

# ORLANDO BALLET

ROBERT HILL | ARTISTIC DIRECTOR

2021 – 2022 SEASON



## 2021 Annual Meeting



A male and female ballet dancer in light-colored costumes are captured in a dynamic, acrobatic pose. The male dancer is supporting the female dancer, who is leaning back with her legs raised and arms extended. They are positioned on the left side of the frame against a dark background with a repeating pattern of concentric circles.

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# Governance & Nominating

Skip Kirst, Chair of Governance



# Directors elected since last Annual Meeting

Sandor (Sandy) Bondorowsky  
Total Media Productions, Inc.

Geanne Share  
Community Leader

David Buxton, MD  
Center for Palliative Psychiatry

Lisa Westlake  
Private Investor



# Election of Officers for 1-year terms

President: Jonathan Ledden

Vice President: Rick Skaggs

Treasurer (to 12/31/21): David Withee

Treasurer (eff. 1/1/22): Jean Grono-Nowry

Secretary: Nancy Gibbons



# Director Re-Elections (3-year terms)

*Directors for New Terms  
commencing 7/1/21:*

Marcia Hope Goodwin

Tim Kashani

Lynn Le, MD

Jennifer Socarras

*Directors for New Terms  
commencing 1/1/22:*

Nancy Gibbons

Traci Madara

Jayne Willis, DNP, RN



# Executive Committee

Jonathan Ledden, Chair

Rick Skaggs, VP

David Withee, Treasurer

Nancy Gibbons, Secretary

Skip Kirst

Lynn Le, MD

Jennifer Socarras

Jayne Willis, DNP, RN



# Committees

## Finance

David Withee, Chair  
Jean Grono-Nowry  
Geanne Share  
Rick Skaggs  
Jayne Willis, DNP, RN  
Cheryl Collins  
Katherine Fabian\*

## Governance and Nominating

Skip Kirst, Chair  
Marcia Hope Goodwin  
Rick Skaggs  
Jennifer Socarras  
Lisa Westlake  
Cheryl Collins\*

## School

Lynn Le, MD, Chair  
David Buxton, MD  
Krista Ledden  
Lisa Westlake  
Cheryl Collins  
Robert Hill  
Phillip Broomhead\*

## Ballet Ball

Jennifer Socarras, Chair  
Bettina Buckley  
Keri Holliday  
Nancy Gibbons  
Lynn Le, MD  
La Voyce Porter  
Cheryl Collins  
Dustin Becker\*\*  
Lauren Bolick\*\*  
Kelly Roberts\*\*  
Lizette Valarino\*\*  
Ashley Samuels\*

\* Staff Representative

\*\* Ex-Officio

Note: President is Ex-Officio member of all



# Committees continued

## Stewardship

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

## Community Enrichment

Nancy Gibbons, Chair  
Marcia Hope Goodwin  
Krista Ledden  
Traci Madara  
Jennifer Socarras  
Cheryl Collins  
Danielle Knox Ross\*\*  
Charmaine Hunter\*

## Media & Production Advisory

Sandy Bondorowsky  
Bettina Buckley  
Tim Kashani  
Jonathan Ledden  
Krista Ledden  
Robert Hill\*

## Orlando Ballet Ambassadors

Jennifer Bentson, Co-Chair\*\*  
Kelly Roberts, Co-Chair\*\*

## Amigos del Orlando Ballet

Lizette Valarino, Chair\*\*

\* Staff Representative

\*\* Ex-Officio



Thank You!

Judy St. Peter  
Outgoing Secretary



A male and female ballet dancer in light-colored costumes are captured in a dynamic, acrobatic pose. The male dancer is supporting the female dancer, who is leaning back with her legs raised. They are set against a dark background with a repeating pattern of concentric circles.

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# Meeting the Mission

Cheryl Collins, Executive Director

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



# 2020 / 21 Accomplishment Highlights:

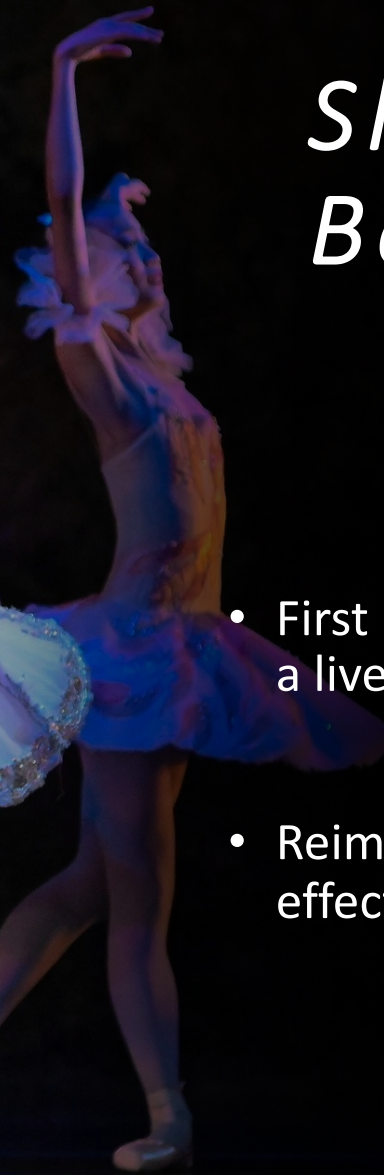
- Full year of operations at HOBC with ZERO transmission of COVID
- Welcomed students to OBS for summer camp, summer intensive and full school year 20-21
- Hosted 19,415 guests for mainstage season with highest number of performances in Company history
- Continued delivery of all primary Community Enrichment programs



# Entertain: A Highly Successful Season

**ONLY dance company in North America  
to present full season on a theater stage  
to a live audience**





# *Sleeping Beauty*

- First known mainstage performance for a live audience during the pandemic
- Reimagined choreography and special effects to safely tell this beloved tale



# *The Nutcracker*

- One of only four professional companies to present *The Nutcracker* to a live audience
- Achieved 50% of prior year's earned income from *The Nutcracker* with 25% capacity
- Guest artists from American Ballet Theatre® Principal Dancer Aran Bell and Company Apprentice Chloe Misseldine joined OB and performed as Sugar Plum and Cavalier in *The Nutcracker*





# *Moulin Rouge® The Ballet*

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- Third highest selling ballet in Orlando Ballet history
- First production presented with Choreographer in Residence Jorden Morris
- Guest artist Christian Clark of Terminus Modern Ballet Theatre joined the company to perform the lead with Kate-Lynn Robichaux







# *The Robert Hill Collection*

- First mainstage performance presented at Harriett's Orlando Ballet Centre
- Historic return to the stage by Robert Hill to perform Jessica Lange's *The Calling*




# *Peter Pan*

- Show run included OB's first sensory friendly family performance with consultation by CARD of UCF
- Presented in collaboration with UCF Celebrates the Arts
- Next production presented with Jorden Morris
- ABT Company Member Patrick Frenette joined OB in the title role of Peter
- Ambitious production inclusive of flying for the primary characters







## Ballet Ball: A Night In 19<sup>th</sup> Century Paris

- Successful COVID-19 safety precautions
- 325 Guests
- Exceeded goal by 85%, raising a total of \$463K
- 50 + Entertainment Industry Professionals provided volunteer services to WOW the community



# Educate : OBS exceeding expectations

- Grew fulltime faculty to include division heads for Young Dancer, Pre-Professional Academy and Trainee/OBII
- Reorganized administrative team to best serve student – family audience and improve customer service

Program	Ages	As of 5/7/21	Goal
Young Dancer	18mo. – 12yo	224	210
Pre-Professional	11yo and Up	51	44
Academy	Advanced	38	25
Open Enrollment	Teen	51	12
Summer Intensives, Camps, Sessions	All Ages	318	+200
Fitness thru Dance	Teen / Adult	637	+100
<b>TOTAL</b>		<b>1,319</b>	<b>+516</b>



# Enrich: Children are our primary audience

STUDENTS	2021	2020	2019	2018
Total Youth Audience	91,661*	83,515	80,272	80,187
School Year Enrollment	318	526*	534	451*
Summer Enrollment	484	306*	556	582
STEPS	545	981	1,271	340
First STEPS	238	N/A	N/A	N/A
REACH	44	N/A	N/A	N/A
Come Dance With Us	32	16	10-20	10-20

\*Includes Intro to Ballet and Young People's Concert



# STEPS continues to grow...

	2021	2020	2019	2018
<b>STEPS:</b>				
Residencies	57	44	21	7
Students	827	981	1,271	340
Class Series / Graduates	407	739	522	113



- STEPS = Scholarship Training for the Enrichment of Primary Students
  - 44 Locations compared to 21 in 2019
- Strong partnership with Boys & Girls Clubs of Central Florida; Orange, Seminole, and Lake Schools, Osceola Arts, and Orlando/Winter Park Neighborhood Centers
- 13-week Workshops in fall and spring
  - Tuition free
  - Graduation performance for families
  - Eligible for OBS summer camp and year-round training scholarship



# Focus Items 2022 - Entertain

- Execute 21-22 Season with planned full capacity to regain pre-COVID earned income and position for further growth
- Begin fundraising, research & development to support **New Works**
  - New *Nutcracker*
  - New commission **Story Ballet**
  - New commission **Contemporary Ballet and Film Project** in development
- Deliver the next **Ballet Ball**, continuing to break the mold for fundraising events including Company performance elements
- Deliver the next **Nutcracker Boutique** building upon 2021 success to include performance elements for OBS Academy in support of OBS



# Focus Items 2022 - Educate

- Continue to recruit students to pre-COVID capacity projections
- Prioritize OBS parent and family engagement
- Expand offerings for recreational students (**Fitness thru Dance**)
- Develop business plan for **Commercial Dance Division** to be launched in calendar year 2022
- Reimagine Summer Intensive to include:
  - Top tier boarding program
  - Alternative choices for auxiliary activities
  - Additional offerings on costume design, production & technical, etc.



# Focus Items 2022 – Enrich

- Resume pre-COVID registration numbers and in person delivery wherever allowable for all programs
- Enhance **Intro to Ballet** with additional pre and post performance academic lesson plans and interaction tools for classroom teachers and students
- Launch **Gentle BeMoved®** for those with limited mobility at up to six sites
- Resume and expand **Neon Club** for adults with varying abilities at HOBC
- Enhance **STEPS** and **REACH** programs with additional instruction focused upon cultural dance styles (approx. half of each residency – African, Bollywood, Latin, etc.)
- Introduce new initiative with working title **RISE** – Releve' in Search of Excellence – to provide ballet instruction for OCPS Performing Arts Magnet students as requested by several program directors. Possible seed planter for OBS Academy applicants





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# Entertaining with Artistic Excellence

Robert Hill, Artistic Director





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THE JUNGLE BOOK | THE NUTCRACKER | GISELLE  
THE PREMIERE COLLECTION | THE GREAT GATSBY





ORLANDO BALLET

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2021 – 2022 SEASON

# President's Report

Jonathan Ledden, President



# ORLANDO BALLET

ROBERT HILL | ARTISTIC DIRECTOR

2021 – 2022 SEASON

*First of all....*

*Thank You!*

*Thank You to all our donors, patrons, Board, staff,  
artists, and faculty  
for making the season that almost wasn't into one of  
the Best Seasons Ever!*



# Where We Stand: Covid Challenges Met

2020 Annual Meeting Goal	2021 Outcome
Cannot damage financial stability and deplete cash	<ul style="list-style-type: none"> <li>Organizational wide focus on success</li> <li>No furloughs; no layoffs</li> </ul>
No Live Music	<ul style="list-style-type: none"> <li>Partial return in FY22 subject to funding</li> </ul>
Exit of South lease / PPP forgiveness	<ul style="list-style-type: none"> <li>OBS now Cash Flow positive</li> <li>\$507k PPP1 forgiven / \$476k PPP2 pending</li> </ul>
No Cash Surplus assumed	<ul style="list-style-type: none"> <li>Operating Income and Cash Flow positive</li> <li>Establishing small Reserves</li> </ul>
10% reduction of compensation organization wide	<ul style="list-style-type: none"> <li>Pay-reduction restored to all artists and staff</li> <li>Pay increases expected in FY22 and increased dancer contracts from 32 to 33 weeks</li> </ul>



# Long Range Plan – Year 4 of 5

## ORLANDO BALLET

### Long Range Planning Materials – Board Discussion 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~~



# Current Long-Range Plan – Goals Achieved

- ✓ Perform high quality and broadly appealing seasons
  - ✓ Investment in repertoire created strong momentum
- ✓ Expand Orlando Ballet School
  - ✓ Complete business restructuring while expanding curriculum excellence
- ✓ Expand Outreach and Company presence
  - ✓ From 7 to 50+ residencies for STEPS and added segments for Early Learning and Middle to High School aged students
- ✓ Open The Orlando Ballet Dance Centre by 2020
  - ✓ \$12.5 million project complete and debt free



# Long range plan – Goals Achieved

- ✓ Build our executive, development and marketing organizations
  - ✓ Top-graded and expanded barebones team of 7 in FY 18 to 14 for FY 22
- ✓ Operate within our financial means targeting annual surpluses
- ✓ Progress made on Employee Value Proposition
  - ✓ Sufficient staff to support operations with better facilities
  - ✓ Significant increase of performance opportunities
  - ✓ More competitive wages and benefits; 403b Plan
  - ✓ Preserved jobs during Covid and kept pay
  - ✓ More to do - continuing Board focus area



# A Fully Built Board

- 24 Board Members – 3x increase in 4 years
  - Working Board mindset
  - Affinity groups represented
  - Target of 30+
  - 3Cs Goal – represent each Community, Culture and Corporate
- Succession planning in place as 2<sup>nd</sup> Termers start roll-off in FY23
- Bylaws completely refreshed in 2019
- Moderately lean, well functioning committee structure



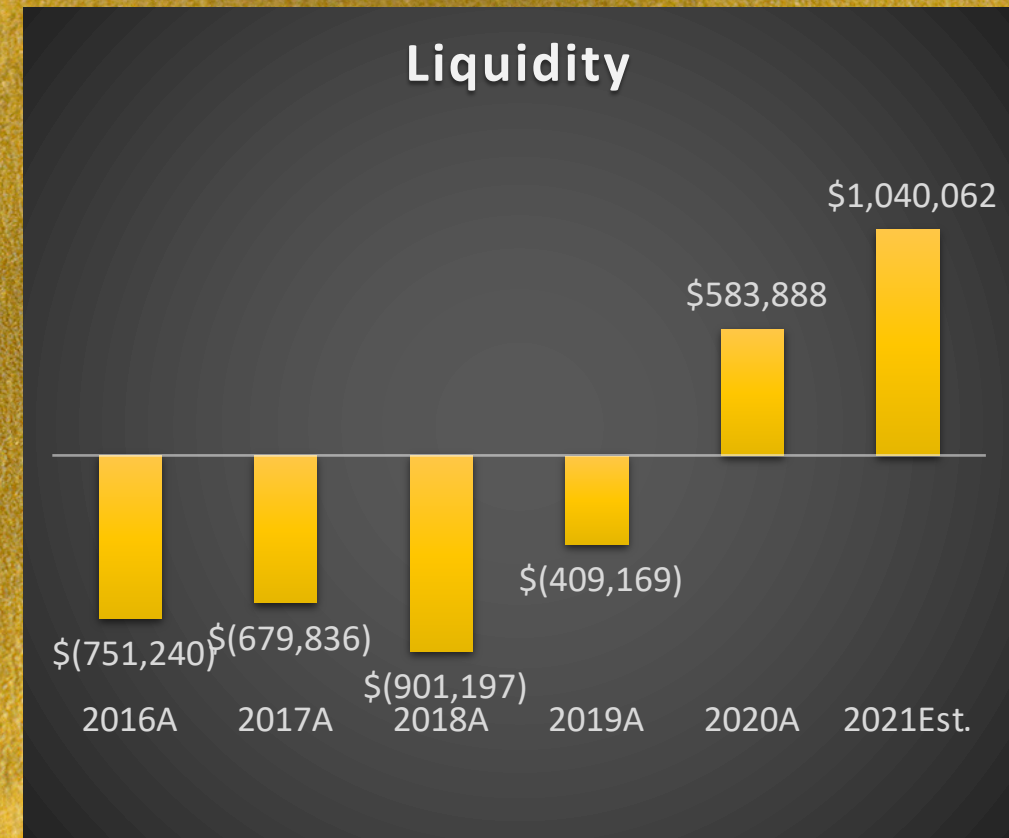
# Maintaining Financial Discipline

	2019A	2020A	2021E	2022B
Operating Income	\$197,368	\$122,182	\$113,413	\$81,505
Staff Make-Whole	0	0	(200,000)	0
Operating Income	197,368	122,182	(66,587)	81,501
Addback: Non-Cash Depreciation	62,037	262,022	376,455	376,764
<b>Operating Cash Flow</b>	<b>\$259,405</b>	<b>\$384,204</b>	<b>\$309,868</b>	<b>\$458,265</b>
<b>YE Operating Cash</b>	<b>\$572,652</b>	<b>\$790,266</b>	<b>+\$1 MM</b>	<b>+\$1 MM</b>



# Long range plan – Liquidity Targets Met

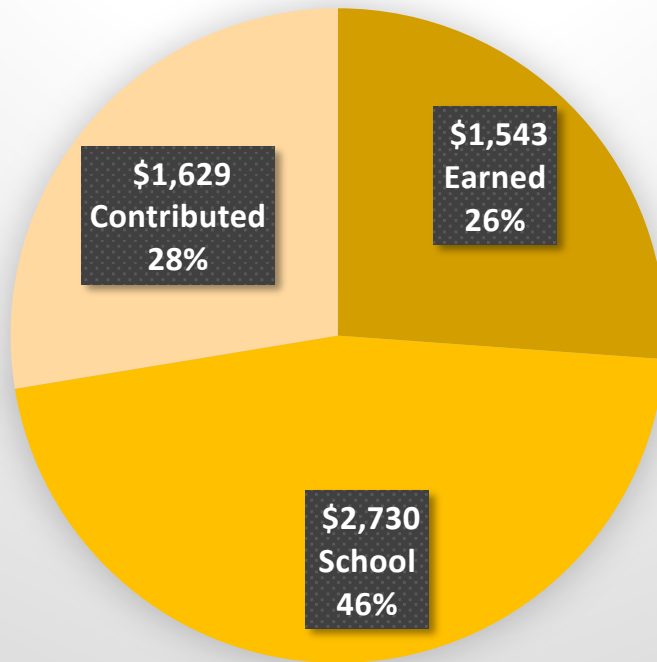
- ✓ Assure stability – cash management
  - ✓ Resolved negative liquidity by disciplined cash management
  - ✓ Building Reserve funds for HOBC, Operating
  - ✓ Excess cash can now be used for investment
    - ✓ Repertoire
    - ✓ Technology
    - ✓ Capital improvements



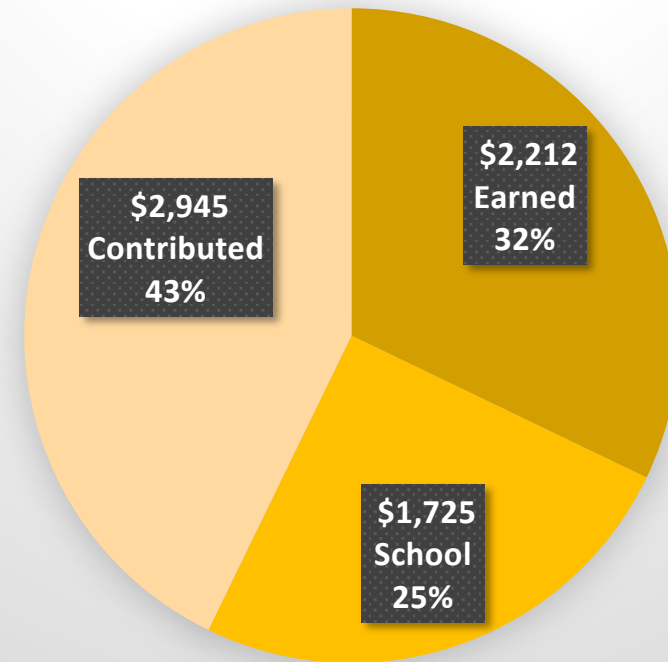


# Sustainable Income Model (\$MM)

2016A Income Mix



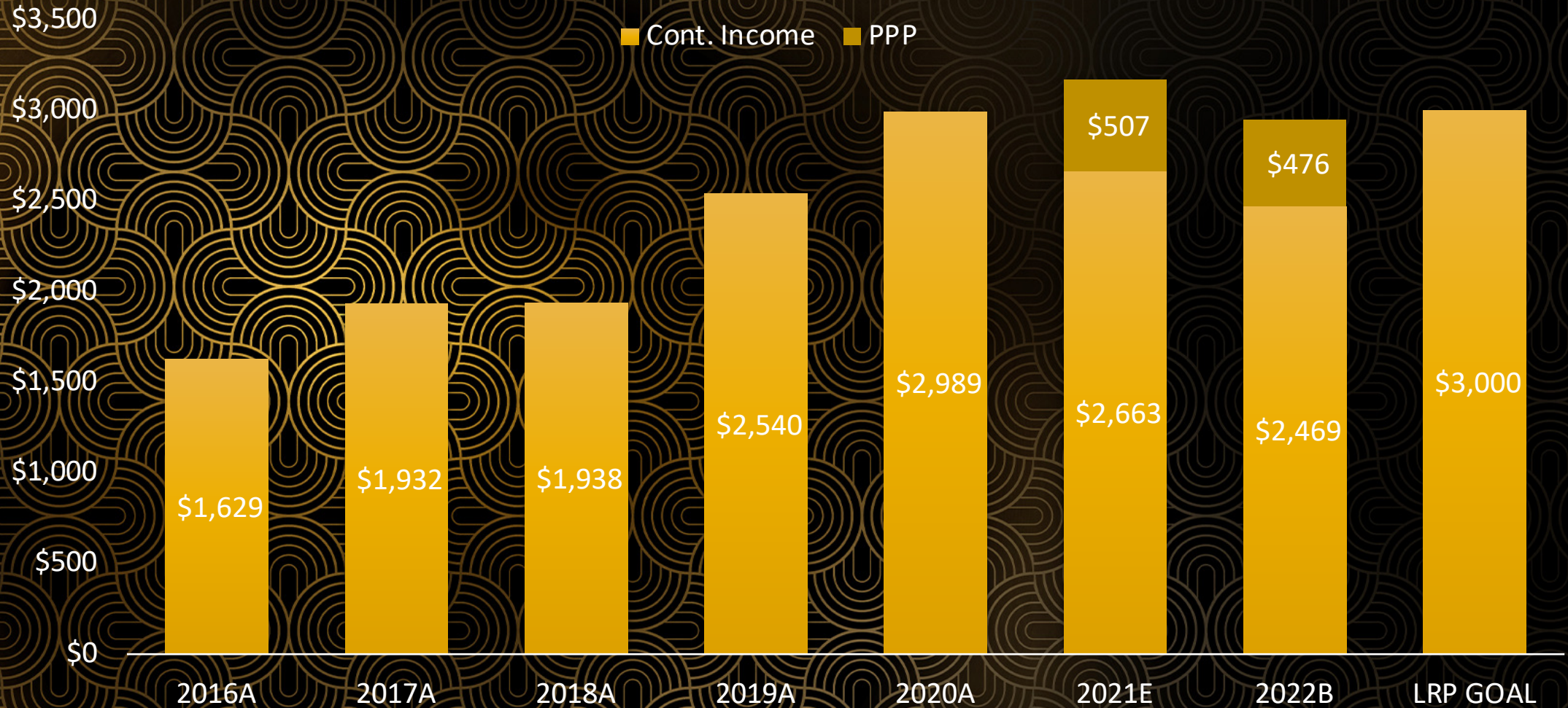
2022B Income Mix



2016 chosen as Baseline due to distortions of "Save the Ballet" fund-raising in 2017; 2022B is pending approval.



# \$3MM Contributed Goal (\$000s)





# Next Up: Establish Reserves

Board Designated Reserve	Initial Balance 6/30/21	Target
Operating	\$200,000	\$1,000,000
Harriett's OB Centre Maintenance & Improvement	\$325,000	\$2,000,000
New Works	\$50,000	\$3,000,000
Total	\$575,000	\$6,000,000
% to Goal		10%



# Next Up: Elevate Orlando Ballet

Initiative	To Date	Target	Comment
Annual Operating Fund	\$1,822,550	\$6,000,000	Major gifts from Orlando Health, Yarmuth Family, Skaggs & McIntyre, Ledden Family and others
HOBC Improvements & Reserve	\$825,000	\$2,500,000	Maintenance and Improvements. \$500k Dr. Phillips Charities gift used for theatrical systems. ~\$225k from project costs savings and \$100k from Operating Surplus (expected)
Operating Reserve	\$200,000	\$1,000,000	\$200k from Operating Surplus pending Board approval.
New Works	\$50,000	\$3,000,000	\$50k project development budget from operating surplus pending Board approval.



# ORLANDO BALLET

ROBERT HILL | ARTISTIC DIRECTOR

2021 – 2022 SEASON

## Thank You!





# ORLANDO BALLET

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2021 – 2022 SEASON



Appendix



# Financial History

Line Item	2015A	2016A	2017A	2018A	2019A	2020A	2021E	2022B	2022 GOAL
Season Tickets	\$ 137,259	\$ 219,677	\$ 157,582	\$ 187,896	\$ 188,134	\$ 107,483	\$ 147,594	\$ 212,000	\$ 340,000
Single Tickets & Group	518,702	412,823	436,350	598,114	620,029	420,160	566,202	710,500	675,000
Nutcracker	451,150	785,260	725,088	832,450	1,073,916	1,067,534	517,599	1,115,000	1,030,000
School	2,325,554	2,730,454	2,757,833	2,419,965	2,361,596	1,689,115	1,330,547	1,725,002	3,483,433
General, Inv. Income & Other	248,531	125,710	149,636	110,172	200,163	160,165	198,919	174,000	270,000
<b>Total Earned Income</b>	<b>3,681,196</b>	<b>4,273,924</b>	<b>4,226,489</b>	<b>4,148,597</b>	<b>4,443,838</b>	<b>3,444,457</b>	<b>2,760,861</b>	<b>3,936,502</b>	<b>5,798,433</b>
Contributed	1,061,486	1,394,044	1,223,081	1,705,133	1,925,269	2,534,595	2,539,375	2,595,407	2,586,000
Fund-raising Events	127,162	-	563,821	101,523	227,945	223,979	441,505	350,000	300,000
In Kind	197,697	235,118	144,772	131,813	386,614	230,880	100,000	-	-
<b>Total Income</b>	<b>5,067,541</b>	<b>5,903,086</b>	<b>6,158,163</b>	<b>6,087,066</b>	<b>6,983,666</b>	<b>6,433,911</b>	<b>5,841,741</b>	<b>6,881,909</b>	<b>8,684,433</b>
Wages, Overhead and Admin.	1,704,363	1,835,895	1,984,856	1,490,621	2,499,329	2,410,253	3,551,101	4,169,373	3,780,325
Program Expense, excl. Wages	942,001	1,177,624	1,332,091	1,956,715	1,722,759	1,689,769	1,396,821	1,612,680	1,910,007
School Expense	2,454,038	2,842,081	2,799,359	2,636,415	2,564,210	2,211,707	1,021,729	1,099,230	2,960,000
<b>Total Expense</b>	<b>5,100,402</b>	<b>5,855,600</b>	<b>6,116,306</b>	<b>6,083,751</b>	<b>6,786,298</b>	<b>6,311,729</b>	<b>5,969,651</b>	<b>6,881,283</b>	<b>8,650,331</b>
<b>Operating Income</b>	<b>(32,861)</b>	<b>47,486</b>	<b>41,857</b>	<b>3,315</b>	<b>197,368</b>	<b>122,182</b>	<b>(127,910)</b>	<b>626</b>	<b>34,101</b>
Addback: Depreciation	61,220	69,631	108,150	68,710	62,037	262,022	376,455	376,764	275,000
<b>Operating Cash Flow</b>	<b>\$ 28,359</b>	<b>\$ 117,117</b>	<b>\$ 150,007</b>	<b>\$ 72,025</b>	<b>\$ 259,405</b>	<b>\$ 384,204</b>	<b>\$ 248,545</b>	<b>\$ 377,390</b>	<b>\$ 309,101</b>
Memo: OBS Gross Margin	\$ (128,484)	\$ (111,627)	\$ (41,526)	\$ (216,450)	\$ (202,614)	\$ (522,592)	\$ 308,817	\$ 625,772	\$ 523,433
<i>Gross Margin %</i>	<i>-6%</i>	<i>-4%</i>	<i>-2%</i>	<i>-9%</i>	<i>-9%</i>	<i>-31%</i>	<i>23%</i>	<i>36%</i>	

Per Audited Financials. 2021 as of 4/30/21; 2022B as approved by Finance Comm on 5/19/21. Board approval pending.



# Balance Sheet History

	<i>Per Audit</i>	<i>Per Audit</i>	<i>Per Audit</i>	<i>Per Audit</i>	<i>Per Audit</i>	<i>Per Audit</i>	<i>As of 4/30</i>
<i>All amounts in \$000s except as noted</i>	<b>2015A</b>	<b>2016A</b>	<b>2017A</b>	<b>2018A</b>	<b>2019A</b>	<b>2020A</b>	<b>2021E</b>
Cash and Cash Equivalents	361,566	502,068	368,008	332,029	572,652	790,266	1,608,447
Restricted Cash	342,786	70,053	2,111,467	6,794,119	2,507,305	475,627	301,782
Accounts Receivable	146,539	142,106	104,384	224,028	457,224	751,846	234,765
Pledge Receivable	-	-	-	-	3,014,552	298,309	-
Investments	-	-	-	-	2,772,151	-	-
Inventory	23,696	16,087	9,745	9,745	3,787	7,983	8,349
Prepaid Expense	213,066	344,376	135,172	203,405	213,272	101,252	95,965
Total Current Assets	1,087,653	1,074,690	2,728,776	7,563,326	9,540,943	2,425,283	2,249,308
Current Assets, net of Restricted	744,867	1,004,637	617,309	769,207	1,246,935	1,651,347	1,947,526
PP&E, Net	812,037	1,007,863	1,089,866	1,560,787	4,931,945	11,892,197	11,742,520
Endowment	134,512	126,018	137,320	142,121	145,599	143,024	143,024
Other Assets	35,961	37,807	36,755	36,755	44,055	35,004	32,509
Total Assets	2,070,163	2,246,378	3,992,717	9,302,989	14,662,542	14,495,508	14,167,362
Accounts Payable & Accruals	55,542	314,629	370,392	334,054	361,788	148,912	143,790
Construction Payable	-	-	-	-	571,271	-	-
Deferred Revenue	1,133,006	1,045,785	706,836	1,123,200	1,279,493	559,312	659,360
Notes Payable	75,000	35,000	75,000	-	-	756,600	475,877
Total Current Liabilities	1,263,548	1,395,414	1,152,228	1,457,254	2,212,552	1,464,824	1,279,027
LT Debt	-	-	-	-	-	5,545	5,545
Total Liabilities	1,263,548	1,395,414	1,152,228	1,457,254	2,212,552	1,470,369	1,284,572
Unrestricted	193,429	512,021	627,681	1,054,486	4,650,696	11,881,703	12,435,436
Temporarily Restricted	400,832	126,589	2,000,454	6,578,895	7,520,501	696,082	-
Board Restricted	-	-	-	-	66,439	235,000	235,000
Permanently Restricted	212,354	212,354	212,354	212,354	212,354	212,354	212,353
Total Net Assets	806,615	850,964	2,840,489	7,845,735	12,449,990	13,025,139	12,882,789
Total Liabilities and Net Assets	2,070,163	2,246,378	3,992,717	9,302,989	14,662,542	14,495,508	14,167,362
Check	-	-	-	-	-	-	-
<i>Net Working Capital</i>	<i>(518,681)</i>	<i>(390,777)</i>	<i>(534,919)</i>	<i>(688,047)</i>	<i>(394,346)</i>	<i>436,523</i>	<i>637,776</i>
<i>Liquidity</i>	<i>(755,443)</i>	<i>(751,240)</i>	<i>(679,836)</i>	<i>(901,197)</i>	<i>(409,169)</i>	<i>583,888</i>	<i>1,040,062</i>
<i>Current Ratio</i>	0.63	0.74	0.57	0.53	0.56	2.33	2.42

Per Audited financials. 2021 is as of 4/30/21.