

**Mayor's Office: Council Agenda Item Request Form**  
*This form and supporting documents (if applicable) are due the Wednesday before the COW meeting by noon.*

<b>Date Received</b> (office use)	15 March 2017
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<b>Date of Request</b>	03/15/2017
<b>Requesting Staff Member</b>	Holly Yocom
<b>Requested Council Date</b>	03/21/17
<b>Topic/Discussion Title</b>	Abravanel Hall
<b>Description</b>	Abravanel Hall Master Plan Presentation given by Holly Yocom and the CFA Staff to give an overview of the needs of the space as the Hall continues to grow. -In 2013, CFA contracted with HKS Architects to conduct a Master Plan study of the Hall and provide recommendations to make Abravanel Hall relevant for our community for the next 35 years and beyond. Working with CFA and the Utah Symphony, HKS led a series of walk-throughs, visioning sessions and targeted discussions to identify current usage patterns of the venue as well as service gaps and areas of improvement for users and guests.
<b>Requested Action<sup>1</sup></b>	Presenting
<b>Presenter(s)</b>	Holly Yocom, CFA Staff, HKS, Paul Meecham (Executive Director, Utah Symphony)
<b>Time Needed<sup>2</sup></b>	<20
<b>Time Sensitive<sup>3</sup></b>	Yes
<b>Specific Time(s)<sup>4</sup></b>	No
<b>Please attach the supporting documentation you plan to provide for the packets to this form. While not ideal, if supporting documents are not yet ready, you can still submit them by 10 am the Friday morning prior to the COW agenda. Items without documentation may be taken off for</b>	Attached: Master Plan Summary Power Point Presentation

*Kim Barnum*

<sup>1</sup> What you will ask the Council to do (e.g., discussion only, appropriate money, adopt policy/ordinance) – in specific terms.  
<sup>2</sup> Assumed to be 10 minutes unless otherwise specified.  
<sup>3</sup> Urgency that the topic to scheduled on the requested date.  
<sup>4</sup> If important to schedule at a specific time, list a few preferred times.

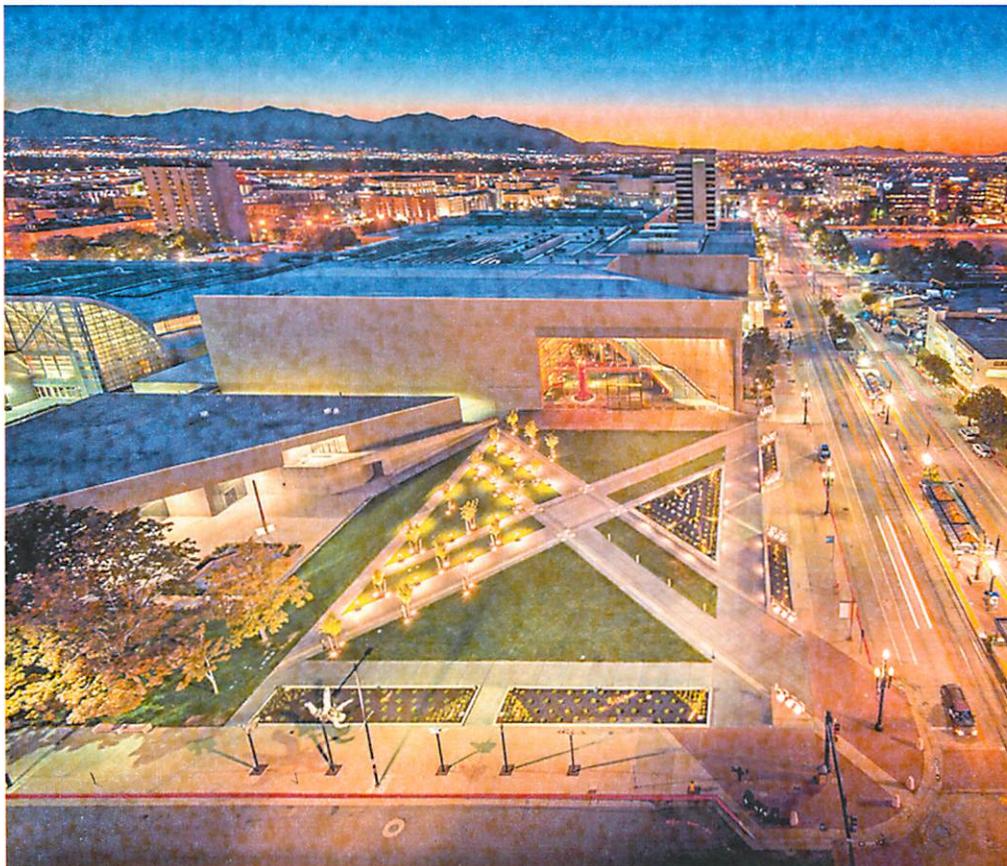
<b>consideration at that COW meeting.</b>	
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**Mayor or Designee approval:** \_\_\_\_\_

# **Abravanel Hall Masterplan**

## **Executive Summary**

### **March 15, 2017**



## **Abravanel Hall Master Plan Executive Summary**

Opened in 1979, Abravanel Hall is one of the finest concert halls in America, and is internationally recognized for its acoustics. This architectural icon in Salt Lake City has served the people of Utah for 38 years and is a monument to the rich cultural heritage of our community. Salt Lake County owns and operates Abravanel Hall and the Utah Symphony is the Hall's primary resident.

During the lifetime of Abravanel Hall, the Symphony has grown, the event mix has increased, and audience expectations have changed. Primarily a live concert venue, Abravanel Hall has become a prime location for other arts and entertainment events. In 2002, the Hall was a primary location for the Cultural Olympiad. We've hosted the Dalai Lama; comedy acts like Jerry Seinfeld and Brian Regan; the annual Warren Miller ski movie; and pop and rock concerts like Brian Wilson, Howard Jones, and more.

Many of the events we host today, including symphony events, demand more technical support. Often this requires us to come up with short term solutions because the Hall cannot handle these demands in-house.

In 1997, a two-story addition on the northwest side of the building addressed the need for more restrooms, a ticket office, and a reception/hospitality room. While the addition remedied critical needs at the time, it was 20 years ago. Over time, we have identified additional needs, including the need for more physical space in the building and renovations of existing areas to allow for venue flexibility, patron expectations, and future growth.

The space constraints of the existing building have made it difficult for staff and artist growth to match patron expectations of the modern orchestra and its role in the community. These new realities shed a particularly bright light on the limits of the lobby. With the 2002 installation of the Chihuly sculpture, we lost even more space in the lobby which serves as little more than a pass-through for our guests and the lobby congestion problems have added to the generally outmoded feel of Abravanel Hall's front of house experience.

In 2013, CFA contracted with HKS Architects to conduct a Master Plan study of the Hall and provide recommendations to make Abravanel Hall relevant for our community for the next 35 years and beyond. Working with CFA and the Utah Symphony, HKS led a series of walk-throughs, visioning sessions and targeted discussions to identify current usage patterns of the venue as well as service gaps and areas of improvement for users and guests.

We identified that additional space is needed for guest services (concessions, restrooms, merchandise stands), increased lobby and public circulation, rehearsal and smaller performances, offices and workspace, and hospitality space. We also identified key renovation projects that address performer and patron needs as well as safety, deferred capital maintenance projects, and venue accessibility issues.

HKS and their team of industry experts discussed various options to address the facility needs and presented new ideas to invigorate the existing space. Throughout the process, the intent was to stay true to the spirit and iconic architecture of Abravanel Hall, yet provide renovations and enhancements for both the current users and those of the future.

From these discussions, HKS helped codify a clear vision for the future of the Hall and then broke the vision into six individual projects that address the identified needs of the owner and users of the facility. Each project stands on its own and can be undertaken as time and budgets permit; they are not sequential. These six project areas are:

**Area 1 – Front of House: Lobby Renovation**

**Area 2 – Concert Hall: Technical Positions and Equipment Upgrades**

**Area 3 – Back Stage: Renovation & Expansion of Production Spaces**

**Area 4 – Plaza Enhancements: Fountain Replacement & Electronic Message Center**

**Area 5 – Lobby Expansion: New North Building, Three-story Addition**

**Area 6 – Back of House Expansion: New Musician Workspaces & Symphony Offices**

For your reference, in addition to the graphics provided in this narrative, a series of drawings are attached to this document that shows the location of each of the six individual projects.

While Seating was discussed at length – ADA seat locations, side and center aisles, sightlines – and we all agreed that a seating study is warranted; we also agreed that it is not a feasible project at this time. We hope to look at a seating study at a future date.

## Area 1 – Front of House Lobby Renovation

The lobby is the gathering place for the patrons of Abravanel Hall. While the iconic architecture provides a striking setting for event goers to see and be seen – the patron services and flooring of the lobby have long been in need of renovation and replacement. In 2016, we completed Phase 1 of the Lobby Renovation Project with the \$550,000 lobby carpet replacement.

In 2017 we will begin Phases II & III, including: a new concessions, merchandise and coat check counter to improve patron services; new escalators from the west entrance and ticket office up to the main lobby; and a digital display to advertise upcoming events and services.

Phase IV of the lobby renovation will address lighting in the lobby and a new sculptural base and lighting for the Chihuly sculpture. We have inadequate lighting in our lobby and we will install new fixtures to address low lighting levels. This will improve public safety, the patron experience, concession and merchandise sales and private event rentals in the lobby. The Chihuly is a dramatic part of the lobby and needs to integrate better in the space. A new, complementary base and new lighting will better showcase and display this important public art piece.



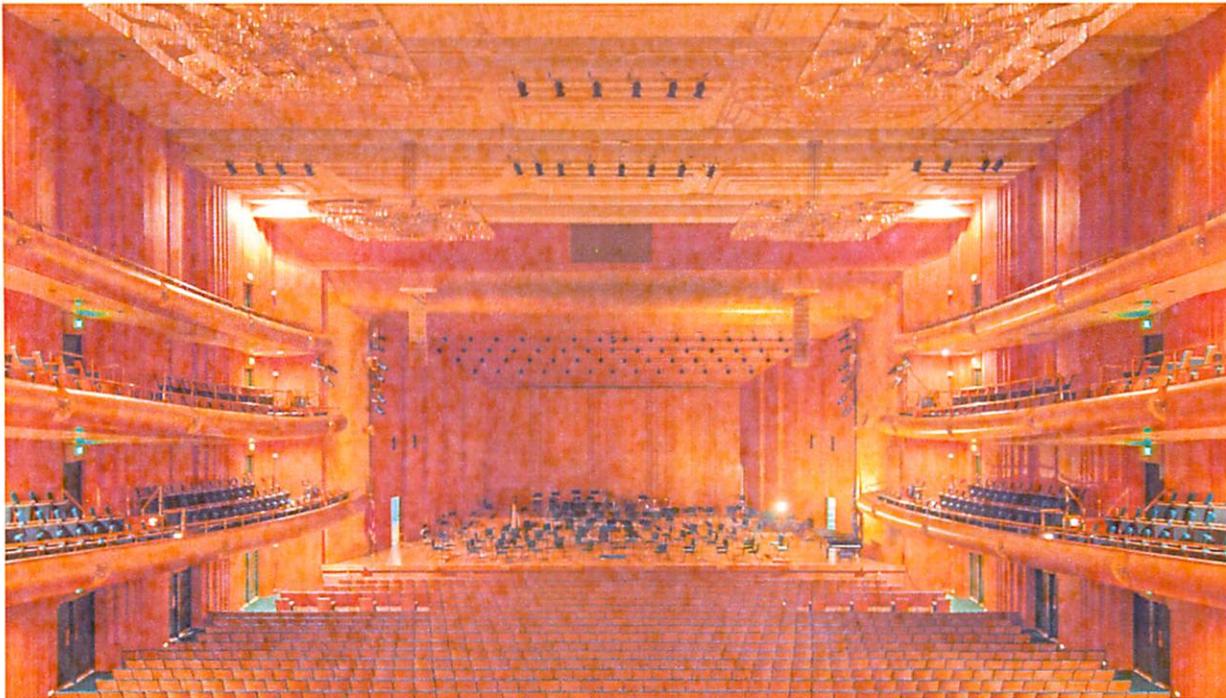
### Features & Benefits

- Phase II – Renovate and streamline patron services area in lobby. New concessions & merchandise counter, coat check millwork, digital display, and furniture.
- Phase III – New escalator at west entrance. Improve circulation to the lobby from west entrance, which is closest to ticket office and TRAX stop.
- Phase IV – New lobby lighting and sculptural base and for the Chihuly sculpture. Showcase the Chihuly with improved lighting and base with integrated guard rail.

**Cost Estimate - \$3.42 million**

## Area 2 - Concert Hall Technical & Equipment Upgrades

Abravanel Hall is revered as one of the finest concert halls in America. Patrons are continually amazed at the acoustics and beautiful finishes within the hall. The proposed technical and equipment upgrades to the hall will provide new options and opportunities for musicians and performers; “clean up” the visual clutter of existing lighting and technical distractions around the proscenium; save operations costs with new LED illumination over the stage for the musicians and enhance the patrons’ experience while being very sensitive to the acoustics and finishes of the Hall.



### Features & Benefits

- Create a new house technical position in the rear of the hall. Improve event management and improve patron experience
- Replace existing stage ceiling lights recessed light fixtures for improved LED stage lighting
- Replace theatrical lights and pipes at the side of the proscenium with new theatrical lights above the side tiers of the house to reduce visual clutter around the stage.
- Add new lighting and technical capabilities to increase flexibility of Abravanel Hall. Intelligent light fixtures at ceiling, new orchestra enclosures, theatrical rigging, theatrical projection, and theatrical dimming and controls.

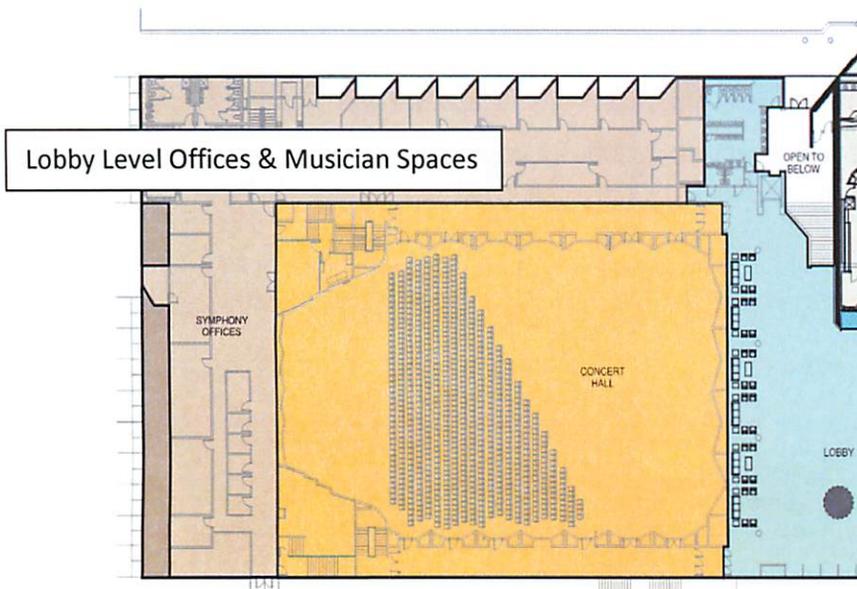
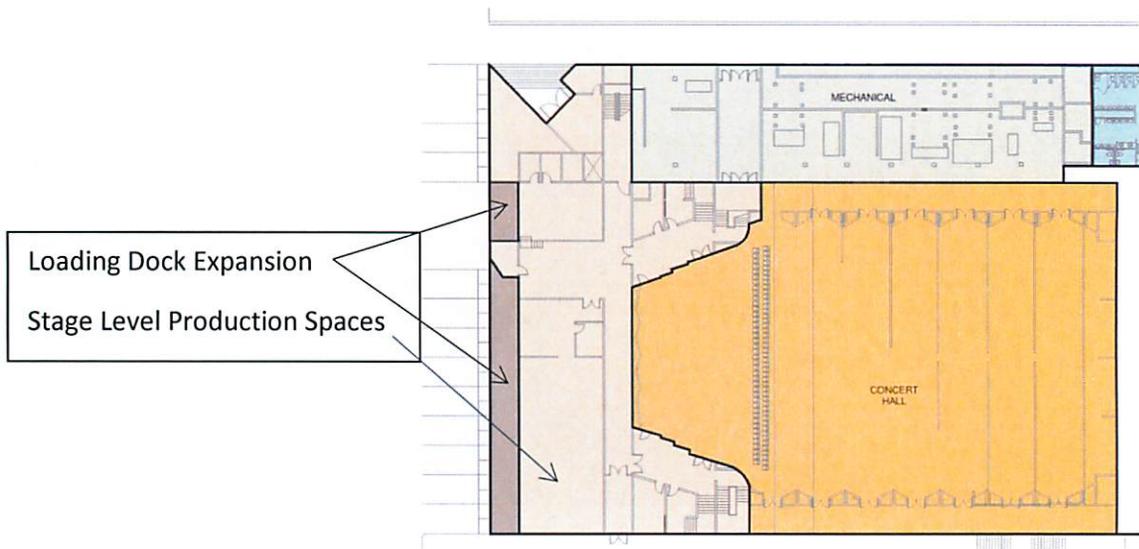
**Cost Estimate - \$2.14 million**

### Area Three – Back Stage Remodel of Production Spaces on Stage & Lobby Levels

As the Symphony’s programming grows and includes more technical elements, and as our product mix at Abravanel Hall grows, the existing back stage production, storage, and office spaces are undersized and inadequate.

On the Stage level, expanding the dock and storage area will increase efficiency and operations and will add desperately needed new storage and works spaces. The loading dock will be more efficient for loading and unloading as the revised ramp will be larger.

The Lobby level renovations will reconfigure the current layout of offices and work spaces into a more efficient space. We will renovate and update Symphony and County offices, musician work spaces, restrooms, conference room, locker and restrooms. We will also fire-proof and expand the Symphony music library, which holds thousands of scores and is a primary asset for the Symphony.



## **Area Three – Back Stage Remodel of Production Spaces on Stage & Lobby Levels**

### **Features & Benefits**

#### **Stage Level Back Stage**

- Streamline production and operations back stage by remodeling the back of house at Stage level. Loading dock, storage areas, operations, and office areas
- Add additional storage space for musical instruments, equipment, and theatrical components by extending the back of house building area by 10 feet to the south, gaining 1,500 square feet of usable space.
- Extend dock area to the south to allow for larger trucks and improved production capabilities.

#### **Lobby Level Back Stage**

- Efficient design to reconfigure and renovate Symphony and County offices, locker rooms, conference room, dressing rooms, and instrument storage.
- Remodel also includes reconfiguration of music library to accommodate the volume of music the symphony owns.

**Cost Estimate - \$6.73 million**

**Area 4 – Plaza Enhancements: New Fountain & Electronic Message Center**

In 2015, the Abravanel Hall Plaza underwent a \$1.8 million renovation to create a safe and inviting setting for patrons, and the public. The beloved fountain was found to have a number of unreparable leaks and the concrete was buckling and heaving, causing safety concerns.

The new plaza is an exciting public space and entry to the Hall. New landscaping, trees, benches, walkways and gathering areas offers a comfortable place for the community to enjoy and is a beautiful new entrance to Abravanel Hall.

To further enhance this new plaza experience, the master plan identifies new renovation work, including an outdoor water feature, to reference and replace the old fountain. In addition, the installation of a new LED message center will be placed on the northeast corner of the site to inform the public of upcoming events at Abravanel Hall and provide educational opportunities for the public.



**Features & Benefits**

- New 1,370 square foot Triangular Reflection Pool with Zero Edge water fall, and gold color edge panel - in concert with the gold elements of Abravanel Hall. Outdoor water feature provides a welcoming gathering element for pedestrians, especially in the summer months when it will act as a cooling space.
- New LED Message Center – designed to match the scale of the new signage elements – to provide visibility from both South Temple Street, and West Temple Street. Advertising for the Symphony and for upcoming events at Abravanel Hall.

**Cost Estimate – 1.9 Million**

## Area 5 – Lobby Expansion

Abravanel Hall’s lobby and patron service components are undersized and do not account for modern audiences and event requirements. While the 1997 addition brought much needed restrooms and a ticket office, it did not address the lobby or patron service areas. And, in 2002, the Chihuly sculpture, *Olympic Spirit*, became a permanent fixture in the lobby. While it is a stunning piece of public art, it takes up valuable circulation space in the lobby.

The Lobby Expansion design is an exciting solution to address the lobby needs, and also provide wonderful new opportunities for both patrons and the Symphony. A new three-story north building expansion will provide a convenient additional main entrance as many patrons arrive to performances via TRAX, and enter the building from this north side. The North Building Expansion will also provide opportunities to improve vertical transportation in the building.

The new addition would significantly enhance the 21<sup>st</sup> century patron experience. Not only will the increased space create superior concessions and space for pre-performance socializing, but it opens up new opportunities to enliven the building during the daytime. The new Chamber room offers the possibility of lunchtime chamber concerts, and an educational resource and meeting place for school groups and the community. The expanded space also creates room for small exhibitions and digital installations to support artistic programming.



## Area 5 – Lobby Expansion

### Features & Benefits

- New three level “North Building” addition to lobby providing new main entrance close to TRAX station; social, artistic and educational performing spaces; additional spaces for Patron Services and Concessions, and an exciting new Hosting area.
- Street Level: New main entrance, new symphony store & café, storage, and a food prep area.  
Lobby Level: New coat check, greater concessions options, storage, a balcony, and a lounge area for drinks and mingling.  
First Tier Level: New Chamber room with adjustable acoustics, theatrical grid, interlocking chairs and theatrical controls. A new hosting area for drinks and mingling, and access to First Tier Room for hospitality space.
- Renovation of existing lobby and circulation bridges, including new flooring, renovation of gold leaf & wood railing, and new lighting.

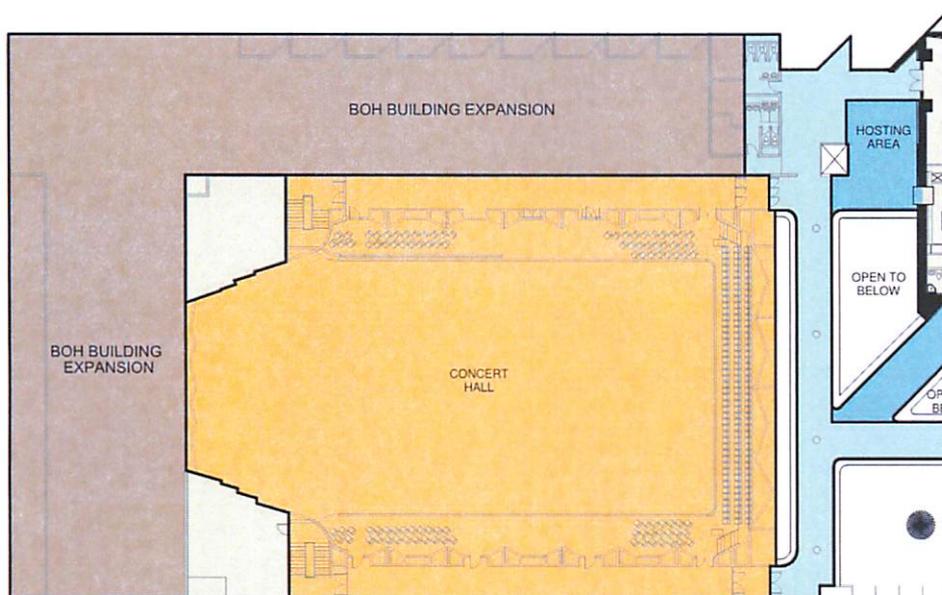
**Cost Estimate – \$18.25 Million**

## Area 6 – Back of House Expansion for Symphony Offices & Musician Spaces

The Symphony has maxed out its use of the offices and its operations and musician spaces and there are several symphony staffers that are located off-site. We have explored several options for expanding the back of house space to accommodate the additional space needs.

The most viable solution for building expansion is to build above the west and south BOH spaces that flank the concert hall. This area will avoid any disruption to the auditorium. The existing structure is adequate to support the addition and the existing stairways and elevators can be extended. The building expansion will allow the Symphony staff to be housed together in one building. The new and improved musician spaces will improve the backstage experience for all performing artists.

Since the 2002 Utah Symphony | Utah Opera merger, the administrative staff has been divided between Abravanel Hall and the Opera's Production Studios. This compromises the effectiveness of the staff. Currently, key departments such as finance and marketing are separated from the executive and development departments. Additionally, the existing office space at Abravanel Hall is fully stretched and will not be able to accommodate additional staff particularly in the fundraising area where there is the greatest need. A fully-integrated staff within the same building will enable any required expansion as well as greater inter-departmental integration, easier communication and less 'silo-ing.'



## **Area 6 – Back of House Expansion for Symphony Offices & Musician Spaces**

### **Features & Benefits**

- **New 15,000 square foot building expansion above the current main level back of house space. Includes new elevator stops, stairway circulation, and building infrastructure. Building expansion can be done over existing building without visual disruption of iconic building.**
- **Building expansion to include spaces for Symphony offices, choral room, restrooms, instrument storage, performers lounge, and quiet lounge. Improved and more adequate space for musicians, guest performers, and staff.**
- **Ability to consolidate offsite Symphony staff at Abravanel Hall.**

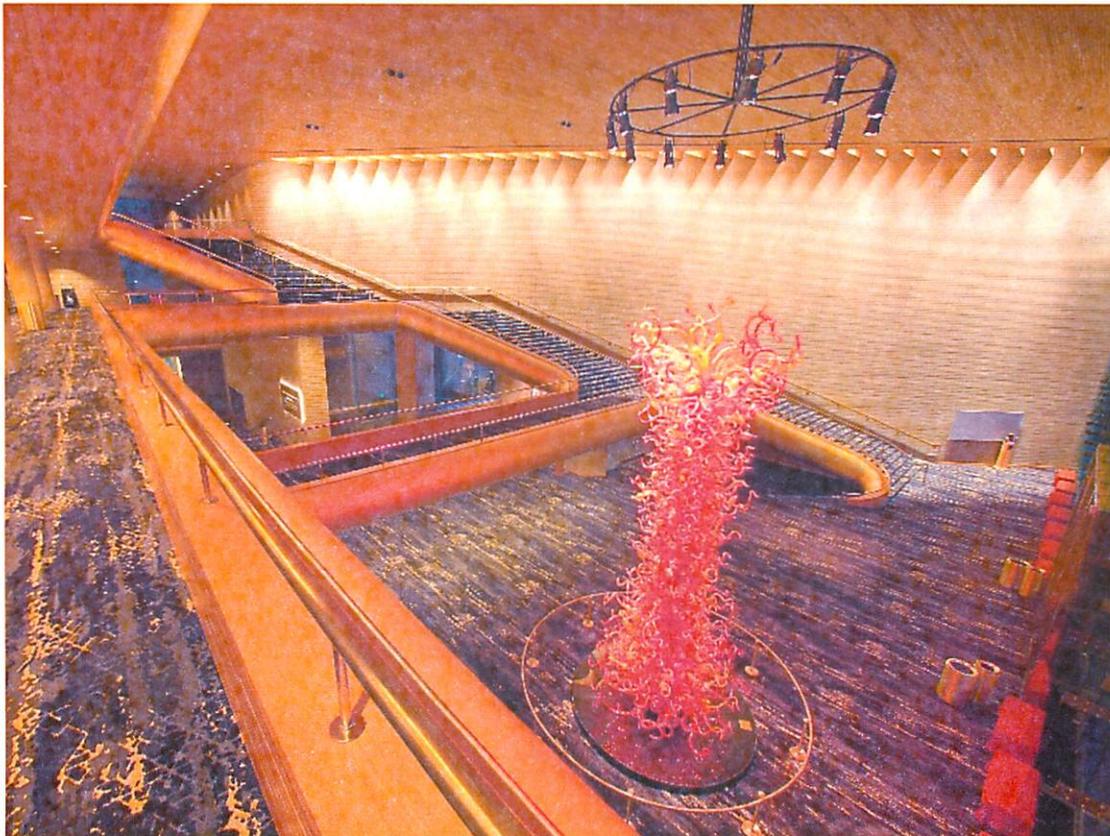
**Cost Estimate – \$8.59 million**

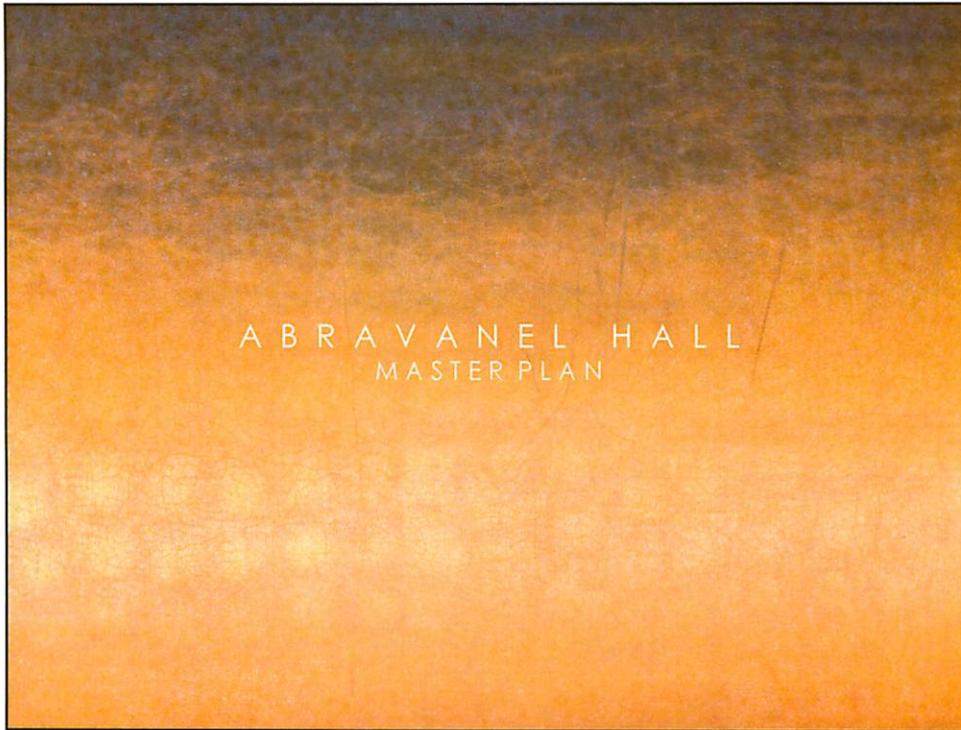
## Project Cost Summary

The following cost estimates have been provided by Construction Control Corporation (CCC). These cost estimates are in 2015 dollars (first quarter) and that escalation has not been factored into the amounts. Please also note that the estimates are total project costs; they include the cost of construction as well as the soft costs (design fees, permit fees, FF&E allowances, etc.).

### Cost Summary:

Area 1 – Front of House: Lobby Renovation .....	\$3.42 million
Area 2 – Concert Hall: Technical Positions and Equipment Upgrades.....	\$2.14 million
Area 3 – Back Stage: Renovation & Expansion of Production Spaces.....	\$6.73 Million
Area 4 – Plaza Enhancements: Fountain Replacement & Electronic Message Center.....	\$1.90 Million
Area 5 – Lobby Expansion: New North Building 3 Level Addition.....	\$18.25 Million
Area 6 – Back of House Expansion: New Musician Workspaces & Symphony Offices.....	\$8.59 Million





## ABRAVANEL HALL MASTER PLAN OVERVIEW

### Master Plan Objective

- Ensure Abravanel Hall's relevance for today's audiences and into the future

### Process

- Identify stakeholder & facility needs
- Gather information
- Visioning exercises
- Establish primary goals
- Create master plan

### Scope

- Developing 50-year blue print
- Addressing operational needs
- Identifying pathways for growth
- Merging stakeholder & facility needs



Abravanel Hall Construction, May 1979

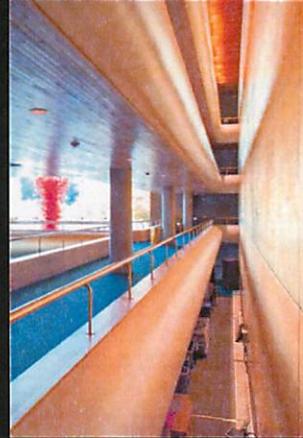
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## MASTER PLAN PROJECT AREAS

<b>Area 1 - Front of House</b>	<b>Lobby Renovation</b>	<b>\$ 3.92 M</b>
Phase I	Carpet Replacement	\$ .5 M
Phase II	Patron Services Counter	\$ 1 M
Phase III	Escalators	\$ .89 M
Phase IV	Lighting	\$ 1.53 M
<b>Area 2 - Concert Hall</b>	<b>Technical Positions &amp; Equipment Upgrades</b>	<b>\$ 2.14 M</b>
<b>Area 3 - Backstage</b>	<b>Renovate &amp; Expand Production Spaces</b>	<b>\$ 6.73 M</b>
<b>Area 4 - Plaza</b>	<b>Phase I Renovations</b>	<b>\$ 1.8 M</b>
Phase II	Enhancements	\$ 1.9 M
<b>Area 5 - Lobby Expansion</b>	<b>NEW North Building Level 3 Addition</b>	<b>\$18.25 M</b>
<b>Area 6 - Back of House Expansion</b>	<b>NEW Musician Workspaces</b>	<b>\$ 8.59 M</b>
	<b>NEW Symphony Offices</b>	

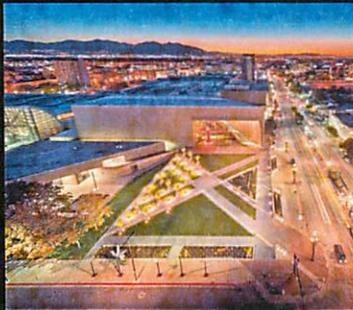


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## COMPLETED PROJECTS



### 2014-15 PLAZA RENOVATION

### 2016 LOBBY RENOVATION Phase I Carpet Replacement



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## AREA 1 – FRONT OF HOUSE LOBBY RENOVATION

*Update & enhance the overall lobby interior, creating a more functional, inviting, and comfortable space*

### Phase II - 2017

- New concessions & merchandise counter
- New coat check
- Digital display
- Lobby seating

### Phase III - 2017

- New west entrance escalators and stairs

### Phase IV

- New front of house lighting
- New sculpture base & lighting for Chihuly



### Cost Estimate

- \$ 3.42 Million (does not include carpet)

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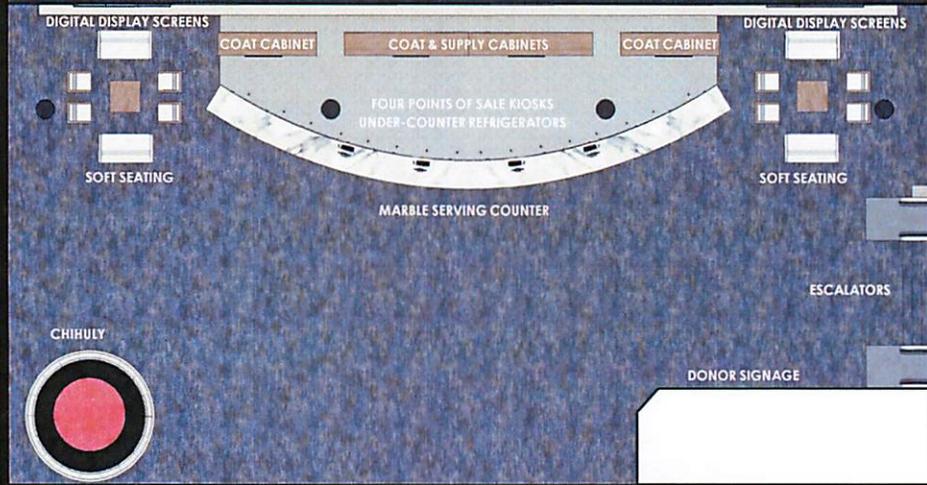


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## AREA 1 – FRONT OF HOUSE LOBBY RENOVATION

Concessions & Merchandise Counter, Coat Check, Seating, Digital Display

- Phase II Renovations Begin in Summer 2017



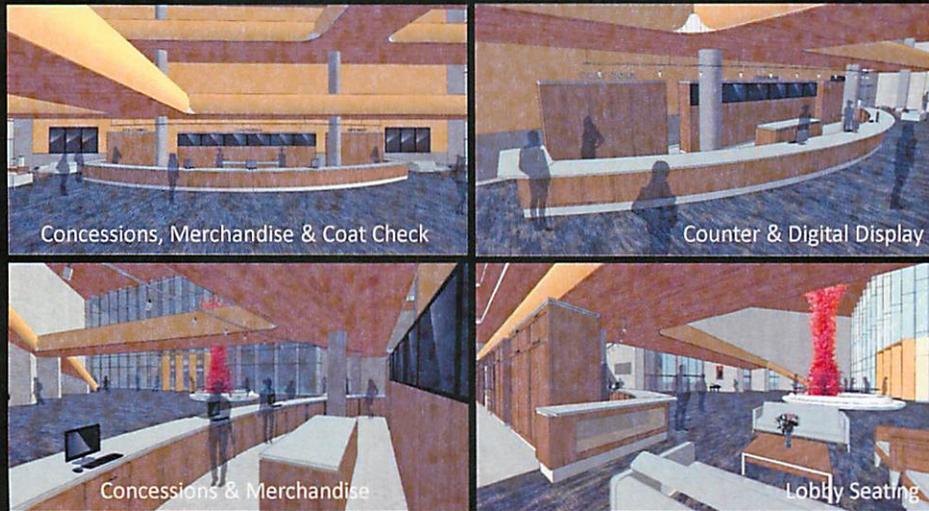
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## AREA 1 – FRONT OF HOUSE LOBBY RENOVATION

Concessions & Merchandise Counter, Coat Check, Seating, Digital Display



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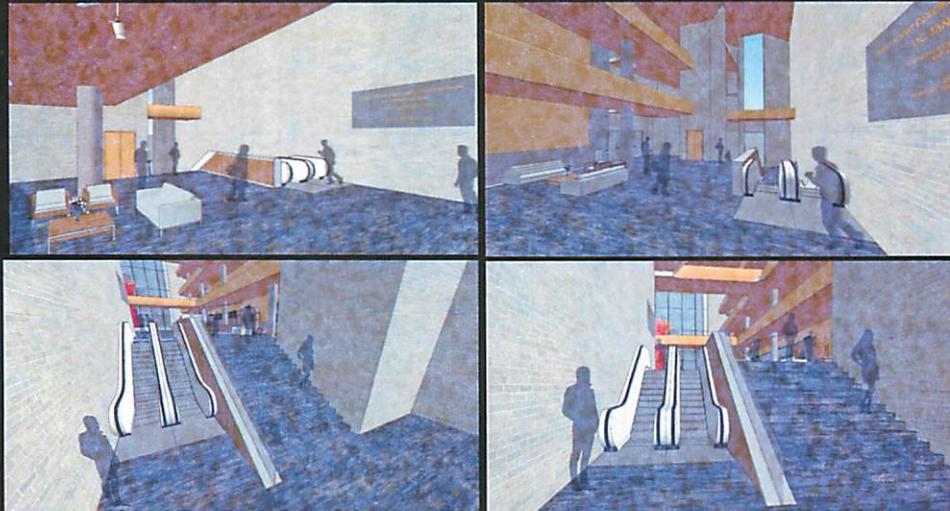


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## AREA 1 – FRONT OF HOUSE LOBBY RENOVATION

*West Entrance Escalator & Stairs*

- Phase III Renovations Begin in Summer 2017



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## AREA 2 – CONCERT HALL

*Technical & Equipment Upgrades*

### Features

- New technical position in the rear of the Orchestra section
- Energy efficient, heat reducing LED lighting over the stage
- Hide theatrical lighting positions on either side of the proscenium
- Add stage rigging, projection and controls

### Cost Estimate

- \$ 2.14 Million



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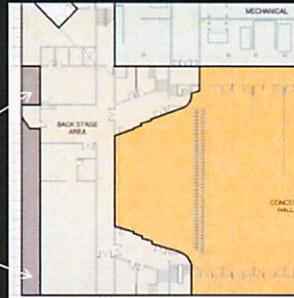
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## AREA 3 – BACK STAGE RENOVATIONS

*Renovate Production and Office Spaces*

### Loading Dock & Stage Level

- Enlarge and remodel loading dock by adding 1,020 square feet
- Remodel Symphony production storage
- Renovate operations areas to meet artist requirements – storage, practice rooms



Expansion Area

## AREA 3 – BACK STAGE RENOVATIONS

*Renovate Production and Office Spaces*

### Backstage Lobby Level

- Enlarge and remodel backstage area by adding 1,020 square feet
- Update artist spaces, conference room, dressing rooms, instrument storage, and kitchen
- Update music library
- Update existing symphony and county offices

### Cost Estimate

- \$6.73 Million



Music Library

## AREA 4 – PLAZA ENHANCEMENTS

*New Message Center & Fountain*

### Features

- Graphic LED message center
- Zero edge, 1,370 square foot reflection pool

### Cost Estimate

- \$1.9 Million



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NEW AREA  
EXPANSION PLANS

## AREA 5 – LOBBY ADDITION

*New Northside, Three Level Building Addition*

### Features

- Expanded space for social, artistic and educational opportunities
- Increased circulation space, expanded food & beverage, café and symphony store
- Formal front entry close to TRAX
- New performance and reception spaces



### Cost Estimate

- \$18.25 Million

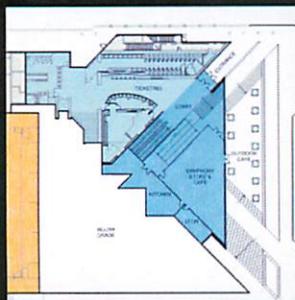
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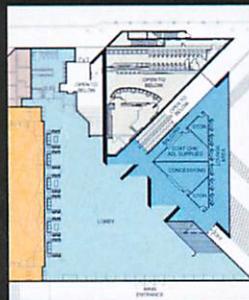
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## AREA 5 – LOBBY ADDITION

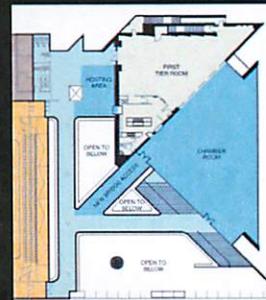
*New Three Level North Building Addition*



Level One



Level Two



Level Three

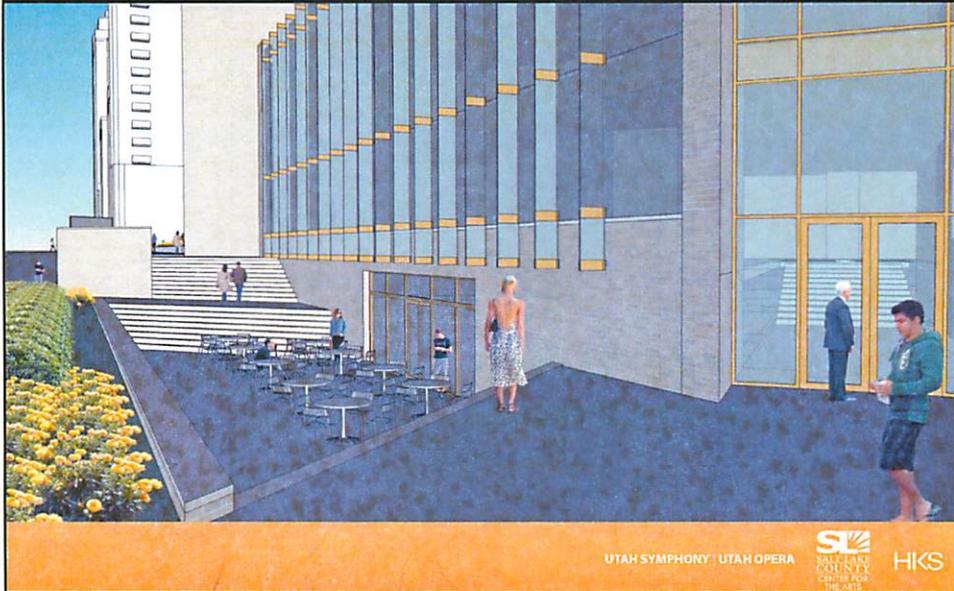
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## AREA 5 – LOBBY ADDITION

*New Three Level North Building Addition – East View*



## AREA 6 – BACK OF HOUSE BUILDING EXPANSION

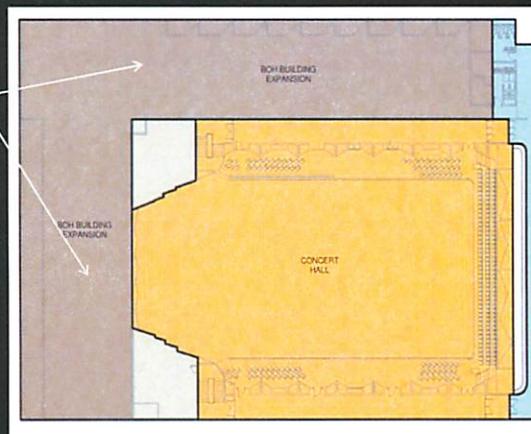
*New Symphony Offices & Musician Spaces*

### Features

- 15,000 square foot expansion above the main level back of house
- New building infrastructure, elevator stops, and stairway circulation
- New symphony office space, choral room, additional instrument storage, rehearsal rooms and restrooms

### Cost Estimate

- \$8.59 Million



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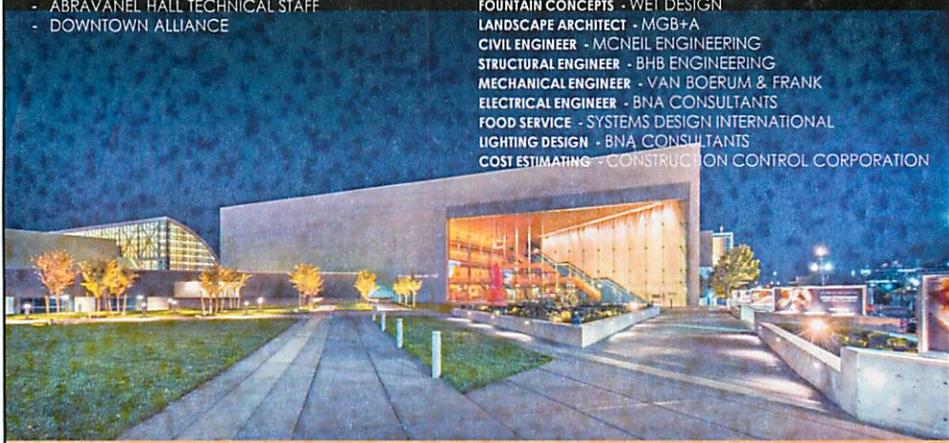
## MASTER PLAN TEAM

### STAKEHOLDERS

- SALT LAKE COUNTY CENTER FOR THE ARTS
- UTAH SYMPHONY | UTAH OPERA
- USUO BOARD AND DONORS
- ABRAVANEL HALL TECHNICAL STAFF
- DOWNTOWN ALLIANCE

### CONSULTANTS

- ARCHITECT - HKS ARCHITECTS
- ACOUSTICS - JAFFE HOLDEN
- THEATRICAL CONSULTANT - THEATRE PROJECTS CONSULTANTS
- FOUNTAIN CONCEPTS - WET DESIGN
- LANDSCAPE ARCHITECT - MGB+A
- CIVIL ENGINEER - MCNEIL ENGINEERING
- STRUCTURAL ENGINEER - BHB ENGINEERING
- MECHANICAL ENGINEER - VAN BOERUM & FRANK
- ELECTRICAL ENGINEER - BNA CONSULTANTS
- FOOD SERVICE - SYSTEMS DESIGN INTERNATIONAL
- LIGHTING DESIGN - BNA CONSULTANTS
- COST ESTIMATING - CONSTRUCTION CONTROL CORPORATION



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