

INDIAN WELLS CITY COUNCIL

March 7, 2024



To: City Council
From: City Manager Department
Prepared by: Christopher Freeland, City Manager
Subject: **Update on the City Council Strategic Planning Goals of 2023**

RECOMMENDED ACTIONS:

Council **RECEIVES** and **FILES** the update on the City Council Strategic Planning Goals of 2023.

BACKGROUND:

On February 1, 2023, the City Council conducted its Annual Strategic Planning Session to establish goals for the City of Indian Wells for the coming year. Cities undertake strategic planning to help an organization determine where it 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 with the following benefits in mind:

- 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 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 are more focused and effective in addressing City Council priorities.
- City staff is more accountable to the City Council for achieving City Council Goals.

The 2024 Council Strategic Planning Session will be held at the Indian Wells Golf Resort on March 27, 2024, at 9:00 am. In preparation for that meeting, the staff is presenting this update to the 2023 City Council Strategic Planning Session Goals. The intent is to provide this update to the City Council via this report, so that the March 27th meeting can focus on new goals for 2024. Some goals established in 2023 will rollover into 2024, unless there are any objections by the City Council.

DISCUSSION:

At the February 1, 2023, City Council Strategic Planning Session, the City Council provided the following recommended goals and activities for 2023. If a project is completed, it is marked completed. If a goal is currently being worked on, it is labeled in progress. If a goal has been partially or fully completed but will continue as a priority for the foreseeable future, it is marked ongoing.

City Council Fiscal Policies:

As part of the Fiscal Year 2023-2025 Budget, the City Council and Housing Authority adopted the following financial goals for 2023:

Ongoing

- 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. (Rollover to 2024)

The Finance Committee was delegated to review the following financial goals of the City:

Complete

- Develop a plan to expand the pension program to pre-fund future pension obligations.
 - Finance Committee reviewed, and Council approved funding for this program in 2023.
- Examine the public safety staffing model to determine if any cuts are necessary to ensure the financial sustainability of public safety funding.
 - The Public Safety Committee met to discuss and recommended no changes to the public safety model. This will be reviewed with fire department deployment changes that are to occur in the next couple of years.

On Hold

- 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).
 - The Finance Committee discussed and recommended delaying any new revenue measure until new public safety cost increases were known. Contracts with Riverside County Sheriff and CalFire are expected to increase significantly over the next few years.

Ongoing

- Provide direction on the best use of one-time loan funds being paid to the City by the former RDA.

- Council to provide direction on the use of these funds as they are received by the City.
- Unless directed by the Council, loan funds are automatically invested and serve to increase the General Fund's operating reserve.

Capital Improvement Program Update

A part of the annual budget review is the development of a Capital Improvement Program (CIP), which is the City's comprehensive multi-year plan for the development of the City's capital facilities, improvements, and maintenance. 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.

In 2023, the City Council recommended the following CIP Goals:

Complete

- 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 (PCI) of 80 points or higher.
 - Street repaving projects are ongoing. The City's PCI was rated 85 in 2023.

Ongoing

- Maintain and add healthy, vibrant, and water conscience landscaping citywide.
 - Further discussions on landscape redesign along Highway 111 to continue in 2024. The Council adopted new landscape standards to provide opportunities to promote drought tolerant landscaping, while maintaining Indian Wells' brand of lush landscaping.
- Perform annual sidewalk repairs to remove tripping hazards.
 - The city approved an annual budget to repair and replace sidewalks as needed.

Provide Responsive, Innovative, and Efficient Public Safety

The City continues to emphasize public safety as the community's top priority. In 2023, the Council adopted the following goals:

Complete

- Complete the update to the City's Local Hazard Mitigation Plan.
 - The plan was adopted in February 2024.

Ongoing

- 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.

- Regular updates on public safety initiatives have been reported to the Public Safety Committee over the course of the year and shared with the community.
- Examine opportunities for the Sheriff's Department and Public Works to address further speeding in the community.
 - The Sheriff's Department has invested significant amounts of resources to address speeding in the community, including specialized and targeted enforcement. Additional work being done by Public Works as part of the safe streets' initiative in the community.
- Continue offering various emergency preparedness training for residents sponsored by the city and at participating HOAs.
 - The city has provided training for residents and met with HOAs to be better prepared in the event of an emergency. Distributed hundreds of emergency preparedness kits to residents.

Tourism

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.

In 2023, the Council recommended the following goals:

Ongoing

- Evaluate where tourism funds are invested in promoting Indian Wells as a tourism destination and incorporating opportunities to highlight the Indian Wells Golf Resort.
 - Funds are being targeted to maximize tourism initiatives that bring visitors to Indian Wells resorts. This includes an annual review of the Marketing Plan of the City by the Marketing Committee.
 - Marketing efforts also done to promote various events held in Indian Wells, such as Winterfest, BNP Paribas Open, and Ironman. City also secured the Epson Tour Championship for 2024.
- Incorporate sustainability efforts into marketing materials, which has proven to be essential for conference planners when deciding where to host their meetings.

In Progress

- 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.
 - The Marketing Committee has suggested this partnership continue as the City's investment receives more than five times the return in advertising at the arena.

Sustainable Community:

In 2021, the city began an initiative to be more energy efficient, promote recycling (e.g., organic waste, mulch, etc.), and water conservation.

In 2023, the City Council recommended the following goals:

Ongoing

- Apply for the Institute for Local Government Beacon Awards that the city may qualify for.
 - City staff is monitoring the various awards and will apply as eligible.
- Examine opportunities to expand recycled water (purple pipe) infrastructure in the community and other sustainable best practices.
 - The city approved new landscape design standards that promote water efficiency. In addition, the City's turf replacement program removed over 230,000 square feet of irrigated turf throughout Indian Wells. In 2024, discussions with the Coachella Valley Water District (CVWD) will be had to address concerns on reductions of non-potable water in Indian Wells and the need to expand purple pipe in the community. CVWD has invested funds to provide reclaimed water to Southwest Church and the tennis gardens. The community will save over \$8 million gallons of water per year.

In Progress

- Monitor the completion of the Energy Efficiency program and seek efforts to facilitate a quicker installation of the system.
 - Much of the project is completed, however solar at City Hall and the Golf Resort have delayed completion dates in 2024 and 2025.

General Plan Update

The City's General Plan is currently in progress and anticipated to be completed in later 2024. The City Council also wanted various components of the General Plan Update to include other relevant initiatives, including:

In Progress

- Completion of a Historic Property Survey Report.
 - The report is being finalized and will be incorporated into the General Plan Update.
- Continue discussions to incorporate safe streets in the community.
 - Safe streets will be included in the General Plan Update. In addition, the City has been successful in obtaining grant funding to evaluate traffic safety throughout Indian Wells. The city was also successful in obtaining grant funding to make improvements for motorists, pedestrians, and bicyclists along Eldorado and Fairway.

The city is conducting community meetings with the intent to finalize projects in 2024 and 2025. Additional projects being identified through community outreach and additional traffic studies.'

It is important to note that the City's Housing Element, a portion of the General Plan Update, has received its pre-certification letter from the State of California, conditional on the approval of the proposed rezoning program that is scheduled for public hearings with Planning Commission and City Council in March and April 2024.

Identify Potential Park Sites

In Progress

- The City Council has instructed staff to continue to explore new recreational or park sites in the community.

In addition to the completion of Fairway Park in early 2024, the City Council recommended researching other opportunities to develop park amenities in Indian Wells.

The City continues to meet with Desert Recreation District and Southwest Church on a possible park project. Unfortunately, those discussions have not been successful currently. The City Council also approved the acquisition of 35 acres of land at the corner of Warner Trail and Miles Avenue for the development of an affordable housing project and park space. Some of the amenities being considered for this site include pickleball courts, a dog park, and other amenities).

Community Events and Activities

The City Council budgeted additional funding for the Community Activities Committee to allocate towards several new programs and events in the city.

The City Council recommended the following goals for 2023:

Complete

- Examine the guidelines of the current Resident Benefit Program.
 - New guidelines were approved by the Council on January 18, 2024.
- Analyze the Pickleball sponsorship and determine if a portion of the funds can be better utilized for the Resident Benefit Program.
 - Pickleball tournament moved out of Indian Wells and sponsorship funds were reallocated to other community events.

Ongoing

- Continue identifying new community events and activities for residents and seek partnerships with Desert Recreation District (DRD) and other organizations that may be able to assist in providing enhanced benefits to residents.

- The city partnered with DRD to assist with Winterfest. City partnered with the Palm Springs Air Museum for Indian Wells Day at the museum and is discussions with other organizations for events in 2024.
- Contact Southwest Church and Ford Elementary School to see if their choirs will perform at City events (e.g., Memorial and Veteran’s Day).
 - Staff will continue to seek opportunities to partner with both organizations for the various community events.

In Progress

- Meet with the Canadian Consulate to ascertain an interest in developing a sister city relationship with Kelowna, Canada.
 - Kelowna, Canada has expressed an interest to discuss a potential relationship that is coordinated by organizations within both communities (e.g., tourism bureau, non-profit) that can help sustain program without the cities managing the program. In addition, Troon has made an introduction to a community in Scotland that may have an interest in developing a relationship with Indian Wells.

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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. The Council expressed interest in developing uniform standards for landscaping materials used and consistency of maintenance efforts.

As part of this goal, the City Council recommended the following:

Complete

- Examine grant opportunities to develop a citywide tree inventory and plant new trees.
 - Tree inventory is completed, and trees are being planted at the Indian Wells Golf Resort and throughout the community. Numerous trees have and are being replaced that were damaged during Tropical Storm Hillary.
- Develop landscaping standards for commercial centers along Highway 111 that are consistent with the City's uniform standards.

In Progress

- 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.
 - City held community meetings to develop the new landscaping designs that were adopted for residential and businesses application throughout the City. Discussions to reduce turf along Highway 111 to continue into 2024.

- Develop a multi-year phasing strategy to budget for the removal and replacement of publicly owned palm trees throughout the city.
 - The city has begun this process and will continue in 2024 and future years.

Encourage and Expand Economic Development Opportunities in the Community

New economic development opportunities are coming forward in Indian Wells. In addition to the opening of Sprouts, new businesses are looking to invest in the community.

As part of the City's efforts to encourage and expand economic development in the community, the Council recommended the following goals for 2023:

Complete

- Implement a streamlined online plan check and permit process.
- 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 Enhanced Infrastructure Financing District (EIFD).

In Progress

- Continue efforts to develop the Genton and Brixton sites, including channel improvements, and present Council with development agreements for consideration in 2023.
 - This project was delayed by Genton to provide adequate time and due diligence to purchase the Brixton sites. To date, the channel improvements are currently in design, with construction tentatively planned for later 2024/early 2025.

New Initiatives Approved by the City Council

The City Council adopted additional initiatives for 2023:

Update Communications Plan

In Progress

- The Council approved the updating of the City's Communications Plan that was last updated in 2018, that reflects new technology and best practices in the industry.
 - The City's communication consultant, Tripepi Smith is currently updating the City's communication plan, with a completion date in May 2024.

Expand Partnership with the Indian Wells Preservation Foundation

Ongoing

The City has been working closely with the Indian Wells Historic Preservation Foundation (IWHPF) to catalog items that document the history of Indian Wells. The relationship between the City and IWHPF has never been better. The City Council directed staff 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.

- IWHPF and the City continue to promote events and activities of mutual interest. In addition, IWHPF assisted the City in developing displays at Fairway Park, partnered with the City on the oral history project, and are working on concepts for a legacy wall at the Indian Wells Golf Resort.

Review of City Administrative Processes and Municipal Code Update:

In Progress

The City routinely reviews its administrative processes and recommends Municipal Code updates. Regular review and updates are essential to policy and procedure best practices. The City Council recommended a review of the zoning code for 2023.

- The General Plan Update is anticipated to be completed in late 2024, which will include zoning changes. A more comprehensive zoning code update to come after the General Plan update is completed.

Resident Committee and Commission Function Review:

In Progress

The City Council recommended the review of the duties, responsibilities, and functionality of the City's resident committees and commission.

- In 2023, the City Council authorized the formation of a Council Ad Hoc Committee to review the resident committees and commission consisting of Mayor Pro Tem Whitman and Councilmember Griffith. The Ad Hoc Committee has met with each of the City committees and commission and is working with staff to finalize recommendations for the City Council's consideration.

Review of Measure J - Council Two Four Year Term Limit:

Complete

Measure J was adopted by Indian Wells 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. The Council authorized the formation of a Council Ad Hoc Committee (Committee) consisting of then former Councilmember Whitman and Mayor Pro Tem Sanders to review Measure J.

- At the January 18, 2024 Council meeting, the Committee provided the Council a report that was received and filed. In consultation with law office that specializes in Election Law Olson Remcho, the Election official has determined that all terms of service on the Council during a person's lifetime whether served before or after the passage of measure J will be counted towards the two-term limit, regardless of the terms were served consisted with the voters' intents in imposing a lifetime limit through Measure J. The Election official will be enforcing accordingly in the upcoming elections.