

# GOAL #1: Housing Authority

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



For the 2025/2026 Strategic Plan the City Council identified the City’s Housing Authority, Housing Authority properties, and housing legislation as a major priority. Recognizing that these priorities will be multi-year in nature, a total of 7 priorities were identified. To date, 6 of the priorities are in-progress while 1 priority has not be started due to timing for the RHNA cycle. A summary of the accomplishments for each priority is provided below:

1.1 Continue Implementation of 6th Cycle of Housing Element		
Time Period: 12-months	Department: Community Development	Status: In Progress
<p><b>Quarter 1:</b></p> <ul style="list-style-type: none"> <li>The City Council adopted Resolution 2024-14 and Ordinance 753 updating its General Plan, adding Chapter 21.37 to the City's Zoning Code approving a Zone Map Amendment to add a “Public Benefit” land use and zoning designation to the City’s General Plan and Zoning Ordinance, respectfully. The purpose of the Public Benefit Zone is to provide land use opportunities within the City that are beneficial to the public, including affordable housing, park and open space areas, and supporting uses.</li> <li>The City Council adopted Resolution 2025-04 and Ordinance 762 for its General Plan and Zone Map update. The General Plan's updated Land Use Map and associated Zone Map Amendment facilitate lower income housing opportunities within the City which will directly benefit citizens with a wide range of economic backgrounds, including workforce housing, disadvantaged groups, and those with special housing needs.</li> <li>In April, the City Council Approved and City staff subsequently submitted the City’s Annual Progress Report (APR) for the 2021-2029 planning period (6<sup>th</sup> Housing Cycle) to the State Department of Housing and Community Development (HCD). The APR identified the number of housing applications and permits processed during the reporting year, including the progress made on the various programs, policies and Regional Housing Needs Assessment (“RHNA”) allocation for the 6<sup>th</sup> Cycle Housing Element. HCD has approved and accepted the City’s APR on 7/30/2025.</li> <li>The City maintains its relationship with Lift to Rise and supported their calls for additional funding for affordable housing in the Valley, as well as advocating for legislation that would allow the City to fund affordable housing in neighboring communities in return for RHNA credit.</li> </ul>		

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## Quarter 2:

- The City Council approved an extension to an Exclusive Negotiation Agreement (ENA) for 10-acres of land to be development with future affordable housing.
- The City is currently awaiting the results of a pending eminent domain case to acquire additional land for affordable housing development.

## 1.2 Development of Housing Element for 7th Cycle (2029-2037)

Time Period:  
1-3 years

Department:  
Community Development

**Status: In Progress**

### Quarter 1:

- In accordance with existing state housing law, the city needs to adopt its 7<sup>th</sup> Cycle Housing Element by October 15, 2029, and at least 18 months prior to the Housing Element due date, SCAG must distribute a draft RHNA to the City. However, these timeframes may change as the state legislator is currently looking at Housing Element and RHNA reform Bills that have the potential to modify these timelines.

### Quarter 2:

- No Changes

### Looking Forward:

- City Staff and City Attorney's office continue to monitor proposed Bills and legislation that could affect future requirements of the 7<sup>th</sup> Cycle Housing Element and RHNA.

## 1.3 Address Regional Housing Needs Assessment-RHNA

Time Period:  
1-3 years

Department:  
Community Development

**Status: In Progress**

### Quarter 1:

- To effectuate this goal, the City Council adopted Ordinance 753, adding Chapter 21.37 to the City's Zoning Code and amending the City's zoning map to include a Public Benefit District. The purpose of District is to facilitate future development of affordable housing and supporting uses. Affordable housing developers may also apply to the City to construct affordable housing in any residential zone using the City's Affordable Housing Overlay in accordance with Chapter 21.28.
- Accessory Dwelling Unit (ADU) and SB 9 Ordinances have been recently updated consistent with the State's current affordable housing legislation. City staff and the City Attorney will continue to monitor and amend the ordinances as needed based on future changes to State Law.
- As mentioned in Goal 1.1, above, HCD has approved and accepted the City's Annual Progress Report (APR) for the 6<sup>th</sup> Cycle Housing Element. During the reporting year, the City has processed 25 housing applications, issued 18 building permits, and issued 58 certificates of occupancies (C of O's) for new residential homes. 7 of these homes were permitted as Accessory Dwelling Units (ADU), 6 of which are allowed to be counted toward the City's RHNA as moderate- or lower-income level units. Out of the total 382 RHNA units allocated to the City for the 6<sup>th</sup> Housing

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Cycle, the City has now reported the completion of 107 RHNA units since 2021, which is approximately 28% of the City's RHNA allocation for the planning period.

**Quarter 2:** No Changes

## 1.4 Develop Strategies to Extend Affordability Covenants at Indian Wells and Mountain View Villas

Time Period:  
1-3 years

Departments:  
Community Development/City Manager's Office

**Status: In Progress**

### Quarter 1:

- The City recently solicited bids through an RFP for housing consulting services to provide strategies for long-term affordability of currently owned Housing Authority properties, construction of new affordable units, compliance with the changing State legal requirements, and alternatives for use of housing assets currently owned by the City's Housing Authority. We have received proposals from three qualified firms and are currently going through the selection process to enter into a contract with the most qualified housing consultant firm.
- City Staff and City Attorney continue to endorse and monitor the legislative progress of AB 726 bill which would permit a local agency to include in its annual progress report (APR) the number of units of existing deed-restricted affordable housing within a specified affordability threshold that are at least 15 years old and have been substantially rehabilitated with at least sixty thousand dollars per unit in funds awarded from the city. This bill has been successfully moving through legislature with no opposition and was ordered back to the Assembly on September 11, 2025. State Adoption of this Bill would allow the City to receive RHNA credit for rehabilitating units at the City's two affordable housing properties.

### Quarter 2:

- No Changes

## 1.5 Develop New Housing Units in Community

Time Period:  
1-3 years

Department:  
Community Development

**Status: In Progress**

### Quarter 1:

- This is a longer-term goal of the City Council and land within the City has been zoned or identified for the expansion of affordable housing options.

### Quarter 2:

- No Change

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## 1.6 Support Legislation Giving Cities More Tools to Address RHNA Requirements (e.g., AB1407, AB 76226)

Time Period:  
12-months

Department:  
Community Development/City Manager's Office

Status: Ongoing

### Quarter 1:

- AB1407 was introduced by Indian Wells' Assembly Member Wallis in the 2025-26 cycle. It's goal is to create a pilot program whereby neighboring cities can contribute funding toward affordable housing in another community and receive some pro rata share of the associated RHNA credit for doing so. This law would focus on expanding affordable housing to include student housing and would be directed at CSUSB-Palm Desert. Staff are in communication with Wallis' office and have been informed this will be a 2-year bill, with final language and effort beginning in January 2026.
- AB726 was introduced by Assembly Member Avila Farias in the 2025-26 cycle. It's goal is to authorize RHNA credit for existing deed-restricted affordable housing units which are at least 15 years old and have been substantially rehabilitated with at least \$60,000 per unit in funds awarded from the City. This bill has been successfully moving through the legislature with no opposition and was ordered back to the Assembly on September 11, 2025.

### Quarter 2:

- No Changes

## 1.7 Develop Strategy on Declining Housing Authority Funds

Time Period:  
12-months

Department:  
City Manager's Office/Finance Department

Status: Ongoing

### Quarter 1:

- The City Council recently approved the sale of real property commonly known as Hole 17 of the former Player's Golf Course. In keeping with State requirements, 30 percent of the sale proceeds have been allocated to the Indian Wells Housing Authority to strengthen the long-term financial health of the Indian Wells Villas and Mountain View Villas communities. This investment reflects the City's continued commitment to supporting residents and maintaining high-quality, well-managed housing. By directing funds toward these community properties, the City ensures their ongoing upkeep and sustainability, reinforcing Indian Wells' dedication to enhancing the quality of life for all who call these neighborhoods home.

# GOAL #2: 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.

<p><b>Completed</b></p> <p>1</p>	<p><b>In Progress</b></p> <p>9</p>	<p><b>Not Started</b></p> <p>-</p>
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Recognizing the importance of the Indian Wells Golf Resort (IWGR) the City Council identified **10** priorities to address the IWGR. To date, all 10 priorities are being reviewed. A summary of the accomplishments for each priority is provided below:

2.1 Review of Resident and/or Resident Guest Rate Fee Structures		
Time Period: 12-months	Department: City Manager's Office	Status: <b>In Progress</b>
<p><b>Quarter 1:</b></p> <ul style="list-style-type: none"> <li>City staff is collecting data on tee sheet usage and rounds played by residents, resident guest, hotel guest, and market-rate players.</li> </ul> <p><b>Quarter 2:</b></p> <ul style="list-style-type: none"> <li>Staff continued to evaluate the IWGR Resident Golf Fee Structure and work with Troon to identify player type and usage.</li> </ul> <p><b>Looking Forward:</b></p> <ul style="list-style-type: none"> <li>Staff anticipates bringing information to the City Council in the first half of 2026 for further discussion.</li> </ul>		

2.2 Identify a Dedicated Funding Source for Celebrity Course Rehabilitation		
Time Period: 12-months	Department: Finance	Status: <b>Complete</b>
<p><b>Quarter 1:</b></p> <ul style="list-style-type: none"> <li>During the adoption of the City's Annual Budget, the City Council took decisive action to allocate key funding sources—including a General Fund surplus and remaining loan repayments from the former Redevelopment Agency</li> </ul>		

# GOAL #2: Golf Resort

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(RDA). This strategic use of resources reflects the Council's commitment to sound fiscal management and the continued reinvestment of local dollars back into the community.

## 2.3 Hire Design Consultants for Various Capital Improvements (Banquet Kitchen, Pavilion Insulation, Parking Lot Expansion)

Time Period:

Department:  
Troon/Public Works Department

Status: In Progress

### Quarter 1:

- City staff is working with the Renaissance and Hyatt partners to evaluate the campus needs, including, identifying additional parking facilities, cleaning up property lines, and a review of the amenities and walkability of the campus location.
- The City has entered into a contract with Kimley Horn for design of a future parking lot expansion.
- The City has entered into a contract with Kimley Horn to complete survey work for lands around Indian Wells Lane and the Indian Wells Golf Resort clubhouse.

### Quarter 2:

- Staff will seek City Council approval to negotiate with the Renaissance and identify a location for parking lot expansion in support of the Indian Wells Golf Resort.

### Looking Forward:

- If approved by City Council, staff will complete necessary survey and mapping actions and finalize the design of parking lot expansion.
- Once designed, staff hopes to begin construction of the project in Summer 2026.

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## 2.4 Bring a Major Golf Tournament to the Indian Wells Golf Resort

Time Period:  
1-3 years

Department:  
Troon/City Manager's Office

Status: In Progress

### Quarter 1:

- City staff are working closely with Troon and Troon subsidiaries to pursue a major golf tournament for the IWGR.

### Quarter 2:

- Troon and the City have confirmed that the LGPA is exploring locations on the West Coast for a Championship LPGA event.
- City staff and Troon met with potential sponsors to bring a major LPGA event to the City.

### Looking Forward:

- The City and Troon will need to secure a multi-million-dollar, multi-year, sponsorship to entice the LPGA to bring an event to Indian Wells. To effectuate this, the City and Troon will continue to identify and pursue potential sponsorship opportunities throughout the greater Southern California region and beyond.

## 2.5 Seek Out Opportunities to Activate the Celebrity Ballroom

Time Period:  
12-months

Department:  
Troon/City Manager's Office

Status: In Progress

### Quarter 1:

- Troon is exploring options for use of the Celebrity ballroom and notes that introducing additional uses could be problematic and the ballroom is consistently used throughout the season and is difficult add an activity in there when our lead time form many events is 60 days or less. Therefore, any new activations would need to occur in the summer.

## 2.6 Installation of Public Art at Kestrel

Time Period:  
12-months

Department:  
Troon/City Manager's Office

Status: In Progress

### Quarter 1:

- Funding has been identified (such as the Art in Public Places Fund) to support new public art installations at the Indian Wells Golf Resort (IWGR). This initiative reflects the City's ongoing commitment to enhancing public spaces, celebrating creativity, and enriching the cultural experience for residents and visitors alike.

### Quarter 2:

- No Change.

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## 2.7 Modifications to Shots in the Night Putting Course

Time Period:  
12-months

Department:  
Troon/City Manager's Office

**Status: In Progress**

### Quarter 1:

- Troon met with Put Tek who performed site of current laser putting area and is putting together a proposal to develop a new putting activity.

## 2.8 Installation of Public Art at Golf Resort

Time Period:  
12-months

Department:  
Troon/City Manager's Office

**Status: In Progress**

### Quarter 1:

- Troon met with an artist who will be putting together a proposal for art leading up the stairway to Kestrel. Troon anticipates receiving this proposal by January 2026.

## 2.9 Installation of a Legacy Wall in Lobby of Golf Resort

Time Period:  
12-months

Department:  
Troon/City Manager's Office

**Status: In Progress**

### Quarter 1:

- Troon is seeking consultants to assist with professionally designing the legacy wall.

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## 2.10 Host a Grand Opening Celebration for the Redesigned Players Course

Time Period:  
12-months

Department:  
Troon/City Manager's Office

Status: In Progress

### Quarter 1:

- Troon project managers remained focused on complete renovations for the redesigned Players Course.
- Troon and City staff met to discuss expectations for the Grand Opening Celebration and relayed residential accessibility, celebrity guest, various media promotions, timing, and budget.

### Quarter 2:

- Troon is coordinated a large event scheduled for December 2, 2025 with the assistance of the Golf Resort Advisory and Community Activities Committees.

### Looking Forward:

- The event is scheduled for December 2, 2025, at which point this goal will be complete.



# GOAL #3: Safeguarding the Community

Goal Statement: Provide enhanced public safety, prevention, preparedness, and emergency response programs. Public Safety Committee to have oversight over all these strategies and initiatives.

Completed 1	In Progress 6	Not Started -
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For the 3<sup>rd</sup> Goal of the 2025/2026 Strategic Plan the City Council identified a total of 7 priorities to address safe-guarding the community. To date, 1 of the priorities have been completed while the other 6 priorities are in process. A summary of the accomplishments for each priority is provided below:

3.1 Review Fire Department Deployment Model for Efficiency and Effectiveness		
Time Period: 12-months	Department: City Manager's Office	Status: Ongoing
<p><b>Quarter 1:</b></p> <ul style="list-style-type: none"> <li>Reviewing ability to improve the ISO Rating from a 2 to a 1 was delayed until Q2 due to scheduling challenges with the ISO representative.</li> </ul> <p><b>Quarter 2:</b></p> <ul style="list-style-type: none"> <li>Regarding ISO Rate Improvement Effort: Chief Beverlin met with the ISO evaluator who provided insight into improving the rating, maps that would allow CalFIRE to better understand some of the nuances of the study, and future training opportunities that will assist CalFIRE with being better prepared for their next review. Chief Beverlin will share an update with the Public Safety Committee on October 21, 2025.</li> </ul>		



# GOAL #3: Safeguarding the Community

Goal Statement: Provide enhanced public safety, prevention, preparedness, and emergency response programs. Public Safety Committee to have oversight over all these strategies and initiatives.

## 3.2 Review Police Deployment Model For Efficiency and Effectiveness

Time Period:  
12-months

Department:  
City Manager's Office

Status: **Complete**

### Quarter 1:

- Staff reviewed community needs and the police deployment model; including fiscal impacts, changes in staffing, and efficiency with sharing resources with the City of Rancho Mirage, with Lt. Schiavone and Captain Sexton.
- Staff presented findings and an alternative to the police deployment model to the City's Public Safety Committee on June 10, 2025, and received a recommendation to move forward with the proposed modifications to the deployment model.
- June 10, 2025, City Council approved a new 3-year term with the Riverside County Sheriff Department as well as an amendment outlining the new deployment model which reallocated patrol resources to address increased traffic enforcement and Special Enforcement Team oversight. These additional positions will be a cost sharing with the City of Rancho Mirage.

### Looking Forward:

- This Goal was completed in Quarter 1. Staff continue to collaborate with Lt. Schiavone and monitor staffing levels to adjust to community needs.

## 3.3 Develop Policy to Inspect Commercial Kitchen Fire Suppression Systems

Time Period:  
12-months

Department:  
City Manager's Office/ Community  
Development/Finance

Status: **Ongoing**

### Quarter 1:

- Staff reviewed the development of an inspection program with CalFIRE to expand existing fire suppression services to include these additional inspection compliance checks. CalFIRE was unable to provide the City with cost estimates on what this additional requirement would entail, causing the City to seek alternative approaches.
- At the June 10, 2025, special meeting, the Public Safety Committee agreed to have Staff assess an alternative approach to the fire inspection program outside of a contract amendment with CalFIRE.
- Staff met to discuss how a program could be incorporated into the existing Business License process and requested City Attorney assistance with ensuring compliance with the law, Municipal Code, and with the CA Fire Code.

### Quarter 2:

- Staff will return to Council at their October 16, 2025 meeting, for formal consideration to implement a fire inspection program.

### Looking Forward:

- Following approval, staff will prepare a letter outlining the program's details and requirements which will be mailed to all impacted businesses prior to the next round of business license renewal notices.
- Beginning January 2026, the City's Code Enforcement Division will be conducting drop ins to confirm compliance.



# GOAL #3: Safeguarding the Community

Goal Statement: Provide enhanced public safety, prevention, preparedness, and emergency response programs. Public Safety Committee to have oversight over all these strategies and initiatives.

## 3.4 Examine Opportunities to Expand Opticom System to Gated Communities

Time Period:  
12-months

Department:  
Community Development/City Manager's Office

Status: Ongoing

### Quarter 1:

- Council approved changes to the Municipal Code requiring all existing and new automated vehicle access gates to install preemption devices (commonly referred to as OPTICOM systems) in addition to the "Knox Boxes."
- To encourage rapid compliance, Council also approved a rebate program offering HOAs up to \$500 upon proof of installation of a preemption device at their gates.
- Beginning on Monday, August 4, 2025, rebates are available through the end of January 2026, though HOAs have until August 2026 to be in compliance.

### Looking Forward:

- Beginning August 2026, the City's Code Enforcement Division will be conducting regular checks to ensure compliance.

## 3.5 Expand Emergency Preparedness Programs (i.e., CERT partnerships, Emergency Preparedness Month, Adoption of Fire Hazard Maps, Complete Emergency Operations Plan)

Time Period:  
12-months

Department:  
City Manager's Office

Status: Ongoing

### Quarter 1:

- At the July 2, 2025 Council Meeting, Council adopted a new, 3-year agreement with Riverside County Department of Emergency Management, increasing our Emergency Coordinator's services from 50% to 75% shared with the County. As a result of this increased access to their time, a wide variety of additional efforts have been made, including:
  - Entering into an MOU with City of Palm Desert to share emergency services and resources (approved September 4, 2025)
  - Developed the new 2025 Emergency Operations Plan which was adopted by Council on September 4, 2025
  - Free 12 Steps training for residents at Indian Wells Villas and Mountain View Villas
  - Launch of the 6<sup>th</sup> Round of Emergency Backpack Sales
  - Provided EOC Training for City Council Members
  - Included emergency preparedness information in the September newsletter
  - Relaunch of the #IWFastFact social media campaign to provide weekly emergency preparedness information during Emergency Preparedness Month
  - Updated EOC Org Chart and required Section Specific Training for all Staff
  - Facilitated a Foundational Course Recertification for all Staff on the core emergency preparedness courses offered through FEMA and CSTI
  - Presented an emergency preparedness update at the September 4, 2025 Council Meeting and was presented with an Emergency Preparedness Month proclamation
- In addition to these emergency preparedness specific courses, Staff have also been provided with First Amendment Auditor training through Best, Best & Krieger, as well as De-escalation Training through the CJPIA
- City staff will participate in the 2025 Great Shakeout on Thursday, October 16<sup>th</sup>
- Indian Wells and Palm Desert are scheduled to host a combined CERT Class in November 2025.
- The City Council adopted the 2025 Emergency Operations Plan at their September 4, 2025 meeting.



# GOAL #3: Safeguarding the Community

Goal Statement: Provide enhanced public safety, prevention, preparedness, and emergency response programs. Public Safety Committee to have oversight over all these strategies and initiatives.

- Staff introduced Ordinance 764 at the June 10, 2025 City Council meeting to adopt the fire hazard severity zone map as recommended by the California Dept of Forestry and Fire Protection. This was formally passed, approved, and adopted on July 2, 2025, and a copy was filed with the Board of Forestry and Fire Protection as required on July 9, 2025.

## 3.6 Seek Funding to Rebuild and Rehabilitate City Emergency Operations Center

Time Period:  
1-3 years

Department:  
City Manager's Office

Status: Ongoing

### Quarter 1:

- After Staff submitted the Congressionally Directed Spending applications for EOC funding through Homeland Security, information came out that the Senate was only looking to fund retrofit projects, not new or rebuild projects. As the City had not yet determined whether it could retrofit the existing EOC or if it would need to tear down to rebuild, Indian Wells understandably was not selected for EOC grant funding this cycle. Congressional funding was awarded to the larger Whitewater Channel project.
- Griffin Structures is currently under contract and is actively putting together an EOC Needs Assessment, the results of which will be presented to Council so a decision can be made on whether to retrofit the existing EOC structure or if an alternative approach is warranted.

## 3.7 Develop a Cellular Master Plan

Time Period:  
12-months

Department:  
City Manager's Office

Status: Ongoing

### Quarter 1:

- On May 15, 2025, the City Council approved the scope for a Wireless Master Plan with tasks including zoning analysis and recommendations, incentivizing wireless carrier investment recommendations, wireless inventory, mapping and analysis, recommendations to improve coverage, and recommendations for golf cart emergency notifications.
- In June of 2025, City Staff released the RFP and received three proposals, and in September, City Staff awarded the bid, initiated an agreement, and issued a Notice to Proceed to CelPlan.

### Quarter 2:

- An initial kickoff meeting was held between City staff and the Consultant on September 17, 2025, and the project is expected to last approximately six months.



# GOAL #4: Fiscal Responsibility and Sustainability

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



For the 4<sup>th</sup> Goal of the 2025/2026 Strategic Plan the City Council identified a total of 5 priorities to address fiscal responsibility and sustainability. To date, only 1 of the priorities have been completed while the other 4 priorities are in process or have yet to start. A summary of the accomplishments for each priority is provided below:

4.1 Examine Opportunities to Expand and Diversify City Revenues (possible tax measure, revisit no/low property tax status)		
Time Period: 12-months	Department: Finance/City Manager’s Office	<b>Status: Ongoing</b>
<p><b>Quarter 1:</b></p> <ul style="list-style-type: none"> <li>The City developed a Request for Proposals (RFP) for professional public opinion polling services to solicit proposals from qualified firms capable of designing, administering, and analyzing a statistically valid community survey focused on sales tax and related local revenue measures.</li> <li>The purpose of this survey is to provide the City Council and staff with accurate, objective, and data-driven insights to help guide future fiscal policy discussions and evaluate potential revenue options that best serve the needs of the Indian Wells community.</li> </ul>		



# GOAL #4: Fiscal Responsibility and Sustainability

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

## 4.2 Continue Proactive Pursuit of County, State, and Federal Funding

Time Period:  
Ongoing

Department:  
All Departments

Status: Ongoing

### Quarter 1:

- Staff submitted two applications for federal funding to support key Capital Improvement Projects, including initiatives under the Safer Streets program. The applications seek funding through the Safe Streets for All Implementation program and the Congestion Mitigation and Air Quality Improvement (CMAQ) program. Award announcements are expected by the end of the calendar year, which, if successful, will provide critical resources to enhance safety, mobility, and environmental quality within the community.

### Quarter 2:

- No Change.

## 4.3 Adjust Policies for More Efficient Use of City Funds

Time Period:  
12-months

Department:  
Finance

Status: Complete

### Quarter 1:

- The City Council has formally adopted the General Fund Operating Reserve Policy, a critical framework designed to safeguard the City's long-term financial stability and operational resilience. By establishing a dedicated reserve fund, the policy ensures the City is prepared to absorb unforeseen economic disruptions, revenue shortfalls, or unexpected expenditures. This proactive approach allows Indian Wells to maintain essential services consistently and responsibly, without relying on emergency measures, and reinforces the City's commitment to prudent fiscal management.

## 4.4 Expand Cove Community Project Partnerships to Expand Fiscal Efficiency

Time Period:  
Ongoing

Department:  
All Departments

Status: Ongoing

### Quarter 1:

- City management between Indian Wells, Palm Desert, and Rancho Mirage is on going and the cities share services with the Sheriff Department.
- All cities remain engaged with the review of the Joslyn Center.



FINANCIAL  
RESPONSIBILITY

# GOAL #4: Fiscal Responsibility and Sustainability

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

## 4.5 Initiate a Government Efficiency and Organizational Improvement Study

Time Period:  
12-months

Department:  
Finance/City Manager's Office

Status: On-Hold

### Quarter 1:

- In review of this goal, the City Manager and City Council agreed to postpone the study until job descriptions for City employees have been evaluated and updated, where necessary, to reflect current operations within City Hall. These updates are essential to provide an accurate understanding of the work current being performed by staff. It was agreed that any organizational study must be preceded by this task to ensure relevant and reliable findings.

### Quarter2:

- No Change.



# GOAL #5: 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



For the 5<sup>th</sup> Goal of the 2025/2026 Strategic Plan the City Council identified a total of 7 priorities to address encouraging development and tourism. To date, only 1 of the priorities have been completed while the other 6 priorities are in process or yet to start. A summary of the accomplishments for each priority is provided below:

5.1 Process Entitlements for Cocun Resort Development		
Time Period: 12-months	Department: Community Development/City Manager's Office	Status: In Progress
<p><b>Quarter 1:</b></p> <ul style="list-style-type: none"> <li>In 2024, the City received the applicants entitlement package for development of the 14-acre parcel at the northwest corner of Miles Avenue and Highway 111. The project includes a wellness sanctuary offering health treatments, a 5-star resort hotel with supporting bungalows, two luxury resort residential condominium towers, eleven luxury villas, and a resort-style clubhouse with a public/private corner park at the intersection of HWY 111/Miles. The project will also include a 3-level underground parking garage.</li> <li>The City has provided comments to the developer regarding technical aspects of the project to ensure compliance with the City's Zoning Ordinance, the California Environmental Quality Act (CEQA), project phasing, and terms for development. A Reimbursement Agreement has also been signed by the developer a deposit is now on file with the City to pay for certain consultants' review of the project.</li> <li>Applicant hosted and City participated in the two (2) Community Meeting held at the Indian Wells Golf Resort and Indian Wells Country Club.</li> </ul> <p><b>Quarter 2:</b></p> <ul style="list-style-type: none"> <li>Staff met with CVWD and the applicant's engineering and planning team to discuss allowing additional water runoff created by the development during a storm event into the adjacent White Water River Channel. CVWD was amenable to this request and will be submitting a revised comment letter stating this allowance in the coming weeks.</li> <li>Updated site access and parking memos were provided by the applicant, addressing the City's Traffic Engineer's comments. The applicant is reaffirming the location of the signalized intersection as proposed (~500-ft west of Hwy 11 and Miles Ave) and can be considered a minor technical change in the eyes of CEQA and appropriately analyzed through an MND amendment. Staff is currently reviewing these updated documents.</li> <li>A Draft Development Agreement (DA) outlining the terms and conditions for the development of the property is being prepared by Allen Matkins. This DA will serve as part of the entitlement package for City Council review. In it,</li> </ul>		



# GOAL #5: 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

the DA will identify a TOT-share with the developer, protections to the City to ensure development occurs in a timely manner, and conditions for performance by the developer and ownership.

- The City’s Traffic Engineer, Hartzog & Crabill, reviewed the Project traffic study and provided a Comment Letter, confirming signalized intersection needed 800-feet west of HWY 111 and Miles Ave (possibly requiring redesign of current Site Plan at the primary entrance).

**Looking Forward:**

- Staff anticipates public hearings for the project with both the Planning Commission and City Council to occur early in 2026.
- If approved, the DA will specify a “Schedule of Performance” for which the developer and City will be obligated to performance certain improvements, including lining of the Whitewater Channel, within a specified time-frame.

## 5.2 Process Entitlements for Development on East Side of Miles and Highway 111

Time Period:  
1-3 years

Department:  
Community Development/City Manager’s Office

**Status: On Hold**

**Quarter 1:**

- This area is approximately 15-acres of undeveloped land at the NE corner of Miles and HWY 111 and is part of the Indian Wells Crossing Specific Plan area, which currently allows for 130,000 sqft of general commercial/retail uses and a two-story hotel. The property owner has not submitted any Application for development of the site. Future development of the site will likely require a Specific Plan Amendment, Conditional Use Permit, Zone Text Amendment and Tentative Parcel Map.

**Looking Forward:**

- Staff is waiting for submittal of a formal entitlement package from the developer. Until a package is received there will be no changes to this goal.

## 5.3 Continue Discussions with Renaissance Esmerelda on Expansion of their Resort

Time Period:  
12-months

Department:  
City Manager’s Office

**Status: In Progress**

**Quarter 1:**

- City Council provided direction for negotiations with Renaissance. The City and Renaissance are currently working on finalizing a deal with terms approved by the City Council.

**Looking Forward:**

- Staff is finalizing an agreement with Renaissance ownership for a hearing with the City Council in November 2025.



# GOAL #5: 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

## 5.4 Evaluate Relationship with Economic Development Organizations (e.g., CVEP and Visit GPS)

Time Period:  
12-months

Department:  
City Manager's Office

Status: **Complete**

### Quarter 1:

- At the August 21, 2025 Finance Committee Meeting, Staff presented a review of the City's economic development partner organizations for how to proceed with funding regional economic development partners and various chambers of commerce.
- At their September 4, 2025 meeting, Council approved the Finance Committee's recommendation to proceed with a business membership with Indian Wells Chamber and another Professional Services Agreement with the Greater Chamber, in line with what the City has done in the past.

## 5.5 Begin Multi-Year Implementation of City's General Plan

Time Period:  
12-months

Department:  
All Departments

Status: **In Progress**

### Quarter 1:

- The City Council adopted Resolution 2025-03 certifying the Final Environmental Impact Report, statement of Overriding Considerations, and mitigation and monitoring report in support of the recently adopted 2040 General Plan Update. Environmental impacts of the City's buildout under the General Plan were analyzed and mitigation was adopted to ensure future development would not strain the City's public services or result in adverse impacts to natural resources or the quality of life.
- The City Council adopted Resolution 2024-14 updating its General Plan approving the addition of a "Public Benefit" land use designation on the City's General Plan Land Use Map and associated land use policies within the City's General Plan. The recently adopted Public Benefit land use will encourage future development of affordable housing, and additional park and open space uses within the City.
- The City applied for and received SB2 and LEAP grant funding to complete its General Plan and Housing Elements, respectively. The City will continue to monitor grant opportunities and apply for funding on a yearly basis.

### Looking Forward:

- Staff will be seeking consulting services to initiate a comprehensive zoning ordinance review and update. The intent of the update is to ensure consistency between the zoning ordinance and the City's General Plan. Once a consultant is selected, staff anticipates it will be another 12-months before changes to the zoning ordinance are brought forward for City Council consideration.



# GOAL #5: 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

## 5.6 Explore Locations for Additional Attractions in the Community (Museum of Tennis/Golf, Museum of Energetic Studies, Exhibit for Original Indian Well, Facilities for the Indian Wells Preservation Foundation)

Time Period:  
1-3 years

Department:  
All Departments/Troon

Status: On Hold

### Quarter 1:

- Staff is looking at potential property options but has not initiated contact with property owners.

## 5.7 Continue Exploring Sister City opportunities

Time Period:  
1-3 years

Department:  
City Manager's Office

Status: On-Hold

### Quarter 1:

- Staff is reviewing strategies to pursue Sister City opportunities but, to date, no action has occurred.



# GOAL #6: 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.

<p>Completed</p> <p>-</p>	<p>In Progress</p> <p>1</p>	<p>Not Started</p> <p>1</p>
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For Investing in Infrastructure and Amenities, the City Council identified two (2) main properties, with a subset of specific projects to advance. For this goal, one (1) priority is in progress – Advance various Public Infrastructure Projects, and the other priorities is on hold due to the Coachella Valley Water Districts (CVWD) limited ability to expand non-potable water in the community. A summary of the accomplishments for each priority is provided below:

6.1 Continue Advancing Various Public Infrastructure Projects (Whitewater Channel, Safer Streets, Indian Wells Fountains, Eisenhower Veteran Memorial, Highway 111 Drought Tolerant Landscaping)		
Time Period: 12-months	Department: Public Works	<b>Status: In Progress</b>
<p><b>Quarter 1:</b></p> <p><u>Whitewater Channel Lining Improvements</u></p> <ul style="list-style-type: none"> <li>Actively monitoring CVWD and Regulatory Agency approval process</li> <li>Preparing contracts for construction management and inspection</li> <li>Working with HUD to have funding available when construction is active</li> </ul> <p><u>Safer Streets</u></p> <ul style="list-style-type: none"> <li>Received Council approval for Safer Streets on June 10, 2025</li> <li>Publicly advertised Request for Proposals for Design Engineer, selected GHD, Inc from a pool of 5 respondents.</li> <li>Continuing to seek and apply for grants as directed</li> </ul> <p><u>Indian Wells Fountains</u></p> <ul style="list-style-type: none"> <li>Staff is currently seeking quotes for rehabilitation services.</li> <li>Staff will be meeting with resort partners on possible redesign options.</li> </ul> <p><u>Eisenhower Veteran Memorial</u></p> <ul style="list-style-type: none"> <li>A Request for Proposals (RFP) was publicly advertised for design engineering firms who can advise and create a plan to source and place an additional stone for the memorial.</li> <li>A firm has been chosen, and the site walk meeting is scheduled for September 30, 2025.</li> </ul>		



# GOAL #6: 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.

## Drought Tolerant Landscaping

- The Coachella Valley Water District applied for Highway 111 landscaping improvements and was granted a community grant for turf reduction. Council approved a project to reduce turf on Highway 111, behind the sidewalk. Those plans are complete and going before Council to approve conceptually, prior to the grant funded construction work beginning.

## 6.2 Examine Opportunities to Expand Non-Potable Water Use in Community

Time Period:  
12-months

Department:  
Public Works

**Status: On-Hold**

### Quarter 1:

- This project is on hold. Staff met with representatives from Coachella Valley Water District, and the district described a lack of capacity at this time to increase the size of the current non potable system.



# GOAL #7: Enhancing the Quality of Life

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

Completed

1

In Progress

3

Not Started

2

For the 7<sup>th</sup> Goal of the 2025/2026 Strategic Plan the City Council identified a total of 6 priorities to address enhancing the quality of life. To date, 4 of the priorities are in process, while staff has been unable to initiate 2 of the priorities related to the development of a new park site and planning for the City's 60<sup>th</sup> birthday celebration. A summary of the accomplishments for each priority is provided below:

## 7.1 Expand Community Activities Programming and Resident Benefits (Holiday Decorations, RBC Discounts, Additional Funding for Community Events, Activate Fairway Park)

Time Period:

Department:

Status: In Progress

### Quarter 1:

- The Community Activities Committee met on July 19, 2025, to review and recommend a vendor for this year's holiday decor. The Committee recommended Christmas Kings to execute this seasonal initiative. Subsequently, the Finance Committee reviewed the proposal on August 21, 2025, and recommended that the Council proceed with the selected vendor. At its September 4, 2025, meeting, the City Council approved the recommendations. City staff has since begun coordinating with Christmas Kings to implement the holiday decor program. A Tree Lighting Ceremony has been scheduled for December 2, 2025.
- City staff sent letters to all local businesses on June 26 and July 10, 2025, inviting them to partner with the City for the resident discount program. Outreach efforts are ongoing, as staff continue to connect with businesses to promote this exciting opportunity. The program encourages residents to shop and spend locally, supporting our community and small businesses.
- City staff are currently working on the activation of Fairway Park, with plans to offer weekly yoga sessions beginning in February. Staff continue to meet with the Desert Recreation District to explore additional opportunities to further activate and enhance community use of the park.



# GOAL #7: Enhancing the Quality of Life

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

## 7.2 Revisit the City's Mission Statement and Branding for Relevance Today (update the City's website)

Time Period:  
12-months

Department:  
City Manager's Office

Status: In Progress

### Quarter 1:

- Branding Ad Hoc committee met on July 1, 2025, to discuss Indian Wells Mission Statement, and visual identity. A word exercise was done, and staff were asked to bring back to committee versions or a Mission and vision statement for discussion. City seal update was approved and color versions asked to be brought back.
- Branding Ad Hoc committee met on Sept. 3, 2025, to discuss finalizing city seal, alternate color palette discussion, mission and vision statement recommendations to bring to council in October.
- Updates to the City website are on hold pending City Councils approval of new branding material and mission statement.

## 7.3 Revisit the City's Communication Plan and Implementation

Time Period:  
12-months

Department:  
City Manager's Office

Status: Complete

### Quarter 1:

- Council received and filed the communication plan progress report in the September 4, 2025, council meeting which had 31 items completed, 32 in progress, and 18 not started.

## 7.4 Develop a plan to Celebrate the City's 60th Anniversary in 2027

Time Period:  
1-3 years

Department:  
City Manager's Office

Status: On Hold

### Quarter 1:

- Staff is looking into potential partners for the Anniversary event.



# GOAL #7: Enhancing the Quality of Life

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

## 7.5 Develop New Park Site(s)

Time Period:  
1-3 years

Department:  
City Manager's Office

Status: On Hold

### Quarter 1:

- No Update.

## 7.6 Develop New Public Art Installations in Indian Wells

Time Period:  
1-3 years

Department:

Status: In Progress

### Quarter 1:

- August 22, 2025, the City circulated a Statements of Qualifications (SOQs) for artist-led teams to design an artistically inspired durable shade structure for future consideration at Fairway Park. The SOQ requested bids to consider an artistic and functional shade structure at Fairway Park to support more use of the park site by the City's residents, while serving as a signature work of public art that compliments Indian Wells' identity and desert setting.
- The City received six SOQ's from qualified contractors which are being vetted internally for future consideration at a Study Session with the Community and City Council.

# Various Other Strategies and Initiatives

<p>Completed</p> <p>1</p>	<p>In Progress</p> <p>3</p>	<p>Not Started</p> <p>-</p>
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City Council identified a total of 4 priorities to address various other strategies and initiatives. To date, 1 of the priorities have been completed while the other 3 priorities are in process. A summary of the accomplishments for each priority is provided below:

<b>v.1 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 Hillary</b>		
Time Period: 12-months	Department: City Manager's Office	<b>Status: In Progress</b>
<p><b>Quarter 1:</b></p> <ul style="list-style-type: none"> <li>• Staff joined Councilmember Sanders on calls regarding air quality concerns with Congressman Ruiz' office (April 23) and Congressman Calvert's office (April 24). They agreed to collaborate on solutions and were willing to engage with the EPA to address next steps.</li> <li>• Councilmember Sanders participated in a panel to discuss air quality issues at the 2<sup>nd</sup> annual Desert Health Care Districts Environmental Health Summit which raised awareness to summit attendees and continue to advocate for improvements to air quality issues impacting the Coachella Valley.</li> </ul>		

# Various Other Strategies and Initiatives

## v.2 Continue Proactive Legislative Advocacy Efforts

Time Period:  
Ongoing

Department:  
City Manager's Office

Status: Ongoing

### Quarter 1:

- Council adopted its 2025-2026 Legislative Platform at their Council Meeting on March 6, 2025.
- Department Heads and their Staff receive legislative updates on bills of interest or with the potential to impact Indian Wells and the surrounding community every week; the goal is to ensure Staff stay informed and to give frequent opportunities to engage with the submission of position letters if necessary.
- Staff meet regularly with local field representatives from both Assembly Member Wallis' and Senator Ochoa Bogh's offices to stay in touch about legislative efforts and provide insight into City priorities.
- AB1407 was introduced by Indian Wells' Assembly Member Wallis in the 2025-26 cycle. It's goal is to create a pilot program whereby neighboring cities can contribute funding toward affordable housing in another community and receive some pro rata share of the associated RHNA credit for doing so. This law would focus on expanding affordable housing to include student housing and would be directed at CSUSB-Palm Desert. Staff are in communication with Wallis' office and have been informed this will be a 2-year bill, with final language and effort beginning in January 2026.
- AB726 was introduced by Assembly Member Avila Farias in the 2025-26 cycle. It's goal is to authorize RHNA credit for existing deed-restricted affordable housing units which are at least 15 years old and have been substantially rehabilitated with at least \$60,000 per unit in funds awarded from the City. This bill has been successfully moving through the legislature with no opposition and was ordered back to the Assembly on September 11, 2025.

## v.3 Complete a Municipal Code Update

Time Period:  
1-3 years

Department:  
All Departments

Status: In Progress

### Quarter 1:

- Staff has created and circulated a collaborative Municipal Code Update internally to highlight staff's suggested Code amendments. This list will be supplied to the consultant who is awarded the contract for the City's Comprehensive Municipal Code Update.

# Various Other Strategies and Initiatives

## v.4 Creation of a Governance Ad Hoc Committee (review Agenda Process, Committee Assignments, Council Policy Manual, Charter Powers)

Time Period:  
12-months

Department:  
All Departments

Status: Complete

**Quarter 1:** The Ad Hoc Committee met on September 18, 2025, to begin its review and discussion of several governance-related topics. The Ad Hoc Committee discussed a range of governance-related topics, including Council procedures, use of Charter powers, committee appointments, and public engagement protocols. Other topics include:

- Review process for placing items on future agendas.  
*Outcome:* Staff drafted a revised policy for placing items on the agenda. On the October 16 Council agenda for consideration.
- Discussed and Review of the Proclamation and Certificate process.  
*Outcome:* Staff to prepare a draft policy for the Ad Hoc Committee review.
- Review process for ordinance adoption.
- Review process for the Council selection of assignments to various internal and external committees.
- Review of the attendance of Councilmembers at other internal committees or commission meetings
- Review resident card rules of conduct and associated penalties. *Outcome:* Staff to draft penalty provisions for Committee review.
- Review of past Citywide ballot measures.

Staff will continue to meet with the Governance Ad Hoc Committee to refine draft policies and propose changes. Formal recommendations will be brought forward to the City Council in future meetings for consideration.