



American Globe Center

What is the American Globe Center?

- A Visionary, Affordable Destination Theatre Center, including:
 - The World's only Timber-frame 1614 Globe Re-creation
 - The AGC Playhouse - a state-of-the-art performing arts and education center with:
 - Mainstage Theatre
 - Black Box Theatre
 - Visual Arts Gallery/Museum
 - Multi-Function and Event Space
 - Inviting Downtown Gathering Areas, Gardens, and Green Space (*coordinated with SLR efforts*).



Why are we here and what can we do for Norwich?

- \$131 Million Annual Economic Boost – Tourism, hospitality, and associated wages will invigorate Norwich’s economy.
- Direct Municipal Revenue – A \$1 per ticket surcharge generates \$300,000-\$500,000 annually; a PILOT program ensures fiscal contribution in place of property taxes.
- Sustained Job Creation – 100+ in-house roles, with a ripple effect across hospitality, retail, and service industries.
- Expanded Tax Base – AGC employees and the growing business ecosystem will attract new residents, strengthening the local economy.
- Continued Downtown Renaissance – A revitalized waterfront, green spaces, and a steady influx of patrons—achieved through AGC investment in collaboration with SLR, NCDC and city efforts.
- Cultural & Educational Enrichment – AGC’s programming and touring performances will bridge funding gaps in arts education, ensuring lasting community impact.
- A Premier Tourism Hub – A one-of-a-kind destination blending entertainment, culture, and history, amplifying Norwich’s reputation as the “Rose of New England.”



It's more than just a project to build a timber-frame re-creation of the 1614 Globe – It's

The Globe,
PLUS
a Black Box &
a World Class
Mainstage
Theatre

The Globe,
PLUS
ZERO Taxpayer
Dollars

The Globe,
PLUS
Downtown
Green Space

The Globe,
PLUS
Celebrating
the Heritage
and Culture of
Norwich



The Globe,
PLUS Job
Creation and
Municipal
Revenue

The Globe,
PLUS \$131
Million in
Economic
Development

The Globe,
PLUS
In-School
Humanities
Education
Support



The Norwich Opportunity

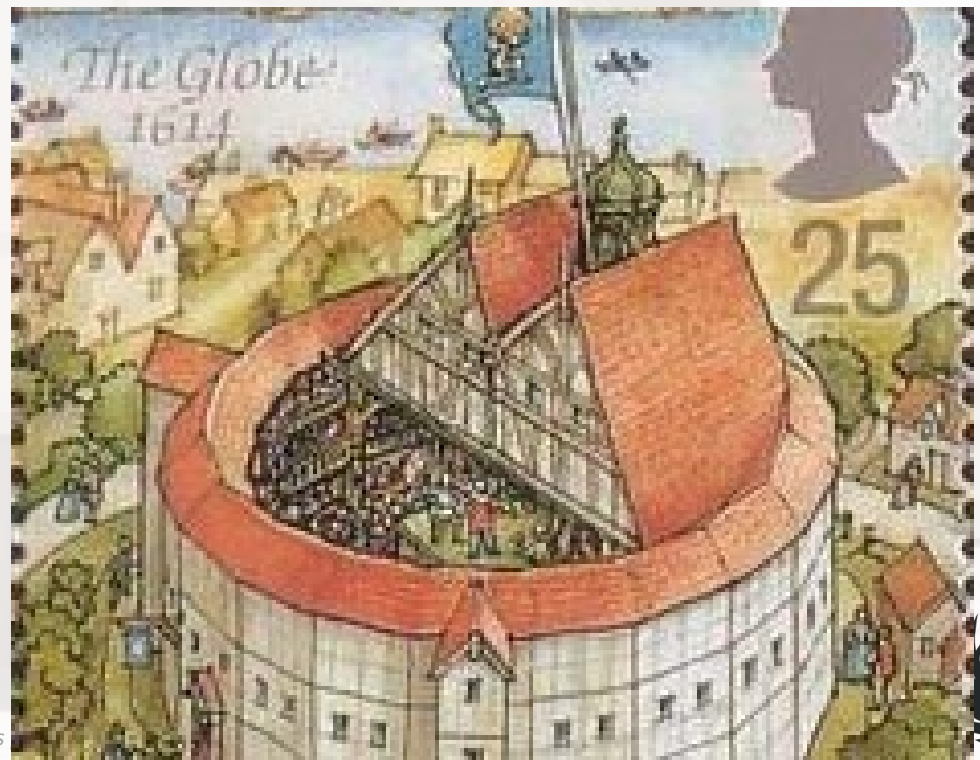
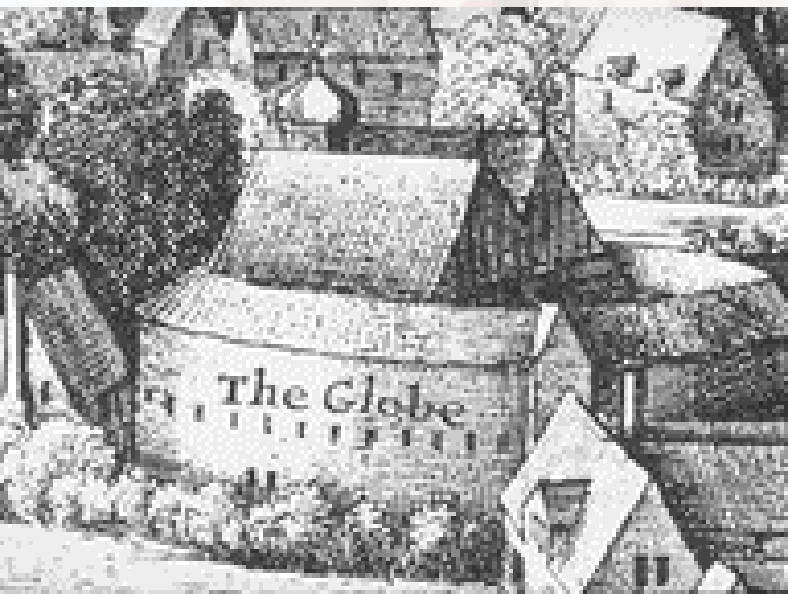
Proven Models:

- We are taking the best of the continent’s successful destination theatres, with repertory presentations in multiple venues. (*Blackfriars is proof of concept*)
- Adding a Globe re-creation and Shakespeare’s Staging Conditions establishes an even bigger major draw.
- The unique concentration of population and education within a 4 hour window of Norwich gives the AGC a clear runway as a haven for cultural tourism and educational enrichment in Eastern CT.

Destination Theatre		Oregon Shakespeare Festival	Utah Shakespeare Festival	Stratford Festival	American Shakespeare Center	American Globe Center (Projected)
Home City		Ashland, OR	Cedar City, UT	Stratford, ON	Staunton, VA	Norwich, CT
Population		21,281	34,764	31,053	25,000	49,000
Number of Theatres		3	3	4	1	3
Number of Seats		2,068	1,891	3,630	300	2,074
Annual Attendance		400,000	110,000	502,605	55,000	300,000
Within 4 Hour Radius	Cities 500,000+	0	1	2	5	3
	Total Population	2.3 Million	2.25 Million	20 Million	20 Million	49 Million
	High Schools	210	112	2,709	2,336	5000+
	Colleges	25	11	159	264	513
Est Annual Economic Impact		\$120 Million*	\$42 Million**	\$278 Million***	\$29 Million****	\$131 Million

For organizations in the United States, this data came from their 2019 IRS Form 990, which is completed on an annual basis by tax-exempt organizations. Utah Shakespeare Festival is the one exception: because it is part of Southern Utah University, all financials are nested within the University’s budget and not easily itemized. Total revenue and program service revenue information was available, however, through the Festival’s annual report. Data for Stratford Festival was acquired through The Stratford Shakespearean Festival of Canada Consolidated Financial Statements (12/31/19). Est. Annual Economic Impact Stats: *Oregon Shakespeare Festival - <https://oregonbusiness.com/in-ashland-the-plays-still-the-thing>** Utah Shakespeare Festival - <https://le.utah.gov/interim/2024/pdf/00000769.pdf>***<https://www.stratfordbeaconherald.com/news/local-news/stratford-festivals-economic-impact-pegged-at-276-7m-in-2023>****<https://americanshakespearecenter.com/2018/11/the-asc-welcomes-the-governors-summit-on-rural-prosperity-to-blackfriars-playhouse>AGC economic development is a projection of average impact per attendee (\$440.55) at other festivals times projected attendance.





Shakespeare's Globe in London by the Numbers

- In 2023, 1.25 Million visitors traveled to the Globe from all over the world
- 408,000 visitors purchased tickets in 2023, while many more participated in other revenue-generating activities, such as tours, museum visits, or educational programming.
- The AGC will offer nearly three times as many ticketed events as Shakespeare's Globe - creating even more ticket revenue, while also providing the same magnetic attraction for scholars, historians, students, and lovers of theatre history.

The draw of a Globe

+

The successful repertory format demonstrated by the North American destination theatres sampled

+

The AGC interactive style of the audience as part of the world of the play

A unique fusion model for massive success.



Better Theatre AND Better Business

- 501(c)(3) non-profit operating with the efficiency and strategic planning of a for-profit business.
- Sustainable financial model – A robust pro forma built on investor backing rather than traditional donor-based models.
- Proven success of Shakespeare’s Staging Conditions in repertory, enabling audiences to experience five to six productions in a single weekend.
- Diverse cultural and educational programming, from Shakespeare and contemporary theatre to music, dance, and more.
- Prime Connecticut location, leveraging the region’s rich cultural heritage to attract both local audiences and tourists.
- Mission-driven impact – Advancing economic development, community engagement, education, and cultural enrichment through the arts.



Funding a Vision...

- People will travel to Norwich and the AGC for a COMPLETE experience:
 - Takes the best of all of the successful destination theaters (e.g. the Stratford Festival - four theaters, hundreds of thousands of tickets.)
 - Adds truly unique opportunity to see shows at a true Globe re-creation
 - “Come to Norwich, CT, see 5 awesome shows (a few in the GLOBE), go the casinos, take a hike, have amazing meals in our restaurants – amazing destination vacation.”
- Creating the complete experience in one project is key – the draw is dependent on it.
- Total Project Budget \$109.3 Million – majority privately funded
- The Arts Funding Landscape:
 - University of Mary Washington Theater - \$117 Million
 - The new Arkansas Museum of Fine Arts - \$170.8 Million
 - New Yale School of Drama & Yale Rep Center - \$150 Million (David Geffen)
 - The Buffalo Art Museum expanded & renovated this year for \$230 Million



Sharing The Vision...

Kevin Brown, President and Executive Director, NCDC

- *“Southeastern Connecticut is already a tourism magnet with Mystic Seaport and the casinos on our two Tribal reservations. This is additive to that tourism draw. But it’s more than that – yes, we have a fun small city food & beverage ecosystem with craft brewers and cultural dining that will benefit, and grow. Beyond the “dollars and cents” of regional attraction this will create, the American Globe Center will also bring significant cultural outreach, with educational and enrichment opportunities and access to theatre and the arts for members of our community right here in Norwich.”*

Rachel Lenda, Director of Tourism, State of Connecticut

- *“The American Globe Center is an incredible opportunity for Connecticut tourism. Imagine a place where history, art, and live performance come together to create something truly special—right here in our state! This one-of-a-kind destination will bring visitors from all over, boosting local businesses, creating jobs, and making Connecticut a go-to spot for cultural tourism. It’s more than just a theatre—it’s a vibrant experience that will inspire, entertain, and strengthen our community for years to come. We couldn’t be more excited to welcome the world to Connecticut’s newest cultural gem!”*

Senator Cathy Osten, CT State Senator & Deputy President Pro Tempore

- Has put forth a bill *“To provide funding to support the American Globe Center to create a unique cultural and tourism hub.”*



Fundraising Model

Sourcing

Private Investors
(at 8-10% return)

- \$37,500,000

New Markets Tax Credits (NMTC)/Loan

- \$58,500,000

Tax-Exempt State Bond Issue

- \$3,000,000

\$109.3 Million*

Timeline

Plan Year 1:
Select Location & Raise \$40,500,000

Plan Year 2
Continue Raise (\$54,000,000) & Begin Construction

Plan Year 3
Final Raise of \$14,800,000 & Complete Build

Target Opening Day 4/23/28

**Also includes \$10.3 Million in private restaurant/caterer funding*



Possible Visions for the Site - OTJ

Proposed Potential Location - Norwich Waterfront

04 / OVERALL SITE CONSIDERATIONS *Overall Site Identification*



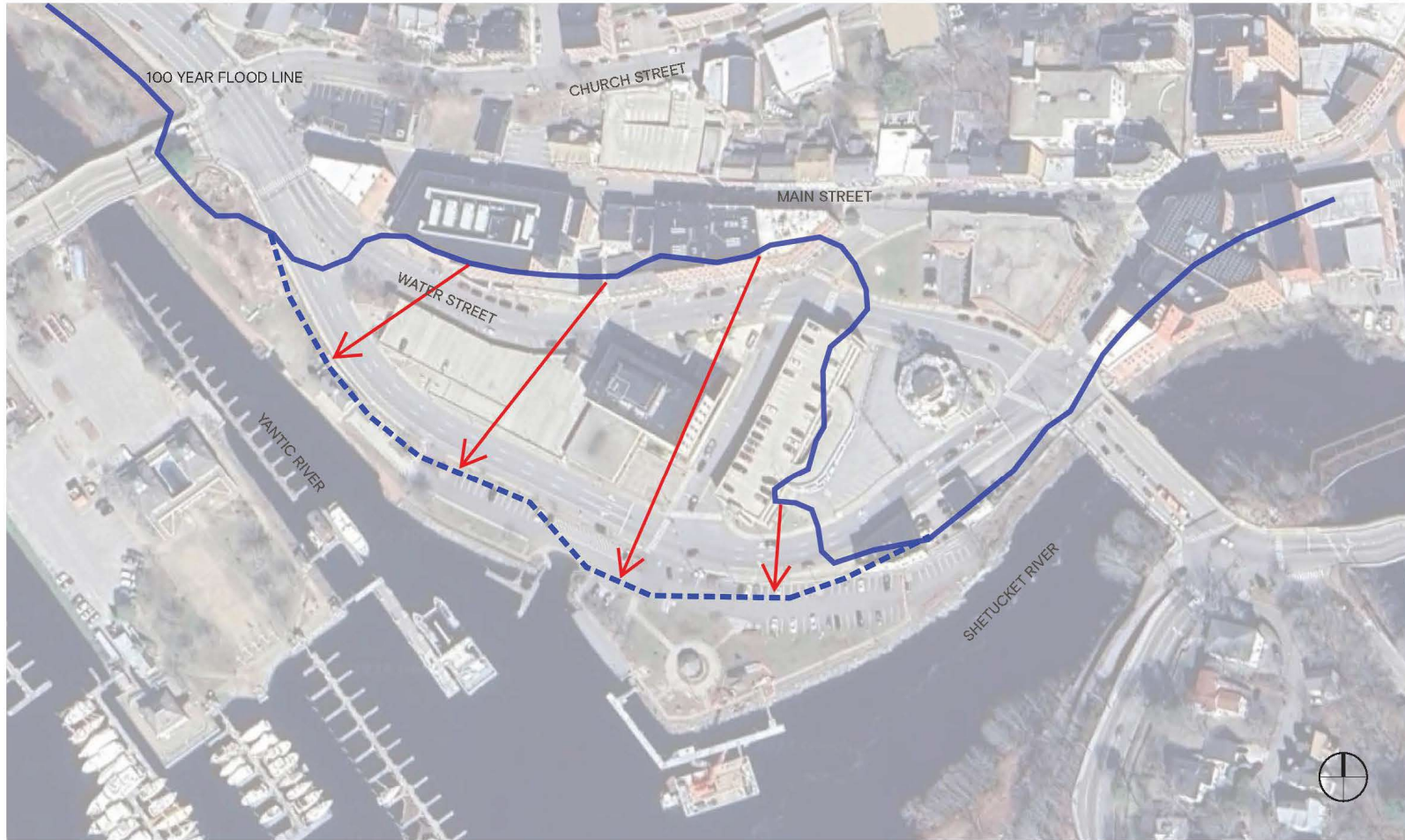
OTJ THE AMERICAN GLOBE CENTER
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Proposed Potential Location - Norwich Waterfront

04 / PROJECT APPROACH *Raise Land Out of Flood Zone*



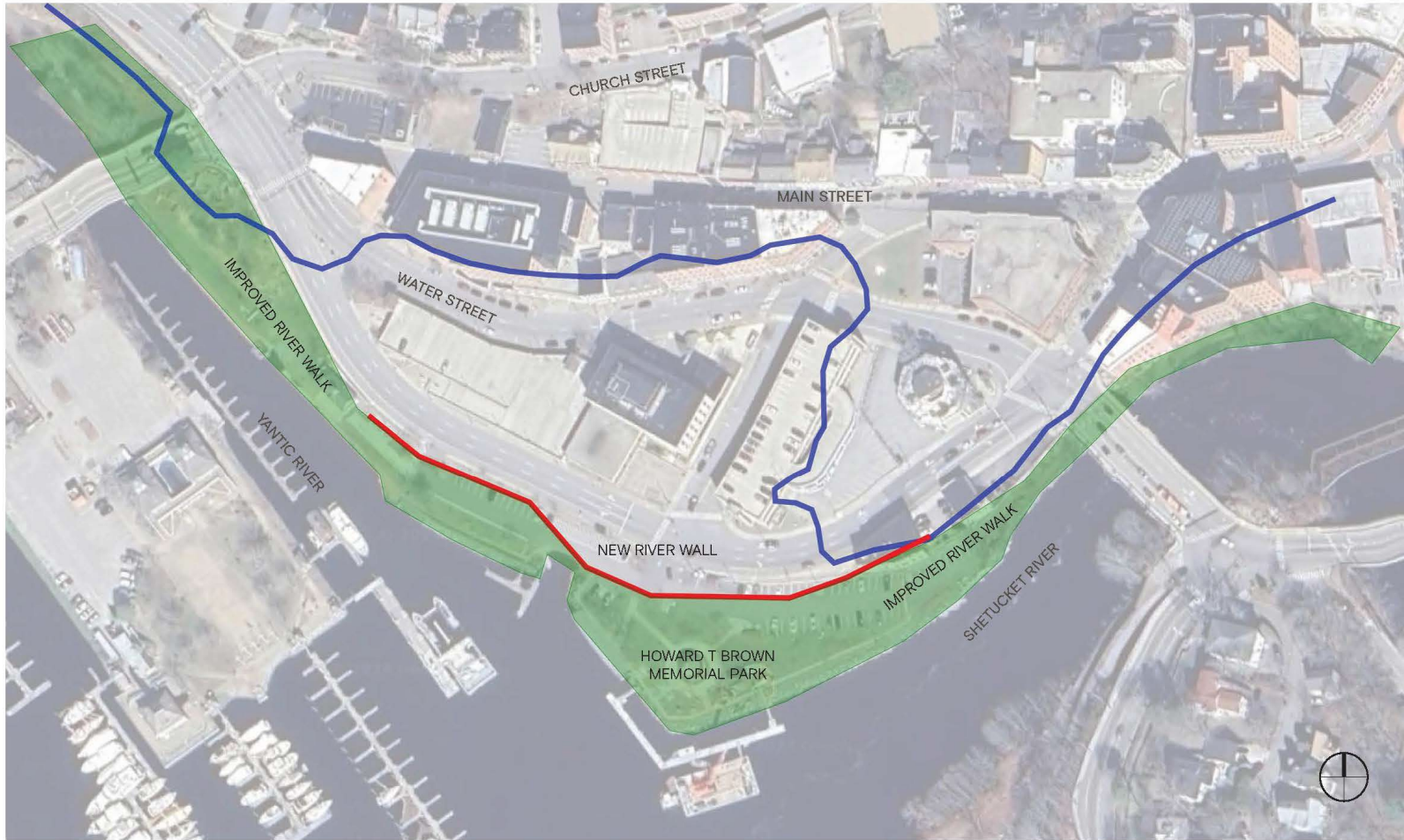
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Proposed Potential Location - Norwich Waterfront

O4 / PROJECT APPROACH *New River Wall*



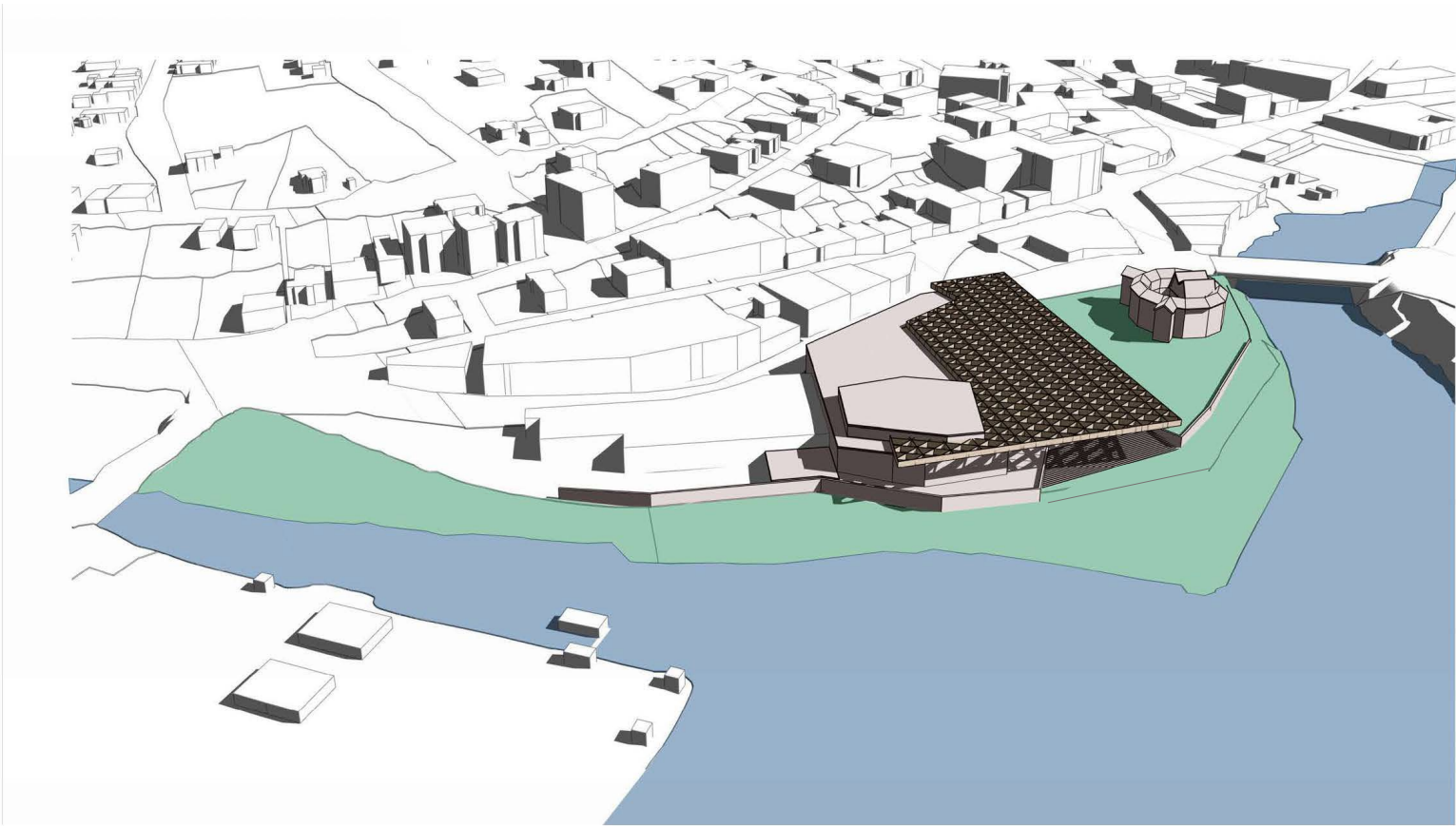
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Proposed Potential Location - Norwich Waterfront

O4 / CONCEPTUAL RENDERING *Aerial View*



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11.15.2024

This material is provided for information and illustrative purposes. Changes may be made during the planning or development stages and dimensions, finishes, and representation are subject to change.

AERIAL VIEW - SE CORNER

N.T.S.



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How Can Norwich and the State Help?

- Continued Support for Bond – Senator Osten has put a \$3 Million bond package on the floor for NCDC in support of the American Globe Center
- Real Estate – we need the smoothest possible path to acquire parcels within the proposed footprint
- Connections – our team wants to speak to all movers, shakers, and potential supporters and investors with interest in growing Norwich
- Fundraising – In addition to the generous state bond, which is designed for primarily real estate acquisition, we also need partnership in raising our “1614 Kickoff Prospectus”:
 - \$1,614,000 launch fund
 - Planning & Design
 - Project Execution and Infrastructure
 - Funding and Advisory Support
 - Public Engagement and Special Events
- Passion for the project – our path to success and super-charging growth in Norwich relies on leaders like you



Together, we can...





**American
Globe Center**

Appendix



Budgets and Funding Models

American Globe Center Construction Budget

AGC SOURCES OF DEVELOPMENT CONSTRUCTION FINANCING	TOTAL
Costs Associated with American Globe Construction Project	
Globe Construction	\$ 37,200,000
Stratford PAC Construction	\$ 48,000,000
Restaurant/Café	\$ 9,000,000
White House building renovation/ADA Compliance	\$ 750,000
Public Restrooms (adequate for 900)	\$ 270,000
Site Development (Globe & PAC Parcel)	\$ 1,800,000
Rock & Unsuitable Removal	\$ 360,000
Parking Lot (325 space surface parking)	\$ 300,000
Hardscape & Landscape around the Globe and PAC	\$ 1,200,000
Construction Contingency	\$ 2,400,000
Construction Escalation	\$ 2,400,000
Other Hard Costs	\$ 600,000
Prospectus Launch Proposal	\$ 2,100,000
Subtotal Construction Costs	\$ 106,380,000
Construction Loan Interest	\$ 2,900,000
Total Project Development Costs	\$ 109,280,000



Operating Projections

Revenue								
<i>All ticket assumptions at 50% capacity</i>	AGC minus 3	AGC minus 2	AGC minus 1	AGC Year 1	AGC Year 2	AGC Year 3	AGC Year 4	AGC Year 5
Touring	\$0	\$410,000	\$422,300	\$434,969	\$448,018	\$461,459	\$475,302	\$489,561
Development	\$2,870,000	\$975,000	\$2,030,000	\$685,000	\$697,500	\$710,050	\$722,651	\$735,304
Education	\$0	\$0	\$80,000	\$425,000	\$446,250	\$468,563	\$491,991	\$516,590
Event/Rental Revenue	\$0	\$0	\$0	\$200,000	\$210,000	\$220,500	\$231,525	\$243,101
Stratford PAC / Globe	\$0	\$0	\$0	\$14,479,934	\$14,624,733	\$14,770,980	\$14,918,690	\$15,067,877
Institutional	\$37,500,000	\$66,475,298	\$30,271,494	\$318,323	\$2,032,318	\$3,467,697	\$4,811,868	\$6,126,400
Total Revenue	\$40,370,000	\$67,860,298	\$32,803,794	\$16,543,225	\$18,458,819	\$20,099,248	\$21,652,028	\$23,178,834
Expenses								
Staff Salaries	\$209,100	\$285,770	\$939,393	\$3,407,083	\$3,713,383	\$3,886,896	\$3,995,246	\$4,106,875
Touring Total	\$24,401	\$537,339	\$553,459	\$570,063	\$587,165	\$604,780	\$622,923	\$641,611
Development	\$0	\$0	\$35,700	\$89,741	\$92,433	\$95,206	\$98,062	\$101,004
Administrative	\$0	\$0	\$23,700	\$116,380	\$119,871	\$123,468	\$127,172	\$130,987
Education	\$0	\$0	\$167,145	\$334,290	\$307,512	\$381,117	\$380,664	\$329,987
Marketing	\$0	\$66,100	\$88,583	\$91,225	\$93,962	\$96,781	\$99,685	\$102,675
Event Expenses	\$0	\$0	\$0	\$100,000	\$105,000	\$110,250	\$115,763	\$121,551
SPAC/GLOBE Total	\$0	\$0	\$202,575	\$3,393,415	\$3,563,086	\$3,580,173	\$3,677,404	\$3,777,298
Institutional	\$25,202,401	\$54,413,395	\$30,474,916	\$6,408,710	\$6,408,710	\$6,408,710	\$6,408,710	\$6,408,710
Total Expenses	\$25,435,902	\$55,302,604	\$32,485,472	\$14,510,907	\$14,991,123	\$15,287,380	\$15,525,628	\$15,720,697
Net Income	\$14,934,098	\$12,557,694	\$318,323	\$2,032,318	\$3,467,697	\$4,811,868	\$6,126,400	\$7,458,137



Kickoff Prospectus

ASF Kickoff Prospectus Budget	TOTAL
Launch Costs	
Site Planning - site surveys, economic impact, parking and transportation studies	\$ 202,000
Business Plans and Feasibility Study	\$ 35,000
Design Symposium for town and state stakeholders	\$ 59,000
Architectural Design - plans, renderings, and scale model for display	\$ 178,000
Project Management and PR	\$ 353,000
Timber Framing Workshops - including building sample audience bay on premise	\$ 238,000
Globe Exhibition and Website - permanent physical exhibition for public	\$ 95,000
Capital Campaign Start Up - leverage for matching funds, funding consultant	\$ 238,000
IDEA (Inclusivity, Diversity, Equity, Accessibility) and Public Health Consultants	\$ 202,000
Globe Challenge Endowment for Education - challenge for match	\$ 400,000
Total Prospectus Costs	\$ 2,000,000



Leadership Profile



Jim Warren – The “Art”

- Jim Warren is the Founding Artistic Director of the American Shakespeare Center. He directed the ASC’s first show, *Richard III* (in which he played Buckingham), and a total of 128 productions, including 32 of Shakespeare’s 38 plays; he produced and cast over 280 shows during his tenure.
- He grew the ASC from fourteen performances of *Richard III* in Virginia to over two hundred annual performances - by the end of the millennium, the ASC has performed in six countries, 47 U.S. states and one U.S. territory.
- In 2001, the ASC opened the Blackfriars Playhouse, the world’s only re-creation of Shakespeare’s indoor theatre. In 2008, Governor Tim Kaine awarded Jim Warren and Ralph Alan Cohen the Virginia Governor’s Award for the Arts.
- Jim created Shakespeare’s New Contemporaries, a groundbreaking undertaking to develop a new canon of 38 plays that are inspired by and in conversation with Shakespeare’s work.
- He is a member of the Theatre Communications Group and Shakespeare Theatre Association, sharing his experience and expertise, and empowering a new generation of actors and theatregoers to make the most of every moment.



Tom Evans – The “Business”

- Tom is a lifelong performing arts veteran – actor, director, producer, and writer – as well as a marketing and financial executive with a 20+ year track record of business management.
- A member of Actors Equity, Tom is a Founding member of Original Binding Productions, and an alumnus company member of the American Shakespeare Center, the National Shakespeare Company, Hudson Shakespeare Company, CT Free Shakespeare, Prospect Theater Company, the Arena Players, and many more.
- Managed multi-million-dollar budgets as Chief Marketing Officer for Finance of America, one of the nation’s largest non-bank lenders, and produced some well-known TV advertising campaigns.



The Partnership to Capture the Moment for the AGC

- Jim Warren oversaw the construction of a recreation of Shakespeare’s indoor theatre, the Blackfriars Playhouse, in Staunton, VA, which has since made Staunton the home of the ASC and doubled the influx of tourism dollars and business development to the city.
- At different points, Jim was poised to build the Globe in Richmond, VA and Staunton, VA with attention to historical building and staging conventions. His team had performed multiple feasibility studies and was prepared to begin aggressive fundraising in those towns, but all has led to now – the perfect place and perfect time.
- Tom and Jim have been collaborators for over 20 years, and their experience, practicality, passion, and confidence in the fiscal soundness of the Globe project, will create “Shakespeare Central.”

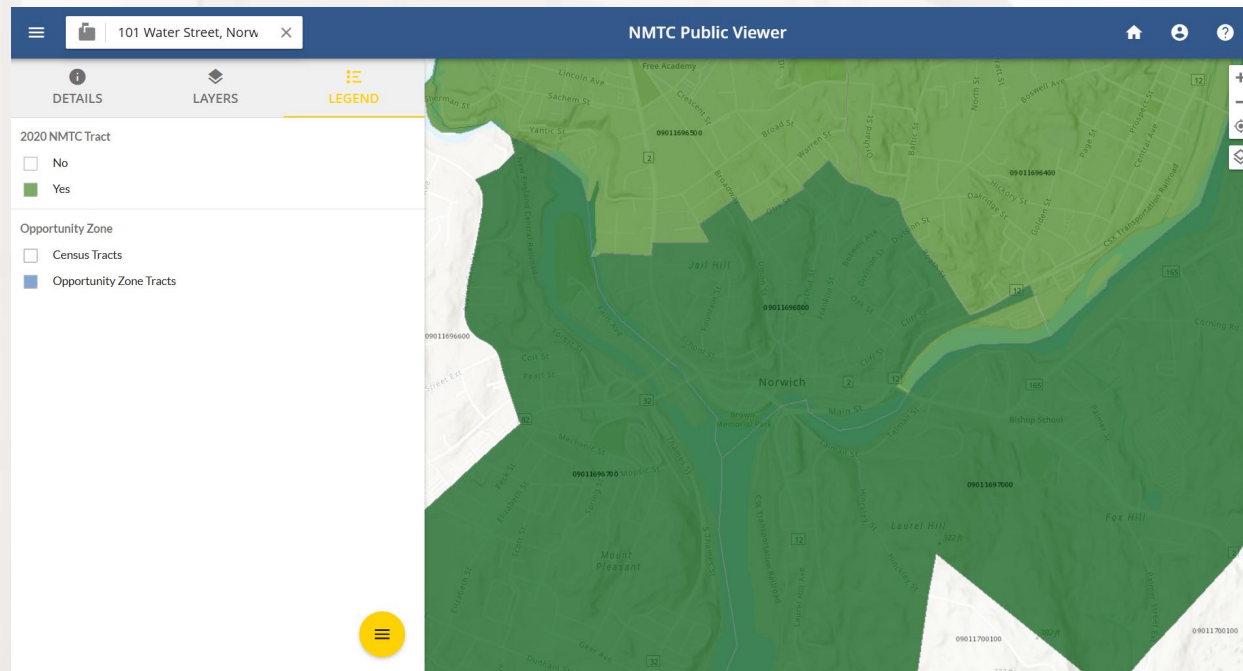


NMTC Details



Fundraising Model - NMTC

- We will take advantage of New Markets Tax Credit Program (NMTC) via the CDFI (Community Development Financial Institution) fund of the US Dept of the Treasury
 - The proposed American Globe Center site falls within the Investment Area and Median Income CDFI Qualified tracts as of the 2020 Census, and are therefore eligible for program consideration:



Fundraising Model - NMTC

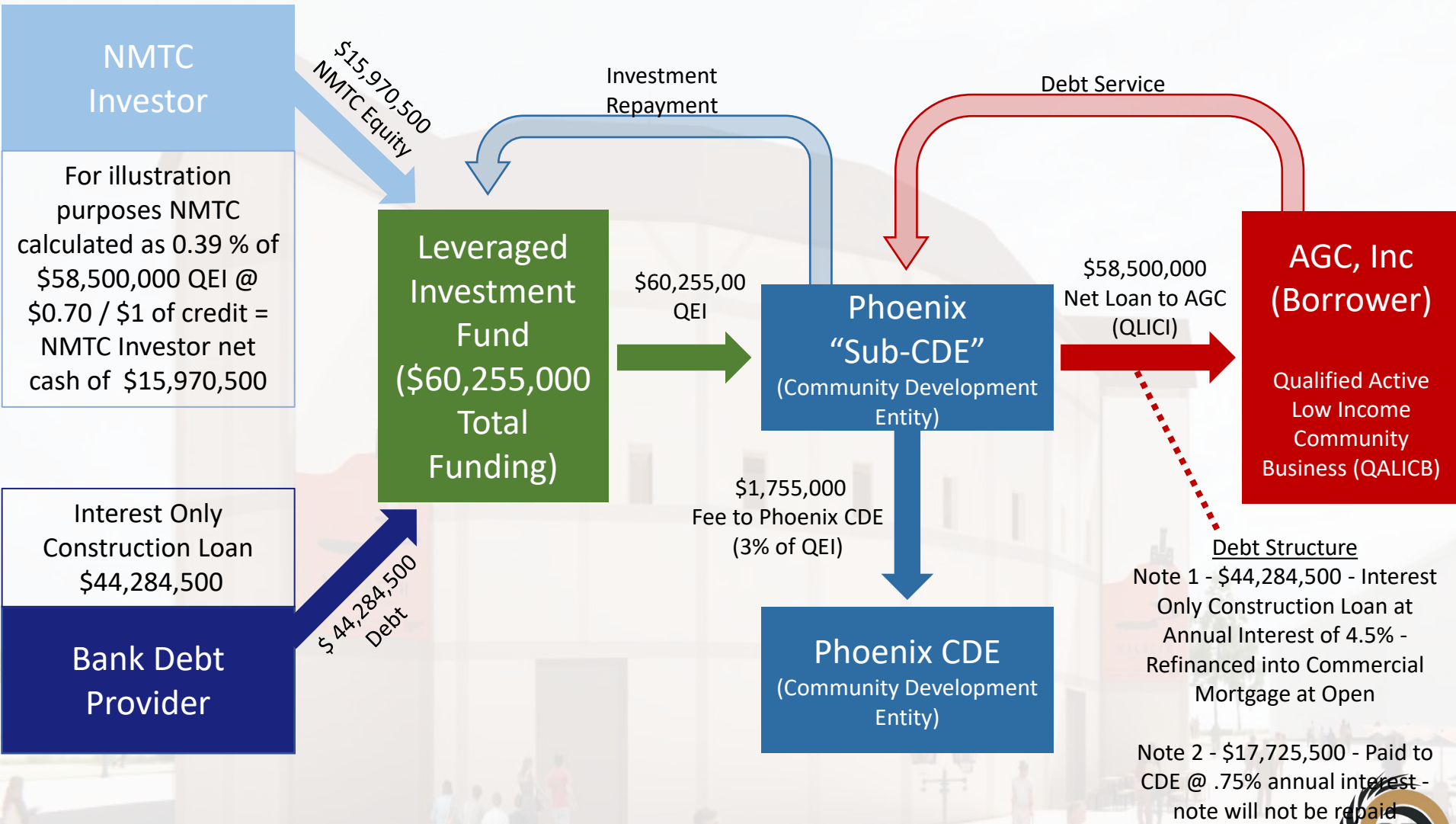
- NMTCs provide a credit against Federal income taxes for investors that make Qualified Equity Investments (QEIs) in certified financial intermediaries called “Community Development Entities (CDEs).”
 - NMTCs are awarded to CDEs, not to individuals or businesses.
- CDEs, in turn, use the proceeds of these QEIs to make Qualified Low-Income Community Investments (QLICIs), such as business loans, in Low-Income Communities.
- An LLC will be created to certify as CDE for the American Globe Center Project
- Essentially, the NMTC allows for a substantive, interest-only “loan,” which does not require principal repayment
- The remainder of the construction costs will be financed through:
 - Traditional Investors
 - Interest-Only construction loan, to be refinanced into commercial loan
 - Community Development Block Grant
 - 20-year Bond Issue



Simple Example of NMTC

- Total project costs - \$100,000,000
- Available tax credits from program - \$39,000,000
- Investor can purchase at 70% of value - \$27,300,000
- Closing Costs to the Community Development Entity - \$1,500,000
- Net Cash to Project - \$25,800,000 – over 25% of the project can be funded via the program
- The remainder is made up from investors, donations, and construction loans

NMTC Funds Model for AGC





**American
Globe Center**