. 1174; bill fails to pass.

Spring 1998 Corrections to errors in legislation discussed in Congress; disagreements between Colorado Congressional delegation and Departments of Justice and Interior not resolved.

Sept. 1999 Fort Collins, Greeley and Loveland join Weld and Larimer Counties to work on Cache la Poudre River Corridor project until Commission is approved.

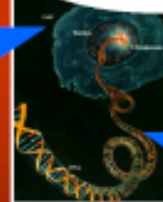
Spring 2001 PHA conducts open houses in Fort Collins, Greeley and Windsor to inform public about project and establish identity.



Human Genome Mapped 2003

Great Recession 2008

End of Iraq War 2011



W Bush 2001-2009

Obama 2009-present

March 2010 Management Plan effort launched



Mar 30, 2009 REVISED LEGISLATION PASSED BY CONGRESS

Jan 28, 2008 Cache la Poudre River National Heritage Area signs installed on I-25



Facebook Founder Mark Zuckerberg born May 14, 1984

Regan 1981-1989

Berlin Wall Falls November 9, 1989

HW Bush 1989-1993

First Webpage Created 1991

July 4, 1997 Mars Pathfinder rover lands on Mars

Clinton 1993-2001

World Trade Center Attacks September 11, 2001

Spring 2001 PHA develops logo and begins installing signs to mark Corridor.

October 2000 PHA hosts national meeting of ANHA; ANHA members meet with PHA to identify and recommend tasks for organizing heritage area.

February 1999 Senator Wayne Allard introduces S. 340, proposing technical corrections to legislation; no action taken on the bill.



October 1996 Congress enacts public Law 104-323 establishing the Cache la Poudre River Corridor and providing for the interpretation of the "unique and significant contributions to our national heritage of the cultural and historical lands, waterways and structures within the Corridor."



June 1990 Congressman Hank Brown introduces H.R. 5172, proposing designation of the lower Poudre as a National Heritage Corridor; bill fails to pass.



July 1993 Senator Hank Brown presents S. 1270, the Cache La Poudre National Water Heritage Area; bill fails to pass.

1986 to 1989 Congress mandates a National Recreation Area feasibility study on 18.5-mile segment of lower Cache la Poudre River from Taft Hill Road at the northwest corner of Fort Collins to Larimer-Weld County Line.



# Pre-History and History of the Poudre: An Overview

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Humans have occupied northern Colorado for at least 12,000 years. Until relatively recent times, all these people have been nomadic hunters and gatherers. Over time their primary prey has shifted from prehistoric mammoth to modern bison and their tool kit has changed from elegantly worked stone atlatl points to metal arrow heads, but only during historic times with permanent Euro-American residence did ways of life change to include settlements and horticulture.

Prehistory in the Platte River drainage, which includes the lower Poudre River, can be partitioned into five broad stages to help in understanding people of the past.

1. Paleo-Indian (12,000 BC-5,500 BC)
2. Archaic (5,500 BC-AD 150)
3. Late Prehistoric or Ceramic (AD 150-1540)
4. Proto-Historic (AD 1540-1860)
5. Historic (AD 1860 to present)

The Paleo-Indian stage is a period characterized by highly nomadic hunters of mammoth, giant sloth, camels and large bison. The Archaic stage is a period of more broad-based adaptation with wider use of small game animals, more gathering, plant food processing, storage and the first evidence of habitation structures. The Late Prehistoric or Ceramic stage is identified by a shift from the use of dart/atlatl weapons to bow and arrow, the introduction of pottery, and the adoption of agriculture with the appearance of villages. In northeastern Colorado, nomadic ways of life of the Archaic continued into the Ceramic stage with the inclusion of pottery and bow and arrow.



The Proto-historic stage begins with Coronado's arrival on the modern-day Texas coast in AD 1540. During this period, horses, guns, European diseases, and European trade goods make their appearance in North America. On the Central Plains, horse-mounted nomadic buffalo hunter cultures emerge. The Historic stage starts when Europeans/Euro-Americans arrive and create written records.

For most of the Plains the transition from the Proto-Historic to Historic period occurs in the mid 1800s. During the 400 years between Coronado and the present, the Poudre region was occupied by a succession of groups. These groups include the Upper Republican, Dismal River Apache, and proto-Shoshone culture groups as well as modern tribes. Not only the Arapaho, Cheyenne, and Ute, who are commonly associated with the area but also the Kiowa, Comanche, Sioux, Pawnee, and possibly Shoshone, used the area.

## **12,000 BC to 1540 AD**

### ***Paleo-Indian, Archaic and Ceramic Stages***

The archaeological record along the Poudre River is sparse. The Poudre corridor was the area of earliest Euro-American settlement and agricultural impact. Disturbances like plowing, ditch construction, and intensive grazing would have quickly obliterated many archaeological sites; the likelihood of finding in tact archaeological sites in this area is low. It should also be noted that surface survey is often a poor indicator of buried sites. Particularly along flood plains, sites can be quickly buried and will not provide any surface indications until the stream cuts a new channel revealing artifacts in fresh cut banks.

The archaeological record is described in terms of "sites", which can be as small and simple as the location of a single arrowhead or extensive and complex as entire campgrounds. Sites can contain features and artifacts. Features include hearths, rock walls, cairns, house foundations, rock art, and stone circles. Features are distinct from artifacts in that artifacts are portable human-crafted or modified objects; features are non-portable. Stone circles are one of the more common feature types found on the Plains. Often referred to as tipi rings, some rings may have had other purposes such as ceremonial rings or hearth rings so the term stone circle or stone ring is preferred.

Projectile points, grinding stones and hammer stones are common artifact type found on the Plains, with a wide variety found in Larimer and Weld counties. A projectile point is a piece of shaped material meant to be mounted on a shaft and projected at a target with a bow and arrow or atlatl (spear thrower). Shapes are generally triangular and can be comprised of stone, glass, or metal. "Waste" flakes produced during tool making were

also frequently used as tools such as knives, scrapers, drills and shapers. A mano is a stone, held in one or both hands depending on size, used as a grinding stone and paired with a metate or base stone. Hammer stones are used to break bones to obtain marrow or as a striker when making a stone projectile point.

Using evidence such as projectile points, stone tools, and features, sites can frequently be assigned to a culture group (people who share kinship, ritual, belief systems, geography, language, etc), or to an archaeological culture (sites with similar materials which may or may not have been created by groups with shared culture).

### ***Larimer and Weld County Sites***

As of February 2006, over five thousand archaeological sites have been recorded in Larimer and Weld counties and over half have been given non-Euro-American cultural affiliation. Only 25 sites are attributed to a modern Native American tribe such as Apache, Kiowa, Cheyenne, Shoshone, Ute, and Navajo, and most of these cultural assignments are questionable in terms of accuracy. Sites are scattered across all areas of the counties without a noticeable preference for particular areas like the foothills or stream banks. Not all areas have been surveyed to the same degree; future research could change this conclusion dramatically.

Over one hundred sites have been recorded within the Poudre Heritage Area. Of these, 47 are potentially of indigenous origin. Only three sites have time frame information and date to the Archaic period or older. No sites have been given tribal affiliations.

### ***Paleo-Indian Sites***

At the confluence of the Cache la Poudre and North Fork, unnamed site 5LR1098 is a large camp of 90 hearths, three stone circles, and other stone remains, such as projectile points and ceramics indicating occupation from Paleo-Indian to Late Prehistoric times. The site is now seasonally inundated by Seaman Reservoir.

The Lindenmeier site, in northern Larimer county about 35 miles northeast of the Poudre River, represents one of the few known large camp sites of the Paleo-Indian Folsom people. At the time of Folsom occupation, roughly 11,000 BC, the area was a large lush valley of meadows and marshes, attractive to the large bison, pronghorn, rabbit, wolf, coyote, and turtle found at the site. The camp was in a sheltered area on the east side of the foothills that provided water and gravels suitable for stone tools. In addition to stone tools, bone tools were recovered such as awls and punches; other bone items included objects that might have been beads and gaming pieces. Evaluation of such artifacts suggests that the site was used by different groups on multiple or

possibly simultaneous occasions and might have been the site of multi-group encampments. Lindenmeier also has an Early Archaic component dated to about 4200 BC. An excavated hearth contained pine, cottonwood, prickly pear; pollens included pine, juniper, grass, willow, cattail, sagebrush and unidentified chenopodium.

The Lindenmeier site was discovered by 1924 by local artifact collectors and formal excavations were conducted by the Smithsonian Institution between 1934 and 1940. Now a National Historic Landmark, the City of Fort Collins purchased the Soapstone Ranch property, which contains the Lindenmeier site, as part of their 2005 Natural Areas Program. In 2006, the City and Colorado State University began conducting an extensive cultural resource survey of Soapstone Ranch.

Over two thousand artifacts including flakes and broken tools were recovered from the Folsom period Powars site near Kersey. Animal bone was found but was too fragmentary to identify. The short-term campsite sits on a low terrace overlooking the South Platte River.

The Gordon Creek burial, located on Gordon Creek, a northern tributary of the Cache la Poudre River about 12 miles west of Ted's Place, is one of the few burials recovered from the Paleo-Indian stage dating to about 7,700 BC. The intentionally dug grave pit contained a female aged 26-30 years old at time of death, oriented with head to the north in a flexed position. The bones were stained with hematite, and artifacts included among others a large and a small unused biface, a hammerstone, a polished stone, two worked animal ribs, and four elk incisors.

The Wilbur Thomas rockshelter, a sheltered campsite near Carr, has had at least five separate occupations up to Historic times although no specific dates have been recorded. Recovered artifacts indicate that the shelter was used in the Plano, Early Archaic and Middle Archaic periods.

The Jurgens site, 9 miles east of Greeley near Kersey dates from the Plano period, and contains three areas representing a long-term camp, a short-term camp, and a butchering or processing area. As no kill site and no bison skulls have been found at the location it is likely that animals were killed elsewhere and dismembered for processing. Fore limbs, hind limbs, and backbone portions were transported to the processing area which contained evidence of at least 35 bison. Faunal remains also included deer, moose, pronghorn, elk, rabbit, beaver, muskrat, canid, reptiles, and fish. Tools included bone and stone tools that could have been used for butchering, hide processing, and seed grinding. Two atlatl (spear thrower) hooks were recovered, one of antler and one of modified bison tooth.

### **Archaic Sites**

The Spring Gulch site, 5 miles north of Livermore, Colorado, contains evidence of camp sites suggesting multiple occupations dating from the early Archaic through the later part of the Ceramic Stage. The Archaic levels contained hearths and projectile points made from locally available stone. Animal remains were dominated by bison and mule deer, although jack and cottontail rabbit, possible bobcat, pocket gopher, vole, red-tailed hawk, western painted turtle, and freshwater clam were also found. Charred goosefoot seeds were found in one of the hearths. Artifacts included ceramic fragments, stone grinding slabs, handstones and hammerstones. Also near Livermore, is the Archaic and Ceramic stage Owl Canyon Rockshelter where serrated-blade points were found.

The Kersey site is a large camp overlooking the South Platte River occupied in the Archaic Stage and the early part of the Ceramic Stage and excavated by the University of Northern Colorado archaeological field school in the 1970s. Archaic occupation materials included stone tools and flakes, with a single mano being recovered. Faunal materials included mostly bison, some artiodactyls, and jackrabbit. Flora included goosefoot seeds. A later Ceramic stage burial of an immature individual with no artifacts was also found at this site.<sup>65</sup>

The Kaplan-Hoover bison bone bed, located west of Windsor, Colorado, and .5 miles south of the present Cache la Poudre River, is an Archaic Stage bison trap. Although no associated camp site has been found, there is significant evidence of human processing of the estimated 200 bison killed in the arroyo trap. Dating to about 860 BC, it is unclear whether the trap was used by driving animals over an arroyo edge or up the arroyo from the Poudre River floodplain. The trap indicates a knowledge of animal behavior patterns as the arroyo was routinely used by bison to move from grazing areas on the uplands down to the river for water. Study of dental defects has indicated that the bison were exposed to relatively little nutritional stress suggesting that grassland health during this period was good.

After its initial discovery by an earth moving crew in the River West subdivision, the Kaplan-Hoover site was excavated by Colorado State University's archaeological practicum program for several years in the late 1990s and early 2000s. During this time community tours and public education were an important part of the site program. Although the location is visible from the Poudre River Trail, at the conclusion of excavations, the site was covered over. In 2003, the site was placed on the National Register and in 2004 on the Colorado Historic Registers. The River West Homeowners Association with the assistance of the Colorado Open Lands conservation program and

the Colorado Historic Preservation Office purchased the site and set it aside for open space and future research.

The Happy Hollow Rockshelter near Carr, was occupied from late Archaic times through the Middle Ceramic. Faunal material in order of frequency included elk, bison, pronghorn, deer, prairie dog, rabbit, and pack rat. Late occupations at this site are Upper Republican dating to around AD 1200.

The Webster Feedlot burial located on Lone Tree Creek east of Greeley contained a single individual thought to be female between the ages of 20 and 30 years at death. The bones were dated to roughly AD 0, placing the individual at the end of the Archaic Stage or the beginning of the Ceramic Stage.

### ***Late Prehistoric Sites***

Several sites near the Happy Hollow rockshelter at Agate Bluff were occupied during the Ceramic Stage, including the Agate Bluff, Porcupine Cave, Fire Cave, and Woodland Cave. Bison and elk dominated the faunal remains at these sites although pocket gopher, pronghorn, cottontail, coyote, mule deer, prairie dog, and bird were also found.

Roberts Ranch along the North Fork of the Cache la Poudre in extreme northern Larimer County contains a Ceramic Stage burial and a Ceramic Stage open camp/kill site. The unlined burial pit contained a single female of at least 50 years old. Artifacts included grinding slabs, shell disk beads, tubular beads, juniper seed beads, and a fresh water clam shell pendant. Flora remains included a variety of edible seeds. The burial dates to about AD 550. The buffalo jump kill site contains the remains of at least 18 bison. Projectile points and ceramic shards suggest that this site was used during the Middle Ceramic period.

Near Livermore, the Lightning Hill open camp and Kinney Springs open camp demonstrate Ceramic period site reuse. Small corner-notched, serrated-blade “Hogback” points similar to those found at Owl Canyon were also found at Kinney Springs. Kinney Springs also contained a smooth oval floor with an partially enclosing rough stone wall; this might be the remains of a habitation structure.

The T-W Diamond open architectural site is located in the foothills about 5 km (3mi) north of Livermore. Containing 47 stone circles, the site is thought to be from a single occupation. Ceramic sherds from a single vessel and over 30 projectile points and pieces were recovered. The vessel was tentatively identified as Shoshonean. Charcoal

from within the circles and from hearths yielded a variety of dates but researchers feel the site was used around AD 1100.

### ***Proto-Historic Sites***

The Lykins Valley site, located on Box Elder Creek, is one of the few well-documented Protohistoric sites in the Platte River Basin. Trade items found included gunflint, glass beads, a clay pipe, a glass bead and metal fragments. Bone materials from bison, deer, possibly pronghorn, and horse were also found. There is some evidence of thermal alteration of quartzite tool material and of ceramic production. The upper level was dated between AD1453-1955. A horse scapula was found in the lower level, dating its occupation to some time after the arrival of the horse in the area, about 1690. Although not a firm assignment, the upper level at the site may be a Comanche occupation and the lower level a Plains Apache occupation.

These archaeological sites were selected to demonstrate two aspects of human occupation in the Larimer and Weld county areas. First, human occupation has been of long and consistent duration and second, this occupation has focused around a hunting and gathering life way based on a consistent set of resources. Bison, elk, deer, and small mammals as well goosefoot plants have been consistently used over time as have the locally available quartzite stone materials. These resources as well as the ready availability of water and camping locations have drawn people to the Poudre valley for thousands of years.

## **1540 AD to 1878 AD**

As seen in the previous section, the archaeological record can provide important insight into how long people have used the Poudre Valley and how they used it, but it tells little about individuals and non-preserved cultural aspects like language and music. Unlike the archaeological record with its time depth of thousands of years, historic documents only provide a time depth of about 400 years on the Plains and about 150 years in the Poudre valley. Within this time horizon, these documents provide a richness of knowledge and insight which the archaeological record does not; however, such documents were primarily produced by Europeans and Euro-Americans, and should be interpreted within that context.

During the Middle Ceramic stage, during the 1200s and 1300s, the Plains experienced a severe drought. Some researchers speculate poor grazing conditions caused bison to abandon the drier parts of the Plains. Nomadic groups reliant upon bison are also thought to have abandoned the Plains during this time. In northeastern Colorado and along the Poudre River, the evidence for cultural continuity through the drought period is

sketchy. The repopulation of the area beginning around AD 1500 and the concurrent availability of written records makes the early 1500s a convenient starting point to examine which cultural groups were in northeastern Colorado at the onset of the Proto-Historic stage.

### ***Proto-Historic Issues***

By the Proto-Historic stage with the availability of written records, groups found through archaeology can be associated with modern tribes. Over the last 400 years the Colorado Plains have been used by a variety of groups at different and even overlapping times.

Camp arrangement, geographic location and construction materials offer potential ways to assign tribal affiliation. These traits are hardly sufficient, however, to assign a given site a particular tribal association in the absence of historic evidence. Hoping to tease out more concrete camp distinctions by tribe, researchers analyzed over 350 photographs of northwestern Plains Indian camps taken as early as the 1850s up to the early 1900s. The photographs were compared with rock art, paintings of the 1830s, and ledger art from the 1870s through the early 1900s hoping to discern distinctive patterns of camp arrangement, size, associated features, setting, and seasonal variation. Relatively few patterns and little variation between tribes were found.

Deciphering the historic record can also be difficult with respect to how a group is named, how that name is spelled, and to whom the name is applied can be very inconsistent. Handwriting on early manuscripts can also be very difficult or impossible to decipher correctly, and geographical references can also be inconsistent. For example, in early records the “Black Hills” referred to both the hills in South Dakota and the modern Laramie Mountains of northern Colorado and southern Wyoming.

### ***Northern Colorado Cultural Groups***

Although pre-dating the Proto-Historic period, enough is known about the Upper Republican culture group that they make a reasonable starting point to begin a closer look at the occupation of the Poudre valley. Between AD 1000 and 1400 Upper Republican groups from Nebraska are thought to have had temporary bison hunting camps in eastern Colorado due to the presence of ceramics made from local materials and other cultural debris created by long-term occupation. Drier conditions in the 1400s are thought to have forced the abandonment of these western-most Upper Republican camps. The ultimate destination of these people is unknown.

### ***Dismal River Apache - Kiowa Apache***

The Upper Republican groups were eventually replaced by the Dismal River Apache, who are also thought to have been nomadic bison hunters who migrated from the boreal forests of southern Alaska and Canada into Colorado by at least AD 1525 and possibly as early as the 1300s. The Dismal River Apache archaeological sites appear to be similar to but older than the historic Plains-Apache or Kiowa-Apache. Early in the eighteenth century the Kiowa-Apache combined with the Kiowa for several generations before splitting into two groups: one moving into South Dakota and the other into New Mexico around 1800. This southern migration took them through eastern Colorado, although little evidence exists from their passing.

### ***Kiowa***

There is some confusion about where the Kiowa originated and how they came to be on the central Plains in the 1700s. Linguistically, the Kiowa language belongs to the same language group spoken by the Pueblos of New Mexico. It is speculated that they moved northward out of the plains of New Mexico during the early-eighteenth century. When they reached the Black Hills of northern Colorado and southern Wyoming, they aligned with the Kiowa-Apache and began a southern migration no earlier than about 1800. Both the northern and southern migrations took them through eastern Colorado. Like the Kiowa-Apache, little evidence exists from their passing.

### ***Comanche***

The Comanche were an offshoot of the Eastern Shoshone of Wyoming who had moved onto the plains as bison hunters in the 1500s, pressuring the resident Kiowa-Apache from the north and west. The Comanche occupied the area between the forks of the Platte from 1650 to 1700. Fully displacing the Kiowa and Kiowa-Apache in the early 1700s, the Comanche were able to control trade between the Spanish settlements and the Pueblo Indians in New Mexico and the Plains tribes. By the 1820s, the Comanche had shifted their range south of the Arkansas River in response to pressure from the Arapaho and Cheyenne.

### ***Arapaho***

The early history of the Arapaho is unclear, but it is commonly accepted that at one time they were a hunting and gathering group in northern Minnesota /southern Manitoba who migrated south and west. The Arapaho may have been situated on the northern plains as early as 1650 and then migrated south of the Missouri River by the 1790s. At that point the two-thirds of the tribe who went south began to be referred to as "Arapaho" and the third of the tribe who remained in the north became clearly distinguished as "Gros Ventre," also known as the Atsinsa. Scholars differ on when another tribal split



that created the familiar Northern and Southern Arapaho groups occurred. It is believed that the split occurred in 1816, the 1830s or as late as the 1850s.

### ***Cheyenne***

The Cheyenne were a village-based, hunter-gatherer group who migrated out of the upper Mississippi River area in southern Minnesota beginning about 1680. In the 1700s they settled on the Sheyenne River in North Dakota becoming horticulturalists and bison hunters. During this period they acquired horses and relocated a second time to the Missouri River by 1780. By the early 1800s, the Cheyenne had abandoned village life and become nomad buffalo hunters located several hundred miles south of the Black Hills of Northern Colorado and Southern Wyoming. The Cheyenne and Arapaho are thought to have begun their alliance about this time, and by the 1820s were on the Colorado plains having pushed the Comanche to the south.

### ***Pawnee***

The Cheyenne and Arapaho were pressured from the west by the Ute and the east by Sioux and Pawnee bison hunters, although Pawnee villages were centered on the Lower Loup River in Nebraska. The 1840 agreement between the Cheyenne and Arapaho excluded the Pawnee from hunting in their territory. However, an encounter by the Arapaho with Pawnee hunters near Laporte in 1858 suggests that the Pawnee hunted as far west as the Cache la Poudre Valley regardless of the agreement.

### ***Sioux***

Like the Cheyenne, the Sioux migrated from the east (southern Wisconsin - Minnesota - Iowa region) under pressure from the Chippewa and Cree. By the early 1800s, the Teton Sioux had pushed out the occupying Crow and Kiowa and claimed the Black Hills region, before extending their hunting range even further south by the mid 1850s. In response to Sioux pressure in the Black Hills, the Kiowa and their allies the Kiowa-Apache moved south of the Arkansas River and the Crow relocated to the northwest between the Yellowstone River in Montana and the Sweetwater River in Wyoming.

### ***Ute***

Based on linguistic analysis, the Shoshone spread from California's Death Valley region across the Great Basin starting around the year 1000, eventually splitting into multiple divisions. The modern Shoshone belong to the Mono-Bannock division and Ute belong to Ute-Chemehuevis division. West of the Rocky Mountains, the Ute were present in the Four Corners area by 1300 and had spread north and east through the mountains by about 1500. With the acquisition of the horse in 1640, the mountain-based Ute were able to engage in mass bison hunting on the Plains. Prior to 1880, the territory occupied by Eastern Ute bands extended into central Colorado including modern day

Rocky Mountain National Park. In Larimer County, Ute ceramics have been found near Red Feather Lakes northeast of Fort Collins.

### ***Shoshone***

The Shoshone, too, may have entered northeastern Colorado although evidence is unclear. Ceramics from the Echo Cave archaeological site near the Big Thompson River, and from Roberts Buffalo Jump and T-W Diamond sites in northeastern Larimer County may be attributable to the Intermountain Tradition. This Proto-Shoshonean culture originated about AD 1000 becoming historical Shoshone by AD 1760. The Shoshone were early acquirers of the horse and dominated the northern Plains in the 1740s until other tribes obtained reliable supplies of guns at which point they were driven back into the central Rocky Mountains.

### ***Euro-American***

Euro-Americans began to enter the Plains after the 1803 Louisiana Purchase; however, the existence of a then unnamed tributary corresponding to the modern Cache la Poudre River was not documented until Stephen Long's 1820 expedition followed the South Platte to the intersection of the two water bodies. William Ashley, a fur trapper, camped on and followed the Poudre over the mountains in 1824.

In 1843, John Fremont, on an expedition to gather military and scientific information, may have followed Ashley's route up the Cache la Poudre or may have instead followed the North Fork of the Poudre as a route to the Laramie Plains; his journey records about his route are inconclusive. Notable mountain men Kit Carson and Thomas Fitzpatrick accompanied Fremont. Carson trapped in the west side of today's Rocky Mountain National Park, and it is possible that he returned to trap along the Poudre in 1849-1850.

The last important expedition to pass through the Poudre area was Ferdinand Vandiveer (F.V.) Hayden's 1869 Geological Survey of the Territories for the U.S. Department of the Interior. Hayden's sketch artist Elliott provided some of the earliest known formal sketches of the Poudre area. Hayden's reports focused on more than just geology, stressing the scenic beauty and wild game possibilities for tourists, the exploitable resource base of precious minerals, coal, and forests for industrialists, and the potential for settlement for developers.

The earliest Europeans to linger along the Cache la Poudre were probably fur trappers such as Ashley, but they left few records. The distance of fur trading posts from the Poudre suggests that while the river may have been trapped, it was not likely a key fur source. The fur trapper era came to a close by 1850, and by then many of the fur trading posts, such as Fort Vasquez and Fort Lupton, were supplanted by buffalo hide and meat trading posts, such as Fort Laramie.

During the 1850s a federal government policy of westward expansion to stimulate agriculture, mining, and trade combined with several specific actions/events to draw Euroamericans to the Poudre valley in a more sustained way:

1. The Laramie Treaty of 1851 established tribal boundaries, gave the United States the right to establish roads--specifically along the Platte River--and military posts in Indian country, and negotiated peace between warring Plains tribes;
2. The Kansas-Nebraska Act of 1854 developed a legal mechanism for land title;
3. Gold was discovered near Denver in 1858;
4. Colona (near modern day Laporte) was established by Antoine Janis and other French-Canadians in 1859.

These events essentially ended the Proto-Historic stage along the Cache la Poudre River. Native American occupancy of the area ended informally in 1868 when Arapaho Chief Friday removed his band to Wyoming and formally in 1878 with the mandated removal of all Native Americans to designated reservations. Except for the Southern Ute Reservation located in southwestern Colorado all reservations were located outside of Colorado.

## The Development of Modern Water Law on the Cache la Poudre

The stories of the Cache la Poudre River National Heritage Area (CALA) are a microcosm of early Americans' struggles to tame the western frontier of the United States. The CALA provides visitors and residents the opportunity to understand the often adversarial, sometimes harmonious relationship between nature and culture that dominated the early history of the American West. The resolve and ingenuity exhibited by early settlers in their battle against the rugged environment of the late nineteenth century Cache la Poudre River resulted in a

historical legacy of critical contributions to the disciplines of agriculture, engineering and law, without which northern Colorado and perhaps much of the West could not have been settled.



The Cache la Poudre River was so-named after William H. Ashley's Rocky Mountain Fur Company hid a cache of gun powder and lead in the river's bank in 1825 during a trapping expedition. The Cache la Poudre was swifter and more difficult to ford in those days and many wagons were lost as early explorers searched for suitable land for settlement. These hardy souls were eventually able to bend the river to their will and soon early northern Colorado settlements such as Greeley and Fort Collins began to grow along its banks. The river served as the life-blood to the region, providing irrigation for crops, drinking water, and eventually raw materials for industry, and even recreation in the midst of a semi-arid landscape averaging about 15 inches of annual rainfall. It is against this hard-scrabble backdrop of early colonization along the frontier that modern water law as we know it in the West evolved through the idea of "prior appropriation" – first in time, first in right.



The 1882 Bird's Eye View of Greeley is a slightly artistic rendering of the cartographer's perception of the early city. The map depicts Greeley with the eastern portion of the city in the foreground, with views to the mountains in the west and the Cache la Poudre River to the north.

Historical events along the Cache La Poudre River Basin led to the development of the Colorado System of Water Allocation, the first complete system of water rights management in the Rocky Mountain region. The Colorado System of Water Allocation, using the Doctrine of Prior Appropriation, established a means through which water rights could be both adjudicated and allocated effectively, and it was quickly adopted as the basis of water law throughout the mountain states of the American West.

The system of water allocation that evolved in Colorado was partially born from conflicts experienced along its rivers, and particularly the Cache La Poudre River. However, lessons learned in other regions strongly shaped the evolution of the system. When the early American colonists settled the eastern seaboard they gave little thought to a legal framework to govern water use. Their new climate and topography, with plentiful precipitation, resembled closely their native England. English water laws and customs, based upon the riparian doctrine were easily put to use.

One strong influence came from the industrialized northeast where industrialization gave birth to the concept of Prior Appropriation. It was there that the need for water to power the mills during the early Industrial Revolution forced New Englanders to develop

a system of water management based on "an exclusive right to dam streams and regulate their flow." Another important influence came from the California gold fields, where miners' fierce competition over water led to a system that prioritized water use by seniority.

Permanent settlement along the Cache La Poudre River began in 1840s when Antoine Janis claimed squatter's rights near the river. In 1858, Colona, the first Anglo-American community on the Cache La Poudre River, was established at the site of the present-day town of La Porte. The early settlers generally avoided agriculture, primarily relying on trapping and hunting to survive. However, in 1859 the discovery of gold along Cherry Creek in Denver sparked a dramatic change throughout the Colorado Territory.



***Early irrigation ditch providing water to the Akin farm in Fort Collins: photo courtesy of [history.poudrelibraries.org](http://history.poudrelibraries.org)***

The population grew suddenly and dramatically as thousands of miners and pioneers descended on the area. Mining camps appeared overnight along the South Platte River and extended into the foothills. The miners had little inclination toward either agriculture or permanent settlement. Other pioneers, however, saw Colorado's agricultural potential as the more promising and enduring path to riches, especially as hungry miners turned to local farmers for sustenance.

The early Colorado farmers understood the necessity of irrigation to assure successful agriculture. They had to adapt to a new landscape and climate. Creating an effective and fair water delivery system was essential. The process turned out to be long and difficult because many of them came from areas in the eastern United States where rainfall was abundant and had no appropriate legal framework to regulate conflicts over water use. East of the Mississippi farmers had relied on the Riparian doctrine to solve disputes over water. The Riparian doctrine limits the use of water in a waterway to those who own land adjacent to the body of water. The owner of the land is allowed "reasonable use" of the water, including irrigation, but the water's flow must remain undiminished to allow navigation and use as a power source.

Farmers began irrigating along the Cache la Poudre River basin as early as 1860, when small-scale canals and ditches appeared along the river. These ditches were single-farmer operations that watered one or two farms. Even at this early stage, Colorado settlers realized that the use of the river water needed to be controlled, and the territorial legislature passed its first law concerning water management in 1861.



***Greeley #3 irrigation ditch: Photo courtesy of [greeleyhistory.org](http://greeleyhistory.org)***

That law stated that when there was not enough water to satisfy a community's needs, "the nearest justice of the peace shall appoint three commissioners ... whose duties it shall be to apportion [water] in a just and equitable proportion ... to different localities as they, in their judgment, think best for the interests of all parties." This first law would later prove too vague to resolve any serious conflict over water, but because the territory's population was still sparse and only simple, short canals existed, there was still plenty of water for all of the irrigators. Only when the demand for water surpassed the available supply would agriculture and irrigation undergo an important transformation.

The arrival of the Union Colony in 1870 changed the nature and scale of irrigation in northeast Colorado. The Colony, located close to the junction of the Cache la Poudre with the South Platte, envisioned ditches large enough to serve all their community's members, and almost immediately after their arrival, they began construction on the first of four proposed ditches.

Their first canal, Greeley No. 3, provided domestic water for their municipality and its gardens. The second canal, Greeley No. 2, was for the irrigation of crops. It was the first long canal constructed in Colorado. By 1876 it was 36 miles long and 22 feet wide. The other two canals were never built. Greeley No. 2 and No. 3 set powerful precedents by their size, the numbers of farmers they served, and by proving the importance of a cooperative effort to develop a water supply system.





***Ox team plows furrows in 1870: photo courtesy of District 6 Greeley, Colorado – Birth of a City slideshow***

The Union Colony's success demonstrated that large canals were the most effective method of irrigating along the Cache la Poudre River because one ditch could satisfy the needs of numerous farmers, and a large ditch could supply adequate amounts of water to farmsteads located miles from the river.

Other farmers and entrepreneurs soon duplicated the cooperative methods of the Union Colony and created their own extensive ditch networks. A new

agricultural colony appeared in Fort Collins in 1872, and shortly thereafter began the construction of two new large ditches, the Lake Canal and Larimer County Canal #2. These new structures had the capacity to divert a significant portion of the river's flow and, due to their position upstream from the Union Colony ditches, they had the first opportunity to use the water.

It only took one dry spell to spark a controversy. The summer of 1874 was exceptionally dry and hot, and the river's flow was low. The Fort Collins water users diverted the water they needed, but this left only a small flow in the river and it was inadequate to serve the Union Colony. The lack of water infuriated the Greeley irrigators and resulted in a confrontation between the two communities. Representatives from the two groups met at the Eaton schoolhouse, halfway between the communities, to resolve the problem.

The Union Colony's spokesman, Nathan Meeker, proposed "to make the river an irrigation canal, subject to such superintendence as is established in our Number Two." Meeker also insisted that Greeley's prior rights to the water must be recognized. The Fort Collins delegation agreed that a river commissioner must be appointed, but they were unwilling to acknowledge Greeley's prior claims to the river.

The Fort Collins irrigators did consent to lower their head-gates, which would allow more water to reach Greeley, but before the problem could be resolved the drought ended, controversy subsided, and both sides fell silent. However, the issues raised at the Eaton School meeting were still unresolved and all parties realized that a more effective system was needed in order to avoid future conflicts.



Demands on the state's limited water resources kept growing, and the frequency of conflicts over water increased throughout the state, sometimes resulting in violence. The need for a uniform system of water regulation became clear. It also became evident that the territorial law of 1861 was inadequate to address the problems faced by irrigators. The power of the State of Colorado to regulate water had to be strengthened.

In 1876, the framers of the Colorado Constitution recognized the importance of water issues and attempted to address them in the state's constitution. This effort proved inadequate and it would take another conflict along the Cache La Poudre River to force the State to take action. That conflict occurred in 1878, when Benjamin Eaton, with the backing of an English investment company, began construction of the Larimer and Weld Canal, which had a massive capacity and was located upriver from all of the other major ditches. Without regulations, the Larimer and Weld canal could divert the entire river, leaving both Greeley and Fort Collins with no water and no legal recourse.

State legislators S. B. A. Haynes and J. L. Brush called a meeting of area



*Aerial view of Greeley in the 1870's: photo courtesy of Denver Public Library*



*Germans from Russia (top) and Hispanic field workers: Photos courtesy of Greeley Municipal Museum*

farmers to discuss the potentially devastating situation. The meeting was held in October 1878, at Barnum Hall in Greeley. At this meeting the "embryo of the Colorado System" was crafted. The Barnum Hall attendees believed that legislation must be passed which: (1) created a state agency to superintend the rivers, (2) divided the state into water districts, (3) measured the flow of all streams and (4) clarified all earlier legislation. They called for a statewide convention to address those issues in an attempt to force the Colorado legislature into action.

The convention took place in Denver a couple of months after the Greeley meeting. The delegates' debate covered the same topics identified at the Barnum Hall meeting and finally appointed a five-member committee to draft a legislative proposal. Two members of that committee were from the Cache la Poudre region. After much deliberation and debate over the "nature of prior rights," the bill was submitted to the Colorado General Assembly in 1879.

The bill was passed, but only after considerable rewriting. Several essential aspects of current Colorado water law were evident in the resulting legislation, including the creation of water districts and water courts. One of the most fundamental tenants of Prior Appropriation also emerged from this law; the idea that only enough water that could be *beneficially used* could be diverted from a stream. However, the legislation did not create a state commissioner or regulate the measurement of the rivers, which left many unsatisfied and would cause further problems in the future.



**Early irrigation ditch construction in Fort Collins:**  
*photo courtesy of A.A. Edwards (early pioneer)*  
*c/o of [history.poudrelibraries.org](http://history.poudrelibraries.org)*

Another hot and dry season hit Colorado in 1879 and lasted through 1880, and the old unresolved issues resurfaced. Greeley farmers again accused Fort Collins irrigators of using too much water, but this time they turned to the new legislation to resolve the situation. It was then that the process of determining the dates of construction for all of the ditches began. Ditch owners had to appear before the Water Court to testify and provide adequate evidence of their water right(s). The dates of those proven claims would establish an order of priority.

Even with the accepted testimony and evidence, the priorities proved impossible to enforce because it was popularly believed that they violated the principles of Anglo-American law, particularly the Riparian Doctrine. But the Greeley irrigators continued to push for irrigation regulation and elected James Freeman and J. L. Brush to the state legislature. Both men were dedicated to changing Colorado's existing water legislation. Freeman became chairman of the Senate Irrigation Committee and introduced legislation that finally seemed to satisfy the needs of Colorado irrigators. It included the necessary measurement of streams and the appointment of a state commissioner.

The efficient measurement of streams was an issue that would not be solved until the 20<sup>th</sup> century when Ralph Parshall, a graduate of the Colorado Agricultural College (which would later become Colorado State University) designed a flume that gave irrigators and water commissioners an important new tool that simplified their work. It has been described as "the most commonly used device for measuring flow in irrigation channels all over the world." Between 1922 and 1926 Parshall conducted his experiments on a site located near the Jackson ditch's main diversionary headworks on the Cache la Poudre River Corridor.

The Colorado system of water allocation, and particularly the concept of Prior Appropriation, evolved to fit the needs of the arid west. Evolving throughout the 1870s and 1880s the concept of Prior Appropriation asserts the simple principle of "first in time, first in right," and further defines it with the caveat of *beneficial use*. This means that the first individual or corporation that diverts the natural flow of the river and puts the water to beneficial use has the right to its use. The diversion has to be a physical feature engineered to alter the flow of the river, and the beneficial use must be for social or economic reasons, with as little waste as possible.

In Colorado, water is considered public property and the state has the duty to regulate the management of the resource. A system of priorities based on the dates (seniority) of the creation and use of irrigation structures regulates Colorado's rivers. All river users are assigned a priority number based upon those two factors, and those with early appropriations are essentially guaranteed use of the water.

Those who hold senior water rights receive their share of water before anyone else and, as long as there is enough water, the right to use the river's water moves down the list to junior claimants. The actual use of the water also affects the seniority of a water right. The state gives preference to domestic use, then to agriculture, and finally to manufacturing. Water commissioners are appointed by the state to assure fair access to, and use of, the limited water resources.

The Colorado system of water allocation and the process of prior appropriation momentarily alleviated pressure on the rivers, but irrigation was becoming increasingly complex as more and larger ditches were built. There was a constant need to find new ways to manage water. The proliferation of canals and irrigated acreage attracted more population to the Cache la Poudre River and soon its water resources and the state's fledgling system of water management were again taxed to their limits.

In addition, Colorado's consumer tastes and market economics were changing. Farmers were growing new crops to satisfy consumer demand. They began to raise onions, cabbage, fruit, potatoes, and alfalfa because demand for those crops promised good monetary returns if they could be grown successfully. Water was the key to the success of those crops, but orchards need water all summer; potatoes need water until late summer; and alfalfa needs water in early spring.

The Colorado climate, the river, and the irrigation ditches could not provide enough water at the right time of the year to allow all those products to flourish. Irrigators needed to expand their supply of water. They needed to capture and store water that fell during non-growing seasons and during times of flood. To do that, in the 1880s and 1890s a network of reservoirs and a system of water exchange were established. The reservoirs were linked to the canal and ditch system, as well as to the rivers and streams.

They held "surplus" water from the rivers and stored it for later use. The stored water could be released into the river's flow for delivery to the proper ditch when needed. Water exchange allows a ditch in need of water, but located upriver from a reservoir, to take another ditch's water from the river at the point where it is needed, and replace that ditch's water with water from the reservoir at the appropriate point down river. The system of water exchange enabled the reservoir system to operate successfully.

To assure access to sufficient water during drought years a series of structures were built in the upper stretches of the river in the 1890s. Skyline Ditch, Columbine Ditch, Wilson Supply Ditch, and the Laramie Poudre Tunnel are well-known landmarks that document the shift of water from the Pacific to the Atlantic watershed as they divert water from the Laramie River into the Poudre. Two other major trans-mountain diversion structures dates from this period: Michigan Ditch which drew water from the Michigan River and Grand Ditch that had the Colorado River as its source.

Even with wide acceptance in the west, the Colorado System still had flaws. Prior Appropriation served those with senior water rights, but the population along the Cache la Poudre consistently exceeded the capacity that the river could support. More water

was appropriated than could possibly flow during the peak agricultural months. Also, new crops such as alfalfa and potatoes required water at different times of the year.

Reservoirs constructed throughout the Cache la Poudre basin in the 1890s alleviated this problem by capturing runoff from heavy winter snows, storing it, and allowing it to be used when most needed. Although always junior to direct irrigation rights, the Prior Appropriation Doctrine was applied to the reservoirs, with each having a specific priority. The system of water exchange increased the reservoir system's efficiency by permitting the maximum benefit from stored water, extending water resources even farther.

Today, the river is still an important part of life in Larimer and Weld Counties. A larger, more diverse population is forcing the re-examination of the values inherent in the river and has begun to impact local and regional growth and development policies. Agriculture is no longer the major industry along the river, and recreation and gravel mining are becoming its dominant uses.

*NOTE: The majority of this section is presented verbatim from materials written by Susan Boyles, formerly of the National Park Service. With the exception of this note, and the "acknowledgements" page at the beginning of the plan, no other attributions are given.*

# The Natural Environment: Historic and Current Conditions

Throughout human history, human ways of life have been shaped by the environmental setting in which people live. Before the advent of water treatment and distribution systems, on-demand cooking heat, refrigeration, and rapid transportation, water and food were procured, consumed, and stored within a very limited area. As local resources were depleted or out of season, people relied on stored surplus or moved to an environment that was relatively richer in those resources.

The American Great Plains is a good example of an area that has required such adaptation on the part of humans.

Stephen Long, one of the earliest nineteenth century explorers in the area, characterized the Great Plains as the “Great American Desert” in 1820 because of the lack of lush vegetation and scarcity of water compared to the eastern United States.

The lower Cache la Poudre River is situated on the western edge of this Great American Desert in an area called the Colorado Piedmont. This arid setting with highly variable climate conditions and animal life dominated by grazing herbivores has allowed only a limited set of lifestyle options for its residents. Not until the introduction of various technologies that helped humans to better adapt to this harsh environment did other ways of life become more feasible.



**Plains  
Cottonwood**  
trees like the  
one shown  
above are  
common along  
the Cache la  
Poudre River.

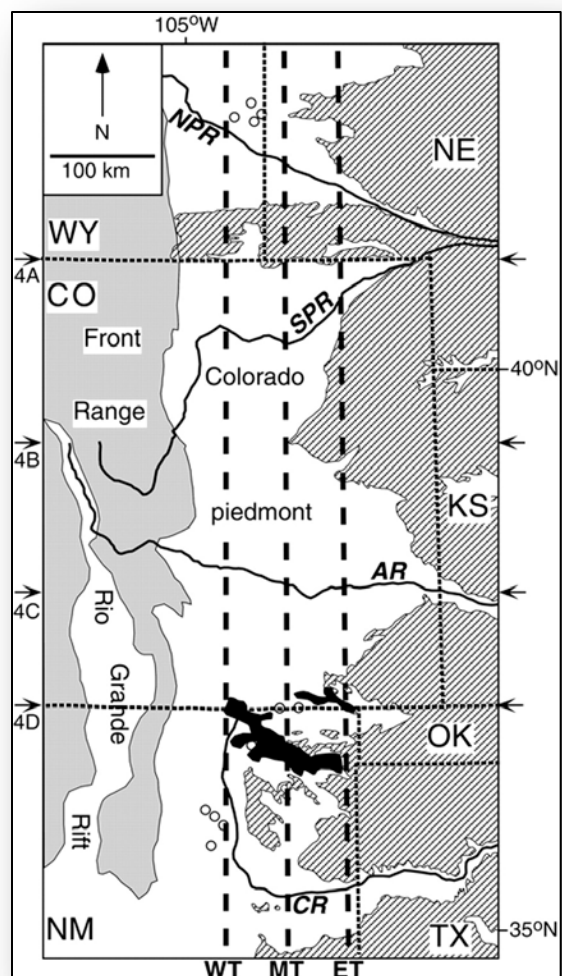
## Colorado Piedmont

Colorado east of the Rocky Mountains is often considered part of the High Plains subregion of the Great Plains. However, the lower Cache la Poudre River is actually situated in the Colorado Piedmont subregion (See Figure 1 right) of the Great Plains that lies between the Rockies and the High Plains.

During the Tertiary period, particularly in the Paleocene (53-65 million years ago) and the Pliocene (2-12 mya) epochs, erosion of the Rocky Mountains deposited river-borne sediments across what is now known as the High Plains. In the Colorado Piedmont, these sediments have been eroded away by the actions of the South Platte and Arkansas river systems creating a lower elevation depression just east of the mountains. The Denver Basin extends within this depression from the Palmer Divide in the south to the Wyoming border in the north and includes the lower Poudre River.

The division between the Colorado Piedmont and the High Plains is marked by an escarpment at the eroded edge of the Tertiary mantle running roughly north-south through Logan, Washington, and Ebert counties. Just west of Fort Collins the Colorado Piedmont gives way to the Foothills/Hogback region, a narrow area of elevation and environmental transition. The Rocky Mountains proper rise to the west of the Foothills. As the lower Poudre is fully within the Colorado Piedmont, only this physiographic subregion is discussed in more detail.

Robert Brunswig, University of Northern Colorado professor, describes the Colorado Piedmont as follows: "The Colorado Piedmont sub-region ranges in elevation from 1067 meters along its interface with the adjacent eastern High Plains sub-region to around 1525 meters where it meets the foothills sub-region to the west. Its landscape is broken by numerous networks of small drainage valleys and largely ephemeral streams divided by rolling and occasionally steeply eroded hills ... [P]erennial watercourses such as the South Platte, Cache la Poudre, and the Big Thompson rivers, along with a large number of seep and spring-fed tributaries, support moist, riparian environments. Stream valley



**Figure 1: Colorado Piedmont Overview**

Source: <http://geology.gsapubs.org>



riparian corridors in the Piedmont presents [sic] microenvironments and habitats for a diverse variety of plant and animal species. Riparian microclimates are more humid and cooler than surrounding landscapes and represent reliable sources of water, protective cover, and food resources normally in short supply on the semi-arid prairies.”

Along the Cache la Poudre River elevation ranges from 1580 m (5200 feet) at Laporte to 1400 m (4600 feet) at Greeley. The area is essentially flat except for the incised river valley itself. Terraces along the river range in height from 3 to 15 m (10 to 50 feet) and generally have a scarp or terrace face on the river side. The river valley averages 1.4 km (0.9 mi) in width. South of the river, a north facing escarpment of 9 to 45 m (30 to 150 feet) demarcates the uplands that separate the Big Thompson and Cache la Poudre drainages.

## Climate

Today most precipitation in the Colorado Piedmont is provided by rain and snow in late winter through late summer, roughly April through September. The annual average of 35 cm (14 in) can be highly variable (Table 1). Winds in open areas of the Colorado Piedmont have an average speed of 4.5 m/s (14.8 ft/sec) with the strongest winds occurring in winter and spring. Although winds are predominantly from the north and northwest in winter and the south and southeast in summer, topographic variation can make local wind patterns highly variable. The Chinook wind, a warm dry winter wind occurring on the lee side of mountain ranges like the Colorado Front Range, can increase temperatures quickly and significantly, and often moderates severe winter conditions. Chinook winds also keep grazing grasses free from snow and cure those grasses so that their nutrients are preserved. Low precipitation and prevalent winds combine to give the Colorado Piedmont a water deficit (evaporation exceeds precipitation) except near bodies of water. In winter, the Longmont-Fort Collins-Greeley areas typically get less precipitation on average than the Denver area due to Denver’s slightly higher elevation.

**Table 1: Modern Climatic Conditions in Northern Colorado**

<b>City/Elevation</b>	<b>Denver (5,280 feet)</b>	<b>Estes Park (7,520 feet)</b>	<b>Fort Collins (5,000 feet)</b>	<b>Greeley (4,680 feet)</b>
<b>Annual Mean Precipitation (inches)</b>	13	16.1	14.1	11.1
<b>April – Sept. Mean Precipitation (inches)</b>	9.5	11.5	10.6	8.9
<b>Annual Snowfall (inches)</b>	55.4	95	42.9	31.8
<b>Relative Humidity</b>	48%	64%	48%	52%



<b>January Mean Temp (Fahrenheit)</b>	31	25.7	26.3	24.5
<b>July Mean Temp (Fahrenheit)</b>	73.4	62	69.5	72.5
<b>Mean last spring frost</b>	May 3	June 6	May 8	May 20
<b>Mean first fall frost</b>	October 16	August 9	Oct. 1	Sept. 30
<b>Mean % cloudy days</b>	24%	12%	14%	14%
<b>Mean % clear days</b>	36%	22%	29%	46%

Although average rainfall is greater than 10 inches (25 cm), in many years rainfall is less and irrigation is required for crops such as corn, an important consideration for agriculture in the area. Also, while the table shows the average first and last frost dates, frost can occur on any day of the year. Less detailed information is available for climate conditions before modern weather data collection began. Table 2 shows a comparison of past climates with the present day.

**Table 2. Historic Climatic Conditions in Northern Colorado**

<b><i>Cultural Period</i></b>	<b><i>Time Period</i></b>	<b><i>Condition</i></b>
Late Historic / Modern	Present	See Table 1
Protohistoric	AD 1500 - AD 1900	wet/cool - dry/warm cycles
Middle Ceramic	AD 1150 - AD 1500	drier/warmer
Early Ceramic	AD 150 - AD 1150	cooler/moister, increased warming/drying at period's end
Late Archaic	1000 BC - AD 150	cooler and moister
Middle Archaic	3000 BC - 1000 BC	variable patchy mosaic environments,

## **Flora and Fauna**

The Colorado Piedmont is considered a short-grass prairie or steppe vegetation zone. Although largely treeless with rolling hills, the plant life is highly diverse. Both warm season and cool season grasses are found here. Cool-season grasses mature during the late spring or fall and warm-season grasses mature in the late summer. Two important characteristics of the warm-season buffalo and grama grasses are their formation of sod and the ability to cure on the stem. Sod-forming grasses create tight interlocking roots that trap soil and prevent erosion in windy conditions. Grasses that

cure on the stem retain high levels of digestible carbohydrates and crude protein that can provide, albeit at somewhat poorer nutritional levels than during the growing season, good grazing throughout the year. The warm season grasses are highly tolerant of grazing and regenerate well. The combination of the early and late maturation of cool-season grasses and summer maturation of warm season grasses provides an extended grazing period of fresh grass. Standing cured grass is available during the remainder of the year. Bison are particularly well adapted to feeding on these grasses, able to obtain sufficient nutrients year round when domestic cattle can not. Table 3 below lists the important plants found along or near the lower Poudre River.

**Table 3. Important Poudre Area Flora**

<b>Type</b>	<b>Category</b>	<b>Name</b>
Grasses	Warm Season	Buffalo grass ( <i>Buchloe dactyloides</i> ) Blue grama grass ( <i>Boutelous</i> spp.) Big bluestem ( <i>Andropogon gerardii</i> )
	Cool Season	Western wheat grass ( <i>Pascopyrum smithii</i> ) Ricegrass ( <i>Oryzopsis hymenoides</i> )
Forbs		Yucca ( <i>Yucca</i> sp.) Prickly pear cactus ( <i>Opuntia</i> spp) Ground cherry ( <i>Physalis</i> sp.) Wild onion ( <i>Allium</i> spp.)
Woody Plants	Dry Land	Sagebrush ( <i>Artemisia</i> sp.) Rabbitbrush ( <i>Chrysothamnus</i> sp.)
	Protected/moist areas	Currant or gooseberry ( <i>Ribes</i> spp.) Chokecherry ( <i>Prunus virginiana</i> ) Hackberry ( <i>Celtis reticulata</i> ) Snowberry ( <i>Symphoricarpos</i> spp.) Wild rose ( <i>Rosa arkansana</i> ) Hawthorn ( <i>Crataegus</i> spp.)
	Riparian areas	Plains cottonwood trees ( <i>Populus deltoides</i> ) Box elder ( <i>Acer negundo</i> )Willow ( <i>Salix</i> spp.)

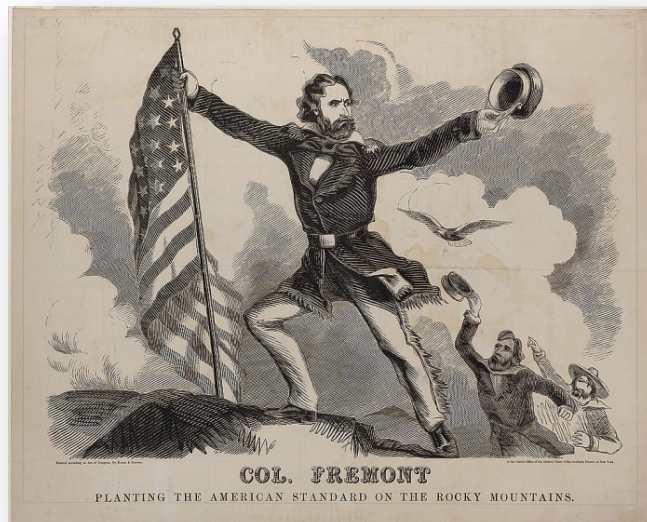
Animal life also demonstrates high levels of diversity along the Poudre River. Birds include both non-migratory and migratory species which use the area on a seasonal basis as part of the Rocky Mountain migratory bird flyway. Steppe-ecology experts William Lauenroth and Daniel Milchunas list the adaptations of animal life for the short-grass prairie in response to its dry and fluctuating environment, the large amount of below ground primary productivity, and the simple vegetation structure: “[L]arge mammals [have] keen vision, migration, herds with complex social structure; small mammals [have] subterranean habits and hibernation; birds [have] ground nesting, drab coloration, migration, skylarking (courtship flights) and short fledging time; invertebrates [have] a relatively large proportion of underground activity.” Table 4 below lists important animal and bird species found along or near the lower Poudre River.

**Table 4. Important Poudre Area Fauna**

<b>Type</b>	<b>Category</b>	<b>Name</b>
Mammals	Extant	Pronghorn antelope ( <i>Antilocapra americana</i> )
		Mule deer ( <i>Odocoileus hemionus</i> )
		White-tail deer ( <i>Odocoileus virginianus</i> )
		Coyotes ( <i>Canis latrans</i> )
		Foxes ( <i>Vulpes velox</i> and <i>Vulpes vulpes</i> )
		Badgers ( <i>Taxidea taxus</i> )
		Prairie dogs ( <i>Cynomys ludovicianus</i> )
		Jack rabbit ( <i>Lepus townsendii</i> )
		Cottontail rabbits ( <i>Sylvilagus nuttalli</i> )
		Thirteen-line ground squirrels ( <i>Spermophilus tridecemlineatus</i> )
		Pocket gophers ( <i>Geomys bursarius</i> )
		Kangaroo rats ( <i>Dipodomys ordii</i> )
		Raccoons ( <i>Procyon lotar</i> )
	Locally extinct	Bison ( <i>Bison bison</i> )
		Prairie or gray wolves ( <i>Canis lupus</i> )
		Black-footed ferrets ( <i>Mustela nigripes</i> )
Birds	Year-round	Golden eagle ( <i>Aquila chrysaetos</i> )
		Burrowing owl ( <i>Athene cunicularia</i> )
		Great horned owls ( <i>Bubo virginianus</i> )
		Ferruginous hawk ( <i>Buteo regalis</i> )
		Swainson's hawk ( <i>Buteo swainsoni</i> )
		Lark bunting ( <i>Calamospiza melanocorys</i> )
		Mountain plover ( <i>Choradrius montanus</i> )
		Horned lark ( <i>Eremophila alpestris</i> )
		Meadow lark ( <i>Sturnella neglecta</i> )
		Robin ( <i>Turdus migratorius</i> )
		Red-winged blackbird ( <i>Agelaius phoeniceus</i> ).
	Seasonal	Great blue heron ( <i>Ardea herodias</i> )
		Canadian goose ( <i>Branta canadensis</i> ) various ducks

## Historical Ecological Change

The Cache la Poudre River begins as a mountain stream before emerging onto the Colorado Piedmont just west of Laporte, Colorado. Downstream of this point, the prehistoric river was characterized by a braiding pattern with a coarse-gravel bed. During the Pleistocene (2millions of years ago-11,000 years ago), the river probably carried a higher sediment load than it did at the onset of the Holocene period (starting about 10,000 years ago). With lower sediment loads, the river began to cut down or incise its floodplain and meander as the bed became more heavily rock-lined. These conditions were in place until the 1800s.



**John C. Fremont – 1856 Presidential Contender**  
Source: <http://en.wikipedia.org>

John C. Fremont, member of the U.S. Topographical Corps, crossed the Cache la Poudre during both his 1842 and 1843 expeditions. On July 12, 1842, Fremont's party crossed Thompson's Creek (now called the Big Thompson) and at noon reached the Cache la Poudre which he described as "...a very beautiful stream, one hundred feet wide, flowing with a full swift current over a rocky bed. We halted under the shade of some cottonwoods with which the stream is wooded sparingly. In the upper part of its course, it runs amid the wild mountain scenery, and breaking through the Black Hills [Laramie Mountains], falls into the Platte, about ten miles below this place." Fremont's noon stop was between present day Windsor and Greeley.

In 1852, J. R. Todd joined George Pinkerton and a party of emigrants and young men from Iowa heading for the Oregon Territory. According to Todd, "[t]he waters of the river were as clear as crystal all the way down to its confluence with the Platte. Its banks were fringed with timber not as large as now, consisting of cottonwood, boxelder, and some willow. The waters were full of trout of the speckled or mountain variety. The undulating bluffs sloped gently down to the valley which was carpeted in the most luxuriant grasses ... Game was plentiful, herds of buffalo were seen on the plains, as well as deer, elk, and antelope..."

In 1859 Horace Greeley, editor of the New York *Tribune*, reported that the Poudre Valley was the "center of antelope country" and the only source of substantial wood for many miles: "[s]ince we crossed Clear Creek, on which there is on this trail a decent fringe of cottonwood, we had seen but the merest shred of small cottonwoods and some scrub willow at wide intervals along the larger water courses; but the pine still sparsely covered the face of the Rocky Mountains. Cache la Poudre has quite a fair belt of cottonwood, thenceforth there is scarcely a cord of wood to a township for the next fifty

*or sixty miles, and the pine is no longer visible on the hills near us, because they expose little but rock, and hence are swept by the annual fires."*

Not all early descriptions of the area were expressed in such glowing terms. Horace Greeley also noted the ephemeral nature of streams emerging from the mountains and flowing onto the plains: *"[a]ll the streams of this region are largest where they emerge from the mountains, unless reinforced below by other streams having like origin, the thirsty prairie contribute nothing, but begins to drink them up from the time they strike it. The smaller streams are thus entirely absorbed in the course of five or ten miles, unless they happen to be sooner lost in some larger creek. Drought, throughout each summer, is the inexorable and destroying tyrant of the Plains."*

**Beaver damage along modern Poudre**  
Source: [www.experienceplus.com](http://www.experienceplus.com)



During the 1800s, the fur trappers' elimination of beaver and their flow-controlling dams in the upper reaches of the river increased flow velocity and allowed more sediment transport downstream, returning the stream to conditions more like those occurring prior to the Holocene transition. Higher rates of flooding, higher water temperatures and a reduction in diversity of stream life have been a continuing legacy of beaver dam removal. These impacts have affected the entire length of the Poudre even though the beaver dams were probably only on its upper reaches.

Early Euro-American settlers faced the challenges of severe weather, grasshopper plagues, and river flooding. Recorded weather events include the drought of 1842 during which Fremont had difficulty obtaining forage for his livestock, the hard winter of 1870-1871, and the drought of 1879. Grasshoppers destroyed the corn and potato crops and most of the wheat crop in 1865, 1873, 1874, and 1876. On the Cache la Poudre, Camp Collins, the original Army camp near Laporte, was destroyed by flood in June 1864. Four floods were recorded between 1860 and 1910. This rate of almost one flood per decade is typical of Front Range streams.

Within the last one hundred years, the stream has been channelized to accommodate urban development and flood control. Water diversion structures have modified the annual flow levels and contributed to increased stream bed erosion. A study of aerial photographs taken between 1937 and 1988 found that the overall width of the Poudre River west of Interstate I-25 had not changed during 50 years, remaining at about 4 m (13 feet). The river had, however, become straighter with more sweeping bends. These changes are due to increased channelization for flood control, particularly within the Fort Collins urban area. Agricultural water removal and return flows have also contributed to changes in the river.



The river is very different than it was during prehistoric times when it was a clear stream teeming with trout, banked by a few sparse cottonwood trees, visited by nomadic hunters and gatherers for over twelve thousand years. Today the river is warmer, slower, more heavily vegetated, and less flood prone than at any time in the past. Grassy bottomlands have been replaced by agricultural and urban activities. Access to the river has been controlled by fences and barriers.

However, in their comprehensive book *Cache La Poudre: The Natural History of a Rocky Mountain River*, local biology teachers and residents Howard Evans and Mary Alice Evans provide a relatively bleak view of the Poudre from its headwaters to its confluence with the Platte in the early 1990s. The river just east of Fort Collins “has lost its youthful ebullience [compared to the upper Poudre]. It is a tired and turbid stream as it flows past the city, at times little more than a trickle over cobblestones it has rolled from the mountains in times past. Walking the trails, one is often more impressed by past abuses than by the river’s present charms.” At the confluence with the South Platte the river is “clouded with algae, sediments, and contaminants.”

**NOTE:** *The majority of the source information for this section was taken from “People of the Poudre – An Ethnohistory of the Cache la Poudre River National Heritage Area AD 1500 – 1880” written by Lucy Burris on behalf of the Poudre Heritage Alliance. Portions of the report are paraphrased and often presented verbatim in the narrative above without direct attribution to the author or original sources used by the author. The complete report and data, as well as other source materials related to the natural environment may be found in the appendices of the management plan.*

# The Modern Cache la Poudre

## A Snapshot of Today's Land Uses

Throughout history, the Cache la Poudre has served as the economic backbone for Northern Colorado, and today, the river continues to be an invaluable resource to residents and the regional economy of Larimer and Weld Counties.

### General Observations

Within the designated boundaries of the CALA the two counties have similar amounts of agricultural land uses; however, that is where the similarities end. Weld County contains the vast majority of resource extraction uses, with 68.5%, whereas Larimer County contains the majority of public/quasi-public uses (68.4%), other business uses (61.8%), and residential properties (71.8%). The following narratives examine each land use category in closer detail.



The modern Cache la Poudre River National Heritage Area is comprised of over 16,600 acres of land devoted to agricultural, public, business, natural resource, and residential uses.

### Ditches, Canals and Agriculture

As emphasized in the preceding historical sketch, the importance of the CALA is grounded firmly in its agricultural roots. Many of the ditches and canals constructed in the 1800s to irrigate the crops of original northern Colorado settlements are still in service.<sup>1</sup> Weld County's Greeley No.2 and No.3 ditches<sup>2</sup> and Larimer's Box Elder Ditch and Lake Canal, for example, all remain active irrigation sources for adjacent agricultural lands.

<sup>1</sup> Source: <http://www.co.weld.co.us/Departments/PlanningZoning/WeldCountyRighttoFarm.html>

<sup>2</sup> Greeley No.1 Ditch was planned but never constructed.

**Table 5: CALA Acreage by Land Use Type and County**

Land Type	Weld	% of Total <sup>3</sup>	Larimer	% of Total <sup>4</sup>	Totals	% of Total <sup>5</sup>
<b>Agricultural</b>	2,651.6	51.7%	2,477.8	48.3%	5,129.4	30.8%
<b>Public - Quasi Public<sup>6</sup></b>	1,542.2	31.6%	3,342.8	68.4%	4,885.0	29.4%
<b>Business<sup>7</sup></b>	1,206.4	38.2%	1,948.8	61.8%	3,155.2	19%
<b>Natural Resources</b>	1,522.2	68.5%	698.7	31.5%	2,220.9	13.4%
<b>Residential</b>	350.5	28.2%	891.8	71.8%	1,242.3	7.5%
<b>Total</b>	7,272.8	43.7%	9,359.9	56.3%	16,632.7	100%

<sup>3</sup> Calculated as a percentage of total acreage by individual land use.

<sup>4</sup> Calculated as a percentage of total acreage by individual land use.

<sup>5</sup> Calculated as a percentage of total acreage in the CALA.

<sup>6</sup> Includes lands owned by federal, state and local governments and religious institutions; also includes all rights-of-way.

<sup>7</sup> Includes commercial and industrial land.

A total of 41 ditches fed by the Cache la Poudre River stretch 134.6 miles and are shown within the Colorado Department of Transportation (CDOT) database, one of the sources used to develop this document. However, there are more ditches listed in the state engineer's inventory that were not shown in the CDOT database. Those additional ditches are not shown on the land use map that follows this section. Also, there are very likely many other shorter laterals and other private irrigation infrastructure that are undocumented and therefore not depicted on the land use map.

Today, agricultural uses still account for the largest proportion of land within the CALA. The CALA contains approximately 5,129 acres of land devoted to agriculture, more or less equally divided between Weld and Larimer Counties.

Weld is Colorado's leading producer of beef cattle, grain, sugar beets, and is the state's leading dairy producer. Weld is the most productive agricultural county in the United States east of the Rocky Mountains, leads the state in the value of agricultural products sold, and is typically in the top ten most productive overall nationally. Weld County is now the 21st largest dairy county in the nation and is expected to increase production in the coming years.<sup>8</sup>

Top crops in Larimer County include forage for cattle, wheat, corn and various vegetables. Other commodities produced include alfalfa, barley, beans/peas, hay, melons, potatoes and sugar beets. Top livestock inventories include cattle, sheep, horses and laying chickens.<sup>9</sup>

<sup>8</sup> Source: <http://www.co.weld.co.us/Departments/PlanningZoning/WeldCountyRighttoFarm.html>

<sup>9</sup> Source: <http://www.larimer.org/boards/AAB/QuickFacts.pdf>



## Public Lands

Nearly on par with agricultural uses, public and quasi-public land owned by public entities, such as municipalities and churches makes up much of the CALA. More than 1,540 acres of land within CALA in Weld County is owned by such entities, with more than double that number (3,342.8 acres) in Larimer County within CALA.



Much of the public/quasi-public land in Larimer County is devoted to open space conservation and recreation. However, it is important to note that the majority

of such land found in Weld County is actually owned by the City of Thornton, located some 50 miles to the south. These lands were purchased by City of Thornton for their water rights, and potential impacts to the CALA had not been fully considered at the time this plan was written. See the following land use map for more information.

***Swift Ponds Regional Education Facility located east of I-25 between CR 34 and 36 between Fort Collins and Windsor is a former sand and gravel mine that is now owned and operated by Colorado Youth Outdoors.***

## Mineral Extraction and Other Business Uses

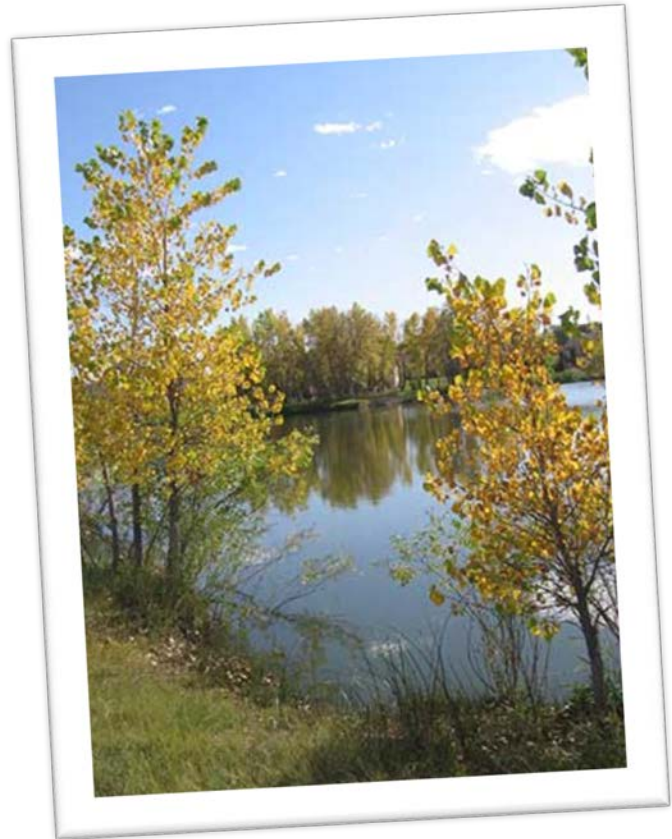
While not as prolific as the agricultural industry, resource extraction activities (primarily sand and gravel mining) within the CALA are still significant, and make up the majority of the acreage shown in the “natural resources” land use category above. Some 2,220 acres is devoted to such activities within the CALA.

According to U.S. Census information gathered in 2009, the Greeley Metropolitan Statistical Area supported 12 sand and gravel mining companies, which employed 105 people, and boasted a payroll of \$3,697,000 for that year. The Fort Collins-Loveland MSA supported 8 such companies showing a combined payroll of \$4,622,000 for 2009. The total combined payroll for mining operations within the two MSA’s was \$8,319,000 for 2009.<sup>10</sup> While only a small portion of the two MSA’s actually falls within the CALA, much of the total sand and gravel mining activity in the two areas occurs within the floodplain and floodway of the Cache la Poudre, or in the areas adjacent to them.

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<sup>10</sup> Source: <http://censtats.census.gov>

Gravel mining operations are important contributors to the local economy while they are producing. However, their usefulness does not end when mineral capacity is exhausted. Such operations are required by state law to undergo reclamation treatment after the lands are mined-out in order to render them fit for other kinds of uses, such as water storage, wildlife habitat and recreation. The Poudre Ponds, a unit of the City of Greeley Culture, Parks and Recreation Department, was once a sand and gravel mining operation before reclamation, and is now a recreational and water storage area. The Swift Ponds Regional Education Facility located east of I-25 between CR 34 and 36 in Larimer County also used to be a sand and gravel mine, and is now owned and operated by Colorado Youth Outdoors.



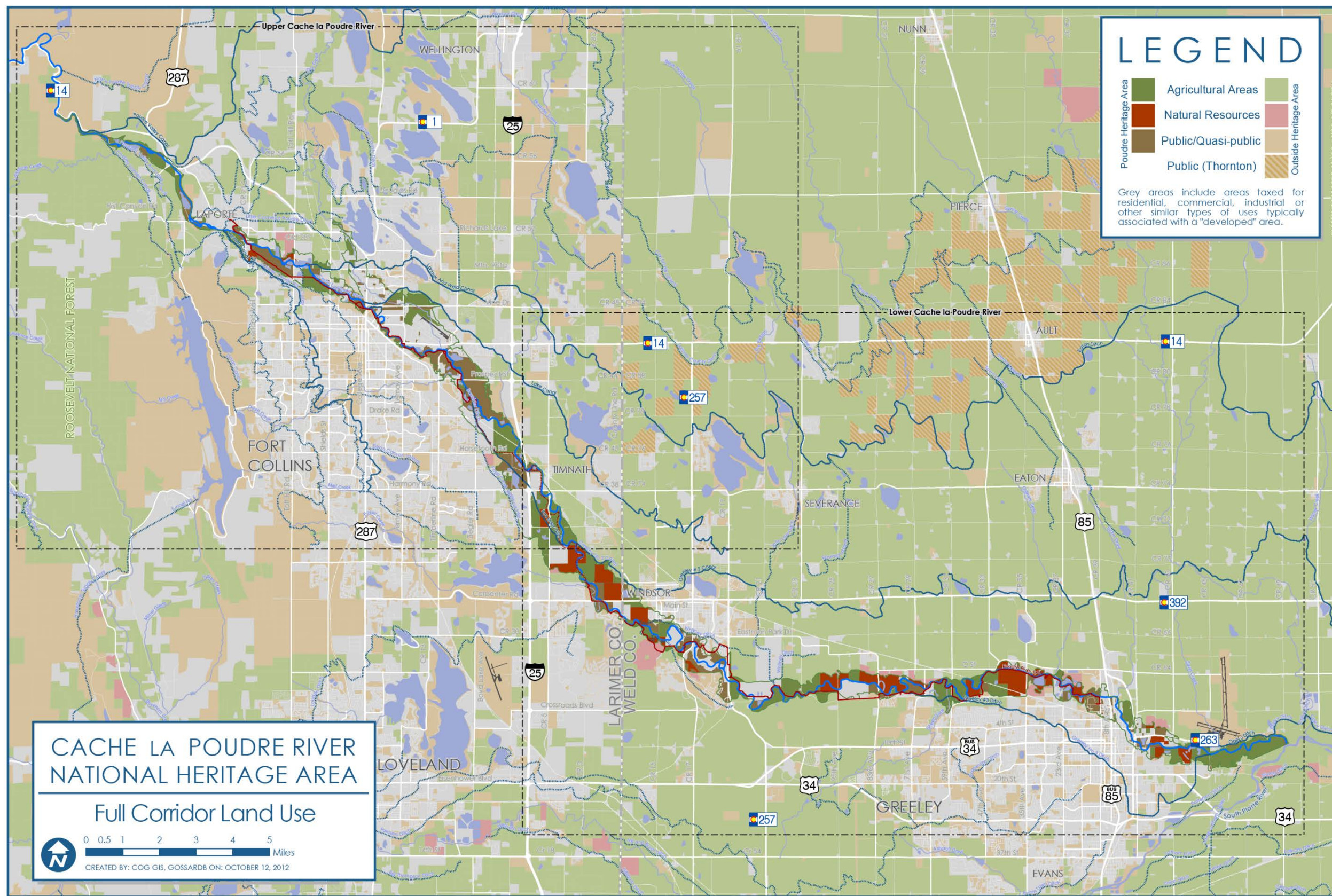
*A view of the Poudre River Ranch Natural Area north of Greeley.*

Other commercial and industrial uses are included within the “business” land use category shown above. More than 3,155 acres of land within the CALA are devoted to businesses, including large uses such as the Great Western Business Park in the Windsor area, and the Fort Collins-Loveland Municipal Airport.

## **Residential**

At only 1,242.3 acres, residential lands comprise the smallest land use category making up about 7.5% of the CALA. However, some of the residential properties found along the Cache la Poudre are among the most sought after in Northern Colorado because of the river views and bucolic setting, and can command some of the higher listing prices in the area. For example, various homes in the Poudre River Ranch Subdivision in Greeley are adjacent to the Poudre River Trail, overlook the Poudre River Ranch Natural Area, and are valued in the \$400,000-\$600,000 range.



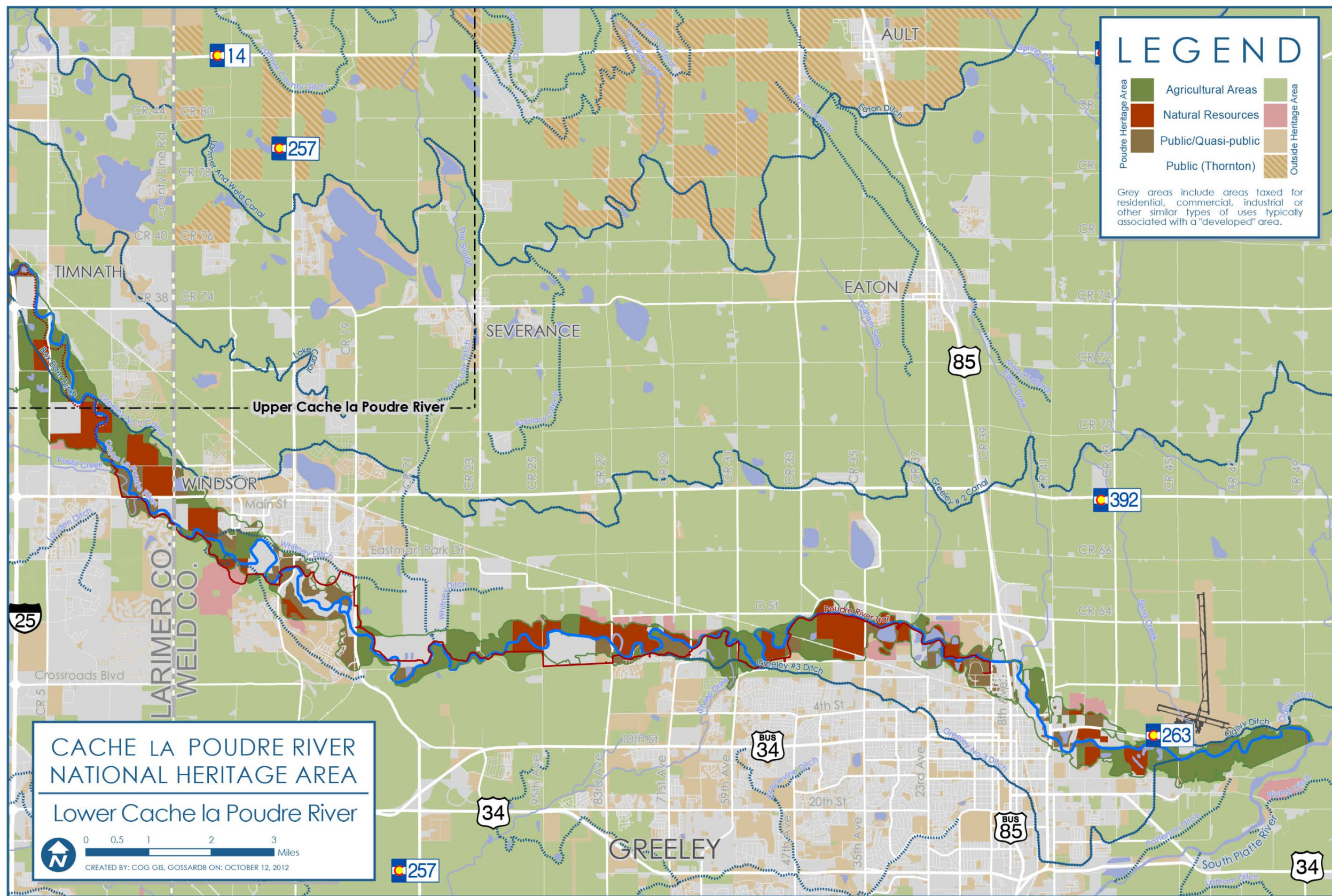


# CACHE LA POUDRE RIVER NATIONAL HERITAGE AREA









CACHE LA POUDRE RIVER NATIONAL HERITAGE AREA

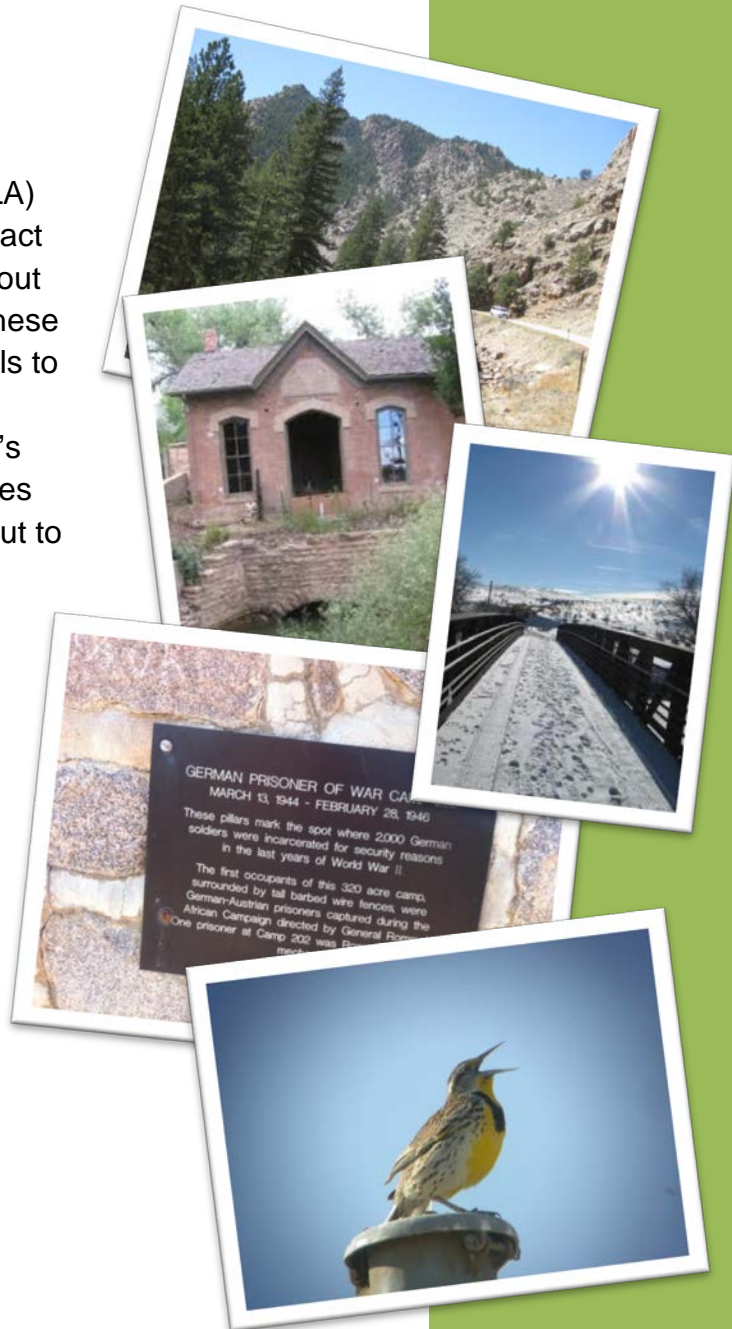


# Resource Inventory:

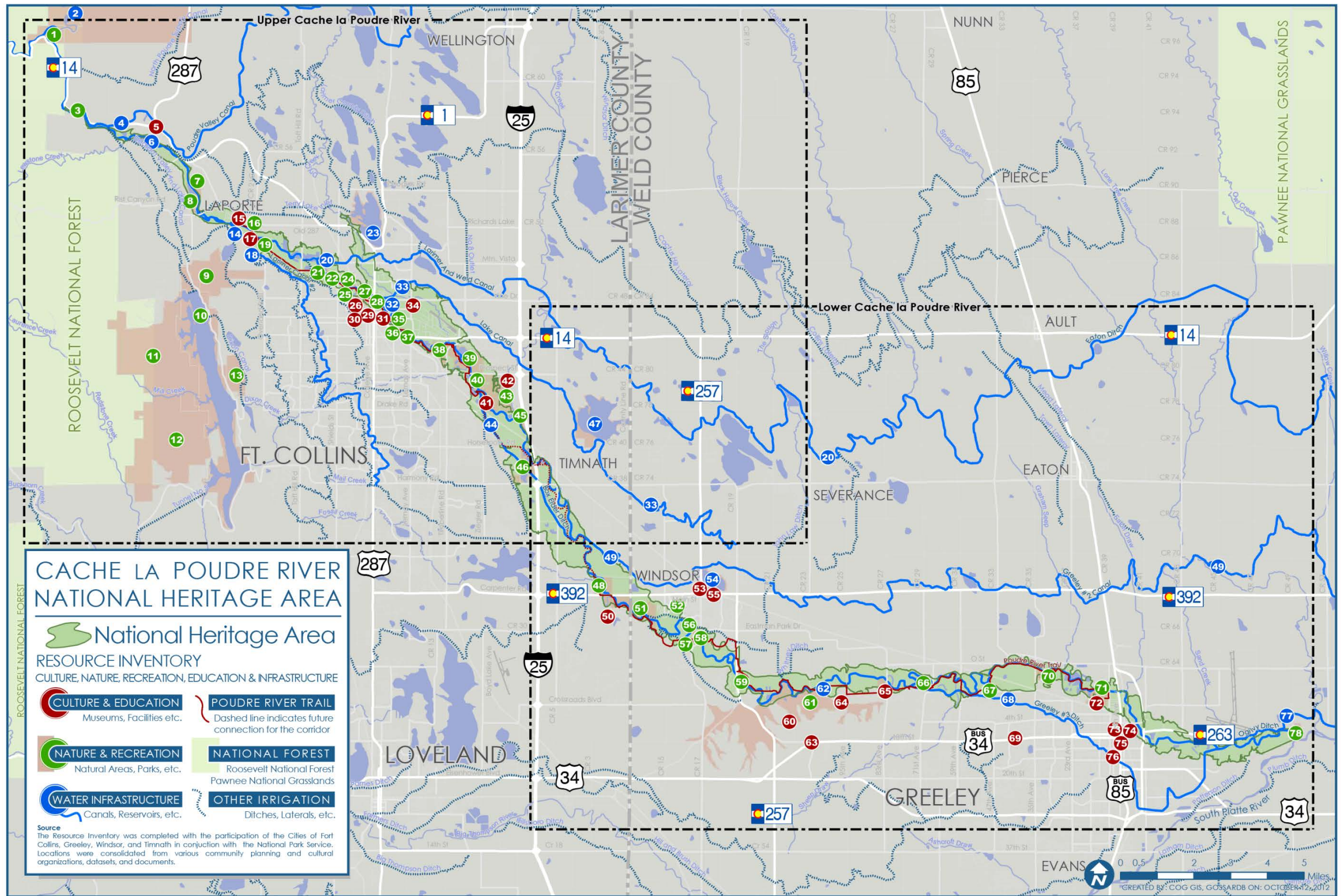
## Culture, Nature, Recreation, Education and Infrastructure

The cultural, natural, educational, recreational and infrastructure resources of the Cache la Poudre River National Heritage Area (CALA) are what makes it special, and attract people who want to learn more about the area and its unique history. These resources stand as living memorials to its national and perhaps global significance, and help tell the area's story. The following list of resources is not intended to be exhaustive, but to serve as a good starting point for exploring the CALA.

The list is organized according to “upper” and “lower” heritage area geography. The first group of resources presented is located in the “upper” CALA between the north fork of the Poudre River and the town of Timnath. The second group is located in the “lower” CALA between Windsor and the Poudre’s confluence with the South Platte River east of Greeley.







CACHE LA POUDRE RIVER NATIONAL HERITAGE AREA



# Upper Poudre: North Fork through Timnath

## Natural and Recreation Areas: Parks, Open Space, Wildlife Viewing

*\*Note that each entry below includes an index number that corresponds to the included resource location map.*

### **Arapaho Bend Natural Area (46)**

This 278-acre former gravel mine has several ponds which provide habitat for bass, yellow perch, and pumpkinseed fishes. Cormorants, raccoons, beavers, rabbits, snapping turtles, and skunks also live here. Parking lots are located at the corner of Horsetooth Road and Strauss Cabin Road, along Strauss Cabin Road, and at the Harmony Transportation Transfer Center. There are two miles of soft-surface trails with interpretive signs and benches.

### **Archery Park (45)**

Established in 1984, the park that includes the archery range is located southwest of the intersection of Interstate-25 and East Prospect Road at the south end of the frontage road, past the weigh station, and is maintained by the Fort Collins Archery Association under an agreement with the City of Fort Collins. The site features two practice ranges at marked yardages and an unmarked fourteen target field range

that runs along the Poudre River. There range provides restrooms, picnic tables, and a shelter, and is available for group events. For more information regarding events, permitting or passes, contact call 970-221-6660 or visit [parkshop@fcgov.com](mailto:parkshop@fcgov.com).

### **Buckingham Park (35)**

Located at 101 First St., 5.75-acre Buckingham Park has various amenities including: barbeque grills, baseball fields, basketball courts, drinking fountains, a turf area, parking, playgrounds, restrooms, and shelters.

### **Butterfly Woods Natural Area (19)**

In the past, Butterfly Woods was a small-fruit agricultural area, and it is gradually being restored to a natural riparian (riverside) forest and upland. The most popular way to visit is by bicycling or walking on the paved, wheel-chair accessible, .4-mile section of the Poudre River Trail adjacent to the natural area. Butterfly Woods is east of the unique pedestrian bridge over the Poudre River near Overland Trail Road. Visitors may see squirrels, foxes, raccoons, mule deer, mourning doves and woodpeckers. This natural area is home to the two-spotted skipper and the smokey-eyed brown butterfly – both rare species whose habitat is protected by the on-trail only policy. Butterfly Woods is located along the Poudre River Trail about ¼ mile east of Lions Park. The nearest parking lot is at Lions Park on North Overland Trail Rd.

**Cattail Chorus Natural Area (39)**

This 40-acre naturalized gravel-mined group of ponds provides habitat for a high diversity of migrant and resident songbirds and waterfowl. The cottonwoods provide a winter roosting site for great blue herons. Yellow-headed blackbirds nest in the cattails. The natural area is accessible from the Poudre River Trail via a pedestrian-only trail. Bicycle parking is available at the trail entrance and benches and interpretive signage are provided.

**Cottonwood Hollow Natural Area (40)**

One of the two ponds on this 93-acre former gravel mining site has been reclaimed to create habitat specifically for shorebirds. A gradual shoreline and abundant wetland plants have been established. This natural area provides habitat for a high diversity of birds especially in the spring and summer. Red-winged and yellow-headed blackbirds, egrets, herons, sandpipers, pelicans, and killdeer make use of the pond and wetlands. Warblers, kingbirds, and song sparrows nest in the uplands. Painted turtles, foxes, muskrats, and both mule deer and white-tailed deer inhabit this natural area. There is a parking lot off Prospect Road, and the natural area offers a soft-surface trail, interpretive features and benches. The natural area is for pedestrians only - no dogs, horses, or bikes.

**Fort Collins Heritage Park (28)**

Located at 112 E. Willow St. and 13 acres in size, Fort Collins Heritage Park

is equipped with the following amenities: basketball courts, drinking fountains, playgrounds, racquetball courts, skate park and a turf area.

**Gateway Natural Area (1)**

Gateway Natural Area (formerly Gateway Mountain Park) is the site of the city's old water filtration plant, where the North Fork of the Poudre River joins the main Poudre River. Visitors enjoy it because its tucked away from the noise of Highway 14 and Gateway is only 15 miles from Fort Collins! You'll find hiking trails, a designated launch area for kayaks and canoes, fishing, picnic tables with grills, informational kiosks and a natural playground. The natural area is located at 5216 Poudre Canyon Highway. For more information contact City of Fort Collins: 970-416-2480, [www.fcgov.com/naturalareas/finder/gateway](http://www.fcgov.com/naturalareas/finder/gateway).

**Gustav Swanson Natural Area (35)**

This natural area is located a few blocks from downtown Fort Collins along the Poudre River. Interpretive signs and benches help you enjoy this special spot. Over 45 species of birds have been seen here, including green-winged teal, great blue herons, owls, kestrels, and Bullock's orioles. Bats, foxes, and deer are also seen here from time to time. The site contains .4 miles of paved, wheelchair accessible trails. The parking lot is on Linden Street, between Riverside St. and Buckingham St.

### **Horse Tooth Mountain Open Space (12)**

The scenic 2,711-acre Horsetooth Mountain Open Space (consisting of Culver, Soderberg, and Hughey Open Spaces) covers elevations from 5,430 to 7,255 feet. Its 29 miles of hiking, biking, and horseback riding trails connect to the Blue Sky Trail and Lory State Park trails. The open space is located at 1800 S. County Road 31, Loveland, CO 80537. For more information contact Larimer County: 970-679-4570, [www.co.larimer.co.us/parks/http.htm](http://www.co.larimer.co.us/parks/http.htm)

### **Horsetooth Recreation Area (10)**

Surrounded by 1,900 acres of public lands, this 6.5-mile reservoir offers fishing, boating, camping, picnicking, swimming, scuba diving, rock climbing, and water skiing. As part of the Colorado-Big Thompson Project to divert water from the west slope to the east slope for drinking water, irrigation, and hydropower generation, the reservoir is jointly operated by the Bureau of Reclamation and the Northern Colorado Water Conservancy District who manage water levels for irrigation, municipal, and industry use. Larimer County manages recreation. The reservoir requires entrance and camping permits, and is open year round. It's located west of Fort Collins, Colorado, at an elevation of 5,420 feet.

### **Kingfisher Point Natural Area (38)**

This natural area provides habitat for birds such as great horned owls (they occasionally nest here), kingfishers, wood ducks, pelicans and western tanagers, and more. Part of Kingfisher Point Natural Area was acquired with the help of a Great Outdoors Colorado grant. Nix Natural Area has been incorporated into Kingfisher Point Natural Area and the property east of Timberline is now known as Cattail Chorus Natural Area. The natural area contains approximately 0.8 miles of the paved Poudre River Trail (wheelchair accessible) and 0.2 miles soft surface from parking lot on Timberline. Note that



***Horsetooth Reservoir in Fort Collins: photo courtesy of Colorado State University  
[www.news.colostate.edu/Release/5619](http://www.news.colostate.edu/Release/5619)***

there is no trailhead parking at 1745 Hoffman Mill Road. A short spur trail goes from the Poudre River Trail south to the Natural Areas Department's headquarters and maintenance facility (called Nix). Check out the native plant demonstration garden that surrounds the office. Parking is located on Timberline, between Prospect and Mulberry or from Poudre River Trail between Lemay and Timberline.

### **Lee Martinez Park (25)**

The park was named by the Fort Collins City Council after Librado (Lee) Martinez, a long time resident and community leader. Mr. Martinez served on the Fort Collins Human Relations Commission and was active in many other capacities for several organizations. Facilities include playground, picnic shelter, basketball courts, restrooms, ball fields, parking, The Farm and Poudre Trail. The park is located at 600 N. Sherwood St. in Fort Collins. For more information contact City of Fort Collins: 413 South Bryan Ave, Fort Collins, CO 80521, 970-221-6660, [www.fcgov.com/parks/finder/lee-martinez](http://www.fcgov.com/parks/finder/lee-martinez).

### **Legacy Park (27)**

The 8.4-acre park contains barbeque grills and shelters, and parking. It is adjacent to Salyer Natural Area on the Poudre River and is accessible by Woodlawn Dr.

### **Lions Park (16)**

This popular park plays host to habitat that supports a critically imperiled butterfly species. Further along the trail, are concentrations of narrowleaf cottonwood and chokecherry. The property is located on Overland Trail north of Ft. Collins, past Bingham Hill Rd. Lions Park is on the west side of the road, before you get to the town of La Porte. For more information contact Larimer County: 200 W. Oak Street, 970-498-7000, [www.larimer.org/openlands/os\\_lions\\_park.htm](http://www.larimer.org/openlands/os_lions_park.htm).

### **Lory State Park (11)**

Hit the trail at Lory State Park and enjoy mountain biking, hiking and horseback riding amid some fabulous foothills scenery just minutes from Fort Collins and adjacent to Horsetooth Reservoir. For more information contact State Parks Department: 708 Lodgepole Drive Bellvue, 970-493-1623, [www.parks.state.co.us/Parks](http://www.parks.state.co.us/Parks)

### **Maxwell Natural Area (13)**

Listen for the spotted towhee's call, which sounds like "drink-your-teeeee," and look for mule deer which are common but easily blend into the mountain mahogany shrubs. The rare Bell's twinpod grows at Maxwell. Watch out for rattlesnakes here. The 1.5 mile trail at Maxwell Natural Area is part of the 6.8 mile Foothills Trail which crosses city, county, state and federal lands. The Foothills Trail connects Pineridge, Maxwell and Reservoir Ridge natural



**Mountain biking facilities at Lory State Park**  
[http://csp.civicore.com/index.cfm?fuseaction=Opportunities.View&Opportunity\\_ID=2044](http://csp.civicore.com/index.cfm?fuseaction=Opportunities.View&Opportunity_ID=2044)

areas. Trail markers show you the way. Biking on the Foothills Trail is for the experienced cyclist- the trail is challenging. Maxwell Natural Area is just west of CSU's Hughes Stadium. Parking lots are off County Rd 42 C and on Centennial/CR 23. Please do not park along CR 42C roadway. There is one designated horse trailer parking spot.

### **McMurray Natural Area (24)**

Anglers love McMurry's two ponds and river frontage that provide habitat for more than 20 species of fish - more than any other natural area in Fort Collins. You may find orange spotted sunfish, smallmouth and largemouth bass, bluegills, black crappie or yellow perch. Birds at McMurry include cedar waxwings, Bullock's orioles and even osprey, a raptor once near the brink of extinction and still relatively rare in Colorado. Snapping and painted turtles

often sun themselves on warm summer days. Rabbits, muskrats, and red fox make their homes here as well. McMurry Natural Area was acquired with the help of a Great Outdoors Colorado grant. There are 1.5 miles of natural surface trails with a connection to Magpie Meander Natural Area and Salyer Natural Area. There is a boat launch for non-motorized boats on the eastern pond. Park in the lot at the west end of Hemlock Street.

### **Nix Natural Area (38)**

This natural area is adjacent to the Fort Collins Natural Areas Program Headquarters and Kingfisher Point Natural area. It is accessible from Hoffman Mill Rd, and directly accesses the Poudre Trail.



**Bridge through River Bluffs Open Space in Larimer County: photo courtesy of Larimer.org**

### **North Shields Pond Natural Area (22)**

This natural area has nice views of the mountains and a feeling of remoteness, even close to town. It's popular for anglers, equestrians and hikers. Fish species include black bullhead, channel

catfish, bluegill, hybrid sunfishes, largemouth bass, and black crappie. Birdwatchers will want to look for any of the 30 species of birds that have been seen here including red-winged blackbirds, great blue herons, snow geese and American wigeons. Native plants include showy milkweed (upon which the monarch butterfly is dependent), cattails, and cottonwood trees. The natural area offers 1.5 miles of natural surface trail, wheelchair accessible fishing deck, picnic tables and benches. The parking lot is on Shields St, north of Shields/Vine, west side of road.

### **Picnic Rock (3)**

This state park encompasses 13 acres of land along the Cache la Poudre River, 12 miles northwest of Fort Collins. This site is used mainly by anglers, kayakers and rafters. Along this stretch of river is the only beginning-level white water on the Cache la Poudre. It begins above Upper Picnic Rock and ends at lower Picnic Rock. The fishing at Picnic Rock is good for brown, brook and rainbow trout. The state Division of Wildlife stocks the non-wild trout waters of the Cache la Poudre River with 53,000 fish. For more information contact state Parks Department: 708 Lodgepole Drive , Bellvue, CO, 80512, 970-493-1623, [www.wildernet.com](http://www.wildernet.com)

### **Reservoir Ridge Natural Area (9)**

This 311-acre site provides key winter deer habitat, and raptors are often seen here. Views of the City, Watson Lake,

and Goat Hill to the north, south, and east are spectacular. There is a parking lot off Centennial Drive, and the natural area is accessible from Foothills Trail.

### **River's Edge Natural Area (27)**

River's Edge provides habitat for red fox, deer, kingfisher and mallard amongst others, and is part of a network of parks and natural areas that create a natural green corridor along the river just blocks from Downtown Fort Collins. Parking is available at the west end of Woodlawn Drive, and the can be trail accessed from Lee Martinez Park and Salyer Natural Area.

<http://www.fcgov.com/naturalareas/finder/riversedge>

### **Riverbend Ponds Natural Area (39)**

Previously a gravel mining site, this 226-acre natural area supports abundant wildlife. This is an excellent area to view waterfowl, herons, rails, bitterns, cormorants, red-winged blackbirds, shorebirds, and other wetland birds. Painted turtles, frogs, muskrats, and beavers are also seen here. During spring and fall, a variety of migrant warblers and other songbirds can be seen and heard in the forest along the river. This riparian forest also supports owls, woodpeckers, and songbirds throughout the year. Fox squirrels, cottontail rabbits, red foxes, and both white-tailed and mule deer frequent the wooded and grassland areas. The wet meadow in the boardwalk area supports the prairie gentian, a rare plant found only in a few places in Colorado.

Parking lots are located off Prospect, Cherly, and Timberline. Visitors can take a self-guided walk. There are soft-surface trails, interpretive signs, an accessible fishing pier and boardwalk as well as benches and a restroom.

### **Running Deer Natural Area (43)**

As its name suggests, deer love Running Deer because of the plentiful food, water and shelter for them here. Visitors may see deer either bedded down or running across the site. In spring and summer, you may see American white pelicans flying low over Running Deer as they head for the ponds at adjacent Cottonwood Hollow Natural Area. The site was purchased in part with a grant from Great Outdoors Colorado. The site contains about two miles of soft surface trail for pedestrians only. Running Deer is one of the few natural areas where no bikes or dogs are permitted. Dogs and bikes are allowed at Riverbend Ponds, on the north side of Prospect Rd. Parking lots are located on east Prospect Rd and at the Colorado Welcome Center on Prospect Rd. The site can also be reached via the Prospect Rd underpass from Riverbend Ponds Natural Area.

### **Salyer Natural Area (24)**

Easy to get to from the Poudre Trail and nearby neighborhoods, this site is situated along the north side of the Poudre River, with .3 miles of paved, wheel chair accessible trails, and another .3 miles of natural surface trails. Look for waterfowl and birds such as

killdeer, belted kingfishers, and song sparrows. You may notice the iris on the site sign- it is a native plant found at Salyer. The iris have been temporarily relocated while the meadow is restored to its native condition. Nearest parking is at the west end of Woodlawn Drive or the west end of Hemlock Street. The trail can be accessed from Lee Martinez Park and McMurry Natural Area. [www.fcgov.com/naturalareas](http://www.fcgov.com/naturalareas)

### **Seaman Reservoir (2)**

Owned and managed by the City of Greeley for water supply purposes, the reservoir is located 15 miles northwest of Fort Collins up the Poudre Canyon in the Gateway Natural Area. This reservoir is primarily known for its access to good cliff jumping during the summer. Depending on the water level, cliffs around the reservoir can range from 6–70 feet. The adjacent Seaman Reservoir Trail is 1.0 mile long in one direction and has almost zero elevation gain.

### **Springer Natural Area (37)**

Springer is a forested natural area along the Poudre River Trail. Just a short distance east of Lemay on the Poudre River Trail, visitors will find an interpretive sign that describes the American black currant, which grows in the area, and is listed as critically imperiled in Colorado. Wildlife watchers are likely to see and hear a number of migratory songbirds, waterfowl, and waterbirds that are typically found here. You may also see evidence of beaver



activity on this natural area. Nearest parking is at Lemay/Mulberry (Qdoba/Dairy Queen area). Trail access from the Poudre River Trail. [www.fcgov.com/naturalareas](http://www.fcgov.com/naturalareas)

### **Sterling Natural Area (21)**

Sterling Natural Area was incorporated into North Shields Ponds as part of the site renaming directed in the 2011 update to the Cache La Poudre River Natural Areas Management Plan. The entire property that was previously known as Sterling Natural Area is now known as North Shields Ponds.. [www.fcgov.com/naturalareas](http://www.fcgov.com/naturalareas)

### **Terry Lake (23)**

Terry Lake on a tributary of Dry Creek is in Larimer County, Colorado and is used for irrigation purposes and is the property of Larimer & Weld Reservoir Company. The Terry Lake Recreation Association (TLRA) is a not-for-profit organization formed to maintain a cost effective lease of the lake and the surrounding greenbelt area with the Larimer and Weld Reservoir Company for the exclusive recreational use by its active members. For more info contact Terry Lake Recreation Association, PO Box 215 Fort Collins, CO 80522 [www.terrylakerecreationassn.org](http://www.terrylakerecreationassn.org)

### **Timnath Reservoir (47)**

Timnath Reservoir opened to Timnath Residents in the summer of 2009 for recreation purposes. Access to the reservoir is off of County Road 40, between County Road 5 and County

Road 1. For more info contact the Town of Timnath: 4800 Goodman Street, Timnath, CO 80547, 970-224-3211, [www.timnathco.govoffice2.com](http://www.timnathco.govoffice2.com)

### **Udall Natural Area (36)**

Located on Lincoln Street, between Riverside Avenue and Buckingham Park, Udall Natural Area is co-owned and co-managed with Fort Collins Utilities for water quality, flood control and wildlife habitat. The water from downtown and nearby neighborhood storm drains flows into a series of ponds before entering the Poudre River. The settling ponds and wetlands filter the water but they aren't a water treatment plant. Please don't pour oil, chemicals or even soapy water from washing cars into storm drains- they drain into the river and impact the entire aquatic system from bugs to birds to animals. As of the writing of this plan, this natural area was not open to the public. [www.fcgov.com/naturalareas](http://www.fcgov.com/naturalareas)

### **Watson Lake State Wildlife Area (7)**

Located 2 miles west of LaPorte and 6 miles northwest of Fort Collins on CR 52E adjacent to the Poudre River, activities include fishing picnicking, and wildlife viewing from nature trails. For more information contact the DOW: Fort Collins Service Center, 317 W. Prospect, Fort Collins, 970-472-4300, <http://wildlife.state.co.us/Landwater/statewildlifeareas>

**Williams Natural Area (37)**

This site provides wildlife habitat along the Poudre River. Some .1 miles of the paved Poudre River Trail runs through the site and serves as the primary access. The nearest parking is at

Mulberry/Lemay near Qdoba.  
[www.fcgov.com/naturalareas](http://www.fcgov.com/naturalareas)

## Cultural, Educational and Historic Landmarks

*\*Note that each entry below includes an index number that corresponds to the included resource location map.*

### **The Avery House (30)**

Built in 1879, the Avery House represents the gains made by those "founding fathers" of Fort Collins who committed themselves to the economic development of the town of Fort Collins. Serving as a military post between 1862 and 1866, Fort Collins was established to protect the Cherokee Trail and guard the Overland Stage line. In 1873, Fort Collins was incorporated as a town.  
<http://www.poudrelandmarks.org>

### **Colorado Welcome Center (42)**

Colorado experts provide complimentary Colorado maps, routing information, weather updates, brochures and more. The welcome center houses the North Park Region office of Colorado State Parks and the Rocky Mountain Nature Association bookstore. The center is surrounded by more than 200 acres of nature preserve, with nature and interpretive trails, picnic areas and more. For more information contact the welcome center: 3745 E. Prospect Rd., Fort Collins, CO 80525, 970-491-3583, [www.colorado.com/FortCollinsWelcomeCenter.aspx](http://www.colorado.com/FortCollinsWelcomeCenter.aspx).

### **CSU Environmental Learning Center (41)**

The ELC mission is to connect people with nature by facilitating educational, inclusive and safe experiences in the natural environment and to advance the field of environmental education through sound research and practice. For more information contact the ELC: 2400 South County Road 9, Ft. Collins, CO 80525, 970-491-1661  
<http://warnercnr.colostate.edu/elc-home>.

### **Farm at Lee Martinez Park (25)**

The Farm opened in 1985 and has become a very popular place for families to observe farm animals. Self-guided tours lead visitors around the farm, but guided tours are also available. The Farm Museum offers displays of antique farm implements. Pony rides are available. This was a real farm, operated by the George Wilcox family from 1912. In 1920, the farm was sold to J.A. Nelson, and Nelson's Dairy was established. After 1945, the property changed hands many times, before it was purchased by the city. For more information, contact The Farm: 970-221-6665,  
[www.fcgov.com/recreation/thefarm.php](http://www.fcgov.com/recreation/thefarm.php).

### **Fort Collins Museum and Discovery Science Center (29)**

The Fort Collins Museum and Discovery Science Center are two of the most respected cultural organizations in Northern Colorado, serving more than 50,000 visitors annually. In 2007, the two separate institutions merged with

the mission of providing a facility and experience that will inspire, educate, and entertain people about science and culture. For more information contact City of Fort Collins: 200 Mathews Street, Fort Collins, CO 80524-2817, 970-221-6738, [www.fcmdsc.org/index.php](http://www.fcmdsc.org/index.php).

### **John and Inez Romero House Museum (34)**

The museum was constructed by hand of adobe bricks in 1927 and marks the immigration and active recruitment of Hispanic laborers seeking employment in the sugar beet industry boom that began at the turn of the twentieth century. The John and Inez Romero House, which will formally be known as The Museo de las Tres Colonias, conveys the stories of hardship, perseverance and success experienced by Hispanic immigrants to the Fort Collins area.

<http://www.fcmdsc.org/trails/tour3/tour3-museo.html>

### **Lions Park – Bridge to East (16)**

Park and walk one-quarter of a mile east on the bridge for a magnificent view of the Cache la Poudre River. The bridge is located in Laporte, CO. For more information contact Larimer County: 200 W. Oak Street, Fort Collins, CO 80521, 970-498-7000, [www.co.larimer.co.us/naturalresources](http://www.co.larimer.co.us/naturalresources)

### **Ted's Place (5)**

Ted's Place was owned and founded by Edward I. "Ted" Herring at the intersection of U.S. 287 and Colorado

14. Ted served six terms in the state House of Representatives and one term in the state Senate. He was heavily involved in establishing area hatcheries. Now Ted's Place is a sportsman's headquarters supplying fishing tackle, supplies, information, gas and food.

### **Watson Lake Fish Hatchery – Colorado Division of Wildlife in (8)**

About 300,000 trout are raised here each year, and kids love walking the concrete raceways and feeding swarms of fish (bring quarters for fish food). Look forward to different sizes of fish in different holding areas including enormous fish at the end of each tank. For more information contact the hatchery: 4936 West CR 52 E Bellvue, CO 80512, 970-482-1659, <http://wildlife.state.co.us/Education/TeacherResources/Hatcheries.htm>.

## Infrastructure: Ditches, Canals, Dams and Bridges

*It is important to note that not all of the facilities included in this section can be accessed by the public. Many of the ditches and canals are owned and maintained by private companies and traverse private lands. Such facilities are included here only as part of an inventory of known infrastructure related to irrigation and other historical water uses associated with the primary themes of the CALA.*

*Also note that each entry below includes an index number that corresponds to the included resource location map.*

### Boxelder Ditch (44)

The ditch originates from the Poudre's west bank just north of the CSU Environmental Learning Center. From there, the ditch runs generally parallel to the river for 4 to 5 miles before emptying back into the Poudre about a mile from the Weld County line. For more information contact the North Poudre Irrigation Company at 970-568-3612, P.O. Box 100 Wellington, CO 80549. [www.larimer.org/engineering/ditchco/ditchcompanydirectory](http://www.larimer.org/engineering/ditchco/ditchcompanydirectory)

### Coy Ditch (32)

The Coy Ditch is located across the river and Hwy 287 from the Fort Collins Museum and Discovery Science Center. The ditch is owned by J.C. Coy c/o Fisher and Hoffman, Fort Collins, CO 970-482-8554. [www.watercolorado.com/resources/ditches.shtml](http://www.watercolorado.com/resources/ditches.shtml).

### Greeley Pipeline Diversion Dam (6)

The dam exists on the Poudre River just northwest of Bellvue and south of the Poudre Valley Canal. From this point, the Greeley Pipeline runs southeast to Greeley, where water is treated at Greeley Filtration Plant and used for municipal and domestic needs. The pipeline was originally built in 1907. For more information contact City of Greeley Water Dept.: 1100 10th Street, Ste. 300, Greeley, CO, 970-350-9811, [www.greeleygov.com/Water](http://www.greeleygov.com/Water)

### Lake Canal (33)

Lake Canal runs generally from the Poudre River east of I-25 in the Fort Collins vicinity under the interstate and connects with other ditches south of the Timnath Reservoir. The canal is owned by Lake Canal Reservoir Company, 6312 E Harmony, Fort Collins, CO 970-352-0222 [www.larimer.org/engineering/ditchco/ditchcompanydirectory](http://www.larimer.org/engineering/ditchco/ditchcompanydirectory)



**Lake Canal, Downtown Fort Collins: photo courtesy of [fortnet.org](http://fortnet.org)**

### **Larimer Canal #2 (14)**

This canal is fed by the Poudre River near Reservoir Ridge Natural Area before flowing through the Old Fort Collins Waterworks at 2005 N Overland Trail. Upon exiting the waterworks, the canal runs parallel to the river for about a mile before turning south through the heart of Fort Collins. The canal dead-ends at the city's south side near Harmony Rd. For more information contact: Larimer County Canal No.2 Irrigating Company, 970-482-3309, 1281 E Magnolia Ste D #161, Fort Collins, CO 80524  
[www.larimer.org/engineering/ditchco/ditchcompanydirectory](http://www.larimer.org/engineering/ditchco/ditchcompanydirectory)

### **Old Fort Collins Waterworks (18)**

The waterworks was the primary water system for the City of Fort Collins from 1883 to 1904. The Poudre Landmarks Foundation and the Friends of the Water Works administers the ongoing preservation work at the water works property. For more information contact Poudre Landmarks Foundation: 2005 North Overland Trail Fort Collins, CO 80521, 970-221-0533,



[www.poudrelandmarks.com/plf\\_water\\_works.shtml](http://www.poudrelandmarks.com/plf_water_works.shtml).

### **Poudre Valley Canal (4)**

The canal is owned by the Windsor Reservoir and Canal Company. Contact the canal company at 970-482-7671.  
[www.larimer.org/engineering/ditchco/ditchcompanydirectory.htm#Windsor Reservoir and Canal Co.](http://www.larimer.org/engineering/ditchco/ditchcompanydirectory.htm#WindsorReservoirandCanalCo)

### **Other Water Distribution Structures**

Many other ditches, canals and laterals can be found on the Cultural and Natural Resource Attractions map including Hill and Brush Ditch, Hillsboro Ditch, Big Thompson Ditch, Farmers Ditch, Loveland and Greeley Canal, Horsetooth Supply Canal, Buckhorn Highline Ditch, Windsor Ditch, Mead Lateral, Town Lateral, Plumb Ditch, Patterson Ditch and Union Ditch. The list of such structures contained within this plan is not intended to be exhaustive.

For more information consult Larimer or Weld County, Water Colorado, Colorado Department of Transportation, City of Greeley or Fort Collins, Town of Timnath or Windsor, Northern Colorado Water Conservancy, Central Colorado Water Conservancy, Colorado State University, University of Northern Colorado, or other similar organizations.

*Fort Collins First Waterworks: photo courtesy of [history.poudrelibraries.org](http://history.poudrelibraries.org)*

## **Heritage and Recreational Events and Activities**

### **Annual Children's Water Festival – CSU campus, Fort Collins**

[www.fcgov.com/utilities/community-education/youth/water-festival](http://www.fcgov.com/utilities/community-education/youth/water-festival)

Each spring, approximately 1,700 third-grade students and teachers from public, private and home schools attend this water festival – the longest-running of its kind in Colorado. Held on the CSU campus, the event is sponsored by City Fort Collins, Northern Colorado Water Conservancy District and the Bureau of Reclamation, and is packed with fun, hands-on activities that teach students about water via classroom presentations, exhibit hall displays, trivia contests and other activities.

### **First Night Fort Collins**

[www.downtownfortcollins.com](http://www.downtownfortcollins.com)

This is an annual alcohol-free family-oriented event celebrating the New Year with lots of entertainment venues throughout Downtown Fort Collins. See theatre, music, hands on arts, juggling, cultural dance shows, headliner performances and fireworks.

### **FORToberfest**

<http://downtownfortcollins.com>

FORToberfest celebrates Fort Collins' music scene, rich beer brewing history, and active bicycle culture in the downtown area.

### **Harvest Festival – Gardens on Spring Creek, Fort Collins**

[www.fcgov.com/gardens](http://www.fcgov.com/gardens)

Celebrate the harvest with cooking and urban homesteading workshops, tastings of fresh produce, a marketplace full of local artisans and food producers, entertainment, kids' activities, and food vendors.

### **Larimer County Fair and Rodeo**

[www.larimercountyfair.org](http://www.larimercountyfair.org)

The fair is held annually, generally in August, and offers traditional rodeo and county fair activities, such as roping and bull-riding, livestock shows, pig races, 4X4 Truck and Jeep show, 4H fundraiser dinner, carnival activities, lumberjack show and live music acts.

### **Northern Colorado Birding Fair – Fossil Creek Park, Fort Collins**

[http://larimer.org/naturalresources/birding\\_fair.htm](http://larimer.org/naturalresources/birding_fair.htm)

The Northern Colorado Birding Fair is now 2 free days of fun and learning for the whole family held at Fossil Creek Regional Open Space and Nix Natural Area where visitors can celebrate the



sights and sounds of birding in the region. Bring the whole family and participate in hands on birding activities, watch a presentation about birds, or build up your birding skills with an in-depth clinic.

**Rocky Mountain Irish Festival – Old Town Square and Civic Center Park, Fort Collins**

[www.fortcollinsirishfestival.com](http://www.fortcollinsirishfestival.com)

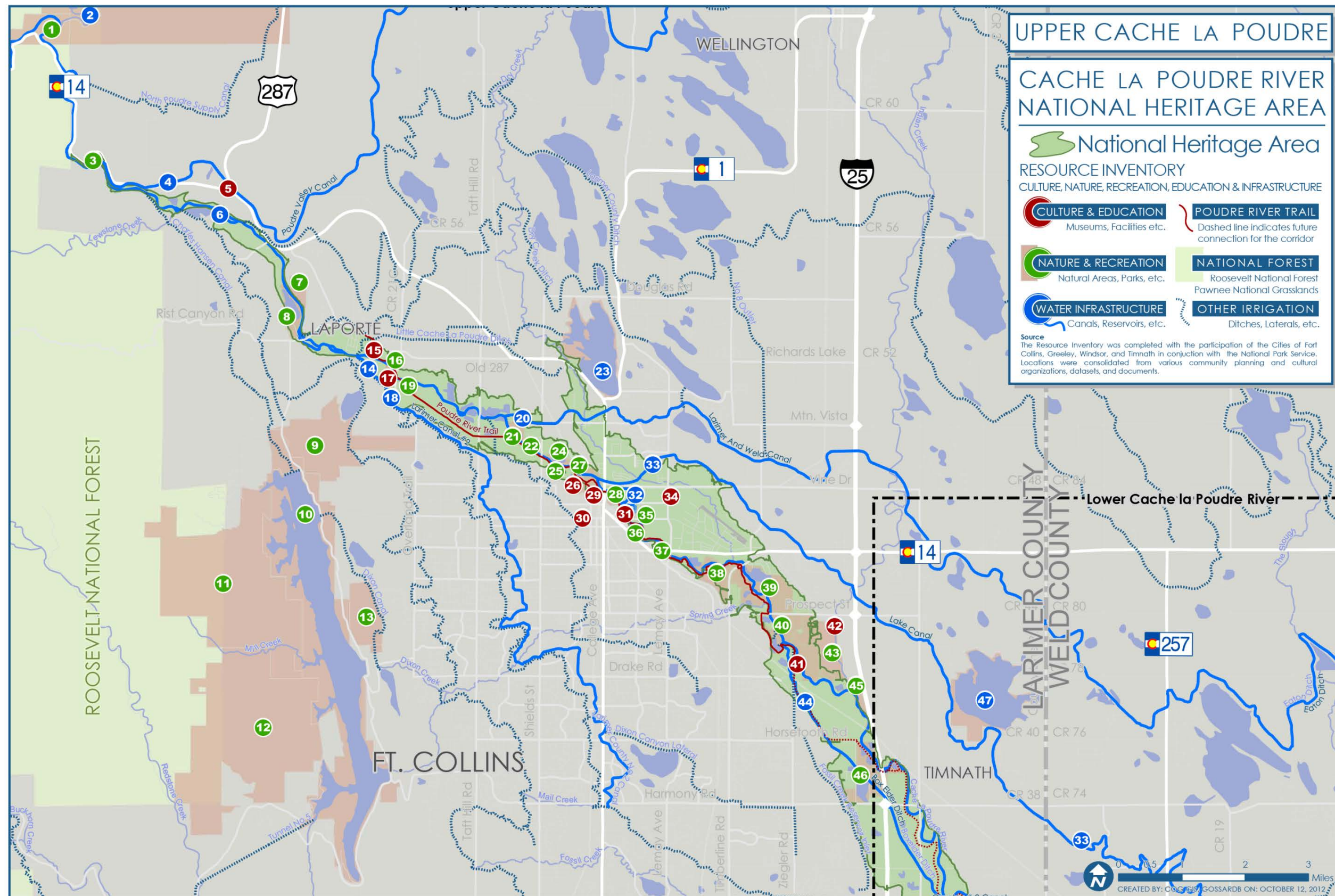
Rocky Mountain Irish Festival presents Irish bands, famous Irish Authors, storytellers, Irish dancers, Pipe & Drum bands, Celtic vendors, rugby match,

Irish beer, Irish flags, myths, legends and more.

**Sustainable Living Fair – Legacy Park, Fort Collins**

[www.sustainablelivingassociation.org](http://www.sustainablelivingassociation.org)

The Sustainable Living Fair offers a weekend of solution-based, interactive, family oriented events designed to educate people of all ages and backgrounds about: renewable energy, alternative transportation, sustainable agriculture, green building, natural health, environmental and social responsibility, local economies and more.



CACHE LA POUDRE RIVER NATIONAL HERITAGE AREA

# **Lower Poudre: Windsor to the South Platte River**

## **Natural and Recreation Areas Parks, Open Space, Wildlife Viewing**

*\*Note that each entry below includes an index number that corresponds to the included resource location map.*

### **Eastman Park (58)**

This park is 25 acres on the Poudre, offering ball fields, playground, water fountain, skate park, lake and restrooms. The park is located at 7025 Eastman Park Drive, Windsor CO 80550. For more information contact the Town of Windsor Community Recreation Center at 970-674-3500, <http://www.ci.windsor.co.us>

### **Frank State Wildlife Area (51)**

Free camping and fishing for large-mouth bass and catfish; located near end of Poudre River Trail in Windsor. For more information contact the Fort Collins Service Center, 317 W. Prospect, Fort Collins, CO 80526, (970) 472-4300, <http://wildlife.state.co.us>

### **Island Grove Park (71)**

Island Grove Park is a regional multi-use events complex with spacious lawns, century-old trees and an all-purpose stadium. The park hosts the Greeley Stampede, Weld County Fair

and Greeley Kennel Club AKC dog shows. Centennial Village is also located in the park, which is located at 501 North 14th Avenue, Greeley, CO 80631. For more information contact City of Greeley: 970-350-9392, <http://greeleygov.com/Parks/islandgrove.aspx>

### **Kodak Watchable Wildlife Area (59)**

Wild turkey, geese and other animals live amongst mature cottonwood stands in this state wildlife area. Park and access the Poudre on the north side. For more information contact the Fort Collins Service Center, 317 W. Prospect, Fort Collins, CO 80526, 970-472-4300, <http://wildlife.state.co.us>

### **Mitani – Tokuyasu State Wildlife Area (78)**

This state wildlife area is great for hunting and is located at the Poudre River's confluence with the Platte about 5 miles east of Greeley. Hunt for squirrel, dove, waterfowl, deer, rabbit and pheasant. For more information contact the State Division of Wildlife: 122 E. Edison Brush, CO 80723, 970-842-6300 [http://wildlife.state.co.us/Apps/swa/maps/Northeast/MitaniSWA\\_web.pdf](http://wildlife.state.co.us/Apps/swa/maps/Northeast/MitaniSWA_web.pdf)

### **Oxbow Disc Golf Park (57)**

This 12-hole course is located in the scenic natural area of Eastman Park along the Poudre River. This course is a collaborative project between the Town of Windsor and the dedicated volunteers in the local disc golf scene, made possible by many generous

donations from the surrounding communities.

### **Poudre Bluffs (61)**

Rising to over 200 feet above the water the area is home to cold-war relic Missile Silo Park, former Shark's Tooth Ski Area, and a historic World War II Prisoner of War camp. For more information contact City of Greeley: 1100 10th Street, Suite 202-Greeley, Colorado 80631, 970-336-4044, <http://www.poudretrail.org/geo.htm>.

### **Poudre Ponds (70)**

Poudre Ponds is a new recreational fishery opening to the public in 2011 for gasless boating, fishing and other activities at 1001 9th Avenue, Greeley, CO 80631. For more information contact City of Greeley: (970) 350-9390, <http://greeleygov.com/Parks>.

### **Poudre Natural Area (56)**

This natural area encompasses 14 acres of open lands at 1050 Larch Drive in Windsor. For more information contact the Town of Windsor: 970-674-2400, 301 Walnut Street, Windsor, Colorado 80550, <http://www.ci.windsor.co.us>

### **Poudre Pooch Park (56)**

This dog park consists of a one-acre, fenced area west of Eastman Park in Windsor, where dogs can roam freely off-leash. For information contact Town of Windsor at 970-674-2400, 301 Walnut Street, Windsor, Colorado 80550, [www.ci.windsor.co.us](http://www.ci.windsor.co.us)

### **Poudre River Ranch Natural Area (66)**

This 86-acre natural area on the river is located at 1001 9th Avenue Greeley, CO 80631 and has restrooms and a little red barn. For more information contact City of Greeley at 970-350-9390, <http://greeleygov.com/Parks>

### **Poudre River Trail (Windsor to Greeley)**

The Trail is over twenty miles of all-weather pavement from Island Grove Regional Park in Greeley, west through Windsor along the Cache la Poudre River. The Trail was built through a cooperative effort between Greeley, Windsor, and Weld County and offers non-motorized recreation. For more information contact the Poudre Trail Office: 970-336-4044, 1100 10th Street, Suite 202-Greeley, Colorado 80631, [www.poudretrail.org](http://www.poudretrail.org)

### **Riverbend Natural Area (52)**

This natural area consists of 10 acres of open land and a storm water detention area located at 525 Parkwood Drive in Windsor. For more information contact Town of Windsor at 970-674-2400, 301 Walnut Street, Windsor, Colorado 80550, [www.ci.windsor.co.us](http://www.ci.windsor.co.us)

### **River Bluffs Open Space (48)**

This property has a combination of riparian corridor, wetlands, agricultural fields, and bluffs, which create a diverse plant and animal habitat. It is also the site of an old oxbow formed by the nearby Cache la Poudre River. This oxbow was abandoned in the late 60s or



early 70 when the river was channeled to build a bridge across it. River Bluffs Open Space is currently recognized by the Colorado Division of Wildlife as a significant duck winter range. For more information contact Larimer County: 200 W. Oak Street, Fort Collins, CO 80521, 970-498-7000  
[www.larimer.org/openlands](http://www.larimer.org/openlands)

### **Rover Run Dog Park (67)**

This three-acre fenced dog-park is complete with waste bags, picnic table and overhead shelter, and close to the Poudre River trail head. It is located approximately  $\frac{3}{4}$  miles east of 59<sup>th</sup> Ave. on "F" Street. For more information contact City of Greeley: 970-350-9390, [http://www.greeleygov.com/Parks/green\\_dog.aspx](http://www.greeleygov.com/Parks/green_dog.aspx).

### **Windsor Lake (54)**

The highlight of a visit to Windsor Lake is bird-watching along the rocky shores which are circumnavigated by 2.8 mile trail. The main access to the lake is from Boardwalk Park, but alternate access exists from the southeast portion of the lake at the end of Chimney Park Drive. For more information contact Town of Windsor: 250 N. 11<sup>th</sup> Street, Windsor, CO 80550, (970) 674-3500, <http://www.ci.windsor.co.us>

## Cultural and Historic Landmarks

*\*Note that each entry below includes an index number that corresponds to the included resource location map.*

### **Centennial Village (72)**

Northern Colorado's premier outdoor museum with 30+ structures on eight acres on the south side of Island Grove Park; interprets settlement history of Greeley and parts of Weld County from 1860 to about 1920. For more information contact City of Greeley: 714 8th Street, Greeley, CO 80631, (970) 350-9220, <http://greeleygov.com/Museums/CentennialVillage.aspx>.

### **Greeley History Museum (73)**

This historic 1929 building formerly housed the Greeley Tribune newspaper offices. The 34,000 square-foot museum opened in 2005 and is listed on the Colorado and National Registers of Historic Places. For more information contact City of Greeley: 714 8th Street, Greeley, CO 80631, (970) 350-9220, <http://greeleygov.com/Museums/GreeleyHistoryMuseum.aspx>.

### **Greeley Freight Station Museum (75)**

Features 5,500 square-foot HO gauge model railroad layout with 20+ scale miles of mainline track, hundreds of

buildings, thousands of hand-made trees and unique scenery; also displays over 1,100 railroad artifacts. For more information contact the museum at 680 10th Street, Greeley, CO 80631, 970-392-2934, <http://www.gfsm.org/pcindex.html>



***Visitors at the  
Greeley Freight Station Museum***

### **Historic Union Pacific Depot (74)**

This de-commissioned railway station now houses the Greeley Chamber of Commerce, Convention and Visitors' Bureau and Greeley Farmers' Market. For more information contact City of Greeley: 714 8th Street, Greeley, CO 80631, (970) 350-9220, <http://greeleygov.com/Museums/CVDepot.aspx>.



**Kaplan-Hoover Buffalo Kill Site (50)**

National Register of Historic Places 2003, holds remnants of ancient arroyo hunting trap, with bones of estimated 200 bison; great archaeological, ethnographic, and cultural value, established as only archaic-age bison kill in Colorado and largest of its kind in North America. The site is in the River West Housing Development, located two-and-a-half miles east of the Windsor exit off I-25. For more information contact Town of Windsor Art & Heritage, 970-674-2443, [www.ci.windsor.co.us](http://www.ci.windsor.co.us), or National Register of Historic Places: [www.nps.gov/history/nr/listings/20030425.htm](http://www.nps.gov/history/nr/listings/20030425.htm)

**Missile Silo Park (60)**

This park is a deactivated Atlas E missile site for one of the nation's first operational intercontinental ballistic missiles (ICMB), and is the only missile site of its kind that can be toured of the

nine that exist in the U.S. Seasonal camping is permitted on-site. For more information contact Weld County: 970-304-6531, 10611 Spur 257, Greeley, CO 80632, [www.co.weld.co.us/Departments/BuildingsandGrounds/MissileSitePark.html](http://www.co.weld.co.us/Departments/BuildingsandGrounds/MissileSitePark.html).

**Nathan Meeker Home (76)**

Nathan Meeker was the agricultural editor of Horace Greeley's New York Tribune and the founder of Union Colony. The building is an 1870 two-story adobe home listed on both National and Greeley Historic Registers. A costumed guide gives regular tours. The site is located at 1324 9th Avenue, Greeley, Colorado 80631. For more information contact City of Greeley: 970-350-9220, <http://greeleygov.com/Museums/MeekerHome.aspx>.

**Plumb Farm Learning Center (69)**

This learning center works to preserve the legacy of pioneer farmers and Union Colony roots. It serves as an agricultural learning center for educating younger generations about Greeley agricultural heritage and is located at 955 39th Avenue, Greeley, Colorado 80631. For more information contact City of Greeley: 970-350-9220, <http://greeleygov.com/Museums/PlumbFarm.aspx>.

**Poudre Learning Center (65)**

The PLC is a learning facility for kids focusing on history, science, economics, stewardship and aesthetics of the



*Local children engage in educational activities at the Poudre Learning Center.*

Poudre River. It also serves as the headquarters for the Poudre Heritage Alliance, the non-profit that administers the Cache la Poudre National Heritage Area. The PLC is located at 8313 West F Street, Greeley, Colorado 80631. For more information contact them at 970-352-1267 or <http://www.plcoutdoors.org/index.html>.

### **Shark's Tooth Ski Area (64)**

Former Greeley mayor Richard Perchlick opened a ski area in Weld County in 1970 and named it "Sharkstooth" because of the petrified sharks' teeth fossils found on the slopes. It was located in the bluffs above the Cache la Poudre southeast of the Eastman Kodak plant. Due to the lack of snow, the ski area was closed but the series of runs are still etched into the surrounding bluffs. For more information contact the Poudre Trail office: 1100 10th Street, Suite 202-Greeley, Colorado 80631, 970-336-4044, <http://www.poudretrail.org>

### **Windsor Art and Heritage Center (53)**

Built in 1909, the Art & Heritage Center originally served as the Windsor Town Hall, as well as the Police, and Fire departments. The Art & Heritage Center has various exhibits set up throughout the year and can be rented for private parties. For more information contact Town of Windsor: 116 5<sup>th</sup> Street, Windsor - 970-674-2443, [www.ci.windsor.co.us](http://www.ci.windsor.co.us)

*Historic photo of Greeley WWII POW Camp*

### **Windsor Museum at Boardwalk Park (55)**

Windsor's history comes alive as you walk through the restored Railroad Depot, Whitehall Schoolhouse, German from Russia Beet Shanty, and Pioneer Church and discover Windsor's early business, community, and life. The park is located at 6<sup>th</sup> St. and Ash St. in Windsor. For more information contact Town of Windsor: (970) 674-2443, [www.ci.windsor.co.us](http://www.ci.windsor.co.us)

### **WWII POW Camp (63)**

These entry gateposts to a World War II United States Army German Prisoner of War camp still exist along the Poudre River. Although virtually no physical evidence remains of the camp, the U.S. Army held German prisoners of war at this site until the end of World War II. According to local landowners, some POWs returned to settle in the area after the war. For more information contact the Poudre Trail office: 1100 10th Street, Suite 202-Greeley, Colorado 80631, 970-336-4044, [www.poudretrail.org/powcamp.htm](http://www.poudretrail.org/powcamp.htm).



## Heritage and Recreational Events and Activities

### Children's Water Festival – Island Grove Park, Greeley

[www.wgcd.org/Educational.html](http://www.wgcd.org/Educational.html)

[www.water2012.org](http://www.water2012.org)

<http://www.projectwet.org>

Created in 1991, and co-sponsored by the Central Colorado Water Conservancy District, the West Greeley Conservation District and the City of Greeley. This annual event is one of the oldest children's water festivals in the nation. It is a free event where 4th grade students in Weld, Morgan and Adams Counties learn about water, conservation, human health, and aquatic life. The festival goals are to teach students that water is an essential, limited resource and that they can take action.



*Greeley Stampede events*

### Greeley Arts Picnic

<http://greeleygov.com/festivals/ArtsPicnic.aspx>

If your garden gnome has seen its better days or it's time to replace the velvet Elvis painting over the fireplace, grab your hat, sunscreen and shopping bag and head to Historic Lincoln Park for the Arts Picnic! Considered one of northern Colorado's summer highlights, this annual visual and performing arts festival draws over 30,000 to downtown Greeley. For more information, call 970-350-9451.

### Greeley Blues Jam – Island Grove Park, Greeley

<http://greeleybluesjam.com>

Presented by the City of Greeley and the Greeley Chamber of Commerce, the Greeley Blues Jam offers a lineup of highly regarded blues artists on two stages. Also visit the intimate "Blues 101 Stage" where we offer kids of all ages the opportunity to learn about this music that is part of our national heritage. Great food & drink, merchandise vendors, ample free parking, plus camp & RV sites just outside of the arena at Island Grove Regional Park.

### **City of Greeley Historic Preservation Events**

<http://greeleygov.com/HistoricPreservation>

The Historic Preservation Commission and Office sponsors a variety of activities including regular “Lunch-n-Learn” lectures on historic preservation related topics, and walking tours of historic areas and individual buildings in Greeley. 970-350-9222.

### **Greeley Stampede**

[www.greeleystampede.org](http://www.greeleystampede.org)

The Stampede is rich in tradition and heritage dating back to the late 1800's. This community celebration that was started to honor local potato farmers has grown into an internationally acclaimed festival and rodeo attracting over 250,000 people annually from across the United States and the world. Through its non-profit foundation, the Stampede has given more than \$219,000 in scholarships to Northern Colorado students. The Stampede holds several additional events throughout the year to benefit the foundation including the Stampede Western Art Show, Big Buckle Ball, and the Grin and Barrett Golf Tournament.

### **Poudre River Trail-Athlon**

[www.poudretrail.org/events.php](http://www.poudretrail.org/events.php)

Take part in up to nine events in a self-paced morning of fun or just come to cheer on others. It's EASY, FREE, and

FUN for all ages and abilities! You pick the challenge: Fun Run (1.5 mile run); Wheel Deal (5-mile bike ride); Ped Tread (1 mile walk); Dog Jog (1 mile walk – BYOP - bring your own pooch); Climb Time (rock climbing wall); Art Marks (sidewalk chalk or Plein Air painting); Sky Spy (bird watch & count); Cart Dart (1.5 mile golf cart trek); Peek & Seek (scavenger hunt).



*Participants in the Poudre Challenge*

### **Poudre River Trail Challenge**

[www.poudretrail.org/events.php](http://www.poudretrail.org/events.php)

Participants compete in a race to conquer a 2.5 mile course from Poudre Ponds to Island Grove, while negotiating obstacles such as a giant mud pit. Food, drinks, prizes and entertainment are available.

### **Town of Windsor Art and Heritage Center**

[www.windsorgov.com](http://www.windsorgov.com)

The Art and Heritage Center hosts a variety of agriculture-related exhibits,

including Harvest of Heritage and Colorado Masterpieces: Celebrating Agricultural Life in Art, July 6 – August 20.

children's tent providing entertainment are also available. Festival games include a stein race, and a dachshund "Wiener Dog" race.

### **Windsor Fine Arts Festival**

[www.windsorfinearts.org](http://www.windsorfinearts.org)

With a mission to “promote fine art, culture, heritage, and creative richness to the citizens of the region,” the Windsor Fine Arts Festival is a free, two-day festival featuring a wine and beer garden and live instrumental music. The festival is generally held at Boardwalk Park over a weekend in early August and also boasts a Creative Kids Art Show, food vendors on site, and golf carts available to help transport patrons who park in distant parking lots or on the street away from Boardwalk Park. For more information, call (970) 266-9800.

### **Town of Windsor Museum at Boardwalk Park**

[www.windsorgov.com](http://www.windsorgov.com)

The Museum hosts a variety of agriculture-related exhibits, including the railroad depot and the Germans from Russia Beet Shanty.

### **Town of Windsor Oktoberfest**

[www.windsorgov.com](http://www.windsorgov.com)

Celebrating the heritage of the Germans from Russia, Oktoberfest in Windsor generally features traditional German music and classic rock. Food and craft vendors, a dance contest and a



## Infrastructure: Ditches, Canals, Dams and Bridges

*It is important to note that not all of the facilities included in this section can be accessed by the public. Many of the ditches and canals are owned and maintained by private companies and traverse private lands. Such facilities are included here only as part of an inventory of known infrastructure related to irrigation and other historical water uses associated with the primary themes of the CALA.*

*Also note that each entry below includes an index number that corresponds to the included resource location map.*

### Eaton Ditch (20)

The Eaton Ditch starts out as the Larimer and Weld Canal. For more information contact the ditch company: Windsor Reservoir and Canal Company, 970-482-7671  
[www.larimer.org/engineering/ditchco/ditchcompanydirectory.htm](http://www.larimer.org/engineering/ditchco/ditchcompanydirectory.htm)

### Greeley #2 Canal (49)

This canal originates in Larimer County from the east bank of the Poudre near the termination point of the Box Elder Ditch on the west bank. At 45 miles long and serving approximately 35,000 acres, the canal runs into Weld County, north of Windsor Lake, and then meanders through the agricultural lands north and northeast of Greeley. For more information contact the New Cache la Poudre Irrigating Company at 970-352-0222, 33040 Railroad Ave, P.O. Box 104, Lucerne, CO.  
<http://newcache.com>

### Greeley #3 Ditch (68)

Early settlers of Union Colony built the Number 3 Ditch to bring water to the City. The Number 3 Ditch began operation in June of 1870 and was the first completed ditch in the Greeley area. It is a 13-mile ditch that begins west of 71st Avenue and ends just south of the Weld County Airport at Fern Avenue. The City of Greeley owns part of the Number 3 Ditch along with Greeley Irrigation Company shareholders. For more information contact City of Greeley: 1100 10th Street, Suite 300, Greeley, CO 80631, 970-350-9811, <http://greeleygov.com/Water/intownstorage.aspx>.



**Greeley #3 Ditch: Courtesy of:**  
**[www.greeleyhistory.org](http://www.greeleyhistory.org)**

### Jones Ditch (62)

The Jones Ditch runs under the Poudre River Trail (which runs parallel to County Road 62) less than a half-mile east of County Road 25 (N. 95<sup>th</sup> Ave.) in Greeley. Central Colorado Water Conservancy District is the majority stockholder in the ditch. For more

information contact Lonna Frank, Jones Ditch Secretary at Central Colorado Water Conservancy District, 3209 W. 28 St. Greeley, CO, 970-330-4540, [www.ccwcd.org](http://www.ccwcd.org)

### **Larimer and Weld Canal (20)**

This canal is fed by the Poudre River near a cluster of City of Fort Collins natural areas before meandering southeast across the Larimer/Weld County line north of Timnath, Windsor and eventually Greeley. The Larimer and Weld Canal eventually becomes the Eaton Ditch, and is owned by the Larimer and Weld Reservoir Company. For more information contact the Larimer and Weld Reservoir Company at 970-482-7671, or 970-454-3377, PO Box 206, Eaton CO. [www.larimer.org/engineering/ditchco/ditchcompanydirectory](http://www.larimer.org/engineering/ditchco/ditchcompanydirectory)

### **Ogilvy Ditch (Greeley/Weld County)**

The Ogilvy Ditch runs north from the Poudre River then parallels E 8<sup>th</sup> St running east before crossing CR 49 and intersecting with a network of other ditches. The Ogilvy Ditch is owned by Ogilvy Irrigation Company, 822 7<sup>th</sup> Street, Suite 760, Greeley, Colorado 80631. For more information call 970-352-4468. [www.watercolorado.com/resources/ditches.shtml](http://www.watercolorado.com/resources/ditches.shtml).

### **Poudre Valley Canal**

Poudre Valley Canal originates northwest of Fort Collins and Laporte in the Lower Picnic Rock area. From

there, the canal generally follows Hwy 14 past Ted's Place at the intersection with Hwy 287 before turning north and then east where it eventually becomes Windsor Ditch. For more information contact Windsor Reservoir and Canal Company at 970-381-7363, 12406 W CR 64 ½ Greeley, CO 80631. [www.larimer.org/engineering/ditchco/ditchcompanydirectory](http://www.larimer.org/engineering/ditchco/ditchcompanydirectory)

### **Other Water Distribution Structures**

Many other ditches, canals and laterals can be found on the Cultural and Natural Resource Attractions map including Hill and Brush Ditch, Hillsboro Ditch, Big Thompson Ditch, Farmers Ditch, Loveland and Greeley Canal, Horsetooth Supply Canal, Buckhorn Highline Ditch, Windsor Ditch, Mead Lateral, Town Lateral, Plumb Ditch, Patterson Ditch and Union Ditch. The list of such structures contained within this plan is not intended to be exhaustive.

For more information consult Larimer County, Weld County, Water Colorado, Colorado Department of Transportation, City of Greeley, City of Fort Collins, Town of Timnath, Town of Windsor, Northern Colorado Water Conservancy, Central Colorado Water Conservancy, Colorado State University, University of Northern Colorado, or other organizations that may keep records relevant to water distribution structures.





# Complementary Organizations: Identifying Potential Partnerships

Partnerships and cooperation are two primary factors that determine whether or not organizations can successfully achieve their objectives. The Cache la Poudre River National Heritage Area (CALA), and the Poudre Heritage Alliance (PHA) that manages it, are not exceptions to the rule. This section of the CALA Management Plan is devoted to identifying organizations that have overlapping, complementary or otherwise similar missions, and could serve as valuable partners (if they aren't already) to the PHA and the CALA. Many of these organizations have representatives serving on the Poudre Heritage Alliance Board or are involved in the CALA in some capacity.



## Potential Partners

The following is an overview list of relevant local, regional, state and national organizations. More detailed descriptions of their missions, and contact information can be found later in this section. All of these organizations were invited to participate in the management planning process.

## Local Organizations

- City of Fort Collins (Parks/Recreation, Historic Preservation)
- City of Greeley (Parks/Recreation, Historic Preservation)
- Fort Collins Chamber of Commerce
- Fort Collins Community Foundation
- Fort Collins and Convention and Visitors Bureau
- Friends of the Poudre
- Friends of the Water Works
- Greeley Chamber of Commerce
- Greeley Community Foundation
- Greeley Convention and Visitors Bureau
- Larimer County Sheriff Department
- City of Loveland
- Town of Timnath
- Town of LaPorte
- Town of Bellvue
- Poudre Landmarks Foundation
- Poudre River Trust
- Public school districts and private schools
- Service Clubs (Rotary, Elks, others)
- Terry Lake Recreation Association
- Town of Windsor (Parks/Recreation, Historic Preservation)
- Weld County Sheriff Department

## Regional, State and National Organizations

- Bureau of Reclamation
- Central Colorado Water Conservancy District
- Colorado Department of Transportation (CDOT)
- Colorado Division of Parks and Wildlife
- Colorado Historical Society/State Historic Preservation Office
- Colorado State Register of Historic Places (History Colorado)
- Institutions of Higher Education (Colorado State University, University of Northern Colorado)
- Larimer County Open Lands Program
- National Association for Interpretation
- National Audubon Society
- Native American tribes (affiliated)
- Northern Colorado Cultural Tourism Alliance
- Northern Colorado Water Conservancy District
- Office of the State Engineer—Division of Water Resources
- Pawnee National Grasslands
- Poudre River Trail Corridor (PRTC)
- Rocky Mountain National Park
- Roosevelt National Forest
- Sierra Club
- USDA Forest Service
- Weld Trails Coordination Committee



**Cache la Poudre Water Users Association**

[www.cowatercongress.org](http://www.cowatercongress.org)  
970-449-4710

The Cache la Poudre Water Users Association is a consortium of more than 30 water users including Fort Collins, Greeley, Anheuser-Busch and multiple irrigation companies.

**Central Colorado Water Conservancy District (CCWCD)**

[www.ccwcd.org](http://www.ccwcd.org)

Central Colorado Water Conservancy District, formed to develop, manage and protect water resources in northeast Colorado, has grown significantly since operations began in 1965. The organization provides water augmentation and decree administration for over 1,100 irrigation wells within our district. District boundaries cover land from Brighton north to Greeley, and east to Fort Morgan, encompassing parts of three different counties. The home office is located in Greeley and the District has a 12-member Board of Directors, currently at 12 members, which meets the third Tuesday of every month and are open to the public.

**Colorado Department of Local Affairs**  
<http://dola.colorado.gov>

For many communities throughout Colorado, the Department of Local Affairs is the "face of state government"—that initial and primary point of contact

where local communities work in partnership with the state. The department's mission statement is "Strengthening Colorado Communities."

The Department of Local Affairs administers a Colorado Heritage Planning Grants program. The program is not currently funded due to state budget cuts. Nearly \$2 Million was awarded to projects involving over 100 local governments between 2000 and 2009. The projects funded addressed many of the impacts of growth including traffic congestion, loss of agriculture, loss of open space, fiscal impacts to local governments, wildfire hazards, and lack of affordable housing and others.

**Colorado Department of Natural Resources (Parks and Wildlife)**

<http://www.parks.state.co.us/Pages/HomePage.aspx>

Attracting over 11 million visitors per year, Colorado's 42 State Parks contribute significantly to Colorado's economy and quality of life, offering outdoor recreation destinations across the state. Lory State Park is very near the CALA west of Fort Collins.

**Colorado Department of Transportation (CDOT)**

<http://www.coloradodot.info>

The Department of Transportation controls the land alongside state roadways that run near, to and through the CALA. Such lands may be used for

signage, trails and other infrastructure benefitting the heritage area.

**Colorado Preservation, Inc.**

<http://coloradopreservation.org>  
303.893.4260

Founded in 1984, CPI promotes historic preservation in our State by providing information, education, training, expertise, and advocacy. The organization achieves this mission by partnering with historic property owners, non-profit organizations, educators, and local governments throughout the Rocky Mountain Region.

**Colorado State University**

[www.colostate.edu](http://www.colostate.edu)

<http://warnercnr.colostate.edu>  
<http://lib.colostate.edu/archives/water/research.html>

Founded as the Colorado Agricultural College, the state's land grant university, CSU has eight colleges and 55 academic departments. Its major contribution to the CALA is its Water Resources program through the Warner College of Natural Resources and the Water Resources Archives.

**Colorado Water Congress (CWC)**

[www.cowatercongress.org](http://www.cowatercongress.org)

The mission of the Colorado Water Congress is to provide leadership on key water resource issues and to be the principal voice of Colorado's water community. The CWC is an open forum

to share information, form positions, and advocate for a strong, effective, and fair state water program.

**Environmental Learning Center –  
Colorado State University**

<http://warnercnr.colostate.edu/elc-home/>

The mission at the Colorado State University Environmental Learning Center is to connect people with nature by facilitating educational, inclusive and safe experiences in the natural environment and to advance the field of environmental education through sound research and practice.

**Fort Collins Audubon Society**

<http://co.audubon.org>

The mission of the Fort Collins Chapter of the National Audubon Society is: to promote the appreciation, conservation, and restoration of ecosystems, focusing on birds and other wildlife, through education, participation, stewardship, and advocacy.

**Fort Collins Historic Preservation**

[www.fcgov.com/historicpreservation](http://www.fcgov.com/historicpreservation)

Local landmark designation provides recognition of sites, structures, objects and areas important to the history and character of Fort Collins, and protects them from exterior changes which might jeopardize authenticity or distinctive features. Local designation may be based on historical, architectural, and/or geographic importance.

**Fort Collins Chamber of Commerce**

[www.fortcollinschamber.com/](http://www.fortcollinschamber.com/)  
970.482.3746

Since 1904, the Fort Collins Area Chamber of Commerce has advocated for the business community in Northern Colorado, and now has approximately 1,000 members. The Chamber has three primary functions: 1) serve our members; 2) serve as the "Front Door" of the community for relocators and visitors; and 3) serve as the "Voice for Business" thru our advocacy efforts.

**Fort Collins Convention and Visitors Bureau**

<http://ftcollins.com>  
800.274.3678

The responsibility of the CVB is to attract visitors to Fort Collins by promoting the city and surrounding attractions, such as the Rocky Mountains, national forest and the Cache la Poudre River.

**Fort Collins Rotary Club**

<http://www.rotarycluboffortcollins.org>

Comprised of business and professional leaders, RCFC provides humanitarian service, encourages high ethical standards and fosters good will and friendship. The RCFC supports and participates in a variety of community-based projects, such as providing grants, conducting youth-oriented activities and encouraging literacy and good reading habits among children.

**Friends of the Poudre**

<http://non-profit-organizations.findthebest.com/detail/861123/Friends-of-The-Poudre>

The Friends of the Poudre is a politically independent non-profit organization concerned with education on and preservation of the Cache la Poudre River.

**Greeley Chamber of Commerce/Visitors Bureau**

[www.greeleychamber.com/](http://www.greeleychamber.com/)  
970.352.3566

The Chamber is dedicated to meeting the needs of the business community by fostering economic opportunity and a favorable business climate.

**Greeley Culture, Parks and Recreation Department**

<http://greeleygov.com/CPRD/default.aspx>

The mission of the Culture, Parks and Recreation Department is to provide quality recreational and cultural programs for all age groups through innovation, effectiveness and efficiency. We are dedicated to providing opportunities to participate in leisurely activities that enrich and enhance the quality of life through recreation, culture, history and youth services. Specific programs include: culture and public art; festivals and special events; museums and history; recreation; and parks.

### **Greeley Historic Preservation**

<http://greeleygov.com/HistoricPreservation>

The City of Greeley Historic Preservation Office works with the public to further the preservation of historic resources through administration of the Greeley Historic Register, assisting property owners with National and/or State Register nominations, administration of incentives such as State Tax Credits and the Low Interest Loan Program, surveying historic areas to identify resources, public education about preservation, and providing staff assistance to the Greeley Historic Preservation Commission. The Commission prepared a Historic Preservation Plan to assist citizens of Greeley in understanding and accessing information concerning historic preservation and its impact on the community.

### **Greeley Rotary Club**

<http://www.greeleyrotary.org>

The Greeley Rotary Club adheres to the Rotary International motto of "Service Above Self". We strive to lend assistance where and when we can for the betterment of mankind, locally as well as globally. A club of approximately 130 members, many of which are established leaders of our community, Greeley Rotarians are involved in multiple area functions, and are always looking for ways to get involved in other community minded activities.

### **Greeley Trails and Open Space Foundation**

[www.gtofoundation.org](http://www.gtofoundation.org)

The Greeley Trails & Open Space Foundation is a non-profit organization dedicated to supporting and expanding trails, acquiring and preserving open space, and involving community while inspiring active lifestyles. The organization strives to be a catalyst of change, through partnering with local agencies and businesses, private fund-raising, community involvement, and education. Greeley Trails & Open Space Foundation partnered with Live Well Weld County to build the Mountain Skills Bike Path, a multi-trail walking and biking trail system where individuals can learn or hone mountain bike skills on beginner or advanced single track trails.

### **History Colorado (Formerly Colo. Historical Society)**

[www.historycolorado.org](http://www.historycolorado.org)

History Colorado contains the Office of Archaeology and Historic Preservation. The organization maintains the Colorado State Register of Historic Properties, a listing of the state's significant cultural resources worthy of preservation for future education and enjoyment of Colorado's residents and visitors. Properties listed in the Register include buildings, structures, objects, districts and archaeological sites.



History Colorado also maintains the State Historical Fund, which was created by the 1990 constitutional amendment allowing limited gaming in the towns of Cripple Creek, Central City, and Black Hawk. The amendment directs that a portion of the gaming tax revenues be used for historic preservation throughout the state. Funds are distributed through a competitive process and all projects must demonstrate strong public benefit and community support. Grants vary in size, from a few hundred dollars to amounts in excess of \$200,000. The State Historical Fund assists in a wide variety of preservation projects including restoration and rehabilitation of historic buildings, architectural assessments, archaeological excavations, designation and interpretation of historic places, preservation planning studies, and education and training programs.

History Colorado also administers a preservation tax credit program. Federal and state tax laws provide tax incentives for historic preservation projects. The federal government offers a 20% investment tax credit for the approved rehabilitation of certified historic buildings used for income-producing purposes as well as a 10% credit for certain other older buildings. The state offers a similar 20% state income tax credit based on \$5,000 or more of approved preservation work on designated properties. Applicants should contact Office

of Archaeology and Historic Preservation (OAHP) for details.

History Colorado also administers the Colorado Heritage Area Partnership (CHAP), which was formed in 1996 to help local areas acknowledge and care for “Colorado’s Great Places.” CHAP supports non-regulatory alliances across jurisdictional boundaries for the celebration, protection, enhancement, and interpretation of heritage resources.

**Larimer County Open Lands Program**  
[www.co.larimer.co.us/openlands](http://www.co.larimer.co.us/openlands)

The mission of the Larimer County Open Lands Program is to preserve and protect significant open space, natural areas, wildlife habitat, and develop parks and trails for present and future generations. In November of 1995 the citizens of Larimer County voted overwhelmingly to support a quarter-cent sales and use tax to protect open space, natural areas, wildlife habitat, regional parks and trails. Since the passage of the tax, the Open Lands Program has successfully preserved over 43,000 acres of land throughout Larimer County. A citizen advisory board made up of 12 members makes recommendations to the Board of County Commissioners about the workings of the Open Lands Program. The Open Lands Advisory Board holds public meetings on the 4<sup>th</sup> Thursday of each month to discuss projects, possible land acquisitions and their uses and values to the citizens of Larimer County.

## **National Association for Interpretation**

[www.interpnet.com](http://www.interpnet.com)

The NAI is a not-for-profit professional organization dedicated to advancing the profession of heritage interpretation, currently serving about 5,000 members in the United States, Canada, and over thirty other nations. Individual members include those who work at parks, museums, nature centers, zoos, botanical gardens, aquariums, historical and cultural sites, commercial tour companies, and theme parks. Commercial and institutional members include those who provide services to the heritage interpretation industry.

## **National Trust for Historic Preservation (Western Field Services)**

[www.preservationnation.org](http://www.preservationnation.org)  
303.623.1504

The National Trust for Historic Preservation provides leadership, education, advocacy, and resources to save America's diverse historic places and revitalize our communities. The organization is a private, nonprofit membership organization dedicated to saving historic places and revitalizing America's communities.

## **Northern Colorado Water Conservancy District**

[www.ncwcd.org](http://www.ncwcd.org)

NCWCD, a public agency created in 1937, provides water for agricultural,



***Bicyclists shown on Poudre River Trail - Pictured from left: Windsor residents David Roberts, owner of Spokes bike shop in Windsor; Joletta and John Effinger; Christopher Kinneer and his son Alister; Dick Pickett and Larry Barker. / DON REICHERT BEACON LIBRARY***

municipal, domestic and industrial uses in northeastern Colorado. NCWCD encompasses 1.6 million acres in portions of Boulder, Larimer, Weld, Broomfield, Morgan, Logan, Washington and Sedgwick counties.

The District was established as the local agency to contract with the United States to build the Colorado-Big Thompson Project. The project stores water from the Colorado River headwaters in a series of reservoirs on Colorado's West Slope. Water is transported, via the 13-mile Alva B. Adams Tunnel, through the mountains to the District's seven-county service area on the East Slope.

NCWCD employs approximately 102 full-time staff members ranging from engineers to support personnel. Most work out of the District's headquarters in

Berthoud, CO; 21 are based at the Farr Pumping Plant on the West Slope near Granby, CO.

**Office of the State Engineer—  
Division of Water Resources**

<http://water.state.co.us/Home/Pages/default.aspx>

The Office administers water rights, issues water well permits, represents Colorado in interstate water compact proceedings, monitors stream flow and water use, approves construction and repair of dams and performs dam safety inspections, issues licenses for well drillers and assures the safe and proper construction of water wells, and maintains numerous databases of Colorado water information.

**Poudre Landmarks Foundation**

[www.poudrelandmarks.com](http://www.poudrelandmarks.com)  
970-221-0533

Incorporated in 1972, the mission of the Poudre Landmarks Foundation, Inc. is to preserve, restore, protect and interpret the architectural and cultural heritage of the Fort Collins area.

One facility that the Foundation maintains is Fort Collins First Water Works. The Water Works facility was constructed in 1882-83 to provide the growing town of Fort Collins with an adequate supply of water for fighting the building fires that plagued the early township. The facility is located at the western edge of Fort Collins on a 26 acre site that also features a portion of

the Cherokee and Overland trails which led gold seekers, emigrants, and outlaws through the western frontier.

**Poudre Learning Center**

[www.plcoutdoors.com](http://www.plcoutdoors.com)

The Poudre Learning Center is a premier facility for interdisciplinary learning that focuses on the importance of history, science, economics, stewardship and aesthetics of the Cache la Poudre River in northeastern Colorado. The goal of the PLC is to be a keystone for other learning opportunities along the Poudre River by showcasing the importance of the Cache la Poudre River to the wildlife, vegetation, and agricultural/municipal uses it supports; providing outdoor classrooms in areas of natural, cultural, and economic significance; establishing habitats that are representative of this region of Colorado; blending all amenities and structures into the natural setting of the land.

The Poudre Learning Center develops and offers interdisciplinary education programs aimed at reinforcing concepts presented in local school curriculums. We are a focal point for the study of the Poudre River environments through the use of labs, activities, and trips. The Center has a system of barrier free, wheelchair accessible, educational pathways, and aquatic and hydrologic education areas.

**Poudre River Trail Corridor (PRTC)**

[www.poudretrail.org](http://www.poudretrail.org)

The 21-mile Poudre River Trail extends from Island Grove Regional Park in Greeley, Colorado to the Weld/Larimer County line along the Cache La Poudre River. The Trail was built through a cooperative effort between the city of Greeley, the town of Windsor, and Weld County Colorado. The Trail offers non-motorized recreational opportunities including: biking, walking, running, and rollerblading. There are also a variety of historical sites and educational opportunities along the trail.

The Poudre River Trail Corridor Board was created by the City of Greeley, Weld County, and the Town of Windsor via an intergovernmental agreement. The Board consists of nine members, three from each jurisdiction. This group of volunteers and city staff put forth countless hours to coordinate construction projects, land acquisitions, fundraising efforts, and community education programs about the trail. The trail has been funded through monies raised from individual contributions, in-kind donations, and matching grants. An agreement between the town of Windsor, Weld County, and the City of Greeley allows for funds to maintain the trail.

**Poudre River Trust**

[www.fortnet.org/poudrerivertrust/PRTMission.html](http://www.fortnet.org/poudrerivertrust/PRTMission.html)

Promoting and enhancing the Cache La Poudre River as our most significant natural resource. The Poudre River Trust will focus on preserving the integrity of our riverfront as it passes through the City of Fort Collins, with special attention given to issues which may arise up and downstream which affect our primary interest. The organization can be contacted at PO Box 474, Fort Collins, CO 80522.

**Terry Lake Recreation Association**

[www.terrylakerecreationassn.org](http://www.terrylakerecreationassn.org)

The Terry Lake Recreation Association (TLRA) is a not-for-profit organization formed to maintain a cost effective lease of privately owned Terry Lake and the surrounding greenbelt area with the Larimer and Weld Reservoir Company for the exclusive recreational use by its active members. TLRA is governed by a Board of Directors to ensure and promote the safe enjoyment of the lake property.

**Sierra Club Rocky Mountain Chapter**

<http://rmc.sierraclub.org>  
303-861-8819

The Sierra Club's has more than 1.3 million members and supporters. The Club is America's oldest, largest and most influential grassroots environmental organization. The Sierra

Club's Rocky Mountain Chapter is comprised of 9 local groups involved in everything from recycling and hiking to environmental education and conservation.

### **Town of Timnath**

#### **Community Development Department**

<http://timnathco.govoffice2.com>

970-224-3217

The Department's purpose is to work with developers, landowners, residents and the Town Council, to guide growth while maintaining the Town's character and vitality. One of the department's specific responsibilities to that end is to ensure that development occurs according to the Town Comprehensive Plan and the Parks, Trails and Open Space Master Plan.

### **The Trust for Public Land**

[www.tpl.org](http://www.tpl.org)

303.837.1414

The Trust for Public Land conserves land for parks, gardens, and other natural places. The TPL was founded in 1972 with goals of protecting land in and around cities and pioneering new land conservation techniques. The organization's work expanded to include projects from inner city to wilderness, and its broad experience has made it a national leader and innovator in city park creation, state and local conservation funding, and using GIS for conservation planning.

### **University of Northern Colorado**

[www.unco.edu](http://www.unco.edu)

UNC offers study in Education and Behavioral Sciences, Humanities and Social Sciences, Business, Natural and Health Sciences and other fields of study relevant to the major themes of the CALA.

### **U.S. Department of the Interior – Bureau of Reclamation – Upper Colorado Region, Water Resources Group**

[www.usbr.gov/uc/water/index.html](http://www.usbr.gov/uc/water/index.html)

The Water Resources Group is responsible for water related activities ranging from the management of water supply, through contracting for water use and Project repayment to ensuring Reclamation water is applied to appropriate lands and protecting the use of the water. These activities are conducted in coordination with the appropriate Area Offices and interested parties.

### **U.S. Department of the Interior – National Park Service**

[www.nps.gov](http://www.nps.gov)

With the help of volunteers and park partners, the National Park Service plans and maintains nearly 400 parks which are visited by more than 275 million people per year. The NPS also administers the National Heritage Areas Program, which is discussed in detail at the beginning of this plan.

In addition to national parks and heritage areas, the NPS administers the National Register of Historic Places, the United States' official list of cultural resources that are worthy of preservation. The National Register of Historic Places is authorized under the National Historic Preservation Act of 1966, the National Register is part of a national program to coordinate and support public and private efforts to identify, evaluate, and protect our historic and archeological resources. Properties listed in the Register include districts, sites, buildings, structures, and objects that are significant in American history, architecture, archeology, engineering, and culture.

**U.S. Department of Agriculture Forest Service – Rocky Mountain Region**  
[www.fs.fed.us/r2/recreation](http://www.fs.fed.us/r2/recreation)

The Forest Service maintains over 500 campgrounds in the 17 national forests and 7 national grasslands in the Rocky Mountain Region of Colorado, Kansas, Nebraska, and most of South Dakota and Wyoming. Forest Service facilities near the CALA include Roosevelt National Forest and Pawnee National Grasslands.

**Weld Trails Coordination Committee**  
[www.healthyweld2020.com](http://www.healthyweld2020.com)

The Weld Trails Coordination Committee is a collaborative representing jurisdictions, agencies and community organizations in Weld

County. The WTCC focuses on advancing the connectivity of non-motorized trails between jurisdictions, and is an advocate voice for the education of trail use for recreation, transportation, and tourism purposes throughout Weld County. Communities and organizations that have adopted resolutions in support of the WTCC include:

- Brighton City Council
- Brighton Parks & Recreation Advisory Board
- City of Dacono
- Town of Eaton
- Evans Parks & Recreation Commission
- Evans City Council
- Town of Firestone
- Fort Lupton City Council
- Greeley Citizen Transportation Advisory Board
- Hudson Board of Trustees
- Town of Lochbuie
- Milliken Board of Trustees
- Town of Platteville
- Poudre River Trail Corridor Board of Directors
- Severance Planning Commission
- Severance Board of Trustees
- Windsor Parks & Recreation Advisory Board
- Windsor Town Board



## **Weld County School District 6 Communications and Community Relations**

[www.greeleyschools.org](http://www.greeleyschools.org)

One of the three main goals of the District 6 Strategic Plan is community relationships. This goal calls for the district to “be characterized by open, equitable and two-way communication, unifying the district community and dedicated to student achievement.”

## **Town of Windsor Museum Collections and Archives**

[www.windsorgov.com](http://www.windsorgov.com)

The Windsor Museum's collections focus mainly on objects, archives, and photographs related to the history of Windsor's people, businesses, and events through the mid-twentieth century. Specifically, the collections include textiles, agricultural tools, early medical equipment, household items, military objects, railroad artifacts, books, community organization items, photographs, scrapbooks, business documents, maps, and more.

## **Town of Windsor Parks and Recreation**

[www.windsorgov.com](http://www.windsorgov.com)

The Windsor Parks and Recreation Department oversees the provision of services related to recreation and cultural opportunities for the entire community through quality programs, facilities, service and management of

natural resources. The Parks and Recreation Department consists of three divisions: 1) Parks and Open Space; 2) Recreation; and 3) Art and Heritage.

The Parks and Open Space Division is responsible for parks, trails, rights of way, the Lakeview Cemetery, and open spaces within the Town. Oversight responsibilities include 25 parks, developed and undeveloped, totaling over 200 acres, over 40 miles of trails, Chimney Park Outdoor Pool, Eastman Skate Park and numerous playgrounds.

The Recreation Division provides a wide variety of activities, community programs, and special events. These include youth and adult athletics, instructional programs, drop-in activities, fitness classes, and group excursions.

The Art & Heritage Division provides services and conducts events related to music, history, art, and culture. The Art & Heritage Division also coordinates with the Planning Department to staff the Historic Preservation Commission, which works to protect the historic built environment through a local landmark program, educational outreach, and promotion.

# Early Action Projects

The Poudre Heritage Alliance, as the local coordinating entity of the Cache La Poudre National Heritage Area, has established a presence and become a vital member of the Northern Colorado community through many early endeavors, including the erecting of highway and wayside signs, the printing of brochures and a guidebook, through its website and video, and by making itself visible at community events. All of its endeavors have been accomplished in partnership with governments, organizations, and individuals.

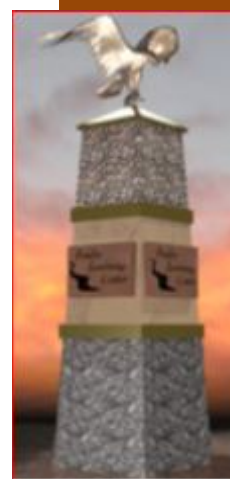
The projects below, which illustrate CALA's commitment to its goals and objectives, are a sampling of early initiatives undertaken by the Heritage Area and its partners.

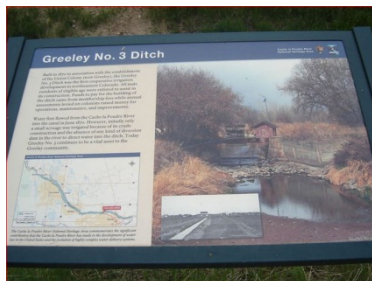


**Cache La Poudre River National Heritage Area Guidebook** – The Guidebook is an excellent introduction to the Heritage Area and the Poudre River region. It features maps, attractions, and references for exploring the history and ecological resources of the area. A number of Heritage Area partners contributed to its publication, including the Poudre River Trust, Rocky Mountain

Nature Association, Northern Colorado Water Conservancy District, New Belgium Brewery, City of Fort Collins, Town of Windsor, Maxfield Services, and Wham Multimedia.

**Poudre Learning Center Partner Monument Tower** – As part of its grants program, the Heritage Area has partnered with the Poudre Learning Center to construct a gateway tower that will represent the Poudre valley's surrounding geology and stand as a focal point for interpretation, including Heritage Area signage. From the tower one can see 65 acres of prairie grasses, riparian areas, and the reconstructed Hazelton School House, which serves as the headquarters of the Cache La Poudre National Heritage Area. Loop and single-track trails branch from the tower, winding around wetlands, short steppe grasses, and down to the bank of the Poudre. The tower's base comprises dark fossiliferous Pierre Shale, which runs 30 feet below the site and extends to North Dakota and south to New Mexico. Overlaying the tower's shale are marginal marine deposits of the yellow sandstone Fox Hills Formation and alluvial deposits of sand and gravel. A bald eagle, representing the intersection of ecosystems along the Poudre, tops the tower.





**Wayside signs** -- Fourteen wayside signs, including this one showing Greeley No. 3 Ditch, have been installed at various locations in the Heritage Area. The waysides use historic photographs and text to note historic structures that helped form Colorado water law. Heritage Area partners, including the municipalities of Fort Collins, Greeley, and Windsor, and the counties of Larimer and Weld have contributed \$14,000 to the project.



**El Espejo Girls Summer Research Institute** – The Heritage Area is committed to education, as its partnership with the Poudre Learning Center’s summer institute for girls signifies. El Espejo (the mirror) reaches girls in grades 7 through 8 who participate in various science activities and projects. The idea is for girls to “see” themselves as scientists. During the weeklong program they team up to do their own research investigation.

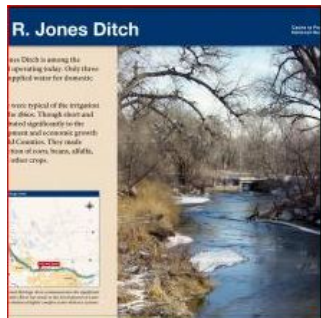


**Learning in Our Watershed Program, Bus Scholarships** – The Heritage Area, in partnership with the Weld County and Poudre School Districts, has established a bus scholarship program, through which it offers transportation reimbursements for field trips to approved sites within the Heritage Area. The scholarships provide school age children the opportunity to explore the natural environment and history of the Poudre River.

**Greeley Children’s Water Festival** – The Heritage Area has partnered with a host of local sponsors, including the Central Colorado Water Conservancy District, the West Greeley Conservation District, and the City of Greeley Water Conservation and Stormwater programs to stage this annual water festival, held since 1991 and said to be the second oldest water festival in the country. It is a free event for 4<sup>th</sup> graders in Adams, Morgan and Weld counties. The festival includes presentations by water professionals from around Colorado and activities centered on water



conservation, human health, and aquatic life. Sponsors also provide teachers with materials and lessons they can use in their classrooms. Past festival themes include Investigating Drought, Water in the West, and Water Through the Ages



**Brochures and video** -- Brochures featuring the Cache La Poudre National Heritage Area have been published and are available at the Fort Collins Visitor Center, the Colorado State University Environmental Learning Center, and the Poudre Learning Center. A video, available online at [www.PoudreHeritage.org](http://www.PoudreHeritage.org), also has been produced.

## **Relationship with Federal Government and Other Agencies**

**P.L. 111-11, Sec. 8002(d)(2)(C)(vi)** of the congressional legislation requires this management plan to include an “analysis and recommendations for means by which local, State, and Federal programs, including the role of the National Park Service in the Heritage Area, may best be coordinated to carry out this section.” The following discussion addresses this requirement.

Cultivating partnerships is a defining feature of a National Heritage Area and, for the Cache La Poudre NHA, among the requirements and duties spelled out in its congressional legislation. Along with individuals and organizations that have a stake in the Heritage Area, Federal, State, and local agencies and programs comprise critical components of the Heritage Area’s partnerships. Partnerships enhance the Heritage Area’s ability to achieve its goals and attract a larger public constituency. Because communication is the key to coordination, the Heritage Area will strive to facilitate ongoing collaboration among Federal, State, and local government agencies. A good place to begin is for the Poudre Heritage Alliance to keep open lines of communication with its U.S. senators and congressional representatives, as well as with the state, county, and local government officials within its boundary.

To that end, the Cache la Poudre National Heritage Area has made a conscious effort to include representatives from main governmental entities on its Board of Directors. Represented are the two counties within which the Heritage Area falls, Larimer and Weld; its four key municipalities, Fort Collins, Greeley, Timnath, and Windsor; and representatives from important water-related, educational, and conservation groups, including the Central Colorado Water Conservancy District, the Northern Colorado Water Conservancy District, the Poudre Learning Center, and Friends of the Poudre. Ex-officio members offer representation from the U.S. Forest Service (the Canyon Lakes Ranger District to the west and the Pawnee Grasslands District to the east), as well as a representative from the National Park Service (from nearby Rocky Mountain National Park).

### **The Federal Role in the Heritage Area**

Federal involvement in the Heritage Area is pivotal to its long-term success. The Heritage Area’s connection to the Department of the Interior is through the National Park Service, specifically the Intermountain Regional Office, which provides technical support, planning, and financial assistance. CALA also relies upon nearby Rocky Mountain National Park for guidance and advice as its regional National Park Service partner. The Poudre Heritage Alliance, as coordinating entity, will continue to consult with and seek assistance from the National Park Service as it implements this management plan.

Federal recognition provides credibility and reinforces the importance of Heritage Area designation and also brings direct Federal involvement into the Heritage Area through the Secretary of the Interior. For purposes of carrying out this management plan, the



Secretary's authority is detailed in the congressional legislation creating the Cache la Poudre NHA (**P.L. 111-11, Sec. 8002(c)(1)**). Among authorities, to be carried out through the Poudre Heritage Alliance, are those to make grants, enter into cooperative agreements, hire and compensate staff, obtain funds or services, enter into contracts for goods and services, and "to serve as a catalyst for any other activity that furthers the purposes and goals of the Heritage Area and is consistent with the approved management plan."

By continuing in close partnership with the National Park Service, the Heritage Area can draw on the assistance and expertise of National Park Service staffers and address challenges that are important to both the National Park Service and the Heritage Area, such as encouraging preservation and expanding knowledge about the Poudre River Valley through interpretation. Especially noteworthy is the NPS' Rivers, Trails, and Conservation Assistance Program (RTCA), which supports community-led natural resource conservation and outdoor recreation projects. In addition, the National Park Service Director, in his recent "Call to Action," laid out a strategic plan to integrate national parks and National Park Service community-based programs. National Heritage Areas are an important part of the Service's mission as it seeks to increase its reach and better leverage its resources in the stewardship of the nation's special places.

CALA's ongoing relationship with the National Park Service also makes the NPS an important partner in helping to encourage collaboration with other Federal agencies. The Heritage Area's relationship to other Federal agencies is defined in its authorizing legislation (**P.L. 111-11, Sec. 8002(e)**), which can be found in the Appendix. While the Heritage Area is not a Federal agency, the clear expectation is that Federal agencies will, to the extent permitted by law, coordinate conservation, programs, and projects in the Heritage Area. Federal agencies, when undertaking an action, are also encouraged to consider how those actions will affect the Heritage Area and include the Heritage Area in coordinating the action.

The role of the U.S. Forest Service in the Heritage Area also is vital because portions of the Heritage Area lie within the Arapaho and Roosevelt National Forests. In fact, the headwaters and western-most section of the Poudre River flow through the USFS' Canyon Lakes Ranger District, which locates its district office in Fort Collins. Eastern portions of the Heritage Area lie within the Pawnee National Grasslands Ranger District, which has its office in Greeley. The Forest Service maintains a visitor center adjacent to the river at the historic Arrowhead Lodge and augments Heritage Area programming with its interpretive activities, watershed restoration projects, and oversight of recreational use in the river area. Each district has an ex-officio member on the Poudre Heritage Alliance Board of Directors. Their role is to identify opportunities for partnerships, as well as to keep agency officials informed of Heritage Area actions and to educate Forest Service employees and the public about the Heritage Area and its resources.

The Northern Colorado Water Conservancy District, a public agency created in 1937 to contract with the federal government to build the Colorado-Big Thompson Project, also is an important presence in the Heritage Area. Northern Water and the U. S. Bureau of Reclamation jointly operate and maintain the Colorado-Big Thompson, which collects water on the Western Slope of the Rocky Mountains and delivers it through a 13-mile tunnel beneath Rocky Mountain National Park to portions of eight northeastern Colorado counties, including those in the Heritage Area. The project provides supplemental water to more than 640,000 acres of irrigated farm and ranch land and about 860,000 people in northeastern Colorado.

## **Role of the State of Colorado**

State officials, including the governor and legislators who represent Larimer and Weld counties, can help to influence state agency support for the Heritage Area. The Heritage Area will work to keep officials apprised of its actions and to seek their help as needed in coordinating state agency contributions. Opportunities for financial assistance abound in Colorado through the State Historical Fund and Great Outdoors Colorado (GOCO). The State Historical Fund is a statewide historic preservation grants program funded by a portion of Colorado's gaming tax revenue. GOCO is funded by a portion of Colorado Lottery proceeds.

A number of state agencies are important partners of the Cache La Poudre NHA and offer services that range from public awareness of the Heritage Area to protection of its resources. The Colorado Department of Transportation, for instance, has placed highway signs identifying the Heritage Area; while the Colorado Department of Natural Resources oversees the nearby Lory State Park; and the Office of the State Engineer--Division of Water Resources monitors water use in the state and maintains numerous databases of water information. The Heritage Area also partners with the Central Colorado Water Conservancy District, which is a leader in water education outreach. Because the work of such state agencies and groups affects the Heritage Area, the Poudre Heritage Alliance will strive to continue to strengthen these relationships.

In writing this management plan, the Poudre Heritage Alliance began by examining a number of state and local plans that mesh with its own mission and goals. These plans illustrate the strong role that local and state governments in Colorado play in resource preservation, as well as recreational use and cultural tourism. [See Pages 118-119] Especially noteworthy are the comprehensive plans for the municipalities of Fort Collins, Greeley, and Windsor; state and local plans for historic preservation; and the Northern Colorado Cultural Tourism Strategic Plan, which articulates a vision for more robust cultural tourism opportunities.

## **Role of County and Municipal Governments**

The Heritage Area anticipates working with and coordinating its programs with those of local governmental agencies and community groups in an effort to build strong partnerships, motivate support, and work for beneficial policies and actions. Shared

goals surrounding interpretation, educational programs, and the striking of a balance between the preservation of natural, cultural, and economic resources shine through in the planning documents of the Heritage Area's partners. Well-informed partners can contribute a great deal to the Heritage Area, and, likewise, local groups can accomplish more by aligning their program goals with the Heritage Area. Partners may work with the Heritage Area through a written agreement on a specific project or work without an agreement by mutual consent. To document roles, responsibilities, and reciprocal benefits, formal agreements are necessary when the Poudre Heritage Alliance Board extends Federal dollars to partners. Occasional meetings, staff exchanges, and collaborative exploration of opportunities can go far in furthering mutual goals.

Collaboration among local groups and agencies already is strong in the two-county Heritage Area. The ad-hoc Weld Trails Coordination Committee, for instance, which counts nearly 20 community and organization members, is open to any jurisdiction, agency or community organization interested in enhancing the connectivity of communities through a trails network for recreation, tourism or transportation purposes, while the Poudre River Trail itself was built through a cooperative effort between the City of Greeley, the Town of Windsor, and Weld County. As noted on page 59, public and quasi-public land (municipal and religious) make up nearly one-third (29.4 percent) of the acreage within the Heritage Area, which accentuates the importance of the governmental role in the Cache La Poudre National Heritage Area. In Weld County, more than 1,540 acres within the Heritage Area are owned by public and quasi-public entities, with more than double that number (3,342.8 acres) in Larimer County.

### **Role of Educational institutions**

From K-12 schools to institutions of higher learning, the Heritage Area will continue to build relationships and partner with educational institutions. Schools not only are excellent partners, but students are a key audience of the Cache La Poudre NHA through programs such as those presented at the Poudre Learning Center. The Heritage Area is fortunate to be home to two nearby universities: The University of Northern Colorado (UNC) in Greeley and Colorado State University (CSU) in Fort Collins. UNC offers studies relevant to the major themes of the Heritage Area, particularly Education, the Humanities and Social Sciences, and Business, while CSU's Water Resources program through the Warner College of Natural Resources is already a major contributor to Heritage Area.

## Duties and Actions

**P.L. 111.11, Sec. 8002(d)(C)(iii)** of the Heritage Area’s congressional legislation, requires this management plan to include: “a description of actions that governments, private organizations, and individuals have agreed to take to protect the natural, cultural, historic, scenic, educational, and recreational resources of the Heritage Area.”

Governments and universities, as well as numerous organizations and individuals within the Heritage Area are actively involved in protecting the region’s resources. Because the headwaters and western most stretches of the Cache La Poudre River run through National Forest lands (the Arapaho-Roosevelt National Forest), the United States Forest Service is deeply involved in protecting the river and its resources. The area, managed for multiple use, offers recreation (rafting to camping and hiking) but also provides watershed restoration projects and evening interpretive programs.

In its Open Lands Master Plan, Larimer County has identified the Poudre River Corridor as a “program priority area.” For the past dozen years, the county has been acquiring land and development rights to ensure conservation measures that will protect the corridor in perpetuity. The county, for instance, holds the Three Bells conservation easement, a private property just north of River Bluffs Open Space in the Town of Windsor. The River Bluffs Open Space, a new addition to the Poudre River Trail, offers a combination of riparian corridor, wetlands, agricultural fields, and bluffs, which create a diverse plant and animal habitat. The Poudre River is the signature feature of the spot as it provides one-half mile of pools and riffles for ducks, other waterfowl, and wading birds. River Bluffs Open Space is recognized by the Colorado Division of Wildlife as a significant duck winter range.

Larimer County and other government groups, including the City of Fort Collins and towns of Timnath and Windsor, are committed to completing the Poudre River Trail, which currently runs in two sections, separated by a six-mile gap where it runs into Interstate 25. Larimer County and its partners are working to acquire trail easements to fill the gap and complete what will be a 40-mile trail. The county, which manages segments of the trail, also maintains that section, including weed control, trail patrol and repair, trash removal and restroom upkeep and restoration.

The City of Fort Collins, especially its Natural Areas Department, is actively involved in protecting Heritage Area resources, including the restoration and rehabilitation of sections of the Cache La Poudre River that flow through the city’s downtown core. The project involves support of in-stream flows and potential storm water improvements. The city also has planned a new trailhead parking lot and Poudre River Trail extension over Interstate 25 at the Arapaho Bend Natural Area. The city also has created a Recreational Master Plan for the Poudre River.

The City of Greeley is actively involved in acquisition of key lands to conserve, enhance and provide public access to the Poudre River corridor. The city also provides ongoing maintenance and administrative support for the Poudre River Trail, which it developed

in hand with Weld County and the Town of Windsor. It was the City of Greeley, in partnership with Larimer County, that secured a Great Outdoors Colorado Rivers Initiative grant for the fee acquisition of several parcels of land within or adjacent to the Heritage Area. These lands expand the region's ability to provide public access to the river corridor, enhance environmental conditions, increase recreational opportunities, and offer more venues for telling the Cache La Poudre National Heritage Area story. The City of Greeley oversees a variety of community events, activities, and educational programming to enhance awareness of the area's cultural resources.

Colorado State University is actively engaged in matters related to the Poudre River, its resources and history. Among activities was creation, in 2001, of a Water Resources Archive to collect, protect, and promote the preservation of original historic documents related to the history of water use in Colorado and the western United States. Given the important role of water development in the Poudre River Valley, the archive holds considerable materials related to the Cache La Poudre National Heritage Area. Perhaps the most highlighted collection is that of Delph Carpenter, the "father of the Colorado River Compact," who was a Greeley water attorney in the early 1900s. In addition, the university's Public Lands History Center is working on a Poudre River Digital History Project, which would make the area's history widely available. In addition, an affiliate of the university is the Colorado Water Institute (CWI), which exists for the express purpose of applying the expertise of higher education professionals to the evolving water concerns and problems being faced by Colorado citizens. The institute publishes water history projects that expand upon the historic relevance of the Poudre River, such as *Irrigation, Settlement, and Change on the Cache la Poudre River* by Rose Laflin.

Many of the ditches and canals constructed in the 1800s to irrigate the crops of original northern Colorado settlements are still in service and maintained today by the various companies that own them. These ditches are central to the Heritage Area story.

The Colorado Water Conservation Board (CWCB) was created nearly 75 years ago to provide policy direction on water issues. The agency, which is Colorado's most comprehensive water information resource, maintains expertise in a broad range of programs and provides technical assistance to further the utilization of Colorado's waters.

The Northern Colorado Water Conservancy is a public agency created in 1937 to contract with the Federal government to build the Colorado-Big Thompson Project, which collects water west of the Continental Divide and delivers it to Northeastern Colorado for agricultural, municipal, domestic and industrial uses. Today, the agency provides water conservation information to the general public, landscapers, municipalities, agricultural users and water allottees. Water conservation is an integral part of Northern Water's management strategy and long-range planning to encourage wise water use and stewardship.

The Central Colorado Water Conservancy District coordinates and partners with many local agencies and school districts on water resource protection and management, as



well as undertaking water education projects and historic preservation. The agency's actions are wide-ranging – from coordinating public events such as Greeley's annual Children's Water Festival to monitoring water quality and invasive species at four area reservoirs. The Central Colorado Water Conservancy District, formed to develop, manage and protect water resources in northeast Colorado, currently provides water augmentation and decree administration for more than eleven hundred irrigation wells.

The Poudre Landmarks Foundation, a non-profit organization set up to administer Fort Collins-owned historic properties, is among a number of organizations in the Heritage Area that work to preserve, restore, protect, and interpret the architectural and cultural heritage of the area. A sampling of others includes the National Trust for Historic Preservation, the Nature Conservancy, Poudre River Trust, and Colorado Preservation, Inc. The Poudre Landmarks Foundation has been instrumental in preservation of the Fort Collins Water Works, which served as the city's primary water system from 1883 to 1904. An auxiliary, Friends of the Water Works, manages the 26-acre historic property, where preservation work is ongoing. Discussions are underway to create an interpretive museum at the water works and make it the western interpretive center for the Heritage Area, where the public could find information on regional irrigation and water storage systems, agriculture, the origins of western water law, and regional cultural history. Also of note is Friends of the Poudre (FOP), a non-profit citizens' group with a mission to protect the access and natural features of the Cache La Poudre River Basin. Since inception of the Heritage Area, the group has provided leadership, funds, and helped with the Heritage Area's grant development.

## **Duties of the Poudre Heritage Alliance:**

Protecting and restoring historic sites and buildings is among the specific duties of the Poudre Heritage Alliance, identified in its congressional legislation. **P.L. 111-11, Section (c)(2)(B)(v):** "The local coordinating entity shall assist units of local government, regional planning organizations, and nonprofit organizations in carrying out the approved management plan by protecting and restoring historic sites and buildings in the Heritage Area that are consistent with Heritage Area themes."

The Poudre Heritage Alliance, familiar with the many historic properties within its borders (pages 76-77; 86-88), has identified three specific properties for its current historic preservation efforts:

- The Fort Collins Water Works, completed in June 1883, served as the city's primary water system until 1904. Today, the Poudre Landmarks Foundation and the Friends of the Water Works administer ongoing preservation work, with plans for the property to become an interpretive center for water development and use in the Fort Collins area. Colorado's State Historical Fund has provided several grants to complete planning, stabilization, and archeological investigations at the property. A grant application for restoration work through the Cache La Poudre National Heritage Area is in process.

- The Eaton House, a simple, two-story brick building built on the shores of Windsor Lake circa 1865, served as a ditch rider's house and residence for the Eaton family. Now owned by the Town of Windsor, the house is in need of rehabilitation, a project under discussion with the Poudre Heritage Alliance.
- The adobe Nathan Meeker house in Greeley, now home to the city's Meeker Museum, was the residence of Nathan Meeker, the agricultural editor of *The New York Tribune* who organized the Union Colony, a group of pioneers who went west in 1870 to establish a utopian society and soon were digging ditches and irrigating land on the site of today's City of Greeley. The Heritage Area is involved in plans for significant site work at the historic property, including landscape renovation and enhanced education and interpretive features.

Additional duties of the Poudre Heritage Alliance identified in **Sec. 8002(c)(2)(B)(i through vii)** are addressed in various places in this management plan. Addressed in Volume 2: Operations, are duties "to enhance important resource values;" to establish and maintain "interpretive exhibits and programs;" to develop "recreational and educational opportunities;" to increase "public awareness of, and appreciation for, the natural, historical, scenic, and cultural resources" of the Heritage Area; and to ensure that "clear, consistent, and appropriate signs identifying points of public access, and sites of interest, are posted throughout the Heritage Area." The duty to "promote a wide range of partnerships among governments, organizations, and individuals to further the Heritage Area" is addressed in Volume 1: Foundations.

# Related Planning Efforts

The Cache la Poudre River National Heritage Area is dependent upon the efforts of numerous entities that invest time, money and other resources to plan for the future within their own boundaries. This section of the management plan is devoted to identifying strategic plans administered by entities with goals, policies, activities, proximities or spheres of influence related to or potentially affecting those of the CALA.



In developing this management plan, the Poudre Heritage Area consulted the following documents, which illustrate the vast amount of planning already undertaken in the Heritage Area region to protect and administer its resources. CALA works in concert with the groups that completed these planning documents, including seating representatives from many on its Board of Directors. So important are these planning documents to the Heritage Area that it has incorporated aspects of them into this management plan.

Especially noteworthy are the Northern Colorado Cultural Tourism Strategic Plan, the Poudre River Trail Master Plan, the Land and Resource Management Plan for the Arapaho and Roosevelt National Forests and Pawnee National Grassland, and Colorado's statewide plan for historic preservation, *The Power of Heritage and Place*.

Because CALA's goals include increasing tourism in the Heritage Area, the Northern Colorado Cultural Tourism Strategic Plan was especially helpful. The plan not only provided a vision and site/event list for the entire region's tourism approach, but offered approaches for building partnerships, branding, and audience identification that apply to CALA as well as to the rest of Northern Colorado.

**Northern Colorado Cultural Tourism Strategic Plan (2011)** articulates a vision for more robust cultural tourism opportunities; establishes a set of goals to guide the process of building more tourism infrastructure and experiences; and proposes implementation strategies.

**Poudre River Trail Master Plan (1994)** establishes a trail alignment and series of recreational stops, educational opportunities, and recreational uses that make the 18 mile stretch interesting. Interpretive signs, rest areas, trailheads, picnic areas, scenic vistas, the Poudre Learning Center, and several fishing ponds are among the key features incorporated into the plan

**City of Greeley Historic Preservation Plan** endeavors to assist citizens of Greeley in understanding and accessing information concerning historic preservation and its impact on the community.

**City of Greeley Comprehensive Plan (2008)** is a big-picture set of goals, objectives and implementation measures designed to provide direction for the City as it grows across a variety of disciplines including water, open space, recreation and historic preservation.  
[www.greeleygov.com/CommunityDevelopment/CompPlan2060.aspx](http://www.greeleygov.com/CommunityDevelopment/CompPlan2060.aspx)

**City of Greeley Parks and Trails Master Plan (2002)** provides an inventory of existing capital facilities (some adjacent or connecting to the Poudre River), projects future needs for additional facilities, and provides a series of goals, objectives and implementation measures designed to meet those needs.

[www.greeleygov.com/Parks/Documents/Report-opt.pdf](http://www.greeleygov.com/Parks/Documents/Report-opt.pdf)

**City Plan: City of Fort Collins Comprehensive Plan** illustrates how citizens, staff and elected officials envision Fort Collins in the next twenty-five years and beyond, showing how they can get there step by step.  
[www.fcgov.com/planfortcollins/pdf/cityplan.pdf](http://www.fcgov.com/planfortcollins/pdf/cityplan.pdf)

**Town of Windsor Comprehensive Plan** provides a comprehensive description of the Town's physical and social attributes and outlines the future goals for which the community should strive.  
[www.ci.windsor.co.us/DocumentView.aspx?DID=1665](http://www.ci.windsor.co.us/DocumentView.aspx?DID=1665)

**Weld Trail Design Standard Language Guidelines** seeks to provide small to mid-sized municipalities resources in regional trail design that can be adapted to meet individual needs so as to provide trail users a consistent experience throughout the regional trail network.  
[www.healthyweld2020.com/assets/625bD24621c99bb921bA.pdf](http://www.healthyweld2020.com/assets/625bD24621c99bb921bA.pdf)

**The Power of Heritage and Place: The Statewide Plan for Historic**

**Preservation in Colorado** seeks to motivate and empower people to value heritage and historic places, and is organized around six goals devised to guide statewide, regional, and local preservation efforts over the next five years.

[www.historycolorado.org/archaeologists/state-preservation-plan](http://www.historycolorado.org/archaeologists/state-preservation-plan)

**Land and Resource Management Plan for the Arapaho and Roosevelt National Forests and Pawnee National Grassland (1997 Revision)** establishes the primary management

direction for the entire forest, providing a framework for what we do and where we do it. All other plans tier to the Forest Plan. Planning at a broad scale, either at the regional, forest, or landscape (watershed) level is available here. These assessments identify existing condition, risks, opportunities and desired future condition.

[www.fs.usda.gov](http://www.fs.usda.gov)

**Strategies for a State Heritage Tourism Industry to Preserve Colorado's Great Places**

[http://www.historycolorado.org/sites/default/files/files/OAHP/Programs/Links\\_Strategies.pdf](http://www.historycolorado.org/sites/default/files/files/OAHP/Programs/Links_Strategies.pdf)



# 2

VOLUME

## OPERATIONS

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- Vision and Mission Statements
  - Interpretive Plan
- Goals, Objectives and Action Steps
  - Implementation Strategies
    - Business Approach
    - Marketing Strategy
  - Implementation Measures

# Mission and Vision Statements

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Vision and mission statements are essential in providing a foundation upon which an organization can build a structure of goals, objectives and action steps designed to chart a course for a successful future. The vision provides a big-picture outlook of where the organization would like to be, while the mission serves as an operational tool stating how the vision will be achieved. These tools can be used like a compass, to help organizations stay on track over time.



In the case of the Cache la Poudre River National Heritage Area, the vision articulates its ideal state in terms of function and purpose. The mission relates directly to the Poudre Heritage Alliance, the non-profit group that administers the CALA.

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***Vision:*** *The Cache la Poudre River National Heritage Area is a renowned attraction that combines opportunities for education on the central theme of Western water law with a healthy natural environment of abundant wildlife and breathtaking scenery, all supported by premiere facilities, including trails, visitor centers and interpretive exhibits.*

***Mission:*** *The Poudre Heritage Alliance serves the Cache la Poudre River National Heritage Area, providing current and future generations the opportunity to understand and celebrate the area by careful planning and facilitation of educational programs and related amenities in collaboration with residents, private sector and government entities.*

# Interpretive Plan:

## Telling the Story of the Heritage Area

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### **What is Interpretation?**

Interpretation, as defined by the National Park Service, is a way to offer a visitor the opportunity to connect with a place in a way that is personally meaningful. It is designed to reveal underlying meaning to the visitor through first-hand involvement. Connections might be emotional, intellectual, or spiritual as people connect with ideas, beliefs, and values embodied in our world. While interpretation is based on facts, the goal is to reveal what an object, place, feature, or event means and why it matters. Rather than isolated stories, interpretation is a way for the Poudre Heritage Alliance to organize the interconnected pieces that comprise CALA's history, and by placing these stories in the larger story of the American West, it can tell a nationally significant story.

### **Statement of Significance**

The stories of the Cache la Poudre River National Heritage Area are a microcosm of early Americans' struggles to adapt to life on the western frontier. Stories of the CALA provide visitors and residents the opportunity to understand the often adversarial, sometimes harmonious relationship between nature and culture that dominated the early history of the American West. The resolve and ingenuity exhibited by early settlers in their battle against the rugged environment of the late nineteenth century Cache la Poudre River resulted in a historical legacy of critical contributions to the disciplines of agriculture, engineering and law.

This section of the management plan focuses on interpretation and the significant room that exists to expand on existing interpretive content in order to capture the breadth of the Poudre River's significance. The Poudre Heritage Alliance endeavors to guide more balanced, cohesive and comprehensive interpretation across the heritage area.

## **Interpretation Goals**

The PHA has identified the following goal for interpretation of the Poudre River (Poudre) and its associated resources and storylines:

*Through interpretive and educational programming and media, the Poudre Heritage Alliance will build a deeper understanding of the Poudre River's national significance including its role in influencing water development, water law, and water management.*

Sharing insight into the history of the Poudre River is necessary to ensure that residents and visitors alike learn of the significance of the Poudre and its role in shaping water law in the western United States. Well-developed and creative interpretation will facilitate the exploration of the river corridor's historic, natural and recreation resources.

### **Interpretive Objectives**

The PHA has outlined the following set of interpretive objectives:

- Establish a consistent, framework for the interpretation of the CALA's resources and national significance.
- Develop interpretive content that will raise awareness of and reflection on the importance of the river and its development and use from pre-settlement through modern times.
- Create a forum for the continued research, discussion and celebration of the Cache la Poudre River and water-related resources and issues.
- Inspire interest, cooperation and commitment among existing and potential partners to implement interpretive programming, media and activities.
- Inspire and create development of fun, memorable and compelling visitor experiences along the river corridor.
- Expand visitation and heritage tourism in the Larimer and Weld County region of northern Colorado.

## **INTERPRETIVE FRAMEWORK**

For the purpose of organizing interpretation throughout the CALA and amongst a number of partners, the PHA has developed the following framework for interpretation of the CALA's national significance and collection of resources. It is recommended that the PHA distribute this framework to its partners and collaborate on interpretive media development to avoid redundancies and ensure that the complete story of the *Poudre River and Water in the West* is effectively conveyed.

The PHA's proposed interpretive framework includes an overarching theme, four primary themes, and a number of storylines.

## OVERARCHING THEME:

*Water development and the establishment of water law within Colorado's Cache la Poudre River Basin influenced how the arid West manages, distributes and conserves one of its most precious resources.*

## Primary Themes & Storylines

Themes are organizational tools that define the framework for an area's interpretative programming. More than just a description of events, themes offer a way to foster multiple opportunities to think critically about the many complexities of the events, stories, and issues that define the Cache la Poudre River NHA.

Each of CALA's four themes offers a number of subthemes or storylines that can be conveyed through interpretation. The list of related storylines below can be expanded, and the PHA will continue to add to this as more research is collected and ideas are proposed.

### ***1. Settlement in the Cache la Poudre River area created tensions over the use of water, a scarce resource in the American West.***

#### Theme Concept

In the Cache la Poudre River Basin, early settlers and farmers found an arid environment that could be transformed into productive land through diverting the Poudre's waters. This theme explores the history of settlement and early agriculture in the region and sets the stage for understanding the issues and tensions among early settlers that triggered the need for western water law and more refined systems of delivery.

#### *Interpretative Ideas:*

- Take advantage of areas with expansive views to interpret the climate of northern Colorado and the inherent difficulty of agriculture in a semi-arid environment.
- Use statistics or graphs to compare precipitation levels on the East Coast and explaining the change that occurs west of the 100<sup>th</sup> Meridian.
- Use first person narratives (e.g. diaries, letters, oral histories) to communicate the hardships and anxieties caused by drought, river flow fluctuations, digging ditches, etc.
- As examples of early ditches, Greeley Ditch #3 provides locations for interpretation of this theme.
- Compare the way irrigation transformed the Poudre Basin to other incidents of irrigation forming the cornerstone of civilization in earlier times around the world (e.g. Mesopotamia).
- Utilize the farms and agricultural related operations (e.g. Lee Martinez Park, Centennial Village, Ranchway Feeds) to tie early settlement and farming to the importance of irrigation and water development.



### Storylines:

- *Native Connections/Arapaho.* American Indian tribes in the region and their relationship to the river.
- *Transformed Landscape.* Transformation of Poudre region's grasslands into farmland through irrigation.
- *Hide the Powder.* Share the story of the river's name.
- *Water in the West.* How it made agriculture possible and settlement more viable.
- *Digging Ditch.* An essential early step in the homesteading process was diverting water from the river to irrigate crops. Ditches whether dug by shovel or plow required hard work and vigilant maintenance.
- *The Drier West.* Whereas a good year in the Front Range of Colorado brings 12-14" of precipitation, early settlers from the East were accustomed to at least 20" of moisture. Interpret the different climactic conditions east and west of the 100<sup>th</sup> meridian.
- *Irrigation, the Cornerstone of Civilization.* Historical pattern of diverted water transforming populations also relates to much earlier times (e.g. Mesopotamia)
- *Rise of Agriculture in Colorado.*
- *Horace Greeley, Nathan Cook Meeker and the New York Tribune.* Promotion of the area and establishment of Union Colony. Early diversions including Greeley No 1, 2, 3 and 4 (Lafin 12).
- *Troubling Shallow Waters.* The availability and fluctuation of water levels were unnerving to some early settlers. To those used to eastern rivers, the sporadic flows and the shallowness of the Poudre in June was upsetting. Developing means of securing water for households and crops quickly became a priority for settlers.
- *Challenge of Measuring Water.* Quantifying water was difficult for early irrigators and they were constantly experimenting with new measurement systems including the "duty of water", weirs, irrigation heads, and acre-feet.
- *Natural Tribulations.* Natural occurrences that plagued farmers then and still do today included drought, hail, frost, tornadoes, plant disease, insects and other pests.

### ***2. Conflict over the use of Cache la Poudre water led to new water laws, institutions, and allocation methods that greatly influenced the development of the American West.***

Adaptation to agriculture in the Cache la Poudre River Basin resulted in the development of new, more practical laws, institutions and allocation methods that have influenced water use and management throughout the western United States.

### Theme Concept

This theme explains how the system of western water law evolved in the Cache la Poudre River corridor as settlers adapted to agriculture in the area.

### *Interpretative Ideas:*

- Debunk Colorado water rights. Use a simple graphic to clearly communicate how the system of prior appropriation works along an abstracted river corridor. Explain senior vs. junior water rights, exchanges and the key players involved in managing the water distribution system (e.g. ditch rider, water commissioner).
- Provide a summary of signature water cases and precedent setting water policy for law and policy students as well as history buffs.

### *Storylines:*

- *First in Time, First in Right.* A system of water allocation centered on the concept of priority of water use. Explore the system of water rights and the notions of seniority, abandonment and beneficial use. Explain prior appropriation, the law of the first taker, in comparison with the eastern U.S. concept of the doctrine of riparian rights. Describe the Colorado doctrine.
- *List of Priority Numbers.* A list consulted by the water commissioners to determine who is eligible to receive water on a given day.
- *Poudre Irrigators and Pioneer Water Law.* Conflict over water often landed parties in courts. Explore signature water cases and precedents set in Colorado that influenced water law in the West. For example, augmentation water and interstate water policy.
- *Groundwater Legislation.* 1960s legislation with an emphasis on preserving natural resources given the context of the environmental movement.
- *Irrigation and Federal Reclamation.* The Irrigation Congress (Denver 1894) that led to the development of the United States Reclamation Service (Bureau of Reclamation) through the Newlands Act marking a new era of federal water policy in the West.
- *Increasing Value of Water.* The more farmers depend on high-value crops and the profits they generated (e.g. sugar beets, apples, wheat, corn, oats, potatoes, onions vs. just hay and vegetables), the more value they placed on the water that made such cultivation possible.
- *The Cast of Characters:* Water Buffalos, Ditch Riders, Water Commissioner
- *Water Exchanges.* Moving water from one place to another and one user to another without injuring one's water rights or requiring the sale of rights.
- *Northern Colorado Water Conservancy District.* Colorado's first water conservancy. It facilitated the administration and distribution of federal water within an established, privately owned decentralized irrigation system.

### ***3. Irrigators developed innovative techniques for diverting, delivering, and measuring water in the Cache la Poudre River Basin that still endure in the American West.***

#### ***Theme Concept***

This theme demonstrates the perseverance and innovation of irrigators in the Cache la Poudre River Basin and showcases how water is delivered to customers. It highlights the innovations, technical systems, engineering and structures required for water delivery.

#### ***Interpretative Ideas:***

- Develop play-scale water delivery structures for kids to operate (e.g. dams, ditches, reservoirs). This could be incorporated into an existing park or playground (e.g. Eastman Park) and would allow for a hands on experience.
- Explain the Poudre River basin from the perspective of a rain drop or snowflake. Trace the route from the high alpine to the confluence with the Platte River and use the journey to explain the water delivery mechanisms.
- Maps, aerials, and/or video that show the intricate system of water delivery from above. This could be featured online or tied to a physical structure within the corridor (e.g. Box Elder Ditch, Greeley Pipeline Diversion Dam)
- Explanation of the tools, structures, systems for measuring and delivering water.

#### ***Storylines:***

- *Storing Water.* System of reservoirs stored water for late summer months and dry years when the river's supply dwindled.
- *Poudre River Basin.* Drains 1890 square miles of land in the Mummy and Never Summer ranges in Colorado and Wyoming.
- *Innovation.* Human ingenuity in engineering water delivery structures and systems. From a simple ditch to a complicated system today of large canals, storage reservoirs, transbasin diversions, gauging stations, water exchanges, and interstate compacts. Explanation of how the delivery system functions.
- *Parshall Flume.* Ralph Parshall and how his invention impacted water development.
- *Diverted Waters.* The system of structures from headgates to gauging stations to canals, dams and reservoirs used to divert, store and measure water.
- *Transbasin Waters.* Conveying water from the western slope to the Front Range to supplement the Poudre's supply. Angry North Park ranchers. Skyline Ditch.
- *Colorado-Big Thompson Project.* Technical feat – 12 reservoirs, 35 miles of tunnels, 95 miles of canals, 600,000 acre irrigated area – when finished in 1956 it was the largest Bureau of Reclamation project ever completed. It increased the amount of water available to the Front Range by over 200,000 acre-feet annually, which attracted new people and industries to northern Colorado.

- *State Engineer.* Responsible for measuring and recording locations of all the state's rivers, streams, canals and reservoirs and approving reservoirs and dams.
- *Water Commissioners.* Supervise the distribution of water to users.
- *Food for Defense Program.* World War II and irrigation.
- *A Changed Landscape.* How diverting the Poudre's water altered the river, the landscape and the population around it.
- *Unintended Consequences.* Explore the number of unintended, unexpected results of water delivery systems including evaporation, transpiration, alkalinity, overuse, floods, weeds, and pests.
- *Salt.* Heavy application of irrigation water in the Poudre valley brought salt to the surface quickly where it evaporated, sometimes poisoning topsoil for crops
- *Malleable Nature.* 19<sup>th</sup> century attitudes toward nature and boldness in manipulation.
- *Federal Government Involvement.* Government's role in facilitating large water projects to improve irrigation and opportunities for settlement of the West.
- *Canal Building.* Most extensive period of canal building occurred in the 1870s and 1880s.
- *Return Flows.* Explain about of seepage water.
- *Cooperative Ditch Companies.* Their names, dates of construction, location, and why they evolved. Little Cache la Poudre Ditch (irrigated Dry Creek valley), Lake Canal (irrigated farms near Timnath), Boxelder Ditch (irrigated land near Fort Collins).
- *Cooperative Ownership.* The success of cooperative canal companies resulted in more water diverted from the river and a transformed landscape that harbored green fields, farm houses, growing towns (Laflin 18). e.g. Cache la Poudre Irrigation Company.
- *Water Grabbers.* Corporate canal financing.
- *Speculators and boosters.* Inflated expectations of water development potential, financial confusion, losses and gains.
- *Dam Disasters.* Blown dams of any scale created hardships. Change in river fluctuations would wipe out simple diversion dams and require farmers to scramble to repair. Large-scale dam disasters like the Chambers Lake dam collapse of 1891 made some Poudre River Basin residents nervous about new reservoirs. Despite the risks and problems, an extensive network of dams and reservoirs were built to meet the growing water needs.
- *Flow Regimes.* Specific information and antidotes about actual flow regimes in the "unregulated" river. For example, snowmelt runoff vs. late summer dry bed compared to current base-flow maintenance (due to agricultural return flows).

- *Irrigation Technology*. Open ditch, lined ditch, siphon tubes, side rolls, pivots, drip systems. Impact on return flows to the river.
- *CO Agricultural College/Irrigation Engineering*. First engineering program in the US introduced at Colorado Agricultural College in 1884. Academic studies and research complimented the innovations of Poudre irrigators.
- *Army Corps of Engineers*. In the Poudre Basin and beyond.
- *The Future of Delivery. Pleasant Valley Pipeline (2003)*. Allows for the more efficient transportation of water as the pipeline is impervious to evaporation and seepage, weeds and pests.

#### **4. Debates over the appropriate use of the Poudre's water continue today.**

##### Theme Concept:

The huge physical and fiscal toll of moving water in the West regularly sparked disagreement but also demanded collaboration. Under this theme the multiple uses for water, the controversies and agreements surrounding water use, as well as the Poudre's riparian habitat are featured. The CALA is in a unique position to offer impartial, unbiased accounts of the controversies surrounding water.

##### *Interpretative Ideas:*

- *One River, Many Uses*. Present a cast of characters and what the river and water means to them (e.g. farmer, boater, environmentalist, angler, city, developer). Explore the debates and tensions over appropriate uses for and allocations of the Poudre's water.
- Generate a dialogue about water and solicit different sectors opinions on its value and its future. This could be done through social media or hosting a series of talks.
- Explain the tensions created by water allocation by exploring past, ongoing or anticipated future controversies related to the Poudre river and its waters.
- Incorporate art such as murals or inlays along the trail to showcase the different values for water. These could be permanent or temporary pieces. The long bridge east of Lions Park could be utilized as an interpretive art walk.

##### *Storylines:*

- *Water Feuds*. Explore the history and folklore behind the saying "Whiskey is for drinking, water is for fighting".
- *Irrigators and Residents' Water Uses*. Urban and suburban residents used and perceived of the river in ways that competed and conflicted with irrigators who had consumed the majority of the river's water for generations.
- *Environmental Concerns*. By the end of the 1900s, Poudre valley water users clashed over pollution in the river, the use of groundwater, new storage proposals, and issues of minimum stream flow for healthy forests and wildlife. Consider federal legislation such as the Clean Water Act (1977) and Water



Quality Act (1987) and today's Colorado Water Quality Control Commission.

- *Pollution.* According to the Environmental Working Group's 1996 report, the Cache la Poudre was the most polluted river in Colorado. Kodak plant in Windsor and Great Western Sugar Company in Greeley were cited as polluters (Laflin 74). Agriculture and municipalities also contributed to Poudre's pollution.
- *Changing Values.* As the values of the population changed and became less dominated by agricultural interests, irrigators, cities, industries, recreationalists, and environmentalists convened to hash out agreements that resulted in new ways of using the Poudre's water.
- *Defense of Environmental Values.* Friends of the Poudre, Nature Conservancy.
- *Water Conflicts Repeated Across the West.*
- *Cities Competing for Water.*
- *Dramatic Drought.* Water is typically "jealously guarded" in the arid West and when it's scarce during drought years, tensions rise (Laflin 90). Drought-plagued 1930s. Droughts often spur demands for more extensive water development and water storage.
- *Riparian Conservation.* Protecting the water itself and the flora and fauna that depend on it.
- *Groundwater Pumping.* Expanding use of the Poudre through groundwater pumping incited further controversy.
- *Spirit of Cooperation.* The importance of cooperation when marshaling water in the West cannot be underestimated. Poudre valley irrigators collectively contributed to the success of the region's water delivery system and, in turn, the social and economic prosperity that followed its implementation (Laflin 18).
- *Wild & Scenic Designation (1986).* Wild and Scenic Rivers Act of 1968 and the Poudre's designation in 1986.
- *National Water Heritage Area (1996).*
- *Dams.* Controversy around the Idlywilde Reservoir and other proposed dam projects. An issue likely to be debated by future generations, too.
- *Minimum Stream Flows.* A practice of leaving water in the river for the environment and preservation of aquatic life.
- *Sugar Beet.* Once one of the most important crops irrigated with Poudre water, the sugar beet is also a contentious crop given pollutants from beet production.
- *Recreation.* From fishing to tubing to birding, explore the recreational uses for the river.
- *Riparian Ecology.* Wildlife, plant communities and the diversity of life found within the river corridor. Trace the river's journey and its differing natural character as it journeys from the Continental Divide, through mountain canyons, onto the plains and into the South Platte River.

- *Stewardship.* Why should one care for the river and water levels?
- *Climate Change and Future Water Demands in the West.*
- *Oil & Gas Industry Water Needs.*

## Audience

The Cache La Poudre National Heritage Area has identified its primary audiences for interpretation, each of which has different needs and expectations. Heritage Area interpretative strategies will strive to engage each audience, whether visitor or resident, to the stories of Poudre River by creating connections, sparking interest, and encouraging further exploration. Because interpretive programs already are occurring along the river, the Heritage Area will endeavor to complement what already exists to convey more in-depth information or new aspects of interpretation. A marketing analysis appears on pages 192-196.

- **Educational Groups:** Teachers and students are a special audience for the Cache La Poudre National Heritage Area, whose primary goals include facilitating educational and interpretive programs, be it through a field trip or a research project. A project might be on-site or off-site, immersing a student in the area's natural resources or spurring an inquiry into an issue affecting the river corridor. To extend its outreach, the Heritage Area partners with learning-based groups such as the Poudre Learning Center and Colorado State University's Environmental Learning Center.
- **Recreational Users:** Recreationists, be they anglers, bicyclists, hikers, or kayakers, will find outdoor adventure in the Heritage Area, whether on the river or along it – and all within easy access to Colorado's growing Front Range communities. While this audience is drawn to the river specifically to enjoy the outdoors, the Heritage Area recognizes their presence as an opportunity to simultaneously provide lessons on the area's historical and cultural features. By targeting recreationists, the Heritage Area can increase appreciation for the area's natural resources and foster a sense of stewardship for its fragile ecosystems.
- **Heritage Tourists:** By promoting the Heritage Area's regional events, museums, and cultural resources such as the Fort Collins Water Works the Heritage Area will address its goal of developing and promoting the Heritage Area as a premiere heritage tourism destination. The Poudre River's national significance in the development of water law and water management in the West is a unique story that will engage the usually well-informed heritage tourist.

- **Vacationers and travelers:** Colorado is a popular tourist destination. The Heritage Area, through placement of highway signs along the heavily traveled Interstate 25, already is working to attract travelers who happen by. Through its website, distribution of brochures and posters, and its partnership with the Colorado Tourism Office and local convention and visitors bureaus and chambers of commerce, the Heritage Area will promote itself to regional and national tourists.
- **Naturalists and artists:** Those who enjoy nature, whether it be to photograph it, paint it, or keep an eye out for its wildlife, birds, and aquatic life will enjoy the Poudre River Trail and its environs. Interpretive trails, kiosks, and informative maps along the 45-mile Heritage Area corridor will add to the enjoyment of this audience.
- **Agritourists:** With its agricultural legacy, irrigation works, and working farms, northern Colorado attracts visitors interested in on-farm or ranch experiences. Various activities can meet the needs and expectations of this audience, from a u-pick cooperative, to trail rides, corn mazes, and farm tours.
- **Scholars:** Considering the role the Cache La Poudre River has played in historic and legal water issues -- as well as the scientific importance of its wetlands and other natural resources -- the Heritage Area will attract scholars, especially to assets such as the Water Resources Archives at Colorado State University, which houses historic documents related to the history of water use in Colorado and the western United States. Given the important role of water development in the Poudre River Valley, the archive holds considerable materials related to the Cache La Poudre National Heritage Area. In addition, an affiliate of the university is the Colorado Water Institute (CWI), which exists for the express purpose of applying the expertise of higher education professionals to water concerns and problems faced by Colorado citizens.

## Existing Interpretation within the CALA

When planning for future interpretation along the CALA, it is important to recognize what interpretation is already occurring. The PHA endeavors to complement existing interpretation and to convey more in depth information and/or new aspects of the Poudre River's significance.

### *Poudre River Trail Interpretation*

There are currently a number of interpretive signs along the Poudre River Trail. While a handful of CALA signs interpret the history of the area and water delivery, the majority of the interpretation focuses on the riparian environment and natural history topics.

There is ample opportunity to expand interpretation to more comprehensively address the CALA's central theme and storylines related to *Water in the West*.

The following topics are addressed in existing interpretive signage along the trail:

- “Cache la Poudre River CALA” – there are several signs that orient the trail users to the CALA. These signs feature a map, historic photo and explanation of the heritage area. **(CALA sign)**
- “A Majestic & Historic River” – timeline and historic synopsis from 1859-2010
- “From Gravel Pit to Wildlife Habitat” – natural restoration
- “Ancient Bison Hunting on the Cache la Poudre River”
- “Meet the Local Residents” – wildlife
- “B.H. Eaton Ditch” **(CALA sign)**
- “Millions of Years in the Making” – geology
- “River of Life” – river as an artery through the landscape
- “Wings on the Wind” – raptors
- “Poison Ivy – Let it Be”
- “A Really Cool Place” – wildlife, geology
- “Greeley No 3 Ditch” **(CALA sign)**
- “A Ribbon of Life” – waters of life, habitats
- “Nestled In” – Birds
- “Sharing the Woods with the Turkeys”
- “The Future is in our Hands” – reclaimed, restoration, healing habitats and wildlife
- “River of Change, River of Life” – the river 100 years ago, managing the river
- “A Parade of Colorful People” – human history from Native Americans, fur trappers to homesteaders
- “Waste Water Treatment: Protecting Public Health and the Environment”
- “Bellvue Hydraulic Irrigation Laboratory” – innovation, water delivery, Parshall Flume **(CALA sign)**
- “Taylor and Gill Ditch” – ditch development, water delivery **(CALA sign)**
- “Water For All” – interpretive kiosk along the trail outside Fort Collins’ old town. Features the CALA map and interpretive content including **(CALA and partners sign)**:
  - “Working Poudre, A River the Delivers”
  - “Water Law, Rights to the River”

### ***Poudre River Trail Story Posts.***

These are the attractive granite markers installed by Poudre River Trail Corridor, Inc (PRTC) along the 21-mile River Bluffs (Windsor) to Island Grove (Greeley) section of the trail. The featured segments of the trail are listed below and the complete

descriptions of each segment's features, geology and history can be found at <http://poudretrail.org/storyposts.php>.

- River Bluffs
- Bison Arroyo
- Ox Bow/Overland
- Great Western Farm
- Kodak
- Prisoner of War
- Sharkstooth
- Signature Bluffs
- Sheep Draw Junction
- Cottonwood Bend
- Sandpiper Ponds
- Spanish Colony
- Island Grove

In addition to the interpretive signs and kiosks found along the trail, a number of other organizations and agencies are conducting interpretive and educational programming within the CALA. These groups are potential partners who can help spread the word about both the National Heritage Area and the significance of the Poudre River. As the PHA moves forward with implementation, it will be important to engage these groups to work together to convey different perspectives and stories of the Poudre River and avoid redundant interpretive content. *(For more on partnerships refer to the Implementations Strategies section).*



# Goals, Objectives and Action Steps: A Blueprint for Implementation

This portion of the management plan outlines the actions that will be taken to accomplish specific objectives and broad goals in support of the overall vision statement for the Cache la Poudre River National Heritage Area (CALA) and the mission of the Poudre Heritage Alliance (PHA).



**Vision:** The Cache la Poudre River National Heritage Area is a renowned attraction that combines opportunities for education on the central theme of Western water law with a healthy natural environment of abundant wildlife and breathtaking scenery, all supported by premiere facilities, including trails, visitor centers and interpretive exhibits.

**Mission:** The Poudre Heritage Alliance serves the Cache la Poudre River National Heritage Area, providing current and future generations the opportunity to understand and celebrate the area by careful planning and facilitation of educational programs and related amenities in collaboration with residents, private sector and government entities.

Each idea expressed in the vision and mission statements above relates directly to a corresponding goal. Each goal is designed to be accomplished through a series of objectives. Finally, each objective is broken down into a list of specific actions that may be incorporated into future work programs.

# Goal 1:

## Organizational Capacity

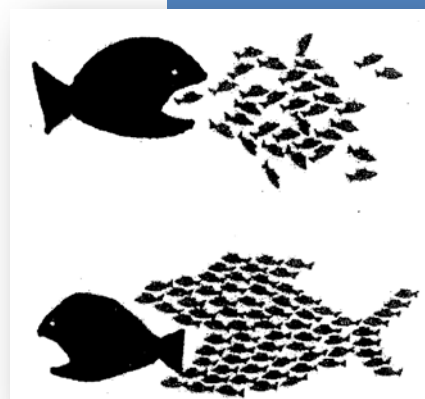
***Maintain and enhance the capacity of the Poudre Heritage Alliance (PHA) to accomplish its mission as the administering entity of the CALA.***

**Objective 1.1:** Develop and responsibly manage capital and human resources needed to ensure the success of the CALA.

**Actions:**

- Implement this management plan
- Coordinate fundraising activities
- Apply for other grant funds
- Manage funding from all sources
- Hire and manage a dedicated staff
- Provide strategic direction and governance structure for the heritage area.
- Oversee projects related to planning, interpretation, education, economic development and other topics that fall within the purview of the CALA.
- Maintain organizational bylaws.
- Ensure compliance with federal law through coordination with NPS liaison.

**Objective 1.2:** Develop and implement a plan or series of planning documents to support the vision and mission statements above.



**Actions:**

- Maintain and update a management plan for CALA;
- Develop, maintain and update an interpretive plan;
- Develop, maintain and update a business plan.

**Objective 1.3:** Serve as a liaison between residents, private sector organizations, local governments and national entities to represent diverse interests and geography and create a premiere amenity within the CALA.

**Actions:**

- Continue to serve as the main contact of CALA with National Park Service;
- Continue to sponsor/facilitate events such as children's water festivals;
- Continue to support research efforts in the academic community where feasible, applicable and appropriate.

# Goal 2:

## Story-Telling

***Tell the story of the CALA through interpretive amenities, educational programs and research projects that broaden public awareness of the CALA, thereby enhancing its sense of place and strengthening its value to the community.***



**Objective 2.1:** Facilitate educational and interpretive programs related to the natural landscape as they relate to the historic, economic, legal, cultural and scientific significance of the Poudre River.

**Actions:**

- Develop programs based on the interpretive themes as outlined in the interpretive planning section of the management plan;
- Participate in activities such as water festivals and sustainability fairs;
- Facilitate CALA tours and similar field-trips for students and other visitors;
- Involve the public including students in the design of programs.

**Objective 2.2:** Develop interpretative and educational amenities that convey the primary interpretive themes and outline interesting sites to visit.

**Actions:**

- Develop and distribute signage, brochures and other materials;
- Facilitate the development of specialized viewing areas;
- Develop portable and permanent educational exhibits or kiosks for use in the CALA and for promotion;
- Develop informative and interactive web and other electronic communications;
- Complete and sustain a guidebook;
- Collaborate with libraries, museums and archives to develop, provide access to, and protect a rich and continuous collection of oral histories, documents, photos, videos and other pertinent materials;
- Facilitate accessible visitor education centers developed by other entities;
- Involve the public in the design of interpretive materials.

**Objective 2.3:** Capitalize on opportunities to collaborate with schools and universities on research projects to expand existing knowledge about the HA.

**Actions:**

- Encourage research by university students on CALA mission/vision-related subject matter;
- Collaborate with schools, universities and other organizations that do research within the CALA and/or on outside issues affecting the CALA, and encourage use and preservation consistent with findings;
- Provide funding, letters of support and cooperation when feasible.

# Goal 3:

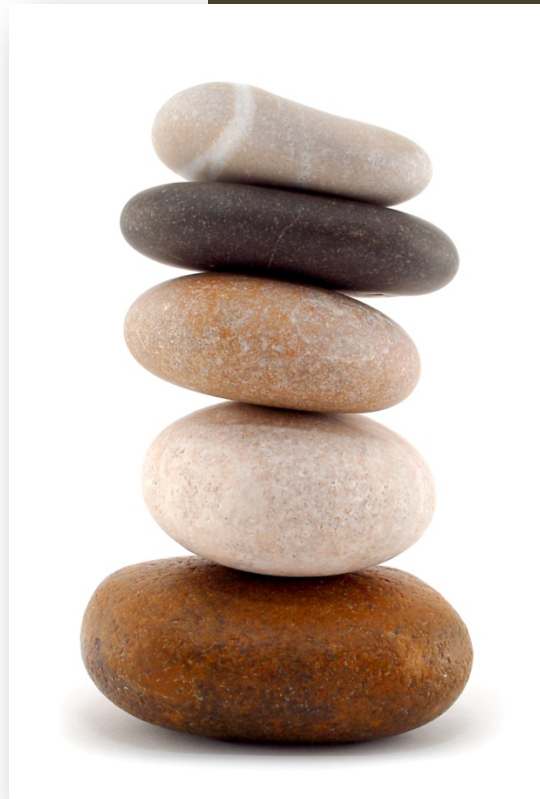
## Striking a Balance

***Encourage a balance within the CALA between the preservation of natural, cultural and economic resources, public access to the Cache la Poudre River, and the rights of private property owners to the use and enjoyment of their lands.***

**Objective 3.1:** Stay abreast of physical, cultural and other conditions and changes within the CALA, and encourage preservation where deemed appropriate, particularly related to heritage and historical amenities.

**Actions:**

- Stay abreast of current events and proposed development and other changes in the CALA, particularly when heritage and/or historical amenities could be impacted;
- Comment formally on development and other projects within the CALA when appropriate, particularly when heritage and/or historical amenities could be impacted;
- Communicate to the public and other organizations that the CALA has no regulatory authority for preservation or authority to acquire private property and remains neutral on issues.





**Objective 3.2:** Support public access to the educational and related recreational activities of the CALA when not in conflict with private property rights.

**Actions:**

- Support outdoor safety along the Poudre River;
- Support the continued development of an interconnected trail system that links the Poudre Trail with other regional amenities and voice such support by giving input on Poudre River Trail and other projects whenever possible;
- Distribute promotional literature informing the public of the location of appropriate activities along the river;
- Coordinate with owners of historically significant properties on the state and local national registers of historic places to provide amenities.

# Goal 4:

## Planning for Tourism

***Develop and promote the CALA as a premiere nature and heritage tourism destination and a resource for local and regional economic development.***

**Objective 4.1:** Promote the heritage area to build a strong base of supporters, while simultaneously developing CALA's reputation for natural and cultural significance at the regional and national levels to attract more visitors to Northern Colorado from across the nation.

**Actions:**

- Install/maintain signage in and around CALA to promote its presence and facilitate visitation;
- Maintain a supportive electronic presence and package of printable materials.
- Work closely with the NPS to promote CALA;
- Work closely with government and private entities to promote the CALA;
- Work closely with chambers of commerce, convention and visitors bureaus, and economic development and tourism organizations to promote CALA;
- Participate in local and regional events to promote CALA.



# IMPLEMENTATION STRATEGIES & BRANDING INITIATIVES

Enhancing interpretation to enrich the visitor experience of the CALA and building awareness of the heritage area requires three interwoven courses of action:

## *1. Interpretive Media Development.*

A suite of interpretive media from a website, to a brochure, to signs will serve the PHA as tools for building greater understanding of the Poudre River's cultural, natural and historic heritage and communicating the significance of the Poudre River Basin's contributions to western water law and development. These days, people turn to the Internet for trip planning and information gathering, so many implementation strategies relate to digital media and interpretive content that can be accessed online.

## *2. Programming and Partnering*

It is important to consider how interpretive media can be used to enhance the experience of the CALA and how partnerships can be leverage to spread the word about the CALA and create more to do and see. Offering a variety of interpretive and visitor experiences will attract a broad audience, encourage repeat visits and pique the interest of tourists and water/river enthusiasts from outside the Northern Colorado region. This variety can be accomplished through partnerships, hosting unique events, and employing different types of interpretive media and educational programming.

## *3. Branding Initiatives*

New branding initiatives will be necessary to raise the visibility of the PHA and the CALA and to more effectively distribute information about the CALA's offerings and significance.

Recommendations for each of these topics are listed below<sup>11</sup>. The lists are admittedly extensive and ambitious. The list provides multiple strategies that match the skills and inclinations of board members, staff and volunteers. Please note that a narrower and prioritized list of "next steps" is presented at the end of this section along with projected cost estimates.

### **Interpretive Media Development**

#### *Print Media & Environmental Graphics*

Print media includes brochures, stickers, flyers and reports whereas environmental graphics are signs, murals and other graphic design products found outside as part of the built environment.

- A **graphic brochure** that features a map of the CALA, enticing graphics, beautiful and historic imagery and a concise summary of the CALA's resources, offerings and the significance of the Poudre River. The brochure should be free and widely distributed. It's as much of a marketing piece as an interpretive one.

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<sup>11</sup> Implementation strategies from the Northern Colorado Cultural Tourism Strategic Plan that are also relevant to the marketing, promotion and/or interpretation of the CALA have been incorporated into these lists.

- [illegible]

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- 1 acre foot, 326, 000 gallons, enough to cover one acre with one foot of water;
- Before 1870 it was estimated that 25,000-30,000 acres were irrigated in the entire Colorado Territory and about 1000 acres in the Cache La Poudre valley between the mouth of the canyon and the river's confluence with the South Platte (Laflin 10);
- Measurements from the mouth of the canyon showed average flow in the 1880s was 320,000 acre-feet, but this varied from a minimum of 169,000 acre-feet in 1888 to a maximum of 689,000 acre-feet in 1884. (Robert Hemphill, Irrigation in Northern Colorado; Laflin 16)
- By December 1900, Colorado had more reservoirs than any other western state
- In 1900, the U.S. Census reported 24,700 farms in Colorado, by 1910 there were 46,170 farms and in 1920 there were almost 60,000.
- In 1899 Colorado exceeded California as the state with the largest area of irrigated land and it held that distinction until 1919 when California reclaimed the title. Where is it ranked today?
- Statewide agriculture uses over 85% of the available water in the state. (Need to update this 2005 figure with the 2012 percentage).
- Greeley can expect an average of 14" of precipitation a year.

The Colorado Foundation for Water Education's Headwaters magazine is another good source for information to incorporate into an infographic.

- As needed, expand the existing **glossary** of terms related to the Poudre River and water law and delivery (See appendix in this management plan). Versions of the glossary can be incorporated into brochures, reports and presentations and/or posted online. A diverse glossary of terms can function as a historical overview communicated in an accessible, easy to read format.
- Plan for and design a **unified series of signs** that span the corridor and reveal aspects of the Poudre's story that complement existing interpretation. The series should be designed to accommodate self-guided tours. This could include additional wayside's that mirror the CALA's current style of signage or building more PRTC story posts and expanding the related interpretive content.
- **Avoid cluttering** the Poudre River Trail corridor with too many signs.
  - To the extent possible work with partners to erect signs that share common design typology including size and materials.
  - Develop **sign guidelines** for interpretive signage along the Poudre Trail to ensure more consistency of appearance and to develop a system for avoiding redundancy in content.
  - Take advantage of existing structures along the trail corridor to use for interpretation. For example, mount interpretive graphics on fences or

restroom facilities.

- Consistently include the CALA logo on signs to build its prominence along the trail corridor.
- To help with **wayfinding** and to raise the visibility of the CALA, consider developing **CALA trail markers** to post along the trail. By employing QR codes or a numbering system the trail markers could double as interpretive media.
- **Interactive displays and/or play structures that tell a story.** For example, a scale model of a ditch that allows someone to turn a headgate and make diversions or to close a diversion to put more water back in the river.

### ***Website & Social Media***

The PHA is currently in the process of designing a website which will provide a new and improved platform for engaging visitors, assisting with trip planning and building a social media network.

- It will be important that content on the website is updated frequently. In particular, someone should be assigned to ensure the calendar is kept up to date. Uses and ideas for the new website include:
  - **Historic Photo Gallery** viewable online as a digital slide show with images of historic Poudre River Basin scenes.
  - Concise **interpretive narratives and graphics/images** that feature the four interpretive themes, historical characters, archival materials and rotating stories/histories.
  - Downloadable **CALA Map and Newsletter**.
  - A trip planner that suggests **travel itineraries** within the CALA as well as trail and boating/tubing information (e.g. segment mileage, take outs and put ins), fishing/wildlife observation site recommendations, related heritage sites and visitor amenities nearby.
  - **Links** to related Poudre River, water, and river websites and blogs.
  - A **timeline** of the Poudre's history and the evolution of water development in the region/the West.
  - A **research repository** with downloadable versions of reports, histories, and photographs that the PHA and its partners have collected.
  - An **online calendar** for posting PHA and relevant partner programs and events.
  - A **press kit** that includes downloadable information about the PHA and the CALA
  - Live stream of **Twitter/Facebook or Blog Feeds**. Also links to the PHA's social media platforms.



- Poudre related **videos** (produced by PHA or partners) or link to them on You Tube or Vimeo.
- See Boulder County's Ditch Project website for more examples:  
[http://bcn.boulder.co.us/basin/ditchproject/?The\\_Ditch\\_Project](http://bcn.boulder.co.us/basin/ditchproject/?The_Ditch_Project)
- Create a **Facebook** page and/or **Twitter** account to develop a friend/follower base for the CALA. Divide the social media responsibility by granting posting and tweeting capabilities to several board members or trusted volunteers. Use Facebook and Twitter to get the word out about events and activities and also to share interpretive content. "Mine" other media outlets and relay water related information to Friends/Followers.
- Use the four interpretive themes to structure the **website interpretive content and social media delivery**.
- A direct response mechanism allowing visitors to **provide feedback** about their visit to the CALA subscribe to the electronic newsletter.

### *Digital Media*

Digital interpretive media includes mobile devices, mobile applications and websites, video, podcasts and QR codes. New technologies and platforms that can be used for interpretation are constantly emerging. This media can be delivered through mobile devices such as smart phone or via a website.

- Consider incorporating **QR Codes** into existing signage and/or future media. QR Codes allows the user to scan at a specific site and be linked to informational videos, photos, and other historical information.
  - The QR code will lead to a mobile friendly site or mobile app where visitors will find relevant content for the specific location (history, geology, vegetation, wildlife, folklore). Here visitors will also be invited to get involved and sign up for more information.
  - QR code system could also be designed to include **visitor submitted content** such as photos, stories, comments and suggestions. PHA will need to develop a system for approving content prior to posting).
  - QR codes can track visitor activity and help PHA measure interest.
  - Use the QR code to create scavenger hunts and games.
  - QR codes would tie into social networking and allows users to make posts to Facebook and Twitter.
  - A mirrored desktop version of the mobile site will also allow for "armchair travel"
  - QR codes should be developed strategically so that the urls can be changed without changing the QR code and trackable so that PHA can track scans/visitors.
  - Need to protect the codes from the elements.

- A **mobile app** or **mobile website** could extend the possibilities for delivering interpretive content to Poudre Trail users. Smart phones today are GPS enabled, so locations along the site could trigger the delivery of site-specific content as a user hikes or bikes the trail. Content could include facts, historic images, and/or video.
- Digital-based, **self-guided tours** can be created using QR code, smart phone and/or text technology. At sites along the Poudre Trail, the user would be able to access interpretive information through their phone. This would be designed to complement a brochure.
- **Podcasts** and other simple **videos** could be produced to explore different Poudre/water subject areas. These can be posted online (CALA website, iTunes store) and downloadable to smart phones.
- **Games** with an interpretive focus can be designed using the GPS enabled smart phone technology. For example, there could be a scavenger hunt in which participants must find and answer questions about the Poudre River in order to get the next clue. Alternatively, lower tech, paper-based games could be developed and downloadable on the website.
- Create opportunities for CALA **visitors and/or locals to contribute content**, to tell the PHA and others about their connection to the river. This could be generated through photo or essay contents, questions posted on Facebook or simply a feature on the CALA website calling for visitor's to email their comments.

## Programming & Partnering

The PHA can leverage its resources by working with partners, organizations and agencies that are currently hosting groups, programs and events in the CALA. In order to develop a comprehensive range of interpretive content and avoid duplication it will be important for the PHA to coordinate interpretive media development with these partners and to tie into one another's media, resources and activities.

### *Information Sharing with Partners*

- Develop a **CALA Interpretive Fact Sheet** for circulation to partners.
- Develop a **CALA Presentation** that highlights the historic and cultural significance of the Poudre River. Offer to share this presentation with partners at their volunteer training sessions, board meetings, staff meetings and events.
- Offer yearly **CALA Trainings** to inform interested parties about the PHA, the CALA and the history and significance of the Poudre River.
- Facilitate meetings to share ideas on **joint programming opportunities**.
- Take advantage of the information on partners' websites by **linking to one another and avoid duplicating content**. For example <http://poudretrail.org> provides excellent information of the Poudre Trail already and should be linked to on the CALA's website.

## *Potential Collaborators*

Below is a preliminary list of potential entities that the PHA could build partnerships with in order to spread information about the river more widely and to different audiences.

- **School groups.** Consider working with the school districts to develop a program that ties into the curriculum and utilizes the Poudre Trail as an outdoor classroom for history and science learning.
  - Build on the current Learning in Our Watershed field trips grants to draw more teachers and students to educational sites within the CALA.
  - Work with the science coordinators in the school districts to promote the educational resources of the PHA and the opportunities the CALA offers for outdoor, place-based learning among teachers and families.
  - Provide **teacher workshops** with the river as a theme and offer multiple perspectives on its significance.
- **Environmental education organizations.** Both the Poudre Learning Center and the Environmental Learning Center already draw large numbers of students to the CALA. Support and help expand their programming by providing teacher trainings, curriculum-based interpretive content, learning tools (e.g. water testing kits, plant/track ID sheets), and/or facilities along the river (e.g. benches, work stations, classrooms). The Colorado Foundation for Water Education also leads educational tours.
- **Poudre River Rafting Companies.** Educate outfitters about the history and importance of the river.
  - Provide companies with a fact sheet to share with their guides.
  - Deliver a presentation to guides at the onset of the season with information about the river's historic and cultural significance.
- **Fort Collins Museum of Discovery.** The new museum, which opened in early fall 2012, is located beside the Poudre River. Given its location, the museum can act as an important gateway to the CALA and a strategic point for orientation. The museum plans call for water-related exhibits (e.g. Parshall Flume exhibit) and the Fort Collins Natural Areas department has exhibit space in the museum lobby. The PHA can work with the museum and Ft Collins Natural Areas on cross promotion strategies and programming partnerships.
- **Poudre Landmarks Foundation.** Work with the foundation to build and share interpretive content. The foundation's "Historic Explorations Committee" is launching a Fort Collins digital walking tour that includes three sites on and near the Poudre (Gustav Swanson Natural Area, Ranchway Feeds and Sam's Place). The tour will be hosted on the Fort Collins CVB website. The PHA could also support and promote programs and events at Water Works given its direct association with the CALA's interpretive themes.
- **Government Agencies.** PHA should participate as a stakeholder in Larimer County Open Space and the Ft Collins Natural Areas Department projects that

address lands within the CALA. There may be opportunities to inform these agencies' development of interpretive content as well as facilities within the CALA (e.g. trailheads, signage).

- **Fort Collins Natural Areas Department** manages 17 natural areas along the Poudre and would be interested in soliciting the PHA's help with volunteer naturalists training. The PHA could supply information on the Poudre's history to complement the natural history focus of the naturalist training.
- The Natural Areas Department /City of Fort Collins has expressed interest in creating an **in-stream river trail and river park** which could present additional opportunities for CALA collaborations. Also, the Natural Areas department is in the process of increasing interpretation in the natural areas so there will be opportunities for the CALA to provide ideas on content.
- **Fort Collins, Estes Park and Greeley Conventions and Visitors Bureaus (CVB), Chambers of Commerce, Front Range Travel Group.** It's important to keep these tourism outlets informed about the CALA. If informed about what there is to see and do in the CALA and why it's a community asset, these organizations can help drive more tourism traffic to the CALA.
- **Academic Partners.** Colorado State University (CSU), University of Northern Colorado (UNC) and Front Range Community College (FRCC) provide many potential partnership opportunities from marketing and outreach to students, to research assistance, to educational programming.
  - One CSU program that has expressed interest in partnering is **FLOW - Fostering Learning of Watersheds**.
  - CSU's **OSHER programs** present another opportunity to develop and share water-related programming with seniors.
- **Water Resource Archives.** This CSU archive is an excellent resource for the development of interpretive content as they collect historical information on water in the West. The archivist can help suggest archival content (e.g. photographs, diaries, reports). The Water Resource Archives is currently working on a grant funded project entitled, "*Agricultural Water Organizations on the Poudre: A Digital History Project*" with the Public Lands History Center. The 3-year project will look at the history of water organizations in the Poudre Basin and will result in digital maps, timeline, short essays, and historical interpretive perspectives.
- **Local Art Groups.** Meet with local arts groups (e.g. Open Stage Theater and Company, Beet Street, High Plains Chautauqua) to share interpretive ideas and explain the mission of the CALA. Many art groups have embraced northern Colorado's heritage as inspiration for their art and events and they may be interested in incorporating additional water-related topics into their productions and events.

- **Local Businesses.** Business adjacent to the CALA could be engaged to distribute information about the CALA. Business could also be recruited to sponsor CALA events and initiatives.
  - Consider partnering with **bike-related business** that would be eager to encourage people to get out and ride the Poudre Trail (e.g. bike shops, Fort Collins Bike Library, community bike organizations).
  - Explore potential collaborations with companies that have ties to water like the ditch companies, agricultural businesses, and even water resource engineering firms.
- **Environmental & Historical Organizations.** Reach out to organizations with a shared focus in seeing the history and natural resources of the Poudre River interpreted and protected (e.g. Poudre Landmarks Foundation, Trust for Public Lands, Save the Poudre, Friends of the Poudre, Cache la Poudre River Foundation, Poudre River Trust, The Nature Conservancy, Colorado Tree Coalition, etc.). These groups can share information about the CALA with their constituents and may be interested in partnering on activities/events and/or interpretive media development.
  - **Town of Windsor Museum** features a sugar beet shanty and interpretation of the region's agricultural history. Also Windsor is considering seeking funding for the interpretation of Windsor Lake and Greeley Ditch #2 at Boardwalk Park.
- Given that the Poudre Trail runs almost the entire length of the CALA it is a hub for active recreation. Partner with **groups and organizations that promote wellness, healthy living and exercise.** These groups may be interested in co-sponsoring events along the trail and could help the CALA reach different audiences. For example, *AARP* (American Association of Retired Persons), *CanDo* (Coalition for Activity and Nutrition to Defeat Obesity) or *Volkssport* ([www.ava.org](http://www.ava.org)) may be interested in co-hosting a walking event along the Poudre.

### ***Working Together to Improve the Poudre River Experience - Activities & Events***

In addition to working together to improve visitor amenities along the trail such as wayfinding signage, restrooms, river put-ins/take-outs, the PHA and its partners can join forces to create more to see and do within the CALA. Below is a list of ideas for expanding activities and events and reaching a broader visitor base.

- **Year-Round Events.** Create (or partner on) a series of events for different times of the year. Locate the events in the different parts of Cache La Poudre CALA and use the events to introduce different perspectives on the Poudre and water.
  - **Riverside Events.** Work with partners to organize events at the rivers edge such as River dinners/picnics, wine/beer tastings and performances.
- **Take advantage of existing events** to promote the CALA. Use existing Poudre River-related events and/or events as venues for distributing materials, promoting the heritage area and educating participants about the Poudre River's significance.

A sampling of ongoing events that could present partnership opportunities for the CALA:

- Fort Collins Water Utility's Poudre Day
  - Poudre River Challenge
  - Poudre Trail-a-thon
  - High Plains Chautauqua
  - Water Tables (Annual CSU Water Archives fundraiser)
  - Windsor Days
  - Harvest Festival
  - Relay for Life
  - Picnic on the Poudre (Environmental Learning Center)
  - Northern Colorado Birding Fair
  - Big Splash (Poudre Landmarks Foundation event at the Historic Water Works)
  - New West Fest
  - Colorado Farm Show
  - Farmers Markets
  - County Fairs
  - Greeley Stampede
  - Marathons (and other big competitions/races)
  - Fat Tire Festival
  - "Wade the River" (Ft Collins Natural Areas program)
- **Poudre River Festival.** Create an annual event to draw attention to the CALA - its resources and history. A Poudre River Festival could involve each community along the river, with each hosting a different activity to help paint the picture of what the river is all about and its value to the region. The festival should be big enough to attract tourists, offer multiple perspectives and feature a diversity of activities and entertainment. For example, there could be music, workshops, as well as bike and canoe guided tours. An event like this will introduce many new people to the river and the CALA.
    - Invite the media, the public, and tourism, site and agency managers.
    - The event could be linked to high or low flow, harvest, summer solstice or other occurrences; and feature family oriented games, historic talks, and local performers from storytellers to musicians.
    - If held during the school year, education elements of the event would allow for participation by CSU and UNC, as well as K-12, and create an opportunity to seek grants for funding.
  - **Bring the CALA to Main Street** by filling empty storefronts with interpretive (and promotional) displays. Some cities and towns who have felt the economic downturn in the form of empty storefronts in their downtown areas have adopted "No Vacancy" programs. These programs use empty storefronts to showcase local artists or promote different initiatives. Consider using empty downtown stores in CALA "gateway" communities (in Greeley, Ft Collins, Windsor) to display CALA interpretive and promotional materials such as poster boards.



- **Photo contest.** Sponsor Poudre River photography or other media contests (e.g. poetry, podcasts, video, slideshows). Consider making this an annual event with a new subject matter each year or maybe on a rotating schedule in order to capture the Poudre across the seasons. In addition to building awareness of and excitement about the Poudre, photo contests will result in a robust collection of images that, with the proper permissions, can be used for marketing and promotions.
  - The Greeley Tribune’s “Click Weld County” is a potential model. Rocky Mountain National Park did a research project with disposable cameras to see what people are attracted to in the park and a similar project could be replicated within the CALA.
- **River Camps/Clubs** for youth. Work with educational and/or recreational partners to establish a Poudre River day camp for kids that include history, participatory recreation, and natural area activities.
  - Sponsor a **water quality testing club** for youth and incorporate some history/water law into the hands-on scientific programming.
- **Recreational Activities.** Promote the CALA as an outdoor venue where people can connect with nature, the area’s history, *and* exercise.
  - Potential recreation-oriented activities could include: fishing derbies; competitions and races; rafting and tubing; birding; geocaching and horseback riding.
  - Organize **guided rides and walks** along the Poudre River Trail.
  - Consider building **water-based recreation** opportunities to complement the Poudre Trail uses. Designate canoe trails with established put ins and take outs and work with partners to build boating and fishing infrastructure (e.g. launch areas, fishing piers)

## BRANDING

The PHA will rely on branding and promotions to build awareness of the CALA and draw an audience for its interpretive programming, activities and media. The marketing of the CALA is often intertwined with interpretation. For example, interpretive media such as a brochure often doubles as marketing collateral in that it sparks interest in the CALA and draws visitors.

The following branding recommendations were developed to achieve the interpretive goals and raise the profile of the heritage area:

- Create a system to best to utilize existing initiatives, activities and marketing materials to further local exposure and to promote tourism opportunities in the CALA.
- Create new marketing initiatives materials to further local exposure and to promote tourism opportunities in the CALA – including events, website expansion and social media.

- Develop a CALA specific public relations campaign to direct attention to local, regional, and national media to promote the CALA's resources and attract a greater number of tourists.
- Integrate marketing tools, ideas and suggestions developed in the NOCO Cultural Tourism Strategic Plan 2011.

## **New Branding Initiatives**

Below are strategies for laying the foundation for a comprehensive branding initiative that not only markets the CALA to locals and tourists, but also shares the story and goals of the PHA and establishment of the CALA. Many of these strategies involve improved coordination with partners and other entities working on Poudre River-related initiatives. With new and more organized branding initiatives the CALA will be able to draw more recognition, visitor notice and media attention.

### *A System for Sharing of Information and Marketing Resources*

Develop a system for sharing information and cross promotion that engages the many Cache la Poudre River-related groups who are currently promoting the area through their individual initiatives. These groups include the PHA, PRTC, Friends of the Poudre, National Park Service and the municipalities along the river.

- PHA positions itself as a **clearinghouse for all things Poudre** – marketing, history and water education tools, including: maps, brochures, school curriculum, talks, white papers and other research.
- Establish and distribute an **“introductory packet”** to send to partners that re-introduces them the PHA and explains future plans for the CALA (e.g. CALA brochure, guidebook, link to website, calendar)
- Link partner websites to the PHA's and vice versa.
- A **quarterly email update** on CALA and PHA projects, programs and marketing efforts with all concerned parties.
- Hold **semi-annual marketing meetings** with all parties to share what they know, what they have programmed, what they have learned since the last meeting and share new marketing tools and strategies.

### *Messaging*

Since there is so much cross over among partners, clear messages should be created to define the different groups and their roles in the life of the Poudre.

- Create specific messaging for the CALA for marketing and tourism purposes that can be used by the PHA in promoting and managing the CALA and also shared with partners.
-

### *Electronic Newsletter*

Develop a mailing list that includes the clients of and managers of the Northern Colorado tourism offices (e.g. CVBs, Chambers of Commerce); business owners and other contacts in gateway communities such as Fort Collins, Windsor, Greeley; and Front Range and state tourism information centers; plus contacts garnered via the website.

- Design and distribute an **electronic newsletter** to be sent out quarterly.
- The newsletters would have a theme and feature unique profiles of the Poudre and the CALA. This could be funded by advertising by Poudre area businesses, and could even include travel coupons.
- Each newsletter could be made available on the website.

### *CALA Brochure*

As stated under printed media, develop a graphic CALA brochure/map suitable for mass printing and distribution. Distribute an electronic version of the new brochure and sections of the Guidebook via email to all partners in the CALA, with an encouraging note to share with others.

- Send the electronic or hard copies to the news media throughout the CALA region.
- Depending upon the quantities printed, distribute hard copies in the following locations that receive visitor traffic:
  - Colorado Welcome Center and local tourism and chamber offices
  - Trailheads
  - Visitor Centers
  - Agency and land manager offices
  - Hotels and B&Bs
  - Real estate offices for relocation packages
  - Coffee shops
  - Book stores and libraries
  - Schools
  - Community centers

### *Public Relations/Outreach*

- Develop a traveling exhibit, featuring **posters of the CALA** for local and regional events, in order to share the water themes and information.
  - Set up the traveling exhibit during local festivals that attract tourists or on campus during football games or parents weekends at the colleges and high schools.
- Take advantage of **speaking opportunities** to get the word out about the CALA and PHA. Book representatives from participating agencies, subject matter experts, as well as PHA members, to speak at various events.
- Create a **press kit** to be posted on the website, emailed and printed as hard copies; which includes the following:

- New CALA Brochure
- Fact sheet on the CALA, the PHA group, project partners, mission and goals
- Press release announcing the PHA – what it is and what it does and branding the CALA
- Press releases regarding facilities, events, programs, activities
- Photos
- Include links to website in all materials
- Editions of the newsletter and clips from the guidebook could be added

### **Spokespeople**

- Determine a core **spokesperson(s)** for the PHA.
- Identify experts in different fields (e.g. water law and water rights, biology, history) who are willing to be referred to the press and can respond to more detailed questions about the CALA and the Poudre River.

### **Media List**

Develop a **media list** for local, regional and national press – online press as well as newspapers, magazines, TV and radio, travel and history blogs and freelance journalists (science and industry, travel, history, art, architecture, special interest). Target media would include press in Cache CALA region and the Front Range from Cheyenne, WY to Colorado Springs; statewide media outlets; and national press related to specific topics and story angles.

- The target media and related story angles might include:
  - *Water* – conservation, development, controversies
  - *Local, city desks at publications* – what's new in the CALA, get to know your CALA better, things to do with visitors in the CALA.
  - *Business* – tourism and economic development of rural and heritage areas, business opportunities, real estate and relocation opportunities.
  - *Travel* – destination focus, sites, lodging, scenic byways, activities, special packages, holiday travel, family travel, RV and AAA driving publications.
  - *Outdoor, Recreation, Sports and Parks* – outdoor activities and opportunities for groups, individuals, families and outfitters: wildlife, hunting, fishing, paddling, running, biking, hiking, mountain biking.
  - *Agriculture and Western Lifestyle* – agricultural traditions, destinations, local food production.
  - *History and Culture* – historic preservation, CALA and western history, legends and lore, biology and geography, museum and art publications, religious magazines and newsletters.
  - *Special Interest Media* – water and river groups, farming and ranching, greenways and trails, biking, fitness.

- Draft press releases for inclusion in newsletters of public agencies (parks, forest service, BLM, fish and wildlife), nonprofit and business partners and local or national trade organizations.

### *Press & Promotional Tours*

Prepare a **presentation and script** for use by board members, volunteers and future CALA staff that provides a concise overview of both the PHA and the CALA.

- Set up press appointments and meetings with Front Range tourism offices and media outlets to brief them on the CALA and what it has to offer tourists to the area.
- Build a team of Cache la Poudre River experts to represent the PHA and travel to Front Range locations (e.g. schools, conferences, community centers) to give talks on the river's history and significance and, in the process, introduce the CALA.
- Distribute press kits to each contact.

### *Advertising*

Create an ad campaign to educate locals about their backyard and encourage visitors to seek out the wonders of the CALA. Print ads could feature a series of ads, with intriguing copy that highlights all of the water themes and driving, biking or walking itinerary themes.

- Nonprofits often create print ads that newspapers can use as fill in ads to run for free, or Public Service Announcements (PSAs) to be run on radio for free.

## **SPECIFIC COMMITMENTS FOR IMPLEMENTATION**

**Commitments made by the Cache la Poudre National Heritage Area and its partners:**

**P.L. 111-11, Sec. 8002 (C)(iv)(II)** requires this management plan to include “specific commitments for implementation that have been made by the local coordinating entity or any government, organization, or individual for the first 5 years of operation.”

Specific commitments made to date by the Poudre Heritage Alliance and its partners:

**Water Zone Exhibit** – Heritage Area, \$80,000; Fort Collins Museum of Discovery, \$262,164. The Heritage Area has partnered with the Fort Collins Museum of Discovery to complete design and construction of the museum's Water Zone exhibit, which will explore the historic and contemporary impact of the river on northern Colorado communities, including water rights, agriculture, and recreation. In addition to exhibits, the grant will support the development and implementation of educational programs and public outreach. The Fort Collins Museum of Discovery is a state-of-the-art facility

designed to engage visitors in hands-on and minds-on explorations in science and culture.

**Poudre Learning Center Partner Monument Tower** – Heritage Area \$30,000; Poudre Learning Center, \$30,000. The gateway tower will represent the Poudre valley’s surrounding geology and stand as a focal point for interpretation, including Heritage Area signage. From the tower one can see 65 acres of prairie grasses, riparian areas, and the reconstructed Hazelton School House, which serves as the headquarters of the Cache La Poudre National Heritage Area. Loop and single-track trails branch from the tower, winding around wetlands, short steppe grasses, and down to the bank of the Poudre. A series of interpretive panels includes that of the Heritage Area’s Poudre Heritage Alliance, which tells the story of western water law and innovations for measuring and delivering water to the region’s residents. Materials used in building the tower represent the region’s geology, from shale to yellow sandstone and alluvial deposits of sand and gravel.

**Interpretive Signage** -- Heritage Area \$80,000; City of Fort Collins, \$85,850. The Heritage Area is working in partnership with the City of Fort Collins Natural Areas Department to develop and install approximately 45 interpretive signs and kiosks in natural areas along the Cache La Poudre River. The city department manages 17 natural areas along a 13-mile stretch of the river in Fort Collins.

**Wayside Signs** – Heritage Area \$0; Partners, \$14,000: Municipalities of Fort Collins, Greeley, and Windsor, counties of Larimer and Weld. Fourteen wayside signs have been installed at various locations within the Heritage Area. The wayside signs use historic photographs and text to note historic structures that helped form Colorado water law within and adjacent to the Heritage Area.

**“Your Backyard River” Program** -- Heritage Area \$11,526; Colorado State University Environmental Learning Center, \$13,523. This educational program, geared toward upper elementary and high school-aged youth, aims to generate greater awareness and appreciation for the natural and cultural history of the Cache La Poudre River.

**Summer Research Institute for Girls** – Heritage Area, \$5,805; El Espejo Girls Summer Research Institute, \$13,887. El Espejo (the mirror) is a summer science research program where girls in grades 7 through 8 are introduced to various activities and projects at the Poudre Learning Center. The idea is for girls to “see” themselves as scientists. During the weeklong program they team up to do their own research investigation.

**Learning in Our Watershed Program, Bus Scholarships** – Heritage Area, \$2,000; Weld County and Poudre School Districts, in-kind. The Poudre Heritage Alliance, in partnership with schools, including Rocky Mountain High School and Windsor Charter Academy, offers transportation reimbursements for field trips to approved sites within the Heritage Area. The scholarships provide school-age children the opportunity to explore the natural environment and history of the Poudre River.



**Greeley Children's Water Festival** – Heritage Area, \$1,000; Variety of local sponsors, including the Central Colorado Water Conservancy District, the West Greeley Conservation District, and City of Greeley Water Conservation and Stormwater programs. The annual water festival, held since 1991, is a free event for 4<sup>th</sup> graders in Adams, Morgan and Weld counties. The festival includes presentations by water professionals from around Colorado and activities centered on water conservation, human health, and aquatic life. It also provides teachers with materials and lessons that they can use in their classrooms. Past festival themes have included Investigating Drought and Water in the West.

**Poudre Trail-athlon** – Heritage Area, \$1,000; Variety of local sponsors, from local businesses to the Greeley Art Commission, Greeley Police Officers Association, and Monfort Family Foundation. The event features nine “stations” where, for instance, participants can bird watch or use a climbing wall. The Poudre Trail, which runs nearly the entire length of the Heritage Area, is a well-maintained paved pathway for walking, cycling, running, and roller-blading. Informational signs along the way highlight historical sites and provide educational information about the river and its ecosystem. The trail, created through a cooperative effort between Weld County, the City of Greeley, and Town of Windsor, was financed with grants from Great Outdoors Colorado, Colorado State Trails, and the North Front Range Multiple Planning Organization, matched by local foundations, individuals and businesses.

**Poudre Trail Challenge** – Heritage Area, \$500; Variety of local sponsors and volunteers, overseen by the Poudre River Trail Corridor, Inc., a local non-profit. The event features food, entertainment, and an obstacle-course race.

**Cache La Poudre River National Heritage Area Guidebook** – Heritage Area, in-kind; Partners, \$13,500: Poudre River Trust, Rocky Mountain Nature Association, Northern Colorado Water Conservancy District, New Belgium Brewery, City of Fort Collins, Town of Windsor, Maxfield Services, and Wham Multimedia. The Guidebook is an excellent introduction to the Heritage Area and the region. It features maps, attractions, and references for exploring the history and ecological resources of the area.

**Traveling exhibits** – Heritage Area, \$4,000; Northern Water Conservancy and City of Fort Collins, \$2,000. The exhibits include two interpretive panels that explain the mission and goals of the Heritage Area.

**Highway Signage** – Heritage Area, \$11,250; Colorado Department of Transportation, in-kind. Signs identifying entry into the Heritage Area mark all places where the Heritage Area intersects with a major highway, including the heavily traveled Interstate 25.

***People of the Poudre: An Ethnohistory of the Cache la Poudre National Heritage Area*** -- Heritage Area, \$700; Colorado State University, National Park Service, in-kind. This manuscript, intended to enhance Heritage Area interpretive efforts, was written by

Lucy Burris under the direction of Larry Todd, Ph.D., Department of Anthropology, Colorado State University; and Susan Boyle, Ph.D., of the National Park Service.

**Posters** – Heritage Area, \$2,200; Northern Water Conservancy, \$1,000. Posters include a map of the Heritage Area and depict the various recreational, historic, cultural, and natural amenities in the area.

**Web Page** – Heritage Area, \$6,336; Partners, in-kind: City of Fort Collins, City of Greeley, Town of Windsor. In 2012, the Heritage Area, with help from its partners, redesigned its website. The site offers video, interactive opportunities and resources to learn about the history and activities available in the Heritage Area.

**Brochures and Video** – Heritage Area, \$890; Partners, \$890: Northern Water Conservancy, Cities of Fort Collins and Greeley, Town of Windsor, Larimer and Weld counties, Colorado State University Environmental Learning Center, and Poudre Learning Center. The brochures and video are available at the Fort Collins Visitor Center, the Colorado State University Environmental Learning Center, and the Poudre Learning Center. The video is available online at [www.PoudreHeritage.org](http://www.PoudreHeritage.org).

***Northern Colorado Tourism Strategic Plan***, prepared for Northern Colorado Cultural Tourism Alliance (NOCO) – Heritage Area, \$2,500; various other funding partners: Colorado State University, Weld County, Rural Land Use Center, City of Loveland, City of Fort Collins, Larimer County Workforce Center, Larimer County Economic Development, Fort Collins Convention and Visitor's Bureau, and Fort Collins Downtown Development Authority. The tourism plan, completed in 2011, articulates a vision for more robust cultural tourism opportunities and establishes a set of goals to guide the process of building more tourism. NOCO is a consortium of businesses, academic partners, museums, chambers of commerce, governments, tourism agencies, and others interested in promoting cultural tourism in Northern Colorado.

## **IMPLEMENTATION PRIORITIES & PLANNING LEVEL COST ESTIMATES**

### **Recommended Next Steps**

In an effort to focus future implementation efforts, the planning team drew from the ideas outlined in the previous section to form a more concise checklist of priority marketing and interpretive strategies. These initial steps were chosen because they will result in increased exposure for the CALA while building a richer interpretive experience and drawing more visitors. The recommended next steps are broken down into two phased categories.

#### ***Priority Actions (completed in 0- 1 year)***

Most of these priority actions relate to compiling and refining information about the Poudre River and the CALA in order to reintroduce the CALA and renew excitement

about its resources and future potential. Their collective purpose is to entice visitation and raise awareness of the CALA.

- **New Website.** Launch a new website that shares information about the CALA and allows for online trip planning. COMPLETED
- **Graphic Brochure.** Design, print and distribute a new CALA graphic brochure. The brochure features a map and explanation of the CALA's significance and Poudre River history. COMPLETED
- **Wayfinding/CALA Identity Development.** Design a CALA trail marker to post along the Poudre Trail.
- **Clarify Messaging.** Create clear messages that define the different groups and their roles in relationship to the Poudre. Create specific messaging that concisely defines the CALA and the PHA that can be shared with partners.
- **Information Sharing - Introductions.** Develop a system for sharing of CALA information and marketing resources. Distribute an "introductory packet" to existing and potential partners that re-introduces the PHA and explains future plans for the CALA (e.g. CALA brochure, guidebook, link to website, calendar).
- **Cross Promoting - Website Links & Events.** Work with partners and like-minded organizations to cross promote one another through website links and establishing a presence at one another's events.
- **Planning an Interpretive Tour.** Work with PRTC to plan for an extension of the story post trails and/or begin planning for a QR code-based interpretive activity along the entire length of the trail.
- **Media contest.** Sponsor a Poudre River media contest (e.g. photographs, poetry, podcasts, video, slideshows).
- **Newsletter.** Design and distribute an electronic newsletter to be sent out quarterly. The first newsletter could announce the launch of the new website. Begin building a contact database and share with all partners.
- **Social Media.** Begin to build a Facebook or Twitter following.
- **CALA Presentation & Fact Sheet.** Develop a short presentation (10-15 minutes) that describes the CALA and highlights elements of the Poudre's significance at least touching on the four interpretive themes. Summarize the presentation points in a 1-2 page fact sheet. Use the presentation and fact sheet in combination with the CALA DVD to educate volunteer naturalists, river guides, partners and others about the Poudre's history and CALA resources so that they can effectively help spread the word.
- **Press Kit & Outreach.** Compile newly developed materials (e.g. messaging, press releases, fact sheet, brochure) to create a press kit and make it available online. Also share this with tourism professionals and local businesses throughout the region.
- **Fort Collins Museum of Discovery Center.** Reach out to the new museum, explore joint programming and cross promote offerings. UNDERWAY

### *Short Term Priorities (completed in 1-3 years)*

The focus of these implementation strategies is to create more activities within the CALA and to convey more interpretive content.

- **Interpretive Tour.** Design and develop media needed for a self-guided interpretive tour (e.g. story posts, QR codes, mobile app).
- **Games.** Create a scavenger hunt or another game that disseminates interpretive content in a fun manner. Could be digital or paper-based.
- **Regular Small Events.** Work with partners to develop a year-round calendar of Poudre/Water events ranging in scale from a guided bird walk or lecture to community oriented riverside events like a picnic or performance. The PHA should look to build on existing events by lending help in organizing and promoting and offering Poudre/water-related programming ideas and content.
- **Shared Programming.** Reach out to partner organizations currently conducting interpretation and educational programming in the corridor and encourage them to share information about the CALA and the Poudre's history with their audiences. Provide the necessary information, tools and training to build this content.
- **Interpretive Graphic Development.** Develop new graphics for posting on the website, inclusion in print media and/or exhibits, and use in educational/interpretive programming and trainings.
  - **Water Delivery Systems Graphic.** A graphic (e.g. map, aerial) that illustrates the Poudre Basin's interconnected water delivery infrastructure (ditches, reservoir, source basins, etc.) and helps visitors understand the breadth of the system.
  - **Water Law Explanatory Graphic.** A graphic that explains how the system of western law works.
  - **Glossary of Water Terms**
  - **Poudre River Basin Infographic.** A graphic representation of historical facts and technical data related to water development in the Poudre Basin.
- **Poudre River Festival.** Create and launch an annual event that celebrates the Poudre River.
- **Interpretive Water Play.** Work with partners to design and develop an interactive interpretive feature designed for youth.
- **Bring the CALA to Main Street.** Create CALA interpretive and promotional displays (e.g. posters) and work with partners in gateway towns to display them in empty storefronts downtown.
- **Water-based CALA Experience.** Work with partners to create a water-based experience of the CALA. This could include a tubing day, an online boat travel itinerary (e.g. put in and take out recommendations plus interpretive information), or guided canoe/raft/tube trips.

- **Trail Improvements.** Work with partners to continue to improve the trail experience with the development of trail amenities such as restrooms, trailheads, wayfinding and seating.

## Cost Estimates

The following planning-level cost estimates for the priority implementation strategies are intended to provide a sense for the resources needed to increase CALA marketing and promotions efforts and to expand interpretation of the Poudre's history and significance. Please note that these estimates do not take into account staffing costs. For several items it is assumed that PHA board members and staff can tackle tasks and that spending money on outside consulting services will not be required.

<b>Priority Actions (Completed in 0-1 year)</b>		
<i>Task</i>	<i>Est. Cost</i>	<i>Notes</i>
<b>New Website</b>	\$0	Project funded and completed in 2012.
<b>Graphic Brochure</b>	\$7,500	For design of a 11x25.375 multi-fold brochure and a print run of 2,000; distribution not included.
<b>Wayfinding/CALA Trail Marker Design</b>	\$4,540	For marker design, wayfinding planning and marker location identification, and fabrication of 75, 5" circular reflective aluminum markers; installation not included.
<b>Clarify Messaging</b>	\$0	Completed by board/staff.
<b>Info Sharing/Intro Packet</b>	\$0	Completed by board/staff.
<b>Cross Promoting</b>	\$0	Completed by board/staff.
<b>Interpretive Tour</b>	\$0	Completed by board/staff in partnership with PRTC
<b>Media Contest</b>	\$0	Completed by board/staff; assumed as non-profit that the PHA could secure free advertising in local news media.
<b>Newsletter</b>	\$400	For design of a newsletter template.
<b>Social Media</b>	\$0	Completed by board/staff.
<b>CALA Presentation &amp; Fact Sheet</b>	\$0	Completed by board/staff.
<b>Press Kit &amp; Outreach</b>	\$0	Completed by board/staff.
<b>Museum of Discovery Outreach</b>	\$0	Completed by board/staff.
<b>Subtotal</b>	<b>\$12,440</b>	

## Short Term Priorities (Completed in 1-3 years)

<i>Task</i>	<i>Est. Cost</i>	<i>Notes</i>
<b>Interpretive Tour</b>	\$15,000	High est.; pricing to vary depending on media (mobile app, QR codes, granite story posts, downloadable self-guided tour
<b>Games</b>		Completed by board/staff and educational partners; assumes paper and/or web-based games.
<b>Regular Small Events</b>	\$6,000	Assumed 8 events per year; \$750/event for supplies, snacks, rentals, advertising, promotions
<b>Shared Programming</b>	\$0	Completed by board/staff.
<b>Water Delivery Systems Graphic</b>	\$3,000	For research, map design and production, coordination with PHA for review; does not include printing cost.
<b>Water law Explanatory Graphic</b>	\$2,500	For research, map design and production, coordination with PHA for review; does not include printing cost.
<b>Water Terms Glossary</b>	\$0	Completed by board/staff.
<b>Poudre River Basin Infographic</b>	\$2,500	For research, map design and production, coordination with PHA for review; does not include printing cost.
<b>Poudre River Festival</b>	\$5,000	Assumed 1 location for the festival. Costs to include: logo and poster design/printing, advertising, web updates, entertainment, exhibitors, equipment rental, food/beverage, giveaways; grants/sponsors to defray cost
<b>Interpretive Water Play Feature</b>	\$12,000	For design and construction. Assume design utilizes simple, natural materials (stone, wood) and donated recycled irrigation components.
<b>Bring CALA to Main St.</b>	\$3,450	For design, printing, and mounting of 5 display posters (3'x4' each) plus \$500/month space rental. Assume board/staff coordinates and assembles the displays.
<b>Water-based CALA Experience</b>	\$750.00	Budget allocated to cover supplies, rentals, advertising and promotion. Event planning and coordination completed by board/staff and their recreation and agency partners.
<b>Trail Improvements</b>	\$15,000	Assumed \$15,000 is allocated to trail improvements and increasing visitor comforts and that projects are coordinated by recreation and agency partners who can offer planning and design assistance. Prices of trail amenities could vary dramatically depending on the desired facility (bench, trailhead, signs, etc).
<b>Subtotal</b>	<b>\$65,200</b>	
<b>Total (Priority + Short-Term)</b>	<b>\$77,640</b>	



# Implementation Measures:

## Ensuring that the Plan Does More than Just Collect Dust

Any plan is only as good as its implementation strategy, so the goal of this section is to identify the parties, resources, ideas and key tasks needed to carry out the goals of this management plan. The following "Plan Implementation Table" is organized according to the structure of the goals, objectives, and action steps identified and discussed in detail earlier.

Goals are listed in the first column on the far left of the table, with each subsequent objective listed to the immediate right. Continuing horizontally to the right, a series of action steps is listed for each objective. To this point, the information presented in the table is a duplication of what can be found in each individual goal section of the plan, but the information found to the right of the action steps column is new.

The next column lists any specific projects that have already been identified as means to accomplishing the goals to the left. Some cells in this column are purposefully left blank when no project has yet been identified. Next, the parties who will be involved in undertaking the projects are listed, as is the timeframe for the work, and the key project components and resources needed for successful implementation.

The table is intended to be used as an organizational tool for purposes of keeping track of the various pieces of the plan that have been accomplished, and what pieces still need work. The table should by no means be considered a static document. The content contained within, particularly in the right-hand columns, should change as needed. The table was not designed as the only project management tool to be used in the implementation of this management plan. Other more detailed project management solutions should also be employed.



## Cache la Poudre River National Heritage Area Management Plan Implementation Table

Goals	Objectives	Action Steps	Identified Projects	Parties Responsible and/or involved	General Timeframe	Key Project Components & Resources
<b>Goal 1 – Organizational Capacity:</b> Maintain and enhance the capacity of the Poudre Heritage Alliance (PHA) to accomplish its mission as the administering entity of the HA.	<b>Objective 1.1:</b> Develop and responsibly manage capital and human resources needed to ensure the success of the HA.	<b>Actions:</b> <ul style="list-style-type: none"> <li>• Manage funding from all sources</li> <li>• Develop and implement the management plan</li> <li>• Coordinate fundraising activities</li> <li>• Apply for other grant funds</li> <li>• Hire and manage dedicated PHA staff</li> <li>• Provide strategic direction and governance structure for the heritage area.</li> <li>• Oversee projects related to planning, interpretation, education, economic development and other topics that fall within the purview of the CALA.</li> <li>• Ensure compliance with federal law through coordination with NPS</li> <li>• Maintain organizational bylaws.</li> </ul>	NPS disbursements	Future PHA staff, Board	On-going	Funds, equipment, expertise
			Interpretive projects	Future PHA staff, Board,	On-going	Funds, time, equipment, expertise
				Future PHA staff, Board	As-needed	Ideas, funds, time, equipment
				Future PHA staff, Board	As-needed	Time, equipment
				PHA Board	2012 – 2013	Time, funding for salary, match to access federal funds
				PHA Board	On-Going	Leadership, follow-through, time
			Mgt. plan and interpretive plan implementation	Future PHA staff, Board	On-Going	Funds, time, equipment, ideas
				Future PHA staff, Board; NPS staff	On-Going	Time, follow-through
<b>Goal 1 – Organizational Capacity</b>	<b>Objective 1.2:</b> Develop and implement a plan or series of planning documents to support the vision and mission statements above.	<b>Actions:</b> <ul style="list-style-type: none"> <li>• Develop, maintain and update a management plan for CALA.</li> <li>• Develop, maintain and update an interpretive plan.</li> <li>• Develop, maintain and update a business plan.</li> </ul>	Mgt. plan	Future PHA staff, Board	On-Going	Time, funds, equipment, follow-through
			Interpretive section of mgt. plan	Future PHA staff, Board	On-Going	Time, funds, equipment, follow-through
			Business section of mgt. plan	Future PHA staff, Board	On-Going	Time, funds, equipment, follow-through

## Cache la Poudre River National Heritage Area Management Plan Implementation Table

Goals	Objectives	Action Steps	Identified Projects	Parties Responsible and/or involved	General Timeframe	Key Project Components & Resources
<b>Goal 1 – Organizational Capacity</b>	<b>Objective 1.3:</b> Serve as a liaison within the CALA between residents, private sector organizations, local governments and national entities to represent diverse interests and geography and create a premiere amenity.	<b>Actions:</b> <ul style="list-style-type: none"> <li>Continue to serve as the main contact of CALA with National Park Service;</li> <li>Continue to sponsor/facilitate events such as children’s water festivals;</li> <li>Continue to support research efforts in the academic community where feasible, applicable and appropriate.</li> </ul>		Future PHA staff, Board  CCWCD, NCWCD  UNC, CSU	On-Going  Annual  As needed	Advertising, funds, equipment, clear direction  Funds, staff; materials  Funds, partnerships
<b>Goal 2 – Story Telling:</b> Tell the story of the CALA through interpretive amenities, educational programs and research projects that broaden public awareness of the HA, thereby enhancing its sense of place and strengthening its value to the community.	<b>Objective 2.1:</b> Facilitate educational and interpretive programs related to the natural landscape as they relate to the historic, economic, legal, cultural and scientific significance of the Poudre River.	<b>Actions:</b> <ul style="list-style-type: none"> <li>Base programs on the interpretive themes as outlined in the interpretive planning section of the management plan;</li> <li>Participate in activities such as water festivals and sustainability fairs;</li> <li>Facilitate CALA tours and similar field-trips for students and other visitors;</li> <li>Involve the public including students in the design of programs.</li> </ul>	Various events regularly held	Future PHA staff; Board; relevant agencies; land owners/managers  Future PHA staff; Board; CCWCD, NCWCD  Future PHA staff; Board; relevant agencies, school officials, land owners/managers; transport service providers  Future PHA staff; Board; public (land owners, general public); students (K-12, college)	Begin implementing interpretive strategies FY13  On-Going  On-Going  Future interpretive workshops beginning in FY13	Interpretive section of mgt. plan to be used as guide; funds for materials and design services; time to implement  Registration funds; display materials  Appropriate destinations; clear cost structure (transportation, admission, food); transportation source; permission forms; program funding unless cost recovery  Targeted invite list to ensure participation; ability for attendees to provide input

## Cache la Poudre River National Heritage Area Management Plan Implementation Table

Goals	Objectives	Action Steps	Identified Projects	Parties Responsible and/or involved	General Timeframe	Key Project Components & Resources
<b>Goal 2 – Story Telling</b>	<b>Objective 2.2:</b> Develop interpretative and educational amenities that convey the primary interpretive themes and outline interesting sites to visit.	<b>Actions:</b>				
		<ul style="list-style-type: none"> <li>Develop and distribute signage, brochures and other materials;</li> <li>Facilitate the development of specialized viewing areas;</li> </ul>	CALA brochure and video; Meet the PHA Brochure;	Future PHA staff  Board to identify; future staff to work with land owners/managers to implement	On-Going  Begin 2013-2014	Funds for reproduction of materials; inventory monitoring  Ideas; land owner, manager, agency cooperation is key; funds for design and construction; reference interpretive section of mgt. plan
		<ul style="list-style-type: none"> <li>Develop portable and permanent educational exhibits or kiosks for use in the CALA and for promotion;</li> </ul>	Traveling displays; PLC Monument Tower	Board; staff; PLC; Poudre Trail, Fort Collins, Larimer County	Begin 2013-2014	Ideas; land owner, manager, agency cooperation; funds for design/construction; reference interpretive section of mgt. plan
		<ul style="list-style-type: none"> <li>Develop informative and interactive web and other electronic communications;</li> <li>Complete and sustain a guidebook;</li> </ul>	New web site created  2011 CALA Guide Book	Board members overseeing consultant work  PHA Board Members	Completed 2012 Ongoing updates  Completed 2010-2011; Updates, revisions, reprints on-going	Funds for consultant fees, hardware, software, etc.  Funds for reproduction of guide books; time to update and reprint
		<ul style="list-style-type: none"> <li>Collaborate with libraries, museums and archives to develop, provide access to, and protect a rich and continuous collection of oral histories, documents, photos, videos and other pertinent materials;</li> </ul>		PHA Board; staff; CSU/ UNC/Greeley/Fort Collins libraries, Greeley/ Windsor/Fort Collins museums, CSU Water Archives; donators of collectibles	Contacts with archives made 2010-2011	Cooperation of libraries, museums, archives is key; identifying donators to add materials to collections important; time to catalogue and coordinate collections
		<ul style="list-style-type: none"> <li>Facilitate accessible visitor education centers;</li> </ul>	Existing centers; future centers TBD	Poudre Learning Center; Environmental Learning Center; I-25 Visitor Center	Existing centers on-going	Support existing centers with info, materials
		<ul style="list-style-type: none"> <li>Involve the public in the design of interpretive materials.</li> </ul>		PHA staff; Board; Fort Collins; general public; select groups	Interpretive projects to begin 2012-2013	Ideas, funds for design and construction, public workshops

## Cache la Poudre River National Heritage Area Management Plan Implementation Table

Goals	Objectives	Action Steps	Identified Projects	Parties Responsible and/or involved	General Timeframe	Key Project Components & Resources
<b>Goal 2 – Story Telling</b>	<b>Objective 2.3:</b> Capitalize on opportunities to collaborate with schools and universities on research projects to expand existing knowledge about the HA.	<b>Actions:</b>				
		<ul style="list-style-type: none"> <li>Encourage research by university students on CALA mission/vision-related subject matter;</li> </ul>	CSU water data project; liaison is Robert Ward	Future PHA staff and Board; CSU, UNC students and faculty	On-Going	Strategy/methods for encouraging research on CALA; cooperation from universities
		<ul style="list-style-type: none"> <li>Collaborate with schools, universities and other organizations that do research within the CALA and/or on outside issues affecting the CALA, and encourage use and preservation consistent with findings;</li> </ul>	CSU water data project; liaison is Robert Ward	Future PHA staff and Board; CSU, UNC students and faculty	On-Going	Strategy/methods for collaborating with research entities
		<ul style="list-style-type: none"> <li>Provide funding, letters of support and cooperation when feasible.</li> </ul>	CSU water data project; liaison is Robert Ward	Future PHA staff; Board; current and future collaborators	On-Going	Funding to award as needed; application/intake process for requests
<b>Goal 3 – Striking a Balance:</b> Encourage a balance within the CALA between the preservation of natural, cultural and economic resources, public access to the Cache la Poudre River, and the rights of private property owners to the use and enjoyment of their lands.	<b>Objective 3.1:</b> Document physical, cultural and other conditions and changes within the HA, and encourage preservation where deemed appropriate, particularly related to heritage and historical amenities.	<b>Actions:</b>				
		<ul style="list-style-type: none"> <li>Stay abreast of current events and proposed development and other changes in the HA, particularly when heritage and/or historical amenities could be impacted;</li> </ul>		Future PHA staff; Board; CALA municipalities (planning departments, historic preservation units); citizens' groups, state and federal agencies	On-Going	Monitoring of various info sources; presentation to Board and discussion
		<ul style="list-style-type: none"> <li>Comment formally on development and other projects within the HA when appropriate, particularly when heritage and/or historical amenities could be impacted;</li> </ul>	Specific language to this end in management plan	Future PHA staff; Board; CALA municipalities (planning departments, historic preservation units); citizens' groups, state and federal agencies	On-Going	Clear understanding of issue; Clear position on issue; Understanding of systems for commenting on projects; thoroughly vetted comment language
		<ul style="list-style-type: none"> <li>Communicate to the public and other organizations that the HA has no regulatory authority for direct preservation and remains neutral on issues.</li> </ul>		Future PHA staff; Board	On-Going	Identification of audiences and methods for communicating this message

# Cache la Poudre River National Heritage Area Management Plan Implementation Table

Goals	Objectives	Action Steps	Identified Projects	Parties Responsible and/or involved	General Timeframe	Key Project Components & Resources
Goal 3 – Striking a Balance	Objective 3.2: Support public access to the educational and related recreational activities of the HA when not in conflict with private property rights.	<b>Actions:</b>		Future PHA staff; Board; municipalities; land owners; raft/bike outfitters; state/fed agencies	On-Going; campaign to begin 2012-2013	Clear message; strong partnerships owners/users of CALA land and municipalities; methods for conveying message
		<ul style="list-style-type: none"> <li>Support outdoor safety along the Poudre River;</li> </ul>		Future PHA staff; Board; Poudre River Trail Board and staff; Larimer County Open Space staff; Fort Collins staff	On-Going	Forum through which to voice support; specific trail segment project to comment on
		<ul style="list-style-type: none"> <li>Support the continued development of an interconnected trail system that links the Poudre Trail with other regional amenities and voice such support by giving input on Poudre River Trail and other projects whenever possible;</li> </ul>				
		<ul style="list-style-type: none"> <li>Distribute promotional literature informing the public of the location of appropriate activities along the river;</li> </ul>	2011 CALA Guide Book; CALA brochure	Future PHA staff; Board; outfitters; cultural and educational facilities; municipalities (parks, museums, open space); state/fed entities; general public; select segments of public	GUIDE BOOK COMPLETED 2011 BROCHURE COMPLETED 2013 Updated versions as needed	Funds to reproduce materials; staff time to distribute
		<ul style="list-style-type: none"> <li>Coordinate with owners of historically significant properties on the state and local national registers of historic places to provide amenities.</li> </ul>		Future PHA staff; Board; municipalities (historic preservation units); state/fed registers; historic property owners	On-Going; program not yet started	Clear idea as to exactly what the property owner would be providing to the CALA (time, extent of access, etc.); clear operating procedures to implement agreement



# Cache la Poudre River National Heritage Area Management Plan Implementation Table

Goals	Objectives	Action Steps	Identified Projects	Parties Responsible and/or involved	General Timeframe	Key Project Components & Resources
<b>Goal 4 – Planning for Tourism:</b> Develop and promote the CALA as a premiere nature and heritage tourism destination and a resource for local and regional economic development.	<b>Objective 4.1:</b> Promote the heritage area to build a strong base of supporters, while simultaneously developing CALA’s reputation for natural and cultural significance at the regional and national levels to attract more visitors to Northern Colorado from across the nation.	<b>Actions:</b> <ul style="list-style-type: none"> <li>Install/maintain signage in and around CALA to promote its presence and facilitate visitation;</li> <li>Maintain a supportive electronic presence and package of printable materials;</li> <li>Work closely with the NPS to promote CALA;</li> <li>Work closely with government and private entities to promote the CALA;</li> <li>Work closely with chambers of commerce, convention and visitors bureaus, and economic development and tourism organizations to promote CALA;</li> <li>Participate in local and regional events to promote CALA.</li> </ul>	Recent directional sign projects along major roadways	PHA Board; future staff; CDOT; municipalities	Signs installed 2009-2011	Funds for sign fabrication, installation, maintenance, replacement; appropriate locations
			Current CALA website build; current guide book and brochures	PHA Board; future staff; distribution points	On-Going; website, brochures and guidebook updated 2010-2011	Funds for web-hosting, consulting services, reproduction of printed materials; time and follow-through for updates
				Future PHA staff; Board, NPS staff	On-Going	Strategies for how to promote CALA through NPS
				Future PHA staff; Board, municipalities, outfitters, property owners, non-profits, fed/state agencies	On-Going	Strategies for how to promote CALA through municipalities and business; strong contact list; time for face-to-face meetings/presentations; canned presentation
				Future PHA staff; Board, tourism agencies for all four cities/towns and two counties	On-Going	Strategies for how to promote CALA through COC’s and CVB’s; strong contact list; time for face-to-face meetings/presentations; canned presentation
			Potato Days, water festivals, earth day, community events; trail events	Future PHA staff; Board; event planners; sources for event advertising	On-Going	Portable displays; canned presentation; funds for registration and travel

# **Business Approach: Foundations for Achieving Stability**

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A business plan is a formal document that expresses an organization's business goals, the reasons why those goals are thought to be attainable, and the methods to be used for reaching them. Business plans generally also contain background information about the organization and its management team.

Because this business plan is a chapter in the larger strategic management plan for the Cache la Poudre River National Heritage Area (CALA), so as to avoid duplication, this section will be somewhat abbreviated as compared to stand alone business plans, and rely on other sections of the management plan to supply additional detail as needed. The business section of this management plan will include the following components:

- 1. PHA Business Goals**
- 2. Organizational Analysis**
- 3. Products and Services**
- 4. Marketing Analysis**
- 5. Financial Strategies**

# Business Goals and Objectives

During the fall of 2010, The Poudre Heritage Alliance (PHA) conducted a “visioning” workshop designed to identify a series of guidance statements for the CALA including: vision statement, mission statement, series of major goals and objectives. These guidance statements are listed in Volume I of the management plan. This business plan borrows from those guidance statements. As this business plan is a section of a larger strategic management plan for the CALA, the following goals and objectives are the same as those identified for the organization and discussed in more detail previously.

**Goal 1: Maintain and enhance the capacity of the PHA to accomplish its mission as the administering entity of the HA.**

**Objective 1.1:** Develop and responsibly manage capital and human resources needed to ensure the success of the HA.

**Objective 1.2:** Develop and implement a plan or series of planning documents to support the vision and mission statements above.

**Objective 1.3:** Serve as a liaison within the CALA between residents, private sector organizations, local governments and national entities to represent diverse interests and geography and create a premiere amenity.

**Goal 2: Tell the story of the CALA through interpretive amenities, educational programs and research projects that broaden public awareness of the HA, thereby enhancing its sense of place and strengthening its value to the community.**

**Objective 2.1:** Facilitate educational and interpretive programs related to the natural landscape as they relate to the historic, economic, legal, cultural and scientific significance of the Poudre River.

**Objective 2.2:** Develop interpretative and educational amenities that convey the primary interpretive themes and outline interesting sites to visit.

**Objective 2.3:** Capitalize on opportunities to collaborate with schools and universities on research projects to expand existing knowledge about the HA.

**Goal 3:**        **Encourage a balance within the CALA between the preservation of natural, cultural and economic resources, public access to the Cache la Poudre River, and the rights of private property owners to the use and enjoyment of their lands.**

**Objective 3.1:**        Stay abreast of physical, cultural and other conditions and changes within the HA, and encourage preservation where deemed appropriate, particularly related to heritage and historical amenities.

**Objective 3.2:**        Support public access to the educational and related recreational activities of the HA when not in conflict with private property rights.

**Goal 4:**        **Develop and promote the CALA as a premiere nature and heritage tourism destination and a resource for local and regional economic development.**

**Objective 4.1:**        Promote the heritage area to build a strong base of supporters, while simultaneously developing the CALA's reputation for natural and cultural significance at the regional and national levels to attract more visitors to Northern Colorado from across the nation.

# Organizational Analysis and Management Team

The purpose of this section of the business plan is to provide an outline for organizational structure, describe the individual roles of each member of the organization, and identify the management team that carries out and/or oversees execution of the primary functions of the organization.

## **Poudre Heritage Alliance**

The CALA is administered by the non-profit Poudre Heritage Alliance (PHA). The PHA has 15 regular members, 4 ex-officio members, 2 support staff, and includes representatives from municipalities and counties within the heritage area. The board also includes representatives from Colorado State University, Poudre Landmarks Foundation, Poudre Learning Center, Friends of the Poudre, Northern and Central Water Conservancy Districts, the public at-large and northern Colorado agricultural interests. Representatives from the U.S. Forest Service, Pawnee National Grasslands, and the National Park Service serve as ex-officio members of the PHA Board. The PHA Board Roster may be found in the appendix.

The PHA has a part-time administrative assistant who performs secretarial duties, maintains and updates the web page and other similar functions. In late January 2013, the Board retained a part-time interim Executive Director and will be seeking a permanent ED in the summer/fall of 2013.

## **Analysis**

The current mix of institutional representation on the PHA Board gives the organization good positioning with respect to achieving its goals. In particular, all of the municipalities and quasi-governmental organizations that have jurisdiction within the CALA are well-represented by people in influential staff and elected positions. Colorado State University also has significant representation on the Board through current affiliations and alumni. Similarly, at-large and ex-officio positions are held by active, influential individuals who are passionate about the river, its environs, and its resources. The legislative requirements for board composition have also been met.

# Products and Services

As the non-profit administrating entity of a national heritage area, the Poudre Heritage Alliance has a business model that is decidedly different than many traditional sales-oriented businesses. Instead of producing a tangible product that customers purchase, or a providing a clear service for a specific price, the Cache la Poudre River National Heritage Area is a unit of geography, a place where people can go and experience nature and learn about the culture and historical significance of a region. To summarize, the “products and services” associated with the CALA include, the following:

1. Product: Documentation of the history of the CALA and the region;
2. Service: Preserving, promoting and interpreting that history;
3. Product: Identification and description of the cultural resources of the CALA;
4. Service: Promoting, and where appropriate, supporting efforts to enhance and preserve the area’s cultural resources;
5. Product: Identification and description of the physical environment within the borders of the CALA;
6. Service: Promoting, and where appropriate, supporting efforts to enhance and preserve the physical environment; and
7. Products: Production and distribution of promotional items.

The following is a brief discussion of the “products and services” initially identified above:

## **1. History (Product)**

The history of the CALA is what makes it unique and qualified to be a natural heritage area, and as a result it is the PHA’s primary focus. The story of western water law, specifically regarding its origins in northern Colorado, and its influence on the development of the region, and impacts on modern water law, comprise the primary ideas related to the heritage area and the focus of the PHA.

## **2. Efforts to Preserve, Interpret, and Communicate the History (Services)**

These activities represent the PHA’s primary function. The organization administers a number of educational activities including a scholarship program that provides funding for children to visit sites of interest and science-oriented tours of heritage area sites, particularly around the Poudre Learning Center. The PHA also participates regularly in relevant events held by other organizations, such as water festivals and similar cultural endeavors.

The PHA is also involved in interpretation activities (See interpretive planning section) within the heritage area in partnership with other organizations to develop signage, displays, kiosks, and similar facilities. The PHA markets the CALA through



presentations, event participation, coordination with chambers of commerce, convention and visitors bureaus, and the production of maps, brochures and multi-media tools, such as videos, a web-site and podcasts (soon to come).

The PHA recognizes that many may visit the CALA solely for its natural beauty and outdoor recreation. However, the draw of the great outdoors also represents an important opportunity for the PHA to educate a whole new demographic on the area's many historical and cultural features. Through educational and interpretive programs designed to tell the story of the area, many visitors will have the chance to learn new ways of enjoying the CALA.

### **3. Cultural Resources (Products)**

The CALA is endowed with an abundance of cultural resources, including sites and structures of historic significance, environs that lend themselves to scientific pursuit, areas of commercial and industrial productivity and places for assembly and celebration.

### **4. Efforts to Promote and Enhance Cultural Resources (Services)**

The PHA does not own land or wield any sort of regulatory powers over the cultural resources within the CALA, nor does it generally take sides in disputes between development and preservation-oriented interests. However, the PHA does generally support the idea of abundant cultural resources within the CALA, and reserves the right to advocate for specific related causes when deemed appropriate to do so by the Board of Directors.

### **5. Physical Environment (Product)**

The physical environment of the CALA is a big part of the overall "product" being promoted by the PHA. As documented elsewhere in the management plan in more detail, the CALA encompasses the flood plain along the Cache la Poudre River from its headwaters north of Fort Collins, across I-25, past Windsor and Timnath, and north of Greeley to its confluence with the South Platte River near Kersey.

The River passes through rural foothills, commercial districts, residential neighborhoods, agricultural plains, resource extraction sites, and industrial areas. The Poudre Trail is an improved multi-purpose pathway that runs nearly the entire length of the CALA through this variety of land uses. It was constructed to accommodate pedestrians, bicyclists and other non-motorized forms of transportation, and is a significant resource for accessing the physical environment.

### **6. Efforts to Promote and Enhance the Physical Environment (Services)**

The PHA does not own land or wield any sort of regulatory powers over the natural resources within the CALA, nor does it generally take sides in disputes between

development and preservation-oriented interests. However, the PHA does generally support the idea of a healthy natural environment in the CALA, and reserves the right to advocate for specific related causes when deemed appropriate to do so by the Board of Directors.

## **7. Promotional Items (Product)**

Because of the size of the CALA, and the diverse array of attractions to be found within it, the PHA also generates promotional items designed to educate potential visitors on what there is to do and see in the area. The primary product used for such purposes is the CALA Guide Book, which is distributed to bike shops, river outfitters, book stores, government and non-profit groups and other entities throughout the area, and can be had for a nominal donation to cover production costs. The PHA also generates a less extensive brochure that contains a map of the CALA.

# Financial Strategies and Potential Sources of Funding

Historically, the PHA has operated largely on the power of its volunteer board members, and the time of support staff donated by various agencies. As a result, the organization is not responsible for significant levels of hard overhead expense related to salaries, benefits and other personnel-related costs. The PHA currently pays \$2,000 per month to the Poudre Learning Center, which serves as the headquarters for the CALA, and the regular meeting location for the PHA Board. The monthly fee covers space rental, utilities, administrative staff time (answering phones, etc.), and use of the grounds. The PHA has also recently contracted for the services of a staff member that does web maintenance and other administrative tasks. The balance of expenses associated with the CALA and PHA are largely project-related, and are funded through the following sources:

## **Federal Funds**

CALA's congressional legislation authorizes the Heritage Area to receive up to \$10 million over a 15-year period, of which not more than \$1 million may be available for any fiscal year. The National Park Service allocates approximately \$150,000 a year to the Poudre Heritage Alliance to administer the Heritage Area. Because Heritage Area funding requires annual congressional approval, there is no guarantee of the amount of funding that will be available to the Cache La Poudre NHA in the future. However, under a tiered funding formula recently developed by the National Park Service for Heritage Areas (dependent on the availability of Federal funds), the Cache La Poudre NHA stands to receive approximately \$400,000 a year once this management plan is approved and other performance standards are met.

The PHA began receiving the funds in 2010 and, assuming that the program continues to be budgeted at the federal level, should continue receiving funding through 2020. The PHA is required to match the funds dollar-per-dollar either with additional cash, in-kind contributions, or volunteer labor.

Since the first disbursement of funds in 2010, the PHA's general strategy has been to use the money to complete a management plan for the CALA, as required by the law governing the CALA. The PHA has also used federal funds to implement a number of pilot projects, including: a comprehensive guide book to the heritage area, educational exhibits, directional signage, web site, and printed promotional literature. See the "Implementation Measures" section of the management plan for more information.

## **Volunteers and Other Strategies**

As discussed above, the PHA is required to match federal funds dollar-per-dollar. These funds are matched largely through board/staff attendance of relevant events and meetings, heritage area-related presentations, and time spent on the management plan and pilot projects. See the “Implementation Measures” section of the management plan for more information.

Additional financial approaches employed by the PHA include the recovery of guide book production costs through sales and donations, grant acquisition, outside donations and other in-kind contributions from outside sources.

## **Revenue Challenges**

Although the PHA has received annual disbursements of about \$150,000 from the National Heritage Area program through the National Park Service, those funds have to be matched with additional cash, in-kind contributions or volunteer labor. Generating the match required to access all of the funds has been one of the biggest challenges in administering the organization.

## **Potential Solutions**

Alternative means of generating revenues could help to provide additional match so the full benefit of the available federal funds can be leveraged for the benefit of the CALA. Possible methods of future revenue generation might include the following:

- Grants acquisition
- Poudre Heritage Alliance Membership Program
- Heritage area products and services
- Fundraising drives and events
- Large sponsors

However, perhaps the most effective method of finding matching dollars needed to fully utilize program funds and accomplish the vision and goals of the CALA would be for the Poudre Heritage Alliance to operate as a grant-making organization for other entities that are interested in doing projects within the CALA. Grantees would be required to provide a minimum dollar-for-dollar match thereby satisfying federal guidelines for disbursement of funds for the CALA. Ideally, grantees would provide an over-match that could be used to support other PHA needs such as staff and programs. Different kinds of projects that could be funded might include:

- Research (history, water engineering, ecological sciences, heritage tourism, business, anthropology, Native American studies largely at university level)
- K-12 educational programs (field trips, summer camps, water festivals, individual projects)
- Recreational and heritage tourism events (races, festivals, fishing derbies)
- Promotional materials (video, web items, print items, specific campaigns)
- Interpretive projects (exhibits, signage, web items, print items)
- Planning (funding for the development of more detailed action plans related to the goals and objectives of the CALA)

Other project types involving the purchase, preservation or construction on property, while not within the direct scope of the PHA/CALA, could be funded if grantee entities are able to comply with NEPA requirements. Such projects might include:

- Historic preservation (at property owner's request or with property owner's consent)
- Open space preservation (might include grant of funds to outside organizations for administration of conservation easements – no property could be owned by the PHA or the CALA)
- Parks and Trails (assistance in improving existing facilities – no property could be owned by the PHA or the CALA)
- Facilities (improvement of public facilities that promote CALA goals and objectives – no property would be owned by the PHA or the CALA)

# Best Practices and Project Selection Criteria

## Best Management Practices

The Cache la Poudre National Heritage Area is required by its congressional legislation to “recommend policies and strategies for resource management that consider and detail the application of appropriate land and water management techniques, including the development of intergovernmental and interagency cooperative agreements to protect the natural, cultural, historic, scenic, educational, and recreational resources of the Heritage Area.” (P.L. 111-11, Sec. 8002(d)(2)(D)).

The Cache la Poudre NHA does not have the power to affect the management of land and water, nor is it allowed to acquire property through the use of Heritage Area funds. That said, the Heritage Area does collaborate with partners and stakeholders who act to preserve, conserve, and interpret the land and especially the water, which is central to the Cache la Poudre NHA story. A range of groups and organizations in the region are involved in managing natural lands and water and have developed strategies and best practices that can serve as a guide. The Colorado Water Conservation Board, for instance, has published a *Best Practices Guidebook*, which offers help to those developing water conservation plans with a selection of sensible and cost effective water conservation measures and programs. The Conservation Board, which provides policy direction on water issues, is considered Colorado’s most comprehensive water information resource. The Guidebook is available at: <http://cwcb.state.co.us/technical-resources/best-management-practices/Pages/main.aspx>. Best practices guidelines also are identified in the various comprehensive plans developed by Heritage Area counties, cities, and towns.

As this management plan’s interpretive themes note, water development and the establishment of water law within the Poudre River Basin influenced how the arid West manages, distributes and conserves this precious resource. While controversy surrounding water continues today, the Heritage Area is in a unique position to offer impartial, unbiased accounts of water in the region. The Poudre Heritage Alliance does not generally take sides in disputes between development and preservation-oriented interests but it does generally support the idea of abundant cultural resources within the Heritage Area and the idea of a healthy natural environment. The Poudre Heritage Alliance reserves the right to advocate for specific related causes when deemed appropriate by the Board of Directors. Among primary goals of the Heritage Area is to



“encourage a balance” between preservation and the rights of private property owners to the use and enjoyment of their property. As it strives for enhanced interpretation and wider public appreciation of Heritage Area resources, the Poudre Heritage Alliance may enter into cooperative agreements to implement specific projects.

Implementation of the actions described in this management plan will seek to follow the most current best practices related to heritage development, resource preservation, interpretation, education, and visitor use. The guidelines below are adapted from the 2014 Poudre Heritage Alliance Grant Guidelines and the Gullah Geechee Cultural Heritage Corridor Management Plan.

### **General guidelines**

- Stay abreast of current events and proposed development in the Heritage Area, encouraging preservation where deemed appropriate, particularly when heritage and/or historical amenities could be impacted.
- Identify the specific objective of a project.
- Establish measureable goals and timelines for each project, with target dates for major elements or deliverables.
- Ensure that the project plan is clear and understood by all parties.
- Base decisions on scholarly research and scientific information, ensuring that projects minimize disturbance to resources.
- Encourage partners to consult with Federal, state, and local entities when implementing projects affecting resources. Parties are encouraged to consult with a range of individuals, from folklorists and historians, to natural resource experts.
- Identify sources of funding, if necessary, ensuring that parties have sufficient management and financial ability to complete a proposed project. Explain how the project will be sustained and managed after completion.
- Ensure that a signed contract or agreement is in place with all relevant parties.
- Establish a project closeout process.

### **Cultural, Natural, Recreational and Scenic Resources**

- Encourage better access to the Heritage Area, but also work with partners to ensure that an appropriate level of access is determined and that private property rights are honored.
- Work on a municipal, county-wide, or regional scale for the preservation of open spaces and agricultural lands, while also encouraging the development of new recreational resources.

- Promote recreational and scenic resources in a responsible manner.
- Encourage partners to incorporate sustainable tourism principles and/or messages and environmentally responsible use of media wherever possible.
- Historic preservation projects will follow *The Secretary of the Interior's Standards for the Treatment of Historic Properties*.
- Historic preservation projects must result in a significant interpretive or educational use or visitor experience focused on one or more of the Cache la Poudre NHA's core interpretive themes.
- Projects will be evaluated on their potential to promote public understanding and appreciation of heritage resources, as well as on the economic impact and quality of life issues in the area.
- Recipients of Heritage Area funds must comply with applicable Federal regulations and laws, including, but not limited to National Environmental Policy Act of 1969, the National Historic Preservation Act of 1966, the Native American Graves Protection and Repatriation Act, and the Americans with Disabilities Act.

## **Project Selection Criteria**

In order to effectively select projects that best meet the management plan's vision and goals a set of project selection criteria should be followed. The following criteria would help the Board evaluate and select project proposals. Each criterion would be given equal weight in evaluating potential projects.

1. **Consistency with and relevancy to plan goals and themes.** With limited resources the Board needs to focus on actions that achieve one or more of the interpretive themes. The project must demonstrate:
  - Progress toward attaining one or more of the themes
  - Accurate interpretation of one or more of the themes
  - A high degree of public support and community engagement
  - Compliance with federal and state law, environmental regulations, and regional and local planning and preservation guidelines
  - A high degree of quality and authenticity in its treatment of heritage resources
  - Embodiment of high standards in planning and design
  - A clear understanding of the resource significance, integrity, and existing conditions as well as impacts of the project on any historic, cultural, or natural resources affected
2. **Realistically achievable.** A project or program would be considered to be realistically achievable if it has the following characteristics

- Already planned, underway, approved and/or in need of additional funds, services, or attention to complete
  - Proposed by an organization(s) that has demonstrated the ability to implement projects of similar scope or complexity
  - Existing PHA staff or Board capacity, expertise and/or interest in directly implementing the project
  - Achievable in a reasonable time frame
3. **Funding and local economic impact.** In order to make the most effective use of the Board's available funding, the ability of the project, program, or organization to leverage or raise funds from other sources would be taken into account. Projects engaging local businesses, individuals or materials would advance CALA goals to support sustainable economic development. Partners that propose projects should demonstrate
- An available funding stream that would make a significant contribution to overall funding needs. Projects should bring a minimum of a 1 to 1 match for funds requested. A higher match is desirable.
  - The ability to leverage in-kind contributions, including volunteer commitments
  - Plans to utilize services of local individuals and businesses and local materials
4. **Visibility.** To ensure heritage area funds are used in ways that promote awareness of the CALA, emphasis would be placed on projects or programs that
- Highlight the heritage area as a valuable partner
  - Demonstrate the ability to inspire participation by others
  - Need CALA seed money to catalyze an important project
  - Provide a key investment for creating momentum for future projects
  - Reinforce CALA awareness by creating area-wide systems or programs
  - Attract sustained public interest, local or regional participation
5. **Critical action.** On an ad-hoc basis, projects or programs would be prioritized to respond to immediate needs that are not identified in the annual work plan or typical project review cycle. These needs could result from natural disasters, catastrophic events, or other crisis. Projects could be supported that
- Protect or restore threatened CALA resources
  - Create immediate economic benefits to communities in crisis as a result of such events

6. **Equity/Distribution.** CALA/PHA involvement in projects or programs would ensure that resources are equitably distributed throughout the heritage area and to a variety of organizations.

## Cache la Poudre National Heritage Area Budget

The following is the operating budget for the PHA for 2010 - 2013.

Operating Budget	2010/11 Final		2011/12 Final		2012/13 Final	
July 1-June 30 Fiscal Year						
Income (* Colorado Income)						
Public Support (donations)				\$		600.00
Program Services						
Bank Interest *	\$	70.62	\$	81.63	\$	115.44
Grants *	\$	5,000.00	\$	3,000.00	\$	0.00
Guide Book Sales Income *	\$	-	\$	1,860.00	\$	427.00
US National Park Service						
Appropriation*	\$	38,977.83	\$	62,395.13	\$	125,388.32.00
Total Income	\$	44,048.45	\$	67,336.76	\$	126,480.76.00
Expenses (* Colorado Expenditures)						
Advertising/Marketing(webs ite, mass media, newspaper, tv, radio) *						
	\$	198.63	\$	2,065.56	\$	0.00
Association Dues	\$	500.00	\$	-	\$	55.00
Bank Fees*	\$	100.20			\$	0.00
Communication (phone/web)*					\$	0.00
Conferences/Education						
Educational Field Trip Scholarships*	\$	-	\$	711.96	\$	552.21
Equipment, Highway & Interpretive Signs *	\$	2,020.00	\$	3,407.00	\$	25,762.08
Grants*					\$	57,331.00
Insurance (auto, liability, medical, building)	\$	559.00	\$	575.00	\$	500.00
Licenses, Secretary of State Registrations *	\$	20.00	\$	30.00	\$	11.00
Office Supplies *	\$	17.98	\$	88.68	\$	10.00
Payroll Taxes	\$	-	\$	-	\$	-
Postage/Mailing/Shipping *	\$	118.75	\$	33.43	\$	0.00
Printing/Publication	\$	4,105.83	\$	9,612.89	\$	1,463.45
Professional/Legal Fees/Accounting	\$	500.00			\$	0.00
Programs Lodging					\$	0.00
Program Meals/Refreshments *	\$	24.98	\$	-	\$	0.00

Rent/Lease/Mortgage Payment	\$	-	\$	12,644.76	\$	0.00
Sponsorships – Organizations & Individuals		\$		1,000.00	\$	2,630.00
Travel-Van/Coach Rentals						
Utilities						
<b>Salaries</b>						
Administrators/Secretarial						
Executive Director						
Executive Director Reimbursements					\$	348.41
<b>Contract Labor</b>						
Administrative Assistance					\$	2,094.09
Website Maintenance	\$	82.00	\$	140.48	\$	250.00
Bookkeeping/Accounting						
Consultants	\$	10,000.00	\$	25,634.60	\$	18,233.40
Fund Raising Expense						
Entertainment						
Food, Beverages, Decorations						
Invitations, event communication/advertising						
Prizes, Gifts and Trophies						
<b>Total Expenses</b>	<b>\$</b>	<b>18,247.37</b>	<b>\$</b>	<b>55,944.36</b>	<b>\$</b>	<b>109,816.04</b>
<b>Balance</b>	<b>\$</b>	<b>25,801.08</b>	<b>\$</b>	<b>11,392.40</b>	<b>\$</b>	<b>16,664.72</b>

\*The NPS Appropriation for 2010/11 and 2011/12 shown in the revenue budget only reflects the portion of the actual allocation that was drawn down in those years



## Cache la Poudre River National Heritage Area Budget Matrix FY2013 – FY2024

Focus Area	Potential Match Source	2013		2014		2015		2016		2017		Total
		CALA	Match	CALA	Match	CALA	Match	CALA	Match	CALA	Match	
Goal 1: Organizational Capacity												
Objective 1.1 Administration and Operating Costs	PHA Member Entities	\$30,000	\$30,000	\$50,000	\$50,000	\$50,000	\$50,000	\$60,000	\$60,000	\$60,000	\$60,000	\$400,000
Objective 1.2 Planning	PHA Member Entities	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	0	0	0	0	\$30,000
Objective 1.3 Heritage Area Liaison	PHA Member Entities	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$18,000
Goal2: Story Telling												
Objective 2.1 Facilitate educational and interpretive programs	Grantees; Partners; School Districts; Colorado State University; University of Northern Colorado	\$15,000	\$15,000	\$100,000	\$100,000	\$100,000	\$100,000	\$110,000	\$110,000	\$100,000	\$100,000	\$850,000
Objective 2.2 Develop interpretive and educational amenities	Grantees/Partners	\$100,000	\$100,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$210,000	\$210,000	\$1,820,000
Objective 2.3 Support heritage area research	Grantees; Partners; Colorado State University; University of Northern Colorado	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$50,000
Goal 3: Heritage Preservation												
Objective 3.1 Stay abreast of heritage area physical and cultural conditions, monitor changes and encourage preservation	Grantees; Partners; Landowners	\$4,000	\$4,000	\$10,000	\$10,000	\$10,000	\$10,000	\$5,000	\$5,000	\$5,000	\$5,000	\$68,000
Objective 3.2 Support public access to educational and recreational activities within the heritage area	Grantees; Partners; Landowners	\$5,000	\$5,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$210,000
Goal 4: Tourism and Economic Development												
Objective 4.1 Promote the heritage area: build support; develop reputation for natural/cultural significance regionally and nationally to develop a strong heritage tourism industry	CVB's; State Tourism Office; Partners; Businesses	\$10,000	\$10,000	\$52,000	\$52,000	\$52,000	\$52,000	\$52,000	\$52,000	\$52,000	\$52,000	\$428,000
	Total	\$147,000	\$147,000	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$3,847,000

Assumes FY2013 funded at Tier 1 (\$150K)

Assumes FY2014-2017funded at Tier 2 (\$150K + \$250K)

FY2015 – 2017 could move to Tier 3 if match at Tier 2 at 1:2 ratio or 1:1 ratio entirely in cash which could entail additional federal funding.

# Marketing Analysis

## Colorado Travelers

Interpretation and marketing are tools for increasing visitation to the CALA region and achieving the objective to boost tourism within northern Colorado. To help understand the CALA as a potential tourism destination, information on Colorado tourism and heritage travelers is summarized below. This information was compiled from the Northern Colorado Strategic Cultural Tourism Plan and the Longwoods International Colorado Travel Year 2010 Report for the Colorado Tourism Office. Additionally, a visitor intercept survey is planned for the Summer 2012 that will supplement this information with more specific data on CALA visitors.

## Colorado Tourism Recovers in 2010<sup>12</sup>

After two years of decline, tourism across the U.S. began to recover in 2010. Nationally, visits to friends and relatives rose by 6% with a 3% increase in overnight “marketable” leisure trips. These marketable trips are discretionary leisure trips most subject to influence by marketing and promotional activity. Colorado saw increases above the national average with visits to friends and relatives increasing by 8% and marketable trips up 4%. Even business travel to Colorado rose by 3%, following a sharp drop in 2009, improving to 3.6 million visits.

Overall, Colorado attracted 5% more overnight visitors in 2010, and reached a new record of 28.9 million trips. Spending by overnight visitors rose by 3% in 2010 to \$8.8 billion. Expenditures on lodging and on recreation, sightseeing and attractions grew by 5-6% in 2010, while expenditures on food/beverage and retail purchases by travelers increased by 2% and 3%, respectively.

## Visitors Originating from Colorado

The staycation tourism trend remains strong and Colorado itself continues to be a top provider of vacationers within the state. Again in 2010, the proportion of overnight Colorado visitors who live in state increased and is now up to 42%. This percentage is up from 40% in 2010 and twice the level originally measured in 1992. An issue with the high in state base of travelers is the fact that residents typically spend significantly less than out-of-state visitors (\$186 compared to \$386 per person in 2010). California and Texas remained the top out-of-state markets for overnight Colorado vacations, followed by:

- *Arizona*
- *Illinois*
- *New Mexico*

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<sup>12</sup> This Colorado Tourism data was extracted and paraphrased from Longwoods International Colorado Travel Year 2010 Report, <http://www.colorado.com/IndustryPartners/LongwoodsInternational.aspx>.

- *Florida*
- *Kansas*
- *Nebraska*
- *Wyoming*
- *New York*

Day trips to and within the state also rose. With a 9% increase in 2010, Colorado saw 26.3 million day trips. Day trippers overall spending increased from \$1.2 billion in 2009 to \$1.3 billion in 2010. This increase made up for the 11% decline measured between '08 and '09. The majority (83%) of Colorado day trips in 2010 originated within the state itself, about the same as in 2009 (84%). Neighboring states such as Wyoming, New Mexico, Utah, and Kansas provided most of the remaining day trippers. The top urban sources of Colorado day trips in 2010 were in state including Denver (58%), Colorado Springs/Pueblo (19%) and Grand Junction/Montrose (4%).

### **Colorado Visitor Profile**

The profile of Colorado overnight leisure visitors in 2010 was demographically very similar to vacationers nationwide in the following respects:

- Average age of 46
- Two-thirds are married
- 4 in 10 have kids/teens living at home
- Two-thirds have household income of \$50,000 or more.

The Internet continues to be the primary tool for trip planning with 50% of overnight leisure trips being planned online in 2010 and 48% of travelers using the Internet to book all or part of their trip. Social media appears to be gaining traction with 44% of Colorado vacationers using social media to plan and converse about travel. The most common uses for social media among vacationers are listed below. The percentages reflect the number of travelers who indicated they have used social media for the described travel-related use in the last 3 months.

- Posting travel photos and videos on social media websites (17%)
- Reading travel reviews (15%)
- Using a smartphone while traveling (no specific purpose was specified) (11%)
- Looking at other people's travel photos (9%)

Relatively few people surveyed indicated more involved uses of social media or using the media to seek out specific information, such as:

- Reading/writing a travel blog or contributing travel reviews
- Learning about travel deals/promotions
- Seeking out or giving travel advice via social networking
- Subscribing to a travel newsletter
- Connecting with others interested in travel
- Following a destination on Facebook/Twitter
- Tweeting about a trip

During their 2010 trips, Colorado leisure visitors were most likely to have taken part in the following activities:

- Shopping (33%)
- Visiting a national or state park (24%)
- Fine dining (22%)
- Visiting a famous landmark or historic site (19%)
- Hiking/backpacking (18%)

Colorado vacationers also frequently sought out and took part in or visited:

- Outdoor recreational activities such as swimming, camping, fishing, skiing and bicycling
- Local cultural venues including museums, art galleries and theater
- Breweries
- Places for entertainment and nightlife, e.g., bars/nightclubs, casinos, festivals/fairs
- Attractions such as zoos and theme parks

An objective of tourism professionals is to entice travelers to stay longer in a place, and advertising heritage tourism opportunities appears to be a potential tool. The Longwoods Report recommended conveying more about the breadth of experiences available in Colorado in order to encourage longer stays. Their surveys showed that people coming on touring trips, for example, want variety, including both urban and rural experiences. Almost a third of Colorado vacationers indicated that they were specifically interested in historic places on their trip, followed closely by an interest in cultural activities and attractions. Compared to the national norm, Colorado vacationers expressed more interest in three of these types of travel – historic, cultural and eco-tourism.

### **Heritage Tourist Profile<sup>13</sup>**

The Longwoods International 2008 Report devoted an entire chapter on Cultural Tourists in Colorado, funded partially by the Colorado State Historical Fund. While a bit dated now, the following information still sheds valuable insight into the preferences, tendencies and spending habits of cultural tourists. In this report, it was observed that Cultural Tourists seek to discover local arts/crafts, local music, and local festivals, as well as local foods/dining, live performances, local shopping, and rodeos.

Out of 23.4 million pleasure trips taken in Colorado in 2008, 11.8 million tourists engaged in cultural heritage tourism spending \$4 billion (51% of money generated by pleasure trips). The majority of cultural tourists to Colorado originate from in state with others visiting from CA, TX, and FL. On average, cultural tourists tend to stay longer

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<sup>13</sup> *The information on Heritage Tourists and visitors to Fort Collins and Greeley sections were excerpted and paraphrased from the 2010 Northern Colorado Strategic Cultural Tourism Plan.*

and spend more money than other tourists.

One out of four tourists to Colorado visit Northern Colorado, which makes it the 3rd most visited region in the state, after the Denver Metro area, and South Central Colorado.

The top 10 Sightseeing/Things experienced by Cultural Tourists to Colorado were:

- Mountains 65%
- Historic Town 50%
- Friends/relatives 45%
- Wilderness 42%
- Lakes/Rivers 40%
- Small towns/villages 39%
- Historic areas 35%
- City garden/park 35%
- Colorado scenic byway 31%

Important features for Cultural Tourists in determining their choice to visit include:

- Preserved Historic Areas
- Great Local/Unique Shops
- Historic Towns
- Interesting Fairs/Festivals
- Unique Cultural Sites

### **Fort Collins Tourists**

A study was undertaken in 2006, surveying Fort Collins visitors at popular sites (micro-brewery tours, brewpubs, tourist oriented retail, Foothills Fashion Mall, Downtown, Horsetooth Reservoir, and commercial whitewater rafting as well as several local area hotels). The results indicate a preference for activities available within and near the CALA.

- On average about half the visitors to Fort Collins at the sampled locations were from out of town. The sites with the most out of area visitors were recreational and included Horsetooth Reservoir, Poudre River commercial whitewater rafting and micro-brewery tours.
- 55% of these out of town visitors were from Colorado, 45% were from other states.
- Non-resident visitors to Fort Collins most frequently come from California, Illinois and Wyoming.
- Visiting family and friends is the most common primary purpose for visiting Fort Collins.
- The next most common primary purpose to visit Fort Collins includes “vacation” and “other” (frequently in conjunction with a family member attending Colorado

State University).

- The most common information sources used to plan trips are family/friends and the Internet.

### **Greeley Tourists**

Greeley tourism is found to have similar trends to that of Fort Collins. Information provided by the Greeley Chamber of Commerce, in combination with a 2006 visitor study of lodging accommodations, also support the idea that Northern Colorado is a draw to visitors from Colorado and elsewhere emphasize the importance of events in attracting tourists.

- More than 30% of Greeley visitors live within the state of Colorado.
- Greeley's proximity to border states Wyoming and Nebraska serves to attract a substantial number visitors from these states annually.
- Out-of-state visitors primarily originate in Arizona, California, and Texas.
- Most visitors to Greeley come to see family and friends.
- Tourists are most likely to attend festivals or events during their visit to Greeley.
- Visitors tend to plan their trip with information gathered on the internet or through phone calls in advance, or by visiting the Greeley Chamber of Commerce during their stay.