



visit
California

Regional strategic tourism plan

Inland Empire

 **JLL** SEE A BRIGHTER WAY

June 2025

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The majority of the grant funds were used to directly support tourism recovery through marketing initiatives. With the EDA's oversight, a portion of the grant was directed to the development of these plans, which are designed to build a more resilient travel and tourism sector in California. While the one-time nature of the grant does not provide funding for ongoing implementation, the plans identify existing resources that can be leveraged at the state and regional level.

Visit California extends its gratitude to the diverse project teams, strategic partners and industry experts whose contributions were instrumental throughout the two-year process.



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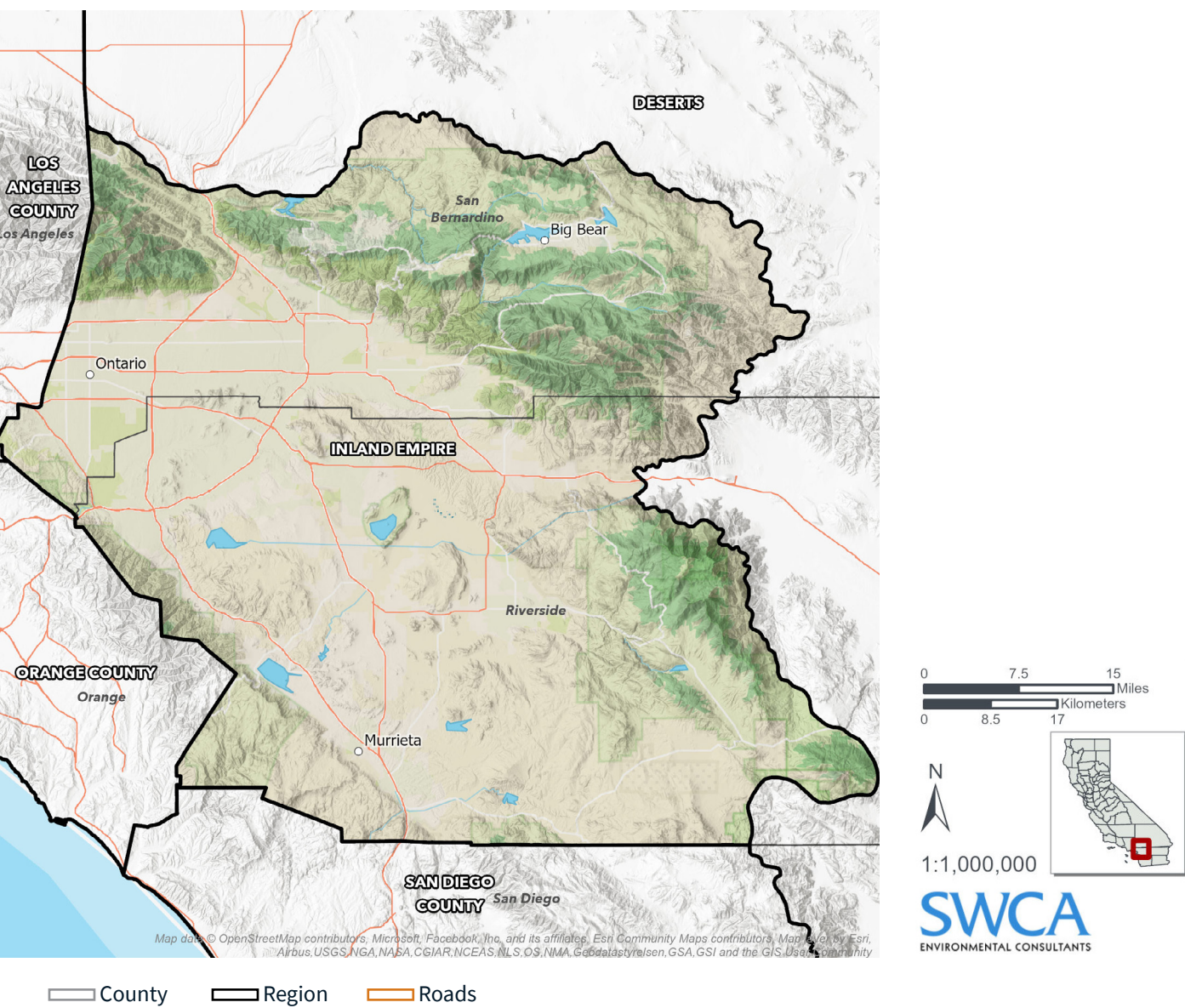
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Executive summary

The Inland Empire is a metropolitan area and region in Southern California located east of Los Angeles and encompasses portions of Riverside and San Bernardino counties, ending at the crossroads of the Mojave Desert and the Coachella Valley. Tourism in the Inland Empire is fueled by a mix of natural attractions, businesses, historical landmarks and recreational activities. In 2023, the Inland Empire achieved total travel spending of \$7.9 billion, growing 3.2% from the previous year, according to “The Economic Impact of Travel” report by Dean Runyan Associates in 2023.



To develop a comprehensive regional tourism strategy, Jones Lang LaSalle (JLL) and Visit California embarked on an extensive two-year planning initiative. This effort aimed to enhance, harmonize and validate existing destination plans while examining tourism priorities and opportunities from a regional perspective. The approach included a thorough review of existing destination plans, including the Visit Big Bear 2023 Strategic Marketing Plan, Visit Temecula Valley 2023-2025 Strategic Plan and the Greater Ontario California (GOCal) Strategic Plan 2023-2028. Broad stakeholder engagement was conducted through various methods, including regional advisory committee meetings, tourism stakeholder surveys with 35 participants, focus groups, individual interviews with more than 100 industry stakeholders and site visits to numerous points of interest. Additionally, in-depth regional research and discovery was carried out to inform strategy development. This comprehensive approach not only provided valuable insights but also emphasized the importance of regional collaboration across the Inland Empire region, seeking to complement local strategies while identifying overarching priorities and opportunities to strengthen the region’s tourism sector as a whole.

The research process utilized several proprietary tools and methodologies. The tourism readiness [index](#), developed in collaboration with the World Travel & Tourism Council, analyzed nearly 4,000 tourism-related data points across 68 indicators. The region is classified as an “emerging performer,” which indicates the destination is gaining momentum and experiencing a noticeable increase in tourism. This suggests the region can capitalize on the rising momentum by further enhancing tourism offerings to attract a larger tourist base. Additionally, the tourism readiness [index](#) indicates that the Inland Empire performs in line with California state averages when it comes to environmental considerations, concentration and urban readiness. The results also indicate that the region is behind the state averages in five out of eight the [index pillars](#): scale, policy, leisure, business, and safety and security.

The [demand driver scorecard](#) evaluated 96 attractions and experiences in the region. The results indicated that the region features a limited number of attractions that generate significant overnight visitation. No assets are categorized as generating international or national demand, and 13 assets generate regional demand, including Big Bear Lake, Pechanga Resort Casino, Yaamava’ Resort & Casino, South Coast Winery Resort & Spa and Old Town Temecula. Approximately 75% of the scored assets are primarily of local interest or interesting to do on a repeat visit, indicating that the majority of attractions in the Inland Empire are not generating significant overnight visitation.

The demand driver scorecard analysis also revealed that the region has a diverse mix of offerings. Approximately 40% of assets are related to outdoor recreation and adventure, such as skiing, hiking and leisure ballooning, and 27% of assets are related to arts and culture, including museums, galleries, wine tasting and historical sites. Scoring and analysis indicates the region has potential for further investment in new and existing demand generators that have the potential to attract additional overnight visitation.

The [event matrix](#) assessed 19 events across the region, such as the Route 66 Cruisin’ Reunion, Temecula Valley Balloon & Wine Festival, Beyond Wonderland SoCal Festival, and more. The results indicated that the region features a limited number of events that generate significant overnight visitation, including events that drive regional, national or international demand. Approximately half of the events in the Inland Empire are considered interesting to do on a repeat visit (11% of the total count) or events of local interest (37% of the total count). Given these results, the region would benefit from greater development of new or expanded large-scale, signature events with the goal of driving incremental overnight visitation and visitor spending.



Based on these analyses and stakeholder input, several strategic priorities were identified for the Inland Empire.

- 1** Invest in tourism product development: enhance and promote tourism offerings to drive additional overnight visitation to the Inland Empire, including the following key areas: 1) experiences and attractions; 2) events, arts and culture; 3) sporting events; and 4) conventions and meetings.
- 2** Improve tourism-related transportation infrastructure: prioritize connectivity, enhance alternative transportation solutions and improve visitor education and awareness of public transit options. Further, enhance awareness of the Inland Empire's regional airports as a convenient gateway to Southern California.
- 3** Support workforce development: leverage apprenticeship programs and partnerships with educational institutions, municipalities, non-profits and local businesses to promote careers in the tourism industry and develop specialized training programs.
- 4** Enhance the Inland Empire's narrative through marketing and positioning: develop and promote the Inland Empire brand to enhance recognition and understanding of its diverse offerings.

These opportunities align with state goals of sustainable tourism development, economic growth and enhancing visitor experiences, while preserving natural and cultural resources. Implementation will require ongoing engagement with stakeholders, including destination marketing organizations, local businesses and community organizations.

In conclusion, the Inland Empire tourism industry has significant growth potential, particularly with its diverse natural and cultural attractions and experiences. Ongoing focus among local tourism stakeholders will be crucial in implementing these opportunities and ensuring the sustainable development of the region’s tourism industry.

JLL and Visit California would like to thank the Inland Empire Regional Advisory Committee members, who played a crucial role in this planning process. Their time, expertise, insight and valuable contributions throughout the process were instrumental in shaping this strategic plan. Their continued involvement and communication will be helpful in supporting implementation approaches to the strategic opportunities and ensuring the long-term success of tourism in the Inland Empire region. Please refer to the committee participants in the [Appendix](#).



Temecula Valley Wine & Balloon Festival

Regional research and discovery

To ensure a comprehensive approach to this plan, the Inland Empire Regional Strategic Tourism Plan integrates insights from stakeholder engagement and research to develop a clear vision and strategy. Throughout two years of the planning process, extensive regional research was conducted to gain an in-depth understanding of the current state of the tourism industry and identify potential areas for growth. JLL leveraged proprietary strategic planning tools, extensive stakeholder feedback and research previously conducted by Visit California to better understand each region. Many of the insights from these findings have been critical to the foundational opportunities identified in this plan.



Historic Cucamonga Service Station

The regional research and discovery section includes significant research which has been detailed further and organized under the following categories for the Inland Empire.

JLL-conducted research components:

- 1 State of the region overview: the overview provides a brief introductory summary of what currently impacts the tourism industry in the Inland Empire.**
- 2 Destination plans review database: data gathering process which included 36 individual plans inventoried; elements include addressing housing, employment, guiding development, preserving existing neighborhoods, improving transportation and connectivity, preserving parks, and more.**
- 3 Stakeholder engagement: this section incorporates feedback from various methods outlined here:**
 - Regional advisory committees: meetings were held monthly with a committee consisting of 10-plus members. Please refer to the [Appendix](#) for a full list of members.
 - Tourism stakeholder survey: 35 participants representing a diverse range of individuals and organizations involved in the tourism sector. The feedback summary highlights perspectives on strengths, weaknesses and growth opportunities.
 - Focus group feedback: in a small group environment, six in-depth discussions with stakeholders were conducted covering 12 different topics, including arts and culture; attractions; hotels and lodging; economic development; housing; sustainability; workforce; transportation; and more. Through these discussions, valuable insights were gathered on specific areas of interest and potential growth opportunities.
 - Individual interviews feedback: over 105 key industry stakeholders were interviewed, offering a deeper understanding of perspectives and addressing specific questions and concerns.
 - Site visits: visited 20-plus points of interest throughout the Inland Empire, providing valuable insights and observations.
- 4 [Tourism readiness index](#): detailed data analysis process which used nearly 4,000 data points to assess the readiness and capacity of the tourism industry in the Inland Empire.**
- 5 [Demand driver scorecard](#): evaluation which identified the key assets and experiences driving visitor demand in the region.**
- 6 [Event matrix](#): evaluation which identified key events driving visitor demand in the region.**

Visit California provided research, JLL reviewed components:

- 7 The Economic Impact of Travel (Dean Runyan Associates, 2023)**
- 8 Visit California Community Sentiment Study (Future Partners, 2023)**

A comprehensive research approach allowed for a clear vision and strategy for the Inland Empire tourism industry, with foundational opportunities rooted in data, insights and feedback from stakeholders.

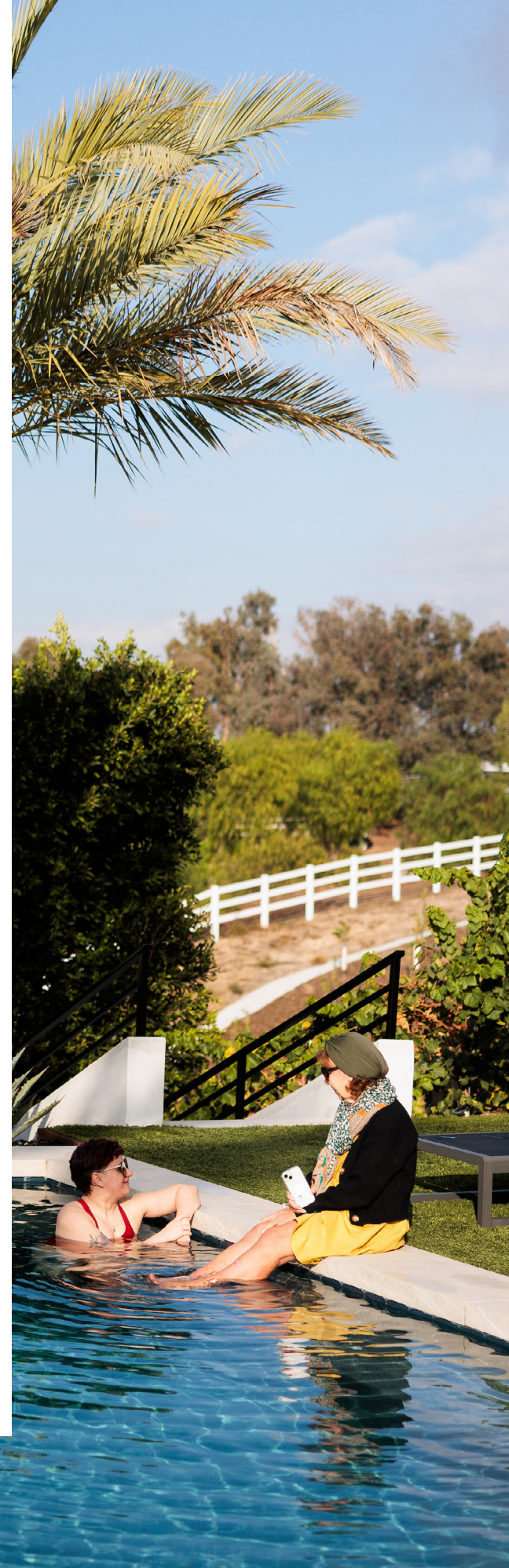
State of the region

The Inland Empire is a region located in inland Southern California. As designated by Visit California, the Inland Empire begins east of Los Angeles and encompasses portions of Riverside and San Bernardino counties, ending at the crossroads of the Mojave Desert and Coachella Valley – which belong to the Deserts region.

The region is characterized by a varied geography that includes valleys, mountains and desert areas. The area is also a hub for logistics given its proximity to major transportation infrastructure such as freeways, railroads and airports.

Tourism in the Inland Empire is fueled by a mix of natural attractions, businesses, historical landmarks and recreational activities. Key tourist attractions include the San Bernardino National Forest, which includes the Big Bear Lake area, a popular destination for skiing, snowboarding and mountain biking. The region is also home to the historic Mission Inn in Riverside, an example of Mission Revival architecture, as well as the Riverside Art Museum and The Cheech Marin Center for Chicano Art & Culture. The Inland Empire is also home to Temecula Valley Wine Country, which offers a taste of Southern California's viticulture with over 40 wineries that feature vineyards and a host of wine-tasting tours and experiences.

The Inland Empire features two convention centers. The Ontario Convention Center is ideal for a wide range of events, currently offering 225,000 square feet of flexible meeting space, and it benefits from its proximity to the Ontario Airport. Efforts are underway to expand the facility by an additional 400,000 square feet by 2027. The region also features the Riverside Convention Center in downtown Riverside that currently offers 68,000 square feet of flexible indoor and outdoor meeting space.



State of the region

Another strength of the Inland Empire is its central location and strategic proximity to the diverse offerings of Southern California, including the Los Angeles, San Diego, Orange County and Deserts regions. The Inland Empire serves as a gateway to the Palm Springs area and the Coachella Valley, drawing visitors who are traveling to these desert locations. With rich arts and cultural heritage, the Inland Empire also celebrates a variety of its own festivals and events throughout the year, such as the Route 66 Cruisin’ Reunion and the Temecula Valley Balloon & Wine Festival.

The Inland Empire’s five DMOs include Visit Temecula Valley, Greater Ontario California (GOCal), Discover Inland Empire, Visit Big Bear, and Riverside Convention & Visitors Bureau. Discover IE covers multiple regions, including the Inland Empire and the Deserts (as designated by Visit California). It is noted that the definition of the Inland Empire by Visit California does not include the Desert areas of the Coachella Valley or Palm Springs, and thus may differ from local definitions. In the context of this report, JLL analyzed the Inland Empire and Deserts regions in separate context, in alignment with the Visit California definitions.

Due to the region’s diverse geography and varied offerings, including mountain resorts, lakes, urban centers and vineyards, the region requires a multifaceted marketing approach that can appeal to a broad spectrum of interests and traveler segments. This diversity, while a strength, presents challenges in creating a cohesive brand identity and unified marketing strategy.



Coin-Op Game Room

Destination plans review database

The Regional Strategic Tourism Planning process was designed to examine issues from a regional perspective, building upon the valuable work already completed in destination-specific plans by DMOs, convention and visitor bureaus and municipalities. This approach ensures that existing efforts are leveraged and enhanced rather than duplicated.

The comprehensive review encompassed 500 plans across California, with 32 plans specifically focused on the Inland Empire region. A full list of the reviewed plans can be found in the [Appendix](#).

Upon analysis of the Inland Empire plans, several key themes were identified that align with the priorities highlighted in the present plan.

1 Destination development

- Development of a unified destination brand
- Preservation of historic and cultural character
- Help local businesses capitalize on the visitor economy

2 Housing

- Housing supply and cost of housing
- Affordable housing options
- Preservation of existing neighborhoods

3 Economic development

- Job creation and workforce development
- Hospitality industry training
- Tourism promotion
- New business attraction and retention

4 Transportation and mobility

- Improvements to road capacity
- Comprehensive transportation network
- Multimodal transportation
- Enhanced connectivity

5 Parks and recreation

- Parks preservation
- Parks and recreation expansion

Working in conjunction with the regional advisory committee and armed with insights from the existing plans, the approach sought to examine regional issues holistically. This methodology was further validated through the engagement process. It is crucial to consider this regional plan in the context of destination-specific plans, recognizing that it does not aim to reinvent existing strategies. Instead, the regional plan serves to complement and align with these destination plans, while simultaneously reinforcing the significance of regional cooperation and engagement.

Stakeholder engagement

Stakeholder input was collected through multiple methods (outlined below in detail), including regional advisory committee discussion forums, a series of topical focus groups, a comprehensive tourism survey, site visits and individual meetings with tourism stakeholders, industry leaders and related entities.

Regional advisory committees

Regional advisory committees were monthly gatherings composed of industry leaders within areas such as economic development; lodging; retail; entertainment; transportation; and workforce. Meetings were held approximately monthly; the RAC consisted of 10-plus members, of which a full list can be found in the [Appendix](#).

Tourism stakeholder survey

Questions from the survey capture a variety of topics including travel preferences, satisfaction levels with accommodations, transportation and attractions, suggestions for improvement and more. The tourism survey was conducted anonymously to encourage feedback and diverse perspectives from various sectors across the region, while asking overall demographics and industry profile questions to shed light on the represented stakeholder groups. This survey garnered 35 responses from across the Inland Empire.

Focus groups

Focus groups were conducted to discuss key themes and gather qualitative data. Six focus groups were conducted with nearly 60 total participants, including DMOs; representatives from hotels and lodging; attractions and arts; retail; food and beverage; wineries; transportation; economic development; workforce development; housing; and sustainability. Through these discussions, valuable insights were gathered on specific areas of interest and growth potential.

Individual interviews

Individual meetings were held with stakeholders to collect detailed feedback. The stakeholders included industry leadership and management, supporters and individuals familiar with tourism's potential challenges and impacts on the Inland Empire. The interview process encompassed 105-plus individual interviews, including members of the regional advisory committee.

Site visits

Local site visits were conducted within the Inland Empire to further understand the local environment, engage directly with stakeholders, visit key tourism sites and attractions and observe the dynamics of the tourism industry in the region. Over 20 points of interest were visited throughout the Inland Empire.

The diverse set of perspectives ensured our study comprehensively captured both the benefits and potential drawbacks of tourism. Stakeholder feedback also provided key guidance and direction to serve as the basis of many opportunities.

Key themes from stakeholder engagement

The various methods of stakeholder feedback reflected several major themes within the Inland Empire.

- Stakeholders highlight the need for increased and enhanced public transportation, connectivity and mobility options throughout the region, as the region is highly dependent on cars.
- Tourism-associated businesses in the Inland Empire encounter challenges with the high cost of labor. The cost of hiring and retaining employees poses a significant challenge when operating in the region.
- Sustainable tourism practices continue to gain importance. With many natural assets and outdoor recreation activities, it is crucial that the Inland Empire region implements guidelines and practices to preserve the natural environment. Natural assets, such as mountain areas, parks and wineries are delicate ecosystems that require special care to avoid damage and ensure their long-term sustainability. Findings from JLL and Risklayer's Resilience & Sustainability Scorecard assessment for the Inland Empire will explore specific opportunities for the region.
- Tourism stakeholders describe the need for strategic push to shift visitor perceptions of the Inland Empire by identifying opportunities for arts, entertainment and cultural events, with a particular focus on attracting overnight visitors. The region should focus on developing and promoting new signature events, in partnership with local stakeholders, to showcase the unique offerings across the various parts of Inland Empire (e.g., outdoor recreation, extreme sports, Route 66 car culture). Strategic planning for events, arts and culture can also help drive demand during off-peak periods.
- Conversations with stakeholders indicate the region needs additional tourism product offerings, including attractions, event and experiences to aid in driving overnight visitation. Stakeholders also emphasize the importance of activating and expanding meeting space product and lodging for business travelers. The combination of enhancements to leisure and business offerings presents an opportunity for the Inland Empire region to diversify its visitor base and smooth out the seasonality that occurs throughout the calendar year.



Temecula Valley Wine & Balloon Festival

- Further improving the regional leisure visitor experience is crucial for the success of the region, as both the leisure and group segments will play a role in the success of the Inland Empire’s tourism business. One such sector that has opportunity for growth is sports tourism. The surge in sports-related travel to the region is anticipated to generate substantial economic impact and direct spending, benefiting various stakeholders. Organizations like GOCal and Greater Ontario Sports & Entertainment Authority are actively collaborating with nearby cities to drive sports tourism. In partnership with such organizations, the region should explore opportunities to increase sporting events and sports-related tourism in the region.
- While residents understand tourism’s impact on the local and regional economy, the opportunity exists to further enhance community engagement and educate locals on tourism’s value.

The key themes identified above present a brief synopsis of the stakeholder conversations, focus group feedback, survey results and individual interviews. The themes supported the development of the priorities in this plan. The regional strategic planning process leveraged stakeholder feedback to validate research and direction for the future of the region. While this plan addresses many crucial aspects of tourism development, it is important to acknowledge that some identified issues fall outside the direct purview of the tourism industry and may require coordinated action from various levels of government and other sectors to effectively address.



Big Bear Mountain Resort

Tourism readiness index

Overview

The first phase of the regional research and discovery involved an in-depth analysis of the Inland Empire as a destination based on the tourism readiness [index](#). The index is an analysis tool developed collaboratively by JLL and the World Travel & Tourism Council. The tourism readiness [index](#) offers destinations an opportunity to evaluate and comprehend their own tourism preparedness based on 68 essential data points that directly influence the tourism industry. The indicators evaluate the current state of the region's tourism industry and identify potential areas for future growth.

The assessment encompasses research of various aspects within a destination's landscape, including traditional hotel performance metrics, infrastructure and capacity building, environmental sustainability requirements, and more. With the insights provided by the tourism readiness [index](#), destinations can gain a thorough understanding of growth readiness, enabling informed decisions and optimization of tourism strategies.

A comprehensive analysis was conducted on all 58 counties in California, examining 68 indicators. The process resulted in the collection and organization of nearly 4,000 data points, categorized according to regional boundaries. All sources included were vetted by JLL and WTTC.

The tourism readiness [index](#) analyzed data for each region in the following categories:

- **Scale:** the capacity of the destination's tourism infrastructure, considering its size and volume.
- **Concentration:** the tendency to attract leisure visitors who focus on specific key attractions and areas.
- **Leisure:** evaluation of visitor spending, perceived attractiveness and specific attractions related to cultural and natural heritage sites and retail offerings.
- **Business:** the development of necessary infrastructure and products to support business travel.
- **Urban readiness:** investments in enhancing connectivity within the destination to attract business opportunities, talent and visitors.
- **Safety and security:** the prioritization of safety and security within policies and practices.
- **Environmental readiness:** the prioritization of sustainability through reflected strategies, policies and destination positioning.
- **Policy:** the integration of tourism policy within the destination's broader agenda.

These eight categories each incorporate up to 15 data points grouped to create the pillars of tourism readiness. The data points in each pillar are weighted and scored. The outcomes from this analysis determine what features of the destination need to be prioritized to ensure long-term smart growth to positively impact the local economy through tourism's benefits. See [Appendix](#) for further detail on the tourism readiness [index](#) methodology.



Temecula

The Inland Empire results

The tourism readiness [index](#) reveals that the Inland Empire performs in line with California state averages when it comes to environmental considerations, concentration and urban readiness. The results also indicate that the region lags the state averages in five out of eight pillars: scale, policy, leisure, business, and safety and security. The lowest performance is observed in the scale category.

In-depth analysis of data from sources such as Destination Analysts, TripAdvisor, and more shed light on the factors contributing to the Inland Empire’s performance. For instance, positive factors such as lower cost of living compared to highly urban areas of the state and land availability contribute to a higher urban readiness score for the region.

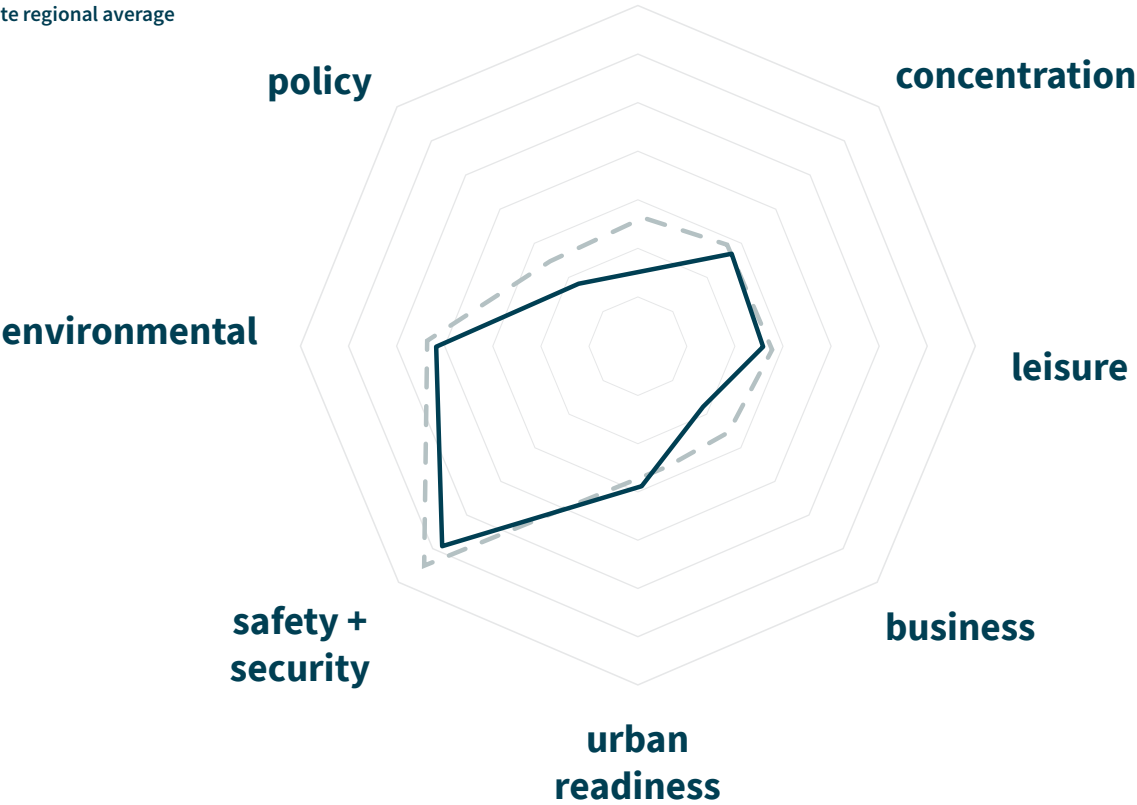
Conversely, certain data points contribute to underperformance in the [index](#) categories. For example, a lack of large-scale, demand-driving attractions and events resulted in a lower score for the scale category. Additionally, the region lacks full-service lodging options, which impacts the region’s capacity for leisure and group visitors who desire a more upscale experience. These insights provide opportunities for targeted improvements to enhance the Inland Empire’s overall tourism readiness and develop its competitive edge.

Based on the results, the Inland Empire is classified as an “emerging performer.” This typology refers to destinations that are gaining momentum and experiencing a noticeable increase in tourism. While such regions may be smaller in scale, this offers opportunities for strategic development initiatives.

As an emerging performer, the Inland Empire should prioritize actively investing in infrastructure development to support the growing tourism demand. The region should capitalize on the rising momentum by further enhancing tourism offerings to attract a larger tourist base. However, as the region experiences growth, it may face pressures due to limited capacity. Balancing growth with sustainable development is crucial for the Inland Empire to thrive as a destination. Please refer to the [Appendix](#) for a more detailed overview of the tourism readiness [index](#) and all destination typologies.

Outcome by pillar

- Inland Empire
- - State regional average



Demand driver scorecard

Overview

The planning process utilized JLL's proprietary **demand driver** scorecard to evaluate the impact of individual regional assets and experiences and future investment opportunities. The demand driver scorecard is designed to establish a baseline and identify investment prospects within the tourism sector. Strategic planners, investors and developers gain the ability to make informed decisions backed by robust data and analysis. The scorecard assists destinations in strategic planning and guides stakeholders in the formulation of targeted marketing to maximize returns.

This scoring process was based on an evaluation which includes:

- **Multistep assessment:** evaluating and assigning points to each attraction or experience against eight key criteria, including current visitor demand levels, event opportunities, engaging visitor experience and more (further detail outlined in [Appendix](#)).
- **Categorization as attractions vs. attractors/demand generators:** categorizing assets as attractions or attractors based on a scoring system of 0-100.
- **Scoring:** classifying each attraction into a category based on overall points score. Categories were Little to no visitor interest (0-19), Interesting to do on a repeat visit (20-39), "Must see" if in the area (40-59), Regional attractors (60-79), National attractors (80-95) and Global attractors (96-100). Scoring above 60 indicates assets or experiences as an attractor.
- **Categorization of each demand driver:** segmenting assets into 13 unique market categories based on specific criteria and characteristics, including family-friendly attractions, museums, entertainment, educational attractions, outdoor recreation and more. Assets could be assigned to multiple relevant categories.

Categorization of a region's demand drivers helps assess the visitor experience, assists in strategic planning, identifies areas for future development or revitalization projects and enables the prioritization of enhancements to visitor-facing attractions. Overall, asset categorization provides a framework for a more organized and detailed analysis, aiding in regional research and discovery, planning and decision-making processes.



Big Bear Lake

The Inland Empire results

The Inland Empire demand driver scorecard process assessed 96 attractions and experiences across the region, which were identified by regional advisory committee members, individual interviews, desktop research and by JLL during site visits. The scoring and analysis are a representative analysis intended to highlight the significant inventory and diversity of assets, while also identifying gaps in the region.

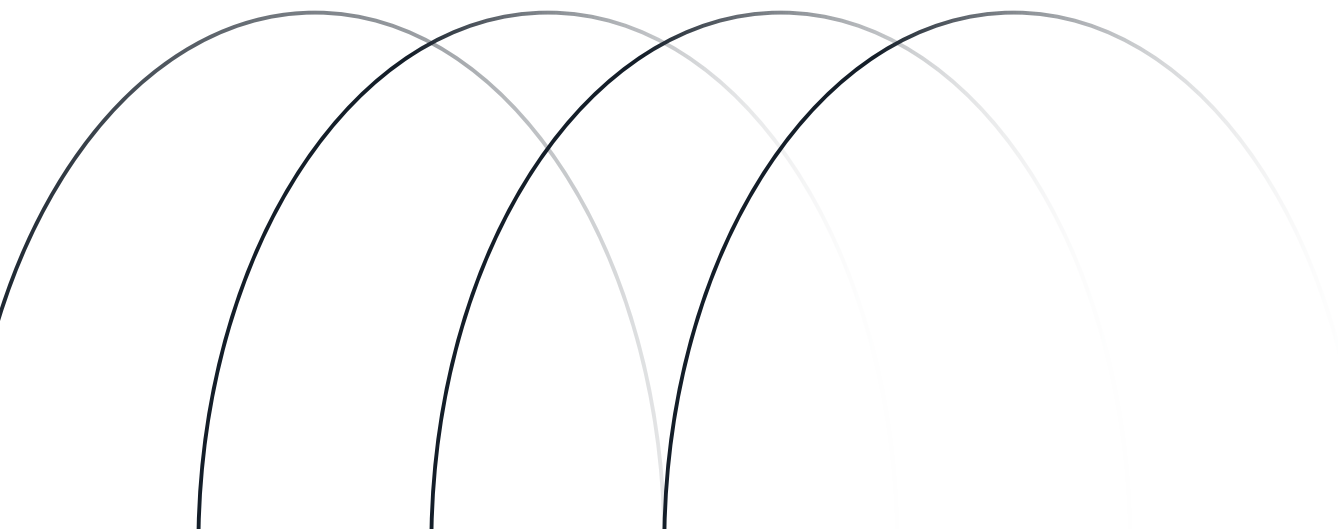
The results reveal that 13 of the scored assets are generating regional demand. Assets that have a targeted regional draw of visitors — such as Big Bear Lake, Yaamava’ Resort & Casino, Lake Arrowhead Village, Old Town Temecula and South Coast Winery & Spa — attract specific target markets. These assets offer events, amenities and other programming that primarily appeal to regional visitors. The region does not currently have any large-scale attractions (e.g., internationally recognized theme parks or attractions) that consistently garner national or international demand. Approximately 75% of the demand drivers in the Inland Empire are primarily of local demand, or interesting to do on a repeat visit. This suggests these assets are not driving significant overnight visitation.

Notably, the Inland Empire also has a significant inventory of outdoor recreational assets throughout the region, including offerings for hiking, biking, skiing, boating and more. Of the assets scored, 40% are related to outdoor recreation and adventure. Also, the region offers various arts and culture offerings — including museums, galleries, theatres and historical sites. Key cultural assets include the Riverside Art Museum, The Cheech Marin Center for Chicano Art & Culture and the historic Mission Inn & Spa.

Driven by the insights obtained from the demand driver scorecard, it is evident that cultural, heritage and historical assets play a vital role as key drivers of visitor demand in the Inland Empire. Recognizing the significance of these assets, the region can strategically leverage and showcase its rich cultural fabric to attract additional visitors. Focusing on targeted cultural tourism will not only attract visitors with a specific interest in culture but also appeal to a broader audience seeking unique and immersive travel experiences. This strategic approach can contribute to the overall growth and sustainability of the tourism industry in the region and will further be explored in the opportunities section.

Additionally, the Inland Empire’s substantial inventory of outdoor recreational assets, which make up 40% of the scored assets, presents a valuable opportunity to position the region as a premier destination for outdoor enthusiasts. By investing in and marketing its hiking, biking, skiing, boating and other outdoor activities, the region can attract visitors looking for adventure and natural beauty.

In summary, the Inland Empire should prioritize the development and promotion of large-scale, demand-generating assets, enhance its outdoor recreational offerings and elevate its arts and culture profile to attract a wider range of visitors and encourage longer, more frequent stays. The demand driver scorecard findings have supported the identification of key opportunities and the formulation of opportunities to position the Inland Empire for sustainable success.



Event matrix

Overview

The [event matrix](#) process encompassed a thorough evaluation of existing annual leisure-facing events within each region. The assessment helps tourism stakeholders understand which events generated the most impact and more specifically, what aspects of event planning could further enhance the region’s event offerings. Like the demand driver scorecard, JLL’s event matrix product involves a dedicated analysis of individual events, charting their outcomes and impacts based on overall scores.

The iterative approach enables continual refinement and optimization as events are held each year. It empowers regions, DMOs and event organizers to stay ahead of market trends and make strategic adjustments to optimize event offerings, ensuring events remain competitive in the ever-changing landscape of the industry.

The event matrix process included:

- **Identifying significant events:** collaborated with RAC members and DMO’s to inventory regionwide event master list.
- **Utilizing comprehensive criteria:** scoring each event based on 11 detailed criteria aligned with the broader tourism landscape, such as event infrastructure, planning, marketing and potential economic impact.
- **Categorizing events based on score:** categorizing assets as attractions or attractors based on a scoring system of 0-100.
- **Scoring:** classifying each attraction into a category based on overall points score. Categories were community based events (0-60), regional events (60-80), national events (80-95) and global events (95-100). Scoring above 60 indicates assets or experiences as an attractor.
- **Evaluating critical mass:** assessing the overall volume and significance of current events, identifying need periods, gaps and opportunities.
- **Leveraging outcomes:** developing optimal calendar programming and identifying specific opportunities to enhance events.
- **Collaboration:** working closely with the Regional Advisory Committee to review effective tactics, addressing study results and engaging individual event organizers in the future.

This approach ensures a well-informed understanding of the event landscape and helps in positioning regions for success by focusing on high-impact events. See [Appendix](#) for further detail on the event matrix methodology.



Temecula

The Inland Empire results

The Inland Empire event matrix process inventoried and scored 19 events across the region that were collaboratively identified by the Regional Advisory Committee, during our visits to the region, noted as high priority in stakeholder surveys and validated as significant current and future room night generators during stakeholder discussions. The Inland Empire hosts several noteworthy events across the region and throughout the year.

The outcomes from this analysis identified several events that are considered “must see” and could be positioned to draw regional demand, including the Route 66 Cruisin’ Reunion, Temecula Valley Ballon & Wine Festival, and Big Bear Lake Oktoberfest. The region does not currently have any events that consistently garner a worldwide or national draw. Worldwide or national events typically create a significant, measurable economic impact on the destinations through room nights, direct spending and other indicators.

Of the 19 events provided, approximately half are primarily of local interest or interesting to do on a repeat visit. These events were designated as such, given they have limited benefit to the destination brand and are unlikely to generate significant overnight visitation.

The results of the event matrix indicate the region would benefit from greater development of large-scale, signature events with the potential to drive overnight visitation. Stakeholder focus should be placed on high-impact annual events that have a greater potential for driving overnight visitation and substantial economic impact. Further, it is recommended that the event matrix is utilized on an ongoing basis as an objective approach to evaluating the event inventory at any given time to assess the impacts of current events in the region.

Additionally, it is recommended to supplement the utilization of the event matrix by collaborating with external resources to support events with regional impact. Collaborating with local DMOs, economic development organizations and industry experts can provide valuable insights, data and expertise to further evaluate the potential economic benefits and overnight visitation drivers of current and future regional annual events. This collaborative approach, with the event matrix, ensures a comprehensive and well-informed decision-making process when assessing the impact of current events in the region.



Rancho Cucamonga

Key themes from the research process

- Widespread stakeholder engagement played a crucial role in developing the regional strategic plan, with input gathered through various methods such as interviews, surveys and focus groups.
- Key themes that emerged from the engagement process include the recognition that continuously improving the breadth of offerings and experiences, with a focus on large-scale, demand-driving events and attractions, is crucial for the success of the region. The themes will be further explored in the opportunities section of this plan.
- JLL's tourism readiness **index** classifies the Inland Empire as an “emerging performer” — with a noticeable increase in tourism interest and activity, and ongoing infrastructure improvements and developments in the region.
- As an emerging performer, the Inland Empire should capitalize on the rising momentum of tourism and prioritize actively investing in infrastructure and attractions to support the growing tourism demand.
- The Inland Empire demand driver scorecard process assessed 96 attractions and experiences across the region. The results underscore the region's need for large-scale, demand-driving attractions that will attract new visitor segments and drive overnight visitation.
- The Inland Empire event matrix process inventoried and scored 19 events across the region. Event development should be an area of focus moving forward, with a particular focus on developing signature events in the region capable of driving overnight visitation.

Throughout the planning process, JLL also conducted an in-depth review of research and data provided by Visit California. Below is a summary of the findings for the Inland Empire.



Mission Inn Spa & Hotel Restaurant, Riverside

The Economic Impact of Travel

(Dean Runyan Associates, 2023)

This report provides a comprehensive analysis of the economic effects of travel on California’s state economy. It addresses various key metrics such as travel spending, earnings, employment and tax receipts, broken down by county and tourism regions. The data below is based on estimates and research conducted by Dean Runyan Associates for Visit California. The study provided segmented data by county. As such, this report displays data for Riverside and San Bernardino counties, which both make up a portion of the Inland Empire land area.

In 2023, the Inland Empire achieved total travel spending of \$7.9 billion, growing 3.2% from the previous year. Visitor spending accounted for \$7.4 billion, while additional travel-related expenditures added \$500 million.

The economic contributions of travel in the Inland Empire were significant. Employment within the travel industry increased by 5.4%, providing 79,960 jobs to workers in the region in 2023. Direct travel-generated earnings increased by 9.6% to \$3.0 billion in 2023, with key sectors such as accommodations, food services, ground and air transportation, and arts and entertainment showing substantial growth.



Fairmont Park, Riverside



Big Bear

Visit California Community Sentiment Study
(Future Partners, 2023)

The Visit California Community Sentiment Study provides detailed findings and insights from various regions, including demographic data and the perceptions of residents regarding tourism. It explores both the benefits and strains of tourism on local communities and regions, highlighting aspects such as economic opportunities, traffic congestion and quality of life impacts. Specifically, the Inland Empire is examined in terms of its residents’ views on tourism’s economic contributions, the challenges it creates and overall community sentiment.

Key findings for the Inland Empire include residents’ appreciation for local amenities like entertainment and shopping districts, their views on tourism’s role in providing business and job opportunities and the challenges posed by traffic and congestion. This study includes more detailed evaluations on how tourism affects the Inland Empire in more detail below.

The Inland Empire offers numerous appreciated features, such as restaurants (83%), shopping districts (82%) and entertainment (78%). Popular tourist attractions include the mountains (69%), malls and outlet centers (65%) and hiking trails (63%). While residents enjoy these amenities, issues of traffic, congestion and overcrowding created by tourism seasonality are points of concern. Tourism’s dual impact is evident, with locals recognizing significant business opportunities, job creation and hotel support, alongside prevalent issues such as traffic (73%), crowding (63%) and litter (64%).

Residents see tourism as a net positive, enhancing local business and creating jobs. Nearly half of the residents agree that tourism’s benefits outweigh its problems both locally (49%) and regionally (50%). Importantly, tourism is crucial for regional economic health, with 53% of locals deeming it vital for their community and 73% for their region. In addition, approximately 41% of locals feel that their quality of life is improved by tourism, indicating room for additional strategic enhancements.

Strategically, the county might focus on increasing tourism’s economic and quality-of-life benefits by combating seasonality. Addressing traffic congestion, crowding and litter through infrastructure and policy changes could strengthen tourism’s positive perception. Additionally, promoting off-season opportunities and lesser-known local attractions could distribute visitor pressure more evenly, reducing stress on the most popular sites during high season. A targeted campaign highlighting the symbiotic relationship between tourism and community well-being might also foster resident support and minimize resistance.

The Inland Empire regional opportunities

The Inland Empire regional opportunities outline several key priorities and strategies to enhance the region's tourism industry and address critical challenges. These opportunities have been developed through comprehensive research, extensive stakeholder engagement and thorough analysis of the region's unique attributes. The opportunities span across various crucial aspects of tourism development, including tourism product development, tourism-related infrastructure and more.

Each opportunity area is accompanied by possible strategies designed to leverage the region's diverse assets, address existing challenges, and position the region as a premier, sustainable destination for visitors. The following sections delve into these opportunities in detail, providing a comprehensive road map for stakeholders, DMOs and partners across the region to consider in the coming years. These strategies aim to foster a more integrated, sustainable and resilient tourism ecosystem that benefits both visitors and local communities while preserving the natural beauty and cultural heritage that makes the Inland Empire region unique.

1 Invest in tourism product development

Attractions

The Inland Empire region features a variety of experiences and attractions that drive overnight visitation, ranging from wineries and mountains to the Ontario Convention Center. Certain parts of the region such as the San Bernardino Mountains and Southwest Riverside County are well-known for outdoor recreational activities, including hiking, biking, skiing, boating, skydiving and more.

The City of Ontario features the Ontario Convention Center and is set to enhance its status as an entertainment destination in the Inland Empire with the Arena District project, a multiphase development anchored by the Toyota Arena. The expansion is anticipated to introduce 70,000 square feet of commercial space, 700 luxury apartments and a mix of luxury retail, upscale dining and entertainment and event space designed to create a vibrant, pedestrian-friendly environment.

According to JLL's [demand driver](#) scorecard, approximately 75% of the largest demand drivers identified in the Inland Empire are primarily of local interest or considered interesting to do on a repeat visit. Further, despite its proximity to major attractions throughout Southern California, the region itself does not currently feature any large-scale attractions that consistently generate demand from national or international markets.

As such, the Inland Empire can further develop and enhance attractions that have the potential to drive incremental overnight visitation throughout the year. Given the region's size and proximity to Southern California's gateway markets and major attractions, the opportunity exists to create new, large-scale experiences capable of attracting national and international visitors and boosting the local tourism economy.

The findings from the sustainability scorecard also highlight the need to diversify the area’s attractions as climate conditions (e.g., increased precipitation, drought, heat wave) can impact the availability and timing of existing offerings, particularly in the San Bernardino Mountains and Southwest Riverside County. As such, the region should strive to create a more diverse collection of attractions and outdoor recreational offerings to mitigate climate-related pressures that can impact the region in the future

Key partners

Riverside County Office of Economic Development, City of Big Bear Planning Commission and Economic Development Advisory Committee, City of San Bernardino Economic Development Department, City of Ontario Economic Development Department, City of Temecula Office of Economic Development, California Community Economic Development, Inland Empire Economic Partnership, Thrive Inland SoCal, Inland Economic Growth & Opportunity

Strategies

- Enhance the region’s outdoor recreational offerings in Big Bear and Lake Arrowhead with a specific focus on cultivating an array of activities and experiences that encourage overnight visitation:
 - Wellness and fitness options (e.g., outdoor yoga, rock climbing/via ferrata, mountain biking, zip lining), wildlife watching, alternative winter activities (e.g., cross country ski tours, snowshoeing/hiking, ice skating), culinary experiences and cultural activities and events that celebrate the local heritage.
- Develop additional overnight accommodations (e.g., glamping), entertainment options, dining experiences and family-oriented activities to extend visitor length of stay at Big Bear Lake and Lake Arrowhead.
 - This aligns with the Visit Big Bear 2023 Strategic Marketing Plan, which aims to attract “outdoor families,” who are looking to live active lifestyles, explore the outdoors and have unique, memorable experiences.
- Focus on diverse experiences in less-established tourism destinations, such as the [10Lake Valley](#) region, offering a mixture of outdoor recreational opportunities such as hiking, biking, rock climbing, boating and fishing.
- Introduce immersive tours and tailored regional experiences that bring attention to the Southwest Riverside County’s undiscovered spots, allowing visitors to uncover unique attractions and venture beyond more established tourism destinations.
- Develop additional luxury accommodations in Temecula, such as boutique hotels, wellness resorts, bed-and-breakfast inns and glamping accommodations, that offer immersive wine-tasting experiences and vineyard tours. Explore opportunities for the development of new restaurants that offer gourmet dining options and wine pairings with regional cuisine.
- Leverage upcoming projects such as the Toyota Arena Entertainment District and Ontario Regional Sports Complex to develop attractions capable of driving overnight visitation, such as the California Sports Hall of Fame, performing arts and event venues, luxury retail and culinary experiences.

Events, arts and culture

Tourism leaders are actively promoting the Inland Empire’s arts, entertainment and cultural events to appeal to overnight visitors. Initiatives are underway to boost tourism, inviting guests to visit the region’s wineries, dine at its unique restaurants and discover cultural gems like the Riverside Art Museum. These efforts are part of a broader strategy to celebrate the region’s culture and heritage and attract both culturally curious individuals as well as domestic tourists eager to delve into the region’s history.

According to the Inland Empire stakeholder survey, nearly a quarter of respondents highlighted “new expanded or enhanced historical/cultural experiences” as a top three tourism opportunity in the region. Additionally, according to JLL’s [event matrix](#), nearly 50% of identified events in the Inland Empire are categorized as interesting to do on a repeat visit or events that are primarily of local interest, meaning they are unlikely to generate significant overnight room demand. The Inland Empire does not currently host any events that garner a worldwide or national draw.

As such, the region has the opportunity to further develop and promote its events calendar and arts and cultural offerings with the goal of driving overnight visitation year-round.

Key partners

Riverside Arts Council, San Bernardino Arts Connection, California Arts Council, Riverside Art Museum, The Cheech Marin Center for Chicano Art & Culture, Associated Artists of the Inland Empire, The Arts Area, San Bernardino Art Association, Ontario Arts & Culture, Alliance for California Traditional Arts, Arts for I.E., Artisans Etc., Redlands Art Association, Big Bear Performing Arts Center, Toyota Arena & Entertainment District, Ontario Convention Center, Riverside Convention Visitors Bureau

Strategies

- Implement JLL’s event matrix, which assesses an event’s current and future potential to drive measurable impact on the destination and includes specific criteria that is laid out in detail in the [Appendix](#) section of this report.
 - The event matrix can be tailored to consider seasonal factors and short-term opportunities, enabling strategic event planning in conjunction with other activities throughout the year.
- Develop signature events throughout the Inland Empire that drive overnight visitation throughout the year, with a focus on off-peak periods and highlight the region’s unique arts and cultural offerings.
 - For example, new signature events could include leveraging the region’s strengths in outdoor recreation (e.g., outdoor adventure sports festival), wine country (e.g., Temecula wine harvest festivals) and Route 66 car culture.
 - This aligns with the Visit Temecula Valley 2023-2025 Strategic Plan, which aims to focus on the midweek and off-peak sales and marketing strategy.
- Expand existing large events in the Inland Empire across the broader region, such as Riverside’s Festival of Lights and Ontario’s Route 66 Cruisin’ Reunion.
- Establish a centralized events calendar to aggregate significant events in the Inland Empire, highlighting the region’s diverse event offerings and promoting existing events; include links to hotel accommodations, suggested dining options and other activities.
- Partner with DMOs and large events in adjacent regions (e.g., the Deserts region with the Coachella Valley Music and Arts Festival, Stagecoach Festival, King of the Hammers) to promote nearby cities in the Inland Empire as a convenient and value-oriented alternative while attending or traveling to large events.
- Promote complementary experiences and events around key dates of large events in adjacent regions, encouraging eventgoers to extend their trips to the Inland Empire.

Sports tourism

The Inland Empire is positioning itself as a burgeoning location for both amateur and professional sports and sports-related tourism.

Sports-related travel is anticipated to generate substantial economic impact and direct spending, benefiting various stakeholders. Organizations like the Greater Ontario Convention & Visitors Bureau (GOCal) and Greater Ontario Sports & Entertainment Authority are actively working with nearby cities to drive sports tourism.

In August 2023, the City of Ontario announced the development of an approximately 200-acre regional sports complex featuring a Minor League baseball stadium, various sports facilities, restaurants and entertainment options. This complex is expected to draw approximately 1.2 million visitors annually, create over 600 full-time jobs and generate significant economic benefits, including more than \$61 million in annual spending and \$1.5 million in tax revenues. Completion of the stadium facility is expected by 2026, with additional portions of the development to follow.

The region can leverage its existing infrastructure, future investments and favorable climate to further capitalize on the economic opportunities and visitation generated by professional and amateur sports. In addition to ongoing efforts and investments, establishing a regional sports commission can also assist in promoting sports tourism throughout the broader Inland Empire region and competing with other destinations.

Key partners

Greater Ontario California, Greater Ontario Sports & Entertainment Authority, Riverside Sports Commission, Ontario Regional Sports Complex (Ontario Sports Empire), i9 Sports, IE Sports Net, Pacific Youth Sports, California Academy of Baseball Rancho Cucamonga, Inland Empire Athletic Conference, Toyota Arena & Entertainment District, Now Sofive Upland, San Bernardino Soccer Complex, SilverLakes Equestrian and Sports Park, Rancho Pacifica Equestrian Center, Galway Downs

Strategies

- Develop targeted marketing and outreach campaigns that highlight the Inland Empire’s sports facilities and offerings that distinguish the region as a premier destination for sports tourism.
 - Highlight large and successful sporting events, such as the [SilverLakes Summer Showcase](#) held annually in Norco.
 - Promote new investments that enhance the region’s sports infrastructure, such as Ontario’s planned 200-acre regional sports complex.
 - Target opportunities distinctive to the Inland Empire, such as extreme sports and other related outdoor recreational sports.
- Partner with sports organizations and governing bodies to attract large sporting events to the Inland Empire.
 - This aligns with the Greater Ontario California (GOCal) Strategic Plan 2023-2028, which is focused on developing the role of the Greater Ontario Sports and Entertainment Authority in the region.
- Utilize large-scale venues, such as the Ontario Convention Center and the Ontario Regional Sports Complex, as sites for events related to the LA28 Summer Olympics.
- Capitalize upon the international exposure of the Inland Empire’s LA28 Summer Olympic venues (e.g., Galway Downs for the equestrian events) to cultivate awareness of the region’s event hosting capabilities.

Convention centers and full-service lodging

The Inland Empire features two convention centers, the Ontario Convention Center and Riverside Convention Center.

The Ontario Convention Center is a facility for conferences, trade shows and events in Southern California, offering state-of-the-art amenities, expansive exhibition space and flexible meeting rooms in the Inland Empire. With its proximity to Ontario International Airport (ONT) and a range of nearby hotels, it provides a convenient and accessible location for both domestic and international visitors.

The Riverside Convention Center, located in downtown Riverside, offers a blend of indoor and outdoor event spaces, including ballrooms and a scenic outdoor plaza, making it an attractive choice for a variety of gatherings, from corporate meetings to social functions.

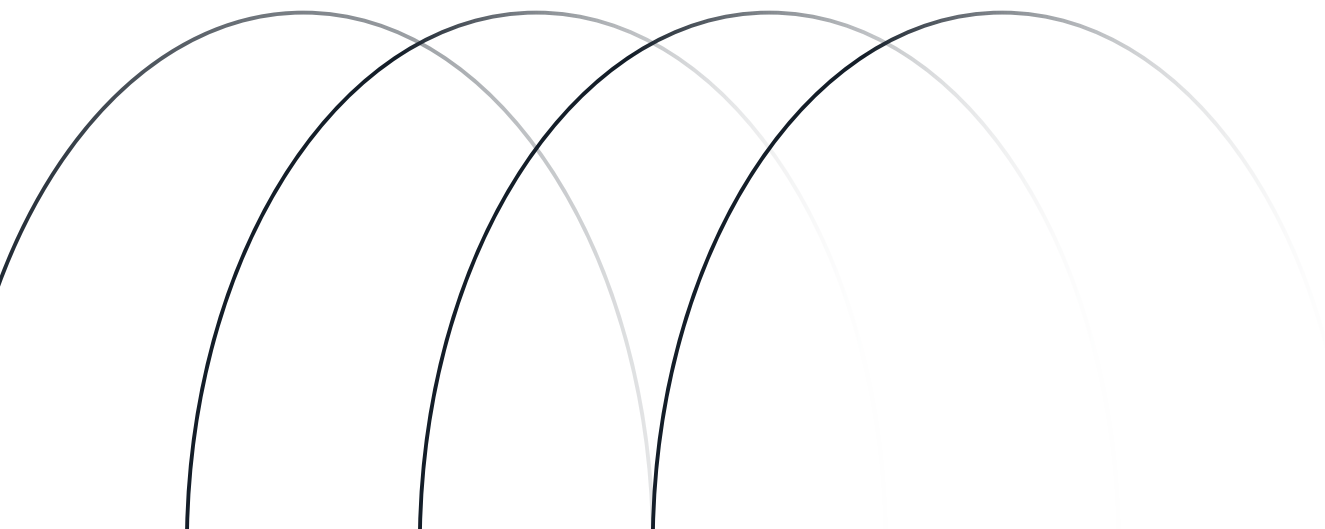
Ontario Convention Center is seeking to add 400,000 square feet of meeting space with a proposed completion date by 2027, and the Riverside Convention Center is also considering expansion plans. Stakeholders have identified the need for additional full-service lodging options convenient to the convention centers that are tailored to the needs of group and business travelers to further drive the Inland Empire’s appeal as a convention and group travel destination.

Key partners

Ontario Convention Center, Riverside Convention & Visitors Bureau, Ontario International Airport (ONT)

Strategies

- Leverage the planned expansion of the Ontario Convention Center to attract events, conventions and trade shows, with a focus on securing larger regional events that can drive significant overnight visitation and economic impact.
- Partner with convention center authorities in joint marketing efforts and outreach campaigns to promote the Inland Empire as a convenient and affordably priced meeting alternative in Southern California.
- Develop additional full-service, convention-focused lodging options proximate to the convention center, based on the needs of convention and meeting attendees.
 - This aligns with the Greater Ontario California (GOCal) Strategic Plan 2023-2028, which aims to increase bookings and room nights from conventions and events.



2 Improve tourism-related transportation infrastructure

Transportation

The Inland Empire’s transportation network is at a critical turning point, with major upgrades already in progress in specific areas. The launch of the Brightline high-speed rail link to Las Vegas, featuring Rancho Cucamonga as an end-point station, marks a substantial stride in public transit development. This project is expected to enhance visitor access to the region and decrease dependence on personal vehicles.

Efforts are underway to improve public transit and connectivity within the Inland Empire, focusing on making destinations like the San Bernardino Mountains and Southwest Riverside County more accessible, as well as enhancing connectivity to neighboring Los Angeles and Orange counties.

The region is moving toward a public transit-friendly culture, supported by investments in transportation infrastructure. The expansion of Ontario International Airport (ONT) highlights the importance of integrating the regional airports into the transit network. Microtransit programs such as [ONT Connect Shuttle](#) and [SB Connect](#) are being tested to improve user experience and encourage transit use.

Additionally, San Bernardino County Transit Authority and Ontario International Airport are collaborating on the ONT Connector project, which will create an underground transit link between the Rancho Cucamonga Metrolink Station and ONT terminals, aiming to reduce congestion in neighboring communities. The project will integrate with the Rancho Cucamonga Metrolink Station, connecting to the Brightline West high-speed rail and the West Valley Connector bus rapid transit service, and will feature an autonomous, zero-emission, on-demand transit system operated by Omnitrans. This project is an example of a transportation solution that will improve connectivity for visitors in the future.

Given the ongoing investments and significance of public transportation to the visitor experience, it is crucial that tourism stakeholders participate in public transportation discussions and forums in the region. Tourism stakeholders can use public meetings to advise on topics such as transit service planning, transit routes and scheduling, and assist transit authorities in addressing visitor needs and enhancing public transit connectivity within the Inland Empire, particularly in connecting outlying areas (e.g., Southwest Riverside County, Big Bear Lake).

Prioritizing connectivity, enhancing nonvehicular travel options and shifting away from car dependence are key to developing an efficient transit system that benefits residents, visitors and members of the local workforce.

Key partners

Caltrans, Omnitrans, San Bernardino Transit Center, Riverside Transit Agency, Southern California Association of Governments, Brightline West, Metrolink, IE Commuter, California High-Speed Rail Authority

Strategies

- Raise visitor awareness of alternative transportation solutions (e.g., microtransit, ridesharing, shuttles, autonomous vehicles) to enhance accessibility for tourists and commuters alike.
- Leverage the LA28 Summer Olympics as a catalyst for promoting the development of transportation infrastructure improvements that can be operated beyond the event itself and enhance the destination’s livability and appeal for both residents and visitors.

Regional airports

Ontario International Airport (ONT) is a transportation hub located in the Inland Empire, approximately 35 miles east of downtown Los Angeles in Ontario. It services a wide region that includes San Bernardino and Riverside counties, as well as portions of Orange County and Los Angeles County.

The airport is strategically positioned to serve the growing population of the Inland Empire and is known for its accessibility and convenience relative to the larger and more congested airports in Southern California. The airport plays a critical role in the region’s economic development, offering a range of domestic and international flights and it acts as a key driver for tourism and business connectivity in the area.

ONT has seen significant growth in passenger counts in recent years and is anticipated to experience robust future growth. ONT currently serves approximately 7 million passengers annually and, according to a report by the Southern California Association of Governments, is forecast to increase to approximately 36 million annual passengers by 2050. This rapid growth would rank the airport among the largest in the United States and significantly boost the economy of the Inland Empire region. While ONT has available land to accommodate future growth, the airport will require significant capital investment and planning to accommodate the anticipated increases in passenger count levels, including the expansion of the international terminal.

San Bernardino International Airport (SBD) is a public airport located in San Bernardino, which serves the Inland Empire region. It provides a range of aviation services, including general aviation, air cargo operations and commercial flights. With its strategic location and capacity for expansion, SBD is poised to play an increasingly important role in the region’s connectivity and development.

By leveraging the strategic locations and growing capacities of both SBD and ONT, the Inland Empire can serve as a gateway to Southern California, significantly enhance its regional connectivity, attract more visitors and stimulate economic development.

Given the significant planned growth of the Inland Empire’s commercial airports and the impact on visitation and visitor experience, it is crucial that tourism industry stakeholders provide input on key infrastructure investments and the expansion of air service to longer haul markets such as the East Coast, international markets and other strategic destinations that can drive greater overnight visitation and length of stay.

Key partners

Ontario International Airport (ONT), San Bernardino International Airport (SBD)

Strategies

- Consider branding and naming opportunities for ONT that increase awareness of the larger Inland Empire region it serves, capture and enhance ONT’s appeal across the broader Southern California region and provide visitors and airline partners a better understanding of the airport’s geography in a manner that limits confusion with other large markets (e.g., Ontario, Canada).
- Promote ONT and SBD to inbound travelers as a more convenient gateway to Southern California by highlighting the convenience relative to larger airports and proximity to neighboring areas such as the Orange County, the Los Angeles and the Deserts regions.
 - This aligns with the Greater Ontario California (GOCaI) Strategic Plan 2023-2028, which aims to support Ontario International Airport in lift and marketing efforts.

3 Support workforce development

The Inland Empire Stakeholder Survey highlighted that stakeholders are experiencing challenges related to recruiting and attracting employees in the tourism industry, as indicated by 57% of respondents. Labor availability was also highlighted as an obstacle for tourism in the Inland Empire by 27% of respondents.

DMOs and other tourism and hospitality stakeholders consistently highlighted the challenges of attracting and retaining labor in the region. They also emphasized the need to include the tourism industry in discussions about workforce development initiatives in the region.

Additionally, stakeholders stressed the importance of workforce training, with DMOs such as GOCal leading the way with its “I Am” Greater Ontario Hospitality Workshop and Training program. The goal of this program is to educate guest-facing trainees on the destination and its offerings, so that they may provide the best recommendations possible for guests visiting the region. A similar, larger-scale program could have a significant impact if implemented in the rest of the region’s destinations.

By focusing on workforce training and recognizing the value of tourism careers, the Inland Empire can enhance the long-term success and sustainability of the tourism industry in the region.

Key partners

Tourism Diversity Matters, Riverside County Workforce Development, San Bernardino County Workforce Development, Cal State San Bernardino, University of California-Riverside, California State Polytechnic University-Pomona, San Bernardino Valley College, Riverside City College, American Hotel and Lodging Association, ConnectIE, Inland SoCal United Way, Inland Empire Desert Regional Consortium, Inland Empire/Desert Regional Consortium, California Workforce Development Board

Strategies

- Increase available workforce by leveraging existing apprenticeship programs, such as the American Hotel and Lodging Association Foundation Apprenticeship Program and Tourism Diversity Matters Apprenticeship Program in one or more of the three distinct career tracks: a destination track, a sports track and a meetings and events track.
- Partner with local educational institutions that have hospitality management programs (e.g., Cal State San Bernardino, UC Riverside, Cal Poly Pomona) as well as local vocational training centers, and industry associations (Tourism Diversity Matters) to leverage programming that prepares individuals for careers in tourism and hospitality.
 - Establish paid internship and mentorship opportunities for students that provide hands-on experience and career pathways within the industry.
 - Establish a certificate program or continuing education program to enhance the skills and knowledge of the current and future workforce in tourism and hospitality.
- Develop tourism and hospitality-focused career fairs across the region to market industry career opportunities to individuals employed in other industries.
- Implement a region wide training program to train tourism ambassadors on the Inland Empire region, enabling them to deliver exceptional visitor satisfaction and enhance the knowledge of the diverse offerings of the broader Inland Empire region.
 - Leverage GOCal’s “I Am” Greater Ontario Hospitality Workshop and Training program implemented in the cities of Ontario and Rancho Cucamonga. The program is designed specifically to inform and educate trainees about the destination, with a focus on customer service and hospitality training. This aligns with the Greater Ontario California (GOCal) Strategic Plan 2023-2028, which emphasizes the continued importance of implementing the “I Am” program to train tourism ambassadors.

4 Enhance regional marketing and messaging

The Inland Empire offers a unique blend of attractions including outdoor recreation areas, ski resorts, historic landmarks, wineries and urban centers. Destinations such as the San Bernardino Mountains provide outdoor enthusiasts with opportunities for hiking, skiing and mountain biking. The region is also home to the scenic Temecula Valley Wine Country, where visitors can explore wine tasting and vineyards. The Inland Empire has a number of historical sites, such as The Mission Inn Hotel & Spa. For shoppers, the Ontario Mills and Victoria Gardens are popular retail offerings for the region.

With its strategic location as a gateway to the neighboring regions of Southern California, including Los Angeles, Orange County and the Deserts, the Inland Empire is positioned as a central hub for Southern California adventures. By capitalizing on this geographical advantage, the Inland Empire can enhance its appeal as a starting point for tourists seeking to experience the variety of attractions that Southern California has to offer.

According to the Inland Empire Stakeholder Survey, approximately 80% of respondents ranked the Inland Empire’s brand strength as a three out of five or lower, with one being very weak and five being very strong. The region should strive to build a clear Inland Empire brand that reflects the diversity of experiences and nuance of the region, with the goal of unifying the various communities and attractions in the region under a cohesive brand identity.

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Key partners

GOCal, Discover IE, Visit Temecula Valley, Visit Big Bear, Riverside Convention Center & Visitors Bureau, 10Lake Valley

Strategies

- Develop a cohesive and unified brand identity for the Inland Empire that incorporates sub-branding to highlight the unique characteristics and offerings of its diverse subregions (e.g., urban areas, San Bernardino Mountains, 10Lake Valley).
- Enhance recognition of the Inland Empire brand and its diverse offerings, including rich cultural heritage, historical landmarks and outdoor recreational opportunities.
 - This aligns with the Visit Temecula Valley 2023-2025 Strategic Plan vision to “become a must-visit, premier lifestyle destination in Southern California.”
- Enhance the Inland Empire’s positioning as a convenient gateway to Southern California, including the Los Angeles, the Orange County and the Deserts regions.

Conclusion

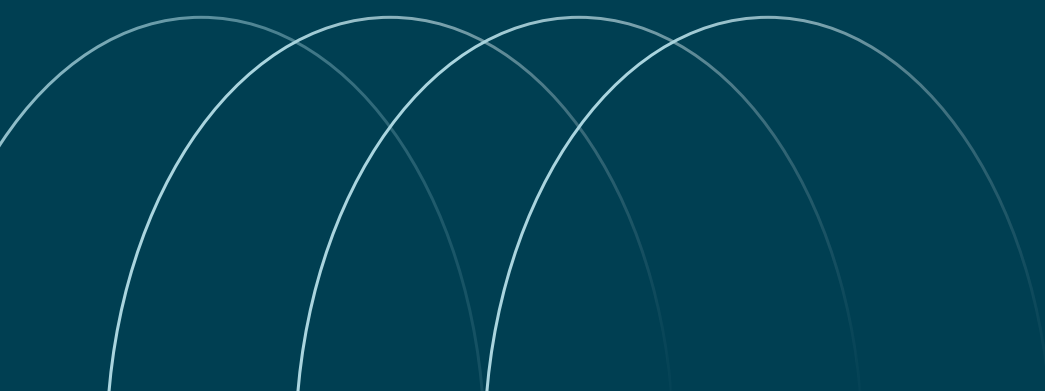
The creation of the Inland Empire Regional Strategic Tourism Plan marks a pivotal achievement in the collective endeavor to enhance and sustain the region’s tourism sector. Through thorough stakeholder engagement, in-depth research and strategic analysis, this report aims to steer the Inland Empire toward a dynamic, sustainable future.

The development of this report has been characterized by commitment, creativity and a unified vision among a diverse array of stakeholders. Contributions from DMOs, economic development agencies, arts organizations, cultural institutions, attraction operators, transportation agencies, airport authorities, hoteliers, non-profit organizations and others have culminated in a plan that is both ambitious and actionable.

The opportunities identified — Tourism Product Development, Tourism-Related Transportation Infrastructure, Workforce Development and Regional Marketing and Messaging — serve as the cornerstone of our strategy. Each opportunity is backed by actionable strategies, ensuring that the plan is not merely aspirational but also executable.

While the path ahead may pose challenges, it simultaneously presents significant opportunities for growth, innovation and positive transformation in the region. By remaining aligned with the region’s vision and values, the Inland Empire can surpass expectations and serve as a future benchmark for sustainable tourism development.

The project team expresses gratitude to all who dedicated their time, insights and enthusiasm to this strategic process. Your participation has been vital in identifying opportunities that genuinely reflect the needs and aspirations of the Inland Empire region.



Appendix

Regional advisory committee members

JLL extends its heartfelt appreciation to the entire Visit California team, the dedicated members of the regional advisory committee, as well as the stakeholders and partners across the community who actively participated in the regional strategic tourism planning process for the Inland Empire. Without their unwavering support and commitment, this plan would not have been possible. Thank you all for your contributions.

Name	Organization
Amanda Hernandez	City of San Bernadino
Drew Oberjuerge	Riverside Art Museum
Freddy Bi	Discover Inland Empire
John Kelliher	Grapeline Wine Tours
Krista Chaich	Temecula Valley WineGrowers Association
Michael Burrows	San Bernadino International Airport
Michael Feeley	Pechanga Development Corporation
Michael Krouse	Greater Ontario California
Monique Rangel	Visit Big Bear
Quinn Annelin	Ontario International Airport
Scott Wilson	Visit Temecula Valley
Stephanie Stethem	Riverside County Office of Economic Development
Travis Scott	Visit Big Bear
Wade Reeser	Big Bear Mountain Resort

Engaged destination marketing organizations and convention and visitors bureaus

JLL extends its sincere thanks to the destination marketing organizations and convention and visitors bureaus whose partnership and expertise were essential to the success of this project. Their insights into local tourism landscapes and their commitment to collaboration were invaluable.

Organization
Discover Inland Empire
Visit Big Bear
Visit Temecula Valley
Greater Ontario California
Riverside Convention & Visitors Bureau



Destination plans review database

A review of the following existing regional plans was conducted to establish context and identify key priorities and available resources for this project.

City/County	Name of plan	City/County	Name of plan
Temecula	Visit Temecula Valley Strategic Plan	Chino Hills	City of Chino Hills General Plan
Big Bear Lake	Visit Big Bear Strategic Marketing Plan	Perris	Climate Action Plan
Ontario	Greater Ontario California (GOCal) Strategic Plan	Apple Valley	Climate Action Plan
San Bernardino	City of San Bernardino's General Plan	Redlands	Redlands Community Sustainability Plan
Moreno Valley	City of Moreno Valley General Plan 2040	Lake Elsinore	City of Lake Elsinore Climate Action Plan
Fontana	City of Fontana Climate Action Plan	Eastvale	General Plan
Ontario	Ontario Community Climate Action Plan	Yucaipa	City of Yucaipa Climate Action Plan
Rancho Cucamonga	Rancho Cucamonga Climate Action Plan	Colton	City of Colton Climate Action Plan
Corona	2020-2040 General Plan	San Jacinto	Envision San Jacinto 2040 General Plan
Victorville	Civic Center Community Sustainability Plan	Beaumont	Sustainable Beaumont: The City's Roadmap to Greenhouse Gas Reductions
Murrieta	Climate Action Plan	Montclair	City of Montclair General Plan
Temecula	City of Temecula Quality of Life Master Plan 2030	Wildomar	City of Wildomar Horizons Development Project
Jurupa Valley	2017 General Plan	Banning	City of Banning General Plan
Rialto	Rialto General Plan	Norco	General Plan 2021-2029 Housing Element
Menifee	General Plan	Loma Linda	City of Loma Linda General Plan
Hesperia	City of Hesperia Climate Action Plan 2010	Grand Terrace	Grand Terrace General Plan
Hesperia	Hesperia General Plan 2010	Canyon Lake	General Plan
Chino	City of Chino General Plan 2025	Calimesa	City of Calimesa 2014 General Plan
Hemet	City of Hemet 2030 General Plan	Big Bear Lake	City of Big Bear Lake General Plan
Upland	Final General Plan		

Focus group attendees

JLL extends its sincere gratitude to all the focus group participants whose valuable insights and contributions were essential to the development of this plan. Your time and expertise are deeply appreciated.

Name	Organization
Amanda Hernandez	City of San Bernardino
Amanda Shewan	Ontario Mills
Bill Wilson	Wilson Creek Winery
Cherise Manning	Great Escape Hot Air Ballons
Chris Johnson	Home2 Suites by Hilton Temecula
Christine Damko	City of Temecula
Christopher Baily	Baily's Restaurant & Winery
Ciara Green	Pechanga Development Corporation
Connie Stopher	Economic Development Coalition
Courtney Jones	San Bernardino County Economic Development Department
Derek Armstrong	Economic Development - San Bernardino
Diana McMann	Temecula Creek Inn
Donna Soumphonphakdy	24Seven Hotels
Dr. Gil Keinan	Local Equity & HObsequio Group
Drew Oberjuerge	Riverside Art Museum
Francie Palmer	Brightline West
Freddy Bi	Discover Inland Empire
Jeff Wiens	Wiens Cellars
Jeffrey Kurtz	Promenade Temecula
Jennifer McLain Hiramoto	City of Ontario
John Kelliher	Grapeline Wine Tours
Julie Grau	Toyota Arena, Greater Ontario California
Ken Smith	Galway Downs, Wineries, Golf Courses
Krista Chaich	Temecula Valley Wine Growers Assoc
Laura Stearn Wieters	Domaine Chardonnay, Temecula STRs
Lorraine Chapman	Greater Ontario California/Ontario Convention Center

Name	Organization
Dr. Manfred Keil	Inland Empire Economic Partnership
Mark Gibbs	San Bernardino International Airport
Matt Burris	City of Rancho Cucamonga
Matt Rice	Europa Village Winery
Michael Feeley	Pechanga Development Corporation
Michael Jimenez	San Bernadino County
Michael Krouse	Greater Ontario California
Missy Stanisz	San Manuel Band of Mission Indians
Naomi Briones	Marriott Riverside at the Convention Center
Paul Granillo	City of Ontario Economic Development, IEEP
Quinn Annelin	Ontario International Airport
Rakesh Mehta	Visit 29 Palms, SureStay Plus Twentynine Palms
Randi Johl	City of Temecula
Rebaux Steyn	Temecula Valley Winery Management, FLC Family of Companies
Robert Moran	Riverside County Office of Economic Development
Robin Bull	Lake Arrowhead Chamber
Sarah Watterson	Brightline West
Scott Wilson	Visit Temecula Valley
Shaheen Roostai	Riverside Convention & Visitors Bureau
Stephanie Stethem	Riverside County Office of Economic Development
Stephen Sprague	South Coast Winery Resort & Spa, Carter Estate Winery and Resort
Terence Sullivan	Lake Arrowhead Resort & Spa
Tim Watkins	San Bernardino County Transportation Authority
Travis Scott	Visit Big Bear
Wade Reeser	Big Bear Mountain Resort

Stakeholder interviewees

JLL extends its sincere thanks to the stakeholders and interviewees for their collaborative spirit and willingness to share their knowledge. Their partnership was invaluable in achieving the goals of this project.

Name	Organization
Alberto Jasso	San Manuel Band of Mission Indians
Amanda Hernandez	City of San Bernardino
Amanda Shewan	Ontario Mills
Atif Elkadi	Ontario International Airport
Bassam Shahin	DoubleTree by Hilton Hotel Ontario Airport
Ben K.	Temecula Creek Inn
Bill Wilson	Wilson Creek Winery
Brad Gates	San Bernardino County Workforce Development
Breana Roberts	Homewood Suites by Hilton San Bernardino
Cherise Manning	A Grape Escape Hot Air Balloon Adventure
Chris Johnson	Home2 Suites by Hilton Temecula
Christine Damko	City of Temecula
Christine Pham	Victoria Gardens
Christopher Baily	Baily's Restaurant & Winery
Christopher Jicha	City of San Bernardino
Christy Tran	CPBS
Ciara Green	Pechanga Resort Casino
Connie Stopher	Economic Development Coalition
Courtney Jones	City of Ontario
Danielle Rahill	Goldsmiths Sports
Darren Hofstra	Temecula Creek Inn
David Myers	San Bernardino County Museum
Derek Armstrong	Economic Development - San Bernardino
Diana McMann	Temecula Creek Inn
Don Ayres III	Ayres Hotels, Moreno Valley
Donna Soumphonphakdy	24Seven Hotels
Dr. Gil Keinan	Local Equity & HObsequio Group
Drew Oberjuerge	The Riverside Art Museum
Elvia Chaidez	Ontario Airport Hotel & Conference Center
Emily Bloom	South Coast Winery Resort & Spa
Francie Palmer	Brightline West
Freddy Bi	Discover Inland Empire
Hiral Patel	Sagemont Hotels
Jeff Wiens	Wiens Cellars
Jeffrey Kurtz	Promenade Temecula
Jennifer McLain Hiramoto	City of Ontario

Name	Organization
Jessica Stops	San Manuel Band of Mission Indians
Joanna Gavilanes	City of San Bernardino
John Kelliher	Grapeline Wine Tours
Juan Herrera	San Manuel Band of Mission Indians
Julie Grau	Greater Ontario California, Toyota Arena
Justin Balancio	Greater Ontario California
Ken Smith	Galway Downs, Wineries, Golf Courses
Krista Chaich	Temecula Valley Wine Growers Association
Krystal Aponte	Stryder Transportation
Laura Stearn Wieters	Domaine Chardonnay, Temecula STRs
Linda Goldsmith	Goldsmiths Sports
Lori Ware	Yaamava' Resort & Casino
Lorraine C. Chapman	Greater Ontario California/Ontario Convention Center
Luke Watson	City of Temecula
Manfred Keil	Inland Empire Economic Partnership
Marcy Calzada	Robert Renzoni Winery
Mark Gibbs	San Bernardino International Airport
Matthew Buris	City of Rancho Cucamonga
Matt Peterson	City of Temecula
Matt Rice	Europa Village
Matthew Mena	Inland Economic Growth & Opportunity
Melissa Howlett	California Governor's Office of Business and Economic Development, CalBIS
Michael Burrows	San Bernardino International Airport
Michael Feeley	Pechanga Development Corporation
Michael Jimenez	San Bernadino County
Michael Krouse	Greater Ontario California
Michael Perry	Visit Big Bear
Missy Stanisz	San Manuel Band of Mission Indians
Monique Rangel	Visit Big Bear
Nadia Alvarez	Temecula Creek Inn
Naomi Briones	Marriott Riverside at the Convention Center
Nathan Hultgren	Riverside County Office of Economic Development
Nicole Ramos	Omnitrans
Paul Granillo	City of Ontario Economic Development, IEEP
Pia Sanders	The Mission Inn Hotel & Spa
Poonum Patel	California Governor's Office of Business and Economic Development, CalBIS
Preston	Europa Village
Quinn Annelin	Ontario International Airport

Name	Organization
Rakesh S. Mehta	Saria Management
Randi Johl	City of Temecula
Rebaux Steyn	Temecula Valley Winery Management, FLC Family of Companies
Robert Moran	Riverside County Office of Economic Development
Robin Bull	Lake Arrowhead Communities Chamber of Commerce
Ryan Calderon	San Bernardino International Airport
Sandra Miller	Glen Ivy Hot Springs
Sarah Watterson	Brightline West
Scott Wilson	Visit Temecula Valley
Sharad Kadakia	Greens
Stacy Gorin	San Bernardino National Forest
Stephanie Castro	City of San Bernardino
Stephanie Stethem	Riverside County Office of Economic Development
Stephen Sprague	South Coast Winery, Carter Estate
Steve Lambert	The 20/20 Network
Sue Oxarart	Just Say SO (Previous Greater Ontario California)
Tanya Spiegel	City of Rancho Cucamonga
Terence Sullivan	Lake Arrowhead Resort & Spa
Tim Watkins	San Bernardino County Transportation Authority
Wade Reeser	Big Bear Mountain Resort

Visited points of interest

The following points of interest were visited to gather firsthand information and context for this project.

Point of Interest	Location
Big Bear Village	Big Bear
Big Bear Mountain Resort	Big Bear
Ontario Convention Center	Ontario
Toyota Arena	Ontario
Ontario International Airport	Ontario
Ontario Welcome Center	Ontario
Ontario Mills	Ontario
The Mission Inn Hotel & Spa	Riverside
The Cheech Marin Center for Chicano Art & Culture of the Riverside Art Museum	Riverside
San Bernardino Airport	San Bernardino
Yamaava' Resort & Casino	San Manuel
Temecula Creek Inn & Golf Course	Temecula
Pechanga Resort Casino	Temecula
Grapeline Wine Tours	Temecula
South Coast Winery Resort & Spa	Temecula
Temecula Valley Wine Country	Temecula
Old Town Temecula	Temecula
Wilson Creek Winery	Temecula
Galway Downs	Temecula
Carter Estate Winery and Resort	Temecula
Europa Village Wineries & Resort	Temecula



Avensole Winery

Global destinations’ readiness for sustainable tourism

- Tourism readiness index is the product of a partnership between JLL and the World Travel & Tourism Council to assess global cities’ tourism readiness.
- While readiness will depend on the ambitions and goals of every city, WTTC & JLL define tourism readiness as a strategic and all-inclusive approach that proactively addresses and implements factors and policies relating to scale, concentration, leisure and business offerings, environmental and urban readiness, safety and security, as well as the prioritization of tourism.
- Indeed, no two destinations are better than another or the same and, as such, the challenges they will face, and the opportunities to unlock their tourism potential, will differ.
- However, commonalities can be identified to provide a framework through which cities can assess their context and plan for the future.

Tourism readiness index

- Comprehensive analysis addresses what makes a destination ready for sustainable travel and tourism.
- Assess current positioning and ability to manage growth
- Indicators | 75 data points across all facets of the tourism economy
- Outcomes | eight categories and five destination typologies



Globally recognized tool validated by over 100 domestic and international destinations and the World Travel & Tourism Council



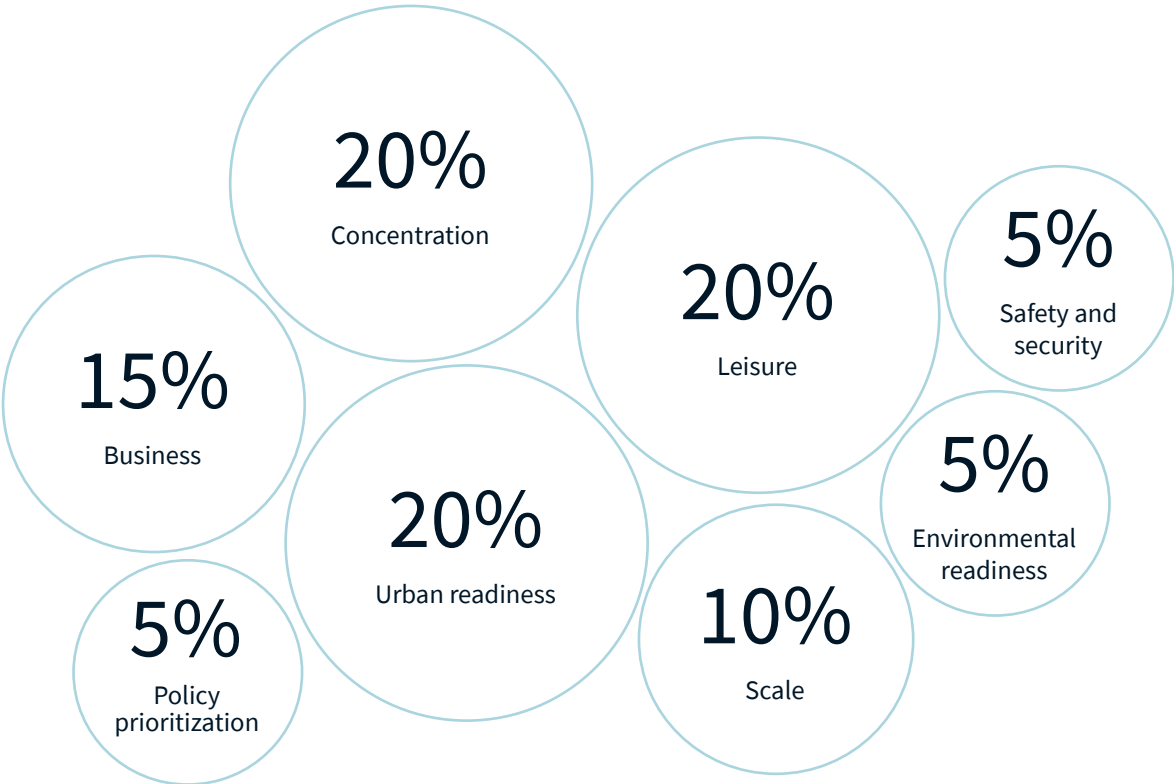
Tourism Readiness Index Categories

- | | |
|----------------------------|--------------------------|
| 1. Scale | 5. Concentration |
| 2. Leisure | 6. Business |
| 3. Environmental readiness | 7. Urban readiness |
| 4. Safety and security | 8. Policy prioritization |

Levels of readiness | Destination typologies

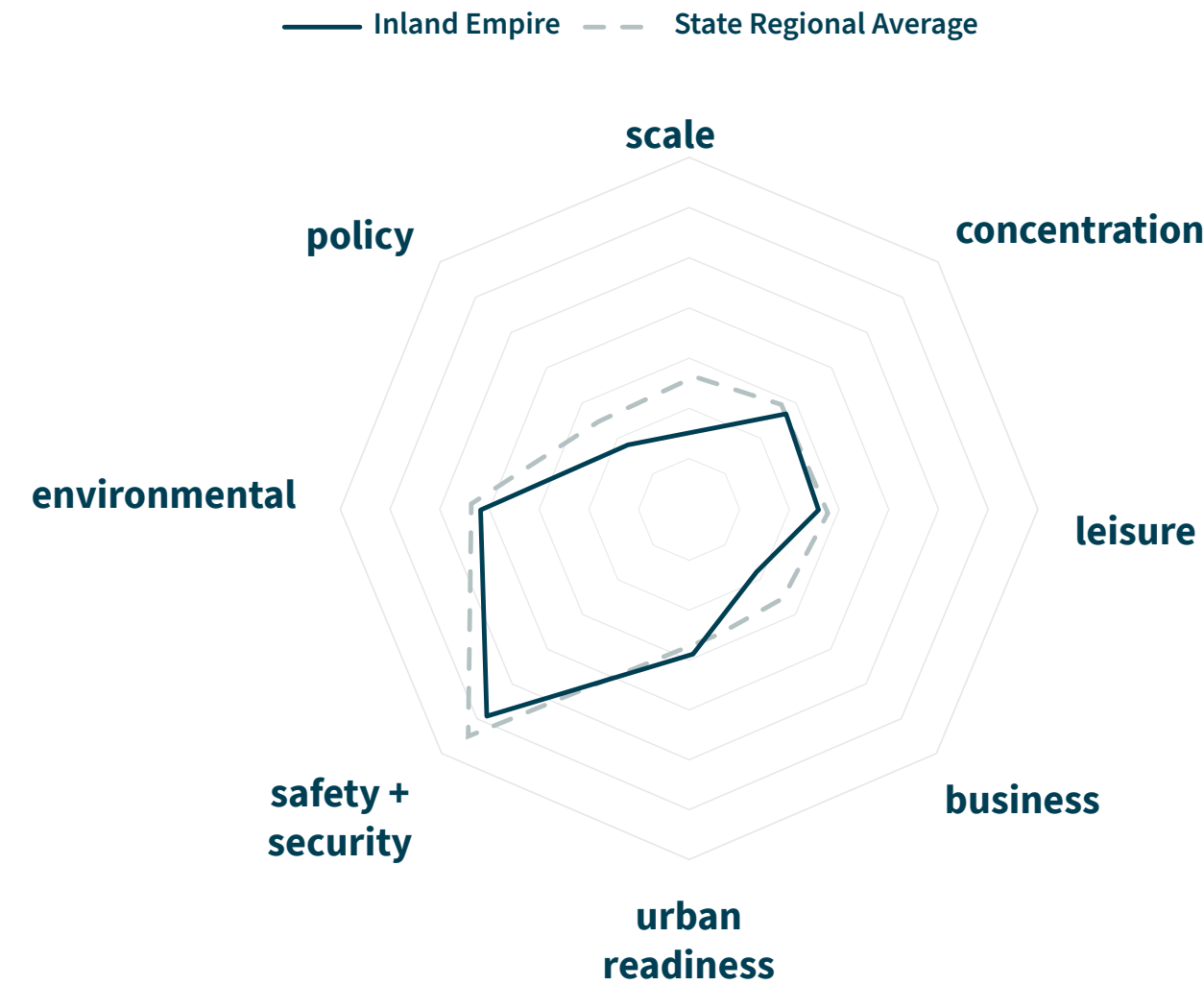
Dawning Developers	Emerging Performers	Balanced Dynamics	Mature Performers	Managing Momentum
Limited tourism infrastructure	Growing momentum	Established infrastructure	Strong leisure and/or business travel dynamics	Historically high growth momentum
Gradual tourism growth	Rising infrastructure	Growth in business and leisure paces with scale	Established tourism infrastructure	Aging or strained tourism infrastructure
Opportunities ahead with planning	Opportunities for strategic development	Equalized scale and concentration	Proactively manage pressures and capacity building	Feeling the pressures of scale and concentration
	Smaller scale — may experience pressures			

Weights by category



Inland Empire results

Outcome by pillar



Demand driver scorecard

Process — multistep assessment of destination assets



Utilize visitor traffic and flow data to assess current demand



Place individual assets on scale based on eight criteria to score



Rate anything that is a 6-7 or greater as the region’s attractors



Utilize the outcome to identify future competitive positioning



Recommend new investment or enhancement to grow assets on the scale

Score card elements

Item	Definition	Max point value
One of a kind	Captivating content or collections that drives interest and appeal Proximity of alternative similar offerings can be a factor in overall uniqueness	25
Iconic scale	Dramatic visual prompting a curiosity powerful enough to inspire a visit (Instagram worthy — trying to capture a moment)	20
Engaging visitor experience	Interaction between the guest and the attraction	15
Current visitor demand	Level of visitor traffic, reviews etc. to the asset currently	15
Event opportunities	Programming temporal, catalytic events	10
Venue capabilities	Easily transformed and adapted to host various functions	5
Identified target audience(s)	Multiple target audience and visitor types can be targeted based on overall connectivity	5
Future unique development	Upcoming additions or plan initiatives that elevate potential	5

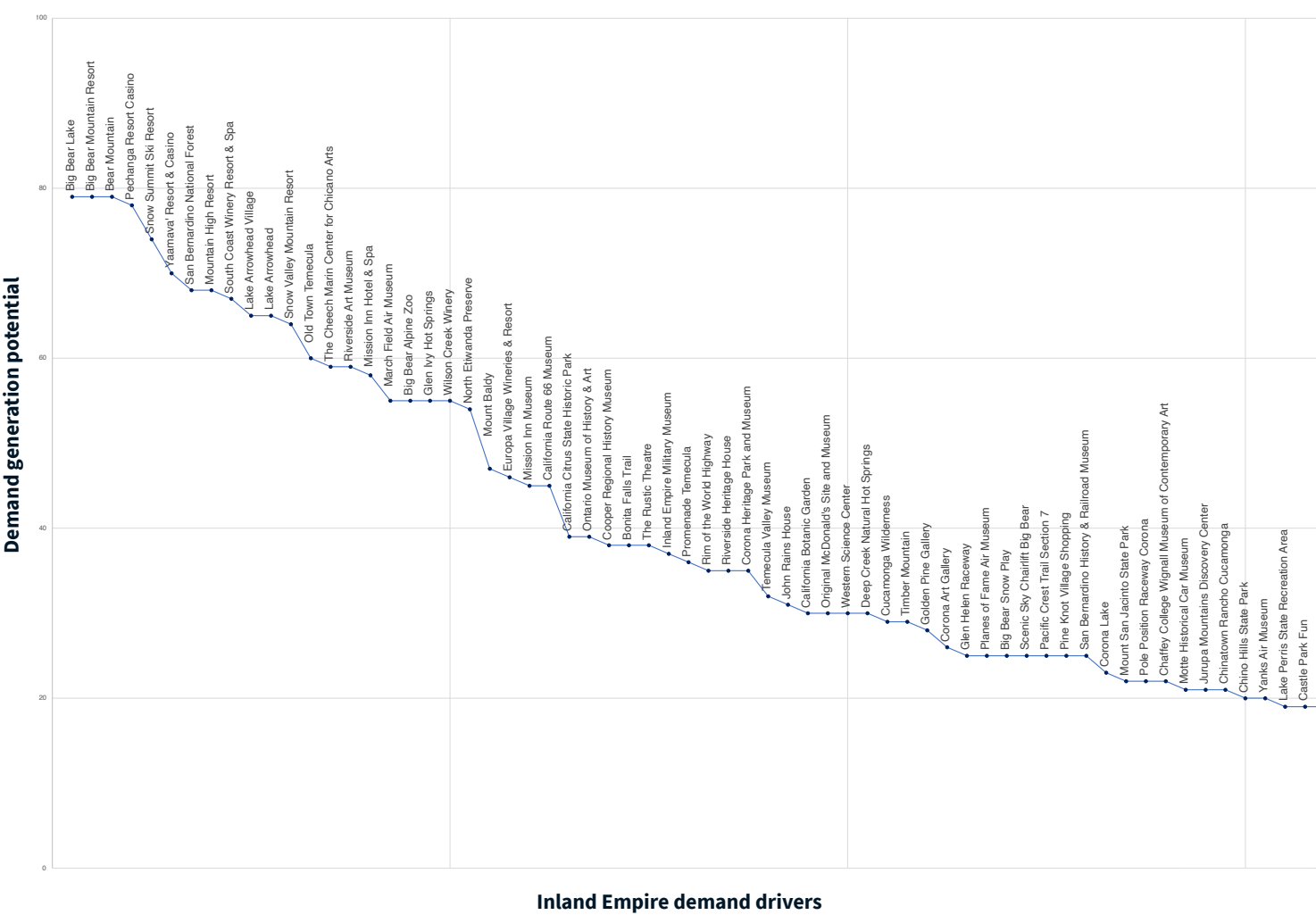
Score Card: Eiffel Tower sample scoring

Item	Definition	Score	Max point value
One of a kind	Captivating content or collections that drives interest and appeal. Proximity of alternative similar offerings can be a factor in overall uniqueness.	25	25
Iconic scale	Dramatic visual prompting a curiosity powerful enough to inspire a visit (Instagram worthy — trying to capture a moment)	20	20
Engaging visitor experience	Interaction between the guest and the attraction	15	15
Current visitor demand	Level of visitor traffic, reviews, etc., to the asset currently	15	15
Event opportunities	Programming temporal, catalytic events	10	10
Venue capabilities	Easily transformed and adapted to host various functions	5	5
Identified target audience(s)	Multiple target audience and visitor types can be targeted based on overall connectivity	5	5
Future unique development	Upcoming additions or plan initiatives that elevate potential	5	5

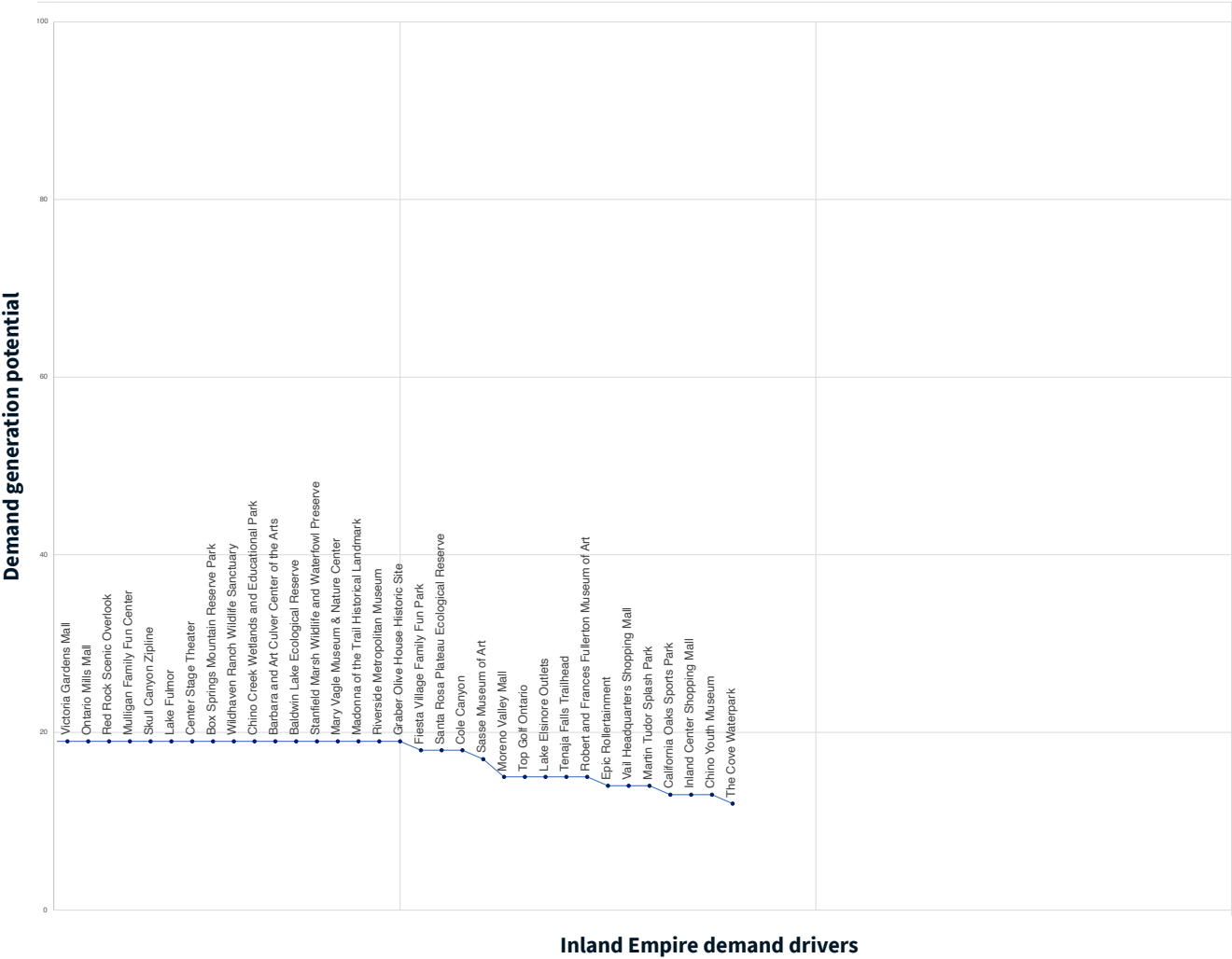


Big Bear Mountain

Inland Empire demand drivers



Inland Empire demand drivers



Event matrix

Purpose — Use criteria that drives event return to understand the current landscape of successful events and position the region to support up and coming events.



Identify key events serviced by the region



Rate events on matrix using 11 criteria



Identify those events that can grow in specific areas through matrix outcomes



Work with organizers on tactics for implementation

Program components

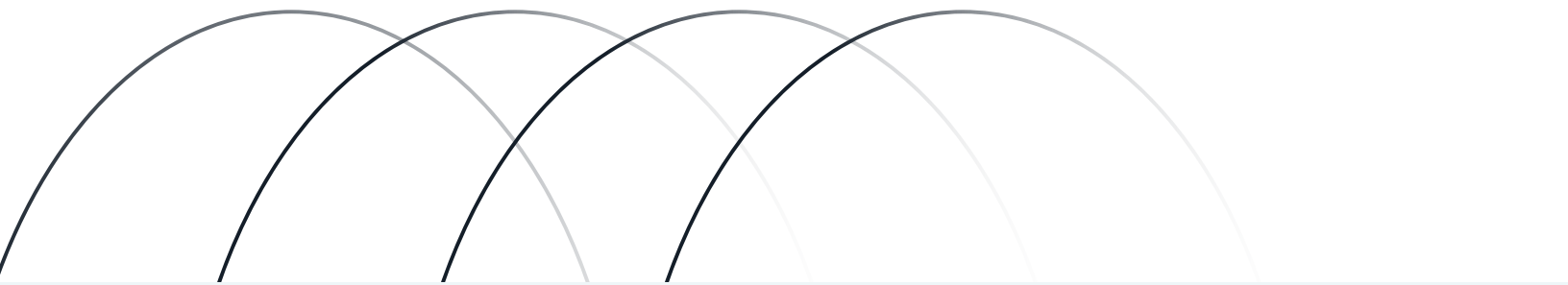
- Tourism promotion — destination impact
- Benefit to the destination brand
- Innovation — uniqueness
- Evidence of partnerships
- Organizational structure and management capability
- Economic impact (direct spending)
- Suitable target market(s)
- Comprehensive marketing plan/approach
- Overnight stays (room nights)
- Scale of project — future potential
- Time of year — need periods

Multi-day event

Each event is scored as a single instance, regardless of duration. The evaluation, across the 10 criteria, considers the event’s overall impact and attendance. Instead of daily attendance, the Event Matrix uses criteria such as total overnight stays and the suitability of the event’s target markets. The approach to determining overnight stays involves a two-stage analysis. The first stage uses methods tailored to each event’s reporting sophistication, including reviewing event websites (for past statistics and future room block numbers), reported attendance on Destination Marketing Organization (DMO) websites, and public articles for high-profile events. In the second stage, DMO representatives and regional advisory committees qualitatively review these findings to provide feedback and revisions, validating the scoring process.

Risk

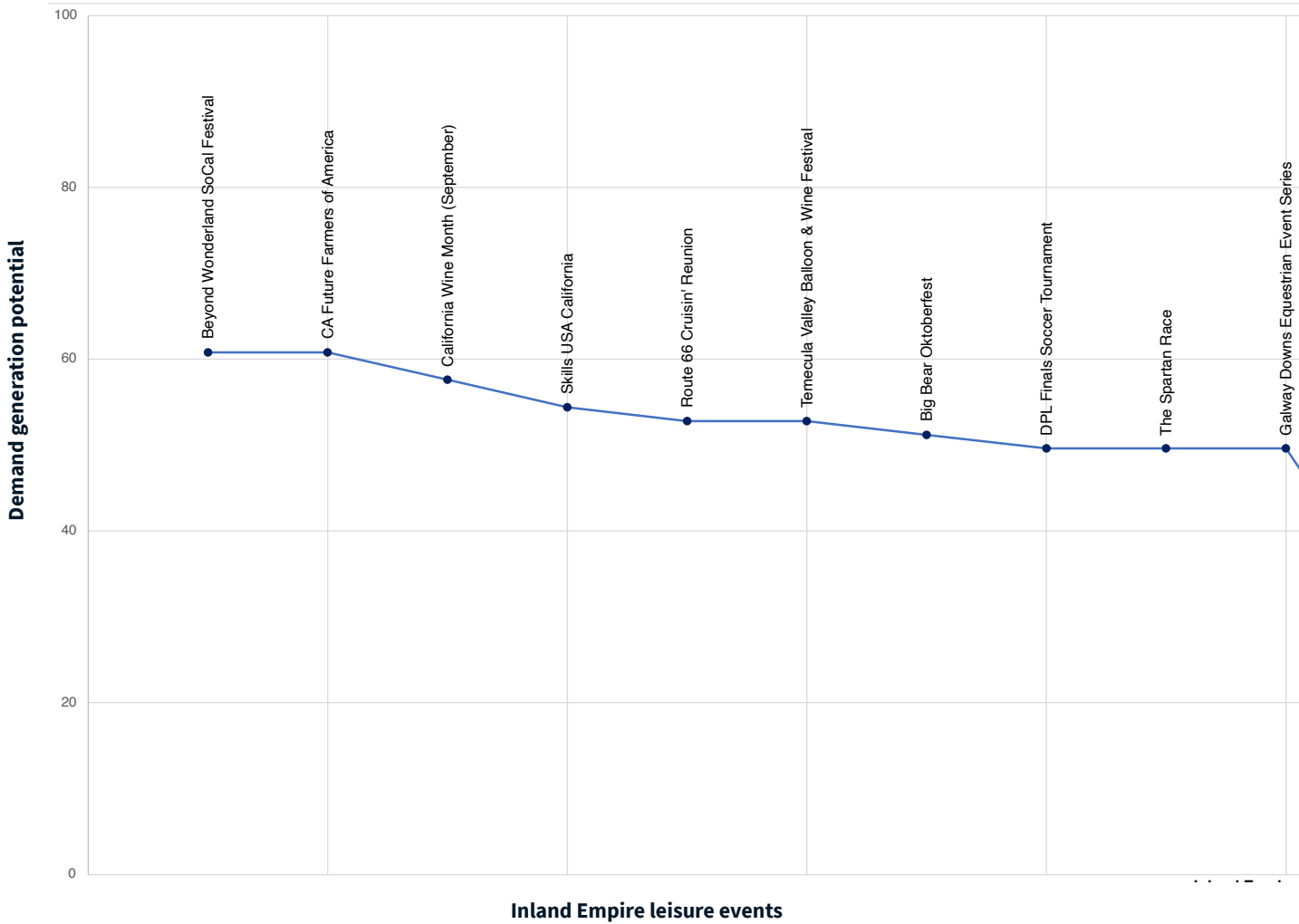
The Event Matrix tool does not directly incorporate event-related risks into final scores, as these considerations are outside its scope. However, stakeholder-identified regional risks, including public safety challenges and high liability insurance premiums due to climate-related risks have been addressed in regional plans and discussions.



Program components

	Fail	Poor	Average	Above average	Excellent	Total points awarded
Program components						10
1. Tourism promotion – destination impact						10
2. Benefit to the destination brand						10
3. Innovation - uniqueness						10
4. Evidence of partnerships						10
5. Organizational structure & management capability						10
6. Economic impact (direct spending)						10
7. Suitable target market (s)						10
8. Comprehensive marketing plan/ approach						10
9. Overnight stays (room nights)						10
10. Scale of project – future potential						10
+Bonus- need periods/time of the year						
Total maximum possible points = 55						100

Inland Empire leisure events



Inland Empire leisure events

