
Special Council Meeting Agenda

Thursday, September 15, 2016

10:30 AM

City Hall Council Chamber



The Indian Wells City Council welcomes and encourages participation at City Council meetings. The Council requests speakers present their remarks in a respectful manner, within the 3 minute time limit, and focus on issues which directly affect the City or which are within the subject jurisdiction of the City. Please fill out a blue Speaker Request form and give it to the City Clerk, preferably before the start of the meeting.

Any public records, relating to an open session agenda item, that is distributed within 72 hours of the meeting is available for public inspection at City Hall reception, 44-950 Eldorado Drive, Indian Wells during normal business hours.

1. CONVENE THE CITY COUNCIL, PLEDGE OF ALLEGIANCE AND ROLL CALL

MAYOR DANA REED
MAYOR PRO TEM RICHARD BALOCCO
COUNCIL MEMBER DOUGLAS HANSON
COUNCIL MEMBER TED MERTENS
COUNCIL MEMBER TY PEABODY

2. APPROVAL OF THE FINAL AGENDA

3. PUBLIC COMMENTS

The Council requests speakers present their remarks in a respectful manner, within the 3 minutes time limit, and focus on issues which directly affect the City or which are within the subject jurisdiction of the City. The Mayor will call upon the members of the public to address the Council. When you're called please come forward to the podium, and state your name for the record.

The Brown Act, with certain exceptions, does not permit the Council to discuss or take action on issues not listed on the agenda. The Council may respond briefly to statements made or questions posed, request clarification, or refer the item to Staff.

A. PUBLIC COMMENTS

B. RESPONSE TO PRIOR PUBLIC COMMENTS

4. GENERAL BUSINESS

The Mayor will call upon the members of the public to address the Council regarding the agenda item being considered. After the public has provided comment, the item is closed to further comment and brought to the Council for discussion and action. Public comments are limited to 3 minutes per speaker, please state your name for the record.

A. [1523-16](#) **Tourism/Partner Marketing Strategic Plan Mid-Plan Wrap-Up Report**

RECOMMENDED ACTION:

Council **RECEIVES** and **FILES** the Tourism/Partner Marketing Strategic Plan mid-plan wrap-up report and strategies for 2016/2017.

Attachments: [Tourism Wrap-up Report](#)

5. CLOSED SESSION

Once the closed session has ended, the City Attorney or presiding officer will make any announcement required by the Brown Act relative to reportable actions taken during the closed session.

- A. [1508-16](#) **Conference with Legal Counsel Regarding Existing Litigation, Pursuant to Government Code Section 54956.9(d)(1): Douglas A. Lawellin and Steven D. Rohlin vs. City of Indian Wells, et al., U.S. District Court, Central District of California, Case No. CV 13-00731 MMM (SPx)**
- B. [1509-16](#) **Conference with Legal Counsel Regarding Anticipated Litigation. Significant Exposure to Litigation Pursuant to Government Code Section 54956.9(d)(2). Number of Potential Cases: 2.**
- C. [1511-16](#) **Conference with Legal Counsel Regarding Anticipated Litigation. Initiation of Litigation Pursuant to Government Code Section 54956.9(d)(4). Number of Potential Cases: 1.**

6. ADJOURNMENT

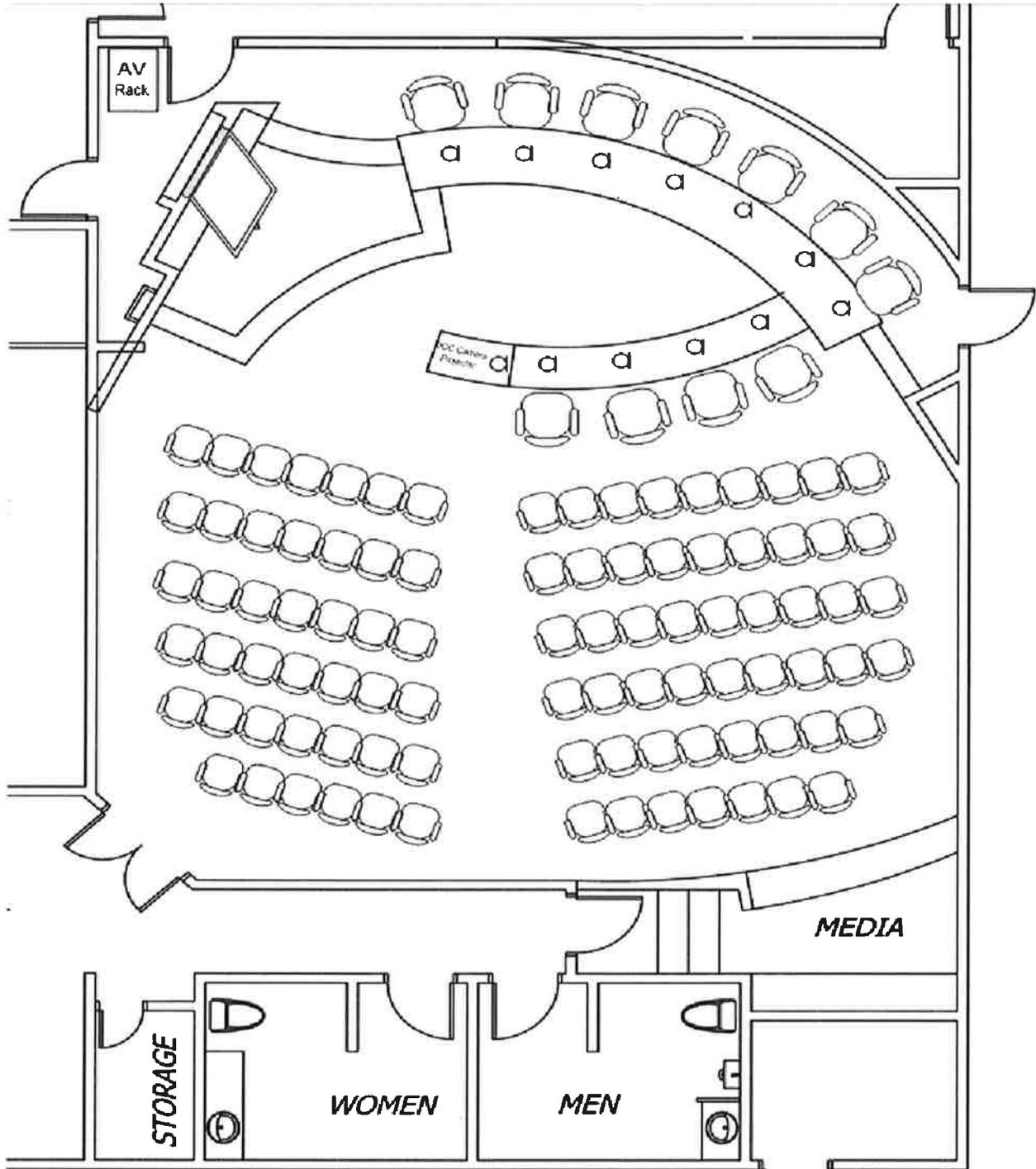
To a special meeting of the City Council to be held at 11:30 a.m. on September 15, 2016 in the City Hall Council Chambers/Executive Conference Room; and thereafter to a regularly scheduled meeting of the City Council to be held at 1:30 p.m. on September 15, 2016 in the City Hall Council Chambers.

In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the Chief Deputy City Clerk at (760) 346-2489. Notification 48 hours prior to the meeting will enable the City to make reasonable arrangements to ensure accessibility to this meeting. 128 CFR 35.102.35.104 ADA Title III Affidavit of Posting and Notice

I, Anna Grandys, certify that on September 9, 2016, I caused to be posted and served upon all members of the City Council, a notice of a City Council Special Meeting to be held on September 15, 2016 at 10:30 a.m. in the City Hall Council Chambers/Executive Conference Room.

Notices were posted at Indian Wells Civic Center, Village I, and Indian Wells Plaza [Indian Wells Chamber of Commerce], and were delivered to all City Council members.


Anna Grandys
City Clerk





9/15/2016

File #: 1523-16 Item #: A.

Indian Wells City Council ***Staff Report - Marketing***

Tourism/Partner Marketing Strategic Plan Mid-Plan Wrap-Up Report

RECOMMENDED ACTION:

Council **RECEIVES** and **FILES** the Tourism/Partner Marketing Strategic Plan mid-plan wrap-up report and strategies for 2016/2017.

DISCUSSION:

On December 27, 2015, the City Council approved a two-year Tourism/Partner Marketing Strategic Plan (2015-2017) that supports the growth of TOT (Transient Occupancy Tax) which is one City Council's goals for Economic Development.

"The overall purpose of the Partner Marketing program is to promote the Indian Wells brand and continue positioning the City as a preferred tourism destination within both the leisure and group/meeting/convention market."

City staff annually strategizes with the resort partners on branding and marketing initiatives for each fiscal year, and met with them during this mid-year wrap-up report to outline goals and strategies for the next fiscal year. Attached is a PowerPoint that staff will present at the study session.

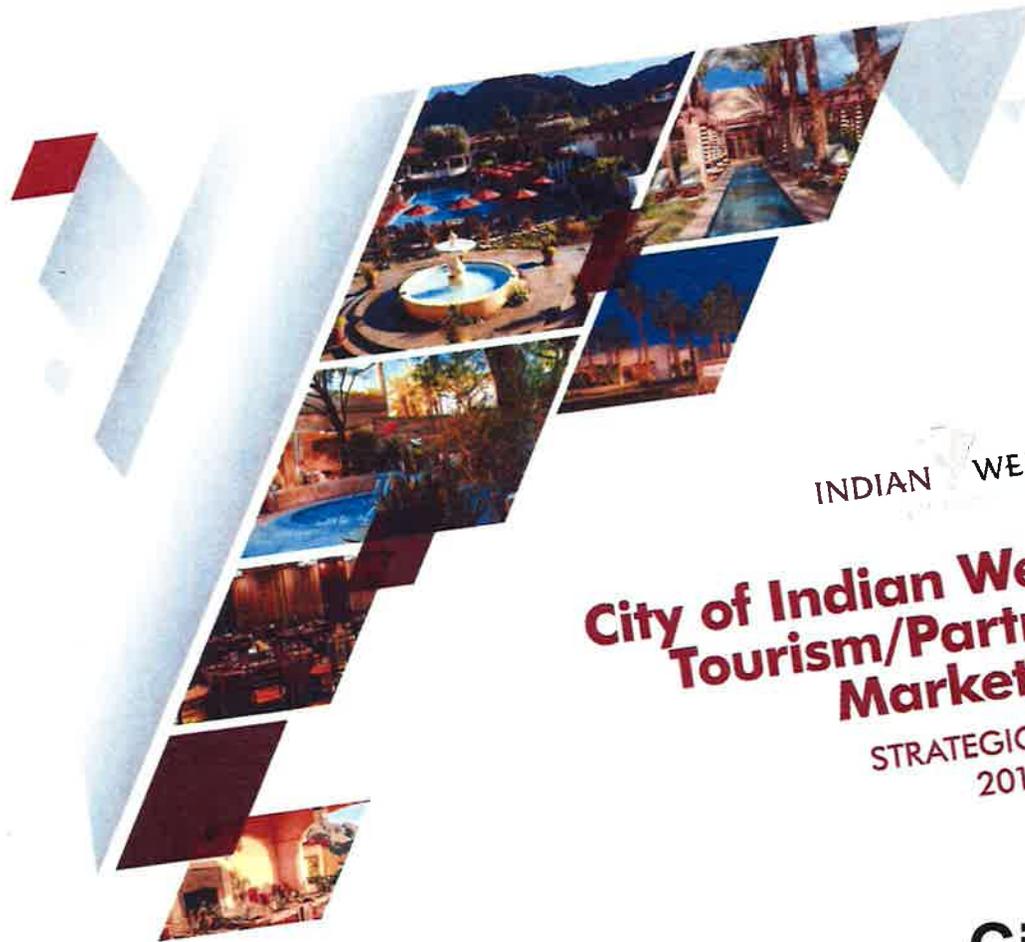
ATTACHMENT:

1. Wrap-up Report



Partner Marketing

2015/2016 Wrap-Up Report
2016/2017 Goals & Strategies



INDIAN WELLS

**City of Indian Wells
Tourism/Partner
Marketing**
STRATEGIC PLAN
2015-2017

**City Council Approved
Strategic Marketing Plan
December 17, 2015 8**



INVESTMENT IN TOURISM OUR MAIN ECONOMIC DRIVER

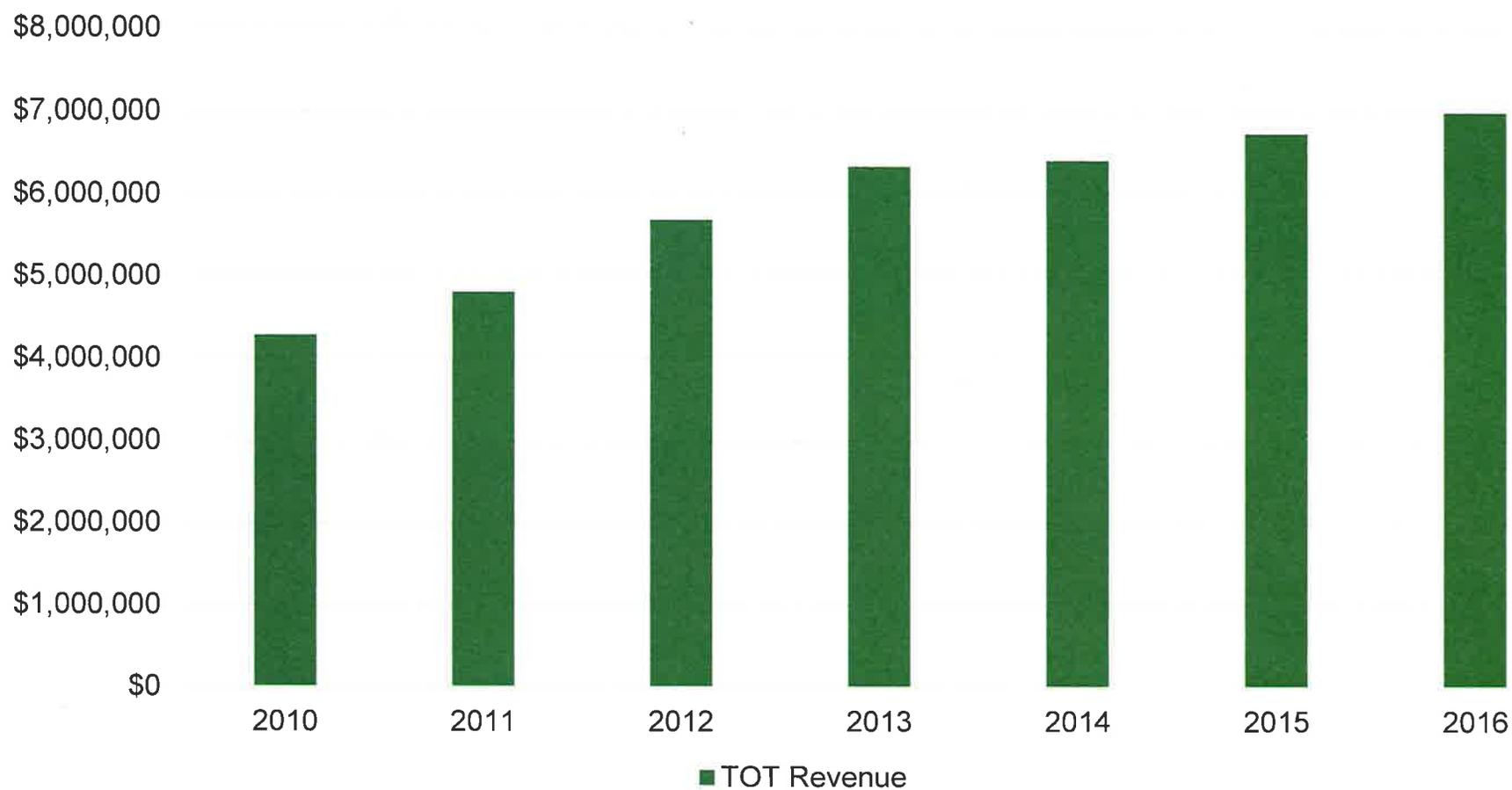
The City's goals are to strategically support our partners and to influence growth in TOT.

GOALS:

- Provide marketing platform to promote the Indian Wells Brand
- Create tourism/group demand for our product
- Build brand awareness
- Strategically leverage assets
- Build support with tourism partners for a common vision of the destination

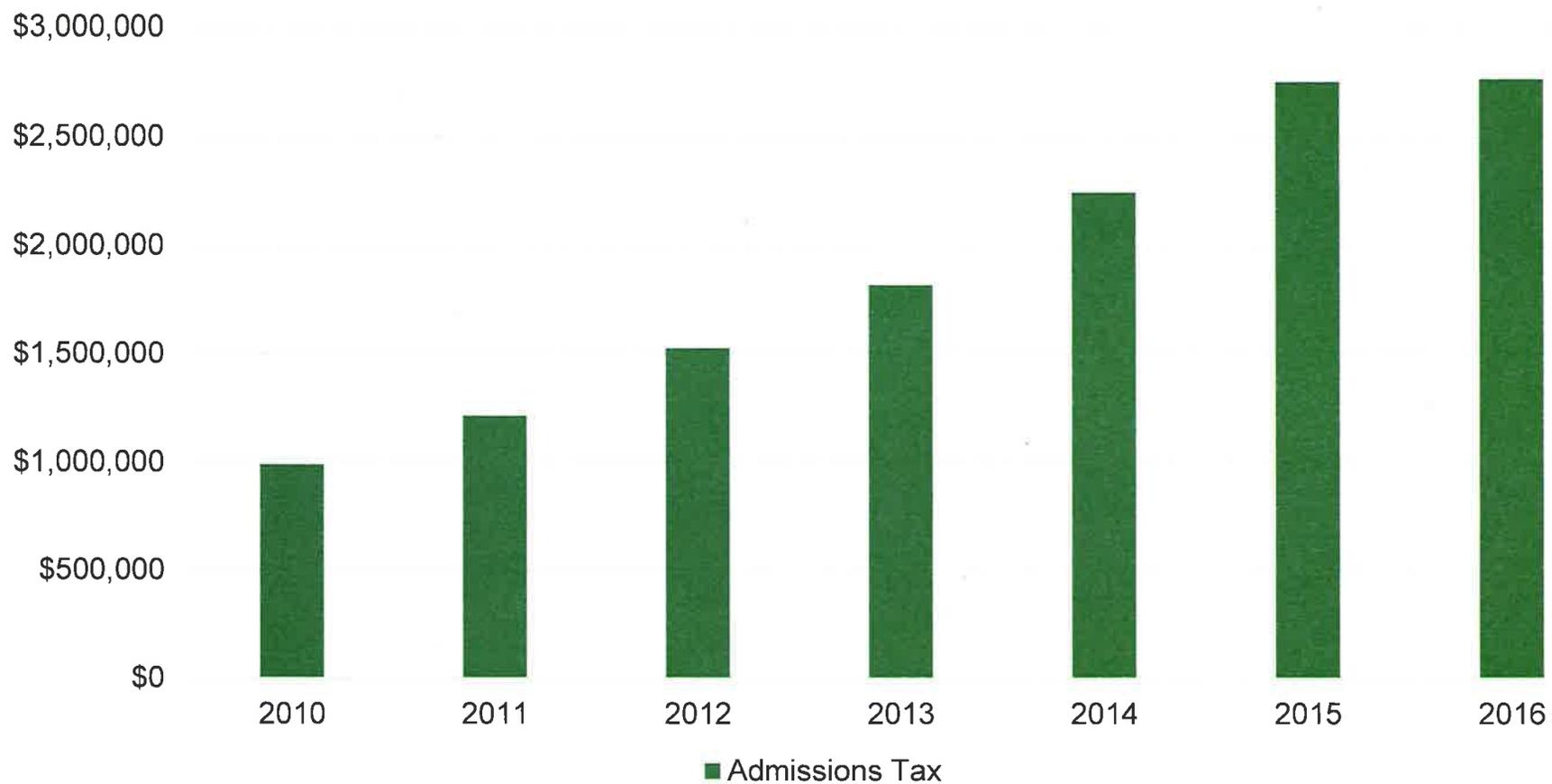


TOT has steadily increased





Admissions Tax has steadily increased





MARKETING STRATEGIES & INITIATIVES

A multi-platform, integrated marketing strategy will guide the initiatives for fiscal years 2015-2017. Using an integrated approach, all marketing initiatives will carry a consistent brand image and messaging on all channels of communication (print, web and social media), as they all work together to promote to our target audiences using shared overall goals and objectives.

Strategy ONE:

"Sell" Group/Meeting/Convention Planners to book at the Indian Wells resorts by annually investing in group incentive initiatives for meeting planners to experience Indian Wells.

Initiative:

- **Familiarization (FAM) trip to Indian Wells:**
Northstar Meeting (group incentive) (November, 2015) – 60 high-end meeting planners attend conference held in Indian Wells. Follow these leads through the system, with a goal of educating group planners on Indian Wells. Follow leads to determine long-term return on investment.
- **Sales mission site visits to educate planners on Indian Wells.**
Host meeting planners in Indian Wells or cities like San Francisco, Seattle, Chicago and New York who are looking to bring Group business to Indian Wells. Follow leads to determine long-term return on investment.
- **Tennis familiarization (FAM) trip to Indian Wells:**
Host meeting planners annually at the BNP Paribas Open to enjoy a luxurious two-days in City suite and experience the greatest tennis tournament in the world and all that Indian Wells has to offer.
- **City signing incentives** (host receptions, Mayor Attendance, transportation) to compete with other resorts and other destinations bidding on the group.

14



Strategy ONE – “Sell” Group/Convention Planners to book at the IW Resorts by annually investing in **group incentive** initiatives for meeting planners to experience Indian Wells.



Group Incentive “FAM” Trips/Sales Missions

- Northstar Meeting Planner Event
 - 80+ qualified meetings planners and partnered with hotels & CVB
- BNP Paribas Tennis Tournament “FAM”
- City signing incentive
- Sales Missions (San Francisco)
- Cal Travel Annual Conference

“It’s little wonder that, year after year people return to Indian Wells. Come to Indian Wells to experience one of the most memorable meeting and conference destinations in Southern California.”

Smart Meetings, 2015



City's Investment in Tourism

"FAM" & SALES EVENTS	Room Nights	Total Room/ Revenue	Expected TOT/ Revenue	Cost of Event	Total ROI
SITE-SOCAL FAM - December, 2014	20,209	\$ 3,944,575	\$ 443,765	\$100,000	\$ 343,765
San Francisco Sales Mission	615	\$ 120,000	\$ 13,500	\$4,917	\$ 8,583
BNP Tennis FAM - March, 2015	2,923	\$ 418,912	\$ 47,128	\$15,000	\$ 32,128
Northstar Meetings-November, 2015	746	\$ 126,313	\$ 14,210	\$120,000	\$ (105,790)
BNP Tennis FAM - March, 2016	915	\$ 180,286	\$ 20,282	\$18,000	\$ 2,282
City Incentives	2,976	\$ 666,000	\$ 74,215	\$11,140	\$ 63,075
	27,769	\$ 5,537,047	\$ 613,100	\$269,057	\$ 344,043
Revenue to IWGR with group business			\$242,636		

Resort indicating that they expect business from these to close from 2018-2022 as that is how far corporate/meeting group book.



INDIAN WELLS

Dear Northstar Leadership Forum attendees:
Thank you for attending the 2015 Northstar event held in Indian Wells, California.
It was a pleasure to share our meeting-friendly destination with you, and we are
delighted to extend the following offer.

Book a qualified group in an
Indian Wells resort by June 30, 2016 and
receive a five percent signing bonus
credited to your master account.*

This limited-time offer is proudly sponsored by The City of Indian Wells tourism partnership.

BOOK NOW

*Event must be actualized by December 31, 2017. Some restrictions apply.
A group needs to contract a minimum of 100 peak room nights for two consecutive Northstar Leadership Forum offer.
Please contact your sales representative today for details.

- 3 beautifully appointed, serene spas
- 11 refreshing pools
- 36 holes of championship golf
- 40
- 57

Email Campaign to Northstar/Site So Cal

- Grew Meeting Planner database by 1,051 names (total: 6,243)
- Total Tourism Database: 145,753



Strategy TWO:

Create and execute marketing strategies year-round with Resorts, Indian Wells Golf Resort, and Indian Wells Tennis Garden/BNP Paribas Open and create consumer marketing efforts to focus on a variety of general awareness and niche marketing campaigns.

Initiative:

- Provide compelling offers/outbound marketing campaigns for shoulder/summer season.
- Use tourism database and paid media (opportunities annually TBD) to promote shoulder and summer season specials focusing on golf and family. Most travelers looking for a destination will start their vacation search online and use multiple devices in the process.
- Use City website to direct and promote visitors to partners' websites and continue to showcase Indian Wells online.
- Partner with Greater Palm Springs Conventions and Visitors Bureau on media buying offers. TV Co-op Package: 400 TV spots in drive market (Los Angeles, San Diego, Phoenix, Las Vegas) to promote shoulder season (March-June), includes production of commercial.
- Partner with Greater Palm Springs CVB and Tennis Channel to promote BNP Paribas Open. Working to encourage Greater Palm Springs CVB to promote tennis. The City initiated a co-op media partnership for the 2016 tournament.

"Customers will be 85% digital by 2020"

(source: Kapost)

Strategy TWO – Create and execute marketing strategies year-round with Resorts, IWGR & IWTG and create consumer marketing efforts to focus on a variety of general awareness and niche marketing campaigns



➤ TV Co-Op Package with CVB

- Over 7000 30-second/60-second TV Spots in feeder market (LA/OC)

➤ Tennis Channel Sponsorship

- 30 30-second TV Spots during Tournament
- Live Interview with Mayor
- I Love Indian Wells vignettes
- Partnered with CVB



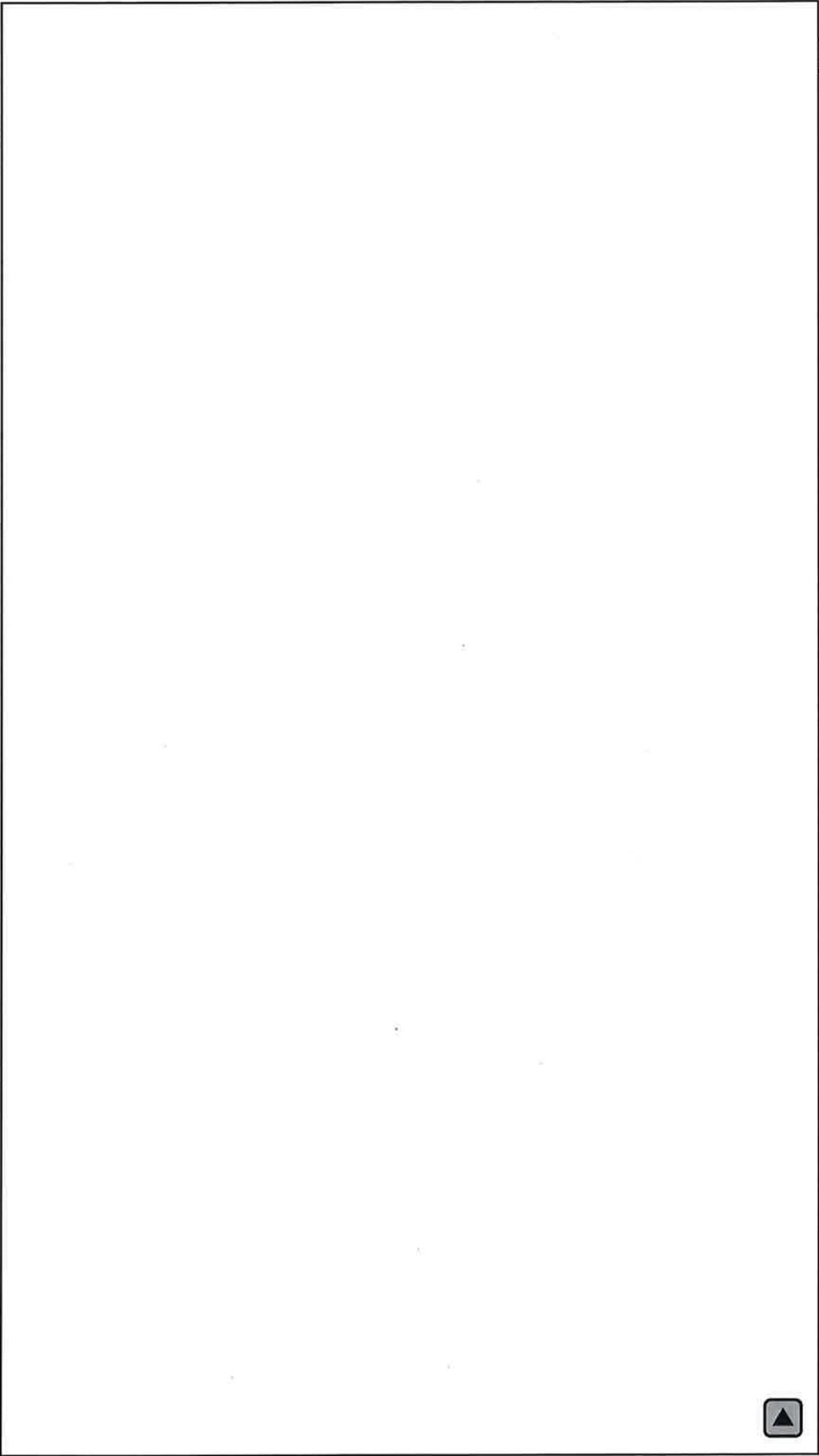


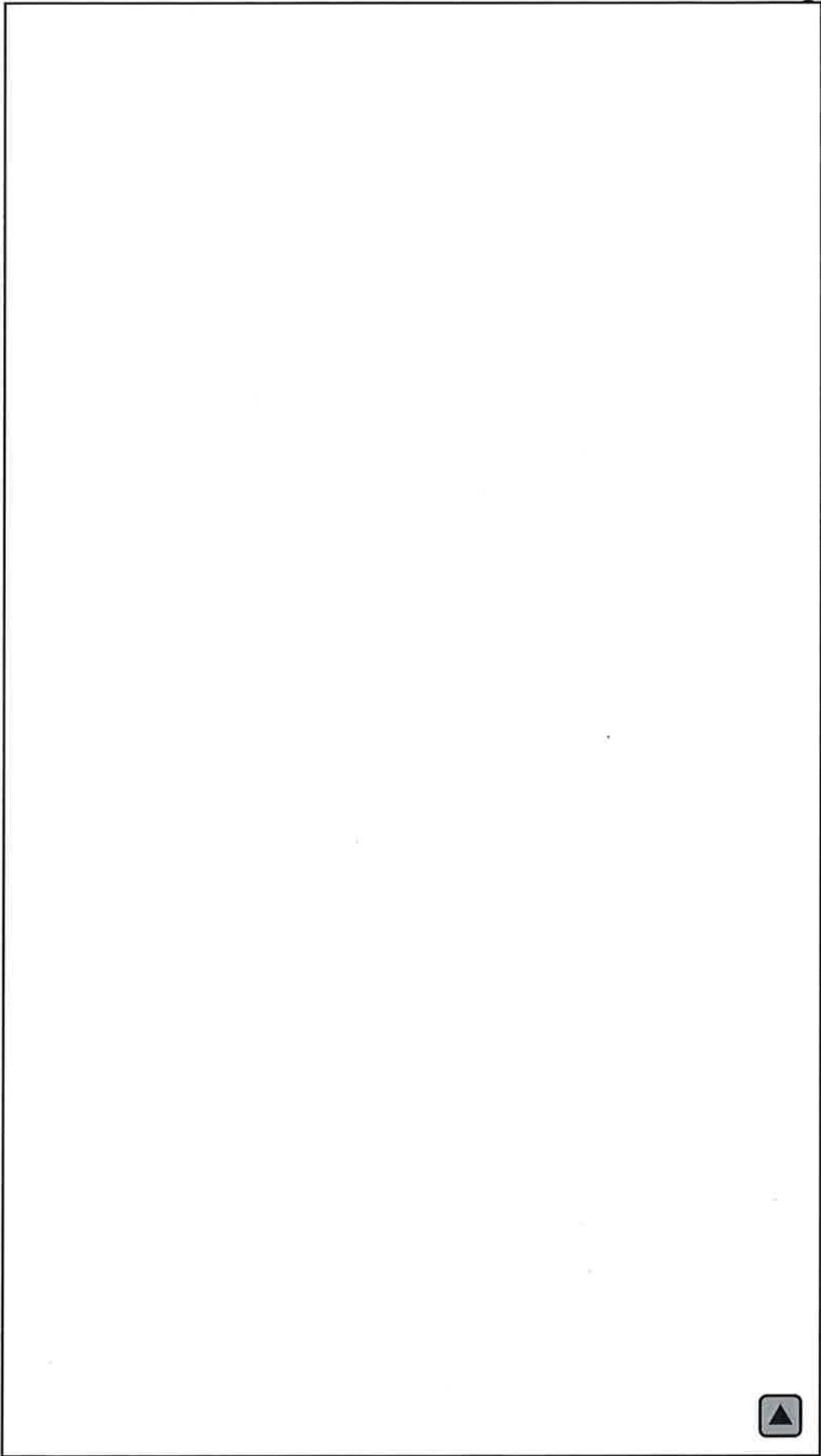
City of Indian Wells & Greater Palm Springs

Summer Campaign totals

	Time Warner Cable		KTLA			
Month:	Number of :30's	Impressions	Number of :30's	Impressions	Number of :60's	Impressions
May	324 spots per market 1,620 total spots	74,272,000	126 total spots	43,848,000	35 total spots	10,962,000
June	323 spots per market 1,615 total spots	73,846,000	127 total spots	44,896,000	36 total spots	11,224,000
July	659 spots per market 3,295 total spots	149,243,000	127 total spots	46,532,000	37 total spots	11,633,000
Totals:	6,530 total spots	297,361,000	380 total spots	135,276,000	108 total spots	33,819,000

Grand Total	# of spots	Impressions
Overall total	7,018 total spots	466,456,000







Strategy THREE:

Actively increase opportunities to promote Indian Wells to the Tourism Media (Press) and use relevant content to engage our audience through social media channels.

Initiative:

- Increase tourism public relations efforts (travel writers, bloggers, and digital reviews).
- Work with local, national and international travel/tourism media and trade media to disseminate information about the tourism experience in Indian Wells.
- Use social media to disseminate relevant content and build a relationship with the consumer and to deepen consumer engagement with the Indian Wells brand (social media – Twitter, Facebook, Instagram, YouTube).
- Represent the destination in images and content through social media channels and use blog, social media, and media event at BNP Paribas Open, as well as news releases, travel/tourism bloggers, national magazines, newspapers, and travel media (golf, tennis, and group business).
- Encourage subscribers to follow all Indian Wells' social media platforms.

Current Social Media Platform Numbers:

- FACEBOOK: 10,731 IW Fans
- YOUTUBE: 8,171 views
- TWITTER: 4,055 followers/2,977 following

“Social Media is great for building trust and getting their attention.”
 Michael Aagaard, Conversion Optimization Expert

Strategy THREE – Actively increase opportunities to promote Indian Wells to the Tourism Media (Press) and use relevant content to engage our audience through social media channels

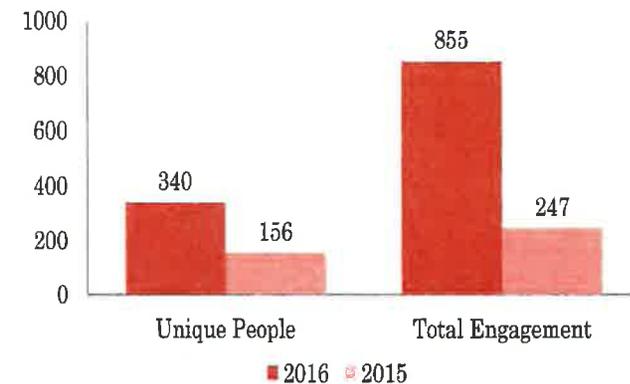


Increased Total Engagement by 350%

CITY OF INDIAN WELLS
SOCIAL MEDIA REPORT
December 2015 – May 2016

- Drive Engagement
- Highlighted Events
- Delivered Social Media Campaigns

TWITTER



The number of unique people to engage with our account increased by almost **220 percent** from 2015.

Total Engagement, the combined number of Replies, Retweets, Mentions and Likes, increased by almost **350 percent** from 2015.

**The next slide provides an in-depth breakdown of Total Engagement.*



#IndianWells

72,956

The Indian Wells hashtag was used by more than 25,000 unique Twitter users for a combined 72,956 times.

45.4 Million

The combined number of followers of the top 10 Twitter users who tweeted #IndianWells, including Rafael Nadal, Martina Hingis and BBC Sport, was 45.4 Million.

174 Million

Just how far does a tweet from Rafael Nadal travel? Combined with other high-powered accounts, #IndianWells had an estimated reach of 174 Million people.

1.4 Billion

Solid execution and worldwide recognition attributed to an astounding 1.4 Billion Potential Impressions.



Facebook Analysis



Indian Wells California

Published by Stephen Villatoro [?] March 4 at 5:42pm

Like Page

Join us on Sunday, March 6, for Evening Out presented by the City of Indian Wells!

Nobu, Chop House and Piero's PizzaVino, restaurants located in Stadium 2 at the Indian Wells Tennis Garden, will feature special Prix Fixe menus and are open to the general public. Also enjoy complimentary valet parking and live music by The Trebles!

Click the photo below for more details:



Evening Out Presented by the City of Indian Wells

BNPPARIBASOPEN.COM

10,846 People Reached

240 Reactions, Comments & Shares

220

Like

201

On Post

19

On Shares

2

Love

2

On Post

0

On Shares

5

Comments

4

On Post

1

On Shares

13

Shares

13

On Post

0

On Shares

292 Post Clicks

0

Photo Views

198

Link Clicks

94

Other Clicks

NEGATIVE FEEDBACK

0 Hide Post

0 Hide All Posts

0 Report as Spam

0 Unlike Page



MARKETING STRATEGIES & INITIATIVES

Strategy FOUR:

Promote and support events and sponsorships that help build brand awareness.

Initiative:

- Increase tourism public relations efforts in relation to City sponsored events and local events (travel writers, bloggers, and digital reviews). Events continue to be a strong catalyst for generating visitor interest in the destination.
- Continue to capitalize on City sponsored events (Sponsorship budget). Use existing events to promote the brand and continue efforts in researching and obtaining a revenue generating tourism event.



Strategy FOUR – Promote and support events and sponsorships that help build brand awareness



Facebook Analysis



Indian Wells California

[Like Page](#)

Published by Stephen Millatore (z) March 12 at 4:38pm

Rafa Nadal hits the links only a few times a year, and one of those is #IndianWells! See Nadal on the fairways of the Indian Wells Golf Resort!



58,808 people reached

[View Results](#)

58,808 People Reached

26,395 Video Views

118 Likes, Comments & Shares

86 Likes
64 On Post
22 On Shares

13 Comments
5 On Post
8 On Shares

19 Shares
19 On Post
0 On Shares

199 Post Clicks

52 Clicks to Play
1 Link Clicks
146 Other Clicks

NEGATIVE FEEDBACK

12 Hide Post
0 Hide All Posts

0 Report as Spam
0 Unlike Page



FACEBOOK

Indian Wells California Like Page

World-class dining, shopping, spas, golf, tennis, and a wide variety of attractions in an unparalleled desert oasis set amidst stunning mountain views - Indian Wells has it all!



16,273 people reacted

51 comments

Like Comment Share

16,273 people reacted

6,848 liked this

75 comments

64	60	4
Like	Go Like	Go Dislike
1	1	0
Comment	Go Like	Go Dislike
5	4	1
Comment	Go Like	Go Dislike
5	1	4
Comment	Go Like	Go Dislike
62	0	0
Comment	Go Like	Go Dislike
36	0	26
Comment	Go Like	Go Dislike

NEGATIVE FEEDBACK

1	0
Hide Post	Hide All Posts
0	0
Report Abuse	Unlike Page

With several great events happening in-and-around the City of Indian Wells, including Desert Lexus Jazz, and Sunday Polo at Empire Polo Club, MVT PR looked to capitalize with several engaging social posts and blogs to amplify the message to our audience.

Indian Wells California Like Page

Desert Lexus Jazz presented by the City of Indian Wells is slated for Saturday, May 7!

Don't forget to grab your tickets!

<http://www.wig.net/2016-desert/lexus-jazz>



TICKETS ON SALE NOW

MAY 7, 2016 AT 7:00PM INDIAN WELLS, CA

17,788 people reacted

173 comments

Like Comment Share

6,788 liked this

173 comments

148	136	12
Like	Go Like	Go Dislike
3	3	0
Comment	Go Like	Go Dislike
8	6	2
Comment	Go Like	Go Dislike
14	14	0
Comment	Go Like	Go Dislike
120	0	0
Comment	Go Like	Go Dislike
74	19	27
Comment	Go Like	Go Dislike

NEGATIVE FEEDBACK

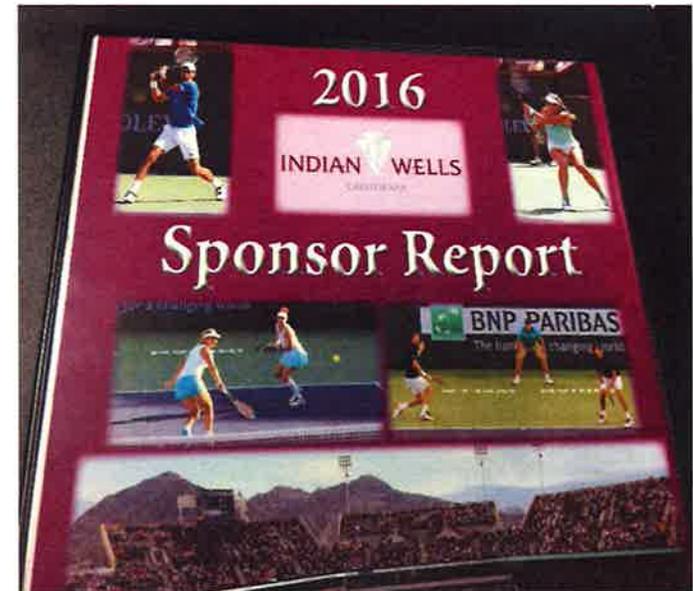
0	0
Hide Post	Hide All Posts
0	0
Report Abuse	Unlike Page

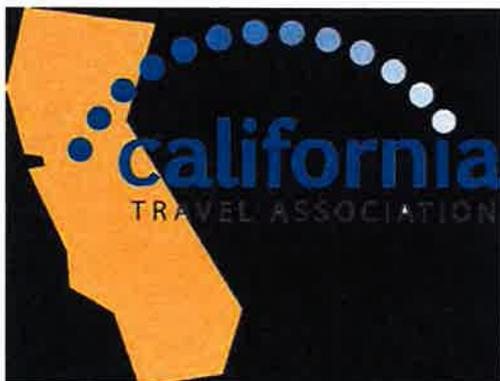
- Blogs:
- [Desert Lexus Jazz](#)
 - [Rhythm, Wine, & Brews](#)
 - [La Quinta Arts Festival](#)
 - [Modernism Week](#)
 - [Valentines Day](#)
 - [Palm Springs Film Fest](#)



2016 Tournament at a Glance

- Attendance: 438,058
- Broadcast Audience: 87 million
- Media Impressions: 13 billion
- Social Media Impressions: 515 Million
(450 M Twitter)
- Mobile App: 176,362 users
- Radio Coverage: BNP radio presented by BBC: 52,500 hours
- 2014 Economic Impact Report \$373 Million





Indian Wells was the perfect spot for California Travel Association's 34th annual Summit! The resort setting was gorgeous, weather was perfect, and food, drink, and events were over-the-top great.

Our 400+ travel and tourism leaders are a jaded and critical crowd, but Indian Wells got rave reviews across the board.

We will definitely be back!
Barb Newton - CEO



24 Teams
\$60K revenue
50 room nights



Palm Desert 4th of July



INDIAN WELLS ARTS FESTIVAL AT THE TENNIS GARDEN



DESERT LEXUS JAZZ INDIAN WELLS TENNIS GARDEN PRESENTED BY CITY OF INDIAN WELLS

IW Resident Pre-Sale
Hotel Packages Available
Marketing – Email/Social Media/Print



- 8,000 festival-goers
- Admission Tax + Sales Tax
- Brand Awareness/Public Relations
- Largest festival to-date
- 250 IW Resident Tickets



INDIAN WELLS

Strategy FIVE:

Work to align all partners and tourism influencers to promote brand and marketing opportunities.

Initiative:

- Coordinate IW Resorts and BNP Paribas Open together to "brand" the resorts during the tournament. This year all resorts (paid by BNP Paribas) will have elevator wraps, key cards, and tear drop banners at shuttle stops promoting the tournament. All resort front-of-house staff (bell-man, valet) will be wearing (paid by FILA) tennis wear to promote the tournament.
- BNP Paribas Resort booth and Indian Wells Golf putting green. The City annually hosts a "branded" booth at the BNP Paribas Open tournament for the two week run of the tournament, and a well branded Indian Wells Golf Resort putting green where we hand out gifts emblazoned with Indian Wells signature logos, and deliver a mini-massage treatment to engage visitors in the Indian Wells experience.



18

Strategy FIVE – Work to align all partners and tourism influencers to promote brand and marketing opportunities



Currently Working
with Resorts:

- BNP Paribas Open
- IW Lane
- 50th Birthday of IW
- Holiday Lighting
- Wayfinding signs





2016/2017 Goals & Strategies

- **Strategy One – Group Incentive**
 - **Goal: Drive more group business to impact TOT**
 - FAM during BNP Paribas Open
 - Smart Meetings (Meeting Media) FAM
 - Sales Missions/Joint Venture with CVB
 - Research Networking Events
 - Look at possible Loyalty Programs

- **Strategy Two – Marketing Strategies**
 - **Goal: Continue impactful marketing strategies**
 - Grow email database
 - Use database to promote individual properties
 - Partner/Co-Op with CVB on marketing efforts
 - Identify other successful marketing avenues for resorts
 - Tripadvisor, Expedia, CVENT, Travelzoo



2016/2017 Goals & Strategies

➤ Strategy Three – Engage Press Media & Social Media

➤ Goal: Enhance and Engage audience using relevant content

- Continue to build consistent voice on social media/blogs
- Establish Instagram Account
- Highlight Events in-and-around City
- Increase total Engagement
- Grow Visual Assets
- Continue Press FAM
- Continue to build media relationships
- Generate more Tourism Press

➤ Strategy Four – Promote sponsorships

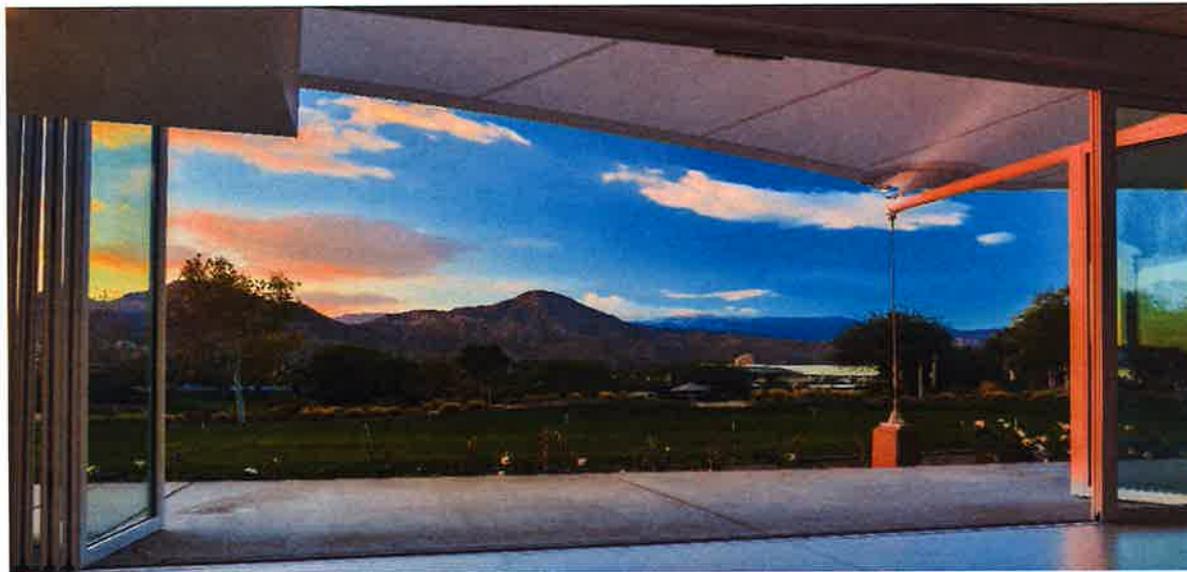
➤ Goal: Build awareness and growth in sponsored events

- Expand growth of sponsored events (branding & marketing)
- Explore new Tourism event
- Celebrate 50th anniversary at sponsored events



2016/2017 Goals & Strategies

- **Strategy Five – Align Partners and Tourism influences**
 - **Goal: Promote Brand and Marketing opportunities with sponsorships**
 - Continue to deliver on IWTG sponsorship using marketing avenues
 - Support and Market Taste of Tennis @ Hyatt
 - Continue to promote tennis during tournament and at resort properties
 - IW Lane
 - Holiday Lighting





Thank you to our Strategic Partners





City of Indian Wells

44-950 Eldorado Drive,
Indian Wells

9/15/2016

File #: 1508-16 Item #: A.

Conference with Legal Counsel Regarding Existing Litigation, Pursuant to Government Code Section 54956.9(d)(1): Douglas A. Lawellin and Steven D. Rohlin vs. City of Indian Wells, et al., U.S. District Court, Central District of California, Case No. CV 13-00731 MMM (SPx)



City of Indian Wells

44-950 Eldorado Drive,
Indian Wells

9/15/2016

File #: 1509-16 Item #: B.

Conference with Legal Counsel Regarding Anticipated Litigation. Significant Exposure to Litigation Pursuant to Government Code Section 54956.9(d)(2). Number of Potential Cases: 2.



City of Indian Wells

44-950 Eldorado Drive,
Indian Wells

9/15/2016

File #: 1511-16 Item #: C.

Conference with Legal Counsel Regarding Anticipated Litigation. Initiation of Litigation Pursuant to Government Code Section 54956.9(d)(4). Number of Potential Cases: 1.

•