

## Proposed Path to New Proposal

- Take everything off the table: location, financing mix, architectural plans, ownership structure, etc.
- The non-profit partners and public sector staff -- negotiate and propose a process that includes a generous timeline and time-bound benchmarks to see whether a better, stronger, financially palatable and feasible public-private partnership can be conjured.
- The process must include or acknowledge the following:
  - Shared objectives are fundamental to public-private partnerships. Objectives of engaging in a new process and potentially developing a new proposal must be clearly outlined, completely transparent, and mutually-agreed by all parties.
  - Engaging in this process does not constitute a commitment from the Town to participate financially in any development project.
  - The ArtsCenter retains Noel James as Interim Executive Director long enough to conduct a thorough business planning process, which includes:
    - Utilizing an outside consultant
    - Incorporating rigorous market, donor and stakeholder research
    - Financial plans and projections that demonstrate significant gains in diversifying private sector fundraising and membership development.
    - A plan for board development
  - The business planning process should "test" whether the market, revenue models or other factors related to either organization actually support a co-location strategy. It should also rigorously test financial capabilities of each organization such that their contributions to any potential project will be maximized, not underestimated.
  - A transition plan may or may not be part of the final business plan--but let the planning process inform this.
  - To the extent that Kidzu also needs a business plan, they do the same.
  - Any new proposal includes modified, shared assumptions about economic impact, growth, goals and measures, etc.
  - Public sector partners outline non-negotiables, participation limitations, or accountability requirements that must be included in any future proposal.