



# Strategic Asset Plan - Indian Wells Golf Resort





**Strategic Asset Plan - Indian Wells Golf Resort**

Golf Committee Review Version

	<u>Page</u>
Acronyms and Report Format .....	3
Introduction .....	4
Summary .....	5
Facility Mission .....	18
Performance Metrics .....	21
Fiscal Impact .....	33
Facility Enhancements .....	40
Asset Management .....	66
Facility Review .....	73
Golf Market .....	104
Marketing and Promotions .....	111
SWOT Evaluation .....	122
Trade Area .....	127
Guest Trip Motivation .....	137
 Appendix	 138
A-1 Scope of Work .....	139
A-2 Information Sources .....	140
A-3 Opportunities Not of Interest .....	147
A-4 About StoneCreek Partners and Team .....	169

## Acronyms and Report Organization

Acronyms and frequently used defined terms used in this report and appendix materials, include the following:

- **City** – without exception, all capitalized references to City are intended to refer to the City of Indian Wells.
- **COGS** – refers to cost of goods sold, typically in a retail or services business.
- **Easement Agreement** – the agreement executed on April 8, 1985, and since amended, that allowed for the development of IWGR with its two golf courses and two destination resort hotels.
- **FY** – refers to the City’s Fiscal year(s) ending June 30.
- **GAAP** – an acronym for generally-accepted accounting principles as promulgated by the Financial Accounting Standards Board (FASB).
- **HBU** – refers to highest-and-best-use of a real property, according to common U.S. appraisal industry practice, there are four tests for “highest and best use” of a real property.
- **Hotel Partners or Partner Hotels** – refers to the City’s five hotels, including the two hotels party to the IWGR Easement Agreement (the Hyatt Regency and the Renaissance Esmeralda), and the three other lodging properties located in Indians Wells (Miramonte, Sands Hotel & Spa, and the Indian Wells Resort Hotel).
- **IWGR** – refers to the Indian Wells Golf Resort.
- **IWGR Core** – identifies the area for potential focused “area development” at IWGR, to include the clubhouse, driving range, Wash bridge, Fairway Grill, and associated ancillary facilities.
- **MICE** - is an acronym commonly used in the meetings and events industry, that includes meetings, incentives, conferences, and exhibitions.
- **Net Operating Cash Flow** – refers to total facility operating revenue less the facility’s total operating expenses, before capital expenditures and any GAAP adjustments.

- **NNN Lease** – the “NNN” refers to a tenant lease where tenant is responsible for their share of utilities, insurance, premises maintenance, and property taxes. Common area expense sharing is a separate matter.
- **Phase 1 Work** – refers to this report and the research, analysis, and findings that are presented.
- **Phase 2 Work** – refers to the interviews, meetings, and community meetings held with Stakeholders.
- **Placemaking** – is a multidisciplinary approach to creating places and paths that are inviting, inclusive, and nurturing for gathering, interaction, and community.
- **POV** – Point of View.
- **SAP** – Strategic Asset Plan, a reference to this report.
- **SCP** – StoneCreek Partners and consulting team for this assignment.
- **SMERF** – refers to the travel industry segment of Social, Military, Educational, Religious and Fraternal groups.
- **Stakeholders** – this term is intended to primarily refer to “Indian Wells resident stakeholders,” although others were interviewed during the Phase 2 work. In some instances, to be clear, we refer to Resident Stakeholders to distinguish Indian Wells residents from all other Stakeholders.
- **TOT** – for Transient Occupancy Taxes

### Notes on Report Organization

- **Single Subject per page** – to allow easy updating and insertion of new materials over time, the report generally conforms to one subject on each page. There are exceptions to this where a subject includes a list of additional considerations or options.
- **Line-Item Comparison Tool** – throughout the report there are exhibits that show monthly financial line-items from our IWGR operating results database, in some cases compared to another line item as an annual total. The exhibits indicate monthly results since FY 2017 in a visual style that allows trends and patterns to be more easily identified.
- **Appendix** – some materials have been moved to an appendix section following the report, most of which is a summary of various opportunities explored but were of little or no interest to the majority of Resident Stakeholders. As noted, these are included in the appendix simply as a record of the work.
- **Fieldwork Effective Date(s)** - Research included in this report was primarily collected during 2021. Operating and financial results for IWGR have been reviewed through October 2022.

**Introduction**

StoneCreek Partners (“SCP”) was retained by the City of Indian Wells (the “City”) to identify alternatives to be considered in preparing a strategic asset plan for Indian Wells Golf Resort (“IWGR”). In this capacity, SCP assembled a team to assist in this work, that included Mark Mungeam, Larry Hirsch, Mark Taylor, Craig Gladstone, and Tim Brown, each for their specific area of expertise (see the Appendix for the team’s professional background).

- Over the years, IWGR has experienced losses from operation before consideration of funding for recurring capital requirements . The City has funded operating losses and provided for capital projects by calculating and remitting subsidy payments to IWGR, referred to as the Resident Amenity Fee (totaling \$7 million+ since FY 2018. We note here that in the most recent fiscal year, the course operated at a profit for the first time – certainly, an excellent result.
- We note that the City developed the Resident Amenity Fee methodology in response to the creation of its Golf Enterprise Fund. The Resident Amenity Fee is the General Fund subsidy (expenditure) paid to the Indian Wells Golf Resort for the lost opportunity revenue that the Golf Resort, as a stand-alone business, would have otherwise received from a non-resident tee time.

In our scope of work, we explored numerous revenue opportunities, we reviewed the operating results (and margins) achieved by Troon Golf, and we reviewed program and physical aspects of the facility that have impacted operating results. Our exploration also included highest-and-best-use considerations as well as more straightforward extensions of the IWGR golf experience.

The Strategic Asset Plan (“Plan”) – both this reference report and upcoming process, is expected to be updated over time, to respond to continuing Stakeholders input, and evolving business circumstances.

What is included in this initial SAP report is based on Stakeholders input and ideas, inclusive of the several groups of concerned Stakeholders as noted at right.

**SAP Process Stakeholders:**

- City of Indian Wells residents, including Resident Golfers and those residents who do not golf;
- IWGR hotels and their end-users (the guests) (referred to herein as “Partner Hotels” and “Hotel Partners”) – which we have considered as the City’s five hotels, recognizing that two of these hotels are party to the 1985 Easement Agreement (as amended),
- City Council members, interviewed individually;
- The IWGR Golf Resort Advisory Committee (the “Golf Committee”), interviewed individually; and
- A representative of Visit Greater Palm Springs.



*Shown at right, the 18<sup>th</sup> holes at IWGR’s Celebrity and Players courses.*



# SUMMARY

We were retained to explore strategic opportunities available to IWGR, that could provide additional sources of net revenue from facility operations and to suggest an overall facility business mission for IWGR.

- Over the years, IWGR has experienced losses from operation before consideration of funding for recurring capital requirements. The City has funded operating losses and provided such capital by calculating and remitting payment to IWGR, referred to as the Resident Amenity Fee. The City developed the Resident Amenity Fee methodology in response to the creation of the Golf Enterprise Fund. The Resident Amenity Fee is the General Fund subsidy (expenditure) paid to the Indian Wells Golf Resort for the lost opportunity revenue that the Golf Resort, as a stand-alone business, would have otherwise received from a non-resident tee time.
- In our scope of work, we explored all manner of revenue opportunity as well as reviewed the operating results (and margins) as achieved by Troon. Our exploration included highest-and-best-use considerations as well as more straightforward extensions of the IWGR golf experience.

One issue that was clear at the outset of our work was the lack of a clear understanding by all concerned, as to the business mission of IWGR. Over numerous stakeholder interviews and meetings, it became apparent that the original Easement Agreement expectations have evolved with consumer and marketplace circumstances to a different understanding among the Parties.

For the sustainability of the facility in an environment of continuing changing circumstances, we suggest that the facility’s mission can be stated in two parts:

- First, all stakeholders expect the Indian Wells Golf Resort to be operated to maintain, if not enhance, its reputation as a premier golf experience among regional and national golf facilities.
- Second, while seeking to preserve and expand Resident privileges at IWGR, it is sufficient to operate IWGR each fiscal year to meet or exceed breakeven from operations after reserves are made for capital expenditures net of any Resident Amenity Fee or subsidy paid by the City.
- We note herein a related policy question for study during IWGR’s upcoming strategic planning process is confirmation of the preferred means of handling IWGR operating losses and capital requirements. There are some options:

# 1

## **StoneCreek Partners was tasked with exploring the highest-and-best use of IWGR, within the expressed interest of Stakeholders.**

- Identification of alternative net revenue opportunities.
- Review of operating efficiencies, program, and physical factors, and post-Covid 19 industry performance. Consideration of trends and obsolescence issues.
- Pursuant to Stakeholder expectations.
- Within the legal structure that is in place – the Easement Agreement.
- We note that IWGR is a hybrid facility, a municipal course with a private course play experience.
- We were retained to identify alternatives for consideration, with preferred options to be selected by Stakeholders as the strategic planning process commences. We can supply financial estimates of fiscal impact, for each scenario of interest.



## 2

**In order to preserve and potentially expand Resident amenities, IWGR should be operated to exceed breakeven after capital expenditures.**

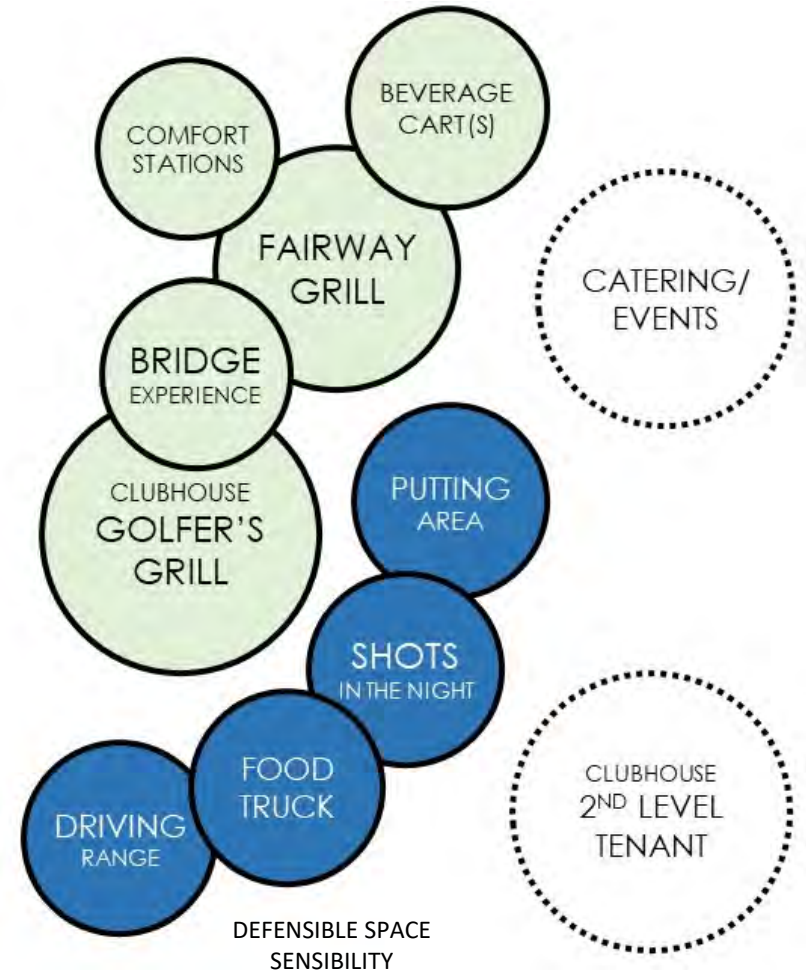
- Indian Wells Golf Resort **should be operated to sustain and enhance its reputation as a premier golf experience**, in the region and nationally. Sustaining this reputation will depend on identifying and securing new opportunities for IWGR revenue.
- To make this happen, new revenue opportunities or confirmation of a preferred subsidy method is required, with a level of new capital investment.
- IWGR Net Operating Cash Flow (lor loss) even with a Reserve for Replacements included, is not a significant factor as compared to the scale of the overall Transient Occupancy Tax contribution to the City's treasury. Again, breakeven or better is sufficient.
- Fortunately, there are such opportunities for IWGR. And there is time, most recent operating results provide some time to make changes.

3

There is an opportunity to repurpose IWGR’s core facilities, to enhance the experience for golfers, event guests, and other visitors.

Plus:

- New **Short Game Practice Facility** adjacent to Players 1<sup>st</sup> Tee
- **Expansion of putting venue**, to 9 holes.
- **Great moments** at IWGR / clubhouse
- **Promote the Academy**, as a social experience using golf instruction
- **Light Celebrity** Front 9
- New **Access Road** from Fred Waring Drive



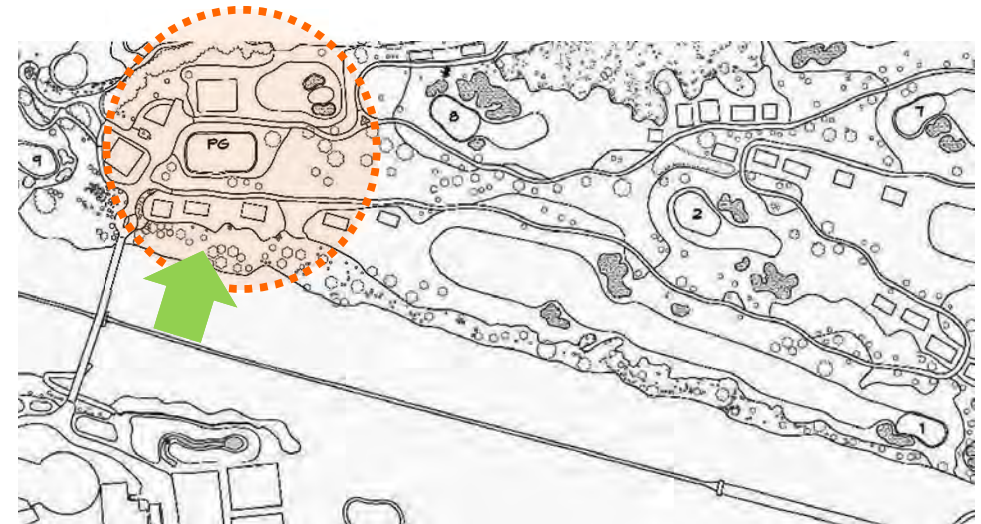


### Expansion of Short-Game Practice Area

We suggest consideration for development of an expanded short-game practice facility in the area of the current Player course first tee. Practice facilities and Short Game areas provides a casual “alternative” golf offering for golf enthusiasts learn and improve their game. These facilities also provide an experience for golfers with limited time on a particular day.

Many private golf courses in the Coachella Valley have practice areas superior to what is offered at IWGR (Madison Club, Tradition Golf Club, Bighorn Golf Club, etc.) – providing a well-conceived short-game practice area would help IWGR to match what is offered at the best private courses.

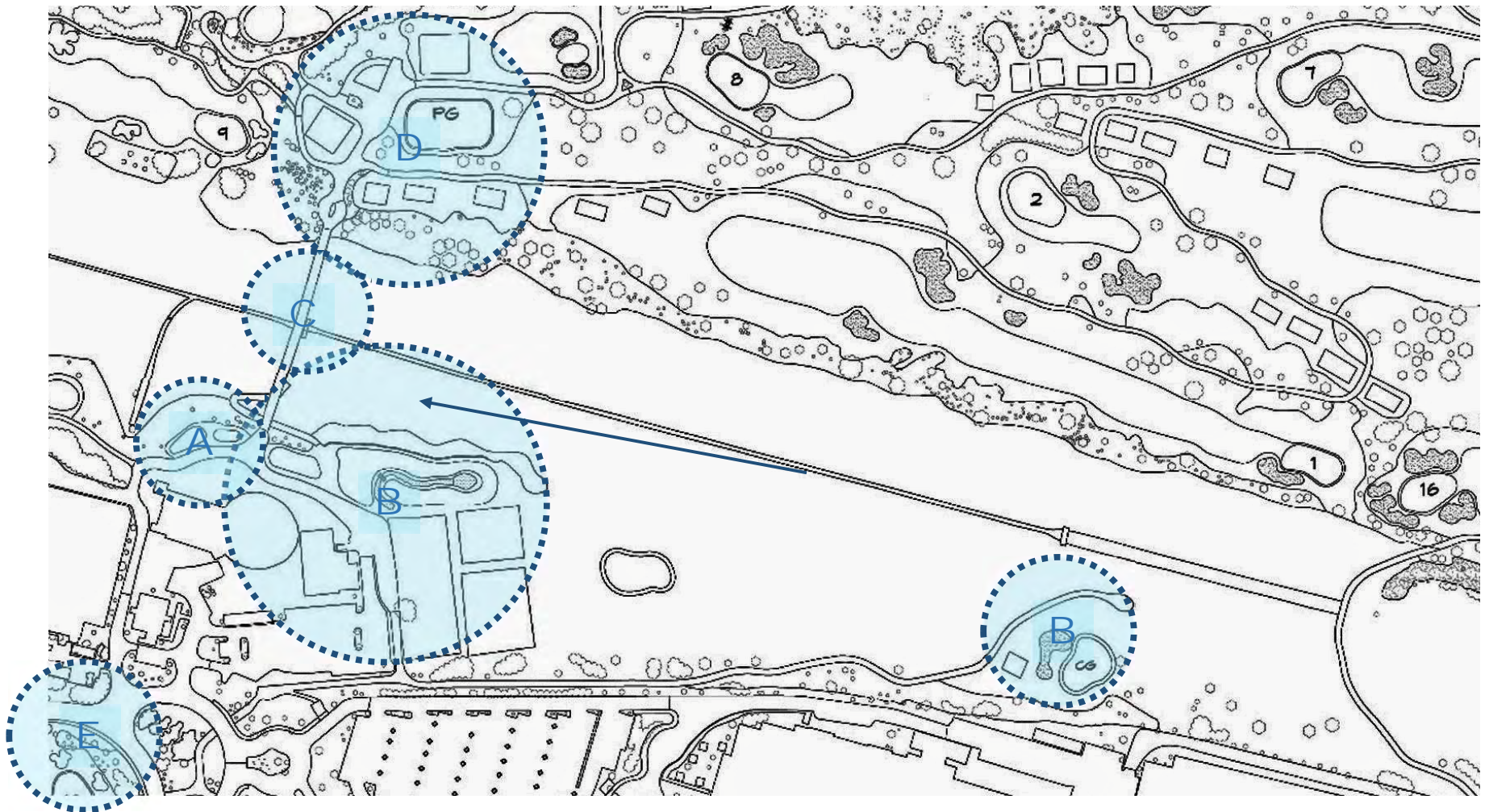
- This concept can be pursued as part of an area design study that includes the Event Pavilion, the Fairway Grill, a possible Wash bridge experience, and the potential rerouting of Players course to play entire north of the Wash. This area is highlighted in the diagram at right.
- We believe this expanded / enhanced short-game area, combined with the enhanced primary driving range, can assist in transforming IWGR’s practice facilities to a well-regarded status among golfers.



### Some Practice Area planning factors:

- **Safety** – provide ample space to provide a margin of error for novice golfers. Have bunkers not in line with other bunkers.
- **Variety** - at a minimum, a practice area should replicate shots that might be required regularly on the course. If space is available, the design should cater to all types of golfers. A great practice facility will emulate the golf course, with target greens that copy those on the golf course(s). Mowing patterns should copy the course with rough, fairway, cut and green length grass cutting definition. Also, ample available grass tee space is a big plus.
- **Beauty** - features should all relate to one another and be cohesive with the landscape.
- **Maintenance** - for consistency, the short game areas should be maintained in the same condition as the rest of the golf course. Green speeds, sand, type, grass, heights, etc. should match the facility’s golf courses.
- **Location** – visibility of the practice area(s) from the clubhouse, is important to encourage use..
- **Space** – the best short game practice areas are typically in the 2-5-acre range.
- **Fun** – practice areas that encourage the golfer to use their imagination and to get lost in the improvement process, are compelling.

The compact nature of IWGR's Core Facility can actually benefit F&B revenue – Compact gathering places tend to drive lingering, people watching, and F&B sales





**The Wash Bridge Experience**

---



*We have reviewed the possibilities for making the Wash bridge more of an experiential element to a golf or group event guest. There are various means to signature the Bridge, so it is a net add to the IWGR experience versus an annoyance of sorts. At the minimum it should take on a scenic quality. As part of “area development” district considerations in placemaking it could be much more.*

**4**

**Strategic Marketing Collaboration with the Partner Hotels is worth exploration to find new common ground.**

- Lobby presence
- Website presence
- Guestroom tabletop standees / table tents
- Co-promotion of some IWGR programs such as The Academy.
- Placemaking Tactics
  - Wayfinding
  - Enhanced pathways to/from clubhouse
- The City and IWGR specifically, have a large strategic benefit with mostly new (relatively) and experienced hotel owners in place among the Partner Hotels.



# 5

## Establish a Reserve for Capital Replacements.

- A reserve is an ordinary and usual method for accumulating capital for major replacements – each kind of FF&E can be included on the capital replacements schedule with typical useful life noted and reserved for.
- We note the difference between a reserve for major capital replacements and projects, versus ordinary and usual Repairs and Maintenance that is included in the facility's operating budget.
- And eliminate the Resident Amenity Fee, and all other accounting adjustments and allocations, at least in performance reporting.

# 6

## Destination Restaurant at Clubhouse 2<sup>nd</sup> Level.

- New outside elevator facing Indian Wells Lane (entry road).
- Convert Vue to a rent payment, even if mostly performance (percentage rent) based.
- IWGR is situated in a region with a myriad of dining choices; let a restaurateur focus on how to best compete.
- The Vue is the only aspect of operations that did not keep up with inflation since pre-Pandemic.
- Get out of the full-service restaurant business, focus on catering, golfer F&B, and ancillary F&B at driving range, SITN, and the like.
- Be open to alternate concepts that could be proposed for the space.

# 7

## Make Changes to the Golf Courses.

- Repurposing of Players Course to Play Entirely North of the Wash. Adjust Players “envelop” accommodate IWGR Core facility changes.
- Reduce bunkers on Celebrity.
- Additional changes as noted in the course evaluation comments herein.



# 8

## Add additional Special Events to IWGR's Calendar – they're working!

- Desert Willows offers its Music + Dining Under the Stars program, something similar would work at IWGR.
- We would suggest an “own the holidays” sensibility in planning special events at IWGR. If it's a holiday, IWGR should be a place to be.

# 4

**The Easement Agreement can be renegotiated with the Hotel Partners – as circumstance have changed for all parties – in a good way.**

- It is expected that all parties to the Agreement will see some advantage in reaching a new form of cooperation agreement.
- Included in restriking the Agreement could be accommodation of ROWs for new pathways to/from clubhouse, that were not in the original master plan.
- The original intent of the Easement Agreement is largely obviated.

# FACILITY MISSION

What is the mission of IWGR?  
What are we?

One issue that was clear at the outset of our work was the lack of a clear understanding by all concerned, as to the business mission of IWGR. This is a crucial issue as the confirmation of mission impacts future quality expectations, SAP business planning, capital decisions, and how IWGR should be managed, among many related matters.

The original Easement Agreement explicitly and implicitly called for a facility offering 36 holes of championship-caliber golf, assumed a participation from the two resort hotels, and provided for specified privileges for Indian Wells residents (as amended over the years).

Over numerous stakeholder interviews and meetings, it became apparent that the original Easement Agreement expectations have evolved with consumer and marketplace circumstances to a different understanding among the Parties.

The five Hotel Partners of the city, and particularly those that are part of the Easement Agreement, have access to IWGR as a golf amenity for their guests and as an essential placemaking backdrop for their resorts. Each of the hotels no longer exist or market themselves as golf resorts as was once the custom. In our interviews, the hotels have not asserted a possible larger golf participation if only for one change or improvement, or another.

In terms of a municipal consideration for “highest and best use” for committing the property, financial resources, and staff resources in its oversight, Resident Stakeholders have not encouraged a different vision for IWGR other than what is generally in place. We believe this obviates any general sense of fiduciary obligation that might otherwise exist.

We note that golf is evolving to meet the leisure expectations of up-and-coming generations and the definition of premier will evolve with these new generations of golfers.



**Facility Mission – for Consideration**

For the sustainability of the IWGR in a business environment of continuing changing circumstances, we suggest that the facility’s mission can be stated in two parts as noted at right.

Sustaining this reputation may depend on identifying and securing new opportunities for IWGR revenue, as opposed to depending on City subsidy of IWGR operations.

Regarding the second part of the suggested mission noted at right, we believe that operating IWGR with a Reserve for Replacements included, at breakeven, is sufficient since net profits are better used in improving the facility (our opinion). The scale of overall Transient Occupancy Tax collections are the substantial contributor to the City’s fiscal health.

IWGR and its special privileges for Residents is part of the value proposition for privately-owned residential real estate in Indian Wells. IWGR is valuable in this way for all residents and not solely for those who golf. IWGR also provides a community-wide placemaking value for all residents, providing a beautiful landscaped center of community activities.

We note a related policy question for study during IWGR’s strategic planning process is confirmation of the preferred means of handling IWGR operating losses and capital requirements. There are some options:

- Continue with the City directly subsidizing IWGR with the Resident Amenity Fee, as has been the practice.
- Allocate a stipulated portion of the City’s Transient Occupancy Tax, instead of subsidy through the Resident Amenity Fee calculation.
- Confirm new sources of net revenue to avoid operating losses and seek to directly fund IWGR capital requirements from facility operations.



**SUGGESTED MISSION**

- First, all Stakeholders expect the Indian Wells Golf Resort to be operated to maintain, if not enhance, its reputation as a premier golf experience among the best of regional and national golf facilities, whether premier private or premium public play courses. Resident Stakeholders and those non-resident golfers paying market rates, have largely this same expectations for IWGR’s premier quality.
- Second, while seeking to preserve and expand Resident privileges at IWGR, it is sufficient to operate IWGR each fiscal year to meet or exceed breakeven from operations after reserves for capital expenditures and net of subsidy from the City.

**Stakeholders have emphasized that IWGR is considered a community facility, a special amenity for residents.**

In discussions with Stakeholders, what IWGR is perceived to be was compared to the original business intent embodied in the Easement Agreement.

**Preferred Mission**

**Alternative Mission Considered**  
**Strategic Marketing – the Perceived IWGR Brand Umbrella Hotel Guest Experience**

Sunshine, Sunbathing, The Poolside Experience, Spa Day

Hiking the Indian Canyons

Great Dining

Nightlife, Hanging Out

Guest Room Comfort Features

Making Memories with the Kids

Strolling the Shopping Areas

Playing Golf for Some, Enjoying the Spectacular Setting for Most Others

**Strategic Marketing – the Perceived IWGR Brand Umbrella Resident Golfer Experience**

Exceptional Community Amenity

7th Hole at Players

Dining at the Vue

Clubhouse Architecture

Private Club Sensibility

Top Ranked Courses

Beautiful Landscaping and Cart Routes

Relationship with the Troon Team

# PERFORMANCE METRICS

We have reviewed the operating and financial performance of IWGR, for the period FY 2017 through FY 2022, as well as the start of FY 2022 through October.

- In our review we use a format known as the Uniform System of Accounts as commonly used in the hotel / hospitality industry. The Uniform System of Accounts provides us a helpful focus on departmental performance and all other undistributed expenses within a facility's operation.
- Over the review period, there were changing treatments of the Resident Amenity Fee and allocations of VUE restaurant staffing. Depreciation and amortization charges also changed over the review period as GAAP policies changed. We endeavored to construct our preferred format for financial reporting while tying back to IWGR's format.
- We use EBITDA as the bottom-line performance result. We of course have not audited IWGR financial results; we have reformatted and recast the financial presentation to best understand departmental performance before accounting adjustments.
- Throughout this report, we use the financial report to depict the impact of facility changes and enhancements.
- The Baseline financial report as recast, is shown on the following page. This Baseline run includes the adjustment for CPI due to occur on January 1, 2023.



**EBITDA Performance Improvements**

In the following three financial runs, we show a baseline projection, then the departmental performance for the baseline run, and then financial projection for IWGR with operation adjusted to a new “normal operation”

The metrics from the 3<sup>rd</sup> financial run, the new IWGR normal, illustrate departmental performance as can be expected with a more typical operating condition.

**EBITDA Improvements**

We suggest an EBITDA improvement plan that unloads The Vue to a 3<sup>rd</sup>-party that can give that space the independent positioning and promotion it requires. Destination restaurants and some high-end chain restaurants do significantly better revenue than The Vue. Removing the operating losses of The Vue and changing the focus to creative promotion of Golf and Group F&B offerings, is something IWGR and Troon, are well suited for.

The program at right allows for each plan element to make its contribution to increasing facility EBITDA. No one program can fully transform IWGR. But a slate of programs carefully chosen for their value in contributing positive EBITDA, can be transformative.

Our separate brief memorandum on metrics and this program (at right) discusses this in detail. The separate memorandum is intended as a format for the City’s ongoing pursuit of a “living” strategic asset management process.

**Best Targets for EBITDA Growth  
For Five-Year Period ending FY 2027**

**Increase IWGR’s Marketing Budget** – to 3% of revenues. IWGR exists in a crowded visitor market. Troon Golf could make good use of additional promotional dollars. Our thought though is less on advertising and more on direct (guerilla) sales efforts to key accounts and constituencies.

**Prime players at prime rates** – a 3,000 round increase in this player segment has a material impact on EBITDA.

**Lease The Vue 2<sup>nd</sup> Level to a 3<sup>rd</sup>-Party** – incentivize tenant prospecting with an easy base rent with participation in restaurant sales. Structure the tenant sales participation to gradually increase through the term of the lease.

**Open a L1 clubhouse Golfer’s Grill and the Fairway Grill** – include a signature treatment of the Wash bridge to make the Golfer’s and Fairway grills part of an F&B continuum anchoring both sides of the bridge.

**Aggressive Promotion of The Academy** – to beginner golfers living in the 2-hour drive-in market that would book a package with friends. Package with a compelling experiential product name, something evoking the idea of “Women’s Weekends Away.” The enhanced driving range provides an attractive setting for a Golf+Social getaway weekend.

**Revamped IWGR Logo** – to propel logo’d apparel and gear merchandise sales.

**Play Improvements on both courses** – reducing and/or simplifying bunkers without diminishing play satisfaction, good opportunity to reduce maintenance costs.

**Restructure IWGR Oversight to a Traditional Model** – of Owner, Asset Manager, Facility Manager. Form a Resident’s Member Committee to advise the Asset Management function. Unleash Troon Golf to focus on what they do best.

**Incentivize Facilities Manager** – with revised Base + Profit participation.

**The Common Metrics re IWGR’s Performance**

IWGR is a hybrid facility, as municipal court with Resident benefits, and a for-profit POV for the larger portion of rounds played.

Common metrics / benchmarks for such hybrid facilities are difficult and need to be carefully applied.

Even with the calculation and funding of a Resident Amenity reimbursement to the facility, that process does not account for the Facility Manager and staff’s hybrid approach to managing and handling the guest day. Facility staff working a private golf club require a different sensibility than the facility staff working a resort golf venue. Between these two kinds of facilities and golfers there is no primacy of any kind, they simply operate differently.

In reviewing IWGR’s EBITDA for the first time, and again with the final figures for FY 2022, our reaction was that the facility’s bottom-line is low. For this kind of facility in the Coachella Valley marketplace we would expect a result somewhere in the 15 to 25% range depending additional factors. If operated strictly for-profit, we would expect EBITDA at the upper end of this range.

Another issues is that EBITDA does not account for capital reserves. A fully for-profit facility would include at funded reserve for replacements or an owner that knowingly elected to for replacements as needed from other available funds.

There are all kinds of metrics and benchmarks to apply across a golf facility’s departments. We have provided a working example for the City of such, under separate cover.

But the best possible metric, always, is to establish an EBITDA objective, a business and marketing plan that attempt to meet or exceed that objective, and a clear facilities management relationship by and between an owner and manager. Leaving a qualified facilities manager free (within proscribed business plan guardrails) to manage to the bottom-line - however it can be best accomplished - is the best way to administer a golf facility, or most any real estate property.

GOLF

F&B

GROUP

MDSE.

CATERING

Scenario:

<b>Baseline &amp; Format - No Inflation</b>	<b>FY 2022</b>	<b>FY 2022 %</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>FY 2026</b>	<b>FY 2027</b>
<b>REVENUE</b>							
Golf rounds	\$ 8,001,549	49.9%	\$ 8,001,549	8,001,549	8,001,549	8,001,549	8,001,549
Night lit 9-hole golf	-	0.0%	-	-	-	-	-
Other golf - range, lessons, group services	8,551,833		550,284	550,284	550,284	550,284	550,284
Pro shop / merchandise	1,544,595	9.6%	1,544,595	1,544,595	1,544,595	1,544,595	1,544,595
Food and beverage - VUE	2,257,686	14.1%	2,257,686	2,257,686	2,257,686	2,257,686	2,257,686
Food and beverage - L2 tenant	-		-	-	-	-	-
Food and beverage - L1 golf grill	-	0.0%	-	-	-	-	-
Food and beverage - fairway grill	-	0.0%	-	-	-	-	-
Food and beverage - beverage cart	623,141	3.9%	623,141	623,141	623,141	623,141	623,141
Food and beverage - food truck	445,224	2.8%	445,224	445,224	445,224	445,224	445,224
Banquets	2,449,751	15.3%	2,449,751	2,449,751	2,449,751	2,449,751	2,449,751
Other income (plug)	178,150	1.1%	178,150	178,150	178,150	178,150	178,150
<b>Total operating revenue</b>	<b>\$ 16,050,380</b>	<b>100.0%</b>	<b>\$ 16,050,380</b>	<b>16,050,380</b>	<b>16,050,380</b>	<b>16,050,380</b>	<b>16,050,380</b>
<b>DEPARTMENTAL EXPENSES / COGS:</b>							
Golf operations	2,067,779	25.8%	\$ 2,067,779	2,067,779	2,067,779	2,067,779	2,067,779
Night lit 9-hole golf	-		-	-	-	-	-
Golf academy	228,691	140.8%	228,691	228,691	228,691	228,691	228,691
Golf maintenance	3,611,177	45.1%	3,611,177	3,611,177	3,611,177	3,611,177	3,611,177
Pro shop / merchandise	1,044,307	67.6%	1,044,307	1,044,307	1,044,307	1,044,307	1,044,307
Food and beverage - VUE	2,791,108	123.6%	2,791,108	2,791,108	2,791,108	2,791,108	2,791,108
Food and beverage - L1 golf grill	-	0.0%	-	-	-	-	-
Food and beverage - fairway grill	-	0.0%	-	-	-	-	-
Food and beverage - beverage cart	371,172	59.6%	371,172	371,172	371,172	371,172	371,172
Food and beverage - food truck	289,727	65.1%	289,727	289,727	289,727	289,727	289,727
Banquets	1,611,135	65.8%	1,611,135	1,611,135	1,611,135	1,611,135	1,611,135
Other expenses (plug)	(23,048)	0.0%	(23,048)	(23,048)	(23,048)	(23,048)	(23,048)
<b>Total departmental expenses</b>	<b>\$ 11,992,049</b>	<b>74.7%</b>	<b>\$ 11,992,049</b>	<b>11,992,049</b>	<b>11,992,049</b>	<b>11,992,049</b>	<b>11,992,049</b>
<b>UNDISTRIBUTED EXPENSES</b>							
General & administrative	\$ 1,566,059	9.8%	\$ 1,566,059	1,566,059	1,566,059	1,566,059	1,566,059
Marketing and promotions	371,074	2.3%	371,074	371,074	371,074	371,074	371,074
Building expenses	1,090,138	6.8%	1,090,138	1,090,138	1,090,138	1,090,138	1,090,138
Facility manager's fee	277,838	1.7%	321,540	321,540	321,540	321,540	321,540
<b>Total undistributed expenses</b>	<b>\$ 3,305,109</b>	<b>20.6%</b>	<b>\$ 3,348,811</b>	<b>3,348,811</b>	<b>3,348,811</b>	<b>3,348,811</b>	<b>3,348,811</b>
<b>NET OPERATING CASH FLOW</b>	<b>\$ 753,222</b>	<b>4.7%</b>	<b>\$ 709,520</b>	<b>709,520</b>	<b>709,520</b>	<b>709,520</b>	<b>709,520</b>
Inflation Index - revenues			1,000	1,000	1,000	1,000	1,000
Inflation Index - expenses			1,000	1,000	1,000	1,000	1,000
Golf rounds played, total	76,500		76,500	76,500	76,500	76,500	76,500

Baseline Financials

- Constant 2022 dollars
- Management fee adjusted on January 1, 2023



Scenario:

Departmental margins	FY 2022	FY 2022 %	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
<b>REVENUE</b>							
Golf rounds	\$ 8,001,549	49.9%	\$ 8,001,549	8,001,549	8,001,549	8,001,549	8,001,549
Night lit 9-hole golf	-	0.0%	-	-	-	-	-
Other golf - range, lessons, group services	8,551,833		550,284	550,284	550,284	550,284	550,284
Pro shop / merchandise	1,544,595	9.6%	1,544,595	1,544,595	1,544,595	1,544,595	1,544,595
Food and beverage - VUE	2,257,686	14.1%	2,257,686	2,257,686	2,257,686	2,257,686	2,257,686
Food and beverage - L2 tenant	-		-	-	-	-	-
Food and beverage - L1 golf grill	-	0.0%	-	-	-	-	-
Food and beverage - fairway grill	-	0.0%	-	-	-	-	-
Food and beverage - beverage cart	623,141	3.9%	623,141	623,141	623,141	623,141	623,141
Food and beverage - food truck	445,224	2.8%	445,224	445,224	445,224	445,224	445,224
Banquets	2,449,751	15.3%	2,449,751	2,449,751	2,449,751	2,449,751	2,449,751
Other income (plug)	178,150	1.1%	178,150	178,150	178,150	178,150	178,150
<b>Total operating revenue</b>	<b>\$ 16,050,380</b>	<b>100.0%</b>	<b>\$ 16,050,380</b>	<b>16,050,380</b>	<b>16,050,380</b>	<b>16,050,380</b>	<b>16,050,380</b>
<b>DEPARTMENTAL EXPENSES / COGS:</b>							
Golf operations	2,067,779	25.8%	\$ 2,067,779	2,067,779	2,067,779	2,067,779	2,067,779
Night lit 9-hole golf	-		-	-	-	-	-
Golf academy	228,691	140.8%	228,691	228,691	228,691	228,691	228,691
Golf maintenance	3,611,177	45.1%	3,611,177	3,611,177	3,611,177	3,611,177	3,611,177
Pro shop / merchandise	1,044,307	67.6%	1,044,307	1,044,307	1,044,307	1,044,307	1,044,307
Food and beverage - VUE	2,791,108	123.6%	2,791,108	2,791,108	2,791,108	2,791,108	2,791,108
Food and beverage - L1 golf grill	-	0.0%	-	-	-	-	-
Food and beverage - fairway grill	-	0.0%	-	-	-	-	-
Food and beverage - beverage cart	371,172	59.6%	371,172	371,172	371,172	371,172	371,172
Food and beverage - food truck	289,727	65.1%	289,727	289,727	289,727	289,727	289,727
Banquets	1,611,135	65.8%	1,611,135	1,611,135	1,611,135	1,611,135	1,611,135
Other expenses (plug)	(23,048)	0.0%	(23,048)	(23,048)	(23,048)	(23,048)	(23,048)
<b>Total departmental expenses</b>	<b>\$ 11,992,049</b>	<b>74.7%</b>	<b>\$ 11,992,049</b>	<b>11,992,049</b>	<b>11,992,049</b>	<b>11,992,049</b>	<b>11,992,049</b>
<b>UNDISTRIBUTED EXPENSES</b>							
General & administrative	\$ 1,566,059	9.8%	\$ 1,566,059	1,566,059	1,566,059	1,566,059	1,566,059
Marketing and promotions	371,074	2.3%	371,074	371,074	371,074	371,074	371,074
Building expenses	1,090,138	6.8%	1,090,138	1,090,138	1,090,138	1,090,138	1,090,138
Facility manager's fee	277,838	1.7%	321,540	321,540	321,540	321,540	321,540
<b>Total undistributed expenses</b>	<b>\$ 3,305,109</b>	<b>20.6%</b>	<b>\$ 3,348,811</b>	<b>3,348,811</b>	<b>3,348,811</b>	<b>3,348,811</b>	<b>3,348,811</b>
<b>NET OPERATING CASH FLOW</b>	<b>\$ 753,222</b>	<b>4.7%</b>	<b>\$ 709,520</b>	<b>709,520</b>	<b>709,520</b>	<b>709,520</b>	<b>709,520</b>
Inflation index - revenues			1.000	1.000	1.000	1.000	1.000
Inflation index - expenses			1.000	1.000	1.000	1.000	1.000
Golf rounds played, total	76,500		76,500	76,500	76,500	76,500	76,500



Dept. Margins

IWGR	IWGR 2.0
64.9%	58.4%
67.6%	63.1%
123.6%	0.0%
0.0%	85.0%
0.0%	85.0%
83.4%	86.6%
65.1%	67.6%
65.8%	65.8%
74.7%	64.3%

% of Sales

IWGR	IWGR 2.0
9.8%	8.8%
2.3%	3.0%
6.8%	6.1%
2.0%	1.8%
20.9%	19.7%
4.4%	16.0%



Scenario:

Departmental margins	FY 2022	FY 2022 %	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
<b>REVENUE</b>								
Golf rounds	\$ 8,001,549	49.9%	\$ 8,567,723	8,567,723	8,567,723	8,567,723	8,567,723	
Night lit 9-hole golf	-	0.0%	-	-	-	-	-	
Other golf - range, lessons, group services	8,551,833		589,221	589,221	589,221	589,221	589,221	
Pro shop / merchandise	1,544,595	9.6%	1,653,888	1,653,888	1,653,888	1,653,888	1,653,888	
Food and beverage - VUE	2,257,686	14.1%	2,417,436	-	-	-	-	
Food and beverage - L2 tenant	-		-	274,005	274,005	274,005	274,005	
Food and beverage - L1 golf grill	-	0.0%	1,440,000	1,440,000	1,440,000	1,440,000	1,440,000	
Food and beverage - fairway grill	-	0.0%	1,120,000	1,120,000	1,120,000	1,120,000	1,120,000	
Food and beverage - beverage cart	623,141	3.9%	667,233	667,233	667,233	667,233	667,233	
Food and beverage - food truck	445,224	2.8%	428,386	428,386	428,386	428,386	428,386	
Banquets	2,449,751	15.3%	2,910,480	2,910,480	2,910,480	2,910,480	2,910,480	
Other income (plug)	178,150	1.1%	178,150	178,150	178,150	178,150	178,150	
<b>Total operating revenue</b>	<b>\$ 16,050,380</b>	<b>100.0%</b>	<b>\$ 19,972,516</b>	<b>17,829,085</b>	<b>17,829,085</b>	<b>17,829,085</b>	<b>17,829,085</b>	
<b>DEPARTMENTAL EXPENSES / COGS:</b>								
Golf operations	2,067,779	25.8%	\$ 2,067,779	2,067,779	2,067,779	2,067,779	2,067,779	
Night lit 9-hole golf	-		-	-	-	-	-	58.4%
Golf academy	228,691	140.8%	228,691	228,691	228,691	228,691	228,691	
Golf maintenance	3,611,177	45.1%	3,394,507	3,394,507	3,394,507	3,394,507	3,394,507	
Pro shop / merchandise	1,044,307	67.6%	1,044,307	1,044,307	1,044,307	1,044,307	1,044,307	63.1%
Food and beverage - VUE	2,791,108	123.6%	2,791,108	-	-	-	-	0.0%
Food and beverage - L1 golf grill	-	0.0%	1,224,000	1,224,000	1,224,000	1,224,000	1,224,000	85.0%
Food and beverage - fairway grill	-	0.0%	952,000	952,000	952,000	952,000	952,000	85.0%
Food and beverage - beverage cart	371,172	59.6%	371,172	371,172	371,172	371,172	371,172	86.6%
Food and beverage - food truck	289,727	65.1%	289,727	289,727	289,727	289,727	289,727	67.6%
Banquets	1,611,135	65.8%	1,914,144	1,914,144	1,914,144	1,914,144	1,914,144	65.8%
Other expenses (plug)	(23,048)	0.0%	(23,048)	(23,048)	(23,048)	(23,048)	(23,048)	
<b>Total departmental expenses</b>	<b>\$ 11,992,049</b>	<b>74.7%</b>	<b>\$ 14,254,387</b>	<b>11,463,279</b>	<b>11,463,279</b>	<b>11,463,279</b>	<b>11,463,279</b>	<b>64.3%</b>
<b>UNDISTRIBUTED EXPENSES</b>								
General & administrative	\$ 1,566,059	9.8%	\$ 1,566,059	1,566,059	1,566,059	1,566,059	1,566,059	8.8%
Marketing and promotions	371,074	2.3%	599,175	534,873	534,873	534,873	534,873	3.0%
Building expenses	1,090,138	6.8%	1,090,138	1,090,138	1,090,138	1,090,138	1,090,138	6.1%
Facility manager's fee	277,838	1.7%	321,540	321,540	321,540	321,540	321,540	1.8%
<b>Total undistributed expenses</b>	<b>\$ 3,305,109</b>	<b>20.6%</b>	<b>\$ 3,576,913</b>	<b>3,512,610</b>	<b>3,512,610</b>	<b>3,512,610</b>	<b>3,512,610</b>	<b>19.7%</b>
<b>NET OPERATING CASH FLOW</b>	<b>\$ 753,222</b>	<b>4.7%</b>	<b>\$ 2,141,216</b>	<b>2,853,196</b>	<b>2,853,196</b>	<b>2,853,196</b>	<b>2,853,196</b>	<b>16.0%</b>
Inflation index - revenues			1.000	1.000	1.000	1.000	1.000	
Inflation index - expenses			1.000	1.000	1.000	1.000	1.000	
Golf rounds played, total	76,500		80,000	80,000	80,000	80,000	80,000	

## Sensitivity Analysis

---

To help in understanding the IWGR “economic engine,” we prepared several financial runs to test assumptions such as differential inflation rates (for revenue and expenses), increased rounds play, and the like.

It is important to note that these runs are not focused on prediction, but rather, how sensitive the IWGR operation is, to typical economic changes.

We have used nominal 2022 dollars as the basis for any financial assumptions, and then applied an inflation factor.

For an inflation factor, we use the latest “10-year breakeven inflation rate,” which measures the earnings rate difference between the 10-year Treasury Bond and the Treasury Inflation Protected Securities (TIPS). The 10-year breakeven rate provides an indication of market inflation expectations over a 10-year horizon. As an example, the 10-year TIPS breakeven rate was 2.67% on March 7, 2022, while the long-term historic average of this breakeven rate was 2.05% on this same date. On April 1, 2022, the 10-year TIPS breakeven rate had moved closer to 2.8%, which we have used here.

These financial runs are included on following pages.

- **Exhibit 04** shows the Baseline FY 2022 results, with an additional 3,000 prime player rounds.
- **Exhibit 05** shows differential inflation. A cursory depiction of a recessionary environment with revenues increasing at 1% per annum, while expenses increase at 3%.
- **Exhibit 06** shows the impact of a 6.5% reduction in FY 2022 Golf Maintenance expenses based on reworking select bunkers on both courses.



Scenario:

<b>Baseline with additional prime rounds</b>	<b>FY 2022</b>	<b>FY 2022 %</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>FY 2026</b>	<b>FY 2027</b>
<b>REVENUE</b>							
Golf rounds	\$ 8,001,549	49.9%	\$ 8,486,841	8,486,841	8,486,841	8,486,841	8,486,841
Night lit 9-hole golf	-	0.0%	-	-	-	-	-
Other golf - range, lessons, group services	8,551,833		583,658	583,658	583,658	583,658	583,658
Pro shop / merchandise	1,544,595	9.6%	1,638,275	1,638,275	1,638,275	1,638,275	1,638,275
Food and beverage - VUE	2,257,686	14.1%	2,394,614	2,394,614	2,394,614	2,394,614	2,394,614
Food and beverage - L2 tenant	-		-	-	-	-	-
Food and beverage - L1 golf grill	-	0.0%	-	-	-	-	-
Food and beverage - fairway grill	-	0.0%	-	-	-	-	-
Food and beverage - beverage cart	623,141	3.9%	660,934	660,934	660,934	660,934	660,934
Food and beverage - food truck	445,224	2.8%	472,226	472,226	472,226	472,226	472,226
Banquets	2,449,751	15.3%	2,449,751	2,449,751	2,449,751	2,449,751	2,449,751
Other income (plug)	178,150	1.1%	178,150	178,150	178,150	178,150	178,150
<b>Total operating revenue</b>	<b>\$ 16,050,380</b>	<b>100.0%</b>	<b>\$ 16,864,449</b>	<b>16,864,449</b>	<b>16,864,449</b>	<b>16,864,449</b>	<b>16,864,449</b>
<b>DEPARTMENTAL EXPENSES / COGS:</b>							
Golf operations	2,067,779	25.8%	\$ 2,067,779	2,067,779	2,067,779	2,067,779	2,067,779
Night lit 9-hole golf	-		-	-	-	-	-
Golf academy	228,691	140.8%	228,691	228,691	228,691	228,691	228,691
Golf maintenance	3,611,177	45.1%	3,611,177	3,611,177	3,611,177	3,611,177	3,611,177
Pro shop / merchandise	1,044,307	67.6%	1,044,307	1,044,307	1,044,307	1,044,307	1,044,307
Food and beverage - VUE	2,791,108	123.6%	2,791,108	2,791,108	2,791,108	2,791,108	2,791,108
Food and beverage - L1 golf grill	-	0.0%	-	-	-	-	-
Food and beverage - fairway grill	-	0.0%	-	-	-	-	-
Food and beverage - beverage cart	371,172	59.6%	371,172	371,172	371,172	371,172	371,172
Food and beverage - food truck	289,727	65.1%	289,727	289,727	289,727	289,727	289,727
Banquets	1,611,135	65.8%	1,611,135	1,611,135	1,611,135	1,611,135	1,611,135
Other expenses (plug)	(23,048)	0.0%	(23,048)	(23,048)	(23,048)	(23,048)	(23,048)
<b>Total departmental expenses</b>	<b>\$ 11,992,049</b>	<b>74.7%</b>	<b>\$ 11,992,049</b>	<b>11,992,049</b>	<b>11,992,049</b>	<b>11,992,049</b>	<b>11,992,049</b>
<b>UNDISTRIBUTED EXPENSES</b>							
General & administrative	\$ 1,566,059	9.8%	\$ 1,566,059	1,566,059	1,566,059	1,566,059	1,566,059
Marketing and promotions	371,074	2.3%	389,895	389,895	389,895	389,895	389,895
Building expenses	1,090,138	6.8%	1,090,138	1,090,138	1,090,138	1,090,138	1,090,138
Facility manager's fee	277,838	1.7%	321,540	321,540	321,540	321,540	321,540
<b>Total undistributed expenses</b>	<b>\$ 3,305,109</b>	<b>20.6%</b>	<b>\$ 3,367,632</b>	<b>3,367,632</b>	<b>3,367,632</b>	<b>3,367,632</b>	<b>3,367,632</b>
<b>NET OPERATING CASH FLOW</b>	<b>\$ 753,222</b>	<b>4.7%</b>	<b>\$ 1,504,769</b>	<b>1,504,769</b>	<b>1,504,769</b>	<b>1,504,769</b>	<b>1,504,769</b>
Inflation index - revenues			1.000	1.000	1.000	1.000	1.000
Inflation index - expenses			1.000	1.000	1.000	1.000	1.000
Golf rounds played, total	76,500		79,500	79,500	79,500	79,500	79,500



Constant 2022 dollars  
3,000 additional prime player rounds at prime rates.



Scenario:

Differential inflation: 1% / 3%

	FY 2022	FY 2022 %	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
<b>REVENUE</b>							
Golf rounds	\$ 8,001,549	49.9%	\$ 8,081,565	8,162,380	8,244,004	8,326,444	8,409,708
Night lit 9-hole golf	-	0.0%	-	-	-	-	-
Other golf - range, lessons, group services	8,551,833		555,786	561,344	566,958	572,627	578,354
Pro shop / merchandise	1,544,595	9.6%	1,560,041	1,575,642	1,591,398	1,607,312	1,623,385
Food and beverage - VUE	2,257,686	14.1%	2,280,263	2,303,066	2,326,097	2,349,358	2,372,851
Food and beverage - L2 tenant	-		-	-	-	-	-
Food and beverage - L1 golf grill	-	0.0%	-	-	-	-	-
Food and beverage - fairway grill	-	0.0%	-	-	-	-	-
Food and beverage - beverage cart	623,141	3.9%	629,372	635,666	642,023	648,443	654,927
Food and beverage - food truck	445,224	2.8%	449,676	454,173	458,714	463,301	467,934
Banquets	2,449,751	15.3%	2,474,249	2,498,991	2,523,981	2,549,221	2,574,713
Other income (plug)	178,150	1.1%	178,150	178,150	178,150	178,150	178,150
<b>Total operating revenue</b>	<b>\$ 16,050,380</b>	<b>100.0%</b>	<b>\$ 16,209,102</b>	<b>16,369,412</b>	<b>16,531,324</b>	<b>16,694,856</b>	<b>16,860,023</b>
<b>DEPARTMENTAL EXPENSES / COGS:</b>							
Golf operations	2,067,779	25.8%	\$ 2,129,813	2,193,707	2,259,518	2,327,304	2,397,123
Night lit 9-hole golf	-		-	-	-	-	-
Golf academy	228,691	140.8%	235,552	242,619	249,897	257,394	265,116
Golf maintenance	3,611,177	45.1%	3,719,513	3,831,098	3,946,031	4,064,412	4,186,344
Pro shop / merchandise	1,044,307	67.6%	1,075,636	1,107,905	1,141,142	1,175,377	1,210,638
Food and beverage - VUE	2,791,108	123.6%	2,874,841	2,961,086	3,049,919	3,141,417	3,235,659
Food and beverage - L1 golf grill	-	0.0%	-	-	-	-	-
Food and beverage - fairway grill	-	0.0%	-	-	-	-	-
Food and beverage - beverage cart	371,172	59.6%	382,307	393,776	405,590	417,757	430,290
Food and beverage - food truck	289,727	65.1%	298,419	307,371	316,593	326,090	335,873
Banquets	1,611,135	65.8%	1,627,246	1,643,519	1,659,954	1,676,554	1,693,319
Other expenses (plug)	(23,048)	0.0%	(23,739)	(24,452)	(25,185)	(25,941)	(26,719)
<b>Total departmental expenses</b>	<b>\$ 11,992,049</b>	<b>74.7%</b>	<b>\$ 12,319,588</b>	<b>12,656,630</b>	<b>13,003,459</b>	<b>13,360,364</b>	<b>13,727,644</b>
<b>UNDISTRIBUTED EXPENSES</b>							
General & administrative	\$ 1,566,059	9.8%	\$ 1,613,041	1,661,432	1,711,275	1,762,613	1,815,492
Marketing and promotions	371,074	2.3%	374,743	378,450	382,193	385,974	389,792
Building expenses	1,090,138	6.8%	1,122,842	1,156,527	1,191,223	1,226,960	1,263,769
Facility manager's fee	277,838	1.7%	326,363	336,154	346,239	356,626	367,325
<b>Total undistributed expenses</b>	<b>\$ 3,305,109</b>	<b>20.6%</b>	<b>\$ 3,436,989</b>	<b>3,532,563</b>	<b>3,630,930</b>	<b>3,732,173</b>	<b>3,836,377</b>
<b>NET OPERATING CASH FLOW</b>	<b>\$ 753,222</b>	<b>4.7%</b>	<b>\$ 452,525</b>	<b>180,218</b>	<b>(103,064)</b>	<b>(397,680)</b>	<b>(703,998)</b>
Inflation index - revenues			1.010	1.020	1.030	1.041	1.051
Inflation index - expenses			1.030	1.061	1.093	1.126	1.159
Golf rounds played, total	76,500		76,500	76,500	76,500	76,500	76,500

Differential inflation:  
 Revenue: 1% per annum  
 Expenses 3% per annum



Scenario:

Maintenance saving w/ Course Redesign	FY 2022	FY 2022 %		FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
<b>REVENUE</b>								
Golf rounds	\$ 8,001,549	49.9%	\$	8,001,549	8,001,549	8,001,549	8,001,549	8,001,549
Night lit 9-hole golf	-	0.0%		-	-	-	-	-
Other golf - range, lessons, group services	8,551,833			550,284	550,284	550,284	550,284	550,284
Pro shop / merchandise	1,544,595	9.6%		1,544,595	1,544,595	1,544,595	1,544,595	1,544,595
Food and beverage - VUE	2,257,686	14.1%		2,257,686	2,257,686	2,257,686	2,257,686	2,257,686
Food and beverage - L2 tenant	-			-	-	-	-	-
Food and beverage - L1 golf grill	-	0.0%		-	-	-	-	-
Food and beverage - fairway grill	-	0.0%		-	-	-	-	-
Food and beverage - beverage cart	623,141	3.9%		623,141	623,141	623,141	623,141	623,141
Food and beverage - food truck	445,224	2.8%		445,224	445,224	445,224	445,224	445,224
Banquets	2,449,751	15.3%		2,449,751	2,449,751	2,449,751	2,449,751	2,449,751
Other income (plug)	178,150	1.1%		178,150	178,150	178,150	178,150	178,150
<b>Total operating revenue</b>	<b>\$ 16,050,380</b>	<b>100.0%</b>	<b>\$</b>	<b>16,050,380</b>	<b>16,050,380</b>	<b>16,050,380</b>	<b>16,050,380</b>	<b>16,050,380</b>
<b>DEPARTMENTAL EXPENSES / COGS:</b>								
Golf operations	2,067,779	25.8%	\$	2,067,779	2,067,779	2,067,779	2,067,779	2,067,779
Night lit 9-hole golf	-			-	-	-	-	-
Golf academy	228,691	140.8%		228,691	228,691	228,691	228,691	228,691
Golf maintenance	3,611,177	45.1%		3,376,451	3,376,451	3,376,451	3,376,451	3,376,451
Pro shop / merchandise	1,044,307	67.6%		1,044,307	1,044,307	1,044,307	1,044,307	1,044,307
Food and beverage - VUE	2,791,108	123.6%		2,791,108	2,791,108	2,791,108	2,791,108	2,791,108
Food and beverage - L1 golf grill	-	0.0%		-	-	-	-	-
Food and beverage - fairway grill	-	0.0%		-	-	-	-	-
Food and beverage - beverage cart	371,172	59.6%		371,172	371,172	371,172	371,172	371,172
Food and beverage - food truck	289,727	65.1%		289,727	289,727	289,727	289,727	289,727
Banquets	1,611,135	65.8%		1,611,135	1,611,135	1,611,135	1,611,135	1,611,135
Other expenses (plug)	(23,048)	0.0%		(23,048)	(23,048)	(23,048)	(23,048)	(23,048)
<b>Total departmental expenses</b>	<b>\$ 11,992,049</b>	<b>74.7%</b>	<b>\$</b>	<b>11,757,322</b>	<b>11,757,322</b>	<b>11,757,322</b>	<b>11,757,322</b>	<b>11,757,322</b>
<b>UNDISTRIBUTED EXPENSES</b>								
General & administrative	\$ 1,566,059	9.8%	\$	1,566,059	1,566,059	1,566,059	1,566,059	1,566,059
Marketing and promotions	371,074	2.3%		371,074	371,074	371,074	371,074	371,074
Building expenses	1,090,138	6.8%		1,090,138	1,090,138	1,090,138	1,090,138	1,090,138
Facility manager's fee	277,838	1.7%		321,540	321,540	321,540	321,540	321,540
<b>Total undistributed expenses</b>	<b>\$ 3,305,109</b>	<b>20.6%</b>	<b>\$</b>	<b>3,348,811</b>	<b>3,348,811</b>	<b>3,348,811</b>	<b>3,348,811</b>	<b>3,348,811</b>
<b>NET OPERATING CASH FLOW</b>	<b>\$ 753,222</b>	<b>4.7%</b>	<b>\$</b>	<b>944,247</b>	<b>944,247</b>	<b>944,247</b>	<b>944,247</b>	<b>944,247</b>
Inflation index - revenues				1.000	1.000	1.000	1.000	1.000
Inflation index - expenses				1.000	1.000	1.000	1.000	1.000
Golf rounds played, total	76,500			76,500	76,500	76,500	76,500	76,500

Constant 2022 dollars

6.5% reduction in FY 2022 maintenance costs based on decreasing bunkers and decreasing complexity of other bunkers.





Select IWGR Performance Metrics are included below:

SELECT PERFORMANCE METRICS	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023 YTD	FY 2017-2022
Rounds played	74,828	74,589	56,402	61,430	77,518	13,555	358,322
<b>Departmental revenue:</b>							
Golf fees	\$ 6,248,152	6,366,961	4,868,197	5,372,821	8,001,548	1,250,514	32,108,193
Golf range, rental, other	297,703	343,829	172,730	79,697	376,341	50,081	1,320,382
Pro shop merchandise	1,197,906	1,096,203	881,847	760,393	1,544,595	271,184	5,752,126
Food and beverage - VUE	2,723,737	2,903,570	1,925,033	1,775,146	2,257,639	522,780	12,107,906
Food and beverage - beverage cart	532,986	469,730	317,975	369,115	623,137	123,370	290,744
Food and beverage - food truck	-	352,620	274,272	274,339	555,577	57,584	2,436,313
<b>Revenue per round played:</b>							
Golf fees	\$ 83.50	85.36	86.31	87.46	103.22	92.25	89.61
Golf range, rental, other	3.98	4.61	3.06	1.30	4.85	3.69	3.68
Pro shop merchandise	16.01	14.70	15.64	12.38	19.93	20.01	16.05
Food and beverage - VUE	36.40	38.93	34.13	28.90	29.12	38.57	33.79
Food and beverage - beverage cart	7.12	6.30	5.64	6.01	8.04	9.10	0.81
Food and beverage - food truck	-	4.73	4.86	4.47	7.17	4.25	6.80
<b>As % of golf fee revenue:</b>							
Golf range, rental, other	4.8%	5.4%	3.5%	1.5%	4.7%	4.0%	4.1%
Pro shop merchandise	19.2%	17.2%	18.1%	14.2%	19.3%	21.7%	17.9%
Food and beverage - VUE	43.6%	45.6%	39.5%	33.0%	28.2%	41.8%	37.7%
Food and beverage - beverage cart	8.5%	7.4%	6.5%	6.9%	7.8%	9.9%	0.9%
Food and beverage - food truck	0.0%	5.5%	5.6%	5.1%	6.9%	4.6%	7.6%

**Post-Covid Rebound**

From an asset management perspective, it is helpful to understand how IWGR has performed “post Covid,” compared to a baseline, and with inflation included in the consideration.

The calculations below assume an FY 2018-2019 baseline operating result, applied to an inflation index since the baseline period through mid-year 2022. The inflation index used is the CPI for All Urban Consumers (CPI-U) - Riverside-San Bernardino-Ontario, CA dataset published by the U.S. Bureau of Labor Statistics.

As shown below and with inflation since FY 2018/2019 considered, IWGR generally outperformed the Inflated Baseline for FY 2022.

- Golf fees, pro shop, and course F&B each did better than the Inflated Baseline.
- Golf range, rental and other, and the VUE restaurant, underperformed compared to this Baseline.

<b>Departmental revenue:</b>	<b>Baseline</b> Average FY 2018-2019	<b>Inflator Index</b> Since Baseline	<b>Baseline Inflated</b> for Reference	<b>FY 2022</b> Actuals	<b>Post-Covid</b> Rebound %
Golf fees	\$ 6,307,556	21.45%	\$ 7,660,508	8,001,548	104%
Golf range, rental, other	320,766	21.45%	389,569	376,341	97%
Pro shop merchandise	1,147,054	21.45%	1,393,094	1,544,595	111%
Food and beverage - VUE	2,813,654	21.45%	3,417,174	2,257,639	66%
Food and beverage - beverage cart	501,358	21.45%	608,898	623,137	102%
Food and beverage - food truck	352,620	21.45%	428,256	555,577	130%



# FISCAL IMPACT

Indian Wells Golf Resort was initially conceived as a City investment that would generate transient occupancy taxes (“TOT”) derived from IWGR resort hotels that would co-invest at the resort.

Part of the underwriting for the two on-site convention hotels (the Hyatt and the Esmeralda) was a presumed golf participation of hotel guests. Over the years, the golf play at IWGR derived by hotel guests has declined, while transient occupancy taxes derived from these hotels has increased (the Covid Pandemic period being the exception).

There is no direct financial relationship between IWGR, and TOT generated by the five Hotel Partner properties. At this time, the TOT that is derived by the City’s five Hotel Partners including the two IWGR hotels, is driven by factors more essential to the hotels than golf play at IWGR.

- The current website promotion of each of the five Hotel Partners, confirms this situation (see Marketing and Promotion section herein). With an exception here and there, the City’s hotels generally do not highlight and certainly do not promote, IWGR on their websites.
- We note as well that IWGR’s monthly reports no longer separately account for golf play derived from IWGR hotel guests, we presume due to the decline of the current (on-site) hotel guest golf play.

While there is no direct financial relationship as noted above, IWGR was part of the origin story (per the original Easement Agreement) for the City becoming a major resort hotel destination among Coachella Valley communities. And the scale and beauty of IWGR’s grounds and facility reputation remain the essential location premise for the Hotel Partners.

So long as IWGR is a quality operation, and its landscaping is of excellent quality, that is sufficient for the hotels. Their own facilities, targeted guest mix (outside of golf), and market capture, is more important to the TOT yield.

Exhibit 08 on the next page shows TOT collection since FY 2017, reaching \$10.7 million in FY 2022.

**FISCAL YEAR RESULTS for FY 2018 through 2022**

Indian Wells Golf Resort

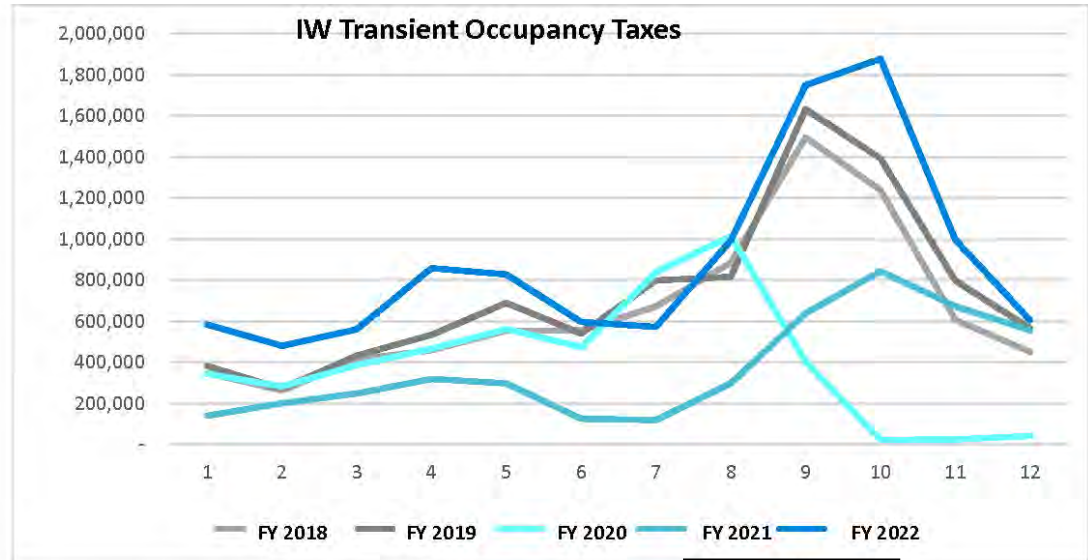
SCP line item:  
**1150 IW Transient occupancy taxes (TOT)**

	Top Month	
FY 2018	1,495,093	March
FY 2019	1,632,700	March
FY 2020	1,014,078	February
FY 2021	843,911	April
FY 2022	1,878,084	April

- Compare to: n/a

Note - operating results for 2016 were not collected for this review.

Shown below: IW Transient Occupancy Taxes



	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	TOT Annual	%
	1	2	3	4	5	6	7	8	9	10	11	12		
FY 2017	332,861	284,683	382,955	794,391	587,324	459,851	672,574	805,706	1,368,814	1,116,099	556,814	465,555	7,827,627	
FY 2018	347,317	262,507	412,909	459,099	553,969	555,283	671,348	883,603	1,495,093	1,237,479	606,625	450,013	7,935,245	
FY 2019	381,969	270,456	431,966	533,313	688,314	539,410	798,451	815,910	1,632,700	1,392,308	797,152	564,765	8,846,714	
FY 2020	343,223	282,084	385,617	465,895	561,898	473,984	838,727	1,014,078	402,984	21,444	24,474	40,488	4,854,896	
FY 2021	139,066	200,035	247,449	318,532	297,530	124,670	118,445	296,900	637,569	843,911	672,165	555,408	4,451,680	
FY 2022	583,238	480,247	560,322	858,359	827,718	595,919	571,641	994,168	1,749,416	1,878,084	996,157	603,785	10,699,054	
FY 2023	775,526	-	-	-	-	-	-	-	-	-	-	-	775,526	

**IW Transient occupancy taxes (TOT) - Historic Monthly Pattern %:**

2017	4.3%	3.6%	4.9%	10.1%	7.5%	5.9%	8.6%	10.3%	17.5%	14.3%	7.1%	5.9%	100.0%
2018	4.4%	3.3%	5.2%	5.8%	7.0%	7.0%	8.5%	11.1%	18.8%	15.6%	7.6%	5.7%	100.0%
2019	4.3%	3.1%	4.9%	6.0%	7.8%	6.1%	9.0%	9.2%	18.5%	15.7%	9.0%	6.4%	100.0%
2020	7.1%	5.8%	7.9%	9.6%	11.6%	9.8%	17.3%	20.9%	8.3%	0.4%	0.5%	0.8%	100.0%
2021	3.1%	4.5%	5.6%	7.2%	6.7%	2.8%	2.7%	6.7%	14.3%	19.0%	15.1%	12.5%	100.0%
2022	5.5%	4.5%	5.2%	8.0%	7.7%	5.6%	5.3%	9.3%	16.4%	17.6%	9.3%	5.6%	100.0%

**TOT Contribution to City General Fund**

Each year, the five Hotel Partners are the largest contributor of funds (taxes) to the City’s General Fund. The table below shows Transient Occupancy Tax payments expected at the time of preparation for the City’s 2021-2023 biennial operating budget. As noted in the prior exhibit, actual TOT collected for FY 2022 significantly exceeded what was projected in May 2021. The time period in which this estimate of TOT was made was a difficult one, as no one knew how the golf industry would emerge from the Pandemic.



**General Fund Five-Year Projected Cash Flow**

	2022	2023	2024	2025	2026
<b>Beginning Cash Balance</b>	<b>5,113,646</b>	<b>5,113,646</b>	<b>5,113,648</b>	<b>5,113,648</b>	<b>5,325,372</b>
<b>Revenues</b>					
01-PROPERTY TAXES	2,902,037	2,974,580	3,069,767	3,167,999	3,269,375
03-SALES TAXES	1,076,240	1,108,530	1,144,003	1,180,611	1,218,391
04-TRANSIENT OCCUPANCY TAX	7,103,830	8,382,680	8,650,926	8,927,755	9,213,444
06-FRANCHISE TAXES	1,022,500	1,048,070	1,081,608	1,116,220	1,151,939
07-BUSINESS LICENSES	145,180	148,810	153,572	158,486	163,558
08-REAL PROPERTY TRANSFER TAX	236,500	242,410	250,167	258,172	266,434
10-ADMISSIONS TAX	3,250,000	3,500,000	3,612,000	3,727,584	3,846,867
12-LICENSE & PERMIT FEES	476,070	487,970	503,585	519,700	536,330
13-OTHER REVENUES	421,280	431,810	445,628	459,888	474,604
14-FINES & FORFEITURES	46,310	47,480	48,999	50,567	52,185
16-INTEREST INCOME	365,900	375,050	387,052	399,437	412,219
18-VLF COMP FUND IN-LIEU	442,030	453,080	467,579	482,541	497,982
19-INTERGOVERNMENTAL	30,300	31,060	32,054	33,080	34,138
20-CURRENT SERVICE CHARGES	466,340	477,630	492,914	508,687	524,965
22-DEVELOPMENT AGREEMENT FEES	102,490	105,050	108,412	111,881	115,461
<b>TOTAL - REVENUES &amp; SOURCES</b>	<b>18,087,007</b>	<b>19,814,210</b>	<b>20,448,265</b>	<b>21,102,609</b>	<b>21,777,893</b>

Source: City of Indian Wells, Biennial Operating Budget for FY 2021-2023, prepared May 20, 2021.



**Attribution of TOT to Indian Wells Golf Resort**

During this assignment, we have been asked whether some portion of TOT collected by the City should be attributed to IWGR. The rationale for making such an assignment is provided below, along with a rationale for not doing so.

The rationale for assigning some portion of TOT to IWGR, would include the following:

- The presence of IWGR as part of the master-planned setting that includes two of the City’s hotels, is part of the placemaking for the two hotels. Placemaking as used here refers to the scenic views of the golf envelope enjoyed by hotel guests from each of the hotel properties.

The rationale for not assigning any portion of TOT to IWGR, would include the following:

- IWGR and the two Partner Hotels involved in the Easement Agreement have pursued largely unrelated business plans since the execution of the Agreement. It would be difficult to assert that IWGR and its golf offering is a direct causal factor in the success of the Partner Hotels.





**Resident & Resident Guest Golf Rounds**

The confirmation of IWGR as Community Amenity (First) recognizes that the golf courses at IWGR are a popular amenity for residents of Indian Wells.

Residents with their guests booked between 29.3% and 38.1% of rounds played on the two courses, during FY 2018 through FY 2022. Fiscal year 2020 is an outlier given the Covid-19 Pandemic that was underway at the time.

Exhibit 09 on the following page summarizes Resident play (including Resident guest rounds) and total rounds played at IWGR. The exhibit includes monthly information and fiscal year totals for the period of FY 2018 through 2022, as well as partial years for FY 2017 and FY 2023 to-date. We note that our information collection started with the 2017 calendar year.

**Resident Amenity Calculation**

Over the year, the City has calculated the opportunity cost for providing City residents with golf rounds, food and beverage, and retail merchandise, at a discount. The discounting of such items is based on the original Easement Agreement, as amended, and made effective over the years through various City enabling resolutions

For FY 2018 through FY 2022 and including FY 2023 through October, this recapture calculation has totaled just under \$7.7 million. This is tallied in the table below.

This Resident Amenity (opportunity cost) recapture is a discretionary matter, that may not be required for the City and its Resident Stakeholders. We suggest the City consider:

- If the Facility Mission is as we suggest, there is no reason to make this calculation. Rather, each year a business plan is executed with EBITDA expectations and means to reach breakeven. If there is a loss, the City funds that loss.
- If IWGR is not first and foremost a resident amenity and is operated instead as a hybrid for-profit / nonprofit entity, we suggest the Resident Amenity Calculation is still not required. We used the hybrid description since with the Resident “club privileges” in place, IWGR cannot be considered a fully for-profit entity.

<b>RESIDENT AMENITY RECAPTURE</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023 YTD</b>	<b>2017-2022</b>
Resident Amenity - golf	\$ 631,514	754,192	1,390,587	2,050,963	2,173,068	277,140	\$ 7,277,464
Resident Amenity - retail	26,511	17,301	14,747	24,882	29,939	4,321	117,701
Resident Amenity - Vue	65,580	68,599	48,291	38,270	47,679	10,431	278,850
Resident Amenity - food truck	-	2,839	721	580	1,275	125	5,540
Resident Amenity - café	7,170	330	-	-	-	-	7,500
<b>Total Resident Amenity</b>	<b>\$ 730,776</b>	<b>843,261</b>	<b>1,454,346</b>	<b>2,114,695</b>	<b>2,251,961</b>	<b>292,017</b>	<b>\$ 7,687,055</b>

**FISCAL YEAR RESULTS for FY 2018 through 2022**

Indian Wells Golf Resort

SCP line item:

**1578 Golf rounds, residents and guests - all**

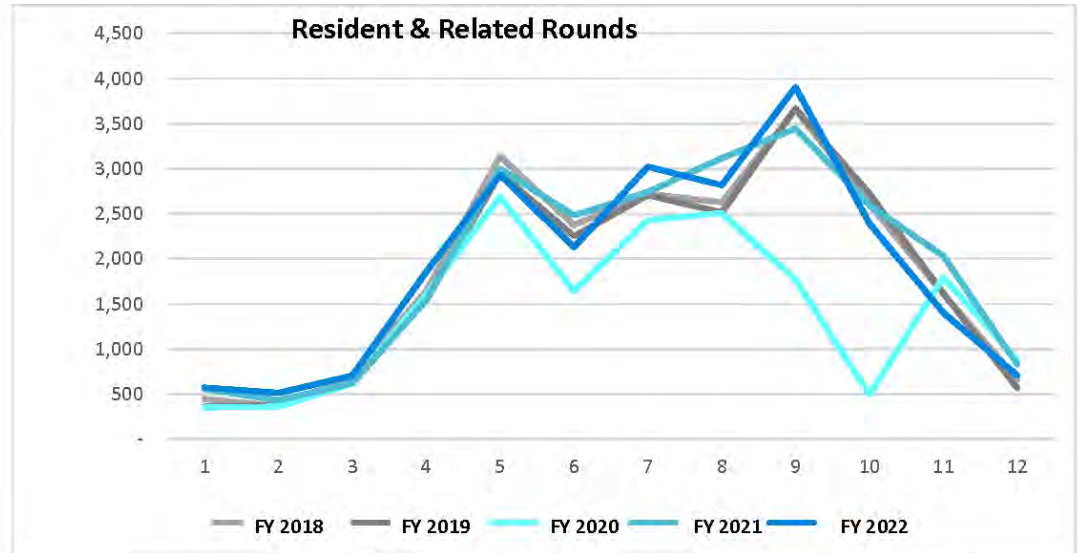
**Top Month**

FY 2018	3,655	March
FY 2019	3,668	March
FY 2020	2,684	November
FY 2021	3,444	March
FY 2022	3,904	March

**1562 Compare to: Golf rounds, IWGR total**

Note - operating results for 2016 were not collected for this review.

Shown below: Resident & Related Rounds



	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	-	Rounds	%
	1	2	3	4	5	6	7	8	9	10	11	12	Annual	Annual	
FY 2017	-	-	-	-	-	-	2,782	2,738	3,813	2,925	1,597	487	14,342	45,393	
FY 2018	444	364	692	1,643	3,136	2,373	2,720	2,627	3,655	2,601	1,609	661	22,525	74,828	30.1%
FY 2019	362	374	631	1,538	2,945	2,250	2,706	2,514	3,668	2,719	1,616	568	21,891	74,589	29.3%
FY 2020	352	360	617	1,608	2,684	1,644	2,428	2,508	1,768	492	1,795	876	17,132	56,402	30.4%
FY 2021	556	430	621	1,541	2,996	2,481	2,740	3,115	3,444	2,592	2,032	830	23,378	61,430	38.1%
FY 2022	571	513	704	1,853	2,929	2,129	3,022	2,817	3,904	2,390	1,402	708	22,942	76,500	30.0%
FY 2023	589	466	657	1,668	-	-	-	-	-	-	-	-	3,380	13,555	24.9%

**Golf rounds, residents and guests - all - Historic Monthly Pattern %:**

2017	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	19.4%	19.1%	26.6%	20.4%	11.1%	3.4%	100.0%
2018	2.0%	1.6%	3.1%	7.3%	13.9%	10.5%	12.1%	11.7%	16.2%	11.5%	7.1%	2.9%	100.0%
2019	1.7%	1.7%	2.9%	7.0%	13.5%	10.3%	12.4%	11.5%	16.8%	12.4%	7.4%	2.6%	100.0%
2020	2.1%	2.1%	3.6%	9.4%	15.7%	9.6%	14.2%	14.6%	10.3%	2.9%	10.5%	5.1%	100.0%
2021	2.4%	1.8%	2.7%	6.6%	12.8%	10.6%	11.7%	13.3%	14.7%	11.1%	8.7%	3.6%	100.0%
2022	2.5%	2.2%	3.1%	8.1%	12.8%	9.3%	13.2%	12.3%	17.0%	10.4%	6.1%	3.1%	100.0%

**Resident Amenity Policy Resolutions**

Resolution No. 2017-28 (May 18, 2017) amended policies for the issuance of resident benefit cards, such changes being effective for calendar year 2018 Resident Benefit Cards.

Resolution 2007-44 (September 20, 2007) modified the criteria for issuance of Property Identification Cards establishing a calendar year basis for the program, referencing prior resolutions of January 7, 1993, February 20, 1997, November 4, 2004, and June 2, 2005.

Resolution No. 2005-27 (January 2, 2005) provided for changes to Exhibit “A” concerning Property Owner Identification Cards modifying the determination of eligibility requirements and referenced prior resolutions on the same subject approved on January 7, 1993 (97-14), February 20, 1997, and November 4, 2004.

**Resolution No. 2004-58**

A Reduced Golf Fee Policy for the Golf Resort at Indian Wells was established on April 17, 1997, by and between the Indian Wells Golf Resort Joint Venture, Grand Champions LLC, and the Redevelopment Agency of the City of Indian Wells. This agreement confirmed the original easement agreement dated April 8, 1985, and the Reduced Golf Fee Agreement dated January 7, 1993 (see below). This agreement again clarified policies for reduced fee players.

**Resolution No. 2007-44**

Resolution 97-14 (January 7, 1993) provided for modification of the policy for issuance of Property Owner Identification Cards that had been established through prior Resolution 93-75 (see below). The resolution clarified how cards would be issued to the Property Owner, spouse or domestic partner, and each dependent child under twenty-one years, and that those with interests in a lease or time share property would not qualify for the Property Owner Identification Cards. Resolution 97-14 also confirmed other enabling details for card issuance.

Resolution 93-75 (June 3, 1993) provided for a first amendment to the prior resolution regarding complimentary golf play (Resolution 93-5), with a modification to the prior agreement’s Paragraph 6. The modification confirmed the resident green fee rate not to exceed \$35.00 and confirmed that the criteria for issuing Property Owner Identification Cards would be at the sole discretion of the Indian Wells City Council.

Resolution 93-5 (January 7, 1993) authorized an agreement with Stouffer Esmeralda Resort, Hyatt Grand Champions Resorts, and American Golf Corporation to provide a complimentary golf play policy and included Exhibit “A” Complimentary Golf Policy for the Indian Wells Golf Resort.

- Exhibit “A” to Resolution 93-5 provided detailing of the complimentary golf policy, including a definition of complimentary play and identification of categories of complimentary play. Per Exhibit “A,” categories included City Council and city staff, senior management at IWGR partner hotels, IWGR staff, professional members of golf sanctioning organizations, visiting government officials, tour and travel professionals, and select event participants. This Agreement included a 30-day cancellation provision. Exhibit “A” also established a green fee not to exceed \$35.00 with proper resident identification and family relationship.
- The resolution also rescinded prior Resolution No. 85-71, which has first established a resident classification of participants for the Indian Wells Golf Resort, on November 21, 1985, wherein an identification card and script would be established to enable resident play at the golf resort.

Resolution 85-68 (November 7, 1985) amended the schedule of fees for the operation of IWGR at its opening, setting rates for on-season, shoulder season, and off-season, and for regular and twilight play, along with car fees. The resolution also confirmed fees for use of the driving range.

# FACILITY ENHANCEMENTS

We evaluated a wide variety of opportunities for enhancing and/or repurposing IWGR facilities, pursuant to our Agreement with the City.

The intention of exploring opportunities was to test the limits of “highest-and-best-use” for the facility and grounds as an additional means of identifying what Stakeholders desired as the Facility’s Mission.

In this section, we include those opportunities that were of interest to many of the Stakeholders, many of which are of an enhancement nature, while some involve new ideas or repurposing parts of the facility.

Some opportunities that we evaluated were not of interest to enough Stakeholders to merit inclusion in this section. Those concepts are deemed “Opportunities Not of Interest” and are included in this report’s Appendix simply as a part of the record of this work.



### Area Development & Placemaking

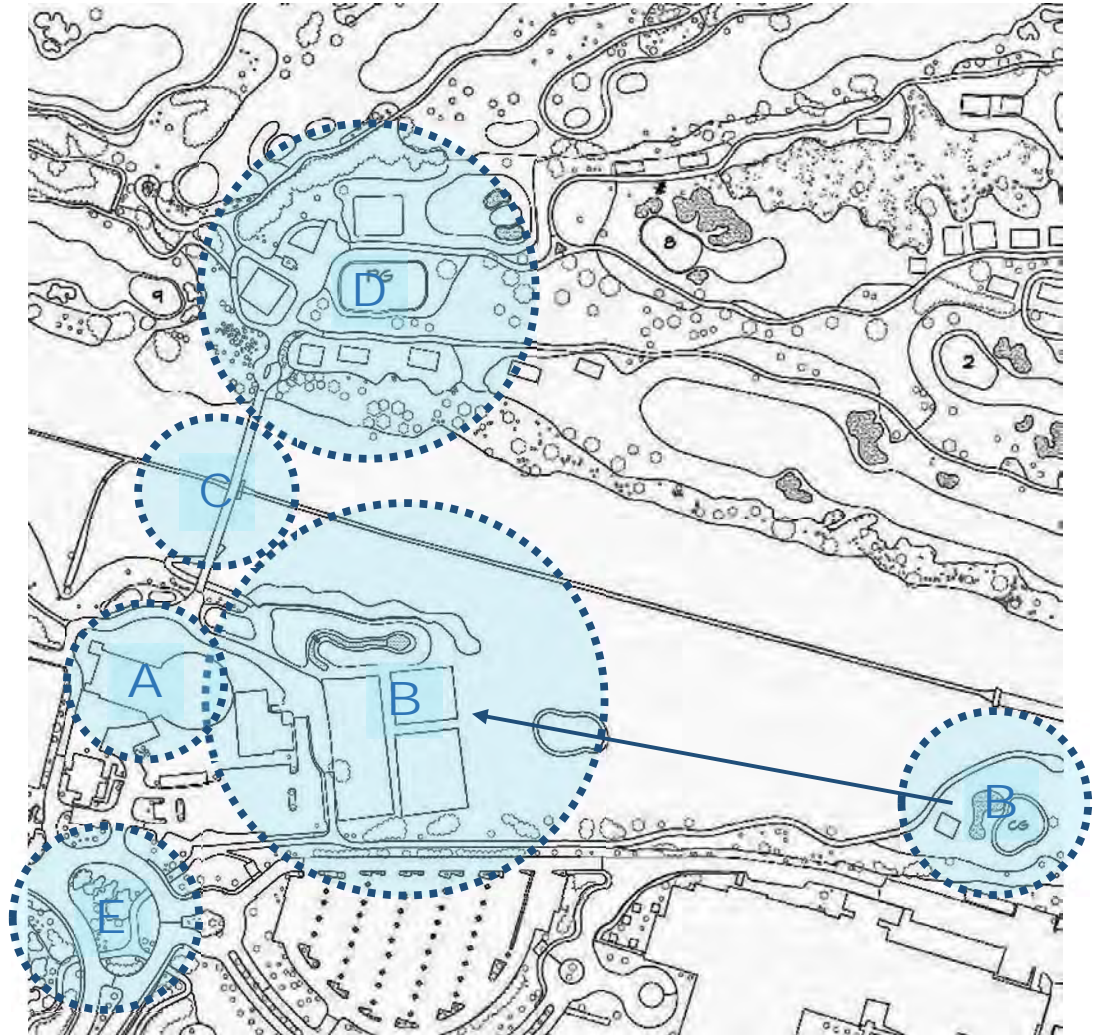
There are many ideas for enhancements and additions to existing IWGR facilities.

We recommend that once a slate of projects are identified that should proceed, that planning proceed with an “area development” approach. There are many synergies, and guest experience boosts among the various ideas, with area development the best possible benefits can be sought in combining these during implementation.

We suggest these districts within IWGR are:

- **Area A** – the clubhouse interior, visual cues, and immediately-adjacent terraces and walkways.
- **Area B** – the practice areas and outdoor nighttime golf / social activities at the driving range, putting area, etc.
- **Area C** – the Wash bridge, with its potential for providing a signature visual and aesthetic experience.
- **Area D** – the IWGR North area, with numerous elements that can be enhanced together in a synergetic way.
- **Area E** – the approach zones, wayfinding, and arrival sequences that characterize the greater IWGR resort experience.

Area Development is a planning approach borrowed from the attractions (theme parks) industry that focuses on defining districts within an overall project, each of which take on specific guest experience roles, activities, aesthetics, and the like. The approach is steeped with placemaking traditions, to bring the best possible tactics in creating compelling destination places.

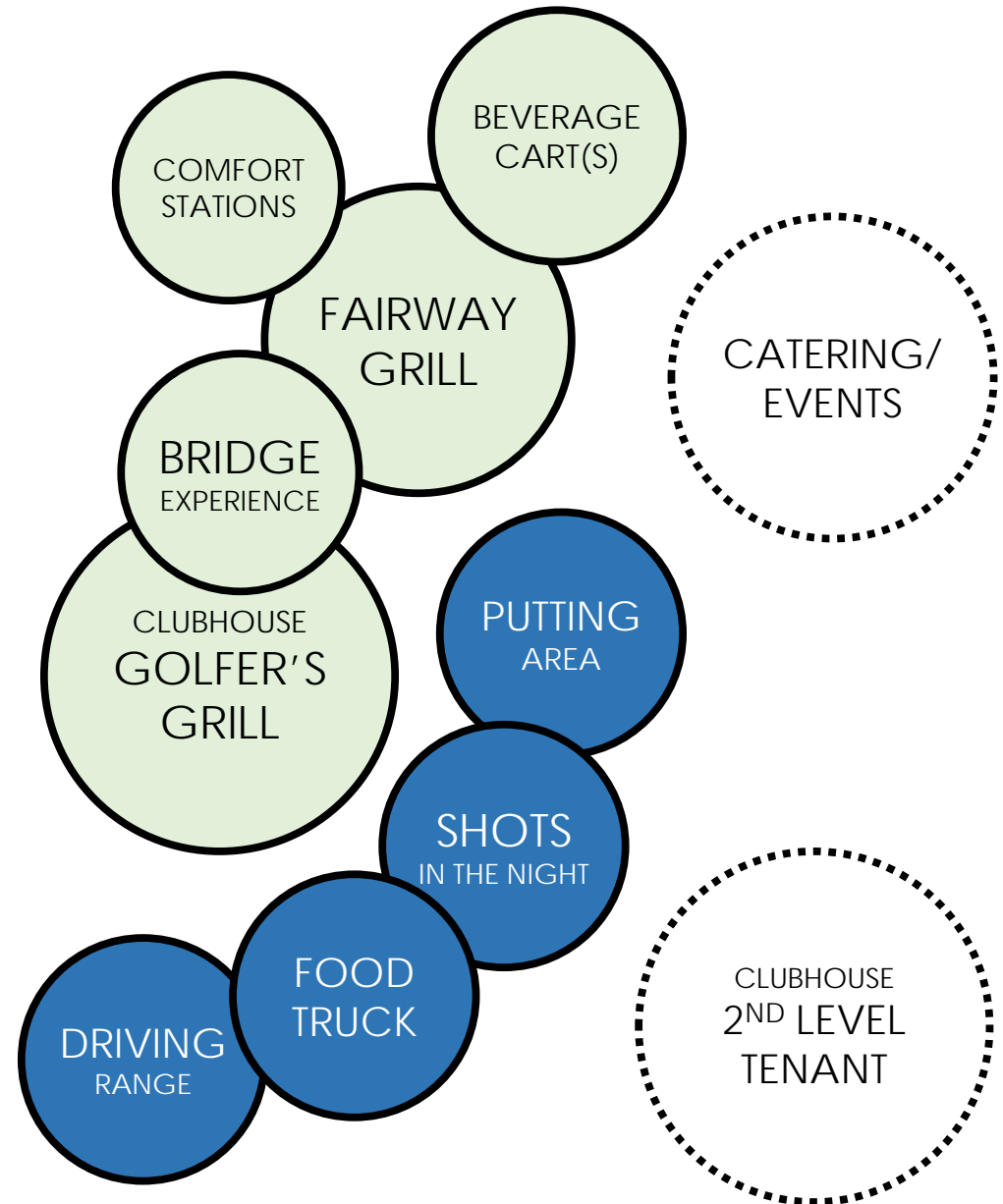


**Golf Food & Beverage Offerings**

We suggest a comprehensive adjustment to the food and beverage strategy that focuses in these three areas:

- **Golfer F&B** – to include a relocated “golfer’s grill” in the Stonehaus style, on the ground floor overlooking golfer’s starting and finishing, starter activity, the Wash Bridge, and part of the entry / exit sequence along with the pro shop. Golfer F&B would also include a reactivated Fairway Grill, two comfort stations, and reimagining of the Wash Bridge to provide an iconic experience visually and during crossing. Placing the food truck in semi-permanent location at or about the putting area and driving range, has a nice merchandising appearance to help created “busy energy” at the location.
- **Catering F&B** – IWGR has operated a successful catering business, with substantial annual covers. This business can be increased through insulation and climate control of the Event Pavilion, and promotion of the already enhanced driving range for group events.
- **Catering Banquets Kitchen** – A banquets kitchen is needed to support all group F&B except for activity at the Clubhouse 2<sup>nd</sup> Level. The Fairway Grill kitchen now used to support the Event Pavilion, should be expanded to allow full support of all golf F&B without support from the clubhouse’s 2<sup>nd</sup> floor kitchen.
- **3<sup>rd</sup>-Party Destination F&B** – as part of the “Unleash Troon” strategy, we suggest closing the VUE Restaurant and leasing the entire 2<sup>nd</sup> level to a 3<sup>rd</sup>-party restaurant operator. There are many options here, and the intention is to identify an operator with a strong brand following and/or a track record for creating destination dining experiences.

The diagram at right summarizes the three F&B focuses.





**New Clubhouse Golf Grill at Ground Floor**

A golfer’s grill would have best participation among golfers if situated at the clubhouse’s first level, situated indoors and outdoors along the cart path facing the Wash bridge.

A limited kitchen; possibly a serving kitchen only, would be required.

- As an aesthetic and scale example, we like the Stonehaus Grill operation in Westlake Village (California). The Stonehaus is a Tuscan-style coffeehouse and wine tasting room, somewhat an extension of the F&B offerings at Westlake Village Inn. In its earliest days after opening in 2012, the 3,560 square foot was the gathering place for the adjacent tennis club (since demolished) but quickly established itself as the social gathering place for surrounding communities.
- The informal and charming setting, and ample seating, accommodated the many locals coming and going. Where The Stonehaus derives some of its aesthetic from a tiny adjacent vineyard; at the IWGR clubhouse, the existing landscaping and views provide an equally compelling environment. [www.the-stonehaus.com](http://www.the-stonehaus.com)
- While this new golfer’s grill would serve golfer needs, the location and format would be attractive to Indian Wells residents for casual dining and meet-ups. A side benefit of an active golf grill would be a more active ground level at the clubhouse. Sometimes this visual cue creates more business; people respond favorably to palpably busy energy.



*Shown above: views of The Stonehaus Grill in Westlake Village (California). The clubhouse’s “inside-outside” guest flow and service style would adapt well to IWGR’s clubhouse ground floor. Shown at left: views of part of the outdoor area adjacent to the clubhouse lobby.*



Scenario:

<u>Close VUE, 3rd-party lease, new L1 grill</u>	<u>FY 2022</u>	<u>FY 2022 %</u>	<u>FY 2023</u>	<u>FY 2024</u>	<u>FY 2025</u>	<u>FY 2026</u>	<u>FY 2027</u>
<b>REVENUE</b>							
Golf rounds	\$ 8,001,549	49.9%	\$ 8,001,549	8,001,549	8,001,549	8,001,549	8,001,549
Night lit 9-hole golf	-	0.0%	-	-	-	-	-
Other golf - range, lessons, group services	8,551,833		550,284	550,284	550,284	550,284	550,284
Pro shop / merchandise	1,544,595	9.6%	1,544,595	1,544,595	1,544,595	1,544,595	1,544,595
Food and beverage - VUE	2,257,686	14.1%	2,257,686	-	-	-	-
Food and beverage - L2 tenant	-		-	274,005	274,005	274,005	274,005
Food and beverage - L1 golf grill	-	0.0%	1,377,000	1,377,000	1,377,000	1,377,000	1,377,000
Food and beverage - fairway grill	-	0.0%	-	-	-	-	-
Food and beverage - beverage cart	623,141	3.9%	623,141	623,141	623,141	623,141	623,141
Food and beverage - food truck	445,224	2.8%	445,224	445,224	445,224	445,224	445,224
Banquets	2,449,751	15.3%	2,449,751	2,449,751	2,449,751	2,449,751	2,449,751
Other income (plug)	178,150	1.1%	178,150	178,150	178,150	178,150	178,150
<b>Total operating revenue</b>	<b>\$ 16,050,380</b>	<b>100.0%</b>	<b>\$ 17,427,380</b>	<b>15,443,699</b>	<b>15,443,699</b>	<b>15,443,699</b>	<b>15,443,699</b>
<b>DEPARTMENTAL EXPENSES / COGS:</b>							
Golf operations	2,067,779	25.8%	\$ 2,067,779	2,067,779	2,067,779	2,067,779	2,067,779
Night lit 9-hole golf	-		-	-	-	-	-
Golf academy	228,691	140.8%	228,691	228,691	228,691	228,691	228,691
Golf maintenance	3,611,177	45.1%	3,611,177	3,611,177	3,611,177	3,611,177	3,611,177
Pro shop / merchandise	1,044,307	67.6%	1,044,307	1,044,307	1,044,307	1,044,307	1,044,307
Food and beverage - VUE	2,791,108	123.6%	2,791,108	-	-	-	-
Food and beverage - L1 golf grill	-	0.0%	1,170,450	1,170,450	1,170,450	1,170,450	1,170,450
Food and beverage - fairway grill	-	0.0%	-	-	-	-	-
Food and beverage - beverage cart	371,172	59.6%	371,172	371,172	371,172	371,172	371,172
Food and beverage - food truck	289,727	65.1%	289,727	289,727	289,727	289,727	289,727
Banquets	1,611,135	65.8%	1,611,135	1,611,135	1,611,135	1,611,135	1,611,135
Other expenses (plug)	(23,048)	0.0%	(23,048)	(23,048)	(23,048)	(23,048)	(23,048)
<b>Total departmental expenses</b>	<b>\$ 11,992,049</b>	<b>74.7%</b>	<b>\$ 13,162,499</b>	<b>10,371,391</b>	<b>10,371,391</b>	<b>10,371,391</b>	<b>10,371,391</b>
<b>UNDISTRIBUTED EXPENSES</b>							
General & administrative	\$ 1,566,059	9.8%	\$ 1,566,059	1,566,059	1,566,059	1,566,059	1,566,059
Marketing and promotions	371,074	2.3%	402,909	357,048	357,048	357,048	357,048
Building expenses	1,090,138	6.8%	1,090,138	1,090,138	1,090,138	1,090,138	1,090,138
Facility manager's fee	277,838	1.7%	321,540	321,540	321,540	321,540	321,540
<b>Total undistributed expenses</b>	<b>\$ 3,305,109</b>	<b>20.6%</b>	<b>\$ 3,380,646</b>	<b>3,334,785</b>	<b>3,334,785</b>	<b>3,334,785</b>	<b>3,334,785</b>
<b>EBITDA</b>	<b>\$ 753,222</b>	<b>4.7%</b>	<b>\$ 884,235</b>	<b>1,737,523</b>	<b>1,737,523</b>	<b>1,737,523</b>	<b>1,737,523</b>
Inflation index - revenues			1.000	1.000	1.000	1.000	1.000
Inflation index - expenses			1.000	1.000	1.000	1.000	1.000
Golf rounds played, total	76,500		76,500	76,500	76,500	76,500	76,500



- Golf Grill revenue at \$18 / round including unrelated additional social business.
- VUE space leased to 3<sup>rd</sup> party, at 5% of restaurant tenant sales, NNN lease.
- Assume Food Truck sales can be held steady.
- Constant 2022 dollars.

**Fairway Grill**

The Fairway Grill building situated adjacent to the Events Pavilion, is in an excellent position to provide upgraded food and beverage service to golfers and Event Pavilion guests.

We suggest the Fairway Grill be opened if it can be combined with one or more of the additional changes identified herein, namely, placement of a golfer’s grill at clubhouse level 1, and, leasing of the VUE to 3<sup>rd</sup>-party restaurant operator.

The kitchen / seating area here is a good location for serving players on the courses, both food and beverage as well as a “quick grab” assortment of golf balls, suntan lotion, gloves, and snacks.

- At Players Course, 1<sup>st</sup> tee;
- At Players Course 8<sup>th</sup> hole, and tee area for 9<sup>th</sup> hole.
- At Players Course 18<sup>th</sup> hole, as players finish the course, is the City pursues repurposing the Players Course to start and finish north of the Wash.
- At Celebrity Course 1<sup>st</sup> tee;
- At Celebrity Course 9<sup>th</sup> hole, before crossing The Wash to the 10<sup>th</sup> tee;
- The Fairway Grill can also serve a Lit Night Golf experience on the Celebrity front nine, if the concept is pursued.
- Being adjacent to the Pavilion, the Fairway Grill can also support event guests as an outdoor bar on the grounds.
- The kitchen supporting this snacks/grill has also supported the Pavilion.

Since Players and Celebrity courses do not have classic settings for their respective 18<sup>th</sup> holes leading to the clubhouse, the Fairway Grill can provide some of that finishing quality for tournaments and groups.

Fairway Grill will require close coordination with the ground floor Golf Grill that is suggested, the beverage cart(s) and the food truck. Each provides a somewhat different F&B experience for different guest moments at IWGR.

The small kitchen area now being used to support the Event Pavilion, should be expanded to serve the golf F&B functions described in this section.



*A view of the outdoor seating area at the Fairway Grill.*





Shown above, various views of Fairway Grill and environs. At the time of our fieldwork, Troon Golf was exploring areas at or about the Fairway Grill that could be level-graded to provide kitchen expansion area and additional outdoor settings for small group events. See photo at far right below, of an area overlooking the Wash bridge near to the Fairway Grill.



### Destination Restaurant at Clubhouse 2<sup>nd</sup> Level

IWGR’s Vue Restaurant exists in a region that is highly competitive among a myriad of full-service restaurants. Part of the fun in visiting “the Desert” is dining out at a restaurant with some unique aspect (whether menu, vibe, and/or venue aesthetics) and often al fresco. All the better if an F&B offering is situated within a “restaurant row” or at least with some street life for wandering after dinner.

A destination restaurant can be based on one or more factors. Working with a celebrity chef, or a chef with a “foodie following” in the region, is one way to go. Here are some examples of lesser-known chefs or fresh ideas:

- **Nancy Silverton** - Osteria Mozza, Pizzeria Mozza and Mozz2Go, Los Angeles - Nancy won the James Beard Foundation's Outstanding Chef Award in 2014 and her restaurants in Los Angeles have a cult following. It is arguably the most innovative Italian in LA and can be hard to book a table. [www.la.osteriamozza.com](http://www.la.osteriamozza.com)
- **Walter Manzke** - Republique, Los Angeles - Before opening Republique, a wildly successful, hip eatery in LA, Walter opened three successful restaurants in Carmel, CA and two more in LA. [www.republiquela.com](http://www.republiquela.com)
- **Jose Acevedo** - Mercado, Los Angeles - I believe an upscale nouveau style Mexican offering would be well received in the Coachella Valley. Mercado co-owner and Executive Chef, Acevedo began his extensive career training in the kitchens of Wolfgang Puck and the Hillstone Restaurant Group. Acevedo comes from Guanajuato, Mexico. [www.cocinasycalaveras.com](http://www.cocinasycalaveras.com)
- **Galpão Gaucho Brazilian Steakhouse**, multiple locations, US - Brazilian Steakhouse are becoming increasingly popular in the US. I believe an upscale chain would be a welcome addition to the Coachella Valley. [www.galpaogauchousa.com](http://www.galpaogauchousa.com)

The difficulties of IWGR for general commercial purpose, are not a limitation in the case of a so-called “destination restaurant.” Most every region has one or more unique destination restaurants. These can be particularly intriguing for customers when just a bit off the beaten path and/or requiring a short journey.

Some “critical success factors” for destination restaurant include a compelling if not unique setting, whether location-based, story-based, or thematic. Remote locations can be preferable, where the journey (anticipation), approach, and arrival are part of the experience. Other factors critical to a destination restaurant include a compelling menu, a special food preparation method, and possibly a noted chef.

Destinations restaurant typically fulfill unique trip purposes, such as “doing something special,” or commemorating a special occasion. In today’s world, such an experience can fulfill the unique need for “selfie” shares on social media. Some examples of regional destination restaurant around the U.S include:

- **Fox & Hounds Restaurant & Tavern (Hubertus, Wisconsin)** - is such an example, situated outside of Milwaukee. First established in 1933 after decades of family experience hosting fox hunts from their Kettle Moraine cabin and basement bar.
- **Blue Bill at Stone Barns (Pocantico Hills, New York)** – Chef Dan Barber’s farm-to-table restaurant serving tasting menus in a refurbished barn. Located about 30 miles north of Manhattan.
- **Single Thread Farms (Healdsburg, California)** - Guests of the restaurant are treated to an 11-course tasting menu, showcasing the seasonal bounty from the owner/chef’s farm.
- **Popeye's on Lake Geneva (Southern Wisconsin)** - is another example. Lake Geneva and environs has long been a 2nd home and weekend escape destination for residents of norther Illinois, and the Milwaukee metro area. Customers may enjoy these restaurants more in having to travel for the experience.

Scenario:

Fairway Grill opens	FY 2022	FY 2022 %	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
<b>REVENUE</b>							
Golf rounds	\$ 8,001,549	49.9%	\$ 8,001,549	8,001,549	8,001,549	8,001,549	8,001,549
Night lit 9-hole golf	-	0.0%	-	-	-	-	-
Other golf - range, lessons, group services	8,551,833		550,284	550,284	550,284	550,284	550,284
Pro shop / merchandise	1,544,595	9.6%	1,544,595	1,544,595	1,544,595	1,544,595	1,544,595
Food and beverage - VUE	2,257,686	14.1%	2,257,686	2,257,686	2,257,686	2,257,686	2,257,686
Food and beverage - L2 tenant	-		-	-	-	-	-
Food and beverage - L1 golf grill	-	0.0%	-	-	-	-	-
Food and beverage - fairway grill	-	0.0%	1,071,000	1,071,000	1,071,000	1,071,000	1,071,000
Food and beverage - beverage cart	623,141	3.9%	623,141	623,141	623,141	623,141	623,141
Food and beverage - food truck	445,224	2.8%	445,224	445,224	445,224	445,224	445,224
Banquets	2,449,751	15.3%	2,449,751	2,449,751	2,449,751	2,449,751	2,449,751
Other income (plug)	178,150	1.1%	178,150	178,150	178,150	178,150	178,150
<b>Total operating revenue</b>	<b>\$ 16,050,380</b>	<b>100.0%</b>	<b>\$ 17,121,380</b>	<b>17,121,380</b>	<b>17,121,380</b>	<b>17,121,380</b>	<b>17,121,380</b>
<b>DEPARTMENTAL EXPENSES / COGS:</b>							
Golf operations	2,067,779	25.8%	\$ 2,067,779	2,067,779	2,067,779	2,067,779	2,067,779
Night lit 9-hole golf	-		-	-	-	-	-
Golf academy	228,691	140.8%	228,691	228,691	228,691	228,691	228,691
Golf maintenance	3,611,177	45.1%	3,611,177	3,611,177	3,611,177	3,611,177	3,611,177
Pro shop / merchandise	1,044,307	67.6%	1,044,307	1,044,307	1,044,307	1,044,307	1,044,307
Food and beverage - VUE	2,791,108	123.6%	2,791,108	2,791,108	2,791,108	2,791,108	2,791,108
Food and beverage - L1 golf grill	-	0.0%	-	-	-	-	-
Food and beverage - fairway grill	-	0.0%	910,350	910,350	910,350	910,350	910,350
Food and beverage - beverage cart	371,172	59.6%	371,172	371,172	371,172	371,172	371,172
Food and beverage - food truck	289,727	65.1%	289,727	289,727	289,727	289,727	289,727
Banquets	1,611,135	65.8%	1,611,135	1,611,135	1,611,135	1,611,135	1,611,135
Other expenses (plug)	(23,048)	0.0%	(23,048)	(23,048)	(23,048)	(23,048)	(23,048)
<b>Total departmental expenses</b>	<b>\$ 11,992,049</b>	<b>74.7%</b>	<b>\$ 12,902,399</b>	<b>12,902,399</b>	<b>12,902,399</b>	<b>12,902,399</b>	<b>12,902,399</b>
<b>UNDISTRIBUTED EXPENSES</b>							
General & administrative	\$ 1,566,059	9.8%	\$ 1,566,059	1,566,059	1,566,059	1,566,059	1,566,059
Marketing and promotions	371,074	2.3%	395,835	395,835	395,835	395,835	395,835
Building expenses	1,090,138	6.8%	1,090,138	1,090,138	1,090,138	1,090,138	1,090,138
Facility manager's fee	277,838	1.7%	321,540	321,540	321,540	321,540	321,540
<b>Total undistributed expenses</b>	<b>\$ 3,305,109</b>	<b>20.6%</b>	<b>\$ 3,373,572</b>	<b>3,373,572</b>	<b>3,373,572</b>	<b>3,373,572</b>	<b>3,373,572</b>
<b>NET OPERATING CASH FLOW</b>	<b>\$ 753,222</b>	<b>4.7%</b>	<b>\$ 845,409</b>	<b>845,409</b>	<b>845,409</b>	<b>845,409</b>	<b>845,409</b>
Inflation index - revenues			1.000	1.000	1.000	1.000	1.000
Inflation index - expenses			1.000	1.000	1.000	1.000	1.000
Golf rounds played, total	76,500		76,500	76,500	76,500	76,500	76,500

- Fairway Grill revenue at \$14 / round
- Assume Beverage Cart sales can be held steady.
- Constant 2022 dollars.



**Increased Banquets / Meetings Capacity**

IWGR’s landscaped grounds and views offer some of the most compelling settings in the Coachella Valley. With a larger, more versatile meeting facility, IWGR can earn more meetings business of all types (the so-called MICE and SMERF segments).

The difficulty of course is the limitation of existing parking, and the need to cross the Wash Bridge for gatherings at the Event Pavilion. Operating a primary banquet kitchen at the Fairway Grill (adjacent to the Event Pavilion) requires food and beverage deliveries across a bridge with limited weight capacity.

To operate year-round, the Event Pavilion also requires insulation to allow efficient cooling in the warmest weather months.

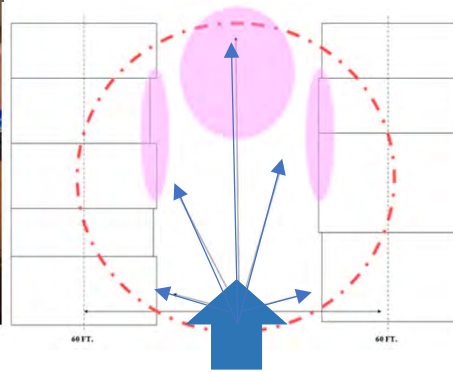
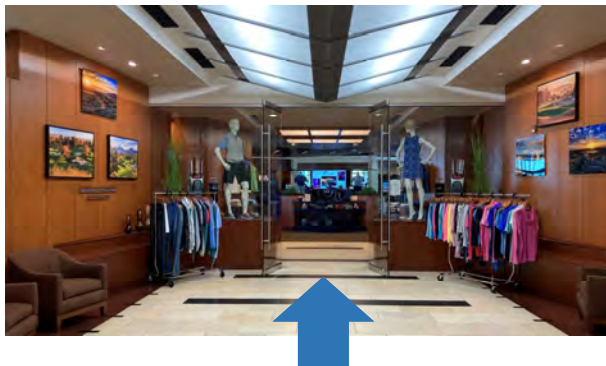
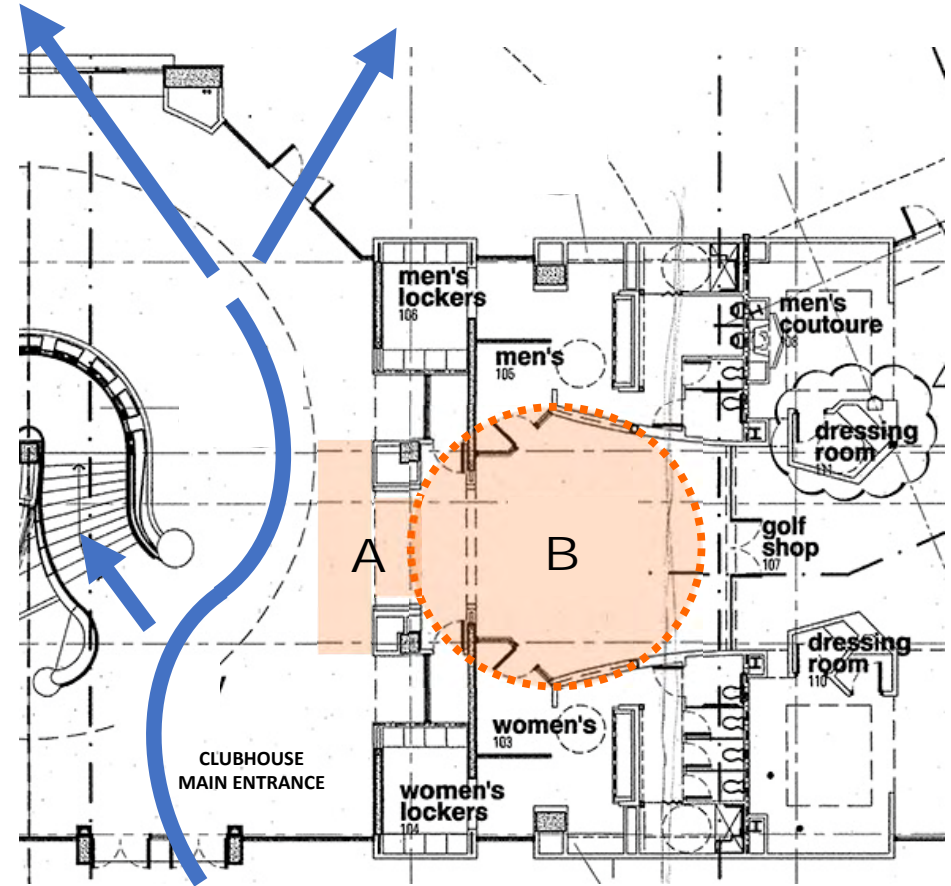




**Merchandise the Pro Shop Threshold**

The Pro Shop can better merchandise its entry, to take advantage of its location along the arrival and departure route throughout the clubhouse.

- The Pro Shop entry threshold should be activated starting at point A in the diagram at right. That is, the Pro Shop and its merchandise needs to be palpable to those arriving and leaving from the clubhouse, as they pass by the shop threshold.
- The next part of the store entry sequence (point B) also needs activation. If this were a mall, the first 15 FT from the entry threshold is most important, with the view onto a 50 to 60 FT store depth being next important. We believe this tactic from the mall industry works well in considering activation of its entry sequence.
- The Store Threshold and Entry Sequence should provide an enhanced “retail rhythm” for those entering. As diagrammed below, retail rhythm is a moving 160-degree point-of-view for customers as their eyes dance and glance at the retail space in search of visual cues. Great stores, malls, and retail streets, offer top retail rhythms for their shoppers.



Shown at far left, the pro shop as viewed from the clubhouse lobby. Shown above, the customer path as it moves past the Pro Shop entry threshold. At near left, customer “retail rhythm” is a moving 160-degree POV through the space, with the eyes dancing to gather environmental cues during this journey.



Shown here, a LUSH store entry threshold with attention to 160-degree customer “retail rhythm.”



**Logo Redesign for Greater Retail Sales**

We suggest a design exploration with focus group testing, to determine if a better logo design might be achieved that can cause increased logo'd merchandise sales.

It is difficult to prove out without testing through design alternatives, but we believe the IWGR logo is not as aesthetically compelling as it could be. And we are all aware that a great logo helps to sell the logo'd apparel and gear.

Great graphic designers and logo specialists can create remarkable designs and branding guidelines that have measurable impacts on sales. IWGR offers a golf experience among the finest in the U.S. The logo should match and propel the branded experience.

We notice the Integration of a Troon Golf tagline with the IWGR logo, in at least the one logo treatment we include at below right.

- In general, unless the facilities manager is an investment partner or has paid fee for such co-branding, it is not advisable to allow such co-branding.
- If allowed to co-brand in this way, the City would have some branding issues to mitigate for should Troon Golf exit from its current facilities management role. We say this simply for the sake of Owner protection.
- We do agree with idea that Troon Golf's brand can and will lift IWGR's brand; but this can be done in other ways in collateral, social media, and website presentation.



### Commemorating Great Moments at IWGR

Indian Wells is a remarkable place - the host community for two world-class sports and recreation facilities and associated events. As we have noted, there are few communities that have venues of the caliber of IWGR and the Indian Wells Tennis Garden. This sensibility about Indian Wells is not now part of the aesthetic of the clubhouse.

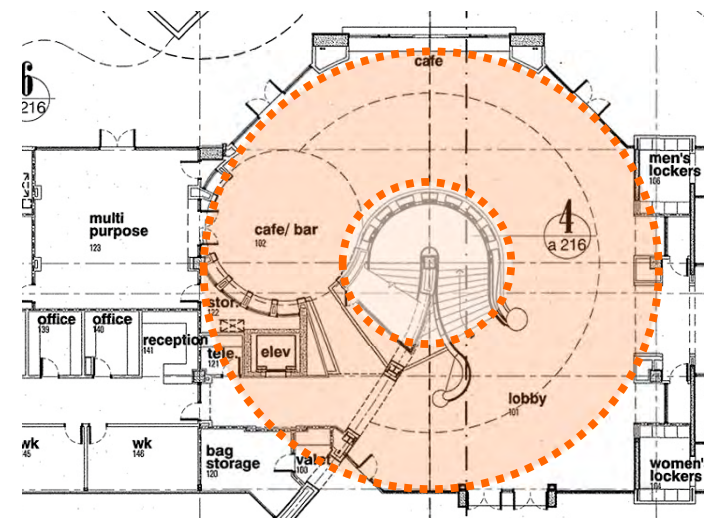
We suggest that commemorating and celebrating this rich community sports heritage can help propel word-of-mouth about the club and help to shape golfer and golf critic reviews.

*Some thoughts on this:*

- The clubhouse lobby could **include a commemoration of the Skins Games** hosted in 2007 and 2008, won by Stephen Ames and K.J. Choi, a couple of great moment in IWGR’s history. We recommend somewhere along the primary circulation path in the ground floor lobby.
- **Identify the Indian Wells Tennis Garden** as something akin to a sister facility with IWGR (with IWTG’s active collaboration of course). IWGR with the Tennis Garden is a terrific co-branding opportunity that can lift the brands of both facilities. Given the ongoing major tournament hosting over at the Tennis Garden, the IWGR clubhouse presence for the Tennis Garden would take on a more active, ongoing approach which is exciting.
- Commemorating these great moments, we think is like the Los Angeles Lakers hanging their NBA championship banners in the arena rafters. Displaying commemorative items also serves as a challenge for all concerned to match those glory years. There are undoubtedly other great moments of which we are unaware but could also be considered for similar treatment.
- As part of lifting the heritage of IWGR and the community, into the facility, we suggest exploring a commemorative monument or two on the courses, where **great golfers and great moments** have occurred.
- This placemaking tactic could take on a “selfie moment” edge with the right kind of design. Any selfie taken at the facility which clearly notes IWGR is a free ongoing content drop to social media.



Shown above: Zach Johnson hitting from the 17th fairway during the 2007 Skins Game at IWGR’s Celebrity course.



### Improving Satisfaction of Play and Reducing Costs

The golf architects on the SCP team – Mark Mungeam and his associate firm, John Robinson Golf, have suggested various changes to the Players and Celebrity courses. The Facilities Review section of this report includes detailed field observations from a golf architect’s POV (Mark Mungeam).

There would be several objectives for any changes to the courses:

- **Enhance the golf experience** for beginning players and expert players alike, whether Resident Stakeholders or other golfers.
- **Reduce expenses associated with maintenance of bunkers, and landing areas** not typically in play.
- Designate exceptional locations for future comfort stations on the courses, exceptional both from a scenic POV and with consideration for speed of play.

A “play enhancement” plan for one or both courses could include consideration of such factors as those identified below.

#### *Celebrity Course:*

- **Revise routing** to convert two par-4 holes to par-3’s. Lengthen two par-4 holes to par-5 length to maintain a par of 72.
- **Reduce the bunkering on the Celebrity course**, by about 40%. Many bunkers can be removed or made smaller without impacting the beauty of the golf experience, or play. Most of the bunkers that can be removed are behind greens and at the approaches. These hazards are frequented by the poor player and rarely in play for accomplished players.
- **Add “family tee” markers** that shorten course to about 4,700 yards. Same at Players course.

- **Adjust bunker configurations**, where some steep-sloped and high sand face bunkers are particularly expensive to maintain at top quality. Tweak design of bunkers to remain. Raise floors, soften inside slopes and slightly modify edge to allow majority of bunkers to be maintained with a mechanical sand trap rake. Install a hard liner in bunker floors to reduce sand erosion and maintenance requirements. As noted in the field visit notes (see Facilities Review section), some approach bunkers could be eliminated such as some on Holes 1, 2, 3 and 7 on the Front 9.
- **Integrate televised tournament logistics**, to support the promotion of such events at IWGR. Camera tower placements, conduit and pre-wired power runs, consideration of spectator areas and crowd flow, all these staging considerations can be included in course redesign for efficient flex-up during media events.

#### *Players Course:*

- **Soften difficulty of course for the average player** while maintaining the challenge for accomplished golfers.
- **Redesign the first two holes of the Player course** to mitigate what is now an “overly challenging” start for the average (and resort) golfer. Some rework would allow a golfer to get off to a more satisfying and memorable start. This will improve overall speed of play.
- **Reduce number/area of formal sand bunkers** by about 20%. Consider changing the look of the remaining bunkers to a more traditional grass face and flatter sand style to better differentiate the two courses.
- Reduce density of landscaping where it impacts playability of the golf hole.
- Consider adjusting routing to locate the 9th green and 10th tee at the Pavilion. This will better enable the selling of 9-hole rounds, which are popular.
- Consider development of an additional compact, 18-hole “Short” or “Executive” length course within the area of Holes 1-16 of the Player Course. Use of the Short Course would take the place of the Player Course on alternate days or during the summer when the championship course is less frequently used.



Scenario:

<b>Save 5% on golf maintenance</b>	<b>FY 2022</b>	<b>FY 2022 %</b>	-	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>FY 2026</b>	<b>FY 2027</b>
<b>REVENUE</b>								
Golf rounds	\$ 8,001,549	49.9%	\$	8,001,549	8,001,549	8,001,549	8,001,549	8,001,549
Night lit 9-hole golf	-	0.0%		-	-	-	-	-
Other golf - range, lessons, group services	8,551,833			550,284	550,284	550,284	550,284	550,284
Pro shop / merchandise	1,544,595	9.6%		1,544,595	1,544,595	1,544,595	1,544,595	1,544,595
Food and beverage - VUE	2,257,686	14.1%		2,257,686	2,257,686	2,257,686	2,257,686	2,257,686
Food and beverage - L2 tenant	-			-	-	-	-	-
Food and beverage - L1 golf grill	-	0.0%		-	-	-	-	-
Food and beverage - fairway grill	-	0.0%		-	-	-	-	-
Food and beverage - beverage cart	623,141	3.9%		623,141	623,141	623,141	623,141	623,141
Food and beverage - food truck	445,224	2.8%		445,224	445,224	445,224	445,224	445,224
Banquets	2,449,751	15.3%		2,449,751	2,449,751	2,449,751	2,449,751	2,449,751
Other income (plug)	178,150	1.1%		178,150	178,150	178,150	178,150	178,150
<b>Total operating revenue</b>	<b>\$ 16,050,380</b>	<b>100.0%</b>	<b>\$</b>	<b>16,050,380</b>	<b>16,050,380</b>	<b>16,050,380</b>	<b>16,050,380</b>	<b>16,050,380</b>
<b>DEPARTMENTAL EXPENSES / COGS:</b>								
Golf operations	2,067,779	25.8%	\$	2,067,779	2,067,779	2,067,779	2,067,779	2,067,779
Night lit 9-hole golf	-			-	-	-	-	-
Golf academy	228,691	140.8%		228,691	228,691	228,691	228,691	228,691
Golf maintenance	3,611,177	45.1%		3,430,618	3,430,618	3,430,618	3,430,618	3,430,618
Pro shop / merchandise	1,044,307	67.6%		1,044,307	1,044,307	1,044,307	1,044,307	1,044,307
Food and beverage - VUE	2,791,108	123.6%		2,791,108	2,791,108	2,791,108	2,791,108	2,791,108
Food and beverage - L1 golf grill	-	0.0%		-	-	-	-	-
Food and beverage - fairway grill	-	0.0%		-	-	-	-	-
Food and beverage - beverage cart	371,172	59.6%		371,172	371,172	371,172	371,172	371,172
Food and beverage - food truck	289,727	65.1%		289,727	289,727	289,727	289,727	289,727
Banquets	1,611,135	65.8%		1,611,135	1,611,135	1,611,135	1,611,135	1,611,135
Other expenses (plug)	(23,048)	0.0%		(23,048)	(23,048)	(23,048)	(23,048)	(23,048)
<b>Total departmental expenses</b>	<b>\$ 11,992,049</b>	<b>74.7%</b>	<b>\$</b>	<b>11,811,490</b>	<b>11,811,490</b>	<b>11,811,490</b>	<b>11,811,490</b>	<b>11,811,490</b>
<b>UNDISTRIBUTED EXPENSES</b>								
General & administrative	\$ 1,566,059	9.8%	\$	1,566,059	1,566,059	1,566,059	1,566,059	1,566,059
Marketing and promotions	371,074	2.3%		371,074	371,074	371,074	371,074	371,074
Building expenses	1,090,138	6.8%		1,090,138	1,090,138	1,090,138	1,090,138	1,090,138
Facility manager's fee	277,838	1.7%		321,540	321,540	321,540	321,540	321,540
<b>Total undistributed expenses</b>	<b>\$ 3,305,109</b>	<b>20.6%</b>	<b>\$</b>	<b>3,348,811</b>	<b>3,348,811</b>	<b>3,348,811</b>	<b>3,348,811</b>	<b>3,348,811</b>
<b>NET OPERATING CASH FLOW</b>								
	<b>\$ 753,222</b>	<b>4.7%</b>	<b>\$</b>	<b>890,079</b>	<b>890,079</b>	<b>890,079</b>	<b>890,079</b>	<b>890,079</b>
Inflation index - revenues				1,000	1,000	1,000	1,000	1,000
Inflation index - expenses				1,000	1,000	1,000	1,000	1,000
Golf rounds played, total	76,500			76,500	76,500	76,500	76,500	76,500



Baseline Financials

- Decrease golf maintenance expense by 5%, by reducing bunker count and associated maintenance.
- Constant 2022 dollars



**Repurposed Players Course / North of Wash**

There is the potential for repurposing IWGR’s Players course to fully play north of the Wash. The repurposing could be part of a transaction relating to the original Easement Agreement and involving the Renaissance and IWGR’s 17th and 18<sup>th</sup> holes. We are not aware of a specific transaction in discussion, but we understand that a design exploration is underway to show the Players course fully routed on the north side of the Wash.

There are several benefits for IWGR and the City, in repurposing Players course towards this end, including:

- Resident Stakeholders have commented about the unpleasant path from Players Hole 16 across the Wash to the 17th hole. This would be mitigated with full play of Players course north of the Wash. Other Stakeholders commented about the possibility of shortening the Players course and additional changes to increase speed of play. This too can be accomplished.
- Holes 17 and 18 of Player, traverse along portions of the perimeter of the Renaissance Esmeralda hotel. The owner of the Renaissance is interested in making changes to the 1985 Easement Agreement that would recover land contributed to create the current 17th and 18th holes of the Players course. The Renaissance property would be substantially upgraded and expanded with this additional property made available.
- There may be some trading of land by and between the Renaissance and IWGR properties, such that IWGR gets an expanded site adjacent to the clubhouse for expanded parking and possibly driving range acreage.
- Should a trade and financial transaction be accomplished as described above, the City would benefit from significant new construction with likely additional TOT paid to the City.

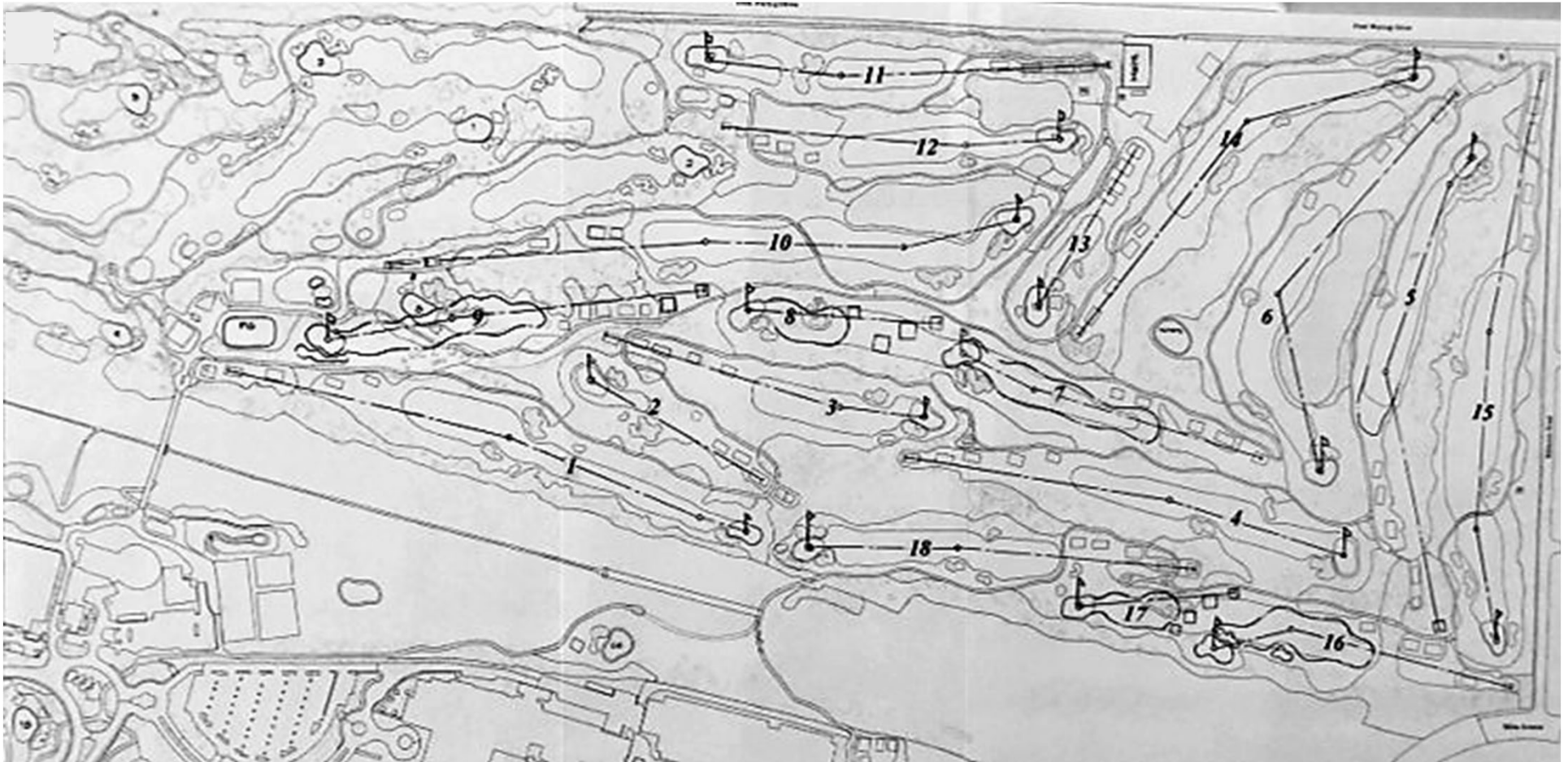
The original land use plan delineated in the Easement Agreement, allows for such repurposing due to the primarily “core course” golf course envelop. A core course without residences flanking fairways, allows for significant flexibility in rerouting.

On the next page, a concept sketch by golf architect Mark Mungeam is included, showing a re-routing of Players course entirely north of the Wash.



*Shown above, the 17<sup>th</sup> and 18<sup>th</sup> holes of Players course, and the “core course” golf course available north of the Wash. The green marks within the Players Course envelop are the locations of existing golf holes.*

Repurposed Players Course / North of Wash



*Shown above: as part of this SAP study, a concept sketch was prepared by SCP team member (and golf architect Mark Mungeam) for re-routing the Players course entirely north of the Wash.*



**Back 9 Comfort Stations**

IWGR should consider placing two comfort stations IWGR, one on the Back 9 of each of the two courses. While it is common for comfort stations to be placed in the vicinity of holes 4-5 and holes 13-14, we suggest introducing the amenity with holes 13-14 on each course.

- We believe comfort stations at IWGR would provide an additional customer touchpoint that signatures the golf experience as rivalling the finest private clubs.
- The comfort stations need not compete with IWGR’s Fairway Grill, and beverage carts, but simply be an extension of the facility’s customer service and comfort sensibilities.
- Comfort stations on golf courses range considerably in what is offered. For IWGR we recommend a small but iconic overhead (shade) structure be placed, with chilled bottled water and fruit. The water and fruit provided gratis, of course.
- These same comfort structures can be staffed and operated as additional concessions during tournaments and group events. During these flex-up times the comfort stations would resemble the fuller offerings of private clubs, where comfort stations sometimes include bartenders, chefs and servers, and prepared food offerings.
- In the same way as tournaments and group events, the offerings at these comfort stations can be upgraded during hot summer days and late day starting times as a customer recognition gesture. Attention to player comfort and free stuff can make for a more satisfied customer.

We note that comfort stations were first introduced by Discovery Land’s Michael Meldman and have become a common feature at upscale resorts and private clubs.



*Shown at left, the Ayla Golf Resort in Aqaba (Jordan) includes on-course architecture that introduces shade structures sculpted with local materials to reflect area desert terrain. Shown above, a food offering at an enclosed comfort station at Ozark National at Big Cedar Lodge.*

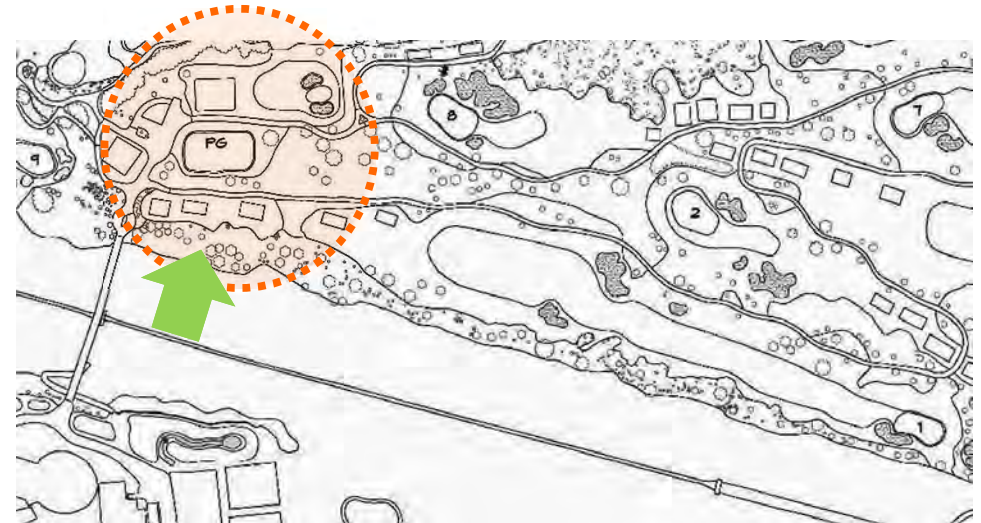


**Expansion of Short-Game Practice Area**

We suggest consideration for development of an expanded short- game practice facility in the area of the current Player course first tee. Practice facilities and Short Game areas provides a casual “alternative” golf offering for golf enthusiasts learn and improve their game. These facilities also provide an experience for golfers with limited time on a particular day.

Many private golf courses in the Coachella Valley have practice areas superior to what is offered at IWGR (Madison Club, Tradition Golf Club, Bighorn Golf Club, etc.) – providing a well-conceived short-game practice area would help IWGR to match what is offered at the best private courses.

- This concept can be pursued as part of an area design study that includes the Event Pavilion, the Fairway Grill, a possible Wash bridge experience, and the potential rerouting of Players course to play entire north of the Wash. This area is highlighted in the diagram at right.
- We believe this expanded / enhanced short-game area, combined with the enhanced primary driving range, can assist in transforming IWGR’s practice facilities to a well-regarded status among golfers.



**Some Practice Area planning factors:**

- **Safety** – provide ample space to provide a margin of error for novice golfers. Have bunkers not in line with other bunkers.
- **Variety** - at a minimum, a practice area should replicate shots that might be required regularly on the course. If space is available, the design should cater to all types of golfers. A great practice facility will emulate the golf course, with target greens that copy those on the golf course(s). Mowing patterns should copy the course with rough, fairway, cut and green length grass cutting definition. Also, ample available grass tee space is a big plus.
- **Beauty** - features should all relate to one another and be cohesive with the landscape.
- **Maintenance** - for consistency, the short game areas should be maintained in the same condition as the rest of the golf course. Green speeds, sand, type, grass, heights, etc. should match the facility’s golf courses.
- **Location** – visibility of the practice area(s) from the clubhouse, is important to encourage use..
- **Space** – the best short game practice areas are typically in the 2-5-acre range.
- **Fun** – practice areas that encourage the golfer to use their imagination and to get lost in the improvement process, are compelling.

**Expansion of Short-Game Practice Area**

Some examples of “best practices” short-game practice facilities include those listed below. IWGR does not have the site area to provide all aspects of some of these examples, but it can offer some of the most appealing aspects.

- **Cabot Citrus Farms** - the practice facility and Practice Park at World Woods Golf Club (soon to reopen as Cabot Citrus Farms after an acquisition and major renovation) in Brookfield, Florida, has been ranked by Golf Magazine as the “Best Practice Facility in the USA.” The practice areas include a 360-degree driving range, and a 2-acre putting course with undulations that simulate the course.
- **Pebble Beach Golf Links** – was renovated in 2014 to include the Pebble Beach Golf Academy and has earned rave reviews. The renovation replaced the old driving range that featured hitting off mats. A 40,000 SF short-game complex offers bunkers, chipping areas and a large putting green, among other facilities.
- **Pinehurst Resort** - expansive practice facility and putting course that support the five main-campus courses.
- **Madison Golf Club** – the practice facility emulates the shots a player would hit on its members’ course.
- **University Facilities** - Numerous universities with golf programs are constructing short game areas for their men’s and women’s teams. Some of the top “university” short game areas are at the University of San Diego, Arizona State, Abilene Christian, Florida State, Iowa State, and the University of the Pacific. Some schools poor weather regions developing indoor short game facilities with artificial turf.



Shown above, a concept drawing for the Pebble Beach Golf Academy and practice area prepared in 2013 as the facility commenced construction. Shown below, a covered hitting bay at Pebble Beach.

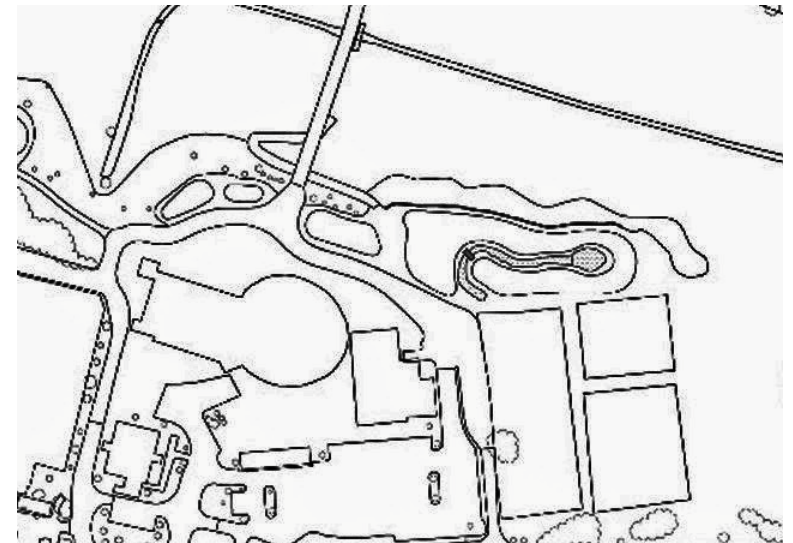




**Expansion of Putting Venue**

An expansion of the putting course should be considered, to 9 holes (perhaps utilizing the putting green for two “holes”) with the some “hazards” and contouring added to make them play more like golf holes.

- The landscape could be formed to create a look somewhere between a miniature golf course and putting green. Instead of “windmills and ponds” there could be mounds and sand bunkers with the intent of creating strategy and interest.
- The holes could be designed to be reversible to enhance the variety and better spread wear and maintenance requirements.
- Most importantly, we would suggest keeping the putting course open through the summer to try to attract hotel patrons who may desire an activity in addition to pools and water slides.





**Promoting the Academy**

The Academy for golf instruction is a terrific way to package and promote the lessons that have been part of IWGR for a long time but never with a significant revenue contribution. We note that Troon Golf offers Bird Golf Academy at Classic Club (Palm Desert), so some thought should be given to differentiate IWGR’s Academy from what is offered at Classic Club (as well as PGA West Golf Academy).

- With its association with the well-regarded Indian Wells Golf Resort, and, supervised by Troon Golf, the program should be particularly well-received by beginner golfers. Among professional golfers, scratch golfers, and the very serious golfer, there are many places for instruction, and the Academy will get some of that business.
- But we believe that there is large opportunity among novices among the huge Southern California drive-in market. Although always a sport of niche interest, there are many young people who are interested in golf and would take lessons, if there were an easy and un intimidating way to learn.

We suggest a dedicated social media channel devoted to young, beginner golfers living in Southern California. As part of this customer segment, we think there is a directly related customer segment selling to parents would like their older children able to play golf socially, as one means of moving along in their careers. Southern California parents are always a reliable source of funding for the betterment of their kids.

The IWGR social media channel should include the channels listed here, at a minimum. Content should be edgy and irreverent, and over time featuring many customers of the Academy. A regional social media influencer could be signed to a short-term contract to get the channel follower counts to an early impressive number.

- TikTok
- Instagram
- YouTube



**The Academy at Indian Wells Golf Resort**

Our certified PGA Professionals are ready to help improve your game.

**THE PROGRAMS**



**T**he Academy at Indian Wells Golf Resort offers a variety of professional instruction to help golfers improve their game. Whether you attend a golf school, clinic, private lesson, or instruction program, the overall goal is help you master multiple skills to enhance your enjoyment on the golf course.

**GOLF SCHOOLS**

Golf schools are designed to create the best pathway to achieve your goals. Instructors stress sound fundamentals to minimize mistakes and improve your skills in a fun and relaxing group environment. One-, two-, and three-day golf schools include lessons, lunch, and 9 holes of instruction on the golf course with a PGA professional. > **BOOK NOW.**

**GOLF CLINICS**

Two types of clinics are held each week at The Academy, offering golfers a hands-on learning experience in a small group setting. Beginner clinics focus on the basics and involve a variety of personal and group drills. Specialty clinics give more experienced players the opportunity to learn advanced shot-making skills. > **BOOK NOW.**

**PRIVATE LESSONS**

During private lessons, PGA certified instructors evaluate your needs to help you accomplish your goals in the game. One-hour private lessons are available for individuals and couples, and there is a three-hour lesson called “The Grind” that includes 9 holes with an instructor – an invaluable experience to help speed up learning. > **BOOK NOW.**

**GREEN ZONE**

Sharpen your chipping and putting and learn to save strokes with the “Green Zone.” A game changer for your short game, the program is designed to help lower the scores of every golfer regardless of skill level. The program was developed by Director of Instruction Eric Solander based on years of research. > **BOOK NOW.**

**Facility Wayfinding as Placemaking Tactic**

We suggest taking a fresh look at wayfinding throughout Indian Wells Golf Resort – from hotel lobbies, parking, to clubhouse entrance.

Wayfinding is an opportunity to enhance a resort experience, simply with the engaging aesthetic of the messaging.

If the wayfinding is effective, it is also an ever-present promotional presence, to explore, to do more, as part of a guest stay. The Disney Decade program (noted at below right) called for fresh effective wayfinding within Walt Disney World resort as one means to encourage on-site discovery.

Some specific ideas:

- Creation design guidelines and brand identity kit, to coordinate a resort-wide look and feel for this wayfinding.
- At the street level, attractive low-rise signage with integrated aesthetic LED panel. LED panels do not have to be bright and garish.
- Within the same design guidelines, placement of wayfinding placards within each hotel lobby indicating walking time to the IWGR Clubhouse. Should golfers need bag pick-up and a quick shuttle over to the Clubhouse, a cart could be summoned from this wayfinding location.

**The Walt Disney World example** - The contribution of wayfinding to the guest experience cannot be overstated. When Michael Eisner assumed leadership of Walt Disney Co., one of his first moves at Walt Disney World was a complete change in its signage and wayfinding – part of his “Disney Decade program.”

His intent was to make the wayfinding match the resort’s guest experience and encourage on-site discovery. Of course, guest experiences also need ongoing refreshing, and this iconic wayfinding system was almost fully replaced in 2022.



*Shown above, an example of IWGR’s wayfinding, in this example one of the major signs at the resort. An experienced graphics design firm could create an integrated wayfinding program that has presence throughout the master-planned resort.*

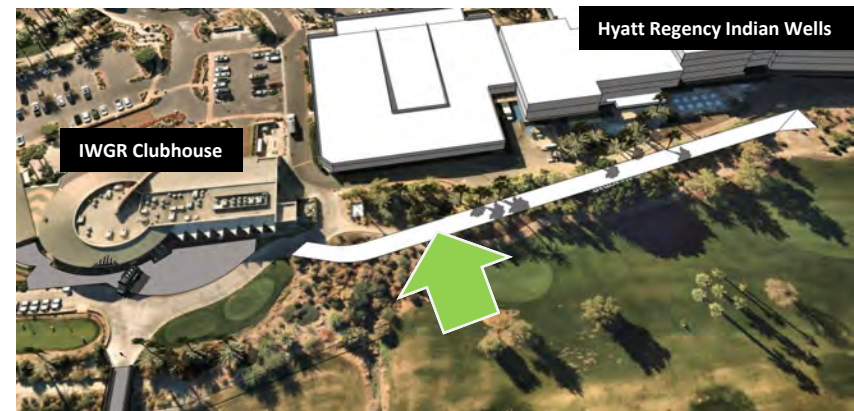


**Enhanced Presence and Pathways for Hotels**

There is a large opportunity to improve the paths and trails at or about IWGR. Although a master-planned resort campus, the pedestrian paths at IWGR are poor or nonexistent.

- The guest path from the Hyatt Regency to the clubhouse current consists of a stroll through a parking garage, and across IWGR clubhouse parking spaces, on to the clubhouse entrance.
- With collaboration with the Hyatt Regency Indian Wells, a more direct walking path could be provided from the north side of the main hotel building, along the Wash, and onto the clubhouse’s north entrance. This new path would be a beautiful one featuring views of golf north of the Wash and would culminate with arrival at the new Stonehaus-style Golf Grill at the Clubhouse ground level.
- The guest path from Renaissance Esmeralda over to the IWGR clubhouse is not clear or inviting. A guest standing at the hotel drop-off would not be aware of the clubhouse unless they were told where it was and where to look. From the hotel’s front entrance there is no wayfinding or path to encourage a stroll over to the clubhouse.
- The problem with paths from the Renaissance can be easily remedied with a rework of the parking areas upon a property swap as part of repurposing of the Players course.
- We reviewed the \$276,242 capital improvements work in the City’s IWGR Sidewalk Improvements project, and believe it begins to address this pathways deficiency. Aligning the sidewalks to be more intuitive and safer, and providing access ramps for ADA compliance, are quite helpful. More can be done, as noted, to improve pathways and related wayfinding to improve the overall “resort campus” experience.

*Shown at upper right, the service road north of the parking structure adjacent to the Hyatt Regency Indian Wells. An actual path could be placed along the north side of this access road, as shown at below right. Shown at middle right, a view from the west edge of the hotel front guest entry, at the Renaissance Esmeralda.*





**Hotel Lobbies & Guestroom Activations**

IWGR should create a promotional “method” for prominent display in each of its five Partner Hotels. This would be helpful no matter which enhancements, if any, are embraced by Stakeholders for the Strategic Asset Plan.

- As more activities are offered at IWGR, the more important these lobby activations will become.
- There are various ways of providing such a promotional activation, including physical freestanding, projected, and wall-mounted approaches.
- There are also augmented reality pop-ups, smartphone QR code triggers, text for sign-up offers, and such. We’d suggest that the displays be Internet-connected, so that “activities of the day,” special offers, and other information can be changed with circumstances.
- As an example, an evening “sensory park” experience that delights with point-source sound, digital projection mapping, lighting effects, and a bit of SFX, could be signaled to the five Partner Hotel lobby activations.
- There is no specific requirement in the Easement Agreement or other agreement, for this kind of cooperation by the City’s five Hotel Partners. But this kind of co-marketing that creates a more compelling overall resort experience would seem to be a win for all concerned.
- We recognize that this kind of lobby activation program, would need to have an adaptive design since each of the Hotel Partners will have space constraints, their own environmental aesthetics, and their own promotions which may take primacy. Early involvement of the hotels in activation design would assure this messaging platform’s effectiveness.



**1,506 guest rooms**  
**3,012 potential guests**  
**1,800 guests on a 60% day**



**Approach Zone & Entry**

IWGR is well-located in its role as a community facility for Indian Wells residents and as an impressive, convenient amenity for the City’s five Partner Hotels.

- The approach and entry to Indian Wells Golf Resort is situated along Highway 111, between Eldorado Drive and Miles Avenue. Fred Waring Drive bounds the north boundary of the resort.
- The intersection at Highway 111 and Indian Wells Lane is signalized and provides the primary highway identity and presence for IWGR. A portion of the clubhouse roofline is visible from this intersection once a turn onto IWGR property is made.



*Shown above and upper right, Highway 111 as it traverses past IWGR’s main entrance, the and ingress/egress point to Indian Wells Golf Resort.*

# ASSET MANAGEMENT



**Appointment of 3<sup>rd</sup>-Party Asset Manager**

We recommend the appointment of a 3<sup>rd</sup>-party Asset Manager to act as owner’s representative on behalf of the City and a new Resident Member’s Committee (as described at right). We believe this will be a more effective and streamlined oversight function than the present Golf Resort Advisory Committee advises the City Council.

- At present, there is no party providing this oversight and advocacy for IWGR. Troon Golf is an excellent facilities manager not unlike a management company such as Ritz-Carlton in the luxury hotel industry. The Ritz-Carlton Hotel Co. (part of Marriott) routinely works with owner asset managers in the fulfillment of its property management role. Property managers handle day to day matters, while asset managers take the strategy and ROI role, among other matters of top owner interest.
- No matter the expertise of Owner, a top asset manager acts as an advocate of Owner’s interest, a role that is helpful in achieving the best results from an asset.
- The owners of substantial assets such as IWGR are routinely represented by professional asset managers that monitor facility manager performance, and analyze facility manager business plans and budgets, monthly financial reports, sales effectiveness, and the like.
- An asset manager takes on the liaison role with the City’s Hotel Partners, assuring that hotels as stakeholders, are heard. Troon Golf as facilities manager, works with the Hotel Partners at a co-marketing and play fulfillment level.
- Asset managers are paid, ultimately, for directing and collaborating with a facilities manager to achieve a bottom-line. In this way, an asset manager is very much responsible for performance.



## Facility Management Agreement

The Troon Facilities Management Agreement was first executed in June 2009 and has been amended five times.

In general, management fee paid to Troon is within industry expectations for facilities management.

Some comments:

- Troon is not being paid enough through the management agreement, to be held financially responsible for poor operating results.
- Our firm’s perspective on facility managers placing “skin in the game” by co-investing in capital improvements, covering operating losses, or otherwise buying in, is that we don’t recommend seeking this relationship with an operator if it creates a long-term binding relationship. If the “skin in the game” includes a financial commitment that does not affect an owner’s rights to terminate the management agreement.
- With a facilities manager, we always prefer seeking the lowest possible base management fee, a fair sharing of EBITDA earnings with a Manager, and an easy termination provision for an owner should EBITDA earnings fail to reach a business plan target. Facility managers work at their best having the ability to earn more than a typical management fee when an owner has also done well, and with the prospect of termination always present.
- Facility owners and asset managers typically have the view that the most important provision of a facilities management agreement is the owner’s right to termination.

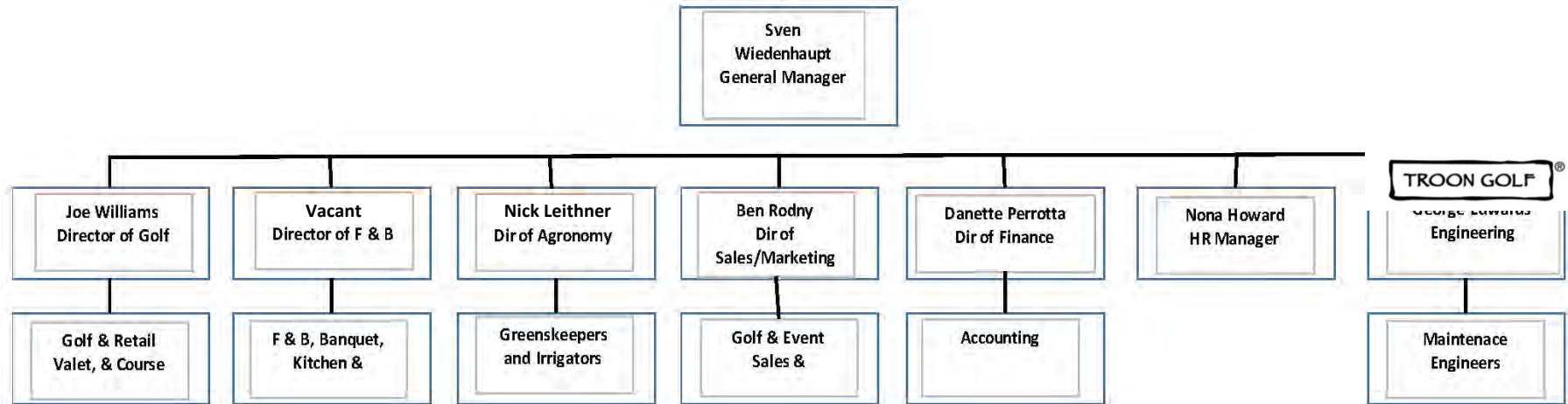
### The Facilities Management Agreement and its Addendums:

- **The Original Agreement including Restaurant Lease and True-Up Agreement (June 1, 2009)** – setting forth termination on May 31, 2012. Annual Base Management Fee of \$260,000, paid in equal monthly installments of \$21,667. In addition to the Annual Base Management Fee, Troon would earn an Annual Incentive Fee of 3.5% of defined Gross Revenues above an agreed minimum revenue base, such Gross Revenues to include Golf and Food & Beverage revenues as defined. The Gross Revenue Minimum for the purpose of the Annual Incentive Fee was set at \$9 million for Golf and \$4 million for Food & Beverage, each to be calculated separately for purpose of incentive fee. No Incentive Fee would be paid where the Golf Resort was losing money.
- **Addendum (First) to Agreement (May 1, 2012)** – setting forth termination extension to May 31, 2014. City in addition, to fund Troon taking of IT services at the Golf Resort.
- **Second Addendum to Agreement (March 21, 2013)** – setting forth extension of term to May 31, 2015.
- **Third Addendum to Agreement (January 1, 2014)** – setting forth extension of term to June 30, 2019. The Annual Base Management Fee was adjusted to \$285,000 per annum, paid in equal monthly installments of \$23,750. Beginning on January 1, 2016, and each January 1 thereafter, the Annual Base Fee to be increased by the lesser of the CPI for the preceding year, or 3%. The Annual Incentive was deleted. Article V of the Agreement was replaced in its entirety. Troon agreed as well to a competitive pricing (most favored nations) provision.
- **Fourth Addendum to Agreement (January 1, 2019)** – setting forth extension of term to June 1, 2022.
- **Fifth Addendum to Agreement (May 5, 2020)** – setting forth extension of term to June 1, 2024. This amendment also called for the deferment of Base Fee payments for months June through September of each fiscal year, and then paid out in eight equal installments during the months of October through May. A CPI Increase was waived for the 2021 Fiscal Year, with CPI increase to resume on January 1, 2022.

**Troon Organization at IWGR**

The Troon Golf organization makes sense for the current business as now operated. Should IWGR F&B adapt to some of the suggestions herein, the organization would adapt as well.

We believe that the IWGR Marketing budget should be increased to at least 3% of gross facility sales, with much of that in staff (versus program) costs. That suggestion would impact this organization chart as well.





## IWGR Hotel Partners

The Indian Wells Golf Resort was established to provide an amenity sufficient to encourage the development of two major convention hotels to be directly associated with the golf facility. An Easement Agreement (April 1985) provided for the contribution of real property, easements, development envelopes, and golf-related polices pertaining to the two hotels and two golf courses.

Hotel Partner that are a party to the Easement Agreement, include:

- *Hyatt Regency Indian Wells Resort & Spa* – first established in 1986. The Hyatt’s current owner is the successor to Desert Horizon, Inc. and GSH Limited, parties to the original 1985 Easement Agreement. In September 2020, the HyTides Plunge Waterpark and Desert Twist Lazy River, opened at the hotel. Prior to its recent change in ownership, the hotel changed hands in November 2018 with Grand Champion LLC selling to Hyatt Corporation. The hotel first opened as the Grand Champions Resort.
- *Renaissance Esmeralda Resort & Spa* – The hotel’s current owner is the successor to Daon Corporation and Stouffer Investment Corporation, who together were a party to the original 1985 Easement Agreement. The hotel first opened in 1989 as the Stouffer Esmeralda Resort.

Other Hotel Partners include:

- *Miramonte Indian Wells Resort & Spa* – the 11-acre property was first established in 1963 with an Asian themed design as the Erawan Gardens hotel. The Miramonte’s owner is not a party to the 1985 Easement Agreement but is certainly an interested party to Indian Wells Golf Resort.
- *Indian Wells Resort Hotel* – first established in 1962. The hotel’s owner is not a party to the 1985 Easement Agreement but is certainly an interested party to Indian Wells Golf Resort.
- *Sands Hotel & Spa* – was first established in the late 1950’s. The 46-room hotel was redesigned and repurposed in 2018, with interior design by Martyn Lawrence Bullard. As with the Miramonte and Indian Wells Resort Hotel, the Sands Hotel is not a party the 1985 Easement Agreement.

### Meeting and Event Space

IWGR Hotel Partners accommodate groups for their MICE events (meetings, incentives, conferences, and exhibitions), in addition to accommodating their FIT’s (free and independent travelers) guests. In fact, the facilities program for the two hotels developed pursuant to the 1985 Easement, assumed a significant portion of business from groups.

The Pandemic caused a virtual cessation of group business for hotels. The hotel industry watches now for recovery in group travel. The rise in videoconferencing during the Pandemic is a factor that may impact the nature of future group travel.

Meeting Space at Partner Hotels					
	Hyatt Regency	Renaissance Esmeralda	Miramonte	Indian Wells Resort	Sands Hotel
Indoor Space - SF	37,626	53,291	15,983	6,120	700
Largest Space - SF	20,000	18,392	6,000	4,800	--
Notes / comments	Includes space in Mezzanine and Conference Center. Does not include indoor pre-function space and outside terraces.	Includes Esmeralda, Crystal, and Valencia ballrooms, and meeting rooms. Does not include lawn and pre-function.	Includes Upper Level, Lobby, and Mesquite ballroom. Excludes pre-function and outside terraces.	Includes Ballroom, Rooms 3 and 4, and Club 100.	

Note - each IWGR Partner Hotel has additional outdoor meeting space available to groups. As explained in the table, the indoor space SF shown excludes pre-function space including terraces and lawns. Source: Cvent, Inc., Partner Hotel websites, StoneCreek Partners, LLC

Rooms Etc. at Partner Hotels					
	Hyatt Regency	Renaissance Esmeralda	Miramonte	Indian Wells Resort	Sands Hotel
Guest rooms	530	560	215	155	46
Spa / Wellness	Agua Serena Spa	Spa Esmeralda	The WELL Spa	n/a	The Sands Spa
Water features	“Water park” added in 2020.	Beautiful resort-style pool.	Hollywood-style gathering pool.	Well-sized resort pool.	Hollywood-style gathering pool.

Source: Cvent, Inc., Partner Hotel websites, StoneCreek Partners, LLC



**IWGR and Hotel Partners – Business Area Overlap**

Miramonte	Renaissance Esmeralda	Hyatt	IWGR
Overnight Accomodations 215 rooms	Overnight Accomodations 560 rooms	Overnight Accomodations 530 rooms, including 43 villas and 35 suites	
			Golf
			Scenic Open Space
Food & Beverage	Food & Beverage	Food & Beverage	Food & Beverage
Meetings - 35,000 SF	Meetings – 61,000 SF	Meetings - 37,626 SF	Meetings
Banquets	Banquets	Banquets	Banquets
The WELL Spa	Spa Esmeralda	Agua Serena Spa	
Fitness Center	Fitness Center	Fitness Center	
		HyTides Waterpark 88,000 SF of flexible indoor and outdoor event space HyTides Waterpark with two 30 ft dueling slides and a 450 ft lazy river	Golf Lessons / Retail
			Shots in the Night

We note that each of the Partner Hotels is under relatively new ownership, so that facility programs noted here may be modified in the near future.

One objective for ongoing IWGR business planning may be the avoidance of business overlap with the City’s Partner Hotels. Any business opportunities placed with the Partner Hotels, earns the City the TOT payment. If the same opportunity is pursued by IWGR, IWGR must earn the EBITDA to match or exceed the foregone TOT payment.



# FACILITY REVIEW

SCP and this team are aware of the quality of the subject facilities which include two championship golf courses, as first established by parties to the 1985 Easement Agreement which established the Indian Wells Golf Resort.

The golf facility, then called the Golf Resort at Indian Wells, was first established in 1986 with two 18-hole courses (designed by golf architect Ted Robinson. The courses were named simply, the East Course and the West Course.

The IWGR facility consists of the Players and Celebrity courses, driving range, and clubhouse. The two courses are of a “core course” configuration but requires golfers to cross the Wash as part of their play experience.

- **Players Course** - the John Fought-designed Players course opened a year after the Celebrity course, in November 2007. The golf resort facility itself was renamed the Indian Wells Golf Resort in 2007 with the opening of this course.
- **Celebrity Course** - The Celebrity course was designed by Clive Clark and opened in November 2006.

	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>
<i>Percentage of green fees</i>					
Green fees - residents w/guests	18.1%	17.3%	17.9%	20.5%	15.6%
Green fees - prime players	22.2%	22.5%	28.0%	43.7%	39.4%
Green fees - tournaments	25.8%	25.0%	19.3%	12.1%	24.3%
Green fees - wholesaler and special	14.2%	17.2%	17.1%	16.7%	9.7%
Green fees - PGA	1.8%	1.9%	1.5%	2.0%	1.3%
Green fees - resort guest	10.7%	9.2%	8.5%	0.0%	0.0%
Green fees - Troon programs	2.7%	3.4%	5.1%	4.5%	4.4%
Green fees - all other rounds	4.6%	3.5%	2.6%	0.5%	5.2%
Green fees - totals	100.0%	100.0%	100.0%	100.0%	100.0%
<i>Percentage of rounds played</i>					
Rounds - residents w/ guests	30.1%	29.3%	30.4%	38.1%	30.0%
Rounds - prime players	18.5%	18.1%	22.3%	29.6%	25.5%
Rounds - tournaments	20.1%	20.9%	15.9%	11.7%	22.6%
Rounds - wholesaler and special	12.8%	15.0%	14.8%	11.5%	7.0%
Rounds - PGA	3.5%	3.1%	2.6%	2.9%	2.6%
Rounds - resort guest	6.5%	6.0%	5.4%	0.0%	0.0%
Rounds - Troon programs	1.8%	2.8%	4.7%	3.7%	4.3%
Rounds - all other play	6.7%	4.7%	3.9%	2.5%	8.1%
Green fees totals	100.0%	100.0%	100.0%	100.0%	100.0%

	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>
Green fees - residents w/guests	\$ 1,129,940	1,104,111	873,733	1,101,755	1,251,892
Green fees - prime players	1,389,116	1,430,690	1,361,482	2,345,253	3,151,484
Green fees - tournaments	1,610,940	1,589,421	937,240	650,706	1,945,344
Green fees - wholesaler and special	885,725	1,092,893	832,996	899,086	773,443
Green fees - PGA	113,521	122,107	73,497	106,820	107,691
Green fees - resort guest	666,296	587,647	413,104	-	-
Green fees - Troon programs	165,986	215,402	248,329	244,106	354,387
Green fees - all other rounds	286,626	224,691	127,815	25,095	417,308
<b>Total golf revenue, b/4 resident amenity</b>	<b>\$ 6,248,152</b>	<b>6,366,961</b>	<b>4,868,197</b>	<b>5,372,821</b>	<b>8,001,549</b>
Rounds - residents w/ guests	22,525	21,891	17,132	23,378	22,942
Rounds - prime players	13,871	13,469	12,586	18,209	19,482
Rounds - tournaments	15,051	15,623	8,984	7,195	17,273
Rounds - wholesaler and special	9,597	11,210	8,372	7,072	5,385
Rounds - PGA	2,584	2,346	1,440	1,778	1,976
Rounds - resort guest	4,829	4,461	3,029	-	-
Rounds - Troon programs	1,384	2,120	2,652	2,275	3,264
Rounds - all other play	4,987	3,469	2,207	1,523	6,178
<b>Total golf rounds played</b>	<b>74,828</b>	<b>74,589</b>	<b>56,402</b>	<b>61,430</b>	<b>76,500</b>
ARR - residents w/ guests	\$ 50.16	50.44	51.00	47.13	54.57
ARR - prime players	100.15	106.22	108.17	128.80	161.76
ARR - tournaments	107.03	101.74	104.32	90.44	112.62
ARR - wholesaler and special	92.29	97.49	99.50	127.13	143.63
ARR - PGA	43.93	52.05	51.04	60.08	54.50
ARR - resort guest	137.98	131.73	136.38	-	-
ARR - Troon programs	119.93	101.60	93.64	107.30	108.57
ARR - all other play	57.47	64.77	57.91	16.48	67.55
ARR - Total golf rounds played	\$ <b>83.50</b>	<b>85.36</b>	<b>86.31</b>	<b>87.46</b>	<b>104.60</b>
ARR - Increase over prior year		2.2%	3.4%	4.7%	25.3%



## Field Notes - the Celebrity Course Experience

- Despite the abundance of sand bunkers (103 total), the Celebrity Course is fun to play. The play areas are generally wider and the green complexes more receptive than the Player Course. Wayward shots tend to be collected and kicked back into play rather than being repelled.
- A negative aspect of the course is the lack of variation in hole length and par. The majority of 18-hole courses have a par of 72 with 10 par-4's, 4 par-5's and 4-par-3's. The Celebrity Course is unique in that it has 14 par-4's and only 2 par-3's and 2 par-5's. This isn't an issue except that par-3's are generally the most popular hole to play and having only two makes the course less appealing, especially for outings where there is a "closest to the pin prize" at each short hole.
- The **bunkering is overdone on the Celebrity Course**. The number of bunkers varies greatly on courses, but the average number is about 50-60 per 18-holes. We found the back bunkers to be way overdone. Many could be removed (or made smaller) without negatively impacting the beauty of the layout. There are also too many fairway bunkers, especially those that are 30-80 yards from the green. These bunkers rarely come into play for the good player and severely penalize the average resort user. All bunkers are expensive to build and maintain. This is certainly the case for the steep sloped, high sand faces designed here. Examples of "approach" bunkers that could be eliminated are those on Holes 1, 2, 3 & 7 on the front nine. Fewer bunkers would reduce maintenance costs and we believe that thirty or so bunkers could be removed from this course without negatively impacting its beauty or strategic interest.
- The Celebrity Course finishes closer to the Clubhouse than the Player Course and the 10th tee situated next to the clubhouse provides more opportunity for nine-hole rounds. It has a much better circulation than the Player Course, which is mostly on the north side of the dry wash.
- The Celebrity Course includes wonderful water features and waterfalls. We question the position of the stream feature on Hole 6 as the water restricts access from the cart path to the green to a single location at the back, and its position to the right of the green makes it a difficult hazard for the average player who slices the ball.
- The green complexes have nice variety. Even though there are too many par-4's, each hole looks and plays differently.



*Shown above: The 16th hole at Celebrity an example of the beauty and challenge of the course.*

**Field Notes - the Celebrity Course Experience** (continued)

- While there are several locations where tees and greens are close together (such as 12 tee to 13 green and 14 tee to 15 green), the grading and landscaping create a nice separation.
- We found the Celebrity Course to be more receptive to the average golfer than the Player Course. The 15th green is an example, with slopes adjacent to the putting surface that collect shots and kick them toward the putting surface.
- In this location, golf courses are planted with Bermuda grass that can withstand the extremely hot conditions, but Bermuda grass goes dormant and turns brown in the late fall and winter. To retain the green color, most courses overseed with rye grass or use colorants to paint the brown turf green. The Director of Agronomy uses different strategies for the two courses. The Celebrity Course is completely overseeded, whereas on the Player Course, only the tee surfaces, fairways and greens are overseeded and the roughs are allowed to stay brown. It is more expensive to overseed the roughs than not.



*Shown above: the 15<sup>th</sup> green at the Celebrity course is more receptive to the average golfer than the Player course, with slopes adjacent to the putting surface that collect shots and kick them toward the putting surface. Shown below: Hole 5 is a good example of the dramatic bunkering on the Celebrity course.*



## Field Notes - the Players Course Experience

- The hole routing of the Player Course has the 8th green, and 9th tee near the Pavilion. Most new courses have “returning nines” (with 9th green and 10th tee near clubhouse) to enable play to be started on both nines or for players to only play nine holes if desired. Not having returning nines is a weakness in this layout.
- We found the first two holes of the Player Course to be overly challenging for the average user. The first is a medium length par-5 that parallels the dry wash on the right. As most players tend to “slice” their shots, this hole location puts the wash very much into play. To shift play away from the wash area slope, a lot of landscaping was planted on the right side of the hole. The plant material has become overgrown making the right side of the hole unplayable. The hole is further made difficult by a large, deep bunker on the left side of the landing zone. With a fairway that slopes sharply to the left, this bunker occupies the position most players would like to land their tee shot. Hit your tee shot right and it’s a lost ball. Hit it left and risk being in a deep bunker. Most golf architects try to ease the player into their round with a few easy holes. The Player course asks you to hit your best shot off the first tee. Once past the tee shot, the hole becomes more playable, and fair.
- The tee shot on Hole 1 has the dry wash to the right and deep bunker directly in front of the player. The left to right slope of the fairway requires that tee shots be played toward the bunker. Landscaping on the right side of the hole is overgrown and results in many lost balls.
- Another golf design “rule of thumb” is to start play with a series of medium length par-4’s and medium/long par-5’s and not have a par-3 hole prior to the 4th hole because par-3 holes are slower to play and having one early in the round will cause a delay.
- Based on our observations, consideration should be given to making these first two hole more playable with less penal hazards.
- While the Player’s Course is more challenging, which is fine, there are places on the course that aren’t receptive to the average player. A course should strive to be challenging for good players but playable and fun for those less skilled ... especially at a resort, where you will get both clients. The Player Course is beautiful, but we think it could be more fun to play.



*Shown here: The Hole 2 Player course Tee shot, noting the lack of visibility of the putting surface.*



### Field Notes - the Players Course Experience (continued)

- The Player Course currently has 67 sand bunkers. The bunkering is similar in style/appearance to the Celebrity Course. There are about 40 fewer bunkers than the Celebrity Course, and these bunkers can be raked with a mechanical trap rake, which is less costly to maintain. The bunkers appear to have a fabric liner material.
- Based on our review, we feel that there are more bunkers than necessary on this course and that several could be eliminated without changing the character of the course.
- Along with some elimination, consideration should be given to softening some of the fairway bunkers (there are several that are 5-7 FT deep) and changing the style to a traditional simple shape with grass faces, less sand flash and easier to enter and exit. A classic bunker style would blend well with the square-cornered tee boxes and provide differentiation from the Celebrity Course. The classic designs of the golden age of golf design are very popular so a tweak to the bunkering style could work well.
- The shortest set of markers (Red) plays to 5,108 yards. When combined with the difficulty of the features and the age of the players, this may be too long for many women and beginners. There are already 7 markers, so we would not want to add another, but there should be some additional tees established that allow the course to be shortened to about 4,700 yards. We would move the Red markers to these tees, eliminate the current Red marker length from the scorecard, but have a “blended” tee distance of about 5,200 yards that utilizes some of the “Red” tees and some of the “Green” tees.
- An evaluation should be made of the sandy waste areas and landscaping and its impact on playability and speed of play. We think the volume of plant material may be overdone and has contributed to the difficulty of the course. We noticed several areas where the landscaping was recently cut back (Hole 18 being the best example) and other areas where mulch has been added that covers the waste areas. We noticed that the Capital Cost file provided by the City has a line item for new drip irrigation and mulching of the sandy waste areas. The Club should seek to determine the least costly and most sustainable treatment/maintenance practices for these “out of play” areas. We have concerns about the addition of mulch because the annual replenishment can be time consuming and expensive, although that is our experience elsewhere in the U.S. it may not require replenishment as frequently in the desert.



**Driving Range & Putting Facility / Shots in the Night**

IWGR’s main driving range and putting venue are situated in an excellent location, just outside the pro shop and adjacent to the cart barn.

During daylight hours golfers hit in an east/northeast direction which is not ideal for morning use but workable considering that the primary golf season is winter when the sun is rising in the southeastern sky.

During evening hours, the driving range is lit, operates with Top Tracer technology, and has comfortable seating at each driving bay intended for comfortable group use.

- From our original fieldwork - the grass teeing ground was about 220 FT wide by 180 FT deep. The depth is important to rotation of play. A deep tee allows the turf to fully recover before the tee shifts back to starting location. The tee area was recently renovated to eliminate a change in elevation and expand the surface area to the front.
- There is a row of synthetic turf along the back of the tee with about 20 stations. The synthetic turf (known as Turf Hound) is used to reduce the wear on the real grass tee and is a better surface for IWGR’s night activities.

We note that at the time of our original fieldwork, the issue with the driving range was that it did not match the topnotch caliber of IWGR’s golf courses.



*Shown at top above: the driving range at Indian Wells Golf Resort, as it recently improved with Top Tracer technology. Shown at right, the existing 9-hole putting venue adjacent to the IWGR clubhouse situated on just under an acre. At left, the IWGR Food Truck parked adjacent to the driving range during evening hours.*



**Driving Range & Putting Facility / Shots in the Night**

We like what we read about the improvements made to the driving range over the last year, since our primary fieldwork for this SAP study. We understand that the range now includes 17 bays, each with seating for six guests. We note that we have not observed the new driving range in person, as now configured.

*Some comments:*

- The driving range as now improved has a “look and feel,” and F&B service, that evoke a TopGolf kind of place. That’s terrific. As lit and with the activity at or about the range, putting venue, and food truck, IWGR hotel guests and other visitors to IWGR at night will appreciate the palpable “busy energy.”
- There is a concept in the destination attractions industry about the “critical mass” of a facility’s offerings. A difficult concept to define exactly but we all know it when we visit a facility that does have a critical mass of activities. We believe that the driving range enhancements have addressed a missing aspect of the grounds outside the clubhouse and have progressed the overall facility into more of a “resort village” sensibility – which we believe is important to IWGR’s future.
- Utilizing Toptracer’s technology adds a cutting-edge aspect to the improvements, and a fun feature for golfers of all skill level.
- The addition of the (200 by 45 FT) overhead structure adds a sense of destination to the IWGR clubhouse grounds. This helps towards creating a “resort village” sensibility for IWGR as we have discussed (see the Opportunities / No Interest section in the Appendix).
- We believe this new trajectory for the driving range will call for steady organic improvements as the improved facility is used. We would expect that social experience and group bookings potential will drive next enhancements here.
- The fact that the overhead structure supports an installed solar panel array, makes for a great marketing story.
- We recognize that the experimentation allowed with the Shots in the Night program, helped to yield these current improvements. An important lesson in allowing such exploration of new ideas.



*Shown above: The aerial drone footage taken by Golf Property Analysts in 2021 did not include the dramatic improvement to the driving range. Shown at top above, a photo from local press coverage about the improved driving range.*



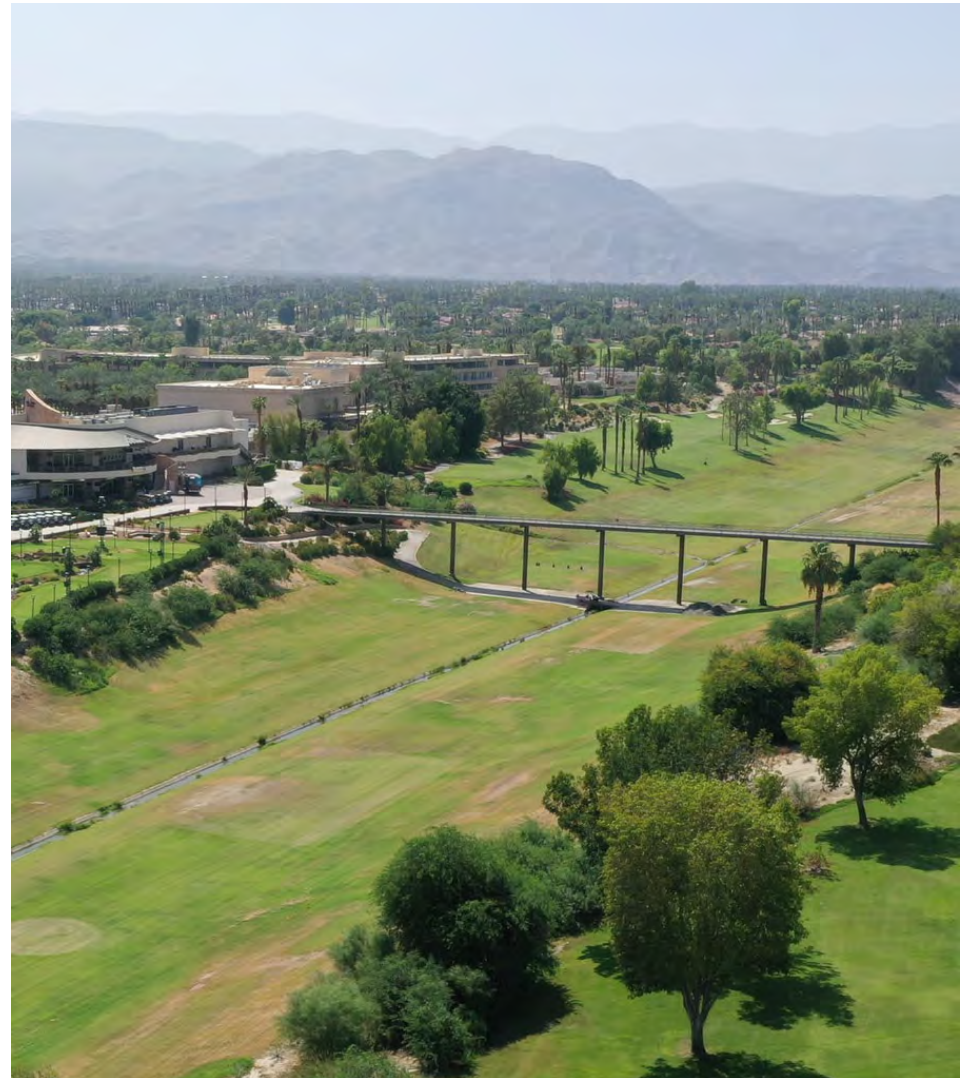
**Alternate Driving Range**

---

Indian Wells Golf Resort also makes use of an alternate range in the Wash with tees located under the Wash bridge. The alternate range is used when the primary range is being worked on and as an overflow area.

Tees on both sides of the Wash bridge allow golfers to hit in either direction (east or west). Due to the tee location being a wash, the alternate range does not receive the level of maintenance as the primary range.

We suggest that the aesthetics here can be improved with fine shaping and mowing lines.



*Shown here, the alternate driving range location under the Wash bridge.*

**Short-Game Practice and Putting**

There are two short-game practice areas with chipping greens. One is located at the back of the primary practice range, and the other is adjacent to the larger putting green next to the Pavilion.

The larger short-game area at the range occupies an area of about 27,000 SF and includes a practice bunker and fairway area around the approximately 4,000 SF green.

At the larger putting green near the first tees, there is a small chipping green for warm-up use only.

*Putting Greens:*

- There is a small, 2,200 SF green adjacent to the clubhouse and a larger 9,100 SF green in front of the Event Pavilion (across the Wash bridge from the clubhouse). There is also the putting course used for “Shots in the Night,” with 7 greens (holes) of about 1,500 SF each.
- We feel that the location and size of the putting greens is good. The larger green is appropriately located near the first tee area and the smaller green can be used by those waiting to start their round.



*Shown at top above: the larger 9,100 SF putting green next to the Event Pavilion. Shown below, the short-game practice at the far end of the primary driving range.*



**The Bridge**

The bridge over the Wash that bisects IWGR is a major aspect of the golf and Event Pavilion event experience. The bridge structure itself is about 400 feet in length and has a posted weight limit of 2 tons. There is an emergency vehicle access problem when events are in progress at the Events Pavilion.

IWGR operates with several permits granted by the Coachella Valley Water District, concerning Whitewater River Stormwater Channel (the “Channel”). The permits concern the operation of the golf courses, two drop structures, and maintenance responsibilities. The permits have no term and are cancellable upon 30-day’s notice.

We explored an option to allow emergency vehicle and event guest access from the north side of IWGR, at an entry point along Fred Waring Drive. The idea is included among those in this report’s appendix, among Opportunities that were not of interest to Stakeholders.



*Shown at left and above, various views of the Wash bridge and the Whitewater River Stormwater Channel.*





**FISCAL YEAR RESULTS for FY 2018 through 2022**

Indian Wells Golf Resort

SCP line item:

**2064** Departmental expense, golf maintenance

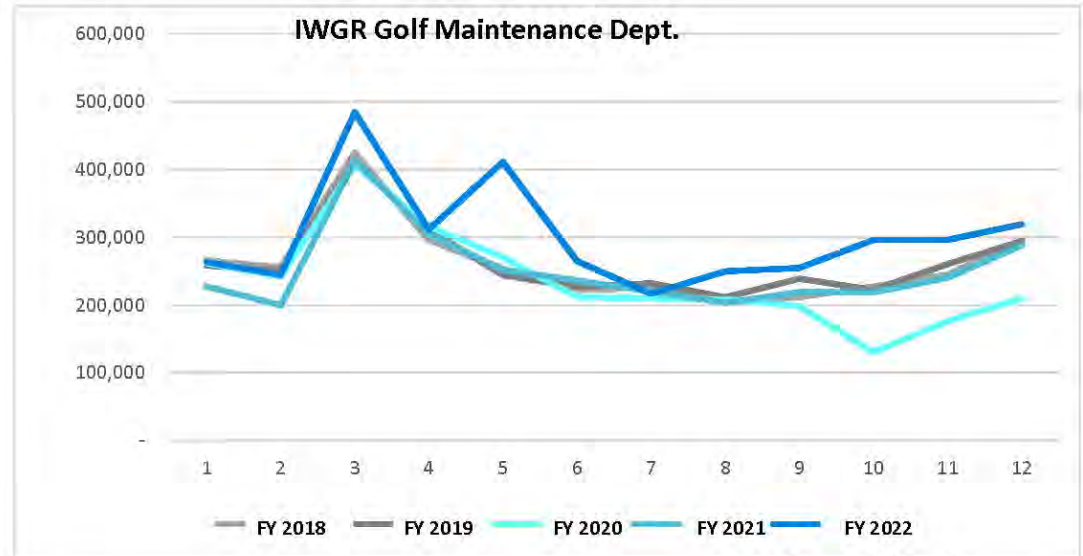
**Top Month**

FY 2018	424,366	September
FY 2019	410,472	September
FY 2020	407,058	September
FY 2021	412,782	September
FY 2022	484,353	September

**1698** Compare to: Total golf revenue, b/4 resident amenity

Note - operating results for 2016 were not collected for this review.

Shown below: IWGR Golf Maintenance Dept.



	<u>Jul</u>	<u>Aug</u>	<u>Sept</u>	<u>Oct</u>	<u>Nov</u>	<u>Dec</u>	<u>Jan</u>	<u>Feb</u>	<u>Mar</u>	<u>Apr</u>	<u>May</u>	<u>Jun</u>	<u>Dept Exp</u> Annual	<u>Golf Dept Rev</u> Annual	%
	1	2	3	4	5	6	7	8	9	10	11	12			
FY 2017	-	-	-	-	-	-	210,899	211,654	216,197	229,318	228,384	268,428	1,364,880	3,955,617	
FY 2018	265,622	255,165	424,366	295,760	253,401	222,503	224,689	204,156	211,619	227,361	244,678	295,599	3,124,919	6,248,152	50.0%
FY 2019	258,131	251,071	410,472	311,394	243,978	226,061	231,998	211,190	238,757	222,048	260,197	294,119	3,159,415	6,366,961	49.6%
FY 2020	261,888	242,078	407,058	316,164	270,300	211,722	209,655	208,525	198,040	130,144	175,875	209,808	2,841,259	4,868,197	58.4%
FY 2021	227,351	199,629	412,782	305,087	251,741	235,997	219,841	203,391	218,725	218,720	239,962	288,121	3,021,347	5,372,821	56.2%
FY 2022	263,333	244,418	484,353	311,662	410,854	264,490	216,469	249,683	254,521	296,120	296,110	319,164	3,611,177	8,001,549	45.1%
FY 2023	273,402	318,599	623,896	435,153	-	-	-	-	-	-	-	-	1,651,051	1,250,514	132.0%

**Departmental expense, golf maintenance - Historic Monthly Pattern %:**

2017	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	15.5%	15.5%	15.8%	16.8%	16.7%	19.7%	100.0%
2018	8.5%	8.2%	13.6%	9.5%	8.1%	7.1%	7.2%	6.5%	6.8%	7.3%	7.8%	9.5%	100.0%
2019	8.2%	7.9%	13.0%	9.9%	7.7%	7.2%	7.3%	6.7%	7.6%	7.0%	8.2%	9.3%	100.0%
2020	9.2%	8.5%	14.3%	11.1%	9.5%	7.5%	7.4%	7.3%	7.0%	4.6%	6.2%	7.4%	100.0%
2021	7.5%	6.6%	13.7%	10.1%	8.3%	7.8%	7.3%	6.7%	7.2%	7.2%	7.9%	9.5%	100.0%
2022	7.3%	6.8%	13.4%	8.6%	11.4%	7.3%	6.0%	6.9%	7.0%	8.2%	8.2%	8.8%	100.0%

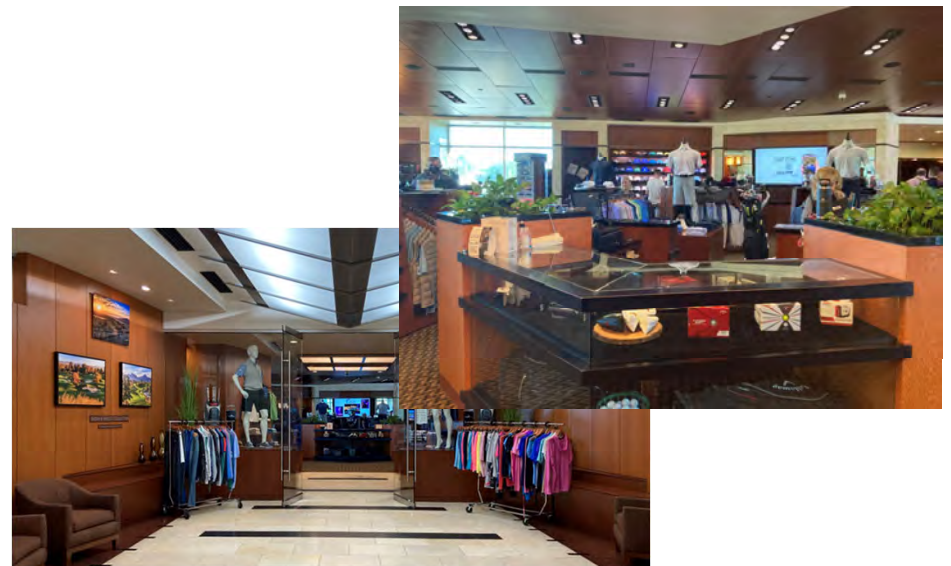
## IWGR Retail Department

The IWGR pro shop is located off to the right, at the main entry to the clubhouse. Stakeholder comments were generally quite positive about the pro shop, including the layout, merchandise, staff, and knowledge of the team there.

The retail space includes about 6,587 SF.

The exhibit on the following page summarizes Retail Dept. gross revenue compared to Golf Rounds revenue.

The exhibit includes monthly information and fiscal year totals for the period of FY 2018 through 2022, as well as partial years for FY 2017 and FY 2023 to-date. Our information collection started with the 2017 calendar year.



**FISCAL YEAR RESULTS for FY 2018 through 2022**

Indian Wells Golf Resort

SCP line item:

**2110 Department revenue - merchandise**

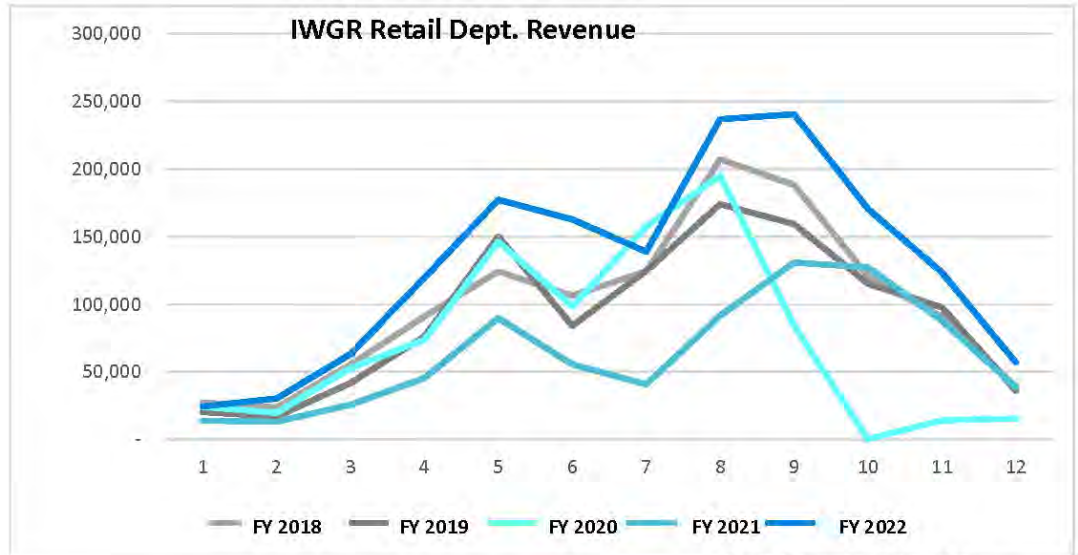
**Top Month**

FY 2018	207,186	February
FY 2019	173,995	February
FY 2020	194,969	February
FY 2021	130,800	March
FY 2022	240,530	March

**1698 Compare to: Total golf revenue, b/4 resident amenity**

Note - operating results for 2016 were not collected for this review.

Shown below: IWGR Retail Dept. Revenue



	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Retail Rev Annual	Golf Dept Rev Annual	%
	1	2	3	4	5	6	7	8	9	10	11	12			
FY 2017	-	-	-	-	-	-	111,216	210,716	204,478	123,416	79,539	42,427	771,792	3,955,617	
FY 2018	27,375	23,575	55,449	90,957	124,269	106,387	124,210	207,186	188,280	120,733	90,636	38,849	1,197,906	6,248,152	19.2%
FY 2019	20,338	16,888	41,763	76,078	150,084	84,078	124,759	173,995	159,354	115,213	97,596	36,057	1,096,203	6,366,961	17.2%
FY 2020	24,164	19,640	52,808	73,813	146,135	98,475	157,525	194,969	84,233	284	14,248	15,551	881,847	4,868,197	18.1%
FY 2021	14,004	13,119	25,691	45,412	89,732	55,527	40,773	91,659	130,800	127,319	87,917	38,439	760,393	5,372,821	14.2%
FY 2022	24,404	30,378	63,199	119,499	177,336	162,694	138,797	236,872	240,530	170,522	123,442	56,922	1,544,595	8,001,549	19.3%
FY 2023	37,128	36,674	63,813	133,569	-	-	-	-	-	-	-	-	271,184	1,250,514	21.7%

**Department revenue - merchandise - Historic Monthly Pattern %:**

	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	
	1	2	3	4	5	6	7	8	9	10	11	12	
2017	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	14.4%	27.3%	26.5%	16.0%	10.3%	5.5%	100.0%
2018	2.3%	2.0%	4.6%	7.6%	10.4%	8.9%	10.4%	17.3%	15.7%	10.1%	7.6%	3.2%	100.0%
2019	1.9%	1.5%	3.8%	6.9%	13.7%	7.7%	11.4%	15.9%	14.5%	10.5%	8.9%	3.3%	100.0%
2020	2.7%	2.2%	6.0%	8.4%	16.6%	11.2%	17.9%	22.1%	9.6%	0.0%	1.6%	1.8%	100.0%
2021	1.8%	1.7%	3.4%	6.0%	11.8%	7.3%	5.4%	12.1%	17.2%	16.7%	11.6%	5.1%	100.0%
2022	1.6%	2.0%	4.1%	7.7%	11.5%	10.5%	9.0%	15.3%	15.6%	11.0%	8.0%	3.7%	100.0%



## IWGR Vue Restaurant & Bar

The Vue is situated on the 2<sup>nd</sup> floor of the clubhouse. The restaurant includes two large terraces, one facing north and one of the terraces facing south. Each of the terraces are large, making table placement relatively straight-forward.

Total space at this 2<sup>nd</sup> level is about 18,267 SF, including meeting space. We note that operating a 2nd floor restaurant that requires elevator or spiral staircase access, is a difficult proposition.

In terms of gross revenue using metrics such as revenue per golf round, The VUE does well compared to other golf restaurants. But The VUE aspires to be more than just a golf restaurant and from that perspective the venue underperforms compared to area restaurants.

Some examples of top line results for nearby restaurants are noted here. According to Data Axle and ESRI database services, area restaurants are generally performing in this range (as at Q3 2022):

Cheesecake Factory	\$7,685,000
Yard House Rancho Mirage	\$6,148,000
La Quinta Cliffhouse	\$3,331,000
PF Chang’s Rancho Mirage	\$5,124,000
Okura Robata Grill & Sushi Bar	\$2,050,000

Boutique dinner house restaurants generally perform at the median or below compared to these examples.

The exhibit on the following page summarizes VUE departmental gross revenue compared to Golf Rounds revenue.

The exhibit includes monthly information and fiscal year totals for the period of FY 2018 through 2022, as well as partial years for FY 2017 and FY 2023 to-date. Our information collection started with the 2017 calendar year.

**FISCAL YEAR RESULTS for FY 2018 through 2022**

Indian Wells Golf Resort

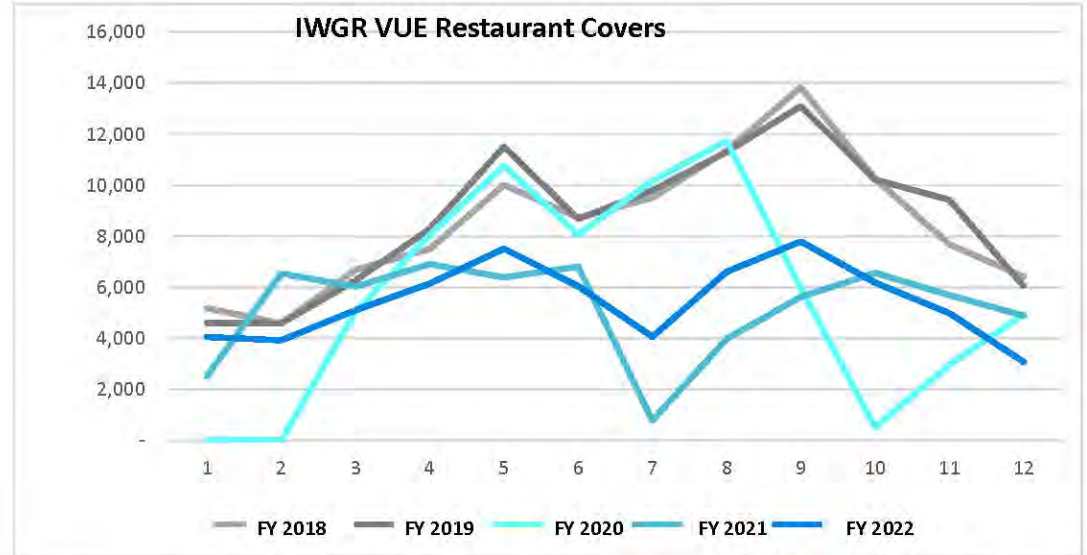
SCP line item:  
**2180** **Vue covers, total**

	<u>Top Month</u>	
FY 2018	13,833	March
FY 2019	13,098	March
FY 2020	11,746	February
FY 2021	6,912	October
FY 2022	7,794	March

**2212** Compare to: **Total food and beverage revenue, VUE**

Note - operating results for 2016 were not collected for this review.

Shown below: IWGR VUE Restaurant Covers



													<u>VUE Covers</u>		<u>Vue Revenue</u>	
	<u>Jul</u>	<u>Aug</u>	<u>Sept</u>	<u>Oct</u>	<u>Nov</u>	<u>Dec</u>	<u>Jan</u>	<u>Feb</u>	<u>Mar</u>	<u>Apr</u>	<u>May</u>	<u>Jun</u>	Annual	Annual	Rev/Cover	
	1	2	3	4	5	6	7	8	9	10	11	12				
FY 2017	-	-	-	-	-	-	10,359	11,170	12,908	10,910	8,601	6,447	60,395	1,579,903	\$ 26.16	
FY 2018	5,181	4,581	6,689	7,499	10,002	8,731	9,506	11,352	13,833	10,248	7,678	6,414	101,714	2,723,737	\$ 26.78	
FY 2019	4,600	4,588	6,266	8,276	11,510	8,679	9,793	11,302	13,098	10,218	9,423	6,043	103,796	2,903,570	\$ 27.97	
FY 2020	-	-	5,052	8,046	10,762	8,057	10,166	11,746	5,970	511	2,967	4,934	68,211	1,925,033	\$ 28.22	
FY 2021	2,520	6,537	6,021	6,912	6,385	6,806	785	3,977	5,622	6,566	5,689	4,888	62,708	1,775,147	\$ 28.31	
FY 2022	4,054	3,920	5,099	6,146	7,510	6,045	4,061	6,610	7,794	6,180	4,984	3,071	65,474	2,257,686	\$ 34.48	
FY 2023	2,292	2,025	2,983	4,893	-	-	-	-	-	-	-	-	12,193	522,782	\$ 42.88	

**Vue covers, total - Historic Monthly Pattern %:**

2017	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	17.2%	18.5%	21.4%	18.1%	14.2%	10.7%	100.0%
2018	5.1%	4.5%	6.6%	7.4%	9.8%	8.6%	9.3%	11.2%	13.6%	10.1%	7.5%	6.3%	100.0%
2019	4.4%	4.4%	6.0%	8.0%	11.1%	8.4%	9.4%	10.9%	12.6%	9.8%	9.1%	5.8%	100.0%
2020	0.0%	0.0%	7.4%	11.8%	15.8%	11.8%	14.9%	17.2%	8.8%	0.7%	4.3%	7.2%	100.0%
2021	4.0%	10.4%	9.6%	11.0%	10.2%	10.9%	1.3%	6.3%	9.0%	10.5%	9.1%	7.8%	100.0%
2022	6.2%	6.0%	7.8%	9.4%	11.5%	9.2%	6.2%	10.1%	11.9%	9.4%	7.6%	4.7%	100.0%

# VUE

GRILLE & BAR





## Field Notes – the VUE Restaurant

Each member of the SCP advisory team toured the clubhouse facility, including the Vue Restaurant.

### *The Facility*

- The restaurant’s 2<sup>nd</sup> floor location feels remote from the “busy energy” of the facility.
- Access by stairs is awkward for older guests; the elevator alternative is noted.
- It is somewhat unusual for a golf course restaurant to be so large; many courses have smaller F&B offerings more specifically catering to golfers.
- Golf course restaurants are not usually patronized by non-golfers, an inherent problem with such a large restaurant.
- The upstairs patio is sparsely tabled and lacked essential components of ambiance, such as spot lighting for the tables and any foliage or wall pieces that make it more welcoming. Among the disappointingly decorated areas of the clubhouse.
- IWGR’s general manager is a highly experienced, and knowledgeable F&B executive.
- IWGR has had difficulty in attracting and retaining restaurant staff following the Pandemic; this issue is not unique to IWGR, it is a significant problem throughout the U.S. restaurant industry.

### *The Unique Selling Proposition*

- The Vue Restaurant seeks to meet several primary objectives, making its overall mission quite difficult. It exists first, for the convenience of its golfers – call it the “golf grill” objective. It also seeks to provide a social / private club / country club experience for residents of Indian Wells. As well, in its various menu concepts over the years, the restaurant has also been positioned to compete among other restaurants, if not destination restaurants, throughout the Coachella Valley. It is difficult to be all these things.
- In general, overnight guests at the City’s five Partner Hotels will make their restaurant selections for reasons that include 1) trip purpose, 2) convenience, 3) business meeting/gathering, 4) menu/cuisine, and 5) to experience the local community. Each of the hotels has its own F&B offerings which can sometimes meet their guest’s needs. It is difficult for The Vue to compete in this marketplace.
- Each day, guests in the more than 1,500 rooms associated with the five Partner Hotels make their choices for breakfast, lunch, and dinner, and perhaps some socializing and/or nightlife as part of these decisions. For each of these dayparts, these hotel guests have an array of options.

### *Operations’ Financial Review*

- We reviewed financial results for The Vue Restaurant for annual periods through 2019, 2020, and for 2021 through the dates of our fieldwork. See Volume 2 of this report.
- There was a clear demonstration of active management of Cost of Goods Sold (COGS) at the restaurant. COGS in most recent monthly periods was just under 30%, which was below the COGS % achieved in 2020. Operating the restaurant with the COGS % at or about 30% is a good result given the business disruptions IWGR management has faced.
- Top-line revenue for the restaurant, during and just after the Pandemic, was significantly less than budgeted, and for prior years. This of course was expected.

### *The Name*

- **The Name** - The name is a bit of a misnomer, there are very limited “views” of the golf course and the surrounding mountains while seated in the restaurant due to the many walls obstructing the views.

### Golf Restaurants in the Region

The Vue restaurant as a physical facility and in its food and beverage offerings, compares favorably to other public golf restaurants in the Coachella Valley.

Cimarron Golf Resort	Cathedral City	Public	"On the Rocks" Restaurant	
Classic Club	Palm Desert	Public	Bellatrix Restaurant	Classic Grille
Desert Princess Country Club	Cathedral City	Public	Mountain View Grille	Mountain View Grille
Desert Willow Golf Resort	Palm Desert	Public/Muni	Terrace Restaurant	Cook's Grill, two bar areas
Eagle Falls Golf Resort	Indio	Public	Snack Bar	Beverage cart and other casino F&B
Escena Golf Club	Palm Springs	Public	Grill	
Heritage Palms Golf Club	Indio	Public	Palms Dining Room	Grill Room, Tiki Bar
Indian Canyons Golf Club	Palm Springs	Public	South Restaurant	North Course Bar
Indian Wells Golf Resort	Indian Wells	Public/Muni	The Vue	
JW Marriott Desert Springs	Palm Desert	Resort	Two snack bars	
La Quinta Resort	La Quinta	Resort	MD Grill	
Marriott's Shadow Ridge	Palm Desert	Resort	Grill closed	
Mission Hills North	Rancho Mirage	Public	Lakeview Grill	
Mission Lakes Country Club	Desert Hot Springs	Public	San Jacinto Dining Room	Sand Wedge Café
Palm Desert Country Club	Palm Desert	Public	Cactus Club Restaurant	
Palm Royale	La Quinta	Public	n/a	
PGA West Golf Club - public	La Quinta	Public	Ernie's Bar & Grill	Wallaby's West, Pete's Grill
Rancho Las Palmas	Rancho Mirage	Resort	Between The 9s At The Club	Snack Bar
Rancho Mirage Country Club	Rancho Mirage	Public		
Shadow Hills Golf Club	Indio	Public	Shadows Restaurant	Montecito Café, Santa Rosa Bistró, Snack Bar
SilverRock Resort	La Quinta	Public/Muni	SilverRock Grill	
Tahquitz Creek Golf Resort	Palm Springs	Public/Muni	Traditions Café	
Terra Lago	Indio	Public		
Coral Mountain Golf Club	La Quinta	Public	The Scene (closed)	Irons Club (closed)
The Lights at Indio Golf Course	Indio	Public	Snack Bar	
Woodhaven Country Club	Palm Desert	Public		

**FISCAL YEAR RESULTS for FY 2018 through 2022**

Indian Wells Golf Resort

SCP line item:

**2382 Covers - beverage cart**

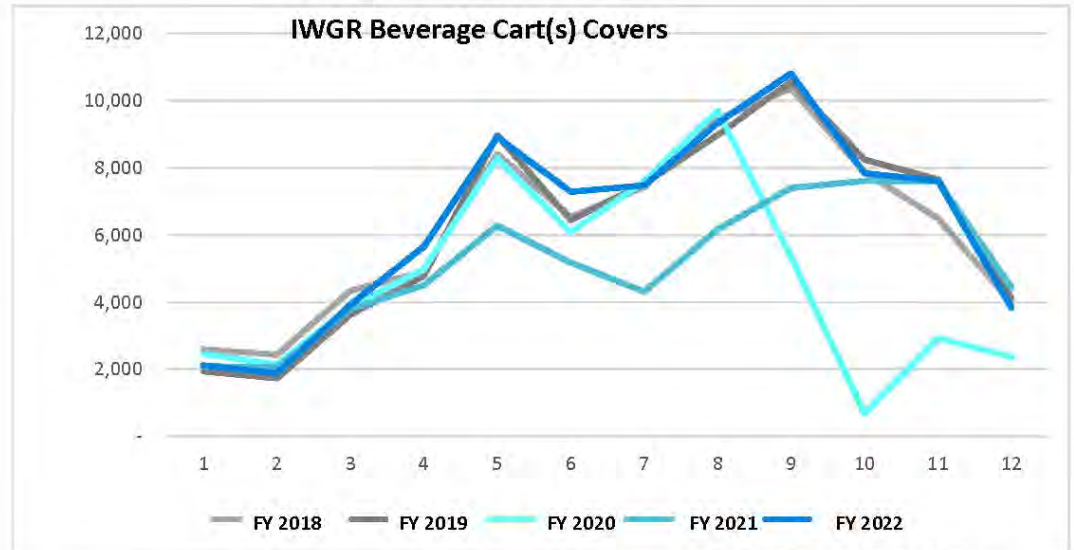
**Top Month**

FY 2018	10,368	March
FY 2019	10,563	March
FY 2020	9,701	February
FY 2021	7,612	April
FY 2022	10,813	March

**2410 Compare to: Total beverage cart revenues**

Note - operating results for 2016 were not collected for this review.

Shown below: IWGR Beverage Cart(s) Covers



													BevCart Covers	BevCart Rev	Rev/Cover
	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Annual	Annual	
	1	2	3	4	5	6	7	8	9	10	11	12			
FY 2017	-	-	-	-	-	-	6,682	9,415	10,351	8,294	6,602	4,049	45,393	292,488	\$ 6.44
FY 2018	2,599	2,430	4,337	4,907	8,412	6,544	7,425	9,445	10,368	7,877	6,492	3,988	74,824	532,986	\$ 7.12
FY 2019	1,936	1,732	3,629	4,777	8,966	6,444	7,526	8,975	10,563	8,245	7,653	4,143	74,589	469,730	\$ 6.30
FY 2020	2,460	2,141	3,856	4,976	8,279	6,079	7,589	9,701	5,350	681	2,936	2,356	56,404	317,975	\$ 5.64
FY 2021	2,093	2,060	3,793	4,500	6,280	5,177	4,312	6,166	7,398	7,612	7,603	4,436	61,430	369,115	\$ 6.01
FY 2022	2,119	1,883	3,918	5,653	8,917	7,288	7,472	9,334	10,813	7,838	7,611	3,833	76,679	623,141	\$ 8.13
FY 2023	2,548	2,114	3,565	5,328	-	-	-	-	-	-	-	-	13,555	123,368	\$ 9.10

**Covers - beverage cart - Historic Monthly Pattern %:**

	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Annual
	1	2	3	4	5	6	7	8	9	10	11	12	
2017	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	14.7%	20.7%	22.8%	18.3%	14.5%	8.9%	100.0%
2018	3.5%	3.2%	5.8%	6.6%	11.2%	8.7%	9.9%	12.6%	13.9%	10.5%	8.7%	5.3%	100.0%
2019	2.6%	2.3%	4.9%	6.4%	12.0%	8.6%	10.1%	12.0%	14.2%	11.1%	10.3%	5.6%	100.0%
2020	4.4%	3.8%	6.8%	8.8%	14.7%	10.8%	13.5%	17.2%	9.5%	1.2%	5.2%	4.2%	100.0%
2021	3.4%	3.4%	6.2%	7.3%	10.2%	8.4%	7.0%	10.0%	12.0%	12.4%	12.4%	7.2%	100.0%
2022	2.8%	2.5%	5.1%	7.4%	11.6%	9.5%	9.7%	12.2%	14.1%	10.2%	9.9%	5.0%	100.0%



**IWGR Food Truck**

IWGR’s food truck provides quick beverages and snacks just outside the ground floor lobby of IWGR’s clubhouse. In the evenings, the food truck is repositioned as part of the enhanced driving range.

Food Truck covers and revenue since FY 2017 are shown in Exhibit 19 on the next page. IWGR’s Food Truck first appeared in the facility’s monthly reports in September 2018.

Some Stakeholders expressed a concern about the presence of food truck at a high-end golf facility such as IWGR.

Should a Golfer’s Grill be implemented on the ground floor of the clubhouse, the Food Truck would not be required where is now parks during parts of the day. During the evening, the Food Truck becomes part of the driving range, putting venue, and Shots in the Night Program.

We like the Food Truck in its evening hour location and role. Its presence adds to the “busy energy” that will assist in the evening program feel like a destination activity.



*Shown here: IWGR’s Food Truck parked at its typical position outside the golf clubhouse and adjacent to the Wash bridge.*



**FISCAL YEAR RESULTS for FY 2018 through 2022**

Indian Wells Golf Resort

SCP line item:

**2466 Covers, food truck**

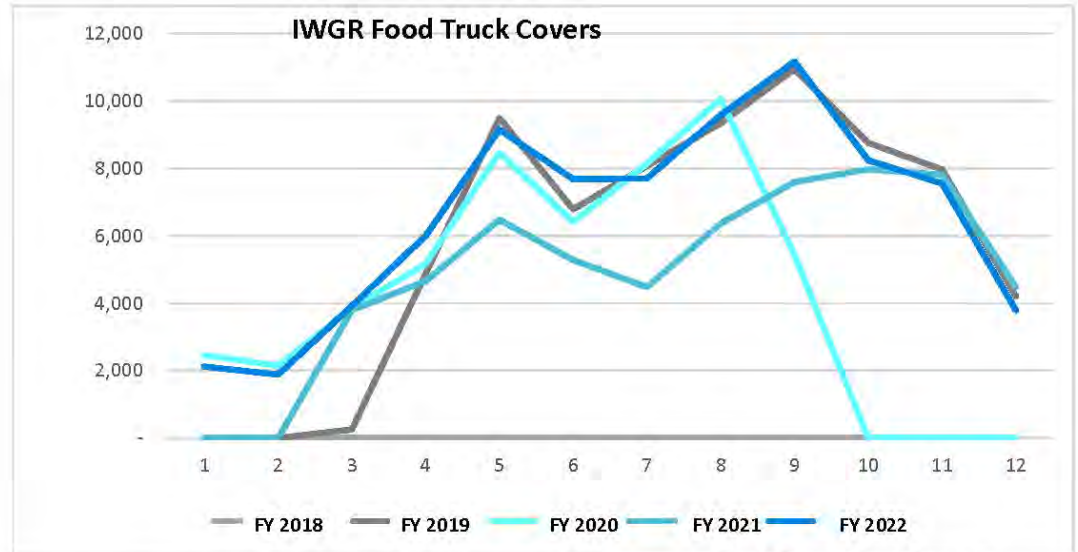
**Top Month**

FY 2018	-	July
FY 2019	10,952	March
FY 2020	10,058	February
FY 2021	7,979	April
FY 2022	11,172	March

**2502 Compare to: Total revenue, food truck**

Note - operating results for 2016 were not collected for this review.

Shown below: IWGR Food Truck Covers



	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Truck Covers		Truck Revenue		
	1	2	3	4	5	6	7	8	9	10	11	12	Annual	Annual	Rev/Cover		
FY 2017	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
FY 2018	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
FY 2019	-	-	254	4,870	9,493	6,785	8,076	9,342	10,952	8,759	7,970	4,205	70,706	352,620	\$ 4.99		
FY 2020	2,460	2,141	3,856	5,161	8,465	6,414	8,144	10,058	5,429	-	-	-	52,128	274,272	\$ 5.26		
FY 2021	-	-	3,793	4,656	6,477	5,281	4,476	6,368	7,595	7,979	7,815	4,481	58,921	293,417	\$ 4.98		
FY 2022	2,119	1,883	3,918	5,997	9,156	7,683	7,705	9,588	11,172	8,240	7,552	3,791	78,804	445,224	\$ 5.65		
FY 2023	2,548	2,114	3,565	5,328	-	-	-	-	-	-	-	-	13,555	57,560	\$ 4.25		

**Covers, food truck - Historic Monthly Pattern %:**

	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Annual
2017	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
2018	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
2019	0.0%	0.0%	0.4%	6.9%	13.4%	9.6%	11.4%	13.2%	15.5%	12.4%	11.3%	5.9%	100.0%
2020	4.7%	4.1%	7.4%	9.9%	16.2%	12.3%	15.6%	19.3%	10.4%	0.0%	0.0%	0.0%	100.0%
2021	0.0%	0.0%	6.4%	7.9%	11.0%	9.0%	7.6%	10.8%	12.9%	13.5%	13.3%	7.6%	100.0%
2022	2.7%	2.4%	5.0%	7.6%	11.6%	9.7%	9.8%	12.2%	14.2%	10.5%	9.6%	4.8%	100.0%

**BANQUETS DEPT.**

Indian Wells Golf Resort offers several facility options for meetings, social events, and weddings.

The Event Pavilion is the signature event space at IWGR, first opened in January 2014 offering a large, enclosed space in a setting with beautiful landscaping and mountain views. 2017 - Indian Wells Golf Resort recently completed a renovation and expansion project on its 5,600 square foot Event Pavilion.

A 25,000 square foot Event Lawn has been added directly east of the Pavilion with easy walkout access from the Pavilion. The Event Lawn can host 700 for alfresco dining or more than 1,000 for a reception.

Added an 800 square foot Pavilion Suite directly behind the Pavilion. The Pavilion Suite was designed with input from wedding planners and can be used as a bridal salon, a bridal party suite, a green room or a private room for executive meetings.

We note that the Fairway Grill (former halfway house) is in the vicinity of the Event Pavilion and is used for restrooms, storage, and as a banquet finishing kitchen.

The exhibit on the following page summarizes Banquet Dept. EBITDA compared to total departmental revenue. The exhibit includes monthly information and fiscal year totals for the period of FY 2018 through 2022, as well as partial years for FY 2017 and FY 2023 to-date. Our information collection started with the 2017 calendar year.



**MONTHLY OPERATING RESULTS, for fiscal years 2018 through 2022**

Indian Wells Golf Resort

SCP line item:

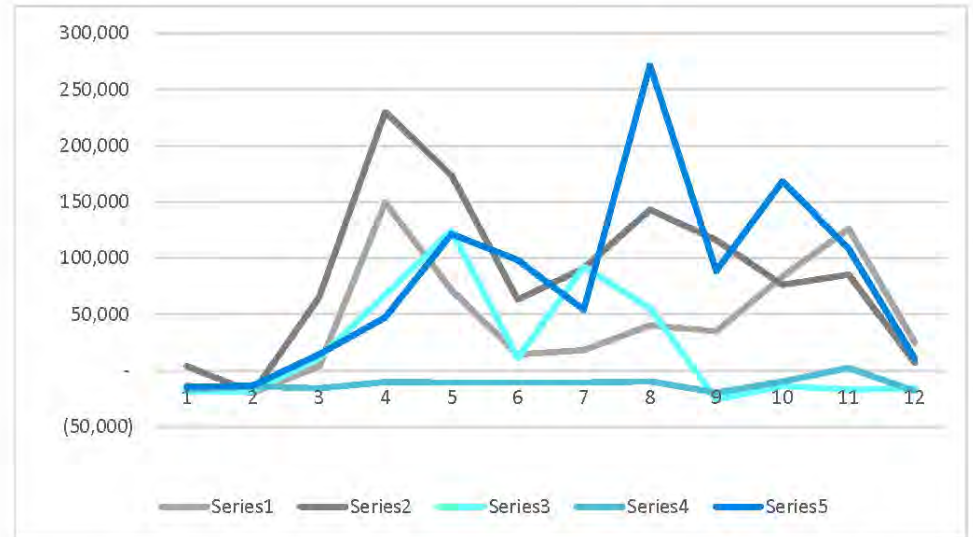
**2066 EBITDA, banquets**

**Top Month**

FY 2018	149,331	October
FY 2019	229,916	October
FY 2020	124,269	November
FY 2021	2,330	May
FY 2022	271,419	February

2024 Compare to: Total revenue, banquets

Note - operating results for 2016 were not collected for this review.



	<u>Jul</u>	<u>Aug</u>	<u>Sept</u>	<u>Oct</u>	<u>Nov</u>	<u>Dec</u>	<u>Jan</u>	<u>Feb</u>	<u>Mar</u>	<u>Apr</u>	<u>May</u>	<u>Jun</u>	Resident <u>Annual</u>	Total <u>Annual</u>	%
	1	2	3	4	5	6	7	8	9	10	11	12			
FY 2017	-	-	-	-	-	-	74,712	233,101	89,054	76,570	43,934	23,724	541,094	1,087,978	49.7%
FY 2018	(13,538)	(19,559)	3,648	149,331	71,520	14,306	18,113	40,144	34,790	83,670	126,187	24,686	533,299	1,503,378	35.5%
FY 2019	3,887	(19,581)	65,015	229,916	173,781	63,317	90,886	143,055	116,097	76,287	85,329	6,854	1,034,845	2,392,680	43.3%
FY 2020	(18,675)	(18,518)	11,306	67,247	124,269	11,188	92,323	55,477	(25,778)	(13,877)	(16,825)	(15,921)	252,217	1,164,439	21.7%
FY 2021	(16,886)	(14,321)	(15,815)	(10,270)	(10,673)	(10,707)	(10,674)	(9,679)	(19,576)	(9,904)	2,330	(18,277)	(144,452)	108,377	-133.3%
FY 2022	(14,523)	(13,399)	14,323	47,257	121,408	98,433	54,238	271,419	88,750	168,275	108,289	10,617	955,087	2,449,749	39.0%
FY 2023	(22,702)	(28,386)	(6,940)	168,542	-	-	-	-	-	-	-	-	110,514	424,610	26.0%

**EBITDA, banquets - Historic Monthly Pattern %:**

2017	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	13.8%	43.1%	16.5%	14.2%	8.1%	4.4%	100.0%
2018	-2.5%	-3.7%	0.7%	28.0%	13.4%	2.7%	3.4%	7.5%	6.5%	15.7%	23.7%	4.6%	100.0%
2019	0.4%	-1.9%	6.3%	22.2%	16.8%	6.1%	8.8%	13.8%	11.2%	7.4%	8.2%	0.7%	100.0%
2020	-7.4%	-7.3%	4.5%	26.7%	49.3%	4.4%	36.6%	22.0%	-10.2%	-5.5%	-6.7%	-6.3%	100.0%
2021	11.7%	9.9%	10.9%	7.1%	7.4%	7.4%	7.4%	6.7%	13.6%	6.9%	-1.6%	12.7%	100.0%
2022	-1.5%	-1.4%	1.5%	4.9%	12.7%	10.3%	5.7%	28.4%	9.3%	17.6%	11.3%	1.1%	100.0%

**FISCAL YEAR RESULTS for FY 2018 through 2022**

Indian Wells Golf Resort

SCP line item:  
**2560 Covers - banquets**

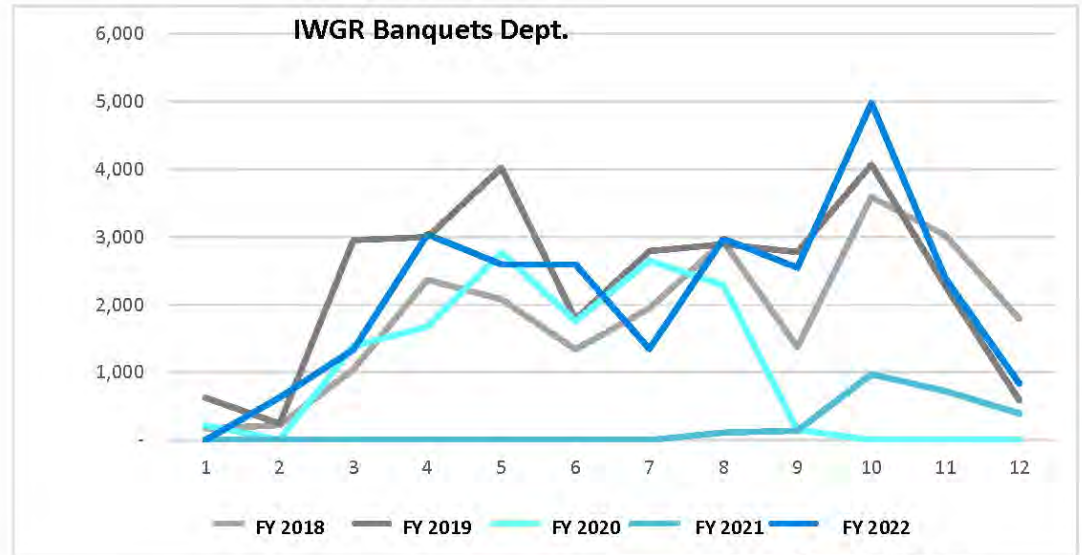
**Top Month**

FY 2018	3,588	April
FY 2019	4,070	April
FY 2020	2,775	November
FY 2021	971	April
FY 2022	4,978	April

**1034 Compare to: IWGR Banquet Covers**

Note - operating results for 2016 were not collected for this review.

Shown below: IWGR Banquets Dept.



	<u>Jul</u>	<u>Aug</u>	<u>Sept</u>	<u>Oct</u>	<u>Nov</u>	<u>Dec</u>	<u>Jan</u>	<u>Feb</u>	<u>Mar</u>	<u>Apr</u>	<u>May</u>	<u>Jun</u>	<u>Banquet Cvr</u> Annual	<u>VUE Cvr</u> Annual
	1	2	3	4	5	6	7	8	9	10	11	12		
FY 2017	-	-	-	-	-	-	1,868	2,689	1,957	3,284	1,175	704	11,677	51,623
FY 2018	169	220	1,045	2,368	2,078	1,338	1,948	2,929	1,374	3,588	3,022	1,789	21,868	88,524
FY 2019	624	242	2,953	2,998	4,019	1,785	2,790	2,892	2,776	4,070	2,275	586	28,010	91,822
FY 2020	216	5	1,387	1,672	2,775	1,756	2,649	2,285	152	-	-	-	12,897	59,697
FY 2021	-	-	-	-	-	-	-	110	139	971	721	393	2,334	56,380
FY 2022	-	627	1,336	3,037	2,596	2,594	1,345	2,974	2,547	4,978	2,385	832	25,251	58,563
FY 2023	107	141	574	2,513	-	-	-	-	-	-	-	-	3,335	10,748

**Covers - banquets - Historic Monthly Pattern %:**

2017	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	16.0%	23.0%	16.8%	28.1%	10.1%	6.0%	100.0%
2018	0.8%	1.0%	4.8%	10.8%	9.5%	6.1%	8.9%	13.4%	6.3%	16.4%	13.8%	8.2%	100.0%
2019	2.2%	0.9%	10.5%	10.7%	14.3%	6.4%	10.0%	10.3%	9.9%	14.5%	8.1%	2.1%	100.0%
2020	1.7%	0.0%	10.8%	13.0%	21.5%	13.6%	20.5%	17.7%	1.2%	0.0%	0.0%	0.0%	100.0%
2021	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.7%	6.0%	41.6%	30.9%	16.8%	100.0%
2022	0.0%	2.5%	5.3%	12.0%	10.3%	10.3%	5.3%	11.8%	10.1%	19.7%	9.4%	3.3%	100.0%



*Shown above, the 2<sup>nd</sup> level meeting room at IWGR's clubhouse.*

*Shown above, a separate 2<sup>nd</sup> level dining room available for private dining. Shown below, the 2<sup>nd</sup> level outdoor South terrace that faces Highway 111.*

*Shown above, the Event Pavilion at Indian Wells Golf Resort.*



## IWGR G&A Department

General and administrative expenses (“G&A”) are all those expenses that are not attributable to operated golf, retail, and food and beverage departments.

G&A expense includes management fees paid to the facility manager, as well as general manager related payroll and expenses.

The exhibit on the following page summarizes G&A departmental expense, compared to Golf Rounds revenue.

The exhibit includes monthly information and fiscal year totals for the period of FY 2018 through 2022, as well as partial years for FY 2017 and FY 2023 to-date. Our information collection started with the 2017 calendar year.

**FISCAL YEAR RESULTS for FY 2018 through 2022**

Indian Wells Golf Resort

SCP line item:

**2714 Total departmental expense, G&A (net)**

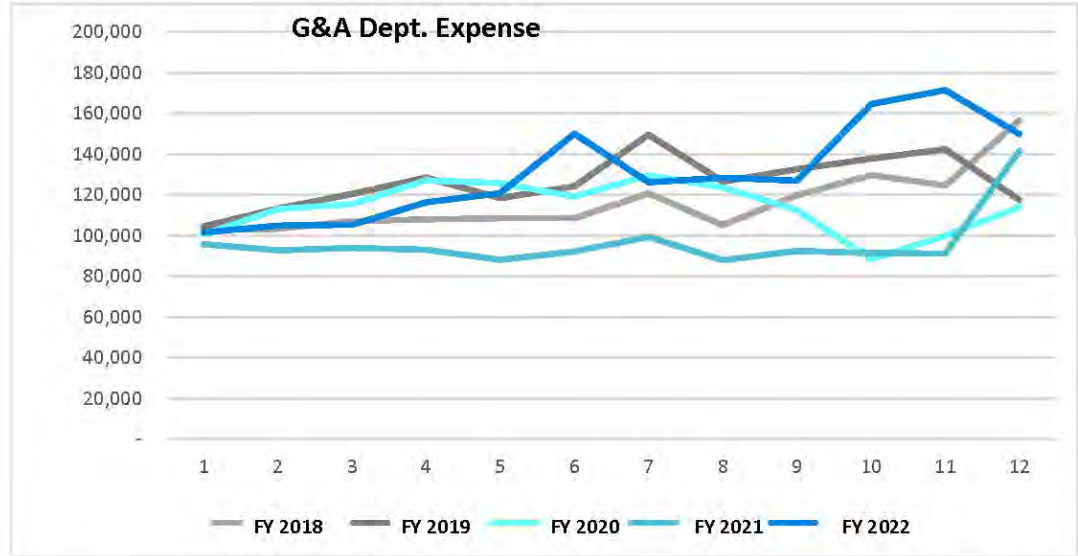
**Top Month**

FY 2018	156,547	June
FY 2019	149,550	January
FY 2020	129,604	January
FY 2021	141,565	June
FY 2022	171,461	May

**1198 Compare to: Total revenues**

Note - operating results for 2016 were not collected for this review.

Shown below: G&A Dept. Expense



	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Annual	Annual	%
	1	2	3	4	5	6	7	8	9	10	11	12			
FY 2017	-	-	-	-	-	-	124,574	105,493	121,266	119,773	108,456	107,471	687,034	4,357,656	
FY 2018	102,560	103,326	107,079	107,903	108,504	108,461	120,722	105,136	119,706	129,674	124,530	156,547	1,394,148	12,960,323	10.8%
FY 2019	104,517	113,255	120,398	128,454	118,347	124,186	149,550	126,503	132,535	137,736	142,411	117,482	1,515,374	14,127,454	10.7%
FY 2020	100,380	112,928	115,435	127,080	125,732	119,081	129,604	123,597	112,579	88,388	99,888	113,969	1,368,660	9,790,847	14.0%
FY 2021	95,744	92,676	93,889	93,007	88,121	92,133	99,380	87,865	92,495	91,280	91,208	141,565	1,159,363	8,918,748	13.0%
FY 2022	101,490	104,854	105,285	116,339	120,811	149,948	126,165	128,417	126,921	164,543	171,461	149,825	1,566,059	15,937,347	9.8%
FY 2023	94,104	135,454	137,445	194,986	-	-	-	-	-	-	-	-	561,989	2,774,148	20.3%

**Total departmental expense, G&A (net) - Historic Monthly Pattern %:**

	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Annual
	1	2	3	4	5	6	7	8	9	10	11	12	
2017	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	18.1%	15.4%	17.7%	17.4%	15.8%	15.6%	100.0%
2018	7.4%	7.4%	7.7%	7.7%	7.8%	7.8%	8.7%	7.5%	8.6%	9.3%	8.9%	11.2%	100.0%
2019	6.9%	7.5%	7.9%	8.5%	7.8%	8.2%	9.9%	8.3%	8.7%	9.1%	9.4%	7.8%	100.0%
2020	7.3%	8.3%	8.4%	9.3%	9.2%	8.7%	9.5%	9.0%	8.2%	6.5%	7.3%	8.3%	100.0%
2021	8.3%	8.0%	8.1%	8.0%	7.6%	7.9%	8.6%	7.6%	8.0%	7.9%	7.9%	12.2%	100.0%
2022	6.5%	6.7%	6.7%	7.4%	7.7%	9.6%	8.1%	8.2%	8.1%	10.5%	10.9%	9.6%	100.0%

**IWGR Building Maintenance Dept**

The IWGR clubhouse opened in 2008, a 53,000 square foot venue designed by Douglas Fredrikson Architects. It is a quality facility but could include some design “layering” to encourage its role as a central gathering place at the resort – at this time it is bit austere for a fun place of informal gathering.

Note - Insert “new” energy efficiency, solar, new HVAC, lighting etc. review.

The exhibit on the following page summarizes Building Maintenance expense, compared to Golf Rounds revenue.

The exhibit includes monthly information and fiscal year totals for the period of FY 2018 through 2022, as well as partial years for FY 2017 and FY 2023 to-date. Our information collection started with the 2017 calendar year.



*Shown above, a view of the south elevation of the IWGR clubhouse.*



**FISCAL YEAR RESULTS for FY 2018 through 2022**

Indian Wells Golf Resort

SCP line item:

**2786 Total departmental expense, building maintenance**

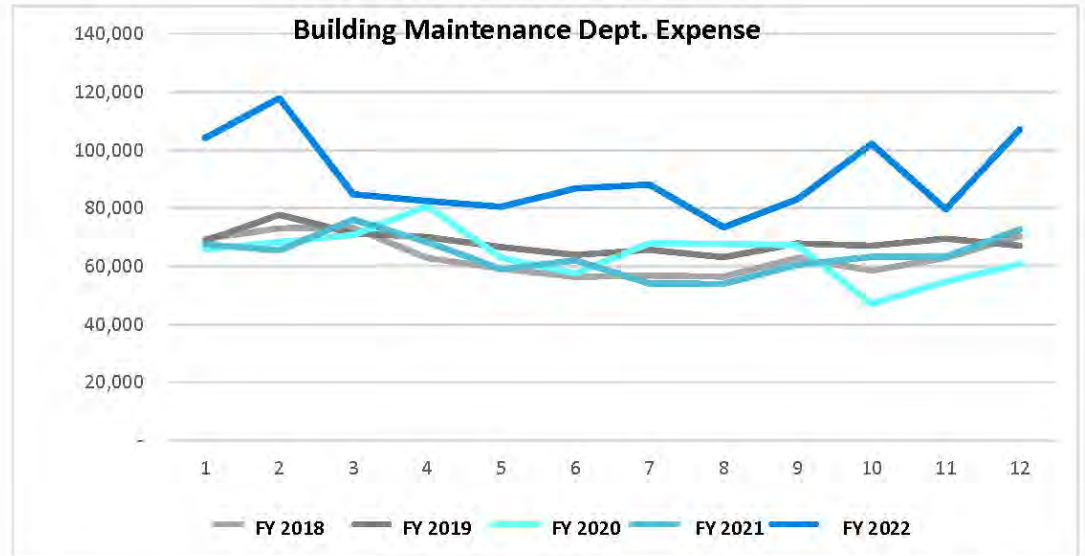
**Top Month**

FY 2018	73,251	September
FY 2019	77,768	August
FY 2020	80,747	October
FY 2021	76,064	September
FY 2022	117,931	August

**1198 Compare to: Total revenues**

Note - operating results for 2016 were not collected for this review.

Shown below: Building Maintenance Dept. Expense



	<u>Jul</u>	<u>Aug</u>	<u>Sept</u>	<u>Oct</u>	<u>Nov</u>	<u>Dec</u>	<u>Jan</u>	<u>Feb</u>	<u>Mar</u>	<u>Apr</u>	<u>May</u>	<u>Jun</u>	Annual	Annual	%
	1	2	3	4	5	6	7	8	9	10	11	12			
FY 2017	-	-	-	-	-	-	62,802	61,366	63,886	60,548	61,426	59,089	369,117	4,357,656	
FY 2018	69,443	73,055	73,251	62,840	59,198	56,338	56,818	56,423	62,893	58,552	62,931	70,416	762,158	12,960,323	5.9%
FY 2019	68,766	77,768	71,304	70,087	66,604	63,935	65,690	63,144	67,861	67,109	69,527	67,111	818,906	14,127,454	5.8%
FY 2020	65,839	68,318	70,761	80,747	62,903	57,505	67,986	67,700	67,192	47,076	54,671	60,774	771,471	9,790,847	7.9%
FY 2021	67,517	65,476	76,064	68,338	58,998	62,039	54,004	53,974	60,507	63,274	63,332	72,710	766,233	8,918,748	8.6%
FY 2022	104,168	117,931	84,758	82,473	80,507	86,837	88,131	73,392	83,113	102,122	79,601	107,105	1,090,138	15,937,347	6.8%
FY 2023	80,119	83,689	91,390	85,605	-	-	-	-	-	-	-	-	340,803	2,774,148	12.3%

**Total departmental expense, building maintenance - Historic Monthly Pattern %:**

2017	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	17.0%	16.6%	17.3%	16.4%	16.6%	16.0%	100.0%
2018	9.1%	9.6%	9.6%	8.2%	7.8%	7.4%	7.5%	7.4%	8.3%	7.7%	8.3%	9.2%	100.0%
2019	8.4%	9.5%	8.7%	8.6%	8.1%	7.8%	8.0%	7.7%	8.3%	8.2%	8.5%	8.2%	100.0%
2020	8.5%	8.9%	9.2%	10.5%	8.2%	7.5%	8.8%	8.8%	8.7%	6.1%	7.1%	7.9%	100.0%
2021	8.8%	8.5%	9.9%	8.9%	7.7%	8.1%	7.0%	7.0%	7.9%	8.3%	8.3%	9.5%	100.0%
2022	9.6%	10.8%	7.8%	7.6%	7.4%	8.0%	8.1%	6.7%	7.6%	9.4%	7.3%	9.8%	100.0%

# GOLF MARKET

In this section, we review the Coachella Valley marketplace focusing on the competitive set of properties that IWGR competes with.

The relative market performance of Indian Wells Golf Resort (rounds played) is compared here to the market performance of a competitive set of area golf facilities (the “Competitive Set”). Exhibit 24 on the subsequent following page provides a review of IWGR’s actual rounds played, as compared to a calculated fair share of “competitive set” rounds.

The competitive set is listed on the next page – with IWGR making up 15.4% of 234 total golf holes in the group.

For FY 2022, IWGR achieved a greater than fair share of rounds played, as compared to the competitive set. During FY 2022, IWGR achieved 76,500 rounds played versus a fair share 68,522 rounds.

This is an improvement of fair share rounds played over recent years, where IWGR generally captured more in the range of 90% (excepting the 83% in FY 2021).

For green fee revenue, IWGR earned 18.2% of estimated Competitive Set green fee revenue, a greater than fair-share capture given IWGR’s 15.4% of Competitive Set golf holes.

**Coachella Valley Golf Market**

We believe the three most directly competitive properties to IWGR (within the competitive set) are Desert Willow (owned by City of Palm Desert), Silver Rock (owned by City of La Quinta) and PGA West in La Quinta.

While holding at about the current level Resident play (with guests), we believe there are ways to increase rounds played at IWGR. The enhanced driving range now operating at IWGR will help with IWGR’s notoriety and word-of-mouth. There is capacity in shoulder seasons as an example, to target additional 9-hole play perhaps as part of new sales packages (see The Academy promotion ideas in the Enhancement section).

We should note though that since FY 2017, the number of rounds played at IWGR has remained consistent, including the Resident play portion.

*Some background about the three direct competitors, according to Golf Property Analysts, a part of the SCP team on this assignment:*

- Desert Willow (DW) reported annual rounds of 97,000 (36 holes) which significantly exceeds IWGR’s volume of rounds.
- At Desert Willow only 15,000 rounds (15.5%) were discounted resident rounds, as compared to compared to IWGR which has a larger share of rounds attributed to resident play (not including resident guests).
- Desert Willow DW achieves about 127% of its “fair” market share.
- Desert Willow also does about \$2 million in Food & Beverage revenue and a gross revenue of \$12 million (\$123.71 per round).
- Silver Rock (18 holes) did 45,000 rounds in 2019 and 34,182 in 2020. Gross revenue was \$3.4 million in 2019 (\$75.56/rd.) and \$2.4 million in 2020 (\$70.21).
- PGA West in 2020 (having been closed from March 15 to April 30) did 75,000 rounds on the Stadium and Nicklaus courses, therefore it can be presumed that they, too are exceeding their market share. Guest green fees are competitive with those at IWGR, but Silver Rock also does fewer resident rounds than IWGR (at about 20% of total).

**COMPETITIVE SET**

Desert Willow	36 holes
JW Marriott	36 holes
La Quinta	36 holes
Marriott’s Shadow Ridge	18 holes
PGA West	54 holes
Silver Rock	18 holes
Indian Wells Golf Resort	36 holes



*Shown above, Desert Willow Golf Course (Palm Desert), managed by Kemper Sports.*



## Playing the Competitive Set

---

- **Desert Willow Golf Resort** (Firecliff and Mountain View course)- desert willow courses are generally considered among the favorites with desert golf enthusiasts. The Mountain View course is slightly easier than the Firecliff. Like all other luxury golf resorts in the area it has a big, beautiful clubhouse and excellent practice facilities. both courses are very popular and do just under 100,000 rounds per year. Currently both courses are also very playable for all level golfers and in very good condition all around.
- **PGA West-** (Stadium, Nicklaus, and Norman courses)- very popular courses, but challenging. The Stadium course is the most well known, but also the toughest by far. It is not a course you would like to play regularly, but fun to test yourself. The Nicklaus and Norman courses are more friendly, but still require more skill than most resort courses.
- **JW Marriott Desert Springs Resort** - (Palm and Valley Courses)- Both courses work well in the resort classification. It offers something for more casual guest who simply want to enjoy a relaxing round on a beautiful course, while at the same time, offering enough challenge and risk reward options for more serious players.
- **La Quinta Resort-** (Mountain and Dunes courses)-both courses are enjoyable to play. The Mountain course is more popular because of its setting against the desert hills and mountains. Course conditions can vary throughout the year, but more playable for most.
- **Marriott Shadow Ridge** - a Nick Faldo design. Fun course for all level of golfers with a variety of holes. The fairways are typically generous, but bunkering makes the course more challenging. Course is usually in great shape with fast, smooth greens.
- **Silver Rock Resort-**is set against the Santa Rosa mountains in La Quinta. Water comes into play on more than half the holes requiring quality ball striking. Silver Rock is very scenic, but not very playable for the average player.

**FISCAL YEAR RESULTS for FY 2018 through 2022**

Indian Wells Golf Resort

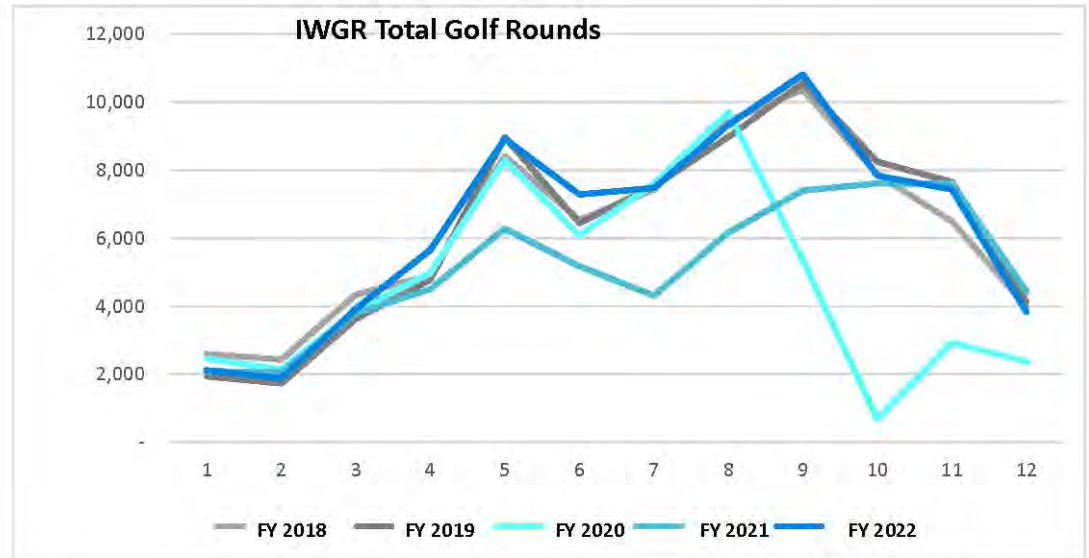
SCP line item:  
**1562 Golf rounds, IWGR total**

	Top Month	
FY 2018	10,368	March
FY 2019	10,563	March
FY 2020	9,701	February
FY 2021	7,612	April
FY 2022	10,813	March

1118 Compare to: **Fair share rounds, comp set per 36 holes**

Note - operating results for 2016 were not collected for this review.

Shown below: IWGR Total Golf Rounds



	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Rounds Annual	Rounds Annual	%
	1	2	3	4	5	6	7	8	9	10	11	12			
FY 2017	-	-	-	-	-	-	6,682	9,415	10,351	8,294	6,602	4,049	45,393	-	-
FY 2018	2,599	2,430	4,337	4,907	8,412	6,544	7,425	9,445	10,368	7,877	6,492	3,992	74,828	49,680	150.6%
FY 2019	1,936	1,732	3,629	4,777	8,966	6,444	7,526	8,975	10,563	8,245	7,653	4,143	74,589	80,752	92.4%
FY 2020	2,460	2,141	3,856	4,976	8,279	6,079	7,589	9,701	5,350	679	2,936	2,356	56,402	61,204	92.2%
FY 2021	2,093	2,060	3,793	4,500	6,280	5,177	4,312	6,166	7,398	7,612	7,603	4,436	61,430	74,147	82.8%
FY 2022	2,119	1,883	3,918	5,653	8,917	7,288	7,472	9,334	10,813	7,838	7,432	3,833	76,500	68,562	111.6%
FY 2023	2,548	2,114	3,565	5,328	-	-	-	-	-	-	-	-	13,555	9,406	144.1%

**Golf rounds, IWGR total - Historic Monthly Pattern %:**

2017	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	14.7%	20.7%	22.8%	18.3%	14.5%	8.9%	100.0%
2018	3.5%	3.2%	5.8%	6.6%	11.2%	8.7%	9.9%	12.6%	13.9%	10.5%	8.7%	5.3%	100.0%
2019	2.6%	2.3%	4.9%	6.4%	12.0%	8.6%	10.1%	12.0%	14.2%	11.1%	10.3%	5.6%	100.0%
2020	4.4%	3.8%	6.8%	8.8%	14.7%	10.8%	13.5%	17.2%	9.5%	1.2%	5.2%	4.2%	100.0%
2021	3.4%	3.4%	6.2%	7.3%	10.2%	8.4%	7.0%	10.0%	12.0%	12.4%	12.4%	7.2%	100.0%
2022	2.8%	2.5%	5.1%	7.4%	11.7%	9.5%	9.8%	12.2%	14.1%	10.2%	9.7%	5.0%	100.0%

**FISCAL YEAR RESULTS for FY 2018 through 2022**

Indian Wells Golf Resort

SCP line item:

**1698 Total golf revenue, b/4 resident amenity**

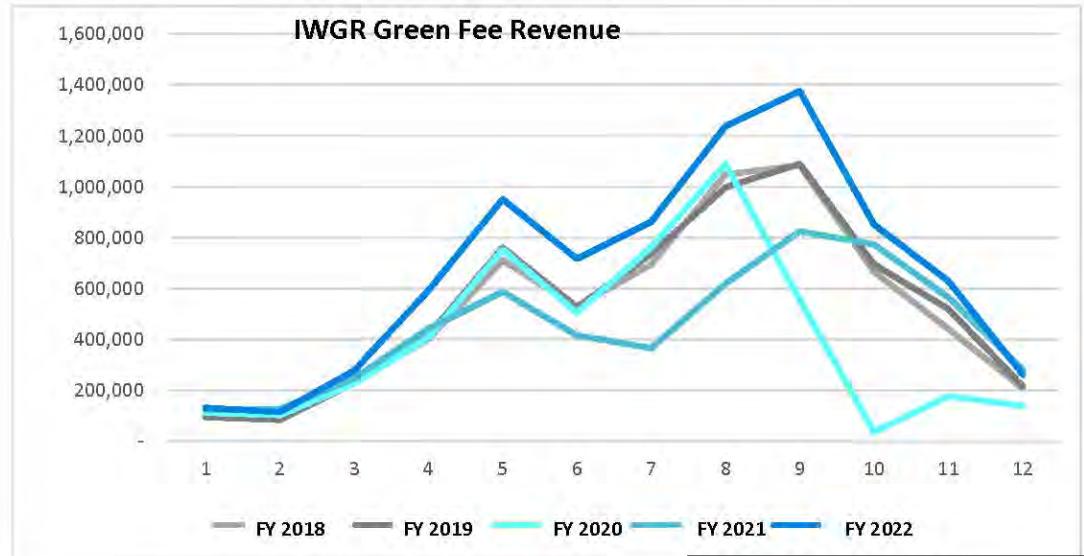
**Top Month**

FY 2018	1,083,817	March
FY 2019	1,089,803	March
FY 2020	1,089,708	February
FY 2021	824,414	March
FY 2022	1,375,653	March

**1112 Compare to: Green / cart fees, comp set**

Note - operating results for 2016 were not collected for this review.

Shown below: IWGR Green Fee Revenue



	<u>Jul</u>	<u>Aug</u>	<u>Sept</u>	<u>Oct</u>	<u>Nov</u>	<u>Dec</u>	<u>Jan</u>	<u>Feb</u>	<u>Mar</u>	<u>Apr</u>	<u>May</u>	<u>Jun</u>	<u>Dept Rev</u>	<u>Comp Set</u>	
	1	2	3	4	5	6	7	8	9	10	11	12	Annual	Annual	%
FY 2017	-	-	-	-	-	-	590,096	1,000,148	1,004,556	678,888	469,512	212,417	3,955,617	-	-
FY 2018	118,285	110,287	236,492	401,203	710,281	528,815	695,539	1,047,805	1,083,817	666,062	440,931	208,633	6,248,152	25,033,515	25.0%
FY 2019	94,682	83,813	230,392	416,429	760,619	525,760	736,264	998,028	1,089,803	694,583	519,355	217,233	6,366,961	38,897,149	16.4%
FY 2020	112,217	102,969	226,432	406,924	753,126	505,077	762,699	1,089,708	555,822	36,677	177,748	138,796	4,868,197	29,637,343	16.4%
FY 2021	124,616	125,792	246,858	442,109	587,317	415,491	365,906	619,106	824,414	773,249	565,410	282,553	5,372,821	39,407,571	13.6%
FY 2022	131,437	114,874	277,796	591,959	950,600	716,343	862,362	1,238,152	1,375,653	850,726	629,135	262,512	8,001,549	44,066,806	18.2%
FY 2023	178,060	133,169	295,964	643,321	-	-	-	-	-	-	-	-	1,250,514	3,740,838	33.4%

**Total golf revenue, b/4 resident amenity - Historic Monthly Pattern %:**

	2017	2018	2019	2020	2021	2022	2017	2018	2019	2020	2021	2022	2017	2018	2019	2020	2021	2022		
0.0%	1.9%	1.5%	2.3%	2.3%	1.6%	0.0%	11.1%	11.6%	15.7%	15.7%	6.8%	10.8%	14.9%	16.8%	15.7%	22.4%	11.4%	11.5%	17.2%	
0.0%	1.8%	1.3%	2.1%	2.3%	1.4%	0.0%	16.8%	15.7%	22.4%	11.4%	11.5%	15.5%	25.3%	17.1%	15.7%	11.4%	8.2%	15.3%	17.2%	
0.0%	3.8%	3.6%	4.7%	4.6%	3.5%	0.0%	17.3%	17.1%	0.8%	14.4%	15.3%	10.4%	25.4%	10.9%	15.7%	0.8%	8.2%	15.3%	17.2%	
0.0%	6.4%	6.5%	8.4%	8.2%	7.4%	0.0%	10.7%	10.9%	3.7%	14.4%	10.6%	15.5%	11.9%	10.9%	15.5%	15.5%	10.9%	7.7%	10.6%	
0.0%	11.4%	11.9%	15.5%	10.9%	11.9%	0.0%	7.1%	8.2%	2.9%	10.5%	7.9%	9.0%	11.9%	8.2%	11.9%	10.4%	10.9%	7.7%	7.9%	
0.0%	8.5%	8.3%	10.4%	7.7%	9.0%	0.0%	3.3%	3.4%	2.9%	5.3%	3.3%	100.0%	3.3%	3.4%	2.9%	3.7%	5.3%	3.3%	3.3%	
0.0%	11.1%	11.6%	15.7%	15.7%	10.8%	0.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%



### Municipal Golf in the Region

There are a many municipally owned golf courses throughout the U.S. Among these, there are some that offer golf experiences equaling and/or exceeding the best privately-owned golf facilities. IWGR is one of those places.

Within the Trade Area, and elsewhere in California there are several municipal courses of note:

- **SilverRock Resort** – Owned by the City of La Quinta and managed by Landmark Golf Management.
- **Desert Willow Golf Resort** - Developed and owned by the City of Palm Desert, Desert Willow Golf Resort is operated by Kemper Sports Management.
- **Tahquitz Creek Golf Resort (Palm Springs)** - Oswit Land Trust has been trying to purchase for environmental purposes. Tahquitz Creek consists of two 18-holes golf courses, the Legends Course that was bought by the city as it was being built in 1959, and the Resort Course that was built with city bond money and opened in 1995. There is also a clubhouse and parking lot and a driving range. The Legend Course runs through a residential neighborhood, often with houses on both sides of a hole. The Resort Course runs east and west through the Tahquitz Canyon wash and has no homes along the fairways.
- **The City of San Diego Parks & Recreation Department** operates three municipal golf courses. Torrey Pines, Balboa Park, and Mission Bay Golf Course and Practice Center. The adjacent Lodge at Torrey Pines is owned and operated by Evans Hotels (San Diego).

*The table at right identifies more top municipal course owners and their facilities, in the U.S. Indian Wells Golf Resort is certainly among such top facilities, as noted. The table is sorted by year established and is not intended as an ordered ranking.*

- The **San Francisco Recreation and Park Department** maintains six public golf courses, each with a unique identify and mission. Gleneagles is considered one of the most challenging nine holes of golf in the U.S. TPC Harding Park is a championship caliber venue. In 2020, TPC Harding Park hosted the PGA Championship, elevating the course as just the fifth municipal course ever to host a Major Championship.

### Municipal Owners of Golf Facilities

	<u>Municipality</u>	<u>Market</u>	<u>Holes</u>	<u>Top Facility / Holes</u>	<u>Est.</u>
1	City of El Paso	South Texas	18	Butterfield Trail (18)	2007
2	City of Indian Wells	Coachella Valley	36	Indian Wells Golf Resort (36)	2007
3	Pierce County, WA	Seattle metro	36	Chambers Bay (18)	2007
4	Town of Bloomfield, CN	Hartford metro	18	Wintonbury (18)	2005
5	Illinois Int'l Port District	Chicago metro	36	Harborside International (36)	1995
6	City of Farmington, NM	Farmington	27	Piñon Hills (18)	1989
7	City of Bremerton, WA	Seattle metro	36	Golf Mountain (36)	1971
7	City of Phoenix	Phoenix metro	117	Papago (18)	1963
8	Martin County, FL	South Florida		Sailfish Sands (36)	1963
9	City/County of San Francisco	SF Bay Area	81	Harding Park (18)	1961
10	Kaua'i County	Island of Kaua'i	18	Waliua Municipal (18)	1961
11	City of San Diego	San Diego metro	54	Torrey Pines (18)	1957
12	New York State Parks	Long Island	405	Bethpage Golf (90)	1936
13	City of Providence, RI	Providence		Triggs Memorial (18)	1932
14	City of Charleston, SC	Carolinas coastal	18	Charleston Municipal (18)	1929
15	City of Alamada, CA	SF Bay Area	45	Corica Park (27)	1927
16	City of Hartford, CN	Hartford metro	45	Keney Park (18)	1927
17	Village of Palm Beach	South Florida	18	North Palm Beach CC (18)	1926
18	City of Wilmington, NC	Carolinas coastal	18	Wilmington Municipal (18)	1926
19	Cleveland Metroparks	Cleveland metro	144	Sleepy Hollow (18)	1924
20	City of San Antonio	South Texas	144	Brackenridge Park (18)	1916
21	City of Chicago	Chicago metro	63	Jackson Park (18)	1899
22	St Andrews Links Trust	Scotland	126		1754

## The Future of Golf

We believe that the golf industry will enjoy a prosperous future in the U.S. However, we also believe that the industry will continue with an even more active period of reinvention to meet the leisure-time expectations of up-and-coming generations.

- We note that the fundamentals of golf economics still have challenges. Golf is still largely a white, male activity. For long-term sustainable growth golf needs to promote to, and experience success, in recruiting millennials, minorities, and moms (women), a group that noted golf consultant Larry Hirsch describes as “the 3 M’s.” Over the years, the 3 M’s have not been embraced by the golf industry. The Millennials and Gen-Z generations seek activities with diversity, so as with the 3 M’s, golf needs to make meaningful efforts at diversity, equity, and inclusion.
- In resort settings, traditional golf courses will continue to adapt to modern sensibilities. Such factors as easy (if not quick) access, shorter play, increased entertainment value, palpable technology, will combine in different ways to meet today’s consumer.
- There is a reason “golf entertainment” is currently among the hot (albeit niche) asset classes. TopGolf-type driving ranges, next-generation miniature golf, social venues with mini-golf, are products of interest. Many cite the similarity with such “golf entertainment” to the enduring acceptance (and reinvention) of bowling.
- Golf is not unusual in its need to innovate. All major sports have adapted to modern sensibilities in one way or another. The NFL rules protect quarterbacks to increase scoring. NBA basketball games are a produced live event, with music bumpers and light show. Snowboards are now covered in prime during the Winter Olympics. Golf maybe more than any other sport, has remained as a traditional offering.
- At resorts, younger adults have largely different leisure-time interests. There are more options than decades ago when golf and tennis ruled resorts. An afternoon at the pool with smartphone in hand, with selfies a top priority, is “the point” for many. For some, the smartphone has replaced the social intersection of a tennis game, or a round of golf.

## Covid-19 and its Impact

The two years following the introduction of severe acute respiratory syndrome coronavirus 2 (SARS-CoV-2) and resulting Covid-19 disease in early 2020, is among the most difficult periods we have experienced. The virus has impacted all of us at all levels: personally, as families, as employees and employers, and as communities.

While we can be hopeful that the worst of the impacts are behind us, there are lingering worries of next variants, supply chain issues, vaccine efficacy, and similar matters.

Over the course of the Pandemic, the golf industry as an outdoor “safe” activity has been somewhat a refuge for many. With all the protocols for safety and social distancing, golf has not required much adjustment. After years of declining golf play nationwide, rounds have increased. A portion of increased rounds have been from players new to the sport. Many golf courses have been (at least temporarily) saved from closure by this phenomenon.

Given the COVID surge, the cost of golf play has increased significantly in some places, and such increased prices could feel downward pressure should rounds and membership experience a decline that could occur as people go back to the office, have less time for golf, and feel the bite of inflationary pressures and increasing interest rates.

Whether the increased interest in golf, and increased play will continue, is an open question. We can’t know the future of course, there are too many offsetting variables right now.. For sure, some folks will stick with golf and those who continue to work from home will play more frequently than before, but it is also reasonable to assume that some who took up golf during COVID will return to their pre-COVID activities.

There are countervailing trends including changing leisure-time preferences and the looming possibility for economic recession, among other factors that may make the Pandemic upturn short-lived.

All the above is important. But we note that in preparing a Strategic Asset Plan for IWGR, the focus should be on the long-term, at least ten years in the future and perhaps beyond.

# MARKETING & PROMOTIONS

## IWGR Customer Acquisition / Retention

It is helpful to think about customer acquisition and return in terms of the customer touchpoints, in all the formal and informal ways that each occurs.

IWGR's current customers derive from these core segments:

- Golfers staying overnight at a Partner Hotel
- Other visiting golfers
- Residents, sometimes with guests
- Tournament play
- Special program participants, wholesalers, and the like
- Troon Rewards – Troon's loyalty program is a complete one, allowing rewards members to earn free rounds of golf, status at facilities, merchandise discounts, Troon's e-magazine, and other benefits, at Troon facilities.

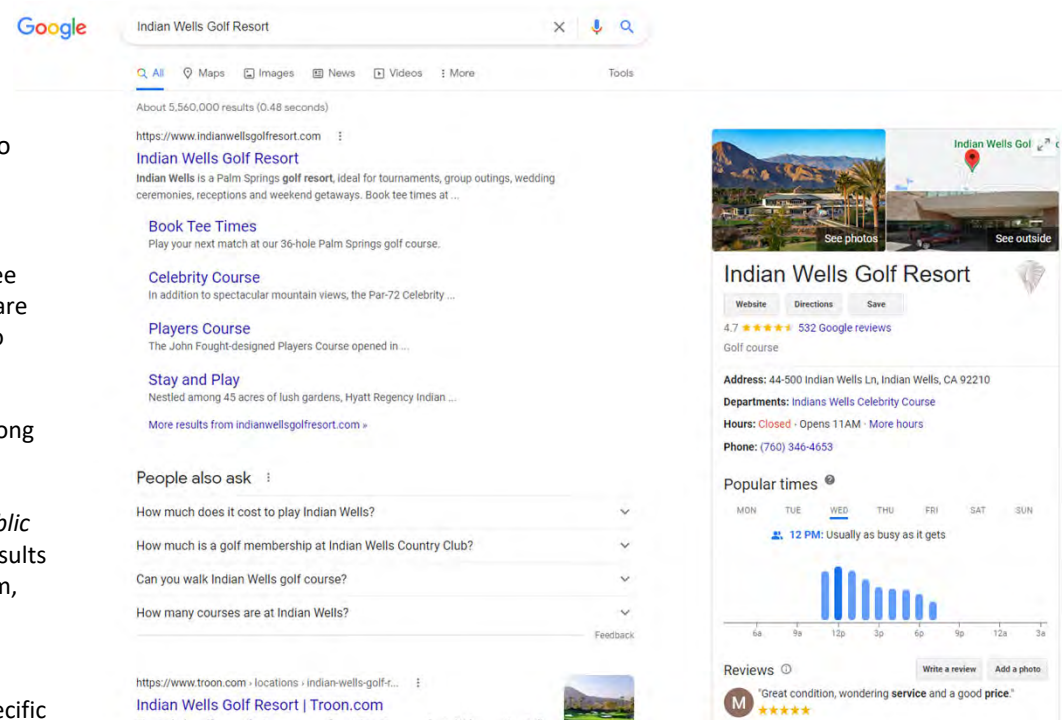
INSERT HISTORICAL ROUNDS / CUSTOMER SEGMENTS



### Online Search Results

On a direct search with Google, IWGR shows up easily as first result, with the prominent screen-right display (see screenshot at right). Direct search refers to typing in Indian Wells Golf Resort, without quotes.

- In the direct search result, the four prominent items displayed include “Book Tee Times,” “Celebrity Course,” “Players Course,” and “Shots in the Night.” These are efficient and helpful results to display for a golf facility search. The “People also ask” section of results also shows helpful information.
- On an indirect search for “best golf courses in Palm Springs,” IWGR appears among the first nine (9) facilities featured at the top of search results (with photo).
- On an indirect search for “best place to play golf in Palm Springs,” and “best public golf course in Palm Springs,” IWGR does not appear among the first featured results (with photo) but does appear as part of results at websites such as GolfPass.com, 10best.com, and similar sites.
- Indirect search results refer to instances where a user does not know they are searching for IWGR but simply see IWGR identified as part of searching with specific search terms or phrases. Essentially, indirect search is about being found when a user does not initially know to find you. Indirect search results from various likely user search terms, as improved through quality SEO (search engine optimization) tactics, are the most important of results.
- Most golfers will look for courses and play recommendations, by clicking on well-known course rating websites. On most of the rating websites we reviewed, IWGR appears among the listings when we used the most common initial web search terms and phrases.
- The Google search engine maintains a 60%+ share in the U.S., making it the first search engine to check for website search results. We did not review search results through other search engines.



### Online Reviews - Facility and Customer Service

We reviewed a sampling of online review about IWGR, the VUE, the five Partner Hotels, and Indian Wells generally. We found nothing out of the ordinary – simply a mix of those ecstatic who are pleased with IWGR or The Vue, or those claiming to be very disappointed about their experiences. Online reviews are always at least a little suspect.

Negative and online reviews should always be responded to by a facility’s management, as quickly as possible. It is often more cost effective to hire a 3<sup>rd</sup>-party to monitor online search and a facility’s various online channels, and to collaborate with Facility staff to provide responses.

**Branding, Marketing and Sales**

Indian Wells Golf Resort is well known in the U.S. golf industry, with an established brand equity extending back many years. IWGR is joined by the additional co-brand offered by its facility manager, Troon Golf, and its five City Hotel Partners.

The logos IWGR and its co-branding partners are noted at right.



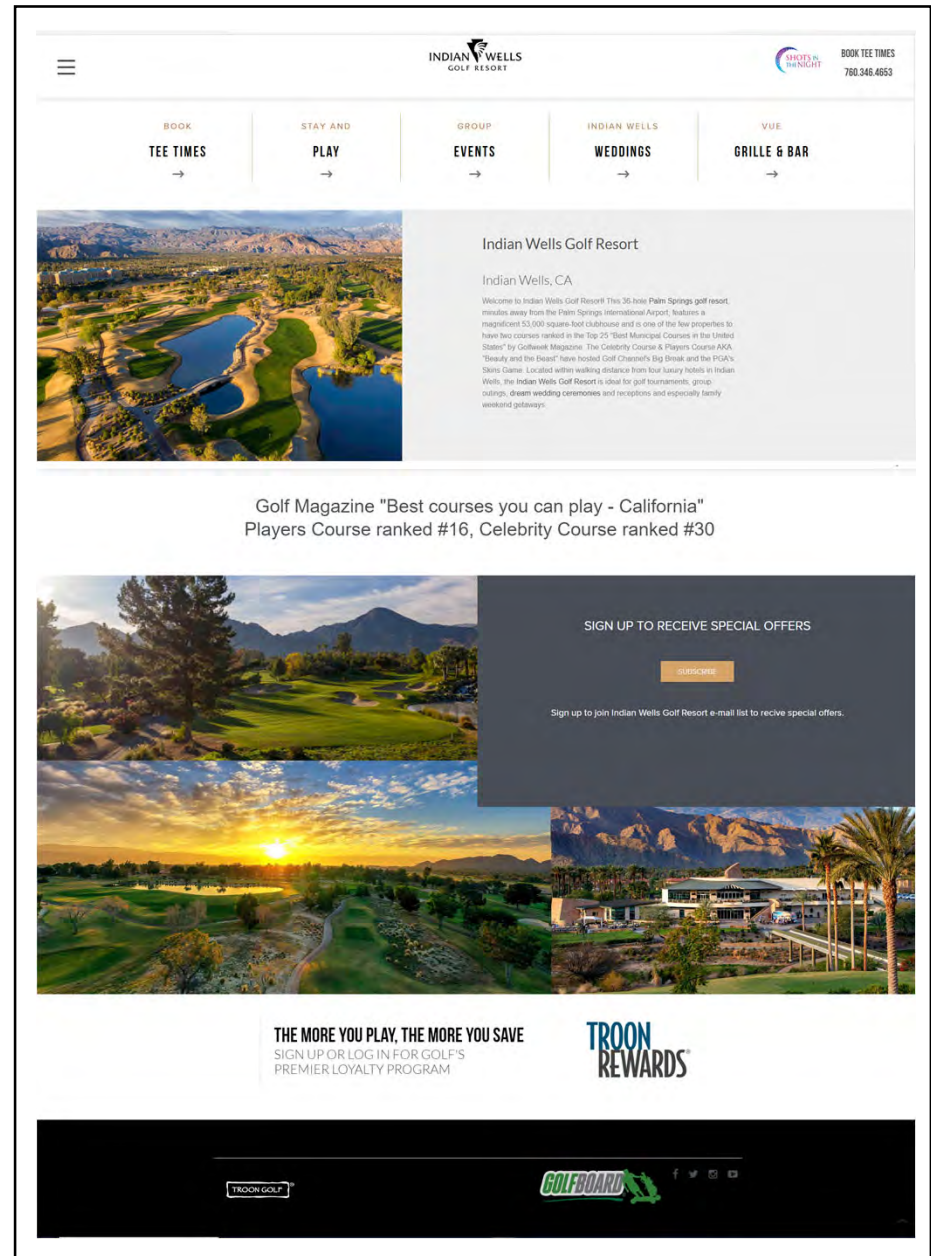

**IWGR Website**

We like the aesthetics of the IWGR website landing page, with its attractive graphics and autostart full-screen video at the top of the page.

Some comments:

- The IWGR website is located at [www.indianwellsgolfresort.com](http://www.indianwellsgolfresort.com).
- The site loads quickly and on first look the facility’s smartphone app is promoted.
- The full-screen video that plays on the landing page is well done and appears well optimized for play.
- The main landing page navigation options at the top of the page, are easy to view and the click-throughs are quick.
- The link and landing on the Booking page work well. The Booking portal and engine are quickly responsive.
- We notice that as the app promote displays on-screen, the background behind the promotional placard goes black. This may be specific to our desktop/browser combination (PC/Brave, Microsoft Edge).

Here is a screenshot (at right) of the IWGR landing page. The top 3<sup>rd</sup> appears on most browsers upon initial landing, and from there the user scrolls down to view the rest of the landing page.





**IWGR Website – Landing Page Promotion**

We like the way the forced promotional placard appears on the IWGR website but is not difficult to click “Close” and avoid.

Some comments:

- We like the design for the Winterfest logo. The font makes sense, the various graphic symbols are fun, and it seems appropriate that this is offered as an Indian Wells event, versus indicating IWGR as part of the event logo.
- A small point but we suggest making the “Close” button a more visible bold color such as dark black or blue (to go with color scheme). While the Close button is not as difficult as some promotional placards are, the moment to find a way to exit the pop-up is always an irritant on so many websites. Intentionally so in many cases. We think its good to make it truly obvious for the quick exit if that is the desire.
- We notice that the promotional placard does not appear on all IWGR sub-landing pages such as Booking. We did not check every possibility arrival to the website from various SEO search and clicks, from Google. We suggest the placard appear on most landing pages to get the best value from whatever promotion is active at the time.



Shown above, the pop-up promotional placard that presents itself on the IWGR landing page. Shown at left, a higher resolution version of IW’s Winterfest promotion.

### Shots in the Night

We appreciate the current version of the “Shots in the Night” logo. It has an elegance to it that the prior logo did not. We think the treatment of the “O” is clever and makes for a true piece of graphic design work.

The new program for the driving range will significantly change the gravitas of the night-time offering. We have included a discussion about the improvements in the Enhancements section of this report.



*Shown above, the “Shots in the Night” logo as it appears in current promotions.*

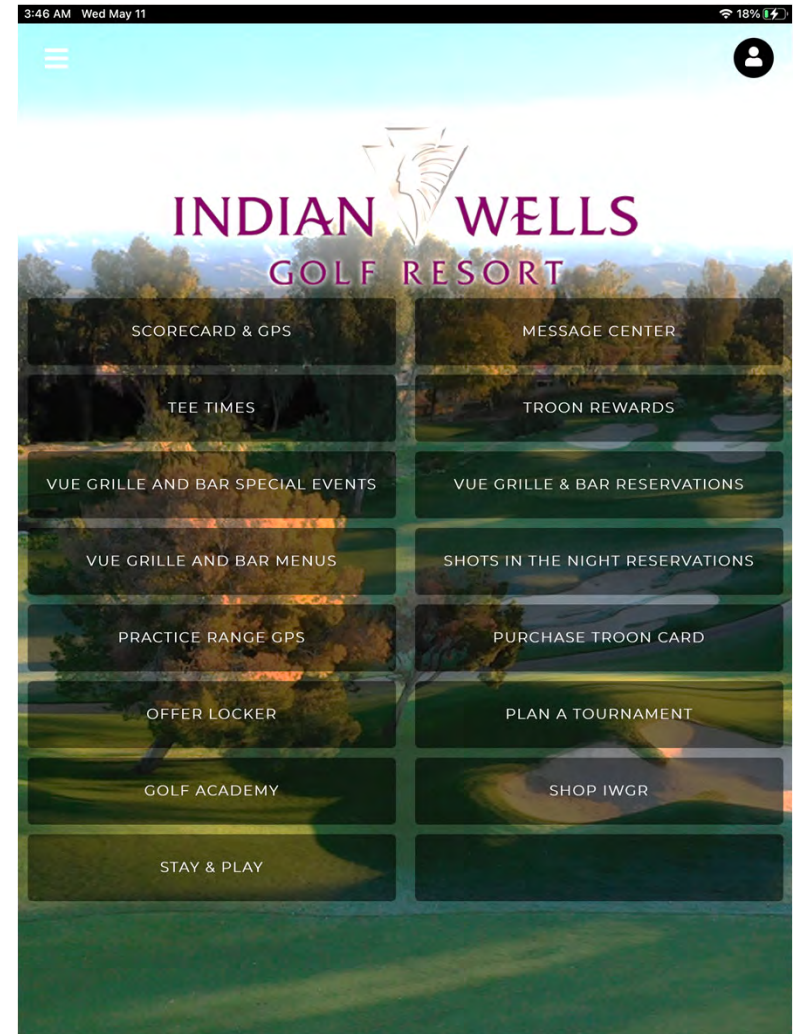
*Shown below, the prior SITN logo that we have previously indicated did not match the quality of the IWGR facility.*



### IWGR App

We like the aesthetics of the IWGR App, as it appears on an iPhone and iPad. We did not review its appearance on other maker's tablets.

- Tron maintains a smartphone app, with the technical support of SwitchCase Group LLC / Gallus Golf. The app is offered on the IWGR website landing page, requiring a click to close.
- The app's look and feel is attractive and provides easy navigation.
- We suggest a redesign of the app icon button – while the app itself has nice color the app icon (button) itself is all-white and is lost among all other app icons on a typical user's smartphone or iPad screen. A screenshot of the white app button is included below.



Shown above, the IWGR App as it appears on an iPad. Shown at far left are the App button among other Apps on a smartphone, and at near left, the smartphone App main landing page.



**Partner Hotel Websites**

The City’s Five Partner Hotels, in general, do not feature IWGR on their websites. IWGR is not a primary navigation option on these websites, except for the Miramonte. Only as viewed from these hotel websites, IWGR is an incidental amenity the promotion of these hotels. Images of the landing pages of four of the five City Hotel Partner websites, is provided on the next page.

**Miramonte Indian Wells** [www.miramonteresort.com](http://www.miramonteresort.com)

- IWGR is a primary navigation option, at top of landing page.
- Golf link on landing page does click to specific page of IWGR golf.
- Headline text on the golf page: “It’s Game On In Palm Springs.” Miramonte Resort & Spa is surrounded by world-class golfing opportunities – next door and in the surrounding Palm Springs area.”
- Direct contact information for IWGR golf concierge services.
- Direct link to IWGR website “Book Tee times” page.
- Instagram tagline: “A unique desert resort reminiscent of a classic Mediterranean estate located in Greater Palm Springs.”

**Indian Wells Resort Hotel** [www.indianwellsresort.com](http://www.indianwellsresort.com)

- IWGR not a primary navigation option.
- IWGR is a landing page highlight, does link to golf page that includes IWGR and Indian Wells Country Club information.
- The golf page features this top-of-page description about IWGR: “The only 36-hole facility in California with both courses ranked in the Top 20 “Best Courses You Can Play” in California by Golf Week Magazine and ranked number 11 in Conde Nast Travelers’ “Top 15 California Golf Resorts.”
- The golf page has two images of a hotel room (errata) to depict the two IWGR courses.

IWGR should consider the creation of a City Hotel Partner program with an attractive logo and selling points and seek placement of program button on each Hotel Partners’ website landing page.

**Renaissance Esmeralda** [www.marriott.com/en-us/hotels/pspsr-renaissance-esmeralda-resort-and-spa-indian-wells/](http://www.marriott.com/en-us/hotels/pspsr-renaissance-esmeralda-resort-and-spa-indian-wells/)

- IWGR not a primary navigation option.
- IWGR is a landing page highlight, once scrolled down, but links to an activities page.
- Landing page tagline: “Relax and revive at our Indian Wells golf and spa resort.”
- Instagram tagline: “Awaken the sense of wonder at #RenEsmeralda featuring stylish guest rooms, acclaimed restaurants, and much more.”

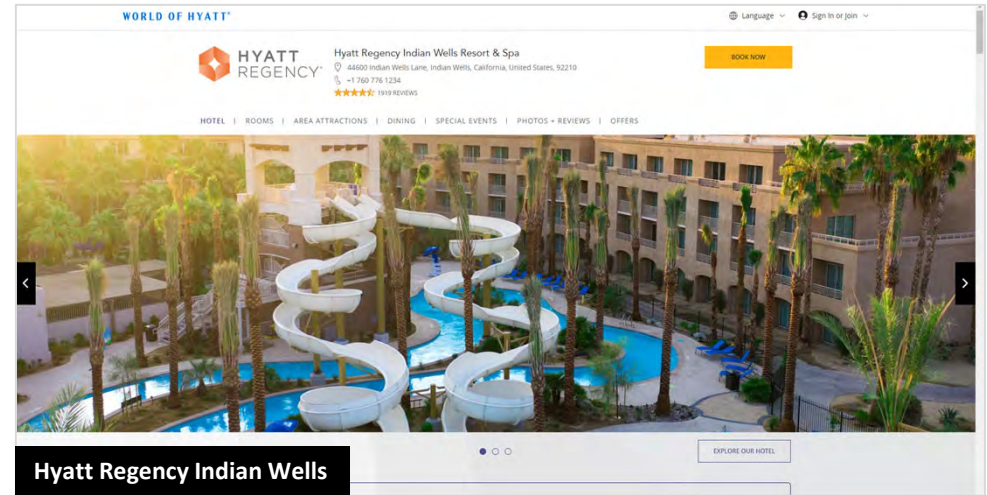
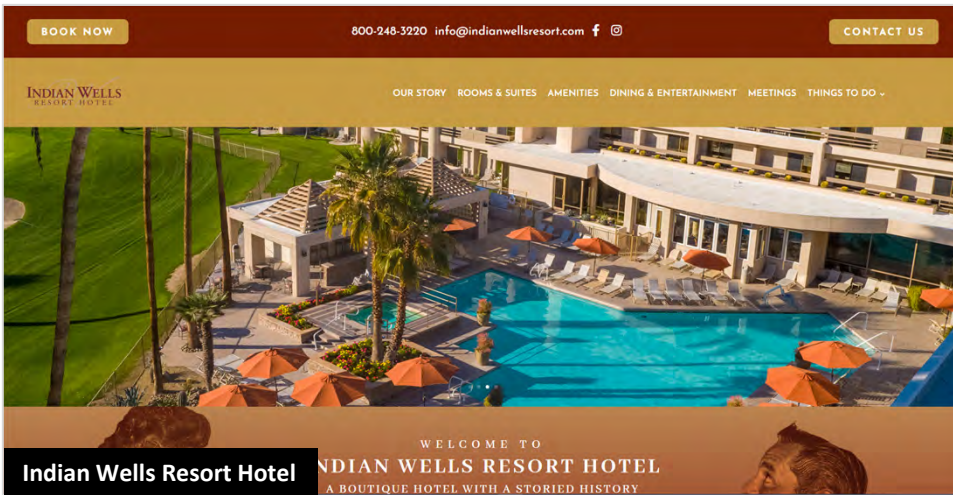
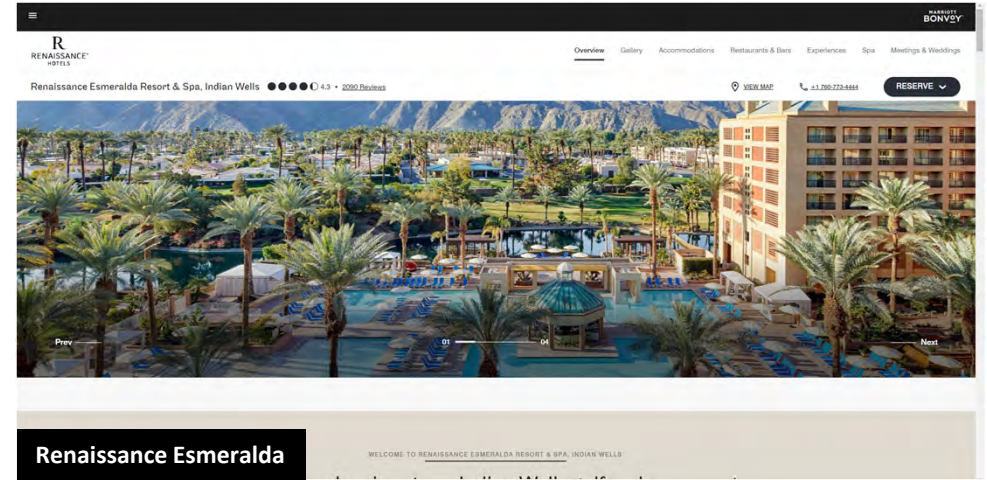
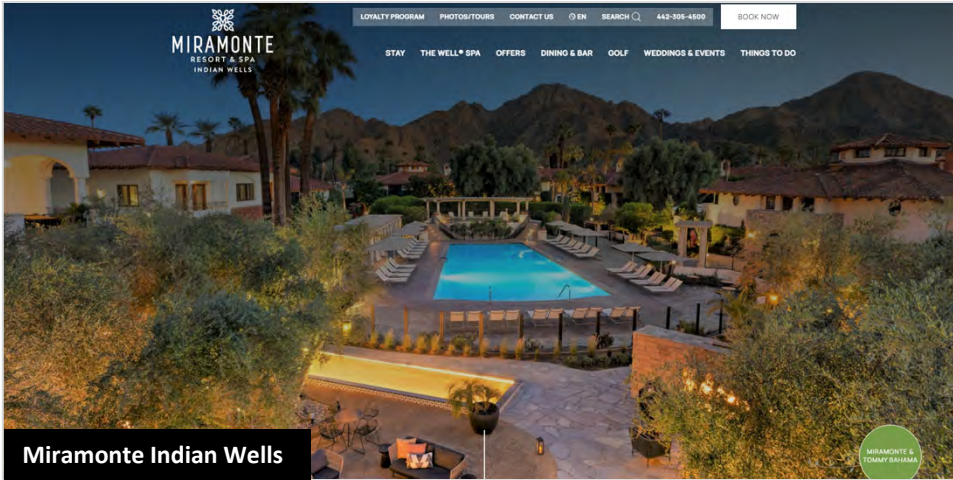
**Sands Hotel & Spa** [www.sandshotelandspa.com](http://www.sandshotelandspa.com)

- IWGR not mentioned on hotel’s landing page.
- Very much a boutique without reference to golf.
- Instagram tagline: “Luxury boutique hotel in Indian Wells, California. Designed by Martyn Lawrence Bullard.”

**Hyatt Regency Indian Wells** [www.hyatt.com/en-US/hotel/california/hyatt-regency-indian-wells-resort-and-spa/champ](http://www.hyatt.com/en-US/hotel/california/hyatt-regency-indian-wells-resort-and-spa/champ)

- IWGR not a primary navigation option.
- No direct link to IWGR page on landing page.
- No mention of golf on landing page except for golf symbol as part of hotel amenities, but no details or links.
- “Indian Wells Golf Resort’s Shots in the Night” is featured among area attractions on the Area Attractions page.
- No choice golf photos on the resort’s Photos + Reviews page.
- Instagram tagline: “Retreat to our 45-acre desert oasis with the largest waterpark in Greater Palm Springs.”

Partner Hotel Websites



Note – the Sands Hotel & Spa is not shown in this sampling of the City’s Hotel Partner website landing pages.

### Experiential Customer Touchpoints

**Our field visit team found the golf experience at IWGR acceptable, as compared to comparable priced golf experiences in a resort setting.**

Touchpoints, the series of interactions (moments) with customers, are essential to every customer-facing business. The combined results of the various touchpoints along the way in each customer experiential “journey” influences satisfaction.

For golf facilities it is no different, and with some complexity since there are different journeys and touchpoints for each player segment, trip motivation, and skill level. And not all touchpoints are of equal importance, and some have more of an impact on dissatisfaction than more positive contributors. A relatively recent study undertaken by the United States Golf Association (“USGA”) indicated that there are more than 1,000 touchpoints that golfers can contact throughout their golf experience. This is too many touchpoints to manage but the point is made.

Our team has visited IWGR on numerous occasions, playing the courses, taking meals at the restaurant, enjoying the clubhouse ambiance and people flow, and seeing the facility in the evening with ‘Shots in the Night’ in operation. We have also received all manner of comments from Stakeholders, on these customer touchpoints.

In general, the customer to staff golf experience is well received and routinely complimented. There are comments, questions, and ideas focused on course maintenance. The Vue clubhouse restaurant was in most cases the attractor of negative comments. Many cited the difference between the positive customer-staff interaction on the course, and that in the restaurant.

Our checklist in experiencing these touchpoints is included at right.

<b>PRE Prior to arriving</b>	<ul style="list-style-type: none"> <li>▪ Word of mouth</li> <li>▪ Internet and social media</li> <li>▪ Phone queries</li> <li>▪ Golf influencers? “Golf geek” vlogs</li> <li>▪ Website and App</li> <li>▪ Hotel lobby activation / promote</li> <li>▪ Reservations</li> </ul>	<ul style="list-style-type: none"> <li>▪ Limited</li> <li>▪ Good</li> <li>▪ N/A</li> <li>▪ N/A</li> <li>▪ Good</li> <li>▪ N/A</li> <li>▪ N/A</li> </ul>
----------------------------------	---	---

<b>On arriving</b>	<ul style="list-style-type: none"> <li>▪ Greeting / club drop / parking</li> <li>▪ Locker room</li> <li>▪ Pro shop</li> <li>▪ Practice facilities / driving range</li> </ul>	<ul style="list-style-type: none"> <li>• Typical</li> <li>• Avg</li> <li>• Good (had to rent clubs)</li> <li>• Fair</li> </ul>
--------------------	--	--

<b>On the course</b>	<ul style="list-style-type: none"> <li>▪ Starter</li> <li>▪ Overall challenge of the course</li> <li>▪ Overall fairways, roughs, and bunkers</li> <li>▪ Overall tees and greens</li> <li>▪ Pace of other players; and corrective actions</li> <li>▪ On-course staff</li> <li>▪ Overall “vibe and ambiance”</li> </ul>	<ul style="list-style-type: none"> <li>• N/A</li> <li>• Good, Players tough</li> <li>• Good</li> <li>• Quite good</li> <li>• Didn’t experience slowness</li> <li>• Didn’t experience</li> <li>• Good</li> </ul>
----------------------	---	---

<b>After the round</b>	<ul style="list-style-type: none"> <li>▪ Clubs etc. clean-up</li> <li>▪ Locker room</li> <li>▪ Promote lessons (more lessons creates return players)</li> <li>▪ Pro shop</li> <li>▪ Restaurant</li> <li>▪ Overall “vibe and ambiance”</li> </ul>	<ul style="list-style-type: none"> <li>• Avg.</li> <li>• Avg.</li> <li>• Didn’t Experience</li> <li>• Good</li> <li>• Avg.</li> <li>• Avg.</li> </ul>
------------------------	--	---

	<ul style="list-style-type: none"> <li>▪ Thanks, and survey</li> <li>▪ App</li> <li>▪ Promote return</li> </ul>	<ul style="list-style-type: none"> <li>• N/A</li> <li>• N/A</li> <li>• N/A</li> </ul>
--	---	---

<b>POST Until next time</b>	<ul style="list-style-type: none"> <li>▪ App</li> <li>▪ Email</li> <li>▪ Social media</li> <li>▪ Golf influencers? Golf Geek vlog</li> <li>▪ Lobby activation recognition</li> </ul>	<ul style="list-style-type: none"> <li>• Didn’t use</li> <li>• Didn’t use</li> <li>• Didn’t use</li> <li>• N/A</li> <li>• Limited</li> </ul>
---------------------------------	--	--



**Golf Industry in Social Media**

*Social Media – the Canary in the Coal Mine?*

Generations that grew up with Arnold Palmer and Jack Nicklaus are aging out of the golf industry. Even Tiger Woods is nearing that age of near retirement, with young consumers.

Millennials follow their sports heroes through their favorite social media channels, and the term “sports hero” is going through a transition. A sports hero can simply be a social media influence that has created a niche following, for one reason or another.

Social media audiences are a direct window onto our young consumers, with their new and changed interests.

Simply as an example, we have collected the top Instagram accounts, as measured by followers. We included top sports figures such as Ronaldo, Messi, and LeBron James, along with the top celebrities including Beyonce and Gigi Hadid. The NFL’s heroes, the MLB, and some select eSports celebrities and teams are also included. The notable aspect of the list is the relatively minimal followers for the top pro golfers today, even Tiger Woods.

**Major Social Media (Instagram) Accounts – Spring 2022**

	Person / Organization	Self-Described	Account	Instagram	
				Posts	Followers
1	Cristiano Ronaldo	Football (soccer)	cristiano	3,277	421,000,000
2	Kylie Jenner	Model	kyliejenner		320,230,000
3	Lionel Messi	Football (soccer)	leomessi		284,000,000
4	Beyoncé	Singer, songwriter	beyonce	2,019	247,000,000
5	Neymar Jr	Football (soccer)	neymarjr		171,640,000
6	LeBron James	Basketball	kinggames		117,000,000
7	Real Madrid CF	Football (soccer)	realmadrid		113,000,000
8	Gigi Hadid	Model	gigihadid		73,200,000
9	David Beckham	Football (soccer)	davidbeckham		71,900,000
10	NBA	Basketball	nba	47,752	65,800,000
11	Stephen Curry	Basketball	stephencurry30		41,100,000
12	NFL (National Football League)	American football	nfl	21,260,456	24,100,000
13	PewDiePie	Gamer	pewdiepie	-	21,800,000
14	Russell Westbrook	Basketball	russwest44		19,300,000
15	Ye (Kanye West)	Singer, songwriter	kanyewest	-	15,900,000
16	Odell Beckham Jr	American football	obj	142	15,800,000
17	Tyler Blevins	Gaming influencer	ninja	1,252	13,200,000
18	FaZe Clan	eSports team	fazeclan	4,597	11,800,000
19	MLB	Baseball	mlb	34,483	8,300,000
20	Tom Brady	American football	tombrady		8,200,000
21	Myth	Gaming influencer	tsm_myth	859	6,400,000
22	Turney Tenney	eSports	Tfue		5,500,000
23	Patrick Mahomes	American football	patrickmahomes		4,900,000
24	Imane Anys	eSports, female	pokimane		4,900,000
25	Russell Wilson	American football	dangerusswilson		4,900,000
26	Kyle Jackson	eSports	Mongraal		3,500,000
27	PGA Tour	Golf	pgatour	22,925	3,400,000
28	Kyle Giersdorf	eSports	bugha		3,300,000
29	Paige Spiranac	Former pro golfer	_paige.renee	474	3,200,000
30	Team Solomio	eSports team			2,900,000
31	Tiger Woods	Pro golfer	tigerwoods	-	2,900,000
32	Rory McIlroy	Pro golfer	rorymcilroy	544	2,200,000
33	Rickie Fowler	Athlete	rickiefowler	1,739	1,800,000
34	NASCAR	Motorsports league	nascar	-	1,600,000
35	Jordan Spieth	Pro golfer	jordanspieth	297	1,600,000
36	Phil Mickelson	Athlete	philmickelson	204	1,300,000
37	The Masters	Golf tournament	themasters		1,000,000

# SWOT EVALUATION

This SWOT evaluation is based in part on Stakeholder comments, as well as SCP research and thoughts as to IWGR’s strengths, weaknesses, opportunities, and threats (“SWOT”), relative to competitive facilities. SWOT is the long-accepted means for evaluating a property’s situation within its current and future competitive environment.

We note that aspects of new versions of SWOT, such as the SOLR method in development at Tamaya Ventures, is integrated with this work. Some of SOLR is like the SWOT method but with a focus on implementation (the “R” in SOLR). SOLR is an acronym for strengths, opportunities, liabilities, and results.

Indian Wells’ focused (and successful) strategy to create a resort complex with municipal golf, is relatively rare, at least among top-rated municipal courses.

And the City is among the few municipalities that has pursued golf course development investment on its own account, as part of a large-scale transient occupancy tax creation strategy.

The Stakeholders might be envied for present circumstances concerning IWGR. The preparation of a strategic asset plan is often undertaken to reposition, repurpose, and even sell assets, to solve a perilous financial situation. The City of Indian Wells is in a far different position from this: the City has the opportunity to consider changes, enhancements, and opportunities to what has been a successful municipal investment. An enviable position.

**SWOT Strengths**

- IWGR is among the top-rated municipally-owned golf complexes in the U.S. IWGR’s Players course is consistently ranked among the very best of such municipal golf courses. The city and its facility manager Troon have succeeded in operating a municipal course in a way that rivals many of the best private golf clubs.
- The overall “origin” strategy for IWGR has worked well. The golf complex created a desirable location for major resort hotels to be developed, each of which contribute significant Transient Occupancy Taxes to the City. In fact, the IWGR municipal strategy that creates TOT provides most of the revenue to the City’s budget.
- The City’s Hotel Partners are experienced hotel owners, with an interest in investing to enhance the value of their properties. In 2019, the Renaissance Esmeralda underwent a \$25 million renovation to celebrate the hotel’s 30th anniversary. The Hyatt Regency added their \$8 million HyTides Plunge Waterpark and Desert Twist Lazy River as part \$21 million worth of renovations in 2020-2021.
- In addition to the large Partner Hotels, PRG Hospitality Group fully repurposed and re-opened the Sands Hotel & Spa in 2018, providing the city with its first (small) boutique hotel. The presence of a quality boutique lodging operation adds a helpful niche accommodation offering that had not existed.
- Although the large Renaissance Esmeralda and Hyatt Regency resorts may consider further adaptation to post Pandemic travel sensibilities, the Miramonte and Sands hotels at their scale and amenities, would seem to be relatively well-positioned for the new era in travel.
- The facility manager provides a quality golf experience, managing various customer touchpoints in an acceptable manner (see following page).

- The Facilities Manager has shown an ability to manage operating expenses for golf and F&B with great ability. F&B margin, has been consistently better than benchmark facilities, even while reacting to the Pandemic and post Pandemic operating conditions.
- Having two “core courses” is a significant advantage, that is, courses with hole-by-hole routing that does not include residential or other development along both sides of fairways. The placement of the two courses in their present configuration provides substantial flexibility should any repurposing be desired in the future.
- The physical setting including views offered by Indian Wells Golf Resort is spectacular, for golfers on either of the courses and for guests to the IWGR event pavilion. For non-golf guests staying at the Hyatt Regency and the Renaissance Esmeralda, the beautiful landscaping and views provide a serene and beautiful backdrop to their stay.
- The location of the property is along Highway 111, which is the main thoroughfare through the region, making the property easily accessible to residents and visitors alike.





**SWOT Weaknesses**

- The existing golf envelop is physically constrained by the Wash (also known as the Whitewater River channel). The Wash divides the IWGR property into north and south sections.
- The clubhouse is underutilized, the menu has not been popular, and most residents do not consider the restaurant as a place to bring visiting friends and relatives.
- Most repurposing options have challenges with parking availability, the Wash bridge, and tight “development envelopes” as defined in the 1985 Easement Agreement.
- There is limited parking convenient to the clubhouse for special events, and golfers on busy days.



*Shown above, an aerial view of the complicated central area of Indian Wells Golf Resort. The master plan solved for primary ingress/egress, access to each of the hotel entrances, access to the clubhouse, parking, and in particular, paths from Players and Celebrity course’s 18th greens to clubhouse.*

- IWGR was master planned without a central gathering place or “resort village,” as is common with many destination resorts. While the clubhouse and grounds might have taken this role, as configured these facilities are not such an amenity.
- Walkable access to the IWGR clubhouse from the two Hyatt and Renaissance, is not inviting and without a compelling “payoff” for making the effort.
- IWGR does not have “veracity” as a general commercial destination; that is, as a place for regional residents and visitors, to come for dining or entertainment. This is due to IWGR’s lack of street presence on the approach, the “read” of the entry road, and no commercial read emanating from the clubhouse exterior.
- Indian Wells Golf Resort itself, has operated at a loss over the years, where a break-even result may be the desired objective.
- In the original Easement Agreement and its subsequent amendments, upon which IWGR now operates, there was no inflation index included in reference to resident (as defined) green fees. This provided a vesting for this pricing which is unusual.
- The practice facility is mediocre as compared to other golf courses of this caliber.
- The Players Course is considered by many to be too difficult, and modifications could be considered to ease the difficulty of play.

**SWOT Opportunities**

- Three of the City’s Hotel Partners are relatively new owners, each of which are considering their own go-forward business plans. This is an excellent time to explore enhancements with such potential collaborators. The Hyatt Regency is now owned by affiliates of Trinity Real Estate Investments LLC Oaktree Capital Management, L.P. (2022) The Miramonte Hotel is now owned/managed by Lowe/CoralTree Hospitality (2020).
- The Indian Wells Tennis Garden is a major first-class facility and potential co-anchor to any consolidated “districting” of the City’s recreation assets. It is unusual to have a partnership facility of such world-class caliber.
- Changed leisure-time choices have favored outdoor recreation including golf, following the Covid-19 pandemic. It is helpful that participation in outdoor recreation has increased since the worst of the Pandemic, and any additional offerings at IWGR could be welcomed by consumers.
- Additional amenities at IWGR that assist the Hotel Partners in attracting guests, particularly in the shoulder seasons, can help to fill the large amount of unsold available room-nights. The five Partner Hotels in the City include just over 1,500 rooms, which operated on average at a 54.1% occupancy in 2019. For 2021, the hotels averaged an estimated 37.5% for 2021.
- Troon Golf has additional experience outside of traditional golf, with the new “golf entertainment” formats that are increasingly popular with consumers. This expertise may be quite helpful in considering strategic alternatives for IWGR.
- So-called “golf entertainment” venues are of high interest right now, among consumers and with investors. These new concepts are golf derivatives but at the same time are more about trending location-based entertainment (“LBE”) sensibilities, than simply the golf. The best of new LBE place-products have wider customer audiences than golf.
- Enhancing the practice facilities is a great opportunity to attract serious golfers.
- The resort does not seem to be aggressively marketed as a golf destination. The Palm Springs Area is widely known but IWGR seems to take a back seat to some of its better-known neighbors (PGA West, for instance) in the visitor market.
- The 2<sup>nd</sup> level of the clubhouse, with its outside terrace facing south towards Highway 111, could be a place of perceived “busy energy” if activated. Even more so if combined with additional activities at or about the clubhouse.
- The means of asset managing IWGR can be streamlined and made more effective, with a new organizational approach that more closely resembles a private-sector approach (see Asset Management section herein for details).
- See the Enhancements section of this report for projects and ideas of interest to Stakeholders. The appendix includes other opportunities that were not of interest to Stakeholders for further study.

**SWOT Threats**

- The future of the traditional golf industry is an open question as to whether Pandemic-induced new play is the “new future” or if play will return to its declining trendline.
- The travel / resort business has changed since the 2020 Pandemic; the facilities design for the Hyatt Regency and Renaissance Esmeralda may require adaptation to meet evolving consumer travel trends. Of course, this is also an opportunity for IWGR if the facility can adapt and enhance the competitiveness of Partner Hotels. And it is also true that ways of conducting business, of business travel, and leisure-travel, were evolving before the onset of the 2020 Pandemic.
- The Partner Hotels at IWGR generally send less golfers than in the past. Golf is not the compelling anchor resort activity that it was at the time of initial IWGR development. The City’s Hotel have their own financial objectives in packaging profitable guest activities, and keeping guests at their properties is important, whether at the pool, bar, spa, or gathering places.
- Of course, what may seem to be a threat can be an opportunity given that the IWGR clubhouse is situated in proximity to Partner Hotels. Some IWGR program repurposing may allow for IWGR to offer activities of interest to the Hotel Partners.
- While good for employees, for employers the post Pandemic staffing issues have been further exacerbated with the state minimum wage increased to \$15 per hour (effective January 1, 2022). This has been an issue of both available workforce and its associated expense.
- Overall golf rounds played at IWGR are down from their historic high some years back.
- There is the continuing prospect for the return of Covid-19, its variants, and continuing related business impacts. This includes government-mandated responses to Pandemic matters and managing compliance to such mandates.
- Golf courses have, in generally, experienced increased play since the Pandemic. But no one knows how sustainable the current surge is. This is a good time for IWGR to review how best to adapt if golf participation declines return to pre-Pandemic trends.
- The State Legislature has been reviewing various potential modifications to local land use regulations, including placement of affordable housing in neighborhoods zoned for single family residential and at golf course properties.
- The continuing draught in the Western U.S. is a continuing concern for golf course owners; golf could be considered a non-essential business if the draught leads to increased rationing. Over the past decade, communities and water districts in Southern California have enforced limitations on residential water use.



# TRADE AREA

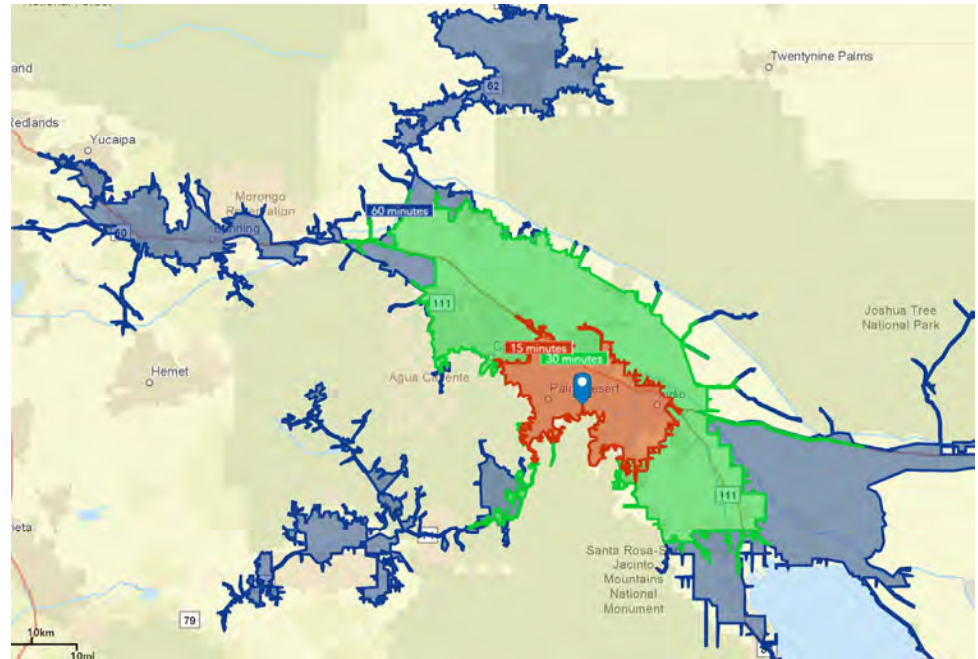
**Drive-times and Resident Population**

Drive-time populations are helpful to know, since some IWGR facilities and activities including special events, draw support from local and regional residents.

The total population residing with a 60-minute drive-time is estimated to reach 637,521 by 2026. The close-in population within a 15-minute drive time is included in the overall total and is separately estimated at 201,596 (2026).

It is interesting to review the demographic differences between the residents of Indian Wells, and those residents within 15-, 30- and 60-minute drivetimes of the IWGR clubhouse.

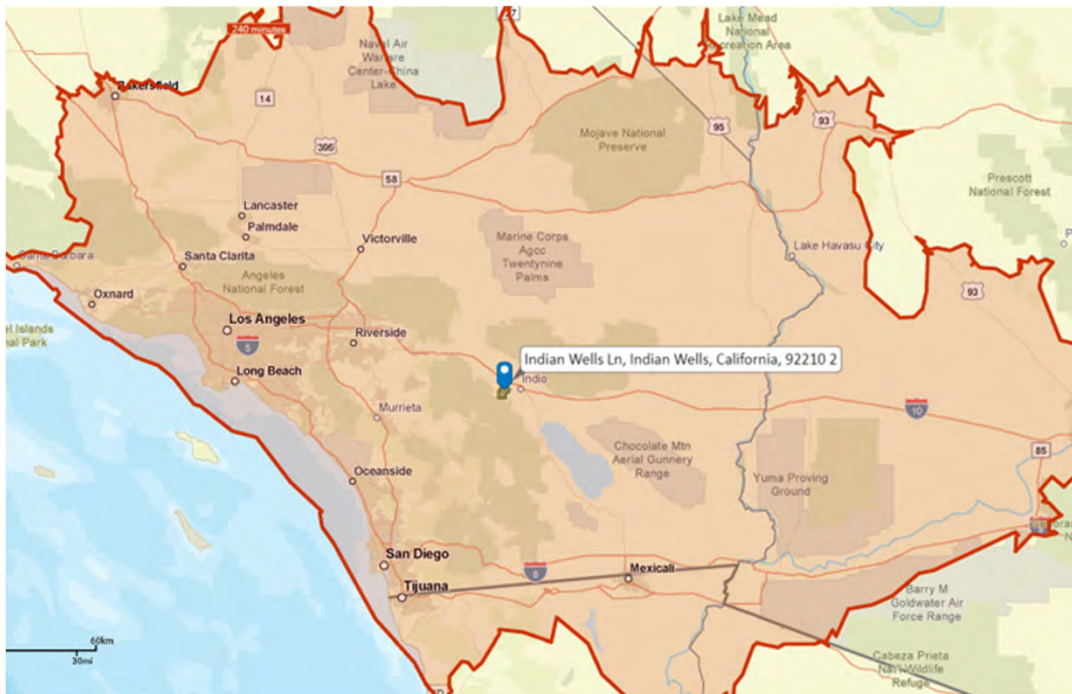
Population and Median Age			
	2010	2021	2026
Indian Wells population	4,958	5,672	5,948
Indian Wells median age	66.8	66.4	68.0
Population within 15-minutes	179,307	192,459	201,596
15-Minute median age	43.5	46.4	46.9
Population, 15-30 minutes	210,649	232,156	245,302
30-Minute median age	37.4	39.0	39.7
Population 30-60 minutes	158,335	180,577	190,623
60-Minute median age	36.9	39.0	39.8
Population total, 60-minute	548,291	605,126	637,521



Shown above, Regional Drive-time Reach - The drive-time map above illustrates drive-times of 15 minutes (in red), 30 minutes (in green), and 60-minutes (in blue), from IWGR. To the west, the 60-minute drive-time reaches beyond Yucaipa, and almost to Redlands. To the east, the 60-minute drive-time reaches to shores of the Salton Sea, and beyond.

Source: ESRI ArcGis, StoneCreek Partners LLC

**Market Support for Major Events**



Source: ESRI ArcGIS, StoneCreek Partners LLC

The Coachella Valley is acknowledged as a place for major special events, with the East Coachella Valley hosting the largest of such gatherings.

- **Established Major Event Traditions** - Events such as Coachella at the Empire Polo Grounds (Indio) attract about 125,000 guests each day, over a 5-day festival. The polo grounds are just a 17-minute drive from IWGR, so an interesting comparable for what’s possible in Indian Wells.
- Indian Wells is already a host community for major events. Just before the Pandemic the BNP Paribas Open attracted a record attendance of 475,372 (2019) during the event’s two-week run.
- **4-Hour Drive Population** - There is a resident population of 26.5 million (2021), living within a four-hour drive-time of Indian Wells.
- By 2026, ESRI estimates this 4-hour drive-time population will have increased to 27.3 million, in more than 9 million households. This drive-time population extends along the coast to Santa Barbara and south into Mexico, and to the east to include a significant portion of the metro Phoenix area.
- The closer-in 2-hour drive-time population is still a large base for special events, estimated to be 7.8 million residents by 2026, in 2.4 million households.



**Indian Wells Partner Hotels**

There are 1,506 hotel rooms within five hotels, in Indian Wells. Four of the hotels are within IWGR or are adjacent to the IWGR resort property. The Sands Hotel & Spa is located a short distance away. All can be considered Partner Hotels.

- We commissioned an STR report for just Indian Wells hotels, and the summary results are provided in the table at below right. We note that the Indian Wells Resort Hotel does not participate in reporting to STR. STR is the former Smith Travel Research company that itself was once a service of Laventhol & Horwath.
- For the 2019 operating year, just before the Pandemic impacts began, the average daily rate among these hotels was reported at \$209.46. The occupancy was 54.1%.
- It is difficult to draw any conclusion from operating performance for 2020 and 2021, since hotels were either closed by public health order, or operating partially with safety protocols in place.
- It is helpful to note that in a variety of studies of the market, hotel consultant HVS has described hotel demand in the Coachella Valley as primarily dependent on FIT-related leisure demand, at about 65% of the accommodated lodging market. This is separately confirmed by information tracked by the Palm Springs Convention Bureau.
- The balance of accommodated hotel demand includes demand from commercial and group segments, at about 15% and 20%, respectively.



ADR & Occupancy – Partner Hotels					
	2018	2019	2020	2021	2022 January
Average Daily Rate	n/a	\$209.46	n/a	\$257.23	\$253.92
Occupancy	n/a	54.1%	n/a	37.5%	36.8%
Room-nights Supply	n/a	549,690	n/a	549,690	46,686
Rooms Count	n/a	1,506	n/a	1,506	1,506

*Notes – There were not enough hotels reporting to STR in 2018, to allow a trade area report. Areawide operating results for 2019 may have been negatively impacted by the construction of the water park at the Hyatt Regency which opened in 2020. Participating hotels include Hyatt Regency, Renaissance Esmeralda, Miramonte Indian Wells, and the Sands Hotel & Spa. Indian Wells Resort Hotel has not participated in reporting to STR.*

Source: STR, Inc., StoneCreek Partners, LLC

### Short-Term Rentals

A particular phenomenon of the Coachella Valley - short-term rentals have always been a factor in the area but the slate of major events that now occur the region has encouraged this alternative use for private residences.

- Airbnb is the major booking portal for short-term rentals, but Expedia Group (Vrbo / HomeAway Group), Tripping.com, Onefinestay.com, and Marriott’s Home & Villas, are among other booking agents.
- The Marriott offerings include Marriott guarantees along with its loyalty rewards program. Onefinestay.com is just now penetrating the greater Los Angeles area market.

Shown at right is a comparison of active short-rentals, rates, and occupancies, as of November 1, 2021, according to AirDNA. The availability of short-term rentals changes significantly throughout the year.

Short-Term Rentals						
Area	Housing Units	Housing Vacancy %	Active Rentals	Rental % of HU’s	Occ %	ADR
Cathedral City	51,840	27.9%	716	1.4%	69%	\$355
Coachella	42,158	7.6%	504	1.2%	50%	\$555
Desert Hot Springs	32,569	18.6%	716	2.2%	67%	\$241
Indian Wells	4,762	43.6%	192	4.0%	67%	\$298
Indio	89,137	17.5%	2,326	2.6%	59%	\$568
La Quinta	37,860	35.1%	2,224	5.9%	68%	\$451
Palm Desert	50,889	36.6%	2,730	5.4%	74%	\$311
Palm Springs	44,397	33.1%	4,446	10.0%	73%	\$497
Rancho Mirage	16,804	36.7%	596	3.5%	67%	\$359
CV All-Cities Average	319,578	23.6%	14,530	4.5%		
California	14,420,313	7.9%				

Source: AirDNA, State of California, Department of Finance, StoneCreek Partners LLC

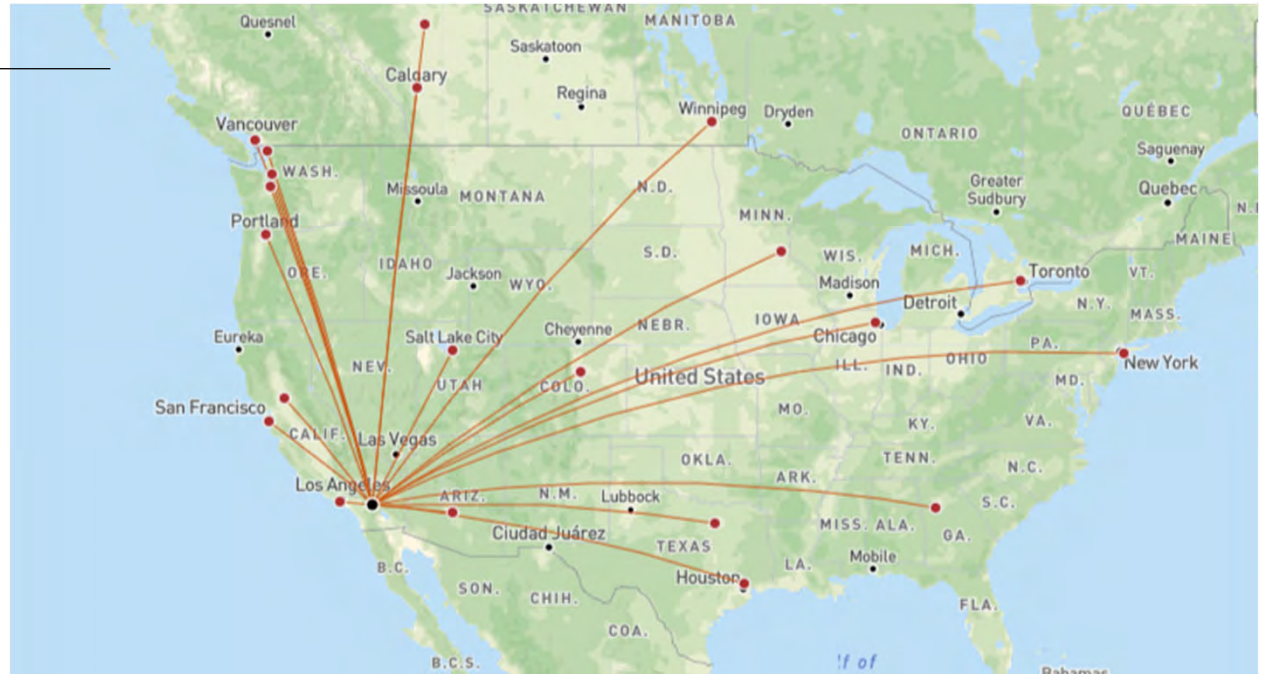
**Airport Activity**

Thirteen airlines serve Palm Springs International Airport with nonstop flights to more than 30 airports and offer one-stop travel possibilities to over 500 cities worldwide. Compared to other airports in the region, the Palm Springs Airport experienced the best recovery in 2021 activity, as compared to 2019. In 2021, Palm Springs Airport completed a \$43 million renovation and expansion of the airport’s ticket lobby, installation of a new baggage handling system, and replacement of passenger boarding bridges.

In June 2021 Southwest Airlines announced its’ continued growth in Palm Springs with four new routes. The new routes included daily year-round service to Sacramento, seasonal daily service to Dallas Love Field and Chicago Midway, and Saturday seasonal service to Portland. Southwest Airlines first expanded its flight schedule to serve Palm Springs in 2020.

Of importance, according to DK Shifflet & Associates, approximately 85% of Palm Springs visitors arrive by car, while 15% arrive by plane (from “2011 Visitor Transportation Study” by TNS, DK Shifflet & Associates).

The following table shows Palm Springs International Airport passenger activity (total deplanements / enplanements) for the 2018 through 2021 period.



Shown above, flights coming in and out of Palm Springs

Annual Total Passengers, 2018-2021					
Airport	2018	2019	2020	2021	2021 as % of 2019
Palm Springs International Airport	2,327,018	2,563,955	1,252,094	2,092,943	81.6 %
Ontario International Airport	5,115,894	5,583,732	2,538,482	4,496,592	80.5 %
John Wayne Airport	10,664,038	10,656,986	3,794,850	7,700,489	72.3 %
Los Angeles International Airport	87,533,177	88,068,013	28,779,527	48,000,000	54.5 %

Source: Southern California Association of Governments, StoneCreek Partners LLC



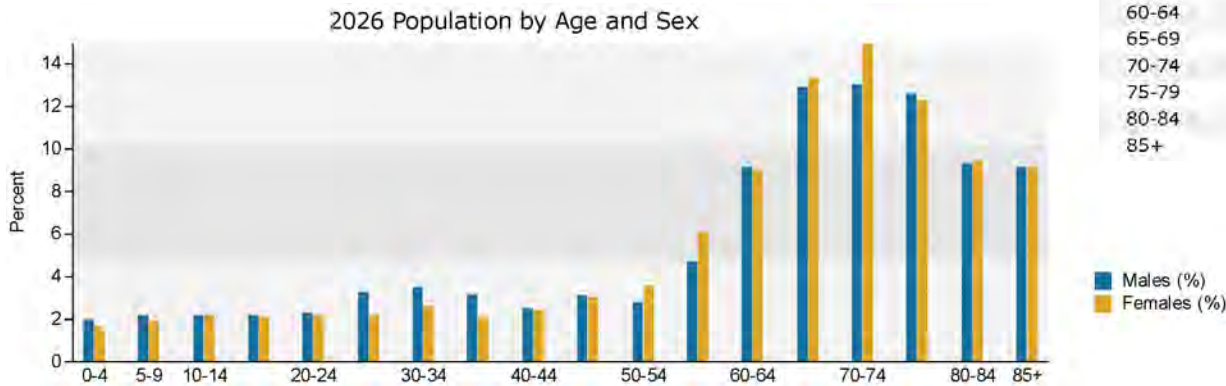
### Age Distribution in Indian Wells

As noted, by 2026 the median age of Indian Wells’ population is estimated to be 68.0 years. Average household size is projected to be 1.81 in the same year, on average just under 2.0 persons per household.

In the surrounding region the median age is estimated for the same year at 46.9, 39.7, and 39.8 years, for residents in the separate drive-time bands 15-, 30-, and 60-minutes from the IWGR clubhouse.

By 2026, just under 84% of Indian Wells’ population is expected to be 55+ years of age. In that same year, the population is estimated to consist of 2,494 females and 2,011 males.

The graphic below shows this age distribution information by age groupings.



Source: ESRI ArcGIS, StoneCreek Partners LLC

### Population by Age and Sex | City of Indian Wells

Sources: ESRI ArcGIS, StoneCreek Partners LLC

Male Population	2021		2026	
	Number	% of 50+	Number	% of 50+
Total (50+)	1,938	100.0%	2,011	100.0%
50-54	101	5.2%	77	3.8%
55-59	190	9.8%	128	6.4%
60-64	261	13.5%	250	12.4%
65-69	302	15.6%	353	17.6%
70-74	336	17.3%	357	17.8%
75-79	299	15.4%	344	17.1%
80-84	242	12.5%	254	12.6%
85+	207	10.7%	248	12.3%

Female Population	2021		2026	
	Number	% of 50+	Number	% of 50+
Total (50+)	2,346	100.0%	2,494	100.0%
50-54	148	6.3%	116	4.7%
55-59	219	9.3%	195	7.8%
60-64	330	14.1%	289	11.6%
65-69	419	17.9%	427	17.1%
70-74	392	16.7%	479	19.2%
75-79	351	15.0%	396	15.9%
80-84	257	11.0%	301	12.1%
85+	230	9.8%	291	11.7%

**Live Entertainment**

Live music performance, from intimate to major festivals, are part of the charm of the Coachella Valley. The region’s temperate evening weather during much of year makes outdoor events particularly compelling. Within Indian Wells, there are ways to offer live entertainment, if of interest to IWGR as an event producer.

The Indian Wells Tennis Garden has obvious potential for large-audience live music events.

The table below highlights existing live event facilities in the Coachella Valley.



**Live Entertainment & Sports Venues, Coachella Valley**

	Facility	City	Type	Capacity	Facility Description
1	Cathedral City Community Amphitheatre	Cathedral City	Outdoor	2,909	A 2.5-acre community park, lawn seating.
2	Empire Polo Club	Indio	Outdoor	90,000	Major venue; hosts Stagecoach, Coachella.
3	Indian Wells Tennis Garden	Indian Wells	Outdoor	16,100	Tennis club; hosts BNP Paribas Open.
4	Ramona Bowl Amphitheatre	Hemet	Outdoor	5,400	Seating in tiered concrete benches.
5	The Rock Yard at Fantasy Springs Resort	Indio	Outdoor	1,500	Outdoor venue
6	Acrisure Arena	Thousand Palms	Indoor	11,000	Opening 2022, home of the CV Firebirds (AHL)
7	Annenberg Theater, Palm Springs Art Museum	Palm Springs	Indoor	430	Capacity for 430 patrons
8	Coachella Valley Repertory	Cathedral City	Indoor	206	Performing arts theater, seating capacity.
9	Indian Wells Theater / CSUB	Palm Desert	Indoor	394	Theater seating capacity.
10	Indio Performing Arts Center	Indio	Indoor	500	Capacity for the exhibition/ concert hall.
11	McCallum Theatre	Palm Desert	Indoor	1,125	Capacity for 1,125
12	Palm Canyon Theatre	Palm Springs	Indoor	230	230-seat theater
13	The Show at Agua Caliente Resort	Rancho Mirage	Indoor	2,057	Capacity for 2,057 patrons
14	Yucca Valley Visual & Performing Arts Center	Yucca Valley	Indoor	291	Includes a multi-purpose theater, capacity for 291

### Coachella Valley Restaurants

One of the reasons for visiting the Coachella Valley is enjoying the variety of restaurants and fine dining experiences offered.

Many dining establishments are founded by, or feature noted local chefs and experienced restaurateurs, each with their own followings.

In such a market, there could be a strategy for bringing in a noted chef from a market such as Los Angeles.

Shown below, part of the outside patio at La Quinta Cliffhouse.



### Select Coachella Valley Restaurants

Facility	Cuisine/Chef/Owner/Concept	Street Address
1 1501 Uptown	Chad Gardner and Willie Rhine	1501 N Palm Canyon Drive
2 4 Saints		100 W Tahquitz Canyon Way
3 Bar Cecil	Farm to table bistro; Gabe Woo	1555 S. Palm Canyon Drive
4 Birba Palm Springs	Farm-to-table fare, and pizza	622 N. Palm Canyon Drive
5 Boozehounds Palm Springs	Asian-influenced menu; dogs encouraged	2080 N. Palm Canyon Drive
6 Cactus Jack's		74450 CA-111
7 Cheeky's		622 N Palm Canyon Drive
8 Counter Reformation at the Parker Hotel	Wine bar; Jonathan Adler	4200 E. Palm Canyon Drive
9 Del Rey at the Villa Royale	Spanish	1620 S. Indian Trail
10 Don Diego's of Indian Wells	Mexican; known for green corn tamales	74969 Us Highway 111
11 El Jefe at the Saguaro Hotel	Mexican tequila bar and restaurant	1800 E. Palm Canyon Drive
12 Eureka!	Burgers	74985 Highway 111
13 Farm	French inspired bistro; Liz and Mark Ostoich	6 La Plaza
14 French Miso Café	French café; owners Tomoko Jones and Eric Bovy	19 La Plaza
15 Gabino's Creperie	Poultry "craft crepes"; chef-owner Marcel Ramirez	170 E. Palm Canyon Drive, #4
16 King's Highway at the Ace Hotel	Roadside diner	701 E Palm Canyon Drive
17 La Quinta Cliffhouse	Classic American	78250 CA-111, La Quinta, CA 92251
18 Lantana at the Hyatt Regency IW		44600 Indian Wells Lane
19 Mr. Lyons	Steakhouse	233 E Palm Canyon Drive
20 Rooster and the Pig	Vietnamese-American; chef-owner Tai Spendley	356 S. Indian Canyon Drive
21 Sandfish Sushi and Whiskey	Sushi and maki rolls; chef Engin Onural	1556 N Palm Canyon Drive
22 Tac/Quila	Mexican; with innovative margaritas	415 N Palm Canyon Drive
23 The Colony Club		572 N Indian Canyon Drive
24 The Heyday	Burgers	400 E Tahquitz Canyon Way
25 The Pantry at Holiday House	Chef Sebastian Lowrey	171-199 S. Belardo Road
26 The Pink Cabana at the Sands Hotel	Mediterranean, with Moroccan influence	44-985 Province Way
27 The Tropicale Palm Springs	Old Havana supper club vibe	330 E Amado Road
28 Truss & Twine	Michael Beckman	800 N Palm Canyon Drive
29 Willie's Modern Fare		69830 CA-111
30 Workshop Kitchen + Bar	Michael Beckman	800 N Palm Canyon Drive

Source: StoneCreek Partners



### Meetings, Conventions, and Events

The meetings industry was devastated during Covid-19 and its aftermath, with numerous event clients converting to online videoconferencing.

One result of the Pandemic has been a review of in-person meetings versus the efficiency of online gatherings. While the industry finds its new level, there is optimism that in-person meetings have returned.

The exhibit at right summarizes the major event facilities in the Coachella Valley and their respective indoor meeting space, and largest spaces.

Convention Facilities						
Facility	City	Indoor SF	Largest Space		Rooms	
			Sq. Ft.	Name		
1	Palm Springs Convention Center	Palm Springs	133,082	112,651	Oasis /Primrose	n/a
2	Fantasy Springs Resort	Indio	62,926	44,460	Exhibit Hall	250
3	JW Marriott Desert Springs Resort & Spa	Palm Desert	73,316	24,816	Sinatra	884
4	IWGR - Hyatt Regency Indian Wells	Indian Wells	37,626	20,000	Indian Wells	530
5	Margaritaville Resort Palm Springs	Palm Springs	39,000	19,670	Compass Rose	398
6	IWGR - Renaissance Esmeralda Resort	Indian Wells	53,291	18,392	Esmeralda	560
7	Westin Rancho Mirage Golf Resort & Spa	Rancho Mirage	44,922	17,325	Celebrity	512
8	La Quinta Resort & Club	La Quinta	43,600	17,176	Salon de la Fiesta	781
9	Omni Rancho Las Palmas	Rancho Mirage	28,523	12,900	Las Palmas	444
10	Renaissance Palm Springs Hotel	Palm Springs	26,025	12,636	Grand	410
11	Morongo Casino Resort	Cabazon	26,564	12,000	The Ballroom	272
12	Hotel Zoso	Palm Springs	14,482	9,504	Woodstock	163
13	Ritz-Carlton Rancho Mirage	Rancho Mirage	23,448	8,400	Ritz-Carlton	244
14	DoubleTree by Hilton Hotel Golf Resort	Cathedral City	23,000	7,400	Mesquite	289
15	Embassy Suites by Hilton Palm Desert	Palm Desert	11,973	6,656	Ballroom	198
16	IWGR - Miramonte Resort & Spa	Indian Wells	15,983	6,000	Mesquite	215
17	IWGR - Indian Wells Golf Resort	Indian Wells	9,802	5,600	Pavilion	n/a
18	Hilton Palm Springs	Palm Springs	16,070	5,418	Horizon	257
19	Embassy Suites La Quinta - Hotel & Spa	La Quinta	8,671	5,292	Santa Rosa	158
20	IWGR - Indian Wells Resort Hotel	Indian Wells	6,120	4,800	Grand	155
21	Shadow Mountain Resort & Club	Palm Desert	4,480	4,000	Wimbledon	125
22	Parker Palm Springs	Palm Springs	7,013	3,700	Grand	144
23	Agua Caliente Resort Casino	Rancho Mirage	5,491	3,688	Foyer N	340
24	The Saguaro Palm Springs	Palm Springs	5,728	3,039	Sago Palm	244
25	Hyatt Palm Springs	Palm Springs	10,160	2,370	Grand	197
26	The Rowan Palm Springs (Kimpton)	Palm Springs	3,850	2,319	Sky	153
27	Homewood Suites by Hilton	La Quinta	1,808	1,421	--	129

Source: StoneCreek Partners LLC

# GUEST-TRIP MOTIVATION

Out-of-home (or hotel room) trip motivation is important in the design of destination places and activities. Should the City proceed with repurposing the IWGR Core as suggested herein, “guest trip motivation” considerations can be helpful in design.

To illustrate this approach, consider the five Partner Hotels of IWGR. Each has a different accommodated guest mix with each kind of guest having its specific preferences for hotel facilities, amenities, and activities during their stay. Desired activities among guests at the Partner Hotels, and other area visitors to IWGR may include such motivations as:

- A special activity with a partner, spouse or significant other.
- An activity with the kids.
- An activity associated with a commemorative occasion.
- A desire for enrichment or learning a new skills.
- And/or numerous other motivations.

In exploring potential opportunities either suggested by Stakeholders or our own team, “trip motivation” is always an integral part of the program consideration.

We referenced our use of guest-trip motivation in our proposed Scope of Work for this assignment. For additional information on the subject, we refer to:

<https://adventure-entertainment.com/guest-shopper-trip-motivation/>

# APPENDIX



The **Scope of Work** items included here, are as set forth in StoneCreek Partners’ agreement with the City of Indian Wells. See the Agreement for further details.

**Phase 1 – Strategic Asset Planning**

Scope of Work items included the following:

**Initial Fieldwork**

**SWOT Evaluation**

**Research and Analytics:**

- Analysis of the Coachella Valley Golf Marketplace.
- Evaluation of the Facility’s Golf Play Experience.
- Evaluation of Facility Food and Beverage.
- Evaluation of Facility Maintenance and Irrigation.
- Explanation of Golf Industry Experiential Trends and Products Ideas.
- Analysis of Facility Fiscal Impact to City.
- Evaluation of the Coachella Visitor Industry.
- Evaluation of Coachella Recreation and Entertainment Offerings.
- Analysis of Seasonality and Out-of-Home Trip Motivations.
- Facility Strategic Marketing Considerations.

**Best Practices Review:**

- The golf experience itself.
- Sustainability issues re course design and resort maintenance.
- Food and beverage.
- All guest experience touchpoints and “mystery shopper” visits.

**Opportunities:**

- Possibly reconfiguring golf play towards a new playing style.
- Evaluate golf layout for diversification of golf offering.
- Evaluation of well-used golf practice components.
- Repurposing parts of the facility towards a higher earnings / markets.
- Soft programming for four-wall produced events, teambuilding, etc.
- Placemaking-related means to improve gathering place potential.
- Strategic marketing.
- Consideration of visitor and rental pool transients.
- Consideration of the physical aspects of the facility, vs. competitors.
- Additional opportunities as may be envisioned.

**Phase 1 – Strategic Asset Planning (continued)**

Scope of Work items included the following:

**1 Deliverables:**

- 1 Project meeting notes.
- 1 Strategic Asset Plan Report:
  - 1 Highest-and-best-use analysis, considering each of the four tests.
  - 1 Explanation, analytics, and rationale for all recommendations.
  - 1 Explanation of new facility operated departments.
  - 1 Financial projections by department and bottom-line EBITDA.
  - 1 Capital plan, including alternative funding opportunities.
  - 1 Best practices for facilities management.
  - 1 Best practices for branding, sales, and marketing.
  - 1 Best practices for customer acquisition, retention, etc.
  - 1 Benchmarks and metrics for performance monitoring.

**Phase 2 – Community / Stakeholders Engagement**

The Phase 2 Stakeholders workshops were conducted and sequenced in coordination with City staff.

- Individual Council Members
- Golf Committee
- Residents
- Hotel Partners
- Tennis Partners
- The Greater Palm Springs Convention & Visitors Bureau
- Planning and Event partners

# INFORMATION SOURCES

## Appendix A-2

## Stakeholder Input

SCP Simultaneous Phase 2

Several types of stakeholders were interviewed and/or attended workshops, including the stakeholder groups listed below. This community engagement effort was conducted at the same time as overall SCP analysis proceeded.

*Stakeholder groups included:*

- City of Indian Wells residents, including Resident Golfers and those residents who do not golf;
- IWGR hotels and their end-users (the guests) (referred to herein as “Partner Hotels” and “Hotel Partners”) – which we have considered as the City’s five hotels, recognizing that two of these hotels are party to the 1985 Easement Agreement (as amended),
- City Council members, interviewed individually;
- The IWGR Golf Resort Advisory Committee (the “Golf Committee”), interviewed individually; and
- A representative of Visit Greater Palm Springs.

Representative comments from various stakeholder sessions are included in following pages. Stakeholder sessions occurred during Fall, Winter, and Spring of 2021-2022. The discussion at each session was informally directed along SWOT and SOLR subjects, to encourage but not inhibit what stakeholders wanted to say.

Interviews were conducted confidentially with comments not attributable to those interviewees making the comments. As well, comments made in public meetings were noted but not attributed to those speaking.





**Stakeholders offered their thoughts specific to perceived strengths, weaknesses, opportunities, and threats, pertaining to Indian Wells Golf Resort.**

*Representative Comments:*

*Golf Courses*

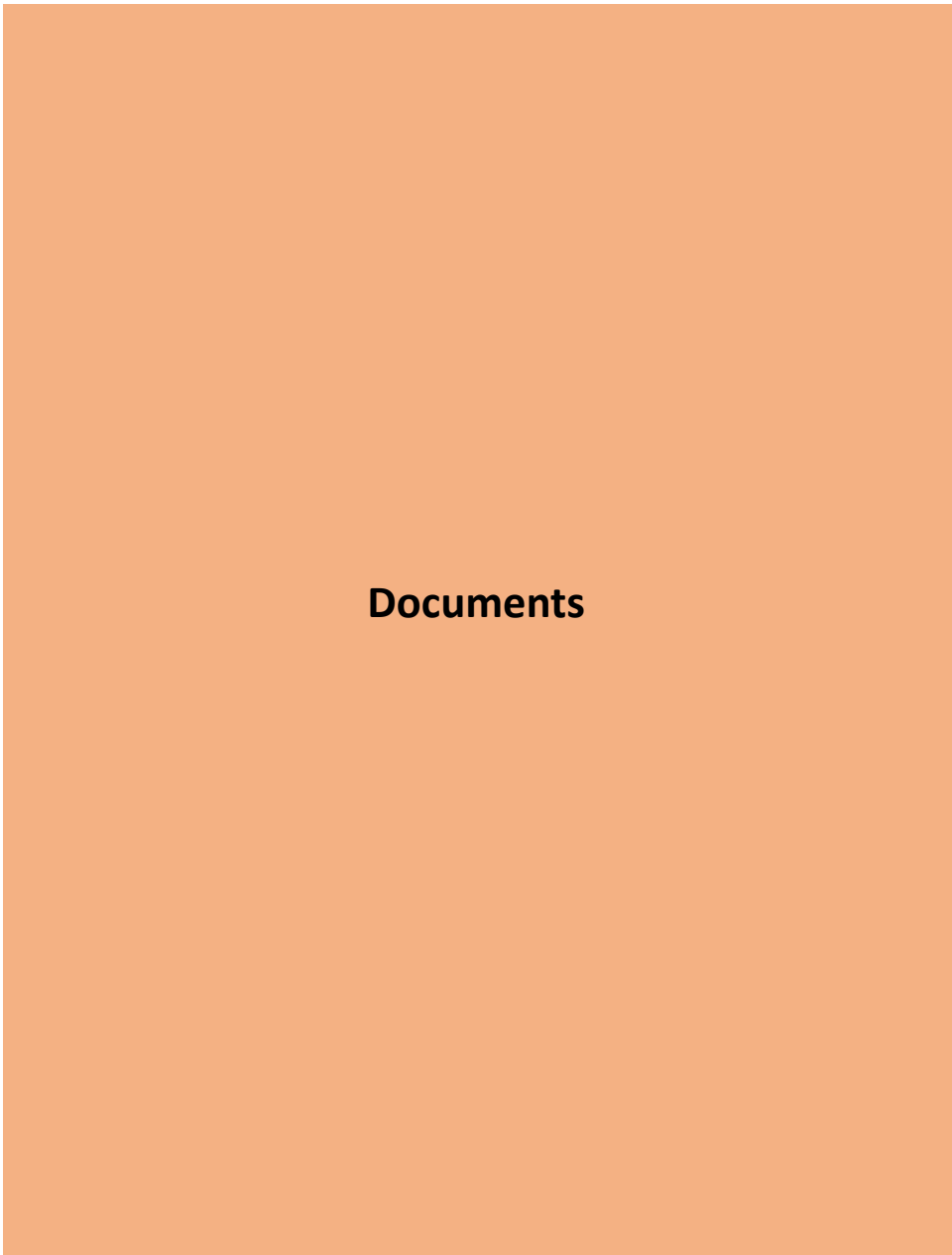
- Focus on enhancing the golf experience we have with this facility, and not on new business ideas that are not related to this experiences.
- I love the golf courses.
- The courses themselves are real fun to play because they're different.
- The bunkers slow play on the courses – remove some of them.
- Redesign Players course for less holes and faster play.
- We appreciate the golf staff attitude and guest service.
- Going from hole 16 to 17 (of the Players course) is unpleasant because of the route one must take to get there.
- Golf course maintenance could be better; was better before the Pandemic.
- Don't like the resident subsidy.
- Our hotel guests might come over if there was something to do besides golf.
- Our (hotel) customers “hang out” at bars, and the pool, and go to concerts when they are in town.
- The City is giving away too much in subsidies (resident green fees).
- A small group of residents is abusing the reservation system.

*The Vue Restaurant*

- The view from the outdoor patio(s) is tremendous, I love sitting up there.
- The menu at The Venue is not good.
- The Vue has no identity – it looks like a sports bar. Or is it an upscale restaurant?
- There is inconsistent service at the Vue.
- I wouldn't bring my relatives, or visiting friends, to the Vue.
- \$30+ hamburgers?
- Bring in a 3<sup>rd</sup>-party to manage the restaurant.
- The Vue doesn't have the ambiance required to attract diners. It feels like a personal restaurant for the residents
- Ruth's Chris Steakhouse and La Quinta Cliffhouse are packed during happy hours, why not the Vue?
- The food truck diminishes the prestige of IWGR.
- We don't eat at The Vue anymore, quality not good.
- Over the years, a lot of different menus have been attempted at the Vue, without much success.
- Entrance has a private club feel, too intimidating for a public course and restaurant.

*Additional Representative Comments:*

- The facility should aspire to be like Pebble Beach.
- Do something like Pebble Beach’s “Clam Bake.”
- Don’t turn IWGR into Disneyland.
- Lack of parking is a real problem, especially when weddings and events are underway.
- Add programs and venues that the hotels could use to bring conventions.
- Add outdoor concerts and festivals to bring more business.
- Put the waterfall to better use.
- Top Golf because it is a destination which Shots in the Dark is not.
- We could use something new and cool for our hotel guests, that would be of interest.
- The course designers decided the number of bunkers; don’t touch their design intent.
- Things like Ziplines wouldn’t match the prestige of IWGR.
- Golf Committee is dysfunctional and power hungry. Leave the job to Troon.
- “Shots in the Night” is a great idea.
- “Shots in the Night” hurts our prestige.
- Create more meeting space at IWGR. Group business is key to success in the valley.
- There is a lot of wasted lobby space in the clubhouse, it should be better utilized.
- Don’t put lights on the course(s) for night golf.
- Create something like Tempe Town Lakes in Arizona
- Can we add Bocce Ball; can we add Pickleball courts?
- Bike paths would be great.
- We love our logo, don’t change it.
- Pro shop is well run.
- With Southwest Airlines now flying to Palm Springs, the area may become attractive to SMERF groups (social, military, education, religious, and fraternal) which meet during summer months.
- Whatever the plan, make sure the community’s prestige and property values are maintained.



SCP conducted original research and evaluations for this work and used published and online GIS information available from third-parties.

In addition, various documents were provided by the City of Indian Wells, Troon Golf, and Visit Greater Palm Springs, among other sources.

This information includes (but was not limited to) the source documents listed in the following. Some documents were not dated for their release date; in those cases, we note the “created date” recorded as file information.



- “Agronomy memo to Jonas”, Brian Hampson, Troon Golf, November 10, 2020.
- “Agronomy memo to Jonas”, Brian Hampson, Troon Golf, February 17, 2021.
- Airbnb and Vrbo Short-Term Rental Activity, Indian Wells, AirDNA
- “Background Report for Infrastructure Analysis for the City of Indian Wells,” De Novo Planning Group, memorandum of January 18, 2021
- “Capital Spreadsheet,” IWGR FY2021 and prior years, Troon (Brandon Kary)
- “Case Study, Event Pavilion, Indian Wells Golf Resort,” Structureflex
- “City of Indian Wells General Plan,” City Resolution No. 96-9, adopted February 1, 1996, as amended.
- “City of Indian Wells General Plan Update: Demographic, Economic, and Real Estate Profile,” Economic & Planning Systems, September 2020.
- “City of Indian Wells Highway 111 Specific Plan,” approved February 18, 1993.
- “City of Indian Wells Town Center Specific Plan,” Keisker & Wiggle Architects, Inc., January 31, 2013
- Clubhouse Design Drawings, Douglas Fredrikson Architects, August 31, 2008
- “Construct a Banquet Event Center and Enhance Restaurant and Bar to increase profitability,” Troon Golf, July 11, 2013.
- “Covid-19 Operations, Indian Wells Golf Resort,” March 17 – present
- “CVWD permits for golf course improvements in wash and water drop structures,” memorandum by Stephen P. Deitsch (Best Best & Krieger), October 8, 2015.
- “Destination Experience Plan,” Indian Wells, MMGY NextFactor, March 4, 2021.
- “Easement Agreement” with accompanying exhibits, effective April 8, 1985.
- “Event Calendar, 2018-2021” Michael Tebbetts, IWGR
- “Facility Enhancement Ideas,” Troon, June 29, 2021
- “Facility Enhancement Ideas,” Troon, September 2021
- “Fairway Grill + Comfort Station, Site Improvement Plans,” Golf Resort at Indian Wells, April 17, 2007, PDF
- “Flash Reports,” IWGR, monthly 2021
- “Food Truck/Entertainment Zone Proposal,” Troon, April 2018
- GIS-based demographics and economic analytics, various, ESRI ArcGIS
- “*Golf Course Management Agreement*,” between City of Indian Wells and Troon Golf, L.L.C., June 1, 2009.
- “*Golf Course Management Agreement - Addendum*,” between City of Indian Wells and Troon Golf, L.L.C., May 1, 2012.
- “*Golf Course Management Agreement – Second Addendum*,” between City of Indian Wells and Troon Golf, L.L.C., March 21, 2013.
- “*Golf Course Management Agreement – Third Addendum*,” between City of Indian Wells and Troon Golf, L.L.C., January 1, 2014.
- “*Golf Course Management Agreement – Fourth Addendum*,” between City of Indian Wells and Troon Golf, L.L.C., January 1, 2019.
- “*Golf Course Management Agreement – Fifth Addendum*,” between City of Indian Wells and Troon Golf, L.L.C., May \_\_, 2020.

- “Highway 111 Specific Plan, City of Indian Wells,” Johnson Fain and Pereira Associates, November 4, 1991.
- “History of Indian Wells,” City website
- “Indian Wells Golf Resort Strategic Plan,” City Staff memorandum of June 18-19, 2013, PDF
- “Indian Wells Golf Resort Strategic Planning,” Greenskeeper.org, 2016
- “Indian Wells Golf Resort Valuation Report,” City Staff report of July 1, 2013, PDF
- “IWGR 5-Year Capital Plan by Category,” through FY 2025/26
- “Job Positions by Department, IWGR, Troon (Cathy Oshann)
- “Marketing Budget, 2019-2020,” Troon (Brandon Kary)
- “Monthly Financial Update,” IWGR, Troon, 2018 through June 2021.
- Placer Labs, various visitor mobile tracking, 2019 to 2021
- “POI Cross-Visitation IW Golf Resort,” City of Indian Wells, May through November 2021
- Resolution No. 2018-43, A resolution of the City Council of the City of Indian Wells, California, rescinding resolution No. 2013-58 and reestablishing the Golf Resort Advisory Committee, effective October 18, 2018.
- “Schedule of Positions FY 20-21, IWGR” City of Indian Wells, June 4, 2020.
- “Shots in the Night,” financials, December 2019
- “Special Council Meeting Handout,” City of Indian Wells, February 1, 2017.
- “Strategic Guidance for Proposed New Golf Entertainment Amenity,” National Golf Foundation Consulting, Inc., January 2017
- “Town Center Specific Plan,” City of Indian Wells, Keisker & Wiggle Architects, Inc., May 15, 2008.
- “Town Center Specific Plan,” City of Indian Wells Specific Plan No. 2007-01 Amendment One, Keisker & Wiggle Architects, Inc., January 31, 2013.
- “Trend Report, Indian Wells Hotels,” STR, February 2022.
- “VUE Kitchen Renovation,” May 16, 2019, PPT
- “Zero Based Staffing,”



# OPPORTUNITIES NOT OF INTEREST

## Appendix A-3



**Opportunities Not of Interest**

We include in this appendix, various repurposing and/or enhancing opportunities that have been initially explored but were not of interest to the majority of Stakeholders.

Such opportunities are included here simply to provide a full reference of this work. Pursuant to our agreement with the City, we placed a large emphasis on opportunities. These included many different things, included some based on the research and analytics while other ideas arose during our best practices review.

Some of the starting points in exploring such repurposing included:

- Possibly reconfiguring golf play towards a new playing style, freeing up property for other uses or to provide a kind of golf experience in higher demand than is now accommodated.
- Evaluating golf layout at IWGR to determine opportunities for diversification of golf offering by re-routing or re-purposing of one of the 18-hole courses, such as development of a par-3 and/or executive length layout that caters to less accomplished players or beginners.
- Evaluation of well-used golf practice components to determine opportunities for expansion or improvement.
- Repurposing parts of the facility towards a higher earning or deeper market opportunity. Special events, recreation, and entertainment offerings are sometimes possible with repurposing.

### Natural Grass Putting Course

Putting courses are also more popular these days, after many years of underutilization. For golfers that have played, or will play an 18-hole round, a putting course is an easy extension of the day’s golf experience.

For golfers of all skill levels, a putting course can be more about the social interaction than the golf – particularly in a resort setting and if F&B access is easy.

We considered a natural grass putting course as part of larger repurposing options at IWGR. An “easy play” golf format with ample food and beverage offerings, we believe would be popular with IWGR’s hotel guests as well as residents and visitors to the region.



Shown above, The Punchbowl putting course at Brandon Dunes Golf Resort.

Some examples of modern natural grass putting courses include:

- **Cascade Putting Course at Gamble Sands** – The 100,000 SF Cascade Putting Course in Brewster (Washington) is a wildly shaped, pure fescue putting course inspired by the ancient and famed Himalayas Putting Course at St Andrews. Designed by golf architect David McLay Kidd. In 2021, Forbes Magazine columnist Erik Matuszewski speculated that this putting course might be the best in the U.S. [www.gamblesands.com](http://www.gamblesands.com)
- **HillTop Putting Course at Forest Dunes** – Nearly a 2-acre, 18-hole routing. Large groups may book the putting course exclusively for special events. [www.forestdunesgolf.com](http://www.forestdunesgolf.com)
- **Tom Watson Putting Course at Big Cedar / Mountain Top Golf Course** – A 9-hole routing on about an acre; part of the Big Cedar Lodge golf complex in Ridgedale, Missouri. [www.bigcedar.com](http://www.bigcedar.com)
- **The Greens at JW Marriott Desert Springs** – The putting course combines all aspects of a full-length course, sand bunkers, water hazards, strategically placed trees and rolling "fairways" all played with a putter. [www.marriott.com](http://www.marriott.com)
- **The Punchbowl at Brandon Dunes Golf Resort** - a 100,000 SF putting course designed by Tom Doak, with Jim Urbina. [www.brandondunesgolf.com](http://www.brandondunesgolf.com)
- **Thistle Dhu Putting Course at Pinehurst** – This 18-hole putting course has a history dating to 1916, when James Barber, owner of the Barber Steamship Lines of New York, built an 18-hole “Lilliputian” golf course on the grounds of his home in Pinehurst, NC. It would be the first miniature golf course in America. [www.pinehurst.com](http://www.pinehurst.com)
- **Himalayas Putting Course at The Old Course in St Andrews** – According to reports, on a busy day it takes 45 minutes to play the 18-hole course, made difficult by its extreme terrain. [www.standrewsputtingclub.com](http://www.standrewsputtingclub.com)

**Golf Short Course**

Short-play golf courses have gained some attention in the golf industry. Short courses offer a limited course length with a golf experience of a shorter time duration. The courses allow for less of a playing time commitment, meaning more available, interested players at any time.

These courses are considered more welcoming to the next generation of new golfers, less focused on the traditions and history of the game and being more about the fun and camaraderie involved.

Well known golf pros have given these short courses some additional notoriety. One example was Bass Pro Shops founder Johnny Morris teaming up with golf legend Gary Player to create a world-class 13-hole short course at Big Cedar Lodge (Ridgedale, Missouri).



Shown above, the No. 2 hole at Bandon Preserve, a 13-hole par-3 course at Bandon Dunes Golf Resort (Bandon, Oregon)

**Venues / Location**

Ben Brown's Golf Course	Laguna Beach
Goat Hill Park	Oceanside
Hawk's Landing Golf Club	Yucca Valley
Hickory at Hamilton Farm	Gladstone
Horse Course at The Prairie Club	Valentine
Lake Estes Golf Course	Estes Park
L'il Wick at Wickenburg Ranch Golf Club	Wickenburg
Palm Beach Par 3	Palm Beach
Palm Royale Country Club	La Quinta
Shadow Hills Golf Club	Indio
Short Course at Kukio Golf & Beach Club	Kailua, Big Island
Sweetens Cove Golf Course	South Pittsburg
The Bad Little Nine at Scottsdale National Golf Club	Scottsdale
The Challenge Course at Monarch Dunes Resort	Nipomo
The Cliffs Course at The Olympic Club	San Francisco
The Cloud 9 at Angel Park Golf Club	Las Vegas
The Cradle—Pinehurst Resort	Pinehurst
The Hay at Pebble Beach (new)	Monterey
The Lights at Indio	Indio
The Links at Terranea Golf Club	Rancho Palos Verdes
The Nine Hole Course at Augusta National	Augusta
The Pebble Course at Cimarron Golf Resort	Cathedral City
The Preserve at Bandon Dunes Golf Resort	Bandon
The Sandbox - Sand Valley	Neekosa
The Short Course at Grand National Resort	Opelika
The Short Course at Magnolia Grove Golf Club	Mobile
The Short Course at Mountain Shadows	Paradise Valley
The Short Course at Pine Valley Golf Club	Clementon
Threetops—Treetops Resort	Gaylord
Top of the Rock—Big Cedar Lodge	Branson

Source: StoneCreek Partners LLC



### Golf-Entertainment Concepts for Clubhouse

So-called “golf entertainment” has been gaining investor attention in recent years. The interest derives from the familiarity and enjoyment of the traditional golf experience, as well as a familiarity with the larger slate of offerings in location-based entertainment.

- These new golf entertainment concepts are generally about enhanced driving range experiences or enhanced mini-golf experiences.
- Food and beverage is often an essential part of the guest experience.
- Most are designed with more multi-faceted secondary guest offerings (such as simulators, other sport video games, party rooms, and the like).
- Technology and an updated take on the social experience of these places, is the focus of design.
- As with food and beverage, the social interaction and “gathering place” appeal of these concepts is also an essential thing for the best of these concepts. People enjoy places to be with friends, to see and be seen, to be in those places that placemaking professionals refer to as those with “gather and stare” opportunities.

The exhibit at right describes a selection of these new golf- entertainment venues, either well established in the marketplace or getting started with their respective roll-outs.

Golf Entertainment		
	Venue	Background
1	<b>BigShots Golf</b> ClubCorp Holdings, Inc.	A Topgolf knock-off with similar design,
2	<b>Drive Shack</b> Drive Shack Inc., (Dallas)	A Topgolf knock-off with similar design and different ball tracking technology.
3	<b>Great Shots</b> Sanford Health / Managed by Troon Golf	Like Topgolf, located at Sanford Sports Complex in Sioux Falls (South Dakota).
4	<b>Lounge by Topgolf</b> Callaway Golf Company	Features Topgolf Swing Suite technology, virtual games, craft cocktails, local F&B.
5	<b>OnCore Buffalo</b> OnCore Golf Technology, Inc.	The concept includes a hotel at the facility’s podium. First Unit scheduled for Buffalo in 2023.
6	<b>ZSTRICT by Golfzon</b> Managed by Troon Golf	First Unit for ZSTRICT opened in 2019 at Chelsea Piers. Golfzon is a leader in the golf simulator space, with 65 million rounds played worldwide on its products (2020).
7	<b>T-Shotz</b> Managed by Troon Golf	First Unit opened in Kansas City.
8	<b>PopStroke</b> Tiger Woods Ventures / PopStroke Entertainment	Features a 36-hole mini-golf putting course, and foosball, ping pong, F&B offerings.
9	<b>Puttery</b> Drive Shack Inc. (Dallas)	A new more social take on miniature golf.
10	<b>Puttshack</b> Steve and Dave Jolliffe, with Adam Breeden	A new more social take on miniature golf.
11	<b>Suite Shots</b> Paul Cownie / Kevin Christianson	A Topgolf knock-off, designed for smaller trade areas than Topgolf may prefer.
12	<b>Topgolf</b> Callaway Golf Company	The leader in technology-fused driving range entertainment experiences.
12	<b>Topgolf Swing Suite</b> Callaway Golf Company	An indoor, luxury sport simulator, not limited to golf.
14	Other Golf Simulators and Golf Video Games	

Source: StoneCreek Partners LLC

**9-Hole Night Golf**

There is a limited choice in night-time entertainment in the Coachella Valley. A 9-hole “night golf” experience at IWGR would likely achieve significant participation if offered. Night golf at Indian Wells Golf Resort has some advantages not necessarily typical to a possible night golf experience:

- A daily population and turnover of hotel guests at two large hotels, and additional guests at three other City hotels.
- There is capacity at IWGR for additional golf, particularly during June, July, August, and September – see following page for capacities review.
- The Coachella Valley is a notable golfer’s destination, without a quality night golf offering. We are aware of three facilities that extend operations into the night-time: Golf Center at Palm Desert, The Greens at Indio Golf Center, and College Golf Center (Palm Desert).
- There are no residents adjacent to the Front 9 of the Celebrity course.
- The Coachella Valley offers a comfortable evening temperature through much of the year.
- The City of Indian Wells could create a night golf ordinance suitable for IWGR and its resident golfers.
- Additional night-time activity adds a day-part of use to IWGR using existing facility capacity.

In general, Night Golf is a difficult proposition given several factors:

- It is expensive to install the floodlights. There are some ideas for playing golf with “glow balls” and illuminated flagsticks. Without redesign of the 9-holes to an executive short course the time spent walking in the dark after a glow ball does not seem entertaining.
- It is expensive to operate floodlights.
- Staff costs increase with the hours of night operation.



*Shown above, The Faldo Course at Emirates Golf Club (Night Golf), featuring 18 holes of golf under LED floodlights.*



*Shown at left, The Lights at Indio GC [www.indiogolf.com](http://www.indiogolf.com)*

Scenario:

<b>Night Golf Installed, Celebrity Front 9</b>	<b>FY 2022</b>	<b>FY 2022 %</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>FY 2026</b>	<b>FY 2027</b>
<b>REVENUE</b>							
Golf rounds	\$ 8,001,549	49.9%	\$ 8,161,580	8,324,812	8,491,308	8,661,134	8,834,357
Night lit 9-hole golf	-	0.0%	194,126	198,009	201,969	206,008	210,129
Other golf - range, lessons, group services	8,551,833		561,289	572,515	583,965	595,645	607,558
Pro shop / merchandise	1,544,595	9.6%	1,575,487	1,606,997	1,639,137	1,671,920	1,705,358
Food and beverage - VUE	2,257,686	14.1%	2,302,840	2,348,897	2,395,875	2,443,792	2,492,668
Food and beverage - L2 tenant	-		-	-	-	-	-
Food and beverage - L1 golf grill	-	0.0%	-	-	-	-	-
Food and beverage - fairway grill	-	0.0%	-	-	-	-	-
Food and beverage - beverage cart	623,141	3.9%	635,604	648,316	661,282	674,508	687,998
Food and beverage - food truck	445,224	2.8%	454,128	463,211	472,475	481,924	491,563
Banquets	2,449,751	15.3%	2,449,751	2,449,751	2,449,751	2,449,751	2,449,751
Other income (plug)	178,150	1.1%	178,150	178,150	178,150	178,150	178,150
<b>Total operating revenue</b>	<b>\$ 16,050,380</b>	<b>100.0%</b>	<b>\$ 16,512,956</b>	<b>16,790,657</b>	<b>17,073,912</b>	<b>17,362,832</b>	<b>17,657,531</b>
<b>DEPARTMENTAL EXPENSES / COGS:</b>							
Golf operations	2,067,779	25.8%	\$ 2,109,135	2,151,318	2,194,344	2,238,231	2,282,996
Night lit 9-hole golf	-		97,063	99,004	100,985	103,004	105,064
Golf academy	228,691	140.8%	233,265	237,931	242,689	247,543	252,494
Golf maintenance	3,611,177	45.1%	3,683,401	3,757,069	3,832,210	3,908,854	3,987,031
Pro shop / merchandise	1,044,307	67.6%	1,065,193	1,086,497	1,108,227	1,130,391	1,152,999
Food and beverage - VUE	2,791,108	123.6%	2,846,930	2,903,869	2,961,946	3,021,185	3,081,609
Food and beverage - L1 golf grill	-	0.0%	-	-	-	-	-
Food and beverage - fairway grill	-	0.0%	-	-	-	-	-
Food and beverage - beverage cart	371,172	59.6%	378,595	386,167	393,891	401,768	409,804
Food and beverage - food truck	289,727	65.1%	295,522	301,432	307,461	313,610	319,882
Banquets	1,611,135	65.8%	1,643,358	1,676,225	1,709,749	1,743,944	1,778,823
Other expenses (plug)	(23,048)	0.0%	(23,509)	(23,979)	(24,459)	(24,948)	(25,447)
<b>Total departmental expenses</b>	<b>\$ 11,992,049</b>	<b>74.7%</b>	<b>\$ 12,328,953</b>	<b>12,575,532</b>	<b>12,827,043</b>	<b>13,083,584</b>	<b>13,345,255</b>
<b>UNDISTRIBUTED EXPENSES</b>							
General & administrative	\$ 1,566,059	9.8%	\$ 1,597,380	1,629,328	1,661,914	1,695,153	1,729,056
Marketing and promotions	371,074	2.3%	381,768	388,189	394,737	401,417	408,230
Building expenses	1,090,138	6.8%	1,111,941	1,134,180	1,156,863	1,180,000	1,203,601
Facility manager's fee	277,838	1.7%	324,755	331,251	337,876	344,633	351,526
<b>Total undistributed expenses</b>	<b>\$ 3,305,109</b>	<b>20.6%</b>	<b>\$ 3,415,845</b>	<b>3,482,946</b>	<b>3,551,390</b>	<b>3,621,203</b>	<b>3,692,412</b>
<b>NET OPERATING CASH FLOW</b>	<b>\$ 753,222</b>	<b>4.7%</b>	<b>\$ 768,158</b>	<b>732,178</b>	<b>695,479</b>	<b>658,046</b>	<b>619,864</b>
Inflation index - revenues			1.020	1.040	1.061	1.082	1.104
Inflation index - expenses			1.020	1.040	1.061	1.082	1.104
Golf rounds played, total	76,500		76,500	76,500	76,500	76,500	76,500





**FISCAL YEAR RESULTS for FY 2018 through 2022**

Indian Wells Golf Resort

SCP line item:

**1758 Total golf rounds played**

**Top Month**

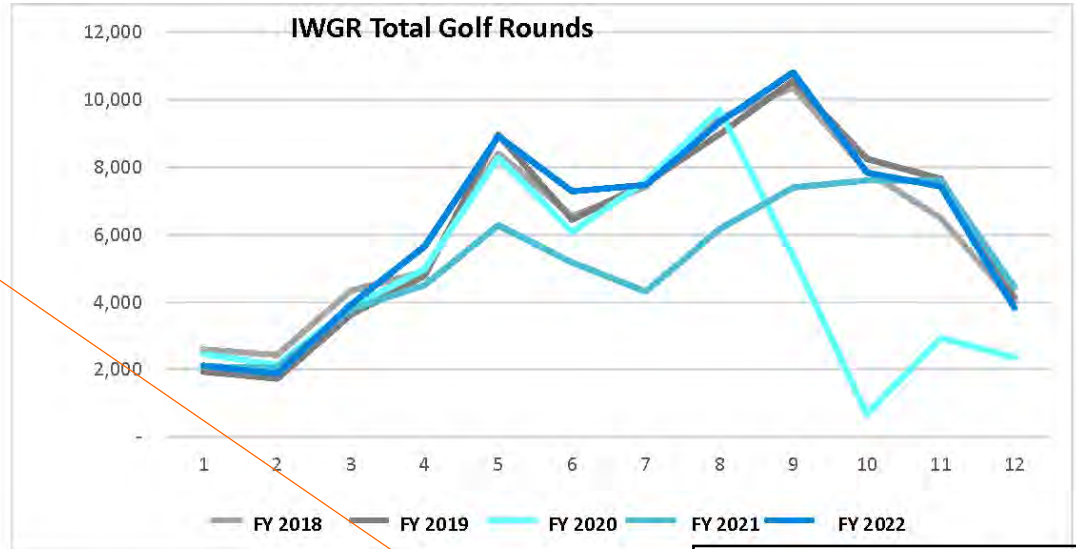
FY 2018	10,368	March
FY 2019	10,563	March
FY 2020	9,701	February
FY 2021	7,612	April
FY 2022	10,813	March

**1,502 Compare to: Total available tee times**

Note - operating results for 2016 were not collected for this review.

Shown below: IWGR Total Golf Rounds

**Night Golf Available Capacity**



	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
	1	2	3	4	5	6	7	8	9	10	11	12
FY 2017	-	-	-	-	-	-	6,682	9,415	10,351	8,294	6,602	4,049
FY 2018	2,599	2,430	4,337	4,907	8,412	6,544	7,425	9,445	10,368	7,877	6,492	3,992
FY 2019	1,936	1,732	3,629	4,777	8,966	6,444	7,526	8,975	10,563	8,245	7,653	4,143
FY 2020	2,460	2,141	3,856	4,976	8,279	6,079	7,589	9,701	5,350	679	2,936	2,356
FY 2021	2,093	2,060	3,793	4,500	6,280	5,177	4,312	6,166	7,398	7,612	7,603	4,436
FY 2022	2,119	1,883	3,918	5,653	8,917	7,288	7,472	9,334	10,813	7,838	7,432	3,833
FY 2023	2,548	2,114	3,565	5,328	-	-	-	-	-	-	-	-

Total Rounds	Rnds Capacity	%
Annual	Annual	
45,393	63,612	
74,828	117,398	63.7%
74,589	117,398	63.5%
56,402	103,927	54.3%
61,430	99,774	61.6%
76,500	93,207	82.1%
13,555	17,952	75.5%

**Total golf rounds played - Historic Monthly Pattern %:**

	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
	1	2	3	4	5	6	7	8	9	10	11	12
2017	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	14.7%	20.7%	22.8%	18.3%	14.5%	8.9%
2018	3.5%	3.2%	5.8%	6.6%	11.2%	8.7%	9.9%	12.6%	13.9%	10.5%	8.7%	5.3%
2019	2.6%	2.3%	4.9%	6.4%	12.0%	8.6%	10.1%	12.0%	14.2%	11.1%	10.3%	5.6%
2020	4.4%	3.8%	6.8%	8.8%	14.7%	10.8%	13.5%	17.2%	9.5%	1.2%	5.2%	4.2%
2021	3.4%	3.4%	6.2%	7.3%	10.2%	8.4%	7.0%	10.0%	12.0%	12.4%	12.4%	7.2%
2022	2.8%	2.5%	5.1%	7.4%	11.7%	9.5%	9.8%	12.2%	14.1%	10.2%	9.7%	5.0%

Shown above:  
Rounds Played  
versus  
Rounds Capacity

**IWGR Resort Village**

Some Stakeholders expressed an interest in IWGR providing additional amenities and activities in addition to the current golf program.

Indian Wells Golf Resort, along with the more than 1,500 hotel rooms in five Partner Hotels operate without a common gathering place, a “resort village” as an amenity for guests.

As an example, Whaler’s Village in Lahaina at the Ka’anapali (Island of Maui) master-planned resort is the town center for a huge resort destination with numerous resort hotels. Because of its scale there is retail, a museum, entertainment programming, and restaurants – all more than envisioned for IWGR – but the example is relevant.



**Resort Village “Lite”**

Should the City consider the interest by Renaissance Esmeralda’s ownership, in repurposing the 17<sup>th</sup> and/or 18<sup>th</sup> holes as part of a redevelopment of their facility, the site / building envelope of IWGR at or about the clubhouse might be achieved.

The objective would remain to insert a central resort hub feeling to the IWGR clubhouse area, with increased access, activities, and busy energy, in the central area.

An example of an additional enhancement that might work with this concept, the placement of a Clubhouse Express C-store at this resort Village. Each of the IWGR Partner Hotels has limited sundry and snack food offerings – the Clubhouse would be an easy place to walk over and purchase such items. IWGR resort guests are already visiting area convenience stores, why not provide greater convenience with such an express offering?

**A Full Redevelopment Approach – The North Village Concept**

Were the driving range relocated from its present location, the combination of clubhouse and adjacent development area could become the location of a resort village at IWGR.

In renegotiating the 1985 Easement Agreement with the Renaissance Esmeralda, some portion of the adjacent hotel parking might also be recovered or collaboratively redeveloped with the hotel to achieve a joint vision for the resort village.

The clubhouse itself would find new value in this resort village concept, since it would become one anchor to a larger destination, and 3<sup>rd</sup>-parties would find the clubhouse (an in particularly the 2<sup>nd</sup> floor) less risky with a greater critical mass of activities in the new village. Attracting a 3<sup>rd</sup>-party tenant / operator for the 2<sup>nd</sup> Level would gain greater traction among prospects.



**IWGR Resort Village**



*Shown here, a concept exploration for scaling purposes, of what could be included in a resort village with enhancement community and resort guest offerings. Pickleball, a community amphitheater, and some other activities shown here were among suggestions by Stakeholders. The mix of offerings are compatible with the Stonehaus concept offered for the 1<sup>st</sup> floor golfer's grill / restaurant. The combination of Resort Village and existing Clubhouse activities and amenities, are akin to the Smash Park concept now in roll-out in the U.S.*



**Disc Golf in the Wash**

Some low-cost activities can be added to create a larger critical mass of offerings offered from the clubhouse and grounds, creating additional busy energy in the lobby.

An activity such as disc golf could be set up in the Wash. Disc Golf is a flying disc (Frisbee®) sport in which players throw a disc at a target and is played using rules like the rules of traditional golf. Disc golf is often played on a course of 9 or 18 holes, but other formats are also common. Most discs used are made from polypropylene plastic (e.g., polypropene).

- The sport was formalized in the 1970s and shares with golf the object of completing each hole in the fewest strokes (or, in the case of disc golf, fewest throws).
- A golf disc is thrown from a tee area to a target, which is the "hole." The hole can be one of several disc golf targets; the most common is an elevated metal basket. As a player progresses down the fairway, he or she must make each consecutive throw from the spot where the previous throw landed. The trees, shrubs, and terrain changes located in and around the fairways provide challenging obstacles for the golfer. Finally, the "putt" lands in the basket and the hole is completed.
- A large 27-hole course would cover approximately 27-35 acres, depending on course routing. This size venue would fit within the Wash, in the area between Eldorado Drive and Miles Avenue. The rough rule of thumb for total space needed is about one acre per hole.
- A significant advantage of disc golf is its ability to utilize areas that are not very desirable or usable for other activities such as the Wash – even the use of slopes is acceptable. In addition, a disc golf course need not be an exclusive use area -- it can co-exist amicably with other active and passive recreation uses. The relative portability of baskets and signs allows the relocation or closure of the course without undue difficulty.



*A drone-level view of IWGR’s east-west wash area.*

**TopGolf Possibilities in the Vicinity of IWGR**

Some Stakeholders asked about the viability of TopGolf at IWGR. We explored the potential for TopGolf at IWGR and elsewhere in the City of Indian Wells. Without significant golf envelop repurposing and the choice of TopGolf versus a traditional golf driving range, there appears to be no practical opportunity for a TopGolf venue at IWGR.

Some information about TopGolf and its unique technology:

- A unique and highly visual “real” golf experience played on a 250-yard landing area
- Full-service restaurant with corporate event facilities
- Patent-protected technology gaming system that allows players to compete in friendly scoring competitions for players of all ages and skill levels
- Immediate, “Real-time” shot yardage feedback
- “Tour quality” golf balls embedded with microchips that personalize each ball
- TopGolf was made possible by the invention of the proprietary and patented I.D. Ball System.
- Each TopGolf ball contains an embedded programmable RFID silicon microchip which is coded and assigned to an individual player.
- The chip does not affect the weight or flight performance of the golf ball.
- The ball coding combined with sensors in outfield targets provide instant and precise yardage and location feedback. This feedback is translated into points, allowing players to compete against one another in various games and more serious golfers to practice and hone their skills and compete at a higher level.



*Shown above, 3D rendering and driving bays at TopGolf. At below right, golf driving bays at a TopGolf facility in use.*





## Teambuilding Programs

IWGR could provide enhanced teambuilding capabilities to group clients, possibly in association with a well-known travel company or university with such a specialty.

Enhanced teambuilding offerings at IWGR could consist of program overlays of existing facilities, and/or the addition of some dedicated facilities for such purpose.

Providing additional kinds of teambuilding at golf facilities is logical expansion of services. Teambuilding is one of the primary reasons for businesses, organizations, and groups to organize a team stay and/or excursion. All manner of hotels and recreation facilities offer support to teambuilding, in one way or another. Golf has been a popular format for teambuilding events, including at IWGR.



*Shown above, an event plan for a fun-focused corporate Olympics (a type of teambuilding "event").*

### About Teambuilding

For reference here, some background about the different types and reasons for teambuilding are provided here:

- **Organizational Enculturation** - In today's far-flung global business environment and the many work-from home employees, organizations still wish to instill organizational values and a sense of team. Bringing together employees for an experience that instills and sustains the "culture" can be vital to organization effectiveness. Employees brought together for enculturation can include just the new hires, those recently promoted, and/or those reaching a certain employment anniversary date. Many companies also value periodic socialization for all their employees and find team building one step up from the enrichment that once came from picnic-styled event.
- **Decision Support Environments** - Some companies seek a very specific result beyond just the general sense of "building the team." Senior managements, corporate or association boards, or other corporate groups may wish a means to foster group decision-making. Or, a merger, a new company program, a new product, or some company issue may be on the horizon where an off-site dynamic session may be helpful.
- **Celebratory / Commemorative Milestones** - Organizations as well as individuals, sometimes just have a need to celebrate, to commemorate achievement, meeting a milestone, or recognizing a significant corporate event. Bringing together groups of employees for a celebratory event can be a valuable means of heightening the sense of corporate teamwork.
- **Competition / Corporate Olympics** - For many employees, competing in an Olympic-style corporate competition can be an exhilarating personal experience. For the companies involved, bringing together groups of employees in a structured competitive environment is a fine way to create interaction among employees that may not otherwise have much reason for personal interface.
- **For Fun's Sake** - And then there is simply the team-building event for fun's sake. Many companies recognize that corporate environments cannot be all about the work. To retain employees, creating a work environment with perceived benefits over other companies, becomes quite useful.



**Common Master Plan w / Tennis Garden**

As the IWGR Strategic Asset Plan is discussed and confirmed, some attention could be devoted to the potential for a common master plan to include IWGR and the Indian Well Tennis Garden, and other private-owned properties in this “district.”

The combined existing and future facilities that could make up this district, could achieve a compelling regional destination status – the center of recreation activities for the east Coachella Valley.

- The scale of a common master plan – almost a 700-acre district, would support the offer of an event calendar with signature events and festivals throughout the year. The district could carry a common destination brand to propel event promotion.
- As a comparison, the nearby Empire Polo Club states that it encompasses 250 acres; significantly smaller in scale than a combined IWGR + Tennis Garden district.
- An important aspect of the common master plan would be in connecting the two anchors, IWGR to Indian Wells Tennis Garden. If this physical connection were simply a walking, hiking, jogging trail along the wash, the “trail” would become a significant amenity for the City’s Hotel Partner guests, and residents.
- The amount of business possible from major events such as those hosted at the Tennis Garden, is compelling. The hundreds of thousands of daily visitors at these events over a calendar year, is a major economic development engine for Indian Wells. Recent major events have included the fall BNP Paribas Open (combined) ATP Masters 1000 and WTA 1000 event in October 2021, the Margaritaville USA Pickleball National Championships in December 2021, and the BNP Paribas Open in March 2022.



*Shown at top above, IWGR and the Indian Wells Tennis Garden, along with select additional properties in the general area. Shown above, a linear multi-modal path along the Wash connecting the tennis and golf facilities, providing an amenity for residents and IWGR resort visitors.*

**Glamping**

Glamping was explored as a program element should more significant repurposing occur within the IWGR golf envelop.

Glamping is a hybrid of glamour and camping where resort-style services and amenities are offered, in a way not usually associated with "traditional" camping. In some instances, glamping is part of an eco-resort and/or eco-tourism experience.

We envisioned glamping placed at a new IWGR North "resort focal point" with new operator, or, as an extension of existing Hotel Partner operations either on their existing Easement property or on repurposed IWGR land adjacent to either of the Hotel Partner properties.

There is a broad definition for this industry as well as for which accommodations that fit into a definition of glamping and eco-resorts.

- The allure certainly begins with a unique place to stay, in a beautiful natural setting, with some level of services, amenities, and food (and beverage) services, to make the stay just a bit comfortable.
- Sometimes with sufficient comfort for those travelers that more typically enjoy luxury hotel stays.
- Guest units at glamping and eco-resorts venues can take on almost any format, the only limitation being the creativity of the facility operator. Common formats for these overnight accommodations include canvas tents on platforms, yurts, treehouses, cabins, and customized recreational vehicles ("RV's").
- In the U.S. sometimes Native American teepees (or tipi) or settler's covered wagons (of the American West) are among the offerings. Then there are the uncommon offerings provided by glamping and eco-resort operators, such as prefabricated pods, geodesic domes, even open-air platforms with the "dark sky" as your roof.

- Glamping can also be about eclectic offerings, where guests can stay overnight in a setting truly unique to be the point of being a "one-off."
- As with regular campsites, a glamping enclave of several (or more) accommodations can be situated as a standalone venue, or as part of a hotel, resort, RV campground, or other related business.
- And with those accommodations offered in an eco-resort setting, there is also the "go green" sensibility at work.

In recent years, the assortment of small-scale "mom and pop" glamping owner-operators around the world, has been joined by national companies seeking scale and market share in this industry.

In the U.S., these new operators include AutoCamp (2013), Collective Retreats (2015), and Under Canvas (2009), among others. These companies are successfully integrating the desire for eco-tourism and eco-resorts, known for their unique destination settings, with glamping which is known for its unique range of accommodation types.

We expect these companies to do quite well in the post Covid-19 pandemic era, as they achieve greater scale and brand recognition.

Glamping can appeal to the retro and hipster sensibilities of today's younger travelers. Unique but with hotel-type services, are in demand.



Drone aerial photography by Golf Property Analysts.



**IWGR North Village**

There is an interesting opportunity to create what might be called, “IWGR North Village,” that can mitigate some longstanding IWGR issues and increase revenue opportunities for IWGR and its Partner Hotels.

- IWGR North Village would be situated off the northwest corner of the Event Pavilion and include an enhanced Event Pavilion.
- The program for North Village would include, but not be limited to, an all-new practice range, an amphitheater at a scale perhaps 2/3<sup>rd</sup> that of the Cathedral City amphitheater, and new parking dedicated to North Village.
- A new road for ingress/egress can be developed, from Fred Waring Drive south to a point at or about the IWGR Event Pavilion. The road may best meet Fred Waring Drive opposite where California Drive meets the road at its north side.
- The existing Event Pavilion would remain, but with the new road would adequately allow delivery trucks, vans, emergency vehicles if/when needed. With this new access road and parking, brides and their wedding parties would no longer make the difficult trek from parking lot, to bridge crossing, to event venue. We believe this new setting for the Event Pavilion would directly increase its attractiveness for group events, particularly social gatherings such as weddings.
- The relocation of the existing driving range would allow redevelopment of land east of the IWGR clubhouse for greater purpose (Resort Village concept), along with increased parking at that location.
- A direct benefit of a “world class” practice facility, would be in attracting all potential golfers living in or visiting the Coachella Valley, and promoting their play at IWGR golf courses.

**Repurposing of Golf North of Wash**

*Options for Repurposed Players and Celebrity courses*

Working within what we believe is legally permissible pursuant to the intent of the Easement Agreement, explored how golf “north of the Wash” might be repurposed.

We explored this as part of IWGR North Village concept, with its additional repurposing benefits.

As well, this exploration was prompted by the possibility of a Players course purposing that would bring Players’ 17<sup>th</sup> and 18<sup>th</sup> holes north of the Wash.

Shorter play courses, natural grass putting courses (many inspired by the Himalayas Putting Course at St Andrews), and “golf entertainment” venues are seeing great popularity these days. These non-traditional golf experiences are suited to resort golfers interested in a shorter time commitment, new players, and groups looking as much for the entertaining camaraderie of a golf outing than the golf itself.



Repurposing of Golf North of Wash



Shown above, an exploration of a relocated driving range, and repurposing of the front 9 of the Celebrity course, the addition of an 18-hole putting course, access road, and parking lot.

Source: Mungeam Golf, in collaboration with John Robinson.

**East Valley Convention Center**

Stakeholders familiar with the convention business cite a need for a convention facility in the east Coachella Valley, given the limitations and distance to the Palm Springs Convention Center.

There could be demand for a major unique meetings and exhibition hall as part of Indian Wells Golf Resort, if viewed with a planning horizon well beyond the Pandemic. While there are competitive meeting and convention facilities in the Coachella Valley, there is minimal large indoor exhibit space.

The table below highlights some of the larger event facilities in the area. The new Acrisure Arena will like serve some part of the convention center and special events business, once opened. A possible site (with issues) is shown at below right).

**Major Coachella Valley Event Facilities**

	Facility		Indoor SF	Largest Space	Rooms
1	Palm Springs Convention Center	Palm Springs	133,082	92,545	n/a
2	JW Marriott Desert Springs Resort & Spa	Palm Desert	73,316	-	884
3	Fantasy Springs Resort	Indio	62,926	-	250
4	IWGR - Renaissance Esmeralda Resort	Indian Wells	53,291	-	560
5	Westin Mission Hills Golf Resort & Spa	Rancho Mirage	44,922	-	512
6	La Quinta Resort & Club	La Quinta	43,600	-	781
7	Margaritaville Resort Palm Springs	Palm Springs	39,000	-	398
8	IWGR - Hyatt Regency Indian Wells	Indian Wells	37,626	-	530
9	Omni Rancho Las Palmas	Rancho Mirage	30,000	12,900	444
10	Renaissance Palm Springs Hotel	Palm Springs	26,025	-	410
11	DoubleTree by Hilton Hotel Golf Resort	Palm Springs	23,000	7,400	289

Source: StoneCreek Partners LLC, Cvent.com, and hotel websites.

- The five City Hotel Partners operate almost 114,000 SF of indoor (4 wall) meeting space, not including pre-function foyers, terraces, and lawns. The largest space among the five hotels is 20,000 SF at the Hyatt Regency. This is not a large space for accommodating conventions and trade shows.
- IWGR could add a convention center at IWGR, to help propel business at the five Partner Hotels and area restaurants. The essential feature of such an IWGR Convention Center would be a large clear-span event space larger than 20,000 SF. Such a facility could, for example, include a 60,000 SF exhibit space, divisible into three parts (with retractable elephant doors) when needed.
- The Palm Springs Convention Center is a large exhibit hall at 92,454 SF, a ballroom and various ancillary meeting spaces for a total of 133,082 of indoor space. That’s about it over 30,000 SF, except for casinos.
- Among the largest of area meeting, event, and convention facilities, the largest facilities don’t exceed about 73,000 SF of various indoor spaces (this, the Palm Springs Convention Center space can be configured somewhat larger with a contiguous adjacent space) and it is difficult to find venues with column-free spaces exceeding 20,000 SF.





**Additional Options Explored / Not of Interest**

Additional repurposing and enhancement ideas included those listed here:

- **Archery in the Wash** – shown at above right, target archery has remained a popular niche activity both for expert competitive archers and novices.
- **Community Amphitheater**, with outdoor live entertainment – similar in scale to the 2.5-acre facility located in Cathedral City.
- **Sports Performance and/or Wellness** tenant. Along with an obstacle run in the Wash.
- **Event Calendar**, with local, seasonal and signature annual events. In coordination with the IW Tennis Garden, Hotel Partners, and using a community amphitheater if pursued.
- **Destination Spa** commonly owned by City Hotel Partners.
- **Destination Evening Entertainment Club** – An evening supper club / entertainment venue with an offbeat sensibility. Perhaps offer the space to a consortium of retro/hip groups like Postmodern Jukebox (know for “today’s hits yesterday”).
- **Point-source Sound & Light Show** – on the Wash North bank, visible from the clubhouse, grounds, and IWGR resorts.
- **eSports Lounge**, to cater to a younger traveler “missing their gaming fix” on holiday. Perhaps with an Entros (Seattle) edge and sponsored by Twitch.
- **Recreation Adventure Center (Park)** – as a major new attractor.
- **Repurposing of Celebrity to two Golf short courses**, with natural grass putting venue.
- The **Beach Club at IWGR Resort Village** – inspired by several Stakeholder suggestions as a major attraction, whether permanent or as a seasonal pop-up. DSRT | Surf (Palm Desert) at Desert Willow a precedent reference.
- A **boutique (small) lodging venue** on repurposed IWGR golf envelop land - The 46-room Sands Hotel & Spa, Indian Wells’ boutique hotel, sits on about a 2.7-acre parcel, excluding the adjacent restaurant pad, The Nest. Or on adjacent privately-owned parcel.





**The Wash Bridge Experience**

---



*We have reviewed the possibilities for making the Wash bridge more of an experiential element to a golf or group event guest. There are various means to signature the Bridge, so it is a net add to the IWGR experience versus an annoyance of sorts. At the minimum it should take on a scenic quality. As part of "area development" district considerations in placemaking it could be much more.*

**Highest-and-Best Use**

It is helpful to reflect upon the idea of highest-and-best-use (“HBU”), when considering the strategic options for a facility (asset), whether privately- or publicly-owned. It is always a fair question as to whether an asset is held and earning as it should, in the best interest of owners, shareholders, stakeholders, or other concerned constituencies.

According to common U.S. appraisal industry practice, there are four tests for “highest and best use” of a real property. In appraisal, highest-and-best use applies to a property as improved as well as to new development, redevelopment, and/or repurposing.

Highest-and-best-use is that use which is:

- Legally permissible;
- Physically possible;
- Financially feasible; and
- Most profitable

For IWGR, the “legally permissible” use is based on the Easement Agreement in place. Based on Stakeholder Input, we believe that Resident Stakeholders are unlikely to want for any significant change to this agreement (see discussion at right for Easement Agreement background).

Within the proscribed legal use of the IWGR property, there are possible physical, customer service, and financially feasible enhancements that can be made. Such enhancements are described in this report.

**About the Easement Agreement**

The Easement Agreement that became the foundation for developing IWGR was executed on April 8, 1985. Parties to the Easement Agreement included Daon Corporation, Stouffer Investment Corporation, Desert Horizons, Inc, GSH Limited, and the Redevelopment Agency of the City of Indian Wells. The Renaissance Esmeralda Resort was developed on the Daon and Stouffer (Exhibit A) parcel. The Hyatt Regency Indian Wells was developed on the Horizons (Exhibit B) parcel.

The Easement Agreement and associated municipal resolutions, the beneficiaries thereof, and modification thereof that all parties of interest may agree to, provide the bounds for legally permissible use. In general, residents that participated in Stakeholder Sessions during this study, would expect that IWGR remain in golf use either substantially similar to or enhanced compared to the facility’s existing land use.

In addition to existing land use, the Easement Agreement effectively restricts IWGR to public play including specified resident privileges. This operating condition will remain in effect unless and/or until the Easement Agreement is amended. Such potential amendment would not be considered in a highest-and-best-use consideration. Particularly since options for repurposing for some parts of IWGR were raised with Stakeholders as part of this study with little or no expressed interest.



# ABOUT STONECREEK PARTNERS & TEAM

## Appendix A-4



**About the Assignment Team**

StoneCreek Partners supplemented its team for this assignment to include professionals with additional golf industry experience, including course design, maintenance, and operations, as well as professional with wide-ranging food and beverage backgrounds.

**StoneCreek Partners, LLC (“SCP”)** – SCP is a consulting, master planning, and development advisory firm, in business since 1984. The firm is led by Donald Bredberg who has held executive positions with such companies as NBCUniversal, The Irvine Company, Newfield Enterprises International (family office), and Phillips Brandt Reddick. SCP has worked with clients throughout the U.S. and select global regions. The firms’ golf experience includes development of Falcon’s Fire Golf Club (Orlando area), and master planning (in collaboration with golf architects) of such communities as Coto de Caza (Orange County, Robert Trent Jones Jr ), Conway Farms Lake Forest (Illinois, Tom Fazio), Kukio Beach Big Island (Tom Fazio). The firm’s hotel experience includes the asset management and direct management of luxury and first-class resort hotels in the U.S. and several international locations.

**Mungeam Golf Design** - Much of the work of Mungeam Golf Design involves the sympathetic renovation of existing courses but Mungeam also has a nationally recognized reputation for the sensitive restoration of classic layouts. He is adept at injecting new life and visual appeal into tired or unexciting course designs. Mungeam is a full member of the American Society of Golf Course Architects (“ASGCA”), since 1994. He recently spent six years on the Membership Committee, serving as Chair in 2013-2014. He also was formerly a member of the Board of Governors (2002-2005) and served on the Environmental Committee. In addition to the ASGCA, Mungeam is also a member of the National Golf Course Owners Association (“NGCOA”) and the Golf Course Superintendents Association of New England. Mark Mungeam’s notable course designs include Shaker Hills & Cyprian Keyes in Massachusetts and The Links at Hiawatha Landing in New York. In 1999 Mungeam oversaw the renovation of Olympia Fields Country Club in Chicago in preparation for the 2003 U.S. Open. Mark has been assisted in this assignment by John Robinson, the President of John F. Robinson Golf Advisors and John F. Robinson Golf Course Design, Inc. (Huntsville, Ontario, Canada).

**Golf Property Analysts** - Larry Hirsh’s Golf Property Analysts brings an extensive geographical reach to its practice, having completed assignments in most areas of the U.S., as well as Canada, The Caribbean, Central America, and the UK. From its base in the Philadelphia area, Larry Hirsh and his firm have served clients in 45 states with vast experience in all types of golf properties, including private, semi-private, daily-fee, resort, and municipal facilities. Over his professional career, he has completed more than 3,500 golf property assignments and has developed a golf course and consulted on several new development projects. Mr. Hirsh has been a competitive amateur golfer for much of his life, including local, state, national, and international competitions. Among his industry credentials, Hirsh is a member of The National Golf Foundation, National Golf Course Owners Association and Golf Course Superintendents Association of America. Mr. Hirsh is a certified general appraiser in 13 states. Mr. Hirsh is premiere member of the Golfweek “America’s Best” course ranking panel. He has authored and is a lecturer for his award winning “Golf Property Analysis & Valuation - A Modern Approach” for the Appraisal Institute.

**Craig Gladstone** – Gladstone is an independent food and beverage consultant. His background includes roles as General Manager and Head of Operations for such companies as Coolhaus (Los Angeles), Carluccio’s (London), Hula Hut (Carmel), and All-Star Lanes (London). For Coolhaus he became extremely familiar with operating food trucks, operating food trucks in Los Angeles, New York and oversaw a franchise in Dallas. Mr. Gladstone lived until recently in the Coachella Valley, and as a restaurateur is familiar with the restaurant, club, and food and beverage offerings in the region. He understands the nature of retirees in the marketplace and the seasonal nature of the visitor and resident population. He would note that if trends continue following Covid-19, there may be some additional diversity and year-round population in place.

**SCP Peer Reviewers** – Mark Taylor, a golf pro based in Southern California, and Tim Brown, an independent food and beverage consultant and President of Soundvue Development (Connecticut), acted as peer reviewers to SCP during this assignment. SCP peer reviewers assigned to the team were changed during the contract award and mobilization period, due to schedule availability.

This page intentionally left blank.