



Poudre Heritage Alliance

STRATEGIC INTERPRETIVE PLAN

2022

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PLANNING CONSULTANT



Studio Tectonic

Boulder, Colorado
www.studiotectonic.com
info@studiotectonic.com
720-398-3030

CLIENT

Poudre Heritage Alliance

Fort Collins, Colorado
www.poudreheritage.org
970-295-4851

STAKEHOLDER INPUT PROCESS

Strategic Interpretive Plan Purpose

This interpretive planning process examines and analyzes the original 1990 Feasibility Study and Resource Inventory; provides a Strategic Interpretive

Plan to help CALA become more accessible to the public as a whole; makes recommendations to provide visitors with a seamlessly integrated experience rather than a series of disconnected experiences; and builds partner capacity.

Original Goals for Strategic Interpretive Plan

To update the 1990 Feasibility Study and Resource Inventory to inform CALA's resource management and future planning efforts

To plan for cohesive branding, storytelling and visitor wayfinding through the 45 miles of the Cache la Poudre River National Heritage Area

To strategize locations and partners for signs and viewing areas next to the river for visitors to understand the area's history, environmental issues, and underappreciated cultures

To include the overarching themes of water for: recreation, industry, nature, history, education, and agriculture

Strategic Planning Process Refinement of Goals

Updating of the 1990 Feasibility Study includes analysis of Points of Interest (POIs) that no longer exist and inventorying relevant new POIs that are now within CALA.

The process included significant stakeholder input to identify needs and opportunities for PHA. The Strategic Interpretive Plan discusses the appropriateness of cohesiveness branding, as well as recommendations for working with partners beyond interpretive signage products.

The stakeholder process illuminated that precise locations for new interpretive signage is not directly compatible with the needs and desires of partners. However, improvements to current locations, and strategies for future interpretive planning is welcome. A more useful function of the Strategic Interpretive Plan is to identify overarching goals rather than specific locations (which may or may not be accessible to PHA).

Both the early planning and stakeholder input phases identified a need to expand these core topics to include the critical theme of interconnection, as well as to include how the Poudre River has impacted and been impacted by people.

PHA is a well-respected and trustworthy partner and collaborator. Where other organizations working along the Poudre have their own missions and programmatic goals, PHA stands alone as a voice, advocate, and coordinating entity for the entire Heritage Area. As an organization, PHA spent its early years establishing itself legally as a tax exempt 501(c)3 non-profit and developing a Management Plan. PHA has worked to strategically and methodically to fulfill the four goals outlined in its 2013 Management Plan. Now, in 2022, as PHA works toward CALA's reauthorization, the organization can step back, take stock of successes, and identify future opportunities and initiatives.

Strategic Interpretive Plan Process

Like all complex planning efforts, initial goals and approaches require refinement based on the discovery process. This flexibility has been critical in the development of this Strategic Interpretive Plan. This is especially true for institutions like PHA, whose work is both internal as an organization and external as advocate and organizer of stakeholders and partners who control the actual resources in CALA.

An initial draft of the Strategic Interpretive Plan was sent to PHA staff and board in December 2021 and was used as an instrument to gather comments and feedback.

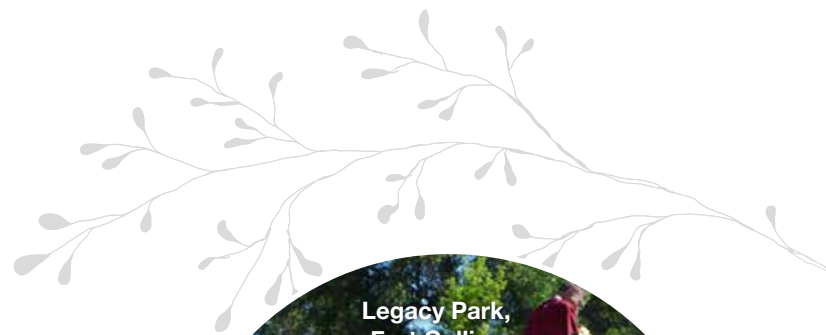
TASK 1

The team identified critical points of partner and stakeholder input, community-building, and data collection as well as defined the specific qualities that were needed to make this Plan useful as a flexible, guiding (rather than prescriptive) document.

PHA and consultants began with a tip-to-tail CALA site visit over two days. This was both for experiential understanding and to gather a high-level inventory of POIs, interpretive locations, and understanding of PHA partners. While beyond the scope to visit all POIs and 70+ partner/stakeholder groups, the initial baseline site visit set the foundation for the Strategic Interpretive Plan.

PHA's interactive web-based "My Tour" map provided the database and thematic organization of CALA's

important geographical locations. Limitations of the data presented, as well as a lack of knowledge about various partners future plans, led the planning team to survey land-controlling partners about future plans. This was ultimately not a highly productive exercise—due in part to complexity of information sought, limited PHA outreach to stakeholders, and the varying degree of existing information within the partners themselves. However, all available planning efforts by partners have been referenced and utilized as appropriate in the Strategic Interpretive Plan.



CSU Lory Student Center, Fort Collins



TASK 2

The consulting team worked closely with PHA through an extensive exercise to define the table of contents for this plan. The substantial background information presented here will provide future users and reviewers with a more complete understanding of PHA and CALA, thereby reducing the need to search through background documents.

Working with PHA's staff and board, a Theory of Change workshop in March 2020 resulted in a concise interpretive planning Logic Model that aligned interpretive impacts to inputs and outputs. This work is infused throughout the Strategic Interpretive Plan.

The most significant partner and stakeholder input that informed the development of the plan was a series of online discussions between the consulting team and PHA's critical partners. Groups were organized by type of institution, and a carefully developed series of presentation and discussions ensued. The high-level report is provided in the Appendix. This work was critical to explore and unpack the commonalities and differences of what PHA envisions for future CALA interpretation, and what partners and stakeholders see as their greatest needs, opportunities, and limitations.

TASK 3/4

Through Tasks 3 and 4, the consulting team worked internally and with as-needed PHA input to develop a complete draft of the Strategic Interpretive Plan. In December 2021 a formal draft submittal was provided to PHA. This phase involved organizational shifts within

PHA when the founding executive director announced a pending retirement and review of the Strategic Interpretive Plan was paused until staffing changes were in place.

TASK 5

With new staff leadership in place, the consulting team and PHA's staff and board re-aligned the Task 5 process to reflect the input, needs, and process that best benefited PHA's future direction under new leadership. Tasks 5 and 6 reflect this adjustment. In July 2022, the consultant team led a six-hour workshop with PHA staff and board members to present the Interim Final Strategic Interpretive Plan recommendations for "action projects" (see pp. 42–62). Each of the twenty-three recommendations were reviewed, then staff and board members ranked the recommendations in priority order. Each workshop attendee ranked the recommendations individually, resulting in a composite view illuminating which themes and trends were deemed as the highest priority by the group. (See Section 3 for a summary of staff and board ranking.) Staff and board members then broke into small groups to discuss the strengths, weaknesses, opportunities, and threats of each strategy/action project, as well as assessing the potential of each to accomplish the desired outcomes described in the logic model (see p. 7). Each small group then presented their analysis. Key ideas from this dialogue are included in the "actions project" table (pp. 42–62), which serves as a starting point for PHA to make informed decisions about which strategies to pursue—and in what order.

TASK 6

With Task 5 input in place from the Board and Staff workshop, the consulting team completed this final Strategic Interpretive Plan as the final stage of 26-months of effort (originally targeted at 24-months).



Theory of Change Workshop

In March 2020, PHA's Board of Directors participated in a Logic Model workshop to create the roadmap needed to achieve a Strategic Interpretive Plan that is well conceived and implementable for the future.

The board spent time together discussing the question, “How do we want interpretation strategies across and throughout CALA to influence and change the public’s minds, behaviors, and—ultimately—the ways we work together as a community toward shared goals?”

Workshop participants voiced their hopes and priorities for CALA’s interpretation, as well as imagined what could be possible when the new Strategic Interpretive Plan’s goals are achieved:

“When you think about what you hope the public will take away from the interpretation along CALA’s National Heritage Area, what comes to mind? For example, if all goes according to plan, how might interpretation will change the public’s minds, hearts, behaviors, and—more broadly—the ways the community supports and nurtures one another?”

The final logic model identified a series of short-term mind shifts, medium term behavioral changes, and long-term systemic changes that have been used to inform project activities and the Strategic Interpretive Plan. The following long-term outcomes were identified:



- Continued use of the Poudre River for generations to come—and for PHA to interpret in the future
- All people reconnected with their natural environment
- The Poudre is not only cherished and preserved, but revitalized for generations to come
- Respect for all cultures’/all peoples’ need for and right to water
- Valuing growth without sacrificing collective heritage
- Recognizing that we are part of one human ecosystem
- Perpetual love and respect for the Poudre

Stakeholder Listening Sessions

In June and July 2021, 23 local and regional stakeholders convened for seven “listening sessions.” These sessions included representation from Ft. Collins, Greeley, Larimer County, the Town of Timnath, Weld County, and the Town of Windsor. Additionally, key stakeholders from student-serving organizations (e.g., Poudre Learning Center, Colorado State University, University of Northern Colorado), visitor-facing organizations (e.g., Poudre River Public Library District, City of Greeley Museums), and advocacy organizations (e.g., Colorado Parks and Wildlife, Visit Ft. Collins) participated. A small number of PHA board members also participated, all of whom hold professional roles and responsibilities connected to the Poudre River, CALA, and/or broader region (in addition to their board membership).





Fort Collins Museum of Discovery

The listening sessions provided an opportunity for key stakeholders to discuss and provide their expertise on:

- Important **messages and key themes** the public should encounter and/or learn about when visiting CALA (e.g., water, conservation, recreation, history and culture, etc.)
- **Current interpretation strategies** (e.g., signage, wayfinding, points of interest, programs, and events, etc.) happening throughout CALA (whether sponsored by PHA or not); what's working well and what could be working better
- Ideas for **new and/or needed interpretation** throughout CALA
- **PHA's role** in interpreting CALA
- **Their organizations' roles** in interpreting CALA
- Essential **strategies, partnerships, and communication needed** moving ahead with CALA interpretive efforts

Nine key observations were identified during the stakeholder input process which were used to create a draft Strategic Interpretive Plan.

Stakeholder Observations

- 1 Coordinated & Cohesive, but Not Identical, Interpretation Across the NHA
- 2 Sustainability Planning for Ongoing Updates & Maintenance
- 3 Complementing & Supplementing Reasons Visitors are Already There
- 4 The Need for Maps & Wayfinding
- 5 Centering “Water for People” & Showing How Water Connects Us
- 6 More Inclusive Stories, Voices, & Experiences
- 7 More Engaging & Interactive Interpretation

See the Appendix for the complete Stakeholder Report.



The Farm at Lee Martinez Park,
Fort Collins

Board & Staff Workshop Outcomes

In July 2022, the consultant team led a six-hour workshop with PHA staff and board members to present the Interim Final Strategic Interpretive Plan recommendations for “action projects” (see pp. 42-62). Each of the twenty-three recommendations were presented, then staff and board members were asked to rank the strategies/recommendations in priority order. Each workshop attendee ranked the strategies/recommendations individually, resulting in a composite view of which themes and trends were viewed as highest priority by the group. (See Section 3 for a summary of staff and board ranking.) Staff and board members then broke into small groups to discuss the strengths, weaknesses, opportunities, and threats of each strategy/action project, as well as assessing the potential of each to accomplish the desired outcomes on the logic model (see p. 7).

Each small group then presented their analysis. Key ideas from this dialogue are included in the “actions project” table (pp. 42-62), which serves as a launching point for PHA to make informed decisions about prioritizing the implementation of the Strategic Interpretive Plan.



Overall, staff and board recognize that the Poudre Heritage Alliance is in a moment of transition. The entire PHA staff has turned over in the course of this planning effort. While many on the board have remained consistent, some board priorities have shifted and new voices have been welcomed.

A primary outcome of the board and staff workshop is a unified vision within an understanding of priorities. While the priorities and recommendations will require continued exploration, the workshop produced a common language, as well as recognition of the evolution of PHA and its partner relationships at this critical moment of transition into the future of the institution.



Poudre Heritage Alliance—Cache la Poudre River National Heritage Area (CALA) Interpretive Logic Model

Situation & Priorities 1) Promote a variety of historical and cultural opportunities; 2) engage people in their river corridor; 3) inspire learning, preservation, and stewardship	INPUTS	OUTPUTS		OUTCOMES → IMPACT		
				Future We Want to Create / Change We are Working Toward		
	Staff/Board Stakeholders	Activities	Participation	Thoughts Awareness Skills Attitudes Motivations Aspirations Knowledge	Actions Behaviors Policies Practice Decision-Making	Big Condition Shifts Social Political Status Economic Environmental
	Our Resources	What We Do	Who We Reach	Short Term **mind-shifts**	Medium Term **behavior changes**	Long Term **systemic change**
	Physical assets (Poudre River Trail, land, water, etc.) NHA designation/other NHAs History and research Cities of Windsor, Ft. Collins, Greeley Communities Funding/investment Existing interpretation Poudre Heritage Alliance (PHA) Mission and vision Staff Board Partners/relationships Volunteers Key stakeholders: Landowners Partnering organizations Universities National Park Service Northern Arapahoe Tribe Poudre Learning Center Consultants/Studio Tectonic Previous experience (i.e., not a brand new NHA) Dedication/Commitment GIS mapping	Branding Storytelling Visitor wayfinding Content delivery to visitors to NHA: -area’s history -environmental issues -underappreciated cultures -overarching themes re: water Stakeholder outreach and input (Tasks 2 and 5) Refine/develop “big idea” and interpretive themes/thematic elements Highlight connections between CALA sites: -municipalities -agriculture -industrial -recreational -spirituality Educational programming Tourism Develop themes by key locations Develop interpretive strategy and tactics (including mapping and signage locations)	All stakeholders in “Resources” column, plus: Residents Recreationalists Students Youth/Educational Elders Researchers Private Sector Government (e.g., entities, elected officials, etc.) NGOs/nonprofits Local/regional/national/ international visitors to NHA Potential stakeholders and partners Prospective donors, funders, foundations, etc. Peers/other NHA sites Wider public Diverse and inclusive social groups (e.g., tribal) Poudre River Forum Breweries	Understand/learn from history and “mistakes of past” (i.e., moving from conflict to collaboration) Appreciate work and sacrifices of those before us (e.g., history of water law) Knowledge of where water comes from, how it gets to us, and its many uses (e.g., agriculture, industrial, municipal) Understanding of what makes and keeps the river healthy Knowledge of how water has shaped and is shaped by communities Awareness that water supports diverse people, cultures, species, and needs (e.g., water is a special resource by which we are all connected) Understanding that individual actions affect many (e.g., conservation ethics) Awareness of PHA and CALA—and of NHAs Support river restoration/conservation Belief that everyone is entitled to equal access to and appreciation of river/NHA Appreciation of and respect for beauty and history (of NHA, river, etc.) Sense of place/connection to river/area Collaborative, not scarcity, mindset	Support and advocacy for PHA, the river, CALA, and all NHAs (e.g., additional funding, volunteering, donating, preservation efforts, etc.) Collaborative and coordinated river use (e.g., agriculture, industrial, municipal) Discover the river (“ah-ha” moment) Notice more; observe and get curious Visit the river; enjoy; have fun Take conservation-minded actions (e.g., plant native species, conserve water) Local, regional, and national policies and practices that protect, conserve, sustain, and enhance the river corridor Socially and environmentally responsible water and river use Connection and collaboration driving action (e.g., “what’s ours is all of ours”) Coordinated interpretation, branding, and design throughout region/river PHA as convener and coordinating entity; supports regional collaboration and is “go to” partner PHA sets precedent/lead nationally (including within NHA network) Diversity, equity, access, and inclusion prioritized in PHA plans/practices	Continued use of the Poudre River for generations to come—and for PHA to interpret in the future All people reconnected with their natural environment The river is not only cherished, preserved, but revitalized for generations to come Respect for all cultures’/all peoples’ need for and right to water Valuing growth without sacrificing collective heritage One human ecosystem Perpetual love and respect for river
	Assumptions—in place now and we’ll continue to rely on PHA’s and key partners’/stakeholders’ commitment to strategic interpretation An abundance of water to meet all needs (e.g., environmental, recreation, tourism, etc.)			External Factors—out of our control, but could influence the above COVID-19, funding cuts, weather, climate, etc.		

THEMES, STRATEGIES, AND RECOMMENDATIONS

Interpretive Themes

The 2013 Management Plan created PHA's original interpretive framework consisting of an overarching 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 Themes

- 1 Settlement in the Cache la Poudre River Basin highlighted tensions over the use of water, an ongoing issue in the arid American West.
- 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.
- 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.
- 4 Debates over the appropriate use of the Poudre River's water continue today.

PHA's original work was completed within this framework, laying a solid foundation for CALA's original interpretation. Since then, PHA has continued to grow and expand beyond its original interpretive framework to include more diverse stories and voices. An additional interpretive theme can help structure PHA's interpretive work in the future:

Proposed Additional Interpretive Theme

- 5 The Cache La Poudre River supports diverse demands by its people and their varied cultures, as well as the native plants, animals, and landscapes that depend on it. These interconnections—rather than distinct, individual users—are critical to the future's increasing demand on the limited resource that is the Cache La Poudre River.

Recommended interpretive sub-themes for new and additional signage:

• Ancient Voices

People have been drawn to the life-sustaining waters of the river for over 12,000 years. Before it was known as the Poudre, Paleoindians and Folsom people called this river basin home. The Kaplan-Hoover Bison Kill Site—one of the largest bison kill sites ever found—provides a compelling local story.



Kodak Watchable Wildlife Area, Windsor

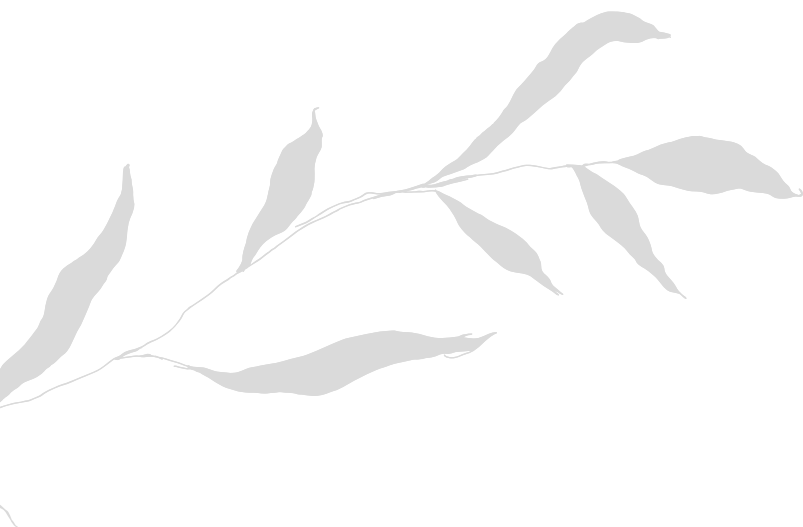


White-Plumb Farm Learning Center, Greeley

New interpretation could incorporate elements of Native languages and contemporary elements, like tribal flags and insignia. Tribal Ecological Knowledge and indigenous understanding and use of plants, animals, and the environment could also be featured. PHA has worked for many years on the Water Legacy series of oral histories and videos. Quotes from existing interviews can be incorporated into new interpretive signs.

“Water is sacred and we respect that. Without water there is no life.”

—Crawford White, Arapaho Elder, 2019



• **Homelands**

Northern Colorado is the ancestral homeland of the Ute and later the Arapaho people, as well as other historic tribes such as the Cheyenne, Comanche, Apache, and Kiowa. Indigenous understanding of the environment and of native plants and animals offers a different way of knowing the Poudre.

• **Following the Water**

Fur trappers and traders, including diverse people of many cultures who traveled with them, hunted beaver and game animals along the Poudre’s banks, leaving behind their multicultural stories and legacy.

• **New Roots**

Germans, Russians, Hispanics, African Americans and others settled in the Poudre River basin to farm or work in the sugar beet factories and fields, establishing communities and bringing new cultural and religious traditions.



Bartels Farm, Ft. Collins

• **Collaboration and Compromise**

Water from the Poudre ends up in Northern Colorado's taps, produce, beer, and more. Animals, plants, and competing interests share the river today. In addition to agricultural and industrial use, the Poudre offers a place of recreation, reflection, and observation. Collaboration and compromise ensure the Poudre's health and a sustainable quality of life and future for Northern Colorado.

• **Rethinking Colorado Water Law**

Early disagreements over the Poudre River led to the establishment of Western water law and the notion of "First in Time, First in Right." As demand on the Poudre increases—combined with a hotter, drier climate—it is time to rethink this historical precedent.

• **River of Life**

Colorado's rivers comprise less than 2% of the state's ecosystems but the majority of Colorado's birds, fish and wildlife depend on riparian habitat. The Poudre River watershed is key to the ecological health of Northern Colorado and is critical for biodiversity.

“The notion of ‘first in time, first in right’ has persisted even as the need for water has exploded in urban areas that sprang up long after most water rights were distributed and therefore rank lowest in priority.

‘The whole system is designed towards preserving the status quo,’ said Jim Lochhead, CEO of Denver Water. The most pragmatic approach, he thinks, is to build off existing water law while reforming its worst parts. But in a perfect world, he said, ‘I would abolish Colorado water rights law and start all over again with a clean slate.’”

—Abraham Lustgarten, ProPublica, 2015

“Water is money. The way the current water law structure is, if they don't use it for the assigned use, they could lose the water right.”

—Eugene Backhaus, state resource conservationist,
U.S. Department of Agriculture's Natural Resources
Conservation Service, 2021



Fort Collins

Interpretive Strategies and Recommendations

Overview

National Heritage Areas provide endless opportunities to champion their value within their communities, partners, and stakeholders. Yet, this abundance of opportunity presents challenges for the small staffs and limited budgets that are a reality for NHA-sustaining organizations, like PHA. From an interpretive perspective, PHA's years of establishing itself as a leader has resulted in it perhaps being stretched too

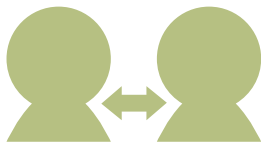
thin as it has worked tirelessly to seize opportunities, connect to stakeholders and the public, and promote CALA. In its future interpretive efforts, three key areas may help PHA bring more concentrated and effective effort to its interpretive work. Detailed and specific recommendations are made here for all three of these areas.

The high-level efforts to continue to refine are:



Onsite and in the Field

PHA has worked closely with land-owning entities to help develop onsite interpretive locations that dot the current CALA landscape. Like many organizations, the onsite systems of signage and visual communication is often implemented over time and becomes a jumble of approaches, effectiveness, and utility. Refocusing and evaluating current systems to refine their purpose, quality, and impact is a critical next step to furthering the overall public engagement of PHA's products.



Working with Partners and Stakeholders

The greatest opportunity to champion interpretation about CALA is the strategic development of PHA's offerings to its partners, particularly those that either currently provide interpretive services to the public or those with a desire to that have less developed capacity for interpretive services. Working agency-to-agency, PHA is able to leverage its relationships to help raise the greater expression of the importance and meaning of CALA to the public through behind-the-scenes efforts.



Through Media and Virtual Offerings

PHA has developed a range of online systems intended to help promote and educate the public about important POIs within CALA. A core interpretive component is a web-based interactive data set of all key POIs that is searchable and sortable for motivated users with an above average intent on planning their exploration of the CALA in advance. There are limited analytics showing how and if this tool is well-utilized as intended. However, PHA can use its deep understanding and current tools that share POIs to help provide "curated" interpretive experiences that are more in line with best practices for promoting exploration of an expansive landscape.

Onsite and in the Field



- 1.1 Overall—Champion the National Heritage Area as an Overarching Entity of National Importance
- 1.2 Overall—Advocate for the Whole, While Partners Advocate for the Parts
- 1.3 Gateways—Continue to Develop and Define the Gateway Approach
- 1.4 Gateways—Create a Site-Specific CALA map for each Gateway Location
- 1.5 Locations—Create Interpretive Nodes instead of Dots. Make them Comfortable, Inviting, Safe, and not an Interruption on the Landscape
- 1.6 Locations—Think Like a Visitor—Proximally, not Thematically
- 1.7 Locations—Establish a PHA Presence at Bellvue Hydraulic Lab
- 1.8 Signage—Encourage Partners to Develop Coordinated, Quality, Cohesive (but not Identical) Interpretive Systems
- 1.9 Signage and Themes—Re-Envision the Water Droplet Icons
- 1.10 Signage—Refresh the Generic CALA Signs
- 1.11 Signage—Advocate for Bilingual Signage
- 1.12 Signage—Advocate for Interactive and Tactile Elements for Children and Families
- 1.13 Signage—Install Medallions or CALA Markers on the Poudre River Trail
- 1.14 Signage—Examine How Effective QR Codes are at Connecting Visitors to CALA and to PHA
- 1.15 Signage/Wayfinding—Commission a Study of Wayfinding Systems Throughout CALA
- 1.16 Onsite Tour Tool—Evaluate “My Tour” as an Advance Planning Tool Versus How it Functions Once Visitors are Onsite

Working with Partners and Stakeholders



- 2.1 PHA Internal Resources—Become CALA’s Established “Guru” and Champion for Interpretation, Resources, and Coordination
- 2.2 Partners—Create Clearer and More Functional Breakdown of Partner Types
- 2.3 Partners—Continue to Work with Current Partners as Well as Diversify with New Partners
- 2.4 PHA Internal Resources—Build PHA Staff Capacity

Media and Virtual Offerings



- 3.1 Website—Rethink “My Tour” as the Data Side of a Visitor Planning Tool
- 3.2 Curation—Provide Curated Content for Visitors to Experience CALA
- 3.3 Programs—Explore Public Programs that Celebrate CALA as an NHA

(Not in priority order. See Section 3.)

1.1 Overall—Champion the National Heritage Area as an Overarching Entity of National Importance

The National Heritage Area is a vast landscape and difficult to appreciate at the individual level. The municipalities within CALA are highly varied in their approaches and effectiveness of expressing the importance of the area through public interpretation. Naturally, partners are primarily focused on interpretation within their respective locations and programs. PHA is in a unique position to express and promote a vision of CALA to the public.

Based on partner and stakeholder input, as well as PHA's team and the National Park Service, the CALA public responds well to the Heritage Area. Local pride for the area is strong, and visitors from outside the region find the area to be a well-regarded resource. PHA can prioritize its interpretive messages centered on CALA as a place of national importance at nearly all points of public contact with interpretation.

While there is still a need for PHA to work with partners to focus on highly localized interpretation, a shifting of focus for PHA's own interpretive efforts will help contextualize and champion the greater purpose and specialness of the heritage area.

Relevant Quotes from Stakeholders

"I can't think of anybody else [than PHA] that would look at the entire river as part of their mission statement or as part of their area."

"When we first got involved with PHA and became aware of the purpose of the National Heritage Area, my staff and my board of directors really latched onto it because it's something that's bigger than our organization. It's bigger than the municipality of Fort Collins."

"This will transcend us through multiple generations."

"I think that is something that needs to be top priority. And I think from a partnership aspect, it's something that regardless of the agency that you're representing and partnering with PHA, *there should be recognition that it is bigger than us, it is something that belongs to the whole region.... The significance of it gets diminished when we make it more about our small individual organizations than when we treat it as something that what it really is, something created by an act of Congress.*"



Cache La Poudre River

Flickr-BrendanBombaci



1.2 Overall—Advocate for the Whole, While Partners Advocate for the Parts

Instead of future PHA interpretation being centered around a specific resource on the river, PHA can continue to promote and work with partners who are also interpreting those resources and focus their efforts on linking that resource to CALA in general.

PHA can continue to support partners and their site-specific interpretation through grants, while focusing its attention on promoting and championing CALA as a whole.

Relevant Quotes from Stakeholders

“We shouldn’t have any projects that ever conflict with anybody else’s. So, really all of our efforts should be in some way or form supporting or are heavily with the focus of capturing the evolution of what other organizations are doing and interpreting that. Ultimately, it kind of almost seems like PHA should be this unifying collaborator that helps bring everybody together and helps everybody tell their own stories, but also help each other talk to each other better and tie everything together and show everybody how they can collaborate better.”

1.3 Gateways—Continue to Develop and Define the Gateway Approach

PHA has recently begun the implementation of “gateways” that help interpret the greater Heritage Area. This is an excellent interpretive concept in that it champions CALA as a greater entity. But there is far more potential to this concept that can help create more impactful and user-relevant connection.

Areas to improve upon in future gateways include:

1. The current gateway system (at the Fort Collins Whitewater Park) does not emphasize the fact that visitors are experiencing an NPS designated Heritage Area, considered to be of national significance. The Cache la Poudre National Heritage Area is not named on the gateway itself, nor is the POI that the gateway is connected to.
2. While stunning in design, the sculptural expression does not immediately identify itself as connected to heritage or interpretation. Its placement on the landscape may be confusing and could lead visitors simply to see it as an art installation.
3. There is no easily understandable interpretive content on the gateway sculpture. While a QR code links to a PHA webpage that describes the POI, not having quality interpretation immediately available to visitors dramatically limits its ability to make meaning of the site.
4. The additional water drops provide little context or explanation (see Recommendation H).

Future gateways can first and foremost champion CALA directly at the specific location with more accessible elements. Gateways should:

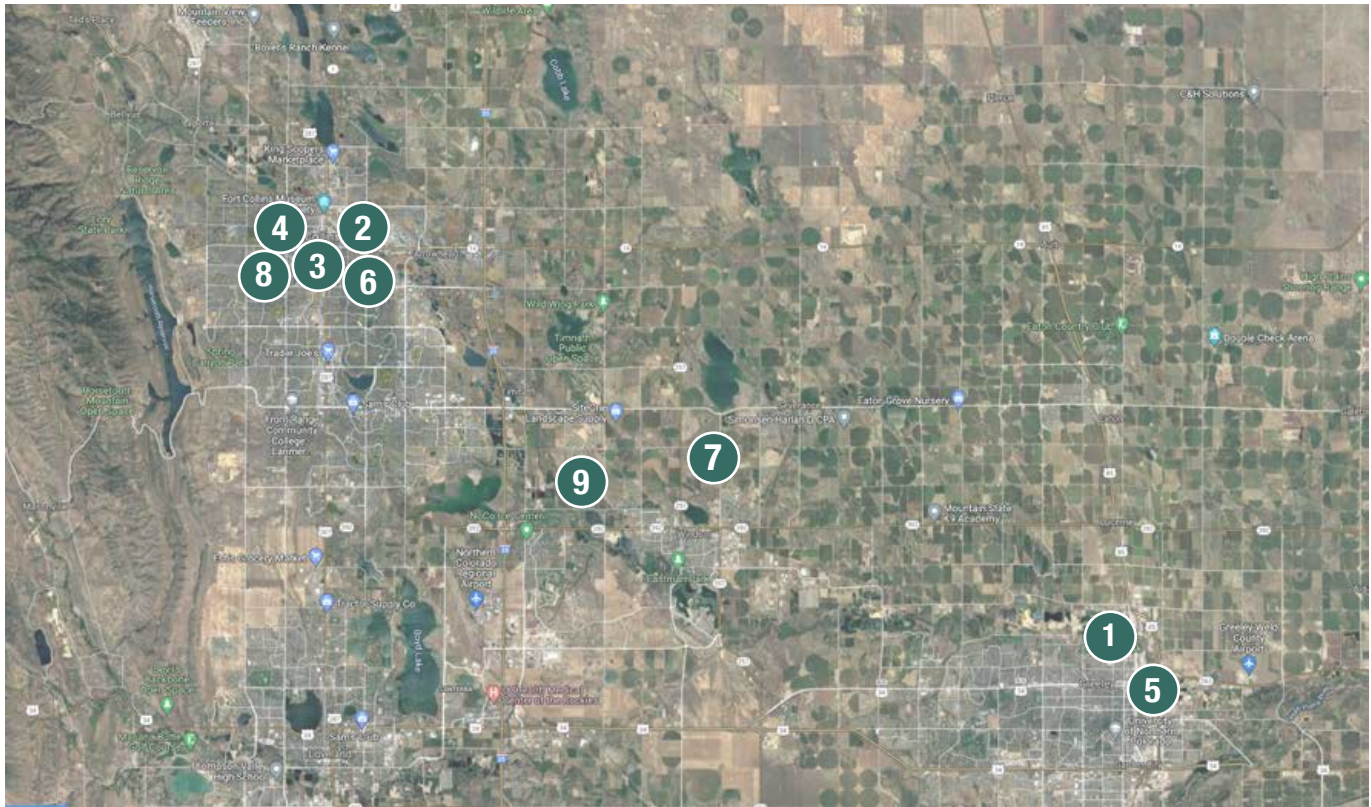
1. Identify the NHA and that this specific location contributes to a place of national significance.
2. Provide a localized CALA map that centers on the specific location and adjacent POIs that are easily reachable (with information about why the public may want to seek them out)
3. Provide the localized “You Are Here” call out within the context of a high-level map that defines the major areas and extent of CALA.
4. Directly interpret the highly localized area of the CALA in ways that make it relevant to the public and helps them feel a part of something nearby that matters to the region and nation as a whole.
5. Ideally, is designed to provide shade and even seating to enjoy the gateway, as well as visuals, text, and touchable elements for adults, children, with content in English and Spanish to make diverse audiences feel welcome.

Locations for future gateways could include areas of high importance adjacent to the river, but should not be limited by locations immediately against the river itself. For example, even downtown pedestrian locations such as Old Town Fort Collins and Lincoln Park in Greeley are places that are deeply connected to CALA. The public gather at these locations and may be even more receptive to NHA messaging there than at the river itself.



Heritage Gateway
at the Poudre
River Whitewater
Park.

1.3 Gateways—Continue to Develop and Define the Gateway Approach (cont'd)



New gateways can be considered at:

- 1 Island Grove Park, Greeley
- 2 Lee Martinez Park, Fort Collins
- 3 Romero Park near Museo de las Tres Colonias, Fort Collins
- 4 Old Town pedestrian area, Fort Collins
- 5 Lincoln Park pedestrian area, Greeley
- 6 Colorado State University and University of Northern Colorado (area such as adjacent to the CSU Lory Student Center and the UNC University Center)
- 7 Windsor, TBD Location
- 8 New Belgium Brewing entry area, Fort Collins
- 9 River Bluffs Open Space, Larimer County

1.4 Gateways—Create a Site-Specific CALA map for each Gateway Location

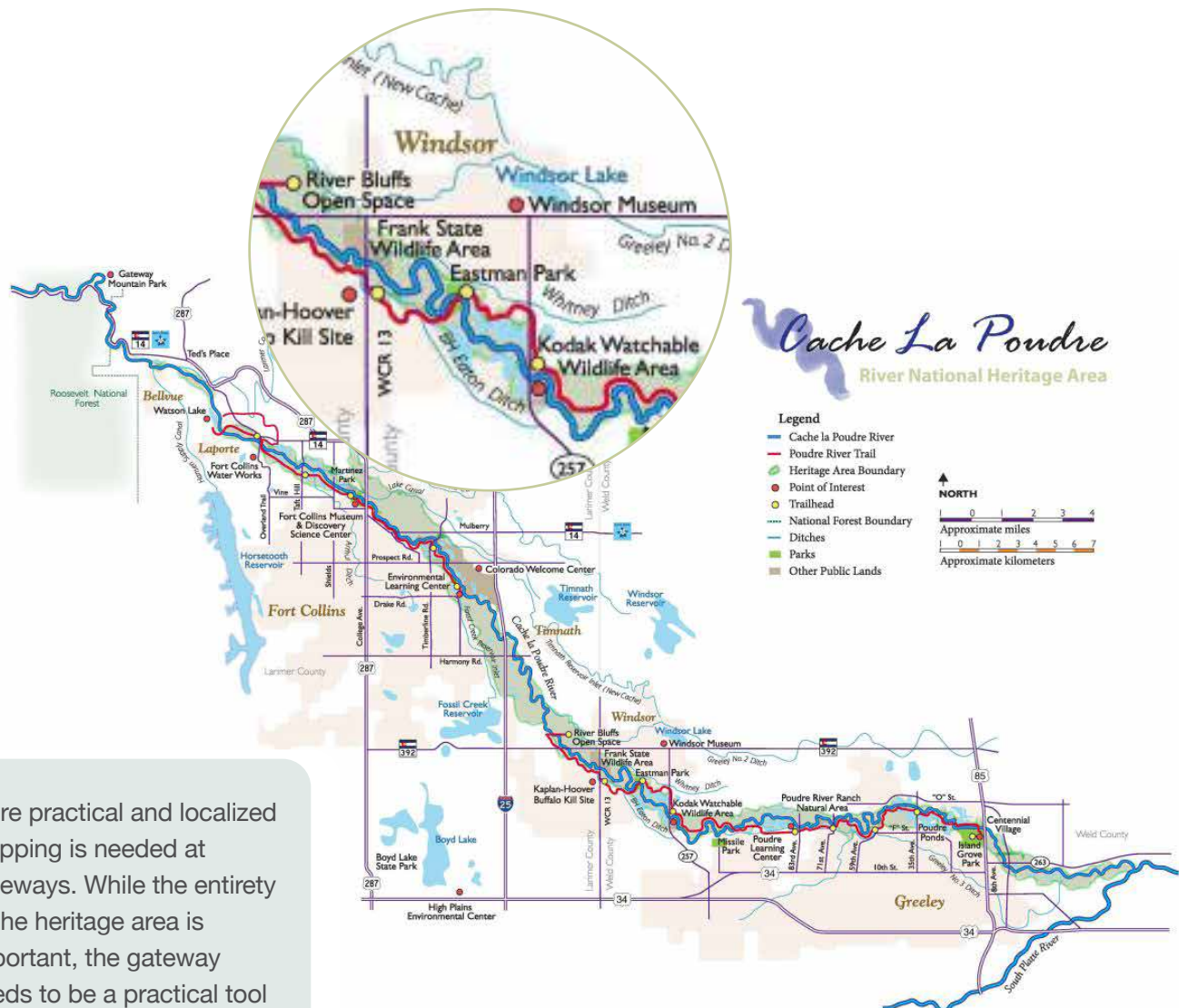
The current map of CALA is busy and hard to read. Rather than using an inaccessible and overly-detailed map, a simplified version of the map can be used consistently throughout CALA with a detailed “You Are Here” callout box highlighting the stretch of the river that people are on.

There may be multiple locations along the river that use this map with a different focused “You Are Here” box in each area. This type of map allows for more detail of points of interest along the river without overwhelming audiences with locations well out of range for their current visit.

Relevant Quotes from Stakeholders

“...some consistent mapping maybe to show a broader area like the where am I? And I don’t know if that’s mileage markers...”

“This map would be incredibly busy if we put everything we possibly would want on it. But is there an opportunity to have different maps with different focuses?”



More practical and localized mapping is needed at gateways. While the entirety of the heritage area is important, the gateway needs to be a practical tool for visitors at that location.



1.5 Locations—Create Interpretive Nodes instead of Dots. Make them Comfortable, Inviting, Safe, and not an Interruption on the Landscape

PHA's initial interpretive push was for signage along the river corridor that interpreted features related to the designation of the NHA itself and to Western water law, such as the Greeley #3 Ditch and the Taylor and Gill Ditch. The next phase of interpretive signage could spill into downtown areas and spaces where people congregate, such as parks and downtown spaces, and help drive visitation to and raise awareness of the CALA.

PHA could create content for free-standing interpretive signs that is interchangeable so that content and stories are not static. Interpretive signs in downtown areas and public spaces could build interest and excitement in CALA and raise its visibility. The sign frames could be permanent and include a "You Are Here" close up of that particular location in CALA, or the installations could be semi-permanent and temporary, ready to move to the next park/downtown space along the corridor.

Gateways to visit CALA can provide more than just interpretive content. They can double as comfort stations and provide visitors with shade, seating, and perhaps drinking water. They could have an iconic look and feel. Other ideas include trash receptacles, dog refuse bags, and bike repair stations. Amenities like these will entice visitors to stop and visit, making gateway locations destinations in CALA.

Relevant Quotes from Stakeholders

"It's a lot of standing interpretation of when you're going along like if I'm standing, I'm like in motion, I want to keep running or walking or moving along the trail versus I'm more inclined to read and delve in a little bit more to the context if I'm resting. So when I see everything, I see everything is like you have to be standing versus let me take a break while I'm enjoying the corridor and just delve a little deeper."

"I can't figure out how this looks in the real world, but they're not all the same. They change. And then, that's the other evolution of interpretation I see, is how great it would be if the panels moved around. So again, not necessarily always having them be so place-based by this is like, "All right. Maybe, it's not every single panel." But we take certain ones and it's like, "All right. Cool. We're going to move that one down into Greeley. And we're going to move out into four columns and we're going to swap them around" just the exact same way the museums swap big exhibits across the country. And I think that would keep the system much more dynamic and even having a store of interpretive signs that don't even go up. We can swap and rotate new ones in, but it's more of a living system."

"A lot of times interpretive signage is placed in a location that has the best view of whatever you're trying to study. So it's not necessarily a very comfortable space."

"It can get incredibly hot along the corridor. When you have just the solid sun exposure, no shade, I just know from personal context, like you're not willing to engage in interpretation if you are physically uncomfortable. So it would be thinking about where strategically can we be that's also providing for the physical comfort, a little cooler, like just something."

1.5 Locations—Create Interpretive Nodes instead of Dots. Make them Comfortable, Inviting, Safe, and not an Interruption on the Landscape (cont'd)

Relevant Quotes from Stakeholders

“It’s about placemaking. If you can create a place that’s comfortable, safe, reasonably inviting, it’s something that you will visit time and time again and it’s just a richer space. When you have something that’s just a ‘here’s your sign, and I’m going to sit here in the sun and read it’ or whatever, it’s not something that’s going to be engaging. So I tend to think that the more that you can layer in personal comfort, gathering spaces, socially active spaces where it’s either a niche that’s separated or it’s something that’s encouraging people to have conversation, those sorts of spaces just tend to be much richer and something that you can build on. And shade. And more shade. And then some more shade.... A great sunny spot can be a wonderful thing in the winter. So it’s just creating rich spaces that have layered effects.”

Stand alone signs are sometimes appropriate for highly specific locations, but have limited appeal. They are often considered interrupting of the natural landscape. They also do not provide visitor comforts to encourage usage, such as seating and shade. These limitations impact the effectiveness of the interpretive message delivery.



Interpretive stations that are well designed, comfortable, and include shade and adjacent seating help encourage usage.

1.6 Locations—Think Like a Visitor—Proximally, not Thematically

Practically, the breadth of the CALA is too vast for a comprehensive visit by anyone in a short period of time. Nearly all CALA experiences are through a narrow lens and only in a small area of the heritage area. PHA has the ability and “big picture” perspective to link together ways the public can appreciate CALA out of elements that are near each other, but seemingly not related. The rare visitor may be deeply specialized in their interests, such as looking for a tour of ditches and headgates, and this audience will self-select based on their unique focus. PHA should think of broadly engaging the public from an interpretive messaging perspective to see CALA through adjacencies and geographic proximity, not individual themes, helping visitors explore and understand what is immediately around them.

Repetition is good, but redundancy is deadly. In other recommendations, the development of gateways and overall championing of CALA notes that such systems should be repeated throughout key areas of public intersections through CALA. These should be developed to express common themes, yet even high-level messages should be specific to the location. No two interpretive signs should be duplicates, but rather carry the broader message through locally-relevant connection and story. This approach places more demand on quality content and curatorial effort, but this is a hallmark of a system worth implementing.



Sample localized maps with featured areas. PHA will need to develop a standard for style and content inclusion.



The overall heritage area is too vast to feature without also including highly localized content that is directly relevant to the sign’s immediate area.

1.7 Locations—Establish a PHA Presence at Bellvue Hydraulic Lab

PHA has recently completed a planning assessment of the Bellvue Hydraulic Irrigation Laboratory for public interpretation, including an analysis of potential site improvements, interpretive opportunities, phasing, and approaches to the development of a public-facing presence at the Bellvue Lab. The lab sits on land owned by the Jackson Ditch company and PHA currently has a Memorandum of Understanding with the private landowners to make the site accessible to the public.

PHA's past and present work with the Bellvue Lab represent a great opportunity to make the site even more accessible to the public, highlighting the substantial contributions that Dr. Ralph Parshall made by creating a simple device to accurately and reliably measure flowing water. This location offers PHA a unique location to tell the story of Western

water law, the Doctrine of Prior Appropriation, and how water scarcity and conflict came together in this region of Colorado to create nationally-significant policy. These are critical topics that contribute to the NHA designation, and also are not well interpreted at other public locations. The Bellvue Lab site is a great example of how PHA balances the preservation of natural, cultural, and economic resources, public access to CALA, and the rights of property owners.

Further, PHA becoming the managing entity of this important POI may provide PHA credibility among partners as an interpretive leader, capable of developing and operating a specific historic site. This opportunity can serve as PHA's demonstration site for interpreting CALA, and offer a location to collaborate with partners in public programming.



Future conceptual site plan for Bellvue Hydraulic Laboratory interpretive center.



Bellvue Hydraulic Lab

1.8 Signage—Encourage Partners to Develop Coordinated, Quality, Cohesive (but not Identical) Interpretive Systems

With multiple counties and towns, organizations and partners, and points of interest represented within CALA, PHA's stakeholders and partners acknowledge that it would prove impossible and not necessarily desirable to have a prescribed look-and-feel for future interpretation and signage. However, efforts can be better coordinated, especially when it comes to raising the quality of interpretation.

PHA is in a unique position as both a connector and convener in the CALA. After many years of building a network of collaborators, granting dollars to partners, and laying a solid foundation of interpretive programs, PHA can now leverage its interpretive expertise and knowledge about CALA.

Signage throughout the NHA is widely varied in its interpretive quality. There are examples of both well-conceived and poorly executed interpretation. PHA can concentrate its partner relationships and interpretive advocacy to help improve overall quality. This can be through directly supporting partners in grant requests that have a clear focus on using best interpretive practices or helping provide partners without strong interpretive expertise with the resources needed to create high quality signage.



Signage varies tremendously within the heritage area's partner locations. This is not to be discouraged. However, PHA can play an important role as interpretive coordinator to provide resources to partners in order to create consistent quality, but still stay within each partner's own stylistic framework.

Relevant Quotes from Stakeholders

"I think starting with the partners at the beginning of the process, so co-creating whatever that's going to be and having people be invested in the process. What I would not want to see is any organization, whether that would be the city or PHA coming in and saying, 'Hey, everybody, we have these new guidelines now use them.' I don't think that will work. But I think if we co-create that and can all commit to get to it that would be important for success."

"It's hard to be like 'Yeah, this is how we approach signage.' It kind of depends on where you are. But I like the idea of trying to build the right players in to begin with."

1.9 Signage and Themes—Re-Envision the Water Droplet Icons

The current water drops, divided into six separate topics (history, nature, agriculture, education, industry, and recreation) do not provide much interpretive value. These individualized topics emphasize the compartmentalization of the Poudre River ecosystem instead of its interconnectedness. Icons to help interpret meaning are not uncommon, especially in museum settings, and evaluation often shows that while these are interesting from a curatorial perspective, the system is rather specialized and is lost on the public. Across a broad outdoor landscape with individual instances of the icons that are unlikely to be immediately adjacent to each other, it is unrealistic to expect that visitors will be able to unpack the nuance and complexity of this system at the typical level of public engagement.

Further, the icons focus on the river as a resource that does not directly connect to most of people's lives. They focus on the industrial and historic uses of the resource but miss that the river is important to people as an ecosystem. Instead of helping the public make connections that are relevant to themselves and their own lived experiences, the water droplets divide the river into various categories.

PHA can first and foremost promote the Cache la Poudre as one resource that is connected and intertwined, rather than partitioned into specific uses. By promoting balance and need for careful management, the greater health of the river becomes an overarching theme under which individual demands for water are placed.

Should a water drop interpretive icon be desired in the future, PHA can consider using ONE water drop that encompasses all the topics as part of a larger, all-encompassing interpretive theme emphasizing the interconnection of the river in all its diverse uses.

Relevant Quotes from Stakeholders

“How do you truly differentiate between some of these?” Water for History, water for education, ultimately, aren't we... This entire corridor is based on, at least from the Heritage Areas perspective, the history of water. And we're trying to educate people about that history. It just seems like there's a weird overlap. And I don't know how you would separate those from each other.”

“I wish that there was a way to show visually or whether it's maybe through the messages that it's really all intertwined. I mean, these water droplets eventually come together to form one big one. It's the balancing act—the pros and cons of this use and that use.”

“...rethinking those water droplets as real interpretive themes... I think the idea of latching onto water isn't a bad, but it's very utilitarian. It's very like there's water and we use it for X, Y, and Z. But that's not really even close to capturing the human or even non-human relationship with water. It's a spiritual connection, it's a cultural connection, it is a biological connection, we need it to survive. So I would encourage rethinking that water-based interpretive platform into something that's really holistic.”

HERITAGE TRAIL ICONOGRAPHY



Current iconography. The icons are useful, but may not create enough interpretive meaning in and of themselves within CALA's vast landscape.

1.10 Signage—Refresh the Generic CALA Signs

The following locations contain the general PHA “Cache la Poudre River CALA” signs. These signs are identical and feature a largely unuseful CALA map, historic photo of a horse and men plowing a ditch, and an overview of the heritage area:

- Eastman Park
- Gateway Natural Area
- Island Grove Regional Park
- Lions Open Space
- Josh Ames Ditch
- Picnic Rock Natural Area
- Poudre Learning Center

This sign should be replaced and updated with more localized content. A new recommended theme and sub-themes are located at the beginning of this plan. Decisions on what subtheme is best suited for each location can be made based on the content that is most relevant to that location. NOTE: Some of these locations may be better served by a Gateway and removing the stand-alone sign.

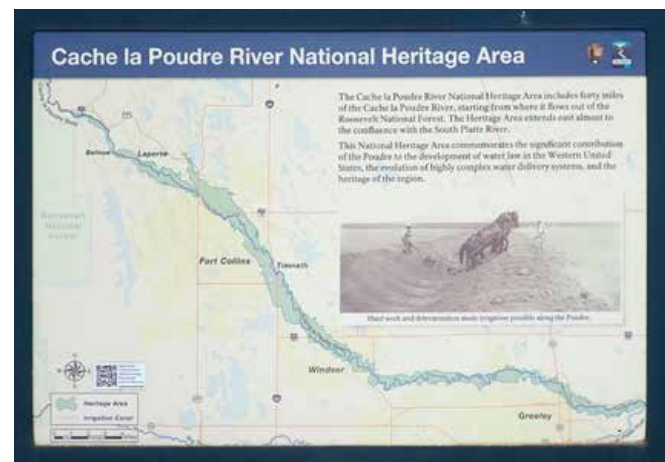
PHA is well-connected to its partners. As such, PHA should remain informed about new initiatives and efforts in the CALA that provide opportunities to work with partners and potentially implement new interpretive signage. Some upcoming opportunities mentioned in the Stakeholder meetings include:

- Environmental Learning Center at CSU interpretive signage
- City of Fort Collins riffle crest diversion structure
- Poudre trail connection under I-25
- Boyd Freeman Ferry Crossing
- New library and innovation center in Greeley from the High Plains Library District
- Wayfinding signage from Greeley downtown to the Poudre
- CO Water Research Center interpretive signs

Relevant Quotes from Stakeholders

“Hearing other voices. Maybe some of the same topics [on the signs now], but in a different perspective.”

“I know there’s some interpretation about Native American presence in the area. And I know there’s quite a bit of interpretation about the water fight between the settlers in Greeley and Fort Collins. And I don’t know if there’s other gaps that might exist in our common history and with different cultures or just some different stories because I hear some of these same ones over and over and they’re cool stories, but it just seems like the breadth and depth of the people history could be, there could be some pieces missing.”



Typical PHA interpretive sign. Design is to be reconfigured for site-specific content.

STRATEGIES/RECOMMENDATIONS



1.11 Signage—Advocate for Bilingual CALA Signage

While PHA programming has broadened to include diverse voices and stories, bilingual signage communicates respect and a welcoming and inclusive attitude. For signage that is redeveloped directly by PHA, future signage can use a bilingual approach to set a new standard, through example, that helps reach audiences that have been largely excluded from interpretive systems throughout CALA.

Partners who develop site signage can be supported through grants specifically aimed at organizations that either redevelop or introduce new bilingual content on interpretive signage. PHA can provide community-supported translation as a service through language volunteers or through paid translation services. It is important to note that direct translation is often inadequate at conveying the meaning of interpretive signs. Rather, translation often means including subtle shifts in approach so that Spanish readers find the content relevant to their communities' understanding. For this reason, PHA should build relationships with the local Spanish-speaking communities to ensure that future bilingual work is appropriate for local audiences.

Relevant Quotes from Stakeholders

"I have half of my family in Mexico and half of my family here in Greeley, and the majority of them come from Mexico. So, their primary language is Spanish with some English. And so... it's a struggle to read. And so, when we pass by signs, it's not something my family would ever stop by and read unless it has photographs. And if it's like a very brief sentence or description, then they might put the effort into reading it. If I'm there, then I can use that information and translate it for them and explain what the image is illustrating. But usually, they're attracted to signs with photos, but even then, the signs are limited in that regard."

This Land Has Always Provided Estas tierras siempre han provisto

**For over 13,000 years,
Native people have found food
and shelter here.**

Ute, Cheyenne, Arapaho, and other American Indian people wintered in this area, well known to them because of its abundant plants and animals. Forced by the U.S. government to live on reservations far away from important food sources, many American Indian people are connected to the area and still consider Boulder County part of their ancestral homeland.

**Por más de 13.000 años, los
nativos han encontrado comida
y refugio aquí.**

Las tribus Ute, Cheyenne, Arapaho, entre otros indígenas americanos, han invierno en el área conocida por ellos por la abundancia de plantas y animales. Forzados por el gobierno de Estados Unidos a vivir en reservas, lejos de importantes fuentes de alimentos, muchos indígenas americanos continúan estando conectados al área, ya que consideran al Condado de Boulder parte de su patria ancestral.



Localized bilingual interpretation helps welcome audiences. Content density and approach needs to be balanced so that graphic design is not too text heavy or stylistically dense.

1.12 Signage—Advocate for Interactive and Tactile Elements for Children and Families

The vast majority of current signage in CALA is adult focused. PHA can spearhead efforts to create content geared toward elementary-aged children and their families. Hands-on, multisensory, and tactile elements such as 3D printed projectile points, animal tracks, irrigation features/diversion structures and content-reveal elements like spinners or flip panels can be created that feature child-friendly and standards-aligned content. This does not mean that interpretive systems appear “childlike” in their visual expression, but rather that they include elements that are more engaging and active beyond just written interpretation.

Relevant Quotes from Stakeholders

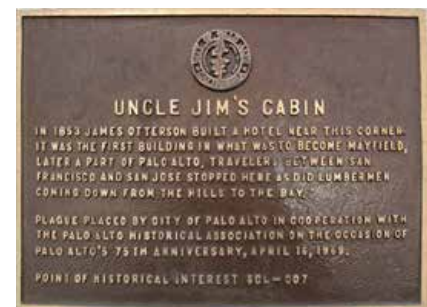
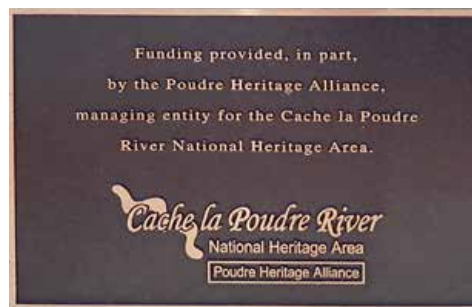
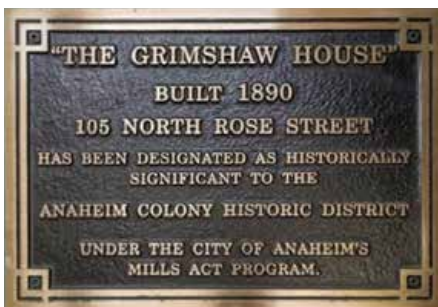
“...with little ones, I think it would be even more neat to have some sort of interaction, something by the sign that families and kids can interact with and kind of apply it to whatever the information is on the signs.”



Tactile elements are not just for youth audience, but serve as powerful attractors for many visitor types. Careful, well-conceived design is critical in unsupervised areas, such as most CALA outdoor locations.

1.13 Signage—Install Medallions or CALA Markers on the Poudre River Trail

Consider developing a CALA medallion/marker program along the Poudre River trail, similar to National Register of Historic Places plaques on houses. A thematic element of this was introduced at the Whitewater Park Gateway featuring the first instream water rights message. Such “landmarking” devices can help reinforce CALA as a place of national significance and can help unite the disparate parts of the Poudre trail as it traverses different municipalities. Interpretive content would be minimal, but would succinctly capture the essence of the location’s importance. This can become a unifying element across CALA and unique to POIs that continue to contribute to the heritage area’s designation. This program would be self-administered by PHA and partners and would not require actual landmarking, yet it would still instill the sense of national importance.



PHA supporting a NHA-wide placard can help unify important POIs without interfering with partner signage and also help promote the spirit of importance of CALA. The center image shows donor recognition by PHA. Outside images show designation with some interpretive value. An approach can be developed for PHA that balances designation and interpretive value. These sign elements should be considered “permanent” and reflect that in material choice and locations.

1.14 Signage—Examine How Effective QR Codes are at Connecting Visitors to CALA and to PHA

PHA has made significant use of QR codes on interpretive panels throughout CALA. QR codes have been both intended to provide specific content (such as the interpretive panel at the Bellvue Lab) or point to a POI landing page (such as at the gateway at the Fort Collins Whitewater Park) and generally connect users to the PHA website. PHA does not have a tracking mechanism to provide evaluation of the use of QR codes (how frequently they are used at a specific location; what the user does once they are used; etc). QR codes for general direction to the PHA website are not unique, and it is not within the system to understand where along CALA that QR codes are effective. With limited analytics, interpretive recommendations are based on observation and expected effectiveness of QR codes at wayside locations.

Use only unique QR codes that report actual usage and regularly monitor usage/penetrations (quantity and quality of visit)—It is through real data that PHA’s efforts to maintain sign-to-web resources is effective and worth continuing.

Consider interpretive signage and complete expressions and limit the referencing to other interpretive systems—Best practices for interpretive waysides is to deliver a messages in 3 second, 30 second, and 3 minute levels of development. QR codes suggest to the visitor that the wayside story is either not complete or requires more effort. The strongest interpretive waysides reward users for the effort that they are willing to commit, and do not demand their attention beyond the content provided at that specific location.

Connect on-panel content to QR “gems”—The content found at a web location linked to a QR code should not be a mystery. Users can be enticed into further exploration, in a limited way, but only if they are told what reward sits at the other end of the effort involved in taking out their phone, following

the link, using data, and waiting for the content to load, only then to learn what the QR code was about. On-panel messages that describe the specific linked media, such as “Watch a Parshall Flume in Action,” provide visitors with a reason to engage. The QUALITY of what’s behind the QR code must be of the highest level if users are going to continue to engage with it.

QR codes have been historically poor in generating web traffic—For many years, cultural institutions tried to adopt QR codes to encourage visitors deeper into content (or to find content that the institution just couldn’t dispense with even though it’s more than the public could engage with). At first, it was a technical challenge since QRs required special mobile software. More recently, largely thanks to the Covid pandemic, QR codes have become ubiquitous for delivery of practical information, such as restaurant menus (QR tracking source bluebite.com reports QR traffic overall has increased 98% from 2018 to 2021). Despite this increase, it is unclear if QR codes as interpretive gateways to organizational websites has increased or is effective, and little study is funded to understand this.

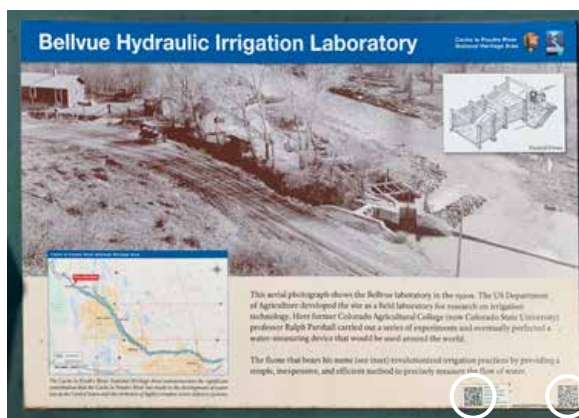
QR codes are most effective for short duration interpretation, not signage intended for decades of service life—Online tastes and websites change. Media becomes outdated, and URL links become corrupt (or require a robust and ongoing IT management system in order ensure that links and content remain valid). Wayside signage is intended to last for 10+ years and be relevant and functional throughout that duration. The obligations that an effective QR deployment requires may be more taxing than is worth the likely limited return.

QR codes have increasingly been used for cyber-crime (Forbes, June 2020)— With the increase in QR usage, nefarious players have been found to

1.14 Signage—Examine How Effective QR Codes are at Connecting Visitors to CALA and to PH (cont'd)

be placing substitute QR codes on top of genuine links. The potential for this exploitation includes illicitly providing geolocations of the user, unknown phone dialing, insertion of calendar events to corrupt and exploit personal data, and other such activities. While not yet rampant, as QR code usage increases, such activities may be expected to also

increase. It is very simple for someone to overlay a new QR code on top of a PHA sign, and since PHA signs are not monitored or inspected on a regular basis, the possibility of QR code abuse should be considered prior to installing signage in the public realm that will exist for decades.



Three current sign examples all make different usage of QR codes. Some direct to media, some to PHA's overall web presence, and others to specific POI pages either on the PHA website or on partner sites. It remains unclear how well used these QR codes are and how much benefit visitors get from them. Further study is needed to determine continued usage. However, interpretive best-practices suggest that signage is best when the entire interpretive message can be conveyed on an existing sign. Most people will only engage for a few moments, and directing away from those moments dilutes the interpretive experience.

1.15 Signage/Wayfinding—Commission a Study of Wayfinding Systems Throughout CALA

Wayfinding systems throughout multimodal pathways are confusing and do not build user confidence to safely explore CALA. Trail directional and destinations signage is woefully inadequate. There has been no system-wide analysis of the pathway signage and it is easy for visitors to be lost and confused about locations, turns, and distances. Some partners provide aspects of wayfinding within their own landscape. While it is a substantial undertaking, a long-range goal that is perfectly aligned with PHA's broader context of supporting CALA as an entity can be to evaluate and recommend an analysis of the wayfinding systems overall.

A wayfinding system can both provide user comfort and safety, as well as invite visitors to explore adjacent areas with confidence. Wayfinding helps

prevent users from being lost and frustrated. This helps them explore more POIs or learn of them simply by navigating along the trails.

PHA can approach this by coordinating with appropriate partners to gain buy-in to commission a study of the current state of wayfinding (actual locations, rules and regulations, and cooperativeness to improving current systems). As with interpretive signs, there will likely not be a singular design system throughout CALA, but rather a layered approach that is implemented and controlled by each entity but working toward a common goal of addressing the public's need for clear and consistent signage that helps visitors move effectively throughout CALA.



Examples of varied wayfinding can be found throughout CALA. However, there are many confusing areas that have no wayfinding at all. User comfort and safety is critical in order to build good interpretive experiences. The wayfinding system itself can help draw attention to localized features and help the public gain confidence in visiting them.



PHA has helped to provide important vehicular signage that demarcates the Cache la Poudre NHA as vehicles cross the river. While these signs help create branding and acknowledgement of the NHA, they are not particularly useful in exploration or wayfinding of specific aspects of the CALA.

1.16 Onsite Tour Tool—Evaluate “My Tour” as an Advance Planning Tool Versus How it Functions Once Visitors are Onsite

The PHA My Tour web-based interactive map is largely a dataset of POIs—an inventory of locations with attached data. It allows users to sort, search, and filter POIs by type and location. POIs can be added to a list, and a report is generated that provides a summary of locations that were selected. While robust, it is limited to both the quality of data within the datasets, as well as the visitors’ commitment to making the tool work. It asks visitors to 1) understand its functions, and 2) develop the returning data into something akin to a self-guided tour (a “directions” link brings a user Google Maps as the geography data provider). Data on usage isn’t included in this analysis. However, key take-aways about how the public engages large geographical landscapes can inform how this tool can be more interpretively useful and rich.

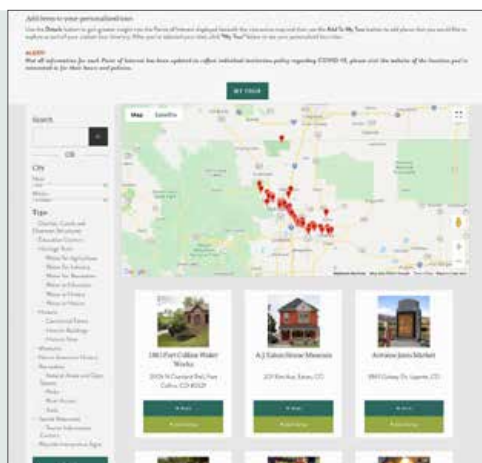
By and large, visitors appreciate and make use of “curated” experiences that are centered on their preferences, and match their available time and effort expectations. Rather than PHA providing a self-sorting return of POIs, PHA should develop sets of recommendations based on visitors’ available time, and seasonality. Pairing a place to visit with a great lunch spot and a little stroll to see some interesting historical location is the kind of structure that most visitors appreciate. The reason the

ever-popular journalistic approach of “3 days in XXX”, or “36 Hours in YYY” is so effective is that it links together activities that are structured around the ways that people experience place. Interpretive content, messages, and takeaways are embedded within this delivery approach. The My Tour content is useful as is, but it lacks the curatorial and concierge services that a trusted institution like PHA can provide its public.

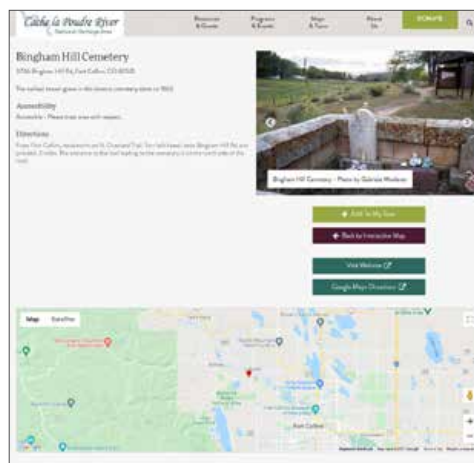
It is possible to develop aspects of a curated experience “in the Heritage Area,” but it has high demands for implementation and rollout. It is unclear if there is either public demand or expectation that mobile versions of the POI data currently featured in My Tour would be utilized if well built and maintained. PHA will need to prioritize whether the ROI and efforts needed to implement such a system is feasible when measured against other demands. However, there are off-the-shelf tour apps and systems that operation on a subscription basis. Inclusion of specific app providers will become dated quickly, and are excluded from this recommendation. A search for “app-based tours” returns dozens of options.

See additional recommendations on page 58.

Current My Tours map Point of Interest search tool



Current PHA website Point of Interest landing page





Partners and stakeholders are effectively three different types:

1. Those that own or manage land/water and also engage the public, with the potential to provide educational messaging.
2. Those that share common concern for CALA, yet do not regularly engage with the public as part of their core responsibilities.
3. Advocacy organizations that focus on particular heritage aspects with CALA.

It is unsurprising that each organization has its own methods, expertise, and even interest in providing interpretive materials, programs, and services. PHA, more than any other organization, is able to see the whole heritage area through the parts and identify opportunities, as well as determine the interest of partners.

2.1 PHA Internal Resources—Become CALA’s Established “Guru” and Champion for Interpretation, Resources, and Coordination

PHA can create and maintain an ongoing (monthly, quarterly, TBD) network of peers who create interpretive materials and programs in the CALA, allowing for the exchange of ideas and sharing of best practices, creating a collective understanding of Poudre interpretation. PHA can organize and facilitate site visits for CALA partners to visit each other’s sites to observe, collaborate, and share best practices. This “Network of Professional Poudre Interpreters” could create a forum for collaboration and ideation.

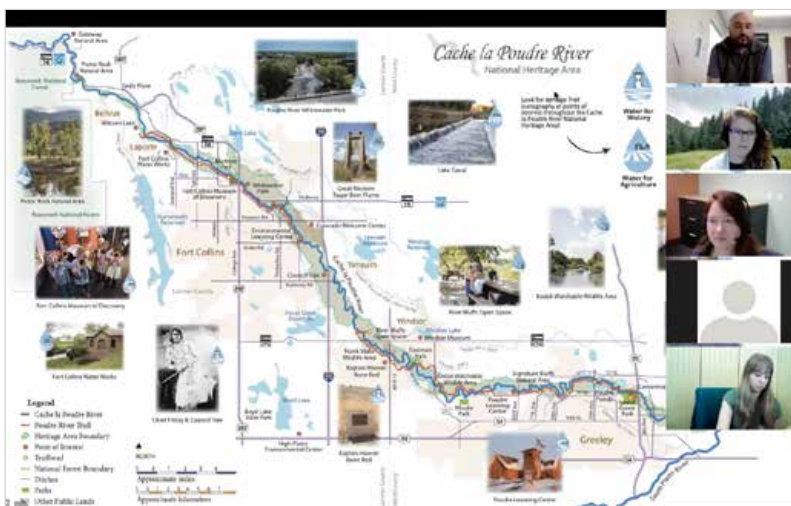
Initially, this can be achieved by supporting open-houses and dialogue sessions to simply allow like-minded professionals to gather—folks who rarely get to see and hear from their peers who work in the same region. Eventually, PHA can create a staff-level position as Lead Interpreter for the CALA. This role can lead coordination between partners, support direct research, and implement PHA interpretive efforts in-house (at sites like the Bellvue Lab) and provide direct interpretive assistance to partners with limited interpretive capacity. See strategy 2.2 for more details on staff-level interpretive services.

Relevant Quotes from Stakeholders

“I think in the future, I mean, I would love to just be able to sit down with someone and dream about what we can accomplish together and see kind of where our priorities align and kind of do that big level overview work to see where we can work together.”

“...making those personal connections and engaging people at individual organizations is one of their strengths. And it’s worked really well.”

“I think there’s an opportunity to promote partners to not have to be, ‘Oh, no, this is a PHA initiative.’ What if it was the hub for all things river related? That could be a pretty neat opportunity there.”



Online and in-person partner and stakeholder meetings with an interpretive focus can become an important way that PHA bring value to its constituents. This should be folded into PHA becoming a go-to interpretive source for the CALA. It also will help PHA maintain a “boots on the ground” role with critical partners whom PHA wishes to engage for future collaborations.

2.2 Partners—Create Clearer and More Functional Breakdown of Partner Types

Some of PHA's partners have extensive staff and resources dedicated to interpretation and wayside signage, such as the City of Fort Collins. Others, such as Timnath and Larimer County, have limited capacity and resources to dedicate toward interpretation. PHA can work with partners and target their advocacy in varying ways and support them in the ways that best serve them.

Creating specialized goals and strategies for different types of partners is critical for successful partner engagement. While this may currently be done informally, a careful inventory and relationship analysis of partners will be an important next step and is best conducted by PHA as a relationship-building activity. While partner and stakeholders were engaged as part of the development of this plan, many stakeholders were not directly engaged (either through lack of interest or limited availability). Due to the limitations of this effort, partners were not met one-on-one to specifically identify how PHA can further interpretive alignments. More direct input and coordination will help define the specific strategy of partner/PHA collaborations and needs.

With a clearer understanding of partner needs, PHA may effectively serve partners with varying levels of capacity through targeted grants that focus on each partner's interpretive strengths and weaknesses:

1. Grants for on-the-ground work for partners with less interpretive capacity
2. Grants for institutions with more staff and resources dedicated to interpretation, such as grant categories for bilingual implementation, special exhibits or large-scale programming.
3. Grants for organizations that are located in the CALA or near the river that don't provide interpretation, such as rafting companies.



Larimer County Dive and Rescue



Odell Brewing



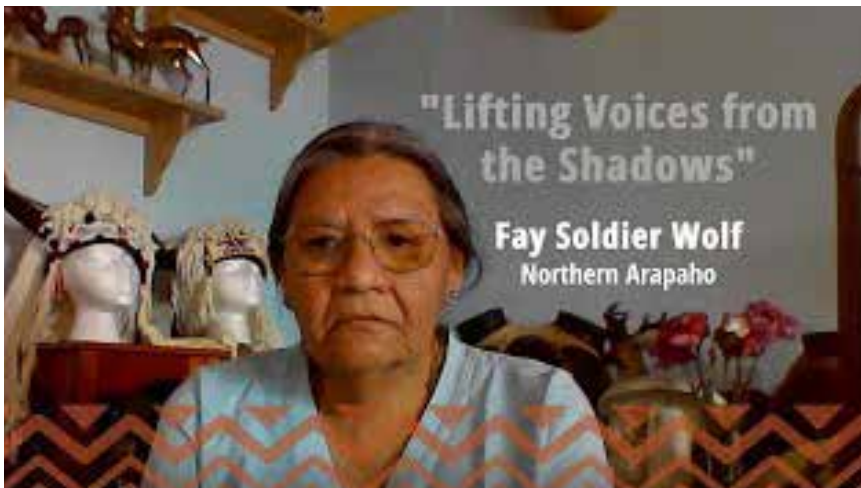
Mountain Whitewater

2.3 Partners—Continue to Work with Current Partners as Well as Diversify with New Partners

PHA has been opportunistic in working with a wide range of partners and larger initiatives that have allowed PHA to broaden interpretation and address more diverse themes and stories. “Lifting Voices from the Shadows,” a program sponsored by the National Park Foundation in partnership with the Northern Arapaho Tribe (among others), used the catalyst of the centennial of the 19th Amendment as an opportunity to capture diverse women’s stories and lift them up. PHA connected to this initiative in a place-based, CALA-specific way and created both content for future interpretive efforts as well as more diverse partnerships.

As PHA becomes known for this type of partner-expanding programming, more opportunities will arise for PHA and PHA will eventually have a deep network of partners so they can be the lead (or granting agency) for programming in the future.

Additionally, PHA is cultivating more industry partners as well as programmatic.



“Lifting Voices from the Shadows,” a program sponsored by the National Park Foundation in partnership with the Northern Arapaho Tribe



2.4 PHA Internal Resources—Build PHA Staff Capacity

PHA can provide direct creation of interpretive content for partners, offer site analysis (through staff or professional partners), peer review of existing interpretation, and perhaps most importantly maintain an interpreter's network within the NHA. PHA can create a staff-level Lead Interpreter for CALA position to develop and deliver PHA interpretation, as well as work with partners on their interpretive efforts in the CALA. This work can further elevate PHA's standing as a trusted, reliable, and knowledgeable source.

3.1 Website—Rethink “My Tour” as the Data Side of a Visitor Planning Tool

Update the My Tour component of website. This is a useful pre-planning tool for visitors who want to explore CALA, or virtual visitors who may never visit but want to learn more about the National Heritage Area. A bit of curation and reorganization can make My Tour better. Realistically, the tool is much better as a planning tool than as a “guide” tool. The tool does not currently permit or suggest routes, nor plan for automobile, pedestrian or bicycle touring. Perhaps the tool could better integrate into more universal platforms such as route-finding apps, like Google Maps. However, there is a degree of artificial intelligence needed that is beyond the website or apps that would truly allow the data to become a guide.

In addition, the information on each POI webpage can be more consistent. Currently, some have the thematic water drops, some have videos, some have audio. Consider an overhaul to help standardize each POI sub-page and include photos of the interpretive signs for each location in order to permit virtual visitation.

Fewer POIs are less overwhelming for visitors. Consider combining the following to make it easier for visitors to sort through all the information:

- Lee Martinez Park and the Farm at Lee Martinez (this information can be differentiated on the sub-page, but it could be one POI)
- Greeley History Museum and the Hazel E. Johnson Research Center (this information can be differentiated on the sub-page, but could be one POI)
- Fort Collins Museum of Discovery and the FCMOD Archive
- Poudre River Trail and Poudre Trail could either be combined or cut (these two POI’s seem out of place on this page since they cover large stretches of the river and encompass everything else on the web page)

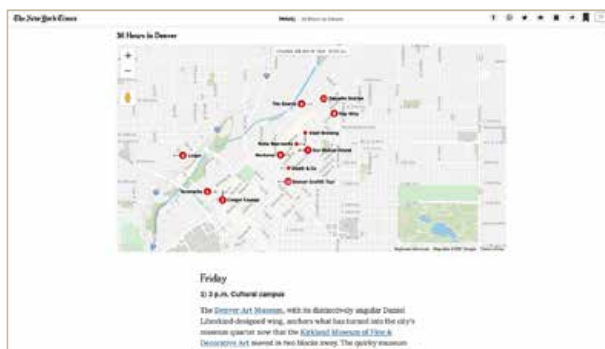
The Environmental Learning Center is missing from the My Tour page and the Story Posts (Poudre River Trail Corridor) are also missing from the My Tour page.

3.2 Curation—Provide Curated Content for Visitors to Experience CALA

The My Tour aspect of the website is a strong resource, but it is very limited in its utility for creating linked experiences. It demonstrates what is in CALA better than it answers the questions how and when to visit or why. Popular publications such as United Airlines' Hemispheres magazine, The New York Times, and others have well established the approach of curating a visit that links together an experience. These experiences often suggest a format that “highlights” an area that includes educational, experiential, and culinary components. They suggest it within a specific timeframe, such as 36-hours, or three-days. They also suggest times of year in order to take into account the seasonal nature of a place. Finally, these are easy to read, include visuals, and are simple for the public to take with them for use onsite. PHA is deeply knowledgeable about the area and there is tremendous opportunity to overlay the My Tour dataset with something that better focuses on real-world visitation strategies.

The My Tour content can become the back-end side of this curated strategy. This strategy will require greater exploration than these recommended concepts, but it can aim to consider the following ideas:

1. Frame most visits in as a half-day or full-day in the NHA. This will help concentrate visits to geographical areas that are connected.
2. Curate the lists by level of involvement and mobility in getting around. Bike tours, walking areas, car visits can help filter the approach.
3. Always include dining and shopping options. Blending historical and everyday needs and desires to experiences make them more appealing and realistically match the ways that visitors engage places.
4. Considering rotating categories for for-profit destinations. Restaurants in dense dining locations could be rotated monthly. It may be worth considering sponsorships, but the merits of this will require exploration as to the best model to sustain the overall effort.
5. The web presence could have a very simple search/filter by area that provides pre-populated PDF versions based on a few user check-box selections that filter for season, overall geography, available time, and mode/limitation of transportation.



These online resources by the New York Times and Hemispheres Magazine are representative of the kinds of materials that have become popular with purpose-driven tourists. Online products can be easily converted to “one pager” hard copy exploration guides that build short and long visitation models for visitors. Given the university visitation of the heritage area, it is reasonable to project that 2-3 day visits to CALA are likely, and holistic visit strategies (including but expanded beyond POIs) may be well received and help position PHA as a local expert both to the community and to visitors.



3.3 Programs—Explore Public Programs that Celebrate CALA as an NHA

Tap into NPS program. As previously demonstrated in the program crosswalk, PHA's current programs do a good job of reaching multiple audiences and meeting Management Plan goals. Moving forward, PHA could work to create programs that strengthen the association with the NPS, such as creating a Junior Ranger program. Junior Ranger programs are extremely popular in NPS units. Some of the content from the SOLO field trips could be repurposed into Junior Ranger activities. Since there are two locations where visitors can get an NPS passport stamp (Colorado Welcome Center and the Poudre Learning Center), distributing Junior Ranger books and swearing in Junior Rangers would have a natural home.

Other NPS-wide programs that PHA could take advantage of for CALA include the Girl Scout Ranger Program and the Resource Stewardship Scout Ranger program for Boy and Cub Scouts. Both of these are national programs that NPS units can link to.

As the umbrella organization and champion of CALA, PHA can bring other partners in to these opportunities as well to help with staffing and capacity issues.

Program at the Bellvue Lab site. Once the Bellvue Lab is renovated, PHA will have a physical space in CALA to program. PHA will be able to offer tours of the Bellvue Lab (perhaps in partnership with the Fish Hatchery) as well as STEM-based student programs and field trips. The Bellvue Lab will have many interactive hands-on elements that will make it attractive to science and STEM classes, helping PHA broaden its school-age audience.

Develop curated tours of CALA. As mentioned in the analysis of the My Tour interactive map, PHA could develop curated tours of CALA. These tours would include POIs, but also a narrative and summary that ties the sites together and provides an overview. The narrative will allow PHA to bring stories to life that may be captured in other ways outside of a physical point of interest (oral history programs, interview with tribal elders, etc).

Curated Tour suggestions:

- Ditches, Canals, and Diversion Structures (existing)
- People of the Poudre (explore sites related to human history)
- Explore the Poudre Family Tour (include playgrounds, parks, hands-on opportunities, and other family-friendly features)
- Stories along the Trail (create a tour of the 13 Poudre River Trail Corridor Story Posts)
- Plants and Animals along the Poudre
- Foodies Tour (restaurants, breweries, coffee shops, and more)

PARTNER PROGRAMS

As PHA develops the Network of Professional Poudre Interpreters and starts to convene interpretive partners more regularly, programmatic overlap and opportunities will become more apparent—both between partners and between PHA and partners. PHA's centralized role at the coordinating entity and champion of CALA, as well as the conduit for NPS-level opportunities, will help PHA create even more dynamic programs with less staff involvement in their implementation.

CALA/PHA IN THE FUTURE/ NEXT STEPS

Action Projects

The result of Tasks 3 and 4 plus board and staff input in Task 5 helped provide refinement, prioritization, and expansion of the next steps.

The following table is grouped in to priority order.

Priority - grouped by overall levels of priority—higher items have higher priority within groups

Type - derived from the strategy/recommendations that indicates the type (onsite, virtual, etc.)

Strategy - Number and shorthand name-based

Effort/Expected Input Requirements - Brief description of internal needs to implement, supplemented with take-away analysis from Task 5

Logical Model Alignment - Connects to Logic Model (developed through board and staff workshop and found in Section 1)

Partnering Approach - Expression of likely high-level needs from partners and resources outside of PHA's staff and board



Frank State Wildlife Area, Windsor

Priority	Type	Strategy	Effort/ Expected Input Requirements	Logical Model Alignment S (short term) M (medium term) L (long term)	Partnering Approach
1	Onsite	1.1 Overall – Champion the National Heritage Area as an Overarching Entity of National Importance	<p>Overall focusing of interpretive effort throughout PHA initiatives. Plays out in gateways, individual signage, etc.</p> <p>July 6, 2022 Board and Staff Workshop:</p> <ul style="list-style-type: none"> - All agreed/ranked as important, it may be hard to define. - May need to break it into subtasks. - Assess how each strategy below contributes to this overarching one. - This acts as lens/filter for other strategies. 	<p>(M) Support and advocacy for PHA, the river, CALA, and all NHAs (e.g., additional funding, volunteering, donating, preservation efforts, etc.)</p> <p>(M) Connection and collaboration driving action (e.g., “what’s ours is all of ours”)</p> <p>(M) Awareness of PHA and CALA—and of NHAs</p> <p>(L) Perpetual love and respect for river</p> <p>(L) Continued use of the Poudre River for generations to come— and for PHA to inter- pret in the future</p> <p>(L) The river is not only cherished, pre- served, but revitalized for generations to come</p>	<p>Ongoing focusing with partners through all onsite initiatives. Use of SIP (process and product) as starting point for strategies.</p> <p>July 6, 2022 Board and Staff Workshop:</p> <p>[N/A; nothing specific to partnering]</p>

Priority	Type	Strategy	Effort/ Expected Input Requirements	Logical Model Alignment S (short term) M (medium term) L (long term)	Partnering Approach
2	Onsite	1.7 Locations – Establish a PHA Presence at Bellvue Hydraulic Lab	<p>Phased approach likely needed. Significant planning for business model, interpretive systems, program development and partner relationships with potential audiences should be factored into the planning for PHA to proceed.</p> <p>July 6, 2022 Board and Staff Workshop:</p> <p>Challenges:</p> <ul style="list-style-type: none"> - Site improvements needed - Operating versus occupying it - Seasonal nature (e.g., no heat) - Interpretive site staffing challenges - Small site (not envisioned as an open attraction) - Property owner concerned about liability and security at site - Currently has no visitor amenities. <p>Strengths:</p> <ul style="list-style-type: none"> - Interest from PHA staff and volunteers - STEM opportunities - National significant; very significant to the Heritage Area. <p>Considerations:</p> <ul style="list-style-type: none"> - Is this a way for PHA to achieve goal of being overarching—or is it taking care of one thing? - Another option is to not do anything onsite (e.g., virtual visits and interpretation in other ways) to avoid taking on challenges of the site. <p>Recommendation:</p> <ul style="list-style-type: none"> - Board should go on a site visit first 	<p>S) Appreciate work and sacrifices of those before us (e.g., history of water law) (M) Notice more; observe and get curious (M) Support and advocacy for PHA, the river, CALA, and all NHAs (e.g., additional funding, volunteering, donating, preservation efforts, etc.)</p>	<p>PHA to ensure that long-term public access is available since site is owned by partner.</p> <p>July 6, 2022 Board and Staff Workshop:</p> <p>Should it be PHA that takes this on, or should PHA help someone else facilitate this? Who would it be, and how to partner?</p>

Priority	Type	Strategy	Effort/ Expected Input Requirements	Logical Model Alignment S (short term) M (medium term) L (long term)	Partnering Approach
2	Onsite	1.2 Overall – Advocate for the Whole, While Partners Advocate for the Parts	<p>Overall focusing of interpretive effort throughout PHA initiatives. Plays out in gateways, individual signage, etc.</p> <p>July 6, 2022 Board and Staff Workshop:</p> <p>More of a framework than an action or objective (similar to 1.1). This one needs to be done before the “group 2” activities.</p> <p>Need to clarify what it means to advocate for the whole, which will help PHA with the breakdown of partner types and how to diversity with new partners.</p> <p>Strengths:</p> <ul style="list-style-type: none"> - PHA staff and board <p>Weaknesses:</p> <ul style="list-style-type: none"> - Key moment that needs long-term thinking - Need new board members <p>Threats:</p> <ul style="list-style-type: none"> - Community doesn’t know what PHA is/who we are - Individual agencies may feel threatened and withdraw support 	<p>M) Collaborative and coordinated river use (e.g., agriculture, industrial, municipal)</p> <p>(M) Collaborative, not scarcity, mindset</p> <p>Connection and collaboration driving action (e.g., “what’s ours is all of ours”)</p> <p>(M) Awareness of PHA and CALA—and of NHAs</p>	<p>Ongoing focusing with partners through all onsite initiatives. Use of SIP (process and product) as starting point for strategies.</p> <p>July 6, 2022 Board and Staff Workshop:</p> <p>Opportunity:</p> <ul style="list-style-type: none"> - Once PHA and partners understand what the whole is and what the parts are, when we come together as a whole we can really get things done and have momentum. <p>Threat:</p> <ul style="list-style-type: none"> - In community, potential partners don’t know who PHA is.

Priority	Type	Strategy	Effort/ Expected Input Requirements	Logical Model Alignment S (short term) M (medium term) L (long term)	Partnering Approach
3	Onsite	1.11 Signage – Advocate for Bilingual CALA Signage	<p>Integrate into all future PHA-controlled interpretive locations. Develop preference for grant applications from partners/projects that advocate for bilingual usage in areas of the NHA that it is beneficial (likely all locations as populations continue to develop throughout the region).</p> <p>July 6, 2022 Board and Staff Workshop:</p> <p>Challenges:</p> <ul style="list-style-type: none"> - Aligning grants process/requirements to include bilingual interpretation; align base dollars to make bilingual signage a priority. - Ensuring appropriate interpreters are available (i.e., not just using Google translate). <p>Opportunity (and Challenge):</p> <ul style="list-style-type: none"> - Bring in communities and local residents to ensure interpretation is aligned and bilingual signage is co-developed, not just translated. 	<p>(S) Belief that everyone is entitled to equal access to and appreciation of river/ NHA (M) Diversity, equity, access, and inclusion prioritized in PHA plans/practices</p>	<p>Develop relationships with stakeholder communities that will likely benefit from this approach (for both support, technical assistance, and community building).</p> <p>July 6, 2022 Board and Staff Workshop: Challenge:</p> <p>Developing partnerships and funding sources to align with this goal.</p>

Priority	Type	Strategy	Effort/ Expected Input Requirements	Logical Model Alignment S (short term) M (medium term) L (long term)	Partnering Approach
3	Partners/ Stakeholders	2.1 PHA Internal Resources – Become CALA's Established “Guru” and Champion for Interpretation, Resources, and Coordination	<p>Develop staff expertise and core responsibilities for internal interpretive functions and to lead partner/stakeholder interpretive outreach group.</p> <p>Develop 1-3, 5, 10-year goals for how PHA will envision this and the sustainable funding stream to support the effort (could escalate over time).</p> <p>July 6, 2022 Board and Staff Workshop:</p> <p>Challenges:</p> <ul style="list-style-type: none"> - Need for specialized interpretive training for staff in order to be an “expert” or “guru” and to provide that type of service to community (which has cost). - Staff/volunteers to provide service <p>Resource need:</p> <ul style="list-style-type: none"> - Managing volunteers/ staff <p>Opportunity:</p> <ul style="list-style-type: none"> - Collaboration across NHA - Reaching broader base of volunteers, and audiences 	<p>(S) Collaborative, not scarcity, mindset (M) PHA as convenor and coordinating entity; supports regional collaboration and is “go to” partner</p>	<p>Begin efforts with partner/stakeholder interest confirmation. However, expect that interest will grow over time as PHA becomes more central to interpretive efforts.</p> <p>July 6, 2022 Board and Staff Workshop:</p> <p>Challenges:</p> <ul style="list-style-type: none"> - Might be other entities in local communities that provide these services or consider selves experts; may be territorial aspect <p>Opportunity:</p> <ul style="list-style-type: none"> - Reaching broader base of community partners - National Association for Interpretation (NAI) is headquartered in Ft. Collins

Priority	Type	Strategy	Effort/ Expected Input Requirements	Logical Model Alignment S (short term) M (medium term) L (long term)	Partnering Approach
3	Onsite	1.3 Gateways – Continue to Develop and Define the Gateway Approach	<p>Continue refinement/ development of future gateway design to include interpretive element defined in the Strategic Interpretive Plan.</p> <p>Determine unit cost for implementation and create a deployment strategy for construction and installation (best if single system is imple- mented in each location with content modified per area). Ideally, multiple gateways are rolled out at the same time to be efficient with process and cost. Typically, three at a time is ideal for cost breaks of construction.</p> <p>July 6, 2022 Board and Staff Workshop:</p> <p>Challenges:</p> <ul style="list-style-type: none"> - To determine where to place them on the path. - Hours devoted to planning process and determining the locations. <p>Resource needs:</p> <ul style="list-style-type: none"> - Funding - People power - Funds and staffing for long-term maintenance <p>Opportunity:</p> <ul style="list-style-type: none"> - Raise visibility of NHA - Build continuity for visitor experience - Integration online to show locations for easy trip planning with visitors 	<p>S) Awareness of PHA and CALA—and of NHAs</p> <p>(S) Sense of place/ connection to river/ area</p> <p>(M) Discover the river ("ah-ha" moment)</p> <p>(M) Notice more; observe and get curious</p> <p>(M) Visit the river; enjoy; have fun</p>	<p>Work with partners to identify if existing locations of "trailhead" signage systems can be replaced with gateways. For new locations, work with current/future partners to determine feasibility and locations.</p> <p>July 6, 2022 Board and Staff Workshop:</p> <p>Challenges:</p> <ul style="list-style-type: none"> - Making sure partners located at those locations are in agreement with signage and developing gateway approach. <p>Resource needs:</p> <ul style="list-style-type: none"> - Partner support <p>Opportunity:</p> <ul style="list-style-type: none"> - Working with visitor centers to help with location information.

Priority	Type	Strategy	Effort/ Expected Input Requirements	Logical Model Alignment S (short term) M (medium term) L (long term)	Partnering Approach
3	Partners/ Stakeholders	2.3 Partners – Continue to Work with Current Partners as Well as Diversify with New Partners	<p>Seek out additional opportunities to broaden interpretation and diversify stories through creative partnerships.</p> <p>July 6, 2022 Board and Staff Workshop:</p> <p>Strength:</p> <ul style="list-style-type: none"> - Working with a lot of partners can mean knowing about/ recognizing developments and knowing about actions happening <p>Opportunities:</p> <ul style="list-style-type: none"> - Become more inclusive; underserved communities - Enhancing but not duplicating efforts <p>Weaknesses:</p> <ul style="list-style-type: none"> - Difficulty of maintaining relationships and partnerships (i.e., really time intensive, challenge when there's turnover) - It's hard to define inclusivity (i.e., don't want to hurt anyone's feelings if they aren't included) <p>Threat:</p> <ul style="list-style-type: none"> - Partners may or may not be reliable 	<p>(S) Collaborative, not scarcity, mindset (M) PHA as convener and coordinating entity; supports regional collaboration and is “go to” partner</p>	<p>Formalizing the network of CALA interpreters will accelerate new programmatic partnership opportunities.</p> <p>See comment to left; all relate to partnerships</p>

Priority	Type	Strategy	Effort/ Expected Input Requirements	Logical Model Alignment S (short term) M (medium term) L (long term)	Partnering Approach
3	Media	3.3 Programs – Explore Public Programs that Celebrate CALA as an NHA	<p>Internal review of programs, both self-supported and partner supported to look at alignment of programs, public benefit and effectiveness at reaching PHA mission/vision, and complexity to implement. Develop Program Committee that works to annually evaluate current programs and advise on implementation approach for future year(s).</p> <p>July 6, 2022 Board and Staff Workshop:</p> <p>Opportunity/Challenge: - Finding intention: What is it that PHA can do well that isn't duplicating other programming offered in area by partners?</p> <p>Opportunity: - Tiered approach: 1) PHA-only programs, 2) PHA and supported-partner programs, and 3) partner-only programs (aligning funding and resources to support their capacity)</p> <p>Challenge: - Leveraging funding or finding new funding to support the other programs</p>	<p>(S) Awareness of PHA and CALA—and of NHAs (M) Local, regional, and national policies and practices that protect, conserve, sustain, and enhance the river corridor</p>	<p>Determine which partners are needed for input for specific program analysis.</p> <p>July 6, 2022 Board and Staff Workshop:</p> <p>As in comment on column to left...</p> <p>Opportunity: Tiered approach: 1) PHA-only programs, 2) PHA and supported-partner programs, and 3) partner-only programs (aligning funding and resources to support their capacity)</p>

Priority	Type	Strategy	Effort/ Expected Input Requirements	Logical Model Alignment S (short term) M (medium term) L (long term)	Partnering Approach
3	Onsite	1.4 Gateways – Create a Site-Specific CALA map for each Gateway Location	<p>As part of gateway roll-out and refinement, as well as replacement of failing generic CALA signage, localized mapping content and tool is needed. Requires interpretive, partner and mapping efforts</p> <p>July 6, 2022 Board and Staff Workshop:</p> <p>Opportunity/Weakness: - There needs to be an order of operations (with all signage strategies; e.g., figure out quality, cohesive interpretation before we start doing any of the other signage items).</p> <p>Strength: - GIS data available - Students who can make maps</p>	<p>S) Sense of place/ connection to river/ area (S) Awareness of PHA and CALA—and of NHAs</p>	<p>Work with each gateway/generic interpretive CALA sign location partner to explore whether location should/could be developed into a gateway, or if singular wayside sign should remain but be developed as a site-specific location.</p> <p>July 6, 2022 Board and Staff Workshop:</p> <p>Opportunity: - Can highlight partners and/or try to discover new partners</p> <p>Threat: - Could exclude or make potential partners feel excluded; need to consider carefully as we consider maps (so figuring out who PHA's partners are may need to come before this too)</p>

Priority	Type	Strategy	Effort/ Expected Input Requirements	Logical Model Alignment S (short term) M (medium term) L (long term)	Partnering Approach
4	Onsite	1.8 Signage – Encourage Partners to Develop Coordinated, Quality, Cohesive (but not Identical) Interpretive Systems	<p>July 6, 2022 Board and Staff Workshop:</p> <p>Challenges:</p> <ul style="list-style-type: none"> - Different resources used to fund signs - Quality over quantity; if PHA *does* remain in the “sign business,” to be strategic and thoughtful about placement and content - Are some signs match requirements for grants? Need to assess which can and should be removed. <p>Opportunities:</p> <ul style="list-style-type: none"> - Taking down some signs temporarily until they can be replaced (with updated content, better aesthetics, etc.) - Leverage completion of the trail as an ideal time to look at cohesive signage - PHA would gain credibility having lead role in coordinated signage 	(M) Coordinated interpretation, branding, and design throughout region/river	<p>Partner coordination particularly through possible PHA-supported/lead “Poudre Interpretive Network.”</p> <p>July 6, 2022 Board and Staff Workshop:</p> <p>Challenges:</p> <ul style="list-style-type: none"> - Make sure partners are being represented on the signs - Intrigued by NPS training (but first need conversations to determine many organizations different perspectives and ideas about signage--may not want to put everybody all in the same room at once); need to determine best practices before jumping into training
4	Onsite	1.6 Locations – Think Like a Visitor—Proximally, not Thematically	<p>July 6, 2022 Board and Staff Workshop:</p> <p>Opportunity:</p> <ul style="list-style-type: none"> - Less lollipops and more nodes - Get an intern to take down all the old signs - Allows PHA to get good interpretation, good history - Gets PHA out of the struggle for ongoing/eternal maintenance <p>Challenges:</p> <ul style="list-style-type: none"> - Deciding if PHA really wants to be in the “sign business” anymore 	<p>(S) Sense of place/ connection to river/ area</p> <p>(M) Notice more; observe and get curious</p>	<p>July 6, 2022 Board and Staff Workshop:</p> <p>Challenges:</p> <ul style="list-style-type: none"> - How to come together with partners in the area to put together a sign that’s cohesive for all and meets their needs for what an interpretive sign should be.

Priority	Type	Strategy	Effort/ Expected Input Requirements	Logical Model Alignment S (short term) M (medium term) L (long term)	Partnering Approach
4	Partners/ Stakeholders	2.2 Partners – Create Clearer and More Functional Breakdown of Partner Types	<p>Internal work to help develop partner-typology approaches, based on the complete SIP, including inputs from the Task 5 stakeholder meetings.</p> <p>July 6, 2022 Board and Staff Workshop:</p> <p>Strengths:</p> <ul style="list-style-type: none"> - PHA's strength is in the relationships; this already aligns with the board's particular strengths—especially if you consider PHA a coordinator for those partners (i.e., low-hanging fruit) - Makes room for diversifying partnerships <p>Some of this is already underway with the restructuring of the grants</p> <p>Opportunities:</p> <ul style="list-style-type: none"> - There are a wide variety of partners, so focus on functionality of that breakdown/types - This is going to change over time; being flexible will be needed and an opportunity <p>Challenges:</p> <ul style="list-style-type: none"> - Substantial staff and board time needed (to develop and maintain relationships) - There is a lot of duplication of individuals across partners/organizations in the area - Need to identify what the reciprocity is with the partner 	(M) Connection and collaboration driving action (e.g., “what’s ours is all of ours”)	<p>Continue to proceed with SIP Tasks. Then, rollout of future partner work can be based on the needs of partner/PHA alignments.</p> <p>See comment to left; all relate to partnerships</p>

Priority	Type	Strategy	Effort/ Expected Input Requirements	Logical Model Alignment S (short term) M (medium term) L (long term)	Partnering Approach
4	Onsite	1.5 Locations – Create Interpretive Nodes instead of Dots. Make them Comfortable, Inviting, Safe, and not an Interruption on the Landscape	<p>Analysis of PHA and partner signage systems for most likely signs needing improvement. Base on high prioritization for physically failing signs first (see 1.10 for likely replacement of generic signage).</p> <p>July 6, 2022 Board and Staff Workshop:</p> <p>Strength:</p> <ul style="list-style-type: none"> - Building regional connections <p>Weakness:</p> <ul style="list-style-type: none"> - Water under the bridge about things like location of signage (bigger nodes are a bigger ask; need to work on relationships first) - Really dependent on partner coordination and the needs of those partners' missions <p>Opportunity:</p> <ul style="list-style-type: none"> - Focusing on the “why” and the interconnectedness of landscapes <p>Threats:</p> <ul style="list-style-type: none"> - Putting this kind of infrastructure is often something land owners want to avoid; having to deal with competing missions could be really hard. 	<p>(M) Discover the river (“ah-ha” moment)</p> <p>(M) Notice more; observe and get curious</p> <p>(M) Visit the river; enjoy; have fun</p>	<p>PHA-owned and maintained signs should be first so that the process for replacement/redesign of areas can be confirmed.</p> <p>Partner-owned signs best addressed through ongoing partner interpretive “guru” relationships and efforts to build interpretive network for CALA.</p> <p>See comment to left; all relate to partnerships</p>

Priority	Type	Strategy	Effort/ Expected Input Requirements	Logical Model Alignment S (short term) M (medium term) L (long term)	Partnering Approach
4	Partners/ Stakeholders	2.4 PHA Internal Resources – Built PHA Staff Capacity	<p>Roll out of partner-collaborated interpretive signage/gateway locations.</p> <p>Continue work at Bellvue Site and begin programming.</p> <p>July 6, 2022 Board and Staff Workshop:</p> <p>Threats:</p> <ul style="list-style-type: none"> - Bellvue project; don't currently have expertise at PHA to manage that, but staff is excited about the programming (e.g., field trips, tours, interpretation, etc.) <p>Challenges:</p> <ul style="list-style-type: none"> - Time intensive 	<p>(M) Support and advocacy for PHA, the river, CALA, and all NHAs (e.g. additional funding, volunteering, donating, preservation efforts, etc.)</p>	<p>Ongoing partner work at level-appropriate engagement.</p> <p>Formalize the network of CALA interpreters.</p> <p>July 6, 2022 Board and Staff Workshop:</p> <p>Opportunities:</p> <ul style="list-style-type: none"> - Idea for shared lead interpreter, for cost-effectiveness - Tie in the fee for service/fiscal agent fee for things PHA already provides (may help with ability to grow staff)

Priority	Type	Strategy	Effort/ Expected Input Requirements	Logical Model Alignment S (short term) M (medium term) L (long term)	Partnering Approach
4	Media	3.2 Curation – Provide Curated Content for Visitors to Experience CALA	<p>Create written narrative approach and method for both user-defined and preset curated content. Set up parameters for logical locational/ duration groupings.</p> <p>July 6, 2022 Board and Staff Workshop:</p> <p>Challenges/Resource Needs:</p> <ul style="list-style-type: none"> - Time intensive - Requires staff/interns to get done - If new content is created, balancing that with existing content - Revamping website would be required <p>Opportunities:</p> <ul style="list-style-type: none"> - NHA is already sitting on a lot of existing content that hasn't been fully laid out to the public; sifting through that, looking for what's ideal to put on website or out in community should be determined - Increasing visibility - Showing all the great work of the NHA and impact of PHA to the public - Engaging new groups of people - More exposure for the NHA 	<p>(M) Visit the river; enjoy; have fun</p> <p>(M) Discover the river ("ah-ha" moment)</p>	<p>Possible partner alignments if featured POIs are rotated in and out or if there is a sponsorship opportunity for for-profit stakeholders to be featured. Will require PHA to internally determine if such a scenario provides benefits versus complete autonomy.</p> <p>July 6, 2022 Board and Staff Workshop:</p> <p>[N/A; nothing specific to partnering]</p>

Priority	Type	Strategy	Effort/ Expected Input Requirements	Logical Model Alignment S (short term) M (medium term) L (long term)	Partnering Approach
4	Onsite	1.10 Signage – Refresh the Generic CALA Signs	<p>Signs are failing and need replacement. Coordinate with partners to help localize content based on additional interpretive themes. Work through map, waterdrop, and QR code development process prior to rollout and content development.</p> <p>July 6, 2022 Board and Staff Workshop:</p> <p>[No comment; group said “same as all the other sign stuff”]</p> <p>Notes included:</p> <p>Strengths:</p> <ul style="list-style-type: none"> - Control over - Less aging <p>Weaknesses:</p> <ul style="list-style-type: none"> - No sign inventory 	<p>(S) Knowledge of how water has shaped and is shaped by communities</p> <p>(S) Sense of place/ connection to river/ area</p> <p>(L) Respect for all cultures’/all peoples’ need for and right to water</p>	<p>PHA-effort only once partner coordination is complete to determine replacement of existing systems.</p> <p>July 6, 2022 Board and Staff Workshop:</p> <p>[No comment; group said “same as all the other sign stuff”]</p>
4	Onsite	1.12 Signage – Advocate for Interactive and Tactile Elements for Children and Families	<p>As part of new signage, develop interactive and tactile elements as part of localizing interpretive systems.</p> <p>July 6, 2022 Board and Staff Workshop:</p> <p>[No comment; group said “same as all the other sign stuff”]</p> <p>One additional challenge:</p> <ul style="list-style-type: none"> - Stuff breaks! Maintenance could be a challenge. 	<p>(S) Belief that everyone is entitled to equal access to and appreciation of river/NHA</p> <p>(M) Visit the river; enjoy; have fun</p>	<p>PHA-effort only, except where PHA is working closely with partners in co-developing interpretive systems at partner’s locations.</p> <p>July 6, 2022 Board and Staff Workshop:</p> <p>[No comment; group said “same as all the other sign stuff”]</p>

Priority	Type	Strategy	Effort/ Expected Input Requirements	Logical Model Alignment S (short term) M (medium term) L (long term)	Partnering Approach
5	Media	3.1 Website – Rethink “My Tour” as the Data Side of a Visitor Planning Tool	<p>Develop goals and approach to website tool modifications. Engage interpretive team and web developer to determine methods to make strong use of current data, or shift data from Google to GIS systems that allow back-of-house data collection from PHA to directly serve the website/public datasets.</p> <p>July 6, 2022 Board and Staff Workshop:</p> <p>Re: “My Tour”</p> <p>Opportunity:</p> <ul style="list-style-type: none"> - Lots of content; need to sift through it, but have intern and this work is already in process. <p>Website Overall:</p> <p>Opportunities:</p> <ul style="list-style-type: none"> - Re-branding and logo/tagline refresh; before getting to partner pieces, website may need to be refreshed with audience in mind (website alone may need to be high priority; again, order of operations may need this to be moved ahead) <p>Challenges:</p> <ul style="list-style-type: none"> - Time and money to rebrand/refresh website 	<p>(M) Visit the river; enjoy; have fun (M) Discover the river (“ah-ha” moment)</p>	<p>Minimal partner input needed.</p> <p>July 6, 2022 Board and Staff Workshop:</p> <p>[N/A; nothing specific to partnering]</p>

Priority	Type	Strategy	Effort/ Expected Input Requirements	Logical Model Alignment S (short term) M (medium term) L (long term)	Partnering Approach
4	Onsite	1.15 Signage/ Wayfinding – Commission a Study of Wayfinding Systems Throughout CALA	<p>Define scope of work and further field analysis of current state of wayfinding to develop more in-depth “statement of needs.”</p> <p>Develop RFP/Q for effort to complete inventory and recommendations, as well as design that factors in the complex signage needs across wide-ranging partners and stakeholders.</p> <p>Consider partnering with Poudre Trails since some existing signage is developed by it.</p> <p>July 6, 2022 Board and Staff Workshop:</p> <p>Opportunity:</p> <ul style="list-style-type: none"> - Figuring out consistency among signage as it exists now (i.e., what exists now); may be higher priority to help figure out other signage strategies and tasks - Could just do sections of the river <p>Weakness:</p> <ul style="list-style-type: none"> - Takes time and money - There’s no cohesive sign inventory 	<p>M) Coordinated interpretation, branding, and design throughout region/river</p>	<p>Work with each partner to determine desire for independent wayfinding analysis and if/how PHA can lead a system-wide effort that would result in likely implementation.</p> <p>Consider a partner cost-sharing model so that costs for work are shared by all rather than doing such efforts in each partner-controlled stretch of the trail systems.</p> <p>July 6, 2022 Board and Staff Workshop:</p> <p>[N/A; nothing specific to partnering]</p>

Priority	Type	Strategy	Effort/ Expected Input Requirements	Logical Model Alignment S (short term) M (medium term) L (long term)	Partnering Approach
5	Onsite	1.13 Signage – Install Medallion/placards or CALA Markers on the Poudre River Trail	<p>Develop design and content approach for medallion system for both natural and human-made locations. Develop priority lists by location of possible areas for medallions/placards.</p> <p>Determine funding model and minimum number of partner locations for system to feel comprehensive at first rollout.</p> <p>July 6, 2022 Board and Staff Workshop:</p> <p>Weakness: - What objective does this meet? Not clear. Lower priority for a lot of folks. Holding this in “back pocket” until it is clear if it meets an objective or desired outcome would be smart (e.g., if this would help with PHA partnerships, etc.)</p> <p>Strength: - Could honor people</p>	<p>(M) Awareness of PHA and CALA—and of NHAs</p> <p>(M) Coordinated interpretation, branding, and design throughout region/river</p> <p>(M) PHA sets precedent/lead nationally (including within NHA network)</p>	<p>Work with possible partners to confirm desirability based on preliminary design and locations.</p> <p>July 6, 2022 Board and Staff Workshop:</p> <p>Strengths: - Could highlight partnerships in community</p>

Priority	Type	Strategy	Effort/ Expected Input Requirements	Logical Model Alignment S (short term) M (medium term) L (long term)	Partnering Approach
5	Onsite	1.16 Onsite Tour Tool – Evaluate “My Tour” as an Advance Planning Tool Versus How it Functions Once Visitors are Onsite	<p>Connect to strategies 3.1 and 3.2. Use visitation data to determine current utilization of website for planning, and if/where used in-field. Make go/no-go decision if PHA should be developing media tools for onsite and field usage.</p> <p>If yes, work with mobile media developer to design platform.</p> <p>Consider if on-signage messaging is needed for system and test approach.</p> <p>July 6, 2022 Board and Staff Workshop:</p> <p>Opportunity:</p> <ul style="list-style-type: none"> - Already in play; just needs refinement - Wider geographic reach than those who might be able to physically come <p>Threat:</p> <ul style="list-style-type: none"> - If it's not able to be improved/more useful, can make a poor first impression 	(M) Sense of place/ connection to river/ area	<p>May require partner coordination if onsite messaging around system is needed/ beneficial on partner signage locations.</p> <p>July 6, 2022 Board and Staff Workshop:</p> <p>[N/A; nothing specific to partnering]</p>

Priority	Type	Strategy	Effort/ Expected Input Requirements	Logical Model Alignment S (short term) M (medium term) L (long term)	Partnering Approach
5	Onsite	1.9 Signage and Themes – Re-Envision the Water Droplet Icons	<p>Develop usage standard for droplets (how/if to use as standalone element and/or embedded with other interpretive content). Consider formative evaluation to confirm that droplet concept is delivering takeaway messages. Refine approach as needed.</p> <p>Expand for additional recommendation droplets, and include overall Poudre River as complete, interdependent system graphic approach.</p> <p>July 6, 2022 Board and Staff Workshop:</p> <p>Weaknesses:</p> <ul style="list-style-type: none"> - Not recognizable now <p>Opportunities:</p> <ul style="list-style-type: none"> - As PHA looks at logos/ universal branding, ensure river is cohesive and not divided - Revisit use (e.g., water droplet could be used in logo, but not as thematic icons) - Not being consistently used at the moment, so easy to reconsider and shift as needed/wanted - Utilize students/graphic design contractors 	<p>(S) Awareness that water supports diverse people, cultures, species, and needs (e.g., water is a special resource by which we are all connected)</p> <p>(L) One human ecosystem</p>	<p>PHA-effort only, except where PHA is working closely with partners in co-developing interpretive systems at partner's locations.</p> <p>July 6, 2022 Board and Staff Workshop:</p> <p>[N/A; nothing specific to partnering]</p>

Priority	Type	Strategy	Effort/ Expected Input Requirements	Logical Model Alignment S (short term) M (medium term) L (long term)	Partnering Approach
5	Onsite	1.14 Signage – Examine How Effective QR Codes are at Connecting Visitors to CALA and to PHA	<p>Decide if QR system is to move forward into future permanent interpretive signage systems. If yes, develop better QR analytics in order to track and monitor usage.</p> <p>Consider “add on” QR codes for sign locations in future designs so that they can be removed if evidence-based analysis reveals that they are not as effective as desired.</p> <p>July 6, 2022 Board and Staff Workshop:</p> <p>Strength/Opportunity:</p> <ul style="list-style-type: none"> - Content can be changed/ updated <p>Weaknesses/Challenges:</p> <ul style="list-style-type: none"> - Staff time - Maintaining the relevance - Fear of QR code manipulation (people may be reticent to use them) - Could exclude people who don't have the right technology (as such, PHA may not want to rely on it as primary communication tool) 	(M) Sense of place/ connection to river/ area	<p>PHA-only effort.</p> <p>July 6, 2022 Board and Staff Workshop:</p> <p>[N/A; nothing specific to partnering]</p>

Evaluation as a Tool for Understanding Program and Interpretive Systems Effectiveness

While PHA staff is highly experienced and expert in program design and implementation, there is tremendous value and learning from the implementation of formal evaluation into protocols and interpretive systems and program development cycles.

Currently, PHA does not use any formal evaluation tools for front end, formative, or summative evaluation of programs:

1. **FRONT END**—determines audience baseline understanding prior to PHA/Partner contact or programming
2. **FORMATIVE**—determines if the program design works with sample audiences prior to implementation
3. **SUMMATIVE**—determines if the actual interpretive systems and programs were effective at achieving their initial goals

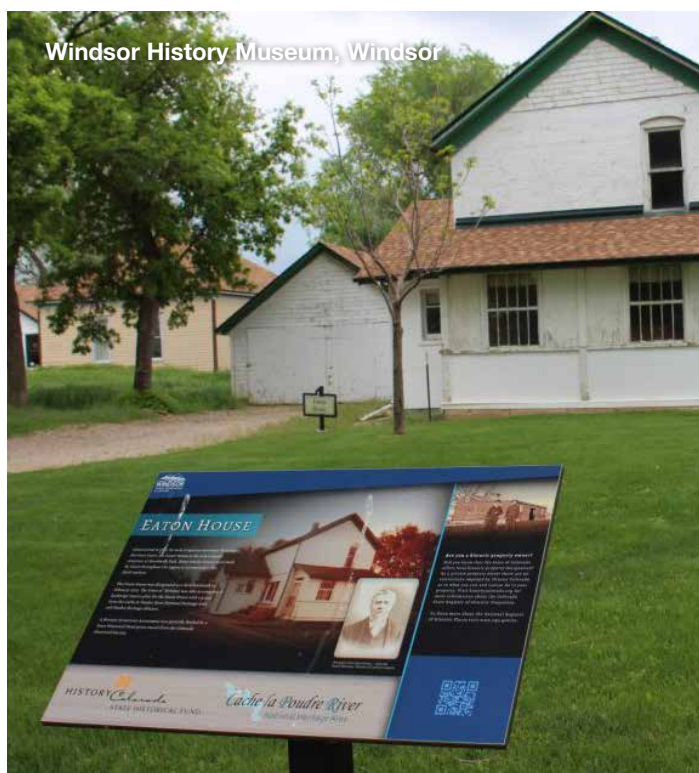
Evaluation is a critical tool in assessing current and future PHA offerings. It can inform decisions about adding, modifying, or removing programs and interpretive systems. Further, formal evaluation provides qualitative and quantitative data that shows the direct and indirect impacts that PHA has with its public and if the educational themes are connecting to users and being retained through the tools used by PHA. Formal evaluation is different than surveys that demonstrate audience “satisfaction.” PHA’s track record shows it already creates positive experiences. However, informal feedback and surveys do not address if visitor experiences lead to greater understanding in the ways that program and media developers had desired.

Some institutions utilize outside expertise to develop evaluation tools. While many evaluation instruments can be developed and analyzed “in house,” it is recommended that PHA consider working with professional evaluators to build methodologies, procedures, and data analysis systems. Later, as evaluation becomes a regular working tool in PHA’s efforts, staff may likely be able to be more self-reliant.

Summary of Analysis

Since the early 1990s, PHA has strongly worked on behalf of the CALA. From the 1990 Feasibility Study to the 2013 Management Plan, PHA has been an advocate, a partner, and a champion for the heritage area. This new and first comprehensive strategic interpretive plan direction will help PHA continue to succeed as CALA’s voice. Additional interpretive themes and subthemes allow PHA to bring even more diverse stories and voices to visitors. Allowing partners within CALA to tell their own stories while PHA advocates for the entire heritage area can help raise the level of awareness for this nationally-significant resource in Northern Colorado’s backyard. A refined approach to gateways can do the same.

PHA’s successful work and the partnerships and audiences it has worked hard to build over the years have positioned the organization for success moving forward. In the future, leading and convening partners, advocating for bilingual and multi-sensory signage, creating interpretive nodes for visitors, programming at the Bellvue Lab, rethinking how the water droplet emphasizes interconnection and how QR codes are used, and creating itineraries for curated CALA visits will become important parts of future success and growth.





Appendix A: NHA and CALA Overview

Appendix B: PHA as Partner: 1990 to Now

Appendix C: Task 2: Stakeholder Listening Sessions

- List of Participants

Appendix D: Task 5: Staff and Board Workshop

- List of Participants

- Where do we see the Poudre in 5 years

- Parking Lot questions

Bibliography

Economic Impact Report

List of grants given by PHA 2013–present

NHA AND CALA OVERVIEW

Introduction

From outdoor activities like hiking, biking, whitewater rafting, fishing and birdwatching, to museums and historical attractions, the Cache la Poudre River National Heritage Area (CALA) is a great place to learn, explore, and enjoy. Today, the CALA extends for 45 miles and includes the lands within the 100-year flood plain of the Cache la Poudre River. It begins in Larimer County at the eastern edge of the Roosevelt National Forest and ends east of Greeley, ¼ miles west of the confluence with the South Platte.

History of the Cache la Poudre River National Heritage Area & The Poudre Heritage Alliance

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. Then in 1996, the Cache la Poudre River Corridor Act—Public Law 104-323, established the Corridor providing for the interpretation of the “unique and significant contributions to our national heritage of the cultural and historic lands, waterways and structures within the corridor.”

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 Poudre Heritage Alliance (PHA) achieved designation as a Colorado non-profit organization (501(c)3) and applied for tax-exempt status. The Poudre Heritage Alliance



Centennial
Village Museum,
Greeley

“The Cache La Poudre River Basin represents a nationally significant historical, recreational, scenic, cultural, natural, economic, and scientific resource...”

—Cache La Poudre River National Water Heritage Area Act, S. 342, 1995



Bellvue Lab, Bellvue



NHA FACTS

Cache La Poudre Marker

- Fifty-five NHAs have been designated by Congress since 1984. Each NHA is created through individual federal law.
- NHA designation recognizes the national importance of a region's sites and history.
- Through annual Congressional appropriations, NPS passes funds to NHA entities. Although most entities are authorized to receive up to \$1 million annually over a set period of time, actual annual appropriations range from \$150,000—\$750,000.
- The financial assistance component of the program is secured with legal agreements, accountability measures, and performance requirements for NHA entities.
- NHA designation does not affect private property rights.

also worked with the National Park Service to launch five separate studies of the heritage area funded through the Cooperative Ecosystem Study Unit program, from winter 2001 to summer 2002.

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

In March 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 PHA eligible for federal funding.

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.

What is a National Heritage Area?

National Heritage Areas (NHAs) are designated by Congress as places where natural, cultural, and historic resources combine to form a cohesive, nationally important landscape. Through their resources, NHAs tell nationally important stories that celebrate our nation's diverse heritage. NHAs are lived-in landscapes. Consequently, NHA entities collaborate with communities to determine how to make heritage relevant to local interests and needs.

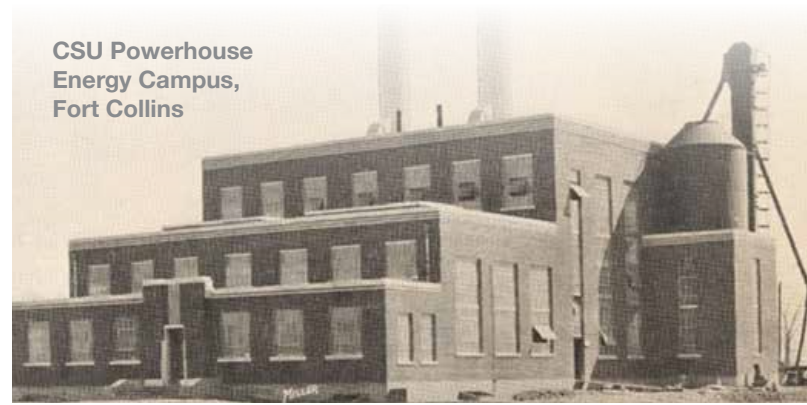
NHAs are a grassroots, community-driven approach to heritage conservation and economic development. Through public-private partnerships, NHA entities support historic preservation, natural resource conservation, recreation, heritage tourism, and educational projects. Leveraging funds and long-term support for projects, NHA partnerships foster pride of place and an enduring stewardship ethic.



Windsor History Museum, Windsor



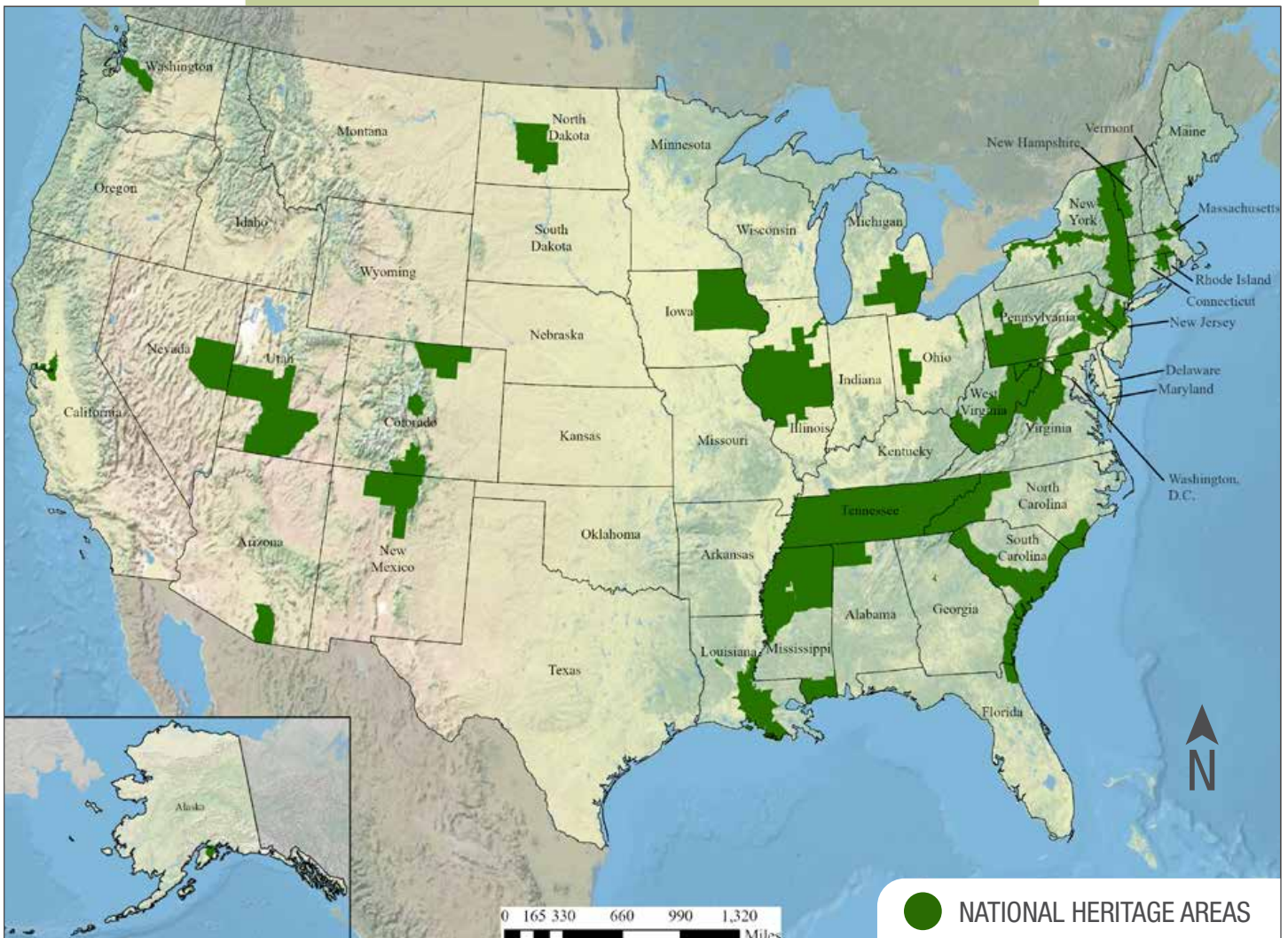
Great Western
Sugar Beet Factory,
Fort Collins



CSU Powerhouse
Energy Campus,
Fort Collins

NHAs are not national park units. Rather, NPS partners with, provides technical assistance, and distributes matching federal funds from Congress to NHA entities. NPS does not assume ownership of land inside heritage areas or impose land use controls.

NATIONAL HERITAGE AREAS



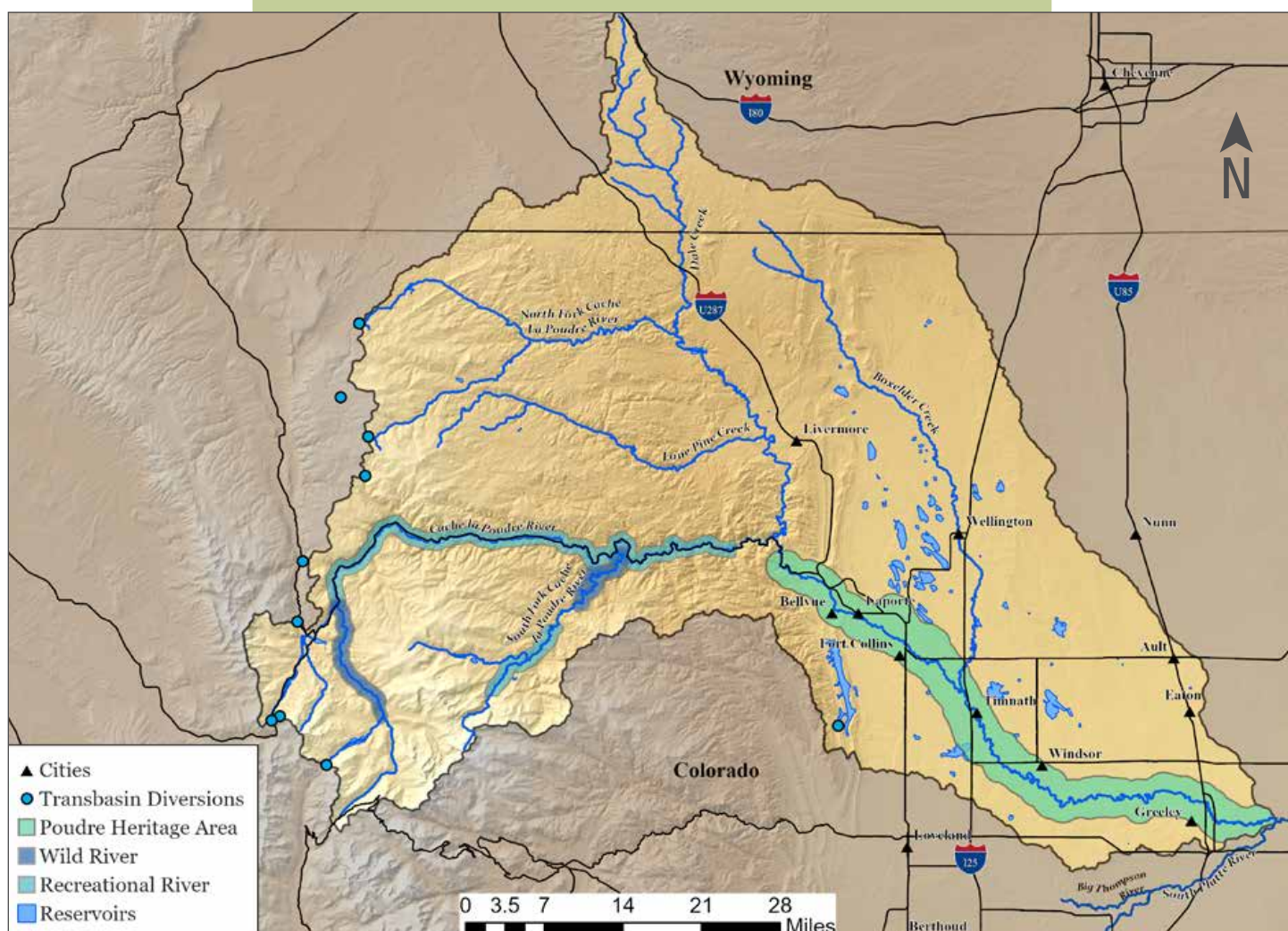


Whitney Ditch, Windsor

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.



CACHE LA POUDRE RIVER BASIN



PHA Overview

The general purpose of the Poudre Heritage Alliance and the CALA is to protect and enhance the area by recognizing its significance, telling its story and promoting it to the world.

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.

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.

PROMOTE

a variety of historical and cultural opportunities.

ENGAGE

people in their river corridor.

INSPIRE

learning, preservation, and stewardship.

An updated Strategic Interpretive Plan will serve as an important component for reauthorization. Through a case study design, CALA will be evaluated on three main evaluation questions:

- 1 Based on its authorizing legislation and general management plan, has the Heritage Area achieved its proposed accomplishments?
- 2 What have been the impacts of investments made by Federal, State, Tribal and local government and private entities?
- 3 How do the Heritage Area's management structure, partnership relationships and current funding contribute to its sustainability?

NPS is interested in the following types of activities:

- **Heritage Programming, Interpretation, and Education**—activities and programs that foster public support and appreciation for the NHA site, and tell the story of its natural, historic and cultural significance;
- **Preservation and Resource Stewardship**—activities that support long-term preservation, conservation and reclamation of natural, cultural and historic resources, including implementing environmental conservation efforts;
- **Development and Infrastructure**—heritage-based development activities that further provide education and inspiration for current and future generations
- **Public Outreach**—activities that increase public use and awareness of the NHA and further its economic sustainability; and
- **Planning and Technical Assistance**—activities that build local community capacity and assist individuals, organizations and communities who are involved in NHA interpretation, education, preservation, and development activities.

CACHE LA POUFRE RIVER NHA AND POUFRE HERITAGE ALLIANCE TIMELINE



PHA

CALA



1986

Congress designated the Upper Cache La Poudre River as a **Wild and Scenic River**

1990

NPS Resource Assessment (Feasibility Study) published

1996

Cache la Poudre River Corridor Act - Public Law 104-323 - birthdate of the CALA

1998

NPS newsletter features **Poudre Trail Corridor**

1999

Commissioners form **Poudre Heritage Alliance**; MOUs w/ RMNP, Larimer & Weld, Fort Collins, Greeley, Loveland

2000

Hosted ANHA national meeting

2002

Established 2002 Poudre Heritage Alliance **as a non-profit** corporation

2005

First installment of **wayside signage** on Poudre River Trail in partnership with Core

2008

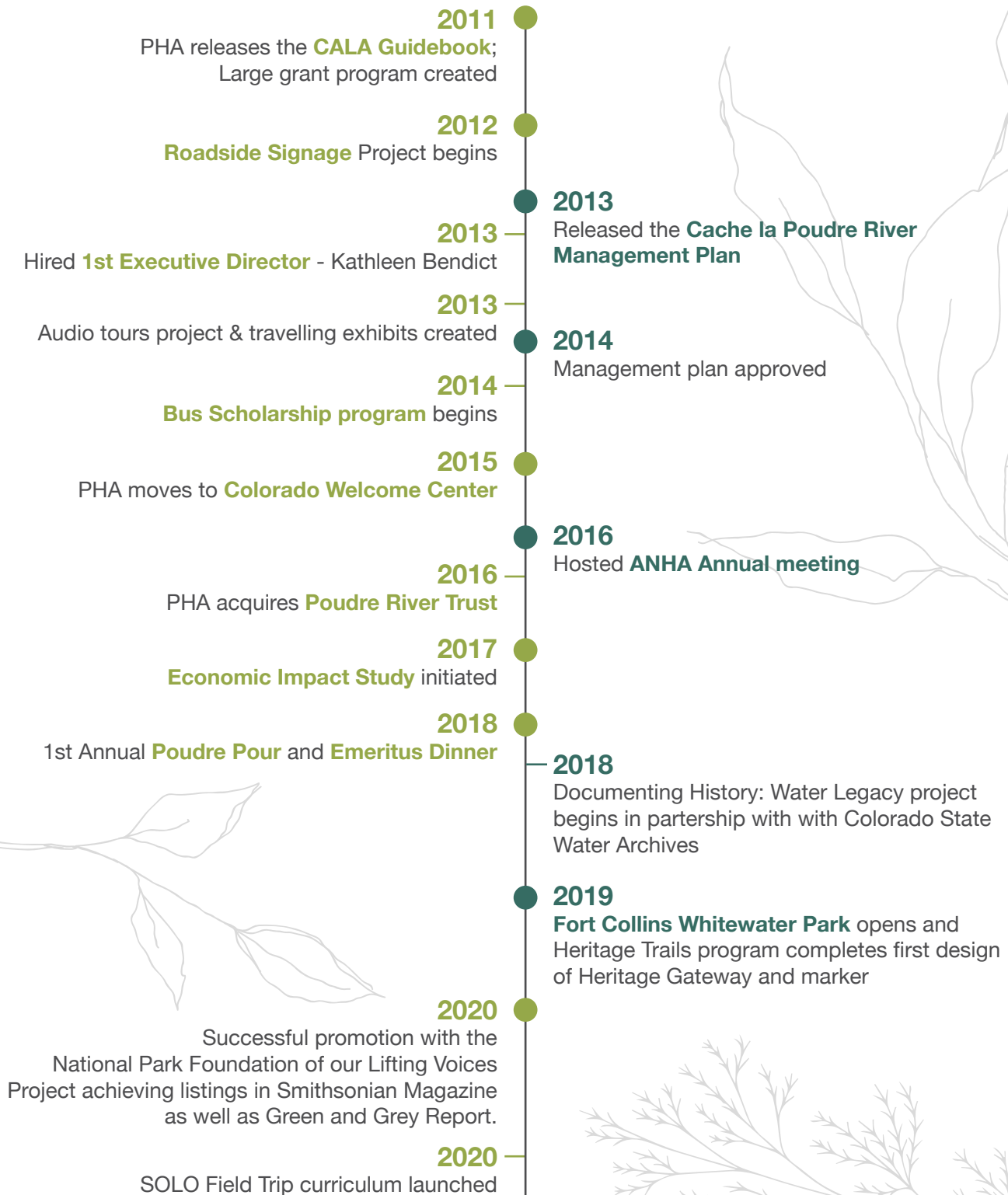
First Poudre River **National Heritage Area sign installed** on I-25 at the Poudre River

2009

Cache la Poudre River National Heritage Area **officially designated** on March 30th



PHA CALA



Cache la Poudre River in the winter, Fort Collins

PHA AS PARTNER 1990 TO NOW

1990 Feasibility Study

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.

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.”



The National Park Service Management Policies state that resources will be considered nationally significant if they meet all four of the following criteria:

- Is an outstanding example of a particular type of resource.
- It possesses exceptional value or quality in illustrating or interpreting the natural or cultural themes of our nation’s heritage.
- It offers superlative opportunities for recreation, for public use and enjoyment, or for scientific study.
- It retains a high degree of integrity as a true, accurate, and relatively unspoiled example of the resource.



Management Plan Goals

In 2013, PHA oversaw and coordinated the publication of a Management Plan to meet federal regulations, which require all national heritage areas under the auspices of the National Park Service to be governed by a management plan. The 2013 Management Plan outlines the goals and strategies that CALA officials use to administer the heritage area as well as an action plan designed to carry out projects. It contains a thorough analysis of the historical themes that make CALA special, and an inventory of all the cultural and natural resources within its boundaries through 2013.

The plan outlined four goals and various strategies that CALA officials use to administer the heritage area in support of the overall vision statement for CALA and the mission of PHA. Since 2013, the Management Plan has guided PHA's growth and program development.



Heritage Courtyard in Library Park, Fort Collins



Greeley #3 Ditch

Goal 1	Goal 2	Goal 3	Goal 4
Organizational capacity	Storytelling	Striking a Balance	Planning for Tourism
Maintain and enhance the capacity of the Poudre Heritage Alliance (PHA) to accomplish its mission as the administering entity of the CALA.	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.	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.	Develop and promote the CALA as a premiere nature and heritage tourism destination and a resource for local and regional economic development.

Updates to the 1990 Feasibility Study

CALA's 1990 Feasibility Study and Resource Inventory identified 78 major natural and cultural partner sites (resource assets) that range from the Gateway Natural Area in Ft. Collins to Watson Lake State Wildlife Area; the Poudre Valley Canal in Windsor; the Plumb Farm Learning Center; the Kaplan-Hoover Buffalo Kill Site; and the WWII POW Camp along the Poudre River.

Many of the original assets listed in the 1990 Feasibility Study were ditch structures and were integral to Western water law and water delivery systems. Since 1990, CALA has grown and changed by expanding interpretation and including more resource assets. While Western water law and early diversion structures and delivery systems remain as CALA's historical foundation, interpretation today is broader, more inclusive, and more accessible, telling a fuller story of the Poudre River and the many voices that have been nourished by this life-giving river for thousands of years. The 1990 Feasibility Study didn't include the upper stretch of the river or the lower part in Weld County. The Josh Ames Ditch and the McCoy Ditch, both of which are mentioned in the Feasibility Study, have been removed, though PHA continues to interpret both through onsite signage. Greeley No#3 Ditch and the Sugarbeet Flume are both now National Historic Landmarks.

From museums to libraries to open space and more, dozens of collaborators and partner organizations are located in the CALA. However, PHA is the sole entity that promotes, interprets, and advocates for CALA and all that it encompasses.

“The contributions of the Cache la Poudre River to the development of water law in the Western United States, the evolution of water delivery systems, and the shaping of the region's cultural heritage are all commemorated along the flood plain of this “working river” through programs and activities that combine the area's rich history, beautiful scenery and many opportunities for recreation.”

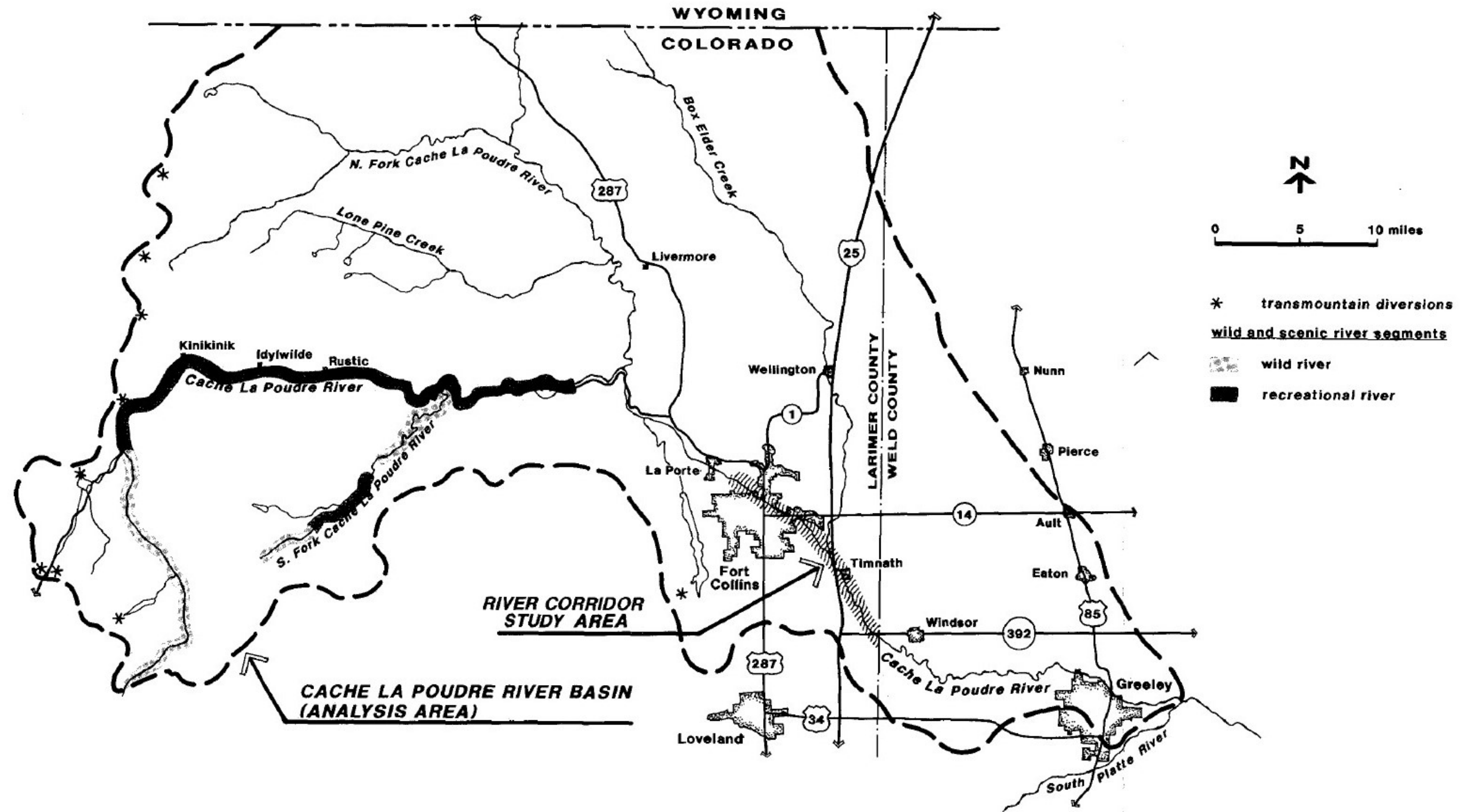
—National Park Service



Lee Martinez Community Park,
Fort Collins



Greeley History
Museum, Greeley



Cache La Poudre River Basin
U.S. Department of the Interior
National Park Service—Rocky Mountain Region

CLP 80,000
6/90 RMRO

ON MICROFILM

PRESENT DAY



Key Programs

As CALA's managing entity, PHA directly supports programs in the CALA. Since its inception, PHA outreach and programs have promoted a variety of historical and cultural opportunities, engaged people in their river corridor and inspired learning, preservation, and stewardship, impacting thousands of people.

The 2013 Management Plan identified the following Interpretive Goal and Objectives:

Interpretive Goal:

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.

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.

In the past twenty years, PHA has met and exceeded these objectives and has broadened interpretation to attract new audiences as well as to bring more diverse stories and voices into CALA's story.

The 2013 Management Plan identified the following core audiences for PHA:

- Educational Groups
- Recreational Users
- Heritage Tourists
- Vacationers and travelers
- Naturalists and artists
- Agritourists
- Scholars

Since that time, PHA has also created programs and opportunities for **Families** and cultivated its own network of **PHA Supporters** and volunteers who are part of its internal network.



The Farm at Lee Martinez Park, Fort Collins

PHA PROGRAMS

Programs that PROMOTE

PROMOTE a variety of historical and cultural opportunities

- Heritage Culturalist Program
- Poudre Pour
- Pub Talks
- Emeritus Dinner

Programs that ENGAGE

ENGAGE people in the river corridor

- Play it Safe on the Poudre
- Pedaling the Poudre
- Heritage Trail
- Colorado Heritage Journey
- Small grants program for partner events and projects

Programs that INSPIRE

INSPIRE learning, preservation, and stewardship

- Learning In Our Watershed
- Documenting History video series
- Bellvue Hydraulic Lab
- Large grant program for historic and cultural interpretation and preservation projects
- Small grant program for partner educational events and research



New Belgium Brewing, Fort Collins



Island Grove Blues Fest, Greeley

The following table looks at PHA's current programs, the audiences they serve, partners they are collaborating with, and Management Plan goals addressed.

Programs that PROMOTE

PROGRAM	DESCRIPTION	AUDIENCE	MANAGEMENT PLAN GOAL
Heritage Culturalist	This program educates volunteers in the history, water law/management systems, and recreational opportunities of the Cache la Poudre River National Heritage Area. Once trained, volunteers provide guided walking and pedaling tours along the Heritage Trails and provide educational support at PHA and partner events. 36 trained Heritage Culturalists / 39 active volunteers in 2021	Educational Groups Recreational Users Naturalists and Artists Heritage Tourists PHA Supporters	Goal 1: Organizational capacity Goal 2: Storytelling
Poudre Pour	The Poudre Pour is an educational and marketing event that celebrates CALA and its most important natural resource: water. Hosted at the Town of Windsor Museums, this event includes vendors that provide hands on educational activities to children and promote all things water related. All six of the water iconography icons (industry, agriculture, recreation, history, nature, and education) are represented through supporting partnerships and vendor participation making this a family friendly event for people of all ages and interests.	Educational Groups Recreational Users Heritage Tourists Naturalists and artists Vacationers Scholars	Goal 2: Storytelling Goal 4: Planning for Tourism
Pub Talks	Pub Talks are a series of conversations with local historians and water experts hosted at breweries along the NHA. Pub Talks raise awareness about the history and purpose of CALA while increasing the understanding of water issues and stewardship.	Educational Groups Recreational Users Heritage Tourists Naturalists and Artists Scholars PHA Supporters	Goal 2: Storytelling Goal 4: Planning for Tourism
Emeritus Dinner	What kind of courage, controversy, commitment, and circumstances came into play when forming and establishing our National Heritage Area? The Emeritus Dinner is a celebration of the people and events that shaped the CALA from the original congressional designation to early years of preservation of history and culture along the river corridor.	Educational Groups Heritage Tourist Scholars PHA Supporters	Goal 1: Organizational capacity Goal 2: Storytelling

Programs that ENGAGE

PROGRAM	DESCRIPTION	AUDIENCE	MANAGEMENT PLAN GOAL
Play it Safe on the Poudre	The Play It Safe on the Poudre program raises awareness about approaches to recreating on the river in safe and sustainable ways. The program calls attention to the history of in-river structures that represent hazards to recreation. PHA collaborates with partners to create signage, safety brochures, and maps of where you can safely enter and exit the river.	Recreational Users Heritage Tourists Vacationers and travelers	Goal 3: Striking a Balance Goal 4: Planning for Tourism
Pedaling the Poudre	Pedaling the Poudre™ biking tours explore CALA's landmarks and landscapes as self-guided tours or with a Heritage Culturalist. Tours include locations where significant early water development took place, and where current water facilities still operate. Participants learn how water is distributed among the various users, and why the prior appropriation system is the rule of the river. Riders also learn about the history and heritage of the area's first settlers.	Recreational Users Heritage Tourists Vacationers and travelers Naturalists and artists Agritourists PHA Supporters	Goal 2: Storytelling Goal 4: Planning for Tourism
Heritage Trail	CALA hopes to provide a cohesive branding, storytelling, and visitor wayfinding experience throughout the interconnected river corridor. Interpretive signs and viewing areas are developed in partnerships with municipalities to enable visitors to understand more clearly the messages of history, the environment, or nearly forgotten cultures.	Recreational Users Heritage Tourists Vacationers and travelers Naturalists and artists Agritourists Scholars Families	Goal 2: Storytelling Goal 3: Striking a Balance Goal 4: Planning for Tourism
Colorado Heritage Journey	Of the 55 National Heritage Areas, Colorado hosts three: Cache la Poudre River, South Park, and Sangre de Cristo. They boast the natural beauty, activities, and Western history Colorado is known for, while also representing Colorado's many contributions to our nation's diverse ancestry. The three Colorado NHA's have partnered to develop a website, social media presence, and scavenger hunts to enable visitors to discover and experience Colorado's culture, history, and recreational activities. PHA's scavenger hunt is on a virtual platform that provides a self-guided tour along the Heritage Trail year-round.	Recreational Users Heritage Tourists Vacationers and travelers Naturalists and artists Agritourists Scholars Families	Goal 1: Organizational capacity Goal 2: Storytelling Goal 4: Planning for Tourism

PROGRAM	DESCRIPTION	AUDIENCE	MANAGEMENT PLAN GOAL
Small Grants	PHA's small grant program aims to support activities that promote, engage, and inspire activities along CALA. Examples of partner led engagement events that receive small grants for from PHA include the Poudre Riverfest and Poudre Trails Annual Trailathon. Examples of past small grant awards for engagement related projects include wayfinding signage, art installments, and museum exhibitions.	Recreational Users Heritage Tourists Vacationers and travelers Naturalists and artists Agritourists Families	Goal 1: Organizational capacity Goal 2: Storytelling Goal 4: Planning for Tourism

Programs that INSPIRE

PROGRAM	DESCRIPTION	AUDIENCE	MANAGEMENT PLAN GOAL
Learning In Our Watershed	Provides a variety of educational programming for students and educators along CALA. LIOW explores water heritage, history, legacy, and promotes traditional map reading and trail navigation. <ul style="list-style-type: none"> • Sponsors field trips for K-12 classes Larimer and Weld County to get out of the classroom and into CALA • Study Outdoors, Learn Outdoors (SOLO) self-guided field trips designed by CO teachers for homeschoolers and families • River Investigators is an educational guidebook developed in partnership with CSU that teaches about the water, people, places, and natural habitat of the Cache la Poudre River. 	Educational Groups Families	Goal 2: Storytelling
Documenting History	Documenting History includes interviews with water leaders, transcribed oral histories, and educational videos related to water-related topics and/or cultural/regional histories. PHA plans to build upon the current library which includes: <ul style="list-style-type: none"> • Heritage Video Series • Water Legacy- In partnership with CSU Water Archives and funding from the Colorado Water Conservation Board • Lifting Voices from the Shadows with funding from National Parks Foundation In addition to PHA's in house collection of videos, documentaries and films are also supported through PHA's large and small grants process and include "The Power of Place", "The Great Divide", Watering the West", and "A River of Stories."	Heritage Tourists Recreational Users Heritage Tourists Vacationers and travelers PHA Supporters Families	Goal 2: Storytelling

PROGRAM	DESCRIPTION	AUDIENCE	MANAGEMENT PLAN GOAL
Bellvue Hydraulic Lab	PHA is working with the Jackson Ditch Company, the current landowner, and volunteers to provide site improvements to preserve the historic Bellvue Hydraulic Lab site. This real-world outdoor laboratory allowed Dr. Parshall to develop the first accurate measuring flume to measure the volumetric flow rate of water. Heritage Culturalists are available by appointment only to provide private tours of the historic site. Down the road, PHA hopes Bellvue will once again become a STEM site for future engineers.		Goal 2: Storytelling Goal 3: Striking a Balance
Large Grants	PHA's large grant program supports the preservation, interpretation, and development of the heritage area resources. Examples of projects funded include Eaton House Master Renovation Plans, Educational Partner Program at the Poudre Learning Center, Fort Collins Water Works, Windmill Installation and Interpretation at Centennial Village, the Hand that Feeds art installation, Interpretive signage for Council Tree, Stauss Cabin, and Coy Homestead, Go West Art Fence, and Well Watch Groundwater Curriculum development.		Goal 1: Organizational Capacity
Small Grants	PHA's small grant program aims to support activities that promote, engage, and inspire activities along CALA. Examples of partner led inspiration events that receive small grants for from PHA include the Children's Water Festival and the Poudre Forum hosted by the Poudre Runs Through It action group. PHA also gives small grants for educational research, documentaries, and historic preservation projects of \$3,000 or less.		Goal 1: Organizational Capacity

PHA's Economic Impact

Every year, PHA makes a portion of its federal funding available to its regional partners as grants, in support of projects, programs, and events that benefit the community and relate to PHA's mission. A 2017 Economic Impact Statement of CALA found that PHA's "grantmaking efforts support projects and programs promotional, and economic development missions of

the heritage area. Similar to how tourism, operations, and capital project funding support economic activity within the region, grantmaking provides an infusion of funds to assist with the development of the heritage area."

Since 2011, PHA has funded over 45 projects in the Cache la Poudre National Heritage Area.

TABLE 5. ANNUAL ECONOMIC IMPACT OF GRANTMAKING

	Direct Effect	Indirect Effect	Induced Effect	Total Effect
Grantmaking	\$61,129	\$24,487	\$12,305	\$97,921

Source: 2017 Economic Impact Statement

In addition, the Economic Impact Statement found that it generates \$81.6 million in economic impact, supports 1,067 jobs, and generates \$6.9 million in tax revenue. The full report is located in the Appendix.

PHA plans to complete an updated Economic Impact Statement in the future.



Source: 2017 Economic Impact Statement

“ NHAs also provide intangible benefits that are not able to be quantified. Knowledge sharing, facilitating collaborative partnerships, and increasing the quality of life are elements that each NHA brings to its community.”

–Cache La Poudre River National Heritage Area Economic Impact Case Study, 2017

PHA as a Partner and Advocate for Interpretation

In addition to granting money to other organizations, PHA is an active partner in the community and powerful amplifier of other organization's work. From museums to libraries to open space and more, dozens of collaborators and partner organizations are located in the CALA. However, PHA is the sole entity that promotes, interprets, and advocates for CALA and all that it encompasses.

The following list of relevant local, regional, state and national organizations were identified in the 2013 Management Plan. PHA continues to work with these partners.

In addition, since 2013, PHA has cultivated many new partners as its work continues to grow and interpretation broadens to include more diverse stories and voices.

PARTNERS AS OF 2013 MANAGEMENT PLAN		NEW PARTNERS SINCE 2013
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 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 History Colorado/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 Arapahoe Tribe Cheyenne Tribe 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	Anderson Consulting Engineers Bike Fort Collins SEC Bird Conservancy of the Rockies BHA Design Cache la Poudre Middle School and High School Coalition for the Poudre River Watershed Colorado Tourism Office Colorado Water Conservation Board Colorado Water Research Center (CSU) Clearview Library District Central Water Conservancy District City of Fort Collins Cultural Services Eaton Ditch- Larimer and Weld Irrigation Environmental Learning Center (CSU) Germans From Russia Greeley Museum Greeley Irrigation Company (#3) High Plains Library District Larimer Dive Rescue Museo De Tres Colonias Native American Cultural Center (CSU) New Belgium New Cache North Poudre Irrigation Company Northern Water Northern Engineering Odell Brewing Poudre River Public Library District Poudre Learning Center Poudre Runs Through It/Poudre River Forum River District (Fort Collins) Swim School Trout Unlimited - Rocky Mountain Flycasters Univ. of N. Colorado (UNC) Water Archives (CSU) Water Supply and Storage Wildlands Restoration Volunteers White Water Rafting (Mountain WhiteWater) White Water Rafting (Rocky Mountain Adventure) White Water Rafting (A1 Wild Water)

PHA Strategic Interpretive Plan: Task 2: Stakeholder Listening Sessions Attendee List

Visitor-Facing Organizations (June 2, 2021; 9-10:30am)

1. Ken Draves (Deputy Director, Poudre River Public Library District)
2. Marjorie Elwood (Associate Director of Public Services, High Plains Library District)
3. Don Frick (Tunnel Water Company, Water Supply and Storage)
4. Angela Kettle (Programming and Events Coordinator, Poudre River Public Library District; used to work at Museum of Discovery in Education Department)
5. Sarah Lester (Assistant Curator for Education, City of Greeley Museums)

Weld County (June 2, 2021; 1-2:30pm)

6. Jim Flesher, Long-Range Planner, Weld County Planning Services

Student Serving Organizations (June 2, 2021; 3:30-5pm)

7. Julie Kallenberger, CO Water Research Center, CSU/Poudre Runs Through It/Poudre River Forum
8. Ivonne Morales, Poudre Learning Center
9. Jessica Salo, UNC
10. Nicole Stafford, Environmental Learning Center, CSU)

Ft. Collins (June 14, 2021; 3:30-5pm)

11. Jim Bertolini, Historic Preservation Planner, City of Ft. Collins
12. Maren Bzdek, Interim Historic Preservation Manager, City of Ft. Collins
13. Matt Day, Senior Landscape Architect/Park Planning, City of Ft. Collins
14. Ellen Martin, Visual Arts Administrator/Art in Public Places, City of Ft. Collins
15. Matt Robenalt, Executive Director, Downtown Development Authority, Ft. Collins
16. Zoe Shark, Public Engagement Manager, City of Ft. Collins

Larimer and Timnath (June 15, 2021; 3:30-5pm)

17. Meegan Flenniken, Land Acquisition, Planning & Resource Division Manager, Larimer County
18. Brett Hansen, Timnath Town Council

Windsor and Poudre Trail Board (June 30, 2021; 9-10:30am)

19. Bob Hinderaker, Poudre Trail Manager/Poudre Trail Board
20. Wade Willis, Open Space and Trails Manager, Town of Windsor

Advocacy Organizations (July 1, 2021; 9-10:30am)

21. Judy Firestein, Farm Manager, Von Trotha-Firestien Historic Farm (Germans from Russia)
22. Justin Koroneos, Partnership Manager, Visit Ft. Collins
23. Ben Plankis, Northeast Region Trails Coordinator, CO Parks and Wildlife

Invited/Potential Participants Unable to Attend, No-Shows, and/or Declined:

Visitor-Facing Organizations

Cheryl Donaldson, Museum of Discovery (indicated no staff would be available/declined)

Susan Gutowsky and Jerry Galvador, Museo de Tres Colonias (Susan's email bounced back; no reply from Jerry after multiple attempts)

Casey Lansigner Pierce, Clearview Library District (no reply after multiple attempts)

Jim McDonald, Ft. Collins Cultural Services (referred by Cheryl Donaldson; not available)

Katie Wallace, New Belgium (indicated no staff would be available/declined)

Weld County

Sean Chambers, Director of Water and Sewer, City of Greeley (confirmed, but was a no-show; didn't respond to follow-up email)

Student Serving Organizations

Jerry Garretson, Cache la Poudre Middle and High School (no response after multiple attempts; also tried Lauren Hooten, no response after multiple attempts)

Ft. Collins

Kurt Friesen, Director of Park Planning and Development, Ft. Collins (no response after multiple attempts)

Karen McWilliams, Historic Preservation Manager, City of Ft. Collins (retiring; referred Jim Bertolini and Maren Bzdek, both who attended)

Mark Sears, Natural Areas Manager, City of Ft. Collins (retiring; indicated Zoe Shark, who attended, would represent)

Advocacy Organizations

Dave Dixon, Bike Ft. Collins (no response after multiple attempts)

Cheryl Glanz, Germans from Russia (emails bounced back; could not find alternate email)

Jen Kovecses, Coalition for the Poudre River Watershed (not available; referred Pam O'Malley, CO Parks and Wildlife (didn't feel it was appropriate to attend as PHA's funded, but referred Ben Plankis, who attended)

Hally Strevey, who confirmed and then later declined)

Ben Wade, Colorado Water Conservation Board (had to cancel at last minute; interested in future participation)

PHA Strategic Interpretive Plan: Task 5: Staff and Board Workshop Attendee List

July 6, 2022 (9am-3pm)

PHA Staff

Sabrina Stoker, Executive Director
Alexis Works, Communications Coordinator
Beth Bullard, Projects & Education Specialist
Carol Bennis, Community Engagement Director
Lynnette Gatewood, Office Manager

PHA Board

Dan Biwer, Secretary, Greeley City Attorney's Office
Sharon Bywater-Reyes, Ex-Officio, University of Northern Colorado
Greg Dewey, Treasurer, Northern Water
Katie Donahue, Director, City of Ft. Collins Natural Areas Department Director
Meegan Flenniken, Director, Larimer County Natural Resources Department
Nick Haws, Director, Poudre River Trust, Northern Engineering
Juie Kellenberger, Director, Colorado State University
Jared Mazurek, Director, Poudre Learning Center
Billy Mihelich, Director, Center Colorado Water Conservancy District
Bob Overbeck, Vice Chair, Larimer County Assessor
Chelsie Romulo, Ex-Officio, University of Northern Colorado
Jessica Salo, Ex-Officio, University of Northern Colorado
Karen Scopel, Director, City of Greeley Planning Department
Wade Willis, Chair, Windsor Parks & Open Space, Town of Windsor
Cheri Yost, Ex-Officio, National Park Service, Planning and Project Stewardship

Additional Attendees

Alex Hernandez, National Park Service
Lincoln Bramwell, prospective board member

Consulting Facilitators – Studio Tectonic

Seth Frankel, Principal/Lead Planner
Kate Livingston, Planner/Lead Facilitator
JJ Rutherford, Planner

PHA Strategic Interpretive Plan: Task 5: Staff and Board Workshop Agenda

July 6, 2022 (9am-3pm)

Morning Session: Revisiting SIP and Emphasizing Importance

9-9:30am: Introductions

9:30-9:45am: Studio Tectonic team outlines agenda and sets stage

9:45-10am: Sabrina and Wade's welcome

10-11:45am: Overview of updated SIP and recommendations

11:45am-12:30pm: Working lunch; prioritizing recommendations activity

Afternoon Session, Part 1: Evaluating Options

12:30-12:40pm: Results of ranking/prioritization

12:40-1:30pm: Small groups evaluate recommendations

1:30-1:45pm: Break

1:45-2:15pm: Report outs from small groups

Afternoon Session, Part 2: Taking Action and Sustaining Momentum

2:15-2:45pm: Group discussion re: next steps, roles/responsibilities

2:45-3pm: Final reflections

3pm: Close/Social Time

PHA Strategic Interpretive Plan: Task 5: Staff and Board Workshop: Future Vision

Participant responses to the prompt, "What I'd like to see in the Poudre River Corridor over the next 5 years..."

The power of the whole working together in a way that is greater than any of the individual parts.

More community voices in interpretation throughout the corridor.

More water—and an end to the draught.

A lot of connectivity, a lot of partnerships, a lot of growth elevating the PHA as an overarching entity for everyone to come to; eventually making our name and our story a national and an international product.

PHA positioned as the regional facilitator/convener, really supporting all the work of the Heritage Area—bringing everyone together.

To see PHA become more inclusive (e.g., we only have one private sector person here); make our brand reach go even further; becoming that resource.

Everyone is going on their own course, but we are on one river; unify us all and make a better product so that the general public can more easily embrace us all and identify us all.

Continued collaboration of various stakeholders—finding people who have different interests and engaging with them.

Connections with education, buy-in with the community, and also decolonized perspectives and diverse perspectives—including more Indigenous and other local community members; learning from them and also diversifying our board.

I've seen a lot of great one-off projects but I'd like to see some more sustained partnerships and programming—things that are happening regularly, things that can be ongoing with our partners.

It's really heartening to hear all the great work all the communities are doing and the role PHA plays; I'd like to see that continue and have more sustainable long-term projects.

A river that's appreciated and a river that's safe.

I'd like to see this board take care of themselves and this organization....You can do a lot—and you want to do a lot—but you have to make sure that you're doing it together, and keeping that focus and that priority. We can identify a handful of things to do exceptionally well, rather than 25 things that we want to do.

I want to see more access and opportunities for people to connect to the river—especially the lower watershed.

Convening, communing, collaborating, and connecting.

I would really like to see PHA breakthrough with visibility; I'd really like it to make it to everybody's radar.

I'd like us to be the convener of all things water. If people have a question and they don't know, I want them to come to us.

I'd like to see more community engagement—and even volunteers—and how we can get people more involved.

How we can bring key messages around all of the things that are happening that make the Heritage Area important? Weaving those key messages together—the water and the river, the interconnectedness of the floodplain—doing it more holistically with others who are doing the same work so that we're not duplicating. There are a lot of groups doing the work—or doing similar work—but we're not doing it together. Where can we be more strategic with the gaps?

Public recognition and understanding.

To continue to build on public engagement and partnerships.

I think it's really important to have an understanding at the community level of the work that you do. And for people to understand, when they hear the words “National Heritage Area,” that they know what you are able to do with the community and how you can bring people together to accomplish the work that you do.

PHA as a clearinghouse. So we're that place where people know they can come to get the right information—or at least know where to send them to find the right information.

To see PHA become supportive of everything that we're doing within our own agencies, but be that thing that links it all together and makes it cohesive. Our agencies struggle a lot; we just don't have the staff people to do the stories or some of that bigger stuff to make us even better. I'd like to see PHA help fill that role.

There's an opportunity to lean into our history and the origin of Western water law and why we're a Heritage Area and how the union colony and upstream Ft. Collins farmers had this potential fight over water—it's a scarce resource—and they chose collaboration and compromise over conflict. And we see that potential for conflict in our region right now. How can we revert to that historic collaboration and compromise over conflict?

Bring history to the current.

I think the PHA is not just a National Heritage Area, but we're a global heritage area. Water touches everything. I'd like to see it recognized for that.

I'd like everybody to know what the PHA is. When they see that brown sign on the highway or road, there's some regional pride and recognition.

I'd love to see more cultural diversity in our partnerships and some of the programs that we do; creating some new spaces for new things.

PHA Strategic Interpretive Plan: Task 5: Staff and Board Workshop: Next Steps/Items to Revisit (from "Parking Lot")

Nesting themes and subthemes

- Can new themes be under 4 (or 5)?
- Is 5/new theme needed?

Marketing/branding recognition

- Logo refresh
- Study of reach/brand awareness
- NHA -v- PHA (which is front and center?)
- Proximity to RMNP (ROMO)

Maps/content to provide to others/partners

Bellvue funding (i.e., federal compliance)

Signs as consumable

Current and potential partners (2.3 needs expansion)

Overlap of partners (i.e., coalition)

- People involved in many overlapping orgs

Board meeting partners/entities

- (Get to know and understand)

Distinguish “actual” -v- aspirational partners (i.e., untangle)
What resources, skills, and audience(s) does each bring?

Consider food/drink programs (and partners)

Heritage Journey (and other NPS/NHA resource sharing and collaboration)

Pay-to-play options (e.g., pay PHA to design signs)

CALA use (-v- “The Cache”)

PHA Strategic Interpretive Plan: Task 5: Staff and Board Workshop: Future Conversations (Questions posed by Studio Tectonic):

Is there a recommendation(s) that is a clear priority in the next year? (Or 2-5 years, 5+ years, etc.)

What holes exist in our understanding? How can we resolve those?

How do we move the SIP into a full strategic plan (e.g., with financials, marketing plan, etc.)?

What steps, roles, and responsibilities does the board/staff take next?

How do we stay accountable and maintain momentum?

What are the risks if we fail to implement the SIP?

Bibliography and Reference Sources

Cache la Poudre River National Heritage Area Economic Impact Study—2017. Prepared by Tripp Umbach, Pittsburg, PA 2017

Cache la Poudre River National Heritage Area Management Plan. Developed by City of Greeley staff with the guidance and oversight of the Poudre Heritage Alliance Board, and the National Park Service (2012).

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<https://www.congress.gov/bill/111th-congress/senate-bill/180>

Poudre Heritage Alliance Annual Reports
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THE ECONOMIC IMPACT OF NATIONAL HERITAGE AREAS: A CASE STUDY APPROACH

CACHE LA POUUDRE RIVER
NATIONAL HERITAGE AREA
FALL 2017

**Tripp
Umbach**

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INTRODUCTION

National Heritage Areas (NHAs) provide economic benefits to communities and regions through their commitment to heritage conservation and economic development. Through public-private partnerships, NHA entities support historic preservation, natural resource conservation, recreation, heritage tourism, and educational projects. Leveraging funds and long-term support for projects, NHA partnerships generate increased economic impact for regions in which they are located.

Since 2012, Tripp Umbach has completed comprehensive economic impact studies for 15 NHA sites across the U.S., including an extrapolation of the economic benefit of all 49 NHA sites on the national economy.

This study seeks to further quantify the economic impacts of individual NHAs. This report specifically focuses on the economic impact of the Cache la Poudre River NHA on its respective region (Larimer and Weld Counties).

The results presented in the NHA economic impact study are generated on an annual basis and are based on data from fiscal years 2014, 2015, and 2016. The economic impact in future years can either be higher or lower based on the visitor or tourist data, number of employees, operational expenditures, and capital expansion. The economic impact of the Cache la Poudre River NHA study shows:

- **Cache la Poudre River National Heritage Area** generates **\$81.6 million** in economic impact, supports **1,067 jobs**, and generates **\$6.9 million** in tax revenue.



PROJECT OVERVIEW

In the Spring of 2017, Tripp Umbach was retained by the Poudre Heritage Alliance (PHA) to measure the economic, employment, and government revenue impacts of the Cache la Poudre River National Heritage Area. The goals of the economic impact study include the following:

1. To quantify the current economic and employment impacts of the Cache la Poudre River NHA's operations in its region.
2. To demonstrate the broader community impact that the Cache la Poudre River NHA has in its region.

Tripp Umbach collected existing NHA visitor estimates, operating budgets, grantmaking, capital project funding, and volunteer hours. The data collection process guided the economic impact analysis using IMPLAN.¹ Key economic impact findings presented within the summary include the economic, employment, and state and local government revenue impact of the NHA in the Cache la Poudre River region. The economic analysis completed for the operational and grantmaking impacts uses actual expenditures and NHA employment to drive estimates of employment, income, tax revenue, and other economic variables.

Visitor and Tourism Expenditures: The economic impact of visitors to the Cache la Poudre River NHA is the **primary source** of economic benefit quantified in this analysis. The direct consequence of visitor expenditures become business receipts, which in turn, are used to pay wages, salaries, and taxes. The initial, direct round of spending ripples through the regional economy supporting additional economic benefits. Given the unique challenges of capturing visitor data by NHAs, the economic model includes local visitor estimates within the analysis.² The visitor benefit analysis model clearly states an explicit relationship to overall visitor estimates reported by the NHA and its regional partners to create the analysis of the visitor segments and their spending patterns. The model also estimates visitor expenditures.

Operational Expenditures: These expenditures are the economic impact of Cache la Poudre River's organizational spending and staff. This refers to the day-to-day spending of the NHA; wages, rent, and professional fees paid by the NHA on an annual basis are included in this segment.

Grantmaking and Capital Expenditures: NHA-secured federal funding in the form of grantmaking to specific sites within the region primarily allows for the creation and development of projects

¹ This analysis requires the use of IMPLAN3 software and geographic data representative of the NHAs' local and state region. Additional information on IMPLAN can be found at <http://implan.com>.

² The analysis of visitor spending includes local spending estimates.

and initiatives that further add to the historic, cultural, and recreational offerings of the NHA region. Funding focused on capital and construction development is quantified as well.

NHAs also provide intangible benefits that are not able to be quantified. Knowledge sharing, facilitating collaborative partnerships, and increasing the quality of life are elements that each NHA brings to its community. While these critical concepts are not quantified within the context of this report, they are highlighted through qualitative data that was collected.



CACHE LA POUFRE RIVER NHA

A. OVERVIEW OF CACHE LA POUFRE RIVER NATIONAL HERITAGE AREA

Originating in the Rocky Mountains and dropping some 7,000 feet to the Great Plains, the Cache la Poudre River runs 125 miles eastward through diverse geographic settings. In many locations, one can see head gates, flumes, water measurement devices, and an intricate network of ditches as a reminder that humans are able to modify the river's flow. These structures symbolize the long struggle to sustain a viable agricultural economy and to meet the water needs of urban development for the people of northern Colorado.

The Poudre River is significant for its contribution to the development of Western U.S. water law and the evolution of complex water delivery systems. The Poudre has also played a crucial role in regional economic development and has become a focal point for recreation.



In 2009, the federal government designated the lower 45 miles of the Cache la Poudre River as a National Heritage Area to recognize the significant role its history with western water law has played both locally and nationally. Today, the Poudre Heritage Alliance (PHA) diligently works to share this story³ with as many residents and visitors as possible so that they can celebrate the struggle and success of those that came before to manage this precious resource.

B. OVERALL ECONOMIC IMPACT

The economic impact of Cache la Poudre River NHA is **\$81.6 million annually**. This economic impact consists of tourism driven by the presence of Cache la Poudre River (\$80.8 million), operations of the NHA (\$628,644), grantmaking (\$97,920), and capital projects (\$37, 486) (See Figure 1 and Table 1).⁴

³ As a result of deliberate efforts to increase their web presence, the PHA has seen an increase of 154% of website traffic from 2016 to 2017 and a 471% increase of Facebook views between 2015 and 2017.

⁴ All data used to calculate impacts was based on a three-year average –2014, 2015, and 2016. Data was collected to reflect the Cache la Poudre River NHA.

Figure 1. Overall Economic Impact

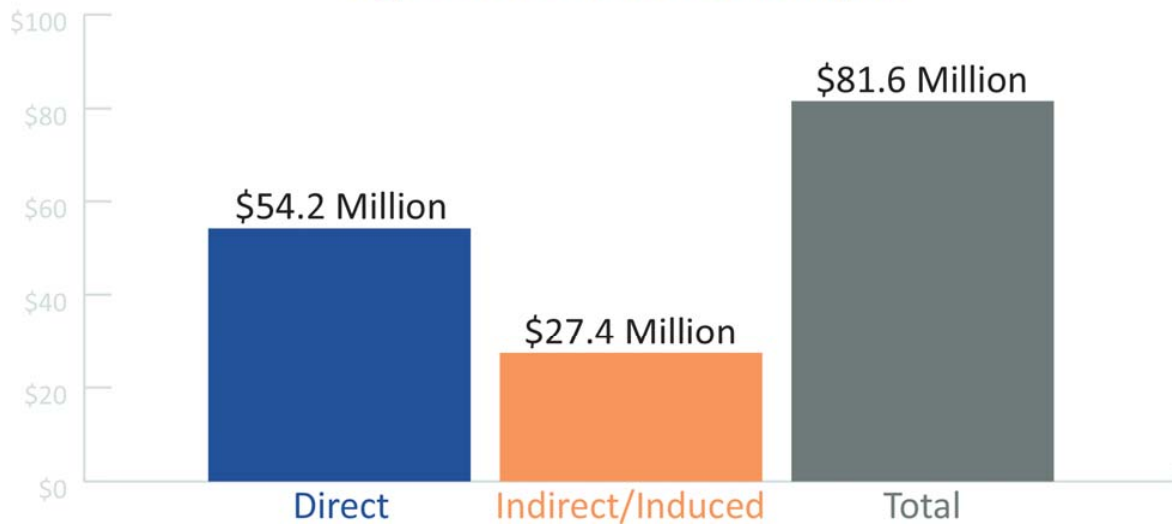


TABLE 1. OVERALL ECONOMIC IMPACT

	Direct Effect	Indirect Effect	Induced Effect	Total Effect
Economic Impact	\$54,240,251	\$14,813,104	\$12,522,669	\$81,576,026
<i>Tourism</i>	<i>\$53,793,270</i>	<i>\$14,607,006</i>	<i>\$12,411,700</i>	<i>\$80,811,976</i>
<i>Operations</i>	<i>\$359,176</i>	<i>\$176,537</i>	<i>\$92,929</i>	<i>\$628,644</i>
<i>Grantmaking</i>	<i>\$61,129</i>	<i>\$24,487</i>	<i>\$12,304</i>	<i>\$97,920</i>
<i>Capital Projects</i>	<i>\$26,676</i>	<i>\$5,074</i>	<i>\$5,736</i>	<i>\$37,486</i>

The following table shows the top 10 sectors in the NHA region impacted by PHA activities and visitors (See Table 2).

TABLE 2. TOP 10 ECONOMIC IMPACT SECTORS

Industry	Economic Output
Hotels and motels, including casino hotels	\$22,367,197
Full-service restaurants	\$13,077,314
Limited-service restaurants	\$6,134,460
Other amusement and recreation industries	\$4,525,055
Retail - Miscellaneous store retailers	\$4,166,814
Real estate	\$3,463,524
Owner-occupied dwellings	\$2,192,830
Transit and ground passenger transportation	\$1,878,160
Retail - Food and beverage stores	\$1,461,171
Retail - Gasoline stores	\$1,313,151

The components of the economic impact are broken out below.

C. TOURISM IMPACT

The effects of visitation and tourism have the greatest economic benefit for the regions in which NHAs operate. NHAs play a substantial role in supporting and encouraging tourism within their regions. Tourism numbers are calculated and are comprised of both Cache la Poudre's and its regional partners' tourism figures. The three-year average total of visitors and tourists to the NHA region is over 545,000 visitors.⁵ These visitors spend money in the state, creating a positive ripple effect on the economic structure. Based on the annual average number of visitors to the NHA region and its partner sites, \$80.8 million in economic benefit was supported annually within the state through tourism (See Table 3).

TABLE 3. ANNUAL ECONOMIC IMPACT OF TOURISM AND VISITATION

Visitor Segment	% of Total Visitation*	Direct Effect	Indirect Effect	Induced Effect	Total Effect
Local Day	19%	\$2,573,438	\$683,423	\$509,572	\$3,766,434
Non-Local Day	41%	\$8,712,921	\$2,378,961	\$1,734,107	\$12,825,990
Overnight	40%	\$42,506,910	\$11,544,621	\$10,168,021	\$64,219,552
Total	100%	\$53,793,269	\$14,607,005	\$12,411,700	\$80,811,976

The economic spending analysis demonstrates that within the region, visitors traveling from outside the state and staying overnight represent the largest economic benefit to the economy of the NHA region. Although overnight visitors only comprise an estimated 40 percent of NHA visitation, overnight visitors⁶ account for close to 80 percent of the economic benefit of NHAs. This is primarily driven by the increased amount of fresh dollars from outside the state spent on lodging, accommodations, restaurants, transportation, etc.

D. OPERATIONAL IMPACT

In addition to attracting visitors and promoting tourism in the region, the analysis quantifies the economic benefit of the Cache la Poudre River NHA through its operating activities. This impact is represented by the spending of the organization and the employees it supports (See Table 4).

TABLE 4. ANNUAL ECONOMIC IMPACT OF OPERATIONS

	Direct Effect	Indirect Effect	Induced Effect	Total Effect
Operations	\$359,176	\$176,537	\$92,929	\$628,644

E. GRANTMAKING

The Cache la Poudre River NHA is active in the region with its partners through grantmaking efforts that support projects and programs that are aligned with the educational, cultural,

⁵ Annual tourism impacts were calculated using data from fiscal years 2014, 2015, and 2016.

⁶ Overnight visitors are attributable to both the efforts of Cache la Poudre River NHA and its regional partners.

promotional, and economic development missions of the heritage area. Similar to how tourism, operations, and capital project funding support economic activity within the region, grantmaking provides an infusion of funds to assist with the development of the heritage area (See Table 5).

TABLE 5. ANNUAL ECONOMIC IMPACT OF GRANTMAKING

	Direct Effect	Indirect Effect	Induced Effect	Total Effect
Grantmaking	\$61,129	\$24,487	\$12,305	\$97,921

F. CAPITAL PROJECTS

Capital investment of Cache la Poudre NHA supports the creation of projects and sites within the NHA that allow for the further development and revitalization throughout the region. Similar to how tourism and operations support economic activity within the region, capital projects provide an infusion of funds to assist with the development of buildings, sites, and projects within the heritage area (See Table 6).

TABLE 6. ANNUAL ECONOMIC IMPACT OF CAPITAL PROJECTS

	Direct Effect	Indirect Effect	Induced Effect	Total Effect
Capital Projects	\$26,676	\$5,074	\$5,736	\$37,486

G. OVERALL EMPLOYMENT IMPACT

Cache la Poudre River NHA supports a substantial number of jobs in the state. The total employment impact is **1,067 jobs** (849 direct jobs and 218 indirect/induced jobs). Direct jobs are based on business receipts which in turn are used to pay wages and salaries within industries such as food services, retail, and lodging.

Indirect or induced jobs are supported by local businesses spending part of their receipts on goods and services they require to serve customers, including investment in new equipment and structures. This is the ripple effect of economic activity attributed to NHAs (See Figure 2 and Table 7).

Figure 2. Overall Employment Impact

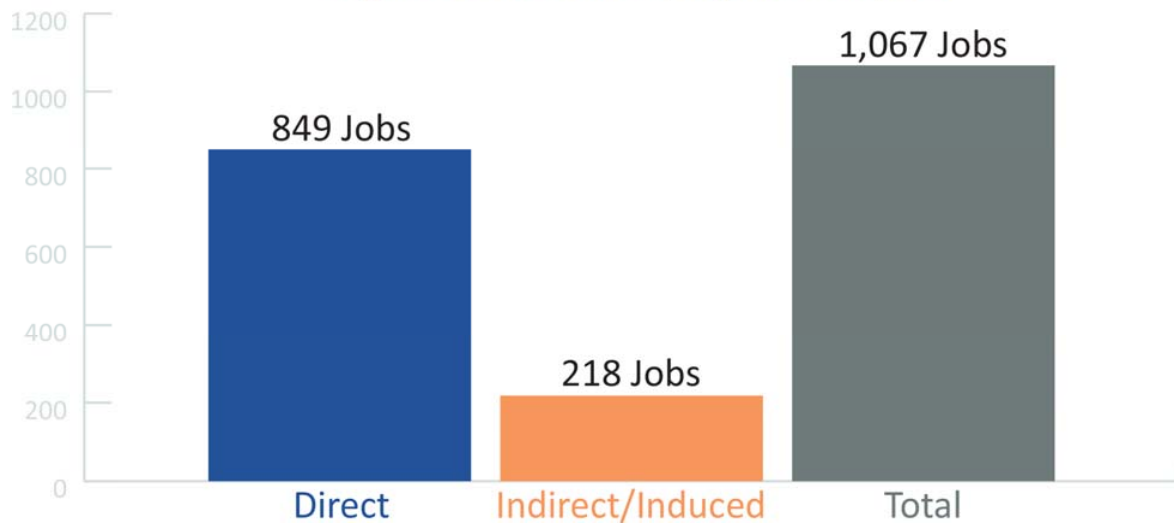


TABLE 7. OVERALL EMPLOYMENT IMPACT

	Direct Effect	Indirect Effect	Induced Effect	Total Effect
Economic Impact	850 jobs	115 jobs	102 jobs	1,067 jobs
<i>Tourism</i>	<i>846 jobs</i>	<i>113 jobs</i>	<i>101 jobs</i>	<i>1,060 jobs</i>
<i>Operations</i>	<i>2 jobs</i>	<i>1 jobs</i>	<i>1 jobs</i>	<i>4 jobs</i>

**Capital Funding and Grantmaking did not contribute any jobs to the overall employment impact. Due to rounding, the above figures do not add completely to the totals.*

The “Top Employment Sectors” table illustrates the sectors with the largest number of jobs (includes direct, indirect and induced) supported by Cache la Poudre NHA (See Table 8). Industries such as food services and hotels represent the largest number of jobs while the ripple effect illustrates that jobs in real estate and retail are also supported by the spending attributable to Cache la Poudre NHA.

TABLE 8. TOP EMPLOYMENT IMPACT SECTORS

Industry	Jobs
Full-service restaurants	277
Hotels and motels, including casino hotels	237
Retail - Miscellaneous store retailers	113
Other amusement and recreation industries	78
Limited-service restaurants	77
Transit and ground passenger transportation	40
Real estate	26
Retail - Food and beverage stores	21
Retail - Gasoline stores	21
Other accommodations	10

H. GOVERNMENT REVENUE IMPACT

NHAs also support state and local governments with the generation of government revenue or tax revenue. As a result of Cache la Poudre River's attraction of visitors, operations, grantmaking, and capital funding, the NHA generates over **\$6.9 million** in tax revenue annually (\$5.6 million in direct taxes) (See Table 9).

TABLE 9. STATE AND LOCAL TAX IMPACT

Description	Employee Compensation	Tax on Production and Imports	Households	Corporations
Dividends				\$10,928
Social Ins Tax- Employee Contribution	\$22,728			
Social Ins Tax- Employer Contribution	\$45,922			
Tax on Production and Imports: Sales Tax		\$2,929,320		
Tax on Production and Imports: Property Tax		\$2,710,992		
Tax on Production and Imports: Motor Vehicle License		\$72,451		
Tax on Production and Imports: Severance Tax		\$118,437		
Tax on Production and Imports: Other Taxes		\$152,629		
Tax on Production and Imports: S/L NonTaxes		\$120,179		
Corporate Profits Tax				\$81,739
Personal Tax: Income Tax			\$461,050	
Personal Tax: NonTaxes (Fines- Fees)			\$159,350	
Personal Tax: Motor Vehicle License			\$25,873	
Personal Tax: Property Taxes			\$9,365	
Personal Tax: Other Tax (Fish/Hunt)			\$28,048	
Total	\$68,650	\$6,104,008	\$683,686	\$92,667

I. VOLUNTEER IMPACT

It is estimated that volunteers at sites throughout the NHA generate more than **\$100,000 annually** as a result of their volunteer services.⁷ Volunteers at Cache la Poudre River have given their time to specific projects and initiatives of the NHA and related sites within the heritage area. These benefits are in addition to the **\$81.6 million annual impact** generated by the NHA.

CONCLUSION

NHAs are valuable economic contributors to the regions in which they operate. The partnerships they create and facilitate, and the efforts put forth by each NHA to attract visitors, create economic development, and preserve the culture, history, and assets of their regions truly make a difference in local communities. The Cache la Poudre River has historically proven to be essential to the lives of the more than a half-million people in the northern Colorado Front Range.

The Cache la Poudre River NHA serves as a vital driver in the Colorado economy, contributing millions of dollars annually and sustaining thousands of jobs.

- **Cache la Poudre River National Heritage Area** generates **\$81.6 million** in economic impact, supports **1,067 jobs**, and generates **\$6.9 million** in tax revenue.

“Spotlight” Project – Heritage Culturalist Program

The Heritage Culturalist Program (HCP) is an ambassador program that educates volunteers in the rich history and recreation opportunities of the Cache la Poudre River National Heritage Area through interactive presentations and site visits in Weld and Larimer Counties. Volunteers provide interpretation and expertise to the public at Poudre Heritage Alliance (PHA) programs and events with a focus on the Poudre River's integral role in the birth of western water law, and its impact on the agriculture, recreation, and environment of the Northern Colorado community.

Once certified, HCP volunteers share their expertise with the public to educate and increase awareness of the Cache la Poudre River NHA by leading bike tours along the Poudre Trail, engaging the public at community events, organizing speakers' bureaus at local libraries, and more. Volunteers also create professional documentation of Heritage Area resources and enhance heritage tourism opportunities for the Northern Colorado region.

⁷ Primary data about number of volunteers and hours volunteered was provided to Tripp Umbach by Cache la Poudre NHA. A conservative assumption of \$23.56 per hour was used to calculate the value of volunteer services. This amount was calculated independently by the Points of Light Foundation.

APPENDIX A: GLOSSARY OF TERMS

Study Year	Three Year Average of 2014, 2015, and 2016
Total Economic Impact	The total economic impact of an NHA includes the direct, indirect, and induced impact generated in the economy as a result of the institution's presence.
Direct Economic Impact	<p>Direct impact includes items such as operational spending, spending by visitors to the NHA, and grantmaking/capital expenditures.</p> <p>For example, the economic impact of visitors to NHAs is the primary source of economic benefit to the regions in which NHAs operate. The direct consequence of travel expenditures become business receipts which in turn are used to pay wages and salaries and taxes.</p>
Indirect Economic Impact	<p>Indirect impact, also known as the multiplier effect, includes the re-spending of dollars within the local economy by vendors and suppliers.</p> <p>For example, indirect impacts are related to local businesses spending part of their receipts on goods and services they require to serve customers, including investment in new equipment and structures. In turn, their suppliers must purchase certain items from others. This is the multiplier effect of economic activity attributed to visitor spending to NHAs. Each level of impact creates salaries, employment, and tax revenues.</p>
Induced Economic Impact	Induced impact measures the effects of the changes in household income. For example, this impact includes the household spending of the wage and salary income generated by the visitors to the NHA. Induced effects refer to money recirculated through the economy as a result of household spending patterns generating further economic activity.
Direct Employment	Total number of jobs created in the economy as a result of operations, tourist spending and grantmaking activities.
Indirect Employment	Indirect employment is the additional jobs created as a result of the institution's economic impact. Local companies that provide goods and services to an institution increase their number of employees as purchasing increases, thus creating an employment multiplier.
Multiplier Effect	The multiplier effect is the additional economic impact created as a result of the NHA's direct economic impact. Local companies that provide goods and services to an institution increase their purchasing by creating a multiplier. Multipliers in this study are derived through IMPLAN.
Government Revenue Impact	Government revenue that is collected by governmental units in addition to those paid directly by an institution, including taxes paid directly by employees of the institution, visitors to the institution and vendors who sell products to the institution.

APPENDIX B: RESEARCH METHODOLOGY

The study and analysis within utilizes recommendations from previous research to establish a procedure and baseline analysis of how NHAs impact the economy. The research protocol established utilizes existing NHA data collection processes to streamline efforts required by an NHA to complete the analysis.

The estimates made in this analysis are intentionally conservative as not to inflate the results. In fact, the estimates are conservative in that many types of visitor spending are not counted due to limitations of data collection and trip purpose. In most cases, visitor counts and trip purpose are not quantified with existing data sources. All sites utilized visitor counts prepared for the National Park Service, with a majority relying on partners and visitor counts from the primary attractions and visitor centers in their area.

A three-year average of visitor counts to the NHA regions was utilized to provide a data-driven estimate of the annual number of visitors and accounts for spikes in visitor activity that can occur due to special circumstances. The final visitor impact estimates are substantial and demonstrate the importance of heritage tourism to a local economy. We must be aware that within economic analysis, the results are dependent on the data sources utilized to conduct the analysis.⁸ Day visitors were more likely to make the trip specifically to visit the heritage area attraction than visitors on overnight trips. The report identifies these limitations and the effect they have on the analysis. Collecting visitor data is a challenge to the existing resources of NHAs. Approximations of visit data for different facilities may not be completely consistent and vary considerably. As with all economic impact assessments, data utilized and estimates should be viewed as estimates based on the best information presently available.

Tripp Umbach based visitor and general tourist spending patterns on National Park Visitor Spending estimates established in 2015.⁹ The use of a secondary source provides the analysis with a research-based assumption that can be readily duplicated in future years for additional impact studies.

The bulk of economic activity supported by NHAs is accounted by the spending of visitors to NHAs. The type of visitor can be segmented into specific groups consistent with those identified in previous impact studies conducted for the NPS. The segments identified as NHA visitors were local day-trip, non-local day-trip, and overnight hotel/motel guests. This analysis utilizes the

⁸ In most cases, we lack a clear definition of which visitors to the destination should be considered “heritage area visitors” and there are questions about the accuracy and consistency of visitation statistics reported by some facilities. In a previous study, Stynes et. al. research identified that on average, 57% of visitors to an NHA reported that one or more of the attractions in the heritage area was the primary purpose of their trip.

⁹ Thomas, Catherine C. and Lynne Koontz. 2015 National Park Visitor Spending Effects: Economic Contributions to Local Communities, States, and the Nation. April 2016.

spending patterns of these three distinct NHA visitor segments. Visitor spending estimates rely on reported visitors to each NHA, followed by breaking down visits into segments with distinct spending patterns and applying spending averages based on existing spending trends.

ECONOMIC ANALYSIS PROCESS

Tripp Umbach’s methodology for calculating NHA economic benefits may be utilized for other NHA sites. The intention to develop a protocol requiring minimal resources from NHAs was balanced with the development of a protocol that could be replicated with a basic understanding of economic impact input-output analysis, the data collection process, IMPLAN software, and the purchase of IMPLAN data specific to the geographic footprint of the NHA site. The data collection process primarily consists of data points aggregated by NHAs for their Annual Performance Measure Survey, completed annually for the National Park Service. Additional information regarding the use and purchase of IMPLAN3 software is available through MIG, Inc.¹⁰

It is helpful to think of an input-output model such as IMPLAN as an economic exercise, based on the collection of known data source variables then inputted into the model to simulate how a change in a sector of the economy affects the overall conditions of the economy. An input-output model can simulate the ripple effects of a given sector on the entire economy. The data collection process provides the direct spending effects of a particular sector attributable to the NHA. The model simulates the indirect effects and the induced effects. Summing the direct, indirect, and induced effects provides a reasonable estimate for the impact that a certain sector has on the entire economy.

For example, the economic impact of visitors to NHAs is the primary source of economic benefit to the regions which NHA operates. The **direct** consequence of travel expenditures become business receipts which in turn are used to pay wages and salaries and taxes.¹¹

Indirect or secondary benefits are attributed to local businesses spending part of their receipts on goods and services they require to serve customers, including investment in new equipment and structures. In turn, their suppliers must purchase certain items from others. This is the ripple effect of economic activity attributed to visitor spending to NHAs. Each level of impact creates salaries, employment, and tax revenues.

The other type of secondary benefit is **induced**. This benefit accounts for the consumption spending of the wage and salary income directly generated by the visitors to the NHA. Induced

¹⁰ The analysis requires the use of IMPLAN3 software and geographic data representative of the NHAs local and state region. Additional information on IMPLAN can be found at <http://implan.com>.

¹¹ The analysis does not quantify the direct costs such as visitors utilizing a recreation area that requires expenditures to repair or maintain.

effects refer to money recirculated through the spending patterns of households causing further local economic activity.

For each case study site, the “Top Employment Sectors” table illustrates the sectors with the largest number of jobs (includes direct, indirect, and induced jobs) supported by the NHA. Industries such as food services, hotels, and retail stores represent the largest number of jobs attributable to NHAs, while the ripple effect illustrates that jobs in real estate, healthcare, and other indirect industry sectors also support jobs indirectly attributable to the NHA.

The step-by-step process illustrates the economic impact modeling process.

Step One – Data Collection

The economic impact analysis is quantified from available data sources. NHA sites are asked to complete the data collection form developed by Tripp Umbach. All data points are described within the data collection form. These include visitation numbers, operating expenditures, the number of NHA employees, funding from NHAs specific to capital and construction activities, funding from NHAs for educational and support grants, plus any additional public or private matching dollars associated with the NHA grant. The annual amounts for the three most recent years are inputted and an average of those three years is calculated within the data collection form.

Step Two – Visitation inputs

Visitor expenditures are best viewed as the initial monetary activity that stimulates the production process and initiates realistic measurement of economic benefit or impact. Estimating visitors is perhaps the greatest challenge that NHAs face when developing annual counts. They depend primarily on the working relationships and partnerships that they share among partners, sites, and attractions within their areas to calculate visitor estimates.

Visitor economic impact typically requires three basic inputs: (1) the number and types of visitors, (2) visitor spending patterns, and (3) local economic ratios and multipliers. Multipliers for this analysis were obtained from IMPLAN databases, geographically focused for regions around heritage areas and the state economies.

Annual visitation averages are applied to three specific visitor segments approximated from national NPS visitor information data.¹² The segments identified within qualitative interviews with NHA site directors and stakeholders as the most likely visitors to NHAs are local day, non-

¹² Thomas, Catherine C. and Lynne Koontz. 2015 National Park Visitor Spending Effects: Economic Contributions to Local Communities, States, and the Nation. April 2016.

local day, and overnight visitors. The percentage of the overall visitors and their respective segments are represented in the following table (See Table 10).

TABLE 10. VISITOR SPENDING BY SEGMENT

Visitor Segment	% of Total Visitation	Average Daily Spending
Local Day	19%	\$41.52
Non-Local Day	41%	\$65.70
Overnight	40%	\$238.22

Each of the visitor segments spends varying amounts of money while visiting the NHA region. The spending estimates of these groups are then applied to spending averages from the 2015 National Park Service (NPS) spending study.¹³ The ratio of visitors and spending averages are then calculated to provide total spending estimates for each segment and for each specific type of spending associated with visitation and tourism (See Table 11).¹⁴

TABLE 11. SPENDING ESTIMATES BY VISITOR TYPE

Visitor Segment	Motel, hotel, B&B	Camping fees	Restaurants & Bars	Amusements	Groceries	Gas & Oil	Local transportation	Retail Purchases
Local day-trip spending allocation	0.0%	0.0%	31.6%	11.3%	15.0%	21.4%	1.6%	19.1%
Non-local day-trip spending allocation	0.0%	0.0%	28.2%	13.5%	10.1%	26.8%	2.6%	18.7%
Overnight spending allocation	42.7%	0.9%	24.2%	6.2%	4.4%	9.5%	2.7%	9.4%

Each spending category has an associated IMPLAN code for which it is related to within the IMPLAN software (See Table 12).

Once the spending amounts are calculated for each visitor segment and spending type, the next step is entering the spending amounts into the IMPLAN software. Each visitor segment, local day, non-local, and overnight visitors are created as a unique event within the IMPLAN model.

¹³ Ibid.

¹⁴ The analysis acknowledges the possibility of average spending variance through the utilization of average spending derived from consumer choices, estimates, and average visitor counts.

TABLE 12. SPENDING ESTIMATES BY SECTOR TYPE

IMPLAN Sector	Sector Name	Spending Type
400	Retail – Food and beverage stores	Groceries
402	Retail – Gasoline stores	Gas & Oil
406	Retail – Miscellaneous store retailers	Retail Purchases
412	Transit and ground passenger transportation	Local transportation
496	Other amusement and recreation industries	Amusements
499	Hotels and motels, including casino hotels	Motel, hotel, B&B
500	Other accommodations	Camping fees
501/502	Full-service restaurants/ Limited-service restaurants	Restaurants & bars

Economic impact measures attempt to estimate the likely losses in economic activity to the region in the absence of the heritage site. Should the heritage area and its partners not be available, it is assumed that local residents would spend the money on other local activities, while visitors from outside the region would not have made a trip to the region. Based on visitors sampled at heritage areas, approximately two-thirds of the associated economic impacts would be lost to the regions in the absence of the heritage attractions. The largest impacts result from overnight visitors staying in local lodging establishments. Local resident spending is included in the economic benefits measures, as this captures all economic activity associated with heritage area visits, including local and non-local visitors. Spending by local residents on visits to heritage areas does not represent new money to the region.¹⁵

Step Three – Operational Impacts

The operational impacts of NHAs are estimated from the operational expenditures of the NHA and total number of direct jobs employed by the NHA. Total jobs include full-time and part-time employees. Operational expenditures also may be calculated by entering the actual expenditures of the organization over the annual time period. Again, a three-year average is utilized to eliminate drastic variations (cuts or increases) to annual spending amounts. The employment or spending is entered into the IMPLAN model within Sector 493 – Museums, historical sites, zoos, and parks.

The economic analysis completed for the operational impact analysis uses actual expenditures and NHA employment to drive estimates of employment, income, and tax revenue. Operational impacts refer to the day-to-day management, coordination, and activities executed by the NHA

¹⁵ The economic effect of NHAs is an overall contribution to their regional economies. Though local visitor spending is not considered within a marginal analysis due to the fact local residents have choices on where they spend their money within the region, in a contribution sense, residents of the local area do make choices to spend money in the local NHA region due to the NHAs mission fulfillment of preservation and education. In a contribution sense, this economic effect does benefit the regional economy.

and its staff. It refers to the impact of “doing business” as a non-profit organization that promotes history, culture, and recreation in the region.

Step Four – Grant Funding and Support

NHA-funded grants to regional partners and associated revenue “matches” from regional organizations are tracked by each NHA site annually. Grant funding is calculated in the economic impact model as Sector 514 – Grantmaking, giving, and social advocacy. NHA-secured federal and state funding in the form of grantmaking to specific sites within the region primarily allows for the creation and development projects and initiatives that further add to the historic, cultural, and recreational offerings of the NHA region.

Step Five – Capital Specific Funding

Capital-specific funding is calculated separately. Funding for a specific construction or capital improvement project is assigned as a unique event within the IMPLAN software, categorized under IMPLAN code 58 - Construction of non-residential structures. Additional grant funding focused on capital and construction development also includes the educational mission of NHAs and the role that the staff has in serving as catalysts for economic development opportunities in the regions which they operate.

ACKNOWLEDGEMENTS

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TRIPP UMBACH

2359 Railroad Street, #3701
Pittsburgh, PA 15222
412.281.2313

www.trippumbach.com

NATIONAL PARK SERVICE, NORTHEAST REGIONAL OFFICE

Peter Samuel, NHA Coordinator
200 Chestnut Street
Philadelphia, PA 19106
215.597.1848

www.nps.gov/history/heritagearea

CACHE LA POUFRE RIVER NHA

Kathleen Benedict
Executive Director, Poudre Heritage Alliance
Cache la Poudre River National Heritage Area

<http://www.poudreheritage.org/>

The following organizations have received grants from the Poudre Heritage Alliance (PHA):

El Espejo—Girls Summer Research Institute

Recipient: Poudre Learning Center

Year awarded: 2011

Total cost of project : \$19,692

Current Events—River Education Initiatives

Recipient: CSU Environmental Learning Center

Year awarded: 2011

Total cost of project : \$17,503

Monument Tower and Interpretive Signage

Recipient: Poudre Learning Center

Year awarded: 2011

Total cost of project : \$57,890

“Food, Forage and Farm” Exhibit

Recipient: Fort Collins Museum of Discovery

Year awarded: 2011

Total cost of project : \$106,138

Go West Art Fence

Recipient: City of Greeley Museums

Year awarded: 2012

Total cost of project : \$186,125

Biodiversity Wall Exhibit

Recipient: Fort Collins Museum of Discovery

Year awarded: 2012

Total cost of project : \$156,026

Interpretive Signage

Recipient: City of Fort Collins—Natural Areas
Department

Year awarded: 2012

Total cost of project : \$190,000

“Well Watch”—Groundwater Curriculum and Teacher Inservice Project

Recipient: Poudre Learning Center

Year awarded: 2013

Total cost of project : \$17,044

“The Great Divide”—Film Pre-Production

Recipient: Colorado Humanities

Year awarded: 2013

Total cost of project : \$50,000

Fort Collins Water Works Interpretive Center—Construction Document Development

Recipient: Poudre Landmarks Foundation

Year awarded: 2013

Total cost of project : \$56,146

Town of Windsor Museum Exhibit Redesign

Recipient: Town of Windsor—Art and Heritage
Department

Year awarded: 2013

Total cost of project : \$57,999

“Gage the River”—River Gage Signage

Recipient: Poudre Runs Through It

Year awarded: 2014

Total cost of project : \$26,611

“FCI50: A Sesquicentennial Celebration”—Exhibit

Recipient: Fort Collins Museum of Discovery

Year awarded: 2014

Total cost of project : \$250,000

Frank State Wildlife Area—Open Space Preservation Planning Documents

Recipient: Town of Windsor—Parks and Open Space
Department

Year awarded: 2014

Total cost of project : \$109,648

“The Great Divide”—Film Production

Recipient: Colorado Humanities

Year awarded: 2014

Total cost of project : \$176,333

Council Tree, Strauss Cabin, and Coy Homestead—Interpretive Signage

Recipient: City of Fort Collins—Natural Areas Department

Year awarded: 2015

Total cost of project : \$15,470

The following organizations have received grants from the Poudre Heritage Alliance (PHA):

3 Byways and a National Heritage Area Loop Tour— Brochure, Web Landing Page, Launch Events

Recipient: Cache la Poudre—North Park Scenic &
Historic Byway Council

Year awarded: 2015

Total cost of project : \$24,969

Eastman Park Master Planning and Interpretative Signage

Recipient: Town of Windsor—Parks and Open Space
Department

Year awarded: 2015

Total Cost of Project: \$57,836

“The Great Divide”—Film Tour

Recipient: Colorado Humanities

Year awarded: 2015

Total Cost of Project: \$49,582

Eaton House—Master Plan and Renovation

Recipient: Town of Windsor—Art and Heritage
Department

Year awarded: 2015

Total Cost of Project: \$59,349

Fort Collins Water Works II

Recipient: Poudre Landmarks Foundation

Year awarded: 2015

Total Cost of Project: \$33,700

Educational Partner Program

Recipient: Poudre Learning Center

Year awarded: 2015

Total Cost of Project: \$20,000

Fulfill Our Wish Statue

Recipient: Windsor-Severence Historical Society

Year awarded: 2015

Total Cost of Project: \$167,823

“Power of Place”—Film

Recipient: History Colorado

Year awarded: 2016

Total Cost of Project: \$59,800

Heritage Trail

Recipient: City of Fort Collins/BHA Design

Year awarded: 2017

Total Cost of Project: \$1,090,485

Nature Rides

Recipient: The Growing Project

Year awarded: 2017

Total Cost of Project: \$11,533

Restoration of James Ross Proving Up House

Recipient: City of Fort Collins Historic Preservation
Department

Year awarded: 2017

Total Cost of Project: \$80,000

Historic Windmill Installation and Interpretation at Centennial Village

Recipient: City of Greeley Museums

Year awarded: 2017

Total Cost of Project: \$20,362

Heritage Trail at the Poudre River Whitewater Park

Recipient: City of Fort Collins—Parks Planning

Year awarded: 2018

Total Cost of Project:

“Power of Place”—film production

Recipient: Havey Productions

Year awarded: 2018

Total Cost of Project: \$409,530

Eaton House Construction and Planning Documentation

Recipient: Town of Windsor

Year awarded: 2019

Total Cost of Project: \$60,000

“Watering the West”—film production

Recipient: Watering the West LLC

Year awarded: 2019

Total Cost of Project: \$34,446

Academic and Small Grants

Gateway Sign

Recipient: City of Fort Collins Natural Resources

Year awarded: 2014

Total Cost of Project: \$750

Aquablitz

Skye Sach—Graduate Student

Year awarded: 2014

Total Cost of Project: \$20,816

Cool Off at the Library

Recipient: Poudre River Library District

Year awarded: 2014

Total Cost of Project: \$5,970

PHA History

Recipient: Professors and students at Metro State
College History and Journalism departments

Year awarded: 2016

Total Cost of Project: In progress

Ralph Parshall Study

Recipient: Michael Weeks—Graduate Student

Year awarded: 2016

Total Cost of Project: \$6,784

H2O Today Exhibition

Recipient: Greeley History Museum

Year awarded: 2017

Total Cost of Project: \$14,256

Dirt—A Terra Nova Experience

Recipient: Bas Bleu Theater

Year awarded: 2018

Total Cost of Project: \$12,566

Woodbriar Park Art

Recipient: City of Greeley

Year awarded: 2018

Total Cost of Project: \$150,000

Wild & Scenic River Celebration and Watershed Restoration Projects

Recipient: Coalition for the Poudre River Watershed (CPRW)

Year awarded: 2018

Total Cost of Project: \$3,492

“A River of Stories”—short film

Recipient: Fort Collins Downtown Creative District

Year awarded: 2018

Total Cost of Project: \$4,171

Watson Lake Fish Ladder & Interpretative Signage

Recipient: Colorado Parks & Wildlife

Year awarded: 2019

Total Cost of Project:

Poudre River Water Quality Monitoring Project

Recipient: University of Northern Colorado Foundation

Year awarded: 2019

Total Cost of Project: \$21,989

Bellvue Lab Clean-Up

Recipient: Jackson Ditch Co./Water Supply & Storage

Year awarded: 2019

Total Cost of Project: \$5,000