

TECHNICAL ASSISTANCE PANEL

For the City of Indian Wells



**Urban Land
Institute**

Orange County/Inland Empire

Indian Wells, California

October, 12, 2016

THE URBAN LAND INSTITUTE (ULI)

What is ULI?





About the Urban Land Institute

- Founded in 1936, as a non-profit research and education organization
- Nearly 40,000 worldwide - public and private sector professionals
- ULI Orange County/Inland Empire is one of the largest District Councils
- Mission: To provide leadership in the responsible use of land in creating and sustaining thriving communities worldwide.

Technical Assistance Panels (TAP)

- Advisory services since 1947
- TAPs at the local level with members volunteering
- Provides public sector with tools
- Professionals with expertise in real estate, planning, finance, design, marketing
- Process provides unbiased findings and recommendations

Goal of TAP

- Produce options to facilitate future development of the opportunity sites to generate a long-term financial benefit to the City, and bolster's the City's brand.
- Create an Implementation strategy, which takes into account multiple property ownership and the current state of the economy.

Participants

Panelists

Ann Cutner, Landscape Architect, *ima*

Gustavo Duran, Principal, Core Realty Advisors

Adam Gilbert, Broker & Attorney, Gilbert Avriette

Steve McCormick, President, Agora Planning + Design

Carl Rieger, Managing Director, Eastdil Secured

Angelina Tovar, Financial Analyst,
Shopoff Realty Investments

TAP Chair

Allen Parker, former City Manager
San Bernardino

ULI Staff & Support

Phyllis Tuchmann, Executive Director ULI OC/IE

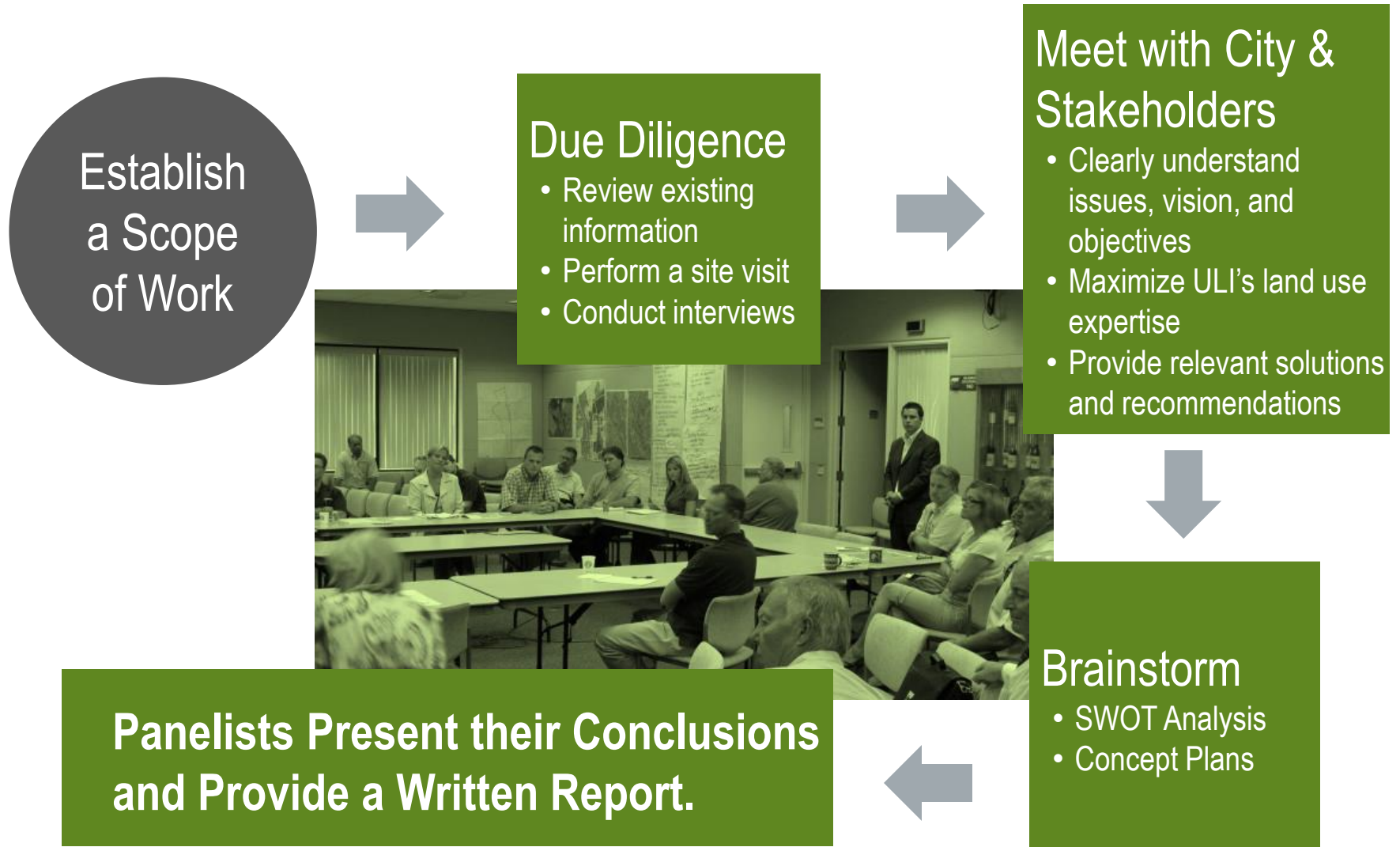
Kendra Chandler, Director, ULI OC/IE

Oscar Uranga, ULI OC/IE TAP Advisor,

Project Manager with Shopoff Realty Investments

Samantha Singer, Report Writer

Process



SCOPE OF WORK

What are the needs of the City?

Scope of Work for TAP

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 timeframe?
3. How can the City remove barriers to development of desired 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 Gardens?



INDIAN WELLS

CALIFORNIA



OPPORTUNITY 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

Site Photo



DUE DILIGENCE

Research existing information and visit the site and surrounding area.

Due Diligence Information

- City of Indian Wells Economic Development Plan–IW Economic Dev. Dept. 2016-17
- Indian Wells Market Overview - Buxton 2015
- 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

Summary of Due Diligence Findings

- Tourism makes up 64% of the General Fund Budget for 2015/16.
- 96% of money spent in Indian Wells is from Visitors.....4% from residents.
- 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.

STAKEHOLDER MEETINGS

Conduct interviews with stakeholders.

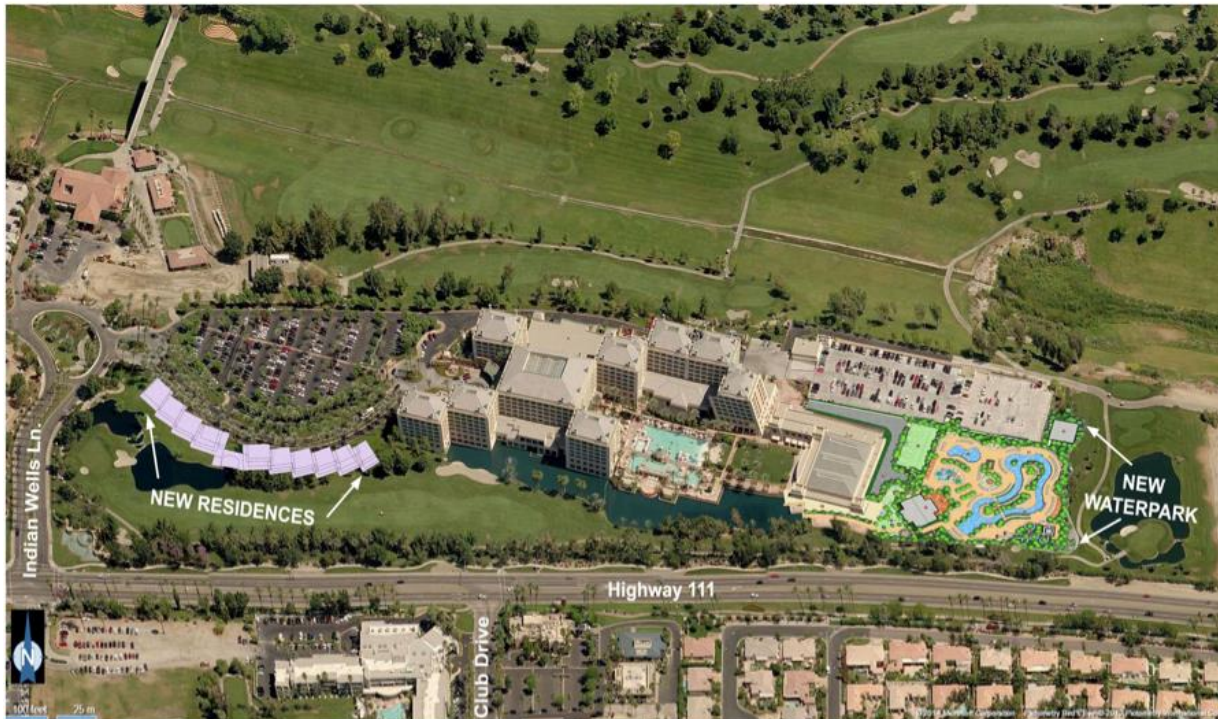
Summary of Stakeholder Interviews

- Need for unique destination uses 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.
- Uses should be connected and complementary to each other and should tie into the IWTG as much as possible.
- The opportunity sites should be connected to the existing resort area.
- A mixed use master plan (campus) should be prepared in coordination with all land owners and stakeholders.
- Need to keep current IW resort guests in IW for their consumer spending.

Summary of Stakeholder Interviews

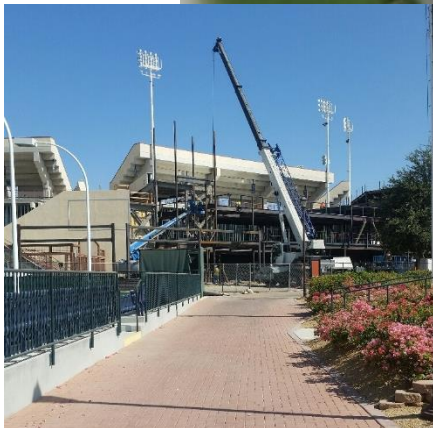
- There is a lack of demand for retail in IW due to the existing abundant supply in La Quinta and Palm Desert.
- There is a lack of wayfinding and pedestrian connectivity in the resort area.
- Convention Centers are typically not profitable and there does not appear to be significant demand.
- Additional hotels would be a challenge presently due to seasonality and increase competition.
- Residential uses are not preferred due to existing supply (and lack of tax revenues) and weak fiscal impact-services outweigh revenues.
- The City's approval process has been streamlined by outsourcing plan checkers.

Renaissance Improvements



Additional improvements are being considered by the IW Golf Resort, Hyatt, Miramonte and IW Hotel Resort.

Indian Wells Tennis Garden Improvements



RECOMMENDATIONS

Provide recommendations to the scope of work questions.

Question #1

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?

Recommendations to Question #1

- Consider a Holistic and comprehensive approach which includes a study of all the opportunity sites and surrounding area
- Focus on a high impact entertainment mixed use as catalyst to drive regional demand
- Functional year round
- Create energetic, upscale gathering place to attract both visitors and residents.
- Include a flexible plan to accommodate changes in the market
- Create uses that would complement the Indian Wells Tennis Garden
- Create unique uses not directly competitive with other CV municipalities

Recommendation to Question #2

2. What projects are economically viable and within what timeframe?

- The best opportunity for an economically viable approach is an overall master plan that creates regional draw

Recommendation to Question #3

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

- Develop a Master Plan with preferred uses
- Develop a strong community outreach program
- Hire a consultant(s) to provide conceptual designs
- Create Public/Private collaboration
- Offer development incentives
- Appoint a strong leader or facilitator of the public/private collaboration

Recommendation to Question #4

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
- Propose uses that are complementary to the Tennis Garden
- The master plan should be flexible to accommodate fluctuating market demands in product type and scale
- Ideally the plan would promote connectivity with the existing Resort Center and the potential CV Link

List of Land Uses

1. 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 (Cinopolis/ 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
- Water Activities
 - WaterPark
 - Cable Wake/Aquatic Park
 - White Water Rapids Kayaking
 - Wave/Surf Pool/Surf riders
 - Aquarium
 - Chillers for pools (summer time)
 - Lazy rivers
 - Water slides
 - Great Wolf

2. Outdoor Destination/Sports

- Sports Management and Training Facility (potentially in conjunction with USOC, USGA or USTA).
- 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 (basketball, volleyball, etc.).

3. 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.

List of Land Uses

4. 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.

5. Art and Culture

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

6. Education

- Educational Facilities - Annex of Prestigious Universities (Harvard, Princeton, Cornell) with Focus on Hospitality and Sports Medicine & Management.
- Culinary Schools.

7. Boutique Hotels and Vacation Homes

- Boutique Hotel.
- Fractional, Vacation Ownership, etc.
- Shared economy oriented product (Airbnb, VRBO).

List of Land Uses

8. Transportation and Wayfinding

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

9. Eco-sustainable Destination

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

10. Growing Business Midweek

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

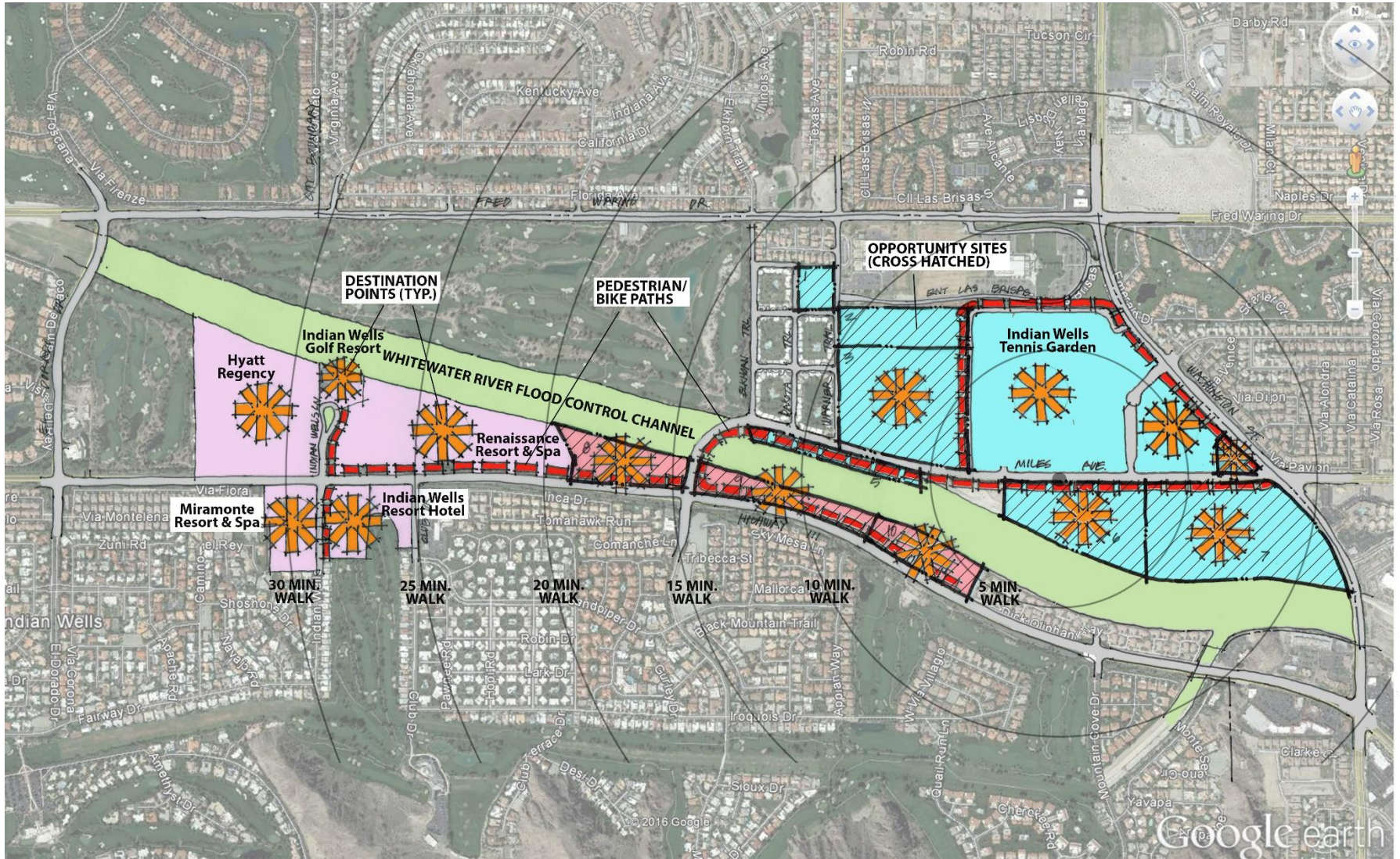
11. Events That Fill Need Periods

- 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

Concept & Connectivity Diagram



Entertainment Driven Retail

“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.”

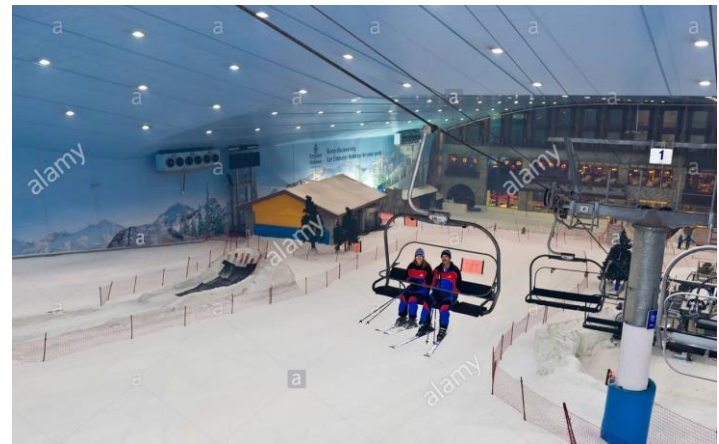
Retail: The New Entertainment by Ida Rezvani – Campaign US



Mall of America
Bloomington, Minnesota

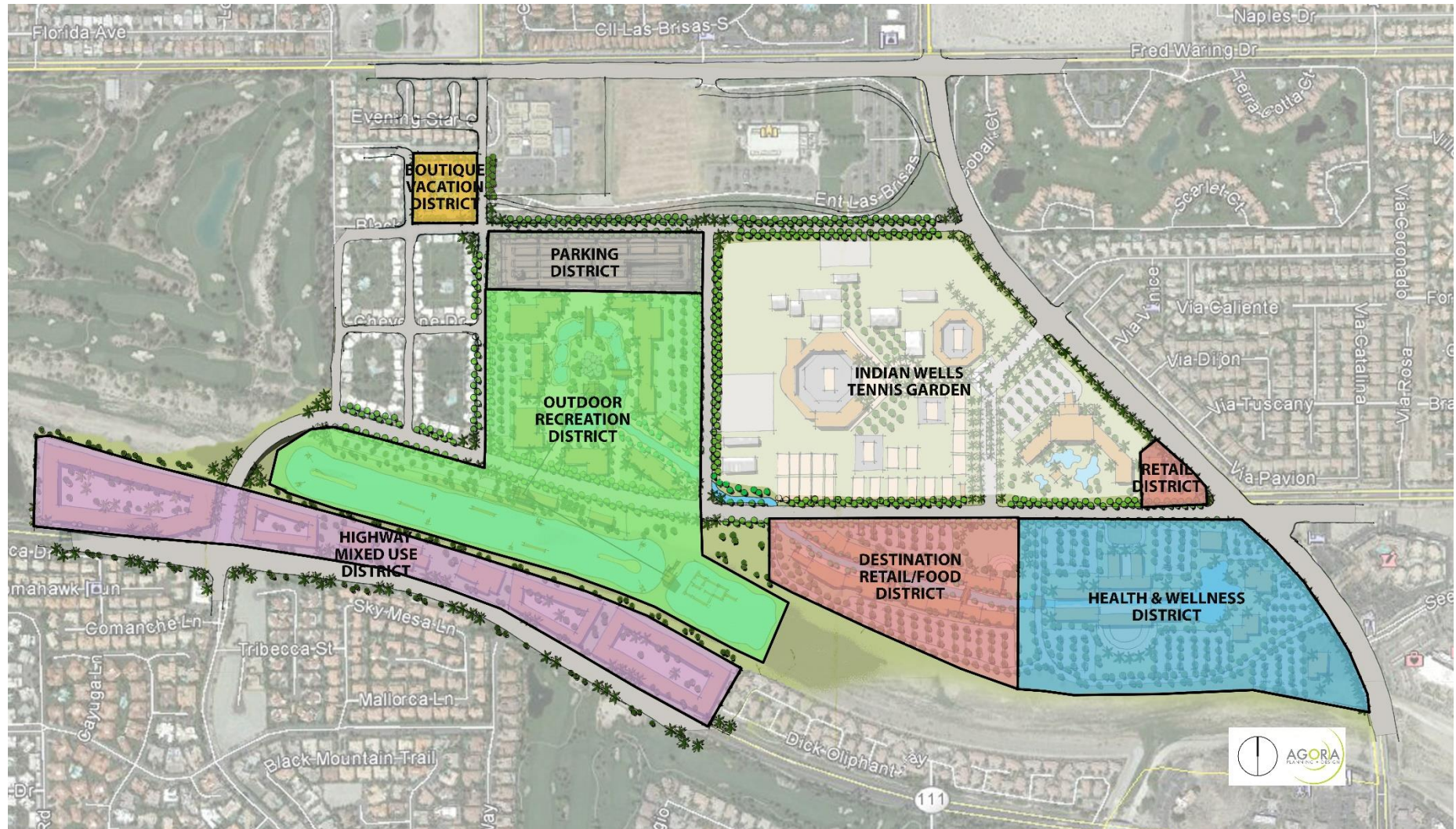


Top Golf
Over 30 location nationally



Mall of the Emirates
Dubai, United Arab Emirates

District Concept Diagram



Illustrative Concept Site Plan



Whitewater Kayaking/Rafting



Rock Climbing



Zipline



Cable Wakeboard/Aqua Park



Cable Wakeboard/Aqua Park



San Antonio Riverwalk



Indoor/Outdoor Environments



Health, Sports & Wellness



Great Wolf Lodge



Highway Mixed Use



Highway Mixed Use



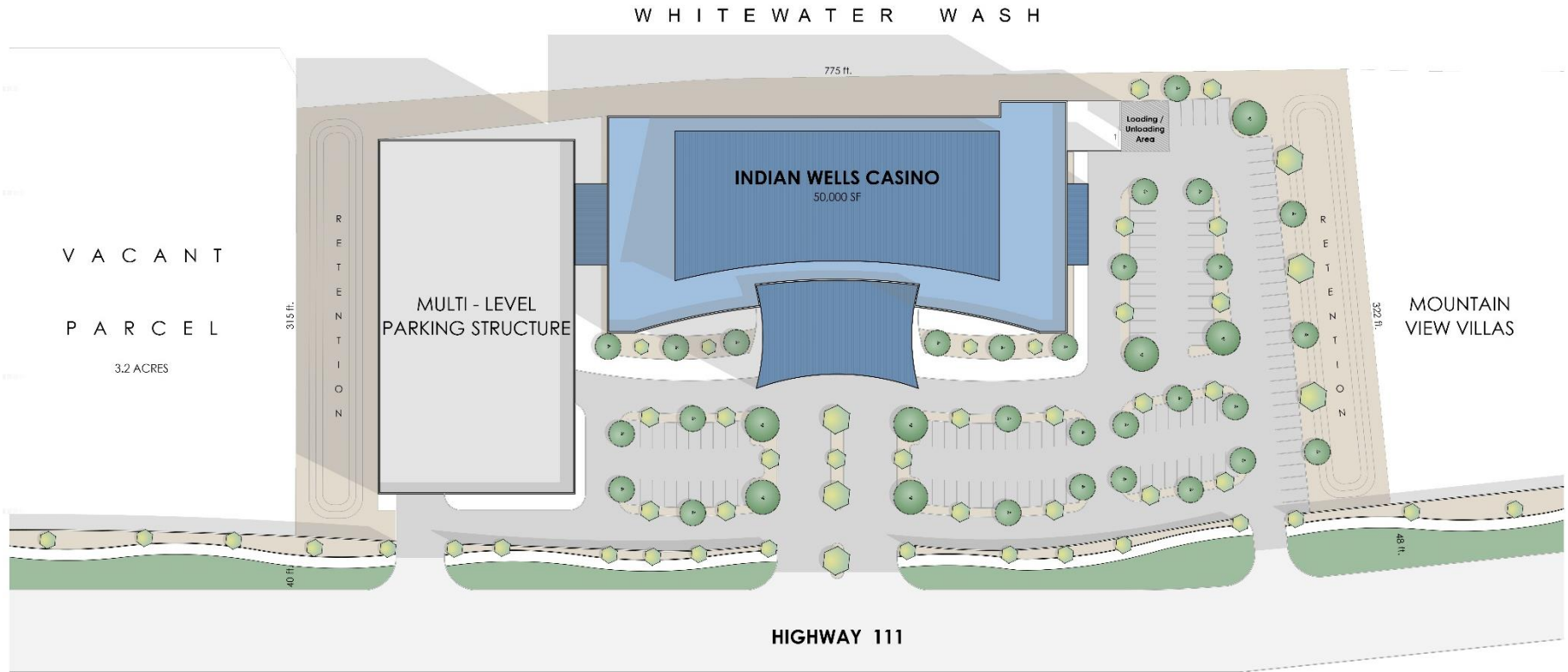
Highway Mixed Use - Museum



Highway Mixed Use – Casino/Card Club



High End Casino/Card Club (Parcel 10)



INDIAN WELLS COUNTRY CLUB

Total Site Area: 6.83 Acres
 Total Parking: 123 Spaces + Multi - Level Parking Structure

Client: **Allen Parker**
 Architect: **Holt Architects**
 70-225 Highway 111, Suite D
 Rancho Mirage, CA 92270

3891 11th Street
 Riverside, CA 92501
 760.378.5280

Indian Wells Casino
SD-103
 Scale: 1" = 30'
 Date: 09.12.2016

CONCEPTUAL SITE PLAN - OPTION D



Implementation Strategy

Implementation Strategy

Create 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 use projects such as parking structures.
- Identify economic development incentives.



THANK YOU FOR YOUR TIME

Questions or Comments?