

BUILDING THE BALLET

Presentation to Community Stakeholders
November 28, 2017



WORKS UNDER CONSIDERATION A SNEAK PEAK.....

New Full Length	Premieres	Masterworks	Revivals
<ul style="list-style-type: none"> <i>The Nutcracker</i> Robert Hill 	<ul style="list-style-type: none"> <i>Bach New Work</i> Robert Hill 	<ul style="list-style-type: none"> <i>The Dream</i> Sir Frederick Ashton 	<ul style="list-style-type: none"> <i>Carmina Burana</i>
<ul style="list-style-type: none"> <i>Peter Pan</i> Robert Hill 	<ul style="list-style-type: none"> <i>Lambarena</i> Val Caniparoli 	<ul style="list-style-type: none"> <i>The Tempest</i> Alexi Ratmansky 	<ul style="list-style-type: none"> <i>Piano Concerto</i>
<ul style="list-style-type: none"> <i>Trumpet of the Swan</i> Robert Hill 	<ul style="list-style-type: none"> <i>The Hunt</i> Robert Battle 	<ul style="list-style-type: none"> <i>Company B</i> Paul Taylor 	<ul style="list-style-type: none"> <i>Best of Broadway</i>
<ul style="list-style-type: none"> Co-Production w/ another Ballet 	<ul style="list-style-type: none"> <i>Memory House</i> Arcadian Broad 	<ul style="list-style-type: none"> <i>In the Upper Room</i> Twyla Tharp 	<ul style="list-style-type: none"> <i>Don Quixote</i>
<ul style="list-style-type: none"> <i>Wonderland</i> Arcadian Broad 	<ul style="list-style-type: none"> <i>Carnival of the Animals</i> 	<ul style="list-style-type: none"> <i>Gaite Parisienne</i> Leonid Massine 	<ul style="list-style-type: none"> <i>Serenade</i>
			<ul style="list-style-type: none"> <i>Dracula</i> <i>Vampires Ball</i> <i>Carmen</i> <i>Firebird</i>

Subject to funding and successful acquisition of intellectual property rights.

WHERE WE STAND

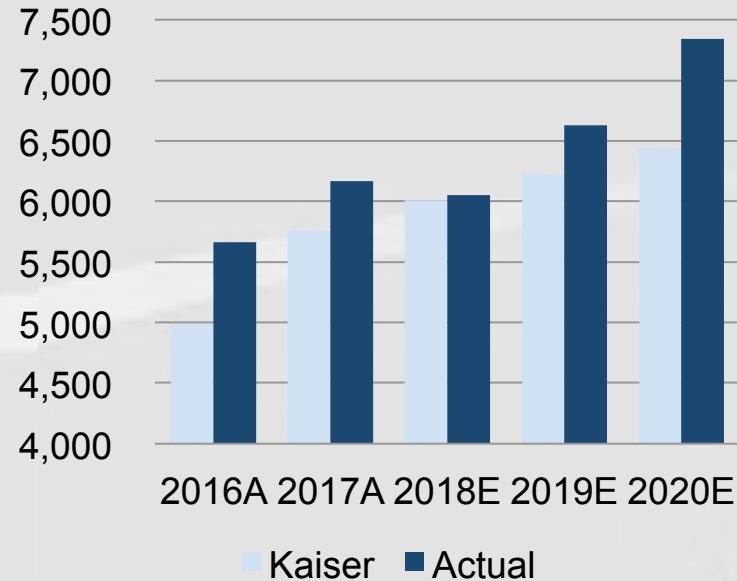
Orlando Ballet is looking ahead toward a bright future

- ✓ Artistic product remains strong
- ✓ Finished FY16 and FY17 with surplus
- ✓ Revenue targets on track for FY18
- ✓ Critical leadership roles filled
- ✓ World class performance home at DPC
- ✓ Anchor donation for Loch Haven renovation of \$2 million
- ✓ Donor support of cash position

KAISER RESTRUCTURING GOALS

- OB tracking to Kaiser Turnaround Plan
- Plan was appropriately conservative
- 2016 and 2017 both exceeded Kaiser Plan
- 2018 Goals in line with Kaiser Year 3 Plan

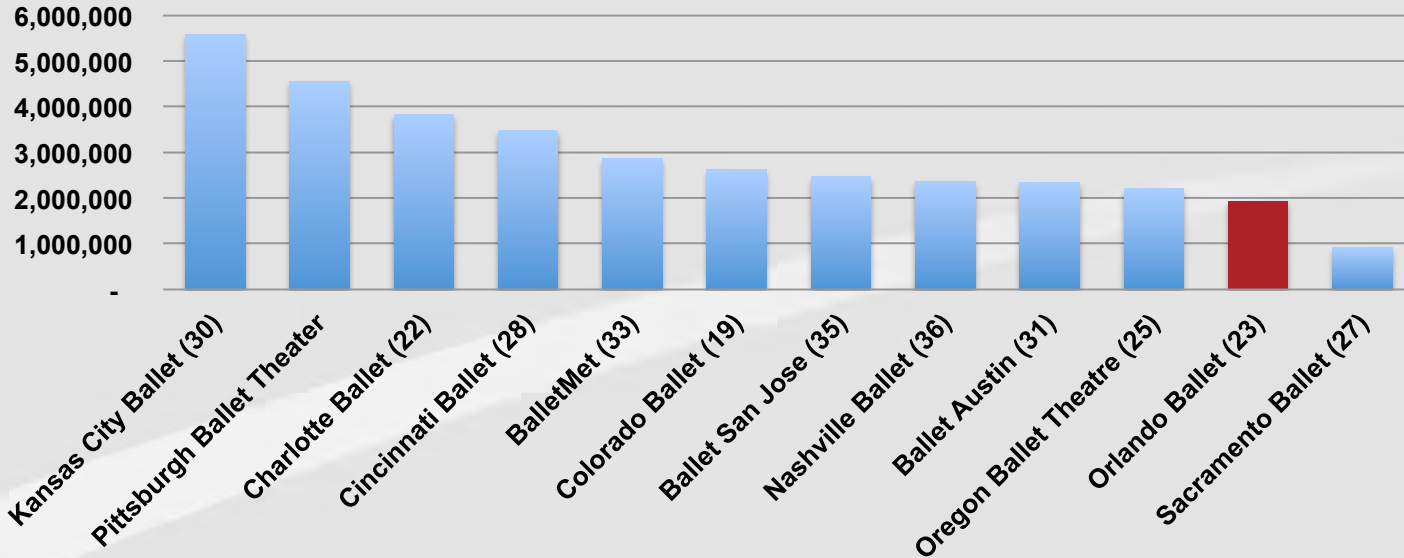
Revenue vs. Kaiser Goal



\$ in Thousands

REVENUE LAGS SIMILAR REGIONS

Historical contributed revenue lags similar economic regions



Source: Dance USA and Wikipedia. Most company data is for 2015 or 2016. MSA data as of 2014
Numbers in italics reflect Population Rank of MSA

ORLANDO - WHY NOT US?

Economic tailwind creates massive opportunity

★
#1 IN THE U.S.
For
JOB GROWTH
IN 2015

*U.S. Department of
Labor Bureau of
Labor Statistics*

★
TOP 10
AMERICAN CITY
of the
FUTURE

3 years in a row

fDi Magazine

★
BEST
PERFORMING
CITY

*Orlando
Kissimmee
Sanford*

Milken Institute

★
2nd MOST
COMPETITIVE
U.S. LOCATION
For
BUSINESS

KPMG

OUR MISSION

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

NOW WHAT – EASY AS ABC

A Assure stability

- Manage cash
- Leadership and sufficient staffing
- “Can’t save your way to health”

B Build an Institution

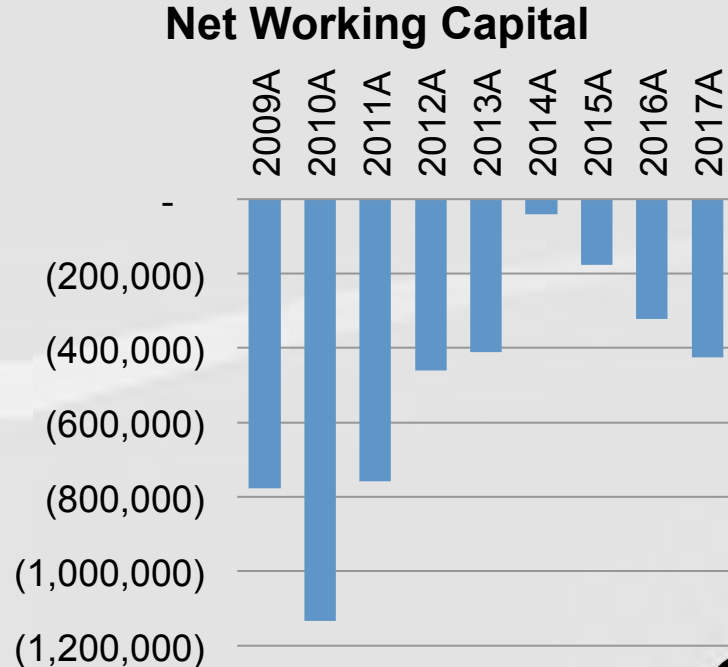
- [Name TBD] Dance Center at Loch Haven
- Build greater community presence and partnerships

C Create

- Signature Works that excite audiences
- New Programs for expanded reach

A = ASSURE STABILITY

- Negative Working Capital
- Highly seasonal cash flow
- Key risk factor cited in grant reviews
- Cash management is distraction
- Short Term Solution:
 - Donor Line of Credit
- Medium Term Solution:
 - Increase Bank LOC
 - Shift calendar forward
- Long Term Solution:
 - Raise Cash Reserve
 - Operating Surpluses



BUILD A TRANSFORMATIVE HOME



THE HOME WE NEED....NOW

- 38,000 square feet
- Harriet's Great Hall hosts community events and small performances
- Great Hall divides to become 2 OB Company Studios
- 6 OBS studios to house expanded classes
- Offices, conference and appropriate changing rooms
- Parent waiting and student study areas
- Costume workshop and support facilities

BUILD OUR AUDIENCE

- Grow home season audience at Dr. Phillips Center
 - Pricing for all budgets
 - Imaginative and innovative marketing
 - More performances; eventually add a fifth series
 - Return of live music
- Expand performance calendar
 - Partnerships with other theaters in Central Florida
 - Master classes, Uncorked, Residencies in Central Florida
 - Tour partnerships in other Florida cities
 - Earn invitation to 2-3 national dance festivals

CREATE NEW REPERTOIRE

- High quality and appealing Mainstage seasons
- Re-imagine *Nutcracker* for Steinmetz Hall
- Robert Hill signature full-length to open Steinmetz
- Bi-Annual Choreography Competition
- World premieres via partnerships with major ballets
- Partnerships with other Arts Groups

BUILD OUR DANCE SCHOOL

- Double OBS to serve 1,500 total students
- Continue world-renowned elite training programs
- Premiere dance school in Central Florida
- Classes for all skills and age levels
- Educational partnerships with local schools
- Expand Outreach partnerships
- Strong community for student families

CREATE NEW PROGRAMS

- Full time, dedicated Outreach effort
- Expand presence in community
- Broaden Outreach beyond 60,000 current students
 - Community partnerships to reach more children
 - Expand STEPS Program
 - Scholarships focus on disadvantaged students

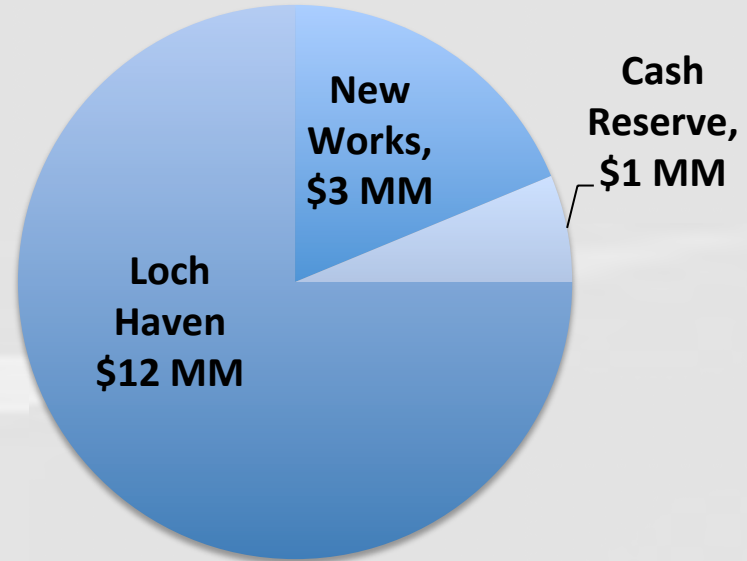
CREATE WORK LIFE QUALITY

- Quality workspaces and studios
- Appropriately sized staff to execute mission and prevent burnout
- More performance opportunities for dancers
- Improve Employee Value Proposition (“EVP”)
 - Competitive compensation
 - Retirement and medical savings plans
 - Better health coverage
 - Post-dance career education and pathways

INVESTMENT NEED

INVEST IN US – CAPITAL NEEDS

- Assure stability
 - Cash reserve
- Build
 - New Home
 - New Programs
- Create
 - *Nutcracker*
 - Signature full length
 - Company premieres



\$ in Millions

REVENUE FORECAST

- Double subscription sales
- Grow single tickets at 5%
- \$1+ MM Nutcracker sales
- \$3 MM Contributed Income
- Grow OBS revenue 25%
- Build 1 – 2 tour city relationships
- Expand community presence and calendar

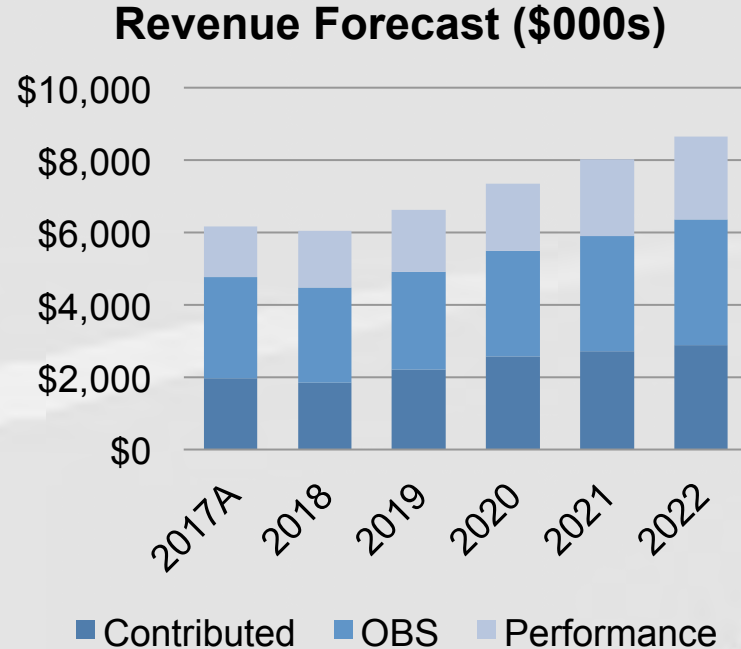


Chart \$ in Thousands

TARGET DATES

Date	Objective
Feb 2018	2017 / 18 Season Gala at Loch Haven
2018 - 2021	Capital Campaign
Aug 2018	Ground Break at Loch Haven (after Summer Intensive)
Oct 2018	Season Open / Robert Hill 10 th Anniversary Gala
Sep 2019	Loch Haven Grand Opening
October 2020	Open 1 st Steinmetz Season / Signature Work
December 2020	New <i>Nutcracker</i> Premiere at Steinmetz Hall

QUESTIONS?

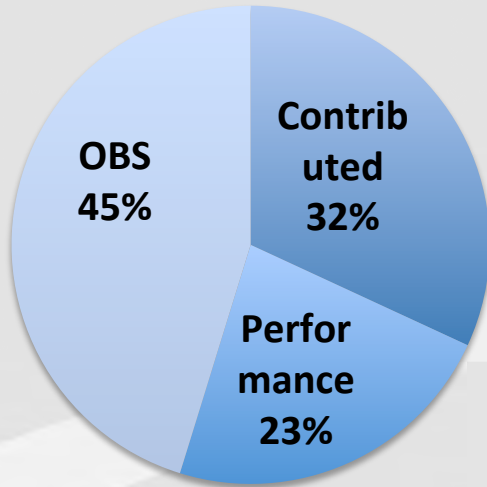
THANK YOU FOR HELPING US BUILD THE BALLET

Presentation to Community Stakeholders
November 28, 2017

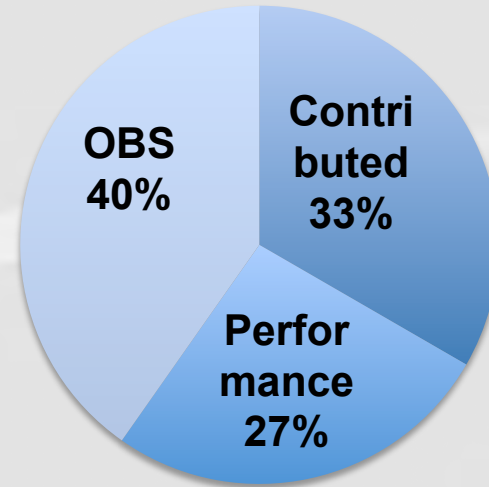


DIVERSIFIED REVENUE MIX

Current Revenue Mix



Target Revenue Mix



\$ in Millions



HOW WE SPENT OUR SUMMER

AFFIRMING THE MISSION

The Orlando Ballet ~~seeks to~~ entertain, educate, and
enrich ~~our community~~ through the **highest**
quality of dance.