

# THE AUD

EMERGING EVENTS ACTIVATION  
CONCEPT STUDY

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1

WORCESTER

2

THE WORCESTER MEMORIAL AUDITORIUM

3

FUTURE VISION...WHAT IF?

4

THE AUDITORIUM, REINVENTED

WORCESTER



**“THE**  
**HEART**  
**OF THE**  
**COMMONWEALTH”**



La Verendrye  
Wildlife  
Reserve

Sudbury

Algonquin  
Provincial  
Park

Ottawa

Montreal

Quebec City

Sherbrooke

NEW  
BRUNSWICK

Fredericton

Moncton

PRINCE  
EDWARD  
ISLAND

Cape Breton  
Island

New Glasgow

Saint John

NOVA SCOTIA

MAINE

Bangor

VERMONT

Toronto

Kingston

Mississauga

Rochester

Buffalo

NEW YORK

NEW  
HAMPSHIRE

Portland

NEW ENGLAND

WORCESTER

Albany

MASSACHUSETTS

Providence

CONNECTICUT

Ri

Pittsburgh

PENNSYLVANIA

New York

A satellite-style map of New England, USA, with Worcester, MA, highlighted as a central hub. Worcester is marked with a large yellow location pin and the word "WORCESTER" in bold yellow text. Dashed yellow arrows point from Worcester to five other major cities: Manchester (north), Boston (east), Springfield (west), Hartford (southwest), and Providence (southeast). The map also shows state boundaries and the coastline of New England, including Long Island.

## WORCESTER

MANCHESTER

BOSTON

SPRINGFIELD

HARTFORD

PROVIDENCE

Long Island

## GEOGRAPHICAL SIGNIFICANCE

- The second most populous city in New England, with over 200,000 residents
- A center for higher education, it's home to eight colleges and universities, with a student population exceeding 35,000
- The Heart of the Commonwealth and the Heart of New England, located centrally an hour from Boston, Providence, Hartford, and Springfield
- Home to the expanding Worcester Regional Airport and Union Station, providing plane or train service to Boston, New York City, Chicago, Florida and more

# WORCESTER

## ARCHITECTURAL FEATS



# WORCESTER

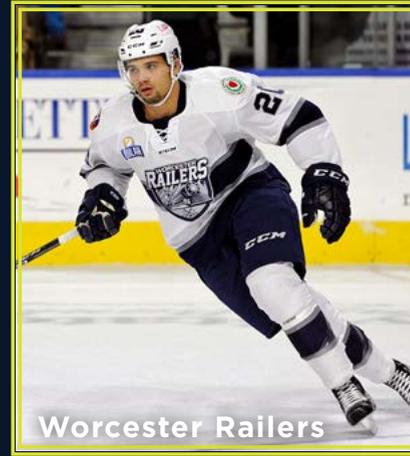
## FOOD + CULTURE



Worcester Red Sox



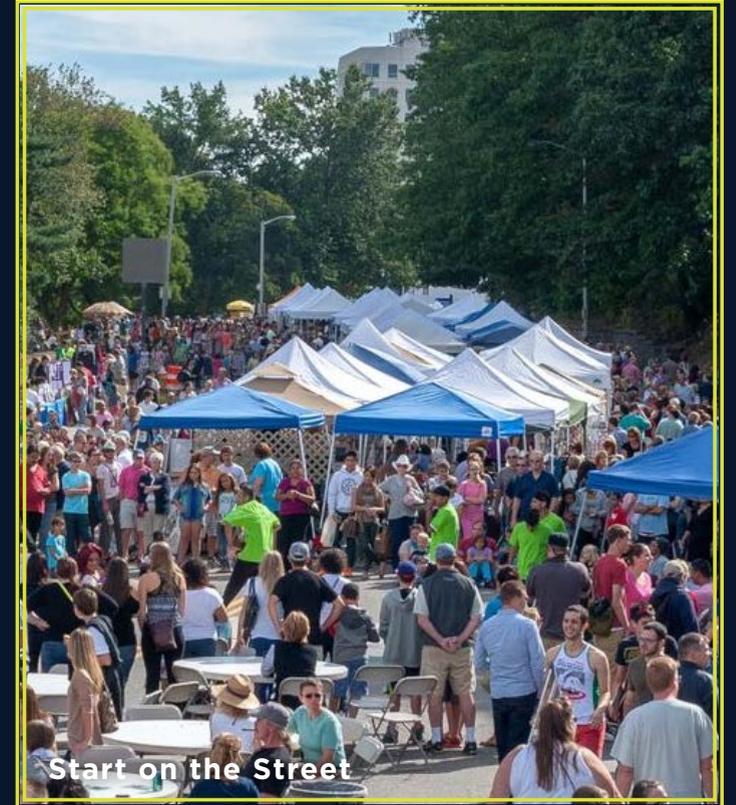
Hanover Theatre



Worcester Railers



"Dosants"



Start on the Street



Mural Festival



Caribbean American Heritage Festival



The Common Oval Skating Rink

# WORCESTER

## ECONOMIC DRIVERS



WORCESTER REGIONAL  
CHAMBER OF COMMERCE  
RECRUIT | RETAIN | INCUBATE



CLARK  
UNIVERSITY





THE WORCESTER  
MEMORIAL AUDITORIUM

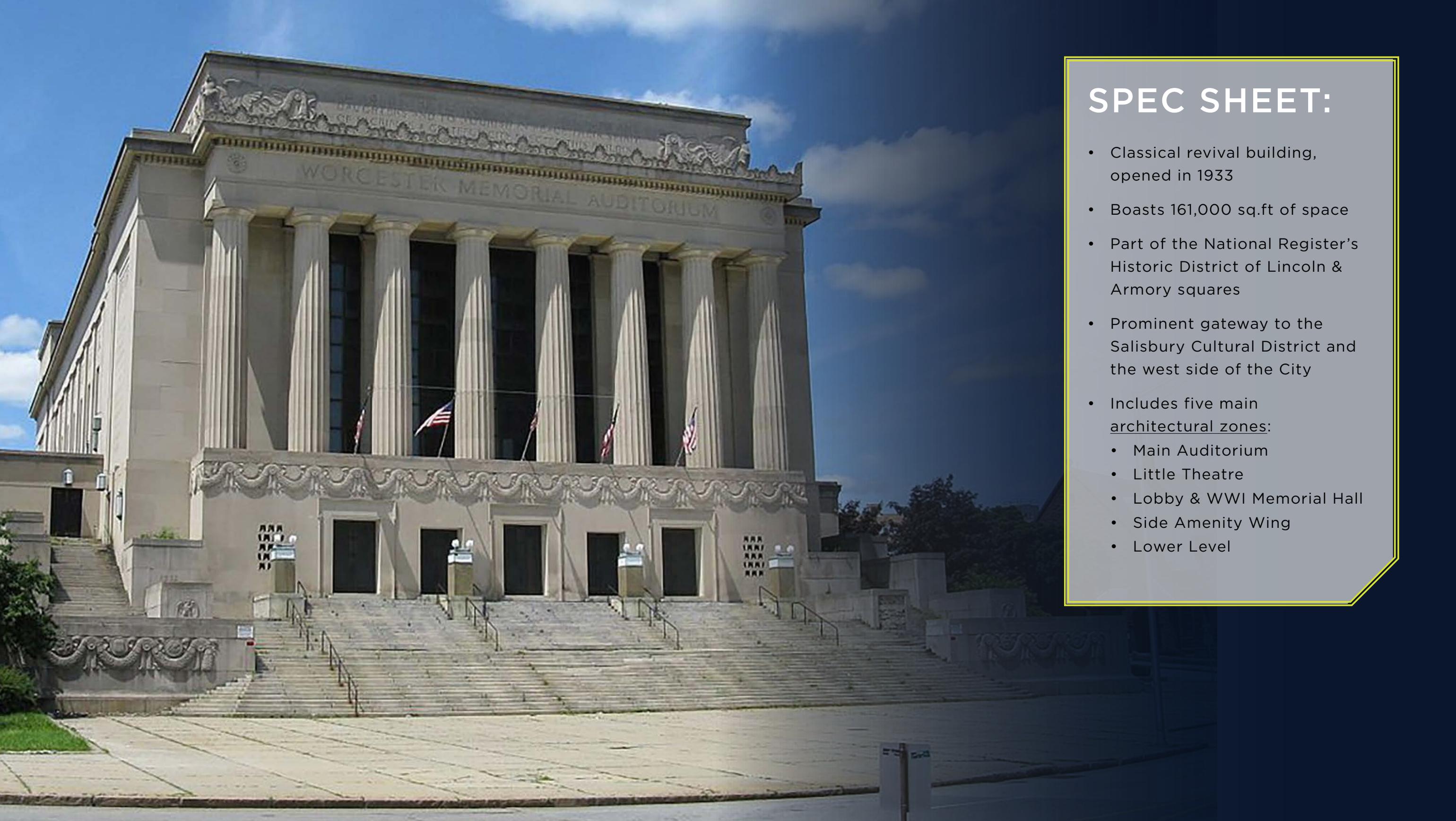
# GATEWAY TO DOWNTOWN AND THE SALISBURY CULTURAL DISTRICT



# WORCESTER + THE AUD

Once a booming industrial powerhouse, the City of Worcester has rebuilt itself as a hub of education and medicine with growing life science and technology sectors. Worcester's vision is to be the country's most vibrant and livable mid-size city with strong neighborhoods, dynamic cultural offerings and opportunities for ALL.



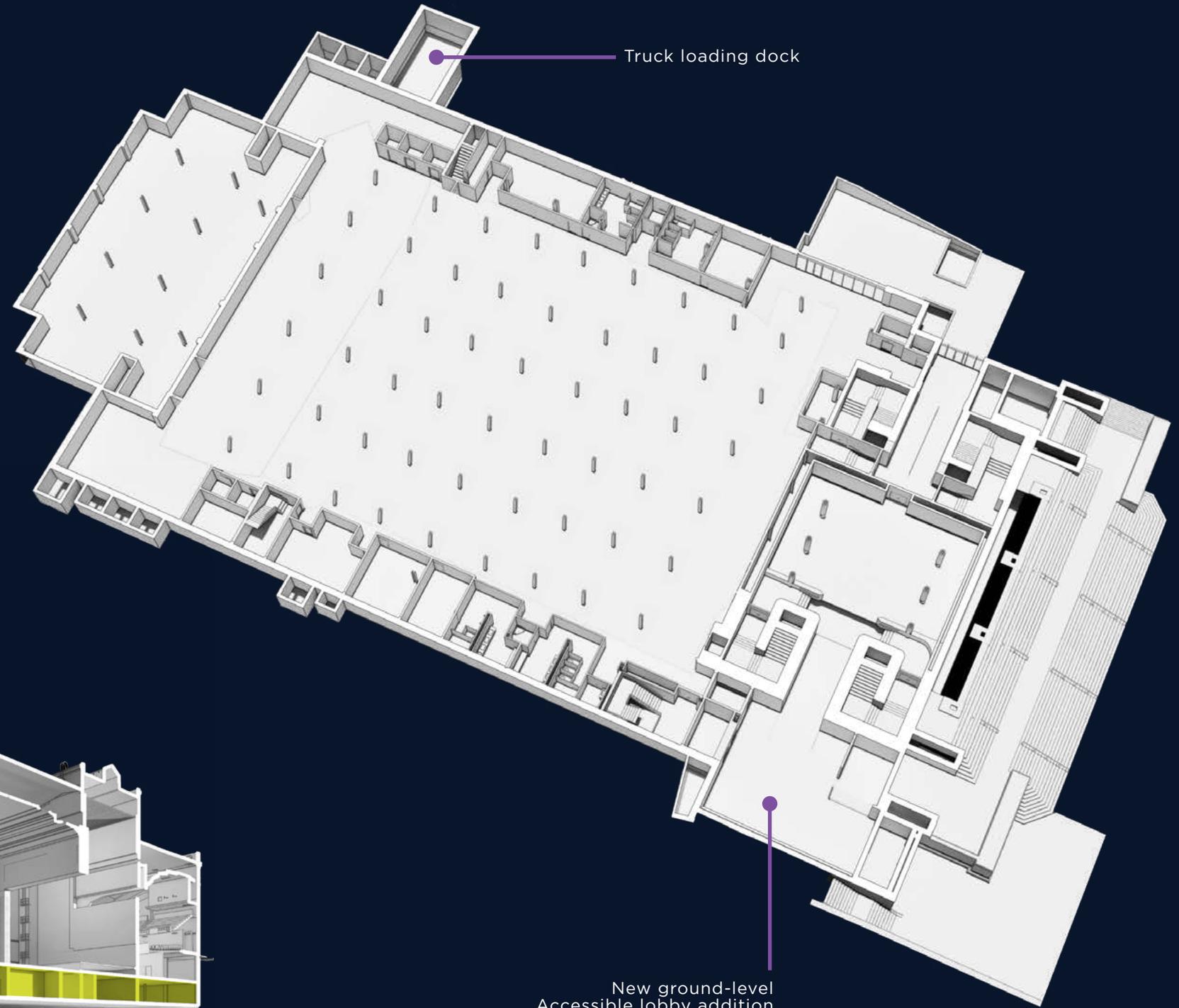
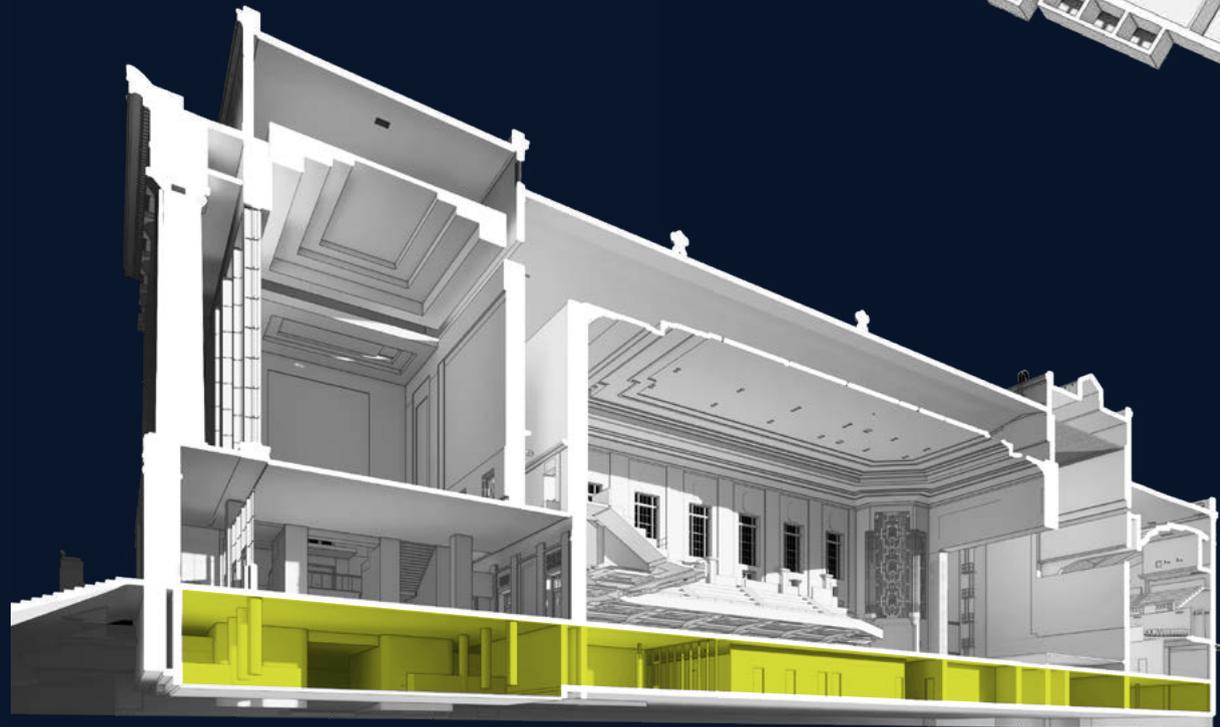


## SPEC SHEET:

- Classical revival building, opened in 1933
- Boasts 161,000 sq.ft of space
- Part of the National Register's Historic District of Lincoln & Armory squares
- Prominent gateway to the Salisbury Cultural District and the west side of the City
- Includes five main architectural zones:
  - Main Auditorium
  - Little Theatre
  - Lobby & WWI Memorial Hall
  - Side Amenity Wing
  - Lower Level

## 00 LOWER LEVEL

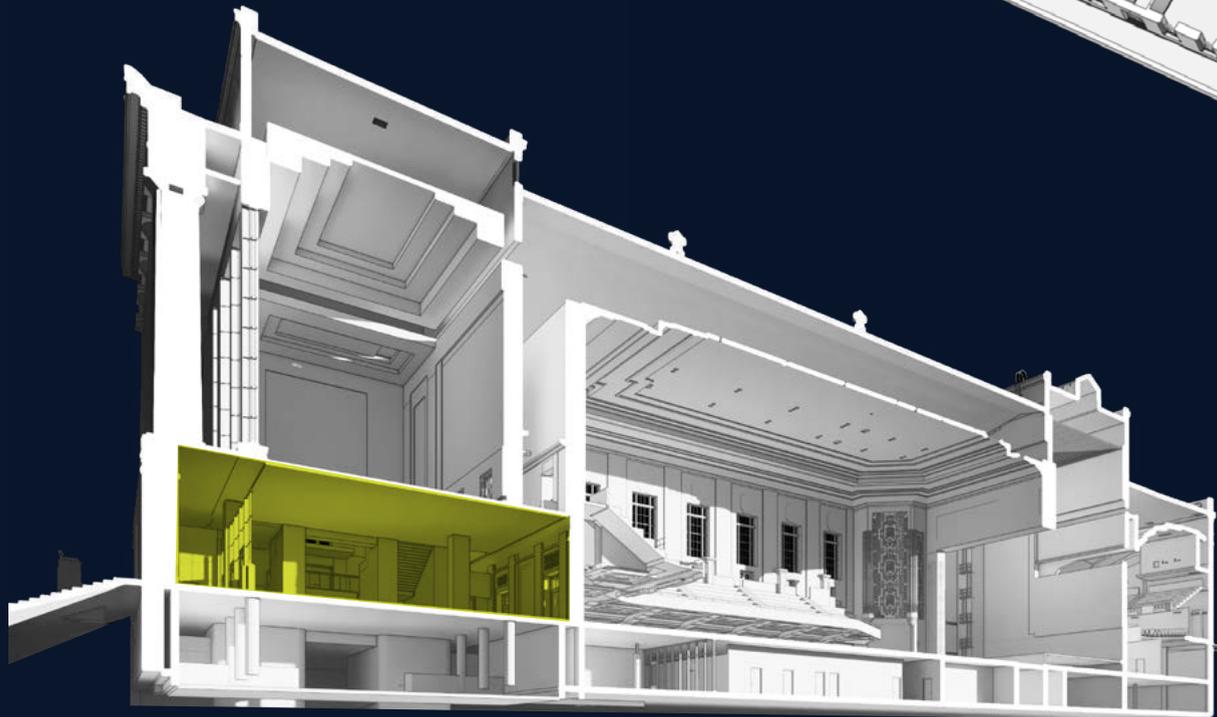
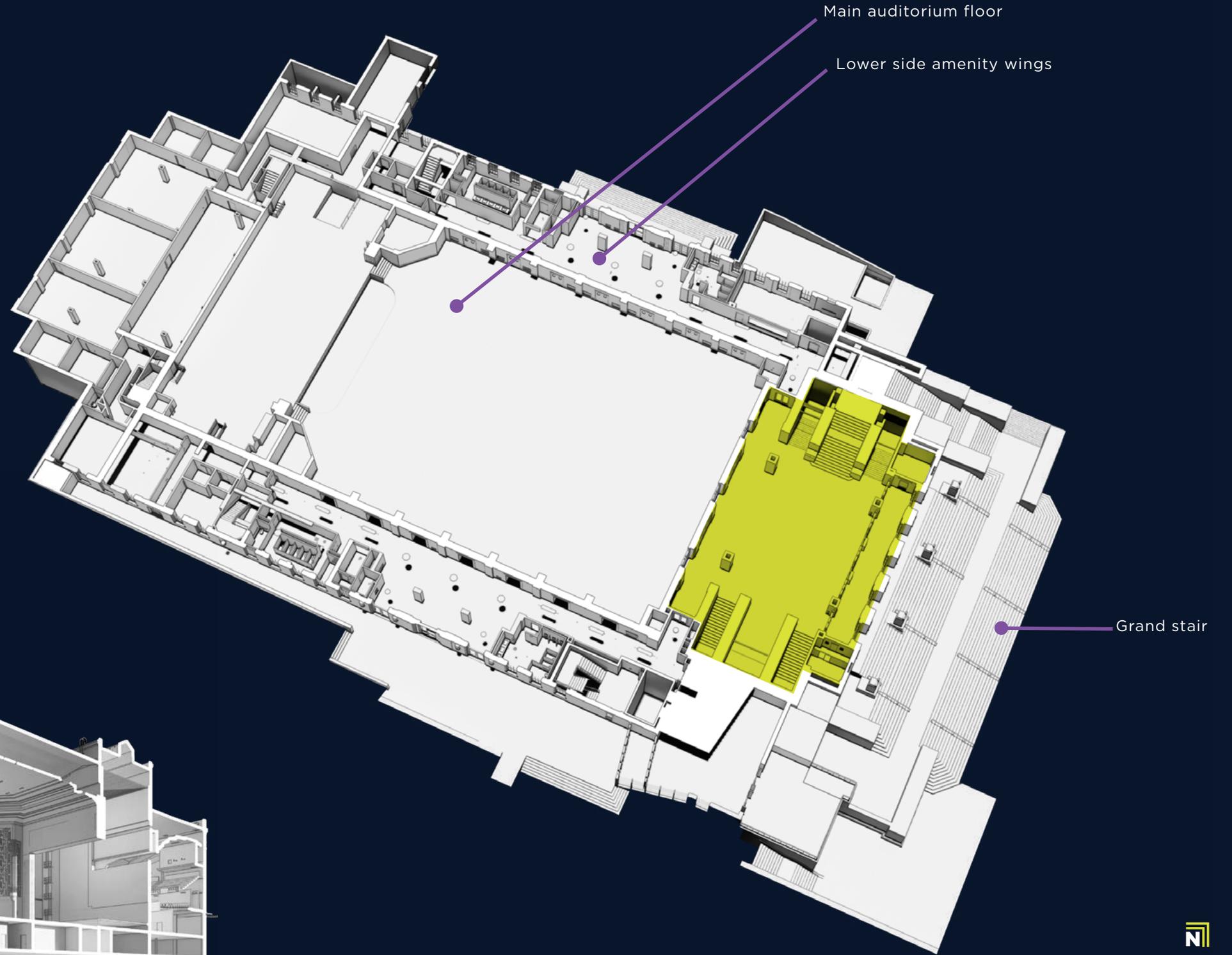
- 32,300 net usable sq.ft
- 13' floor to floor height
- Truck and loading access
- Future home to: coding academy, digital training center, innovation studio and support space



New ground-level  
Accessible lobby addition

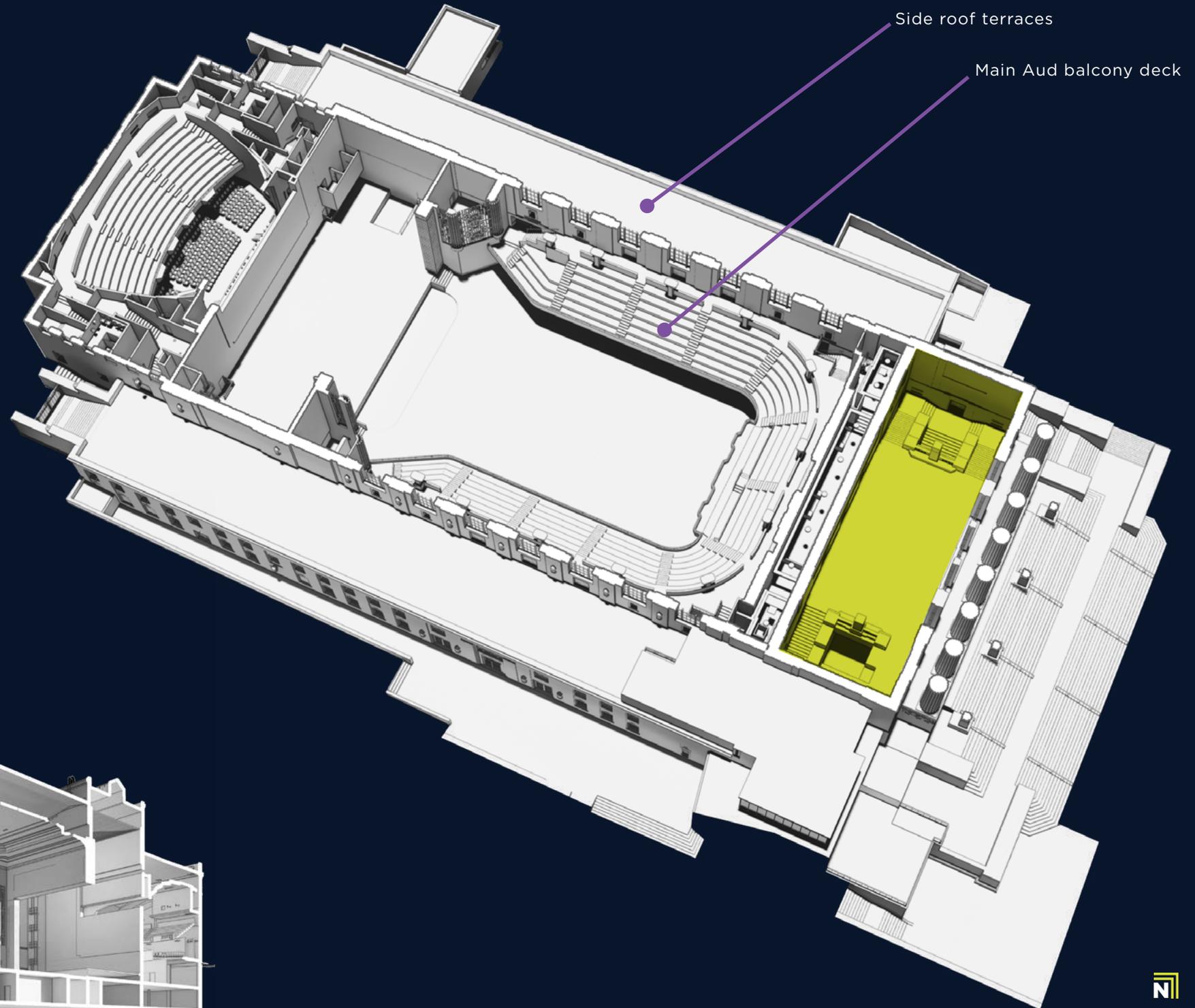
## HISTORICAL LOWER LOBBY

- Situated at the top of the grand stair
- Art Deco interior
- 16' floor-to-floor height



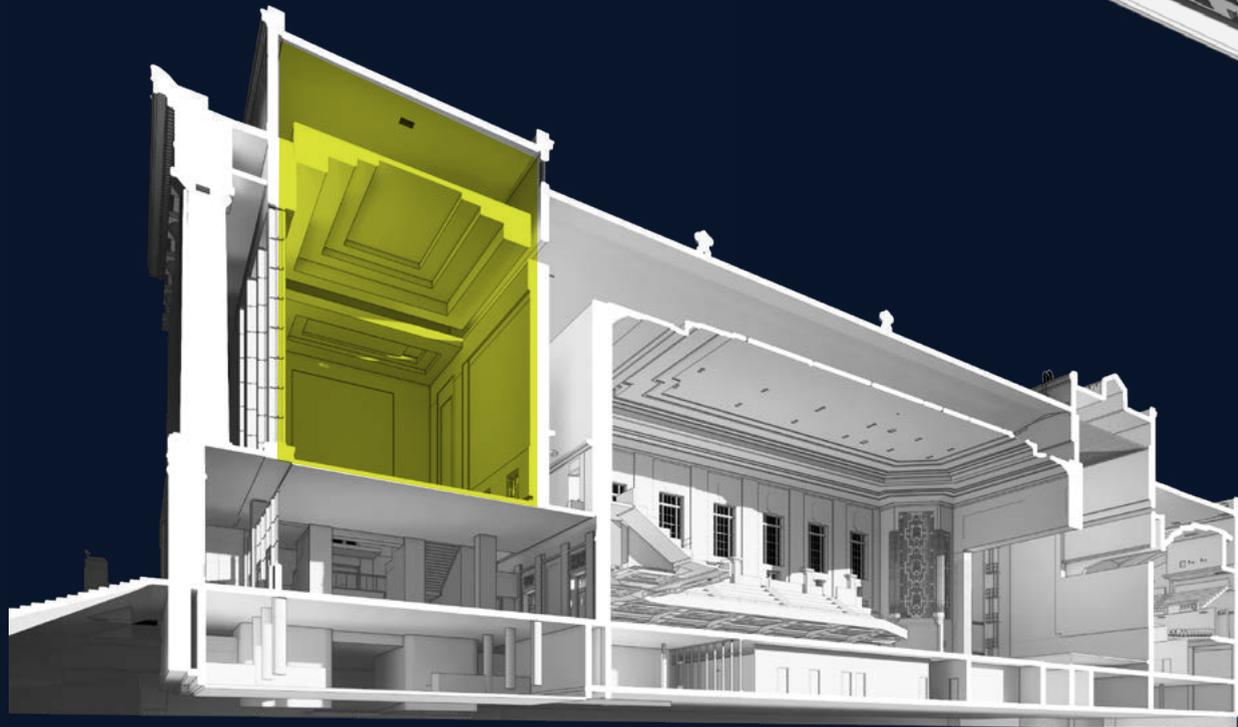
## WWI MEMORIAL CHAMBER

- Art Deco interior
- 50' floor-to-floor height
- Three murals, the largest of which is 30' high by 57' wide
- City views through high-bay windows



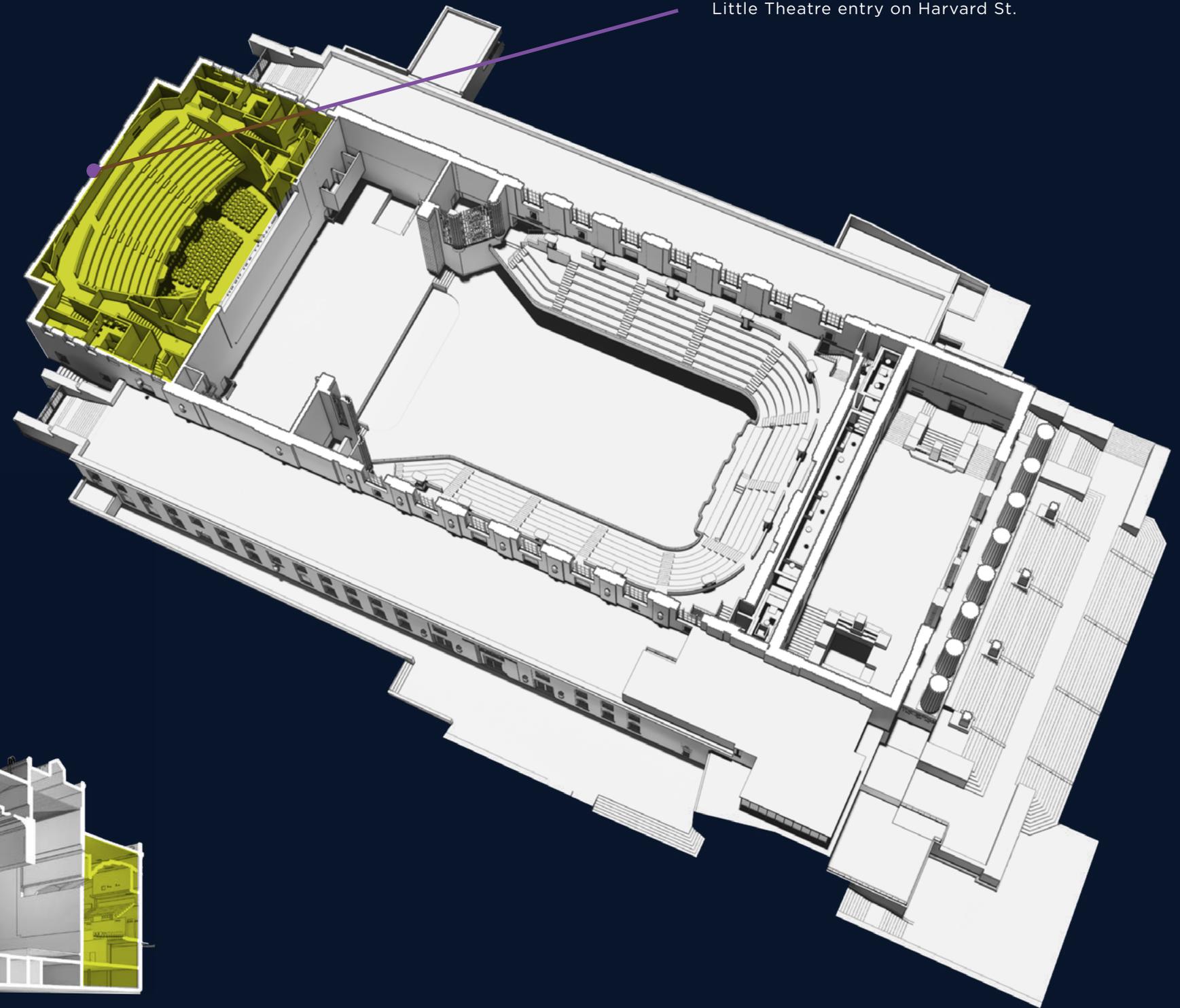
Side roof terraces

Main Aud balcony deck

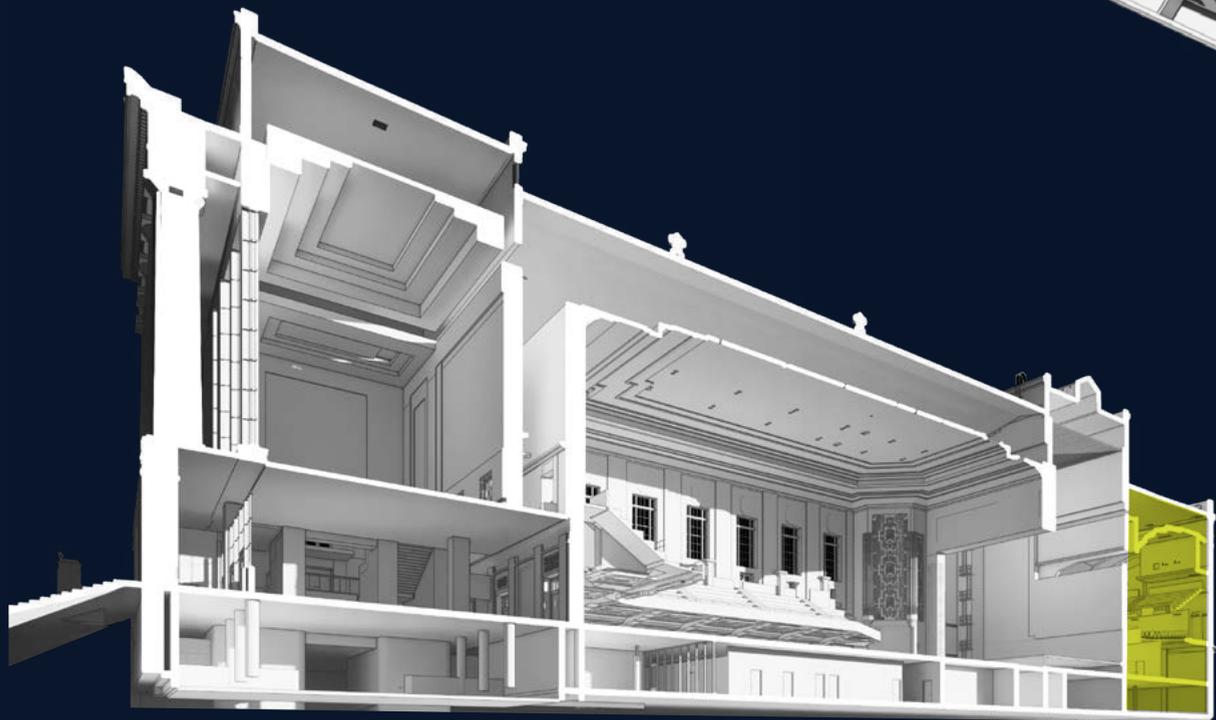


## LITTLE THEATRE

- 675 seats on floor and balcony deck
- 40' floor-to-floor height
- 12' above main auditorium level
- Dedicated on-grade entry on west side

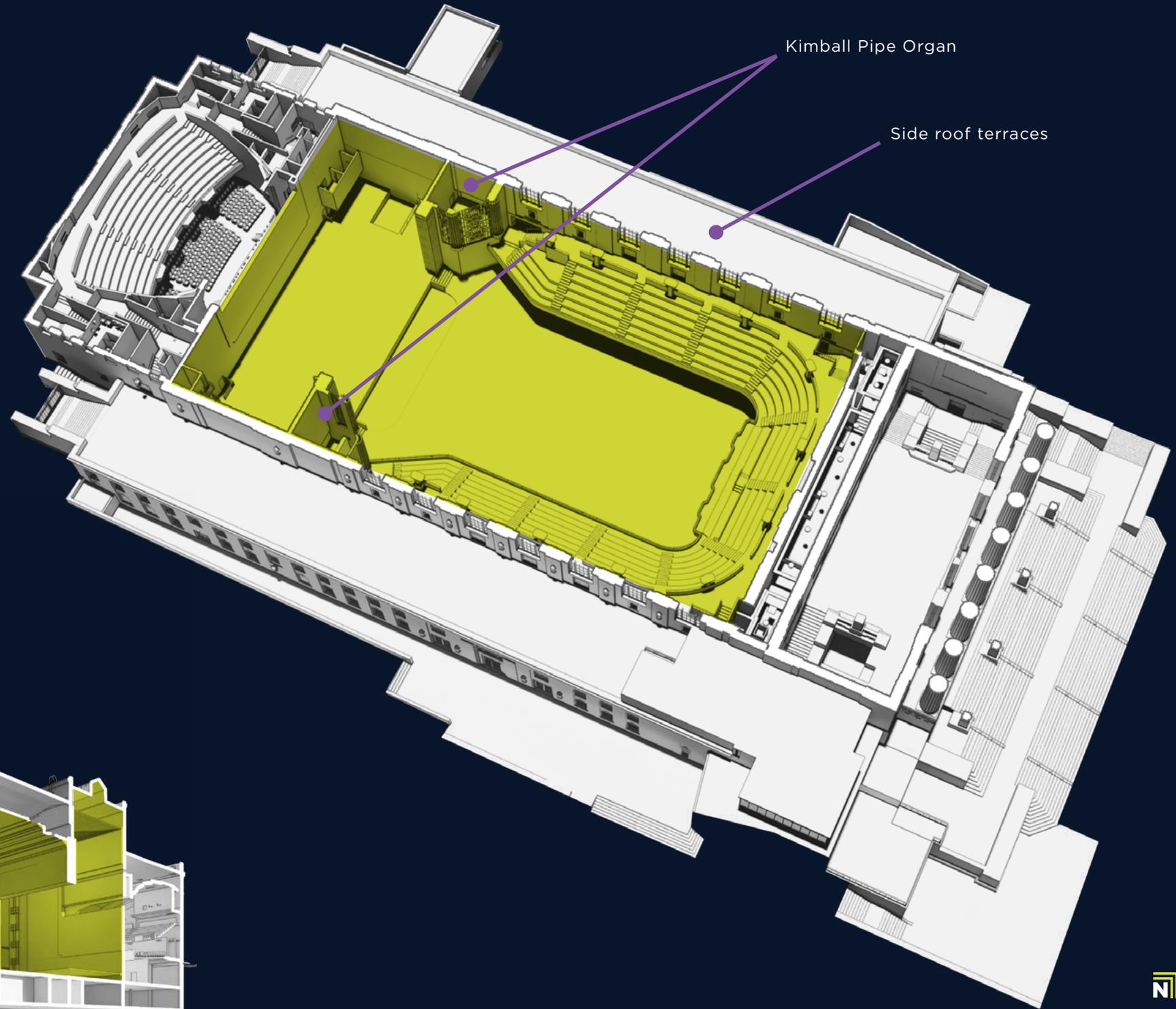


Little Theatre entry on Harvard St.



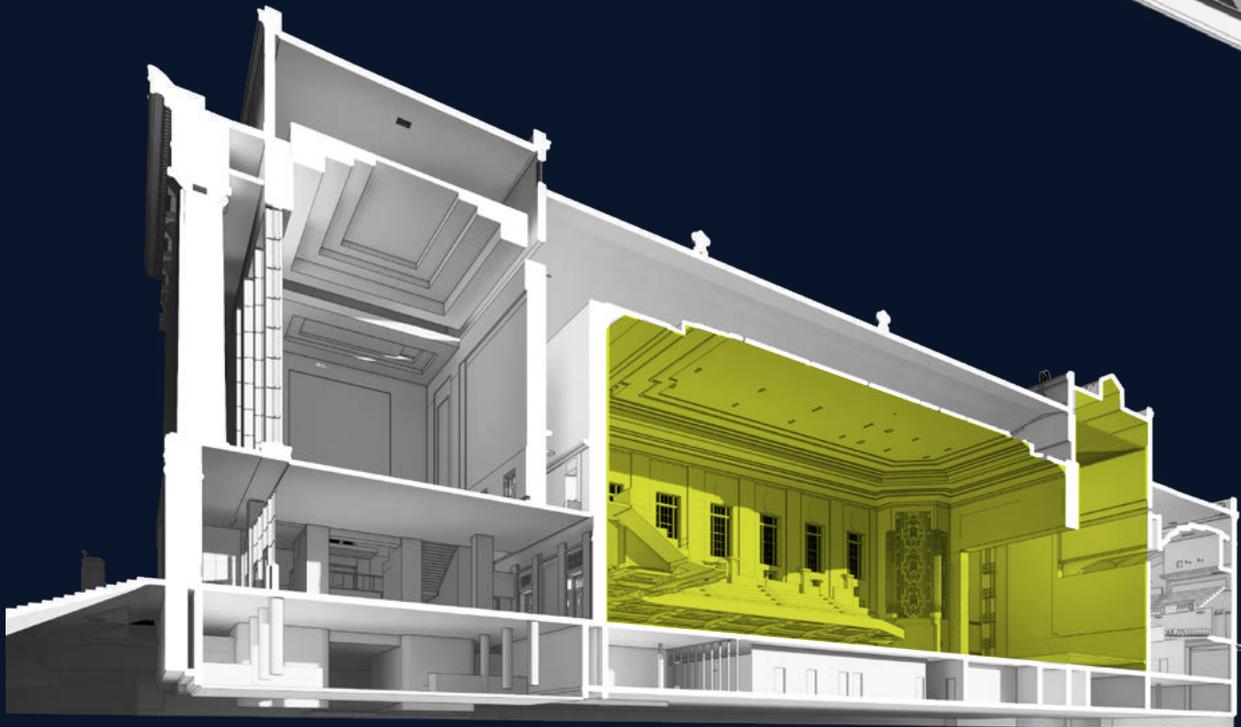
## MAIN AUDITORIUM

- Flat-floored high-bay open volume
- 60'-high ceiling
- 3,580 seats
- Includes both floor seating and a tiered horseshoe-shaped balcony deck
- Houses the historic Kimball pipe organ adjacent to the stage



Kimball Pipe Organ

Side roof terraces

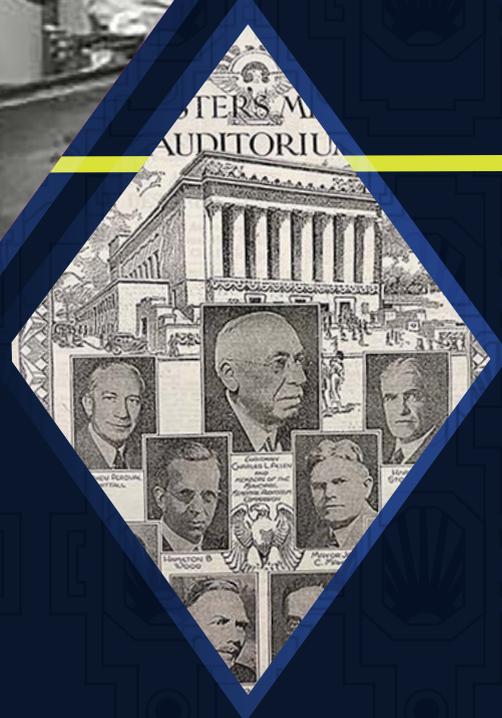
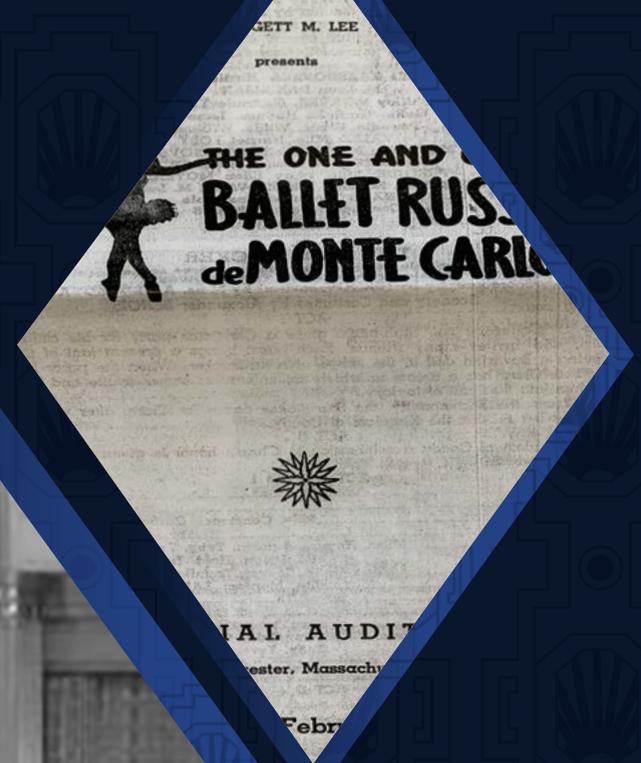
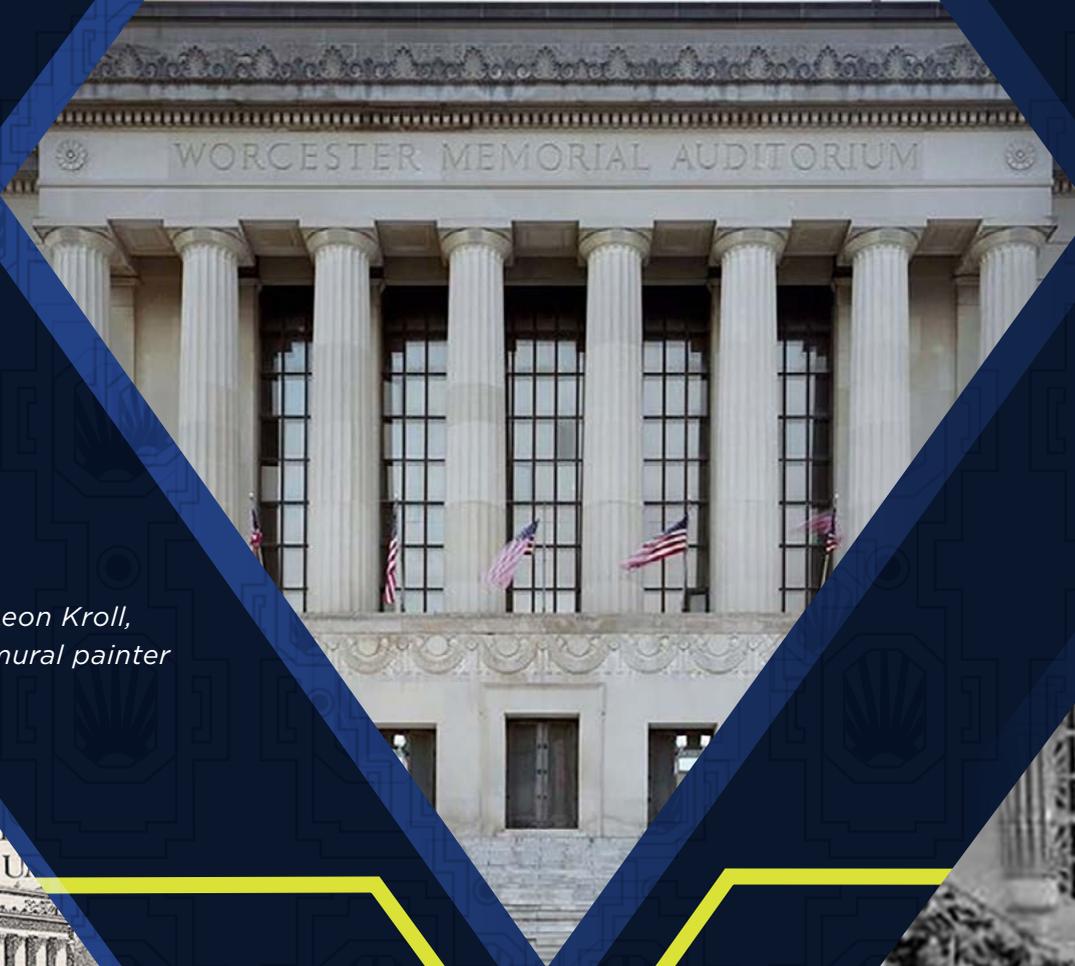


# THE AUD'S TIMELINE

**1931**  
CONSTRUCTION STARTS



*Leon Kroll,  
mural painter*

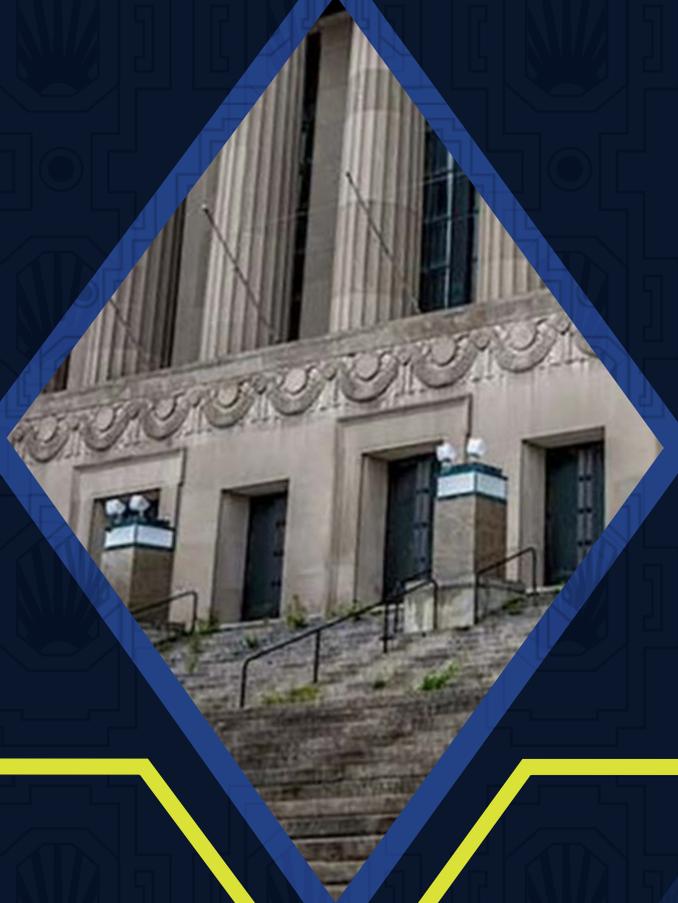


**1933**  
OPEN TO THE PUBLIC





**1980**  
*The Aud added to National Register of Historic Places*



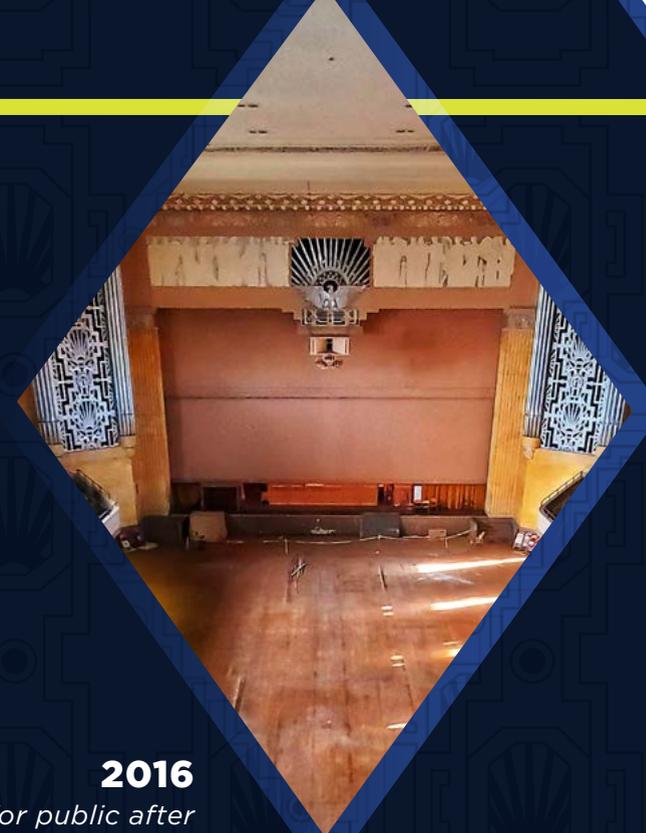
**2016**



1958, on  
L



**1999**  
**DOORS SHUT**



**2016**

*The building rendered unfit for public after damage to the auditorium floor*

**2019**  
*The Architectural Heritage Foundation enters into a Land Disposition Agreement with the City of Worcester*

IS UP TO US...

2022

TOMORROW

WHAT IF?



WHAT IF...

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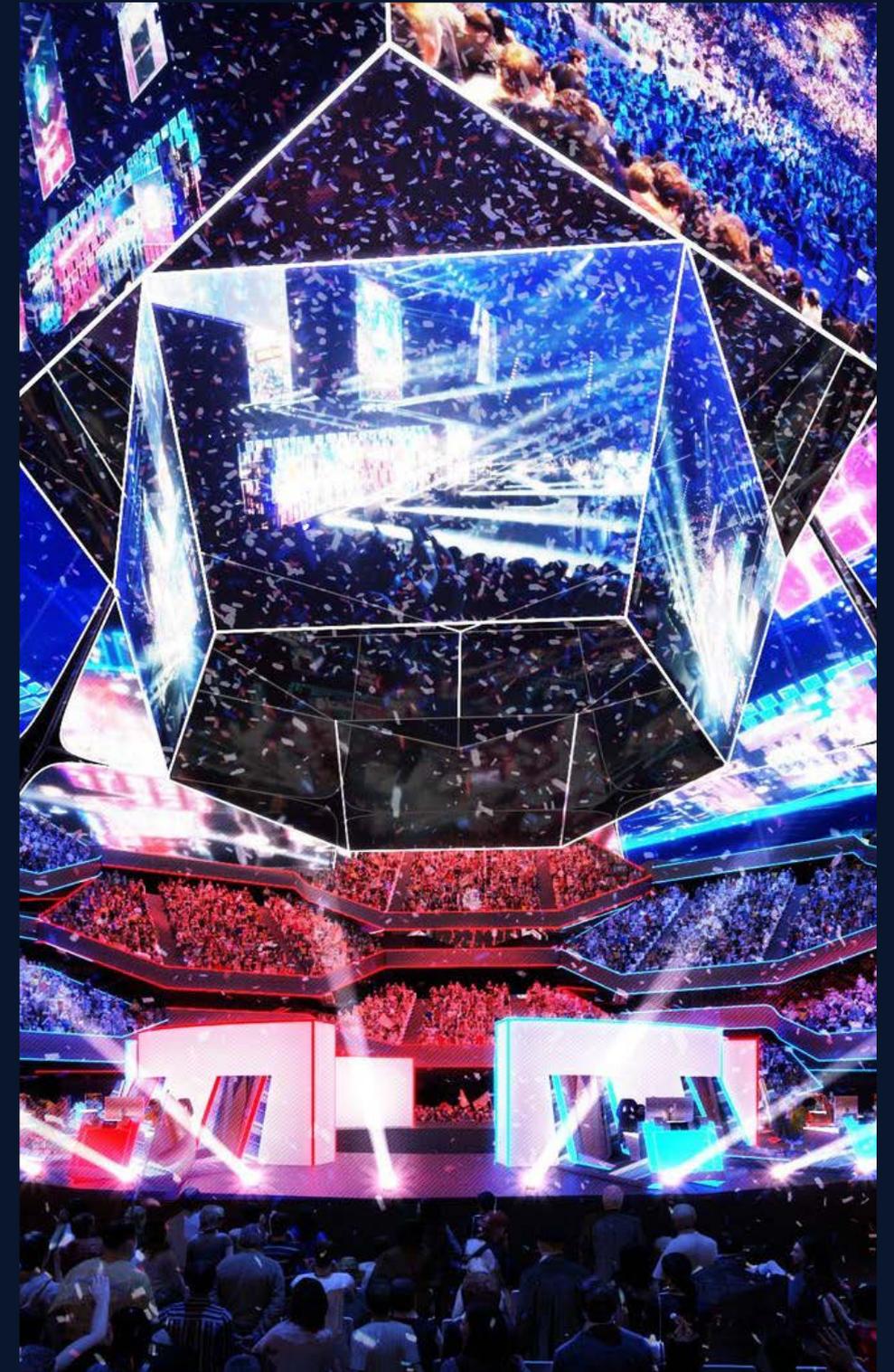
**THE AUD IS A PLACE  
TO DISCOVER OUR FUTURE,  
BY HONORING OUR PAST?**

# ART DECO MEETS CONTEMPORARY

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Built in 1933 during the height of Art Deco glamour, the Worcester Memorial Auditorium is a rich jewel box of architectural detail, community history, and a legacy to those it was built to honor. After the tragedy of WWI, the city sought to build a memorial to those who had made the ultimate sacrifice for their country, featured in three immortal murals by artist Leon Kroll and 355 engraved names of fallen Worcester soldiers. The Auditorium boasts many other original features including its classical revival exterior adorned with Doric columns, bronze and wrought iron doors, an art deco interior, an original Kimball pipe organ, marble, limestone and granite inlay, a bronze city seal and an ornate Harriton Carved Glass light fixture.

While honoring the history of the building, the Auditorium can be revitalized by fusing its original elements with contemporary amenities including modern furnishings, hi-res screens and projection capabilities, LED lighting, sound improvements and technological enhancements.



WHAT IF...

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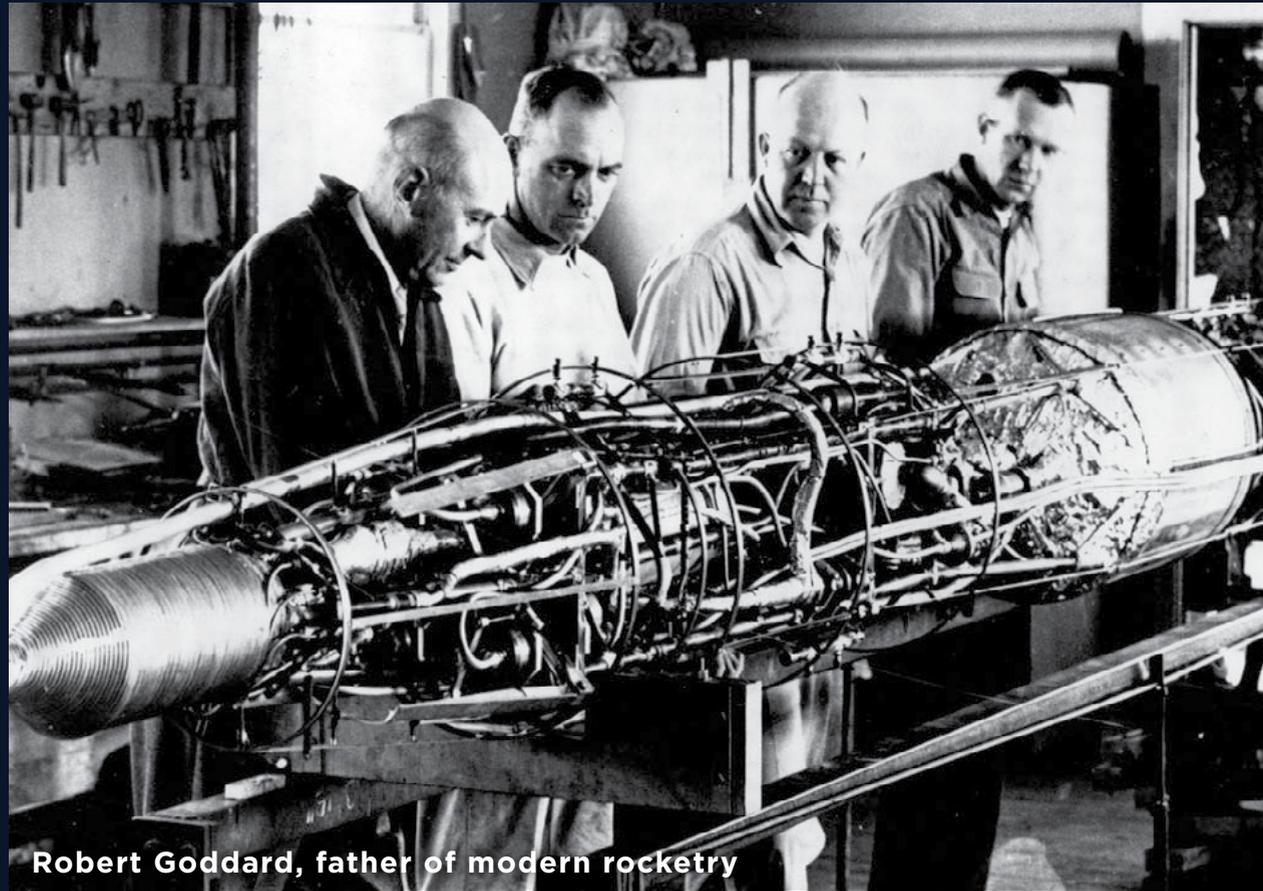
**PROGRAMMING  
WAS INSPIRED BY THE  
TRAILBLAZING MINDSET OF  
WORCESTER'S INNOVATORS  
AND DISRUPTORS?**

# THE WORCESTER TRAILBLAZING MINDSET

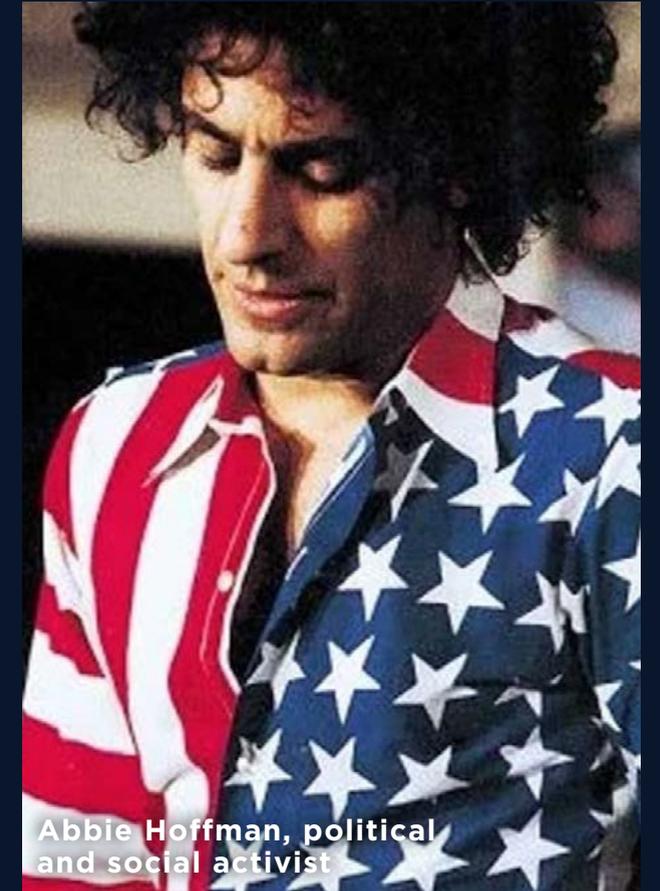
While Robert Goddard was discovering the potential of liquid rocket fuel near his hometown of Worcester in the 1920's, the New York Times publicly slammed his qualifications and findings. Twenty-four years after his death, the New York Times famously published a retraction after the 1969 Apollo Mission proved Goddard's genius was ahead of his time. Today, Robert Goddard is remembered as the "father of modern rocketry", with a legacy of "making the impossible possible."

Worcester has always been a hotbed of counterculture, reform and innovation with notable figures like abolitionists Abby Kelly Foster and Bethany Venney, bicyclist Major Taylor, former Secretary of Labor Frances Perkins and anti-war activist Abbie Hoffman.

The Auditorium will embody the ethos of Goddard and the spirit of Worcester's revolutionary history. It will be a place to attract creative minds and programming and to pave the way for "what's next?"



**Robert Goddard, father of modern rocketry**



**Abbie Hoffman, political and social activist**



**Stratos Full Pressure Space Suit  
By David Clark Company**



**Major Taylor, bicyclist**

WHAT IF...

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**IT BECAME A CULTURAL AND  
RECREATIONAL MAGNET  
IN WORCESTER?**

# A CULTURAL ANCHOR

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Since the day it opened in 1933, the Auditorium was a “multipurpose center of civic life” for greater Worcester. It hosted Holy Cross and Boston Celtics basketball games, concerts including Louie Armstrong, Bob Dylan and the Grateful Dead, high school and college graduations, Jewish High Holidays, wrestling, the circus and a multitude of other civic events.

As the Auditorium stands at the northern boundary of downtown, it is poised to serve as the connective tissue between Main Street, Lincoln Sq., Highland St. and the Salisbury Cultural District.. Additions like projection mapping and architectural lighting can dramatically and easily transform the building facade to serve as an ever changing visual beacon for the community. The Auditorium interior can be reimagined with endless flexibility and technology to attract the next generation of entertainment and become a hub of cultural events. A thoughtful revitalization project with an eye toward the future can once again make the Auditorium an iconic symbol of Worcester.



WHAT IF...

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**WE CREATE THE NEXT  
GENERATION AUDITORIUM?**

Evolving the venue to engage audiences with emerging events.

**VERSATILITY**  
A SWISS-ARMY KNIFE

**NEXT  
GENERATION  
AUDITORIUM**

**TECHNOLOGY**  
IMMERSIVE & EMPOWERING

**EXPERIENCE**  
PARTICIPATORY & HOSPITABLE



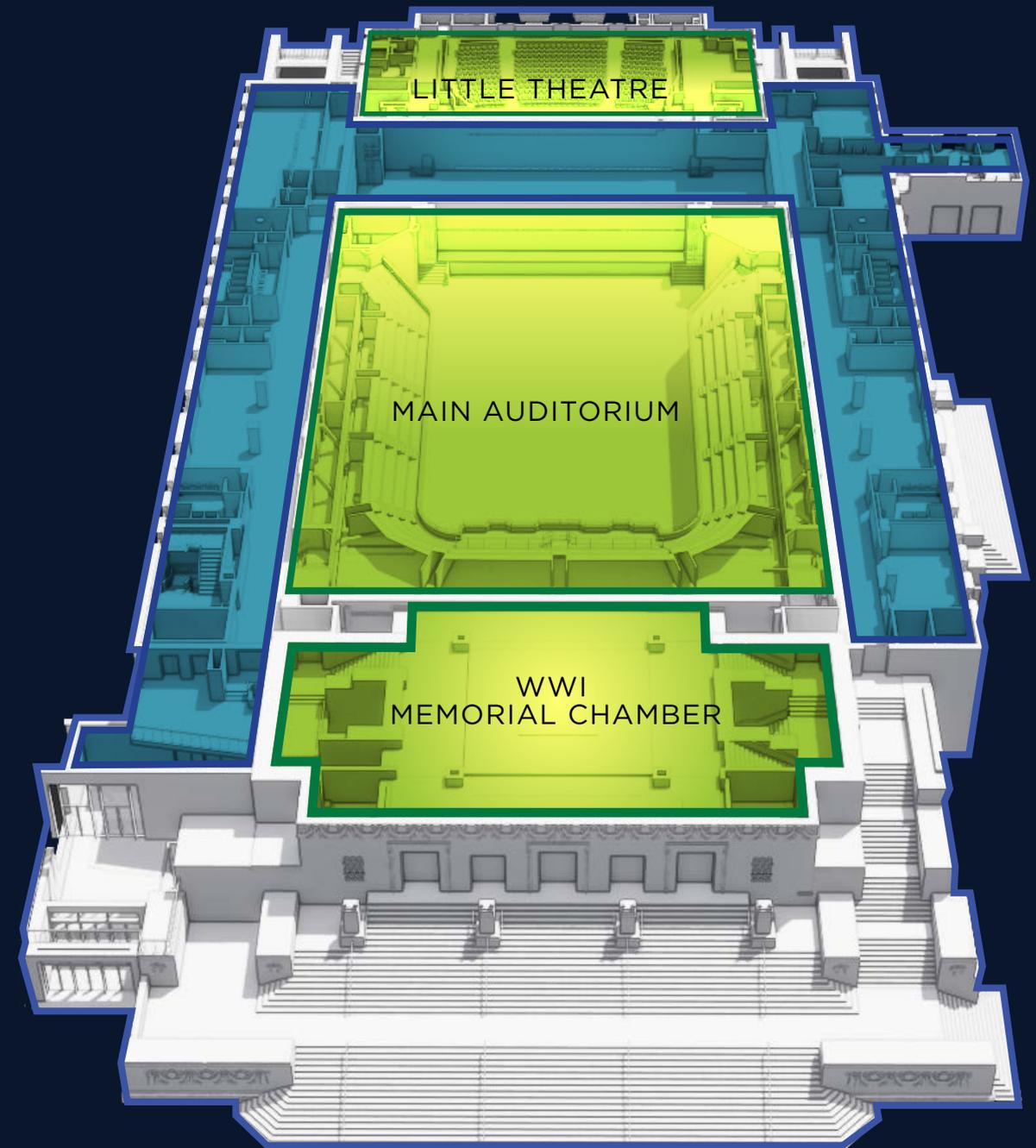
**VERSATILITY**

# A VERSATILE HOUSE

POWERED BY

# A VERSATILE MACHINE

For a true multi-purpose venue to operate at maximum efficiency, allowing for quick event turn-over and simultaneous events to occur, powerful back-of-house infrastructure is needed. Everything from the stage fly tower, rigging grid, loading and marshaling, to food service operations and the tech backbone will be enhanced to accommodate the needs of a modern-day entertainment venue.



◆ MAIN EVENT SPACES

◆ OPERATIONS & HOSPITALITY

# VERSATILE HOUSE

Going beyond the traditional end-stage events, the future venue will be defined by its ability to host a multitude of event types with different functional and experiential needs.

With current and future emerging events presenting new requirements for producing spectacular shows (example: how the various genres of esports have varying tournament and screen setups), the Aud's scalability and malleability to host emerging productions will define it's new identity, allowing Worcester to attract a variety of events to the region.



# BUILT TO HOST THE VARIOUS GAMING GENRES



Esports, as defined, resembles the Olympics - it's a broad umbrella covering various video gaming genres (example: MOBA, Battle Royale, FPS, Sports, Racing, and much more), with a wide range of games representing each category, and a few rising as the most notable nationally and globally. Each game (or sport) has a specific set of requirements pertaining to tournament setup, stage size, viewing vantage points, and video board setup. Stage size requirements can vary from the need to accommodate 10 or 12 gamers, up to 100+ gamers. Video display flexibility, live/post production capabilities and theatrical lighting all become fundamental entertainment tools.

# ESPORTS EVENT TYPES + SCALES



VERSATILITY

# DRONE RACING EVENTS

The sport of drone racing is breaking ground in a major way. These tournaments require customized, inventive, high-tech courses, and existing spaces are being adapted to accommodate. A redesign with this function in mind could centralize Worcester as a racing hub. As these drones zoom at speeds of up to 120 mph, indoor events require safety netting to protect spectators from wreckage. Due to the speed and size of drones, an audience generally watches from a digital display from the eye of the drone itself. For larger scale competitions, this allows the actual event to happen off-site (up to 25 miles away), while the drivers and audience socialize in the venue.



# IMMERSIVE EXHIBITS



# AR + VR + BATTLE-BOT TOURNAMENTS



Battle-bot competition



Virtual reality gaming



Virtual reality enhanced experience



Augmented reality photo opportunities

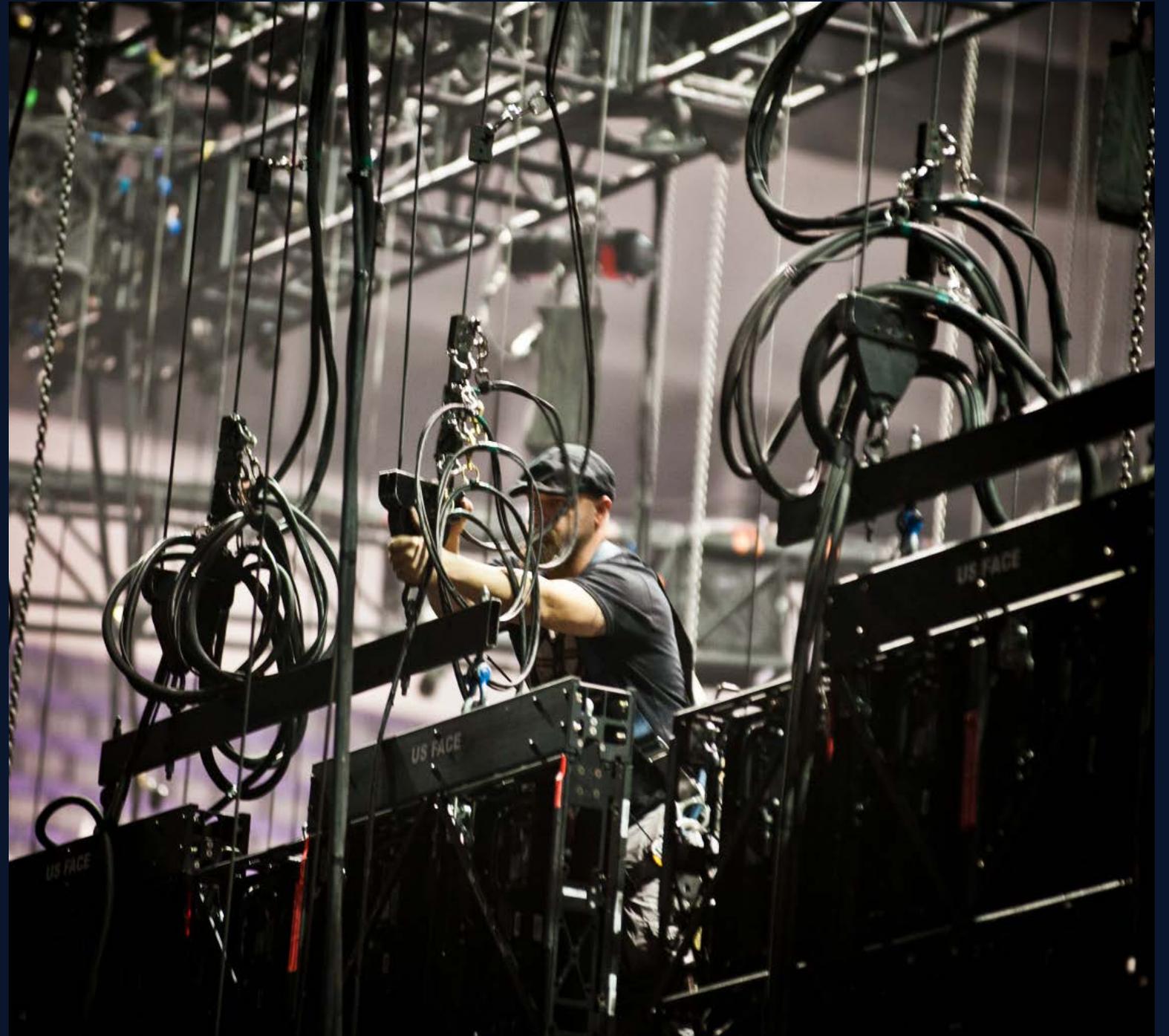
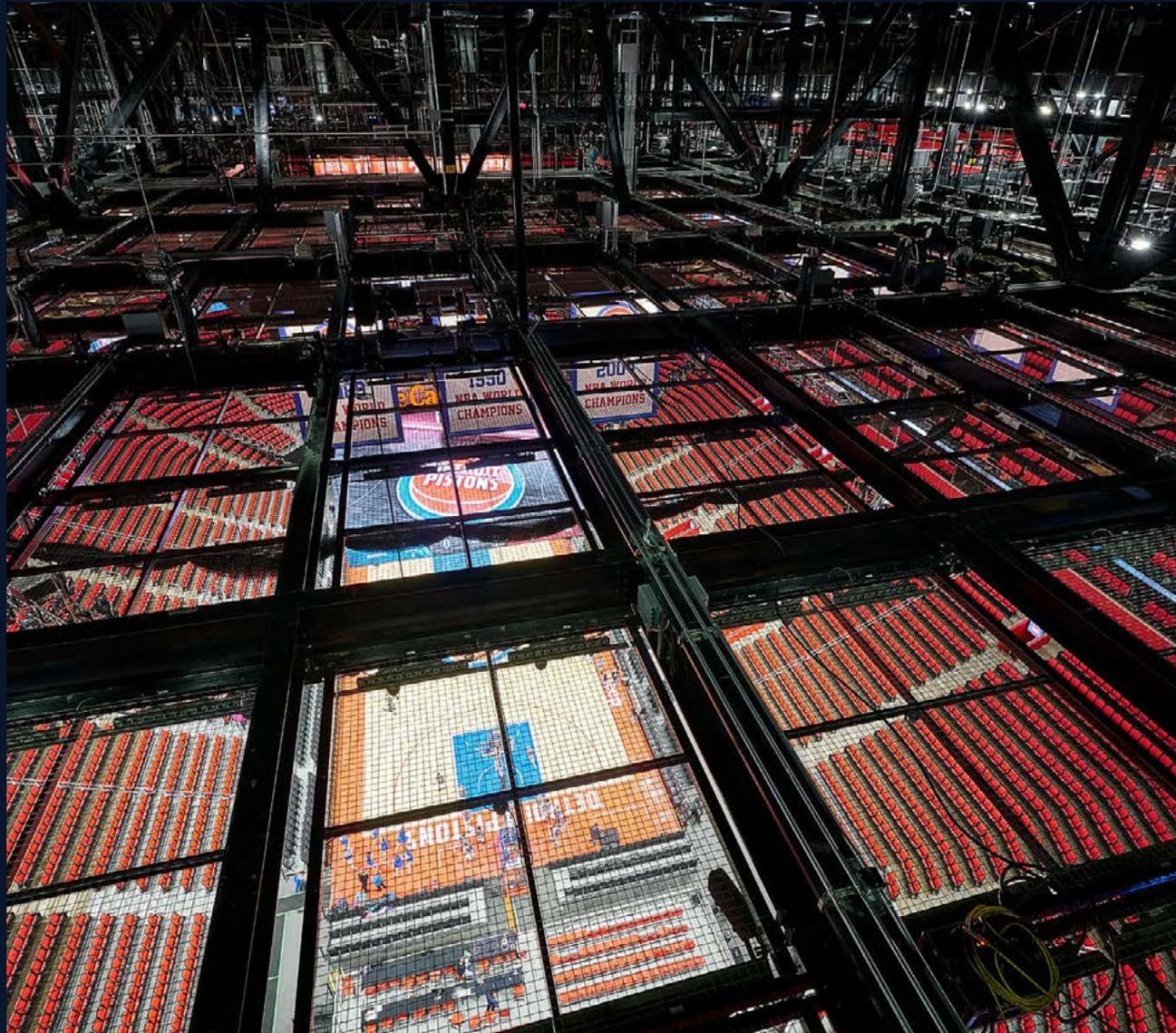
# METaverse LAUNCHPAD



In this fast paced, ever growing world of technology, the concept of the metaverse quickly becomes more plausible - an immersive, interactive digital environment limitless in scale, designed to defy the laws of the natural world, and interconnected across all platforms. Your “avatar” can escape into the virtual world while your friends gather socially. The opportunity presents itself to design a physical space that augments a digital one - and all that it could be.

# THE MACHINE

What if the building transformed with the click of a button? The ceiling system is not a mere sculptural edifice. It must operate with the precision and speed of the finest race car- seamlessly serving the needs of the show rigger, the multi-truck concert, the bi-stage festival and more. It is the engine of the entire operation.



The image features a dark blue background with a glowing cyan border. The word "TECHNOLOGY" is written in large, bold, yellow capital letters with a slight glow effect. The border has decorative elements at the corners, including small cyan diamonds and lines.

**TECHNOLOGY**

**A SPECTACLE**

**TURBO-CHARGED**

# UNPARALLELED CONNECTIVITY

For emerging events generally, and esports specifically, network connectivity has been dubbed as the 'turf' of the game. If the turf is faulty, the game will be too. The Aud will be home to ultra-high-speed connectivity with built-in redundancy, paired with cutting-edge hardware to facilitate hosting needs for events, as well as position it as a technologically-charged community hub.



# BROADCAST + PRODUCTION READY



Broadcast and production infrastructure can enable the Aud's impact to go beyond its physical walls to truly build a global identity. While the physical capacity of the venue doesn't exceed a few thousand, broadcasted (or streamed) channels can help expand the reach of the various events taking place within. Online gaming streaming channels help build viewership and following, paving the way for greater publicity and revenue opportunities.

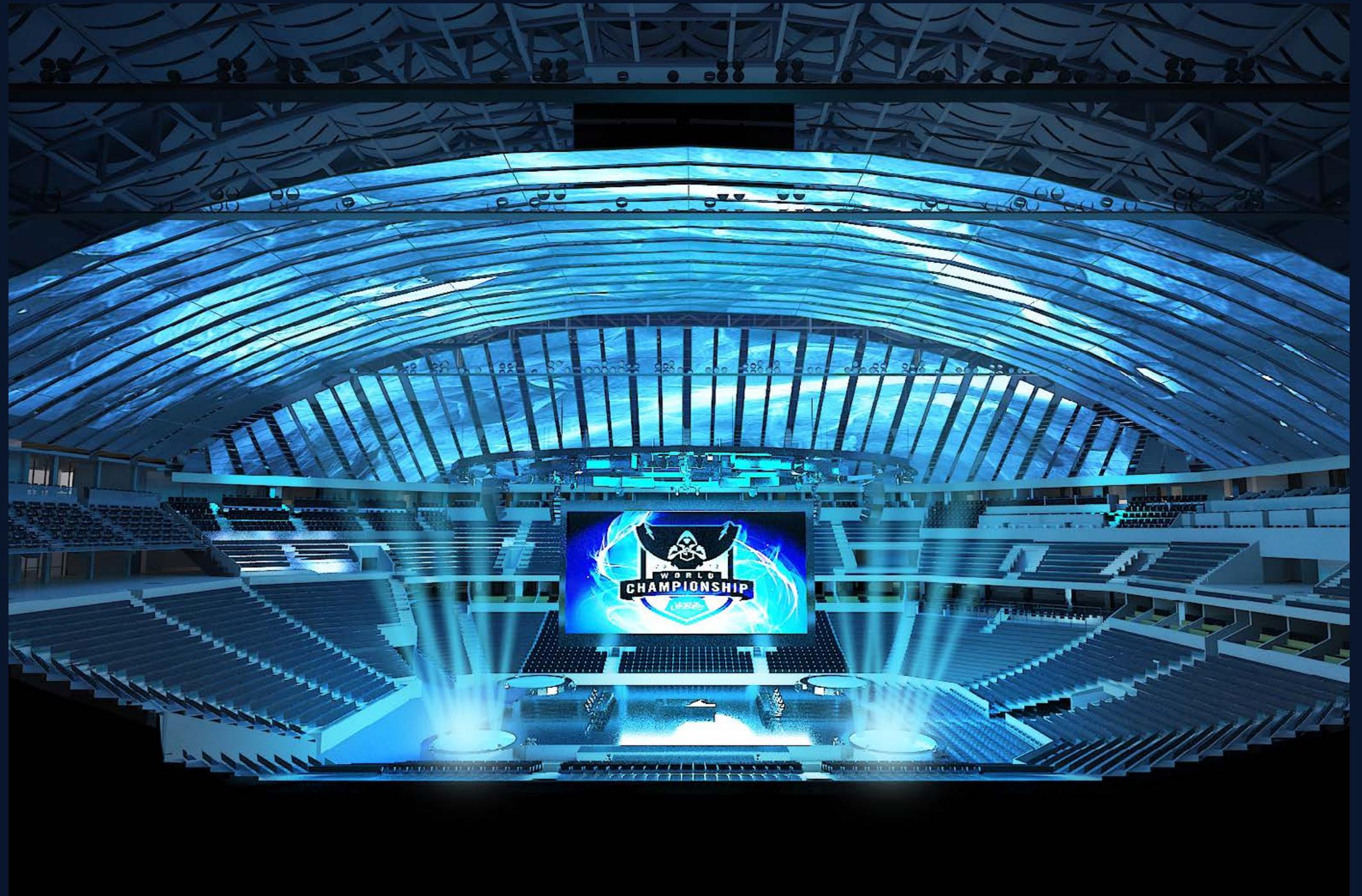


Live + post content production

Broadcast studio

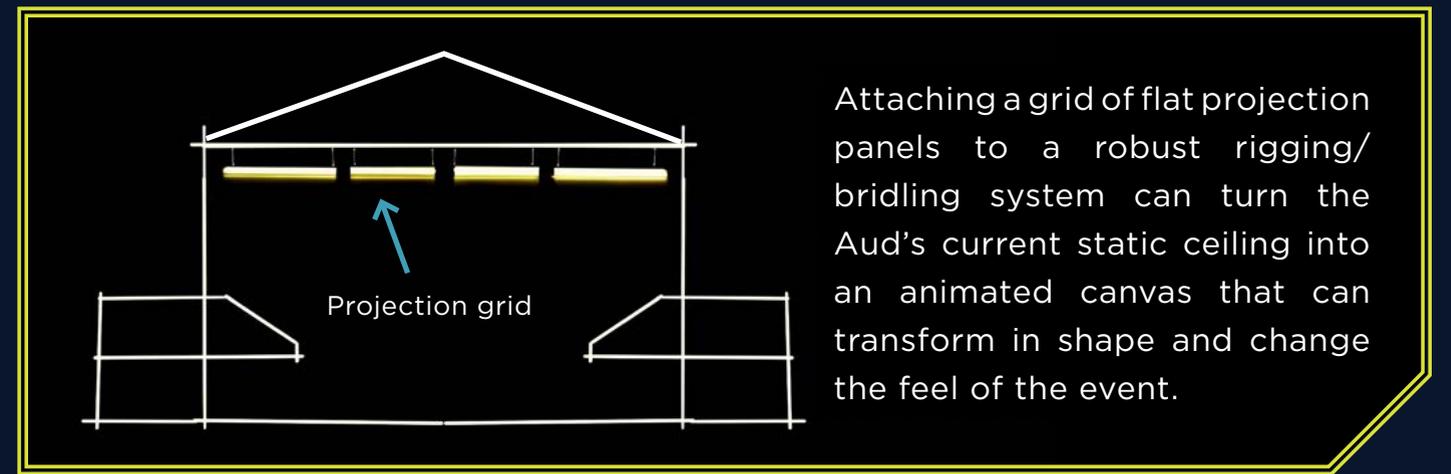
# IMMERSIVE SCALABLE VENUE

What if a ceiling's house-reduction system doubled as a projection mapping surface? Programmed presets can transform the house between different configurations like end-stage, center-stage, floor-only, and half-house, all while creating a large media canvas for flexible show production and an immersive experience.





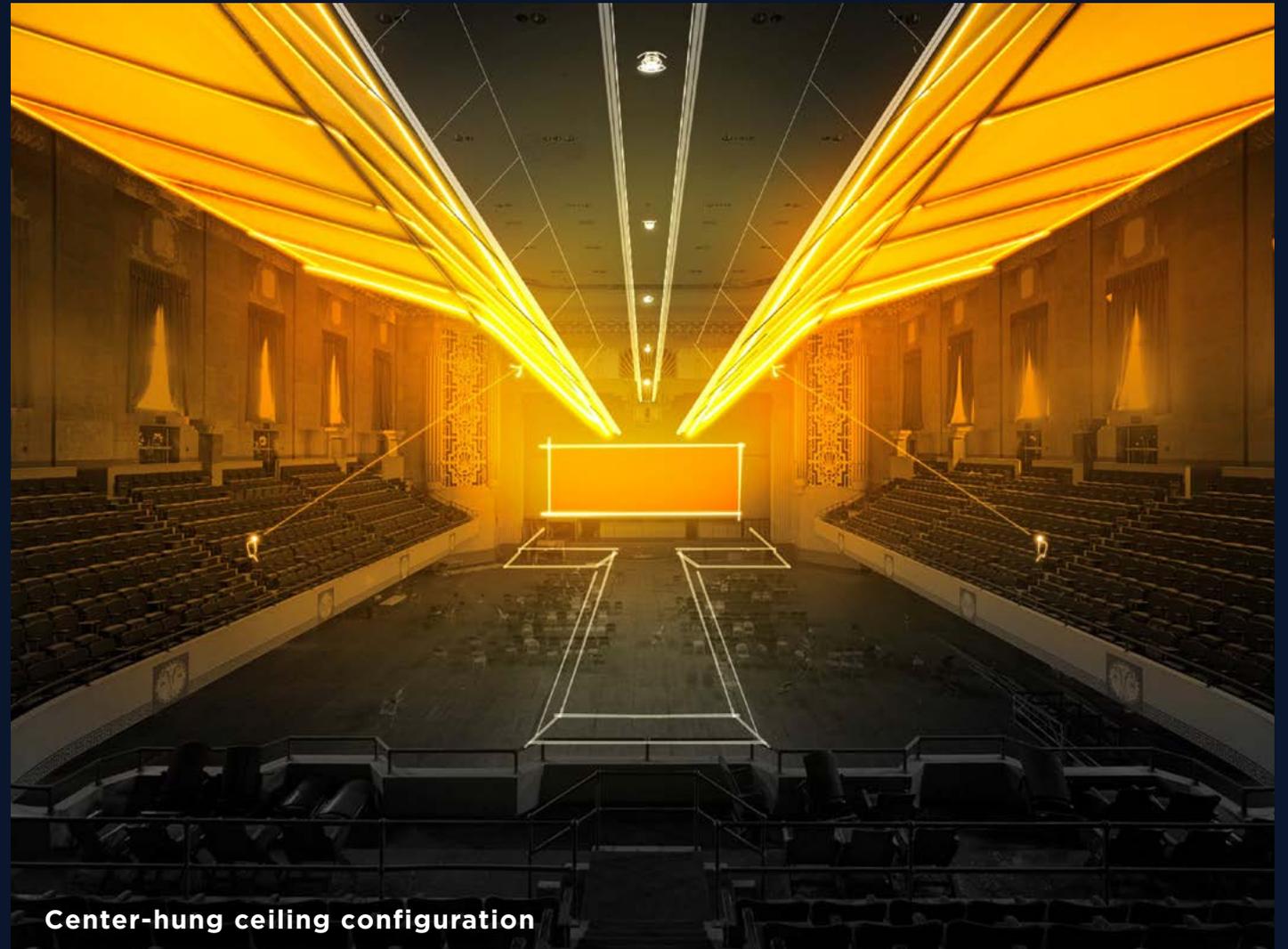
Flat ceiling configuration



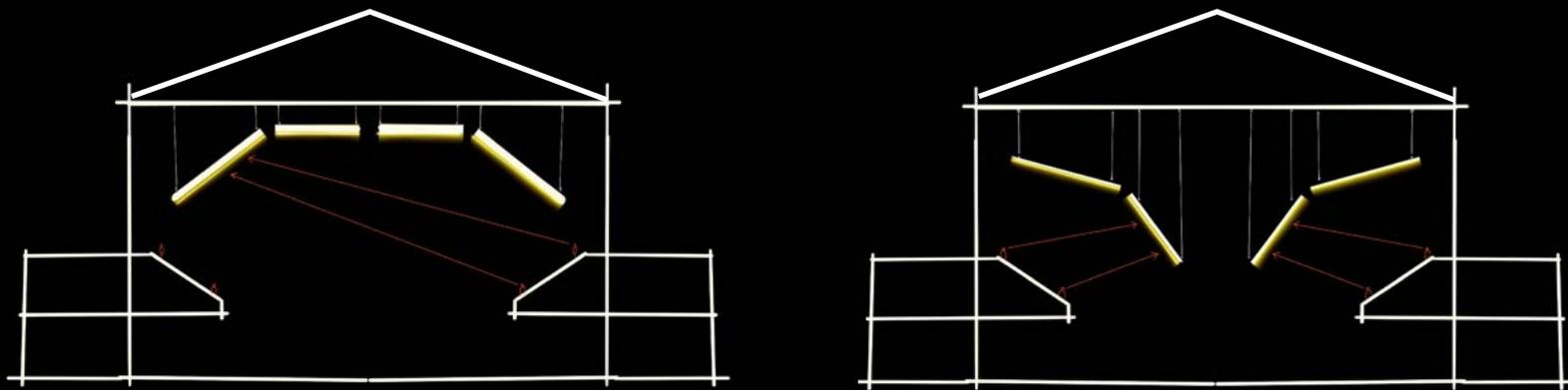
Attaching a grid of flat projection panels to a robust rigging/bridling system can turn the Aud's current static ceiling into an animated canvas that can transform in shape and change the feel of the event.



Dome ceiling configuration



Center-hung ceiling configuration



A motorized bridling system attached to the projection panels can allow the panels to tilt and create several vantage points for viewers in the venue.

# THEMED TO THE EVENT

Projection mapping technology and thematic lighting allows the Aud to be “decorated” for any occasion. While accentuating the building’s facades with architectural lighting is a must, going a few steps further to create an animated canvas out of the architecture gives the ability to announce the nature of events occurring inside or to support local and national efforts.





**EXPERIENCE**

**COME EARLY**

**STAY LATE**

**HOSPITALITY**

# PLACEMAKING AMENITIES

CELEBRATE OUR CITY AND CULTURE THROUGH  
BOUTIQUE RETAILERS, LOCAL RESTAURANTS AND  
AUTHENTIC ENTERTAINMENT OPTIONS

# FOOD + BEVERAGE



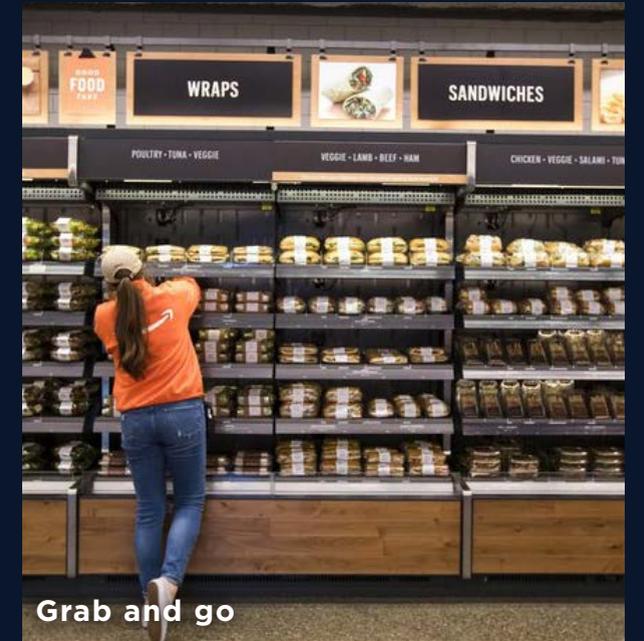
Food hall seating



Coffee + baked goods



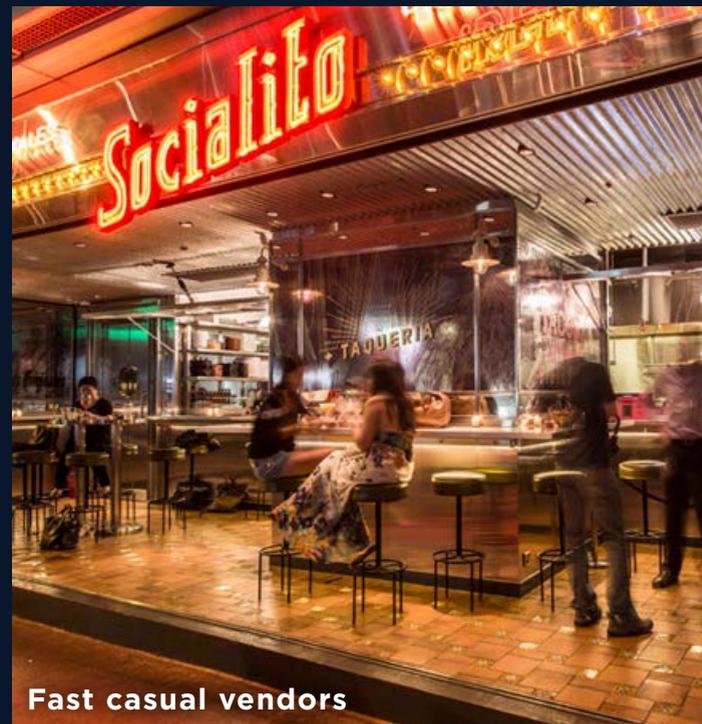
Targeting a younger demographic



Grab and go



Mobile order pickup



Fast casual vendors



Diverse offerings



Locally inspired curated menu

# REINVENT THE SEAT

Revolutionary entertainment requires inventive solutions. Many spectators want to experience the energy of the crowd from the comfort of home, so why not provide a similar atmosphere? There is a plethora of seating products: sofas, lounge chairs, gaming chairs and beanbags to name a few. Each can be provided with a personal interactive screen to follow all the action. Amenity spaces such as patios and lounge retreats can add to a spectator's enjoyment.



Bean bags



Audio visual enhanced pods



Patio access



Gamer inspired



Watch from your "living room"



Private interactive screen

# EXPERIENTIAL RETAIL + SPONSORSHIP

Auditorium programming will have a festival environment, with spectators strolling through the venue for a number of different experiences. This lends itself to endless sponsorship and promotional opportunities, whether that's the "BMW Lounge" or the "Gatorade Fuel Bar". The latest technology can be showcased in vignettes throughout, for purchase or play. Fans can try out the newest PlayStation/VR game in the lobby, or virtually "try on" cutting-edge gear before buying.



Product interaction



Sponsored food and beverage



Digital "try-on" experience



Pop-up sponsor interaction



New technology



Pop-up display

# THE AUDITORIUM, REINVENTED



EXPERIENTIAL

VERSATILE

**COMMUNAL**

EFFICIENT

HOSPITABLE

COMPETITIVE

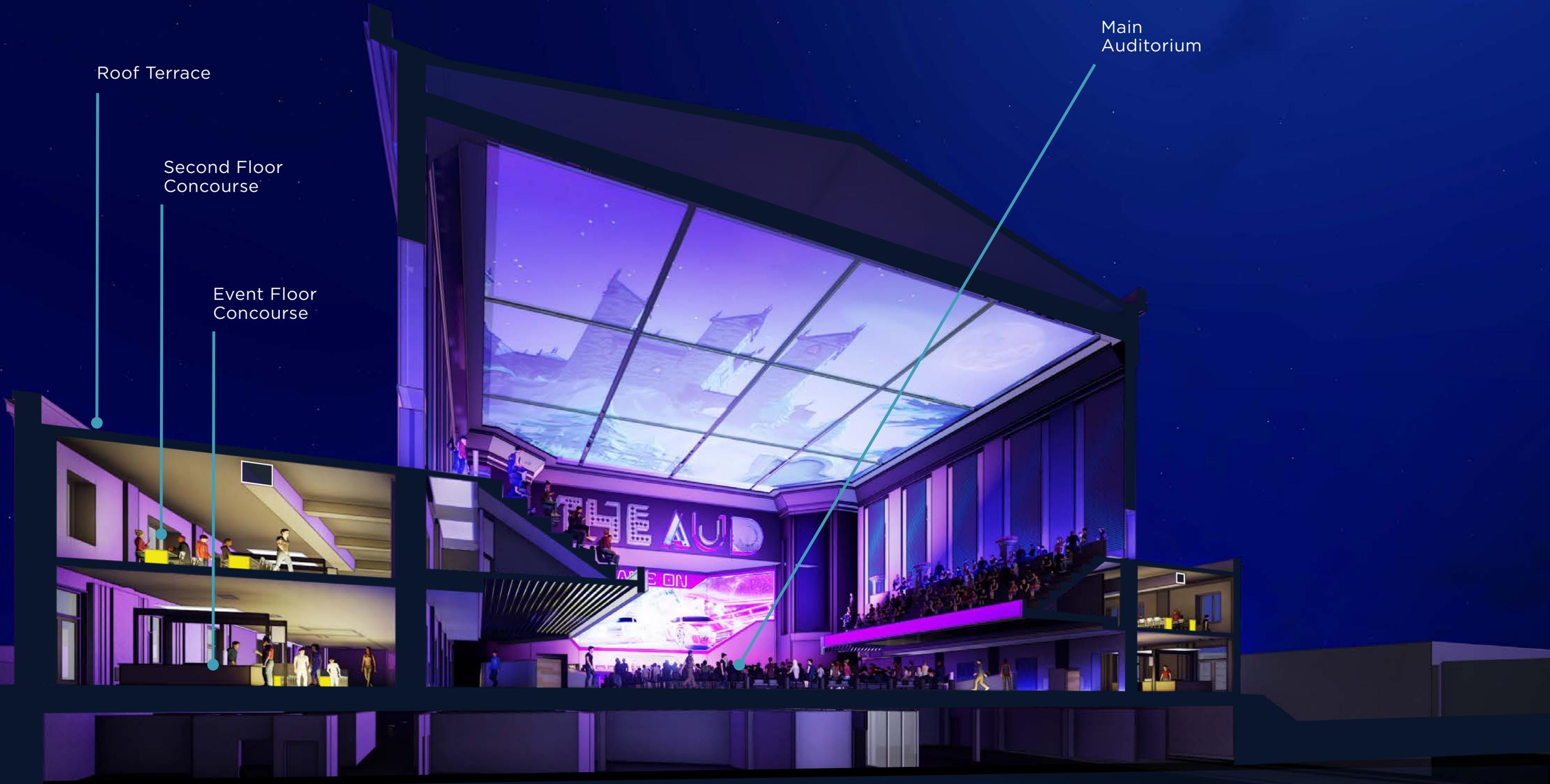
**INCLUSIVE**

STATE OF THE ART



WORCESTER AUD

WORCESTER MEMORIAL AUDITORIUM



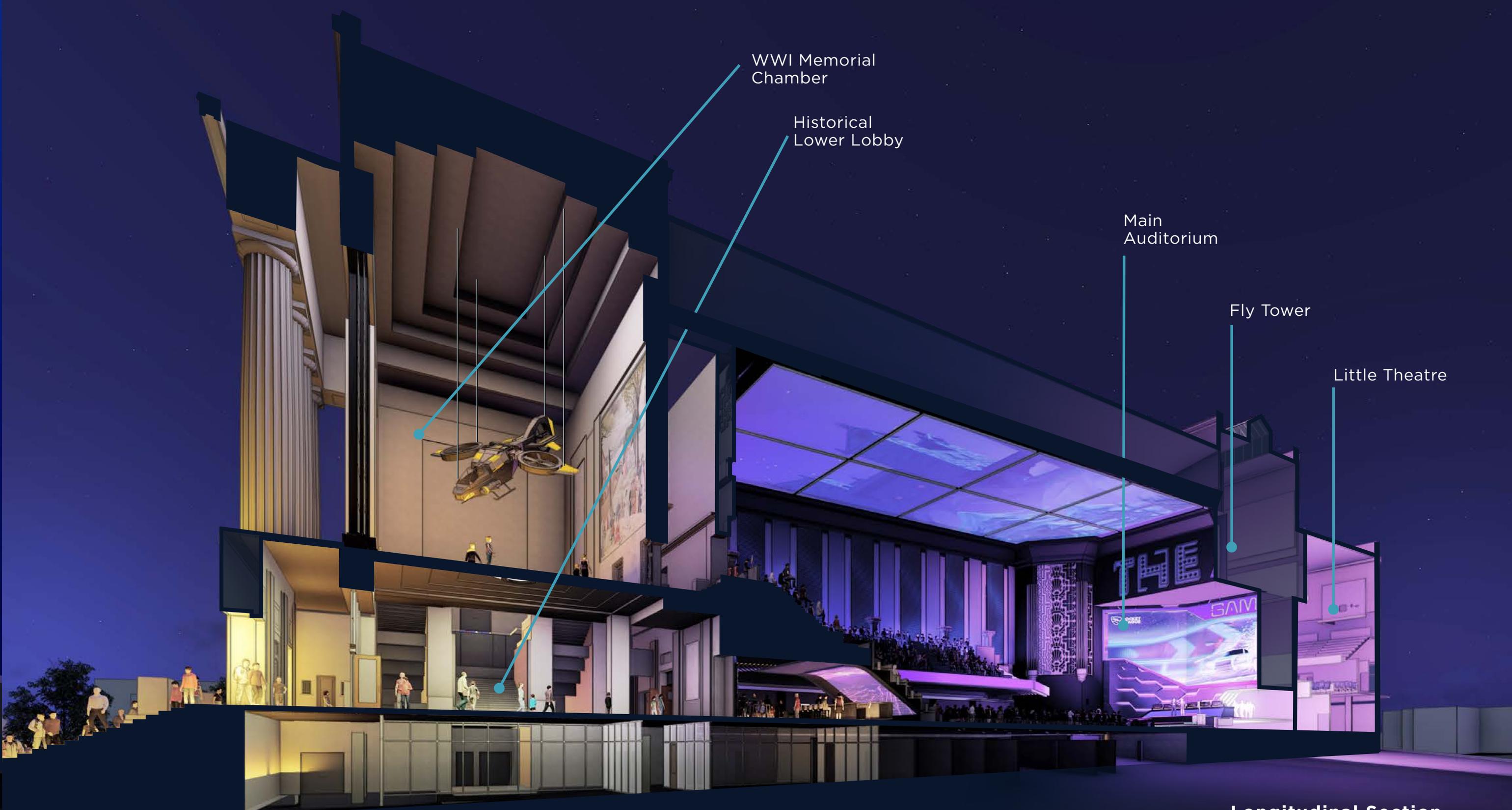
Roof Terrace

Second Floor  
Concourse

Event Floor  
Concourse

Main  
Auditorium

Transverse Section



WWI Memorial Chamber

Historical Lower Lobby

Main Auditorium

Fly Tower

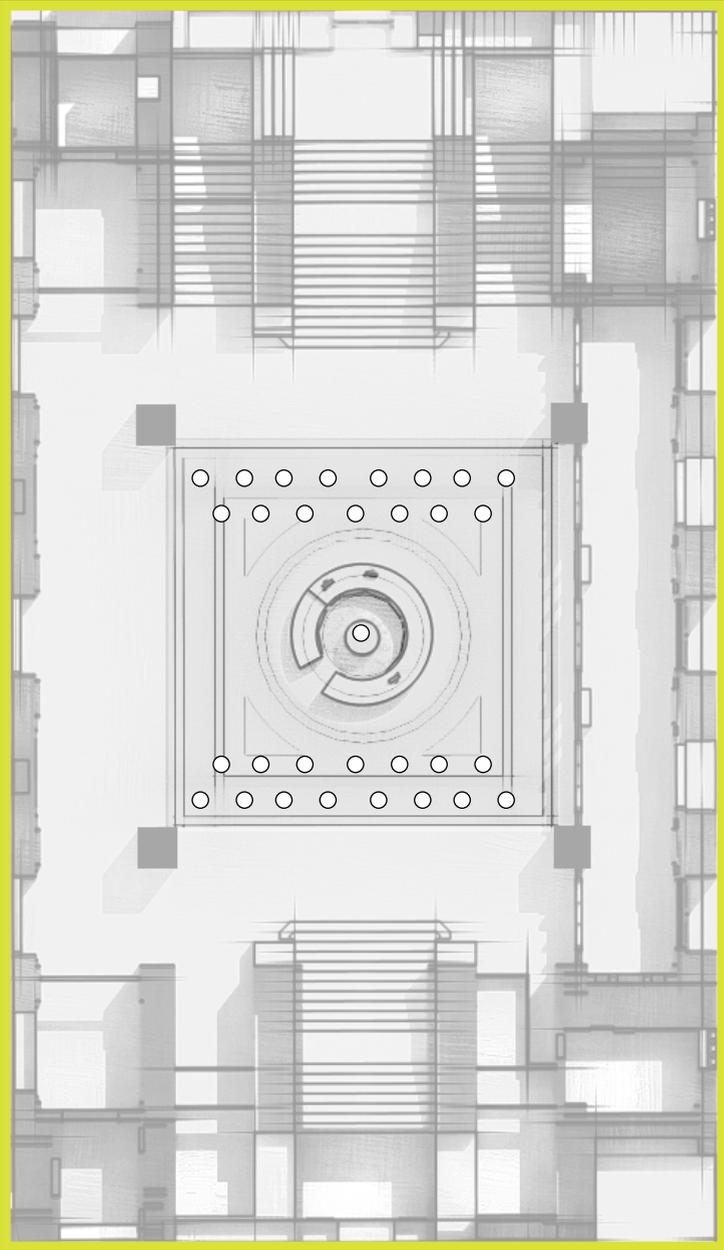
Little Theatre

Longitudinal Section

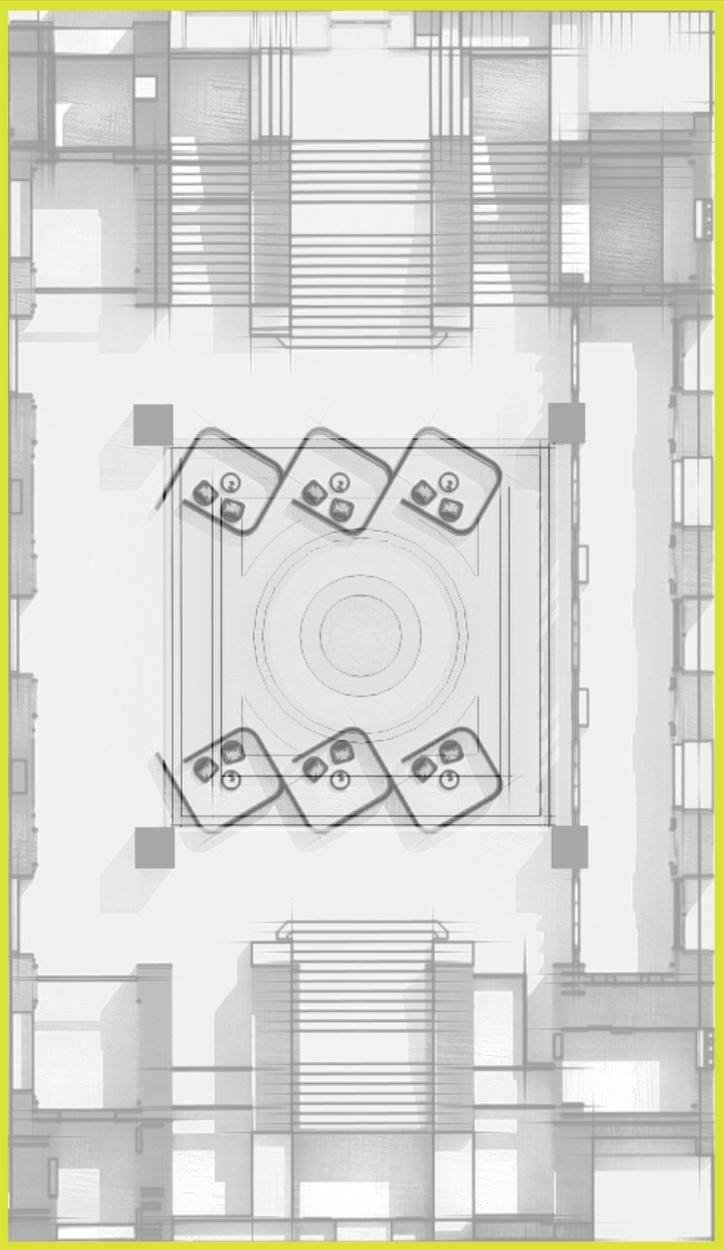
# HISTORICAL LOWER LOBBY



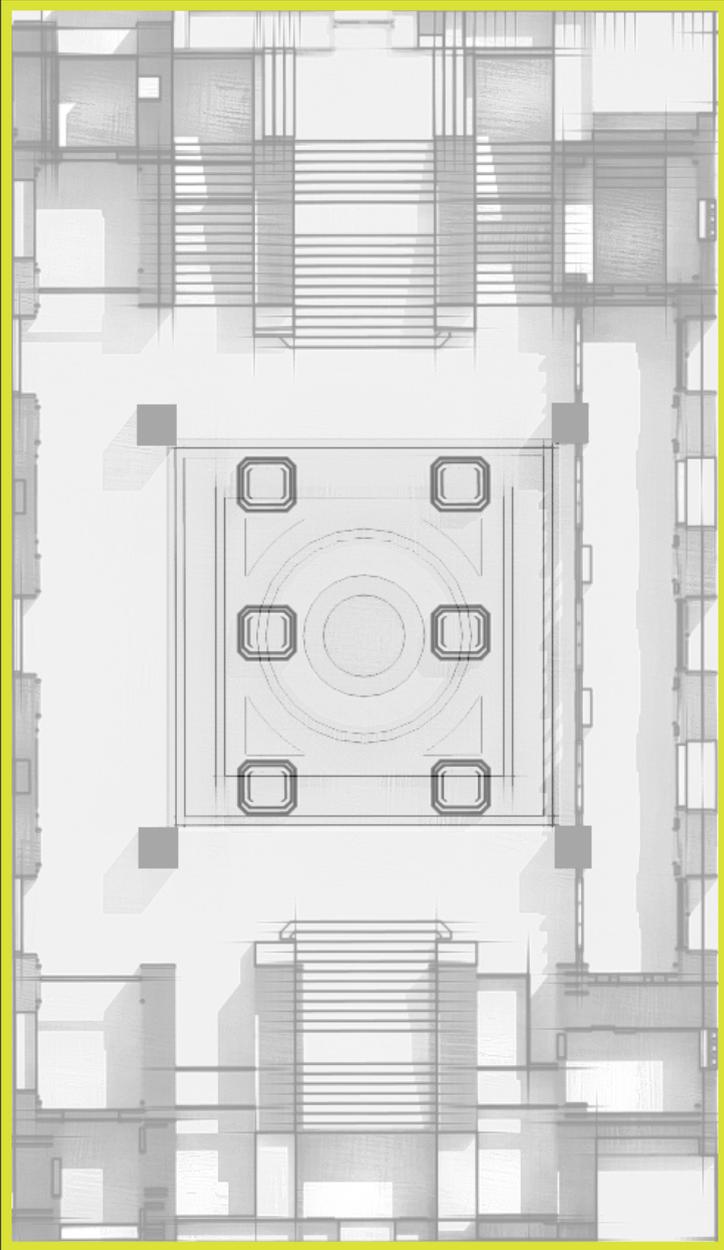
# HISTORICAL LOWER LOBBY: POSSIBLE OVERLAY SCENARIOS



**(A)**  
Info / Merch / Bar island  
Small banquet / Reception



**(B)**  
Social gaming / watch lounges



**(C)**  
Sponsor zone / trade show

# LOBBY DIGITAL ACTIVATION



Dressing up the lobby columns with led video can help activate the space regularly per event.



← WWI MEMORIAL CHAMBER

WELCOME TO THE AUD

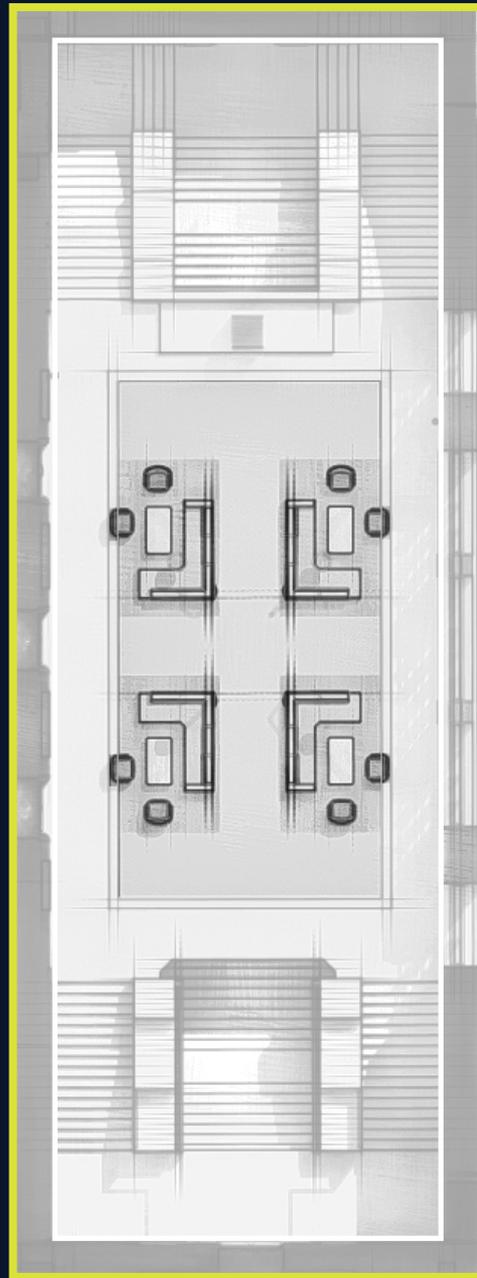
WWI MEMORIAL CHAMBER →

Holographic display, lower lobby

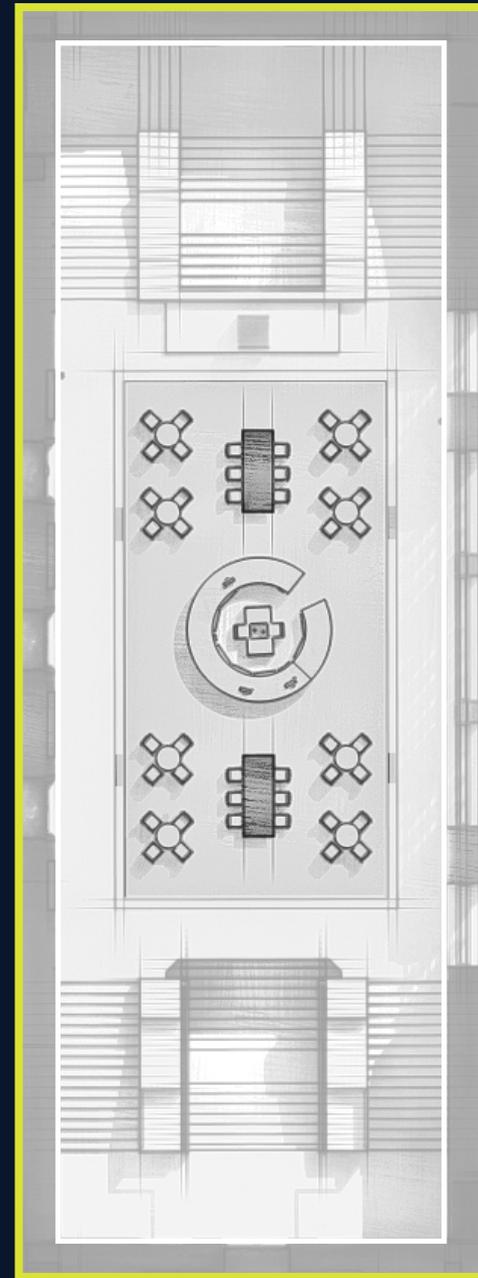
# WWI MEMORIAL CHAMBER



# WWI MEMORIAL CHAMBER: POSSIBLE OVERLAY SCENARIOS



**(A)**  
Lounge retreat



**(B)**  
VIP reception



**(C)**  
VR modules / Sponsor zone

# WWI MEMORIAL CHAMBER | AERIAL VIEW

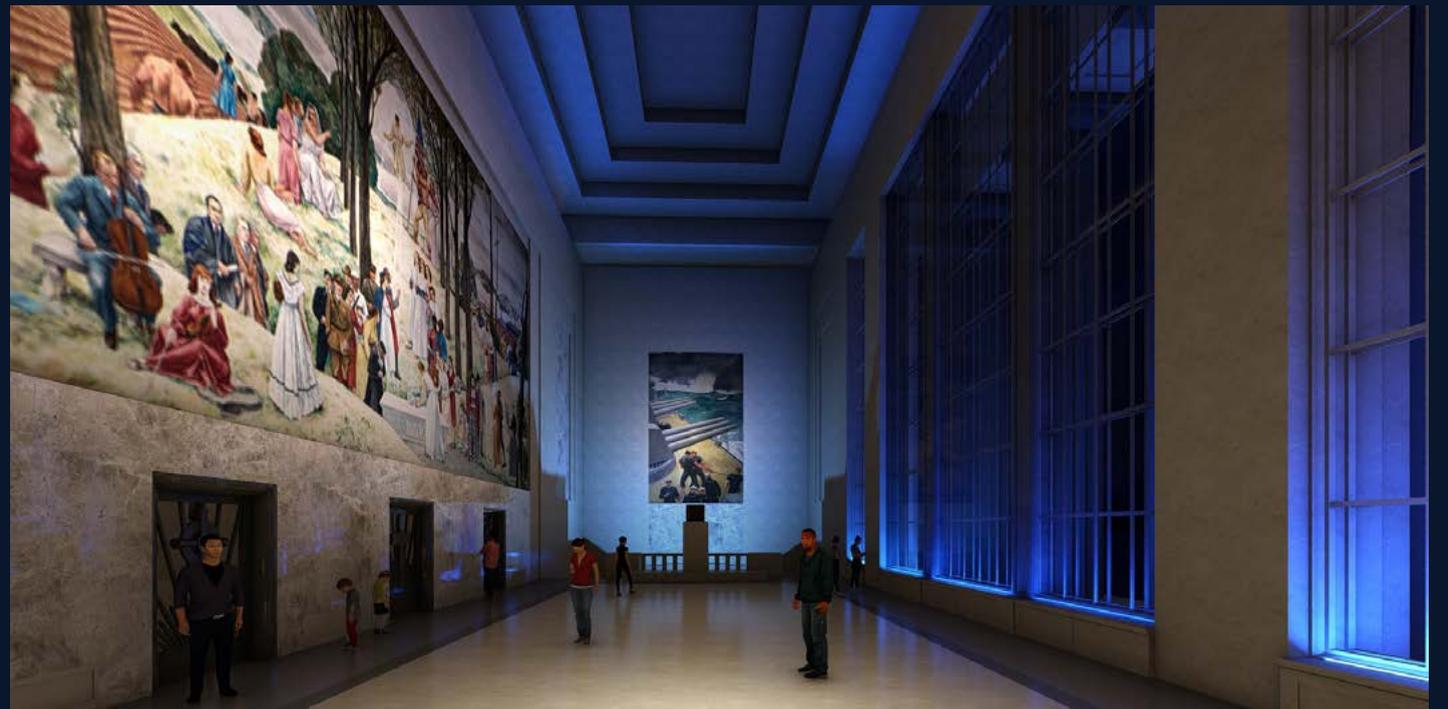
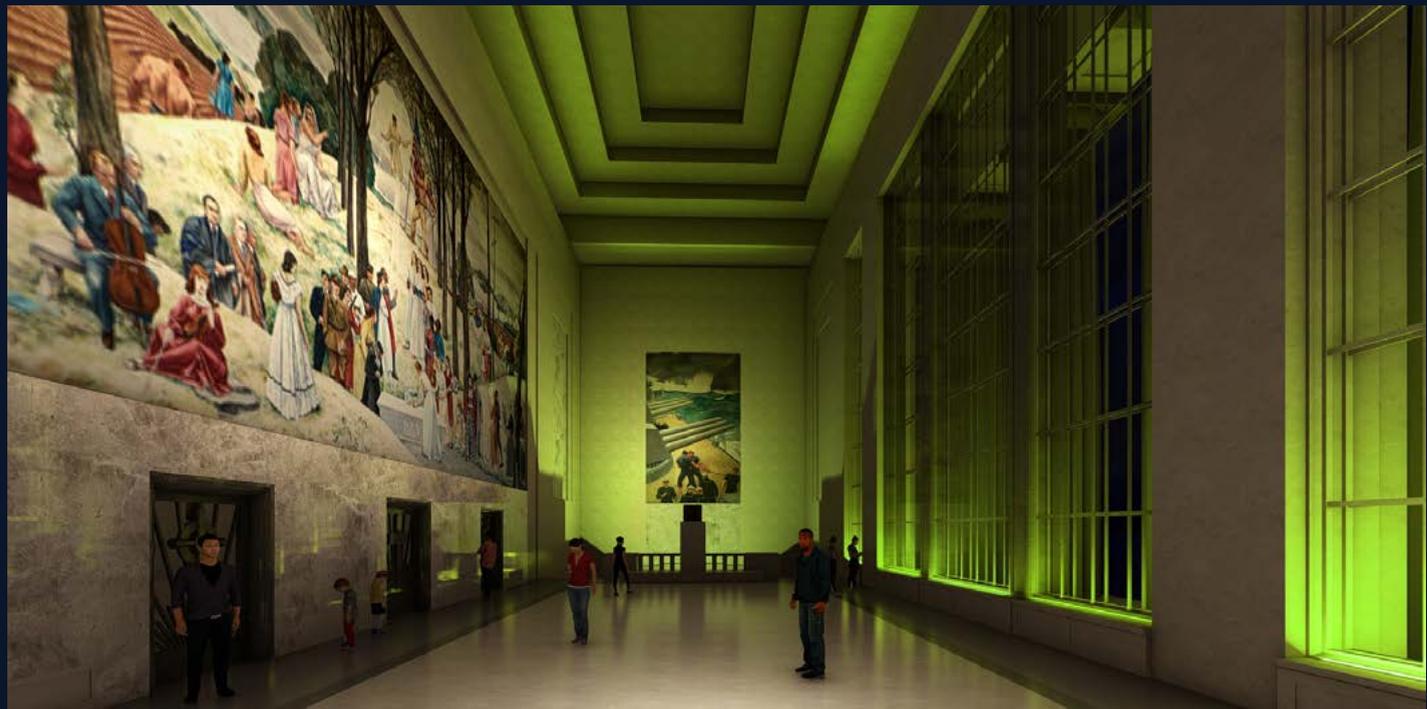
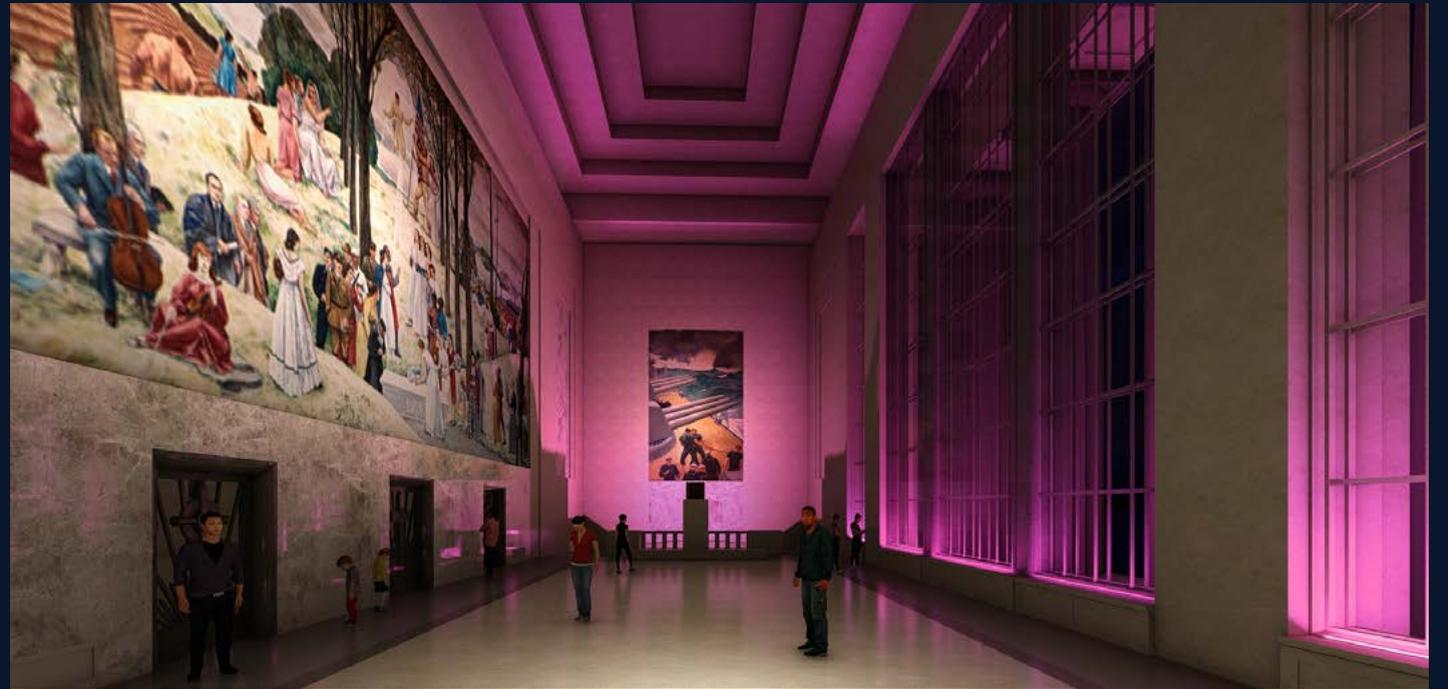
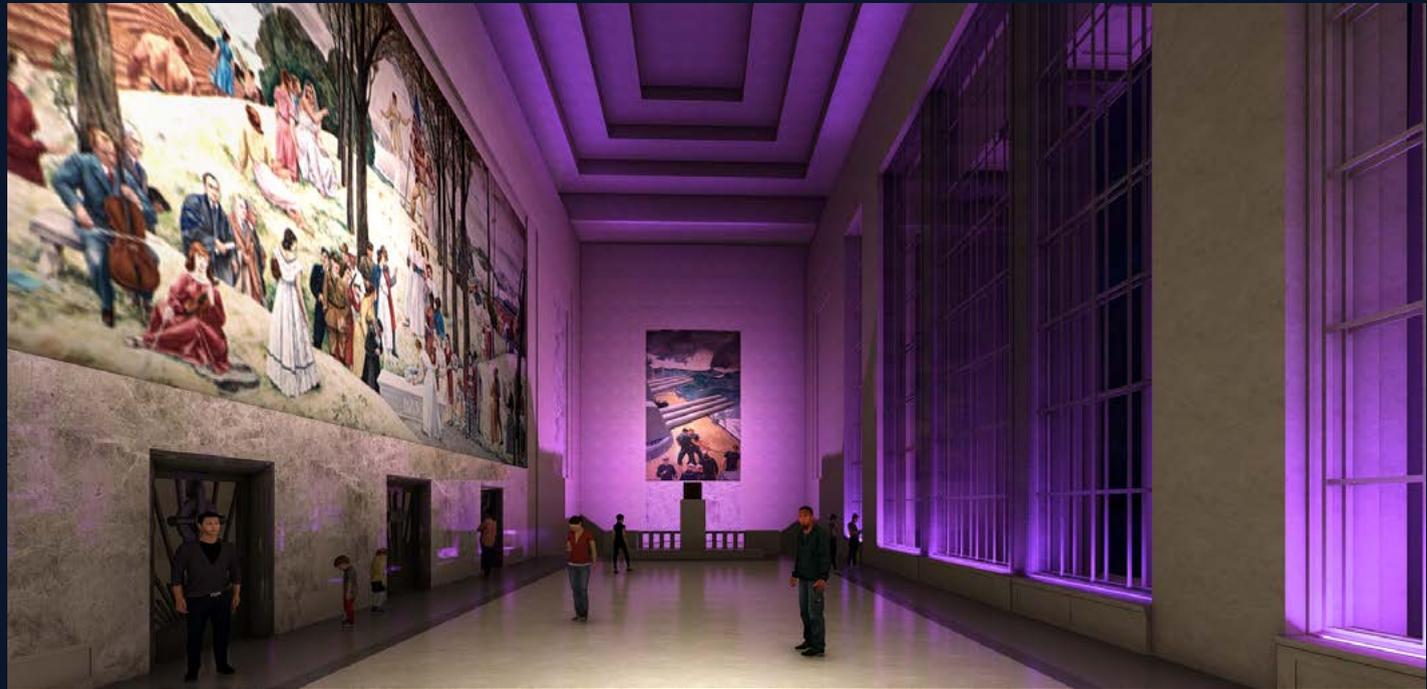




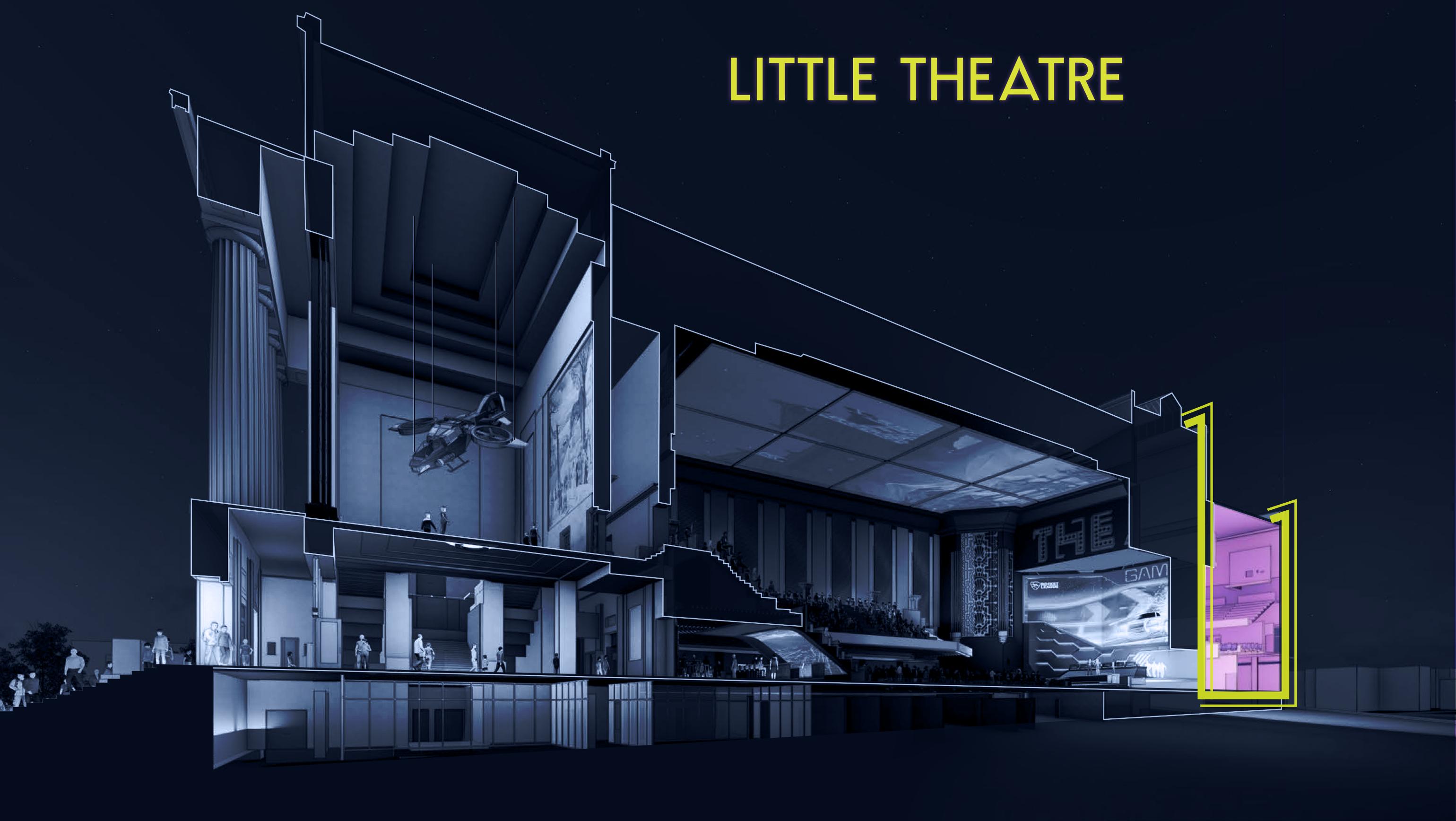
Lounge Configuration



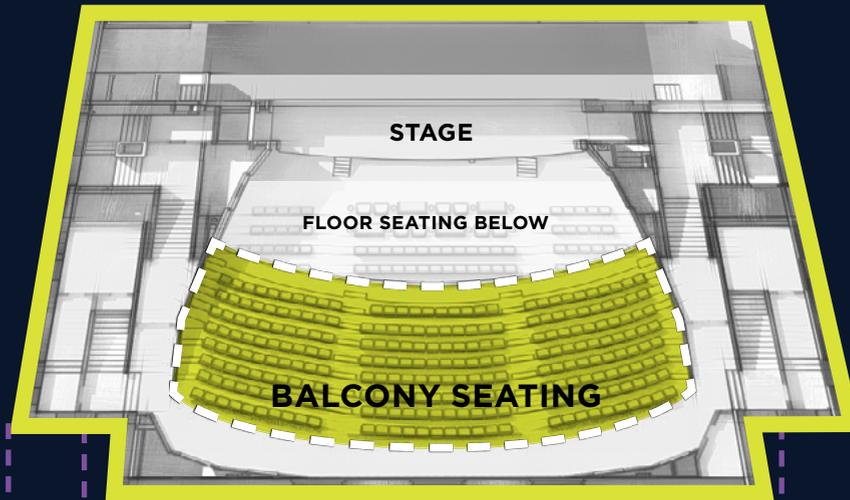
# THEMED BY LIGHTING & PROJECTION MAPPING



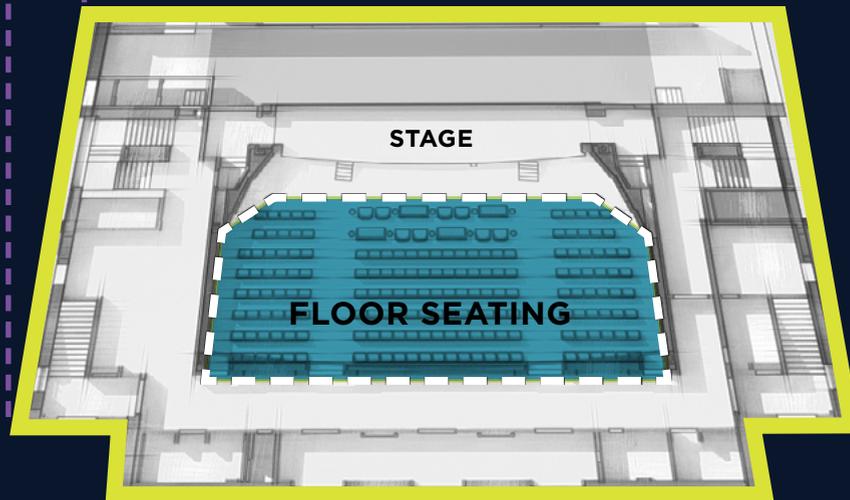
# LITTLE THEATRE



BALCONY LEVEL



FLOOR LEVEL



TRANSVERSE SECTION



Stage

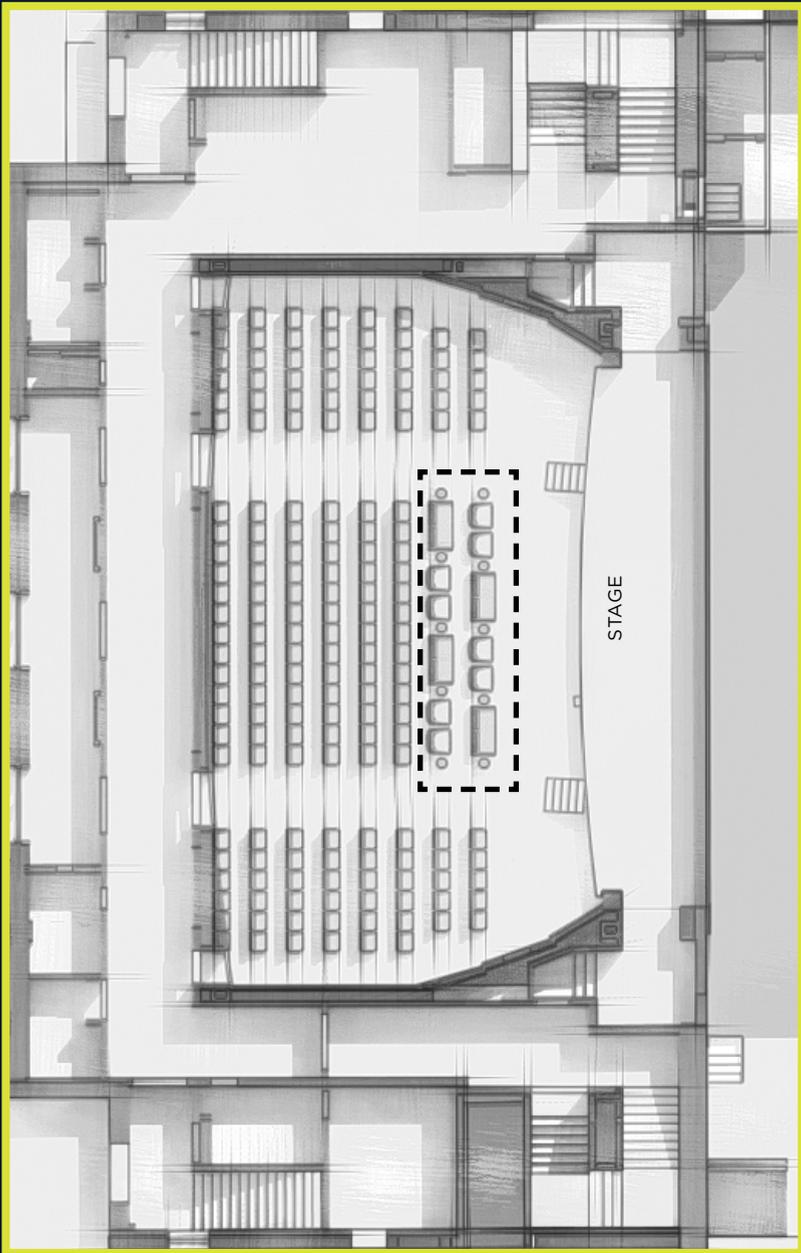
Floor seating

Balcony seating

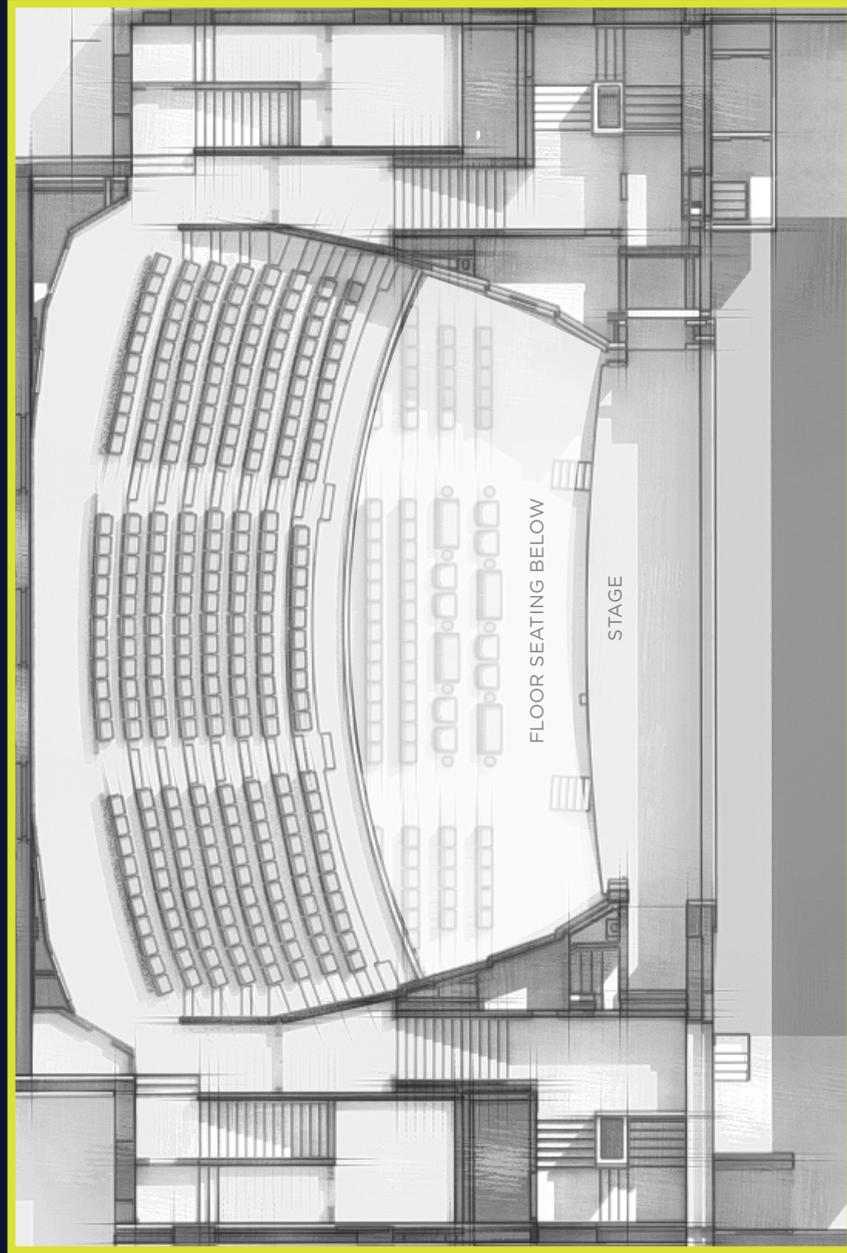
Projection Room

West side street entry

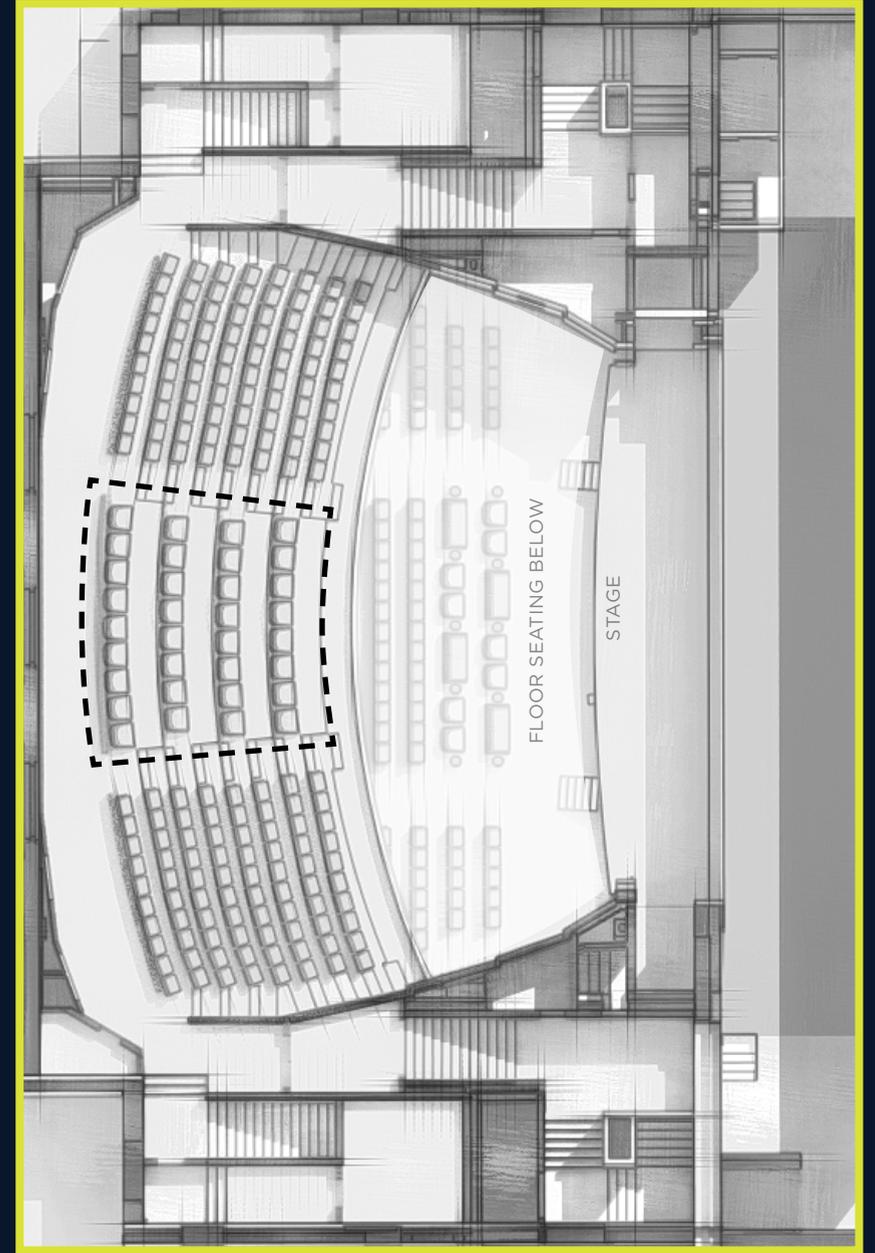
# LITTLE THEATRE SEATING LAYOUT SCENARIOS



**FLOOR LEVEL LAYOUT**  
Scalable VIP lounge front



**BALCONY DECK LAYOUT (A)**  
Standard theatre seats



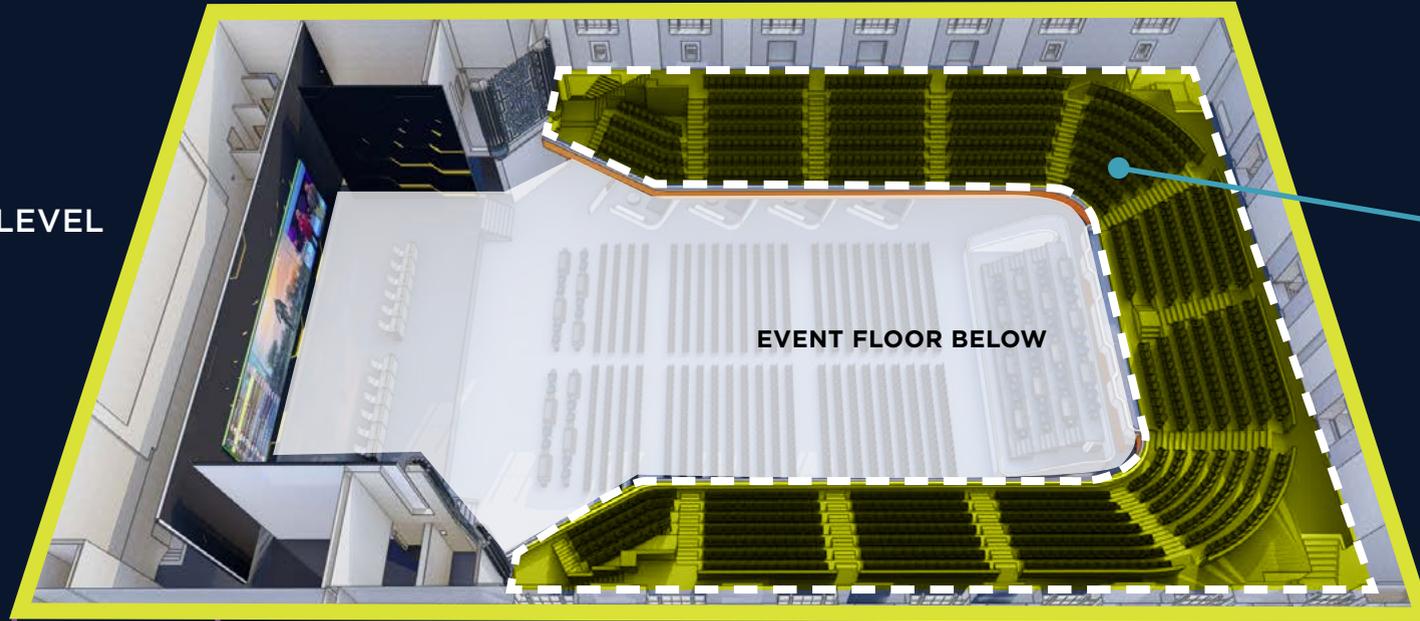
**BALCONY DECK LAYOUT (B)**  
Scalable VIP lounge seating



# MAIN AUDITORIUM



**BALCONY LEVEL**

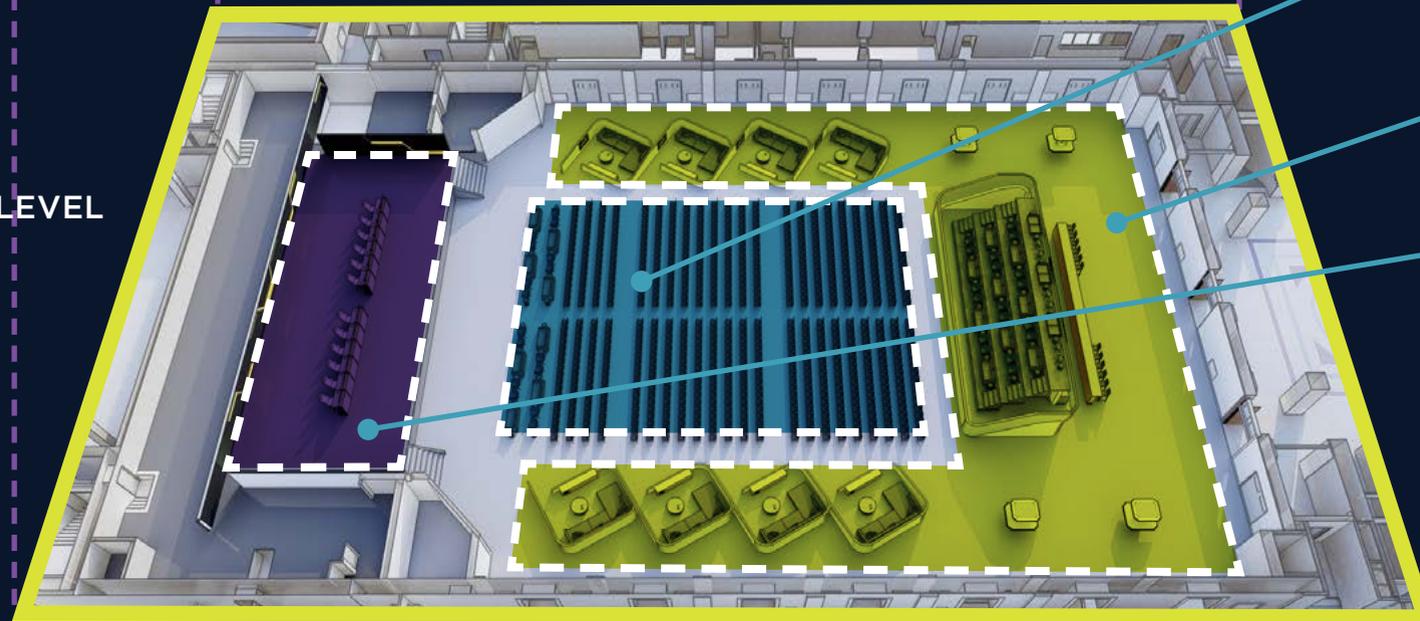


**Programmable balcony deck**  
Flexible programming ranging from spectator events to floor activation and stage extensions

**Event floor - Central zone**  
Flexible programming ranging from spectator events to floor activation and stage extensions

**Event floor - Activation zones**  
Flexible amenity programming, F&B, gaming lounges, a concourse on the auditorium floor

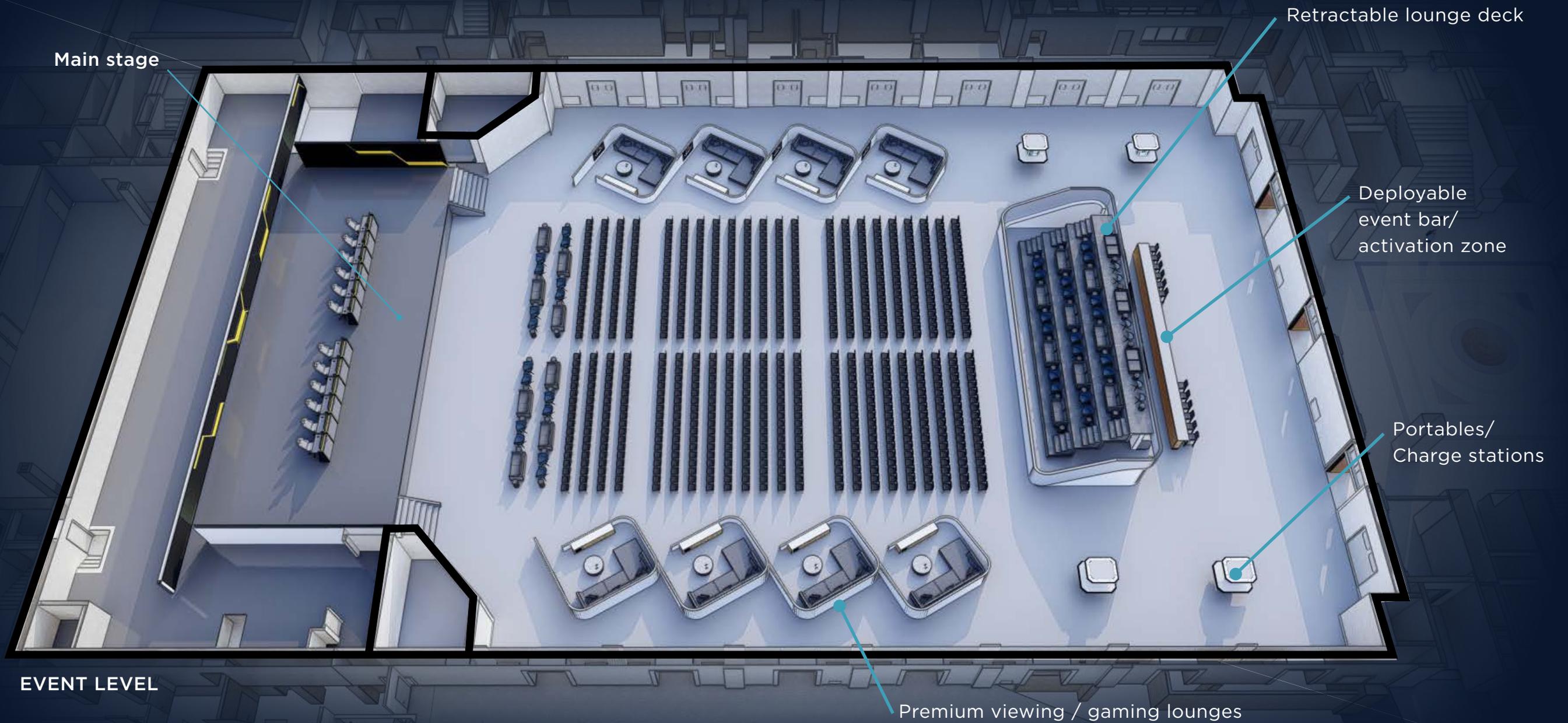
**EVENT LEVEL**



**Main Stage**  
Large enough for a Broadway show, and capable of hosting common gaming tournaments



# END STAGE CONFIGURATION: CONCERTS/ ESPORTS TOURNAMENTS/ LARGE EVENTS

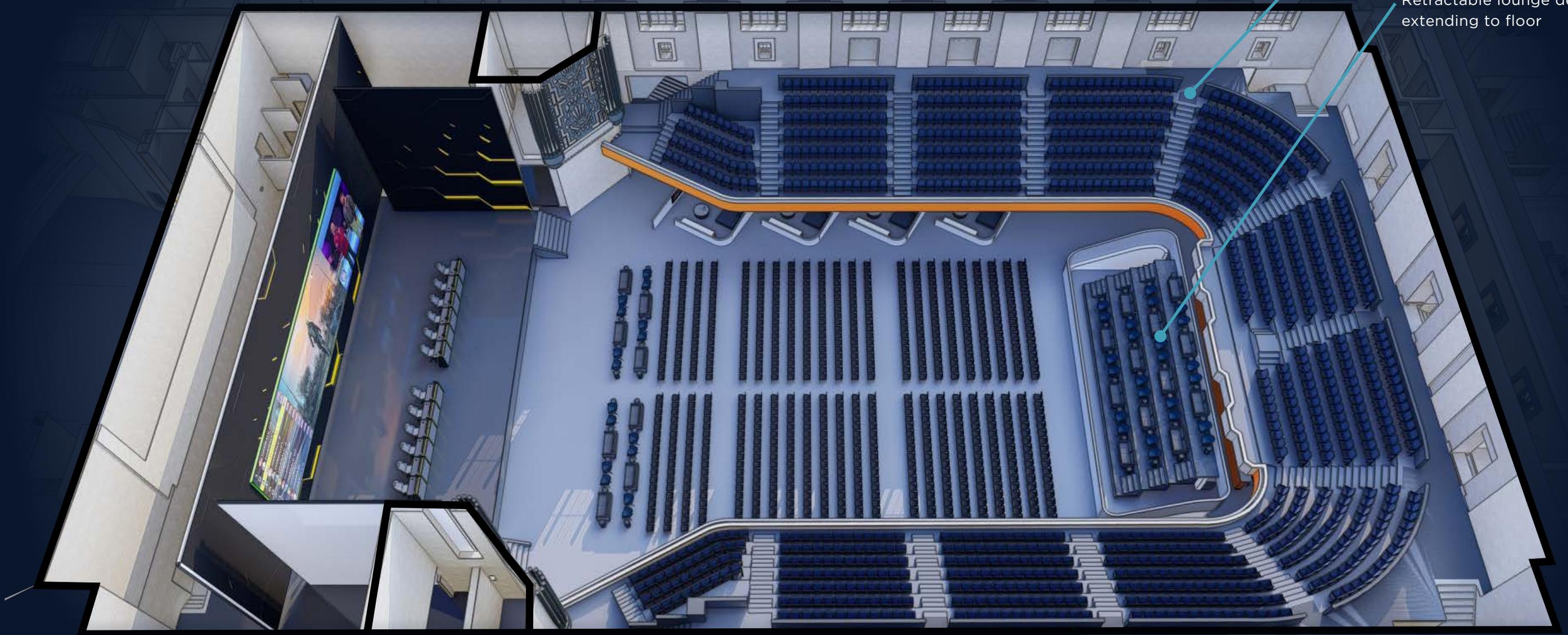


# BALCONY DECK: THEATRE SEATS



Balcony seating deck

Retractable lounge deck extending to floor



BALCONY LEVEL

MAIN AUD EVENT BAR



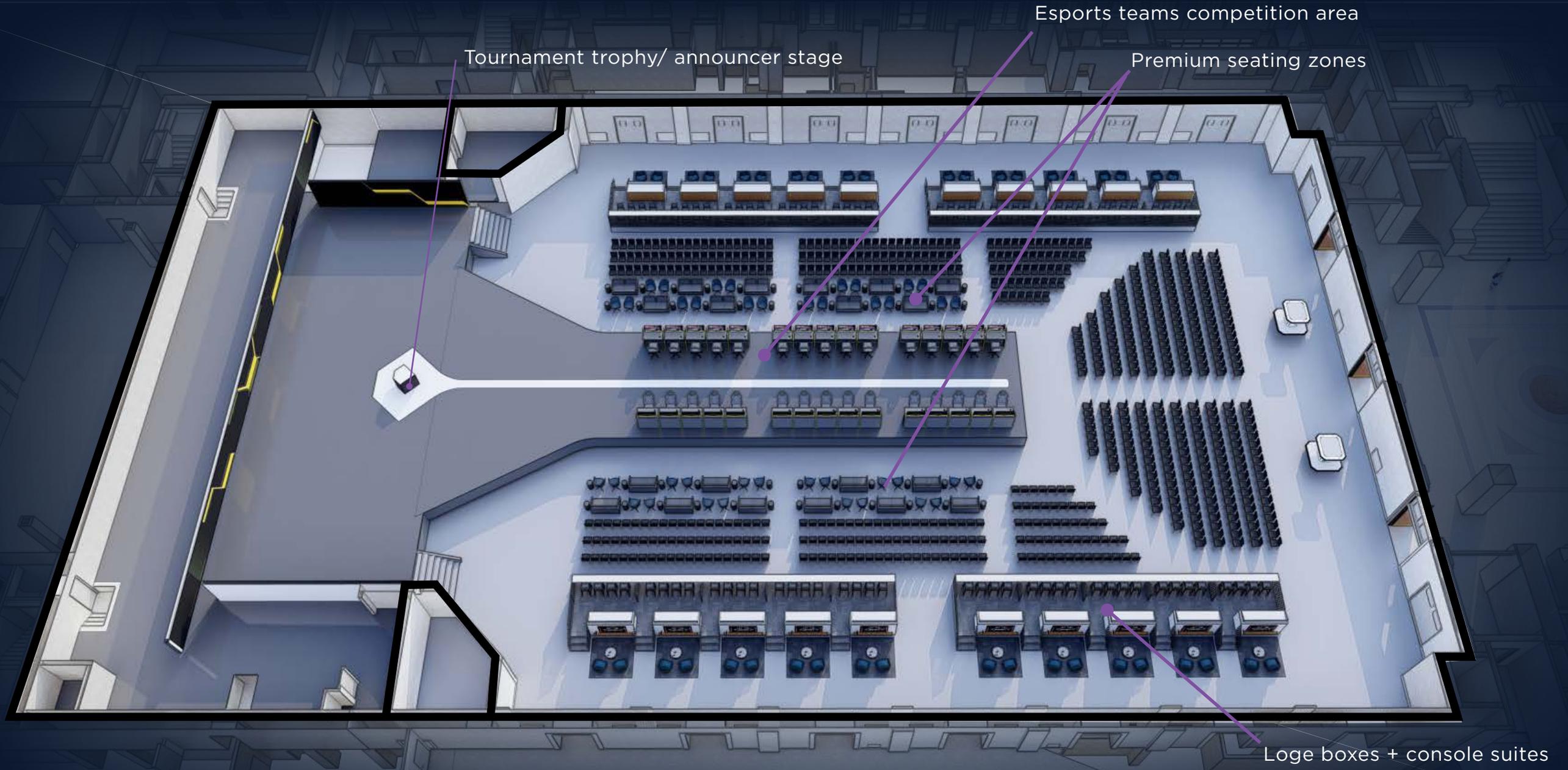


# THE AUD

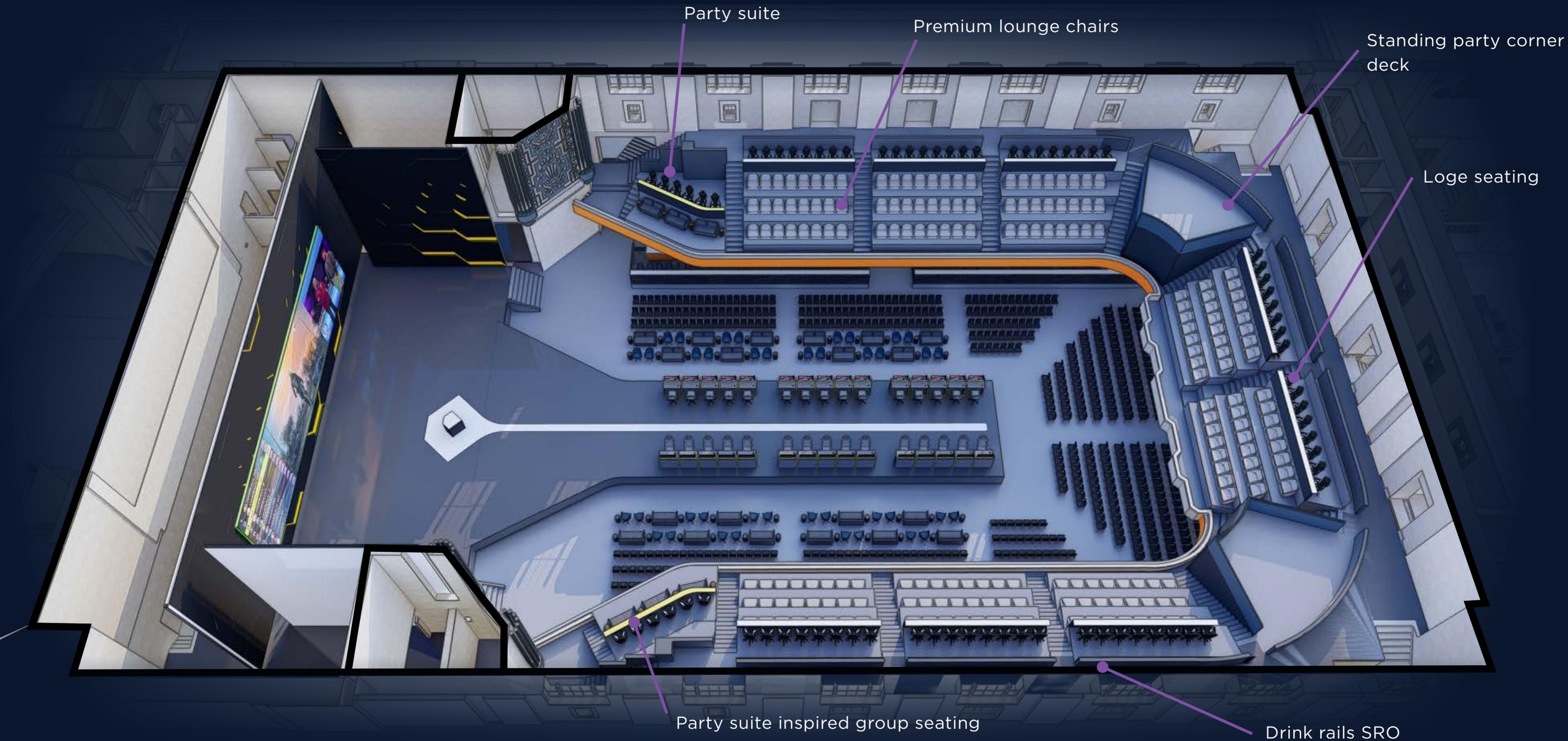
GAME ON

5/19/2014

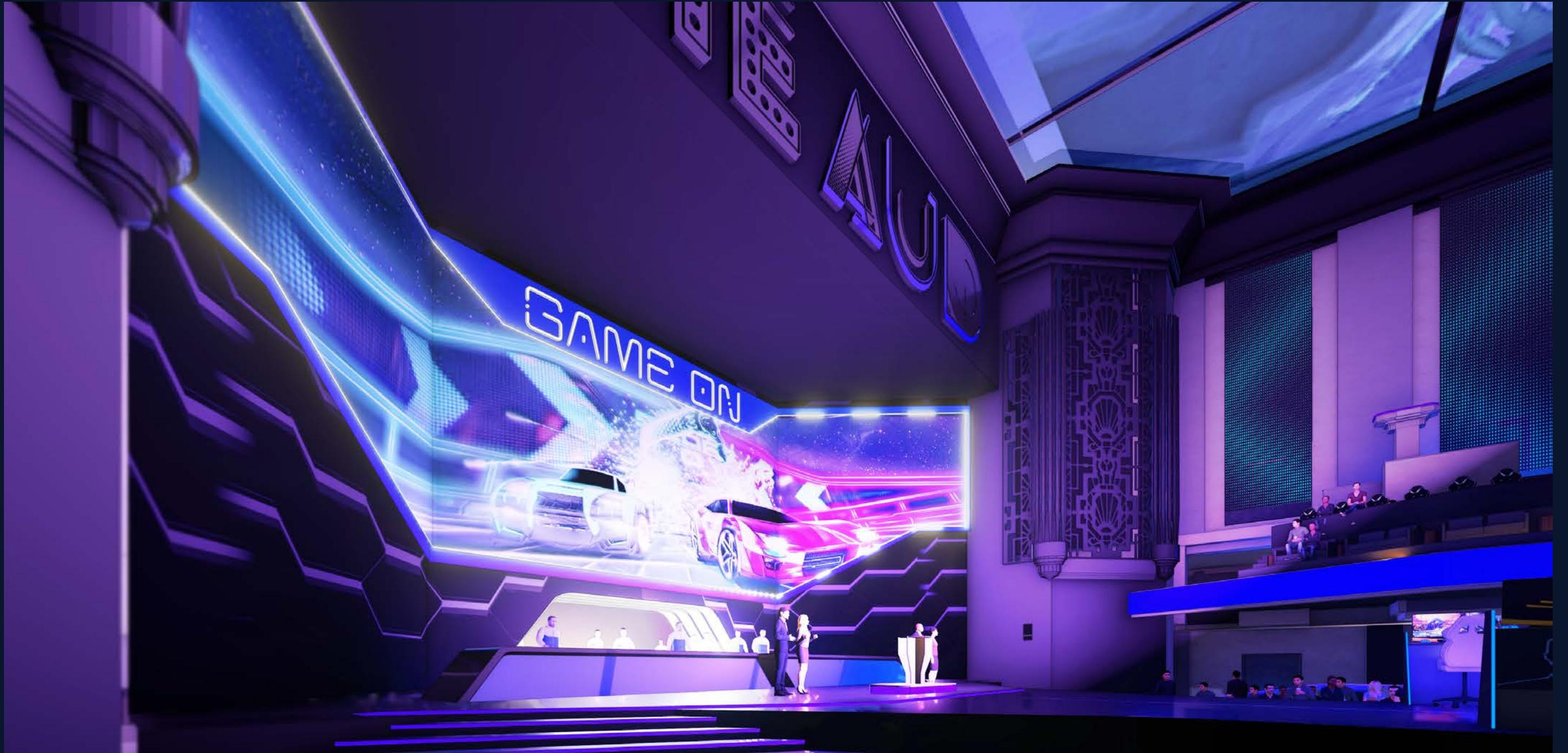
# CENTER AXIS STAGE: LARGE LIVE PERFORMANCES/ ESPORTS TOURNAMENTS



# BALCONY DECK: VIP EXPERIENCE



MAIN AUD STAGE



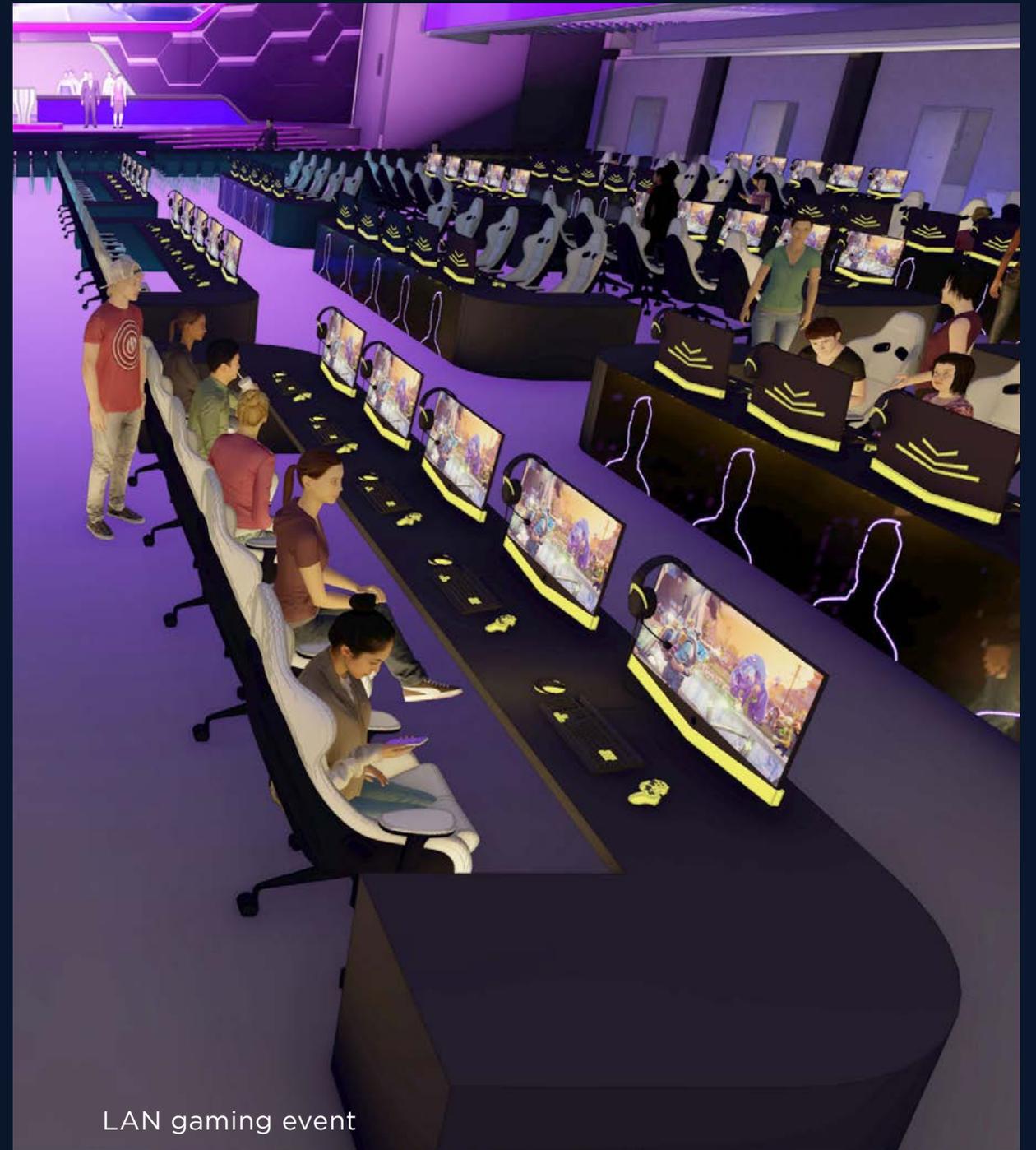


# EVENT FLOOR ACTIVATION: LAN PARTY



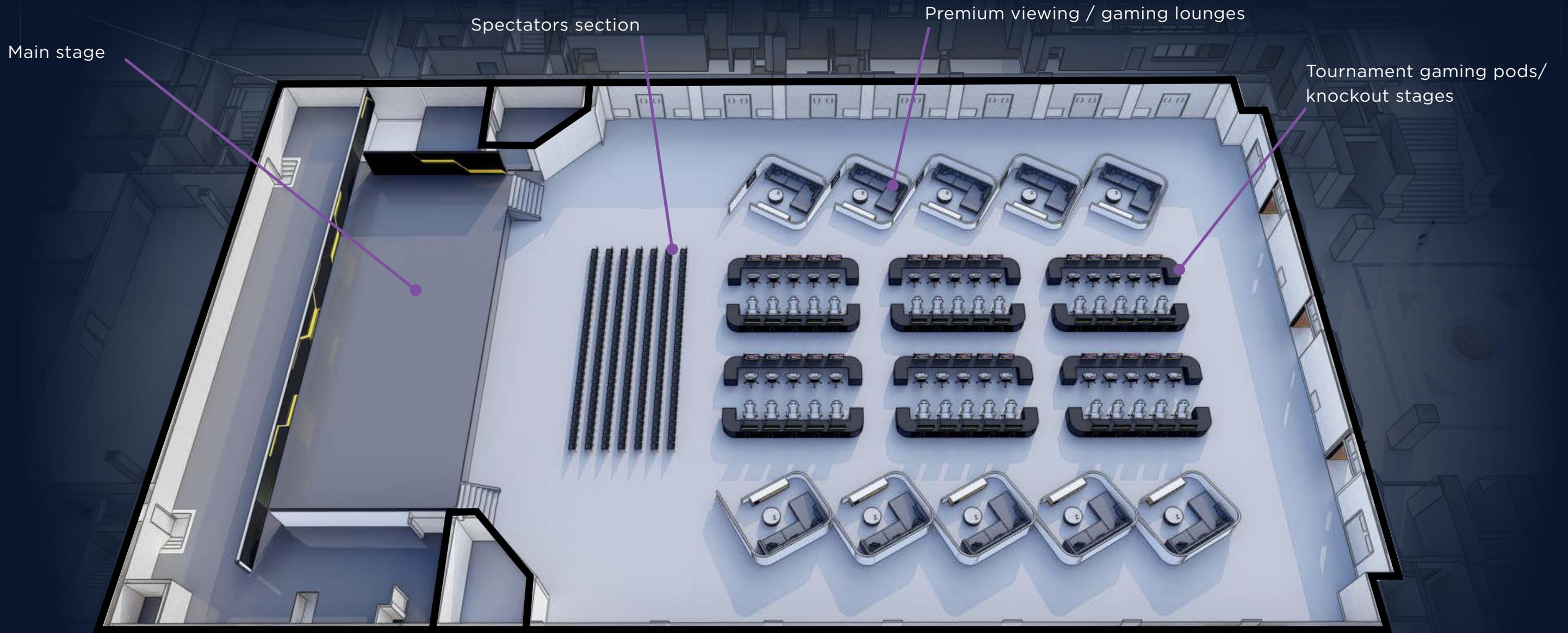


Viewing loge boxes backed by console gaming lounges



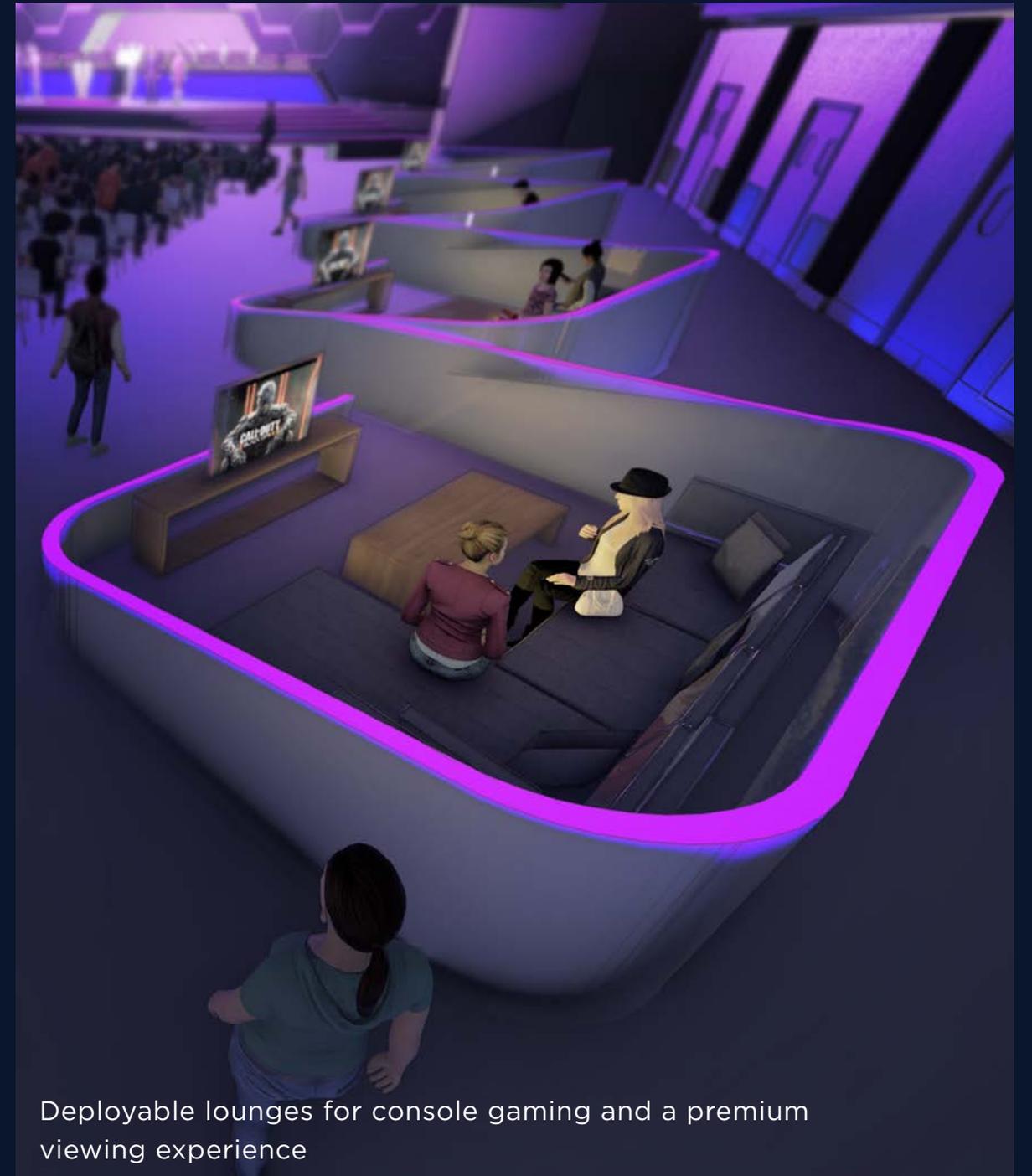
LAN gaming event

# EVENT FLOOR ACTIVATION: MULTI-FLOOR FUNCTION



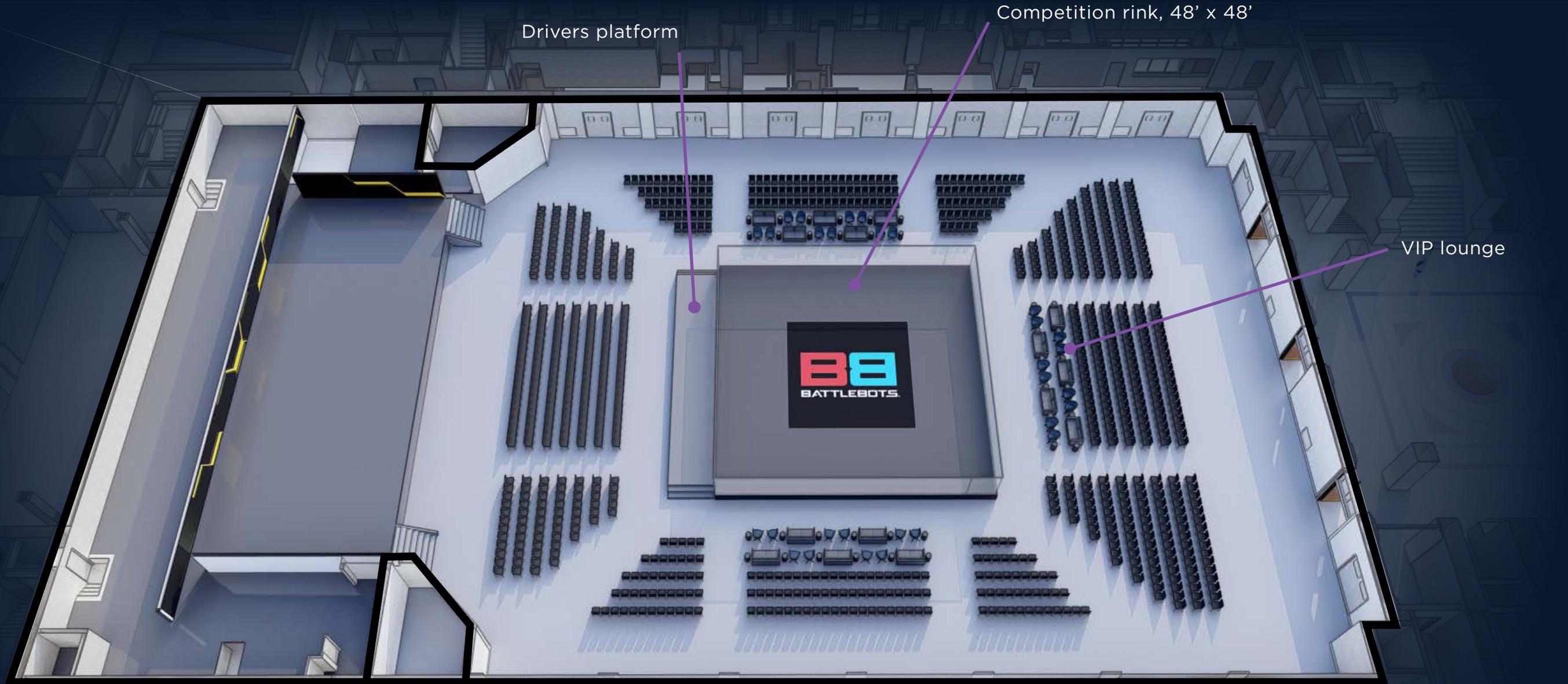


Tournament gaming pods



Deployable lounges for console gaming and a premium viewing experience

# EVENT FLOOR ACTIVATION: BATTLE-BOT TOURNAMENT









# THE AUD

GAME ON

# WELCOME TO...





THE AUD

GAME ON

Dear Future Partner,

For 30 years, Union Station sat vacant, roofless and deteriorating. By the 1970s, Mechanics Hall was nearly torn down. In the late 90s, the Hanover Theatre was a shell of its former self. Today, these three buildings stand as beacons of what is possible in Worcester, each brought back to life through determination, community support and a love for the city's history.

The Worcester Memorial Auditorium is the crown jewel of the city's architectural landscape. A structure as ornate and of this magnitude will never be built again. Though it is the most complex to renovate, it will also be the most rewarding and impactful.

At this unique moment in Worcester's history, now is the time to come together and save a landmark that is part of the city's heart and soul.

Help define Worcester's legacy and future by joining us for the next chapter.

Thank you.

Sincerely,



Jake Sanders, Project Executive  
Architectural Heritage Foundation  
jsanders@ahfboston.com  
617-861-4060  
100 Front Street, Suite 1520  
Worcester, MA 01608

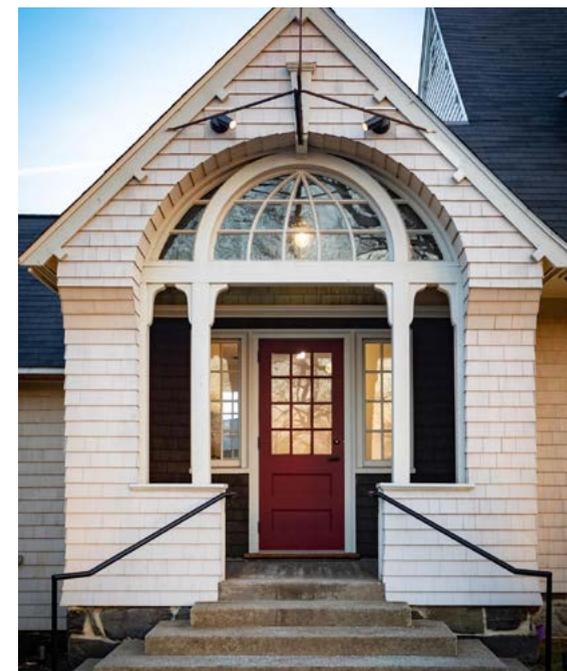
# ABOUT THE ARCHITECTURAL HERITAGE FOUNDATION



Since 1966, AHF has been at the forefront of preserving and reactivating historic properties to stimulate community growth. From providing the vision for the rehabilitation of Quincy Market to saving Boston's Old City Hall from the wrecking ball, AHF proved early on that preservation and smart economics could transform historic properties into thriving, key elements of a city's urban fabric. More recently, the redevelopment of historic mill buildings in Lawrence and Lowell, as well as the newly revitalized Charles River Speedway in the Brighton neighborhood of Boston, shows that there is still so much work to be done

## WHAT WE DO

AHF specializes in advancing stalled historic preservation projects. We bring passion and expertise to the intersection of historic preservation and economic development to catalyze lasting change in the neighborhoods we serve. Rather than viewing deteriorating historic buildings as lost causes, we deliberately seek them out. As a nonprofit developer, consultant, and investor, we make sure that our projects take community priorities into account. The result: more jobs, more housing, vibrant streets, and local heritage preserved for generations to come.





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**JAKE SANDERS**

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