
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.





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.

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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			
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

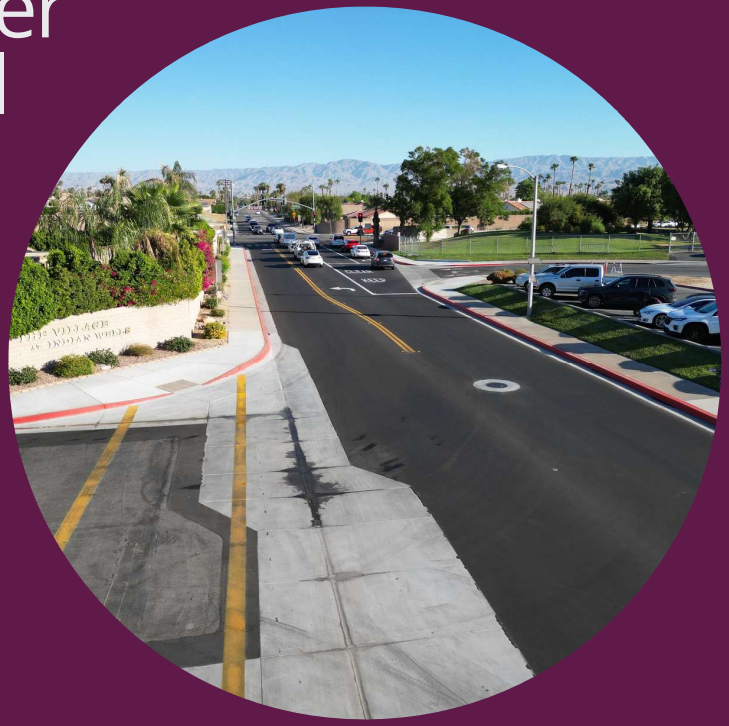
- Constructed Projects
- Current Projects
- Safer Streets Indian Wells
- Upcoming Projects
- Funding

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

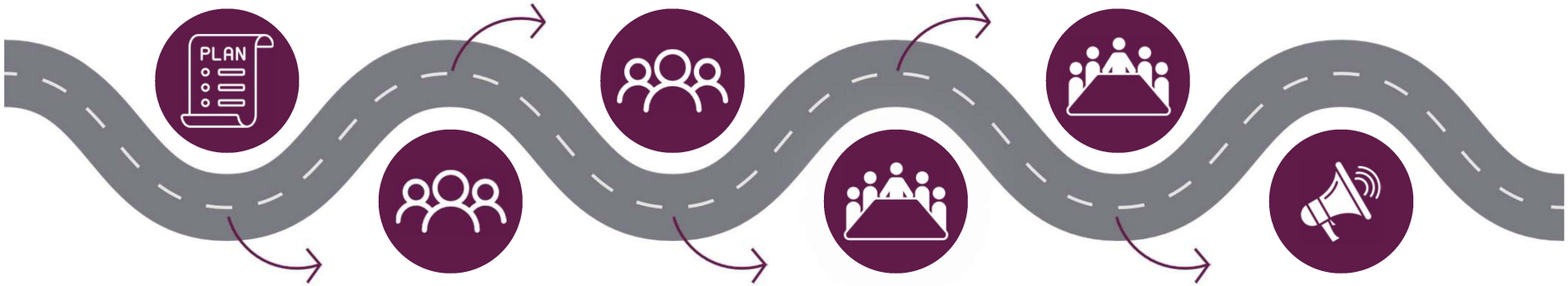
Adopted by City Council September 2024
- Three Community Outreach Meetings
- Two Stakeholders Meetings

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

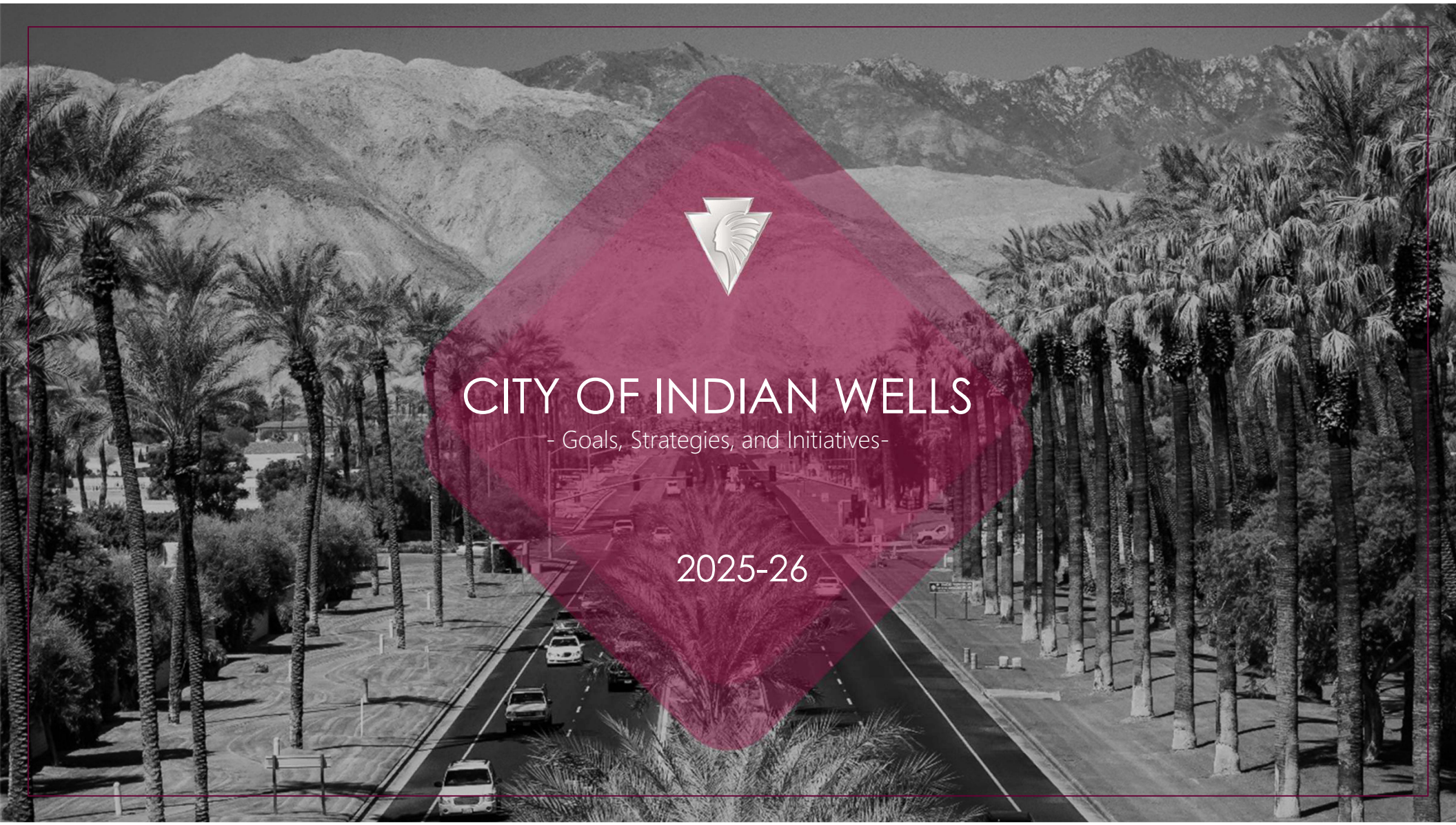


Federal Grant Funding:
$5,200,000

Grants in Process
$6,455,973

Time Period:
October 2022 to Present

Thank you!
Questions?



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

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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			
Examine Opportunities to Expand Opticom System to Gated Communities			
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			

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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.

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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)			
Begin Multi-Year Implementation of City's General Plan*	x		

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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			
• Museum of Energetic Studies			
Exhibit/Attraction on the Original Indian Wells			
Indian Wells Preservation Foundation Facilities*			
Continue exploring Sister City opportunities*	Ongoing		

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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

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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			
Highway 111 Landscaping Improvements (e.g., Palm Tree Replacement and Drought Tolerant Landscaping)*		x	
Examine Opportunities to Expand Non-Potable Water Use in Community			

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Goal 5: Enhancing the Quality of Life

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

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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			
Provide Additional Community Events*	Ongoing		
Activate Fairway Park (e.g., Yoga in the Park, Small Music Events)			

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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*			
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)			

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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.

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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			
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.			

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GOLF RESORT UPDATE

- Operational Review -

2025-26



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			
Identify a Dedicated Funding Source for Celebrity Course Rehabilitation			
Hire Design Consultant for Various Capital Improvements:			
• Banquet Kitchen			
• Pavilion Insulation			
• Parking Lot Expansion			
Bring a Major Golf Tournament (e.g., LPGA) to the IWGR*		x	

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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)			
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		

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Conclusion