



# Destination Stewardship Update

August 24, 2023



COLORADO  
TOURISM OFFICE



# Colorado Tourism Office

A Division of the Governor's Office of Economic Development & International Trade (OEDIT)

## Vision

Empower the tourism industry by inspiring the world to explore Colorado responsibly and respectfully.

## Approach

To advance the strength and resilience of the entire industry through collaboration, inclusivity, innovation and leadership by partnering with destination marketing organizations, tourism associations, local communities, and private businesses across the state.

# The Evolution of DMOs



# One Time Recovery Grants

- CARES Act Recovery grant from the U.S. Economic Development Administration - \$2.4M
- Meeting and Events Incentive: Provides rebates and direct support to eligible events in Colorado- \$10 million
- EDA- \$9.6 million, partnered with OREC
  - CTO to receive \$4.8 million
    - international program
    - large tourism recovery marketing grants
- ARPA/SLFRF - \$9 million
  - marketing campaign
  - Stewardship / DEIA / Value of Tourism





# Colorado Tourism Roadmap 2.0

Seeks to advance the strength and resilience of the Colorado tourism industry through *collaboration, inclusivity, innovation, and leadership*





# Economic Vitality

Ensure a robust tourism economy throughout all four corners of Colorado

- Advance Colorado's competitive position as a leading, multi-season destination through brand development and destination promotion
- Strengthen Colorado's economic growth by understanding, balancing and prioritizing the varied needs of individual destinations and the state
- Increase economic impact of international visitation





# Industry Leadership

Serve as a trusted and effective resource for both the tourism industry and the destinations it serves.

- Foster alignment and collaboration within the tourism industry and the larger Colorado economy
- Lead development of partnerships for tourism -related research within the tourism industry
- Provide impactful, valuable support for industry stakeholders, destinations and community/non -profit organizations





# Destination Stewardship

Support for Colorado destinations that balances quality of life for residents and quality of experience for visitors, while enhancing our environment and our communities



# Goals of Destination Stewardship

- Refocus CTO's work and support for communities to ensure the benefits of the visitor economy are balanced between communities, our environment and visitors
- Empower communities to be proactive in protecting and amplifying the long -term value of their destination's cultural and natural assets
- Lessen negative impacts on our lands and people and seek a regenerative approach
- More partnerships and stronger alignment
- Working collectively and transforming the tourism industry mindset



# Advisors & Partners



# Care for Colorado Coalition

- Founded by CTO and Leave No Trace in 2020
- An alliance of more than 100+ organizations dedicated to educating Coloradans and visitors to travel Colorado respectfully and responsibly.
- Access to marketing assets, communication materials and educational resources





# The Seven Principles

1. Know Before You Go
2. Stick To Trails
3. Leave It As You Find It
4. Trash the Trash
5. Be Careful With Fire
6. Keep Wildlife Wild
7. Share Our Trails and Parks





**LEAVE IT AS YOU**



**DO COLORADO RIGHT**

**BE CAREFUL WITH**



**DO COLORADO RIGHT**

**KEEP WILDLIFE**



**DO COLORADO RIGHT**







## MONTHLY MESSAGING & RESOURCES FOR LEADERS IN DESTINATION STEWARDSHIP

### Backcountry Winter Safety



If you plan to head into our exhilarating backcountry this winter, Do Colorado Right and keep safety in mind. Know Before You Go, check the avalanche forecast, carry avalanche rescue gear, be prepared for changing conditions, recreate responsibly and Care for Colorado.



# Inclusivity in Travel Coalition

- Support the development and promotion of travel experiences centering on the interests and preferences of diverse travel audiences
- Identify strategies for creating and supporting a welcoming and safe environment for diverse travelers
- A broad network of stakeholders and a peer industry network to support the exchange of ideas, provide feedback and increase awareness about initiatives



# CTO's Destination Stewardship Campaign





 COLORADO™  
COME TO LIFE

**BLUE SKIES  
GREEN RIDES**



QUINN GABLE  
TRAVEL INFLUENCER

**SEE HOW QUIN DOES IT**

 COLORADO™  
COME TO LIFE

**REDUCE YOUR  
TRAVEL FOOTPRINT**



QUINN GABLE  
TRAVEL INFLUENCER

**SEE HOW QUIN DOES IT**

 COLORADO™  
COME TO LIFE

**DO COLORADO  
RIGHT** 



QUINN GABLE  
TRAVEL INFLUENCER

**SEE HOW QUIN DOES IT**





# Destination Stewardship Council

Members will serve as advisors and thought leaders over the next two years on these main projects:

- Creation and implementation of a statewide Destination Stewardship strategic plan, including creation of a Glossary of Terms for the Colorado Tourism Industry.
- Creation and implementation of a statewide research approach and report for Destination Stewardship



# Destination Stewardship Strategic Planning Initiative



COLORADO  
TOURISM OFFICE

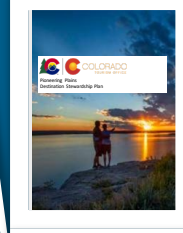
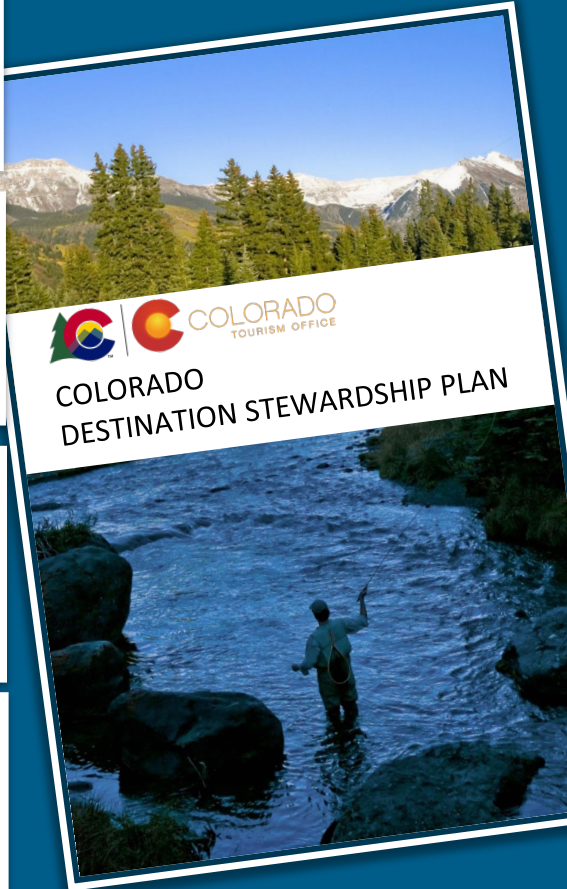


*A year-long planning effort started in May 2023, the Colorado Tourism Office is developing a new destination stewardship strategy in collaboration and cooperation with industry thought leaders and stakeholders, state and federal agencies, communities and residents, so that private and public partnerships can be fostered, and existing work across the state can be built upon.*



COLORADO  
TOURISM OFFICE

# Destination Stewardship Strategic Planning Initiative



## Plan Outputs

- Coalition
- Understanding
- Alignment
- Practical Strategies
- Commitments
- Indicators

## Success

- Preserve Colorado's natural, cultural, and social assets
- Maximize benefits and minimize impacts for Coloradans
- Deliver remarkable visitor experiences
- Long-term sustainability of the tourism industry



# Destination Stewardship Strategic Planning Initiative



# Alignment & Impact

COMMITTED TO ALIGNMENT WITH EXISTING  
AND EMERGING STEWARDSHIP PLANS

- Colorado's Outdoor Strategy
- Protected Area Management Plans
- Comprehensive Economic Development Strategies
- County & Local Comprehensive Plans
- Colorado Climate Plan
- Colorado Environmental Education Plan
- Statewide Transportation Plan
- History Colorado State Preservation Plan
- Local & Regional Economic Development Plans
- Local Destination Stewardship Plans





# Destination Stewardship Planning Update



COLORADO  
TOURISM OFFICE



# Summary of Introduction Meetings

DESIGNED TO INTRODUCE THE PLANNING INITIATIVE TO STAKEHOLDERS, RECRUIT PARTICIPATION, AND IDENTIFY PRIORITIES

14

Meetings Conducted

1,168

Invitations Distributed

373

Total Participants\*

\*some participants attended multiple

meetings

## Partner Meetings

- Destination Stewardship Council
- Care for Colorado Coalition
- Destination Partners
- Industry Association Partners
- CTO Board
- CTO Staff
- 8 Regional Action Teams
- Inclusivity in Travel Coalition (scheduled 8/29)
- Partner presentations



COLORADO  
TOURISM OFFICE



# Identifying Destination Stewards

A **steward** is an individual, group, or organization that manages or looks after the property, resources, or affairs of others.

In the tourism context, a **steward** is anyone who **cares about and works to protect tourism resources** to ensure their preservation for future generations.

## Tourism Resources



Natural



Historical



Cultural



Communities



Businesses



Transportation



Safety & Health



Information



Workforce



# Identifying Destination Stewards

A **steward** is an individual, group, or organization that manages or looks after the property, resources, or affairs of others.

In the tourism context, **a steward is anyone who cares about and works to protect tourism resources** to ensure their preservation for future generations.

- Destination Management and Marketing Organizations
- Tourism Industry Stakeholders
- Local Government Representatives
- Environmental Conservation Groups
- Cultural and Heritage Associations
- Community Leaders
- Land Managers
- Local Residents
- Academics and Researchers
- Non-Governmental Organizations (NGOs)
- Regional Economic Development Agencies
- Indigenous Community Representatives
- Any others interested in destination stewardship



# Destination Stewardship Priorities



COLORADO  
TOURISM OFFICE



# What is a Destination Stewardship Issue?

- A specific area or issue that needs to be addressed in order to protect, preserve, and enhance tourism in Colorado. These issues reflect the various aspects that may be impacted by tourism and that require careful management to support sustainability.
- Used to define the scope of the statewide and regional stewardship plans





# Community Impacts

Traffic and  
congestion

Insufficient  
parking

Residents  
undervalue the  
tourism industry

Workforce  
housing  
shortage and  
availability

Short-term rental  
regulations

Investments that  
benefit visitors  
and residents

Trespassing on  
private lands

Maintaining  
community  
character

Access to  
recreational  
areas or  
businesses







# Cultural Heritage

Protection of  
artifacts and  
cultural sites

Preservation of  
historical  
buildings and  
homes

Interpreting ALL  
of Colorado's  
history and  
heritage

Development of  
cultural heritage  
experiences for  
visitors

Undersited and  
understaffed  
museums

Integrating  
creative  
industries and  
the arts

Enhancing  
festivals and  
events

Honoring Native  
Americans and  
their lands

Celebrating  
culinary  
traditions

# Diversity, Equity, Inclusion, & Accessibility

Accessible  
infrastructure

Accessible  
interpretation &  
information

Removing  
barriers to  
inclusive travel  
opportunities

Multilingual  
signage & staff

Professional  
development for  
underrepresented  
talent

Diversity in  
tourism  
leadership

Diversity  
represented in  
tourism  
marketing

Market access  
and promotion  
of minority  
owned  
businesses

Encouraging and  
recognizing  
inclusive hosts







# Economic Sustainability

Tourism product  
diversity

Capturing visitor  
spending with  
local businesses

Addressing  
Seasonality

Advancing  
tourism  
workforce

Threatened  
funding for  
tourism  
marketing and  
management

Increasing  
liveable wages  
and perks for  
workforce

Facilitating  
Public private  
partnerships

Increased  
competition &  
need for  
additional  
marketing  
funding

Marketing  
undervisited  
communities

# Environment

Addressing  
water usage,  
conservation,  
and quality

Reducing energy  
usage and  
increasing  
renewable  
resources

Waste  
management  
and reduction

Wildlife  
protection,  
habitat loss, and  
interactions

Climate action

Reducing  
negative impacts  
to public lands

Preventing  
wildfires

Increasing  
sustainable  
transportation  
options

Minimizing  
noise, light, and  
contamination  
pollution







# Visitor Management

Improving visitor  
behavior

Waste  
management  
(i.e. littering and  
pet waste)

Improving trail  
maintenance

Limiting carrying  
capacity in  
natural areas

Reducing visitor  
flow in  
residential  
neighborhoods

Improving visitor  
safety  
awareness and  
services

Addressing  
overcrowding

Maintaining the  
welcome

Visitor  
monitoring and  
data collection

# Governance

Lack of tourism leadership and organization in some communities

Limited capacity within destination management/marketing organizations

Underfunded destination management organizations/departments/positions

Threatened traditional funding sources (e.g. HB117)

Overdependence on volunteers for complex, long-term programs/projects (e.g. byways)

Ineffective/antiquated tourism governance structures to address evolving issues

Uncoordinated advocacy efforts for tourism industry issues/opportunities (housing, workforce, climate)

Limited public understanding about tourism, management/marketing functions, funding and revenue use

Lack of coordination for data collection, monitoring and reporting (local, regional, state-wide)





# Research & Investigation Activities



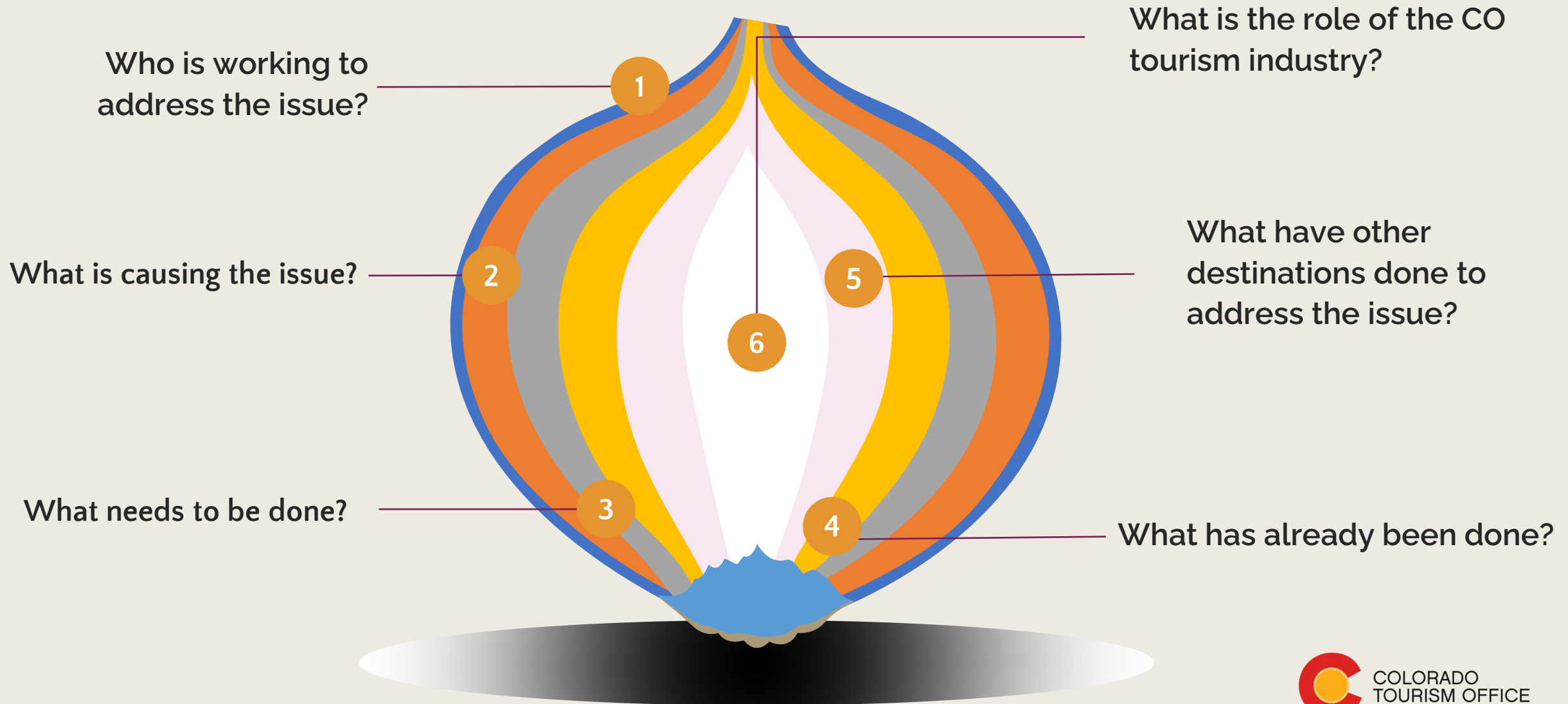
COLORADO  
TOURISM OFFICE





# Research & Investigation

PEELING BACK THE LAYERS TO UNDERSTAND TOURISM'S ROLE





# Research & Investigation

PEELING BACK THE LAYERS TO UNDERSTAND TOURISM'S ROLE

Who is working to address the issue?



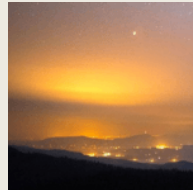
What is causing the issue?



Glare



Light Trespass



Sky Glow

What needs to be done?

- Use dark sky friendly lighting in public spaces, at your home, and business
- Local lighting ordinances
- Dark Sky Places Designation

What is the role of the CO tourism industry?

What have other destinations done to address the issue?

*South Tyrol, Italy*

- New lighting regulations were put into place requiring decorative and shop-window lighting to be turned off overnight and limiting luminance and color temperature.

What has already been done?

- 10 Designated Dark Skies Parks
- 5 Designated Dark Skies Communities

YEARBOOK



# DESTINATION STEWARDSHIP



## Benchmarking

- **National:** New Zealand, Switzerland
- **State/Provincial:** Hawaii, British Columbia
- **Stewardship Priorities:** Global & CO





# Planning Workshops

## WORKSHOP GOALS

1. Introduce the Destination Stewardship Planning Initiative
2. Educate stakeholders about the concept of destination stewardship and share best practices & research findings
3. Foster collaboration and partnerships between the tourism industry and destination stewards
4. Identify key destination stewardship priorities
5. Generate potential solutions or actions





# Workshop Schedule

AUGUST - OCTOBER

## Mystic San Luis Valley

- September 20 - Alamosa
- September 21 - Saguache

## Canyons & Plains

- August 28 - La Junta
- August 29- Trinidad

## Pioneering Plains

- August 30 - Limon
- August 31 - Sterling

## Rockies Playground

- September 7 - Frisco
- October 11 - Glenwood Springs

## Mountains & Mesas

- September 14 - Montrose
- October 12 - Durango

## Pikes Peak Wonders

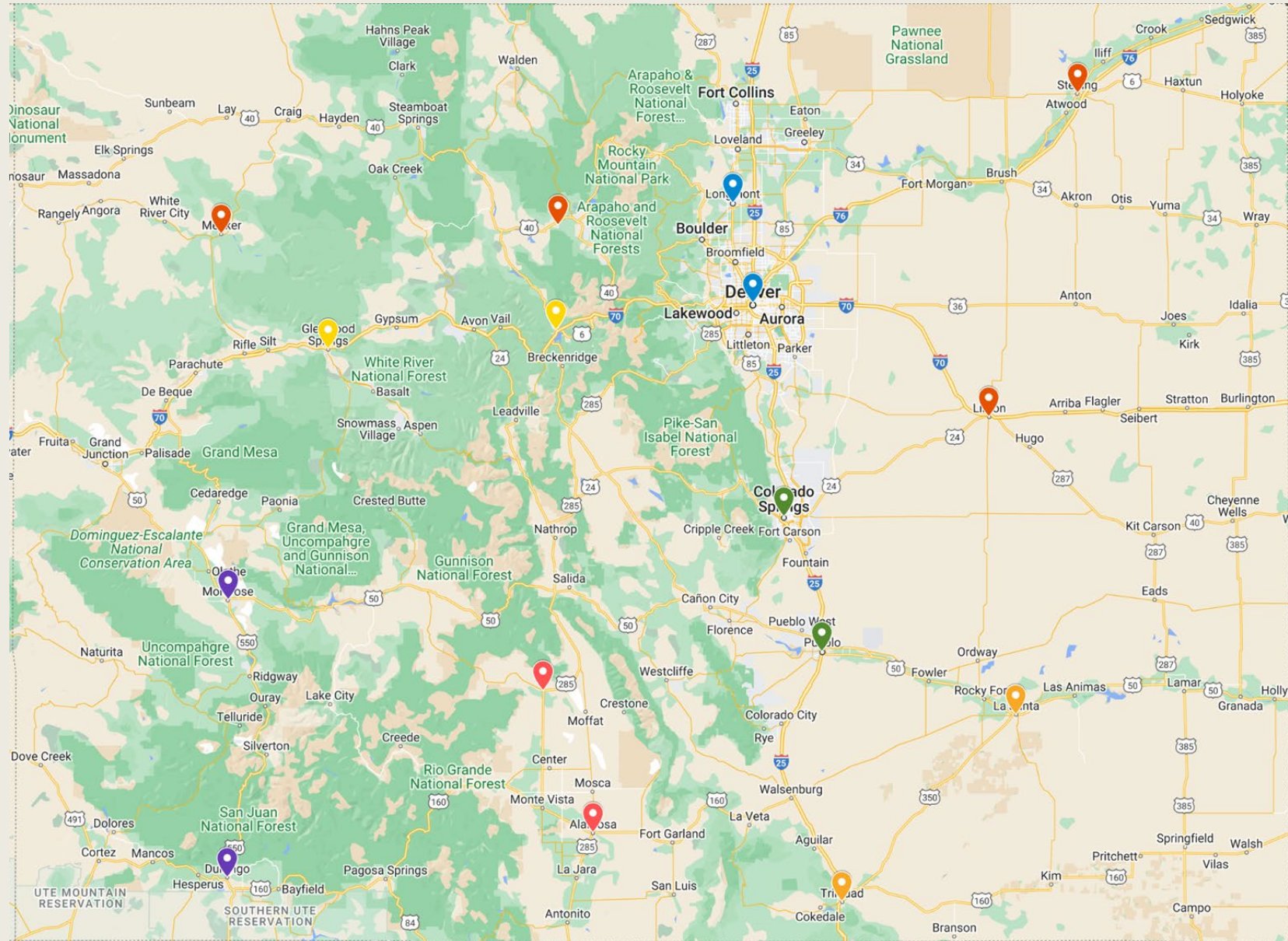
- September 6 - Colorado Springs
- October 25 - Pueblo

## Denver & Cities of the Rockies

- September 19 - Downtown Denver
- October 5 - Longmont

## Great West

- October 11 - Meeker
- October 12 - Grand County





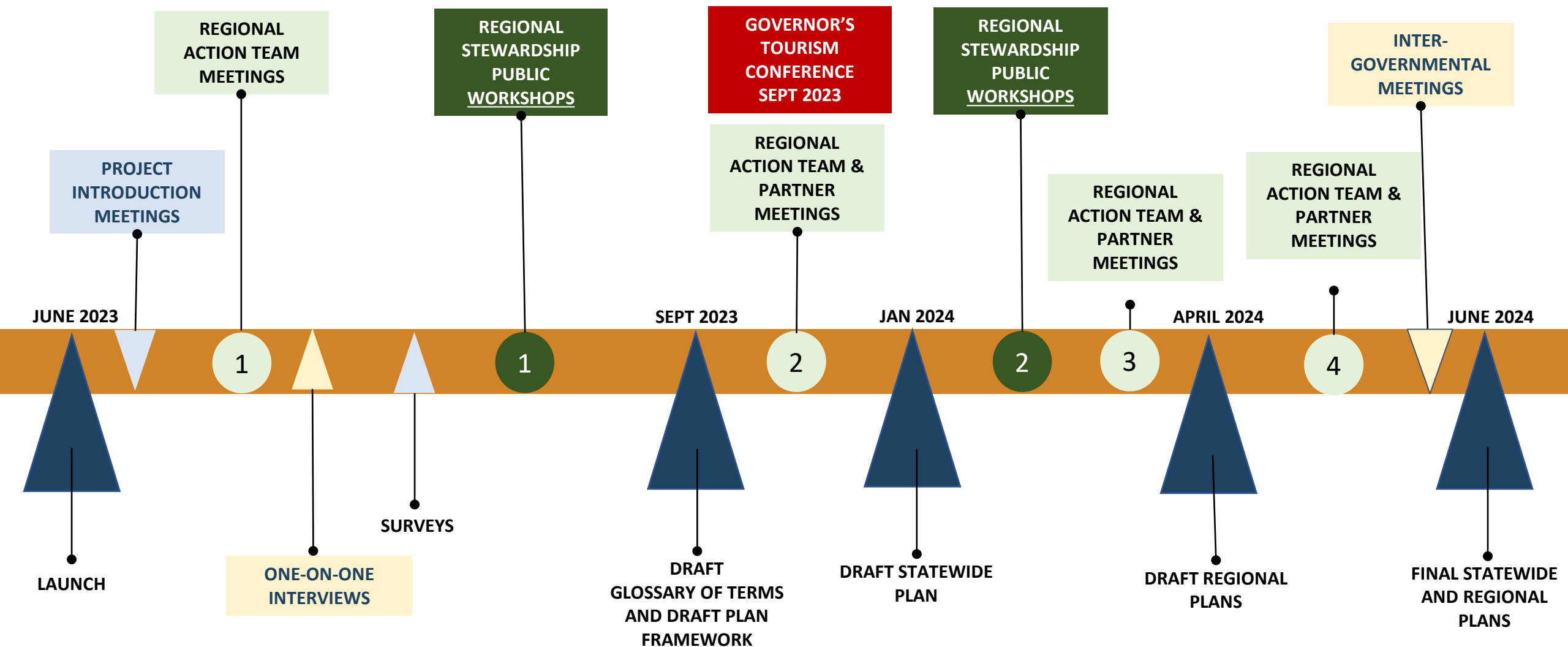
# Destination Stewardship Survey

Designed to:

- Raise awareness about the stewardship planning initiative
- Validate stewardship priorities
- Identify additional priorities
- Identify best practices to benchmark
- Identify potential solutions/actions



# Project Plan





# JOIN US ON THIS TRANSFORMATIVE JOURNEY

*We invite all tourism stakeholders and destination stewards to join us in shaping the future through our Destination Stewardship Strategic Planning Initiative*

**Jill Corbin**

Deputy Director, Destination Stewardship  
[jill.corbin@state.co.us](mailto:jill.corbin@state.co.us)





# Questions?



COLORADO  
TOURISM OFFICE



# 2023 Colorado Governor's Tourism Conference

September 27–29, 2023 | Fort Collins

- Keynote Speaker highlights -
  - Tony Drees, an adaptive athlete champion, Purple Heart amputee and motivational speaker will share his message of transparency, accountability and resilience.
  - USTA, CTO Staff & DEIA Fireside Chat
- Breakout Session highlights -
  - Destination Stewardship sessions with Solimar & outdoor recreation partners
  - Developing Accessibility Infrastructure & Product
  - Leave No Trace workshop - Measuring Success for Stewardship
  - DEIA Workshop - Building and Maintaining Relationships
- Other events to note -
  - Community Service Project with Leave No Trace - 1-4 pm, Tuesday 9/26
  - VIP reception - Tuesday evening, 9/26
  - First-ever Visitor Services Summit - Wednesday, 9/27
  - CTO Board Meeting - Wednesday, 9/27
  - Welcome Reception hosted by Visit Fort Collins - Wednesday, 9/27
  - Governor's Awards for Outstanding Colorado Tourism Efforts - Thursday evening, 9/28

# Thank You

**Jill Corbin**

Deputy Director, Destination Stewardship  
[jill.corbin@state.co.us](mailto:jill.corbin@state.co.us)



COLORADO  
TOURISM OFFICE