



2014 - 2019  
Economic Development  
Action Plan  
The City of Indio





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# Indio Economic Development Action Plan Overview

The Economic Development Action Plan (“Plan”) has been prepared as a guiding document to strengthen and build upon Indio’s key assets and opportunities for economic growth. This 5-year Plan establishes focused strategies and priorities that will assist in achieving identified immediate, short-term and medium-term economic development goals.

Economic Development is a multifaceted approach to improving the economic foundation and quality of life of a community by attracting and retaining new population and commerce. Successful economic development will result in a growing tax base and availability of funds for City programs and projects that will benefit all segments of the community. Economic Development models will vary depending on a city’s needs, economic situation, and overall vision for economic growth. The diagram below identifies the critical components of Indio’s economic development framework.



# Economic Development Vision

The City of Indio has historically been the center of commercial activity in the Coachella Valley, and while commercial development has generally favored neighboring communities, Indio is poised to re-establish itself as a vibrant community with a strong and diverse economic foundation. Supported by the highest population growth of all Coachella Valley cities, Indio is a strong and dynamic market led by young families in the prime of their consumption cycle and a highly stable workforce.

The strategies and action items outlined in this Plan will serve to support the following outcomes, which collectively describe the desired economic development vision for Indio:

- ❖ Active and vibrant commercial development zones providing a full range of shopping, entertainment, and hospitality options for Indio residents, neighboring communities, and visitors;
- ❖ A strong employment base providing jobs for Indio residents;
- ❖ Recognition as a tourist destination, anchored by world-class cultural and music festivals and events;
- ❖ Safe and attractive neighborhoods with a broad selection of quality housing choices for a diverse population base;
- ❖ Fiscally sound City government that facilitates high-quality development, new business growth, and a supportive environment for existing businesses;
- ❖ A positive image as a safe, dynamic, and growing community that is the Coachella Valley’s best place to live, work, play and invest.

## **ECONOMIC DEVELOPMENT STRATEGIES**

The action items contained within this Plan are organized within the following strategic directives:

1. Bolster Indio’s Tourism and Hospitality Sector
2. Strengthen Indio’s Existing Retail Base and Recruit New Retail Development
3. Create Livable Communities and Facilitate Neighborhood Revitalization
4. Promote Indio’s Image, Identity and Opportunities
5. Be Development Ready
6. Seek Alternative Sources of Sustainable Revenue

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# Trade Region Population & Projected Growth Market Context

## 2013 Snapshot

INDIO POPULATION	TRADE AREA POPULATION	SEASONAL POPULATION	INDIO AVERAGE HOUSEHOLD INCOME	TRADE AREA AVERAGE HOUSEHOLD INCOME
<b>81,393</b>	<b>217,412</b>	<b>30,000</b>	<b>\$63,981</b>	<b>\$72,555</b>

	2013	2017	2021	2025	Total Growth 2013 - 2025	
<b>Indio</b>	81,393	91,331	101,270	111,208	<b>29,815</b>	<b>36.6%</b>
<b>La Quinta</b>	38,401	43,663	48,925	54,186	<b>15,785</b>	<b>41.1%</b>
<b>Bermuda Dunes</b>	7,457	7,671	7,884	7,936	<b>479</b>	<b>6.4%</b>
<b>Sun City Palm Springs</b>	7,104	7,191	7,191	7,191	<b>87</b>	<b>1.2%</b>
<b>Riverside County North</b>	4,047	4,212	4,383	4,561	<b>513</b>	<b>12.7%</b>
<b>Coachella</b>	46,098	53,290	60,482	67,674	<b>21,576</b>	<b>46.8%</b>
<b>Riverside County South</b>	32,911	37,031	41,148	45,264	<b>12,353</b>	<b>37.5%</b>
<b>TOTAL TRADE AREA</b>	<b>217,412</b>	<b>244,389</b>	<b>271,282</b>	<b>298,020</b>	<b>80,608</b>	<b>37.1%</b>



# Competitive Advantages & Challenges

## > Advantages

- ❖ Highest projected population growth in the Coachella Valley over the next 10 years, with nearly 30,000 additional residents coming to Indio between 2013 and 2025
- ❖ High concentration of young families in the prime of their consumption cycle
- ❖ Well-balanced and diverse patronage base of local/regional/seasonal residents, international tourists and highway travelers
- ❖ Host to internationally recognized cultural and music festivals and the focal point for 12 million visitors to the Coachella Valley each year
- ❖ Excellent accessibility along two prime commercial corridors of the I-10 (150,000 AADT/52.5 million vehicles annually) and Highway 111 (35,000 AADT/12.5 million vehicles annually)
- ❖ Excellent selection of developable land suitable for a range of development formats
- ❖ Over 1 million s.f. of new retail development over the past 6 years, including Walmart and Target, and top developers including Regency Centers that have recently positioned themselves in Indio

## > Challenges

- ❖ Indio's image as a seasonal market with low overall spending potential
- ❖ Lack of critical mass of retailers, restaurants, and entertainment facilities desired by Indio residents
- ❖ Significant market spending leakage and established shopping patterns outside of Indio – average expenditure leakage is estimated at 73% overall, and estimated at up to 90% for restaurant and entertainment spending categories
- ❖ Limited choice of quality retail developments for prospective new retail tenants who are not interested in land development
- ❖ Indio residents' perception that many commercial areas are visually dismal
- ❖ Perception of Indio as a community of high crime

# The Vibrant Indio Downtown District



# World Renowned Coachella Music Festival



# Key Economic Development Zones

A city-wide assessment of Indio's existing commercial infrastructure was completed in 2013, to identify Indio's Key Economic Development Zones. These eight zones represent areas of the city that offer the greatest potential for new commercial development and economic expansion. Each zone can be characterized by unique attributes relating to its strategic positioning adjacent to existing assets, along high-traffic corridors, or at gateway locations; as well as the availability of development-ready properties that have the potential to bolster new development opportunities in the area as a whole.

## MAP KEY #1

**North Freeway  
Commercial  
Zone**

## MAP KEY #2

**Indio Boulevard  
Revitalization  
Corridor**

## MAP KEY #3

**Fantasy Springs  
Leisure &  
Hospitality District**

## MAP KEY #4

**The Downtown  
Arts & Culture  
District**

## MAP KEY #5

**Indio  
Fashion Mall  
District**

## MAP KEY #6

**Polo Square  
Lifestyle  
Zone**

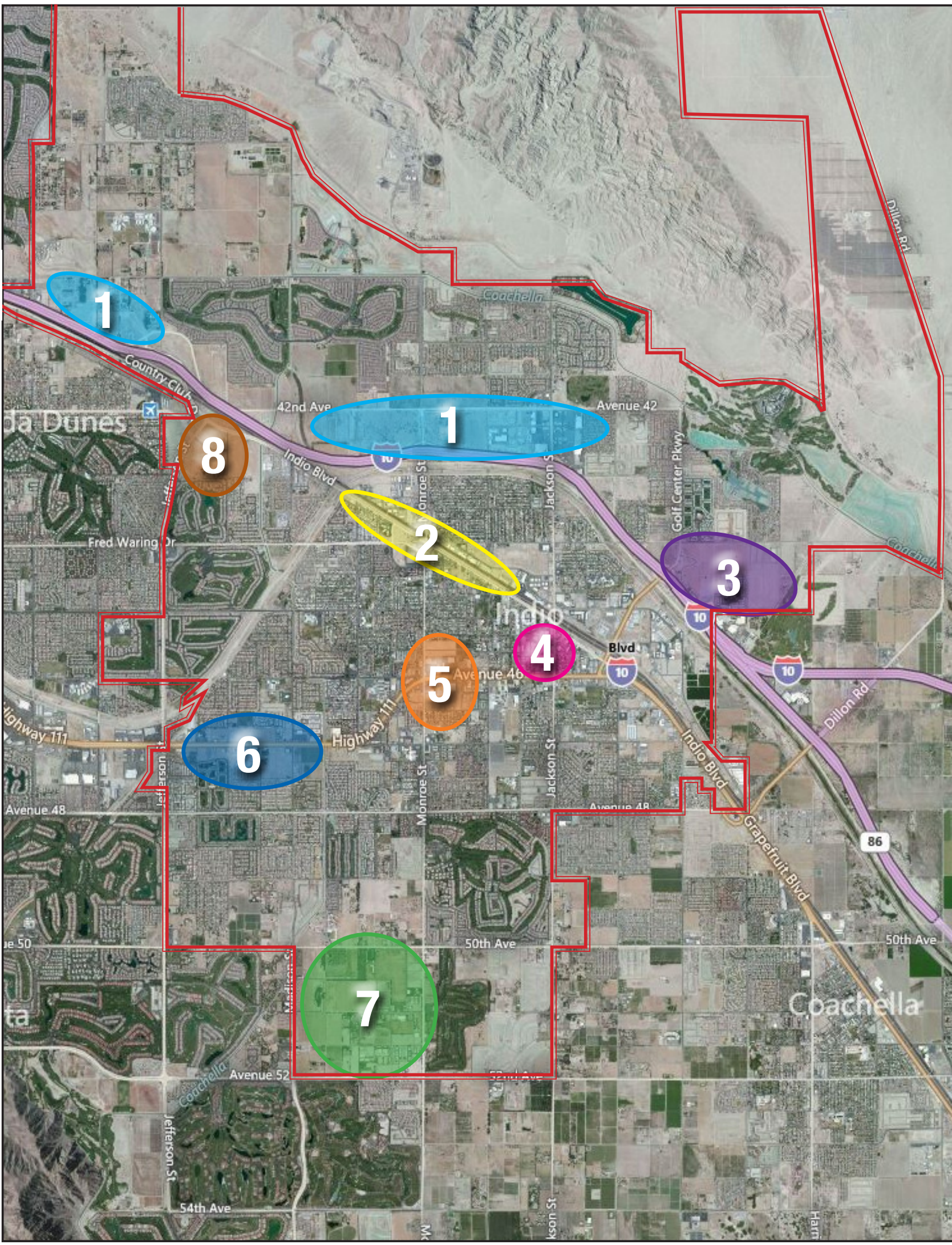
## MAP KEY #7

**Polo Club Resort  
& Entertainment  
District**

## MAP KEY #8

**Northgate  
Mixed Use  
District**





1

1

8

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# Key Economic Development Zones Opportunities

## North Freeway Commercial Zone

The North Freeway Commercial Zone encompasses Indio's most recent retail power center and auto mall development along the I-10, including Indio Town Center and The Showcase at Indio, and is home to retailers such as Home Depot, Super Target, Marshalls, Walgreens, Petco, and a new Walmart. The Zone is currently comprised of approximately one-million square feet of retail space, with available space in existing centers, and a supply of raw developable land.

A location along the freeway will continue to be very attractive to prospective retailers who will benefit from exceptional visibility and accessibility, with traffic counts of 150,000 AADT / 52.5 million vehicles annually.

The established national retailers in this Zone will continue to attract additional businesses that desire such co-tenancy. As such, the City should not need to contribute a large degree of time and resources to marketing this area.

## Indio Boulevard Revitalization Corridor

The Indio Boulevard Revitalization Corridor represents a unique opportunity for future commercial development in the long-term. This gateway to Downtown Indio currently contains approximately 25,000 s.f. of strip center commercial, including a variety of auto services, motels, and small local restaurants. Although attractive upgrades to city boulevards have been completed in recent years, the corridor contains several blighted properties.

Due to the railway tracks on the north side of Indio Boulevard, it will be difficult to attract mainstream retailers who rely on a critical mass of business within an area. Nonetheless, the corridor would be well-suited to highway service type uses, due to its proximity to the I-10 Freeway.

A portion of the Indio Boulevard Revitalization Corridor is within the boundaries of the Downtown Specific Plan. Land Uses and strategies for this portion of the corridor should adhere to the recommendation of that plan.

## Fantasy Springs Leisure and Hospitality District

The Fantasy Springs Leisure and Hospitality District is strategically located at the east gateway to Indio along the I-10 Freeway. This district sits adjacent to the successful Fantasy Springs Resort Casino, owned and operated by the “Cabazon Band of Mission Indians”, and the Holiday Inn Express opened in 2014.

Sites within the City of Indio, adjacent to the Fantasy Springs Resort Casino would be ideal for new hospitality and leisure/entertainment operations, which are currently lacking in Indio. Additional tourism-related operations and services at this important gateway along the I-10 will establish a strong hospitality node that will create economic spinoff for other commercial areas of the city, and minimize the leakage of tourism and hospitality spending.

## The Downtown Arts and Culture District

The revitalization of downtown Indio has been a priority for many years, and the City of Indio will continue to strive to support its development as a vibrant, active centre of commerce, government, culture, arts and education. The new College of the Desert has brought attractive new construction to the area, and construction of the Law School building and new East County Detention Center are underway. These projects will collectively bring a host of new year-round activity to downtown Indio. New residential development will also begin in the short-term, with the approval of a 69 unit mixed use apartment building.

With an abundance of available city-owned property in the downtown, a significant long-term opportunity exists for the attraction of vibrant mixed-use development, as downtown realizes its potential as a place to live, work and play. Supporting business services and amenities such as restaurants and cafes may be successful in the short term, subject to their proposed location, target customer, and quality of design and product offering. Additional strategies for the downtown will be outlined in the new Downtown Specific Plan to be released in 2014.

## Indio Fashion Mall District

The Indio Fashion Mall District is truly the center of the city, both in terms of geographic location and as the focal point for prime commercial development opportunities. Its positioning at the crossroads of Highway 111 and Monroe Street make this district highly accessible for residents and visitors in all directions, and enjoying traffic count levels second to only the I-10. Although the district comprises of nearly one-million s.f. of retail, including approximately 250,000 s.f. at Indio Fashion Mall, the overall mix of tenants and traditional enclosed mall format are not serving the needs of the Indio community.

In general, this District is underutilized and in need of significant redevelopment, with an overhaul of the commercial offering and aesthetic appeal. The Indio Fashion Mall property and adjacent vacant parcels anchor the district and represent unparalleled opportunity for redevelopment as a showcase retail and entertainment destination.



**Indio International  
Tamale Festival**

## **Future Location of the Northgate Mixed Use District**



## Polo Square Lifestyle Zone

The Polo Square Lifestyle Zone is located on the West Highway 111 corridor, strategically positioned at the gateway to Indio from La Quinta. A 50-acre parcel known as Polo Square anchors this Zone. Its size, accessibility, significant frontage, and development interest make this a prime development site.

The development of this Zone plays a crucial role in establishing Indio as a retail and entertainment destination and will be instrumental in minimizing market spending leakage outside of the city, as well as offering residents and shoppers of La Quinta new and exciting options. An intensity of uses in a mixed-use lifestyle format is well-suited to this site, and could potentially include a strategic mix of retail, restaurant, entertainment, hospitality, and residential functions.

## Empire Polo Club Resort and Entertainment District

The Empire Polo Club Resort and Entertainment District provides the opportunity to capitalize on the already prestigious and successful Empire Polo Club destination in south Indio. In addition to polo matches, this unique establishment has developed an impressive offering of venues for public and private events, including the renowned Coachella Valley Music and Arts Festival, and Stagecoach.

There is significant potential to bolster tourism by supporting the development of entertainment and hospitality uses in this District, which already attracts thousands of visitors each year. The addition of resorts and related tourist amenities will encourage visitors to stay and spend in Indio and will create economic spinoff for the entire community.

## Northgate Mixed Use District

The Northgate Mixed Use District occupies an important gateway location at Jefferson Street and I-10/Indio Boulevard. This is the first exposure to the city when exiting south off of the I-10 from the west. The new ARCO/ampm gas station opened in February 2014. Additional plans for Northgate include a hotel, apartments, fast-food, and medical center.

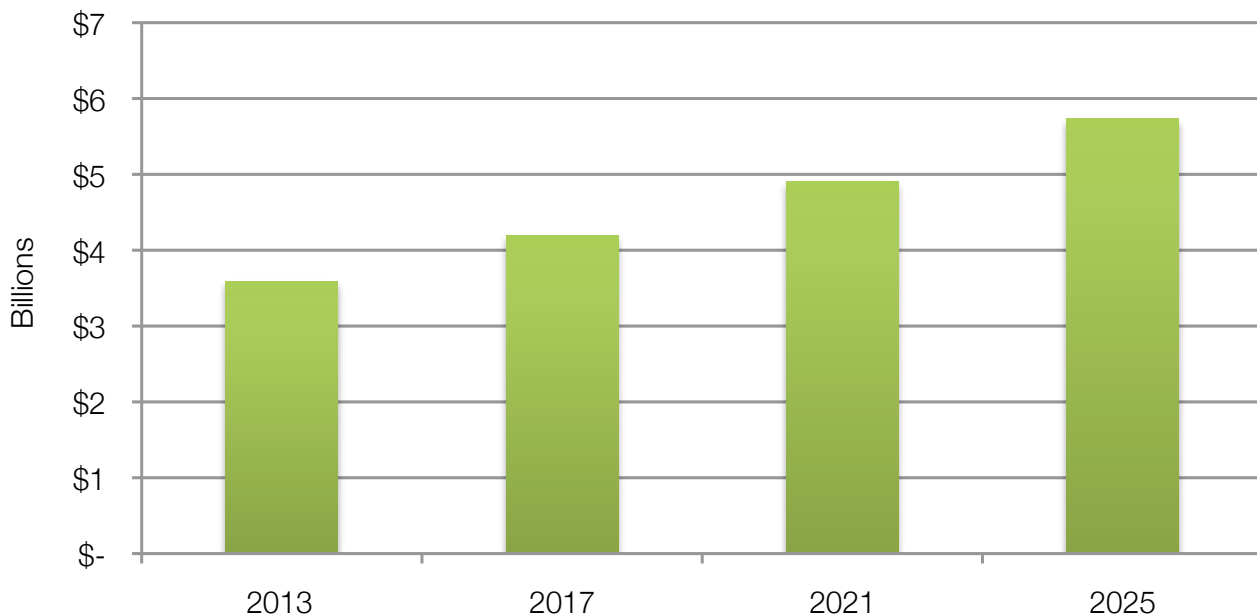
Continued support for the build-out of this node remains a priority, and the developer/owner should be encouraged to realize the the property's full potential as a mixed-use center and employment node.

# Strategies & Action Items

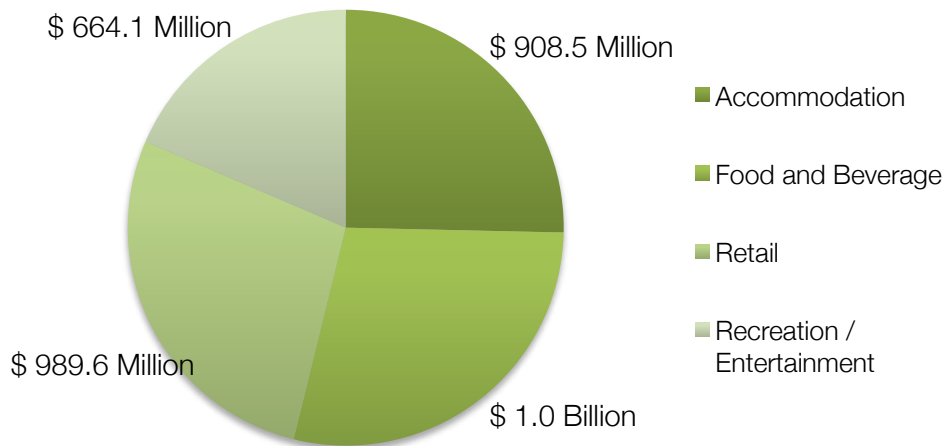
## 1 BOLSTER INDIO'S TOURISM AND HOSPITALITY SECTOR

The retail, commercial and hospitality sectors of Indio are well positioned to benefit from the \$3.5 billion of annual tourism spending conducted within the Coachella Valley. As nation-wide economic recovery continues, tourism spending is only expected to increase. Indio must capture its share of this spending, by aggressively pursuing new tourism businesses and top hospitality brands, particularly in the Fantasy Springs, Empire Club, and Polo Square development zones. This top priority leverages the many renowned festivals and events that are held in Indio to benefit the overall economic development initiatives to be undertaken by the city.

### Coachella Valley Visitor Spending Projections



## Visitor Spending (2013)



ACTION ITEMS	IMMEDIATE (YEAR 1)	SHORT TERM (YEAR 2-3)	MEDIUM TERM (YEAR 4-5)
Commission a Resort Development Feasibility Study	✓		
Actively recruit the development of hotels and/or resorts: <ul style="list-style-type: none"> <li>❖ Develop a list of targeted hoteliers and resort groups and develop a strategy to reach out to them with a marketing package</li> <li>❖ Foster relationships between hotel/resort operators and land developer/owners</li> </ul>	✓ ✓	✓	✓
Continue to foster relationships and cooperation with concert and festival promoters	✓	✓	✓
Develop strategies for new festivals and events	✓		
Promote Indio’s proximity to outdoor recreation attractions such as the world renowned Joshua Tree National Park	✓	✓	✓
Connect festival and event attendees with other Indio services and amenities: <ul style="list-style-type: none"> <li>❖ Evaluate temporary and/or permanent public transportation options during festivals and events; support private ventures</li> <li>❖ Improve upon existing signage linking festival and event locations with city services and amenities</li> </ul>	✓ ✓	✓	

# Strategies & Action Items

## 2 STRENGTHEN INDIO'S EXISTING RETAIL BASE AND RECRUIT NEW RETAIL DEVELOPMENT

The economic health of a city is often judged by the quality and diversity of its retail base. Indio is currently home to over 2,000 businesses ranging from small one-person operations to large national chains. The City recognizes that although the larger national brands generate larger revenues individually, small businesses are much more numerous, create more jobs collectively and often offer better wages and benefits. Support for existing business will remain a priority, however, the reality is that local retail and entertainment offerings have long been unable to satisfy the needs of Indio residents, resulting in major expenditure leakage to neighboring cities.

Identifying retail development as a key economic development priority, the City engaged in the creation of a City-wide Commercial Development and Recruitment Strategy in 2013. In addition to the identification of the 8 Key Economic Development Zones, as well as the market spending potential amongst 4 key categories, a list of over 120 recruitment targets were identified as businesses that are desired by Indio residents and that would thrive in the Indio economy. The following provides an overview of the optimal formats and key operator types:

GENERAL & SPECIALTY RETAIL	EVERYDAY RETAIL & SERVICE	RESTAURANTS & CAFES	ENTERTAINMENT & ATTRACTIONS
Enclosed Regional Shopping Center Power Centers / Big Box Retailers Main Street Commercial Lifestyle Centers Outlet Malls Value Based Retail Concepts Hybrid Mixed Use Nodes Local and Community Retail Centers	National Supermarkets Specialty Food Markets Wine and Spirits Professional Services Medical Services Health and Wellness Products Health and Lifestyle Facilities	National Restaurant Brands Regional Ethnic Eateries Family Oriented Restaurants Unique Themed Restaurants Sports Bars Health Oriented Fast Food National Café Brands	State-of-the-Art Movie Cinemas IMAX/Interpretive Theaters Arts and Culture Museums and Institutes Concert Halls Golf Academy and Simulation Center Sports Facilities Cosmic Bowling Laser Tag Health and Fitness Clubs Destination Spas Water Parks Go-Kart Tracks Indoor Soccer Dome Indoor/Outdoor Mini-Golf



ACTION ITEMS (EXISTING RETAIL)	IMMEDIATE (YEAR 1)	SHORT TERM (YEAR 2-3)	MEDIUM TERM (YEAR 4-5)
Reach out to the existing business community to determine satisfaction with City services: <ul style="list-style-type: none"> <li>❖ Conduct a survey of top businesses, including retail, office, medical services, etc</li> <li>❖ Conduct a survey of Indio hotel operators</li> </ul>	✓  ✓	✓  ✓	
Continue to work with the Chamber of Commerce to support Indio businesses and promote Chamber events	✓	✓	✓
Establish a support network for small business: <ul style="list-style-type: none"> <li>❖ Determine the feasibility of establishing an Indio Small Business Assistance Center</li> <li>❖ Continue to work with the Coachella Valley Economic Partnership to establish an Innovation Hub and local CVEP office in downtown Indio</li> </ul>	✓  ✓	✓  ✓	
Continue collaborative partnerships with Coachella Valley Economic Partnership (CVEP), Palm Springs Desert Resort Convention and Visitors Authority (CVA) and the Workforce Development Center	✓	✓	✓
Develop a signage program to improve upon the city's wayfinding and to identify existing business and amenity areas	✓	✓	
Continue to promote existing shopping centers	✓	✓	✓

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<b>ACTION ITEMS (NEW RETAIL DEVELOPMENT)</b>	<b>IMMEDIATE (YEAR 1)</b>	<b>SHORT TERM (YEAR 2-3)</b>	<b>MEDIUM TERM (YEAR 4-5)</b>
Develop an inventory of prime development sites within Indio’s key Economic Development Zones	✓	✓	
Create specialized zoning within the Economic Development Zones to protect the City’s interest in developing prime development sites		✓	

### PRIME DEVELOPMENT SITE CRITERIA

- ❖ Location with high visibility and/or high traffic corridor
- ❖ Potential impact on associated retail area and ability to catalyze other development in the zone
- ❖ Vacant or under utilized parcel or building
- ❖ Minimal land assembly required
- ❖ Parcel Size and configuration meets development objectives
- ❖ Site readiness (assessment of infrastructure deficiencies in and around the site)
- ❖ Include both private and City-owned parcels; available parcels outside of the key Economic Development Zones should be a secondary priority

### SPECIALIZED ZONING WITHIN THE ECONOMIC DEVELOPMENT ZONES

- ❖ Direct Control Zone – land uses and development guidelines are specific to the site(s) that have been identified as prime development parcels; zoning rules reflect City’s vision for the property and/or a comprehensive Project Master Plan that has been accepted by the City
- ❖ Discretionary Development Zone – land uses and development guidelines for parcels within two blocks of prime development sites; all uses and rules are discretionary – development applications will be reviewed against the goals and vision for the prime development site
- ❖ General Zoning – land uses and development guidelines for parcels outside of the Direct Control and Discretionary Development Zones will be in accordance with the current Zoning

ACTION ITEMS (NEW RETAIL DEVELOPMENT)	IMMEDIATE (YEAR 1)	SHORT TERM (YEAR 2-3)	MEDIUM TERM (YEAR 4-5)
Execute a Retailer Recruitment Strategy: <ul style="list-style-type: none"> <li>❖ Send Indio Commercial Market Profile package and cover letter to each retailer on the 2014 Retailer Recruitment List compiled by GRSA</li> <li>❖ Direct potential new retailers to locations within the 8 Key Development Zones</li> <li>❖ Follow-up by phone or email and request meeting at RECON 2014 and/or other venues</li> </ul>	    	  	
Execute a campaign to target interest from developers: <ul style="list-style-type: none"> <li>❖ Developers specializing in resort/hospitality and mixed-use projects are a priority</li> <li>❖ Compile contact list and develop communication strategy</li> <li>❖ Send Commercial Market Profile and inventory of prime development sites located within Key Economic Development Zones</li> <li>❖ Assist developers with land assemblage possibilities for viable projects</li> </ul>	      	    	
Ensure availability of key staff for meetings with property owners and developers, and address any immediate concerns or inquiries in a timely manner			
Follow-up with ongoing projects within the Key Development Zones: <u>North Freeway Commercial Zone</u> <ul style="list-style-type: none"> <li>❖ Facilitate the construction of the Jefferson/I-10 interchange project and surrounding infrastructure improvements, scheduled for completion in 2016</li> <li>❖ Continue to promote the growth of Indio’s auto mall</li> <li>❖ Market the City-owned 16 acre site along Varner Road</li> </ul>	    	    	

ACTION ITEMS (NEW RETAIL DEVELOPMENT)	IMMEDIATE (YEAR 1)	SHORT TERM (YEAR 2-3)	MEDIUM TERM (YEAR 4-5)
<p><u><i>The Downtown Arts and Culture District</i></u></p> <ul style="list-style-type: none"> <li>❖ Facilitate the timely completion of the new Downtown Specific Plan, market analysis, and Environmental Impact Report by December 2014</li> <li>❖ Facilitate the completion of construction of the new Applebee's</li> <li>❖ Resolve any outstanding development issues related to the proposed agency-owned property on Oasis Street, future home of a high-density mixed use development</li> <li>❖ Resolve any outstanding development issues related to the proposed new Law School on Fargo Street</li> <li>❖ Seek funding source for the design of a Phase III Downtown Revitalization Project along Fargo Street</li> </ul>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p>	
<p><u><i>Indio Fashion Mall District</i></u></p> <ul style="list-style-type: none"> <li>❖ Continue to work with the owner of Indio Fashion Mall and facilitate its sale to a reputable developer willing to work towards developing and executing a vision for this prime piece of real estate</li> </ul>	<p>✓</p>	<p>✓</p>	
<p><u><i>Polo Square Lifestyle Zone</i></u></p> <ul style="list-style-type: none"> <li>❖ Seek funding source for the completion of streetscape design of the north side of Highway 111 from Jackalope Restaurant east to Shields Road</li> <li>❖ Continue working with the new owner of the former “Devane’s” restaurant site to secure a quality restaurant and/or entertainment venue</li> <li>❖ Facilitate the development of the Polo Square parcel</li> </ul>	<p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p>	
<p><u><i>Empire Polo Club Resort and Entertainment District</i></u></p> <ul style="list-style-type: none"> <li>❖ Work with landowners in the area to develop a vision and comprehensive plan for the development of this district</li> </ul>	<p>✓</p>	<p>✓</p>	



# Strategies & Action Items

## 3 CREATE LIVABLE COMMUNITIES AND FACILITATE NEIGHBORHOOD REVITALIZATION

Housing and neighborhood revitalization are an integral part of economic development. New population is key in attracting new business to Indio, and provides an available workforce and social networks to support the business community. New Residential construction in Indio remains strong, with 267 residential building permits issued in 2012/13 and 340 projected for 2013/14. The sale of new and existing homes in Indio outpaced all other cities in the Coachella Valley in 2013. The City remains committed to revitalization efforts in older neighborhoods as a means to decrease blighted conditions, increase property values, help re-establish a sense of community pride, and attract first time home buyers.

ACTION ITEMS	IMMEDIATE (YEAR 1)	SHORT TERM (YEAR 2-3)	MEDIUM TERM (YEAR 4-5)
Treat the City’s parks, open space and public art as important economic assets and promote them in marketing efforts	✓	✓	✓
Develop and support new market-rate and affordable housing: <ul style="list-style-type: none"> <li>❖ Streamline the entitlement and permit review and approval process and ensure this process is recognized by developers</li> <li>❖ Ensure the Indio Housing Authority continues to assist developers and nonprofit groups through the entitlement process</li> <li>❖ Continue to review affordable housing development proposals and make recommendations to Council</li> <li>❖ Execute affordable housing agreements for approved projects</li> </ul>	✓	✓	✓

ACTION ITEMS	IMMEDIATE (YEAR 1)	SHORT TERM (YEAR 2-3)	MEDIUM TERM (YEAR 4-5)
<p>Continue to implement and monitor the execution of the Neighborhood Stabilization Program (NSP):</p> <ul style="list-style-type: none"> <li>❖ Continue to use NSP funds to purchase foreclosed homes and initiate the rehabilitation of these homes in an expedited manner</li> <li>❖ Work with the City’s NSP partners to expedite the escrow-closing process</li> <li>❖ Complete the rehabilitation of the 50-plus homes currently in the NSP2 program</li> <li>❖ Monitor the condition of the NSP homes to ensure homes are well maintained and cease to be eye-sores in the neighborhood, and work closely with Code Enforcement and other City Departments to keep each other informed of program progress and challenges</li> <li>❖ Identify qualified first-time homebuyers to purchase NSP homes</li> <li>❖ Assist in the promotion of new contracting/bidding opportunities as a way to create local jobs</li> <li>❖ Re-use proceeds from the resale of homes under NSP2 and NSP3 to fund the continuation of the program beyond the 3-year HUD minimum implementation period (the multiplier effect has the potential to increase the benefit of the grant to \$19,000,000, more than double the City’s NSP2 allocation)</li> <li>❖ Provide homeownership opportunities to local citizens who, without the assistance of the City’s NSP grant funds, would not otherwise qualify to purchase a home in Indio</li> </ul>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p></p> <p></p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>

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ACTION ITEMS	IMMEDIATE (YEAR 1)	SHORT TERM (YEAR 2-3)	MEDIUM TERM (YEAR 4-5)
<p>Continue to direct Federal Community Development Block Grant (CDBG) funds for public infrastructure improvements through the City’s Better Neighborhoods Program (BNP):</p> <ul style="list-style-type: none"> <li>❖ Use CDBG Funds to provide public infrastructure improvements in low/moderate income neighborhoods</li> <li>❖ Research the feasibility of additional neighborhood cleanup projects</li> <li>❖ Continue hosting community meetings as a way to improve resident/City relations and increase City responsiveness to residents’ needs</li> <li>❖ Issue a Request for Proposals/Qualifications for Civil Engineering Firm to provide Plans, Specifications, and Estimate for work to be completed during upcoming fiscal year</li> <li>❖ Spur economic growth by creating job opportunities through one-time infrastructure improvements and ongoing maintenance of such projects</li> </ul>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>
<p>Seek funding for the revival of Indio’s housing rehabilitation programs, including the Home Rehabilitation Loan Program; Home Beautification Matching-grant Program; Senior/Disabled Emergency Assistance Program</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>

# Trilogy at Polo Estates, by Shea Homes



# The Bridge at Jefferson, by Lennar Homes



# Strategies & Action Items

## 4 PROMOTE INDIO'S IMAGE, IDENTITY AND OPPORTUNITIES

Promotion of Indio as a place of growth and opportunity is integral to the success of Indio's Economic Development Plan. The perception of Indio as a place of high-crime and blighted properties must be combated with continued efforts in community beautification and enhancement, as well as educating the public regarding actual crime levels. In fact, the Coachella Valley Economic Partnership reported that Indio ranked 8th out of the 11 Coachella Valley communities for total crime reported per capita in 2012.

ACTION ITEMS	IMMEDIATE (YEAR 1)	SHORT TERM (YEAR 2-3)	MEDIUM TERM (YEAR 4-5)
Create a Marketing Plan which identifies marketing goals, projects and annual marketing budget	✓	✓	
Develop a specific shop/dine/play/stay campaign	✓	✓	
Develop and maintain a comprehensive website: <ul style="list-style-type: none"> <li>❖ Review options for improvement to the existing website, and develop a list of essential content</li> <li>❖ Consider the merits of a stand alone Economic Development website</li> </ul>	✓ ✓		
Assess the current state of maintenance and oversight of public spaces	✓	✓	
Initiate a strategy to improve the appearance of gateway entry points to Indio and streetscapes in the vicinity of the Economic Development Zones	✓	✓	
Identify key safety concerns and crime patterns and establish a crime prevention program	✓	✓	✓
Establish a property improvement program and seek funds for business assistance with: façade enhancements, window display design, landscaping, soft programming/events	✓	✓	✓

## Fantasy Springs: A Complete Destination Resort



## Stagecoach California's Country Music Festival



# Strategies & Action Items

## 5 BE DEVELOPMENT-READY

Establishing policies, procedures and overall best-practices will ensure the City is poised to facilitate new development and ready to work with prospective new businesses in an efficient and professional manner. The establishment of Resolution No. 9425 reinforces the need for “Business Friendly Practices” under the following guidelines:

- i. Economic Development is a priority
- ii. The City will strive to provide quality municipal services to attract and retain businesses and employees;
- iii. The City strives to communicate effectively with developers and businesses and increase responsiveness to investors seeking to establish within the City; and,
- iv. The City will strive to streamline operations for efficient responsive business assistance in areas of licensing, inspections, and other municipal services which are attractive to new and existing businesses (such as maintaining competitive fees, taxes and good lines of communication via an informative website).

ACTION ITEMS	IMMEDIATE (YEAR 1)	SHORT TERM (YEAR 2-3)	MEDIUM TERM (YEAR 4-5)
Use tools to facilitate relationships that may lead to new development opportunities:			
❖ Connect potential tenants to developers and/or brokers	✓	✓	✓
Market both private and City-owned properties located within key Economic Development Zones	✓	✓	✓
Dedicate staff resources to business attraction and retention	✓	✓	✓

ACTION ITEMS	IMMEDIATE (YEAR 1)	SHORT TERM (YEAR 2-3)	MEDIUM TERM (YEAR 4-5)
Monitor workload and processing times for development applications, permitting and licensing; Be proactive in hiring staff and/or consultants to maintain premium processing services		✓	✓
Assess existing development review process and develop methods to optimize the permit process using online technology	✓		
Update Indio's Qualified Contractors List	✓		
Monitor the success of interim Ordinance 1641, which extends the expiry date of entitlements, and is in effect until 2015	✓		
Consider adopting another interim Ordinance for Commercial DIF reductions prior to expiration of the existing Ordinance, which expires June 2014	✓		
Monitor the success of the Premium Development Services Policy that was adopted in early 2012, and investigate its compatibility with outside agencies	✓		
Develop an inventory of incentives available to new and existing businesses for internal department use, including but not limited to: <ul style="list-style-type: none"> <li>❖ Sales Tax and TOT revenue sharing agreements</li> <li>❖ Assistance with infrastructure improvements</li> <li>❖ Reduced development fees and deferrals</li> <li>❖ Assembling developable land parcels</li> <li>❖ Offering market-rate loans</li> <li>❖ Fast-tracking the entitlement process</li> <li>❖ Longer term entitlement status through development agreements</li> </ul>	✓ ✓ ✓ ✓ ✓ ✓ ✓		
Amend the City's Business Assistance Policy to enable eligibility for new and existing businesses located within all key Economic Development Zones; focus on priority zones	✓	✓	
Follow up on the State's review of the Agency's Long Range Property Management Plan, which will allow the Agency to promote and dispose of existing property	✓		
Actively engage other City departments needed for implementation of this Action Plan	✓	✓	

# Strategies & Action Items

## 6 SEEK ALTERNATIVE SOURCES OF SUSTAINABLE REVENUE AND BUSINESS ASSISTANCE

ACTION ITEMS	IMMEDIATE (YEAR 1)	SHORT TERM (YEAR 2-3)	MEDIUM TERM (YEAR 4-5)
Summarize available funding and grants	✓	✓	✓
Research potential sources of new funding, including but not limited to the following: <ul style="list-style-type: none"> <li>❖ Neighborhood Stabilization Program (NSP)</li> <li>❖ Community Development Block Grant (CDBG)</li> </ul> Stay apprised of new legislation related to redevelopment	✓ ✓ ✓	✓	✓
Work collaboratively with the Public Works Department (PW) and Indio Water Authority (IWA) on future capital plans and projects, and leverage PW and IWA money to fund infrastructure improvements that will benefit future development	✓	✓	✓
Identify available State, Federal or any other grant funds that Indio may qualify for	✓	✓	✓
Ensure current grant programs are being effectively administered in accordance with all regulations and requirements	✓		

**College of the Desert**



**East County Detention Center**



ACTION ITEMS	IMMEDIATE (YEAR 1)	SHORT TERM (YEAR 2-3)	MEDIUM TERM (YEAR 4-5)
Evaluate potential opportunities for negotiated agreements with event promoters and festival operators that may generate revenue for the City	✓	✓	
Explore various forms/types of ballot measure proposals that are realistic and can potentially generate sustainable revenue streams for the City; Ensure such proposed measures would not reduce Indio’s competitive advantage to attract new businesses versus neighboring cities	✓	✓	
Follow up on the City’s proposal of sites that may be eligible for identification as Foreign Trade Zones (FTZ’s)	✓	✓	
Assist developers in securing financing for entitled projects	✓	✓	✓

**Economic Development Department**  
**The City Of Indio**  
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