



Dear Friends & Colleagues,

We write to share some important news regarding our collaborative work to secure a financially sustainable and artistically ambitious future for professionally produced live theater and arts education in our region.

After more than a year of careful exploration—grounded in data and informed by national best practices and input from all stakeholder groups—the Boards of City Theatre, Pittsburgh CLO and Pittsburgh Public Theater brought to vote a resolution *solely crafted* to authorize their respective participation in a proposed *three-way consolidation process*.

Recognizing that fundraising support and other questions remain open, the decision to move to a vote at this stage was driven by both the robust body of information that has been collected, as well as the need to move with appropriate urgency to address near-term challenges while simultaneously contemplating a future as a combined organization.

The Boards of Pittsburgh CLO and Pittsburgh Public Theater voted to approve the resolution; the City Theatre Board chose to remain as an independent organization. As we've communicated, this process was never about a predetermined result.

We fully respect the decision of each Board and are deeply grateful for the thoughtful engagement that has underpinned every aspect of this effort. From the outset, our organizations have worked cooperatively and constructively to explore whether a new model, comprising a single entity, could be formed to address mounting challenges facing regional theaters nationwide, including rising costs, shifting audience behavior and increased competition for funding. At the same time, each organization has fully understood the need to assess an independent parallel path, specific to their own operations and needs, that could emerge as a preferred alternative to a three-way combination.

Although we did not reach a unified decision with this vote, the process has been enormously beneficial for all of our organizations—producing extraordinary learnings, clarifying opportunities and risks, yielding new insights and informing how each organization can move forward with greater intention and resilience. We are all strengthened because of this work.

Next Steps for City Theatre

While all three theaters face similar macro challenges, City Theatre's structure and positioning are the most unique among the three organizations, with a South Side location integral to its identity and audience pool, as well as its size and intentionally intimate scale. As the smallest

theater within the group, City Theatre could be most impacted by the complexity of a large merger and the ultimate shape of a three-way consolidation.

Those crucial factors were at the core of a carefully considered decision to remain independent. Looking ahead, City Theatre intends to leverage the invaluable learnings from this effort to inform thoughtful decision-making and forge a path to long-term sustainability specially tailored to its operations. It is also eager to continue supporting the remarkable spirit of collaboration at the heart of this process, which already has yielded meaningful benefits, including future programming partnerships and the joining of forces to launch the Go See a Show Campaign.

Next Steps for Pittsburgh CLO and Pittsburgh Public Theater

As producing theaters located downtown, Pittsburgh CLO and Pittsburgh Public Theater are situated within the central hub of the city's broader revitalization plan, which is designed to drive economic opportunity, innovation and even greater cultural vibrancy. These two organizations also share more similar audience compositions (with data indicating the strongest potential programming pairing), closer alignment with brand positioning and artistic mission, and ongoing excitement around creating a ground-breaking model that addresses certain financial challenges, while also delivering new opportunities for audiences, artists, arts education and our broader producing theater ecosystem.

As such, significant enthusiasm remains among the respective Board Chairs about the possibility of a two-way merger, which was not contemplated in the resolution put before the Boards. With the vast amount of data already at hand, a new proposal based on a two-way combination—again contingent on fundraising support—will be developed with updated financial modeling and potential scenarios, discussed with key stakeholders and presented to the two Boards likely within the next month.

Looking Forward with Gratitude

We are proud of the diligence, integrity and collaboration that have defined this process and each move forward on new paths with optimism, humility and resolve.

Thank you for being part of this process and for your ongoing support of Pittsburgh live theater.

With respect and gratitude,

The Boards and Leadership of:
City Theatre
Pittsburgh CLO
Pittsburgh Public Theater