

City of Indian Wells

ULI Technical Assistance Panel Report

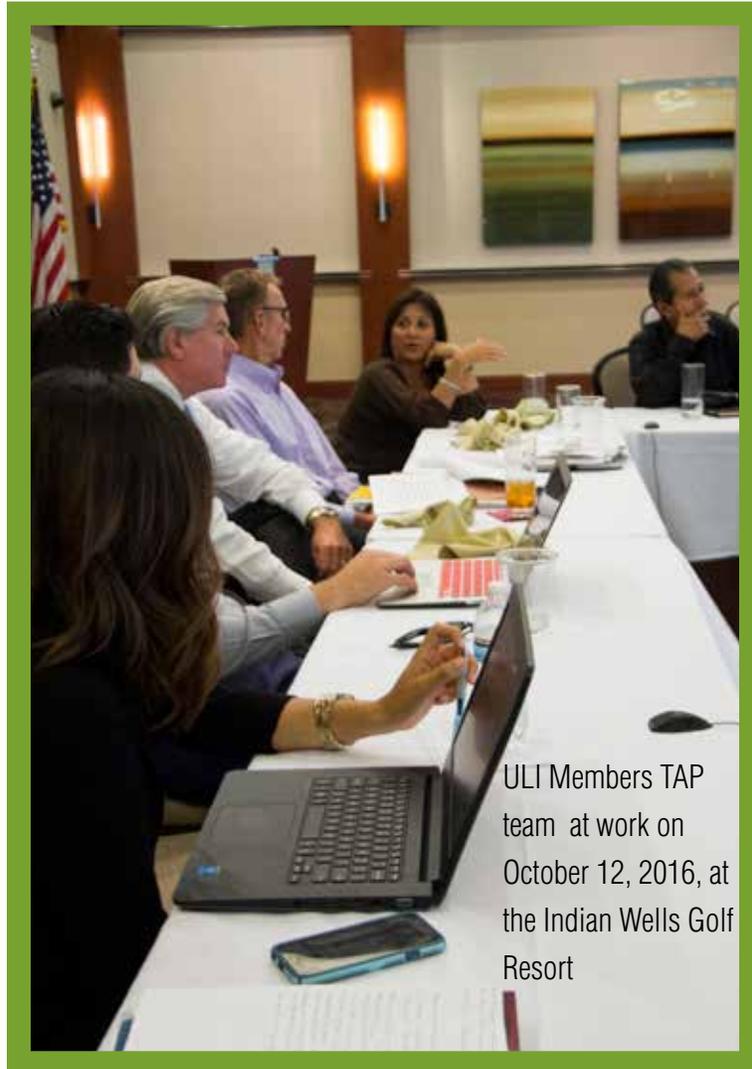


**Urban Land
Institute**

**Orange County/
Inland Empire**

Indian Wells, California
October 12, 2016

‘The final outcome of every ULI TAP is that it is **Transparent, Objective and Unique**’



ULI Members TAP team at work on October 12, 2016, at the Indian Wells Golf Resort



Urban Land Institute

Orange County/Inland Empire

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Executive Summary

Positioning Indian Wells for Economic Opportunity

Famous for its pro golf resort and pro tennis tournament, the City of Indian Wells (the City) has moments in the international spotlight comparable to that of a much larger community. The City asked the Urban Land Institute (ULI) for a Technical Assistance Panel (TAP) to help further capitalize on the assets in its community. The challenge put to the ULI professional members, who made up the TAP panel, was to come up with an Economic Development Master Plan that addressed ten vacant opportunity sites in the heart of the City. Indian Wells is a resort and retirement community and prides itself on its high-end leisure brand. Indian Wells is a vacation destination in the Coachella Valley; and Coachella Music Festivals, the Indian Wells 36 hole Championship Golf Course, and the BNP Paribas Tennis Garden Tournament provide great event and seasonal tourist draw. However, there is a need for more year-round diversification of economic activities.

The ULI TAP team made a site visit on June 17, 2016. Thereafter, the team preformed rigorous due diligence research and stakeholder outreach,

culminating in a TAP workshop day on October 12, 2016. On the day of the workshop, the panelists refined ideas and proposals and then presented their recommendations to the City Council and members of the public.

The panelists suggested that the City of Indian Wells look at the opportunity sites in a more holistic manner, and develop a vision for the entire area through a thorough master planning process. The panelists recommend that a vision and master plan for Indian Wells should focus on building high-energy entertainment uses that would compliment the golf course and tennis facility. The goal is to create a setting that will, in the long term, draw in more retail and commercial businesses.

The TAP team provided a list of potential uses as a starting point, and an illustrative master plan that shows an example of how some of the suggested uses could fit together in a physical layout. The TAP team recommends that the city appoint a strong leader to champion the visioning and master planning effort, which can be used for marketing and position Indian Wells to open a new chapter in economic development.



The City of Indian Wells has a population of approximately 5,000

Indian Wells TAP Scope

Opportunity Sites to Support Economic Development

The City of Indian Wells developed a series of questions that it presented to the TAP team. This “Scope of Work” charged the panelists to study ways in which the City can facilitate future development sites that would generate a long-term financial benefit, as well as bolster the City’s brand. The City also sought ULI’s input on development of an implementation strategy that takes into account multiple property owners and the current state of the economy.



There are approximately 170 acres of vacant land in Indian Wells

The Indian Wells TAP Scope of Work addressed these questions:

1. What is the highest and best use for individual vacant properties to

- Generate long-term revenue sources for the City?
- Provide amenities to residents at a level of quality indicative of the Indian Wells brand?
- Bolster the City as the premier resort destination in the Coachella Valley?

2. What projects are economically viable and within what time-frame?

3. How can the City remove barriers to development of priority projects?

4. How do individual projects fit within the broader coordination of land use planning, specifically in support of continued expansion of the Tennis Garden?

Opportunity Sites

Places for Opportunity and Future Change

Just over 170 acres of undeveloped land present opportunities to develop projects that support the fiscal sustainability of the City.

The vacant properties are located in the northeast portion of the City, between Miles Avenue and Highway 111 and surrounding the Indian Wells Tennis Garden. These properties include resort commercial, community commercial, and residential land use designations. The vacant properties are held by either private ownership, the City, or the City's Housing Authority. Near-term development of vacant property is a critical factor in the long-term economic sustainability of the City.

Most development interest to date has focused on the east and west sides of Miles Avenue at Highway 111 (sites 8 and 9). Interest has included development of for-sale and fractional ownership residential uses, a hotel, a museum, a driving range, and senior housing. While there has not been any formal development proposal on either property, the City has consistently acknowledged that the preferred uses for the vacant properties along Highway 111 include hotels or other commercial uses that generate revenue for the city. Residential projects are not a development priority in the City due to the weak fiscal impact generated from residential use.

Owners of the vacant properties near the Tennis Garden (sites 3, 4 & 7) have not shown interest in immediately developing their properties. The Tennis Garden owns the 37.7-acre property on the south side of Miles Avenue (Site 7) and uses it for parking during the BNP Tennis Tournament. The Tennis Garden will continue to use Site 7 for the tournament unless a viable parking alternative is developed. The owners of the other vacant properties (Sites 3 & 4) in the area are waiting for market conditions to improve; including tenant demand, before developing their properties.



View of the Indian Wells Tennis Garden area looking to the south. The Southwest Church and the Gerald R. Ford elementary school are located in the foreground. There are three access points to the Indian Wells Tennis Garden along Washington Ave., four along Miles Ave., two along Warner Trail and 1 to the private drive for Southwest Church which leads to a additional access point on Washington Ave



Bird's eye view looking to the east-southeast. Currently street access is connected from Fred Waring Dr. to Miles Ave. with Warner Trail

There is a private drive on the Southwest Church property with a gated connection to the Indian Wells Tennis Garden

Aerial View of Vacant Sites



PARCEL NO. 1

- > SIZE: 4.3 ACRES
- > ZONE: RESIDENTIAL LOW

PARCEL NO. 2

- > SIZE: 11.8 ACRES
- > ZONE: RESIDENTIAL MED

PARCEL NO. 3

- > SIZE: 34 ACRES
- > ZONE: RESIDENTIAL MED

PARCEL NO. 4

- > SIZE: 2.7 ACRES
- > ZONE: RESORT COMMERCIAL

PARCEL NO. 5

- > SIZE: 5.6 ACRES
- > ZONE: RESIDENTIAL MED

PARCEL NO. 6

- > SIZE: 24.3 ACRES
- > ZONE: RESORT COMMERCIAL

PARCEL NO. 7

- > SIZE: 37.7 ACRES
- > ZONE: RESORT COMMERCIAL

PARCEL NO. 8

- > SIZE: 12.3 ACRES
- > ZONE: RESORT COMMERCIAL

PARCEL NO. 9

- > SIZE: 11.6 ACRES
- > ZONE: COMM. COMMERCIAL

PARCEL NO. 10

- > SIZE: 10.2 ACRES
- > ZONE: RESIDENTIAL MED, & COMM. COMMERCIAL

Opportunity Sites in Indian Wells

Private properties are depicted in red and the City and Housing Authority properties are identified in yellow

Due Diligence

Sites, Area Visit and Review of Existing Information

Leading up to the TAP workshop day, the team undertook due diligence research, which included an overview presentation and tour of Indian Wells and vacant parcels by city staff on June 17, 2016. TAP panelists then reviewed previous plans and economic reports relevant to the vacant study sites and to Indian Wells as a whole. Tourism dollars are critical to the financial welfare of the city, but attracting retail is challenging since much of the regions' retail is already established in proven concentrations in adjacent Palm Desert and La Quinta.

Takeaway points from due diligence:

- Tourism related revenue make up 64% of the General Fund Budget for 2015/16.
- 96% of money spent in Indian Wells is from Visitors, only 4% from residents¹
- The four existing hotel resorts and the Indian Wells Tennis Garden are the largest contributors to City revenues
- Strengths/Opportunities: brand, existing tourism base, Indian Wells Tennis Garden, Hwy. 111, remaining vacant land
- Weaknesses/Threats: summer heat, limited revenue generating land use, lack of a master plan or vision for remaining vacant land

¹ Subsequently determined that the quoted figures may be distorted due to the methodology used, however the overwhelming majority of spending in Indian Wells is through Visitors



Indian Wells Opportunity Sites

1 - Residential Low 4.3 Acres, 2 - Residential Medium 11.8 Acres, 3 - Residential Medium 34 acres, 4 - Resort Commercial 2.7 acres, 5 - Residential Med 5.6 Acres, 6 - Resort Commercial 24.3 Acres, 7 - Resort Commercial 37.7 acres, 8 - Resort Commercial 12.3 Acres, 9 - Community Commercial 11.6 Acres, 10 - Residential Medium and Community Commercial 10.2 Acres. Yellow is City owned Property and Red is privately owned.

S Strengths

- Brand
- Existing Tourism Base
- Indian Wells Tennis Garden
- Access & Visibility
- Cooperative Partnerships
- Small/Flexible Government

O Opportunities

- Vacant Land
- Expansion of Indian Wells Tennis Garden
- Larry Ellison
- Mixed Use Master Plan
- Proactive Efforts for Development

W Weaknesses

- Summertime Heat
- Limited Retail Market
- Tennis Tournament Parking Needs
- Cooperation of Land Owners

T Threats

- Competition
- Cost of Improvements
- Inability to Collaborate with Land Owners
- Market Demand

SWOT Analysis, highlights from the City of Indian Wells Economic Development Plan

Existing Information Reviewed

- Indian Wells Market Overview - Buxton 2015
- City of Indian Wells Economic Development Plan–IW Economic Dev. Dept. 2016-17
- Destination Development Plan - Greater Palm Springs Convention & Visitor's Bureau 2016
- Profile of the City of Indian Wells – Southern California Association of Governments (SCAG)
- General Plan Housing Element/Zoning – City of Indian Wells
- Miles Crossing SP – Miles Avenue Development & City of IW 2006 (TAP Parcels 5,8 & 9)
- Town Center Specific Plan – City of Indian Wells 2007 (TAP Parcels 4, Partial 6 & 7)
- Stakeholder List – City of Indian Wells 2016
- CV Link Conceptual Master Plan - 2016

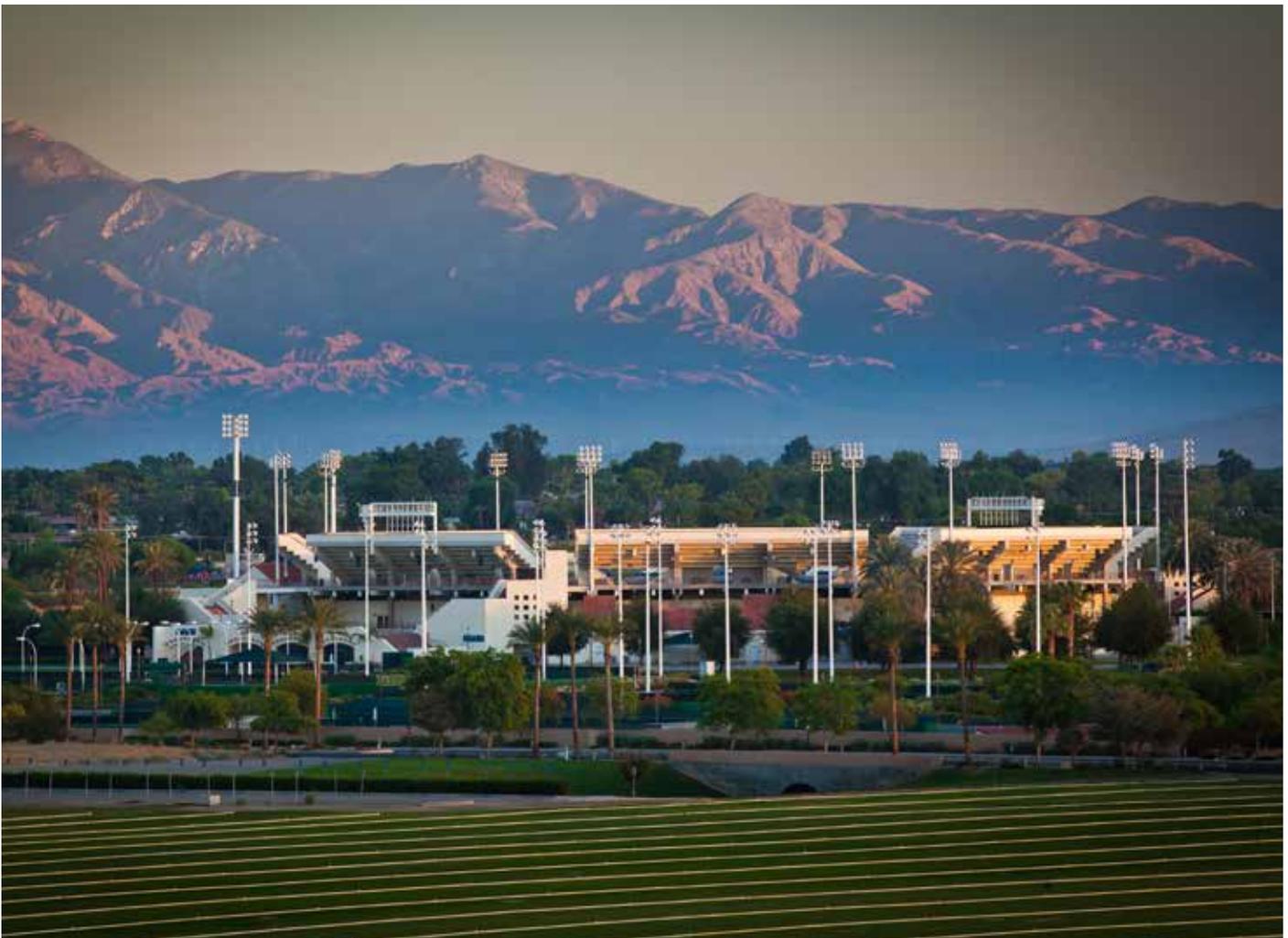
Indian Wells Tennis Garden

World Class Tennis Tournament and Facilities

The Indian Wells Tennis Garden, home to the BNP Paribas Open Tennis Tournament and owned by Larry Ellison brings an international tourist draw two weeks of the year. The Tennis Garden embodies the high end brand the City of Indian Wells possesses and is a driving force of the local economy during the two week tournament every March.

Improvements and Expansion of the Tennis Garden are currently underway, a future additional stadium and a five star Boutique Hotel and Tennis Museum are in their long term plan. Indian Wells Tennis Garden with Larry Ellison' direction will become the best tennis tournament and tennis venue in the world.

Ticket sales tax are a considerable source of city revenue, and the aim of the ULI TAP is to suggest complimentary uses that will assist in retaining tennis tournament guests for leisure and holiday in the City.





Tennis Garden Grounds and Planned Improvements

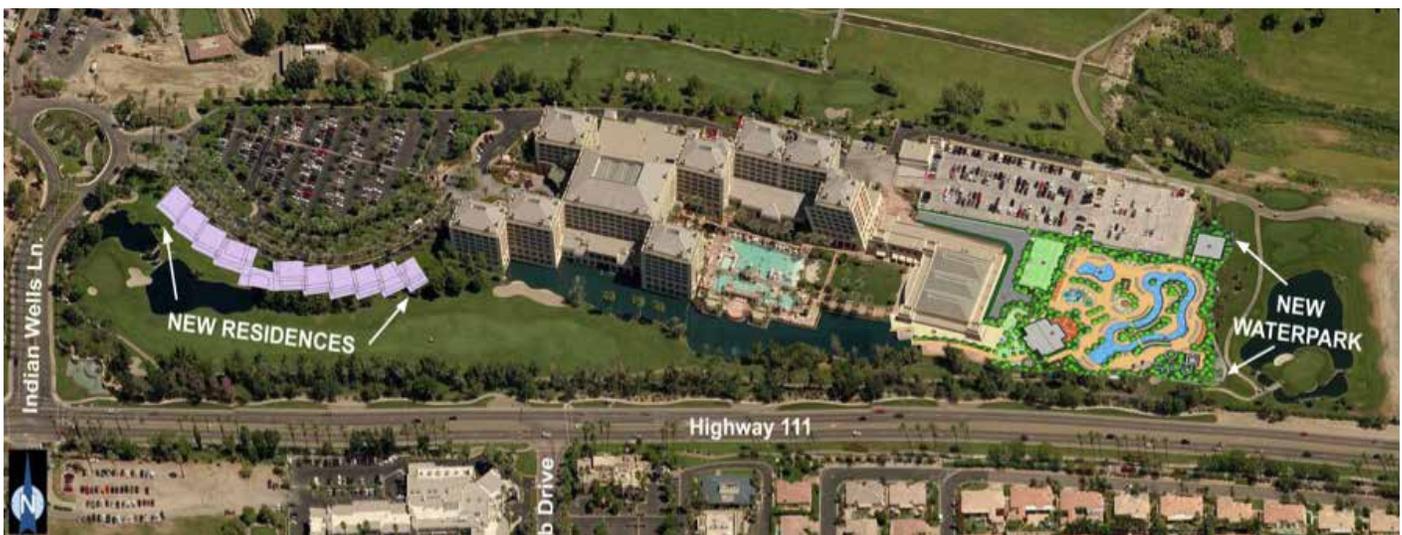
Indian Wells Golf Resort and Hotel Resorts

Indian Wells Resorts are Critical to the Local Economy

The Indian Wells Golf Resort and four resort style hotels; Hyatt Regency Indian Wells Spa & Resort, Indian Wells Resort Hotel, Miramonte Resort & Spa, and Renaissance Indian Wells Resort & Spa, make up the heart of the Indian Wells tourist economy. The 36 hole Championship Golf Course and Golf Resort currently struggles to attract the numbers it used to; and outside of large events, the resort hotels are no longer attracting golf leisure business year round. The resorts are undertaking improvements in their amenity base such as water parks but more is needed to attract guests to Indian Wells and retain them there. Transient Occupancy Tax is the largest contributor to Indian Wells City revenue.



Indian Wells Golf Resort 36 hole championship course



Additional improvements are being considered by the Indian Wells Golf Resort, Hyatt, Miramonte and IW Hotel Resort. Above is a conceptual design proposed by the Renaissance Indian Wells.

Stakeholder Outreach

Stakeholder Interviews

Over a period of four months, TAP panelists undertook phone and in person interviews with key stakeholders; including city government officials, property owners, developers, commercial real estate brokers, and hotel and resort management. TAP panelists structured their questions around core components of the TAP scope of work. The goal was to better understand what the community of Indian Wells as a whole was missing and what barriers exist in developing

the opportunity sites. In addition, the panelists wanted to understand from the stakeholders their view on potential uses and underutilized potential of vacant land.

Key themes that emerged during the interviews were connectivity, drawing in tourism and visitor spending. Key findings are summarized in the box below.



Indian Wells Highway 111

Takeaway points from stakeholder interviews:

- Unique destination uses are needed that will draw people to Indian Wells and create revenues for the city.
- Increase summer visitation through the use of water related or indoor uses.
- The opportunity sites should be connected to the existing resort area.
- There is a lack of way-finding and pedestrian connectivity in the resort area.
- Facilitate Indian Wells resort guests consumer spending in the City, rather than outside the City .
- Additional hotels would be an economic challenge due to seasonality and existing competition.
- Uses should be connected and complementary to each other and should tie into the Indian Wells Tennis Garden as much as possible.
- A mixed-use master plan should be prepared in coordination with all landowners and stakeholders.
- Convention Centers may not be economically feasible as they are typically not profitable, and there does not appear to be significant demand.
- Residential uses are not preferred due to existing supply (and lack of tax revenues) and negative fiscal impact on the city since service costs outweigh revenues.
- The city's approval process has been streamlined by outsourcing plan checkers.
- There is a lack of demand for retail in Indian Wells due to the existing abundant supply in contiguously adjacent Bermuda Dunes, La Quinta, and Palm Desert.

Recommendations

Responses to Scope of Work Questions

Responses to the City of Indian Wells' scope of work posed to the TAP members are as follows:

Question 1:

What is the highest and best use for individual vacant properties to:

- Generate long-term revenue sources for the City?
- Provide amenities to residents at a level of quality indicative of the Indian Wells brand?
- Bolster the City as the premier resort destination in the Coachella Valley?

The panel suggested looking at the opportunity areas in a more holistic manner rather than on an individual parcel-by-parcel basis. Focus should be on high impact entertainment mixed-use concepts to be the catalyst to drive demand for the area and create uses that would complement the Indian Wells Tennis Garden. The key will be to create an energetic upscale gathering place that will be attractive to both visitors and residents alike; as well as being functional both during the peak season and summer

months. Concepts should be developed collaboratively with surrounding Coachella Valley communities to create more of a regional draw than to directly compete with other Coachella Valley municipalities.

Question 2:

What projects are economically viable and within what time-frame?

Residential development may be the only product that could have market viability today; recognizing this would not provide a positive fiscal impact for the city without an increased property tax rate. With the present lack of demand for key commercial product (retail, hospitality and office), the ability to economically develop new stand alone product within the opportunity sites is doubtful in the near-term. Hospitality product cannot be constructed for current re-sale values, and upscale retailers will not come to Indian Wells without a strong (year-round) regional demand generator.

Once a regional demand generator is established, the potential for commercial development is greatly

enhanced. A caveat to this, which would need further market analysis to verify, could be the creation of a regionally recognized attraction in Indian Wells (in addition to the Tennis Garden) that would draw tourists year round. The proposed illustrative example or something like it could possibly provide enough of a draw for tourists to stay, eat, play, and spend money in Indian Wells. This is most likely only possible if there is collaboration with all affected landowners and stakeholders in a holistic approach to making Indian Wells one of the most desirable places to visit in the Coachella Valley.



Indian Wells Tennis Garden Stadium

Question 3:

How can the City of Indian Wells remove barriers to development of desired priority projects?

The panel strongly recommends that the city undertake a master planning process, which results in a physical site plan and indicates economically viable preferred uses. As part of that process, a strong community outreach program should accompany the master planning effort. Consultant firms should be hired to provide conceptual designs. A strong leader or facilitator should be appointed to push forward and champion a public/

private collaboration effort to implement an agreed upon master plan for the downtown.

Question 4:

How do individual projects fit within the broader coordination of land use planning, specifically in support of continued expansion of the Tennis Gardens?

Individual parcels need to be looked at in context of a larger master plan approach. The master plan should be flexible to accommodate fluctuating market demands in product type and

scale, and propose uses should be complementary to the Tennis Garden.

Ideally, the plan would promote connectivity with the existing Resort Center and the potential CV Link multi-modal transportation path. Indian Wells sits near the middle of the proposed CV Link route, which is designed to encourage short trips to divert local traffic by residents and visitors off of Highway 111. A master plan should incorporate an analysis of the potential impact of construction of all or part of CV Link.



Indian Wells Tennis Garden Stadium

Potential Uses for Opportunity Sites

List of potential uses that could be located on vacant land

The panelists took all the stakeholders' suggestions into account as well as brainstormed additional potential uses that could be located on the vacant sites to build upon Indian Wells'

current tourist draw and community infrastructure. The following pages present a comprehensive list of ideas to be used as a starting off point in a master planning process and an

economic marketing campaign to attract desired users to Indian Wells.

Entertainment and Attractions

- Domed (retractable) multi-purpose venue - for hosting wine & cheese festivals, concerts, art shows, car shows, farmers markets etc
- TopGolf
- Entertainment retail
- Amphitheater/concerts arena
- Bowling - higher end (Lucky Strike/Splitsville/Pinstripes)
- Entertainment themed clubs - Dave & Busters / Escape Room / Punch Bowl Social
- Movie theater - higher end (Cinépolis/ Soho House)
- Rock climbing wall - Momentum indoor climbing
- High end casino /card club
- Music venue – year-round music supported by the annual festivals
- Pop up shopping
- Farmer's market

Outdoor Destination/Sports

- Sports management and training facility
- Fitness Centers
- White water kayaking
- Lawn bowling/croquet facility
- Extreme outdoor athletic events venue
- Water/wakeboard park.
- Ferrari world race car driving simulators
- Zip lines
- Rock climbing walls and facilities
- Bungee jumping
- Large indoor sporting complex



Covered Amphitheater

Water Activities

- Water park
- Cable wake/aquatic park
- White water rapids kayaking
- Wave/surf pool/surf riders
- Aquarium
- Chillers for pools
- Lazy rivers
- Water slides
- Great Wolf



Water Activities

Medical, Health & Wellness

Destination

- Holistic health development, vegan restaurants and education center.
- Medical facilities (coordinating and partnering with Eisenhower/Argyos)
- Mayo facilities and Cleveland Clinic Annex
- Health and wellness retreat (e.g. Canyon Ranch, Mirasol)
- Venue for Wanderlust Festivals (yoga festivals)
- Longevity concepts.
- Full service spa

Art and Culture

- Museums
- Historical Hollywood Era
- Tennis museum
- Golf museum
- Art museum
- Artist's facilities (e.g. ARTLAB, Ox-Bow, WAV, etc.)

Boutique Hotels and Vacation Homes

- Boutique hotel
- Fractional, vacation ownership, etc
- Shared economy oriented product (Airbnb, VRBO)

Food and Dining

- Culinary school (Le Cordon Bleu, Johnson & Wales, Leiths)
- Food and real estate forums
- Incubator food courts that allow new chefs to share their talents, rotational restaurants including craft breweries, specialty shops and butchers.
- Avant-garde craft dining concepts (The Camp, The Lab, SoCo and the Packing House adjusted to the Desert life)
- High end "Restaurant Row" on Hwy. 111

Growing Business Midweek

- Convention Center/ Conferences.
- Company retreats/ workshops.

Eco-sustainable Destination

- Ecology Center – similar to the one in San Juan Capistrano.

Education

- Educational facilities - annex of prestigious universities (Harvard, Princeton, Cornell) with focus on hospitality and sports medicine & management

Transportation and Wayfinding

- Signage to coordinate with Coachella Valley Government Association valley-wide efforts
- Trails and bicycle friendly streets
- Shuttle services
- CV Link
- Bike rental docks
- Events
- Parking structure with shared parking

Events That Fill Need Periods

- Bicycle races (e.g. Patriotic Bike Race)
- Running races
- Concerts
- Festivals (art, food, microbrew, chili cook-off, film festivals, etc.)
- Speaker's series

Planning Concepts

A development scenario for the opportunity sites

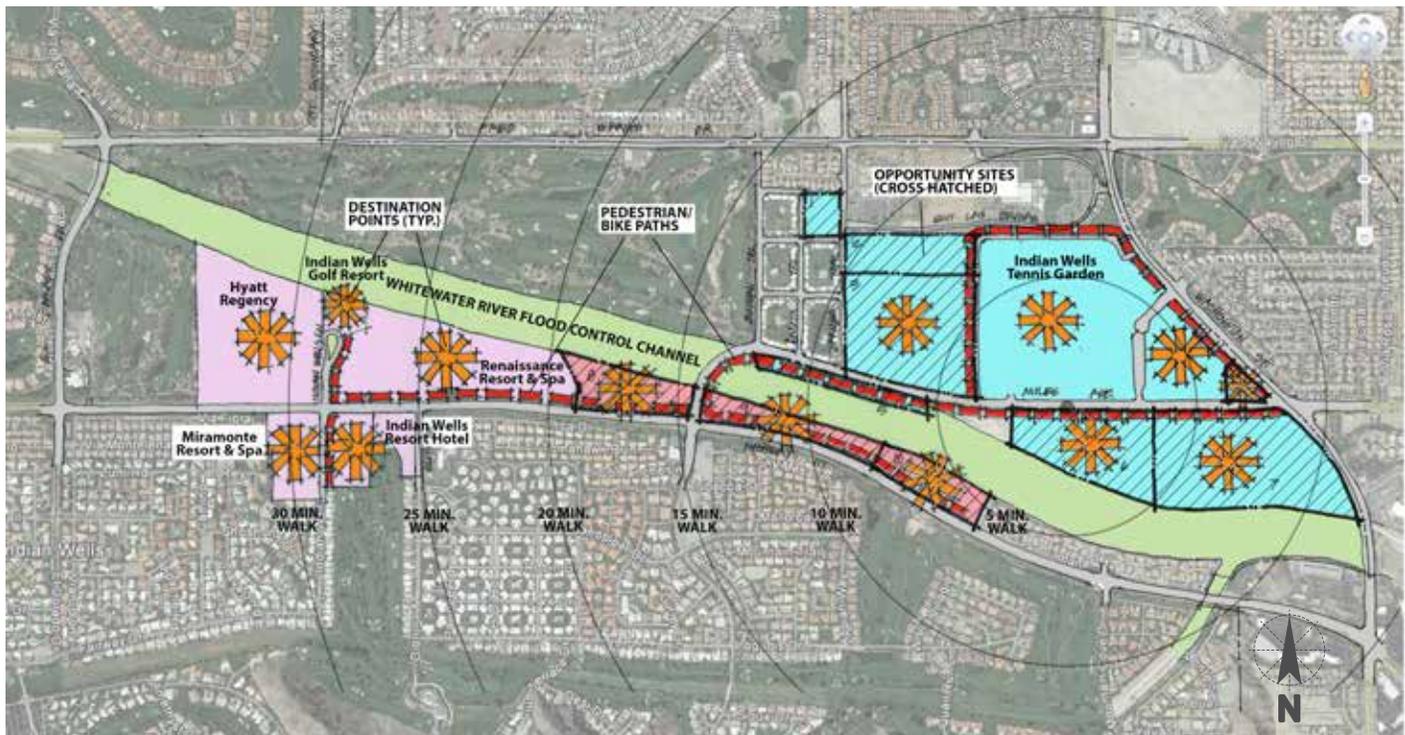
The following plans and maps show an analysis and illustrative example of how the elements of the afore-listed uses could take shape in a physical layout. The Connectivity Diagram, District Plan and Example Illustrative Master Plan are intended solely to initiate the conversation on how the City of Indian Wells could start to develop a vision for the center of the city and opportunity sites.

“Retailers have been struggling in the post-recession economy, but the sharpest brands in this sector are doing something differently. They are moving beyond focusing on the transaction and using entertainment to get consumers to part with their hard-earned cash.”

Retail: The New Entertainment by Ida Rezvani - Campaign US

The Connectivity Diagram below indicates approximately where pedestrian bike connections could be placed to link the opportunity sites, existing and future destination points.

-  **Resort Area**
-  **Destination Points**
-  **Tennis Garden Area Sites**
-  **Pedestrian/Bike Paths**
-  **Highway 111 Sites**
-  **Flood Channel**



Connectivity Diagram

Plan not to Scale
by Agora Planning & Design



District Plan

**Plan not to Scale
by Agora Planning & Design**

The above District Plan shows an example how high impact entertainment uses could be organized in and around the opportunity sites. The plan proposes a mixed-use building type and area along Highway 111. This would connect the golf resort and hotels into the heart of Indian Wells. An outdoor recreation district, destination retail/food, and a health and wellness district could neighbor the Indian Wells Tennis Garden. A large scale parking structure and/or a dispersed parking strategy throughout the districts would serve the parking needs of the entertainment districts and the Tennis Garden throughout the year.



Top Golf, a popular and potentially complementary use to the current Indian Wells Golf Resort. There are over 30 locations nationally and growing



Mall of America in Bloomington, Minnesota, exemplifies a large scale amusement park that attracts visitors and supports retail

Illustrative Examples

Example Concept Master Plan

The Concept Master Plan below provides an example of what a physical layout of high impact entertainment uses could look like. The Master Plan utilizes and connects all the opportunity sites in a holistic form. The Concept Master Plan provides gathering spaces to draw visitors to Indian Wells, keep resort guests in the City so they spend their vacation dollars within the city's borders. These uses and urban form also provide residents with new locations to meet, socialize and people watch.

For example, the outdoor recreation district could have a central plaza with a

man-made river for whitewater kayaking and rafting, and a large rock-climbing wall in the center, surrounded by buildings that would house other related activities. From the center of the plaza, a zip line could go down to the basin of the flood channel where an aqua park could be located that would include cable wake boarding and a floating challenge course could be a year-round attraction.

The destination food hub and retail district could take a similar form to the San Antonio Riverwalk and/or have a retractable roof like the City Creek Mall in Salt Lake City. The food hub would

be a foodie destination for the Coachella Valley and provide a gathering space for local residents.

The health and wellness center could incorporate sports and spa facilities. A Great Wolf Lodge with indoor water slides and entertainment would be a great draw for families. The highway mixed-use area could incorporate cultural attractions such as a museum and support buildings that would support retail and residential. The various districts could have uses as illustrated on the following pages.



Concept Master Plan

This plan is to illustrate concepts and does not suggest concrete proposals and locations.

Plan not to Scale

by Agora Planning & Design

Whitewater Kayaking/Rafting and Rock Climbing



Man made whitewater kayaking

Zip Lines



Ziplining over water



Rock-climbing wall

Cable Wakeboard and Aqua Park



Cable wake boarding

River-Walk and Indoor/Outdoor Environments



San Antonio Riverwalk



City Creek Mall Salt Lake City, retractable roof

Health Sports and Wellness



Indoor swimming pool



Indoor track and field

Great Wolf Lodge



Great Wolf Lodge combines hospitality lodging with indoor water-park geared towards families

Mixed Use District Along Highway 111



The highway mixed-use area could incorporate cultural attractions such as a museum and support buildings that would support retail and residential.



A Frank Gehry Art Museum



Mixed Use Building in Encinitas California

Card Club

A card club is a highly lucrative investment for the city in terms of tax dollars. ULI suggests a high-end card club with a dress code and no slot machines be explored as a use on an opportunity site.

Although not without legislative barriers, a card club is an achievable goal for the City of Indian Wells should it pursue that use as an avenue. A card club could potentially provide the city with a million dollars per month in tax revenue.



Example of a high end card club and bar



Community card club



Sample Plan for an Indian Wells Card Club

Conclusions and Implementation Strategy

Create a Vision and Master Plan for Indian Wells

The ULI TAP members recommend that the City of Indian Wells and stakeholder community look at the opportunity sites in city ownership and private ownership holistically. An overarching bold vision is the best course of action for Indian Wells to find a secure footing for a positive economic future.

Presently, the City of Indian Wells struggles to retain and attract retailers due to the seasonality of its tourist attractions and small quantity of resident-oriented business, since the surrounding communities of Palm Desert, Bermuda Dunes, and La Quinta

already contain retail hubs that attract vendors and shoppers. Indian Wells finds itself in the 'donut hole' of retail. Therefore, Indian Wells must creatively find a different anchor with which to bring in and retain visitors spending tax dollars.

The master planning process should begin with a public outreach program and develop a shared vision for the community and stakeholders. The Indian Wells Resorts and hotels, as well as the Tennis Garden should be integral in this process.

The ULI TAP for the City of Indian Wells recommends the development of an overall vision and master plan for the entire community but focused on the opportunity sites that are underpinned by high-impact entertainment uses. The master plan can then be used to market and attract the desired end uses and shape a new economic development future for the city.

The ULI suggests the following strategy and steps to achieving that goal:

- **Create a public/private collaboration**
- **Appoint a strong leader or facilitator of the public/private collaboration**
- **Prepare a strategy for the study area including the Tennis Garden and resorts**
- **Require market studies, economic models, and development proformas to assess feasibility**
- **Identify joint public private partnership projects, such as parking structures**
- **Identify economic development incentives**

Appendix A - Indian Wells City Overview

Retirement Community, Golf Resorts and World Class Tennis

Indian Wells can be characterized as a desirable wealthy second home community. The City of Indian Wells incorporated in 1967 and consists of 14.5 square miles, yet much of the land area of the city is consumed by Eisenhower Mountain. Indian Wells has approximately 5,000 residents, and 2,600 voters in 1,600 households. The community consists of primarily single-family households with 5,500 single-family homes.

The economy of Indian Wells is tourism focused and seasonal, with the population effectively doubling during five months of the year during the tourism season and special events. Major annual events, such as the BNP Paribas Open tennis competition in March and Coachella Music and Arts Festival in April, draw visitors during the tourism season. Indian Wells Golf Resort, a 36-hole municipal golf resort is the primary city amenity. Indian Wells is home to four resort style hotels; Hyatt Regency Indian Wells Spa & Resort, Indian Wells Resort Hotel, Miramonte Resort & Spa, and Renaissance Indian Wells Resort & Spa.

Demographics of Indian Wells:

- 2015 Population - 5,137
- Median Age - 68.9
- Median Household Income - \$85,000
- Per Capita Income - \$81,000
- Educational Attainment - 52% college degree or higher
- Voters - 2,600 in - 1,600 households
- Ethnicity - 90% white
- 200 people are under 18 years of age
- 1,545 people over 75 years of age
- Single Family Houses - 5,500
- Households - 2,750
- Median House Value - \$630,000
- Mortgages - 50% of housing w/out a mortgage

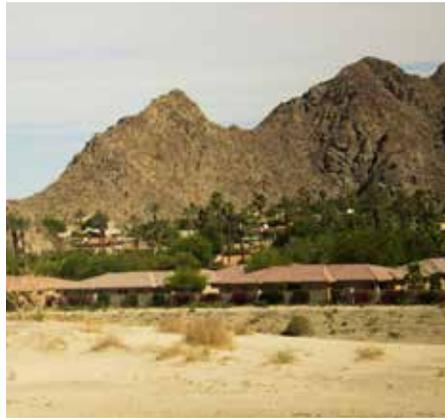


Clubhouse and Restaurant of the Indian Wells Municipal Golf Course

2. Tennis Garden Facility



3. Senior Affordable Housing



4. Elementary School



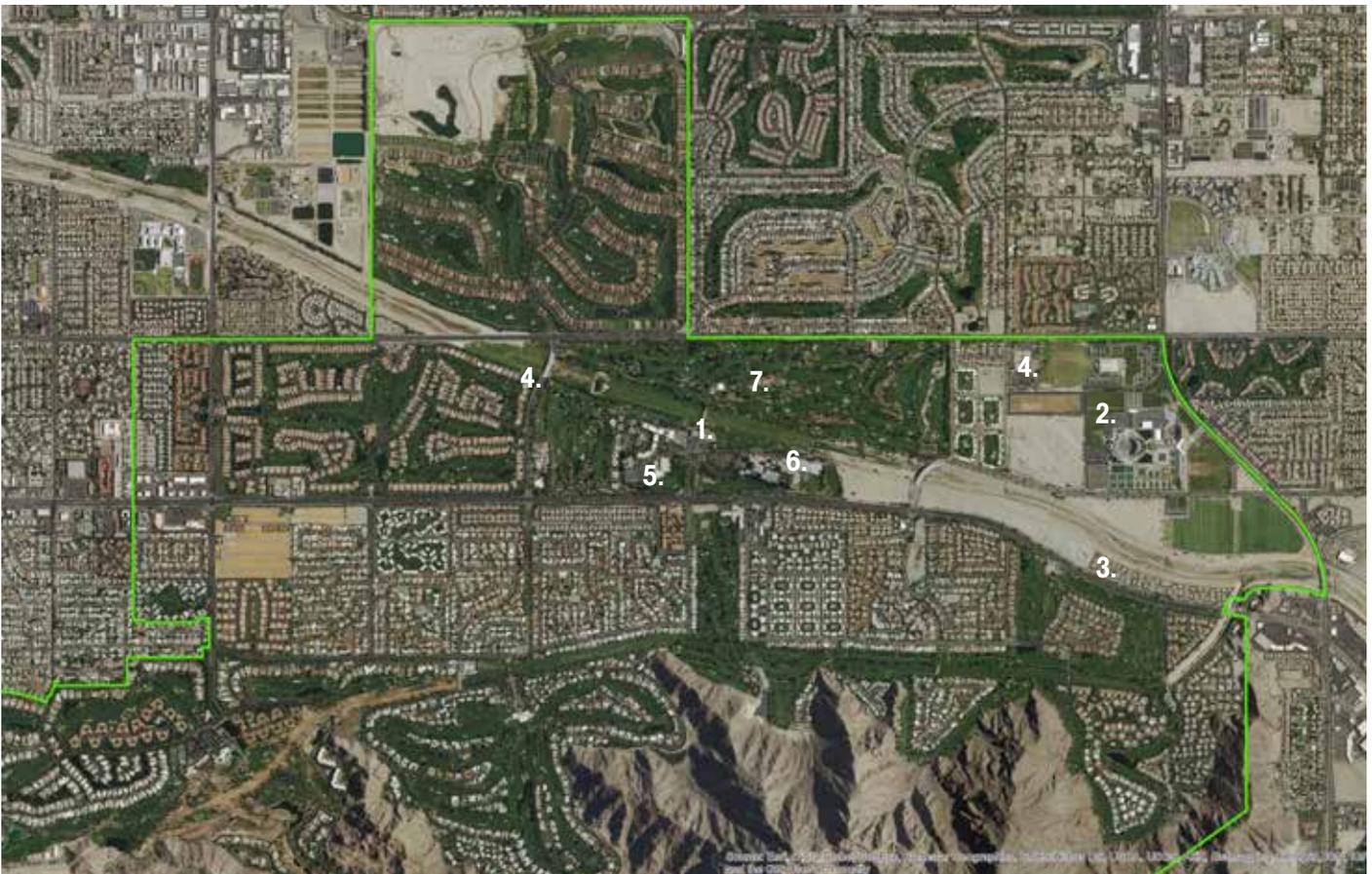
5. Conference Center



6. Hotels/Resorts



7. Golf Resort



Developed Area of Indian Wells

Appendix B - Indian Wells Panelists and Stakeholders

ULI TAP Panelists

TAP Chair

Allen Parker, former City Manager San Bernardino

ULI Member Panelists

Ann Cutner, Landscape Architect, Ima+Design

Gustavo Duran, Principal, Core Realty Advisors

Adam Gilbert, Broker & Attorney, Gilbert Avriette

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Samantha Singer, ULI Report Designer and Writer



Back row from the left: Steve McCormick, Allen Parker, Adam Gilbert, Carl Rieger
Front row from the left: Ann Cutner, Angelina Tovar, Kendra Chandler, Gustavo Duran

TAP Stakeholders

Indian Wells City Council

Dana Reed, Mayor/Chairman

Richard Balocco, Mayor Pro Tem/Vice Chairman

Douglas Hanson, Council Member/Commissioner

Ted Mertens, Council Member/Commissioner

Ty Peabody, Council Member/Commissioner

Housing Authority

Bob Mitchel, Commissioner

Bobbi Fletcher, Commissioner

Indian Wells Chamber of Commerce

Mike Avila, Executive Director

Property Owners

Terry Taylor, PM Sports Magmt. Indian Wells Tennis Garden

Christopher Fahey, Representative for Alex Haagen, Owner

Albert Lissoy, Owner Lissoy Property

Gerry Fogelson, Owner Fogelson Property

Travis King, CEO Brixton Capital Brixton Property

Resorts

Steve Rosen, General Manager, Indian Wells Golf Resort

Doug Sears, General Manager, Hyatt Regency Indian Wells Resort & Spa

Tom Tabler, General Manager, Renaissance Indian Wells Resort & Spa

Brad Weimer, General Manager, Indian Wells Resort Hotel

Shawn Jervis, General Manager, Miramonte Resort & Spa

Steve McKenzie, Managing Partner, Channel West Group

(for Miramonte Resort & Spa)

Developers

Phil Smith, President & COO Sunrise Company (Toscana)

Dick Oliphant, President & Founder Oliphant Enterprises

Commercial Brokers

Sam Spinello, Spinello Commercial Real Estate

Dick Baxley, Baxley Properties, Inc.



TAP Day Presentation

Thank you to all the Council, Housing Authority and Members of the Public who attended.

City of Indian Wells Staff:

David Gassaway, Assistant to the City Manager

Nancy Samuelson, Director of Marketing and Community Services

Jon Berg, Assistant Planner

Nick Warner, IT Manager

Thank you to all the Stakeholders for their time and input, and to the Indian Wells City Staff who provided information and support to aid the TAP Panelists efforts.

Appendix C - About ULI and the TAP Process

Professional Members Providing Technical Assistance

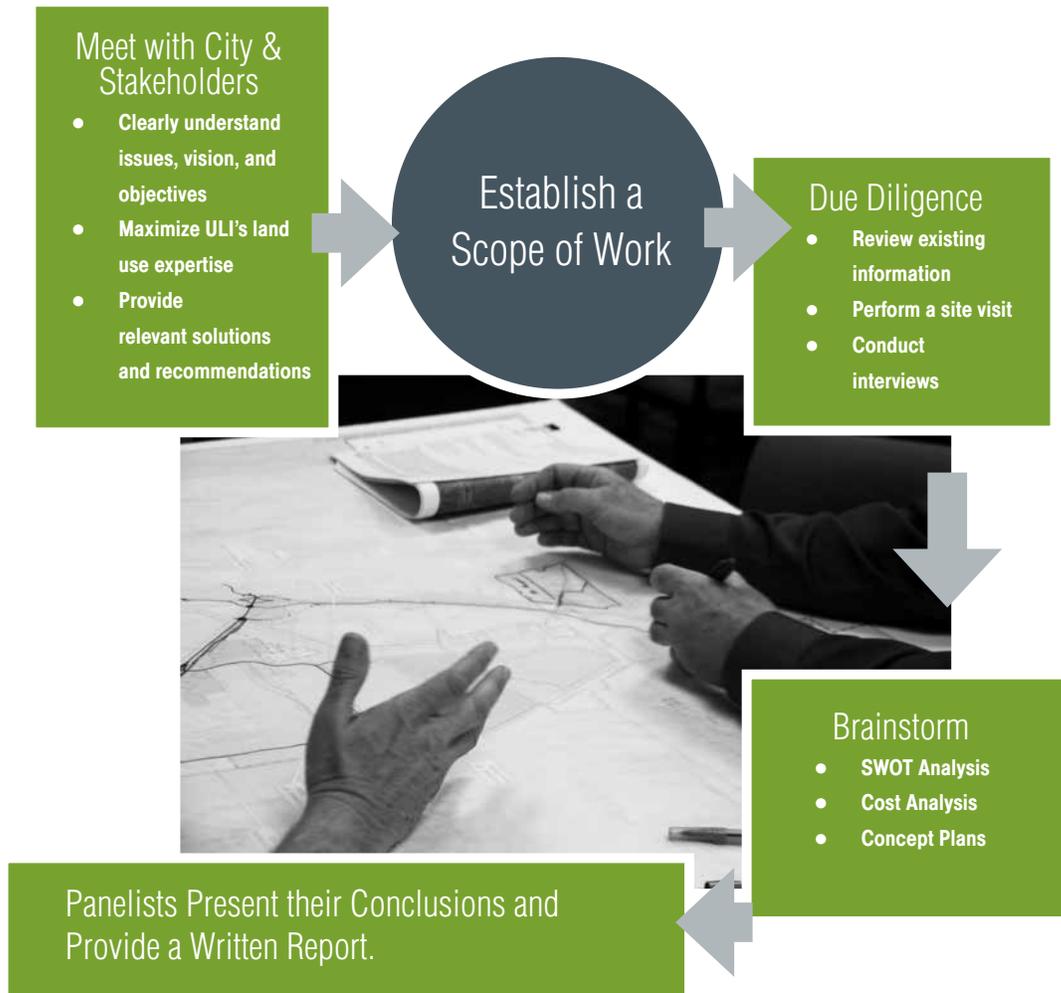
About ULI was founded in 1936 as a non-profit research and education organization (not a lobbying group). Worldwide, there are over 30,000 public and private sector professionals in all aspects of land use planning and real estate development. ULI Orange County/Inland Empire is one of the 10 largest District Councils in the world with over 1,000 members.

Our mission is to provide leadership in the responsible use of land in creating and sustaining thriving communities worldwide. ULI has been providing advisory services since 1947.

Technical Assistance Panels (TAPs) are possible with ULI members volunteering their time and giving back to the community. TAPs provide public

sector with a tool to solve complex real estate and land use issues in a uniquely objective, transparent way.

Through the TAP process, professionals with expertise in real estate, planning, financial, design, marketing, and development provide unbiased findings and recommendations.



Indian Wells 2016 TAP Schedule

March 23 - City Reached out to ULI

March 28 - City and ULI discussed undertaking a TAP

April 29 - Scope of Work was drafted and due diligence materials were assembled

June 17 - Panelists toured city and sites

July 15 - October 10 - Panelists Conducted due diligence and interviewed stakeholders

October 12 - TAP Workshop and Presentation

December 7 - Key findings and conclusions delivered to the City of Indian Wells



ULI IE/OC Panelists briefing from Indian Wells Staff understanding the attributes and challenges of Indian Wells.



TAP Panelists report back on Stakeholder outreach and meetings



TAP Panelists Finalize Recommendations



Indian Wells TAP Presentation



Question and answer from the City Council Members and Housing Commissioners



Question and answer from the Public

