

**Users of public spaces in KC, current and future**

- “Older, white orchestra patrons”
- Day time office workers
- Concert goers
- Corporate executives
- Students from University of the Arts and the Curtis Institute
- Community groups
- Schools
- Youth and kids
- Adults with children
- Retirees
- Populations within walking distance of KC
- Small groups

**Uses of public spaces**

- Relaxing after work
- Luncheons
- Students enjoying the fine arts
- Youth and kids doing arts and crafts activities
- Arts and crafts activities in public spaces
- Eating
- Viewing arts and crafts

**Barriers at KC**

- Interior lighting in many areas of KC is not conducive for public gathering.
- Rooftop Garden is too dark.
- Lighting in small rooms is too intense.
- Some spaces along the first tier are too dark, isolated and uninviting.
- No effective exterior lighting on KC façade.
- Spruce Street at night seems lonely and uninviting, not safe.
- KC facade is “high schoolish”, indistinguishable and uninspiring.
- No way to know if one should come into KC.
- No colors used on the façade.
- Façade feels uninvited.
- No lighting on KC façade.
- Trash is on the sidewalks of KC.
- Not enough chair and tables
- Only one restaurant in KC
- “The cost (of tickets) too high...\$3.00 extra cost on top of ticket cost.”

- No street signage to direct users to KC
- “People don’t know what’s going-on at KC, hours or activities.”
- Public space is one continuous space.

### **How to improve public spaces**

- Rooftop Garden needs to be brighter, use directional lighting.
- Soften lighting in small public space rooms
- More seating and tables in public spaces.
- Make restaurant affordable
- Make tickets to performances affordable
- Use directional lighting.
- Use diffuse lighting in public spaces to soften and warm the space.
- Use kiosks or other informational center could direct users to various locations and activities.
- Replace the staircases with ramps. This is for safety reasons, in case of a fire.
- In Commonwealth Plaza use interior signage to direct users to activities and locations.
- Define public spaces
- Private and public space should be clearly defined.
- An escalator is needed on the Spruce Street side.
- More staircases are needed.
- More art work is needed.
- More seating is needed.
- Movable chairs and tables
- Have an underground connect between KC and University of the Arts; “like in Atlanta.”
- Bring in orchestras from other cities when the Philadelphia Orchestra is not performing.
- Have the Philadelphia Eagles at KC.
- Purchase a ticket to an event and get another ticket, to a different event, at half price. The half price ticket will encourage and promote new user growth.
- Music should be played on the sidewalks of KC.
- Use exterior lighting to enhance public safety and create a sense of welcome.
- Digital signage, a plasma screen, should be used to inform the public about activities, the restaurant and Gift shop.
- Removal of trash from the sidewalks
- Use of trees and greenery on the sidewalk-Some members of the group felt that trees would obscure the building’s façade. Others saw trees as an enhancement.
- “I-Pod bars”, with internet access, placed on the sidewalks and inside of KC; the bars can be used to generate income for KC.

### **Challenges**

- Freshen-up KC façade, make it distinguishable and memorable.
- Façade should be welcoming.
- Entrances need to be more welcoming; especially on Broad Street.
- Effective lighting of façade
- KC façade used as a platform to inform the public about KC activities.

- Use colors on the façade.
- “There’s no Wanamaker’s Eagle.” KC needs an icon, like the Wanamaker’s Eagle to give the Plaza “ta-dah” (a presence, a statement of defining character and a location where users may meet.)
- The floor needs to be leveled to accommodate chairs and tables. The “sloping floor not good.”.
- “Class issues should be addressed.” (This statement wasn’t further developed by the speaker or others in the group. I asked for clarification but the speaker said that she had to leave and did. I sensed some low level tension in the group and it quickly passed.) This same speaker asked earlier...“is it true that KC is required to provide 17 hours of activity in public spaces?” (I didn’t know the answer and others didn’t respond.) I suspect the speaker was hinting, but not saying, that non-affluent potential users had concerns or were weary of not being welcome at KC.
- Community outreach programs directed to demographically different neighborhoods.
- There should be “give backs to the community, job fairs, art and craft shows.”
- The primary purpose of KC is to be the home for the Philadelphia Orchestra and the musical center of Philadelphia. This was an unanimous view and the most important value held by the group.
- Need diversity of activities to draw new and varied users

#### **What is liked about KC?**

- Rooftop Garden was welcoming.
- “KC is under utilized... it’s beautiful...how can we better use the given public space?”
- Principles/criteria that can guide the planners and architects
- Interior lighting to make public spaces welcoming
- Interior signage to direct users to various activities and locations within KC
- Street signage to direct users to KC
- Use of water, fountains, water walls, etc
- Use of trees and greenery in all public spaces
- Public transit used to bring public the doors of KC.
- KC being a point of interest on Philadelphia walking tours
- More affordable restaurants in KC
- Develop a theme or presence for KC.
- Re-market KC to a more diverse demographic.
- Public spaces must be more inviting, give people a reason to use the space, have diverse activities to attract diverse users, a place to meet others.

#### **Summary**

- The Kimmel Center should be the home of the Philadelphia Orchestra was the main value expressed by the group. They addressed how KC could be more welcoming and better use its current public spaces. Create new and diverse activities to attract new and varied users. The group is eager to help and positive about KC’s future.

*Kimmel Center Public Space Project*  
*Moderator Notes*  
*January 23, 2008*  
*Submitted by Ellen Petersen*  
*Group "Yellow"*

**Each person in the group gave up to five votes for the most important stakeholders and up to five votes for the most important activities. The number of votes for each idea is noted in blue.**

**Who Are Users/Stakeholders?**

Theater and concert go-ers (subscribers and non subscribers)	(5)
Concessionaires	
Architects and Engineers touring building	(1)
Restaurants in Area	(1)
Art students	
Entertainers	(1)
Promoters/Event Planners	(3)
Conference Planners	
Meeting Attendees	
Workers	

**Who Are Potential Users/Stakeholders?**

Community non subscribers	(3)
Students of Tourism & Travel (e.g. Temple hospitality program, Kimmel not on tour)	(2)
Indoor Playground Attendees (young families)*	(2)
Mall Walkers*	
Budding musicians*	(5)
Dance Instructors *	
Wall Climbers*	
Club go-ers*	
Café go-ers	(1)
Neighbors *	(3)
People taking classes*	(1)
Young professionals	(5)
School district children	(2)
Visitors to the City who use the visitor's website	(1)

**\* See activity list under "What Will They Do"**

**What Will They Do?**

Neighborhood hangout in a café atmosphere  
 Take dance lessons  
 Watch young bands  
 Watch performance artists  
 Take classes as part of University of the Arts  
 Participate in young professional night (e.g. similar to Museum of Art)  
 Relax  
 Spend money  
 Meet old and new friends  
 Find out what is going on around the city  
 See Videos of performances  
 Participate in interactive games (play with the orchestra?)  
 See roving exhibits  
 Concert event (4)  
 Hear speakers, conductors  
 Attend book signing  
 See open mike performers (3)  
 Sidewalk painting  
 Outdoor café  
 Eat-restaurant (3)  
 Have cocktails (2)  
 See free daily events (5)  
 Summer solstice event (2)

**What Enables These Activities in the Current Space?**

Other theaters  
 Size and scope of space  
 Wide sidewalks  
 Current scheduled events drawing people to and through the space  
 It's free  
 Landmark building  
 Shop and restaurant  
 Location  
 Information booth  
 Beautiful space  
 Different space  
 Cool roof  
 Transportation  
 Easy Access  
 Current tours of the building  
 Access from 2 major streets

### **What Are the Obstacles To These Activities in the Current Space?**

Bar in the corner is not inviting and hidden  
 Lack of money for people who might attend  
 Lack of Knowledge as to what is there and how to use it  
 Walk past the Kimmel and can't tell whether it is open or not  
 Uninviting space, not warm  
 Coat room not accessible  
 Bathroom is not accessible  
 No escalators  
 Hidden elevators  
 Seating is strange-can't face anyone  
 People who don't attend concerts and events don't know the space exists  
 Hard, flat floor space not conducive to sitting and watching any event in the space  
 Lack of places to sit  
 What are operating hours? Who knows about them?  
 Need a nightly, regular event to maintain interest  
 Web server for the Kimmel (Strand/Perlman) not working and/or accessible  
 Need to know something is always going on  
 Poor advertising  
 Are they reaching the right audiences?  
 Artwork should be on the first floor  
 The information booth should be more centrally located  
 Put a webcam in so people can see current activity over the internet  
 Be part of the Sunoco Welcome America event and marketing

### **What Principles Should be Used in the Design?**

Space must be visible to outsiders and insiders  
 Inviting  
 Warm  
 Dramatic lighting  
 Programs and events to attract current and future stakeholders  
 Soft colors  
 Non institutional materials and impact'  
 Should craft an image  
 Mixed Use-restaurants, café, music performances  
 Target different demographics  
 Be true to public space and regulate retailers and restaurant alliances to fit image/needs  
 and price point  
 Incorporate elements to demonstrate the pride in Philadelphia and its neighborhoods  
 and residents  
 Create a dense space where people do and things happen

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*Group "Green"*

## **Users**

*Current:* Subscribers, ticket buyers, performers, school groups, tourists, architecture lovers, lunchers, staff, community groups, restaurants, private parties, businesses, Solstice goers

*Potential:* Art galleries, "communities who think they don't have access, who think it's just the orchestra, who are stopped by the perception that it's elite and expensive," activities for kids, coffee lovers, college classes

## **Uses to expand or introduce:**

More activities for kids; coffee house, bookstore, food court, retail, college classes, public performances, street-level restaurant, formal dances, fund raisers, important civic gatherings, practice spaces for local musicians and groups (these are very lacking in C.C.); a place to sit and find respite; club meetings.

## **Desired Values:**

Special place; exciting; recognizable; culturally inclusive, not just classical but cutting edge as well; affordable for everyone; education; innovation; beauty; quality; warm and inviting; entertaining; integrated with streetscape; more interactive; luring passers-by.

## **What works**

Ticket booth is convenient; art on the walls; the optical illusion of the vault; day lighting, sculptures; sense of awe and huge scale; attractive interior; roof looks great when seen from above and outside; anchor for the Avenue of the Arts; two good performance halls; comfortable seats with good sight lines at the Verizon Hall.

## **Doesn't work**

Traffic flow and circulation ("There's just something wrong."); emergency egress (fire code worries); hard surfaces (slate floor); lighting causes glare; there's nothing soft; exterior gives you no clue whether it's open or closed or what's going on inside; no escalators; no art in plaza, no big installations that take advantage of the scale; surfaces and acoustics of plaza don't work well for corporate events; the limited hours and accessibility of Cadence; steepness of the Perelman; the black granite block at Broad

and Spruce (why not a video screen or ticket booth?); lack of interior signage (the place is disorienting and you get no help); the interrupted canopy on Spruce St. doesn't protect from rain, and has dangerous icicles; when you get Rush Hour tickets (a good program) you have 90 minutes to kill and there's nothing to do inside the hall.

### **Principles**

- 1) Connect the outside to the inside**
- 2) "It looks like fun in there" – multiple activities on multiple tiers**
- 3) It's the music, stupid. Make the public spaces full of sound.**
- 4) Make the plaza a warm, comfortable oasis. (Water, seating, greenery)**
- 5) Eat, drink, shop. Create magnets to draw crowds.**
- 6) Everything with quality**
- 7) Affordable and inclusive.**



*Kimmel Center Public Space Project*  
*Moderator Notes*  
*January 23, 2008*  
*Submitted by Harris Sokoloff*

**USERS:**

- seniors
- children
- arts community
- students
  - performing arts
  - any
  - college level
- people on lunch break
- performance companies
- teenagers in the neighborhood
- social groups/clubs
  - sponsored by KC
  - non-sponsored by KC
- people watchers
- people who want to sit and enjoy the space
- curiosity seekers
- clubs and social groups
- patrons of the arts (e.g., TKTS)
- tourists
- staff
- visiting performers
- school field trips
- suburban folks

**USES**

- meet people
- read books
- cocktails
- games tables
- climbing wall
- people watching
- gallery – show local artists in new /big gallery space
- wireless access – students study, local use
- arts shows
  - different display areas
  - themed
- juggling shows and demonstrations

- see concert/show
- artist marketplace
- place for performing artists/buskers to be
- aerobics indoors (e.g., tai chi)
- physical activity: e.g., walking course, scavenger hunt
- previews of concert groups
- flea market
- art classes
- film screening (where “Lenny” picture is)
- exhibit student work
- story tellers
- public readings – adult and child
- place for parents with young children to come in the winter
  - tie into events for them
- display emerging technology
- meeting for local civic associations
- town hall meetings
- public access to computers (computer stations)
- regional uses/attraction
  - bring in suburban performers
    - professional (Haddonfield Symphony Orchestra)
    - community
    - school groups
  - school events
- camping in the Kimmel
- institutional/corporate exhibits
- auctions
- fashion show
- weddings/bar mitzvahs
- collection/distribute unwanted instruments
- hub for music/clearinghouse
  - performances
  - music
  - instruments
  - etc.

## VALUES

- supporting and cultivating arts
- education (wide variety uses)
- promote community involvement and congregation
- diversity of space and uses
  - flexibility of space

- recognition of beautiful public space
- seeking thrill and excitement of entertainment
- generational alliances and interactions
- reduce delinquency by giving things to do
- mixture of classes (SES, ethnicity, etc.)
- therapeutic (music calms)
- hospitality
- all weather uses /all seasons
- generosity – inclusiveness

### **INHIBITING FORCES**

- not clear public space
  - lack signage
  - Spruce Street impervious/Small opening
- Un-inviting
  - No welcome sign (or indicators)
  - Confusing
  - Workers unfriendly look
  - Poor lighting
- Times not clear
  - How much/when open for public use/looking
- Who will be invited/outreach
- Name not easy to see
- Side walk dark – Broad Street, 15<sup>th</sup> Street, Spruce Street
- Area inactive – Broad Street, 15<sup>th</sup> Street, Spruce Street
- Neighboring buildings dark
  - Need to light street
- Not inviting:
  - Inside colors dark, gray
  - Not many places to sit
  - Seats not moveable
- Roof top garden – need places to sit
- Deadens in building
- Rules to use space must be simple and clear
- Outsiders think it's elitist
- Nothing says "hang out" or "sit, stay"
- Outward facing ottomans unfriendly
- Outside doesn't tell you what's inside or to come in
- No marquee
- Elitist – feel, look, image

### **SUPPORTS**

- Location

- Volume for lots of uses
- Image a draw – artists want to be here
- Thrill of seeing it

### **TENSIONS**

- Public space <> more formal space
  - E.g.,: Too small as public space and too big as private space

### **PRINCIPLES**

- Scale – related, human
- Engage outside with inside
  - Open to neighbors
  - Work on entrances
- Make it warm/inviting and welcoming
- Downplay geometry to increase the organic –
  - soften hard edges
  - Hardness starts outside
- Ease transitions
  - Out ↔ in
  - Within
  - Move ticket counter
  - Move bar/café to a transition area with outside
    - Enliven street with café
- Cooperation of organizations/users
- “It’s about the public” as an operating principle
  - pipe live music outside
- focus on how the public circulates – not one focal point
  - need way-finding signage
- signs say “don’t” and need to say “welcome.”
- Connect to other places like it in the world.

*Kimmel Center Public Space Project*  
*Moderator Notes*  
*January 27, 2008*  
*Submitted by Kiki Bolender*

### **USERS / USES - CURRENT**

- Fans of the performing arts.
- The grey-haired crowd that dashes out the minute the baton goes down.
- Shoppers at Intermission.

### **USERS / USES - POTENTIAL**

- The orchestra needs to find a more diverse crowd.
- Students – as performers and with artwork on display. This would bring them in, along with their families.
- More shoppers at Intermission, if there were a door to the street.
- New residents from the new condo towers nearby.
- Restaurant goers – to a new café on the first floor, and a better-publicized one at Cadence.
- The Starbucks crowd, if the upstairs unused bar was turned into a Starbucks – busy, with good furniture. (Starbucks came up over and over again as a model of an inviting space, because you can see the people from the street, and the furniture invites chat or comfortable aloneness.)
- Question should be, “Who isn’t a user?” There are people from the city, suburbs and tourists from out of town; there just should be more of them.

### **VALUES / IDEAS**

- A social hub.
- Intrinsic value of art – showcase what is going on inside on TV screens outside the building.
- The “People’s Plaza” is what the state expected when it gave money – a regional center that expresses the value the state places on the performing arts, as opposed to sports and other forms of recreation.
- Hospitality - remind people that they are welcome, with a special free or low cost event every quarter, like the solstice celebration. It’s OK if there’s a guy with a shopping bag snoozing in the corner, as there was today.
- Public participation in the arts. Bring in local high school groups and program different kinds of music. (There was general support for the breadth of the programming, along with the feeling that many people were not aware of that breadth.)
- Bring the arts into the daily fabric of life.
- Non-elitist – have a café on the ground floor.
- Inclusionary. The feeling you have at some places that “You can’t go in there.” Don’t make anyone feel excluded.

- Communication – maybe make the “evil black box” into a message board about the days events.

## **BARRIERS**

- Doors don’t pull you in. What’s behind the doors? You can’t tell. You can’t see people sitting inside.
- Per Harris’s presentation, the edges are uninteresting.
- It’s confusing and hard to find the elevators. “The interior is a disaster.”
- The building seems cold – outside and in.
- The nearby institutions seem like competitors.
- Lack of the right kind of publicity for events, especially free events, which build a base for resident groups.
- Lack of density. It is a huge space and rarely feels full enough. Fewer people means it is less safe (especially in the upper regions).
- Furniture is very important and it does not work at all – the only chairs in sight make you face away from your friends. The good chairs are hidden in the back of the building; this feels like a deliberate barrier.
- Short hours. There should be a bar open after the performance.
- There is not much happening on Broad Street south of the Kimmel, so the geographic draw is limited.
- Lack of information.
- Bars feel empty, temporary.

## **PRINCIPLES FOR THE REDESIGN OF THE PUBLIC SPACE**

### **COMMUNICATION AND INFORMATION**

- Signs on the building
  - A crawler - Today! Free!
  - Neon
  - What is happening inside today and in the next few days
- Signs in the building
  - Wayfinding, especially to lead you to the upstairs spaces.
  - Event information
  - Promotional signs for the rooftop garden and the restaurants

### **THE KIMMEL CENTER AS THE LOBBY FOR THE AVENUE OF THE ARTS**

- Street light banners
- Free performances

### **A PLACE TO SIT**

- Intimate or in a group and/or see and be seen
- A “pick-up place”

- Wireless access
- A single person with a magazine feels comfortable
- People hanging out

#### COMFORT

- Intimacy
- Furniture
- Comfortable seats at the long bar
- Fix the heating and cooling
- Toilet rooms for the rooftop and more obvious ones for the first floor

#### ACTIVATE THE EXTERIOR AS PERFORMANCE AND SOCIAL SPACE

- Outdoor café, outdoor performances

#### MAKE A PLACE FOR AFTER-SHOW ACTIVITIES AND NON-SHOW ACTIVITIES

- Celebrate the height and the views
- Take the high note

#### KEEP IT OPEN ALL THE TIME

- Whatever the stated hours are, make sure that the building is accessible at all those times.
- Have a separate entrance for corporate events, so that the KC can keep their revenue and not have to close the building. There are plenty of rentable spaces upstairs.

*Kimmel Center Public Space Project*  
*Moderator Notes*  
*January 27, 2008*  
*Submitted by Fatima Hafiz*  
*Group "Yellow"*

### Group Members

- Teachers
- Director of 9 Civic Groups Collaborative
- High School Student
- Musicians
- Communications Professional
- Members of Center

### **Small Group Discussion**

#### **USERS**

- children
- young people – all ages
- silver age adults
- schools
- dance groups
- faith based organizations
- community centers
- city wide artist
- residents
- area employees
- young professional – networking groups
- swing dancers
- mummers

#### **OUTREACH**

- attract world renowned resident popular musician from different music genres
- partnering with groups like: flower show; book and cook; mummers; welcome Philadelphia; X-games; sports events to host appreciation nights at the Kimmel for different groups, i.e. professionals, teachers, community groups doing great things, faith based groups; etc.
- advertising and communication of events throughout the city
- broader outreach to targeted groups, marketing to change cultural perceptions
- identify musicians, performers, artist throughout the city – advertise on TV – advertise at hotels for their guest to be aware

#### **USES**



- activities
  - o educational activities with performers through discussions, bio presentation by artist, tours, performances geared to interests of all stakeholders
- music and art classes
  - o expose young people to jazz and other music forms, visual arts, performance arts, support arts for children in public schools
- lunch space
  - o set up space between 11-2 for public lunch access, more table and chairs, free performances during the lunch period in the common plaza by local troupes, artist, student performances, community center art performances, ethnic specific events, neighborhood events
- workshops
- meeting spaces
- exhibits

## **SUPPORTS**

- marquee – billboard with changing images, messages, tastefully done, perhaps on Broad and Spruce
- kiosks
- use private rooms more for schools and other groups to do free performances (Blackbox theater, Rendell room, the roof garden, and other rooms)
- colors that coincide with cultural events on exterior walls
- hanging mobiles to engage the open air space in the center
- projectors
- display more art
- flexible environment
- movable art to engage people in all parts of the center
- tactile and sound art for visually or hearing impaired
- develop ticket sales
- city centralized ticket vendor to purchase tickets outside of the center
- portable climbing wall
- gift shop with more variety-develop catalog, retail area open to the street (15<sup>th</sup> and Spruce entrance), artist crafts, more variety at eatery with affordable cost and open when public available
- better lit streets and buildings (inside and outside) light scaping
- visible security – guards, cameras, police patrol
- list of close parking garages - affordable
- better trained usher corp to respond more sensitive to patrons (disabled, etc.)

## **BARRIERS**

- Kimmel resources (money)
- Perceptions
  - o Broad St. not safe – side streets going north are dangerous, murder capital, not safe at night,
- transportation from inner city – partner with Septa, parking garages, Philly car share, free transit rides with ticket purchase, philly phlash, Fairmount trolley and shuttles from suburban/market, valet bike parking
- areas around the center poorly lit
- communications about the activities offered
- transparency of the mission and goals
- lack of advertising
- perceptions of elitisms
  - o seen as the place for affluent whites and blacks- other groups excluded
- austere environment-sterile feel
- no central visual draw in side the common plaza (like the eagle in Macy's)
- space affordability
- bathroom placement

## **VALUES**

- Greenery – live plants, flowers, outside and inside- use the proliferation of light to grow plants that the center could use
- Partnerships with different universities (Temple Tyler School of Art, University of Arts, Moore College)
- Affordability of amenities and space access (3.00 bottle of water, ridiculous)
- Esthetic concerns (no junk) during concerts and other activities – centralized area for retail exchanges of artist products, more warmth across the board but not clutter
- Maintain the muted calm colors and earth tones as the permanent backdrop consistent with the art of the building – respect the building but accommodate the culture, colors and aesthetics of the groups presenting during the calendar schedules
- People friendly – appropriate seats for seniors, softer seating, seating to accommodate face to face conversations

## **PRINCIPLES**

- The Center as a charitable and educational venture for the arts
- Develop substantive education initiatives
- More inclusive mission, transparency and communications about what is available (i.e., free tickets, private function space, and other offerings in a timely and clear manner)
- Service the Philadelphia Citizens and surrounding counties - Kimmel Center become “Philadelphia Show Place” branding the center as the hub for city cultural events –

showcase the talents and culture of Philadelphia's citizens- offer an opportunity for individuals and groups to get exposed to a larger audience

- Attract younger audiences
- Free activities to augment larger events
  - o Independent activities
  - o Main events
- Partnering with other groups or events that identify with Philadelphia – Be a part of packages that include Kimmel events at restaurants, other venues,

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*Group "Green"*

## **Users**

*Current:* Performers, donors, voters, concert goers, staff, city officials, tourists, taxpayers, students, neighbors, corporate renters, volunteers, suburbanites

*Potential:* More diverse (both ethnic and age); performers who don't a chance to perform here now; nonprofits; Free Library branch; schools

## **Uses**

*Current:* Concerts, plays, eating, shopping, meeting, lectures, relaxing (but not as much as should happen), looking at art

*Potential:* Christmas market, flower market, seasonal retail, more art exhibits (temporary); open stage for young performers – playing off what the marquee talent are doing at that time; expos; a unique music/arts library; coffee bar; remote broadcast of performances from elsewhere; much more info on coming attractions, in lobby and outside; computers in lobby where people can compose and listen to their own music (software exists); the Kimmel summer camp in the arts; musicals, with scenes done on the lobby stage; pipe music outside to sidewalk; screens on exterior of building, showing performance inside; good, cheap food in lobby, with seasonal sidewalk café; music lessons

## **Values**

In this group, we just did what the values should be: Pride, quality, welcoming, humane, balance of art and commercialism; innovation, music, fun, diversity, inclusive, education, community.

## **What works**

Glass ceiling is spectacular; view from tiers; lots of space (downsides there too); acoustics in venues; everything about the Perelman; interior design of halls, good sight lines and no bad seats; merchandise in gift shop; artwork

## **What doesn't work**

Inside is dark (drab colors and furnishings); no escalators; sterile at holidays; “There’s no choreographer to the space; it gives you a lost feeling. There’s no flow and a lot of dead spaces”; lack of signage; you can’t see in from the outside; what’s the point of that black granite thing on the corner?; nowhere to sit; the Broad Street entrance is unwelcoming; whether you’re coming from the south or the north, you see nothing that tells you it’s the Kimmel or whether there’s a performance going on; it has a poor flow for the elderly; it needs more visible bathrooms; staff seems to be more into “guarding” than “welcoming”; not enough places to sit

### **Possible fixes:**

Veil of LED lights on the black granite “thing”  
Light and sound show outside on performance nights  
More green in the plaza  
A serpentine water element in the plaza  
More places to sit – comfortable sectionals  
Food in the plaza  
Sidewalk café  
External screens to promote events, show performance clips  
External entrance to gift shop  
Better promotion of program  
Outside ticket booth where granite is

### **Principles**

- 1) Give more people more reasons to embrace Kimmel culture; innovate and diversify**
- 2) Be elegant but inviting**
- 3) Let the outside broadcast what’s inside**
- 4) Wake up: the plaza is your third entertainment space!**
- 5) Balance a profusion of uses with high-class aesthetics**

**USERS/STAKEHOLDERS:**

- all who enjoy music
- All residents in city
- Neighbors ->city ->region ->PA ->tri-state
- Tourists
- Those who can afford music, food, etc.
  - Should be affordable to all
- Kids for free events (e.g., movies)
- Region – music tourists
- Families
- Children
- Clubs
- Members of performing groups
- Staff – work here
- Patrons of all/any events
- Mothers/parents of children
- University of the Arts students
- Segments (demographic):
  - Children ... teens ... young adults ... middle age .. senior citizens....
- Transients for warmth, comfort, rest rooms
- People who attend sporting events
- Neighborhood arts/drama groups
- Coffee drinkers
- Question: Do we need to focus on performing arts?

**USES**

- coffee shop
- affordable food
- sit and read
- celebrity event
- fashion store for concert wear
- music museum/library/listening room
- music education
- wireless – good access, strong signal
- meeting space
  - book clubs
  - civic associations

- annual event
  - children’s parades
  - spring plants
  - like National Constitution Center “Red Ball”
- Free concerts
  - Curtis students
  - Open mc
  - Settlement Music House
  - Poetry readings
- Instrument room for children
  - Music playground
- Changing art exhibits –more space for them
- Movies/multi-media events
- Happy hours – “bar looks nice” but how long is it open?
- After performance eating
- Special deals (dinner and concert; concert and after performance snack; for KC performances and other venues)
- Gift packages/cards (not event specific)
- Vendors come to sell; for X days
  - Craft vendors/fairs
- Music clubs; music appreciation programs/Temple U music appreciation class site
- Chess/backgammon on the rooftop garden – tables with boards built in...
  - Also special nights
- Neighborhood drama/arts group performances
- Mural arts indoors
  - Process with neighborhoods
  - Product on large interior walls
- Retail:
  - Carts, stores
  - Issues:
    - Need predictable hours of operation
    - Current museum store is crowded

## NEEDS

- Art work – local students (elementary school through college) to personalize the space
- Plants
- Better lighting
- Tables and chairs that are inviting, and move
- Event board
  - Inside – what’s going on where

- Outside – what’s happening inside
- Marquee –current and future events
  - Concerns and free events
- Broadcast events live outside (low volume)
- Partnerships with other institutions and share events/packages
- Avenue of the Arts coop/association to develop synergies
- Inform when private functions will close part of the public spaces
  - Also some thought public spaces ought to be kept for public use... no private use of public spaces....

## **VALUES**

- Sense of community of center city
- Diversity
  - Of ages (birth to death)
  - Of ethnicity
  - Of SES/class
- Social presence and stimulation
- Glass vault as powerful architectural image
- Appreciation, education and promotion of arts and culture
- Public access
  - Public money should give public access, and keep politics out
  - De-privatize the space
- Move from Kimmel Center, Inc. to Kimmel Community Center (at least in public spaces)
- Participate/engagement for civic life
- Apr4ciate this building
- Learning/new experiences in the arts

## **SUPPORTS**

- Space
  - Variety of sizes and shapes
    - Different members of the family can come together and use different spaces that are safe, supervised....
  - So much space to work with
  - WOW! Factor of the building
  - Like a park all year round
  - Flexible
  - Tiers
    - Sight lines all around up and down
    - Feel different
  - Portable partitions can make secluded spaces
- Central location
  - And walkable and accessible to public transportation



- Though late at night may not want to walk all the way back to Suburban Station
- Parking is near, but is expensive.
  - Need package deals

### **INHIBIT**

- Sidewalks:
  - Forbidding
  - Lack of signs, information
  - No invite to come in
  - WOW! Factor can be off-putting: do I belong?
- Front uninviting:
  - Nothing distinctive at street level (the outside WOW is the glass shed from distance)
  - No street advertising
- Outside:
  - Very cold
  - Lack of outside seating, no place to stop and rest or wait outside
  - No landscaping
  - Black “wall” at corner is interesting but cold, uninviting and purposeless
  - Too straight and barrier/wall-like on all sides
  - Nothing “pulls” you in...need a “yellow brick road”
- High cost of food
- Limited and unclear hours of operation
- Image/sense of space:
  - Be quiet and subdued ... not lively conversation
  - Materials are solemn
  - Tourists want to see space inside concert space, but not permitted to enter even if there is no event
    - Some said you can go on a tour, others didn’t know about this
- Lack of info of what’s going on –signage
- Security people are off-putting and unwelcoming
- Management/PR concerns – have a “no” attitude rather than a “yes” welcome.

### **IMPROVE/IDEAS**

- Bike racks
- Welcome alcove
- Meet the performers opportunities
- “1<sup>st</sup> Saturday” at the KC, or “on the Ave of the Arts”
- Management issues
  - Extend hours
  - Tone down security attitude

- Increase friendliness
    - Take lessons from Disney World
  - Use more volunteers to welcome folks
    - When there are no shows
    - Greeters inside outside doors when people arrive
    - Give tours
    - Have them out on the sidewalk
- Hold open houses to welcome and intro people to KC/KCC, with free concert
- We want to thank the Kimmel for asking our ideas and opinions

#### **PRINCIPLES**

- More of a sense of community
  - E.g., a café or restaurant on first floor open to public
  - Create a fountain (inside or outside) as a focal point
- Open and inviting
  - Hours of operation: 11 a.m. until 11:00 p.m.
  - Windows to street at street level
  - Marquee
  - Benches inside and out
- Make the inside apparent and easy to access to the outside
- Soften edges and more color
- Accessible to all – diversity
- PR: tell people whets happening and that they belong, even if there isn't an event, or even without a ticket..
  - ... after all, they own it.

➤ **Users of public spaces, current and future**

- Publics that want to view art work.
- Gift shop shoppers
- Students from University of the Arts, Curtis Institute
- Groups from the suburbs come into KC.
- Donor involvement through their support of student projects
- Young adults and school children

➤ **Uses of public space, current and future**

- Mounting or displaying artwork on moveable scaffolding or framing structures made of wood, to show cast art. Artwork could be easily moved to various locations inexpensively.
- Students could perform, inside and outside KC, at no cost. Performing is important to students.
- More performing is needed.
- Have students create colorful 30' x15' banners hanging from the Commonwealth Plaza ceiling. The banners would be school projects for children. Donors would love to support this project by purchasing materials.
- Students of all ages should be able to use free music rooms when no orchestral performances are scheduled.
- Trees and plants can be used to create walkways to various activities, use natural lighting to enhance the environment
- Rooftop Garden needs table seating and greenery throughout.
- Rooftop Garden should have astronomy shows, star watching.
- Student performances at no cost
- Have art shows.
- Have more festivals during the year.
- Have recording studios, presentation areas, classrooms, and internet access areas.
- The Merck Art Education Program does outreach at KC. More outreach and follow-up programs, to educate the public and school children, are needed.
- Close Broad Street for outside performances at KC.

➤ **What's liked about KC?**

- Great potential for future activities and attracting more users and newer users
- The “building works”, it simply needs to become busier.
- “KC is beautiful...open (spacious)...exciting...its comfortable.”
- “It’s big (Commonwealth Plaza) and gives a sense of privacy.”

➤ **Barriers at KC**

- “I don’t see any public space...there’s empty space but not public space.” Here, the speaker doesn’t feel that KC public space is truly public space. The space is large but not dedicated to the public’s use.
- “There’s nothing to do.”
- Users and potential users don’t know what’s happening in KC.
- Budgetary consideration determines how public space is used and its activities
- KC ushers/guards aren’t friendly, look intimidating and can stop users from entering the building.
- Barrier tape used to stop users from going into restricted areas also stops users from entering the building.
- The open spaces aren’t open all the time to the public; some public spaces are closed during performances.
- Public spaces appear to be closed at times or look uninviting, unfriendly environment.
- “People don’t know they can just walk in.”
- People don’t know when KC is open to the public.

➤ **Principles/criteria that can guide planners and architects**

- Public space should be needs defined as a public space, one that is dedicated for the public’s use.
- Artwork and greenery (plants, trees, and flowers) should be displayed throughout KC.
- Use green design in public spaces.
- Purpose to the public spaces
- Big donors’ wishes shouldn’t out way the wishes of the general public.
- Public spaces open to the public at all times.
- The Gift shop needs its own entrance
- Have plenty of seating and tables.
- Create a friendly welcoming environment.
- Public needs to be informed of KC activities.
  
- Use of technology in Commonwealth Plaza and other public spaces to inform users and potential users, i.e. video screens, animations, interactive displays, kiosks and “Y-5” internet linkage to music and videos.

- Use music on the outside to draw the public into KC to generate more users.
- Use of an icon like the Wanamaker's Eagle
- Use of natural light
- Be flexible in the design, set-up and uses of the public space environment; the public spaces should serve both concert goers and non-concert goers, dual purposes.
- Color should be used throughout KC.
- Exploit the unique public space and environment of KC. Be creative and use one's imagination fully.
- Public should know KC's regular hours.
- Public space should convey "ordinary use...day to day use of the space." One should feel that this is a place to go and have a cup of coffee or enjoy flowers.
- Training of staff, ushers/guards, in being mannerly, how to be friendly and welcoming to the public.

➤ **Summary**

- The group was eager to share their thoughts; it was as if their long pent views finally had an opportunity to be aired.

*Kimmel Center Public Space Project*  
*Moderator Notes*  
*January 28, 2008*  
*Submitted by Fatima Hafiz*

### Group Members

Transportation Advocacy Worker  
Performing Artist  
Organization Development Consultant  
Former Board Member of Philadelphia Orchestra  
Business volunteer for the Arts  
Founding member of Chamber Orchestra-Resident Company  
Architects and neighborhood residents  
Retired Verizon Writer  
College Students  
Concert goers and members of Kimmel

### **Small Group Discussion**

#### **USERS**

- church groups
- community residents
- senior citizens
- art school students
- tourist
- convention center participants
- museum patrons
- flower show patrons
- retirees
- vendors
- universities
- other cultural institutions
- cirque du soliel
- Philadelphia school district
- ticket subscribers
- performers
- customers of gift shop
- children
- renters of the facilities
- craft vendors
- local artist

## **OUTREACH/MARKETING**

- make gift shop accessible to street as a bridge to the inside of the center
- restaurant open at other times
- grand piano in the plaza
- multi-media screens inside and outside-digital displays
- marquee
- more three sheet enclosures
- summer time and weekend activities outside and inside
- sidewalk activities
- greenery
- affordable food
- kiosks
- exhibits to attract more diverse audiences
- partnering with groups outside of center city- community arts centers
- resident companies to partner with schools
- make more inviting (fabrics, paintings, banners, plants , benches)
- seating areas appealing to different audiences
- contrast of choices and variety

## **USES**

- wireless access
- piazza type structure
- student exhibitions
- arcade
- broadcast television and radio shows
- rotating art – frequently
- internet cafe
- seating for lunch -12-2
- free talent showcase for young talent
- diverse cultural events
- afternoon and Saturday puppet shows, magic shows, slide shows
- eatery
- classrooms
- free meeting space for student group

## **SUPPORTS**

- schools – public, private, colleges, universities, special schools
- walk in traffic
- building being open more
- director of activities and logistics – funded from outside
- good space
- natural lighting
- roof garden

- architecture
- inside the theaters
- elegant detailing
- underground parking
- public transport access
- big restrooms
- verizon hall interior

## **BARRIERS**

- affordability
- perception of upscale place
- architectural components not connected
- unions
- building closed during holidays
- transportation for some groups (PA Council of Arts provide busing grants)
- no street level view (paradox)
- human flow awkward
- invisible signage
- physical assessibility
- lighting (outside and inside)
- common wealth plaza- colors, cold, gray, black granite uninviting
- seating is insufficient and not to scale
- no seating in the garden
- restrooms inaccessible- none on the roof
- access to theaters limited
- location and critical mass visibility

## **PRINCIPLES**

- Music as primary
- Variety of Arts (visual, literary, performing)
- Cultural Inclusion
- Architectural transparency
- Open hours
- Balance between intimacy and large scale



*Kimmel Center Public Space Project*  
*Moderator Notes*  
*January 28, 2008*  
*Submitted by Chris Satullo*  
*Group "Green"*

**Users:**

*Current:* Concert audiences, upper class, children, Comcast, businesses, students, performers, other cultural organizations

*Potential:* Grass-roots organizations, student performers, more field trips, public broadcasters, drop-in visitors, assisted living residents

**Uses:**

*Current:* Concerts, plays, master classes, rehearsals, private functions (price a problem), free events, lectures, exhibits

*Potential:* Art exhibits, weddings, dances/balls, flea markets, musical salons, job fairs, political debates, alumni meetings and graduations, "Philadelphia's wintertime Rittenhouse Square"; use lobby for promotion of programs; put laptops in so people can browse program and see performance clips; kiosks for info; teas; Mummers performances; WiFi; coffee; more programs like Winter solstice; winter spot for parents and kids; recreation program performers; movies; cheaper lunches; focal point for social gathering and networking in CC; open mike days; piano bar; resource center for artists; book stalls; "Performances for pop-ins"

**Values**

These are all "should be's": Broad-based welcome, freedom to linger, user-friendly, showcase for art, linchpin of tourism, point of Philly pride, arts education, free destination, firm focus on art, truly public space, support of up and coming groups, diversity in people, art and music; hub for community outreach; "village of art"; good citizen and neighbor.

**What works**

Impressive; handles traffic on busy day; performance spaces; idea of a small stage in plaza; info desk volunteers

**What doesn't work**

Front door is hard to open, literally and figuratively; Spruce St. entrance for disabled is poor; Spruce St. side is barren and uninviting; Broad St. entrance gives feel of unused space but no feel of wonderful art inside; chairs are too few and too low, elderly patrons find them impossible to get and out of; lighting in plaza doesn't work for performers or pedestrians; long, dead hallways. Slow, small elevators. No escalators. Worn and dangerous staircase. Long rows in Verizon creates fire code worries; if there's ever a fire, a lot of old people will never make it out.

### **Possible fixes**

This group came totally alive when asked this question:

More lighting from below, not above

Movable, comfortable seating clusters

Greenery – create a partnership with the Philadelphia Horticultural Society – make it a showcase for them.

Escalators!

Make staircases safer

Screens inside and outside to show performances

Recorded music piped into plaza at all times

New uses, retail, food etc, to activate dead tier hallways.

Link to PAFA – student art shows.

More color in plaza

Better pr/marketing in building, on web, in community

Open the box office to outside, while keeping it inside – get rid of the black thing

Move the info station closer to Broad St. entrance

Break up the gift shop, creating stalls throughout the plaza; make the shop space an inviting coffee bar with art/music periodicals and books

### **Principles**

- 1) Support up-and-coming art and artists of all media**
- 2) Open Commonwealth Plaza to the WHOLE commonwealth**
- 3) Make it a “lively” arts center**
- 4) Use the building to promote the program**
- 5) Design for comfortable conversation**
- 6) Caffeine! WiFi! Food!**
- 7) More color**

*Kimmel Center Public Space Project*  
*Moderator Notes*  
*January 28, 2008*  
*Submitted by Harris Sokoloff*

**What do you find exciting about the Kimmel:**

- lighting at night – grandeur
- city within a city
- combination of shapes and materials
- natural light
- interior volume
- Commonwealth Plaza – great image
- Size – roomy
- Scale – breathtaking
- The garden – green, light, alive
- Commonwealth Plaza – free events and garden
- “A place”
- soaring impression and excitement at performance

**Uses**

- shopping
- exhibitions – art, photography
- performance in and out of the “boxes”
- lunch restaurant –affordable and reasonable prices
- movie/screening/film festival
- lectures/artist talks
  - by performers before and after show
  - academic
- venue for other events:
  - fringe festival
  - links to museum shows
  - “M Butterfly” bring in lectures, music performance, culture events
- Conventions
- Community events
- Children events
  - Education
  - Puppet show
  - Day care
  - Play space
- Ethnic festivals
  - Performers
  - Art

- Vendors
- On the waterfront in the summer, at the KC in the winter
- Indoors and outdoors
- Music teachers hold recitals
- After school workshops
- Amateur musicians “get your chops back”
  - Open mike as well as audition
- Place to hang out with children and talk with others (chairs, benches)
  - Dogs?
- Community orchestras/organizations “open space” for “rehearsals”
- Coffee bar
- Broadcast of events
  - Airwaves
  - On “street”
- Wireless/WIFI – strong, free
- People watching
- Meetings – small, in public spaces
- Info booth –for whole city; tourist info
- City-wide ticket booth
- Community meeting/conferencing, videoconferencing

#### User

- Everybody and anybody
- Grandchildren run around
- Weekday people in the city
- People who live in the neighborhood
- Urban strollers
- Architectural tourists
- Tourists
- Ticker buyers – music lovers
- Concert goers
- Foreign tourists
- People look for something to do – “always something at KC”
- Eaters and drinkers – buy there or bring own
  - Students
  - Business people
- Shoppers
- School children (groups – introduction to the arts)
- Arts followers – “culture vultures”
  - Classical
  - Opera
  - Visual arts
  - Dance

- Sculpture
- Jazz
- World music
- Interactive
- Rock
- Folk
- Etc.
- Lecture attenders
- Vendors come in with wares/display
- Resters/relaxers
- Employees
- Special event goers (graduations, conventions)

**Values:**

- Mixed use – other reasons to come it
  - Multiplicity of uses – sometimes correspond to show, sometimes not
- Welcoming and access and inviting to public spaces
  - Includes energizing exterior to draw people in
    - Need marquee, signs, etc. outside
- Exposure to arts
  - Educate children
  - Link to Avenue of the Arts, art schools, variety of arts.
- Location – Broad and Spruce, population center
- Availability
  - Hours of operation
  - Openness of space
  - Not just box-office
- Community
  - Build sense of community
  - Reach out to all, not just a few
- Wide range of arts
  - Reach out to wide demographics, interests, SES, ethnicity
- Partnership

**Barriers/Inhibitors**

- Feels unsafe to walk to suburban station at night
- Not a place to pass through without a particular purpose
- Unclear hours of operation/inconsistent?
- Intimidating
  - Outside:
    - Not clear opening
    - 15<sup>th</sup> Street wall
    - Spruce street

- Lack of signage
  - Gift shop with no outside entry
  - Lack of color
  - Lack of light
- Inside:
  - Big/huge
  - Shapes edges
  - Greeted by plainclothes security
  - Barriers to prohibit access to areas that should be public
  - Security precautions limit what can see when here
  - Institutional feel to parts of building
- Stairs that go nowhere
- Elevator – unclear names to floors (Tier 1 = floor 2)
- High prices for refreshments/food
- Buildings inside building loom and can be intimidating
- Limited seating in public spaces
  - Current circle chairs/not for interaction
- Feels empty most times
- Need low cost/informal coffee bar

### **Supports**

- Good people watching space
- Halls and plaza support public space
- Landmark building – can't miss it
- Public performance space
- Has bars, restaurants, cafés
- Good public restrooms in basement (when open)
- Location
- Volunteers are helpful, will help answer questions, particularly at info booth

### **Principles**

- Seating conducive to conversation and lingering
- Welcoming atmosphere
  - Security and emptiness need to be overcome
  - Need color and decorations
- Link outside and inside:
  - Signage
  - Lighting
  - Plantings
  - More transparent glazing at street
  - Sound playing outside what's inside
  - Sidewalk – break it up to connect to inside and connect to paces/wayfinding
- Clear and consistent hours of operation

- Stuff to do:
  - Restaurants
  - Coffee shops
  - Free Events
  - Shopping
- A gathering focal point
  - E.g., a fountain

- **Users of public spaces in KC, currently and in the future**
  - Current night time users
  - But others could be interested in day time use.
  - Existing stakeholders are, Merck Education Program and Youth Jazz Orchestra (not now on Wednesdays).
  - Resident companies bring in bus loads of kids (elementary and high school students) to KC. But, there are no food/beverages for them within KC; food and beverage facilities are closed. Students bring their lunch and sit.
  - TAFY (American Theater Arts for Youth), these are Youth concerts goers.
  - Tourists
  - Retirement groups have needs and can be a future user of the KC.
  
- **Uses of public spaces in KC, currently and in the future**
  - Music lessons for teenagers.
  - Actors and orchestra members interact, meet and talk, with their audiences.
  - There should be several levels of restaurants open for lunch and dinner to draw different publics and increased revenue.
  - Jazz enthusiasts would enjoy “outdoor” concerts.
  - Jerry Blavat crowd, (this audience enjoys contemporary music from the 50’s 60’s and 70’s.)
  - Different generations and groups could have talks about books and movies.
  - Advertise to neighboring crowds to have lunch in the PECO lounge, music should be part of the advertisement.
  - Decorative art, fashion shows and performance artists used to give breaks in public spaces.
  - Place chess sets on tables around the Plaza, large human size chessboards should be used.
  - The Gift shop should have an entrance on Spruce Street.
  - KC should serve as an indoor alternative when bad weather prevents outside meeting activities. The space should be donated free.
  - “Meetup.com” could be used to let the public know that the KC is a place to bring folks together.
  - The public uses KC as a pedestrian thoroughfare, a “cut through”. As they walk, they look up at the soaring glass roof and see friends at the information desk.
  - Small art exhibits, satellite exhibits, and displays (as seen at the Atwater Kent Museum) would breakup the public space and serve as a guide through.
  - Mummers outfits are on display during the parade.
  - Image projections are used on the walls.
  - There are open jam sessions, like “Free in the Plaza” on the black stage.
  - KC rent public space at times.



➤ **Barriers at KC**

- There's limited physical space available for the Gift shop and other retail areas.
- Lack of doors when big crowds are at KC
- Because of bare walls and poor outside lighting, the public can't tell if KC is open.

➤ **Challenges**

- Can public uses support themselves financially, and where will the money come from?
- There needs to be a "pedestrian "scale within the mammoth space of KC, a sense of comfort, comfortable chairs (seating) and colorful table clothes on tables.
- KC website doesn't draw. There needs to be a common website for the arts.
- There are architectural restrictions on decorating and wall uses.
- There are budgetary or dollar constraints.
- Redesign the information desk, including its draws and shape of cubbies.
- Cadence Restaurant, on the 2<sup>nd</sup> floor, will not draw street traffic. A restaurant on street level will draw the lunch and dinner users even if there are no events.
- Have the Gift shop enter into the restaurant.
- KC isn't in the restaurant business. It should partner with a star or (?) to bring in younger crowds.
- One should be able to in the elevator from Broad Street, (users would take the elevator to Cadence.)
- Cadence could be a destination place if there's a reason to go there.
- KC needs a marquee on Broad and Spruce streets.
- Getting the "word out" to diverse audiences

➤ **What group members like about public spaces in KC**

- The Hamilton Rooftop Garden is liked. The area needs seating and temperature control during the summer, it can feel like a sonna.
- Glass roof
- The Plaza, it represents an Italian piazza. It is envision with plants and trees to make it feel warmer.
- Beauty in natural materials
- Use of public art in nooks and crannies of KC
- Terrace outside of Cadence.
- The "wow!!!" effect when one walks into the Plaza. Also the websites that lead tours here.
- One group member liked all of KC.

➤ **How to improve public spaces**

- Make it feel warmer:
- Use of art displays that are easy to put up and tear down.
- Public space should be human scale.
- Breakup the space
- Use plants:
- add "green" to greenhouse effect
- put plants in the center of the "round seats"

- plant displays should be mobile and easily moved out of the way to accommodate large crowds
- Be flexible in uses and materials.
- Space should convey spontaneity at times and planned events at other times.
- It should be low cost with high impact, more bang for the buck.
- Retail shop open during regular hours.

#### ➤ **Ideas/Thoughts**

- Outside of KC need plants and foliage, retail on Spruce Street to attract activity.
- Address the next generation needs, teens and young adults. What do they want?
- Art community access to the building, i.e. Fringe Festival, University of the Arts and CAPA.
- Street theater (outside KC) should be on the Vienna/Paris models, open house people work for tips.
- The name “Commonwealth” (referring to Commonwealth Plaza) conveys an image of politics; it’s not an attractive name.
- The building is so large that people can disappear.
- The Gift shop is not open most of the time, not during performances and rehearsals.

#### ➤ **Principles**

- Public space should be for all different groups, ages and ethnicities; even if not for all uses.
- Public space should be welcoming.
- It should foster a sense of community.
- Public space should recognize or incorporate the street.
- Imaginative use of marquees
- Have more partnerships that result in “cheerleading” for KC.
- KC should be affordable, i.e. pay \$1.00 for coffee not \$3.00.
- There should be music inside public spaces.

#### ➤ **Final Thoughts**

- Have exhibits explaining, with sound, art.
- Marquees at KC should be like those at the Academy of Music.
- Not enough elevators at KC.
- There are acoustic problems in Verizon Hall.
- “Why do this”, have a discussion about public space and its uses?
  - If to make money, then which makes the most money?
  - If it is to draw resident companies, which ones?
  - If it is to fill community/public needs, the Plaza’s mission, then which will do that and bring its own support?

#### ➤ **Summary**

- Group members felt the work of the evening was a success. It was an opportunity to voice their concerns and give suggestions on improvements to KC. They are looking forward to the next steps.

*Kimmel Center Public Space Project*  
*Moderator Notes*  
*January 30, 2008*  
*Submitted by Fatima Hafiz*

### Group Members

Art Museum Worker and member  
City Planning Students  
Kimmel Center Volunteer  
Marketing Strategist  
Director for public arts  
Resident Company performer  
Architects and neighborhood residents  
Educator  
Community base planner  
Graphic Designer  
Residents  
AmeriCorps student/worker

### **Small Group Discussion**

#### **USERS**

- children
- concert goers
- teens
- young adults
- students
- schools
- international visitors
- ethnic groups (latino)
- up and coming performers

#### **OUTREACH/MARKETING**

- make gift shop accessible to street as a bridge to the inside of the center
- restaurant open at other times
- grand piano in the plaza
- multi-media screens inside and outside-digital displays
- marquee
- more three sheet enclosures
- summer time and weekend activities outside and inside
- sidewalk activities
- greenery
- affordable food

- kiosks
- exhibits to attract more diverse audiences
- partnering with groups outside of center city- community arts centers
- resident companies to partner with schools
- make more inviting (fabrics, paintings, banners, plants , benches)
- seating areas appealing to different audiences
- contrast of choices and variety
- color lights, open doors, hours of operation friendly to different groups, website

## **USES**

- free concerts
- concerts for kids
- coffee bar
- food court/ breakfast and lunch
- broadcast television and radio shows
- meeting space
- internet cafe
- conference space – non-profits – affordable rates
- summer block parties (events outside)
- art work display
- retail space
- eatery
- classrooms
- free meeting space for student group
- film festivals
- hands on workshops with artist and performers (take-away art)
- crafts market place

## **SUPPORTS**

- using space outside
- marquee – make black box exciting
- greater promotions
- partnering (Philadelphia Fringe, University of Arts, Settlement Music School, corporate)
- trees, greenery (outside and inside)
- eatery, coffee/tea stop
- maps (handheld, center board, kiosk)
- doors opened with more consistency
- re-doing box office (develop streetscape, open to be seen inside from street level)
- opening gift shop to street (increase hours of operations)
- wide screen TV showing events schedule- ongoing and future
- interactive devices for passersby - “Art meet Imagination”

- Technology in the public spaces (internet café, gift shop , hot spots, wireless, wifi)

## **BARRIERS**

- fortress quality
- must be an intentional act to come to the Kimmel
- lighting dark at doors (inside and outside)
- lack of bathrooms on roof top garden
- poor signage (difficult to reach bathrooms)
- unclear information booth vs. box office
- poor public visibility (black granite wall needs softening)
- poor acoustic quality outside of theaters
- gift shop not inviting (no awareness of space and lack of consistency in operation hours)
- Philadelphia is not a planned stop of choice for cultural programming (Kennedy Center, Montreal Canada)
- Seating not appealing or comfortable –(flying saucer seats, low seating, not enough seating)

## **VALUES**

- quality of life
- understanding
- young adults
- creative expression
- communications
- diversity (socio-economic, creative-music, visual arts, fringe fest, sense driven, )
- mobility

## **PRINCIPLES**

- Human scale design
- Lively spaces
- Welcoming atmosphere
- Cultural Inclusion
- Music (all other art forms should relate to the music art form in some way)
- Accessibility and Affordability
- Partnerships
- Free programs

*Kimmel Center Public Space Project*  
*Moderator Notes*  
*January 30, 2008*  
*Submitted by Chris Satullo*  
*Group "Green"*

**Users:**

*Current:* Subscribers, event-goers, students (as individuals and groups), parents, corporations, staff, volunteers, artists and musicians, those who rent, teachers, tourists

*Potential:* WiFi users, lunch-time visitors, neighborhood groups, people looking for shelter in the rain, nearby residents, nearby office workers, uskers, tourists (get more), pedestrians; vendors; nearby attractions; coffee drinkers; more people from outside of Center City.

**Uses** (having listed nouns under users, I asked them to list verbs for uses):

*Current:* Attend, work, meet, park, listen, buy tickets, find relief (bathrooms), look at views, mingle, drink, be seen, learn

*Potential:* Eat, view fashions (at a show), network for business, go to movies, linger and loiter, exhibit art or view art exhibits, attend performances by local arts groups, walk-in, watch my child perform with school choir, attend professional association meetings, partner your group with the Kimmel ("Now, the Kimmel stands alone."), social dancing, teas, church meetings, holiday events, tai-chi, yoga, flower shows.

**Values**

*Current:* Elite (inaccessible); a sense of special event; grandeur; high quality; empty; intimidating; not human scale; makes you feel like a visitor; no paths

*Potential:* Accessible; a place for crowds; a place with flow where you know where to go; consistency of programming; three-dimensional usage, from top to bottom; economic diversity.

**What works:**

Gorgeous interior; quality of performances; sunlight; Center City location (with flip side below); diversity of offerings; volunteers; causes civic pride; Perelman stage is a marvel; the venues feel democratic, even though ironically the public spaces don't e.g. there are no bad seats in Verizon Hall; the pipe organ; the downstairs bar looks classy; it has lots of empty space, so there's potential.

### **What doesn't work:**

Uninviting exterior ("It starts being beautiful just above what you can see from the street."); lack of trees, no human scale in plaza; location (flip side is that it's at far end of A of A, not close enough to Market St. office towers for lunch trade); no sense of welcome; nowhere to sit and wait comfortably; lack of visual information (posters, screens, kiosks); "It a monument, not a party of the city's daily fabric." "It's dull on the outside, and only grand on the inside." The doors are daunting. It looks institutional. The Spruce St. awning doesn't protect from the rain. The pedestrian approaches are poorly lit.

### **Potential fixes:**

Get a celebrity chef for Cadence and promote it as a destination in itself

Move the rental rooms to the second tier, do retail on the first tier

Move the plaza stage to a more visible spot

Put up kiosks all around plaza with info not just on Kimmel, but all Philly culture

Open the gift shop to Spruce Street, and make it more open and inviting to lovvv

Create a more inviting box office

Coffee shop where gift shop is

"It's a greenhouse! Treat it like one. More green. Do something off of the flower show every year.

Create conversation pits and other more intimate spaces.

### **Principles:**

- 1) Create intimacy within grandeur**
- 2) Make it Philly's sixth public square**
- 3) Let people know! Use the building to communicate more effectively with your constituents (leads to more patrons, more funding)**
- 4) Bring more of Philadelphia in, throughout the day**
- 5) Customize spaces to allow diverse uses**
- 6) More green!!!**
- 7) Don't forget the music!! Don't let the plaza be silent.**

*Kimmel Center Public Space Project*  
*Moderator Notes*  
*January 31, 2008: Kimmel Center Staff Forum*  
*Submitted by Ellen Petersen*

**What Are Your Hopes and Fears?**

Hope: We maintain income to maintain spaces  
 Fear: We won't

Hope: More seating and comfortable  
 Fear: Get in the way of the flow

Hope: All spaces warmer  
 Fear: There won't be follow-through

Hope: Technology will be integrated with the building  
 Fear: The cost will scare people from making the necessary changes

Hope: A lot of people will visit from 10 am to midnight  
 Fear: They will get there and forget it's a performing arts center

Hope: We bring in as many kids as possible  
 Fear: Won't happen

Hope: We will have diversity in groups and space use  
 Fear: Our mission gets lost

Hope: The space plan supports what we do  
 Fear: It impacts our primary mission on programming and customers

**Who Are Current Users/Stakeholders?**

Box office  
 Resident companies  
 Restaurant Associates  
 PECO bar  
 Gift shop  
 Volunteers  
 Ticket buying public  
 Artists  
 Support staff



Institutional Event attendees  
 Corporate event users  
 People who attend events e.g. weddings  
 Students  
 School groups  
 Neighboring businesses-e.g. restaurants and garages

### **Who Are Potential Users/Stakeholders?**

Non concert going public at both concert and non concert times  
 Book shop customers at non event times  
 PECO bar patrons at non concert times  
 Tourists  
 Free concert attendees  
 Late diners, diners at non concert times  
 Bar patrons

### **What Do They Value?**

Cache of being at the Kimmel, arts center  
 Accessibility both in terms of access to the building and transportation to the building  
 Cleanliness  
 Location  
 Music  
 Programming  
 Pricing  
 Web ticketing  
 Restaurants  
 Acoustics  
 Comfortable seating  
 The organ (if they can find it!)  
 Difference at Kimmel versus competitor venues  
 Having 4 places to be entertained at the Kimmel (including Innovation in the basement)  
 Attractiveness  
 Warmth  
 Consistency in warmth in both performing and public spaces

### **What Will They Do?**

18 hours of art, visual, something going on  
 Special event every day, on tiers, before and after performances  
 Exhibition space for Orchestra and other exhibits  
 WiFi hot zone

Enjoy a focal point like a fountain, Japanese garden, or aquarium  
 View greenery which breaks up the space  
 Have free public performances by students or others  
 Citywide events (L.A. center models this well)  
 Corporate meetings in Verizon hall  
 Late night crowd interactions  
 Lunchtime crowd activity  
 Performing arts library  
 Students enjoy the space as part of the University Arts campus  
 Movies  
 Plaza for sketching

#### **What Enables These Activities in the Current Space?**

Big space  
 Fabulous glass ceiling and Tier One  
 People can be sheltered from elements  
 Balcony in Cadence  
 Climate control  
 Garage downstairs  
 Built in bars  
 Lobby works for big crowds in its roominess and airiness  
 Rooftop garden  
 Free coat check  
 Ease of box office  
 Volunteers who answer questions  
 Restaurants, when open  
 Good access to Verizon hall for disabled  
 Ushers  
 Security team keeps things safe and can answer questions

#### **What Are the Obstacles To These Activities in the Current Space?**

Lack of signage  
 Security can be off putting  
 Confusing to get to Cadence  
 Can't tell what is going on inside building even when it's full  
 Façade makes it appear nothing interesting is going on  
 Exterior signage  
 No flag out front to symbolize it is a performance night  
 Not enough lighting  
 Can't tell there is a restaurant inside  
 People don't know the building is open  
 Can't go past the lobby

Not welcoming  
 Can't see the art  
 Front doors don't all work  
 When concerts are over, the lights go off and the doors are locked  
 No sign outside to tell people when the performance will end  
 No digital signs to attract exterior attention  
 Plaza acoustics  
 Hard to see over the people in a crowd  
 No sound system in the public seat  
 Few seating areas which are uncomfortable  
 Plaza is rental space and everything gets moved around for ad hoc events

### **What Principles Should be Used in the Design?**

Warm up space  
 Break up space  
 Less imposing space so an art student doesn't worry about being escorted out  
 Signage including availability in Tier 1 and Tier 2  
 Seating that can be used for a happy hour setting  
 Do we need movable space? Don't other venues make rental clients work around space and sell the space as unique because of its design?  
 Better strategic lighting  
 Balance operational cost with design  
 More energy efficient lighting, no incandescent  
 Be mindful of who "Owners of space" are and what they want  
 Have a design plan that can be communicated and marketed to all stakeholders  
 Respect public art  
 Maintain uniqueness of space  
 Need ease of emergency exiting  
 Need "drive by vision" of what is going on inside  
 Signage that is easy to see and react to  
 Space conducive to after hours access and enjoyment-bar menu, post concert crowd  
 A way to integrate the gift shop  
 Exploit the balcony  
 A more comfortable floor that functions in the space (yellow brick road?)  
 A space that allows perception of the space to match the reality of what is there  
 Ease of navigation in the space

*Kimmel Center Public Space Project*  
*Moderator Notes*  
*January 31, 2008: Kimmel Center Staff Forum*  
*Submitted by Chris Satullo*

## **Icebreaker: Hopes and Fears**

Began this session with a question about what staff members hopes or fears are about the future of their center.

### Hopes

Bring more young people. Bring back some of Bill Rouse's vision a civic square. Make it a signature meeting place. Make it the most relevant space in Philly to citizens. We get better ideas for accessibility. That these forums are the first steps toward a dynamic space that includes more people while still embracing quality. That we'll bring more green. That we'll bring a warmer persona to the public. That I'll hear music, rather than the air conditioning, when I walk in the place. That we'll warm up the place, make it more welcoming.

### Fears

That we don't realize our hopes. Kimmel becomes a behemoth symbol of irrelevance. That people will continue to miss many facets of this gem. That we'll sink under idea overload. That a fear of risk will prevent us from doing things. That we'll add too many permanent fixtures that will damage flexibility. Ideas that seem great to some will seem bad to others, and when we don't execute these controversial ideas, there will be backlash. My biggest fear is time is ticking. It's not the field of dreams: We built it, but they didn't come.

## **Users**

*Current:* Artists, patrons, resident companies, students (could do more), corporations, community groups (could do more), private groups, visual artists, staff

*Potential:* Passers-by, repeat patrons, neighbors, nearby office workers, college students, shoppers, diners, ancillary vendors, suburbanites, more visual artists.

## **Uses**

(Expressed in verbs)

*Current:* Attend, buy, tour, photograph, meet, eat, express artistry, gather, relax, do business, support, enjoy, learn, convene, celebrate, graduate

*Potential:* Hang out, people watch, exercise (yoga, tai chi) read, sketch, make music, see movies, eat well but cheaply, go online, have a drink, meditate, be part of U of Arts campus.

## **Values**

*Current:* Exclusivity, ego, affluence, excellence, art, music, awe, modernist, uniqueness, symbolic, world-class, a good home for artists, a shared social experience.

*Desired:* World-class but accessible; warm, reasonable, easier to use, inviting, comfortable, iconic, engages the curious, endearing, diverse, adaptive, exciting, busy, more apple pie.

## **What works**

Plenty of space (in one sense); wide sidewalk; long frontage; location (in some senses, CC and A of A); flexible (qualified); beautiful; acoustics in venues; lots of windows (but ...); succeeds at being a “quiet neighbor”

## **What doesn't work**

Exterior lighting; parking (not as bad as perception, but perception hurts); can't get to elevators; location (south end of A of A is dead); furnishings; its beauty is of an intimidating type; space not as flexible as seems, because of restrictions, lack of support space, lack of funds; location of box office; closing off half of plaza; not enough back-of-house, storage space to back up the supposed flexibility of the public spaces; lack of office space; acoustics in public spaces; windows are plentiful but not used well to create transparency and create mood.

*Kimmel Center Public Space Project*  
*Moderator Notes*  
*January 31, 2008: Kimmel Center Staff Forum*  
*Submitted by Harris Sokoloff*

## **HOPES**

- become destination for other than performances – become alive other times
- return to level of use (great use) when first opened
- broadest possible regional people have place in Kimmel Center (all kinds of diversity)
- life up to hype and physical stature
- want people on the street to know KC as vibrant, fun, world class
- bring out beauty in building
- KC contribute to its external environment/affect walkers
- Know what we are when the walk in
- Address on front
- Busy all day
- Update “founders” wall
- Year round performances
- Hope we will become the New York Yankees, not the Philadelphia Phillies (Kimmel is to Lincoln Center as Philadelphia Orchestra is to New York Orchestra)

## **FEARS**

- cynicism of Philadelphia will put us into too big a hole do dig out of
- we don’t “see” everybody (full diversity) as audience

## **USERS**

- tourists – visitors to Philadelphia and KC
- concert goers
- students K-college
- local employees for lunch
- power walkers/mall walkers
- 30+ group / under 30 group
- diners
- resident companies/artists
- young artists
  - venue to show work of students from U Arts, CAPA, etc.
- architects
- people who want to read
- young professional groups
- photographers/sketchers
- clubs
- school groups

- people who come to sit and meet others
  - virtual office space
- chess players/game players – game corner
- shoppers – retail
- VIPs/local celebrities
- Club scene (Club Kimmel)
- Donors – special events
- Local government – civic events
- Schools – graduation events
- Production companies

## **USES**

- Movie screenings
- Restaurant
- Social events (weddings...)
- Shopping
- Chess clubs
- Lectures
- Learning opportunities
- Meeting/virtual office space
- Temp gallery – art exhibitions
- Testing
- Conference space
- Listen to different music
- See different kinds of art
- Classes
- Building as classroom – object/subject of study
- Hot yoga in the garden
- Religious services/and meetings
- Indoor community festivals – flea markets
- Show student films
- Grand scale installations and performance art
- Dancing in the plaza
- Entertainment – buskers
  - Inside
  - On sidewalk
- Local artists
  - Spoken word
  - Monologue slams
- Super bowl party
- Oscar party
- Launch pad for up-coming artists

- Voting
- Fashion shows
- Pride fest activities
- Internet café

## **IDEAS**

- Large signs of what's happening inside and out
- Sidewalk cafe
- Box office face street and put roof over it
- Musical kiosks
- Free "anything" – internet access, movies
- Decorate for seasons/holidays
- Panel pictures of local people
- Enlist celebrities to support
- Cover/enclose roof garden
  - Sound
  - Coolness
- Banners that extol the arts/out program
- Need to move from talk to action
  - Staff have had these conversations before, but nothing happens
- Plaza is energized/energetic often – when there are shows, weekends, etc.

## **VALUES**

- Inclusiveness
- Building audiences
- Civic pride
- Solid reputation
- Enlightenment
- Education
- Sense of ownership
- Value for money
- Reflection of the city and region
- Accessibility – for all --- physical, financial, interest

## **SUPPORT**

- Staff
  - Cares
  - Competent
- Size of building
- In part of center city that is growing
- Near University of the Arts
- Modular construction



- Vertical space that could be used
- Only place like it in the region
- Building is an inside public square – weather doesn't matter

## **INHIBIT**

- Building is
  - Cold
  - Not inviting
  - Uncomfortable furniture in public spaces
- Building has physical barriers – ropes to keep people out
- Lack of signage inside and outside
- Stairs lack center rail/support for directionality
- Not enough programs
- Lack of PR about what's happening
- Lack of southern foot traffic
- Regular or common person doesn't see self when come in or feel comfy – for "elite"
- Nothing "says" community
- Wind in building
- Outside vendor agreements – food, gift shop – exclusivity
- Beauty of building conveys "elitism"
  - Need to soften, humanize
- Art can't be easily seen
- Sound from one public space bleeds elsewhere
- Crowd movement difficult when all spaces are in use

## **Principles**

- Building should celebrate the arts, not just contain them.
- The center should project itself out outside of itself, onto the street and sidewalk (sidewalk cafes; Cadence terrace, music outside, dynamic signage)
- We want everybody; celebrate the breadth of the regional demographics
- Appeal to people, not an audience; treat visitors as guests, not as money sources.
- Make it warmer, more welcoming
- Anticipate guest needs (signs, greeters, accommodations, comprehensive services )
- Make it affordable and accessible
- Commitment to fun