

# Pacific View Site Activation

**April 8, 2015**  
**Report to Council**



# Subcommittee Goals

- Council approval of two-step process for selecting an Operating Partner



# Previous Council Direction:

## **1. Scope of interim uses**

- Arts, Education and Community Gathering Place with an emphasis on Theaters, Museums, Education, Outdoor Sales/ Swap meets and park/recreation space

## **2. Direct staff to evaluate usability of existing buildings**

- Done

## **3. Hire architectural consultant to develop plans for bringing buildings into code compliance**

- Recommendation on April 8 agenda

# The proposed process



# While Architect Process is Underway

- Request for Qualifications and then Request for Proposals for an Operating Partner to:
  - Rehab the buildings
  - Clean up the open space
  - Create, activate and manage the site
  - Engage community volunteers
- Council approves selection process, selects final partnership plan and associated budget



# Proposed Partnership Process

The role of the Operating Partner (OP) is to:

- **Design** the space
- **Construct** the space (code compliance and tenant improvements)
- **Schedule and manage** the space

“SPACE” means the buildings and the open space, i.e., the entire site.



# Starting Assumptions (1)

- Operating Partner can be a for-profit or not-for-profit organization. However, in accordance with the Encinitas Municipal Code, the definition of museum specifies “non-profit institution.” Other uses could be for profit.
- The financial relationship between the City and the Partner would be specified in a contract that would reflect the relative contributions of both parties and the goals of the collaboration.

## Starting Assumptions (2)

- We expect the Operating Partner to have a range of capabilities, and thus will likely involve a coalition of organizations, but the City would not define the organizational structure (i.e., partnership, subcontractors, new entity, etc.) This gives maximum flexibility for community groups to self-organize.
- The City will be reviewing proposals for technical qualifications. We have a clear obligation to ensure that any Operating Partner is competent, financially viable, and holds appropriate licenses for the work being proposed.



# Starting Assumptions (3)

- The final review and selection process will be defined by the Council
- The initial term of an agreement with the Operating Partner should be five years with options for extension or early termination under conditions to be agreed. The City should consider proposals that offer alternative timing with appropriate justification.
- There is no guarantee of City funding for the construction or operation of the facility. Financial considerations should be one, but not the only criterion for selecting the partner.

# Reviews and Permitting

- Recommended Operating Partner proposal will be reviewed for compliance with municipal code.
- Planning Commission or other review as appropriate, depending on specifics in proposal
- City recognizes neighborhood interests and concerns

# Two-step process

1. Letter of Intent – to ensure proposed concept is within scope
2. Request for Proposals

## Recommend that preference be given to designs that:

- Are appropriate to the site in terms of community character
- Respect and enhance the local ecosystem
- Reflect best practices and innovation in environmental sustainability
- Are aesthetically pleasing
- Include areas optimized for a variety of uses such as the visual, performing, literary and folk arts, ecological education, outdoor passive use
- Comply with the existing zoning and proposed primary use. For example, if the primary use is as a museum, include features to enable the public to observe and learn about the activities being undertaken
- Provide administrative office space for City staff use, at the City's discretion subject to Planning Commission agreement on this interpretation of the zoning matrix.
- Are cost-effective to create, operate and maintain

# Operations Plan (1)

- Basic operating principles, e.g.,
  - Description of the types of users (e.g., children, adults; musicians, dancers, sculptors, etc.);
  - Any preferential opportunities for Encinitas residents/organizations; estimated costs to users;
  - How space will be allocated (e.g., any exclusive arrangements for particular organizations)
  - Outdoor space utilization plan (e.g., passive use, planned activities, supervision)
  - Hours of operation

# Operations Plan (2)

- Proposed governance structure, e.g.,
  - On-site manager
  - Oversight board
  - Relationship to City Arts Administration and/or Commission for the Arts
- Timeline for site activation (phasing plan if appropriate)
- Security
- Public outreach and community engagement strategy, including opportunities to present City arts programs at Pacific View

## Finances: OP must

- Demonstrate financial viability and resilience
- Provide business plan describing expenses and revenues, including outside resources
- Propose financial relationship to City, including any requirements for public funds for
  - Initial site preparation
  - Tenant improvements
  - Ongoing operations costs

# Proposed Review Process

- Committee of technical staff and outside expert(s)
  - No Council members
  - No local entities with potential conflict of interest
- Final selection by Council, contingent on appropriate permits and approvals



# Review Criteria

The fundamental criterion for selection should be the benefits to the community relative to the cost to the City.



# Summary of Proposed Evaluation Criteria (1)

(in random order)

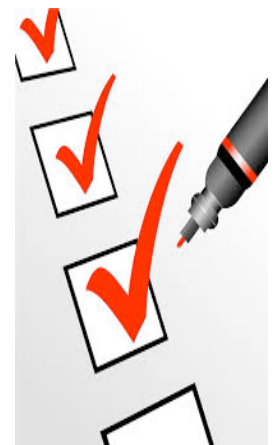
1. Financial viability of organization
2. Cost to the City
3. Revenue-earning potential
4. Investment by proposer (resources OP brings to the City)
5. Technical competence (relevant experience in design, construction, site management, arts administration)
6. Governance model; relationship with City Arts Administration



# Summary of Proposed Evaluation Criteria (2)

(in random order)

7. Local involvement (Encinitas residents/ organization)
8. Consistency with relevant zoning
9. Serving diversity of users and types of uses
10. Design and innovation, including compatibility with local ecosystem and community character and site heritage
11. Green/sustainability attributes
12. Unique need for this space (i.e., no comparable alternative sites readily available)



## ACTION REQUESTED:

The Subcommittee requests that the Council receive and approve the report and authorize staff to prepare a two-step request for proposals and a review process as described above.