



ORLANDO BALLET

ROBERT HILL | ARTISTIC DIRECTOR

2020 ANNUAL MEETING

June 11, 2020



SEASON

Dancer: Kate-Lynn Robichaux (USA)
Photography by Michael Cairns 2020



GOVERNANCE & NOMINATING

DIRECTOR ELECTIONS (3-YEAR TERMS)

Directors for Second Terms:

Skip Kirst

Jonathan Ledden

Krista Ledden

ELECTION OF OFFICERS -1 YEAR TERMS

President: Jonathan Ledden

Vice President: Skip Kirst

Secretary: Judy St. Peter

Treasurer: David Withee

DIRECTORS ELECTED SINCE LAST MEETING

Bettina Buckley
Disney Parks & Resorts

La Voyce Porter
Frontline Insurance

Carol Burkett
Orange County

Rick Skaggs
USF Federal Credit
Union

Jean Grono-Nowry
Massey Services



EXECUTIVE COMMITTEE

Jonathan Ledden, Chair

Skip Kirst, VP

David Withee, Treasurer

Judy St. Peter, Secretary

Lynn Le, M.D.

Nancy Gibbons

Jennifer Socarras

Jayne Willis

COMMITTEES

Finance

David Withee, Chair
Jean Grono-Nowry
Rick Skaggs
Jayne Willis
Cheryl Collins
Elizabeth Chastain*
Katherine Fabian*

Governance and Nominating

Skip Kirst, Chair
Marcia Hope Goodwin
Judy St. Peter
Jennifer Socarras
Cheryl Collins

School

Lynn Le, M.D., Chair
Krista Ledden
Robert Hill
Bill Rose*
Phillip Broomhead*

Executive Search

Jonathan Ledden, Chair
Skip Kirst
Jennifer Socarras
Cheryl Collins
Robert Hill
Katherine Fabian*
Phillip Broomhead*

* Staff Representative

** Ex-Officio



COMMITTEES

Stewardship

Nancy Gibbons
Jean Grono-Nowry
Krista Ledden
Traci Madara
La Voyce Porter
Marco Santoro
Jennifer Socarras
Judy St. Peter
Cheryl Collins
Ashley Samuels*
Thomas Bolick**
Dana Thomas**

Ballet Ball

Jennifer Socarras, Chair
Bettina Buckley
Keri Holliday
Nancy Gibbons
Lynn Le, M.D.
La Voyce Porter
Cheryl Collins
Ashley Samuels*
Dustin Becker**
Cathy Engelman**
Lizette Valarino**

Amigos del Orlando Ballet

Lizette Valarino, Chair**

Orlando Ballet Ambassadors

Kelly Roberts, Chair**

* Staff Representative

** Ex-Officio





2019 – 2020 REPORT
A SEASON IN 2 ACTS

2019 / 20 - ACT ONE

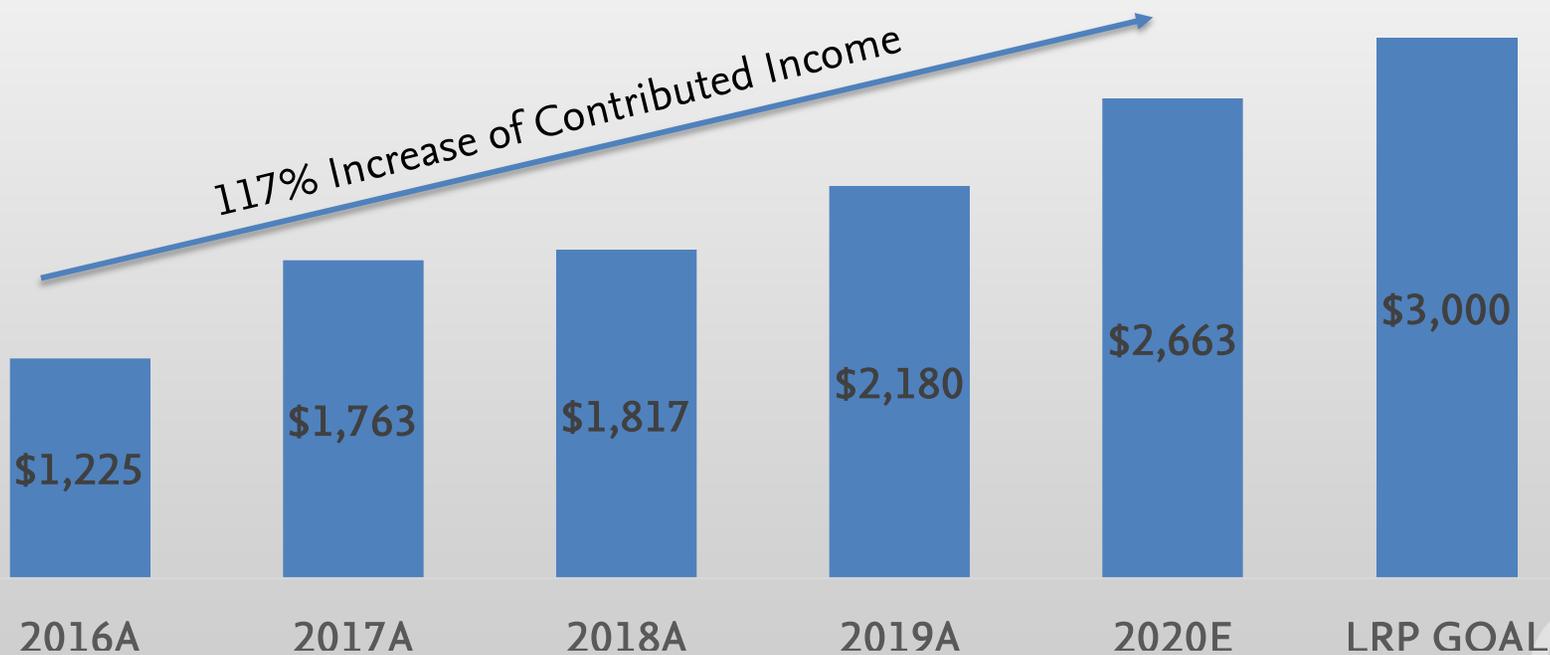
- *Vampire's Ball* – most successful non-full length
- Another +\$1 Million *Nutcracker*
- Opened Harriett's Orlando Ballet Centre
- Expanded STEPS to 44 locations
- OBS re-positioned and cash flow positive
- Board of 21 (including AD and ED)
- Inaugural Ballet Ball – signature event
- *Cinderella* – highest grossing full length of all time

A SEASON IN TWO ACTS – ACT TWO

- Second half of season cancelled
 - *Made in the USA*
 - *Mowgli*
 - 23% decrease of Earned Income
- Orlando Ballet School closed on March 13, 2020
- Executive Director transition
- Staff and Dancers retained at full pay
- “Virtual” OBS classes and workshops

SUSTAINED THANKS TO YOU

Total Contributed Income in \$000s

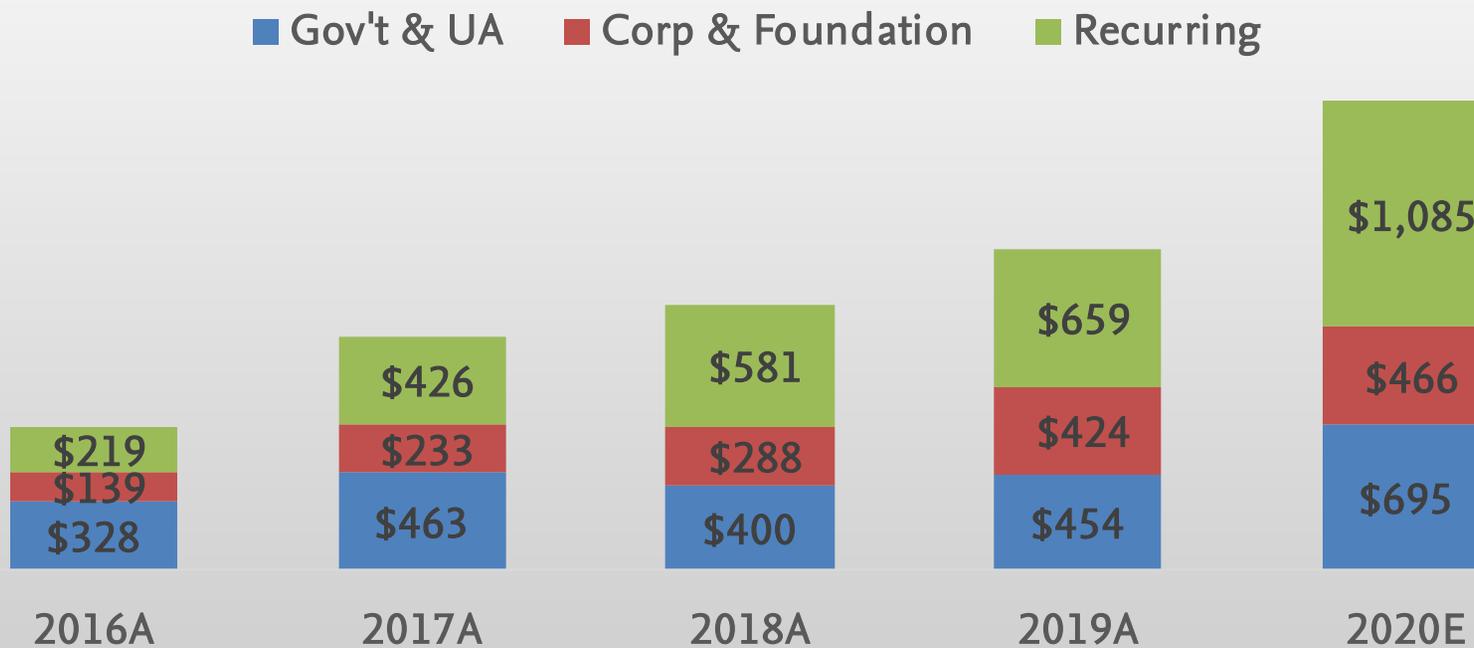


117% INCREASE OF CONTRIBUTED INCOME

- Expansion of corporate and foundation partnerships
- Growth of Individual Giving since 2017
 - 90 / \$1,000+ donors compared to 40
 - 420 donors via UA Campaign compared to 279
 - Donations of ticket refunds and tuition during shut-down
 - Reduced reliance on extraordinary gifts
- Increase of Orange County / United Arts funding
 - Significant commitment to quality of life
- Elevate Orlando Ballet Campaign

\$2.2 MM OF RECURRING CONTRIBUTED

Recurring Contributed Income by Source (\$000s)



CHILDREN ARE OUR PRIMARY AUDIENCE

AUDIENCE	2019	2018	2017	STUDENTS	2020	2019	2018
All Programs	159,075	129,586	116,221	School Year Enrollment	526*	534	451*
Paid Attendance	36,618	37,385	33,070	Summer Enrollment	306*	556	582
% Paid	23%	29%	29%	STEPS & STEPS Ahead (Workshop)	981	1,271	340
Children/Youth	83,515	80,272	80,187	Come Dance With Us	16	10-20	10-20
% Children/Youth	53%	62%	69%				

- Attendance data based on October 2019 United Arts Grant Application.
- Dance Students as of May 20, 2019 for Central and South locations.
- 2018 and 2019 Summer Enrollment numbers updated based on actuals
- *2020SY includes South Campus, which was discontinued in 2020
- *2018SY Excludes north-side campus which was discontinued in 2018
- *2020 Summer Enrollment at lower capacity due to COVID-19



10X INCREASE IN STEPS GRADUATES

	2020	2019	2018
STEPS:			
Locations	44	21	7
Students	981	1,271	340
Class Series / Graduates	739	522	113



- STEPS: Scholarship Training for the Enrichment of Primary Students
- 44 Locations compared to 7 in 2018
- Strong partnership with Boys & Girls Clubs of Central Florida; Orange, Seminole, and Lake Schools, Osceola Arts, and Orlando/Winter Park Neighborhood Centers
- 10 week Workshops
 - Tuition free
 - Graduation performance for families
 - Eligible for OBS Scholarship

ORLANDO BALLET SCHOOL READY FOR THE FUTURE

- Restructuring complete
- Stable leadership team
- Exited loss generating locations
- Eliminated lease expenses
- Further expanding Adult / Fitness Classes

STUDENTS	Ages	Goal
Young Dancer	18mo. – 12yo	210
Pre-Professional	11yo and Up	56
Academy	Advanced	30
Open Enrollment	Teen	20
Summer Sessions	All Ages	+200
Fitness thru Dance	Teen / Adult	+100
TOTAL		+516



MORE THAN A BALLET SCHOOL
TELL YOUR FRIENDS!!

FITNESS
THRU
DANCE

Ages 14 to 400!

- Ballet
- BeMoved®
- YOGA
- Barre Fitness
- Hip Hop
- Tap
- Musical Theater Jazz
- Modern
- Zumba
- Pilates



FOCUS ITEMS 2021

- Maintain team and positive momentum
- Return to live performance in October
- Restore all OBS programs
- Transition to Steinmetz Hall
- Sustain current contributed income
- Continue to expand community outreach
- Continue expanding Board with key constituents
- Staff wellness programs
- Name Executive Director



PRESIDENT'S REPORT



ORLANDO BALLET MISSION STATEMENT

Orlando Ballet entertains,
educates, and enriches through
the highest quality of dance.

YEAR 3 OF 5 LONG RANGE PLAN

ORLANDO BALLET

**Long Range Planning Materials – Board D
October 2, 2017**

AGENDA 2022

1. Perform high quality and broadly appealing Mainstage seasons; including imaginative new works, popular OB revivals and exciting company premieres of entertaining dance and ballet favorites
2. Expand our Outreach and Company presence to better reach the entire Greater Orlando Community
3. Expand Orlando Ballet School to be premiere dance educator in Orlando teaching a variety of styles to all skill and age levels
4. Launch Capital Campaign to build Orlando Ballet's future home, stability and repertoire
5. Open The Orlando Ballet Dance Center by 2020
6. Build our executive, development and marketing organizations to efficiently support the Mission and to substantially expand our audience, student and donor base
7. Operate within our financial means targeting annual surpluses
8. Improve our employee value proposition through expanded HR programs, training, benefits and career pathways
9. Re-imagine Nutcracker and expand its performance season for Steinmetz Hall in 2020
10. Create signature world premiere Full Length for opening of Steinmetz Hall in 2020
11. Earn national recognition of Orlando's cultural excellence and vitality by earning invitation to 2-3 dance festivals over the next five years
12. Leverage newly created works to develop at least two resident relationships outside Orlando
13. Eventually expand our Mainstage season to 5 series, including a dedicated Family Series



LONG RANGE PLAN – GOALS MET

- ✓ Perform high quality and broadly appealing seasons
- ✓ Expand Outreach and Company presence
- ✓ Build Orlando Ballet's future home, stability and repertoire
- ✓ Open The Orlando Ballet Dance Centre by 2020
- ✓ Build our executive, development and marketing organizations
- ✓ Operate within our financial means targeting annual surpluses
- ✓ Assure stability – cash management

NEXT UP / MORE WORK TO DO

- Survive Covid-19
- Expand Orlando Ballet School
- Improve our employee value proposition
- Re-imagine *Nutcracker* and expand its performance season
- Create signature world premiere Full Length
- Earn national recognition of Orlando's cultural excellence
- At least two resident relationships outside Orlando
- Eventually expand our Mainstage season to 5 seriesTM



CASH IS KING

Building cash has been an important focus since 2017....good thing

	2017A	NOW	GOAL
Net Working Capital	\$ (534,919)	\$ 257,460	\$ 1,000,000
Bank Line	\$ 150,000	\$ 600,000	\$ 0
Building Reserves	\$ -	\$ 225,000	\$ 2,000,000
Total Liquidity	\$ (384,919)	\$ 1,082,460	\$ 3,000,000

• Net Working Capital defined as (Unrestricted Cash + Current Assets) less Current Liabilities. As of 4/30/20. Excludes PPP cash.



2020 WAS ON TRACK FOR \$7MM INCOME.....

2016 – 2019 Actual Income by Segment in \$000s

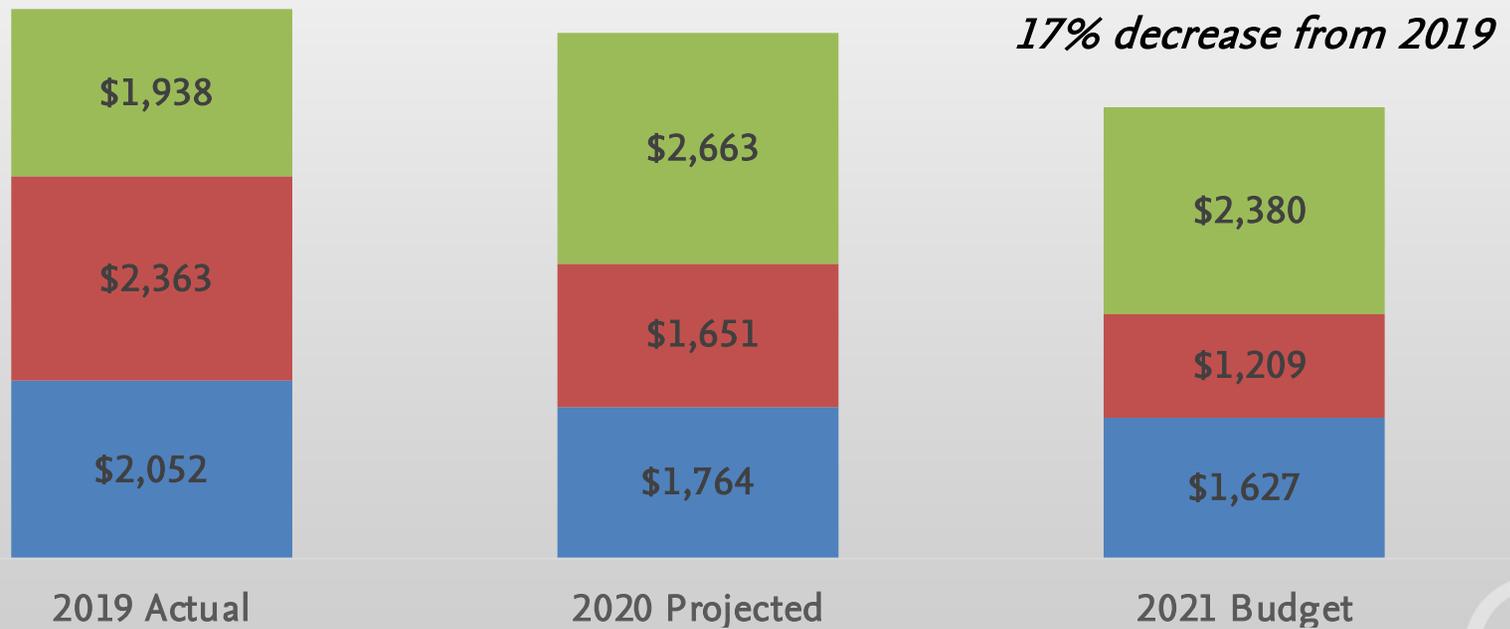
■ Earned/Tickets ■ OBS ■ Contributed



...AND THEN....

2019 - 2021 Actual / Budget Income by Segment in \$000s

■ Earned/Tickets ■ OBS ■ Contributed



• 2019 based on audited financials; 2020 estimated as of 5/28 Board meeting. Excludes \$400k of budgeted PPP loan forgiveness.



2021 UNIQUELY CHALLENGING

- Cannot damage financial stability and deplete cash
- Maintaining announced season, but with several “Plan Bs” and reductions
 - 10% reduction of compensation organization wide
 - No Live Music
 - Exit of South School lease / PPP forgiveness
 - No Cash Surplus – budget for cashflow even



2021 UNIQUELY CHALLENGING

	2019A	2020E	2021Budget
Income	\$ 6,730,186	\$ 6,077,772	\$ 5,215,856
Expenses	6,541,184	6,102,222	5,953,268
Operating Income	189,002	(24,451)	(737,412)
PPP Loan Forgiveness (est.)	-	-	400,000
Depreciation Expense (Non-Cash)	85,200	230,000	346,600
Operating Cash Flow	\$ 274,202	\$ 205,549	\$ 9,188

• 2019 based on audited financials; 2020 estimated as of 5/28 Board meeting.



HOBC COMPLETED ON BUDGET

Project Expenses		Funding Sources	
Construction	\$ 9,235,175	Harriett	\$ 7,500,000
Furn. Fixtures & Equipment	\$ 1,103,281	TDT Funding	\$ 4,000,000
Theatrical Equipment	\$ 983,095	Orange County Grants	\$ 983,095
Project & Design Fees	\$ 614,750	Dr. Phillips Charities	\$ 500,000
Fees, Permits & Misc. Costs	\$ 457,952	Other Pledges	\$ 130,000
Pre-2018 Expenses / Leasehold Improves	\$ 619,063	Accrued Interest	\$ 123,502
Total	\$ 13,013,316	Total Funding	\$ 13,236,597
		Transfer to Maint. Reserve	\$ 223,281

• As of March 2020 and subject to final reconciliation.



CHALLENGE MET! THANK YOU!

Keith & Eleanor Ackermann	Andrea Eliscu	Jay & Traci Madara	Jack & Cindy Rusher
Zac Alfson & Bryan Henley	Dykes & Lisa Everett	Paul & Sanj Marosi	Jeff & Anne Scheetz
Ted & Virginia Baszto	Katherine & William Fabian	Deborah McGinn-Tytler in honor of	Valeria & Jim Shapiro
Angelo & Theresa Boer	Mr. Robert & Dr. Heather Fagan	Anamarie McGinn Harris	Geanne & Adrian Share
Beth Noble Bogdon	José A. Fajardo	James McKnight in honor of Isabella Mendez	Arthur Shevchenko
Thomas & Lauren Bolick	Jesse & Donna Garcia	MEI Civil, LLC	J. Gregory & Melinda Ledden Sidak
John D. Boulden	Rachel & Rob Gebaide	Cheryl Mendez	Celnah Smith
Sara Brady	Sandi & Pete Goldish	Patrick Mullaney & Joseph Mooradian	Andrew J. Snyder
Dierdre Miles-Burger & David Burger	Kenneth & Marcia Goodwin	Nina & Ronald Oppenheim in memory of Harriett Lake	Dr. & Mrs. Julio Sotolongo
Gregory Burnett	Barbara & Jim Grodin	Orlando Health	Peter & Bernadette Stern
Candace & Gilles Chemtob	Herzog/Pool Family	Gwen & James O'Sullivan	Randall Sumner
Bonnie & Van Church	Robert Hill	Mary Palmer Family Foundation in memory of my daughter	Alfred Szymanski
in loving memory of Rispa Church & Dorothy Martin	Danny Humphress & Enrique de la Torre	Amy Catherine Palmer	Leslie J. Temmen
Cheryl & Tom Collins	Dr. Diane M. Jacobs	Steve & Jennifer Pece	Dylan & Dana Thomas
J. Laurence & Susan Costin	Scott Kimpel	Mark Pulliam & Judy St. Peter	Trish & Rick Walsh
Donna Dowless	Skip Kirst & Eric Hogan	Patricia & Bert Ramsay	Gayle Wirtz
Dr. Phillips Charities	Dr. Lynn Le & Dr. Wei-Shen Chin	Kelly & Brandon Roberts	Rizwan Zaman



ROBERT HILL | ARTISTIC DIRECTOR



SEASON

ORLANDO BALLET

ROBERT HILL | ARTISTIC DIRECTOR

barre  *talk*
WITH ROBERT HILL



Photography by Edge Collection 2020



ORLANDO BALLET

ROBERT HILL | ARTISTIC DIRECTOR

Dance Accelerator

An immersive dance competition for promising choreographers

.

TEAM 1




ORLANDO BALLET
ROBERT HILL | ARTISTIC DIRECTOR

Dance Accelerator

Choreographer: Kate-Lynn Robichaux
Dancers: Daniel Benavides, Ashley Baszto
and Israel Zalevia Etebedoe

TEAM 2




ORLANDO BALLET
ROBERT HILL | ARTISTIC DIRECTOR

Dance Accelerator

Choreographer: Stephanie Martinez
Dancers: Anamarie McGinn, Isabella
Mendez, Adam Borelande

TEAM 3




ORLANDO BALLET
ROBERT HILL | ARTISTIC DIRECTOR

Dance Accelerator

Choreographer: Luis Gonzalez
Dancers: David Wright, Jillian Price, Kellie
Fulton

TEAM 4




ORLANDO BALLET
ROBERT HILL | ARTISTIC DIRECTOR

Dance Accelerator

Choreographer: Anita Boer
Dancers: Kobe Atwood Courtney, Andre
Gallon, Matthew Cunningham and Jaysan
Stinett



ORLANDO BALLET

ROBERT HILL | ARTISTIC DIRECTOR

THE Sleeping Beauty



ORLANDO BALLET

ROBERT HILL | ARTISTIC DIRECTOR

THE Nutcracker



Sponsored by

SONNY'S
BBQ LOCAL PIONEERS SINCE 68

ORLANDO
HEALTH®

ORLANDO BALLET

ROBERT HILL | ARTISTIC DIRECTOR



Moulin Rouge®

THE BALLET

MOULIN ROUGE®
PARIS



ORLANDO BALLET

ROBERT HILL | ARTISTIC DIRECTOR

THE
PREMIERE
COLLECTION



ORLANDO BALLET

ROBERT HILL | ARTISTIC DIRECTOR

Peter Pan



SUR LES POINTES



#Gratitude



APPENDIX – “VIRTUAL SEASON ” DATA

BARRE TALK ANALYTICS

- Four (4) have been uploaded as of 6.5
- Data as of 6.5

Countries:

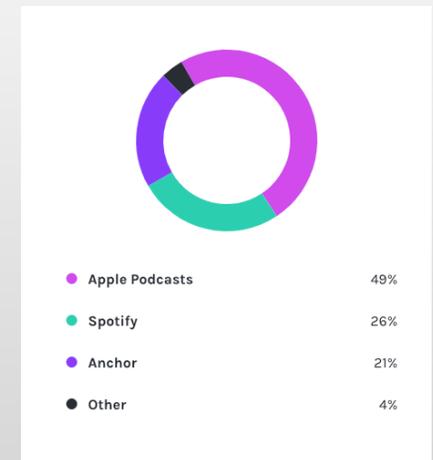
- USA
- Belgium
- United Kingdom
- Canada
- Japan
- Hong Kong
- Brazil
- Germany
- Estonia
- France
- Argentina

Demographics:

- Female: 57%
- Male: 42%
- A0-17: 3%
- A18-22: 30%
- A23-27: 16%
- A28-34: 18%
- A35-44: 9%
- A45-59: 15%
- A60+: 9%

Platforms:

- Anchor
- Breaker
- Google
- Apple
- Overcast
- Pocket Casts
- RadioPublic
- Spotify



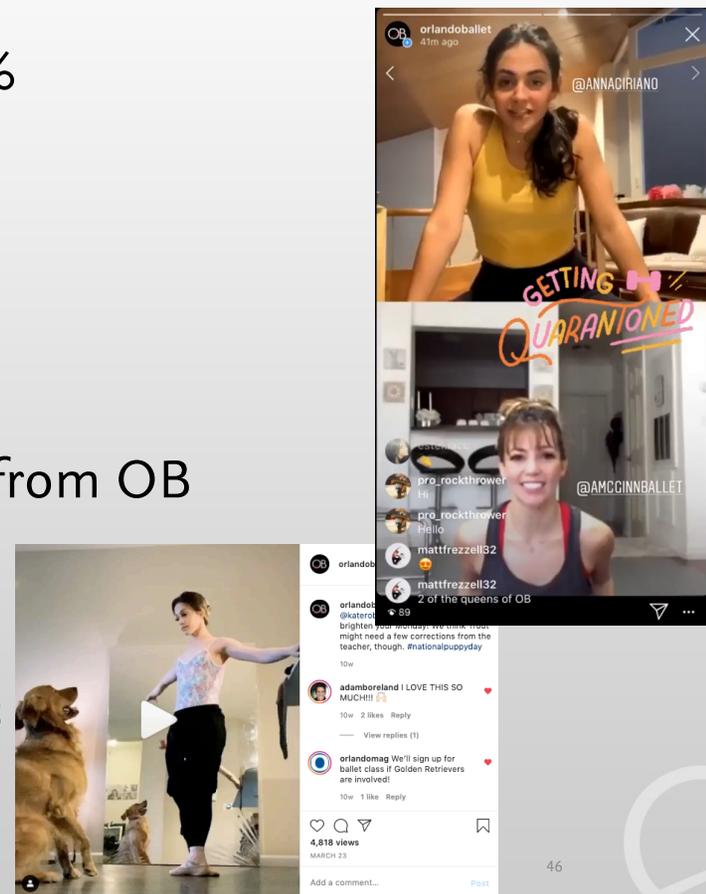
DANCE ACCELERATOR

- Orlando Ballet is thrilled to partner with Apples and Oranges Arts on an exciting innovative digital program modeled off the popular THEatre ACCELERATOR program.
- Dance Accelerator is an immersive dance competition for promising choreographers.
- Four (4) groups of choreographers and dancers are tasked with creating a 90-120 second piece in a virtual space.
- A panel of judges including theatre and dance professionals across the country will select the winner based on their performance and marketing pitch.
- Livestream on June 12th at 7pm EST via Facebook and various YouTube Channels to watch each team pitch their choreography and perform it **LIVE!**



SOCIAL MEDIA

- Growth over all social channels: YoY 14.4%
- Total Followers: 59K+
- New social platform TikTok
- Total social media channels: 6
- Orlando Ballet Instagram
 - Instagram LIVE Ballet and fitness class from OB Company Members
 - Engagements on organic posts: 11K
 - Takeovers from OB Company Members #OBatHome



SOCIAL MEDIA

Social Media During COVID-19

- Offered 68 free Facebook LIVE Fitness thru Dance classes during stay at home order
 - Minutes Viewed: 242.9K
 - Engagements: 18.7K
 - Shares on Live Videos: 2.2K+
- Orlando Ballet School Curriculum on YouTube
 - Videos available for OBS students from all levels: 49
 - Views on private videos: 3K+

