



August 23, 2018

City of New Haven
165 Church Street
New Haven, CT 06510

Dear Members of the Review Committee:

It is with great enthusiasm that Albertus Magnus College, Long Wharf Theatre, and CAPA/The Shubert Theatre submit this proposal to renovate and operate the facility at 215 and 239 Crown Street/223 College Street as a performance and education center. We see an incredible opportunity to both expand the cultural offerings in downtown New Haven, enhancing the City's position as the state's top destination for arts and entertainment, and offer a place where young people can learn and practice professional-quality theatre arts skills. This vision will also advance the non-profit missions of our respective institutions.

Together we will create an exciting venue that will host theatrical performances as well as be a hub for education - hands-on classroom-style instruction plus internships -- for the students of Albertus Magnus, as well as other area schools and organizations. The space will be converted into several distinct areas. The former "dance floor" will become an active 200 seat theatre. The lower level area now used as storage will become a 90-seat cabaret-style space that will showcase national, Connecticut, and New Haven artists. The current cocktail lounge will become rehearsal studios and classrooms for use by professional artists, college students and New Haven children and parents.

This use of the facility complements and enhances current offerings in the area. Our projections suggest it will also bring an estimated 51,000 new people to downtown New Haven. Figures from the 2017 "Arts and Economic Prosperity V" study by Americans for the Arts found each patron spends an average of \$27.70 in addition to their ticket for food, hotels, parking, and shopping. This would bring an additional \$1.4 million annually to downtown New Haven. This study is included for your reference.

Our three organizations are well-suited to make this vision a success. Combined we bring over 200 years of experience in providing programs as well as in building and maintaining facilities. Albertus Magnus has overseen extensive renovation of its facilities over the last decade, the Shubert Theatre finished a \$7.5 million renovation of its historic facility, and Long Wharf Theatre completed an award-winning \$4 million renovation of its Mainstage. In partnership, we look forward to creating an enterprise that will not only generate revenue, but could be a special jewel in New Haven's crown.

Best regards,

Marc Camille
Albertus Magnus College

Joshua Borenstein
Long Wharf Theatre

John Fisher
CAPA/Shubert Theatre



215 and 239 Crown Street/223 College Street

Technical Proposal

Introduction

Albertus Magnus College, CAPA/Shubert Theatre, and Long Wharf Theatre (hereinafter the "Consortium") will redevelop 215 and 239 Crown Street/223 College Street (hereinafter the "Property") into a vibrant arts center. The Consortium plans to take the current space and turn it to four primary spaces:

- The current cocktail lounge at the College Street entrance, which will become the lobby for the 200 seat theatre ("Lobby").
- The current dance floor space, which will become a theatre of approximately 200 seats ("Theatre").
- The current upstairs cocktail lounge with the Crown Street entrance, which will become a rehearsal and classroom studio ("Rehearsal Studio").
- The lower level storage space, which will become a performance and cocktail venue of approximately 90 seats featuring music, theatre and variety artists ("Cabaret").

This configuration would enable the Consortium to produce 518 performances over 288 days per year.

Operational Overview

A matrix showing a snapshot of our spaces planned operations is attached to this technical proposal.

Theatre

The most frequent user of the Theatre would be Long Wharf, which would relocate its Stage II programming from its Sargent Drive location to the Property. In particular, Long Wharf would produce innovative new plays at this location. Some examples include the powerful and moving thriller *Office Hour*, the funny and touching *Small Mouth Sounds*, the hit comedy *Bad Jews*, and the biography of the great Louis Armstrong as told in *Satchmo at the Waldorf*, which transferred to a commercial off-Broadway run.

This move would allow Long Wharf to expand its offerings from 2 plays on Stage II per year to up to 5 per year. Long Wharf Theatre's Stage II productions typically have 30 performances from Tuesday through Sunday over four weeks, with each production having the possibility of extending for one week. Therefore, Long Wharf Theatre would generate up to 190 performances over a period of 150 days at the Theatre per year.

In addition, Long Wharf would move some of its other Stage II programs from Sargent Drive to this new venue. Specifically, Long Wharf would relocate:

- The Long Wharf New Works Festival, a weekend of new play readings written by some of the most exciting emerging writers.
- The August Wilson Monologue Competition, a national celebration of Tony Award and Pulitzer Prize winning playwright August Wilson and his seminal American Century Cycle: ten plays that chronicle the African American experience over the course of the 20th century. Long Wharf, in partnership with Yale Rep, hosts the regional Connecticut competition.
- Additional community engagement programs, based on a participatory model of involving community residents in the creation of their own, memoir-based performance pieces. Recent examples of such projects include *The American Unicorn*, conceived in partnership with clients of Integrated Refugee and Immigrant Services (IRIS); and our Elder Play Project, developed with residents of Tower One/Tower East. Long Wharf also held a community convening around gun violence in conjunction with the presentation of *brownsville song (b-side for tray)*.
- The planned launch of four, three-show series of weekend performances this season (cabaret, comedy, family programming, podcast presentations), that are suited to this space.

CAPA/Shubert Theatre would use the space for entertainments that are better suited for a venue smaller than their 1,600 seat historic theatre. Examples include off-Broadway shows that require a more intimate theatre than the Shubert such as: *Spamilton*, *Late Nite Catechism*, *Girls Night the Musical*, *Showstoppers*, and others. CAPA/Shubert Theatre would use the space 8 weeks of the year, up to 8 performances per week, for a total potential of 64 performances over 42 dates.

Albertus Magnus's need for space would begin modestly but increase as the college builds out its theatre offerings. In the first year of operation, Albert Magnus would use the space for two weeks, for student and faculty performances, with up to 8 performances over 6 days. That usage will grow as Albertus Magnus expands its course programming and theatre-related student opportunities. Albertus will also use the site to provide hands-on learning for students in its business, arts management, marketing, and theatre programs, giving them exposure to resume-worthy professional experience. Some functions of the theatre's operations – from technical work to box office and theatre operations – could include Albertus Magnus interns working alongside theatre veterans in an apprenticeship model.

Rounding out the theatre's usage:

- Co-productions and presentations of Theatre for Young Audiences. Members of the Consortium will collectively plan for up to 8 performances per week, a potential of 32 performances over 24 days. This would include student matinees for school groups in addition to public performances.
- Rental use by local arts groups, including the International Festival for Arts and Ideas, Yale undergraduate performance ensembles, and community organizations. We anticipate 8 weeks of rentals with up to 8 performances per week, a potential of 32 performances over 24 days.
- We will also need time to update and care for the facility and so have included 4 weeks for maintenance and technical upgrades each year.

Overall, the Theatre will be programmed for up to 288 days per year, comprising 326 performances over 288 days. The Lobby would support the theatre during pre-show, intermission, and post-show periods.

Cabaret

The inspiration for the cabaret space is Joe's Pub, a performance venue that is part of New York City's The Public Theater. It has become a destination unto itself, offering an eclectic mix of music, drama, and other types of live performance. This space would allow us to present artists and dramatic work which may not make sense for our larger stages, but that could be the right fit for an intimate venue with a cool atmosphere. We would seek artists from around the country, Connecticut, and New Haven, and would even host the sort of unusual events you find in Off-Off-Broadway venues in New York City. We also plan to produce concert versions of musicals that are quite popular and would thrill New Haven audiences (the current musical phenomenon *Be More Chill* is a good example).

The Consortium would work together to program the cabaret space at least 4 nights per week for 48 weeks per year, with CAPA/Shubert Theatre serving as the lead programmer. This use of the space would generate 192 performance dates.

Rehearsal Studio

The Rehearsal and Classroom Studio would be used by Long Wharf Theatre to rehearse the productions going into the Theatre.

With the additional space, the Shubert would also expand its community outreach activities. Potential projects include pre-show workshops, classes for adults and children, an expansion of summer camp for older teens, an expanded Girl Scout patch program, and subsidized rehearsal space for local small theater groups. Community organizations would have another multi-functional space available to rent for meetings, performances, and events. We would work with Albertus Magnus College to expand their theater degree program by offering hands-on workshops and technical instruction in the space. The Co-Op High School technical training program would also have access to this space.

The decision to integrate students into the operation of the space will have powerful and far-reaching consequences for young people in and around New Haven. Exposure is critical to enabling students to imagine a future and understand how workplaces operate. This approach provides students high-quality internship opportunities in an actual theatre work environment. Those concrete experiences will enable students to make informed educational and career choices. We aim to make New Haven a theatre arts training center – not just for those able to attend the Yale Drama School – but for a broad population of local students with a dream of working in this field.

In terms of usage, Albertus, Long Wharf, and the Shubert would command the space for up to 12 weeks of the year for classes; it would also be available for rental.

Financial Qualifications

For Albertus Magnus College:

Webster Bank
Lawrence Davis
185 Asylum St, 5th Floor
CitiPlace II
Hartford, CT 06103
860.692.1351

For Long Wharf Theatre:

**KeyBank
Joy Rogers
195 Church Street
New Haven, CT 06510
(203) 789-2854
(Holds deposit accounts and current operating line of credit; held closed term loan and bridge loan for Mainstage renovation)**

**Guilford Savings Bank
Mark Jenusaitis
61 North Main Street
Branford, CT 06405
(203) 458-5444
(Holds deposit accounts)**

**The Community Foundation for Greater New Haven
Drew Alden
70 Audubon Street
New Haven, CT 06511
(203) 777-7061
(Holds endowment investments)**

For CAPA/Shubert Theatre:

- **KeyBank - Joy Rogers (203) 789-2854 (main operating account)**
- **Start Community Bank / 877-687-1133 & Bank of America / 800-432-1000 (regular deposit accounts but not used for operating)**
- **The Community Foundation for Greater New Haven – Drew Alden (203) 777-7061 (board designated investments)**
- **US Bank / 513-629-8233 (CD investments)**

Technical Qualifications

Albertus Magnus College

Founded in 1925, Albertus Magnus College is located in the City of New Haven. The College currently serves approximately 1,500 undergraduate and graduate students. Of these, 21% are from New Haven, 57% are from greater New Haven, and 60% are from the State of Connecticut. Included in this population are students who graduated from Gateway and Housatonic Community Colleges, with whom the College has articulation agreements. Through its teacher certification programs, Albertus teacher candidates regularly engage in student teaching in the City of New Haven, and many have gone on to teaching careers in New Haven's public schools. All teacher candidates are required to complete a student teaching experience in an urban school.

The College offers a variety of majors and minors that are pertinent to this project including, but not limited to: B.S./B.A. Arts Management; B.S. Business Management (marketing concentration); B.A. Communications (sequence in digital communications); B.A. English (Dramatic Studies Concentration) M.F.A. in Writing, M.B.A., Master's in Public Administration (M.P.A.); minor in dramatic studies. The College has extensive experience running internship programs and managed over 100 internship sites in the greater New Haven area during the 2017-2018 academic year. Every undergraduate major and several graduate programs either require or make available internship opportunities.

Albertus Magnus College, a Catholic college in the Dominican tradition, is guided by the four pillars of the Dominican charism: Study, Faith, Community, and Service. One manifestation of the College's commitment to the pillars of Community and Service is the College's external engagement of business, arts, social service/non-profit, and neighborhood organizations across greater New Haven and Connecticut. Through board membership, hands on volunteer service, and financial sponsorship of mission-related activities, one will find members of the Albertus community actively engaged with organizations including, but not limited to:

- Greater New Haven Chamber of Commerce
- Quinnipiac Chamber of Commerce
- Hamden Chamber of Commerce
- West Haven Chamber of Commerce
- Chamber of Commerce of Eastern Connecticut
- Bridgeport Regional Business Council
- MetroHartford Alliance
- CBIA
- Rotary Clubs
- Connecticut's Beardsley Zoo
- Junior Achievement
- Wakeman Boys and Girls Club
- Girl Scouts of Connecticut
- Habitat for Humanity

- LEAP
- Literacy Volunteers
- Health related fundraisers (Alzheimer's Association, American Heart Association, Breast Cancer and American Cancer Society [Relay for Life], etc.)
- Foundation for the Advancement of Catholic Schools
- ConnCAT
- New Haven Free Public Library
- Greater New Haven Symphony
- ArtSpace
- International Festival of Arts and Ideas
- Elm Shakespeare Theater
- St. Ann's Soup Kitchen
- St. Martin de Porres community services
- Newhallville Community Management Team
- Newhallville Community Management Team
- East Rock Community Management Team
- Ronan-Edgehill Neighborhood Association

In addition, members of the College community regularly engage in hands-on service including Day of Service, which recently rallied 2,300+ volunteers, and the on-campus community garden.

Albertus Magnus College is accredited by the New England Association of Schools and Colleges (NEASC), which is recognized by the U.S. Department of Education as one of six regional accreditors in the United States. As such, it has extensive experience with regulatory compliance. For instance, the College meets the necessary requirements to support student eligibility for federal financial aid and meets the standards for regulatory compliance established under Title IV, Title IX, FERPA, and HIPPA. The College likewise is accredited by several national accrediting organizations, including but not limited to: International Assembly for Collegiate Business Education and American Art Therapy Association. In addition, the College has successfully managed a number of private, state, and federal grants, including most recently a \$647,000 S-STEM grant from the National Science Foundation.

Long Wharf Theatre

Long Wharf Theatre was founded in 1965 by Jon Jory and Harlan Kleiman and is currently led by Managing Director Joshua Borenstein. Long Wharf Theatre is an organization of international renown and has been a leader in American theatre, producing fresh and imaginative revivals of classic and modern plays, rediscoveries of neglected works and a variety of world and American premieres. Under the artistic leadership of Arvin Brown for over 30 years, Long Wharf Theatre established itself as an important force in the regional theatre movement. Throughout its history, Long Wharf Theatre has created a unique home in New Haven for theatre artists from around the world, resulting in the transfer of over 30 productions to Broadway or Off-Broadway, including *Napoli*, *Brooklyn*; *Satchmo at the Waldorf*; *My Name is Asher Lev*; *The Glass Menagerie*; *Durango*; *BFE*; *Sixteen Wounded*; *Wit* (Pulitzer

Prize); *Hughie*; *American Buffalo*; *Requiem for a Heavyweight*; *Quartermaine's Terms* (Obie Award/Best Play); *The Gin Game* (Pulitzer Prize); *The Shadow Box* (Pulitzer Prize and Tony Award/Best Play); *The Changing Room*; *The Contractor* (NY Drama Critics Circle/Best Play); and *Streamers*, among many others now in the American Theatre canon. In 1978, Long Wharf Theatre was honored with a Tony Award for Outstanding Regional Theatre. Currently in its 54th season, Long Wharf Theatre produces an annual season of six plays on two stages, plus children's programming, new play workshops and special events.

Long Wharf's annual attendance is over 60,000 patrons per year, with 70% of that audience coming from the triangle which ranges from Westport to Middletown to Old Saybrook. In a given year, 85 – 88% of Long Wharf's audience comes from outside of New Haven.

Long Wharf has extensive facility management experience, maintaining a 45,000 gsf facility with two theatres (407 and 199 seats), technical shops, offices, and rehearsal/classroom studios. We also maintain a 6,000 gsf paint space on Shelton Avenue and 10 apartments on the corner of Crown and Park Streets. Most recently, we renovated our Mainstage theatre for \$4 million which included a gutting of that space, replacement of electrical and HVAC systems, replacing and respacing the seating for greater audience comfort, and expanding our lobby, restrooms, and front of house areas.

Long Wharf is proud of its nationally recognized education and community engagement programs. In terms of education, Long Wharf provides educational opportunities to approximately 6,000 students per year, with 65% - 75% of those students coming from New Haven Public Schools in a given year through three key programs: Student Matinee Series, the August Wilson Monologue Competition, and School Partnerships. Long Wharf's community engagement programs, which serve over 2,000 people each year, include a partnership with the New Haven Free Public Library, which provides programs and free tickets to Long Wharf plays in all five branches of the NHFPL; the Newcomer Play Project, a partnership with IRIS that celebrates New Haven as a sanctuary city; and the Elder Play Project, our nationally recognized partnership with Tower One/Tower East.

As a non-profit organization and a place of public assembly for over 50 years, Long Wharf has much experience with federal, state, and local regulations on both facility construction and operations. We hold liquor permits to sell alcohol in the lobbies for both of our theatres.

CAPA/Shubert Theatre

The Shubert Theatre opened on Friday evening, December 11, 1914 with "The Belle of Bond Street." From its very first season, the Shubert Theatre has been a performing arts center presenting plays, musicals, dance and a variety of solo performances. Since opening, the theater has played host to over 600 pre-Broadway tryouts, including over 300 world premieres and 50 American premieres. The totals are double that of any theater in New York City or any of the other try-out cities.

While the numbers of Pre-Broadway productions alone are impressive, even more impressive are the quality and importance of the work that has been presented on its stage and the array of celebrated artists who have performed there. The Shubert was the site for the "birth" of many of Rodgers and Hammerstein's greatest triumphs. Seven of their musicals had their premieres at the Shubert starting with their first collaboration, "Oklahoma!" and continuing with "Carousel", "Allegro", "South Pacific" with Mary Martin; "The King and I" with a young Yul Brynner; and their final musical, "The Sound of Music".

A small sampling of other World Premieres include: Lerner and Loewe's "My Fair Lady" starring Rex Harrison and Julie Andrews, Cole Porter's "Annie Get Your Gun" starring Ethel Merman and Tennessee Williams' "A Streetcar Named Desire" with Marlon Brando.

The theater became known as the "Birthplace of the Nation's Greatest Hits" for the number of long-run productions that first came to life on the Shubert stage.

The Shubert closed in 1976 and was threatened with destruction. Through the efforts of many the theater was saved. The interior of the theater was handsomely restored with particular care and attention given to historical accuracy. The Shubert, New Haven re-opened in December 1983.

Today, the Shubert is the heart of a thriving downtown neighborhood bustling with alluring restaurants, cafes, shops and museums and continues its role as a key economic driver for the community. The Shubert is a cultural centerpiece for New Haven and an economic engine for downtown growth, attracting more than 100,000 diverse audience members annually and generating an estimated \$25 million in related revenue.

It is currently owned and operated by the Connecticut Association for the Performing Arts, Inc. (CAPA) a not-for profit arts, education, and community institution serving the people of Connecticut and in particular the City of New Haven. CAPA's management of the Shubert has produced unique economies of scale with shared back office support with "parent organization" CAPA-Columbus. With this support programming has been enhanced by the increased buying power that a nine-venue consortium offers. Centralized accounting, advertising production, and development offer the potential for cross-venue collaborations and cost savings. All the funds that CAPA (Connecticut) raises go to support the functions of the Shubert Theatre.

Over the past 17 years the Connecticut Association for the Performing Arts (CAPA) has successfully managed the Shubert Theatre while expanding community programming and services. On December 11, 2013 the City of New Haven demonstrated the success of this organization both in the management of the theater and the community impact it provides by transferring ownership of theater to CAPA. With this transfer the City was confident the CAPA Board and Staff will continue to grow the vital resources

this legendary theater provides to the community both economically and socially. Since 2001, CAPA has established numerous partnerships with organizations both in public and private sectors.

Since the re-opening of the Shubert in 1984, the theater has provided an economic impact of over \$375 million with an increased direct impact of over \$25 million per year (*Quinnipiac University study*).

Our Education and Outreach programs cover a wide range of activities including in-school and after-school programs, here are just some of them - Art in Action In-School Workshops, True Colors and Gay/Straight Alliance Partnership, Girl Scout Program, Community Impact Events, Youth Job Training Programs (technical theater and teaching assisting in the arts), Summer Camp and Free Community Tickets to those who might not otherwise be able to experience live theater. This year our programs are directly serving over 4,000 members of our community.

Each season CAPA / Shubert Theatre strives to meet the growing needs of our community by providing a diversity of programming, increasing the impact of our Education and Outreach programs and meeting the evolving needs of our community partners through viable rentals spaces.

Development Plan

Education and Community Engagement

In addition to the programmatic activity described above, the Consortium would provide exciting opportunities for students and alumni of Albertus Magnus in order to further their education, including:

- Roles in Long Wharf Theatre productions, as permitted in our collective bargaining agreement with Actors' Equity Association.
- Internships and shadowing in all technical theatre areas: set construction, lighting, costuming, sound, projection design, stage management, and production management.
- Opportunities in arts administration: general management, marketing, finance, fund raising.

In addition, student performing groups on campus could perform at the facility, integrating the Albertus Magnus community more tightly into downtown New Haven.

Operating Budget

The Consortium would operate the facility on a budget of approximately \$500,000 per year, with 90% of those revenues coming from earned income through the Consortium's usage and renters. The remaining 10% of those revenues would be raised annually by Consortium members. A graphic breakdown of those revenues are included in this proposal.

On the expense side, we have retained Create Today LLC to develop an operating pro forma in which 50% of expenses are for personnel, 19% are for occupancy costs, 12% are for administrative expenses, and 19% as expense contingency to calculate for unknown variables.

Construction Budget

Working with Venue Consulting, we have determined that renovations will cost approximately \$5.7 million based on the facility's current layout and its 9,509 sf. The Consortium would also raise an additional \$300,000 in reserve funds on top of that to create a "rainy day fund" for the operation, for a

total fundraising goal of \$6 million. The Consortium is committed to raising those funds from their donors as well as financing any balance that is not contributed.

Planning Schedule

The Consortium would work on the following schedule:

- If our proposal is accepted, we would work with the City to negotiate the terms of leasing and acquisition as quickly as possible (within three months).
- Upon the execution of a successful lease with the City, we would have a neighborhood meeting to discuss our activity plan with interested parties.
- We would also immediately begin the design phase of the project, which would take approximately 4 months. Towards the end of the design phase, we would share our plans at another neighborhood meeting with interested parties.
- While we negotiate and design, we will begin the leadership phase of a capital campaign to secure contributions to finance the renovation of the Property. We will also secure appropriate financing to bridge the time between the receipt of pledges and the receipt of cash.
- Upon the completion of construction documents, we will manage a competitive bidding process and then begin construction. This will take approximately 4 – 6 months.
- We will use similar marketing tactics as some of our prior facilities projects, including:
 - Using social media and email to share pictures, video, interviews, and other “behind the scenes” materials to share the development of the Property and build enthusiasm among our stakeholders.
 - Once construction is complete, hold an “Open House” for people to see the new theatre with events hosted throughout the facility.
 - Use our existing marketing channels (including brochures, postcards, social media, email, radio, television, Internet digital ads, and outdoor advertising) to promote the content within the space. In our operating pro forma, we have budgeted some funding for an institutional marketing campaign every year, but we will also use the resources allocated for each cultural offering.

Proposed Financial Terms

Our Consortium proposes the following terms for the City’s consideration:

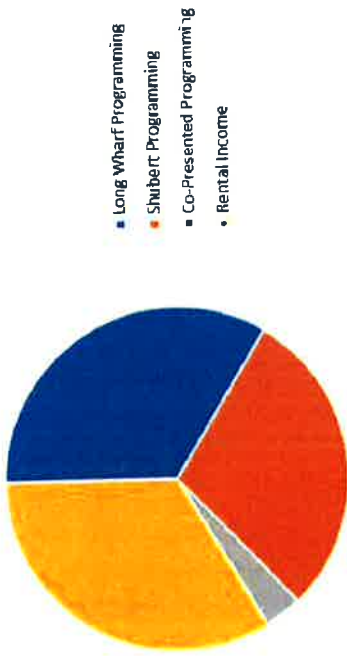
- A 10-year lease term, with three 5-year renewal options
- A waiver for PILOT payments, in recognition of our 501(c)3 non-profit status
- A waiver for the \$60,000 signing fee to the City, in recognition of the size of the financial investment we will make into the facility
- Rent abatement for the first five years of the lease, in recognition of the size of the financial investment we will make into the facility. Rent payment then increases to \$6 per square foot in years 6 – 10 of the lease

Proposal Disclaimer

This proposal and response for the space outlined within is submitted in partnership with Long Wharf Theatre, Shubert Theatre/CAPA and Albertus Magnus College and is subject to the following conditions:

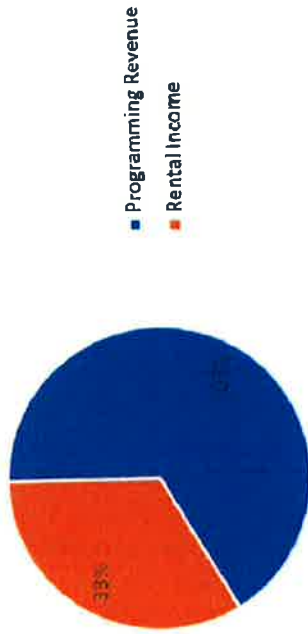
- The information provided in the RFP is correct including but not limited to the facilities square footage, architectural drawings and the state of current structure, as represented by the New Haven Parking Authority and the City of New Haven.
- This is not a legally binding agreement to complete the project as outlined within but if accepted the parties will enter into negotiations with the City of New Haven and the New Haven Parking Authority to finalize a formal agreement for the facility including but not limited to its payment structure, project timeline, renovation efforts and space usage.

Earned Revenues



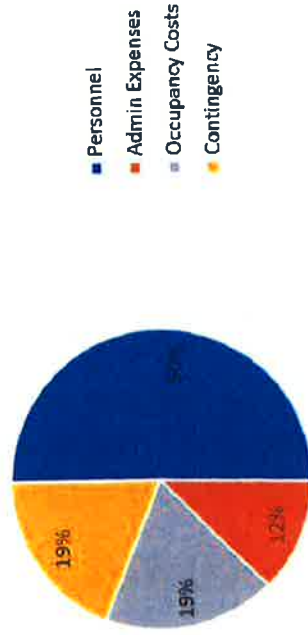
- Long Wharf Programming
- Shibert Programming
- Co-Presented Programming
- Rental Income

Earned Revenues



- Programming Revenue
- Rental Income

Total Expenses



- Personnel
- Admin Expenses
- Occupancy Costs
- Contingency

Crown Street / College Street Partnership
Operating Model

DRAFT

Attendance			
	Year 1	Year 2	Year 3
Theater			
Long Wharf Theatre	24,000	26,560	26,560
Shubert Theatre	4,800	4,800	4,800
LWT and Shubert Co-Pre	2,400	2,400	2,400
Albertus Magnus	1,200	1,200	1,200
Outside Rentals	6,000	7,200	8,400
Rehearsal Studio			
Long Wharf Theatre			
Shubert Theatre			
LWT and Shubert Co-Pre			
Albertus Magnus			
Outside Rentals			
Cabaret			
Long Wharf Theatre	468	702	936
Shubert Theatre	11,232	11,232	11,232
LWT and Shubert Co-Pre	-	-	-
Albertus Magnus	-	-	-
Outside Rentals	936	936	936
Total Projected Attendance	51,036	55,030	56,464

Crown Street / College Street Partnership
Operating Model

Theater																																																				
Weeks	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52
Albertus Magnus	Stage II programming										Presentations										Co-Prod/Pop																															
Long Wharf Theatre																																																				
Shubert Theatre																																																				
Theater for Young Audiences																																																				
Community Engagement	Outreach and Education																																																			
Rentals																																																				
Facility Maintenance																																																				

Rehearsal Studio																																																				
Weeks	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52
Albertus Magnus	Rehearsals										Co-Prod/Circus										Camp																															
Long Wharf Theatre																																																				
Shubert Theatre																																																				
Theater for Young Audiences																																																				
Community Engagement	Outreach and Education																																																			
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Weeks	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52
Albertus Magnus	Readings										"Joe's Pub"																																									
Long Wharf Theatre																																																				
Shubert Theatre																																																				
Theater for Young Audiences																																																				
Community Engagement	Outreach and Education																																																			
Rentals																																																				
Facility Maintenance																																																				

The Selection Committee shall recommend and forward up to three (3) Responses to the Chairman of NHPA and to the EDA for final selection and negotiation. The Chairman of NHPA and the EDA shall communicate the selected Response to the Board of NHPA. A favorable action of the Board of NHPA will authorize the Chairman of NHPA to execute the documents that lease the Property to the Respondent.

The undersigned also has submitted with the Response a completed Non-Collusion Affidavit Form.

The information in this Request is correct to the best information, knowledge and belief of the undersigned. It is submitted without collusion with any person, individual or corporation.

CT Association for the Performing Arts

Respondent's Company Name



Signature

John F. Fisher

Printed Name of Signature

Executive Director

Title

247 College St. New Haven, CT 06510

Address

203-624-1825

Telephone Number

jfisher@capa.com

E-mail Address

ACKNOWLEDGEMENT

State of Connecticut)

County of New Haven) ss.:

On this Thurs day of August 23, 2018 before me, the undersigned officer, personally appeared John Fisher, who acknowledged himself/herself to be the Executive Director of CAPA and that he / she, as such officer, being authorized to do so, executed the foregoing instrument for the purposes therein contained, by signing the name of the entity as such officer.

Kathleen Apunyo

Notary Public

My Commission Expires:

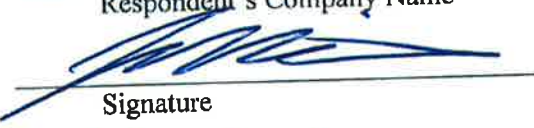
4/30/2022

The Selection Committee shall recommend and forward up to three (3) Responses to the Chairman of NHPA and to the EDA for final selection and negotiation. The Chairman of NHPA and the EDA shall communicate the selected Response to the Board of NHPA. A favorable action of the Board of NHPA will authorize the Chairman of NHPA to execute the documents that lease the Property to the Respondent.

The undersigned also has submitted with the Response a completed Non-Collusion Affidavit Form.

The information in this Request is correct to the best information, knowledge and belief of the undersigned. It is submitted without collusion with any person, individual or corporation.

Connecticut Players Foundation d/b/a Long Wharf Theatre
Respondent's Company Name


Signature

Joshua Bornstein
Printed Name of Signature

Managing Director
Title

222 Sargent Drive, New Haven, 06511
Address

(203) 772-8253
Telephone Number

joshua.bornstein@longwharf.org
E-mail Address

ACKNOWLEDGEMENT

State of CONNECTICUT)

County of NEW HAVEN) ss.:

On this 23 day of AUGUST, 2018 before me, the undersigned officer, personally appeared JOSHUA BORENSTEIN, who acknowledged himself/herself to be the MANAGING DIRECTOR OF LONG WHARF THEATRE and that he / she, as such officer, being authorized to do so, executed the foregoing instrument for the purposes therein contained, by signing the name of the entity as such officer.

Emily Goeler

Notary Public

My Commission Expires:


January 31, 2023

The Selection Committee shall recommend and forward up to three (3) Responses to the Chairman of NHPA and to the EDA for final selection and negotiation. The Chairman of NHPA and the EDA shall communicate the selected Response to the Board of NHPA. A favorable action of the Board of NHPA will authorize the Chairman of NHPA to execute the documents that lease the Property to the Respondent.

The undersigned also has submitted with the Response a completed Non-Collusion Affidavit Form.

The information in this Request is correct to the best information, knowledge and belief of the undersigned. It is submitted without collusion with any person, individual or corporation.

Albertus Magnus College
Respondent's Company Name


Signature

Marc Camille
Printed Name of Signature

President
Title

700 Prospect Street
Address

(203) 773-9529
Telephone Number

mcamille@albertus.edu
E-mail Address

ACKNOWLEDGEMENT

State of CONNECTICUT)

County of NEW HAVEN) ss.:

On this 23 day of AUGUST, 2018 before me, the undersigned officer, personally appeared MARC CAMILLE, who acknowledged himself/herself to be the PRESIDENT of ALBERTUSMAGNUS COLLEGE and that he / she, as such officer, being authorized to do so, executed the foregoing instrument for the purposes therein contained, by signing the name of the entity as such officer.

EMILY GOELER

Notary Public

My Commission Expires:

JAN 31, 2023



Statement of Proposal

1. Name of Respondent

- a) Connecticut Players Foundation d/b/a Long Wharf Theatre
- b) Connecticut Association for the Performing Arts d/b/a Shubert Theatre
- c) Albertus Magnus College

2. Permanent main office address

- a) 222 Sargent Drive, New Haven, CT 06511
- b) 247 College Street, New Haven, CT 06510
- c) 700 Prospect Street New Haven, CT 06511

3. When organized

- a) 1965
- b) 2001
- c) 1925

4. Legal form of ownership (if not established in Connecticut, indicate the state in which the entity is established)

The consortium are all 501c3 organizations established in Connecticut.

5. How many years have you been engaged in services, under your present name? If less than 5 years, indicate the previous names for the last 5 years.

Each of member of the consortium has been engaged in services for over 5 years in their present name.

6. Work experience similar in scope of services and importance to this RFP solicitation.

Please reference the Technical Qualifications section of this proposal in reference to the experience of each member of the consortium.

- Ruby H. Melton, Vice-Chair
- Michael Bailey, Treasurer
- Matthew Susman, Secretary

Albertus Magnus College Officers:

- Jeanne M. Dennison, Chair
- Joseph P. Germain, Jr., Secretary

Joshua Borenstein

Managing Director, Long Wharf Theatre

Joshua Borenstein is in his eighth season as Long Wharf Theatre's Managing Director. During his tenure, Long Wharf celebrated its 50th anniversary season; led the Off-Broadway transfer of *Satchmo at the Waldorf* to New York; completed a \$4 million, award-winning renovation of the Claire Tow Stage at the C. Newton Schenck III Theatre; established a new endowment to fund new play development; expanded its community engagement initiatives with nationally recognized programs; and doubled the size of its education department. Borenstein also worked at Long Wharf from 2003 to 2007 in various general management capacities. Prior to Long Wharf, Borenstein served in various roles at AMS Planning & Research, Yale Repertory Theatre, and Trinity Repertory Company. Borenstein was also at the Huntington Theatre Company through Theatre Communication Group's "New Generations" program.

Borenstein is a Lecturer in Theater Management at the Yale School of Drama. He has also been a guest lecturer at Wesleyan University, Southern Connecticut State University, and Boston University. He has served as a grant panelist for the NEA, ArtsMidwest, the Greater Hartford Arts Council, and the Community Foundation for Greater New Haven. Borenstein currently serves on the boards of Theatre Forward and the Connecticut Arts Alliance, and he is an Associate Fellow at Pauli Murray College at Yale. He was recognized in *Connecticut Magazine's* "40 Under 40: Class of 2014." Borenstein is a graduate of Wesleyan University and the Yale School of Drama.

Marc Camille

President, Albertus Magnus College

Marc M. Camille, Ed.D., became Albertus Magnus College's 14th president on June 30, 2017.

A nationally-recognized expert on enrollment management in higher education, Dr. Camille served as the vice president for enrollment management and communications at Loyola University Maryland. There he supervised the offices of undergraduate and graduate admission, financial aid, institutional research, and university marketing and communications. Under his leadership at Loyola, first-year class applications increased more than 75%, the acceptance rate decreased, the yield rate increased, and first-year class size increased by more than 20%; first-generation, Pell Grant recipient, and student of color enrollments more than doubled; and Loyola's financial aid discount rate remained below national and competitor benchmarks. Prior to joining Loyola, he served as dean of admission and financial aid at Xavier University in Ohio

In addition to his enrollment management and marketing expertise, Dr. Camille's twenty-eight year career includes leadership experience chairing institution-wide strategic planning, leading annual and long-term enrollment and revenue forecast planning, conducting market research for new academic

(203) 772-8253 (Direct Dial)
joshua.borenstein@longwharf.org

13. The undersigned hereby authorizes and requests any persons, firm or corporation to furnish any information requested by the City in verification of the recitals comprising this Statement of Proposals.


Joshua Borenstein, Long Wharf Theatre


Marc Camille, Albertus Magnus College


John Fisher, CAPA/Shubert Theatre

14. Tax Identification number(s).

- a) Connecticut Players Foundation d/b/a Long Wharf Theatre - 06-6073063
- b) The Connecticut Association for the Performing Arts Inc – 06-1625278
- c) Albertus Magnus College - 06-0646520



August 22, 2018

City of New Haven
165 Church Street
New Haven, CT 06510

Dear Members of the Review Committee:

On behalf of the International Festival of Arts & Ideas, we are writing in support of the proposal submitted by Albertus Magnus College, Long Wharf Theatre, and CAPA/The Shubert Theatre to acquire the facility located at 215 and 239 Crown Street/223 College Street.

For almost 25 years, the International Festival of Arts & Ideas has brought hundreds of great performances and stunning conversations to our city during the month of June. We engage tens-of-thousands of people from throughout Connecticut and around the world, with an economic impact of millions of dollars each year. In recent years, we have brought the world to New Haven with premieres and performances from Yo-Yo Ma, Mark Morris, Wendy Whelan, Rosanne Cash, and countless others. We also pride ourselves on our community engagement efforts which elevate the voices of local artists and create a pipeline for New Haven's young people to get involved in the arts.

As a presenting arts organization without our own venue we rely on our partners throughout the city to make the Festival happen. Long Wharf Theatre and the Shubert Theatre have been two of our strongest partners since the very beginning, and we are eager to build a similar relationship with Albertus Magnus in the coming years. Some of the recent highlights of our partnerships include:

- In 2013 and 2017, we partnered with Long Wharf Theatre to commission two theatrical productions from New Haven artist Aaron Jafferis and Grammy-nominated composer Byron Au-Yong. *Stuck Elevator* (2013) is a music theatre / chamber opera based on the true story of an undocumented Chinese food deliveryman trapped in a Bronx elevator for 81 hours. *(Be)longing* is a choral and hip-hop theatre forum about young people coming of age in an age of guns. Developed over three years of interviews and workshops in Blacksburg, VA and seven other communities around the country affected by youth-involved shootings, the show premiered in 2017 at the Center for the Arts at Virginia Tech as part of the 10-year memorial of the Virginia Tech shooting, and quickly moved on to MDC Live Arts in Miami and the International Festival of Arts & Ideas/Long Wharf Theatre.

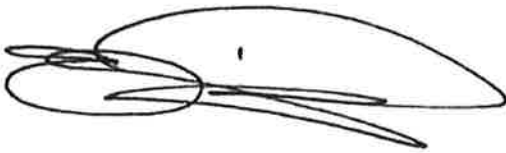
When we were looking to bring these shows to our city, we knew that Long Wharf Theatre would be perfect partners. Their history of presenting new theatre is known throughout the world and their community engagement activities—from programs for young artists to free tickets and community conversations through a partnership with New Haven Free Public Library—made them the ideal partner to examine these important issues through the arts.

- The Shubert Theatre has hosted Festival programming since our very-first year, when we presented Cirque Baroque. Most-recently, the Shubert was the site of the New England premiere of Mark Morris Dance Group's *Pepperland*, a tribute to the 50th anniversary of The Beatles' Sgt. Pepper's Lonely Hearts Club Band and a Festival co-commission. We also regularly partner with the Shubert to host tours of this New Haven landmark and special events for our supporters.

We are thrilled at the prospect of a new Downtown venue for arts programming, led by these proven community and arts leaders. Located adjacent to the Shubert Theatre and Co-Op High School, we can easily envision using the space during the June Festival, for community engagement activities (including our flagship High School Festival Fellowship Program, presented in partnership with Gateway Community College and the NEA Big Read), and for special artistic engagements throughout the year. The size proposed by this collective will be perfect for showcasing developing productions, student work, and some of more avant-garde and experimental shows.

We would love to answer any questions you have or to speak more about our support for the proposal submitted by Albertus Magnus College, Long Wharf Theatre, and CAPA/The Shubert Theatre. Please contact me at (203) 946-3811 or lfisher@artidea.org.

Sincerely:

A handwritten signature in black ink, appearing to read 'Liz Fisher', with a large, sweeping flourish extending to the right.

Liz Fisher
Co-Director & Managing Director
International Festival of Arts & Ideas
195 Church Street, 12th Floor
New Haven, Connecticut 06510

OFFICE OF THE PRESIDENT

Paul Broadie II, Ph.D.



August 22, 2018

New Haven Parking Authority a.k.a Park New Haven
232 George Street
New Haven, Conn. 06510

RE: RFP for Lease of Crown/College Street Space

Dear Selection Committee,

I write this letter today to express my strong support of the Shubert (CAPA) and Long Wharf Theatres' proposal to lease the space at 215 and 239 Crown Street and 223 College Street.

Both of these arts organizations have built longstanding and distinguished reputations of managing and operating world-class venues in New Haven – ones that have served to further enhance the community's quality of life and its status as a cultural, educational, entertainment and arts destination.

With the proximity of this new venue to Gateway Community College's downtown campus, I truly believe this partnership will transform what is now a dormant corner into a vibrant and thriving facility that will provide a multitude of entertainment experiences for our fellow citizens – including our own Gateway students and their families – to experience together.

Two key hallmarks of Gateway's mission are to provide Greater New Haven residents and businesses with innovative, educational and cultural opportunities and to support economic development within the community – all in a safe, mutually respectful environment. It is clear to me that both the Shubert and Long Wharf share these principles. I also believe this project will provide additional educational and entertainment opportunities for everyone.

On behalf of Gateway Community College and our faculty, staff and students, I am pleased to endorse this initiative. I sincerely hope the Selection Committee will agree that this proposed use will enhance our community and all of Greater New Haven.

Sincerely yours,



Paul Broadie II, Ph.D.

President



20 Church Street
New Haven, Connecticut 06510
(203) 285-2060
pbroadie@GatewayCT.edu
GatewayCT.edu

NON-COLLUSION AFFIDAVIT OF RESPONDENT

LEASE OF COMMERCIAL SPACE AT 215 and 239 CROWN STREET AND 223 COLLEGE STREET
IN THE CROWN STREET PARKING GARAGE

NEW HAVEN PARKING AUTHORITY

State of Connecticut

County of New Haven ss.

John F. Fisher, being first duly sworn, deposes and says
that:

1. I am CAPA (owner, partner, officer, representative, or agent) of _____, the Respondent that has submitted the attached Request for Proposals;
2. I am fully informed respecting the preparation and contents of the attached Request and of all pertinent circumstances respecting such Request;
3. Such Request is genuine and is not a collusive or sham Request;
4. Neither the said Respondent nor any of its officers, partners, owners, agents, representatives, employees, or parties in interest, including this affiant, has in any way colluded, conspired, connived or agreed, directly or indirectly with any other Respondent, firm or person to submit a collusive or sham Request in connection with the Lease for which the attached Request has been submitted or to refrain from bidding in connection with such Lease, or has in any manner, directly or indirectly. Sought by agreement or collusion or communication or conference with any other Respondent, firm or person to fix the price or prices in the attached Request or of any other Respondent, or to fix any overhead, profit or cost element of the Request prices or the Request price of any other Respondent, or to secure through an collusion, conspiracy, connivance or unlawful agreement any advantage against the New Haven Parking Authority by any person interested in the Request;
5. The price or prices quoted in the attached Request are fair and proper and are not tainted by collusion, conspiracy. Connivance or unlawful agreement on the part of the Respondent or any of its agents, representatives, owners, employees, or parties in interest, including the affiant; and
6. No officer or employee or person whose salary is payable in whole or in part from the New Haven Parking Authority is directly or indirectly interested in this Request, or in the supplies, materials, equipment, work or labor to which it relates, or in any of the profits thereof.

(Signed)

[Signature]
Executive Director
Title

Subscribed and sworn before me this Thurs day of August 23 2018.

[Signature]
Notary
Title

My Commission expires April 30 2022

NON-COLLUSION AFFIDAVIT OF RESPONDENT

LEASE OF COMMERCIAL SPACE AT 215 and 239 CROWN STREET AND 223 COLLEGE STREET
IN THE CROWN STREET PARKING GARAGE

NEW HAVEN PARKING AUTHORITY

State of Connecticut ss.

County of New Haven

Joshua Bornstein, being first duly sworn, deposes and says that:

1. I am (owner, partner, officer, representative, or agent) of Connecticut Players Foundation d/b/a Law, What Theatre, the Respondent that has submitted the attached Request for Proposals;
2. I am fully informed respecting the preparation and contents of the attached Request and of all pertinent circumstances respecting such Request;
3. Such Request is genuine and is not a collusive or sham Request;
4. Neither the said Respondent nor any of its officers, partners, owners, agents, representatives, employees, or parties in interest, including this affiant, has in any way colluded, conspired, connived or agreed, directly or indirectly with any other Respondent, firm or person to submit a collusive or sham Request in connection with the Lease for which the attached Request has been submitted or to refrain from bidding in connection with such Lease, or has in any manner, directly or indirectly, sought by agreement or collusion or communication or conference with any other Respondent, firm or person to fix the price or prices in the attached Request or of any other Respondent, or to fix any overhead, profit or cost element of the Request prices or the Request price of any other Respondent, or to secure through an collusion, conspiracy, connivance or unlawful agreement any advantage against the New Haven Parking Authority by any person interested in the Request;
5. The price or prices quoted in the attached Request are fair and proper and are not tainted by collusion, conspiracy, connivance or unlawful agreement on the part of the Respondent or any of its agents, representatives, owners, employees, or parties in interest, including the affiant; and
6. No officer or employee or person whose salary is payable in whole or in part from the New Haven Parking Authority is directly or indirectly interested in this Request, or in the supplies, materials, equipment, work or labor to which it relates, or in any of the profits thereof.

(Signed) [Signature]
Managing Director
Title

Subscribed and sworn before me this 23 day of AUGUST, 2019.

EMILY GOELER
NOTARY PUBLIC
State of Connecticut
My Commission Expires
January 31, 2023

My Commission expires _____.

NON-COLLUSION AFFIDAVIT OF RESPONDENT


LEASE OF COMMERCIAL SPACE AT 215 and 239 CROWN STREET AND 223 COLLEGE STREET
IN THE CROWN STREET PARKING GARAGE

NEW HAVEN PARKING AUTHORITY

State of CONNECTICUT
County of NEW HAVEN ss.

MARC CAMILLE, being first duly sworn, deposes and says that:

1. I am (owner, partner, officer, representative, or agent) of ALBERTUS MAGNUS COLLEGE, the Respondent that has submitted the attached Request for Proposals;
2. I am fully informed respecting the preparation and contents of the attached Request and of all pertinent circumstances respecting such Request;
3. Such Request is genuine and is not a collusive or sham Request;
4. Neither the said Respondent nor any of its officers, partners, owners, agents, representatives, employees, or parties in interest, including this affiant, has in any way colluded, conspired, connived or agreed, directly or indirectly with any other Respondent, firm or person to submit a collusive or sham Request in connection with the Lease for which the attached Request has been submitted or to refrain from bidding in connection with such Lease, or has in any manner, directly or indirectly. Sought by agreement or collusion or communication or conference with any other Respondent, firm or person to fix the price or prices in the attached Request or of any other Respondent, or to fix any overhead, profit or cost element of the Request prices or the Request price of any other Respondent, or to secure through an collusion, conspiracy, connivance or unlawful agreement any advantage against the New Haven Parking Authority by any person interested in the Request;
5. The price or prices quoted in the attached Request are fair and proper and are not tainted by collusion, conspiracy. Connivance or unlawful agreement on the part of the Respondent or any of its agents, representatives, owners, employees, or parties in interest, including the affiant; and
6. No officer or employee or person whose salary is payable in whole or in part from the New Haven Parking Authority is directly or indirectly interested in this Request, or in the supplies, materials, equipment, work or labor to which it relates, or in any of the profits thereof.

(Signed) 
PRESIDENT
Title

Subscribed and sworn before me this 23 day of AUGUST, 2018.

EMILY GOELER
NOTARY PUBLIC
State of Connecticut
My Commission Expires
January 31, 2023

My Commission expires January 31, 2023.