

All contents of this document
should be considered DRAFT ONLY
until reviewed, edited, and
approved by the Desert Hot Springs
City Council.



DRAFT

Cannabis Strategy Map

City of Desert Hot Springs

March 19, 2019





Recap

- The Cannabis Industry is thriving in Desert Hot Springs and the City Council is committed to developing a long-term plan
- As part of the process, the Council asked Staff to engage with cannabis stakeholders in 2018 to document specific proposals for consideration during a study session
- The Council met in October 2018 to debate with each other about industry's proposals and their own proposals
- GPS consolidated the Council's guidance into a DRAFT strategy map, showing the consensus vision, guiding principles, goals, and initiatives on a single page
- City staff have worked with GPS to develop plans for each of the initiatives supporting the City Council's goals



Objective and Agenda

Objective: Gain City Council consensus on the DRAFT strategy map and implementation approach

Agenda:

- Recap the progress to date
- City Council discusses the DRAFT strategy map, asking questions where needed and proposing edits where warranted
- City Council to agree on next steps and timing



DRAFT Strategy Map

Vision

Desert Hot Springs will integrate cannabis into the City in ways that promote sustainable economic growth, its current values, and opportunities for residents.

Guiding Principles

1. The City is open, supportive, even-handed, and transparent in its dealings with the industry.
2. The City works together for mutual success and competitive advantage.
3. The City is committed to learning; it confronts and addresses challenges.
4. The City provides resources to staff for meeting the demands of growth.

Goals

Be known as a business friendly city

Build Cannatourism to enhance the Spa City heritage

Strengthen the City's long-term financial position

Support Public Safety

Initiatives

- Streamline the development process
- Confirm the City's competitive position
- Ensure staffing meets development demands

- Develop a DHS Brand and maximize exposure
- Consider regulations for expanding cannabis uses within the industry and hotel/spas

- Address potential non-cultivation cannabis uses and zoning
- Take action on economic development plans

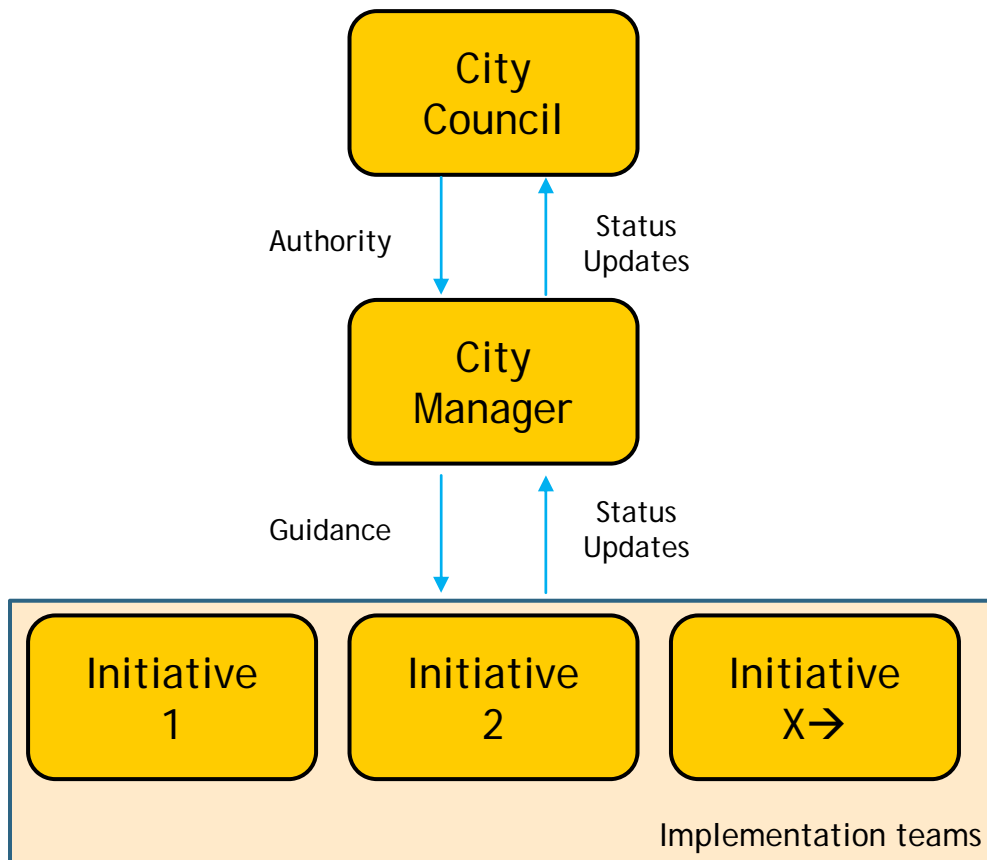
- Ensure public safety through analysis, resourcing, and engagement
- Promote safety by educating residents about responsible consumption



Proposal: Implementing the Strategy Map

Establishing accountability ensures the strategies will be implemented with maximum efficiency.

Structure



Responsibilities

- Sets strategic goals and approves initiatives
 - Empower the City Manager with authority and resources, as required
 - Re-set strategies as progress is made
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- Provides status updates to the City Council
 - Provides guidance to Staff



Next Steps

- Make edits as requested by the Council
- Staff to complete implementation plans
- Staff to review any resource requirements with the City Council to gain approval
- Implement and report progress

Appendix: DRAFT Initiative Plans



Goal: Be Known as a Business Friendly City

Initiative Name: Streamline the development process		
Objectives	<ul style="list-style-type: none">• Reduce processing duration between submittal and Certificate of Occupancy• Increase communication methods and transparency• Increase accessibility to information	
Required Outputs	<ul style="list-style-type: none">• Updated technology tools• Documented procedures• Staff training	
Resource Requirements and Enablers	<ul style="list-style-type: none">• Software licenses (development, GIS, 1-stop)• Additional Counter staff (cross trained to support 1-stop services)	
Action plan		
Action	Timing	Status/Comments
Multiple plan check companies (with 10-day turnarounds)	2019 Q1	completed
Schedule and deliver cannabis in-service training days	2019 Q1	(on-going)
Improve document organization on website	2019 Q2	
Update Cannabis Tool Kit/FAQs	2019 Q2	
Implement Geographic Information System (GIS)	2019 Q2	(In progress; partially implemented)
Upgrade development software	2019 Q3	(Building in Q2, Planning/Engineering Q3)
Add online payment services	2019 Q3	(tied to development software schedule)
Enable customer online access	2019 Q3	(tied to development software schedule)
Integrate clear defined development process into DHSMC	2019 Q4	Pending approved General Plan update
Implement 1-stop counter service	2020	Started; completion pending new City Hall



Goal: Be Known as a Business Friendly City

Initiative Name: Confirm the City's competitive position		
Objectives	<ul style="list-style-type: none">• Ensure competitive tax rates• Pursue mutually-attractive incentives (to attract viable development)• Increase availability of infrastructure	
Required Outputs	<ul style="list-style-type: none">• Up to date knowledge of competitor tax rates• DHSMC that supports incentives• Agreements	
Resource Requirements and Enablers	<ul style="list-style-type: none">• Staff time• City Council support• Viable applicants	
Action plan		
Action	Timing	Status/Comments
Review tax competitiveness	2019 Q4	Non-election years
Explore upsizing infrastructure programs	2019	(In progress)
Pursue mutually-attractive tax incentive programs	2019	(In progress)



Goal: Be Known as a Business Friendly City

Initiative Name: Ensure staffing meets development demands		
Objectives	<ul style="list-style-type: none">• Reduce staff turnover• Retain and recruit well-qualified, customer service oriented staff• Promote a learning environment and staff development	
Required Outputs	<ul style="list-style-type: none">• Competitive salary/benefits• Positive working environment• Training opportunities and incentives• Tools to provide customer service	
Resource Requirements and Enablers	<ul style="list-style-type: none">• Available budget for training, staffing, and incentives	
Action plan		
Action	Timing	Status/Comments
Expand recruitment via journals and professional organizations	2019 Q3	
Leverage independent contractors to address short-term demands	2019 Q3	Building complete; Planning by Q3
Implement certification/educational incentives	2019 Q3	
Implement internal leadership/educational programs	2019 Q3	(In progress)
Continue to offer exceptional health care benefits	Ongoing	
Staff to continue meetings with industry stakeholders	Ongoing	



Goal: Build Cannatourism to enhance the Spa City heritage

Initiative Name:		Develop a Desert Hot Springs brand and maximize exposure	
Objectives	<ul style="list-style-type: none">• A known recognizable logo• Prominent City presence within the cannabis industry		
Required Outputs	<ul style="list-style-type: none">• Desert Hot Springs brand• Social media use• Product/label placement		
Resource Requirements and Enablers	<ul style="list-style-type: none">• PR Marketing expertise• Graphic design product• City Council support		
Action plan			
Action	Timing	Status/Comments	
Identify target audiences and brand uses	2019 Q2		
Create requirements/specifications for labels	2019 Q2		
Create the brand/logo	2019 Q2		
Add label requirement to cannabis compliance scope	2019 Q3		
Integrate brand into website/social media	2019 Q3		



Goal: Build Cannatourism to enhance the Spa City heritage

Initiative Name: Consider regulations for expanding cannabis uses within the industry and hotel/spas		
Objectives	<ul style="list-style-type: none">Promote cannatourismCreate safe product sampling optionsSupport cannabis education and awareness	
Required Outputs	<ul style="list-style-type: none">Zoning allowances for selective cannabis usesRegulatory changes for educational and tourism activities	
Resource Requirements and Enablers	<ul style="list-style-type: none">Budget for Zoning Update (not part of General Plan scope)	
Action plan		
Action	Timing	Status/Comments
Explore allowable zones for cannabis hotel/spa uses	2019 Q4	
Complete zoning updates	2019 Q4	
Explore regulatory amendments to support educational uses	2019 Q4	After General Plan, as part of zoning update
Consider special event and/or sampling	2019 Q4	After General Plan, as part of zoning update



Goal: Strengthen the City's long-term financial position

Initiative Name: Address potential non-cultivation cannabis uses and zoning		
Objectives	• Attract non-cultivation cannabis business development	
Required Outputs	• Specify allowable areas for non-cultivation uses	
Resource Requirements and Enablers	• Budget for zoning update (not part of General Plan scope)	
Action plan		
Action	Timing	Status/Comments
Create cultivation overlay	2019 Q3	Included in proposed General Plan update
Explore business park or other potentially allowable zones	2019 Q4	
Complete zoning update	2019 Q4	



Goal: Strengthen the City's long-term financial position

Initiative Name: Take action on economic development plans		
Objectives	<ul style="list-style-type: none">• Develop effective Economic Development policies• Attract new development	
Required Outputs	<ul style="list-style-type: none">• Industry contacts• City Council maintaining their consistent cooperative focus towards development• Demonstrated sustainability	
Resource Requirements and Enablers	<ul style="list-style-type: none">• Budget to engage a professional economic development firm• Budget to attend economic development conferences	
Action plan		
Action	Timing	Status/Comments
Partner with a professional economic development firm	2019 Q2	
Representation at retail development conventions	2019 Q3	
Participation in economic development conferences	2019 Q3	
Build a City Hall	2019 Q4	



Goal: Support Public Safety

Initiative Name: Ensure public safety through analysis, resourcing, and engagement		
Objectives	<ul style="list-style-type: none">• Maintain staff levels at 90% or above funded level• Engage with regional public safety agencies• Focus on unique cannabis related issues	
Required Outputs	<ul style="list-style-type: none">• Fully funded Staff levels• Cannabis Compliance Team• Membership in the District Attorney’s Office Cannabis Regulation Task Force• Dedicated cannabis compliance staff	
Resource Requirements and Enablers	<ul style="list-style-type: none">• Additional funding for Public Safety staffing	
Action plan		
Action	Timing	Status/Comments
Provide educational incentives	2019 Q3	
Add a full time officer position dedicated CRTF	2019 Q3	Include in FY 2019/20 Budget
Maintain funding for 4 part-time enforcement officers	2019 Q1	Include in FY 2019/20 Budget
Add a cannabis compliance crime analyst	2019 Q3	Include in FY 2019/20 Budget
Add a cannabis compliance administrative assistant	2019 Q3	Include in FY 2019/20 Budget



Goal: Support Public Safety

Initiative Name: Promote safety by educating residents about responsible consumption		
Objectives	<ul style="list-style-type: none">• Increase awareness of responsible cannabis uses• Promote City’s commitment to legal, responsible, and ethical permitted activities	
Required Outputs	<ul style="list-style-type: none">• Educational campaigns• Partner with state Bureau of Cannabis Control• Partner with regional resources• Dedicated cannabis pages on website• YouTube educational content	
Resource Requirements and Enablers	<ul style="list-style-type: none">• Funding to create unique DHS educational materials• Funding for PR/Marketing/Video production services	
Action plan		
Action	Timing	Status/Comments
Work with Burea of Cannabis Control to obtain educational resources	In progress	Pending BCC publications
Seek grant funding for educational programs	Ongoing	Pending available opportunities
Analyze data and determine needs and audiences	2019 Q3	Build a plan to ensure ROI on investment
Create educational content specific to DHS	2019 Q4	
Utilize PR/Marketing firm and internal Staff	2019 Q4	
Work with videographer on publishing video content	2019 Q4	