

RESOLUTION NO. 27276

A RESOLUTION AUTHORIZING THE ADMINISTRATOR OF EDUCATION, ARTS, AND CULTURE TO SOLICIT FUNDING FOR THE CIVIC FACILITIES ACCORDING TO THE ATTACHED STRATEGIC FUNDRAISING PLAN FOR 2012-2013.

BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF CHATTANOOGA, TENNESSEE, That the Administrator of Education, Arts, and Culture be and is hereby authorized to solicit funding for the Civic Facilities according to the attached Strategic Fundraising Plan for 2012-2013.

ADOPTED: October 9, 2012

/mms



Education Arts & Culture

Ron Littlefield, Mayor
Missy Crutchfield, Administrator

CIVIC FACILITIES STRATEGIC FUNDRAISING PLAN 2012-2013

1. Civic Facilities Mission Statement:

Soldiers and Sailors Memorial Auditorium (SSMA) opened on February 22, 1924, created as a living memorial to Hamilton County war veterans. First proposed at a Kiwanis Club meeting in 1918, Memorial Auditorium was designed as a municipal auditorium and all-purpose exhibition hall. Built by the City of Chattanooga at a cost of \$700,000, Memorial Auditorium was designed by renowned architect R.H. Hunt. The Auditorium was also equipped with a rare Austin Concert Organ, with 5 remaining worldwide. It serves as Chattanooga's mid-sized theater and concert venue.

The Tivoli opened on March 19, 1921 following two years of construction. Construction cost was close to \$1 million--a lavish sum for its day. The Tivoli's interior reflects the Beaux Arts style popular for movie palaces of the 1920s. Its high domed ceiling, grand lobby, crystal chandeliers and elegant foyer were designed to transport patrons to a world of richness and splendor. Designed by the Chicago-based architectural firm of Rapp and Rapp, the Tivoli was built to accommodate both silent movies and live stage productions, making it state-of-the-art for its time. More innovations followed. In 1924 a \$30,000 Wurlitzer organ was installed.

Throughout the 1920s, 30s and 40s, the Tivoli reigned as Chattanooga's premier movie and variety theater. However, with the emergence of television in the 1950s its patronage declined. Forced to close in 1961, the Tivoli narrowly escaped demolition.

After two renovations, the Tivoli reopened on in 1989. In addition to a complete cosmetic overhaul, the Tivoli's technical improvements included new dressing rooms to accommodate up to 70 performers, new state-of-the-art sound and lighting systems, a hydraulic lift orchestra pit, and new "green room" and rehearsal facilities. Stage depth was increased by over 14 feet to meet the requirements of today's concerts and theatrical tours.

Both City civic facilities serve as multi-purpose rental venues and as living historical records of significant civic events for the City of Chattanooga. Their joint mission is to provide affordable event facilities and gathering places among the City's broader offering of venues. The renovation

and reopening of the Community Theatre within SSMA will address increased demand for smaller civic performance spaces.

2. **Funding goals.** These goals collectively describe the intent of fundraising for the City's civic facilities:
 - a. Provide unrestricted operating support
 - b. Increase the brand value of SSMA in media and advertising collateral
 - c. Develop a means for the public to support specific programs and events that are of significant civic value
 - d. Replacement of deteriorating fixtures within and around the building
 - e. Improving the energy efficiency and conservation of the facilities

3. **Funding objectives.** These 4 objectives aim to satisfy the broader goals of our civic facilities:
 - a. Creation of an Veterans Memorial Fund
 - b. Assignment of an SSMA Presenting Sponsorship
 - c. Assignment of "Fixtures and Features" naming rights
 - i. Replacement of lighting and electrical equipment for marquees at SSMA and the Tivoli Theatre with energy efficient equipment
 - ii. Purchase of a high-quality sound system for the Community Theatre
 - iii. Naming of the main lobbies and interior lobbies of each venue
 - iv. Naming of stages at each venue
 - v. Naming of the 2nd floor conference room at SSMA

4. **Timeline for completion.** We anticipate interest by the business community in SSMA presenting sponsorship naming rights (5-year duration). It is the hope of the EAC administration that these rights are assigned as soon as an appropriate partner is found through a request for proposals process, subject to approval by the City Council.

Furthermore, EAC's goal is to replace the digital marquee and name the Community Theatre stage by February 2013 in preparation for the reopening of the Community Theatre.

The Veterans Memorial Fund and unrestricted operating fund campaigns shall be ongoing.

5. **Prospects** for solicitations shall include:

- a. Individual patrons and grateful citizens wishing to support the City's civic facilities.
- b. Corporations wishing to present the SSMA to a global audience.
- c. Associations wishing to support the mission of the civic facilities.

6. **Development activities** shall include:

- a. Publication of a request for proposals from prospective partners for a presenting sponsorship agreement for the SSMA building, naming rights for fixtures and features within SSMA, and naming rights for fixtures and features within the Tivoli Theatre.
- b. **Written and digital communications, including**
 - i. Direct solicitation of proposals for presenting sponsorships and naming rights.
 - ii. Articles in departmental newsletters.
 - iii. Articles in the daily newspaper.
 - iv. Other external media, including radio and television public service announcements.
 - v. Social media campaigns, including texting campaigns.
- c. Civic facilities programming – certain events that would include opportunities to support the civic facilities.
- d. **Events**
 - i. Partnership events with providers, partner institutions, etc., including an American Civil War Sesquicentennial Lecture and Film Series.
 - ii. Events for existing funders in appreciation of their gifts.
 - iii. Honorary events for veterans of the armed services and merchant marine.
- e. Personal relationship-building with major donor prospects directly and in partnership with Friends of Soldiers and Sailors Memorial Auditorium.

7. **Solicitation** of sponsorships and funds will include:

- a. Emails to potential funders.
- b. Requests for custom proposals from major sponsors.
- c. Challenge grants/texting campaigns (if allowable).

8. **Stewardship.** All fundraising activities will be supported by strong stewardship activities, including:

- a. Gifts from donors by check will be acknowledged by correspondence under Section 8 of the City of Chattanooga's Policy for Fundraising, Solicitation, Acceptance and Distribution of Monetary Contributions.
- b. Donations of \$50 or more will be reported to the City Council within the Department of Education, Arts & Culture report, directly acknowledging donors.
- c. Gifts of memorabilia relative to the civic facilities in gratitude for certain donations.
- d. Public dedications of fixtures and features will take place for monetary donations of \$1000 or more.