Indian Wells City Council & Housing Authority

April 17, 2025

STAFF REPORT

To: City Council

From: City Manager Department

Prepared by: Christopher Freeland, City Manager

Subject: **2025 Strategic Planning and Goal Setting Session for the City, Housing Authority, and Golf Resort**

RECOMMENDED ACTIONS:

City Council and Housing Authority **REVIEWS, DISCUSSES,** and provides **DIRECTION** on the 2025 Strategic Planning Goals, Strategies, and Initiatives.

BACKGROUND:

Strategic planning determines where an organization is going over the next year or more, how it is going to get there, and how it knows if the goals were reached or not. This is the City's "Game Plan." The focus of a strategic plan is to outline the goals of the City Council and Housing Authority for the benefit of the community/organization over a period of time (one, three, or five years are being recommended). Goals-based planning starts with a focus on the organization's vision and/or values, then the selection of projects and programs to meet and achieve the goals, an analysis of the resources needed and available, and finally, who will do what and by when.

The goals also need to be realistic and obtainable. The discussion or analyses needs to include an assessment of the City' internal capabilities and resources to complete the goals. It is also especially important to have a consensus of the goals to maximize the use of resources and to streamline the process of approving the individual projects and programs that make up the goals.

In addition, Goals should also reflect how they support and further the City's Mission Statement.

Indian Well's Mission Statement:

> *Create an unsurpassed quality of life for our residents and guests by providing superior public safety, exceptional service and outstanding amenities that will further enhance our image as a prestigious community and international resort destination.*

Goal setting has the following benefits:

- A better understanding by citizens and staff of the City Council's plans as a single governing body for the future of the City of Indian Wells.
- Focusing on priorities and initiatives that will have the greatest benefit to the community.
- Formally adopted City Council Goals provide staff with formal directions to plan and organize resources efficiently and effectively to ensure their timely completion.
- Identifying funding priorities and appropriations for transparent and efficient use of City and Housing Authority funds.
- Goals are established to allow flexibility to meet changing needs of the community.
- City staff are more focused and accountable in achieving City Council Goals.
- Creating a sense of direction and purpose, fostering trust and goodwill with residents and stakeholders.

Contained within each goal are various strategies and initiatives designed to achieve the various goals. A strategy is the approach taken to reach a goal, while the initiatives are more specific actions guided by the strategy designed to achieve the goals. For example, in Goal #1-Safeguarding the Community, "expand emergency preparedness programs" is a strategy, while "seek funding to rebuild/rehabilitate City emergency operation center" is an initiative.

During last year's Strategic Planning Session held on April 2, 2024, the City Council and Housing Authority approved various projects. Those projects, as well as others added during the year that are still being worked on are contained within this report and denoted with an *.

DISCUSSION:

Staff has compiled the goals, strategies, and initiatives contained within this report through the following actions:

- City Manager reached out to each Councilmember to solicit goals, strategies, and initiatives of interest to each of them.
- Mayor Whitman sent out a "Mayor's Brief" to residents soliciting input from the community on topics for discussion at Strategic Planning.
- Items remaining from the 2024 Strategic Planning Session have been added.

- Additional items the Council directed staff to include at Strategic Planning during various community meetings.

The format of the Strategic Planning Session will include staff presentations on the City, Housing Authority, Capital Improvement Plan, and Golf Resort to assist the City Council in their deliberations on each goal, strategy, and initiative presented.

The order of presentations and discussions is as follows:

1. Financial Review of the City and Housing Authority (Separate Report Attached)
2. Discussion of Housing Authority Goals, Strategies, and Initiatives for 2025
3. Review of the City's Adopted Five-Year Capital Improvement Plan
4. Discussion of City Goals, Strategies, and Initiatives for 2025
5. Operational Review of the Various Indian Wells Golf Resort Departments by Troon and City staff
6. Separate discussion of Golf Resort Goals, Strategies, and Initiatives for 2025
7. Conclusion of the 2025 City Council Planning Session

At the conclusion of staff's presentation on each goal, Council is requested to discuss the merits of each goal and the subsequent strategies and initiatives for inclusion on the City's agenda for the next year, three years, or five years. This includes a discussion to modify or eliminate goals, strategies, or initiatives that a prior Council supported, but the current Council does not consider to be a priority, as well as potential new goals, strategies, or initiatives that do not have Council consensus to move forward. The public will also have the opportunity to provide comments on each goal, strategy, or initiative.

A summary of the City Council's recommended actions from this 2025 Strategic Planning Session will be presented at the May 15, 2025, City Council meeting to confirm the City Council and the public's understanding of the various goals, strategies, and initiatives for the coming year(s).

ATTACHMENTS:

- ❖ Item C.1- City and Housing Authority Financial Review
- ❖ Item C.2- Housing Authority Goals, Strategies, and Initiatives for 2025
- ❖ Item C.3- City Goals, Strategies, and Initiatives for 2025
- ❖ Item C.4- Golf Resort Goals, Strategies, and Initiatives for 2025

Joint Strategic Planning Meeting:
April 17, 2025 - Presentation

INDIAN WELLS

- Joint Strategic Planning Session -

2025-26

Today’s Agenda

- Financial Review of the City & Housing Authority
- Housing Authority Goals, Strategies & Initiatives for 2025
- Five-Year Capital Improvement Plan
- City Goals, Strategies & initiatives for 2025
- Golf Resort Goals, Strategies and Initiatives for 2025
- Conclusion of the 2025 City Council Planning Session

INDIAN WELLS
CALIFORNIA

Introduction: Strategic Planning Purpose

- Focus on the City’s vision and values.
- Select projects and programs to meet and achieve the goals.
- Analyze resources needed and available resources.
- Finally, who will do what and by when.

MISSION STATEMENT

Create an unsurpassed quality of life for our residents and guests by providing superior public safety, exceptional service and outstanding amenities that will further enhance our image as a prestigious community and international resort destination.



Joint Strategic Planning Meeting:
April 17, 2025 - Presentation
Item C.1

FINANCIAL REVIEW

- City and Housing Authority -

2025-26

Financial Review - City

General Fund Surplus/(Gap) Forecast

ACCOUNT TYPE	2025E	2026B	2027B	2028F	TOTAL FY 2026-35
General Fund Revenues	**28,933,500**	**29,400,700**	**30,273,600**	**31,354,391**	**344,294,878**
Annual % Change		1.6%	3.0%	3.6%	
General Fund Expenditures	**22,279,494**	**24,145,500**	**24,855,000**	**25,889,350**	**289,777,868**
Annual % Change		8.4%	2.9%	4.2%	
Total Surplus/(GAP)	**6,654,006**	**5,255,200**	**5,418,600**	**5,465,041**	**54,517,010**

Recommended Additional Funding

Additional Capital Reserves	20%	20%	20%	20%	
Golf Resort Capital Reseves	20%	20%	20%	20%	
Pension (Normal Cost)	20%	20%	20%	20%	
Capital Investments	40%	40%	40%	40%	
Total Additional Funding	**100%**	**100%**	**100%**	**100%**	

COUNCIL INSTILLED DECISION-MAKING POLICIES

01

FISCAL PROCEDURES MANUAL

02

GENERAL FUND RESERVE POLICY

Minimum 70% of operating

03

PENSION POLICY

Remains fully funded

04

CAPITAL RESERVE POLICY

$2.0 million to reserves annually

Financial Review - Housing Authority

Housing Authority Fund Cash Flow

	2025E	2026B	2027B	2028F	Total 2025 thru 2028
RDA Loan 20% Share	620,000	750,000	750,000	200,000	2,320,000
Proceeds from Sale of Land	1,290,000	-	-	-	1,290,000
State Grants	135,800	65,000	65,000	65,000	330,800
Investment Earnings	49,200	39,400	28,100	16,100	132,800
Total Revenues	**2,095,000**	**854,400**	**843,100**	**281,100**	**4,073,600**
Operations	1,509,000	1,131,300	1,142,400	700,000	4,482,700
Community Assistance	250,000	-	-	-	250,000
Capital Repairs	662,000	100,000	100,000	100,000	962,000
Total Expenditures	**2,421,000**	**1,231,300**	**1,242,400**	**800,000**	**5,694,700**
Total Surplus	**(326,000)**	**(376,900)**	**(399,300)**	**(518,900)**	**(1,621,100)**
Total Cash Held	**1,312,204**	**935,304**	**536,004**	**17,104**	

Mountain View Villas

City of Indian Wells

Mountain View Villas Cash Flow

	2025E	2026B	2027B	2028F	Total 2025 thru 2028
Rents	1,620,000	1,668,600	1,718,700	1,770,300	6,777,600
Interest	43,600	45,000	46,400	47,800	182,800
Total Revenues	**1,663,600**	**1,713,600**	**1,765,100**	**1,818,100**	**6,960,400**
Operations	1,252,400	1,302,500	1,354,600	1,395,200	5,304,700
Maintenance & Capital	400,000	411,100	410,500	422,900	1,644,500
Total Expenditures	**1,652,400**	**1,713,600**	**1,765,100**	**1,818,100**	**6,949,200**
Total Surplus	**11,200**	**-**	**-**	**-**	**11,200**

Indian Wells Villas

City of Indian Wells

Indian Wells Villas Cash Flow

	2025E	2026B	2027B	2028F	Total 2025 thru 2028
Rents	1,115,000	1,148,500	1,183,000	1,218,500	4,665,000
Interest	16,400	16,900	17,500	18,000	68,800
Total Revenues	**1,131,400**	**1,165,400**	**1,200,500**	**1,236,500**	**4,733,800**
Operations	817,700	850,400	884,500	911,000	3,463,600
Maintenance & Capital	300,000	315,000	316,000	325,500	1,256,500
Total Expenditures	**1,117,700**	**1,165,400**	**1,200,500**	**1,236,500**	**4,720,100**
Total Surplus	**13,700**	-	-	-	**13,700**

HOUSING AUTHORITY

- Goals, Strategies and Initiatives -

2025-26

Housing Authority

Housing Authority was established with a strategic mandate to promote the retention, rehabilitation, and development of affordable housing units within Indian Wells.

Housing Authority

Housing Authority was established with a strategic mandate to promote the retention, rehabilitation, and development of affordable housing units within Indian Wells.



Strategies & Initiatives	Next 12 Months	1 to 3 Years	3 to 5 Years
Continue Implementation of 6th Cycle of Housing Element*	x		
Development of Housing Element for 7th Cycle (2029-2037)		x	
Additional Regional Housing Needs Assessment*	Ongoing		
Develop Strategies to Extend Affordability Covenants at Indian Wells and Mountain View Villas	x		
Develop New Housing Units in Community*		x	
Support Legislation Giving Cities More Tools to Address RHNA Requirements (e.g., AB1407, AB726)*	x		
Develop Strategy on Declining Housing Authority Funds*	x		

*Indicates the City Council has already authorized staff resources on this particular strategy or initiative.



CAPITAL IMPROVEMENT PROGRAM

- Review of Five-Year Capital Improvement Plan -

2025-26

Capital Improvement Projects Update

- Constructed Projects
- Current Projects
- Safer Streets Indian Wells
- Upcoming Projects
- Funding

CAPITAL IMPROVEMENT - CONSTRUCTED PROJECTS

Warner Trail



Before



After

CAPITAL IMPROVEMENT - CONSTRUCTED PROJECTS

Local Roads Paving



Before



After

CAPITAL IMPROVEMENT - CONSTRUCTED PROJECTS

West Drop Structure



Before



After

CAPITAL IMPROVEMENT PROGRAM
CURRENT PROJECTS



Highway 111 Drought Tolerant Landscaping



Fred Waring Landscaping



Civic Center Paving/ EV Chargers (SCE Charge Ready)



Low Flow Channel

CAPITAL IMPROVEMENT PROGRAM
ADVANCED PROJECTS

Palm Tree Replacement

Paver Replacement

Local Roads Paving

Safer Streets Indian Wells

Sidewalk Widening

Vehicle Replacement

City Hall Duct Work

SAFER STREETS INDIAN WELLS

Traffic Safety Action Plan

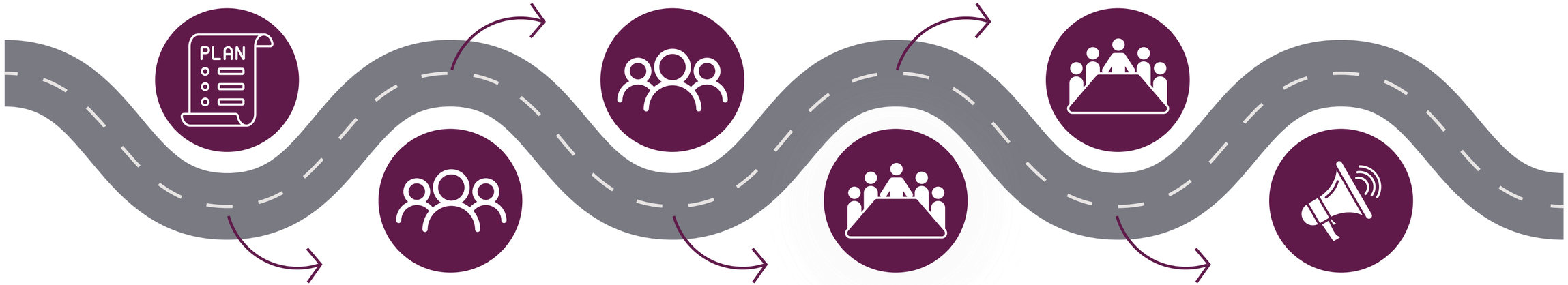
Adopted by City Council September 2024
- Three Community Outreach Meetings
- Two Stakeholders Meetings

Community Outreach Meetings Rancho Palmeras & Cook (Phase 2)

January 22, 2025
February 19, 2025

City Council Phase 1

January 30, 2025



Community Outreach Meetings Fairway & Eldorado (Phase 1)

October 29, 2024
November 20, 2024

Planning Commission Phase 1

December 12, 2024

Current Status

Pending Stop Warrant Study

CAPITAL IMPROVEMENT - UPCOMING PROJECTS

Streets & Roads Projects

- Annual Asphalt
- Warner Trail Improvements Phase 2
- Roadway Striping
- Miles Avenue Rehabilitation
- Fred Waring Dr Rehabilitation, Drywell
- Safer Streets Indian Wells

Facilities & Equipment

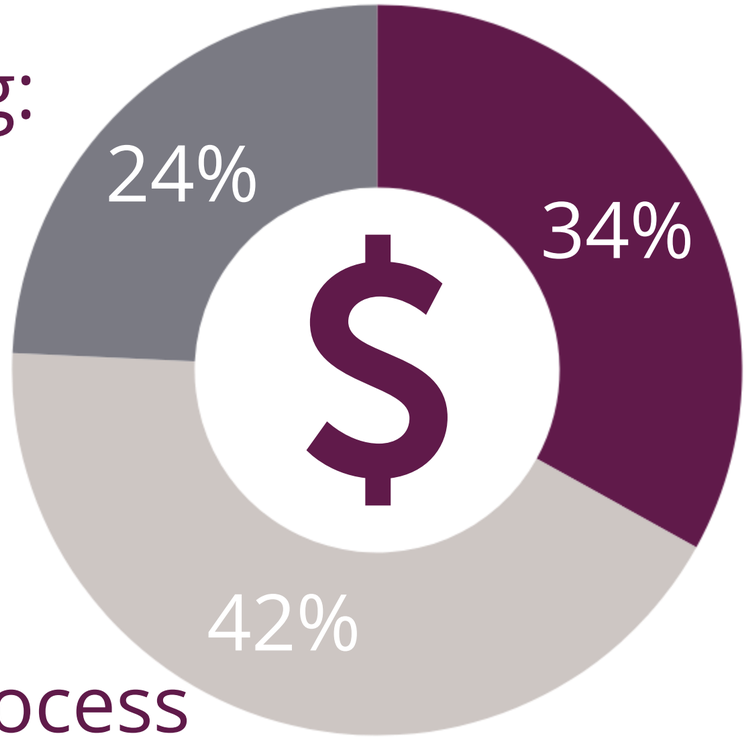
- Maintenance Yard Redesign
- Energy Efficiency/Sustainable Community
- Roofing - Civic Center Buildings

Storm Drain System

- Whitewater Channel Lining Project
- East Drop Structure

CIP FUNDING

State Grant Funding:
$3,667,730

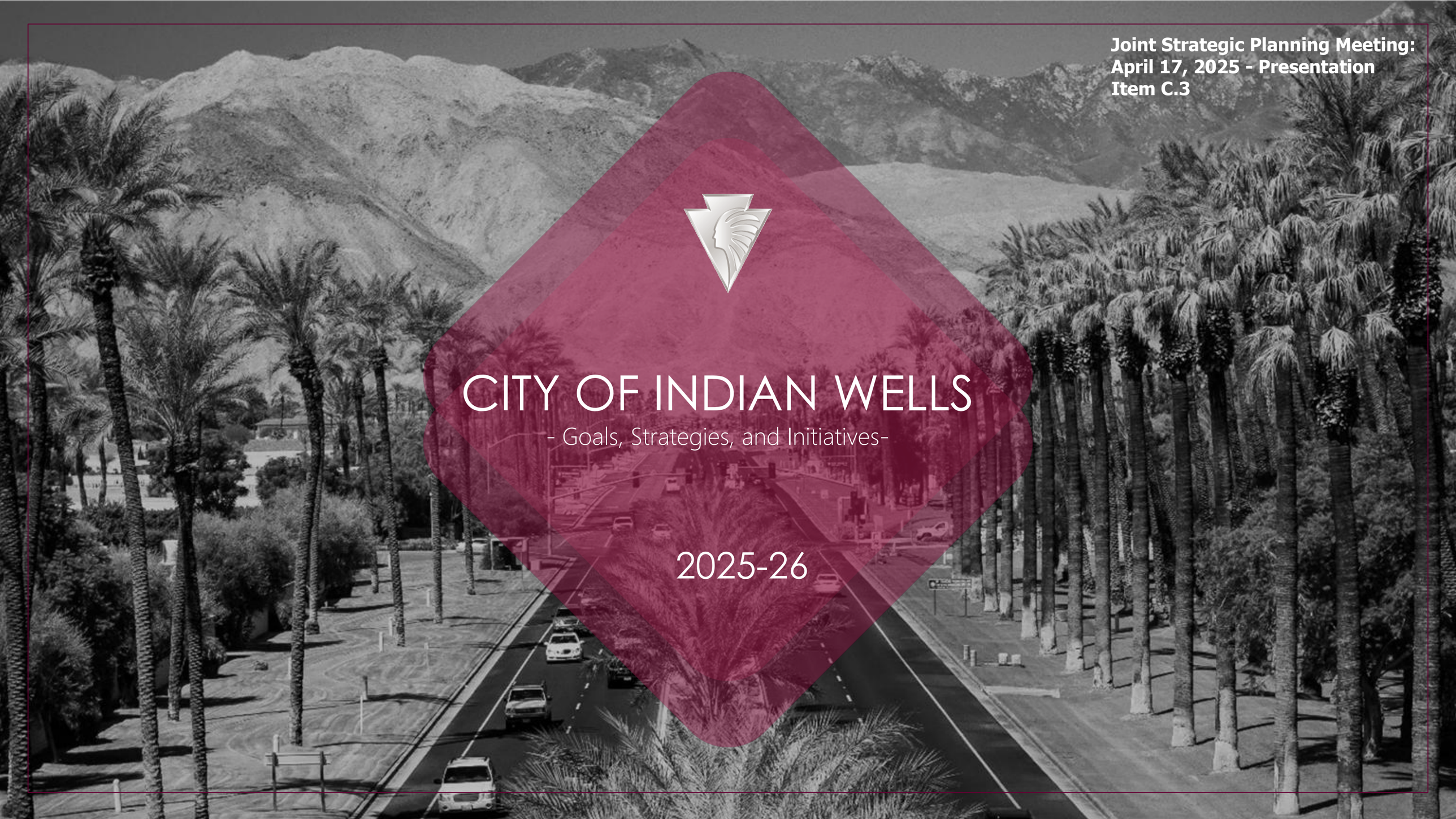


Federal Grant Funding:
$5,200,000

Grants in Process
$6,455,973

Time Period:
October 2022 to Present

Thank you!
Questions?



Joint Strategic Planning Meeting:
April 17, 2025 - Presentation
Item C.3

CITY OF INDIAN WELLS

- Goals, Strategies, and Initiatives-

2025-26

2025-26
Joint Strategic Planning Session
City of Indian Wells

1. Safeguarding the Community

2. Fiscal Responsibility & Sustainability

3. Encourage Development & Tourism

4. Investing in Infrastructure & Amenities

5. Enhancing the Quality of Life

6. Various Other City Initiatives





Goal 1: Safeguarding the Community

Goal Statement: Provide enhanced public safety, prevention, preparedness, and emergency response programs.

1. Safeguarding the Community

Goal Statement: Provide enhanced public safety, prevention, preparedness, and emergency response program.



Strategies & Initiatives	Next 12 Months	1 to 3 Years	3 to 5 Years
Review Fire Deployment Model for Efficiency and Effectiveness	x		
Review Police Deployment Model for Efficiency and Effectiveness	x		
Develop Policy to Inspect Commercial Kitchen Fire Suppression Systems	x		
Examine Opportunities to Expand Opticom System to Gated Communities	x		
Expand Emergency Preparedness Program*	Ongoing		
Seek Funding to Rebuild/Rehabilitate City Emergency Operation Center*		x	

*Indicates the City Council has already authorized staff resources on this particular strategy or initiative.



Goal 2: Fiscal Responsibility and Sustainability

Goal Statement: Foster fiscal health through disciplined long-term planning, conservative budgeting practices, heightened efficiency, increased revenue and cost recovery

2. Fiscal Responsibility & Sustainability

Goal Statement: Foster fiscal health through disciplined long-term planning, conservative budgeting practices, heightened efficiency, increased revenue and cost recovery.



Strategies & Initiatives	Next 12 Months	1 to 3 Years	3 to 5 Years
Examine opportunities to Expand and Diversify City Revenues*	x		
Consider a Sales Tax Measure*	x		
Develop a Strategy to Improve No/Low Property Tax Status*	x		
Continue Proactive Pursuit of County, State, and Federal Grants*		Ongoing	
Adjust policies for More Efficient Use of City Funds*	x		
Fiscal Policies Update*	x		
Sponsorship Policy Update*	x		
Expand Cove Community Project Partnerships to Expand Fiscal Efficiency		**Ongoing**	

*Indicates the City Council has already authorized staff resources on this particular strategy or initiative.



Goal 3: Encourage Development and Tourism

Goal Statement: Pursue economic development initiatives that attract and retain businesses, provides a strong, diverse local economy, addresses affordable housing needs, and enhances Indian Wells as the premier tourism destinations.

3. Encourage Development and Tourism



Goal Statement: Pursue economic development initiatives that attract and retain businesses, provides a strong, diverse local economy, addresses affordable housing needs, and enhances Indian Wells as a premier tourism destination.

Strategies & Initiatives	Next 12 Months	1 to 3 Years	3 to 5 Years
Process Entitlements for Cocun Resort Development*	x		
Process Entitlements for Development on East Side of Miles and Highway 111		x	
Continue Discussions with Renaissance Esmeralda on Expansion of their Resort*	x		
Evaluate Relationship with Economic Development Organizations (e.g., CVEP & Visit GPS, including chambers of commerce)	x		
Begin Multi-Year Implementation of City's General Plan*	x		

*Indicates the City Council has already authorized staff resources on this particular strategy or initiative.

3. Encourage Development and Tourism (Continued)

Goal Statement: Pursue economic development initiatives that attract and retain businesses, provides a strong, diverse local economy, addresses affordable housing needs, and enhances Indian Wells as a premier tourism destination.

Strategies & Initiatives	Next 12 Months	1 to 3 Years	3 to 5 Years
Identify Potential Locations for New Tourism Attractions:			
• Museum of Tennis and/or Golf		**x**	
• Museum of Energetic Studies		**x**	
Exhibit/Attraction on the Original Indian Wells		**x**	
Indian Wells Preservation Foundation Facilities*		**x**	
Continue exploring Sister City opportunities*		X	

*Indicates the City Council has already authorized staff resources on this particular strategy or initiative.

Goal 4: Investing in Infrastructure and Amenitites

Goal Statement: Promote effective use of existing facilities through maintenance and repair and plan for future facilities, amenities, and infrastructure to benefit the community

4. Investing in Infrastructure & Amenities

Goal Statement: Promote effective use of existing facilities through maintenance and repair and plan for future facilities, amenities, and infrastructure to benefit the community.



Strategies & Initiatives	Next 12 Months	1 to 3 Years	3 to 5 Years
Continue Advancing Various Public Infrastructure Projects*	Ongoing		
Whitewater Channel Improvements*	x		
Safer Streets (Eldorado, Fairway, Cook, and Ranch Palmeras)*	x		
Rehabilitation/Redesign of Indian Wells Fountain*		x	
Expansion of Eisenhower Veteran Memorial	x		
Highway 111 Landscaping Improvements (e.g., Palm Tree Replacement and Drought Tolerant Landscaping)*		x	
Examine Opportunities to Expand Non-Potable Water Use in Community	x		

*Indicates the City Council has already authorized staff resources on this particular strategy or initiative.

Goal 5: Enhancing the Quality of Life

Goal Statement: Actively seek out opportunities to maintain and enrich Indian Wells' quality of life.

5. Enhancing the Quality of Life

Goal Statement: Actively seek out opportunities to maintain and enrich Indian Wells' quality of life.



Strategies & Initiatives	Next 12 Months	1 to 3 Years	3 to 5 Years
Expand Community Activities Programming and Resident Benefits*	Ongoing		
Holiday Decorations*	x		
Expand Resident Benefit Card Discounts to City Businesses*	x		
Develop a plan to Celebrate the City's 60th Anniversary		x	
Provide Additional Community Events*		Ongoing	
Activate Fairway Park (e.g., Yoga in the Park, Small Music Events)	x		

*Indicates the City Council has already authorized staff resources on this particular strategy or initiative.

5. Enhancing the Quality of Life (Continued)

Goal Statement: Goal Statement: Actively seek out opportunities to maintain and enrich Indian Wells' quality of life.

Strategies & Initiatives	Next 12 Months	1 to 3 Years	3 to 5 Years
Cellular Master Plan*	x		
Revisit Priorities in Communication Plan and Implementation	x		
Update City's Website	x		
Develop a City of Indian Wells Book		x	
Develop New Park Site(s)*		x	
Develop New Public Art Installations In Indian Wells:			
• Indian Wells Lane (e.g., monument sign)		x	
• Fairway Park (e.g., Shade Structure)	x		

*Indicates the City Council has already authorized staff resources on this particular strategy or initiative.



Various Other City Strategies and Initiatives

Goal Statement: Development of Projects and Programs that further the City's Mission Statement, Improve City Operations, etc., that do not clearly fit within other goals.

Various Other City Strategies & Initiatives

Goal Statement: Development of Projects and Programs that further the City's Mission Statement, Improve City Operations, etc., that do not clearly fit within other goals.



Strategies & Initiatives	Next 12 Months	1 to 3 Years	3 to 5 Years
Advocate to regional, county, state, and federal legislators/agencies to address public health and economic/tourism impacts of Coachella Valley Air Quality (Dust) resulting from Tropical Storm Hilary.	x		
Continue proactive Legislative Advocacy Efforts*	Ongoing		
Revisit the City's Mission Statement and Branding for Relevance Today	x		
Complete a Municipal Code Update (e.g., zoning code)		x	
Examine opportunities in State Law Granting Charter Cities More Authority Over Local Control			

*Indicates the City Council has already authorized staff resources on this particular strategy or initiative.

Various Other City Strategies & Initiatives (Continued)

Goal Statement: Development of Projects and Programs that further the City's Mission Statement, Improve City Operations, etc., that do not clearly fit within other goals.

Strategies & Initiatives	Next 12 Months	1 to 3 Years	3 to 5 Years
City Council Policy Manual Update	Ongoing		
Process to Add Items to the Agenda			
City Council Committee Assignments (e.g., grouping of similar committees and establish seniority)			
Update to Resident Benefit Card Rules of Use			
Initiate a Government Efficiency and Organizational Improvement Study.			

*Indicates the City Council has already authorized staff resources on this particular strategy or initiative.



GOLF RESORT UPDATE

- Operational Review -

2025-26

Joint Strategic Planning Meeting:
April 17, 2025 - Presentation
Item C.4

INDIAN WELLS GOLF RESORT

- Goals, Strategies and Initiatives -

2025-26

Indian Wells Golf Resort

The Indian Wells Golf Resort is a premier destination, offering world-class golf, amazing dining, exceptional hospitality, and a sophisticated entertainment experience for residents and guests alike.

Indian Wells Golf Resort

The Indian Wells Golf Resort is a premier destination, offering world-class golf, amazing dining, exceptional hospitality, and a sophisticated entertainment experience for residents and guests alike.



Strategies & Initiatives	Next 12 Months	1 to 3 Years	3 to 5 Years
Review of Resident and/or Resident Guest Rate Fee Structures	x		
Identify a Dedicated Funding Source for Celebrity Course Rehabilitation	x		
Hire Design Consultant for Various Capital Improvements:			
• Banquet Kitchen	x		
• Pavilion Insulation	x		
• Parking Lot Expansion	x		
Bring a Major Golf Tournament (e.g., LPGA) to the IWGR*	x		

*Indicates the City Council has already authorized staff resources on this particular strategy or initiative.

Indian Wells Golf Resort (Continued)

The Indian Wells Golf Resort is a premier destination, offering world-class golf, amazing dining, exceptional hospitality, and a sophisticated entertainment experience for residents and guest alike.

Strategies & Initiatives	Next 12 Months	1 to 3 Years	3 to 5 Years
Seek out Opportunities to Activate the Celebrity Ballroom (e.g., immersive golf experiences)	x		
Installation of Public Art at Kestrel	x		
Modifications to Shots in the Night Putting Course	x		
Installation of Public Art at Golf Resort (e.g., Players Redesign)*	x		
Installation of a Legacy Wall in Lobby of Golf Resort	x		
Host a Grand Opening Celebration for the Redesigned Players Course*	x		

*Indicates the City Council has already authorized staff resources on this particular strategy or initiative.

Conclusion

Indian Wells City Council & Housing Authority

April 17, 2025

STAFF REPORT

To: City Council

From: City Manager Department

Prepared by: Christopher Freeland, City Manager

Subject: **2025 Strategic Planning Financial Forecast**

RECOMMENDED ACTIONS:

Council **REVIEWS** and **DISCUSSES** the 2025 Strategic Planning Financial Forecast.

SUMMARY:

The City Manager's Department publishes the annual Financial Forecast in preparation for the City Council's Strategic Planning and Goal-Setting sessions. This forecast delivers a comprehensive assessment of the City's financial performance, providing a forward-looking perspective based on prevailing economic conditions. The primary objective of this report is to furnish the City Council and the Finance Committee with the necessary financial insights to inform the City's Strategic Goals, which are slated for formal adoption as part of the Fiscal Year 2025-26 and Fiscal Year 2026-27 and budget update.

The financial modeling underlying this forecast is constructed upon a prudent set of assumptions regarding the City of Indian Wells' tourism activity, revenue streams, and expenditure projections. These assumptions are informed by a broad spectrum of economic indicators, including national and regional economic trends, forecasts from the Greater Palm Springs Convention and Visitors Bureau, data from the Coachella Valley Economic Partnership (CVEP), industry assessments from local hotel and tennis stakeholders, as well as projections from the State of California, the Desert Valley Builders Association, the County of Riverside, the Riverside County Sheriff's Department, CALFire, and other relevant entities. Key expenditure assumptions are derived from historical financial patterns, five-year trailing averages, contractual obligations, and input from municipal departments.

The financial projections within this report represent the City Manager's professional guidance to the City Council and the Finance Committee. Developed in January 2025,

these estimates employ a conservative approach to account for the heightened risk of economic contraction and potential recessionary pressures.

Revised cash flow analyses, presented during the strategic planning sessions, reaffirm the City's disciplined fiscal strategy, wherein restrained revenue growth necessitates proportional expenditure adjustments. The financial data contained in this report serves as a critical barometer for assessing the City's budgetary landscape, offering a detailed outlook for the forthcoming 12 to 18 months.

BACKGROUND:

In 2015, the City Council established a foundational strategic objective: to develop a comprehensive financial strategy that ensures the city's long-term fiscal stability. A key component of this strategy was the refinement of the Annual Financial Forecast, which has since served as a cornerstone for informed decision-making across multiple budget cycles.

To safeguard the City's financial sustainability, a multi-faceted approach has been implemented, focusing on four key areas:

- Pursuit of Economic Development Opportunities – Identifying and fostering new revenue-generating initiatives.
- Enhancement of Existing Revenue Streams – Optimizing revenue sources to ensure fiscal resilience.
- Reinforcement of Financial Reserves – Strengthening reserve balances to provide a financial buffer against economic fluctuations. In September 2024, the Council adopted a General Fund Reserve Policy requiring 70% cash reserves of the annual General Fund operating budget.
- Commitment to Fully Funded Pension Obligations – Ensuring pension liabilities remain fully funded to mitigate future financial strain.

Financial Performance

Tourism remains the City's predominant economic driver, significantly influencing key revenue categories such as transient occupancy tax (TOT), admissions tax, and sales tax. Tourism-related revenues have exceeded expectations for the fiscal year, with both transient occupancy tax and admissions tax collections reaching historic highs.

Projections indicate that the City is on track to collect approximately $12.7 million in transient occupancy tax in the current fiscal year. In collaboration with Visit Greater Palm Springs, the City's tourism initiatives strategically support resort partners in maximizing

TOT growth. Marketing efforts focus on enhancing brand awareness and deploying targeted strategies aimed at both group and leisure markets.

Additionally, admissions tax collections are expected to reach $5.6 million, bolstered by record attendance at the BNP Paribas Open, which attracted 504,000 attendees. The strong performance of the City's tennis partnerships continues to drive positive financial outcomes, with increased ticket prices and attendance levels contributing to revenue growth. Despite external fiscal pressures, including inflation, rising public safety expenditures, and other contractual obligations, City staff have successfully maintained General Fund expenditures within budgeted allocations. As a contract city, Indian Wells effectively manages operational costs through strategic contractual agreements. The City's merit-based compensation structure and collaborative engagements with employee associations further support its long-term fiscal stability.

Notably, long-term fiscal trends indicate that public safety expenditures tend to grow at a rate exceeding the revenue streams that fund them. This trend is expected to accelerate, as evidenced by the recent approval of a labor agreement by the County Board of Supervisors, which will increase contract costs by 19% over the next two years.

Future increases in public safety costs remain uncertain as the County continues to negotiate union contracts and address escalating unfunded pension liabilities and post-retirement benefits. To proactively address these potential cost increases, the City has implemented strategic financial measures, including establishing a Community Facilities District, which is detailed later in this report.

General Fund Forecast

The General Fund forecast provides a comprehensive financial outlook, assessing projected revenues, anticipated expenditures, and long-term fiscal sustainability. This analysis enables the City to allocate resources strategically, ensure financial stability, and maintain a balanced approach to meeting community needs while adhering to sound fiscal management principles.

General Fund Forecast

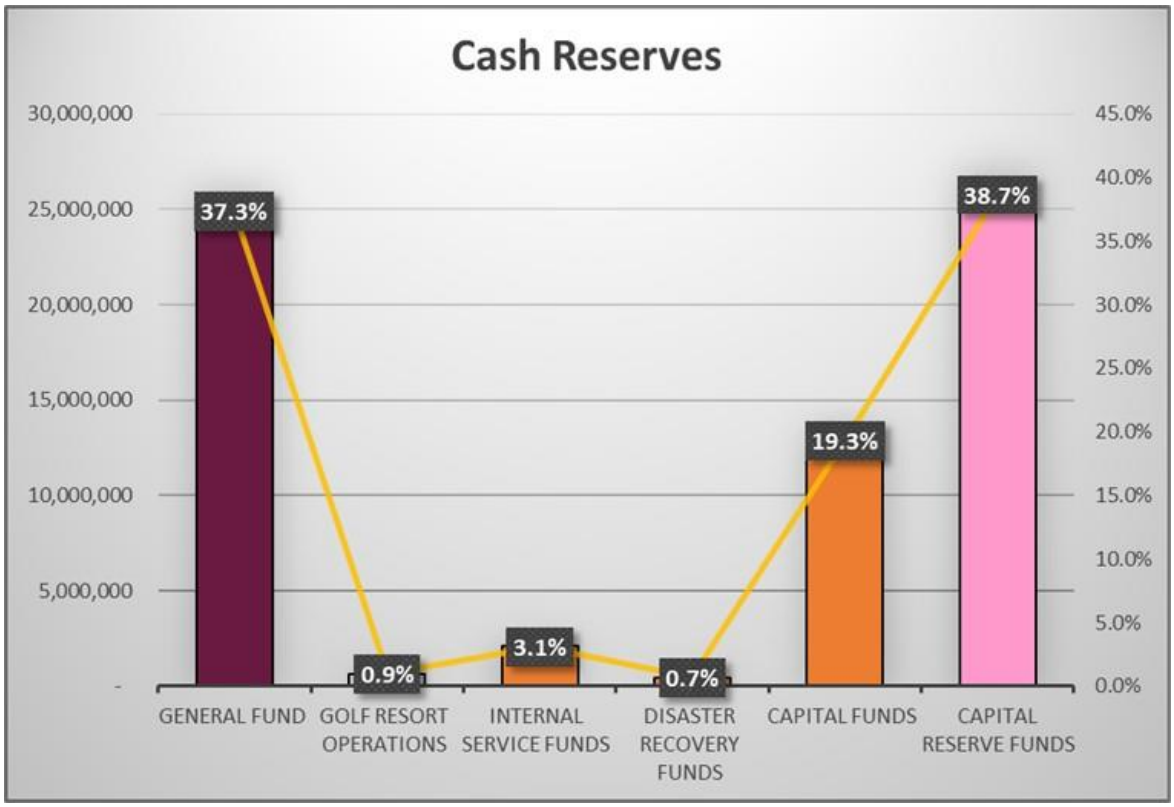
ACCOUNT TYPE	2025E	2026B	2027B	2028F	2029F	2030F	2031F	2032F
General Fund Revenues	**28,933,500**	**29,400,700**	**30,273,600**	**31,354,391**	**32,474,813**	**33,636,350**	**34,840,543**	**36,088,990**
Annual % Change		1.6%	3.0%	3.6%	3.6%	3.6%	3.6%	3.6%
General Fund Expenditures	**22,279,494**	**24,145,500**	**24,855,000**	**25,889,350**	**26,974,940**	**28,114,720**	**29,311,832**	**30,569,614**
Annual % Change		8.4%	2.9%	4.2%	4.2%	4.2%	4.3%	4.3%
Net Change in Fund Balance	**6,654,006**	**5,255,200**	**5,418,600**	**5,465,041**	**5,499,873**	**5,521,630**	**5,528,711**	**5,519,377**

Mitigating Tourism Revenue Vulnerability

Capital Reserves and Long-Term Fiscal Sustainability

As part of its commitment to sound financial management, the City Council established long-term capital replacement funds to support infrastructure investment. These dedicated funds ensure the timely construction, maintenance, and rehabilitation of capital assets, reducing the risk of deferred maintenance and unplanned expenditures.

Currently, the City maintains $26.6 million in capital reserves, forming a key component of its broader financial reserves, which total approximately $68.9 million. These reserves serve as a critical financial safeguard, ensuring the City's continued ability to invest in infrastructure while maintaining fiscal stability.



The City Council instituted long-term capital replacement funds as part of a prudent governance strategy, allocating funds for capital improvement projects identified in the capital budgeting process. Approximately $2.0 million is earmarked annually as part of the budget, with identified funding sources contributing to the annual reserve amount or capital expenditures.

City Pension Policy

In 2017, the City Council strategically elected to retire the City's unfunded pension liability, generating cumulative savings of $6.0 million over the projected thirty-year amortization period under CalPERS. Consistent with the Council's fiscal objectives, the City has successfully maintained a fully funded pension program since 2017. As of June 30, 2024, the City reports a net pension asset of $1,089,114. These assets are prudently managed to enhance the City's financial resilience, mitigating potential fiscal risks associated with prevailing market volatility.

City Grant Funding

The City actively pursues and administers Federal, State, and other grant funding opportunities that align with its strategic priorities and policy objectives, maximizing financial resources to support community initiatives. Each grant undergoes a rigorous financial evaluation, including developing a comprehensive pro forma analysis by City staff to assess immediate and long-term fiscal impacts. To ensure responsible fiscal stewardship, one-time operating grant revenues are strategically allocated, primarily funding pilot programs that undergo thorough assessment for long-term viability and potential integration into the City's ongoing financial framework.

During the current grant cycle, the City has secured $8.2 million in grant funding, with an additional $6.6 million pending final approval.

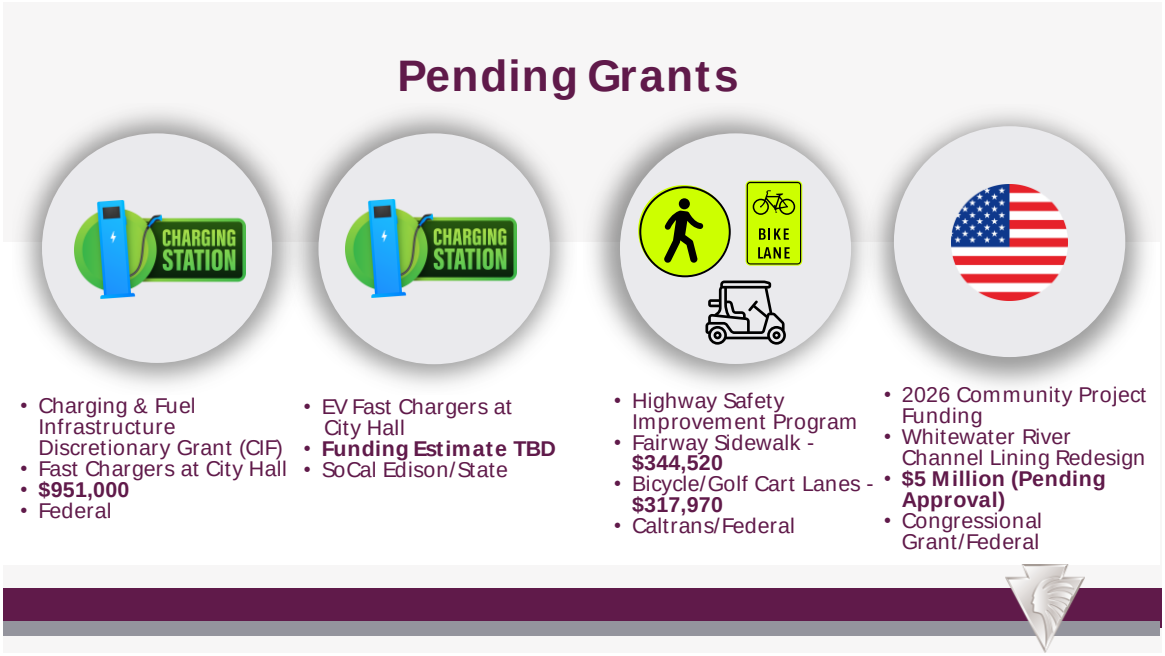
Grant Funding



Grants Awarded



Grants Pending



Developer Impact Fees

Development Impact Fees (DIFs) are a widely utilized municipal finance mechanism imposed on new developments as a condition of project approval. These fees are specifically designated to fund the expansion of public infrastructure and facilities,

ensuring that new developments contribute proportionally to the capital costs associated with growth. The City recently reviewed its DIF structure to align fee assessments with current municipal needs and objectives. This analysis ensures that the fees collected accurately reflect the City's updated infrastructure and service demands.

As a result of this review, the City introduced two new DIF categories:

- Recreation Fee: Dedicated to enhancing public recreational amenities.
- Storm Drain Fee: Allocated for stormwater management infrastructure improvements.

General Fund Loans Update

Commencing in July 2021, the City's General Fund initiated the collection of $17.7 million in interfund loans between the City and the former Redevelopment Agency. The City has received $4.9 million in total loan payments, with approval from the Riverside County Oversight Board for an additional $2.5 million. It is imperative to note that these interfund loan transactions and corresponding fees do not reflect the City's Profit and Loss (P&L) cash flows. The interfund loan is duly recognized as a General Fund balance sheet asset.

Successor Agency Loan Repayments (as of June 30, 2025)

Fiscal Year	Original Loan Amount - General Fund Receivable	Whole Payments made to City	City 20% Contributions to the Housing Authority	Net Payments Held by the City	Status
	17,739,192				
2022	16,400,000	1,339,192	267,838	1,071,354	Paid
2023	14,187,226	2,212,774	442,555	1,770,219	Paid
2024	11,600,000	2,587,226	517,445	2,069,781	Paid
2025	8,500,000	3,100,000	620,000	2,480,000	Paid
2026	4,750,000	3,750,000	750,000	3,000,000	DOF Approved
2027	1,000,000	3,750,000	750,000	3,000,000	Estimated
2028	-	1,000,000	200,000	800,000	Estimated
Total		**17,739,192**	**3,547,838**	**14,191,354**	
Amount Paid		9,239,192	1,847,838	7,391,354	
Remaining		8,500,000	1,700,000	6,800,000	

By law, the Housing Authority receives 20% of the interfund loan for operational costs, including administrative expenses, funding for homelessness organizations, and future affordable housing projects.

Community Facilities Districts

The City is collaborating with developers to implement Community Facilities Districts to support City services and maintain infrastructure. Community Facilities Districts ("CFDs"), also known as Mello-Roos Districts, are special tax districts created through the Mello-Roos Community Facilities Act of 1982 to obtain additional public funding and financing for numerous services and infrastructural improvements by imposing special taxes on the property.

Any public agency with the authority to provide public services and facilities may form a CFD. Cities, counties, school districts, and special districts are typical partners in this collaboration. Thousands of CFDs are created in California to fund billions in public infrastructure. CFDs can be used to support ongoing operations or to fund capital acquisition costs.

New Indian Wells Public Safety CFD

In 2022, the City formed the "Indian Wells Community Facilities District No. 2023-1 (Public Safety)" CFD to pay for expanding public safety costs. The CFD concept allows new developers to pay their rightful fair share of public safety costs without burdening existing property owners.

The CFD is not a levy or a tax on existing homeowners; it affects development projects as they are constructed at vacant sites along Highway 111 and Miles Avenue. Developers and, ultimately, the end users will pay the City a unique public safety fee to cover their specific development's increased public safety costs. The CFD levy applies to hotels, short-term rentals, retail properties, and permanent residential properties.

Special CFDs for Capital Construction

A CFD may be the most optimal financing structure to meet the construction, services, and maintenance goals in neighborhoods where a superior level of development is desirable to either improve upon outdated public services and facilities or in newly developing areas that need to secure capital to build out the necessary services and infrastructure. In addition, the flexibility of a CFD allows for unlimited opportunities to shape and reshape neighborhoods through a special tax levied against the property of residents living in a CFD district.

Opportunities to Develop New Revenue

To enhance fiscal resilience, Indian Wells should strategically broaden its revenue sources. Revenue diversification aims to cultivate consistent growth across various

market segments, mitigating overreliance on any singular income stream. This approach fosters operational flexibility and financial stability.

In February 2025, the City Council authorized the Finance Committee to consider a potential 1% increase in sales tax, aligning with similar measures adopted by neighboring cities, which is projected to generate an estimated $1.7 million to $2.0 million in additional General Fund revenue during the first year of implementation. Cities within the Coachella Valley—including Cathedral City, Coachella, Indio, La Quinta, Palm Desert, and Palm Springs—have implemented comparable measures, providing a precedent.

The City Council adopted a phased approach before committing to moving forward with a ballot measure. The following phased approach is consistent with practices employed by other cities in the region:

- Conduct a Public Opinion Poll: Consider conducting a public opinion poll to assess the level of community support prior to committing resources toward ballot-related expenses. The results of such a poll would be presented to the City Council to inform their deliberations.
    - However, during its April meeting, the Finance Committee strongly recommended deferring this initiative. The Committee cited ongoing economic volatility and fiscal uncertainty as key reasons for pausing the poll at this time, emphasizing the importance of prudent financial stewardship in the current environment.

- Issue an RFP for Voter Education and Ballot Services: If the polling data indicates a favorable environment for proceeding with the ballot measure, issue a Request for Proposals (RFP) to procure services for voter education about the measure and ballot preparation.

- Proceed with the Ballot Measure: If the City Council finds the projected costs of the ballot measure acceptable, Staff will seek formal Council direction on how to proceed with the necessary steps to place the measure on the ballot for voter consideration.

This structured approach ensures a data-driven decision-making process and aligns with the strategies employed by other municipalities.

Updated Ten-Year Financial Forecast:

The ten-year Forecast is an essential metric the Council uses during strategic planning. It supports the decision-making process for continued economic development by driving new revenues to the City and is updated for each new strategic planning session.

The ten-year forecast has been updated to include the fiscal year 2024-25 year-end estimate and projections for the next decade. Additionally, a column summarizing the Forecast's long-term expectations has been added to enhance operating transparency.

The attached forecast details the revised revenue and expenditure gaps. The gap analysis incorporates the application of various citywide cost-saving measures. The implementation of revenue opportunities and cost-saving measures has eliminated the overall funding shortfall identified in the ten-year Gap Analysis.

Indian Wells Housing Authority Finance Update

Indian Wells Housing Authority was created to promote and encourage the' retention, rehabilitation, and development of affordable housing units. Since its inception in 2012, the Housing Authority has purposefully reserved funds to construct affordable housing communities, maintaining RHNA compliance.

Additionally, the Authority has reserved funds in the Mountain View and Indian Wells Villas Funds to address quality of life issues for the affordable housing residents in its charge. The attached forecast table details the revised revenue and expenditure gaps. As of June 30, 2025, the anticipated cash balance of the Housing Authority is expected to be $1.3 million.

Loss of ongoing revenue in the Housing Authority Fund

In July 2021, the City's General Fund started collecting $17.7 million in interfund loans between the City and the former Redevelopment Agency under the dissolution of Redevelopment. Under State law, the Housing Authority will receive 20% of the interfund loan repayments to further affordable housing project-related needs. Since 2021, the Housing Authority has received $1.8 million in total contributions, with an additional $1.7 million still due to the Housing Authority.

Securing a new, sustainable funding source for the Housing Authority is a top priority. All current payments to the Housing Authority are scheduled to end by 2028, leaving a significant funding gap. The loss of redevelopment agencies in 2012 eliminated a key mechanism for financing affordable housing projects. In response, cities actively work with state legislators to advocate for new funding tools to meet ongoing and future affordable housing needs.

Public-private partnerships (PPPs) represent a strategic opportunity for the Housing Authority to enhance its capacity to develop and preserve affordable housing. Through the effective utilization of publicly owned land, the streamlining of entitlement processes, and the provision of financial contributions, the Housing Authority can incentivize private sector participation in projects that address the needs of low-income households. Such collaborations can reduce development costs, expedite project delivery, and integrate

private-sector innovation and expertise. When thoughtfully structured, PPPs can ensure long-term housing affordability, increase overall housing production, and optimize the use of limited public resources. As such, they serve as a critical mechanism for meeting the community's housing needs beyond the expiration of current funding in 2028.

ATTACHMENTS:

1. City Financial Forecasts
2. Housing Financial Forecasts

ATTACHMENT #1

ACCOUNT TYPE	2025E	2026B	2027B	2028F	2029F	2030F	2031F	2032F	2033F	2034F	2035F	TOTAL FY 2026-35
General Fund Revenues	**28,933,500**	**29,400,700**	**30,273,600**	**31,354,391**	**32,474,813**	**33,636,350**	**34,840,543**	**36,088,990**	**37,383,353**	**38,725,355**	**40,116,784**	**344,294,878**
Annual % Change	2.2%	1.6%	3.0%	3.6%	3.6%	3.6%	3.6%	3.6%	3.6%	3.6%	3.6%	
General Fund Expenditures	**22,279,494**	**24,145,500**	**24,855,000**	**25,889,350**	**26,974,940**	**28,114,720**	**29,311,832**	**30,569,614**	**31,891,619**	**33,281,628**	**34,743,666**	**289,777,868**
Annual % Change	-0.9%	8.4%	2.9%	4.2%	4.2%	4.2%	4.3%	4.3%	4.3%	4.4%	4.4%	
Total Surplus/(GAP)	**6,654,006**	**5,255,200**	**5,418,600**	**5,465,041**	**5,499,873**	**5,521,630**	**5,528,711**	**5,519,377**	**5,491,734**	**5,443,726**	**5,373,118**	**54,517,010**
Recommended Additional Funding												
Additional Capital Reserves	20%	20%	20%	20%	30%	30%	30%	30%	30%	30%	30%	**27%**
Golf Resort Capital Reseves	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	**20%**
Pension (Normal Cost)	20%	20%	20%	20%	0%	0%	0%	0%	0%	0%	0%	**6%**
Capital Investments	40%	40%	40%	40%	50%	50%	50%	50%	50%	50%	50%	**47%**
Total Additional Funding	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**

Housing Authority Fund Cash Flow

	2025E	2026B	2027B	2028F	Total 2025 thru 2028
RDA Loan 20% Share	620,000	750,000	750,000	200,000	2,320,000
Proceeds from Sale of Land	1,290,000	-	-	-	1,290,000
State Grants	135,800	65,000	65,000	65,000	330,800
Investment Earnings	49,200	39,400	28,100	16,100	132,800
Total Revenues	**2,095,000**	**854,400**	**843,100**	**281,100**	**4,073,600**
Operations	1,509,000	1,131,300	1,142,400	700,000	4,482,700
Community Assistance	250,000	-	-	-	250,000
Capital Repairs	662,000	100,000	100,000	100,000	962,000
Total Expenditures	**2,421,000**	**1,231,300**	**1,242,400**	**800,000**	**5,694,700**
Total Surplus	**(326,000)**	**(376,900)**	**(399,300)**	**(518,900)**	**(1,621,100)**
Total Cash Held	**1,312,204**	**935,304**	**536,004**	**17,104**	

City of Indian Wells
Mountain View Villas Cash Flow

	2025E	2026B	2027B	2028F	Total 2025 thru 2028
Rents	1,620,000	1,668,600	1,718,700	1,770,300	6,777,600
Interest	43,600	45,000	46,400	47,800	182,800
Total Revenues	**1,663,600**	**1,713,600**	**1,765,100**	**1,818,100**	**6,960,400**
Operations	1,252,400	1,302,500	1,354,600	1,395,200	5,304,700
Maintenance & Capital	400,000	411,100	410,500	422,900	1,644,500
Total Expenditures	**1,652,400**	**1,713,600**	**1,765,100**	**1,818,100**	**6,949,200**
Total Surplus	**11,200**	-	-	-	**11,200**

City of Indian Wells

Indian Wells Villas Cash Flow

	2025E	2026B	2027B	2028F	Total 2025 thru 2028
Rents	1,115,000	1,148,500	1,183,000	1,218,500	4,665,000
Interest	16,400	16,900	17,500	18,000	68,800
Total Revenues	**1,131,400**	**1,165,400**	**1,200,500**	**1,236,500**	**4,733,800**
Operations	817,700	850,400	884,500	911,000	3,463,600
Maintenance & Capital	300,000	315,000	316,000	325,500	1,256,500
Total Expenditures	**1,117,700**	**1,165,400**	**1,200,500**	**1,236,500**	**4,720,100**
Total Surplus	**13,700**	-	-	-	**13,700**

Housing Authority

Housing Authority was established with a strategic mandate to promote the retention, rehabilitation, and development of affordable housing units within Indian Wells.

Strategies and Initiatives	Next 12 Months	1 to 3 Years	3 to 5 Years
Continue Implementation of 6th Cycle of Housing Element*	X		
Development of Housing Element for 7th Cycle (2029-2037)		X	
Address Regional Housing Needs Assessment*	Ongoing		
Develop Strategies to Extend Affordability Covenants at Indian Wells and Mountain View Villas			
Develop New Housing Units in Community*			X
Support Legislation Giving Cities More Tools to Address RHNA Requirements (e.g., AB1407, AB 762)*	X		
Develop Strategy on Declining Housing Authority Funds*	X		

* Indicates the City Council has already authorized staff resources on this particular strategy or initiative

Goal # 1: Safeguarding the Community

Goal Statement: Provide enhanced public safety, prevention, preparedness, and emergency response programs.

Strategies and Initiatives	Next 12 Months	1 to 3 Years	3 to 5 Years
Review Fire Deployment Model for Efficiency and Effectiveness	**X**		
Review Police Deployment Model for Efficiency and Effectiveness	**X**		
Develop Policy to Inspect Commercial Kitchen Fire Suppression Systems			
Examine Opportunities to Expand Opticom System to Gated Communities			
Expand Emergency Preparedness Programs*	**Ongoing**		
Seek Funding to Rebuild/Rehabilitate City Emergency Operation Center*		**X**	

* Indicates the City Council has already authorized staff resources on this particular strategy or initiative

Goal # 2: Fiscal Responsibility and Sustainability

Goal Statement: Foster fiscal health through disciplined long-term planning, conservative budgeting practices, heightened efficiency, increased revenue and cost recovery.

Strategies and Initiatives	Next 12 Months	1 to 3 Years	3 to 5 Years
Examine Opportunities to Expand and Diversify City Revenues*	X		
Consider a Sales Tax Measure*	X		
Develop a Strategy to Improve No/Low Property Tax Status*	X		
Continue Proactive Pursuit of County, State, and Federal Grants*	Ongoing		
Adjust Policies for More Efficient Use of City Funds*	X		
Fiscal Policies Update*	X		
Sponsorship Policy Update*	X		
Expand Cove Community Project Partnerships to Expand Fiscal Efficiency			

Goal # 3: Encourage Development and Tourism

Goal Statement: Pursue economic development initiatives that attract and retain businesses, provides a strong, diverse local economy, addresses affordable housing needs, and enhances Indian Wells as the premier tourism destination.

Strategies and Initiatives	Next 12 Months	1 to 3 Years	3 to 5 Years
Process Entitlements for Cocun Resort Development*	X		
Process Entitlements for Development on East Side of Miles and Highway 111		X	
Continue Discussions with Renaissance Esmerelda on Expansion of their Resort*	X		
Evaluate Relationship with Economic Development Organizations (e.g., CVEP and Visit GPS)			
Begin Multi-Year Implementation of City's General Plan*	X		
Identify Potential Locations for New Tourism Attractions			
Museum of Tennis and/or Golf			
Museum of Energetic Studies			
Exhibit/Attraction on the Original Indian Well			
Indian Wells Preservation Foundation Facilities*			
Continue exploring Sister City opportunities*	Ongoing		

Goal # 4: Investing in Infrastructure and Amenities

Goal Statement: Promote effective use of existing facilities through maintenance and repair and plan for future facilities, amenities, and infrastructure to benefit the community.

Strategies and Initiatives	Next 12 Months	1 to 3 Years	3 to 5 Years
Continue Advancing Various Public Infrastructure Projects*	Ongoing		
Whitewater Channel Improvements*	X		
Safer Streets (Eldorado, Fairway, Cook and Rancho Palmares)*	X		
Rehabilitation/Redesign of Indian Wells Fountains*		X	
Expansion of Eisenhower Veteran Memorial			
Highway 111 Landscaping Improvements (e.g., Palm Tree Replacement and Drought Tolerant Landscaping)*		X	
Examine Opportunities to Expand Non-Potable Water Use in Community			

Goal # 5: Enhancing the Quality of Life

Goal Statement: Actively seek out opportunities to maintain and enrich Indian Wells' quality of life.

Strategies and Initiatives	Next 12 Months	1 to 3 Years	3 to 5 Years
Expand Community Activities Programing and Resident Benefits*	Ongoing		
Holiday Decorations*	X		
Expand Resident Benefit Card Discounts to City Businesses*	X		
Develop a plan to Celebrate the City's 60th Anniversary			
Provide Additional Community Events*	Ongoing		
Activate Fairway Park (e.g., Yoga in the Park, Small Music Events)			
Cellular Master Plan*			
Revisit Priorities in Communication Plan and Implementation			
Update City's website			
Develop a City of Indian Wells Book			
Develop New Park Site(s)*		X	
Develop New Public Art Installations in Indian Wells			
Indian Wells Lane (e.g., monument sign)			
Fairway Park (e.g., Shade Structure)			

Various Other City Strategies and Initiatives

Goal Statement: Development of Projects and Programs that further the City's Mission Statement, Improve City Operations, etc., that do not clearly fit within other goals.

Strategies and Initiatives	Next 12 Months	1 to 3 Years	3 to 5 Years
Advocate to regional, county, state, and federal legislators/agenices to address public health and economic/tourism impacts of Coachella Valley Air Quality (Dust) resulting from Tropical Storm Hillary	X		
Continue proactive Legislative Advocacy Efforts*	Ongoing		
Revisit the City's Mission Statement and Branding for Relevance Today			
Complete a Municipal Code Update (e.g., zoning code)		X	
Examine Opportunities in State Law Granting Charter Cities More authority Over Local Control			
City Council Policy Manual Updates	Ongoing		
Process to Add Items to the Agenda			
City Council Committee Assignments (e.g., grouping of similar committees and establish seniority)			
Update to Resident Benefit Cards Rules of Use			
Initiate a Government Efficiency and Organizational Improvement Study			

Indian Wells Golf Resort

The Indian Wells Golf Resort is a premier destination, offering world-class golf, amazing dining, exceptional hospitality, and a sophisticated entertainment experience for residents and guests alike.

Strategies and Initiatives	Next 12 Months	1 to 3 Years	3 to 5 Years
Review of Resident and/or Resident Guest Rate Fee Strucutres			
Identify a Dedicated Funding Source for Celebrity Course Rehabilitation			
Hire design consultants for various capital improvements:			
Banquet Kitchen			
Pavillion Insulation			
Parking Lot Expansion			
Bring a Major Golf Tournament (e.g., LPGA) to the IWGR*		X	
Seek out opportunities to activate the Celebrity Ballroom (e.g., immersive golf experiences)			
Installation of Public Art at Kestrel			
Modifications to Shots in the Night Putting Course			
Installation of Public Art at Golf Resort (e.g., Players Redesign)*	X		
Installation of a Legacy Wall in Lobby of Golf Resort*	X		
Host a Grand Opening Celebration for the Redesigned Players Course*	X		

* Indicates the City Council has already authorized staff resources on this particular strategy or initiative