



Celebrity Series of Boston

May 4, 2015

Pier 4 LLC
c/o William Licko
1745 Shea Center Drive, Suite 200
Highlands Ranch, CO 80130

Boston Redevelopment Authority
c/o Richard McGuinness
One City Hall, 9th Floor
Boston, MA 02201

Dear Sirs:

Being duly authorized to represent and act on behalf of Celebrity Series of Boston, and having reviewed and fully understood all the requirements and information provided, the undersigned hereby submits the attached Application and support materials and hereby applies for the future opportunity to provide or submit a proposal for the Civic/Cultural Space as described in the RFI from Potential Qualified Civic and Cultural Users for the 100 Pier 5 Civic /Cultural Space (the "RFI").

The Owner, the BRA and MassDEP are hereby authorized by the Applicant to conduct any inquiries and investigations to verify the statements, documents, and information submitted in connection with this Application, and to seek clarification from references and other third parties regarding any financial and experience issues.

If you have any questions regarding this Application, please contact:

Gary Dunning
President & Executive Director
Celebrity Series of Boston
20 Park Plaza, Suite 1032
Boston, MA 02116

The undersigned confirms and warrants that there is no officer, director, partner, employee or spouse of any of the foregoing categories of individuals who is a) An elected official of the City of Boston or an employee of the City of Boston, MassDEP or the Owner; or b) Related to or has any business or family relationship with any elected official of the City of Boston or any conflict of interest in the evaluation or consideration of this Application by the Owner, the BRA or MassDEP.

The undersigned declares that the statements made and the information provided in the duly completed Application are complete, true and correct in all respects.

Sincerely,



Gary Dunning
President & Executive Director
Celebrity Series of Boston

Celebrity Series of Boston

Celebrity Series of Boston is a non-profit presenting organization with a 76-year history of bringing the world's greatest performing artists to Boston. Our mission is to present artists who inspire and enrich our community. We believe in the power of excellence and innovation in the performing arts to enrich life experience, transform lives, and build better communities. We envision a community of Greater Boston where the performing arts are a valued, lifelong, shared experience - on stages, in schools, in homes - everywhere.

Throughout its history, the Series has presented nationally and internationally acclaimed artists and ensembles in their Boston, and often U.S. debuts. In addition to subscription series of chamber music, piano recitals, and dance, programs featuring jazz, spoken word, world music, and other entertainments introduce local audiences to a range and breadth of performing arts experiences not available elsewhere. During the 2015-2016 season, the Series will offer 62 performances including celebrated cellist Yo-Yo Ma, Orchestra National de France, Jazz at Lincoln Center Orchestra with Wynton Marsalis, Hubbard Street Dance Chicago, Itzhak Perlman and Alvin Ailey American Dance Theater.

For over 25 years, Celebrity Series has honored its commitment to making the performing arts available to all through its community and education programs. **Arts for All!** encompasses four programs that include workshops in schools and conservatories, community concerts, discounted tickets to Celebrity Series' main stage season, and large-scale participatory events. These programs enhance the vibrancy and social capital of underserved Boston neighborhoods by activating communities with a range of live performance experiences to engage people of all ages.

Identified Need

Celebrity Series has identified two specific gaps in performance and arts related venues in Boston that, if filled, would provide the opportunity to broaden the current array of live performance offerings and enrich the experience of live performance for Boston. First is a flexible performance space of approximately 200-300 seats – one that could be configured as a cabaret or mixed cabaret/concert seating. Artists presented in such a venue would range widely from classical to contemporary. Having just inaugurated a new performance festival in Boston, *Stave Sessions*, a permanent venue would allow significant expansion of the kind of artists, ensembles and genres presented in Boston. The availability of food and beverage service would elevate the performance experience from the typical concert setting. A summary overview of the first season of *Stave Sessions* is included in the application materials to demonstrate the response from press, critics and artists to such a venture.

The second gap is a space dedicated to educational enrichment for adult arts-attending and interested-in-attending audiences. Celebrity Series brings a wide range of artists and ensemble (over fifty different presentations each year comprising over 300 artists). The ability of these artists to interact with the public as well as their audience is badly constrained by the lack of space (or the cost of space) at most performance venues. Celebrity Series envisions a space that would be used for ongoing lectures, panel discussions, and demonstrations by visiting Celebrity Series artists. We also envision a rich dialogue by adding local artists, academic scholars and the interested audience members.

Pier 4 Space

Celebrity Series imagines the Pier 4 space as a performance venue that would attract year round, indoor, evening performances and seasonal outdoor performances. The indoor space could be configured as a performance venue with flexible seating configurations that would include both cabaret (tables/chairs) and more traditional concert (rows of seats) layouts. Capacity is anticipated to be at least two hundred.

Celebrity Series would seek to enter into an agreement with the lower level restaurant that would provide limited food and full bar service to patrons of the mezzanine venue. If such an arrangement were not possible, Celebrity Series would expect to negotiate with a third party restaurant or food and beverage entity to provide service.

The 'all seasons gathering area' would be in use on all performance nights as either a "green room" for artists or a patron lounge where artists and patrons could meet before and/or after the performance. At the moment the interior conference room would function as just that.

The performance schedule would be modest in the initial season(s). Celebrity Series would be willing to work with other organizations to expand the number of presentations in the venue. It is anticipated that Celebrity Series' own presentations would total 20 – 30 in the first season and would increase to 50-60 within the first few seasons. Since Celebrity Series would make the space available under reasonable terms for performances by local artists and ensembles, the total number of days utilized would be considerably higher.

Celebrity Series Audiences and Future Audiences

Celebrity Series regularly performs before 60,000+ Bostonians each season. The variety and diversity of Celebrity Series' programming has also allowed it to develop one of the more diverse audiences for arts groups in the Boston area. Audiences are drawn from the City of Boston and surrounding areas. A 2012 customer segmentation analysis showed that 87% of the Celebrity Series audience lives within 30 minutes of the Pier 4 location.

The City of Boston is the primary source of the Celebrity Series audience, followed by Cambridge, Newton and Brookline.

We expect audience for events and presentations at Pier 4 will be primarily from Boston and will reflect the characteristics of the audience for Celebrity Series contemporary and jazz programming: over 90% have a college degree; over 80% use social and electronic media as primary communication avenues; 58% of the ticket buyers are female.

Financial Viability and Resources

Celebrity Series has a strong balance sheet. The organization had a leadership change in 2011 and has pursued a strategic plan to strengthen its operating model. Recent years have operated with planned deficits in order to maintain the scale and quality of programming and its commitment to community programs. It will post an operating surplus in its fiscal year ending June 30 2015 and the budget submitted to the Board for approval in late May has an operating surplus.

Celebrity Series has the donor base to undertake a project of the scale of Pier 4, which would require some capital build out as well as ongoing operating expenses. A complete business model and plan will be possible once several discussions have taken place with the Owner and the BRA regarding the space and its needs.