



COLORADO TOURISM OFFICE
Inclusivity in Travel Advisory Group
Report & Recommendations

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SUMMARY

This report was developed by the Inclusivity in Travel Advisory Group (“Advisory Group”), convened by the Colorado Tourism Office (“CTO”). The findings and recommendations are submitted for consideration by the Colorado Tourism Board and CTO.

CTO desires to develop and promote travel experiences centering on the interests and preferences of diverse travel audiences, and to identify strategies creating and supporting a welcoming and safe environment for diverse travelers. The Advisory Group’s three assigned tasks are as follows, with responsive summaries below each issue:

1. **Provide a deeper understanding of diverse travelers’ interests and requirements.** The Advisory Group summarizes diverse travelers’ “interests and requirements” in two ways:
 - A. as a varied compilation of numerous different attractions; and
 - B. as a need for diverse visitors to have access to varied travel experiences while being welcomed, safe, visible, valued, and accepted for who they are.

2. **Support CTO in developing recommendations for a cohesive strategy for increasing Colorado’s appeal for diverse travelers.** The Advisory Group’s recommendations are to:
 - A. gather and study updated data on visitor demographics, using updated terminology for diverse communities;
 - B. solicit and compile consumable, shared stories of Coloradan inclusiveness;
 - C. advance inclusive cultures, equitable practices, and sustainable diversity by helping to develop and provide consistent, foundational training tips and content for Colorado tourism providers on fundamental EDI principles;
 - D. taking the time to get input from local/underrepresented communities, shifting tourism from a transactional, extractive culture to one that is more experiential or relational in a manner respecting local cultures and narratives; and/or
 - E. identify a positioning statement to message the Colorado tourism industry’s commitment to inclusive cultures and practices incorporating feedback suggested in this report. Also, engage in marketing outreach to diverse communities and leverage existing inclusive themes and networks, as detailed in item #3 below.

3. **Recommend ideas to showcase the distinctive attributes of Colorado for various diverse audiences in ways that can reinforce and be integrated into the Colorado brand, and advise CTO on optimal ways of expressing these messages.**
 - A. The Advisory Group recommends that, as CTO develops an updated marketing campaign, to target specific communities with more culture-specific messaging. In that process, one message of inclusion could be to apply a celebration of the existing “*Welcome to Colorful Colorado*” tagline in a community-tailored manner, highlighting a welcoming and diverse array of Colorado’s colorful landscapes, communities, cultures, activities, arts, foods, drinks, shops, histories, and peoples.
 - B. Ideas for potential messaging methodologies are also included in this report.



PURPOSE, PARTICIPANTS & PROCESS

Purpose. The chartered purpose of the Advisory Group is: “To provide the Colorado Tourism Office (CTO) with recommendations to develop and promote travel experiences centering on the interests and preferences of diverse travel audiences, and to identify strategies creating and supporting a welcoming and safe environment for diverse travelers, in keeping with the Governor’s goal of promoting equity, diversity and inclusion (EDI) throughout Colorado.” For this initiative, “diverse” includes different races and ethnicities, LGBTQ+, and people with disabilities.

In seeking to fulfill its charter, the Advisory Group embraces the challenges of an EDI journey with a spirit of mutual respect, candor, patience, a welcoming and open approach to differences that need to be heard, and a presumption of positive intent by all members.

Participants. CTO is led by Director Cathy Ritter. The Advisory Group’s Co-Chairs are two members of the Colorado Tourism Board: Wanda James (Founder, Simply Pure) and Laura Valdez (Co-Executive Director, Fort Collins Museum of Discovery). The Honorary Chair is Elliott Ferguson (President & CEO, Destination D.C. and immediate past Chair, U.S. Travel Association Board of Directors). The professional facilitator is Annie Kao (Founder, Ascent Inclusion Consulting).

To gather a wide variety of stakeholder insights and input, CTO invited tourism leaders from multiple tourism sectors and diverse backgrounds to participate as Advisory Group members. Below is a list of the Advisory Group members in alphabetical order, with additional biographical information provided in Appendix A:

	MEMBER NAME	ORGANIZATION(S)
1	Taishya Adams	Policy Director, Outdoor Afro; Commissioner, Colorado Parks & Wildlife
2	Andrea Albo	Senior VP of Culture and Strategy, Denver International Airport
3	Patricia Cameron	Founder, Backpackers
4	Thomas Davidson Josh Blanchard	Commissioner, Summit County Commissioner, Summit County
5	Dr. Gerilyn Davis	Chief Inclusion Officer, Inclusion on the Slopes
6	Navin C. Dimond	CEO and Chairman, Stonebridge Companies
7	Crystal Egli	Co-Founder, Inclusive Journeys
8	Chelsea Elder	Executive Director, Adaptive Adventures
9	Luis Benitez	VP of Government Affairs & Global Impact, VF Corporation
10	Christian Hardigree	Dean, School of Hospitality, Events and Tourism Metropolitan State University-Denver
11	Leslie Herod	State Representative
12	Eric Hiraga Stephanie Garnica	Director, Denver Office of Economic Development Director of Global Business Development
13	Dzidra Junior	VP of Business Development, YMCA of the Rockies



14	Sonya Jaquez Lewis	State Senator
15	Magda King	General Manager, Antlers at Vail
16	Bryan Martin	Executive Director, Outdoor Lab Foundation
17	Andrea Moore	Executive Director, The Wayfaring Band Inc.
18	Mar Naibi	Partner & Product Development Manager, Pure Adventures
19	Dawn Nudell Richardson	Owner/Manager, Rising Sun Distillery
20	Kathryn Redhorse	Executive Director, Colorado Commission of Indian Affairs
21	Sonia Riggs	President & CEO, Colorado Restaurant Association
22	Meera Rosser	Founder, Casino Coach
23	Gary Schluter	Founder, Rocky Mountain Holiday Tours LLC
24	Janice Sinden	President & CEO, Denver Center for the Performing Arts
25	Marissa Volpe	Chief of Equity and Engagement, History Colorado
26	Dana Watts	Executive Director, Leave No Trace Center for Outdoor Ethics
27	Helanius Wilkins	Professor of Dance, University of Colorado Boulder

Process. The Advisory Group’s process included two separate, 3-hour meetings (held remotely via Zoom, due to the Covid-19 pandemic) conducted by the facilitator.

Session One was held on December 17, 2020, with a focus on gathering insights and input from the Advisory Group through a series of documented brainstorming exercises. After Session One, follow-up information gathering was conducted by CTO, the Advisory Group Co-Chairs, and the facilitator, to collect additional perspectives on issues raised during Session One. A draft report of findings and recommendations was then prepared for Advisory Group review.

Session Two was held on February 26, 2021, with a focus on reviewing, clarifying, and finalizing the recommendations set forth in the draft report. Particular attention was also placed on gathering the Advisory Group’s more detailed ideas for how to execute several of the recommendations generated during Session One, as logged in a collective Session Two Workbook. Such input was incorporated into this final report.



FINDINGS

During Session One, the objective was to solicit and gather Advisory Group insights and information on key topics to help inform proposed recommendations. The full Session was recorded, with ideas on certain topics logged in brainstorming worksheets. At the end of Session One, the Advisory Group members voted on top items for prioritized focus, as further summarized in [Figure 1](#) and in this Findings section. In addition, during Session Two the Advisory Group generated several more detailed areas of input that are incorporated into these findings.

[Figure 1](#) is a chart overview of the top Inclusion Issues, Strategies, and Messaging ideas generated by the Advisory Group. Following [Figure 1](#) are more detailed summaries of the Advisory Group’s insights in four areas, namely its: (1) Shared Storytelling exercise; (2) Issue Brainstorm; (3) Strategy Brainstorm; and (4) Language/Messaging Brainstorm.

[Figure 1.](#) Advisory Group’s key findings and ideas from its brainstorming sessions:

INCLUSION ISSUES	INCLUSION STRATEGIES	INCLUSIVE MESSAGING
Diverse visitors are interested in better access to varied travel experiences	Improve: <ul style="list-style-type: none"> • Awareness • Information access • Education about cost options • Language access • Demographic data tracking 	<ul style="list-style-type: none"> • Diversify avenues for information sharing and messaging • Update EDI wording for demographic data tracking
Diverse visitors require being welcomed, safe, visible, valued, and accepted for who they are, without fear of racism and other forms of threats or harassment	<ul style="list-style-type: none"> • Internally within the tourism industry, advance an inclusive culture via shared stories and EDI training/resources • Internally within the tourism industry, support its members’ development of equitable systems to sustain a diverse workforce • Externally, invite more diverse input/storytelling and increase visibility of diverse participants 	<ul style="list-style-type: none"> • Develop community-specific messaging, using tailored wording and which could use an inclusive “Welcome to Colorful Colorado” concept applied to specific cultures • Show that the answer is “Yes” to the question “Does anyone like me do these activities?” • Hire diverse writers and content creators to use culturally authentic wording, themes, and images resonating with specific diverse audiences



		<ul style="list-style-type: none"> • Support the development of travel guidance for diverse travelers that identifies, highlights and rewards safe, inclusive businesses and establishments
Travel attractions should reflect more diverse communities, narratives, and histories	<ul style="list-style-type: none"> • Make time and space to build local/diverse trust and shift tourism from a transactional, extractive culture to one that is more experiential, immersive, or relational in a manner respecting local communities, cultures, and narratives 	<ul style="list-style-type: none"> • Work with state historical partners to support “Did You Know...” quizzes to add more inclusive, historic facts from non-dominant/White narratives

The above findings and ideas in [Figure 1](#) were generated by the Advisory Group in a group storytelling exercise and three brainstorming units with discussion and interactive worksheets in Session One, along with additional iteration logged in a Session Two Workbook. Further details of the Advisory Group’s ideas and input are as follows:

1. **Shared Storytelling.** To give depth to the “why” behind the group’s purpose of advancing inclusivity in travel, the Advisory Group members shared stories of welcoming and/or unwelcoming travel and vacation experiences. By sharing lived experiences as travelers with diverse demographics, the Advisory Group imparted a wide range of perspectives to help bring EDI issues in tourism to life and to help build a foundation for empathy.

These recorded stories can be heard in their entirety at the Session One link provided in [Appendix B](#). To summarize, the shared experiences ranged from ideal moments of shared joy, ease, and belonging (such as the unexpected sharing of food, access, and conversation), to frustrating or painful moments of rejection or harassment (such as being discouraged from participation in an activity, being ignored or diminished by service providers, or having their presence challenged by a majority group).

The sharing of these types of humanizing, impactful stories highlighted both the positive power of when people experienced a joyous feeling of unconditional acceptance and hospitality, versus the negativity of a traveler being made to feel unwelcome or othered. Collectively, the stories thematically conveyed a universal interest and requirement for diverse visitors to have access to varied travel experiences while being welcomed, safe, visible, valued, and accepted for who they are.



Efforts by the Colorado tourism industry to recognize, harness, and amplify diverse storytelling to help explain and solidify inclusive norms could be a critical part of Colorado becoming a destination where one of its extraordinary attributes includes acceptance and welcoming for all.

To that end, the Advisory Group further discussed opportunities to leverage existing storytelling conducted by forums and organizations that have already tested storytelling language through an EDI lens (such as the Blue Sky Funders Forum), and/or for CTO to help compile resources for local communities to convene representatives and drive local efforts to collect and share a wider range of diverse individual stories. In addition, the Advisory Group emphasized the importance of soliciting and centering diverse voices and stories through the compensated hiring and use of more diverse writers, journalists, marketing and production teams, photographers, videographers, and other content/asset creators to elevate authentic diverse perspectives and cultures.

2. **Issue Brainstorm.** The Advisory Group provided insights on key issues for attention by further exploring the interests, requirements, and barriers for diverse visitors in Colorado. The full listing of generated ideas and the votes for prioritization can be found in the “Issue Brainstorm” Worksheet at [Appendix C](#), with top issues summarized here.

Regarding interests, findings from Advisory Board input resulted in a varied compilation of numerous different attractions or activities. Many of the identified activities may not be different from the interests of existing populations of visitors—for example, interest was logged for a wide range of outdoor recreation activities, as well as for the arts and numerous other activities. That said, the Advisory Group also highlighted an interest in attractions reflecting more diverse communities, including but not limited to contemporary Indigenous/Tribal populations, the history of Black Cowboys, and the stories of various other communities reflecting diverse visitors’ identity groups.

Regarding requirements, the Advisory Group’s insights reflected a common, underlying desire for diverse visitors to have easier and more inclusive access to a wider range of travel experiences. Top needs included improved education on the variety of options and how to gain access; the inclusion of culturally responsive programs raising the visibility and value of stories, narratives, and communities beyond dominant settler/colonist histories; and improving education about different ranges of cost options.

The Advisory Group’s input on barriers included their observation that the limited or sometimes non-existent visibility of diverse populations and participants in various tourism lanes results in the question: “*Does anyone like me do these activities?*” This question, whether focused on the visitor’s race/ethnicity, gender, sexual orientation, ability/skill level, or income, may contribute to a diverse visitor’s potential unease about whether they will fit in and whether their participation will be welcomed, safe, valued, and allow them to be accepted for who they are. Additional identified barriers included



cost, language, and lack of exposure or information from available resources or people who know of and can share those experiences.

3. **Strategy Brainstorm.** To brainstorm how to address the key issues, the Advisory Group provided insights on potential strategies and solutions, sharing ideas on potential actions and ways to express messaging to advance inclusive experiences for diverse visitors. The full listing of generated ideas and the votes for prioritization can be found in the “Strategy Brainstorm” Worksheet at [Appendix C](#), as well as the Session Two Workbook at Appendix D, with top ideas summarized here.

The top actions identified by the Advisory Group centered around:

- **Internally, advancing an inclusive tourism industry culture in Colorado.** Ideas included CTO helping to create and reinforce a holistic inclusive culture in Colorado’s tourism industry, by providing more clarity to tourism and hospitality business owners and workers about what inclusivity is, advancing an understanding of the value of welcoming diverse participants, appreciating their differences, and connecting with a broader base of different customers and communities. To that end, CTO could support consistent training content with relatable hospitality/customer service tips, multi-cultural training, and accessibility training (including addressing language barriers, needs for the hearing/vision impaired, etc.) to raise sensitivity to the potential needs of diverse travelers.
- **Internally, supporting the tourism industry’s development of equitable systems to sustain a diverse workforce.** Ideas included CTO supporting its members’ development of equitable systems in the tourism industry for attracting, hiring, training, and retaining a more diverse workforce in a sustainable fashion at all levels, including senior positions. The compilation of consistent resources to help industry members advance EDI within the tourism workforce could improve the industry’s ongoing understanding of diverse stakeholders’ perspectives, needs, and cultural sensitivities, while also enhancing the visibility of valued diversity to visitors. Additional ideas included CTO assisting members’ efforts by developing incentives for companies and organizations to implement programs demonstrating a commitment to EDI.
- **Externally, inviting more diverse input, showing a commitment to EDI, and improving the visibility of diverse participants in public messaging and marketing.** Ideas included CTO creating more time and space to approach diverse and local host communities to seek input and perspectives on what they want to highlight about themselves and what types of attractions or activities they would like to offer, while encouraging a shift from a transactional/extractive culture to one that is more experiential/relational to engender a sense of pride. In other



words, for CTO to build relationships *before* building new programs, while being prepared to handle resistance or potential unwelcoming local views.

Taking this time to seek feedback and develop trust with local and diverse communities, as well as with key individuals at diverse organizations and affinity groups, could also pave the development of more attractions appealing to visitors seeking more immersive, culturally expansive experiences. For example, one idea generated by the Advisory Group was the development of travel itineraries or paths akin to a “Cultural Byway” using a “Scenic Byway” model. In the process of deepening these relationships, CTO could also find more opportunities to collect and share stories and testimonials from people of diverse backgrounds to raise visibility, awareness, and a sense of belonging.

In addition, CTO could be more intentional about marketing to specific diverse communities, showcasing diverse participants, and providing incentives for tourism businesses to advertise to a broader range of different populations (as further detailed in the “Language/Messaging Brainstorm” section below).

The Advisory Group also generated a wide array of potential methods for expressing updated messaging, ranging from traditional advertising avenues and articles to newer podcast, app, and social media avenues (such as Instagram, Clubhouse, and Tik Tok) that could support more tailored content by diverse creators for diverse audiences. In addition, there may be additional paths to reach more targeted diverse audiences through the evolution of various existing online travel platforms such as TripAdvisor, Airbnb, Expedia, and VRBO.

Messaging Safety. As for messaging specific reassurances of inclusion and safety for diverse travelers, future tools for CTO to support include burgeoning avenues such as the “Digital Green Book” project currently being developed by Inclusive Journeys. By seeking to guide Black and other diverse travelers to establishments with a demonstrated commitment to providing inclusive and welcoming spaces, the “Digital Green Book” could simultaneously benefit diverse travelers who are concerned about safety when navigating unfamiliar places, while also promoting inclusive businesses that have an established record of being safe and welcoming.

The Advisory Group’s full list of potential ways to express its messaging can be found in the “Ways to Express Messaging” section of the “Strategy Brainstorm” Worksheet at [Appendix C](#), and in the Workbook at [Appendix D](#). Importantly, external-facing marketing efforts should be matched with the aforementioned internal-facing industry improvement efforts to avoid risks of tokenization and cultural appropriation.



4. Language/Messaging Brainstorm.

First, the Advisory Group provided insights on updated EDI terminology, which could be used when gathering and tracking demographic data and when drafting a positioning statement or other messaging to attract more diverse visitors. Specific recommended terminology for certain racial, ethnic, gender, and sexual orientation identity group is set forth in [Appendix E](#).

Regarding inclusive marketing language and imagery, potential ideas included:

- At the outset, developing an inventory of diverse audiences with intersectionality in mind, matrixed with specific industries within tourism, to help identify and leverage specific potential partnerships with key community leaders and networks to test messaging. Also, coordinating with other regional and statewide tourism organizations to enhance consistency in messaging.
- On a more community-specific level and in a manner similar to efforts to gather and amplify more diverse storytelling, CTO could be more intentional in hiring and using more diverse content creators to reflect more authentically inclusive messaging, using specific words that resonate with specific communities (such as culturally-meaningful terms like “vibe, soul, mi gente, elders, legacy, heritage, traditions”), written by culturally authentic authors. Likewise, diverse photographers, videographers, and production teams could be hired to help diversify traditionally White homogenous visuals in marketing materials. In addition, the compensated hiring of diverse influencers could be another path to help share testimonial and tutorial content. It bears repeating that any diversified external messaging or visuals should involve diverse working teams and correlating internal industry EDI commitments, to help avoid risks of tokenization and cultural/ethnic appropriation.
- When developing community-specific messaging, one theme that could be tailored to each community could be an application of the “Welcome to Colorful Colorado” tagline by explaining “When we say Colorful, we mean...” to showcase an inclusive and diverse array of not only Colorado’s colorful natural landscapes/beauty, but also its colorful communities, cultures, activities, arts, foods, drinks, shops, and peoples. An aligned message is that there is something here for anyone, with differences embraced and respected.
- On a variety of local and statewide levels, to work with state historical partners to develop and use “Did You Know?” quizzes as a phrase to add more inclusive, historic facts from non-dominant or non-White narratives. For example: “Did you know that one of the original founders of Pueblo was a Black man named Jim Beckwourth?” “Did you know the history of Hop Alley and why Denver no longer has a Chinatown?” “Did you know that Buffalo Soldiers were stationed at Fort Garland in Costilla County?” “Did you know that there were Japanese internment



camps in Colorado during WWII?" "Did you know the word Colorado is Spanish for "colorful, ruddy" and was named for "estas montañas coloradas?" This idea could be explored at both a state-wide and regional/local level.

The full listing of generated ideas, examples, and the votes for prioritization can be found in the "Language Brainstorm" Worksheet at [Appendix C](#). The Worksheet also lists contrasting, non-inclusive words and phrases to avoid, such as language suggesting that:

- Colorado is only an outdoor recreation/mountain destination
- Colorado is a White state; there are no Black people in Colorado
- Colorado locals disdain or resent tourists and are anti-growth
- Colorado "Natives" are local White populations, rather than Native American, American Indian, Tribal, or Indigenous communities
- Colorado is for rich White tourists who speak English

Finally, in Session Two the Advisory Group offered feedback on potential phrasing for an internal CTO positioning statement to be used as internal-facing guidance for ongoing CTO messaging and marketing efforts. The full drafts and comments can be found in the Session Two Workbook at [Appendix D](#), with the key Advisory Group feedback being to:

- Use broadly inclusive descriptors like Colorado being welcoming to "everyone" or "all" or "all people" and stopping there, rather than further listing (and inversely excluding) specific categories of diverse groups or separating intersectional identities
- Leverage "Colorful Colorado" to put more focus on community
- Avoid hierarchical or supremacy-based language like Colorado being the "best," having the "most," or otherwise emphasizing the culture of being desirable by being "better" than other states (where the visitors may be traveling from)
- Use a humble and authentic tone, baselining the existing brand while pushing into something better
- Avoid terminology with potential political connotations, such as "progressive" or "social forces"
- Words regarding outdoor experiences, human history, and unique experiences are workable
- Avoid building a slogan or mission statement without passion to inspire curiosity and motivation to visit Colorado

The Advisory Group also offered the suggestion that CTO consider focusing less on a potentially performative statement and more on actionable and tactical EDI steps to operationalize equity in CTO's work. To that end, CTO could use existing resources such as www.centreforglobalinclusion.org to help balance visioning statements with action.



RECOMMENDATIONS

Again, the Advisory Group’s chartered tasks include providing CTO with: **(1)** recommendations for a cohesive strategy for increasing Colorado’s appeal for diverse travelers; **(2)** ideas to showcase the distinctive attributes of Colorado for various diverse audiences in ways that can reinforce and be integrated into the Colorado brand; and **(3)** advice on optimal ways of expressing these messages.

1. **The Advisory Group recommends the implementation of any or all of the following actions as the components of its cohesive strategy for increasing Colorado’s appeal for diverse travelers:**
 - A. **Metrics.** Gathering and studying updated data on visitor demographics, using updated terminology to capture more data on diverse visitation. See [Appendix E](#) for recommended demographic terminology, in a sample questionnaire/survey format.
 - B. **Storytelling.** Compiling consumable, shared stories of Coloradan inclusiveness, to help answer the “Why” behind the tourism industry’s EDI efforts, to help show diverse visitors that they are welcome in Colorado, and to share information on how to gain easier access to various activities and what to expect.
 - C. **Internal Industry EDI Training.** Advancing Inclusive cultures, Equitable practices, and sustainable Diverse workforces within the tourism industry, by developing or helping others to develop and provide consistent, foundational training tips and content for Colorado tourism providers on fundamental EDI principles. See [Appendix E](#) for an excerpt of sample tips on inclusive language for front-line hospitality workers.
 - D. **External Feedback.** Shifting tourism from a transactional, extractive culture to one that is more experiential or relational in a manner respecting local communities, cultures, and narratives. Soliciting more input from local and diverse communities (perhaps on a state-wide CTO tour) would help the development of travel attractions reflecting more diverse communities, narratives, and histories, while helping to advance BIPOC owned/led businesses and establishments.
 - E. **Messaging.** Communicating the Colorado tourism industry’s commitment to inclusivity based on a positioning statement incorporating the Advisory Group’s above feedback and through marketing outreach with appeal to specific diverse communities and a broadly inclusive theme. The targeted content and expanded distribution of the messaging can help address diverse visitors’ interest in better access to varied travel experiences, as well as the need to be welcomed, safe, visible, valued, and accepted for who they are. These messaging efforts would be paired with internal-facing tourism industry training efforts to avoid risks of tokenization and cultural appropriation in any marketing campaign.



2. **The Advisory Group suggests ideas to showcase the distinctive attributes of Colorado for various diverse audiences in ways that can reinforce and be integrated into the Colorado “Come To Life” brand.**

- a. **Tailored:** On a community-specific level, CTO could hire and use more diverse authors, photographers, other content creators, and influencers to reflect more authentically inclusive messaging and imagery, using specific words and visuals that resonate with a more diverse array of communities and visitors.
- b. **Inclusive Themes:** As CTO develops an updated marketing campaign targeting specific communities, one idea could be to apply a “*Welcome to Colorful Colorado*” theme in a community-specific manner, highlighting the welcoming and diverse array of Colorado’s colorful features, which may include colorful:
 - Landscapes
 - Communities
 - Cultures
 - Activities
 - Arts
 - Food and drinks
 - Shops
 - Architecture
 - Natural beauty
 - Heritage
 - Histories
 - Peoples
 - and/or more

The updated CTO messaging could convey that Coloradans have long been proud to say “Welcome to Colorful Colorado,” inviting all visitors no matter who they are or where they’re from, and that there is something here for everyone.

3. **The Advisory Group recommends optimal ways of expressing these messages.** In addition to existing messaging techniques and existing online and print channels, additional optional ways to express an inclusive culture in Colorado Tourism could include:

- Supporting local outreach organizations and leveraging existing networks to target diverse community leaders, associations, and publications/channels.
- Working with state historical partners to develop and use “Did You Know?” quizzes with inclusive historic facts, in both online, print, and in-person forums.
- Delivering the messages through an array of social media platforms that are conducive to tailored, community-specific influencers.



The Advisory Group intends for these recommendations to help guide CTO as it continues to solidify its EDI strategy, and will continue to support CTO by helping to educate elected leaders, tourism stakeholders, and community members about agreed-upon positioning and the importance of education and promotion in support of this Inclusion in Travel initiative.



APPENDIX

A. Advisory Group Member Roster & Biographies

B. Session One Materials

- Project Charter
- Agenda
- Ground Rules
- DEI Glossary
- Demographic Data
- Link to Recorded Session One

C. Session One Brainstorming Reports

- Issue Brainstorm Worksheet
- Strategy Brainstorm Worksheet
- Language Brainstorm Worksheet

D. Session Two Materials

- Agenda
- Draft Report
- CTO Research
- Link to Recorded Session Two
- Session Two Workbook

E. Sample Demographic Survey Language and Tips on Inclusive Language



APPENDIX E

Recommended Demographic Terminology – Sample Survey Language

The Advisory Group recommends that CTO use the following version of demographic terminology when gathering and analyzing data relating to diverse visitation. Given the varied and constantly evolving terminology in this area, this recommendation is not intended to be static or interpreted as the single “correct” option where there are many. Rather, this sample questionnaire/survey language is intended to be a non-exclusive, evolving starting point as CTO seeks to gather and track demographic data as part of its EDI efforts.

Please indicate how you self-identify your race or ethnic heritage (please feel free to choose more than one):

American Indian, Alaska Native, or Indigenous
Asian or Asian American
Black or African American
Latino/a/x, Hispano/a, Chicano/a, or Hispanic
Middle Eastern, North African, Arab or Arab American
Native Hawaiian or other Pacific Islander
White or Caucasian
Prefer Not to Answer
Other or Prefer to Self-Describe: _____

Please indicate how you self-identify your gender identity or expression (please feel free to choose more than one):

Female
Male
Non-binary
Transgender/Gender Non-conforming
Prefer Not to Answer
Other or Prefer to Self-Describe: _____

Please indicate how you self-identify your sexual orientation (please feel free to choose more than one):

Bisexual
Gay
Heterosexual
Lesbian
Prefer Not to Answer
Other or Prefer to Self-Describe: _____



Please indicate whether you have a physical disability or typically travel with someone who does:

- Yes
- No

Sample Training – Practical Tips on Inclusive Language

Here are some sample practical tips for guest-facing workers on Do’s and Don’ts to advance inclusive language and avoid microaggressions.

DO	DON'T
<ul style="list-style-type: none"> • “Welcome!” • “Where are you traveling from today?” • “We are so glad you are here” • “How do you pronounce your name?” • “Thank you for visiting us” • “Are you ready for your check/invoice?” 	<ul style="list-style-type: none"> • To BIPOC visitors: “Where are you (really/originally) from?” • To BIPOC visitors: “What are you?” • To multi-racial and/or LGBTQ+ couples, families, or traveling parties: <ul style="list-style-type: none"> ○ “Are you together?” or ○ “Is he/she with you?” or ○ “Do you want separate checks/invoices?” • Referencing Colorado “Natives” outside the context of Native American, American Indian, Tribal or Indigenous communities • Taking a guess at how to pronounce a unique name, rather than asking. • Assuming or guessing a visitor’s identity group, rather than welcoming self-identification if volunteered

