ANNUAL REPORT

ARTS & BUSINESS COUNCIL OF GREATER NASHVILLE

FY2022

July 1, 2021 - June 30, 2022



INTRODUCTION

LETTER FROM THE DIRECTOR

In creating this year's Annual Report, our team was instinctively drawn to using triangles as the base design element. In addition to being one of the strongest shapes there is, a triangle is also often used as a symbol for great change or growth. As you'll see in the following pages, the Arts & Business Council has embodied this geometric sturdiness over the past year, substantially growing our impact while artfully navigating the ongoing pressures of a quickly and constantly evolving world.

As I reflect on this past year of supporting our creative community, I also recognize just how much the Arts & Business Council is truly a community-led organization. Though I want to gratefully acknowledge the leadership of our exceptional staff and the board of directors, it is also the contributions of the nearly 600 individuals listed in this report whose support makes our work possible. Your donations - whether dollars, time, or otherwise - are truly remarkable and we are so grateful.

Finally, it is because of Greater Nashville's thriving creative economy that we exist. Just like the mighty triangle, we strive to be a symbol of strength and support to the thousands of artists, nonprofit administrators, and creative business leaders we serve, and hope to continually grow in that service. As you read this report and learn the highlights of our FY22 programs, we hope you'll celebrate the collective strength of our extraordinary creative

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community with us.

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JILL MCMILLAN PALM

EXECUTIVE DIRECTOR

OUR MISSION AND VISION

CULTIVATING OUR CREATIVE COMMUNITY

For nearly 20 years, the Arts & Business Council (ABC) has been Nashville's hub for building more sustainable creative businesses. This year alone, we provided entrepreneurial education, capacity-building resources, and key opportunities, to over 6,500 individual artists, arts nonprofit leaders, creative business owners, and arts enthusiasts.

Investing in creativity is central to our vision of a community where artists are valued as critical assets to be supported and empowered. A large population of engaged, capable artists will lead to a more just and equitable society. A thriving arts community also attracts businesses to Nashville and creates innovative solutions to social, business and civic challenges. By creating mutually beneficial partnerships between arts and business, and by providing direct services to creatives, we make Greater Nashville a better place to live, work, and play for all.





THE ARTS & BUSINESS COUNCIL LEVERAGES AND UNITES THE UNIQUE RESOURCES OF THE ARTS AND BUSINESS COMMUNITIES TO CREATE A THRIVING, SUSTAINABLE CREATIVE CULTURE.

IMPACT

SELECT FY22 HIGHLIGHTS









SELECT FY22 HIGHLIGHTS

OCT. 2021

Created **Nash Art Bash** fall fundraiser and celebration, raising nearly \$20,000 in its first year.

NOV. 2021

Hired first-ever **Program Coordinator,** growing
ABC's staff from 2.5 to 3.5
FTE jobs.

DEC. 2021

Began partnership with Nashville SC to manage community art initiatives at GEODIS Park.

MAR. 2022

Launched Periscope: Rural
Artist Development with
the Tennessee Arts
Commission.

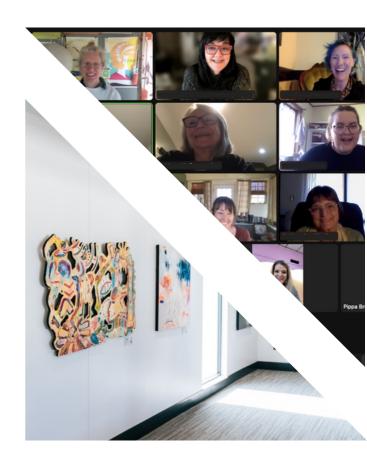
MAY 2022

Hired first-ever **Development Manager,**growing ABC's staff from 3.5
to 4.5 FTE jobs.

JUN. 2022

Reached **\$500K** in net assets and achieved **40% growth** in year over year revenues (FY21 to FY22).





VOLUNTEER LAWYERS & PROFESSIONALS FOR THE ARTS



We recognize the challenges artists may have in finding affordable legal counsel and professional business guidance as they navigate their creative careers. VLPA addresses that barrier by providing free assistance to income-qualified artists, emerging arts organizations, and creative businesses.

BRADLEY BLACKOWNED SMALL BUSINESS AND NONPROFIT CLINIC

Originally launched in January ABC continues 2021. our partnership with the law firm **Bradley Arant Boult Cummings** to host the Black-Owned Small Business & Nonprofit Legal Clinic. Each month, Bradley lawyers provide free one-onone consultations on contracts. corporate governance, entity formation. navigating local ordinances and state regulations, and more to Black business owners of all sectors.

Delivered through attorney referrals as well as quarterly clinics, primary legal services include drafting and reviewing contracts, protecting intellectual property with copyright and trademark, resolving arts-related disputes, and nonprofit formation. Business volunteers with expertise in accounting, finance, IT, and HR can also provide consultation on best practices in those areas.

VLPA VOLUNTEERS
PROVIDED NEARLY
400 HOURS OF PRO
BONO ASSISTANCE
IN FY22, A VALUE
OF \$106,500+*

*Value based on the Tennessee Bar Association's average member attorney rate of \$275/hr. (2019)

ARTS BOARD MATCHING

A hybrid leadership and professional development program, Arts Board Matching builds local arts and culture infrastructure by training diverse business professionals through a series of workshops on nonprofit board best practices. Participants also refine their conflict resolution, communication, risk management, and creative problemsolving skills, while taking advantage of opportunities to network with other professionals across industries.

Arts Board Matching also offers a culminating Match Event where program graduates can interview local arts organizations seeking new board members to find a fit for future service. Participating nonprofit organizations benefit from a pipeline of dynamic, well-trained board members who are passionate about their mission and are ready to lead within their organization.

OVER 2/3 OF MATCHED PROGRAM GRADUATES GO ON TO SERVE MULTIPLE TERMS OR TAKE ON LEADERSHIP ROLES WITH THEIR NONPROFIT BOARDS.



FY22 TRAINEES

Tim Bartlett, Lindsay Beetem, Anne Louise Branstetter, Chase Breeland, Justine Chen, Libby Gardner, Cara Greene, Samuel Harris, CJ Holiday, Samantha Lacey, Toya Marlborough, Matthew McCoy, Angela McDowell, Caitlin Mello, Alyssa Miller, Casey Miller, Lakesha Moore, Elisheba Mrozik, Sordum Ndam, Beth Ostrowski, Jennifer Purdom, Andrew Reid, Crystal Roberts, Sandy Rochelle, Kayla Rodd, Brock Stetzner, Shane Stevens, and Courtney Stone.

FY22 NONPROFITS

ALIAS Chamber Ensemble. Arts & Business Council, Dancing Through the Curriculum, Daybreak Arts, Early Music City, Girls Write Nashville, Healing Arts Project Inc., Intersection, Jazz Empowers, Kindling Arts, Make Music Nashville, Moves and Grooves. Music for Seniors. Nashville Children's Theater, Nashville Jazz Workshop, Nashville Philharmonic Orchestra, Nashville Shakespeare Festival, North Nashville Arts Coalition, The Porch, Southern Word, Spring Hill Arts Center, Studio Tenn. Tennessee Craft. Women in Film & Television, and Youth Empowerment through Arts & Humanities (YEAH!).

EDUCATION



ON AVERAGE, FY22 WORKSHOPS REACHED 64 INDIVIDUALS EACH. Offered both in-person and online, ABC's education workshops connect attendees with the tools they need to master the business of art and thrive in their creative endeavors. We provide education seminars in collaboration with a variety of organizations, including a partnership with the TN Entertainment Commission that allowed us to offer several of our education programs free of charge.

By removing financial barriers and often offering digital replays for those not able to attend live, we increased overall workshop accessibility and were able to reach additional artists in rural areas across the state.

FY22 EDUCATION TOPICS

- Creative Fundraising in the New Normal
- Legal & Business Issues for Independent Filmmakers (in partnership with the TN Entertainment Commission)
- Arts Nonprofit Nuts & Bolts
- How to Get Your Music Placed in Film & Television (in partnership with the TN Entertainment Commission)
- Paths to Publishing (in partnership with The Porch)
- If the Wall Fits: Gallery Relationships That Work
- Understanding Revenue Streams for Filmmakers (in partnership with the TN Entertainment Commission)
- Film Financing 101 (in partnership with the TN Entertainment Commission)

PERISCOPE: ARTIST ENTREPRENEUR TRAINING

ABC's nationally-recognized Periscope is а year-long training program opportunity that empowers working artists to see their creative practice through an entrepreneurial lens. Via an intensive business development curriculum. small group work with peers, and one-on-one mentoring with business experts, Periscope is designed to be a transformative experience for artist Αt the culminating celebration, the Periscope Pitch & Artist Entrepreneur Showcase, participants have the opportunity to present their business plans to the public and win funding for their artistic endeavors. Periscope is a competitive program, receiving about 100 applications for only 25 program spots annually.

PERISCOPE: RURAL ARTIST DEVELOPMENT

Due to the proven success of Periscope: Artist Entrepreneur Training, in FY22 ABC developed and piloted Periscope: Rural Artist Development (RAD) in partnership with the Tennessee Arts Commission. Periscope: RAD is a fully online version of Periscope specifically adapted for and tailored to artists in rural counties across Tennessee.



FY22 PERISCOPE GRADUATES

- Kyshona Armstrong
- Keisha Becerra
- Tyler Champion
- Sarah Clinton
- Bliss Cortez
- Stephcynie Curry
- Lindsy Davis
- Janelle Faiman
- Reza Filsoofi
- Natalie Jean
- Terrell Johnson
- Rachel Karr
- Karen Matkosky
- Jamila (Mimi) McCarley
- Bradley Montesi
- Monya Nikahd
- Tosha Pendergrast
- Hunter Perschbacher
- Jenny Petite
- Cassis Pitman
- Lyndy Rutledge
- Ty Swint
- Rebecca Titus
- Jammie Williams

CREATIVE EXCHANGE





53% OF
CONFERENCE
SPEAKERS AND
PANELISTS
WERE PEOPLE
OF COLOR; 71%
WERE FEMALE.

Creative Exchange, the only local conference for artists by artists, brings together creative entrepreneurs to build community across genres; share thought-provoking dialogue; and provide high-quality, practical tools to grow Nashville's creative economy.

The third annual Creative Exchange in October 2021 brought together more than one hundred artists for keynote speakers, breakout sessions, and networking conversations around the conference theme "Bright Futures."

This year's conference also included a unique pop-up exhibition and partnership with the Museum of Contemporary Art Nashville (MOCAN).

FY22 CONFERENCE SESSION HIGHLIGHTS

- Art Start-ups: What Creative
 Entrepreneurship Really Looks Like
- Digital Marketing Tips & Tricks for Small Businesses
- Artist Activists: How Creatives Can Advocate for Change in their Communities
- Articulating Value as a Creative
- And more!

View the <u>full conference program</u>.

FISCAL SPONSORSHIP

We are proud to serve as a fiscal sponsor to several local projects and collectives. An incubator for the creative community, Fiscal Sponsorship provides structure for projects that do not want (or are not ready) to become taxexempt nonprofit organizations. addition to administrative support. financial management, and fiduciary oversight, we make it possible for these projects to receive tax-deductible grants and donations as they grow. Sponsored projects must be related, fit our mission, and be based in or producing work in Tennessee.

IN FY22, PROJECTS
COLLECTIVELY RECEIVED
NEARLY \$60,000 IN
CONTRIBUTIONS THAT
WOULD HAVE
OTHERWISE BEEN
INACCESSIBLE TO THEM.





FY22 FISCALLY SPONSORED PROJECTS

Comeback Evolution, CONVERGE, Elevare, Fashioned to Flourish, Free Fyre, Genesis Community Arts Center, Kennie Playhouse Theatre, Kindling Arts Festival, Nashville Industry Fund, Nashville Made, Nashville's FLAVA!, Paid 2 Play Artist Development Program, Pikes Project, Reverie: The Voyage of Dreams, The River Arts Collaborative, Tunes for Kidz, Underground Music Collective, Victim No More, Woolworth Sit-Ins Mural, World AfriCultural Community Project, Woven Theatre Company, and Your Song.

CREATIVE ADVANTAGE





Our newest offering, Creative Advantage: Corporate Training Suite, enhances a business's competitive advantage in the marketplace through outcomes-focused, arts-based training that unlocks the creativity of individuals and teams.

Through public or private workshops, our facilitators engage participants in hands-on, creative experiences of varying disciplines that teach tangible leadership skills and build a more engaged, innovative, and productive workforce via the purposeful melding of business and art.

Creative Advantage currently includes three standard yet flexible program options:

- Improv for Managers & Leaders
- Innovation through Songwriting
- Creative Communication & Storytelling

CREATIVE COMPANIES ARE 1.5X

MORE LIKELY TO COMMAND A

GREATER MARKET SHARE AND

PERFORM BETTER FINANCIALLY THAN

COMPETITORS (MCKINSEY, 2017).

PROGRAMS

BUSINESS PARTNERSHIPS

Throughout FY22, ABC engaged in several exciting partnerships that further connect the arts and business communities.

Our ongoing "Artist of the Week" collaboration with Blackbird Media creates a platform for ABC members to showcase their work on The Nashville Sign. As the anchor of the 13-lane intersection of Broadway, West End, and 16th Avenue, the 36' x 38' digital billboard puts local artists in the spotlight at one of the busiest intersections in the state.

ABC also kicked off a robust relationship with Nashville Soccer Club to develop high-visibility opportunities for artists at GEODIS Park. The Soundwaves Gallery: Voices of Nashville was a one of a kind exhibition celebrating the intersection of sport and art and showcasing dynamic city Nashville SC calls home. The exhibition included 48 works by 29 local artists that were on display for the 2022 season. We also executed a second public Call for Art for a distinctive mural at the stadium's East Entry. Selected by a review committee of community leaders and Nashville SC super fans, local artist Woke3 created "Everyone N," which brings to life how the beautiful game is making Nashville a more beautiful city.





WATCH A VIDEO
ABOUT OUR
PARTNERSHIP WITH
NASHVILLE SC.

STATEMENT OF FINANCIAL POSITION

| ASSETS | |
|--|-------------|
| Cash | |
| Arts & Business Council of Greater Nashville, Inc. | \$ 390,572 |
| Fiscally Sponsored Projects | \$ 64,497 |
| Total Cash | \$ 455,069 |
| Contributions Receivable | \$ 13,972 |
| Prepaid Assets | \$ O |
| Total Assets | \$ 469,041 |
| LIABILITIES AND NET ASSETS | |
| Current Liabilities | |
| Accounts Payable | \$ 1,206 |
| Long Term Debt - current portion | \$ 1,067 |
| Deferred Revenue | \$ 11,782 |
| Total Current Liabilities | \$ 14,055 |
| Long Term Liabilities | |
| Accrued Interest | \$ 4,529 |
| Long Term Debt | \$ 79,133 |
| Total Long Term Liabilities | \$ 83,662 |
| Total Liabilities | \$ 97,717 |
| Net Assets | |
| Undesignated | \$ 367,770 |
| Board Designated | \$ 3,554 |
| Total Net Assets | \$ 371,324 |
| TOTAL LIABILITIES AND NET ASSETS | \$ 469,041 |

STATEMENT OF ACTIVITIES

| REVENUE | ARTS & BUSINESS OUNCIL OPERATING | TOTAL* |
|----------------------------------|----------------------------------|------------|
| Contributed Revenue | | |
| Individual Support | \$ 33,146 | \$ 72,304 |
| Corporate, Foundation, & Pub | lic Support \$ 252,310 | \$ 268,563 |
| Event and Other Income | \$ 46,900 | |
| Total Contributed Revenue | \$ 332,356 | \$ 391,992 |
| Earned Revenue | | |
| Program Fees | \$ 29,066 | \$ 29,066 |
| Education and Seminars | \$ 10,031 | \$ 10,031 |
| Membership | \$ 7,095 | \$ 7,095 |
| Other Earned Revenue | \$ 307 | \$ 307 |
| Total Earned Revenue | \$ 46,499 | \$ 46,499 |
| TOTAL REVENUE | \$ 378,855 | \$ 438,491 |
| EXPENDITURES | | |
| Salaries and Related Expens | ses \$ 188,101 | \$ 188,101 |
| Other Personnel Expenses | \$ 11,000 | \$ 11,000 |
| Programs | \$ 21,675 | \$ 65,964 |
| Education and Seminars | \$ 30,669 | \$ 30,669 |
| Events | \$ 11,439 | \$ 11,439 |
| Travel, Meetings, and Office | Expenses \$ 11,081 | \$ 11,081 |
| Marketing and Fundraising | \$ 3,065 | \$ 3,065 |
| Miscellaneous Expenses | \$ 4,581 | \$ 4,706 |
| TOTAL EXPENDITURES | \$ 281,611 | \$ 326,025 |
| NET REVENUE | \$ 97,244 | \$ 112,466 |

^{*&}quot;TOTAL" includes monies received and expended by all fiscally sponsored projects of the Arts & Business Council and is an accurate reflection of cash in/out for FY22.

BOARD OF DIRECTORS & STAFF

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CHAIR

VICE CHAIR

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Thor Urness

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Trent Yates
Anna Zeitlin
Ethan Zoubek

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DIRECTOR OF PROGRAMS

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DEVELOPMENT MANAGER

Harmony Trevino (as of May 2, 2022)

PROGRAM COORDINATOR

Jennifer "ennie" Brosius (as of Nov. 16, 2021)

VLPA COORDINATOR

LaTonnsya Burney (through Sep. 3, 2021) Victoria Banks (as of Sep. 9, 2021)

YOUNG LEADERS COUNCIL BOARD INTERN

Jacquelyn Wahlberg

LEGAL INTERNS

Ellen Gose Alexa Reed

ADMINISTRATIVE INTERN

Maya Harrison

MARKETING & OPERATIONS ASSISTANT

Stephanie Reid (through Sep. 9, 2021)

INDIVIDUALS

Anonymous

Teri Alea

Caroline Allison

Jordan Anderson

Jason Blackburn

Michael Bressman

DeeDee Brickner

Shannon Briggs

Trey Bruce

Eric Butler

Landry Butler

Libby Callaway

Brittany Cole

Trish Crist

Mike Curb

Kelly Diehl

Chan & Kelly Dillon

Stephen & Linda Eaves

Clarence Edward

Steven & Laurie Eskind

Lauren Fariss

Alan Fev

Sher Fick

Lucia Folk

Alex & Meredith Fortney

Jason & Chelsea Garriott

Mariel Gesualdi

Lynn Glaser

Anne Goetze

Vernell Hackett

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Devon Holbrook

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Kirsten Jacobson

Joseph Kelly

Jamie Kent

Caroline Keys

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Janine Le Clair

John Leal

Rory Levine

Courtney Little

John Mahler

Karen Matkosky

Kim McLean

Doug & Kathy McMillan

Rachel Moore-Beard

Kale Nelson

Marsha Nikahd

Tim Ozgener

Gina Parker-Lawton

Kearstin Patterson

Katharine Poole

Joseph "Pepe" Presley

Randy Purcell

Jim Ralev

Lauren Russell

Sarah Shearer

Noah Spiegel

Brie Spielmann

Tom Stearns

Bonnie St. Martin

John Thalheimer

Harmony Trevino

Thor & Monica Urness

Bob Valentine

Jen Vogus

Debra Winfrey

Margo Woodruff

Trent Yates

Jack Young

Anna Zeitlin

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Olivia McEwan

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Catron Wallace

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Renea Watson

Amy Wells

Michael White

Jamie Whitlow

Will Winton

Rachel Wright

Trent Yates

Richard Young

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ORGANIZATION MEMBERS

ALIAS Chamber Ensemble Nashville's FLAVA

Art for the Sky

Art Guild at Fairfield Glade

Comeback Evolution

CONVERGE

Daybreak Arts

Doing Good

Elevare

Fashioned to Flourish

Found Movement Group

Franklin Suzuki Academy

Free Fyre

Genesis Community Art

Center

Healing Arts Project, Inc.

Hello In There Foundation

Jazz Empowers

Kennie Playhouse Theatre Tennessee Samplers

Kindling Arts Festival

Make Music Nashville

Monthaven Arts & Cultural Tunes 4 Kidz

Center

Museum of Contemporary

Art Nashville (MOCAN)

Nashville Ballet

Nashville Children's

Theatre

Nashville Filmmakers'

Guild

Nashville Fringe Festival

Nashville Industry Fund

Nashville Jazz Workshop

Nashville Made

Nashville Philharmonic

Orchestra

Nashville Repertory

Theatre

North Nashville Arts

Coalition

Number. Inc.

Operation Song

Paid 2 Play

Pikes Project

The Porch

Portara Ensemble

Red Arrow Gallery

Reverie: The Voyage of

Dreams

The River Arts Collective

Spring Hill Orchestra

Sugga Mommas Cooking

Club

Tennessee Craft

Tennessee Watercolor

Society

Turnip Green Creative

Reuse

Underground Music

Collective (UMC)

Vocal Arts Nashville

Women in Film and

Television (WIFT)

Victim No More

Woolworth Sit-Ins Mural

World AfriCultural

Community Project

Woven Theatre Company

Your Song

Youth Empowerment

through Arts and

Humanities (YEAH!)

ORGANIZATIONS

Abel McCallister Abel

Amazon

Americana Music Assoc.

Asurion

Bank of America

Belmont University

Bradley Arant Boult

Cummings LLP

Community Foundation

of Middle Tennessee

The CORE Fund of the

Community Foundation

of Middle Tennessee

Cumberland Trust

DesignWorks Collective

Elliott Davis

The Kitty and Pat Emery

Fund for Nashville

Fifth Third Bank

Marlene and Spencer

Hays Foundation

HCA Healthcare

Foundation

HCA/Tri-Star

Ingram Industries

Kroaer

Manuel Zeitlin Architects

Metro Arts

Mike Curb Foundation/

Curb Records

Nashville Artist Collective

Nashville Bar Foundation

Nashville Giclee

NCA Alarms

Network for Good

Piedmont Natural Gas

Pinnacle Financial Partners

ORGANIZATIONS (CONT.)

The Roots Barn Tennessee Arts Commission

Tennessee Bar Foundation Mike Brent Tennessee Entertainment Peter Brewer

Commission

Tennessee Supreme Court Chris Brophy

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Worldwide Stages

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Ashley Brooke James

Aaron Johnson

Courtney Adair Johnson

Daniel Jones

Jacob Jones

Kat Jones

Hazel Joyner-Smith

Johanna Jumper

Nicole Keefe

Seamus Kelly

Lauren Kennedy

Parke Kennedy

Anjlee Khurana

Margaret Riley King

Josh Kleppin

Andrea Kruszka

Sophie Lang

Maile Lani

John Leal

Joe Leniski

Jody Lentz

Rory Levine

Don Leyrer

Ed Leonard

Robert Leonard

Justin Levenson

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R.S. Lipman Company

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Shelby Lomax

William Lowery

Drew MacNicholas

John Mahler

Erin Malone-Smolla

Julia Martin

Bonnie Matthews

Patty McAvoy

Mimi McCarley

Danielle McDaniel

Danielle McGee

Anna McKeown

MK McKinney

Aleece McKnight

Rowanne McKnight

William McSeveney

Bridget Meadows

Metro Parks and

Recreation

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Casey Miller

Gina Miller

Ashley Mintz

Nicole Brandt Minyard

Cameron Mitchell

Dr. Emerald Mitchell

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Kathryn Moore

Mike Moore

Jaclyn Mothupi

Elisheba Israel Mrozik

Keavy Murphree

Museum of Contemporary Henry Rothenberg

Art Nashville (MOCAN)

Nashville Jazz Workshop

Nashville Soccer Club

Nashville Scene

Jake Neu

Lakethia Nicole

NowPlayingNashville

John Ouellette

OZ Arts Nashville

Jason C. Palmer

Parnassus Books

Mark Patterson

Sarah Patton

Tosha Pendergrast

Tony Perrin

Ben Perry

John Perry

Kadeem Philips

Abby Phillips

Danny Pippin

Cassis Pitman

Jodi Pitts

Planet Oat

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The Red Arrow Gallery

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IMAGE CREDITS

Page 2: Jill McMillan Palm, photo by Ethan Palm.

Page 3 (top-bottom): Andee Rudloff painting the interactive mural at the 2021 Nash Art Bash, photo by Tiffany Bessire; "Everyone N" mural by Woke3 at GEODIS Park, photo by Jill McMillan Palm; Rainbow Mosho in front of The Nashville Sign, photo by Elona Snitko.

Page 4 (top-bottom): Patty McAvoy, Aaron Grayum, and Kyshona Armstrong speak on the Periscope alumni panel during the 2022 Periscope classroom sessions, photo by Ennie Brosius; Periscope Pitch & Artist Entrepreneur Showcase 2021, photo by Tiffany Bessire; Cameron Mitchell speaks on a panel during Creating Exchange 2021, photo by Ethan Palm.

Page 5 (top-bottom): Attendees dance during the 2021 Nash Art Bash, photo by Tiffany Bessire; Periscope RAD cohort members on Zoom, screenshot by Jonathan Harwell-Dye; The Soundwaves Gallery at GEODIS Park, courtesy of Nashville SC.

Page 6: Volunteer attorneys meet with a client at a pro bono legal clinic, photo by Alandis Brassel.

Page 7: Arts Board Matching Spring 2022 Mixer at Nashville Jazz Workshop, photo by Jonathan Harwell-Dye.

Page 8: Arts Nonprofit Nuts and Bolts at Belmont University Law School, photo by Jonathan Harwell-Dye.

Page 9: Program graduates at the 2021 Periscope Pitch & Artist Entrepreneur Showcase, photo by Tiffany Bessire.

Page 10 (top-bottom): Keynote speaker Josh Black at Creative Exchange 2021, photo by Tiffany Bessire; Kelly Savoca-West leading a breakout session at Creative Exchange, photo by Jonathan Harwell-Dye.

Page 11 (top-bottom): Ted Drozdowski of The River Arts Collaborative, courtesy of The River Arts Collaborative; Kenny Dozier and Clark Harris in Jitney, photo by Michael Gomez, courtesy of Kennie Playhouse Theatre.

Page 12 (top-bottom): Cliff Goldmacher leading a Creative Advantage workshop, photo by Jill McMillan Palm; Turnip Green Creative Reuse leading a Creative Advantage workshop, photo by Amber Buker.

Page 13 (top-bottom): Helen Stackhouse/AM HASSAN in front of The Nashville Sign, photo by Elona Snitko; Shadale Smith in front of her work in the Soundwaves Gallery, photo by Jill McMillan Palm; "Everyone N" mural by Woke3 at GEODIS Park, photo by Jill McMillan Palm.



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