# INDIAN WELLS CITY COUNCIL
## February 16, 2023

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| **To:** | City Council |
| **From:** | City Manager Department |
| **Prepared by:** | Christopher Freeland, City Manager |
| **Subject:** | **2023 City Council Strategic Planning Session** |

## RECOMMENDED ACTION:

Council **REVIEWS** and **APPROVES** the action items from the 2023 City Council Strategic Planning Session.

## DISCUSSION:

Strategic planning determines where an organization is going over the next year or more, how it's going to get there, and how it'll know if it got there or not. This is the City's "Game Plan." The focus of a strategic plan is to outline the goals of the City Council for the entire community/organization over a period (one, three, or five years are common). Goals-based planning starts with focusing on the organization's vision and/or values, selecting projects and programs to meet and achieve the goals, analyzing the resources needed and available resources, and finally, who will do what and by when.

Goal setting by the City Council has the following benefits:

- Formally adopted City Council Goals provide official direction to plan and organize resources to ensure their completion.
- The strategic plan is used to identify funding priorities for inclusion in the City's two-year budget.
- 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.
- Goals are established to meet the changing needs of the community.
- City staff is more focused and effective in addressing City Council priorities.
- City staff is more accountable to the City Council for achieving City Council Goals.

At the February 1, 2023, City Council Strategic Planning Session, the City Council provided the following recommended goals and activities for 2023.

City Council Fiscal Policies

The City has begun developing the Fiscal Year 2023-2025 Budget. The City Council and Housing Authority adopted the following financial goals for 2023 to be included in the budget discussion.

- Continue the Council Policy of reserving $2 million annually for long-term capital replacements.
- Continue the Council Policy of maintaining a fully funded pension program.
- Educate the Council on the merits of the Public Safety and Capital Community Facilities Districts and bring them back for further discussion.
- Directed the Finance Committee to review the following financial goals of the City.
    - Develop a plan to expand the pension program to pre-fund future pension obligations.
    - Examine a new revenue measure designed to diversify revenue streams and provide a dedicated funding source to address future funding needs of the City (e.g., public safety cost increases).
    - Provide direction on the best use of one-time loan funds being paid to the City by the former RDA.

Capital Improvement Program Update

The Capital Improvement Program (CIP) is the City's comprehensive multi-year plan for the development of the City's capital facilities, improvements, and maintenance. The plan outlines the expected capital projects over a five-year period. Capital improvement projects include the construction, acquisition, expansion, rehabilitation, or non-routine maintenance work that generally exceeds $5,000 and results in the creation or preservation of a City capital asset.

Council recommended goals for 2023:

- Develop a new five-year CIP as part of the upcoming budget cycle.
- Continue investing in the street maintenance program to achieve a City average Pavement Condition Index of 80 points or higher.
- Maintain and add healthy, vibrant, and water conscience landscaping citywide.
- Perform annual sidewalk repairs to remove tripping hazards.

Provide Responsive, Innovative, and Efficient Public Safety

The City continues to emphasize public safety as a significant priority, addressing matters in real-time as well as at Coffee with a Cop event, quarterly Public Safety Committee meetings, quarterly updates to the City Council, and during the annual State of the City

event. Through contract services with the Riverside County Sheriff's and Fire Departments, the City maintains a safe and low-crime environment for residents and visitors.

Council recommended goals for 2023:

- Continue monitoring the various public safety initiatives in the Strategic Planning Session report and provide regular updates to the Public Safety Committee and the City Council.
- Examine opportunities for the Sheriff's Department and Public Works to address further speeding in the community.
- Continue offering various emergency preparedness training for residents sponsored by the City and at participating HOAs.
- Complete the update to the City's Local Hazard Mitigation Plan.

Tourism Update and Opportunities

The Tourism program, in collaboration with Visit Greater Palm Springs, strategically supports the resort partners to influence growth in Transient Occupancy Tax (TOT). The programs developed create demand for the product of Indian Wells by building brand awareness and strategically leveraging Indian Wells to develop and execute marketing strategies to influence both group and leisure markets.

Council recommended goals for 2023:

- Evaluate and revise the City Marketing and Tourism Plan with Visit GPS' assistance.
  - Evaluate where tourism funds are invested in promoting Indian Wells as a tourism destination and incorporating opportunities to highlight the Indian Wells Golf Resort.
  - A review of other marketing opportunities provided by Visit GPS or other organizations will also be considered.
  - Incorporate sustainability efforts into marketing materials, which has proven to be essential for conference planners when deciding where to host their meetings.
  - The plan will be presented to the Marketing Committee, followed by a presentation to the full Council. In addition, a review of the City's Incentive Program is also timely.
  - Promote Indian Wells events, such as Winterfest, BNP Paribas Open, Ironman, and Pickleball.
  - Evaluate the partnership with Acrisure Arena and suggest revisions to the media plan to maximize the City as the official city partner of the arena.

Evaluate Energy Efficiency Opportunities

Energy costs are a significant expense in the City and Golf Resort's operating budgets. Over the years, the City has made upgrades to City facilities to become more energy efficient. In May 2021, the City approved an $8.9 million energy efficiency program to install solar at City Hall and the Golf Resort, replace inefficient heating and cooling systems, install efficient lighting, electric car chargers, backup generators, and a battery backup system at the Golf Resort.

Council recommended goals for 2023:

- Monitor the completion of the Energy Efficiency program and report to the City Council once complete. Have City Attorney review the contract with a vendor to determine if there are any legal tools to facilitate quicker installation of the system or damages from delays in implementing the project.
- Apply for the Institute for Local Government Beacon Awards that the City may qualify for.
- Replace the title of this goal with Sustainable Community Goal, which better reflects the various projects the City is working on.
- Examine opportunities to expand recycled water (purple pipe) infrastructure in the community and other sustainable best practices.

General Plan Update

A General Plan is considered the City's Constitution and serves as the blueprint for the City's long-term development, and has a 10-20-year horizon. Therefore, on May 21, 2020, the City selected the De Novo Planning Group to conduct the Comprehensive General Plan Update and supporting environmental analysis.

Council recommended goals for 2023:

- Continue working with De Novo Planning in collaboration with the Indian Wells Historical Preservation Foundation to complete the Historic Property Survey Report.
- Complete the City's Comprehensive General Plan Update and Programmatic EIR in 2023.
- Continue discussions to incorporate complete streets in the community.

Identify Potential Park Sites

The City Council has instructed staff to continue to explore new recreational or park sites in the community. Staff has continued to engage resident input and provide community meetings to examine how to continue to move forward on the current passive park located at the northwest corner of Eldorado and Fairway, as well as to find other potential locations, and to include different types of amenities with potential partnership opportunities with Desert Recreation District (DRD).

Council recommended goals for 2023:

- Council instructed staff to finalize the passive park design incorporating many of the resident comments from the Passive Park Study and bring it forward for discussion at the City Council's March 2, 2023 meeting. The consensus was to include a possible partnership with the Indian Wells Historic Preservation Foundation.
- Research opportunity to develop park amenities on the Southwest Church property with Desert Recreation District that includes park amenities of interest to Indian Wells (e.g., Pickleball, Dog Park, and other amenities).

Community Events and Activities

The Indian Wells Community Activities Committee advises and recommends to the City Council an overall plan for encouraging and fostering community interaction among residents. Included in the committee's scope of work is proposing an annual calendar for community activities, as well as planning and implementation of such activities. The Committee comprises five members and is managed by the City Managers Department. Some notable projects also fall in this category with Council direction, including Sister City relations and Resident Benefits.

Council recommended goals for 2023:

- Continue identifying new community events and activities for residents and seek partnerships with Desert Recreation District and other organizations that may be able to assist in providing enhanced benefits to residents.
- Contact Southwest Church and Ford Elementary School to see if their choirs would perform at City events (e.g., Memorial and Veteran's Day).
- Meet with the Canadian Consulate to ascertain an interest in developing a sister city relationship with Kelowna, Canada.
- Examine the guidelines of the current Resident Benefit Program.
- Analyze the Pickleball sponsorship and determine if a portion of the funds can be better utilized for the Resident Benefit Program

Develop Landscape Uniformity Along Highway 111

The landscaping along Highway 111 is an iconic characteristic of the City and requires high-quality maintenance to preserve the City's standards. At times, the maintenance along Highway 111 is inconsistent due to a lack of attention, limited funding, the timing of maintenance, and different standards of care between the City, the five Landscape and Lighting Maintenance Districts (LLMDs) managed HOAs and commercial property owners. Council and staff have expressed interest in developing uniform standards for landscaping materials used and consistency of maintenance efforts. The General Plan update will

assist in this process. In addition, the staff is to discuss partnerships with HOAs along Highway 111 to discuss options for more consistent landscaping in HOA-owned areas.

Council recommended goals for 2023:

- Develop an approved list of plants suitable to maintain the City's distinctive landscaping along Highway 111 into the General Plan update and conduct community meetings as part of a redesign of Highway 111 landscaping to reduce turf along Highway 111.
- Develop a multi-year phasing strategy to budget the removal and replacement of publicly owned palm trees throughout the City.
- Examine grant opportunities to develop a citywide tree inventory and plant new trees.
- Develop landscaping standards for commercial centers along Highway 111 that are consistent with the City's uniform standards.

Encourage and Expand Economic Development Opportunities in the Community

Economic Development opportunities in Indian Wells remain strong. Therefore, in 2020, the City Council formed an Economic Development Division of the City Manager's Office focused on shaping the city's future through relationship building, research, and development advocacy. These efforts were categorized into three areas: Monitoring Current and Future Development, evaluating an Enhanced Infrastructure Financing District (EIFD), and Business Assistance and Relationship Building.

Council recommended goals for 2023:

- Implement a streamlined online plan check and permit process.
- Continue efforts to develop the Genton and Brixton sites, including channel improvements, and present Council with development agreements for consideration in 2023.
- Complete a report explaining the value of memberships with the various regional economic development organizations in early 2023 and before adopting the Fiscal Year 2023-25 budget.
- Conduct additional meetings with Riverside County to determine the feasibility of an EIFD.

## **New Initiatives for 2023**

The City Council adopted the following new initiatives for 2023:

Update Communications Plan

The residents of Indian Wells are very active and interested in the happenings of their community. Annually, the City communicates with the community through email blasts, newsletters, social media postings, specialized mailings, the city website, and cable access. The Council has expressed an interest in updating the City's Communication Plan last updated in 2018) and expanding communication programs.

Proposed Activities for 2023

- Complete a comprehensive update to the City's communications plan to proactively ensure that all City stakeholders (e.g., residents, businesses, Golf Resort, HOAs, etc.) receive comprehensive information promptly. The plan would also evaluate the City's current practices for communicating with the community and seek recommendations to improve communication with all stakeholders. The plan would also be used to contact the media and cover components of the City's emergency communications during a disaster.

Expand Partnership with the Indian Wells Preservation Foundation

For the last several months, the Indian Wells Historic Preservation Foundation (IWHPF) has been cataloging all items that document the history of Indian Wells. The relationship between the City and IWHPF has never been better. The City is looking to further expand its relationship with the IWHPF in 2023 to help educate the community on the history of Indian Wells and support the IWHPF's efforts to become more involved with its community.

Proposed Activities for 2023

- Assist IWHPF in modernizing their organization with a revised website and seek opportunities to partner on other projects of mutual interest in the coming year, including a history of the Indian Wells Golf Resort exhibit at the golf resort and possible assistance with the passive park or other projects in the community.

Review of City Administrative Processes and Municipal Code Update

The City routinely reviews its administrative processes and recommends Municipal Code updates. Regular review and updates are essential to policy and procedure best practices. Therefore, based on comments from Council Members, the community, and other stakeholders, the staff is recommending a discussion on the following activities for 2023:

- Zoning Code Update: Complete a zoning code update to the Municipal Code upon completing the General Plan.

- City Council-appointed resident committees: City Council agreed at a future meeting the formation of an Ad-Hoc Committee be formed to review the administration of the various Council appointed resident committees.
- Measure J Discussion: Measure J-City Council Term Limit Measure was adopted by voters in March 2020. In July 2020, a Council candidate and former Council Member challenged the legality of the retroactivity portion of Measure J. Riverside County Superior Court ruled in August 2020 that the measure shall apply prospectively only. Council has agreed to discuss this matter in 2023.

**FISCAL IMPACT:**

This staff report is informational only; there is no fiscal impact.

**CALIFORNIA ENVIRONMENTAL QUALITY ACT ("CEQA"):**

This action has been reviewed per the authority and criteria contained in the California Environmental Quality Act (CEQA), the State and local CEQA Guidelines, and the City's environmental regulations. The City, acting as the Lead Agency, determined that the ordinance is not subject to CEQA pursuant to Sections 15060(c)(2), 15060(c)(3), and 15061(b)(3) of the State CEQA Guidelines, because it will not result in a direct or reasonably foreseeable indirect physical change to the environment as there is no possibility that the action would result in a significant environmental impact, and because it does not constitute a "project" as defined in Section 15378 of the State CEQA Guidelines, California Code of Regulations, Title 14, Chapter 3.