Colorado Ballet Annual Report
FY2011
2010-2011 Season

Maria Mosina and Igor Vassine – Romeo & Juliet. Photo by Allen Birnbach
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Gil Boggs

Executive Director
Marie Belew Wheatley
Overview/Year in Review

History and Legacy

Colorado Ballet began 51 years ago as the vision of Lillian Covillo and Freidann Parker, Denver natives who shared a love of dance. On October 21, 2010, the Company celebrated its 50 years and paid tribute to Lillian Covillo and Freidann Parker. Covillo was in attendance and was able to see so many of the people she and Parker impacted through their dedication to the art they loved. On November 22, 2010, the Company suffered a significant loss with the passing of Lillian Covillo. Colorado Ballet would not be what it is today if not for the vision and dedication of Lillian Covillo and Freidann Parker.

They started with a dance school, and developed the performing company to provide a performance opportunity for their aspiring dancers. From those humble beginnings, Colorado Ballet has grown to a multi-faceted institution, encompassing a thirty member professional performing company, a studio company for advanced dance students who aspire to professional careers in dance, an Academy with two locations instructing the next generation of dancers (532 enrolled students), and an amazing education and outreach department that enables thousands to experience the magic of dance. With 30 professional dancers, 15 apprentice dancers, a dance academy with more than 500 students in two locations and an education and outreach department serving more than 600,000 Colorado residents in the last 11 years alone, Colorado Ballet is one of the leading performing arts organizations in the state.

A Year of Successes

Even though fiscal year 2010-2011 ended in the red, we had many successes that have positioned Colorado Ballet for continued trending toward financial stability.

With an excellent artistic product established and an appropriate business model in place, the Colorado Ballet celebrated its 50th Anniversary and launched the company into its next half century a healthier organization than the previous year.

Leadership

During the past few years, the national recession has impacted both donor contributions and ticket sales. In FY2010, we took a hard look at all aspects of our operations and determined where we could make corresponding expense reductions.

During the 2009-2010 season (FY2010), we paid off more than $600,000 of 2008-2009 payables and cut expenses by 14 percent, but still ended the fiscal year with a substantially lower, but still significant operating loss (less than $400,000). With that in mind, we reduced our 2010-2011 50th Anniversary Season (FY2011) budget by $1 million and eliminated one production from our schedule. Colorado Ballet retired a significant portion of operating debt, beginning the year with $565,000 and ending the year with less than $150,000.
Under the leadership of Artistic Director Gil Boggs and his artistic team, Colorado Ballet’s reputation is rising – we have received some of the best reviews in our history, and remain committed to producing the highest quality dance.

In August 2010, Colorado Ballet hired Marie Belew Wheatley as its Executive Director. Ms. Wheatley has more than 22 years of management experience in the non-profit sector and a life-long appreciation of the arts.

We reduced our administrative costs and improved ticketing services and donor management tools by converting to a new data management system that integrates ticket sales with donor contributions.

We hired a general manager to oversee conversion to new business systems and restructured and/or outsourced administrative functions to dramatically improve output and save thousands of dollars. Additionally, we transformed our marketing and sales approach, outreach and capabilities and converted to a new accounting system.

Colorado Ballet’s Development Department focused on broadening the donor base and engaging first-time attendees to support the Ballet. We raised more money in FY11 than in FY10 and made excellent progress with increasing the numbers of and contributions from annual and major donors in FY11. We also received new grants from the Gay & Lesbian Fund for Colorado, the Anna and John J. Sie Foundation, and Vodafone Americas Foundation, and a matching grant from Jerome Robbins Foundation. We received increased grants from Boettcher Foundation and Bonfils-Stanton Foundation, Wells Fargo Foundation, and The Anschutz Foundation.

During FY2011, we also met all 13 Better Business Bureau standards to qualify for BBB’s Wise Giving Alliance.
50th Anniversary Season
The 2010-2011 50th Anniversary Season started with a triple bill at The Newman Center in September. Three distinct choreographic styles made up the program—a proven work from Edwaard Liang, choreographic genius with Lar Lubovitch and a new work from a rising star in the ballet world, Matthew Neenan.

- Back by audience demand, Liang’s Feast of the Gods opened the Anniversary Triple Bill. Feast of the Gods features intricate choreography and a fast-paced pas de deux set to Italian composer Ottorino Respighi’s Ancient Airs and Dances.
- Second on the three-part program included a reprise of Lubovitch’s “…smile with my heart”. An expansion of Lubovitch’s pas de deux, My Funny Valentine, “…smile with my heart” was created in 2002 for American Ballet Theatre as a part of the Richard Rodgers Centennial.
- Lastly, Colorado Ballet’s program closed with a witty and impressive world premiere by popular choreographer, Neenan. His choreography is recognized as fresh, imaginative and technically challenging.

In October 2010, Colorado Ballet presented the vampiric tale, Dracula. With sensual choreography by Michael Pink and a moving score by Philip Feeney, this frightening production brought Stoker’s nineteenth century Gothic novel to the dance stage.

Colorado Ballet celebrated the 50th anniversary of The Nutcracker. This timeless work features Tchaikovsky’s beloved score performed by Colorado Ballet Orchestra, unforgettable characters and dazzling costumes.

The season concluded with William Shakespeare’s tragic love story, Romeo and Juliet, at the Ellie Caulkins Opera House. Colorado Ballet brought Shakespeare’s astoundingly crafted tale of two star-crossed lovers to life in this full-length masterpiece.

Other Successes:
- Invited to perform in Vail International Dance Festival in August 2011.
- Set records for the most tickets sold, total revenue in ticket sales, and number of sold-out performances for The Nutcracker.
- Exceeded ticket sales goal for Romeo & Juliet by approximately $174,000.
Education
As of the start of the 2010-2011 season, Colorado Ballet’s Education and Outreach had made more than 600,000 contacts in more than 24 Colorado counties, serving more than 300 schools and organizations each year. During the 2010-2011 season, we continued the second year of the Dare to Dance program due to its success with the Anna and John J. Sie Center for Down Syndrome at Children’s Hospital Colorado and the Global Down Syndrome Foundation.

Colorado Ballet’s outreach programs make approximately 60,000 community contacts each year.

Our Education and Outreach programming continues to thrive and adds new programs as opportunities arise. We have now combined all dance training under the umbrella of Education under the leadership of Anne O’Connor.

Colorado Ballet Academy
Founded more than 30 years ago by one of the nation’s leading ballet companies, the Colorado Ballet Academy continues to thrive as a true professional training ground. The Colorado Ballet Academy is unlike any other dance school in the state in that the students train alongside the professional Company dancers and have the opportunity to audition for roles in Colorado Ballet’s professional productions, including Colorado Ballet's annual production of The Nutcracker.

The Academy provides training to more than 500 students age 3 through adult, beginner through professional. Utilizing the famed Vaganova method of ballet training, the Academy has honed the dance skills of thousands of students, as well as started the careers of many professional dancers. The Academy provides the highest quality dance training to all students in a professional environment and offers two convenient locations - the Central Academy in downtown Denver and the South Academy in Centennial.

Our Academy is seeing new success due to better visibility in the community and the resourceful business practices of the education staff.
2010-2011 Financials

Statement of Activities and Change in Net Assets for the Year Ended June 30, 2011

Total Revenues: $6,108,147
Total Expenses: $6,225,951
Net Assets, beginning of period: ($501,525)
Net assets, end of period: ($619,329)

Revenues, Gains and Other Support

<table>
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<tr>
<th>Revenues, Gains and Other Support</th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Permanently Restricted</th>
<th>Total</th>
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<td>Admissions and performance fees</td>
<td>$ 3,273,269</td>
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<td>$ 3,273,269</td>
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<td>School tuition and revenue</td>
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<td>Boutique sales, net of $78,520 cost of sales</td>
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<td>Interest</td>
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<td>Scientific &amp; Cultural Facilities District</td>
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<td>Donated services, materials, facilities</td>
<td>118,306</td>
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<td>Fundraising Events</td>
<td>263,563</td>
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<td>Miscellaneous income</td>
<td>12,190</td>
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<td>Net assets released from restrictions</td>
<td>281,645</td>
<td>(281,645)</td>
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<td>Total revenues, gains and other support</td>
<td>6,301,757</td>
<td>(193,610)</td>
<td>-</td>
<td>6,108,147</td>
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</tbody>
</table>
### Expenses

#### Program Services

- **Production**
  - Unrestricted: $3,926,390
  - Temporarily Restricted: $ -
  - Permanently Restricted: $ -
  - Total: $3,926,390

- **School**
  - Unrestricted: $878,198
  - Temporarily Restricted: $ -
  - Permanently Restricted: $ -
  - Total: $878,198

**Total Program Services**: $4,804,588

#### Supporting Services

- **General and Administrative**
  - Unrestricted: $1,070,878
  - Temporarily Restricted: $ -
  - Permanently Restricted: $ -
  - Total: $1,070,878

- **Development**
  - Unrestricted: $253,681
  - Temporarily Restricted: $ -
  - Permanently Restricted: $ -
  - Total: $253,681

- **Fundraising events expense**
  - Unrestricted: $96,804
  - Temporarily Restricted: $ -
  - Permanently Restricted: $ -
  - Total: $96,804

**Total Supporting Services**: $1,421,363

**Total Expenses**: $6,225,951

### Change in Net Assets

- **Unrestricted**: $75,806
- **Temporarily Restricted**: $(193,610)
- **Permanently Restricted**: $ -
- **Total**: $(117,804)

**Net Assets, Beginning of Period**: $(1,080,820)

**Net Assets, End of Period**: $(1,005,014)

**Total**: $(619,329)
Donors July 1, 2010 – June 30, 2011

Corporate and Foundation Donors

$100,000+
Colorado Ballet Auxiliary Scientific and Cultural Facilities District

$50,000+
Boettcher Foundation

$20,000+
The Armstrong Foundation
Avenir Foundation
Bonfils-Stanton Foundation
Denver Ballet Guild
The Gates Family Foundation
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Colorado Academy of Lifelong Learning
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Jennifer Woudenberg
Lauria and Douglas Wright
Kerim Yakar
Linda and Eugene Young
Leonid Yuffa
JoAnne Zboyan

11 | Colorado Ballet Annual Report FY2011
Gifts In Kind

$20,000+
Champion Sports Medicine and Physical Therapy
Denver Newspaper Agency
High Noon Entertainment
The Westin Downtown Denver Hotel

$10,000+
Baur’s Ristorante
Sandy Elliott and John T.M. Wright

$5,000+
$280 Flowers
Allen Birnbach Photography, Inc.
New West Capital Partners

$2,500+
Crady, Puca & Associates
EPS Doublet
Metropolitan Building Maintenance, Inc.
Natalie Rekstad-Lynn and Scott S. Lynn
Phase Line Strategies, LLC
Sandra Brown

$1,000+
Dr. Jonathan Albert and Allison Albert
David Andrews
Ellen Balaguer and Mark Chase
Marie Belew Wheatley
Bell Plumbing & Heating Company
Cami Cooper
Fox Media & Marketing
Mr. James Harvey and Mr. Bob Greene
Jim and Bette McDonald
Michael Torres
Trinity Mechanical, Inc.

$500+
Leonard Goldstein
Shirin Lankarani
Tracey and Darrell Musick
Denise and Jim Sanderson

$250+
Anonymous

$100+
Casey Dalton
Les Desmoiselles of the Denver Ballet Guild
D. Adam and Jennifer Flatt
Anne and James Hillary
Richard S. Newton
Occasions by Sandy
Salon on the Boulevard
Ms. Bernice Yost
Monique Coustry
Elise and Mills Ford
Emily Pramik
Jessica Sherwood