



Inside Anza Borrego Sustainable Tourism Management and Marketing Program

Geotourism Strategic Plan

June, 2018 **DRAFT**

Utilizing a community stakeholder engagement process designed to develop and strengthen destination partnerships to support economic development, celebrate local culture, conserve natural and cultural assets, and enhance the well-being of residents through sustainable tourism management and marketing

Preface

Strategic Planning Process

The Strategic Planning process is centered on asking and answering four simple questions:

Where Are We Now? – An analysis of the destination’s current competitive position and major challenges to and opportunities for enhancing that position.

Where Do We Want to Be? A process for defining a consensus vision for sustainably growing the industry, maximizing local benefits, and minimizing negative social and environmental impacts. Through this visioning process targets will also be set that will help to define operational objectives to be achieved in attempting to fulfill that shared vision.

How Do We Get There? The objective in answering this question is to define action plans for achieving the vision, prioritize them, and agree on public and private sector roles and responsibilities.

How Do We Turn Ideas into Action? The most critical question in any planning process. The goal of this phase of work is to turn action plans into implementation plans that include a management plan, timelines, responsibilities, budgets, sources of financing, milestones, tools for measuring results, and a process for refining and updating the plan as the implementation process moves forward.

Chapter 1 of this document, *Tourism Overview and Assessment*, was submitted to the BVA in March 2018 after a roughly three month site assessment was completed. Chapter 1 provided information to address the first two questions of the process; Where are we now? and Where do we want to be? Chapter 2 of this document, *Strategic Plan Recommendations*, is informed by what we learned from the assessment and subsequent follow up research and stakeholder engagement to help answer the second set of questions in the process; How do we get there? and How do we turn these ideas into actions?

We wish to extend our thanks to everyone involved in this process for their time, consideration, insights, and expertise that enabled us to identify the actionable steps outlined in this document towards making Borrego Springs and Anza Borrego Desert State Park a sustainable destination.

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EXECUTIVE SUMMARY

The State of California's Anza-Borrego Desert State Park (ABDSP) and the town of Borrego Springs together serve as a regional economic engine for world-class tourism that has not yet been fully recognized. With the passing of the California's Sustainable Groundwater Management Act and a projected 70% reduction in water use, Borrego Springs must replace non-sustainable economic drivers such as agriculture and golf resort development with sustainable economic activity such as nature tourism.

The State of California has designated both the town of Borrego Springs and Anza Borrego Desert State Park to be at risk due to years of over drafting the aquifer to accommodate water-intensive agriculture and recreation. Through the tireless outreach of the volunteers associated with the Borrego Village Association, there is now a growing desire to transition from water intensive activities to a world-class wilderness and discovery destination and position the town of Borrego Springs as the "hospitality hub" located directly in "The Heart of the Park."

The Borrego Village Association (BVA) wishes to move forward to actively fund a Geotourism Program that uses a strategic planning methodology designed to develop and strengthen destination partnerships and identify actions that will catalyze economic development, celebrate local culture, conserve natural and cultural assets, and enhance the well-being of residents through sustainable tourism management and marketing. This methodology used in destinations around the world provides a forum for bringing tourism stakeholders together and developing the tourism assets of the town of Borrego Springs as the hospitality hub of California's largest State Park, Anza Borrego Desert State Park (ABDSP). This is being done in a sustainable way that ties the State Park and town together as *Inside Anza Borrego*. The methodology will promote well-managed tourism to preserve and conserve the destination's unique places and attractions, increase revenues for the park and enhance benefits to local businesses and the community.

Key goals of the Geotourism Program for Inside Anza Borrego include the following:

- Sensitizing the community to ABDSP goals and creating an advocate for park concerns
- Sensitizing ABDSP staff to community efforts to provide services for park visitors
- Providing for a more seamless and enhanced park visitor experience
- Attracting a younger and more diverse profile of visitors to the park
- Promoting Inside Anza-Borrego as an international destination
- Establishing an online presence to communicate with national and international

tourism markets

- Improving overall communications and relations between the community and the park
- Building on the park's reputation as an international center for science and education
- Cultivating key regional supporters for marketing, planning and sustainability initiatives
- Increasing revenues to ABDSP and the community of Borrego Springs
- Saving jobs lost in commercial agriculture and creating new jobs in the tourism
- Raising income for locally owned businesses from increased tourism revenues
- Attracting investments for new business opportunities in the tourism sector

The BVA's goal is to raise upwards of \$250,000 in cash and in-kind support to implement the program. BVA received a \$50,000 cash sponsorship from a local community and business leader to begin implementing the program in February 2018. A grant request of \$60,000 was approved by San Diego County in June. In July the United States Department of Agriculture awarded a \$40,000 grant to help fund the program. The BVA continues to actively seek out additional funding opportunities from sources in the state of California, federal agencies, foundations and the private sector.

Tourism is the most important economic activity in Borrego Springs. National and International visitation to the town and ADSP exceeds 500,000 tourists each year and accounts for over \$40 million in annual revenue to the region. The three-year Strategic Plan recommends a suite of activities and initiatives that will aim to Increase daily spending, estimated at \$97.00 per day, by 10% annually over the next three years and increase visitor length of stay from the current average of two days to four days by the end of three years. Each 10% increase in annual revenue from tourism can create 10 to 20 new jobs in the local tourism industry. The program will coordinate with other efforts in the region to replace the estimated 50 to 60 commercial agriculture jobs that will be lost under regulations enacted by California State Law to balance the aquifer beginning in 2020, while also creating 10 - 20 to new jobs in the tourism, hospitality and service sectors annually.

The town of Borrego Springs, with a full time resident population of 3,500, has been designated by the State of California as a severely disadvantaged community. The objective of this Strategic Plan is to put into motion a calendar of action items that are aimed to alleviate poverty, sustain locally owned micro, small and medium business, transform Borrego Springs as a sustainable destination that is a great place to work, live and visit.

BORREGO VILLAGE ASSOCIATION: BACKGROUND

The Borrego Village Association (BVA) is a non-profit corporation formed with the specific charter of catalyzing the development and improvement of Borrego Springs' central business district. Formed in 2005 as an outgrowth of Borrego Springs Chamber of Commerce, the BVA has evolved as a significant contributor to planning and implementing positive changes in the town's central business district and beyond in the Borrego community. After receiving \$105,000 from San Diego county and other private sources in 2007 BVA formulated and begun implementing the 12-point Palm Canyon Vitalization Plan for Borrego Spring's downtown core which includes pedestrian walkways, traffic calming medians, and community identity and way-finding signage.

The BVA and its Board members have also participated in other community planning activities involving the central business district including walkways and paths, community parks, and 'Dark Sky' improvements. Additionally, the BVA has conducted activities related to identifying Business Opportunities and market potential within Borrego Springs. All members of the Borrego Springs community, full and part time residents rising to 10,000, and the majority of the 500,000 visitors to the Anza-Borrego Desert State Park have enjoyed the benefits of BVA's work. In light of the volatile economic environment imposed by California's Sustainable Ground Water Management Act (SGMA) it was determined that the *Inside Anza-Borrego* concept proposal to develop and market the State park and the town enfolded within it as seamless sustainable destination is the best way forward to ensure an economically viable and sustainable future for our community.

The origins of this effort were launched with the creation of the Borrego Valley Stewardship Council (BVSC) and the adoption in November, 2014 of a Governing Charter based on National Geographic's *Geotourism* principles for sustainable destination management were spurred by the recognition of water constraints in the Borrego Valley. **Geotourism** – *"tourism that sustains or enhances the character of a place – its culture, environment, heritage, and the well-being of its resources and residents."*

The BVA's Inside Anza Borrego Geotourism Program unites the regional strategic visions and goals of the signatory organizations with whom BVA will partner closely with to implement this program to help further the missions of our constituent signatory organizations.

PURPOSE OF THE GEOTOURISM PROGRAM

Founded in 1932, the Anza Borrego Desert State Park (ABDSP) has served as San Diego's playground for decades. With nearly one thousand square miles of wilderness and elevations that range from sea level to over 6,000 feet, ABDSP is a globally recognized "biological hotspot" that occupies over one quarter of the County of San Diego. In 1984, ABDSP became certified as part of UNESCO's World Heritage Man and Biosphere (MAB) Program. In 2012, to complement ABDSP's legacy and commitment to science and exploration, the University of California's Natural Reserve System invested over \$4M to establish the Desert Research Center at the iconic, mid-century Desert Club, inviting students and researchers from around the world to come to ABDSP to study everything from paleontology to evolutionary biology to climate change.

The town of Borrego Springs, located directly in the heart of the magnificent Anza Borrego Desert State Park, has rich historical ties to the founders and champions of San Diego. Local businessmen such as James Copley, Alfonse Burnand, Robert DiGiorgio, and George (Bud) Kurtz dreamed of positioning Borrego Springs as San Diego's chic desert get away for sun and fun. In the 1950's it became a favorite hideaway for Hollywood stars who wanted to escape and relax, including Bing Crosby, Burgess Meredith, Gale Gordon (Borrego's Honorary Mayor for many years), Lon Chaney Jr., and Frank Morgan (the Wizard from the "Wizard of Oz").

Together, the Anza Borrego Desert State Park and the town of Borrego Springs serve as a regional economic engine that is only beginning to realize its potential as a world-class tourism destination. With over 500,000 visitors per year, generating more than \$40 million in annual revenue and providing over 650 full-time jobs, the present value of this gem in San Diego's backyard is estimated to be over \$1 billion.

This program bridges the historic divide, between ABDSP and the town of Borrego Springs, that dates back to the 1950's vision of the Borrego founders, who saw the Valley as a "donut hole" in the middle of the Park, ripe for developing a San Diego County version of Palm Springs. At the core of that vision was a water-intensive economy dependent on agriculture and real estate development. The recent recognition that Borrego's water supply is limited and diminishing, and the requirements of the 2014 Sustainable Groundwater Management Act, make the 1950's vision of water-intensive development no longer feasible. The Geotourism program currently underway represents the culmination of a four-year-long community visioning process designed to shift the focus for economic development in the Borrego Valley

from water intensive land development and cultivation toward carefully crafted tourism promotion and sustainable destination management.

The creation of the Borrego Valley Stewardship Council (BVSC) and the adoption in 2014 of a Governing Charter based on National Geographic's principles for sustainable destination management were spurred by the recognition of water constraints in the Borrego Valley. The urgency of the issue is underscored by the fact that the only source of water for the Borrego Valley is a critically over drafted aquifer. The State of California has designated both the town and the Park to be at risk due to years of over drafting the aquifer to accommodate water-intensive agriculture and recreation. Hence, there is a growing desire to wean away from these water intensive activities by embracing the ABDSP as a world-class wilderness & discovery destination and the town of Borrego Springs as the "hospitality hub" located directly in "The Heart of the Park."

The proposal outlined in the following pages is the result of four years of work by the Borrego Valley's Stewardship Council to facilitate a community-wide dialogue to define how best to develop a "Heart of the Park" campaign, recognizing tourism as the primary source of future economic growth for the Valley.

The proposal guiding the program is called "Inside Anza Borrego" and aligns with Governor Brown's statewide Parks Forward! initiative, which envisions a reinvigoration of the California park experience through a new model calling for collaborative park management and broad engagement of citizens, partners, businesses, and communities. Parks Forward! envisions an interconnected network of California parks, cultural sites, and open spaces protecting the state's iconic landscapes, diverse natural resources, and rich cultural heritage, accessible to all Californians, and welcoming visitors from throughout the world. Ultimately, Parks Forward! places more of the responsibility for sustaining California's State Parks at the local level by encouraging autonomy in innovation and conscious connections with business, industry, not for profit organizations, and the public.

The Inside Anza Borrego initiative positions the community and the Park in mutually beneficial ways that will enhance the visitor experience, increase revenues for the Park, and economically benefit local businesses and the community. To achieve these goals, the formation of a destination management and marketing organization (DMMO) will facilitate the implementation of the tourism marketing plan and the creation of an interactive website.

Strengthening partnership affiliations with California State Parks; the Anza Borrego Foundation; the University of California, Irvine; the San Diego Tourism Authority; and

potentially the UNESCO World Heritage Program will be central to cultivating a new sustainable destination economy for the Borrego region.

The strategy to strengthen the opportunity for the community and the park to work as partners to develop Inside Anza-Borrego in ways to better benefit from well managed tourism must also clearly reflect the need to evolve the current business promotional practices from a traditional business booster style marketing plan to a Geotourism inspired Destination Management Organization – joining the Anza Borrego region to a network of world-class UNESCO recognized sustainable destinations.

The Geotourism Program uses a strategic planning methodology designed to develop and strengthen destination partnerships and identify actions that will catalyze economic development, celebrate local culture, conserve natural and cultural assets, and enhance the well-being of residents through sustainable tourism management and marketing. This methodology used in destinations around the world will provide a forum for bringing tourism stakeholders together and developing the tourism assets of the town of Borrego Springs as the hospitality hub of California’s largest State Park, Anza Borrego Desert State Park. This will be done in a sustainable way that will tie the State Park and town together as Inside Anza Borrego. The methodology will promote well-managed tourism to preserve and conserve the destination’s unique places and attractions, increase revenues for the park and enhance benefits to local businesses and the community.

Program Objectives

- Increase the value and importance of natural and cultural heritage as a vital economic asset.
- Engage as many tourism stakeholders as possible in the process to develop and implement the tourism strategic plan.
- Implement the Inside Anza Borrego initiative as a Park- centric brand identity that positions Borrego Springs as the hospitality hub for visitors engaging holistically with the park and community.
- Develop a plan that identifies the types of visitors to target who will appreciate that unique “sense of place” of Inside Anza Borrego and who can make major contributions to the well-being of the local residents, through support to small and medium sized tourism businesses.
- Develop a common vision for sustainably growing the industry, maximizing local benefits, and minimizing negative social and environmental impacts.
- Create a unique website that will engage ABDSP and the community of Borrego Springs. The website will present Inside Anza Borrego as a unified visitor

experience and showcase the destination's unique assets for travelers to plan authentic and responsible travel experiences.

- Form a nonprofit organization that will bring together destination stakeholders to utilize the destination website and facilitate the implementation of the tourism plan while enhancing communication and collaboration among stakeholders.

Geographic Scope and Scale of the program

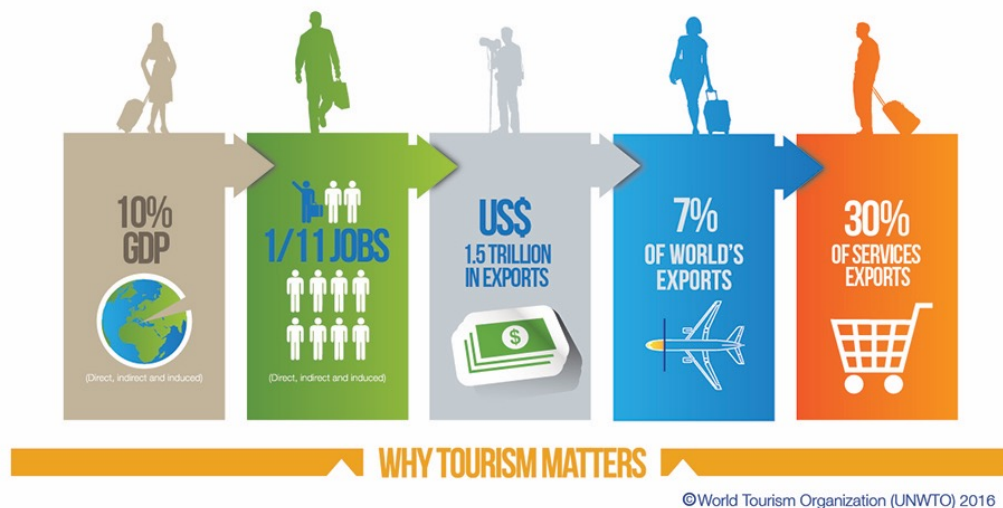
The unincorporated community of Borrego Springs, in San Diego County, California is the primary gateway for visitors to Anza Borrego Desert State Park (ABDSP, the Park), which surrounds the community on all sides. ABDSP, a National Natural Landmark and International Biosphere, is the largest desert State Park in the nation (635,000 acres) and one of the largest protected areas in the west. It recently achieved distinction as a part of the University of California Natural Reserve System. Borrego Springs is located about 90 miles from San Diego, California's 2nd largest city and drives national and international visitation exceeding ~ 500,000 tourists each year. Visitors to the ABDSP account for over \$40 million in annual revenue to the region. Borrego Springs encompasses a thriving community with 3,400 permanent residents, 5,000 seasonal residents, six golf courses, 11 lodging establishments, a university research center, two airports, five electric vehicle-charging stations, and a community medical center. Borrego Springs is California's first International Dark Sky Community, home to numerous art, architecture, music, environment, sport, and recreation events and experiences annually, an amazing biodiversity hotspot with an incredible sense of place, and a gateway to the abundant natural must-see features of southern California.

SITUATION ANALYSIS

Global Tourism Trends

According to U.N. World Tourism Organization (UNWTO), over the past six decades the global tourism industry has experienced continued expansion and diversification, becoming one of the largest components of the global economy.

According to the World Travel and Tourism Council (WTTC), the sector now accounts for 10 percent global GDP (\$7.2. trillion), roughly 9 percent of total employment (284 million jobs), \$1.5 trillion in global exports, and nearly US\$800 billion in total investment.



Total international tourist arrivals have increased from 25 million in 1950 to nearly than 1.2 billion in 2015, with international tourism receipts growing from US\$2 billion to more than \$1.2 trillion.¹ Over the next decade, the industry is projected to achieve a compound average growth rate of 4.2 percent per year.²

In short, tourism is, broadly defined, one of the world's largest and fastest growing industries.

¹ U.N. World Tourist Organization, "2015 Annual Report"

² WTTC, "Economic Impact 2016 World"

Demographic Change

In the 1980's and early 1990's advanced economies promoted destinations dominated the global travel market, receiving more than 70 percent of total international arrivals. That share has been shrinking consistently over the past three decades and is now below 50 percent. The UNWTO projects that by 2030 the trend will have largely reversed, with emerging markets and newly "discovered" places capturing nearly 60 percent of total international arrivals. More people are traveling to more and different places. Lesser known, and lesser appreciated, destinations are attractive to visitors not only for their lower costs but for the diversity of experience and uniqueness of their places.

Anza Borrego Desert State Park (ABDSP) and the town of Borrego Springs that is enfolded within it are well positioned for travelers seeking out unique and authentic destinations. The town is the hospitality hub, providing lodging, dining, arts and activities, for visitors coming to explore ABDSP. The Park encompasses an approximate 600,000 acres of California's Western Colorado Desert. The largest State Park in California, second largest in the USA, is recognized by the UNESCO World Heritage Center as a Man and Biosphere. Recreationists including hikers, campers, wildlife watchers, birders, equestrians, mountain bikers, road bikers, nature seekers, star gazers, geologists, paleontologists and artists can find attractions and activities in ABDSP that are world class in quality. Researchers, academics, teachers and students of natural sciences, most especially geologists and paleontologists, have not only nearly a million acres of natural open air "laboratory" to study and explore but have access to the facilities provided to them by the University of California Irvine Desert Research Center.

As travel shifts increasingly from "leisure" and "entertainment" to "experience" and "discovery", and where "relaxation" evolves into the high growth sector of "health and wellness", both the quality of the experience and the uniqueness of the place gives the well managed destination a comparative advantage in the global travel market.

Changes that have potentially important implications for Inside Anza-Borrego include:

- Growing income disparity, or a "hollowing out" of the middle class in industrialized countries. This polarization has reduced levels of discretionary spending (including for international travel) for the majority and increased price sensitivity. For a smaller minority of higher income households, it is increasing demand for customized, more exclusive, and more luxurious travel experiences.

- One of the clearest indicators of this trend is the growth of the sharing or “on demand” economy, which is in part a creative response to increasing demand for more consumer choice and convenience, but for many is simply a strategy for attempting to do more with less – in the face of stagnating or declining discretionary income. Airbnb, a public marketplace for renting and finding accommodations founded in 2008, is now, in terms of total rooms within its reservations system, the world’s largest accommodations services provider.
- Changing consumer preferences – International travel markets are changing rapidly, driven in part by a demand for more unique, “off the beaten path” travel experiences, and a search for the “authentic.” While the root causes behind these changes are complex – including increasing urbanization, changing demographics, information technology, increased air access to new destinations, and increased environmental awareness – the impacts are clear, as highlighted in the chart above.
- While still the largest component of leisure travel, demand for traditional vacation destinations focused on pre-packaged sightseeing itineraries and beach resorts, have, on a global basis, grown relatively slowly over the past decade and in some markets are in absolute decline.

These changes in global travel demand are being driven, most importantly, by demands and preferences of “Millennials.”³ In the U.S. and Europe, millennials now represent 27 and 23 percent of their adult populations, respectively, and a nearly equally large share of total travel spending. In the largest and fastest growing outbound markets, China and India, millennials represent more than half the population, and by 2030, this demographic is projected to represent more than half of global travel spending.

Highlights of recent research on millennial travel trends and preferences include:

- From a recent survey⁴ of 31,000 millennials in 134 countries, the top priority in selecting international travel destinations was experiencing a new culture (86%).

³ Generally defined as those born between 1980 and 2000

⁴ Conducted by the World Youth and Student Travel Confederation and Topdeck Travel, 2015

- More than half reported booking their travel independently (primarily online), and the majority relied most importantly on recommendations from friends and social media as their primary sources of travel-related information.⁵
- The majority view travel as a basic necessity, not a luxury, and are looking less for sun and sand vacations, and more for remote, adventurous destinations.⁶
- Millennials travel the most of any age group:⁷
 - More than 70% of millennials take at least one leisure trip per year
 - A number take four or five trips a year
 - 66% of millennials consider travel a very important part of their life
 - 71% of millennials were twice as likely as older travelers to take trips of 14 or more days

A 2016 Expedia survey of Millennials found:

- 23% are more likely to travel abroad than older generations
- They are well-versed in what makes a good travel experience
- They are willing to voice complaints loudly when expectations are not met
- Look for high quality cuisine and are willing to pay more for it
- Millennials will budget more for trips, reaching \$1.4 trillion per year by 2020
- 72% of millennials will pay more for lasting experiences than material items – “the experience economy”
- Destination Decisions
 - 86% wants to experience a new culture
 - 28% want to shop
 - 50% travel to experience a specific culture
 - 78% travel to learn something new
 - 37% said they plan to travel unaccompanied in next 6 months

According to a recent Skift survey, Millennials still prefer hotels - but more are open to alternative, more authentic accommodations than previous generations.

⁵ Ibid.

⁶ Ibid

⁷ PhoCusWright Travel Market Research

APPROACHES TO PENETRATING THE MILLENNIAL TRAVEL MARKET

Conduct Social Media marketing campaigns, to create an image of an undiscovered, exciting, travel destination that offers immersive cultural experiences, outdoor adventure, unique accommodations options, and high-quality cuisine and shopping.

Recruit social media influencers, through familiarization trips to post/rave about the destination, through channels like Twitter, Facebook, Snapchat, Instagram, etc. Create competitions around those influencer trips for followers, e.g., “Win a free trip.”

Work with specialty tour operators in the destination and source markets to create unique, customizable travel packages built around culture and adventure-related activities and special events.

Conduct Press and Tour Operator Familiarization trips for media outlets and tour operators that cater to millennials.

Forward thinking destinations and tourism service providers are employing a variety of approaches in an attempt to respond to these demographic shifts. They include:

Greater Engagement with the Sharing Economy – devoting more attention to and/or working more closely with service providers like AirBnB, HomeAway, TripAdvisor, etc.

Shifting from Product Development to Experience Development – focused on nature, culture, culinary experiences, more active pursuits (site doing vs. sightseeing), etc.

Increasing focus on Sustainability – both cultural and environmental, as a component of strategies for creating more authentic visitor experiences, reducing negative impacts on local communities, increasing local value added, and as a source of competitive advantage, for increasingly environmentally and socially aware millennial travelers.

A shift from Analog to Digital - In terms of providing online trip planning tools, customized itineraries, digital destination promotion campaigns, micro-targeting, generating consumer feedback, and word-of-mouth advertising (through social media).

Key focus areas in the development of tourism for Inside Anza-Borrego should include greater engagement with the sharing economy, experience development, culture, sustainability, and social media engagement.

Economic Change

Another important global trend presenting both challenges and opportunities to the Inside Anza Borrego tourism economy are rates of economic growth, and in turn, rates of growth in international travel spending in major outbound markets. On the challenging side of the column outbound travel from the United States globally has been growing at above trend rates, driven to a significant degree by the strengthening of the U.S. dollar vs. major foreign currencies, and the rate of growth in of GDP relative to other industrialized countries.

On the opportunity side a positive trend in international inbound travel to the United States has been seen recently as International visitors have spent more than \$83.4 billion on travel and tourism-related goods the first quarter of 2017 through, an increase of nearly 2.5 percent when compared to the first quarter of 2016. Overall the United States is projected to enjoy more spending from international visitors in 2017 than during any other period in history.



©World Tourism Organization (UNWTO) 2016

Opportunities lie in rapidly expanding global air access, rising levels of disposable income in the Asia/Pacific region and other markets, and growing demand for more luxurious and more exotic travel experiences. Visitors from places like China and India view the U.S.A. as a much more stable, price affordable, and secure destination for leisure travel than the European peninsula or Mexico, Central and South America.

Destination Marketing Change

Another important global trend are the changes that are taking place within Destination Marketing Organizations (DMOs) and how they are approaching destination marketing. Previously focused exclusively on marketing tourism destinations, today's DMOs are starting to realize the importance of destination management. A recent study⁸ conducted by Destination Marketing Association International surveyed 350 DMOs in over 36 countries to understand the most important trends impacting their DMOs and destination marketing efforts.

The report identified the following as the most important trends:

1. Social media's prominence in reaching the travel market
2. Mobile platforms and apps becoming the primary engagement platform for travelers
3. Customers increasingly seeking a personalized travel experience
4. Smart technology (e.g., phones, bag tags, and cards) creating new opportunities for innovative new services and processes.
5. Travelers demanding more information, control, interaction, and personalization
6. Geo-targeting and localization becoming more prevalent
7. Brand identity for destinations becoming more critical in terms of meeting planner perceptions about value and experience.
8. Customers increasingly looking for travel destinations that allow them to experience local ways of life.
9. Technology enabling faster decision-making by customers, thereby increasing business to a destination.
10. Consumers becoming increasingly comfortable with ordering products online
11. Hotel taxes increasingly vulnerable to alternative politically driven projects
12. Big Data becoming more widely used to make tourism, marketing, customer relationship management, and product development decisions
13. Destination brands becoming a more important factor in travel decision making
14. Governments facing pressure to reduce or eliminate direct financial subsidies to the tourism sector
15. Short-stay trips and mini vacations becoming increasingly popular
16. More third-party information providers aggregating content about destinations
17. Peer-to-peer buyer influence driving customer purchases
18. Governments dealing with tourism from an integrated, multi-departmental perspective, focused on economic development
19. Customers increasingly going directly to suppliers for goods and services
20. Economic conditions continuing to be highly volatile, subject to global and regional shocks

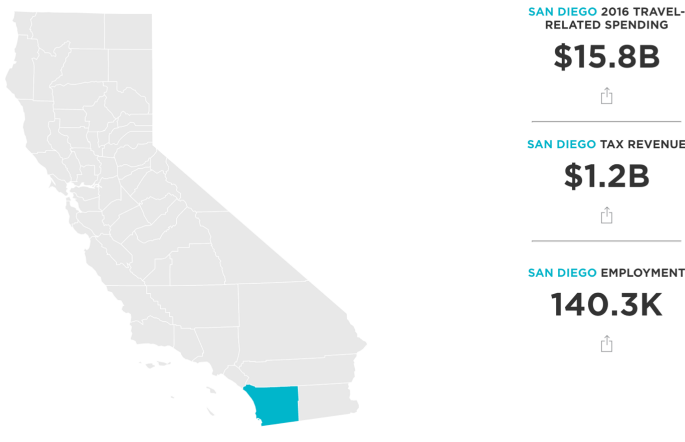
⁸ DMAI Destination Next Report Phase 1

California, San Diego County, and Borrego Springs Tourism Trends

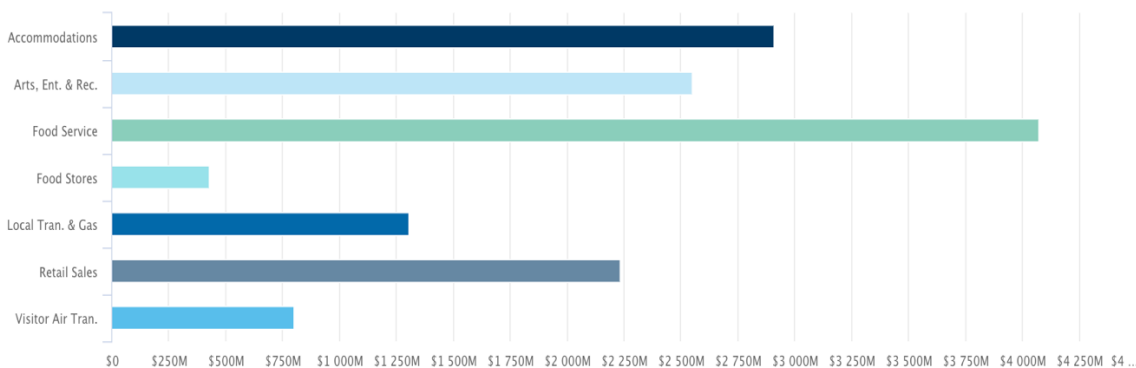
According to 2016 Visit California Travel Trends Report tourism related spending in the State was valued at \$126.3 billion, reflecting an average 3.2% year over year growth rate, generating \$10.3 billion in tax revenue. Tourism in California employs over 1.1 million people and creates an average 32,000 jobs each year.

The average visitor to California spends \$147 per day

San Diego County Related Tourism Impacts



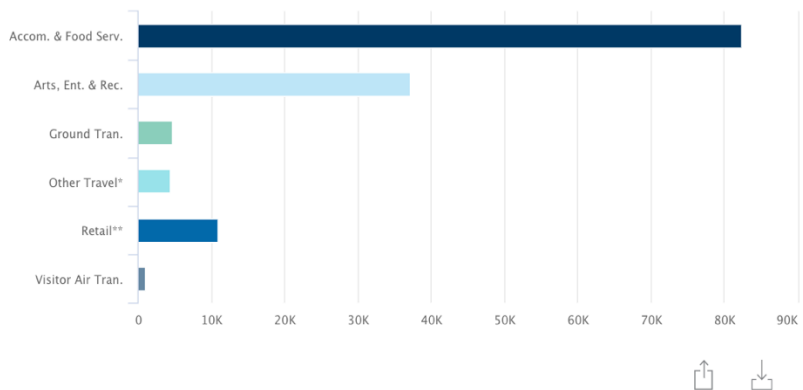
SAN DIEGO TRAVEL SPENDING BY INDUSTRY SEGMENT



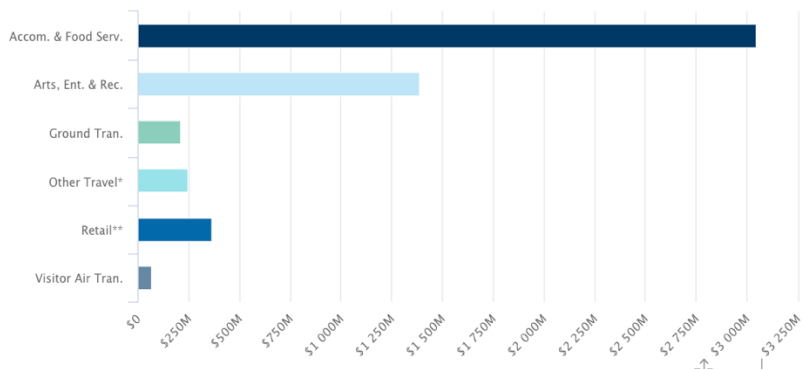
140.3K
San Diego Total Employment



SAN DIEGO TRAVEL-RELATED EMPLOYMENT



SAN DIEGO JOB EARNINGS DIRECTLY IMPACTED BY TRAVEL



Taxable tourism sales in San Diego County from 5.8 million visitors generated over \$54 million in California State Tax Revenues. Visitor tax revenues to unincorporated San Diego County were worth over \$4 million dollars to the county in 2016.

National and International visitation to the town and Anza Borrego Desert State Park exceeds 500,000 tourists each year and accounts for over \$40 million in annual revenue to the region.

DESTINATION ASSESSMENT

Beginning in January 2018 we deployed four tools to gather knowledge and data to assess the tourism potential of Inside Anza Borrego and identify strategic actions to make Inside Anza Borrego a sustainable destination:

1. Local Stakeholder Workshops
2. On Site Assessment – February 11 – 15, 2018
3. Stakeholder Surveys
4. Visitor Surveys

An assessment of Inside Anza Borrego’s tourism assets began with a series of three interactive local stakeholder workshops held in Borrego Springs in January, March and April 2018. Using a “rapid assessment” methodology a destination assessment was conducted on site between February 11- 15, 2018. What was learned and discovered in the workshops and from the on-site assessment informed the creation of the Stakeholder and Visitor surveys.

Assessment Overview:

1. Local Stakeholder Workshops

Three interactive local stakeholder workshops were organized in 2018. The majority of participants were either institutional representatives or individual signatories to the 2014 Borrego Valley Geotourism Charter. The workshops, conducted in January, March and April, represent the first phase of building the Geotourism strategic plan.

The objectives of the workshops were to:

- Inform Borrego Springs Geotourism program partners about the goals and objectives of the project and benefits for entities engaged with Borrego Springs and Anza Borrego Desert State Park.
- Develop a common vision to develop a sustainable tourism strategic plan for tourism so Anza Borrego Desert State Park and the town of Borrego Springs serve as a regional economic engine for world-class tourism
- Highlight the roles and expectations of stakeholders, define next steps for project implementation, management, and funding
- Design a work plan leading to the establishment of a Destination Management and Marketing Organization which will have the overall mission of leading, coordinating, promoting and managing the long-term tourism development of our destination

and position Borrego Springs as the hospitality hub for the State park

- Begin the process to create a brand identity for our destination

What we learned from the stakeholder participants in the interactive workshops was summarized in a series of reports produced after each workshop. The information gathered in the workshops informed the architecture of the next steps of the strategic planning process and the strategic plan recommendations.

2. On Site Assessment

Overview

Tourism assets can be grouped into three broad categories as:

- Places to Go
- Things to do
- Places to stay / eat / drink

Prior to the field assessment an inventory of tourism assets was recommended by knowledgeable local stakeholders in a workshop held on January 11th in Borrego Springs. The twelve workshop participants were asked to individually list on a large “post it” the top 5 things to see, do and experience that they would recommend to a visitor who has never been to Anza Borrego before. Participants were reminded of the holistic concept of Geotourism to think of the total range of local, place-based authenticity, a visitor can experience including activities, attractions, festivals, events, places to stay, places to eat, music, dance and cultural heritage.

Results are clustered in the three categories cited above. The numbers in parenthesis are how many times the “top 5” appeared on each of the 12 participant’s lists: During the exercise, the 12 participants identified 34 distinct recommendations as being in the top 5 they would recommend to a visitor. That each of the 12 lists generated a unique response (no two lists included the same five recommendations) indicates an impressive diversity and scope of potential activities and attractions for visitors coming to experience Inside Anza Borrego.

The most listed in the “Top 5” was “Hiking”, in some form, sometimes linked to a particular place, which appeared at least once on everyone’s list. The next was star gazing / night sky with 7 mentions. Font’s Point and Coyote Canyon were each listed 6 times, and “off road / four wheel” touring 5 times.

Insiders Inventory; "Best of Inside Anza-Borrego"

<p><u>Places to Go</u></p> <p>Anza-Borrego Desert State Park (4) Font's Point (6) State Park Visitors Center (4) The Mall – Borrego Outfitters Sculptures (2) Coyote Canyon (6) Palm Canyon (4) Wildflowers (attraction) Borrego Springs Fish Creek and Wind Caves Slot Canyon Palm Oasis Montezuma Grade (view) De Anza Trail Butter Stage Route Julian (nearby towns) Salton Sea ABDNHA Nature Center and Botanic Garden Sonny Bono Wildlife Refuge / Bird Sanctuary</p>	<p><u>Things to do</u></p> <p>Star Gazing / Night Sky (7) Off road / four-wheel driving (5) Borrego Days (event) Geology Desert Botany Birdwatching (2) Hiking (10) Winter Weather (experience) (2) Quiet and Peaceful (experience) (4) Cycling (2) Big Horn Sheep (watchable wildlife) Paleontology / Archaeology (2) Hawk Watching Native American History ABDNHA Borrego Garden Tour</p> <p><u>Places to stay / eat / drink</u></p> <p>Rams Hill (eat) (2) Kesling's Kitchen 1</p>
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The assessor conducted the field assessment as a first-time visitor to Inside Anza Borrego, planning travel and itinerary without benefit of insider knowledge. The assessor was a "secret shopper" presenting himself as a first-time visitor and not in any official, or unofficial capacity, as an active professional in the travel and tourism industry or in relation to the Borrego Village Association.

The Field Assessment task is twofold:

A: Objective Analysis - Questions

1. How easy is it for the visitor to find the "Best of Borrego"?
2. If not "the best" how good is the "rest of Borrego"?
3. How hard is it to plan travel to Inside Anza Borrego (IAB)?
4. How is the traveler treated in Borrego by the hospitality industry?
5. How is the traveler treated in Borrego by public-sector services, and other NGO and civil society organizations?
6. Does the traveler get a perceived fair value for what they pay for goods and services?
7. Is how IAB is presented in media and promotions reflect the reality of IAB when visiting on site?

B: Proactive Analysis

Analysis based on the secret shopper experience resulting in list of recommendations to enhance the Inside Anza-Borrego visitor experience.

Results – A. Objective Analysis

Google search of “Borrego Springs, California” or “Anza Borrego Desert State Park” yields the following first page returns of local websites. As the vast majority of internet users do not go past searching page 1 links these are the most important local web-based resources the traveler has to understand the value proposition of visiting Inside Anza-Borrego and to plan travel prior to arriving on site. Being able to plan travel efficiently and accurately is important as travelers tend to be more conservative in spending their time than their money. If it is too much “work” to confidently plan travel then the experience may not be a “vacation”. A successful tourism experience begins before the traveler leaves home.

First five local websites on page one of Google search for BS or ABDSP

Borrego Springs Chamber of Commerce	borregospringschamber.com
Visit California	visitcalifornia.com
Anza Borrego Foundation	theabf.org
Desert USA	www.desertusa.com
Anza Borrego Desert Natural History Association	abdnha.org

Web sites visited to plan travel for this Field Assessment:

Best	Good	Fair to Poor
abdnha.org	clubcircleeastresort.com	haciendadelso-borrego.com
borregoevents.com/	borregovalleystewardshipcouncil.org	californiaoverland.com
theabf.org/	borregoartinstitute.org	borregospringsfilmfestival.org
parks.ca.gov	highwaywestvacations.com	springsatborrego.com
lacasadelzorro.com/	borregospringsresort.com	borregonightskytours.com
www.ramshillgolf.com	deanzacountryclub.com	.jefj.net/granger
thepalmsatindianhead.com	roadrunnerclub.com	www.desertusa.com
tubbcaniondesertconservancy.org	grandhavens.com	springsatborrego.com/
ucnrs.org/reserves/steeleburnand-	bsusd.net	turnKeyvr.com
borregooutfitters.com	bvgsp.org	borregowildflowers.com
borregohiking.com	stanlunds.com	
Borregosun.com	borregohawkwatch.blogspot.com	
OasisInnBorrego.com	borregoconcerts.org	
DesertSandsVintage.com	bspac.us	
borregospringschamber.com	seleyranches.com	
borregomodern.com	borregospringsmotel.com	
parks.ca.gov/anzaborrego	visitcalifornia.com	

Non-local sites that promote lodging and hospitality services to IAB

Air BnB / Home to Go	Lists 65 private properties
VRBO / Home Away	Avg. between 50 and 92 private listed properties / search
Trip Advisor	Lists 12 lodgings and 34 vacation rentals / 6,000 reviews Lists Red Ocotillo #1 of 17 restaurants in BS Lists 3 Hotels / Paid first listing (Ad) Borrego Springs Resort #1 Lists Galleta Meadows as #1 Thing to Do
Yelp	Paid first listing: Borrego Springs Resort Golf Club and Spa Lists Red Ocotillo as #1 Restaurant Lists Kesling's as #2 Restaurant Paid first restaurant listing (Ad) is Carlee's Place
Booking.com	Lists 26 properties Paid first listing (Ad): Borrego Springs Resort Golf Club and Spa
Expedia	Lists 100 properties / Casa Del Zoro ranked #1 Paid first listing (Ad): Borrego Springs Resort Golf Club and Spa
Trivago	Lists 60 properties Paid first listing (Ad): Borrego Springs Resort Golf Club and Spa

Social Media

Face Book Borrego 92004	Group site / active postings
Face Book Anza Borrego DRC	Reporting and conservation postings by students
Twitter	Managed by Chamber of Commerce / Last Post Dec. 2016
Twitter	Anza Borrego DRC / Last post 7 hours ago

The assessor visited a total of 77 Points of interest recommended by local people.

Objective Analysis Questions and Answers

1. *How easy is it for the visitor to find the "Best of Borrego"?*
 - The recommended by locals "must see / must do" list of activities and attractions were readily found or discovered
 - Local people generally recommended similar things as "must see / must do"
 - The websites, especially the Chamber of Commerce, ABDNAH, ABF and CA State Parks provide good information for travel planning.
 - The information available and hospitality of the staff at the ABDSP Visitor Center is excellent
 - The information available and hospitality of the staff at the ABDNHA Visitor Center is excellent

2. *If not "the best" how good is the "rest" of Borrego?*
 - Generally excellent. This is a world class outdoor and nature recreation venue.

- The town has more, and better quality, amenities than one would expect for a town of this size
- The people are an indomitable asset; friendly, happy and open
- Services are not always the most efficient but the service providers are friendly and welcoming
- The County Parks, Sunrise Highway, Laguna Meadows, Cleveland National Forest are top level attractions that can be better integrated into the Inside Anza-Borrego experience
- There are great historical stories that are “under told”; (i.e. Stage Coaches; Mail Routes; Pony Express; Native America; DeAnza; Railroad; Mining; Architecture; History of the town)
- There is a lot more to see, do and rich experience to be found in Inside Anza Borrego that are not as well-known as they could be

3. *How hard is it to plan travel to Inside Anza Borrego (IAB)?*

- Travelers must visit many websites to plan travel
- Taken all together the web sites provide a wealth of information for the traveler
- ABDNHA, Chamber of Commerce ABF, CA State Parks all provide good information, or links to find information
- Borrego Events calendar fills a needed function but it is confusing for the visitor to have a separate website just for a calendar of events
- Some of the individual entities websites are very poor and do not reflect well on their business nor IAB
- The Chamber site provides a very useful comprehensive inventory of links but has little functionality to help with travel planning.
- Having to visit many websites is time consuming and can be confusing
- Some of the poorly designed or out of date websites provide a false impression of Borrego
- The majority of websites visited are in need of content and / or technical updating and more proactive management
- Social media is underutilized and / or not directed to inform visitors
- Telephone, direct contact calling people, was very positive. Overall people were welcoming, informative and positive

4. *How is the traveler treated in Borrego by the hospitality industry?*

- People seem to be happy living in Borrego and pass that down to visitors
- Local people in general do not seem to resent visitors. There is not a negative mindset against tourism in general

- Service people take pride in their sense of place and in general provide a genuine sense of hospitality that is not a forced “put on a smiley face for the tourists”.
 - Most businesses are locally owned so the hospitality services are vested stakeholders in the visitors’ experience.
5. *How is the traveler treated in Borrego by federal, state and county land managers, public-sector services, and other NGO and civil society organizations?*
- Reflecting the sense of place and the generally high character of the town public sector service providers, who in some cases are new arrivals, are as informative, open and friendly as their private sector counterparts
 - Staff and Volunteers at ABDSP, ABF and ABDNHA are exemplary
6. *Does the traveler get a perceived fair value for what they pay for goods and services?*
- The best on site interpretation is provided by volunteers at ABDSP, ABDNHA and ABF. Fees are nominal for the high level of interpretive services offered.
 - Grocery store prices are higher than expected. The town while an island in the park is not that relatively remote as many other western states resort towns.
 - Restaurant prices are comparable to prices you would find in a city. Travelers sometimes expect lower prices in small towns. For a resort town the restaurant prices are comparable and the overall quality is good to excellent. There are options for travelers on a budget, on the high end, and a wide range in between.
 - Lodging is relatively affordable for a resort town. Prices generally reflect the quality offered. Many options for different traveler budgets.
 - Notable that there are no “do not go” restaurants, nightspots, or lodging, in town.
7. *Is how IAB is presented from media and promotion reflect the reality of IAB when visiting on site?*
- *Visit California* and *California State Parks* websites provide the best image of how truly spectacular the State Park, surrounding areas, and the town are
 - In general, the local websites under promote the sense of place and grandeur of the place

- The websites do not do a very good job with story-telling. The sites provide more indexes, inventories, granular information; all useful, but there is very little inspirational content. *Borrego Outfitters* is the best local website that tells the story of the place-based uniqueness of the town and people. *Visit California* and *California State Parks* websites provide the best narratives about the park.

Competitive Advantage Analysis

Inside Anza-Borrego has a significant pricing / cost advantage over comparable destinations. The below short list inventory of tourism assets illustrates a quality mark that allows destination Inside Anza-Borrego to compete with comparable, high quality mark, substitute destinations at a competitive price advantage:

- Anza-Borrego State Park
 - World Heritage Man and Biosphere Reserve
 - 600,000+ acres of nature hoods
 - Largest State Park in California
 - National Park status worthy attraction
- Rams Hill - one of top golf courses in California; which is of global significance
- Arts and Culture – growing and emerging includes the Plein Air Art Festival
- Hospitality Services
- Interpretation and Guiding Services

Competitive Advantage Scenarios: four day / three-night experience for distance traveler coming from the Washington D.C. metro area to Borrego Springs:

Scenario 1:

Pebble Beach Golf – Monterrey Peninsula, California

Rams Hill Golf – Borrego Springs, California

Scenario 2:

Yosemite National Park – California

Anza Borrego Desert State Park - California

Scenario 3:

New York City, N.Y. – Broadway Show

Borrego Springs, CA. – Plein Air Art Festival and Performing Arts Center Events

Scenario 1: Pebble Beach Golf – Monterrey Peninsula, California and Rams Hill Golf – Borrego Springs, California

		MP	BS
Airfare	2 pax / RT / IAD – SFO / IAD - SAN	1136.00	1064.00
Rental Car / Transportation	Enterprise - Standard / 4 days	225.00	184.00
Lodging	Monterey Bay Inn / Casa del Zoro	1687.00	708.00
Golf Fee	3 days /2 pax	3450.00	600.00
Total		6398.00	2556.00

Scenario 2: Yosemite National Park – California and Anza Borrego Desert State Park - California

		YNP	BS
Airfare	2 pax / RT / IAD – SFO / IAD - SAN	1136.00	1064.00
Rental Car / Transportation	Enterprise - Standard / 4 days	225.00	184.00
Lodging	Tenaya Lodge / Palms at Indian Head	1,000.00	800.00
Total		2361.00	2048.00

Scenario 3: New York City, N.Y. – Broadway Show and Borrego Springs, CA. – Plein Air Art Festival and Performing Arts Center Event

		N.Y.	BS
Airfare	2 pax / Plus airport transfers from JFK	500.00	1064.00
Rental Car / Transportation	NYC – Uber / Taxi – 8 rides @ \$25.00 /	200.00	184.00
Lodging	Hotel Indigo / Palms at Indian head	1400.00	800.00
Play / Arts Festival	2 pax / 2 Broadway / 2 events	300.00	50.00
Dining / 3 “high end” meals	2 pax/ NYC / BS - Kesl, RH, CZ	600.00	300.00
Total		3000.00	2398.00

Another advantage for Inside Anza Borrego are hospitality and service options that fit a wide range of traveler budget. For example, lodging options range from camping for free in the ABDSP to upwards of \$800 a night, or more, in a luxury home or resort. The most complete sector served is the middle end, with affordable, yet quality for price, accommodations and services. There are options to fit the budget for virtually every type of traveler. Clean, comfortable, three and four-star accommodations are available in the \$150 - \$300 / night range throughout the year. One and two-star accommodations, privately owned, clean, and mostly well run, many with authentic charm, range from \$75.00 to \$100.00 nightly. ABDSP campgrounds offer tent camping and RV hook ups in expected price ranges. Other private parks offer RV hook ups and “glamping” in expected price ranges. There are a variety of restaurants with a broader array on offer than one would expect to find in a town the size of Borrego Springs. Options include higher end resort / hotel dining, boutique gourmet, very good locally owned sit-down restaurants, some with outside seating, “diner”, “pub”, and specialty with four Mexican themed restaurants.

Organization of the Tourism Industry

The following provides a summary of the various local public and private sector organizations involved in developing, managing, and marketing tourism in Inside Anza-Borrego. These are partial lists reflecting those that have been contacted by or researched by the author of this report. These reflect Public and Private sector entities that have a unique URL and are searchable by the general public.

Public Sector – Government and Civil Society

Anza Borrego Desert Natural History Association
Anza Borrego Foundation
Anza Borrego Desert State Park
California State Parks
San Diego County
Borrego Village Association
Borrego Arts Institute
Borrego Springs Chamber of Commerce
Borrego Endowment Fund
Borrego Concerts
Borrego Hiking
Borrego Wild Flowers
Borrego Springs PAC
Borrego Springs Film Festival
Borrego Modern
Borrego Hawk Watch
Rotary Club
Tub Canyon Desert Conservancy
UCI Steel Burnand Anza-Borrego Desert Research Center

Private Sector

La Casa del Zoro
Highway West Vacations
Borrego Springs Resort
Bike Borrego
Rams Hill Golf Club
De Anza Country Club
The Palms at Indian Head
Springs at Borrego

Road Runner Club
Grand Havens
Borrego Outfitters
Stan Lunds Motel
La Casa del Sol
Borrego Night Sky Tours
Seley Ranches
Club Circle Resort
Oasis Inn
Borrego Springs Motel
Desert Sands Vintage RVs
Borrego Tennis Center

Key Issues Impacting the Public and Private Sectors

(Not listed by order of importance. Numbers are for referencing the issues identified)

1. Water – Balancing the Aquifer, quality, cost
2. Energy
3. Super Bloom – Managing high levels of visitors during inconsistent natural event
4. Internet connectivity – Impacts visitors, residents and businesses
5. Work force – skills, living wages, retention
6. Funding – many civil society organizations are competing for the same public funds
7. Inadequate Tourism Sector Information – numbers of visitors, spending, behavior
8. Inadequate Civil Society Information – population, families, demographics
9. Health Care
10. Education
11. Governance
12. Advocacy
13. Health Care
14. Education
15. Food Security
16. Poverty
17. State Government – relationship to BS, rules, regulations, permitting
18. County Government - relationship to BS, rules, regulations, permitting
19. Population Diversity - Barbell demographic
20. Economic diversity

Results B. Proactive Analysis

List of recommendations based on the secret shopper experience to address the key issues impacting the destination and to enhance the visitor experience to Inside Anza-Borrego

1. Inside Anza Borrego needs a comprehensive Communications Plan that includes creating one “flagship” website, with responsive application for smart phones and tablets. The site should feature inspirational narrative and imagery and have interactive functionality for travel planning, and rich and granular information for the traveler to learn about what to do, see, experience in IAB.
2. IAB needs a unified branding. Too many organizations, both public and private, promote their own brand image / logo.
3. Expanded social media presence; managed blog posts; influencers
4. Better wayfinding
5. Better signage
6. On site interpretation of Galleta Meadows sculptures
7. Develop and implement an IAB Interpretation Plan.
8. More attractive entry into the town; with better welcoming signage
9. Make the town more walkable and pedestrian friendly
10. Reduce speed limit in town (25 mph? on Palm Canyon Drive)
11. Redevelop town center as a “main street”
12. Better internet connectivity
13. More and better trail information in ABDSP
14. More direct connections for hikers and cyclists to access the park trail system from the town
15. Integrate more fully other near-by state and county parks into the IAB
16. Develop and promote a series of themed auto routes / De Anza Trail
17. Develop and promote a series of themed hiking trails
18. SVRA is not analogous to the IAB experience
19. State should better mitigate SVRA negative impacts of air and noise pollution
20. Independent experts develop a LAC or PUP analysis so SVRA is more sustainably managed
21. Better inform visitors that many state park trail heads, and other features, require four-wheel drive to access before they come
22. Entry to IAB coming from east to west through Salton Sea and Ocotillo Wells at I-8 does not provide a good image of IAB. (not sure if this is fixable)
23. More cultural events. The Arts Center is a wonderful asset.
24. More nightlife activities

25. Better grocery stores (for both visitors and local people)
26. Take pressure off of highly used trails like Palm Canyon and Hellhole
27. Park fee structure is confusing (Consider \$5.00 / day parking fee "day pass" for all visitors to ABDSP, and eliminate the \$10.00 fees for Tamarask Grove and Palm Canyon?)
28. Develop more resources for the Park. Visitor services are spread thin
29. Allow concessionaires to offer services in the Park to enhance the visitor experience and provide jobs for local people
30. Formalize a DMMO to enhance IAB as a sustainable destination
31. Better promote World Heritage Status of the Park
32. Recognize the town through World Heritage - Global Sustainable Tourism Association accreditation
33. Promote IAB to quality specialty tour organizers
34. Promote IAB at travel trade shows, conferences and conventions
35. Promote IAB to international out bound tour operators
36. Invest in Brand USA dedicated page
37. Invest in local youth. (entrepreneur, business management and marketing training; hospitality and tourism skills training; language training)
38. Attract Health and Wellness industry (fast growing market segment underserved in IAB)
39. Integrate Native Americans and their story into the IAB experience
40. Promote IAB to cyclists

3. Stakeholders Survey

Members of the community from the public and private sectors who are (a) directly involved in hospitality and tourism (b) have a “front line” presence (c) or a keen interest in how travel and tourism effects the community, were asked to fill out a tourism assessment questionnaire or were interviewed by the site assessor. The goal of the questionnaire is to gather local knowledge and experience to help us to guide the future vision of how tourism can better benefit the community. Respondents were asked to take into account when answering both the park and the town together as one destination.

The questionnaire was divided into two sections.

Section 1: SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats)

Section 2: Based on the Community workshops in January and March 2018 where participants identified strategic objectives of the Geotourism program we asked respondents to list in order their top 1 to 5 most desirable objectives of the program.

Results based on 24 community stakeholder respondents:

Section 1: SWOT Analysis

<p>Strengths State Park Quaintness of town Natural beauty of the desert Visitor's center Hiking trails; off-roading, golf, biking Flowers when possible Excellent golf courses Hotels Restaurants Mild winter weather Dark skies No stop lights / few billboards Solitude / "desert isle" paleontology and geology flora and fauna Friendliness of the town Far away but close enough to SD / Coachella Lots of recreation options</p>	<p>Weaknesses Lack of centralized, coordinated information Lack of public restrooms In height of flower season, lack of sufficient amenities such as restaurants, hotels, bathrooms, sources for information such as human guides to the flowers Lack of rangers for public outreach Work force to support the above-mentioned services Summer heat poor cell phone and internet service 4 wheel drive vehicle to explore most of the State Park Seasonality Lack of Borrego Brand Poor on line representation Not well known Wayfinding Internet Access Lack of compelling story (outside of wild flowers)</p>
<p>Opportunities More organized 'jeep' tours Packaged stays focused on learning and participation, spreading Visitor use more broadly throughout the year Local high school students/adults trained in hospitality and or park service careers Agri-tourism More promoted activities and events The Park as an economic driver for the town Mature as a high-quality brand Better on-line presence Connectivity Promoting to young retirees and baby boomers Marketing / Nature Lovers Telling the story</p>	<p>Threats Kind and amount of tourism growth we seek Potentially compromising natural and cultural resources Losing our unique community character Lack of return visitors due to unpleasant experiences Lack of publicity in the greater San Diego and Palm Springs area Lack of coverage of the ABDSP in flower-less seasons Negative publicity in the news about our water shortage San Diego County Land Use Regulations Potential cost of water Becoming over run by tourism Wrong kind of visitors Climate change Air Quality / Water Quality Economic Downturn</p>

Section 2: Top 5 Strategic Objectives

Ranked on a scale of 1 “highest” to 5 “lowest” priority:		1	2	3	4	5
1	More “higher end” hospitality services for visitors	2	4	10	6	2
2	More support from San Diego Tourism Authority	4	14	6		
3	More support from California State Tourism Office		12	4	2	
4	Better internet connectivity	20	3	1		
5	The town needs a stronger economic base	10	4	10		
6	Marketing to nature lovers	10	9	5		
7	Marketing to people seeking peace and quiet	14	9		1	
8	Make commercial center of town more attractive for visitors	2	11	8	1	2
9	More diversity of visitors	13	8	3	1	
10	More visibility in the state of California	8	10	6		
11	Wider marketing scope nationally and internationally	17	4	3		
12	Better promote and facilitate cycling and cyclists	3	7	12	1	1
13	More off-season attractions and activities	6	8	11		1
14	Point of entry when driving in should be more attractive	4	6	10	2	1
15	Better signage and wayfinding	8	4	10	2	
16	Stores stay open later for visitors	1	6	14	2	
17	Attract more families to visit	2	6	15		
18	Attract more visitors in the 30 – 40 age group	6	12	5	1	
19	More and better services and amenities	4	10	7	2	1
20	More and better cultural events	3	20		1	

Internet connectivity had the highest co-related responses with 23 voicing a universal concern both as residents who would benefit from better on-line access and also what they see as a competitive disadvantage for Borrego as a tourism destination. Indirectly the Geotourism program should support any efforts to better connect the town to the world wide web.

The second highest correlated response was 21 top two rankings to market to a *wider audience both internationally and nationally* – these responses target the “weakness” of Borrego not being very widely known, having a minimal “brand” position, and poor on-line presence. Addressing these weaknesses provides an “opportunity” to tell the story of Borrego in a more compelling way and create a better, and more widely recognized, positive brand image in the tourism market. An underlying “threat” to the growth of tourism in Borrego is negative image due to the water issue. The perception of a community that is environmentally challenged results in a negative brand image that is not conducive of building on Inside Anza Borrego’s brand promise of outdoor recreation, nature, dark skies, history, art, culture, health, and well-being.

The third highest co-related response indicates the Geotourism program should prioritize activities to market Borrego Springs to visitors *seeking peace and tranquility*

and to *nature lovers*, with over 20 responses in the top two ranking. These destination qualities maximize the “strengths” that were identified by stakeholders in the SWOT analysis of *quaintness, natural beauty, dark skies, solitude, hiking, flora and fauna*.

4. Visitors Survey

As a first step towards better understanding how Borrego Springs and Anza Borrego Desert State Park (ABDSP) can maximize economic opportunities related to travel and tourism to our destination, the Borrego Village Association launched a visitor survey this March to provide the following information to local private and public-sector organizations and businesses.

- Who visits our region?
- What attracts them to our area?
- How long do they stay and how much do they spend while they’re here?
- What we could improve to enhance the visitor experience?
- What is the best way to communicate with visitors and potential visitors?

The intent of the survey findings, which we will finalize in April 2019, will be an analysis on key market segments for the community of Borrego Springs and ABDSP as well as promising tourism-related market opportunities that align with our regional strengths and that can best support sustainable economic growth.

The final analysis will provide recommendations to focus on what we should encourage and incentivize to foster tourism that enhances benefits to our community and the Park as well as where long-term investment should be focused. These recommendations will also form the basis for the Borrego Village Association’s sustainable tourism activities with business, community, and park stakeholders through 2019 and beyond.

Survey Design and Implementation

This survey template was originally designed with oversight from George Washington University’s International Tourism Institute for tourism research projects sponsored by the Nature Conservancy and implemented by the RARE Center for Tropical Conservation in Grenada and China (2002-04). The survey format has since been

updated and formatted for similar project sites in partnership with National Geographic (2004 – 2015) for Geotourism projects in Lake Titicaca (Peru and Bolivia), The Sacred Valley of the Inca, and Tequila, Mexico.

The survey template was adapted for Borrego after the Tourism Assessment conducted by our “secret shopper” in March 2018. The survey questions specific to Borrego were researched through the assessment methodology and reflect the impressions and experiences of a first-time visitor to the destination.

The survey is designed to be filled out by the visitor while on site. It is being implemented in two formats:

- A paper brochure with 20 questions designed for patrons in the Park and Borrego Springs
- Intercept surveys conducted at popular tourism attractions and visitor gathering points (e.g., Galleta Meadows Sculptures, Hell Hole Canyon Trail Head, ABDSP Visitor Center, Palm Canyon Trail Head)

An on-line survey was considered. However, due to the challenges for visitors to access the internet while on site, it was determined that most visitors would not fill out an on-line survey until after their experience on site was concluded. The intent of this survey is to gather data from visitors while they are on site experiencing our destination. It is assumed that visitor responses to some specific questions will be influenced by where along the visitor experience continuum they are surveyed. To insure consistency of the data gathered we are focusing on collecting a data set of surveys from visitors while they are present on site.

The survey is intended for visitors to Borrego Springs and Anza-Borrego Desert State Park only. Surveys are not being collected from part-time, seasonal or full-time residents.

Overview:

- Survey initiated on March 26th, 2018
- Survey lifecycle will end April 30th, 2019
- Target Sample Size: The goal of the survey project is to gather 500 responses. (Statistically significant sample of the estimated 500,000 annual visitors)

- Surveys printed: 500 (first run)
- Surveys Distributed: 500
- Survey distribution points (not counting intercept points) – 7
- Survey Distributors:
 - Anza Borrego Desert State Park – Visitors Center
 - Anza Borrego Foundation – Store
 - Anza Borrego Desert Natural History Association
 - Bike Borrego
 - Borrego Art Institute
 - Borrego Outfitters
 - Borrego Overland Tours

Initial Results as of May 18th, 2018

450 surveys were divided between the 7 distributors.
 50 Surveys were held by the interceptor

Note: In past experience a return rate of 25% of surveys picked up by a visitor at a distribution point is considered a positive result. Having 50% visitors intercepted agreeing to fill out the survey at the same time when asked by the interceptor is considered a positive result.

Intercept Surveys	27 completed surveys returned
Anza Borrego Desert State Park – Visitors Center	15 completed surveys returned
Anza Borrego Foundation – Store	5 completed surveys returned
Anza Borrego Desert Natural History Association.	32 completed surveys returned
Bike Borrego	7 completed surveys returned
Borrego Art Institute.	4 completed surveys returned
Borrego Outfitters	5 completed surveys returned
Borrego Overland Tours	N/A (distributed June 5 th)

TOTAL Surveys Completed from March 26 – May 18 = 91

Detailed analytical findings will be reported upon in the final document.

Preliminary analysis point to some general trends:

From the 91 completed surveys we have learned so far:

56% said primary reason for visiting the area was ABDSP

22% said primary reason for visiting the area was Borrego Springs
53% visited both the Borrego Spring and Anza Borrego Desert State Park
42% visited one of either the Sculpture Gardens, Borrego Outfitters or Palm Canyon

35% earn less than \$100,000 year
35% earn between \$100,000 and \$200,000 / year
30% earn over \$200,000 year

87% stay at least one night / Average length of overnight stays = 3 nights

24% of visitors are under age 35
12% of visitors between 36 and 60 years old
64% of visitors over 60 years old

Average visitor spends \$123.00 day

Chapter 2: Strategic Plan Recommendations

Progress to Date

The mission of the Geotourism Program is to make Inside Anza Borrego a sustainable destination. The following definition of a *sustainable destination* was adopted by the Borrego Valley Stewardship Council (BVSC) signatories of the Geotourism Charter.

The Charter defines the concept of sustainability as: *the development and use of resources so as to avoid causing unacceptable economic, environmental, or social consequences to our community. Geotourism supports sustainability of places by developing tourism that sustains or enhances the character of a place – its culture, environment, heritage, and the well-being of its resources and residents.*

The Strategic Plan recommendations presented here are based on the fundamental concepts of sustainability as defined above. The specific action item recommendations are the result of participatory workshops, surveys, formal interviews and informal conversations with key stakeholders in Borrego from March 2017 to June 2018. The action items presented here are recommended to implement a *geotourism* approach to develop tourism in ways that sustains the authentic sense of place of destination Inside Anza Borrego.

Any strategy to make Inside Anza Borrego a sustainable destination must take into account the water situation. There is a necessity of balancing the aquifer by reducing ground water consumption by approximately 70% annually. The town can react to but cannot control the requirement to reduce ground water consumption. Only a focused economic growth strategy can put the town on a path where it can grow and prosper at the same time ground water consumption is reduced.

Two activities are mainly responsible for the overdraft of the aquifer; commercial agriculture and maintenance of private golf courses. The challenge for the town is to substitute the economic benefits that will be lost from curtailing the water use of these two sectors with more sustainable, holistic economic activities. These can still include some mix of agriculture and golf; but, to be successful, will need to look beyond these sectors. The vision is not only to sustain the current economic balance of the town but

also to grow the town and create a new profile of Borrego Springs as a vibrant, creative diverse community in harmony with its place. Borrego Springs has the opportunity to nurture its unique situation of being surrounded by the raw beauty, aesthetic, artistic, scientific, natural and recreation appeal of California's largest State Park, one that is also globally recognized by UNESCO as a site of global significance encompassed within the Mojave Man and Biosphere Reserve. Great places to live are great places to visit. The groundwater consumption reduction actually provides the impetus for Borrego Springs to be a better place to live by transforming its economy and opening up new pathways for a more diverse society to live, play and thrive.

To achieve this vision the BVA will implement a geotourism approach to destination management and marketing.

The three key activities for a Geotourism Program are:

1. Develop a Geotourism Stewardship Council to act as a sustainable destination management and marketing organization (DMMO)
2. Create a Strategic Plan to guide the activities of the Council and sustain It over time
3. Implement a comprehensive Communication Plan (Website / Responsive Applications / Stakeholder Engagement / Marketing) using a stakeholder engagement process so that local knowledge can inspire travelers to visit the destination and when doing so behave in ways conserves the environment, preserves sense of place, and enhances benefits to local people.

The program initiated in February 2018 when BVA received a \$50,000 cash sponsorship from a local community and business leader to begin implementing the program. An additional \$100,000 has been raised. \$60,000 was approved by San Diego County in June. In July the United States Department of Agriculture awarded a \$40,000 grant. BVA continues to actively seek out additional funding opportunities from sources in the state of California, federal agencies, and foundations.

Progress to date for each of the three key activities includes:

1. Develop the Borrego Village Association to act as a DMMO

The Borrego Village Association has been revitalized with an expanded mandate, revised mission statement, an expanded Board of Directors, newly elected Officers committed to managing and marketing the coupling of Anza Borrego Desert State Park and the town of Borrego Springs a sustainable destination.

2. Create a Strategic Plan

Strategic Planning milestones February – June, 2018

- Inception Report / First Quarter Work Plan – submitted February
- Tourism Assessment and Situation Analysis – submitted March
- Strategic Planning Workshop – facilitated March
- Implementation Workshop – facilitated April
- First draft Strategic Plan - presented – April
- Stakeholder Surveys – initiated March (ongoing)
- Visitors Survey – initiated March – Progress Report submitted May
- Work Force Development - CIH Program / Host Committee – began May
- DRAFT Three Year Comprehensive Strategic Plan – DRAFT submitted June

3. Implement a comprehensive Communication and Marketing Plan composed of a Geotourism MapGuide Website, Applications, Social Media, and Marketing

BVA will launch the website and communication plan creation in July, 2018.

The website and communication plan development lifecycle will take approximately one year to complete. The website and responsive applications design, content and editorial creation will take eight months to complete. The social media campaign, industry outreach, and marketing phases will initiate once the site is set live to the public with the first phase wrapped up approximately four months after the site is launched. Concurrent activities outlined in the strategic plan recommendations will complement the website and marketing efforts while supporting BVA's mission to make Inside Anza Borrego a sustainable destination.

Strategic Plan - Map

The Strategic Plan recommendations are divided among 6 action tracts to implement a total of 69 strategic activities over three years (36 months). The objective is for the revenue generating activities to balance the budget required to manage the activities of BVA's Destination Management and Marketing activities by year 3.

Strategic Plan – Action Tracts

1. Economic Growth – Business Development
2. Product Development
3. Destination Sustainability
4. Management and Governance
5. Marketing and Communication
6. Sales and Revenue Generation

Three Year Strategic Plan Outline

1. Economic Growth – Business Development

Target Audience:

- Business Engagement
- Community Engagement
- Government Engagement
- Civil Society Engagement

Goals:

- Hospitality and skills training for local people – work force development
- More opportunities for local people to benefit from tourism
- More and better services and amenities
- Increase capacity of small and medium enterprises in management and marketing
- Enhance on line and marketing support to local businesses
- Promote better communication and information sharing among businesses

Action Items - Ambassador Program

- 1.1 NAI CIH - Hospitality Skills Training
- 1.2 Tourism Businesses Monthly Forums
- 1.3 Entrepreneur Training and Support
- 1.4 Social Media Program
- 1.5 First Responder Training
- 1.6 Bi-lingual training

Action Items – Tourism Business Program

- 1.7 Park Concessionaires Program
- 1.8 NAI CIP – Certified Interpretive Planning
- 1.9 Borrego Business – Coupon Program / Passport Program
- 1.10 Co-operative Advertising / Cross Promotion Program

2. Product Development

Target Audience:

- Town, Business and Park Engagement

Goals:

- More information “tools” for visitors to plan travel
- More multi-day experiences to increase length of stay
- Better link the town to activity opportunities in the Park
- More opportunities for younger, more active travelers
- Integrate more fully other near-by state and county parks and fed lands

Action Items – Itineraries / Routes / Activities / Events

- 2.11 Develop and promote multiple one day / multi day themed itineraries
- 2.12 Develop itineraries that integrate near-by parks, features and towns
- 2.13 Develop themed on and off-road auto route tours
- 2.14 Develop on and off-road cycling route tours
- 2.15 Develop themed hiking routes and itineraries
- 2.16 Develop citizen science and volunteer tourism programs
- 2.17 Develop Dark Sky itineraries and events
- 2.18 Develop Dark Sky Interpretive Center – walk in facility
- 2.19 Promote Paleontology Center and themed itineraries
- 2.20 Develop downtown Cultural History Interpretation Center / kiosk
- 2.21 Develop an interpretive center in the Valley
- 2.22 Develop more cultural / arts / music events – at least on per month
- 2.23 Create interpretive plan for BAI (pottery, painting and farming)

3. Destination Development

Target Audience:

- Town, Civil Society and Business Engagement

Goals

- Better interpretation and wayfinding
- Better interpretive integration of the Park and the town
- Make the town a better attraction for visitors
- Attract new, appropriate, investment to the town
- Mitigate SVRA negative image and impacts of air and noise pollution

- Mitigate Inside Anza Borrageo effects on climate change

Action Items

- 3.24 Better wayfinding
- 3.25 Better signage
- 3.26 On site interpretation of Galleta Meadows sculptures
- 3.27 Develop Borrego Springs Interpretive Plan
- 3.28 More attractive entry into the town; with better welcoming signage
- 3.29 Make the town more walkable and pedestrian friendly
- 3.30 Reduce speed limit in town (25 mph? on Palm Canyon Drive)
- 3.31 Redevelop town center as a "main street"
- 3.32 Better internet connectivity
- 3.33 Engage Cal Parks to create and implement SVRA mitigation plan
- 3.34 Establish a voluntary, philanthropic fund to support local climate change solutions

4. Management and Governance

Target Audience:

- Business, Community, Government, Civil Society Engagement

Goals:

- Formalize a DMMO to make IAB a sustainable destination
- Manage and economically sustain the DMMO

Action Items

- 4.35 Stakeholder Engagement – Constituency Building / Meetings
- 4.36 Revitalize the Borrego Village Association (BVA)
- 4.37 Fund raise so the BVA can sustain itself
- 4.38 Manage the BVA so it can implement the Strategic Plan
- 4.39 Grow the BVA as the town's convening organization
- 4.40 Found special district status to govern and collect taxes
- 4.41 Become an accredited sustainable destination recognized by the United Nations World Tourism Organization by accreditation from the Global Sustainable Tourism Alliance

5. Marketing and Communication

Target Audience:

- Engage the traveling public in select markets and segments
- Engage local stakeholders to tell the story of their place

Goals:

- Increase market intelligence
- Comprehensive Communications Plan that includes creating a website
- Develop an IAB unique brand and image
- Expanded social media presence; managed blog posts; influencers program
- Market the region and promote our brand promise
- Create a stream of income to sustain the BVA
- Integrate Native Americans and their story into the IAB experience

Action Items:

Communications

5.42 Implement 2018-19 Visitors Survey – Analytical Report

5.43 Map Guide Website

Create one “flagship” tourism promotion website, with responsive applications for smart phones and tablets. Market content to other platforms, sites and content aggregators

5.44 Social Media

Organize an expanded social media presence; managed blog posts; recruit influencers; create multiple destination branded social media platforms; disseminate content across other platforms

5.45 Print Media – create press kit; develop press calendar;

5.46 Stakeholder Engagement

Implement a Geotourism approach to strategic planning, DMMO development, and website creation by utilizing a community stakeholder engagement process

Marketing

5.47 Branding Strategy and visual identity

5.48 Collateral materials (print)

5.49 Website – Text Ads; multiple campaign sets; optimized key words

- 5.50 Branded Social Media
- 5.51 Co-operative On-Line Marketing Campaign
- 5.52 Branding Partnerships
- 5.53 Content Marketing
- 5.54 Promote IAB to quality specialty tour organizers
- 5.55 Promote IAB at travel trade shows, conferences and conventions
- 5.56 Promote IAB to international out bound tour operators
- 5.57 Promote IAB to affinity groups (cyclists, hikers, birders, auto etc.)
- 5.58 Organize FAM trips
- 5.59 Promote World Heritage Status of the Park
- 5.60 Promote culture, arts, culinary assets and themed events

6. Sales and Revenue Generation

Target Audience:

- Business, Government and Civil Society Engagement

Goals:

- Economically sustain the DMMO
- Create income streams to grow the NGO

- 6.61 Sponsorship Program
- 6.62 Website advertising
- 6.63 Co-operative marketing campaign
- 6.64 Hosting Events
- 6.65 Hosting education programs
- 6.66 Hosting citizen science programs
- 6.67 Tour management and consulting
- 6.68 Co-operative Destination Branded Tour – Insiders Borrego
- 6.69 Co-operative Themed Tours (off road, history, architecture, etc.)

Three Year Strategic Plan Calendar

Strategic Plan Action Items				
1. Economic Growth – Business Development				
Ambassador Program				Year
1.1	NAI CIH - Hospitality Skills Training	1	2	3
1.2	Borrego Businesses Monthly Forums	1	2	3
1.3	Entrepreneur Training and Support		2	3
1.4	Social Media Training		2	3
1.5	First Responder Training		2	3
1.6	Bi-lingual training		2	3
Tourism Business Program				
1.7	Park Concessionaires Program		2	3
1.8	NAI CIP Certified Interpretative Planning		2	3
1.9	Borrego Business – Coupon / Passport Program		2	3
1.10	Co-operative Advertising / Cross Promotion Program		2	3
2. Product Development				
2.11	Develop and promote one day / multi day themed itineraries	1	2	3
2.12	Promote, Market and Sell Tour Products	1	2	2
2.13	Develop themed on and off-road auto route tours		2	2
2.14	Develop on and off-road cycling route tours		2	3
2.15	Develop themed hiking routes and itineraries		2	3
2.16	Develop citizen science and volunteer tourism programs		2	3
2.17	Develop Dark Sky itineraries and events		2	3
2.18	Develop Dark Sky Interpretive Center – walk in facility			3
2.19	Promote Paleontology Center and themed itineraries		2	3
2.20	Develop downtown Cultural History Interpretation Center / kiosk		2	3
2.21	Develop an interpretive facility in the Valley			3
2.22	Develop more cultural / arts / music events – at least on per month			3
2.23	Create interpretive plan for BAI (pottery, painting and farming)			3
3. Destination Development				
3.24	Install wayfinding signage		2	
3.25	Install interpretive signage		2	
3.26	On site interpretation of Galleta Meadows sculptures		2	
3.27	Develop Borrego Springs Interpretive Plan		2	3
3.28	More attractive entry into the town; with better welcoming signage		2	3
3.29	Make the town more walkable and pedestrian friendly			3
3.30	Reduce speed limit in town (25 mph? on Palm Canyon Drive)			3
3.31	Redevelop town center as a “main street”			3
3.32	Better internet connectivity		2	
3.33	Engage Cal Parks to create and implement SVRA mitigation plan			3
3.34	Establish a philanthropic fund to support local climate solutions		2	3
4. Management and Governance				
4.35	Stakeholder Engagement – Constituency Building / Meetings	1	2	3

4.36	Revitalize the Borrego Village Association (BVA)	1		
4.37	Fund raise so the BVA can sustain itself	1	2	3
4.38	Manage the BVA so it can implement the strategic plan	1	2	3
4.39	Grow the BVA as the town's convening organization		2	3
4.40	Found a special district status to allow governance and create revenue		2	3
4.41	Become an accredited sustainable destination accreditation by UNWTO			3
5. Communication and Marketing				
Communication				
5.42	Implement 2018-19 Visitors Survey – Analytical Report	1	2	
5.43	Map Guide Website and applications – Marketing	1	2	3
5.44	Social Media - organize an expanded social media presence	1	2	3
5.45	Print Media – create press kit; develop press calendar; blog calendar	1	2	3
5.46	Stakeholder Engagement – Geotourism approach to strategic planning	1	2	3
Marketing				
5.47	Branding Strategy and visual identity	1	2	3
5.48	Collateral materials (print)	1	2	3
5.49	Website – Text Ads; multiple campaign sets; optimized key words		2	3
5.50	Branded Social Media		2	3
5.51	Co-operative On-Line Marketing Campaign		2	3
5.52	Branding Partnerships		2	3
5.53	Content Marketing		2	3
Promotion				
5.54	Promote IAB to quality specialty tour organizers		2	3
5.55	Promote IAB at travel trade shows, conferences and conventions		2	3
5.56	Promote IAB to international out bound tour operators		2	3
5.57	Promote IAB to affinity groups (cyclists, hikers, birders, auto etc.)		2	3
5.58	Organize FAM trips		2	3
5.59	Promote World Heritage Status of the Park		2	3
5.60	Promote culture, arts, culinary assets and themed events		2	3
6. Sales and Revenue Generation				
6.61	Sponsorship Program	1	2	3
6.62	Website advertising		2	3
6.63	Co-operative marketing campaign		2	3
6.64	Hosting Events		2	3
6.65	Hosting Education Programs		2	3
6.66	Hosting citizen science programs		2	3
6.67	Tour management and consulting		2	3
6.68	Co-operative Destination Branded Tour – Insiders Borrego		2	3
6.69	Co-operative Themed Tours (off road, history, architecture, etc.)		2	3

Strategic Plan Action Items – Implementation Summaries

Year 1

1.1 NAI CIH - Hospitality Skills Training

Rationale and Description	Responsible
<p>The National Association for Interpretation Certified Interpretive Host (NAI CIH) category is designed for staff and volunteers at interpretive sites who have public contact but don't usually deliver interpretive programs. Receptionists, maintenance workers, law enforcement officers, campground hosts, greeters, and sales clerks are among the individuals who may find the program helpful. CIH training combines customer service with informal interpretation to help participants improve their responses to guests in general while helping achieve stewardship goals of the Borrego Village Association.</p> <p>The program will build the capacity of local residents, enhance their ability to support the businesses that employ them, develop skill sets for local residents more employable, inspire young people about the opportunities in the travel and tourism trades and develop a cadre of local ambassadors to represent Inside Anza Borrego Springs both in and outside of our destination</p> <p>Status and Timeline: May, 2018 / On Going 6 residents received NAI Certification as Interpretive Hosts in May Local Hosts committee organized Committee will implement locally adapted "beta" course for key stakeholders in Borrego in September NAI and Hosts Committee will organize a CIH Train the Trainers Course in Borrego in December. NAI will advertise the course nationally. Goal is for 2 to 4 local people to become certified CIH Trainers in year one.</p>	BVA
	Who Benefits
	Local hospitality workers, businesses and civil society organizations that engage with the travelling public
	Requirements
	Specialty training of a local cadre of implementers. Strategic alliance with the National Association for Interpretation
	Measure of Success
	6 local certified trainers in year 10 local participants in year one 20 hosts per year after year one 2 local jobs by year two
	Cost
	\$15,000
	Sources of Funds
BVA Budget USDA RBD Grant CEP Grant Participants pay course fees	

1.2 Borrego Springs – Monthly Business Forums

Rationale and Description	Responsible
<p>Tourism is the most important industry to Borrego Springs. Visitors to Borrego represent the single most important source of income to the town. The ABDSP is the most important attraction that draws visitors to the destination.</p> <p>There is a need for better communication among businesses and business leaders. Currently there is no mechanism for business leaders to meet and discuss openly their current activities, future plans, voice concerns and look for ways to more co-operatively work together so as to maximize their business opportunities.</p> <p>The forums are envisioned to be an open venue where each month business leaders can present what their businesses are planning for the current period, business outlook, expectations; report on special events they are organizing; voice positive, or negative concerns, about the current business climate in Borrego Springs.</p> <p>Opportunity to include public sector (ABDSP) and civil society organizations (ABF, ABDNHA, BVEF, Chamber of Commerce etc.) so as to create an open forum for business leaders to better inform, and be informed of, activities that effect participants across sectors</p> <p>Status and Timeline: August, 2018 / Ongoing monthly or bimonthly meetings</p>	BVA
	Who Benefits
	Local businesses and the town of Borrego Springs
	Requirements
	Create communication materials. Create list of businesses to be invited. Organize venue. Create and send invitations. Facilitate meeting. Periodic reports.
	Measure of Success
	Local business leaders are better informed about other businesses activities, concerns and issues. (Survey participants)
	Cost
	\$2,500
Sources of Funds	
BVA Budget	

2.11 Develop and promote one day / multi day themed itineraries

Rationale and Description	Responsible
<p>To guide potential travelers between points of interests in ABDSP and Borrego Springs we will develop themed cross cutting routes to inspire visitors to visit the Inside Anza Borrego and how they can do so in ways that will maximize their visitor experience. The traveler may choose these as “packaged” examples to follow, researching and choosing among the suggested points of interest along the itinerary, or as information points of departure to customize their own personal journey to Inside Anza Borrego.</p>	<p>BVA Chamber of Commerce ABDSP ABF ABDNHA Bike Borrego California Overland Tours BAI</p>
<p>These sample itineraries will productize the asset inventory of IAB by showing travelers how they can connect the dots between points of interest while also informing and inspiring them of things they can do, stay, dine and experience. Themed itineraries can be one day, weekend, 3-days, 7 – 10 days in length. Itineraries can also include near-by parks, features and towns.</p> <p>Potential themed itineraries can be developed for:</p> <ul style="list-style-type: none"> • Discover Inside Anza Borrego - Three Perfect Days; an introduction to the recommended best of IAB for the first-time visitor • Arts, Culture and Cuisine – suggested dates can focus on Plein Air Festival; Film Festival or other dates the Arts Center has featured presentations • Birders Borrego – suggested dates can focus on the spring and fall migration seasons. Opportunity to couple Park and town birdwatching sites seamlessly connecting the town and Park experience. • History – De Anza Trail / Butterfield Stage Coach Route / Blair Valley / Emigrant Trail / Railroads / Mining / Mid-century Modern architecture • Nature Hoods – Explore the incredible biodiversity found from the desert badlands of Fish Creek to the Alpine vistas of Mt. Laguna; Explore Palm Canyons; look for Big Horn Sheep; • Science Happens Here – Paleontology; Archaeology; Botany; Star gazing and • Golf, Shop, Dine and Relax 	<p>Who Benefits</p> <ul style="list-style-type: none"> • Businesses and NGO’s who manage the tours • Local businesses • Arts Purveyors • ABDSP • Visitors • Festival and Events Promoters
	<p>Requirements</p> <p>Local business, NGO’s, and the Park co-operating in developing the itineraries and managing the tours.</p>
	<p>Measure of Success</p> <p>At least six tour products are developed, promoted, and marketed by the end of 2019. At least four itinerary packages are sold directly to visitors. Surveys indicate that at least 100 visitors are traveling on an itinerary inspired about what they found on the website, social media or promotion by Spring 2020.</p>
	<p>Cost</p> <p>\$6,500</p>
<p>Status and Timeline: Itinerary development is part of the Geotourism development process. This activity will follow the work plan in that process.</p>	<p>Sources of Funds</p> <p>BVA Budget</p>

2.12 Promote, Market, and Sell Tour Products

Rationale and Description	Responsible								
<p>Distribution Channels</p> <ul style="list-style-type: none"> • Post Trip Plans on Geotourism Website • Post Trip Plans on local websites • Send out newsletters to website contributors with the featured trip plans • Create printed collateral “brochures” for each plan • Send information package promoting the Trip Plans to tour operators and promoters (San Diego / USA / International) • Brand USA – Promotion Pages • Social Media Campaign • Distribute Press Packages and Information Brochures to Travel Industry On-line and Print Media • Tour offered by high end distributors (GAP Adventures / Austin Lehman / Nat Geo / Academic Adventures) • Promotional Campaigns: <ul style="list-style-type: none"> ○ Win a Weekend to “Insiders Borrego” (SD Market) ○ Enter to Win a week in Borrego – Discounts on lodging, restaurants, shopping, tours, entry fees, services, rentals ○ “Passport to Borrego” – get 10% off each purchase when you get your passport “stamped” along your itinerary • Create “Visit Inside Anza Borrego Guide” that Visit California distributes at International and National Travel Trade Shows where they have a presence (ITB Berlin / WTS London / IPW USA / Adventure Travel Show NYC) • Attend San Diego Travel and Adventure Show https://travelshows.com/shows/san-diego/ Jan. 19 – 20, 2019 at the San Diego Convention Center 	<p>BVA Chamber of Commerce ABDSP ABF ABDNHA Bike Borrego California Overland Tours BAI</p>								
	<p>Who Benefits</p> <p>Local Businesses, the town of Borrego Springs, civil society, ABF, ABDSP, local NGO’s, visitors, San Diego County, State of California and visitors.</p>								
	<p>Requirements</p> <p>Local business, NGO’s, and the Park co-operating in implementing the promotion campaigns, sales and distribution strategies</p>								
	<p>Measure of Success</p> <p>10% increase in local revenues from tourism activities – measured by increase in TOT revenues by 2020</p>								
	<p>Cost</p> <table border="0"> <tr> <td>Printing / Dist.</td> <td style="text-align: right;">\$ 10,000</td> </tr> <tr> <td>Travel / Fees.</td> <td style="text-align: right;">5,000</td> </tr> <tr> <td>Time</td> <td style="text-align: right;"><u>10,000</u></td> </tr> <tr> <td style="text-align: right;">Total</td> <td style="text-align: right;">\$ 25,000</td> </tr> </table>	Printing / Dist.	\$ 10,000	Travel / Fees.	5,000	Time	<u>10,000</u>	Total	\$ 25,000
Printing / Dist.	\$ 10,000								
Travel / Fees.	5,000								
Time	<u>10,000</u>								
Total	\$ 25,000								
<p>Status and Timeline:</p> <p>Tour products development, promotion and marketing is part of the Geotourism development process. This activity will follow the work plan in that process. If funding for the website is not forthcoming tour products will be developed and promoted using a co-operative approach with investment in time and funds with local stakeholders along with time and funds from the BVA budget.</p>	<p>Sources of Funds</p> <p>BVA San Diego County CEP USDA RBDG</p>								

4.35 Stakeholder Engagement – Constituency Building / Meetings

5.46 Stakeholder Engagement – Geotourism approach to strategic planning

Rationale and Description	Responsible
<p>Three interactive local Geotourism stakeholder workshops were held in 2018. The majority of participants are institutional representatives or individual signatories to the 2014 Borrego Valley Geotourism Charter. The workshops, conducted in January, March and April, represent the first phase of building the Geotourism strategic plan.</p> <p>The objectives of the workshops:</p> <ul style="list-style-type: none"> • Inform Borrego Springs Geotourism program partners about the goals and objectives of the project and benefits for entities engaged with Borrego Springs and Anza-Borrego Desert State Park. • Develop a common vision to develop a sustainable tourism strategic plan for tourism so Anza-Borrego Desert State Park and the town of Borrego Springs serve as a regional economic engine for world-class tourism • Highlight the roles and expectations of stakeholders, define next steps for project implementation, management, and funding • Design a work plan leading to the establishment of a Destination Management and Marketing Organization which will have the overall mission of leading, coordinating, promoting and managing the long-term tourism development of our destination and position Borrego Springs as the hospitality hub for the State park • Begin the process to create a brand identity for our destination <p>The next phase of stakeholder workshops will focus on co-incide with the Geotourism Website development communication planning.</p> <p>Four workshops are planned, pending funding: (dates TBD)</p> <ul style="list-style-type: none"> • August, 2018 – Geotourism Website Development Workshop • November, 2018 – Website Development Mid-Term Meeting • January, 2019 – Website Roll Out and Launch Plan Meeting • March, 2019 – Strategic Plan Implementation Meeting <p>Status and Timeline: Once either, or both, the County CEP and USDA RBD grants are approved we will follow the process stated above.</p>	BVA
	Who Benefits
	BVSC and other local stakeholders dedicated to making Borrego a sustainable destination
	Requirements
	Active involvement and interest on behalf of the BVSC institutional and individual signatories and other key constituents.
	Measure of Success
	Consensus among the many diverse, and sometimes opposed, local stakeholder organizations and individuals to support and participate in and the Geotourism Program.
	Cost
	\$10,000
Sources of Funds	
BVA San Diego County CEP USDA RBDG	

4.36 Revitalize the Borrego Village Association (BVA)

Rationale and Description	Responsible						
<p>The BVA will serve as the convening entity to form a destination management and marketing organization (DMMO) to utilize the destination website and facilitate the implementation of the tourism plan and enhance communication and collaboration among stakeholders.</p> <p>The BVA project team will lead with the creation of a DMMO who have the overall mission of leading, coordinating, promoting, and managing the long-term development of Inside Anza Borrego. By creating a brand for the entire community and positioning the town of Borrego Springs as the hospitality hub for the state park, a DMMO will put the destination into the public’s consciousness, creating a continuous awareness of and demand for the tourism “product.” The DMMO will serve as a coordinating entity by bringing together diverse community stakeholders—from local government to trade and civic associations to individual businesses—to attract visitors to the area.</p> <p>The process to form and support the development of the DMMO includes:</p> <ul style="list-style-type: none"> • Identifying leadership to govern the organization and serve as the board of directors • Defining the organization’s scope of work and mission • Assisting with the legal incorporation of the organization • Identifying the costs required to manage the organization (including possible staff or service contracts) and to implement activities • Identifying possible revenue streams to offset those costs and focusing on utilization of volunteers to support activities • Developing a membership and communication program to ensure all destination stakeholders are able to participate and benefit from the organization • Providing hands on support to help implement the tourism plan and support activities of the DMMO including annual reporting to stakeholders by “training while doing” to the DMMO staff and volunteers <p>Status and Timeline: In March the BVA took action to expand Board Representation, elected new officers to carry through with the BVA’s revised mission statement to make Borrego Springs a sustainable destination. The BVA is actively fundraising to sustain itself.</p>	BVA						
	Who Benefits						
	The town of Borrego Springs, local NGO’s, civil society organizations, and local businesses						
	Requirements						
	BVA membership, board of directors and officers support the mission						
	Measure of Success						
	By 2021 the BVA is recognized as the entity that is leading action to make ABDSP and the town of Borrego Springs enfolded within it a sustainable destination						
	<p>Cost</p> <table border="0" style="width: 100%;"> <tr> <td style="width: 60%;">Personnel.</td> <td style="text-align: right;">\$ 40,000</td> </tr> <tr> <td>Operating Costs</td> <td style="text-align: right;"><u>10,000</u></td> </tr> <tr> <td style="text-align: right;">Total.</td> <td style="text-align: right;">\$ 50,000</td> </tr> </table>	Personnel.	\$ 40,000	Operating Costs	<u>10,000</u>	Total.	\$ 50,000
	Personnel.	\$ 40,000					
	Operating Costs	<u>10,000</u>					
Total.	\$ 50,000						
Sources of Funds							
BVA San Diego County CEP USDA RBDG							

4.37 Fund raise so the BVA can sustain itself

4.38 Manage the BVA so it can implement the strategic plan

Rationale and Description	Responsible
<p>Phase 1: implement the core project deliverables (Website, Council and Strategic Plan) the BVA has received a pledge from a local visionary of \$50,000 over one-year (Feb. - Jan. 2018) to fund a part-time (120 days) program directors salary of \$40,000 and a \$10,000 operating budget. The estimated cost to implement the core activities are \$250,000. As of June, 2018, grant proposals totaling \$244,000 have been submitted.</p> <p>Phase 2: Managing the Geotourism Program - the business model proposed through this document has four components:</p> <ol style="list-style-type: none"> I. Maintain the website and communication platform Hosting and maintenance of the website, basic updating and editing of the content, cross link with other websites, Periodic Geotourism Stewardship Council meetings. II. Promote the website and the destination active generation of content on new nominations, events, stories and activities, publishing of a periodic newsletter for partners and the traveling public. Active promotion through social media and other channels. Active programs to engage partners in the region to support co-op marketing activities. III. Implement the 69 strategic activities to make Inside Anza Borrego a sustainable destination IV. Manage day to day activities of and the organizational development of the BVA as a destination management and marketing organization <p>Status and Timeline: Two grant proposals have been successfully submitted. San Diego County, Community Enhancement Program – \$150,000 Status: Approval pending / August, 2018 USDA – Rural Business Development Grant - \$94,500 Status: Approval Pending / August, 2018</p> <p>In 2018 – 19 BVA will research other grant making institutions and foundations to complete the 3 year fundraising goal of \$500,000. Potential funders include: Packard Foundation Hewlett Foundation Grove Foundation</p>	BVA
	Who Benefits
	Borrego Springs ABDSP Local Business Residents
	Requirements
	Research foundations, federal, state, local programs with applicable grant submission criteria. Identify and initiate income generating activities (sponsorships; advertising revenues; products; services)
	Measure of Success
	Program is financially self-sustaining BVA is recognized as a DMMO
	Cost
	Phase 1: \$244,000 (18 months)
	Phase 2: \$240,000 (18 months) \$130,000 - personnel cost 20,000 - maintain platform 100,000 - marketing / prom. <u>20,000</u> - operating budget
Total (3-year) \$484,000 (program management and destination promotional costs only)	
Sources of Funds	
BVA pledged support San Diego County CEP San Diego County NRP Earned Income	

5.42 Implement 2018-19 Visitors Survey – Analytical Report

Rationale and Description	Responsible						
<p>As a first step towards better understanding how Borrego Springs and Anza Borrego Desert State Park (ABDSP) can maximize economic opportunities related to travel and tourism to our destination, the Borrego Village Association launched a visitor survey this March to provide the following information to local private and public-sector organizations and businesses.</p> <ul style="list-style-type: none"> • Who visits our region? • What attracts them to our area? • How long do they stay and how much do they spend while they're here? • What we could improve to enhance the visitor experience? • What is the best way to communicate with visitors and potential visitors? <p>The intent of the survey findings, which we will finalize in April 2019, will be an analysis on key market segments for the community of Borrego Springs and ABDSP as well as promising tourism-related market opportunities that align with our regional strengths and that can best support sustainable economic growth.</p> <p>The final analysis will provide recommendations to focus on what we should encourage and incentivize to foster tourism that enhances benefits to our community and the Park as well as where long-term investment should be focused. These recommendations will also form the basis for the Borrego Village Association's sustainable tourism activates with business, community, and park stakeholders through 2019 and beyond.</p> <p>Status and Timeline:</p> <ul style="list-style-type: none"> • Survey initiated on March 26th, 2018 • Survey lifecycle will end April 30th, 2019 • Target Sample Size: The goal of the survey project is to gather 500 responses. (Statistically significant sample of the estimated 500,000 annual visitors) • Surveys printed: 500 (first run) <p>Total number surveys completed from March 26 - May 18 = 91</p> <p>Interim Survey Report submitted May, 19, 2018 Interim Report to be submitted December, 2018 Final Report to be submitted June, 2019</p>	BVA						
	Who Benefits						
	BVA Local Businesses						
	Requirements						
	Survey template developed Distribution points Conduct intercept surveys Analyze and interpret data Submit final report – June 2019						
	Measure of Success						
	500 surveys collected and analyzed						
	Cost						
	<table border="0"> <tr> <td>Printing / Materials</td> <td>\$ 2,500</td> </tr> <tr> <td>Time / Labor / Other</td> <td><u>15,000</u></td> </tr> <tr> <td>Total</td> <td>\$ 17,500</td> </tr> </table>	Printing / Materials	\$ 2,500	Time / Labor / Other	<u>15,000</u>	Total	\$ 17,500
	Printing / Materials	\$ 2,500					
	Time / Labor / Other	<u>15,000</u>					
Total	\$ 17,500						
Sources of Funds							
BVA budget							

5.43 Map Guide Website and Applications – Marketing

Rationale and Description	Responsible												
<p>A unique URL will enfold ABDSP and the community of Borrego Springs, presenting them as a unified visitor experience known as Inside Anza-Borrego. The site will allow ABDSP and the community of Borrego Springs to highlight their unique, place-based authenticity. It will be created in partnership with the park, the local community, organizations, and individuals to showcase unique businesses, attractions, and events using the voices of local people to inspire visitors seeking an authentic and responsible travel experience.</p> <p>The website development process will:</p> <ul style="list-style-type: none"> Identify and collect Inside Anza-Borrego region tourism content (photos, descriptions, prices, hours of operation, contact info, etc) about things to do for visitors and tourism businesses in the area Develop an Inside Anza-Borrego regional tourism brand and guidelines for tourism stakeholders to understand how to promote and differentiate the region Develop a responsive (mobile-friendly) Inside Anza Borrego tourism website to promote the region, things to do, and businesses that will inspire and help visitors plan their trip to the region while also supporting conservation initiatives. Creation of customized Inside Anza-Borrego regional tourism content to be distributed on destination marketing organizations (DMMOs) partner’s websites and marketing materials (including visitcalifornia.com; visitsandiego.com and others to be identified). <p>Inside Anza-Borrego regional tourism website</p> <ul style="list-style-type: none"> Available on desktop and mobile devices Customized Inside Anza-Borrego content packaged for the requirements of partner destination marketing organizations Window clings, certificates, and digital badges designed, created, printed and distributed to local tourism partners to use to show their support of the Inside Anza-Borrego region and sustainable tourism and economic enhancement initiatives <p>Status and Timeline: Two grant proposals have been submitted: Pending Approval, August 2018 (for detail See 4.37, 4.38)</p>	BVA												
	Who Benefits												
	Local Businesses Local People (workforce) ABDSP Civil Society Organizations San Diego County Visitors												
	Requirements												
	Fund Raising Writers and Interpreters Portal Editors Web Developer												
	Measure of Success												
	- Engage 300 points of interests - Engage 50 local businesses - 20,000 monthly visitors - 1 million media and marketing Impressions												
	Cost												
	<table border="0"> <tr> <td>Web Developer</td> <td>\$ 45,000</td> </tr> <tr> <td>Admin.</td> <td>25,000</td> </tr> <tr> <td>Staff.</td> <td>30,000</td> </tr> <tr> <td>Marketing</td> <td>20,000</td> </tr> <tr> <td>Travel</td> <td><u>5,000</u></td> </tr> <tr> <td style="text-align: right;">Total</td> <td>\$ 125,000</td> </tr> </table>	Web Developer	\$ 45,000	Admin.	25,000	Staff.	30,000	Marketing	20,000	Travel	<u>5,000</u>	Total	\$ 125,000
	Web Developer	\$ 45,000											
Admin.	25,000												
Staff.	30,000												
Marketing	20,000												
Travel	<u>5,000</u>												
Total	\$ 125,000												
Sources of Funds													
BVA San Diego County CEP San Diego County NPR USDA RBDG													

5.44 Social Media - organize an expanded social media presence

Rationale and Description	Responsible
<p>The leading global social network, Facebook boasts more than a billion active users. Facebook will be Inside Anza Borrego's "flagship" social network due to its versatility, ease of use, advertising opportunities, and seamless integration with smaller social networks.</p> <p>Inside Anza Borrego's ongoing activities will focus on showcasing the region's unique cultural and environmental assets as well as activities and news from the Center and driving traffic to the website.</p> <p>All Inside Anza Borrego's promotions and sweepstakes will occur through the brand page, with syndication to other partner pages as applicable. In order for someone to enter Facebook sweepstakes or redeem promotions, they will have to "like" the page, regardless of whether they access the promotion through other partners pages. In this way, the Inside Anza Borrego's brand page will benefit from exposure with growth.</p> <p>Objectives</p> <ul style="list-style-type: none"> • Showcase IAB product portfolio through strong brand representation • Expand social media audience • Convert social media audience into newsletter subscribers • Drive website traffic <p>Status and Timeline: December, 2018 – pending funding for the website in August August, 2018 - if website is not funded will focus destination branding and marketing efforts through social media platform</p>	BVA
	Who Benefits
	Local Business Community ABDSP Civil Society Organizations
	Requirements
	Social Media Manager Content Specialist
	Measure of Success
	5,000 Inside Anza Borrego Facebook "likes" in year one
	Cost
	\$16,000
	Sources of Funds
	BVA San Diego County CEP USDA RBDG

5.45 Blog and Print Media – create press kit; develop press calendar; blog calendar

Rationale and Description	Responsible								
<p>Folder branded with Inside Anza Borrego. Inserts include one page (double sided “handouts”</p> <ul style="list-style-type: none"> • IAB Geotourism FAQ Sheet • About the Program • BVA Info Sheet • Project Supporters Info Sheet • Press Releases and Advisories (as needed) <p>Print materials and that encourages visitors to join Inside Anza Borrego’s online community and participate in campaigns, etc.</p> <p>Inside Anza Borrego will embed a blog feature into their website and publish one post each week.</p> <p>A blog is a platform that allows the user to post timely, topical information to a website. Blogs supplement static website content that does not change and is descriptive of a product or service. Blog posts are generally 300 - 500 words and include several images and videos. They are full of rich links that drive users to other posts or important information on the website.</p> <p>Blogs can include content developed by IAB, shared content (generated by other partners) and visitor content (telling the stories or highlighting the comments from visitors).</p> <p>When embedded in a website, blogs improve SEO by allowing the user to create content around specific keywords and key phrases, intended for very specific audiences at very specific times. By writing and publishing content strategically, IAB will position itself to capture a significant increase in website traffic among target markets.</p> <p>To reach and attract target markets, IAB will post articles that address frequent traveler questions, highlight the region’s attractions and showcasing site contributors. Blog posts will link to specific landing pages where appropriate.</p> <p>Status and Timeline: December, 2018 – Pending finding approvals August, 2018</p>	BVA								
	Who Benefits								
	Community ABDSP Visitors								
	Requirements								
	Blog Editor Content contributors (volunteer) Influencers (professional)								
	Measure of Success								
	<ul style="list-style-type: none"> • 24 new original blog posts • Improve website search engine ranking for 30-40 new keywords or phrases 								
	Cost								
	<table border="0"> <tr> <td>Blog Editor</td> <td style="text-align: right;">\$4,000.00</td> </tr> <tr> <td>Printing</td> <td style="text-align: right;">4,000.00</td> </tr> <tr> <td>Press Kits.</td> <td style="text-align: right;"><u>500.00</u></td> </tr> <tr> <td style="text-align: right;">Total.</td> <td style="text-align: right;">\$ 8,500.00</td> </tr> </table>	Blog Editor	\$4,000.00	Printing	4,000.00	Press Kits.	<u>500.00</u>	Total.	\$ 8,500.00
	Blog Editor	\$4,000.00							
Printing	4,000.00								
Press Kits.	<u>500.00</u>								
Total.	\$ 8,500.00								
Sources of Funds									
BVA San Diego County CEP USDA RBDG									

5.47 Branding Strategy and visual identity

Rationale and Description	Responsible										
<p>The website process will catalyze the process to create a distinctive brand identify for destination Inside Anza Borrego. The website’s color palate, url, title, tag line, mission statement, collateral and content will all contribute to the distinctive brand strategy that will differentiate the destination in the market. The branding strategy will employ a stakeholder engagement process to achieve the following:</p> <p>Brand Objectives</p> <ol style="list-style-type: none"> 1. To differentiate the destination from its competitors 2. To increase awareness and recognition, and therefore, memorability of the destination over time amongst potential visitors 3. To create a positive image for the destination that makes people responsive to tourism marketing message and therefore more likely to visit 4. To give the destination a strong and compelling brand identity <p><i>A Brand answers the following questions in the potential visitor’s mind:</i></p> <ol style="list-style-type: none"> 1. What kind of place is it? 2. What makes it different from everywhere else? 3. Will I like it? 4. How will it make me feel? <p>The Brand answers the following questions in the destination stakeholder’s mind:</p> <ol style="list-style-type: none"> 1. What are our key tourism assets? 2. What makes our destination different 3. What is the visitor appeal of our destination 4. What are our key market segments? <p>Status and Timeline:</p> <p>The process was initiated in the three workshops that took place in January, March and April, 2019. The Brand strategy will be a key component in the Website kickoff Planning and Implementation Workshop that will be organized, projected pending funding approval, August, 2018.</p>	BVA										
	Who Benefits										
	Local tourism stakeholders form the public, private and civil society sectors										
	Requirements										
	Funding for the Communications phase of the program which includes developing an interactive website with responsive applications using locally contributed content. The website will communicate the brand promise of the destination, Inside Anza Borrego.										
	Measure of Success										
	Visual identity (colors, logo, title, tag line, and mission statement) reflect the brand aspiration of local people and visitors. Surveys with 70% approval.										
	Cost										
	<table border="0"> <tr> <td>Printing</td> <td style="text-align: right;">\$ 500.00</td> </tr> <tr> <td>Graphic design.</td> <td style="text-align: right;">2,000.00</td> </tr> <tr> <td>Surveys</td> <td style="text-align: right;">500.00</td> </tr> <tr> <td>Workshops.</td> <td style="text-align: right;"><u>4,000.00</u></td> </tr> <tr> <td style="text-align: right;">Total:</td> <td style="text-align: right;">\$ 7,000.00</td> </tr> </table>	Printing	\$ 500.00	Graphic design.	2,000.00	Surveys	500.00	Workshops.	<u>4,000.00</u>	Total:	\$ 7,000.00
	Printing	\$ 500.00									
Graphic design.	2,000.00										
Surveys	500.00										
Workshops.	<u>4,000.00</u>										
Total:	\$ 7,000.00										
Sources of Funds											
CEP Grant USDA Grant											

5.48 Collateral materials (print)

Rationale and Description	Responsible					
<p>Write text and select imagery for website text and printed handouts as informational mini- brochures that summarize:</p> <ol style="list-style-type: none"> 1. What the Geotourism project is "About" One page – double sided – 4 to 6 images – appx. 500 words 2. Frequently Asked Questions – "FAQ" One page – double sided – 2 to 4 images – appx. 500 words 3. Criteria for locally generated content - "Nomination Guidelines" One page – double sided - appx. 750 words <p>Collateral package can also be used as talking points for press outreach and as supplemental information to accompany press advisories and releases.</p> <p>Custom designed certificate, window cling (sticker), and digital badge that the Stewardship Council can replicate the locally for distribution to all places, attractions, and businesses featured on the website highlighting them as a sustainable tourism site.</p> <p>These destination branded materials will give prominence and international market outreach to the destination brand and help the sites to strengthen their regional brand identity and awareness. The window stickers will also help travelers connect sites as they travel within the region, identifying the nominations. Design a "badge" or button to place on the destination's website or other partner websites to highlight the organizations participating in the Stewardship Council. Organizations supporting the initiative will be credited and cross-linked on the website.</p> <p>Status and Timeline: Drafts for review will be prepared and drafts presented for review after the Website kickoff Planning and Implementation Workshop</p>	BVA					
	Who Benefits					
	Local tourism stakeholders; project supporters and funders; visitors to the website; visitors to the destination					
	Requirements					
	Content derived from information collected, questions answered and decisions made at the website kickoff workshop. Local content contributors adding their content to the website.					
	Measure of Success					
	<ul style="list-style-type: none"> • Distribute 500 collateral packages in year one • Distribute certificate, window sticker, and digital badge packages to 100 local content contributors • Digital badge links downloaded on 50 local websites 					
	Cost					
	<table border="0"> <tr> <td>Printing</td> <td style="text-align: right;">\$ 2,000.00</td> </tr> <tr> <td>Certs. / Clings</td> <td style="text-align: right;"><u>2,000.00</u></td> </tr> <tr> <td>Total:</td> <td style="text-align: right;">\$ 4,000.00</td> </tr> </table>	Printing	\$ 2,000.00	Certs. / Clings	<u>2,000.00</u>	Total:
Printing	\$ 2,000.00					
Certs. / Clings	<u>2,000.00</u>					
Total:	\$ 4,000.00					
Sources of Funds						
<p>CEP Grant USDA Grant</p>						

6.63 Sponsorship Program

Rationale and Description	Responsible						
<p>Sponsorship may be one of the main revenue models for sustaining the Geotourism Program for Inside Anza Borrego. Sponsors can be sourced from:</p> <ol style="list-style-type: none"> 1. Government - San Diego County and California State tourism promotional organizations, California Transportation Department 2. Civil Society - local NGO's, Associations, foundations, etc. and big national and international NGO's, such as Nature Conservancy, WWF, Audubon 3. Private – local business such as Rams Hill, Casa del Zoro; San Diego businesses that market to the Inside Anza Borrego visitors profile such as RV rental agencies, VRBO, Air B'nB, Tour companies and outfitters 4. Corporate – Large firms with links to San Diego and Cal. such as QUALCOMM; entities with links to the travel and tourism sector such as Enterprise Rent a Car; Southwest Airlines; entities that identify with the Brand premise of Inside Anza-Borrego such as Subaru, REI, Patagonia, Colombia Sportswear <p>Sponsors are different from advertisers in that they buy into furthering the mission and objectives of the overall Geotourism Program and Inside Anza Borrego rather than paying for discreet promotional services. Benefits to Sponsors include recognition on the website, in Public Relations, and through program materials as well as results relating to their organizational indicators (such as increased visitation to the region, greater awareness of the region's tourism products, traffic to the website, economic growth for businesses, etc.)</p> <p>Sponsorship to the Inside Anza Borrego program should first cover the core management costs of the program and then focus on promotional activities. This would therefore include support to cover the salary and expenses of the Geotourism coordinator (\$50,000), the website hosting and maintenance costs (\$5,500) as well as travel and meeting costs (\$5,000). The total requirement would therefore be approximately \$60,000.</p> <p>Beyond the core management costs, other sponsorship investments could support the marketing efforts of the program, such as funds for marketing campaigns or matching funds to co-op marketing activities.</p> <p>Status and Timeline: When website content is near ready for public launch</p>	BVA						
	Who Benefits						
	Stewardship Council						
	Requirements						
	Website editorial and content is complete enough to be near ready for launch. Sponsorship information package.						
	Measure of Success						
	\$60,000 sponsor(s) in year one after website is launched. \$100,000 in sponsorship(s) in year two.						
	Cost						
	<table border="0"> <tr> <td>Info package (design/print)</td> <td style="text-align: right;">\$ 2,500.00</td> </tr> <tr> <td>Travel</td> <td style="text-align: right;"><u>2,000.00</u></td> </tr> <tr> <td>Total</td> <td style="text-align: right;">\$ 4,500.00</td> </tr> </table>	Info package (design/print)	\$ 2,500.00	Travel	<u>2,000.00</u>	Total	\$ 4,500.00
	Info package (design/print)	\$ 2,500.00					
Travel	<u>2,000.00</u>						
Total	\$ 4,500.00						
Sources of Funds							
BVA budget							

Year One Calendar Work Plan: March 2018 – February 2019

		March 2018 to February 2019											
ACTION ITEM		M	A	M	J	J	A	S	O	N	D	J	F
1. Economic Growth – Business Development													
1.1	NAI CIH - Hospitality Skills Training			X	X	X	X	X	X	X	X		
1.2	Borrego Businesses Monthly Forums						X	X	X	X	X	X	X
2. Product Development													
2.11	Develop and promote themed itineraries									X	X	X	X
2.12	Promote, market and sell tour products											X	X
3. Destination Development													
4. Management and Governance													
4.35	Stakeholder Engagement – Build Constituency	X	X	X	X	X	X	X	X	X	X	X	X
4.36	Revitalize the Borrego Village Association	X	X	X	X	X	X	X	X	X	X	X	X
4.37	Fund raise so the BVA can sustain itself	X	X	X	X	X	X	X	X	X	X	X	X
4.38	Manage the BVA to implement the strategic plan			X	X	X	X	X	X	X	X	X	X
5. Communication and Marketing													
Communication													
5.42	Implement 2018-19 Visitors Survey			X	X	X	X	X	X	X	X	X	X
5.43	Map Guide Website - applications								X	X	X	X	X
5.44	Social Media - organize social media presence										X	X	X
5.45	Print Media – press kit; develop press calendar											X	X
5.46	Stakeholder Engagement – GeoT strategic planning	X	X	X					X				X
Marketing													
5.47	Branding strategy and visual identity								X	X	X	X	X
5.48	Collateral materials (print)									X	X	X	X
6. Sales and Revenue Generation													
6.61	Sponsorship Program	X	X	X	X	X	X	X	X	X	X	X	X

Revenue Forecasts and Cost Estimates

Year 1: Revenue Forecasts and Cost Estimates

Year One: Actuals

Revenue		Costs	
Sponsorship	\$ 50,000	Fixed Costs	
San Diego County CEP	60,000	Personnel	\$ 40,000
USDA RBD	40,000	Overhead and Expenses	10,000
		Website H & M	2,500
		Variable Costs	
		Website CMS and Expression	20,000
		Website marketing	5,000
		Social Media	2,000
		Branding strategy	2,000
		Certified Hosts Training	3,000
		BVA Administrative Support	10,000
		Printing, design, materials	2,500
Total	\$ 150,000	Total	\$ 97,000

Year One: Optimistic Scenario

Revenue		Costs	
Sponsorship	\$ 50,000	Fixed Costs	
San Diego County CEP	60,000	Personnel	\$ 40,000
San Diego County NPR	50,000	Overhead and Expenses	10,000
USDA RBDG	40,000	Website H & M	4,000
		Variable Costs	
		Website CMS and Expression	30,000
		Website marketing	20,000
		Social Media	10,000
		Branding strategy	10,000
		Certified Hosts Training	8,000
		BVA Administrative Support	20,000
		Printing, design, materials	5,000
Total	\$ 200,000	Total	\$ 157,000

