

SHBONE ▪ MC50 ▪ KENNY WAYNE SHEPHERD BAND ▪ FRANZ FERDINAND ▪ COLD WAR KIDS ▪ JENNY LEWIS
 ARL BLAU ▪ KURT VILE AND THE VIOLATORS ▪ THE DECEMBERISTS ▪ M. WARD ▪ BELLE AND SEBASTIAN
 VAIL MAIL ▪ ILANA GLAZER ▪ LAKE STREET DIVE ▪ MIKE BIRBIGLIA ▪ MATT AND KIM ▪ TOKYO POLICE CLUB
 MIDDLE ▪ THEY MIGHT BE GIANTS ▪ WOLF ALICE ▪ STEVE EARLE & THE DUKES ▪ MIRANDA SINGH
 FFANY HADDISH ▪ GODSPEED YOU! BLACK EMPEROR ▪ MIGUEL ▪ DEMETRI MARTIN ▪ SOJA ▪ NAHKO ▪ STRFK
 COLE ATKINS ▪ MILKY CHANCE ▪ REBELUTION ▪ MATES OF STATE ▪ TURKUAZ ▪ TIG NOTARO ▪ SQUEEZ
 WESLEY STAGE ▪ ILIZA SHLESINGER ▪ REGINA SPEKTOR ▪ SILVERSON PICKUPS ▪ MINUS THE BEAR ▪ GAD ELMALE
 VAN HAMILTON ▪ KODAK BLACK ▪ DENIS LEARY ▪ MICHAEL IAN BLACK ▪ SLOWDIVE ▪ IRON & WIN
 HAWN COLVIN ▪ ZEDS DEAD ▪ DOPAPOD ▪ THE MOTET ▪ THE FRONT BOTTOMS ▪ BASEMENT ▪ PHOENIX
 HIRD EYE BLIND ▪ BROKEN SOCIAL SCENE ▪ FRIGHTENED RABBIT ▪ BEST COAST ▪ TWO DOOR CINEMA CLUB
 LIKE GORDON ▪ SEU JORGE ▪ OH WONDER ▪ PIXIES ▪ MOE. ▪ MUTEMATH ▪ STEPHEN STILLS AND JUDY COLLINS
 SOCIAL DISTORTION ▪ MICHELLE BRANCH ▪ TOWER OF POWER ▪ NEUROSIS ▪ CONVERGE ▪ GLASS ANIMAL
 TITLE DRAGON ▪ THE NEW PORNOGRAPHERS ▪ CLOUD NOTHINGS ▪ THE MIGHTY MIGHTY BOSSTONE
 PRING HEELED JACK ▪ PHANTOGRAM ▪ LANY ▪ TYCHO ▪ GHOST ▪ GILLIAN WELCH ▪ MICHAEL FRANK
 ASON ISBELL AND THE 400 UNIT ▪ THURSDAY ▪ MEWITHOUTYOU ▪ ST. PAUL & THE BROKEN BONES
 HOVELS & ROPE ▪ THRICE ▪ PUP ▪ LIL YACHTY ▪ TROMBONE SHORTY ▪ CITY AND COLOUR ▪ FRANZ FERDINAND
 OSTER THE PEOPLE ▪ ANIMAL COLLECTIVE ▪ FLOGGING MOLLY ▪ AMON AMARTH ▪ THE CULT ▪ MAYDAY PARADISE
 NUCKLE PUCK ▪ MELISSA ETHERIDGE ▪ EXPLOSIONS IN THE SKY ▪ JULIEN BAKER ▪ FRANKIE BALLARIN
 PORTUGAL THE MAN ▪ MARC MARON ▪ THE FLAMING LIPS ▪ A PLACE TO BURY STRANGERS ▪ YOUNG THE GIAN
 EERHUNTER ▪ PALM ▪ THIEVERY CORPORATION ▪ REVEREND HORTON HEAT ▪ THE BEACH BOYS ▪ FOAL
 EAR HANDS ▪ PATTON OSWALT ▪ FRED ARMISEN ▪ RAILROAD EARTH ▪ GOV'T MULE ▪ RAE SREMMUR
 NDREW BIRD ▪ JOSH RITTER ▪ VIOLENT FEMMES ▪ STS9 ▪ MIIKE SNOW ▪ ST. LUCIA ▪ BEN FOLD
 ETER BJORN AND JOHN ▪ AGAINST ME! ▪ BUILT TO SPILL ▪ HOP ALONG ▪ ALEX G ▪ OF MONTREAL ▪ DINOSAUR J
 OHN MULANEY ▪ WILLIE NELSON & FAMILY ▪ THE CLAYPOOL LENNON DELIRIUM ▪ UB40 ▪ THE WAIF
 J. MILLER ▪ LYLE LOVETT ▪ GUIDED BY VOICES ▪ THE AVETT BROTHERS ▪ THE TALLEST MAN ON EARTH
 ADY LAMB ▪ RODRIGO Y GABRIELA ▪ THE NEIGHBOURHOOD ▪ THE WOMBATS ▪ COAST MODERN ▪ CONOR OBERS
 HE FELICE BROTHERS ▪ JIM JEFFERIES ▪ ESPERANZA SPALDING ▪ GOGOL BORDELLO ▪ JOE SATRIAN
 RANK TURNER & THE SLEEPING SOULS ▪ LUCINDA WILLIAMS ▪ TINASHE ▪ DR. DOG ▪ O.A.R. ▪ WILCO ▪ RATAT
 ILVERSTEIN ▪ SENSES FAIL ▪ GRACE POTTER ▪ BRANDI CARLILE ▪ DAWES ▪ TEDESCHI TRUCKS BAND ▪ DEER TIC
 MODEST MOUSE ▪ YOUNG THUG ▪ REAL FRIENDS ▪ THIS WILD LIFE ▪ WAVVES ▪ LISA LAMPANEL
 HE JESUS AND MARY CHAIN ▪ DAN DEACON ▪ GUSTER ▪ RIDE ▪ DIIV ▪ THE DOOBIE BROTHERS ▪ CAT POWE
 MELANIE MARTINEZ ▪ BEACH HOUSE ▪ EVERY TIME I DIE ▪ COUNTERPARTS ▪ FAILURE ▪ HUM ▪ WHITESNAKE
 EON TREES ▪ POLARIS ▪ BETH HART BAND ▪ CAFÉ TACVBA ▪ CHROMEO ▪ MYSTERY SCIENCE THEATER 3000
 IPPO CAMPUS ▪ THE DISTRICTS ▪ THE WOOD BROTHERS ▪ DWEEZIL ZAPPA ▪ I'M WITH HER ▪ CRAIG FERGUSON

DISTRICT
AND THE LIVE MUSIC TO BE CONTINUED!
 ballroom
 NEW HAVEN

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Statement of Proposal

New Haven Center for Performing Arts, Inc.



22 August 2018

New Haven Parking Authority
232 George Street
Attn.: Brian Seholm, CFO
New Haven, CT 06510

Re: "214 and 239 Crown Street/223 College Street RFP"
New Haven Center for Performing Arts, Inc.: District Ballroom

Dear Mr. Seholm:

New Haven Center for Performing Arts, Inc. ("NHCPA") is pleased to respond to the "Invitation for Proposal for the Lease of Commercial Space at 215 and 239 Crown Street/223 College Street – The Crown Street Garage in New Haven, Connecticut" ("RFP"). As the operator of the College Street Music Hall, NHCPA advances this proposal with enthusiasm based upon the experience it has operating a music venue in this neighborhood. We are delighted by the opportunity posed by the City of New Haven and the New Haven Parking Authority ("NHPA") in this RFP.

In this cover letter and in the additional information, attached hereto, we will address the paramount issues raised by the City and NHPA. We believe that NHCPA, a New Haven-based not for profit, is uniquely qualified to re-use the premises in a creative manner that gives all parties the opportunity to complete the historic efforts the City of New Haven commenced in the 1980s when the Entertainment District was conceived and implemented. NHCPA has a proven track record and commitment to the City.

Statement of Proposal. As required by the RFP we open this letter by addressing the requirements of the "Statement of Proposal". Each question will be answered and bears the signature of an authorized representative of NHCPA. NHCPA will answer each of the following questions in a clear and comprehensive manner as required:

1. **Name of Respondent:** New Haven Center for Performing Arts, Inc.
2. **Permanent main office address:**

c/o Premier Facilities, LLC
11 Scovill Street - P.O. Box 2763
Waterbury, CT 06723

3. When organized: January 2000.

4. Legal form of ownership (if not established in Connecticut, indicate the state in which the entity is established): CT non-stock IRC §501(c)(3) corporation

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

Organization was dormant since 2000 and engaged in renewed operation in October, 2014.

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

Rehabilitation of College Street Music Hall. Please note that the Facility Manager, Premier Facilities LLC also recently renovated a 295 capacity venue, Space Ballroom, Treadwell Street, between Whitney Avenue and Dixwell Avenue in Hamden, CT.

7. List not less than three (3) client references for whom services similar to this RFP are currently or previously have been provided, and include for each client: (a) Name of Organization; (b) Gross cost of agreement; (c) Date services started; (d) Services being provided; (e) Address and telephone number of a responsible official available as a reference.

NHCPA is not in the development business and does not provide services for third parties. We can say that the cost of rehabilitating CSMH was \$5,600,000.00. Pre-construction activity lasted from October 2014 - January 2015 and the construction period ran from January 8, 2015-April 30, 2015. The facility opened on May 1, 2015. Keith Mahler the President of the Facility Manager is available to discuss the process with you, at any time: (203) 573-1600 or (203) 410-5847.

8. Have you ever failed to complete any work awarded to you? If so, where and why?

For reasons set forth, above, NHCPA is not in the development business and thus is not awarded work by any third party. However, NHCPA completed the CSMH in an expeditious manner.

9. Have you ever defaulted on a contract? If so, where and why? NHCPA has not defaulted on any contracts.

10. Describe any pending litigation or other factors, which could affect your organization's ability to perform this agreement. None.

11. Names, titles, reporting relationships, and background and experience of the principal members of your organization, including the officers. Indicate which individuals are authorized to bind the organization in negotiations with the City.

- Betsy Goff, President;
- Keith S. Mahler, President, Premier Facilities LLC - Facility Manager

12. Name, title, address and telephone number of the individual to whom all inquiries about this Response should be addressed.

New Haven Center For Performing Arts, Inc.
Attn: Keith S. Mahler
President, Premier Facilities LLC
11 Scovill Street - P.O. Box 2763
Waterbury, CT 06723
203.410.5847 (cell)
203.573.1600 (office)
keith@mahlercompany.com

cc: Attorney Steven G. Mednick
142 Temple Street, 2nd Floor
New Haven, CT 06510
203.752.9198 (office)
203.415.2927 (mobile)
smednick01@snet.net

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. Agreed.

14. Tax Identification Number. 061537819

The information in this Proposal, including all schedules attached hereto, is correct to the best information, knowledge and belief of the undersigned. It is submitted without collusion with any person, individual or corporation.

Respectfully submitted,

NEW HAVEN CENTER FOR PERFORMING ARTS, INC.

**By: Premier Facilities LLC
Its Facility Manager**



By: _____
Keith Mahler
President

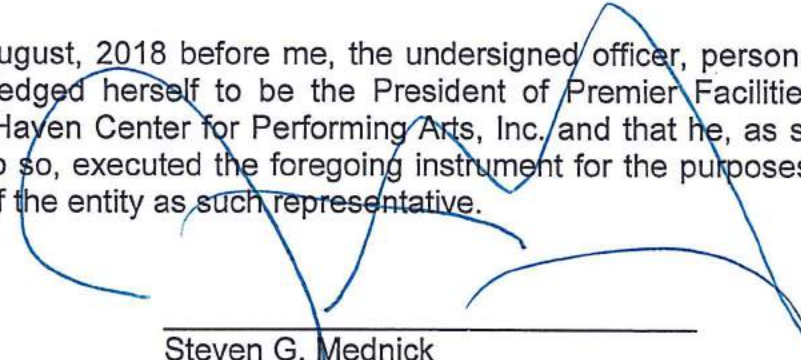
Acknowledgment

State of Connecticut

ss: New Haven

County of New Haven

On this 22nd day of August, 2018 before me, the undersigned officer, personally appeared Keith Mahler, who acknowledged herself to be the President of Premier Facilities LLC, the Facility Manager of the New Haven Center for Performing Arts, Inc. and that he, as such representative, being authorized to do so, executed the foregoing instrument for the purposes therein contained, by signing the name of the entity as such representative.



Steven G. Mednick
Commissioner of the Superior Court

Schedule A - Additional Submission Requirements

Additional Submission Requirements



NHCPA's Ability to Address and Align with the Development Goals of the City¹: Proposed reuse of the Property². NHCPA understands that both the City and NHPA are striving for "...a Project that, through the creation of a retail, restaurant, entertainment/recreational, or other attraction, addresses" the development goals of the City³. NHCPA has operated College Street Music Hall since 2015, and at all times thereafter, has been fully cognizant of the underlying public commitment of the federal, state and local governments to New Haven's historic and continually evolving commitment DISTRICT BALLROOM to the Entertainment District. We opened CSMH in May 2015 and have operated that 2000 capacity venue with a healthy mix of imagination, business judgment, civic commitment and a love of music.

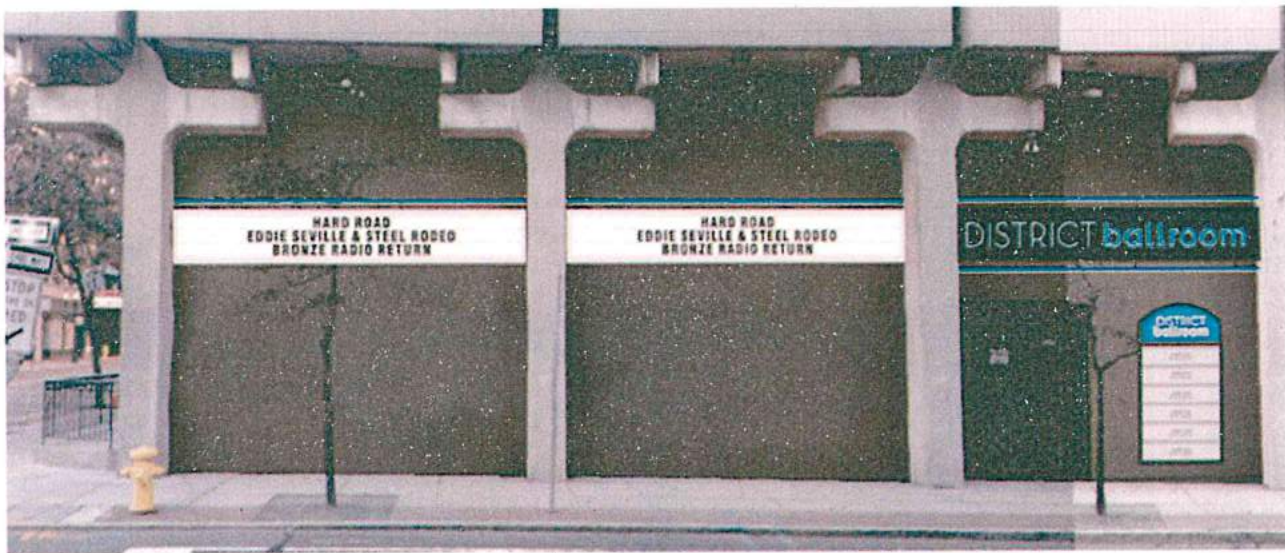
Our proposal to lease the premises of the Crown Street Parking Garage is not a static commercial lease proposal and we don't believe that this RFP is requesting such a transaction. NHCPA believes that this proposal is the capstone on an Entertainment District that was envisioned by city leaders in the 1980s to serve, in equal measure, the residents of New Haven and the hospitality and retail sector in the downtown. As a matter of public policy, this proposal brings that aspiration home by providing one more facility that will establish New Haven as a distinctive destination location.

We envision DISTRICT BALLROOM as a companion full-service small music venue to CSMH. DISTRICT BALLROOM will be entering a market currently occupied by Infinity Hall in Hartford and Norfolk, the Ridgefield Playhouse and Fairfield Theater Company's Stage One and Warehouse. The New Haven retail and hospitality community deserves the opportunity to capture music fans who travel to and support other markets. NHCPA is confident that District Ballroom will

attract 2,500+ music fans on a weekly basis to New Haven.

Enhancing New Haven's "Brand"⁴. Most importantly, a third full-service music venue in a single block in New Haven would supplement CSMH and Shubert Performing Arts Center Theatre ("Shubert") and bolster New Haven's reputation as a major entertainment hub on the east coast. When you add Yale Repertory Theater, Long Wharf Theater, Sprague Hall and, when reopened, Woolsey Hall to the mix no one will be able to argue that New Haven doesn't have the feeders necessary for the health and well-being of the restaurants and cafés, yearning for more patrons.

Undoubtedly, DISTRICT BALLROOM interacts and complements the other entertainment venues or "amenities"⁵, as referred to in the development goals. More importantly, when coupled with CSMH the new venue will bring many artists that cannot be accommodated at the larger venue.



Expanding the patron and customer base for restaurants⁶ and retail⁷ establishments. In this respect DISTRICT BALLROOM would enhance New Haven's "brand" as a "vibrant entertainment, hospitality, and nightlife destination⁸," as one recent study put it; or, an "exciting and unique urban eco-system⁹," as expressed in Part C of the RFP. The Goman Study talks of a "renaissance" in New Haven as "...a vibrant entertainment, hospitality, and nightlife destination¹⁰" and DISTRICT BALLROOM, like CSMH, will contribute to this continued regeneration in the Entertainment District. New Haven "...is well designed and positioned to accommodate changing lifestyle preference" that needs to adapt to "...changes in consumer behaviors" which have disrupted "...and will continue to disrupt, commercial sectors such as conventional retail¹¹" and DISTRICT BALLROOM will enhance the ability of the City to develop a sustained momentum.

The report of the Connecticut Commission on Fiscal Stability and Economic Growth, issued in March agrees with these points when it states that "certain cities have become leaders in culture and arts organizations...(and) Vibrant urban cores are increasingly important for drawing new residents --- especially millennials¹²". However, the Commission starkly or bleakly states "Connecticut's mediocre urban hubs fail to inspire them¹³". NHCPA does not believe that New

Haven is bleak or mediocre; in fact, it is just the opposite. Unlike any other municipality in the State of Connecticut the City of New Haven encouraged NHCPA to reopen CSMH without the benefit of public subsidy on the front end of the transaction. We ask for your continued support for DISTRICT BALLROOM..

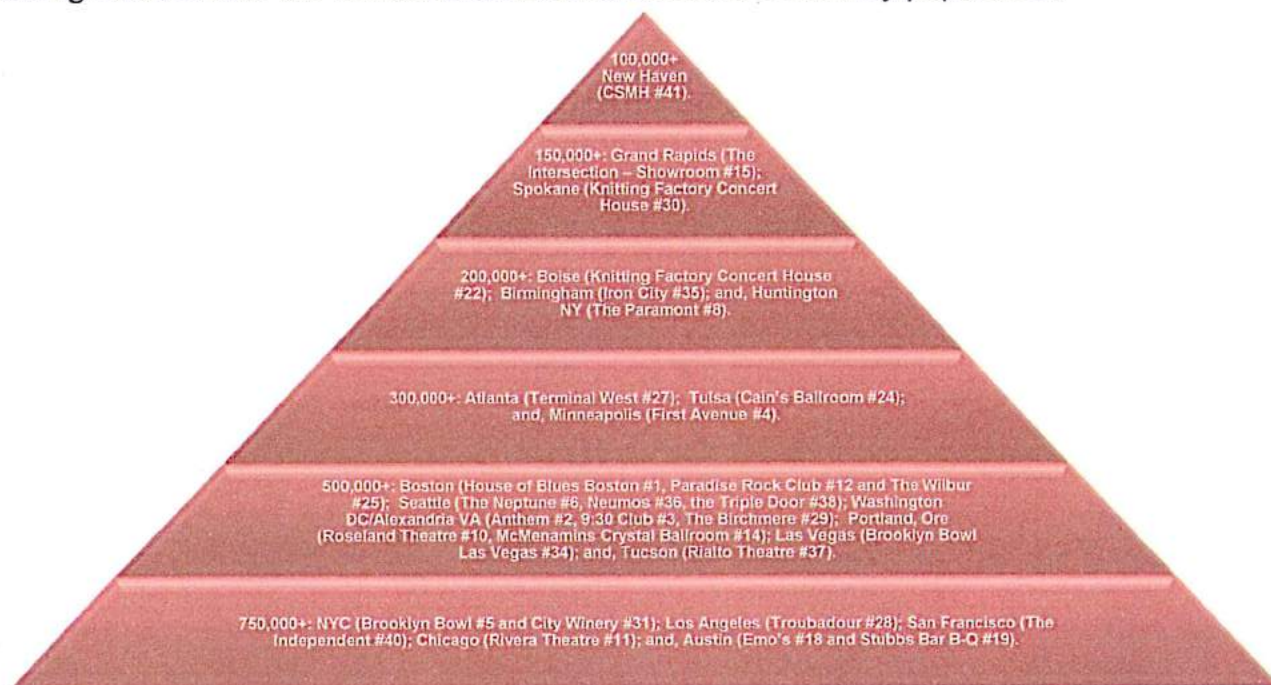
DISTRICT BALLROOM, like its companion venue, CSMH will be an “experience-oriented” venue and as the Goman Study shows these types of facilities have “...resulted in the expansion of hospitality, specifically eating and drinking establishment. Eating and drinking establishments are the strongest sector of retailing and continue to grow¹⁴.” We also agree with their finding that “...the live-music industry has experienced growth, for both national and regional acts. In addition, as a result of what is believed to be oversaturation in large metropolitan markets, the industry is predicting a shift toward and growth in smaller metropolitan markets¹⁵.”



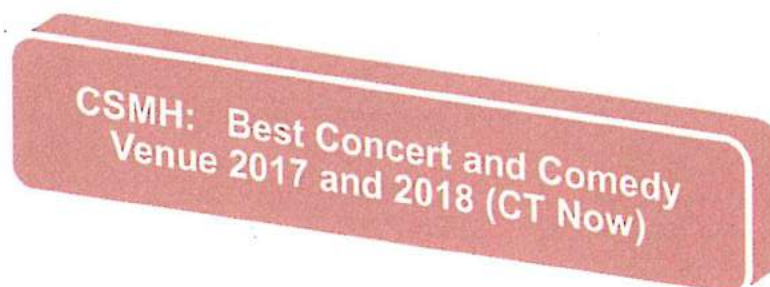
NHCPA agrees with the Goman Study and would state, based upon our experience with CSMH, that DISTRICT BALLROOM is the next step in capitalizing on “...experience-oriented consumption, entertainment, and the vibrant downtown entertainment district¹⁶.” How can we justify that proposition? The following chart reflects the reality of paid admission through June 30th of this year, commencing in May of 2015.

College Street Music Hall	
• Patrons:	232,451
• Events:	260

As a result of that patronage, for three years running CSMH has been a top performing venue in the world (in its size category), according to POLLSTAR, a trade publication the covers and provides in-depth information for the concert industry. Many of the venues are from highly populated areas, such as, New York, Los Angeles, San Francisco, Chicago, Austin and Boston. New Haven is one of the few cities with a population of less than 150,000 that rate internationally. The following chart shows the venues that finished ahead of CSMH by population:



CSMH is at the top of the pyramid because of the swift rise in the industry. Joining CSMH (#41 in the world) in the below 150,000 population category are the Boulder Theater (#20) and Fox Theatre (#21) in Boulder, Colorado, the Capitol Theatre (#32) in Clearwater (Capitol Theatre #32); the Georgia Theatre (#33) in Athens, Georgia; State Theatre (#23) in Portland, Maine, The Catalyst (#26) in Santa Cruz, California and the Higher Ground Ballroom (#39) in South Burlington Vermont¹⁷. NHCPA and CSMH have put New Haven on the map for music tours worldwide.



Once again, in the CT Now Best of New Haven Readers' Poll, CSMH was voted the #1 live music venue for 2017 and 2018 ahead of long-established venues: Toad's Place and Oakdale Theatre. In the words of CT Now:

"In just two short years, College Street Music Hall, born of Premier Concerts and Manic

Presents and situated in the old Roger Sherman Theatre, has propelled itself to the concert forefront¹⁸.”

College Street was also the #1 Comedy Venue: “Our readers say it’s no laughing matter, that College Street Music Hall isn’t just a place to catch concerts but the best comedy venue, too, with performers like John Mulaney and Tig Notaro¹⁹.” Don’t tell anyone, however, we’ve heard through the grapevine that CSMH is editor’s choice in Connecticut Magazine’s “Best of Connecticut 2018” series as the Best Performing Arts Venue (Large).



Community satisfaction with the Respondent in any previous development projects²⁰ and References²¹. It is evident that NHCPA has proven itself, with its renovation and operation of CSMH, to be a thriving magnet for the entertainment district. Based upon the record of CSMH, NHCPA believes that DISTRICT BALLROOM will:

“(f)oster increased pedestrian activity and recreational, restaurant, or retail activity
Increases the use of the Downtown municipal parking facilities, especially the Crown Street Garage under which the Property is located²².”

To paraphrase the words of this RFP, there is a great likelihood that DISTRICT BALLROOM Project will contribute to the long-term benefit of the community²³. While NHCPA is a not for profit we believe that the “experience-oriented” foundation of DISTRICT BALLROOM will certainly “strengthen (the) existing base, by making current leisure-oriented businesses stronger tenants in their current quarters promotes job creation²⁴. We would expect DISTRICT BALLROOM to have a multiplier effect on downtown businesses and restaurants.

Claire's Corner Copia	Pacifico	RVRM Enterprises LLC	LoRicco Tower
Owl Shop	Northside Development Company	The LoRicco Law Firm	Jake's Diggity Dogs
Elm City Social	Olives and Oil	BAR	Pitaziki Mediterranean Grill
	Geronimo	Jack's Bar and Steakhouse	

The downtown business listed, above, all signed a letter of support for this project (See, Schedule D) which included the following statement: "NHCPA has a proven commitment to New Haven's Entertainment District and, we believe, they should be given an opportunity to expand their footprint. Since May 2015 the College Street Music Hall ("CSMH") has been an outstanding neighbour and feeder to many of the businesses that have signed this letter. We believe that a second NHCPA venue represents a very positive step forward for our downtown retail and residential community. Why? For the simple reason that CSMH has been a much needed traffic generator and is one of the reasons why New Haven could be the exciting destination location in southern Connecticut.

Some of the major points raised by these downtown property owners, entrepreneurs, and business owners follow:

The District Ballroom will repurpose a long-underutilized space on the corner of College and Crown Streets.

The District Ballroom represents the "highest and best use" of a prime property in the heart of New Haven's Entertainment District.

A recent report spoke favorably of the "clustering" of many similar or related uses into a small geographic area; in effect, creating greater economic opportunities and efficiencies. The concept of three live entertainment facilities with capacities of up to 1900, 1600 and 900 portends a real true renaissance for our City.

NHCPA should select NHCPA and negotiate a transaction with this outstanding not-for-profit provider of music and robust economic growth in downtown New Haven.

NHCPA has the track record to keep the lights on Downtown, to create a future when CSMH, Shubert and The District Ballroom will all have their marquees gleaming and crowds clamoring to be part of our community.

NHCPA believes that DISTRICT BALLROOM will have an accretive impact in the neighborhood surrounding the property and will enhance the number of patrons that will come to

New Haven's restaurants and retail establishments. This is the reason this proposal has such broad support from our neighbors.

The Proposed Transaction.

The Lease Terms²⁵. NHCPA acknowledges and understands the minimum requirements set forth by NHPA and the City with respect to the initial lease terms:

- The initial rent at the rate of \$6.00 per square foot triple net for all space;
- One-time payment of not less than \$60,000 at the time of signing a lease with NHPA;
- A lease term not be longer than ten (10) years, with options subject to the following²⁶:
 - Years 11 – 15: NHPA and the City jointly shall have the right to end lease with one (1) year's notice and the payment of a negotiated amount the basis for which amount a party interested in submitting a proposal pursuant to this RFP should include in its proposal ("Negotiated Payment").
 - Years 16 – 25: NHPA and the City jointly shall have the right to end lease with two (2) years' notice without compensation²⁷;
- Payments in Lieu of Taxes to the City for each portion of the Property in the possession of the redeveloper will be included for the lease. It is understood that such payments shall be based upon the Property's assessed valuation as of June 1 of each year, and shall be at the rate of the tax rate set by the Board of Alders for that year²⁸; and,
- The selected redeveloper will have to comply with Chapters 12¼ (regarding small and minority business utilization) and 12½ (regarding workforce participation) of the City's ordinances²⁹.

NHCPA is willing to enter negotiations mindful of the minimum requirements articulated by the City and NHPA. NHCPA fully acknowledges that the minimum rent term and one-time payment are non-negotiable. With respect to the "Negotiated Payment," in the event the lease is terminated, NHCPA stands ready to discuss the specific terms which would be founded upon the substantial investment to be made by NHCPA, including the cost of funds and projected losses for the out years when NHCPA would lose the ability to operate DISTRICT BALLROOM. Without knowing the precise terms of the transaction and the expectations of the parties it would be difficult to speculate on the "Negotiated Payment". NHCPA fully anticipates that these costs, measured against the investment, will be discussed during negotiations.

With respect to the proposed initial ten year term, NHCPA is mindful of the position of

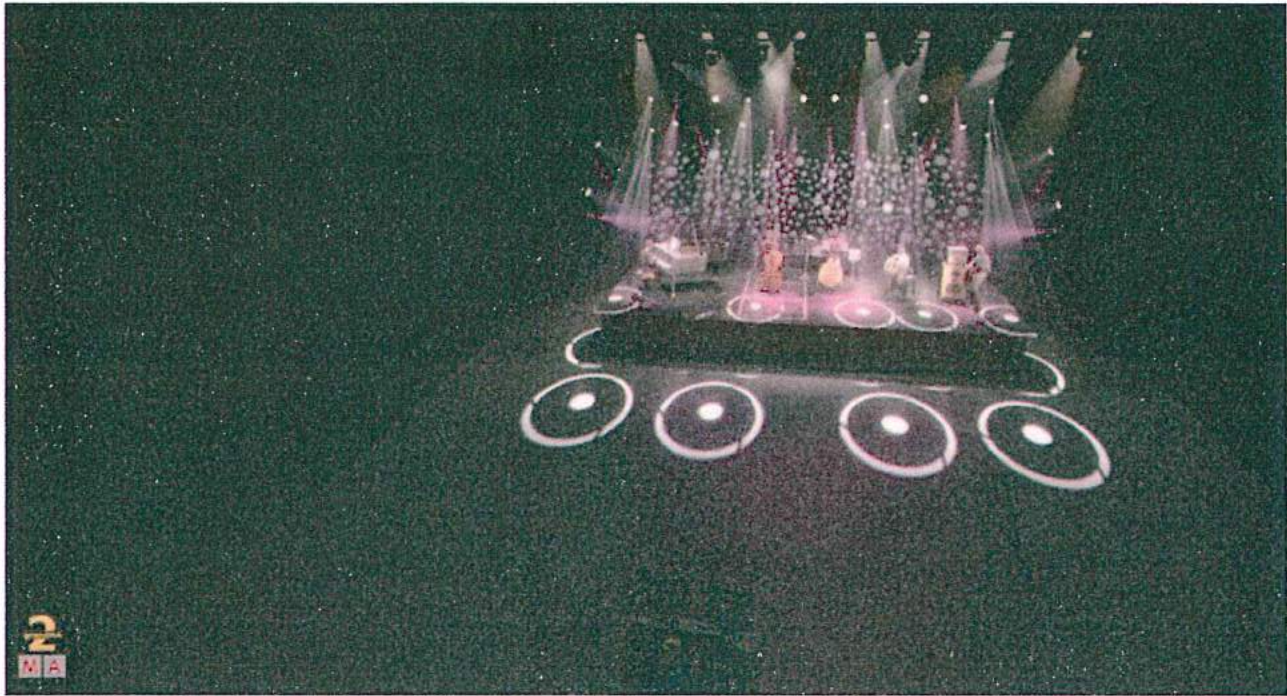
the City and NHPA; however, asks that during the negotiation process that the City and NHPA take fully into account the length of the term and the appropriate level of a Negotiated Payment bearing in mind the level of investment as well as the time of a notice of termination. NHCPA is cognizant that NHPA just concluded a unusually lengthy and costly litigation over a lease that carried with it an original term in excess of seventy years. We recognize the absurdity and enormous downside risks associated with that approach; however, ask that you consider a more reasonable initial term. Finally, with respect to the P.I.L.O.T., we remind the City that NHCPA is a not for profit and, thus, it is our expectation that the assessment of the land underlying the structure will be need to be fairly assessed, on a mutually agreeable methodology arrived at during our negotiation of the lease. Finally, NHCPA will work with City officials to assure compliance with respect to Chapters 12½ and 12¼

Financial Benefits³⁰ and Projected Revenues to the City and NHPA³¹. NHCPA is a not for profit, accordingly, the direct benefits from this project cannot be measured in the manner that one would view a commercial enterprise in terms of ***tax or fee revenues*** generated; except, one would expect that DISTRICT BALLROOM would have a substantial and positive financial impact on the NHPA parking garage hovering above the venue resulting in increased usage and fee generation.

On the other hand, the ***ancillary economic activity*** has been measured by several organizations. A report by the Connecticut Department of Economic and Community Development in 2012 calculated total per person spending in the market place in the amount of \$23.10³². This figure has risen to \$31.47 in a 2015 update by Americans for the Arts³³. The Goman report indicates a market, based on “consumer behavior and spending” that would be favorable to a live entertainment venue at this location. In simple terms, 100,000 additional patrons on an annual basis will translate to \$3.1 million in additional revenues to New Haven businesses per year. NHCPA looks forward to its further contributions to building and sustaining a vibrant New Haven.

Schedule B – Financial and Technical Requirements and Development Plan

Financial and Technical Requirements and Development Plan



Financial Qualifications³⁴. NHCPA will be self-funding this project as was the case with CSMH. That project was funded by Venue Funding LLC. If selected for negotiation NHCPA would be more than happy to provide the City and NHPA with all relevant information with regard to financial capabilities and qualifications as may be required for disclosure. As a not for profit NHCPA is highly regulated and its IRS Form 990 is filed annually.

Technical Qualifications³⁵. NHCPA is pleased to address our technical qualifications in order to demonstrate our ability to undertake the Project³⁶:

(a) **Development experience.** While NHCPA is not in the development business and does not provide services for third parties we would state without fear of contradiction that NHCPA will get the job done. We can say that the cost of rehabilitating CSMH was \$5,600,000.00. Pre-construction activity lasted from October 2014 - January 2015 and the construction period ran from January 8, 2015-April 30, 2015. The facility opened on May 1, 2015. Keith Mahler, President of the Facility Manager is available to discuss the process with you, at any time (203) 573-1600. Based upon NHCPA's "qualifications and track record³⁷" we will "...be able to complete the Project in a timely fashion³⁸." Moreover, the background of our team demonstrates NHCPA's ability "...to execute this Project in its entirety- including financing, design, community and stakeholder involvement, public approvals, any environmental remediation, construction, leasing, management, and operations³⁹."

(b) Specific experience in New Haven or the surrounding region. As discussed above in this Proposal, NHCPA developed CSMH. Our Facility Manager recently developed the Space Ballroom in Hamden, CT, a 295 capacity venue. These project underscore our team's "experience and qualifications...in developing projects of similar use, scale, and in similar markets, including managing construction, project financing, and marketing⁴⁰."

(c) Community relations experience. Elinor Slomba is NHCPA's Director of Community Engagement & Outreach. Under her leadership NHCPA has invited a diverse range of community groups to engage in our mission to build audiences for performing arts and deepen their engagement. The following are some examples of NHCPA's activities.



NHCPA also supported the Arts Council of Greater New Haven, in partnership with Connecticut Office of Arts, Culture and Tourism to bring Randy Cohen of Americans for the Arts to New Haven, at CSMH, to discuss the important role cultural organizations play in creating economic prosperity. This event attracted stakeholders from all corners of the state, including Stamford, Hartford, the shoreline and the quiet corner, leading to follow-up discussions specific to various local economies and demographics. The state even inquired about holding its annual Arts Day in New Haven in the future.

It should be further noted that Keith Mahler is Vice Chair and member of the Board of Directors of the Town Green Special Services District. Finally, NHCPA has a productive arrangement with our major sub-tenant, City Church. We have found a way to creatively utilize a performance venue and, at the same time, accommodate the needs of this vibrant congregation.

(d) Regulatory Compliance Experience. NHCPA has worked cooperatively with all government regulatory entitled including the Connecticut Department of Consumer Affairs, Liquor Control Division, and the Building Department, New Haven Police Department and Fire Marshal of the City of New Haven.

Development Plan⁴¹. In summary, NHCPA will undertake this project by gutting the interior and removing all debris. We will then retrofit the interior into a first class music venue as illustrated throughout Proposal; see, Schedule E as well as <https://www.youtube.com/channel/NHCPACT>. We bring to your attention the work performed by NHCPA and its Facility Manager at CSMH and Space Ballroom as examples of management's ability to complete the necessary interior renovations.

In accordance with RFP Addenda #3, 4 and 5 NHCPA attended the site visit and is familiar with the property. NHCPA has visited and inspected the Premises and is cognizant of the existing conditions thereof and the difficulties and restrictions pertaining to the re-use project. We acknowledge our obligation to undertake "Tenant Work", at our sole expense, and are acquainted with all conditions and requirements of the City and NHPA; although some issues will not be fully known to NHCPA until negotiations are underway. NHCPA further acknowledges that neither the City nor NHPA has made any representations that the Premises are suitable for NHCPA's Permitted Use, or are in compliance with codes or ordinances of the City, State or Federal Governments. NHCPA understands that it will arrange for the provision of all required utilities at its sole expense. We are also aware that "all work to be performed does not adversely affect the structure, operation and maintenance of the Crown Street Garage⁴²."

Furthermore, we are duly informed by the City and NHPA that "(a)s the Premises were originally constructed in the 1970s, it is anticipated that all major building systems and components will need to be replaced and/or significantly upgraded to meet current codes." In that respect you have requested that "the selected Respondent...conduct a hazardous building materials survey and assessment prior to any on-site demolition or construction" as well as the proper abatement "of all hazardous materials and have them legally disposed." NHCPA is fully aware of that expectation and will discuss this matter in detail with you if we are fortunate enough to be invited to negotiate a lease.

Additionally, you have informed us of the following:

- Removal of the existing ventilation ductwork serving the Premises which runs within the Crown Street Parking Garage and up the northerly exterior of the Garage. In the event Respondent requires exhaust ventilation, it must be noted that exhaust vents or other exhaust mechanisms cannot discharge through or be visible from the exterior facade of the Crown Street Parking Garage and shall not adversely impact the Garage.
- Installation by Tenant of a plumbed gutter system within the Premises beneath the Garage expansion joints to capture and drain any water that may pass through the expansion joints.
- Pre-construction approval by NHPA (and other authorities) of all drawings and specifications for Tenant Work which shall be prepared by a licensed architect or other licensed person acceptable to NHPA.

- All construction within the Premises must meet minimum standards approved in advance by NHPA.
- The selected Respondent is responsible for complying with all applicable ADA, building, zoning, health, fire, water and sanitary sewer (especially with regard to any required grease traps) code standards and requirements concerning any construction it undertakes.
- All Tenant Work shall comply with all applicable governmental codes, rules, regulations and ordinances, including, without limitation, Chapters 12 ¼ and 12 ½ of the Code of Ordinances of the City of New Haven entitled "Hiring Practices in the Construction Trades"; the Section 3 Plan of the City of New Haven; and State of Connecticut Executive Order No. Three and Executive Order No. Seventeen, as applicable.
- Tenant shall comply with the New Haven Parking Authority *General Conditions Part II* with regard to all Tenant Work, copy attached. The Responses will be evaluated in part by the extent, nature and materials to be used in such construction and finishing of the Premises.

NHCPA understands each of the above requirements and looks forward to discussing these and all other matters which are necessary for the development of DISTRICT BALLROOM from a legal and market perspective.

The following are answers to issues raised by the RFP:

(a.) A development budget, which shall include a detailed breakdown of Project funding sources and uses, which uses shall include a proposed lease term and lease rate (expressed as a cost per square foot per year). NHCPA expects that the budget for the project will be in the range of \$2 million and will utilize the same funding sources from CSMH development. If we are selected to negotiate with the City and NHPA and as the deal terms are being refined, NHCPA will be happy to provide a more detailed breakdown.

(b.) A detailed Project schedule, which shall include, but not be limited to, the following milestones:

(i) Acquisition. There are no acquisition issues.

(ii) Neighborhood meetings for Project review. Over the course of the past eighteen months since NHCPA initiated this project, we have met with the Alder of the Ward and other members of the Board of Alders as well as members of the Administration and the local business community. NHCPA will continue to vigorously engage in this effort.

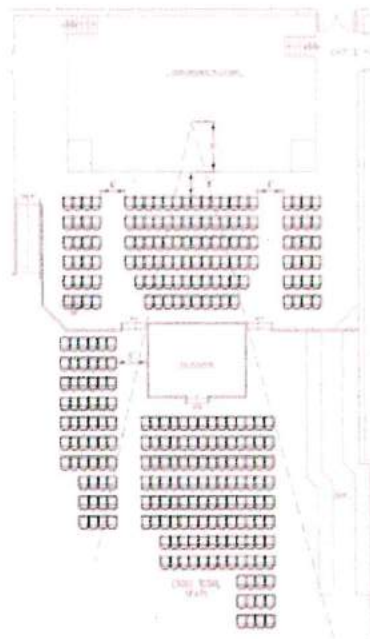
(iii) Securing financing. DISTRICT BALLROOM will be self-funded, in the same manner as CSMH. There is no financing contingency.

(iv) Construction. NHCPA will mobilize construction activities within five business days following the issuance of a permit. We believe the construction process will take approximately six months. CSMH took five months; however, there are greater demolition challenges on this Project.

(v) Marketing. Marketing will commence in earnest sixty days prior to opening.

(c.) A statement describing its community involvement, as well as its experience and facility working with diverse neighborhood stakeholder groups. Please look at the response to the issues raised in the Technical Qualifications provisions, above. We do have a Director of Community Engagement & Outreach and, as a 501(c)(3) we have legal obligations to serve the community.

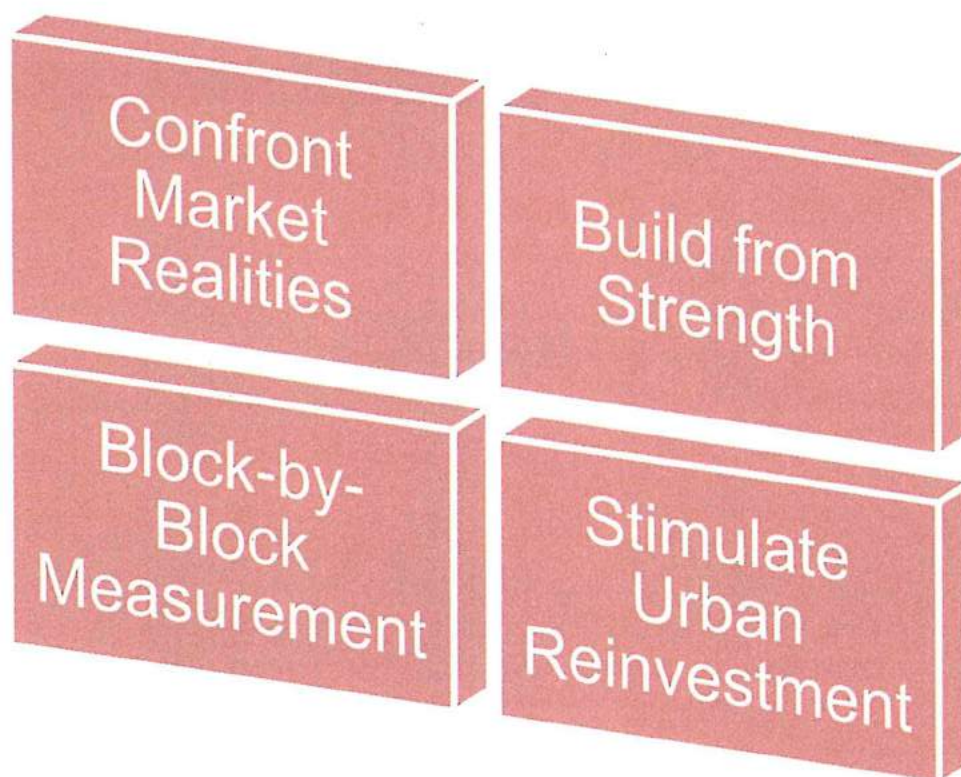
(d.) Concept plan or rendering and/or drawing of the proposed renovation/proposed improvements. Throughout this Proposal are renditions of the exterior and interior of DISTRICT BALLROOM. The following is a diagram of the seated floor plan. The open floor plan is attached as Schedule F.



Additional Considerations. The function of DISTRICT BALLROOM is a permitted use in the BD Zone and, thus, we do not anticipate any local zoning or land use issues. NHCPA has been operating with a nonprofit theater permit under the laws of the State of Connecticut and do not believe there is any impediment or "any special considerations or issues that must be resolved in order for the Project to be timely completed and to operate successfully⁴³."

Who is New Haven Center for Performing Arts, Inc.? Based upon the success of CSMH, NHCPA and its management team are "...qualified to execute the Project in its entirety" and it has further demonstrated "...experience rendering design elements, arranging for sufficient financing, engaging community and stakeholder involvement, securing all necessary public approvals, performing any necessary environmental remediation or hazardous building material abatement, executing interior and exterior construction in a timely manner, and conducting efficient and responsive marketing, management, and operations on an ongoing basis⁴⁴."

Conclusion. NHCPA is certain that DISTRICT BALLROOM meets many of the objectives that legacy cities must embrace as they confront the future. A panel headed by the former Mayor of San Antonio and Secretary of the Department of Housing and Urban Development Henry G. Cisneros came to the following conclusions, in pertinent part⁴⁵:



NHCPA has been a proud member of the Entertainment District. We affirm that DISTRICT BALLROOM, joining with CSMH, filling the gap by building from strength (arts and entertainment), confronting market realities (attracting and retaining young people in New Haven), measuring success block-by-block (completing the vision of an entertainment area) and stimulating urban reinvestment (apartments, restaurants and retail).

NHCPA respectfully ask for your support.

ENDNOTES

- ¹ See, RFP Additional Criteria #5
- ² See, RFP Part E. RFP Additional Criteria ##1 and 5
- ³ See, RFP Development Goals
- ⁴ See, RFP Development Goals.
- ⁵ See, RFP Development Goals
- ⁶ See, RFP Development Goals
- ⁷ See, RFP Development Goals
- ⁸ See, Goman + York, Market Analysis & Feasibility: The Former Alchemy Club, 213 Crown Street, New Haven, CT, January 2018 ("Goman Study").
- ⁹ See, RFP Development Goals
- ¹⁰ See, Goman Study, p. 4.
- ¹¹ See, Goman Study, p. 4.
- ¹² See, Connecticut Commission on Fiscal Stability and Economic Growth, Final Report, March 2018, p. 38 ("CFSEG Report")
- ¹³ See, CFSEG Report, p. 39.
- ¹⁴ See, Goman Study, p. 4.
- ¹⁵ See, Goman Study, p. 4.
- ¹⁶ See, Goman Study, p. 4.
- ¹⁷ See, POLLSTAR 2018 1Q YTD "Worldwide Ticket Sales Top 50 Club Venues"
- ¹⁸ See, <http://www.ctnow.com/best-of/new-haven/ctnow-best-of-new-haven-readers-poll-2017-winners.htmlstory.html?section=live%20music&category=>; See also, <http://www.ctnow.com/best-of/new-haven-2018/#/gallery?group=275750>.
- ¹⁹ See, <http://www.ctnow.com/best-of/new-haven/ctnow-best-of-new-haven-readers-poll-2017-winners.htmlstory.html?section=live%20music&category=>; See also, <http://www.ctnow.com/best-of/new-haven-2018/#/gallery?group=275757>
- ²⁰ See, RFP Part E. Additional Criteria #6.
- ²¹ See, RFP Part E. Additional Criteria #8.
- ²² See, RFP Development Goals
- ²³ See, RFP Evaluation Criteria.
- ²⁴ See, RFP Development Goals
- ²⁵ See, RFP Development Goals
- ²⁶ See, RFP Development Goals
- ²⁷ See, RFP Development Goals
- ²⁸ See, RFP Development Goals
- ²⁹ See, RFP Development Goals and Addendum #5.
- ³⁰ See, RFP Evaluation Criteria.
- ³¹ See, Part E. Additional Criteria #4.
- ³² See, "Arts & Economic Prosperity IV" Department of Economic and Community Development/Americans for the Arts, 2012; See, p. 9.
- ³³ See, Americans for the Arts, Arts & Economic Prosperity 5. See also, https://www.americansforthearts.org/sites/default/files/aep5/PDF_Files/ARTS_AEPsummary_loRes.pdf
- ³⁴ See, RFP Part D. Submission Requirements.
- ³⁵ See, RFP Part D. Submission Requirements and Part E. Additional Criteria #2.
- ³⁶ See, RFP Part E. Additional Criteria # 3.
- ³⁷ See, RFP Evaluation Criteria.
- ³⁸ See, RFP Evaluation Criteria.
- ³⁹ See, RFP Additional Criteria #3.
- ⁴⁰ See, RFP Additional Criteria #2.
- ⁴¹ See, RFP Part D. Submission Requirements and Part E. Additional Criteria #3.
- ⁴² See, RFP Development Goals
- ⁴³ See, RFP Additional Criteria #7.
- ⁴⁴ See, RFP Development Goals
- ⁴⁵ See, Reinventing America's Legacy Cities, The 100th American Assembly (2011), pp. 12, 13, 17, 24, 26 and 27,
- ⁴⁶ In conformity with Addendum #1.

Schedule C – Non-Collusion Affidavit of NHCPA

NON-COLLUSION AFFIDAVIT OF RESPONDENT⁴⁵

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. New Haven

County of New Haven

Keith Mahler, being duly sworn, deposed and says that:

1. I am the President of Premier Facilities LLC, the Facility Manager and duly authorized representative of New Haven Center for Performing Arts, Inc., the Respondent that has submitted the attached response to a Request for Proposals ("Response").

2. I am fully informed respecting the preparation and contents of the attached Request and of all pertinent circumstances respecting such Response;

3. Such Response is genuine and is not a collusive or sham Response;


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 Response in connection with the Request for Proposals for which the attached Response has been submitted or to refrain from bidding in connection with such Request for Proposals, 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 Response or of any other Respondent, or to fix any overhead, profit or cost element of the Response prices or the Response 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 for Proposals and/or this Response;

5. The price or prices quoted in the attached Response 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

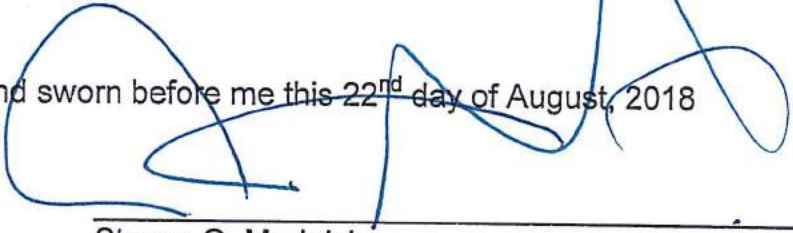
6. No officer or employee or person whose salary is payable in whole or in part from the New Haven Parking Authority is directly or indirectly interested in this Response, or in the supplies, materials, equipment, work or labor to which it relates, or in any of the profits thereof

NEW HAVEN CENTER FOR PERFORMING ARTS, INC.
By: Premier Facilities LLC
Its Facility Manager

By: 

Keith Mahler
President, Premier Facilities LLC, Facility Manager

Subscribed and sworn before me this 22nd day of August, 2018



Steven G. Mednick
Commissioner of the Superior Court

Schedule D – Community Letter

DOWNTOWN COMMUNITY SUPPORTERS OF "THE DISTRICT"

May 30, 2018

New Haven Parking Authority
232 George Street
New Haven, CT 06510

Attn: Brian Selhom

Re: Request for Proposals – 213 Crown Street, New Haven, CT

To Whom It May Concern:

We are writing in support the New Haven Center for Performing Arts, Inc. ("NHCPA") efforts to reuse the long underutilized space at the corner of College and Crown Streets. NHCPA has a proven commitment to New Haven's Entertainment District and, we believe, they should be given an opportunity to expand their footprint. Since May 2015 the College Street Music Hall ("CSMH") has been an outstanding neighbour and feeder to many of the businesses that have signed this letter. We believe that a second NHCPA venue represents a very positive step forward for our downtown retail and residential community. Why? For the simple reason that CSMH has been a much needed traffic generator and is one of the reasons why New Haven could be the vibrant destination location in southern Connecticut.

NHCPA's "The District" represents the "highest and best use" of a prime property in in the heart of New Haven's Entertainment District and should be approved by the Board of Commissioners. A recent report spoke favorably of the "clustering" of many similar or related uses into a small geographic area; in effect, creating greater economic opportunities and efficiencies. The concept of three live entertainment facilities with capacities of up to 1900, 1600 and 900 portends a real true renaissance for our City. We are hopeful that you will select NHCPA and negotiate a transaction with this outstanding not-for-profit provider of music and robust economic growth in downtown New Haven.

We look forward to those evenings in the very near future when CSMH, Shubert and The District will all have their marquees gleaming and crowds clamoring to be part of our community. We urge you to support the efforts of NHCPA.

(Signature Pages to Follow)

**DOWNTOWN COMMUNITY SUPPORTERS
OF "THE DISTRICT"**

Respectfully submitted,

Claire's Corner Copia

By: Claire Criscuolo

Claire Criscuolo, owner: Claire's Corner Copia
(Name/Position)

DOWNTOWN COMMUNITY SUPPORTERS
OF "THE DISTRICT"

Respectfully submitted,

Pacifico

By: _____

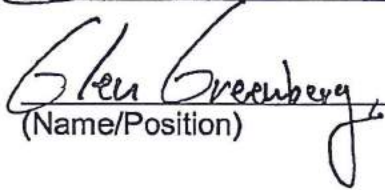
MOE GAD OWNER —
(Name/Position)

DOWNTOWN COMMUNITY SUPPORTERS
OF "THE DISTRICT"

Respectfully submitted,

Owl Shop

By: 

 Owner/Manager
(Name/Position)

**DOWNTOWN COMMUNITY SUPPORTERS
OF "THE DISTRICT"**

Respectfully submitted,

Northside Development Company
195 Church St. New Haven Ct. 06510

By: _____

Paul Denz

A large, stylized handwritten signature in black ink, written over a horizontal line. The signature is fluid and cursive, with a large loop at the end.

DOWNTOWN COMMUNITY SUPPORTERS
OF "THE DISTRICT"

Respectfully submitted,

The LoRicco Law Firm

By: 

Richard LoRicco
Partner

DOWNTOWN COMMUNITY SUPPORTERS
OF "THE DISTRICT"

Respectfully submitted,

Jake's Diggity Dogs

By: J Russell

JAKE'S RUSSELL - OWNER
(Name/Position)

**DOWNTOWN COMMUNITY SUPPORTERS
OF "THE DISTRICT"**

Respectfully submitted,

Elm City Social

By:  _____

Matthew S. Bailey / owner.
(Name/Position)

**DOWNTOWN COMMUNITY SUPPORTERS
OF "THE DISTRICT"**

Respectfully submitted,

Olives and Oil

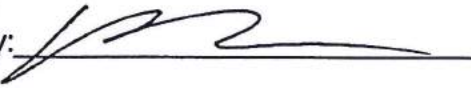
By: _____

John Brennan (chef/owner)
(Name/Position)

DOWNTOWN COMMUNITY SUPPORTERS
OF "THE DISTRICT"

Respectfully submitted,

BAR

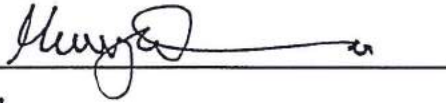
By: 

Frank Patrick General Manager
(Name/Position)

**DOWNTOWN COMMUNITY SUPPORTERS
OF "THE DISTRICT"**

Respectfully submitted,

Pitaziki Mediterranean Grill

By: 

Munaza Ali (Manager)
(Name/Position)

DOWNTOWN COMMUNITY SUPPORTERS
OF "THE DISTRICT"

Respectfully submitted,

Geronimo

By: _____



ROBERT BADOL (PARTNER)
(Name/Position)

**DOWNTOWN COMMUNITY SUPPORTERS
OF "THE DISTRICT"**

Respectfully submitted,

Jack's Bar and Steakhouse

By: 

Bladimir / Owner
(Name/Position)

May 21, 2018

Norman Forrester
Chair
New Haven Parking Authority
232 George Street
New Haven CT 06510

Dear Chairman Forrester and fellow NHPA Commissioners:


Town Green District has been made aware that New Haven Center for Performing Arts, Inc. which operates College Street Music Hall (NHCPA), has submitted under the RFP to New Haven Parking Authority (NHPA) in order to negotiate a new lease for the Crown Street Garage, 239 Crown Street, where NHCPA would open a second music venue, smaller in scope than CSMH. As we understand it the RFP resolves several long running legal disputes between NHPA and Alchemy Night Club, the current tenant.

Town Green District fully supports an effort by NHPA and NHCPA to move forward to negotiate a new lease in the best interest of the City of New Haven and the members of this District which serves the City. Town Green believes a second NHCPA venue would be a very positive step forward for our District, acting as another much needed traffic generator as a destination location in Downtown New Haven.

We would argue that it is the highest and best use of this property in New Haven's Entertainment District. The District's support pertains, at this time, to the RFP Acceptance and a negotiation process and is not meant as a blank check for any outcome.

We urge you to do all you can to accept the RFP submission of NHCPA in a timely manner, so that the surrounding neighborhood will be able to reap the benefits of NHCPA's second venue at 239 Crown Street.

Sincerely,



Richard LoRicco Jr.
RVRM Enterprises LLC

May 21, 2018

Norman Forrester
Chair
New Haven Parking Authority
232 George Street
New Haven CT 06510

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Sincerely,



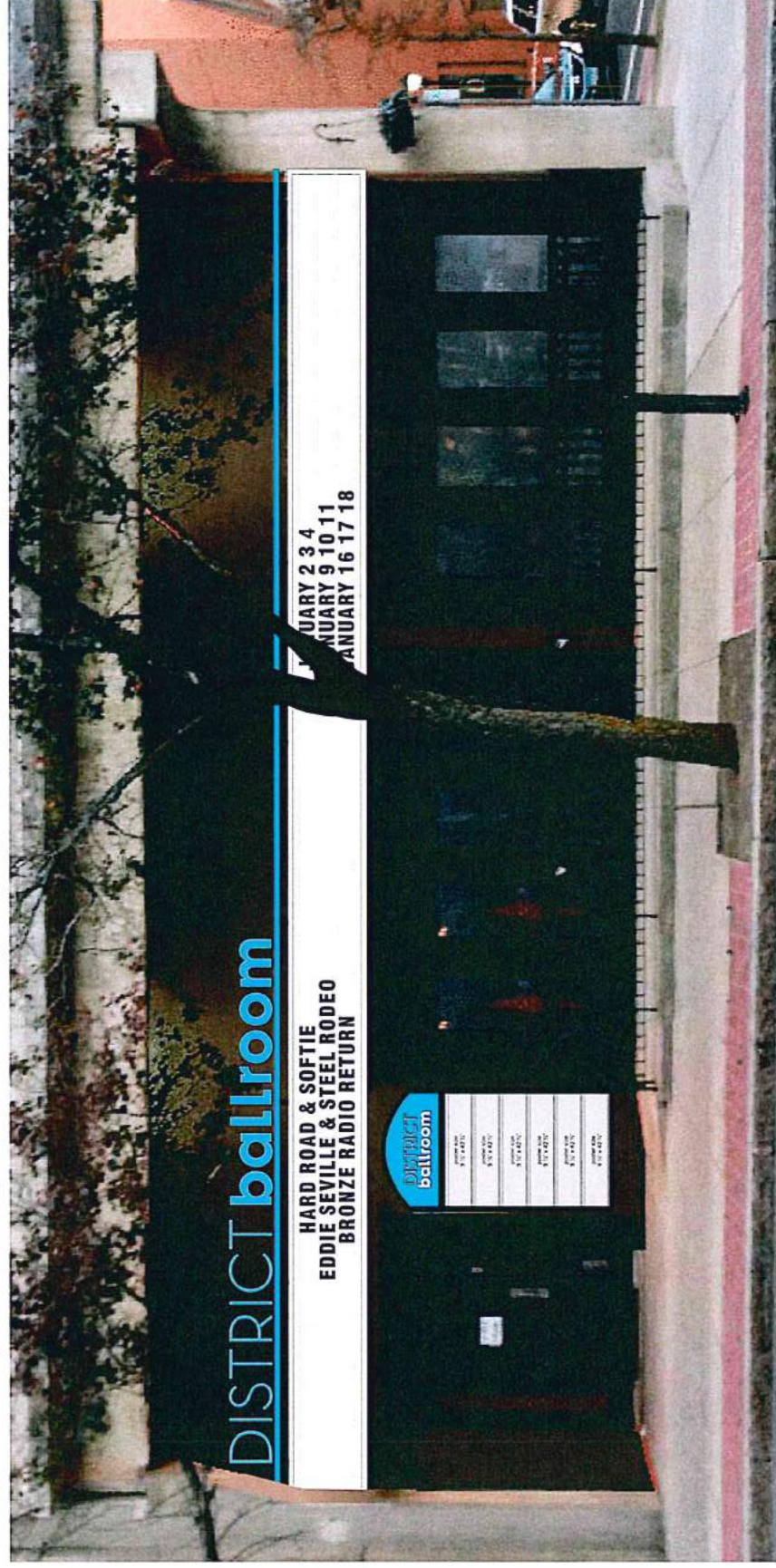
Ronald LoRizzo Sr.
LoRizzo Tower

Schedule E – Photos

DISTRICT ballroom

NEW HAVEN

DISTRICT BALLROOM | 213 CROWN STREET | NEW HAVEN | CT



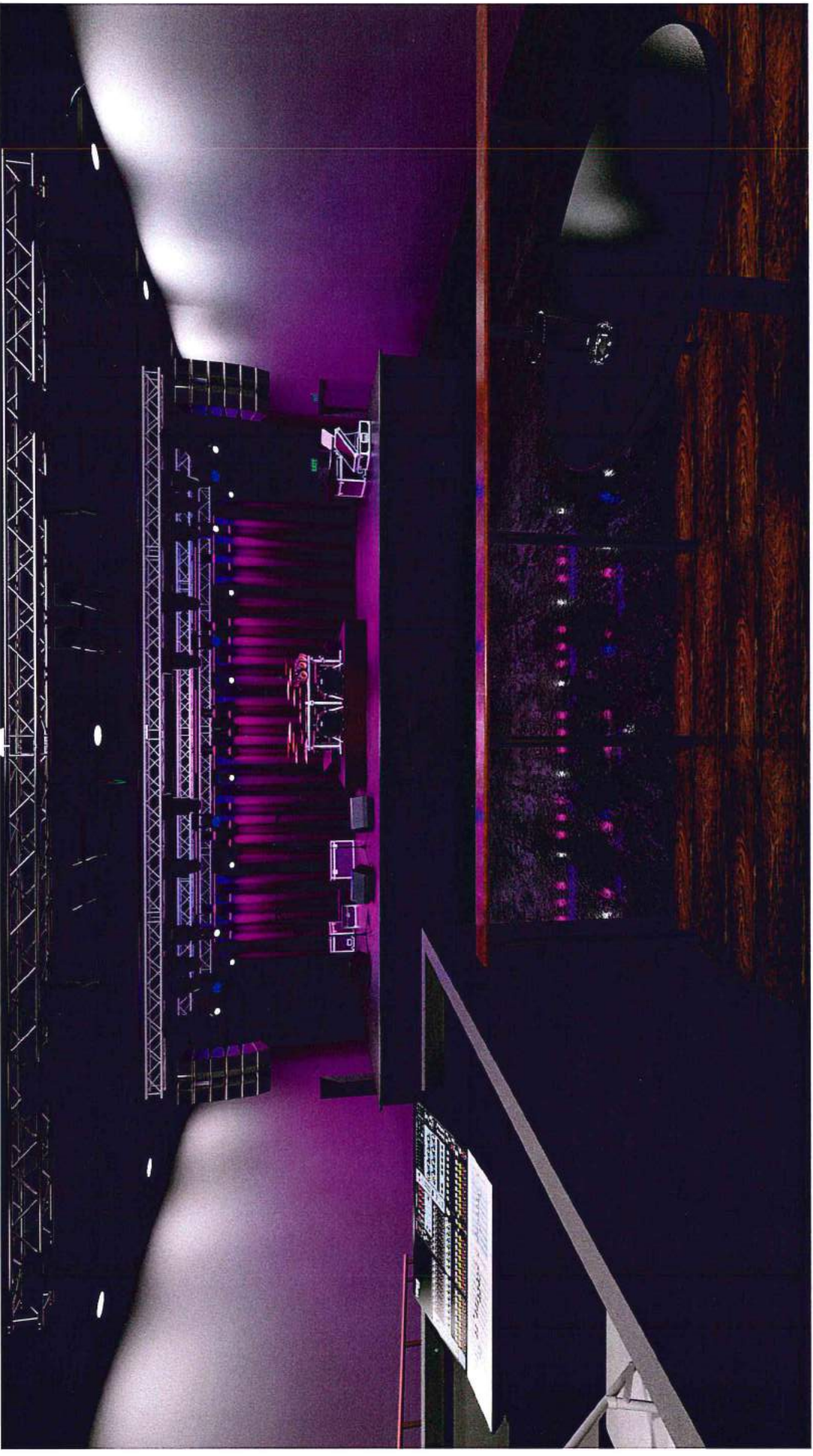


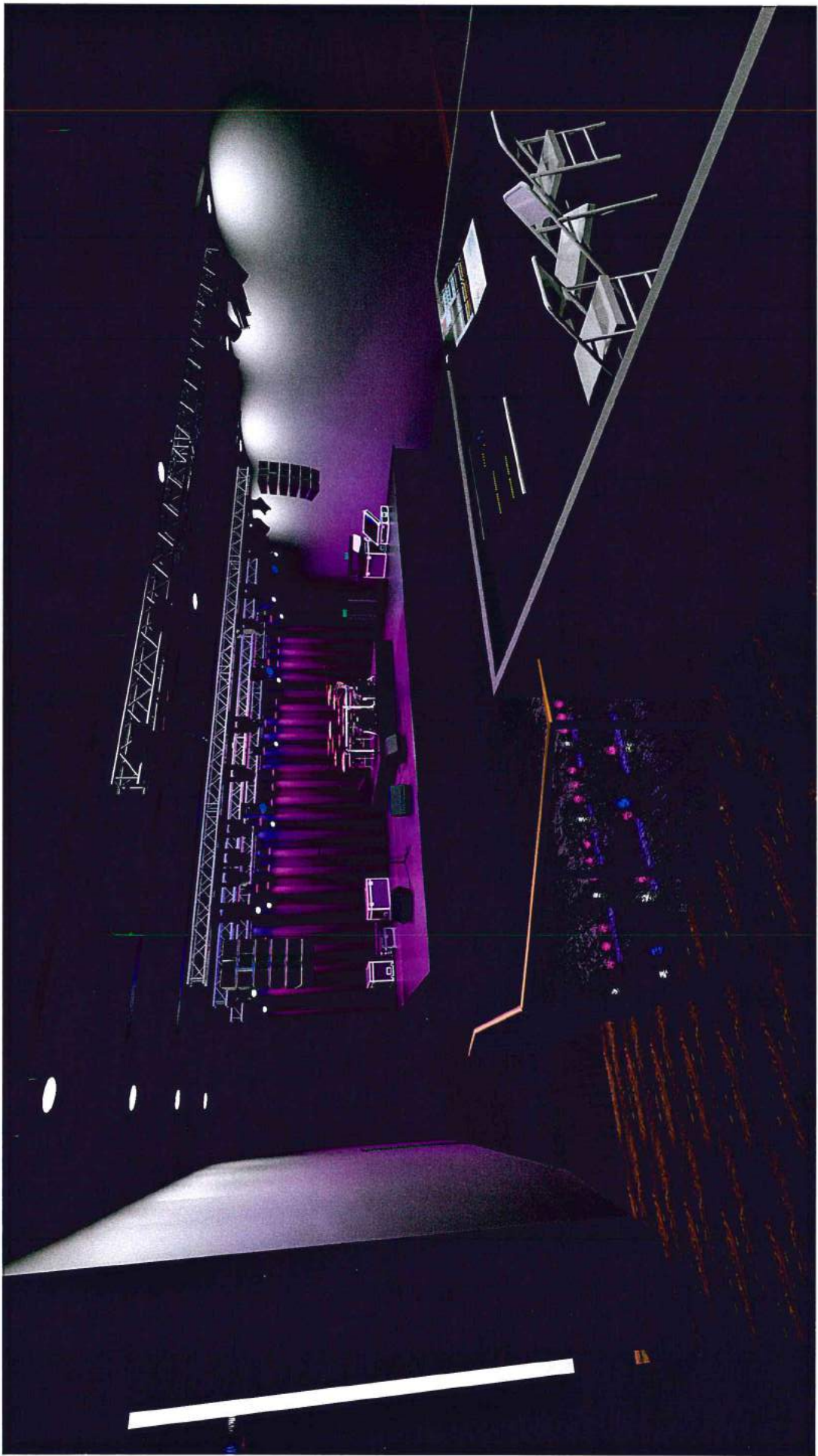
HARD ROAD
EDDIE SEVILLE & STEEL RODEO
BRONZE RADIO RETURN

HARD ROAD
EDDIE SEVILLE & STEEL RODEO
BRONZE RADIO RETURN

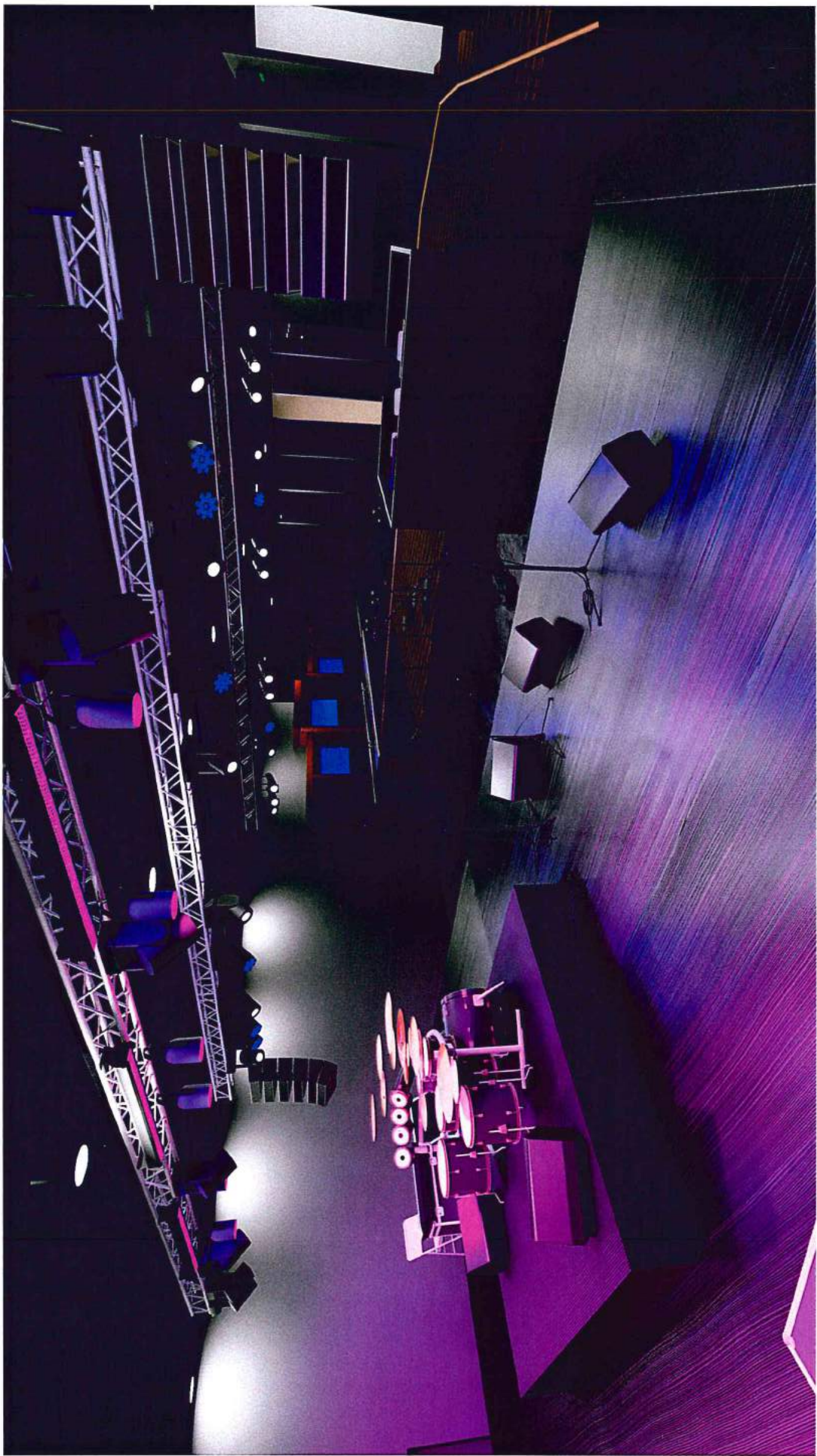
DISTRICT **ballroom**

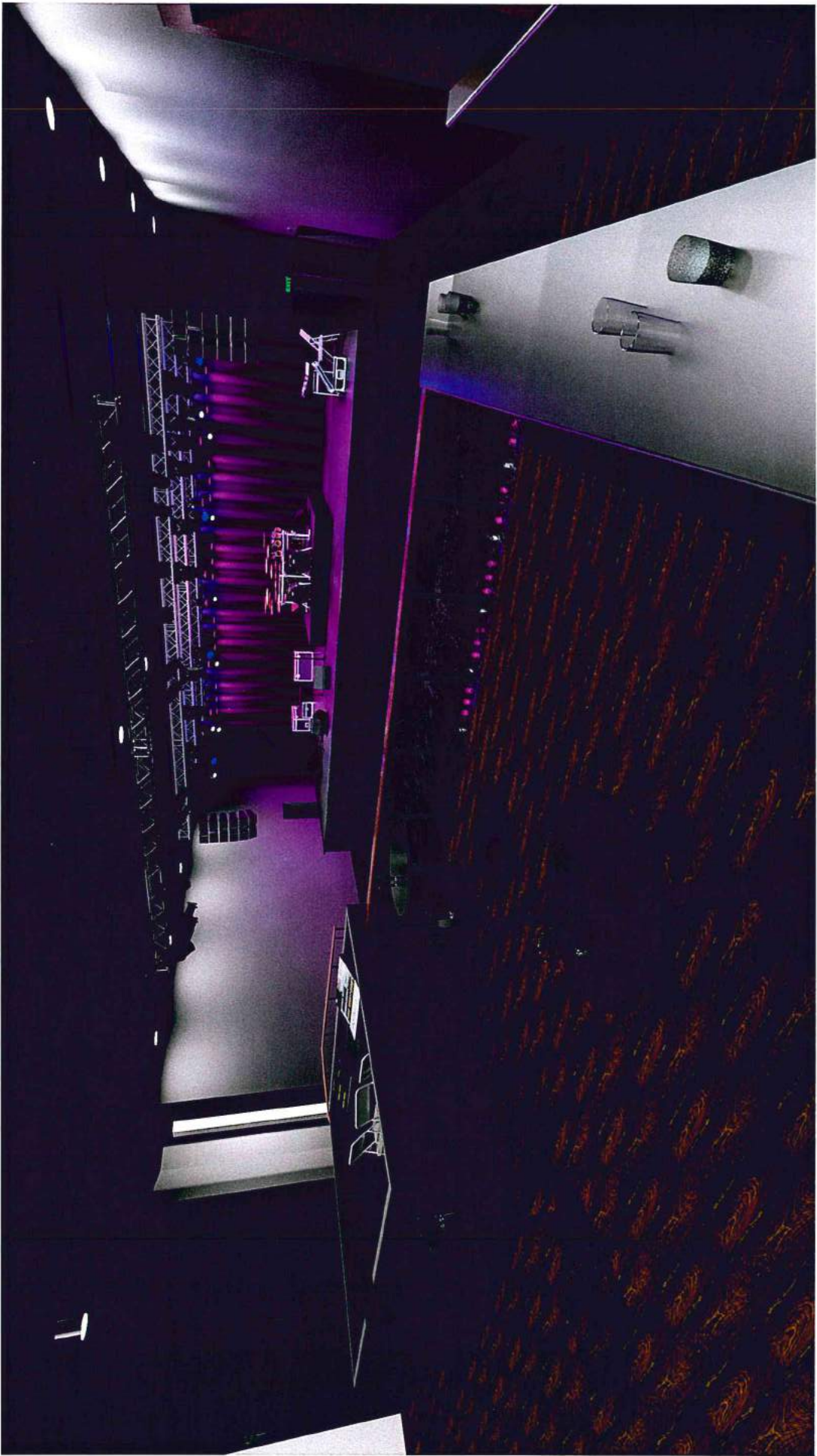
DISTRICT ballroom	
ROOM NO.	
DATE	
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REMARKS	
ROOM NO.	
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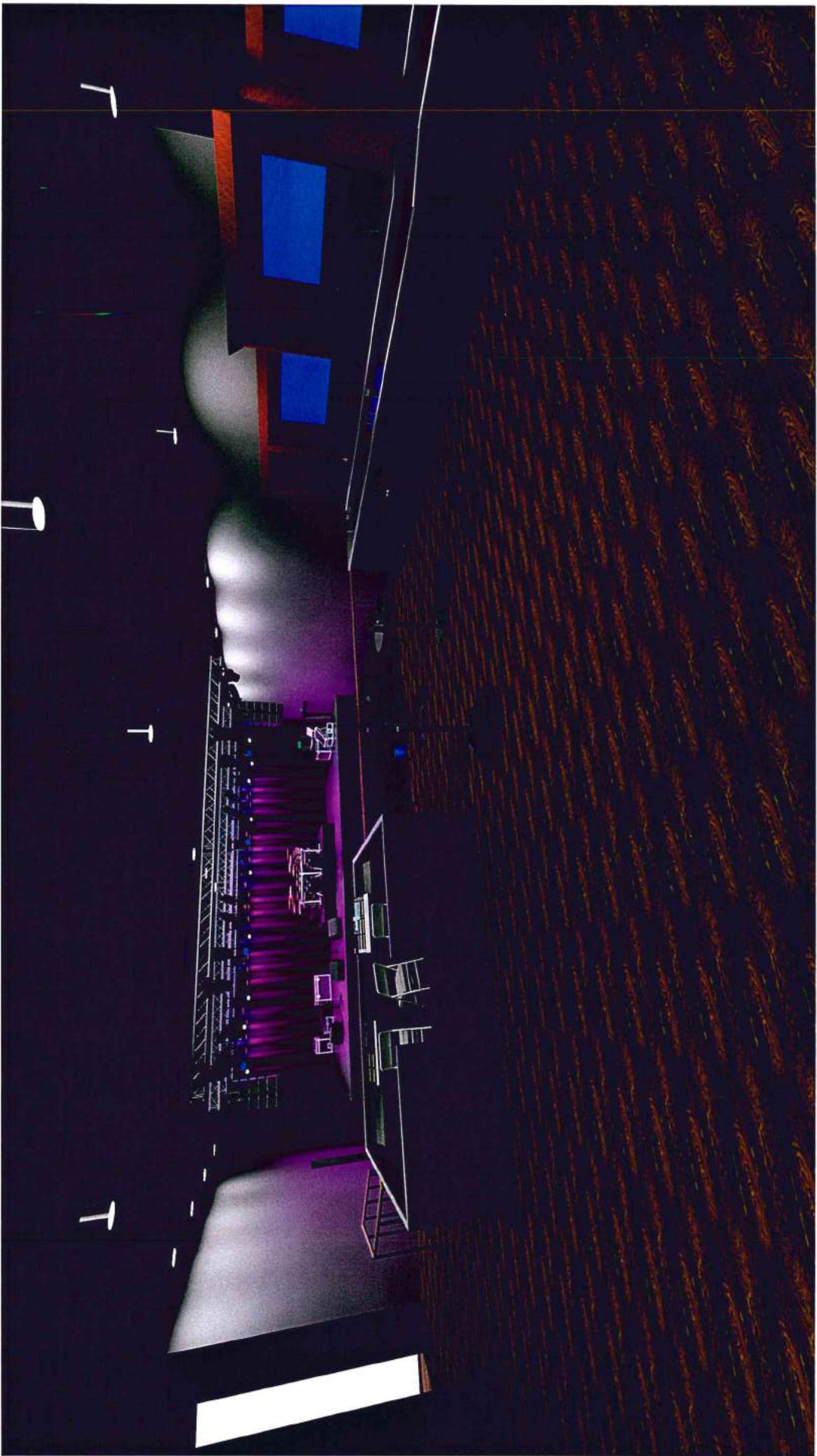


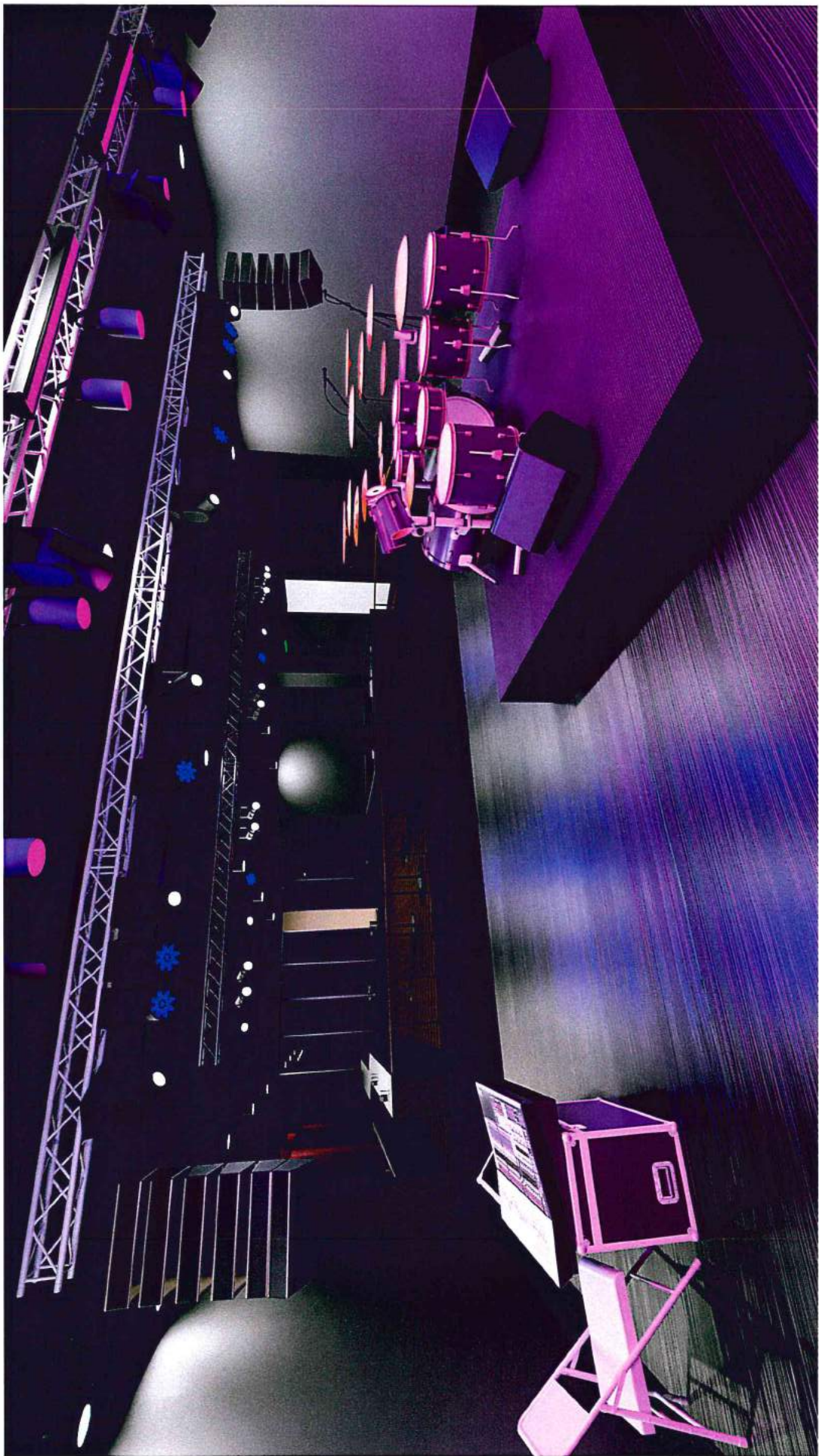












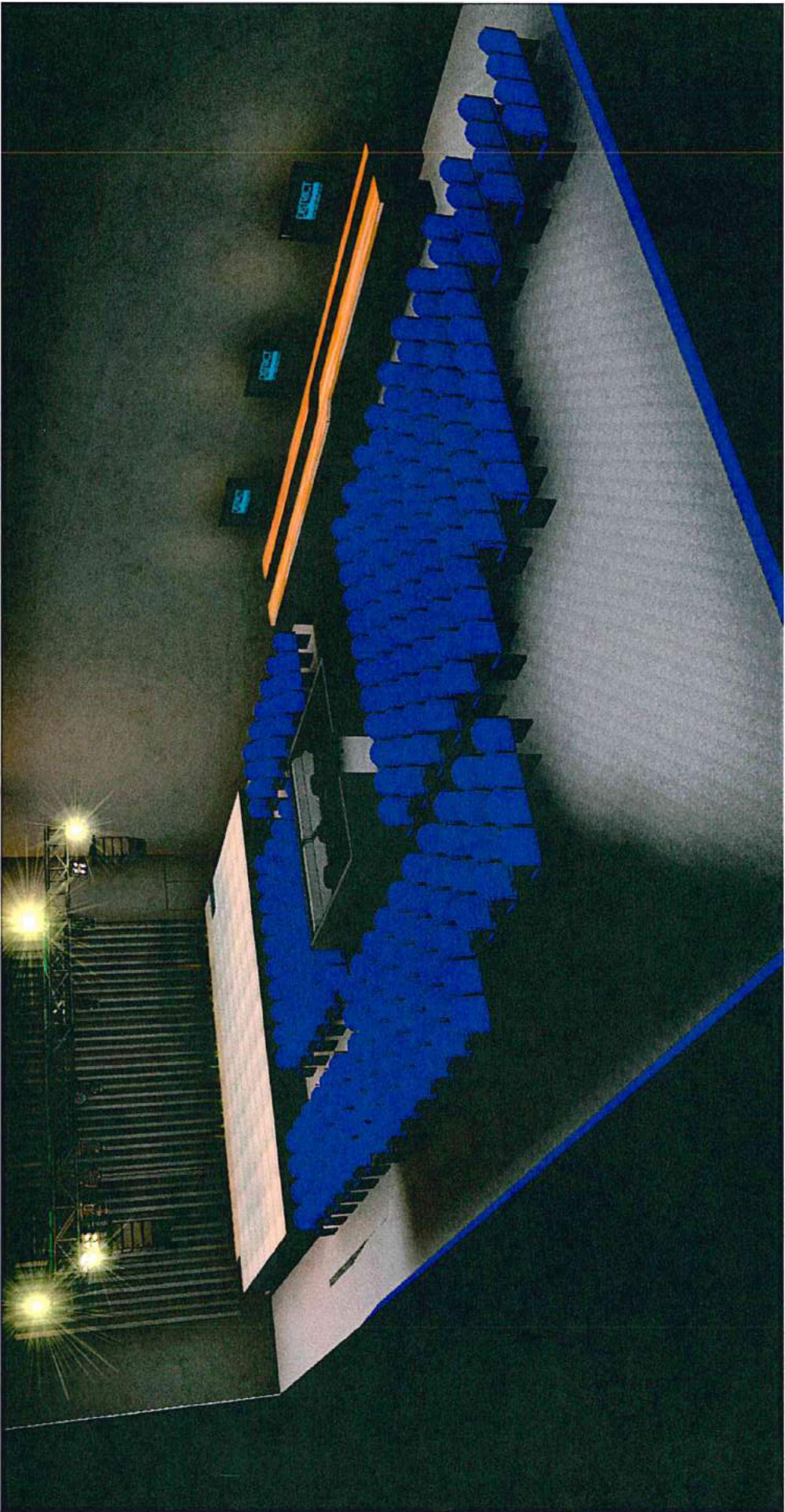


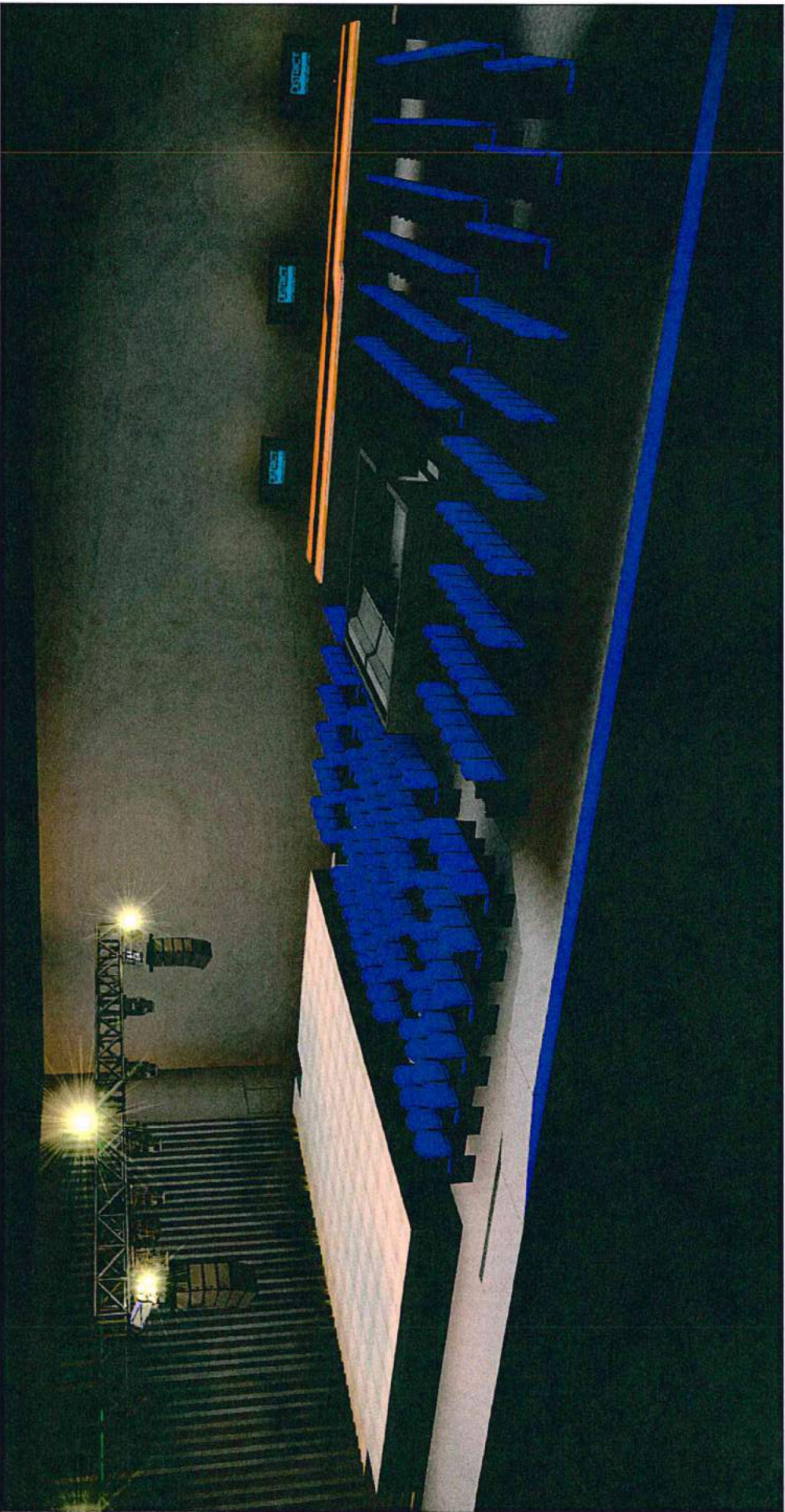
COMPUTER-GENERATED VENUE RENDERINGS





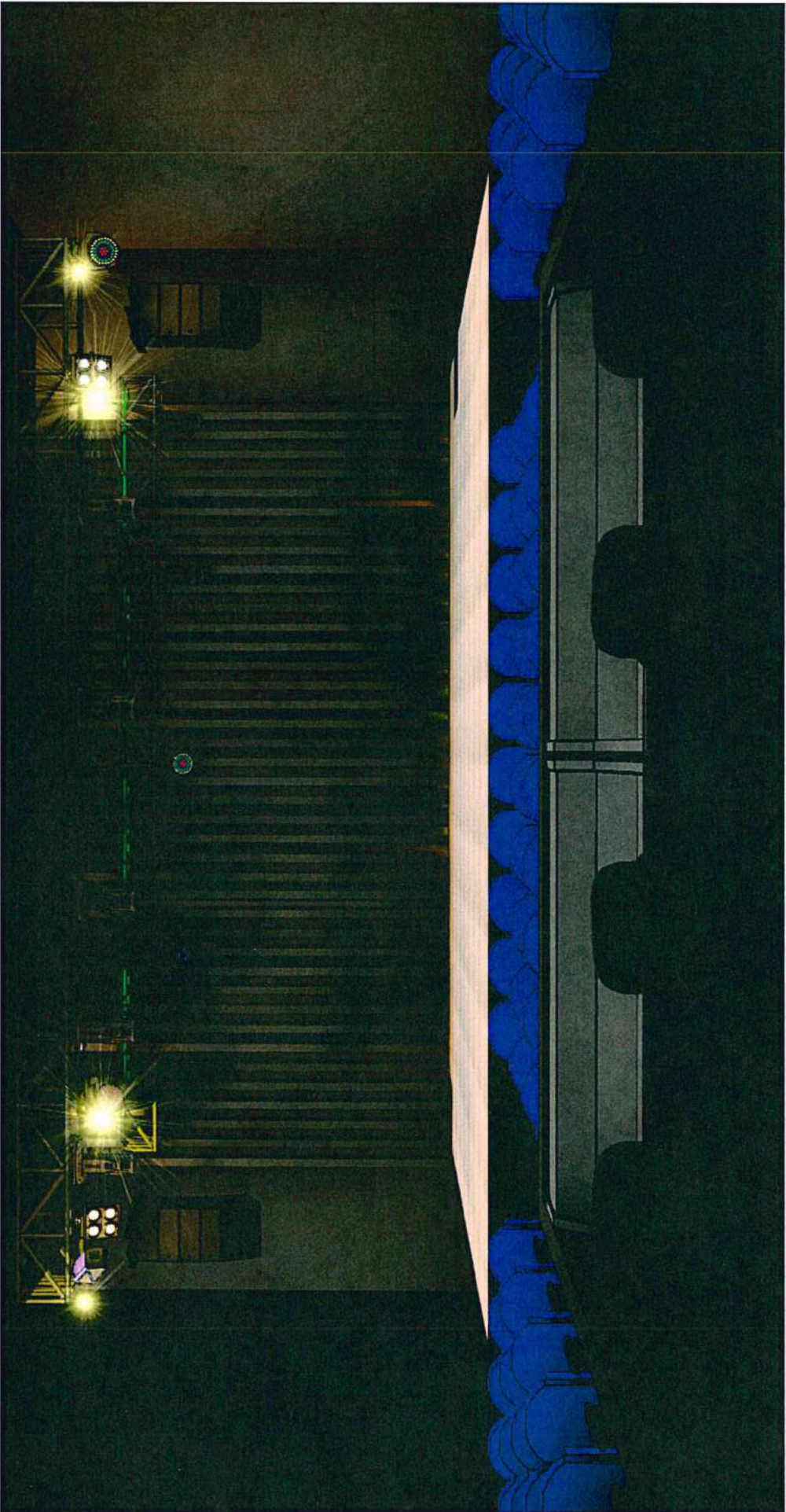




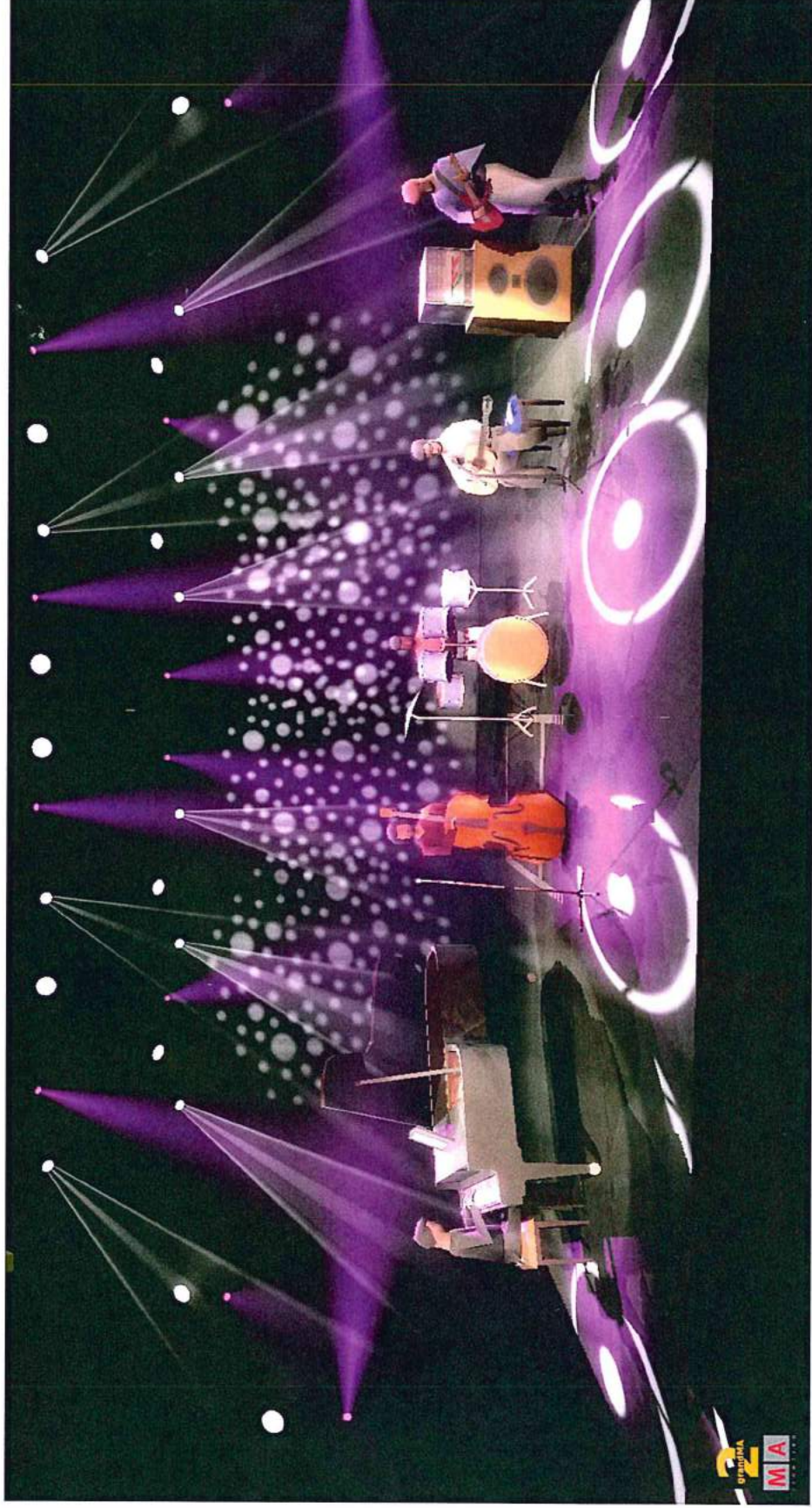


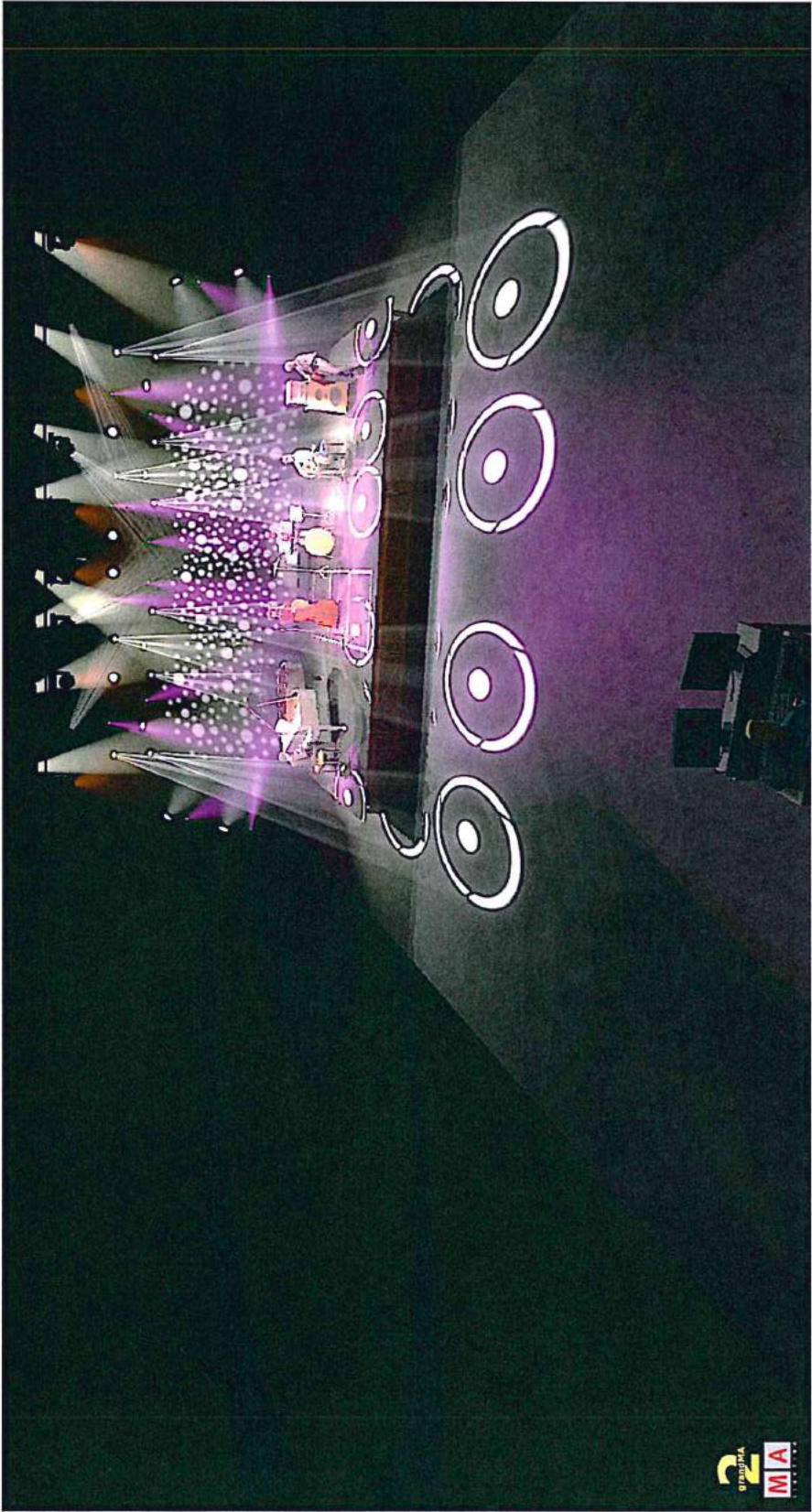


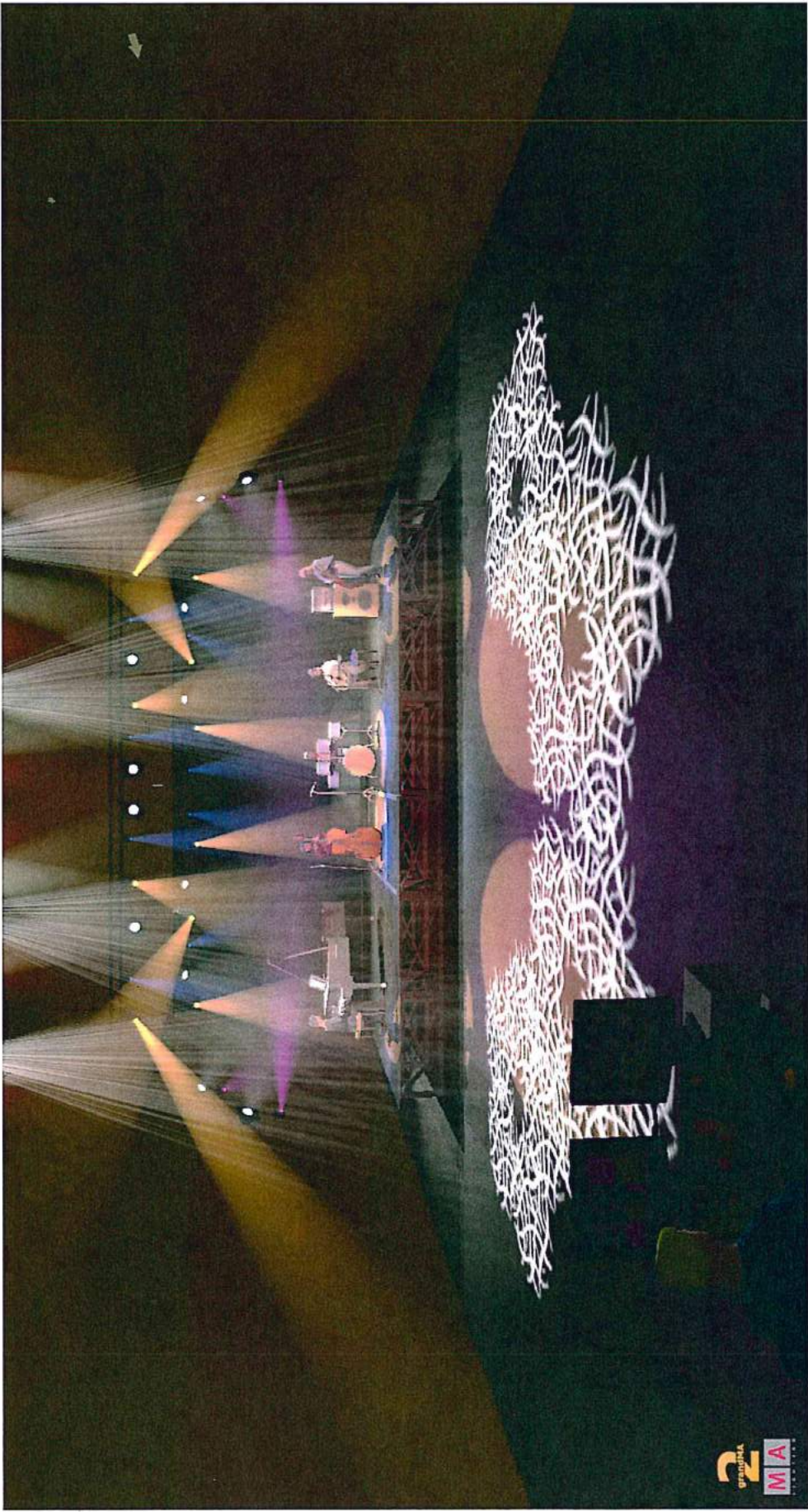


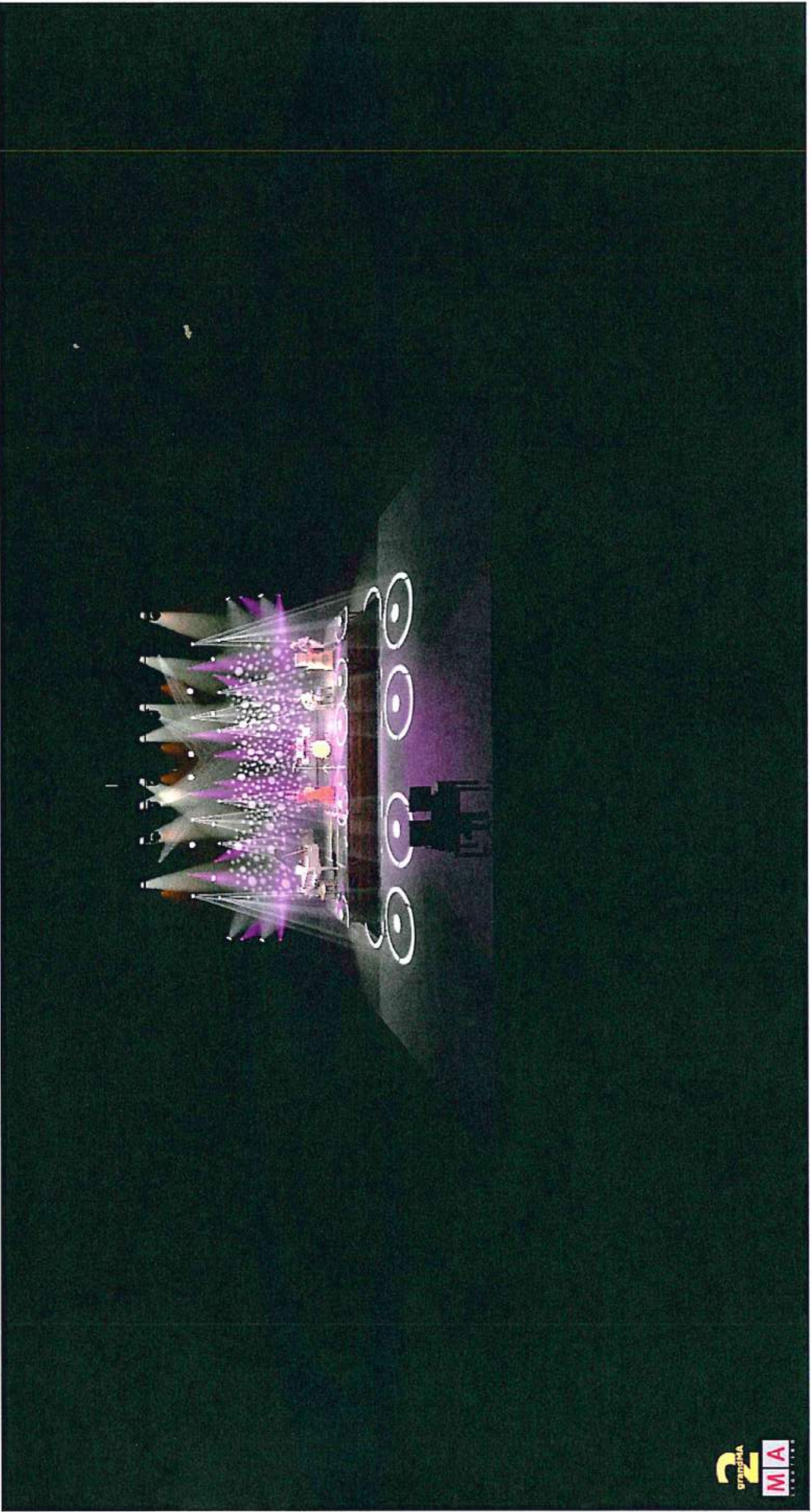


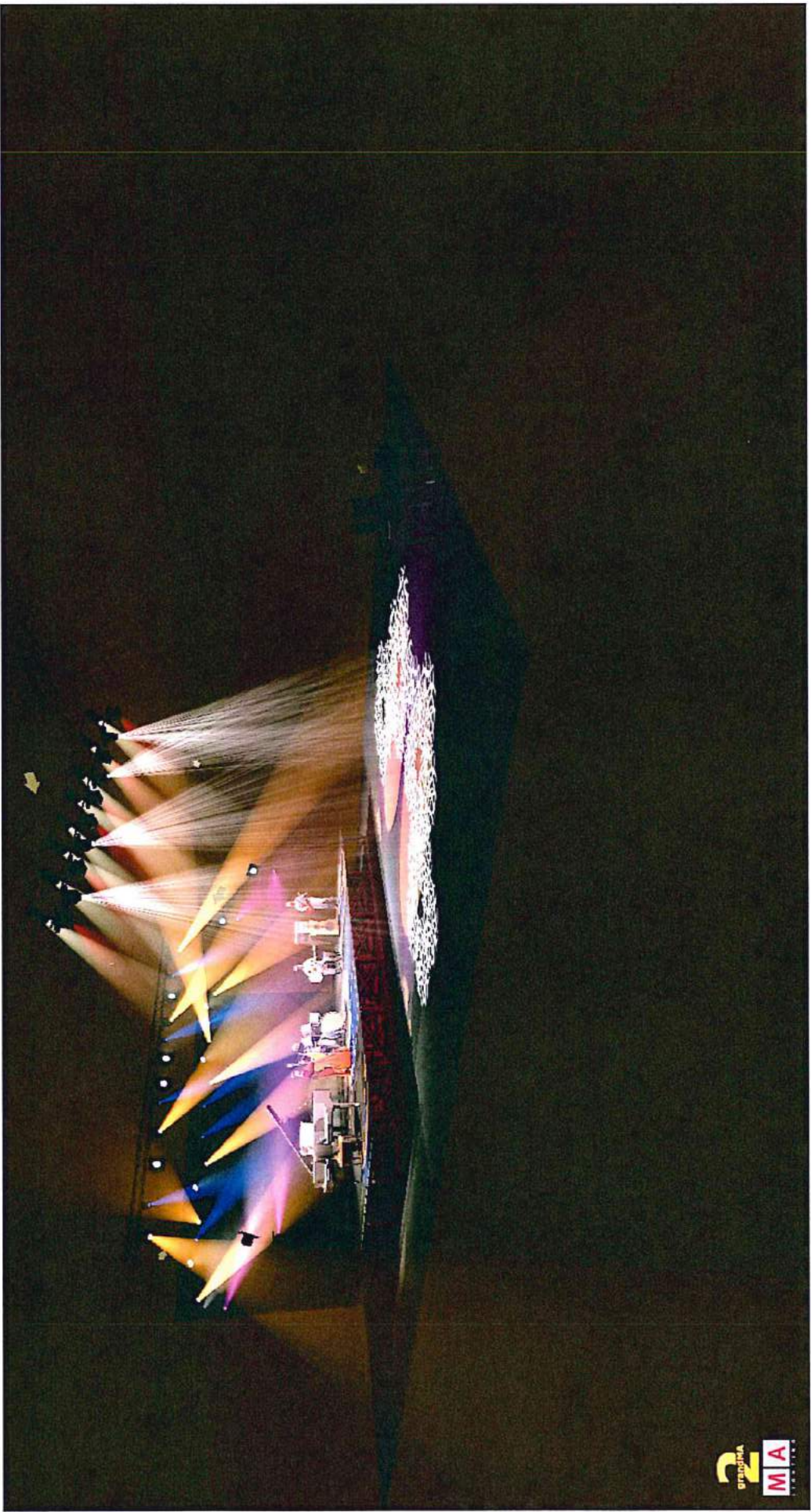
LIGHTING



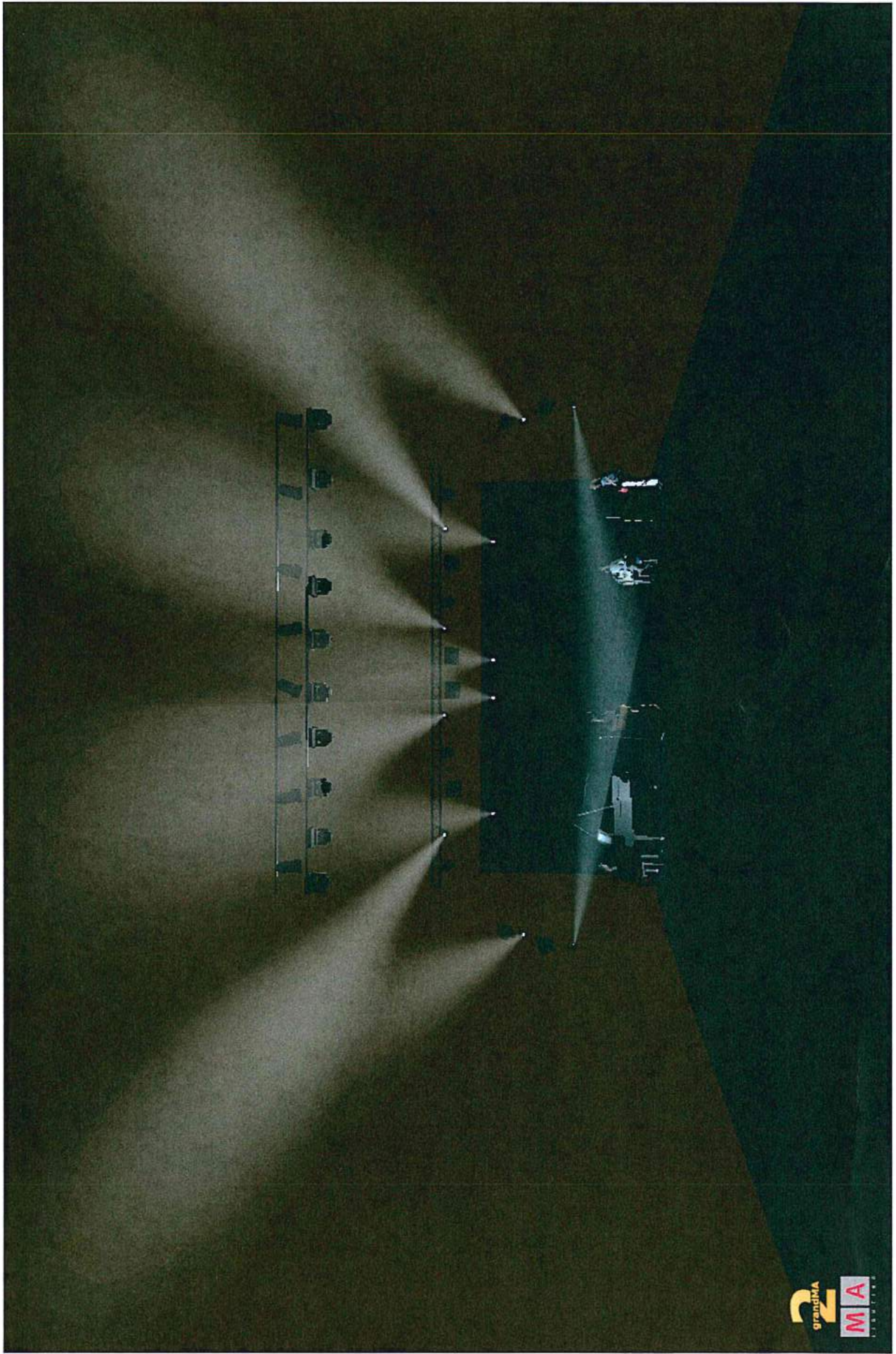














Schedule F – Open Floor Plan

FIRST FLOOR PLAN FOR DISTRICT BALLROOM

