

**RENOVATION**

**VS**

**NEWBUILDINGS**

# DISCUSSIONTEAM

**ALEXANDRA STAMPLER-BROWN**  
(Düsseldorf)

**JETTE CATHRIN HOPP**  
(Oslo and Shanghai)

**JAN BURIAN**  
(Prague)

**HENRIK STEN PETERSEN**  
(Copenhagen)

moderated by  
Prof. Jörg Friedrich (Hamburg)



# ALEXANDRA STAMPLER- BROWN

(Düsseldorf)

Managing Director of the  
German Opera on the Rhine

# ALEXANDRA STAMPLER-BROWN

(Düsseldorf)

Managing Director of the  
German Opera on the Rhine

born in Steiermark in Austria

law study at the University of Vienna

Musical education at the Franz Schubert Conservatory in Vienna  
(violin)

Managing Director of the Stellar Quines Theater Company in Edinburgh

Commercial Director at the Staatstheater Klagenfurt

Managing Director of the German Opera on the Rhine

Co-founder of the Council of Arts for Düsseldorf

Coordinator of the TWINnetwork since 2017 (Top Women in NRW)

GERMAN OPERA ON THE RHINE



DEUTSCHE OPER  
AM RHEIN



# Jette Cathrin Hopp

(Oslo)

Snøhetta architecture office,

Director

MArch, Dipl.-Ing. Arch., Architect MNAL

# Jette Cathrin Hopp

(Oslo)

Snøhetta architecture office,

Director

MArch, Dipl.-Ing. Arch., Architect MNAL

working with Snøhetta since 2005

Director and part of the management group

She is a jury member of many architectural competitions and prizes  
(Head of Jury BDA Award 2018)

Team leader for the museum at the King Abdul Aziz Center for  
Knowledge and Culture, Saudi Arabia

international projects with a focus on sustainability: Astana Expo 2017  
"Future Energy" and Powerhouse Kjørbo in Sandvika, Norway, which is  
the world's first refurbished energy plus building

# OPERA HOUSE OSLO





**JAN BURIAN**

(Prague)

prof. MgA , General Director of the  
National Theatre in Prague

# JAN BURIAN

(Prague)

prof. MgA , General Director of the National Theatre in Prague

In 1984 he completed his studies of stage direction at the Academy of Performing Arts in Prague

From 1991 to 1995 he worked as a stage director at the Vinohrady Theatre in Prague.

Between 1995 and 2013 director of the multi-ensemble J. K Tyl Theatre in Plzeň

In 2015 he was appointed professor

Vice-President of the Czech Centre of the ITI/UNESCO and Vice-President of the Union of Employer Association

He is a member of the Board of Opera Europa

# NATIONAL THEATRE IN PRAGUE





# Henrik Sten Petersen

(Copenhagen)

Director of Operations  
Royal Danish Theatre

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(Copenhagen)

Director of Operations  
Royal Danish Theatre

Master's degree in Global E-MBA from CBS Executive

administrative director of the RDBallet

Director of Operations of the Royal Danish Theater

experience with leadership and administrative challenges within the performing arts and entertainment

worked with all aspects of the artistic production from production management to buildings, funding, sales and marketing

for more than 15 years in the management of the Royal Danish Ballet

# The Royal Opera Copenhagen





**JÖRG FRIEDRICH**

(Hamburg)

Architect/ Professor

**pfp planungs gmbh**  
h a m b u r g | g e n o v a

# JÖRG FRIEDRICH

(Hamburg)

## Architect and Professor

1981 Architectural Diploma TU Stuttgart

1982 Rome Prize of the Federal Republic of Germany "Villa Massimo"

1988 Foundation pfp architekten bda, hamburg - genoa

2011 Renovation of the "Great House" Düsseldorfer Schauspielhaus

Theater and workshop building in Erfurt/Hamburg Konzertsaal

Gütersloh Theater/Nürnberg Schauspielhaus renovation

Congress Center in Padova/Dresden Staatsoperette

Mainfranken Theater in Würzburg/Frankfurt Städtische Bühnen

**RENOVATION**

**VS**

**NEWBUILDINGS**

**Theaters**

**loosing**

**Spectators ( 2017/18)**

**- 800,000**

**2017/2018:**

**569,3 mio income**

**34,7 mio Spectators**

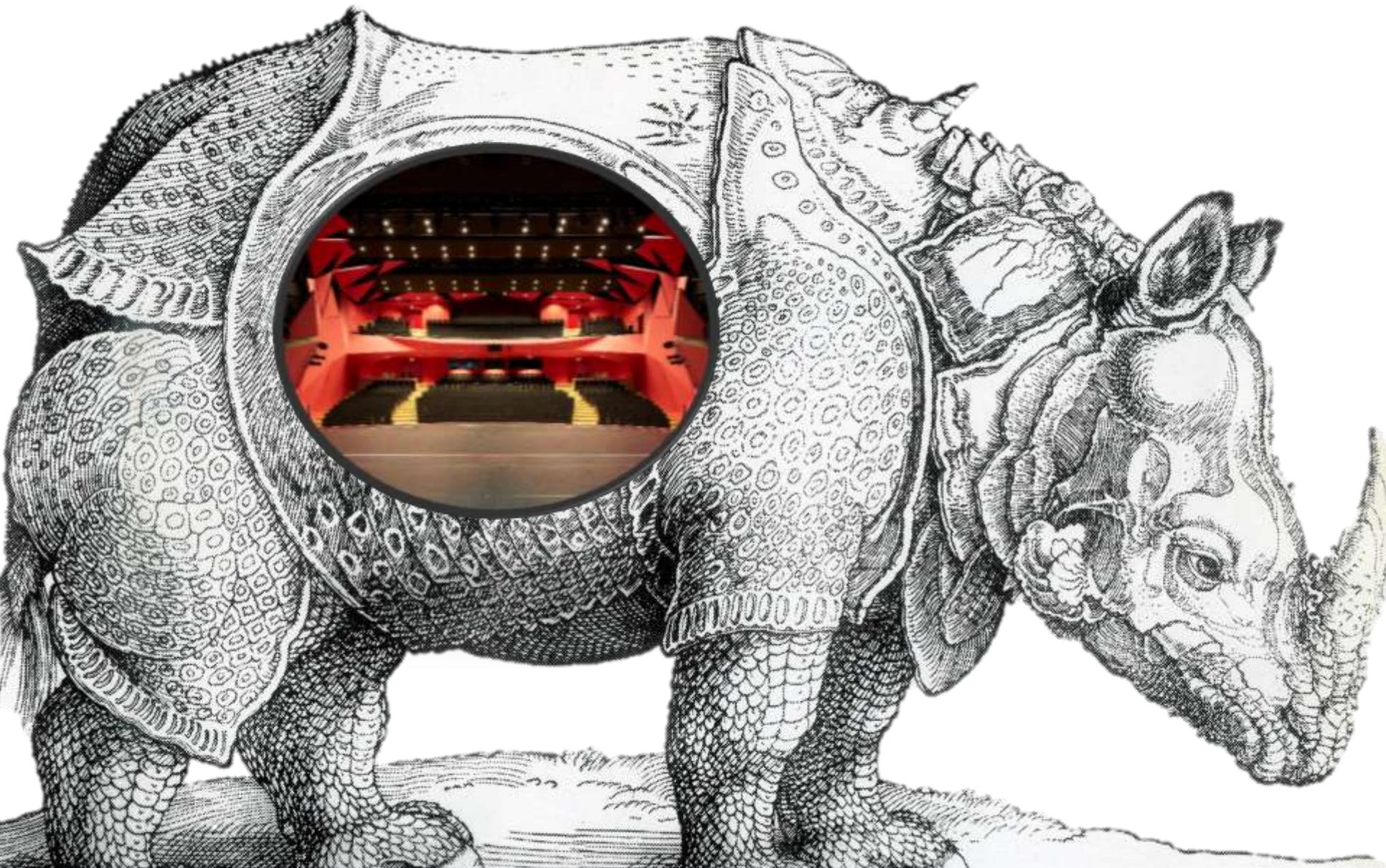
**2,7 billions euro**

**2017/2018:**

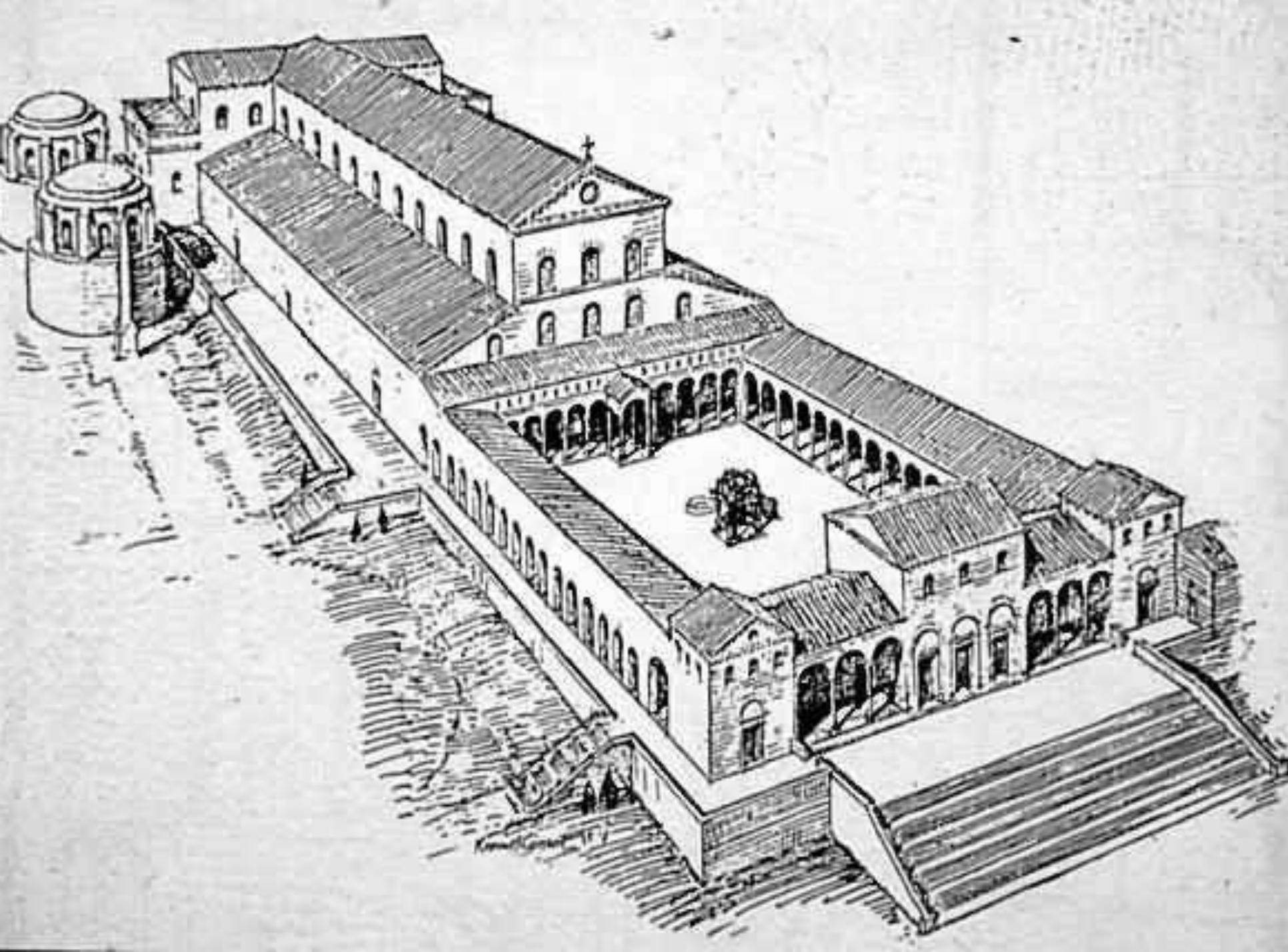
**65.356 performances**

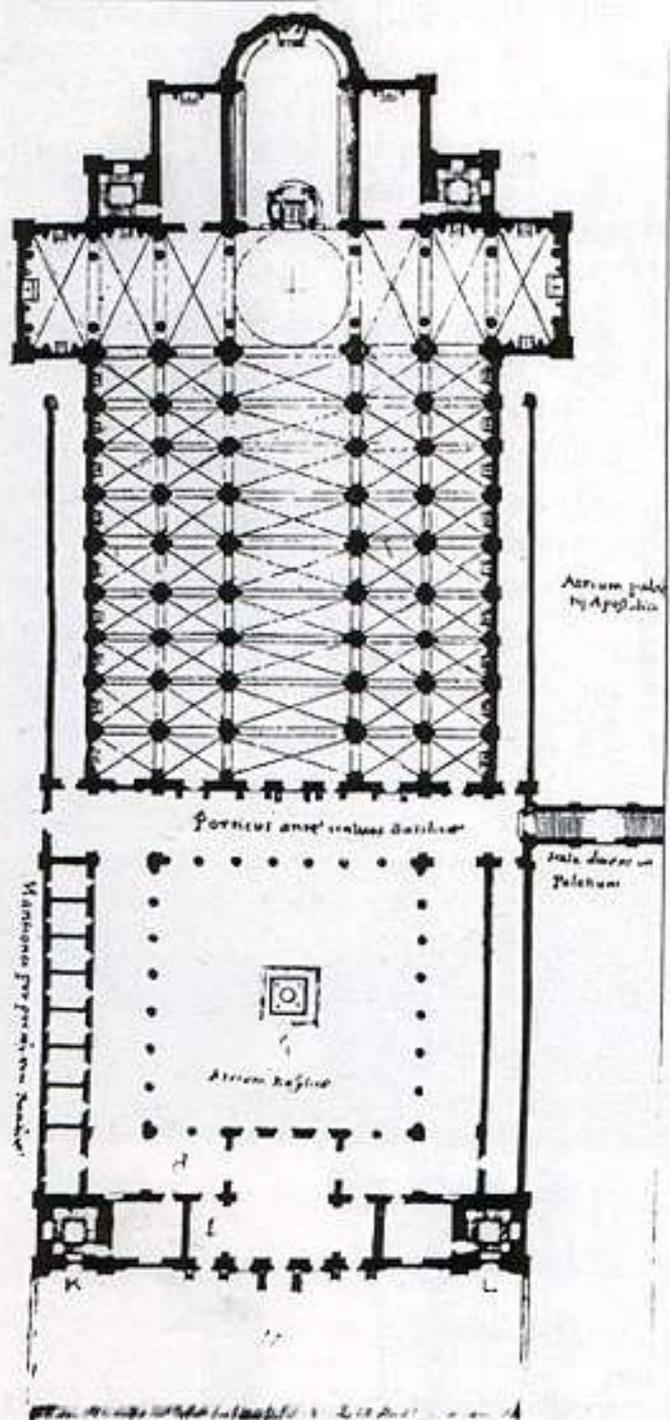
**+ 9% special events**

**We need new spaces!**



Theaters are Rhinos in the urban context.





Plan zum Urbau von Alt St. Peter nach Rossellino (gegen 1450)

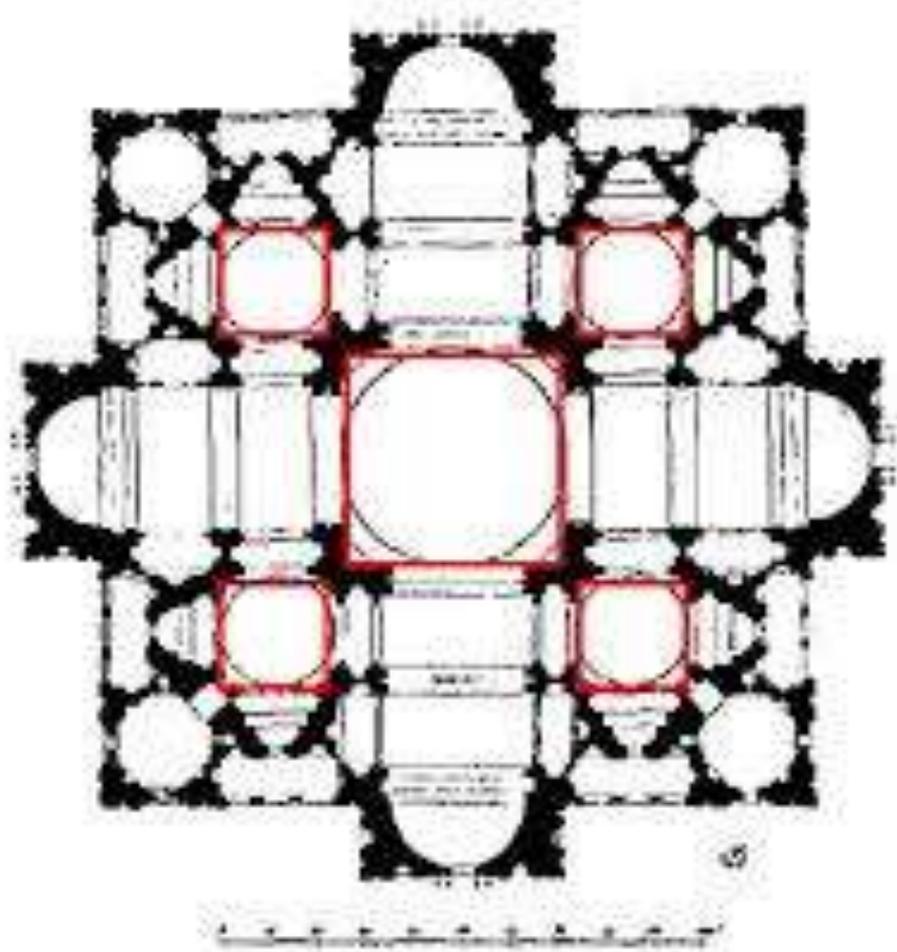
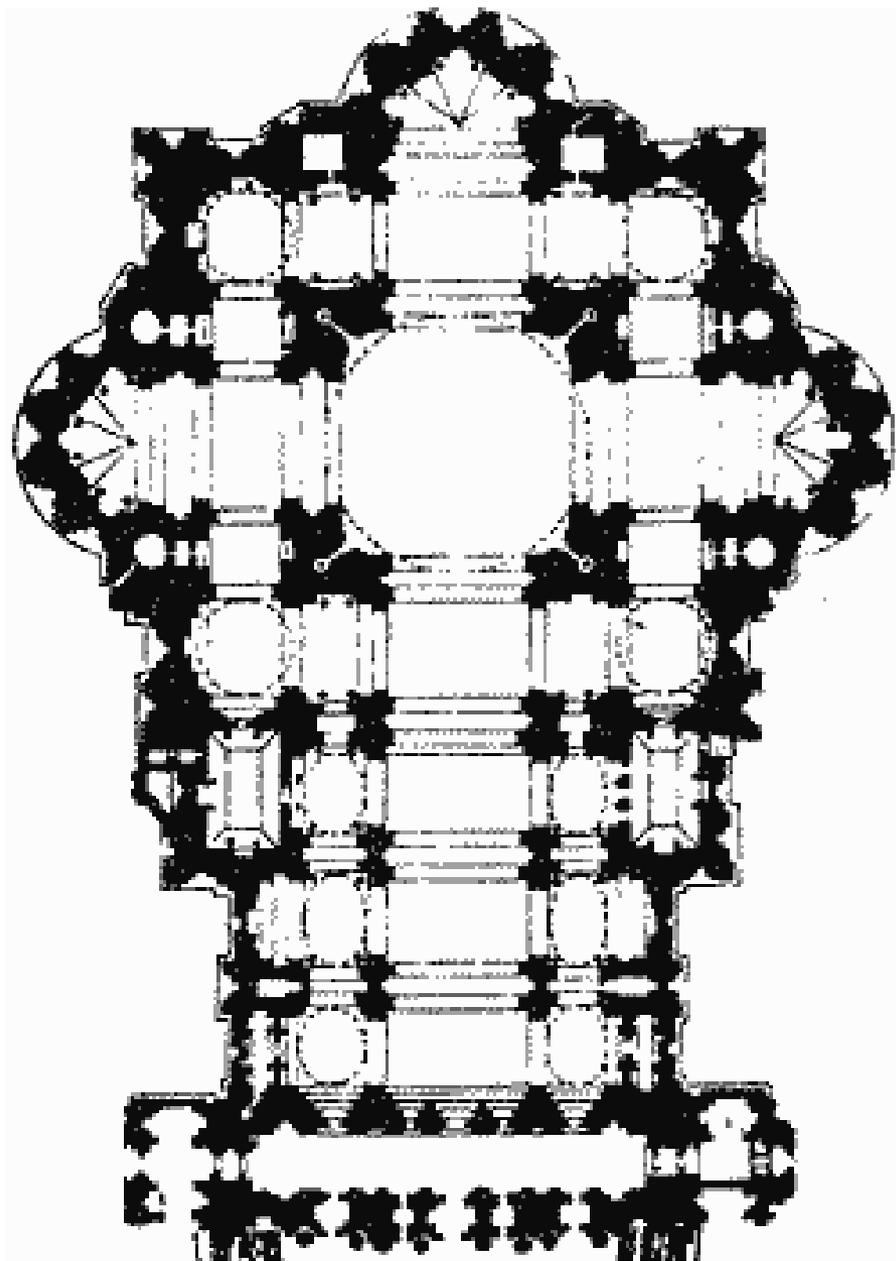
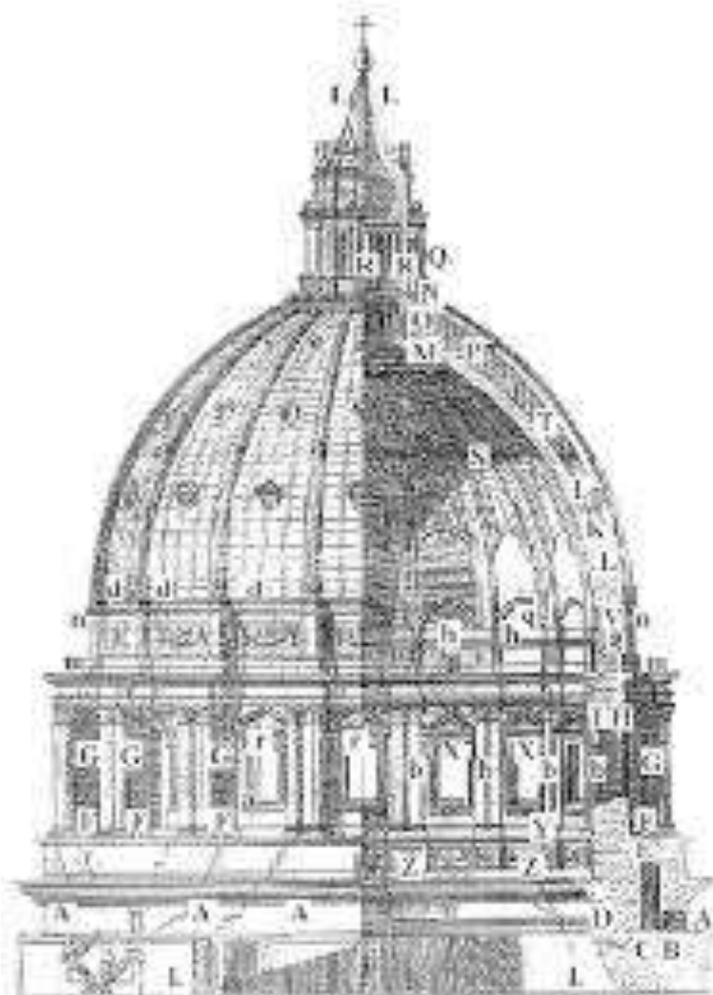


Fig. 6. — Saint-Pierre.  
(Plan de Bramante.)











**JAN BURIAN**

(Prague)

prof. MgA , General Director of the  
National Theatre in Prague



# Renovation vs. New Theatre buildings

October 24, 2019

*Jan Burian  
Director of the National Theatre*

## Two examples from Czech Republic



- **Pilsen**  
New Theatre building



- **Prague**  
State Opera renovation

## Pilsen

J.K. Tyl Theatre performed in:

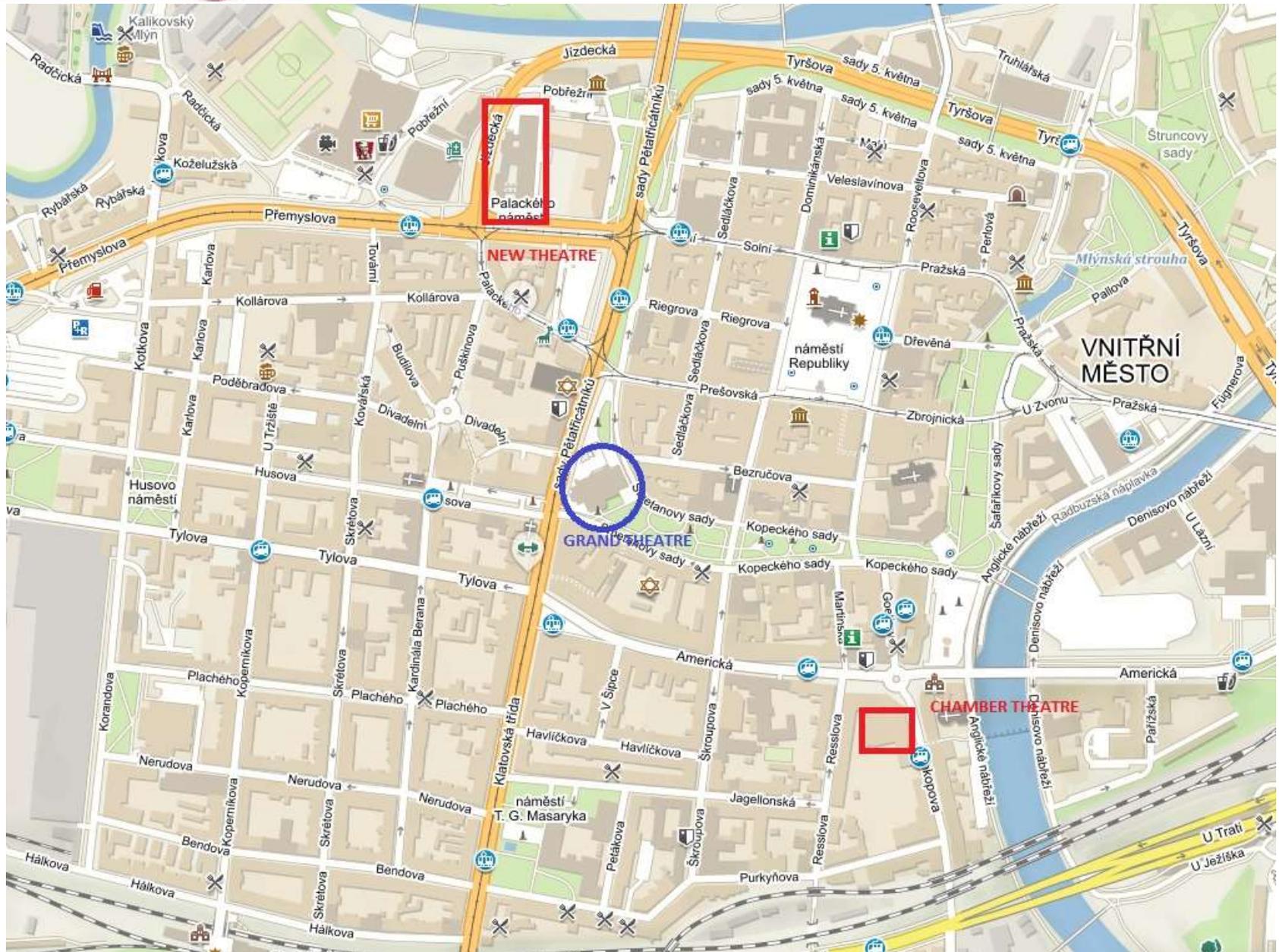
- Grand Theatre - Historical building from 1902
- Chamber Theatre - opened in 1965 as a replacement for the substandard 19th century theatre building.



## **Pilsen**

- **Intention subject to discussion since 1996**
- **In a new location with greater development potential**
- **With regard to the planned repertoire**
- **Construction of the New Theatre during 2012-2014**
- **Became a one of a key project of European Capital of Culture in 2015**

# Národní divadlo



# Národní divadlo



## Prague

- **National Theatre consist of 5 ensembles which perform in 4 venues (3 historical, 1 modern building)**
- **Ensembles:**
  - **National Theatre Opera**
  - **State Opera**
  - **Drama**
  - **Ballet**
  - **Laterna Magika**
- **Venues:**
  - **Estates Theatre**
  - **National Theatre**
  - **State Opera**
  - **New Stage**



**THE NATIONAL THEATRE (1881)**



**THE ESTATE THEATRE (1783)**

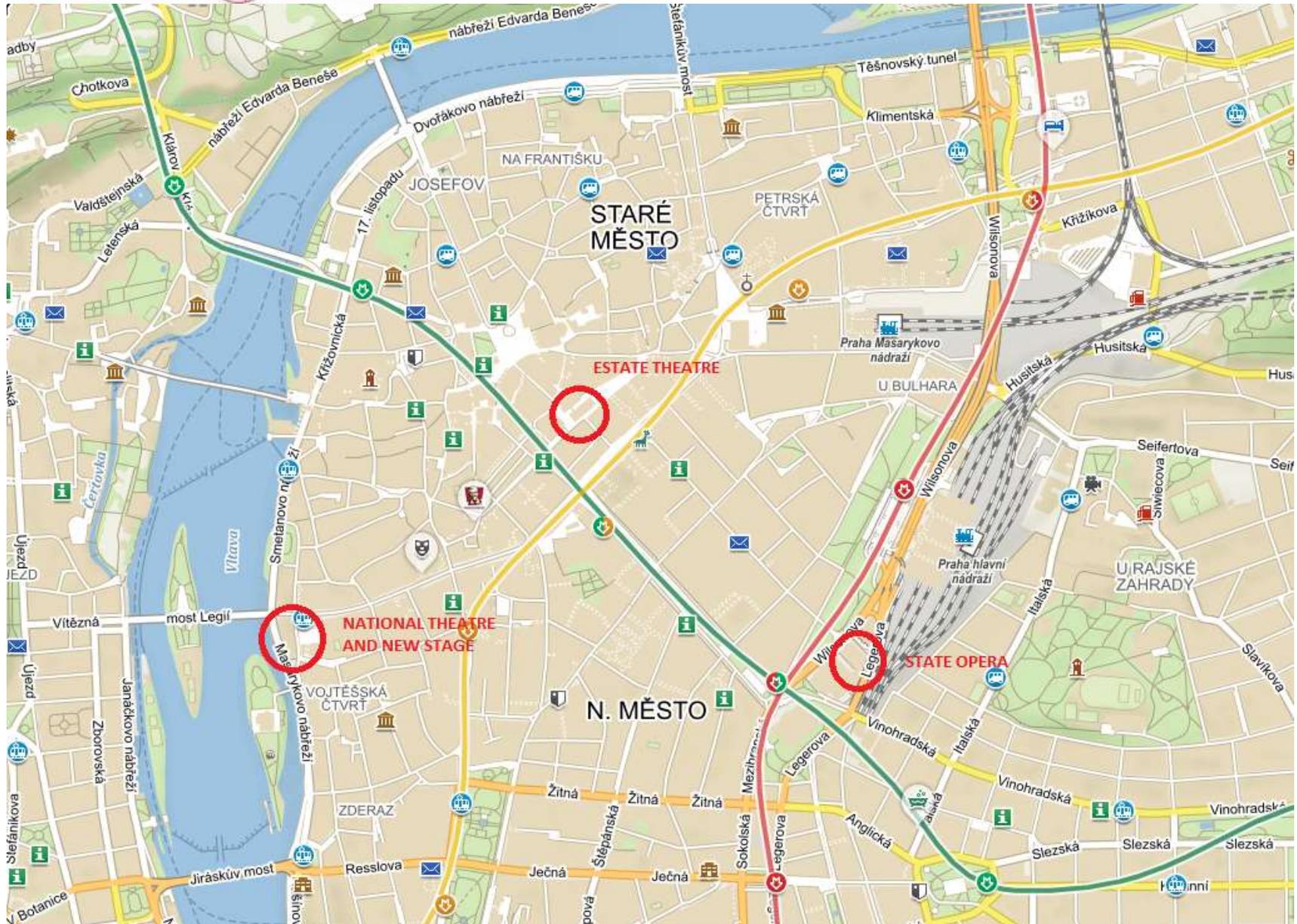
**THE STATE OPERA (1888)**



**THE NEW STAGE (1983)**



# Národní divadlo







## Reconstruction of the State Opera Building

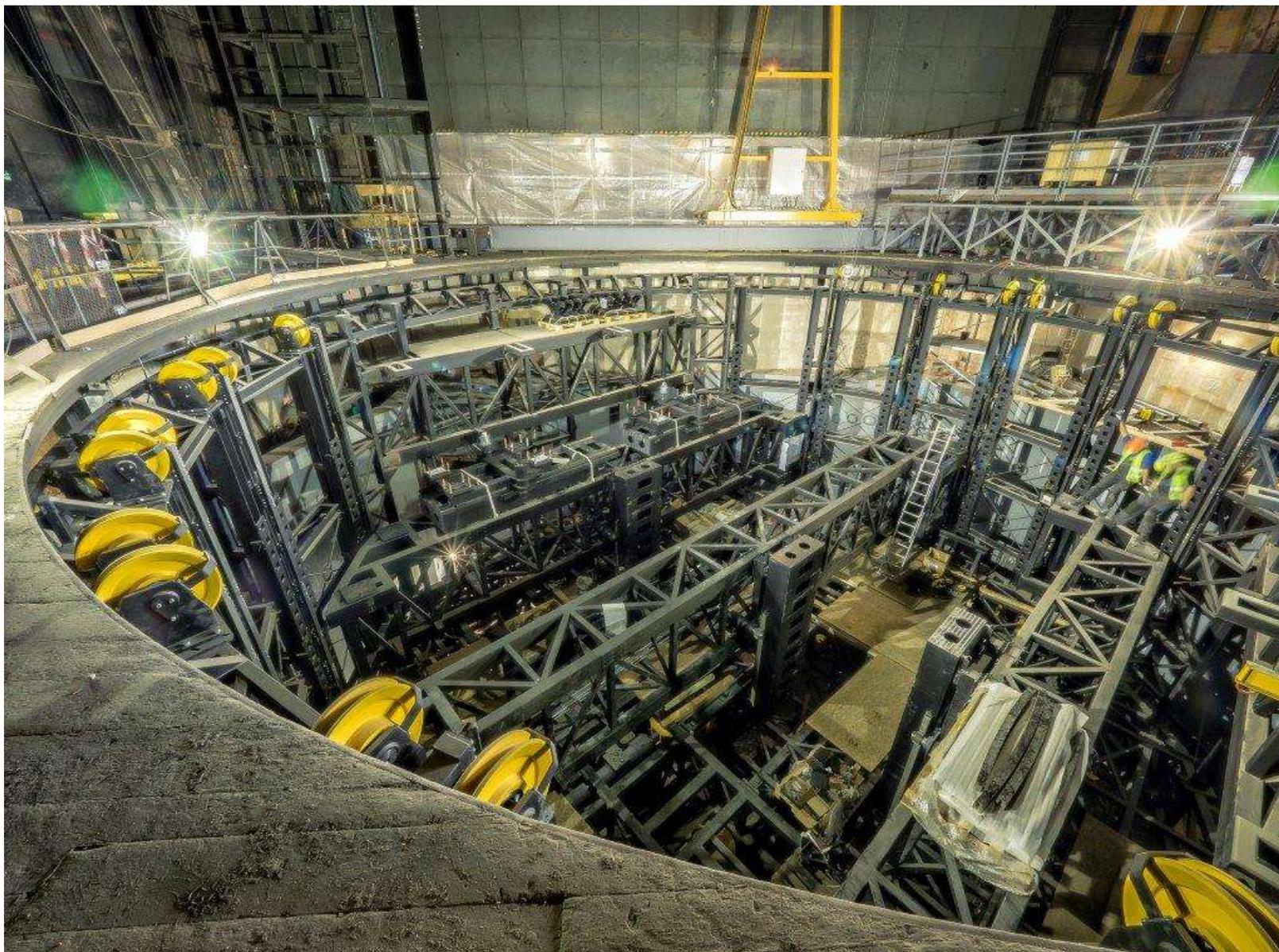
- National historic landmark / architecture heritage
- Links to the repertoire of the Romantic and Pre-Romantic theatre
- Popular with audiences – a successful opera house
- A building rich in history and multicultural heritage
- No suitable construction site for new theatre building in Prague
- The last reconstruction during 1967-1971, when the service building was added
  
- Decision in favor of reconstruction - with new solutions of technical operation and the possibility of more compliant urban design of the surroundings in the future.



## Reconstruction of the State Opera Building

### New stage technology

- Construction of a new cylindrical revolving stage with primary and secondary tables are created with emphasis for maximum scene usability and variability.
- Directors and scenographers can take use eg pyramid arrangement, staircase arrangement, raked platform ascending or descending away from the spectator .
- Stage technology is thus ready for requirements and needs of 21st century.



## Reconstruction of the State Opera

### Timeline

- **09/2015 – Decision on complex building renovation**
- **12/2016 – Decision on contractor**
- **02/2017 – Contract with the supplier**
- **03/2017 – Reconstruction launch**
- **01/2020 – Grand opening**

## Summary

- **History, tradition and heritage of the existing building**
- **Repertoire expected in the future and management methods for operating theatre**
- **Urban possibilities of current and possible new location**



**Thank you for your attention!**

*[j.burian@narodni-divadlo.cz](mailto:j.burian@narodni-divadlo.cz)*





# Henrik Sten Petersen

(Copenhagen)

Director of Operations  
Royal Danish Theatre

# Renovating vs. New buildings ?

The Royal Danish Theatre has done both with an increasing speed over the last 20 years



# The Royal Danish Theatre today

(figures from 2018)

3 houses, 7 stages

4 art forms (Ballet, Drama, Opera and Classical Music)

870 employees

103 different titles

839 performances – 615 other activities

112 tour performances

745,000 theatregoers and participants in activities

Theatre occupancy (average based on all art forms) 79%



## The buildings of The Royal Danish Theatre:

1748 – the first Royal Theatre was built



1874 – the Old Stage was built  
and the first theatre torn down



# The buildings of The Royal Danish Theatre:

1931 – the New Stage is built, due to a need for a specific house for plays

1874



# The buildings of The Royal Danish Theatre:

1986 – The Old Stage is completely renovated

- New backstage facilities.
  - Backstage area for assembly and storage
  - Modern workshops
  - New rehearsal studios and dressing rooms
  - New office spaces
  - New stage equipment
  - In fact everything is new **behind** the front curtain



# The buildings of The Royal Danish Theatre:

2006 – A productionhouse

1874

2005 – the Opera is built 2008 – Alnæshavn Playhouse



# The buildings of The Royal Danish Theatre:

2016 – Productionhouse closed

1874



2005



2008



# The buildings of The Royal Danish Theatre:

1874



2003



2008



# The buildings of The Royal Danish Theatre:

Newer and more sophisticated equipment equals a shorter timespan between major overhauls !!

1874



2005



2008



# But what about the experience of the audience?

## Introducing the Opera Park



Thank you!



Henrik Sten Petersen  
Director of Operations  
The Royal Danish Theatre  
[hspe@kglteater.dk](mailto:hspe@kglteater.dk)





# ALEXANDRA STAMPLER- BROWN

(Düsseldorf)

Managing Director of the  
German Opera on the Rhine

Deutsche Oper am Rhein  
Düsseldorf Duisburg,  
**Options for the  
Opera House in Düsseldorf**

Alexandra Stampler-Brown  
Managing Director

# Deutsche Oper am Rhein Düsseldorf Duisburg



Opera House in Düsseldorf  
1,296 seats  
Population 642,000



Theatre in Duisburg  
1,118 seats  
Polulation 503,000

# Locations of the Deutsche Oper am Rhein

26 km, 36 minutes drivetime between the venues

## Düsseldorf:

- Opera House
- Balletthaus - Ballett am Rhein Rehearsal Center
- Lager Rath - 10,000m<sup>2</sup> set storage

## Duisburg:

- Theatre
- Produktionszentrum - workshops and rehearsal center for both houses



# Former Opera House

Düsseldorf Stadttheater, which opened in 1875, designed by architect Ernst Giese.



In 1943 two air raids severely damaged the theater



During the war, it was decided to partially demolish the building, leaving the backstage area and constructing a **new front foyer and auditorium**, which lasted for around 10 years.



The opera house was **reopened in 1956** after two years of **extensive reconstruction** to redefine the appearance of the opera house.

The front entrance to the building was replaced by a **plain façade** and numerous **stylistic elements from the 1950s**.

All of this remains unchanged and the building is now **listed**.



# Current Düsseldorf Opera House ground plan

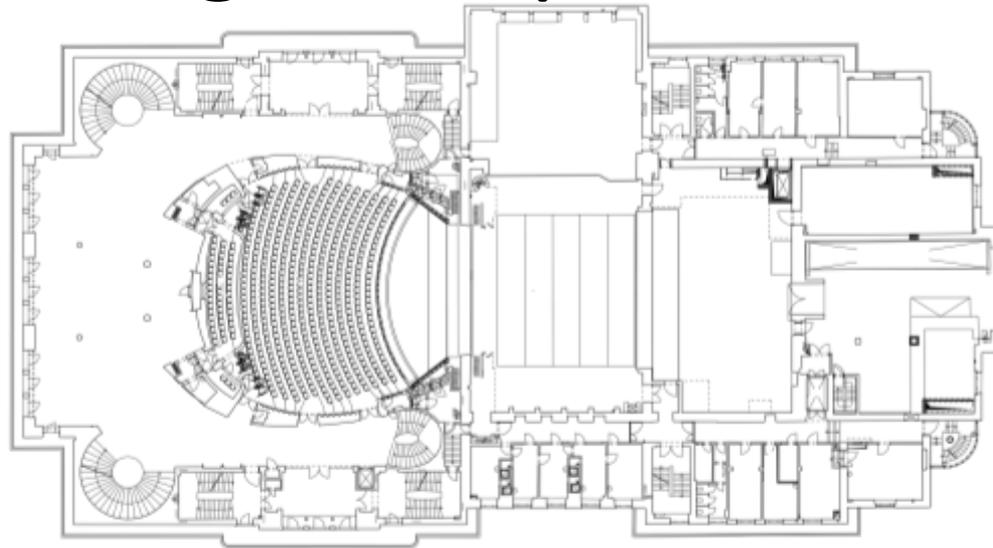




Foto: Emil Zander



# Challenges with the existing building and infrastructure

**Urgent** repair and replacement of technical systems

**Options appraisal** (4 Options) by the Düsseldorf City Council

- new cultural buildings department within the city council
- working group with all political parties **‘The Future of the Opera House’**
- feasibility studies and cost calculations with external advice and planners
- User needs and requirements study

# Stage Manager's desk

9



# Loading bay and local storage

Q



# Only one rehearsal room in the Opera House

Q

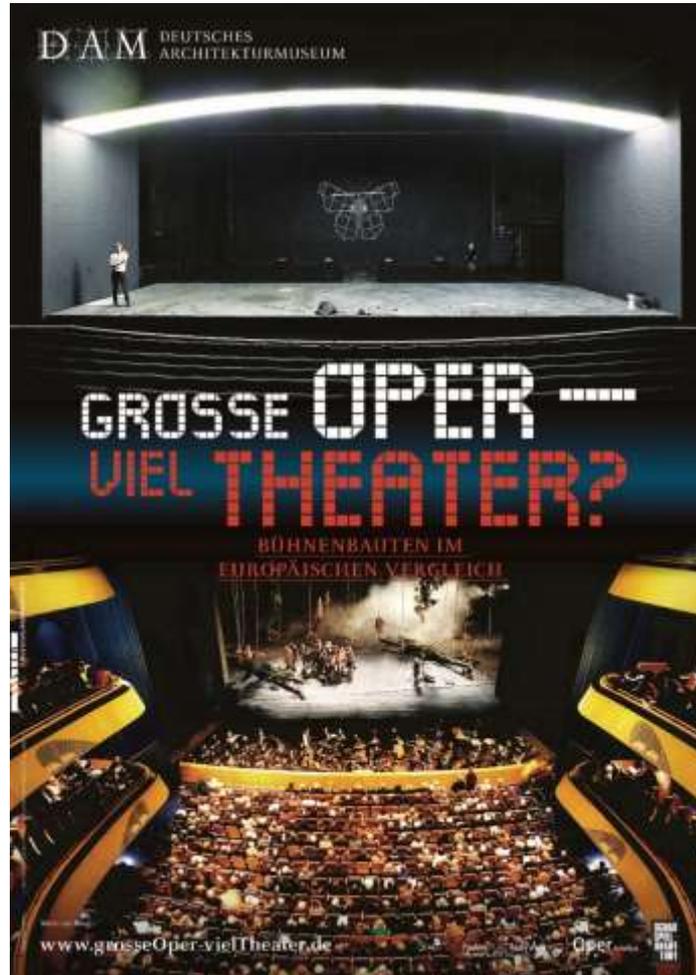
for orchestra, ballet, workshops, young singers, education work and opera rehearsals



# Orchestra storage, transport and access

Q



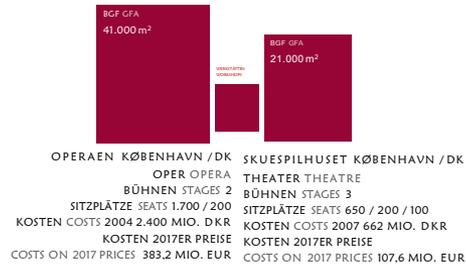


# PROJECT SIZES & COSTS

BGF = BRUTTOGRUNDFLÄCHE GFA = GROSS FLOOR AREA NEUBAU NEW CONSTRUCTION SANIERUNG RENOVATION



DEN NORSKE OPERA & BALLETT OSLO / NO  
OPER OPERA  
BÜHNEN STAGES 3  
SITZPLÄTZE SEATS 1.360 / 440 / 200  
KOSTEN COSTS 2007 4.270 MIO. NOK  
KOSTEN 2017ER PREISE  
COSTS ON 2017 PRICES 636.5 MIO. EUR



OPERAEN KØBENHAVN / DK SKUESPIHUSET KØBENHAVN / DK  
OPER OPERA THEATER THEATRE  
BÜHNEN STAGES 2 BÜHNEN STAGES 3  
SITZPLÄTZE SEATS 1.700 / 200 SITZPLÄTZE SEATS 650 / 200 / 100  
KOSTEN COSTS 2004 2.400 MIO. D.K.R. KOSTEN COSTS 2007 662 MIO. D.K.R.  
KOSTEN 2017ER PREISE KOSTEN 2017ER PREISE  
COSTS ON 2017 PRICES 383.2 MIO. EUR COSTS ON 2017 PRICES 107.6 MIO. EUR



MUSIKTHEATER AM VOLKSGARTEN LINZ / AT  
OPER OPERA  
BÜHNEN STAGES 3  
SITZPLÄTZE SEATS 970 - 1.250 / 270 / ?  
KOSTEN COSTS 2012 186 MIO. EUR  
KOSTEN 2017ER PREISE  
COSTS ON 2017 PRICES 205.5 MIO. EUR



BÜHNEN KÖLN KÖLN / DE  
DOPPELANLAGE THEATRE + OPERA  
BÜHNEN STAGES 4  
SITZPLÄTZE SEATS 1.290 / 700 / 200 / 200  
KOSTEN COSTS 2022 545 - 570 MIO. EUR  
KOSTEN 2017ER PREISE  
COSTS ON 2017 PRICES 489.4 - 511.9 MIO. EUR



STAATSOOPER UNTER DEN LINDEN BERLIN / DE  
OPER OPERA  
BÜHNEN STAGES 1  
SITZPLÄTZE SEATS 1.350  
KOSTEN COSTS 2018 440 MIO. EUR  
KOSTEN 2017ER PREISE  
COSTS ON 2017 PRICES 438.4 MIO. EUR



OPERNHAUS DÜSSELDORF OPERA HOUSE DÜSSELDORF  
1 PROBEÜBHNE 190 M²  
1 REHEARSAL STAGE 190 M²

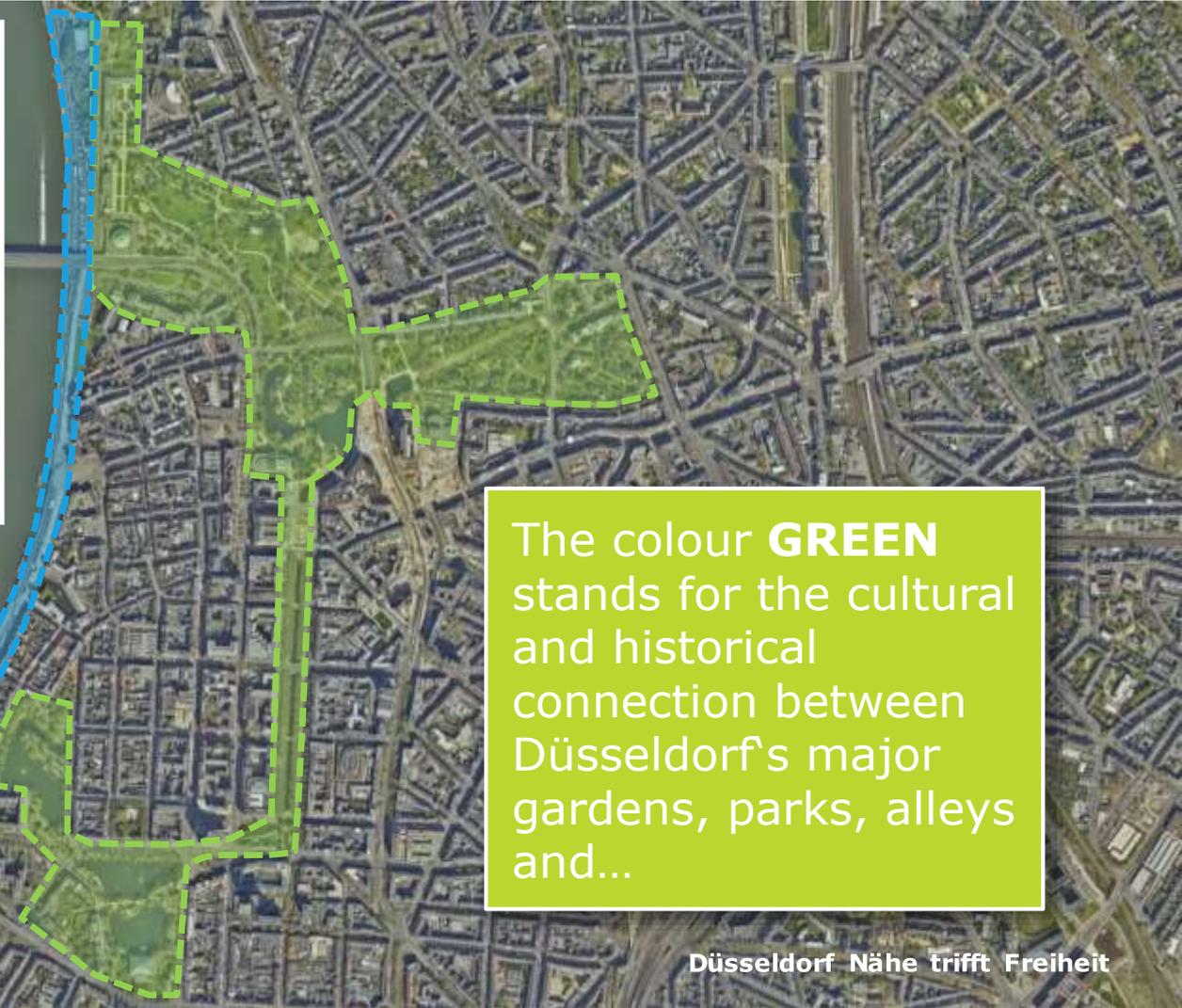
DEUTSCHE OPER AM RHEIN DÜSSELDORF & DUISBURG / DE  
OPER OPERA DÜSSELDORF  
BÜHNEN STAGES 1 + FOYER FÜR KONZERTE  
1 + FOYER FOR CONCERTS SITZPLÄTZE SEATS 1.250 + 200

THEATER THEATRE DUISBURG  
BÜHNEN STAGES 1 + FOYER FÜR KONZERTE 1 + FOYER FOR CONCERTS SITZPLÄTZE SEATS 1.118 + 200

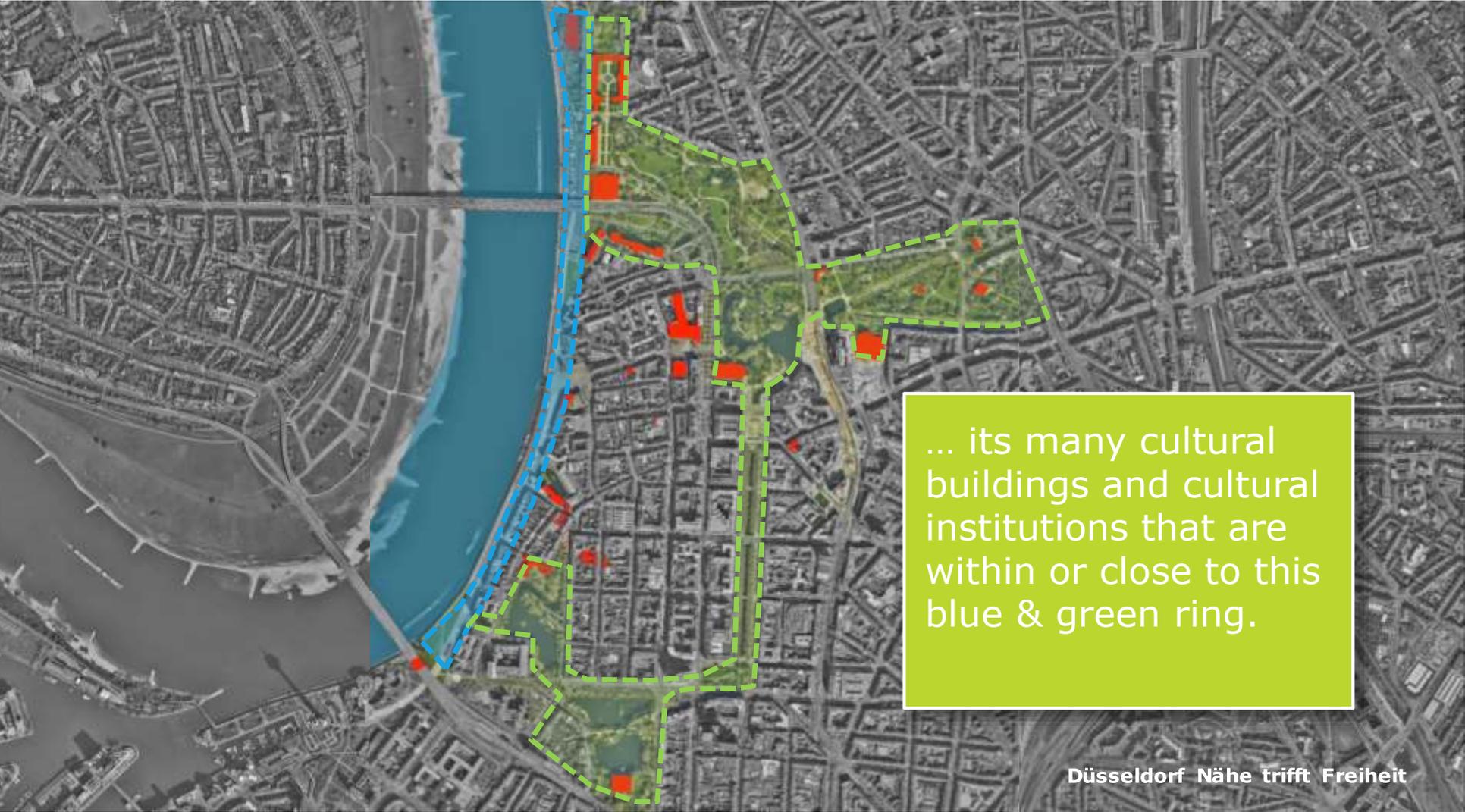
The colour **BLUE** represents the Rhine and the Rhine promenade as an urban waterfront, which connects city life in Düsseldorf directly with the river.



Düsseldorf Nähe trifft Freiheit



The colour **GREEN** stands for the cultural and historical connection between Düsseldorf's major gardens, parks, alleys and...



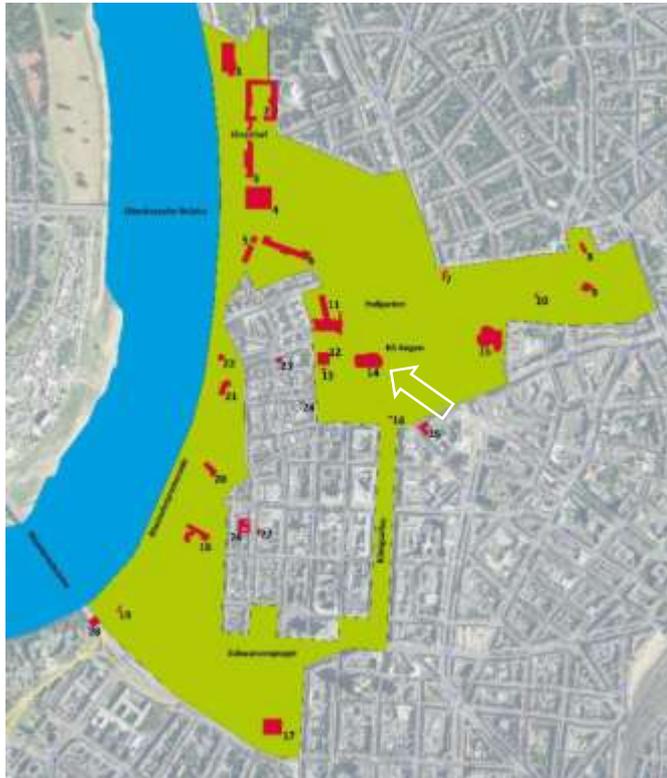
... its many cultural buildings and cultural institutions that are within or close to this blue & green ring.

Düsseldorf Nähe trifft Freiheit

# Aims of the city planning project **BLUE** & **GREEN** RING

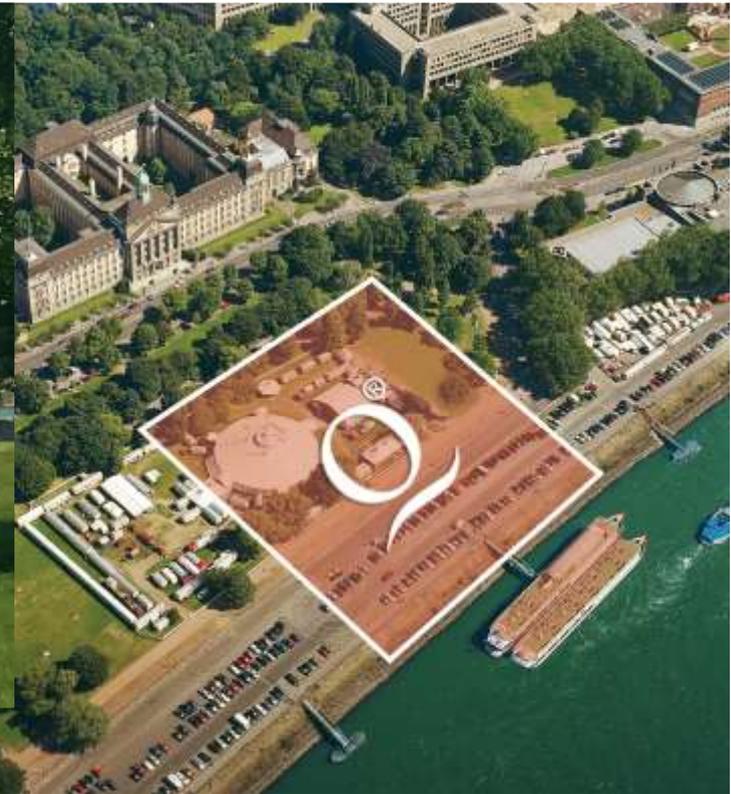
- Strengthen the connectivity of cultural sites
- Integrate and set the Opera House as a landmark
- Enhance the network and reachability
- Improve presence and signage, so all cultural institutions are easy to find
- Create new places for site specific events (pop-up locations)

# Opera House in



Quellen: LHD

## Proposals by architects for a new opera house.....



Animation: Edmund Spohr /Guntram Schoenitz ® Luftbild: H. Kuttler 2002



Animation: Projektschmiede

eldorf

RHEINISCHE POST  
MITTWOCH, 20. FEBRUAR 2019

# Oper: Von grandios bis Klotz . . .

Soll Düsseldorf ein neues Opernhaus bekommen? Oder sollte die Stadt lieber das marode Gebäude an der Heinrich-Heine-Allee sanieren? Diese Fragen bewegen die Stadtgesellschaft intensiv. Zahlreiche RP-Leser haben sich geäußert. Wir drucken heute einige der Zuschriften.

**Begeistert**

Ich war gleich total begeistert. Der Hafen bietet eine Menge an guten Restaurants und Terrassen, und die Oper an der Spitze mit Blick auf den Rhein und die Altstadt wäre top. Ich hoffe die Parteien einigen sich auf den Neubau von RKW.

**Highlight**

Geniale Idee! Passt zu Düsseldorf und wäre ein echtes Highlight!

Janina, F. Oels



Das Architekturbüro RKW schlägt die Landtage neben dem Landtag für einen spektakulären Neubau vor. (Foto: RKW/Architektur + Gestaltung/Arten Holz/STREIBER)

Die Lösung ist herausragend und über es ein ausreichendes Hotelangebot. Auch ein Konzertsaal mit 2500 schon wieder ein neues Hotel? dafür sorgen, dass Innenstädte immer weiter verwalden und unat-

Entwurf: Architekturbüro RKW



Animation: Projektschmiede





# Jette Cathrin Hopp

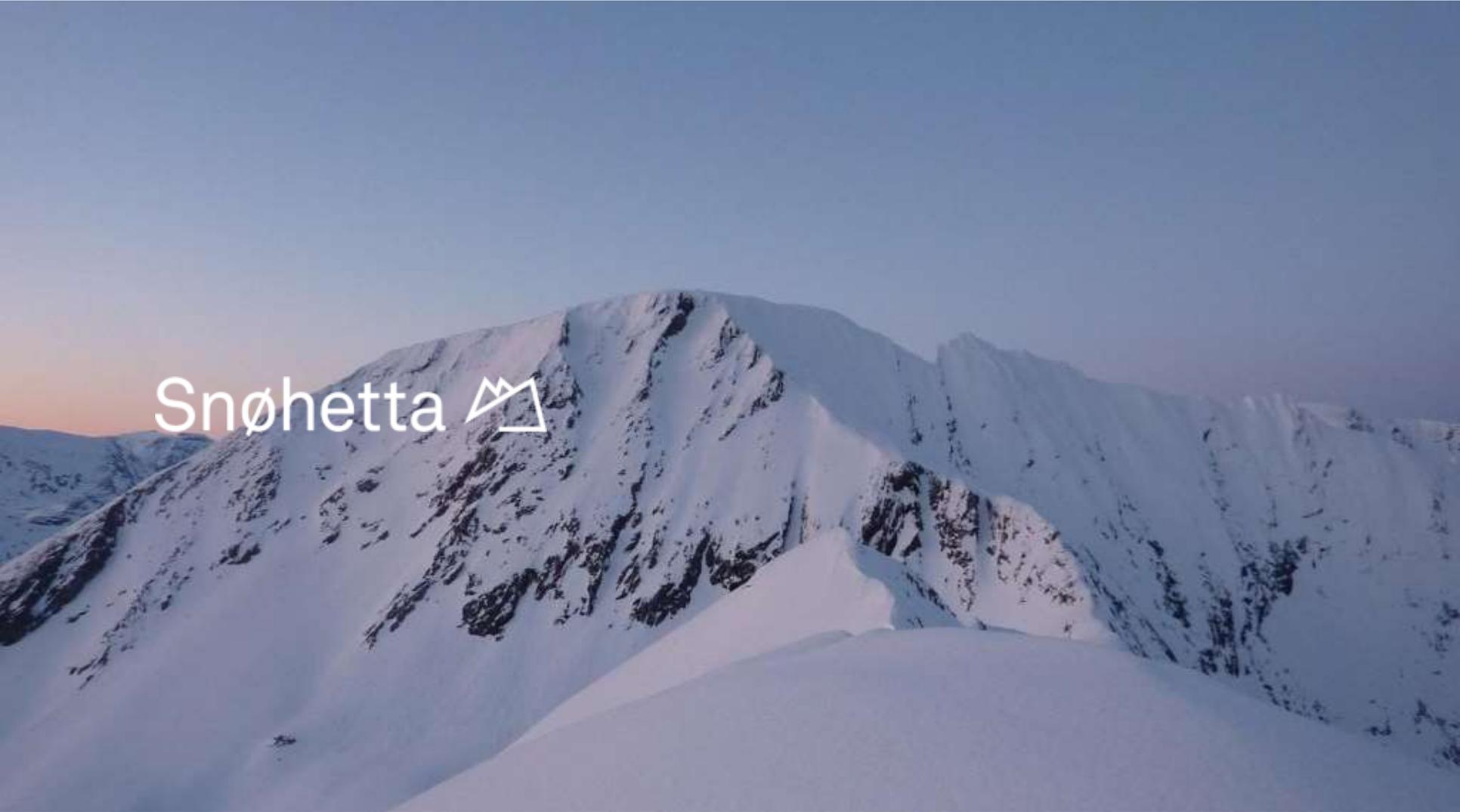
(Oslo)

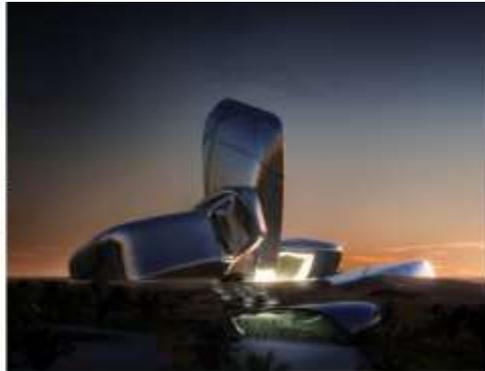
Snøhetta architecture office,

Director

MArch, Dipl.-Ing. Arch., Architect MNAL

Snøhetta 

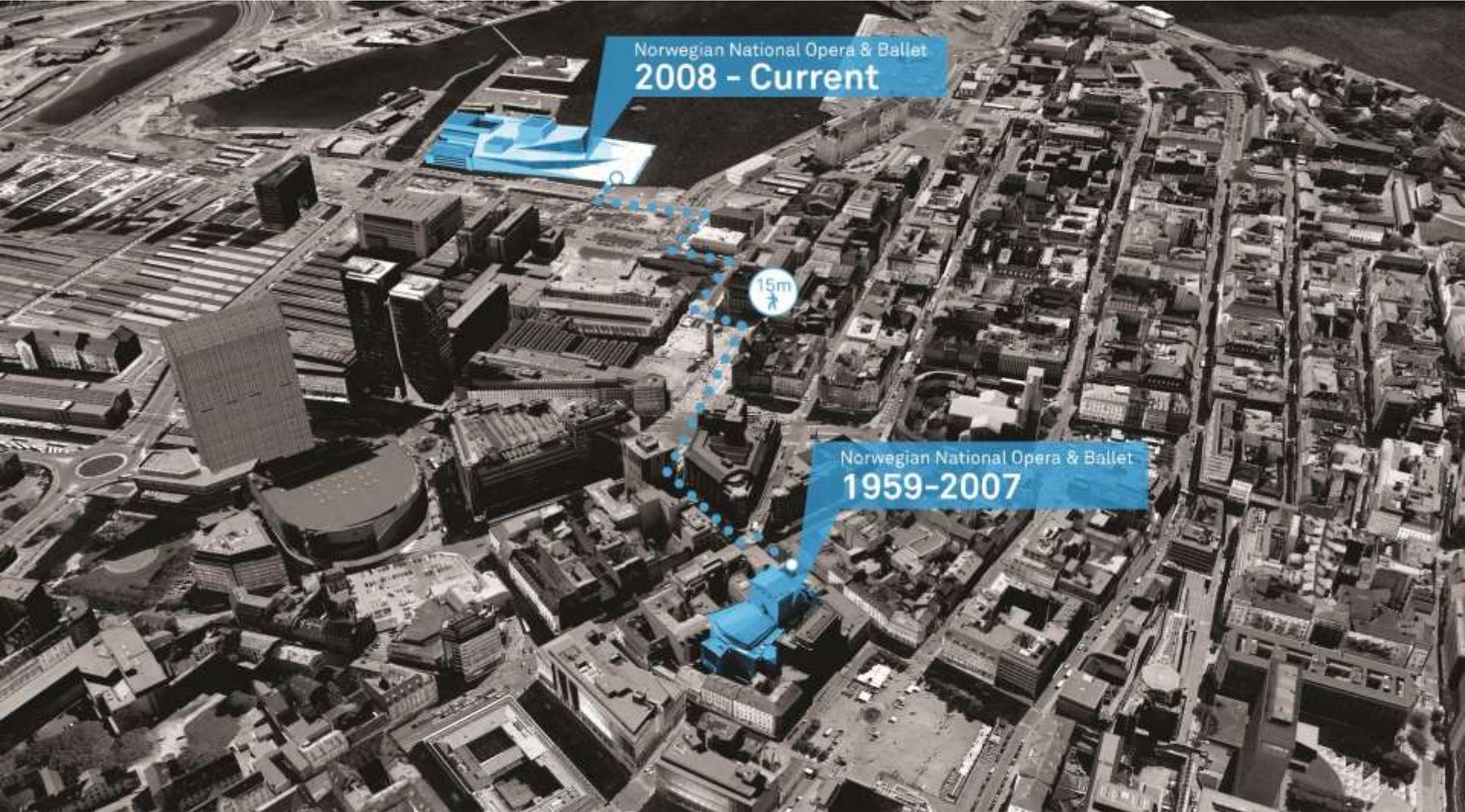




BE GENEROUS



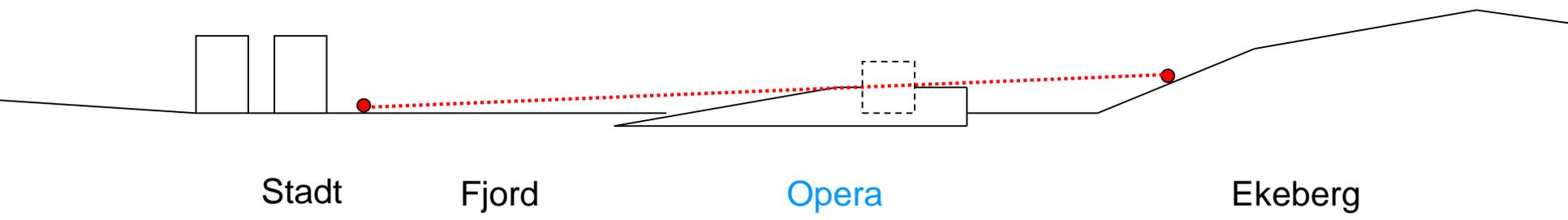
Oslo Harbor 2017

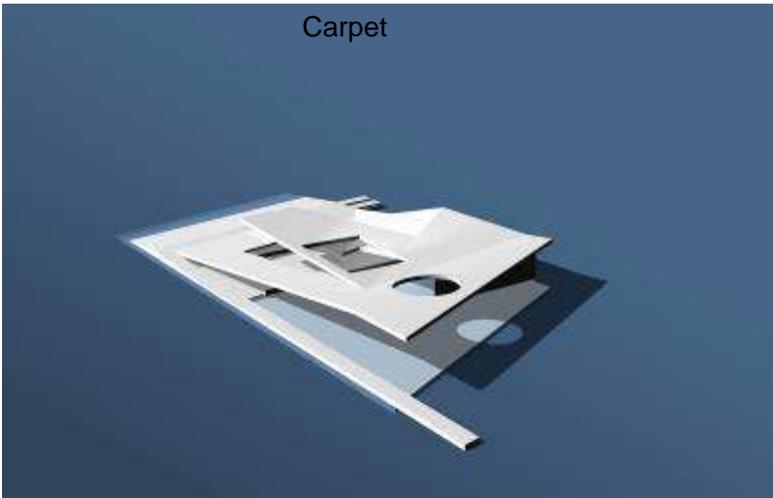
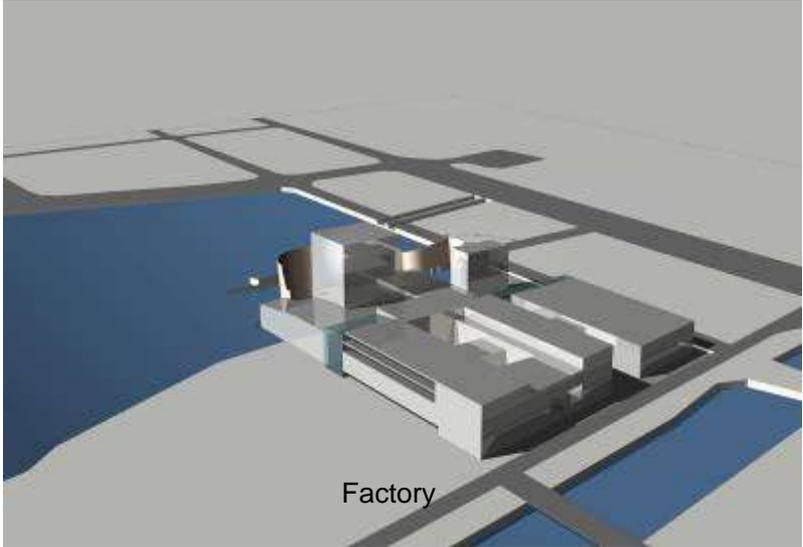
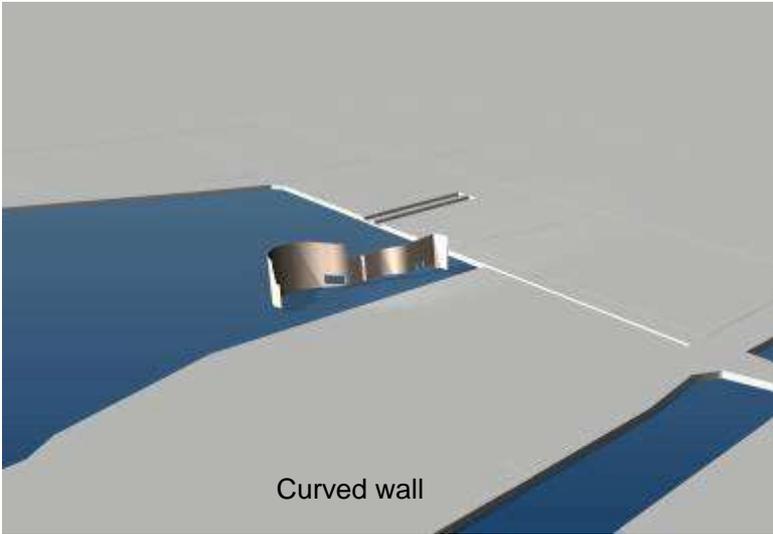


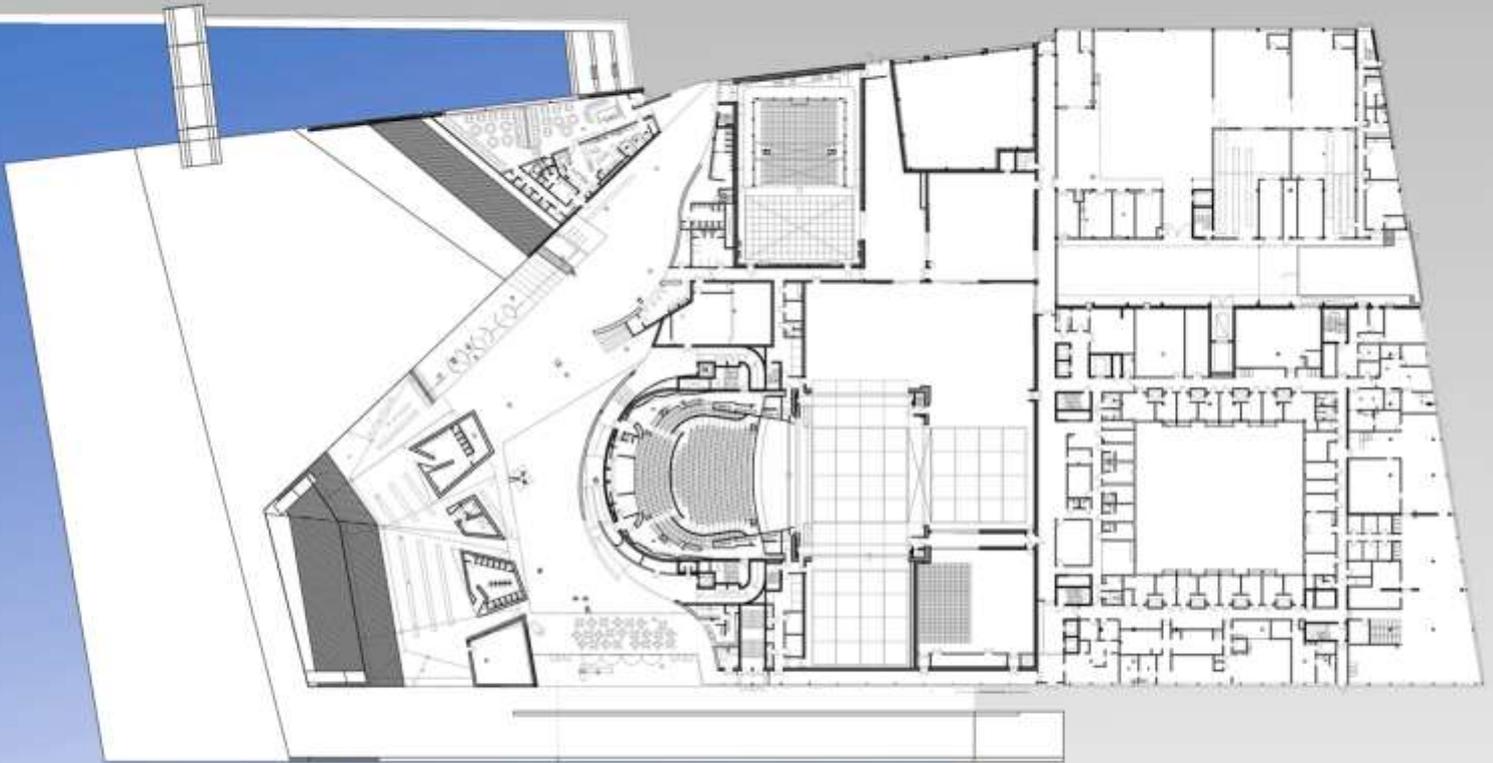
Norwegian National Opera & Ballet  
2008 - Current

15m

Norwegian National Opera & Ballet  
1959-2007







**#1** tourist attraction in Oslo  
(1.7 million visitors per year)



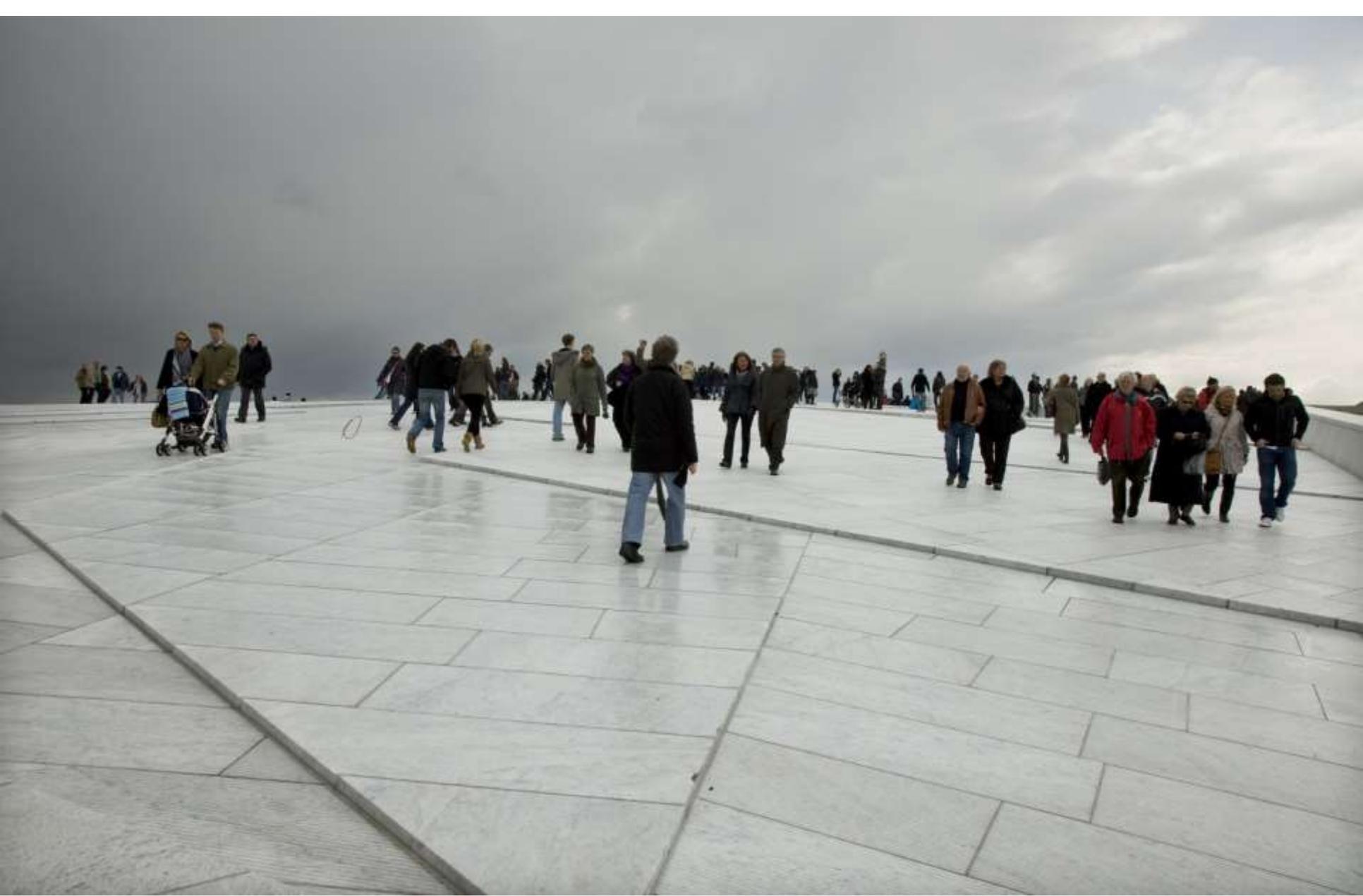
# RIGHT TO ROAM







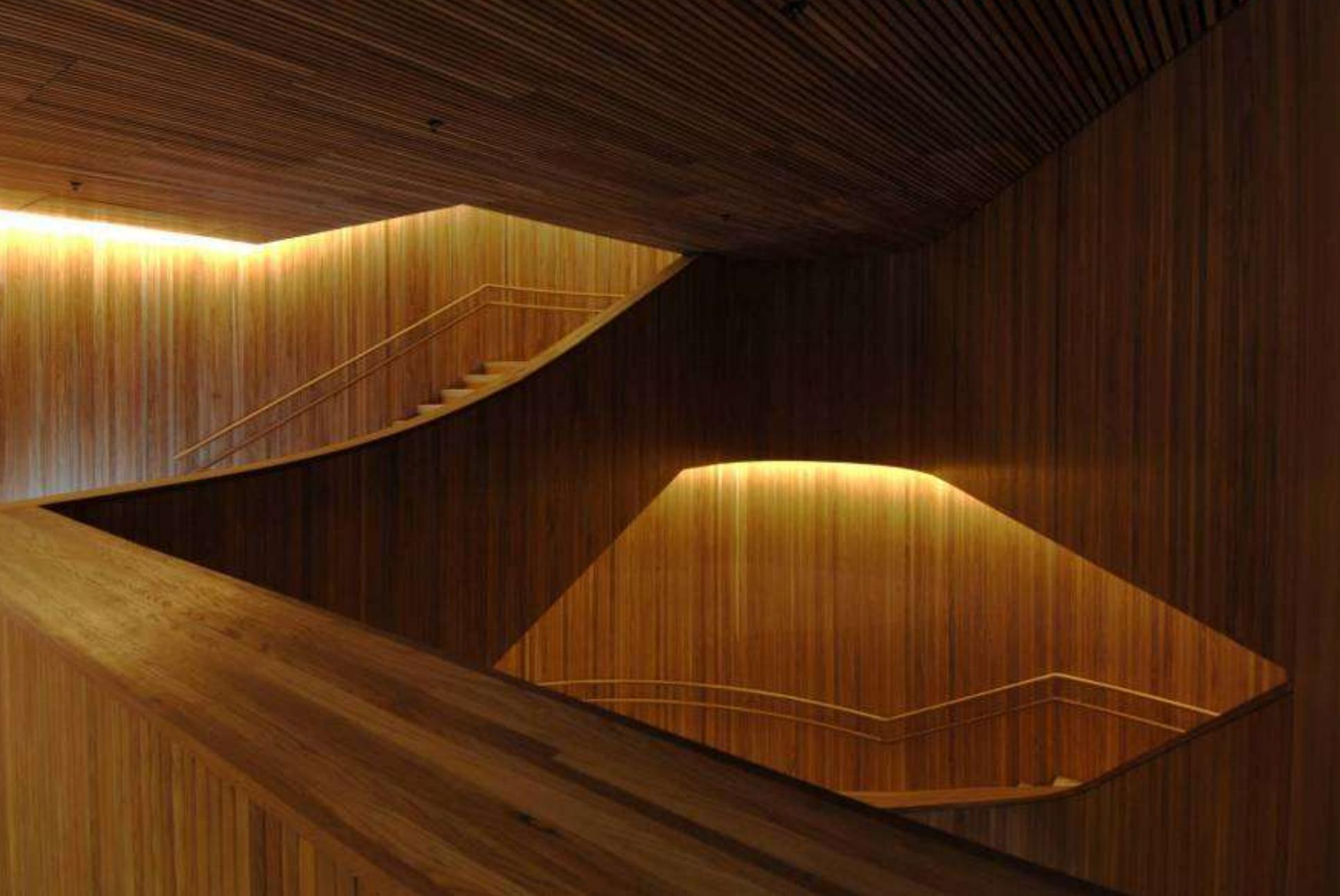


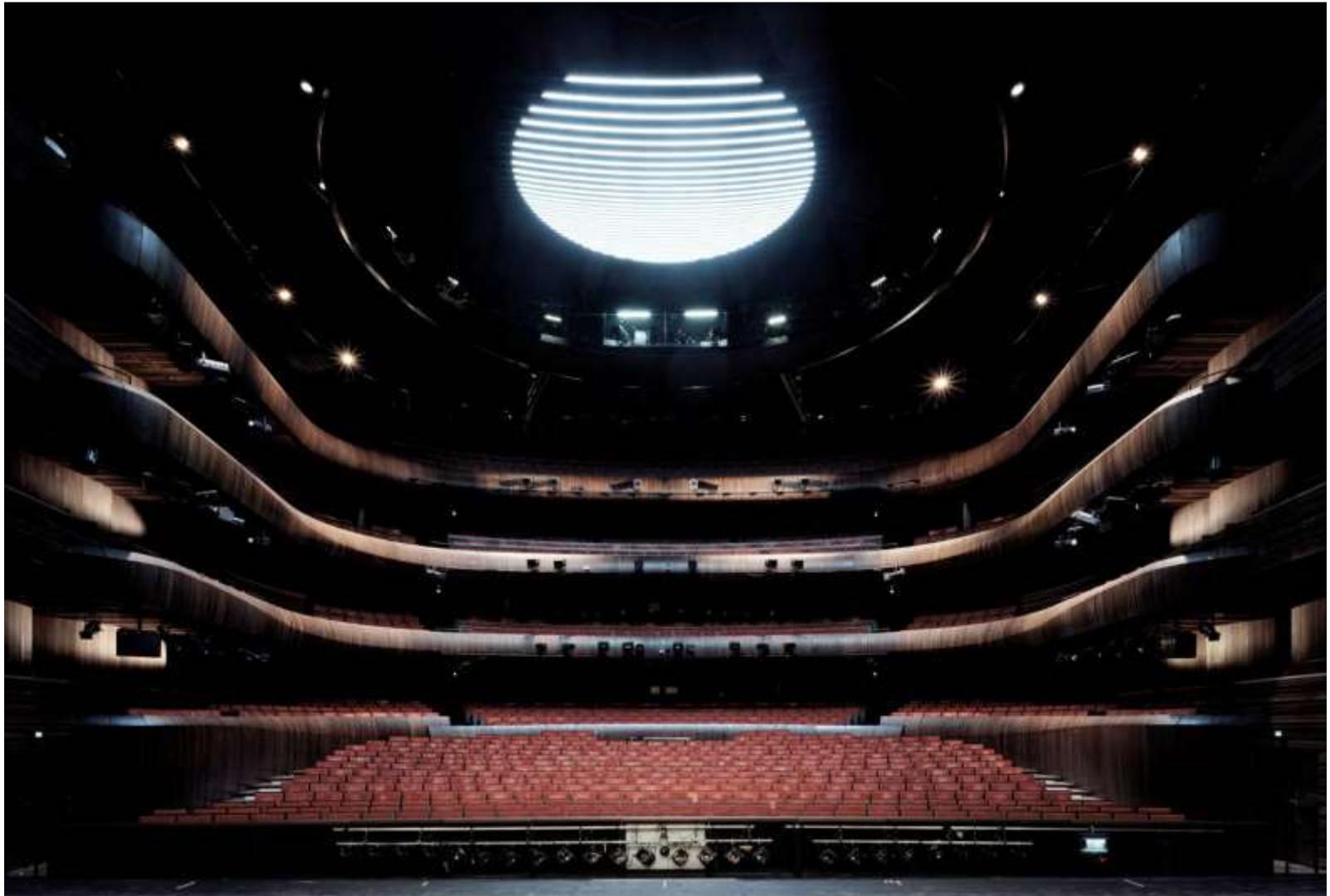


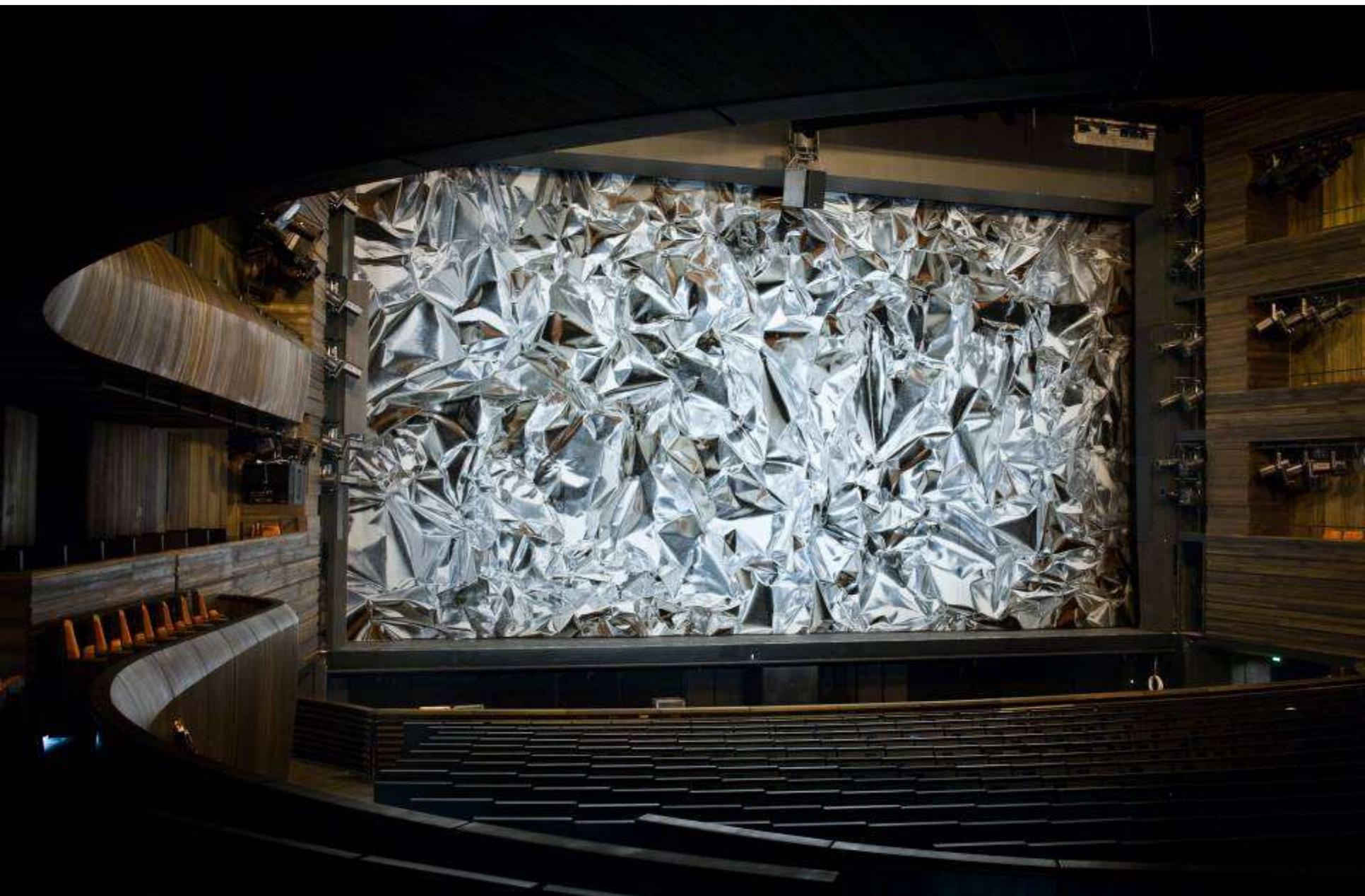






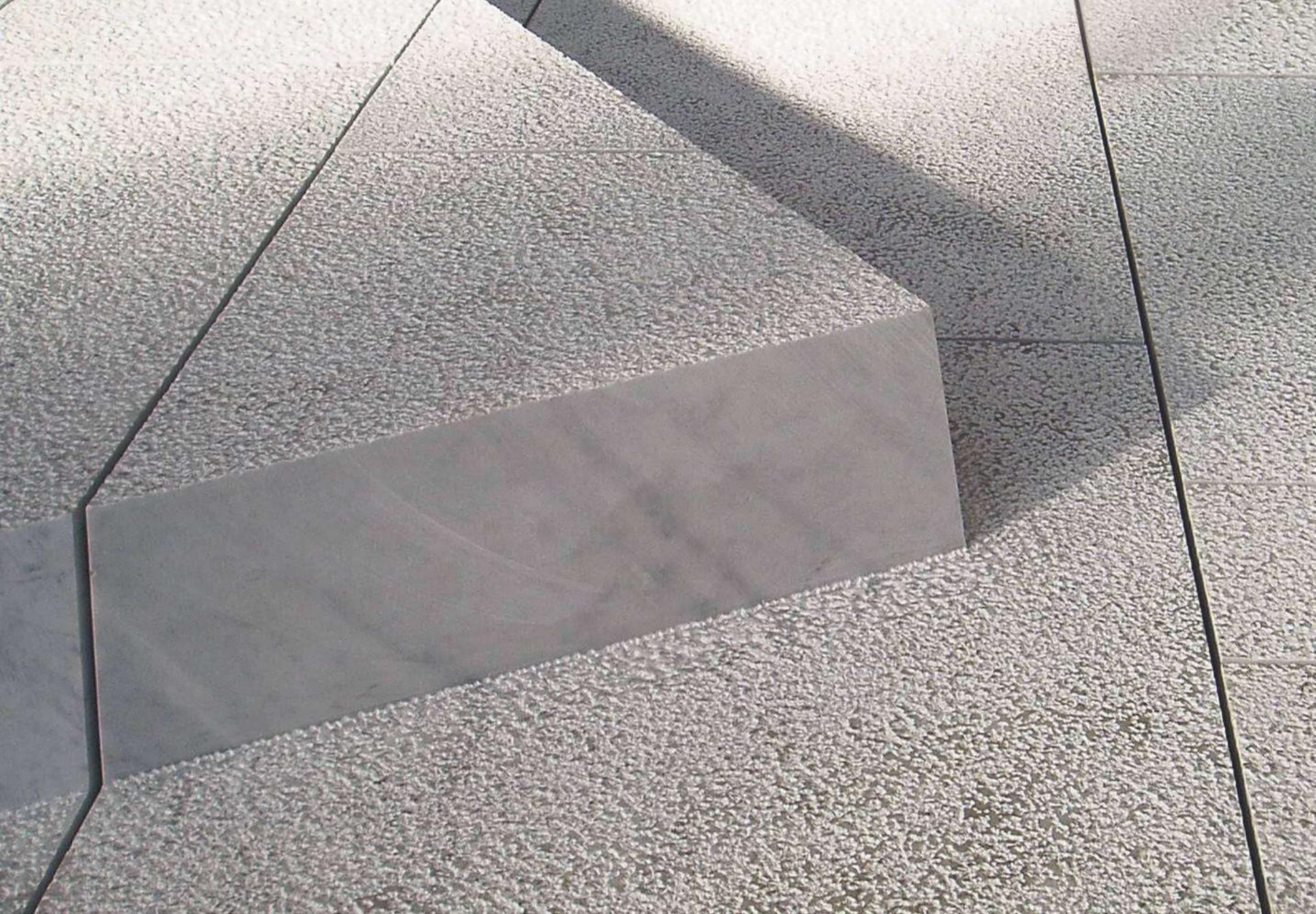


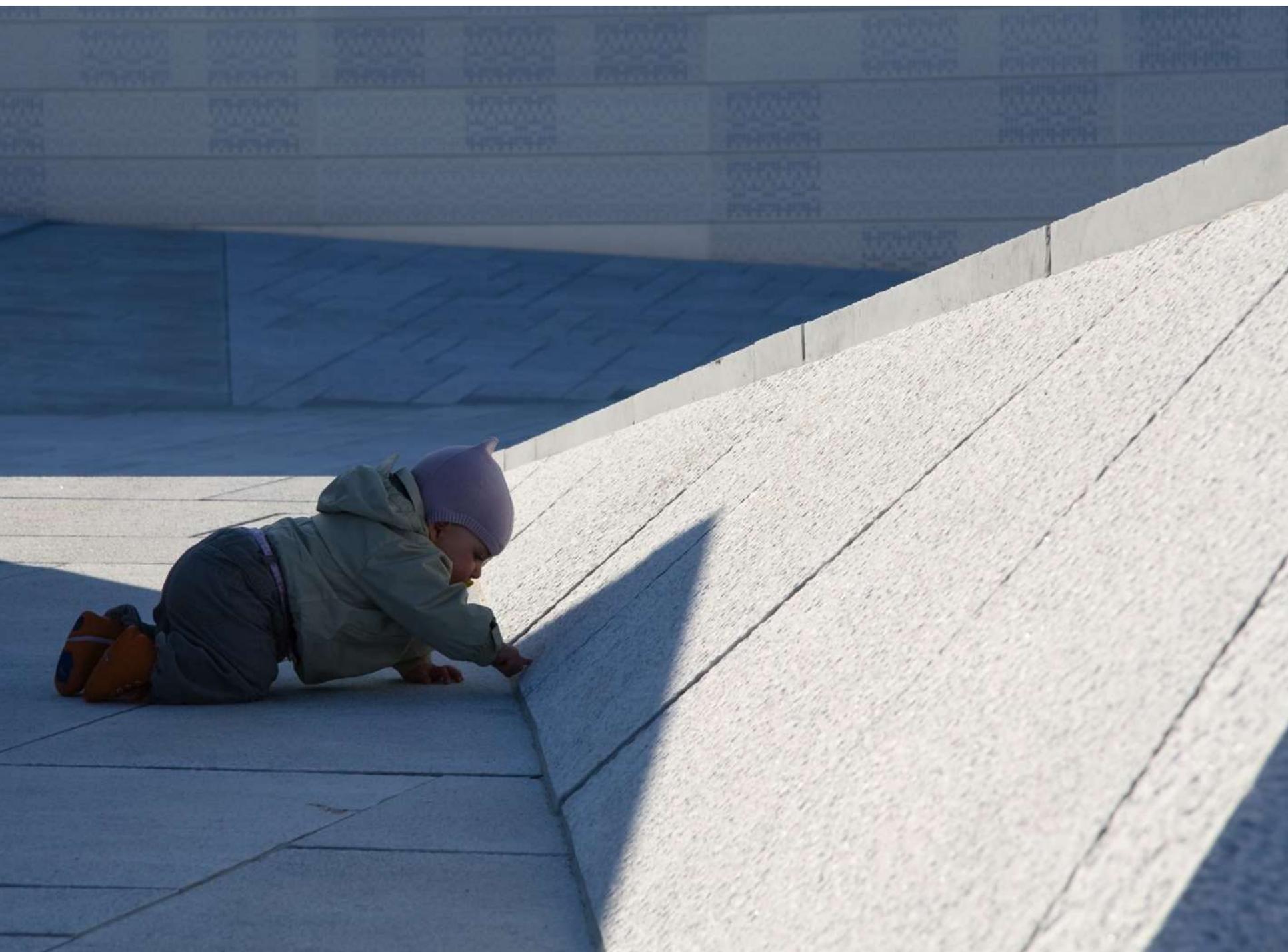




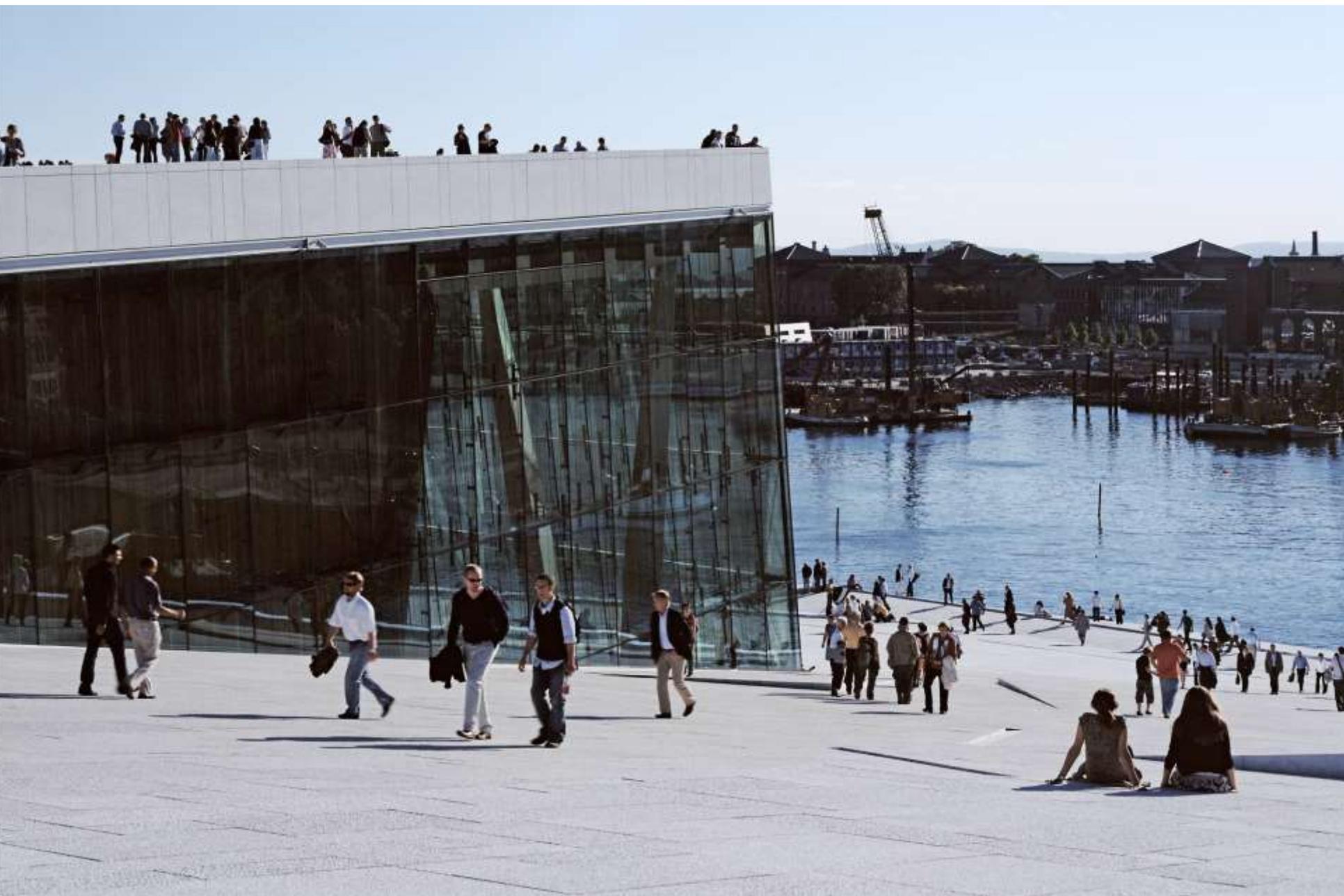












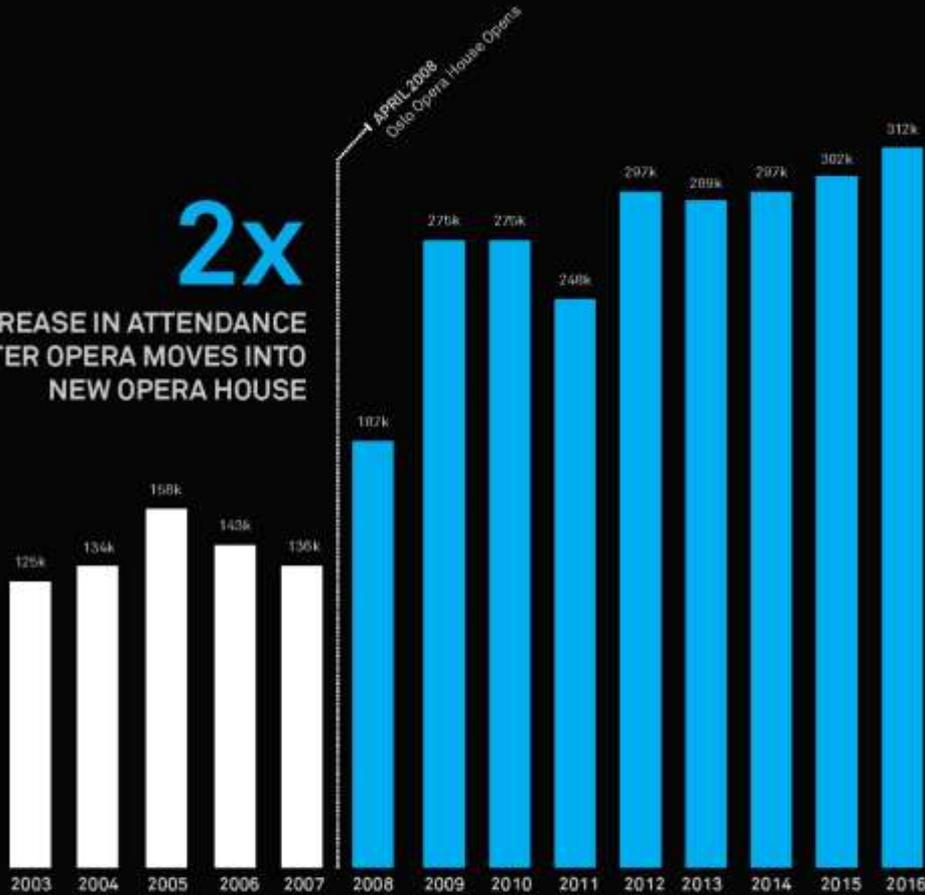




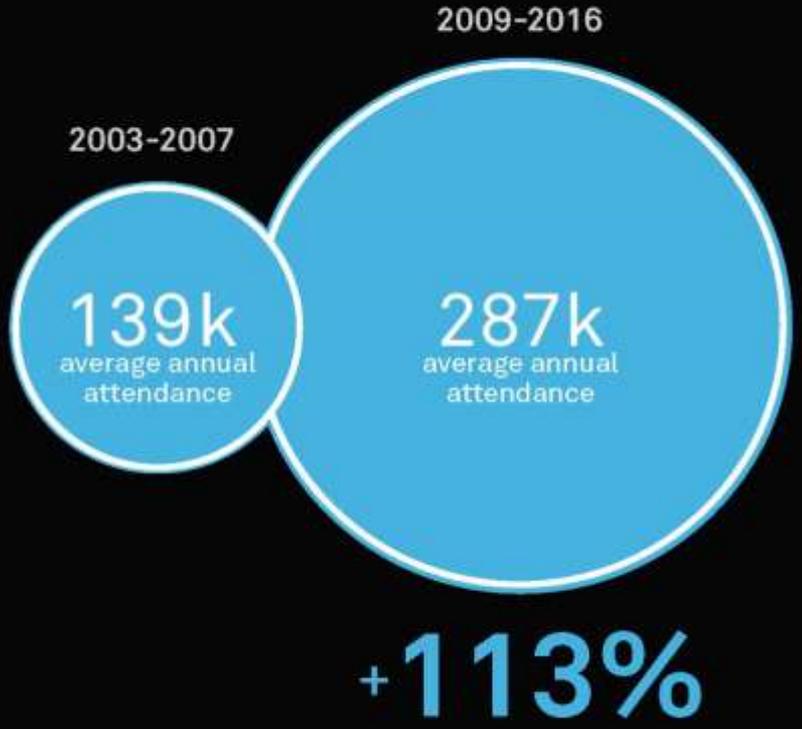


2x

INCREASE IN ATTENDANCE  
AFTER OPERA MOVES INTO  
NEW OPERA HOUSE



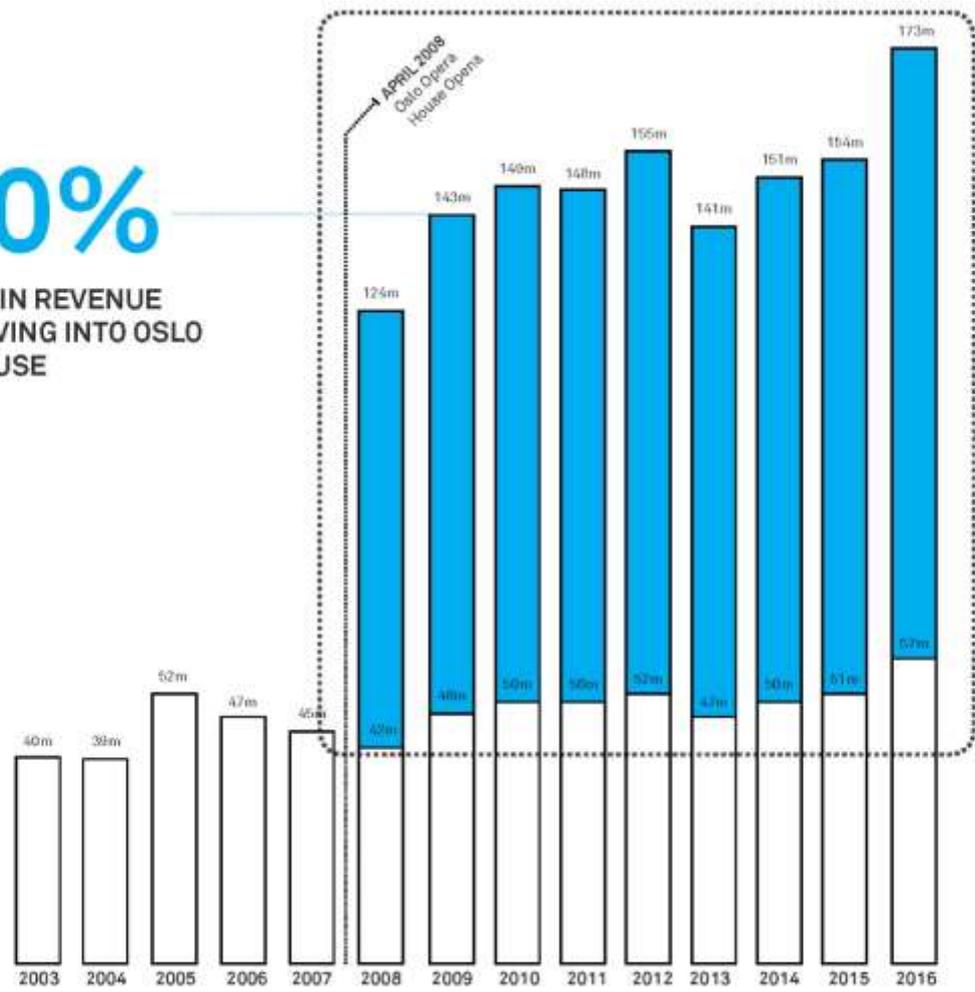
APRIL 2008  
Oslo Opera House Opens



Attendance: Old Opera House vs Oslo Opera House 2003-2015

**+200%**

INCREASE IN REVENUE  
AFTER MOVING INTO OSLO  
OPERA HOUSE



**891 m** (NOK)  
(~150m USD)

Annual Generated Revenue - Oslo Opera House 2003-2015

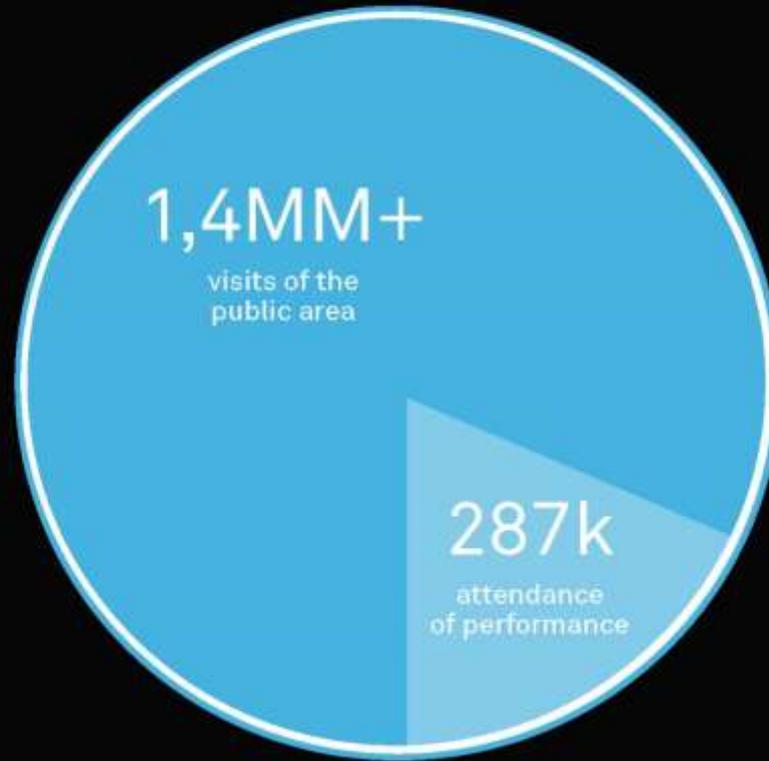
## Revenue by Performance Type:



2009-2016

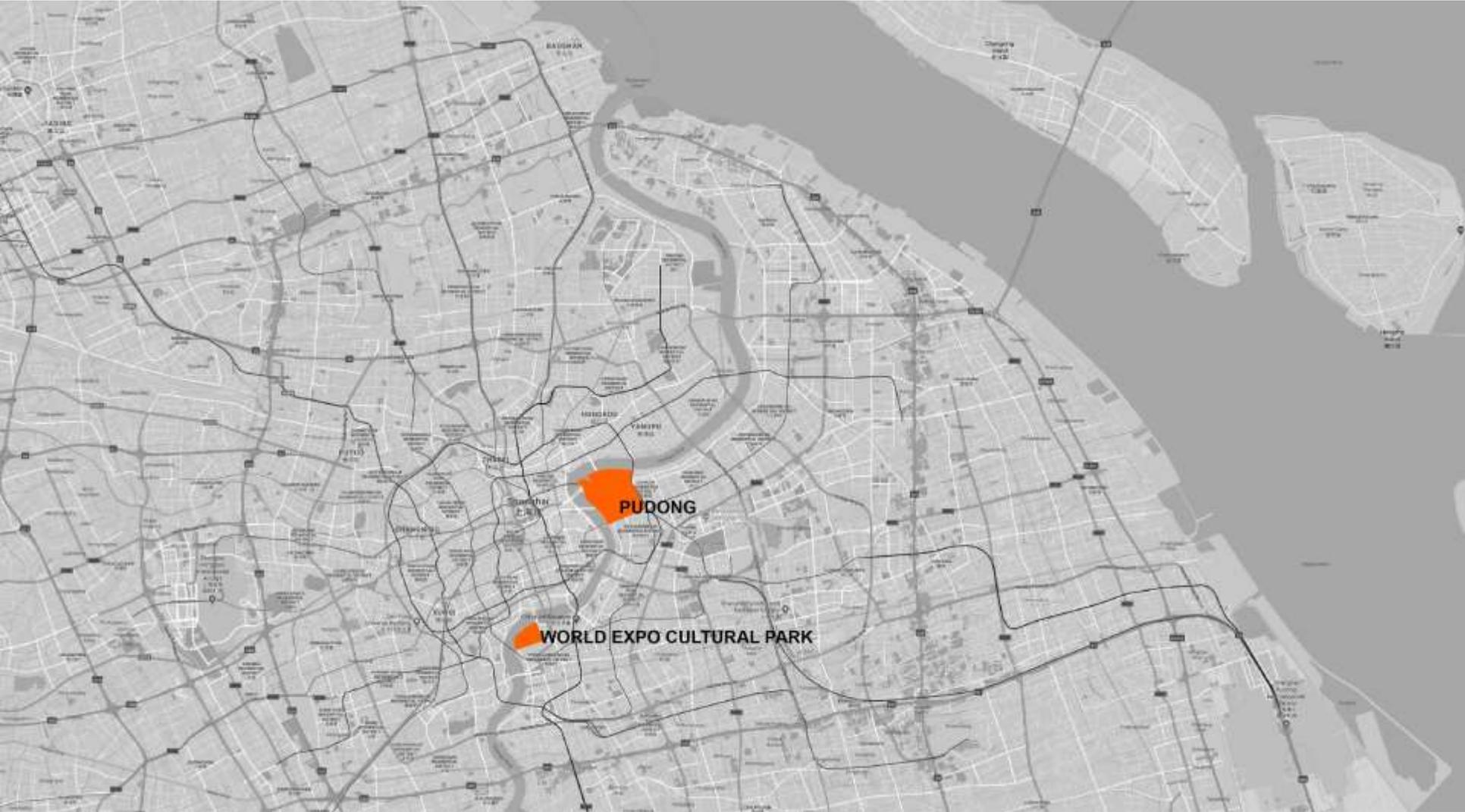
1,7MM

average annual visitors





**Shanghai Grand Opera House**



**PUDONG**

**WORLD EXPO CULTURAL PARK**



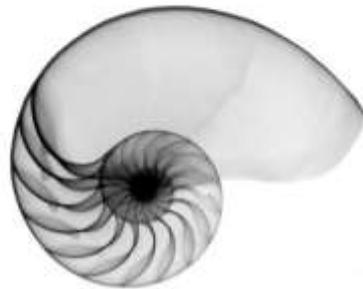


One movement  
一个动态

Movement is our inspiration and the Shanghai Grand Opera House is conceived as one continuous movement.

动态是我们的灵感来源，而上海歌剧院被认为是一个连续动态。





## One shelter

### 一个屏障

The sweeping movement generates both surface and space.  
The surface connects the ground to the sky, creating views towards the city and  
across the river.

这一个大幅度的动态产生外观和空间。外观上连接了大地和天空，望向城市，穿越河流，为人们创造出景观。



One movement tracing the site  
一个动感的拜耳基地



Creating space  
创造空间



Showing the functions  
展示功能环境



Creating multiple senses  
创造多种环境

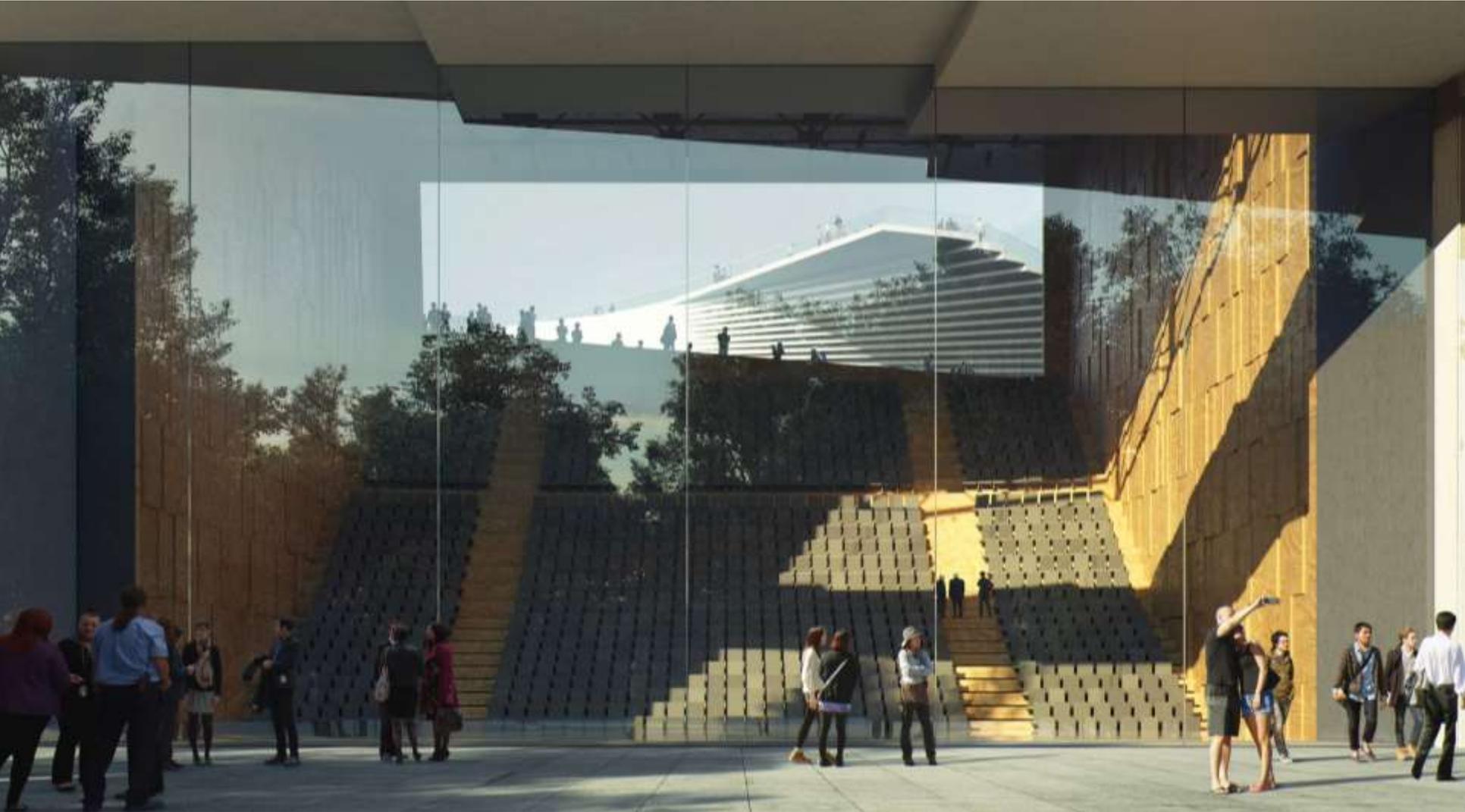
















Snøhetta 

Thank you!

[jette@snohetta.com](mailto:jette@snohetta.com)

+47 982 40 299



**RENOVATION**

**VS**

**NEW BUILDINGS**



A photograph of a theater stage with red curtains and a white handwritten message. The stage is illuminated with red light, and the audience seating is visible in the foreground. The text "Thank you very much!" is written in white, cursive script across the center of the image.

Thank you very much!