

Colorado Municipalities

Vol. 96, No. 4, August 2020



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1144 Sherman St.
Denver, CO 80203-2207
(p) 303 831 6411 / 866 578 0936
(f) 303 860 8175
www.cml.org
cml@cml.org

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Sarah Werner, editor
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Mark Vanderbrook, circulation

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The Colorado Municipal League is a nonprofit association organized and operated by Colorado municipalities to provide support services to member cities and towns. The League has two main objectives: 1) to represent cities and towns collectively in matters before the state and federal government; and 2) to provide a wide range of information services to help municipal officials manage their governments.

Colorado Municipalities

Volume 96, Number 4

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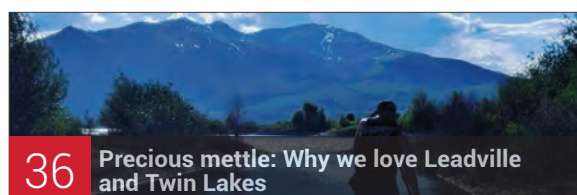
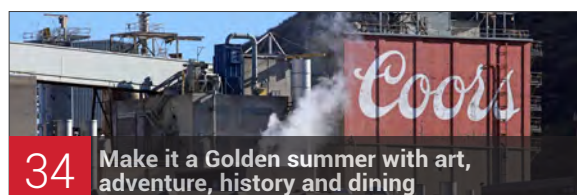
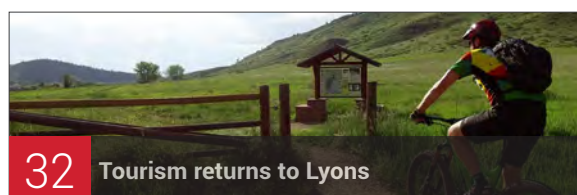
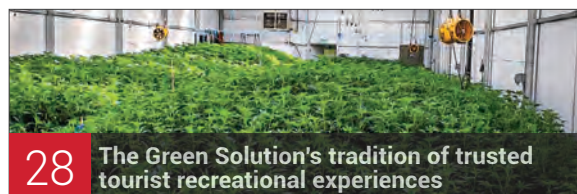
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About some of our contributors



Shawnee Adelson has a BA in Economics from Whitman College and a MA in International Development from University of Denver.

She has worked for non-profits for over ten years, including being the Board President of the Colorado Farmers Market Association. She has worked for the Colorado Brewers Guild since 2015 and is currently their Executive Director. As a Colorado native, she is passionate about ensuring that Colorado continues to be the state of craft beer.



Chris Castilian, a native of Colorado, has a lengthy history of both private and public service, including serving as deputy chief

of staff for Gov. Bill Owens, as well as director of the Colorado State Board of Land Commissioners. Most recently, Castilian was director of strategy and engagement for Anadarko Petroleum Corp., where he led government affairs, social investment, employee engagement, and stakeholder outreach for the Rockies region. He also served as a commissioner for Colorado Parks and Wildlife and is on several other boards of nonprofit organizations throughout the Denver metro area.



Rebecca Hill is a research scientist at the Department of Agricultural and Natural Resource Economics at Colorado State

University. She received her Ph.D in agricultural and resource economics in 2012; her dissertation was entitled:

Spatial Dimension of Natural Resource Decisions: Private responses to Public Resource Decisions. Her work since has focused on outdoor recreation, Agritourism, local foods, economic impact analysis, and water. Rebecca also teaches such classes as Agricultural Economics, Agricultural Marketing, and Agricultural Law at Colorado State University.



Arielle Hodgson is the special events and communications coordinator for the Town of Lyons. Originally hired in July 2014 as a two-

year grant-funded communications specialist following the 2013 flood, Arielle's role became a permanent town-budgeted position when the grant closed-out. She has since advanced through different positions with the town, which include main street manager and economic development associate. Drawing inspiration from her mom, Lakewood's city manager, Arielle is passionate about local government administration and aspires to be a city manager herself. She will complete her Master of Public Administration program from CU Denver in December 2020.

Working in a small municipality has allowed Arielle a broad span of roles and involvement with each department; however, perhaps most unique remains her experience with disaster recovery. Arielle has received four FEMA IS certifications and continues to work toward additional emergency management accreditations. She also serves as a member of the Board of Directors for the Lyons Volunteers and the Lyons Arts and Humanities Commission, and is involved with

CCCMA's Emerging Managers. Arielle enjoys living in Lyons, and spends most of her free time fly fishing.



Dawn Thilmany McFadden is a professor of agribusiness and agribusiness extension economist with Colorado State

University and specializes in analyzing markets and consumer behavior surrounding local, organic and other value-added food market segments. She has worked in support of Colorado agritourism development and industry-based efforts (Colorado Wine Industry Development board) since 2005.



Thomas J. Noel is a Professor of History and Director of Public History and Preservation at the University of Colorado at Denver. He

is the co-author or author of 53 books, a former longtime Sunday columnist for the *Rocky Mountain News* and *The Denver Post*, and appears regularly on Channel 9's *Colorado & Company* as Dr. Colorado. Check out dr-colorado.com for his tours, talks, books and classes.

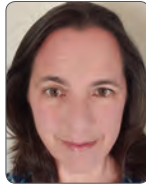


Katie Payer is a big picture thinker and detailed do-er with extensive experience developing experiential programs, building

content, and designing events in an innovative environment. She has more than fifteen years of involvement in marketing, communication, event planning, and program creation. Katie owns Katie Payer Consulting, which

provides clients with focused and high-quality support in creating engaging, thoughtful, and impactful programs to fill the void in events and company content. Clients include the Colorado Tourism Office, Denver Startup Week, Colorado Lending Source, the Junior League of Denver, Warren Village, Colorado's Minority Business Office, NASA, and the Emerging Technologies Coordinating Council for the California Public Utilities. Previously, Katie was the Vice President of Communications at Young Americans Center for Financial Education, a non-profit focused on teaching young people the benefits of personal finance and entrepreneurship. She spent several years in Silicon Valley working for the Cleantech Open in various roles scaling the organization nationally and globally, and before that worked for the San Jose Sharks Media Relations team. She is currently engaged with the broader Denver community through several board positions, including as Board Chair of YouthRoots. She is an alumna of The Metro Denver Chamber of

Commerce Impact Denver leadership program. She is also the Colorado Chapter President for the Santa Clara University Alumni Association. Katie graduated from Santa Clara University with degrees in marketing and communication. She resides in Denver, Colo. with her husband, daughter, and son.



Traci Stoffel joined the Colorado Main Street Program as main street specialist in 2019. She spent the previous 13 years with the Colorado Municipal League as a communications and design specialist, providing information to the state's cities and towns on a variety of topics, from historic preservation to economic development, effective meetings to transportation. Before that, she was with the statewide historic preservation nonprofit, Colorado Preservation Inc., working with membership, the conference, magazine, and website.



Martha Sullins is an ag business management specialist with Colorado State University Extension, where her areas of emphasis in applied research and outreach include smaller-scale and specialty livestock and crop production businesses, agritourism, local foods, farm transition, on-farm food safety and risk management. She develops and teaches small business management classes, evaluates classroom and field-based educational programs targeted at beginning farmers and ranchers, and develops tools for ag and food producers navigating food safety and business regulations, as well as those starting value-added agricultural enterprises. Martha has a B.A. in Economics and in French, and an M.S. in Agricultural Economics.



Comanche National Grassland Picketwire Canyon Tour



Comanche National Grassland Picketwire Canyon Tour



Bent's Old Fort During the Candlelight Tour in December



CRAFT program aims to draw tourists to rural areas

Katie Payer, CRAFT contractor, Colorado Tourism Office

With the drastic shift in the way Americans are traveling after the COVID-19 pandemic, it's no secret that Colorado's tourism industry is facing a changed future. In 2018-19, travelers spent \$22.3 billion in the state. Those numbers are going to look very different for 2020 and likely the start of 2021. However, crowds at Hanging Lake and lines at the entrance to Rocky Mountain National Park don't need to come back when the "new normal" returns. Colorado is home to hundreds of communities, attractions, activities, and visitor services around the state that see only a fraction of the traffic they would like to see, which is an enormous opportunity for these smaller places and also for Colorado as a whole. And now is the perfect time for visitors to explore these places as they look for more wide open spaces and distance from others.

The Colorado Tourism Office (CTO), part of the Governor's Office of Economic Development and International Trade (OEDIT), takes this opportunity seriously. Dispersing travelers to less-visited parts of the state is a major area of focus in its most recent strategic plan. By influencing and managing travel visitation, the CTO can responsibly

steward Colorado's resources while shining the spotlight on rural communities so they may benefit from traveler spending, attention, appreciation, and desire to stay healthy.

This is where the Colorado Rural Academy for Tourism (CRAFT) comes in.

CRAFT is a program provided by the CTO that empowers rural destination partners with training, mentorship, and implementation funding to identify and support local economic development strategies. This is done by promoting tourism assets, strengthening alignment around tourism development goals, and uncovering new opportunities for economic growth through tourism. In short, the program provides education and funding to drive forward responsible tourism.

The City of La Junta, located in southeastern Colorado in Otero County, has plenty to see and do. From exploring Bent's Old Fort, a National Historic Site, to trekking around the Comanche National Grasslands, to viewing the vast number of dinosaur tracks along the Purgatory River, visitors can spend days in this part of rural Colorado. Yet La Junta's visitor numbers didn't reflect the wealth of



Tarantulas During the Annual Tarantula Migration

opportunities they have to offer. So, in fall 2018, the city of La Junta applied for and was selected to take part in CRAFT Studio 101, a training program that provides broad, comprehensive tourism education for communities interested in learning how to build tourism into an economic development strategy.

Community members from all cross-sections of La Junta, from elected officials to business owners to tourism board members, joined in six day-long training sessions over three months to learn about various aspects of tourism, discuss how each played a role in La Junta, and what the community could do to increase tourism and economic diversity. The program led to the creation of a shared vision, and set the community members up for ongoing conversations and decision making around tourism and other economic development initiatives.

"CRAFT Studio 101 has had a positive effect on the internal conversation of our Tourism Board," says Pam Denahy, Director of Tourism Events for Visit La Junta, and one of the Community Champions for the CRAFT Studio 101 program. "We are all on the same page and decisions are moving forward through the 101 lens of 'does this fit into our mission and the direction we want to go.' There is a lot of support and cohesion within the board."

But it doesn't end there. The CTO understands that education and training can only take a community so far. Without

financial resources, many ideas may falter before they can get off the ground. That's why the CRAFT Studio 101 program comes with the opportunity for up to \$10,000 in funding to support implementation of key priorities identified by the community. La Junta used their funding to hire professional photographers and videographers to capture the beauty of the area and highlight the distinctive attractions. The old website imagery didn't do justice to all La Junta has to offer, and the new footage better conveys the spirit of the area.

One of the most prominent conversations the La Junta group members had during the program was focused on the uniqueness of the local tarantula mating season, which occurs each year in late summer and early fall. The CRAFT program enabled the community to identify this rare cultural attraction, consider how to sustainably promote it, and then thoroughly welcome visitors who came as a result. The huge influx of thoughtfully-minded visitors who sought to see tarantulas on the move — on sidewalks, along streets, in parking lots, and on the sides of the highway — was a boon to La Junta's economy and image. In addition to a visit by Governor Polis and his family, who shared the experience on social media, the city received a huge increase in national media attention and visitor spending, including through their lodging tax.

The CRAFT program works to address the needs of all rural communities, no matter where they may be in the process. In

addition to CRAFT Studio 101, there are CRAFT Workshops, one-day intensive training sessions that dive deep into a specific tourism topic. CRAFT Mentor provides complimentary mentoring to help communities or businesses advance a specific tourism-related goal. And there is Studio 201 for more established communities, offering customized support for communities or regions working on specific tourism-related goals or strategies.

When Greeley and Weld County applied for CRAFT Studio 201 in 2018, the community participants were looking to better understand their community's assets — both currently and in the future. They also wished to engage more community members in tourism conversations, and they wanted to begin developing a tourism strategic plan. These goals were in perfect alignment with the customized 100 hours of mentoring provided through the Studio 201 program.

In the first few months of 2019, focus groups were held across Weld County to listen and talk with people from different sectors of the tourism economy. A separate group of community members took part in a written survey. The Studio 201 mentor, a contractor hired by CTO based on extensive tourism expertise, spent a significant amount of time exploring and researching the community. The end result was a comprehensive report that outlined Greeley and Weld County's tourism assets; community member attitudes; community

strengths, weaknesses and opportunities; suggested branding for marketing to move the community forward; and a plan for how to fund the next initiatives.

"Participating in the CRAFT Studio 201 program was beneficial in helping key tourism advocates from various silos within the county better understand the assets found in other parts of the county and engage in conversations exploring how collaborative promotion of all those assets helps everyone prosper," shared Jennifer Finch, the Communications Director for Weld County and a member of the local leadership team for the program.

The Greeley and Weld County group members used the \$7,500 in available implementation funding to create and market seven themed trails with maps and online content to guide visitors through the community's assets.

Amy Dugan from the Greeley Chamber, and a member of the local leadership team, said, "We now have a connected, passionate group of individuals in Weld County who are excited about collaborating on more projects."

All of the CRAFT programs are application based, though they each have different application timelines and deadlines. There is no cost to apply or participate, and all rural communities are eligible. There is no set path for a community to take through the CRAFT programs, though communities are encouraged to be "repeat customers" and apply for additional programs after their first experience. As of spring 2020, all wCRAFT programs are moving to virtual formats to ensure that applicant communities can continue to receive the incredible benefits of this program — and ride the tide of changing tourism trends in the post-COVID-19 world.

Caitlyn Love, the Marketing and Communications Specialist for Downtown Grand Junction, perfectly summed up the CRAFT experience after Grand Junction's CRAFT Mentor project was complete. "Remember that the work you do today really aligns a vision for not only the person completing the project, but usually for the organization and the community as well. The work we do directly tells a story to all community members, youth, and visitors in our area, and we want to make sure we have a clear vision and goals for how we want to be viewed."

Explore industry.colorado.com for more information and applications for all CRAFT programs.



Governor Polis with tarantula during the annual tarantula migration

Escape straight into the heart of the Rockies with classic tunes that capture Colorado's soul. Whether you're driving through Colorado's long, winding roads or dreaming of blue skies and majestic mountains, this playlist will surely make you Come to Life™: <https://open.spotify.com/playlist/09Zm6haVDgn3KGDjLdPNzL>.



Central City



Elizabeth

Colorado Main Streets draw visitors

Traci Stoffel, Main Street specialist, Colorado Department of Local Affairs

The idea of Main Street is one of the most iconic images of America. Every Main Street has a story to tell, written in its buildings and the street itself. It tells the story not only of a town's past and its people, but of its current small businesses and the community.

The Main Street™ movement is the leading voice for preservation-based economic development and community revitalization across the country. In Colorado, that translates into a vision for all of the state's cities and towns to have unique, healthy, and vibrant downtowns that enrich local business, embrace history, and enhance their unique sense of place for residents and visitors alike.

Official Main Street™ communities embrace a Four-Point Approach to ensure the revitalization and preservation of their historic downtowns, making them attractive places to spend time:

1. Design: Creating an inviting, inclusive atmosphere; celebrating historic character; and fostering accessible, people-centered public spaces.
2. Promotion: Marketing its defining assets; communicating unique features through storytelling; and supporting the buy-local experience.
3. Organization: Building leadership; ensuring community engagement; and forging partnerships.
4. Economic Vitality: Building a diverse economic base; catalyzing smart new investment; and cultivating a strong entrepreneurship ecosystem.

The Colorado Main Street Program, within the Division of Local Government at the Colorado Department of Local Affairs, offers support for community-led, grassroots progress in downtowns. It helps cities and towns thrive by providing a customizable framework to focus efforts,



energy, and resources to create a more vibrant community, and offering partnership and support to maximize local investment.

From the Eastern Plains to the Western Slope, Colorado Main Street communities are found across the state. While each is unique in size, history, and culture, they share a common element: enthusiastic residents and business owners with a strong desire for community revitalization.

Each Colorado Main Street community has a story to tell, a history to preserve, and a destination to be visited and enjoyed. To find your next small town adventure, visit any of Colorado's Main Streets, where adventure and experience awaits off the beaten path.

Brush! is home to bountiful crops of corn, soy, wheat, and sugar beets – which lends historic meaning to the school mascot, the Beetdiggers, and to the town's tagline, "Brush! Homegrown Happiness!" The exclamation point indicates a town that makes things happen and gives identity far beyond its borders. Brush offers a self-guided walking tour of its historic downtown, where the community-preserved and run Sands Theatre is the centerpiece. The Brush People's Market runs throughout the summer in the beautiful East Morgan County Library Park.

Central City offers a variety of activities and a National Historic Landmark District downtown that takes you back to its founding by miners. Gaming aficionados will appreciate the six casinos, and art and history fans can enjoy the local art gallery, history museum, and tours of various historic structures,

including the Central City Opera House and Couer D'Alene Mine Shaft House. Special events include the famous Madam Lou Bunch Day with bed races down Main Street, Central City Beer Fest, the Hot Rod Hill Climb, Sunday afternoon showdowns, and productions by the Central City Opera.

The historic influences of the railroad, automobile travel, community efforts to develop a distinctive culture, and domestic architecture all contributed to the small-town character of Elizabeth that exists today. Local business thrives in the original commercial buildings, including a custom-fitted cowboy hat store, a famous candy store, and numerous antiques and collectibles shops. Farmer's Markets, a Historic Walk & Talk, Hops Fest, Wine in the Pines, and the Mayor's Tree Lighting bring the community out in force.

Granby seeks to create an attractive environment that becomes the community's gathering place, preserves the traditional downtown as the center of the community, and supports a dynamic and prosperous business environment. As part of its placemaking efforts, Granby hosted RKY MTN WALLS in 2019, bringing renowned artists in to transform the community in a bright and unexpected manner for years to come. Just outside of town, adventure awaits with four seasons of activities ranging from skiing to fishing.

Roll through Hugo while tracing the wheels of Teddy Roosevelt's train tour and stop at the Hugo Union Pacific Roundhouse. While first a stagecoach stop, the railroad played a huge part in the creation of Hugo, which still runs through the town today. See the stories behind Hugo's 150-year history



Leadville



Meeker

at the Hedlund House Museum or the site of the Hugo Civilian Conservation Corps Camp, and walk along Fourth Street for some of the best antiquing in the area.

Set within more than 1,100 square miles of untamed beauty, "ah factors" are a constant in Lake City. From climbers, fishermen, hunters, 4-wheel enthusiasts, and hikers to bikers, horseback riders, birdwatchers, and Old West history buffs, magical moments are spun into heirloom memories passed on and recreated generation after generation.

La Junta offers a wide range of attractions - hiking, biking trails, museums, bird watching, hunting, disc golf, discovering the wealth of heritage. Into history? Visit the Koshare Indian Museum and Bent's Old Fort National Historic Site. Outdoor recreation? Picketwire Canyonlands, Comanche National Grassland, Vogel Canyon, and John Martin Reservoir State Park are a short trip outside of town. Something different? Each fall, tarantulas march through the area to find a mate.

The Santa Fe Trail Scenic and History Byway leads to Lamar, home of the one-of-a-kind Petrified Wood Gas Station, an art deco movie theater, and Big Timbers Museum, and close to Camp Amache National Historic Landmark. Visitors can learn more on a historic walking tour. Lamar is home to Downtown at the Fair, Paint the Plains 5k Run/Walk, Witch's Brew, and many other events.

Once a booming mining camp and set amidst acres of national forests and public lands, Leadville has more original turn-of-the-century buildings and houses than any other mountain community. There is no shortage of heritage tourism

opportunities, with more museums and historical sites per capita than nearly any other municipality in Colorado. Now a modern-day outdoor recreation mecca, the area offers abundant snow for winter sports and a cool, comfortable climate for summer hiking among Colorado's highest peaks and some of its largest glacial lakes.

Lyons is surrounded by vibrant sandstone cliffs and nestled in the foothills of the Colorado Rockies. The town is home to craft spirits, gourmet bites, local art, and unique shops, awash in the sound of bluegrass on the way to discovering mountain adventures.

Meeker is one of the few towns that has maintained a town square since its early days. This two-block-wide region along Main Street is in the center of the Downtown Historic District filled with shops, restaurants, a library, and more. The square is a place for everyone to meet on the lawn and enjoy the community throughout the seasons; in the summer, add live music, farmers markets, July 4th celebrations, historic re-enactments, and parades. And don't miss the Meeker Classic Championship Sheepdog Trials!

Montrose Main Street showcases the quality of life Montrose has to offer. Indulge in local bites, distilled spirits, and vibrant retail while enjoying the 300+ days of sunshine and community music in the pocket park set in the center of the historic downtown. "Stay Here. Play Everywhere." – Montrose is well situated for outdoor adventure and has its own trail system in town.

Ridgway was founded in 1891 as the headquarters of the world-



Montrose



Windsor



Woodland Park

famous Rio Grande Southern narrow-gauge railroad serving the area's rich silver and gold mines and ranches. Trails for walkers, hikers, bikers, and winter sports enthusiasts create an outdoor adventure wonderland. At the center of it all is downtown Ridgway, the hub of arts, entertainment, wellness activities, ranching and railroad museums, and a vibrant "foodie" culture.

Whether for rest and relaxation or sport, Rifle offers an abundance of natural settings and choices for creating unique "Choose Your Own Adventure" stories. People can enjoy a taste of the "New West" with a great cup of local coffee or morning yoga session, strongly seasoned with an Old West flavor of the adventurous spirit and outdoor activities.

Steamboat Springs' unique mix of warm sun, cowboy boots, and friendly locals lends an inviting, laid back atmosphere to the historic Colorado resort town, where western heritage meets abundant outdoor adventures. The town offers opportunities for biking, hiking, hot springs, museums, maker spaces, restaurants, art galleries, and more.

Explore downtown Trinidad with its rich architecture from the 1800s, eclectic restaurants, and shops both trendy and vintage. Museums offer insight into iconic western history, and Trinidad Lake State Park, with Bear, Blue, Monument and North lakes, offers outstanding fishing, boating, camping, hiking and outdoor recreation opportunities.

Victor's modern-day treasures are the results of its rich gold rush history. When it was platted in 1893, it was already known as the City of Mines; today, head frames of the Ajax, Strong and Independence give Victor its historic gold mining

atmosphere. Victor offers a wealth of century-plus-old buildings, hiking trails and museums, gold panning and modern mine tours.

Wellington was an oil, coal and agricultural hub throughout the 1800s and became a stopping location for wagon trains, travelers, and military movement between Cheyenne and Fort Collins. While experiencing rapid population growth, Wellington maintains a small-town atmosphere with its agriculture perimeter and "Old Town" center, parks and trails, small businesses, and activities.

Windsor: Your Hometown Retreat has a restaurant scene that is well-rooted with unexpected flavors, and shops and salons offer impeccable style to escape the outside world and wrap yourself in hometown warmth, while the lakefront park beckons visitors to leave worries behind.

Nestled on the north slope of Pikes Peak at an elevation of 8,465 feet, yet only 18 miles from downtown Colorado Springs, Woodland Park is just a short drive and yet a wonderful world away. Downtown is a vibrant, artistic center of the community where all generations gather, walk, play, shop, dine, and live in an historic and majestic mountain western setting. "Near Nature! Near Perfect."

For more information on Colorado Main Street, visit www.colorado.gov/mainstreet.



The evolving benefits of agritourism in Colorado communities

*Martha Sullins, extension specialist, Colorado State University;
Rebecca Hill, research scientist, Dept. of Ag and Resource Economics, Colorado State University; and
Dawn Thilmany, professor and extension specialist, Dept. of Ag and Resource Economics, Colorado State University*

Agritourism: a growing sector

Agritourism has been flourishing in rural and urban communities as a way for agricultural producers to connect consumers to agriculture through experiences linked to a farm or ranch. These experiences might entail picking fruit in an orchard, buying fresh vegetables from a farm stand or farmers market, attending a camp or a class on growing or preserving foods, visiting a farm museum, spending the week working on a ranch, or many other educational, cultural or recreational activities.

U.S. Census of Agriculture data shows that Colorado's sales of agritourism goods and services have been increasing. In 2017, producer-reported revenues reached \$63.9 million, compared to \$26 million in 2012. The number of farms offering agritourism experiences to visitors also grew from 864 in 2012 to 1,056 in 2017. Routt and Weld counties had the highest reported income from agritourism in 2017 (13% and 10% of the state's total), while Moffat (69) and Larimer (62) had the greatest numbers of individual operations. Nationally, Colorado represented almost 7% of all reported earnings from agritourism, and nearly 4% of all agritourism businesses; however, Colorado's \$60,593 in 2017 in average earnings per farm or ranch were almost double national earnings of \$33,222 per operation. Beyond the farm, these operations likely draw visitors who also contribute to the tourism activity of their surrounding communities as well, so these numbers are only part of the story.

A national study unveiled some interesting aspects of agritourism that have implications for Colorado communities and their agricultural businesses. This CSU study found that agritourism on larger farms and ranches that produce specialty livestock, horses, and grapes tend to generate more agritourism revenue and offer more experience-based agritourism activities such as organized events, entertainment and outdoor recreational activities (Van Sandt et al. 2018). In contrast, smaller fruit and nut farms (grossing under \$350,000 per year) tend to attract visitors through U-pick operations or sales at farm stands offering fresh and value-added products. Grape production, such as in Colorado's Grand Valley area, is one of the largest drivers in agritourism economic activity, reflecting the longstanding popularity of wine-based agritourism. In general, it appears that agritourists are drawn towards unique, interactive experiences such as horseback riding and U-pick fruit. In addition, agritourists tend to place higher values on agritourism activities that take advantage of the region's history, culture, or natural assets.

Agritourism in the face of COVID-19

The flexibility of agritourism as a business type bodes well for its adaptability to changing economic conditions, such as those currently unfolding during the COVID-19 pandemic. This global health emergency has impacted all facets of economic and community development, dealing a particularly severe blow to the tourism sector. For example, a recent Brookings Institution report exposed the vulnerability of the US tourism sector and its employees to current events (Table 1). For Colorado, this is true as well: state unemployment insurance claim data show that increases in unemployment in tourism sectors outpace other sectors of the state's economy (Figure 1).

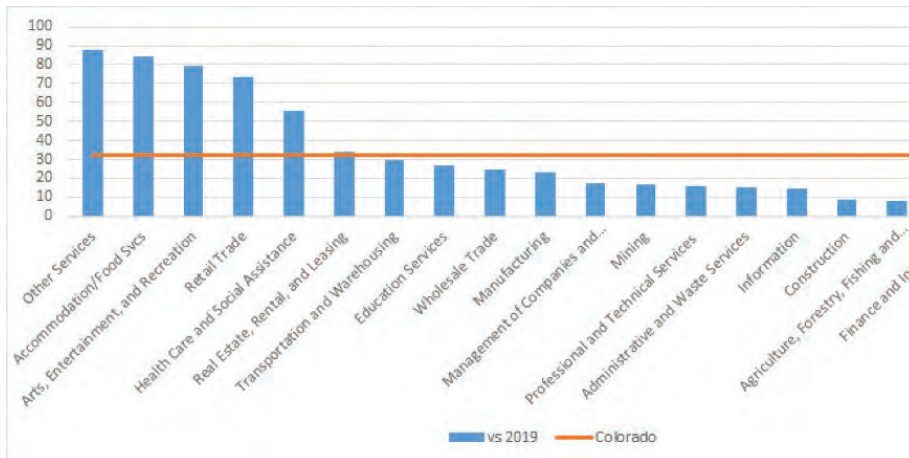
Table 1. Industries at highest risk from COVID19

Industry	Jobs (thousands), 2019	Share of all jobs, 2019
Mining	686	0.5%
Transportation	3,381	2.3%
Employment services	3,624	2.5%
Travel arrangements	219	0.1%
Leisure & hospitality	16,331	11.1%
Total	24,241	16.5%

Source: Zandi, "COVID-19: A Fiscal Stimulus Plan," (Moody's Analytics, 2020) and Brookings analysis of Emsi data

B Metropolitan Policy Program
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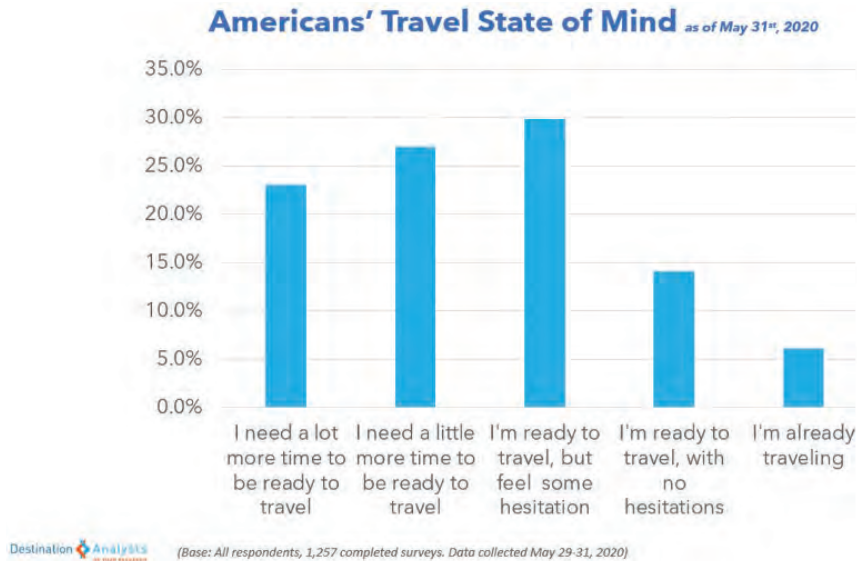
Figure 1: Unemployment Insurance claim increases from 2019 levels, by industry (QCEW)



Tourism is a key industry in Colorado and direct travel spending in 2018 was over \$22.3 billion dollars, supporting over 174,000 jobs (Dean Runyan Associates, 2019). Consumer spending – which supports 70% of the US economy – has declined precipitously in community after community, as US and global citizens have foregone their normal lives and spending patterns to support the public call to mitigate the spread of the current pandemic. According to the Colorado Tourism Office, traveler dollars were down more than \$4 billion in the initial 11 weeks of the pandemic

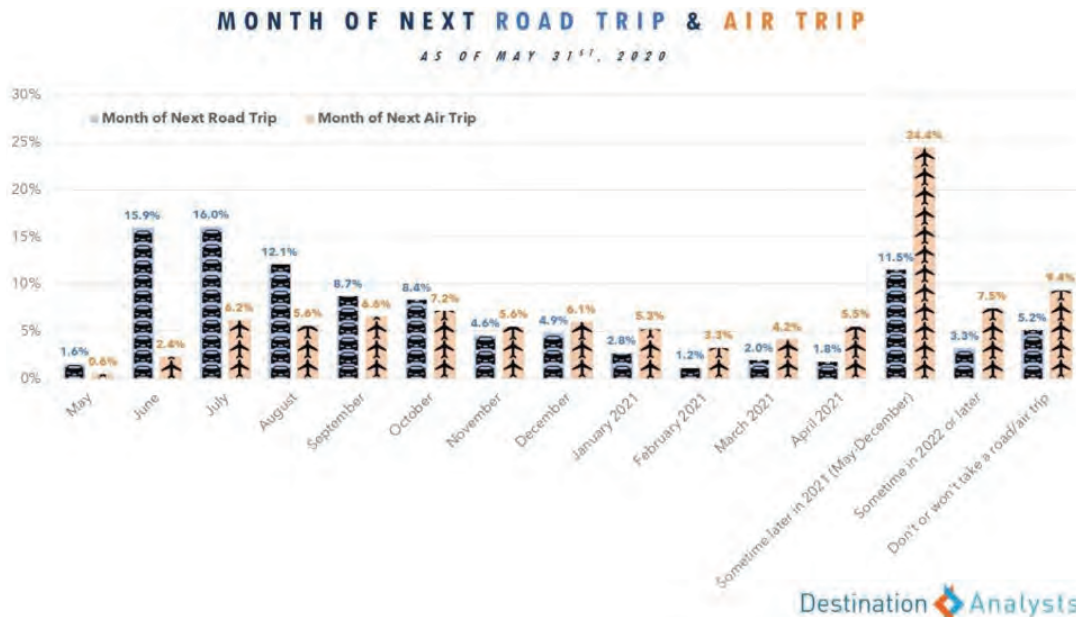
(Colorado Connection, 2020). As of June 2020, Colorado began opening up for tourism again, albeit with a different focus and momentum. Colorado will begin outreach to Coloradans with the message, “When we hike up our mountains, we lift up our neighbors. When we travel nearby, we help others go farther.”

Figure 2. Americans’ travel state of mind



National survey data from Destination Analysts (May 2020) show that, while 6% of Americans are already traveling and nearly 15% are ready to travel with no hesitation, 79% still need more time to return to travel (see Figure 2). American travelers are indicating, however, that they will be willing to take a next trip by car sooner than a trip by air (see Figure 3).

Figure 3. Month of next road and air trip, as of May 31, 2020



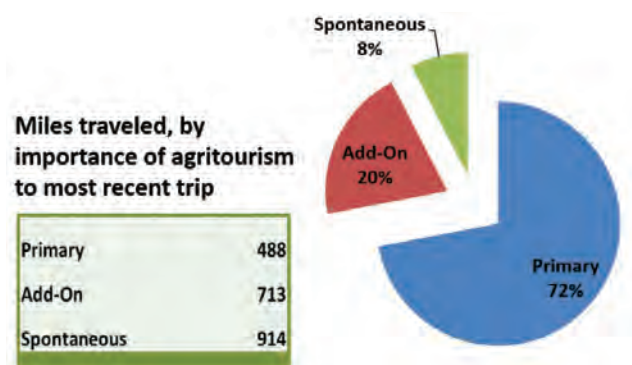
Finally, survey data from the week of June 15 reveal that 61% of potential travelers are not interested in crowded destinations, and nearly 38% are feeling drawn to familiar destinations, rather than exploring new locales (Destination Analysts, 2020). Agritourism may be a good fit for travelers looking to begin tourism again, but slowly, locally, and outdoors in open spaces. Many agritourism businesses have already adjusted their operations to welcome back visitors by providing social distancing for guests, implementing higher standards of cleaning and sanitizing, and pivoting to drive-through or home delivery of farm or ranch products.

Looking ahead

Emerging from the pandemic, Colorado is adopting a phased approach to tourism, and the Colorado Tourism Office is thoughtfully preparing destinations and travelers for appreciating the state's natural, cultural, agricultural, and historic assets. This includes emphasizing how road trips fit into an outdoor, public-health conscious reintroduction to travel through two new web-based itinerary planning sites (a Colo-Road Trips microsite with more than 200 online itineraries to destinations across Colorado, and a new Scenic & Historic Byways microsite for guidance to traveling Colorado's 26 byways). Colorado's agritourism industry is poised to leverage both traveler sentiment to visit less crowded locales as well as their desire to visit familiar settings.

For example, a 2015 Colorado State University survey examined characteristics and behavior of agritourists, identifying three different categories: 1) primary travelers (those who are making the trip to visit an agritourism destination); 2) add-on travelers (those who view agritourism as an additional but not main activity on their trip); and 3) spontaneous travelers (those who see a sign or pick up a brochure and decide to visit on their way to somewhere else). Primary travelers could possibly be enticed to visit an agritourism venue that is closer to home and promises a relaxed and perhaps familiar experience (similar to a staycation). In another 2015 survey of producers, CSU found that Colorado agritourism businesses relied on direct sales of ag and food products as their primary enterprise and, for those businesses, 74% of their customer base came from within their own county or from a neighboring county.

Figure 4. Intentional travelers can be part of Colorado's recovery



As Colorado reopens to travel and recreation, agritourism appears uniquely positioned to offer in-state and out-of-state visitors an experience linked to the state's farm and ranch economy. Although there is still much uncertainty about how individual businesses will manage and benefit from visitors with current limitations on group sizes and smaller capacity at destinations, the Colorado Tourism Office is providing guidance to businesses (<https://industry.colorado.com/>) and visitors (<https://www.colorado.com/colorado-travel-covid-19>) alike to help the tourism and agritourism industries continue to adapt and thrive.

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Heritage Tourism in Colorado

By Tom "Dr. Colorado" Noel

*"Travel is fatal to prejudice, bigotry, and narrow-mindedness,
and many of our people need it sorely on these accounts."*

– Mark Twain



watch tower and one of the barracks have been restored at this reminder of one of the saddest chapters in Colorado History.

ANIMAS FORKS (b.1875 d.1915) Perched at 11,200 feet, Animas Forks is one of the highest and most picturesque of around 500 Colorado ghost towns. At one time, the town boasted some 200 residents and several hotels, saloons, and the highest newspaper in the United States, *The Animas Forks Pioneer*. The San Juan County Historical Society and Bureau of Land Management have stabilized some of the ruins.

BENT'S OLD FORT. The National Park Service has recreated what was once the largest and most important of all Colorado's trading posts, which now offers re-enactor mountain men and Cheyenne Indians.

BROADMOOR HOTEL. Colorado Springs boasts what has long been the state's grandest resort hotel, complete with a golf course, mountain and fishing lodges and the nearby Cheyenne Mountain Zoo, founded for pet monkeys and other wildlife expelled from the hotel after a monkey bit a guest.

CENTRAL CITY OPERA HOUSE. Restored by Anne Evans, Burnham Hoyt, Ida Kruse McFarlane and others, this pioneering historic preservation project inspired similar revivals in other fading Colorado mining towns.

COLORADO FUEL & IRON STEEL WORKS MUSEUM. One out of ten Coloradans once worked in CF&I's Pueblo headquarters steel mill or in some 60 CF&I company towns, coal mines and mills. The handsome Mediterranean style headquarters building is now a museum.

COLORADO STATE CAPITOL. The gold domed state capitol in Denver offers free tours of its spectacular, highly ornate interior with a museum up top.

Heritage tourism is informed travel geared to historical people, places, events and themes. It markets Colorado's communities and their historic resources. Heritage tourism got a huge boost in 1990 when Coloradans voted to legalize gambling in the fading gold mining towns of Black Hawk, Central City and Cripple Creek to be heavily taxed to support historic preservation and heritage tourism. The preservation funding is administered by History Colorado's State Historical Fund (SHF). As of 2020, more than 4,700 SHF grants totaling more than \$300 million have restored over 1,000 buildings in every county in Colorado. Many of these reborn landmarks are now heritage tourism magnets. Below are some favorite Colorado heritage tourism sites to put on your "to do" list:

AMACHE RELOCATION CENTER. During World War II, some 8,000 Japanese-Americans were imprisoned here. Now designated a National Historic Landmark, its water tower,





CUMBRES & TOLTEC SCENIC RAILROAD. America's highest and longest coal fired, narrow gauge steam locomotive.

DURANGO & SILVERTON TRAIN. This narrow gauge, steam-powered train has been running every year since its 1882 construction. It snakes through the spectacular Animas River Canyon. After the train set some disastrous fires in 2018, it has switched to diesel locomotives during the fire season.

FORT COLLINS OLD TOWN HISTORIC DISTRICT. This National Register Historic District at the heart of Fort Collins is a pedestrian-oriented commercial district of 51 structures. Attractions include Coopersmith's, one of Colorado's first and most successful brew pubs, and a reborn municipal trolley line.

GEORGETOWN. Colorado's best-preserved silver mining town is a national model for preservation and heritage tourism. The town has lost only two of its 211 historic structures since its 1966 designation as a National Historic Landmark District. The town even raises money to buy out developers. Don't miss the Hamill House Museum with Colorado's most elegant outhouse, a six-seater.

GEORGETOWN LOOP RAILROAD. To negotiate two miles with a rise of 638 feet took 4.7 miles of narrow-gauge track. This baby train revival employs a spectacular loop where the train

crosses over itself and scenic Clear Creek. Rebuilt and reopened in 1984, a century after it first opened, the operation is owned by History Colorado.

GRAND JUNCTION MAIN STREET MALL. This conversion of Main Street into a pedestrian friendly shopping and entertainment district helped revitalize downtown and set an example followed by Aspen, Boulder, Denver, and other communities that built pedestrian malls to expedite rejuvenation of their downtowns.

GREAT SAND DUNES NATIONAL PARK. A fantastic place to get lost in a sea of sand.

HISTORY COLORADO CENTER. Way back in 1879, Governor John L. Routt and the legislature created the State Historical Society of Colorado, rebranded as History Colorado in 2009, to collect, preserve and interpret state history. It has a wealth of information, including a research center chock full of info on heritage tourism sites statewide.

LARIMER SQUARE. Colorado's finest early preservation project, spearheaded by Dana Crawford and other women, rescued one block of old Denver from the Urban Renewal Authority wrecking ball. As one of the country's first historic district commercial rehabilitation projects, its success inspired the 1989 designation of the adjacent Lower Downtown Historic

District, a national model for using preservation to transform Skid Row into a prosperous residential, retail, art, and entertainment hub.

LEADVILLE. Colorado's richest silver city shined in the 1880s as the state's second largest town. The highest city in the U.S., this two-mile-high boom town busted with the silver crash of 1893. Little changed since that depression, Leadville is the state's best example of a busted mining hub. Among many attractions is the Leadville, Colorado & Southern excursion train.

LUDLOW MASSACRE SITE. The United Mine Workers of America clashed here with the Rockefeller-owned Colorado Fuel & Iron Company in 1914. Strikers wanted better pay, better working conditions and recognition of their union. The state sent in the state militia to protect scabs and break the union. The militia set fire to the tents of striking families, suffocating two women and eleven children. Subsequent guerilla warfare killed an estimated 100 on both sides in the deadliest conflict in the history of American labor.

MESA VERDE NATIONAL PARK. The first National Park to celebrate prehistoric people rather than just scenery was declared UNESCO's first U.S. World Heritage Site.

MOLLY BROWN HOUSE MUSEUM. Colorado's most visited house museum celebrates a poor Irish girl who married a mining tycoon and became a philanthropist and most notable survivor of the 1912 Titanic sinking. Historic Denver, Inc. was founded to save the Molly Brown House and operates it year around.

PIKES PEAK. America's most famous mountain is this snowcapped, 14,110-foot wonder overlooking Colorado Springs. Although Zebulon Pike pronounced it unclimbable, you can do it by cog railroad, auto road or hiking trail.

RED ROCKS OUTDOOR AMPHITHEATRE. Snuggled in between two giant red sandstone monoliths, this is one of the nation's most spectacular outdoor venues and a year-round tourist target.

ROYAL GORGE. Cañon City built and operates the world's highest suspension bridge, soaring 1,000 feet over the Arkansas River.

SAND CREEK MASSACRE SITE. The National Park Service designated this the first U.S. National Massacre site, where an estimated 200 Cheyenne and Arapahoe children, women and old men were slaughtered by Colorado Troops in 1864.

SCENIC & HISTORIC BYWAYS. These 25 back country drives escape crowded major highways and lead to lesser-known heritage tourism sites.

UNION STATION DENVER. Once nearly abandoned, the rail palace of Denver has been spectacularly restored as a marketplace, hotel and hub for AMTRAK and Regional Transportation District rail lines. Many other communities have also restored and repurposed their rail stations making them a favorite stop for rail tourists.

U.S AIR FORCE ACADEMY. The vast campus on the north side of Colorado Springs welcomes visitors who gravitate to its spectacular chapel, the state's most visited place of worship.



Craft beer: a Colorado tourism draw

Shawnee Adelson, executive director, Colorado Brewers Guild

Craft beer is in the DNA of Colorado. If you ask a random stranger on the street in another state what defines Colorado, they will likely say: skiing, marijuana, and craft beer. With over 420 active breweries, Colorado is home to the second most breweries behind California. This equates to roughly 10 breweries per 100,000 adults, placing Colorado number four in the country for breweries per capita. We trail only Vermont, Maine, and Montana, all of whom have a much lower population.

Colorado breweries have a \$3.2 billion economic impact, putting us first in the country for economic impact per capita. For all of these reasons and more, we are called The State of Craft Beer.

While the majority of Coloradans live within 10 miles of a brewery, craft beer is also a large tourism driver. According to the Colorado Tourism Office, during the summer of 2019, over a quarter of tourists visited a craft brewery as one of their activities while on vacation in Colorado. We also know that in-state

beer tourism is just as popular, with many Coloradans making day or weekend trips to visit a new brewery, purchase a new beer release, or participate in one of Colorado's great beer festivals.

These visits to breweries do and will continue to look different under the current pandemic. Similar to their restaurant counterparts, breweries closed their taprooms to on-premises consumption for over two months. During that time, they were deemed



2019 STATE CRAFT BEER SALES & PRODUCTION STATISTICS

Colorado



10.0 Breweries per Capita*
(RANKS 4TH)
*per 100,000 21+ Adults

TOTAL JOBS CREATED
(Full Time Employees)



25,329



\$46,622 Average Wage

Nationally, the industry provided more than 550,000 jobs



ECONOMIC IMPACT

3,285
Million Economic Impact
(RANKS 6TH)

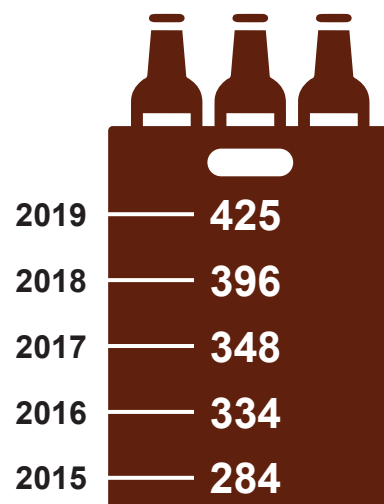
780
Impact Per Capita
(RANKS 1ST)



PRODUCTION

1,529,613
Barrels of Craft beer
produced per year
(RANKS 3RD)
Production Per Capita
(RANKS 5TH)

BREWERIES PER YEAR



For more industry statistics,
visit us at BrewersAssociation.org





essential businesses and were able to continue to produce and distribute beer, including to-go and delivery sales. However, many still had to make severe personnel cuts and some will see up to a 50% decrease in overall production this year. Breweries in tourist towns were hit particularly hard when ski areas were closed, which caused them to feel the slow-down of off-season two months early.

On May 27, Governor Polis allowed breweries statewide to reopen for on-premises consumption with many restrictions in place for the safety of employees and customers. Restrictions include table service to limit the movement of customers, capacity limits, regular sanitizing schedules, increased spacing of tables, and single use or digital menus.

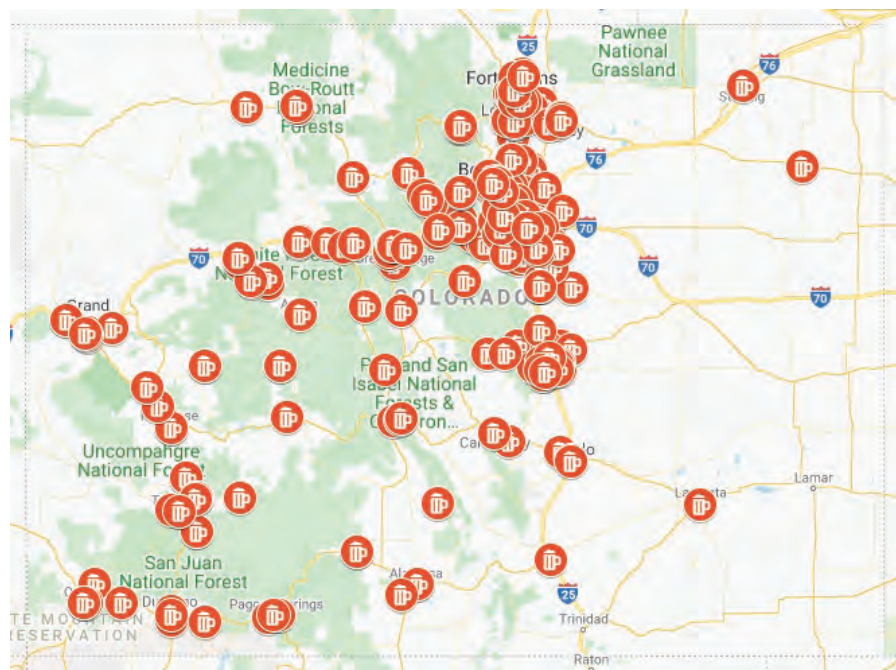
In a state that is proud of its outdoors, it's no wonder that many breweries already had patios to accommodate the desire to enjoy a cold craft beer in the sunshine. With the current restrictions on capacity and the understanding that outdoor spaces can be safer, many are now expanding their outdoor seating areas. Governor Polis has supported this

move and the rules to do so have been temporarily relaxed.

Although brewery visits may look different, the beer is still delicious and high quality. As more and more Coloradans begin enjoying the great outdoors this summer, they will be returning to craft brewery tasting rooms (and patios). Craft beer is still in our DNA

and breweries and craft beer lovers are learning to navigate the current system to ensure that we maintain our status as The State of Craft Beer.

To find your local brewery and learn more about the Colorado Brewers Guild and its member breweries, visit www.coloradobeer.org.



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The Green Solution's tradition of trusted tourist recreational experiences

Kristen Thomson, senior director of public affairs, The Green Solution

Today's business climate has created no shortage of travel stipulations, including unprecedented challenges for retailers and already highly-regulated industries. While many players in the travel economy work hard to adapt, improvise, and maintain consumer trust in their safety, the same is true for the cannabis industry as we adapt to meet the needs of both our regular customers and tourists. While maintaining existing safe and secure practices amid the necessary heightened precautions of the coronavirus outbreak, we acknowledge that welcoming visitors back into our communities and facilities requires creativity for the cannabis industry and flexibility from the cities and towns where we operate.

For years, the model of The Green Solution has continued to refine an experience that provides our regular customers the option to shop online for easy pickup (a practice we've strongly marketed and encouraged since the pandemic outbreak), or in store for a connoisseur-level experience. These options allow our stores to accommodate and educate casual-consuming tourists on the cannabis experience, helping them discover the most enjoyable way they can consume responsibly, ultimately enhancing their experience in each unique community in which we operate.

Prior to the pandemic, The Green Solution had already transitioned to a process aimed at reducing the handling of

fresh product in retail facilities. All products are carefully and compliantly pre-packaged and weighed to retain flavor and reduce product contamination among its life cycle. These practices allowed The Green Solution to quickly adapt to the public health crisis and maintain customer safety while being considered an essential business. As local governments look to protect community members and tourists alike, we, along with other industry titans, look forward to sharing our experience and expertise – valuable information sure to help local governments recover their economies.

In addition to being a critical part of local economies, the cannabis industry considers itself a partner with regulators and elected officials. At The Green Solution, we lead by example, working with community organizations and our commercial and retail neighbors to fit into and enhance communities in which we operate. Every location is painstakingly designed to aesthetically complement the dispensary's locale. These complementary designs, coupled with ten years of regulation experience, encourage the normalization of the cannabis experience for consumers of legal age, especially visitors to our state who have no legal access at home.

Along with providing excellent and thoughtful customer service, The Green Solution has focused our operations on high-end production, design, and product philosophies to ensure our operations have the least impact on communities and enhance the customer experience of cannabis. In communities where it is allowed, we partner with cannabis hospitality businesses and tourism companies to allow consumption of our product in a knowledge-filled, safe, and compliant environment. This includes a tour of our Denver Grape Street grow facility for anyone interested in agricultural tourism, which has hosted large groups of conventioners to learn all about cannabis regulation, cultivation, and safe consumption.

Building local economies, normalizing the cannabis experience, and innovating to meet the expectations of consumers requires creativity and enterprise from our municipal partners, contractors, licensing agencies, and planning departments. While maintaining a “cutting-edge” reputation in an emerging industry presents its own challenges, we have found that healthy and effective communication about achieving

common goals naturally provides simple solutions. It is certainly the key to our success. With 23 locations in Colorado alone, The Green Solution takes our role in the economy, especially the tourist economy, seriously.

When done thoughtfully, cannabis tourism can boost local economies and increase tax revenues. Visitors to Colorado, especially those with no legal access to cannabis in their home locales, have found a visit to The Green Solution to be an important, refreshing, and enjoyable part of their travel itinerary. For municipalities looking to open cannabis operations, change regulations to allow for cannabis tourism, or simply look for a reliable source of best practices for cannabis tourism, they may start by visiting mygreensolution.com, then contacting Kristen Thomson, Senior Director of Public Affairs for The Green Solution at Kristen.Thomson@TGSGlobal.com.





Arts bring visitors to Pueblo on First Fridays

Debra Hill, public information specialist, City of Pueblo

The Pueblo Arts Alliance is an innovative and progressive initiative to excite and bring together arts, business, and the community.

Karen Foglesong, Executive Director of the Arts Alliance, says First Friday Art Walks fulfill all aspects of the organization's goals. These goals play a major part in appealing to out-of-town visitors.

Foglesong says there are many reasons to support the rationale behind First Fridays, an event that has been successful for over 25 years.

Arts: Artists tend to be inspired by what they have on hand to uniquely express their creativity. Families driving through relax and begin to see the area through new eyes. Then, they stop. Once they stop, there is potential for more interaction, community building and commerce.

Pueblo's Creative Corridor is home to fine galleries covering a wide array of mediums, a broad selection of eats and treats, and even museum exhibitions. Each positive interaction carries the potential for exchange strengthening the strands that tie groups into a community, as well as contributing sales tax.

Community: Creating together creates the 'us' of a community. Pueblo's First Fridays include everyone who would like to participate in the way or ways they choose. What has developed is an ever-evolving friendly competition to attract participants. Each month the stores, galleries, museums and restaurants of our Creative Corridor roll out the red carpet to show off their best. An atmosphere of excitement is generated by continual innovation, inspiring both commerce and community. As our staff walks the Walk, we meet both new folks who are riding a wave of discovery and repeat attendees who 'collect' First Friday experiences. Like many towns and cities, both are our goal.

Business: Often seen as the driving factor, business does not exist in a vacuum. It leans on, stands on, and is supported by the connections built within the community. Tourists and dollars are attracted to the places that feel good to join. If the community is functioning healthily, every business is working in tandem to bring about attractiveness to strengthen appeal. Many modern studies show that when the residents and businesses of a city function as parts of a whole, happiness is increased in a community. Happiness, a seemingly intangible quality, becomes very solid when it turns into the excitement that generates income.

Pueblo Mayor Nick Gradisar supports the many and varied elements in strengthening a city's economy. The contribution the arts community makes in attracting tourists and their dollars cannot be undervalued.



"Pueblo has a diverse group of artists using multiple media to express themselves and enrich our community. Our walkable creative corridor has something for everyone."

Foglesong says when local businesses are feeling comfortable or happy, they too spend money in the community. Store fronts are maintained and improved, which, in turn, attract more people excited to be there, and be part of a good thing. Each experience perpetuates the good feelings and a kind of loop is generated – which feeds the community, figuratively, aesthetically, and commercially.

We invite visitors coming to Pueblo to attend First Fridays and be inspired!



All Photos: Susan Fries



Tourism returns to Lyons

Arielle Hodgson, Town of Lyons, communications and special events coordinator

At less than two square miles, the town of Lyons doesn't have... well, much. There aren't any chain restaurants in town, and the only two drive-thrus are liquor stores. For many years, Lyons' slogan was "Gateway to the Rockies," as we are located on the primary route to Rocky Mountain National Park (RMNP) from the front range. But after the 2013 flood, we wrestled with our identity. Undeniably, Lyons benefits from RMNP traffic, but why couldn't we be

the destination? This question launched a period of soul searching and creative thinking, to identify what comes naturally to Lyons and how we can use it to promote tourism.

One of the most prominent features of Lyons is its parks. Incredibly, there's about 90 acres of parkland and 120 acres of open space and buyout properties, just within the less-than-two-square-mile town limits. Combine this with



hundreds of acres of surrounding Boulder County open space and the North and South St. Vrain Creeks that run through town, and you have yourself an outdoor recreationalist's dream. Kayakers, campers, mountain bikers, anglers, tubers, picnickers, hikers, ice skaters – the array of target audiences for outdoor recreation certainly helps the return on investment for this type of marketing; however, bringing recreationalists to town is just part of the goal.

While Lyons' natural resources are perhaps the lowest hanging fruit in terms of marketing, we found it is one of the most difficult industries to capture for local business. After revamping our marketing plan in 2015, we ran a series of advertising campaigns inviting outdoor enthusiasts to come play in Lyons, and while you're here: grab a coffee; find a unique gift; enjoy dinner or a drink before you leave. Last year, we created quarter-page handouts that listed our brick-and-mortar businesses by category and handed them out to park guests and had them available at high school cross-country meets.

Lyons is also a town full of incredible musical talent, and the venues for them to play. Whether it's a restaurant or shop, concert in the park, festivals, impromptu gatherings on Main Street, or, the more recent trend, a musician playing in the bed of a truck up and down residential roads, there is almost always music in the air. We'd spent considerable time and money listing every music event in weekly music catalogues, in hopes of capturing a musically-inclined market. However, this inefficient method gave way to a different strategy: Festivarians.

Each year, Planet Bluegrass, located at the north end of town, holds two or three week-long festivals, which nearly quadruples our 2,000-resident town size. Businesses do quite well during festivals, but alas, Sunday always comes and the Festivarians head home. Realizing the opportunity that had been in front of us all along, we shifted our target to the thousands of people who love music and already know how to get to Lyons. We purchased space in the festivals' booklet programs and local newspapers – both of which are often saved and cherished by festival attendees – reminding visitors that if they love music and beautiful rivers, they should come back soon.

Our small town and equally small budget may not be much, but we're going to celebrate it anyway. We think our quirkiness and out-of-the-box thinking are part of what makes us destination-worthy.



Photo: Planet Bluegrass



Photo: Kim Mitchell



Photo: Arielle Hodgson

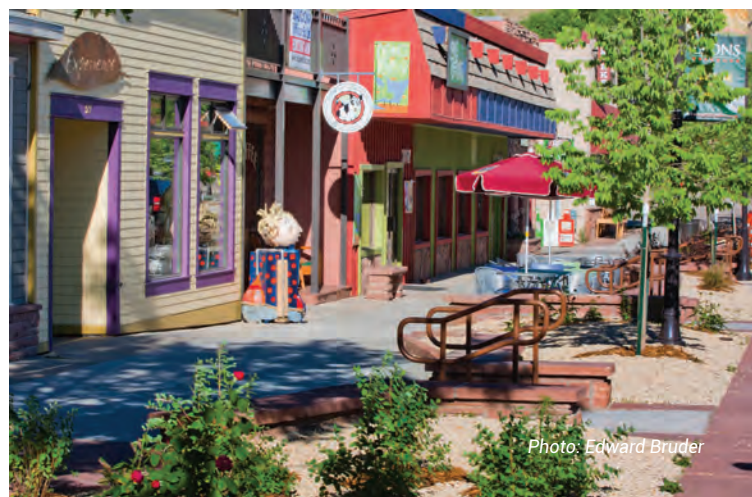


Photo: Edward Bruder



Make it a Golden summer with art, adventure, history and dining

Megan Pinson, community marketing coordinator, Visit Golden

Located in the pretty Clear Creek valley, 12 miles from Denver, Golden is where the mountains meet the plains, and offers all types of Colorado adventure.

Hiking? Golden is surrounded by mountains and buttes and there are trails to the summits of all. North and South Table Mountains are two stark volcanic, treeless buttes with spectacular views and rocky hiking trails. There is a long winding trail up Lookout Mountain, or a pretty path through evergreens to the summit of Galbraith Peak. Meander through meadows of wildflowers and historic barns at White Ranch, or stroll past towering red sandstone rocks on the Matthews-Winters Trail, where a trail stretches all the way to Red Rocks Amphitheatre.

Biking? All major pro cycling races have included Golden's historic climb up the Lariat Loop Trail, a 9-mile, 1,200-foot elevation gain monster ride from downtown to the top of Lookout Mountain. Golden offers dozens of bike trails for all abilities, and even a Golden Bike Library, where you can check out a bike for free.

Mountain streams? Gorgeous Clear Creek flows through the center of Golden. *Westword* calls the paved trail beside it "the best walk on the Front Range." There are parks and picnic spots, and the river offers excellent fly fishing. You can even pan for gold!

Arts? Whether you want to take a self-guided tour of Golden's public art, shop in the downtown galleries or visit Foothills Art Center or the Rocky Mountain Quilt Museum to check out the latest exhibit, you'll find Golden a thriving art town.

Lively Main Street? Golden is famous for its huge downtown arch which proclaims, "Welcome to Golden – Where the West Lives." All summer, from 6 p.m. on Friday to late Sunday, Golden's colorful main street – Washington Avenue – is closed to traffic and becomes an outdoor café, with wide-spaced tables for comfortable dining. Start the morning at Windy Saddle with coffee and pastries. Then there are buffalo burgers and music at the Buffalo Rose, D'Deli's award-winning sandwiches, Old Capitol Grill's BBQ, southwestern flavor at the Table Mountain Inn, famous Woody's Wood-fired Pizza and eight more choices at Tributary Food Hall & Drinkery.

Shopping? Golden has one-of-a-kind shops for outdoor gear, Native American arts, candy, trendy clothes, antiques, art, ice cream and everything in between.

Old West History? Visit Buffalo Bill Cody's grave and museum on top of Lookout Mountain to learn about one of the Old West's most famous characters. Golden History Park features a historic homestead and one-room schoolhouse located in the heart of downtown Golden and the Colorado Railroad Museum has the state's largest collection of historic steam locomotives.

Craft Beer & Distilled Spirits? Golden is the biggest little beer town in the world, producing more beer than anywhere else on the planet. From Coors, the world's largest brewery, to eight craft breweries with outdoor beer gardens and three craft distilleries, plan on enjoying some spirits in this spirited Old West destination.

For ideas, events, reservations and more, visitgolden.com is your one-stop shop for planning your Golden getaway!

OUTDOOR RECREATION IN COLORADO

4 National Parks

Black Canyon of the Gunnison National Park
Great Sand Dunes National Park and Preserve
Mesa Verde National Park
Rocky Mountain National Park

2 National Grasslands



8 National Monuments

Browns Canyon National Monument
Canyons of the Ancients National Monument
Chimney Rock National Monument
Colorado National Monument
Dinosaur National Monument
Florissant Fossil Beds National Monument
Hovenweep National Monument
Yucca House National Monument

11 National Forests

42 State Parks

In 2019, Fishers Park was announced as the 42nd state park

2015

Gov. Hickenlooper launched the Colorado Outdoor Recreation Industry Office

Visitation at Colorado's State Parks

15,169,895

visitor days in FY 2017-2018¹



OUTDOOR RECREATION IN COLORADO CONTRIBUTED (2017)²

\$62.5 billion
in economic output

\$9.4 billion
in local, state and federal tax revenue

92%
Coloradans recreate in the outdoors at least once every few weeks

511,000
jobs in the state
(18.7% of the labor force)

10%
of the state GDP

¹ <https://choosecolorado.com/programs-initiatives/outdoor-recreation-industry-office/>

² Colorado's 2019-2023 Statewide Comprehensive Outdoor Recreation Plan <https://cpw.state.co.us/Documents/Trails/SCORP/Final-Plan/SCORP-Executive-Summary.pdf>





Precious mettle: Why we love Leadville and Twin Lakes

Chad Most, Main Street manager, City of Leadville

The Utes, they came for game, for sustenance and for relief from summer's heat. Then the miners came to stake their claim in search of gold and silver. Through it all, though, it took a more precious sort of mettle to brave the heights, to bear the cold, to carve out an existence. Eventually, there also came an astounding realization: The single most important resource wasn't rugged independence, wood or water, gold or silver, lead or ore; what they really had to live off was each other. The ultimate reward became a different kind of treasure.

Despite the "Westward, ho!" expansion of our nation's borders, the destiny of Leadville and Twin Lakes was never really manifest. None of it came, or comes, so easily. Early on, our claims to fame were many. We grew up hard and fast and ostentatiously. The Tabor Opera House, the Matchless Mine, Inter-Laken and the like are testaments to those who came before. With boom and bust, though, comes humility. Somewhere along the line we learned that well-earned pride and unpretentiousness need not live in opposition. We learned that they can work together. In times like those they had to. In times like these, we must.

Yes, we're rough around the edges, sometimes inside too. Two little, wild, beating hearts surrounded by a giant

wilderness. But this has always been a land of contradictions – of soaring peaks and vast, reclining valleys; booms and busts and ups and downs. Adventure and discovery are at our core, but calm and peace and solitude are part and parcel too. We're more connected to our past than most, but it's always taken all we've got to get through.

It's taken all this precious mettle – of the Utes, the immigrants, the pioneers, the lawmen and the outlaws, the dancehall girls, the Silver Kings and Queens, of the matchless Baby Doe, the Unsinkable Molly Brown, and, of course, the 10th, the Mountain Division who, in World War II, took the Axis down. It took all of them. And it still takes all of us.

Some come to connect – to history, to nature, to each other. Some come for the opposite – to disconnect. Some come for both. And all are welcome here. That's not an empty claim. We need each other. We need you.

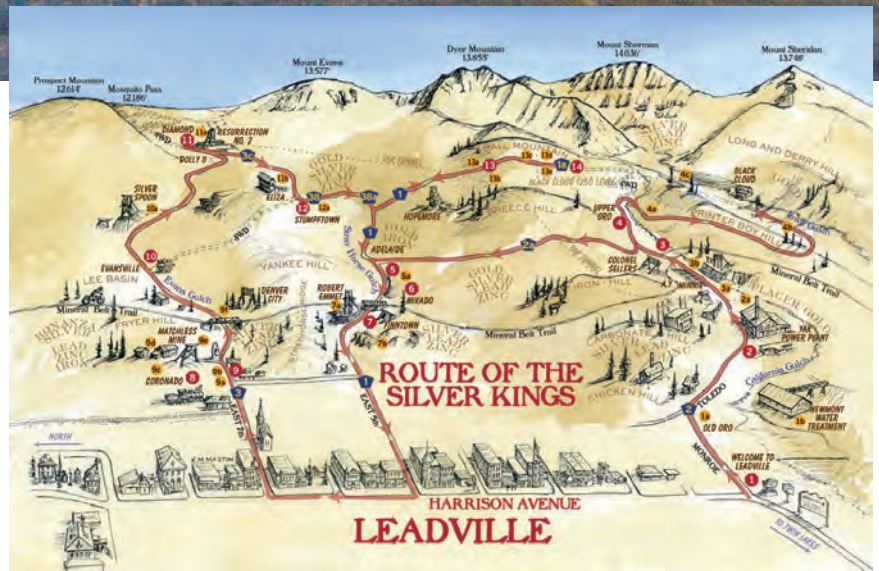
So, come pay us a visit. We're keeping safe, washing our hands and sanitizing, disinfecting surfaces, staying home if we are sick, keeping recommended distance, and covering our mouths and noses. We're sure that you are too. That's what we call love.



It may not always be that easy, nothing rewarding ever is. We're stronger than we think though. The unexpected treasure we have found isn't underground, or in the magic of the landscape that surrounds. It's inside. Of all of us. It's a far more precious mettle.

That's really why We Love Leadville and Twin Lakes.

We're pretty sure that you will too.





Trending short-term rental regulations

Laurel Witt, CML associate counsel

Short-term rentals are residential properties that are rented to a visitor for fewer than 30 days. Since the advent of short-term rentals, an increasing number of homeowners earn extra income and municipalities are faced with the question of how to regulate the growing industry. As rentals enter into neighborhoods, citizens question the municipal role in everything from noise to parking, from issuing citations of violations to revoking licenses. Municipalities question how much control over these rentals is necessary to maintain the quality of neighborhoods and keep an eye on problem properties, while encouraging economic growth and promoting a mix of lodging options. Colorado municipalities vary widely in their approaches to regulating short-term rentals to fit their community needs and have adjusted these ordinances as trends change with the rentals.

Ordinances regulating short-term rentals

Municipalities approach short-term rentals in a variety of fashions, many of which seek to maintain neighborhood character, vitality, and vibrancy by ensuring that land uses are compatible. For those in tourist-heavy areas, municipalities

take an even more active role in regulation. Ordinances include requiring short-term rentals to file and pay for a business license which allows a municipality to collect city or town taxes,¹ using zoning authority to limit where in a municipality short-term rentals are permitted,² regulating how a unit is advertised such as requiring the display of the license number,³ creating rules around revoking licenses, limiting the number of license holders within the municipal boundary,⁴ and many more.

Taxation on short-term rentals is a common way for municipalities to regulate and gain the lost revenue from hotels within its jurisdiction. Generally, taxation comes in the form of occupation or lodging taxes. Municipalities can dedicate these taxes to specific revenue streams. For example, Nederland voted earlier this year to have an occupation tax on all lodging rented for less than 30 days with the proceeds directed to health and human services and law enforcement services.⁵ Additionally, many municipalities see short-term rentals as a potential threat to the affordable housing stock within the jurisdiction. Crested Butte addressed this concern by enacting a 5% excise tax specifically for the town's affordable housing fund.⁶

Some municipalities outright ban short-term rentals within city or town limits and only allow hotels, motels, and similar businesses to operate,⁷ however, many see short-term rentals as an opportunity for more mixed lodging options and to attract tourists to their municipality.

Recent trends in the regulation of short-term rentals

A major trend in short-term rentals over the last few years is an increase in regulation and oversight by local governments. This trend comes as short-term rentals move away from homeowners renting out portions of their home to investors purchasing homes and using them as year-round rentals in the middle of residential neighborhoods. Municipalities have taken notice of this trend and are working to keep the balance between legitimate citizen concerns and revenue streams for property owners. For example, in December of 2019, Colorado Springs passed new regulations that forbid nonowner-occupied short-term rentals in residential neighborhoods. In nonresidential zones, they must be separated from other properties by at least 500 feet. They are regulated much like hotels, motels and resorts.⁸ Likewise, Denver further clarified its rules and regulations on short-term rentals in March of this year. Denver requires a short-term rental to be the owner's primary residence, which is now defined as "the place in which a person's habitation is fixed for the term of the license and is the person's usual place of return." To qualify, the owner must also meet other factors laid out in Denver's code.⁹ Denver has pursued charges against individuals who do not follow their regulations.¹⁰

Another trend occurring in municipalities is the move toward agreements with the major short-term rental agencies to collect and remit taxes to the jurisdictions. Some jurisdictions, such as Denver, prefer to regulate the taxation piece through ordinance rather than through agreements to have a degree of control over taxation within its jurisdiction.¹¹

Impact of COVID-19 on short-term rentals

Governor Polis issued an Executive Order in mid-March disallowing the use of short-term rentals in Colorado due to COVID-19 and the concern of spread. As the virus quickly spread starting in mountain communities with a high rate of tourists, the shutdown of these short-term rentals allowed the virus to slow. But the consequences of the shutdown were felt by short-term rental owners statewide in terms of lost revenue and general confusion over safety guidelines. As short-term rentals open up over the summer, the long-term effects of the loss in revenue will be felt and the future is uncertain for many of these types of rentals. Rental rates seem to slowly be rebounding around the United States, which gives many property owners hope.¹²

There is no one-size-fits-all regulatory framework for municipalities in Colorado seeking to regulate short-term rentals. To help track the changing trends, CML keeps a matrix of certain short-term rental regulations, available on the CML website.¹³

¹ See e.g., Aspen Municipal Code, Sec. 26.575.220. - Vacation rentals, https://library.municode.com/co/aspen/codes/municipal_code?nodeId=TIT26LAUSRE_PT500SURE_CH26.575MISURE_S26.575.220VARE.

² See e.g., Fort Collins Municipal Code, 3.8.34 - Short-term Rentals, https://library.municode.com/co/fort_collins/codes/land_use?nodeId=ART3GEDEST_DIV3.8SURE_3.8.34SHTERE.

³ See e.g., Boulder Municipal Code, 10-3-19 (I) Short-Term Rentals, https://library.municode.com/co/boulder/codes/municipal_code?nodeId=TIT10ST_CH3RELI_10-3-19SHRMRE.

⁴ See e.g., Idaho Springs Municipal Code, Sec. 21-33 (c) Short-term rentals, https://library.municode.com/co/idaho_springs/codes/municipal_code?nodeId=CH21LADERE_ARTIIIIZO_DIVIINGE_S21-33SHTERE.

⁵ *Unofficial Town Of Nederland Election Results*, The Mountain-Ear (April 2020) <https://themtnear.com/2020/04/unofficial-town-of-nederland-election-results/>.

⁶ See the Town of Crested Butte website, <https://www.crestedbutte-co.gov/?SEC=8719C75D-4528-4F0E-840C-D49A6042D7F4#:~:text=On%20November%207%2C%202017%2C%20the,for%20the%20Affordable%20Housing%20Fund..>

⁷ See e.g., Cherry Hills Village Municipal Code, Sec. 16-2-740. - Short-term rentals, https://library.municode.com/co/cherry_hills_village/codes/municipal_code?nodeId=CH16ZO_ARTIIIZODILAUS_DIV8BUUSHO_S16-2-740SHRMRE.

⁸ Colo. Springs Municipal Code, Part 17 – Short-term Rental Unit, http://sterlingcodifiers.com/codebook/index.php?book_id=855&chapter_id=107571.

⁹ See Denver Municipal Code, Article III Short-term Rentals, https://library.municode.com/co/denver/codes/code_of_ordinances?nodeId=TITIIREMUCO_CH33LO_ARTIIISHRMRE.

¹⁰ See e.g., Conor McCormick-Cavanagh, "Marital Issues" Becoming Go-To Defense in Short-Term Rental Case, WESTWORD (Feb. 2020), <https://www.westword.com/news/denver-airbnb-operator-could-use-marital-issues-defense-against-felony-charge-11640319>.

¹¹ See Denver Tax Guide on Third Party Collectors, https://www.denvergov.org/content/dam/denvergov/Portals/571/documents/TaxGuide/TaxGuideTopic99_ThirdPartyCollectorLicense.pdf.

¹² Dillon DuBois, *Tracking the Rebound: New U.S. Bookings Surpass 2019 levels by 20%*, AIRDNA (June 2020), https://www.airdna.co/blog/tracking_the_rebound_new_u-s_bookings_surpass_2019_levels_by_20.

¹³ To view, visit <https://www.cml.org/home/publications-news/resource-detail/Matrix-of-Short-Term-Rental-Property-Ordinances>.



Photo: Kokopelli Trail. Credit Milkhaus.



GOCO helps Colorado communities fund recreation opportunities

Chris Castilian, executive director, Great Outdoors Colorado (GOCO)

Most people know GOCO for its funding of parks, trails, and open spaces. And while these represent a good snapshot of our partners' projects, it only scratches the surface of their impacts.

We believe outdoor spaces have the potential to transform lives and communities, and we aren't alone. Take tourism, a major economic driver for many Colorado communities. More than 20% of visitors to Colorado come specifically for outdoor

recreation opportunities, and these tourists spend more than \$1.21 billion annually, generating millions in state and local tax revenues.

We have witnessed our partners transform their communities, diversify their economies, and enhance the lives of their residents with GOCO at their sides. We looked back on 27 years of immensely successful projects to inform our new strategic direction, launched in July. A direction that will look at everything we do through the lens of equity, that encourages

community voices, that imagines projects that span across all of our funding quadrants, and that drives community vitality.

I have seen many examples of how communities are doing this work to transform the lives of their citizens. In Ouray, for instance, GOCO awarded funding to help the city purchase property for what is now the Ouray Ice Park, a one-of-a-kind park with more than 100 climbing routes for beginners and experts alike. An economy that once only thrived in the summer and fall now bustles year-round.

GOCO has invested millions of dollars in trails in the Grand Valley as the communities along the I-70 corridor sought to diversify their boom-and-bust economy. Fruita, Grand Junction, and Palisade have made completion of the Colorado Riverfront Trail (CRT) a priority, and by extension, all of the trails within the region. At some point in the not-so-distant future, you will be able to jump on a mountain bike on the top of the Grand Mesa, ride down to Palisade, refuel on local peaches (some likely grown in an orchard conserved with support from GOCO), hop on the CRT, hop off to do a lap around Lunch Loops in Grand Junction, ride on to Fruita for another refuel on locally-brewed beer and fresh pizza, before continuing on to the Kokopelli trail system. And other than your refueling detours, you will never touch a road. These projects were accomplished through a wide partner network, including cities, state agencies, nonprofits, and private businesses, which collectively contributed millions of dollars in funding and decades of effort to make the West Slope a recreation destination.

Following these successes, Montrose is speeding along the same course, reimaging the Uncompahgre River as the spine along which residents, tourists, and local businesses can all contribute to the vitality of that community.

And, of course, there's Trinidad. With the city's leadership and vision, GOCO helped acquire its iconic backdrop, the 9,633-foot Fishers Peak and the surrounding 30 square miles of Crazy French Ranch, which will become Colorado's 42nd state park. We are watching Trinidad transform from a community reliant upon the boom-and-bust cycles of mining, oil and gas, and now marijuana, to a vibrant community rich in history and culture with an exciting path ahead as the next outdoor recreation hub in the southernmost part of the state. GOCO has invested more than \$17 million in the effort, but it was the collaborative partnership with Colorado Parks and Wildlife, the Trust for Public Land, The Nature Conservancy, and the City of Trinidad that truly fueled the project. The park will undoubtedly draw new visitors to Trinidad and the Southern Colorado region—while opening up the previously inaccessible property to the locals who know it so well from a distance.

Outdoor recreation plays a vital role in our state's economy, from the Western Slope and the mountains to the Front Range and the plains. In the coming year, GOCO will support communities contending with and recovering from the COVID-19 crisis through a \$15 million Resilient Communities program. After this transition period, we will launch a new Community Impact program, which will work with communities to accomplish transformative projects. To learn more about GOCO's 2020 strategic plan, visit [GOCO.org/plan](https://goco.org/plan).





Photo: Ouray Ice Park. Credit Laura Cardon.



Photo: Fishers Peak. Credit Cameron Davidson, Courtesy of The Nature Conservancy.



Privately-owned Fisher's Peak outside of Trinidad to become Colorado's second largest state park

*Morgan Cullen and Heather Stauffer,
CML legislative and policy advocates*

At 9,633 feet, the iconic Fisher's Peak outside of Trinidad has always captivated the imaginations of the people in Las Animas County - if only from a distance.

That circumstance will now be a thing of the past due to a massive land acquisition that took place in late 2019 between the State of Colorado, the City of Trinidad, the Nature Conservancy and the Trust for Public Lands, who together came up with the \$25.5 million to procure the privately-held Crazy French Ranch.

The 19,200 acre ranch will become Colorado's second largest state park and will provide access to the towering peak that adorns Trinidad's town logo. Once only accessible through New Mexico, the new state park will provide new campgrounds, a visitor's center and a trail system that will allow visitors to summit the majestic mountaintop from right here in Colorado.

For the City of Trinidad, this is a dream come true that only came to fruition after many years of hard work, advocacy and collaboration with all of the stakeholders involved.



While the site had been on the radar of conservation groups for years, the vision to turn the land into a public asset only became a reality after Trinidad city leaders began contacting them in 2017.

For Trinidad Mayor Phil Rico, the preservation of Fisher's Peak cannot be understated and really gets to the heart of his city's identity. "The namesake of this extraordinary landmark can be found on many of our town's businesses and even one of our elementary schools, so this means everything to me and I believe everyone else in the community."

For former Trinidad Councilmember Carlos Lopez, the economic prospects of a new state park less than 7 miles south of town are also very promising. "This is a tremendous opportunity both for Trinidad and Las Animas County as the region works to gain a larger foothold into Colorado's \$62.5 billion recreation economy. I am extremely excited about what this will mean both for our town and the additional employment possibilities for our residents."

The new state park will further solidify a robust inventory of recreational assets in the region including Trinidad Lake, two state wildlife areas and Sugarite Canyon State Park just below the Colorado state line in New Mexico. With the addition of the

new state park, there is now a total of 55 ½ miles of prime recreational real estate immediately adjacent to the Interstate 25, making the area very accessible to the general public.

Gov. Jared Polis signed the executive order officially designating Fishers Peak as a new state park at a special signing ceremony on September 12, 2019.

"Opening this treasured and iconic area to the public as a new state park not only provides a new recreational opportunity for hiking, camping, and fun, but also helps grow our economy in southern Colorado, supports our thriving outdoor recreation industry, and ensures the land and wildlife habitat will be protected for generations to come," said Gov. Polis. "This announcement has something for everyone in our state to be excited about. Colorado has so much to offer, and as governor I am focused on ensuring we improve access to our great outdoors and create real opportunities for job growth in rural Colorado."

With the demand for state parks on the rise across Colorado, the Governor's Office and the Department of Parks and Wildlife hope to have the new state park fully open to the public by January 2021.

Keeping Colorado cool: How to manage tourism responsibly

Melissa Mata, CML municipal research analyst

The benefits of tourism are manifold: it generates employment and tax revenue and acts as a catalyst for local economic activity by encouraging the launching of shops, restaurants, recreation activities, and cultural events that may cater to visitors, but may be enjoyed by residents as well. In Colorado, for example, direct travel spending in 2018 totaled over \$22 billion, generated over 174,000 jobs, and contributed \$1.4 billion to local and state taxes.¹ Tourists add more than vibrancy to a destination, however. They may also bring congestion – both on roads and in natural areas; excessive demand on infrastructure and services; upward pressure on cost of living; and at times, behavior that is not in line with residents' expectations or desires.

The World Tourism Organization (WTO) uses the word "overtourism" to describe these collateral consequences of a booming tourism economy. The WTO specifically defines overtourism as "the impact of tourism on a destination, or parts thereof, that excessively influences perceived quality of life of citizens and/or quality of visitors' experiences in a negative way."² In an analysis of 18 case studies of urban destinations around the world, the WTO found certain challenges to be common among these locations. In addition to the complaints listed above, the WTO also noted comments related to a decrease in authenticity and pressure on the "social fabrics" that make up the community.

Rather than despair at the guests and their impacts, local officials would do well to consider another phrase for overtourism: "inadequately managed tourism."³ This perspective offers hope that through proper planning and action, it is possible to mitigate the unintended effects. In recent years, there has been increased chatter among the travel industry and tourists alike in doing their part to practice "sustainable" or "responsible" tourism. Municipal officials also have a role to play in adequately managing tourism so that they may preserve their residents' way-of-life, while continuing to provide a pleasurable experience to visitors and encouraging their return time and again.

What does the municipal role look like? The WTO offers 11 strategies to consider. These strategies did originate from an urban tourism lens, but given the natural beauty, recreation opportunities, and events and festivals that draw a multitude of visitors to all corners of Colorado, rural officials are likely to

find value in these strategies as well. Readers not in a "city" may substitute "town," "local," or "area" in the strategies below.

Strategy 1: Promote the dispersal of visitors within the city and beyond

Strategy 2: Promote time-based dispersal of visitors

Strategy 3: Stimulate new itineraries and attractions

Strategy 4: Review and adapt regulation

Strategy 5: Enhance visitors' segmentation

Strategy 6: Ensure local communities benefit from tourism

Strategy 7: Create city experiences for both residents and visitors

Strategy 8: Improve city infrastructure and facilities

Strategy 9: Communicate with and engage local stakeholders

Strategy 10: Communicate with and engage visitors

Strategy 11: Set monitoring and response measures⁴

The WTO offers 68 measures within the 11 strategies for a more practical application of the advice. Not all 68 measures may make sense for each destination, and local officials should consider the local context when considering which to implement. The report's executive summary, and its full collection of suggestions to mitigate overtourism, can be found at <https://www.e-unwto.org/doi/pdf/10.18111/9789284420070>.

The City of Glenwood Springs is one example of a Colorado municipality that has had to consider the impact of tourists on their natural areas. The City, spurred to action in response the risk of damage to Hanging Lake by an abundance of visitors each year, entered into a partnership with the Forest Service in 2018 to implement the Hanging Lake Management Plan. The agencies needed to balance supporting the ability of current residents and visitors to enjoy the experience, and the economic benefits that come with it, with the preservation of the landmark for future generations. They found their solution through a combination of the strategies above. Following

months of public input, the agencies launched a reservation and shuttle system in May, 2019. The new system ensures time-based dispersal of visitors and to limit the impact of cars in the area. In addition, a portion of the reservation fee revenue is committed to the long-term stewardship of Hanging Lake. The reservation and shuttle system is also easily adjustable based on seasonality and current events. For example, the 2020 summer schedule has reduced the number of available reservations to accommodate social distancing and safety precautions in response to COVID-19.⁵ Shuttle service was also suspended for 2020. The reduction in reservation capacity allows visitors to park on-site at this time. Through these changes, public health is supported, the visitor experience is improved, and the beauty of Hanging Lake is preserved.

The City of Boulder also found itself needing to adjust recreation guidelines in response to COVID-19. Open space managers have long understood the need to balance the mental and physical health benefits of outdoor recreation with the environmental health of the natural areas, and the addition of COVID-19 concerns complicated the equation. When Governor Jared Polis issued a statewide Stay-at-Home Order on March 26, he was clear that outdoor activities, such as walking, hiking, and biking, were essential, allowed, and even encouraged. With few other options to get out of the house, Coloradans did what comes naturally to them: hit the trails. Like other open spaces around the state, Boulder trails saw increased visitation, and local officials had two concerns. First, crowded trails make it more difficult for hikers to practice social distancing, which is required even outdoors under the public health orders. Second, excessive usage was suddenly impacting trails and open space that might not have faced the issue before.

To manage their open space during this unusual spring and summer, Boulder's Open Space and Mountain Parks (OSMP) department is maintaining a COVID-19 Recovery page, <https://bouldercolorado.gov/osmp/open-space-covid-19-response>, offering opt-in open space updates via text, and is encouraging the use of their interactive trails map to show areas of high and low use, trails wider than 6 feet, and areas with suggested one-way/directional travel. City staff is also coordinating with regional partners, such as Boulder, Larimer, and Jefferson Counties, to share best practices in mitigating these issues, while also ensuring the actions by one agency do not adversely affect another, as might happen if a closure in one trails system pushes more visitors to a neighboring system. OSMP is sharing responsible recreation reminders with residents through social media, city emails, variable message boards, and new signage at trailheads, and has increased the number of education and outreach staff at busier trailheads. The experience of COVID-19 demonstrates why one-size-fits-all approaches to addressing overtourism do not work: context matters, and even within one location, local officials may need to adjust their response over time.



In the southwest corner of the state, the City of Durango is another Colorado municipality blessed with natural beauty and a healthy tourism sector. They have recently focused efforts on mitigating a different challenge related to tourism: potential tension between residents and visitors. In 2012, Durango established the Community Relations Commission with a mission "to encourage social harmony among residents and visitors through education and conflict resolution, and to promote responsible actions, positive examples of mutual respect and inclusive community participation."⁶ In 2018, the Commission initiated the "Civility First Durango Pledge," which was then approved by the Durango City Council. The volunteer program encourages businesses, organizations, and



individuals to "to model civil behavior and tone, and to promote respect for diversity for residents and visitors who live, work, shop and play in our City."⁷ Those who sign the pledge commit to treat everyone equally and with respect, to share information with others about the pledge, and to participate in an informal review should a complaint related to uncivil practices be lodged against the organization. In return, the City pledges to connect signatories with resources and educational opportunities, including diversity training and cultural events. A year and a half after launching, 74 organizations had signed the pledge. To read more about the program, visit <https://www.durangogov.org/CRC>.

Other recommendations for soothing the friction between residents and visitors include: discounts to attractions for locals, which is easier to implement for municipal-owned facilities but would require collaboration for privately owned attractions; using dynamic pricing to reduce peak demands, with the similar caveat regarding private attractions above; regulating short-term rentals to lessen their impact on both the feel of the neighborhood as well as the cost of housing for residents (see p. 38 for more on short-term rentals); designing mindful marketing materials to reach tourists who share the

destination's values, such as conservation or civility; and improving communications with residents to ensure they are aware of expected impacts (e.g. traffic congestion, road or facility closures, and noise) from upcoming events that will draw a crowd.⁸

Most recommendations to mitigate potential negative effects of tourism share the themes of engaging local stakeholders and partnering with other agencies, both public and private. Potential partners in the discussion about how to balance the positive economic and cultural impacts of tourism with its downsides abound in this magazine, from local businesses and statewide industry partners to the agritourism team at Colorado State University. Through the "Colo-Road Trips" program, the Colorado Tourism Office (CTO) promotes both the welcoming of visitors who may not have considered your location as a destination as well as the dispersal of visitors throughout a region for those who might need to "spread the love" they are receiving from well-meaning guests. The CTO has crafted a 3-3-1 template for itinerary building – 3 fun places to visit, 3 engaging things to do, and 1 great place to stay – while also encouraging itinerary authors to promote lesser-known attractions, off-peak times to visit, and themed combinations to motivate visitors to try something new. For a tool-kit to inspire your city, town, or region to contribute a Colo-Road Trip, please visit <https://industry.colorado.com/colo-road-trips-toolkit>.

The CTO has also partnered with the Leave No Trace Center for Outdoor Ethics in the "Care for Colorado" initiative, which has developed resources to educate outdoor recreators – both those native to Colorado and our guests – about best practices to reduce their impacts to the natural areas they visit. The website has ready-to-share brochures, blog posts, and videos that local officials can use in their own attempts to make sure visitors are "Colo-ready" to enjoy the outdoors with care. Topics covered include leave no trace principles, seasonal packing lists, the proper methods of human-waste disposal, campfires, and wildlife encounters. To explore the resources available at the Care for Colorado website, visit <https://www.colorado.com/CareForColorado>.

The benefits of tourism – employment, spending and tax revenue, vibrancy – tangibly impact residents' lives. The drawbacks of tourism, however, do as well. Addressing the specific impacts to the local area will ensure a community remains a wonderful place to live, and an inviting place to visit.



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¹ Dean Runyan Associates for the Colorado Tourism Office. June 2019. "Colorado Travel Impacts: 2000-2018p."

² World Tourism Organization (UNWTO); Centre of Expertise Leisure, Tourism & Hospitality; NHTV Breda University of Applied Sciences; and NHL Stenden University of Applied Sciences (2018), 'Overtourism'? – Understanding and Managing Urban Tourism Growth beyond Perceptions, Executive Summary, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284420070>.

³ Goodwin, H. "OverTourism: What is it and how do we address it?" October 2016. <https://responsibletourismpartnership.org/overtourism/>

⁴ Ibid.

⁵ City of Glenwood Springs. "Forest Service and City of Glenwood Springs announce prices and operator for Hanging Lake shuttle." February 2019. <https://visitglenwood.com/blog/2019/02/forest-service-and-city-of-glenwood-springs-announce-prices-and-operator-for-hanging-lake-shuttle/>

⁶ City of Durango website, Community Relations Commission page. <https://www.durangogov.org/CRC>

⁷ City of Durango Civility First Pledge information sheet. <https://www.durangogov.org/DocumentCenter/View/14494/Civility-First-Durango-Info-Sheet>

⁸ Goodwin, H. Overtourism Solutions: 21 Strategies to Manage Mass Tourism. January 2019. <https://responsibletourismpartnership.org/overtourism-solutions/>



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