

ORLANDO BALLET

ROBERT HILL | ARTISTIC DIRECTOR

# STAKEHOLDER UPDATE

JULY 1, 2019

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# ORLANDO BALLET MISSION STATEMENT

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

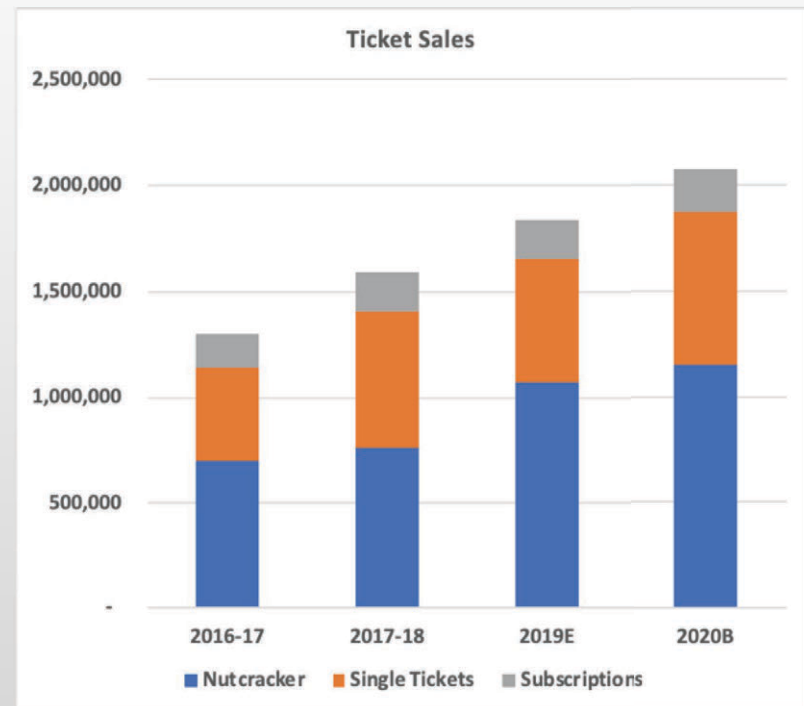
# POSITIONED FOR SIGNIFICANT GROWTH

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- ✓ Critically acclaimed artistic excellence led by Robert Hill, entering his second decade
- ✓ Experienced Executive Director Shane Jewell joined in June 2018
- ✓ Delivered mission to over 125,000 participants from all communities
- ✓ 70%+ see Orlando Ballet at no charge; 60%+ are children and youth
- ✓ \$12 million, world-class, Harriett's Orlando Ballet Centre opens in early 2020
- ✓ 40%+ increase in Ticket Sales in 2 years
- ✓ *Nutcracker* exceeded \$1 million sales ahead of Plan
- ✓ Restructured School offers dance programs for every age and ability; lower cost structure
- ✓ Tripled STEPS program to over 1,000 under-served children
- ✓ No long-term debt; no facility debt
- ✓ New bank partnerships; access to bank line to manage cash seasonality and avoid crisis
- ✓ Climbed from 13<sup>th</sup> to 5<sup>th</sup> in United Arts Grant Panel Score
- ✓ Growing Contributed Income base – progress made; but more investment required

# BUILDING OUR MAINSTAGE AUDIENCE

- Tickets Sales have increased 40% over last two years
- *Swan Lake* and *Romeo & Juliet* last season became 1st and 2nd highest grossing performances in OB history
- *Carmina Burana* - 3rd highest gross in OB history
  - “*Carmina Burana thrillingly triumphs... a magnificent achievement*”
  - Orlando Sentinel
- *Bailamos!* in Feb 2019 - best selling Mixed Rep series in history; exceeding last season’s critically acclaimed *Contemporary Wonders* by over 50%
  - “*Orlando Ballet's Latin flair shines in modern works*” – Orlando Sentinel
- *Nutcracker* dramatically exceeded goal delivering over \$1 million for first time in history
- Live Music for majority of programs; 100% is goal



# CHILDREN ARE OUR PRIMARY AUDIENCE

OB reaches over 80,000 youth audience and teaches dance to over 2,500 students

AUDIENCE	2018 FY	2017 FY
All Programs	129,586	116,221
Paid Attendance	37,385	33,070
% Paid	29%	29%
Children / Youth	80,272	80,187
% Children / Youth	62%	69%

DANCE STUDENTS	2019 FY	2018 FY
School Year Enrollment	549	428*
Summer Enrollment	798*	726
STEPS (Workshop)	1,066	~300
STEPS Ahead (Workshop)	205	40
Come Dance With Us	10-20	10-20

- 71% of our audience participates in Orlando Ballet programs at no cost
- Over 60% of our audience are children and youth
  - Regular Season
  - Intro to Ballet and Young People's Concert
  - School performances
  - In-School classes and workshops
  - Community performances
- Orlando Ballet School impacts the lives of over 2,500 students of all ages, but primarily children and youth

- Attendance data based on October 2018 United Arts Grant Application.
- Dance Students as of February 28, 2019 for Central and South locations.
- \*Excludes north-side campus which was discontinued in 2018.
- \*2019FY Summer enrollment reflects July/August 2018 actual; and estimates for June 2019 programs.

# STEPS HAS TRIPLED TO OVER 1,000 CHILDREN

Expanding our Mission to every corner of the community is a high priority

TOTAL ATTENDANCE	2019FY	2018FY
<b>STEPS:</b>		
Locations	18	6
Students	1,066	300
Class Series / Graduates	414	73
<b>STEPS Ahead:</b>		
Locations	3	1
Students	205	40
Workshop Graduates	108	40
<b>Total Impact:</b>		
Students	1,271	464
Workshop Graduates	522	237

- STEPS: Scholarship Training for the Enrichment of Primary Students
- Led by Charmaine Hunter, former Principal at Dance Theatre of Harlem
- Tripled locations in one year
- Strong partnership with Boys & Girls Clubs
- Serving Orange, Seminole, Osceola schools, Boys and Girls Clubs and Community Centers
- Introduced STEPS Ahead for older students in 2018
- 10 week Workshops
  - Tuition free
  - Dance uniform and transportation provided
  - Graduation performance for families
    - Opportunity to advance to OBS with full scholarship

# MEETING THE MISSION

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May 8, 2019

Dear Krista,

I am so grateful to have found Be Moved and for you, from day one you remembered my name, when many people don't, you welcomed me with open arms and made me feel as if you were expecting me and known me for years.

To walk in the door for the first time was a big breakthrough for me as this was completely out of my comfort zone. I quickly realized I was in a NO Judgement Zone and it would be ok if I was not able to keep up or stumbled from time to time. Now I just laugh it off.

Be Moved has been more than a place where I can come to enjoy myself and move to music, it's been a form of therapy and a part of my healing process from grief. I can honestly say that Be Moved has helped me ascend to the next step and has truly brought me so much joy. I can smile and laugh again, meet new people, and just have a good time hanging out at Firebirds, drinking my water.

Thank you for your warm embrace, your positive energy, your smile and your welcoming friendly spirit.

You have truly been a Blessing to me. I'm looking forward to returning as soon as you are up and running.

Take Care & God Bless,

*...(dance) has been more than a place where I can come to enjoy myself and move to music, it's a form of therapy and part of my healing process from grief....*

*I can smile and laugh again....*

*an Orlando Ballet School  
adult student*

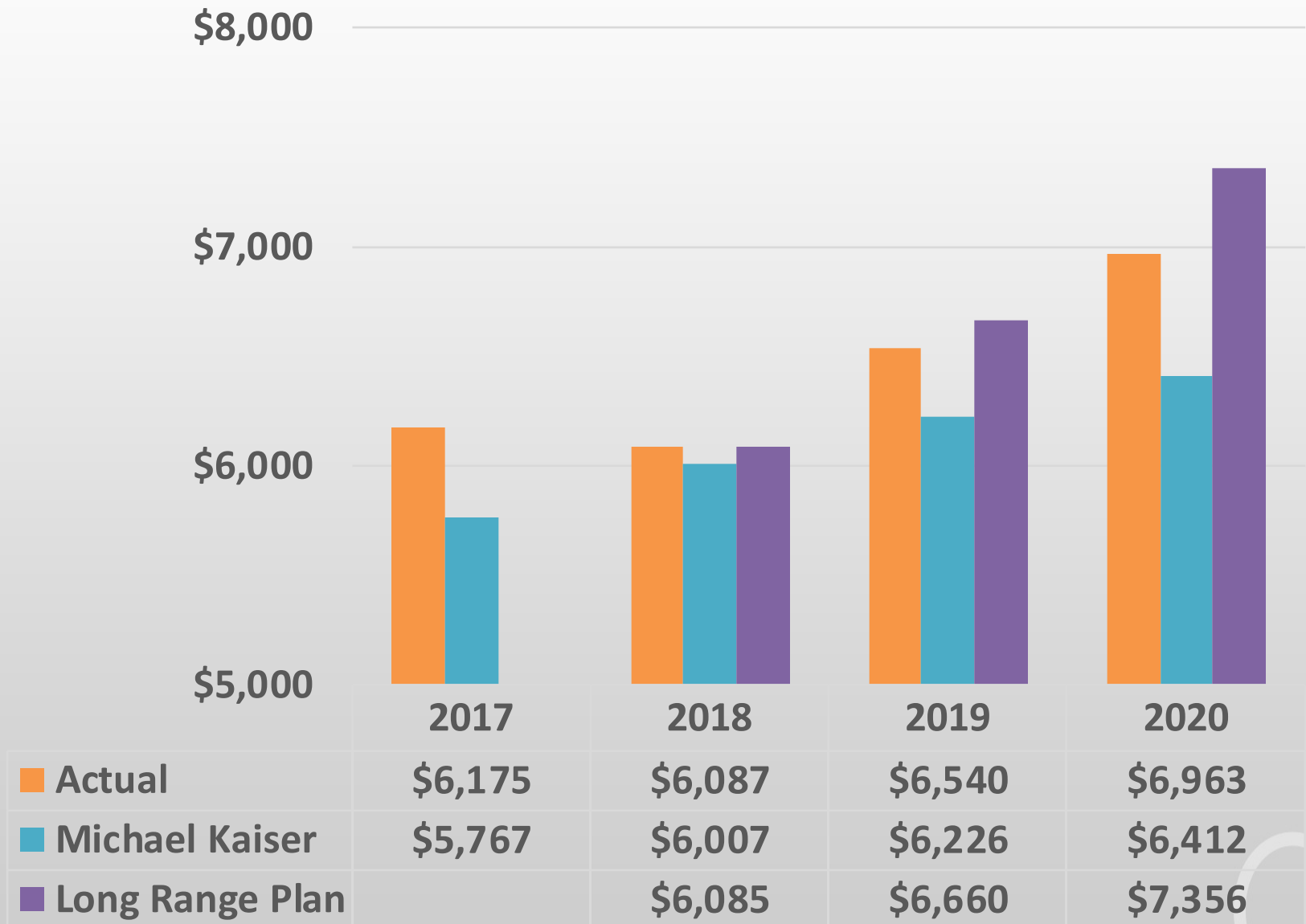


# 2017 LONG RANGE PLAN PROGRESS TO DATE

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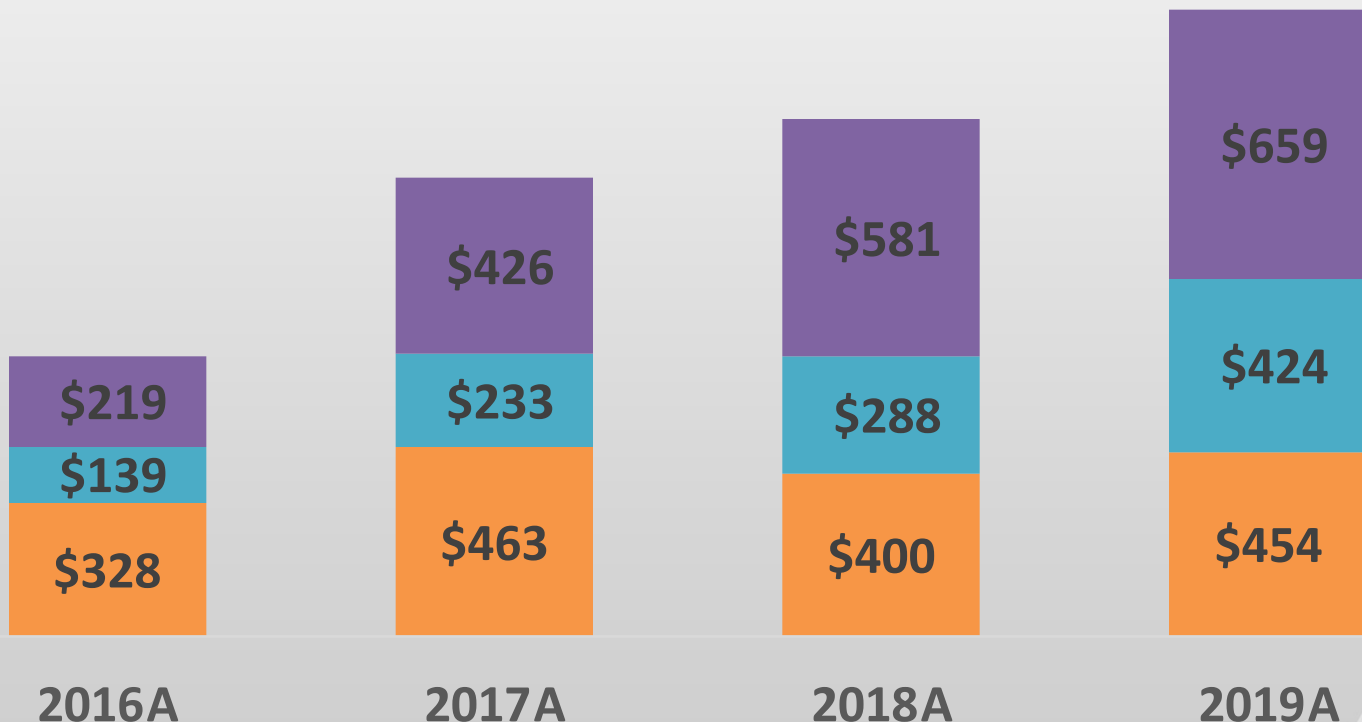
## EXCEEDED KAISER PLAN (000S)



# DOUBLED CONTRIBUTED INCOME (000S)

Thanks to YOU, Orlando Ballet has DOUBLED Baseline Contributed Income in 3 years

■ Gov't & UA   ■ Corp & Foundation   ■ Recurring Individual

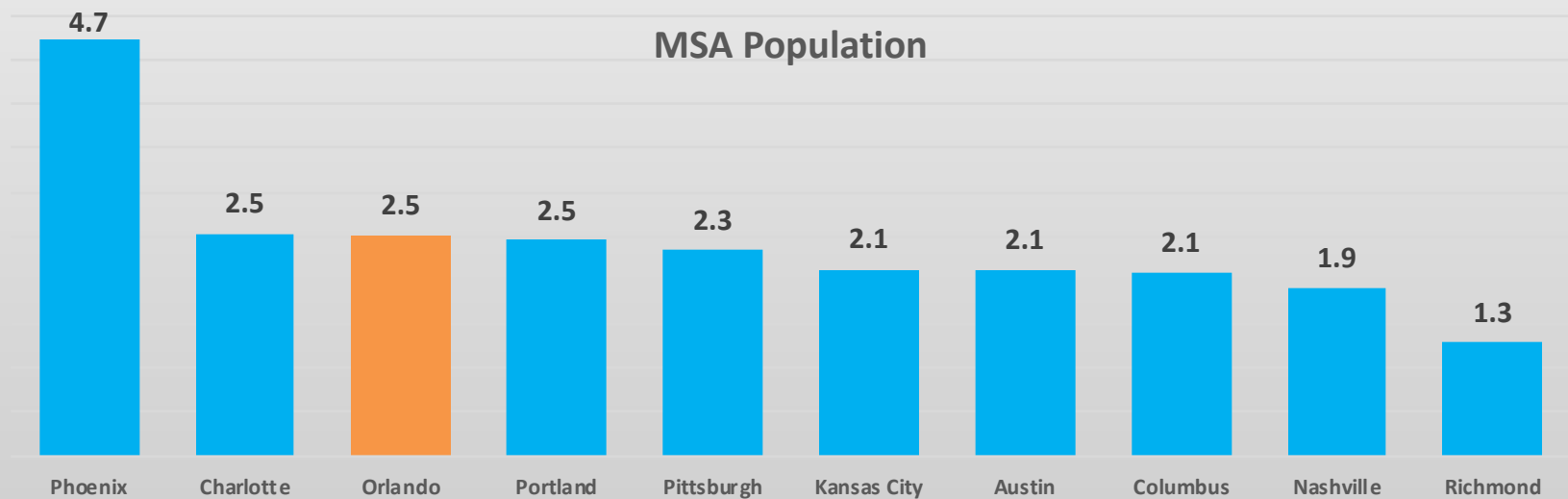
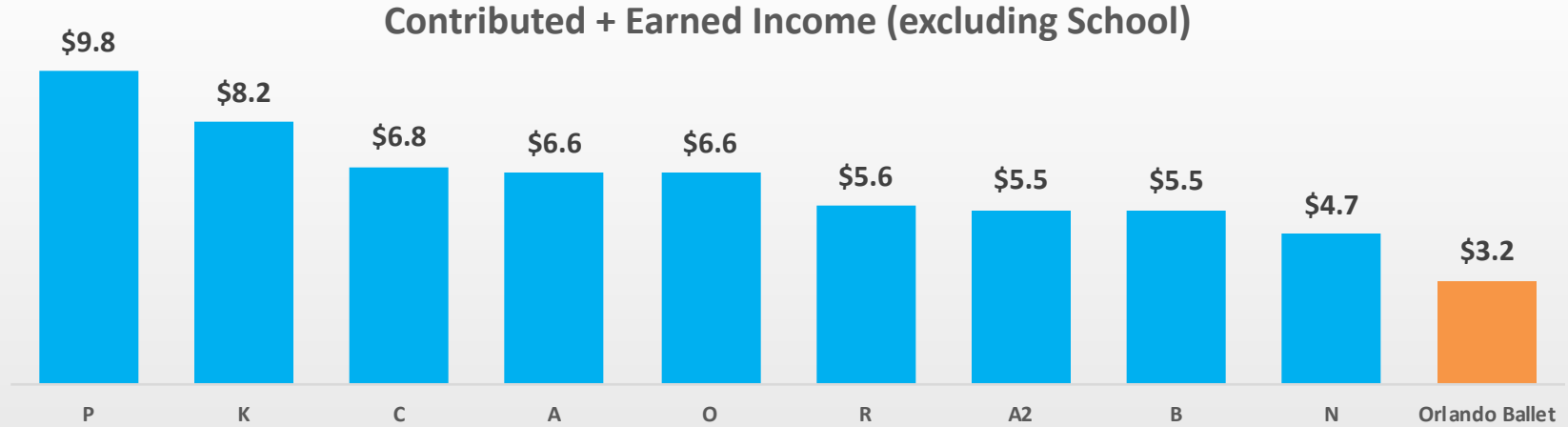


Baseline Contributed Income is defined as regular and recurring gifts and grants. Amounts exclude Galas. Amounts exclude Extraordinary Gifts of \$442k in 2016 (Save the Ballet); \$65k in 2017, 442k in 2018 and \$405k in 2019.

# PEER CITY COMPARISON

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# PEER CITY COMPANY INCOME – 2017/18 (MM)



- All comparable data uses 2018 DanceUSA survey data, including Orlando Ballet; and excludes Capital Gifts. OB excludes 1x extraordinary Individual operating gifts of \$364,000 and \$97,500.
- MSA Data Source = 2017 Metropolitan Statistical Area population data on Wikipedia.

# CONTRIBUTED INCOME LAGS PEERS

Although progress has been made, Orlando Ballet's philanthropic support lags other cities.

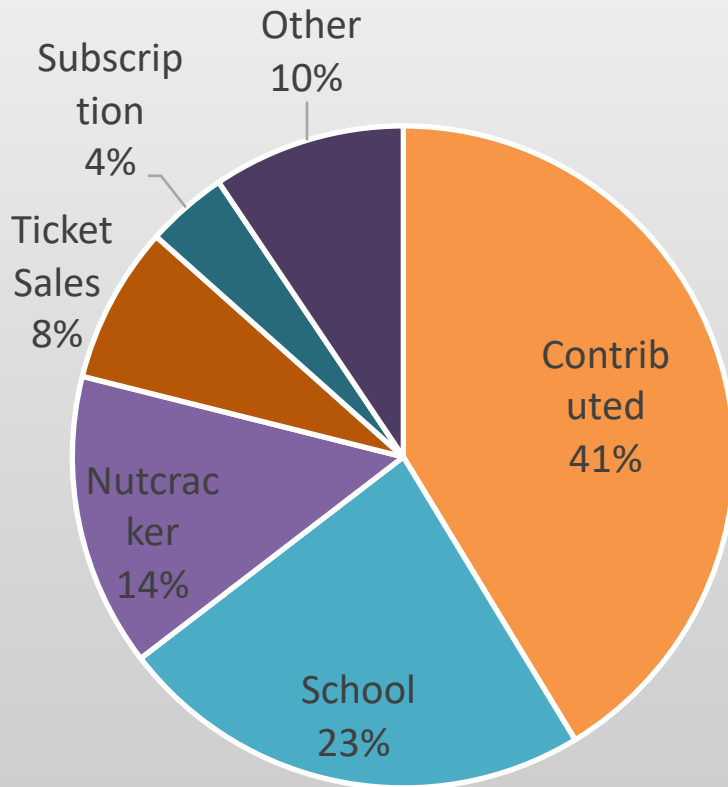


- All comparable data uses 2018 DanceUSA survey data, including Orlando Ballet; and excludes Capital Gifts. OB excludes 1x extraordinary Individual operating gifts of \$364,000 and \$97,500.
- Includes Galas and Events.
- MSA Data Source = 2017 Metropolitan Statistical Area population data on Wikipedia.

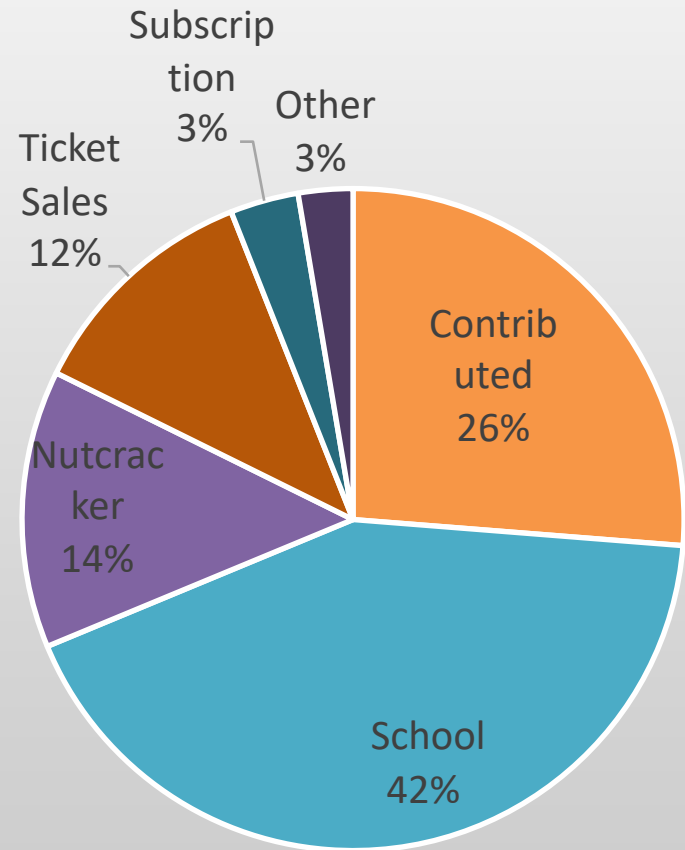
# CONTRIBUTED IS THE #1 SOURCE OF PEER INCOME

OB's Baseline Contributed Income is 26%  
compared to Peer Average of 41%.

Peer Income Source

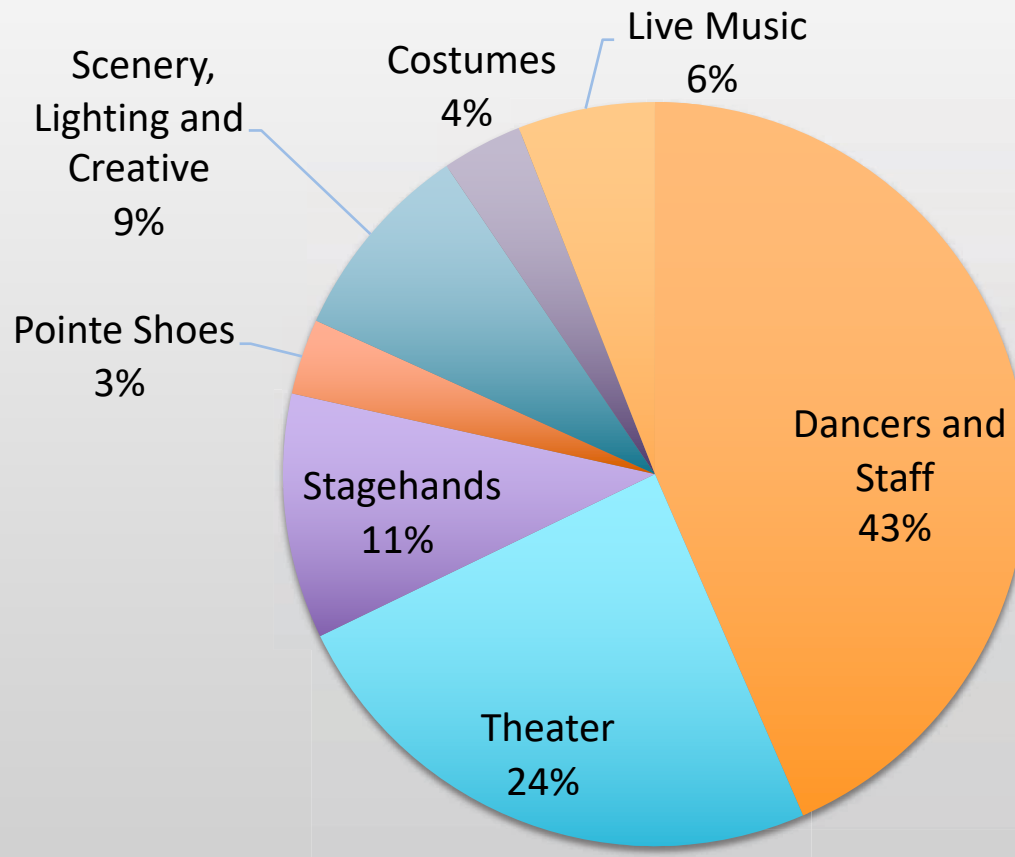


OB Income Source



# PERFORMANCE SEASON DIRECT COSTS

**Funds for new works, community programs, world-renowned choreographers, live music, dancers, sets and costumes, and dancer wages are constrained**



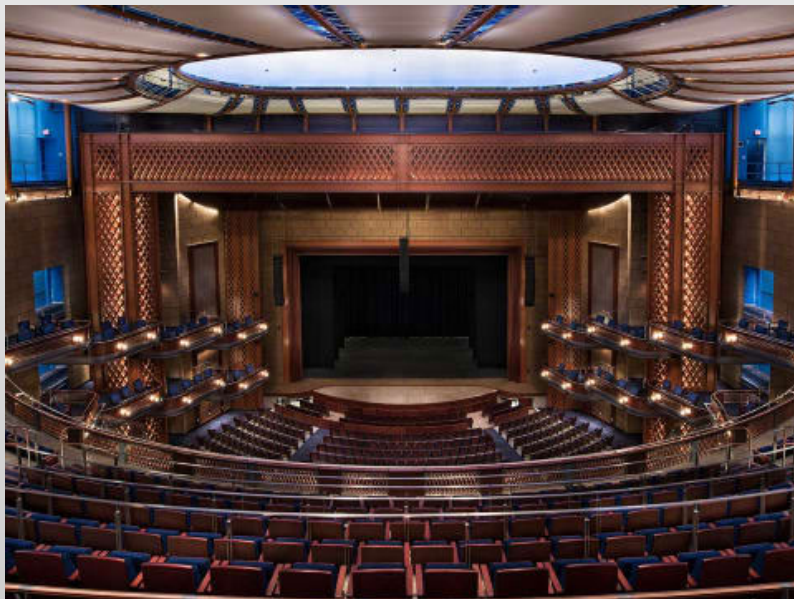
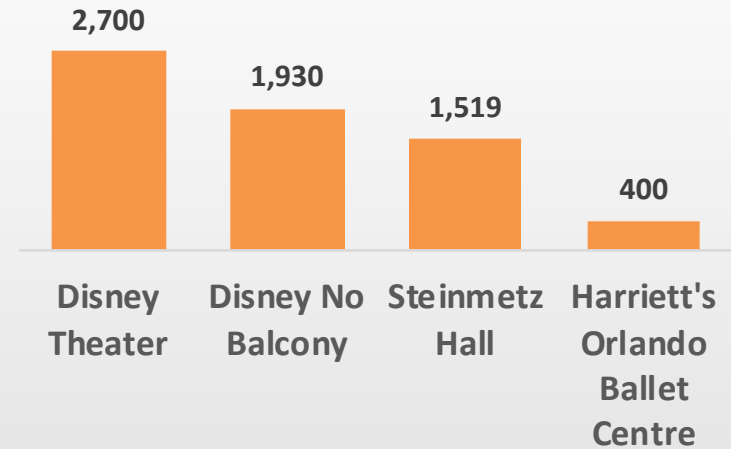
- Source: Orlando Ballet 2019 Actual production and artistic expense budgets.

# SUSTAIN THE BALLET

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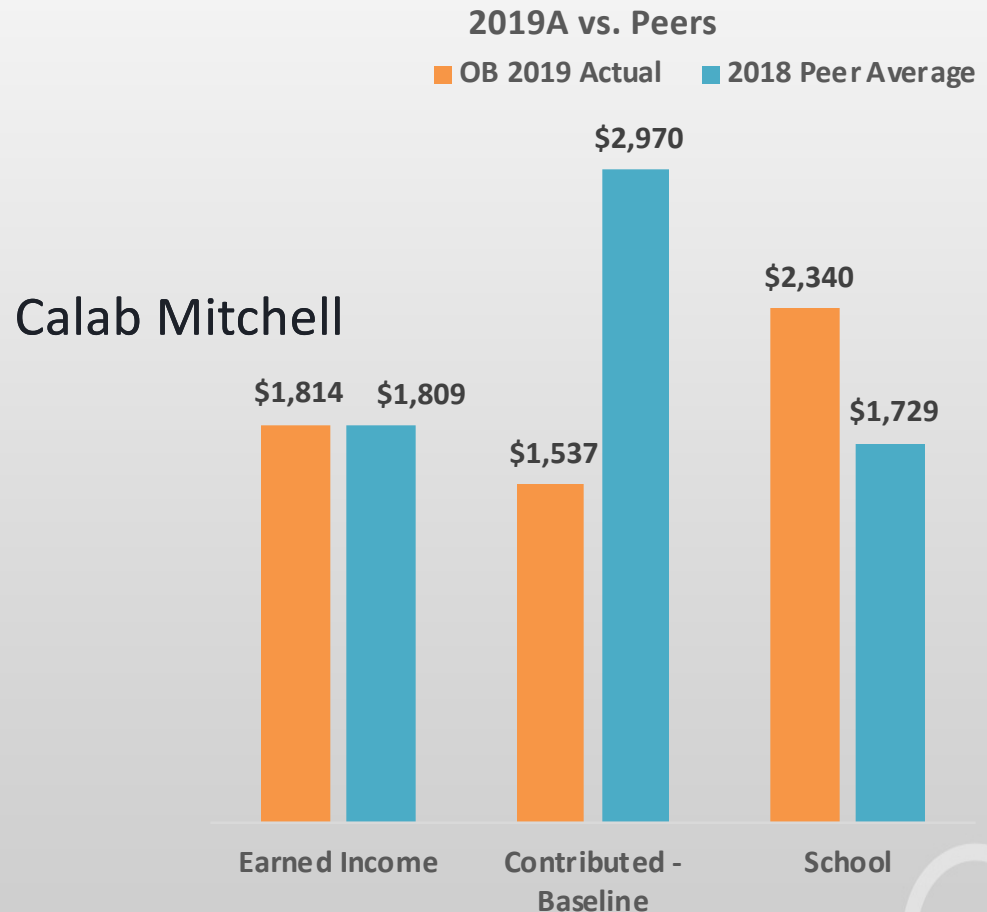
# NO LONGER HOMELESS – THANK YOU!!!!



# INCREASE CONTRIBUTED \$1MM / YEAR

## Contributed income ensures sustainability

- Competitive wages
- Longer season
- New repertoire
- Scholarships
- Sustain and expand enrichment programs
- Community comp tickets
- Cash reserves
- Live Music
- Sustainable success in Steinmetz Hall



- \$ in thousands. All comparable data uses 2018 DanceUSA survey data; and excludes Capital Gifts. OB data is 2019 Actual excluding Extraordinary Gifts.

# OUR SPONSORS



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2019-20 SEASON SHOW & ANNUAL PARTNERS



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in memory of my daughter  
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ORLANDO BALLET

ROBERT HILL | ARTISTIC DIRECTOR

THANK YOU!

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Dancer: Kate-Lynn Robichaux (USA), Nick Patterson (USA) Photography by Michael Cairns 2019