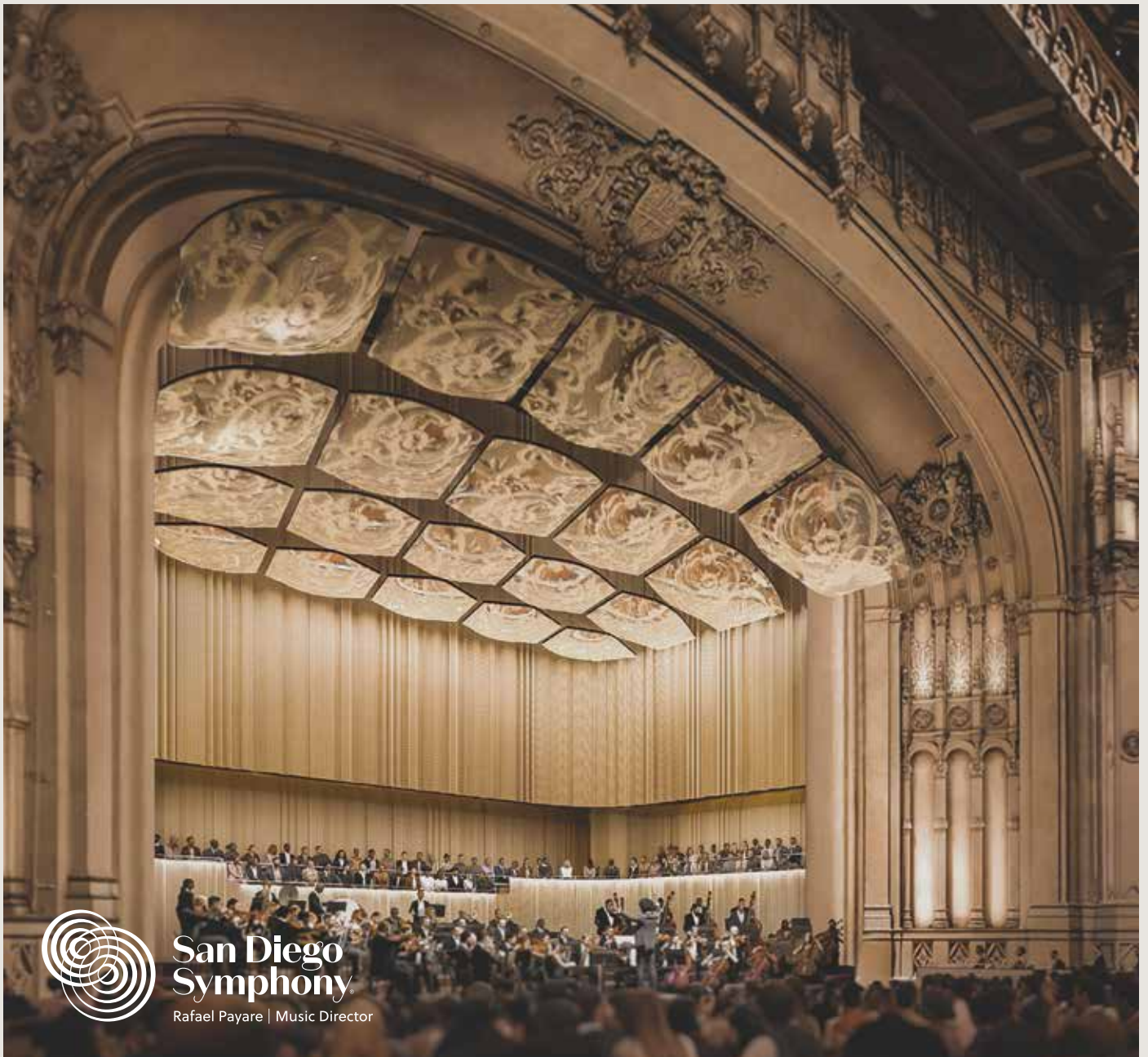


# Building a Sound Tomorrow

Jacobs Music Center Renovation  
and Endowment Campaign



**San Diego  
Symphony**

Rafael Payare | Music Director



# A Journey with Purpose

---

Eight years ago, the San Diego Symphony embarked on a bold strategic plan based upon one simple principle: *There is no great city without a great orchestra.*



“To have the opportunity to improve the beautiful hall we call home, and to improve the musical communication on stage with the musicians, and to create a more intimate connection with our audiences, is a fantastic dream.”

- Rafael Payare, Music Director San Diego Symphony



# A Journey with Purpose

Guided by an unwavering commitment to artistic distinction, the San Diego Symphony is one of the most exciting 21st century orchestras to watch and hear.

Thanks to the generous support from our community, we now have:

## An Internationally Acclaimed Music Director

Following an extensive international search, the Symphony appointed Rafael Payare as its Music Director. He is one of the world's most dynamic, creative and inspiring conductors, and has propelled the orchestra to new artistic heights while engaging audiences through his compelling and rich performances.

## Musicians from Around the World

Along with its audience and philanthropic partners, the orchestra's musicians are among its greatest assets. They come to San Diego from the world's leading conservatories and serve the community as artists, mentors, coaches, teachers and musical leaders.

## The Rady Shell at Jacobs Park™

A long-held goal of the San Diego Symphony was to create a permanent outdoor venue. In August of 2021, this dream was realized with the opening of The Rady Shell at Jacobs Park – an iconic new destination that has garnered critical acclaim and awareness of the orchestra.



Top photo: J. Henry Fair; Bottom right photo: Darren Bradley, TSA



# A Home for the Future

**With continued support, the renovation of the Jacobs Music Center will create a home for the orchestra that will foster listening and belonging.**

## Jacobs Music Center

Originally built in 1929 as The Fox Theatre, this movie palace and performance venue became the property of the San Diego Symphony in 1984. The beauty and majesty of this historic hall added to the stature and artistic growth of the orchestra. In October 2013, the complex consisting of Copley Symphony Hall, the newly renovated lobbies, the backstage areas and the administrative offices was officially named the Joan and Irwin Jacobs Music Center.

Under the leadership of Music Director Rafael Payare and Chief Executive Officer Martha Gilmer, the Symphony has begun a \$125 million renovation of its indoor home to be completed in the fall of 2023. The renovation of The Joan and Irwin Jacobs Music Center and Copley Symphony Hall will complement The Rady Shell at Jacobs Park™ and provide San Diego with two extraordinary venues – one indoors and one outdoors – both designed to celebrate music and community.

The new Jacobs Music Center will create a multi-functional facility that has a stage with a fixed orchestral shell that includes a choral terrace, as well as reconfigured seating to enhance sight lines and improve the audience's connectivity with the musicians onstage and with each other.

Along with extensive acoustic upgrades that benefit everyone – including patrons, musicians, conductors, soloists and audience members in every seat in the auditorium – the project also includes multipurpose spaces that can be used as entertainment, masterclass and lecture spaces.

Further improvements include additional sets of pipes for the legendary theater organ, a new Seventh Avenue entrance, dramatically improved ADA access for patrons and artists, added production spaces, upgraded guest artist dressing rooms, a new

musician's lounge, an expanded music library and a new artist entrance providing direct backstage access.

The Jacobs Music Center Renovation is a reinvestment in downtown San Diego, providing the orchestra and the community with a venue that celebrates the making of music and highlights the significance of listening for all of us. Preserving this historic theater and enhancing its acoustics and visual connectivity allow us to really listen to and experience each other. They also ensure that downtown will continue to contribute to San Diego's rich cultural fabric and make it a destination for cultural travelers near and far. This bedrock investment in the cultural life of the city is also critical for the orchestra's ongoing artistic evolution.

**There is no great city without a great orchestra.**



Rendering: Courtesy of HCA





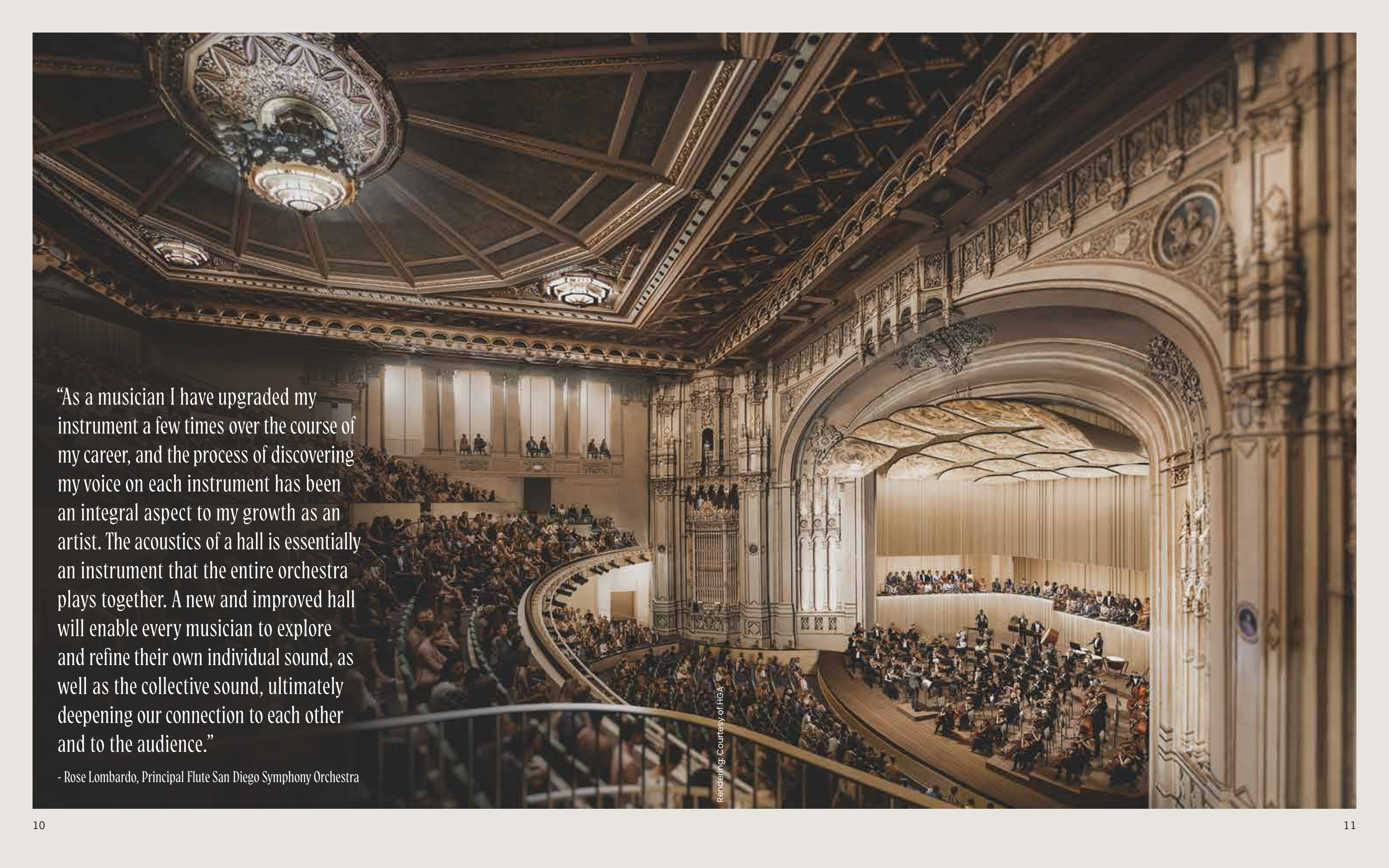
“After witnessing many years of consistent artistic growth, we will soon have an incredible opportunity for even greater artistic achievements on the highest level with our newly renovated concert hall at the Jacobs Music Center. The new and improved acoustics will take us from a great 1920s movie theater to a great 21st-century concert hall. With the Rady Shell, the renovated JMC and Rafael Payare’s leadership, our future in San Diego is rich.”

- Jeff Thayer, Concertmaster San Diego Symphony Orchestra

Photo: Bill Larsen

Renovation Progress - August 2022





“As a musician I have upgraded my instrument a few times over the course of my career, and the process of discovering my voice on each instrument has been an integral aspect to my growth as an artist. The acoustics of a hall is essentially an instrument that the entire orchestra plays together. A new and improved hall will enable every musician to explore and refine their own individual sound, as well as the collective sound, ultimately deepening our connection to each other and to the audience.”

- Rose Lombardo, Principal Flute San Diego Symphony Orchestra

Rendering: Courtesy of HCA



# This Civic Project

“The ability to hear minute details directly from across the stage is critical for great orchestral performances. The renovation of the Jacobs Music Center will not only enhance our ability to hear each other onstage but promises to deliver the full sound we produce to the audience. The impact should be nothing less than stunning!”

- Richard Levine, Cello San Diego Symphony Orchestra

## Jacobs Music Center Renovation

Listening is an action. It is something we all do. Listening can never be passive. It is never just something that happens to us. It is an active and vital part of the way we engage with the world around us. To really listen, we must absorb all the sounds around us. Of course, listening is essential for musicians. Musicians must not only hear their own notes, they must hear every detail of the notes played by all the musicians. Without this deep, three-dimensional listening, there can be no orchestra.

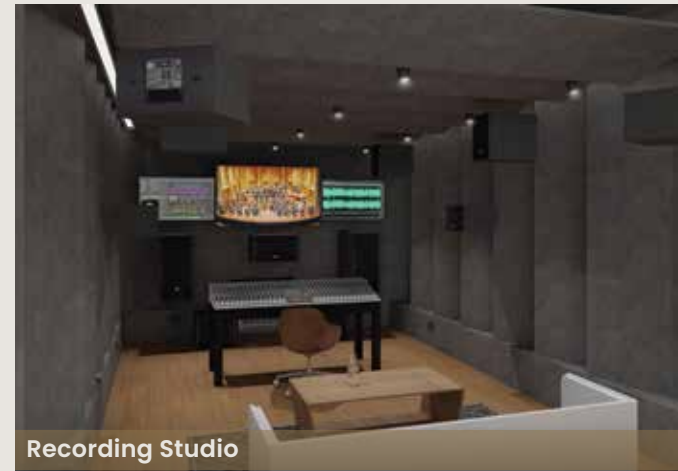
Through the miracle of acoustic engineering, which enhances the listening experience of both musicians and audiences, everyone can share a greatly enriched musical experience. This kind of shared experience is at the heart of the Jacobs Music Center Renovation. As part of the renovation, we are significantly upgrading our acoustical systems throughout the concert hall. Also, with the goal of creating a holistic destination for the entire San Diego community, we are developing innovative new spaces throughout the building that will house an array of enhanced learning programs and experiences.



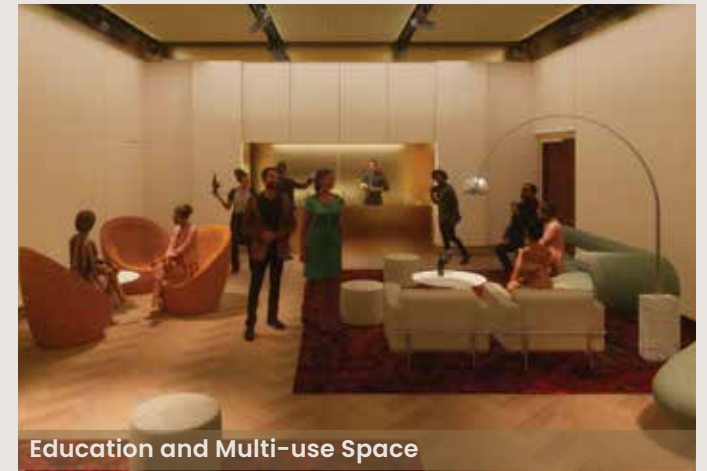


# A Look Inside

The following renderings represent some of the new interior spaces included in the renovation.



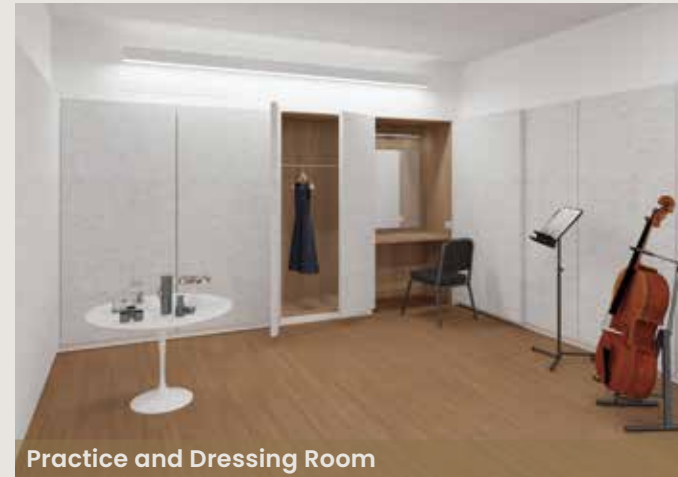
Recording Studio



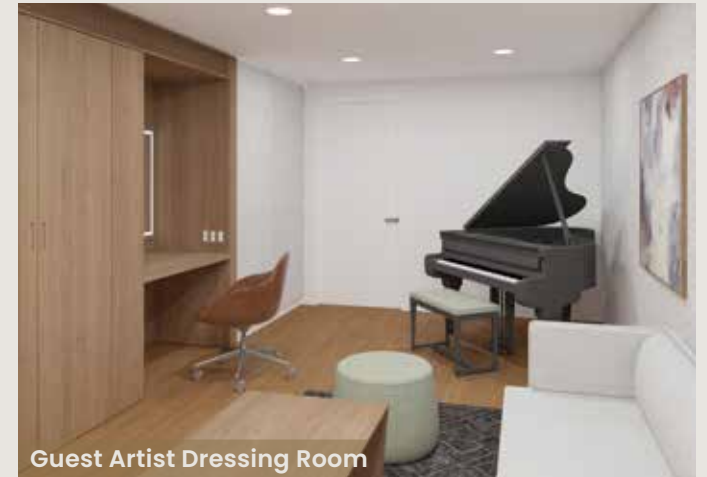
Education and Multi-use Space



Repurposed follow-spot and projection room that can be used for meetings and events.



Practice and Dressing Room



Guest Artist Dressing Room



Renderings: Courtesy of HGA

Musicians' Lounge



# A Look Inside



## FIXED ORCHESTRA SHELL

+Size and shape optimizes blending and projection of orchestra's sound to audience while improving onstage hearing

## CANOPY REFLECTORS

+Balance sound projected toward hall  
+Higher position reduces onstage sound levels and improves hall sound response

## STAGE TUNING CHAMBER

+Variable acoustics enable fine tuning for cross-stage hearing  
+Deployed curtains dampen sound for heavily amplified programs

## A/V UPGRADES

+Three independent speaker arrays  
+Improved speaker coverage and clarity  
+Permanent speech speaker system for vocal reinforcement

## ORGAN CHAMBER

+Tuning chamber enables variable acoustics

## REAR TUNING CHAMBER

+Variable acoustics

## SIDE ACOUSTIC VOLUME

+Acoustic banners reduce resonance in hall for amplified music

## PENTHOUSE

+MEP hanging from structure above to reduce undesired vibration into hall

## REAR TUNING CHAMBER

+Variable acoustics

## ACOUSTICAL UPGRADES

### Improving the acoustics for both the orchestra and audience

- Permanent orchestra shell and adjustable reflectors
- Acoustic reflectors and tuning chambers throughout the hall, including on stage, rear wall on the orchestra level, balcony and along the Angel's Walk
- AV upgrades: three speaker arrays, improved speaker coverage and clarity, permanent speaker system for spoken word

## ADDED SPACES

### Reallocating underutilized spaces and reconfiguring existing spaces

- New video and audio control room
- New editing suite for recordings
- New practice rooms
- New performers' suite
- New office space for staff and production
- New event lounge in the lower lobby for hosting events, small recitals and education programs
- New front-of-house storage and stage manager's office
- New production grids and catwalks

## OVERALL IMPROVEMENTS

### Key expansions and upgrades

- Reconfigured seating for enhanced audience experience
- Stage with fixed shell and acoustic chambers
- New choral terrace
- New seating capacity - 1,800
- Re-raked and shaped orchestra floor
- New seating geometry orients audience sight lines toward each other
- Open access to move through the Juliet balconies
- Backstage space and rooms

## ACCESSIBILITY

### Universal accessibility and safety

- Updated 7th Avenue entrance
- Official 8th Avenue musician and staff entrance
- Accessible ADA access to orchestra level and grand tier via lobbies
- Accessible ADA pathways into the upper Pauline and Stanley Foster Lobby and the main Daniel J. and Phyllis Epstein Lobby
- Choral terrace access
- Stage access via concealed doors
- Improved indoor air quality with relocated and upgraded HVAC
- Fire safety and egress updates



# Supporting the Future

## Endowment Campaign

To sustain the orchestra's future, the San Diego Symphony must continue investing in artistic initiatives, expanding audiences and creating innovative community and educational offerings – all of which require a solid financial foundation. This campaign also provides an opportunity for San Diego's philanthropic community to strengthen the orchestra's endowment with the Jacobs Music Center Renovation.

A robust endowment that supports the orchestra's greatest aspirations will further distinguish the San Diego Symphony as a leader in the orchestral world and fund its work well into the future.



Left photo: Gary Payne



Photo: Ryan Bowcott



# San Diego Symphony Leadership

---

## Martha A. Gilmer Chief Executive Officer

Martha was named Chief Executive Officer of the San Diego Symphony Orchestra in October 2014 and leads the institution in realizing all areas of its mission: expanding its programming, increasing its community engagement, heightening its artistic profile and building its capacity to share transformative experiences.

Working with the Board, musicians and staff, Gilmer created the strategic plan that has been guiding the Symphony since 2016. Major changes she has initiated include the appointment in 2018 of internationally acclaimed Rafael Payare as the orchestra's 13th Music Director. Partnering with the Port of San Diego, Martha oversaw the fundraising and construction of The Rady Shell at Jacobs Park™, the Symphony's first permanent outdoor venue, while expanding the Symphony's summer programming and community engagement initiatives at the new site.



Photo: Lauren Radack

## Rafael Payare Music Director

One of today's most sought-after conductors, renowned for his profound musicianship, technical brilliance and charismatic presence, Rafael Payare assumed the leadership of the San Diego Symphony Orchestra as its Music Director on July 1, 2018.

Mr. Payare served as Principal Conductor and Music Director of the Ulster Orchestra from 2014 through 2019, and was named Conductor Laureate in recognition of his artistic contributions. He also has served as Principal Conductor of the Castleton Festival and Honorary Conductor of the Sinfonietta Cracovia.

In 2022, Mr. Payare assumed the role of Music Director of the Orchestre symphonique de Montréal. As a guest conductor, he has led many of the world's great orchestras, including the Vienna Philharmonic, Cleveland Orchestra, Chicago Symphony Orchestra, Boston Symphony Orchestra, Los Angeles



Photo: J. Henry Fair

Philharmonic, Mahler Chamber Orchestra, London Symphony Orchestra, Philadelphia Orchestra, Munich Philharmonic and Symphonieorchester des Bayerischen Rundfunks. As an opera conductor, Mr. Payare made his acclaimed debut at the Glyndebourne Festival in 2019 and has conducted at the Royal Swedish Opera and Malmo Opera.

Born in Venezuela in 1980 and a graduate of El Sistema, Mr. Payare began his formal conducting studies in 2004 with José Antonio Abreu. He has conducted all the major orchestras in Venezuela, including the Simón Bolívar Orchestra, in which he served as Principal Horn and took part in many tours and recordings with conductors including Giuseppe Sinopoli, Claudio Abbado, Sir Simon Rattle and Lorin Maazel. In May 2012, Rafael Payare was awarded first prize at the Malko International Conducting Competition.



# Project Team

## John Frane

### Design Principal, HGA

John, a Design Principal at HGA, is focused on high-design arts, cultural and education projects. He combines invention and artistic sensitivity to every project, from large-scale public venues to small-scale art commissions for leading national clients. His work has won numerous design awards and has been published widely in top media. He teaches at the University of Southern California School of Architecture, and previously taught at UC Berkeley and Tulane University as a distinguished visiting faculty. His excitement and dedication to historic preservation and this landmark venue, made John the ideal partner for our organization.

HGA is a national interdisciplinary design firm rooted in architecture and engineering, with a performing arts portfolio that includes the Ordway Center for the Performing Arts, Huss Center for the Performing Arts, Napa Valley College Performing Arts Center and a collection of new and renovated performing arts facilities on the campus of San Diego State University.

John and his team have reimagined Copley Symphony Hall and the Jacobs Music Center, greatly elevating the overall experience for our audiences and our orchestra.

“Working on the Symphony Hall has been the most challenging of pleasures, both beautiful and clever. Steeped in history and filled with its incredible filigree of playful details, the building has been an inspiration to creative solutions. It is an honor to work with the Symphony community on the transformation and return of this structure to an even more vital role in the Southern California arts community.”

- John Frane, Design Principal HGA



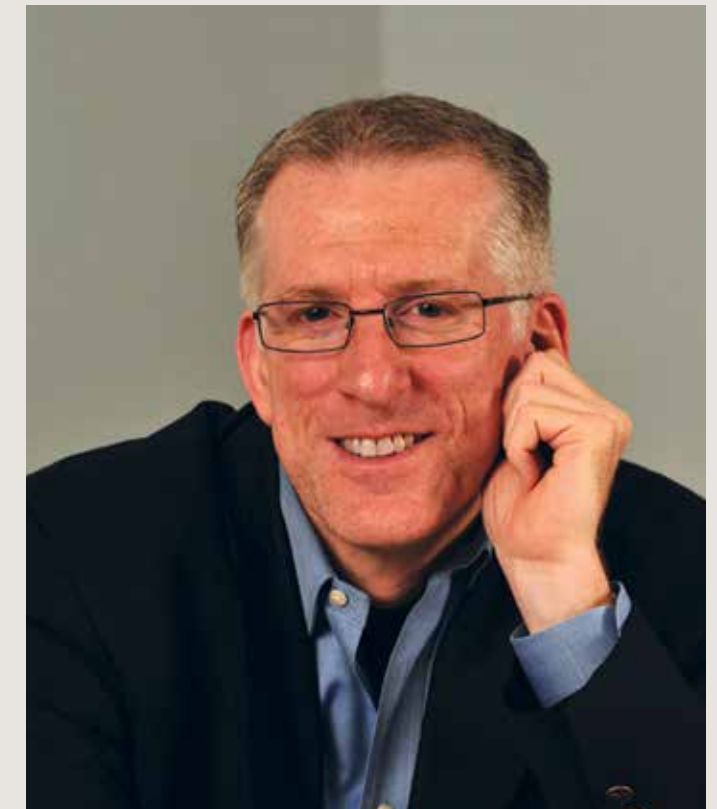
## Paul Scarbrough

### Principal Acoustician, a·ku-stiks

Paul is an acoustical design professional with over 30 years of experience serving the needs of performing and visual arts organizations and educational institutions. He recently led the a·ku-stiks team in the design of renovations to the famed Cincinnati Music Hall; home to the Cincinnati Symphony Orchestra, the Cincinnati Pops, the May Festival and Cincinnati Opera. Paul continues to advise Lincoln Center and the New York Philharmonic on the redesign of David Geffen Hall (née Avery Fisher Hall). The JMC acoustic design includes a fixed enclosure that surrounds the orchestra, adjustable panels above the orchestra to reflect the sound to the stage and to the audience, tunable panels at the back of the stage and throughout the hall, orchestra risers and a choral terrace that will allow the orchestra to play larger scale works on our stage. This means that the hall will have great flexibility to present small chamber ensembles, symphonic works, works with soloists and chorus as well as amplified concerts and film music.

“The planned changes to the Jacob Music Center will raise the acoustics of the concert hall to the next level, allowing audiences to experience the San Diego Symphony with greater clarity, richness and warmth. It will also transform the listening environment for the musicians, opening the door to ever greater artistic nuance and power in their playing.”

- Paul Scarbrough, Principal Acoustician a·ku-stiks





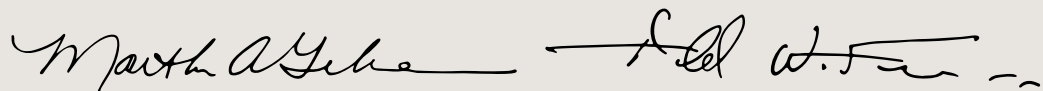
# Please Join Us

We ask you to join this historic campaign by investing in the San Diego Symphony Orchestra's future. With your participation in the Jacobs Music Center Renovation and Endowment Campaign, you will play a vital role in ensuring the Symphony's ongoing programmatic excellence and the continued ascension of San Diego as a cultural destination.

There are various meaningful ways to play a part in building the Symphony's future. A gift toward the renovated Jacobs Music Center supports the orchestra, elevates the audience experience and impacts the growing vitality of downtown San Diego. Contributing to the Symphony's Endowment Fund strengthens the organization's foundation and ensures that its work, created by passionate artists and arts leaders, can continue. With your forward-thinking participation, the San Diego Symphony's musicians, audiences and community will experience innovative and inspiring programming in a transformed and enhanced concert hall for years to come.

We invite you to participate in this crucial campaign.

Thank you for your interest in supporting the Jacobs Music Center Renovation and Endowment Campaign.



**Martha A. Gilmer**  
CEO

**Harold W. Fuson, Jr.**  
Board Chair





# We Look Forward to Welcoming You Home

---



## Planned Grand Reopening Fall 2023

Our goal is to have this project completed in time for Jacobs Masterworks Season, scheduled to begin in the Fall 2023

Rendering: Courtesy of HCA



“It is not enough  
for music to be heard.  
It must be seen to be heard.”

- Igor Stravinsky

We are honored to provide distinctive, high-profile recognition to individual, corporate and foundation partners.

For more information about establishing your legacy at the San Diego Symphony, please contact:

**Jennifer Nicolai**

Director of Advancement, Campaign and Major Gifts

(619) 237-1969 | [JNicolai@SanDiegoSymphony.org](mailto:JNicolai@SanDiegoSymphony.org)

[www.SanDiegoSymphony.com](http://www.SanDiegoSymphony.com)



**San Diego  
Symphony**

Rafael Payare | Music Director

Renderings included in this brochure may not conform exactly with the final designs of these rooms