



TPAC
TENNESSEE
PERFORMING
ARTS CENTER

2017-18
ANNUAL REPORT
to the

community



COVER: Photos by Mimosa Arts
ABOVE: Photo by Erika Chambers

highlights

2017-18

\$28,848,436 TOTAL REVENUE

424,864 AUDIENCE MEMBERS SEATED

489 PERFORMANCES/EVENTS

38,127 STUDENTS AND ADULTS SERVED
through TPAC education and outreach programs

54,776 HOURS OF ENGAGEMENT
provided to students and teachers

What does Tennessee Performing Arts Center mean to you?

Our guess is that your best memories of TPAC are performances that you especially enjoyed or the time you spent with your family or friends. Perhaps you had great fun at TPAC Gala, a Tony Awards Watch Party, the unveiling of a Broadway season, or another event. Your time and dollars invested in TPAC mean you played an important role in the creativity nurtured on our stages and through our community outreach programs.

We are especially proud of the artistic innovations at TPAC in our 2017-18 season, beginning with the imaginative, stellar work of our resident companies: Nashville Ballet, Nashville Opera, and Nashville Repertory Theatre. Practically every day, we celebrated creativity through our education programs, serving students of all ages at TPAC and in schools. Our Broadway season included international blockbusters, top winners at the Tony Awards, and new takes on classic titles, while our concerts and other special engagements featured diverse entertainment for our diverse audiences.

We also expanded our role as a producer, helping to develop new works of musical theatre, including the world premiere of *Part of the Plan*. Building on a long history of presenting concerts at TPAC, we took on an active producing role to elevate local talent. We introduced monthly Nashville House Concerts, a unique showcase of music legends and rising stars in a relaxed setting suited to the look, feel, and sound of historic War Memorial Auditorium. In addition to these exciting new projects, we nurtured the ongoing development of two new musicals: Marcus Hummon's *American Prophet*, inspired by the life of the visionary Frederick Douglass, and Mac Pirkle's *Perfect 36*, about Tennessee's role in the passage of the 19th Amendment, giving women the right to vote.

With kindest regards,



Kathleen W. O'Brien
TPAC PRESIDENT AND
CHIEF EXECUTIVE OFFICER



Ronald L. Corbin
PRINCIPAL, RBBC HOLDINGS
TPAC BOARD CHAIR 2017-18

P.S. from Kathleen: As I prepare for my retirement from TPAC on July 1, 2019, my own best memories of TPAC include the opportunities I've had to talk with you individually over the years. Your interest, investment, and encouragement are the foundation of our creative endeavors and our service to the community. I thank you.

“The show was great, and I was most impressed with TPAC. What a beautiful venue. I was very impressed with volunteers in the lobby who went out of their way to be helpful.”

- BROADWAY AT TPAC THEATREGOER

“The arts are a way to connect those students that otherwise feel like that they don't have a voice. When they are able to see that the things that they love in the outside world can be applied within the classroom, it grabs them and they don't want to let it go.”

- CLAUDEEN DENNING, TEACHER AT
ROSE PARK MAGNET MATH & SCIENCE MIDDLE PREP

creativity

“Wonderful performance! The actors and actresses were fantastic! I felt like I was on Broadway!”

- BROADWAY AT TPAC THEATREGOER

“*Fun Home* was an exceptional production and experience from beginning to end! The script, acting, direction, and all technical aspects came together to create a believable world, inviting the audience into the lives of an amazing family. I believe this show was a perfect choice for the season as it was thought invoking, reflective, relatable for all. The inner workings of families are delicate, sometimes privately torturous and part of the human condition... I am proud to be a subscriber of TPAC. I am proud to share that Nashville's performing arts center presents exceptional and diverse works. I am honored to be a part of an organization that celebrates all people, all art forms, and truly makes the audience think! *Fun Home* is the embodiment of the purpose of art.”

- BROADWAY AT TPAC THEATREGOER

community

“TPAC is dedicated to this. They're dedicated to providing something to that K-12 community. It's impactful. It's life-changing.”

- MIKE FERNANDEZ, DEAN OF LIPSCOMB UNIVERSITY'S COLLEGE OF ENTERTAINMENT & THE ARTS

“They absolutely loved it. The 'touch tour' really made an impact on them because they were able to feel the wardrobe, the soft coats, and the lion. They loved feeling the snow fall on their heads and hands and will never forget that! Because they had read the book in advance, it was easy for them to understand what was happening on the stage even if they did not have enough vision to make it out. The actors and actresses were amazing, and their performances were top notch! The set was incredible, and the lion was larger than life and fabulous!”

- A TEACHER WHO ATTENDED *THE LION, THE WITCH, AND THE WARDROBE* WITH STUDENTS FROM TENNESSEE SCHOOL FOR THE BLIND

investment

“It is only natural that Music City have the best in class when it comes to excellence in the performing arts and arts education. For over three decades, Bank of America has been proud to partner with TPAC as a pillar of arts and culture in our community.”

- TYSON MOORE, NASHVILLE PRESIDENT, BANK OF AMERICA

“The arts are important, the arts can be life-changing, and the arts matter.”

- GARY BYNUM, TPAC DONOR AND SEASON TICKET HOLDER

“I'm so lucky to have grown up here in Nashville with TPAC, this amazing performing arts center where in elementary school, middle school, high school, and today I've gotten to see the best theatre the country has to offer.”

- KEVIN HARTLEY, TPAC BOARD MEMBER, SPEAKING AT TPAC GALA 2017



our

The arts INSPIRE.

For the first time in history, TPAC made a bold move to co-produce an original, new musical which opened its 2017-18 Broadway season to critical, popular, and financial success.

Part of the Plan, produced by K-Squared Entertainment in association with TPAC, interweaves the songs of the legendary Dan Fogelberg into a powerful story that spans three decades in American history and culture, from the post-World War II boom time through the political upheaval of the 1970s.

The book by Kate Atkinson and Karen Harris explores tender themes of love and loss through the lens of popular songs including "Leader of the Band," "Same Old Lang Syne," "Longer," and the title tune. Written and recorded with producing legend Norbert Putnam while Fogelberg was living in Nashville, "Part of the Plan" was the first of Fogelberg's many hit singles.

The world premiere of the musical was a showcase for artists who are renowned in New York, Los Angeles, and Nashville.

Broadway luminaries included director and choreographer Lynne Taylor-Corbett; scenic designer Jason Sherwood; and costume designer Loren Shaw, along with actor Harley Jay (*Rent*) and Daniel David Stewart (*Spring Awakening*). Grammy Award-winning artists Laurence Juber (Paul McCartney's *Wings*) and Victor Vanacore arranged the music. Nashville-based talent in the show included J.T. Hodges, Chris Roberts, and Erica Aubrey.

"Instead of being just another stop on a national tour, TPAC is now invested in theatre and makes it better nationally... breathing life into a Nashville theatre community that is incredibly talented but gets very little credit," wrote Joseph Brant in *Out & About*, among numerous glowing reviews of *Part of the Plan*.



creativity



LEFT: Harley Jay and Jayme Lake in *Part of the Plan*
ABOVE: Mary Kate Morrissey and Ginna Claire Mason in *Wicked*, photo by Joan Marcus

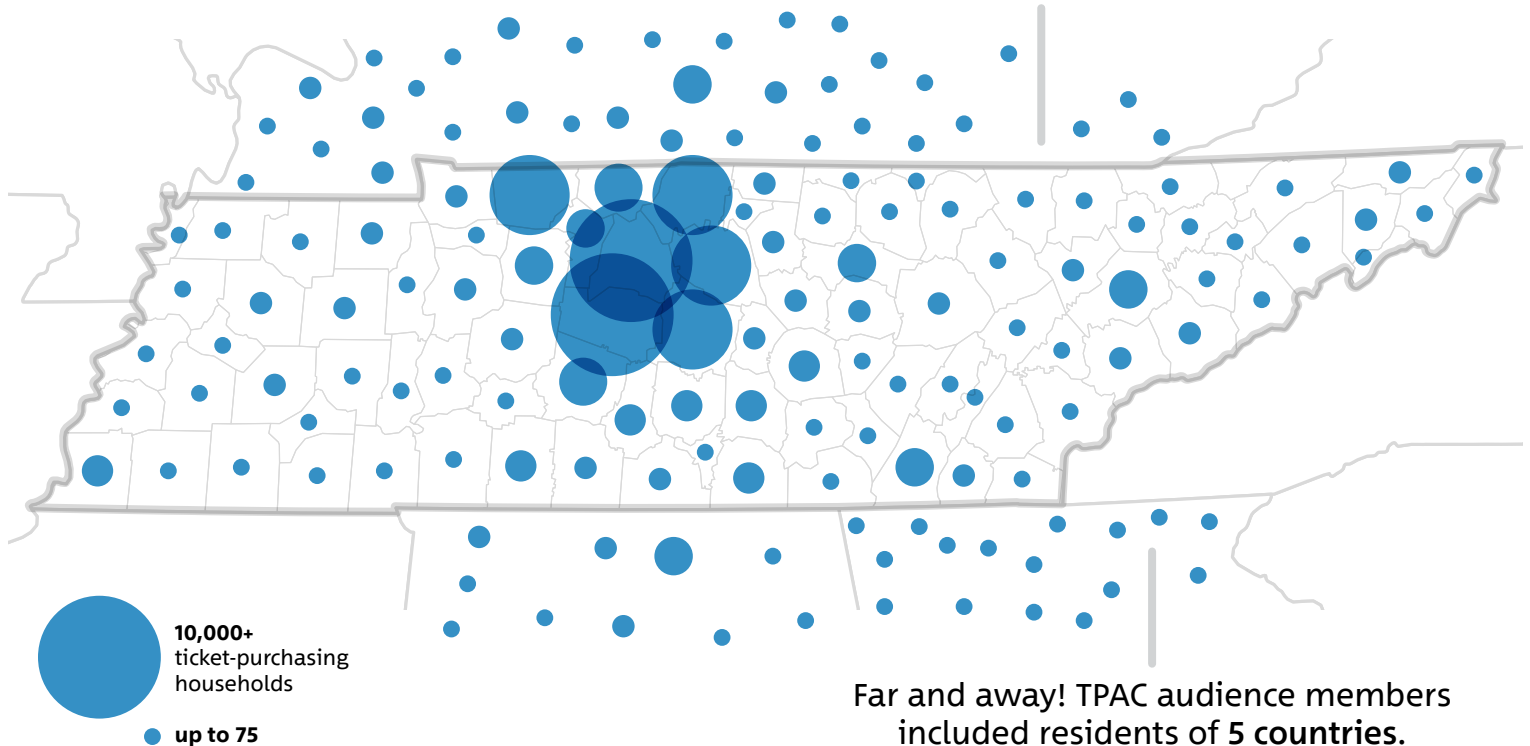
BROADWAY Season

During TPAC's most successful season ever, the Broadway tours that stopped in Nashville included the family-friendly Disney's *The Little Mermaid*; the cutting-edge *Fun Home*, a big winner at the 2015 Tony Awards; stunning revivals of *The King and I* and *An American in Paris*; and the return of *Les Misérables* and *Wicked*, among the best-attended shows in TPAC history.

Special Engagements

Among other special engagements, TPAC presented two longtime audience favorites in Nashville, across the nation, and around the world: Penn & Teller, the award-winning comedy duo, and the internationally acclaimed *Alvin Ailey American Dance Theater*, blending African-American cultural experience with American modern dance traditions.

In 2017-18, patrons from **38 US states** came to see shows at TPAC.



Far and away! TPAC audience members included residents of **5 countries**.



November 2017 Nashville House Concert, photo by Amber J. Davis

NASHVILLE HOUSE CONCERTS elevate local singers and songwriters

A new concert series at historic War Memorial Auditorium celebrates the music, songwriting, and stories that are unique to Nashville. Each month, Storme Warren, host of "The Highway" on SiriusXM radio, invites artists and audiences to a make-shift living room for Nashville House Concerts, showcasing a blend of talent, from legendary singers to rising stars. The series lifts up local artists who write, sing and play diverse styles of music and sit down with Storme for a fun interview after they perform.

The music variety show was named "Best New Concert Series" by the Nashville Convention Center and Visitors Corporation.

Surprises are a part of the fun. You never know who might be there. Here's a sample of the artists who were featured in concert during the first season of Nashville House Concerts, some of them making unexpected appearances.

2017-18 SPECIAL GUESTS

included

- Mandy Barnett
- Dierks Bentley
- Joe Denim
- Charles Esten
- JT Hodges
- Alison Krauss
- Tracy Lawrence
- Martina McBride
- Joe Nichols
- Josh Osborne
- Maisy Stella
- Trick Pony

OUR CREATIVITY

7



Original series of SHORT FILMS continues

War Memorial Auditorium is the site of another unique, creative initiative which celebrates singers and songwriters. The Attic Sessions is an ongoing series of short videos on emerging artists and touring musicians. Filmed in the eclectic "Attic Lounge," they feature signature, acoustic performances and intimate discussions with the artists about their song craft and inspirations. The candid documentaries represent TPAC's deep commitment to showcasing both songwriters and the writing process which are at the foundation of Nashville's iconic music scene.

Find Attic Sessions at WMArocks.com and on YouTube.



Rocking Nashville SINCE 1925

Since its dedication in 1925, War Memorial Auditorium has earned a stellar reputation with artists and audiences for its exceptional acoustics, architecture, and intimacy. The former home of the Nashville Symphony (1925-1980) and the Grand Ole Opry (1939-1943), the historic venue is managed by TPAC.

Black Violin introduced Nashville to its unique style in concert at War Memorial Auditorium. Wil B. and Kev Marcus, who met in high school, combine their classical training in violin and viola with hip-hop influences to create a distinctive multi-genre sound.



ABOVE (from top): Kelsey Waldon; Roy Acuff and the Smoky Mountain Boys at an Opry show; War Memorial Auditorium, photo by Paul Wharton; and Black Violin

Resident Companies

"*Modern Masters* brings three works of such an impressive caliber to audiences in one evening, something you'd typically only find in the largest ballet markets in the country," **Nashville Ballet** Artistic Director Paul Vasterling said. "Bringing these works to Nashville has acted as something of a catalyst, driving each dancer to be their absolute best, and I hope it will act to similarly elevate our city's status as an even more competitive market for top performing artists and arts organizations."

Nashville Opera's 2017-18 season included a production of *Hercules vs. Vampires* - a wildly popular and immersive multi-media experience featuring a costume contest, photo booth, and interactive participation during performances - proving once again that groundbreaking programming and strong artistic leadership will build new audiences for opera in Tennessee.

One of the highlights of **Nashville Repertory Theatre's** 2017-18 season was *Inherit the Wind*, which was a joint production with Lipscomb University, one of our many community partners. It enabled student actors to work alongside Nashville Repertory Theatre professional actors on the TPAC stage, telling an entertaining and educational story.



our

The arts TRANSFORM.

How does a performing arts center change its community?

We believe it happens through:

- Exceptional experiences for students
- Inspiring training for educators
- Enriching arts connections for adults

TPAC's innovative education programs create opportunities for the arts to influence life and learning in significant ways. In 2017-18, our education programs reached **38,127** individuals of all ages throughout middle Tennessee and beyond.

FIELD TRIPS to TPAC

A field trip to TPAC opens new worlds for students from preschool through high school with live performances from renowned local, national, and international companies. Serving students from preschool through high school with theatre, music, puppetry, and dance, titles from our 2017-18 Season for Young People include *Macbeth*, *The Battle of Franklin*, *Fisk Jubilee Singers*®, *A Christmas Carol*, and *Inherit the Wind*. Teachers receive comprehensive guidebooks with lesson plans to complement learning goals across curriculum.

\$55,366 in free and reduced admission was provided for **36%** of the audience and **\$8,000** in travel grants were awarded to offset fuel costs. **25,954** students and teachers from **230** schools attended the 2017-18 Season for Young People.

community



Lifelong LEARNING

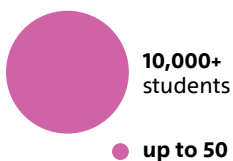
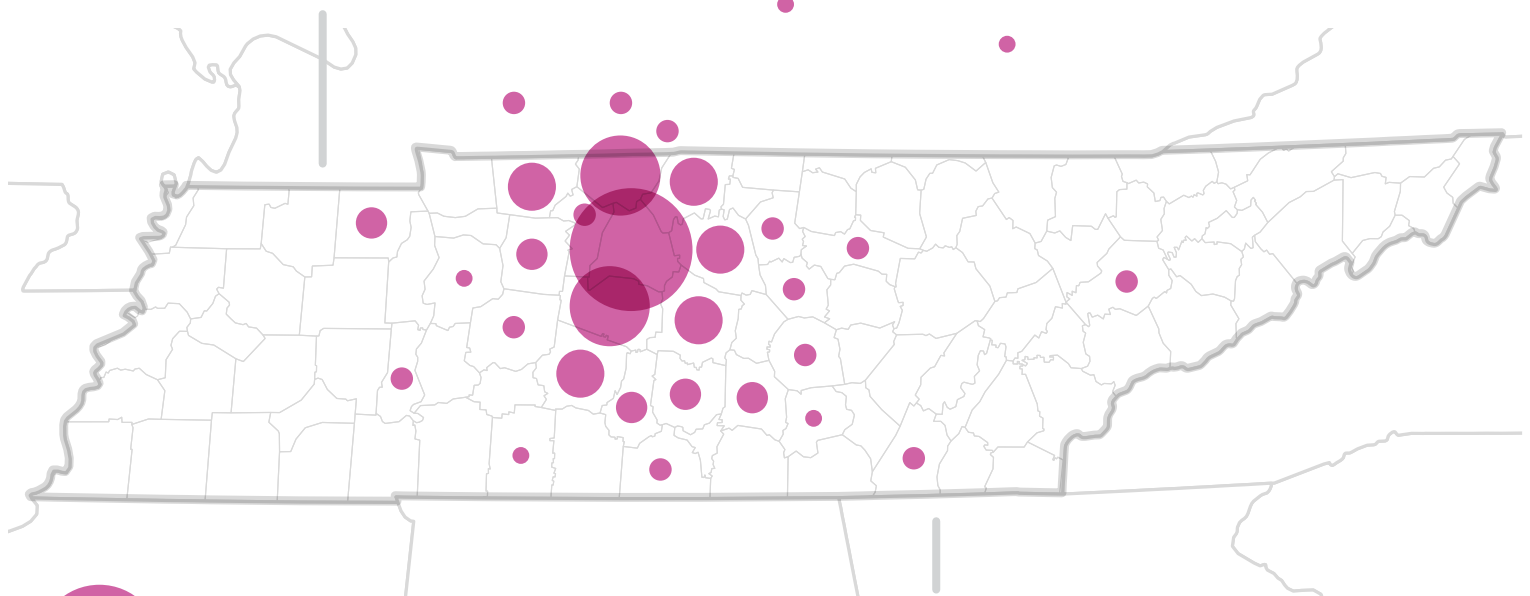
TPAC's exciting arts events for adults offer surprising discoveries and fascinating insights into art, culture, history, and current events. Our adult enrichment series continues to grow and almost always fills to capacity.

More than **2,000** people attended pre-show conversations with artists and experts; panel discussions and performances over lunch through our partnership with Vanderbilt University; and exclusive visits to rehearsal at Nashville Ballet, Nashville Opera, and Nashville Repertory Theatre.

Just one season highlight? We launched a podcast series, TPAC InsideOut, filling a need for those who can't make it to our live events (in part because we consistently run out of seats). Available at TPAC.ORG/Podcasts to theatregoers anywhere, the audio programs go behind the scenes of touring Broadway productions.

LEFT: Photo by Mimosa Arts
ABOVE (from left): Photo by Mimosa Arts, InsideOut of the Lunch Box: National Museum for African American Music

Students attended HOT performances from **29 counties** in Tennessee and Kentucky.



More than **\$63,000** in ticket and transportation assistance was provided to schools traveling to TPAC.



TPAC in SCHOOLS

TPAC brings outstanding arts programs into schools to energize learning and to build student creativity and confidence. Our four in-school programs are ArtSmart, Wolf Trap Early Learning Through the Arts, Disney Musicals in Schools, and Spotlight Awards.

Our work in **62** schools included innovative programs in **41** Metro Nashville Public Schools, all Metro Head Start Centers, and schools outside of Nashville-Davidson County.

During a record-breaking year for growth in our preschool program, we provided **95** teaching artist residencies for **1,577** preschool children, **77%** of them in Nashville Head Start Centers.

Disney Musicals in School completed its seventh year in Nashville, with **85** performances. After our success as the first pilot outside of New York, the initiative has grown to serve children with sustainable theatre programs in **27** locations nationwide and in London, England.

For students nearing graduation, the Spotlight Awards celebrate high school musical theatre in grand style. We completed our second year of the program, in partnership with Lipscomb University's College of Entertainment & the Arts, serving more than **2,100** students in **10** counties. After our Tony Awards-style ceremony in May, our Outstanding Actress and Actor move on to a national competition and educational program in New York.



ABOVE (from top): Wolf Trap Early Learning Through the Arts, 2018 Spotlight Award winner Tiyanna Gentry, Disney Musicals in Schools; photos by Mimosa Arts



Miya Robertson, TPAC's 2018 Teacher of the Year, poses with her students in Polk Theater, photo by Mimosa Arts.

TPAC brings people together with extraordinary learning possibilities in the arts. Learn more at TPAC.ORG/Education

Professional Development

More than **1,000** educators took part in TPAC's professional development training. Topics ranged from inventive arts strategies for the classroom to hands-on practice in technical theatre to advancing student creativity, and more.

Announcing our Teacher of the Year is always a highlight of our professional development initiatives. Miya Robertson, an educator at Gower Elementary School in Nashville, is this year's recipient. She actively participates in our professional learning events and takes students to TPAC for performances.

Robertson uses the arts to build connections in the school community. She "charges herself" with creating curriculum and lessons plans to target literacy and the learning goals of other teachers at her school. Her approach provides opportunities for students to collaborate and think critically - skills that will serve them outside of the classroom and into the future.

Her story reminds us that when we support and inspire educators we impact students along with their teachers.

We admire the hundreds of teachers who make the arts a part of their personal and professional lives, giving precious time to participate in our programs and sharing their passion for teaching with others. They are remarkable! Everything we do for students is because a teacher said "YES" to trying something new.



your

The arts MATTER.

Central to TPAC's ability to fulfill its mission is the support of the larger community.

Recognizing the investment TPAC donors are making in the organization's future, a new program for individual donations was designed and rolled out in the 2017-18 season, including access to the brand new PNC Donor Lounge beginning in 2018-19 and other benefits exclusive to TPAC donors.

Thanks to the overwhelmingly generous response of TPAC's community of supporters, the 2017-18 Annual Campaign was the most successful in organization history, raising **40** percent more than the previous year.

Monies raised directly support bringing students from pre-school to 12th grade to world-class performances, providing teachers with valuable resources and training, and making classroom learning more impactful and engaging through the arts.

TPAC GALA 2017 – pour l'amour des arts.

As TPAC's signature fundraising event, TPAC Gala brought hundreds of Tennesseans, from local businesses and community organizations to donors and art lovers, together to support TPAC's comprehensive mission in August 2017.

Themed to the Tony Award-winning *An American in Paris*, TPAC Gala celebrated the many contributions that shape the arts community, presenting TPAC's highest honor, the Applause Award, to **Dollar General Corporation** and legendary musician and producer **Norbert Putnam**.

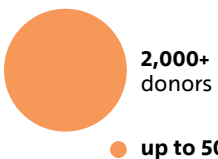
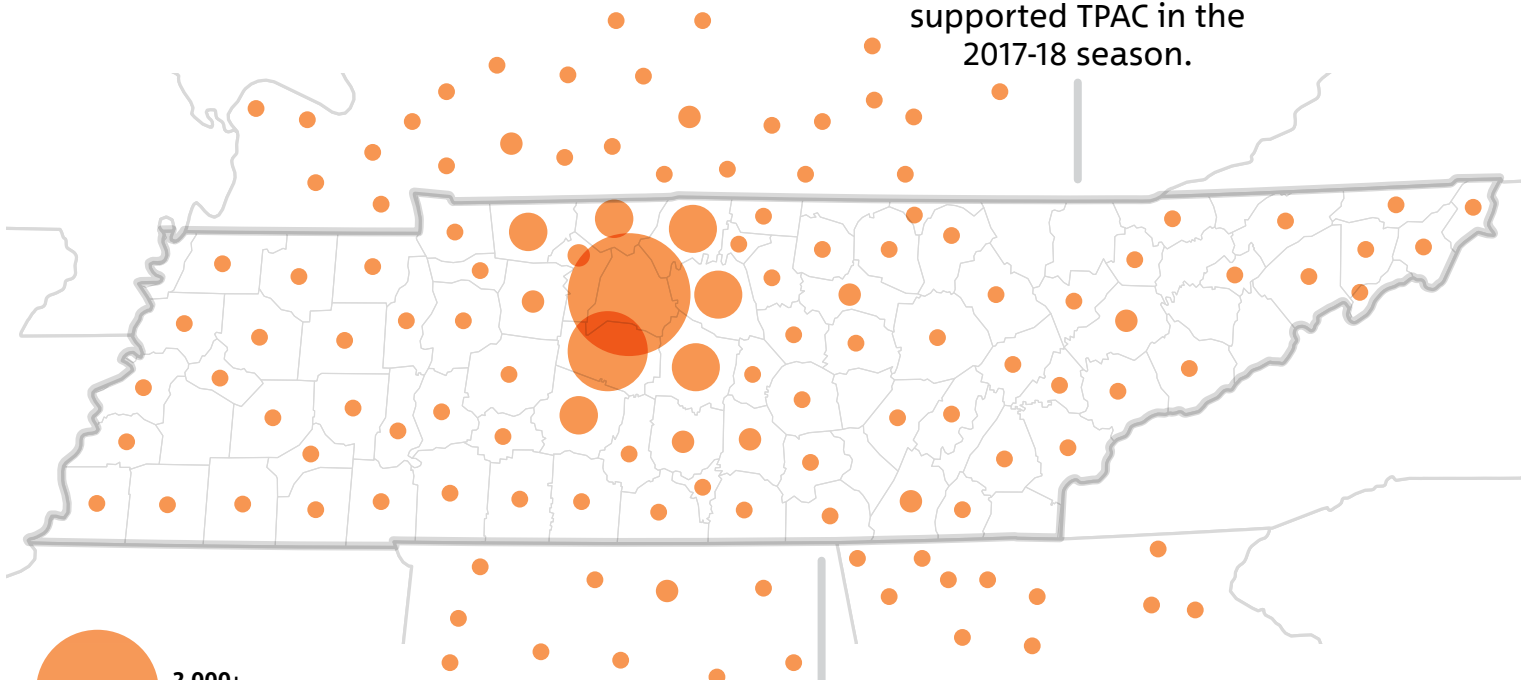
The legacy of the late singer-songwriter **Dan Fogelberg**, who lived, performed, and recorded in Nashville, was also honored with a special posthumous award weeks before presenting the world premiere of *Part of the Plan* at TPAC, featuring Dan's music.

investment



ABOVE (clockwise from top left): Sara and Kevin Hartley, Amelie de Gaulle, Kathleen O'Brien, Lauren and Andrew Tavi; Kate Atkinson, Harley Jay, and Karen Harris; Brenda and Ron Corbin, Mindy and Dan Brodbeck; Sheryl and Norbert Putnam; photos by Mimosa Arts

9,621 donations supported TPAC in the 2017-18 season.



The donation from farthest away came from Wharparilla, Australia - 9,595 miles from Nashville.



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LEFT: Photo by Mimosas Arts

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2017-18 INVESTORS

15

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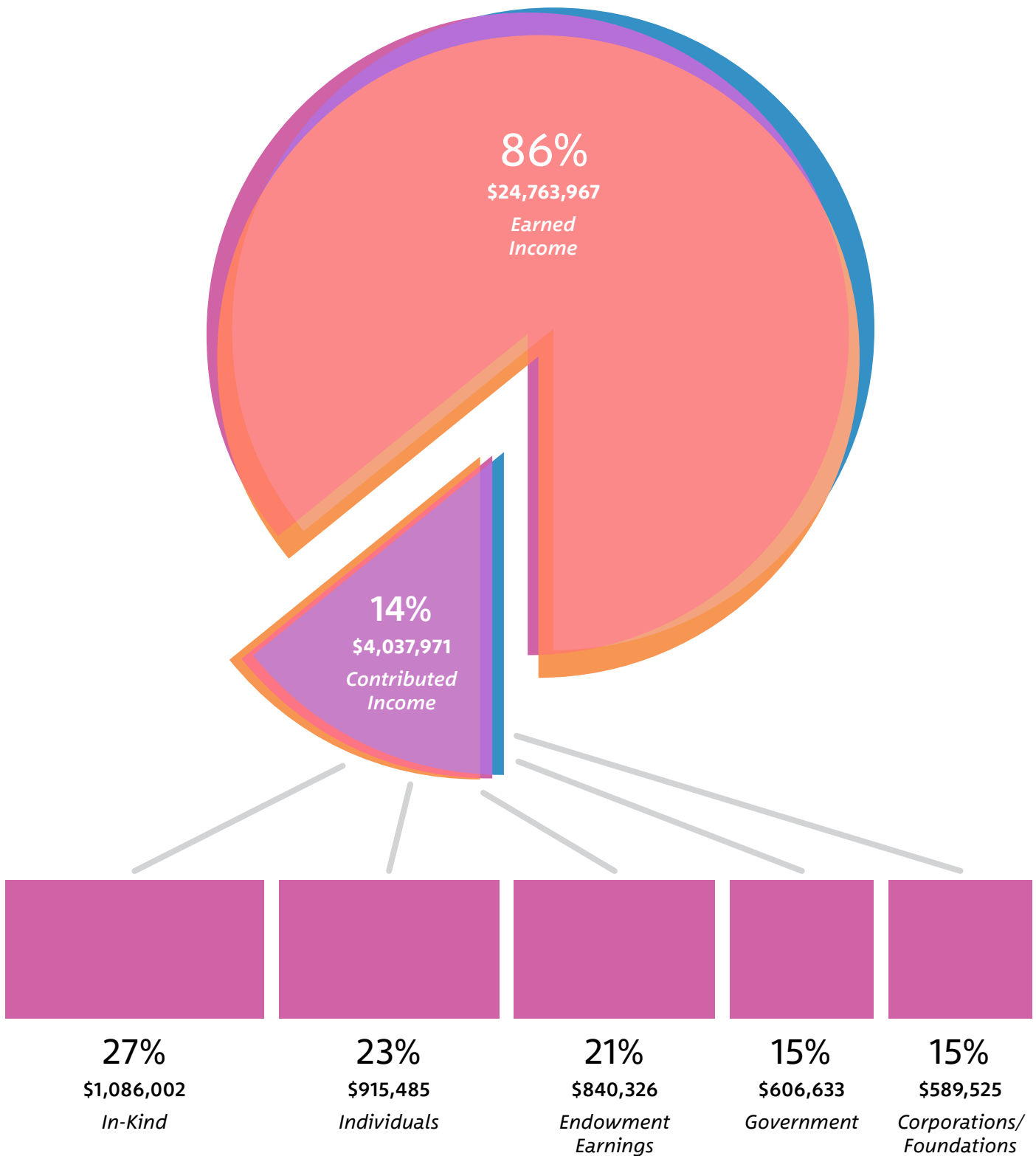


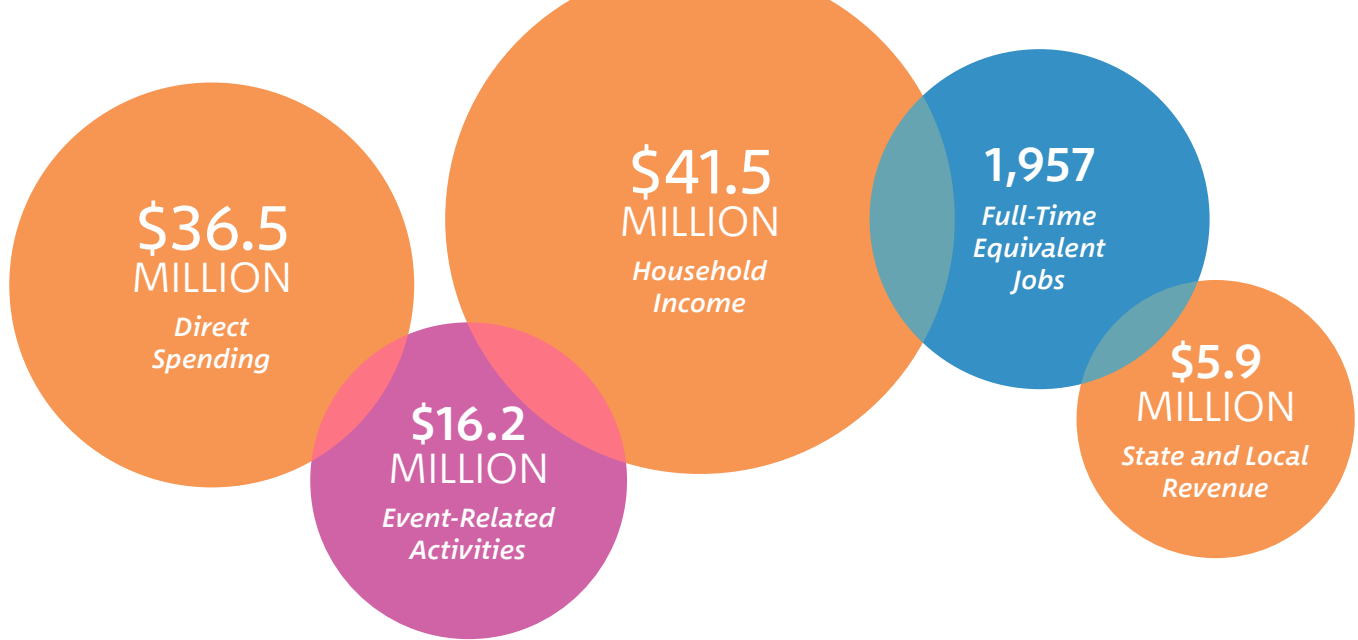
Photo by Mimosa Arts

Tennessee Performing Arts Center Management Corporation
 Statement of Financial Position JUNE 30, 2018 & 2017

| ASSETS | 2018 | 2017 |
|---|----------------------------|----------------------------|
| Cash and cash equivalents | \$10,432,776 | \$8,350,264 |
| Receivables: | | |
| Accounts | 255,142 | 260,968 |
| Contributions | 131,257 | 91,813 |
| Prepaid expenses and inventory | 367,760 | 541,699 |
| Other assets | 695,321 | 677,493 |
| Investments | 347,961 | 280,976 |
| Property and equipment, less accumulated depreciation | 4,984,578 | 4,891,689 |
| Total Assets | <u>\$17,214,795</u> | <u>\$15,094,902</u> |
| LIABILITIES AND NET ASSETS | | |
| LIABILITIES | | |
| Accounts payable and accrued expenses | \$1,662,500 | \$1,137,196 |
| Advance ticket sales | 4,604,293 | 4,995,899 |
| Deposits and other | 207,273 | 202,083 |
| Capital lease obligation | 202,087 | 261,694 |
| Notes payable | 198,389 | 421,561 |
| Total Liabilities | <u>\$6,874,542</u> | <u>\$7,018,433</u> |
| NET ASSETS | | |
| Unrestricted: | | |
| Invested in property and equipment, net of related debt | 4,602,052 | 4,262,285 |
| Undesignated | 5,473,774 | 3,521,071 |
| Total unrestricted | 10,075,826 | 7,783,356 |
| Temporarily restricted | 264,427 | 293,113 |
| Total Net Assets | <u>10,340,253</u> | <u>8,076,469</u> |
| TOTAL LIABILITIES AND NET ASSETS | <u>\$17,214,795</u> | <u>\$15,094,902</u> |

our income





economic IMPACT

In the 2017-18 season TPAC, its resident companies (Nashville Ballet, Nashville Opera, and Nashville Repertory Theatre), and its audiences generated the following direct and indirect economic impact:

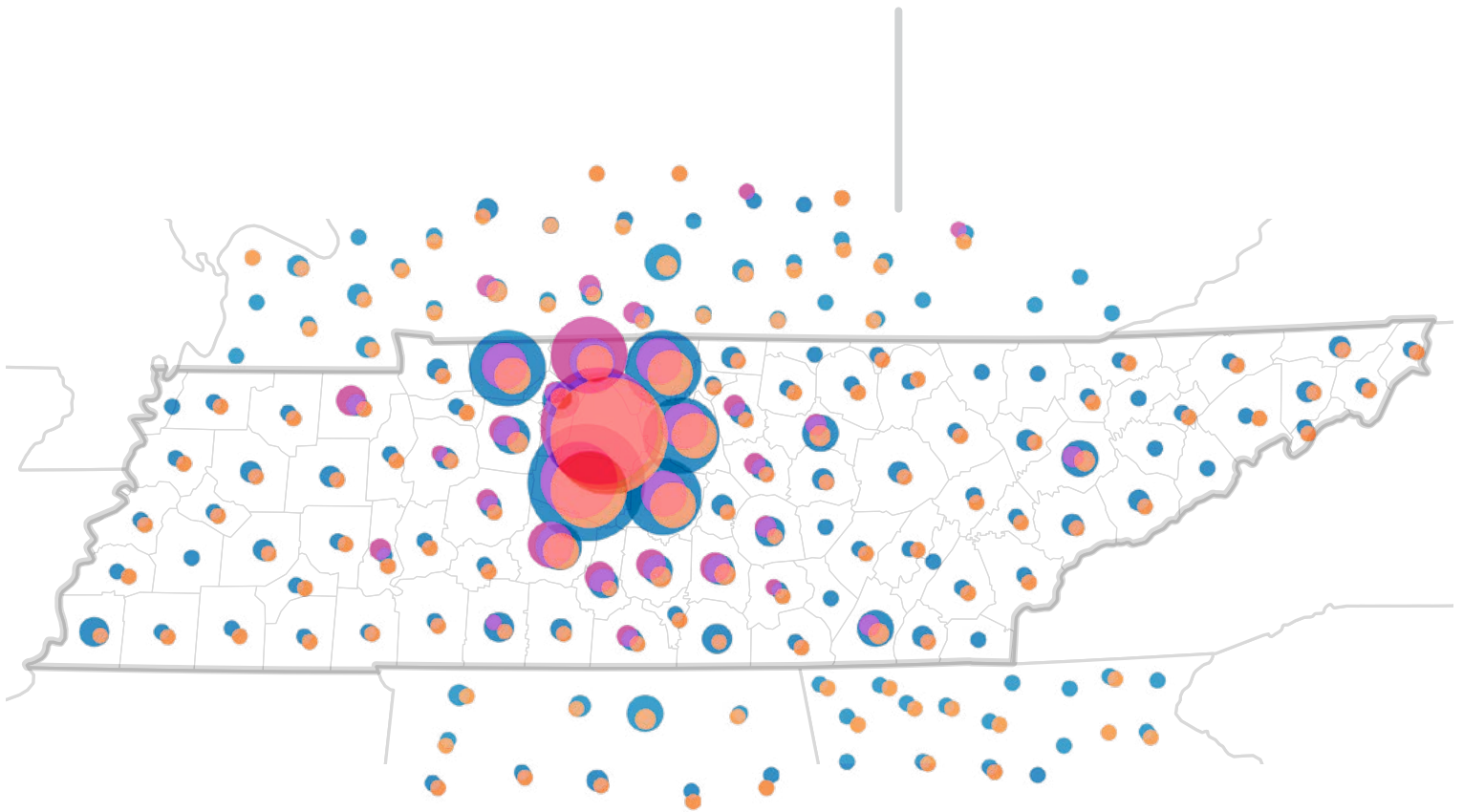
- TPAC, along with its resident companies Nashville Ballet, Nashville Opera, and Nashville Repertory Theatre, generated more than ***\$36.5 million in direct spending.***
- Audiences spent an additional ***\$16.2 million on event-related activities*** such as transportation, retail, lodging, and dining during trips to TPAC.
- Indirectly, spending by TPAC and its resident companies resulted in more than ***\$41.5 million in household income.***
- Economic activity by TPAC and its resident companies supported ***1,957 full-time equivalent jobs.***
- TPAC economic activity resulted in ***\$5.9 million in state and local revenue.***

All estimates and calculations are based on findings from the Arts and Economic Prosperity® 5 study, customized to Nashville-Davidson County. For details or to view the full report, visit Nashville.gov/Arts-Commission/Resources-and-Toolkits



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