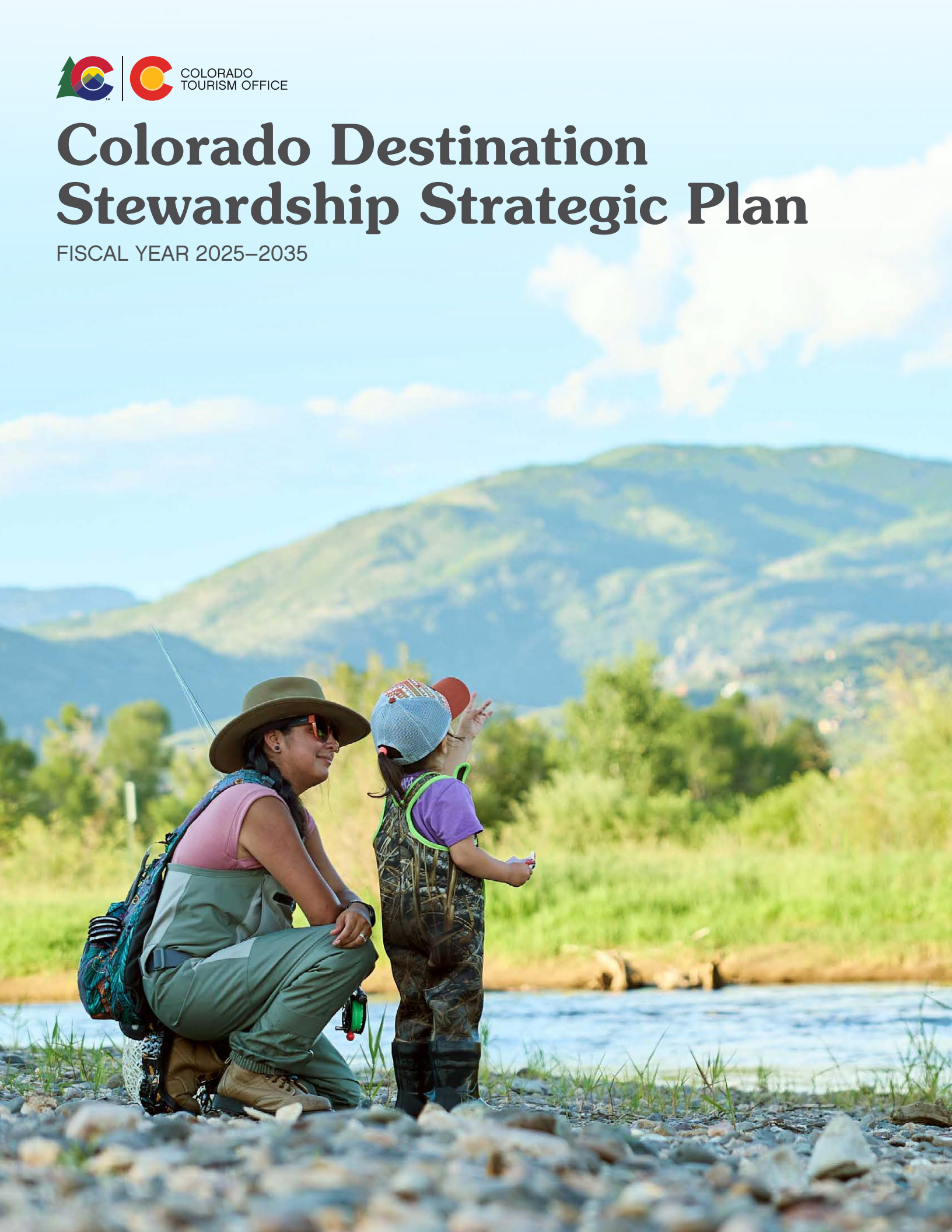




COLORADO
TOURISM OFFICE

Colorado Destination Stewardship Strategic Plan

FISCAL YEAR 2025–2035



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Foreword from Governor Jared Polis

In Colorado, our iconic outdoors and vibrant communities are central to our way of life and our strong economy. We are proudly one of the top tourist destinations in the country, with visitors drawn to our fun, world-class outdoor recreation opportunities, and rich arts and culture scene. As we look to the future of our state, we are taking a thoughtful, innovative approach to preserve and protect our world-class attractions for generations to come. The 2024 Destination Stewardship Strategic Plan is part of our nation-leading work to ensure Coloradans and visitors can continue to enjoy our state's incredible sites now and in the future as we continue to set the standard for responsible tourism practices.

The Destination Stewardship Strategic Plan is the latest in a series of steps we are taking to promote sustainable and regenerative tourism through the Colorado Tourism Office (CTO). CTO continues to lead the way when it comes to fostering a vibrant, sustainable tourism industry that continues to boost our strong economy.

In crafting statewide and regional strategic plans, we are elevating community-first tourism and collaboration, and working to preserve Coloradans' rich quality of life, protect our environment, and bring continued economic vitality to our residents and communities. Every step of the way, residents and local communities were closely engaged in the development of these plans that aim to support and strengthen our strong economy and local businesses, create local jobs, and safeguard natural and cultural resources, thereby enhancing community resilience and visitor experiences.

This plan was crafted the Colorado way – with collaboration and innovation at the forefront. It is community-designed and driven, reflecting the input and feedback from residents, elected and appointed officials, business owners, state and federal agency partners, land managers, Tribal representatives, and tourism stakeholders from all eight travel regions in Colorado.

Together we are paving the way for a more sustainable, regenerative future for tourism, protecting our beloved state and driving our strong economy.



A black ink handwritten signature of Jared Polis, written in a cursive style.

Hon. Jared Polis
Governor of Colorado

Acknowledgments

The development of a Destination Stewardship Strategic Plan for Colorado was a collective undertaking of more than 1,000 stakeholders throughout the state. The Colorado Tourism Office (CTO) expresses our profound appreciation to all individuals who played a pivotal role, including representatives from government agencies, destination management/marketing organizations (DMOs), the CTO Board of Directors, industry associations, tourism stakeholders, and Colorado residents. Through virtual meetings, in-person workshops, one-on-one interviews, and public surveys, you generously shared your expertise, perspectives, and vision, shaping a comprehensive strategy that reflects our collective aspirations for destination stewardship. Special recognition is extended to the members of the CTO's Destination Stewardship Council (DSC), whose guidance and leadership steered the process with wisdom and foresight.

Destination Stewardship Council Members 2024

- **Marlon Reis**, First Gentleman of the State of Colorado
- **Beth Abbott**, Director of Marketing and Branding, Denver International Airport
- **Taishya Adams**, Chief Liberation Strategist, Mukuyu Collective LLC
- **Jess Beaulieu**, Colorado Parks and Wildlife Commissioner
- **Ethan Billingsley**, Faculty, Colorado State University
- **Alex Boian**, Senior Director of Community Relations, Vail Resorts
- **Margaret Bowes**, Executive Director, Colorado Association of Ski Towns
- **Jeff Christenson**, Outdoor Recreation Planner, Bureau of Land Management - Colorado State Office
- **Pamela Denahy**, Director of Tourism and Economic Development, City of La Junta
- **Topher Downham**, Outreach Coordinator, City of Boulder Open Space and Mountain Parks
- **Adam Ducharme**, Tourism Director, Visit Leadville - Twin Lakes
- **Chelsea Elder**, Executive Director, Adaptive Adventures
- **Greg Felt**, County Commissioner, Chaffee County
- **Conor Hall**, Director, Colorado Outdoor Recreation Industry Office
- **Dzidra Junior**, President, Renditions Consulting
- **Lucy Kay**, CEO, Breckenridge Tourism Office
- **Jody Kennedy**, Regional Partnership Program Manager, Colorado Parks and Wildlife
- **Kim Langmaid**, Associate Professor of Sustainability, Colorado Mountain College
- **Joe Lavorini**, Program Manager, National Forest Foundation/Gunnison STOR
- **Becky Leinweber**, Executive Director, Pikes Peak Outdoor Recreation Alliance
- **Jeff Lyman**, Area Director of Sales, Holiday Inn and Suites
- **Jackie Miller**, Executive Director, Great Outdoors Colorado
- **Ken Murphy**, President, Adventure Outdoors LLC, CTO Board Member
- **Kyle Patterson**, Management Specialist/Public Affairs Officer, Rocky Mountain National Park
- **Kathryn Redhorse**, Executive Director, Colorado Commission of Indian Affairs
- **Jason Robertson**, Regional Director Recreation, Lands, Minerals and Volunteers, USDA Forest Service
- **Kiera Skinner**, Executive Director, Telluride Tourism Board
- **Laura Soard**, Sr. Director of Destination Development and Communications, Steamboat Springs Chamber

Additional Acknowledgments

Colorado Tourism Office

- **Tim Wolfe**, Director
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- **David Fishman**, Senior Manager of Fiscal and Operations
- **Kaiti Jacobson**, Senior Manager of Industry Partnerships and Education
- **Hilary Lewkowitz**, Director of Destination Development and Sustainability
- **Taren Mulch**, Director of Visitor Services
- **Kenny Nguyen**, Administrative Coordinator
- **Hayes Norris-Donald**, Communications Manager
- **Elizabeth O'Rear**, Director of Grants and Funding
- **Faith Overall**, Destination Stewardship Manager
- **Natazshya Rodriguez**, Senior Brand Manager
- **Hope Smith**, International Program Manager
- **McKenzie Steward**, Sales and Marketing Coordinator
- **Christina Tuchman**, Marketing Manager
- **Sami Wells**, Grants and Funding Manager
- **Michelle Wulfson**, Marketing Copywriter

Colorado Tourism Office Board of Directors

- **Amber Blake**, CEO/Principal of Amber Blake Consulting
- **Bruce Dalton**, Visit Aurora President and CEO
- **Meghan Lukens**, State Representative
- **Ken Murphy**, Chair, CEO and President Adventure Outdoors LLC
- **Vinay Patidar**, Founder of Over Flyte Denver
- **Will Perry**, State Senator
- **Nick Ragain**, Vice Chair, President of the Switchbacks
- **Dylan Roberts**, State Senator
- **Dana Rodriguez**, Head Chef of Casa Bonita
- **Jennifer Shea**, Vice President Of Business Development at Steamboat Resort
- **Matt Soper**, State Representative
- **Phil Washington**, CEO of Denver International Airport

The CTO also extends our gratitude to Solimar International and their team of regional consultants for facilitating the development of the Colorado Destination Stewardship Strategic Plan and eight regional plans. Their dedication and expertise were instrumental in guiding us through a comprehensive and inclusive stakeholder consultation process, resulting in a plan reflective of the perspectives and voices of individuals throughout the state.

Solimar International Team

- **Chris Seek**, Team Leader
- **Natalie Sellier**, Project Manager
- **Amy Cassidy**, Canyons and Plains/Pioneering Plains Regional Facilitator
- **Sarah-Jane Johnson**, Mystic San Luis Valley Regional Facilitator
- **Julie Klein**, Rockies Playground Regional Facilitator
- **Mimi Mather**, Mountains and Mesas Regional Facilitator
- **Dave Santucci**, Denver and Northern Colorado Regional Facilitator
- **Derek Schimmel**, The Great West Regional Facilitator
- **Beth Wright**, Pikes Peak Wonders Regional Facilitator

The development of a Destination Stewardship Strategic Plan for the state of Colorado was made possible through the generous grant funding of the Coronavirus Aid, Relief, and Economic Security (CARES) Act.

Land Acknowledgment

In the spirit of healing and education, the Colorado Tourism Office acknowledges the Southern Ute Indian Tribe, the Ute Mountain Ute Tribe, and the 51 contemporary tribes with historic ties to the land currently known as Colorado. We recognize and honor these Indigenous peoples as the original inhabitants of this land.



Glossary of Terms

This Glossary of Terms is a carefully curated collection of industry terms and definitions developed during the strategic planning process. Refined through collaboration and reviewed by a dedicated working group, this glossary is specifically tailored to Colorado's unique context. It serves as a valuable resource for industry partners, promoting a deeper understanding of destination stewardship and its significance to various tourism stakeholders, while also guiding effective communication on the topic.

Accessibility

The degree to which destinations, facilities, and services are easily approachable, usable, and enjoyable for individuals with disabilities.

Agritourism

Engaging visitors in agricultural and rural activities, such as farm and ranching tours, orchards, and vineyards, aiming to provide visitor experiences while contributing to local economies.

Biodiversity

The diverse range of species and landscapes that contribute to the natural appeal and ecological resilience of the area.

Carrying Capacity

The maximum number of visitors an area can sustainably accommodate without causing significant negative impacts on the environment, cultural heritage, overall visitor experience, and resident quality of life.

Cultural Heritage

The collective legacy of a community or society, including tangible and intangible aspects such as historical sites, artifacts, traditions, language, and customs passed down from previous generations that contribute to the identity, understanding, and appreciation of a particular culture.

Cultural Resources

Tangible and intangible elements within a destination that hold cultural, historical, or artistic value, serving as attractions for visitors and contributing to the overall cultural experience, including landmarks, artifacts, traditions, languages, and other elements that showcase the heritage and identity of a community.

Diversity, Equity, Inclusivity, and Accessibility (DEIA)

A framework and set of principles aimed at fostering a more inclusive and equitable environment in various sectors, including workplaces, educational institutions, and communities. The CTO's Inclusivity in Travel Coalition defined the Guiding Principles of DEIA as:

- **Access** - Breaking down systemic visible and invisible barriers to lead to a place of belonging for all people.



- **Belonging** - The feeling of security, support, and empowerment when there is a sense of acceptance and inclusion experienced by people who experience discrimination based on identity.
- **Community** - A feeling of fellowship with others, as a result of sharing common attitudes, interests, and goals.
- **Courage** - The ability to persevere and display strength through collaborative efforts to face and solve challenges.

Destination Development

Strategic planning and technical assistance designed to empower Colorado tourism industry partners to develop, manage, and promote visitor experiences that align with their competitive advantage as a destination and help protect their unique sense of place.

Destination Management

The coordinated management of all the elements that make up a tourism destination to enhance its overall appeal, success, and long-term sustainability.

Destination Marketing

Strategic planning and implementation of promotional activities to enhance the visibility, appeal, and overall attractiveness of a specific location or tourist destination to target audiences, to attract visitors and drive tourism-related economic benefits.

Destination Management/Marketing Organization (DMO)

An organizational entity that serves to initiate, coordinate, and manage activities within a destination including implementing tourism policies, strategic planning, product development, promotion, marketing, and convention bureau activities. Also referred to as a convention and visitors bureau (CVB) or destination organization (DO).

Destination Stewardship

A collaborative, community-centered approach to tourism designed to enhance the quality of life for residents and the quality of experience for visitors, while protecting and supporting our environment, communities, and cultural heritage.

Destination Steward

An individual or entity that actively takes on the responsibility of managing and preserving a destination's natural, cultural, and socio-economic assets, with a focus on sustainable and regenerative practices, community engagement, and the long-term well-being of the destination for residents and visitors alike.

Diversity

The practice or quality of including or involving people from a range of different social and ethnic backgrounds and/or different genders and sexual orientations.

Ecotourism

Responsible travel to natural areas, including exploring Colorado's and outdoor wonders, with the aim of conserving the environment, sustaining the well-being of local communities, and fostering knowledge and understanding through interpretation and education.

Equitable Systems

Systems that fairly provide diverse opportunities and access for a wide range of people. For example, an equitable workplace mitigates or removes biases and barriers to entry (hiring), participation (retention), and growth (advancement).

Inclusive Cultures

The foundational environment where a wide range of people are welcomed for who they are and feel a sense of belonging. Inclusive cultures embrace individual differences among people — they do not require that everyone must be the same or that someone must conform or assimilate to one norm to fit in.



Industry Leadership

The ongoing work undertaken by the CTO and destination management/marketing organizations in spearheading innovation, setting industry standards, and fostering collaboration among stakeholders to propel the sector forward.

Liquid Arts

The craft and artistry involved in the creation and production of beverages such as beer, wine, cider, spirits, and non-alcoholic drinks such as specialty coffees and teas. This concept emphasizes the skill, creativity, and innovation of artisans and producers who craft these beverages to achieve unique flavors, aromas, and experiences.

Over-Tourism

The issue that results when a popular tourist destination experiences an excessive and unsustainable influx of visitors, leading to negative impacts on the environment, local communities, and the overall quality of the tourist experience.

Regenerative Tourism

A paradigm shift that sees humans and nature as part of an interconnected living system, where tourism acts in service of the destination and the well-being of communities and the environment is emphasized above profit and growth.

Responsible Tourism

Conscientious travel practices that prioritize the well-being of local communities, minimize environmental impact, and promote cultural understanding.

Responsible Recreation

Engaging in leisure and outdoor activities in a conscientious manner, respecting natural environments, wildlife, and local communities, and promoting ethical behavior to minimize negative impacts while fostering a positive and respectful experience for all participants.

Steward

An individual who cares about and works to protect natural or cultural resources to support their preservation for future generations.

Shared Stewardship

A collaborative approach to stewardship that emphasizes the importance of partnerships and alignment between all stakeholders to identify joint priorities and to pursue solutions that make a positive impact on our natural resources, communities and cultural heritage.

Stewardship

The act of engaging in the care and management of our natural resources, communities, and cultural heritage.

Stakeholders

An individual, group, organization, or entity that holds a vested interest or plays a role in the tourism industry.

Sustainability

Meeting the needs of the present without compromising the ability of future generations to meet their own needs.

Sustainable Tourism

Tourism activities conducted in a manner that seeks to minimize negative environmental, socio-cultural, and economic impacts, while promoting conservation, community engagement, and long-term well-being, ensuring that tourism can be enjoyed by present and future generations.

Tourism

The activity of traveling to and staying in places outside one's usual environment for leisure, recreation, or business purposes. It involves exploring new destinations, experiencing different cultures, and enjoying various attractions and activities.

Tourism Resources

The diverse assets and attractions within a destination that contribute to its appeal for visitors.

Tourism Industry

The collective group of enterprises that provide goods and services catering to visitors. The industry includes accommodations, transportation services, attractions, restaurants, tour operators, and other hospitality-related businesses. These entities facilitate and enhance the travel experience for individuals and groups, and are often supported collectively by a destination marketing/management organization.

Traveler Buying Cycle

The series of stages individuals go through when making decisions about travel, including:

1. Dreaming and Seeking Inspiration
2. Planning and Research
3. Booking and Reservations
4. Experiencing
5. Sharing

Voluntourism

The act of offering one's time, skills, and efforts while traveling to contribute to a cause, organization, or community, typically driven by a sense of altruism, social responsibility, or a desire to make a positive impact.

Executive Summary

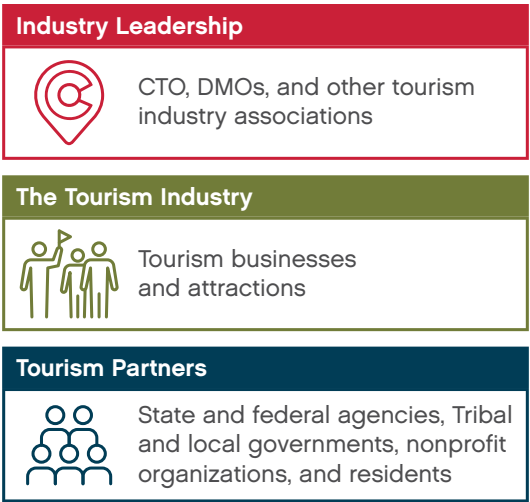
Colorado, renowned for its natural wonders, vibrant cultural scene, and diverse communities, welcomed 93.3 million visitors from around the globe in 2023.* As stewards of the tourism industry, the Colorado Tourism Office (CTO) launched a destination stewardship strategic planning initiative to prioritize and advance a sustainable future for Colorado. This plan aims to balance the goals of welcoming visitors while preserving Colorado’s resources and enhancing the quality of life for residents, making tourism a force for good.

The CTO, a division of the Governor’s Office of Economic Development and International Trade (OEDIT), aligns with OEDIT’s mission to empower all to thrive in Colorado’s economy. The CTO’s vision is to inspire the world to explore Colorado responsibly and respectfully. This is achieved through statewide collaboration with destination management/marketing organizations (DMOs), tourism partners, local communities, and private businesses. As the nation’s first state tourism office with a Destination Stewardship department, the creation of a strategic plan and eight regional plans was essential to identify and align opportunities.

Tourism businesses and attractions (collectively referred to as the “tourism industry”) play a crucial role in promoting destination stewardship principles. Through direct engagement with visitors, the industry can educate travelers on preserving natural landscapes, respecting local cultures, and supporting sustainable practices. By drawing inspiration from and leveraging the strategies in this plan, Colorado’s tourism industry can transform tourists into stewards while pursuing other strategies alongside industry leadership that reflect their specific needs and ambitions.

Why Is This Plan Needed?

Many of Colorado’s tourism destinations face critical challenges due to rising visitation and climate change, necessitating strategic action. An increase of tourists, while beneficial for the economy, can exert pressure on the environment, leading to habitat degradation, pollution, and resource depletion. Additionally, the influx of visitors in some areas is intensifying traffic congestion and affecting the overall quality of life for residents. Rising global temperatures are reducing Colorado’s snowpack, shortening the ski season, and impacting other forms of winter tourism and recreation. Recognizing these complexities, the CTO and its partners across the state are working to mitigate the negative impacts of tourism while continuing to strengthen the tourism economy. This plan serves as a roadmap for our collective destination stewardship efforts, guiding the tourism industry toward a sustainable future.



Who Is This Plan For?

The Destination Stewardship Strategic Plan is a comprehensive guide for industry leadership, the tourism industry, and tourism partners to address shared priorities over the next 10 years. It provides a framework for stakeholders, including residents, on fulfilling stewardship roles within

* [Longwoods International. Travel USA Visitor Profile. 2023.](#)

their communities. Recognizing that destination stewardship involves many interconnected efforts, this plan emphasizes the importance of collaboration and public-private partnerships to align initiatives across multiple agencies, organizations, and communities.

How To Use This Plan

The plan is comprehensive and reflective of tourism's influence on various facets of the visitor and resident experience. It presents 118 strategies organized into 14 sections across two focus areas for achieving the vision for destination stewardship success. The plan is designed to be read cover-to-cover or as individual sections, depending on the reader's interests. For an overview of each section including strategies, itactics, resources, and key performance indicators (KPIs), refer to the action matrix at the end of the document. Strategies developed for each of Colorado's eight travel regions are also included as an annex to this plan.

Structure of the Plan

The strategies are divided into two focus areas, emphasizing the pivotal role of industry leadership in advancing destination stewardship and sustainability while enhancing collaboration within major tourism resources. Focus Area 1 outlines how the CTO, DMOs, and industry associations will provide industry leadership and support destination stewardship. Focus Area 2 is a collaborative blueprint for all stakeholders, serving as a guide to help destination organizations, local communities, and the tourism industry build on existing efforts of state and federal agencies and other destination stewardship partners. Many of the proposed strategies in this section reference current programs that the tourism industry can leverage. Additional strategies are designed to highlight the tourism industry's potential to collaborate on new and innovative stewardship efforts.

Each of the 14 sections is organized into distinct goals, objectives, and strategies:

- **GOALS:** Broad and overarching ambitions
- **OBJECTIVES:** Specific and actionable commitments that bridge the gap between goals and practical steps
- **STRATEGIES:** Detailed plans for achieving the goals and objectives

Each strategy includes tactics, supporting resources, and key performance indicators, aiming to catalyze destination stewardship by leveraging existing educational, financial, and community resources to bring the strategic vision to life. Potential lead and supporting partners are identified for implementation and progress reporting.

Join the Journey

We commend the pioneers who have initiated local destination stewardship plans tailored to their communities. These independent efforts reflect the foresight and dedication of local leaders and deserve our collective admiration and support.

For communities yet to begin planning, this statewide framework offers inspiration and guidance to pursue strategies that meet their specific needs. Those already engaged in stewardship work can find additional resources, insights, and collaboration opportunities in the statewide and regional plans. By learning from one another, we can foster a culture of destination stewardship that respects our diverse landscapes, enriches communities, and ensures a sustainable future for Colorado.

Setting the Context

Importance of Tourism in Colorado**

Colorado's picturesque landscapes, diverse recreational opportunities, and vibrant cultural attractions have made it an increasingly popular destination for travelers worldwide. In 2023, Colorado maintained steady tourism growth, underscoring the immense importance of this industry to Colorado's economy, communities, and residents.

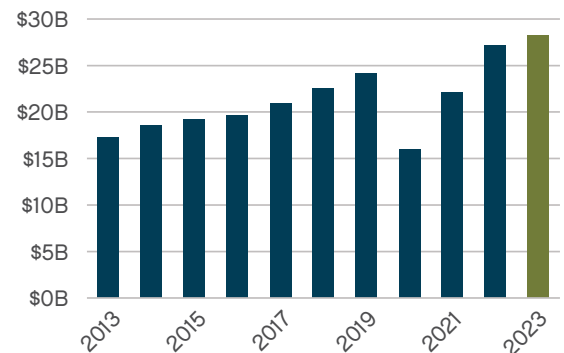
In 2023, tourism spending reached \$28.2 billion—a 3.9% increase from the previous year. All five of the travel regions that generate the highest travel spending in Colorado grew in 2023. The highest growth rate was 4.8% for the Denver region, compared to a growth rate of 3.9% for the state. Travelers spent approximately \$13.9 billion in the Denver region alone in 2023, making up almost half (49.4%) of the state-wide total.

Tourism generates substantial tax revenues, with \$1.8 billion collected in local and state taxes during 2023, translating to \$800 in tax benefits per Colorado household. These funds support essential public services, infrastructure development, and community improvement initiatives, benefiting visitors and residents alike.

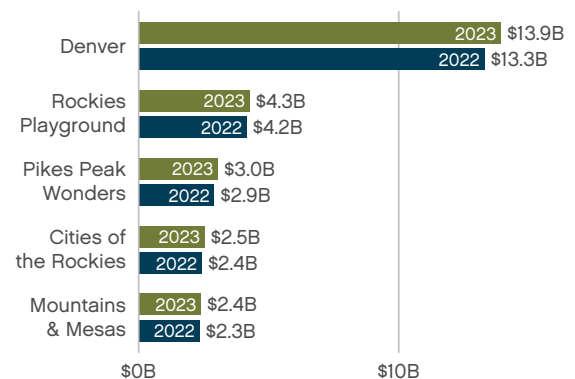
In 2023, Colorado's tourism sector continued as a robust driver of employment. The state added 9,450 new travel-related jobs compared to the previous year. Direct employment generated by travel continues to experience growth, rising from 178,260 to 187,710 jobs in 2023. From 2013-2023, Colorado travel employment grew at an average annual rate of 2.6%.

While the statistics highlight the substantial economic impact of tourism, they only hint at the broader significance of this industry. Tourism stimulates economic growth and acts as a catalyst for cultural exchange and understanding among diverse communities. Economic metrics are just the beginning of the story, and the CTO is redefining success alongside the tourism industry to make destination stewardship a critical component.

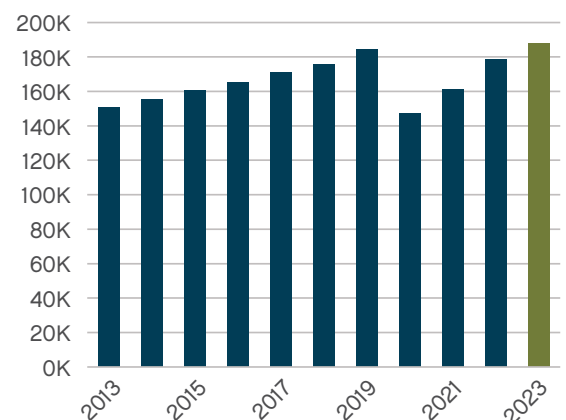
Direct travel spending increased by approximately \$1.1 billion in 2023.



Direct travel spending increased in top 5 regions.



Direct travel-generated employment increased by 9,450 jobs in 2023.



** Dean Runyan Associates. [The Economic Impact of Travel in Colorado 2023](#). July 17, 2024.

Why Prioritize Destination Stewardship?

Many destinations are expanding their focus beyond traditional tourism economic metrics to prioritize outcomes that maximize benefits while minimizing negative impacts. These priorities include, but are not limited to, environmental sustainability, social inclusion, cultural heritage preservation, tourism industry resilience, climate change mitigation, and new technology integration. This shift is most impactful when all stakeholders are motivated to act collectively as destination stewards. In Colorado, this approach is central to the stakeholder-driven development of a Destination Stewardship Strategic Plan.

Alignment with Existing Efforts

In addition to the hundreds of regionally-specific initiatives touching on aspects of the tourism industry, several statewide plans were consulted for alignment opportunities, including:

- Colorado's Comprehensive Outdoor Recreation Plan (SCORP)
- Colorado's Outdoors Strategy
- Colorado Parks and Wildlife (CPW) Strategic Plan

These plans share common goals of conservation, outdoor recreation, and climate resilience. The Destination Stewardship Strategic Plan contributes to these efforts by addressing tourism's impacts, influence, and benefits.

To support its implementation, the plan will leverage existing partnerships and coalitions such as the Colorado Outdoor Regional Partnerships Initiative, the Care for Colorado Coalition, the Inclusivity in Travel Coalition, and the Colorado Association of Destination Marketing Organizations (CADMO).

Guiding Principles

The CTO's Destination Stewardship Guiding Principles, established in 2021, direct the organization's ongoing stewardship efforts and were integral in establishing the framework for the plan:

1. Foster a regenerative and community-focused approach to tourism
2. Protect the integrity of Colorado's natural and cultural resources
3. Advance inclusiveness and pursue ways that Colorado can share a welcoming experience for all travelers

Alongside the core guiding principles above, the Colorado Outdoor Principles adopted by the CPW Commission, also known as the SHIFT Principles, served as a framework for the plan. This set of seven principles advances a shared stewardship ethic by promoting both recreational enjoyment and thoughtful conservation of Colorado's special places.

Principles of diversity, equity, accessibility, and inclusion (DEIA) are integrated throughout the plan. The CTO's Inclusivity in Travel Coalition established the DEIA Guiding Principles of access, belonging, community, and courage to enhance the visitor experience and support the diverse communities that make Colorado a vibrant destination.

A Collaborative Planning Process

The planning process was highly collaborative, involving more than 1,000 stakeholders who contributed more than 2,500 insights. The process included introductory meetings, stakeholder interviews, statewide and regional planning workshops, surveys, and public presentations. This extensive engagement informed the development of actionable strategies that reflect diverse perspectives and priorities across Colorado. From July 2023 through June 2024, stakeholders participated and contributed to the development of the plan in the following ways:



July–September 2023: Introductory Meetings

During this initial phase, a series of 15 introductory meetings were conducted with over 396 tourism stakeholders to engage participants in identifying the key priorities for destination stewardship. Through these discussions, 63 destination stewardship priorities emerged, reflecting the most pressing issues and opportunities. As stakeholders continued to provide their insights and feedback, priorities were organized into the two focus areas and list of shared tourism resources in the final plan.

August–November 2023: Stakeholder Interviews

Following the introductory meetings, the strategic planning team conducted 200 individual interviews across the state. These interviews offered a deeper understanding of the 63 priority issues identified, revealing who is involved, what actions have been taken, and what further efforts are necessary. Stakeholders provided valuable insights into ongoing state initiatives, highlighting both achievements and gaps. This dialogue helped clarify the roles that industry leadership, including destinations and the CTO, can play in advancing these issues. As we gathered and synthesized this information, the 63 priority issues evolved into the 118 actionable strategies that are proposed in this plan.

September–November 2023: Statewide Planning Workshops

The 16 statewide planning workshops were an important step in validating and refining the priorities and strategies identified during the introductory meetings and stakeholder interviews. By convening 442 tourism stakeholders, destination managers, and non-traditional tourism partners, these workshops captured a broad range of perspectives. Participants prioritized issues, brainstormed solutions, and contributed to strategies that are practical, inclusive, and aligned with Colorado's shared vision for destination stewardship.

December 2023: Stakeholder Survey

An online survey was completed by 640 tourism stakeholders and community members to raise awareness of the strategic planning process and broaden participation, gathering additional input on priorities and opportunities for the future of tourism.

February 2024: Public Launch of the Draft Statewide Strategy Framework

The greater public was invited to review the draft strategy framework and provide feedback. Two webinars were conducted with a total of 113 attendees. A follow-up survey garnered 40 responses.

March–April 2024: Regional Presentations

Eight regional presentations and targeted group discussions engaged 381 individuals across the state to refine and narrow down the regional priorities. These sessions not only provided an overview of the draft statewide strategy, but also facilitated in-depth conversations where participants evaluated and prioritized key strategies for the unique opportunities and challenges of their region. This step was crucial, as it allowed for the alignment of regional needs with the overarching statewide plan.

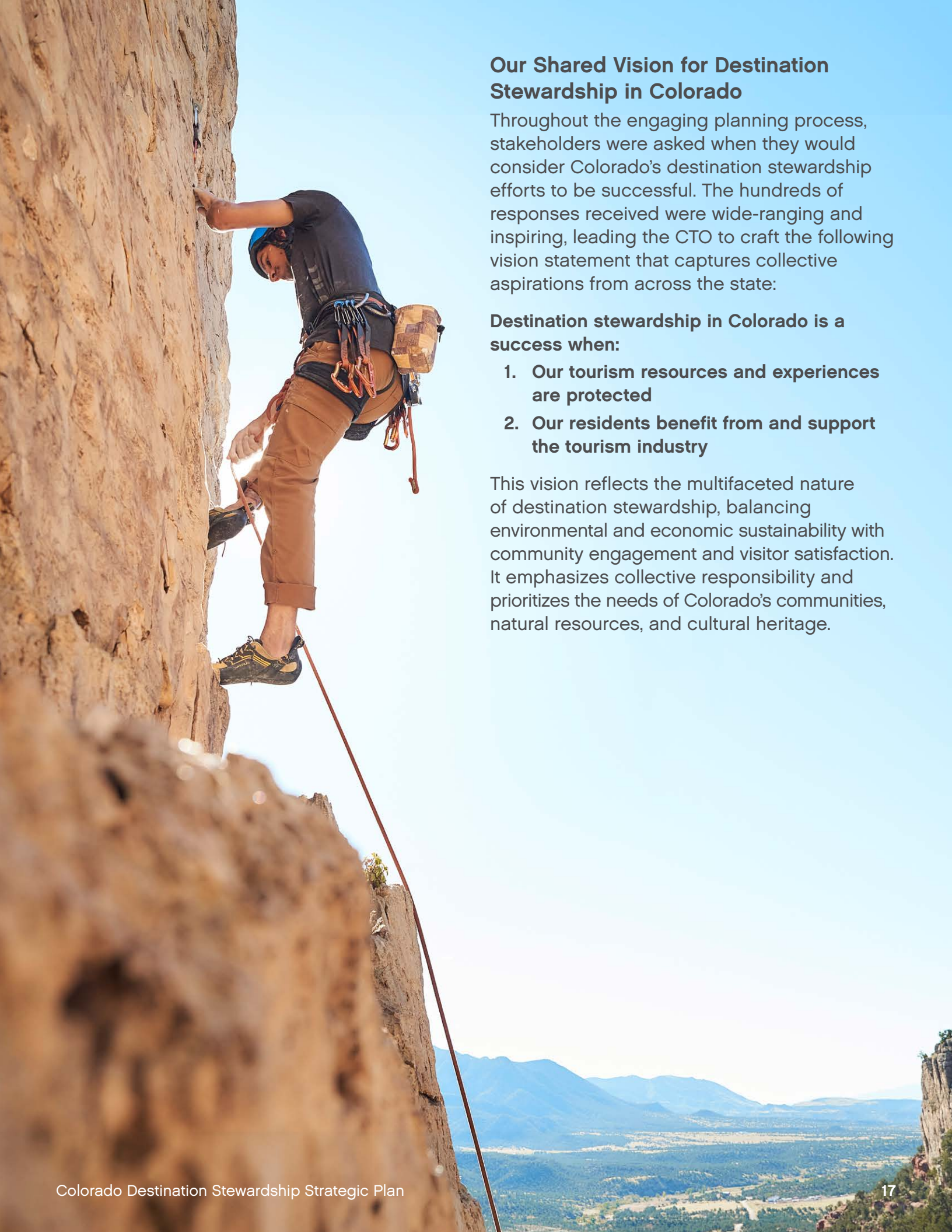
April 2024: Public Launch of Draft Statewide Strategic Plan

The complete draft of the statewide destination stewardship strategic plan was posted on the CTO website. Two webinars were conducted to introduce the plan in more detail, with a total attendance of 67 participants. A follow-up survey received 21 responses.

June 2024: Public Launch of Draft Regional Strategic Plans

Draft regional plans were made available on the CTO website for public comment prior to being finalized and released. A total of 58 survey responses were received across the eight regions.





Our Shared Vision for Destination Stewardship in Colorado

Throughout the engaging planning process, stakeholders were asked when they would consider Colorado's destination stewardship efforts to be successful. The hundreds of responses received were wide-ranging and inspiring, leading the CTO to craft the following vision statement that captures collective aspirations from across the state:

Destination stewardship in Colorado is a success when:

- 1. Our tourism resources and experiences are protected**
- 2. Our residents benefit from and support the tourism industry**

This vision reflects the multifaceted nature of destination stewardship, balancing environmental and economic sustainability with community engagement and visitor satisfaction. It emphasizes collective responsibility and prioritizes the needs of Colorado's communities, natural resources, and cultural heritage.

Introduction to the Plan

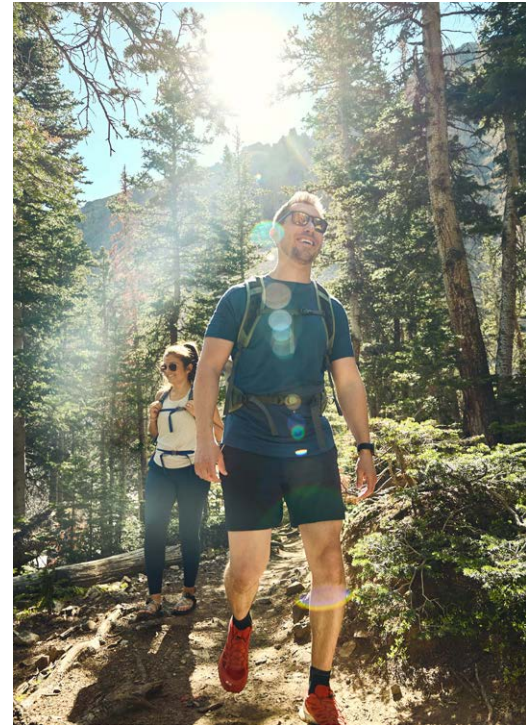
Overview of Focus Areas

FOCUS AREA 1:

Industry Leadership and Support for Destination Stewardship

The first focus area highlights the pivotal role of the CTO and DMOs across the state in advancing destination stewardship. This section begins with Foundational Strategies tourism leaders should implement before engaging travelers in destination stewardship efforts. With these fundamentals established, consumer-focused strategies are structured around three phases of the traveler buying cycle.

- Dreaming and Seeking Inspiration
- Planning and Booking
- Experiencing the Destination



FOCUS AREA 2:

Shared Stewardship of Tourism Resources

While some aspects of destination stewardship extend beyond the direct scope of the CTO and DMOs, discussions with various agencies and experts identified existing programs in Colorado that align with common priorities. By collaborating with these entities, the tourism industry can strengthen its efforts, address challenges, and promote the sustainability of the state's resources. The second focus area of the plan is organized around 10 essential shared tourism resources that are the foundation of Colorado's tourism industry (listed in no particular order):

- Communities
- Outdoor Recreation
- Wildlife and Biodiversity
- Cultural Heritage
- Arts and Creative Industries
- Local Tourism Businesses and Organizations
- Transportation
- Agriculture, Food, and Liquid Arts
- Tourism Workforce
- Climate

Implementation Approach

The success of each strategy relies on the details of implementation, which include:

- *Tactics and Resources*: Specific action steps and the educational, financial, and communal resources available for executing the strategy.
- *Key Performance Indicators*: Metrics used by the lead partner to measure success.
- *Role of the Tourism Industry*: Outlines how tourism businesses and attractions, often coordinated by DMOs, can contribute to and support these efforts.
- *Potential Lead Partners*: Recommended agencies or organizations equipped with the capacity, resources, or programs to lead the implementation and reporting efforts.
- *Potential Supporting Partners*: Entities with relevant expertise that support the action but are not directly responsible for leading it. This is not an exhaustive list and is meant to serve as a guide.

Key Performance Indicators

The plan outlines a comprehensive framework of goals, objectives, and strategies developed in response to the priorities voiced by tourism stakeholders across the state. Central to this framework are several key indicators, already collected by various state agencies including CTO, OEDIT, CPW, Colorado Department of Transportation (CDOT), Colorado Department of Public Health and Environment (CDPHE), Colorado Water Conservation Board (CWCB), Colorado Department of Local Affairs (DOLA), History Colorado, Colorado State Demography Office (CSDO), Colorado Department of Labor and Employment (CDLE), and Natural Resources Conservation Service (NRCS). The indicators used to monitor the overall impact of the plan's implementation include the following:



Environmental

1. Habitat conserved statewide (CPW Metric)
2. Habitat improved (CPW Metric)
3. Wildlife-vehicle collisions (CDOT metric)
4. State park visitations (CPW Metric)
5. Solid waste flows (CDPHE Metric)
6. Air quality (ozone precursor emissions) (CDPHE Metric)
7. Statewide per capita water use (CWCB Metric)



Social/Cultural

8. Percent of travelers very satisfied (CTO Metric)
9. Percent of travelers who used bus or train (CTO Metric)
10. Percent of travelers who experienced landmark/historic site or museum (CTO Metric)
11. Percent of travelers who ate at unique/local food dining types on trip (CTO Metric)
12. Percent of travelers who had travel party member with disabilities (CTO Metric)
13. Percent of travelers who identify as African American or other (CTO Metric)
14. Affordable housing units created (OEDIT and DOLA Metric)
15. Number of people engaged through History Colorado (History Colorado Metric)

16. Number of Tribal tourism development and marketing initiatives (CTO Metric)
17. Eastbound and westbound tunnel counts through Eisenhower Johnson Memorial Tunnels (CDOT Metric)
18. Number of ballot initiatives mentioning tourism (CTO Metric)
19. Population change (CSDO Metric)



Economic

20. Tourism economic impact (CTO Metric)
21. Tourism seasonality (CTO Metric)
22. Employment in tourism (OEDIT Metric)
23. Food preparation and serving related occupation median salary (CDLE Metric)
24. Passenger arrivals at Denver International and regional airports (Airport Metrics)
25. Number of small businesses supported (OEDIT Metric)



Climate

26. Greenhouse gas emissions (CEO Metric)
27. Seasonal snowpack and annual mountain precipitation (NRCS/USDA Metric)
28. Average length of ski season (CTO Metric)
29. Zero emission vehicle registration (CEO Metric)
30. Building emissions reduction (CEO Metric)

Focus Area 1:

Industry Leadership and Support for Destination Stewardship

The first focus area highlights the essential role played by DMOs, nonprofit tourism leadership organizations, and the CTO (collectively referred to as “industry leadership”) to manage, promote, and advance destination stewardship across the state. This area includes several strategies led by industry leadership, emphasizing the tourism industry’s involvement in each to actively engage visitors in destination stewardship initiatives.

This section begins with Foundational Strategies essential for laying the groundwork to incorporate destination stewardship elements into messaging and the overall traveler experience. For strategic clarity and focus, we condensed the traditional five-phase traveler buying cycle into three targeted phases for this plan:



Dreaming and Seeking Inspiration This phase centers on capturing the attention of potential travelers through engaging digital media and compelling narratives, thoughtfully crafted by the CTO and DMOs to inspire visitation.



Planning and Booking Combines the phase where travelers start outlining trip details with the booking phase when they finalize itineraries and make travel arrangements for destinations, activities, and accommodations.



Experiencing the Destination Covers the actual travel and on-site experience, emphasizing the importance of engaging travelers with stewardship principles while they are in the destination.

This adjustment narrows the focus to those stages of the traveler’s journey where destination organizations can most effectively influence visitors through targeted communications and stewardship-focused materials.

Within each phase, we outline strategies and programs through which industry leadership seeks to inspire and influence travelers to actively engage in and support destination stewardship efforts. This comprehensive approach integrates stewardship as foundational to operations and an integral part of the travel experience. It aims to deepen travelers’ connection with Colorado’s diverse and scenic destinations while promoting responsible traveler behavior and fostering positive change.

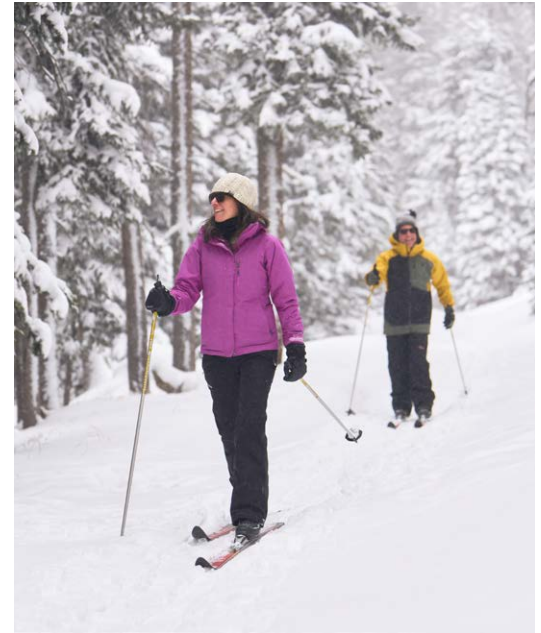


Foundational Destination Stewardship Strategies

Several Foundational Strategies are necessary before industry leadership can effectively implement destination stewardship for travelers. These include allocating personnel resources, strengthening collaboration and local coalitions, and advancing DEIA initiatives to ensure actions align with commitments. By laying this groundwork, the marketing, management, and communications efforts aimed at travelers will become more targeted and impactful.

Goal: Strengthen the foundation of Colorado's tourism industry by implementing key strategies that promote sustainable, inclusive, and effectively managed tourism.

Objective: By 2035, tourism industry leadership organizations in Colorado will demonstrate a commitment to destination stewardship through their staffing, programs, and communication activities.



Strategies

Foundational 1

Identify Internal Resources for Destination Stewardship

Integrating destination stewardship resources into the core functions and budgets of organizations leading tourism across the state is crucial. By embedding stewardship responsibilities into staff roles and allocating budgets to related activities, organizations will establish a solid foundation for all destination stewardship efforts.

Tactics and Resources:

- Integrate destination stewardship responsibilities into job descriptions
- Hire or appoint a dedicated employee whose primary focus is on developing and implementing stewardship strategies
- Allocate a portion of the annual budget to fund destination stewardship initiatives

Key Performance Indicators:

- Number of employees with destination stewardship included in their job responsibilities
- Presence of a dedicated destination stewardship role or team within organizations
- Number of organizations with a dedicated budget for destination stewardship

Role of the Tourism Industry: Integrate destination stewardship into operational priorities by providing resources that empower dedicated staff to implement effective stewardship initiatives.

Potential Lead Partner: CTO, DMOs

Potential Supporting Partners: CADMO, Colorado Association of Ski Towns (CAST)

Foundational 2

Strengthen Local Coalitions for Advancing Destination Stewardship

This strategy focuses on forming and strengthening local coalitions to enhance destination stewardship efforts. By bringing together various stakeholders (including tourism businesses, community leaders, and environmental organizations) these coalitions can more effectively address priority issues. Partnerships with stewardship-centric organizations facilitate the adoption of best practices and the creation of tailored content that addresses local needs and challenges.

Tactics and Resources:

- Establish a formal local or regional coalition of stakeholders dedicated to destination stewardship
- Create partnerships with stewardship-centric organizations to leverage their expertise and resources
- Collaboratively identify priority stewardship issues specific to the local area
- Develop and distribute custom content and guidelines that address identified issues
- Connect and collaborate with members of CPW's Regional Partnerships Initiative

Key Performance Indicators:

- Number of aligned local stewardship coalitions
- Level of engagement and participation in coalition activities by local stakeholders

Role of the Tourism Industry: Join local stewardship coalitions, contribute insights and resources, and promote initiatives through statewide networks.

Potential Lead Partner: CTO, DMOs

Potential Supporting Partners: CADMO, CAST, CPW regional partnerships



Foundational 3

Identify Resources to Advance Diversity, Equity, Inclusion, and Accessibility (DEIA) Initiatives

To advance DEIA initiatives, it is essential to identify resources such as toolkits of best practices and successful statewide initiatives. These resources will help partners implement effective DEIA strategies, fostering an environment that celebrates diversity and promotes accessible travel opportunities.

Tactics and Resources:

- Connect with and utilize CTO's Inclusivity in Travel Coalition to create toolkits and turnkey solutions
- Research audiences to create relevant and authentic content
- Apply for CTO competitive grants or Destination Development programs to support DEIA initiatives

Key Performance Indicators:

- Number of DEIA initiatives or improvement projects across Colorado destinations

Role of the Tourism Industry: Adopt and champion DEIA best practices to enhance the accessibility and inclusivity of tourism services and experiences.

Potential Lead Partner: CTO, DMOs

Potential Supporting Partners: CADMO, Bureau of Land Management (BLM), National Park Service (NPS), United States Forest Service (USFS), visitor and welcome centers

Foundational 4

Elevate Destination Stewardship Efforts

For years, the CTO has offered Tourism Marketing Matching grants and Tourism Management grants to bolster tourism marketing campaigns and local destination stewardship initiatives. Sustaining these grants is vital for the effective implementation of the destination stewardship plan, allowing DMOs to overcome resource limitations and execute impactful marketing and management strategies that enhance Colorado's allure as a tourism destination.

Tactics and Resources:

- Continue CTO competitive grant and co-op programs
- Identify and promote destination stewardship reporting and action planning tools for DMOs
- Develop toolkits on how to participate in stewardship efforts
- Participate in speaking roles on relevant panels and at conferences

Key Performance Indicators:

- Percentage of grant funding awarded to stewardship initiatives
- Number of destinations supporting state stewardship campaigns

Role of the Tourism Industry: Partner with your local DMO to leverage grants and cooperative programs for collaborative marketing and management efforts.

Potential Lead Partner: CTO

Potential Supporting Partners: DMOs



Foundational 5

Encourage Adoption of Green Business Practices

This strategy aims to help local tourism businesses identify and engage with programs that promote sustainable practices, such as the Colorado Green Business Network (CGBN), Global Sustainable Tourism Council (GSTC), Actively Green, and other relevant certification bodies. Led by the CTO in collaboration with DMOs, and various partners, the goal is to raise awareness and support businesses in understanding and adopting best practices in areas like energy efficiency, water conservation, waste reduction, and corporate social responsibility. By connecting businesses with the appropriate resources and certification opportunities, this strategy encourages the broader adoption of sustainable practices, ultimately enhancing the environmental and social responsibility of the tourism industry.

Tactics and Resources:

- Leverage the Care for Colorado Coalition to identify businesses that can support stewardship efforts and participate in CGBN
- Work with industry associations to introduce programs to members
- Establish partnerships between green business programs and DMOs to enhance support to local businesses
- Promote and leverage green business program resources and opportunities
- Recognize and promote certified businesses to the public through CTO and DMO marketing efforts

Key Performance Indicators:

- Number of industry events to introduce the initiative
- Number of tourism businesses participating in green business programs
- Number of DMOs promoting the initiative

Role of the Tourism Industry: Utilize relevant green certification resources to implement sustainable practices within operations and seek certification, contributing to Colorado’s reputation as a leader in responsible tourism.

Potential Lead Partner: CTO

Potential Supporting Partners: DMOs, chambers of commerce, CGBN, Actively Green, GSTC, other green business programs

Foundational 6

Support Local Tourism Destinations and Attractions to Advance Destination Stewardship

Fostering innovation and providing support for destinations in their unique destination stewardship endeavors are crucial for addressing the specific priorities of each community in Colorado. The CTO aims to increase awareness of opportunities that are designed to benchmark, improve, and recognize destinations’ sustainability strategies, performance, and regenerative efforts.

Tactics and Resources:

- Leverage the Care for Colorado Coalition to identify destinations to support stewardship efforts and participate in certification programs
- Create customized *Do Colorado Right* assets
- Utilize the CTO’s Destination Development programs
- Promote success stories and share lessons learned

Key Performance Indicators:

- Number of destination organizations participating in certification programs, such as the Global Destination Sustainability Index, Wayfinder, or the Mountain IDEAL program

Role of the Tourism Industry: Engage in the process of supporting your community’s destination stewardship efforts and utilize the available resources and programs offered throughout the state and globally.

Potential Lead Partner: CTO

Potential Supporting Partners:

DMOs, nonprofits such as the Global Destination Sustainability Index, GSTC, Walking Mountain Science Center, local and Tribal governments





Traveler Buying Cycle:

Dreaming and Seeking Inspiration



During this phase, travelers immerse themselves in destination content and envision their ideal itineraries. With advancements in social media and user-generated reviews, this phase of the traveler buying cycle has shifted almost exclusively online. Colorado.com (the official consumer site of the CTO) and DoColoradoRight.com (the CTO consumer-facing microsite dedicated to destination stewardship), provide an opportunity to showcase Colorado's natural beauty, unique experiences, rich cultural heritage, and commitment to sustainability. These platforms aim to attract potential visitors with compelling content that highlights Colorado's welcoming atmosphere. Strategies include integrating destination stewardship into the state's brand identity and targeted marketing campaigns, emphasizing responsible tourism practices, and positioning Colorado as a leader in sustainable tourism.

Goal: Through destination marketing efforts, seamlessly integrate the principles of destination stewardship to position Colorado as a unique and inviting destination that welcomes conscientious travelers. This approach fosters inclusivity, sustainability, safety, and a commitment to preserving our natural and cultural resources.

Objective: By 2035, enhance Colorado's global position as a leader in destination stewardship by increasing stewardship-related pageviews on Colorado.com by 25% and boosting earned media coverage of Colorado's destination stewardship by 50%.

Strategies

Dreaming and Seeking Inspiration 1

Prioritize Stewardship in Conjunction with the Colorado Brand

Marketing offers an opportunity to connect with travelers on issues that resonate with them. By embedding destination stewardship into Colorado's brand identity, we can demonstrate our dedication to preserving the state's natural and cultural resources, attracting visitors who value and prioritize these efforts. Industry leadership can highlight a collective commitment to sustainable and responsible tourism through national and international marketing and public relations (PR) efforts.

Tactics and Resources:

- Incorporate destination stewardship messaging in all marketing and public relations efforts
- Create 2-3 destination stewardship campaigns per year; amplify at all touchpoints
- Utilize photography and videography that embraces best practices
- Apply for CTO competitive grants or co-ops to create campaigns around stewardship

Key Performance Indicators:

- Campaign impressions, engagements, and pageviews
- Percentage of PR articles earned that highlight stewardship efforts

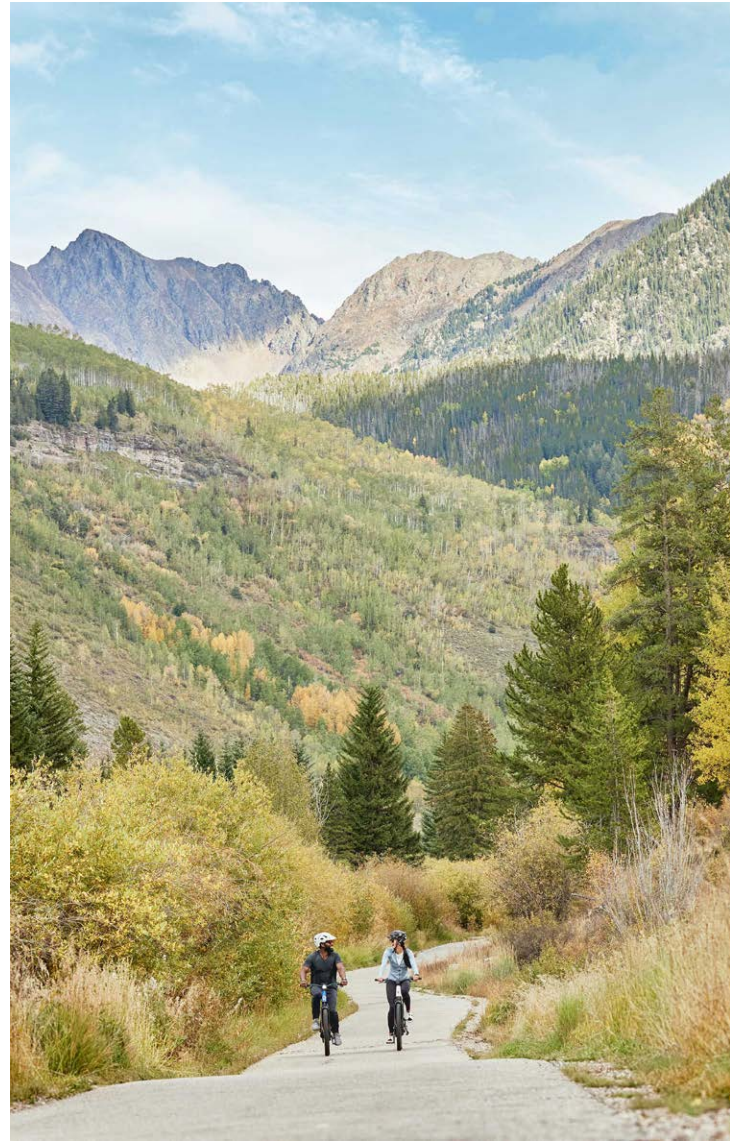
Role of the Tourism Industry: Integrate destination stewardship into marketing efforts to collectively promote a culture of responsible tourism that aligns with Colorado's brand identity.

Potential Lead Partner: CTO

Potential Supporting Partners: DMOs

Dreaming and Seeking Inspiration 2**Target Visitors who Share Colorado's Stewardship**

As consumers increasingly seek more sustainable travel options, marketing strategies, budgets, and messaging should be aligned with market segments that deliver the most value while reflecting Colorado's core value of stewardship. Marketing efforts can include promoting responsible behavior, dispersing visitors across the state, highlighting low-impact activities, and creating positive benefits for local communities.

**Tactics and Resources:**

- Utilize data analytics to craft marketing efforts aimed at travelers who share stewardship values
- Reach visitors showing intent to travel with stewardship messaging
- Design itineraries that encourage exploration of lesser-known areas
- Showcase sustainable accommodations, conservation activities, and cultural experiences that support local communities

Key Performance Indicators:

- Campaign reach and impressions
- Consumer sentiment

Role of the Tourism Industry: Target travelers who share stewardship values thus amplifying the state's message of sustainability and respect through individual marketing efforts.

Potential Lead Partner: CTO

Potential Supporting Partners: DMOs

Dreaming and Seeking Inspiration 3

Increase Awareness and Promotion of Colorado as an Accessible and Inclusive Tourism Destination

Accessible destination information provides all individuals, regardless of ability, the resources to plan their trips effectively and enjoy inclusive experiences tailored to their needs. This strategy involves creating a section on Colorado.com and other DMO websites to showcase accessible tourism experiences and services, such as wheelchair-friendly accommodations, transportation options, attractions with accessibility features, accessible dining options, and recreational activities.

Tactics and Resources:

- Develop audience personas and create targeted campaigns
- Promote authentic and appropriate assets to expand relevant information available on Colorado.com and DMO websites
- Utilize CTO competitive grants, co-ops, and Destination Development programs to promote offerings

Key Performance Indicators:

- Number of Colorado destinations that have detailed accessibility information available
- Percentage of grant dollars awarded to promote accessible and inclusive tourism information
- Increased perception and awareness of Colorado as an accessible destination
- Percent of travelers who had a travel party member with disabilities

Role of the Tourism Industry: Contribute to the creation and distribution of a comprehensive resource of accessibility information, providing a more inclusive Colorado experience for every visitor.

Potential Lead Partner: CTO

Potential Supporting Partners: DMOs, CPW, NPS, BLM, USFS





Traveler Buying Cycle:

Planning and Booking



In this phase, travelers refine their itineraries by researching specific activities, accommodations, and transportation options. Industry leaders play a crucial role by offering comprehensive resources to help travelers make informed choices while promoting responsible visitation. From recommending certified green businesses and low-impact transportation options to highlighting accessible trails and *Do Colorado Right* messaging, we aim to guide travelers toward responsible and sustainable choices for their Colorado trip.

Goal: Empower travelers by providing comprehensive, accurate, and easily accessible information, inspiring them to make well-informed decisions that align with Colorado's values of destination stewardship, inclusivity, and sustainability.

Objective: By 2035, increase the accessibility and reach of Colorado's tourism information resources to provide travelers with stewardship-aligned, comprehensive planning tools during their visit preparation.

Strategies

Planning and Booking 1

Encourage Travelers to *Do Colorado Right* Before Arrival

The *Do Colorado Right* campaign educates travelers on the importance of destination stewardship and encourages responsible behavior. Ongoing collaboration between industry leaders and state and federal agencies in developing and promoting this messaging is vital for inspiring both visitors and residents to embrace safe and sustainable travel across Colorado.

Tactics and Resources:

- Create 2–3 stewardship campaigns per year
- Incorporate messaging into content used for planning such as visitor guides, Colorado.com, and social media
- Create seasonal and customized messaging to address varying needs

Key Performance Indicators:

- Campaign reach impressions
- Consumer sentiment

Role of the Tourism Industry: Share the *Do Colorado Right* campaigns through owned channels and join the Care for Colorado Coalition to assist with the widespread dissemination of messaging.

Potential Lead Partner: CTO

Potential Supporting Partners: DMOs, Care for Colorado Coalition, CPW, NPS, BLM, USFS, Colorado Avalanche Information Center (CAIC)

Planning and Booking 2

Develop and Amplify Local *Do Colorado Right* Campaigns and Messaging

The CTO is dedicated to equipping destinations with the tools, resources, case studies, and education necessary to adapt *Do Colorado Right* messaging to a local context. In collaboration with DMOs, local governments, and environmental organizations, this strategy aims to enhance destination-specific stewardship efforts across the state under the unified *Do Colorado Right* platform.

Tactics and Resources:

- Encourage partners to utilize existing *Do Colorado Right* assets or adapt them to the local context
- Showcase best practices in localized campaigns
- Apply for CTO competitive grants or co-ops
- Utilize the CTO's Destination Development programs

Key Performance Indicators:

- Number of destinations that have adapted and implemented the *Do Colorado Right* campaign to reflect local stewardship needs

Role of the Tourism Industry: Collaborate in tailoring and promoting localized *Do Colorado Right* campaigns, enhancing the effectiveness of destination stewardship messaging across Colorado.

Potential Lead Partner: CTO

Potential Supporting Partners: DMOs, Care for Colorado Coalition, CPW, local governments



Planning and Booking 3

Recognize Businesses and Destinations with a Commitment to Destination Stewardship

Highlighting businesses and destinations that prioritize sustainability and inclusivity is key to aligning Colorado's tourism offerings with the values of conscientious travelers. Industry leadership can recognize businesses that are participating in certification programs like the Colorado Green Business Network by displaying their membership levels or certifications on Colorado.com and DMO websites.

Tactics and Resources:

- Leverage the Care for Colorado Coalition to recruit businesses and destinations to support stewardship efforts and participate in certification efforts
- Update the business listing on destination websites to showcase stewardship efforts
- Prioritize utilization of certified businesses in familiarization trips and other marketing efforts

Key Performance Indicators:

- Number of certified green businesses and sustainable destinations promoted on Colorado.com and destination websites

Role of the Tourism Industry: Pursue sustainability certifications and inclusivity practices, becoming part of a categorized network that attracts conscientious travelers.

Potential Lead Partner: CTO

Potential Supporting Partners: DMOs, CGBN, Walking Mountain Science Center, Mountain IDEAL, Green Destinations, chambers of commerce





Traveler Buying Cycle:

Experiencing the Destination

During this phase, travelers have arrived in Colorado and are immersing themselves in the beauty and adventure of the state's landscapes and attractions. This is a prime opportunity to enhance their experience by increasing awareness of destination stewardship at key touchpoints. By promoting *Do Colorado Right*, encouraging responsible outdoor recreation, engaging children in conscientious travel, and enhancing DEIA initiatives within destinations, we aim to deepen the connection between travelers and Colorado's natural and cultural heritage, inspiring them to become stewards of the state's resources.



Goal: Engage visitors in destination stewardship by promoting responsible interactions with local cultures and environments. Through educational signage and support from land managers, visitor centers, and the tourism industry, create impactful experiences that inspire travelers to become dedicated stewards of Colorado's natural and cultural heritage.

Objective: By 2035, the majority of visitors to Colorado are exposed to the *Do Colorado Right* messaging ahead of and during their trip.

Strategies

Experiencing the Destination 1

Integrate the Practice of Land Acknowledgments into Various Touchpoints

This strategy aims to elevate recognition and respect for Native American heritage and land stewardship by integrating land acknowledgments across multiple tourism interactions, including digital platforms (websites and social media), physical locations (visitor centers and trailheads), events and promotional materials. By recognizing the traditional territories of Indigenous peoples, we honor their deep connection to the land and promote cultural awareness among visitors. While acknowledgment alone is a small gesture, it becomes significant when paired with authentic relationships and informed actions, contributing to a broader effort to correct the narratives and practices that have historically overlooked Indigenous history and culture.

Tactics and Resources:

- Establish partnerships with Tribal leaders to foster ongoing action and relationships
- Create a land acknowledgment specific to your destination with guidance from Tribal members
- Determine a list of priority sites and install signage
- Incorporate land acknowledgments into introductions of events

- Develop training for tourism staff and partners on the importance of land acknowledgments and how to present them respectfully
- Utilize the land acknowledgment as a small gesture to start larger efforts towards action

Key Performance Indicators:

- Number of land acknowledgments placed at key locations
- Number of new land acknowledgments created
- Number of new collaborative initiatives between industry leadership and Tribal communities

Role of the Tourism Industry: Incorporate land acknowledgments into key touchpoints and explain the importance of understanding our Native American heritage to visitors.

Potential Lead Partner: CTO

Potential Supporting Partners: Tribal governments, CCIA, DMOs

Experiencing the Destination 2

Optimize *Do Colorado Right* Messaging at Points of Market Entry

Introducing travelers to Colorado's stewardship values upon arrival and at various touchpoints is essential for setting expectations of responsible visitation. This strategy focuses on installing *Do Colorado Right* signage at major transit hubs, including international and regional airports, welcome and visitor centers, and public transportation routes. By doing so, this messaging stays top of mind for residents and visitors. Industry leadership can partner with key stakeholders such as Denver International Airport (DEN) and the Colorado Department of Transportation to promote sustainable and respectful behaviors.

Tactics and Resources:

- Share *Do Colorado Right* messaging at DEN, regional airports, and on public transportation
- Promote *Do Colorado Right* messaging at welcome and visitor centers throughout the state
- Explore other relevant partners, such as rental car companies

Key Performance Indicators:

- Number of signs with *Do Colorado Right* messages at key points within the destination
- Number of welcome and visitor centers distributing *Do Colorado Right* messaging
- Number of impressions generated by messaging

Role of the Tourism Industry: Place *Do Colorado Right* signage at key points throughout the destination.

Potential Lead Partner: CTO

Potential Supporting Partners: DEN, regional airports, CDOT, welcome and visitor centers, rental car companies

Experiencing the Destination 3

Amplify *Do Colorado Right* Messaging for Colorado Residents

To strengthen the commitment to destination stewardship among Colorado residents, this strategy delivers *Do Colorado Right* messages through channels that effectively reach locals. Engaging residents at community events, through public media, and with local influencers, the strategy aims to cultivate a widespread culture of destination stewardship. This approach educates residents on responsible practices, empowering them to act as stewards and ambassadors of Colorado's natural and cultural assets, while reinforcing the message to visitors.

Tactics and Resources:

- Collaborate with local media outlets to run campaigns
- Set up informational booths and distribute educational materials at local events, fairs, and festivals
- Engage local influencers and community leaders

Key Performance Indicators:

- Number of campaigns run on local media
- Attendance and engagement rates at events
- Number of local influencers participating in the campaign
- Number of impressions generated by messaging

Role of the Tourism Industry: Collaborate with CTO and local DMOs to extend the reach of *Do Colorado Right* campaigns to residents.

Potential Lead Partner: CTO

Potential Supporting Partners: Event organizers, local media, DMOs



Experiencing the Destination 4

Educate Children on the Importance of Destination Stewardship

Informing young travelers and residents about destination stewardship in Colorado fosters a long-term culture of respect and preservation for Colorado's natural and cultural resources. By partnering with the Colorado Department of Education (CDE) and other educational institutions, industry leadership can develop interactive materials designed specifically for youth to engage with as they experience destinations around the state (these may include workbooks, passports, or coloring books). These resources aim to embed sustainable and responsible travel values early on, helping to foster a culture of stewardship from a young age.

Tactics and Resources:

- Identify opportunities to introduce destination stewardship in education curriculum
- Develop field trip opportunities for students
- Create youth destination stewardship engagement materials

Key Performance Indicators:

- Number of young travelers introduced to destination stewardship through schools
- Number of educational materials distributed to young travelers about destination stewardship

Role of the Tourism Industry: Engage with young travelers and residents by making educational content available that highlights the importance of stewardship.

Potential Lead Partner: CTO

Potential Supporting Partners: CDE, DMOs, Great Outdoors Colorado (GOCO), CPW, Department of Natural Resources (DNR), CDOT, NPS, BLM, USFS, CAIC

Experiencing the Destination 5**Influence Visitor Behavior at Key Locations**

This strategy involves a collaborative effort between the CTO, DMOs and various partners such as CPW, local businesses, visitor centers, museums, and local governments to deliver messaging that encourages visitors to *Do Colorado Right* at key locations. For example, informative signs at popular trailheads, businesses, and attractions will direct visitors toward more responsible behaviors.

Tactics and Resources:

- Increase visitor behavior messaging in key locations such as trailheads, electric byways, and lakes/ivers
- Develop digital and mobile alerts to notify visitors of best practices upon entering key locations
- Partner with local businesses and attractions to distribute *Do Colorado Right* materials
- Apply for CTO competitive grants or co-ops

Key Performance Indicators:

- Number of new visitor behavior signs added to key attractions
- Number of partners of the Care for Colorado Coalition that are distributing messaging

Role of the Tourism Industry: Support the installation of stewardship signage at heavily trafficked tourism sites to promote responsible visitor behavior.

Potential Lead Partner: CTO

Potential Supporting Partners: DMOs, CPW, DNR, CDOT, NPS, BLM, USFS, local governments, chambers of commerce

Experiencing the Destination 6

Encourage Support for Destination Stewardship Among Travelers

This strategy seeks to build community, enhance support, and raise funds for local conservation projects and stewardship initiatives among visitors. The proposed Friends of Colorado membership or an ambassador program would complement existing 'Friends of' initiatives, like Friends of Lake County, by engaging travelers with Colorado's diverse destinations and conservation efforts. Additionally, a *Do Colorado Right* Ambassador Program leveraging local social media influencers could reach travelers through social media platforms encourage responsible behavior.

Tactics and Resources:

- Create an inventory of 'Friends of' programs related to destination stewardship
- Unify messaging and calls to action to encourage travelers to join local friend initiatives through a statewide program
- Work with industry associations and DMOs to introduce businesses to the opportunity and benefits of supporting destination stewardship fundraising efforts
- Develop social media campaigns utilizing local influencers

Key Performance Indicators:

- Membership growth of a Friends of Colorado program, including the number of members enrolled and engaged in stewardship activities
- Amount of financial contributions collected from travelers at various touchpoints that support local stewardship efforts
- Number of impressions generated by social media messaging

Role of the Tourism Industry: Encourage visitors to engage and offer discounts or perks to program members while promoting and integrating donation mechanisms and products that support stewardship.

Potential Lead Partner: CTO

Potential Supporting Partners: DMOs, tourism associations, CPW, NPS, BLM, USFS



Focus Area 2:

Shared Stewardship of Tourism Resources

The investigation and learning phase of this plan highlighted the importance of preserving and enhancing the resources vital to the tourism industry—a priority shared by state, federal, and local partners, as well as residents. However, many of the destination stewardship priorities identified in this section extend beyond the direct mandate of industry leadership, including the CTO and the state’s various DMOs.

Discussions with state agencies, federal land managers, NGOs, and other stakeholders revealed many established programs in Colorado that align with the tourism industry’s destination stewardship priorities. This alignment presents an opportunity for the tourism industry to support and advance these efforts through collaboration, enabling collective pursuit of a shared stewardship approach. By working together, we can address identified challenges and strengthen existing programs, leveraging tourism as a force for good.

This section of the plan focuses on 10 key tourism resources foundational to Colorado’s tourism industry, detailing destination stewardship strategies that will engage the industry and support partners:



Communities The towns and cities that offer their own unique charm, cultural heritage, and natural beauty for visitors and residents.



Outdoor Recreation Activities such as hiking, camping, cycling, rafting, skiing, snowboarding, hunting, fishing, and wildlife viewing that attract adventurers and nature enthusiasts from around the world.



Wildlife and Biodiversity The diverse ecosystems and species that provide enriching tourism experiences while contributing to the long-term health and vitality of our planet.



Cultural Heritage The shared customs, traditions, beliefs, values, practices, arts, and artifacts passed down through generations.



Arts and Creative Industries The visual and performing arts, music, film, design, literature, crafts, digital media, and other creative endeavors that offer diverse attractions and celebrate the state’s cultural identity.



Local Tourism Businesses and Organizations Hotels, restaurants, transportation providers, breweries, shops, and other entities that provide essential services, enrich visitor experiences, and drive economic growth within the community.



Transportation The network of airports, highways, buses, trains, and other infrastructure that ensure connectivity throughout the state.



Agriculture, Food, and Liquid Arts The intersection of agriculture and tourism through restaurants, breweries, wineries, cideries, agritourism experiences, and agricultural products that highlight the state's food and beverage industry.



Tourism Workforce The professionals whose dedication and expertise provide a welcoming destination, shape positive visitor experiences, and can influence responsible behavior.



Climate The weather and atmospheric conditions crucial for preserving biodiversity, ensuring sustainable ecosystems, and protecting the well-being of current and future generations.

For each key tourism resource, we outline the goals, indicators, and strategies, identifying potential lead partners and supporting partners. This collaborative approach highlights the importance of statewide alignment in stewardship efforts. It recognizes that although the CTO or DMO partners might not lead these initiatives, the tourism industry can significantly contribute by facilitating partnerships and supporting existing programs.





Tourism Resource 1: **Communities**



The benefits and impacts of tourism on communities are important factors for destination stewardship as they directly influence the quality of life for residents and the unique character of Colorado's cities and towns. Positive community impacts, such as increased employment opportunities, improved infrastructure, and strengthened local businesses, foster a supportive environment for tourism development. Conversely, negative impacts including housing challenges and traffic congestion can lead to resident dissatisfaction and potential conflicts with visitors.

Goal: Strengthen the relationship between the local tourism economy and community well-being by aligning tourism development and management with community needs, enhancing local character, and positively contributing to residents' lives.

Objective: By 2035, at least 35 Colorado communities will have a localized destination stewardship plan and an organization actively supporting destination stewardship initiatives.

Strategies

Communities 1

Prioritize Local Community Involvement in Tourism Planning

Recognizing that many communities already incorporate diverse voices in shaping their futures, this strategy affirms and extends the commitment across all regions of Colorado. It promotes a collaborative approach where community members have a say in tourism development and management, with initiatives that reflect local values and contribute to enhancing quality of life.

Tactics and Resources:

- Establish community-led tourism advisory boards
- Host public forums and workshops
- Develop online engagement platforms
- Establish community feedback mechanisms
- Utilize the CTO's Destination Development programs

Key Performance Indicators:

- Number of community engagement sessions held to gather input on tourism planning
- Reduction in community-reported negative impacts of tourism as indicated in resident sentiment surveys

Role of the Tourism Industry: Participate with your local DMOs in creating tourism strategies that seek out diverse perspectives to preserve and celebrate community characteristics.

Potential Lead Partners: DMOs

Potential Supporting Partners: CTO, CAST, Colorado Department of Local Affairs (DOLA), local and Tribal governments, Main Street partners

Communities 2

Increase Knowledge of the Value of Tourism for Residents

To bolster local understanding of tourism's significant economic and social contributions, this strategy aims to expand efforts to highlight tourism's role in supporting local businesses, creating jobs, generating taxes, and facilitating community development. By utilizing the data on annual impacts available from Dean Runyan to leverage existing campaigns and develop new initiatives, this approach seeks to improve resident perceptions of tourism and garner increased community support for tourism ventures. The expected outcome is a well-informed public that recognizes tourism as a vital economic driver and community asset.

Tactics and Resources:

- Develop and share tourism impact data
- Develop targeted information campaigns on the value of tourism
- Create success story content
- Partner with local media and schools
- Utilize the CTO's Destination Development programs
- Leverage the CTO's Value of Tourism video
- Utilize data provided in the Dean Runyan Economic Impact Report and Longwoods Travel USA Visitor Profile

Key Performance Indicators:

- Increase in community-reported support of tourism as indicated in resident sentiment surveys

Role of the Tourism Industry: Share the positive impacts of tourism with residents and visitors.

Potential Lead Partner: CTO

Potential Supporting Partners: DMOs, CADMO, CAST, DOLA

Communities 3

Create Vibrant and Welcoming Public Spaces

This strategy leverages collaborative efforts to identify key areas for improvement and implement changes that enhance communal spaces for both residents and visitors. By integrating art, cultural elements, accessible spaces, and greenery, these enhancements aim to foster a stronger sense of community and connection, making destinations more attractive and engaging.

Tactics and Resources:

- Hold community design workshops to gather inputs
- Increase the number of public art installations

- Improve accessibility in public spaces
- Develop more green spaces and gardens
- Enhance lighting and safety
- Utilize CTO Destination Development programs
- Apply for federal grant programs, including:
 - Department of Housing and Urban Development (HUD) Community Development Block grants
- Apply for grants through the DOLA, including:
 - Conservation Trust Fund (CTF)
 - Energy/Mineral Impact Assistance Fund grant
 - Local Planning Capacity grant program
 - Nonprofit Infrastructure grant program
 - Planning grant program
 - Rural Economic Development Initiative
 - Strong Communities Infrastructure and Planning grant programs

Key Performance Indicators:

- Number of public spaces created or improved
- Value of investments made in public spaces
- Visitor satisfaction from surveys



Role of the Tourism Industry: Support and engage in creating and enhancing inviting public spaces that celebrate local culture, providing enjoyment for both visitors and residents.

Potential Lead Partners: DMOs

Potential Supporting Partners: DOLA, CAST, local and Tribal governments, Colorado Creative Industries (CCI)

Communities 4

Encourage Responsible Visitation in our Communities

Increasing awareness of *Do Colorado Right* is crucial for promoting responsible visitation of our communities. This strategy focuses on informing residents and visitors about stewardship behaviors, helping them understand how to minimize their impact on the natural environment and local community well-being.

Tactics and Resources:

- Develop and implement educational local *Do Colorado Right* campaigns
- Increase partnerships with local businesses
- Apply for CTO competitive grants or co-ops
- Utilize the CTO's Destination Development programs
- Leverage a CTO Learning Lab online course

Key Performance Indicators:

- Number of communities working with CTO to promote local *Do Colorado Right* messaging
- Number of people enrolled in the CTO Learning Lab online course
- Value of investments made in campaigns

Role of the Tourism Industry: Promote and inform visitors on responsible practices to help them contribute positively to the local environment and community well-being.

Potential Lead Partner: DMOs

Potential Supporting Partners: CTO

Communities 5

Strengthen Understanding and Communication Surrounding Short-Term Rentals

Fostering understanding and communication about short-term rentals (STR) involves equipping DMO partners and local governments with data, best practices, and insights from other communities' experiences with this growing accommodation option. Strengthening communication and partnerships with STR hosts can further encourage them to share important messaging with their guests. This approach aims to balance the benefits of STRs with community needs, preserving the livability and accessibility of residential areas.

Tactics and Resources:

- Collect data on STRs within communities
- Develop a STR Best Practice Guide to share how other communities partner with STR hosts
- Encourage STR hosts to join the Care for Colorado Coalition and share *Do Colorado Right* messaging

Key Performance Indicators:

- Number of STR resources developed for DMOs and local governments
- Number of STR properties enrolled in the Care for Colorado Coalition and committed to distributing *Do Colorado Right* messaging to guests

Role of the Tourism Industry: Encourage DMOs to gather and share data on short-term rentals and promote responsible guest behavior in alignment with Colorado's stewardship values.

Potential Lead Partner: CTO

Potential Supporting Partners: Local governments, DMOs, CAST, DOLA

Communities 6

Promote Responsible Trail Connectivity

This strategy involves supporting the planning, maintenance, and effective communication about trails that link communities to outdoor recreation areas. Emphasis is placed on public transportation options and sustainable trail development practices that consider wildlife habitat areas, the guidance of wildlife professionals, and residents' input. This approach balances recreational opportunities with environmental stewardship, fostering positive impacts on both the ecosystem and community connectivity.

Tactics and Resources:

- Engage in community trail planning
- Integrate public transportation that links to trailheads for sustainable access
- Install educational and directional signage
- Utilize trails to link to local businesses
- Obtain trail maintenance funding
- Apply for CPW's Non-Motorized Trails grant program
- Leverage resources available in Colorado's Outdoors Strategy

Key Performance Indicators:

- Number of new or improved trail connectivity projects that prioritize sustainable access
- Investment value into trail connectivity projects

Role of the Tourism Industry: Advocate for trails that contribute positively to wildlife and environment preservation, and the larger community.

Potential Lead Partner: Local governments

Potential Supporting Partners: CPW, DMOs, CAST, DOLA, NPS, BLM, USFS

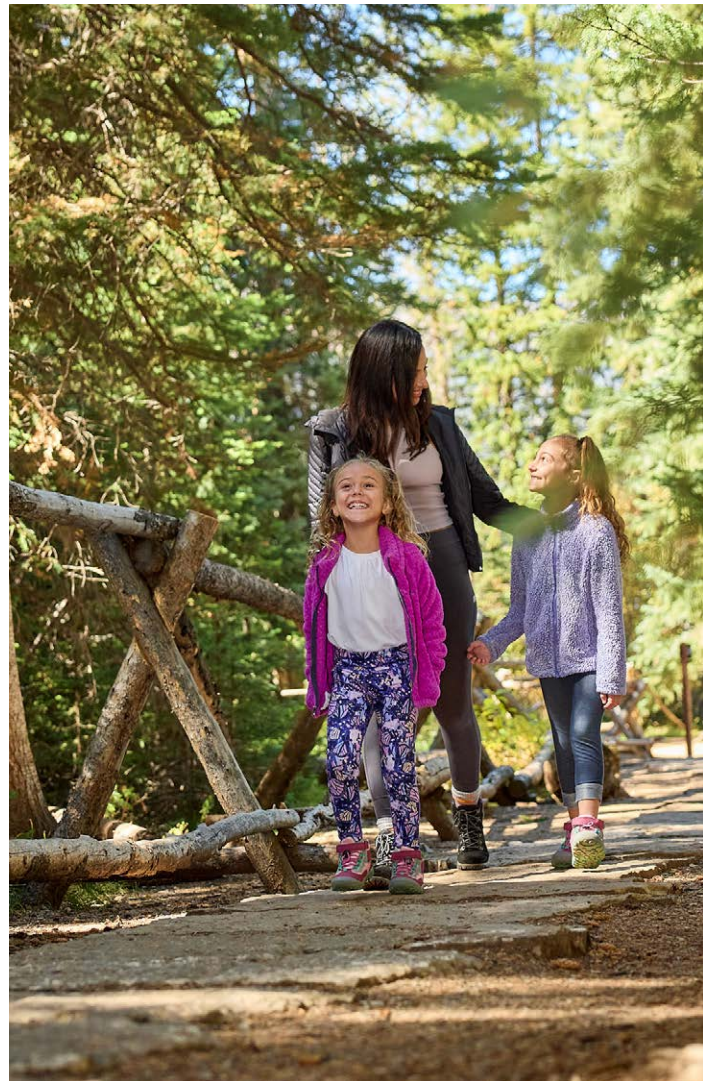
Communities 7

Advance Litter Prevention and Zero Waste Practices

Promoting litter prevention and embracing zero waste practices focuses on raising awareness about the environmental impacts of waste in tourism and leading initiatives to reduce it. This strategy encourages recycling, sustainable packaging, and minimizing single-use plastics, coupled with guidance for organizing zero waste events.

Tactics and Resources:

- Recruit more businesses to participate in waste reduction programs and campaigns
- Increase recycling stations
- Engage in more community-based and visitor awareness campaigns to raise awareness
- Apply for the following grants:
 - Colorado Department of Public Health and Environment
 - Front Range Waste Diversion Recycling Resources Economic Opportunity program
 - CDPHE programs including Erase the Waste statewide educational campaign



- Leverage the following programs:
 - Waste Diversion Baseline Assessments, Municipal Measurement Program
 - NextCycle Colorado, a business accelerator that improves the end markets for recovered commodities and organic materials
 - EcoCycle, an organization advancing zero waste solutions
 - High County Conservation Center in Summit County

Key Performance Indicators:

- Number of communities and businesses implementing zero waste and litter prevention campaigns
- Number of businesses implementing zero waste and litter prevention campaigns
- Value of investments made to reduce waste

Role of the Tourism Industry: Adopt and promote programs that reduce waste through recycling, sustainable packaging, and organizing Zero Waste events.

Potential Lead Partner: CDPHE

Potential Supporting Partners: CWCB, CGBN, Front Range Waste Diversion, industry associations, Municipal Measurement Program, Recycling Resources Economic Opportunity, Recycle Colorado

Communities 8

Enhance Water Conservation and Quality Initiatives

This strategy involves supporting the preservation of Colorado's surface waters—including streams, lakes, and rivers—and promoting water conservation within the tourism sector. This strategy encourages endorsing water-efficient technologies and educating visitors on the importance of conserving water. By focusing on sustainable water use and the health of aquatic ecosystems, this approach aims to protect the long-term viability of Colorado's water resources.

Tactics and Resources:

- Recruit businesses to participate in water conservation and quality initiatives
- Conduct visitor awareness campaigns
- Promote water-saving technologies
- Apply for the following grants:
 - CWCB grant programs including Colorado Water Plan grants
 - Non-Reimbursable Project Investment grants
 - Public Education, Participation, and Outreach grant program
 - Fish and Wildlife Resources Fund grants
 - Federal Technical Assistance grants for Colorado water projects

Key Performance Indicators:

- Number of community-based water conservation and quality projects
- Number of businesses participating in water conservation initiatives
- Value of investments made in water conservation and quality initiatives

Role of the Tourism Industry: Engage with water conservation and quality initiatives while encouraging visitors to participate.

Potential Lead Partner: DMOs

Potential Supporting Partners: CWCB, CGBN, industry associations

Communities 9

Promote Dark Sky Preservation and Experiences

This strategy aims to reduce light pollution by adopting local and regional outdoor lighting ordinances and pursuing dark sky designations for communities, parks, and open spaces. Collaboration with communities, businesses, local governments, and state and federal natural resource management agencies will enable the implementation of lighting solutions that preserve the natural darkness of the night sky, which is essential for ecological health. Developing experiences such as itineraries to dark sky regions and star-gazing events will raise awareness of the importance of dark skies while offering visitors unique and memorable experiences.

Tactics and Resources:

- Utilize technical assistance through the CTO's Dark Sky Certification Mentor Program (in partnership with DarkSky Colorado) to help locations achieve International Dark Sky designation
- Develop dark sky tourism experiences that encourage stewardship of the night
- Apply for CTO competitive grants or co-ops



Key Performance Indicators:

- Number of new communities applying for and achieving dark sky designation
- Number of new parks applying for and achieving dark sky designation

Role of the Tourism Industry: Collaborate in reducing light pollution and developing unique dark sky experiences, enriching Colorado's night-time appeal.

Potential Lead Partner: CTO

Potential Supporting Partners: DMOs, DarkSky Colorado, CPW, CAST, DOLA, local and Tribal Governments

Communities 10

Increase Public Restroom Accessibility

Enhancing public restroom accessibility involves conducting comprehensive assessments to evaluate the availability and suitability of facilities in key locations throughout Colorado. By identifying gaps and areas for improvement (such as greater accessibility), this strategy aims to increase the number of public restrooms that meet the needs of all residents and visitors, enhancing comfort and convenience in community centers, along highways, and within popular recreation areas.

Tactics and Resources:

- Conduct facility assessments
- Increase restroom installations
- Apply for grant programs from the DOLA and CDPHE

Key Performance Indicators:

- Number of new public restrooms installed or improved in tourist destinations

Role of the Tourism Industry: Partner in assessing restroom facilities within your community and advocate for enhancements that facilitate accessibility and comfort for all visitors.

Potential Lead Partner: Local governments

Potential Supporting Partners: CTO, DMOs, Tribal governments, CAST, CDOT, DOLA, CDPHE





Tourism Resource 2: Outdoor Recreation

Outdoor recreation is a cornerstone of Colorado's identity and economic vitality, attracting both residents and visitors to the state's breathtaking landscapes and unparalleled recreational opportunities. However, increased visitation has led to challenges such as overcrowding, waste management, introduction of invasive species, and unattended campfires. As stewards of this natural playground, it is critical to prioritize sustainable practices that protect and preserve these outdoor spaces while providing equitable access for all. Strategies include promoting lesser-known recreation areas to balance visitation, implementing timed entry permits to manage visitor numbers, and sharing *Do Colorado Right* messaging to correct undesirable behaviors. These efforts aim to chart a sustainable future, ensuring that outdoor recreation remains a fundamental aspect of Colorado's identity.



Goal: Preserve and enhance Colorado's outdoor recreation spaces while promoting equitable access and environmental stewardship, protecting these landscapes so they remain a vital part of the state's identity and are enjoyed responsibly by all.

Objective: By 2035, reduce negative impacts from outdoor recreation activities in Colorado by 50% through expanded education campaigns, improved visitor management systems, and increased community and industry engagement in stewardship practices.

Strategies

Outdoor Recreation 1

Expand *Do Colorado Right* Campaigns on Public Lands

Do Colorado Right campaigns aim to inform visitors and residents about responsible behaviors that foster respect for wildlife, natural landscapes, and community norms, including proper pet waste disposal. By leveraging established guidelines and partnering with various agencies and conservation groups, this strategy seeks to expand the program statewide. The goal is to further spread messaging and mitigate risks associated with outdoor recreation, such as accidents, wildfires, and environmental degradation.

Tactics and Resources:

- Expand the number and reach of informational campaigns
- Increase partnerships with local businesses and agencies
- Apply for CTO competitive grants or co-ops
- Utilize the CTO's Destination Development programs

Key Performance Indicators:

- Number of public land agencies, businesses and destinations working with CTO to promote *Do Colorado Right* messaging
- Reach and impressions of *Do Colorado Right* campaigns
- Number of emergency rescues annually statewide
- Value of investments made in campaigns

Role of the Tourism Industry: Participate in and promote informational campaigns, reinforcing the importance of responsible outdoor behavior among users.

Potential Lead Partners: DMOs

Potential Supporting Partners: Colorado Outdoor Recreation Industry Office (OREC), CPW, NPS, BLM, USFS, CAIC, CDOT, local and Tribal governments

Outdoor Recreation 2

Facilitate and Convene Collaborative Outdoor Management Discussions

This strategy leverages the tourism industry's relationships to support land managers, NGOs, and recreation enthusiasts in implementing balanced outdoor recreation management. Emphasizing shared decision-making and recreation ecology principles, it fosters dialogue and cooperation to minimize environmental impact and preserve natural resources. Engaging diverse stakeholders leads to more effective and inclusive management practices.

Tactics and Resources:

- Identify and engage with stakeholders surrounding outdoor management
- Organize regular roundtable meetings and collaborative planning sessions
- Utilize the CTO's Destination Development programs and CPW's Outdoor Regional Partnership Initiative
- Develop and implement effective management efforts based on discussions

Key Performance Indicators:

- Number of outdoor management sessions held to gather input on tourism planning
- Reduction in land manager-reported negative impacts from users
- Number of marketing campaigns implemented to promote lesser-known outdoor destinations
- Vehicles at one time (VAOT) in parking lots of public lands
- Density of use – people per viewpoint/destination (PPV/D) on public lands

Role of the Tourism Industry: Facilitate and engage in meaningful discussions around sustainable outdoor recreation management, contributing to the conservation of Colorado's natural landscapes.

Potential Lead Partners: DMOs

Potential Supporting Partners: CTO, OREC, CPW, NPS, BLM, USFS, CAIC, CDOT, local and Tribal governments

Outdoor Recreation 3

Identify the Need for Timed Entry Permit Systems and Seasonal Closures

This strategy improves the visitor experience by preventing overcrowding and safeguarding Colorado's diverse ecosystems in collaboration with land managers. Identifying and assessing areas with high visitor traffic and sensitive wildlife habitats helps determine the need for more controlled access. Implementing timed entry permits and seasonal closures mitigates tourism's impact on natural resources and protects wildlife, supporting a sustainable visitor experience.

Tactics and Resources:

- Collect data and analysis to make informed decisions
- Organize study tours to Rocky Mountain National Park, Maroon Bells, and Hanging Lake to learn from others
- Develop public-private partnerships
- Utilize the CTO's Destination Development programs

Key Performance Indicators:

- Number of reservations/timed entry permits
- Visitor satisfaction levels
- Number of emergency medical services (EMS) calls

Role of the Tourism Industry: Support and promote understanding of essential conservation measures such as timed entry permits and seasonal closures.

Potential Lead Partners: DMOs

Potential Supporting Partners: CTO, CPW, NPS, BLM, USFS, local and Tribal governments

Outdoor Recreation 4

Enhance Recreation Site Assessment Efforts

Leveraging the tourism industry's capabilities in data collection, the opportunity exists for the tourism industry to collect data, photos, and other information to share with land managers. Through the tourism industry's support of expanded data collection, land managers can make more informed decisions to adapt management practices that balance environmental preservation with the visitor experience. This continuous feedback loop promotes responsible enjoyment of outdoor spaces while minimizing impact on the natural environment.

Tactics and Resources:

- Increase tourism industry partnerships with land managers
- Identify technology platforms to capture data
- Develop voluntourism and incentive programs to encourage business and visitor participation in data collection
- Leverage resources available in Colorado's Outdoors Strategy

Key Performance Indicators:

- Number of recreation sites participating
- Number of businesses participating
- Number of data collection submissions to an established platform

Role of the Tourism Industry: Contribute data and support for the assessment of recreation sites, aiding in the sustainable management and preservation of Colorado’s natural attractions.

Potential Lead Partners: Land managers

Potential Supporting Partners: DMOs, OREC, CTO, CPW, NPS, BLM, USFS

Outdoor Recreation 5**Develop and Distribute Recreation and Trail Guides**

Promoting lesser-known outdoor destinations helps distribute visitor numbers more evenly across Colorado’s landscapes, easing pressure on popular sites. This strategy supports destinations in developing outdoor recreation and trail guides in partnership with CTO and CPW’s official trails app—Colorado Trail Explorer (COTREX). These guides feature recreation opportunities and highlight alternative destinations that can accommodate increased visitation without compromising their ecological integrity or local enjoyment.

Tactics and Resources:

- Develop recreation guides for lesser-known outdoor experiences
- Disseminate recreation guides locally and through CTO channels
- Utilize the CTO’s Destination Development programs
- Apply for CTO competitive grants or co-ops

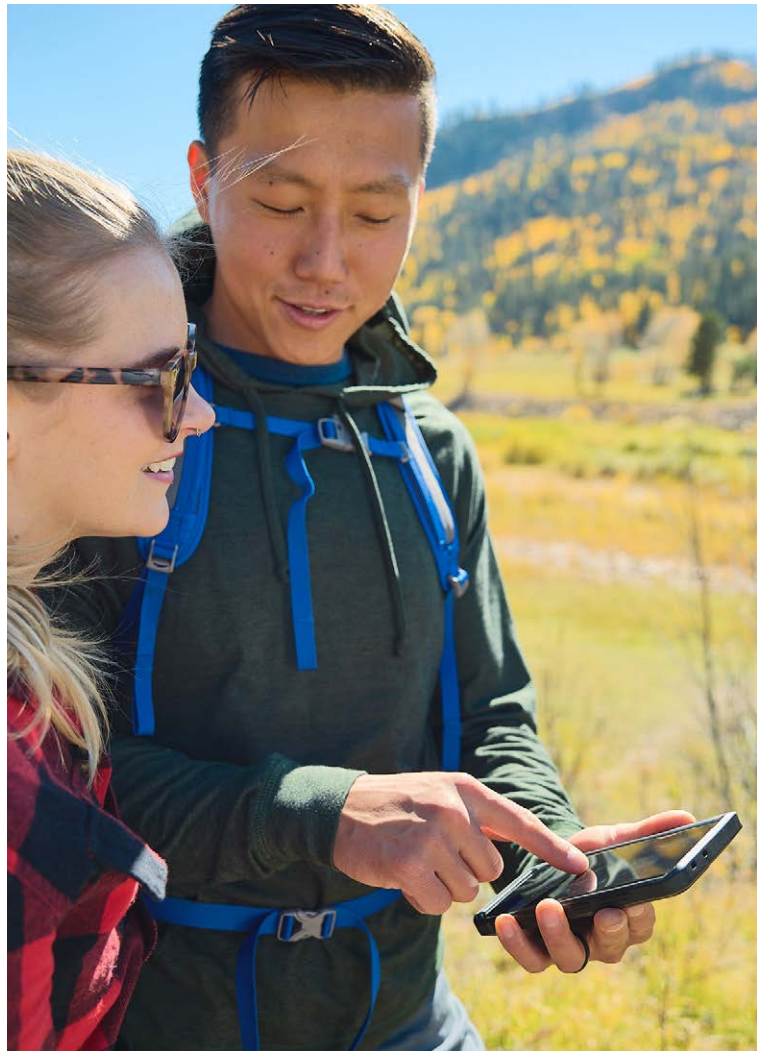
Key Performance Indicators:

- Number of destinations that develop outdoor recreation guides
- Number of people using the outdoor recreation guides
- Number of users of COTREX app
- Temporal and spatial distribution of visitors on public lands

Role of the Tourism Industry: Promote lesser-known outdoor destinations to alleviate congestion at popular sites.

Potential Lead Partners: DMOs

Potential Supporting Partners: CTO, OREC, CPW, NPS, BLM, USFS



Outdoor Recreation 6

Expand Trail Ambassador and Volunteer Initiatives

Increasing trail ambassador and volunteer initiatives will foster stewardship and care for Colorado's outdoor spaces. This strategy involves developing and supporting trail ambassador programs and diverse volunteer opportunities. By engaging community members, including school groups, it cultivates a sense of ownership and responsibility for maintaining and protecting recreational areas.

Tactics and Resources:

- Conduct analysis of volunteer needs in outdoor spaces
- Develop and promote volunteer projects and opportunities
- Increase partnerships between land managers and volunteer organizations
- Utilize the CTO's Destination Development programs

Key Performance Indicators:

- Number of public lands participating in the volunteer initiatives
- Number of volunteers participating in the program
- Number of volunteer hours on public land

Role of the Tourism Industry: Promote and encourage participation in trail ambassador programs and volunteer opportunities, reinforcing the importance of stewardship among visitors and locals.

Potential Lead Partners: DMOs

Potential Supporting Partners: Volunteers for Outdoor Colorado, volunteer and nonprofit organizations, DMOs, CPW, NPS, BLM, USFS

Outdoor Recreation 7

Promote Guided Recreation Opportunities

Utilizing expert guides enriches visitor experiences by providing deep insights into the state's diverse landscapes and promoting responsible interaction with wildlife and biodiversity. In addition, utilizing a guide creates employment opportunities and significantly enhances visitor safety. Guides are trained to navigate challenging environments, manage risks, and ensure that visitors are well informed and prepared for their activities. This strategy seeks to elevate the culture of guided recreation by encouraging more visitors to opt for experiences with a guide.

Tactics and Resources:

- Partner with guide industry associations to implement a *Do Colorado Right* with a Guide campaign
- Increase the number of available and trained guides throughout the state
- Apply for CTO competitive grants or co-ops

Key Performance Indicators:

- Number of guiding permits issued on public lands
- Percentage of visitors reporting to use a guide
- Number of emergency rescues annually statewide

Role of the Tourism Industry: Promote the use of local guides to demonstrate how these experiences enrich visitors' understanding and encourage responsible exploration of Colorado's outdoors.

Potential Lead Partners: DMOs

Potential Supporting Partners: CTO, OREC, CPW, NPS, BLM, USFS, industry associations, guide associations

Outdoor Recreation 8

Enhance Destination Stewardship through Strategic Partnerships with the Private Sector

The tourism industry, alongside outdoor gear companies, craft breweries, and various Colorado businesses, is dedicated to sustainability. This strategy aims to build strategic partnerships across both tourism and non-tourism sectors to strengthen destination stewardship efforts. Through collaboration, these partnerships will amplify *Do Colorado Right* messaging and support conservation funding. Initiatives may include programs like 'Adopt a Trail,' 'Adopt a Wildlife Species,' and projects focused on trail maintenance and wildlife protection.



Tactics and Resources:

- Increase strategic partnerships with the private sector
- Develop co-branded marketing and *Do Colorado Right* campaigns
- Develop sponsorship opportunities for conservation projects such as 'Adopt a Trail' or 'Adopt Wildlife'
- Establish product tie-ins with a portion of proceeds funding destination stewardship efforts

Key Performance Indicators:

- Number of new strategic partnerships with outdoor gear companies, craft breweries, and other businesses to support destination stewardship efforts
- Reach and impressions of co-branded campaigns

Role of the Tourism Industry: Support and engage in partnerships that advance destination stewardship efforts.

Potential Lead Partners: DMOs

Potential Supporting Partners: OREC, CTO, CPW, NPS, BLM, USFS, industry associations

Outdoor Recreation 9

Foster Inclusive Outdoor Experiences

This strategy aims to enhance accessibility and inclusivity in Colorado's outdoor experiences, ensuring they are welcoming to everyone, regardless of ability or background. By implementing targeted initiatives such as adaptive infrastructure, inclusive programming, and customized communication, the goal is to enable more visitors to fully engage in and enjoy Colorado's diverse offerings.

Tactics and Resources:

- Conduct accessibility audits
- Develop adaptive infrastructure for outdoor experiences
- Implement inclusive programming
- Train staff in inclusivity and accessibility
- Establish partnerships with advocacy groups
- Apply for CPW's Outdoor Equity Grant Program Fund
- Apply for CTO competitive grants or co-ops
- Leverage resources available in Colorado's Outdoors Strategy

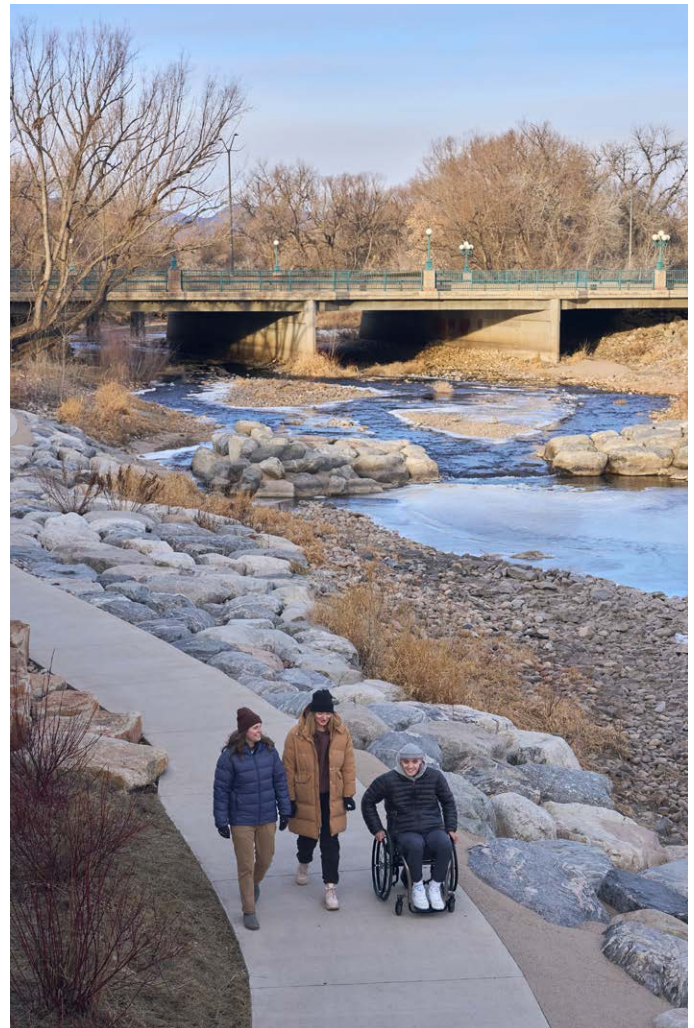
Key Performance Indicators:

- Number of public lands offering accessible facilities
- Number of travelers reporting to CTO to be disabled or a minority group
- Number of new inclusive outdoor experiences developed or promoted

Role of the Tourism Industry: Encourage inclusivity in outdoor experiences based on the implementation of adaptive infrastructure and programs.

Potential Lead Partners: DMOs

Potential Supporting Partners: CTO, CPW, NPS, OREC, BLM, USFS, Volunteers for Outdoor Colorado, volunteer organizations



Outdoor Recreation 10

Provide Education on Responsible Backcountry Vehicle Use

As the popularity of backcountry vehicle rentals grows, so does the environmental impact. Many visitors, eager to explore Colorado's rugged landscapes, may not fully understand the negative impacts of their activities when proper practices are not followed. This strategy focuses on encouraging tourism businesses that offer these vehicle rentals to join the Care for Colorado Coalition and share *Do Colorado Right* education and awareness materials to their customers.

Tactics and Resources:

- Recruit rental companies to join CTO's Care for Colorado Coalition
- Create backcountry vehicle-specific *Do Colorado Right* messaging and materials
- Apply for CTO competitive grants or co-ops
- Utilize the CTO's Destination Development programs

Key Performance Indicators:

- Number of rental companies joining Care for Colorado Coalition
- Number of educational materials distributed
- Number of rescues annually statewide

Role of the Tourism Industry: Join the Care for Colorado Coalition and advocate for responsible backcountry vehicle use among guests by distributing educational materials and promoting eco-friendly tours and rentals.

Potential Lead Partners: CTO

Potential Supporting Partners: DOLA, OREC, CADMO, Rural Opportunity Office (ROO), local businesses





Tourism Resource 3:

Wildlife and Biodiversity

The wildlife and biodiversity throughout the state of Colorado are as varied as the ecosystems they inhabit—from high plains and mountain valleys to alpine tundra and high western plateaus. With over 960 native species, including mammals, birds, fish, reptiles, amphibians, mollusks, and crustaceans, the state also is home to North America's largest elk herd.* These ecosystems not only offer essential habitats but also enhance outdoor recreation and contribute to global health and resilience. Preserving and safeguarding our wildlife and biodiversity is essential for the long-term sustainability of Colorado's natural treasures. Strategies to support wildlife and biodiversity include mitigating human-wildlife conflicts, promoting responsible wildlife viewing, and restoring habitats.



Goal: Preserve and responsibly showcase Colorado's wildlife to maintain undisturbed habitats and flourishing populations, despite escalating tourism and statewide population growth.

Objective: By 2035, enhance the resilience and sustainability of Colorado's wildlife habitats by reducing human-wildlife conflicts by 40% and increasing community engagement in conservation efforts.

Strategies

Wildlife and Biodiversity 1

Promote and Facilitate Guided Wildlife Viewing

Guided wildlife viewing experiences are essential for fostering conservation awareness, supporting sustainable economic development, and promoting educational and respectful interactions with nature. Enhancing these opportunities across the state involves collaborating with wildlife experts and land managers to create accessible, educational experiences.

Tactics and Resources:

- Develop partnerships between land managers and the tourism industry to create new wildlife-viewing experiences
- Conduct improvements to infrastructure such as blinds, platforms, and trails
- Organize wildlife viewing events
- Apply for CTO competitive grants or co-ops
- Utilize the CTO's Destination Development programs

* Colorado Parks & Wildlife Strategic Plan. Adopted November 2015.

Key Performance Indicators:

- Number of new wildlife viewing opportunities created
- Investment value in wildlife viewing infrastructure improvements
- Number of people participating in wildlife viewing events
- Reach and Impressions of wildlife viewing marketing campaigns

Role of the Tourism Industry: Support the development and promotion of wildlife viewing tours and activities that respect natural habitats, encouraging responsible interaction with Colorado's wildlife.

Potential Lead Partners: DMOs

Potential Supporting Partners: CTO, CPW, NPS, BLM, USFS, tour guides

Wildlife and Biodiversity 2**Create Wildlife Viewing Brochures and Encourage Ethical Viewing**

Ethical wildlife viewing practices are vital to fostering respectful human-wildlife interactions that prioritize animal welfare and habitat preservation. The creation and distribution of local wildlife viewing brochures along with the CPW's guidelines on ethical wildlife viewing is an important way the tourism industry can inform visitors about maintaining respectful distances, and avoiding behaviors such as feeding, chasing, or harassing wildlife.

Tactics and Resources:

- Develop wildlife viewing brochures
- Share wildlife viewing brochures locally and through CTO
- Utilize the CTO's Destination Development programs
- Apply for CTO competitive grants or co-ops

Key Performance Indicators:

- Number of wildlife viewing guides and ethical viewing educational materials distributed

Role of the Tourism Industry: Promote and encourage the adoption of CPW's guidelines on ethical wildlife viewing to increase visitor awareness of appropriate behavior.

Potential Lead Partners: CTO

Potential Supporting Partners: DMOs, CPW, NPS, BLM, USFS

Wildlife and Biodiversity 3**Reduce Human-Wildlife Conflicts**

Mitigating human-wildlife conflicts is crucial for protecting both wildlife and humans, and promoting safe coexistence. Effective strategies include securing trash receptacles, enforcing pet leash laws, reducing speed limits in wildlife areas, installing clear wildlife crossing signage along highways, and educating visitors about these measures.

Tactics and Resources:

- Secure trash receptacles
- Conduct visitor awareness and education campaigns

- Increase wildlife crossing signage
- Encourage speed limit adjustments where needed
- Apply for CPW's Human-Bear Conflict Reduction grant
- Leverage CPW's Habitat Partnership program

Key Performance Indicators:

- Reach of visitor awareness campaigns
- Number of human-wildlife conflicts such as attacks, wildlife relocations due to human interaction

Role of the Tourism Industry: Engage proactively in minimizing human-wildlife conflicts through infrastructure enhancements and visitor education initiatives.

Potential Lead Partners: DMOs

Potential Supporting Partners: DMOs, CTO, DNR, CPW, NPS, BLM, USFS, local and Tribal governments

Wildlife and Biodiversity 4

Champion Wildlife Habitat Protection and Restoration

Preserving wildlife habitats is fundamental to sustaining Colorado's biodiversity and supporting wildlife viewing opportunities. This strategy advocates for the preservation of wildlife corridors and sensitive habitats by endorsing appropriate regulations, access controls, and seasonal restrictions. The tourism industry can contribute by supporting these conservation efforts and advocating for the protection and investment in these critical areas.



Tactics and Resources:

- Advocate for tourism policies that protect wildlife and their habitat
- Implement seasonal access restrictions
- Apply for the following grants:
 - CPW's Wildlife Rehabilitation grants program
 - Clean Vessel Act grant program
- Leverage the Colorado Wildlife Habitat, Ranching for Wildlife, and Colorado Wetlands Partnership programs

Key Performance Indicators:

- Number of habitats improved or conserved
- Value of investment in habitat protection and restoration

Role of the Tourism Industry: Advocate for and support the conservation of wildlife habitats.

Potential Lead Partners: DMOs

Potential Supporting Partners: DMOs, CTO, DNR, CPW, NPS, BLM, USFS, local and Tribal governments

Wildlife and Biodiversity 5

Promote Pollinator District Initiatives

Pollinator districts, areas abundant in native plant species, attract bees, butterflies, and birds benefiting broader environmental health, including the well-being of rivers and streams. Tourism industry businesses, visitor centers, community parks, and other public spaces can contribute by planting purposefully to enhance pollination. This strategy aims to beautify spaces, support local agriculture and educate visitors and residents on the importance of pollinators to our ecosystem and food supply.

Tactics and Resources:

- Establish a baseline of pollinator diversity
- Restore open spaces with native shrubs and wildflowers
- Build gardens that more closely resemble the area's natural habitat
- Provide aspiring beekeepers in the community with training
- Provide resources to diverse audiences on pollinator conservation topics

Key Performance Indicators:

- Number of pollinator districts established
- Number of people participating in the Colorado Pollinator Network

Role of the Tourism Industry: Integrate intentional plantings to establish and promote pollinator districts.

Potential Lead Partners: Local and Tribal governments

Potential Supporting Partners: Butterfly Pavilion, CPW, Colorado Pollinator Network, CDOT, CTO, DMOs, NPS, BLM, USFS

Wildlife and Biodiversity 6

Enhance Wildlife Monitoring Efforts

Wildlife monitoring and biodiversity blitzes (the process of finding and identifying as many species as possible in a specific area over a short period of time) can gather essential data on wildlife sightings and behaviors through visitors interested in serving as citizen scientists. This collaborative effort enriches our understanding of local wildlife populations, their movements, and habitat needs, making a significant contribution to conservation strategies.

Tactics and Resources:

- Introduce CPW's wildlife monitoring tools, iNaturalist App, and State Parks NatureFinder project to tourism industry partners
- Recruit industry participation to encourage guides and visitors to use the iNaturalist App to monitor and report wildlife sightings

Key Performance Indicators:

- Number of businesses that agree to promote the iNaturalist App and State Parks NatureFinder project to guests
- Number of observations recorded in the State Parks NatureFinder

Role of the Tourism Industry: Support and participate in wildlife monitoring initiatives.

Potential Lead Partners: DMOs, industry associations

Potential Supporting Partners: CPW, CTO, NPS, BLM, USFS

Wildlife and Biodiversity 7

Collaborate with Hunting and Fishing Communities to Promote Sustainable Practices

Colorado's hunters and anglers are integral to wildlife conservation efforts, contributing to the management and preservation of wildlife populations. This strategy seeks to strengthen partnerships with these communities, promoting sustainable hunting and fishing practices, especially among visitors. Educational initiatives with industry associations will emphasize respecting wildlife populations and underscore the critical role of preserving natural habitats to support biodiversity.

Tactics and Resources:

- Foster partnerships between CPW and hunting and fishing associations
- Create educational programs and workshops
- Develop a certification program that recognizes hunters and anglers who adhere to sustainability standards
- Promote hunting and fishing opportunities to visitors through marketing campaigns
- Apply for CTO competitive grants or co-ops

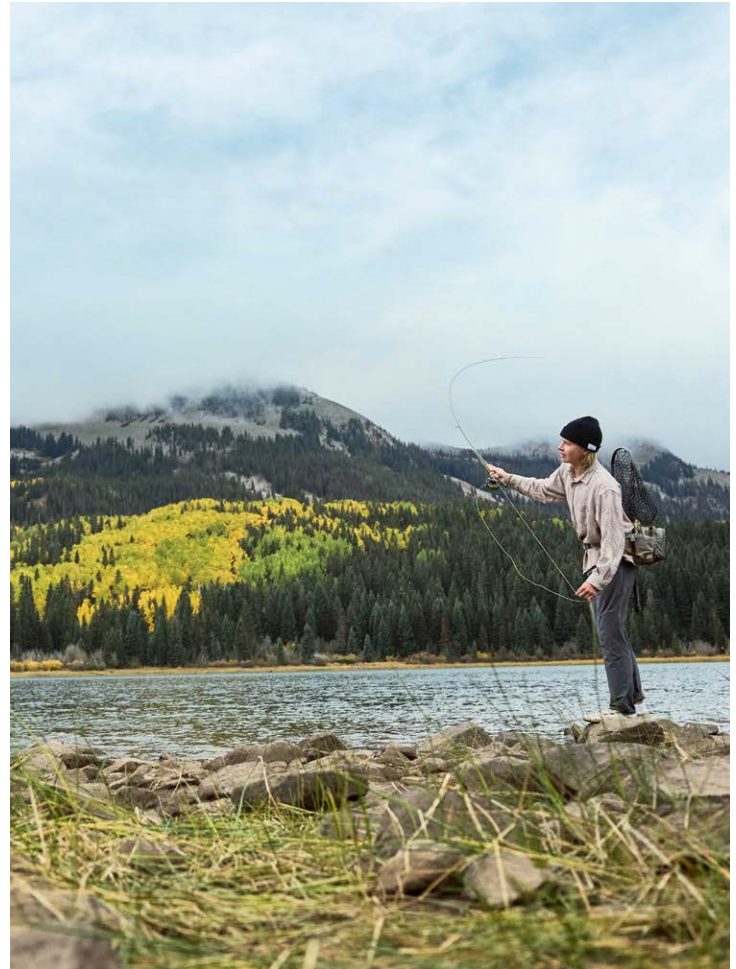
Key Performance Indicators:

- Number of businesses adopting sustainable fishing and hunting operations
- Reach and impact of marketing campaigns to promote hunting and fishing

Role of the Tourism Industry: Support the development and promotion of sustainable hunting and fishing activities that respect natural habitats.

Potential Lead Partners: Industry associations

Potential Supporting Partners: CPW, CTO, NPS, BLM, USFS, Colorado Wildlife Federation (CWF), backcountry hunter and angler associations



Wildlife and Biodiversity 8

Implement Wildlife Conservation Education for Tourism Professionals

This strategy aims to offer targeted educational programs in wildlife and conservation biology specifically designed for DMOs, stakeholders, guides, and other tourism professionals. The intent is to deepen their knowledge and expertise, empowering them to contribute more effectively to wildlife conservation and educate visitors on the significance of preserving natural habitats.

Tactics and Resources:

- Develop a guide curriculum in collaboration with wildlife experts
- Develop a new CTO Learning Lab online course
- Promote learning opportunities among tourism professionals

Key Performance Indicators:

- Number of tourism professionals trained in wildlife conservation education

Role of the Tourism Industry: Participate in and promote wildlife conservation education programs.

Potential Lead Partners: CTO

Potential Supporting Partners: DMOs, CPW, NPS, BLM, USFS, CWF, industry associations

Wildlife and Biodiversity 9

Safeguard Wildlife by Encouraging Mindful Driving

To reduce wildlife-vehicle collisions and protect Colorado's wildlife, this strategy encourages conscientious driving among visitors. By partnering with rental car companies, tourism businesses, and leveraging educational signage in wildlife-active zones, visitors can be informed about the importance of following speed limits and remaining vigilant, especially during peak wildlife movement times.

Tactics and Resources:

- Develop partnerships with rental car companies to distribute educational materials in vehicles about driving responsibly
- Increase educational signage and awareness campaigns
- Support local legislation that enforces speed limits and other driving regulations in critical wildlife areas

Key Performance Indicators:

- Number of reported wildlife traffic accidents

Role of the Tourism Industry: Engage and educate visitors on the importance of mindful driving to protect wildlife.

Potential Lead Partners: CTO

Potential Supporting Partners: CDOT, DMOs, CPW, NPS, BLM, USFS, CWF

Champion Nature-Positive Tourism

In alignment with the World Travel and Tourism Council's (WTTC) initiative to transform travel and tourism into a force for good, this strategy urges industry leadership and tourism businesses to champion nature-positive tourism. This collaborative effort encourages active participation in the WTTC "Guardians of Nature" movement, encouraging tourism businesses and destinations to minimize the environmental impacts of tourism while promoting actions that protect, restore, and enhance nature's diversity and resilience.

Tactics and Resources:

- Make a public commitment to biodiversity and nature protection
- Put safeguards in place so product offerings do not harm people, animals, or nature
- Highlight and showcase the tourism industry's efforts to protect wildlife and biodiversity

Key Performance Indicators:

- Number of organizations and businesses that sign up to become a "Guardian of Nature"
- Number of tourism businesses using the WTTC toolbox to integrate a nature-positive approach into business operations

Role of the Tourism Industry: Download the [Nature Positive Travel and Tourism Report](#) and utilize the [Toolbox](#).

Potential Lead Partners: CTO

Potential Supporting Partners: WTTC, DMOs, industry associations





Tourism Resource 4: **Cultural Heritage**

Colorado's cultural heritage encompasses a rich tapestry of shared customs, traditions, arts, beliefs, values, practices, and artifacts passed down through generations. From the ancient Puebloan cliff dwellings at Mesa Verde to the traditions of the Ute Tribes and the influential contributions of Black and Hispanic Americans in shaping the state's identity, this heritage is a source of pride and inspiration for both residents and visitors. By supporting heritage experiences, creating themed heritage trails, advancing historic preservation initiatives, and promoting cultural events, the tourism industry aims to enhance accessibility and foster a deeper appreciation for the diverse narratives that shape Colorado's identity.

Goal: Honor, safeguard, and respectfully promote Colorado's vast cultural heritage to protect its longevity in the face of evolving tourism and population growth.

Objective: By 2035, significantly elevate and preserve Colorado's cultural heritage by forming partnerships with Native American communities and other underrepresented groups, developing new cultural heritage experiences.



Strategies

Cultural Heritage 1

Foster Inclusive Cultural Heritage Partnerships

To honor and celebrate Colorado's diverse cultures, it is important to foster partnerships that bridge tourism with cultural heritage. By engaging directly with Tribal liaisons, Indigenous communities, and cultural experts, the industry can develop tourism practices that respect and preserve these invaluable cultural sites and traditions. Through ongoing, collaborative dialogue, these partnerships aim to enhance heritage tourism initiatives as more inclusive and beneficial to all stakeholders involved.

Tactics and Resources:

- Establish a local cultural heritage tourism advisory board
- Conduct a review of cultural heritage tourism experiences and marketing efforts with the advisory boards
- Commit to engaging heritage groups and cultural representation in tourism development and marketing efforts

Key Performance Indicators:

- Number of cultural heritage partnerships formed, particularly with Native American communities and underrepresented cultural groups
- Number of cultural heritage projects developed or enhanced with cultural heritage expert participation

Role of the Tourism Industry: Collaborate closely with Indigenous and cultural communities to develop tourism practices that respect, preserve, and promote Colorado's rich cultural heritage.

Potential Lead Partners: DMOs

Potential Supporting Partners: CTO, NPS, BLM, USFS, History Colorado, local and Tribal governments

Cultural Heritage 2

Elevate Native American Heritage

Through enhanced collaboration with the Southern Ute Indian Tribe, the Ute Mountain Ute Tribe, and other Indigenous communities, the tourism industry strives to create sustainable tourism experiences that faithfully depict Native American traditions and contemporary life. The CTO, in partnership with DMOs, can work closely with tribes and communities to assess and promote tourism experiences in a manner that honors their preferences for showcasing cultural heritage and destinations to visitors.

Tactics and Resources:

- Establish formal tourism development partnerships with Tribal governments and communities
- Co-develop and implement a Native American tourism marketing campaign
- Connect with the CTO's public relations team to amplify promotion
- Utilize the CTO's Destination Development programs
- Apply for CTO competitive grants or co-ops

Key Performance Indicators:

- Number of formal partnerships established
- Reach and impressions of marketing campaigns
- Value of investment to support Native American tourism development and marketing

Role of the Tourism Industry: Collaborate with and support Indigenous communities in developing and promoting tourism experiences that accurately reflect Native American heritage.

Potential Lead Partners: DMOs, CTO

Potential Supporting Partners: Tribal governments, Colorado Commission of Indian Affairs (CCIA), CCI, NPS, BLM, USFS, History Colorado, local museums and heritage organizations, American Indian Alaska Native Tourism Association (AIANTA)

Cultural Heritage 3**Promote Ethical Native American Handcrafts**

Promoting the purchase of genuine, locally crafted Native American souvenirs from sustainable sources can significantly support Native American economies. This approach highlights the value and craftsmanship of Native American products while guiding visitors to reputable sources, thereby avoiding counterfeit and culturally insensitive products.

Tactics and Resources:

- Develop education and awareness campaigns for visitors
- Recognize and promote certified vendors
- Increase distribution and sales points
- Apply for CTO competitive grants or co-ops
- Apply for CCI competitive grants

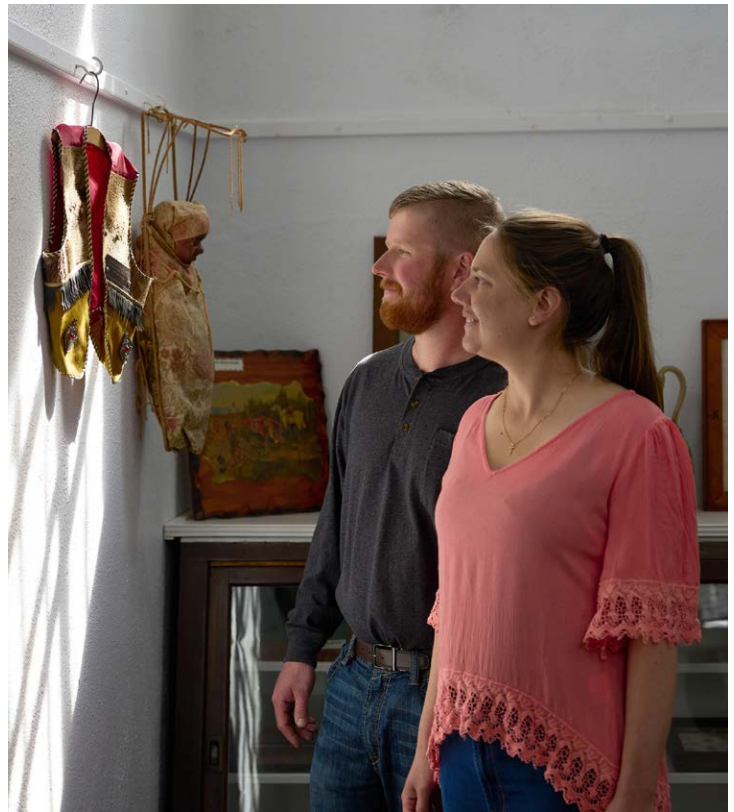
Key Performance Indicators:

- Reach and impressions of marketing campaigns
- Increase in sales reported by certified vendors

Role of the Tourism Industry: Commit to the selling and promotion of ethically-sourced and authentic Native American souvenirs.

Potential Lead Partners: CTO, DMOs

Potential Supporting Partners: Southern Ute Cultural Center and Museum, Ute Mountain Trading Company and Museum, CCIA, CCI, Native American communities, Tribal governments



Cultural Heritage 4

Enhance Awareness of Diverse Cultural Heritage

Collaborating with History Colorado, this strategy aims to develop interpretive materials and launch awareness campaigns that leverage their expertise to integrate diverse narratives into the visitor experience. Materials and campaigns may include videos, special events, social media, and public art to bring Colorado's multifaceted past to life.



Tactics and Resources:

- Develop interpretive materials
- Produce video documentation and campaigns
- Increase the number of public art installations
- Organize and promote special events and exhibitions
- Apply for the following grants:
 - CTO competitive grants or co-ops
 - State Historical Fund grants
 - CCI's Folk and Traditional Arts Project grant

Key Performance Indicators:

- Number of cultural heritage awareness initiatives or campaigns
- Number of people reached through campaigns
- Value of investments to support cultural heritage interpretation

Role of the Tourism Industry: Partner with History Colorado or a local history museum to create and share engaging content that highlights Colorado's cultural heritage.

Potential Lead Partners: History Colorado, local history museums

Potential Supporting Partners: CTO, DMOs, CCI, local and Tribal governments, local museums and heritage organizations, Main Street organizations

Cultural Heritage 5

Develop Immersive Cultural Heritage Experiences

This strategy encourages visitors to engage with and appreciate Colorado's rich cultural history. By collaborating with Native American and other communities, historians, and cultural heritage experts, the tourism industry aims to develop immersive experiences that honor and celebrate the state's diverse cultural background.

Tactics and Resources:

- Provide tourism product development and training support to Native American and other communities

- Work with local historians and cultural experts to design tours, exhibits, and programs
- Enhance visitor engagement with technology (including augmented reality and virtual reality)
- Apply for the following grants:
 - CTO competitive grants or co-ops
 - OEDIT's grants and financing programs for business start-ups
- Utilize the CTO's Destination Development programs

Key Performance Indicators:

- Number of new cultural heritage experiences developed
- Value of investments to support cultural heritage experience development

Role of the Tourism Industry: Collaborate with cultural heritage experts and utilize available resources to develop immersive experiences that highlight Colorado's rich and diverse cultural heritage.

Potential Lead Partners: CTO, OEDIT Small Business Development Center

Potential Supporting Partners: DMOs, History Colorado, local and Tribal governments, local museums and heritage organizations

Cultural Heritage 6

Create Themed Cultural Heritage Trails and Audio Tours

The CTO, in collaboration with History Colorado and local historical experts, can develop a program for destination partners to create thematic heritage trails and audio tours. This initiative aims to enhance educational and immersive experiences for visitors, fostering a deeper understanding of the communities throughout Colorado.

Tactics and Resources:

- Development of a cultural heritage trail and audio tour
- Promotion and marketing of the tour
- Leverage the CTO's Destination Development programs
- Apply for CTO competitive grants or co-ops

Key Performance Indicators:

- Number of cultural heritage trails and audio guides available
- Number of people that listen to the audio guides

Role of the Tourism Industry: Participate in developing thematic trails and audio tours and promote these experiences to visitors.

Potential Lead Partners: CTO, History Colorado

Potential Supporting Partners: DMOs, History Colorado, local and Tribal governments, local museums and heritage organizations

Cultural Heritage 7

Conduct Historic Surveys for National and State Recognition

Engaging in historic surveys for national and state recognition effectively documents and celebrates Colorado's rich historical and architectural significance. By partnering with History Colorado, communities can identify potential heritage sites for the National Register of Historic Places or the State Register of Historic Properties. History Colorado's Office of Archaeology and Historic Preservation offers expert guidance throughout the process, from initial assessments to completing nominations.

Tactics and Resources:

- Identify potential heritage sites with significant historical or architectural value
- Organize surveys to assess the historical significance and integrity of the sites
- Apply for federal and state Historical fund grants to support survey work, assessments, and documentation needed for the National or State Register nominations
- Create awareness campaigns to generate interest in historic surveys and the significance of preserving heritage sites

Key Performance Indicators:

- Number of sites surveyed
- Number of sites on the National Register of Historic Places
- Number of sites on the State Register of Historic Properties

Role of the Tourism Industry: Identify and advocate for the recognition of historical sites and actively promote these newly recognized sites to visitors.

Potential Lead Partners: History Colorado

Potential Supporting Partners: DMOs, local and Tribal governments, local museums and heritage organizations



Cultural Heritage 8

Facilitate Access to Historic Preservation Grants

Tourism communities can secure grant funding for the preservation and promotion of historic sites and buildings throughout the state. By leveraging grants from the State Historical Fund (including archaeological assessment grants and historic structure assessment grants), communities can conduct archaeological assessments, plan future physical projects, and undertake emergency stabilization efforts. This support enriches historical offerings and enhances destination appeal.

Tactics and Resources:

- Provide information and guidance about grant programs
- Identify projects for development
- Promote heritage assets in tourism marketing
- Apply for History Colorado State Historical Fund grant programs

Key Performance Indicators:

- Number of projects supported
- Value of investments made to support historic preservation

Role of the Tourism Industry: Champion the preservation and rehabilitation of historical assets by engaging in adaptive reuse and repurposing heritage sites for new tourism experiences while retaining their historical significance.

Potential Lead Partners: History Colorado

Potential Supporting Partners: DMOs, CTO, local and Tribal governments, local museums and heritage organizations

Cultural Heritage 9**Strengthen Museum Involvement in Tourism**

Bolstering the role of museums within Colorado's tourism landscape is important for enhancing the visitor experience and deepening insights into the state's heritage. This strategy aims to mobilize tourism industry stakeholders to support museums through volunteering, promotional efforts, and other forms of engagement with these cultural institutions. Leveraging History Colorado's new museum affiliate program can enhance local museum experiences, offer enriched interpretations, and expanded collections. Increasing museum visibility and support enriches the educational offerings available to visitors and strengthens the connection between Colorado's cultural assets and our tourism economy.

Tactics and Resources:

- Establish partnerships between museums and local DMOs
- Create volunteer opportunities for tourism stakeholders
- Develop and implement joint marketing campaigns

Key Performance Indicators:

- Number of volunteer hours by tourism stakeholders
- Museum visitation numbers

Role of the Tourism Industry: Actively support and promote museums as essential elements of the tourism experience. Consider volunteering on museum boards or contributing financially to support these important institutions.

Potential Lead Partners: DMOs

Potential Supporting Partners: History Colorado, CTO, local and Tribal governments, local museums and heritage organizations

Cultural Heritage 10

Highlight Colorado's Agricultural and Culinary Heritage

Showcasing Colorado's agricultural and culinary heritage connects visitors with the state's rich farming and ranching traditions and its evolution into a modern culinary destination. Sharing stories of traditional and contemporary practices provides a deeper appreciation for the local food culture. Implementing this strategy includes developing food trails and agricultural experiences to offer immersive experiences that celebrate Colorado's diverse culinary landscape.

Tactics and Resources:

- Develop food trails
- Create culinary experience packages
- Conduct marketing and promotion specifically around agriculture and culinary heritage
- Apply for CTO competitive grants or co-ops

Key Performance Indicators:

- Number of food trails established
- Reach and impressions from marketing campaigns

Role of the Tourism Industry: Collaborate in the creation and promotion of food trails and agricultural experiences.

Potential Lead Partners: CTO

Potential Supporting Partners: DMOs, local museums and heritage organizations, Colorado Dude and Guest Ranch Association, History Colorado, Colorado Department of Agriculture





Tourism Resource 5:

Arts and Creative Industries



Within the United States, Colorado ranks first in the percentage of residents who personally perform or create artwork.* From the captivating performances of local musicians to the immersive exhibitions of visual artists and the dynamic atmosphere of artisan markets and craft fairs, Colorado's creative offerings contribute to the cultural vibrancy of communities and serve as key attractions. By fostering partnerships with local artists, promoting diverse arts through festivals and events, and highlighting Creative Districts, Colorado's tourism industry offers visitors opportunities to engage with and support the thriving arts scene. Initiatives to integrate art into outdoor recreation, launch art-focused digital guides, and promote stewardship through film collaborations can serve to highlight the interconnectedness of art, culture, and conservation.

Goal: Uplift, preserve, and dynamically showcase Colorado's vibrant arts and creative industries so they can flourish within a tourism framework that values the arts and local talent.

Objective: By 2035, all destination organizations in Colorado will enhance access to and engagement with Colorado's arts and creative industries for tourists and residents.

Strategies

Arts and Creative Industries 1

Foster Partnerships with Local Artists

An opportunity exists to increase collaboration between the tourism industry and local visual and performing artists to integrate artistic elements into various tourism settings, such as hotel interiors or public murals, and feature live performances at venues. This approach highlights the state's vibrant artistic heritage and boosts economic benefits for local creative communities.

Tactics and Resources:

- Partner with *Art in Public Places* which commissions artwork in publicly accessible areas inside and outside of state buildings
- Leverage artist-in-residence programs
- Collaborate with interior designers for public and private spaces
- Organize more live performances and cultural events

* National Endowment for the Arts' [Participation Study](#)

Key Performance Indicators:

- Number of partnerships formed with local artists and creative industries for tourism projects

Role of the Tourism Industry: Participate in and promote partnerships with local artists, utilizing the creative arts to enhance the visitor experience.

Potential Lead Partners: CTO, DMOs

Potential Supporting Partners: CCI, Colorado Creative Districts, local and Tribal governments, local arts and performance organizations

Arts and Creative Industries 2**Boost Art Venues through Grant Programs**

Art venues, galleries, and performance spaces play a vital role in showcasing Colorado's vibrant artistic culture and heritage, drawing tourists and strengthening community bonds. Financial support through initiatives such as CCI's Colorado Creates grant program can enable venue enhancements, promote diverse cultural events, and elevate these spaces as essential destinations for tourism.

Tactics and Resources:

- Attend grant application workshops
- Conduct facility upgrades and accessibility improvements
- Host and curate special exhibitions
- Apply for a CCI Colorado Creates grant

Key Performance Indicators:

- Amount of financial support distributed through CCI Colorado Creates grants to art venues

Role of the Tourism Industry: Promote art venues and performances to visitors while encouraging arts-focused organizations to apply for Colorado Creates grants and other related funding to create and improve art and cultural activities.

Potential Lead Partners: CCI

Potential Supporting Partners: Local and Tribal governments, local arts and performance organizations

Arts and Creative Industries 3**Promote Diverse Arts through Festivals and Events**

Organizing arts and music festivals that showcase local talent provides visitors with an immersive experience of Colorado's diverse artistic expressions. Tourism entities play an important role in curating events that feature performances from local artists. These festivals celebrate local talent while attracting visitors, thereby contributing to the cultural identity and economic vitality of communities.

Tactics and Resources:

- Organize and host festivals and events
- Acquire funding and sponsorships to help cover costs

- Market and promote festivals and events
- Connect with the CTO's public relations team to amplify promotion
- Apply for a CCI Colorado Creates grant

Key Performance Indicators:

- Number of arts and music festivals showcasing local talent implemented each year

Role of the Tourism Industry: Support and promote arts festivals and music events to showcase the diversity and talent of Colorado's artistic communities.

Potential Lead Partners: DMOs

Potential Supporting Partners: CTO, CCI, local and Tribal governments, local arts and performance organizations

Arts and Creative Industries 4

Cultivate Artistic Approaches to Stewardship Challenges

Collaborating with artists and arts organizations presents a unique opportunity for the tourism industry to foster partnerships and unlock the potential of art to inspire and educate. By tapping into the creativity and insight of the artistic community, innovative solutions can positively influence visitor behavior. Such initiatives could include public art installations that raise awareness about environmental conservation to performances that highlight cultural preservation.

Tactics and Resources:

- Increase collaboration between artists and stewardship partners
- Increase the number of public art installations related to stewardship
- Integrate more performance arts into visitor experiences
- Apply for a CCI Arts in Society grant

Key Performance Indicators:

- Number of artist and community-led stewardship projects

Role of the Tourism Industry: Support and engage with arts-driven projects that creatively address stewardship challenges.

Potential Lead Partners: CCI

Potential Supporting Partners:

DMOs, CTO, local and Tribal governments, local arts and performance organizations



Arts and Creative Industries 5

Promote Creative Venues and Galleries to Visitors

Promoting creative venues and galleries as key cultural attractions enhances the visibility of local artists and creative industries, boosting the economic and cultural appeal of communities across Colorado. Directing visitors to explore local art galleries, boutiques, craft stores, and performance spaces supports the diverse expressions of creativity found throughout the state. Strategic marketing campaigns, engaging promotional materials, and clearly marked signage can effectively draw visitors to these vibrant creative outlets, enriching their travel experience and supporting local economies.

Tactics and Resources:

- Develop a directory of creative venues and galleries
- Connect with the CTO's public relations team to amplify promotion
- Launch targeted marketing campaigns
- Install signage and wayfinding
- Apply for CTO competitive grants and co-ops
- Utilize Colorado.com or local DMO website to highlight tourism-related businesses and experiences
- Leverage the Colorado Creative Districts program

Key Performance Indicators:

- Reach and impressions from marketing campaigns
- Increase in visitation to promoted creative venues and galleries

Role of the Tourism Industry: Promote local creative venues and galleries to visitors, encouraging visitation and engagement with the local arts scene.

Potential Lead Partners: DMOs

Potential Supporting Partners: CTO, CCI, local and Tribal governments, local arts and performance organizations

Arts and Creative Industries 6

Amplify Local Artisan Markets

Supporting local artisan markets and craft fairs in public spaces enhances the visibility of authentic, locally crafted products and enriches the visitor experience. Promoting these markets provide opportunities for visitors to engage directly with the creative community, allowing them to take home souvenirs that support local artists and makers.

Tactics and Resources:

- Identify and secure public space for markets
- Conduct promotion and marketing of artisan markets
- Utilize Colorado.com or local DMO website to highlight tourism-related businesses and experiences
- Install signage and wayfinding
- Apply for CCI Colorado Creates grant

Key Performance Indicators:

- Number of communities organizing local artisan markets
- Increase in visitation to promoted artisan markets

Role of the Tourism Industry: Promote local artisan markets to visitors and create opportunities for more artists to showcase their products.

Potential Lead Partners: DMOs

Potential Supporting Partners: CCI, local and Tribal governments, local arts and performance organizations

Arts and Creative Industries 7

Elevate Colorado's Music Scene

Organizing and promoting music events in rural areas and during off-peak seasons can spotlight Colorado's rich music scene and contemporary talent. Integrating live music into various venues such as public spaces, restaurants, and breweries further supports local musicians. This not only nurtures the local music industry but also strengthens community ties and enriches cultural experiences in often overlooked areas.



Tactics and Resources:

- Schedule daily, weekly, or monthly music events in public spaces
- Organize music festivals and statewide music campaigns
- Connect with the CTO's public relations team to amplify promotion
- Promote events at unique music venues
- Apply for a CCI Colorado Creates grant
- Develop a music trail to create a connected and curated experience for visitors and locals

Key Performance Indicators:

- Percentage of visitors that reported attending a music event during their visit

Role of the Tourism Industry: Engage in promoting and supporting music experiences by hosting and publicizing live performances.

Potential Lead Partners: CTO, DMOs

Potential Supporting Partners: CCI, local and Tribal governments, local arts and performance organizations

Arts and Creative Industries 8

Create Interactive Artistic Experiences

Developing interactive artistic experiences allows visitors to immerse themselves in Colorado's arts scene by engaging directly with artists through studio tours, participatory art events, and workshops. This strategy fosters a deeper appreciation and understanding of the artistic process while supporting local artists by showcasing their work and talents in an intimate setting. Creating open studio tours and art workshops enriches the visitor experience, bringing art to life and promoting cultural exchange and understanding.

Tactics and Resources:

- Organize and promote open studio tours and participatory art events
- Conduct art workshops and classes
- Design interactive art festivals
- Leverage support for entrepreneurs through OEDIT's Small Business Development Centers (SBDC)

Key Performance Indicators:

- Number of interactive experiences developed including studio tours and workshops

Role of the Tourism Industry: Act as a conduit between artists and visitors, facilitating immersive experiences that highlight the talent and creativity of Colorado's arts community.

Potential Lead Partners: CCI

Potential Supporting Partners: DMOs, local and Tribal governments, local arts and performance organizations

Arts and Creative Industries 9

Develop and Promote Community Arts Guides

A Community Arts Guide can be a valuable resource for directing visitors to local art events, galleries, and artists' studios. This strategy focuses on the creation and distribution of detailed guides that spotlight regional art happenings and artistic venues, empowering both residents and visitors to fully explore and appreciate the diversity of artistic expression in Colorado. These guides will promote greater engagement with the arts, drive traffic to local art venues, and support the economic sustainability of artists and art organizations.

Tactics and Resources:

- Create an inventory of community attractions featuring local arts
- Collaborate with local artists and galleries to develop content
- Design and distribute a community arts guide
- Apply for CTO competitive grants and co-ops

Key Performance Indicators:

- Number of destinations to develop community art guides
- Number of community art guides distributed

Role of the Tourism Industry: Participate in the creation and dissemination of Community Arts Guides.

Potential Lead Partners: CTO, CCI

Potential Supporting Partners: DMOs, local and Tribal governments, local arts and performance organizations

Arts and Creative Industries 10

Integrate Art into Outdoor Recreation

Integrating art into outdoor recreation spaces offers a unique opportunity to blend Colorado's natural beauty with creative expression. Through "art in the parks" partnerships among Colorado's 48 state parks, public land management agencies, and regional arts organizations, this strategy seeks to place art and music installations in parks, open spaces, and along trails. These installations enhance the aesthetic appeal of outdoor spaces and encourage deeper engagement with the environment and local culture.

Tactics and Resources:

- Identify strategic locations
- Engage local artists to consult on installations
- Develop themed art installations
- Apply for a CCI Colorado Creates grant

Key Performance Indicators:

- Number of state parks with public art
- Number of artists commissioned to develop public art
- Number of earned media articles that feature public art in state parks

Role of the Tourism Industry: Support and promote the integration of art into outdoor recreation areas.

Potential Lead Partners: CCI

Potential Supporting Partners: CPW, GOCO, DMOs, CTO, local and Tribal governments, local arts and performance organizations





Tourism Resource 6:

Local Tourism Businesses and Organizations

Local tourism businesses and organizations form the backbone of the tourism industry and are central to Colorado's competitive position as a leading, year-round destination. By offering unique experiences and necessary services, these businesses boost community vitality, drive economic growth, create jobs, and enhance residents' quality of life. Whether it's a boutique hotel or a family-owned restaurant showcasing regional cuisine, such establishments contribute to the distinctive charm of Colorado's diverse destinations. DMOs play an important role in promoting tourism, managing visitor impact and supporting local businesses. Strengthening these organizations and supporting Colorado entrepreneurs present opportunities for a multi-stakeholder approach to maintaining the cultural, economic, environmental, and aesthetic integrity of Colorado's destinations.



Goal: Strengthen the local economy through tourism advancing broad-based benefits that enhance local entrepreneurship and foster sustainable growth for Colorado residents across all sectors.

Objective: By 2035, the number of local tourism businesses and tourism organizations will increase by 20%.

Strategies

Local Tourism Businesses and Organizations 1

Provide Support to Rural Tourism Organizations

Colorado's rural destinations often face challenges due to limited financial and human resources, hindering effective tourism development and marketing efforts. However, tourism offers significant economic potential for these areas. To strengthen resilience and enhance visitor appeal, the CTO and OEDIT's Rural Opportunity Office are committed to supporting rural tourism organizations. This includes access to resources, data, and partnerships focused on sustainable development, management, and marketing.

Tactics and Resources:

- Develop and conduct training and capacity-building programs
- Utilize the CTO's Destination Development programs
- Leverage ROO Rural Technical Assistance program and OEDIT programs including Rural Jump-Start, Enterprise Zones, Just Transition Funding, Skill Advance Colorado Job Training grants

Key Performance Indicators:

- Number of rural destination partners participating in the CTO Destination Development programs
- Number of rural destination partners reporting increased organizational capacity and/or new sustainable funding mechanisms implemented

Role of the Tourism Industry: Volunteer time and resources to collectively engage with CTO and OEDIT support.

Potential Lead Partners: CTO

Potential Supporting Partners: DOLA, CADMO, ROO

Local Tourism Businesses and Organizations 2

Strengthen Destination Management/Marketing Organizations Across the State

As the tourism landscape evolves, DMOs require robust support to adapt and thrive. Enhancing their capacity to develop sustainable organizational structures and secure funding is essential. The Colorado Association of Destination Marketing Organizations advocates for DMOs statewide and supports their need for expanded funding and strategic growth. This strategy emphasizes empowering DMOs with the tools and knowledge necessary to effectively manage and market their destinations, strengthening Colorado's tourism sector.

Tactics and Resources:

- Conduct professional development and training programs
- Share DMO best practices and resources
- Utilize the CTO's Destination Development programs
- Create a destination-specific CTO Learning Lab

Key Performance Indicators:

- Number of destination partners participating in the CTO's Destination Development programs
- Number of destination partners reporting increased organizational capacity and/or new sustainable funding mechanisms implemented

Role of the Tourism Industry: Engage in local DMO programs and events, volunteer on the board, or support specific activities to foster collaboration and strengthen destination management.

Potential Lead Partners: CADMO

Potential Supporting Partners: CTO

Local Tourism Businesses and Organizations 3

Empower Tourism Entrepreneurs

Increasing awareness of essential resources for tourism entrepreneurs, such as the Colorado Business Resource Book and the Small Business Navigator offered by SBDC Network, nurtures local economic development and tourism entrepreneurship. These resources provide essential guidance for tourism entrepreneurs seeking to expand their businesses. Implementing this strategy involves a concerted effort to make these tools widely known and accessible to new and existing tourism entrepreneurs.

Tactics and Resources:

- Provide outreach and education to businesses
- Leverage these resources:
 - CO Business Resource Book
 - Small Business Navigator
 - Colorado SBDC Network

Key Performance Indicators:

- Number of tourism businesses participating in the SBDC's programs

Role of the Tourism Industry: Utilize, promote, or leverage resources available to entrepreneurs.

Potential Lead Partners: OEDIT, SBDC

Potential Supporting Partners: DMOs, Main Street partners, Startup Colorado, chambers of commerce, local economic development organizations

Local Tourism Businesses and Organizations 4

Provide Technical Assistance and Disaster Relief to Tourism Businesses

The SBDC's Small Business Accelerated Growth program and additional support services address critical business needs like digital marketing, online presence, legal compliance, disaster preparedness, and access to capital. These training and consultations are designed to enhance the competencies of tourism businesses, helping them navigate challenges and succeed in a competitive marketplace.



Tactics and Resources:

- Apply for OEDIT's Business Support division Small Business Accelerated Growth Program grants
- Leverage the following programs:
 - SBDC's one-on-one consulting support
 - Small Business Legal Assistance program
 - SBDC Disaster Relief Program

Key Performance Indicators:

- Number of tourism businesses participating in the SBDC's programs

Role of the Tourism Industry: Engage with and promote the wide array of support services available from the SBDC.

Potential Lead Partners: OEDIT, SBDC

Potential Supporting Partners: DMOs, Main Street partners, Startup Colorado, chambers of commerce, local economic development organizations

Local Tourism Businesses and Organizations 5

Support Minority Tourism Entrepreneurs

Offering support to minority tourism entrepreneurs is essential for cultivating a diverse and inclusive business environment. This involves providing access to specialized resources, mentorship, and funding programs tailored to address their unique challenges. Initiatives such as the Business Foundations Technical Assistance Program, Small Business Navigator, and the Colorado Startup Loan Fund can be leveraged, along with platforms like the Minority Business Directory, to support the growth and success of minority-owned businesses in Colorado's tourism sector.

Tactics and Resources:

- Apply for a Colorado Startup Loan fund
- Leverage these programs:
 - Business Foundations Technical Assistance program
 - Small Business Navigator
- Integrate minority businesses on these platforms:
 - Inclusive Guide
 - Minority Business Directory
 - Black Heritage Trail App

Key Performance Indicators:

- Number of minority tourism entrepreneurs supported through targeted resources and programs
- Increase in businesses featured on dedicated platforms

Role of the Tourism Industry: Encourage partnerships and patronage of minority-owned businesses and utilize resources such as the Minority Business Directory to discover potential suppliers and partners.

Potential Lead Partners: OEDIT Minority Business Office

Potential Supporting Partners: OEDIT SBDC, DMOs, chambers of commerce, local economic development organizations

Local Tourism Businesses and Organizations 6

Promote Employee Ownership for Tourism Entrepreneurs

There is a need for more business succession planning in the tourism industry, and empowering tourism entrepreneurs with the knowledge and tools to adopt employee ownership models is a potential solution. By facilitating the transition to employee ownership, businesses can help ensure longevity, job preservation, and shared economic prosperity. The Colorado Employee Ownership Office (CEO) offers comprehensive support, education, and funding opportunities to guide businesses through this transformation.

Tactics and Resources:

- Provide outreach and education to tourism businesses
- Leverage available guidance and consultation services through CEO
- Compile and distribute success stories and case studies

Key Performance Indicators:

- Number of tourism businesses transitioning to employee ownership models with the support of CEOO

Role of the Tourism Industry: Explore and consider transitioning to employee ownership models to help ensure business continuity and preserve local jobs.

Potential Lead Partners: CEOO

Potential Supporting Partners: DMOs, industry associations

Local Tourism Businesses and Organizations 7

Support Cannabis Entrepreneurs in Tourism

Supporting cannabis entrepreneurs in tourism diversifies Colorado's economy and integrates an emerging sector into the broader tourism industry. By providing resources and fostering partnerships, cannabis businesses can offer experiences tailored to a growing demographic of travelers interested in cannabis-related activities and products. OEDIT's Cannabis Business Office (CBO) plays a pivotal role in this integration, offering technical assistance, access to capital, and programs focused on business development and growth, specifically supporting social equity licensees.

Tactics and Resources:

- Increase partnerships through outreach and education to businesses
- Develop success stories and case studies that show a responsible link between tourism and cannabis
- Leverage CBO programs

Key Performance Indicators:

- Number of partnerships between tourism organizations and cannabis entrepreneurs

Role of the Tourism Industry: Collaborate with cannabis entrepreneurs and explore innovative tourism experiences that comply with regulations.

Potential Lead Partners: CBO

Potential Supporting Partners: DMOs, industry associations, chambers of commerce, local economic development organizations



Local Tourism Businesses and Organizations 8

Attract Film and Television Shoots to Colorado's Tourism Destinations

Attracting film and television productions to Colorado's tourism destinations can boost the state's visibility and economic vitality. The state can showcase its unique landscapes and lesser-known attractions globally by leveraging the Colorado Office of Film, Television and Media's (COFTM) suite of film incentives, educational programs, and support services. This strategy stimulates local economies through job creation and increased tourism while showcasing diverse stories and perspectives.

Tactics and Resources:

- Promote film incentives
- Provide location scouting assistance
- Showcase locations that could be utilized for television and film
- Support the streamlining of permitting processes

Key Performance Indicators:

- Number of film and television shoots attracted to Colorado's tourism destinations through COFTM incentives and support services

Role of the Tourism Industry: Support the promotion of Colorado as a film-friendly destination by collaborating with COFTM to provide location scouting assistance, logistical support, and marketing of film-related tourism opportunities.

Potential Lead Partners: COFTM

Potential Supporting Partners: CTO, DMOs

Local Tourism Businesses and Organizations 9

Champion the Value of Tourism

In partnership with DMOs and municipalities, the CTO aims to raise awareness of tourism's significant economic contributions, such as job creation and tax benefits. By enhancing the understanding of tourism's positive impacts among local stakeholders and the broader community, this strategy seeks to foster widespread appreciation and support for the tourism sector. The focus is on effectively communicating the tangible benefits of tourism, encouraging community engagement, and enabling informed advocacy for the industry's growth and sustainability.

Tactics and Resources:

- Disseminate educational materials available on the value of tourism to facilitate communication campaigns
- Utilize a CTO Learning Lab online course
- Utilize the CTO's Destination Development programs
- Share the CTO's Value of Tourism video
- Utilize data from the Dean Runyan and Longwoods reports available from the CTO

Key Performance Indicators:

- Number of communication campaigns implemented to increase residents' and government officials' understanding of the value of tourism

Role of the Tourism Industry: Participate in educational initiatives and incorporate strategic messaging to articulate and promote the economic and social benefits of tourism to the broader community.

Potential Lead Partners: CTO

Potential Supporting Partners: DMOs, CADMO

Local Tourism Businesses and Organizations 10

Bolster Tribal Tourism through Strategic Partnerships

Enhancing tourism initiatives through strategic partnerships with Tribal governments and Native American tourism entrepreneurs supports both economic development and cultural preservation. Technical assistance along with CTO and OEDIT grant funding offers specialized training in destination development, stewardship, and marketing. These resources help empower Indigenous communities to share their rich cultural heritage while driving economic growth.

Tactics and Resources:

- Establish formal partnerships with Tribal governments
- Leverage technical assistance programs
- Apply for CTO and OEDIT grant funding
- Utilize the CTO's Destination Development programs

Key Performance Indicators:

- Number of tourism initiatives developed in partnership with Tribal governments and Native American tourism entrepreneurs

Role of the Tourism Industry: Collaborate with and support Indigenous communities in developing tourism experiences, and establish joint ventures and other partnerships to enhance Tribal tourism development.

Potential Lead Partners: CTO

Potential Supporting Partners: CCIA, OEDIT, local and Tribal governments, DMOs





Tourism Resource 7: Transportation

Colorado's extensive transportation network connects domestic and international destinations through airports, highways, buses, and trains. Denver International Airport (DEN) leads in sustainability with initiatives like sustainable aviation fuel (SAF), renewable energy, and waste diversion. To address increasing traffic congestion on Colorado's highways, especially along the front range, promoting alternative transportation options is essential. Encouraging car-free itineraries with shuttle services provided by CDOT can alleviate congestion. Additionally, expanding electric vehicle (EV) charging stations along Colorado's 26 Scenic and Historic Byways will enhance connectivity to historic sites and outdoor recreation, reinforcing the state's appeal as a premier sustainable travel destination.



Goal: Enhance public transportation options and encourage the use of public transport and travel to divert traffic from congested areas and promote environmentally friendly travel experiences.

Objective: By 2035, the number of travelers that use public bus or rail transportation will reach 25%.

Strategies

Transportation 1

Increase Availability of Eco-Friendly Transit Methods

Advancing eco-friendly transit methods across Colorado helps to reduce the environmental footprint of tourism and promotes sustainable travel. This strategy involves increasing the visibility of sustainable options such as electric buses, electric car rentals, car-sharing programs, public transportation, and bike rentals. This effort contributes to the reduction of greenhouse gas emissions and encourages health and wellness through more active and sustainable travel options.

Tactics and Resources:

- Apply for CDOT Office of Innovative Mobility (OIM) grants to:
 - Increase bike rental and sharing stations
 - Expand electric bus services
 - Create new bike lockers
 - Establish new transportation management organizations (TMOs)
 - Address gaps in existing transportation demand management approaches and programming
- Connect with the CTO's public relations team to generate earned media
- Expand content related to eco-friendly transit on Colorado.com

Key Performance Indicators:

- Number of tourism organizations involved in CDOT Office of Innovative Mobility (OIM) initiatives
- Increase in bike rental and sharing stations
- Increase in bike lockers
- Number of EV car rentals

Role of the Tourism Industry: Actively promote and integrate eco-friendly transportation options into tourism services.

Potential Lead Partners: Local governments

Potential Supporting Partners: CDOT, CTO, DMOs, CAST, OIM, I-70, Colorado Scenic and Historic Byways program, local climate action collaboratives, Bicycle Colorado

Transportation 2

Develop Comprehensive Transportation Connections

Comprehensive transportation connections address the ‘last mile’ challenge, linking major hubs with travelers’ final destinations. Despite often being the shortest leg of a journey, this segment can be problematic in terms of accessibility, convenience, and efficiency. This strategy aims to create direct links between major transit hubs and key tourist locations, ensuring accommodations are easily accessible without the need for personal vehicle rental.

Tactics and Resources:

- Apply for the following grants:
 - CDOT’s Multimodal Transportation and Mitigation Options Fund
 - Federal transportation infrastructure grants
- Leverage the Transportation Alternative program for projects that enhance non-motorized forms of transportation



Key Performance Indicators:

- Number of local transportation projects that link major transit hubs and tourist locations

Role of the Tourism Industry: Collaborate in enhancing and promoting comprehensive transportation networks that enable travelers to enjoy Colorado’s attractions without the need for rental cars.

Potential Lead Partners: Local governments

Potential Supporting Partners: CDOT, DMOs, CAST, I-70 Coalition, Colorado Association of Transit Agencies, Colorado Scenic and Historic Byways program, Colorado Public Utilities Commission, COTREX and All Trails apps

Transportation 3

Raise Awareness and Ridership of Bustang, Snowstang, and Pegasus Services

Elevating visitor awareness of public transportation options can reduce traffic and congestion caused by overreliance on private vehicle travel. CDOT's Interregional Express bus service connects travelers along the I-25 Front Range and I-70 Mountain Corridors. By integrating Bustang, Snowstang and Pegasus services, this strategy supports reliable transit alternatives on key routes. Targeted awareness campaigns with accommodation providers and booking sites aim to inform tourists about the benefits and availability of public transit.

Tactics and Resources:

- Conduct targeted marketing campaigns
- Connect with the CTO's public relations team to amplify promotion
- Develop partnerships with accommodation providers
- Integrate information on transportation options with booking platforms
- Apply for CTO competitive grants for marketing alternative transportation options
- Utilize the CTO's Destination Development programs

Key Performance Indicators:

- Number of people using CDOT's Bustang, Snowstang, and Pegasus services during peak travel times
- Number of visitors utilizing rail travel as part of their Colorado itinerary
- Awareness of Bustang, Snowstang, and Pegasus services

Role of the Tourism Industry: Support and amplify awareness campaigns that promote public transportation options to visitors, especially with the *Do Colorado Right* campaign, contributing to reduced traffic congestion.

Potential Lead Partners: CTO

Potential Supporting Partners: CDOT, DMOs, CAST, I-70 Coalition, Colorado Hotel and Lodging Association (CHLA), short-term rentals, Colorado Ski Country, Vail Resorts

Transportation 4

Encourage Rail Travel for Visitors

By integrating rail options into travel planning platforms and collaborating with Amtrak and Rocky Mountaineer to offer and market tourist-friendly packages, this strategy aims to make rail travel an attractive choice for those seeking unique and low-impact ways to experience the state. The tourism industry can support efforts aimed at expanding rail travel within Colorado, thus broadening transportation choices for both visitors and local communities. The desired outcome includes a rise in rail travel usage by visitors, leading to decreased road congestion and a positive impact on the environment by lowering the overall carbon footprint.

Tactics and Resources:

- Develop partnerships with rail providers
- Integrate information on rail travel with booking platforms
- Conduct promotional campaigns

- Utilize the CTO's public relations team to amplify promotion
- Apply for CTO competitive grants or co-ops for marketing rail travel
- Utilize the CTO's Destination Development programs

Key Performance Indicators:

- Number of visitors utilizing rail travel as part of their Colorado itinerary

Role of the Tourism Industry: Actively promote rail travel packages and options to visitors.

Potential Lead Partners: CTO

Potential Supporting Partners: CDOT, DMOs, Amtrak, Rocky Mountaineer

Transportation 5

Upgrade Pedestrian and Bike Pathways

Expanding pedestrian and bike infrastructure is essential for promoting sustainable transportation and ensuring safety for bicyclists and pedestrians. By enhancing pathways, supporting bike-sharing programs, and showcasing bike-friendly destinations, walking and biking will be more appealing and safer for both visitors and residents. Additionally, promoting Colorado's bike culture encourages visitors to consider cycling as part of their vacation.



Tactics and Resources:

- Develop infrastructure to improve the quality of bike paths
- Implement safety improvements as needed
- Create and promote bike-sharing programs
- Develop campaigns around the promotion of bike culture within communities
- Leverage CDOT's Multimodal Transportation and Mitigation Options fund, Transportation Alternative program, and Revitalizing Main Streets program

Key Performance Indicators:

- Number of pedestrian and bike pathway infrastructure projects
- Number of pedestrian and vehicle accidents
- Number of bicycle and vehicle accidents

Role of the Tourism Industry: Support the enhancement of bike and pedestrian pathways and promote non-motorized transportation options to visitors.

Potential Lead Partners: Local governments

Potential Supporting Partners: CTO, CDOT, DMOs, Bicycle Colorado, Main Street partners

Transportation 6

Promote Carpooling for Tourism

Promoting carpooling (defined as two or more people sharing a ride) is essential for reducing traffic congestion and vehicle numbers. This strategy focuses on increasing education among residents and visitors about the environmental and practical benefits of carpooling. Some destinations have carpool-only rows in parking lots to encourage ride-sharing. Emphasis is placed on carpooling during peak tourism seasons and in high-traffic areas to manage traffic and enhance the visitor experience.

Tactics and Resources:

- Develop online carpooling platforms
- Create awareness campaigns
- Incentivize carpooling
- Collaborate with events
- Install signage that educates and informs residents and visitors about carpooling benefits and incentives

Key Performance Indicators:

- Number of town and resort carpool parking programs established

Role of the Tourism Industry: Promote carpooling opportunities and incentives to visitors.

Potential Lead Partners: DMOs

Potential Supporting Partners: Local and Tribal governments, I-70 Coalition, CTO

Transportation 7

Implement and Incentivize Congestion Reduction Measures

This strategy focuses on reducing traffic congestion and enhancing the visitor experience during peak travel times by implementing effective transportation demand management solutions. Targeted awareness campaigns can help promote the benefits of car-free travel, highlight the availability of public transport, and encourage the use of CDOT's digital transit tools. By incentivizing carpooling and public transit usage, these options become more attractive and accessible for visitors, contributing to a smoother and more sustainable travel experience throughout the state.



Tactics and Resources:

- Develop awareness campaigns to promote public transit and carpooling
- Promote carpooling and public transit through incentives by tourism partners
- Promote transit services and benefits of car free travel
- Evaluate and implement timed entry systems where needed
- Promote CDOT's Digital Transit Tools to visitors
- Leverage CDOT's OIM programs
- Apply for Transportation Demand Management grants

Key Performance Indicators:

- Reduction in traffic volume
- Usage rates of transit apps

Role of the Tourism Industry: Partner with local authorities to support and promote congestion reduction measures and use of digital transit tools.

Potential Lead Partners: Local governments

Potential Supporting Partners: CDOT, DMOs, CAST, I-70 Coalition, USFS, NPS, DNR, Colorado Ski Country, Vail Resorts, Colorado Scenic and Historic Byways Program

Transportation 8

Create Parking Solutions

Addressing parking challenges with innovative solutions can help mitigate land use impacts and alleviate traffic congestion, particularly in more tourism-dependent communities. Managed parking strategies, including demand-based pricing and incentives for carpooling, alongside the construction of environmentally friendly parking structures, can improve the efficiency of parking for visitors and contribute to the environmental sustainability of tourist destinations.

Tactics and Resources:

- Conduct an assessment of parking needs
- Identify suitable locations for additional parking
- Implement demand-based pricing structures to adjust rates based on user demand to maximize occupancy
- Develop public-private partnerships to combine resources and innovation from both sectors to create efficient and scalable solutions

Key Performance Indicators:

- Number of environmentally friendly parking structures built
- Revenue generated from dynamic pricing models
- Changes in congestion levels in areas where parking solutions have been implemented

Role of the Tourism Industry: Play an active role in supporting and implementing parking solutions and advocate for parking availability for residents.

Potential Lead Partners: Local governments

Potential Supporting Partners: CDOT, DMOs, CAST, I-70 Coalition, USFS, NPS, DNR, Colorado Ski Country, Vail Resorts

Transportation 9

Prioritize Inclusive Transportation Accessibility

Upgrading transportation services to be fully accessible to all individuals enhances the inclusivity of Colorado's travel experiences. By incorporating features such as wheelchair ramps, audio guides, multi-lingual, and braille signage, Colorado aims to help more visitors enjoy access to the state's attractions. This strategy emphasizes the need for a transportation network that respects diversity and fosters inclusivity.

Tactics and Resources:

- Conduct accessibility audits
- Upgrade facilities where needed
- Train staff on accessibility and inclusivity
- Leverage CDOT's Multimodal Transportation and Mitigation Options Fund and Colorado Fund for People with Disabilities

Key Performance Indicators:

- Percentage of transportation services with accessibility features
- Visitor satisfaction with transportation accessibility

Role of the Tourism Industry: Partner with the agencies responsible for making transportation options more accessible, encouraging more inclusive features and services.

Potential Lead Partners: Civil Rights and Business Resource Center

Potential Supporting Partners: Local governments, Colorado Disability Funding Committee, Colorado Fund for People with Disabilities, DMOs, Colorado Scenic and Historic Byways program

Transportation 10

Expand Electric Vehicle Infrastructure

Expanding EV infrastructure is essential to meet the rising demand among both residents and visitors. Increasing the number of EV charging stations along key byways and within communities statewide will make electric car travel more accessible and convenient. This expansion, in support of the Colorado Electric Byways program, will accommodate more EV drivers and encourage both visitors and residents to consider electric vehicles as a viable transportation option.

Tactics and Resources:

- Identify strategic locations for expansion
- Integrate with planning policies
- Promote EV usage and charging stations
- Apply for Colorado's Energy Office Charge Ahead Colorado grant program that provides funding for community-based Level 2 (L2) and direct current (DC) fast-charging stations
- Utilize OEDIT's Colorado Electric Byways Tourism Toolkit

Key Performance Indicators:

- Number of EV charging stations installed across the state
- Awareness campaigns promoting locations of chargers
- Number of electric byways

Role of the Tourism Industry: Provide and promote EV charging stations within your community.

Potential Lead Partners: Colorado Energy Office

Potential Supporting Partners: CDOT, CTO, Colorado Scenic and Historic Byways program, DMOs, local governments





Tourism Resource 8:

Agriculture, Food, and Liquid Arts

What we eat and drink during our travels offers insight into a place's culture, history, and traditions, enriching the tourism experience. Exploring culturally diverse culinary experiences, such as ancient grains, Tribal traditions, and local cuisines, deepens our connections to a community's heritage. Beyond providing the food and beverages enjoyed by visitors, agriculture forms the very fabric of experiences from farm and dude ranch visits to brewery and winery tasting tours. By supporting local food systems, farmers, and cultural traditions, we enhance the authenticity of tourism and strengthen food security through local production. The opportunity exists to highlight and elevate agriculture and food as key attractions in Colorado's tourism industry.



Goal: Foster the stewardship of Colorado's vibrant agriculture and liquid arts industry through training, recognition, and development while celebrating and preserving Colorado's culinary heritage.

Objective: By 2035, the number of travelers who report to have tried local food or liquid arts while visiting will increase to 50%.

Strategies

Agriculture, Food, and Liquid Arts 1

Safeguard and Celebrate Culinary Traditions

Partnering with local communities and culinary experts, this strategy celebrates traditional recipes and cooking methods to highlight and preserve culinary heritage. It also encourages contemporary interpretations to elevate Colorado's dining experiences, enhancing its reputation as a culinary hotspot. By safeguarding these traditions, Colorado honors its past while paving the way for future innovation in the food scene.

Tactics and Resources:

- Partner with culinary schools to preserve and document traditional recipes
- Develop documentary projects to highlight and celebrate culinary traditions
- Organize chef exchange programs and culinary competitions to raise the profile of Colorado's food scene
- Utilize the CTO's Destination Development programs

Key Performance Indicators:

- Number of local chefs, restaurants, or dishes receiving recognition, awards or media coverage for contemporary interpretations of traditional cuisine
- Number of partnerships between communities and culinary experts
- Increase in economic benefits to local artists, farmers, and food producers resulting from an increase in demand for traditional ingredients and products

Role of the Tourism Industry: Embrace and promote Colorado's culinary heritage within the tourism sector, engaging visitors with traditional and innovative dining and drinking experiences that highlight the state's rich culinary culture.

Potential Lead Partners: DMOs

Potential Supporting Partners: CTO, Colorado Department of Agriculture (CDA), History Colorado, Colorado Agritourism Association (CAA), Colorado Restaurant Association and Foundation

Agriculture, Food, and Liquid Arts 2

Promote Colorado as a Culinary Destination

This strategy aims to spotlight Colorado's rich farm-to-table culture and diverse culinary attractions through targeted marketing campaigns. By showcasing the state's food and liquid arts, it emphasizes the connection between agriculture and dining while establishing food as a unique point of differentiation for Colorado.

Tactics and Resources:

- Develop collaborative marketing campaigns
- Support and/or host signature culinary events
- Engage food influencers and food critics
- Utilize Colorado.com to promote culinary attractions
- Develop and promote culinary experiential packages
- Apply for CTO competitive grants or co-ops to market culinary attractions
- Connect with the CTO's PR team to amplify promotion

Key Performance Indicators:

- Reach and impressions of marketing campaigns
- Number of pageviews on Colorado.com related to local cuisine or liquid arts
- Number of culinary packages and thematic trails developed

Role of the Tourism Industry: Promote Colorado's unique farm-to-table experiences and locally sourced cuisine to position the state as a top culinary destination.

Potential Lead Partners: CTO

Potential Supporting Partners: DMOs, CDA, CAA, Colorado Restaurant Association and Foundation

Agriculture, Food, and Liquid Arts 3

Engage Culinary Experts for Global Exposure

Colorado's culinary heritage can be showcased on a wider scale by engaging culinary experts. Partnerships with notable chefs, food writers, and culinary content developers can highlight the state's diverse and rich culinary offerings. These collaborations will elevate Colorado's status as a top culinary destination and attract food enthusiasts from around the globe.

Tactics and Resources:

- Support and/or host master classes and workshops
- Develop a culinary ambassador program
- Organize collaborative culinary events between local restaurants and chefs, farmers, culinary schools, breweries, wineries, food and travel content creators, and DMOs
- Conduct media tours and press trips to develop articles and features in influential food and travel publications
- Utilize Colorado.com to showcase partnerships with culinary experts
- Develop an online culinary content series to share stories and behind-the-scenes insights into local cuisine, farming practices, and food production
- Celebrate excellence through culinary awards and recognition
- Connect with the CTO's PR team to amplify promotion



Key Performance Indicators:

- Reach and impressions of marketing campaigns
- Number of pageviews on Colorado.com related to Colorado cuisine
- Number of partnerships with chefs and culinary experts

Role of the Tourism Industry: Collaborate with culinary experts and influencers to showcase Colorado's culinary heritage.

Potential Lead Partners: CTO

Potential Supporting Partners: DMOs, CDA, CAA, Colorado Restaurant Association and Foundation

Agriculture, Food, and Liquid Arts 4

Support Culinary Festivals and Events

Festivals and events strengthen community ties and highlight Colorado's rich food culture. DMOs can collaborate with local communities to organize culinary events and festivals that celebrate local culinary traditions while generating economic benefits. Thoughtful planning and collaboration can showcase a destination's unique flavors and culinary heritage, fostering local pride and providing authentic experiences for visitors.

Tactics and Resources:

- Collaborate with community members to develop a festival event calendar
- Conduct marketing and promotion of events
- Develop tourism packages with industry partners focused on festivals and events
- Leverage CTO's Destination Development programs to identify culinary assets that can be used for event opportunities

Key Performance Indicators:

- Number of culinary festivals and events celebrating local agriculture and food traditions
- Attendance at events

Role of the Tourism Industry: Support and actively participate in the organization of community-supported culinary festivals and events.

Potential Lead Partners: DMOs

Potential Supporting Partners: CTO, CDA, CAA, Colorado Restaurant Association and Foundation, local restaurants and chefs

Agriculture, Food, and Liquid Arts 5

Create Immersive Culinary Tourism Itineraries

Thematic culinary tourism itineraries can help travelers discover Colorado's agritourism, culinary, and liquid arts experiences. These itineraries can serve as a roadmap to Colorado's finest food and drink destinations, from farm-to-table dining to brewery tours, helping travelers navigate through a destination's highlights and hidden gems.

Tactics and Resources:

- Develop thematic itineraries with local businesses
- Conduct marketing and promotion of itineraries
- Apply for CTO competitive grants or co-ops
- Utilize the CTO's Destination Development programs

Key Performance Indicators:

- Number of itineraries developed and promoted
- Reach and impressions of marketing campaigns

Role of the Tourism Industry: Collaborate to create itineraries that showcase the destination's top culinary attractions.

Potential Lead Partners: CTO

Potential Supporting Partners: DMOs, industry associations, restaurants, hotels



Agriculture, Food, and Liquid Arts 6

Advance the Development of Agritourism

Agritourism diversifies income for farmers, promotes rural development, increases education about agriculture, fosters sustainable tourism practices, and enhances local economies by attracting visitors to rural areas. This strategy supports communities in developing agritourism attractions and preparing farmers and producers for the tourist market. Training programs on the CTO Learning Lab platform focus on culinary and agritourism to enhance the capabilities of local agricultural entrepreneurs. The Colorado SBDC Network also offers business development assistance to transform agricultural operations into visitor attractions.

Tactics and Resources:

- Leverage the CTO Learning Lab platform for increased education
- Apply for CTO competitive grants and co-ops to develop agritourism offerings and promotional campaigns
- Utilize the CTO's Destination Development programs
- Apply for OEDIT's Business Support division Small Business Accelerated Growth Program grants

Key Performance Indicators:

- Number of agritourism businesses supported
- Number of new agritourism experiences created

Role of the Tourism Industry: Utilize the resources available through CTO and other state programs to develop more agritourism businesses.

Potential Lead Partners: CTO

Potential Supporting Partners: DOLA, SBDC, CADMO, ROO

Agriculture, Food, and Liquid Arts 7

Enhance Agritourism Signage and Routes

Installing directional and interpretive signage along designated agritourism routes can raise awareness among visitors about Colorado's agricultural, food, and liquid arts attractions. These enhancements make agritourism sites more accessible and informative while highlighting the importance of agriculture to Colorado's heritage and economy.

Tactics and Resources:

- Develop signage guidelines
- Identify signage locations
- Design and promote agritourism routes
- Invest in high-quality signage
- Apply for CTO competitive grants or co-ops
- Utilize the CTO's Destination Development programs

Key Performance Indicators:

- Number of new signs installed
- Increase in agritourism site visits

Role of the Tourism Industry: Support the development of agritourism signage and routes by collaborating with local governments and agricultural businesses

Potential Lead Partners: DMOs

Potential Supporting Partners: CDA, CDOT, CAA, local and Tribal governments

Agriculture, Food, and Liquid Arts 8**Promote Agritourism Offerings**

Enhancing the visibility of Colorado's agritourism experiences highlights the state's agricultural diversity, supports local economies, and preserves rural heritage. Promoting farm tours, food festivals, and farmers' markets connects visitors with authentic local experiences, bridging the gap between urban populations and rural communities. Comprehensive guides and curated itineraries will simplify the discovery of agritourism and culinary adventures, deepening the appreciation of Colorado's agricultural roots, encouraging sustainable tourism, and generating income for local farmers and communities.

Tactics and Resources:

- Develop agritourism guides
- Share agritourism guides locally and through the CTO



- Utilize the CTO's Destination Development programs
- Apply for CTO competitive grants and co-ops
- Connect with the CTO's PR team to amplify promotion

Key Performance Indicators:

- Number of communities to develop agritourism guides
- Increase in agritourism site visits

Role of the Tourism Industry: Support the development of agritourism, liquid arts, and food trail guides.

Potential Lead Partners: CTO

Potential Supporting Partners: CDA, CAA, DMOs, Colorado Dude and Guest Ranch Association

Agriculture, Food, and Liquid Arts 9

Elevate Local Agricultural Products

The tourism industry's ability to influence consumer choices offers a valuable opportunity to bolster Colorado's farming communities by promoting the purchase of local agricultural products. This strategy calls for a coordinated effort to connect tourism businesses with local farmers and ranchers, integrating more Colorado-grown products into restaurants, hotels, and tourist attractions.

Tactics and Resources:

- Establish partnerships between local farms and tourism-related businesses
- Conduct marketing and promotion
- Organize networking events to connect businesses with agricultural producers
- Connect with the CTO's PR team to amplify promotion



Key Performance Indicators:

- Increase in sales of local agricultural products
- Number of partnerships between tourism businesses and farmers/ranchers
- Increase in local products used in tourism businesses

Role of the Tourism Industry: Actively source and promote local agricultural products within tourism operations, encouraging visitors and residents to support Colorado's agricultural communities.

Potential Lead Partners: DMOs

Potential Supporting Partners: CDA, CAA, CTO

Broaden MICHELIN Guide Partnerships

Expanding the MICHELIN Guide partnership across more regions in Colorado aims to spotlight the state's widespread culinary achievements. By including additional destinations in this prestigious guide, Colorado can showcase its diverse and exceptional dining experiences, elevating the state's culinary profile globally and driving increased visitation.

Tactics and Resources:

- Identify new locations to expand the partnership
- Design and implement quality and enhancement programs to help raise standards
- Partner with food and travel media to generate coverage of the state's culinary scene
- Engage with food content creators and bloggers to review and promote local restaurants

Key Performance Indicators:

- Number of culinary establishments recognized in expanded MICHELIN Guide partnerships statewide

Role of the Tourism Industry: Through promoting restaurants and developing strong networks of high-quality local suppliers, support the expansion of MICHELIN Guide partnerships to elevate Colorado's culinary reputation.

Potential Lead Partners: CTO

Potential Supporting Partners: DMOs, Colorado Restaurant Association and Foundation, chambers of commerce, local governments





Tourism Resource 9: **Tourism Workforce**

The workforce is the backbone of Colorado's tourism industry, shaping traveler experiences and contributing to the state's sustainability. From ski lift operators and tour guides to waitstaff and transportation providers, each worker enhances the quality of Colorado tourism through exceptional service and the promotion of responsible behavior. Their dedication, expertise, and passion create memorable moments for visitors. To sustain a satisfied and effective workforce that drives economic growth, it is important for the industry to build the brand of working in tourism, provide ongoing training opportunities, and address community challenges such as affordable housing and childcare. Investing in these solutions underscores the vital role of a skilled and motivated workforce for the tourism industry's continued prosperity and competitiveness.



Goal: Foster a resilient, skilled, and diverse tourism workforce that is fairly compensated and equipped to positively impact Colorado's tourism industry, while addressing key challenges such as affordable housing and childcare.

Objective: By 2035, the number of tourism businesses that report workforce challenges will reduce by 20%.

Strategies

Tourism Workforce 1

Develop Industry-Focused Workforce Strategies

Each community in Colorado faces unique challenges in attracting, retaining, and training their tourism workforce. Addressing these challenges requires industry stakeholders to collaborate with public and private entities involved in workforce development to create tailored approaches. These partnerships bring together tourism businesses to identify workforce priorities and develop stronger collaborations with workforce development programs to meet the tourism industry's needs.

Tactics and Resources:

- Organize stakeholder collaboration forums
- Develop and implement training programs tailored to the specific needs of the tourism sector
- Establish formal partnerships between tourism businesses and local educational institutions

Key Performance Indicators:

- Number of tourism businesses participating in workforce development programs
- Number of tourism workforce strategies developed
- Number of new partnerships between tourism businesses and local educational institutions established

Role of the Tourism Industry: Support and promote comprehensive programs that prepare the tourism workforce for current and future industry challenges.

Potential Lead Partners: DMOs

Potential Supporting Partners: CTO, industry associations, Colorado Community Colleges System (CCCS), Colorado Department of Labor and Employment (CDLE), Colorado Workforce Development Council (CWDC)

Tourism Workforce 2**Strengthen Industry Collaboration with the Colorado Community College System**

Challenges in the tourism industry can be mitigated in part by launching a comprehensive workforce development program that offers tailored training and certification for current and aspiring tourism professionals. The CCCS is a national leader in providing workforce incentives, customized training, industry-recognized credentials, and apprenticeship programs. This strategy aims to strengthen collaboration between the tourism industry and CCCS, developing a knowledgeable and skilled workforce aligned with Colorado's commitment to responsible tourism. This approach will enhance the state's economic health through increased employment opportunities and business expansion.

Tactics and Resources:

- Leverage these programs:
 - CCCS Colorado First and existing industry job training grant programs
 - Apprenticeship programs
 - Colorado Career Development Incentive program
- Develop industry-recognized credentials

Key Performance Indicators:

- Number of community colleges working or partnering with the tourism industry

Role of the Tourism Industry: Support the development and participation in CCCS's workforce training programs.

Potential Lead Partners: CCCS

Potential Supporting Partners: CTO, Colorado Restaurant Association and Foundation, CHLA, CDLE

Tourism Workforce 3

Share Solutions to Support Workforce Housing Challenges

Addressing the critical challenge of affordable housing, particularly in mountain communities, is essential for attracting and maintaining a sustainable tourism workforce. Collaborative efforts between local governments, housing authorities, and the tourism industry aim to create and implement affordable housing solutions. Recognizing the variety of innovative solutions being implemented across the state, it is important to facilitate the sharing of successful strategies and lessons learned between tourism communities.

Tactics and Resources:

- Identify and document tourism workforce housing development solutions
- Leverage DOLA's network of housing development specialists
- Apply for DOLA's gap funding for acquisition, rehabilitation and new construction projects

Key Performance Indicators:

- Number of new affordable housing solutions aimed at supporting the tourism workforce

Role of the Tourism Industry: Collaborate with local governments and housing authorities to advocate for and support the development of affordable housing solutions.

Potential Lead Partners: DOLA Division of Housing

Potential Supporting Partners: Local and Tribal governments, Colorado Housing and Financing Authority (CHFA)



Tourism Workforce 4

Implement Employer-Assisted Housing Programs

Implementing employer-assisted housing (EAH) programs can provide a strategic approach for tourism employers to support their year-round and seasonal employees' housing needs. By offering assistance such as down payment grants or loans, rental subsidies, and homeownership education, these programs help employees live closer to their workplaces, enhancing their well-being and retention.

Tactics and Resources:

- Leverage DOLA's network of housing development specialists who are available to assist local governments in creating EAH incentives

- Develop rental subsidy programs that offer financial support to employees securing affordable rental housing close to their jobs
- Provide down payment assistance, low-interest loans, or grants to help employees purchase homes near their workplaces
- Offer workshops on financial literacy and the home buying processes, empowering employees with the knowledge to pursue home ownership

Key Performance Indicators:

- Number of businesses offering employer-assisted housing programs

Role of the Tourism Industry: Partner with local governments to implement employer-assisted housing programs, providing essential support to employees in securing affordable housing near their workplaces.

Potential Lead Partners: Local governments

Potential Supporting Partners: Industry associations, CHFA, DOLA

Tourism Workforce 5

Promote Workforce Diversity and Inclusion

Promoting workforce diversity and inclusion within the tourism sector is crucial for fostering an environment where every employee feels valued and understood. This initiative focuses on developing and implementing recruitment strategies aimed at attracting a diverse range of candidates across all career stages, coupled with comprehensive training programs designed to promote diversity, inclusivity, and understanding within the workplace. The goal is to cultivate a more dynamic, inclusive tourism sector that appeals to and serves a broader spectrum of visitors.

Tactics and Resources:

- Develop targeted recruitment campaigns
- Implement inclusion training
- Establish mentorship and career development programs

Key Performance Indicators:

- Increase in the percentage of employees from underrepresented groups in the tourism sector year over year

Role of the Tourism Industry: Engage in initiatives that promote diversity and inclusion within the workforce to create a welcoming and innovative tourism environment.

Potential Lead Partners: CTO, industry associations, CADMO, DMOs

Potential Supporting Partners: CCCS, CWDC, chambers of commerce

Tourism Workforce 6

Foster Career Advancement in Tourism

The strategy aims to create a more engaged and skilled workforce, leading to higher job satisfaction and retention, which will elevate the quality of service in Colorado's tourism industry. Programs such as the CTO's Colorado Tourism Leadership Journey offer clear pathways for advancement and leadership development. Career advancement programs can include specialized training, mentorship, and development opportunities designed to equip employees with the necessary skills and experiences for upward mobility within the sector.

Tactics and Resources:

- Expand access to leadership programs
- Enhance training and development opportunities
- Create structured mentorship programs
- Participate in the Colorado Tourism Leadership Journey

Key Performance Indicators:

- Number of graduates in the CTO's Colorado Tourism Leadership Journey
- Number of new leadership and mentorship programs introduced in the industry
- Number of people participating in leadership or mentorship programs

Role of the Tourism Industry: Support the development and participation in career advancement programs to provide employees with opportunities for growth and development within the sector.



Potential Lead Partners: CTO, industry associations, CADMO, DMOs

Potential Supporting Partners: CCCS, CWDC

Tourism Workforce 7

Enhance Recognition for Tourism Professionals

Expanding awards and recognition programs for tourism industry workers is essential to spotlight and celebrate their exceptional contributions. Recognizing excellence in customer service, sustainability efforts, and community involvement encourages high performance across the sector. The expected outcome is a greater sense of pride and achievement among tourism workers, leading to enhanced service quality, a more sustainable tourism industry, and stronger community connections.

Tactics and Resources:

- Develop local award programs in communities
- Implement annual statewide recognition events
- Promote award winners in local and statewide media
- Nominate a business or individual for Governor's Awards for Outstanding Colorado Tourism Efforts

Key Performance Indicators:

- Number of awards given each year
- Reach and impressions from local media coverage
- Number of applications or award submissions received

Role of the Tourism Industry: Actively participate in and promote awards and recognition programs to celebrate and highlight the achievements of tourism professionals, fostering a culture of recognition and motivation across the industry.

Potential Lead Partners: CTO

Potential Supporting Partners: DMOs, industry associations, chambers of commerce

Tourism Workforce 8**Promote and Integrate Tourism Career Education in Schools**

Integrating tourism career education in grade school and high schools meets the need for greater exposure to the diverse career opportunities within the industry. Collaborating with educational institutions and nonprofit organizations across Colorado, this strategy aims to create curriculum modules and programs that showcase the dynamic roles in tourism, including management, hospitality, marketing, and sustainability. By introducing students to the potential of high-wage and fulfilling careers in tourism and emphasizing the importance of destination stewardship, the goal is to cultivate a skilled future workforce passionate about advancing the tourism sector.

Tactics and Resources:

- Develop collaborative educational programs
- Launch career awareness campaigns
- Implement mentorship and internship programs

Key Performance Indicators:

- Number of schools and nonprofit organizations promoting tourism as a career path
- Curriculum or degrees dedicated to tourism careers

Role of the Tourism Industry: Host school field trips and speak in student classrooms.

Potential Lead Partners: Colorado Department of Education, Colorado universities and colleges

Potential Supporting Partners: CTO, industry associations, Junior Achievement, CCCS, chambers of commerce

Tourism Workforce 9**Build the Brand of Working in Tourism**

This strategy seeks to improve the public perception and appeal of careers in the tourism sector through targeted marketing and strategic communications. This approach focuses on rebranding tourism jobs as rewarding, meaningful, and viable long-term career paths. By highlighting the diverse roles available—from adventure guides and culinary experts to hotel managers and marketing professionals—the strategy aims to attract a wide audience, including young job seekers, career changers, and professionals considering the tourism industry.

Tactics and Resources:

- Develop and launch a multimedia marketing campaign to highlight the career opportunities in tourism
- Partner with educational institutions
- Showcase personal stories of tourism professionals

Key Performance Indicators:

- Increase in the number of job applications received for tourism-related positions
- Decrease in tourism-related job vacancies

Role of the Tourism Industry: Participate in education campaigns and showcase careers in tourism.

Potential Lead Partners: Colorado Workforce Centers

Potential Supporting Partners: CTO, DMOs, industry associations, chambers of commerce

Tourism Workforce 10**Support Professional Development and Networking Events in the Industry**

Recognizing the importance of ongoing learning and industry connectivity, this strategy highlights the value of events such as the annual Colorado Governor's Tourism Conference and other regional/local tourism gatherings in fostering professional growth and strengthening the tourism community. By encouraging participation in these events, this strategy aims to support the professional development of individuals within the tourism sector, ensuring they are well-equipped with the latest trends, practices, and insights to effectively promote Colorado as a top travel destination and support destination stewardship.

Tactics and Resources:

- Enhance conference offerings
- Expand access to conference participation for young professionals
- Promote year-round industry networking opportunities
- Increase the number of statewide, regional or local tourism gatherings

Key Performance Indicators:

- Conference satisfaction levels by participants
- Number of first-time attendees
- Number of events dedicated to professional development or networking

Role of the Tourism Industry: Actively participate in and contribute to the Colorado Governor's Tourism Conference and other regional/local tourism conferences to leverage educational and networking opportunities.

Potential Lead Partners: CTO

Potential Supporting Partners: DMOs, industry associations, chambers of commerce





Tourism Resource 10: **Climate**

A healthy climate is essential for preserving biodiversity and sustainable ecosystems while safeguarding the well-being of present and future generations. Climate change, with its long-term shifts in temperatures and weather patterns, poses a significant threat to the tourism industry, which is both vulnerable to its effects and a contributor of greenhouse gas emissions. Of particular relevance to the ski industry in Colorado, climate change has reduced more variable natural snow and has increased snowmaking requirements and costs. Climate action



in tourism involves measuring and reducing greenhouse gas emissions, as well as mitigating the impacts of climate change. Opportunities for Colorado include encouraging sustainable practices such as energy efficiency and waste reduction, climate incentive guides to streamline access to rebates and grants, and sustainable aviation initiatives. Encouraging renewable energy adoption, low-emission transportation, electric off-highway vehicles, and EV rentals can help visitors reduce their impact. Educational resources and climate action initiatives will foster transparency and accountability within the industry.

Goal: Champion tourism practices that mitigate the industry's climate impact and adapt to changing environmental conditions to foster the long-term sustainability and resilience of Colorado's tourism sector.

Objective: By 2035, at least 500 tourism businesses will be participating in the Colorado Green Business Network committed to improving the efficiency and sustainability of their operations.

Strategies

Climate 1

Encourage Sustainable Tourism Business Practices

By collaborating with the Colorado Green Business Network and initiatives like Actively Green, this strategy aims to assist tourism businesses in adopting practices that enhance energy efficiency, waste reduction, and water conservation. By implementing these measures, Colorado's tourism industry not only reduces its environmental impact but also positions the state as a pioneer in sustainable tourism and climate action.

Tactics and Resources:

- Organize sustainability workshops and training
- Promote certification and recognition programs including the CGBN and other programs throughout the state (such as Actively Green)

Key Performance Indicators:

- Number of businesses participating in CGBN or similar program

Role of the Tourism Industry: Enroll in the CGBN or similar program and embrace sustainable practices by implementing energy efficiency, waste reduction, and water conservation measures.

Potential Lead Partners: CTO

Potential Supporting Partners: DMOs, CGBN, GSTC, Walking Mountains Science Center, chambers of commerce

Climate 2**Advance Sustainable Aviation Initiatives**

This strategy centers on expanding the adoption of sustainable aviation fuel technologies, aligning with Colorado's position as a leader in aviation innovation and greenhouse gas reduction. Through partnerships with research entities like the National Renewable Energy Laboratory (NREL) and initiatives focused on alternative aviation technologies, Colorado aims to establish a model for sustainable aviation on a national scale. This includes exploring battery-powered, hydrogen-fueled, and SAF-powered aircraft, supported by the development of necessary infrastructure and policy frameworks. This strategy also emphasizes the role of the tourism industry in educating travelers about sustainable aviation options, empowering them to make informed choices that contribute to reducing their carbon footprint when visiting.

Tactics and Resources:

- Establish research and development partnerships
- Launch pilot and demonstration projects
- Create more supportive policies and investments in infrastructure
- Develop campaigns to inform travelers about sustainable aviation options

Key Performance Indicators:

- Reduction in greenhouse gas emissions at DEN

Role of the Tourism Industry: Advocate for and inform travelers about sustainable aviation technologies and practices, including SAF, to reduce the environmental impact of air travel to and within Colorado.

Potential Lead Partners: Colorado Division of Aeronautics

Potential Supporting Partners: DEN, regional airports, NREL

Climate 3**Support Renewable Energy in the Tourism Sector**

The purpose of this strategy is to encourage tourism businesses to adopt renewable energy sources, including solar and wind power. This involves advocating for grid-tied utility programs and providing incentives for installing renewable energy systems. Collaborating with energy providers and leveraging available incentive programs, the Colorado Energy Office aims to facilitate this shift, thereby enhancing the sustainability of the tourism sector.

Tactics and Resources:

- Facilitate access to renewable energy solutions
- Develop and promote financial incentive programs
- Educate tourism operators about the benefits of renewable energy

Key Performance Indicators:

- Number of tourism businesses using renewable energy

Role of the Tourism Industry: Transition to renewable energy sources and participate in grid-tied utility programs, leveraging incentives for solar panels and wind turbines.

Potential Lead Partners: Colorado Energy Office

Potential Supporting Partners: Energy Smart Colorado, CTO, DMOs

Climate 4

Transition Tourism Fleets and Public Shuttles to Clean Energy

By adopting electric and low-emission vehicles, this strategy aims to significantly reduce the environmental impact of the transportation sector, particularly in high-traffic tourist areas. The shift towards clean energy not only supports Colorado's environmental goals but also enhances the overall visitor experience by promoting quieter, cleaner, and more efficient travel options. Ultimately, this initiative can contribute to a healthier, more sustainable environment and position Colorado as a leader in clean energy tourism transportation.



Tactics and Resources:

- Apply for CDPHE's Clean Fleet Transportation Network Companies grant program
- Apply for the Office of Innovative Mobility grant program

Key Performance Indicators:

- Percentage of tourism-related transportation fleets that have transitioned to electric or low-emission vehicles

Role of the Tourism Industry: Leverage state-provided grants and incentives to electrify transportation offerings and encourage local governments to transition public transportation to clean energy.

Potential Lead Partners: CDPHE, CDOT

Potential Supporting Partners: DMOs, local and Tribal governments

Climate 5

Promote Electric Off-Highway Vehicles

The increasing popularity of off-highway vehicles (OHVs) for recreational and adventure tourism in Colorado presents an opportunity to address their environmental impact. Given the lack of emissions regulations comparable to passenger cars, transitioning to electric off-highway vehicles (e-OHVs) becomes a critical step toward mitigating climate change contributions from the tourism sector. To support this shift, the Colorado Energy Office, in collaboration with manufacturers and industry stakeholders, can encourage the adoption of e-OHVs through incentive programs and promotional campaigns aimed at both tourism operators and travelers. A secondary benefit of promoting electric OHVs is the reduction in noise pollution as they are significantly quieter than their gas-powered counterparts.

Tactics and Resources:

- Develop financial incentives that reduce the cost barrier for purchasing electric OHVs
- Conduct educational campaigns and demonstration events to raise awareness of e-OHV options
- Apply for the Colorado Energy Office Clean Air Program grants

Key Performance Indicators:

- Number of e-OHVs registered and operating within Colorado's tourism sectors

Role of the Tourism Industry: Support the transition to electric off-highway vehicles by participating in incentive programs and promoting the use of e-OHVs in adventure tourism offerings.

Potential Lead Partners: Colorado Energy Office

Potential Supporting Partners: CTO, industry associations, Stay the Trail Colorado

Climate 6

Expand and Promote Electromobility Options for Visitors

To minimize the carbon footprint of travel in Colorado, it's crucial to expand and promote e-mobility options for visitors. This includes increasing the availability and visibility of EVs, e-bikes, and eco-friendly public transport solutions statewide, as detailed in the Transportation section of this plan. Collaborating with local municipalities, transportation providers, rental agencies, and tourism businesses will integrate these sustainable transportation methods into the visitor experience, enhancing convenience and appeal for choosing green travel options. Highlighting e-mobility in marketing materials and digital platforms will further incentivize visitors to embrace environmentally friendly modes of transport.

Tactics and Resources:

- Leverage CDOT's Multimodal Transportation and Mitigation Options Fund and Transportation Alternative program
- Utilize Colorado.com to provide information and promote electromobility options
- Connect with the CTO's public relations team to amplify promotion
- Utilize Colorado Electric Byways Tourism Toolkit

Key Performance Indicators:

- Value of investments made in e-mobility initiatives
- Articles on Colorado.com and in media

Role of the Tourism Industry: Promote and facilitate access to e-mobility options, including EV rentals, e-bike sharing programs, and eco-friendly public transportation, to enable visitors to explore Colorado in a more sustainable way.

Potential Lead Partners: Colorado Energy Office, CTO

Potential Supporting Partners: DMOs, local and Tribal governments, Colorado Scenic and Historic Byways program

Climate 7**Encourage Diverse, Climate-Adaptive Tourism Offerings**

Snowfall in Colorado fluctuates annually, increasingly influenced by climate change, resulting in unpredictable ski seasons for mountain resort communities. The state can diversify its tourism portfolio to include a broader range of activities that are not dependent on snow. By collaborating with local communities, tourism operators, and the CTO, the initiative seeks to identify and support the creation of alternative attractions and experiences that can thrive year-round and under different climatic scenarios.

Tactics and Resources:

- Develop year-round tourism attractions that do not depend on seasonal weather
- Develop marketing campaigns for alternative attractions
- Connect with the CTO's PR team to amplify promotion
- Utilize the CTO's Destination Development programs
- Apply for OEDIT's Business Support division Small Business Accelerated Growth program grants

Key Performance Indicators:

- Number of new climate-adaptive tourism activities and attractions developed and successfully launched each year
- Reach of promotional campaigns
- Number of visitors to climate-adaptive tourism activities



Role of the Tourism Industry: Promote and develop diverse tourism experiences that are resilient and adaptable to changing environmental conditions, enhancing the industry's appeal and sustainability.

Potential Lead Partners: CTO, OEDIT

Potential Supporting Partners: DMOs, industry associations, local and Tribal governments

Climate 8

Champion Natural Habitat Restoration

By engaging in reforestation, trail restoration, wetland preservation, and wildlife protection efforts, we strengthen our natural environment's resilience to climate change while safeguarding Colorado's ecological beauty and integrity. The RESTORE Colorado Program, in collaboration with GOCO, the National Fish and Wildlife Foundation (NFWF), and other partners, exemplifies a strategic approach to fund large-scale restoration projects in crucial habitats in Colorado. This strategy prioritizes enhancing watershed resilience, preserving grasslands, sagebrush rangelands, and protecting big-game habitats, supporting the vitality of our natural landscapes.

Tactics and Resources:

- Identify priority habitat restoration projects
- Organize and promote volunteer reforestation days
- Apply for the GOCO/Lottery RESTORE Colorado grant program

Key Performance Indicators:

- Number of acres of habitat restored
- Number of restoration projects completed annually

Role of the Tourism Industry: Participate in and promote restoration projects.

Potential Lead Partners: GOCO/RESTORE Colorado

Potential Supporting Partners: DMOs, local and Tribal governments, NFWF, Gates Family Foundation, DNR, CPW, CWCB

Climate 9

Facilitate the Creation of Destination-Specific Climate Action Plans

This strategy focuses on providing DMOs with essential tools and education to develop and implement tailored climate action plans. The goal is to empower DMOs to take the lead in sustainability practices, thereby fostering a coordinated effort across Colorado to effectively address the climate impact of the tourism industry.

Tactics and Resources:

- Develop a climate action toolkit
- Utilize the CTO's Destination Development programs to host climate planning workshops
- Leverage the Colorado Resiliency Office Communities program

Key Performance Indicators:

- Number of DMOs with implemented climate action plans

Role of the Tourism Industry: Support efforts to develop and implement climate action plans for your community.

Potential Lead Partners: CTO, Colorado Resiliency Office

Potential Supporting Partners: DMOs, local and Tribal governments, chambers of commerce

Encourage Climate Impact Mitigation and Reporting

By signing and committing to the United Nations (UN) Glasgow Declaration on Climate Action in Tourism, organizations can commit to aligning their climate goals with scientific recommendations and international agreements, aiming to halve emissions by 2030 and reach net-zero before 2050. Within a year of signing, businesses must develop and implement detailed climate action plans focusing on measurement, decarbonization, regeneration, collaboration, and financing. Public annual reporting on progress is required to provide transparency and accountability. With over 850 global organizations already participating, this declaration represents a unified commitment to climate action. The adoption of this declaration by Colorado's tourism industry would highlight the state's leadership in sustainable tourism and global climate action.

Tactics and Resources:

- Promote widespread UN Glasgow Declaration participation
- Support the development of climate action plans for businesses
- Sign and commit to the UN Glasgow Declaration

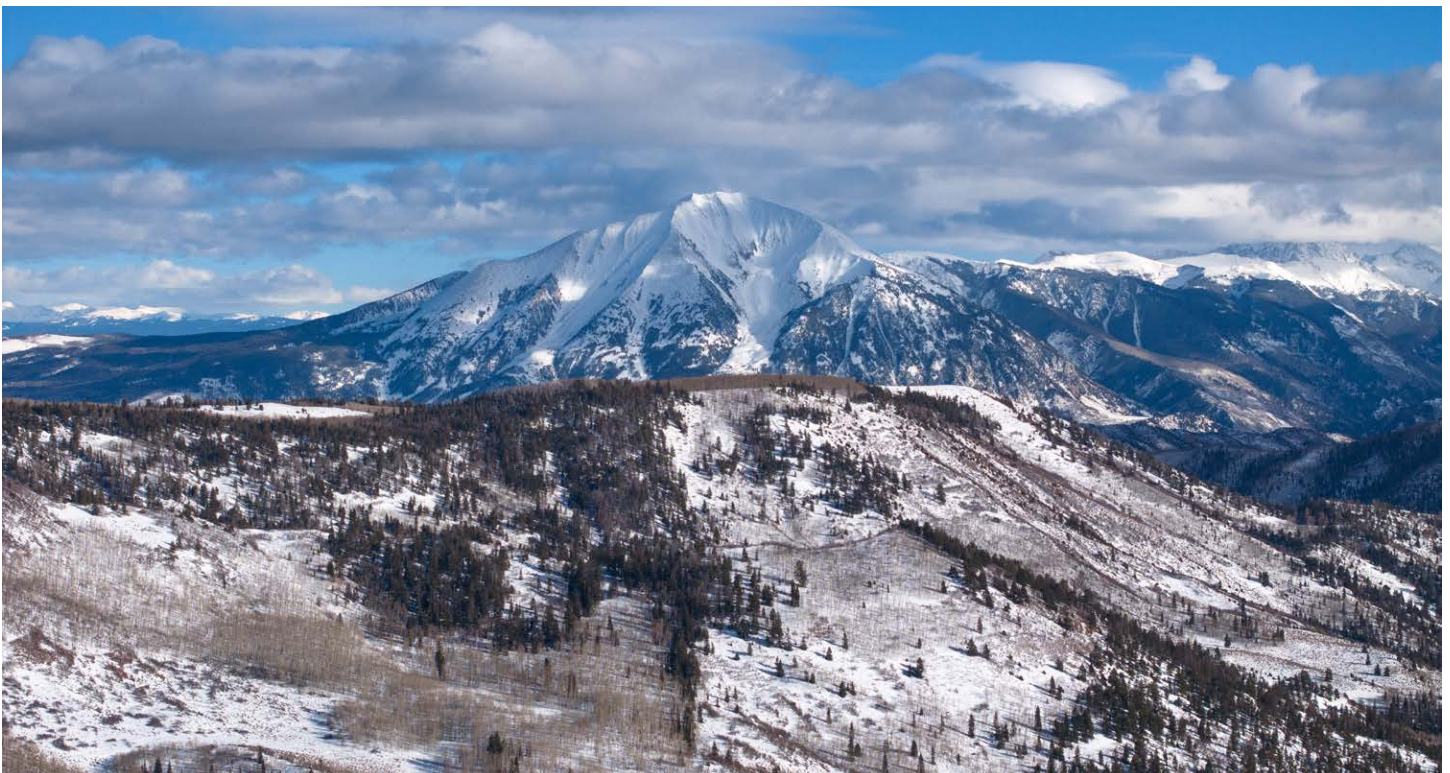
Key Performance Indicators:

- Number of tourism businesses participating in the UN Glasgow Declaration on Climate Action in Tourism

Role of the Tourism Industry: Sign the UN Glasgow Declaration on Climate Action in Tourism and publicly communicate your climate action plan.

Potential Lead Partners: DMOs

Potential Supporting Partners: UN Tourism, CTO, industry associations, chambers of commerce



Implementation Plan and Looking Ahead

Regional Destination Stewardship Strategic Plans

As we lay the groundwork for statewide destination stewardship, it is important to remember the diverse travel regions and communities in Colorado. In parallel to the Statewide Destination Stewardship Strategic Plan, eight regional strategic plans were created for each of the state's travel regions. These plans result from input by tourism and destination stewardship leaders who utilized the planning process to prioritize the most pressing issues and strategies in their areas.

Implementation and Coordination Plan

Implementing the Colorado Statewide Destination Stewardship Plan is a substantial endeavor, involving the coordination of numerous state and federal agencies along with a vast network of dedicated tourism industry partners. To effectively execute this ambitious plan, securing solid commitments from these organizations and leveraging existing funding strategies will be essential.

Central to this initiative is the indispensable leadership of the Destination Stewardship Council. Comprising industry leaders, the DSC has been instrumental in shaping the strategic direction outlined in the plan. Moving forward, the DSC will serve as the implementation steering committee, convening regularly to facilitate ongoing dialogue on destination stewardship. These meetings will provide a platform to review progress, adjust strategies as needed, and foster collaboration essential to achieving our goals.

An annual report and online dashboard will serve as tools to evaluate progress against key indicators and celebrate achievements, demonstrating the collective impact of our efforts in advancing destination stewardship throughout Colorado.

Looking Ahead

Together, the Colorado tourism industry is committed to actions that protect and enhance our state for present and future generations. By embracing this collective responsibility, we set forth on a path toward achieving our shared vision of a Colorado where destination stewardship is integral to every aspect of our tourism industry and community life. Through collaboration, innovation, and dedication, we will leave a positive and enduring legacy for all who call Colorado home and all who are drawn to its breathtaking landscapes and rich heritage.



Annex 1: Abbreviations and Acronyms

AIANTA	American Indian Alaska Native Tourism Association
BLM	Bureau of Land Management
CAA	Colorado Agricultural Association
CADMO	Colorado Association of Destination Marketing Organizations
CAIC	Colorado Avalanche Information Center
CAST	Colorado Association of Ski Towns
CBO	Cannabis Business Office
CCCS	Colorado Community College System
CCIA	Colorado Commission of Indian Affairs
CCI	Colorado Creative Industries
CDA	Colorado Department of Agriculture
CDE	Colorado Department of Education
CDLE	Colorado Department of Labor and Employment
CDOT	Colorado Department of Transportation
CDPHE	Colorado Department of Public Health and Environment
CEO	Colorado Energy Office
CEOO	Colorado Employee Ownership Office
CGBN	Colorado Green Business Network
CHFA	Colorado Housing and Financing Authority
CLHA	Colorado Lodging and Hotel Association
COFTM	Colorado Office of Film, Television, and Media
COTREX	Colorado Trail Explorer
CPW	Colorado Parks and Wildlife
CRO	Colorado Resiliency Office
CSDO	Colorado State Demography Office
CTF	Conservation Trust Fund
CTO	Colorado Tourism Office
CWCB	Colorado Water Conservation Board
CWDC	Colorado Workforce Development Council
CWF	Colorado Wildlife Federation
DCR	<i>Do Colorado Right</i>
DEIA	Diversity, Equity, Inclusion and Accessibility
DEN	Denver International Airport

DMO	Destination Management/Marketing Organization
DNR	Department of Natural Resources
DOLA	Department of Local Affairs
DPW	Department of Parks and Wildlife
DSC	Destination Stewardship Council
EAH	Employer-Assisted Housing
EMS	Emergency Medical Services
EV	Electric Vehicle
GOCO	Great Outdoors Colorado
GSTC	Global Sustainable Tourism Criteria
HUD	Department of Housing and Urban Development
LNT	Leave No Trace
NFWF	National Fish and Wildlife Foundation
NPS	National Park Service
NRCS	Natural Resources Conservation Service
NREL	National Renewable Energy Laboratory
OEDIT	Colorado Office of Economic Development and International Trade
OHV	Off-Highway Vehicles
OIM	Office of Innovative Mobility
OREC	Colorado Outdoor Recreation Industry Office
PR	Public Relations
PPV/D	People Per Viewpoint/Destination
ROO	Rural Opportunity Office
RPI	Regional Partnerships Initiative
RTA	Rural Transportation Authority
RTD	Regional Transportation District
SAF	Sustainable Aviation Fuel
SBDC	Colorado Small Business Development Center
SCORP	Statewide Comprehensive Outdoor Recreation Plan
STR	Short-Term Rental
UN	United Nations
USDA	United States Department of Agriculture
USFS	United States Forest Service
VOC	Volunteers for Outdoor Colorado
WTTC	World Travel and Tourism Council

Annex 2: Statewide Plan Strategy Summary

Focus Area 1:

Industry Leadership and Support for Destination Stewardship

Foundational Destination Stewardship Strategies

Goal: Strengthen the foundation of Colorado's tourism industry by implementing key strategies that promote sustainable, inclusive, and effectively managed tourism.

Objective: By 2035, tourism industry leadership organizations in Colorado will demonstrate a commitment to destination stewardship through their staffing, programs, and communication activities.

Strategies:

Strategy	Tactics and Resources	KPIs
1. Identify Internal Resources for Destination Stewardship	<ul style="list-style-type: none">• Integrate destination stewardship responsibilities into job descriptions• Hire or appoint a dedicated employee whose primary focus is on developing and implementing stewardship strategies• Allocate a portion of the annual budget to fund destination stewardship initiatives	<ul style="list-style-type: none">• Number of employees with destination stewardship included in their job responsibilities• Presence of a dedicated destination stewardship role or team within organizations• Number of organizations with a dedicated budget for destination stewardship
2. Strengthen Local Coalitions for Advancing Destination Stewardship	<ul style="list-style-type: none">• Establish a formal local or regional coalition of stakeholders dedicated to destination stewardship• Create partnerships with stewardship-centric organizations to leverage their expertise and resources• Collaboratively identify priority stewardship issues specific to the local area• Develop and distribute custom content and guidelines that address	<ul style="list-style-type: none">• Number of aligned local stewardship coalitions• Level of engagement and participation in coalition activities by local stakeholders

Strategy	Tactics and Resources	KPIs
3. Identify Resources to Advance Diversity, Equity, Inclusion, and Accessibility (DEIA) Initiatives	<ul style="list-style-type: none"> • Connect with and utilize CTO's Inclusivity in Travel Coalition to create toolkits and turnkey solutions • Research audiences to create relevant and authentic content • Apply for CTO competitive grants or Destination Development programs to support DEIA initiatives 	<ul style="list-style-type: none"> • Number of DEIA initiatives or improvement projects across Colorado destinations
4. Elevate Destination Stewardship Efforts	<ul style="list-style-type: none"> • Continue CTO competitive grant and co-op programs • Identify and promote destination stewardship reporting and action planning tools for DMOs • Develop toolkits on how to participate in stewardship efforts • Participate in speaking roles on relevant panels and at conference 	<ul style="list-style-type: none"> • Percentage of grant funding awarded to stewardship initiatives • Number of destinations supporting state stewardship campaigns
5. Encourage Adoption of Green Business Practices	<ul style="list-style-type: none"> • Leverage the Care for Colorado Coalition to identify businesses that can support stewardship efforts and participate in CGBN • Work with industry associations to introduce programs to members • Establish partnerships between green business programs and DMOs to enhance support to local businesses • Promote and leverage green business program resources and opportunities • Recognize and promote certified businesses to the public through CTO and DMO marketing efforts 	<ul style="list-style-type: none"> • Number of industry events to introduce the initiative • Number of tourism businesses participating in green business programs • Number of DMOs promoting the initiative

Strategy	Tactics and Resources	KPIs
6. Support Local Tourism Destinations and Attractions to Advance Destination Stewardship	<ul style="list-style-type: none"> • Leverage the Care for Colorado Coalition to identify destinations to support stewardship efforts and participate in certification programs • Create customized <i>Do Colorado Right</i> assets • Utilize the CTO's Destination Development programs • Promote success stories and share lessons learned 	<ul style="list-style-type: none"> • Number of destination organizations participating in certification programs, such as the Global Destination Sustainability Index, Wayfinder, or the Mountain IDEAL program

Traveler Buying Cycle: Dreaming and Seeking Inspiration

Goal: Through destination marketing efforts, seamlessly integrate the principles of destination stewardship to position Colorado as a unique and inviting destination that welcomes conscientious travelers. This approach fosters inclusivity, sustainability, safety, and a commitment to preserving our natural and cultural resources.

Objective: By 2035, enhance Colorado's global position as a leader in destination stewardship by increasing stewardship-related pageviews on Colorado.com by 25% and boosting earned media coverage of Colorado's destination stewardship by 50%.

Strategies:

Strategy	Tactics and Resources	KPIs
1. Prioritize Stewardship in Conjunction with the Colorado Brand	<ul style="list-style-type: none"> • Incorporate destination stewardship messaging in all marketing and public relations efforts • Create 2-3 destination stewardship campaigns per year; amplify at all touchpoints • Utilize photography and videography that embraces best practices • Apply for CTO competitive grants or co-ops to create campaigns around stewardship 	<ul style="list-style-type: none"> • Campaign impressions, engagements, pageviews • Percentage of PR articles earned that highlight stewardship efforts

Strategy	Tactics and Resources	KPIs
2. Target Visitors who Share Colorado's Stewardship Values	<ul style="list-style-type: none"> • Utilize data analytics to craft marketing efforts aimed at travelers who share stewardship values • Reach visitors showing intent to travel with stewardship messaging • Design itineraries that encourage exploration of lesser-known areas • Showcase sustainable accommodations, conservation activities, and cultural experiences that support local communities 	<ul style="list-style-type: none"> • Campaign reach and impressions • Consumer sentiment
3. Increase Awareness and Promotion of Colorado as an Accessible and Inclusive Tourism Destination	<ul style="list-style-type: none"> • Develop audience personas and create targeted campaigns • Promote authentic and appropriate assets to expand relevant information available on Colorado.com and DMO websites • Utilize CTO competitive grants, co-ops and Destination Development programs to promote offerings 	<ul style="list-style-type: none"> • Number of Colorado destinations that have detailed accessibility information available • Percentage of grant dollars awarded to promote accessible and inclusive tourism information • Increased perception and awareness of CO as an accessible destination • Percent of travelers who had travel party member with disabilities

Traveler Buying Cycle: Planning and Booking

Goal: Empower travelers by providing comprehensive, accurate, and easily accessible information, inspiring them to make well-informed decisions that align with Colorado's values of destination stewardship, inclusivity, and sustainability.

Objective: By 2035, enhance Colorado's global position as a leader in destination stewardship by increasing stewardship-related pageviews on Colorado.com by 25% and boosting earned media coverage of Colorado's destination stewardship by 50%.

Strategies:

Strategy	Tactics and Resources	KPIs
1. Encourage Travelers to <i>Do Colorado Right</i> Before Arrival	<ul style="list-style-type: none"> • Create 2-3 stewardship campaigns per year • Incorporate messaging into content used for planning such as visitor guides, Colorado.com, and social media • Create seasonal and customized messaging to address varying need areas 	<ul style="list-style-type: none"> • Campaign reach impressions • Consumer sentiment
2. Develop and Amplify Local <i>Do Colorado Right</i> Campaigns and Messaging	<ul style="list-style-type: none"> • Encourage partners to utilize existing <i>Do Colorado Right</i> assets or adapt them to the local context • Showcase best practices in localized campaigns • Apply for CTO competitive grants or co-ops • Utilize the CTO's Destination Development programs 	<ul style="list-style-type: none"> • Number of destinations that have adapted and implemented the <i>Do Colorado Right</i> campaign to reflect local stewardship needs
3. Recognize Businesses and Destinations with a Commitment to Destination Stewardship	<ul style="list-style-type: none"> • Leverage the Care for Colorado Coalition to recruit businesses and destinations to support stewardship efforts and participate in certification efforts • Update the business listing on destination websites to showcase stewardship efforts • Prioritize utilization of certified businesses in familiarization trips and other marketing efforts 	<ul style="list-style-type: none"> • Number of certified green businesses and sustainable destinations promoted on Colorado.com and destination websites

Traveler Buying Cycle: Experiencing the Destination

Goal: Engage visitors in destination stewardship by promoting responsible interactions with local cultures and environments. Through educational signage and support from land managers, visitor centers, and the tourism industry, create impactful experiences that inspire travelers to become dedicated stewards of Colorado's natural and cultural heritage.

Objective: By 2035, the majority of visitors to Colorado are exposed to the *Do Colorado Right* messaging ahead of and during their trip.

Strategies:

Strategy	Tactics and Resources	KPIs
1. Integrate the Practice of Land Acknowledgments into Various Touchpoints	<ul style="list-style-type: none"> • Establish partnerships with Tribal leaders to foster ongoing action and relationships • Create a land acknowledgment specific to your destination with guidance from Tribal members • Determine a list of priority sites and install signage • Incorporate land acknowledgments into introductions of events • Develop training for tourism staff and partners on the importance of land acknowledgments and how to present them respectfully • Utilize the land acknowledgment as a small gesture to start larger efforts towards action 	<ul style="list-style-type: none"> • Number of land acknowledgments placed at key locations • Number of new land acknowledgments created • Number of new collaborative initiatives between industry leadership and Tribal communities
2. Optimize <i>Do Colorado Right</i> Messaging at Points of Market Entry	<ul style="list-style-type: none"> • Share <i>Do Colorado Right</i> messaging at DEN, regional airports, and on public transportation • Promote <i>Do Colorado Right</i> messaging at welcome and visitor centers throughout the state • Explore other relevant partners, such as rental car companies 	<ul style="list-style-type: none"> • Number of signs with <i>Do Colorado Right</i> messages at key points within the destination • Number of welcome and visitor centers distributing <i>Do Colorado Right</i> messaging • Number of impressions generated by messaging

Strategy	Tactics and Resources	KPIs
3. Amplify <i>Do Colorado Right</i> Messaging for Colorado Residents	<ul style="list-style-type: none"> • Collaborate with local media outlets to run campaigns • Set up informational booths and distribute educational materials at local events, fairs, and festivals • Engage local influencers and community leaders 	<ul style="list-style-type: none"> • Number of campaigns run on local media • Attendance and engagement rates at events • Number of local influencers participating in the campaign • Number of impressions generated by messaging
4. Educate Children on the Importance of Destination Stewardship	<ul style="list-style-type: none"> • Identify opportunities to introduce destination stewardship in education curriculum • Develop field trip opportunities for students • Create youth destination stewardship engagement materials 	<ul style="list-style-type: none"> • Number of young travelers introduced to destination stewardship through schools • Number of educational materials distributed to young travelers about destination stewardship
5. Influence Visitor Behavior at Key Locations	<ul style="list-style-type: none"> • Increase visitor behavior messaging in key locations such as trailheads, electric byways, and lakes/rivers • Develop digital and mobile alerts to notify visitors of best practices upon entering key locations • Partner with local businesses and attractions to distribute <i>Do Colorado Right</i> materials • Apply for CTO competitive grants or co-ops 	<ul style="list-style-type: none"> • Number of new visitor behavior signs added to key attractions • Number of partners of the Care for Colorado Coalition that are distributing messaging
6. Encourage Support for Destination Stewardship Among Travelers	<ul style="list-style-type: none"> • Create an inventory of 'Friends of' programs related to destination stewardship • Unify messaging and calls to action to encourage travelers to join local friend initiatives through a statewide program • Work with industry associations and DMOs to introduce businesses to the opportunity and benefits of supporting destination stewardship fundraising efforts • Develop social media campaigns utilizing local influencers 	<ul style="list-style-type: none"> • Membership growth of a Friends of Colorado program, including the number of members enrolled and engaged in stewardship activities • Amount of financial contributions collected from travelers at various touchpoints that support local stewardship efforts • Number of impressions generated by social media messaging

Focus Area 2: Shared Stewardship of Tourism Resources

Tourism Resource 1: Communities

Goal: Strengthen the relationship between the local tourism economy and community well-being by aligning tourism development and management with community needs, enhancing local character, and positively contributing to residents' lives.

Objective: By 2035, at least 35 Colorado communities will have a localized destination stewardship plan and an organization actively supporting destination stewardship initiatives.

Strategies:

Strategy	Tactics and Resources	KPIs
1. Prioritize Local Community Involvement in Tourism Planning	<ul style="list-style-type: none"> • Establish community-led tourism advisory boards • Host public forums and workshops • Develop online engagement platforms • Establish community feedback mechanisms • Utilize the CTO's Destination Development programs 	<ul style="list-style-type: none"> • Number of community engagement sessions held to gather input on tourism planning • Reduction in community-reported negative impacts of tourism as indicated in resident sentiment surveys
2. Increase Knowledge of the Value of Tourism for Residents	<ul style="list-style-type: none"> • Develop and share tourism impact data • Develop targeted information campaigns on the value of tourism • Create success story content • Partner with local media and schools • Utilize the CTO's Destination Development programs • Leverage the CTO's Value of Tourism video 	<ul style="list-style-type: none"> • Increase in community-reported support of tourism as indicated in resident sentiment surveys

Strategy	Tactics and Resources	KPIs
3. Create Vibrant and Welcoming Public Spaces	<ul style="list-style-type: none"> • Hold community design workshops to gather input • Increase the number of public art installations • Improve accessibility in public spaces • Develop more green spaces and gardens • Enhance lighting and safety • Utilize the CTO's Destination Development programs • Apply for federal grant programs, including: <ul style="list-style-type: none"> • Department of Housing and Urban Development (HUD) Community Development Block grants • Apply for grants through the DOLA, including: <ul style="list-style-type: none"> • Conservation Trust Fund (CTF) • Energy/Mineral Impact Assistance Fund Grant • Local Planning Capacity Grant Program • Nonprofit Infrastructure Grant Program • Planning Grant Program • Rural Economic Development Initiative • Strong Communities Infrastructure and Planning Grant programs 	<ul style="list-style-type: none"> • Number of public spaces created or improved • Value of investments made in public spaces • Visitor satisfaction from surveys
4. Encourage Responsible Visitation in our Communities	<ul style="list-style-type: none"> • Develop and implement educational local <i>Do Colorado Right</i> campaigns • Increase partnerships with local businesses • Apply for CTO competitive grants or co-ops • Utilize the CTO's Destination Development programs • Leverage a CTO Learning Lab online course 	<ul style="list-style-type: none"> • Number of communities working with CTO to promote local <i>Do Colorado Right</i> messaging • Number of people enrolled in the CTO Learning Lab course • Value of investments made in campaigns

Strategy	Tactics and Resources	KPIs
5. Strengthen Understanding and Communication Surrounding Short-Term Rentals	<ul style="list-style-type: none"> • Collect data on STRs within communities • Develop a STR Best Practice Guide to share how other communities partner with STR hosts • Encourage STR hosts to join the Care for Colorado Coalition and share <i>Do Colorado Right</i> messaging 	<ul style="list-style-type: none"> • Number of STR resources developed for DMOs and local governments • Number of STR properties enrolled in the Care for Colorado Coalition and committed to distributing <i>Do Colorado Right</i> messaging to guests
6. Promote Responsible Trail Connectivity	<ul style="list-style-type: none"> • Engage in community trail planning • Integrate public transportation that links to trailheads for sustainable access • Install educational and directional signage • Utilize trails to link to local businesses • Obtain trail maintenance funding • Apply for CPW's Non-Motorized Trails grant program • Leverage resources available in the Colorado Outdoors Strategy 	<ul style="list-style-type: none"> • Number of new or improved trail connectivity projects that prioritize sustainable access • Investment value into trail connectivity projects

Strategy	Tactics and Resources	KPIs
7. Advance Litter Prevention and Zero Waste Practices	<ul style="list-style-type: none"> • Recruit businesses to participate in waste reduction programs and campaigns • Increase recycling stations • Engage in community-based and visitor awareness campaigns to raise awareness • Apply for the following grants: <ul style="list-style-type: none"> • Colorado Department of Public Health and Environment (CDPHE) • Front Range Waste Diversion Recycling Resources Economic Opportunity program • CDPHE programs including Erase the Waste statewide educational campaign • Leverage the following programs: <ul style="list-style-type: none"> • Waste Diversion Baseline Assessments, Municipal Measurement Program • NextCycle Colorado, a business accelerator that improves the end markets for recovered commodities and organic materials • EcoCycle, an organization advancing zero waste solutions • High County Conservation Center in Summit County 	<ul style="list-style-type: none"> • Number of communities and businesses implementing zero waste and litter prevention campaigns • Value of investments made to reduce waste

Strategy	Tactics and Resources	KPIs
8. Enhance Water Conservation and Quality Initiatives	<ul style="list-style-type: none"> • Recruit businesses to participate in water conservation and quality initiatives • Conduct visitor awareness campaigns • Promote water-saving technologies • Apply for the following grants: <ul style="list-style-type: none"> • CWCB programs including Colorado Water Plan grants • Non-Reimbursable Project Investment grants • Public Education, Participation, and Outreach Grant Program • Fish and Wildlife Resources Fund grants • Federal Technical Assistance grants for Colorado water projects 	<ul style="list-style-type: none"> • Number of community-based water conservation and quality projects • Number of businesses participating in water conservation initiatives • Value of investments made in water conservation and quality initiative
9. Promote Dark Sky Preservation and Experiences	<ul style="list-style-type: none"> • Utilize technical assistance through the CTO's Dark Sky Certification Mentor Program (in partnership with DarkSky Colorado) to help locations achieve international Dark Sky designation • Develop Dark Sky tourism experiences that encourage stewardship of the night • Apply for CTO competitive grants or co-ops 	<ul style="list-style-type: none"> • Number of new communities applying for and achieving dark sky designation • Number of new parks applying for and achieving dark sky designation
10. Increase Public Restroom Accessibility	<ul style="list-style-type: none"> • Conduct facility assessments • Increase restroom installations • Apply for grant programs from the DOLA and CDPHE 	<ul style="list-style-type: none"> • Number of new public restrooms installed or improved in tourist destinations

Tourism Resource 2: Outdoor Recreation

Goal: Preserve and enhance Colorado's outdoor recreation spaces while promoting equitable access and environmental stewardship, protecting these landscapes so they remain a vital part of the state's identity and are enjoyed responsibly by all.

Objective: By 2035, reduce negative impacts from outdoor recreation activities in Colorado by 50% through expanded education campaigns, improved visitor management systems, and increased community and industry engagement in stewardship practices.

Strategies:

Strategy	Tactics and Resources	KPIs
1. Expand <i>Do Colorado Right</i> Campaigns on Public Lands	<ul style="list-style-type: none"> Expand the number and reach of informational campaigns Increase partnerships with local businesses and agencies Apply for CTO competitive grants or co-ops Utilize the CTO's Destination Development programs 	<ul style="list-style-type: none"> Number of public land agencies, businesses and destinations working with CTO to promote <i>Do Colorado Right</i> messaging Reach and Impressions of <i>Do Colorado Right</i> campaigns Number of emergency rescues annually statewide Value of investments made in campaigns
2. Facilitate and Convene Collaborative Outdoor Management Discussions	<ul style="list-style-type: none"> Identify and engage with stakeholders surrounding outdoor management Organize regular roundtable meetings and collaborative planning sessions Utilize the CTO's Destination Development programs and CPW's Outdoor Regional Partnership Initiative Develop and implement effective management efforts based on discussions 	<ul style="list-style-type: none"> Number of outdoor management sessions held to gather input on tourism planning Reduction in land manager-reported negative impacts from users Number of marketing campaigns implemented to promote lesser-known outdoor destinations Vehicles at one time (VAOT) in parking lots of public lands Density of use – people per viewpoint/destination (PPV/D) on public lands

Strategy	Tactics and Resources	KPIs
3. Identify the Need for Timed Entry Permit Systems and Seasonal Closures	<ul style="list-style-type: none"> • Collect data to make informed decisions • Organize study tours to Rocky Mountain National Park, Maroon Bells, and Hanging Lake to learn from others • Develop public-private partnerships • Utilize the CTO's Destination Development programs 	<ul style="list-style-type: none"> • Number of reservations/timed entry permits • Visitor satisfaction levels • Number of emergency medical services (EMS) calls
4. Enhance Recreation Site Assessment Efforts	<ul style="list-style-type: none"> • Increase tourism industry partnerships with land managers • Identify technology platforms to capture data • Develop voluntourism and incentive programs to encourage business and visitor participation in data collection • Leverage resources available in Colorado's Outdoors Strategy 	<ul style="list-style-type: none"> • Number of recreation sites participating • Number of businesses participating • Number of data collection submissions to an established platform
5. Develop and Distribute Recreation and Trail Guides	<ul style="list-style-type: none"> • Develop recreation guides for lesser-known outdoor experiences • Disseminate recreation guides locally and through CTO channels • Utilize the CTO's Destination Development programs • Apply for CTO competitive grants or co-ops 	<ul style="list-style-type: none"> • Number of destinations that develop outdoor recreation guides • Number of people using the outdoor recreation guides • Number of users of COTREX app • Temporal and spatial distribution of visitors on public lands
6. Expand Trail Ambassador and Volunteer Initiatives	<ul style="list-style-type: none"> • Conduct analysis of volunteer needs • Develop volunteer projects • Increase partnerships between land managers and volunteer organizations • Utilize the CTO's Destination Development programs 	<ul style="list-style-type: none"> • Number of public lands participating in the volunteer initiatives • Number of volunteers participating in the program • Number of volunteer hours on public land
7. Promote Guided Recreation Opportunities	<ul style="list-style-type: none"> • Partner with guide industry associations to implement a <i>Do Colorado Right</i> with a Guide campaign • Increase the number of available and trained guides throughout the state • Apply for CTO competitive grants or co-ops 	<ul style="list-style-type: none"> • Number of guiding permits issued on public lands • Percentage of visitors reporting to use a guide • Number of emergency rescues annually statewide

Strategy	Tactics and Resources	KPIs
8. Enhance Destination Stewardship through Strategic Partnerships with the Private Sector	<ul style="list-style-type: none"> • Increase strategic partnerships with the private sector • Develop co-branded marketing and <i>Do Colorado Right</i> campaigns • Develop sponsorship opportunities for conservation projects such as 'Adopt a Trail' or 'Adopt Wildlife' • Establish product tie-ins with a portion of proceeds funding destination stewardship efforts 	<ul style="list-style-type: none"> • Number of new strategic partnerships with outdoor gear companies, craft breweries, and other businesses to support destination stewardship efforts • Reach and impressions of co-branded campaigns
9. Foster Inclusive Outdoor Experiences	<ul style="list-style-type: none"> • Conduct accessibility audits • Develop adaptive infrastructure for outdoor experiences • Implement inclusive programming • Train staff in inclusivity and accessibility • Establish partnerships with advocacy groups • Apply for CPW's Outdoor Equity Grant Program Fund • Apply for CTO competitive grants or co-ops • Leverage resources available in Colorado's Outdoors Strategy 	<ul style="list-style-type: none"> • Number of public lands offering accessible facilities • Number of travelers reporting to CTO to be disabled or minority group • Number of new inclusive outdoor experiences developed or promoted
10. Provide Education on Responsible Backcountry Vehicle Use	<ul style="list-style-type: none"> • Recruit rental companies to join CTO's Care for Colorado Coalition • Create backcountry vehicle-specific <i>Do Colorado Right</i> messaging and materials • Apply for CTO competitive grants or co-ops • Utilize the CTO's Destination Development programs 	<ul style="list-style-type: none"> • Number of rental companies joining the Care for Colorado Coalition • Number of educational materials distributed • Number of rescues annually statewide

Tourism Resource 3: Wildlife and Biodiversity

Goal: Preserve and responsibly showcase Colorado's wildlife to maintain undisturbed habitats and flourishing populations, despite escalating tourism and statewide population growth.

Objective: By 2035, enhance the resilience and sustainability of Colorado's wildlife habitats by reducing human-wildlife conflicts by 40% and increasing community engagement in conservation efforts.

Strategies:

Strategy	Tactics and Resources	KPIs
1. Promote and Facilitate Guided Wildlife Viewing	<ul style="list-style-type: none"> • Develop partnerships between land managers and the tourism industry to create new wildlife-viewing experiences • Conduct improvements to infrastructure such as blinds, platforms, and trails • Organize wildlife viewing events • Apply for CTO competitive grants or co-ops • Utilize the CTO's Destination Development programs 	<ul style="list-style-type: none"> • Number of new wildlife viewing opportunities created • Investment value in wildlife viewing infrastructure improvements • Number of people participating in wildlife viewing events • Reach and Impressions of wildlife viewing marketing campaigns
2. Create Wildlife Viewing Brochures and Encourage Ethical Viewing	<ul style="list-style-type: none"> • Develop wildlife viewing brochures • Share wildlife viewing guide locally and through CTO • Utilize the CTO's Destination Development programs • Apply for CTO competitive grants or co-ops 	<ul style="list-style-type: none"> • Number of wildlife viewing guides and ethical viewing educational materials distributed
3. Reduce Human-Wildlife Conflicts	<ul style="list-style-type: none"> • Secure trash receptacles • Conduct visitor awareness and education campaigns • Increase wildlife crossing signage • Encourage speed limit adjustments where needed • Apply for CPW's Human-Bear Conflict Reduction Grant • Leverage CPW's Habitat Partnership program 	<ul style="list-style-type: none"> • Reach of visitor awareness campaigns • Number of human-wildlife conflicts (attacks, wildlife relocations due to human interaction)

Strategy	Tactics and Resources	KPIs
4. Champion Wildlife Habitat Protection and Restoration	<ul style="list-style-type: none"> • Advocate for tourism policies that protect wildlife and their habitat • Implement seasonal access restrictions • Apply for the following grants: <ul style="list-style-type: none"> • CPW's Wildlife Rehabilitation grants program • Clean Vessel Act grant program • Leverage the Colorado Wildlife Habitat, Ranching for Wildlife, and Colorado Wetlands Partnership programs 	<ul style="list-style-type: none"> • Number of habitats improved or conserved • Value of investment in habitat protection and restoration
5. Promote Pollinator District Initiatives	<ul style="list-style-type: none"> • Establish a baseline of pollinator diversity • Restore open spaces with native shrubs and wildflowers • Build gardens that more closely resemble the area's natural habitat • Provide aspiring beekeepers in the community with training • Provide resources to diverse audiences on pollinator conservation topics 	<ul style="list-style-type: none"> • Number of pollinator districts established • Number of people participating in the Colorado Pollinator Network
6. Enhance Wildlife Monitoring Efforts	<ul style="list-style-type: none"> • Introduce CPW's wildlife monitoring tools, iNaturalist App and State Parks NatureFinder project to tourism industry partners • Recruit industry participation to encourage guides and visitors to use the iNaturalist App to monitor and report wildlife sightings 	<ul style="list-style-type: none"> • Number of businesses that agree to promote the iNaturalist App and State Parks NatureFinder project to guests • Number of observations recorded in the State Parks NatureFinder

Strategy	Tactics and Resources	KPIs
7. Collaborate with Hunting and Fishing Communities to Promote Sustainable Practices	<ul style="list-style-type: none"> • Foster partnerships between CPW and hunting and fishing associations • Create educational programs and workshops • Develop a certification program that recognizes hunters and anglers who adhere to sustainability standards • Promote hunting and fishing opportunities to visitors through marketing campaigns • Apply for CTO competitive grants or co-ops 	<ul style="list-style-type: none"> • Number of businesses adopting sustainable fishing and hunting operations • Reach and impact of marketing campaigns to promote hunting and fishing
8. Implement Wildlife Conservation Education for Tourism Professionals	<ul style="list-style-type: none"> • Develop a guide curriculum in collaboration with wildlife experts • Develop a new CTO Learning Lab online course • Promote learning opportunities among tourism professionals 	<ul style="list-style-type: none"> • Number of tourism professionals trained in wildlife conservation education
9. Safeguard Wildlife by Encouraging Mindful Driving	<ul style="list-style-type: none"> • Develop partnerships with rental car companies to distribute educational materials in vehicles about driving responsibly • Increase educational signage and awareness campaigns • Support local legislation that enforces speed limits and other driving regulations in critical wildlife areas 	<ul style="list-style-type: none"> • Number of reported wildlife traffic accidents
10. Champion Nature-Positive Tourism	<ul style="list-style-type: none"> • Make a public commitment to biodiversity and nature protection • Put safeguards in place so product offerings do not harm people, animals, or nature • Highlight and showcase the tourism industry's efforts to protect wildlife and biodiversity 	<ul style="list-style-type: none"> • Number of organizations and businesses that sign up to become a "Guardian of Nature" • Number of tourism businesses using the WTTC toolbox to integrate a nature-positive approach into business operations

Tourism Resource 4: Cultural Heritage

Goal: Honor, safeguard, and respectfully promote Colorado's vast cultural heritage to protect its longevity in the face of evolving tourism and population growth.

Objective: By 2035, significantly elevate and preserve Colorado's cultural heritage by forming partnerships with Native American communities and other underrepresented groups, developing new cultural heritage experiences.

Strategies:

Strategy	Tactics and Resources	KPIs
1. Foster Inclusive Cultural Heritage Partnerships	<ul style="list-style-type: none"> • Establish a local cultural heritage tourism advisory board • Conduct a review of cultural heritage tourism experiences and marketing efforts with the advisory boards • Commit to engaging heritage groups and cultural representation in tourism development and marketing efforts 	<ul style="list-style-type: none"> • Number of cultural heritage partnerships formed, particularly with Native American communities and underrepresented cultural groups • Number of cultural heritage projects developed or enhanced with cultural heritage expert participation
2. Elevate Native American Heritage	<ul style="list-style-type: none"> • Establish formal tourism development partnerships with Tribal governments and communities • Co-develop and implement a Native American tourism marketing campaign • Connect with the CTO's public relations team to amplify promotion • Utilize the CTO's Destination Development programs • Apply for CTO competitive grants or co-ops 	<ul style="list-style-type: none"> • Number of formal partnerships established • Reach and impressions of marketing campaigns • Value of investment to support Native American tourism development and marketing
3. Promote Ethical Native American Handcrafts	<ul style="list-style-type: none"> • Develop education and awareness campaigns for visitors • Recognize and promote certified vendors • Increase distribution and sales points • Apply for CTO competitive grants or co-ops • Apply for CCI competitive grants 	<ul style="list-style-type: none"> • Reach and impressions of marketing campaigns • Increase in sales reported by certified vendors

Strategy	Tactics and Resources	KPIs
4. Enhance Awareness of Diverse Cultural Heritage	<ul style="list-style-type: none"> • Develop interpretive materials • Produce video documentation and campaigns • Increase the number of public art installations • Organize and promote special events and exhibitions • Apply for the following grants: <ul style="list-style-type: none"> • CTO competitive grants or co-ops • State Historical Fund grants • CCI's Folk and Traditional Arts Project grant 	<ul style="list-style-type: none"> • Number of cultural heritage awareness initiatives or campaigns • Number of people reached through campaigns • Value of investments to support cultural heritage interpretation
5. Develop Immersive Cultural Heritage Experiences	<ul style="list-style-type: none"> • Provide tourism product development and training support to Native American and other communities • Work with local historians and cultural experts to design tours, exhibits, and programs • Enhance visitor engagement with technology (including augmented reality and virtual reality) • Apply for the following grants: <ul style="list-style-type: none"> • CTO competitive grants or co-ops • OEDIT's grants and financing programs for business start-ups • Utilize the CTO's Destination Development programs 	<ul style="list-style-type: none"> • Number of new cultural heritage experiences developed • Value of investments to support cultural heritage experience development
6. Create Themed Cultural Heritage Trails and Audio Tours	<ul style="list-style-type: none"> • Development of a cultural heritage trail and audio tour • Promotion and marketing of the tour • Utilize the CTO's Destination Development programs • Apply for CTO competitive grants or co-ops 	<ul style="list-style-type: none"> • Number of cultural heritage trails and audio guides available • Number of people that listen to the audio guides

Strategy	Tactics and Resources	KPIs
7. Conduct Historic Surveys for National and State Recognition	<ul style="list-style-type: none"> • Identify potential heritage sites with significant historical or architectural value • Organize surveys to assess the historical significance and integrity of the sites • Apply for federal and state Historical fund grants to support survey work, assessments, and documentation needed for the National or State Register nominations • Create awareness campaigns to generate interest in historic surveys and the significance of preserving heritage sites 	<ul style="list-style-type: none"> • Number of sites surveyed • Number of sites on the National Register of Historic Places • Number of sites on the State Register of Historic Properties
8. Facilitate Access to Historic Preservation Grants	<ul style="list-style-type: none"> • Provide information and guidance about grant programs • Identify projects for development • Promote heritage assets in tourism marketing • Apply for History Colorado State Historical Fund grant programs 	<ul style="list-style-type: none"> • Number of projects supported • Value of investments made to support historic preservation
9. Strengthen Museum Involvement in Tourism	<ul style="list-style-type: none"> • Establish partnerships between museums and local DMOs • Create volunteer opportunities for tourism stakeholders • Develop and implement joint marketing campaigns 	<ul style="list-style-type: none"> • Number of volunteer hours by tourism stakeholders • Museum visitation numbers
10. Highlight Colorado's Agricultural and Culinary Heritage	<ul style="list-style-type: none"> • Develop food trails • Create culinary experience packages • Conduct marketing and promotion specifically around agriculture and culinary heritage • Apply for CTO competitive grants or co-ops 	<ul style="list-style-type: none"> • Number of food trails established • Reach and impressions from marketing campaigns

Tourism Resource 5: Arts and Creative Industries

Goal: Uplift, preserve, and dynamically showcase Colorado's vibrant arts and creative industries so they can flourish within a tourism framework that values the arts and local talent.

Objective: By 2035, all destination organizations in Colorado will enhance access to and engagement with Colorado's arts and creative industries for tourists and residents.

Strategies:

Strategy	Tactics and Resources	KPIs
1. Foster Partnerships with Local Artists	<ul style="list-style-type: none"> • Partner with Art in Public Places which commissions artwork in publicly accessible areas inside and outside of state buildings • Leverage artist-in-residence programs • Collaborate with interior designers for public and private spaces • Organize more live performances and cultural events 	<ul style="list-style-type: none"> • Number of partnerships formed with local artists and creative industries for tourism projects
2. Boost Art Venues through Grant Programs	<ul style="list-style-type: none"> • Attend grant application workshops • Conduct facility upgrades and accessibility improvements • Host and curate special exhibitions • Apply for a CCI Colorado Creates grant 	<ul style="list-style-type: none"> • Amount of financial support distributed through CCI Colorado Creates grants to art venues
3. Promote Diverse Arts through Festivals and Events	<ul style="list-style-type: none"> • Organize and host festivals and events • Acquire funding and sponsorships to help cover costs • Market and promote festivals and events • Connect with the CTO's public relations team to amplify promotion • Apply for a CCI Colorado Creates grant 	<ul style="list-style-type: none"> • Number of arts and music festivals showcasing local talent implemented each year
4. Cultivate Artistic Approaches to Stewardship Challenges	<ul style="list-style-type: none"> • Integrate more performance arts into visitor experiences • Apply for a CCI Arts in Society grant 	<ul style="list-style-type: none"> • Number of artist and community-led stewardship projects

Strategy	Tactics and Resources	KPIs
5. Promote Creative Venues and Galleries to Visitors	<ul style="list-style-type: none"> • Develop a directory of creative venues and galleries • Connect with the CTO's public relations team to amplify promotion • Launch targeted marketing campaigns • Install signage and wayfinding • Apply for CTO competitive grants and co-ops • Utilize Colorado.com or local DMO website to highlight tourism-related businesses and experiences • Leverage the Colorado Creative Districts program 	<ul style="list-style-type: none"> • Reach and impressions from marketing campaigns • Increase in visitation to promoted creative venues and galleries
6. Amplify Local Artisan Markets	<ul style="list-style-type: none"> • Identify and secure public space for markets • Conduct promotion and marketing of artisan markets • Utilize Colorado.com or local DMO website to highlight tourism-related businesses and experiences • Install signage and wayfinding • Apply for CCI Colorado Creates grant 	<ul style="list-style-type: none"> • Number of communities organizing local artisan markets • Increase in visitation to promoted artisan markets
7. Elevate Colorado's Music Scene	<ul style="list-style-type: none"> • Schedule daily, weekly, or monthly music events in public spaces • Organize music festivals and statewide music campaigns • Connect with the CTO's public relations team to amplify promotion • Promote events at unique music venues • Apply for a CCI Colorado Creates grant • Develop a music trail to create a connected and curated experience for visitors and locals. 	<ul style="list-style-type: none"> • Percentage of visitors that reported attending a music event during their visit

Strategy	Tactics and Resources	KPIs
8. Create Interactive Artistic Experiences	<ul style="list-style-type: none"> • Organize and promote open studio tours and participatory art events • Conduct art workshops and classes • Design and distribute a community art guides • Leverage support for entrepreneurs through OEDIT's Small Business Development Centers (SBDC) 	<ul style="list-style-type: none"> • Number of interactive experiences developed including studio tours and workshops
9. Develop and Promote Community Arts Guides	<ul style="list-style-type: none"> • Create an inventory of community attractions featuring local arts • Collaborate with local artists and galleries to develop content • Design and distribute a community art guide • Apply for CTO competitive grants and co-ops 	<ul style="list-style-type: none"> • Number of destinations to develop community art guides • Number of community art guides distributed
10. Integrate Art into Outdoor Recreation	<ul style="list-style-type: none"> • Identify strategic locations • Engage local artists to consult on installations • Develop themed art installations • Apply for a CCI Colorado Creates grant 	<ul style="list-style-type: none"> • Number of state parks with public art • Number of artists commissioned to develop public art • Number of earned media articles that feature public art in state parks

Tourism Resource 6: Local Tourism Businesses and Organizations

Goal: Strengthen the local economy through tourism advancing broad-based benefits that enhance local entrepreneurship and foster sustainable growth for Colorado residents across all sectors.

Objective: By 2035, the number of local tourism businesses and tourism organizations will increase by 20%.

Strategies:

Strategy	Tactics and Resources	KPIs
1. Provide Support to Rural Tourism Organizations	<ul style="list-style-type: none"> • Develop and conduct training and capacity-building programs • Utilize the CTO's Destination Development programs • Leverage ROO Rural Technical Assistance program and OEDIT programs including Rural Jump-Start, Enterprise Zones, Just Transition Funding, Skill Advance Colorado Job Training grants 	<ul style="list-style-type: none"> • Number of rural destination partners participating in the CTO Destination Development programs • Number of rural destination partners reporting increased organizational capacity and/or new sustainable funding mechanisms implemented
2. Strengthen Destination Management/ Marketing Organizations Across the State	<ul style="list-style-type: none"> • Conduct professional development and training programs • Share DMO best practices and resources • Utilize the CTO's Destination Development programs • Create a destination-specific CTO Learning Lab 	<ul style="list-style-type: none"> • Number of destination partners participating in the CTO's Destination Development programs • Number of destination partners reporting increased organizational capacity and/or new sustainable funding mechanisms implemented
3. Empower Tourism Entrepreneurs	<ul style="list-style-type: none"> • Provide outreach and education to businesses • Leverage these resources: <ul style="list-style-type: none"> • CO Business Resource Book • Small Business Navigator • Colorado SBDC Network 	<ul style="list-style-type: none"> • Number of tourism businesses participating in the SBDC's programs

Strategy	Tactics and Resources	KPIs
4. Provide Technical Assistance and Disaster Relief to Tourism Businesses	<ul style="list-style-type: none"> • Apply for OEDIT's Business Support division Small Business Accelerated Growth Program grants • Leverage the following programs: <ul style="list-style-type: none"> • SBDC's one-on-one consulting support • Small Business Legal Assistance program • SBDC Disaster Relief Program 	<ul style="list-style-type: none"> • Number of tourism businesses participating in the SBDC's programs
5. Support Minority Tourism Entrepreneurs	<ul style="list-style-type: none"> • Apply for a Colorado Startup Loan fund • Leverage these programs: <ul style="list-style-type: none"> • Business Foundations Technical Assistance Program • Small Business Navigator • Integrate minority businesses on these platforms: <ul style="list-style-type: none"> • Inclusive Guide • Minority Business Directory • Black Heritage Trail App 	<ul style="list-style-type: none"> • Number of minority tourism entrepreneurs supported through targeted resources and programs • Increase in businesses featured on dedicated platforms
6. Promote Employee Ownership for Tourism Entrepreneurs	<ul style="list-style-type: none"> • Provide outreach and education to tourism businesses • Leverage available guidance and consultation services through CEOO • Compile and distribute success stories and case studies 	<ul style="list-style-type: none"> • Number of tourism businesses transitioning to employee ownership models with the support of CEOO
7. Support Cannabis Entrepreneurs in Tourism	<ul style="list-style-type: none"> • Increase partnerships through outreach and education to businesses • Develop success stories and case studies that show a responsible link between tourism and cannabis • Leverage CBO programs 	<ul style="list-style-type: none"> • Number of partnerships between tourism organizations and cannabis entrepreneurs
8. Attract Film and Television Shoots to Colorado's Tourism Destinations	<ul style="list-style-type: none"> • Promote film incentives • Provide location scouting assistance • Showcase locations that could be utilized for television and film • Support the streamlining of permitting processes 	<ul style="list-style-type: none"> • Number of film and television shoots attracted to Colorado's tourism destinations through COFTM incentives and support services

Strategy	Tactics and Resources	KPIs
9. Champion the Value of Tourism	<ul style="list-style-type: none"> • Disseminate educational materials available on the value of tourism to facilitate communication campaigns • Utilize a CTO Learning Lab online course • Utilize the CTO's Destination Development programs • Share the CTO's Value of Tourism video • Utilize the Dean Runyan reports available from the CTO 	<ul style="list-style-type: none"> • Number of communication campaigns implemented to increase residents and government officials understanding of the value of tourism
10. Bolster Tribal Tourism through Strategic Partnerships	<ul style="list-style-type: none"> • Establish formal partnerships with Tribal governments • Leverage technical assistance programs • Apply for CTO and OEDIT grant funding • Utilize the CTO's Destination Development programs 	<ul style="list-style-type: none"> • Number of tourism initiatives developed in partnership with Tribal governments and Native American tourism entrepreneurs

Tourism Resource 7: Transportation

Goal: Enhance public transportation options and encourage the use of public transport and travel to divert traffic from congested areas and promote environmentally friendly travel experiences.

Objective: By 2035, the number of travelers that use public bus or rail transportation will reach 25%.

Strategies:

Strategy	Tactics and Resources	KPIs
1. Increase Availability of Eco-Friendly Transit Method	<ul style="list-style-type: none"> • Apply for CDOT Office of Innovative Mobility (OIM) grants to: <ul style="list-style-type: none"> • Increase Bike Rental and Sharing Stations • Expand Electric Bus Services • Create new Bike Lockers • Establish new transportation management organizations (TMOs) • Address gaps in existing TDM approaches and programming • Connect with the CTO's public relations team to generate earned media • Expand content related to eco-friendly transit on Colorado.com 	<ul style="list-style-type: none"> • Number of tourism organizations involved in CDOT Office of Innovative Mobility (OIM) initiatives • Increase in bike rental and sharing stations • Increase in bike lockers • Number of EV car rentals

Strategy	Tactics and Resources	KPIs
2. Develop Comprehensive Transportation Connections	<ul style="list-style-type: none"> • Apply for the following grants: <ul style="list-style-type: none"> • CDOT's Multimodal Transportation and Mitigation Options Fund • Federal transportation infrastructure grants • Leverage the Transportation Alternative program for projects that enhance non-motorized forms of transportation 	<ul style="list-style-type: none"> • Number of local transportation projects that link major transit hubs and tourist locations
3. Raise Awareness and Ridership of Bustang, Snowstang, and Pegasus Services	<ul style="list-style-type: none"> • Conduct targeted marketing campaigns • Connect with the CTO's public relations team to amplify promotion • Develop partnerships with accommodation providers • Integrate information on transportation options with booking platforms • Apply for CTO competitive grants for marketing alternative transportation options • Utilize the CTO's Destination Development programs 	<ul style="list-style-type: none"> • Number of people using CDOTs Bustang/Snowstang Services during peak travel times • Number of visitors utilizing rail travel as part of their Colorado itinerary • Awareness of Bustang and Snowstang Services
4. Encourage Rail Travel for Visitors	<ul style="list-style-type: none"> • Develop partnerships with rail providers • Integrate information on rail travel with booking platforms • Conduct promotional campaigns • Utilize the CTO's public relations team to amplify promotion • Apply for CTO competitive grants or co-ops for marketing rail travel • Utilize the CTO's Destination Development programs 	<ul style="list-style-type: none"> • Number of visitors utilizing rail travel as part of their Colorado itinerary

Strategy	Tactics and Resources	KPIs
5. Upgrade Pedestrian and Bike Pathways	<ul style="list-style-type: none"> • Develop infrastructure to improve the quality of bike paths • Implement safety improvements as needed • Create and promote bike-sharing programs • Develop campaigns around the promotion of bike culture within communities • Leverage CDOT's Multimodal Transportation and Mitigation Options fund, Transportation Alternative program, and Revitalizing Main Streets program 	<ul style="list-style-type: none"> • Number of pedestrian and bike pathway infrastructure projects • Number of pedestrian and vehicle accidents • Number of bicycle and vehicle accidents
6. Promote Carpooling for Tourism	<ul style="list-style-type: none"> • Develop online carpooling platforms • Create awareness campaigns • Incentivize carpooling • Collaborate with events • Install signage that educates and informs residents and visitors about carpooling benefits and incentives 	<ul style="list-style-type: none"> • Number of town and resort carpool parking programs established
7. Implement and Incentivize Congestion Reduction Measures	<ul style="list-style-type: none"> • Develop awareness campaigns to promote public transit and carpooling • Promote carpooling and public transit through incentives by tourism partners • Promote transit services and benefits of car-free travel • Evaluate and implement timed entry systems where needed • Promote CDOT's Digital Transit Tools to visitors • Leverage CDOT's OIM programs • Apply for Transportation Demand Management grants 	<ul style="list-style-type: none"> • Reduction in traffic volume • Usage rates of transit apps

Strategy	Tactics and Resources	KPIs
8. Create Parking Solutions	<ul style="list-style-type: none"> • Conduct an assessment of parking needs • Identify suitable locations for additional parking • Implement demand-based pricing structures to adjust rates based on user demand to maximize occupancy • Develop public-private partnerships to combine resources and innovation from both sectors to create efficient and scalable solutions 	<ul style="list-style-type: none"> • Number of environmentally friendly parking structures built • Revenue generated from dynamic pricing models • Changes in congestion levels in areas where parking solutions have been implemented
9. Prioritize Inclusive Transportation Accessibility	<ul style="list-style-type: none"> • Conduct accessibility audits • Upgrade facilities where needed • Train staff on accessibility and inclusivity • Leverage CDOT's Multimodal Transportation and Mitigation Options Fund and Colorado Fund for People with Disabilities 	<ul style="list-style-type: none"> • Percentage of transportation services with accessibility features • Visitor satisfaction with transportation accessibility
10. Expand Electric Vehicle Infrastructure	<ul style="list-style-type: none"> • Identify strategic locations for expansion • Integrate with planning policies • Promote EV usage and charging stations • Apply for Colorado's Energy Office Charge Ahead Colorado grant program that provides funding for community-based Level 2 (L2) and direct current (DC) fast-charging stations • Utilize CTO's Electric Byways Tourism Toolkit 	<ul style="list-style-type: none"> • Number of EV charging stations installed across the state • Awareness campaigns promoting locations of chargers • Number of electric byways

Tourism Resource 8: Agriculture, Food, and Liquid Arts

Goal: Foster the stewardship of Colorado's vibrant agriculture and liquid arts industry through training, recognition, and development while celebrating and preserving Colorado's culinary heritage.

Objective: By 2035, the number of travelers who report to have tried unique/local food while visiting will increase to 50%.

Strategies:

Strategy	Tactics and Resources	KPIs
1. Safeguard and Celebrate Culinary Traditions	<ul style="list-style-type: none"> • Partner with culinary schools to preserve and document traditional recipes • Develop documentary projects to highlight and celebrate culinary traditions • Organize chef exchange programs and culinary competitions to raise the profile of CO's food scene • Utilize the CTO's Destination Development programs 	<ul style="list-style-type: none"> • Number of local chefs, restaurants, or dishes receiving recognition, awards or media coverage for contemporary interpretations of traditional cuisine • Number of partnerships between communities and culinary experts • Increase in economic benefits to local artists, farmers, and food producers resulting from an increase in demand for traditional ingredients and products
2. Promote Colorado as a Culinary Destination	<ul style="list-style-type: none"> • Develop collaborative marketing campaigns • Support and/or host signature culinary events • Engage food influencers and food critics • Utilize Colorado.com to promote culinary attractions • Develop and promote culinary experiential packages • Apply for CTO competitive grants or co-ops to market culinary attractions • Connect with the CTO's PR team to amplify promotion 	<ul style="list-style-type: none"> • Reach and impressions of marketing campaigns • Number of pageviews on Colorado.com related to local cuisine or liquid arts • Number of culinary packages and thematic trails developed

Strategy	Tactics and Resources	KPIs
3. Engage Culinary Experts for Global Exposure	<ul style="list-style-type: none"> • Support and/or host master classes and workshops • Develop a culinary ambassador program • Organize collaborative culinary events between local restaurants and chefs, farmers, culinary schools, breweries, wineries, food and travel content creators, and DMOs • Conduct media tours and press trips to develop articles and features in influential food and travel publications • Utilize Colorado.com to showcase partnerships with culinary experts • Develop an online culinary content series to share stories and behind-the-scenes insights into local cuisine, farming practices, and food production • Celebrate excellence through culinary awards and recognition • Connect with the CTO's PR team to amplify promotion 	<ul style="list-style-type: none"> • Reach and impressions of marketing campaigns • Number of pageviews on Colorado.com related to Colorado cuisine • Number of partnerships with chefs and culinary experts
4. Support Culinary Festivals and Events	<ul style="list-style-type: none"> • Collaborate with community members to develop a festival event calendar • Conduct marketing and promotion of events • Develop tourism packages with industry partners focused on festivals and events • Leverage CTO's Destination Development programs to identify culinary assets that can be used for event opportunities 	<ul style="list-style-type: none"> • Number of culinary festivals and events celebrating local agriculture and food traditions • Attendance at events
5. Create Immersive Culinary Tourism Itineraries	<ul style="list-style-type: none"> • Develop thematic itineraries with local businesses • Conduct marketing and promotion of itineraries • Apply for CTO competitive grants or co-ops • Utilize the CTO's Destination Development programs 	<ul style="list-style-type: none"> • Number of itineraries developed and promoted • Reach and impressions of marketing campaigns

Strategy	Tactics and Resources	KPIs
6. Support the Development of Agritourism	<ul style="list-style-type: none"> • Leverage the CTO Learning Lab platform for increased education • Apply for CTO competitive grants and co-ops to develop agritourism offerings and promotional campaigns • Utilize the CTO's Destination Development programs • Apply for OEDIT's Business Support division Small Business Accelerated Growth Program grants 	<ul style="list-style-type: none"> • Number of agritourism businesses supported • Number of new agritourism experiences created
7. Enhance Agritourism Signage and Routes	<ul style="list-style-type: none"> • Develop signage guidelines • Identify signage locations • Design and promote agritourism routes • Invest in high-quality signage • Apply for CTO competitive grants or co-ops • Utilize the CTO's Destination Development programs 	<ul style="list-style-type: none"> • Number of new signs installed • Increase in agritourism site visits
8. Promote Agritourism Offerings	<ul style="list-style-type: none"> • Develop agritourism guides • Share agritourism guides locally and through the CTO • Utilize the CTO's Destination Development programs • Apply for CTO competitive grants and co-ops • Connect with the CTO's PR team to amplify promotion 	<ul style="list-style-type: none"> • Number of communities to develop agritourism guides • Increase in agritourism site visits
9. Elevate Local Agricultural Products	<ul style="list-style-type: none"> • Establish partnerships between local farms and tourism-related businesses • Conduct marketing and promotion • Organize networking events to connect businesses with agricultural producers • Connect with the CTO's PR team to amplify promotion 	<ul style="list-style-type: none"> • Increase in sales of local agricultural products • Number of partnerships between tourism businesses and farmers/ranchers • Increase in local products used in tourism businesses

Strategy	Tactics and Resources	KPIs
10. Broaden MICHELIN Guide Partnerships Statewide	<ul style="list-style-type: none"> • Identify potential new locations to expand the partnership • Design and implement quality and enhancement programs to help raise standards • Partner with food and travel media to generate coverage of the state's culinary scene • Engage with food content creators and bloggers to review and promote local restaurants 	<ul style="list-style-type: none"> • Number of culinary establishments recognized in expanded MICHELIN Guide partnerships statewide

Tourism Resource 9: Tourism Workforce

Goal: Foster a resilient, skilled, and diverse tourism workforce that is fairly compensated and equipped to positively impact Colorado's tourism industry, while addressing key challenges such as affordable housing and childcare.

Objective: By 2035, the number of tourism businesses that report workforce challenges will reduce by 20%.

Strategies:

Strategy	Tactics and Resources	KPIs
1. Develop Industry-Focused Workforce Strategies	<ul style="list-style-type: none"> • Organize stakeholder collaboration forums • Develop and implement training programs tailored to the specific needs of the tourism sector • Establish formal partnerships between tourism businesses and local educational institutions 	<ul style="list-style-type: none"> • Number of tourism businesses participating in workforce development programs • Number of tourism workforce strategies developed • Number of new partnerships between tourism businesses and local educational institutions established
2. Strengthen Industry Collaboration with the Colorado Community College System	<ul style="list-style-type: none"> • Leverage these programs: <ul style="list-style-type: none"> • CCCS Colorado First and existing industry job training grant programs • Apprenticeship programs • CO Career Development Incentive program • Develop industry-recognized credentials 	<ul style="list-style-type: none"> • Number of community colleges working or partnering with the tourism industry

Strategy	Tactics and Resources	KPIs
3. Share Solutions to Support Workforce Housing Challenges	<ul style="list-style-type: none"> • Identify and document tourism workforce housing development solutions • Leverage DOLA's network of housing development specialists • Apply for DOLA's gap funding for acquisition, rehabilitation and new construction projects 	<ul style="list-style-type: none"> • Number of new affordable housing solutions aimed at supporting the tourism workforce
4. Implement Employer-Assisted Housing Programs	<ul style="list-style-type: none"> • Leverage DOLA's network of housing development specialists who are available to assist local governments in creating EAH incentives • Develop rental subsidy programs that offer financial support to employees securing affordable rental housing close to their jobs • Provide down payment assistance, low-interest loans, or grants to help employees purchase homes near their workplaces • Offer workshops on financial literacy and the home buying processes, empowering employees with the knowledge to pursue home ownership 	<ul style="list-style-type: none"> • Number of businesses offering employer-assisted housing programs
5. Promote Workforce Diversity and Inclusion	<ul style="list-style-type: none"> • Develop targeted recruitment campaigns • Implement inclusion training • Establish mentorship and career development programs 	<ul style="list-style-type: none"> • Increase in the percentage of employees from underrepresented groups in the tourism sector year over year
6. Foster Career Advancement in Tourism	<ul style="list-style-type: none"> • Expand access to leadership programs • Enhance training and development opportunities • Create structured mentorship programs • Participate in the Colorado Tourism Leadership Journey 	<ul style="list-style-type: none"> • Number of graduates in the CTO's Colorado Tourism Leadership Journey • Number of new leadership and mentorship programs introduced in the industry • Number of people participating in leadership or mentorship programs

Strategy	Tactics and Resources	KPIs
7. Enhance Recognition for Tourism Professionals	<ul style="list-style-type: none"> • Develop local award programs in CO communities • Implement annual statewide recognition events • Promote award winners in local and statewide media • Nominate a business or individual for Governor's Awards for Outstanding Colorado Tourism Efforts 	<ul style="list-style-type: none"> • Number of awards given each year • Reach and impressions from local media coverage • Number of applications or award submissions received
8. Promote and Integrate Tourism Career Education in Schools	<ul style="list-style-type: none"> • Develop collaborative educational programs • Launch career awareness campaigns • Implement mentorship and internship programs 	<ul style="list-style-type: none"> • Number of schools and non-profit organizations promoting tourism as a career path • Curriculum or degrees dedicated to tourism careers
9. Build the Brand of Working in Tourism	<ul style="list-style-type: none"> • Develop and launch a multimedia marketing campaign to highlight the career opportunities in tourism • Partner with educational Institutions • Showcase personal stories of tourism professionals 	<ul style="list-style-type: none"> • Increase in the number of job applications received for tourism-related positions • Decrease in tourism-related job vacancies
10. Support Professional Development and Networking Events in the Industry	<ul style="list-style-type: none"> • Enhance conference offerings • Expand access to conference participation for young professionals • Promote year-round industry networking opportunities • Increase the number of statewide, regional or local tourism gatherings 	<ul style="list-style-type: none"> • Conference satisfaction levels by participants • Number of first-time attendees • Number of events dedicated to professional development or networking

Tourism Resource 10: Climate

Goal: Champion tourism practices that mitigate the industry's climate impact and adapt to changing environmental conditions to foster the long-term sustainability and resilience of Colorado's tourism sector.

Objective: By 2035, at least 500 tourism businesses will be participating in the Colorado Green Business Network (CGBN), committed to improving the efficiency and sustainability of their operations.

Strategies:

Strategy	Tactics and Resources	KPIs
1. Encourage Sustainable Tourism Business Practices	<ul style="list-style-type: none"> • Organize sustainability workshops and training • Promote certification and recognition programs including the CGBN and other programs throughout the state (such as Actively Green) 	<ul style="list-style-type: none"> • Number of businesses participating in CGBN or similar program
2. Advance Sustainable Aviation Initiatives	<ul style="list-style-type: none"> • Establish research and development partnerships • Launch pilot and demonstration projects • Create more supportive policies and investments in infrastructure • Develop campaigns to inform travelers about sustainable aviation options 	<ul style="list-style-type: none"> • Reduction in greenhouse gas emissions at DEN and Colorado's regional airports
3. Support Renewable Energy in the Tourism Sector	<ul style="list-style-type: none"> • Facilitate access to renewable energy solutions • Develop and promote financial incentive programs • Educate tourism operators about the benefits of renewable energy 	<ul style="list-style-type: none"> • Number of tourism businesses using renewable energy
4. Transition Tourism Fleets and Public Shuttles to Clean Energy	<ul style="list-style-type: none"> • Apply for the Colorado Department of Public Health and Environment, Clean Fleet Transportation Network Companies grant program • Apply for the Office of Innovative Mobility grant program 	<ul style="list-style-type: none"> • Percentage of tourism-related transportation fleets that have transitioned to electric or low-emission vehicles

Strategy	Tactics and Resources	KPIs
5. Promote Electric Off-Highway Vehicles	<ul style="list-style-type: none"> • Develop financial incentives that reduce the cost barrier for purchasing electric OHVs • Conduct educational campaigns and demonstration events to raise awareness of e-OHV options • Apply for the Colorado Energy Office Clean Air Program (CAP) grants 	<ul style="list-style-type: none"> • Number of e-OHVs registered and operating within Colorado's tourism sectors
6. Expand and Promote Electromobility Options for Visitors	<ul style="list-style-type: none"> • Leverage CDOT's Multimodal Transportation and Mitigation Options Fund and Transportation Alternative program • Utilize Colorado.com to provide information and promote electromobility options • Connect with the CTO's public relations team to amplify promotion 	<ul style="list-style-type: none"> • Value of investments made in e-mobility initiatives • Articles on Colorado.com and in media
7. Encourage Diverse, Climate-Adaptive Tourism Offerings	<ul style="list-style-type: none"> • Develop year-round tourism attractions that do not depend on seasonal weather • Develop marketing campaigns for alternative attractions • Connect with the CTO's PR team to amplify promotion • Utilize the CTO's Destination Development programs • Apply for OEDIT's Business Support division Small Business Accelerated Growth program grants 	<ul style="list-style-type: none"> • Number of new climate-adaptive tourism activities and attractions developed and successfully launched each year • Reach of promotional campaigns • Number of visitors to climate-adaptive tourism activities
8. Champion Natural Habitat Restoration	<ul style="list-style-type: none"> • Identify priority habitat restoration projects • Organize and promote volunteer reforestation days • Apply for the GOCO/Lottery RESTORE Colorado grant program 	<ul style="list-style-type: none"> • Number of acres of habitat restored • Number of restoration projects completed annually

Strategy	Tactics and Resources	KPIs
9. Facilitate the Creation of Destination-Specific Climate Action Plans	<ul style="list-style-type: none"> • Develop a climate action toolkit • Utilize the CTO's Destination Development programs to host climate planning workshops • Leverage the Colorado Resiliency Office Communities program 	<ul style="list-style-type: none"> • Number of DMOs with implemented climate action plans
10. Encourage Climate Impact Mitigation and Reporting	<ul style="list-style-type: none"> • Promote widespread UN Glasgow Declaration participation • Support the development of climate action plans for businesses • Sign and commit to the UN Glasgow Declaration 	<ul style="list-style-type: none"> • Number of tourism businesses participating in the UN Glasgow Declaration on Climate Action in Tourism

Annex 3: Regional Plans Strategy Summary

The regional destination stewardship strategic planning initiative resulted in the development of customized plans for Colorado's eight travel regions. The eight regions are Pioneering Plains, Canyons and Plains, Pikes Peak Wonders, Mystic San Luis Valley, Mountains and Mesas, Rockies Playground, The Great West, and Denver and Northern Colorado. The localized approach taken in crafting the regional plans empowers communities to address their specific challenges and opportunities. Through collaboration and stakeholder engagement, these plans allow for more precise resource allocation and the implementation of strategies aligned with each region's distinct characteristics. Central to this process is the tourism industry's role in advancing destination stewardship principles and educating visitors about the importance of preserving Colorado's natural resources and cultural heritage for future generations.

Priority Strategies

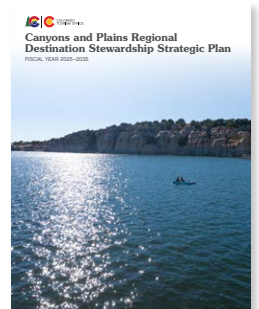
Pioneering Plains

1. Champion the Value of Tourism
2. Empower Museums as Pillars of Tourism
3. Strengthen Rural Tourism Networks
4. Promote and Facilitate Ethical Wildlife Viewing through Birding
5. Support Revival of Eastern Colorado Wildlife Habitats
6. Cultivate Connections Through Culinary Journeys
7. Embrace the Night Sky in Northeastern Colorado
8. Enhance Day Use Areas at State Parks and Outdoor Recreation Spaces



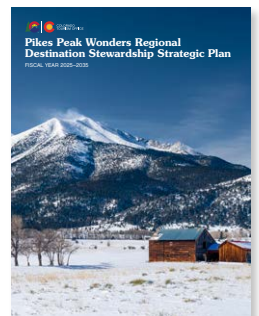
Canyons and Plains

1. Champion the Value of Tourism
2. Safeguard and Promote Cultural Heritage through Collaboration
3. Preserve Habitats and Promote Wildlife Stewardship
4. Empower Museums as Pillars of Tourism
5. Strengthen Rural Tourism Networks
6. Discover Hidden Adventures with a Guide



Pikes Peak Wonders

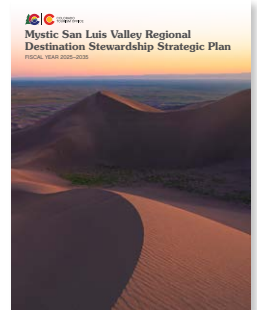
1. Foster Regional Collaboration and Strengthen DMOs
2. Enhance Community Awareness and Engagement in Tourism
3. Expand Regional Collaborative Outdoor Management
4. Support Wildlife and Biodiversity Conservation
5. Develop and Promote Low-Impact and Regenerative Travel Experiences
6. Improve Accessibility Communications and Infrastructure
7. Prioritize Community Placemaking and the Arts
8. Enhance Cultural Heritage Organizations and Offerings



9. Advance Agritourism Development and Promotion
10. Increase Sustainable Transportation and Parking Infrastructure
11. Bolster Local Tourism Workforce

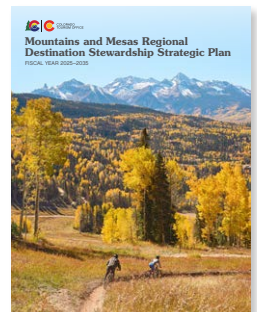
Mystic San Luis Valley

1. Foster Increased Collaboration and Coordination of Regional Tourism
2. Increase Responsible Visitation
3. Support Regional Transit Solutions for the Great Sand Dunes National Park and Preserve
4. Increase Economic Development Opportunities for Small Local Food and Agricultural Businesses
5. Advance the Expansion of Collaborative Agritourism Initiatives
6. Strengthen Collaboration and Promotion of Local Heritage, Creative Industries, Folk, and Traditional Arts
7. Increase Climate Resiliency Among Rural Tourism Stakeholders
8. Convene Regional Outdoor Recreation Stakeholders in Economic and Environmental Stewardship Efforts



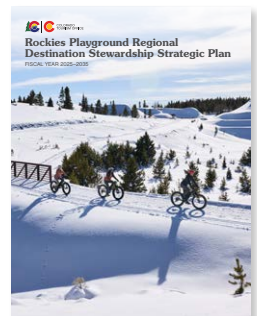
Mountains and Mesas

1. Encourage Responsible Visitation and Stewardship
2. Care for the Region's Wildlife
3. Provide a Comprehensive Overview of the Region's Cultural Heritage
4. Engage Artists and Creative Industries in Stewardship
5. Support Local Agriculture and Advance Agritourism
6. Elevate Tourism Entrepreneurship
7. Address Workforce Housing Challenges
8. Promote Alternative Modes of Transportation and Car-Free Tourism



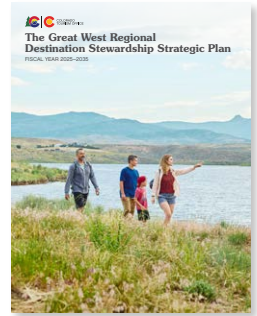
Rockies Playground

1. Establish a Regional Destination Stewardship Coalition
2. Champion Destination Stewardship and Engagement of Visitors and Residents
3. Collaborate on Recreation Management and Trail Connectivity
4. Champion Wildlife Habitat Protection and Natural Resource Stewardship
5. Create Authentic and Inclusive Cultural Heritage Experiences
6. Expand and Connect Creative Districts to Diversify Tourism Offerings
7. Streamline Public Transit to I-70 Destinations
8. Expand Advocacy and Communications to Promote a Car-Free I-70 Mountain Corridor
9. Support Regional Advocacy and Funding for Workforce Housing
10. Promote Workforce Diversity and Skill Development
11. Advance Regional Collaboration and Resourcing for Childcare and Early Childhood Education
12. Develop a Regional Climate Action Plan



The Great West

1. Promote Water Conservation and River-Based Economic Vitality
2. Create More Job Opportunities Closer to Home
3. Connect The Great West via Train
4. Identify Solutions for Workforce Housing and Affordability
5. Improve Outdoor Recreation Behavior of Visitors and Residents
6. Enhance Rural Destinations Appeal and Access to Markets
7. Champion Wildlife Habitat Protection and Restoration



Denver and Northern Colorado

1. Expand the Region's Efforts Toward Inclusivity and Accessibility
2. Increase Training for Frontline Stewardship Ambassadors
3. Create a Youth Stewardship Program
4. Enhance Trail Ambassador and Volunteer Initiatives
5. Elevate the Music Scene
6. Integrate Art into Outdoor Recreation
7. Address Workforce Housing Challenges
8. Develop and Encourage Utilization of Low-Impact Travel Options
9. Encourage and Promote Sustainable and Responsible Tourism Practices
10. Promote Ethical Wildlife Viewing and Minimize Human-Wildlife Conflicts
11. Promote Native American Heritage
12. Support and Market Agritourism
13. Launch Destination Stewardship Recognition Awards

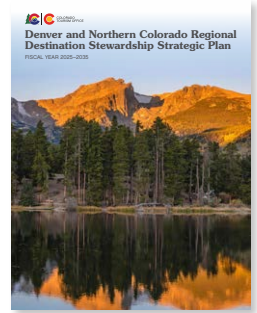


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