



2023/24 IWGR Strategic Planning



Financial



**Strategic Asset
Plan**



Operations



**Management
Agreement**



Indian Wells Golf Resort Mission Statement

To create extraordinary resident and guest experience by delivering superior service, amenities, and facility conditions. Our commitment to the quality of our product, coupled with our operating results, will allow us to enhance the brand of Indian Wells Golf Resort and provide a financially sustainable future for the City of Indian Wells.

Financial



- Develop strategies to increase customers and check averages in all operations.



- Identify opportunities to improve efficiency and operations to be more cost effective while maintaining quality
- Consider golf resort operating profits and energy savings from the new solar project to fund future capital needs.



- IWGR be profitable before amenity subsidy and after capital and maintenance expenses.



- Refine the allocation of payroll in food and beverage operations.

FINANCIAL



Strategic Asset Plan



Authorize staff to develop more information on the possible upgrade to the Fairway Grill, banquet kitchen, and energy efficiency model of the pavilion, and Golf Suites at the driving range.

The Council expressed interest to negotiate with Renaissance Esmeralda on the possible sale of Hole 18 to offset the costs to redesign and relocate Holes 17 & 18 of the Player's Course.



Each Council Member will provide opinions and/or thoughts to the City Manager as it relates to the possible sale of Holes 17 & 18



Operations



- Identify opportunities to improve efficiencies in operations that generate saving for the IWGR while maintaining a first-class golf resort.



- Develop a comprehensive marketing strategy that promotes the IWGR as a golf & special events destination for visitors, including local and drive markets.
 - Improve advertising by adding Top Tracer to Shots in the Night and the Academy.



- Expand partnership with local hotels to increase customers at the IWGR for golf, dining and special events.
- Focus efforts to drive more rounds of golf and increase banquet at the IWGR.



- Examine possible rebranding of the Vue restaurant's concept and menu, including a celebrity chef concept that targets all customers.



Management Agreement



As the agreement is set to expired June 2023, the Council authorized the City Manager to negotiate a new management agreement with Troon, with input from Council on policy decisions that need to be reflected into a new contract. If the City Manager is unsuccessful in negotiating a new contract, the City will give Troon notice and begin the RFP process.



New agreement negotiations to include policies to develop standards and expectations. It was the consensus of the Council to provide the City Manager with suggestion and/or feedback to develop negotiation strategies. If the City Manager and Troon are unable to come to terms on a new agreement before June 30th, staff is to notify Troon of the City's intent to conduct and RFP process management services of the IWGR.