

NORTHERN COLORADO CULTURAL TOURISM ALLIANCE

NOCO

cultural tourism strategic plan 2011



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CONTENTS

Introduction02

- Executive Summary
- Introduction
- Mission
- Goals
- Objectives
- Background/Overview
- Definition of Terms Used

Visitor Analysis12

- Tourism in Colorado
- Cultural Heritage Tourists
- Agritourism
- Fort Collins Tourism
- Greeley Tourism
- Summary and Recommendations

Interpretive Framework.....19

- NOCO Interpretive Themes
- NOCO Featured Sites
- NOCO Characters
- NOCO Events
- NOCO Heritage Establishments

Implementation and Marketing Strategies	45
Approach	
Building Partnerships	
Promotions & Marketing	
Interpretive Media/Promotions	
Branding	
Visitor Experience Programming	
 Heritage Site Handbook	 56
Site Criteria	
Recommendations	
Suggestions for Developing Agritourism Sites	
 Appendix	 60

INTRODUCTION



Summertime in the Rocky Mountains

Executive Summary

The Northern Colorado Cultural Tourism Alliance (NCCTA) is a consortium of businesses, academic partners, museums, chambers of commerce, governments, tourism agencies, and others interested in promoting cultural tourism in Northern Colorado. For the sake of this planning effort, Northern Colorado is defined as Larimer and Weld Counties and is referred to as “NOCO.” The NCCTA initiated the development of a Strategic Cultural Tourism Plan for Northern Colorado in order to lay the groundwork for building and promoting cultural

tourism in Larimer and Weld Counties. The NCCTA recognizes that the region is home to an abundance of natural and historic resources as well as a unique culture and they endeavored to organize and promote these assets in order to draw visitors from Colorado’s Front Range and beyond.

The Northern Colorado Cultural Tourism Strategic Plan articulates a vision for more robust cultural tourism opportunities, establishes a set of goals to guide the process of building more tourism

infrastructure and experiences and proposes implementation strategies.

The goals of the planning effort are represented by the following three categories: preservation, interpretation, and economic development. The plan identifies the unique resources that Northern Colorado harbors and endeavors to inspire support for their long-term preservation and enjoyment. By establishing an interpretive framework and highlighting the region's key story lines and characters, the plan also establishes a foundation for sharing the history and cultural traditions of Northern Colorado with both visitors and locals. Given the long-standing and enduring agricultural traditions in the region, the plan does place an emphasis on promoting agritourism and the interpretation of the region's working landscapes, irrigation systems and farmers and ranchers. Finally, the plan serves as a blueprint for initiating the promotion and growth of tourism driven economic development.

One of the challenges of recruiting tourists to an area is to know the tourism market and to understand travel motivators. Today's economy is prompting an increase in the "staycation," a holiday taken at or near one's home. Larimer and Weld Counties are well positioned to entice the Front Range resident who may be looking to plan a vacation closer to home. According to the Y Partnership's 2010 Portrait of the American Traveler,

A Vision for Cultural Tourism in Northern Colorado

The celebration and promotion of the creative, agricultural and recreational aspects of Northern Colorado's culture will give rise to cultural tourism opportunities in the towns and rural areas of Larimer and Weld Counties and attract the curious traveler in search of new experiences. In Northern Colorado, the cultural tourist encounters local arts, innovations, cuisines and agricultural traditions as well as occasions for retreat and recreation among the region's abundant natural areas.

PLAY CREATE GROW



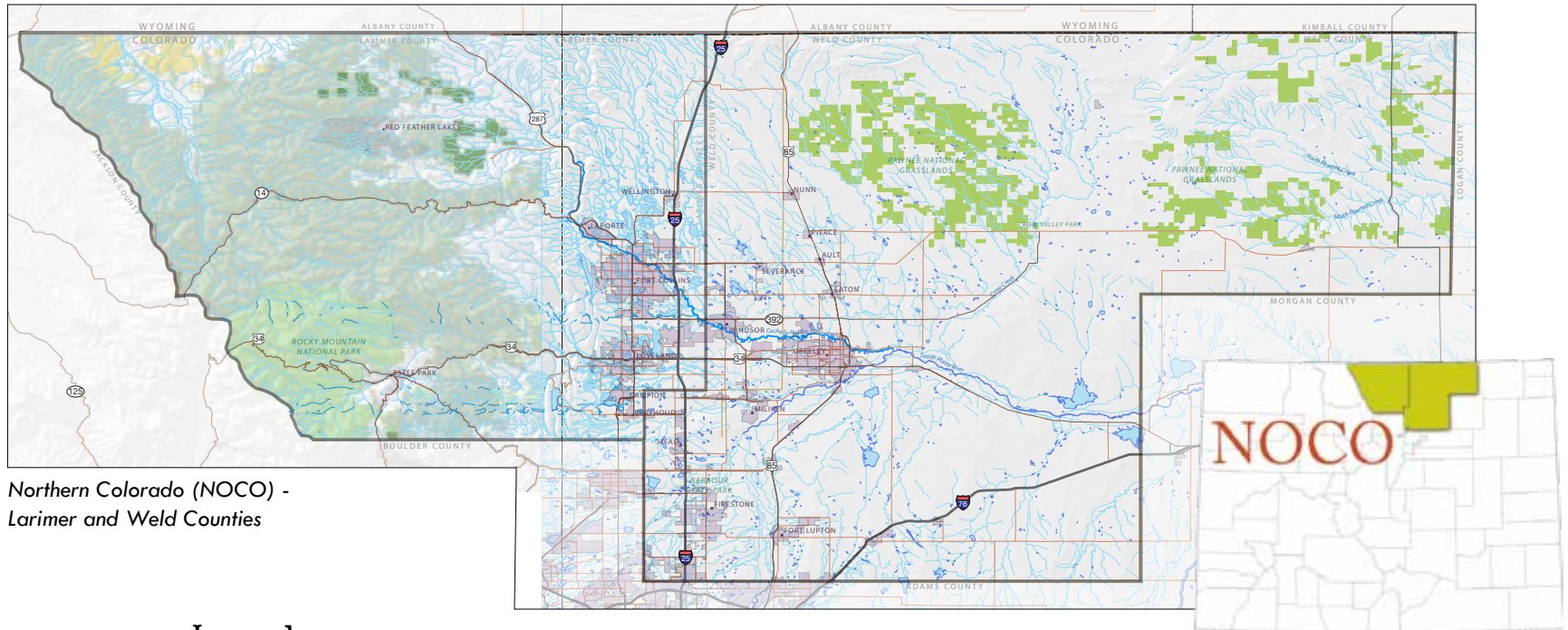
CULTURAL TOURISM

one out of four travelers opts to vacation closer to home as opposed to vacationing in an area requiring more extensive travel and planning. This same study also revealed that family travel (travel including children) is prolific today due to the aging population and the growing popularity of multi-generational travel. The percentage of travelers taking family vacations today (44%) is higher than the percent of those households containing children (about 33%). This strategic plan offers a set of implementation strategies based on tourism trends such as these and the preferences and profiles of heritage travelers.

The implementation strategies outlined in the final section of the plan focus on tools and techniques for building cultural tourism infrastructure and tourism experiences in Northern Colorado. The strategies lay out suggestions for leveraging the partnerships established during the planning process and recommend new avenues to explore in order to attract tourists and create more cultural tourism experiences and programs. The implementation strategies are prioritized and feature immediate “next step” recommendations as well as strategies that could be implemented in the short-term (next 1-3 years) and long-term (3-5 years). The strategies address three components of tourism including: 1. Programming the tourism experience, 2. Marketing and the developing interpretive media, and 3. Building partnerships that the NCCTA can leverage to promote and facilitate more cultural tourism experiences.

In summary, this strategic plan is full of ideas generated through an inclusive and collaborative planning process. It is intended to serve as a guide for expanding cultural tourism in Larimer and Weld Counties. The plan will hopefully catalyze future tourism development by providing a collection of tools and recommendations for improving tourism destinations, enriching the interpretive experience of the region and inviting exploration and discovery of Northern Colorado’s culture and heritage.





Northern Colorado (NOCO) -
Larimer and Weld Counties

State of Colorado

Introduction

The Northern Colorado Cultural Tourism Alliance (NCCTA) developed the Northern Colorado Cultural Tourism Strategic Plan to guide the sharing of Northern Colorado's heritage with visitors to Larimer and Weld Counties. The plan builds on the momentum of existing partnerships and provides a master plan for crafting a cohesive and memorable tourism experience in Northern Colorado. The plan includes broad themes, goals and objectives to tie into regional planning, as well as site-specific storylines, media and messaging strategies for the entire Northern Colorado (NOCO) region. The intent of the plan and the interpretive content it highlights is to pique the interest of visitors while also connecting

local communities with the culture and heritage of Larimer and Weld Counties.

The greatest challenge of this planning effort is determining how to bring together the many stories and destinations of the expansive NOCO region (at 6,593 square miles it's far larger than the state of Connecticut!) and package these connections with both the past and present culture into enticing tourism opportunities. To meet this challenge, the plan identifies interpretive themes that bridge time and geography and offers prioritized recommendations for the implementation of interpretive media and tourism products.

Planning Foundation

The NCCTA was formed to build and enhance NOCO's cultural tourism market and to forge partnerships among entities interested in tourism. The NCCTA is made up of non-profits, business owners, government officials, interested individuals and tourism professionals and is open to anyone interesting in promoting cultural tourism in Larimer and Weld counties.

A complete list of partners may be found in the Appendix (p. 70)

The NCCTA extends across Larimer and Weld Counties and endeavors to:

- Identify the region's tourism assets and broaden its heritage tourism base;
- Work with residents and business owners to preserve and protect what is special in Northern Colorado; and
- Learn how best to create a unique and entertaining travel experience, based on the region's rich cultural heritage and agricultural history.

This Strategic Plan responds to the mission of the NCCTA by compiling Larimer and Weld Counties cultural tourism assets, framing the region's culture and heritage with a set of interpretive themes, identifying tourism and storytelling opportunities which will resonate with locals and visitors, collecting

the grass-root ideas of the NCCTA's partners and the spirited Northern Colorado residents, and promoting the preservation and stewardship of community and regional resources.

Goals

The following set of goals informed development of the Strategic Plan and will guide establishment of future tourism experiences in Northern Colorado:

identify unique and special aspects of the region and organize them with an interpretive framework
foster support for the celebration and conservation of the area's historic, cultural and natural resources
promote tourism-driven economic development
inspire cooperation among the various groups (agencies, communities, businesses and organizations) already involved in tourism in the region
establish consistent guidelines for development of cultural tourism resources
provide tools and inspiration for marketing the regions' resources and crafting cultural tourism itineraries and experiences that will resonate with both locals and visitors
build agritourism opportunities in the region
provide visitors and locals with high quality, visitor-ready, accessible sites designed to educate and enrich tourism experiences in the region

Visitor Experience Objectives

The following objectives identify desired visitor experiences and outcomes. Through cultural tourism programs, events and activities, visitors will:

recognize the significant relationship that exists between the land, structures, sites, historic lifestyles and the culture of NOCO

develop an expanded understanding and appreciation of the region's cultural resources and surrounding natural resources

support the local economic base

return to NOCO to see and experience more

NOCO Overview

Northern Colorado (NOCO) is a compelling cultural tourism destination. Located along Colorado's Front Range, stretching from the Wyoming border to the Denver metropolitan area and from the high peaks of Rocky Mountain National Park to the prairie grasslands, the region offers unique towns and natural features, local artists and entertainment, festivals and events, and vast agricultural landscapes. The cultural tourism sites identified in this plan represent the distinctive qualities of the region and the stories it has to tell. The NCCTA hopes to attract more visitors to these sites and to communities throughout NOCO in order to generate economic development opportunities and to build greater appreciation for the region's rich heritage.

Larimer County includes the urban areas of Fort Collins, Estes Park, Loveland, and Berthoud and spans over 2,600 square miles. Nearly half of the county is public land, including Rocky Mountain National Park, Roosevelt National Forest and four nationally designated Wilderness Areas, as well as Colorado State Parks, public open space areas and Colorado State University (CSU). Additionally, the Cache la Poudre - North Park Scenic and Historic Byway, follows the nationally designated wild and scenic Cache la Poudre river west from Fort Collins. Established in 1861, Larimer County's settlement was based primarily on agriculture and the procurement of water, which allowed farming to take place along the Front Range foothills of the Colorado Rockies. The original connection to the natural landscape of the region has brought about a culture that is steeped in ties to the land.

The third largest county in Colorado, Weld County spans an area greater than that of Rhode Island and Delaware combined. Its 4,000 square miles comprise rivers, Pawnee National Grassland, the Pawnee Pioneer Trails Scenic Byway, rolling prairies, agricultural land and many small towns. Weld was one of the original 17 Colorado Counties incorporated in 1861, and today includes 37 incorporated towns. The most populated is the city of Greeley, the county's major urban center and home to the University of Northern Colorado. Settlement and prosperity in this vast county can

largely be attributed to its agricultural heritage. Today, Weld County ranks as the eighth leading agricultural area in the country with cattle, grain and sugar beets being its primary agricultural products. Rivers, mountains, grasslands and agricultural operations characterize the landscape of NOCO with the Rockies forming a dramatic backdrop to the region's open plains below. NOCO is one of the few places in Colorado where such climatic and topographical variety can be experienced in such a relatively small area.

The region consists of nearly 50% publicly owned lands yet is situated in proximity to large urban areas and in the midst of Colorado's growing and evolving Front Range. Northern Colorado has been and continues to be influenced by its natural and urban neighbors. Sections of the region still serve as a reminder of early settlement when agriculture reigned. In other areas, cutting edge research and inspired entrepreneurialism reveal modern aspects of NOCO culture.



The Northern Colorado Cultural Tourism Alliance endeavors to create memorable visitor experiences that build appreciation for the region's working landscapes, open spaces, history, culture and characters.



Aspen grove in Larimer County

Cultural Tourism Defined

This planning effort is focused on *cultural tourism*. The NCCTA chose this sector of tourism because it is broadly defined and allows for flexibility to incorporate a diversity of types of tourist attractions and activities ranging from historic sites, to farm tours to beer festivals. In this section the definition of cultural tourism is clarified in the context of other forms of niche tourism.

The National Trust For Historic Preservation defines cultural heritage tourism as travel that puts priority on experiencing places, artifacts and activities that authentically represent the stories and people of the past and present including irreplaceable cultural, historic and natural resources. Cultural tourism expands this notion of tourism to include experiences of present day cultural activities in addition to historic sites. This strategic plan, therefore, identifies sites and strategies that focus on the historical significance of place while also revealing and celebrating the culture of present day Northern Colorado.

Heritage Tourism

In many incidents, the terms cultural tourism and heritage tourism are used interchangeably. However, heritage tourism is more narrowly defined than cultural tourism. Heritage tourism is the act of visiting preserved sites of historical significance or those sites that offer information into the historic

context of an area, often including museums or interpretive centers, historic structures, old towns and trails that include informational signage. According to the Society for American Archeology, heritage tourism encompasses the ideas and methods for managing, promoting, and interpreting the sites, as well as discussion about concerns with continued protection and public access.

It is important to note that the NCCTA consciously decided to emphasize cultural tourism, a broader term that encompasses heritage tourism, in Northern Colorado in order to create opportunities to move beyond historic sites and to build tourism infrastructure that promotes both the region's cultural traditions and its present culture.

Agritourism

Agritourism is a sub-set of cultural tourism that the NCCTA intends to promote in Northern Colorado. According to the Colorado Department of Agriculture, "agritourism may be defined as activities, events and services related to agriculture that take place on or off the farm or ranch, and that connect consumers with the heritage, natural resource or culinary experience they value."

Agritourism activities include recreation, education, leisure and services, and are oftentimes provided by farmers and ranchers. AgroTourNet, an international agritourism forum explains that the primary appeal of agritourism "is not the natural landscape but



Tree lined sidewalk in Larimer County



Historic farmstead in Weld County

a cultural landscape,” setting it apart from other facets of niche tourism such as ecotourism where the primary emphasis is on the exploration of the natural environment. Agritourism can provide additional revenue for agricultural operators and greater exposure for farms and ranches, highlighting for the general public the importance of preserving these working landscapes.

Cultivating a Cultural Tourist

Visitors often participate in multiple facets of tourism but do not typically identify themselves as one type of tourist or another. The NCCTA and its partners, therefore, endeavor to appeal to the larger tourism market rather than limiting marketing efforts to the niche cultural tourist or traveler. The challenge is to reveal aspects of Northern Colorado’s historic, cultural, natural, scenic and/or recreational resource to all tourists and entice them to embark on some facet of a cultural tourism experience that may not have been in their original itinerary. Whether they call themselves a “cultural tourist” or not (most don’t), the NCCTA endeavors to spur them to indulge in Northern Colorado’s diversity of cultural and heritage tourism opportunities.

The following section summarizes current tourism statistics and data including information on what appeals to the majority of travelers in Colorado, where they come from and the extent to which they participate in cultural and heritage tourism.

VISITOR ANALYSIS

Tourism in Colorado

To date, there have been several studies completed on tourism in Colorado. The information included in this section was taken from the Longwoods International 2008 Report. The purpose of the report was to “provide data on the size of Colorado’s travel market and the volume of expenditures it generates.”

27.4 million overnight visitors (15% business, 85% leisure)

\$9.6 billion spent in the state by overnight visitors
Distribution of money spent by overnight visitors:

- Accommodations: 28%
- Eating/Drinking: 21%
- Transportation: 21%
- Recreation: 15%
- Retail: 15%

\$7.9 billion (82%) was generated by leisure trips as opposed to business trips (\$1.7 billion). Most overnight visitors come from CA, TX, AZ and the midwest. The major metro areas from which CO draws tourists are San Francisco, LA, Seattle, Chicago, Minneapolis, NYC, Dallas, Houston, Albuquerque, Phoenix, Salt Lake, Topeka and

Omaha. Most visits occur in June, July, August, September. Compared to other states, tourism is strong year-round in Colorado largely due to skiing.

23.2 million day visitors

\$1.3 billion spent in the State by “day visitors”, those that live relatively nearby just out for a single day/evening visit

Out of state visitors typically spend more than in-state visitors.

1 out of 4 tourists to Colorado visits NOCO, which makes it the 3rd most visited region in the state, after the Denver Metro area, and South Central Colorado.

Information sources for trip planning

- Online/Internet
- Books
- Personal experience
- Advice from friends/relatives
- Magazines
- Auto club
- Visitor’s Bureau
- Hotel/Resort
- Government tourism office

**listed in order of popularity (Longwoods, 2008)*

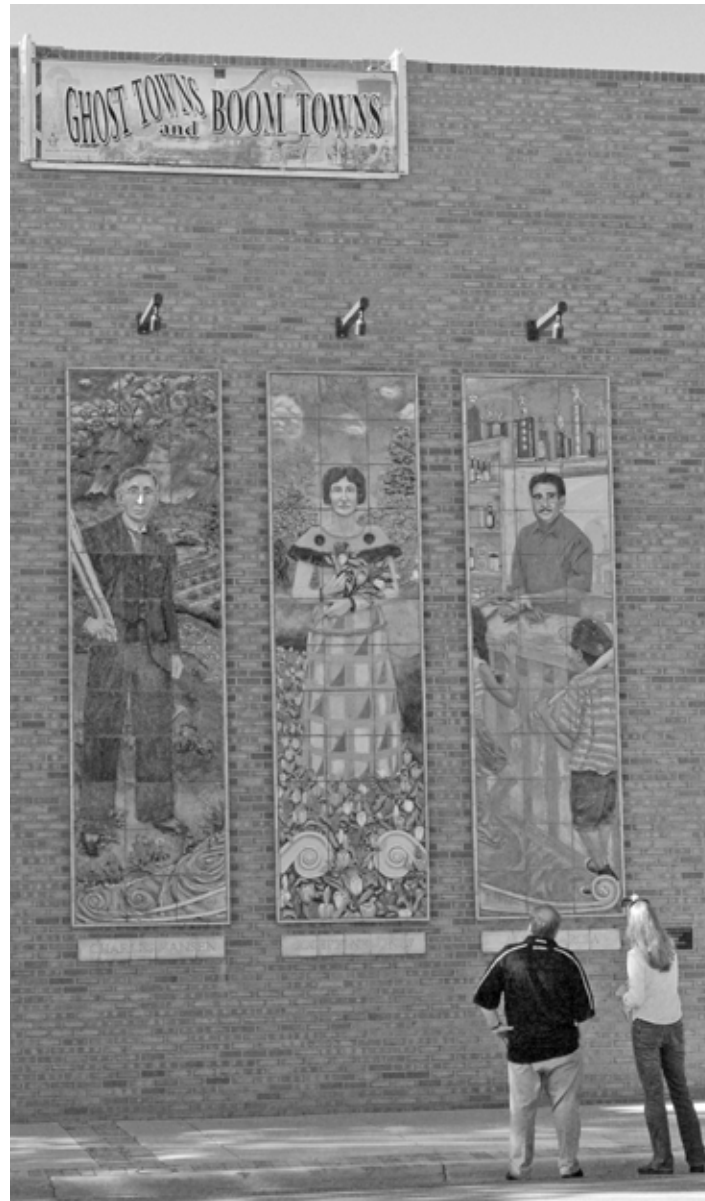
According to the 2008 Colorado Welcome Center's Visitor Study, 72% of visitors to Colorado used the Internet to plan their trip. Other trip planning resources included: 45% welcome/visitor centers, 38% word-of-mouth, 20% brochures/visitor guides; 14% maps; 11% local newspapers/magazines; 11% roadside signage. Top planning publications used include: The Colorado State Map, The Official Colorado Summer Vacation Guide, and colorado.com.

(Colorado Welcome Centers 2008 Visitor Study)

Travel Motivators - What plays an important factor in getting visitors to a destination?

- Exciting
- Grown-Up Atmosphere
- Family Atmosphere
- Unique
- Worry-Free
- Sightseeing
- Popular
- Climate
- Luxurious
- Sports & Recreation
- Affordable
- Entertainment
- Skiing

**listed in order of importance (Longwoods, 2008)*



Mosaics on the wall of the Greeley History Museum

Cultural Heritage Tourists

The Longwoods International 2008 Report has devoted an entire chapter on Cultural Tourists in Colorado, funded partially by the Colorado State Historical Fund. The following information sheds insight into the preferences, trip planning tendencies and spending habits of cultural tourists. In this report, it was observed that Cultural Tourists seek to discover local arts/crafts, local music, and local festivals, as well local foods/dining, live performances, local shopping, and rodeos.

Out of 23.4 million pleasure trips taken in Colorado, **11.8 million tourists** engaged in cultural heritage tourism spending \$4 billion (51% of money generated by pleasure trips). The majority of cultural tourists to CO originate from CO, CA, TX, and FL. Cultural tourists tend to stay longer and spend more money than other tourists. (Longwoods, 2008)

Top 10 Siteseeing/Things experienced by Cultural Tourists to Colorado:

- Mountains 65%
- Historic Town 50%
- Friends/relatives 45%
- Wilderness 42%
- Lakes/Rivers 40%
- Small towns/villages 39%
- Historic areas 35%

Colorado's Average Cultural Tourists:

- 45.4 years of age
- 53% male
- 66% married
- 57% no children under 18
- \$25-49K annual income
- 34% college graduates
- Arrive from Colorado, California, Texas, or Florida
- 84% are repeat visitors

- City garden/park 35%
- Colorado scenic byway 31%

Important Features for Cultural Tourists in determining their choice to visit:

- Preserved Historic Areas
- Great Local/Unique Shops
- Historic Towns
- Interesting Fairs/Festivals
- Unique Cultural Sites

**Question asked of Cultural Tourists whether a destination is a place "I would really enjoy visiting" (Longwoods, 2008)*

Agritourists

The Northern Colorado region lends itself to agritourism given its abundance of working farms and agricultural legacy. The NOCO region experiences a large number of visitors interested in on-farm or ranch experiences. The following information on the NOCO agritourist was taken from the 2007 CSU agritourism survey and refers to the 2005/2006 travel year:

- 59% of surveyed visitors compared to 53% for the state as a whole expressed interest in on-farm or ranch experiences.
- More agritourists are from in-state (63%) than from out of state (37%).
- Agritourists in NOCO spend an average of 4.8 nights and participated in 3.1 activities (the most of any region).
- 43% of agritourists to NOCO planned ahead to do some agritourism.
- Agritourism visitors to NOCO spent the most per day on local products (\$38/day). Mean expenditures were \$138.92/day for all agritourists.
- 13.2 million visitors engaged in some agritourism spending \$1.26 billion.
- \$986 million of those expenditures were from out-of-state visitors.



Greeley Arts Picnic

Fort Collins Tourists

A study was undertaken in 2006, surveying Fort Collins visitors at popular sites (micro-brewery tours, brewpubs, tourist oriented retail, Foothills Fashion Mall, Downtown, Horsetooth Reservoir, and commercial whitewater rafting as well as several local area hotels). The following survey results support the NCCTA's premise that the region is an established tourism destination and that opportunities exist to potentially re-direct these visitors.

- On average about half the visitors to Fort Collins' sampled locations were from out of town. The sites with the most out of area visitors were recreational and included Horsetooth Reservoir, Poudre River commercial whitewater rafting and micro-brewery tours.
- 55% of these out of town visitors were from Colorado, 45% were from other states.
- Non-resident visitors to Fort Collins most frequently come from California, Illinois and Wyoming.
- Visiting family and friends is the most common primary purpose for visiting Fort Collins.
- The next most common primary purpose to visit Fort Collins include "vacation" and "other" (frequently in conjunction with a family member attending Colorado State University).
- The most common information sources used to plan trips are family/friends and the Internet.

Greeley Tourists

Greeley tourism is found to have similar trends to that of Fort Collins. Information provided by the Greeley Chamber of Commerce, in combination with a 2006 visitor study of lodging accommodations, also support the idea that NOCO is a draw to visitors from Colorado and elsewhere.

- More than 30% of Greeley visitors live within the state of Colorado.
- Greeley's proximity to border states Wyoming and Nebraska serves to attract a substantial number visitors from these states annually.
- Out-of-state visitors primarily originate in Arizona, California, and Texas.
- Most visitors to Greeley come to see family and friends.
- Tourists are most likely to attend festivals or events during their visit to Greeley.
- Visitors tend to plan their trip with information gathered on the internet or through phone calls in advance, or by visiting the Greeley Chamber of Commerce during their stay.

Recommendations

The following are recommendations and challenges presented to the NCCTA and its partners based on the visitor analysis:

Appeal to out of state markets (use popular tourist destinations such as Estes Park, Pawnee National Grassland, Fort Collins, and Rocky Mountain National Park to do so)

Promote local cultural assets to draw visitors from other primary destinations in Fort Collins, Greeley, and Rocky Mountain National Park

Encourage locals to discover culture and heritage destinations in their region

Create an online presence to facilitate trip planning

Attract the “visiting family and friend” traveler

Develop, package, and promote agritourism opportunities

Continue integrating cultural/heritage information and attractions into mainstream tourism marketing

Build awareness of the region’s rich history, traditions, and present day culture

Focus on historic areas/towns, unique shopping and cultural events

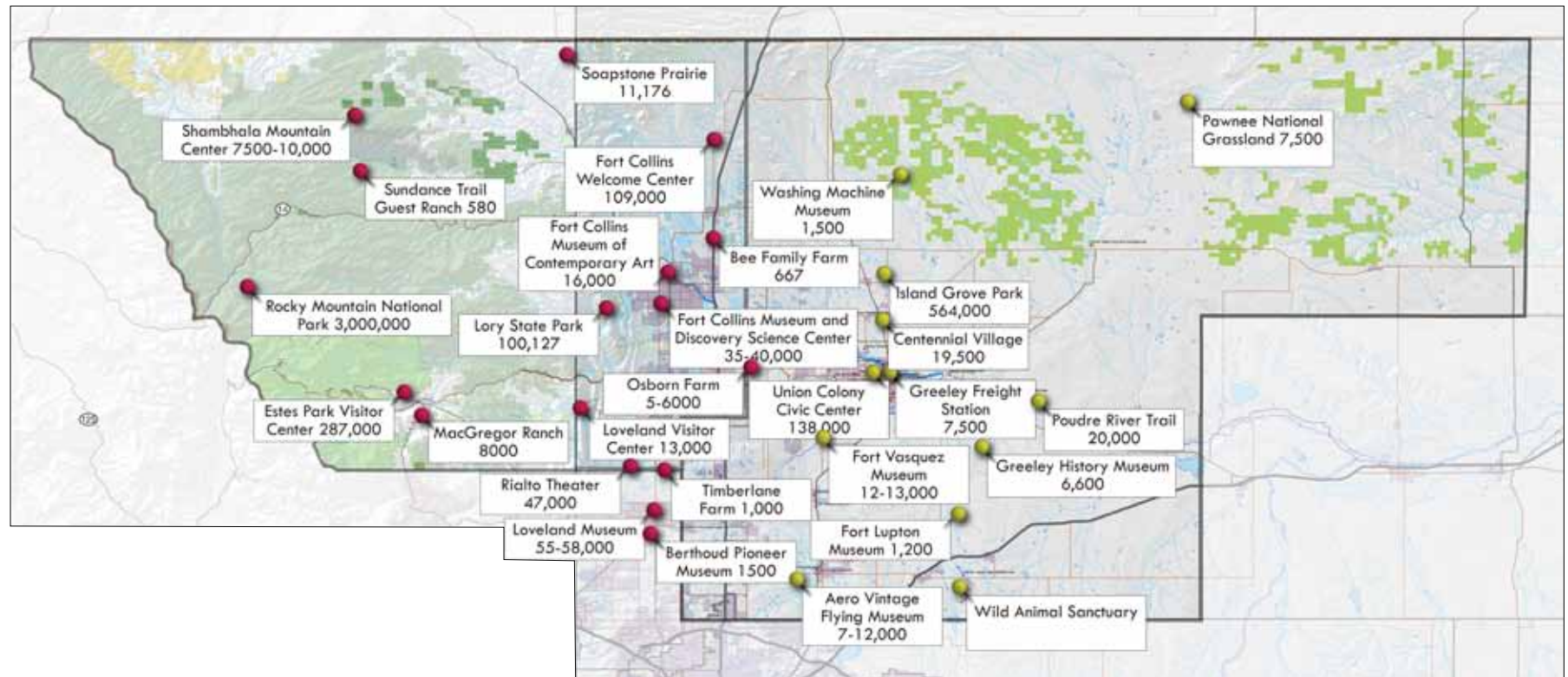
Stay current on local, regional and national tourism trends



Downtown Fort Collins

Annual Visitation to Culture and Heritage Destinations in Northern Colorado*

This map of Larimer and Weld Counties depicts annual visitation for a selection of sites in NOCO. Cross-promotional marketing efforts can be used to drive visitors between sites and to expose them to some of the less well-known NOCO destinations.



* Tags may not reflect accurate locations

INTERPRETIVE FRAMEWORK

NOCO Interpretive Themes

The following interpretive framework provides a tool for organizing the many themes, resources and stories of Northern Colorado. The framework draws upon the land for its three primary themes (play, innovate, grow) and highlights local cultural assets and compelling personalities in NOCO history. Input from local residents at planning workshops informed the development of this framework.

Overarching Theme: Traditions Rooted in the Land

A deep connection to the land and NOCO residents' intimate relationship with the plains, mountains, and water of the region shape the culture and heritage of this dynamic region. Northern Colorado is home to one of the earliest known locations of Native American settlement, which serves as the foundation of understanding this region. In contrast to other areas of Colorado, with their emphasis on ranching, mining, oil and gas, and timbering, Larimer and Weld counties were settled and developed by farmers who had to be innovative in their methods due to the arid climate. This spurred an enduring respect for the preciousness of water and the hard work agriculture demands. To this day, the agricultural heritage of the area is celebrated, and

the early innovations of farmers have inspired new forms of creative design and artistic endeavors. Like the farmers and the pioneering settlers to the region, today's recreational enthusiasts are drawn to the region's natural bounty.



Greeley Stampede

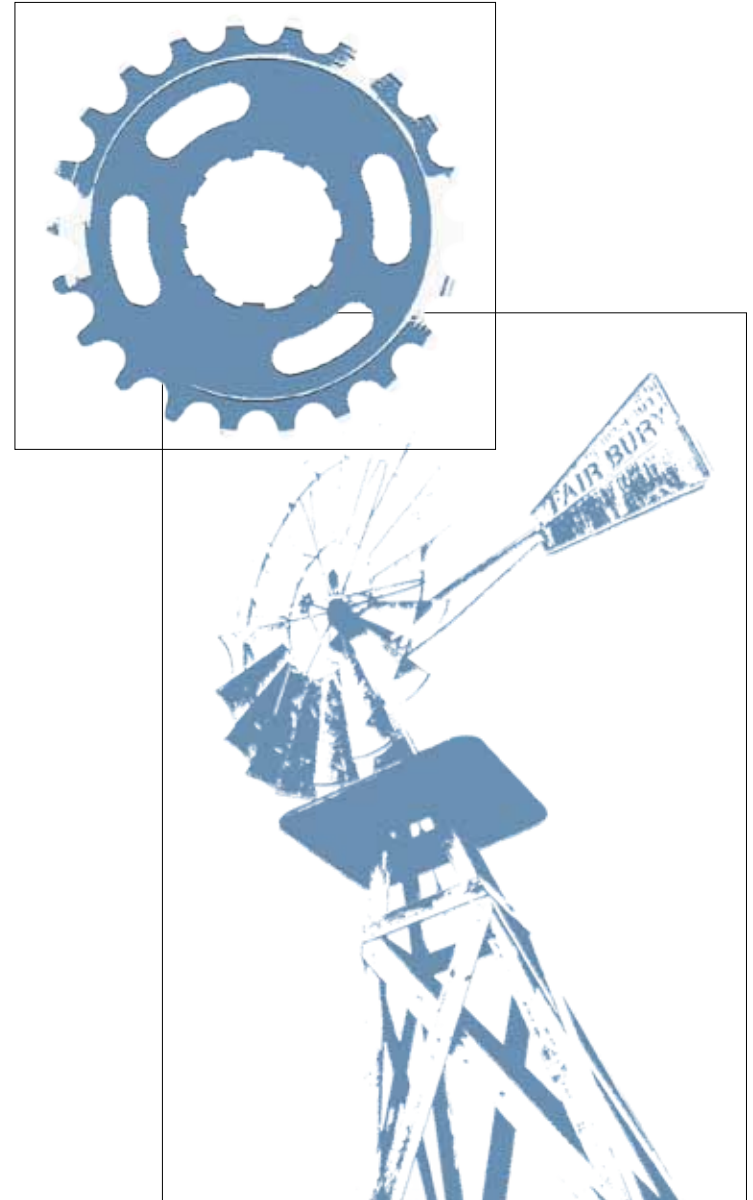
Primary Theme: PLAY

The bountiful natural landscapes of Northern Colorado have attracted people for centuries and enticed them to explore, recreate and settle. The natural landscape has influenced the recreation culture of the area and the care of the natural environment has become one of the defining characteristics of the region. In NOCO the rivers, reservoirs, mountains, forests, plains and extensive trail networks invite play. In addition to emphasizing the opportunities for recreation in the region today, this theme addresses the history of those who pioneered this region and were among the first to harvest its bounties.

Refer to the “Play Map” (pgs. 64-65) which depicts cultural tourism sites that represent the Play theme.

Primary Theme: INNOVATE

Northern Colorado has always been characterized by a culture of innovation and a propensity for ingenuity. This theme reveals the innovations and artistic creations of current and past NOCO residents, from the first pioneering waterworks of the early settlers to the bronze sculptures cast today in Loveland. The ingenuity of the people of the region is evidenced by research and art at Colorado State University, Aims Community College, Front Range Community College and the University of Northern Colorado; sustainable design and energy innovations; and water conservation and



irrigation methods. The arts community flourishes in NOCO today, and public art is displayed in many communities.

Refer to the “Innovate Map” (pgs. 66-67) which depicts cultural tourism sites that represent the Innovate theme.

Primary Theme: GROW

Northern Colorado has an enduring agricultural heritage. The large expanses of cultivated land, complex irrigation networks, organic farmers, feed lots and meat packing facilities in conjunction with year-round farmers markets are all evidence that agriculture remains a vital component of the region’s culture and economy. This theme aspires to promote agritourism, local goods and an understanding of the region’s ranching and farming ways of life.

Refer to the “Grow Map” (pgs. 68-69) which depicts cultural tourism sites that represent the Grow theme.



The graphic above summarizes the interpretive framework and emphasizes the inter-connectedness of the three themes and their connection to both the land and the characters of the region:

interpretive framework

Site List

The following pages include lists of selected cultural tourism sites within NOCO related to each of the themes: Play, Innovate and Grow. The sites for each of these themes are also mapped in the next section.

History & Culture

Briggsdale Heritage House - Briggsdale (P,I)
 Downtown Fort Collins (P)
 Downtown Greeley (P)
 Downtown Loveland (P)
 Downtown Windsor (P)
 Fort Collins Symphony - Fort Collins (P)
 Greeley Ice Haus - Greeley (P)
 Greeley Philharmonic Orchestra - Greeley (P)
 Historic Accommodations (P)
 Baldpate Inn - Estes Park
 Stanley Hotel - Estes Park
 Wild Lane B&B - Loveland
 Lincoln Center - Fort Collins (P)
 P.O.W. Pillars - Greeley (I)
 Shambhala Center - Red Feather Lakes (P)
 The Town of Hereford (P)
 Union Colony Civic Center - Greeley (P)
 Weld County Courthouse - Greeley (P)

Science & Industry

Art Castings of Colorado - Loveland (I)
 Breweries (P,G)
 Rock Bottom Brewery - Loveland
 Coopersmiths Pub & Brewing - Fort Collins
 Pitcher's - Greeley
 Crabtree Brewery - Greeley
 New Belgium - Fort Collins (I)
 Odells - Fort Collins
 Fort Collins - Fort Collins
 Anheuser-Busch - Fort Collins

Colorado Water Court - Greeley (I)
 Cozy Cow Dairy - Windsor (P,I,G)
 CSU Energy & Engines Conversion Lab - Fort Collins (I)
 Dancing Pines Distillery - Loveland (P,G)
 Fort Collins Waterworks Pumping Station - Fort Collins (I)
 Greeley/Weld County Airport - Greeley (I)
 Ranch-way Feed Company - Fort Collins (I,G)
 Stargazer Observatory - Fort Collins (I)
 Timberlane Farm - Loveland (P,I,G)
 Wineries (P,G)
 Valley of the Wind - Estes Park
 Snowy Peaks - Estes Park
 Zephyr Cellars - Loveland

Theaters

Candlelight Dinner Playhouse - Johnstown (P)
 Carousel Dinner Theater - Fort Collins (P)
 Kress Cinema & Lounge - Greeley (P)
 Mishawaka Amphitheater - Bellvue (P)
 Open Stage Theater - Fort Collins (P)
 The Rialto Theater - Loveland (P)
 Union Colony Dinner Theater - Greeley (P)

Museums

Ault Area Historical Museum - Ault (I)
 Avery House Museum - Fort Collins (P,I)
 Baldpate Inn Key Museum - Estes Park (P,I)
 Berthoud Pioneer Museum - Berthoud (P,I)
 Centennial Village Museum - Greeley (P,I)
 Eaton House Museum - Eaton (I)
 Estes Park Museum - Estes Park (I)
 Fort Collins Museum & Discovery Science Center - Fort Collins (I)
 Fort Collins Museum of Contemporary Art - Fort Collins (I)
 Greeley Freight Station Museum - Greeley (P)
 Greeley History Museum - Greeley (I)
 Grover Depot Museum - Grover (I)
 Historical Parish House Museum - Johnstown (I)
 Loveland Museum & Gallery - Loveland (I)

McCarty-Fickel Home - Berthoud (I)
 Meeker Home Museum - Greeley (I)
 Museo de las Tres Colonias - Fort Collins (I)
 Northern Drylanders Museum - Nunn (I)
 Platteville Museum - Platteville (I)
 Stanley Museum - Estes Park (I)
 Vintage Aero Flying Museum - Fort Lupton (I)
 Vintage Bicycle Museum Without Walls - Fort Collins (I)
 Washing Machine Museum - Eaton (I)
 White-Plumb Farm Museum - Greeley (I)
 Windsor Museum at Boardwalk Park - Windsor (I)

Education

Aims Community College - Greeley (I)
 CSU Campus - Fort Collins (I)
 CSU Environmental Learning Center - Fort Collins (I)
 Front Range Community College - Fort Collins (I)
 Pawnee National Grassland Visitor Center - Greeley (P,I)
 Poudre Learning Center - Greeley (P,I)
 UNC Campus - Greeley (I)

Libraries

High Plains Library District (P)
 Poudre River Public Library District (P)
 UNC Michener Library - Greeley (P)
 UNC Skinner Music Library - Greeley (P)
 Windsor Severance Library District (P)

Galleries

Art Center of Estes Park - Estes Park (I)
 Benson Sculpture Garden - Loveland (I)
 Chapungu Gallery & Sculpture Park - Loveland (I)
 Sculpture On-Loan Program - Greeley (I)
 Tointon Gallery - Greeley (I)

Farms & Gardens

Anderson Farms - Erie (G)

Bee Family Centennial Farm Musuem - Fort Collins (P,G)
 CSU Annual Flower Trial Garden - Fort Collins (G)
 Fritzlars Corn Maze - LaSalle (P,G)
 G.M. Houston Gardens - Greeley (G)
 Grant Family Farms - Wellington (G)
 Lucky Bucky's - Fort Collins (G)
 Miller Farms - Platteville (G)
 The Gardens on Spring Creek - Fort Collins (G)
 Timberlane Farm - Loveland (P,I,G)
 Von Trotha-Firestien at Bracewell - Greeley (G)
 Wild West Corn Maze - Hudson (P,G)

Ranches

2 Bars Seven Ranch - south of Laramie (P,G)
 Cherokee Park Ranch - Livermore (P,G)
 Colorado Cattle Company and Guest Ranch - Stoneham (P,G)
 MacGregor Ranch - Estes Park (P,G)
 McGraw Ranch - Estes Park (P,G)
 Spomer Bison Ranch - Milliken (P,G)
 Sundance Trail Ranch - Red Feather Lakes (P,G)
 Sylvan Dale Ranch - Loveland (P,G)
 Terry Bison Ranch - south of Cheyenne (P,G)

Farmers' Markets

Berthoud (G)
 Fort Collins (G)
 Greeley (G)
 Johnstown (G)
 Larimer County (G)
 Loveland (G)
 Milliken (G)

Outdoor Recreation

Beaver Meadows Ranch - Red Feather Lakes (P)
 Big Thompson River trails & campgrounds - Larimer County (P,I)
 Boardwalk Park - Windsor (P)
 Bobcat Ridge Natural Area - Larimer County (P)
 Boyd Lake State Park - Loveland (P)

Cache la Poudre National Heritage Area - Larimer/Weld (P,I)
 Cache la Poudre River Trails - Larimer/Weld Counties (P,I)
 Cache la Poudre Scenic Byway, Larimer County (P)
 Carter Lake - Loveland (P)
 Crow Valley Park Recreation Area - Galeton (P)
 Devil's Backbone Open Space - Larimer County (P)
 Division of Wildlife Areas - Larimer/Weld Counties (P)
 Hermit Park Open Space - Larimer County (P)
 Horsetooth Open Space/Reservoir - Larimer County (P)
 Island Grove Regional Park - Greeley (P)
 Natural Fort - Carr (P)
 Overland Trail - Larimer/Weld Counties (P)
 Pawnee National Grassland - Weld County (P)
 Pawnee Pioneer Trails Scenic Byway - Weld County (P)
 Red Feather Lakes - Larimer County (P)
 Red Mountain Open Space - Larimer County (P)
 Rocky Mountain National Park/Estes Park - Larimer County (P)
 Roosevelt National Forest - Larimer County (P)
 Soapstone Prairie Open Space/Lindenmeier Site - Larimer County (P)
 St. Vrain Legacy Trail - Weld County(P)
 The Wildlife Animal Sanctuary - Keenesburg (P)
 Trail Ridge Road - Larimer County (P)
 Viestenz-Smith Mountain Park - Larimer County (P)
 Wild Cat Mound - Johnstown (P)

Cemeteries

Ault
 Briggsdale
 Eaton
 Estes Valley Memorial Garden - Estes Park
 Evans
 Grandview - Fort Collins
 Greenlawn - Berthoud
 Grover
 Keota
 Lakeside - Loveland

Linn Grove
 Platteville
 Sligo
 Windsor

Defense

Fort Lupton Historic Park - Fort Lupton (P)
 Fort Vasquez - Platteville (P)
 Missile Site Park - Greeley (P)

Transportation

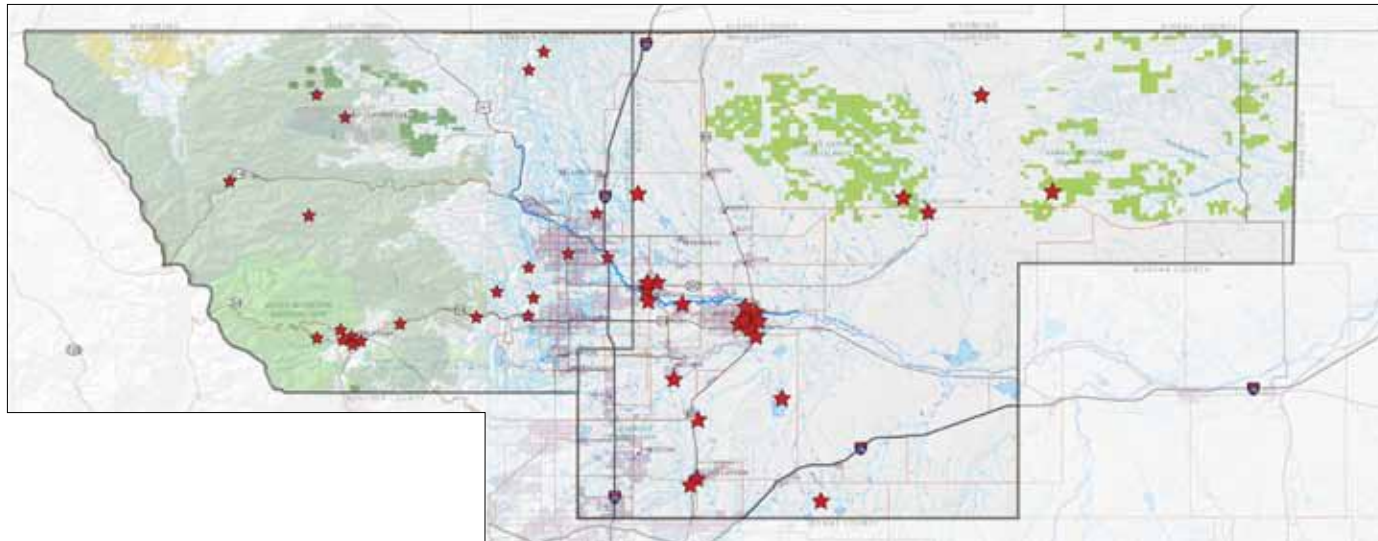
Colorado and Southern Railway Depot - Loveland (P,I)
 Fort Collins Municipal Railway - Fort Collins (I)

Refer to Maps A, B, and C in the appendix (pp. 64-69) for a larger view of distribution of featured sites.

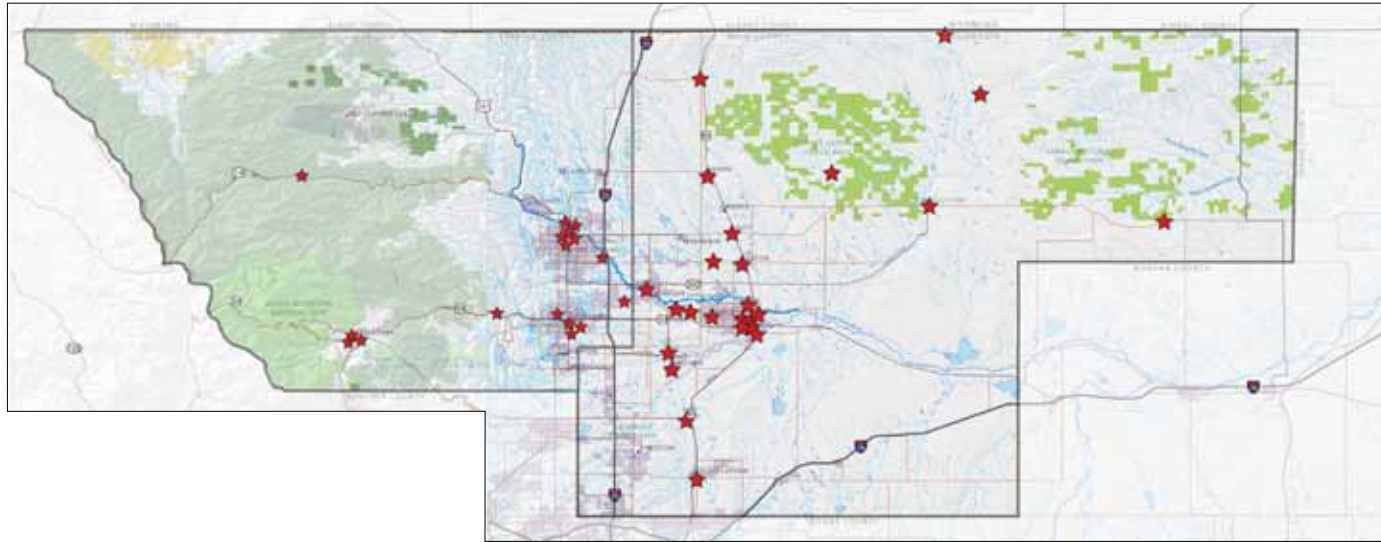
These maps display cultural tourism sites in the two-county NOCO region and show the distinct site distribution patterns for each theme. Larger versions of these maps can be found on pages 64-69.

- **Play** sites are distributed relatively evenly throughout the region and can be found in both rural and urban areas. As such, this theme could draw visitors throughout the region and offer many varied experiences to choose from.
- **Innovate** sites are primarily focused in the incorporated and urban areas where the centers of innovation (businesses, universities) and creativity (music, visual arts) are located.
- **Grow** sites are typically agricultural and are primarily located near these urban centers, revealing the important role played by these agricultural zones in the development of NOCO cities and towns. Some exceptions may be found such as guest and dude ranches located in the western portion of the region and small ghost towns in the east. As agritourism gains momentum in Northern Colorado, it is likely that additional farmers and ranchers will open their operations to tourism and expand the distribution of Grow sites into more rural parts of the region.

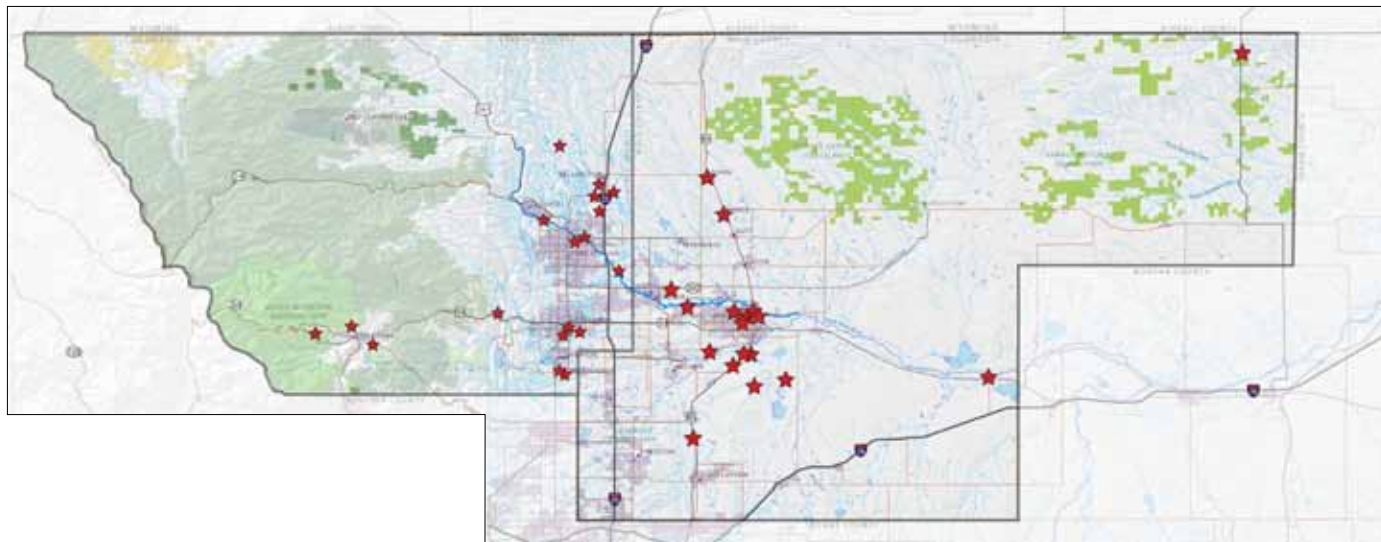
★ PLAY: Featured Sites



★ INNOVATE: Featured Sites

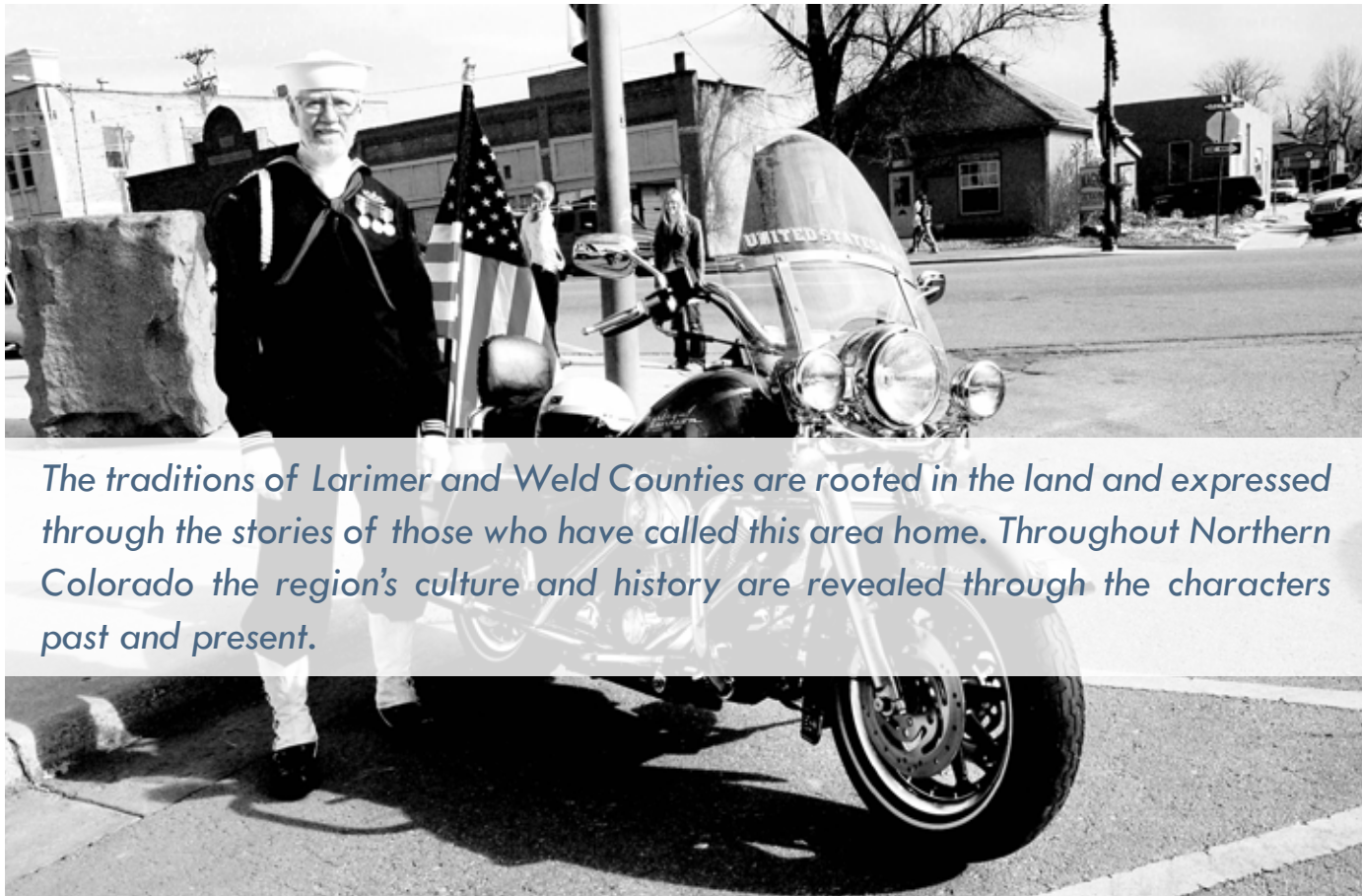


★ GROW: Featured Sites



NOCO Characters

The varied landscapes of Northern Colorado have shaped and continue to shape people's ways of life. The traditions of Larimer and Weld Counties are rooted in the land and are expressed through the stories of those who have called this place home. The characters described here illuminate the themes listed above and the use of their stories in future marketing material and in interpretive media will provide a way for modern tourists to connect with the culture of the past. The individuals profiled here are a selection of many interesting NOCO characters.



The traditions of Larimer and Weld Counties are rooted in the land and expressed through the stories of those who have called this area home. Throughout Northern Colorado the region's culture and history are revealed through the characters past and present.

Contemporary character of the NOCO region



john bee In 1882, John Bee moved to Fort Collins with his wife Fanny. Twenty years later, he moved onto a farm near Wellington and began cultivating sugar beets. The Bee Family Farm has remained an important site showing the history of the Sugar Beet Industry in Northern Colorado.

b: 1844 d: 1906



isabella bird Born in England, Isabella Bird embodied the adventurous spirit of Colorado, traveling to Estes Park in 1873 to experience the austere beauty. Bird wrote of her stay in Colorado and climbing of Long's Peak in *A Lady's Life in the Rocky Mountains*, helping to popularize the natural beauty of Rocky Mountain National Park.

b: 1831 d: 1904

buffalo bill cody William "Buffalo Bill"

Cody was a trapper and wilderness guide who became famous for his Wild West stage show, an internationally acclaimed spectacle that depicted the frontier of the American West complete with gunslingers, real Indians, and live animals. Cody first arrived in Colorado during the Pikes Peak Gold Rush of 1859 and was recruited to ride for the Pony Express while in the area. He spent a good deal of time on the Colorado plains throughout his life and is buried atop Lookout Mountain above Golden, CO.

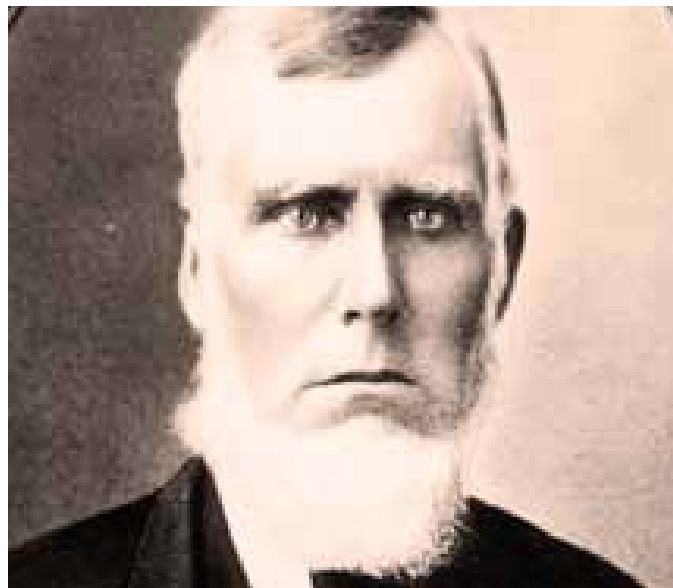
b: 1846 d: 1917



lewis cross Cross staked the first homestead

claim in 1872 in the area that would become Berthoud, becoming a rancher after moving to Colorado as a miner during the peak years of the Colorado Gold Rush. Cross is the first settler of Berthoud, originally known as Little Thompson.

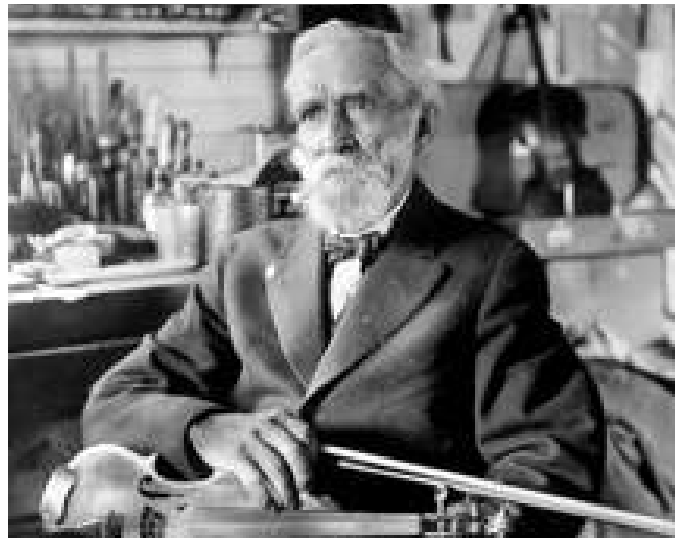
b: 1816 d: 1887





w. d. farr Known as “Mr. Water”, W.D Farr is best known for his work as a water pioneer though he was also a cattleman and banker. He was critical in bringing water from Colorado’s Western Slope to the eastern plains via the Big Thompson Water Project, completed in 1947. Farr was one of the original appointees to the U.S. Environmental Protection Agency, was a leader in the National Cattlemen’s Association, longtime president of the Greeley Water Board, inductee to both the Colorado Business Hall of Fame (1991) and the Colorado Agricultural Hall of Fame (1995).

b: 1910 d: 2007



george fisk Internationally acclaimed as the “Stradivarius of the West”, George Fisk lived and worked in Greeley crafting the best violins in the world around the turn of the 20th century. His motivation was to create instruments as “perfect as possible”, each one taking a month to build and another year to cure. Fisk reportedly shed tears whenever he sold one of his violins as he cherished each as a work of art.

b: 1838 d: 1926

folsom man “Folsom Man” refers to one of the earliest cultural traditions in North America, discovered in Colorado in 1924. The Lindenmeier archaeological site north of Fort Collins was a Folsom camp where these early Native American hunters killed and prepared giant mammoth over 10,000 years ago. It is the only such camp ever discovered.



galvanized yankee During the Civil War, a “Galvanized Yankee” was a Confederate Soldier who joined the Union army upon being captured in order to avoid northern prison camps. Most of these soldiers were posted out West to keep them from defecting where they protected settlers from Indian attacks. Fort Morgan, a part of Weld County until 1889, was constructed and guarded by such “galvanized Yankees.”





alvin garcia Alvin Garcia and his family were early inhabitants of the Spanish Colony, a Greeley neighborhood of adobe homes founded by Hispanic workers in the 1920s. Garcia was the original bat boy of the Greeley Grays semi-professional baseball team, and went on to become the team's coach for many years until 1969. He also owned and operated the Garcia Grocery Store for 62 years and was a prominent member of the Greeley community until his death at age 96.

b: 1912 d: 2008



o.t. jackson Oliver Toussaint Jackson was an African-American entrepreneur who founded the town of Dearfield 30 miles east of Greeley in 1910 as an African-American agricultural colony. Hardships were many for the town's early colonists, but persistence led them to succeed. Though Dearfield is a ghost town today, one of many ruined by the Dustbowl, it at one time boasted over 500 residents and stands as an emblem for black self-reliance in the American West.

b: 1862 d: 1948

antoine janis Descendent of a French fur trapper, Janis moved to the Poudre Valley in Larimer County in 1858 with the gold rush. Janis helped organize the settlement of Laporte, one of the first settlements in the region. He later worked as a guide and interpreter, helping the U.S. Army negotiate treaties with American Indian groups.
b: c.1822 d: 1890



the mace family Gordon and Ethel Mace settled in Estes Park following their honeymoon in 1911 and built several tourist cabins to boost their income. With the addition of a lodge in 1917 the Baldpate Inn was born. Known for the largest key collection in the world (with over 20,000 keys) the Baldpate Inn continues to attract tourists and reflects the heritage of Estes Park. It is said that Gordon and Ethel, long deceased, still walk the halls of the inn they founded so many years ago. Ethel, an avid prohibitionist, is often blamed for spilled or missing drinks. It is claimed that Gordon, who disliked smoking, is responsible for extinguishing guests' cigarettes in the non-smoking inn.





dr. d.w. mccarty Dr. McCarty built a home in Berthoud in 1916 to conduct his medical practice in the area and surrounding rural districts. At a cost of \$10,000 to build, the elegant house became the area's first historic house museum, called the McCarty-Fickel House. The museum continues in operation today to reveal the lifestyle of this doctor and prominent Berthoud citizen.

b: 1869 d: 1937

dr. helen mccarty-fickel Daughter of D.W. McCarty, Helen McCarty-Fickel lived in the future house museum and conducted her medical practice in the 1930's. She ended her practice after World War II, but continued to be a prominent citizen in Berthoud, helping to preserve the heritage of the area by aiding in the completion of books chronicling the early history of the region.

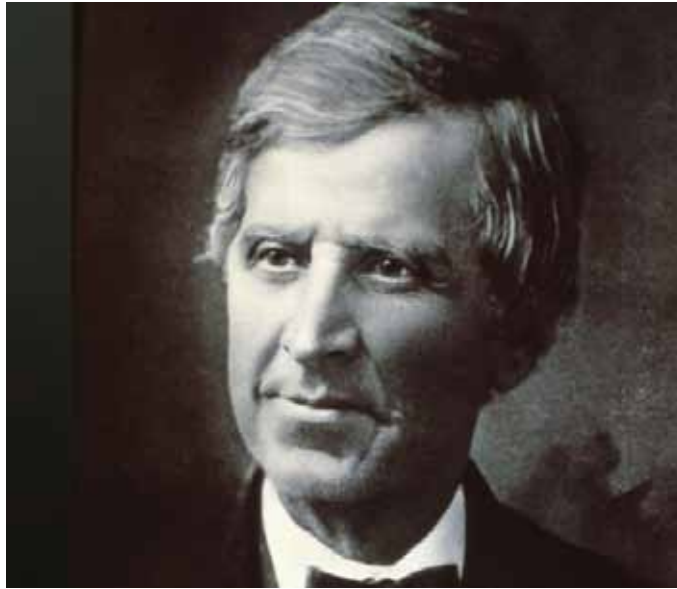
b: 1907 d: 2005

dr. ella mead Dr. Ella Avery Mead, the first female doctor in Greeley, focused her practice on women and children's health starting in 1905 until her retirement in the 1940s. She made house calls on her bicycle until later in her career when she purchased one of the first motorcars in town. Dr. Mead was awarded Medical Woman of the Year for 1958, three years before her death.
d: 1961



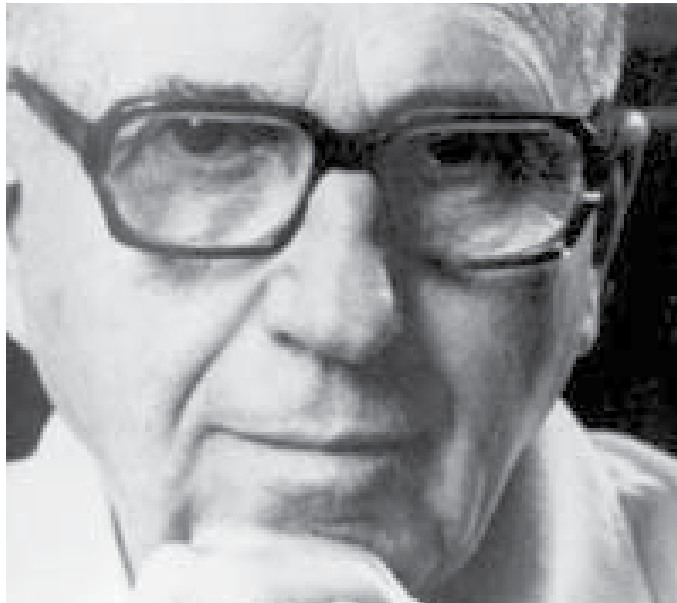
mariano medina As a trapper, scout and pioneer, Mariano Medina founded the first settlement in the Big Thompson Valley in 1858, just west of the current City of Loveland. It was known as Namaqua. Medina cultivated Namaqua as an Overland Stage Stop by constructing a successful toll bridge across the Big Thompson River, bringing travelers and development to Larimer County.
b: 1812 d: 1878





nathan meeker Nathan Meeker founded The Union Colony, today the city of Greeley, in 1870. Having worked as agricultural editor at the New York Tribune under famed newsman Horace Greeley, Meeker led a group of settlers to Colorado to form a utopian society based on temperance, religion, agriculture, education and family values. He also founded the Greeley Tribune, still in publication to this day, before his death in the White River Massacre on September 29, 1879.

b: 1817 d: 1879



james michener Born in New York, renowned writer James Michener never knew his parents and was raised by a Quaker family in rural Pennsylvania. After attending college back East, Michener completed graduate study at The University of Northern Colorado (then called Colorado State College) in 1937 where he then taught until 1941. He returned to the state to research his highly acclaimed epic novel “Centennial”, a work of historical fiction that follows several generations of Coloradans living on the eastern plains and was the basis for a popular TV miniseries. Most of Michener’s original papers are archived in Greeley at UNC’s Michener Library.

b: 1907 d: 1997

enos mills Known as “The Father of Rocky Mountain National Park,” Enos Mills was essential in the development of not only Rocky Mountain National Park, but also of the National Park Service. Mills’ work as a guide, teacher, writer, and photographer helped further the conservation movement in Colorado.
b: 1870 d: 1922

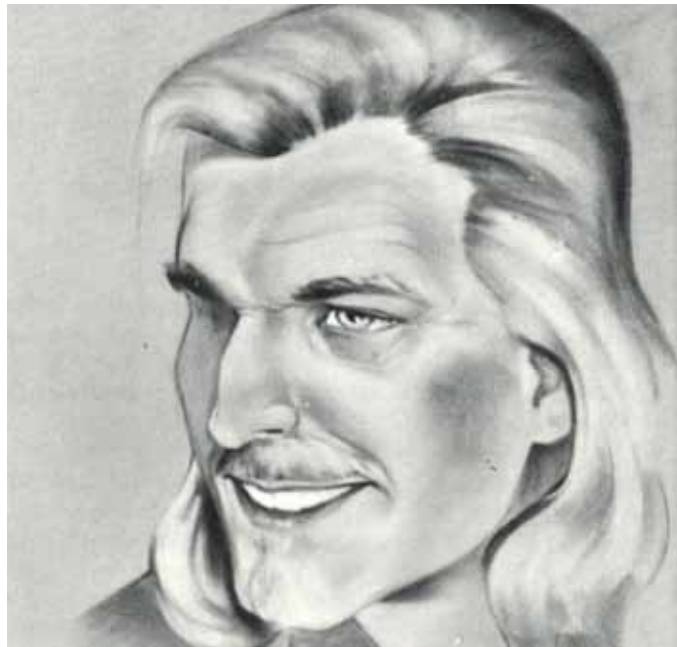


lady moon Catherine Gratten Lawder came to Larimer County in 1883 and married Cecil Moon in 1888, becoming Lady Moon, the first titled woman to live in Northern Colorado. Lady Moon went on to own a ranch in the Red Feather Lakes area and remained a prominent socialite in Fort Collins.
b: 1865 d: 1926





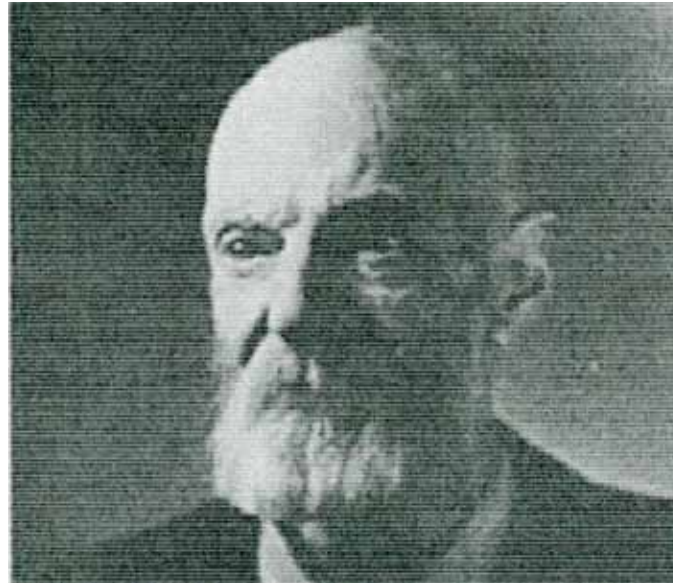
frend neville Neville started the cattle industry in the Loveland area, beginning the Sylvan Dale Ranch in the 1920's. Along the Big Thompson River, Neville began building cabins and began taking in guests from St. Louis. Sylvan Dale has since developed into a thriving dude ranch, preserving the cultural importance of a western way of life.



rocky mtn jim nugent Rocky Mountain Jim was a mountain man, guide, and outlaw whose legend lives on as a guide in Isabella Bird's A Lady's Life in the Rocky Mountains. Jim was an expert guide in and around Estes Park, living out the rugged adventurous life of Colorado and dying in the same fashion in a duel with Griff Evans.
d: 1874

lyulph ogilvy A legend of Weld County and one of the most colorful characters of NOCO, Lyulph Ogilvy was known for fighting abroad as a Rough Rider, his agricultural expertise, and his drunken exploits. The son of a Scottish earl, Ogilvy lived for years on his 3500-acre property outside of Greeley. When he lost his right to the family fortune after marrying a commoner, Ogilvy tried his hand at farming but gave it up to become an editor for the Denver Post in 1909. He once caused havoc in a Denver hotel by releasing a bushel of rats followed quickly by a pack of rat terriers.

b: 1861 d: 1947



rattlesnake kate Katherine McHale Slaughterback and her 3 year old son, Ernie, encountered a rattlesnake down by the pond near her farmhouse on October 28, 1925. Kate shot and killed it along with three more snakes before running out of bullets. She found a sign post and proceeded to kill 140 rattlesnakes in all, sewing a flapper dress from their skins that can be viewed today at the Greeley History Museum, and establishing a legacy that made her a national celebrity.

b: 1893 d: 1969





teddy roosevelt Teddy Roosevelt's contributions to the conservation movement helped to create the National Forest and National Park system that allowed for the preservation of the wilderness in Colorado. Roosevelt frequented the area on hunting trips and embodied the conservationist and adventurous life of Northern Colorado.
b: 1858 d: 1919



shawsheen Shawsheen, her name meaning "shining water", was the sister of famed Ute Indian Chief Ouray. She was a heroine to early Coloradans for her role in saving prominent settlers from their Ute capturers. Herself a captive of the Arapahoe tribe held for three years before being freed by the U.S. cavalry, Shawsheen helped free the survivors of the White River Massacre in 1879. These included Union Colony founder Nathan Meeker's wife Arvilla and daughter Josephine. Meeker himself was killed in the massacre, which also became known as the Meeker Massacre.

bessie smith Born and raised in Greeley, Bessie Smith became the first female architect in town around the turn of the 20th century. Among other notable projects Smith designed the Coronado Building constructed across from the Weld County Courthouse. Completed in 1906 it was the tallest building in Greeley at that time. Mysteriously, no record of her can be found after 1910.
b: 1882



the tie hacks During the late Nineteenth Century, the Tie Hacks worked as contracted labor to the Union Pacific Railroad, logging trees and cutting them into railroad ties across Northern Colorado and Wyoming. Tie Hacks embodied the rugged nature of the Colorado wilderness, spending months at a time in Tie camps, helping to develop the railroad system.



Calendar of Festivals and Events

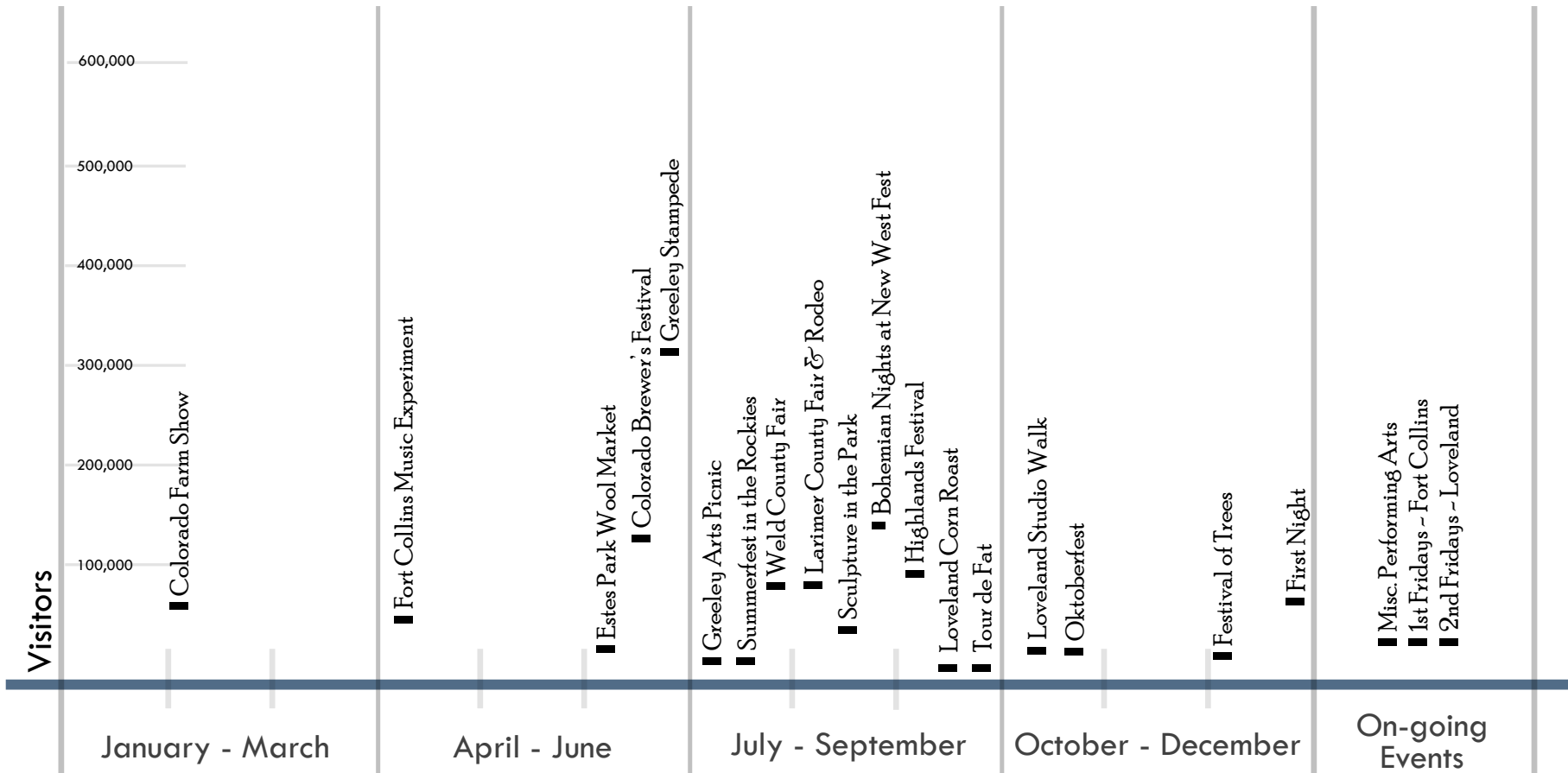
The following events offer opportunities for tourists to engage in the region's culture and provide venues where the NCCTA can promote tourism in the region. Cultural tourism promoters can take advantage of these numerous events throughout the region by marketing the area's cultural tourism attractions and encouraging visitors from outside the NOCO area to come to the region and explore.

Event	Location	Date
Colorado Farm Show	Greeley	January
Winter Fest	Estes Park	January
Big Thunder Draft Horse Show	Loveland	January
Fort Collins Music Experiment	Fort Collins	April
Larimer County Fishing Expo	Loveland	April
UNC/Greeley Jazz Festival	Greeley	April
Windsor Pelican Fest	Windsor	May
Cinco de Mayo	Fort Collins, Greeley	May
Annual Fort Collins Museum Indian Market	Fort Collins	May
High Plains Centennial Village History Fest	Greeley	May & September
Farmer's Markets	FtCollins, Loveland, Greeley Milliken, Johnstown, Bethroud	Summer
Old Town Car Show	Fort Collins	June & September
Colorado Brewer's Festival	Fort Collins	June
Taste of Fort Collins	Fort Collins	June
Annual Junior League Garden Tour	Fort Collins	June
Greeley Blues Jam	Greeley	June
Berthoud Days	Berthoud	June
Estes Park Wool Market	Estes Park	June
Johnstown BBQ Day	Johnstown	June
Earl Anderson Memorial Rodeo	Grover	June
The Greeley Stampede	Greeley	June - July
4th of July Fort Collins	Fort Collins	July
Estes Park Rooftop Rodeo	Estes Park	July
Summerfest in the Rockies	Loveland	July

Event	Location	Date
Urban Assault	Fort Collins	July
Loveland Loves BBQ	Loveland	July
Greeley Arts Picnic	Greeley	July
Weld County Fair	Greeley	July - August
High Plains Chautauqua	Greeley	August
Rocky Mountain Irish Festival	Estes Park	August
Beef and Bean Day	Milliken	August
Bohemian Nights at NewWestFest	Fort Collins	August
Larimer County Fair & Rodeo	Loveland	August
Sculpture in the Park	Loveland	August
Loveland Corn Roast	Loveland	August
Nunn Harvest Festival	Nunn	August
Ault Harvest Fest	Ault	August
Ault International Food Fest	Ault	August
Rocky Mountain Sustainable Living Fair	Fort Collins	September
Windsor Harvest Fest	Windsor	September
Greeley Potato Day	Greeley	September
Oktoberfest	Greeley	September
Longs Peak Scottish-Irish Highland Festival	Estes Park	September
Tour de Fat	Fort Collins	September
Northern Colorado Birding Fair	Windsor	September
Dearfield Day	Dearfield	September
Stone Age Fair	Loveland	September
Evans Fest	Evans	September
Fort Lupton Trappers Days	Fort Lupton	September
Northern Colorado Home & Garden Show	Loveland	October
Loveland Studio Walk	Loveland	October
Haunted Corn Maze	LaSalle	October
The Festival Of Trees	Greeley	November - December
Winter Farmer's Market	Fort Collins	October - April
First Night	Fort Collins	December - January

Cultural Events

A sampling of cultural events in Larimer and Weld Counties depicting the number of visitors.



IMPLEMENTATION

Approach

Building cultural tourism infrastructure and opportunities in Northern Colorado requires three interwoven courses of action:

1. Visitor experience programming,
2. Media development and marketing, and
3. Partnership building.

This section offers a brief explanation of these three implementation tactics and is followed by a prioritized list of recommended short-term and long-term strategies.



Old Town Fort Collins

Visitor Experience Programming

Visitor experience programming entails choreographing potential travel routes and activities for visitors to Northern Colorado. These visitor experiences should be varied in order to attract a broad audience, pique the interest of a more traditional tourist and provide incentives for longer stays and repeat visits to the region. The recommended implementation strategies include a list of potential visitor experiences in Larimer and Weld Counties intended to encourage both visitors and locals to venture out and sample NOCO culture.

Media Development & Marketing

Together the development of interpretive media and marketing efforts will raise awareness of the region's cultural, natural and historic heritage; publicize opportunities for cultural tourism and attract visitors.

The NCCTA will need to develop promotional materials designed to introduce the potential visitor to the heritage assets found throughout Northern Colorado. These materials will serve marketing as well as visitor orientation purposes. They entice visitation and press coverage and cross promotions while orienting the visitor to the region's resources and interpreting its heritage. It is recommended that the NCCTA initially focus its marketing efforts toward area residents and tourists from the Front Range. Over time as the cultural tourism infrastructure matures, marketing could be expanded to target the

out of state and even international cultural tourism markets.

Marketing of cultural heritage assets requires a plan to attract visitors and direct them towards places and activities that are unique features of the area and convey the essence of NOCO.



Downtown Loveland

Today, most tourists plan their trip and gather information online. For this reason, many of the suggestions offered in this document, for attracting tourists, are related to digital media and building an online presence for the NCCTA and cultural tourism opportunities in NOCO. Regional information, history, itineraries and interactive media such as digital storytelling and maps can all be accessible online. The major towns and recreation areas of Northern Colorado currently serve as gateways for visitors to the region and should be viewed as “orientation hubs” where info on cultural tourism can be distributed. A wide variety of interpretive media that can be utilized to promote the region are listed among the implementation strategies.



Picnic lunch at Pawnee National Grassland



Bird's eye view of Larimer County

Partnership Building

Partnerships will be necessary to solidify a network of cultural tourism supporters and build the needed tourism infrastructure to cater to visitors such as events, attractions, activities, restaurants, and lodging.

The planning process for creating this Strategic Plan was very inclusive and endeavored to build support for cultural tourism in NOCO and attract partners. As the implementation of cultural tourism gains momentum it will be essential to foster these relationships. For a list of partners the NCCTA has engaged throughout the planning process please refer to the Appendix (p. 62).

Heritage Establishments

Cultural tourism is a vehicle for supporting both local economies and agriculture. Toward this end, a list of businesses offering local foods and products should be compiled. Be Local Northern Colorado (<http://www.belocalnc.org/>) already promotes local business and can serve as a resource for steering visitors to businesses literally rooted in Northern Colorado communities. Businesses that serve local food and/or offer a sense for the area's heritage such as historic inns, restaurants in historic buildings and/or businesses that display historic photos or other cultural artifacts should be featured in cultural tourism promotional media. In addition to selling local products and support area producers and artisans, these heritage establishments provide another venue for sharing the region's culture. The NCCTA hopes that more "heritage inspired" eateries and business will emerge as cultural tourism in Northern Colorado builds momentum. A sampling of heritage establishments based on the criteria mentioned, is included in the appendix.

The Northern Colorado Cultural Tourism Alliance works to identify the region's cultural assets, works with local residents to protect these, and creates unique and entertaining travel experiences for visitors.



Greeley Arts Picnic

Implementation Strategies

The following lists outline possible strategies for implementing the cultural tourism strategic plan. The purpose of this list is to offer a range of ideas for NCCTA and its partners to choose from.



Cultural heritage celebration in Weld County

Priority Actions (0-1 yrs)

- Create an orientation map and brochure that provides an overview of the region and highlights cultural tourism “things to do” and “places to see” within Northern Colorado. Such a media piece should be widely distributed throughout the region, along the Front Range and in neighboring tourism destinations such as North Park and Cheyenne.
- Design travel itineraries - these could be theme-based tours, geographically based tours or tours organized by method of transport (e.g. Organic Farm Tour or Follow the Footsteps of Isabella Bird). It would be fine to start with one “Best of NOCO” tour and introduce more over time.
- Develop a NOCO Cultural Tourism identity/brand to include a recognizable icon and perhaps a memorable slogan. Begin to promote the NOCO identity (for more on branding see page 55). Low cost ways to promote the new tourism program:
 - NOCO stickers
 - memorabilia (t-shirts, hats, etc)
 - a cultural tourist site “stamp” program
 - social media networks (Facebook, Twitter)
- Establish clear criteria for becoming an official NOCO cultural tourism entity and distribute it widely to potential sites, attractions, festivals, events, tours and businesses (for more on Site

Criteria and recommendations for prospective NOCO entities see pages 56-59).

- Design a sign, plaque or other means of denoting a site/event/program as an official NOCO cultural tourism entity.
- Work with partners to establish an online presence. Employ existing regional tourism websites such as those managed by the Fort Collins, Greeley, and Estes Park CVBs, the Colorado Tourism Office and the Cache la Poudre NHA. This might include:
 - design of uniform online messaging and a graphic identity for partners to post on their sites.
 - updating partners with cultural tourism events/activities to add to their calendars.
 - maintaining an open dialogue with these partners.
 - utilizing social media networks (Facebook, Twitter) to cross promote one another.
- Keep the region’s chambers of commerce and visitor bureaus informed of the NCCTA’s Cultural Tourism Site list and any new additions to the list or new cultural tourism opportunities. Their staff are the front-liners for visitor orientation so it is important to keep them informed and excited about cultural tourism.
- Bring regional tourism professionals and promoters on a tour of the region to orient them

to the NOCO's cultural tourism opportunities and give them exposure to sites and stories that they can then promote.

- Use existing heritage and cultural-related events, festivals, tours as a means for promoting NOCO cultural tourism. Distribute promotional materials at these events and post information about NOCO cultural tourism on event websites.
- Work with partners to join and help support their cultural tourism-related tours within the region. Offer assistance with promotions and volunteers.
- Broadly circulate the strategic plan among partners and invite involvement as well as suggestions on expanding the lists of sites, tourism opportunities and potential partners.
- Meet with local arts groups (Open Stage Theater and Company, Beet Street, High Plains Chautauqua, Greeley Philharmonic) to share interpretive ideas and the strategic plan. Many have already embraced NOCO's heritage as inspiration for their art and events and they may be interested in incorporating additional NOCO cultural elements into their productions.



Old Town Fort Collins

Short-Term (1-3 yrs)

- Design and install signage and/or GPS enabled interpretive devices to identify prominent cultural tourism sites and offer clues to the cultural landscape (crop ID signs, mountains, implements, place names).
- If resources allow, sponsor a NOCO Cultural Tourism event (e.g. bike tour, farmers' market booth, concert, scavenger hunt, photo contest).
- Hold a guided press tour to generate news about cultural tourism and region's heritage
- If deemed necessary (if sharing an online presence with partners does not result in enough exposure) consider designing and launching a NOCO website. The NOCO website would serve the following functions:
 - an online repository for cultural information about the region including calendar, maps, itineraries and historical background.
 - a virtual hub and "one-stop shop" for cultural tourism activities in Northern Colorado. This would require regular updates in order to maintain a calendar and announcements of events and activities.
 - a platform for connecting with visitors and partners via social media (facebook, twitter, linkedin, myspace, etc).
- Encourage NOCO news media to feature stories about the region's heritage and culture and to include links to NCCTA website (or tourism

partners' websites). Also promote the region to local and regional travel writers.

- Encourage involvement in the "Heritage Sharing" process by sponsoring heritage-related photography and other media contests (podcasts, video, slideshow).
- Work with tourism and historical/interpretive organization partners to coordinate various interpretive media in order to ensure consistent and complementary stories are told. Also work together to identify "untold stories" and other potential interpretive content.
- Support development of community and/or site-specific interpretive media. Encourage site managers and community tourism promoters to link their media both graphically and thematically to the NOCO Cultural Tourism Strategic Plan.

Long-Term (3-5 yrs)

- Promote a local products/regional foraging campaign and develop a guide to promote NOCO business enterprises that offer cultural experiences (local food/products, art, etc.).
- Develop digital storytelling/story sharing media (podcasts, videos, oral histories).
- Work with partners to organize onsite events at cultural tourism sites such as dinners, wine/beer tastings and performances. Also, host open site weekends (farms, artist studios, local businesses).
- Organize and/or partner in the promotion of a range of heritage-related events (from sugar

- beet carving competition to country dancing).
- Sponsor tours, workshops, classes.
- Establish a 501c3 to oversee tourism promotion, management and product development within the region. This could involve formalizing the NCCTA or working with existing organizations such as the Poudre River NHA to take on additional cultural tourism responsibilities.
- Work with ranchers and farmers and partnering organizations to create and promote agritourism opportunities (city slicker work experiences, farm tours, farm dinners, trail rides, corn mazes, u-pick, markets).
- Continue collecting stories of area residents and make a concerted effort to record oral histories among notable senior residents. Work with local museums, UNC, CSU Extension, schools and other partners to collect and house these oral histories. Explore opportunities to share this oral history collection with residents and visitors through exhibits and/or digital stories which could be displayed online and/or in regional tourism destinations.
- Develop joint educational and/or interpretive programming with the Cache la Poudre National Heritage Area and other partners such as educational organizations.



Model railroad at Greeley Freight Station Museum

Recommended Next Steps

The preceding pages outline numerous ways in which to implement a successful Cultural Tourism Strategic Plan in NOCO. It is not likely that all of the strategies will be able to be implemented. In an effort to narrow the list and focus the impending implementation efforts, the planning team devised the following more concise list of recommended next steps. These initial steps were chosen because they will result in significant exposure for the region while building cultural tourism experiences and creating more incentive for tourism-driven economic development.

Visitor experience programming

- Travel Itineraries and map (brochure and/or web-based).
- Develop cultural tourism experiences for locals and visitors (e.g. guided tours, speaker series, featured sites).

Media development and marketing

- Develop NOCO brand for use in signage/ plaque for sites and events that meet the criteria as well as stickers and social media.
- Encourage involvement and awareness by holding heritage related contest such as a photo, pod-cast, or poetry contest (e.g. agricultural photo contest).
- Work with communities, sites and partners to

build interpretive media (signage, website, flyers, mobile applications, audio tours, podcasts).

- Arrange tours with media/travel writers.

Partnership building

- Coordinate with potential cultural tourism sites and encourage them to apply for NOCO Cultural Tourism Site designation.
- Share strategic plan with existing and potential partners.
- Collaborate with partners already in the tourism business and assess together what tourism products would be valuable.
- Formalize the alliance or another coordinating entity and establish regular meetings.
- Team with partners hosting events, help publicize and coordinate the event and in return feature NOCO cultural tourism information and opportunities.
- Develop joint educational and/or interpretive programming with partners such as the Cache la Poudre National Heritage Area and the Poudre Heritage Alliance.

Branding

Based on the themes and storylines discussed in the preceding sections, preliminary brand designs were drafted. The draft branding campaign includes graphic icons that could be used for marketing purposes and throughout various media to promote cultural tourism sites throughout the NOCO region. These graphic icons could connect the disparate sites of the region into a cohesive whole and could be used on travel brochures/itineraries and interactive websites, as well as interpretive signs used for identifying cultural sites.



HERITAGE SITE HANDBOOK

Site Criteria

The NCCTA is building a network of cultural tourism assets including sites, settings, events and activities in Larimer and Weld Counties that showcase the region's unique culture and heritage. In order to assure authenticity and positive visitor experiences, the NCCTA would eventually like to establish a system for designating official "NOCO cultural tourism sites." The benefits of being a designated NOCO Cultural Tourism Site would include promotion through NOCO cultural tourism marketing and branding campaigns, incorporation into interpretive media and itineraries, as well as access to NOCO partners and networks for cross promotional events and marketing. Based on the Colorado Tourism Office's heritage site criteria, the NCCTA has established the following criteria for designation as a NOCO Cultural Tourism Site:

Significance: Draws visitors because of its significance to local, state, national, and/or world history and culture.

Authenticity: Provides insight into Northern Colorado's cultural, historic and natural heritage. Historic character is evident at historic sites.

Visitor Readiness: Open regular hours, accessible and inviting to visitors. Ensure there is something interesting for visitors to see and do.

Interpretation: The site, setting or activity's significance is shared accurately with visitors (signage, guided tours, online, brochure).

Protection: Public access does not threaten the site's long-term preservation.

Recommendations for Achieving the Criteria

The following recommendations could be shared with land/business owners in an effort to help them achieve the Colorado Tourism Office's heritage site criteria.

Significance

To meet this criterion, the NCCTA wants to see that your asset is significant and contributes to a visitor's understanding of the Northern Colorado region's history, culture and/or natural resources.

- Briefly summarize what is significant about your asset. What part has it or does it play in Colorado or Northern Colorado's history or culture?
- Explain if your asset is a unique example of local, state, national or international history or culture (e.g. We contain one of the largest key collections in Colorado).
- Explain any associations that your asset may have had with people or events that shaped local, state, national or international history (e.g. Teddy Roosevelt slept here).

Authenticity

The NCCTA is looking for assets that reveal the real character of the region and that are unique to Northern Colorado.

- Demonstrate how your asset grew from Northern Colorado and still represents the roots of the

culture and land from which it sprung.

- Explain how your asset is representative of an authentic or real slice of Northern Colorado's culture. Is your asset unique to Northern Colorado or to the state? If your asset is historic, does it appear the same today as it did historically?

Visitor Readiness

There are many steps that an owner can take to ensure his property, event or activity is visitor ready. It is not essential to follow all the suggestions below as these are just recommendations for improving visitor readiness and the NCCTA acknowledges that there are limitations to the amount of visitor "infrastructure" individual sites can build as they are just launching into cultural tourism. Overall, the NCCTA wants to see that an asset is welcoming and safe to visitors.

- Promote your asset as a tourism attraction – offer directions, things to do/see/learn.
- Provide on-site signage as well as signage from major roadways.
- Post hours of operation in tourism materials.
- Maintain regular hours. It is preferable that a site be open at least eight hours per month in season, preferably on weekends or when visitors are most likely to visit. There is considerable flexibility with hours of operation and the important thing is that the hours are consistent.
- Signage to the site from major roadways

- Meet basic visitor needs (e.g. restrooms, parking, drinking fountains).
- Accessible for visitors with special needs.

Interpretation

The NCCTA wants to ensure that visitors know what they are experiencing and that interpretive information shared at a site is accurate. There are many degrees of interpretation and the NCCTA is open to many forms of communicating the stories of an asset.

- How do you make your site, event, activity, story come alive for visitors? What information about its history, story and culture do you share?

Protection

The NCCTA wants to ensure that a site won't be "loved to death" and that opening it to tourism will not jeopardize its long-term preservation. The NCCTA will work with partners and site owners to evaluate heritage resources and identify the sites most in need of investment to ensure their



Cattle grazing in Weld County

long-term preservation. The NCCTA will provide recommendations and support for securing funding and/or assistance for preservation projects such as:

- Volunteer days
- Preservation work days
- Incorporation of stewardship messaging in promotional materials and the website and develop a system for educating visitors to your site about the sensitivity of its resources and the importance of preserving them for the benefit of future generations.

Suggestions for Developing Agritourism Sites

NCCTA hopes to see more agritourism opportunities throughout the NOCO region in the future and offers the following ideas for developing agritourism sites:

- Farmers markets and off the farm sales
- Road-side stands
- Education – farm tours, cooking classes, wine tastings, hands on work, short term workshops, accredited courses, developmentally disabled programs
- School tours – include food to feed animals, short lectures on farming, small entrance fees
- Partner with area farms and ranches to create a driving or biking tour
- Processing demos – reveal to visitors how foods and beverages are made
- Hospitality – provide outdoor sports enthusiasts

with food, drink and lodging (Ex: accommodate skiers, cyclists and hikers with shade food and drink)

- U-pick opportunities and canning workshops
- Hands-on farming experiences – pet animals, city slicker experience, put visitors to work
- Corn mazes – (ex: the Colorado “cornfield bronco”)
- Direct sales – local and unique gifts/souvenirs made from agricultural products
- Nature based tourism – lease part of the land for hunting, fishing or hiking
- Open farm/ranch weekend - where visitors can visit a property and meet the owners
- Advertise agritourism opportunities at the farmers markets
- Organize agricultural volunteer work days when residents and visitors lend a hand to local producers

APPENDIX

NOCO Establishments

Note: These establishment lists are not comprehensive or meant to make recommendations over other establishments. They are merely examples of local shops and services. For information about other establishments, contact the Chambers of Commerce and Convention and Visitors' Bureaus in the communities.

goods

Almosta Mercantile	Loveland
Boutique BRAVO! & Mother Lode Gallery	Fort Collins
City Drug	Fort Collins
Downtown Greeley Boutiques	Greeley
Greeley Freight Station Gift Shop	Greeley
Greeley Hat Works	Greeley
Greeley History Museum	Greeley
Hearne's Clothing	Greeley
Li'l Flower Shop	Windsor
Lincoln Park Emporium Antiques	Greeley
MacDonald Book Shop	Estes Park
Madison and Main Gallery	Greeley
Old Firehouse Books	Fort Collins
Red Rose Rock Shop & Dick's Rock Museum	Estes Park
Roadside Farmstands	Various/Seasonal
Selma's Store at Centennial Village	Greeley
Showcase Art Gallery	Greeley
The Cupboard	Fort Collins
Trailridge Gift Store	Estes Park
Windsor Yarn Store	Windsor
Woody's Bookstore	Greeley

heritage accomodations

Armstrong Hotel	Fort Collins
Baldpate Inn	Estes Park
Edward House	Fort Collins
German House	Greeley
Hereford Inn	Grover
Mary's Lake Lodge	Estes Park
Sheldon House	Fort Collins
Sod Buster	Greeley
Stanley Hotel	Estes Park
Stoneham B&B	Stoneham
West Pawnee B&B	Grover
Windsor B&B	Windsor

unique local food

Armadillo (original)	LaSalle
Bisetti's Ristorante	Fort Collins
Black Steer Restaurant	Loveland
Branding Iron	Ft. Lupton
Bruce's	Severance
Canino's Italian Restaurant	Fort Collins
Chimney Park Restaurant & Bar	Windsor
Coopersmith's Pub & Brewing	Fort Collins
Crabtree Brewery	Greeley
Farmer's Inn	LaSalle
Firehouse Restaurant	Windsor
Grover Mercantile Lunch Counter	Grover
Henry's Pub	Loveland
JB's	Greeley
Kenny's	Greeley
McGraff's American Grill	Loveland
Notchtap Bakery & Café	Estes Park

Other Side Restaurant
Pepper Pod
Sweet Basilico Restaurant
Wapiti Bar & Grill
Windsor's Main Street Grill & Bar
Yum Yum Restaurant
4th Street Chop House

Estes Park
Hudson
Estes Park
Estes Park
Windsor
Fort Collins
Loveland

NOCO Points of Interest

These are sites that are **not visitor-ready**, but still may be of interest to visitors since they represent an element of NOCO's heritage.

play

Haystack Rock
Mariano Medina Settlement
Virginia Dale Overland Trail Stage Station
The Town of Dearfield

innovate

Fort Collins Water Works
Lighting Hybrids
Loveland Sugar Factory
Road Narrows Robotics
Roosevelt's Private Train Car
Vestas Wind Power Factory

grow

Johnstown Beet Farm
Grant Family Farm & surrounding organic farms
Mariano Medina Family Cemetery
Preston Farm

NOCO Characters

included with bios

John Bee
Isabella Bird
Buffalo Bill Cody
Lewis Cross
W.D. Farr
George W. Fisk
Folsom Man
"Galvanized Yankee"
Alvin Garcia
O.T. Jackson
Antoine Janis
The Mace Family
Dr. D.W. McCarty
Dr. Helen McCarty-Fickel
Dr. Ella Mead
Mariano Medina
Nathan Meeker
James Michener
Enos Mills
Lady Moon
Frend Neville
Rocky Mountain Jim Nugent
"Lord" Lyulph Ogilvy
Rattlesnake Kate
Teddy Roosevelt
Shawsheen
Bessie Smith
The "Tie Hacks"

other NOCO characters of interest

Horace Greeley
P.T. Barnum
Conrad Borgens

Judge Delph Carpenter
Kit Carson
James Max Clark
Benjamin Eaton
J.K. Elliott
Verne Elliott
Erich Geissler
Hazel Johnson
Stephen Long
Lancaster Lupton
Josephine Meeker
E.S. Nettleton
C.O. Plumb
Marcellan St. Vrain
Andrew Sublette
Pierre Vasquez
Charles White
Wild Horse Jerry
Dorothy Zabka

NOCO Partners

The NCCTA is open to developing partnerships with businesses, community groups, non-profit organizations and local government offices to assist each other in building cultural tourism in Northern Colorado.

current partners

Cache la Poudre National Heritage Area
Cache la Poudre Scenic Byway
City of Fort Collins
City of Greeley
City of Loveland
Colorado Historical Society (Fort Vasquez Museum)
Colorado State University (Extension)

Colorado Tourism Office
Fort Collins Conventions and Visitors Bureau
Fort Collins Downtown Development Authority
Greeley Chamber of Commerce
Greeley Historic Preservation Office
Greeley History Museum
High Plains Historical Society Drylanders Museum
Larimer County
Local Business Owners
Local Museums/Historic Societies
Northeastern Colorado Heritage League
Pawnee Pioneer Trails Scenic and Historic Byway
Poudre Heritage Alliance
Poudre Learning Center
Town of Berthoud
Town of Fort Lupton
University of Northern Colorado (current or potential)
Weld County
Weld County Department of Public Health & Environment

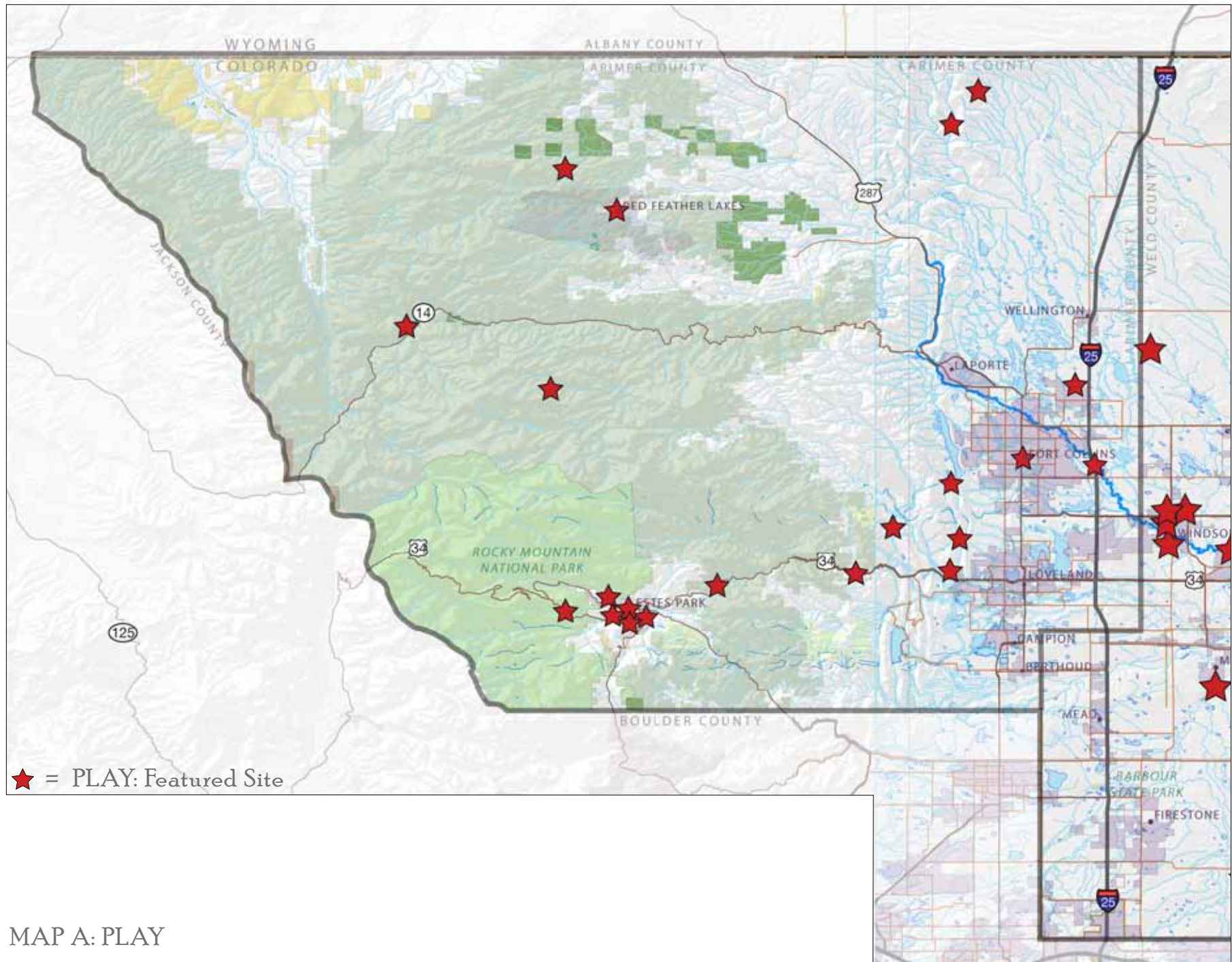
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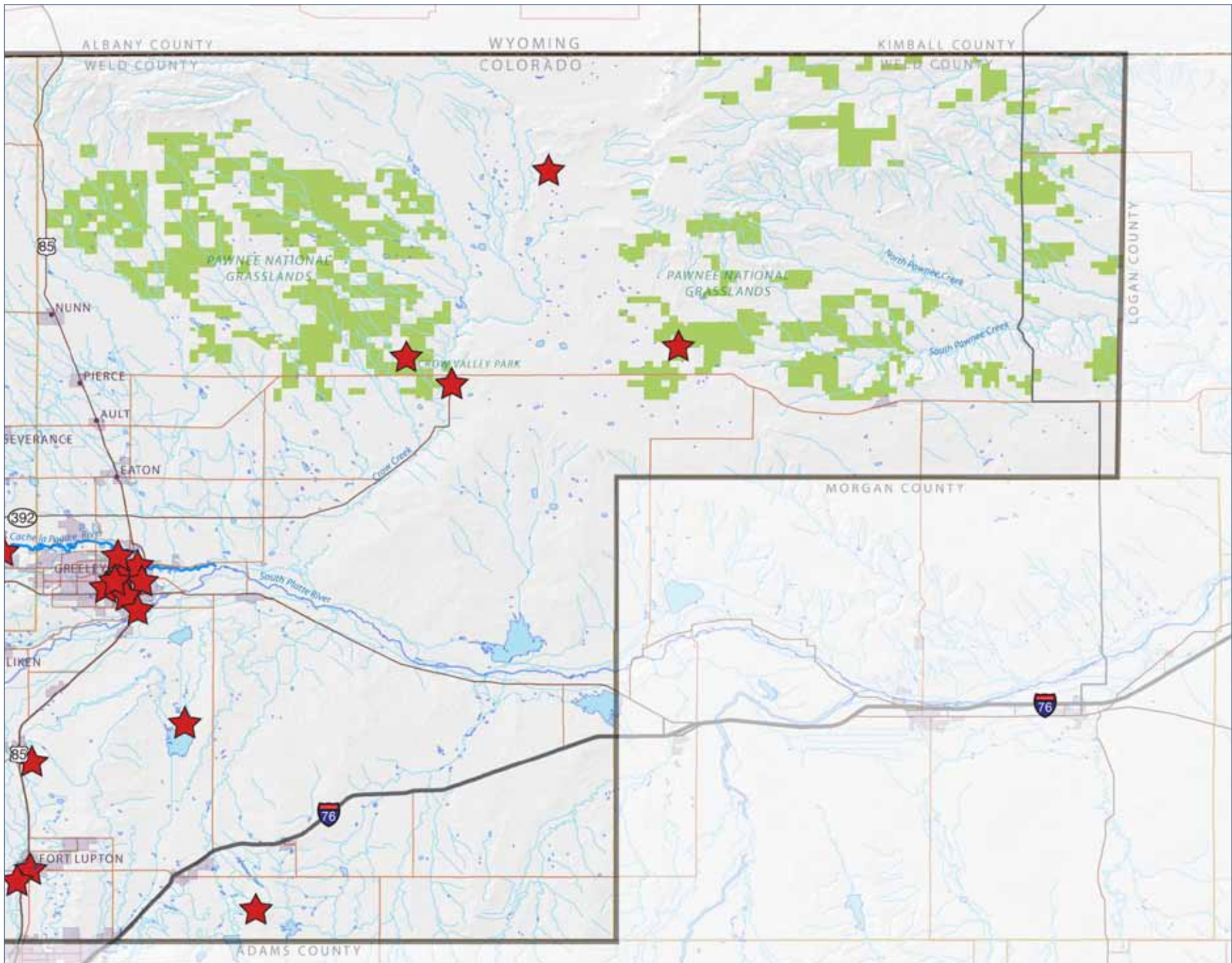
All images and graphics not credited were produced and/or supplied by Belt Collins.

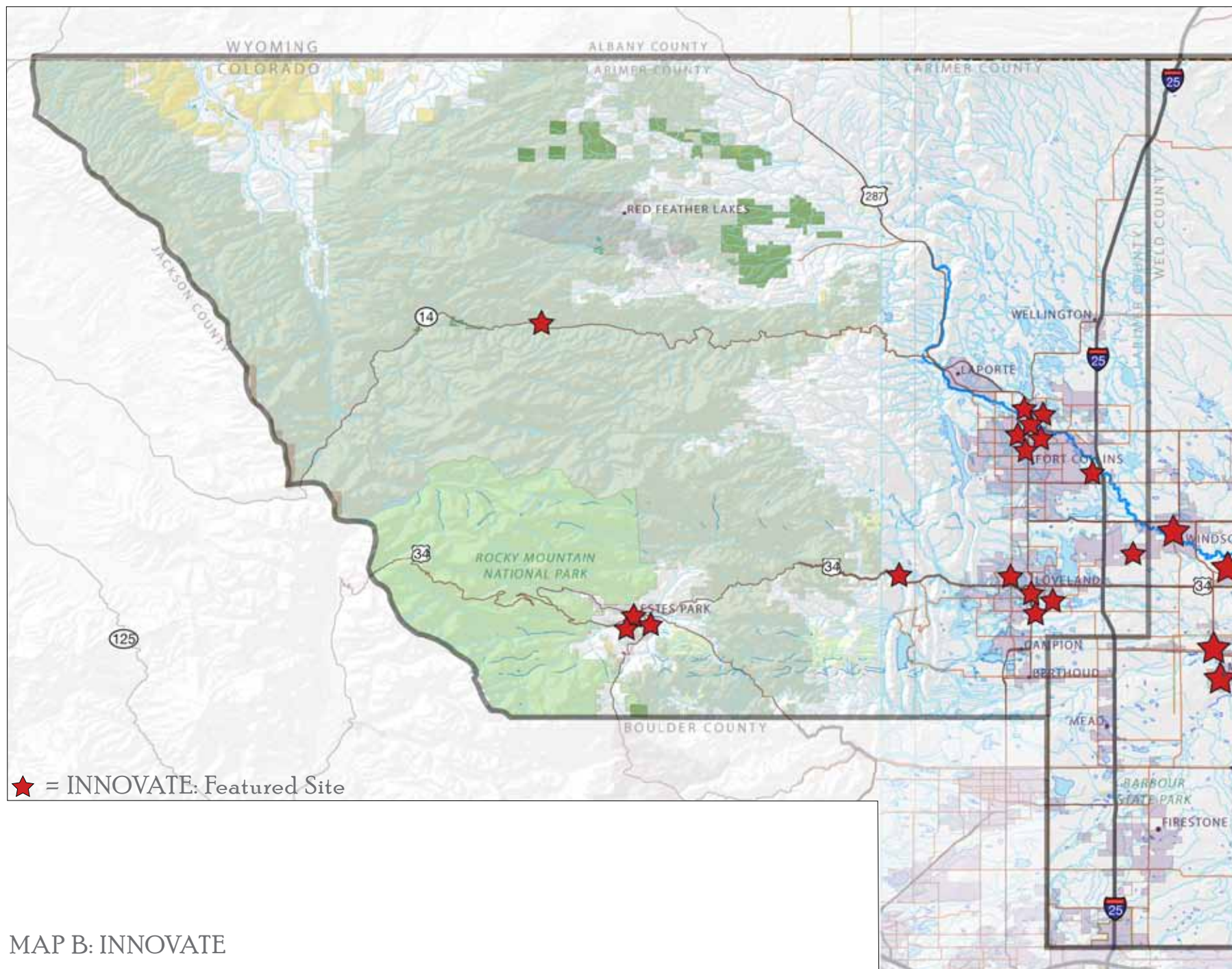
Front Cover: Fort Collins bird's eye - Ryan Burke, image: LD0054; Mountain Lake - Sam Cox; Sunset bike rider - City of Greeley; Fort Collins bikers - Ryan Burke; Kindsfater Farm - Dick Maxfield
Page 2: Mountains + clouds - Sam Cox, Cameron Pass, image: 2005-29_05
Pages 4, 55 (mosaic): Umbrellas + building - Sam Cox, Fort Collins, image: 20061007 068; Men w/ mountain - City of Greeley; Hot air balloons - Ryan Burke, image: LD0048; Mountains w/ snow - Sam Cox, Cameron Pass, image: 2006-16_22
Page 9: Aspens - Sam Cox, Cameron Pass, image: 20060930 059
Page 11: Farmstead in Weld County - Dick Maxfield

Page 11: Bike rider - Ryan Burke
 Page 13: Visitors to the Greeley History Museum - Belt Collins
 Page 15: Greeley Arts Picnic - City of Greeley
 Page 17: Ft Collins tourists - Ryan Burke, image: slide_5
 Page 19: Bullrider - Dean Popejoy
 Page 28: John Bee <http://www.beefamilyfarm.com/houses.html>
 Page 28: Isabella Bird <http://seducedbyhistory.blogspot.com/2010/10/isabella-bird-victorian-lady-world.html>
 Page 29: Buffalo Bill Cody http://www.chronicleoftheoldwest.com/show_195-bill_oneal-cody_ranch.shtml
 Page 29: Lewis Cross - Berthoud Historical Society, www.berthoudhistoricalsociety.org/homesteading.htm
 Page 30: W.D. Farr <http://www.greeleyhistory.org/pages/people.html>
 Page 30: George W. Fisk <http://www.greeleytribune.com/article/20100115/NEWS/100119836>
 Page 31: Folsom Man
 Page 31: "Galvanized Yankee" <http://www.legendsofamerica.com/we-slang-g.html>
 Page 32: Alvin Garcia <http://www.greeleygrays.com/history.html>
 Page 32: O.T. Jackson - City of Greeley Museums Permanent Collection, #3015.0001.1B
 Page 33: Antoine Janis http://en.wikipedia.org/wiki/Antoine_Janis
 Page 33: The Mace Family <http://www.legendsofamerica.com/co-estesparkhaunting.html>
 Page 34: Dr. D.W. McCarty <http://www.berthoudhistoricalsociety.org/mccartyhistory.htm>
 Page 34: Dr. Helen McCarty-Fickel <http://www.berthoudhistoricalsociety.org/mccartyhistory.htm>
 Page 35: Dr. Ella Mead <http://www.greeleytribune.com/article/20030504/NEWS/305040003>
 Page 35: Mariano Medina <http://www.franksrealm.com/Indians/mountainman/pages/mountainman-marianomedina.htm>
 Page 36: Nathan Meeker <http://www.greeleyhistory.org/>

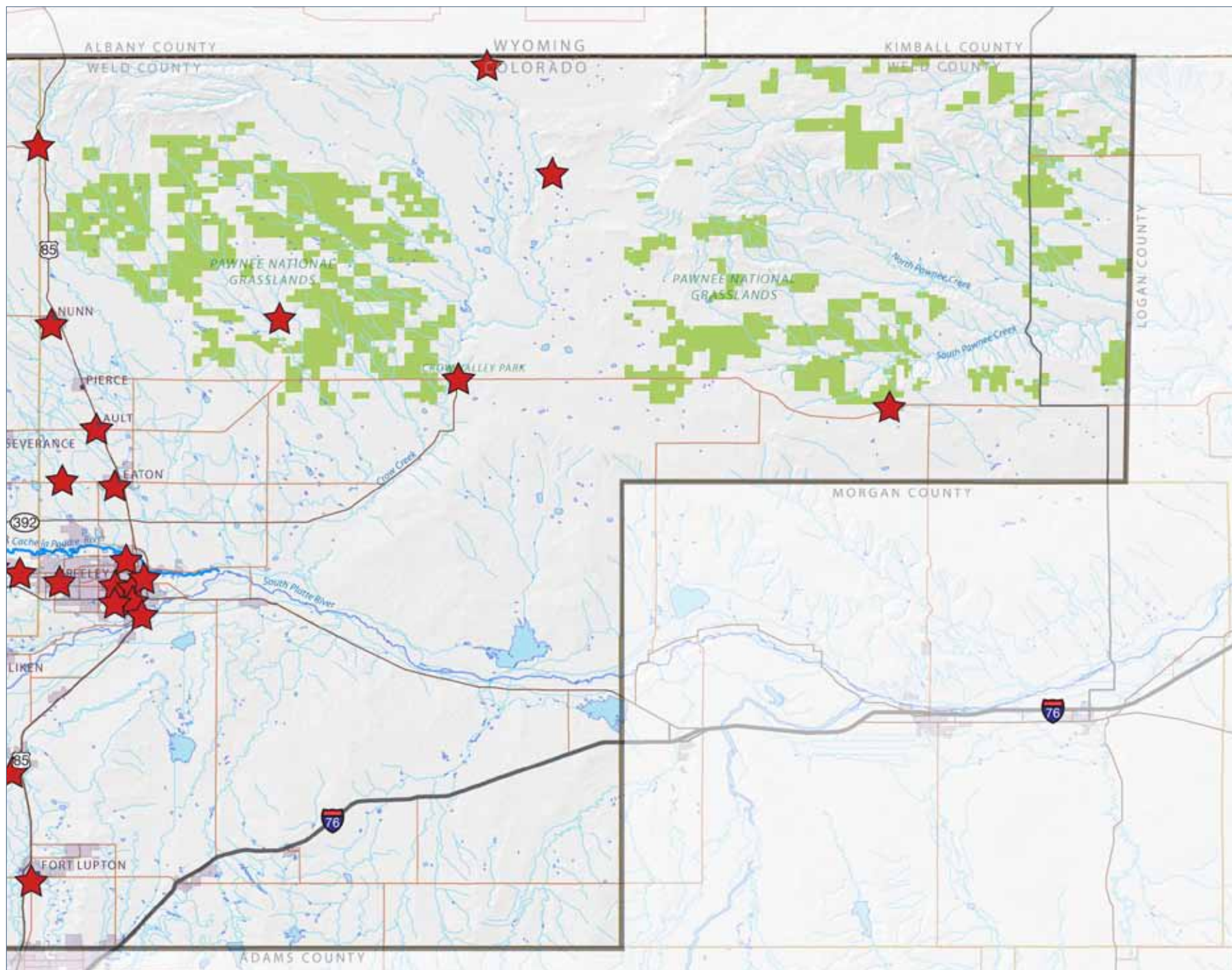
[pages/meeker_story.html](http://www.greeleyhistory.org/pages/meeker_story.html)
 Page 36: James Michener <http://www.philadelphia-reflections.com/topic/41.htm>; gfisher@philadelphia-reflections.com
 Page 37: Enos Mills http://www.nps.gov/history/history/online_books/romo/buchholtz/chap5.htm
 Page 37: Lady Moon – Sundance Trail Guest Ranch, <http://sundancetrail.com/staff/secret-staff-page-people/>
 Page 38: Friend Neville <http://ranch-preservation.com/history.html>
 Page 38: Rocky Mountain Jim Nugent
 Page 39: "Lord" Lyulph Ogilvy
 Page 39: Rattlesnake Kate http://www.greeleyhistory.org/pages/rattlesnake_kate.html
 Page 40: Teddy Roosevelt <http://www.corbisimages.com/Enlargement/IH134474.html>
 Page 40: Shawsheen http://www.greeleyhistory.org/pages/shawsheen_story.html
 Page 41: Bessie Smith <http://www.greeleytribune.com/article/20100326/NEWS/100329767>
 Page 41: The "Tie Hacks" <http://www.duboismuseum.org/tiehack.htm>
 Page 46: Kettle/Silo? - Sam Cox, Fort Collins, image: 20061007061
 Page 45: Old Town Fort Collins - Sam Cox
 Page 47: Fort Collins + mountain backdrop - Ryan Burke
 Page 47: Picnic lunch - Dick Maxfield
 Page 48: Greeley Arts Picnic - City of Greeley
 Page 49 Cultural heritage celebration - City of Greeley
 Page 51: Shoppers + plaza - Sam Cox, Fort Collins, image: 20061007 077
 Page 53: Greeley Freight Station Museum – Dick Maxfield

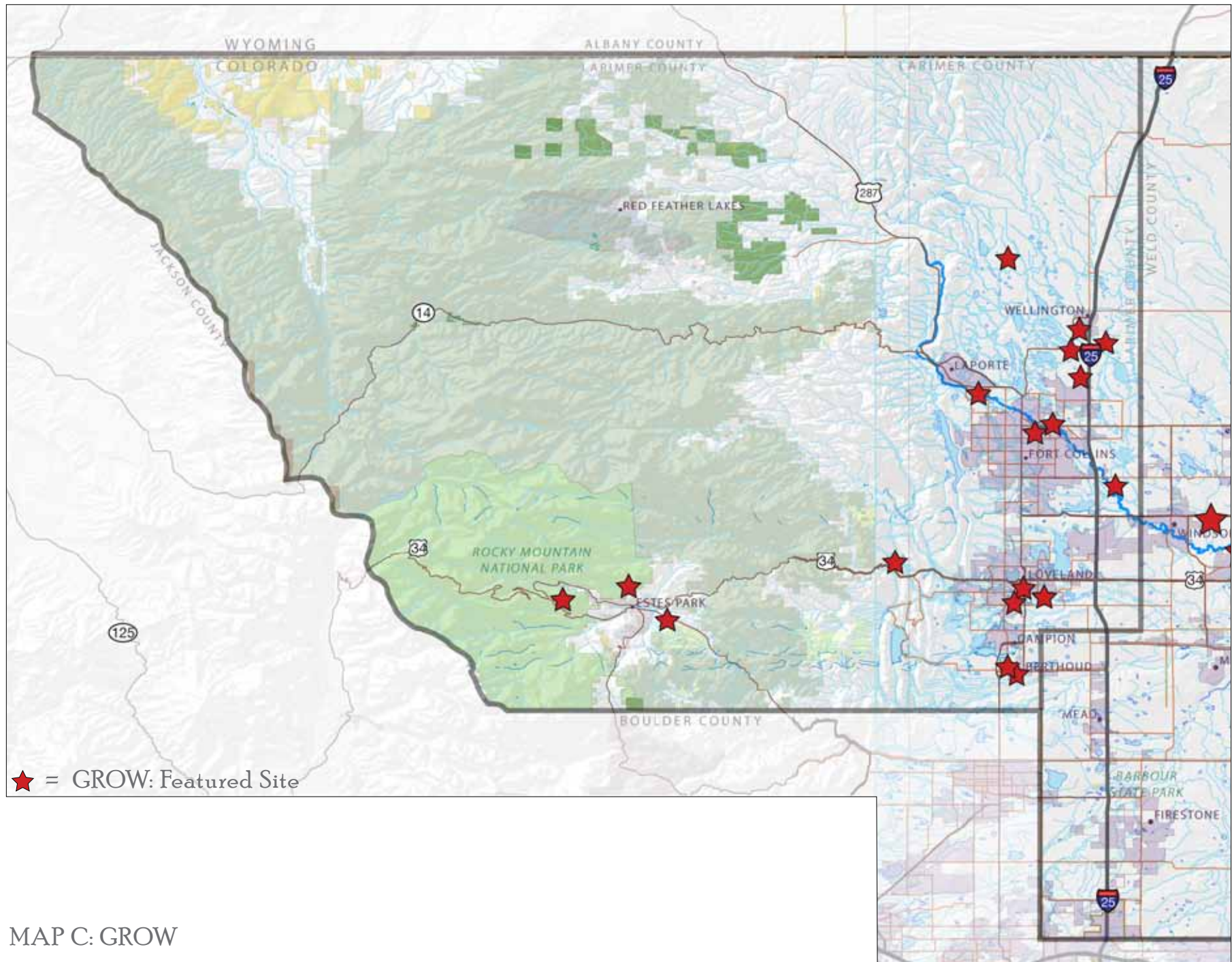






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MAP C: GROW

