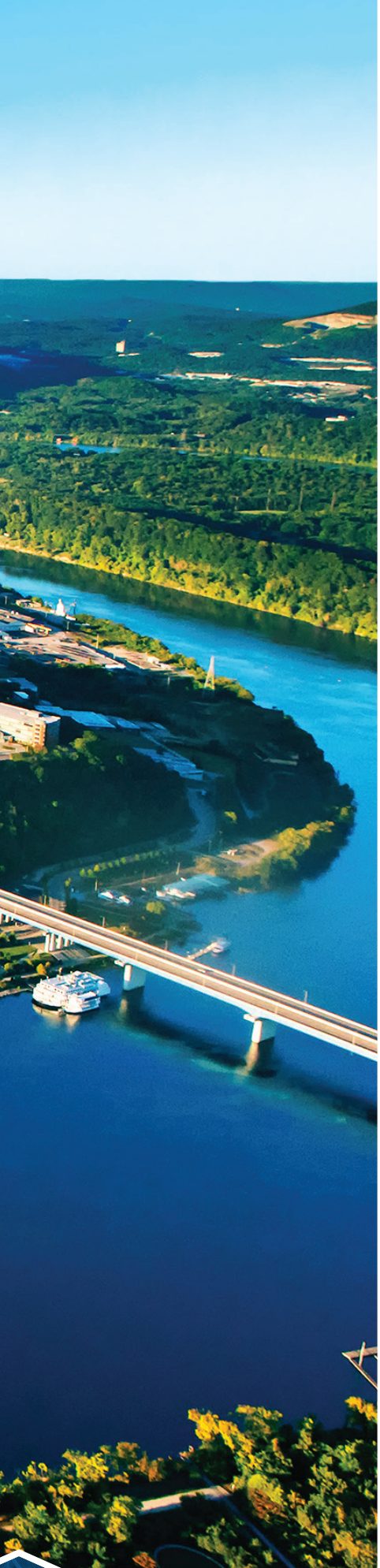
CHATTANOOGA
FORWARD

ENTERTAINMENT
AND
ATTRACTIONS
TASK FORCE

ENTERTAINMENT & ATTRACTIONS REPORT

OCTOBER, 2014

BUILDING ON THE RENAISSANCE



BUILDING ON THE RENAISSANCE

"There is always something to do in Chattanooga"

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WHERE WE BEGAN

"Who doesn't love a lively, thriving downtown area, especially one with small town charm and big time buzz? Making and keeping a downtown healthy and inviting takes a lot of work; sometimes cities have to continue to re-invent themselves."

This quote describing a Georgia city is applicable to many other cities that look to re-invent the way they are perceived by both insiders and outsiders.

Chattanooga emerged as a revitalized Mid-South city in the early 1990s. By going back to its roots, the River, the city reclaimed its identity through a community-based effort that was tagged as the Chattanooga Way. New and existing attractions spawned a variety of enhancements from restaurants to music and other cultural / entertainment venues.

There is a question to be answered– What's next? What continues to drive the momentum? How do we learn from the "way" Chattanooga came together in the past and use the lessons and learning to adapt the approach to new generations and new people who are choosing to visit and to live in the community?

How do we make the message - Your destination of choice should be Chattanooga because it has unique things to offer?

Today, there are emerging entertainment venues and at the same time historic landmarks like the Tivoli and Memorial Auditorium that require possibly a different approach. The entertainment districts today are not well defined and are located downtown, on the North Shore, Southside, and Main Street and potentially on MLK. This is an opportunity for a more coordinated approach to provide greater definition, better location and clearer regulatory boundaries.

What are the multiple faces of our entertainment enterprises and how do you promote the experience? Is a logical next step encouraging and growing the diverse entertainment offerings in better-defined spaces?

Government working with the private sector, civic groups and entrepreneurs will make a difference. Understanding the roadblocks or at least those that are so perceived are important next steps. Who owns the approval process for using the waterfront? Collaboration is critical. There should be a better connected, more efficient and user-friendly clearinghouse. There should be one person or organization that every day thinks about animating and promoting the waterfront - on both sides of the River. And perhaps there is synergy by finding the right marketing and managing firm that coordinates the waterfront, the Tivoli, Memorial Auditorium and similar venues. What are the obstacles that should be addressed, including traffic flow along Riverfront Parkway? How should technology be integrated for more comprehensive event calendars, ticketing and general information?

With a larger student population at the University of Tennessee at Chattanooga and the proximity to the MLK corridor, closer ties with UTC, community-based organizations and the city of Chattanooga are critical to longer-term revitalization of this historic area as well as having an impact on a much broader music footprint.

> **"A DENSE, INTENSE AND VIBRANT COMMUNITY IS ONE THAT IS NOT SATISFIED WITH WHERE IT IS, REMAINS WILLING TO TEST NEW IDEAS AND IS A LITTLE EDGY AT TIMES."**

Finally, a single icon such as the Aquarium or a waterfront renaissance project is not the only frame for a new chapter in the Chattanooga story. Great ideas will emerge from the convergence of a diverse audience of stakeholders. A dense, intense and vibrant community is one that is not satisfied with where it is, remains willing to test new ideas and is a little edgy at times. This leads toward an understanding of where you have been and where you would like to go even though the course may not be well defined, well thought out or initially well funded. Those are the foundations for the Chattanooga Way.

As a community more than 20 years earlier, a small group came together under the Venture banner to chart a new course and to stay focused on a vision and mission. A Venture 2.0 can bring together that same enthusiasm and focus but with a new set of players mentored by a few from the past.

These questions and discussion starters framed the Entertainment & Attractions Task Force work and recommendations to meet Mayor Berke's challenge - the Chattanooga Forward Initiative.

SUMMARY & RECOMMENDATIONS

WHAT IS THE CHATTANOOGA EXPERIENCE?

"DIVERSE, WITH MULTIPLE ENTRY POINTS WHERE MORE ALWAYS CAN BE DONE"

Diverse, with multiple entry points where more always can be done and with a renaissance spirit kept alive and refreshed by an engaged community that embraces the greater Chattanooga region as a desired place to visit, to work, to live, to play and to participate.

There is a multi-part question to be answered: – Who steps up to be a catalyst and to find the consensus? To not wait for leadership but to be part of an on-going leadership group? To bring focus, clarity, resources and creative ways of doing business?

Mayor Berke framed the issues with Chattanooga Forward; these are the Entertainment & Attractions priorities:

- **Venture 2.0 – a community-based team that focuses on maintaining the**

vibrancy of the Renaissance while looking for significant enhancements that will fill the gaps or create new experiences. – *CVB (Bob Doak) & Community Leadership Group*

- Establish Entertainment Districts to build unique music experiences. – *City Council Shaping Ordinance*
- Create a not-for-profit organization to lead and manage the Tivoli, Memorial Auditorium and potentially similar venues. – *City and Key Stakeholders*
- Build the platform that informs, sells and supports the Chattanooga Music Experience. – *CVB, Benwood and McKenzie Foundations (Johnny Smith)*
- Bring alive the waterfront- both sides – more animated, more accessible to multiple uses and more community friendly. - *RiverCity & City of Chattanooga Departments*
- Fill in the gaps downtown while looking at longer-term opportunities. – *Riverfront Business and Resident Partnership*
- Reduce the red tape, lessen the bureaucracy bring clarity to the process with a City One Stop Shop. – *City of Chattanooga*

Short-term opportunities: Make it work, make it simple to use, make it easy to find and make it unique to Chattanooga

- Stay fresh, safe, clean and green
- Identify and fill in the downtown gaps
- Move toward not-for-profit status for Tivoli and potential other opportunities for Memorial Auditorium
- Review the scope for animating the waterfront – both sides
- Be mobile; providing easy access to information, tickets on a single platform and a calendar that is accessible, informative and intuitive
- One stop for venues, information, links (web-based) & mobile adaptable
- Promote and market the experience – ads, social and digital platforms and a contract with a promotion company to sell the waterfront (both sides), the Tivoli, Memorial Auditorium and other venues
- Rebuild the Venture approach; stakeholders who frame attractions and entertainment, work with government and maintain the momentum

Mid-term focus: Ignite MLK, animate multiple venues, encourage pedestrians to get out, and more festivals at more locations

- Work toward a music strategy for MLK
- Encourage more pedestrian-friendly areas
- Bring open spaces alive through animation
- Find time, space and locations for large and smaller festivals
- Make the guidelines and procedures work; measure the impact
- Invest in a study on downtown alive

DREAM BIG

Long-term concept: Consider building on the heritage of the railroad that was an important transportation hub. Take the song, explore the existing Belt Line tracks and create both a transportation mode and an attraction. The redevelopment of Harriet Tubman that is located along the old Belt Line adds another impetus to considering the reconstruction of this line.

DISCUSSION

There are points that are often repeated when the topic is promotion of Chattanooga and its downtown and the emergence of new music venues.

The prevalent theme is that in the early years of the Renaissance, the community worked alongside local government in bringing people, ideas and resources together to achieve specific goals. The partnerships did not wait for local government and on several occasions led the way.

These loose confederations provided the melting pot to visioning processes that generated numerous concepts that required laser-like focus. Organizations like Venture and the RiverCity Company were spawned by this approach.

Now is the time for Venture 2.0, a return to the mechanism that kept a community on a plan, on task and on target. These were people charged with a clear agenda and with assignments and consensus. Each step added to the experience of a renewed Chattanooga and what started on the waterfront spread to Main Street, the Southside and the North Shore.

Today with a renewed community vision at the University of Tennessee at Chattanooga that embraces its neighbors on Martin Luther King Boulevard and with the expansion of a range of music venues, a renewed community visioning process led by stakeholders may be like going "Back to the Future."

As a beginning exercise, the Entertainment and Attractions Task force shared their thoughts on key words that describe the current experience, the conflict between a vibrant downtown and one that is less edgy, the changes in the Chattanooga experience and how the experience has a significant impact on economic growth and livability.

The task force members' responses included accessible, clean, exclusive, tight focus, disjointed, natural, outdoors, bold, eclectic and concentrated. This led to a discussion of who comes here? While there is a family focus, the question of a broader appeal, an after 5 p.m. set of options and their promotion entered into the task force considerations.

After 5 p.m.is framed by more adult venues and those between the ages of 21 to 45, who are looking for a weekend getaway. The consensus was the entertainment business engages locals but does not draw many visitors to the community.

A search for balance emerged from the Task Force subcommittee sessions. While Riverbend flowed from the early Venture process, today there is an interest in additional smaller, music festivals. The one underlying message was the need for a support system that brings the players together so there is a commonality of interests and solutions. Finally, a reexamination of local government policies and practices for use of city-owned property, i.e., the waterfront, for improved promotion of the waterfront and for enhanced animation of the public areas.

OUTCOMES FOR ENTERTAINMENT & ATTRACTIONS TASK FORCE

"A COOPERATIVE SPIRIT WHERE PRIVATE CITIZENS WORK WITH LOCAL GOVERNMENT TO MAKE A DIFFERENCE"

While identifying the next, great idea that keeps the Chattanooga Renewal moving ahead, there also has to be a willingness to recognize what got the city where it is and where it wants to keep going. It is a cooperative spirit where private citizens work with local government to make a difference, to not accept that we have done enough and to challenge each of us to know opportunities exist for a better future for tomorrow.

Overarching statement:
An experience with multiple entry points, that knows more always can be done, that is kept alive and refreshed with an edge that embraces Chattanooga as a desired place to work, to live, to play and to visit.

Driven by data: Invest in a tracking system that consistently gauges customer (visitor and residents) reactions to a set of metrics to know what works, what improves the experience and what would be improvements.

Short-term opportunities: Make it work, make it simple to use, make it easy to find and to inform

- Stay fresh, safe, clean and green
- Identify and fill the gaps in downtown
- Responsive, expansive web design
- Workable calendar
- One stop for news, venues, information, links (web-based) & mobile adaptable
- Promote the experience –on cards, ads, social and digital
- Make it easier to schedule waterfront and other venues
- Rebuild the Venture approach; stakeholders who frame attractions and entertainment
- Non-profit status for Tivoli and Memorial

Mid-term focus: Ignite MLK, animate the Scenes, encourage pedestrians, link the venues and encourage mini-festivals at multiple locations

- Develop a music strategy for MLK
- Encourage more pedestrian-friendly areas
- Bring open spaces alive through animation
- Find time, space and locations for large and smaller festivals
- Make the guidelines and procedures work; measure the impact
- Field a study for keeping downtown alive

Long-term concept: Consider building on the heritage of the railroad that was an important transportation hub. Take the song, explore the existing Belt Line tracks and create both a transportation mode and an attraction. The redevelopment of Harriet Tubman that is located along the old Belt Line adds another impetus to considering the reconstruction of this line.

Question to consider: With no desire for bureaucracy, does there need to be a public coordinating group that focuses on the overall experiences, linkages, freshness, and cooperation?

Chattanooga began its renaissance with a community commitment to create new Entertainment and Attraction venues that spawned additional investments. Over the ensuing years, we have seen both areas grow, morph and generate new energy and new entry points for people to choose to be here.

When you describe the Chattanooga Experience, these are key phrases to consider:

Framing a Vision

- Experience Chattanooga – for the first time
- Engage in Chattanooga
- Find yourself in Chattanooga
- There's a few surprises in Chattanooga
- A Chattanooga Experience – be surprised
- A Chattanooga Experience – it covers the waterfront
- **A song. A mountain. A waterfront – create your Chattanooga Experience**
- From music. To the mountains. To the waterfront. Chattanooga -Take it all in
- **From music. To mountains. To the waterfront. Come alive in Chattanooga.**

Supporting words

- Outdoors. Family friendly. After 5.
- Nothing quiet about it. After 5.
- Make your day and your night in Chattanooga

CHARGE TO TASK FORCE

CHATTANOOGA FORWARD ENTERTAINMENT & ATTRACTIONS TASK FORCE PROCESS, PRINCIPLES, AND DESIRED OUTCOMES

The purpose of Chattanooga Forward is to engage a diverse group of key stakeholders in the community by creating task forces to focus on certain areas affecting the overall quality of life in our City. Through this outreach and community dialogue, the Mayor would like to receive actionable strategies to move our city forward in the following areas:

- Housing
- Sports & Outdoors
- Entertainment & Attractions
- Tech, Gig, & Entrepreneurship
- Downtown

Each task force will be chaired by community leaders who have expertise in their respective field and a deep passion for improving Chattanooga. Additionally, each task force will be staffed by the Mayor's office to help facilitate the process and ensure the recommendations fit within our community's priorities.

PRINCIPLES AND PROCESS

All of the recommendations that come from the task forces should be in keeping with the following guiding principles:

- **Organic to Chattanooga**: the uniqueness of Chattanooga is what allows us to recruit businesses, top talent, and nationally acclaimed events. Any recommendation resulting from this initiative should capitalize on Chattanooga's distinct sense of place.
- **Inclusive**: We must build a future for our city that includes people of all race, backgrounds, incomes, and abilities. Not only should all recommendations of this process be accommodating to a diverse group of people, each task force should work to gather the input of citizens who represent the true diversity of our City.
- **Connected to Chattanoogans**: As we consider new attractions, housing solutions, or outdoor initiatives, we must ensure these recommendations are connected to our neighborhoods and available to the people who live and work in Chattanooga, in addition to drawing tourists from our region and across the country.
- **Furthers our unique brand**: Chattanooga has distinct strengths. Each recommendation must work to build on the successes that have aided in our journey from the dirtiest city in America to home of Volkswagen, the Gig, and incredible natural beauty.
- **Complements ongoing work**: The Chattanooga Forward initiative should not and will not duplicate ongoing work in Chattanooga. However, task forces should make recommendations about how to compliment or change existing initiatives, structures, policies, or procedures.
- **Sustainable**: Each recommendation resulting from this initiative should have action plans to ensure the long-term sustainability of the initiative.

Working around their specific focus area, each task force is charged with brainstorming ideas, developing platforms to ensure public engagement, and presenting concrete action plans to recommend to the Mayor's office.

DESIRED OUTCOME

By November 1, each task force must submit their recommendations and action plans to the Mayor. The recommendations should be related to their focus area, fit within the guiding principles, and be actionable items that the Administration or community partners could implement to move Chattanooga forward. There may be changes to existing events, policies, procedures, initiatives, etc., but these recommended changes should be specific and well informed by the work of the task force.

TASK FORCE MEMBERSHIP

Chairs

Bob Doak, Tri-Chair	Chattanooga Convention & Visitors Bureau
Adam Kinsey, Tri-Chair	Kinsey Probasco Hays
Alison Lebovitz, Tri-Chair	

Committee Members

John Foy	Noon Management LLC
Tom Griscom	Q Strategies (Consultant & Facilitator)
Ron Harr	Chamber of Commerce
Wade Hinton	City Attorney (Advisory)
Terri Holley	Chair of Friends of the Festival
Mike Mallen	Miller & Martin
Johnny Smith	Executive Director, The McKenzie Foundation
Jonathan Susman	Chattanooga Presents
Clark White	Professor – UTC
Frank Williamson	Chair, Tennessee Aquarium
Scott Wilson	Volkswagen

ATTRACTIONS REPORT

There was a little tension and a lot of energy between identifying the next new attraction and doing what others term – filling in the gaps downtown.

Since 2005, several additions have been added in the main downtown corridor, including the recent opening of the Block, a downtown climbing center. At the same time, there is renewed interest in having another "big driver" to re-energize the overall experience. To that end, RiverCity working with the Aquarium reached out to a Chicago-based downtown planning group and a number of local stakeholders will engage with them in looking ahead.

Several of the downtown stakeholders on the Attractions subcommittee made these points:

- The Chattanooga experience is authentic
- It was originally designed for local people not tourists
- **The venues are fresh, real and local**
- We need to do a better job in marketing and selling **"the stuff in the middle"**
- It is an experience like Savannah and Charleston
- Focus on the little things and maintain what we have
- We need more downtown housing which will also generate more foot traffic for more retail
- We need a unifying factor to congeal the parts
- The Chattanooga History Museum located on the Aquarium plaza needs a plan for completion

The subcommittee members stated that the attractions offer, "great places for Chattanoogans that others find interesting" and serve as "great magnets for the next generation, who are immersing themselves into the local community."
They identified the river as "an under-developed asset" and raised the possibility of a more commercial district along the waterfront between the Market and Olgiati Bridges.
The conversation led to a framing question: Who owns the focus on a thriving downtown?

The subcommittee recommended:

- A Venture 2.0 structure that would bring business and community leaders together to create an entity that has a singular mission of focusing on what keeps the downtown alive, vibrant and full of energy. Local government is in a supporting role.
- Filling in the gaps that currently exist in the downtown footprint.
- Animate the waterfront more regularly, bringing in a land-planning consultant to assist in the effort and look at opportunities on both sides of the River.
- Start thinking about the next new idea that complements existing attractions.

On this last bullet, Cindy Todd, marketing director for the TN Aquarium, and Kim White, RiverCity president, recently met with Studio Gang Architects of Chicago to discuss the possibility of giving a fresh perspective of the waterfront and potential development. **They have agreed to visit Chattanooga and efforts are underway to coordinate a date in July.** The firm takes on very few new projects each year, but was enticed because they work hand in hand with long-time TN Aquarium Consultant, Scott Corwon.

The request was to look at the waterfront and help raise the bar and vision on a next phase for the waterfront, connecting it more to our outdoor reputation and creating more activity and usage. The overriding questions: How can we attract more outdoors events? What infrastructure needs to be added? How to we animate the park in a way that brings every day visitors to the waterfront and not just large events?

Most recently, they worked with Chicago Mayor Rahm Emanuel to revitalize their riverfront with the WMS Boathouse at Clark Point. Water is a major theme that runs through their projects, from their work with the Monterey Aquarium, to sustainable design strategies with projects in cities like Greenville, SC and their Solar Carve project scheduled for completion in 2015 and part of the High Line in NYC.

ANIMATION

Key question is anyone or entity ultimately charged with the responsibility of making the waterfront come alive.

There is a city contract with Friends of the Festival to manage activities on the waterfront but there are no funds for promoting usage and the approval process for waterfront events is cumbersome and extremely bureaucratic (see Governance section).

Below are suggestions from Carla Pritchard with Chattanooga Presents for Animation and Programming Opportunities for the 21st Century Waterfront:

The ideal scenario would represent a balanced schedule of activities including events on a large and small basis, those that occur on a repeating schedule as well as one-time basis, and feature a mix of free and ticketed opportunities.

A general atmosphere of animation could be created through a means of consistent low-key entertainment as well as a limited number of approved commercial and/or food vendors.

Examples of animation could be:

- Permitted street performances (busking), including music, magic and

acrobatic arts could be programmed in these public spaces seven months out of the year (April – October).

- Portrait artists, caricature artists, and hands-on art projects for the public such as the Art 120 with their popular Art Bike program that children and adults can take part in creating.
- Lighting of the existing gas flame cauldrons along the docking area of the Riverwalk on weekends would be an attraction in itself at Ross' Landing.
- A monthly "game night," which could include corn hole, giant chess and/or regular chess tables, volleyball, badminton and other group activities that families and people of all ages could enjoy.
- A history tour for the waterfront and The Passage in conjunction with the History Center or through an app that offers a virtual tour. Since a very interesting interpretive tour has already been developed for Ross' Landing Plaza around the Aquarium, this should be made available to the public every weekend (tours should be a ticketed activity).
- Saturday night "Pickin" on the Green. Anyone is welcome to bring his or her acoustic instrument and jam together (this town loves to get together and pick!)
- Saturday morning parent and child yoga or regular yoga.
- Sunday afternoon Jazz Party using good local jazz. There's already a nice stage at the amphitheater between the two aquariums or it could be set up on the Green.
- An ice cream sundae event on the first Sunday of each month.
- Lighting Animation - Install animated light projection on a building or corner in the waterfront district to create dancing patterns or showers of light on the sidewalk to look pretty and encourage people to dance in the light.
- Open-Air Ice Skating during the Holidays: The concept of a temporary outdoor ice rink on the Chattanooga Green during the holiday season is one that has great appeal for a family-oriented community.

ENTERTAINMENT REPORT

Entertainment in the community falls into distinct buckets – performance arts and the burgeoning music scene.

For the performing arts venues that include the Tivoli and Memorial Auditorium, there is a separate section that recommends a process to consider moving the venues to a not-for-profit status.

For the music scene, there are several consistent themes:

- Vibrant but with too few venues and restaurants in support.
- MLK is on the radar screen and the time may be right to re-energize the street similar to Main Street and Southside venues.
- Create a viable entertainment calendar.
- Provide consulting to local restaurants and bars so they are able to survive.
- Growing but need to decide whether the community wants a lively and

energized downtown.

- Create a unique sense of place by marketing the entire scene.
- Develop the Southside as the entertainment and music hub; existing parking and easy development.
- There is a lack of connectivity.
- People from Atlanta, Knoxville, Nashville, Birmingham, and Huntsville will consider coming here when thinking of a fun night out.
- Create a fundamental modification in the infrastructure currently in place.
- Stronger support system to propel local artists into a higher professional arena.

From the suggestions came a request for an individual or an organization to be charged with selling venues, attractions and festivals. While there may be a lot that is happening, there is minimal coordination or outreach to promote the range of entertainment. There was a suggestion that the city consider hiring a special events coordinator who would work with local venues to push an overall promotion program.

For those involved in the entertainment/music arena, they are in the process of forming a coordinating group that will better promote the growing number of music venues. They also are encouraging the creation of a database for venues, events, dates and other information.

Finally, three local foundations completed a study that focuses on the emerging music opportunity here and their findings should serve as a significant set of financial and guiding principles.

TIVOLI AND MEMORIAL AUDITORIUM

In a report that follows this section, the Task Force met with representatives from four (4) large venue providers – Friends of the Festival, Finley Stadium, UTC and Tivoli/ Memorial Auditorium.

The focus will be on the Tivoli and Memorial Auditorium and the opportunity to provide a more stable base of support for future operations.

As background, the Tivoli and Memorial Auditorium are attached to the city of Chattanooga. While there are certain benefits with the arrangement, there are potentially more downsides. The director of the two venues shared with a subcommittee of the Task Force that the relationship with the City prevents the booking a major tour plays and other acts because of the avoidance of risk. This policy also applies to the booking of events at the McKenzie Arena at UTC.

In a comparative outreach, the Tennessee Theatre that is a not-for-profit operation with an outside management contract for entertainment was able to book its venue for more than 280 days in the calendar year. That number compares to a 30% usage of the Chattanooga venues.

With a 501(C)3 status, the Knoxville-based theater books 35-40 touring shows, six (6) Broadway titles, is home to the Knoxville Symphony Orchestra and holds 15-20 days for private events. The revenue generated by the Tennessee Theater was $4.3 million in 2013.

A foundation board raises the funds for the Tennessee Theatre and oversees the contract with its outside management group. Concessions that are managed by the outside group grossed $500,000 in 2013. There are other cities that are moving in a similar direction to go from city-owned and operated to a not-for-profit status.

For 20 years the Tennessee Theater used the online ticketing sales of the University of Tennessee but now has moved to Ticketmaster for marketing and sales of tickets. The executive director for the theater also stated that a website and a mobile version is more important than an app.

The Entertainment and Attractions Task Force approved a recommendation for the city of Chattanooga to put out at RFP for a consultant to determine whether the Tivoli and Memorial Auditorium governance should be changed from city-owned to a not-for-profit status. There also should be conversations with UTC to determine interest in Memorial Auditorium as a performance theatre.

THE CREATION OF THE TIVOLI AND MEMORIAL AUDITORIUM FOUNDATION

GOAL: Establishing a not-for-profit organization that will be charged with overseeing the management and operations of these 2 venues in Chattanooga

BASIC PRINCIPLES:

- Creation of a not-for-profit organization that will assume responsibility for the Tivoli and Memorial Auditorium from the city of Chattanooga
- Explore the UTC potential for Memorial Auditorium
- Identifying private citizens that agree to lead the effort to raise funds for an endowment for the facilities.
- Consideration by the city of Chattanooga to gradually reduce its support for the facilities with a focus on maintenance issues.
- Agreement by the city of Chattanooga to support a public campaign to build support for the endowment.

NEXT STEPS:

- Hold a visioning session with participants selected based on past support, interest in the performing arts and potential for leadership challenge
- Begin preliminary steps to create a not-for-profit structure & file the required paperwork
- Identify 3 to 4 key community supporters to lead the effort
- The visioning process should lead to identifying members of the initial not-for-profit board and the leader for the board. Primary goal is to establish fundraising goals and launch campaign to create community endowment to support the facilities.

TIME LINE:

- Drafting not-for-profit paperwork — August 2014
- Visioning process — September 2014
- Potential change in status — November 2014

LARGER ENTERTAINMENT VENUE REPORTS

On April 16, a subcommittee comprised of Bob Doak, Allison Lebovitz, Adam Kinsey, Wade Hinton and Johnny Smith met with representatives of Friends of the Festival, Tivoli/Memorial Auditorium and McKenzie Arena at UTC. Mr. Doak held a separate session with Paul Smith, who manages Finley Stadium.

Finley Stadium

- To be self-sustaining within 3 years
- To animate the field
- To host concerts & festivals that will drive room nights
- To host more regional sporting events
- To figure out how to make Finley sufficient to host music events
- Strengths:
  - Great stadium
  - In-house catering
  - 2 full kitchens
  - 20,000 people in stands
- Weaknesses:
  - Limited parking
  - Deferred maintenance
  - Needs new turf
  - Limitations on booking due to UTC football
- Opportunities:
  - Concerts & festivals
  - Sporting events – wrestling, soccer
  - New stadium sponsor

Tivoli & Memorial Auditorium

- Active 30% of time
- $1.6 MM budget; high electricity cost
- Technology needs to be updated to green standards
- $1 MM income annually
- 322 events; on the rise from 270 in 2013 and 260 in 2012
- Question on non-profit or for-profit status; question on relationship to city and ability to take risks to book shows
- With city stake, does a lot of local business – graduations, CSO (first call), Nutcracker & Singing Christmas Tree
- TAPA – not sure of status and stability; set up not-for-profit to be promoter and uses status in order not to pay sales taxes

THINK BIG

- Indemnity clause with city resulted in some non-bookings; appears to have been resolved
- Contract out for concessions because city cannot serve alcohol' improving concessions
- Not sure want to be totally out of city oversight
- See opportunity to marshal resources with UTC; common goals
- Considering selling sponsorships for shows
- Need better promotion and event calendar
- Ticketing system & website improved but still work to be done
- Would be helpful to have app
- Nobody is out selling the Tivoli venue; need to put Tivoli more out front of public for events
- Focus on holding down expense and needs to shift toward growing the bottom line

University of Tennessee at Chattanooga

- Market city as group instead of separate venues
- Parking is an issue
- Have to schedule events around basketball games
- Acts tour October through May and basketball is an issue
- Joint calendar would be a positive
- Not allowed to take risks

Friends of Festival

- Need clarity on what is a city-endorsed event
- Waterfront – focus on doing more
- Built to be used and not to be used
- No schematics on how the waterfront is wired
- Coolidge Park is more of a family zone
- Need to avoid turf struggles
- Riverbend has changed over time with artists in education, unplugged with local restaurants and other extensions in the community
- Consider creation of an events coordinating group
- Issues with closing the road
- No promotion of the waterfront; not part of contract they administer for the City
- Cumbersome process to gain approval to use the waterfront venues
- Long lead times to gain approval for waterfront event

GOVERNANCE

The subcommittee examined these areas:

- The process for planning & approving events
- The waterfront – both sides – including events, street closings, challenges and opportunities and steering committees
- The noise ordinance
- The open container law
- Street performers and other activities

In the appendix is the existing process to permit an event and reserve a public space. There are multiple layers of approval, several review bodies and minimal information available for an applicant to know how to work through the myriad of steps. Representatives from the city of Chattanooga provided information on the process but several issues seemed to need clarification:

- Information was not readily available as to how members of the Waterfront Steering Committee Review Panel were appointed and who has oversight responsibility for the group.
- Representatives were not on the steering committee that is affiliated with the NorthShore and other interests on that side of the River. One point made was that the downtown waterfront was the section created for events.
- There was a consensus that the city of Chattanooga has the ultimate responsibility for approval and disapproval of waterfront uses.

The waterfront review led to a discussion of identifying ways that the process is more efficient and easier to navigate. During a discussion of the multi-step approval process, one subcommittee member suggested a model that currently is used for developers. Once a month a session is held for developers to meet with local government agencies to go over all parts of the application process. The developer approach brings the applicant together with the appropriate agencies in a pre-submittal session, provides ready answers to questions and speeds up the process. The subcommittee made these points that are included in the Task Force recommendations:

- Create one form with a single checklist for approval and one management level to focus the process.
- Institute a monthly session for venue applicants and the various agencies to meet and provide one-stop information on the front end.
- Develop clearer guidelines for closing city streets and using the waterfront.

The city of Chattanooga also plans to hire a special events coordinator. One responsibility will be to assist in pulling together the forms required for venue approvals. This should be more than traffic; overall coordination.

On the noise ordinance, there are set values that the city uses to measure sound levels.

Assistant City Attorney Keith Reisman explained the current policy. It was noted that typical conversations in a meeting room would violate the existing limit.
The subcommittee expressed interest in the establishment of Entertainment Districts. This

approach takes into account issues that are associated with the development of a growing music footprint in delineated areas of the city. There also was a brief discussion on a city loan program in Austin, Texas, that supports sound abatement efforts.

On the subject of street performers, the conversation focused on the local ordinance that allows street performers but apparently it is not being applied equitably. There is a proposal for the Chattanooga Music Resource Center that contains a Busking or street performer component. The subcommittee learned of several instances in which street performers were in compliance with local ordinances but were ordered to leave an area. With an interest in providing more musical, juggling and other performers in the areas closer to the waterfront, the need for better understanding and enforcement of the ordinance will be required.

This is the section of the CITY CODE that is applicable:
"Panhandling" means any solicitation made in person requesting an immediate donation of money or other thing of value for oneself or another person or entity. Purchase of an item for an amount far exceeding its value, under circumstances in which a reasonable person would understand that the purchase is, in substance, a donation is a donation for the purpose of this section. Panhandling shall not include the act of passively standing or sitting, performing music, or singing with a sign or other indication that a donation is being sought but without any vocal request other than a response to an inquiry by another person.

(2) *"Prohibited zone"* means any of the following designated areas or rights-of-way (including sidewalks):

a. The Walnut Street Bridge;

b. Miller Park;

c. Miller Plaza;

d. The block in which the Tennessee Aquarium is located;

e. The park at Ross's Landing;

f. The Tennessee Riverpark;

g. The blocks in which the Creative Discovery Museum and the IMAX Theater are located;

h. The block in which the Chattanooga African American Museum is located.

i. The alley between 4th Street and 5th Street extending from Broad Street to Market Street (commonly known as "Jacks Alley");

j. The area on Main Street between Broad Street and Central Avenue.

Suggested new language includes:
Performers in the Chattanooga Busking Program must agree to:

- Not violate the prohibitions on disturbing, annoying and unnecessary noise as set forth in the Noise Ordinance.
- Not obstruct or cause to be obstructed pedestrian or vehicular traffic, sidewalks, doorways or other access areas. Entertainer must provide a minimum of six feet of pedestrian passageway.
- Not sell records, tapes or other products on site.
- Perform only at times between the hours of 9:00 a.m. and 10:00 p.m.
- Not consume or be under the influence of alcoholic beverages or other controlled substances while performing.

- Not perform at locations designated for a community event or festival, unless permitted to do so by the event or festival coordinator.
- Comply with all federal, state and local laws when performing within the city.

On the topic of open containers, the city ordinance is clear: on non-private property there cannot be open containers unless the Beer Board grants a special event permit. Looking back at the overall application and approval process for use of city property, obtaining the Beer Board permit cannot occur until the event permit has been approved.

A LONGER VIEW: IF YOU BUILD IT, WILL THEY RIDE?

City officials are set to move ahead in applying for a grant to study setting up a light rail system in Chattanooga.

Blythe Bailey, city transportation director, said it might cost $20 million to set up a system that would use the Missionary Ridge Tunnel to go from downtown to the Chattanooga Airport as well as the Enterprise South Industrial Park.

The city is applying for a $400,000 federal TIGAR 6 grant that would require a $300,000 city match.

For train enthusiasts and others in the tourism business, they cite the number of times that tourists ask, "You are the 'Choo Choo city' so where are the trains?"

The city has a wide array of unused track and rail right of ways that might be put to use to give travelers another transit option. Working with the Tennessee Valley Railroad Museum, there may be opportunities to provide both a tourist attraction as well as a business-related transportation system.

The plans also would look to CARTA to operate the light rail system and tie it into the proposed multi-modal center on the Southside.

A light rail subcommittee is looking at a phased approach to determine the feasibility of light rail. One primary objective is for the rail to "go where people are and to take them where they want to go."

The Phased approach being considered by the subcommittee includes:

- Phase 1 – tourism rail opportunity from TVRM to Main & Central. This would be a pilot commuter rail that would use the TVRM rolling stock of self-propelled vehicles.
- Phase 2A – TVRM to Enterprise South
- Phase 2B – Main & Central to the CARTA multi-modal center.
- Phase 3 – TVRM to the airport

As several next steps, the subcommittee will request the Regional Planning Agency to look at development nodes that will generate potential traffic. They indicated that time of day usage will dictate whether the system is used by workers or tourists. The example cited is the subway system that operates in Washington, D.C.

As the concept is developed, the subcommittee anticipates a visioning system in the community and would use the actual rail route to gauge support and gain feedback.

2014 ANNUAL CHATTANOOGA LIVE MUSIC EVENTS

EVENTS: SERIES/ONGOING

Jan-Dec	Scenic City Roots Live from Track 29
March-Sept.	Chattanooga River Market on Ross's Landing
April-Oct.	Fresh on Fridays
April-Dec.	Chattanooga Market
May-Aug.	Nightfall Concert Series
May-Sept.	Rock City Gardens' Summer Music Weekends
Aug.-Sept.	Riverfront Nights Music Series

EVENTS: MUSIC OR FEATURE MUSIC

April	4 Bridges Arts Festival Chattanooga Craft Beer Festival
May	Chattanooga Choo Choo Traditional Jazz Festival Rock City Gardens' Southern Blooms Festival
June	Riverbend Music Festival/9-days
July	Pops on the River & Fireworks
August	Southern Brewers Festival
September	Tennessee Valley Railroad's Railfest Tennessee Whiskey Festival Wine Over Water
October	Rock City Gardens' Rocktoberfest River Rocks Adventure Sports Games 3 Sisters Music Festival CultureFest at the Chattanooga Market 10th Annual Oktoberfest at the Chattanooga Market
December	MainX24/24-hour festival Chattanooga Choo Choo's New Year's Rockin' Eve Party

ADDITIONAL MUSIC VENUES-ONGOING/WEEKLY/DAILY LIVE MUSIC

- Track 29
- Rhythm & Brews
- Honest Pint
- JJ's
- Sugar's Ribs
- Mocha Lounge
- The Palms at Hamilton Place

SURVEYS

SURVEY QUESTIONS FOR VISITORS

How often do you visit Chattanooga?

- First time- 67
- Every year - 32
- Every 6 months - 31
- Other (solicit answer) – 104

(Responses ranged from 1 month and every 3 to 4 months)

What prompted your visit?

- Attractions - 141
- Music - 36
- Other - 39

Thinking about your trip to Chattanooga, what would make it even better as a place to visit?

- Newer attractions - 218
- Additions to existing attractions - 226
- More open spaces and market areas - 92
- Better accessibility - 226
- Better use of the waterfront - 140

If you could make one suggestion for Chattanooga to be more attractive to you as a visitor, what would it be? (Open ended)

Demographics:

- Age 20-29 (40); 30-39 (62); 40-49 (53); 50-59 (34); 60+ (3)
  Gender 128 (female) 103 (male)

SURVEY QUESTIONS FOR LOCALS

How often do you visit the attractions in Chattanooga?

- First time
- Every year - 6
- Every 6 months - 10
- Other – 154

(Responses ranged from every month to every 3-4 months)

BUILD BIG

What prompted your visit?

- Attractions - 42
- Music - 80
- Other - 58

Thinking about your experience, what would make it even better?

- Newer attractions - 159
- Additions to existing attractions - 159
- More open spaces and market areas - 118
- Better accessibility - 164
- Better use of the waterfront - 163

How important for the growth of the community are the entertainment and attraction options?

- Extremely - 110
- Somewhat - 41
- One of several factors - 16
- Not at all - 0

Demographics:

- Age 20-29 (53); 30-39 (53); 40-49 (36); 50-59 (17); 60+ (8)

  Gender 88 (female) 82 (male)

TAKEAWAYS FROM THE ATTRACTIONS & ENTERTAINMENT SURVEYS

- Administered to both visitors and local residents
- Personal intercepts @ 15 area locations, including music, North Shore, Downtown, Lookout Mountain
- Believed more should be done on the waterfront, better animation. This includes playgrounds, park benches, street performers, artists, live music, more greenery & less concrete, vendors, outdoor waterfall, paddleboats
- Believed there needs to be more accessible parking, better downtown signage, bicycle & pedestrian lanes, public transportation and attraction based parking
- For existing attractions, desire for longer operating hours, enlarging the Zoo, more outdoor concerts, more city tours and a Planetarium attached to the Aquarium
- For additional attractions, there was interest in a casino or bingo hall, bowling alley, more music concerts and festivals and a Planetarium

SUPPORT MATERIALS

SPECIAL EVENT PERMIT APPLICATION (CURRENT FORM)

Name of Event: Sponsoring Organization: Contact Person: Mailing Address: City, State, Zip: Email Address: Expected # of participants: Date(s) of event:

Date & time for setup (when will the street(s) need to be closed?)

Daytime phone:

Will electrical power be used? Time(s) of event:

PERMIT NO.

Date & time for take down (when will the street(s) be reopened?)
Individual responsible for installation and removal of traffic control devices for event:
Description of proposed street closure/route:

This application shall (1) be accompanied by a map showing the location of street(s) or portions of streets to be closed, (2) be accompanied by a $100 application fee (fee is non-refundable if event is cancelled), and (3) be submitted a maximum of 365 days before and a minimum of 90 days prior to the event. The only exception is for block parties outside the central business district with less than 50 participants for which the fee is $25 and applications are to be submitted 30 days prior to event.

The contact person shall confer with the Special Events Coordinator of the Chattanooga Police Department, Sgt. Austin Garrett, at (423) 643-5270 regarding traffic control for the event, as soon as possible after approval of the permit.

The sponsor shall be responsible for reimbursing the City of Chattanooga for any lost, damaged, or stolen traffic cones, which have been provided by the city.

Applicant Signature Date

APPROVED DISAPPROVED; REASON

SIGNED

DATE

Return To: City Traffic Engineer, Development Resource Center, 1250 Market Street, Suite 3030, Chattanooga, TN 37402, (423) 643-5950

HOW TO PERMIT AN EVENT IN CHATTANOOGA APPLICATION (CURRENT FORM)

You will find many venue options within the city and some may be under different jurisdictions. Please use this chart to determine your path to a successful event. Contact the Transportation Department at 423-643-5950 with any questions.

The event will be in:

- A Chattanooga City Street
- A Chattanooga Park
- List of City Parks
- A Hamilton County Park
- List of County Parks *(online link)*
- The Tennessee River

Compete a Special Event Permit Application
This is required for block parties, parades, runs, walks, festivals, or any other events that takes place on a city street.

- **Fee and deadlines**: Application fee is $100 and it is to be submitted at least 90 days before the event. Block parties have a $25 fee and are to be submitted 30 days before the event.
- **Fee and deadlines**: Fees are facility specific. Reservations are first come first serve, and availability can be checked on the Parks Events Calendar.
- **Fee and deadlines**: Fees are facility specific. Reservations are first come first serve. TN Riverpark facility availability can be checked on the Rental Reservation Calendar.
- **Call 311 to request a Park Reservation**
  This is required for reserving park spaces and facilities in a city park.
- **Call 423-842-0177 to request a Park Reservation**
  This is required for reserving park spaces and facilities in a Hamilton County park.

Complete USCG & TWRA Marine Event Permits
These are required for any regattas, swimming, or other marine events on, over, or adjacent to navigable waters.

- **Fee and deadlines**: Free. USCG requires applications at least 135 days before the event and TWRA requires theirs 30 days before the event or 60 days when a rule waiver is requested.

The event will have Beer, Wine or Liquor, Sound Amplification

- Call 423-643-5156 for a City of Chattanooga Special Event Beer Permit
- **Fee and deadlines**: Application fee is $250. Requires attending a Beer Board Meeting that is held the 1st & 3rd Thursday of each month. Applications due 10 days before the meeting.
- **Call 423-634-6434 for an State of TN Alcoholic Beverage Commission Special Occasion License**

- **Fee and deadlines**: Permit is $100 per day. Applications must be received at least 14 days before the event.
- **Call 423-634-5800 for a City of Chattanooga Noise Permit**
- **Fee and deadlines**: Free. Applications must be received at least 15 working days before the event.

Your event could need one or more permits. For example, a event that is based in a city park, has beer sells, and closes any streets will needs:

- A City of Chattanooga Park Reservation
- A Chattanooga Special Event Beer Permit
- A Special Event Permit.

Chattanooga Convention &
Visitors Bureau
October, 2014