

# Colorado Parks and Wildlife 2026-2036 Strategic Plan



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# Acknowledgements

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This 2026-2036 Strategic Plan is a product of a comprehensive and collaborative effort by Colorado Parks and Wildlife (CPW). We deeply appreciate the thousands of people who contributed to the plan, including Colorado residents and visitors, partner agencies and organizations, and dedicated CPW staff and volunteers. We also acknowledge the valuable advice from our Staff Advisory Team, Executive Management Team, the Colorado Parks and Wildlife Commission, Prosono and The Equity Project. This huge effort shows our shared commitment to the future of Colorado's natural resources and was key in shaping a clear path forward for reaching our mission.

## **Tribal Acknowledgement**

Colorado Parks and Wildlife honors and acknowledges that the land currently known as the state of Colorado is the traditional homelands of the Ute Mountain Ute Tribe, Southern Ute Indian Tribe, and at least 46 additional federally recognized Tribal Nations with historical and cultural ties to the State. Indigenous peoples from more than 200 Tribal Nations currently reside in Colorado. As CPW continues to build its relationship with Tribal Nations and Indigenous communities across Colorado, CPW affirms the importance of Tribal consultation, broader community engagement, incorporation of traditional ecological knowledge, and advancing practices that support Tribal sovereignty, priorities, history, knowledge and experiences.

## **Executive Management Team**

*The Executive Management Team of Colorado Parks and Wildlife provides strategic guidance and leadership to help meet the agency's mission.*

- Laura Clellan, *Acting Director*
- Reid DeWalt, *Deputy Director - Policy*
- Tim Mauck, *Deputy Director - Operations*
- Travis Black, *NW Region Manager*
- Cory Chick, *SW Region Manager*
- Brian Dreher, *Assistant Director - Terrestrial*
- Fletcher Jacobs, *Assistant Director - Outdoor Recreation & Lands*
- Kelly Kaemerer, *Assistant Director - Information & Education*
- Shannon Schaller, *NE Region Manager*
- Frank McGee, *SE Region Manager*
- Matt Nicholl, *Assistant Director - Aquatics*
- Ty Petersburg, *Assistant Director - Field Services*
- Mike Quartuch, *Assistant Director - Policy & Planning*
- Justin Rutter, *Chief Financial Officer - Financial & Capital Services*

### **Staff Advisory Team**

*The Strategic Plan Staff Advisory Team is a group of staff representatives from each branch and region that advised the development of the plan.*

- Katie Lanter, *Policy Section Manager - Strategic Plan Co-Lead*
- Emma Howard, *Policy & Planning Project Manager - Strategic Plan Co-Lead*
- Jacob Brey, *NW Deputy Regional Manager*
- Kristin Cannon, *NE Deputy Regional Manager*
- April Estep, *SE Deputy Regional Manager*
- Jim Hawkins, *Assistant Chief of Law Enforcement*
- Heather Hubbard, *Statewide Education Coordinator*
- Heath Kehm, *SW Deputy Regional Manager*
- Jody Kennedy, *Regional Partnership Program Manager*
- Dave Klute, *Deputy Assistant Director - Species Conservation Team*
- Josh Nehring, *Deputy Assistant Director - Fish Management Team*
- Margaret Taylor, *Capital Program Manager*

### **Parks and Wildlife Commission**

*The Colorado Parks and Wildlife Commission is a citizen board, appointed by the Governor, which sets regulations and policies for Colorado's state parks and wildlife programs.*

- Richard Reading, *Chair*
- James Jay Tughton, *Vice Chair*
- Eden Vardy, *Secretary*
- Jessica Beaulieu
- Frances Silva Blayney
- John Emerick
- Tai Jacober
- Dallas May
- Jack Murphy
- Gabriel Otero

### **Valued Contributions**

John Anglin, Brad Banulis, Rick Basagoitia, Jonathan Boydston, Anna Brown, Grant Brown, Lance Carpenter, Carolyn Craveiro de Sá, Jeff Davis, Heather Disney Dugan, Regina Elsner, Ariana Flores, Hannah Galgiani, Jamin Grigg, Sarah Hamming, Qing He, Krista Heiner, Matthew Juneau, Erin King, Mark Leslie, Brent Lounsbury, Jenny Matthies, Dani Munoz, Bridget O'Rourke, Ian Petkash, Isabelle Petersen, Diana Prestigiacomo, Andrea Stiles Pullas, Julie Stiver, Nicole Roberts, Benjamin Sharp, Erin Thomason, David Thurow, Dr. Dwinita Mosby Tyler, and Kylie Wetnight.

# Strategic Plan Overview

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CPW has written a new 10-year plan to guide and focus its efforts in reaching the agency's mission from 2026-2036, building on the successes of the prior Strategic Plan from 2015. This new plan is structured around four Goals, which came from key insights learned during CPW's engagement process and will define the agency's direction for the next 10 years. The Goals are realized through six Actions: targeted strategies designed to strengthen multiple Goals at the same time. This approach helps CPW increase its overall impact and guide daily work effectively. Ultimately, this plan acts as a roadmap, outlining CPW's commitment to inspiring people to actively protect Colorado's natural resources, ensuring their health and availability for everyone.

## Goals

1. Resilient Ecosystems and Exceptional Experiences
2. Agency Relevance and Trust
3. Organizational and Workforce Health
4. Financial Resilience and Innovation

## Actions

- A. Strengthen and Expand Strategic Partnerships
- B. Enhance Proactive Engagement and Communication
- C. Empower Employees and Unify Agency Culture
- D. Optimize Resources and Processes
- E. Integrate Adaptive Planning for Coordinated Management
- F. Advance through Innovation and Leadership

# Executive Management Team Message

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As Colorado Parks and Wildlife shares this Strategic Plan, we want to set the tone for our path forward together. This plan is more than just a document; it underscores our dedication to Colorado's important natural and cultural treasures and the great outdoor experiences they offer.

Colorado is facing increasing challenges from wildfires, pollution of rivers and clean water supplies, climate change, habitat and biodiversity loss, population growth and increased recreation pressures. Since human activity increasingly affects natural resources including habitat and connectivity, planning ahead and being leaders at the intersection of outdoor recreation, conservation and parks is key to preserving Colorado's unique natural beauty for future generations. CPW's strategic plan integrates priorities that align with the Colorado

Outdoors Strategy, a framework which establishes a statewide vision for advancing climate resilience conservation and exceptional, sustainable outdoor recreation.

Looking ahead, we plan for both challenges and opportunities. The continued evolution and growth of recreation requires us to adapt and find new solutions. The availability of landscapes to conserve natural resources remains a critical question, demanding strategic thinking and collective action. Crucially, to maintain and grow our important services, we will need additional human, financial, technological and physical resources.

Additionally, we are dedicated to creating inclusive environments and ensuring everyone has equitable access to our natural resources and outdoor opportunities. The agency understands that healthy wildlife, habitats and ecosystems are essential for human well-being, and represent the true value of nature itself. This requires shared care and stewardship.

In this changing world, CPW stands as a leader. We are dedicated to perpetuating Colorado's wildlife resources and ecosystems, providing a quality state parks system, and ensuring enjoyable and sustainable outdoor recreation, hunting and fishing opportunities. This Strategic Plan charts our path forward, guiding us in educating and inspiring current and future generations to be active stewards of Colorado's natural resources, protecting their health and availability to all.



# Introduction

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Colorado Parks and Wildlife's vision, mission and values create the agency's foundation. While strategies shift over time, CPW sticks to its commitment to always work in pursuit of the agency's vision, mission and values.

CPW's **vision** articulates the *why* – the core reason the agency exists and the impact it wants to achieve as part of the Department of Natural Resources for the State of Colorado. CPW's **mission** defines the *what* – the key focus areas for the agency, guiding where and how the agency leads. Finally, CPW's **values** list the beliefs and behaviors that are embodied in how staff approach and accomplish their work.

These pieces work together and are the structure on which the Strategic Plan is built. The Goals and Actions outlined in this plan create a blueprint for the future, grounded in CPW's vision, mission and values.

## Vision

A Colorado where all people, places and ecosystems flourish.

## Mission

The mission of Colorado Parks and Wildlife is to perpetuate the wildlife resources of the state, to provide a quality state parks system, and to ensure enjoyable and sustainable outdoor recreation opportunities that educate and inspire current and future generations to serve as active stewards of Colorado's natural resources.

## Values

CPW's core values are demonstrated through:

- **Integrity:** Putting CPW's mission first in all actions and decisions and using public resources wisely and honestly to benefit the public good.
- **Stewardship:** Responsibly managing land, wildlife and water for current and future generations.
- **Transparency:** Being open and clear in collecting and sharing information and decision-making processes.
- **Communication:** Building understanding, working to solve problems, and actively listening and engaging internally and externally to understand perspectives.
- **Trust:** Upholding accountability and building strong relationships with the public and partners.

## CPW's Work

Colorado Parks and Wildlife is recognized nationwide as a leader in conservation, outdoor recreation and wildlife management. As of 2026, its work includes managing **350 state wildlife areas**, **43 state parks**, a network of **19 fish hatcheries**, **600 miles of trails** and **over 4,600 campsites**. The agency assists in the management of **230 state trust lands** and **96 Colorado Natural Area Program sites**. Also, the agency is responsible for the care of over **960 wildlife species**, as well as the study and conservation of thousands of species of invertebrates and rare plants, including **612 Species of Greatest Conservation Need** across **32 terrestrial habitats** and **11 aquatic habitats** in Colorado.

CPW's work includes a variety of critical activities, such as issuing hunting and fishing licenses and parks passes, conducting scientific research and planning to improve wildlife and land management, stocking fish, and protecting high-priority wildlife habitats through acquisitions and partnerships. The agency also offers assistance and recommendations to landowners, industry, local governments and regulatory bodies and develops programs to understand, protect and recover threatened and endangered species.

CPW also manages the state's trail program and registers recreational vehicles. Dedicated agency employees, volunteers and partners collaborate to deliver outstanding customer service through recreational programs, amenities and services, all guided by regulations established by the Colorado Parks and Wildlife Commission. CPW also helps with resource protection and safety through policy, regulations development, licenses and enforcement. Finally, CPW provides meaningful education opportunities, engages with the public and partners extensively, and facilitates information sharing to foster shared stewardship principles.

## Plan Development Overview

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To shape a forward-looking and comprehensive strategic plan, CPW implemented a robust engagement process to understand the key challenges and opportunities facing the agency and its mission. The process brought together insights from agency staff, Parks and Wildlife Commissioners, partners and members of the public. It also incorporated findings from prior strategic and operational plans, future demographic and environmental trends, employee surveys, and reports from partner and public initiatives.

Over **4,500 Colorado residents and visitors** shared their feedback to inform the process through an online comment form, a statewide survey and supplementary letters. Additionally, over **200 partners engaged** during the plan's development through workshops, presentations and an open house. The public and partners ensured that the plan represents a collaborative and useful path forward, not only internally but externally.

Over **700 agency staff** participated in an internal survey and focus groups sharing feedback on the current state of the agency, staff challenges and opportunities for the next decade. A Staff Advisory Team and Executive Management Team met on a regular basis throughout the plan's development to ensure that the processes and outcomes are representative of the agency as a whole. The Parks and Wildlife Commission shared their insights and recommendations to ensure the plan was comprehensive and reflected the needs of those they represent.

Together, these contributions built a shared foundation of understanding to guide its strategic direction and inform priorities for the years ahead.

## Goals

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CPW's Goals address what was learned in the engagement from the public, partners and staff, and shape the agency's plan for the next ten years. These four Goals will direct CPW's actions, inform decision-making, and focus efforts on delivering the agency's mission and vision during the 2026-2036 plan period.

### 1. Resilient Ecosystems and Exceptional Experiences

Colorado's wildlife, habitats, parks and outdoor recreation are at the heart of CPW's mission. CPW will continue leading intentional collaborative approaches grounded in research and science to guide decisions that protect land, water, and ecosystems. The agency will do this while ensuring healthy wildlife populations and resilient habitats continue to thrive in Colorado amidst climate change and increasing environmental and human pressures. CPW will continue to lead in the adaptive management of Colorado's landscapes by working at the intersection of conservation and recreation, ensuring access to high-quality outdoor experiences in state parks and beyond. The agency makes science-based decisions and recommendations, using research, data collection, staff expertise, historical knowledge and engagement, to achieve climate-resilient conservation and exceptional, sustainable outdoor recreation.

#### Why it matters

This Goal is key to achieving CPW's mission. By aligning conservation, recreation and park management around shared goals, CPW ensures that wildlife and parks thrive and inspire, outdoor experiences remain exceptional and communities continue to benefit from the health, beauty and prosperity the natural world provides.

#### Intended Outcomes

- Remain a renowned destination for hunting, fishing, state parks and exceptional outdoor recreation.
- Integrated conservation and recreation management that advances a shared stewardship ethic.

- Resilient and adaptable wildlife populations and ecosystems.
- Strengthened relationships with private landowners on shared goals.
- Management decisions built on scientific research and data.
- Continued national leadership in science-based, collaborative natural resource and recreation management.
- High-quality outdoor experiences that are accessible, equitable and inclusive.

## 2. Agency Relevance and Trust

CPW's success relies on strong, trusting relationships with the people and communities it serves. CPW will continue to build greater understanding and trust through meaningful and intentional engagement, education, inclusive partnerships, incorporation of feedback and clear communication. These efforts will inspire current and future generations to serve as active stewards of Colorado's natural resources, tying the significance of CPW's work and the importance of shared stewardship to their everyday lives.

### Why it matters

By supporting intentional two-way communication and mutual understanding through the sharing of information and perspectives, CPW strengthens public confidence in the agency, fosters shared stewardship of natural resources and ensures that Coloradans continue to see themselves reflected in and supported by the agency's work. These efforts will ensure and expand CPW's relevance to those it serves and in doing so, further long-term support for and shared accountability of the success of its mission.

### Intended Outcomes

- Increased understanding of CPW's mission, decisions and the science behind them
- Enhanced, inclusive engagement across Colorado's communities
- Strengthened relationships and collaboration with partners
- Strengthened confidence and support for CPW's role as a trusted leader
- Reduced division around resource management decisions
- Increased public perception that CPW operations and enforcement practices are equitable and consistent.
- Agency-wide application of the [Guidance Framework for Tribal Collaboration](#)

## 3. Organizational and Workforce Health

CPW staff and volunteers are the foundation of the agency's work. By investing in its people through growth and development opportunities, strengthening internal unity, aligning resources to priorities and streamlining core work processes, CPW will improve agency and staff well-being. This will allow the agency to adapt to changing circumstances and needs. These investments will empower CPW to deliver its mission more effectively and to attract and retain talent today and into the future.

## Why it matters

CPW's ability to provide excellent public service depends on the strength and health of its people and the supportive structures around them. A positive internal culture and empowered workforce widens the impact of CPW's mission, as employees are more engaged, driven and committed to achieving shared goals.

## Intended Outcomes

- CPW's workforce is motivated, resilient, supported and connected to the agency's mission and each other.
- Clear alignment of agency priorities with staff capacity and resources.
- Enhanced agency-wide collaboration through strengthened systems, processes and communication.
- Increased organizational adaptability to shifting conditions, needs and priorities.
- A unified internal culture that supports integrity, stewardship, transparency, communication, public service and trust.

## 4. Financial Resilience and Innovation

Reliable funding is essential for CPW to achieve its mission. CPW will pursue innovative and varied funding approaches, while enhancing transparency in financial decisions, better aligning funding to strategic priorities and improving operational efficiency. These steps will help ensure long-term financial resilience that enables CPW to deliver on its mission both now and in the future.

## Why it matters

Stable and transparent financial management builds confidence and trust in the agency, while innovative and varied funding helps CPW adapt to changing demands and further its impact. A strong financial foundation enables the agency to plan for the long term, invest in its people and programs and respond effectively to emerging challenges.

## Intended Outcomes

- Strategic alignment of budgets and resources with agency priorities and long-term goals.
- Greater transparency and accountability in financial planning, allocation and decision-making.
- Enhanced financial flexibility and resilience to respond to and weather economic shifts.
- Maintain and modernize operations, programs and services through sustainable, strategic growth.
- Increased capacity to invest in innovation, infrastructure and workforce.

# Actions

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Colorado Parks and Wildlife has six main Actions that are key strategies for success. These Actions are designed so that when they are prioritized in day-to-day operations and initiatives, the agency makes progress on multiple Goals. The realization of these Actions is made possible by the incredible contributions of CPW employees, volunteers and many external partners. Working collaboratively on these six approaches will bring CPW's Goals from vision to action, supporting one another to maximize impact.

## A. Strengthen and Expand Strategic Partnerships

Partnerships play a crucial role in CPW's ability to deliver on its mission. They extend the agency's reach, support the current and future workforce, deepen its expertise and drive greater collective impact. Over the next decade, CPW will leverage its role as a convener to enhance and strengthen collaboration and integration across governmental and non-governmental partners, sectors, landowners and issue areas. The agency will also improve coordination of resources, planning and programming to increase impact and drive efficiency across shared goals.

## B. Enhance Proactive Engagement and Communication

Through transparent and consistent messaging and engagement, CPW strives to increase confidence in the agency's conservation and recreation leadership. Through meaningful programming, services, educational experiences and engagement opportunities for new and existing audiences, CPW will drive greater awareness, trust and support of the agency's mission. Such initiatives also help people see their perspectives represented in CPW's work. These efforts will ensure CPW's continued relevance while inspiring life-long, shared stewardship of Colorado's natural resources among youth and adults alike.

## C. Empower Employees and Strengthen Agency Culture

CPW will provide opportunities, resources and support for employees to grow, innovate, make confident decisions and maximize their contributions to the agency's mission. The agency will also strengthen a unified, positive agency culture by improving systems that support communication, cross-agency collaboration and decision-making, as well as supporting internal culture-building efforts. Together, these efforts will help CPW remain a workplace where talented, mission-driven people want to stay, grow and lead, thereby advancing agency relevancy and trust.

## D. Optimize Resources and Processes

To deliver lasting impact, CPW must align its resources, processes, programming, funding and operations with its strategic priorities. Over the next decade, CPW will strengthen its internal systems by updating processes and technology, improving organizational and financial transparency, ensuring best practices and streamlining workflows for greater efficiency. This will involve regular evaluations to ensure policies, practices and programming are aligned with mission priorities and are able to adapt to emerging needs. By building an agile, well-structured organization, CPW will increase its ability to innovate, collaborate and deliver results across all mission areas.

## E. Integrate Adaptive Planning for Coordinated Management

To effectively lead the work across the agency, CPW will use adaptive management principles and decision-making methods in program and resource development, management, operations and planning cycles. The agency will integrate and align key existing plans with current and future efforts for heightened coordination and stronger impact. This will enable CPW to proactively evaluate and change systems in response to pressures such as population growth, habitat loss and climate change.

## F. Advance through Innovation and Leadership

CPW will cultivate a dynamic culture of innovation, creative problem-solving and impactful work practices. This commitment will empower individual and agency-wide leadership to explore, develop and implement inventive approaches across all facets of conservation and recreation management.

The table below demonstrates the interconnectedness of CPW's approach to achieving its mission by illustrating how each Action contributes to one or more of the agency's Goals. Each row represents an Action and each column signifies a Goal. A “d” symbol (**D**) indicates the Action makes a direct contribution to the Goal's advancement. An “i” symbol (**i**) indicates the Action has an indirect or secondary influence on the Goal.

Actions	Goals			
	Resilient Ecosystems & Exceptional Experiences	Agency Relevance & Trust	Organizational & Workforce Health	Financial Resilience & Innovation
Strengthen & Expand Strategic Partnerships	<b>D</b>	<b>D</b>	<b>D</b>	<b>D</b>

Enhance Proactive Engagement & Communication	D	D	D	D
Empower Employees & Strengthen Agency Culture	D	D	D	i
Optimize Resources & Processes	D	i	D	D
Integrate Adaptive Planning for Coordinated Management	D	D	D	i
Advance through Innovation & Leadership	i	D	D	D

## Next Steps

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This strategic plan is designed to serve as a blueprint for the continued pursuit of CPW’s mission over a 10-year period from 2026-2036. Specific strategies and metrics for plan implementation will be regularly developed by CPW, tracking the agency’s achievements.

The implementation framework for this Strategic Plan is designed for long-term strategic alignment through a flexible, tiered structure and adaptive planning cycle. The agency will develop internal implementation plans on a two-year cycle, which include the agency’s objectives and metrics that are directly tied to the Goals and Actions. This ensures a repeatable process focused on agency-wide collaboration, inclusive tracking and reporting and continuous progress toward the long-term vision.

CPW’s implementation approach will be:

- **Collaborative** – To support collaboration, CPW will implement transparent communication channels and actively incorporate a wide range of perspectives to inform and execute the agency’s actions.
- **Data-Informed** – CPW will set measurable targets and monitor progress regularly. This system will enable CPW to make science-based decisions, allocate resources effectively and demonstrate CPW’s impact clearly and transparently.
- **Adaptable** – The agency will conduct regular reviews of implementation progress to enable timely adjustments, ensuring strategies remain relevant and effective in a dynamic and ever-changing landscape.

The few examples below are a starting point for further development and represent a small sample of some initiatives, projects and investments that will be included in implementation plans to advance the Strategic Plan.

- **Colorado's Outdoors Strategy:** Implement the Colorado's Outdoors Strategy through coordinated management and ensuring the Strategic Plan's objectives are integrated with the Colorado's Outdoors Strategy, as well as other CPW plans.
- **State Parks System Framework:** Develop a CPW framework for the State Park system, defining a long-term vision that ensures the quality, sustainability and accessibility of Colorado's state parks.
- **Comprehensive Partnerships Program:** Expand and encourage diverse and inclusive representation from public and private sectors and to provide competitive funding opportunities to support partners in their work.
- **Agency Culture Initiatives:** Invest resources and time in supporting staff's efforts, such as an Employee Engagement Committee, to cultivate a strong agency culture.

CPW leadership and planning staff acknowledge that many plans exist across the agency. These plans differ in subject and scope, each serving as a roadmap to staff who make decisions on a particular topic at a particular scope. The Strategic Plan is the largest in scale, the 'umbrella plan'. Bringing together the information, insights and recommendations of CPW's smaller-scale, subject-specific plans, it presents a unified, overarching path forward for the entire agency.

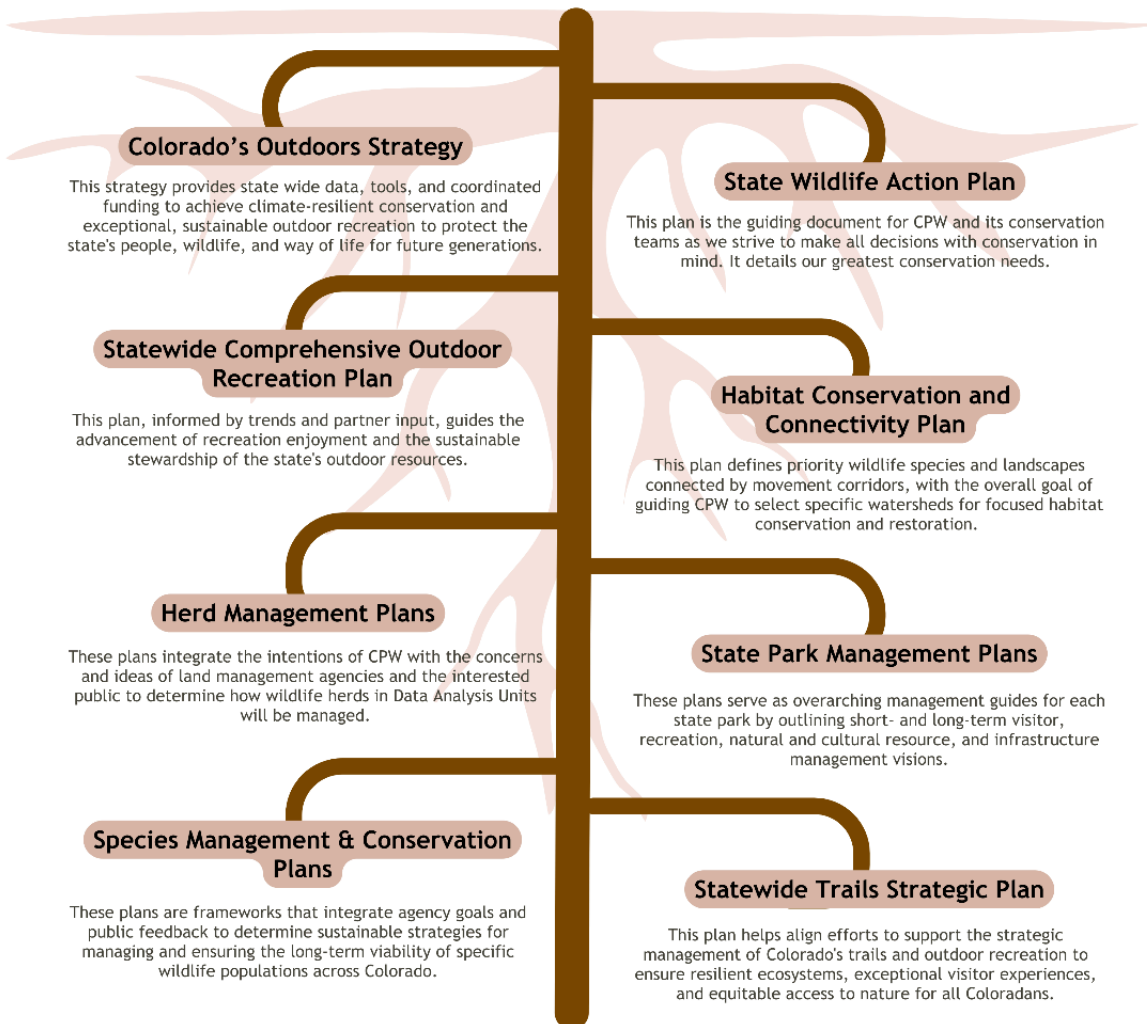
For example, [Colorado's Outdoors Strategy](#) advances coordination, tools and funding to align, prioritize and implement strategic actions on the landscape for conservation, outdoor recreation and climate resilience. The [State Wildlife Action Plan](#), [Statewide Comprehensive Outdoor Recreation Plan](#) and [Habitat Conservation and Connectivity Plan](#), along with numerous other plans offer important roadmaps to advance work critical to CPW's mission. CPW also supports the implementation of a number of statewide planning processes, including the [Strategic Plan for Climate-Smart Natural and Working Lands](#), the [Greenhouse Gas Pollution Reduction Roadmap](#) and the [Colorado Climate Preparedness Roadmap](#), among others. The strategic plan aligns with the implementation of these plans, fostering the integration of conservation and recreation, ensuring recreation growth supports, rather than conflicts with, habitat protection. As such, cross-plan and issue area collaboration will be an important focus of CPW's Strategic Plan implementation.

This visual below uses the metaphor of a tree to represent CPW's 2026-2036 Strategic Plan, with key agency plans and strategies serving as its foundational roots. These efforts along with many other staff initiatives and efforts, are essential in the advancement of the Goals and Actions outlined in this Strategic Plan.



## Colorado Parks and Wildlife 2026-2036 Strategic Plan

This Strategic Plan is overarching roadmap guiding the agency's next decade of work to perpetuate Colorado's natural resources and inspire a shared stewardship ethic, ensuring a flourishing future for all people, places, and ecosystems.



# Terms and Definitions

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**Adaptive Management:** An approach to management that involves learning from the outcomes of actions and adjusting strategies accordingly. This iterative process allows for flexibility and continuous improvement in achieving long-term goals, particularly in complex and uncertain environments.

**Conservation:** The careful protection and judicious management of natural resources. This encompasses the sustainable use, safeguarding and long-term care of valuable natural assets to ensure their availability and health.

**Equity/Equitable:** When everyone, regardless of who they are or where they come from has the opportunity to thrive. This requires eliminating barriers like poverty and repairing injustices in systems such as education, health, criminal justice and transportation. Equality focuses on sameness and equal treatment for all.

**Equitable Access:** Ensuring all Coloradans and visitors have fair and just opportunities to access natural resources and outdoor opportunities.

**Inclusion/Inclusive:** Ensuring individuals have the opportunity to fully participate in decision making processes. It intentionally promotes a sense of belonging where the inherent worth and dignity of all people are recognized and leverages abilities, unique qualities and perspectives of individuals.

**Natural Resources:** Any material, substance, or living thing found in nature. This includes important parts of the natural world like animals and plants, their homes and the natural systems they live in.

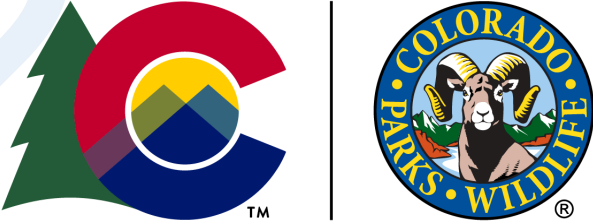
**Outdoor Recreation:** Refers to the broad range of nature- and place-based experiences offered by the outdoors and enjoyed by a diversity of people.

**Resilience/Resilient:** Refers to the capacity to withstand or to recover quickly from difficulties; toughness and the ability to endure and thrive despite changing conditions and circumstances.

**Science-Based Decision Making:** Using findings from all scientific disciplines including physical, biological, social, economic and political to comprehensively inform management activities.

**Stewardship/Steward:** The responsible oversight and protection of something considered worth caring for and preserving, often encompassing the active care for resources for current and future generations.

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